



City of Saint Paul

City Hall and Court House
15 West Kellogg Boulevard
Council Chambers - 3rd
Floor
651-266-8560

Meeting Agenda

Housing & Redevelopment Authority

Chair Cheniqua Johnson
Commissioner Anika Bowie
Commissioner Molly Coleman
Commissioner Saura Jost
Commissioner HwaJeong Kim
Commissioner Rebecca Noecker
Commissioner Nelsie Yang

Wednesday, May 13, 2026

2:00 PM

Council Chambers, City Hall

ROLL CALL

DISCUSSION

- 1 [RES 26-786](#) Resolution Giving Preliminary Approval of Conduit Multifamily Housing Revenue Bonds; 365 Winthrop Street s, Afton View Apartments Project, District 1, Ward 7

Sponsors: Johnson

Attachments: [Presentation](#)

[Board Report](#)

[Neighborhood Profile](#)

[Map](#)

STAFF REPORT

- 2 [SR 26-93](#) Economic Development Strategy Update

Sponsors: Johnson

Attachments: [Presentation](#)

- 3 [SR 26-94](#) Update of Housing Policy Study and Plan for 2026

Sponsors: Johnson

NEXT MEETING DATE

May 27, 2026

ADJOURNMENT

Housing and Redevelopment Authority Board of Commissioners (HRA) meetings are open for in person attendance, but the public may also comment on public hearing items in writing or via voicemail. Any comments and materials submitted by 12:00 p.m. of the day before the meeting will be attached to the public record and available for review by the Board. Comments may be submitted as follows:

Written public comment on public hearing items can be submitted to

HRAHearing@ci.stpaul.mn.us or by voicemail at 651-266-6806. Live testimony will be taken in person in the Council Chambers, Third Floor City Hall.

Members of the public may view HRA meetings online at

<https://stpaul.legistar.com/Calendar.aspx> or on local cable Channel 18.

HRA Meeting Information

The HRA is paperless which saves the environment and reduces expenses. The agendas and HRA files are all available on the Web (see below). Commissioners use mobile devices to review the files during the meeting. Using a mobile device greatly reduces costs since agendas, including the documents attached to files, can be over 100 pages when printed.

Web

Meetings are available on the City Council website. Email notification and web feeds (RSS) of newly released minutes, agendas, and meetings are available by subscription at

<https://public.govdelivery.com/accounts/STPAUL/subscriber/new>.

Visit <https://stpaul.legistar.com/Calendar.aspx> for meeting videos and updated copies of the agendas, minutes and supporting documents.

Cable

Meetings are live on St Paul Channel 18 and replayed at various times. Check your local listings.



City of Saint Paul

City Hall and Court House
15 West Kellogg
Boulevard
Phone: 651-266-8560

Master

File Number: RES 26-786

File ID: RES 26-786

Type: Resolution

Status: Agenda Ready

Version: 1

Contact Number: 266-6552

In Control: Housing & Redevelopment Authority

File Created: 05/05/2026

File Name: Preliminary Approval of Conduit Multifamily Bonds

Final Action:

Title: Resolution Giving Preliminary Approval of Conduit Multifamily Housing Revenue Bonds; 365 Winthrop Street S, Afton View Apartments Project, District 1, Ward 7

Notes:

Sponsors: Johnson

Enactment Date:

Attachments: Presentation, Board Report, Neighborhood Profile, Map

Financials Included?:

Contact Name: Hannah Chong

Hearing Date:

Entered by: millicent.flowers@ci.stpaul.mn.us

Ord Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:

Text of Legislative File RES 26-786

Resolution Giving Preliminary Approval of Conduit Multifamily Housing Revenue Bonds; 365 Winthrop Street S, Afton View Apartments Project, District 1, Ward 7



STPAUL.GOV

Introduction to Afton View Apartments Housing and Redevelopment Authority

May 13, 2026



Afton View Apartments

Project Overview

- Location: 363 Winthrop St S, District 1, Ward 7
- Developer: Tareen Development Partners
- Acquisition and rehabilitation of an existing building
- 286 units
- 100% Affordable at 60% of AMI (268 units are reserved for project-based vouchers/30%-50% AMI households)





Afton View Apartments

Request

- Preliminary approval of multifamily conduit revenue bonds
 - Needed to preserve tax credit basis
 - Acquisition of site is being conducted before closing

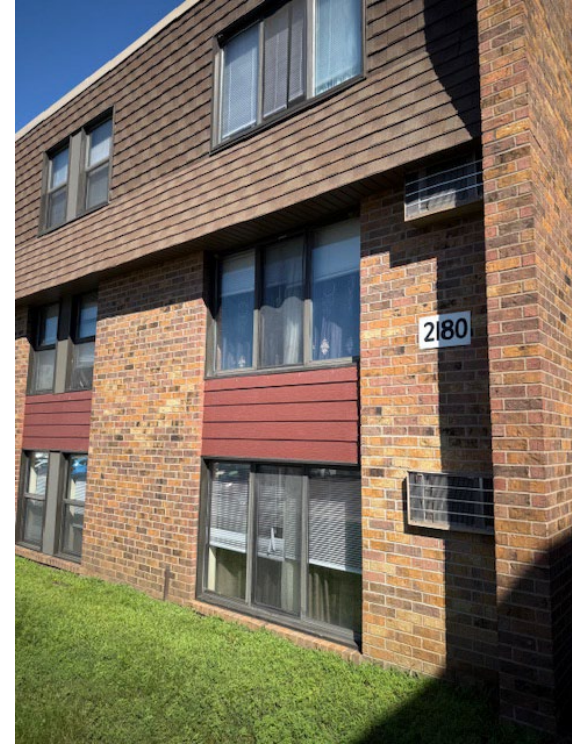


Afton View Apartments





Afton View Apartments





Afton View Apartments

Site Overview

- Built in 1971
- Two buildings 143 units each, three stories
 - 131,436 sq feet each
 - 393 surface parking spaces
- Commercial spaces include an office space and an on-site daycare facility
- Undergone some rehab of major systems in the last 10 years



Tareen Development Partners (TDP)

TDP is a Twin Cities-based real estate development firm founded in 2021 with a mission to create high-quality, lasting projects. TDP develops market rate and affordable housing as well as commercial properties.



Proposed Plan

- Acquisition and rehabilitation
 - Bonds/4% LIHTC
 - Up to \$20,500,000 in multifamily conduit revenue bonds
 - 4% tax credit equity
 - Rehabilitation and renovation of mechanical systems, common area, lighting, office space, new indoor and outdoor amenity spaces, unit upgrades
- Preserves affordability at 60% of AMI for at least 40 years
 - HUD PBVs effective January 2013, 30-year term (expires in 2043)*

**per current HUD guidelines, project is eligible to renew HAP contract at that time*



Afton View Apartments

Proposed Plan

- PED staff and the Developer will work together on the application of the Sustainable Building Ordinance
- Developer prepare and submit a tenant communications plan that addresses construction and any possible displacement and relocation



Afton View Apartments

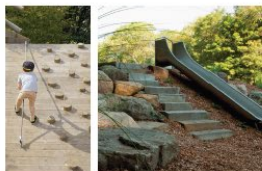
LANDSCAPE CONCEPT PLAN



LANDSCAPE FORMS CHARLIE
PICNIC TABLE



GAMETIME CHARCOAL GRILL
STATIONS



SLOPED PLAY



TERRACED LAWN



**Conceptual rendering by the BKV Group – may not reflect final development plans*



Afton View Apartments

Unit Mix

Unit Type	# of Units	Rent Limit	Income Limit
1BR	44*	60%	50%*
1BR	4	60%	60%
2BR	168*	60%	50%*
2BR	10	60%	60%
3BR	56*	60%	50%*
3BR	4	60%	60%

**Project-based voucher units*



Afton View Apartments

Permanent Sources and Uses

Sources	
First Mortgage	\$25,280,000
Syndication Proceeds	\$15,124,831
Interim Income	\$2,275,047
Deferred Developer Fee	\$2,318,294
GP Sponsor Loan	\$1,000,000
Total Sources	\$45,998,172

Uses	
Acquisition	\$26,471,669
Rehabilitation	\$7,523,316
Contractor Fees	\$1,053,684
Contingency	\$858,000
Professional Fees / Soft Costs	\$952,540
Developer Fee	\$3,496,536
Syndication Fees	\$125,000
Financing Fees	\$3,691,973
Reserves & Non-Mortgageable	\$1,882,454
Total Uses	\$45,998,172



Afton View Apartments

Timeline

Site Acquisition	May 2026
Closing	July 2026
Construction Start	July 2026
Construction Finish	February 2027



Afton View Apartments

Next Steps

- Request for preliminary approval of bonds is before this Board for action
- Public hearing and request for the issuance of bonds and a developer fee waiver request will be submitted at a later date



Afton View Apartments

Department of Planning and Economic Development

Hannah Chong
Project Manager

hannah.chong@ci.stpaul.mn.us

**HOUSING AND REDEVELOPMENT AUTHORITY
OF THE CITY OF SAINT PAUL, MINNESOTA**

REPORT TO THE COMMISSIONERS

DATE: MAY 13, 2026

REGARDING: RESOLUTION GIVING PRELIMINARY APPROVAL OF CONDUIT MULTIFAMILY HOUSING REVENUE BONDS; 365 WINTHROP STREET S., AFTON VIEW APARTMENTS PROJECT, DISTRICT 1, WARD 7

Requested Board Action

The purpose of this report is to request the Housing and Redevelopment Authority (HRA) Board of Commissioners approve a resolution giving preliminary approval of conduit multifamily housing revenue bonds for the Afton View Apartments project.

Background

The Afton View Apartments is comprised of 286 units, across two existing 3-story multifamily buildings with 143 units each located at 365 Winthrop Street South. The buildings are approximately 131,436 square feet each, for a total residential footprint of 262,872 square feet. The property includes office space and an on-site daycare that are 2,640 square feet and 5,242 square feet, respectively.

Afton View Apartments was built in 1971 and is for sale by the current owner. Tareen Development Partners (the “Developer”) is requesting up to \$20,500,000 in conduit revenue bonds to acquire, rehabilitate, and preserve affordability of the property. The proposed rehabilitation includes, but not limited to, work to the building envelope, partial roof replacement, in-unit kitchen cabinetry and countertop replacement, in-unit flooring replacement, mechanical systems update, and common area improvements.

Below is a description of unit types, rents, and income restrictions based on the proposed new financing.

Unit Type	# of Units	Rent Limit	Income Limit
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1BR	44*	60%	50%*
1BR	4	60%	60%
2BR	168*	60%	50%*
2BR	10	60%	60%
3BR	56*	60%	50%*
3BR	4	60%	60%

**Project-based voucher units*

All 286 units will be affordable at 60% of AMI for 40 years. An existing Home Assistance Payment (HAP) contract will extend the usage of project-based vouchers until 2043 for 268 units. Per current HUD guidelines, the Property will be eligible to apply to renew the HAP contract once the original contract expires.

To acquire the property, the Developer went through a competitive selection bidding and would not be able to acquire with a closing contingent on financing. The property acquisition must take place prior to the financial closing on any potential bond issuance and tax credit equity. Therefore, the Developer is requesting a preliminary approval of the bonds to preserve the tax credit basis and financial feasibility. The preliminary approval authorizes the reimbursement from the proceeds of the Bonds for acquisition and thereby preserves the acquisition as part of tax credit basis.

The developer has agreed to submit, for staff approval, a written communication plan outlining how communication with residents, as well as broader community engagement, will be managed throughout the acquisition, rehabilitation, and ongoing operation of the project.

Budget Action

This is a conduit bond issue. The bonds shall not constitute an indebtedness, liability, general or moral obligation, or pledge of the faith or credit or taxing power of the HRA, City of Saint Paul, or any agency or political subdivision thereof, and shall not constitute indebtedness of any of the foregoing within the meaning of any constitutional, statutory, or charter provision, nor be a charge against their respective general assets, credit or taxing powers, and do not

grant the owners or holders of the bonds any right to have the HRA, City of Saint Paul or any agency or political subdivision thereof to levy any taxes or appropriate any funds for the payment of the principal thereof or interest thereon. Principal and interest on the bonds are payable solely out of the revenues and other sources pledged to the payment thereof as described in the bond documents.

Future Action

A request for a public hearing and final approval to issue bonds, as well as a waiver of the developer fee will be brought to the HRA Board at a later date.

Financing Structure

The Developer is requesting up to \$20,500,000 in conduit revenue bonds and will use tax credit equity and a deferred developer fee to fund the project. Final financing structure will be reported at time of final approval request. The total development cost is estimated to be \$46,000,000.

PED Credit Committee Review

N/A – Credit Committee review will be required prior to the future HRA Board public hearing.

Compliance

The Applicant has signed the 1st compliance letter regarding this project. The project will comply with the following programs and/or requirements: Vendor Outreach Program, Affirmative Action, Labor Standards, Project Labor Agreement, Sustainable Building Policy, Two Bid Policy, and Compliance Agreement for Conduit Bonds.

Any request to waive a compliance requirement will be subject to a separate HRA resolution

Green/Sustainable Development

The Sustainable Building Ordinance will be applicable to this project.

Environmental Impact Disclosure

N/A

Historic Preservation

N/A

Public Purpose/Comprehensive Plan Conformance:

The Project meets the following goals established by the City's 2040 Comprehensive Plan:

- Housing Policy H-2: Address housing deficiencies and encourage reinvestment in residential properties by supporting maintenance and rehabilitation programs for property owners.
- Housing Policy H-39: Promote preservation of existing income-restricted affordable housing units to ensure continued affordability of those units.
- Housing Policy H-42: Pursue public and private funding sources, including local sources, for affordable housing preservation and production.

Statement of Chairman (for Public Hearing)

N/A

Recommendation:

The Executive Director recommends approval of the resolution giving preliminary approval of conduit multifamily housing revenue bonds for the Afton View Apartments Project, for the purpose of using bond proceeds to reimburse acquisition costs accrued in the sales transaction of property.

Sponsored by: Chair Johnson

Staff: Hannah Chong, 651-266-6552

Attachments

- **Map**
- **Neighborhood Profile**

Battle Creek- Highwood neighborhood data



City: [Saint Paul](#)

About the data

At-a-glance facts about residents, households, and workforce. Data are largely derived from the U.S. Census Bureau. When a data point is missing or considered unreliable, it will not display or be labeled suppressed. [See information about geographic profile sources.](#)



Battle Creek-Highwood Neighborhood, population data

Decennial Census

2020

23,079

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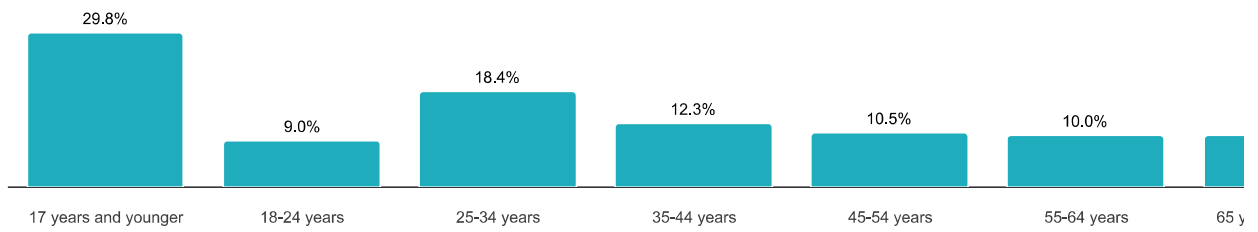
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Battle Creek-Highwood neighborhood, population by age group

Battle Creek-Highwood Neighborhood, population by age group

2017-2021



Age (2017-2021)

Under 5 years	2,136	8.9%
5-9 years	2,205	9.2%
10-14 years	1,622	6.8%
15-17 years	1,143	4.8%
18-24 years	2,158	9.0%
25-34 years	4,383	18.4%
35-44 years	2,930	12.3%
45-54 years	2,501	10.5%
55-64 years	2,387	10.0%
65-74 years	1,711	7.2%
75-84 years	515	2.2%
85 years and older	191	0.8%



Battle Creek-Highwood neighborhood, population by sex

Sex (2017-2021)

Male	12,582	52.7%
Female	11,299	47.3%

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Battle Creek-Highwood neighborhood, population by race/ethnicity

Race & Ethnicity (2017-2021)

White	8,010	33.5%
Of Color	15,068	63.1%
Black or African American alone	7,150	29.9%
American Indian and Alaskan Native alone	suppressed	
Asian or Pacific Islander alone	5,248	22.0%
Other alone	suppressed	
Two or more races alone	973	4.1%
Hispanic or Latino (of any race)	2,433	10.2%

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Battle Creek-Highwood neighborhood, population by language

Language spoken (2017-2021)

Population (5 years and older)	21,745	100.0%
English only	12,895	59.3%
Language other than English	8,850	40.7%
Speaks English less than "very well"	4,718	21.7%

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Battle Creek-Highwood neighborhood, population by disability status

Disability status (2017-2021)

Total population for whom disability status is determined	23,844	100.0%
Population with a disability	2,619	11.0%

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Battle Creek-Highwood neighborhood, population by nativity

Nativity (2017-2021)

Foreign-born residents

6,639

27.8%

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Battle Creek-Highwood neighborhood, population by residency

Residence one year ago (2017-2021)

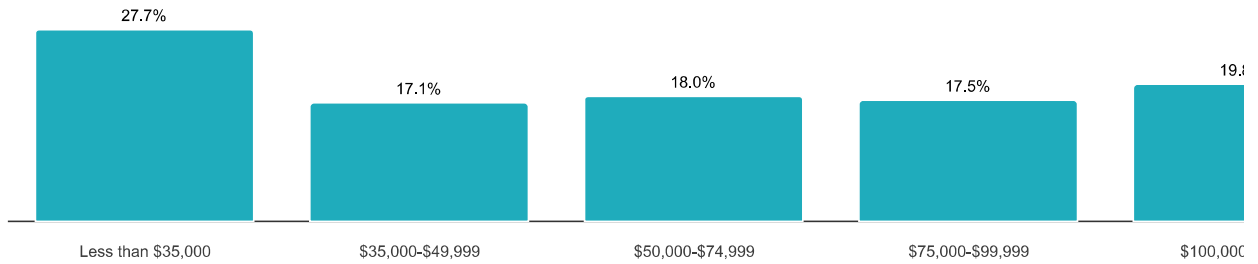
Population (1 year and over in US)	23,406	100.0%
Same residence	19,344	82.6%
Different residence in the U.S.	3,748	16.0%
Different residence outside the U.S.	suppressed	

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Battle Creek-Highwood neighborhood, household by income

Battle Creek-Highwood Neighborhood, households by income (2021 dollars)
2017-2021



Household income (2021 dollars) (2017-2021)

Total households	8,507	100.0%
Less than \$35,000	2,353	27.7%
\$35,000-\$49,999	1,451	17.1%
\$50,000-\$74,999	1,535	18.0%
\$75,000-\$99,999	1,485	17.5%
\$100,000 or more	1,684	19.8%
Median household income (2021 dollars)	\$ 57,406	100.0%



Battle Creek-Highwood neighborhood, poverty status

Poverty (2017-2021)

All people for whom poverty status is determined	23,808	100.0%
With income below poverty	4,403	18.5%
With income 100-149 of poverty	3,341	14.0%
With income 150-199 of poverty	2,607	10.9%
With income 200 of poverty or higher	13,458	56.5%
17 years and younger (percent of people under age 18)	2,224	31.6%
18-24 (percent of people age 18-24)	273	12.7%
25-34 (percent of people age 25-34)	726	16.6%
35-44 (percent of people age 35-44)	329	11.2%
45-54 (percent of people age 45-54)	375	15.0%
55-64 (percent of people age 55-64)	176	7.4%
18-64 (percent of people 18-64)	1,878	13.1%
65 years and older (percent of people age 65+)	300	12.4%

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Battle Creek-Highwood neighborhood, health coverage among population

Health coverage (2017-2021)

Total population age 65 and under for whom health insurance coverage status is determined	21,428	89.9%
Population 65 and under without health insurance coverage	2,002	9.3%

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Battle Creek-Highwood neighborhood, housing units

Total housing units (2017-2021)

Total housing units	8,735	100.0%
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Owned and Rental Housing (2017-2021)

Vacant housing units (seasonal units included)	228	2.6%
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Occupied housing units	8,507	97.4%
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Average household size	2.6	100.0%
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Owner-occupied	4,220	48.3%
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Average household size	2.8	100.0%
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Renter-occupied	4,287	49.1%
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Average household size	2.4	100.0%
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Year built (2017-2021)

2010 or later	140	1.6%
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2000-2009	241	2.8%
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1970-1999	3,423	39.2%
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1940-1969	4,212	48.2%
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1939 or earlier	720	8.2%
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Battle Creek-Highwood neighborhood, household data

Households (2017-2021)

Total households	8,507	100.0%
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Households by type (2017-2021)

Family households	5,262	61.8%
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With children under 18 years	2,922	34.3%
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Married-couple family households	3,171	37.3%
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With children under 18 years	1,634	19.2%
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Single-person family households	2,091	24.6%
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With children under 18 years	1,288	15.1%
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Nonfamily households	3,246	38.2%
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Householder living alone	2,562	30.1%
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65 years and over	698	8.2%
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Households with one or more children under 18 years	2,929	34.4%
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Households with one or more people 65 years and over	1,830	21.5%
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Year householder moved into unit (2017-2021)

Moved in 2010 or later	5,545	65.2%
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Moved in 2000-2009	1,184	13.9%
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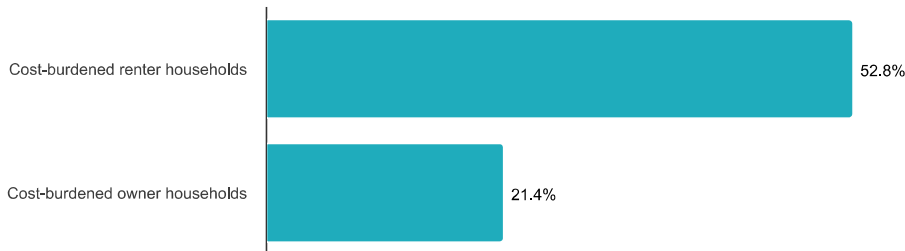
Moved in 1990-1999	1,021	12.0%
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Moved in 1989 or earlier	757	8.9%
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Battle Creek-Highwood neighborhood, cost-burdened households by type

Battle Creek-Highwood Neighborhood, cost-burdened households by ty
2017-2021



Cost-burdened households (2017-2021)

All households for which cost burden is calculated	8,365	100.0%
Cost-burdened households	3,092	37.0%
Owner households for which cost burden is calculated	4,220	100.0%
Cost-burdened owner households	902	21.4%
Renter households for which cost burden is calculated	4,145	100.0%
Cost-burdened renter households	2,190	52.8%

Rent paid (2017-2021)

Households paying rent	4,242	100.0%
Median rent paid (2021 dollars)	\$ 1,079	100.0%



Battle Creek-Highwood neighborhood, transportation data

Vehicles per household (2017-2021)

No vehicles	994	11.7%
1 vehicle available	3,157	37.1%
2 vehicles available	2,960	34.8%
3 or more vehicles available	1,397	16.4%

Transportation to work (2017-2021)

Workers (16 years and older)	11,628	100.0%
Car, truck, or van (including passengers)	9,866	84.8%
Public transportation	553	4.8%
Walked, biked, worked at home, or other	1,209	10.4%

Travel time to work (2017-2021)

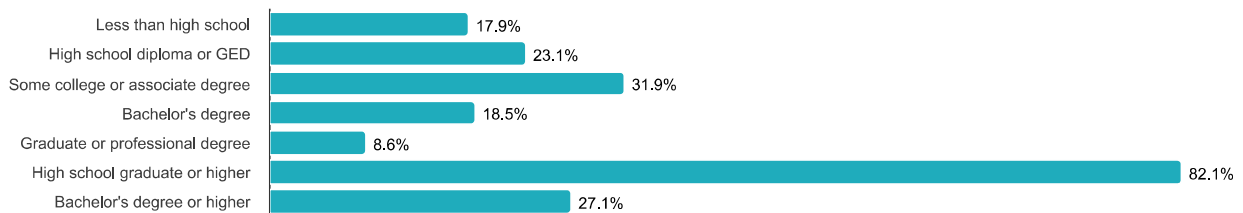
Total workers age 16+ (not home based)	10,872	100.0%
Less than 10 minutes	815	7.5%
10-19 minutes	3,273	30.1%
20-29 minutes	3,136	28.8%
30 minutes or longer	3,647	33.5%



Battle Creek-Highwood neighborhood, educational attainment among adults

Battle Creek-Highwood Neighborhood, educational attainment among adult and older

2017-2021



Educational attainment (2017-2021)

Population (25 years and older)	14,617	100.0%
Less than high school	2,621	17.9%
High school diploma or GED	3,378	23.1%
Some college or associate's degree	4,657	31.9%
Bachelor's Degree	2,701	18.5%
Graduate or professional degree	1,259	8.6%
High school graduate or higher	11,996	82.1%
Bachelor's degree or higher	3,960	27.1%

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Battle Creek-Highwood neighborhood, workforce data



Working Adults (2017-2021)

Total civilian non-institutionalized population, age 18-64	14,347	100.0%
Working age adults who are employed	11,063	77.1%
Civilian labor force	11,901	100.0%
Unemployed	838	7.0%

Total employed workers (LEHD) (2020)

Total employed workers	8,435	100.0%
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Worker age (2020)

Age 29 or younger	2,606	30.9%
Age 30 to 54	4,351	51.6%
Age 55 or older	1,478	17.5%

Workers by earnings (2020)

\$15,000 per year or less	1,906	22.6%
\$15,001 to \$39,999 per year	2,904	34.4%
\$40,000 or more per year	3,625	43.0%

Workers by industry of employment (2020)

Accommodation and food services	588	7.0%
Administration & support, waste management, and remediation	suppressed	
Agriculture, forestry, fishing and hunting	590	7.0%
Arts, entertainment, and recreation	108	1.3%
Construction	287	3.4%
Educational services	218	2.6%
Finance and insurance	455	5.4%
Health care and social assistance	1,936	22.9%
Information	138	1.6%
Management of companies and enterprises	409	4.8%
Manufacturing	1,162	13.8%
Mining, quarrying, and oil and gas extraction	suppressed	
Other services (excluding public administration)	262	3.1%
Professional, scientific, and technical services	537	6.4%
Public administration	suppressed	

Real estate and rental and leasing	131	1.5%
Retail trade	953	11.3%
Transportation and warehousing	249	2.9%
Utilities	16	0.2%
Wholesale trade	365	4.3%

Workers by race (2020)

White alone	4,363	51.7%
Black or African American alone	1,517	18.0%
American Indian or Alaska Native alone	58	0.7%
Asian alone	2,292	27.2%
Native Hawaiian or Other Pacific Islander alone	13	0.2%
Two or more race groups	193	2.3%
Hispanic or Latino (of any race)	811	9.6%

Workers by educational attainment (2020)

Less than high school	789	9.4%
High school or equivalent, no college	1,415	16.8%
Some college or associate degree	1,792	21.2%
Bachelor's degree or advanced degree	1,833	21.7%

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SAINT PAUL PED GIS MAP REQUEST

Please allow **3 Business Days** for Completion of Your Map Request

Requested by:	Phone number or Ext.:
Date requested:	Date needed:

MAP INFORMATION

Title:																				
Extent/Boundaries: (bounded by these streets, ¼ mile around this intersection, entire city, etc.)																				
Description of purpose and use: (i.e. HRA Board Report)																				
<p><u>Base Map</u> (Choose One)</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Current land use</td> <td><input type="checkbox"/> Zoning</td> <td><input type="checkbox"/> Hillshade</td> <td><input type="checkbox"/> None</td> </tr> <tr> <td><input type="checkbox"/> Future land use</td> <td><input type="checkbox"/> Aerial photograph</td> <td><input type="checkbox"/> DEM</td> <td><input type="checkbox"/> Other:</td> </tr> </table>	<input type="checkbox"/> Current land use	<input type="checkbox"/> Zoning	<input type="checkbox"/> Hillshade	<input type="checkbox"/> None	<input type="checkbox"/> Future land use	<input type="checkbox"/> Aerial photograph	<input type="checkbox"/> DEM	<input type="checkbox"/> Other:												
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<input type="checkbox"/> Future land use	<input type="checkbox"/> Aerial photograph	<input type="checkbox"/> DEM	<input type="checkbox"/> Other:																	
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FINISHING

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GIS STAFF USE ONLY

Completed by:	Hours:
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City of Saint Paul

City Hall and Court House
15 West Kellogg
Boulevard
Phone: 651-266-8560

Master

File Number: SR 26-93

File ID: SR 26-93

Type: Staff Report

Status: Agenda Ready

Version: 1

Contact Number: 266-6639

In Control: Housing & Redevelopment Authority

File Created: 05/05/2026

File Name: Economic Development Strategy Update

Final Action:

<p>Title: Economic Development Strategy Update</p>

Notes:

Sponsors: Johnson

Enactment Date:

Attachments: Presentation

Financials Included?:

Contact Name: Jimmy Loyd

Hearing Date:

Entered by: millicent.flowers@ci.stpaul.mn.us

Ord Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:

Text of Legislative File SR 26-93

Economic Development Strategy Update



STPAUL.GOV

Citywide Economic Development Strategy City of Saint Paul

HRA Board Status
Update | May 2026



Citywide Economic Development Strategy

Agenda

- Project background, goal, and consultant team
- Project schedule and key deliverables
- How the strategy powers our work
- April kickoff activities and discovery phase
- Next steps and conclusion





Citywide Economic Development Strategy

Project Overview

Background

- City issued an RFP for a Citywide Economic Development Strategy in August 2025
- TIP Strategies selected; project launched March 2026

Project Goal

- Answer three questions: Where are we? Where should we go? How do we get there?
- Deliver an actionable strategy – driving investment, industry growth, and equity
- Final product delivered December 2026





About TIP Strategies

Who They Are

- Independently owned, Austin-based firm – founded 1995
- 30 years of economic development strategy, talent, and equity work
- Prior Twin Cities work: Center Cities Economic Development Playbook with Saint Paul & GREATER MSP 2015
- Port Authority of the City of Bloomington, MN — Economic Development Strategic Plan (January 2025) developed eight strategic objectives for the Port Authority's citywide economic development mission.

By the Numbers

- 600+ engagements · 425+ clients · 44 states · 7 countries





Consultant Team

Jeff Marcell – Senior Partner, Principal-in-Charge

- 20+ years in economic development consulting and practice
- Former President & CEO, Economic Development Council of Seattle & King County
- Led statewide strategies across the U.S., including Minneapolis-St. Paul

Elizabeth Scott – Senior Consultant, Project Lead

- Nearly 20 years in business recruitment, workforce development, and regional strategy
- Former Director of Business Recruitment, Columbia River Economic Development Council
- Expert in stakeholder engagement and equity-focused economic vitality planning





Citywide Economic Development Strategy

Project Schedule

PROJECT SCHEDULE





Key Deliverables & How They Inform Our Work

What the City Receives

- Economic Development Strategic Plan
- Implementation Matrix – goals, partners, timelines, budgets, and funding sources
- Interactive data dashboards (Tableau Public) – free to embed on City website
- Final presentation + Implementation Workshop – December 2026

The Value for the HRA

- Implementation Matrix is a living budget and investment tool – not just a report
- Optional: annual data updates and strategic check-ins through Year 5



How the Strategy Powers Our Work

Business Retention, Expansion & Attraction (BREA)

- Competitive position analysis and retail attraction strategies
- Data-backed platform for retaining businesses and recruiting new investment

Land Use & Redevelopment Site Selection

- Census Bureau-recognized site analysis tool identifies priority sites and corridors
- Gives the HRA a clear framework for where land investments generate the greatest return



How the Strategy Powers Our Work (cont.)

Small Business Lending & Support

- CRA data maps lending gaps across St. Paul's neighborhoods
- Multilingual small business survey identifies barriers and unmet needs

Corridor Revitalization Planning

- Retail trend analysis and site visits identify highest-potential corridors

Workforce Development Alignment

- Job Quality & Access (JQA) tool maps career pathways to target industries
- Aligns workforce investments with where St. Paul's economy is headed



Project Kickoff Activities

April 23 – Sun Ray Library

- Steering Committee kick-off with TIP Strategies
- Guided tour of key development sites and communities
- Reviewed goals, timeline, and engagement structure

April 24 – Arlington Hills Library

- Five stakeholder roundtables on doing business in St. Paul
- Business owners, developers, nonprofits, and community leaders
- Topics: permitting, equity, downtown vitality, housing, commercial corridors



Discovery Phase & Next Steps

Discovery Phase (April – July 2026)

- Baseline economic and workforce data analysis underway
- April roundtables and stakeholder interviews complete
- May/June: additional roundtables and community townhalls

Upcoming Steering Committee Meetings

- May – Virtual
- June – In-person (tentative)
- July – Virtual

Project Completion: December 2026



Citywide Economic Development Strategy

In Conclusion

- St. Paul's roadmap for equitable, sustainable economic growth
- The HRA gains a data-driven foundation for major investment decisions
- The Implementation Matrix makes this a living tool – not just a report
- Closes racial and economic gaps, grows the tax base, and positions St. Paul to compete





Citywide Economic Development Strategy

Department of Planning and Economic Development

Jimmy Loyd
Economic Development Director
jimmy.loyd@ci.stpaul.mn.us
651-266-6639

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15 West Kellogg
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Master

File Number: SR 26-94

File ID: SR 26-94

Type: Staff Report

Status: Agenda Ready

Version: 1

Contact Number: 266-6610

In Control: Housing &
Redevelopment
Authority

File Created: 05/05/2026

File Name: Update on Housing Policy Study and Plan for 2026

Final Action:

Title: Update of Housing Policy Study and Plan for 2026

Notes:

Sponsors: Johnson

Enactment Date:

Attachments:

Financials Included?:

Contact Name: Melanie McMahon

Hearing Date:

Entered by: millicent.flowers@ci.stpaul.mn.us

Ord Effective Date:

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Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
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Text of Legislative File SR 26-94

Update of Housing Policy Study and Plan for 2026