



## Comprehensive Plan Goals and Objectives

### Economic Development

The significance of quality of life in economic development has been evolving in recent years. Just as visitors evaluate cities when choosing a travel destination for a vacation, so do businesses and potential future residents. Many themes have arisen since the beginning of our Economic Development Committee journey. Some of the top strengths identified by the Committee include “Quality of Place” with an emphasis on the stunning natural beauty and higher education, which topped the list of strengths of Winona for business growth. Others identified strengths including recreation, arts and culture, hardworking people, and a livable community.

Having healthy relationships with education, government, businesses and people are a key ingredient for a cohesive plan for growth. People want communities where neighbors help each other and Winona’s non-profits are a key to a healthy Winona. Each goal requires partners and communication among a number of entities.

#### **GOAL 1: MARKET WINONA TO THE WORLD.**

Market Winona with a unified vision and message that includes collaboration among business, workforce, education, arts and culture, and entities such as Schools and Colleges, The Chamber, Visit Winona, non-profits, healthcare and community organizations. The message must emotionally resonate with people and provide the positive and safe quality of life experiences that are here in Winona through a common platform that advertises all entities.

#### Objective/s:

- 1) Emphasize the messaging on quality of life related to natural beauty, safety, arts, recreation, and safety, etc.
- 2) Emphasize affordable living available in Winona.
- 3) Present the message at a high-level using images that invoke joyful emotions depicting Winona as a safe and happy place with many amenities.

#### Action/Policy/Strategy:

Interview the company that prepared the messaging for Eau Claire, WI

- Visit Winona, City, Chamber and Universities should meet to agree on the messaging and marketing plan.
- Prepare a financial structure for the platform including all partners.

**GOAL 2: PROVIDE A STRONG COMMUNITY CULTURE FOR BUSINESSES TO START, THRIVE AND GROW IN WINONA AND BUILD ON THE DIVERSITY OF BUSINESSES.**

Objectives:

- Support sustainable development and identify appropriate growth. Recognizing that growth for future housing and industrial development depends land and reuse of land. Having flexibility while protecting natural areas, bluffs, and water resources is necessary to continue to grow.
- Grow and Support the entrepreneurs who are most likely to succeed to grow the next generations of entrepreneurs and adding diverse employment opportunities to the city.
- Support and attract businesses that will strengthen the economy by providing good wages and benefits.
- Utilize funding from Federal, State, Regional, and Local resources to help businesses grow and expand in Winona.

Policy/Strategy/

- Determine what barriers exist for businesses to start and/or expand here and present a plan to alleviate barriers with partners.
- Entrepreneur Support- Encourage and support all entrepreneurs including but not limited to women, multi-cultural, veterans, People who are low-to-moderate income, people of color and people who are immobile.
- Have a “hot button” perhaps on the marketing platform for a business to get answers to questions they may have.
- Provide easily accessible resources to help promote the business start-up process.
  - Provide support services through a successful model that includes collaboration with education, business, chamber and identify the lead group including public and private options.
  - Food has potential with community kitchen, promoting food trucks, etc.
  - Identify what needs there are retaining and growing existing businesses – housing/workforce, etc.

**GOAL 3 ENCOURAGE DEVELOPMENT AND REDEVELOPMENT IN WINONA AND DOWNTOWN.**

Objectives

- Encourage new development and redevelopment within the City of Winona including the downtown area. Ensure the city core remains a viable option for business and economic development by encouraging development that respects the historic nature of downtown and makes the highest and best use of the limited land area.

- Continue the momentum from Opportunity Winona and review projects and criteria within the Winona Downtown Strategic Plan:

*Does the project bring more people to Downtown Winona?*

*Allow for financially feasible implementation and long-term sustainability*

*Meet environmental and sustainability goals for the community*

*Serve unmet needs*

*Enable accessibility and inclusivity*

*Support the Downtown Strategic Plan's principles of Vibrant, Accessible, Clean, and Safe*

- Riverfront Access. Continue to advance long term public use and access the riverfront, is Winona's front porch.
  - Sustain and invest for the riverfront to be vibrant and relevant.
  - Signage (in multiple languages), amenities, Walnut Street Access, restrooms, etc.

#### **GOAL 4 FOUNDATIONAL ASSETS OF ECONOMIC DEVELOPMENT**

**Housing:** Maintain and increase livability and housing supply in the City of Winona so that we are an attractive place for people locating here for work, retirement, school and business. Refer to the housing subcommittee the need to develop strategies and range of tools to support a supply of housing to accommodate workers who are often forced to look for housing further out which creates longer commutes, which increases costs and makes it harder to find workers to hire.

**Workforce:** Support equity, inclusion and mobility in developing a diverse workforce. Based on trends future growth depends on newcomers and welcoming them to the Winona Community is a key. Identify resources that make people feel welcome.

**Childcare:** Identify resources and ideas for businesses that support quality childcare for families.

**Transportation:** Available transportation options for people who do not have the resources available for an automobile should be accessible, easy to understand, and a schedule accommodation. Evaluate the feasibility to partner with locals to operate additional bus lines specifically for large employers/manufacturing workers; especially 2<sup>nd</sup> and 3<sup>rd</sup> shifts.

**SAFETY:** As a foundation of economic expansion, building a safe community creates a strong community. Continue to build on being a strong and safe community that educates young people and provides vibrant outdoor, arts and culture, and leisure opportunities. Advance Winona by continuing to maintain Winona as a safe, strong, and welcoming community to attract engage, talented people with the ability to solve problems that want to live, work, and play in Winona.

## **GOAL 5: TECHNOLOGY FOR ECONOMIC DEVELOPMENT**

- Technology encompasses a huge body of knowledge and tools that have a purpose of connectivity that is essential to economic growth and development. Winona needs the technology capacity for data and communication to make our city a place for excellent business and employment. Information technology is a key element in the success and growth of business, trade and job market growth, allowing businesses to share information. Better technology has led to further research into nearly every sector of business and science, meaning businesses can benefit from all sorts of technological advancements.
  - Assure, Access to Wi-Fi, 5G, 6G and beyond throughout Winona and measure to assure it is working for all
  - Incorporate technology infrastructure/ecosystems in new business and public projects (i.e. Next Phases of Levee Park to include additional electrical infrastructure for events and food trucks, performance lighting, staging, modern restrooms, etc.)
  - Develop and provide residents and businesses access to a true internet speed map to identify potential deficiencies to then be improved. The map would be part of the toolbox to recruit new businesses and residents; especially remote workers.
  - Identify and create space to develop free WiFi Hub locations
  - Access and utilize funding for develop EV Charging stations.
  - Utilize technology to access data-driven information to determine where people are coming from and where they go.

## **GOAL 6: INVEST IN RECREATIONAL AND CULTURAL AMENITIES.**

Quality of Place is a key for growth and development of a city's workforce and housing. People may choose to live anywhere with advances in technology and work at home opportunities especially for post-college graduates. Invest in cultural, recreational and outdoor public space that are well-designed.

The importance of quality of life considerations and recreational amenities impact Economic Development. Winona should be the place businesses and people want to be.

Continue the efforts in Winona that have increased outdoor space and trails

Provide a higher level of recreational and cultural opportunities

Downtown and Riverfront should be a focus for recreational opportunities.

Second phase of Levee Park, levee improvements

Arts and culture -related industries, also known as “creative industries, help to improve quality of life in addition to stimulating the local economy through tourism. In addition, they enrich local amenities attracting people to live in the community.

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