



CHAPTER 9

THE ECONOMY

VISION STATEMENT:

Red Wing's prosperous economy empowers and creates opportunities for all of us while being dependable for future generations.

February 25, 2019

Introduction

Red Wing is a beautiful river bluff community with 41 square miles along the Mississippi River. It is one of four active port cities in the state (Red Wing, Winona, St. Paul and Duluth) with a Port Authority overseeing various river commerce activities. Amtrak and CP Rail serve this community, and a municipal airport is located across the river in Wisconsin. Red Wing is also located midway between the strong economies found in Rochester and the Twin Cities, either of which is only a 45-minute drive away, although not via a direct, four-lane highway system.

The city of Red Wing is focused on maintaining a healthy and sustainable economy as both a local and regional center for industries, employment, shopping, health care, entertainment, arts, outdoor recreation, and tourism (e.g. the historic downtown, riverfront, casino). Although Red Wing is, and will continue to be, a regional destination within Goodhue County and the Southeast Minnesota region, our city's population growth has leveled off since 2010. An important part of a healthy and sustainable city economy is enabling growth in both the community's population and businesses. Business growth has been relatively healthy, but we seek to revive population growth, which is key to supporting more businesses, jobs, and amenities.

With more than 13,000 jobs located in Red Wing, our city is home to almost half the jobs in Goodhue County. Red Wing is considered a micropolitan statistical area, which requires that a city have at least one urbanized area of at least 10,000 residents but no more than 50,000 residents, and a labor market area, which is defined as an "economically integrated area in which individuals can reside and find employment within a reasonable distance, or can

readily change jobs without changing their place of residence." (U.S. Bureau of Labor Statistics) While Red Wing's population has been hovering around 16,500 people, as of 2014 its micropolitan statistical area or labor market area had over 46,000 people. Similarly, Red Wing's strong base of retail and restaurants also makes it a regional destination for shopping and dining, but the city has seen relatively little new commercial development in recent years and has experienced vacant storefronts in downtown.

Within one northwest area of Red Wing alone are two significant employers for the community: Treasure Island Casino & Hotel and Xcel's Prairie Island Nuclear Generating Station. Red Wing's economy has been uniquely reliant upon the significant public utility taxes paid by Xcel's plant, which has accounted for over 50 percent of the city's tax base in recent years. The nuclear power plant's long-term future and impacts on tax base and jobs are uncertain, so it is in our community's self-interest to plan for alternative scenarios. Maintaining a strong economy will require reinvestment and growth in the community's other development sectors, including revitalizing existing development, redevelopment, and adding housing and businesses.

Community Engagement

During the 2017 community engagement process, Red Wing's economy received the most input in terms of residents' concerns. The top concerns were:

1. Desire for additional stores and restaurants
2. Not attracting enough population growth
3. Limited food options
4. Need more job opportunities with living wages
5. Need more amenities, activities, events in the community

6. Lower taxes

7. Affordable child daycare services

A summary of input collected from the community is included on the following two pages.

Regional Economic Trends

In 2018, the [Southeast Minnesota Regional Economic Study](#) was completed for the eight-county region of Southeast Minnesota ("Southeast Minnesota" or the "Region"), composed of Dodge, Fillmore, Goodhue, Houston, Mower, Olmsted, Wabasha, and Winona counties and encompassing 77 municipalities, more than 368,000 residents, and



Red Wing is one of only four waterway ports in Minnesota with commercial activity, and our local Port Authority oversees its operations. The Port also financially assists new enterprises that sustain our local economy. In 2018, the Port held 13 active loans with businesses, and its four loan programs had \$2.6 million in assets.

Source: Red Wing Port Authority



THE ECONOMY

What would make Red Wing a better place to live?

1,865

responses across all 2017 community engagement events and surveys mentioned aspects of Red Wing's economy that they'd like to see improved. The top seven responses are shown to the right.



Suggested Businesses

Many comments from both the 2017 Community Survey and community engagement events suggested bringing additional business to Red Wing. Many respondents are disappointed in the empty storefronts downtown, and hope for a greater variety of restaurants, more outdoor dining, restaurants along the river, businesses that stay open into the evening, and additional retail options. There is some call for additional big box retail like Kohl's or Super Target, but most comments focused on revitalizing businesses downtown.



Population Growth

When asked whether population growth in Red Wing has been too slow, too fast, or about right, 21% of respondents to the 2017 Community Survey replied that growth is "too slow, while 66% said it's "about right." Red Wing's population has grown rather modestly between 2000 and 2015, gaining 330 residents to bring the town total to 16,445. It should be noted that 11% of survey respondents believe the town is growing 'too fast.'



Expanded Farmers Market and Food Options

Many participants in both the 2017 Community Survey and community engagement events responded they are disappointed with the grocery shopping options available in Red Wing and want variety. Seasonal food options like the farmers market are very popular and respondents indicated that they should be expanded.

What do folks like most about living in Red Wing?

476 / 4,160
Responses mentioned things that factor into the economy, including:

168
Strong & Vibrant Business Community

110
Jobs and Low Cost of Living

82
Community Amenities (pool, YMCA, etc.)

65
Historic Downtown

21
Small-Town Feel

8
Natural Setting



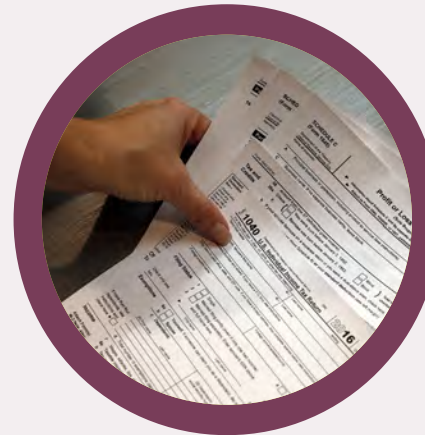
Living Wage Jobs and Workforce Readiness

Red Wing needs to encourage businesses and industry to come to Red Wing, adding employment opportunities and providing living wage jobs for residents, according to participants in both the 2017 Community Survey and community engagement events. Apprenticeship, training opportunities, and post-secondary education were also mentioned as keys to workforce success.



Services, Amenities, and Events

Many comments from the 2017 community engagement events suggested additional services, amenities, and events. Many respondents wish there were more affordable activities for youth and families. People also want more entertainment options and things to do in the evenings. Activities and gathering places along the riverfront were also a popular suggestion.



Lower Taxes

Participants in both the 2017 Community Survey and community engagement events expressed their preference for paying lower taxes at the local level.



Affordable Childcare

A lack of qualified, affordable childcare was listed as an issue for 21% of 2017 Community Survey respondents. Providing enough reasonably priced childcare options helps both spouses participate in the work force if they choose, and it provides support for low-income working parents to pursue higher education.

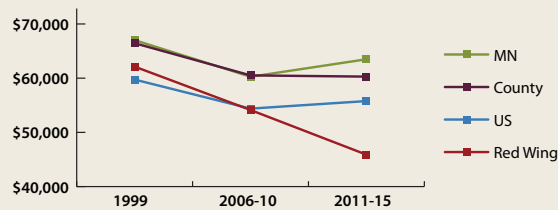
Red Wing 2017 Report Card

Our economic numbers since the recession have still not recovered. How can we improve the local economy for everyone?

Household Income

Median household incomes have declined 26% since 1999.

RW Median Household Income



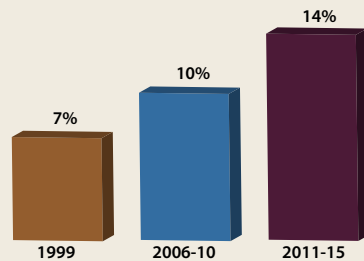
Source: U.S. Census Bureau American Community Survey

Note: To track trends in smaller geographies, such as the City of Red Wing, a 5-year estimate is used by the ACS to ensure reliable data. Incomes are adjusted for inflation.

Poverty Rate

The number of us in poverty has doubled since 1999.

RW Poverty Rate



Source: U.S. Census Bureau American Community Survey

Poverty Rate

Comparatively, Goodhue County's poverty rate is 9%, Minnesota's is 10%, and the nation's is 13.5%.



U.S. Census Bureau American Community Survey 5-Year Estimates 2011-2015

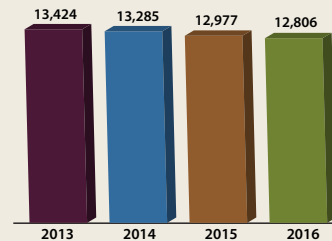
* Goodhue County residents

Gross income for a family of four in poverty is \$23,991 or less*

Jobs

The number of jobs has remained relatively steady with only a slight decline since 2013.

Number of RW Jobs

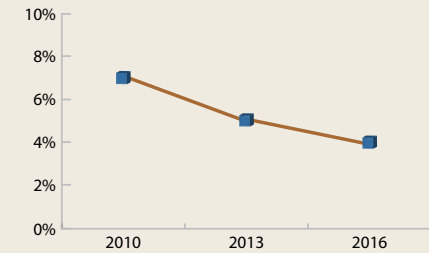


Source: Minnesota Department of Employment and Economic Development (DEED) and the Bureau of Labor Statistics Quarterly Census of Employment and Wages

Unemployment

Unemployment rates are getting better and roughly match that of the county and state.

RW Unemployment Rate



Of all local residents who work...

58% of us work IN Red Wing

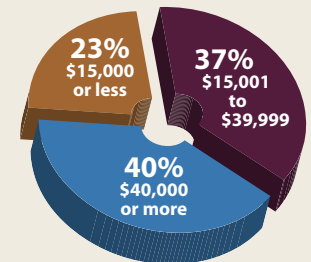
42% of us work OUTSIDE of Red Wing

U.S. Census Bureau American Community Survey 5-Year Estimates 2011-2015 and Longitudinal Employer Household Dynamics

Earnings

Of the residents who work, almost a quarter earn \$15,000 or less per year.

Working Residents' Annual Earnings 2011-2015



Source: U.S. Census Bureau American Community Survey 5-Year Estimates 2011-2015

2017 Report Card Living Wage

A living wage is the minimum income required to provide basic needs without financial assistance.

1 working adult supporting 2 children must earn

\$60,000/yr or \$29.50/hr



2 working adults supporting children must EACH earn

\$33,000/yr or \$16/hr



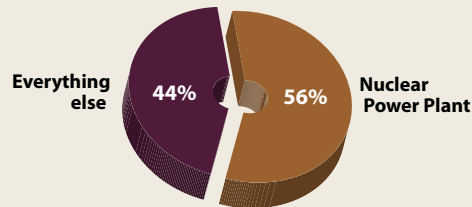
Source: Massachusetts Institute of Technology Living Wage Calculator 2016 - for Goodhue County

Our Market Value Future

Red Wing has a strong tax base that depends strongly on Xcel Energy's Prairie Island Nuclear Generating Plant for those benefits.

Source: City of Red Wing, 2017

Power Plant's Impact on Local Tax Base



The power plant's market value doubled between 2012 and 2017, an increase about twice as much as all other commercial/industrial properties combined.

How do we plan for a future that may not include the extra-large tax base percentage the power plant provides at its current level?

190,000 employees. The study analyzed the impacts of key regional trends and potential regional initiatives that will impact future population and employment trends. This information resulted in the identification of the key initiatives and challenges underway in the region, which include:

1. Destination Medical Center and its local and regional impacts on employment and population
2. Demand for affordable and diversified housing
3. Increasing labor force access for existing Southeast Minnesota residents
4. Increasing demand for a regional transportation system
5. Growing the overall labor supply through new immigration
6. Growing tourism and recreation industry
7. Shifting trends in major industries, including agriculture and manufacturing

City's Key Economic Issues

Variety of Stores and Restaurants

The desire to bring additional businesses to Red Wing was one of the key concerns identified during the community engagement process. Many respondents expressed their disappointment about empty buildings, particularly in downtown, and suggested types of retail and restaurants they would like to see added to Red Wing. Additionally, people desire a greater variety of food choices, such as healthy foods and local seasonal foods at farmers markets. In 2017, the city had 143 retail businesses and 44 restaurant businesses (Table 9.1). The number of stores increased 8 percent between 2010 and 2017 and the number of restaurants increased 52 percent from 29 in 2010 to 44 in 2017.

Overall, retail remains one of Red Wing's economic and quality of life strengths, as the community serves as a regional shopping destination for the region surrounding Red Wing. In Table 9.2, 2017 data indicates that Red Wing brings in more than its share of retail spending in nearly every retail category, with the exception of Electronics & Appliance Stores, Food & Beverage Stores, Clothing & Clothing Accessories, and Sporting Goods/Hobby/Book/Music Stores.

TABLE 9.1 TYPES OF STORES AND RESTAURANTS, 2017

Type	Number of Businesses
Motor Vehicle & Parts Dealers	20
Furniture & Home Furnishings Stores	12
Electronics & Appliance Stores	3
Building Materials, Garden Equipment & Supply Stores	10
Food & Beverage Stores	13
Health & Personal Care Stores	16
Gasoline Stations	9
Clothing & Clothing Accessories Stores	20
Sporting Goods, Hobby, Book & Music Stores	6
General Merchandise Stores	6
Miscellaneous Store Retailers	28
Total Stores	143
Restaurants / Other Eating/ Drinking Places	44
Total Stores and Restaurants	187

Source: ESRI

Places for Employment

Red Wing has been successful in maintaining a diverse mix of businesses and jobs in the community with the number of jobs remaining steady, generally in the 12,000 to 14,000 range since 2008. Since Red Wing is home to almost half the jobs in all of Goodhue County, it serves as a regional employment center. Table 9.3 on page 177 shows the breakout of jobs by category in 2015.

Data from the Red Wing Port Authority indicates that Treasure Island Casino, Red Wing Shoe Company, Xcel Energy, and Mayo Clinic Health System in Red Wing represent the largest employers in the city, with a variety of public and private sector clients rounding out the top employers in the community (Table 9.5 on page 178).

TABLE 9.2 RETAIL MARKET CAPTURE, RED WING, 2017

RETAIL MARKET CAPTURE - CITY OF RED WING - 2017	Demand (Retail Demand Generated by Residents of Red Wing)	Supply (Retail Sales within Red Wing)	Capture Rate
Motor Vehicle & Parts Dealers	\$47,294,067	\$66,750,696	141%
Furniture & Home Furnishings Stores	\$6,547,572	\$20,349,912	311%
Electronics & Appliance Stores	\$7,628,350	\$5,234,364	69%
Building Materials, Garden Equipment & Supply Stores	\$16,294,406	\$44,317,423	272%
Food & Beverage Stores	\$34,146,459	\$14,527,795	43%
Health & Personal Care Stores	\$15,788,707	\$22,164,575	140%
Gasoline Stations	\$24,901,050	\$102,530,675	412%
Clothing & Clothing Accessories Stores	\$10,554,892	\$10,136,055	96%
Sporting Goods, Hobby, Book & Music Stores	\$6,330,641	\$5,168,214	82%
General Merchandise Stores	\$37,285,576	\$93,948,692	252%
Miscellaneous Store Retailers	\$8,779,446	\$9,626,158	110%
Food Services & Drinking Places	\$22,069,349	\$27,965,089	127%
Restaurants / Other Eating Places	\$20,265,815	\$27,421,850	135%
Source: ESRI			

The employment sectors with the highest growth recently have been the following:

- » Manufacturing
- » Accommodation and Food Services
- » Information
- » Health Care and Social Assistance

Sectors that have seen a declining number of jobs include:

- » Admin/Support and Waste Management
- » Arts/Entertainment/Recreation
- » Retail Trade
- » Real Estate/Rental/Leasing

The city and the region have been experiencing declining unemployment rates. While this trend is

TABLE 9.3 CITY OF RED WING JOBS IN 2015

	2015	
	Count	Share
Agriculture, Forestry, Fishing and Hunting	0	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0.00%
Utilities	3	0.00%
Construction	220	1.70%
Manufacturing	3,100	24.00%
Wholesale Trade	141	1.10%
Retail Trade	1,524	11.80%
Transportation and Warehousing	353	2.70%
Information	139	1.10%
Finance and Insurance	155	1.20%
Real Estate and Rental and Leasing	148	1.10%
Professional, Scientific, and Technical Services	269	2.10%
Management of Companies and Enterprises	298	2.30%
Administration & Support, Waste Management and Remediation	585	4.50%
Educational Services	561	4.30%
Health Care and Social Assistance	1,975	15.30%
Arts, Entertainment, and Recreation	1,190	9.20%
Accommodation and Food Services	971	7.50%
Other Services (excluding Public Administration)	432	3.30%
Public Administration	876	6.80%
	12,940	

TABLE 9.4 EMPLOYMENT INFLOW/OUTFLOW, 2015

Total Persons Employed in City of Red Wing	12,940
Persons Employed in Red Wing but Commuting from Outside	8,109
Persons Employed in Red Wing, and Live in Red Wing	4,831
Employed Persons Living in City of Red Wing	8,420
Persons Living in Red Wing, but Employed Outside Red Wing	3,589
Persons Employed in Red Wing, and Live in Red Wing	4,831

Source: OnTheMap Application (2015)

FIGURE 9.1 INFLOW/OUTFLOW COUNT OF ALL JOBS, 2015



TABLE 9.5 CITY OF RED WING TOP EMPLOYERS 2017

Name	Nature of Business	Employees
Treasure Island Casino	Casino	1,479
Red Wing Shoe Co.	Footwear Manufacturing	813
Xcel Energy	Electric Power Generation	750
Mayo Red Wing Health Center	General Medicine and Surgical	725
BIC	Hospital	525
Capital Safety	Signs & Advertising Displays	475
Independent School District 256	Fabricated Textile Products	405
Goodhue Public Health	Elementary & High School Academics	313
St. Crispin Living Community	Home Health Care Services	193
Express Services	Skilled Nursing Care Facilities	144
SB Foot Tanning Company	Employment Agencies	159
St James Hotel	Leather Tanning & Finishing	136
Riedell Shoes Inc.	Hotels, Motels	80
	Sporting & Athletic Goods	

Source: Red Wing Port Authority

positive, a number of factors have been identified that may be restricting the city's workforce, and ultimately, economic growth. These factors include job skill mismatches, access to housing, limited child daycare services, and limited transportation options.

Population and Workforce Growth

During the community engagement process, one of the key concerns of respondents was the community's limited population growth over the past two decades. The city's economy could be constrained if there is not healthy enough growth in the population and in the city's workforce to support businesses, employment needs, and schools.

While the city of Red Wing had over 12,000 employment positions within its borders, data from the U.S. Census (OnTheMap application) indicates



Local corporate leaders at Red Wing Shoe Company, 3M Fall Protection Business, and BIC Graphic all cited a large need for more housing and child care in Red Wing in order to attract more employees and either maintain or grow their business.

Source: Community Engagement Department, City of Red Wing, 2018

that only around a third of these positions were held by people living in the city of Red Wing. Over 8,000 people commute from outside the community for employment in Red Wing each day, while around 3,600 Red Wing residents commute to employment located outside the city (Figure 9.1 and Table 9.4).



Red Wing Ignite is a nonprofit that helps entrepreneurs move from an idea to a business. U.S. Ignite and the National Science Foundation named Red Wing Ignite a "Smart Gigabit Community" based on the support and innovation they provide to entrepreneurs; Red Wing was the only community in the nation to receive this designation.

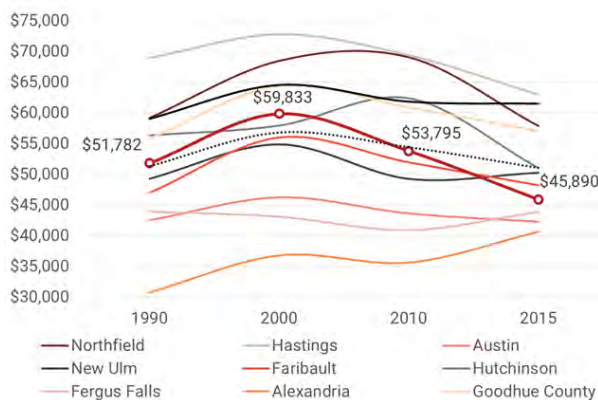


Source: Red Wing Ignite, 2018

Household Incomes

Median household incomes have been declining over the past two decades. The [2017 Red Wing Report Card](#) found that the median household income in Red Wing had declined 26 percent since 1999. During that same time period, Red Wing's poverty rate increased from 7 to 14 percent. The issue impacts children more than the overall population, with 1 in 5 children in Red Wing growing up in poverty versus 1 in 7 residents overall. The decline in median household income since 1999 is a national trend. The *Report Card* shows Red Wing's trend being worse than the County, State, and U.S.; however, further analysis shows some similarities with similar sized cities in Minnesota as shown in the chart in Figure 9.2. This trend could be the result of a variety of changes in the economy, such as a decrease in jobs, increased unemployment, an increase in the proportion of lower wage jobs, slow growth in wages overall, an increase in part-time jobs, declines in the size of the community's workforce (i.e. increased retiree households or less people participating in the job

FIGURE 9.2 MEDIAN HOUSEHOLD INCOME AMONG SIMILAR SIZED CITIES 1990 - 2015



market), increased households with lower skill and/or less educated workers, and a decrease in two-income households. In addition, shortages in affordable child daycare services, affordable healthcare, and affordable job training or education (job mismatch) could serve as barriers to people having access to jobs. Analysis of these potential issues resulted in the identification of the following changes likely having the most impact on Red Wing's decline in median household incomes:

- » changes in household composition and size
- » changes in number of retiree households
- » changes in number of income earners per household
- » changes in number of hours worked per household
- » changes in higher income households

Changes in household composition and size

Red Wing's average household size has been declining since 1970, from 2.91 to 2.34 in 2015. This trend reflects a decreasing number of kids in families, increasing divorce rates and single-parent family households, increasing single-person households, and increasing senior households as people live to be older than in the past.

Changes in number of retiree households

Red Wing has been experiencing a significant increase in the proportion of senior residents and households aged 65 and older. In 2016, it was estimated that 20 percent of Red Wing's households were senior residents. These households are more likely to have lower incomes as they are retired from working or working part-time.

Changes in number of income earners per household

Red Wing has seen a significant decrease in the number of households with two or more earners from 1990 - 2015. In 2015, this number dipped below 50 percent of households. There has also been a corresponding increase in the percentage of households that have no income earners, increasing from 13 percent in 1990 to 15 percent in 2015 (Table 9.6).

TABLE 9.6 NUMBER OF EARNERS PER HOUSEHOLD IN RED WING 1990 - 2015

	1990	2000	2010	2015
No Earners	12.8%	13.0%	13.5%	15.0%
Two or More Earners	64.7%	63.9%	59.9%	49.2%
Total Families	4,022	4,165	4,440	4,300

Changes in number of hours worked per household

Nationally, the average hours worked per household has been declining. From 1999 - 2014, average hours worked per household declined by 8.8 percent at the same time that the real U.S. median household income declined by 7.2 percent. This decline in the number of hours worked can be caused by increases in the availability of part-time jobs over full-time jobs, increased workforce interest or need for part-time jobs (e.g. retirees, parents of younger kids), or increases in the number of households that work less hours on average.

Changes in higher income households

Red Wing may be experiencing a shift in higher income households out of the city. Since Red Wing attracts so many commuting employees,

the proportion of higher income households that historically resided in Red Wing may now be located in surrounding cities and townships. In addition, the city has had slow growth in its housing development, which has resulted in a housing shortage. Higher income households may not be able find the type of housing options that they desire in Red Wing.

Changing Community Demographics

The city's demographics are changing in a number of ways that have impacts on its economy, including the following:

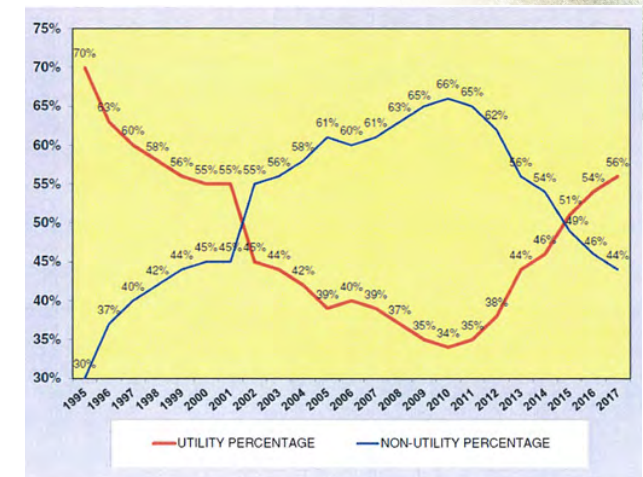
- » An increasingly large senior population: 20 percent of Red Wing residents are 65+, compared to 17 percent in Goodhue County, 12 percent in the Twin Cities' seven-county metropolitan region, and 14 percent in the state as a whole
- » Projected decline in the number of residents under the age of 25
- » Continuing decrease in average household size
- » Decrease in the percentage of two-income households, including single-parent family households
- » Population growth in Minnesota's Southeast region is in part driven by immigration, with the region's immigrant population growing from 4.2 percent in 2009 to 6.4 percent in 2016

City's Tax Base

Red Wing has a high tax base among Minnesota cities, particularly for its population size. In 2018, Red Wing ranked #37 among all cities in the state for Net Tax Capacity (NTC). Outside of the Twin Cities metro, only five cities had a higher NTC: Duluth, Mankato, Moorhead, Rochester and St. Cloud, all of which are much larger cities than Red Wing.

Red Wing's high tax base is largely the result of it being the host community to Xcel Energy's Prairie Island Nuclear Generating Station. In 2017, the Prairie Island Nuclear Generating Station constituted 56 percent of Red Wing's tax base and paid 56 percent of Red Wing's total taxes. The station's percentage of the city's total tax base has been rising since 2010, from 34 percent to 56 percent (Figure 9.3). Xcel Energy's major investments to the station significantly increased the market value of the station property, resulting in a substantial increase in its tax capacity, Red Wing's tax base, and the property taxes paid by the station. Table 9.7 summarizes the city of Red Wing's tax capacity by category from 2015 – 2017, which shows that the public utility tax capacity has increased by 30 percent since the 2014 power plant investment. It is expected that the recent power plant investment will begin to depreciate over time and its property

FIGURE 9.3 RED WING TAX BASE ALLOCATION



tax capacity will also decline. In addition, there is the continual possibility that the calculation for market value and/or tax rate for public utilities could be changed at the state level, which could result in lower public utility tax capacity. Finally, there is also the potential that decisions will be made to partially or fully close down the power plant prior to the termination of its licenses in 2033 and 2034.

These projected and potential declines in the power plant's tax capacity will have significant impacts on the city's future tax base. It is critical that the city proactively analyze potential tax base scenarios in

TABLE 9.7 CITY OF RED WING TAX CAPACITY BY CATEGORY 2015 - 2019

Category	2015	2016	2017	2018	2019	% of Total	Change 2015 - 2019	% Change
Residential	\$5,999,284	\$6,397,849	\$6,699,145	\$6,852,670	\$8,000,438	25%	\$2,001,154	33%
Commercial	\$4,096,607	\$4,157,844	\$4,334,626	\$4,353,535	\$4,499,143	14%	\$402,536	10%
Public Utility	\$13,496,394	\$15,838,254	\$17,509,589	\$18,807,692	\$15,948,544	50%	\$2,452,150	18%
Other	\$2,613,877	\$2,694,545	\$2,867,504	\$2,811,606	\$3,180,453	10%	\$566,576	22%
Tax Capacity	\$26,206,162	\$29,088,492	\$31,313,773	\$32,825,503	\$31,628,578	100%	\$5,422,416	21%

order to prepare for these impacts. When public utility tax burden declines, there will be a shift to residential, commercial, and other categories to pay a greater percentage of the tax burden.

The city has primarily been leveraging its growing tax base for investments in long-term capital projects. These types of investments will enable the city to reduce capital investments in the future when its tax base may be lower. As shown in Figure 9.3, the city has experienced fluctuations in the public utility proportion of its tax base over time.

Key Economic Directions

- » Attract a greater variety of stores and restaurants as a regional commercial destination
- » Grow our economic competitiveness as a regional center
- » Increase job training and support services for an inclusive and empowered workforce
- » Improve community resources (quality of life amenities and activities) to attract community growth
- » Address the uncertainty surrounding the long term future of the nuclear generating station to ensure a healthy and sustainable tax base
- » Develop a stronger economy that addresses household incomes and poverty

Goals, Strategies, and Actions

Goal 9.A: Economic Competitiveness: *Retain, recruit, nurture, and expand business*

Strategy 9.A.1: Develop a coordinated, citywide Marketing Plan for the economic development of Red Wing.

- » Begin by identifying Red Wing's unique competitive edge.
- » Collaborate with all of Red Wing's economic development partners to align marketing efforts; communicate program and financial incentives, and land and building opportunities. Clearly identify the roles and responsibilities of each partner, create a system of collaboration, and stress inclusiveness.

Strategy 9.A.2: Continue and expand current business retention and business recruitment programs.

- » Implement Red Wing economic development Customer Service Coordination Program.
- » Support networks of incubators, co-working spaces, and makerspaces.
- » Increase business-friendly financing opportunities for growth and expansion and broaden access to capital.
- » Partner with Prairie Island Indian Community to support growth.
- » Consider livable wage requirements with financial incentives.
- » Partner to redevelop vacant and underutilized buildings and properties.
- » Continue to focus on new business growth

Strategy 9.A.3: Continue to implement key area plans, including the **Downtown Action Plan** and **Old West Main Street Master Plan**

- » Emphasize downtown housing, upper floor viability, and redevelopment of underutilized properties.
- » Rebuild Jordan Court.
- » Implement Downtown Investment Partnership.
- » Encourage creative placemaking projects in the downtown, riverfront, and Old West Main Street neighborhood.
- » Implement and connect Old West Main Street and Upper Harbor development improvements.

Goal 9.B: Human Capital: *Develop, train, retain and attract a talented workforce.*

Strategy 9.B.1: Partner with the Red Wing School District and other community entities to support college and career readiness programs and follow through.

- » Develop educational programs and community partnerships that help students explore a wider range of careers in and out of high school. Focus on collective-impact apprenticeships, internships, technical and vocational training, and curriculum enhancements (such as Winger Flight Paths).
- » Develop additional post-high school opportunities within the community.
- » Expand communication and support for Red Wing graduates.

Strategy 9.B.2: Support housing strategies that will help to provide additional workforce housing opportunities to help grow the local workforce.

» (See Housing Strategies)

Strategy 9.B.3: Collaborate with other community partners to address the daycare shortage that is negatively impacting area businesses.

Goal 9.C: Community Resources: *Excel in resources and amenities critical for attracting residents and businesses to support innovation, growth and economic competitiveness to remain resilient.*

Strategy 9.C.1: Work to monitor and improve significant community resources and services, including housing, childcare, transportation, healthcare, and resources that help to welcome new people.

Strategy 9.C.2: Maintain and expand Red Wing's efforts to provide easy access to excellent quality-of-life assets.

- » Make parks and recreational opportunities available for everyone.
- » Support and expand arts & cultural opportunities and welcome more diverse options—both grass roots efforts and institutional efforts.
- » Broaden the diversity of goods and services provided so retail and services meet the needs of all residents (focus especially on food services).

Goal 9.D: Post Prairie Island Nuclear Generating Station Strategy: *Develop a strategy that addresses Red Wing's tax base and other economic impacts associated with the plant's potential licensing termination in 2033 and 2034.*

Strategy 9.D.1: Establish a community task force to develop internal and external strategies for transition.

- » Work in partnership with the community task force to develop an internal plan of actions that are in local control. This plan will involve identification of people and places that will be impacted locally by the tax base and economic impact; gathering of pertinent information; scenario planning; and the establishment of short and long range policies and recommendations that can help position Red Wing to respond to potential impacts. These strategies could involve solutions that include:
 - *Partnering with Xcel to support next generation of electric power facility and reusing facility*
 - *Strategies that extend operating life*
 - *Investments in clean energy transition*
 - *Increase and diversify industrial tax base*
 - *Phase out government debt*
 - *Strategic investments*
- » Work in partnership with the community task force to develop an external plan of actions that are outside of the community's direct control but that can be influenced by the community. These could include:
 - *State policies and lobbying including state economic funding*
 - *National policies and lobbying*

- *Coalition of Utility Cities*
- *Talk to key stakeholders*
- *Legacy Issues*

Online Library

You can see all of the foundational work of Red Wing 2040 on the City's website, www.red-wing.org/red-wing-2040.html

Terminology

Goals:

Goals are broad statements that describe a desired outcome. They are often long-term and aspirational in scope.

Strategies:

Strategies are policies, projects, programs, and practices that support one or more of the plan's goals. They address the "who, what, when, where, and how" of reaching a goal and may involve multiple sub-strategies and actions. Strategies may be ongoing and may or may not have definitive start and completion dates.

TABLE 9.8 STRATEGY MATRIX

Strategy	SHARE Principle(s)	Who can help achieve this?	Timing
Goal 9.A: Economic Competitiveness: Retain, recruit, nurture, and expand business			
» Strategy 9.A.1: Develop a coordinated, citywide Marketing Plan for the economic development of Red Wing.	Sustainable, Accessible	Red Wing Port Authority, Economic Development Partners*	Short
» Strategy 9.A.2: Continue and expand current business retention and business recruitment programs.	Sustainable, Healthy, Accessible	Red Wing Port Authority, Economic Development Partners*	Ongoing
» Strategy 9.A.3: Continue to implement key area plans, including the Downtown Action Plan and Old West Main Street Master Plan	Sustainable, Healthy, Equitable	City, Red Wing Port Authority, Downtown Main Street Organization	Short
Goal 9.B: Human Capital: Develop, train, retain and attract a talented workforce.			
» Strategy 9.B.1: Partner with the Red Wing School District and other community entities to support college and career readiness programs and follow through.	Healthy, Equitable	School District, Everyhand Joined, Chamber of Commerce, Red Wing Ignite	Ongoing
» Strategy 9.B.2: Support housing strategies that will help to provide additional workforce housing opportunities to help grow the local workforce.	Healthy, Equitable	HRA, Community Development Department	Short
» Strategy 9.B.3: Collaborate with other community partners to address the daycare shortage that is negatively impacting area businesses.	Healthy, Equitable	United Way	Short
Goal 9.C: Community Resources: Excel in resources and amenities critical for attracting residents and businesses to support innovation, growth and economic competitiveness to remain resilient.			
» Strategy 9.C.1: Work to monitor and improve significant community resources and services, including housing, childcare, transportation, healthcare, and resources that help to welcome new people.	Healthy, Equitable	City	Ongoing
» Strategy 9.C.2: Maintain and expand Red Wing's efforts to provide easy access to excellent quality-of-life assets.	Sustainable, Healthy, Equitable	City	Ongoing
Goal 9.D: Post Prairie Island Nuclear Generating Station Strategy: Develop a strategy that addresses Red Wing's tax base and other economic impacts associated with the plant's potential licensing termination in 2033 and 2034.			
» Strategy 9.D.1: Establish a community task force to develop internal and external strategies for transition.	Resilient	City Leadership: School District, County, PIIC, Chamber, Xcel, Business Community, Non-Profit Organizations, Residents, Port Authority	Short and Long

* Economic Development Partners include: City Community Development Department/Red Wing Port Authority; Red Wing Visitor and Convention Bureau; Minnesota State College - Southeast; Red Wing Downtown Main Street; Red Wing Ignite; Red Wing Chamber of Commerce; Red Wing Housing and Redevelopment Authority; and Goodhue County Economic Development Authority

