

City of Winsted Comprehensive Plan



*A Community Plan for
Growth & Development:
2000-2020*

Adopted June 6, 2000

Prepared by the
Mid-Minnesota Development Commission
Willmar, MN 56201

Winsted Comprehensive Plan: Table of Contents

Introduction to the Winsted Comprehensive Plan	1
The Role of the City Council and Planning Commission	2
 Chapter One: Community Profile	 3
Winsted History	4
Population Profile	6
Current Population and Projections	6
Social and Economic Information	12
 Chapter Two: Natural Resources	 16
Water-Body Information	16
Winsted Area Soils	18
Flood Plain	23
Winsted Lake	25
 Chapter Three: The Urban Environment	 26
Housing	29
Household Projections	30
Business/Industry	32
Employment by Industry	32
Major Employers	33
Future Business Needs	36
Public Investments	37
Downtown Area Sidewalks	37
Residential Sidewalks	37
Curb and Gutter	37
Streets	38
Street Lights	38
Storm Sewer	38
Sanitary Storm Collection Sewer	38
Waste Water Treatment System	39
Water Supply	39
Water Treatment	39
Water Storage	39
The Winsted Municipal Airport	40
Telecommunications	40
Winsted Public Library	41
Winsted Industrial Park	41
Parks and Recreation	41

Table of Contents Continued...

Chapter Four: The Winsted Community Survey	43
Survey Methodology	43
Survey Results	43
Survey Format with Results	47
Chapter Five: Current and Emerging Issues	50
Land Use and Community Design	50
Citizen Participation and Intergovernmental Cooperation	51
Housing	51
Urban Growth	52
Economic Development	52
Environmental Protection	53
Transportation	54
Parks and Recreation	54
Miscellaneous	54
Chapter Six: Goals, Objectives and Policies	55
Community-Based Planning Goals	55
Goal One: Citizen Participation	56
Goal Two: Intergovernmental Cooperation	56
Goal Three: Economic Development	57
Goal Four: Natural Resource Conservation	59
Goal Five: Livable Community Design	61
Goal Six: Housing	62
Goal Seven: Transportation	63
Goal Eight: Land Use Planning	66
Goal Nine: Public Investments	69
Goal Ten: Public Education	70
Goal Eleven: Sustainable Development	71
Chapter Seven: Implementation	73
Winsted's Future Land Use	73
Future Land Use Explanations	76
Using the Future Land Use Map	77
Other Tools Needed for Implementation	78
Subdivision Ordinance	79
Capital Improvements Plan	80
Orderly Annexation	81
Community-Based Planning Principals	83
Using the Plan	83
Updating the Plan	85

List of Maps

Map One: McLeod County and the City of Winsted	3
Map Two: Winsted Area Wetlands and Water Features	17
Map Three: Winsted Area Soils	19
Map Four: Winsted Lake	25
Map Five: City of Winsted Land Use (August, 1999)	27
Map Six: Winsted's Urban Growth Area and Future Land Use	75

List of Tables

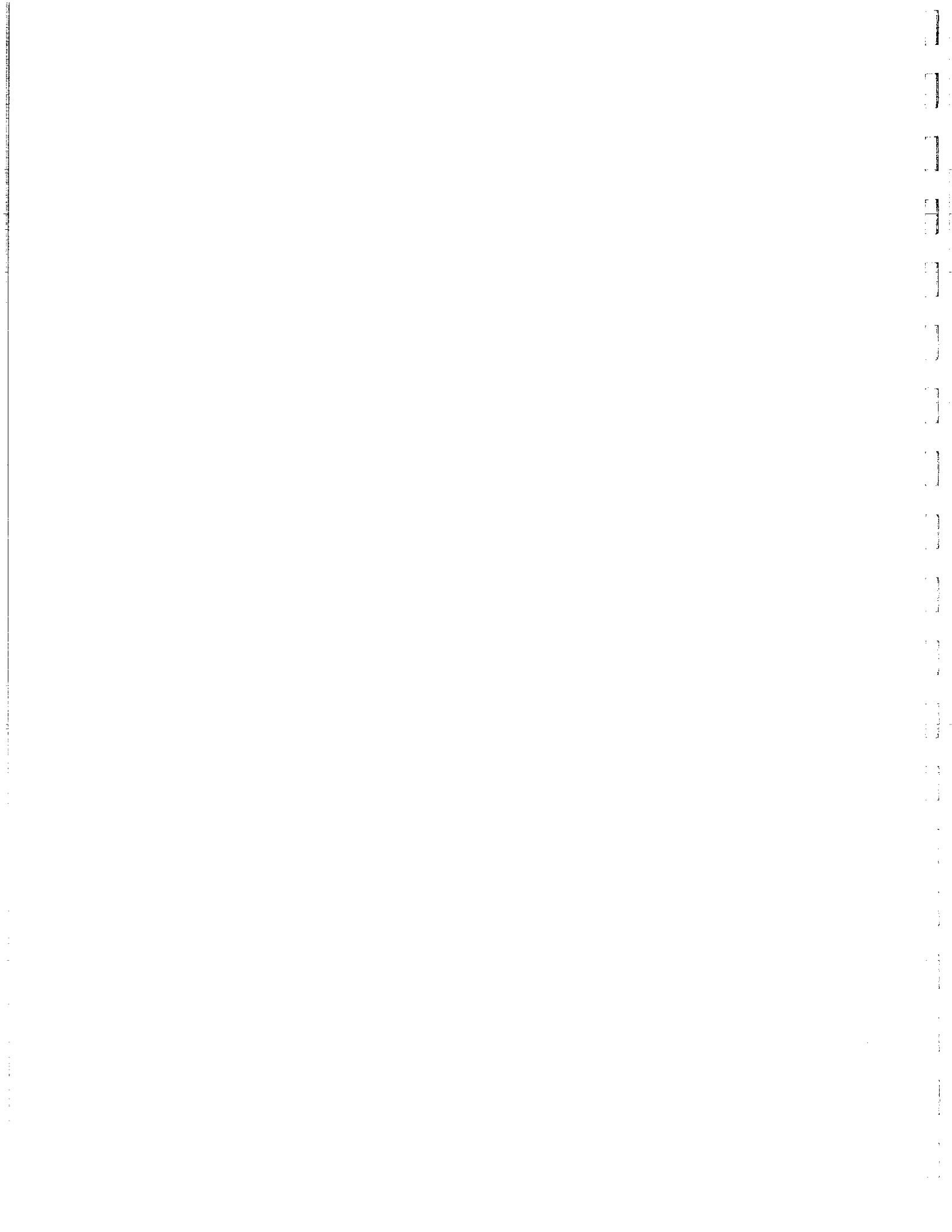
Table One: Winsted and McLeod County Population Since 1930	6
Table Two: Winsted's Estimated Population Growth Since 1990	8
Table Three: Winsted's 20-Year Population Projection	9
Table Four: Population and Growth Rates Since 1970 for Winsted's Surrounding Cities	11
Table Five: Population by Age-Group for Winsted and Minnesota (1990 Census)	12
Table Six: Winsted's Reported Ancestries (1990)	13
Table Seven: Winsted Soil Characteristics	21
Table Eight: Estimated Market Value for Residential Buildings	29
Table Nine: Apartment Complexes Located in Winsted	30
Table Ten: McLeod County's Employment by Industry	32
Table Eleven: What type of businesses are needed in Winsted?	36
Table Twelve: How do you rate the following City features?	44
Table Thirteen: Should the City prioritize these projects over the next 5 to 15 years?	45

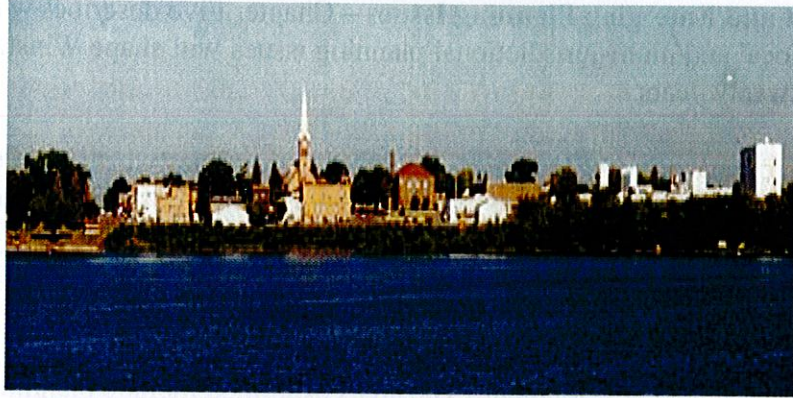
List of Figures

Figure One: Winsted's Population Growth Since 1930	7
Figure Two: Low, Medium and High Population Projections	10
Figure Three: Winsted and its Surrounding Communities	11
Figure Four: Percent of Population by Age-Group (1990)	13
Figure Five: Education Levels for Winsted, McLeod County and Minnesota (1990)	14
Figure Six: Household Income for Winsted, McLeod County and Minnesota (1990)	15
Figure Seven: Winsted Housing Breakdown by Decade	29
Figure Eight: New Housing Units Needed to Accommodate Winsted' Future Population	31
Figure Nine: Please circle the two main reasons why you like living in Winsted?	46

Appendices Table of Contents

Appendix A: Winsted Comprehensive Planning Process	86
Appendix B: DNR Correspondence	87
Appendix C: Winsted Business Inventory (August, 1999)	94
Appendix D: Winsted's Business Retention & Expansion Summary Report (March, 2000) ...	94





The City of Winsted as seen from
across Winsted Lake

Introduction to the Winsted Comprehensive Plan

This document establishes a Comprehensive Plan for the City of Winsted (hereafter referred to as either Winsted or the City). The primary purpose of the plan is to provide direction for growth and development by outlining the goals, objectives, and strategies formed by the community. It is to be used as a guide to the character, quality and physical development of the City for at least the next 20 years (until approximately the year 2020). Without this Comprehensive Plan, the City of Winsted would not be adequately prepared for when, where and how future development should occur. The following information is included in this Comprehensive Plan:

City Background – Chapter One provides a community profile of Winsted by examining its history, population trends and social-economic information.

Natural Resources – Chapter Two introduces the natural resource base of the Winsted area, including lakes, streams, wetlands and soils.

Existing Factors and Future Needs – Chapter Three examines Winsted's existing land use, housing conditions, business inventory, and public investments (i.e., streets, sewer, water, etc). Current conditions and future needs are highlighted for each of these areas.

Community Survey Results – Chapter Four presents the results of a City-wide survey that was hand delivered to every household. The participation rate was outstanding: 75 percent of the households completed the community survey.

Current and Emerging Planning Issues – Chapter Five describes what types of local and multi-jurisdictional planning issues will shape Winsted over the next twenty years.

Goals, Objectives and Strategies – Chapter Six outlines what specific approaches the community will take to guide land use decisions. The 11 goals of the 1997 Community-Based Planning Act are used to help ensure Winsted has adequately examined all of the important components of a healthy community.

Future Land Use Plan – Chapter Seven establishes a Future Land Use Plan for urban growth and development. The areas examined include planning for future residential, commercial, industrial, recreation, and transportation land uses. This section of the Comprehensive Plan helps to estimate what type of annexation needs Winsted will have over the next 20 years.

Using and Updating the Plan – Chapter Seven also explains how the Comprehensive Plan should be implemented. In addition, the Chapter also explains how the Comprehensive Plan can be updated whenever improvements need to be made.

The Role of the City Council and Planning Commission

In March, 1998, the decision was made by the Winsted City Council to update the City's Comprehensive Land Use Plan. In effect, this Comprehensive Plan replaces the Plan that was written in February, 1979. To help write the new Plan, Winsted contracted with the Mid-Minnesota Development Commission (MMDC) on April 21, 1999. The City Council approved the Comprehensive Plan on June 6, 2000, as recommended to them by the Planning Commission.

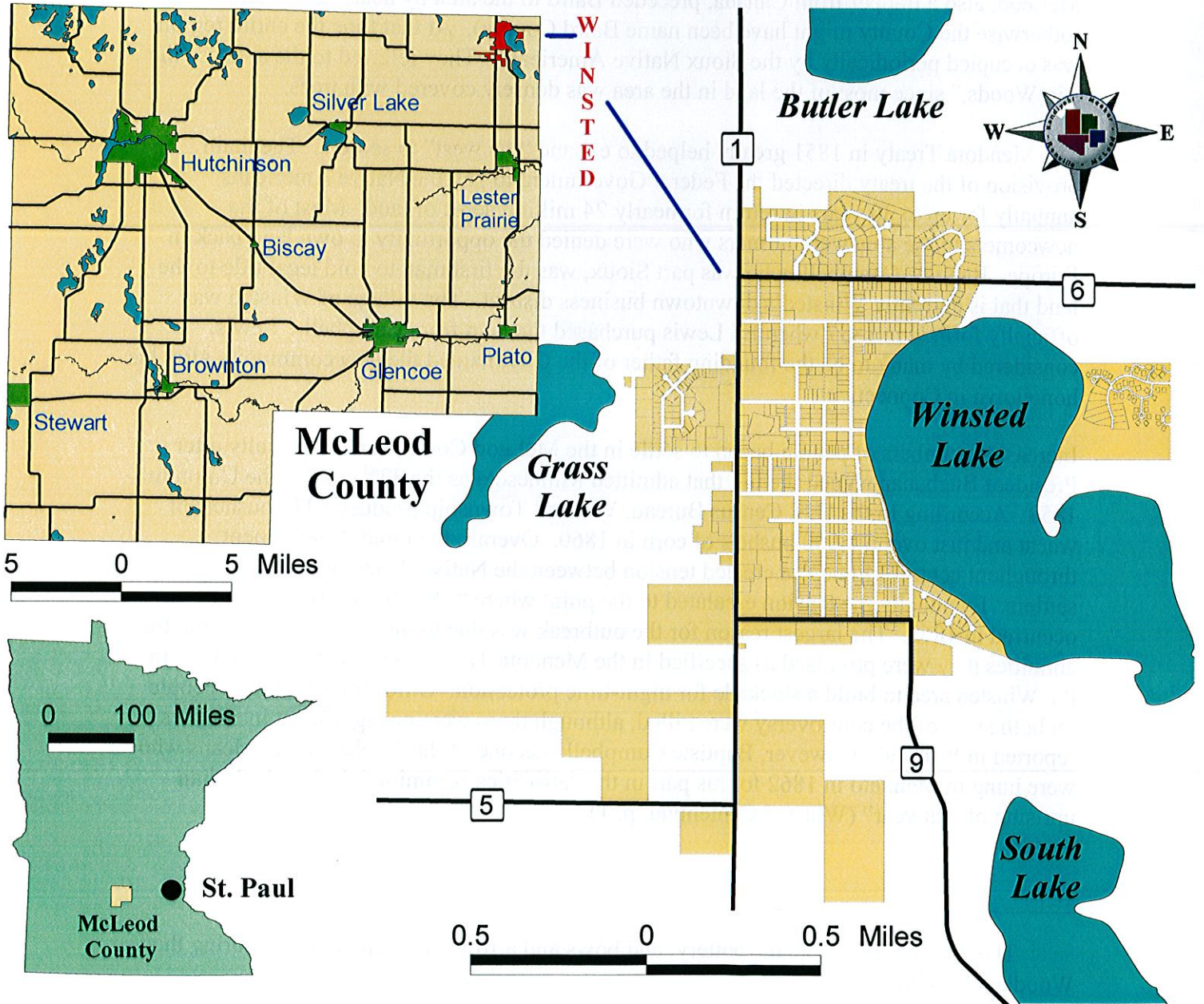
The Planning Commission is the primary planning agency for the City and therefore has the powers and duties as provided in the Minnesota State Statutes, Chapter 462. The Planning Commission holds public meetings on the second Monday of every month at 7 p.m. in the City Hall (which is currently located at 183 Main Avenue West). To assist in the development of the Comprehensive Plan, the Commission created a Citizen's Task Force made up of volunteers from the community. This proved to be a successful way to get a wide variety of input from many of Winsted's citizens.

The decision was made early in the planning process by the Commission to incorporate the goals established by both the McLeod County Comprehensive Plan and the Minnesota Community-Based Planning Act. The level of citizen participation was high throughout the creation of this Comprehensive Plan as documented in Appendix A.

Chapter One: Community Profile

The City of Winsted is located in the extreme northeastern part of McLeod County, approximately 35 miles west of the Minneapolis- St. Paul Metropolitan Area (see Map One). The community is surrounded by Winsted Lake to the east, South Lake to the south, Grass Lake to the west, and Butler Lake to the north. It is located in Winsted Township, which shares borders with Wright County to the north and Carver County to the east.

**Map One:
McLeod County and the City of Winsted**



Winsted History

According to the Minnesota Department of Natural Resources (DNR), scattered evidence indicates that central Minnesota has at least 8,000 years of human activity (visit www.luceline.com). Specifically, stone projectile points have been found that suggest bison may have been hunted in this region. In addition, burial mounds have been found only seven miles north of Winsted. These were characteristic of the Woodland Tradition, which occurred from 500 B.C. to the year 1000.¹

Beginning in the 1700s, the fur trade came to the Minnesota River Valley. The first known trapper who settled in what is now Winsted was Canadian James Baird back in 1846. Martin McLeod, also a trapper from Canada, preceded Baird to the area by nearly ten years (otherwise the County might have been name Baird County). At that time the entire region was occupied periodically by the Sioux Native Americans. They referred to the area as “the Big Woods,” since most of the land in the area was densely covered with trees.

The Mendota Treaty in 1851 greatly helped to expand “the west” to settlers. The main provision of the treaty directed the Federal Government to pay the Native Americans annually for up to 30 years in return for nearly 24 million acres of land. Most of the newcomers to the area were farmers who were denied the opportunity to own land back in Europe. Baptiste Campbell, who was part Sioux, was the first man to hold legal title to the land that is currently Winsted’s downtown business district. The village of Winsted was officially formed in 1857 when Eli Lewis purchased the land from Campbell. Lewis, considered by many to be the founding father of the City, named the new community after his hometown in Connecticut.

Increasing numbers of people began to settle in the McLeod County area, especially after President Buchanan signed the bill that admitted Minnesota as the 32nd state of the Union in 1858. According to the U.S. Census Bureau, Winsted Township produced 377 bushels of wheat and just over a 1,000 bushels of corn in 1860. Overall, the rapid development throughout central Minnesota created tension between the Native Americans and the new settlers. Eventually the tension escalated to the point where “The Big Sioux Uprising” occurred in 1862. The largest reason for the outbreak was due to the Sioux not receiving the annuities they were promised as specified in the Mendota Treaty. This instigated settlers in the Winsted area to build a stockade for night-time protection. Unfortunately, many people on both sides of the controversy were killed, although there were no significant incidences reported in Winsted. However, Baptiste Campbell was one of the 37 Native Americans who were hung in Mankato in 1862 for his part in the “atrocities committed during the Indian uprising of that year” (Winsted Centennial, p. 1).

¹ The use of burial grounds, pottery, and bows and arrows were all common during the Woodland Tradition.

Fritz Moy, another early pioneer of Winsted, arrived in 1866 and immediately established a saw mill along with Eli Lewis. Settlers relied on the winter snow to help the oxen drag logs to the mill in exchange for cut lumber that could be used to build houses. The mill was eventually sold and converted into a flour mill and named the Winsted Roller Mill. Power was provided by an old Mississippi River steam-engine that was fueled by wood and used water from Winsted Lake. "Maple Leaf Flour" was the main product that was shipped by train to the Twin Cities after being hauled to the closest railroad which was six miles south in Lester Prairie.

By the early 1880s, stores, salons, schools and churches had all been built in Winsted. One major setback for the village occurred in 1886, when a massive fire destroyed the entire "Moy Block," which included a store owned by Fritz Moy. This helped stimulate enough interest for the village to push for incorporation since incorporated cities automatically qualified for fire protection funds from the State. Consequently, the village of Winsted was officially incorporated on August 27, 1887. Less than a year later, the City installed a waterworks system to support the needs of fire protection. Once again, Winsted Lake was used to provide all the water for the system.

Electricity, telephone lines and a new City Hall were all ushered in during the 1890s. The new telephone system originally had only two stations, one at the mill and the other at the Great Northern train-depot in Lester Prairie. It was primarily used whenever passengers at the station needed to be picked-up (via a horse-drawn wagon). Census records show that Winsted had a population of 267 in 1890 and 281 at the turn of the century.

It wasn't until 1910 when the first local newspaper was published, the *Winsted Examiner*. Five years later, the Electric Shortline Railroad came to town. The Luce Line, as it was called, ran from Minneapolis to Gluek in western Minnesota. The route passed over a wooden trestle built on Winsted Lake, which was the site of a train wreck in 1953. Although no one was hurt, several boxcars fell into the lake. Much like most other passenger routes, the line was abandoned by the Chicago Northwestern Railroad in 1972. However, the abandoned route later became the Luce Line Recreational Trail, which is considered a major attraction today in the Winsted area.

In the spring of 1929, Winsted began a period of industrialization that continues on today. Pure Milk Products Company was founded and soon grew into one of the largest producers of cheese and milk sugar (lactose) in the Country. In the early 1930s, Carl and Paul Millerbernd repaired farm equipment on their father's farm. As their business grew, they opened a shop in town and began to sell farm equipment. In the early 1940s, the business switched its emphasis to making electric generators to aid in the war effort. Soon after the war ended, a request from the Winsted baseball team for lighted towers started what today is Millerbernd Manufacturing, Inc., which is one of the largest lighting companies in the Nation. Additional industrialization in Winsted took place steadily after the war. At one time in the 1960s, there were more people who were employed in Winsted than resided there.

Population Profile

One of the most important aspects of developing a comprehensive plan is to determine what trends exist among the area's population. This should include information on both the social and economic dimensions of the community. To accomplish this, it is important to examine statistics that are considered to be reliable. This is one of the reasons why the U.S. Census Bureau conducts a thorough assessment of the Country's population once every ten years. In addition, the Minnesota State Demographer's Office provides annual updates on a variety of social and economic information. Unless otherwise noted, all of the information presented in this section was obtained through either the Census or the State Demographer's Office.

The 2000 Census results should be available by early 2002. The City of Winsted will update the information presented in this Chapter at that time.

Current Population and Projections

The most important information pertaining to Winsted's future is to determine how many residents it could potentially have. To begin with, Table One reports the population statistics for Winsted and McLeod County since 1930.

**Table One:
Winsted and McLeod County
Population since 1930**

Year	City of Winsted	Change		McLeod County	Change	
		#	%		#	%
1930	482	N/A	N/A	20,522	N/A	N/A
1940	660	+178	37%	21,380	+858	4%
1950	941	+281	43%	22,198	+818	4%
1960	1,163	+222	24%	24,401	+2,203	10%
1970	1,266	+103	9%	27,662	+3,261	13%
1980	1,522	+256	20%	29,657	+1,995	7%
1990	1,581	+59	4%	32,030	+2,373	8%
Decade Averages		+183	23%	N/A	+1,918	8%

Table One displays that both Winsted and McLeod County have experienced steady population growth since 1930. The City's highest growth occurred between 1940 and 1950. The 281 new residents in Winsted represented a 43 percent increase in population during that decade. This means that over a ten-year span, nearly one-third of the population that was present in 1950 was not present in 1940. This would occur naturally by an increase in births, an increase in the number of people who moved to the City or from any annexations that took place during that period of time.

The latest population increase, from 1980 to 1990, was not considerably high for either Winsted or the County when compared with their historic levels of growth. Winsted increased by only 4 percent while the County increased by 8 percent. The average ten-year increase was 23 percent for the City and 8 percent for the County. However, one should keep in mind that whenever a city's population increases, the county's population normally increases. The only exception to this would be if the entire city's increase in population occurred as a result of only receiving new residents from within the county, which is highly unlikely. Figure One shows Winsted's population growth in the form of a bar chart.

**Figure One:
Winsted's Population
Growth since 1930
(U.S. Census Bureau)**

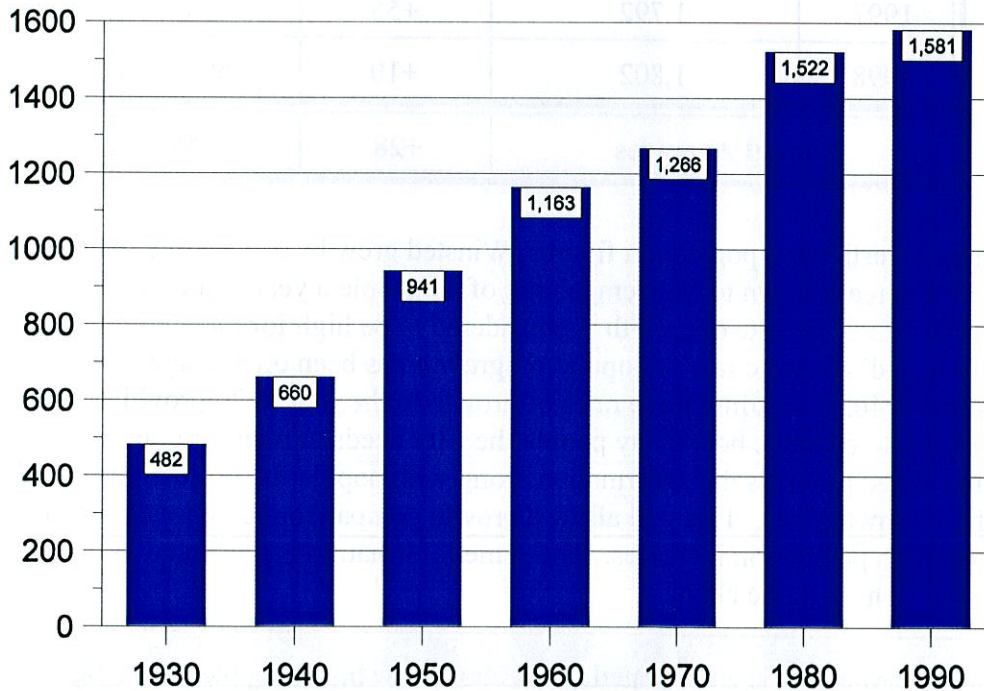


Figure One clearly shows that Winsted's population has grown steadily since 1930. Notice the increase from 1980 to 1990 was rather small compared to historic levels. Although the 1990 Census was the last official count of the Winsted's population, annual estimates are provided by the Minnesota State Demographer's Office. The estimated statistics are presented in Table Two.

**Table Two:
Winsted's Estimated Population Growth since 1990**

Year	Estimated Population	Change	
		#	%
1990	1,581	N/A	N/A
1991	1,585	+4	.3%
1992	1,614	+29	1.8%
1993	1,639	+25	1.5%
1994	1,693	+54	3.3%
1995	1,713	+20	1.2%
1996	1,737	+24	1.4%
1997	1,792	+55	3.2%
1998	1,802	+10	.5%
Annual Averages		+28	1.5%

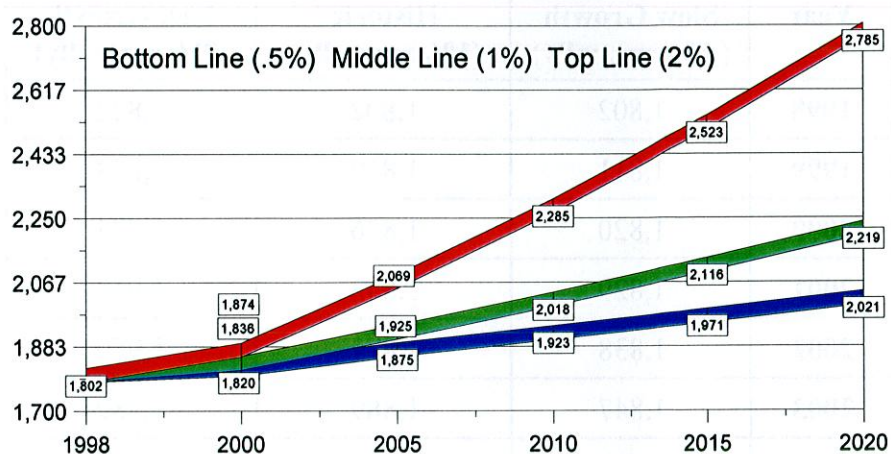
According to the estimated population figures, Winsted grew by 221 people between 1990 and 1998. This breaks down to an average gain of 28 people a year, which was a 1.5 percent annual growth rate. This rate of growth is considered to be high for most communities. However, Winsted's historic rate of population growth has been on average 1 percent annually since 1940. Extending these rates of growth to the year 2020 provides a range that Winsted can use to estimate how many people the City needs to plan for over the next 20 years. Table Three provides this information along with population projections based on slow and high growth rates. This will allow a growth comparison to be made based on low, medium, and high population increases. The same information is presented in Figure Two on page 10 in the form of a line chart.

A population projection is an educated guess about how many people are going to live in a community. They are usually based on past trends, however, a number of factors can impact the actual growth rate (i.e., births, deaths, annexations, housing costs, etc.).

**Table Three:
Winsted's 20-Year Population Projection**

Year	Slow Growth (.5% annually)	Historic (1% annually)	Fast Growth (2% annually)
1998	1,802	1,802	1,802
1999	1,811	1,819	1,838
2000	1,820	1,836	1,874
2001	1,829	1,853	1,912
2002	1,838	1,871	1,950
2003	1,847	1,889	1,989
2004	1,856	1,907	2,029
2005	1,875	1,925	2,069
2006	1,885	1,943	2,111
2007	1,894	1,962	2,153
2008	1,904	1,980	2,196
2009	1,913	1,999	2,240
2010	1,923	2,018	2,285
2011	1,932	2,037	2,331
2012	1,942	2,057	2,377
2013	1,952	2,076	2,425
2014	1,961	2,096	2,473
2015	1,971	2,116	2,523
2016	1,981	2,136	2,573
2017	1,991	2,156	2,625
2018	2,001	2,177	2,677
2019	2,011	2,198	2,731
2020	2,021	2,219	2,785
Total Growth	+ 219	+ 417	+ 983

**Figure Two:
Low, Medium and High
Population Projections**

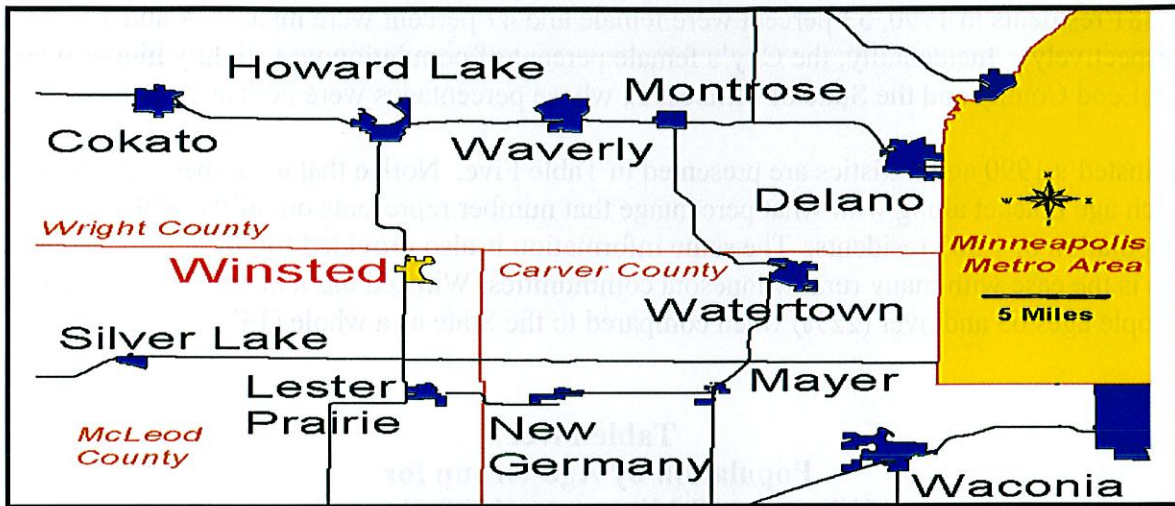


The key question Figure Two raises is, “which growth rate is most likely to occur in Winsted?” Although there is no way to predict future population growth with any accuracy, there are a few convincing factors that suggest Winsted will continue its current trend of gaining new residents over the next 20 years. First, Winsted established a new industrial park in 1998. Once full, the City will certainly have an increase in the number of residents. Second, the Winsted on the Lake Planned Unit Development (PUD), which also began construction in 1998, is scheduled to have approximately 150 housing units covering 49 acres. As the name applies, the PUD’s location on Winsted Lake is extremely appealing to prospective homeowners.

Easily the most important factor why Winsted’s population will continue to grow steadily over the next 20 years is due to its close proximity to the Minneapolis-St. Paul Metropolitan Area (only 35 miles away). Second- and third-ring suburbs are becoming increasingly attractive for businesses to locate. This is because in most cases suburbs have less crime, lower rental rates and real estate prices, and less traffic congestion. In addition, the people that tend to live in suburbs also make up the prime workforce which is between the ages of 25 to 60. Further, Winsted is also nicely situated to accommodate new residents since it currently has a number of housing opportunities for people with a wide range of income needs (refer to the Housing Section which begins on page 27).

One way to identify which growth rate should be planned for is to examine the growth rates for other communities that surround Winsted. The trends that are generated by neighboring communities will help to determine whether Winsted’s growth rate in the past was above or below average. Table Four provides population growth data for each of the communities shown in Figure Three. Based on this information, Winsted should use the fast population growth rate (2% annually) when determining potential new residents over the next 20 years.

**Figure Three:
Winsted and its Surrounding Communities**



**Table Four:
Population and Growth Rates Since 1970 For
Winsted and Surrounding Communities**

City	1970	1980	1990	1997	Increase	Yearly Growth Rate
Cokato	1,735	2,056	2,180	2,446	711	1.5 %
Delano	1,851	2,480	2,709	3,274	1,423	2.8 %
Howard Lake	1,162	1,240	1,343	1,720	558	1.8 %
Lester Prairie	1,162	1,229	1,180	1,239	77	0.2 %
Mayer	325	388	471	525	200	2.3 %
Montrose	379	762	1,008	1,046	667	6.5 %
Silver Lake	694	698	764	802	108	0.6 %
Waconia	2,445	2,638	3,498	4,898	2,453	3.7 %
Watertown	1,390	1,818	2,408	2,636	1,246	3.3 %
Waverly	546	470	600	658	112	0.8 %
Winsted	1,266	1,522	1,581	1,792	526	1.5 %
All City Yearly Average Growth Rate						2.3 %

Social and Economic Information

The U.S. Census also collects information on age, gender, ethnicity and income. Of the 1,581 residents in 1990, 53 percent were female and 47 percent were male (834 and 747 respectively). Incidentally, the City's female percent of population was slightly higher than McLeod County and the State of Minnesota, whose percentages were both at 51 percent.

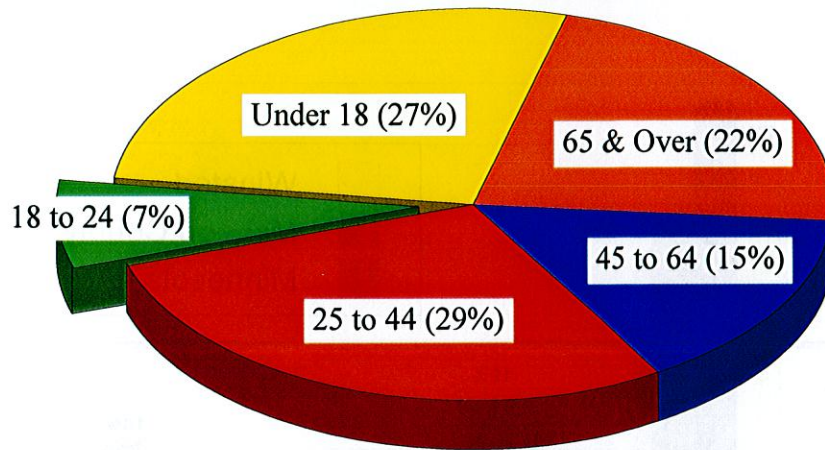
Winsted's 1990 age statistics are presented in Table Five. Notice that a number is given for each age bracket along with what percentage that number represents out of the 1990 population of 1,581 residents. The same information is also provided for all of Minnesota. As is the case with many rural Minnesota communities, Winsted has a higher percentage of people ages 65 and over (22%) when compared to the State as a whole (13%).

**Table Five:
Population by Age-Group for
Winsted and Minnesota (1990 Census)**

Winsted		Age Category	Minnesota	
Number	Percent		Number	Percent
117	7%	Under 5 Years	336,238	8%
311	20%	5 to 17 Years	831,671	19%
55	3%	18 to 20 Years	189,329	4%
66	4%	21 to 24 Years	247,299	6%
458	29%	25 to 44 Years	1,451,412	33%
107	7%	45 to 54 Years	428,784	10%
57	4%	55 to 59 Years	172,702	4%
70	4%	60 to 64 Years	171,102	4%
136	9%	65 to 74 Years	295,768	7%
140	9%	75 to 84 Years	184,489	4%
64	4%	85 and Over	66,305	2%
1,581	100%	Totals	4,375,099	100%

Table Five shows that in 1990 nearly half of Winsted's residents were between the ages of five to seventeen (20%) and twenty-five to forty-four (29%). Figure Four presents the same information but combines a few of the age categories. It shows that a small percentage of residents were between eighteen to twenty-four. This trend is common for most rural communities.

**Figure Four:
Percent of Population by
Age-Group (1990)**



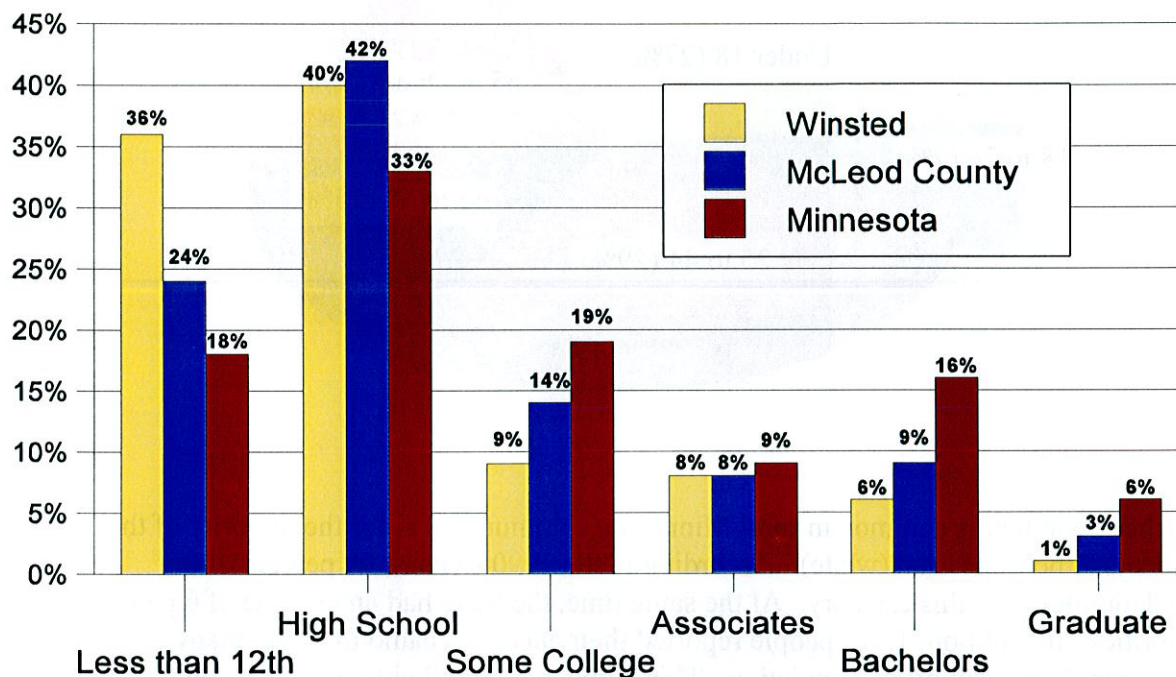
Another trend that is common in rural Minnesota communities is for the majority of the residents to be Caucasian (white). According to the 1990 Census, 99 percent of the population fell into this category. At the same time, the State had an average of 6 percent minorities. In addition, 1,125 people reported their ancestors came from Germany. That represents 71 percent of the population. This number is remarkably high, especially since Irish was the next highest category with 203 people (13%). Table Six presents Winsted's ancestry breakdown as reported in the 1990 Census.

**Table Six:
Winsted's Reported Ancestries (1990)**

Ancestry	Number	Percent	Ancestry	Number	Percent
German	1,125	71%	Swedish	107	7%
Irish	203	13%	Czech	101	6%
Polish	168	11%	Norwegian	49	3%
French	122	8%	Other	237	15%

Another significant trend in rural Minnesota regards educational attainment. Generally, smaller cities offer fewer jobs to people with a college education. According to the 1990 Census, this trend is true for Winsted and McLeod County. However, due to Winsted's close proximity to the Metropolitan Area, the City has recently seen an increase of college-educated commuters. Figure Five compares the education levels for Winsted, McLeod County and Minnesota (based on all the residents who were ages 25 or older in 1990).

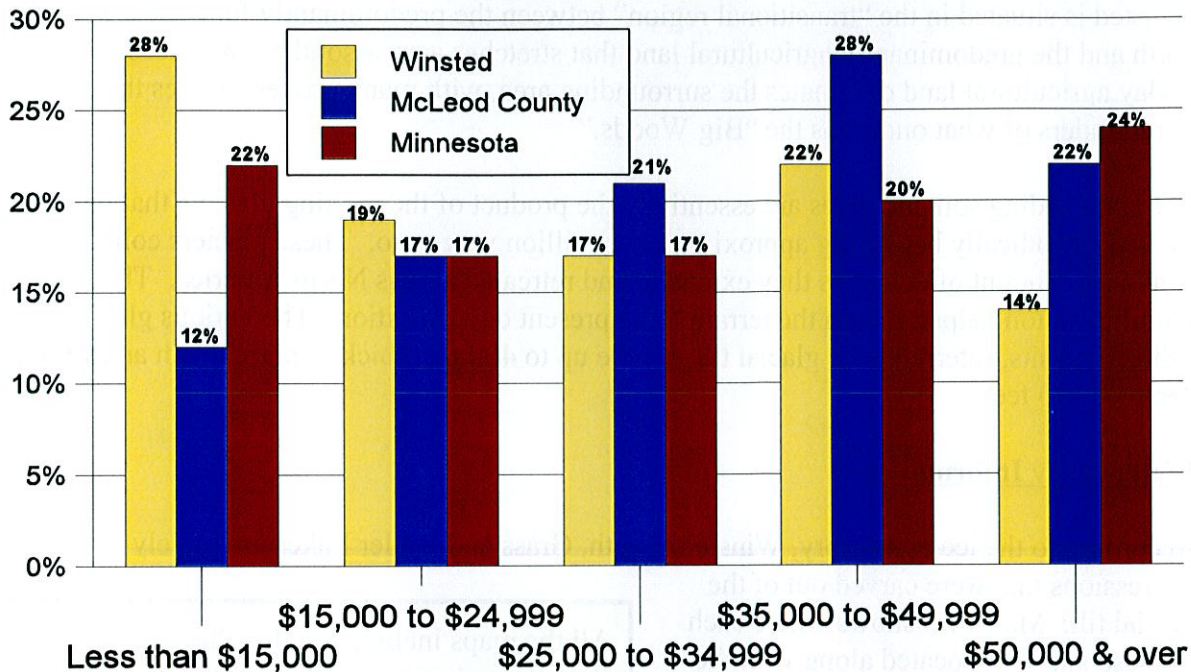
**Figure Five:
Education Levels for Winsted, McLeod County and Minnesota
(for those ages 25 or older in 1990)**



Notice the highest category for all three is the “completed high school” level. However, Winsted and McLeod County both differ from Minnesota on the rest of the education categories. For example, the City and County’s second highest percentage fell in the “less than 12th grade” category while the “some college” category scored the second highest for all of Minnesota. The large population concentration located in the Metropolitan area largely accounts for any of the differences reflected in Figure Five.

Household income is often used to measure a City’s capacity to support a number of key planning elements, such as ability to support local business. According to Figure Six, Winsted fares very well when comparing household incomes with McLeod County and the State of Minnesota. Most of the income categories are within a few percentage points of each other, with the exception of the lowest and highest income categories.

**Figure Six:
Household Income for Winsted, McLeod County and Minnesota
(1990 Census)**



Some additional Census information regarding Winsted is summarized below:

- The median household income in 1989 was \$26,937.
- Seven percent of Winsted's residents were below the poverty level.
- Ninety-two percent of Winsted's residents were born in Minnesota.
- Of the 741 workers ages 16 years and over, 16 percent walked to work or worked at home.
- The average travel time to work was 14 minutes.

Chapter Two: Natural Resources

The natural resource-base of the planning area is extremely diverse. This is mostly because Winsted is situated in the “transitional region” between the predominantly forested area to the north and the predominantly agricultural land that stretches across southern Minnesota. Today agricultural land dominates the surrounding area, with many groves of trees that stand as reminders of what once was the “Big Woods.”

The surrounding soil and lakes are essentially the product of the melting glaciers that have existed periodically beginning approximately a million years ago. These glaciers collected a massive amount of debris as they extended and retreated across North America. This scouring action helped flatten the terrain to its present day condition. The various glacial debris deposits, referred to as glacial till, can be up to 400 feet thick in places with an average depth of 200 feet.

Water-Body Information

According to the ice-age theory, Winsted, South, Grass and Butler Lakes are merely depressions that were carved out of the glacial till. Map Two shows where each of these lakes are located along with the location of Winsted Creek. The Map also shows the location of area wetlands according to the National Wetlands Inventory (see the text box on the right).

All the maps included in this Plan only show **the approximate location** of the identified features. In addition, some features may not appear on the maps. This is especially true for both the wetlands and soils maps.

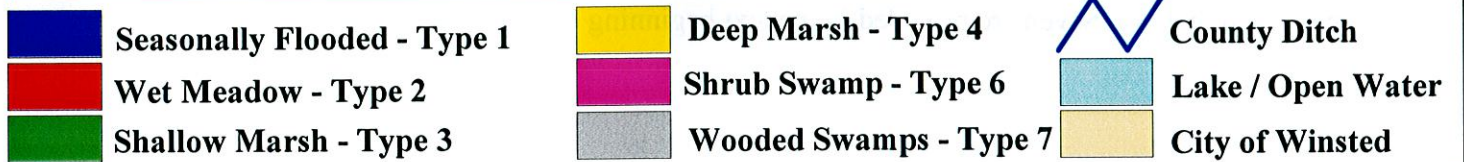
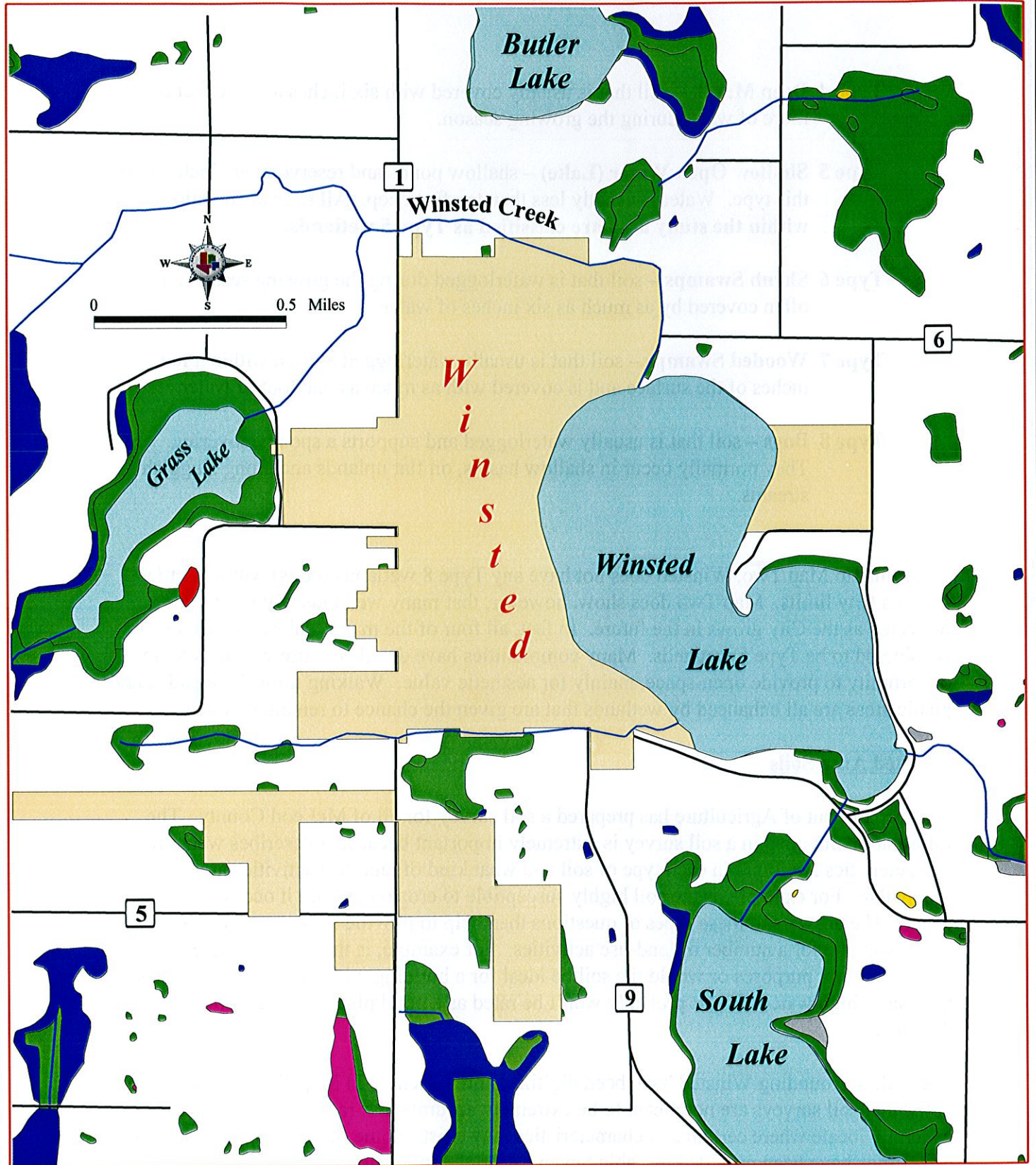
The term “wetlands” refers to low depressions in the landscape covered with shallow and sometimes intermittent water. Wetlands are also commonly referred to as marshes, swamps, potholes, sloughs, shallow lakes and ponds. They are classified according to their depth of water, total area and seasonal life span. For example, some have surface water only in the springtime when the ground is thawing while others have measurable water depths at all times of the year. The U.S. Fish and Wildlife Service has placed all wetlands types into the eight categories described below.

Type 1 Seasonally Flooded Basin or Flat – soil that is covered with water or is waterlogged during variable seasonal periods but usually is well drained during much of the growing season.

Type 2 Wet Meadow – soil that is usually without standing water for most of the growing season but is waterlogged within a few inches of surface.

Type 3 Shallow Marsh – soil that is usually waterlogged early during the growing season, often covered with as much as six or more inches of water.

Map Two: Winsted's Area Wetlands & Water Features



Type 4 Deep Marsh – soil that is usually covered with six inches to three feet or more of water during the growing season.

Type 5 Shallow Open Water (Lake) – shallow ponds and reservoirs are included in this type. Water is usually less than ten feet deep. **All four of the lakes within the study area are classified as Type 5 wetlands.**

Type 6 Shrub Swamps – soil that is waterlogged during the growing season and is often covered by as much as six inches of water.

Type 7 Wooded Swamps – soil that is usually waterlogged at least within a few inches of the surface and is covered with as much as one foot of water.

Type 8 Bogs – soil that is usually waterlogged and supports a spongy covering. They normally occur in shallow basins, on flat uplands and along sluggish streams.

According to Map Two, Winsted does not have any Type 8 wetlands (bogs) within a mile from its City limits. Map Two does show, however, that many wetlands will need to be protected as the City grows in the future. In fact, all four of the major “lakes” in the area are considered to be Type 5 wetlands. Many communities have decided to use wetlands as an opportunity to provide open-space, mainly for aesthetic value. Walking trails, bike paths, and picnic areas are all enhanced by wetlands that are given the chance to remain untouched.

Winsted Area Soils

The Department of Agriculture has prepared a soil survey for all of McLeod County. The information obtained in a soil survey is extremely important because it describes what unique characteristics are found in each type of soil and what kind of land-use activities are acceptable. For example, is the soil highly susceptible to erosion or does it occasionally flood? The answers to these types of questions then help to provide answers to whether the soil is suitable for a number of land-use activities. For example, is the soil considered prime for agricultural purposes or would the soil be ideal for a building with a basement? If the soil type has a high water table, it probably won't be rated as a good place to put a building with a basement.

The soils surrounding Winsted have been digitized and presented in Map Three. It should be noted that soil surveys are not meant to be extremely accurate, but rather used as a guide to generally locate where certain soil characteristics may exist. Some of soil properties and land use ratings have been provided in Table Seven. A brief explanation of the categories presented in Table Seven are provided in the text beginning on page 20.

Table Explanations

Prime Agriculture Land - this category in Table Seven highlights the importance of preserving prime agricultural land. As communities continue to grow each year, many thousands of prime agricultural acres are taken out of production. The end result is that less productive farmland must be relied upon to keep up with the world's increasing demand for food and fiber. To do so, extraordinary energy and economic resources are spent to produce the same yields that come more naturally in the prime agricultural areas. Unfortunately, local communities are often faced with making urban growth decisions that come directly in conflict with protecting this valuable resource. As Table Seven reports, most of the study area is considered "prime" agricultural land.

Recreation – the recreation categories in Table Seven rate each soil type based on their compatibility to support the following kinds of recreational development: camping, picnic areas, playgrounds, trails, and golfing. For example, camping areas require soils that are suitable to be shaped for tents sites, parking areas, stable roads, and installing sanitary facilities. Likewise, good picnic areas require soils that absorb rainfall quickly, remain firm under intensive use, and are not dusty when it is dry. Each soil type receives a ***slight, moderate or severe*** rating for each of the five recreational categories. These terms are translated in the following way:

Slight – the soil properties are believed to be favorable for that type of development. Any limitations are minor and can be easily overcome. Furthermore, good performance and low maintenance are expected.

Moderate – the soil properties are believed to be moderately favorable for that type of development. The limitations can be overcome or modified by special planning, design or maintenance.

Severe – the soil properties are unfavorable for that particular land use. Examples of limitations are steep slope, bedrock near the surface, flooding and a seasonal high water table. These limitations generally require major soil reclamation, special design or intensive maintenance.

Building Site Development – this section of Table Seven rates each soil type based on how it affects various types of construction. The categories include shallow excavations, dwellings with and without basements, small commercial buildings, local roads, lawns and landscaping. The following rating scale is used:

Slight – the soil properties and site features are believed to be favorable for the listed type of construction.

Soil Number	Soil Name	Prime Ag Land?	Table Seven: Winsted Soil Characteristics					Building Site Development (see below for descriptions)										Frost Action	Risk of Corrosion	
			Camping	Picnic	Playground	Trails	Golfing	Type 1	Type 2	Type 3	Type 4	Roads	Lawns	Flooding Frequency	Water Table	Steel	Concrete			
86	Canistota	Yes	Severe	Moderate	Severe	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
94 B	Terril	Yes	Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Moderate	Low		
106B	Lester	Yes	Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Slight	Moderate	Moderate		
109	Cordova	Yes	Severe	Moderate	Severe	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
112	Haps	Yes	Severe	Moderate	Severe	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
114	Glencoe	Yes	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
134	Okoboji	Yes	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
238 B	Kilkenny	Yes	Moderate	Moderate	Moderate	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate		
239	Le Sueur	Yes	Moderate	Moderate	Moderate	Slight	Slight	Slight	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
247	Linder	Yes	Moderate	Moderate	Moderate	Slight	Slight	Slight	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
392	Biscay	Yes	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
414	Hamel	Yes	Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
525	Muskogee	No	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
539	Klossner	No	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
944 B	Lester	No	Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
	Storden		Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
	Estherville		Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
945 B	Lester	Yes	Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
	Storden		Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
945 C2	Storden	No	Moderate	Moderate	Severe	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Low		
956	Canistota	Yes	Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
	Glencoe		Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
960 D2	Storden	No	Severe	Severe	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
	Clarion		Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
978	Cordova	Yes	Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
	Rolfe		Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
1016	Udorthents	No	Moderate	Moderate	Severe	Slight	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
1075	Klossner	No	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
	Muskogee		Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
1080	Klossner	No	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
	Okoboji		Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
	Glencoe		Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
1091	Mayer	No	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
1833	Coland	Yes	Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Moderate		
1834	Coland	No	Severe	Moderate	Severe	Moderate	Moderate	Moderate	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
1901 B	Lester	Yes	Slight	Slight	Moderate	Slight	Slight	Slight	Slight	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Moderate		
	Le Sueur		Moderate	Moderate	Moderate	Slight	Slight	Slight	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		
	Le Sueur		Moderate	Moderate	Moderate	Slight	Slight	Slight	Severe	Severe	Severe	Severe	Severe	Severe	Severe	Severe	High	Low		

Type 1 - Shallow excavations
Type 2 - Dwellings without basements
Type 3 - Dwellings with basements
Type 4 - Small commercial buildings

Moderate – the soil properties and site features are believed to be moderately favorable for the listed type of construction. The limitations can be overcome or modified by special planning, design or maintenance.

Severe – the soil properties and site features are unfavorable for the listed type of construction.

Water Related Characteristics – this portion of Table Seven provides estimates on several important water features used in land use planning that involve engineering considerations. The categories include flooding potential, high water table, frost action and the risk of corroding uncoated steel and concrete. Each category is explained below.

Flooding – how frequent the soil is covered with flowing water. Notice in Table Seven that most of the soil types in the Winsted area are rated with a “none” probability of flooding. However, there are two soil types, numbered 1833 and 1834, that received a “occasional” and “frequent” classification. The occasional rating for soil type 1833 means that the chance of flooding is between 5 to 50 percent in any given year. The frequent rating for soil type 1834 means that the chance of flooding is 50 percent in any given year. Furthermore, these percentages are determined under “normal” weather conditions. Consequentially, both the 1833 and 1834 soil types represent Winsted’s 100-year flood plain. The two soil classifications have been shaded in red on Map Three to depict they are located in the 100-year flood plain.

Water Table – the level of saturation at the highest average depth during the wettest season. The first number represents the highest level the soil is saturated during the wettest season, while the second number represents the lowest level the soil is saturated during the wettest season.

Frost Action – the potential for an upward or lateral expansion of the soil caused by the formation of frost heave. Each soil is given a low, moderate, or high rating.

Risk of Corrosion – the potential each soil will induce a chemical action that will dissolve or weaken either uncoated steel or concrete. Each soil is given a low, moderate, or high rating for both uncoated steel and concrete.

Flood Plain

As indicated above in the description of the “flooding” category, both the 1833 and 1834 soil types in Map Three are located in the 100-Year Flood Plain (located just north of Winsted Lake). The text on the next page explains “What Exactly is a 100-Year Flood?”

What Exactly is a 100-Year Flood?

The phrase “100-year flood” still seems to cause confusion among the public, lenders and insurers. Many continue to believe it is a description of a flood that occurs only once every 100 years. In fact, “100-year flood” is an abbreviated way of describing the magnitude of a rainfall and subsequent flood event that has a 1 percent chance of occurring. It is important to note that the same statistical chances apply for any storm at any time in each year.

Floods are classified according to their frequency and depth. For instance, there are 10-year, 25-year, 50-year, 100-year, and 500-year floods. A 100-year flood occurs less frequently than a 10-year flood, but because it has larger volume and greater depth of water, it is far more destructive and damaging, and is a more serious threat to human safety. The National Flood Insurance Program (NFIP) adopted as a national standard a “100-year flood plain” to describe Special Flood Hazard Area (SFHAs) that are depicted on the Flood Insurance Rate Maps (FIRMS) as Zone A. Due to the confusion it created, use of the term “100-year flood plain” has been replaced with the newer designation of “base flood”. Base Flood Elevation (BFE) requirements are listed on FIRMS and are used on Elevation Certificates to indicate the expected depth of water should a flood occur. New buildings constructed in SFHAs are required to have their lowest floors at or above the BFE listed for that location on the current FIRM. The chart below shows the statistical chances of flooding a building located in one of these higher risk areas over different periods of time.

Buildings located in 100-year flood areas are required to have flood insurance as a condition of receiving a federally-backed mortgage loan or home equity loan. Given that many mortgages have a repayment period of 30 years, buildings in areas subject to a 100-year flood have a 26 percent chance of experiencing that flood during the life of the loan. However, during that same period, there is only a 4 percent chance of a fire. In short, if the last 100-year flood occurred in an area only three years ago, one should not assume it will be another 97 years before it occurs again: it could happen again in any given year!

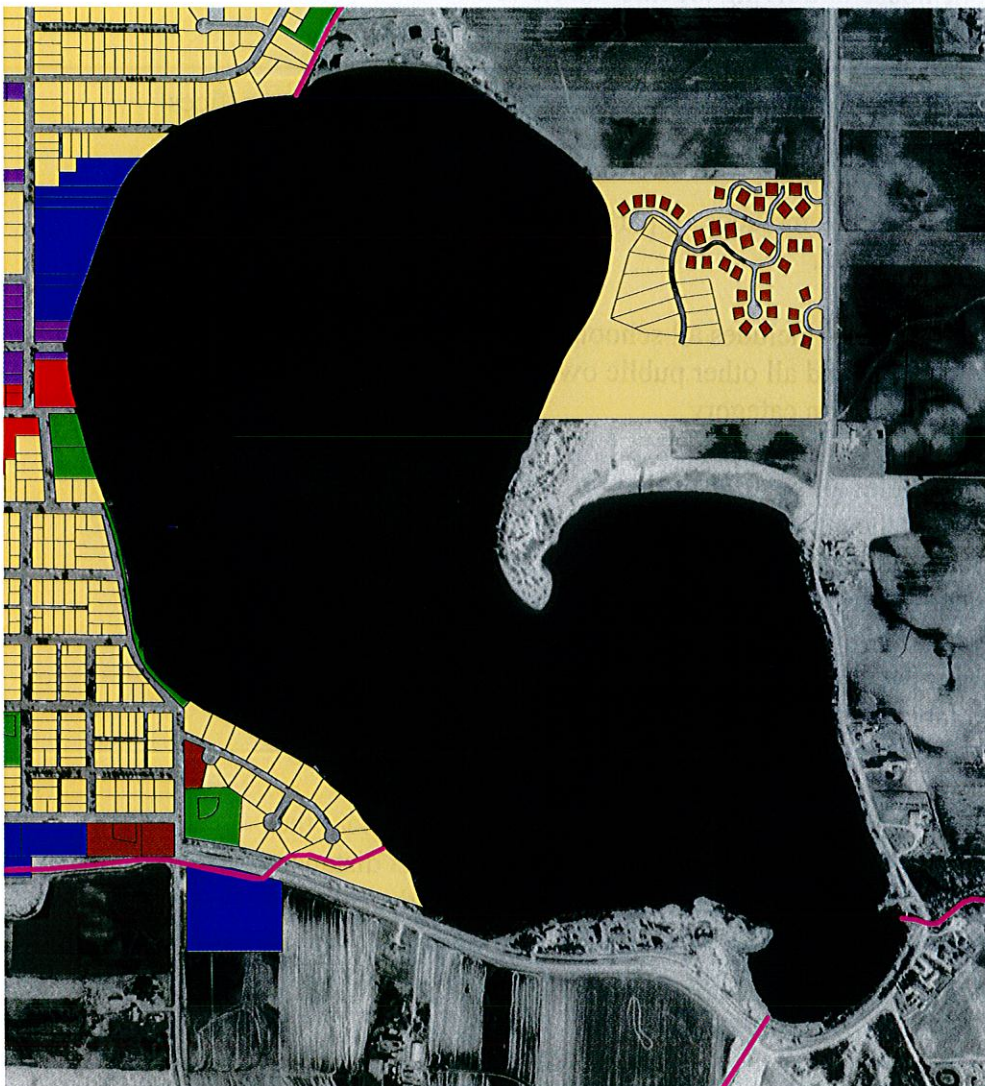
Chances of Being Flooded				
Period of Time	Flood Level			
	10-yr flood	25-yr flood	50-yr flood	100-yr flood
1 year	10%	4%	2%	1%
10 years	65%	34%	18%	10%
20 years	88%	56%	33%	18%
30 years	96%	71%	45%	26%
50 years	99%	87%	64%	39%

Source: (Information excerpted from Watermark, Fall/Winter 1998 - a FEMA/National Flood Insurance Program newsletter).

Winsted Lake
(from the Winsted Lake Association)

Winsted Lake covers an area of 390 acres and has a maximum depth of ten feet (see Map Four). Water enters into the lake primarily through a county ditch from the north that drains a 36 square mile watershed, City storm sewers and several fresh water springs. A concrete dam on the southeast corner of the lake regulates the water depth in the lake and is the last water control structure in the Winsted Lake Watershed as the water flows towards the South Fork of the Crow River.

Fish population consists of Northern Pike, Crappies, Sunfish and rough fish (i.e., Carp and Bullheads) along with smaller fish like minnows and suckers (see Appendix B). Other wildlife, such as waterfowl, muskrat, and amphibians, also inhabit the lake and its surrounding wetlands. Recreational boaters, hikers and swimmers are also turning to the lake and its immediate environment to enjoy its natural beauty and serenity. Lakeside parks, trails and boat landings are the edifices of mankind's efforts to share in this natural bounty today and to protect and preserve it for future generations.



**Map Four:
Winsted Lake**

- SINGLE FAMILY
- MULTI FAMILY
- RETAIL / COMMERCIAL
- PARK
- VACANT
- PUBLIC / SEMI-PUBLIC
- INDUSTRY
- COUNTY DITCH



500 0 500 1000 Feet

Chapter Three: The Urban Environment

This Section of the Comprehensive Plan examines Winsted's current land use. More importantly, it identifies what future needs the City will have in the areas of housing, business and public investments. To begin with, Map Five on the next page shows Winsted's current land use. The information presented was obtained through two separate windshield surveys conducted in July and August, 1999. The Map is broken down into the following land use categories:

Single Family Residential (Yellow) – includes all single family dwellings, duplexes and mobile homes.

Multi Family Residential (Brown) -- includes all apartment complexes (except duplexes), townhouses, condominiums and planned unit developments. The primary criteria is to identify those areas of the City where there is more than one household living together under one roof. This also includes nursing homes and other retirement communities.

Retail/Commercial (Red) – includes retail stores, restaurants, professional offices and other businesses that serve the public.

Parks & Recreation (Green) – includes all parks and recreational areas, whether public or private owned.

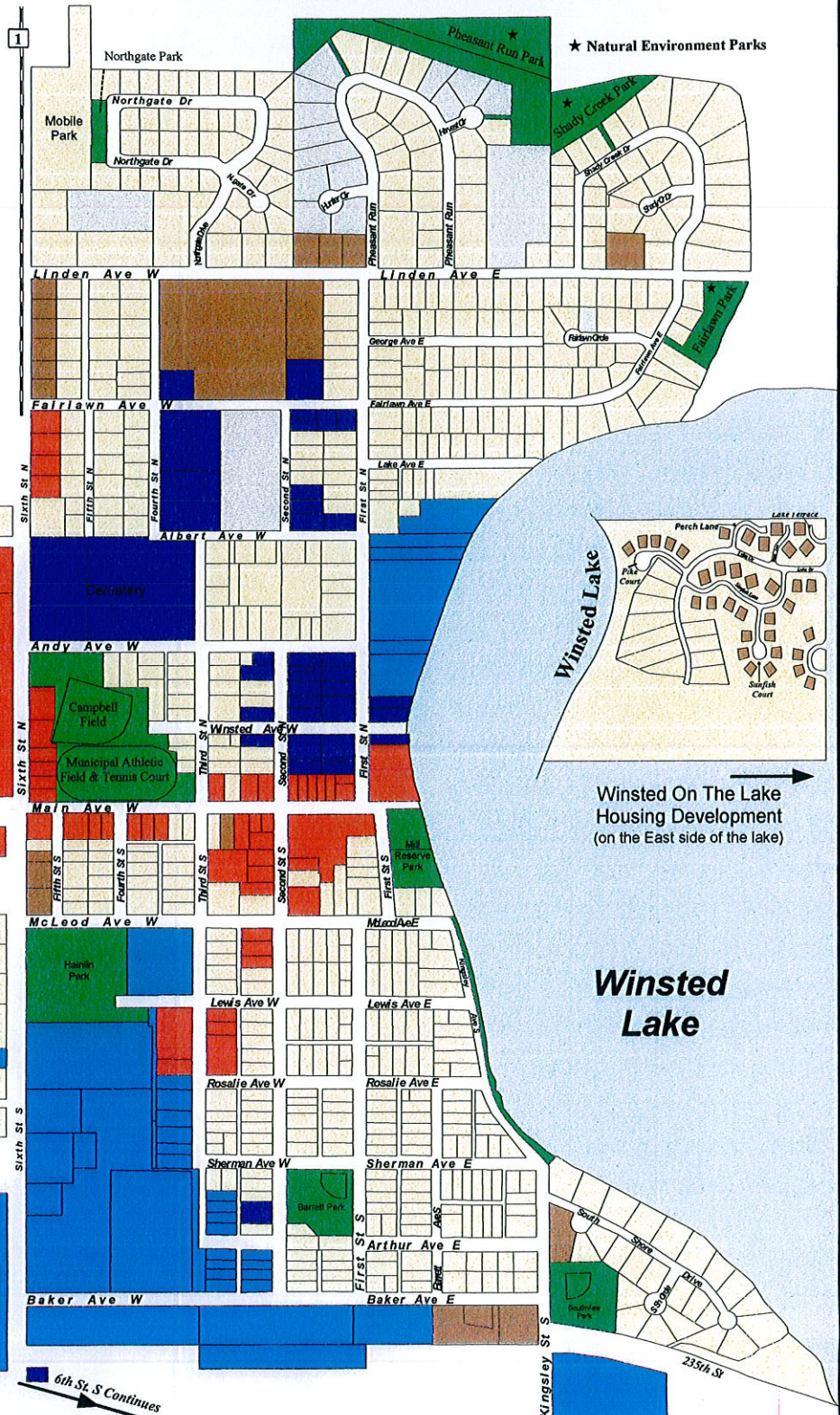
Public/Semi Public (Purple) – includes all schools, churches, City buildings, community facilities and all other public owned property not identified in the Parks and Recreation category.

Industrial (Blue) – includes all businesses that provide goods and services not directly linked to the general public (i.e., manufacturing, warehouse, etc.).

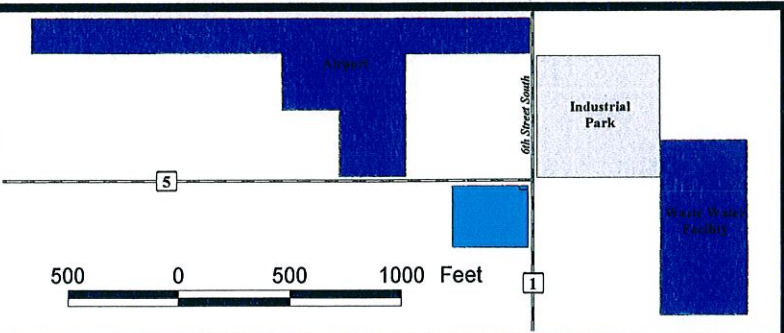
Vacant (Grey) – identifies the parcels that are currently available for development. Although most of the vacant land in Winsted is zoned for residential use, the City's industrial park is colored grey to reflect that space is available for industrial development.

Map Five shows that Winsted's different land uses are well organized throughout the community. For example, each residential "neighborhood" is within a short distance of a City park. Furthermore, most of the industrial areas are located in the southwestern portion of the City. This shows that Winsted has been very successful in using zoning as a tool to plan for its future.

Map Five: Winsted's Current Land Use August, 1999



500 0 500 Feet



- SINGLE FAMILY RESIDENTIAL
- MULTI FAMILY RESIDENTIAL
- RETAIL / COMMERCIAL
- PARKS & RECREATION
- VACANT
- PUBLIC / SEMI-PUBLIC
- INDUSTRIAL
- LAKE

Housing

The last official count of Winsted's housing was conducted in 1990 through the U.S. Census. The Census reported that Winsted had 609 housing units, with 585 occupied. This included all single family houses, mobile homes and rental units. In addition, the City issued 167 building permits between 1990 through 1999. Figure Seven shows the breakdown of when Winsted's housing units were built using both the Census information and the City's building permits since 1990.

**Figure Seven:
Winsted Housing Breakdown by Decade**

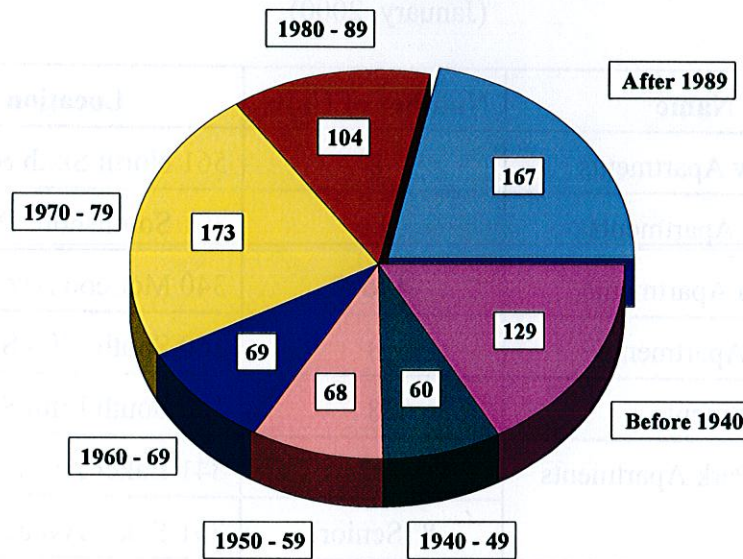


Figure Seven shows that Winsted's best housing decade was in the 1970s while the second largest decade of growth occurred in the 1990s. The McLeod County Assessor's Office estimated the total market value of Winsted's residential building structures was \$42,278,700 in 1999 (excludes land value). When dividing this number by the total number of housing units, this averages to \$54,907 per building. Table Eight provides these figures along with a comparison of McLeod County for both 1995 and 1999.

**Table Eight:
Estimated Market Values for Residential Buildings
(excludes land)**

Area	1995	1999	% Change	Average Unit
Winsted	\$28,393,600	\$42,278,700	+ 49%	\$54,907
McLeod Co.	\$486,750,155	\$670,954,751	+ 38%	N/A

The 1999 Winsted Community Survey (see Chapter Four for the entire results) asked participants if they “owned or rented their residence?”. The results revealed that 412 households (81%) of the respondents owned their residence while 86 households (17%) were renting. Of those households that were renting, the highest monthly rent reported was \$500 per month and the average rent was \$319.

Although rental opportunities are available throughout the City in a variety of housing structures, there are officially 12 apartment complexes located in Winsted. Table Nine lists the name, number of units and location of these properties.

Table Nine:
Apartment Complexes Located in Winsted
(January, 2000)

Name	Number of Units	Location
Northview Apartments	8	561 North Sixth Street
Westbriar Apartments	12	301 Southshore Drive
Martinson Apartments	4 to 6	340 McLeod Ave. West
Westwin Apartments	8	160 South Fifth Street
Neff Apartments	8	150 South Fifth Street
Winsted Park Apartments	12	341 Baker Avenue East
	8 (Senior)	351 Baker Avenue East
Juncewski Apartments	2-8	760-780 Main Ave. West
	2-8	441 North Sixth Street
	2-8	590 Fairlawn Ave. West
Linden Wood Apartments	36 (62 & older)	215 West Linden Street
	4 (Wheelchair)	215 West Linden Street

Household Projections

One of the reasons there was a large increase in the number of building permits since 1990 is due to the “Winsted on the Lake” project. This is a Planned Unit Development that covers 49 acres with 157 single family and townhouse units. Based on the 1990 Census average of 2.6 people per household, the Winsted on the Lake project will accommodate approximately 408 additional residents.

Looking back at the population projections presented on page nine, the Winsted on the Lake project will accommodate a large portion of Winsted’s new residents over the next 20 years. However, even at a reasonable annual population growth rate of 2 percent, Winsted will need to find room for *another* 221 households (in addition to the Winsted on the Lake development). This is based on Winsted’s population being 2,785 in the year 2020 with Winsted’s current average of 2.6 people per household. Figure Eight shows a line chart of the number of additional households needed to accommodate a 0.5, 1 and 2 percent annual growth rate over the next twenty years.

**Figure Eight:
New Housing Units Needed to
Accommodate Winsted’s Population Projections
(based on an average of 2.6 people per household)**

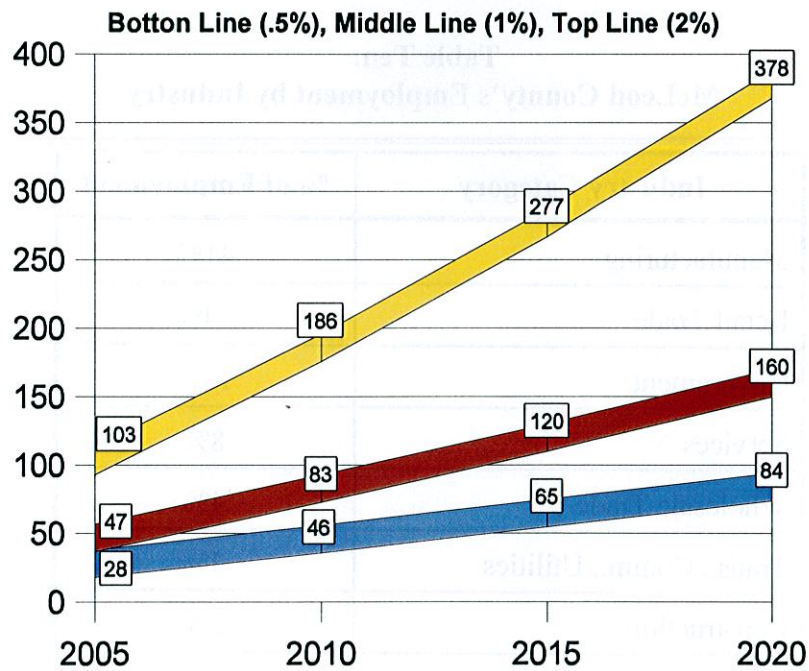


Figure Eight suggests that Winsted will need to make room for between 84 to 378 additional households over the next twenty years. Once again, due to the “Winsted on the Lake” townhouse development, Winsted’s increase in households should exceed their historic level of development. Keeping in mind that “Winsted on the Lake” is bringing 157 housing units, Winsted should realistically be prepared for at least twice that number before the year 2020. This means some additional land will ultimately need to be annexed into Winsted in the near future.

Business/Industry

This section of the Comprehensive Plan examines Winsted's business and industry atmosphere. It includes a pie chart showing employment statistics by industry, a short description of Winsted's major employers, and a look at the results of a survey question that asked what businesses are needed or need to be expanded in Winsted.

Employment by Industry

The Minnesota Department of Trade and Economic Development (DTED) created a "Community Profile" for the City of Winsted in 1996. One of the statistics reported is "employment by industry," which describes what percentage of the McLeod County's residents work in the major employment categories. Table Ten presents this information by ranking the categories beginning with the highest percentage of total employment.

**Table Ten:
McLeod County's Employment by Industry**

Industry Category	% of Employment
Manufacturing	41%
Retail Trade	14%
Government	13%
Services	8%
Wholesale Trade	4%
Trans., Comm., Utilities	3%
Construction	3%
Finance, Insurance, Real Estate	2%
Other	12%

The above information shows that over two-fifths of McLeod County's residents are employed in manufacturing (41%), with retail trade (14%) and governmental services (13%) being the second and third ranked categories. The information presented in the next section, along with the above statistics, reveal that Winsted has a very strong industrial base.

Major Employers²

One of Winsted's unique attributes has always been the large amount of industries associated with the City, especially for the size of the community. Even more interesting is that almost all of them were originally started by local residents. This section highlights some of Winsted's major employers. A complete listing of the businesses located in Winsted is provided in Appendix B.

Art's Welding specializes in stainless steel fabrication. Since 1981, Art's Welding has been supplying the community with jobs (currently 15) and providing products for companies all over the world.

Dairy Farmers of America, Inc., currently employs approximately 20 full-time employees (down from 115 in 1998). The business is difficult to miss since it forms a major part of the City's skyline. In 1929, several local men took over what was the Hutchinson Produce plant in Winsted. They formed the Pure Milk Products Company which steadily grew over the years. Mid-America Dairymen, a national cooperative, purchased the plant in 1970. In 1998, Mid-Am consolidated and became Dairy Farmers of America (DFA). They have traditionally produced many dairy products, including the cheese used in Nabisco products.

EDCO of Winsted Products is a sewing contractor firm with about 28 employees. The company began in 1960 making laundry cart liners, laundry bags, and clothespin bags. Today's products include wheelchair cushions, replacement tractor cushions, motor cycle bags and sport bags.

K-Way Express and K-Way Transport, formerly Winsted Farm Equipment, began in 1949 and now employs 25 to 35 full- and part-time employees. Since 1955, both local and long haul trucking has been the main business for this company.

Littfin Lumber, started in 1962 and is still locally owned. They manufacture wood roofs and floor trusses. As it grew, Littfin's kept its corporate headquarters in Winsted, however, the manufacturing is now being done just to the north near Howard Lake, Minnesota. Employing 250 people, this is one of the largest employers in Winsted. Typically, Littfin's products are delivered using its own fleet of trucks. They travel an average of one million miles each year.

Initially starting as a lumber yard, Littfin Lumber decided to specialize in one area and do it well. Coming from that background and understanding the ever-changing needs of the customers, Littfin Lumber was and still is instrumental in developing equipment, programs and processes that have become standards for the industry. The result of that effort is a less costly, better product, delivered on-time for its customers. Being the largest truss manufacturer in the country operating out of a single plant, people nationally and

² Recreated from the Winsted-Lester Prairie Journal's website which is located at <http://www.herald-journal.com/winstedguide/index.html>

internationally recognize that effort and regularly ask for some opinions that may help in their particular situation.

Millerbernd Design and Fabrication (MDF) is one of the local stainless steel fabrication companies. The company manufactures equipment for the food and dairy industry, as well as custom fabrication and design. MDF also offers complete engineering, programming, and assembly of computerized process control systems to automate and regulate production equipment. The company was started in the 1930s by the Millerbernd brothers, Carl and Paul. They separated in about 1946 to become today's Millerbernd Design & Fabrication and Millerbernd Manufacturing companies. MDF employs between 25 to 30 people, depending on their immediate needs. MDF fabricates products for companies all over the world.

Millerbernd Manufacturing – one of Winsted's distinguishing features is Millerbernd Manufacturing's 208-foot high mast lighting pole on which flies a 30 x 50-foot American flag during national holidays and on special occasions. Millerbernd builds tapered steel poles for lighting applications and custom steel rings and cylinders used for large scale electric motor and generator housings. Some of the many lighting pole products manufactured are street lighting poles, sports floodlighting poles, traffic signal poles, high mast lighting poles and decorative lighting poles. Millerbernd has been in business since 1933 and employs approximately 150 people. Millerbernd products are sold throughout the United States and Puerto Rico.

St. Mary's Care Center, managed by Benedictine Health Dimensions, is a progressive nursing facility offering a variety of services to those needing rehabilitation services and therapies, traditional long term care, respite care, complex medical care, or supportive care. The women's dementia program is a special service program with a corresponding step-down unit adjacent to it. The facility employs 120 people to support the services provided. They have been a part of the Winsted community since 1960, when it opened as a hospital-nursing home under the management of the Benedictine Sisters of St. Paul Priory.

Scherping Systems, a Carlisle Company, employs 140 people in the industry of stainless steel fabrication. Since 1968, it has been creating large vats and tanks and other food and dairy processing products. Like the other fabrication companies, their customers come from all over bringing business into Winsted.

Sterner Lighting Systems, Inc., has been manufacturing custom area/roadway, flood, pedestrian/pathway, and sports lighting systems for over 35 years. The company is recognized worldwide as a leader and innovator in exterior and interior lighting products. Sterner Lighting products have been chosen to illuminate some of the most prestigious architecture and landmarks around the world, including the United States Capital Building, the Space Shuttle Launch Pad at Cape Canaveral, and the Fleet Center Arena (the new Boston Garden), just to name a few. The company's corporate headquarters are located in Eden Prairie, Minnesota, with manufacturing facilities in Winsted and Buffalo Grove, Illinois.

SJ&F Material Handling, Inc., has employed many people in the business of material handling distribution since 1979. It is one of the largest distributors for reconditioned material handling equipment. SJ&F deals with new and used racks, conveyors, shelving, forklifts and other material handling equipment. Complete design, engineering, programming and installation services are available.

Overland Quast, formerly Quast Transfer, employs 150 people in Winsted. Total employment for the company exceeds 1,400 people located throughout 21 Midwest and central states. Quast Transfer was incorporated in 1953 in Winsted as a LTL (Less Than a Truckload) freight carrier, transporting freight from the Winsted area to the Twin Cities. The company experienced tremendous growth following deregulation of the trucking industry in the 1980s. In 1998, Quast Transfer, Inc., was sold to Vitran Corporation of Toronto, Canada. Following the acquisition, Quast was merged with Overland Transportation, another Vitran LTL freight carrier, to create Overland Quast. Corporate offices for Overland Quast are based in Indianapolis, Indiana. Service for local freight needs, regional offices for Overland Quast, and customer service and billing functions for Overland Quast are located in the Winsted facility.

The Adult Training and Habilitation Center, also known as ATHC, is a non-profit organization providing job training services to adult persons with developmental disabilities, traumatic brain injuries, and other related conditions. It has been in operation for over 32 years in McLeod County. ATHC is licensed by the Minnesota Department of Human Services to provide services to 115 program participants. The center employs 37 people from Winsted and the surrounding communities as job trainers and program/vocational development professionals. The following support services are also available to their program participants:

- Occupational therapy by OTRs and COTAs
- Speech-language; communication therapy by speech language pathologists
- Physical therapy by registered physical therapists and physical therapy assistants
- Nursing consultation by a registered nurse

Currently, ATHC serves 97 people from many different areas who live in McLeod, Wright, Meeker, Carver and western Hennepin Counties. ATHC's program focuses on the program participant as the guide to provide active habilitation and job training services, enrichment options, and community activities which open opportunities for growth and fulfillment.

Future Business Needs

Winsted completed a Business Retention and Expansion Strategies Program (BR&E) during the development of the Comprehensive Plan. In short, the BR&E identified the following four strategies for Winsted: 1) Improve labor availability; 2) Improve labor productivity; 3) Expand firm revenues by helping them expand markets, products and the overall marketability of Winsted; and, 4) Connect financing and assistance for existing business and new business creation. A Summary Report of the BR&E results appears in Appendix D.

Another source that documents future business needs for Winsted came from the 1999 Winsted Community Survey (see Chapter Five). One of the questions on the survey asked about what type of businesses are needed or need to be expanded in Winsted. Table Eleven shows both the total number of households that supported each category along with what percentage they represented (out of the 512 households that participated). The answers are ranked based on the number of responses received for each category.

**Table Eleven:
What type of businesses are needed
or need to be expanded in Winsted?**

Rank	Business	Number of Households	Percent of Respondents
1	Bakery	297	58%
2	Fast Food/Franchise	292	57%
3	Movie Theater	205	40%
3	License Bureau	205	40%
5	Clothing Store	203	40%
6	Sit-Down Restaurant	172	34%
7	Appliance Repair	141	28%
8	Daycare Facilities	120	23%
9	Car Sales	87	17%
10	Grocery Service	86	17%
11	Finance/Banking	77	15%
12	Video Rental	59	12%
13	Pharmacist	52	10%
14	Health Facilities	49	10%
15	Hardware Supplies	14	9%
16	Barber/Beauty Shop	43	8%
17	Auto Repair	29	6%
18	Gas Service	24	5%
19	Laundry Service	17	3%

Public Investments

The City of Winsted needs to be prepared to make "routine" investments in its infrastructure and public facilities over the next twenty years. This section provides a description of Winsted's major public investments. The entire Comprehensive Plan will be used to create a Capital Improvements Program (CAP) for the City sometime in the year 2000. The CAP will identify approximately when any specific improvement will need to be made. The City's engineering firm, SEH-RCM, provided most of the information on the sewer and water sections. Pat Radke, the Winsted Public Works Director, provided the background information for most of the other areas.

Downtown Area Sidewalks – during the summer of 1992, the City of Winsted began to remove and replace the sidewalks in the downtown area. The Public Works Department has completed the removal and replacement of all sidewalks in the downtown area. The new sidewalks are handicap accessible and in great shape. The sidewalks in the downtown area are projected to remain in good condition with relatively little maintenance for the period covering this Plan.

Residential Sidewalks – the majority of sidewalks running east/west in the residential areas of Winsted have been removed but not replaced. The Public Works Department replaced the east/west residential sidewalks with grass seed. The sidewalks running in a north/south direction throughout the residential boulevards have been removed and replaced.

In the future it is recommended that the City of Winsted expand the width of any new sidewalks to better accommodate pedestrian activities - joggers, skaters, etc. The Public Works Department recommends that the City make a decision on the new sidewalk issue relatively soon so that they may be incorporated into future developments and additions to Winsted.

As an alternative to concrete sidewalks, the Public Works Department recommends that the City of Winsted consider constructing blacktop pathways in future developments. The cost of installing blacktop pathways is considerably less than the cost to pour concrete sidewalks. It is recommended that an analysis of the cost to maintain blacktop paths versus concrete be completed before implementing the blacktop pathway proposal in order to ensure that it would be cost effective for the City.

Curb and Gutter – the Public Works Department conducted an analysis of Winsted's curb and gutter in the spring of 1999. At the present time a significant amount of the curb and gutter system within the City of Winsted is in need of repair, including the removal of broken or offset sections which are impeding the water flow and drainage. It is anticipated that curb and gutter restoration and repairs will be completed within the next couple of years. Upon completion of the above referenced curb and gutter restoration, the curb and gutters within the City should remain in good condition and virtually maintenance free for the 20 year period covering this Plan. In order to maintain a uniform appearance throughout the City of

Winsted, the Public Works Department proposes that an ordinance be implemented requiring that all new curb and gutter poured for public roadways must conform to the same shape as existing curb and gutter.

Streets – at the present time, streets throughout the City of Winsted are generally in good condition. In 1990, a two-inch overlay was applied to all City streets. The Winsted Public Works Department recommends that street maintenance should include seal-coating to all streets in the near future.

In the past it has been the practice of the City use its own street sweeper equipment to remove the pea rock after seal-coating is applied. It is believed that the City of Winsted has done so as a cost saving approach to the seal-coating expense. However, the removal of the pea rock causes increased wear and tear on the street sweeper which is a high maintenance and costly piece of equipment. In order to be more cost effective it is recommended that the removal of seal-coating pea rock be included in the work done by the seal-coating contractor in future projects, thereby reducing wear and tear on the City's equipment.

Additional improvements to the Winsted Street Department include adding a larger asphalt chop saw and a blacktop Dyna-Pac roller to its street equipment. It is also suggested that additional education on asphalt maintenance and repair be provided for the Winsted Public Works Department employees.

Street Lights – all the street lights in the City are owned by the Northern States Power Company (NSP), except for the ones in the downtown area (which are owned by the City). The City pays a flat fee to NSP each month per light for their operation and maintenance. The lights were intentionally spaced far apart to conserve energy and overall costs. As a result, NSP needs to increase the bulb wattage in some areas of the City to compensate for the distance between the light poles.

Storm Sewer – the storm sewer system in the City of Winsted is in generally good condition in the newer sections of the City and is in need of attention in the older portions of the City. Currently, there is a significant amount of mismatched storm sewer pipes and connections in the older areas. One of the significant problems with the storm sewer is that it directly drains into Winsted Lake. The Winsted Lake Association, the DNR and the City need to work cooperatively to reach a satisfactory solution to this problem. One "solution" to the problem would be to construct a storm water retention area in the Lake. This area would filter most of the pollutants out before they had a chance to enter the rest of the Lake.

Sanitary Sewer Collection System – the City's sewer system was smoke tested in 1999 to determine how much inflow and infiltration (I&I) of groundwater was entering the system. The results did not reveal any City owned major sources of I&I. However, the City is rehabilitating 1,350 linear feet of pipe in the year 2000. In addition, the City currently has an I&I Reduction Plan and Sump Pump Removal Program. The City staff periodically inspects private properties to confirm that sump pumps are not directly dumping into the City's sanitary sewer collection system.

Waste Water Treatment System – the current wastewater facilities plan estimated the City would need to make some treatment improvements by the year 2003. However, SEH-RCM re-evaluated the situation in January, 2000, and concluded the Waste Water Treatment System currently has the excess capacity to handle another 110,000 gallons of water per day. This will accommodate approximately another 90 homes or a few small industries (or a combination of both). If Winsted continues to gain new residents at its current rate of growth, the waste water treatment system will ultimately need to be expanded at some point in the next 20 years.

Water Supply (recreated from SEH-RCM) – the City of Winsted uses groundwater to meet its water needs, currently operating with two wells. The first well (called Well #2) was constructed in 1946 and is located in Hamlin Park. It has a capacity of 500 gallons per minute (gpm). The second well (called Well #3) was constructed in 1957 and is located at the intersection of Fairlawn Avenue and First Street North. It has a capacity of 375 gpm. Both wells and their motors have been inspected on a regular basis and are believed to be in good operating condition. However, according to the City's engineering firm, SEH-RCM, additional water capacity is needed in order to ensure the City's maximum water demand can be fulfilled in the event that one pump or well fails. This would become especially important to the community during a fire emergency. To alleviate this problem and a few other "minor" ones, the City of Winsted adopted a Water System Master Plan in November, 1995. The Plan outlines water supply, treatment, storage and distribution improvements.

The Minnesota Department of Health (MDH) is currently completing a Wellhead Protection Program. According to MDH, "wellhead protection" is a means of safeguarding public water supply wells by preventing contaminants from entering the area that contributes water to the well or well-field over a period of time. The wellhead protection area is determined by using geologic and hydrologic criteria, such as the physical characteristics of the aquifer and the effects which pumping has on the rate and direction of groundwater movement. A plan will be developed for Winsted that includes inventorying potential sources of groundwater contamination, monitoring for the presence of specific contaminants, and managing existing and proposed land and water uses that pose a threat to groundwater quality.

Water Treatment (from SEH-RCM) – Winsted provides only limited treatment of the water from each well: fluoride is added for dental purposes, chlorine is added to preserve sanitary levels and polyphosphates are added to sequester iron and manganese. Fortunately, the all tests conducted by U.S. Environmental Protection Agency show that the water quality has consistently met the EPA and MDH standards. However, water softeners are needed, since the water is considered to be moderately hard due to traces of calcium and magnesium.

Water Storage – the City has one water storage tank that is located near the intersection of Lewis Avenue West and Third Street South. It has a total volume of about 653,700 gallons. The tower's high water elevation is about 1,190 feet above mean sea level and its low water elevation is approximately 1,152 feet. These levels provide reasonable pressure for all land areas in the current and proposed service areas.

The Winsted Municipal Airport – the Winsted Airport is located south of Winsted on the corner of County Roads 1 and 5. Situated at an elevation of 1,030 feet, the facility offers a grass landing strip that is 3,200 feet long and 400 feet wide and will safely handle light twin engines and smaller aircrafts. However, there has been some discussion by the City to pursue paving the runway (although a final decision has not been made). If the City decides to do so, outside funds should pay for up to 80 percent of the cost. Furthermore, the City would not need to purchase any additional land to accommodate the paved runway.

The MMDC conducted research on the advantages and disadvantages of paving the runway. The Manager of the Willmar Airport, Bruce Jaeger, provided some insightful information regarding the Winsted Airport. He felt that the Winsted Airport was closed for many days throughout the year due to weather related soft spots on the grass runway. “In the winter-time it’s hard to keep plowed, in the spring and fall it’s wet and in the summer-time it’s rough.” These factors all contribute to less than ideal landing conditions.

The Minnesota Department of Aeronautics felt that paving the runway would be a good idea since Winsted has a strong industrial base. Furthermore, the airport would become more of a “business” airport rather than a “recreational” one, like it is currently. They added, “good airport facilities are a criteria for communication/transportation for many businesses.” Therefore, “it would definitely be a benefit to pave the runway and a real plus for that part of the State.”

The bulk of the “professional” advice suggests that paving the runway would be a positive experience for the City of Winsted. However, as one Winsted Township resident pointed out, the current airport traffic interferes with some household’s quality of life (whenever airplanes takeoff or land at the airport). This person also added that their “land was here long before the airport.” This personal experience only highlights the need for the City of Winsted to carefully weigh all the pros and cons of paving the runway before they make a final decision on the airport’s future.

The Winsted Airport Commission advises the City Council on airport planning issues and is responsible for the airport’s daily activities. In addition, they annually conduct a chili feed at the airport. This usually draws a nice crowd of both airplanes and people. Pilot supplies and maps are available for purchase at Lucky Mindy Aviation, located right on the airport property. There is also currently land available to lease from the City to store an airplane or to build an individual hanger.

Telecommunications – TDS TELECOM is located in Winsted and has leading edge technology available for its customers. They currently have about 1,700 telephone lines in service and has the capacity to serve up to 10,000. There is a fiber connection between their office and U.S. West, who transports their customers’ long distance calls into and out of

Winsted. They also offer local T1 and ISDN (both digital) transport, as well as all the advanced calling services, such as Caller ID Name and Number, Call Return, Anonymous Call Rejection, Repeat Dialing and Call Trace.

With the benefit of having TDS located in Winsted, the City's telecommunications infrastructure is well ahead of most communities. TDS has trained, experienced technicians who can do data network designs and data wiring and can install and support key and PBX business systems. They also offer Centrex, which is a central office based business system. Cellular phone service is available in the Winsted area by signing up with a service either out of the Twin Cities or St. Cloud.

Winsted Public Library – the City of Winsted has been very fortunate to enjoy a public library since the early 1970s. It is currently part of the Pioneerland Library System and greatly benefits from having an active Library Commission. One of the annual events the Library Commission sponsors is called “Dairy Days,” which occurs each summer (free ice cream and strawberries are served by the McLeod County Dairy Princesses).

In 1997, the library had a 56k telecommunications line installed to bring high speed Internet access. The public can use the library's Internet service in half hour increments during library hours at no charge. The circulation of books, magazines, newspapers, videotapes and requested items keeps increasing. If this demand continues, it is anticipated that the library will need to be relocated to a larger building by the year 2005. Any further questions about the library can be sent by E-mail to “sharonn@winsted.lib.mn.us.”

Winsted Industrial Park – this property covers 40 acres and is located along County Roads 1 and 5 in the extreme southern portion of Winsted across from the airport. Established in 1998, the park has been platted into ten sections ranging from 2.6 to 5.9 acres. As of January, 2000, RAM, Inc. was the park's first and only inhabitant. They specialize in making a variety of buildings for agriculture, residential and commercial purposes. The property is owned by the City and is served by sewer and water.

Parks and Recreation – Winsted offers a wide variety of park and recreational opportunities located throughout the City (see the Current Land Use Map on page 27). The following is a brief description of the area parks and major recreational activities associated with Winsted.

Luce Line Trail provides the opportunity for people to ride their bikes all the way to the Twin Cities or to simply just walk to Winsted Lake Dam. The trail was opened in 1976 by the DNR and stretches 63 miles from Plymouth to Clara City. The DNR plans to make some major improvements to the trail beginning at Winsted and ending near Hutchinson.

Winsted Municipal Athletic Field is the location of Winsted's main athletic facilities, including a football field, a red rock running track, tennis courts and the Dennis M. Campbell Baseball Field. It is located along Main Avenue in west central Winsted.

Mill Reserve Park is located adjacent to Winsted Lake near the downtown area on First Street South. It is the site of Winsted's public swimming beach and fishing dock. It is equipped with playground equipment, picnic tables and a restroom.

Hainlin Park is located on the corner of McLeod Avenue and County Road 1. It also has picnic tables and a restroom, but features two sand volleyball courts and several horseshoe pits.

Southview Park is located adjacent to the Luce Line Trail in the southeastern side of Winsted. Along with typical playground equipment, the park also has a softball field and plenty of green space.

Westgate Park is one of Winsted's newest parks, featuring a baseball field and plenty of open space. It is located west of County Road 1 between Main Avenue West and Westgate Drive.

Barrett Park offers a softball field and is located at the corner of First Street South and Sherman Avenue West.

Northgate Park is located in the northwestern portion of Winsted along Northgate Drive. The park has a variety of playground equipment, including a sandbox and basketball hoop.

Natural Environment Parks – Winsted has three parks located in residential neighborhoods that offer “natural” environments (i.e., no park facilities or equipment), including **Pheasant Run**, **Shady Creek** and **Fairlawn Parks**. They all are located in the northern part of the City.

William May County Park is located just outside of Winsted to the southeast. The park is one of six parks in the McLeod County park system. Hiking trails, a picnic shelter, grilling areas, a drinking water pump and outhouses are all included in the Park's nearly 72 acres. In addition, the park has a large stand of Maple trees that is quite spectacular, especially in the autumn.

Winstock refers to one of the Upper Midwest's premier outdoor country music and camping festivals hosted annually by the City of Winsted. It is organized entirely by volunteers with all proceeds from this event used to help fund private education for students from Winsted and its surrounding communities. For more information about Winstock or any of the other park and recreational activities that Winsted has to offer, visit Winsted's local newspaper's website at the following address:

www.herald-journal.com/winstedguide/index.html

Chapter Four: The Winsted Community Survey

In May of 1999, the Mid-Minnesota Development Commission (MMDC) helped the City of Winsted administer a survey to every household in the community. The questionnaire asked residents to give their opinions on a number of community-related improvements, ranging from current infrastructure conditions to future City planning priorities. The participation rate was excellent: 75 percent of the households completed the questionnaire. This section of the Comprehensive Plan provides a summary of the results not already presented in any other section of the document. A “duplication” of the survey used begins on page 47 (the actual layout of the survey was changed in order to provide space to present the entire survey results).

Survey Methodology

The MMDC worked with the Winsted Planning Commission to determine which questions should be asked on the survey. The primary focus of the discussion surrounded narrowing the questions to only those that could be used to help plan Winsted’s future. Once the final draft of the survey was agreed upon, a night was chosen to have local volunteers pass out the survey to predetermined survey “neighborhoods” (usually consisting of three or four city blocks). Furthermore, the surveys were all color-coded according to Winsted’s five largest residential neighborhoods. This was done to discover which specific neighborhoods would benefit the most from future planning decisions.

Over 20 volunteers showed up to pass out the surveys. Each volunteer was equipped with a map of their survey area, the appropriate number of the surveys and an address list to keep track of where they had dropped off a survey. In addition, the volunteers passed out envelopes so the responses would remain confidential. If no one answered the door, the volunteers were directed to write down the address on the address sheet so that a second wave of volunteers could try again later. This process was continued until a 75 percent response rate was obtained (it took three waves of surveys). Finally, each volunteer picked up the completed surveys and returned the sealed envelopes to the City Hall. Staff from the MMDC then took the surveys to complete the survey analysis.

Survey Results

The 75 percent response rate was determined by dividing the total number of households that participated in the survey (512) by the total number of households estimated for the City by the State Demographer’s Office for 1998, which was 687. The 512 households represented 1,285 people, which averages to approximately 2.5 people per household. The average respondent was 48 years old and had lived in Winsted for 25 years. Slightly over half of the respondents were female (51%), compared to 41 percent male and the remaining indicating that “both” completed the survey. The average household income for the respondents was \$41,508 annually but ranged from \$519 to \$500,000 (only 388 households answered this question).

Table Twelve presents the results of the first question on the survey. The question asked the respondents to rate the condition of a number of public facility, infrastructure and community service related items. The respondents could choose from the categories “good,” “fair” and “poor” and could rate both “their neighborhood” and “the entire City.” The category that received the highest percentage of responses for “the entire City” is highlighted in yellow for each of the City features.

**Table Twelve:
How do you rate the following City features?**

City Feature	Your Neighborhood			The Entire City		
	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>
Streets	61%	32%	4%	49%	42%	1%
Sidewalks	31%	31%	8%	32%	52%	6%
Drinking Water	44%	38%	15%	39%	37%	11%
Recycling Program	68%	22%	6%	63%	22%	3%
Quality of the Parks	65%	25%	4%	64%	27%	1%
Storm-Sewer	46%	40%	10%	34%	47%	6%
Snow Removal	48%	36%	12%	44%	38%	7%
Street Lights	51%	32%	15%	46%	39%	5%
Elderly Housing	31%	43%	10%	28%	44%	10%
Affordable Housing	26%	52%	12%	22%	51%	11%
Higher Income Housing	26%	42%	7%	26%	46%	8%

One of the primary ways the City can use the above information is by examining the specific neighborhood results along with the entire City results. For example, only one of the five large residential neighborhoods rated the “quality of the parks” to be poor. After examining a map of where the City parks are located, it was determined that this neighborhood was rather new. Furthermore, the only park in the area was also rather new and was not fully developed with trees and landscaping compared to the other City parks.

Fortunately, “the entire City” results were overall positive: most City features received either a “good” or “average” rating. However, the Winsted Planning Commission viewed the “average” results as an opportunity in the future to make land use decisions that will improve these areas, particularly the results that indicate Winsted needs additional housing in all three of the major housing categories (elderly, affordable and higher income).

Another question on the survey asked the respondents “if the City should prioritize a number of projects over the next five to fifteen years”. The results are presented in Table Thirteen. They are ranked from top to bottom based on the number of responses each category received.

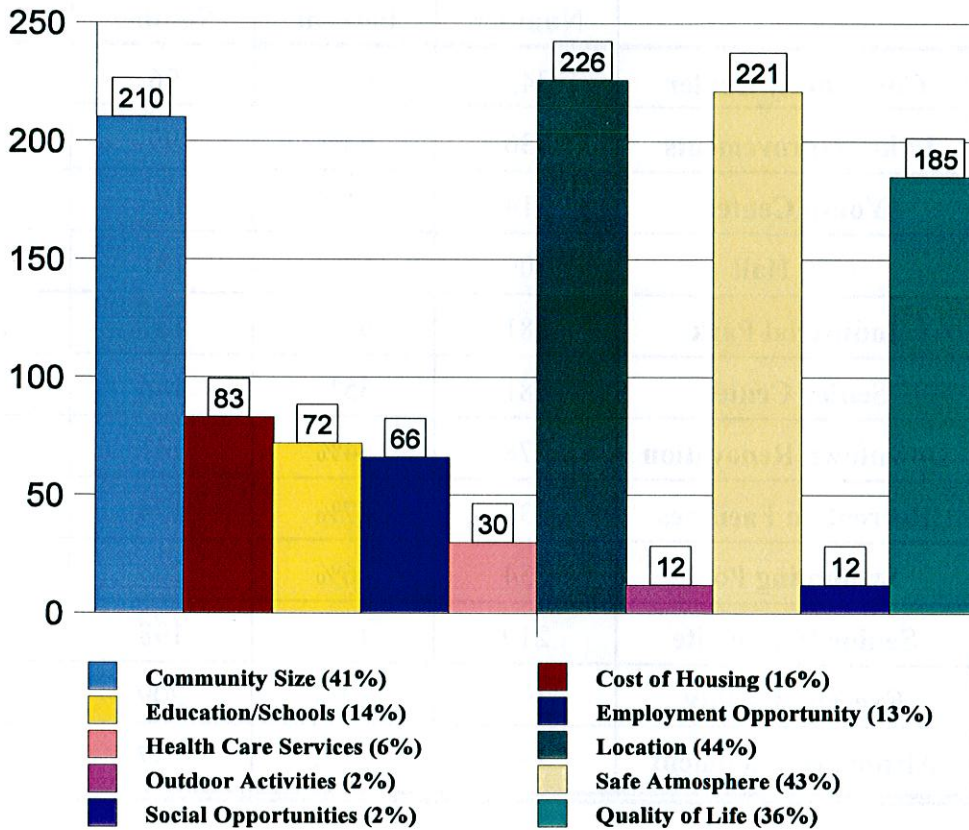
**Table Thirteen:
Should the City prioritize these projects
over the next 5 to 15 years?**

Rank	Project	Yes		No	
		Number	Percent	Number	Percent
1	Community Center	343	67%	96	19%
2	Lake Improvements	336	66%	99	19%
3	Youth Center	314	61%	123	24%
4	City Hall	309	60%	131	25%
5	Industrial Park	281	55%	131	26%
6	Senior Center	281	55%	146	29%
7	Downtown Renovation	278	54%	141	28%
8	Recreation Facilities	238	47%	174	34%
9	Swimming Pool	234	46%	205	40%
10	Senior Dining Site	219	43%	198	39%
11	Exercise Facility	197	39%	209	41%
12	Airport Development	111	22%	297	58%

The participants rated “creating a community center” as the number one priority for the City with support from over two-thirds of the households. “Lake quality improvements” came in a close second while “building a youth center” came in a close third. On the other end of the results, airport development came in last with only 22 percent support. However, these results should each be closely analyzed before the City takes any formal action to start any of the projects. For example, would Winsted need both a new community center *and* a new youth center, or could one be combined? Likewise, how many people realize the entire array of benefits a “good” airport brings to a local community? Similar questions can be posed to each of the projects listed in Table Thirteen. The overall objective for asking these questions is to obtain a general feeling for which projects the residents of Winsted would support in the future.

The last question presented in this section asked the participants to communicate why they like living in Winsted. The survey had ten categories to choose from and the respondents were directed to circle their top two reasons. Figure Nine displays the results in the form of a bar chart. The number that appears above each category is the total number of households that responded in that specific category.

Figure Nine:
Please circle the two main reasons
why you like living in Winsted
(number of household responses)



According to Figure Nine, Winsted’s location (44%) , safe atmosphere (43%) and community size (41%) were the three top reasons why the participants enjoyed living in Winsted. Outdoor activities and social opportunities both ranked last with only 2 percent of the respondents citing those reasons. Winsted’s “quality of life” was the only other category to receive more than one-third of the responses (36%).

All of the other questions asked on the survey have been presented periodically in other sections of the Comprehensive Plan. The entire survey results are presented in its “original format” beginning on the next page.

Winsted Community Survey

Your participation is extremely important! Winsted is currently updating its comprehensive plan. The planning commission greatly needs input from the community. Please take five minutes to complete this survey and place it in the envelope provided. It will be picked up later tonight. Your ideas will help to determine what is needed in order to make Winsted an even better place to live. **Your answers are completely confidential!**

ENTIRE CITY RESULTS (512 responses=75%)

1. Please circle your responses. How would you rate the...

	Your Neighborhood			The Entire City		
	<u>Good</u>	<u>Average</u>	<u>Poor</u>	<u>Good</u>	<u>Average</u>	<u>Poor</u>
Condition of the Streets?	313 (61%)	166 (32%)	21 (4%)	250 (49%)	215 (42%)	7 (1%)
Condition of the Sidewalks?	160 (31%)	158 (31%)	42 (8%)	165 (32%)	264 (52%)	33 (6%)
Drinking Water Quality?	227 (44%)	193 (38%)	78 (15%)	199 (39%)	190 (37%)	56 (11%)
Recycling Program?	346 (68%)	112 (22%)	30 (6%)	322 (63%)	114 (22%)	15 (3%)
Quality of the Parks?	334 (65%)	127 (25%)	22 (4%)	328 (64%)	139 (27%)	3 (1%)
Storm-Sewer Drainage?	234 (46%)	203 (40%)	51 (10%)	174 (34%)	241 (47%)	31 (6%)
Snow Removal?	244 (48%)	184 (36%)	61 (12%)	224 (44%)	194 (38%)	36 (7%)
Street Lights?	260 (51%)	162 (32%)	75 (15%)	233 (46%)	198 (39%)	24 (5%)
Availability of Elderly Housing?	157 (31%)	221 (43%)	50 (10%)	142 (28%)	227 (44%)	51 (10%)
Availability of Affordable Housing?	113 (26%)	264 (52%)	59 (12%)	112 (22%)	263 (51%)	57 (11%)
Availability of Higher Income Housing?	134 (26%)	247 (42%)	37 (7%)	131 (26%)	236 (46%)	42 (8%)

2. How long have you been a resident of Winsted? 25 (years)

RANGE 1-82

3. Do you own or rent your residence? Own Rent → What is your monthly rent? \$319
412 (81%) 86 (17%) Range \$19-\$500

. What type of businesses are needed or need to be expanded in Winsted? Please circle all that apply.

Appliance Repair 141 (28%)	Fast Food/Franchise 292 (57%)	Medical/Health Facilities 49 (10%)
Auto Repair 29 (6%)	Finance/Banking 77 (15%)	Movie Theater 205 (40%)
Bakery 297 (58%)	Gas Service 24 (5%)	Pharmacist 52 (10%)
Barber/Beauty Shop 43 (8%)	Grocery Service 86 (17%)	Sit-Down Restaurant 172 (34%)
Car Sales 87 (17%)	Hardware Supplies 44 (9%)	Video Rental 59 (12%)
Clothing Store 203 (40%)	Laundry Service 17 (3%)	Other? _____
Daycare Facilities 120 (23%)	License Bureau 205 (40%)	Other? _____

. Should the City prioritize these projects over the next 5 to 15 years?

	<u>Yes</u>	<u>No</u>	<u>N/A</u>
Airport Development?	111 (22%)	297 (58%)	104 (20%)
Downtown Renovation?	278 (54%)	141 (28%)	93 (18%)
City Hall?	309 (60%)	131 (25%)	72 (14%)
Lake Quality Improvements?	336 (66%)	99 (19%)	77 (15%)
Community Center?	343 (67%)	96 (19%)	73 (14%)
Industrial Park?	281 (55%)	131 (26%)	100 (20%)
Senior Center?	281 (55%)	146 (29%)	85 (17%)
Park & Recreation Facilities?	238 (47%)	174 (34%)	100 (20%)
Youth Center?	314 (61%)	123 (24%)	75 (15%)
Swimming Pool?	234 (46%)	205 (40%)	73 (14%)
Exercise Facility?	197 (39%)	209 (41%)	106 (21%)
Senior Dining Room Site?	219 (43%)	198 (39%)	95 (19%)

6. Please circle the two main reasons why you like living in Winsted.

Community Size 210 (41%)	Location 226 (44%)
Cost of Housing 83 (16%)	Outdoor Activities/Recreation 12 (2%)
Education/Schools 72 (14%)	Safe Atmosphere 221 (43%)
Employment Opportunities 66 (13%)	Social Opportunities 12 (2%)
Health Care Services 30 (6%)	Quality of Life 185 (36%)

7. Please indicate your gender? Male Female Both Categories Circled
210 (41%) 260 (51%) 25 (5%)

8. Please indicate the number of people for each age group in your household: (for example, 19-30 2)

0 - 18 _____	19 - 30 _____	31 - 45 _____	46-59 _____	60 and over _____
398 (30%)	205 (15%)	304 (23%)	214 (16%)	203 (15%)

9. Age of the person filling out the survey? 48 (years) Range 16-93

10. Are you...

	<u>YES</u>	<u>NO</u>	
Employed?	361 (71%)	43 (8%)	If yes, how many miles do you drive each way to work? <u>14</u> Range 0-100
Retired?	120 (23%)	94 (18%)	
Unemployed?	18 (4%)	93 (18%)	
Homemaker?	68 (13%)	79 (15%)	

11. If there is another adult in the household, are they...

	<u>YES</u>	<u>NO</u>	
Employed?	295 (58%)	27 (5%)	If yes, how many miles do they drive each way to work? <u>17</u> Range 0-127
Retired?	50 (10%)	78 (15%)	
Unemployed?	4 (1%)	77 (15%)	
Homemaker?	41 (8%)	66 (13%)	

12. Winsted may be eligible for grant funds to help pay for various City improvements. Household income is often used to determine eligibility for these grant funds. Please list your estimated household income before taxes for 1998.

\$ 41,508 Range \$519-\$500,000
N = 388

Chapter Five: Current and Emerging Issues

Throughout the planning process, Winsted's major planning issues were identified in two ways. First, a number of issues were discussed monthly by the Planning Commission and Task Force during each of the regularly scheduled planning meetings. Second, on August 9, 1999, the City of Winsted hosted an "issues identification" session with the Planning Commission, Task Force, City Council, Winsted Township and various Winsted residents. The meeting was advertised in *The Winsted-Lester Prairie Journal*, the local newspaper. Twenty people participated in defining what issues and concerns were important to them regarding the future of Winsted.

The participants were asked to comment on their issues and concerns focusing on the eight categories listed below. Each comment received was written down under the appropriate category and displayed on the wall. It should be noted, however, that many of the comments received apply to more than one of the eight categories listed below.

- 1. Land Use and Community Design**
- 2. Citizen Participation and Intergovernmental Cooperation**
- 3. Housing**
- 4. Urban Growth**
- 5. Economic Development**
- 6. Environmental Protection**
- 7. Transportation**
- 8. Parks and Recreation**

At the end of the comment session, the participants were asked to place stickers next to the three issues they felt should be a top priority for the City of Winsted to address. The comments received and the priority they were given are briefly explained in each of the eight categories. The numbers inside of the parentheses refers the number of participants that felt that particular issue should be one of Winsted's top three priorities.

Land Use and Community Design

There were three comments received regarding the future of Winsted's land use and community design (see the text box on the right). In short, these issues have all become increasingly important to many communities in rural Minnesota. The first issue deals with ensuring that, as Winsted grows, the City encourages the protection of "open space" in development patterns. For example, the *Winsted on the Lake* townhouse

- High density design with open space (2)
 - Handicapped accessibility (2)
 - Business district location remain in existing area

development protects open space by establishing “community ownership” of the natural resources in the project area. Walking paths, lakeshore buffer zones and landscape design will all help to ensure that current and future generations can continue to enjoy the entire area in a natural setting, rather than dividing the land into private property.

The next issue discussed highlighted the need to make sure that facilities are handicapped accessible. Without a doubt, many communities have begun to incorporate this concern into all land use decisions. Finally, the last comment received in this category refers to keeping the City’s “Business District” in its current location. This is ultimately aimed at protecting the economic vitality of the downtown area. Unfortunately, many communities have made land use decisions that encourage retail and commercial development along the perimeter of the City. The result has normally led to more businesses choosing to locate outside of the historic business district.

Citizen Participation and Intergovernmental Cooperation

Two of the “newer” goals in community planning stem from getting more people involved in the planning process and working with neighboring units of government. The comments received regarding these goals are not considered to be controversial, but rather more a matter of “common sense.” The traditional practice of conducting planning activities with only four or five key stakeholders making all of the important decisions is finally slowly deteriorating. The underlying philosophy expressed in the three comments received in this category confirm that Winsted is committed to ensuring that different parties feel comfortable participating in the planning process.

- Open meetings (2)
- Web site (2)
- Active calling

Housing

One of Winsted’s largest planning issues is the need for new housing. An examination of the current land use map reveals that most of Winsted’s residential lots have already been developed. The only exception to this is the *Winsted on the Lake* project. Furthermore, Winsted is faced with the problem of not having a wide range of housing prices to accommodate people with low, medium and high household incomes. Most of Winsted’s current housing is in excellent condition when compared to other communities. Finally, due to Winsted’s close proximity to the Minneapolis-St. Paul Metropolitan Area, the City should see a steady increase of new residential housing over the next twenty years. The Planning Commission and City Council will need to monitor the new housing developments to ensure that Winsted’s overall housing needs are being met.

- Wide range of values (3)
- Density (2)
- Local programs for housing
- Grant/Loan writing

Urban Growth

Closely tied to the increasing demand for new residential housing is the reality that Winsted will need to adjust its corporate boundary periodically in the future. In addition, as the number of residents increase, the demand for more

- Orderly annexation plan (3)
- Feedlot inventory (2)
- Define forced annexation conditions (2)

retail and commercial establishments will also naturally increase. This will place an added responsibility on the City Council and Planning Commission to keep in mind that good land use decisions will need to be consistently made in order for Winsted to follow the City's Future Land Use Plan (outlined in Chapter Eight). One of the best ways to accomplish this is to work closely with Winsted Township to ensure that all future annexations are both timely and not controversial. Finally the "feedlot inventory" comment is ultimately focused on trying to minimize future conflicts between new residential areas and existing feedlot operations.

Economic Development

According to the number of different comments and the frequency of people who assigned a "priority" to them, the Economic Development category received the most attention among the eight topics discussed in the issues identification meeting. The foremost concern expressed was to "revitalize" the downtown area.

- Downtown revitalization (7)
 - store fronts
- Future airport plans (4)
- Open meetings to public (3)
- Business retention and expansion (2)
- Industrial park atmosphere
- Encourage new development with current
- Environmental concerns

The emphasis here is not the need to radically rehabilitate the downtown atmosphere, but rather to highlight the desire by local residents to keep the downtown area the primary place to conduct business. This is why, in 1999, the City of Winsted began a Business Retention and Expansion Program (BR&E). The program was designed to help current businesses survive and expand by providing a variety of economic development tools not normally found in "smaller" cities.

The second largest concern expressed in the economic development category questioned the future of Winsted's airport (see page 40). Winsted's population and business atmosphere has reached a level that makes airport expansion a reality. Fortunately, there are many funds available that will pay for most the costs. Simply upgrading the airport from its current grass runway to one that is paved would ultimately attract more business and pleasure interests to the Winsted area.

Environmental Protection

Although the environmental protection category received only four comments during the issues identification meeting, 14 people felt strongly enough to consider the comments as a top priority for the City.

- Buffer strip around lake and creek (5)
- Protect existing feedlots (4)
- Define prime agriculture land (3)
- Winsted lake pollution (2)

All of the comments essentially focus on two issues: agricultural activities and Winsted Lake. The general theme discussed in a variety of meetings during the comprehensive planning process was that both the agricultural and environmental communities need to work together to find reasonable solutions to enhance the quality of the area's natural resources. In addition, the agricultural community felt the City of Winsted should continue working with its own residents and Public Works Department to educate how individual actions also have a large cumulative effect on the area. In short, the City is very optimistic and committed to doing its part to ensure a healthy environment.

A message from the Winsted Lake Association

The following precepts should be followed as the City of Winsted continues to grow and develop.

Riparian lands should be developed with the intent of providing the maximum protection to the aquatic environment as is known with the current state of the art. Filter strips populated with plant species appropriate for the local elevation and soil type should be employed to mitigate non-point specific sources of runoff and pollution. These filter strips can also be utilized in the developer's design to meet parkland and green space requirements. Chemical use within the filter strip area should be minimized and areas that are surfaced with impervious materials should be designed with proper drains and storm sewer retention.

Wetlands should be utilized as a component of the storm sewer system and if necessary be enhanced to more effectively store and purify runoff, serve as wildlife habitat, and be used for educational and recreational use. All lakes within the Winsted Lake watershed area that are designated as "natural" and undeveloped should be protected from development by a system of parks and green space/open space areas extending 300 feet from the water's edge. The intent of the aforementioned areas is to minimize the effects of human encroachment on wildlife and also to preserve water quality. Again such lands should be credited to the developer as parkland and should allow for the remaining areas to be developed to a higher housing density (i.e., PUD, cluster housing, etc.).

Transportation

Transportation planning has become one of the more “routine” activities by most levels of government. This is primarily due to the awareness of how transportation decisions directly affect all other types of land use decisions.

Three important issues stand out from the comments received from the participants.

First, pedestrian safety needs to be the forefront concern as the Planning Commission and City Council make all land use decisions. Second, due to its close proximity to the Metropolitan Area, the City needs to work cooperatively on area transit opportunities for the local residents.

Finally, the City needs to continue developing the Luce Line Bike Trail as a recreational asset to the community. As future land use decisions are

made for the City, especially for the Winsted Lake area, walking and biking opportunities need to be top priority. This will help to ensure that current and future generations have the opportunity to enjoy Winsted’s natural environment while feeling safe in the process.

- Cross walks and busy roads (2)
 - County Road 1
 - Linden Avenue
- Connecting major roads (2)
- Right turn lanes on County Road 1
- Park & Ride bus stops to Metro
- Area transit
- Bike path connection

Parks and Recreation

In addition to protecting bike and walking interests throughout the City as a top transportation priority, the City is fortunate to have many other natural areas that need to be protected and enhanced. Three of the participants felt strongly about building a municipal swimming pool. Currently there is only a public beach located on Winsted Lake. Many of the other comments focused around making “improvements” to the City’s existing facilities.

- Swimming pool (3)
- Bike and walking trail to downtown (2)
- Parks need equipment (2)
- Bleacher safety (2)
- Improve warming house
- Sliding hill hazards
- Drinking fountains
- Mill Reserve “shower” outdoors
- New parks as the City grows

Miscellaneous

One of the largest planning issues facing the City of Winsted is the location of a newly proposed public school. The decision needs to be made to either build it in Winsted or in Howard Lake, which is located seven miles to the north. The likely scenario is to build it somewhere in between. The final decision will have a large impact on attracting future residents to the Winsted area.

Chapter Six: Goals, Objectives and Policies

This section of the Comprehensive Plan establishes the City of Winsted's Goals, Objectives and Policies. They will be used to help make land use and planning decisions by everyone responsible for Winsted's future. The goals have been organized into 11 topic areas. These eleven areas are the same ones established by the Community-Based Planning Act, which was passed by the State of Minnesota in 1997. The 11 goals are used as a framework for Winsted's objectives and policies which, in turn, provide specific information on what values and issues are important to Winsted's residents. More importantly, the objectives and policies clearly identify how decisions will be made by Winsted on a day-to-day basis. Furthermore, most of the specific objectives and policies outlined below were formed as a result of the "issues identification" meeting held by Winsted on August 9, 1999 (see Chapter Five).

Community-Based Planning Goals

The goal subject is herein listed and will be listed in its entirety in its respective section.

- Goal 1 Citizen Participation
- 2 Cooperation
- 3 Economic Development
- 4 Natural Resource Conservation
- 5 Liveable Community Design
- 6 Housing
- 7 Transportation
- 8 Land Use Planning
- 9 Public Investment
- 10 Public Education
- 11 Sustainable Development

Three terms used in the plan need defining or clarification of purpose:

Goal: This is an idealistic statement intended to be attained at some undetermined future date. Goals are purposely general in nature.

Objective: Objectives are action-oriented and can be measurable if a date, dollar amount, etc. is included. Objective statements always begin with an action verb. There may be more than one objective for a goal.

Policy: These are statements which support the action of the objective. The statements are recommendations qualified by the word "should". Policy statements can be converted into action work plans.

Goal One: Citizen Participation

To develop a planning process with broad citizen participation in order to build local capacity to plan for sustainable development and to benefit from the insights, knowledge and support of local residents.

Objective A: Use a Planning Commission to advise the governing body on issues of growth and development.

Policy 1: Planning Commission members should have a wide variety of experiences and should represent a geographical balance of the City.

Policy 2: Those Planning Commission members with poor attendance records should be replaced.

Objective B: Appoint special task forces to address specific problems, issues and opportunities.

Policy 1: Task force members should be selected based on expertise, credibility and their ability to be objective.

Policy 2: Task forces should be given single tasks with set time lines for completion.

Objective C: Keep the public advised of important planning issues and events.

Policy 1: The media should be sent copies of all agendas and minutes and notified regarding any special meetings.

Policy 2: Newspaper articles should be published that explain the nature and consequences of each important planning issue.

Goal Two: Cooperation

To promote cooperation among townships, cities and the county to work toward the most efficient, planned and cost-effective delivery of government services by, among other means, facilitating cooperative agreements among adjacent units of government and to coordinate planning to ensure compatibility among each local unit of government.

Objective A: Meet on a regular basis with adjacent units of government.

- Policy 1: A contact person should be identified for each relevant local unit of government.
- Policy 2: Meetings should be held as needed with each level of government to discuss important planning issues and to determine what opportunities exist to solve any conflict. These meetings should occur with the municipalities and townships at least once every year.
- Policy 3: A list of relevant issues should be jointly developed with appropriate governmental agencies so they can be kept informed on such issues.
- Policy 4: The City Council and Planning Commission should meet annually to discuss important Winsted issues.
- Policy 5: The Planning Commission should meet with the Winsted Township annually to discuss important regional issues.
- Policy 6: The Planning Commission should meet with the Winsted Lake Watershed Association annually to discuss regional environmental issues.

Objective B: Reduce the overlap of administrative activities between the County, cities and townships.

- Policy 1: Units of government should coordinate programs so they are efficiently provided to the public.
- Policy 2: Ordinances should be consistently applied between neighboring units of government.

Goal Three: Economic Development

To create sustainable economic development strategies and provide economic opportunities throughout Winsted that will achieve a balanced distribution of growth City-wide.

Objective A: Encourage the expansion of existing businesses.

- Policy 1: An inventory of existing businesses should be made periodically and an analysis should be made that examines future needs.
- Policy 2: Businesses should implement sustainable business practices.

Policy 3: Encourage ecological business expansions and developments that sustain the environment.

Policy 4: Agricultural activities in the area should be considered an existing industry that is important to the City.

Policy 5: Industries and commercial businesses should be given assistance to expand or improve their operations.

Policy 6: Financial tools should be available to expand or improve existing businesses.

Policy 7: If feasible, assistance in retaining or expanding businesses should take priority over recruiting businesses with no historical ties to the City.

Policy 8: If feasible, the redevelopment of existing commercial and industrial developments should take priority over creating new developments.

Policy 9: Marketing strategies should be used to promote the use of goods and services currently produced or provided in the City.

Objective B: Develop a diversified inventory of businesses and industries to insulate the City's economy from changing markets and business cycles.

Policy 1: A diversified tax base offering a large number and wide variety of employment opportunities at different education and skill levels should be promoted.

Policy 2: Recruitment of new business and industry should take into consideration its size, type, wage, jobs, utility demand and compatibility with existing land uses and natural resources.

Policy 3: Efforts should be made to attract new industrial and commercial businesses that pay a liveable wage.

Objective C: Promote the City's recreational opportunities.

Policy 1: The City should meet periodically to discuss tourism issues and strategies.

Policy 2: A diversified range of recreational activities for every season should be encouraged and promoted (e.g., Winstock, Winsted Lake and the Luce Line Trail).

Objective D: Help develop and improve the human and natural resources of the City.

Policy 1: Efforts should be made to prevent the out-migration of area youth.

Policy 2: Promote the efficient use of economic and natural resources.

Policy 3: Planning should occur to minimize the loss of prime agricultural land as the City grows in the future.

Policy 4: The City and private enterprise should work together to achieve and retain a skilled and highly trained labor force.

Policy 5: Efforts should be made to achieve the maximum and wisest use of Winsted Lake for recreational purposes.

Objective E: Promote a favorable image of the City as a place to develop industry.

Policy 1: Networking and partnerships should occur between county, regional and state economic development agencies.

Policy 2: City and regional issues should be identified and worked on cooperatively.

Policy 3: Financing tools such as tax increment financing, tax abatement and revolving loan funds should be offered to businesses.

Goal Four: Natural Resource Conservation

To protect, preserve and enhance resources, including prime agricultural land, wetlands, Winsted Lake, recreational areas, scenic areas and significant historic and archaeological sites.

Objective A: Implement activities focused on protecting the natural environment.

Policy 1: The City should provide educational programs to residents on a variety of environmental issues and conservation strategies.

Policy 2: The City should pursue a water conservation plan that would reduce monthly household utility bills and would effectively prolong City sewer and water expansion.

Policy 3: The City should plant trees and shrubs that will provide living windbreaks.

Objective B: Create and support reasonable regulations that adequately protect the quantity and quality of surface and ground water.

Policy 1: Urban growth should not be encouraged near wetlands.

Policy 2: Urban growth should not occur in the flood plain.

Policy 3: Ordinances should limit the amount of chemicals applied to residential lawns.

Policy 4: Ordinances should be implemented and enforced that regulate land use near surface water.

Policy 5: Ground water quality and quantity should be closely monitored.

Policy 6: Water retarding and flood control structures and practices should be encouraged.

Policy 7: Development should minimize its negative effects on fragile ecosystems.

Policy 8: Wastewater treatment facilities should have sufficient reserve capacity to adequately treat domestic and industrial waste.

Policy 9: Land use practices should be implemented that retard runoff. Winsted Lakeshore residents should be encouraged to plant riparian buffer strips.

Policy 10: Point pollution sources should be identified and abated.

Policy 11: The City should enforce the use of grass buffer strips around all water features in future development.

Policy 12: The City should consult and work cooperatively with the Winsted Lake Association on all important planning matters related to Winsted Lake.

Objective C: Encourage the public and private sector to efficiently use renewable energy resources.

Policy 1: All renewable energy sources should be identified and explored.

Policy 2: The development of energy efficient settlement patterns in land use plans and related ordinances should be practiced.

Policy 3: Building site development should incorporate the natural environment to minimize temperature extremes.

Objective D: Encourage the wise use of existing energy conservation technology for existing and proposed buildings.

Policy 1: Multi-family housing should be encouraged as being more energy efficient than single-family detached houses.

Objective E: Support providing open space and recreational opportunities.

Policy 1: The condition of existing open space and recreational areas should be evaluated periodically.

Policy 2: Open space and recreational facilities should be maintained and enhanced.

Policy 3: An examination of potential recreational opportunities should be made periodically.

Policy 4: A priority should be given to create new open space and recreational opportunities as the City grows.

Objective E: Promote the use of mass transit, including car/van pooling, and the use of non-motorized forms of transportation as well as the improvement and/or retention of existing transportation facilities.

Policy 1: The City should cooperate to increase the maximum use of public transit.

Policy 2: Bike and walking paths should be developed and/or enhanced.

Policy 3: The City should continue working with the Department of Natural Resources on the development of the Luce Line Recreational Trail.

Goal Five: Liveable Community Design

To strengthen Winsted by following the principles of liveable community design in development and redevelopment, including integration of all income and age groups, mixed land uses and compact development, affordable and life-cycle housing, green spaces, access to public transit, bicycle and pedestrian ways and enhanced aesthetics and beauty in public spaces.

Objective A: Support design concepts that are functional for all residents.

Policy 1: Design concepts should accommodate the needs of people in all age and income categories.

Policy 2: Design concepts should make provisions for both passive and active recreation.

Policy 3: Design concepts should accommodate both pedestrian and vehicular needs.

Policy 4: Design concepts should include provisions for modern technology.

Goal Six: Housing

To provide and preserve an adequate supply of affordable and life-cycle housing throughout Winsted.

Objective A: Help assure an adequate and affordable housing supply that provides a convenient, safe and aesthetically appealing living environment for all residents of the City.

Policy 1: An adequate supply of housing in a wide range of prices, types and locations should be encouraged.

Policy 2: The McLeod County Housing and Redevelopment Authority (HRA) should be consulted periodically on major housing issues.

Policy 3: The private sector should be given both the flexibility and the support necessary to provide a wide range of housing.

Policy 4: Undue concentrations by type or price of housing should be avoided.

Policy 5: Nuisances on residential property should be abated.

Objective B: Encourage preservation and, where necessary, rehabilitation of existing housing stock.

Policy 1: Property assessment and taxation policies should be designed to minimize negative effects on rehabilitation efforts.

Policy 2: The improvement and maintenance of existing housing should have prime importance.

Policy 3: The City should be actively involved in rehabilitation, code enforcement and public investment programs in older housing.

Objective C: Establish greater cooperation between the public and private sector.

Policy 1: Existing public and private institutions should be involved in housing efforts as much as possible.

Policy 2: An adequate supply of suitable land appropriately zoned for residential development should be made available.

Policy 3: Public facilities and services should be used to guide development.

Policy 4: New approaches for development should be encouraged by incorporating them into subdivisions and other land use regulations.

Policy 5: Prime residential land should be identified City-wide.

Policy 6: Residential growth should occur in vacant areas that are or soon will be supplied with municipal services.

Policy 7: Multiple family and cluster development should be encouraged.

Objective D: Provide for greater coordination among local governments.

Policy 1: Housing choices should be in proportion to the age group, family structure, income level and employment characteristics currently present or expected to be present.

Policy 2: Local units of government should share in the responsibility for meeting low and moderate income housing needs.

Policy 3: Mechanisms for the coordination of housing efforts between townships, cities and the County should be established.

Goal Seven: Transportation

To focus on the movement of people and goods, rather than on the movement of automobiles, in transportation planning, and to maximize the efficient use of the transportation infrastructure by increasing the availability and use of appropriate public transit throughout Winsted through land-use planning and design that makes public transit economically viable and desirable.

Objective A: Support a public and private available and balanced transportation system that encompasses air, highway, street, rail and pipeline systems which economically move people and products.

Policy 1: The planning and implementation of a public transportation system should meet the City's economic and social needs.

Policy 2: Accessibility should be improved through the construction or improvement of key links in the roadway and bikeway systems and by encouraging improved transit service.

Policy 3: The number of opportunities for people to use public transportation should be increased.

Policy 4: The number of persons ride-sharing and using public transportation should be increased.

Policy 5: The needs of the elderly and handicapped should be of primary consideration when designing a public transportation system.

Policy 6: Encouragement should be given for the use of bicycles and other energy effective means of transportation to increase energy efficiency, as well as to promote improved air quality.

Policy 7: Bike parking facilities should be encouraged in high density development areas.

Policy 8: Cross walks should be placed in the City's high traffic areas, including along County Road 1 and Linden Avenue.

Objective B: Encourage the maintenance, reconstruction and construction of a highway and street system capable of providing for the safe, convenient and economical movement of persons and commodities.

Policy 1: Programs or projects with the potential for reducing damage to highways and streets caused by frequent heavy loads should be encouraged and supported.

Policy 2: Programs or projects designed to lessen highway and street congestion during peak periods should be supported.

Policy 3: Safety improvements, including appropriate signing where possible, should be made in anticipation of problems rather than reaction to them.

Policy 4: Programs or projects designed to improve highway and street safety should be supported.

Objective C: Support the construction of pipelines designed with consideration for the environment, adjacent land uses and the economic vitality of the area.

Policy 1: Local ordinances with reasonable design standards should be developed.

Objective D: Encourage the improvement of air transportation services and facilities.

Policy 1: Support improvements to Winsted's airport when the need has been demonstrated.

Policy 2: The location of airport runways and other facilities should take into consideration growth and development factors.

Objective E: Invest strategically in transportation infrastructure to enhance the vitality of the City.

Policy 1: Priority should be given to the preservation and maintenance of the existing transportation system.

Policy 2: Current and planned right-of-ways for transportation system improvements should be identified and preserved.

Policy 3: Winsted should work with adjacent townships, cities, McLeod County and MnDOT to plan for an orderly transportation system.

Policy 4: Transportation services should be developed that are consistent with local land use plans as well as with other development plans.

Policy 5: A transportation system should be provided that encourages employment growth, economic productivity and fosters economic competitiveness.

Policy 6: Creative public and private partnerships in transportation investments should be encouraged.

Objective F: Develop and implement access management guidelines to protect the integrity of the designed roadway system.

Policy 1: Land use guidelines, zoning ordinances and subdivision ordinances should be amended to include access management standards for sight distance, spacing of curb cuts and geometric design for entrance ways and driveways.

Policy 2: All new developments should mitigate impacts directly related to new access.

Policy 3: The integrity of the role of arterial highways and streets should be protected by the development of access management measures.

Objective G: Develop a financially responsible plan that best allocates available resources.

Policy 1: Create a roadway management system with a consistently updated comprehensive inventory of highways, streets, alleys and bridges to assist in the prioritization of projects.

Policy 2: A multi-year road improvement plan should be created as part of a capital improvement program to include maintenance, safety upgrading, paving and reconstruction work prioritized by year, along with costs and methods of financing.

Policy 3: Traffic generation characteristics of proposed land uses should be analyzed and ensure that the carrying capacity of nearby roads are not exceeded.

Policy 4: Duplication of transportation services should be avoided.

Policy 5: The location of commercial and industrial development should be encouraged in areas that avoid through traffic in residential areas.

Goal Eight: Land Use Planning

To establish a community-based framework as a basis for all decisions and actions related to land use.

Objective A: Encourage a balanced and harmonious use of land consistent with natural features and socio-economic factors.

Policy 1: Efficient and orderly municipal growth and development should be encouraged.

Policy 2: Urban growth boundaries should be identified as needed by Winsted and planning should occur to account for growth in those boundaries.

Policy 3: Urban sprawl should be minimized whenever possible.

Policy 4: The Minnesota Pollution Control Agency and the Department of Natural Resources should be consulted on important land use issues.

Policy 5: Annexation should be done in conformance with current and future land use plans.

Policy 6: Ordinances that regulate land use should be enforced.

Policy 7: Regulations for nuisances and pollutants should be closely monitored and enforced in an effort to provide for a safe and healthy living environment for all residents.

Policy 8: Residential growth should occur in vacant areas that are or soon will be supplied with municipal services.

Policy 9: Commercial and industrial growth should occur near existing commercial and industrial areas and should occur where sewer, water and other municipal services are available or soon will be available.

Policy 10: Strong consideration should be given to redeveloping and intensifying the use of already developed areas, especially as related to commercial and industrial growth.

Policy 11: Multiple family and cluster development should be encouraged.

Policy 12: Subdivisions that tie into existing public services or which can develop closed or municipal-like sewer systems should be encouraged.

Objective B: Support the acquisition and preservation of wetland areas to be preserved for ground water recharge, surface water conservation, recreation and wildlife.

Policy 1: Wetland acquisition should occur in response to a demonstrated need and as a part of a complete natural resource management effort which considers water conservation, recreation and preservation of wildlife habitat.

Policy 2: Increased emphasis should be placed upon development and management of already acquired areas.

Policy 3: Increased emphasis should be placed upon shore land, flood plain and watershed plans and regulations in an effort to preserve these environmentally sensitive areas.

Objective C: Assist in providing recreational opportunities to fulfill the needs of all residents of the City regardless of age, sex, disability or economic status.

Policy 1: Both active and passive recreation areas should be developed.

Policy 2: Improvements of existing outdoor recreational facilities should be encouraged where necessary and/or possible.

Policy 3: Acquisition and development of outdoor recreational facilities in areas not presently or adequately served by existing facilities should be encouraged.

Policy 4: Recreational facilities should be planned on the basis of anticipated future population and overall needs.

Objective D: Promote preservation of land and structures that possess scenic, historic or archaeological features.

Policy 1: The acquisition and development of sites which are important to the City's history or of high natural amenity should be encouraged.

Policy 2: The Historical Society should be consulted on important planning issues to ensure that areas with historical significance are preserved.

Objective E: Create a comprehensive and accurate Geographic Information System (GIS) Database for Winsted to assist in land use decisions.

Policy 1: The City's Flood Plain should be identified and digitized into the GIS database.

Policy 2: The City's soils should be digitized into the GIS database.

Policy 3: The City's water features, including lakes, rivers, streams and ditches, should be identified and digitized into the GIS database.

Policy 4: The City's wetlands should be identified, classified and mapped into the GIS Database.

Policy 5: The City's current land use and zoning maps should be regularly updated in the GIS Database.

Policy 6: The City's current land use and urban growth area should be kept on file in the GIS Database.

Goal Nine: Public Investments

To account for the full environmental, social and economic costs of new development, including infrastructure costs such as transportation, sewers, wastewater treatment, potable water, telecommunications, schools, recreation and open space, and plan the funding mechanisms necessary to cover the costs of the infrastructure.

Objective A: Provide basic infrastructure and services to as many of the residents of Winsted as possible without creating any substantial economic or environmental problems.

Policy 1: The condition and capacity of the sanitary sewer, storm sewer, water supply, water treatment facilities, telecommunication services and local roads and streets should be analyzed at least once every two years to determine public investment needs.

Policy 2: Those areas of the City exhibiting the greatest potential for urban growth and economic development should be serviced with sewer and water.

Policy 3: The orderly development of streets and roads should occur in anticipated urban growth areas.

Policy 4: The City should provide quality and efficient law enforcement, ambulance and fire protection to all residents.

Policy 5: The City should support upgrading and extending telecommunication services throughout the City in order to enhance its competitive stance for social and economic development.

Policy 6: Recreation and open spaces should be easily accessible to all residents in the City.

Policy 7: New developments should be required to pay accordingly for public facilities and City services.

Objective B: Support the development of library facilities.

Policy 1: The City should support a public library system in order to enhance its competitive stance for social and economic development.

Objective C: Conduct capital improvements programming and budgeting to achieve desired types and levels of public facilities and services.

Policy 1: Plans for proposed new, upgraded or expanded services and facilities should be coordinated with applicable units of government and agencies.

Policy 2: Public facilities and services should not be duplicated.

Policy 3: A capital improvements plan analyzing short- and long-term needs should be updated regularly.

Policy 4: The City's infrastructure should be analyzed in terms of maintenance versus replacement costs.

Goal Ten: Public Education

To support research and education on Winsted's and the State's finite capacity to accommodate growth and the need for planning and resource management that will sustain growth.

Objective A: Develop and maintain a comprehensive educational program that meets the academic and vocational education desires and needs of the various age and socio-economic population categories and employer groups of the region.

Policy 1: Community and economic development needs should interface with the conventional education programs and resources available in the region.

Policy 2: Research and planning should occur on the ability to finance future educational facilities and needs.

Policy 3: Educational resources should meet regional employer needs.

Policy 4: Educational resources should be made available to all age groups and cost effectively serve social, cultural, civic and recreational needs of the City.

Policy 5: Greater educational emphasis should be given to environmental education.

Objective B: Support innovations in education that accommodate local needs and keep the quality of education competitive.

Policy 1: Telecommunication systems should be upgraded with state-of-the-art technology.

Policy 2: Telecommunication systems available to education and government should be made available to businesses and private individuals in their residences.

Policy 3: The City should play a lead role in developing computer familiarity and training programs for all citizens.

Policy 4: Distance education programs should be developed between the City and the Minnesota's vast university system.

Goal Eleven: Sustainable Development

To provide a better quality of life for all residents while maintaining nature's ability to function over time by minimizing waste, preventing pollution, promoting efficiency and developing local resources to enhance the local economy.

Objective A: Promote orderly growth and provide for basic facilities and services useful in promoting or maintaining the economic viability necessary for population growth.

Policy 1: The City should produce an annual report showing updated demographic characteristics, statistical trends and population/household projections.

Policy 2: The City should periodically analyze the educational, economic, cultural, housing, social, recreation, retail, health, transportation, employment and similar needs and desires of the population of its service area in order to better serve its population.

Policy 3: Winsted should encourage neighboring cities and townships to implement Community-Based Planning Goals and sustainable development activities.

Objective B: Promote maintenance, conservation and recycling versus replacement.

Policy 1: A regular analysis should be completed on current land uses and their impact on the environment in an effort to conserve the natural resources and aesthetics of the City.

Policy 2: An annual inspection and maintenance schedule should be developed and implemented for all City property and facilities.

Policy 3: Recycling programs should be encouraged and supported.

Policy 4: Buildings should be rehabilitated whenever feasible.

Policy 5: Redevelopment of currently developed land should occur whenever feasible.

Policy 6: A water conservation plan should be developed for the City.

Policy 7: Energy conservation programs should be made available to all residents in Winsted.

Chapter Seven: Implementation

Implementation is the most important part of the entire planning process. This Chapter describes what key components are needed to properly implement the Comprehensive Plan. The primary feature is Winsted's Future Land Use Map, which establishes a guide for future growth and development. In addition to the map, this Chapter describes what other "tools" should be used to ensure that Winsted develops in a way that is compatible with the prescriptions outlined in the Goals, Objectives and Policies (Chapter Six). Finally, a section on "updating the Plan" is included to clarify how this Plan can be revised in the future.

Winsted's Future Land Use

Throughout the planning process, nearly every meeting addressed Winsted's potential future land use development in some fashion. The results of the information gathered in these meetings is presented in Map Six on page 75. The predominate feature of the Future Land Use Map is Winsted's Urban Growth Area (represented by colored lines). This area estimates where Winsted will most likely grow in the future, with an emphasis on a 20-year time period. Exactly when any future development will occur, however, is nearly impossible to predict. For this reason, the Urban Growth Boundary is not a permanent future corporate boundary, but rather a decision on where Winsted could logically grow over the next 20 years. It should be noted that Winsted Township participated in both the planning process and the identification of the Urban Growth Boundary.

The need for additional land for residential development was the primary factor that influenced Winsted's Future Land Use Map. Referring back to pages 9 and 29, it was shown that Winsted could realistically grow by 983 residents and 378 households over the next 20 years. This was based on an average of 2 percent population growth annually with an average of 2.6 people per household. Although it is impossible to predict with any high level of certainty exactly what Winsted's future population rates will be, the City's strong industrial base and close proximity to the Minneapolis - St. Paul Metropolitan Area should translate into a steady increase of population.

Winsted's high potential for industrial development also greatly influenced the Future Land Use Map. According to Map Six, Winsted's future industrial areas will be placed adjacent to the existing industrial areas. The current industrial park, however, has plenty of space to accommodate Winsted's short-term industrial development needs.

Realizing that predicting the timing of future land use development is impossible, the Planning Commission decided not to identify specific periods of time that additional land would need to be annexed. Instead, the primary purpose of the Urban Growth Boundary is to establish a communication process between Winsted, Winsted Township and McLeod County to cooperatively make land use decisions for the Urban Growth Area.

Future Land Use Map Explanations

The Future Land Use Map has three primary features. First, the Map includes a black and white aerial photograph that was made in 1994 by U.S. Geological Survey. The primary benefit of this feature is to show how the land is “currently” being used. The photograph reveals that most of the land adjacent to Winsted is being used for agricultural purposes. The map also shows where the various lakes and roads are located in the Winsted area.

The second feature of the Map shows Winsted’s future land use within the City’s current corporate boundary. These areas are represented in the solid colored areas. The only difference in this portion of the Map from the Current Land Use Map on page 27 is that all the “vacant” parcels from the later Map have been colored according to Winsted’s Zoning Ordinance. For example, a vacant parcel located in a residential neighborhood was colored yellow to communicate that it is anticipated to be residential in the future. Likewise, it is anticipated that Winsted’s Industrial Park will be fully occupied within the next 20 years.

The final feature of the Map shows Winsted’s Urban Growth Boundary. This is represented by the blue, red, green and yellow lines on the Map. These colors are used to predict how each area of land would most likely be used in the future. For example, if the land was adjacent to a residential neighborhood, the new land was identified to be residential in the future. In most cases, the future land use followed a pattern of predicted growth that was similar to the adjacent land within the City’s current corporate boundary. In addition to the colored lines, each “major” portion of land inside the City’s Urban Growth Boundary was assigned a red number. These numbers are explained below.

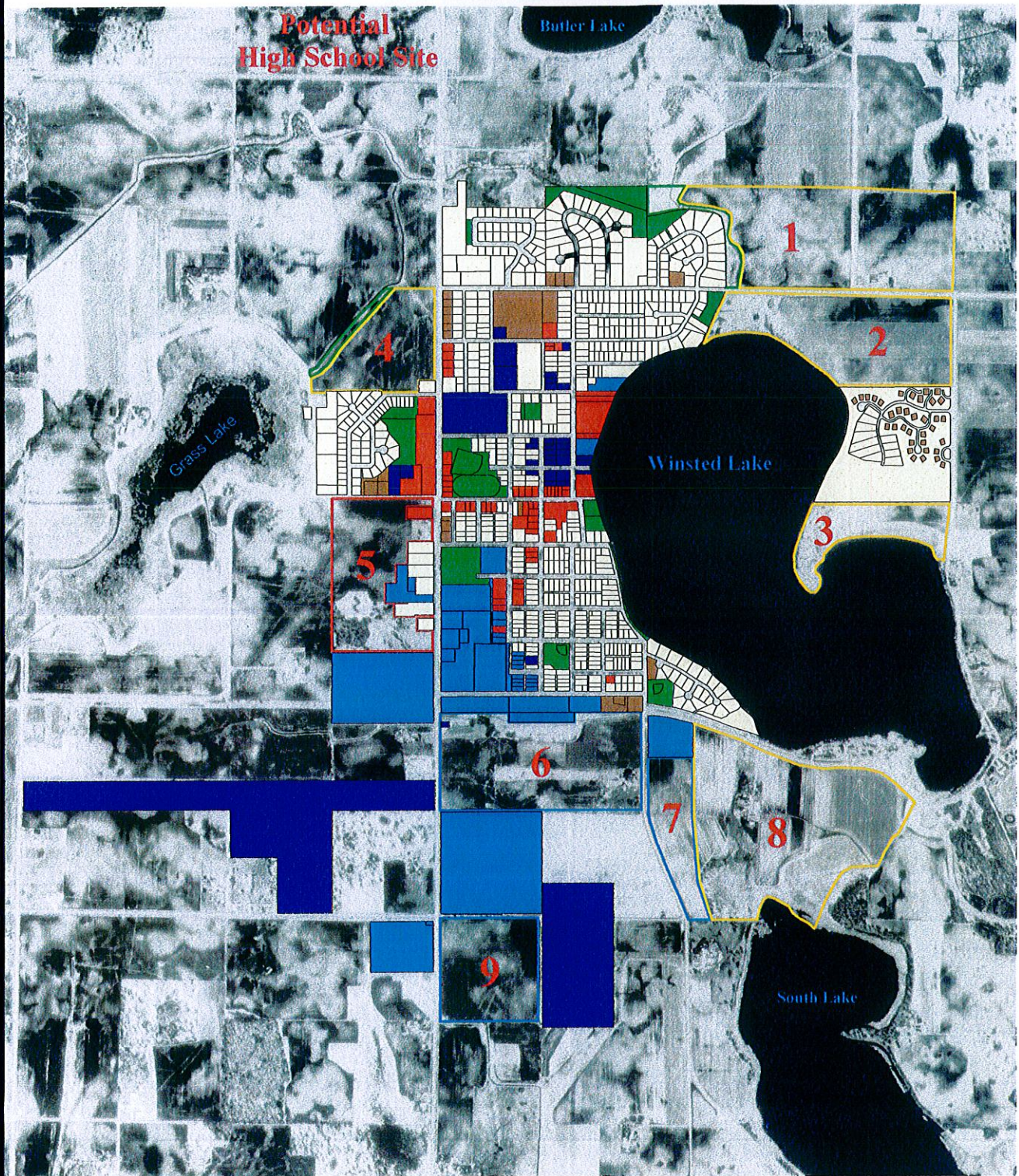
Area 1 – the future land use of this area is extremely hard to predict.

Currently there are a number of houses already located in this section. Whether or not “they” request to be annexed is impossible to predict. However, this land could be serviced by sewer and water relatively inexpensively. If this is done, future residential development would most likely follow. In addition, the green area next to Area 1 represents the land that surrounds Winsted Creek. Consequently, this land would only be suited for recreational or natural environmental purposes in the future.

Area 2 – this land will most likely be annexed into Winsted whenever the current land owner is ready to sell. Due to the Winsted on the Lake Planned Unit Development, City sewer and water already runs across the lower portion of the property following the Winsted Lake’s shoreline. This would be well suited for residential use. Similar to Area 1, the land in Area 2 that is adjacent to Winsted Creek and Winsted Lake should be reserved for only recreational or natural environmental purposes.

Area 3 – there are currently a few houses located in this area that could eventually request to be annexed in order to hook up to Winsted’s sewer and water once the Winsted on the Lake Planned Unit Development is completed.

Map Six: Winsted's Urban Growth Area and Future Land Use



Potential High School Site

Butler Lake

Grass Lake

Winsted Lake

South Lake

Current Corporate Boundary

-  Residential
-  Multi-Family Residential
-  Park / Recreation
-  Retail/Commercial
-  Industrail
-  Public / Semi-Public

Urban Growth Area

-  Industrial
-  Mixed
-  Park / Recreation
-  Residential

Refer to the text for the red number explanations



Area 4 – this land appears to be well suited for residential development, with a recreational buffer zone next to the Creek. Some “highway” retail uses could also be considered along County Road 1 (the eastern portion).

Area 5 – the future land use of this area is extremely hard to predict, therefore the Urban Growth Boundary shows a “mixed” future land use category. The land could be influenced by the current residential properties and/or the industrial establishments. In addition, highway retail or commercial uses could logically be allowed along Main Avenue West or Sixth Street South (County Road 1).

Area 6 – the large area just south of the main portion of the City and immediately north of the new industrial park is well suited for future industrial growth. This location is ideal because it would not interfere with residential neighborhoods, a high-ton road is positioned on both sides of the property and City sewer and water services are already available.

Area 7 – this parcel of land is well suited for either industrial or highway commercial uses. It is unlikely, however, that it would be the City’s first choice to develop when compared to the other areas identified for future industrial use in the Winsted’s Urban Growth Area.

Area 8 – the nice location just south of Winsted Lake is well suited for residential development in the future. However, the timing of any development would most likely fall outside of Winsted’s 20 year growth period. The primary reason it was identified in Map Six is because it is likely to be inside of Winsted’s Corporate Limit sometime in the future and any planning for this property should be a joint effort between Winsted City, Winsted Township and McLeod County.

Area 9 – this property is located just south of the Winsted’s new industrial park and across the street from a well established industry. In addition, County Roads 1 and 5 would provide future industries with good access to high-ton roads. Furthermore, the land would be easily serviced by both sewer and water. These factors all contribute to the likelihood that Area 8 will someday be part of Winsted’s strong industrial base.

Using the Future Land Use Map

The Future Land Use Map does not guarantee that Winsted will exclusively grow only in the areas identified in the City’s Urban Growth Boundary over the next 20 years. In addition, the Future Land Use Map does not guarantee that Winsted will only follow the prescribed type of land use for each area. The City Council and Planning Commission will need to evaluate each future land use “opportunity” on a one-by-one basis. The primary reason for this is

because opportunities and circumstances change from day-to-day, and what is considered to be the best decision for Winsted today may not be the same belief in the future. In short, the Future Land Use Map is meant to be a helpful plan that guides future land use decisions, but doesn't ruin opportunities that are perceived to be "good" for Winsted.

The City can, however, use the Future Land Use Map as a tool to "protect" against future development that is not seen as in harmony with the "best" interest of Winsted's future. For example, if a developer wants to build a small industry in Area 2, the City can objectively identify that Area 2 has been identified for future residential development.

Furthermore, any development that is proposed inside of the City's Urban Growth Boundary before it is officially inside the City's Corporate Boundary should be discussed cooperatively among Winsted Township, McLeod County and Winsted City officials.

The Future Land Use Map may need to be changed if a proposed new public school is built to the north of the City. If this occurs, the City would like to plan for future development in the areas immediately surrounding the new school.

Other Tools Needed for Implementation

There are a number of tools in addition to the Future Land Use Map the City can use to implement the Comprehensive Plan. The items introduced below include a brief synopsis of the following planning tools: Zoning Ordinance; Subdivision Ordinance; Capital Improvements Plan; Orderly Annexation Plan; and the City's Goals, Objectives and Policies. For each tool, guidelines for implementation are provided. **Collectively the implementation steps outlined below (numbered from 1 to 28) form a temporary "Work Plan" that can be used to implement the Comprehensive Plan until a formal Work Plan is adopted by Winsted.**

Zoning Ordinance

Zoning can be used to preserve and protect the public health, safety, morals and general welfare of a community by outlining a pattern for orderly development. Zoning ordinances can also be used to regulate the use of property, the height, width and size of buildings, lot sizes, set backs, density standards, vacant space and other land use characteristics. The regulations must be uniform within a district, but may vary among each district. In each use district, a city allows certain uses but can enforce a variety of conditions. Winsted's current Zoning Ordinance was adopted on December 5, 1991. The following information outlines what Zoning Ordinance steps are needed to properly implement the Comprehensive Plan.

1. Compare the current Zoning Ordinance with the Comprehensive Plan to identify differences between the two documents. Update the Zoning Ordinance so it meets the guidelines provided in the Comprehensive Plan.

2. Compare the City's Zoning Map with both the Current and Future Land Use Map and make revisions as needed. The new Zoning Map should especially reflect the anticipated future land use of the City.
3. The Winsted Planning Commission and Winsted Township should consider forming a Joint Planning Board to identify an Urban Expansion District (or "U-E" District) to advise the McLeod County Board of Commissioners on land use issues, zoning and public improvements in the U-E District. The McLeod County Zoning Ordinance allows for and regulates the use of U-E Districts and Joint Planning Boards.
4. Variances (except for Planned Unit Developments and Cluster Developments) should be granted infrequently and then only when a true hardship exists with developing a property.
5. When land is annexed, the Zoning Map should be updated to identify the land use and to identify Winsted's new corporate boundary. The Future Land Use Map should also be updated at this time if it has changed significantly.

Subdivision Ordinance

Minnesota Statutes give cities the authority to regulate the subdivision of land to protect the welfare of residents, promote orderly development, provide affordable housing and allow for the provision of infrastructure and other public services. Subdivision ordinances can be used to regulate the size, location, grading and other land use issues when land under single ownership is divided into two or more lots. Winsted's current Subdivision Ordinance was adopted in 1991.

As demand for residential property in Winsted increases, subdivision planning will need to accommodate the increased demand for residential land through non-traditional design concepts. Planned Unit Development's (PUD's) and Cluster Developments are two subdivision design concepts that develop a piece of land by concentrating housing units together while leaving more parks and open space available for all to use. Generally pedestrian traffic and recreational areas are the primary themes found in these types of developments. Both of these concepts promote preserving the natural environment.

PUD's and cluster developments often require modification in the design standards of traditional subdivision and zoning regulations. To accommodate these developments, strict compliance to minimum lot sizes, setback requirements and other regulations may be overlooked by the Planning Commission and City Council. A variance can be granted to allow these development standards as long as the overall housing density of the entire subdivision meets the restrictions provided in the zoning and subdivision regulations.

6. Review and update as needed the current Subdivision Ordinance so it is consistent with the Zoning Ordinance and Comprehensive Plan.

7. Variances (except for PUDs and Cluster Developments) should be granted infrequently and then only when a true hardship exists with developing a property.
8. Winsted's subdivision regulations should accommodate design concepts such as Cluster Development and Planned Unit Developments.
9. By resolution, Winsted can extend its subdivision regulations to all unincorporated territory located within two miles of its corporate boundary in any direction. The enforcement of the regulations occur the same as if the subdivision of the land took place within Winsted's corporate boundary.

Capital Improvements Plan

Capital improvement plans are a comprehensive list of projects and facilities a city needs or will need to provide public services. Capital improvement plans list improvements in order of priority and provide information on the proposed means of financing the improvements. These plans assist cities in planning for future financial commitments while avoiding the financial stress of paying for those projects on short notice. A brief list of the benefits of having a capital improvements plan is provided below.

Primary Benefits of Having a Capital Improvements Plan

- ☞ Keeps the City Council and local residents updated on future needs.
- ☞ Prioritizes projects based on need.
- ☞ Helps reduce or level off the municipal tax rate.
- ☞ Manages a city's debt in a way that avoids extreme financial fluctuations.
- ☞ Allows a city to be less reliant on long-term debt (bonding) and provides the ability to pay for a greater portion of projects as they occur.
- ☞ Provides sufficient time for detailed and careful planning of anticipated projects.
- ☞ Creates an organized plan for capital improvement projects to occur.
- ☞ Coordinates all of the projects proposed by each city department and helps to eliminate the issue of which department should get funding.
- ☞ Helps create a financial reserve for emergencies and prevents a city from relying too much on loans and outside funding sources.

To properly implement the Comprehensive Plan, the following capital improvements planning steps will need to be made by Winsted:

10. Create and maintain a Capital Improvements Plan that is consistent with the guidelines and future needs addressed in the Comprehensive Plan.
11. Maintain a Capital Improvements Plan that anticipates the improvements needed for a five year period. The Plan should be shortened or extended depending on the projects that are projected.
12. Capital budgeting should be the responsibility of the Chief Financial Officer of the City, with input coming from City staff, the City Council, the Planning Commission, a Capital Improvements Committee and the City's accountant/auditor.
13. The Capital Plan should be reviewed and updated annually with projects being added and/or deleted.

Orderly Annexation

The process for adding land into a city's corporate boundary is called annexation. Minnesota State Statutes provide for three different annexation procedures. The procedure used depends on a number of characteristics of the proposed area to be annexed. The three annexation procedures are: 1) Annexation by Ordinance; 2) Orderly Annexation; and 3) Annexation by Municipal Board Petition and Hearing. Annexation by Ordinance is the simplest process but requires, among other things, the land to be owned by the city and the land must be completely surrounded by incorporated land. Orderly Annexation involves intergovernmental cooperation, since a joint resolution needs to be passed between the city and township(s) involved. Finally, the Municipal Board Petitioning and Hearing process involves a public hearing before the Minnesota Municipal Board to grant or deny the annexation. The Minnesota Municipal Board has authority over all annexation procedures in the State of Minnesota. This process should only be done if the first two procedures fail.

Annexation allows cities to grow in an orderly and planned manner. Before proceeding with an annexation, a number of issues must be addressed by the City Council. The "Evaluating a Potential Orderly Annexation Checklist," which appears on page 82, provides a list of considerations that Winsted should evaluate before proceeding with any annexation.

After the City determines the need for annexation, the procedure of Orderly Annexation should be used. If the area to be annexed is designated by Winsted as an urban growth area in this Comprehensive Plan, orderly annexation must be the procedure used to annex a piece of land (Minn. Statute 462.3535). The process for orderly annexation is found in Minnesota Statutes 414.0325.

Evaluating a Potential Orderly Annexation Checklist

- ✓ Determine if the land to be annexed is in the City's urban growth area (Minnesota State Statutes require land to be adjoining the corporate limits of a city before it can be annexed).
- ✓ Evaluate if the annexation is necessary to protect or promote public health, safety and welfare.
- ✓ Study the impact on residents, landowners and property in the area to be annexed (will these residents and taxpayers in the annexed area receive benefits comparable to the additional taxes they may pay).
- ✓ Determine the costs the City will incur when providing services to the annexed land (including daily operating costs, capital improvements costs and demand on existing public facilities).
- ✓ Determine the current and future revenue the City will obtain through taxes and other charges received from the annexed area.
- ✓ Evaluate the present land uses and condition of the land available in the Urban Growth Area and its potential to handle future development.
- ✓ Analyze the outlook for future development opportunities.

The following annexation steps should be followed to properly implement the Comprehensive Plan:

14. A high percentage of suitable land for development within Winsted's Corporate Boundary should be developed before annexing new land into the City. This should be followed unless one of the following situations takes place: there is an obvious need to annex land in order to provide essential services to existing developments; the annexation would prevent a negative environmental impact to the land; and/or the annexation would protect the public's overall health, safety and welfare.
15. All annexations must be adjacent to the City's Corporate Boundary.
16. The City must evaluate the need for annexation based on the considerations provided in the "Evaluating a Potential Orderly Annexation Checklist" presented above.
17. Winsted and Winsted Township should use the procedure of an Orderly Annexation Agreement when annexation of lands occurs in an effort to promote intergovernmental cooperation.

Community-Based Planning Principals

Chapter Six established the Goals, Objectives and Policies that Winsted will follow to guide land use decisions during the lifetime of the Comprehensive Plan (approximately 20 years). Although the 1997 Community-Based Planning Act established the 11 Goals used in Chapter Six, the specific Objectives and Policies were completely formulated with local input. Most of the Objectives and Policies simply provide direction on how future land use decisions should be made. However, a portion of the Policies actually prescribe work that should be done pro-actively before land use decisions need to be made. For example, one of the Policies under the Sustainable Development Goal indicates that a water conservation plan should be developed by the City. This one Policy translates into a number of decisions that will need to be made regarding exactly how and when to develop the plan. Reviewing all the Policies and forming a work plan to implement them is the heart of the implementation steps outlined below:

18. The City should review Chapter Six of this Comprehensive Plan and create a “work plan” based on the Policies. This work plan should describe exactly who is responsible for implementing each policy, when the work should get started, when the work should be completed by and how often the task should be repeated.
19. The City should review the City’s Goals, Objectives and Policies (Chapter Six) **at least once every two years**. Any changes to the Chapter can be documented as an addendum to the Comprehensive Plan.
20. Make citizen participation a priority when addressing community issues. The City should initiate innovative ways to encourage citizen participation. Community task forces should be used to approach key planning issues.
21. Intergovernmental cooperation is needed between Winsted and its neighboring cities, townships, McLeod County and State and Federal agencies.

Using the Plan

To successfully implement the contents of the Comprehensive Plan and to determine if the plan is consistent with the growth and development activities of the City, an annual review of the Plan is necessary. The following steps outline the process for putting Winsted’s Comprehensive Plan into action:

22. **Annual Review of the Plan** - The Planning Commission, City Council, City staff (especially the staff involved with city administration, planning and development and all the department heads) should review the plan annually (or more often if needed) to determine if the contents of the Plan are being carried out and if amendments are needed to the Plan.

23. **Meetings** - On an annual basis (and more often if needed) meetings involving the Planning Commission, City Council, Winsted Township and other units of government should occur. The specific content of the meetings could change from year-to-year, although the following content should be discussed periodically:

- ✓ Discuss issues and goals that are addressed by the Plan.
- ✓ Address emerging issues that were not included in the Plan.
- ✓ Develop a framework for implementation of the Plan.
- ✓ Decide if amendments to the Plan are needed.
- ✓ Determine what activities need to occur in the coming year, who will complete them and when they should be completed.

In addition to the all-inclusive annual meeting described above, the following meetings should also occur on a regular basis:

- ✓ The Planning Commission and City Council should meet annually.
- ✓ The Planning Commission should meet with Winsted Township periodically.
- ✓ A representation of County Officials (local County Commissioner, County planner, economic developer, environmental service director, etc.) should meet with the City Council and/or Planning Commission.
- ✓ The City Council and/or Planning Commission should request meetings with various government agencies (MPCA, DNR, etc.) as needed.

24. **Identification of Needed Work** - After the annual all-inclusive meeting between the City Officials and other units of government, a comprehensive list of issues should be put together and given to either the Planning Commission and/or City Council to analyze.

25. **Timing** - In order to prepare for the activities resulting from the implementation of the Comprehensive Plan and to effectively plan financially for those activities, the review process and meetings should occur prior to setting the annual budget for the following year.

Updating the Plan

One of the primary responsibilities of the Planning Commission after the adoption of the Comprehensive Plan is to periodically review the document and amend the Plan as needed. As with creating and adopting the original Comprehensive Plan, amendments to the Plan should include coordination with other impacted units of government. Well advertised public meetings or goal setting sessions should be held in order to properly address new or changing issues in Winsted.

The Municipal Planning Act (MN Statute 462.355) provides the process for amending a comprehensive plan. The follow steps outline the process for amending Winsted's Comprehensive Plan:

26. **Review of the Comprehensive Plan** - The City Council, Planning Commission and City departments and staff should periodically review the Comprehensive Plan to determine if any amendments are needed to keep the Plan up-to-date with growth and development of the City. Also, whenever amendments to the Comprehensive Plan are considered, the planning activities of adjacent units of government should be considered.
27. **Amendment Process** - The Plan can be amended by the recommendation of the Planning Commission to the City Council, or the City Council can propose an amendment to the Plan by resolution to the Planning Commission. A public hearing must then be held by the Planning Commission before adoption of the amendment can occur. Notice of the hearing must be published in the official newspaper at least ten days prior to the date of the hearing.
28. **Adoption of the Amendment** - The City Council can not amend the Plan unless they receive the Planning Commission's recommendation, or 60 days have passed since the Council's amendment proposal was sent to the Planning Commission. A two-thirds vote of the City Council is required to amend the Comprehensive Plan.

Appendices Table of Contents:

Appendix A: Winsted Comprehensive Planning Process	86
Appendix B: Minnesota DNR Correspondence	87
Appendix C: Winsted Business Inventory (August, 1999)	94
Appendix D: Business Retention & Expansion Summary Report (March, 2000)	97

Appendix A: Winsted's Comprehensive Planning Process

- April 21, 1998** – City of Winsted contracts with the Mid-Minnesota Development Commission (MMDC) to help the City write the new Comprehensive Plan.
- June 22, 1998** – Went over the scope of services with the Planning Commission.
- July 15, 1998** – Reviewed Winsted's previous Comprehensive Plan (1979).
- August 19, 1998** – Questions and answers regarding the Comprehensive Plan.
- September 9, 1998** – Discussed the content and methodology of the Community Survey.
- October 21, 1998** – Local residents helped administer a survey to every household.
- November 14, 1998** – Meeting canceled due to poor turnout.
- January 11, 1999** – Presented the survey results to the Planning Commission. Agreed to create a Citizens Task Force to help with the Comprehensive Plan.
- February 8, 1999** – Presented the survey results to the public and City Council.
- March 22, 1999** – Reviewed the history and socio-demographics chapter of the Plan.
- April 12, 1999** – Edited the history and socio-demographics chapter and edited the first draft of Winsted's Current Land Use Map.
- May 10, 1999** – Reviewed the Natural Resources Chapter.
- June 14, 1999** – Reviewed examples of Goals, Objectives and Policies.
- August 9, 1999** – Conducted an "issues and concerns" meeting with local residents and members of Winsted Township.
- October 11, 1999** – Reviewed first draft of Winsted's Goals, Objectives and Policies.
- November 8, 1999** – Edited the Goals, Objectives and Policies Chapter.
- December 13, 1999** – Edited the Goals, Objectives and Policies Chapter.
- February 14, 2000** – Established an Urban Growth Area for the City with help from Winsted Township and reviewed the first draft of the Plan.
- March 15, 2000** – Mailed a completed draft of the Comprehensive Plan for City Council, Planning Commission and public review.
- April 10, 2000** – Planning Commission holds public hearing regarding the Comprehensive Plan.
- May 8, 2000** – Planning Commission votes unanimously to adopt the Plan.
- June 6, 2000** -- Winsted City Council officially adopts Comprehensive Plan.

Appendix B: DNR Correspondence



Minnesota Department of Natural Resources
261 Hwy 15 South, New Ulm, MN 56073-8915
Phone: (507) 359-6034

May 21, 1999

Matt Johnson
Mid-Minnesota Regional Development Commission
333 West 6th St
Willmar MN 56201

Dear Matt:

I would like to thank you and the City of Winsted for involving the DNR in an early stage of the Winsted Comprehensive planning process. As you know, Winsted is on the fringe of the Metropolitan area and subject to development pressures that are not typical in many rural communities. This planning process presents the opportunity to preserve open space, and ecological functions in and around the City of Winsted in the face of this pressure.

There are a number of specific items that I would like to highlight at this time for your consideration.

1. Fisheries Management: Enclosed is the fisheries management plan completed by the Hutchinson Area Fisheries Manager. The current fisheries goals call for maintaining northern pike and black crappie populations at a level sufficient to support fishing opportunities. These species are most suited to the winter oxygen levels found in the lake. The plan also focused on providing adequate habitat in the lake and along the shoreline to provide for natural reproduction to support good fish populations. Maintaining a natural shoreline is important in preserving a healthy fishery and meeting these goals. The community's intention of maintaining the shore as public or common open space is a key step in preserving and improving the quality of the shoreline.

The fisheries management plan does identify some potential actions that the city can take to improve the value of the lake to the community. These include water quality management efforts and public access initiatives. We would encourage the City to consider alternative sites for snow dumping in its ongoing operations planning. We would also encourage the city to consider the potential for detention ponds, or other means to filter and slow stormwater flows during the upcoming capital improvements planning process.

2. Recreational Access: As indicated in the Fisheries lake management plan, there has been local interest in developing a trail around Winsted Lake. The Luce Line Trail already accomplishes a portion of this goal. The walking trails in Winsted on the Lake also accomplish a portion of this goal.



*Matt Johnson
May 21, 1999
Page 2*

It appeared to me that developing a safe walking path segment may be difficult on the west side of the lake, due to the established urban development. However, there may be another opportunity to develop a larger system. As you know, the DNR is working to connect the segments of the Luce Line Trail. If we accomplish this, the City could consider tying existing trail segments together, and then connect Winsted and Grass Lakes. Some type of site, such as an observation deck, could potentially be developed at Grass Lake that would provide community residents and trail users with an opportunity to view and enjoy wildlife. A possible alignment would be the ditch between the two lakes. This trail could then be closed as a loop by connecting from Grass Lake to the Luce Line Trail.

Recreational facility development generally relies on willing sellers. Thus, successful trail development will depend upon being able to negotiate with a number of landowners to acquire, at a fair price, a contiguous alignment. They may or may not be willing to do so. Early communication and discussion—before any trail alignments are mapped or publicly promoted— with the impacted landowners is always a good idea.

We would encourage trail development to be done using of native vegetation. We also would recommend that the trail corridor also be wide enough to provide cover for wildlife.

As a related issue, it appears that industrial development is predominately occurring on the south side of Winsted. For a variety of reasons, it would likely be logical for the city to expand industrial development in that direction. As the DNR is actively seeking to connect the Luce Line at Winsted, I do have some concern about the potential for a land use conflict. I would suggest that the City use appropriate screening and setbacks between industrial facilities and the Luce Line Trail. Similarly there are a number of wetlands indicated by the National Wetland Inventory to the south of town. We would suggest that industrial development not be directed toward them.

The second consideration for recreational access to the lake is highlighted in the fisheries management plan. The City may wish to consider the development of a fishing pier. That would provide local residents with better fishing opportunities, particularly those with physical challenges.

3. Residential Development: It is clear that Winsted is growing, and will continue to grow. As you know, unguided development can have numerous and negative long term consequences. Generally, we are supportive of development patterns that maintain public access to and protection of Winsted Lake's shore line. Similarly we would be supportive of efforts to protect the other smaller lakes in the immediate area. I very strongly support the City's indication that the northern lakeshore on Winsted Lake is to be maintained in some form of common green space. Continuing to support cluster type development, that combines areas of relatively high density housing with access to open space, can provide preserve more open space areas to support aesthetic values, ecological functions and recreation.

A continuing demand for large lot development can be anticipated. Market forces will likely draw this type of development to the lakeshore areas just outside of city limits. Including Winsted Township in your planning process is an important effort. This plan provides an opportunity for

Matt Johnson
May 21, 1999
Page 3

developing some agreement between involved local units of government on how lakeshore should or should not be developed. Effectively managing these lake shore areas may warrant discussion between the City, Winsted Township, McLeod County, and Wright County about the use extra-territorial land use regulation by the City.

4. Ecological Resources: The county park near the south-east shore of Winsted lake appears to contain remnants of the Big Woods maple-basswood forest. Maintaining and enhancing the integrity of this native community is highly desirable. Trail corridors can possibly expand the resource and connect it with other nearby habitat areas. We certainly also encourage sensitive development in the vicinity of wetlands south of the existing industrial area.

5. DNR GIS Data: DNR data layers, including National Wetland Inventory, can be accessed at <http://deli.dnr.state.mn.us>. (Note there is no www in the domain name.)

I hope that this is useful to you in moving the Winsted comprehensive plan forward. I am happy to continue to provide assistance as you need it. Again, the DNR does appreciate the invitation to contribute information and ideas to the Winsted Comprehensive Plan.

Sincerely,



Mark Lindquist
Regional Planner

enclosure: Winsted Lake Fish Management Plan

cc: Robb Collett, DNR Area Hydrologist
Lee Sundmark, DNR Area Fisheries Manager
Dennis Simon, DNR Area Wildlife Manager
Greg Russel, DNR Area Forester
Bob Kaul, DNR Trails and Waterways Area Manager
Hannah Dunevitz, DNR Plant Ecologist
Aaron Revees, Administrator, City of Winsted
Marv Ebensperger, Chair, Winsted Planning Commission



LAKE MANAGEMENT PLAN

(Use reverse side and add additional sheets as necessary)

Region 4	Area 410	D.O.W. Number 43-12	County McLeod	D.O.W. Lake Name Winsted	Acreage S.A. 376 L.A. 376
-------------	-------------	------------------------	------------------	-----------------------------	---------------------------------

Long Range Goal: To maintain multiple age-classes of northern pike with ice-out trap net catch rates exceeding 2.0 per set and mean weight per northern pike ranging from 1.8 to 3.4 pounds. To maintain black crappie ice-out trap net catch rates ranging from 4.9 (summer trap net median) to 20.5 (summer trap net third quartile) per set with mean weight per black crappie exceeding 0.25 pounds. To increase submergent and emergent aquatic plant density and diversity. To encourage natural shore land buffers and increase conversion of altered shore land to natural riparian buffers.

Operational Plan:

- 1) Conduct ice-out trapnetting for northern pike in 2000 to monitor northern pike and black crappie populations. Age primary and secondary species for age-class determination only, growth rate calculations are not necessary. Conduct specialized sampling to address specific data needs as concerns arise from field reconnaissance (e.g. ice-out trap net assessment to verify presence/absence fish following suspected winterkill).
- 2) Map and characterize the watershed for Winsted Lake (low priority).
- 3) Develop a Watershed Management Plan addendum to the Lake Management Plan (low priority).
- 4) Conduct annual winter fish house counts.
- 5) Annually monitor dissolved oxygen profiles, operation of Aer-O2 systems, and permit compliance.
- 6) Conduct annual information meetings with the Winsted Lake Association board of directors.
- 7) Conduct a population assessment in 2004 including ice-out trapnetting for northern pike and black crappie. Age primary and secondary species for age-class determination only, growth rate calculations are not necessary.

Midrange Objective:

- 1) Map and characterize the watershed for Winsted Lake (low priority).
- 2) Assess ice-out trapnetting as a tool to monitor northern pike and black crappie in Winsted Lake.

Potential Plan:

- 1) Develop a Watershed Management Plan addendum to the Lake Management Plan (low priority).
- 2) Work with Minnesota Pollution Control Agency to assess feasibility for improving water quality and density and diversity of aquatic vegetation with water level draw down (dam replacement).
- 3) Consider tree drops or other artificial structure to improve habitat and increase black crappie angler catch rates.

TOTAL \$

Narrative: (Historical perspectives - various surveys; past management; social considerations; present limiting factors; survey needs; land acquisition; habitat development and protection; commercial fishery; stocking plans; other management tools; and evaluation plans)

(see reverse side)

Lake Class: 43

Primary Species Management:
northern pike

Secondary Species Management:
black crappie

FOR CENTRAL OFFICE USE ONLY

Entry Date: _____ **Year Resurvey:** _____

Stock Species - Size- Number per Acre

Schedule: _____ **Year Beginning** _____

Population Manipulation
YES _____ NO _____ Year _____

Development
_____ YES _____ NO _____ Year _____

VARIOUS SURVEYS Initial Lake Survey in 1974, resurvey in 1994 and 1985. Population Assessment in 1990. Natural Reproduction Checks in 1978 and 1973; Fish Kill Report on 6/9/86, resulting from partial summerkill; Annual Winter Fish House Count; Annual Winter Dissolved Oxygen Testing.

PAST MANAGEMENT Largemouth bass were stocked in 1936. Bluegills were stocked in 1976, 1983, 1985, 1986, 1987 and 1990. Black crappies were stocked in 1985 and 1990. White crappies were stocked in 1985. A baffle type aeration system, installed in 1988, has been replaced as the primary system by several aer-02's. Cooling water from the Mid America Creamery flows through a 2 ft. diameter by 70 ft. steel aerator tube throughout the entire year. The flow from the creamery varies from 0 gpm to over 500 gpm. Flow is greatest during the summer. A steel, swinging type, fish barrier was installed at the outlet for the purpose of preventing fish migration upstream into the lake.

SOCIAL CONSIDERATIONS The Winsted Lake Association and the City of Winsted are active in promoting fishing at Winsted Lake. The city sponsors the aeration system. The Winsted City Park is located on the west shore. The Mid America Creamery located on the west shore appropriates water from Winsted lake for non-contact cooling.

PRESENT LIMITING FACTORS Internal and non-point nutrient loading has caused frequent intense algal blooms limiting growth of submergent aquatic vegetation. Internal nutrient loading was caused by the City of Winsted who historically discharged sewage effluent directly into Winsted Lake. Non-point nutrient loading is significant as the watershed for Winsted Lake is quite large.

Salt and other municipal pollutants (e.g. oil and litter) may contribute to degraded water quality. The City of Winsted dumps snow plowed off city streets onto the shore of Winsted Lake. Storm sewers enter Winsted carrying road salt, litter, and other pollutants.

Winter dissolved oxygen created by running non-contact cooling water through a baffle at the Creamery has not been entirely effective. The creamery has never supplied the volume of water necessary for the baffle to be adequately tested. Dead carp were observed in open water near the aerator in winter 1995-96. The exact cause was not determined. Despite aeration, winterkill may limit sustainability of certain fish species. Northern pike and black crappie are most suitable considering historical winter dissolved oxygen concentrations. It is uncertain if aer-02's will increase winter dissolved oxygen concentrations and reduce winterkill frequency or not.

Shoreline development may limit acquisition of aquatic management areas, cooperation in terms of buffer development, ability to preserve submergent aquatic plant density and diversity, and increase density and diversity of emergent aquatic plants.

SURVEY NEEDS: Conduct ice-out trapnetting for northern pike in 2000 to monitor northern pike and black crappie populations. Conduct a population assessment in 2004 including ice-out trapnetting for northern pike and black crappie. Age primary and secondary species for age-class determination only, growth rate calculations are not necessary. Conduct specialized sampling to address specific data needs as additional

concerns arise.

Characterize the watershed for Winsted Lake (low priority). Conduct annual winter fish house counts. Annually monitor dissolved oxygen concentrations, operation of Aer-O2 systems, and permit compliance.

LAND ACQUISITION Acquisition of Aquatic Management Areas would be considered a high priority particularly where emergent vegetation (e.g. bulrush) and natural shoreline can be protected and preserved.

Examine other acquisition/lease programs to restore wetlands within the watershed. The lake association submitted an LCMR proposal in 1995 which proposed acquiring and developing a corridor around Winsted Lake. This corridor, consisting of prairie plantings and a walking trail, should be pursued as should rerouting of storm sewers. The City of Winsted should develop a storm water management plan that includes treatment and diversion of storm water to storm water retention basins. The MPCA should be consulted in this regard.

HABITAT DEVELOPMENT AND PROTECTION Protect habitat through various permit review processes. Develop a Watershed Management Plan addendum to the Lake Management Plan (low priority). Investigate feasibility of periodically manipulating water levels (draw down) to consolidate sediments and encourage growth of emergent aquatic vegetation. The outlet dam, owned by the City of Winsted on Trails and Waterways property may need to be replaced. The DNR Division of Waters may replace the dam if the city is willing to cost-share. A structure allowing water level manipulation should be considered. Steve Heist from MPCA was contacted regarding potential benefit from lake draw. He was uncertain if there would be any measurable benefits derived from draw down. He also doubts if there would be any negative impact.

Conduct annual information meetings with the Winsted Lake Association board of directors and interested anglers. Promote buffer preservation and development, Aquatic Management Area acquisition, aquatic plant preservation, and other best management practices to improve water quality in Winsted Lake.

The steel, swinging type, fish barrier installed at the outlet as described in the Past Management section should be removed. Fish barriers are now discouraged as they can limit migration of adult fish seeking food, cover, spawning, and other seasonal habitat requirements.

COMMERCIAL FISHERY From 1950 to 1986, black crappie, sunfish, and northern pike were frequently removed and stocked in other waters. State crews and commercial fishermen have also removed carp, bullhead, white sucker, and some buffalo. In the late 1940's approximately 2,400 pounds of carp and a few bullhead were removed. No carp or bullhead were removed in the 1950's. In the 1960's approximately 45,000 pounds of carp and 9,500 pounds of bullhead were removed. In the 1970's approximately 226,000 pounds of carp, 62,000 pounds of bullhead, and 5,300 pounds of white sucker, and a few buffalo were removed. In the 1980's approximately 44,000 pounds of carp, 65,000 pounds of bullhead, and 18,000 pounds white sucker were removed. Bullhead, approximately 14,000 pounds, and carp, approximately 4,000 pounds have been removed thus far in the 1990's along with a few freshwater drum and one buffalo.

In theory, fish will respond to removal activities by increasing their rate of reproduction. Commercial fishing may perpetuate natural reproduction increasing recruitment of smaller individuals within their biological niche. Such removal is permitted but no longer encouraged as a management tool.

STOCKING PLANS No stocking is recommended at this time.

OTHER MANAGEMENT TOOLS Consider funding a fishing pier or relocating a fishing pier to Winsted Lake if aer-O2's reduce winterkill occurrence and funding or another pier are available.

Consider tree drops or other artificial structure to improve habitat and increase black crappie angler catch rates. Locate off shore where a fishing pier would most likely be located.

Encourage participation of the lake association or lakeshore owners in the DNR Division of Waters (DOW) Lake Gage Program and Minnesota Pollution Control Agency (MPCA) Citizen's Lake Monitoring and Assessment Programs to assess nutrient loading and determine if water clarity is correlated to phosphorus loading. Participation in these programs will aid DNR Fisheries and cooperating agencies in describing realistic water quality goals and objectives. The lake association should be encouraged to identify and attempt to eliminate siltation and erosion sites around the lake.

EVALUATION PLANS Monitor sustainability of northern pike and black crappie populations with periodic ice-out trap net sampling. Look for multiple age classes. Annually monitor winter dissolved oxygen profiles, aeration operation, and permit compliance.

Assess ice-out trapnetting as a tool to monitor northern pike and black crappie in Winsted Lake. Look at variation between individual trap net sets. If there is too much variation, consider setting experimental gill nets and establishing new long range goals or repeat trap net sampling to increase sample size.

**Appendix C:
Winsted Business Inventory
(August, 1999)**

Company	Address	Phone	Owner/Manager
A A Auto Service	410 Third Street South	485-2550	Bob Artmann
Adult Training & Habilitation	311 Fairlawn Avenue West	485-4191	Stephen Wilson
Advantage Computer Service	652 Northgate Drive	485-4877	John & Donna Stifter
American Express Financial Advisors	151 Main Avenue West	485-4332	Chip Guggemos
American Legion	161 North First Street	485-4366	Dick Genty, CDR
Art's Welding	3902 230th Street	485-2471	Art Scherping
Bailey's Tavern & Grill	591 Main Avenue West	485-9595	Jeff Fuerstenberg
Bayerl Distribution	211 West McLeod Avenue	485-4180	Gene Bayrel
Bestway of Minnesota	21724 Cable Avenue	485-4444	Pat
Blue Note Bar & Ballroom	320 South Third Street	485-9698	Craig & Jeff Campbell
Boger's True Value Hardware	161 Main Avenue West	485-2443	Paul Boger
Bradley Real Estate/ Travel Easy	151 North First Street	485-4141	Glenn Ehrke, Sr.
Cafferty's Service Station	250 West Main Avenue	485-2228	Alan Cafferty
Carlson's Orchard	11893 Montgomery Avenue SW	485-3704	Joe Carlson
Casey's General Store	240 Sixth Street North	485-9466	Sarah Lillienthal
Chilson Funeral Home	200 Fairlawn Avenue West	485-4447	Kevin Chilson
Clem Bayerl Trucking	23596 Grass Lake Road	485-2370	Clem Bayerl
Colleen's Hair Design	236 Fairlawn Avenue East	485-4646	Colleen Kegler
Community Bank Winsted	110 North First Street	485-3831	Roger D. Boyce
Counseling Center of Winsted	551 North Fourth Street	485-2323	Bruce Russell
Countryside Collision	816 Sixth Street North	485-4353	Steve Moy
County 1 Designs	22711 Babcock Ave	485-2463	Marilyn Gatz
D & H Auto Body	591 Fairlawn Avenue West	485-2121	Harvey Rehmann
D J Farm Store	23717 Zebra Avenue	485-2479	Dominic Jagodzinski
Dairy Farmers of America	311 First Street North	485-2131	Harold Metzger
Debner Insurance Service	611 Northgate Estates	485-4360	Allan Debner
Distinctive Dental Services	131 West Main Avenue	485-4344	Mike Thoennes, DDS
Doris' Day Care	116 Linden Avenue East	485-4719	Doris Rathmanner
Dueber's	170 West Main Avenue	485-2244	Corrina Hagen
E & C Systems	109 2nd Street South	485-5146	Leonard Cochran
Edco of Winsted Products, Inc.	311 West McLeod Avenue	485-2322	Charlie Belanger
Edina Realty	112 George Avenue East	485-4545	Jolynn Cafferty
Eggert Law Office	182 West Main Avenue	485-3880	Francis J. Eggert
Ernhart's Dairy Supplies	4331 230th Street	485-3712	Stan Ernhart
Frank's Gun Repair	21948 Babcock Avenue	485-4867	Frank Habisch
Gerry's Vision Shoppe	109 Second Street, Suite 2	485-4385	Karen Kujes
Glenn's Super Valu	491 West Main Avenue	485-2123	Glenn Kuck
Gueningsman Automotive Service	2503 225th Street	485-3994	Jeff Gueningsman
Guide Publications, Inc.	135 Fairlawn Avenue East	485-4100	Greg Smith
Harwood's Winsted Body Shop	151 Second Street South	485-2447	Mark Harwood
High Noon Tanniug/Total Ent	135 North First Street	485-4888	Cathy LaZarre
HLWW Elementary School	431 Fourth Street North	485-2190	Julie Millerbernd

Winsted Business Inventory Continued

Holy Trinity Catholic Church	111 West Winsted Avenue	485-4421	Father Paul Wolf
Holy Trinity Convent	221 North Second Street	485-2170	Sr. Jean Becker
Holy Trinity Elementary School	211 North Second Street	485-2314	Ann Brown
Holy Trinity High School	110 West Winsted Avenue	485-2182	Father Paul Wolf
Holy Trinity Tiny Trojans	211 North Second Street	485-4485	Father Paul Wolf
Infinity Edition's-Warehouse	108 Second Street South		
Jerry's TV & Appliance, Inc.	210 Main Avenue West	485-2511	Gerald Otto
Jimmy's Pizza	145 North First Street	485-3981	Joe Caouette
JMS Custom Service, Inc.	590 West Main Avenue	485-2261	Jeff Sterner
Jo Ellen's New Image Salon	230 Second Street South	485-4252	Jo Ellen Fasching
John's Auto Repair	211 Main Avenue West	485-4321	John Bayerl
John's Tractor Repair	22898 Zero Avenue	485-2313	John Schlechter
Jolly Woodchopper Band	3706 215th Street	485-2458	Harold Kruger
Karels Kustom Katering	23303 Zebra Avenue	485-2408	Dorothy Karels
Keg's Bar	121 First Street North	485-4250	Brian Langenfeld
Knights Of Columbus	122 Lake Avenue East	485-2821	Jean Kappel
Kremer Pharmacy	150 Main Avenue	485-2555	Kenneth Kremer
Kubasch Excavating	210 Sixth Street North	485-2640	Kendell Kubasch
Kubasch Sanitation, Inc.	128 Sixth Street North	485-2372	Kevin Kubasch
K-Way Express, Inc.	323 West Main Avenue	485-2325	Jim Koch
Larry's Wood & Laminate	24182 Grass Lake Road	485-4325	Larry Vealetzek
Laxen Construction	682 Northgate Drive	485-2641	Mike Laxen
LaZarre Video Production Service	404 Westgate Drive	485-3790	Darren LaZarre
Leonard Junczewski Masonry	22255 Highway 261	485-4408	Leonard Junczewski
Lighthouse Educational Ministries	471 Second Street North	485-4232	David Behrens
Linden Wood Apartments	215 Linden Avenue West	485-4303	Jan Jones
Lisa's Day Care	648 Shady Creek Drive	485-4719	Lisa Rasmussen
Littfin Lumber Company	555 Baker Avenue West	485-3861	Jack Littfin
Lucky Mindy Aviation, Inc.	3234 230th Street	485-3454	Richard Logan
Mary T. Trillium, Inc.	306 Westgate Drive	485-3759	Scott Foss
Midland Financial Group, Inc.	131 Sixth Street North	485-3800	David Sherman
Millerbernd Design & Fab.	330 Sixth Street South	485-2685	Ralph Millerbernd
Millerbernd Manufacturing Co.	622 Sixth Street South	485-2111	David Millerbernd
NAPA Auto Parts Store	150 South Second Street	485-4129	Tom Scherman
Neff Dental Clinic	123 West Fairlawn Avenue	485-3881	James Neff, DDS
Ochu Implement Company	130 Sixth Street South	485-2630	Gene Ochu
Pantry, The	121 Second Street South	485-4818	Elaine Gueningsman
Paschke Plumbing & Heating	128 East Lake Avenue	485-3720	Russel Paschke
Pauly's Plumbing & Heating	22711 Highway 261	485-3848	Paul Gatz
Quast Performance Window Tint	141 Fairlawn Avenue East	485-2266	Kevin Quast
Re/Max Today's Realty	121 Main Avenue East	485-2216	Doug Bebo
Rick's Car Cleaning & Detailing	163 Fourth Street South	485-4269	Rick Menden
S J & F Enterprises	151 Baker Avenue West	485-2824	Frank Sterner
Scherping Systems	801 South Kingsley Street	485-4401	Rodney Scherping
Sew Unique	617 Shady Creek Drive	485-4274	Deb Gatz

Winsted Business Inventory Continued

Seymour Barber Shop	131 First Street North	485-2663	Sy Seymour
Sharon's Beauty Salon	111 West Main Avenue	485-4150	Sharon Hecksel
Sheehan Chiropractic	211 Arthur Avenue East	485-2380	Timothy Sheehan, DC
St. John's Lutheran Church	410 North First Street	485-2522	Rev. Gerald Boldt
St. Mary's Care Center	551 North Fourth Street	485-2151	Jill Hess-Kollasch
Sterner Landscape Service	233 Westgate Terrace	485-4423	Gary Sterner
Sterner Lighting Systems, Inc.	351 West Lewis Avenue	485-2141	Ken Lehner
Subway	215 Sixth Street North	485-2000	Paul Kliewer
TDS Telecom	171 South Second Street	485-4111	Mary Neff
Tim Purcell Plumbing & Heating	1444 245th Street	485-2649	Tim Purcell
Tom Thumb Food Market	132 Sixth Street North	485-2626	Pat Betker
Tom's Corner Bar	111 North First Street	485-4288	Tom Mickloichek
Travel Easy	151 North First Street	485-4141	Glenn Ehrke, Sr.
U.S. Civil Defense	181 North First Street	485-2366	Betty Zachmann
U.S. Post Office	155 West Main Avenue	485-2310	Dale Gatz
Van's Signs & Screen Printing	206 Linden Avenue East	485-2633	Marlan Van Desteeg
Vitan Express	22978 Highway 261	485-2101	Phil Yetzer
West-Win Apartments	160 South Fifth Street	485-4217	Kurt Dvork
Winsted Airport	3234 230th Street	485-3989	Russ Paschke
Winsted Archery Club	181 Main Avenue West	485-2241	
Winsted Chiropractic Office	111 North Second Street	485-3700	Brent Schank
Winsted City Offices	181 North First Street	485-4392	Aaron Reeves
Winsted Family Practice Clinic	551 Fourth Street North	485-4803	Steven Mulder
Winsted Farmers Co-Op Creamery	23343 Babcock Avenue	485-3787	Gary Deidirck
Winsted Farmers Elevator	121 East Baker Avenue	485-4101	Vern Christenson
Winsted Fire Hall	431 6th Street South	485-2316	Jerry Koch
Winsted Floral Gifts & Crafts	205 6th Street North	485-4212	Sue Artmann
Winsted Laundromat & Car Wash	381 South Third Street	485-2400	Stephen Moe
Winsted Medical Clinic	511 Fourth Street North	485-4151	Donald Kjome, MD
Winsted Motel	461 Sixth Street North	485-4441	Carol Pogue
Winsted Police Department	181 North First Street	485-2600	Michael Henrich
Winsted Public Library	141 West Main Street	485-3909	Sharon Noerenberg
Winsted Public Works	241 North First North	485-2201	Pat Radtke
Winsted Publishing	180 Main Avenue West	485-2535	Dale Kovar
Winsted Therapeutic Massage	107 Second Street South	485-4446	Cara Jones

Appendix D:
**Winsted's Business Retention &
Expansion Strategies Program**

**Summary Report
March, 2000**

**BUSINESS
RETENTION
&
EXPANSION
Strategies
Program**



**Department of
Applied Economics**

◆
**University
of Minnesota**

WINSTED

**Summary Report
March 2000**

Local sponsors:

City of Winsted

Northern States Power

Reliant Energy Minnegasco

Southwest Minnesota Foundation

University of Minnesota Extension Service—McLeod County
and Mid-Minnesota Cluster

UNIVERSITY OF MINNESOTA

Extension
SERVICE

Winsted Business Retention and Expansion Program

Business Retention and Expansion (or simply BR&E) is increasingly being seen as an important local economic development strategy. While the attraction of new businesses and the incubation of new start-ups are important, helping existing firms survive and grow is an essential part of solid economic development. While Winsted has a number of initiatives to help retain and expand existing businesses, the Winsted BR&E Task Force wanted to do more to help their existing businesses expand.

Objectives

The Winsted BR&E Program has four objectives:

1. To demonstrate the community's pro-business attitude and to express appreciation to local firms for the contributions they are making to the local economy.
2. To identify the needs and concerns of the existing local businesses so that the local business climate can be improved.
3. To assist businesses in resolving problems
4. To learn the future plans of the area's local firms with respect to retention, expansion and/or relocation.

Sponsorship

This program is sponsored locally by the following organizations: City of Winsted, Northern States Power, Reliant Energy Minnegasco, Southwest Minnesota Foundation, and the University of Minnesota Extension Service-McLeod County and Mid-Minnesota Cluster.

Winsted BR&E Program History

The Winsted BR&E Program started in January, 1999 with a presentation to citizens of Winsted, Howard Lake and Lester Prairie by George Morse, Extension Economist with the University of Minnesota Extension Service, about the BR&E Strategies program. While the other communities decided not to participate the Winsted City Council approved moving ahead with a BR&E project. Through the spring and summer a leadership team was recruited to lead the BR&E project with the help of Michael Darger, BREI Certified Consultant.

In the fall of 1999 the Winsted program was accepted to participate in the University of Minnesota BR&E Strategies Program. The leadership team then determined which firms to visit. The BR&E Strategies Program prepared a survey instrument and the Leadership Team tested it with visits to two firms.

A Task Force was recruited by the leadership team and met to review the survey, firm selection and plan of work recommended by the leadership team. Next the Task Force and additional firm visitors were trained on how to conduct successful visits. Teams of two volunteers arranged their own visits and completed 31 visits (each about one hour) in October and November.

After the surveys were returned, the co-Red Flag Coordinators reviewed each survey and decided how the immediate follow-up should be handled. A Red Flag meeting of the Task Force was held to review the findings.

University of Minnesota staff ran the statistical analysis, organized the research review meeting of fifteen faculty, state agency and local people, and wrote the research report.

A four-hour retreat was held on February 16th, 2000. At this retreat, the Task Force established priorities on which major projects they wished to undertake. A committee was set up on each of the three priority projects shown in this report. If you have ideas, time, or other talents to contribute to these projects, then please contact one of the people listed.

People in the Winsted BR&E Program

Leadership Team

This group coordinated the local program:

Aaron Reeves, City Administrator, Overall Coordinator and Visitation Coordinator

Jim Fowler, Community Bank, Co-Business Resource Coordinator

David Nelson, University of Minnesota Extension Service, Co-Business Resource Coordinator

Paige Reeves, Holy Trinity Schools, Milestone Meeting Coordinator

Chris Schultz, Winsted Publishing, Media Coordinator
Floyd Sneer, Mayor

Winsted BR&E Task Force and Volunteer Visitors

Several community leaders participated as Task Force members. This group addressed red flag issues, and set priorities for action and implementation of selected projects. Task Force members also participated in firm visits. In addition to the Leadership Team and Task Force, an additional group of community members participated in firm visits. These visitors participated in the two-hour training program and visited firms.

Task Force

Jeff Albers, City Council member
Jan Anderson, Ridgewater College
Jim Fowler, Community Bank Winsted
Gene Goddard, Minnesota Department of Trade and Economic Development
Jill Hess-Kollasch, St. Mary's Care Center
Riley Hoheisel, Superintendent, HLWW Public Schools
Duane Hoverstein, Ridgewater College
Tony Kielkucki, Representative, Minnesota Legislature
Jim Koch, K-Way Express
Kevin Kubasch, Kubasch Sanitation
Margaret Marketon, HLWW Public Schools
Julie Millerbernd, HLWW Public Schools
David Nelson, University of Minnesota Extension Service – Renville County
Les Nelson, Mid Minnesota Regional Development Commission
Tom Ollig, citizen
Aaron Reeves, City Administrator
Paige Reeves, Winsted Holy Trinity Schools
Chris Schultz, Winsted Publishing
Mike Seaberg, Community Bank Winsted
Dave Sherman, Midland Insurance
Floyd Sneer, Mayor
Mary Stamm-Neff, Neff Dental
Father Paul Wolf, Winsted Holy Trinity Church and Schools

Firm Visitors

Joan Barrie-Daigle, TDS Telecom
Jane Bayerl, HLWW Schools
Don Guggemos Jr., American Express Financial Advisors
Stacy Horsch, HLWW Community Education

Mr. Krosch, Mid MN Development Commission
Pat Lang, Ridgewater College
Laurie Mickolich, St. Mary's Care Center
Stephen Moe, Winsted Laundromat and Car Wash
Neil Schlagel, Winsted Publishing
Julie Stifter, HLWW Schools

Firms Visited

Thirty-one firms were visited. The community wishes to thank the firms for their willingness to help the community understand the needs of existing firms.

Adult Training and Habilitation Center
Art's Welding, Inc.
Bailey's Tavern
Bryan's Service
Community Bank Winsted
Dairy Farmers of America
DDS, PA
EDCO of Winsted
Farmers Coop
Holy Trinity Schools
Jimmy's Pizza
Juncewski Masonry, Inc.
Kremer Pharmacy
Kubasch Excavating, Inc.
K-Way Express, Inc.
Littfin Lumber Company
Millerbernd Design and Fabrication
Pantry, Inc.
Sharon's Beauty Salon
SJ&F Enterprises
St. Mary's Care Center
Sterner Lighting
Trillium
Vitran Express
Winsted Chiropractic Clinic
Winsted Elementary School
Winsted Farmers Elevator Co.
Winsted Insurance Agency
Winsted Laundromat and Car Wash
Winsted NAPA
Winsted Publishing

BREI Certified Consultant

Michael Darger served as the BR&E Strategies Program consultant to the project. This included helping the Task Force through the visitation phase of the Winsted BR&E Program. It will also include working with the community on quarterly implementation meetings for at least a year after the community meeting.

State Review Panel

This panel reviewed the tabulated survey results and suggested potential actions that might be taken by Winsted leaders in response to local firm concerns.

The participants were:

- *Local Leaders:* Jeff Albers, Aaron Reeves, Chris Schultz and Floyd Sneer
- *State Agency Personnel:* Gene Goddard Minnesota Department of Trade and Economic Development; David Heidebrink, Minnesota Workforce Center – Hutchinson; Michelle Ostrum, Minnesota Department of Economic Security; Catherine Stine, Minnesota Technology, Inc.
- *University of Minnesota:* James Costa, Department of Applied Economics; Michael Darger, Business Retention & Expansion Strategies Program; Elizabeth Davis, Department of Applied Economics; Marilyn Grantham, Extension Service; Zining Li, Department of Applied Economics; Elizabeth Templin, Extension Service and Association of Minnesota Counties
- *Other:* Paul Ammerman, Northern States Power Company

Winsted's Economic Profile

An economic profile of Winsted and the regional economy was prepared for the BR&E Task Force's use in the BR&E retreat on February 16th, 2000. This profile gave an overview of population, income and employment trends in the Winsted area. The economic profile is included in the Winsted BR&E Research Report, which is available at City Hall or from a Task Force member.

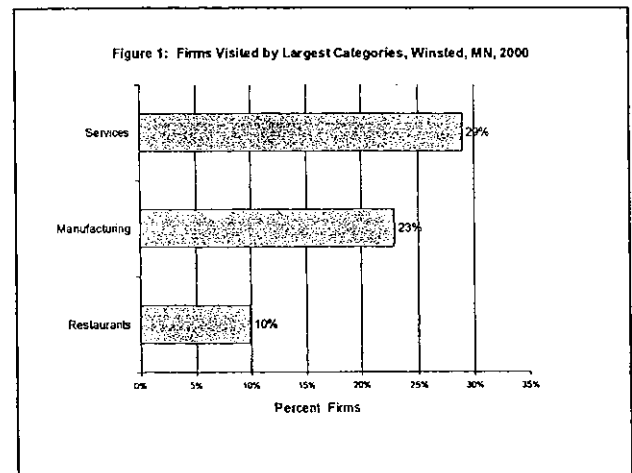
BR&E Survey Results

This section presents the survey results from the 31 firms visited by Winsted community leaders in July October-November 1999. The characteristics of the firms visited are described first, followed by the strategies and priority projects selected by the Task Force. Selected survey results related to these projects are included in this summary. Additional survey results are in the Winsted BR&E Research Report.

Characteristics of Firms Visited

Thirty-one firms were visited during October and November of 1999. These firms employed 661 full

time persons and 187 part-time people. The firms visited represent a sample of eighteen percent of the 174 businesses in Winsted. The Task Force decided to visit all the manufacturers, banks, farmer elevators and coops, creameries, real estate developers, schools, nursing home & care centers, trucking firms, telecommunications firms, solid waste firms and newspaper publishers in Winsted. Other firms were randomly selected from these categories: retail, professional services, trade services and hospitality. The categories of firms responding are shown here in descending order as a percentage of the total sample (see Figure 1): services (29%); manufacturing (23%); restaurants (10%); construction (6%), transportation & public utilities (6%); education (6%); finance, insurance, real estate (6%); agriculture (3%); and retail trade (3%).



Winsted fared well in the firms' assessment in several ways:

First, as a whole the firms were optimistic about their future. Eighty-seven percent expected sales increases over the next three years. Employment stability or increases were predicted across all worker categories.

Second, in terms of the quality of the workforce, one hundred percent of those responding rated their worker's attitudes as either excellent (45%) or good (55%). Likewise, they rated productivity high, with ninety-four percent as either excellent (38%) or good (56%).

Third, Winsted is rated highly as a place to live and relatively high as a place to do business. Eighty-

seven percent of the firms rated it as good or excellent as a place to live and 84 percent rated it as good or excellent as a place to do business (see Figure 6).

Overview of BR&E Strategies for Winsted

Profits are the key to the retention and expansion of firms. While the owners of a firm often are attracted to nice places to live, a firm can only survive if it makes a profit (revenues exceed costs).

In a market economy, making a profit is the responsibility of the firm management and its employees, not community groups or local or state governments. However, the actions of these groups can sometimes help firms become slightly more profitable. The strategies and associated projects outlined below are aimed at helping firms become more profitable and thus survive and grow in the community.

Winsted BR&E Strategies:

1. Improving labor availability
2. Improving labor productivity
3. Expanding firm revenues by helping them expand markets, products and the overall marketability of Winsted
4. Connecting financing and assistance for existing business and new business creation

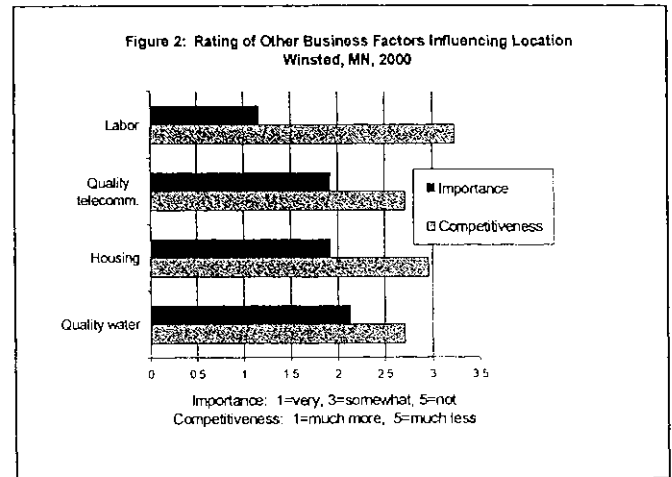
Strategy One. Improving Labor Availability

Labor availability is a major problem in many areas due to the current very low unemployment rates. Winsted is no exception to this problem. In fact, labor availability is such a big issue that it is considered separately from labor productivity.

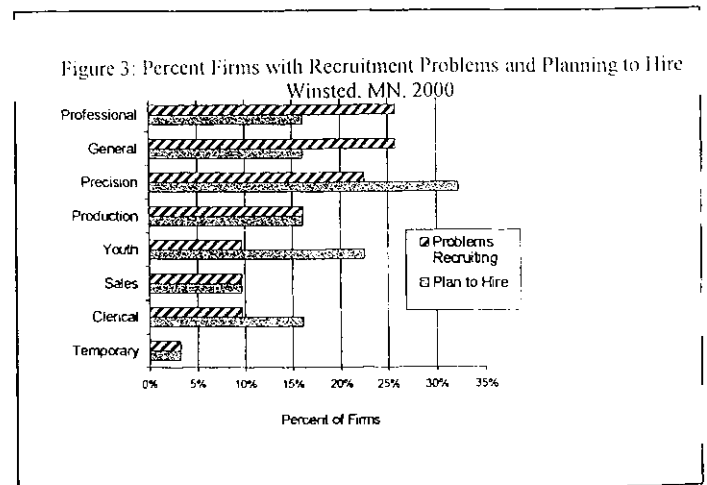
Related Survey Results

The availability of labor, raw materials, credit and other services can influence location decisions and profitability of firms. Figure 2 shows the firms' ratings on these factors (1=very important and 5=not important) and on whether Winsted is more or less favorable than competing communities on these factors (1=much more favorable and 5=much less favorable).

The availability of labor is far and away the most important factor to the Winsted firms. Other important factors are quality telecommunications, availability of housing and quality water. When the firms were asked to compare Winsted to other communities the firms rated it as about the same or better for most factors. Two of the four most important factors, quality telecommunications and availability of housing were rated as better than competitor communities. Unfortunately, on the single most important factor, availability of labor, Winsted was rated as slightly less competitive.



Twenty-six percent of the firms reported having trouble recruiting both general labor and professional/ management and there were also problems recruiting precision production/specialty skills workers (23%) (see Figure 3). This is not an unfamiliar story around Minnesota. Nor according to the projections of the State Demographer and the Department of Economic Security does the problem seem likely to go away anytime soon.



This appears to be true for Winsted because the firms reported that they planned to hire additional workers in all categories except one over the next three years. Overall, the firms reported they expected to hire 111.5 additional employees in that time period. As a percentage of the full-time jobs in the surveyed firms (661) this is a significant projected increase (17%). The greatest percentage of firms expect to hire new people in the following categories: precision production/specialty skills (32% of firms) and youth employees (23%). The greatest number of actual jobs is expected in general production labor (31.5 jobs) and precision production/specialty skills (31.5 jobs).

The Task Force considered nine potential project ideas related to improving labor availability. They also considered ideas generated at the Task Force retreat. Two priority projects were selected; one focuses on recruiting more workers while the other focuses on improvement and retention of potential workers in the area schools. For details on the other ideas see the full Winsted BR&E Research Report.

Priority Project #1: Initiate a Comprehensive Long-term Workforce Recruitment Project over a 3-5 Year Timespan

There is an opportunity to attract additional employees to the community. Of those firms answering the question ninety-six percent of the firms viewed Winsted as either an excellent (17.9%) or good (78.6%) place to reside. These perceptions may be useful in marketing the community to potential workers.

The Task Force indicated more overall interest in this project idea than any other. Therefore, it established a committee that will study the feasibility of implementing a comprehensive workforce recruitment promotion. Additional members of the committee might include chamber representatives and regional representatives from the Minnesota Department of Trade Economic Development (Gene Goddard) and the Department of Economic Security.

This project will combine several individual projects presented in the Winsted BR&E Research Report. These include the following:

1. considering different types of promotional campaigns and target populations
2. organizing a cooperative advertising campaign for firms wanting to recruit sons & daughters returning for holiday visits (i.e. the "Grandma network")
3. determining ways of recruiting through higher educational institutions including colleges, universities and technical schools, especially recruiting graduates of Winsted area schools
4. broadening advertising for professional and skilled workers to Twin Cities publications

Jill Hess-Kollasch, Chris Schultz and Floyd Sneer are coordinating this effort for the BR&E Task Force. More participants are needed. Please contact one of the people listed for more information.

Priority Project #2: Establish a School-Employer Partnership to Increase Skill Levels by Cost-Sharing and Creating Tuition and other Incentives for Local Learners

A fairly common lament in rural communities is the outflight of their youth. After putting major investments of time, energy and money into raising their children into responsible, productive adults, the community often loses them to economic opportunities in larger communities. Many communities are inviting their native sons and daughters "to come home" after they have already left. For instance, at school reunions they may host a concurrent job fair or community information booth.

The Task Force decided to take more of a preventive approach to this issue by creating a school-employer partnership committee. This group will explore linkages between employers and educators for the improvement of students' skills. These linkages are also intended to create recruiting opportunities for area firms. Linkages envisioned include employers sharing costs, offering tuition incentives and making in-kind contributions to schools. An excellent learning resource available to the committee is the Wright County School-to-Work Partnership.

Riley Hoheisal, Kevin Kubasch, Julie Millerbernd, Aaron Reeves, Paige Reeves and Mike Seaberg are providing leadership to this project. More participants are needed. Please contact one of the people listed for more information.

Strategy Two. Improving Labor Productivity

One of the most effective means of increasing profitability is to improve labor productivity. Higher labor productivity allows firms to pay higher wages, which in turn reduces turnover and makes it easier to attract new workers.

This strategy helps firms learn about means of improving their labor productivity via labor training programs and tactics related to wages, benefits and company policies.

Related Survey Results

Firm owners/operators were satisfied with the attitudes and productivity of their workers. One hundred percent of those responding rated their worker's attitudes as either excellent (45%) or good (55%). Likewise, they rated productivity high, with ninety-four percent as either excellent (38%) or good (56%).

About a third of the firms (35%) felt that there might be major technological innovations in their industry with another thirteen- percent unsure whether such innovations would occur. Of those predicting major changes, fifty-five percent (or nineteen percent of all firms) expected these new technologies will require retraining their labor force.

The Task Force considered four potential projects related to labor productivity issues. While there was support for a few of these as well as some other project ideas they conceived, the group realized that they must focus their initial efforts on a few projects. None of these projects are a priority at the present time. For details see the full Winsted BR&E Research Report.

Strategy Three. Expanding Firm Revenues by Helping Them Expand Markets, Products and the Overall Marketability of Winsted

This strategy includes three tactics: helping firms increase their market share and enter new markets, assessing the gaps in the goods and services available

locally and improving the physical image and infrastructure of the main street area.

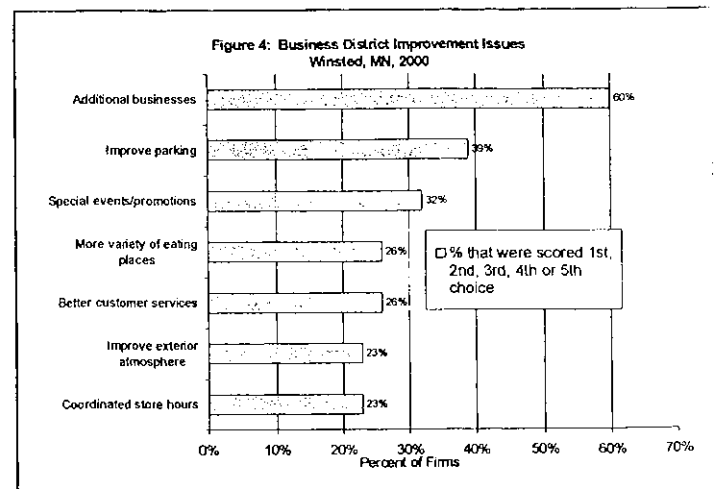
Firms that can enter new markets or expand market share with their existing product lines generally can spread their fixed costs and make greater profits. Firms that can find new product lines or services can diversify their business, create greater stability, and often also expand profits. Firms that can find ways to sell products with greater margins or to modify products so that they can capture greater margins make greater profits.

Assessing the gaps in the local retail product and service mix could contribute to a strategy to deliver more of what existing and potential patrons desire.

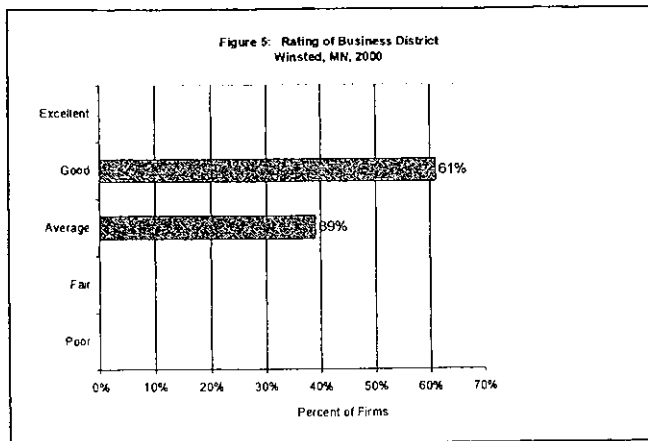
A community's image will affect its marketability. One of the most important aspects contributing to a community's image is that of physical appearance. Another is the perceived convenience of a business district including elements like variety, parking and service.

Related Survey Results

The firms indicated a very strong preference for "additional business which result in greater variety" for the Winsted business district. Sixty percent of the firms rated this as one of their top five priorities for improving the district (see Figure 4). The next highest priorities, in order, were improvement of the parking situation (39%), special events or promotions (32%), increasing the variety of eating places (26%), better customer services (26%), improving the exterior atmosphere (23%) and coordinated store hours (23%).



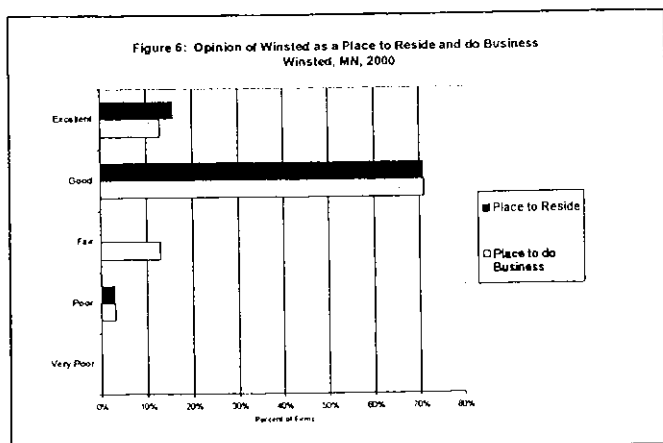
None of the firms rated the business district as excellent yet sixty-one percent rated it good (see Figure 5). Twenty-three percent of the firms share advertising expenses for the promotion of the district. An additional nineteen-percent of the firms were willing to explore cooperative advertising as an option.



44.7 percent of the firms' customers are located in Winsted. Another twenty-eight percent of customers are within one hour of Winsted, excluding the Twin Cities metro.

The firms are optimistic about their sales trend in the next three years. Eighty-seven percent expect an increase.

The firms had an overall positive opinion of Winsted as a place to do business and as a place to live (see Figure 6). Eighty-four percent of the firms rated the area as an excellent (13%) or good (71%) place to do business. Eighty-seven percent of the firms rated the area as an excellent (16%) or good (71%) place to live.



Out of eight potential projects for Strategy Three, the Task Force elected to implement one: **Establish a Marketing Strategies and Business Planning Program** (see below). There was even broader interest in another project idea conceived at the Retreat: **Promote and Enhance Chamber Leadership and Participation**. This idea received the second highest amount of votes of general interest from the Task Force. However, it was not selected as a priority project for the Task Force because it was felt that this would be the business of another entity, the Winsted Civic & Commerce Association ("C&C"). Instead, the Task Force highly recommends that the C&C consider converting itself into a full-fledged Chamber of Commerce, presumably with paid staff. The Chamber could then provide leadership and energy to projects such as: improving downtown parking & appearance, retail hours coordination, a strong Web page, etc. For details on the other ideas see the full BR&E Winsted BR&E Research Report.

Priority Project #3: Establish a Marketing Strategies and Business Planning Program with the Small Business Management Program and the Small Business Development Center

The most highly ranked information need of the firms was for marketing strategies. Thirty-five percent of the firms wanted information and twenty-six percent said it was a priority. Therefore, it was decided to establish a marketing strategies outreach program.

The program could involve a variety of initiatives aimed at helping firms learn more about successful marketing practices. For example, materials could be provided to firms through a variety of media (newsletters, mailings, newspaper articles, Web, e-mail and radio); through courses conducted in community buildings, at the firm, or at colleges and other institutions; and through special workshops in the community. A special half-day workshop on marketing might also be held once the project team determines the specific topics of interest to area firms.

One specific topic that might first be covered includes the roles of marketing: figuring out what to sell, and merchandising: selling at the best possible price that which you have already produced. There is a big difference between the two, and sometimes

business find it difficult to make the distinction and do both well.

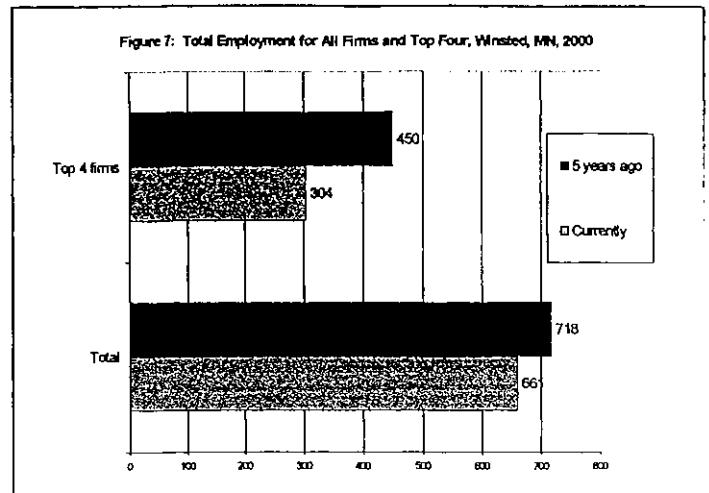
Several resources and people can help the community provide up-to-date and useful information. These resources include the SBDC in Marshall, the Minnesota World Trade Office (for international marketing), the University of Minnesota Extension Service and the Small Business Management Program and other instructors from community and technical colleges of MnSCU. Jim Fowler, David Nelson and Les Nelson are coordinating this effort for the BR&E Task Force. More participants are needed. Please contact one of the people listed for more information.

Strategy Four: Connecting Financing and Assistance for Existing Business and New Business Creation

Winsted has had an unusually strong concentration of manufacturing and industrial service firms compared to other communities of its size. Unfortunately, the loss of local ownership of several prominent Winsted firms has led to a significant loss of employment in the last several years. This serves to illustrate the importance of the continued creation of new locally owned business and the growth of existing locally owned firms. This strategy is devoted to these goals by exploring the creation of financing and assistance for existing business and resources to support the creation of new business.

Related Survey Results

In the last five years the total number of employees in the firms surveyed declined significantly. The number of full-time employees declined eight percent. This was attributable to the four largest employers visited (as ranked by their employee levels five years ago). These firms reduced their employment by a combined 146 full-time employees (32%) in that time period (see Figure 7).



This illustrates that the loss of local ownership of area firms is a real threat to the Winsted economy. This threat may be something that the Task Force can do relatively little about. On the other hand, a strength in Winsted is the entrepreneurial, competitive spirit that created the firms there to begin with. Tapping into and encouraging this strength is something the Task Force may be able to take advantage of.

The Task Force considered four related potential project ideas. While there was support for a few of these as well as another project idea they conceived, the group decided that none of these projects are a priority now. For details on the projects see the full Winsted BR&E Research Report.

Additional Information: See the Winsted BR&E Research Report, February, 2000, for this project. Copies are available for review at offices of the local sponsors, particularly the City of Winsted, as well as from members of the Task Force.

Your Role: Everyone in the community has a responsibility to help retain and expand existing businesses. To explore how you can help, check with the individuals on the project teams for the three priority projects, or Aaron Reeves of the City of Winsted.

