

**CITY OF PLYMOUTH
AGENDA
Special City Council
Medicine Lake Room
3400 Plymouth Boulevard, Plymouth, MN
October 14, 2025, 5:00 PM**

1. CALL TO ORDER

2. TOPICS

- 2.1** Proposed sales tax projects operational model and introduction of design team
 - 1. Presentation
 - 2. Memorandum

- 2.2** Small Area Plan visioning and concepts (SE Quadrant of Highways 55 and 494)
 - 1. Presentation

- 2.3** Economic Development Strategic Plan
 - 1. Presentation
 - 2. Economic Development Strategic Plan Draft 10.7.2025

- 2.4** Set future study sessions
 - 1. Calendar

3. ADJOURNMENT

To: Dave Callister, City Manager

Prepared by: Jennifer Tomlinson, Parks and Recreation Director

Reviewed by: Dave Callister, City Manager

Item: **Proposed sales tax projects operational model and introduction of design team**

1. Action Requested:

No action required.

2. Background:

At the July 22 study session, staff presented potential sales tax projects to the council for consideration. One follow-up item requested was for staff to explain the operating impacts of bringing on new facilities. Staff has completed background information on usage, hours, rental times and revenue and other items that illustrate how the new facilities will be managed.

3. Budget Impact:

Not applicable.

4. Attachments:

1. Presentation
2. Memorandum

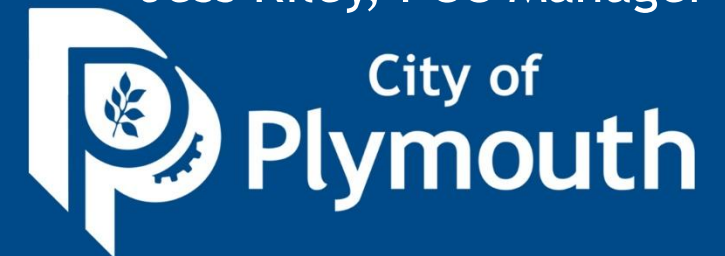


Sales Tax Projects Operating Models

Jennifer Tomlinson, Parks and Recreation Director

Erik Halverson, PIC Manager

Jess Riley, PCC Manager



Agenda

- Overview
- Proposed costs associated with operating each facility
- Third gym discussion
- Sponsorship
- Next Steps

Overview

- At the July study session on proposed sales tax funded projects, Council requested a presentation on operating models once construction is complete.
- Staff has compiled operational models for project implementation.
- Operating models are anticipated to go into effect at the following times and will be addressed through the 28-29 budget process:
 - Four Seasons Regional Complex-Fall 2027
 - Fourth Sheet of Ice at the Plymouth Ice Center-Summer 2028
 - Permanent Fieldhouse at the Community Center-Fall 2028

Four Seasons

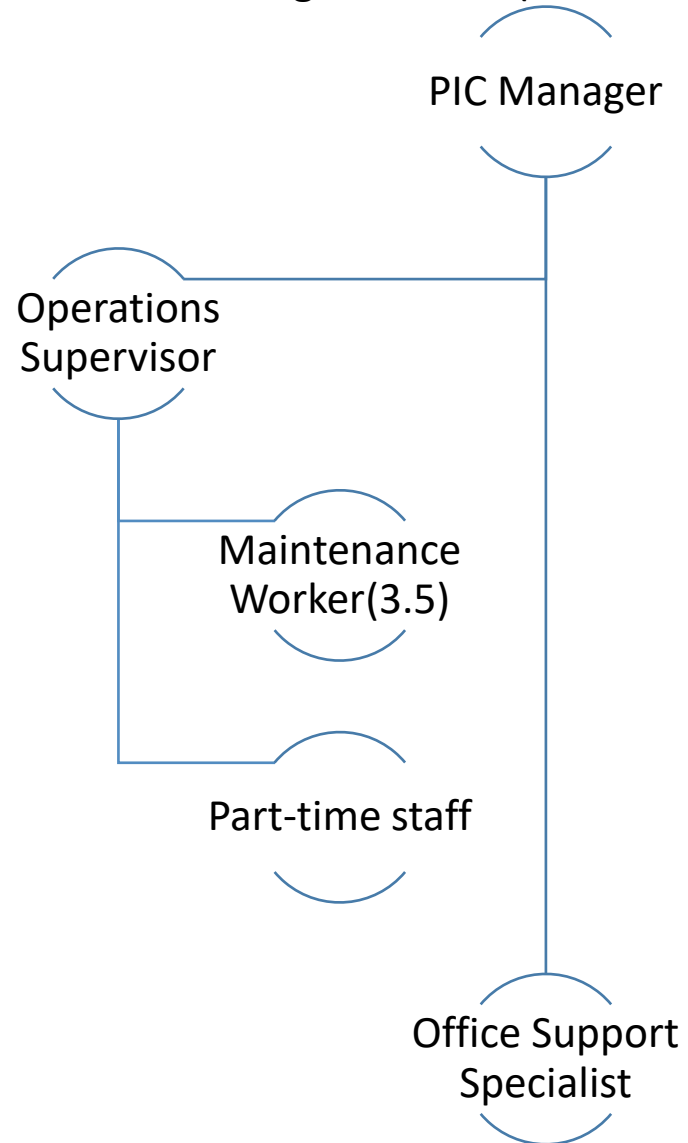
- Anticipated to open in the fall of 2027, new expenses will be included in the FY 28/29 operating budget

Plymouth Four Seasons Maintenance Impact Statement

Expenses	One Time
Tractor	\$100,000
Golf Cart	\$20,000
Groomer	\$10,000
Sweeper	\$10,000
Magnet	\$1,500
Sprayer	\$15,000
Supplies	\$10,000
Total	\$166,500
Ongoing Expenses	FY 28
1 additional maintenance worker	\$100,000
supplies	\$10,000

Plymouth Ice Center

Current staffing structure (6.5 FTE's)



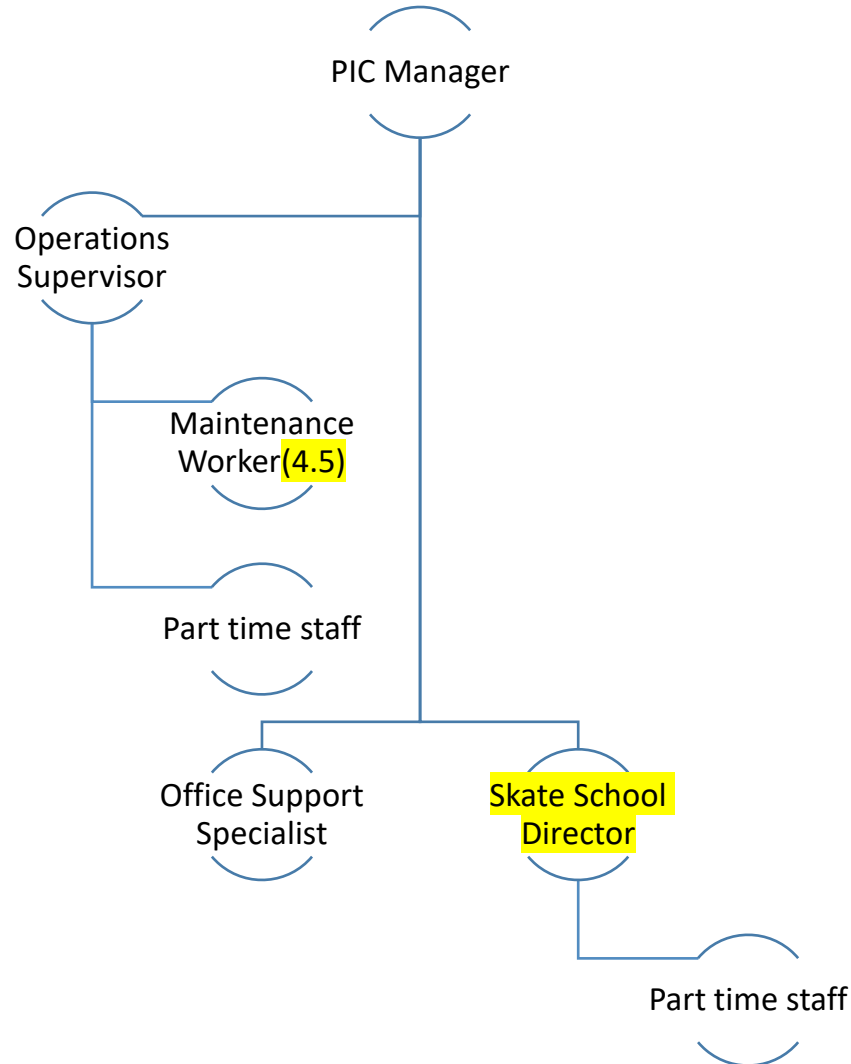
Plymouth Ice Center Current Operating Model (Three Ice Sheets)

FY 25 Expenses		Expense
Repair Maint Services		\$130,000
Equipment		\$30,000
Utilities Electric		\$367,000
Utilities Natural Gas		\$120,000
Utilities Water/Sewer		\$45,000
Professional Services		\$120,000
Materials/Supplies		\$128,000
Personnel Services		\$975,000
Other		\$30,000
Total		\$1,945,000
FY 25 Revenue		Actual Income
Program Fees		\$145,000
Rental Fees		\$2,001,113
General Services		\$60,300
Leased Space		\$91,000
Concession/Pro Shop		\$220,000
Total		\$ 2,517,413
Net Profit/Loss		\$572,413



Plymouth Ice Center-4th sheet

Proposed staffing structure (8.5 FTE's)



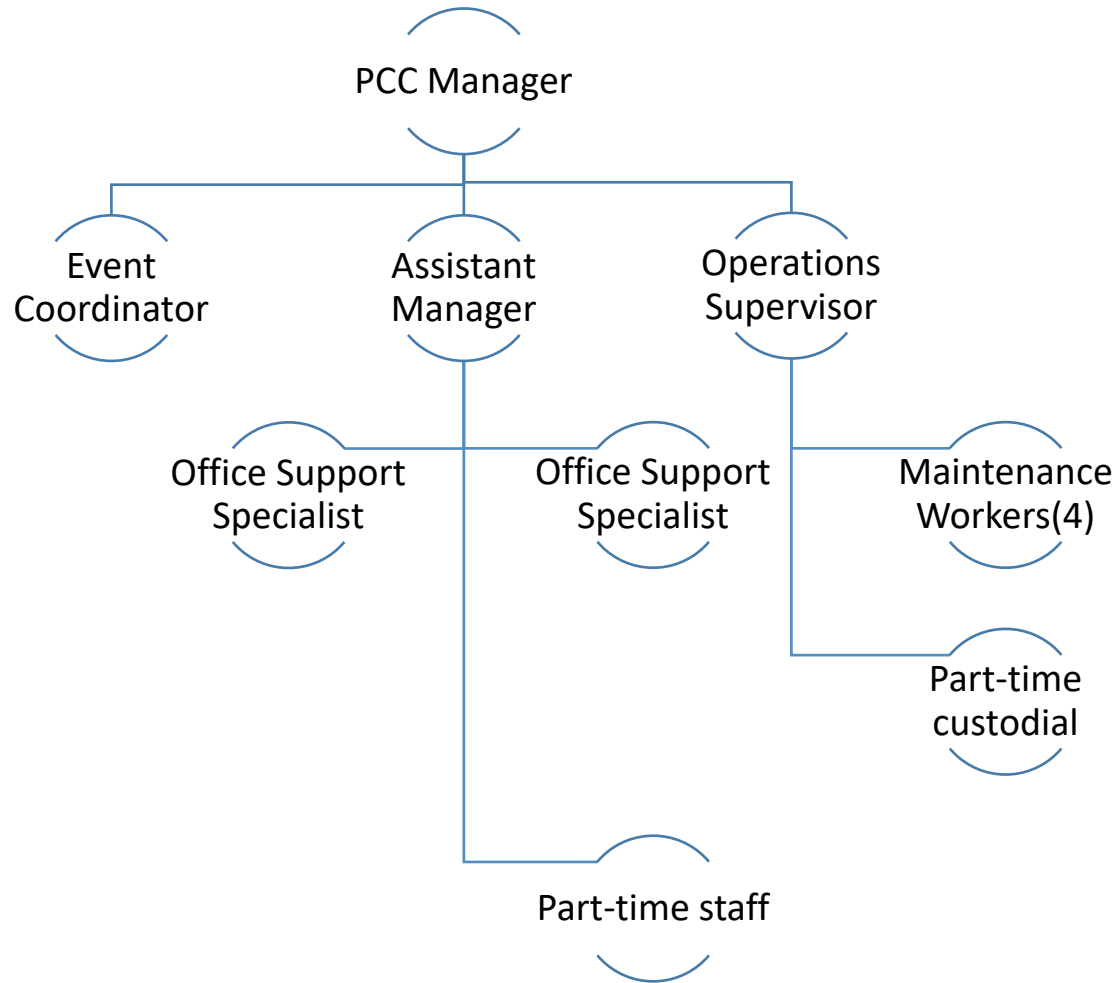
Plymouth Ice Center Proposed Operating Model (4th Sheet only)

Expenses	Expense
Repair Maint Services	\$43,333
Equipment	\$15,000
Utilities Electric	\$122,333
Utilities Natural Gas	\$40,000
Utilities Water/Sewer	\$16,666
Professional Services	\$40,000
Materials/Supplies	\$42,666
Additional Property Insurance	\$50,000
Personnel Services	\$220,000
Other	\$10,000
Total	\$599,998
Anticipated Revenue	
Program Fees	\$40,000
Rental Fees	\$771,660
General Services	\$20,000
Leased Space	\$250,000
Sponsorship	\$110,000
Concession/Pro Shop	\$55,000
Total	\$ 1,246,660
Net Profit/Loss	\$ 646,662



Fieldhouse

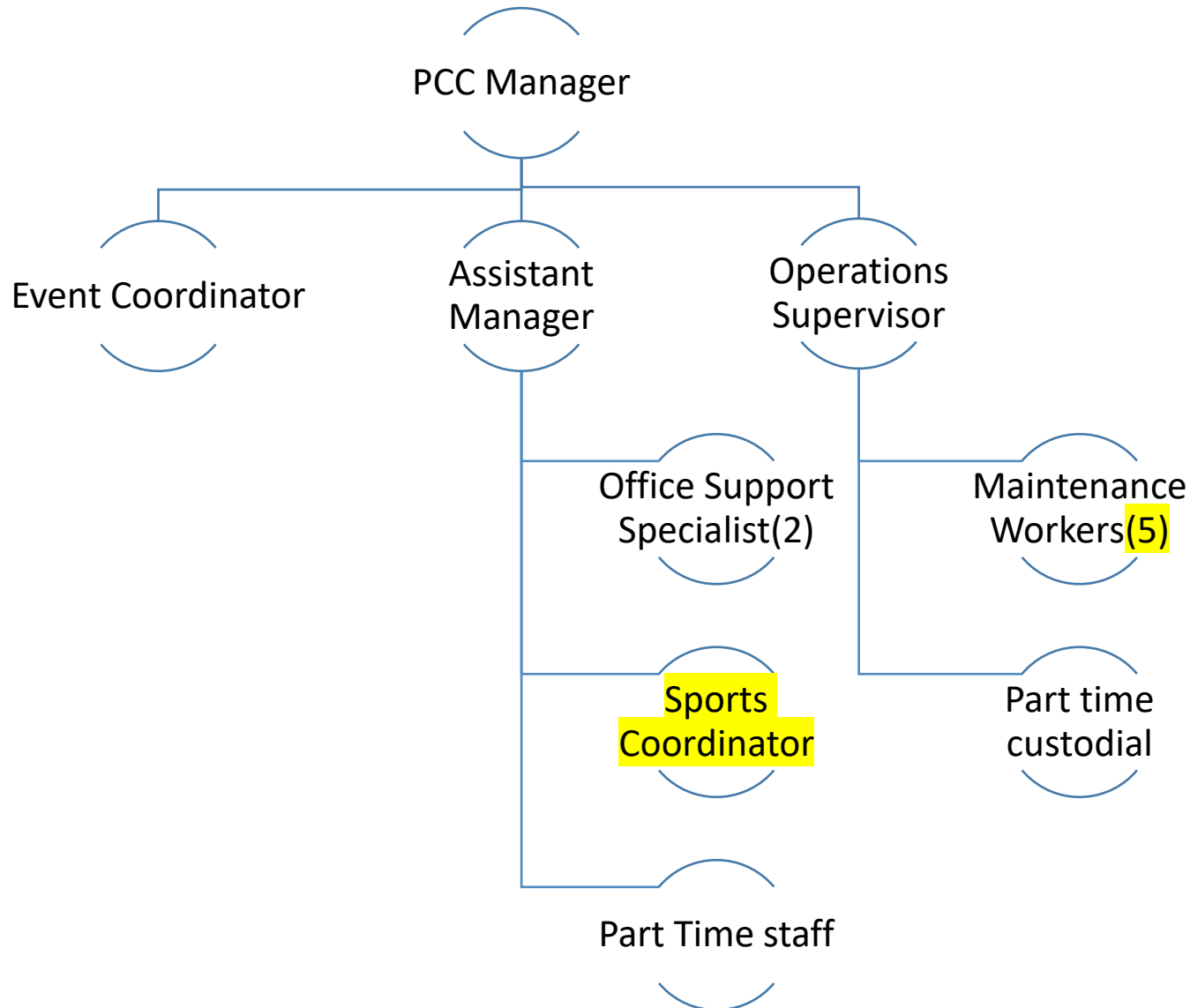
Current staffing structure (9 FTE's)



Existing operations FY 23 Expenses	Expense
Repair Maint Services	\$70,000
Equipment	\$25,000
Utilities Electric	\$46,000
Utilities Natural Gas	\$80,110
Professional Services	\$46,000
Materials/Supplies	\$5,000
Personnel Services	\$139,078
Other	\$10,000
Total	\$421,188
FY 23 Revenue	
Charges for services	Income
General - Advertisements	\$3,050
General - Vending Machine	\$13,757
Program - Open Play	\$20,983
Rental - Field House Rental	\$347,108
Rental – Recreation	\$ -
Total	\$384,898
Net Profit/Loss	(36,290)

Fieldhouse

Proposed staffing structure (11 FTE's)



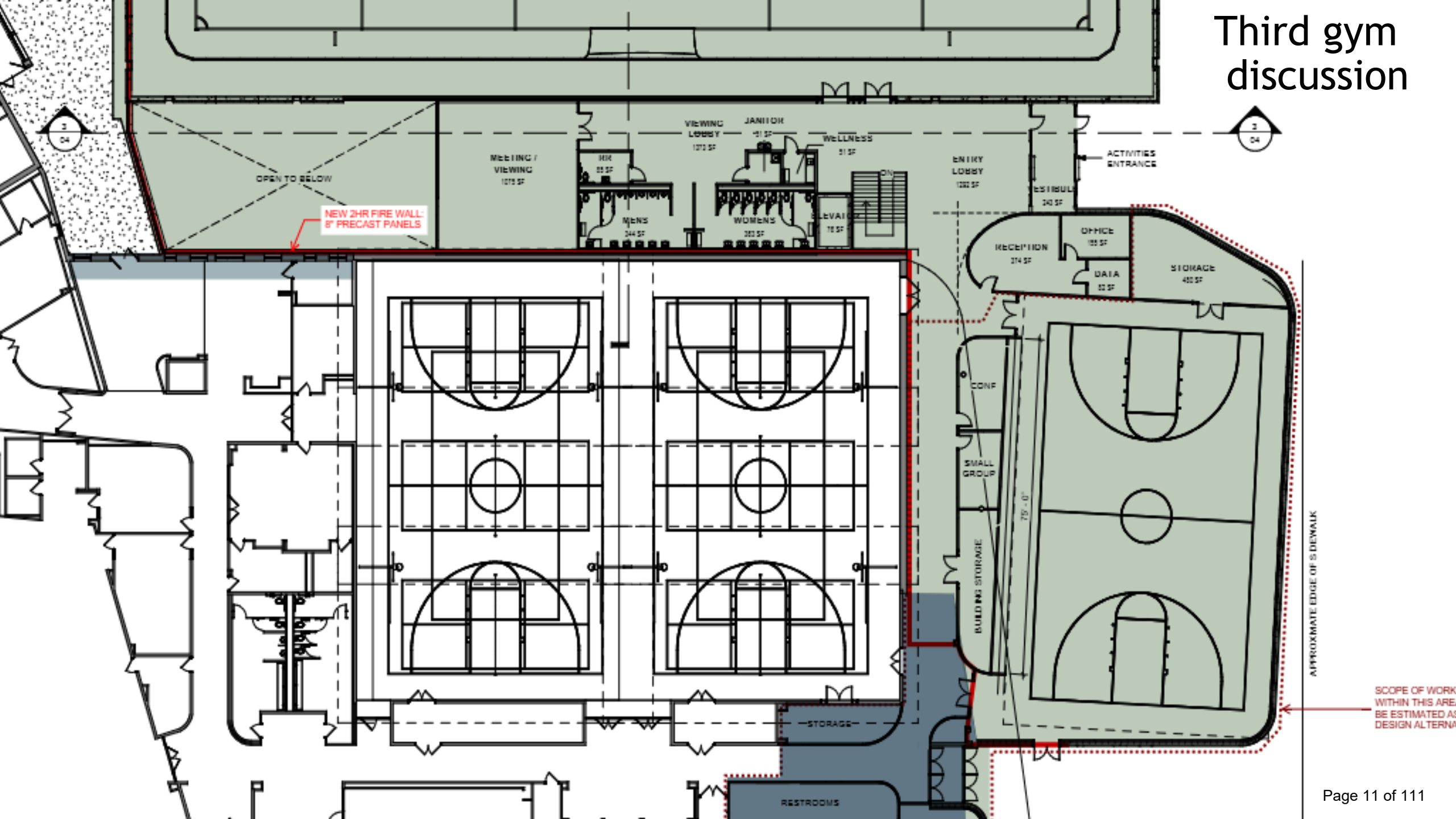
Plymouth Fieldhouse Proposed Operating Model

Expenses	Expense
Repair Maint Services	\$10,000
Equipment	\$5,000
Utilities Electric/Natural Gas	\$130,000
Professional Services	\$10,000
Materials/Supplies	\$8,740
Additional Property Insurance	\$50,000
Personnel Services	\$175,000
Other	\$10,000
Total	\$398,740

FY 25 Revenue	Actual Income
General - Advertisements	\$2,060
Sponsorship	\$20,000
General - Vending Machine	\$12,000
Program - Open Play	\$25,000
Rental - Field House Rental	\$500,000
Rental - Recreation	\$ 20,000
Total	\$ 579,060
Net Profit/Loss	\$180,320



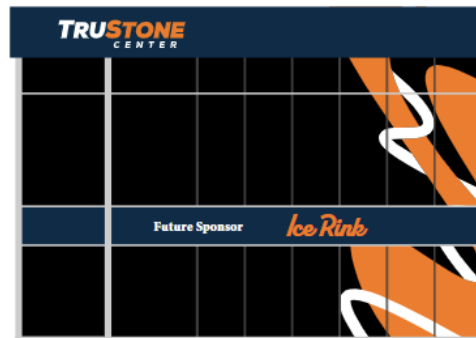
Third gym discussion



APPROXIMATE EDGE OF S DEWALK

SCOPE OF WORK WITHIN THIS AREA BE ESTIMATED AS DESIGN ALTERNATIVE

Sponsorships



Sponsorships



Policy direction

- Sponsorships and naming rights of new facilities
 - Title sponsorship of buildings-Plymouth Ice Center and Fieldhouse
 - Sponsorship of rinks
- Third gym

To: Dave Callister, City Manager
From: Jennifer Tomlinson, Parks and Recreation Director
Date: October 8, 2025
Item: Sales Tax funded operating models

Action Requested: Information only

Background:

At the July 22 study session, staff presented potential sales tax projects to the Council for consideration. One requested follow-up item was for staff to explain the operating impacts of bringing on new facilities. Staff has completed background information on usage, hours, rental times and revenue and other items that illustrate how the new facilities will be managed.

Policy Considerations:

Operating models for the following three projects have been developed and will be presented to council: PIC Improvements, PCC Fieldhouse, and Four Seasons Regional Sports Complex.

Preliminary estimates for construction scheduling include the following assumptions.

PIC Improvements/PCC Fieldhouse Improvements

November 3, 2026-ballot initiative to be voted on by Plymouth Residents

November 9, 2026 Notice to proceed to begin design development and construction documents

March 12, 2027 Issue construction documents

March 15 to April 12, 2027 Bidding, construction contracts signed and approved by council

May 3, 2027 Construction begins

August 14, 2028 16 months of construction is complete and project is turned over to City. The timing is intended to allow for phasing to keep the PIC and the PCC operating during construction with both projects running concurrently.

Four Seasons Playfield

November 3, 2026-ballot initiative to be voted on by Plymouth Residents

November 9, 2026 Notice to process to begin design development and construction documents

Design Development and construction documents April-August 2026

Permitting and Plan Review August-November 2026

December 2026 Bidding, construction contracts signed and approved by council.

April 2027 start construction with substantial completion including seeding and landscaping to be closed out by June 2028.

PIC Improvements Operating Impacts

The model was developed based on the assumption that revenue for the facility would account for operating costs associated with day-to-day management of the facility. Large scale capital improvements were not contemplated in the operating assumptions in alignment with the current practice of using other funding sources to cover more significant capital investments. Existing deficiencies in the current building are anticipated to be addressed along with the addition of the fourth sheet.

Current conditions

The Plymouth Ice Center has the following staffing structure: Manager, Operations Supervisor, Office Support Specialist, 3.5 maintenance workers and part time skate school director. The building utilizes a significant seasonal workforce due to the irregular and long hours that the facility is open to the public. Temporary staff cover the concessions operations during high traffic events, ice resurfacing at regular intervals during peak demand times and performing other maintenance and cleaning tasks as needed. Cleaning of the building is provided by a contractor who services the building daily with additional frequency based on use.

Plymouth Ice Center Current Operating Model (Three Ice Sheets)

FY 25 Expenses		Expense
Repair Maint Services		\$130,000
Equipment		\$30,000
Utilities Electric		\$367,000
Utilities Natural Gas		\$120,000
Utilities Water/Sewer		\$45,000
Professional Services		\$120,000
Materials/Supplies		\$128,000
Personnel Services		\$975,000
Other		\$30,000
Total		\$1,945,000
FY 25 Revenue		Actual Income
Program Fees		\$145,000
Rental Fees		\$2,001,113
General Services		\$60,300
Leased Space		\$91,000
Concession/Pro Shop		\$220,000
Total		\$ 2,517,413
Net Profit/Loss		\$572,413

Future Conditions

The addition of a fourth sheet of ice will impact the operations of the facility. Anticipated needs include the conversion of the skate school director to a full-time position to account for increased offerings in learn to skate and early ice education that the city provides. One additional maintenance worker is also anticipated to account for increased demand and use of the facility. An increase in temporary wages is anticipated due to the increased demand of the facility for regional events including larger national tournaments, the ability to host section games for the state high school finals, and increased demand from Wayzata Youth Hockey Association. Additional expenses associated with property insurance have been factored into the assumptions and utilities costs are based on historical averages. Please note that calculating energy use can be challenging due to the dramatic swings associated with warmer than normal temperatures, high humidity in summer months and other weather specific events that cannot be predicted.

Plymouth Ice Center Proposed Operating Model (4th Sheet only)

Expenses	Expense
Repair Maint Services	\$43,333
Equipment	\$15,000
Utilities Electric	\$122,333
Utilities Natural Gas	\$40,000
Utilities Water/Sewer	\$16,666
Professional Services	\$40,000
Materials/Supplies	\$42,666
Additional Property Insurance	\$50,000
Personnel Services	\$220,000
Other	\$10,000
Total	\$599,998
Anticipated Revenue	
Program Fees	\$40,000
Rental Fees	\$771,660
General Services	\$20,000
Leased Space	\$250,000
Sponsorship	\$110,000
Concession/Pro Shop	\$55,000
Total	\$ 1,246,660
Net Profit/Loss	\$ 646,662

Sponsorship

Currently, the Plymouth Ice Center allows for sponsorship on dasher boards at each rink. This is handled by an outside contractor. Current revenue generated for this level of sponsorship is approximately \$20,000 per rink. The addition of the fourth sheet creates the opportunity for a discussion of a holistic sponsorship philosophy. Naming rights have the potential to generate a significant amount of annual revenue for facilities and can be done in a positive and tasteful way. The anticipated revenue supposes a level of sponsorship higher than what is currently available in the facility.

PCC Fieldhouse Operating impacts

The model was developed based on the assumption that the revenue for the facility would account for operating costs associated with day-to-day management of the facility. Large scale capital improvements were not contemplated in the operating assumptions in alignment with the current practice of using other funding sources to cover more significant capital investments. The turf is beyond its useful life and in poor condition. The turf will be replaced with the proposed fieldhouse permanent structure.

Current conditions

The dome at the community center is inflated from October through April to provide indoor recreational offerings for the community during the shoulder seasons and winter months. This year, the dome will be inflated on October 24 and is scheduled to come down on April 24, 2026.

The dome generates approximately \$350,000 in rental revenue on an annual basis. Additional revenue is generated from a small number of advertisements, vending and open play. In FY 23, the total revenue of the dome was \$384,898.

Costs associated with the dome are related to the heating, electric, mechanical, inflating/deflating and staffing. No full-time positions are associated with the cost of operating the dome however existing employees who are responsible for management are charged to the dome operations at a fractional rate. This practice will continue with the permanent structure. Current conditions are based on FY 23 expenses.

For each dome inflation/deflation, we work with a contractor who is responsible for managing the day of events. We also use Institution Community Work Crews (ICWC) for the quantity of people it takes to complete the task. Each occurrence requires 70-100 adults for an entire day. When weather or ICWC crew availability changes, the entire maintenance team from public works and parks has performed the task and this has occurred on a more frequent basis over the last few years. The cost associated with the city crew participating if ICWC is unavailable is approximately \$30,000.

Existing operations	
FY 23 Expenses	Expense
Repair Maint Services	\$70,000
Equipment	\$25,000
Utilities Electric	\$46,000
Utilities Natural Gas	\$80,110
Professional Services	\$46,000
Materials/Supplies	\$5,000
Personnel Services	\$139,078
Other	\$10,000
Total	\$421,188
FY 23 Revenue	
Charges for services	Income
General - Advertisements	\$3,050
General - Vending Machine	\$13,757
Program - Open Play	\$20,983
Rental - Field House Rental	\$347,108
Rental – Recreation	\$ -
Total	\$384,898
Net Profit/Loss	(36,290)

Future Conditions

The conversion of the dome to a permanent year-round facility will impact the operations of the facility. Anticipated needs include converting a part-time sports coordinator to full-time to account for increased demand. Additionally, one maintenance worker is anticipated for upkeep of the building. The design of the building will have a positive impact on the operations of the community center. Efficiencies with existing staff are anticipated to contribute to the overall operations of the new structure and it is important to note that the current community center staff manages all existing dome operations. The increased demand on staffing is a result of going from a seasonal building to a year-round operation. An increase in temporary wages is anticipated due to the increased demand of the facility during the summer months.

Additional expenses associated with property insurance have been factored into the assumptions and utilities costs are based on historical averages. Calculating energy use in the dome is relatively straight forward as electricity to keep it inflated and natural gas to keep it heated are stable. Staff researched heating and cooling costs associated with a permanent structure based on square footage and found monthly charges to be consistent throughout the year.

Plymouth Fieldhouse Proposed Operating Model

Expenses	Expense
Repair Maint Services	\$10,000
Equipment	\$5,000
Utilities Electric/Natural Gas	\$130,000
Professional Services	\$10,000
Materials/Supplies	\$8,740
Additional Property Insurance	\$50,000
Personnel Services	\$175,000
Other	\$10,000
Total	\$398,740

FY 25 Revenue	Actual Income
General - Advertisements	\$2,060
Sponsorship	\$20,000
General - Vending Machine	\$12,000
Program - Open Play	\$25,000
Rental - Field House Rental	\$500,000
Rental - Recreation	\$ 20,000
Total	\$ 579,060
Net Profit/Loss	\$180,320

Four Seasons Sports Complex

The Four Seasons Sports Complex presents a unique opportunity to provide a flagship facility for the largest soccer association in the state, Fusion Soccer Club. In addition to being the largest user of the dome in the winter months, Fusion books 50% of all field time in the entire parks system. Fusion has been working to find more field space and has requested priority booking for the Four Seasons complex. This facility will be artificial turf and will alleviate some of the pressure the fieldhouse faces in the shoulder months, especially the spring when natural turf fields are not ready for play and the weather can be unpredictable. The maintenance of this complex will be added to the parks maintenance team who manages the care of all fields within the system. The site will have upfront costs associated with the need for specialized equipment for grooming and field maintenance and will require one additional maintenance worker.

The current field use fee structure does not contemplate adding a field of this nature. This facility is unlike any other in the system and will be a premier location for hosting tournaments that have a regional impact. Staff is currently working on a fee structure for the site that considers Fusions desire to have priority scheduling, availability for regional tournaments and how the facility can address the issues

we have with field scheduling in the rest of the system. The intent of the fee structure is to cover one time and operating costs associated with the facility.

Four Seasons One time and Operational Costs

Expenses	One Time
Tractor	\$100,000
Golf Cart	\$20,000
Groomer	\$10,000
Sweeper	\$10,000
Magnet	\$1,500
Sprayer	\$15,000
Supplies	\$10,000
Total	\$166,500

Ongoing Expenses	FY 28
1 additional maintenance worker	\$100,000
Supplies	\$10,000
Additional property insurance	\$7,000
Ongoing expenses	\$ 117,000
Total	\$ 283,500

Council Feedback

Staff requests Council feedback on;

Is there an interest in exploring sponsorships?

Is there concurrence and understanding with the proposed staffing plan?

To: Dave Callister, City Manager

Prepared by: Lori Sommers, Planning Manager

Reviewed by: Grant Fernelius, CED Director

Item: **Small Area Plan visioning and concepts (SE Quadrant of Highways 55 and 494)**

1. Action Requested:

No formal action is needed at this time. However, staff is seeking feedback from the council on the small area plan for the southeast quadrant of Highways 55 and 494.

2. Background:

The city has retained TKDA, to assist in the development of a Small Area Plan for the southeast quadrant of the Highways 55 and 494 interchange, a key gateway into the community. This planning area is bounded by Xenium Lane to the east and 26th Avenue to the south, and includes the former Red Roof Inn property, which the city acquired earlier this year as part of its long-term strategic vision for redevelopment and revitalization. Given the significance of this area—both in terms of location and potential—the city and TKDA have initiated a collaborative planning process to evaluate future land use, infrastructure needs, and redevelopment potential. As part of the initial phase of the project, TKDA has conducted stakeholder interviews with several key agencies and organizations that have a vested interest in the area’s future.

On June 10, 2025, the City Council participated in a visioning exercise facilitated by TKDA. This session allowed council members to provide input on the desired character, land uses, connectivity, and development intensity for the area. The feedback collected from this workshop has informed the creation of several preliminary concept sketches, which will be presented by TKDA at this meeting. These concepts are intended to spark discussion and help refine a shared vision for the area. As part of this next phase in the planning process, staff and TKDA are requesting City Council feedback on three key points:

Requested Council Feedback:

1. Preferred Alternative:

Of the concept sketches presented, which alternative best aligns with the City Council's vision and priorities for the area? Are there specific elements from multiple concepts that should be integrated into a hybrid approach?

2. Public Engagement Strategy:

What types of community engagement efforts should be pursued moving forward? This may include open houses, neighborhood focus groups, or stakeholder roundtables.

3. Developer Outreach and Engagement:

How should the city position the site to the development community? What types of outreach, partnerships, or marketing strategies should be considered to attract high-quality, mission-aligned development proposals? Council insight is needed on how proactive the city should be in fostering development interests.

This feedback will directly inform the next steps in the planning process, including refining the preferred concept plan, shaping the community engagement strategy, and preparing the area for eventual redevelopment and investment.

3. Budget Impact:

There is no budget impact at this time.

4. Attachments:

1. Presentation

City of Plymouth 494/55 Small Area Plan

DESIGN CONCEPTS



AGENDA

1. EXISTING CONDITIONS
2. DESIGN PROCESS
3. DESIGN CONCEPTS
4. NEXT STEPS
5. QUESTIONS?

Questions

1. Public Engagement Strategy:

What types of community engagement efforts should be pursued moving forward?

Open houses, neighborhood focus groups, or stakeholder round-tables.

2. Developer Outreach and Engagement:

How should the city position the site to the development community?

What types of outreach, partnerships, or marketing strategies should be considered to attract high-quality, mission-aligned development proposals?

3. Preferred Alternative:

Of the concept sketches presented, which alternative best aligns with the City Council's vision and priorities for the area? Are there specific elements from multiple concepts that should be integrated into a hybrid approach?

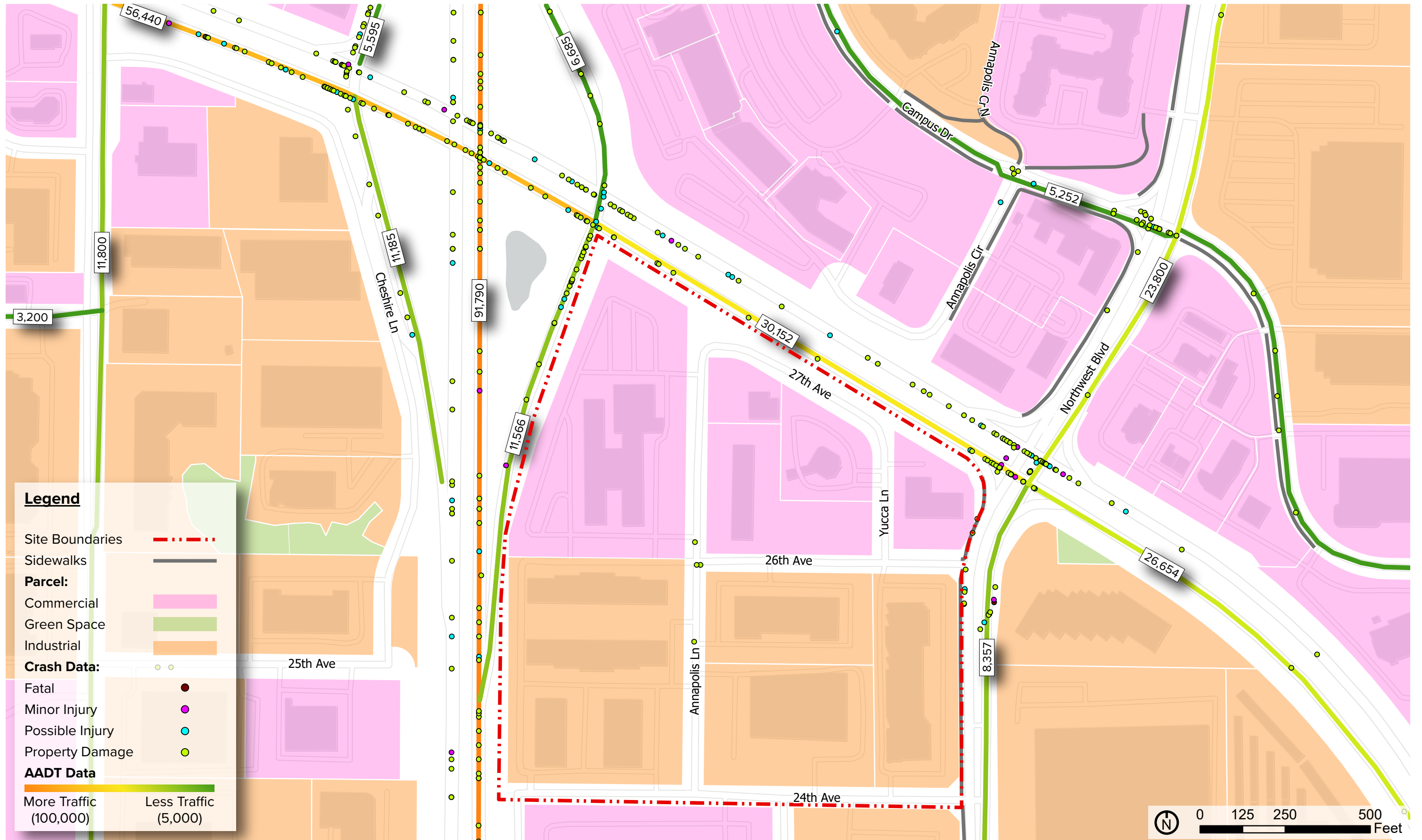
Council insight is needed on how proactive the city should be in fostering development interests

1. | EXISTING CONDITIONS

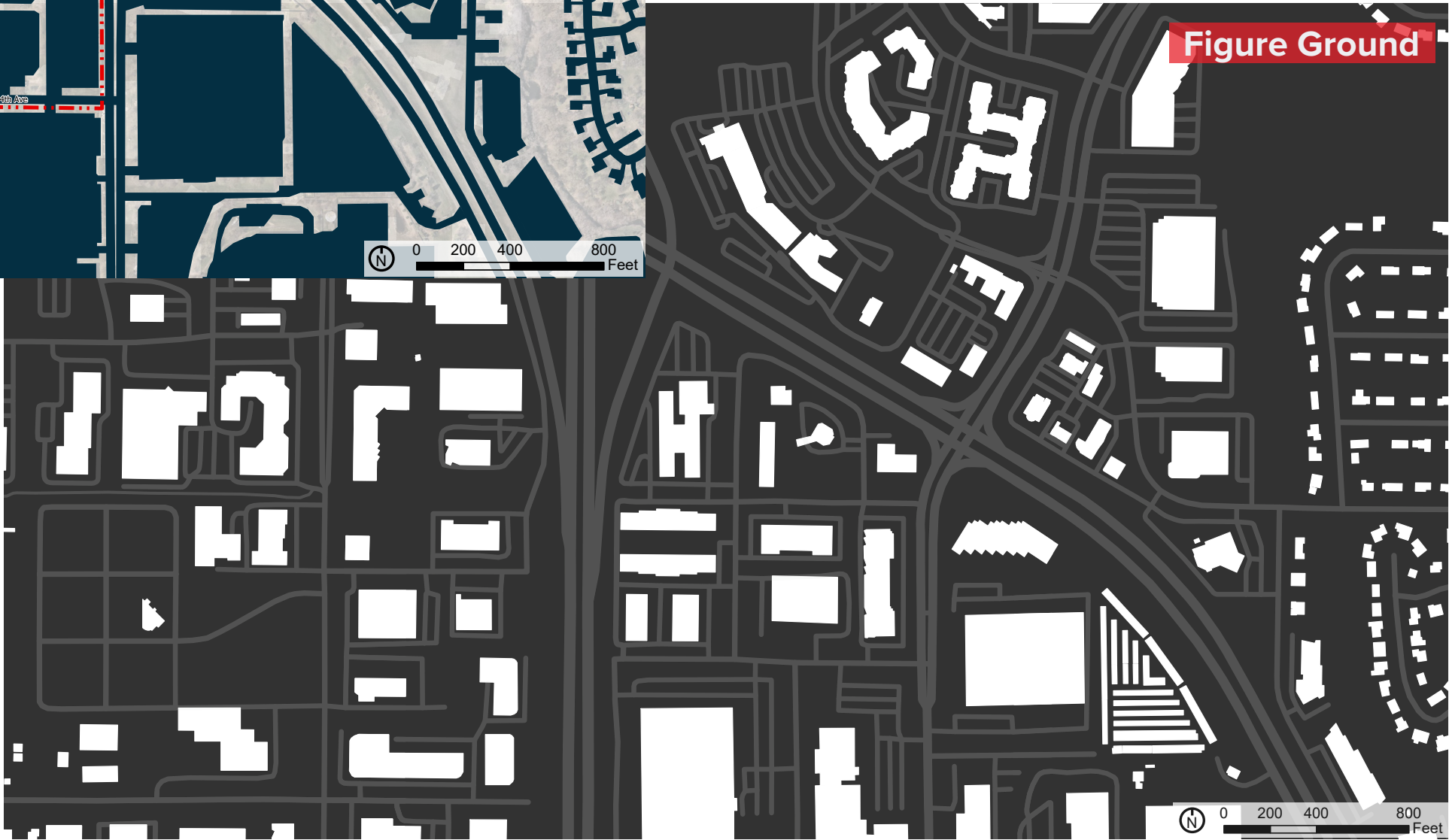
SITE CONDITIONS



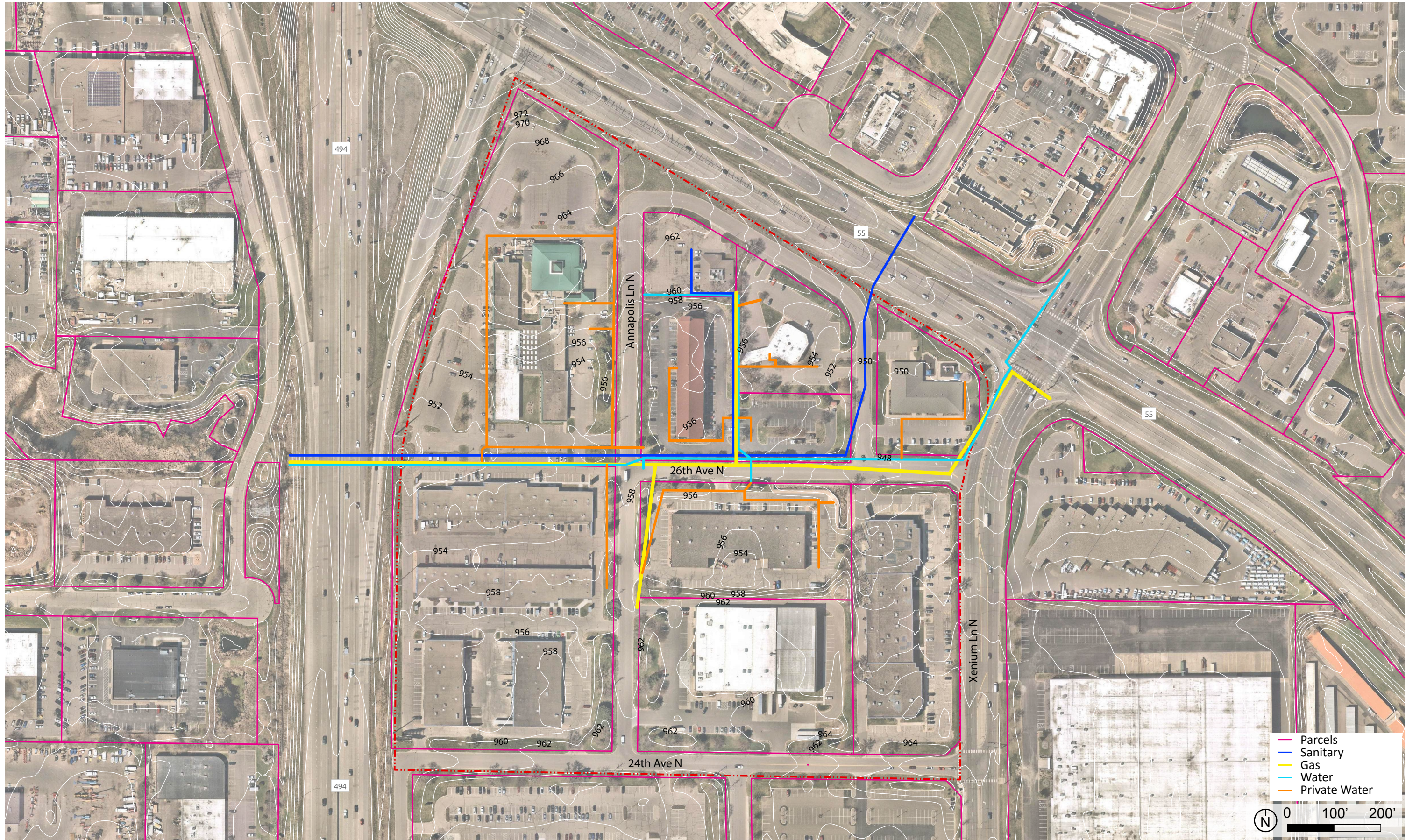
SITE ANALYSIS



SURFACE ANALYSIS



UTILITIES



DENSITY REQUIREMENTS

Met Council Guidance:

Plymouth Comprehensive Plan Guidance:

Guidelines and Criteria

Minimum Area: Ten acres

Residential Density Range: 12 to 25 units per acre (residential density is calculated using the total acreage for the area guided MXD-R). The minimum number of residential units cannot be reduced once an area is guided MXD-R without a comprehensive plan amendment. No more than 50 percent of a district land area shall be residential.

Table 3.3. Transit station area minimum density requirements by community designation, mode, and geography

Transit Type	Geography	Urban Min. Required	Urban Edge Min. Required	Suburban Min. Required	Suburban Edge Min. Required
Light Rail	1/2-mile radius	50	35	30	25
Dedicated BRT / Commuter Rail	1/2-mile radius	50	30	25	20
Highway BRT	1/2-mile radius	30	25	20	15
Arterial BRT	1/4-mile radius	30	25	20	15
Modern Streetcar	1/4-mile along	30	25	20	15
High Frequency Bus	1/4-mile along	25	15	10	10

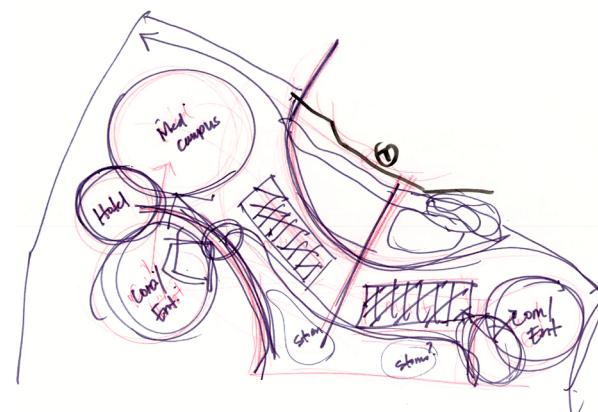
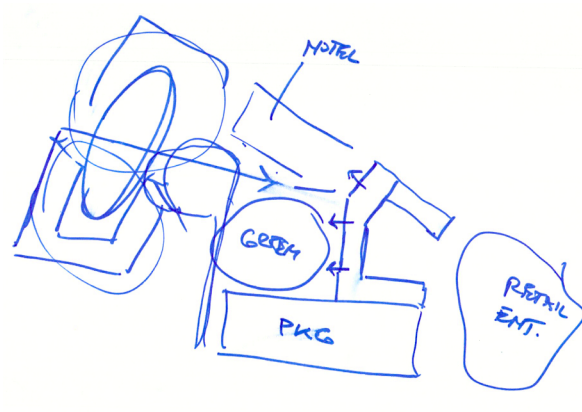
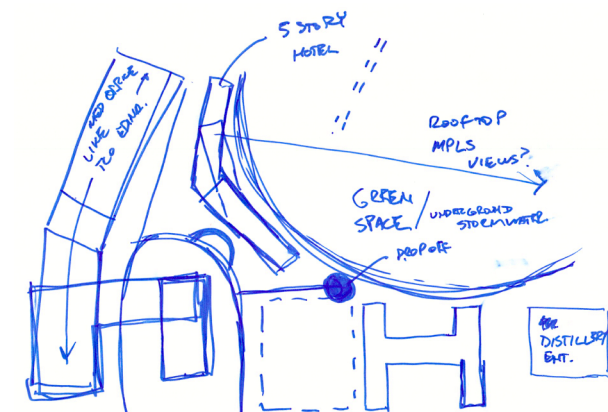
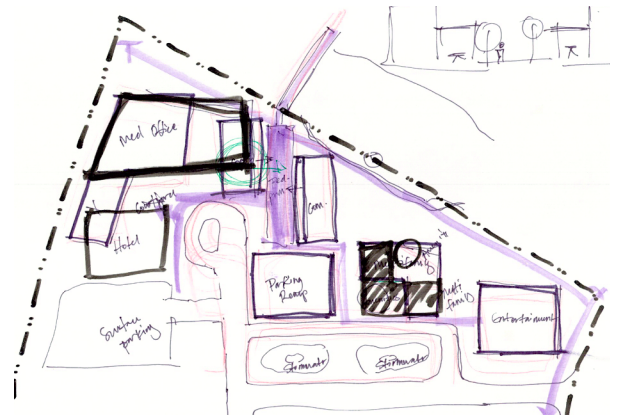
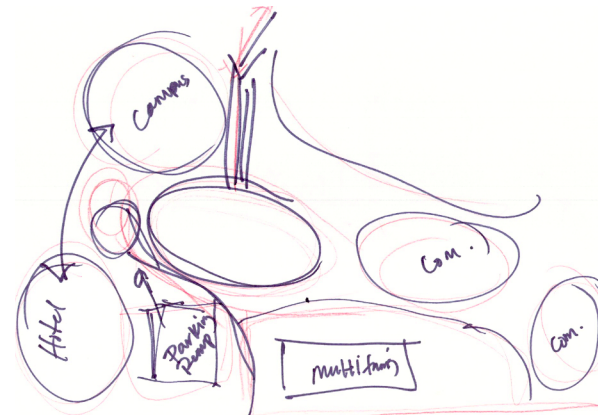
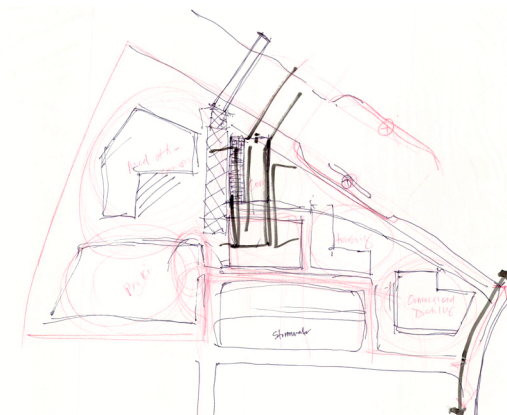
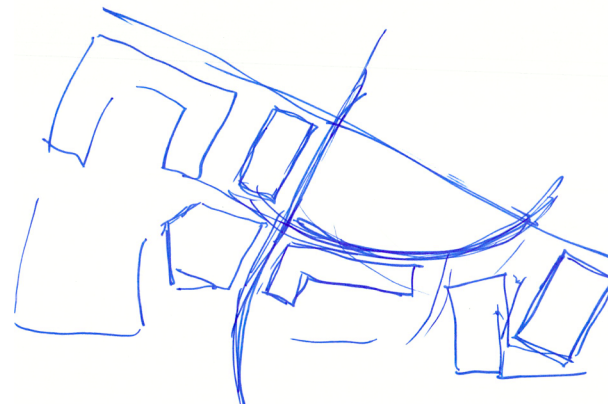
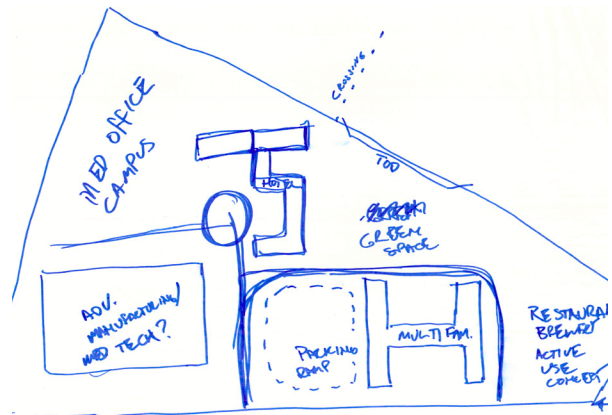
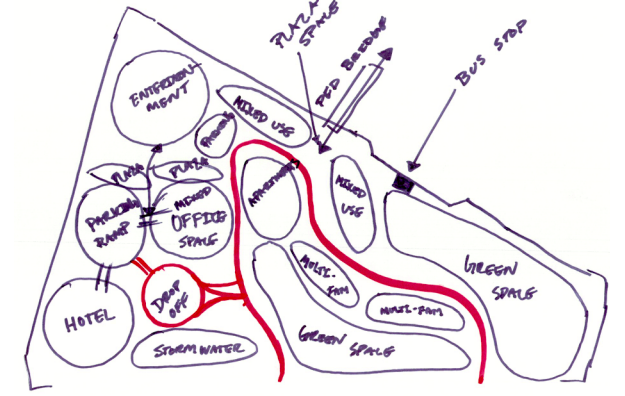
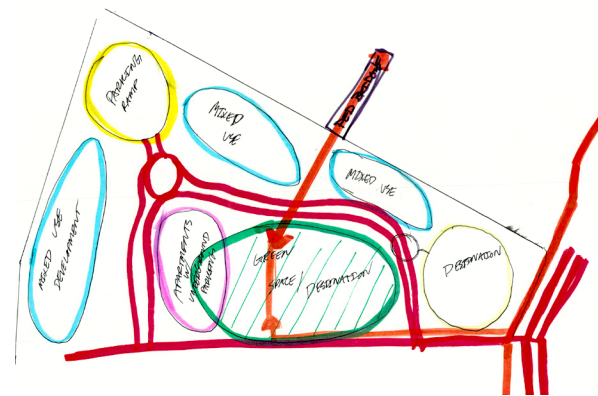
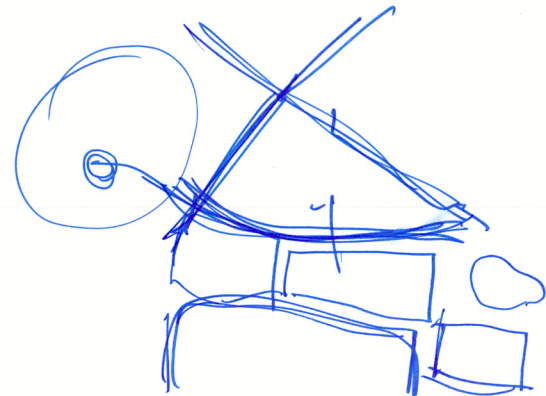
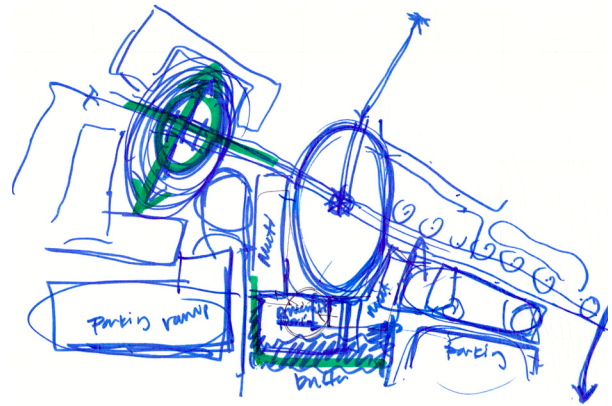
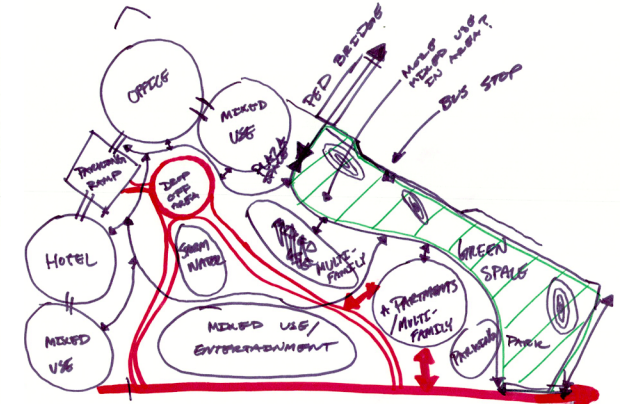
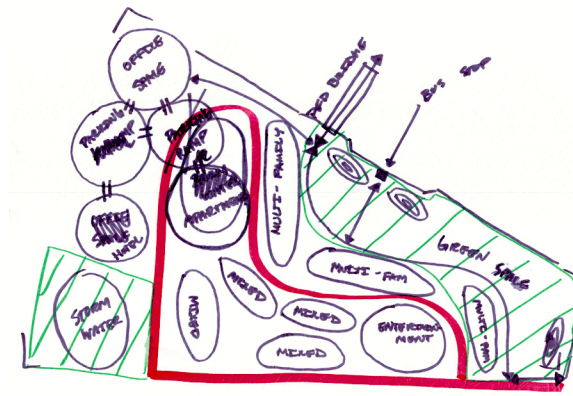
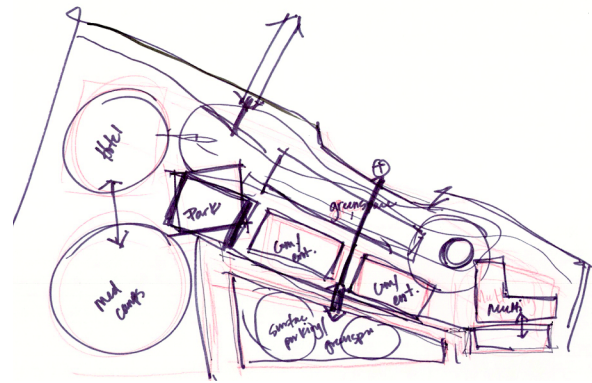
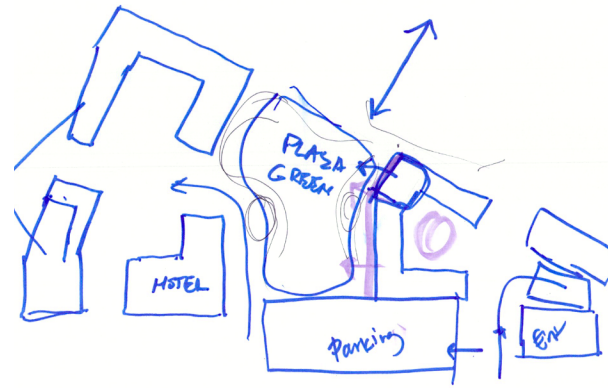
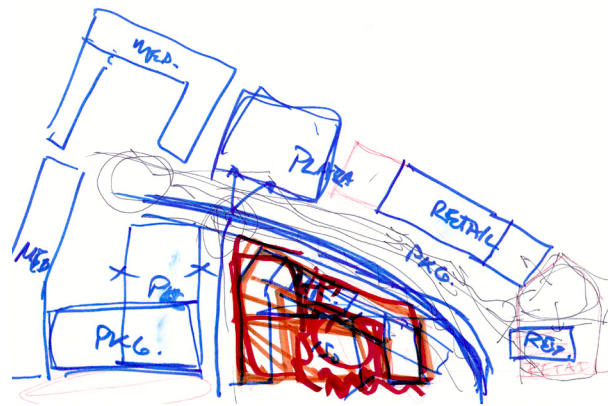
2. | DESIGN PROCESS

DESIGN FRAMEWORK

- Connect to planned transit.
- Create residential density that coincides with average highway BRT recommendations. (Minimum 20 units per acre)
- Redevelop for short and long term city goals.
- Increase greenspace.



Site Diagram



3. | DESIGN CONCEPTS

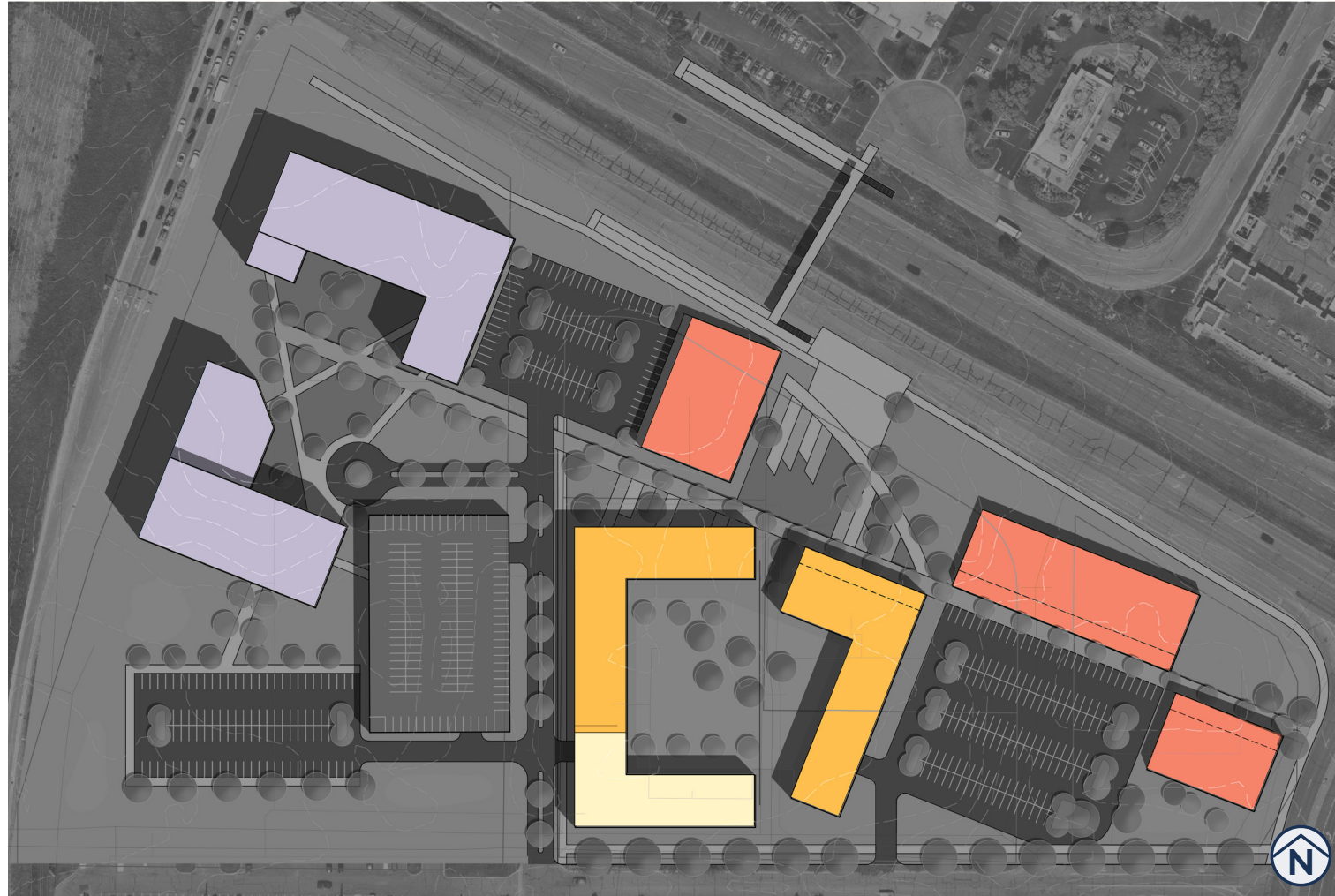
CONCEPT 1 - THE PROMENADE DISTRICT



Density:
Commercial (103,000 sf)
Medical office (69,200 sf)
Multifamily (330 units) 20 units per acre

- KEY**
1. MEDICAL OFFICE (69,200 SF)
 2. MULTIFAMILY, RETAIL ON FIRST FLOOR (+/- 210 UNITS)
 3. MULTIFAMILY, RETAIL ON FIRST FLOOR, PROMENADE FRONTAGE (+/- 120 UNITS)
 4. AMENITY DECK
 5. COMMERCIAL/RETAIL, PROMENADE FRONTAGE
 6. PARKING RAMP
 7. SURFACE PARKING
 8. CENTRAL PROMENADE
 9. PASSIVE OPEN SPACE/URBAN PARK
 10. FUTURE PEDESTRIAN CONNECTION
 11. FUTURE BRT STOP
 12. PEDESTRIAN BRIDGE
 13. COURTYARD
 14. MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)

CONCEPT 1 - BUILDING PROGRAM PRECEDENT IMAGERY



Building Program

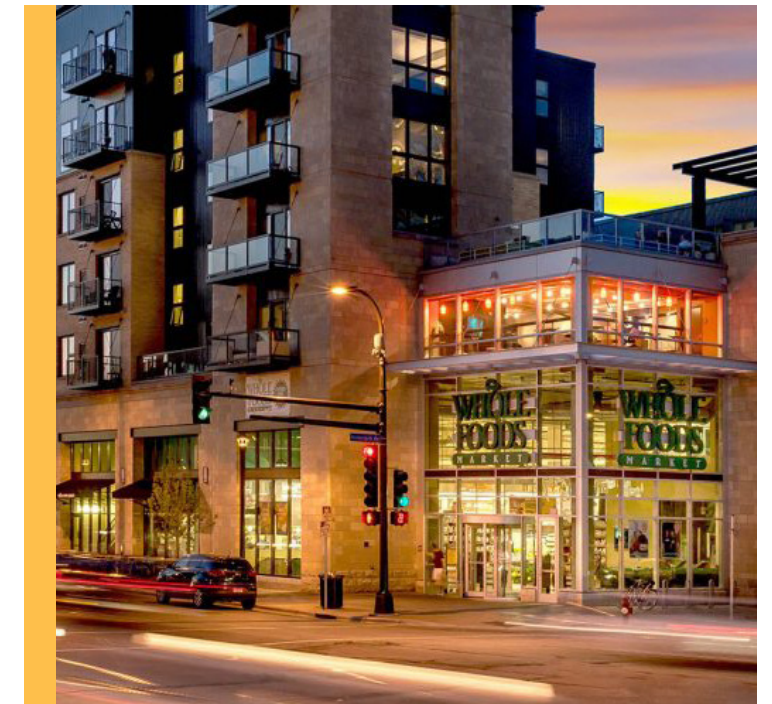
- Medical campus
- Multifamily residential (vertical mixed use)
- Commercial



ThedaCare Medical Center - Appleton, WI

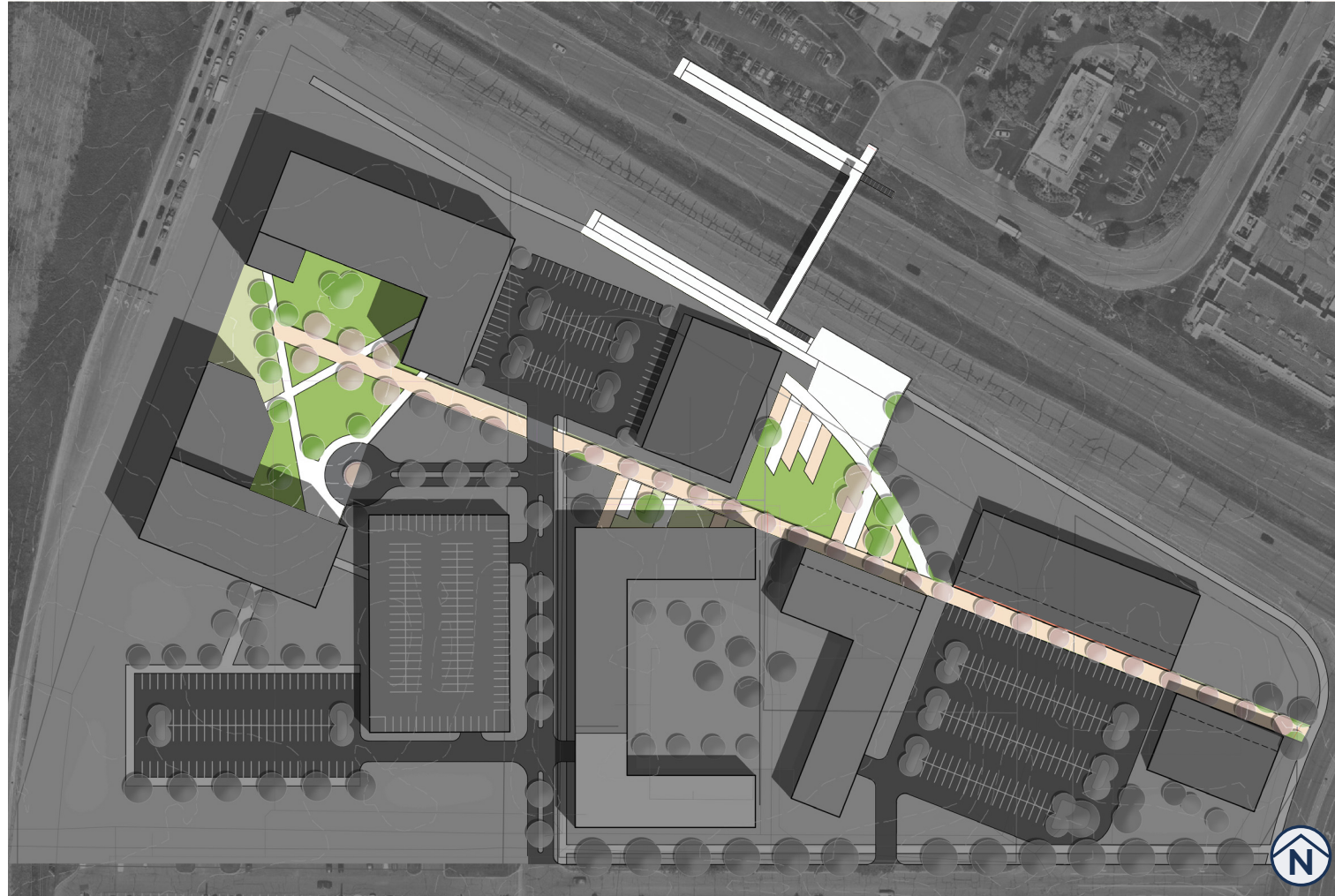


Third Street Promenade - Santa Barbra, FL



Hennepin Ave - Minneapolis, MN

CONCEPT 1 - OPEN SPACE



Open Space

- Pedestrian promenade
- Open green space



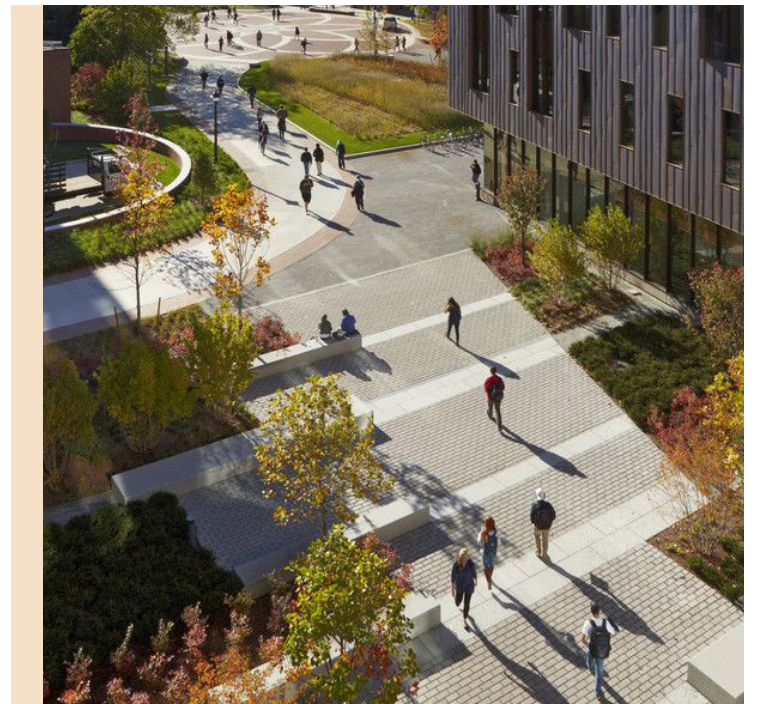
Chestnut St - Stillwater, MN



Brain Performance Institute - Dallas, TX

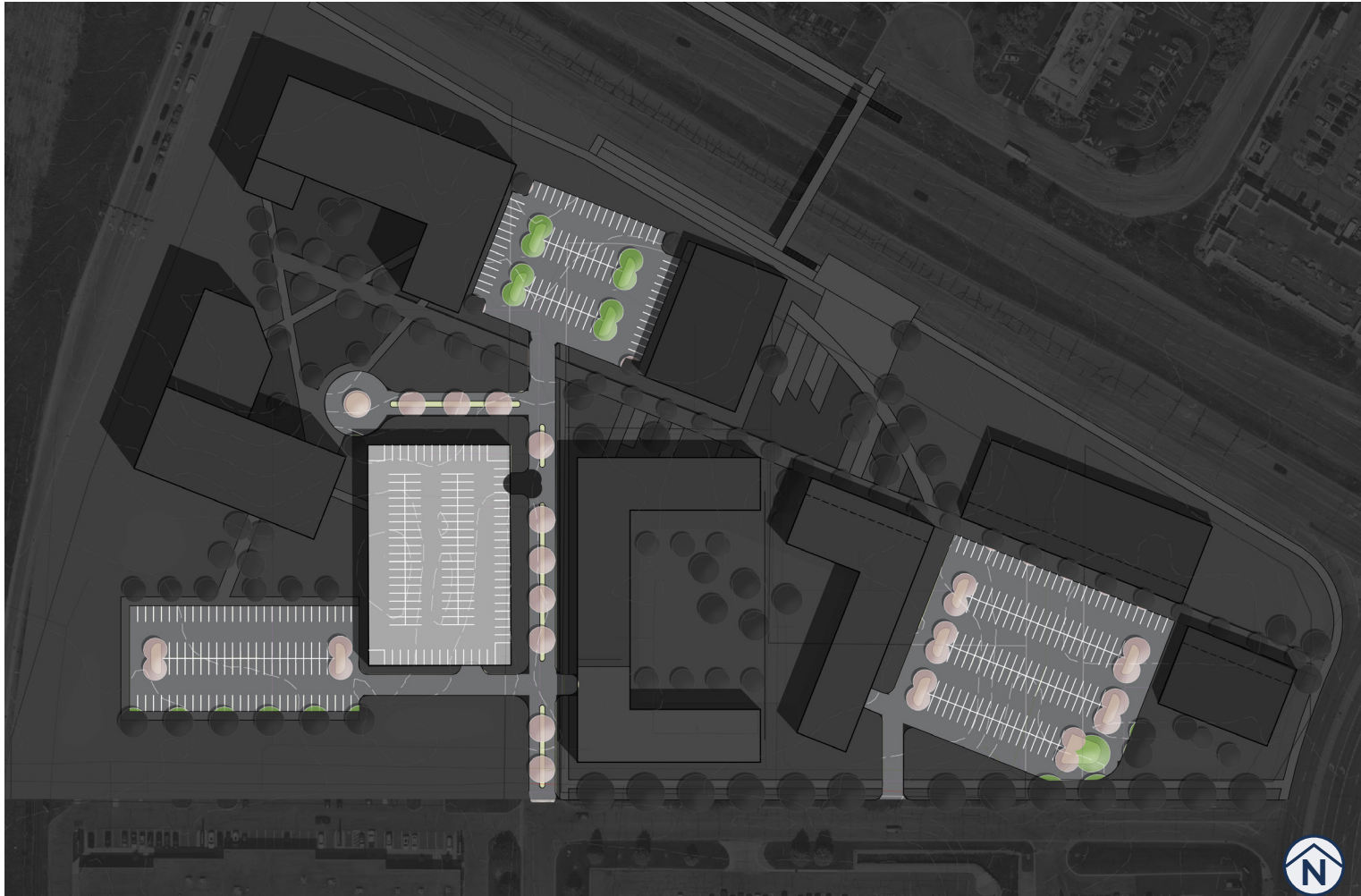


Promenade on Forest - Laguna Beach, CA



University of Connecticut - Mansfield, CT

CONCEPT 1 - PARKING & VEHICLE CIRCULATION



Parking & Vehicular Circulation



Garland Parking Garage - Fayetteville, AR



21st St - Paso Robles, CA



Ridgedale Dr - Minnetonka, MN

CONCEPT 2 - THE ENTERTAINMENT DISTRICT



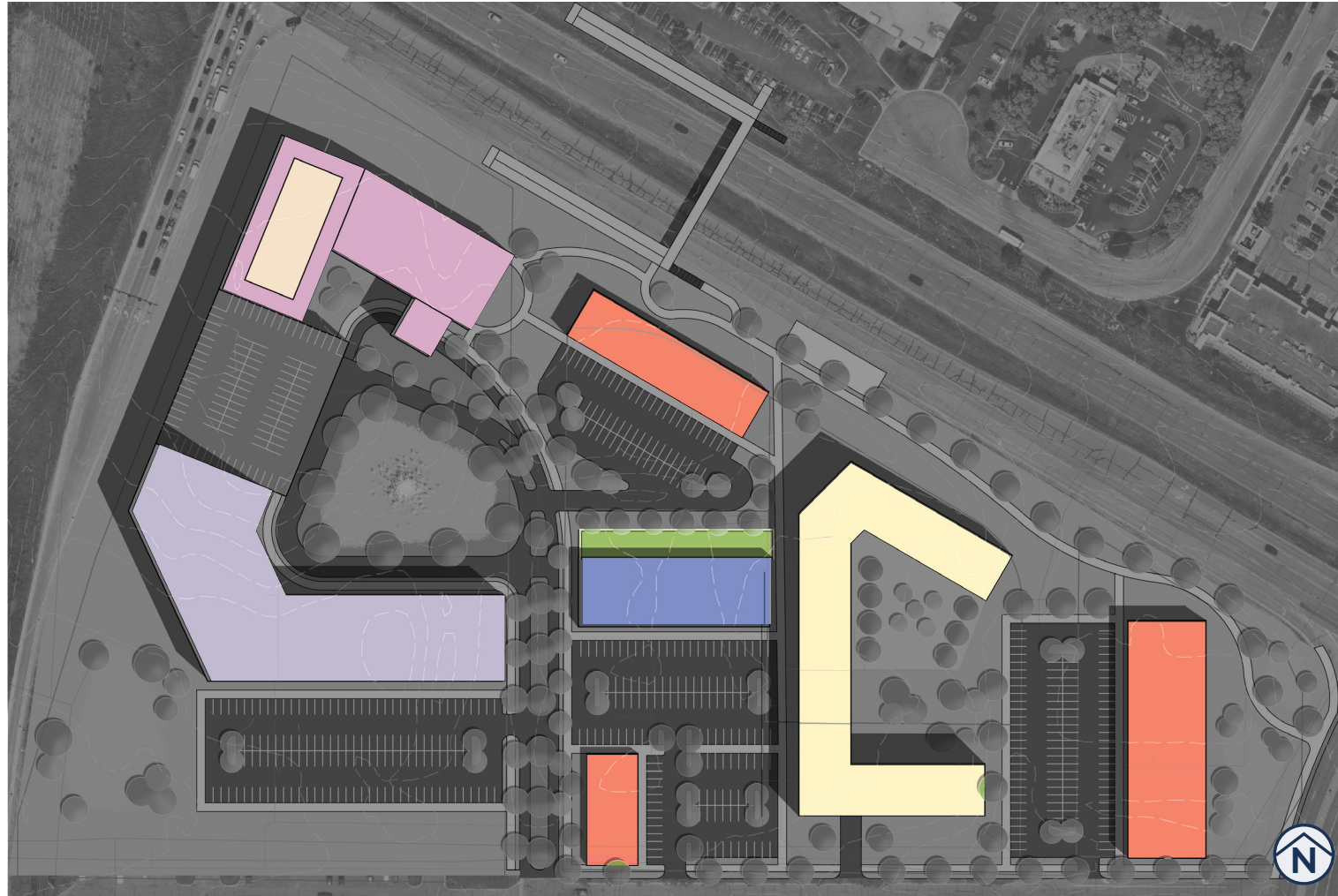
Density:

Commercial (46,000 sf)
Medical office (57,200 sf)
Multifamily (336 units) 20 units per acre
Entertainment (17,800 sf)
Hotel (38,400 sf)

- KEY**
- HOTEL, ROOFTOP PATIO, RETAIL ON FIRST FLOOR
 - MEDICAL OFFICE (57,200 SF)
 - MULTIFAMILY (+/- 265 UNITS)
 - ENTERTAINMENT (BREWER, DISTILLERY, ETC.)
 - AMENITY DECK
 - COMMERCIAL/RETAIL
 - PARKING RAMP
 - SURFACE PARKING
 - FUTURE BRT STOP
 - PEDESTRIAN BRIDGE
 - CENTRAL FOUNTAIN
 - DROP OFF
 - MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)



CONCEPT 2 - BUILDING PROGRAM



Building Program

- Hotel
- Medical campus
- Multifamily residential
- Commercial
- Entertainment



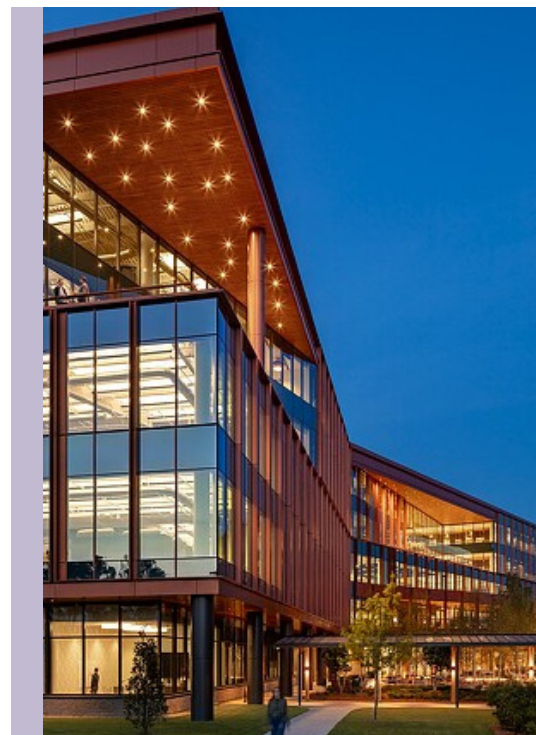
La Doña Cerveceria - Minneapolis, MN



The Outsider Hotel - Milwaukee, WI



Alliance Development - Fort Worth, TX

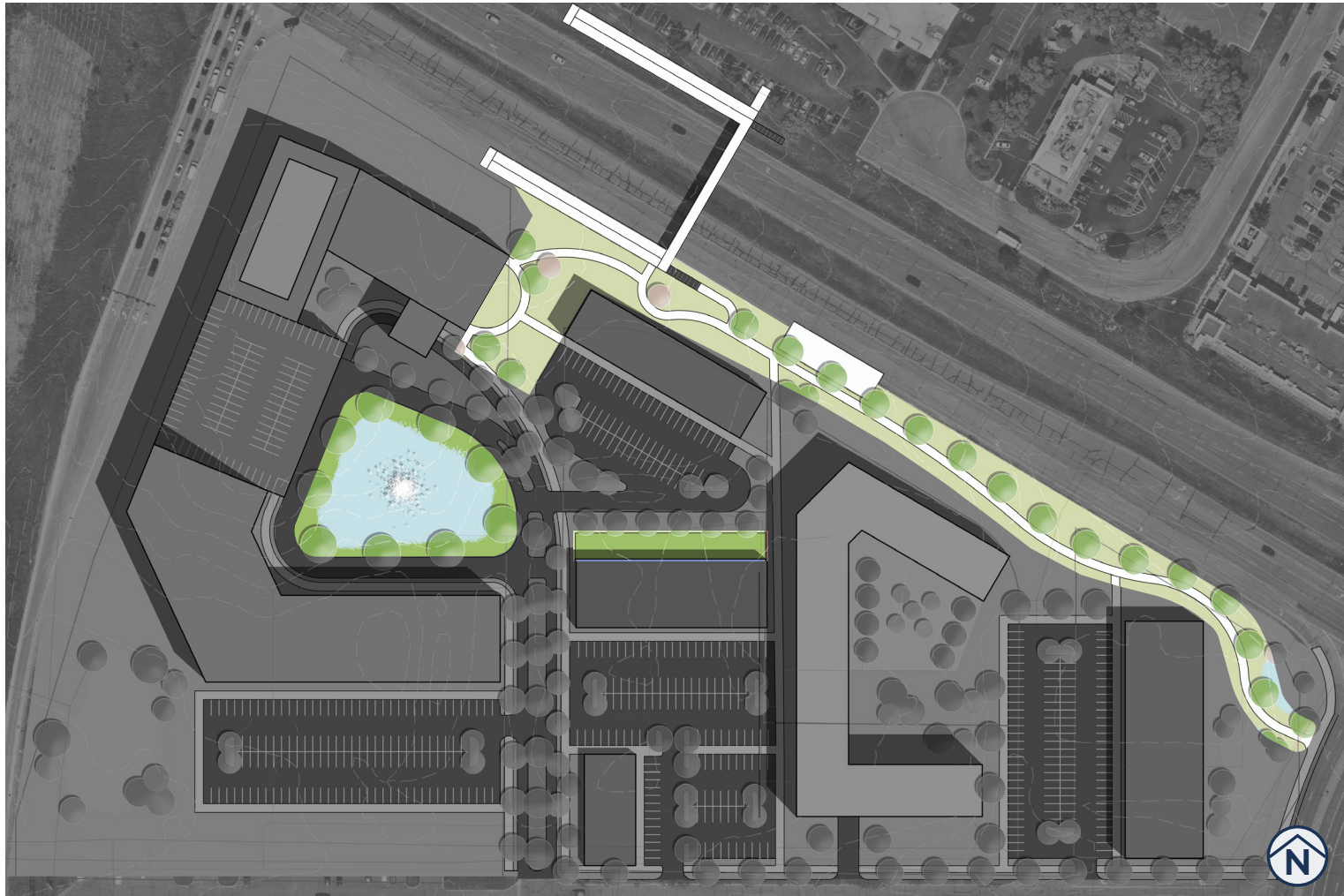


Bandwidth Headquarters - Raleigh, NC



1203 Willamette - Eugene, OR

CONCEPT 2 - OPEN SPACE



Open Space



Advocate Aurora Health Center

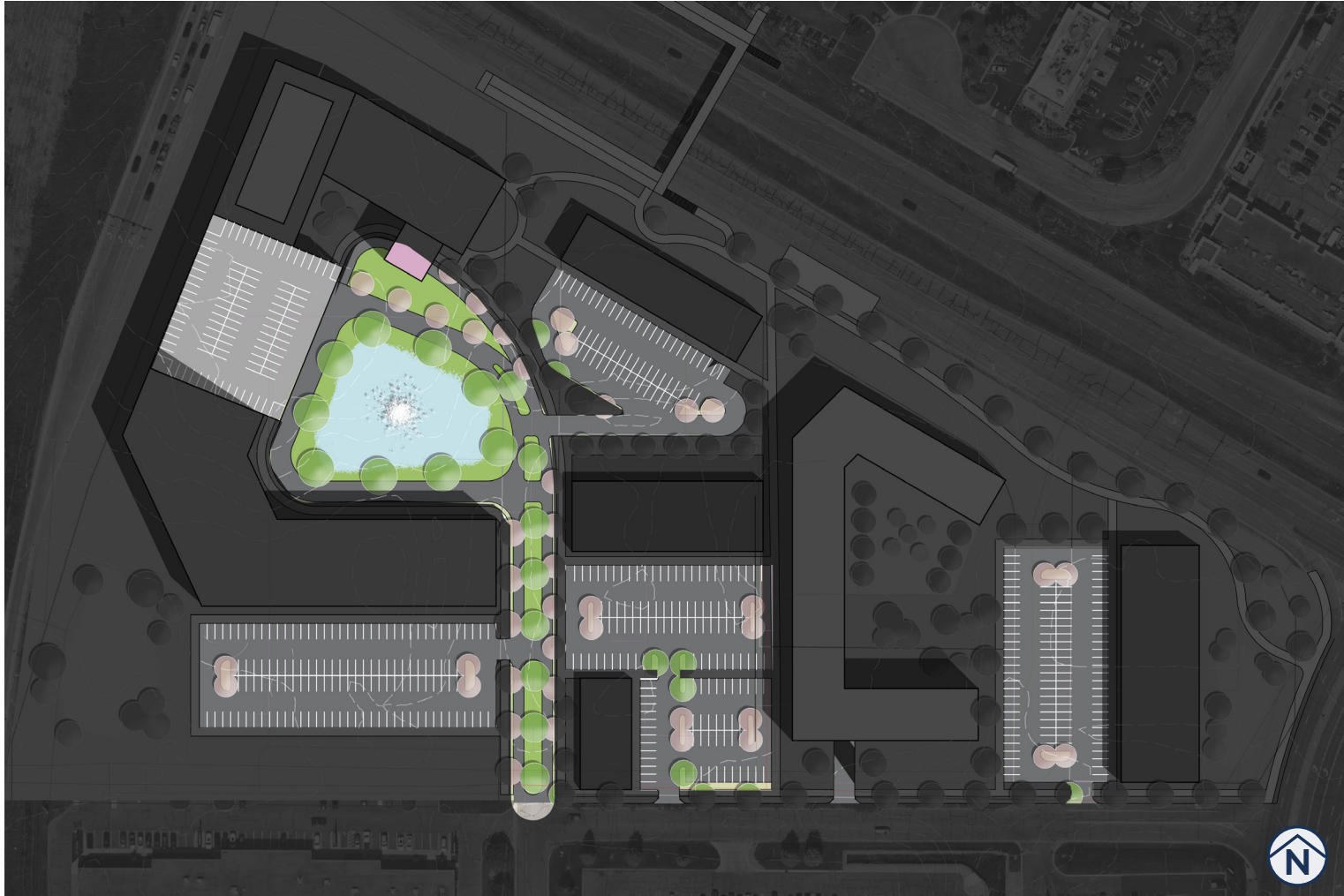


City Centre Park - St Peters, MO



La Doña Cerveceria - Minneapolis, MN

CONCEPT 2 - PARKING & VEHICLE CIRCULATION



Parking & Vehicle Circulation



Streetscape - Location Unknown



City Centre Park - St Peters, MO



Parking Ramp - Rotterdam, Netherlands

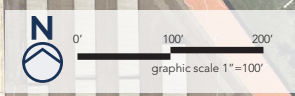
CONCEPT 3 - THE GREENWAY COMMONS DISTRICT



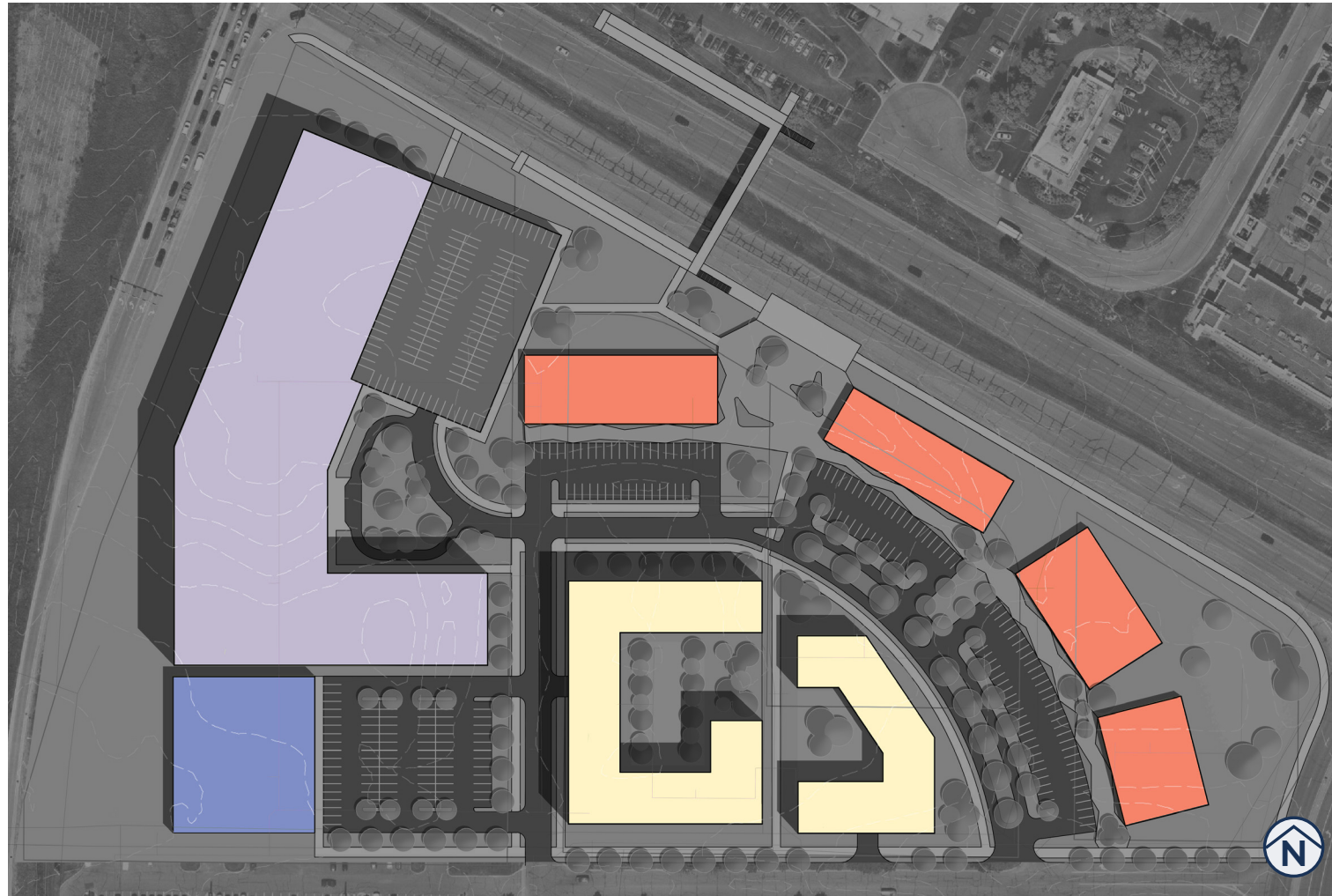
Density:

Commercial (62,200 sf)
Medical office (125,250 sf)
Multifamily (385 units) 23 units per acre
Entertainment (29,800 sf)

- KEY**
1. MEDICAL OFFICE (125,250 SF)
 2. MULTIFAMILY (+/- 385 UNITS)
 3. AMENITY DECK
 4. COMMERCIAL/RETAIL
 5. PARKING RAMP
 6. SURFACE PARKING
 7. CENTRAL PLAZA
 8. GREENWAY PROMENADE
 9. GREENWAY
 10. ENTERTAINMENT (BREWER, DISTILLERY, ETC.)
 11. FUTURE BRT STOP
 12. FUTURE PEDESTRIAN CONNECTION
 13. PEDESTRIAN BRIDGE
 14. MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)



CONCEPT 3 - BUILDING PROGRAM

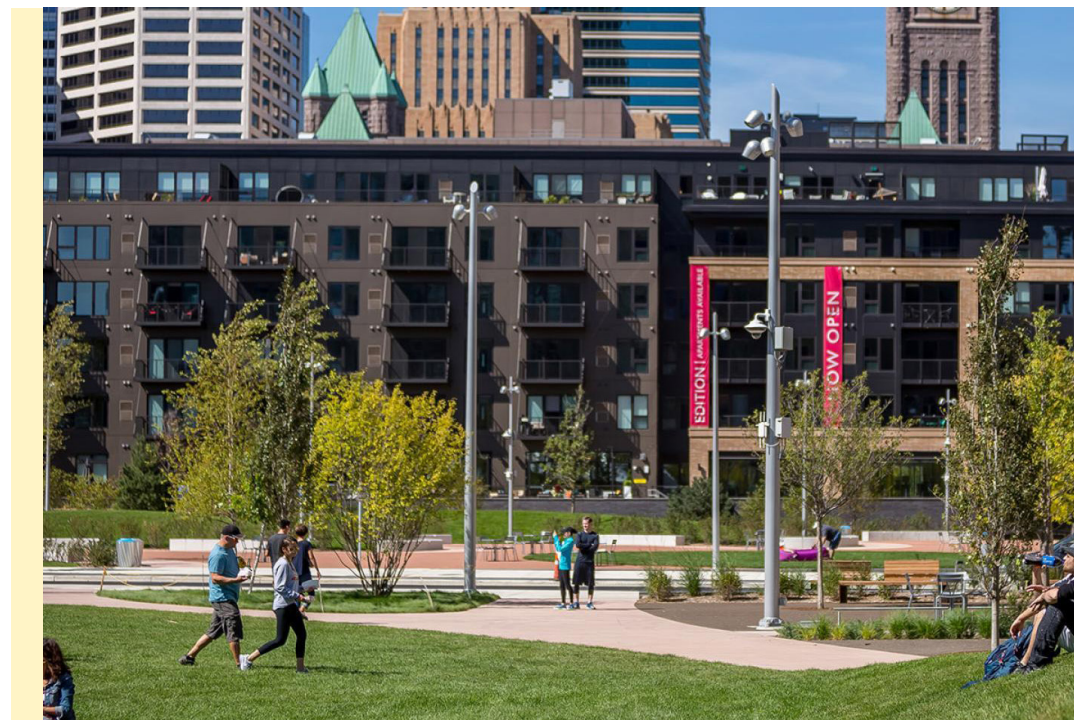


Building Program

- Medical campus
- Multifamily residential
- Commercial
- Entertainment



City of Austin Permitting and Development Center - Austin, TX

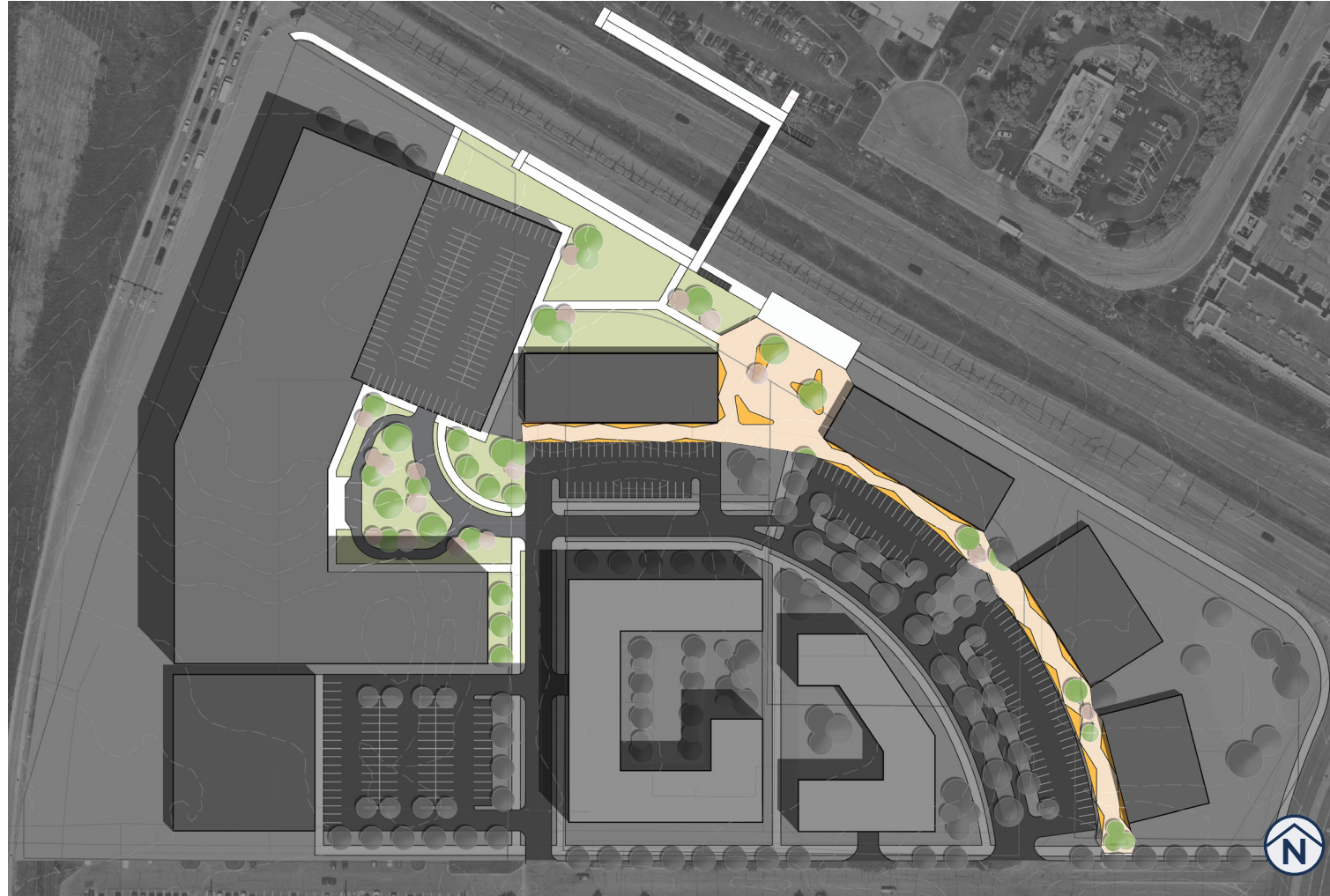


Downtown East - Minneapolis, MN



Midtown Plaza Carmel - Carmel, IN

CONCEPT 3 - OPEN SPACE



Open Space

Pedestrian plaza & promenade
Open Space



Walmart Home Office Campus - Bentonville, AK

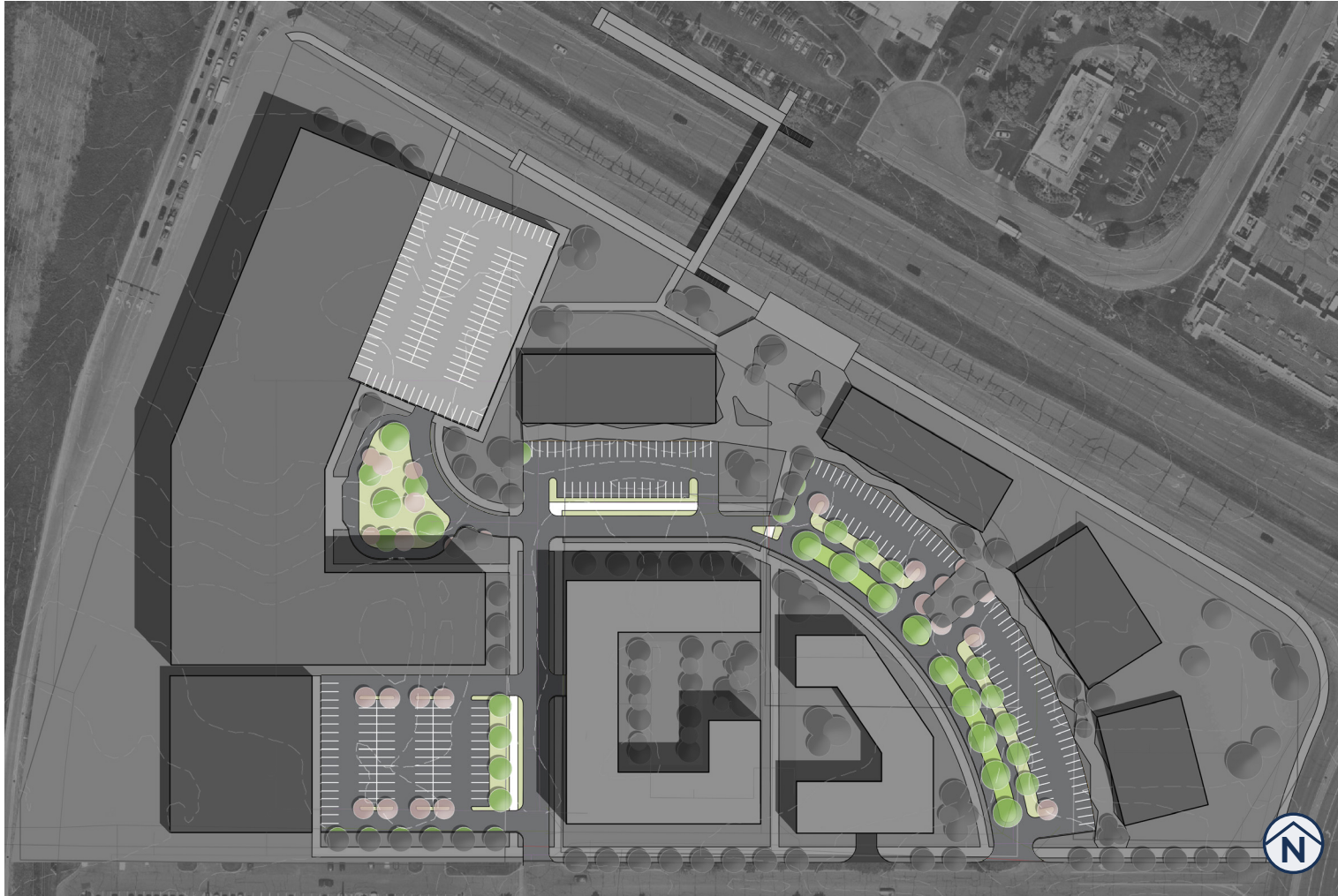


Beekman Plaza - Manhattan, NY



Ewell Plaza - Lancaster, PA

CONCEPT 3 - PARKING & CIRCULATION



Parking & Vehicle Circulation



City of Austin Permitting and Development Center - Austin, TX



Walnut St - Des Moines, IA



Villa Joan Juncadella Park - Spain

4. | NEXT STEPS

Next Steps

1. Public Engagement Strategy: Finalize

What types of community engagement efforts should be pursued moving forward?

- Open houses,
- Neighborhood focus groups, or
- Stakeholder round-tables

2. Developer Outreach and Engagement: Finalize

How should the city position the site to the development community?

What types of outreach, partnerships, or marketing strategies should be considered to attract high-quality, mission-aligned development proposals?

3. Preferred Alternative: Finalize

- Formally accept at a future meeting

5. | QUESTIONS?

CONCEPT 1 - THE PROMENADE DISTRICT (PHASED)



Density:

Commercial (92,000 sf)

Medical office (69,200 sf)

Multifamily (330 units) 20 units per acre

KEY

1. MEDICAL OFFICE (69,200 SF)
2. MULTIFAMILY, RETAIL ON FIRST FLOOR (+/- 210 UNITS)
3. MULTIFAMILY, RETAIL ON FIRST FLOOR, PROMENADE FRONTAGE (+- 120 UNITS)
4. AMENITY DECK
5. COMMERCIAL/RETAIL, PROMENADE FRONTAGE
6. BROADWAY PIZZA
7. SURFACE PARKING
8. CENTRAL PROMENADE
9. PASSIVE OPEN SPACE/URBAN PARK
10. FUTURE PEDESTRIAN CONNECTION
11. FUTURE BRT STOP
12. PEDESTRIAN BRIDGE
13. COURTYARD
14. MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)
15. PARKING RAMP

CONCEPT 2 - THE ENTERTAINMENT DISTRICT (PHASED)



Density:

Commercial (39,000 sf)
Medical office (57,200 sf)
Multifamily (336 units) 20 units per acre
Entertainment (17,800 sf)
Hotel (38,400 sf)

- KEY**
1. HOTEL, ROOFTOP PATIO, RETAIL ON FIRST FLOOR
 2. MEDICAL OFFICE (57,200 SF)
 3. MULTIFAMILY (+/- 265 UNITS)
 4. ENTERTAINMENT (BREWERY, DISTILLERY, ETC.)
 5. AMENITY DECK
 6. COMMERCIAL/RETAIL
 7. PARKING RAMP
 8. SURFACE PARKING
 9. BROADWAY PIZZA
 10. FUTURE BRT STOP
 11. PEDESTRIAN BRIDGE
 12. CENTRAL FOUNTAIN
 13. DROP OFF
 14. MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)



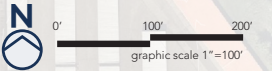
CONCEPT 3 - THE GREENWAY COMMONS DISTRICT (PHASED)



Density:

- Commercial (50,900 sf)**
- Medical office (125,250 sf)**
- Multifamily (385 units) 23 units per acre**
- Entertainment (29,800 sf)**

- KEY**
1. MEDICAL OFFICE (125,250 SF)
 2. MULTIFAMILY (+/- 385 UNITS)
 3. AMENITY DECK
 4. COMMERCIAL/RETAIL
 5. PARKING RAMP
 6. SURFACE PARKING
 7. CENTRAL PLAZA
 8. GREENWAY PROMENADE
 9. GREENWAY
 10. BROADWAY PIZZA
 11. ENTERTAINMENT (BREWERY, DISTILLERY, ETC.)
 12. FUTURE BRT STOP
 13. FUTURE PEDESTRIAN CONNECTION
 14. PEDESTRIAN BRIDGE
 15. MINI ROUNDABOUT (REPRESENTS ONE POSSIBLE TRAFFIC CONTROL OPTION. INTERSECTION NEEDS FURTHER STUDY AND COORDINATION WITH HENNEPIN COUNTY)



To: Dave Callister, City Manager

Prepared by: Jennifer Erickson, Economic Development Coordinator

Reviewed by: Grant Fernelius, CED Director

Item: **Economic Development Strategic Plan**

1. Action Requested:

This item is presented for informational purposes and to solicit feedback. No action is requested at this time.

2. Background:

The City of Plymouth has not previously had an Economic Development Strategic Plan. The nature of the city's economic development activities is changing as Plymouth moves from having ample land for development to a built-out city where redevelopment is the norm. A strategic plan is needed to focus priorities and investment of time and resources. It ties the work currently being done with City Council strategic priorities, and offers potential new strategies and actions to support stated outcomes.

The attached draft plan was researched and written by staff. This meeting will be an introduction of the background, data, and target industries, and a future study session will be scheduled to discuss the strategies and implementation. Once the plan is finalized, it will be brought to a regular council meeting for adoption.

3. Budget Impact:

There is no impact to the budget at this time. Depending on decisions made regarding economic development strategies to pursue, there could be future budget implications.

4. Attachments:

1. Presentation
2. Economic Development Strategic Plan Draft 10.7.2025



Economic Development Strategic Plan

October 14, 2025



Outline

- Today
 - Process
 - Background
 - Data
 - Target industries
- Future work session
 - Strategies
 - Action items/implementation
- Formally adopt the plan at a regular City Council meeting



Background

- Plymouth has not had a formal Economic Development Strategic Plan
- Development happened organically in past
- As city is built-out and industrial stock ages, need more intentionality
- Economic development work is already happening
 - Economic Development
 - Planning
 - Housing
 - Public Works
 - Parks & Recreation
 - DMO & Hello! Plymouth

Purpose of the Plan



ALIGN WORK WITH
COUNCIL PRIORITIES



GUIDE INVESTMENT OF
TIME AND RESOURCES



PROPOSE NEW
PROGRAMS AND PROJECTS

Process

1

Consider backdrop

- History
- Larger region economic development efforts

2

Gather data

- Businesses
- Workforce

3

SWOT Analysis

4

Identify target industries

5

Develop strategies and action items

Process

1

Consider backdrop

- History
- Larger region economic development efforts

2

Gather data

- Businesses
- Workforce

3

SWOT Analysis

4

Identify target industries

5

Develop strategies and action items

Process

1

Consider backdrop

- History
- Larger region economic development efforts

2

Gather data

- Businesses
- Workforce

3

SWOT Analysis

4

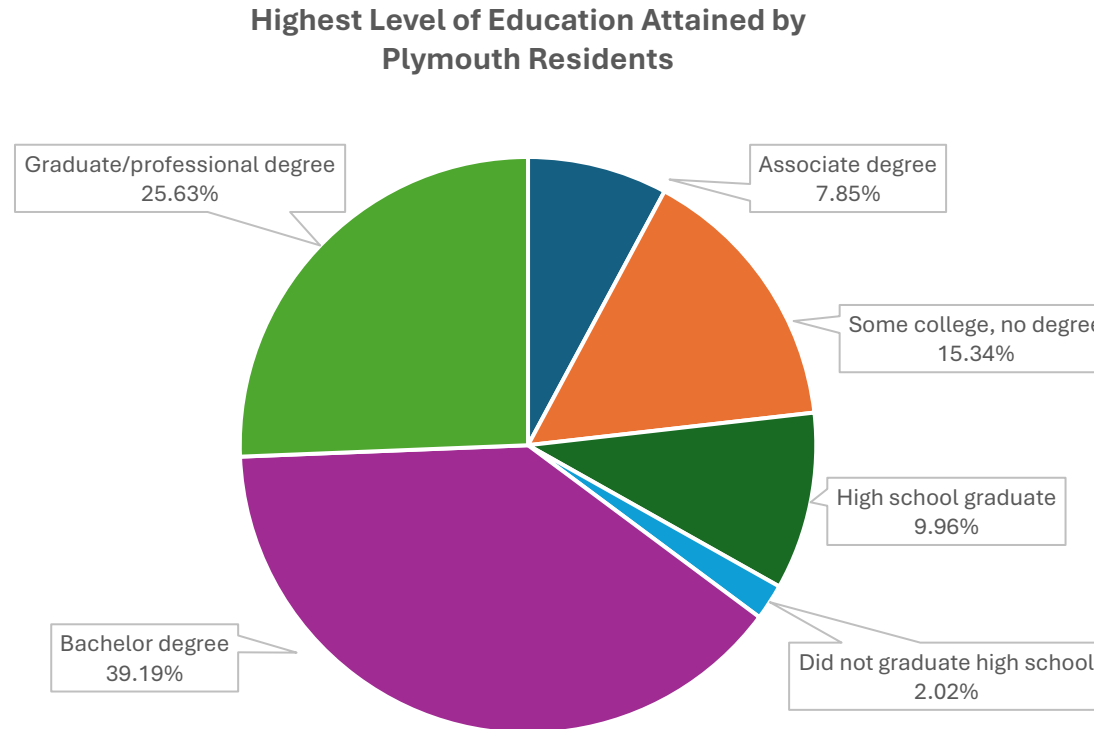
Identify target industries

5

Develop strategies and action items

Population & Education

- Strong labor force participation
- Population predicted to grow
- Highly educated
- Highly rated school districts

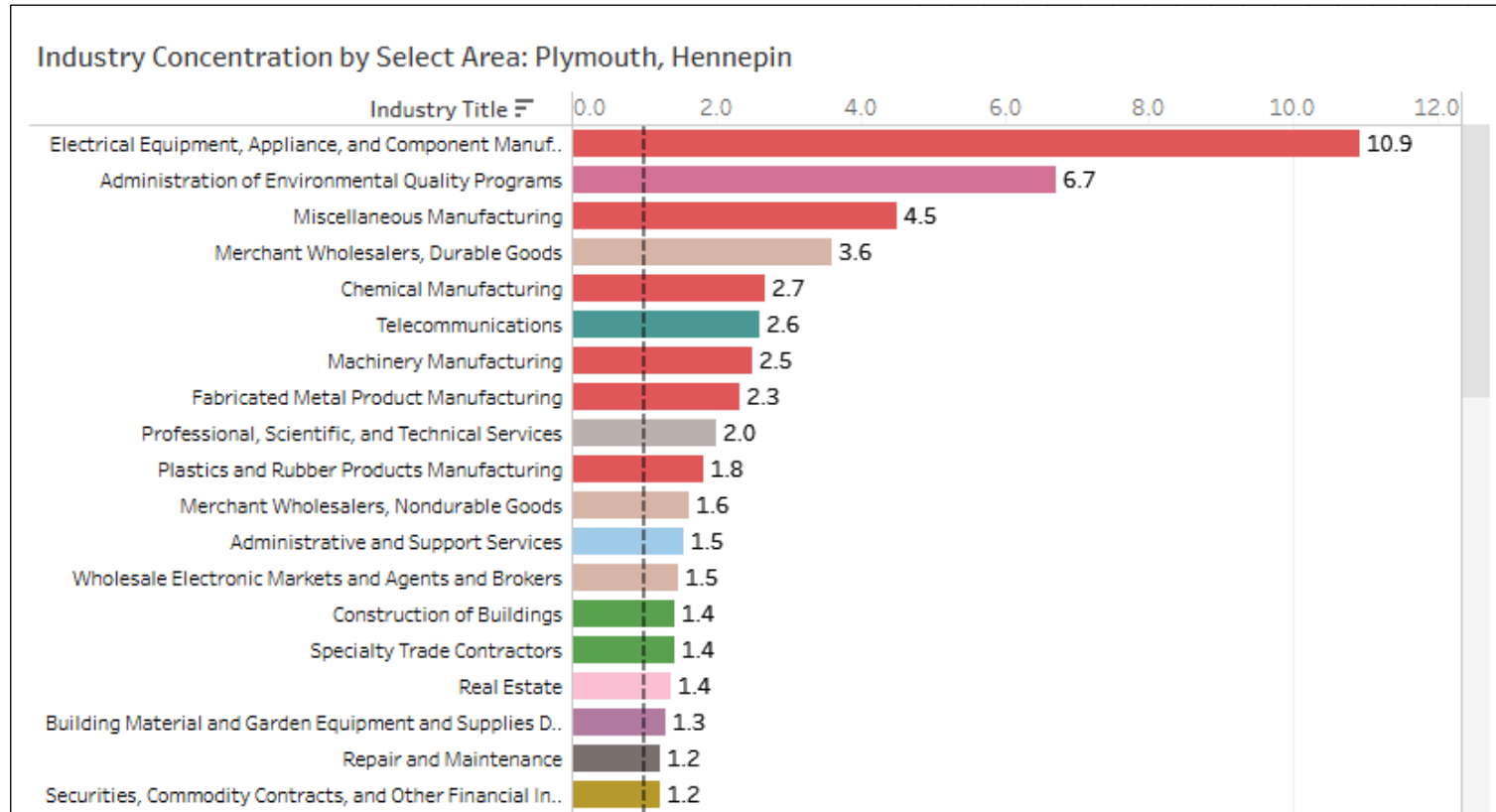


Industry

INDUSTRY	ESTABLISHMENTS	EMPLOYEES	AVERAGE WAGES
Manufacturing	188	9,705	\$ 108,264
Wholesale Trade	282	6,903	\$ 104,884
Professional, Scientific, and Technical Services	528	6,045	\$ 132,860
Health Care and Social Assistance	364	4,764	\$ 68,900
Retail Trade	183	3,515	\$ 44,460
Educational Services	68	3,478	\$ 59,956
Administrative/Support/Waste Management	123	3,265	\$ 51,584
Construction	156	3,155	\$ 95,992
Accommodation and Food Services	142	2,589	\$ 28,288
Finance and Insurance	186	1,923	\$142,688
Public Administration	6	1,801	\$ 45,864
Management of Companies and Enterprises	40	1,628	\$114,296
Other Services (except Public Administration)	331	1,373	\$ 54,912
Real Estate and Rental and Leasing	136	814	\$ 84,552
Information	90	689	\$ 96,876
Transportation and Warehousing	42	597	\$ 65,572
Arts, Entertainment, and Recreation	36	455	\$ 23,088
Total, All Industries	2,914	52,970	

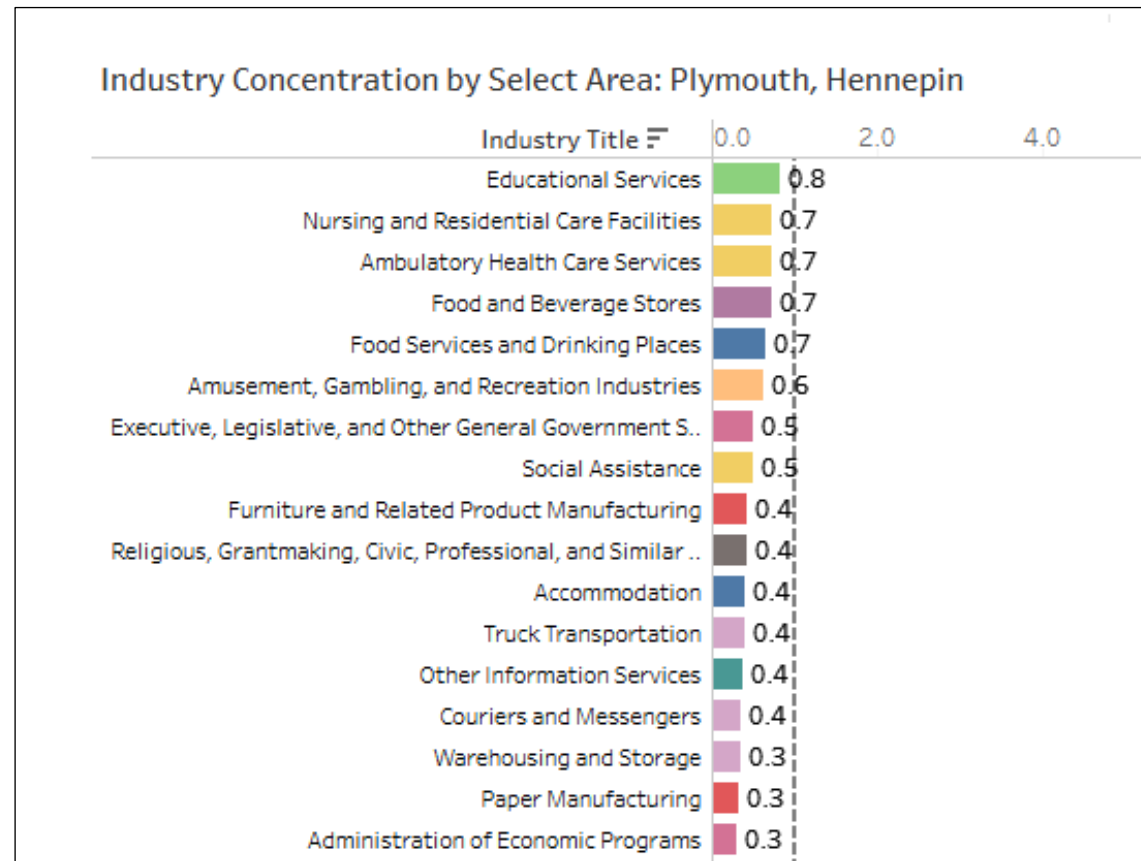


Location Quotients



>1 signifies above-average employment in a subsector

Location Quotients



<1 signifies below-average employment in a subsector

Process

1

Consider backdrop

- History
- Larger region economic development efforts

2

Gather data

- Businesses
- Workforce

3

SWOT Analysis

4

Identify target industries

5

Develop strategies and action items

SWOT Analysis

strengths

Strategic Location & Infrastructure

- Proximity to Minneapolis, MSP Airport, and major highways
- Planned BRT line supporting future growth

Diverse & Resilient Economy

- Concentration of medtech and manufacturing industries
- Diversified tax base and competitive tax rate
- Older, affordable buildings offering entry points for startups

Talent & Education Strengths

- Strong K–12 schools and highly educated population
- Access to workforce training and professional development facilities

Vibrant Community & Quality of Life

- Robust recreational, cultural, and community assets (Hilde events, PIC tournaments, volunteerism)
- Active connections between city departments and residents

Forward-Looking Vision & Regional Alignment

- City Council openness to bold ideas
- Alignment with regional and state economic development strategies
- Emerging opportunities such as The Boulevard, City Center, and West Health hub

weaknesses

Housing & Demographic Challenges

- Limited housing options, especially “missing middle” and affordable units
- Slowing population growth affecting workforce and market demand

Land & Redevelopment Constraints

- High land costs and limited available sites
- Need for redevelopment of aging office and industrial properties
- Manufacturing trends shifting outward from the metro area

Economic & Market Limitations

- Weak demand for office space leading to lower property values and rezoning pressure
- Misalignment between local jobs and resident workforce
- Limited amenities (restaurants, retail) reducing appeal for workers and residents

Infrastructure & Mobility Gaps

- Inadequate transit options limiting access and connectivity

Capacity & Policy Constraints

- Few economic development tools beyond TIF (often inapplicable)
- Limited staff capacity to pursue complex projects
- Political or procedural shifts creating uncertainty for developers

SWOT Analysis

opportunities

Strategic Growth & Redevelopment

- Increase population density
- Expand housing options
- Redevelop underutilized sites for new uses

Innovation & Industry Expansion

- Position the city as a healthcare and medtech hub; develop incubator or accelerator to support innovation and startups
- Leverage growing industrial and warehousing demand

Entrepreneurship & Inclusive Growth

- Support immigrant-owned and small businesses
- Encourage co-working and flexible office spaces

Sustainability & Resilience

- Engage businesses in resiliency and sustainability planning
- Pursue renewable energy initiatives
- Prepare for increased power needs related to AI and advanced technologies

Workforce & Education Alignment

- Strengthen partnerships between K–12 schools and industry
- Align workforce development with evolving industry needs in healthcare, manufacturing, and technology

threats

Demographic & Workforce Pressures

- Aging workforce and slower immigration reducing labor supply
- Seniors remaining in single-family homes limiting availability for younger workers and families

Economic & Fiscal Risks

- Loss of tax base from office-to-other-use conversions
- Reduced industrial land supply due to recreational or non-industrial conversions
- Income inequality and federal/state funding cuts straining local budgets and services

Infrastructure & Energy Constraints

- Rising energy demands from AI and data centers stressing the power grid
- Limited power or water availability could hinder industrial and manufacturing growth

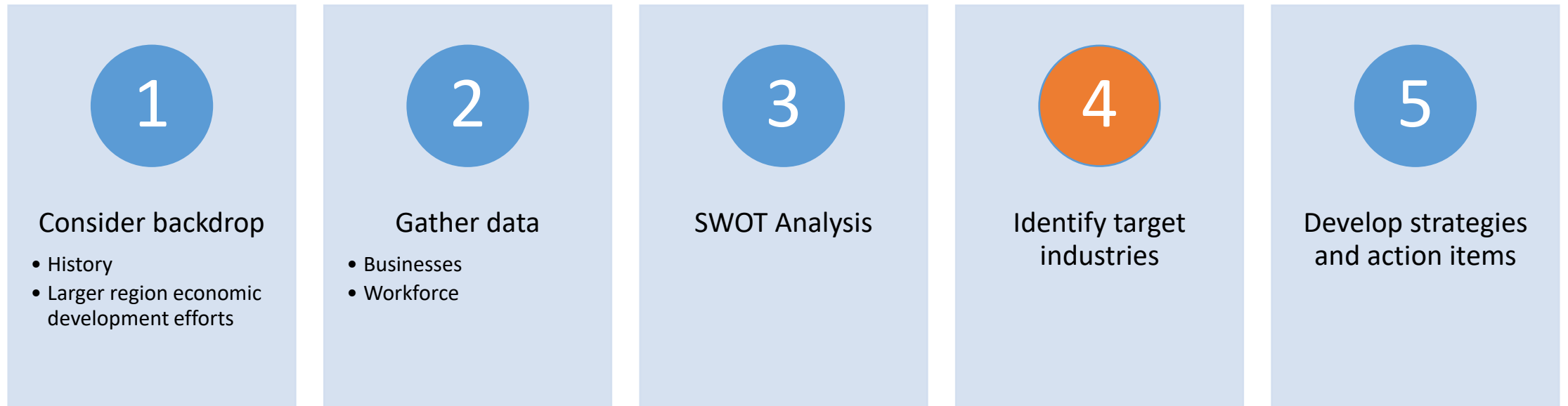
Environmental & Climate Vulnerabilities

- Natural disasters, heat events, and infrastructure risks impacting safety and resilience

Community & Policy Challenges

- NIMBY attitudes slowing housing and redevelopment efforts
- Federal and state mandates creating uncertainty or added costs for local businesses

Process



Target Industries

Advanced Manufacturing

- Machinery & Equipment
- Sensors
- Electronics
- Component

Medical/Health Technology

- Medical Devices
- Surgical and Medical Instruments
- Biotechnology
- Health technology

Professional, Technical, Scientific Services

- Engineering
- Consulting
- R&D
- Computer programming
- IT

Local Sector Targets



Process

1

Consider backdrop

- History
- Larger region economic development efforts

2

Gather data

- Businesses
- Workforce

3

SWOT Analysis

4

Identify target industries

5

Develop strategies and action items

Next Steps

- Future work session
 - Strategies
 - Action items/implementation
- Answer the question: Do we want our economic development efforts to continue status quo, or do we want to intentionally build them?
- Formally adopt the plan at a regular City Council meeting
- Ongoing reporting through Envisio—strategic plan software
- Updates to Council

Questions?





Themes, Strategies & Implementation

Economic Development Strategic Plan



City Center Reimagined

Outcome: A vibrant hub for living, working, dining and recreating.

Strategy: Encourage density in residential housing to support a vibrant mix of unique and diverse restaurants, entertainment, lodging and retail businesses.

1. Identify and pursue redevelopment opportunities for housing projects in City Center.
 - a) Assemble land for redevelopment.
 - b) Prioritize TIF use for housing projects.
2. Pursue a ULI technical assistance panel to identify opportunities and strategies for City Center.

Strategy: Seek partnerships that attract, incent, and support development.

1. Convene focus groups for developers to generate interest and ideas for development.
2. Build relationships with City Center property owners to determine which may be open to selling or redevelopment.
3. Build relationships with restaurant groups, hotels, and retailers that may be interested in locating in City Center.

A Connected and Thriving Community

Outcome: Residents have a safe place to live with high quality infrastructure and recreational opportunities.

Strategy: Create opportunities for neighborhood scale commercial nodes and amenities.

1. Institute a “Business Walk” retention program to connect with commercial businesses throughout the city in partnership with the Wayzata West Metro Chamber.
2. Meet with businesses in commercial nodes to identify complementary businesses that could be encouraged to locate in Plymouth.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Develop and implement engagement strategies to retain, recruit, and help businesses grow in Plymouth.

1. Promote business retention and expansion.
 - a) Build and maintain a current list of Plymouth businesses.
 - b) Conduct business visits to build relationships.
 - High level BRE site visits/tours
 - BRE interviews
 - Business walks
 - c) Establish a CRM system to track contacts and activities.
 - d) Conduct a survey of Plymouth businesses.
 - e) Develop a Plymouth business communication plan.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Develop and implement engagement strategies to retain, recruit, and help businesses grow in Plymouth.

2. Support small businesses and entrepreneurs.

- a) Host small business networking group meetings.
- b) Participate in Elevate Hennepin and proactively promote as a resource.
- c) Study the potential cost and benefits of establishing programs specific to small businesses and startups:
 - Grants and/or revolving loans
 - Incubator or Accelerator to foster startups
 - Annual business pitch contest

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Develop and implement engagement strategies to retain, recruit, and help businesses grow in Plymouth.

3. Attract businesses in target industries.

- a) Foster relationships with DEED, Greater MSP, brokers, and site selectors.
- b) Respond to Requests for Proposals (RFPs), strategically positioning the city and available buildings and sites.
- c) Support applications for state programs including Minnesota Investment Fund and Job Creation Fund.
- d) Develop and maintain business attraction web pages on the City of Plymouth website.
- e) Work with Communications to produce and update data-driven promotional materials focused on target industries.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Identify and promote existing, and explore new tools to support development, redevelopment, and business growth.

1. Study the possibility of imposing a special EDA levy to help fund the public costs of development and redevelopment.
2. Actively research and apply for grants to support redevelopment efforts.
3. Expand the use of Redevelopment TIF districts to support projects that align with city priorities.
4. Update revolving loan fund guidelines. ~~Explore the establishment of a revolving loan fund.~~
5. Explore the potential for a fee waiver policy or other local incentives.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Support workforce availability through access to housing, transportation and education.

1. Maintain and grow relationships with K-12 districts and higher education partners.
2. Convene a workforce summit with business leaders, educators, and public sector to understand current and future workforce challenges.
3. Support city housing initiatives in collaboration with the Housing & Redevelopment Authority (HRA).
4. Engage with Met Council and other organizations to promote transit.
 - a) Participate in working groups/technical committees to establish bus rapid transit (BRT) along Highway 55.
 - b) Influence placement of BRT stops at optimal locations to support city objectives for industry growth, workforce needs, and development.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Articulate a clear, consistent application and approval process for development and redevelopment projects.

1. Ensure city zoning code supports council strategic priorities.
 - a) Complete a diagnostic review of the zoning code.
 - b) Amend code to support priorities.
2. Work with City Council to determine and document the process for developer submissions on large projects (comprehensive plan amendments, zoning amendments, etc.)

Questions?





Economic Development Strategic Plan - DRAFT



1 INTRODUCTION

The International Economic Development Council (IEDC) defines economic development as, “a program, group of policies, or set of activities that seek to improve a community's economic well-being and quality of life by creating and retaining jobs that facilitate growth and provide a stable tax base.” Specific programs and activities will vary between cities based on local resources and objectives, but IEDC recognizes the following as important results of community economic development programs:

- *An expanded and diversified tax base lowers tax rates for residents;*
- *Employer payroll flows through the local economy, supporting retailers, restaurants and service providers;*
- *Growing more and better jobs gives people dignity, choice, and the means to support themselves and their families; and*
- *Community improvements, downtown and in neighborhoods, create vibrant places where people want to live, work and play.*

The purpose of a strategic plan is to provide guiding principles for the development and implementation of those programs, policies and activities that will be undertaken by the city to accomplish these goals.

1.1 HISTORY OF ECONOMIC DEVELOPMENT IN PLYMOUTH

For most of Plymouth's history, economic development happened organically because of the city's location, highway infrastructure, and available land. The role of the City Council and staff was to guide that growth, largely through the Comprehensive Plan process and reacting to developer proposals.

When the city had land and new industrial and commercial buildings, businesses were attracted to the area without a concentrated effort. As office and industrial stock ages, it takes more effort to attract and retain businesses, especially as they grow. Class B office and lab space may be acceptable to a startup, but larger established businesses often look for newer space and better amenities—to attract and retain quality employees while providing a welcoming environment for clients and customers.

An acknowledgement of this shift was the addition of Redevelopment as a strategic theme by past councils. Redevelopment takes more time and can be more costly than greenfield development. A developer may need to acquire multiple parcels or clean up a contaminated site before redevelopment. Current residents and surrounding businesses can be resistant to change, and finesse and encouragement may be needed to bring them along with a new vision.

With these macro changes, the role of the city in economic development was undergoing a shift from guidance to active support and promotion. In 2015, the staff role of economic development was established, and was brought under the umbrella of community development in 2021. This recognizes that the work of economic development is not limited to the role of just one person but rather intersects with work being done throughout the Community and Economic Development department, as well as in other departments.

This is Plymouth's first complete Economic Development Strategic Plan, laying out objectives and implementation plans to achieve those goals. Even without a written plan, much of the work is already underway. This plan articulates how that work fits within the broader context of City Council priorities and external factors and provides ideas for new avenues to support business and economic growth in the city.

1.2 CITY COUNCIL PRIORITIES

“The city of choice—where exceptional service, stewardship, and livability meet” is the City Council’s vision for Plymouth. The Council outlined five strategic priorities to realize this vision, providing guidance to city staff and shaping the focus of the city’s work.

While all are relevant to the economic strength of Plymouth, the city’s economic development strategies will most directly support Economic Stability and Vitality, City Center Reimagined, and A Connected and Thriving Community.



1.3 STATE AND REGIONAL BACKDROP

The city’s economy is shaped by policy and priorities beyond city limits. Decisions made at the federal, state, and regional levels affect the city, its businesses, and residents in countless ways. Examples of these include infrastructure spending, tax policy, labor laws, etc. While the city advocates certain legislative priorities, the ability to influence external factors may be limited.

At the same time, aligning city efforts with state and regional economic development strategies where it makes sense can bring efficiencies, helping the city achieve greater success with less investment.

At the state level, the MN Department of Employment and Economic Development has identified several target industries for the state. Business and workforce development investments are concentrated in these areas. They include:

- Advanced Manufacturing
- Clean Technology & Renewable Energy
- Food Processing & Agriculture
- Life Sciences
- Technology

Regionally, the Minneapolis Saint Paul Regional Economic Development Partnership, GREATER MSP, works to strengthen the region’s global sectors, prioritize talent, and tell the MSP story. They have set ambitions for the region around job growth, startups & innovation, talent, inclusion, workforce skills and other areas. GREATER MSP’s business investment and attraction efforts focus on the following:

- Medical & Health Technology
- Clean & Green Technology
- Digital Technology

As seen later in this report, Plymouth’s industry composition aligns well with most of the target industries for DEED and GREATER MSP. Both organizations devote resources to business attraction efforts, and the city benefits from this indirectly and directly. Their work includes branding, marketing, and storytelling for the state and the region. They also cultivate relationships with business, industry groups, site selectors and other key stakeholders across the US and

internationally.



DEED and GREATER MSP act as collectors for inquiries and RFPs for businesses and site selectors who are weighing a presence in Minnesota. They forward many of these inquiries, and economic development staff prepare a response when there is an appropriate site in the city.

Imagine 2050 is the regional development guide created by the Metropolitan Council that sets the regional policy foundation for land use, housing, transportation, water resources, and regional parks. It also addresses critical issues that cross policy areas, like climate and the regional economy. Imagine 2050 will include a chapter that builds on the Regional Economic Framework that was adopted in 2020.

The nine strategic priorities outlined in the 2020 Regional Economic Framework are:

- Regional Brand & Image
- Racial Inclusion
- Workforce & Skills
- Job Growth
- Talent Migration & Retention
- Startups and Innovation
- New Climate Economy
- Transportation and Mobility
- Affordability

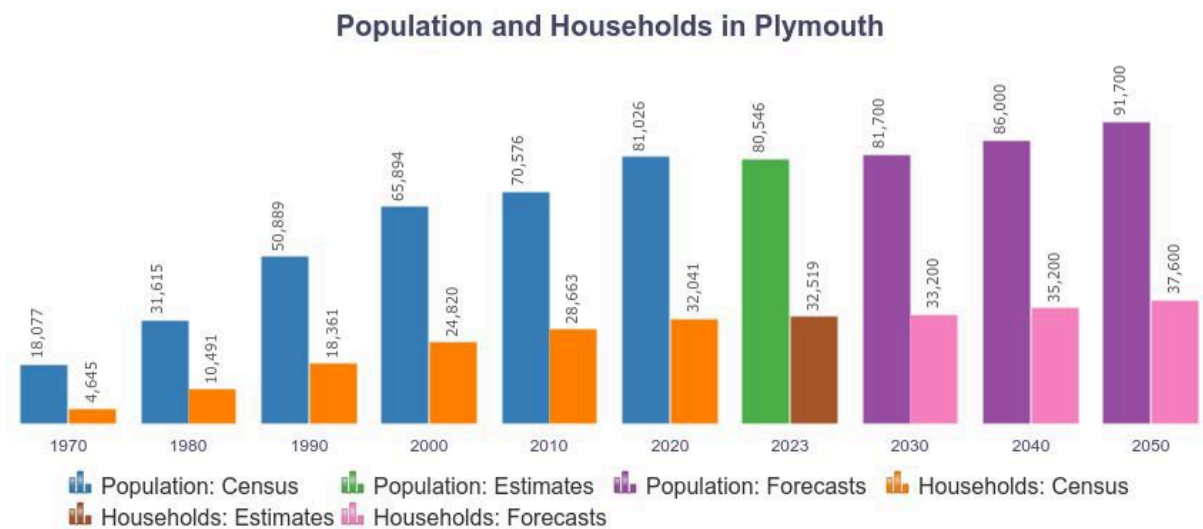
The Regional Economic Framework serves as the Comprehensive Economic Development Strategy (CEDS) for the metro area, which enables local governments to access funding from the U.S. Economic Development Administration (EDA). Again, the city’s strategic priorities and economic development efforts align well with those of the Met Council.

2 PLYMOUTH’S ECONOMIC LANDSCAPE

2.1 POPULATION

To function properly or expand, business must have access to suitable available labor. Plymouth is home to a ready workforce of educated, working-age adults. The city also draws workers from surrounding areas.

According to the US Census, Plymouth’s population grew from 70,576 in 2010, to a peak of 81,026 in 2020. There was a slight decline in 2023, but the Met Council estimates the population will grow to 86,000 by 2040.

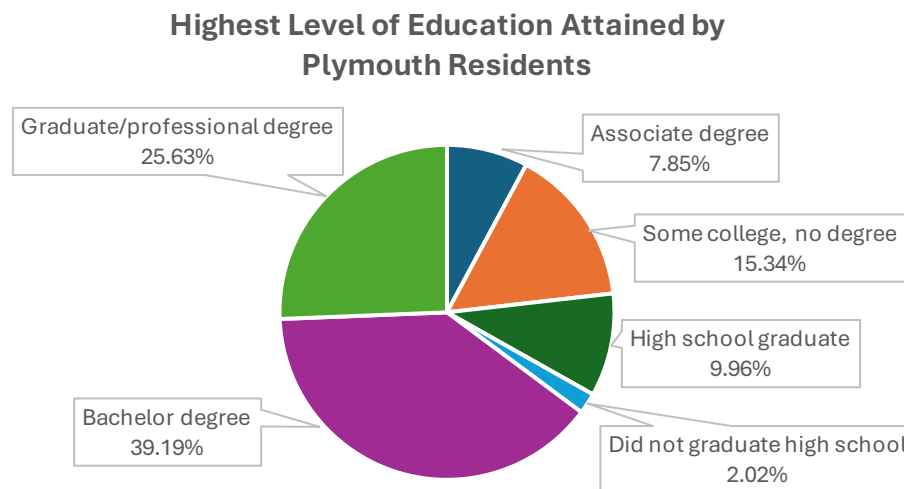


Source: Met Council Community Profile

The U.S. Census Bureau’s American Community Survey (ACS) 2019-2023 found that nearly 62% of Plymouth’s population is between the ages of 15-64 years old, which is considered working age, and 71.5% of those 16 and older are actually in the labor force.

The ACS shows that Plymouth residents are highly educated, with 97.8% having graduated from high school, 7.85% with an associate degree, and nearly 65% having a bachelor’s degree or higher.

Source: Met Council Community Profile





2.2 WORKFORCE & INDUSTRY

2,914 establishments in Plymouth employed around 52,970 people in 2024. The largest number of jobs were found in manufacturing companies, followed by jobs at wholesale trade establishments, and employment at professional, scientific and technical services firms. Average wages vary significantly depending on industry.

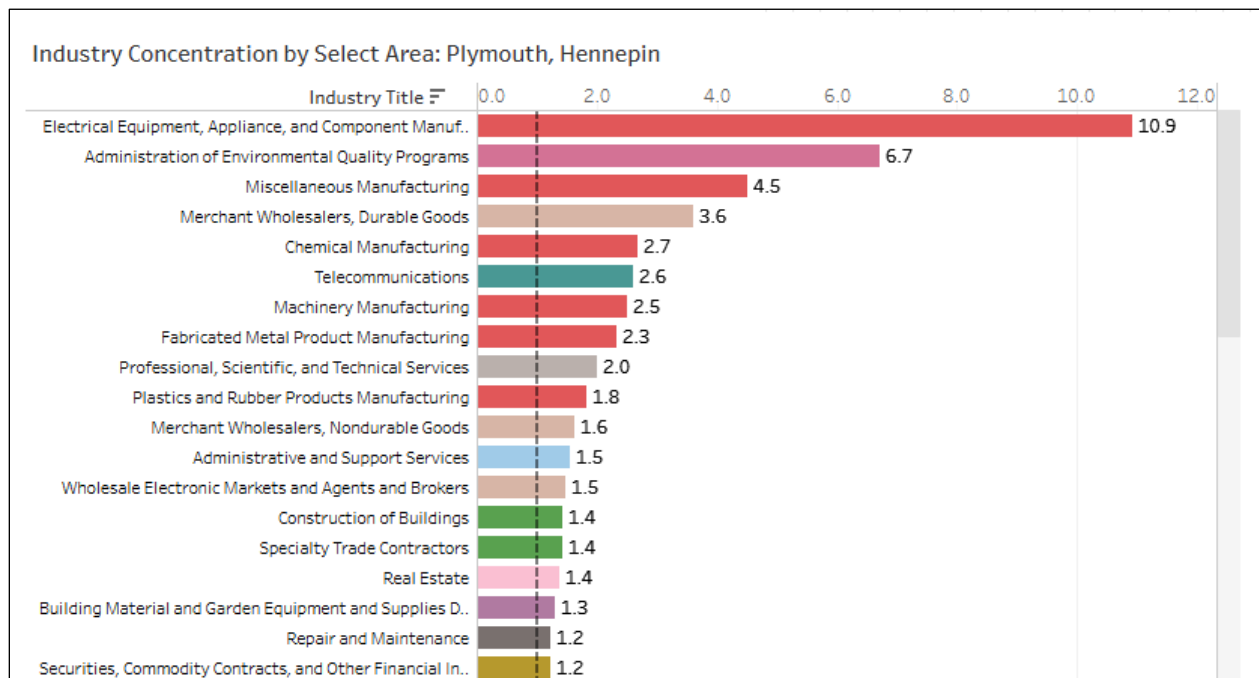
INDUSTRY	ESTABLISHMENTS	EMPLOYEES	AVERAGE WAGES
Manufacturing	188	9,705	\$ 108,264
Wholesale Trade	282	6,903	\$ 104,884
Professional, Scientific, and Technical Services	528	6,045	\$ 132,860
Health Care and Social Assistance	364	4,764	\$ 68,900
Retail Trade	183	3,515	\$ 44,460
Educational Services	68	3,478	\$ 59,956
Administrative/Support/Waste Management	123	3,265	\$ 51,584
Construction	156	3,155	\$ 95,992
Accommodation and Food Services	142	2,589	\$ 28,288
Finance and Insurance	186	1,923	\$142,688
Public Administration	6	1,801	\$ 45,864
Management of Companies and Enterprises	40	1,628	\$114,296
Other Services (except Public Administration)	331	1,373	\$ 54,912
Real Estate and Rental and Leasing	136	814	\$ 84,552
Information	90	689	\$ 96,876
Transportation and Warehousing	42	597	\$ 65,572
Arts, Entertainment, and Recreation	36	455	\$ 23,088
Total, All Industries	2,914	52,970	

Source: Quarterly Census of Employment and Wages (QCEW), MN Department of Employment & Economic Development; 2024 data.

2.3 LOCATION QUOTIENTS

Another way to look at workforce and industry in the city is through location quotients, a measure of how concentrated certain jobs or industries are in a particular area. According to the Department of Employment & Economic Development (DEED), a location quotient greater than 1 indicates above-average employment concentration for a specified area.

The chart below shows several subsectors where Plymouth has an above-average concentration of jobs, compared to other areas in Minnesota. Six of the ten highest location quotients are for manufacturing, with Electrical Equipment, Appliance, and Component Manufacturing leading, along with Miscellaneous Manufacturing, which includes medical device manufacturing.



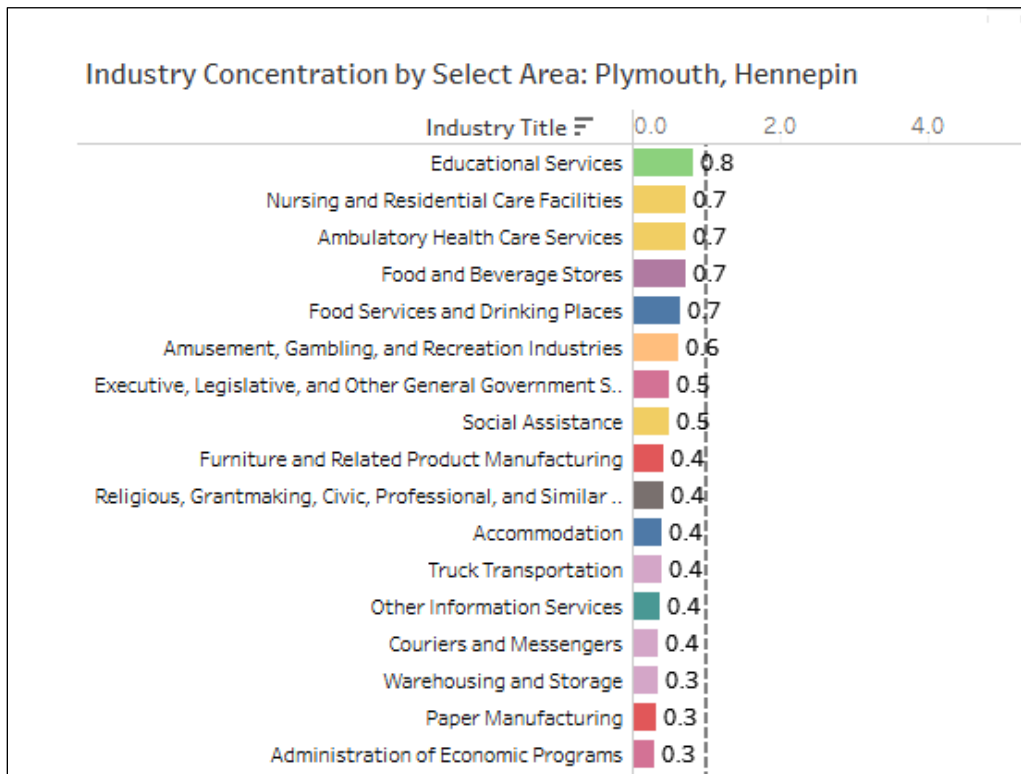
Source: Minnesota Location Quotient Tool, MN Department of Employment & Economic Development

This concentration of employment can be a marker of an industry cluster, a grouping of related businesses, suppliers, and service providers. Clusters can increase productivity, foster innovation, and help businesses gain a competitive advantage. Since they are located nearer to one another, collaboration and cross-pollination of ideas is easier. They attract talent and help to develop a specialized workforce. Startups as well as established businesses in a cluster benefit from this supportive ecosystem, and as a result, similar businesses are also drawn to the area.

The city may be most successful in attracting businesses to locate here that fall within an existing cluster. Materials developed to promote the city should share information on other businesses in

the industry that are currently located in Plymouth, as well as workforce and related training and education programs.

Location quotients below 1 show below-average concentration of employment in an area. The chart below shows industry concentrations in Plymouth that are lower overall than the state average. It is natural to have low concentration in some areas, but it could prevent the city from realizing its priorities. For example, if the city is interested in attracting more visitors for overnight stays, the low number for Accommodation businesses (i.e. hotels) may be an issue. And the location quotient of 0.7 for Food Services and Drinking Places may be confirmation of the common resident complaint that Plymouth does not have enough restaurants.



Source: Minnesota Location Quotient Tool, MN Department of Employment & Economic Development

Cluster development may be commonly considered for traded sectors (see definition next page), but clusters are also relevant for local sectors. Retail businesses are often located in the same area to tap the same consumers (e.g. car dealerships, antique stores, etc.) If the goal is to develop a cluster, attracting the first of a particular type of business may take more effort or incentive, but it can then act as a catalyst for attracting additional businesses to the same area.

2.4 LOCAL VS. TRADED SECTORS

Sectors and industries can be defined or grouped in different ways. One way to consider sectors is by “local” versus “traded”.

Local: The local sector encompasses businesses that serve the local community. They would not be able to locate elsewhere and still provide the same services and products to residents and other businesses that are in Plymouth. Some examples of these types of businesses include restaurants, grocers, healthcare, cleaning services, repair shops, etc.

Traded: This sector encompasses businesses that may sell locally but also could “export” their products or services out of the local area, potentially serving customers throughout the state, country or internationally. Examples include manufacturers, engineering or design firms, management consultants, etc. These businesses generally have unique products or services or a value proposition that makes them competitive in a larger market.

Achieving outcomes for the City Council 2025-2027 Strategic Priorities will require support and encouragement of both local and traded sectors. Traded sector businesses employ more people per business and invest more in real estate and equipment. Plymouth’s strength in this area supports low taxes and has helped the city to weather financial downturns. At the same time, local sector businesses contribute to livability and the vibrancy of a city. They provide critical services, as well as employing the largest number of people overall.

At the regional and state levels, business attraction and retention efforts are focused on the traded sector. Many state economic development incentives are only available to businesses in the traded sector, often requiring that a company attest that they are also considering locations outside of Minnesota for their project as a condition of receiving funding. This limits the potential for tapping state funding to serve many businesses.

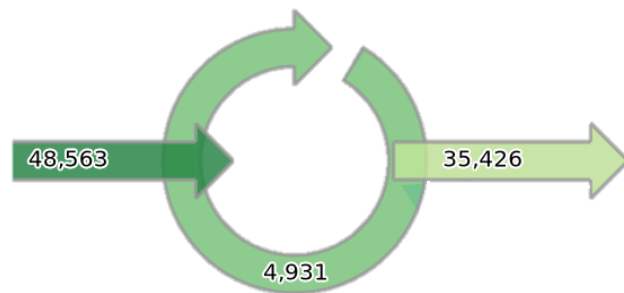
To better serve the local sector, the city could implement economic development programs such as fee waivers, grant programs, or revolving loan funds. These could be used to incent local businesses in target industries or those opening, expanding, or making improvements in target locations, such as City Center.



2.5 HOUSING & TRANSIT

According to the US Census Bureau 2022 data, (latest year available), only 4,931 Plymouth residents both lived and worked in the city. 35,426 residents worked outside the city, and 48,563 workers from outside the city came into Plymouth for work, resulting in a net inflow of 13,137 workers.

Workers in the “Goods Producing Industry Class” and the “Trade, Transportation, and Utilities Industry Class” were more likely to come into the city for jobs, while residents were more likely to flow out of the city for jobs in the “All Other Services” Industry Class.



Source: United States Census Bureau, OnTheMap, 2022 data.

This means that some of Plymouth’s largest industries are heavily dependent on labor from outside the city, which could pose a threat to those businesses.

As the cost of housing in Plymouth rises, workers in lower wage industries or jobs may be pushed to live further away. This could result in lower workforce availability. Supporting affordable housing initiatives could increase access to labor to fill entry-level or lower-wage jobs in production, transportation, support services, and healthcare.

Access to transit can also support workforce availability, allowing residents and non-residents to work at jobs in Plymouth without owning a car. Continued support of Metropolitan Council initiatives such as Bus Rapid Transit (BRT) along Highway 55 will help to ensure workforce access, while also acting as a catalyst for redevelopment.

Lastly, the large percentage of Plymouth residents who leave the city for work each day could be an untapped asset. Efforts should be made to tell the story of Plymouth’s highly educated residents, for business retention, expansion and attraction efforts in key areas including technology, engineering, and business services.

Rental Housing

The city’s working age population skews to the older end of the working age bracket. The Pew Research Center notes that about two-thirds (65.9%) of people below the age of 35 rent—more than other age groups.

Newly completed or planned apartment projects in the city (Wren on the Creek, The Brooks, Belterra, etc.) may help to attract younger working age residents to Plymouth. These workers could potentially help to backfill jobs being vacated because of retirements.

3 SWOT ANALYSIS

A SWOT analysis—which examines Strengths, Weaknesses, Opportunities, and Threats—is a strategic planning tool. When used in economic development, it helps to assess a community or region’s internal and external environment, identifying strengths (such as workforce talent or industry clusters) and weaknesses (like outdated zoning codes or gaps in funding) that influence local economic performance. This self-assessment allows economic developers to understand where their community stands and what internal factors they can build upon or need to improve to foster growth and resiliency.

At the same time, a SWOT analysis evaluates external opportunities—such as emerging industries or macroeconomic trends—and threats like regional competition or federal policy changes. This forward-looking perspective enables communities to proactively adapt, mitigate risks, and capitalize on trends that align with local assets. Ultimately, SWOT analysis supports data-driven decision-making and helps prioritize investments, policies, and initiatives that strengthen the local economy over the long term.

Along with the preceding data, the following SWOT Analysis helped to inform the selection of target industries for the city, as well as action items in the implementation plan.

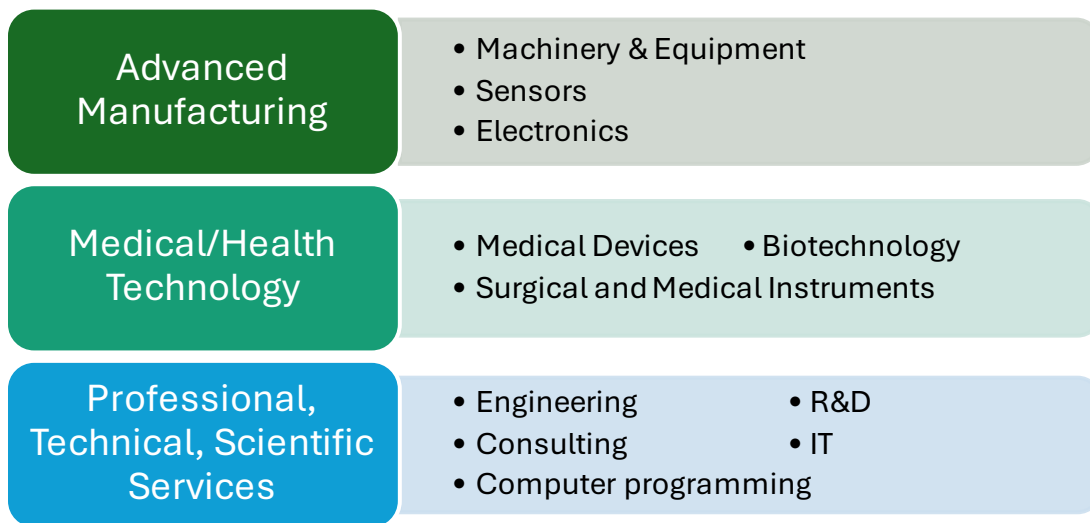
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Location (highways, proximity to Minneapolis, MSP airport, etc.) • Concentration of industry <ul style="list-style-type: none"> ○ Medtech cluster ○ Large number of manufacturers • Diversified tax base • Strong K12 schools • Highly educated population • Low tax rate compared to peer cities • Alignment with regional/state economic development efforts • Older buildings offer lower-cost entry for startups • West Health offers possible healthcare hub / TRIA / Summit • Recreational/training facilities are a draw • The Boulevard and City Center offer chance for new type of “office park” • Connections between city departments and residents <ul style="list-style-type: none"> ○ Huge volunteer base • Hilde events/PIC tournaments draw visitors • BRT will support growth • Council looking for bold ideas 	<ul style="list-style-type: none"> • Housing constraints (Missing middle, lack of affordable housing) • Transit restraints • Lack of amenities (restaurants, retail) • Slowing population growth • Jobs and resident workforce may not be aligned • High cost of land / lack of available land / redevelopment required for projects • Manufacturing moving further out of metro • Aging office/industrial stock • Weak demand for office buildings resulting in lower values & challenges to assessments; Pressure to re-zone office to industrial • Continued use of industrial spaces for recreation uses, etc. could lead to loss of industrial • Few economic development tools are available, except for TIF (doesn’t work for leases or non-blighted property) • Staff capacity • Politically driven shifts in approval requirements can lead to developer uncertainty and slow down projects

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Grow population through density • Senior housing—especially infill near current homes • Development as healthcare/ health services hub • Foster immigrant small businesses • New office paradigm can support more restaurants, bars, and entertainment • Co-working spaces • Potential to engage businesses on resiliency planning • Medtech industry demand will grow due to aging populations worldwide; Potential for incubator or accelerator to support innovation • Increased needs for power generation to support AI <ul style="list-style-type: none"> ○ Renewable energy/local generation ○ Battery storage technology • Demand for industrial & warehousing <ul style="list-style-type: none"> ○ Reshoring ○ Last mile delivery • Increased use of industrial automation • Remote delivery of services could open opportunities for redevelopment (fewer bank branches, other small service company offices) • Links between K12 and industry–workforce pathways 	<ul style="list-style-type: none"> • Aging workforce • Decrease in immigration means fewer workers • Seniors stay in single-family homes; fewer homes for working age population • Tax loss from office conversions • Fewer jobs with recreational use of industrial • Industrial conversion drives out other industrial users • AI computing drain on power grid <ul style="list-style-type: none"> ○ Demand for data centers (increased power & water use) ○ Lack of power availability could hamper manufacturing growth • Natural disasters/heat events/risk to infrastructure • NIMBYism (e.g. Support for affordable housing in theory, but resistance in practice if nearby) People only engage when it directly impacts them • Federal cuts to healthcare, food supports, education (special ed, K12 and Higher Ed) will put more pressure on state and local governments • Income inequality • Federal and state mandates—negative effects on businesses

4 TARGET INDUSTRIES

Target industries are those that best align with a community’s location, assets, and goals. Focusing time and resources on these industries for business retention, expansion, and attraction efforts is likely to yield the best results for job creation and business investment.

The traded sectors of Advanced Manufacturing, Medical/Health Technology, and Professional, Technical & Scientific Services have been identified as target industries for Plymouth. These were chosen based on current cluster strengths, growth trends, wages, workforce capabilities, and alignment with regional and state target industries. Each of these is explored further on the following pages.



The following local sectors are additional targets. These are based on goals for City Center and neighborhood commercial nodes, contributing to livability and the vibrancy of the city. They also support the goals and work of the city’s destination marketing organization, Hello!Plymouth.



4.1 ADVANCED MANUFACTURING

In 2024, there were 188 companies in Plymouth engaged in manufacturing according to DEED's Quarterly Census of Employment & Wages (QWEC; page 6). They employed 9705 people, representing 18.32% of the jobs in the city and the largest number of workers of any industry. Average wages for workers employed by manufacturing firms were \$108,264, well above the average wage of \$81,568 for all jobs in Plymouth.

Most manufacturing firms employ a broad range of employees—from production workers, quality control, and engineers, to accounting, human resources, management, sales, and more—offering full-time, benefit-earning positions to workers with a range of skills and education levels from those with a high school diploma, graduates of technical or trades programs, up to those with advanced or professional degrees.

Advanced manufacturing refers to the use of skilled talent and cutting-edge technologies in producing goods—such as automation, robotics, additive manufacturing, and data analytics. It represents a shift from traditional manufacturing businesses that rely on large numbers of relatively unskilled workers toward smart, efficient, and flexible operations that can compete in the global economy.

In other words, advanced manufacturing is not defined by what is being made, but how it is being made—with high-tech processes and materials, skilled, technology-literate workers, and lean, data-driven production systems. Applications may span medical, aerospace, electronics, and other industrial sectors where precision, tight tolerances, and strict regulatory environments are common.

Plymouth's strengths in this area include both the production of finished products, such as medical devices, and the key components that are used in other advanced manufacturing equipment and processes, such as sensors, integrated circuits, and automation solutions. The location quotients of 10.9 for Electrical, Appliance, & Component Manufacturing and 4.5 for Miscellaneous Manufacturing, which includes medical devices (see page 7), represent a concentration of employment or cluster, and can be a draw for attracting and retaining other advanced manufacturing firms.

Representative NAICS codes for advanced manufacturing are broad and may include those in High-Tech & Precision Manufacturing; Automation, Robotics, & Industrial Machinery; Materials & Additive Manufacturing; Medical & Biotech Manufacturing; and Transportation Equipment Manufacturing. These NAICS codes do not capture everything, and traditional industries may also qualify as “advanced” if they are applying next-generation production methods.

- 334111 – Electronic Computer Manufacturing
- 334413 – Semiconductor and Related Device Manufacturing
- 334510 – Electromedical and Electrotherapeutic Apparatus Manufacturing
- 336413 – Other Aircraft Parts and Auxiliary Equipment Manufacturing
- 333249 – Other Industrial Machinery Manufacturing
- 333517 – Machine Tool Manufacturing

- 333924 – Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
- 334512 – Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
- 325998 – All Other Miscellaneous Chemical Product and Preparation Manufacturing
- 326199 – All Other Plastics Product Manufacturing
- 331491 – Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding
- 332710 – Machine Shops (especially with CNC and additive capabilities)
- 339999 – All Other Miscellaneous Manufacturing (often used for 3D printing and prototypes)
- 334516 – Analytical Laboratory Instrument Manufacturing
- 336413 – Other Aircraft Parts and Auxiliary Equipment Manufacturing

REPRESENTATIVE EMPLOYERS

Company	Focus Area
Honeywell	Space-ready microelectronics; Application-specific integrated circuits
Turck	Factory and process automation applications including sensors, human-machine interfaces (HMI), and RFID systems
Banner Engineering	Automation solutions including sensors, wireless solutions, machine safety, indication and LED lighting
Danfoss	Electrohydraulic controls
Bühler Minneapolis	Advanced, digitally integrated food processing systems
Crown Plastics, Inc.	Precision-cut medical and industrial-grade plastic fabrication

Plymouth is a regional hub for advanced manufacturing, particularly in medical devices, electronics, and precision fabrication. These firms support innovation, high-value exports, and workforce development opportunities that align with the city’s broader economic goals.

4.2 MEDICAL/HEALTH TECHNOLOGY

Medical/health technology, or medtech, refers to products, platforms, and systems that are used to treat patients, and improve patient care and healthcare delivery. Medtech spans medical device manufacturing, diagnostics, biotechnology, digital health, and therapeutic innovations. This industry generates high-wage and knowledge-intensive jobs in R&D and clinical training, and as with other advanced manufacturing businesses, offer a range of employment opportunities for employees with varying levels of education and skills.

Growth in medtech can be attributed to technological advances, improved access (including remote monitoring), aging populations in the US and other highly developed countries, and the growing prevalence of chronic disease.

While the manufacturing part of this industry may be represented in Advanced Manufacturing, this industry can be considered more broadly to include research and development activities, as well as software development and applications. Representative NAICS Codes encompass these fields and others.

- 334510 – Electromedical and Electrotherapeutic Apparatus Manufacturing
- 339112 – Surgical and Medical Instrument Manufacturing
- 325412 / 325414 – Pharmaceutical and In-Vitro Diagnostic Substance Manufacturing
- 541714 – R&D in Biotechnology
- 541715 – R&D in Physical, Engineering, and Life Sciences
- 621999 / 541511 – Medical technology platforms, software, analytics

REPRESENTATIVE EMPLOYERS

Company	Focus Area and Capabilities
Abbott	Cardiovascular device R&D and manufacturing—catheters, structural-heart implants
Philips Image Guided Therapy	R&D and manufacturing facility producing medical equipment and AI-enabled imaging systems
Nonin Medical	Non-invasive monitoring devices—pulse oximeters and capnographs
ProMed Molded Products	ISO 13485-certified silicone/plastic molding for implantable devices, automated inspection, clean-room operations
Steris	Infection prevention products and services; medical devices
TE Connectivity	Structural heart & electrophysiology manufacturing, braid/extrusion, clean-room device assembly; Laser microprocessing of micro metal components for minimally invasive devices

Medtech merits a separate focus from Advanced Manufacturing due to Plymouth’s strength as a cluster in this area, and the specialized needs of medtech companies. Firms here span medical plastic molding, minimally invasive device prototyping, laser precision manufacturing, and integrated digital/AI workflows. Collectively, they employ thousands in advanced manufacturing, engineering, regulatory and digital health roles.

4.3 PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES

The Professional, Scientific, and Technical Services sector includes a wide range of highly skilled services across engineering, IT, consulting, business services, and more. It represents high-value, knowledge-based services that have the potential to drive innovation, increase regional competitiveness, and generate high-wage employment.

In 2024, there were 528 Professional, Scientific, & Technical Services firms in Plymouth, according to the QWEC (page 6), more than any other industry. They employed 6,045, the third largest number of workers of any industry, and average wages were the second highest of all industries at \$132,860.

Occupations in this industry generally require advanced education, certifications, or specialized expertise, making them a good fit for Plymouth’s well-educated residents. Their above-average wages contribute significantly to household income and spending. As a result, they can create strong multiplier effects, supporting jobs in other sectors like retail, hospitality, and housing.

Representative NAICS Codes for this sector include:

- 541330 – Engineering Services
- 541511 – Custom Computer Programming Services
- 541512 – Computer Systems Design Services
- 541611 – Administrative & General Management Consulting
- 541614 – Process, Logistics, and Supply Chain Consulting
- 541715 – R&D in Physical, Engineering, and Life Sciences

REPRESENTATIVE EMPLOYERS

Company	Focus Area and Capabilities
Anderson Engineering	Architecture, civil & structural engineering, environmental services, land surveying, and landscape architecture
Lindell Engineering	Mechanical, electrical, and plumbing engineering services
Charter Solutions	IT Consulting, data analytics, and cloud managed services
Cargill Food Innovation Hub	Food ingredient, biotech, and process R&D
Engineering Systems, Inc.	Forensic engineering services for product liability, industrial applications, and insurance subrogation.

Plymouth shows above-average employment in this sector already, as evidenced by a location quotient of 2.0, but the city’s highly educated residents could be a draw for other firms looking to expand or locate in the area.

5 THEMES, STRATEGIES & IMPLEMENTATION

The Economic Development Strategic Plan supports the 2025-2027 Strategic Priorities adopted by the Plymouth City Council in 2025.

The following implementation plan is organized by City Council priorities and desired outcomes for that priority. Specific strategies in support of these outcomes are listed, followed by discrete action items that make up the strategy.

Please note that not every priority is addressed—this plan is focused on those priorities most directly related to businesses, development, and economic vitality.

City Center Reimagined

Outcome: A vibrant hub for living, working, dining and recreating.

Strategy: Encourage density in residential housing to support a vibrant mix of unique and diverse restaurants, entertainment, lodging and retail businesses.

1. Identify and pursue redevelopment opportunities for housing projects in City Center.
 - a. Assemble land for redevelopment.
 - b. Prioritize TIF use for housing projects.
2. Pursue a ULI technical assistance panel to identify opportunities and strategies for City Center.

Strategy: Seek partnerships that attract, incent, and support development.

1. Convene focus groups for developers to generate interest and ideas for development.
2. Build relationships with City Center property owners to determine which may be open to selling or redevelopment.
3. Build relationships with restaurant groups, hotels, and retailers that may be interested in locating in City Center.

A Connected and Thriving Community

Outcome: Residents have a safe place to live with high quality infrastructure and recreational opportunities.

Strategy: Create opportunities for neighborhood scale commercial nodes and amenities.

1. Institute a “Business Walk” retention program to connect with commercial businesses throughout the city in partnership with the Wayzata West Metro Chamber.
2. Meet with businesses in commercial nodes to identify complementary businesses that could be encouraged to locate in Plymouth.

Economic Stability and Vitality

Outcome: A business-friendly environment that fosters economic opportunities and innovation

Strategy: Develop and implement engagement strategies to retain, recruit, and help businesses grow in Plymouth.

1. Promote business retention and expansion.
 - a. Build and maintain a current list of Plymouth businesses.
 - b. Conduct business visits to build relationships.
 - High level BRE site visits/tours
 - BRE interviews
 - Business walks
 - c. Establish a CRM to track contacts and activities.
 - d. Conduct a survey of Plymouth businesses.
 - e. Develop a Plymouth business communication plan.
2. Support small businesses and entrepreneurs.
 - a. Host small business networking group meetings.
 - b. Participate in Elevate Hennepin and proactively promote as a resource.
 - c. Study the potential cost and benefits of establishing programs specific to small businesses and startups:
 - Grants and/or revolving loans
 - Incubator or Accelerator to foster startups
 - Annual business pitch contest
3. Attract businesses in target industries.
 - a. Foster relationships with DEED, Greater MSP, brokers, and site selectors.
 - b. Respond to Requests for Proposals (RFPs), strategically positioning the city and available buildings and sites.
 - c. Support applications for state programs including Minnesota Investment Fund and Job Creation Fund.
 - d. Develop and maintain business attraction web pages on the City of Plymouth website.
 - e. Work with Communications to produce and update data-driven promotional materials focused on target industries.

Strategy: Identify and promote existing, and explore new tools to support development, redevelopment, and business growth.

1. Study the possibility of imposing a special EDA levy to help fund the public costs of development and redevelopment.
2. Actively research and apply for grants to support redevelopment efforts.

3. Expand the use of Redevelopment TIF districts to support projects that align with city priorities.
4. Explore the establishment of a revolving loan fund.
5. Explore the potential for a fee waiver policy or other local incentives.

Strategy: Support workforce availability through access to housing, transportation and education.

1. Maintain and grow relationships with K-12 districts and higher education partners.
2. Convene a workforce summit with business leaders, educators, and public sector to understand current and future workforce challenges.
3. Support city housing initiatives in collaboration with the Housing & Redevelopment Authority (HRA).
4. Engage with Met Council and other organizations to promote transit.
 - a. Participate in working groups/technical committees to establish bus rapid transit (BRT) along Highway 55.
 - b. Influence placement of BRT stops at optimal locations to support city objectives for industry growth, workforce needs, and development.

Strategy: Articulate a clear, consistent application and approval process for development and redevelopment projects.

1. Ensure city zoning code supports council strategic priorities.
 - a. Complete a diagnostic review of the zoning code.
 - b. Amend code to support priorities.
2. Work with City Council to determine and document the process for developer submissions on large projects (comprehensive plan amendments, zoning amendments, etc.)

To: Dave Callister, City Manager

Prepared by: Jodi Gallup, City Clerk

Reviewed by:

Item: **Set future study sessions**

1. Action Requested:

Schedule study sessions and/or add topics as desired. The calendar for the remainder of the year is attached to assist with scheduling.

2. Background:

Pending study session topics (at least three council members have approved the following study items on the list):

- Review policy on Request for Proposals
- Review park dedication and park replacement funds

Staff requests for meeting topics and/or changes:

- Discuss council listening session policy on October 28 at 5 p.m.

3. Budget Impact:

Not applicable.

4. Attachments:

1. Calendar

SUN	MON	TUES	WED	THUR	FRI	SAT
			1	2	3	4
5	6	7	8 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Council Chambers	9	10	11
12	13	14 5:00 PM SPECIAL COUNCIL MEETING Sales tax projects/ Economic Development Strategic Plan/I-494 & Hwy 55 Small Area Study Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Council Chambers	15 7:00 PM PLANNING COMMISSION MEETING Council Chambers	16	17	18
19	20	21	22 10:00 AM DESTINATION MARKETING ORGANIZATION ADVISORY BOARD FAMILIARIZATION TOUR City Wide	23 7:00 PM HOUSING AND REDEVELOPMENT AUTHORITY MEETING Council Chambers	24	25
26	27	28 5:00 PM SPECIAL COUNCIL MEETING Review tobacco licensing ordinance/ Budget Meeting #3 Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Council Chambers	29 7:00 PM SPECIAL CHARTER COMMISSION MEETING Medicine Lake Room	30	31	



City of
Plymouth

November 2025

SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5 7:00 PM PLANNING COMMISSION MEETING Council Chambers	6	7	8
9	10 5:00 PM SPECIAL COUNCIL MEETING Potential sales tax designs update/ Budget Meeting #4 (if needed) Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Council Chambers	11  VETERANS DAY CITY OFFICES CLOSED	12 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Medicine Lake Room	13 7:00 PM PARK & REC ADVISORY COMMISSION MEETING Council Chambers	14	15
16	17	18	19 7:00 PM PLANNING COMMISSION MEETING Council Chambers	20	21	22
23	24	25 5:00 PM SPECIAL/CLOSED COUNCIL MEETING Review advisory board applications and select interview candidates/ Conduct city manager performance review Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Council Chambers	26	27 THANKSGIVING HOLIDAY CITY OFFICES CLOSED	28 THANKSGIVING HOLIDAY CITY OFFICES CLOSED	29
30						

3400 Plymouth Boulevard
Plymouth, MN 55447

OFFICIAL CITY CALENDAR

763-509-5000
plymouthmn.gov

*Per MN Statute 13D.02, members may be attending remotely.



SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2 5:00 PM SPECIAL COUNCIL MEETING Interview advisory board candidates Medicine Lake Room	3 7:00 PM PLANNING COMMISSION MEETING Council Chambers	4 7:00 PM HOUSING AND REDEVELOPMENT AUTHORITY MEETING Council Chambers	5	6
7	8	9 7:00 PM REGULAR COUNCIL MEETING Council Chambers	10 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Council Chambers 7:00 PM CHARTER COMMISSION ANNUAL MEETING Medicine Lake Room	11	12	13
14	15	16	17 7:00 PM PLANNING COMMISSION MEETING Council Chambers	18	19	20
21	22	23	24 CHRISTMAS HOLIDAY CITY OFFICES CLOSED	25 CHRISTMAS HOLIDAY CITY OFFICES CLOSED	26	27
28	29	30	31			