

**CITY OF PLYMOUTH
AGENDA
Regular Housing and Redevelopment Authority
Council Chambers
3400 Plymouth Boulevard, Plymouth, MN
April 23, 2026, 7:00 PM**

1. CALL TO ORDER

2. PUBLIC FORUM - Individuals may address the Housing and Redevelopment Authority (HRA) about any item not contained on the regular agenda. A maximum of three minutes is allotted per individual with a total of 15 minutes for the forum. If the full 15 minutes are not needed for the forum, the HRA will continue with the agenda. The HRA will take no official action on items discussed at the forum, with the exception of referral to staff for future report.

3. APPROVE AGENDA - HRA members may add items to the agenda for discussion purposes or staff direction only. The HRA will not normally take official action on items added to the agenda.

4. CONSENT AGENDA - These items are considered to be routine and will be enacted by one motion. There will be no separate discussion of these items unless an HRA member or individual so requests, in which event the item will be removed from the consent agenda and placed elsewhere on the agenda.

4.1 Adopt proposed minutes
1. Minutes 03-26-2026

4.2 Adopt study meeting proposed minutes
1. HRA 03-26-2026 - study session minutes

4.3 Resolution to approve CDBG 2025-2029 Consolidated Plan substantial amendment
1. Resolution
2. 2025-2029 Consolidated Plan

5. PUBLIC HEARINGS

6. NEW BUSINESS

6.1 Economic Development Strategic Plan
1. Economic Development Strategic Plan Draft 4.16.2026

7. UPDATES

7.1 HRA Updates

8. ADJOURNMENT



To: Housing and Redevelopment Authority

Prepared by: Steven Schmidt, Housing Manager

Reviewed by: Grant Fernelius, CED Director

Item: **Adopt proposed minutes**

1. Action Requested:

Adopt proposed minutes

2. Background:

Adopt proposed minutes from the March 2026 HRA Commission meeting

3. Budget Impact:

N/A

4. Attachments:

1. Minutes 03-26-2026

**DRAFTED MINUTES
PLYMOUTH HOUSING AND REDEVELOPMENT AUTHORITY
MARCH 26, 2026**

MEMBERS PRESENT: Chair James Williams, Commissioners Wayne Peterson, Ronald Kelner, Tony Kuechle, Bob Swanson, and Barbara Patrin

ABSENT: Commissioner Rahfat Hussain

STAFF PRESENT: HRA Executive Director Grant Fernelius, Housing and Economic Development Manager Steven Schmidt, Housing Policy and Grant Coordinator Grace Scoonover, and Permit Technician Emily Vandergon

OTHERS PRESENT:

1. CALL TO ORDER

Chair Williams called the Plymouth Housing and Redevelopment Authority meeting to order at 7:00 p.m.

2. PUBLIC FORUM

Chair Williams opened and closed the Public Forum, as there was no one present to speak.

3. APPROVE AGENDA

MOTION by Commissioner Kelner, seconded by Commissioner Patrin to approve the Agenda. **Vote.** 6 Ayes. **MOTION** passed unanimously.

4. CONSENT AGENDA

4.1. Approved minutes from January 22, 2026.

4.2. Plymouth Towne Square. Accept Monthly Housing Reports.

4.3. Vicksburg Crossing. Accept Monthly Housing Reports.

MOTION by Commissioner Peterson, seconded by Commissioner Patrin to approve the minutes from the January 22, 2026, meeting. **Vote.** 6 Ayes. **MOTION** passed unanimously.

MOTION by Commissioner Peterson, seconded by Commissioner Kelner, to approve the remainder of the Consent Agenda. **Vote.** 6 Ayes. **MOTION** passed unanimously.

5. PUBLIC HEARINGS

5.1. Community Development Block Grant (CDBG) – Hold Public Hearing on 2026 Annual Action Plan

Housing Policy and Grant Coordinator Scoonover gave an overview of the staff report.

Chair Williams asked if there was any prior input received before today.

Housing Policy and Grant Coordinator Scoonover explained that today was the end of the 30-day comment period, and no comments were received during that time.

Chair Williams opened the public hearing.

No comments.

Chair Williams closed the public hearing.

MOTION by Commissioner Peterson, seconded by Commissioner Swanson, to approve HRA resolution 2026-01 to approve the application and allocation of fiscal year 2026 community development block grant funds. **Vote.** 6 Ayes. **MOTION** passed unanimously.

6. NEW BUSINESS

6.1. Election of Officers – Chair, Vice Chair, and Secretary

Chair Williams opened nominations for the position of Chair.

Commissioner Kelner nominated James Williams for the position of Chair.

There were no other nominations.

Upon a unanimous vote, James Williams was elected as Chair of the HRA for 2026.

Chair Williams opened nominations for the position of Vice Chair.

Commissioner Kuechle nominated Wayne Peterson for the position of Vice Chair.

There were no other nominations.

Upon a unanimous vote, Wayne Peterson was elected as Vice Chair of the HRA for 2026.

Chair Williams opened nominations for the position of Secretary.

Commissioner Peterson nominated Bob Swanson for the position of Secretary.

There were no other nominations.

Upon a unanimous vote, Bob Swanson was elected as Secretary of the HRA for 2026.

7. UPDATES

Housing and Economic Development Manager Schmidt provided updates on staffing and the Bring It Home program. He provided more information on the number of applications received, program capacity, program details, and regulations of the program. He also provided updates on the MET Council housing nexus study.

8. ADJOURNMENT

MOTION by Commissioner Peterson, seconded by Commissioner Patrin, to adjourn the HRA meeting at 7:25 p.m. **Vote.** 6 Ayes. **MOTION** passed unanimously.



To: Housing and Redevelopment Authority

Prepared by: Steven Schmidt, Housing Manager

Reviewed by: Grant Fernelius, CED Director

Item: **Adopt study meeting proposed minutes**

1. Action Requested:

Adopt study meeting proposed minutes

2. Background:

Adopt proposed minutes from the March 2026 HRA Commission study meeting

3. Budget Impact:

N/A

4. Attachments:

1. HRA 03-26-2026 - study session minutes

Draft Minutes
HRA Study Session
March 26, 2026

Chair James Williams called a Study Session Meeting of the Plymouth HRA to order at 6:03pm at Plymouth City Hall, 3400 Plymouth Boulevard, Plymouth MN 55447, on March 26, 2026.

STAFF PRESENT: Community and Economic Development Director Grant Fernelius, Housing Manager Steven Schmidt, Housing Policy and Grant Coordinator Grace Scoonover

HRA COMMISSIONERS PRESENT: Robert (Bob) Swanson, Tony Kuechle, James Williams, Wayne Peterson, Ronald Kelner, Barbara Patrin

HRA COMMISSIONERS ABSENT: Rahfat Hussain

Mayor Wosje absent.

Discuss 2026 Annual Council Workshop

Staff shared an overview of the city council workshop from March 6, 2026 and the workshop's primary focus on housing. This overview included:

- Presentation from staff summarizing topics from workshop
 - o HRA organization and governance
 - o Housing Goals
 - o Redevelopment and risk tolerance
- Discussion among commissioners and staff of each topic, staff observations, and council feedback

Adjournment

Chair James Williams adjourned the meeting at 6:56pm.

To: Housing and Redevelopment Authority

Prepared by: Grace Scoonover, Housing Policy & Grant Coordinator

Reviewed by: Grant Fernelius, CED Director
Steven Schmidt, Housing Manager

Item: **Resolution to approve CDBG 2025-2029 Consolidated Plan
substantial amendment**

1. Action Requested:

Approve attached resolution for CDBG 2025-2029 Consolidated Plan substantial amendment

2. Background:

The Community Development Block Grant (CDBG) is a federally funded program administered by the U.S. Department of Housing & Urban Development (HUD). Annually, the City of Plymouth HRA estimates the upcoming program year allocation and uses this estimate to create a draft Annual Action Plan. After HUD announces the actual award amounts, usually in April or May, HRA staff then update project allocations in the draft plan to reflect the actual allocation. These updates are made in accordance with contingency language in the Consolidated Plan. Staff are proposing to update this contingency language to simplify the allocation process and to more effectively utilize available funding.

The current CDBG 5-year Consolidated Plan began on July 1, 2025, and will end on June 30, 2030. Contingency language is located in sections SP-35 and AP-15 of the Plan. The current contingency language is outlined below:

“If the allocation amount is higher or lower than the anticipated figure, Plymouth will proportionally increase or decrease program funding accordingly to match actual allocation amounts. Subgrantee project funding will proportionally increase or decrease accordingly to maintain compliance with the public services cap.”

This method of even distribution among all projects can be inefficient. For example, the Fair Housing project has an annual allocation which is equal to the annual dues owed

to the Fair Housing Implementation Council (FHIC). Allocating additional funding for this project during a program year does not improve the effectiveness of the project and requires additional administrative work to correct the allocation.

The city’s three directly administered CDBG programs, Housing Rehabilitation, First-Time Homebuyer, and Program Administration, can more easily adapt to allocation changes and more efficiently utilize all available funding. With a wide range of activity expenses, from \$7,500 emergency repair grants to \$40,000 loans for larger rehab projects, the Housing Rehabilitation program is especially adaptable to allocation changes. Staff recommends replacing the current contingency language with the following:

“If the actual allocation amount for a program year is higher or lower than the estimated allocation amount and the change is \$22,500 or less, the change will be added to or subtracted from the Housing Rehabilitation allocation. If the change is greater than \$22,500, the change will be applied evenly between the Housing Rehabilitation, First Time Homebuyer, and Program Administration allocations.”

This method supports efficient use of funding and insulates amount-specific projects (such as the FHIC annual dues) from funding fluctuations. A change of \$22,500 or less would cover up to three additional or fewer Emergency Repair Grants for the Housing Rehabilitation project. A change greater than \$22,500 would be distributed across the three directly administered programs to avoid significantly disrupting Housing Rehabilitation if the allocation is less than estimated, and to provide all three projects with a useful increase if the allocation is more than estimated.

This update is considered a substantial amendment to the Consolidated Plan. The Citizen Participation Plan requires a 30-day public comment period for substantial amendments. The 30-day public comment period for this substantial amendment will start on April 28, 2026 and will end on May 28, 2026. Comments received will be considered prior to approval of the amendment.

Staff recommends approval of Resolution 2026-2.

3. Budget Impact:

N/A

4. Attachments:

- 1. Resolution
- 2. 2025-2029 Consolidated Plan

CITY OF PLYMOUTH

HRA RESOLUTION 2026-2

**A RESOLUTION TO APPROVE A SUBSTANTIAL AMENDMENT OF THE 2025-2029
COMMUNITY DEVELOPMENT BLOCK GRANT ANNUAL ACTION PLAN**

WHEREAS, the City of Plymouth (“City”) has delegated its responsibility for the expenditure of Community Development Block Grant (CDBG) funds to the HRA pursuant to the Management Services Agreement dated the 17th day of November, 1995, between the City and the HRA; and

WHEREAS, the City of Plymouth intends to submit a substantial amendment to the U.S. Department of Housing and Urban Development for the City of Plymouth’s 2025-2029 CDBG Consolidated Plan and will hold a duly constituted 30 day public comment period as required by its Citizen Participation Plan from April 28, 2026 to May 28, 2026; and

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AND REDEVELOPMENT AUTHORITY OF THE CITY OF PLYMOUTH, MINNESOTA, that it hereby recommends that after the close of the public comment period and consideration of any comment received, the City Council authorize the City Manager to complete a substantial amendment to update the contingency language in the 2025-2029 Consolidated Plan for Community Development Block Grant funds from the U.S. Department of Housing and Urban Development to the following:

“If the actual allocation amount for a program year is higher or lower than the estimated allocation amount and the change is \$22,500 or less, the change will be added to or subtracted from the Housing Rehabilitation allocation. If the change is greater than \$22,500, the change will be applied evenly between the Housing Rehabilitation, First Time Homebuyer, and Program Administration allocations.”

Pending review of public comments and final approval by the City Council, the City of Plymouth will submit the substantial amendment to the U.S. Department of Housing and Urban Development.

Approved this 23rd day of April, 2026 by the Plymouth Housing and Redevelopment Authority.

James Williams, Chair

Grant Fernelius, Executive Director

Executive Summary

ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

1. Introduction

Plymouth is a Community Development Block Grant (CDBG) Entitlement Grantee and a member of the Hennepin County Consortium, which includes suburban Hennepin County as well as the cities of Bloomington, Eden Prairie, and Plymouth. This document contains those sections of the Consortium Consolidated Plan and Annual Action Plan with information specific to the City of Plymouth and its CDBG programs. The City of Plymouth will utilize CDBG funds to achieve the goals that best serve the housing and community development needs of the City and the Consortium.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

Plymouth will carry out activities that will provide for the preservation of the City's housing stock, improve housing affordability, provide essential social services, and support fair housing activities. The city will continue to provide 0% interest deferred loans for housing rehabilitation and first-time homebuyers city-wide. The City will also provide capital funding to assist with the improvement of residential public facilities for disabled individuals and with acquisition of property for inclusion in a community land trust. Lastly, the City will provide CDBG funds to support fair housing implementation.

3. Evaluation of past performance

The City of Plymouth has a long history of actively working to preserve and upgrade the condition of its housing, maintain housing affordability, and provide needed social services. The CDBG-funded single-family rehabilitation loan program (including lead-based paint abatement) and first-time homebuyer loan program have been successful and important parts of these efforts. Each year the city evaluates its performance relative to its Consolidated Plan goals through the Consolidated Annual Performance Evaluation Report (CAPER). As the 2024 program year comes to an end, the city continues to make progress toward meeting all its Consolidated Plan goals for the period from 2020-2024. The only exception is the number of households receiving first time homebuyer assistance, which has experienced limited activity due to a slowdown in the local housing market, changing lending criteria among first mortgage lenders, and high housing costs.

Fair Housing continues to be a focus of the City of Plymouth. In CDBG program year 2024, the Fair Housing Implementation Council funded three fair housing activities guided by the Analysis of

Impediments to Fair Housing. Activities from HOME Line, Affordable Housing Connections, and the Minnesota Homeownership Center were made available to City of Plymouth beneficiaries.

4. Summary of citizen participation process and consultation process

The City of Plymouth is part of the Hennepin County Consortium, and therefore the City's Action Plan is part of the Hennepin County Consortium Action Plan. The City has a Citizen Participation Plan that mirrors other Hennepin County Consortium members' Citizen Participation Plans, which calls for the Hennepin County Consortium Action Plan to be made available for public comment 30 days prior to its submission to HUD.

In addition to public hearings conducted by the County Board, the City of Plymouth Housing and Redevelopment Authority (HRA) will hold a public hearing to receive comments regarding the annual projects and activities to be funded. The public hearing was held on March 27, 2025 and asked the public to comment on the proposed activities. Notice of the public hearing was published in the official local newspaper on February 20, 2025 and on the City's website which offers translation services to the four most commonly spoken languages in the City – Hmong, Somali, Russian and Spanish. The City of Plymouth holds these public hearings at times and locations convenient to potential and actual beneficiaries.

Technical assistance is provided to any group representing very low and low-income persons that want to develop funding proposals for any of the programs covered by the Consolidated Plan. The City of Plymouth meets regularly with concerned agencies and groups to review and discuss affordable housing efforts and to identify ways in which the City of Plymouth can better serve the entire community with the resources available, including CDBG funding.

5. Summary of public comments

The City of Plymouth held a public hearing at the March 27, 2025 Housing & Redevelopment Authority meeting. Written comments were accepted from February 25, 2025 to March 27, 2025 and notice of the comment period and draft Action Plan was published in the official local newspaper on February 20, 2025, and on February 27, 2025. No comments were received during the public comment period or public hearing.

6. Summary of comments or views not accepted and the reasons for not accepting them

Comments may be made during the public comment period from February 25, 2025 to March 27, 2025 and may be made or presented at the public hearing on March 27, 2025. No comments or views were "Not Accepted."

7. Summary

The City of Plymouth will follow regulatory requirements as outlined in 24 CFR 91.105 Citizen Participation Plan to encourage participation from its citizens. The Public Comment Period and the

Public Hearing Notice will be initiated by posting notification in the local newspaper, on the city website, and by placing physical copies of the Annual Action Plan at the Plymouth Library, Plymouth Community Center, and City Hall.

Plymouth will carry out activities that will provide for the preservation of the City's housing stock, improve housing affordability, provide essential social services, and support fair housing activities. The City will continue to provide 0% interest deferred loans for housing rehabilitation and first-time homebuyers city-wide. The City will also provide capital funding to assist with the improvement of residential public facilities for disabled individuals and with acquisition of property for inclusion in a community land trust. Lastly, the City will provide CDBG funds to support fair housing implementation.

The Process

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	PLYMOUTH	Housing & Redevelopment Authority

Table 1– Responsible Agencies

Narrative

The City of Plymouth is a CDBG entitlement community. Plymouth is also a member of the HOME consortium of suburban Hennepin County. Therefore, the County serves as the lead agency in the overall development and submittal of the Consolidated Plan for participating jurisdictions, including CDBG grantees.

Consolidated Plan Public Contact Information

City of Plymouth Housing & Redevelopment Authority
Attn: Grant Fernelius, Executive Director
Phone: 763-509-5056; Email: gfernelsius@plymouthmn.gov
3400 Plymouth Boulevard
Plymouth, MN 55447

PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(I) and 91.315(I)

1. Introduction

The development of the Hennepin County Consortium Consolidated Plan was led by Hennepin County. Because many of the agencies that work within the city also work county-wide, it was determined that only one contact needed to be made to these organizations. The responses in this section reflect the work completed by Hennepin County and outlined in the overall Consortium Consolidated Plan as well as work completed by the City of Plymouth.

These activities are coordinated by Hennepin County at the local level. One of Hennepin County's services to enhance coordination includes development of a unit to focus specifically on housing stability for all county clients. Their work is to develop strategies to enhance prevention, support, and development of housing to meet the needs of residents within the county. Additionally, the county works with the City of Plymouth to provide assistance through the Continuum of Care department which works with HOME funds and the Office to End Homelessness.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

Where appropriate, staff refers organizations and service agencies to each other to coordinate efforts. The City of Plymouth coordinates with programs such as PRISM's Housing Program which helps to make emergency payments to keep residents in their homes for a short period of time. The City also works with IOCP to refer residents to their Neighborhood Program which aims to build healthy, connected neighborhoods that can assist one another. The City coordinates with SCS's HOME program, which provides low barrier essential services related to home maintenance and accessibility to the City's senior residents. The City of Plymouth also works to connect residents who are in need of legal advice with tenant advocacy groups such as HOME Line.

In addition to collaboratively working with these service agencies, the City has a close relationship with Hennepin County and refers any resident that may have additional home or mental health needs to a network of people within the County that are equipped to address issues that may arise for Plymouth residents. The City of Plymouth also works with residents through the public safety department and the code enforcement department to assist in getting residents the help they may need. Lastly, City staff regularly encourage residents and prospective residents to utilize Housing Link as a general tool to assist with finding additional resources and affordable housing.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Minneapolis/Hennepin County Continuum of Care (CoC) & Hennepin’s Housing Stability department convene CoC members around specific target populations and intervention types to coordinate and develop new collective strategies to make homelessness rare, brief and non-recurring. The CoC’s Lived Experience Advisory Group (LEAG) and Youth Action Board (YAB) bring together people with lived experience of homelessness to weigh in on strategies. The CoC’s Executive Committee supports these strategies, and the Funding Committee evaluates existing and proposed projects for service and reallocates funds to meet emerging needs. Both LEAG and YAB participate in funding decisions relating to Federal, State and County funds and hiring decisions within Hennepin County’s Housing Stability Area.

All homeless designated housing programs that receive public funding are required to fill all vacancies through the Coordinated Entry System (CES). The CES system prioritizes veterans, chronically homeless persons and families, people with disabilities and those who have the longest histories of homelessness and medical fragilities. The process also assesses household preferences to support the best match between person and program.

Hennepin County has very few homeless families that meet the HUD definition of chronic homelessness due to successes of our system. During the pandemic, the County saw significant fluctuation in family shelter demand. In response, Hennepin County has expanded family shelter capacity, created a new team of housing focused case workers for families and invested in a ‘surge’ of additional rapid rehousing in response to these pressures.

For single adults, Housing Stability has developed a by-name list of those who meet requirements of chronic homeless status. Since June 2017, when this approach began, over 1,600 chronically homeless people – with an average experience of four years homelessness each – were housed with a 93% retention rate.

The State of Minnesota adopted a by-name registry for veterans in 2015 and Hennepin County CoC actively participates in registry meetings and a by-name approach. In 2024, Hennepin County declared that it had, in fact, reach functional zero for veteran homelessness.

The youth-specific crisis response system in Hennepin CoC consists of multiple access points (crisis line, website and mobile app, drop-in centers, and street and school outreach), prevention services, youth-specific Emergency Shelter beds, Rapid ReHousing / Transitional Housing beds, Host Homes and Permanent Supportive Housing units. HUD selected Hennepin County as a youth Homeless Demonstration Program site in 2021 to leverage an additional \$3.5m in HUD Continuum of Care funding over a two-year period in support of the vision and goals developed with leadership from our Youth Action Board.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

Plymouth does not receive ESG funds.

Hennepin County HHS Housing Stability Division is the Collaborative Applicant for the Minneapolis/Hennepin County Continuum of Care (CoC). The Continuum of Care Coordinator and CoC planning staff work with Hennepin County ESG staff to comply with the CoC regulations set forth in 578.7 & 578.95 by: 1) Establishing a CoC Governing board with both Hennepin CoC and ESG staff included in the membership. 2) Conduct an annual Needs & Gaps Analysis to establish priority populations and needs based on data to inform funding decisions. 3) Establish CoC Written Standards for providing CoC assistance. 4) Designate and Operate an HMIS system. 5) Established working committees that focus on all 6 components of our homeless response system to assure alignment across CoC and ESG resources for each. In addition, Hennepin County has research staff dedicated to monitoring homelessness trends and outcomes.

ESG funds are awarded based on a request for proposal process that is combined with other homeless assistance funds to maximize coordination and results. CoC Operating Board members regularly sit on funding approval committees for ESG and other funds. On behalf of this jurisdiction, the CoC funds the administration and works closely with the HMIS system administrator to implement HMIS data standards. The CoC and ESG jurisdictions contribute to our statewide HMIS system with a 2 percent contribution to assist with HMIS Data Standards compliance for CoC and ESG funded projects. The CoC holds an annual meeting to solicit feedback from community members, providers, and policy makers on the gaps and challenges facing the community and hosts extensive focus groups and community conversations with people who are experiencing homelessness.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	HOME Line
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	HOME Line was consulted through the Hennepin County Consortium Consolidated Plan process and the city's annual non-profit funding review. The consultation confirmed an ongoing need for legal advocacy services for low/moderate income tenant households in Plymouth and suburban Hennepin County. See narrative in AP-85.
2	Agency/Group/Organization	People Responding in Social Ministry
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	PRISM was consulted through the Hennepin County Consortium Consolidated Plan process and the city's annual non-profit funding review. The consultation confirmed an ongoing need for emergency housing assistance and homelessness prevention services for low/moderate income households in Plymouth and suburban Hennepin County. See narrative in AP-85.
3	Agency/Group/Organization	Lutheran Social Services of MN
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Lutheran Social Services was consulted through the Hennepin County Consolidated Plan process and the city's annual non-profit funding review. The consultation confirmed an ongoing need for housing counseling for low/moderate income households in Plymouth and suburban Hennepin County. See narrative in AP-85
4	Agency/Group/Organization	Hammer Residences
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Hammer Residences was consulted through the Hennepin County Consolidated Plan process and the city's annual non-profit funding review. The consultation confirmed an ongoing need for rehabilitated rental housing for low/moderate income households with development disabilities in Plymouth and suburban Hennepin County. See narrative in AP-85.
5	Agency/Group/Organization	Senior Community Services (SCS)
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	SCS was consulted through the Hennepin County Consolidated Plan process and the city's annual non-profit funding review. The consultation confirmed an ongoing need for household maintenance assistance for low/moderate income senior households in Plymouth and suburban Hennepin County. See narrative in AP-85.
6	Agency/Group/Organization	City of Plymouth
	Agency/Group/Organization Type	PHA Grantee Department
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Housing Choice Voucher (HCV) Department(which acts as the PHA for the City of Plymouth) was consulted throughout the needs assessment and goal setting process for the Consolidated Plan. Additionally, HCV staff are consulted periodically to identify local housing needs. Staff will refer residents to HousingLink to assist with finding housing and anticipate higher outcomes of finding housing that fits their needs.

7	Agency/Group/Organization	City of New Hope
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	In addition to participating in the Consortium survey, the City of New Hope and Plymouth city staff regularly discuss community development and housing needs. Consultation will help develop Priority Needs and Goals.
8	Agency/Group/Organization	City of Maple Grove
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	In addition to participating in the Consortium survey, the City of Maple Grove and Plymouth city staff regularly discuss community development and housing needs. Consultation will help develop Priority Needs and Goals.
9	Agency/Group/Organization	MINNETONKA
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	In addition to participating in the Consortium survey, the City of Minnetonka and Plymouth city staff regularly discuss community development and housing needs. Consultation will help develop Priority Needs and Goals.

10	Agency/Group/Organization	METROPOLITAN COUNCIL HOUSING & REDEVELOPMENT AUTHORITY
	Agency/Group/Organization Type	Housing PHA Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Plymouth and the Metropolitan Council regularly coordinate and communicate regarding economic/community development and affordable housing issues including coordination between the Housing Policy Plan and the Consolidated Plan. Goals in the Consolidated Plan may overlap with Metropolitan Council affordable housing goals for cities.

11	Agency/Group/Organization	Office to End Homelessness
	Agency/Group/Organization Type	Housing PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Other government - Federal Other government - County Other government - Local Regional organization Planning organization Business Leaders Civic Leaders Business and Civic Leaders Foundation Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Office to End Homelessness has played a key role in the development of all housing and homeless-related sections of the plan. Coordination will continue throughout the plan.

12	Agency/Group/Organization	Hennepin County Human Services and Public Health Department
	Agency/Group/Organization Type	Housing PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Other government - Federal Other government - State Other government - County Other government - Local Regional organization Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Consortium staff meets with staff from Hennepin County Human Services and Public Health Department (HSPHD) regarding market conditions, housing needs, gaps in service, and recommendations for priorities. Additionally, HSPHD staff participates in HOME application reviews.

Identify any Agency Types not consulted and provide rationale for not consulting

Plymouth was actively involved in the Consortium consultation, development, and citizen participation process led by Hennepin County for the 2025-2029 Consolidated Plan. All agency types were consulted through the Consortium's Consolidated Plan development and goal-setting process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Hennepin County	The Plymouth CDBG Action Plan and Five-Year Consolidated Plan identified homelessness prevention activities as important goals. This includes direct homelessness prevention housing assistance as well as foreclosure prevention counseling and tenant advocacy to prevent eviction.
Comprehensive Plan	City of Plymouth	The Plymouth CDBG Action Plan and Five-Year Consolidated Plan have significant overlap with the Plymouth Comprehensive Plan. In particular, both the CDBG Action Plan and the Housing section of the Comprehensive Plan identify several goals related to providing affordable and well-maintained housing that is accessible for all income levels, household types, and life cycle stages.
Metropolitan Council	Metropolitan Council	The Plymouth CDBG Action Plan and Five-Year Consolidated Plan have overlap with the Housing Policy Plan. Both plans identify priorities related to maintaining existing affordable housing stock and providing a mix of affordable housing options for households of all life stages and economic means.

Table 3– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

Narrative

PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)

**1. Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting**

The City of Plymouth is part of the Hennepin County Consortium, and therefore the City's Action Plan is part of the Hennepin County Consortium Action Plan. The City has a Citizen Participation Plan that mirrors other Hennepin County Consortium members' Citizen Participation Plans, which calls for the Hennepin County Consortium Action Plan to be made available for public comment 30 days prior to its submission to HUD.

The Consortium supports and encourages the participation of citizens, community groups, and other interested agencies both in the development and the evaluation of the Plan's programs and activities. The Hennepin County Consortium worked with area community-based organizations to obtain input from residents through an online survey. Plymouth advertised the survey through its website, social media, and email. In December of 2024, Plymouth staff attended a Hennepin County Consortium meeting to review survey findings and discuss results from the county's community engagement processes as well as market data and trends, to inform goal-setting.

In addition to public hearings conducted by the County Board and the September 26, 2024 public hearing for the 2023 CAPER, the City of Plymouth held a public hearing to receive comments regarding the annual projects and activities to be funded. The Plymouth Housing and Redevelopment Authority held a public hearing on March 27, 2025 and asked the public to comment on the proposed activities. The City of Plymouth holds these public hearings at times and locations convenient to potential and actual beneficiaries. Notice of the public comment period and the public hearing was published in the official local newspaper on February 20, 2025, and on February 27, 2025, as well as posted on the City website. Written comments were accepted from February 25, 2025 to March 27, 2025 prior to the City of Plymouth City Council authorization of the 2025 Annual Action Plan on April 8, 2025.

No comments were received during the public hearing or comment period. Any comments received would have been evaluated by staff, and amendments to the goals of the Plan would have been considered if warranted. Any resulting changes to Plan goals would have been made in accordance with the procedures outlined in the City's Citizen Participation Plan. Plymouth will consider any future comments received from the public during the 5-Year Consolidated Plan period, either informally or through the formal citizen participation process associated with each Annual Action Plan.

Plymouth’s citizen participation process includes an RFP process that allows non-profit agencies to apply for CDBG funding. Notice was published in the Sun Sailor on November 28, 2024, requesting CDBG public service proposals. Technical assistance is provided to any group representing very low and low-income persons that want to develop funding proposals for any of the programs covered by the Consolidated Plan.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	N/A	No comments were received	N/A	
2	Newspaper Ad	Non-targeted/broad community	N/A	No comments were received	TBD	
3	Internet Outreach	Non-targeted/broad community	N/A	No comments were received	N/A	https://www.plymouthmn.gov/departments/community-economic-development/housing

Table 4– Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

The City of Plymouth, through its Comprehensive Plan, Housing Goals/Housing Action Plan with the Metropolitan Council, and annual CDBG Action Plan, regularly reviews the city's housing and community development needs.

If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

Due to a growing population and continued new residential development, the City is in need of new public facilities, schools, and park space. However, these Public Facility needs will be met through local funding sources. Plymouth has a park dedication fee associated with new developments so that additional park space may be created in conjunction with the addition of new households to the City. Other public facility needs are met through local funding sources such as property taxes.

How were these needs determined?

The needs were determined through a capital improvement plan, which is based upon city staff technical expertise, input from elected officials, and resident input.

Describe the jurisdiction's need for Public Improvements:

The city maintains a comprehensive capital improvement plan where public improvements such as roadways, trails, and sewers are identified for maintenance and repair or for expansion. This 5-year plan outlines when those improvements will take place, as well as the source of their funding. These needs are currently met by local funding sources including user fees and property taxes.

How were these needs determined?

The needs were determined through a capital improvement plan, which is based upon city staff technical expertise, input from elected officials, and resident input.

Describe the jurisdiction's need for Public Services:

Public services for low-income households are needed to address a wide variety of high priority needs such as fair housing, homeownership programs, emergency assistance, homelessness prevention, senior services, counseling for at-risk youth, and other support services.

How were these needs determined?

Social service organizations and agencies serving residents in the City of Plymouth were consulted regarding the current and future needs for Public Services. Because these organizations interact with persons and households in need of public services on a daily basis, they have first-hand knowledge of the need present in the community as well as insight on trends in how needs in the community are

changing. Additionally, the Hennepin County Consortium conducted a survey with public service agencies and established need based upon a number of criteria more specifically described in the Hennepin County section of this plan.

Based on the needs analysis above, describe the State's needs in Colonias

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

The City of Plymouth, through its Comprehensive Plan and Housing Goals/Housing Action Plan with the Metropolitan Council, regularly reviews the market. The review helps the city to determine what areas it needs to focus on in order to make housing and other services available to all residents of the community.

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

This section relates to non-housing community development assets. Cities seeking assistance under the CDBG program are required to provide a concise summary of the priority non-housing community development needs eligible for assistance under CDBG eligibility categories, in accordance with a table prescribed by HUD.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	0	0	0	0	0
Arts, Entertainment, Accommodations	0	0	0	0	0
Construction	0	0	0	0	0
Education and Health Care Services	0	0	0	0	0
Finance, Insurance, and Real Estate	0	0	0	0	0
Information	0	0	0	0	0
Manufacturing	0	0	0	0	0
Other Services	0	0	0	0	0
Professional, Scientific, Management Services	0	0	0	0	0
Public Administration	0	0	0	0	0
Retail Trade	0	0	0	0	0
Transportation and Warehousing	0	0	0	0	0
Wholesale Trade	0	0	0	0	0
Total	0	0	--	--	--

Table 5 - Business Activity

Data Source Comments: 2011-2015 ACS (Workers), 2015 Longitudinal employer-household dynamics (jobs)

Labor Force

Total Population in the Civilian Labor Force	42,675
Civilian Employed Population 16 years and over	41,785
Unemployment Rate	1.50
Unemployment Rate for Ages 16-24	0.00
Unemployment Rate for Ages 25-65	0.00

Table 6 - Labor Force

Data Source Comments: DP03 2023 ACS 1-Year estimates data profiles

Occupations by Sector	Number of People
Management, business and financial	0
Farming, fisheries and forestry occupations	0
Service	0
Sales and office	0
Construction, extraction, maintenance and repair	0
Production, transportation and material moving	0

Table 7 – Occupations by Sector

Data Source Comments: DP03 2023 ACS 1-Year estimates data profiles

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	24,131	75%
30-59 Minutes	7,559	24%

Travel Time	Number	Percentage
60 or More Minutes	314	1%
Total	32,004	100%

Table 8 - Travel Time

Data Source Comments: B08303 2023 ACS 1-Year Estimates Detailed Tables

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	461	39	281
High school graduate (includes equivalency)	2,717	73	751
Some college or Associate's degree	7,171	368	1,394
Bachelor's degree or higher	26,778	244	2,670

Table 9 - Educational Attainment by Employment Status

Data Source Comments: B23006 2023 ACS 5-Year estimates detailed tables

Educational Attainment by Age

	Age				
	18-24 yrs	25-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Less than 9th grade	0	91	0	149	68
9th to 12th grade, no diploma	843	85	291	328	150
High school graduate, GED, or alternative	906	1,118	580	1,788	2,101
Some college, no degree	1,053	1,372	1,557	2,262	2,656
Associate's degree	342	585	895	1,195	731
Bachelor's degree	837	4,022	4,484	7,163	4,308
Graduate or professional degree	0	1,113	4,005	7,101	3,031

Table 10 - Educational Attainment by Age

Data Source Comments:

B15001 2023 ACS 1-Year estimates subject tables

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	40,015
High school graduate (includes equivalency)	45,527
Some college or Associate's degree	53,468
Bachelor's degree	95,720
Graduate or professional degree	110,368

Table 11 – Median Earnings in the Past 12 Months

Data Source Comments:

S1501 2023 ACS 5-Year Estimates Subject Tables

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The largest employment sectors for jobs located within the City of Plymouth are Manufacturing (24% of jobs), Professional/Scientific/Management Services (16% of jobs) and Wholesale Trade (16% of jobs). The major employment sectors for employed residents living within the City of Plymouth are Professional/Scientific/Management Services (19%), Education and Healthcare Services (18%), and Finance, Insurance & Real Estate (14%).

Describe the workforce and infrastructure needs of the business community:

The business community in Plymouth requires a diverse workforce due to the broad array of industry types located in Plymouth, ranging from Manufacturing and Wholesale Trade to Professional, Scientific and Management Services. The business community thus requires a workforce with a mix of skills, training and education. The data above indicates Plymouth has a larger share of jobs in Manufacturing and Wholesale Trade than employed residents who work in those industries. In other words, employees at Manufacturing and Wholesale Trade jobs located in Plymouth are generally commuting in from other communities. This may indicate a need for additional workforce housing options in Plymouth.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

Several of Plymouth's small and mid-size manufacturing companies are planning expansions in the near future, as evidenced by planning and building permit applications received within the last 12 months. These employment expansions will result in the addition of new jobs in the City of Plymouth. Major and minor employment expansions may create additional need for transportation infrastructure, workforce development, and workforce housing.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

The skills and education of the current workforce generally correspond well to the employment opportunities within the City and in nearby communities. Overall unemployment within the City of Plymouth is 1.5%. While this represents a decrease since the previous Consolidated Plan period, there is still a need for a.) educational and workforce development opportunities for high-school and college-age workers, and b.) more entry-level employment opportunities.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Workforce training initiatives in Plymouth are generally provided by County and State agencies.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

No

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

N/A

Discussion

The City of Plymouth is generally characterized by low unemployment rates and stable, diverse, and growing business/employment across a variety of industry types. Due to a limited annual CDBG allocation and the extensive regulatory requirements associated with federally-assisted economic development activities, the City of Plymouth has prioritized utilizing its CDBG resources for activities which improve housing and provide public services for LMI households, rather than for economic development activities. However, the City of Plymouth does pursue other resources to achieve its economic development goals when appropriate, such as tax increment financing (TIF) for workforce housing and State grants to support employment expansion.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

For the purposes of this section, "concentration" is defined as census tracts where more than 40% of low- and moderate-income (LMI) households experience multiple housing problems. The most common housing problem among LMI households in Plymouth is cost burden, which is common to LMI households across the City. Problems of overcrowding and substandard housing are not common in Plymouth. There are no census tracts in Plymouth where more than 40% of LMI households experience overcrowding or substandard housing. Thus, there are no areas in Plymouth that meet the above definition of concentration of multiple housing problems. Rather, it is accurate to say the problem of cost-burden is prevalent among LMI households in all areas of the City and is not specific to any particular geographic area.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The Consolidated Plan regulations require that grantees define the term "area of minority concentration" and then identify and describe those areas in the jurisdiction that meet the definition. For the purposes of this section, "area of minority concentration" is defined as a census tract containing more than 40% of households which are of racial or ethnic minorities. As displayed in the maps below based on American Community Survey data provided by HUD, two census tracts in Plymouth have areas of minority concentration.

The Consolidated Plan regulations also require that grantees define the term "area of low-income concentration" and then identify and describe those areas in the jurisdiction that meet the definition. For the purposes of this section "area of low-income concentration" is defined as a census tract containing more than 40% of households which are low-income. As displayed in the below maps based on American Community Survey data provided by HUD, Plymouth does not have any areas where low-income families are concentrated.

What are the characteristics of the market in these areas/neighborhoods?

N/A - there are no areas in Plymouth where households with multiple housing problems are concentrated, nor any areas where low-income families are concentrated.

Are there any community assets in these areas/neighborhoods?

N/A - there are no areas in Plymouth where households with multiple housing problems are concentrated, nor any areas where low-income families are concentrated.

Are there other strategic opportunities in any of these areas?

N/A - there are no areas in Plymouth where households with multiple housing problems are concentrated, nor any areas where low-income families are concentrated.

MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

Broadband connections are considered critical and in fact typical in today's world. Broadband provides low- and moderate-income households with the resilience to overcome hardship by giving them the opportunity to stay connected to job resources, work from home, and enjoy the same network opportunities nearly all others enjoy. Broadband access, electronic hardware and technological literacy are all necessary so that every Plymouth resident and organization can participate and succeed in the global community.

According to the 2020 ACS 5-year data profile, 92.7% of Plymouth residents have a computer while 87.0% have a broadband internet connection. In Minnesota, households with lower incomes are less likely to have a broadband subscription at home, hurting their ability to complete homework, search for better jobs, and stay connected to the world. According to data from the Federal Communications Commission, households in all areas of suburban Hennepin County are served by at least two fixed residential broadband providers. Further, 98.5% of the population is served by at least three providers. Access to broadband provider options is not clearly associated with low and moderate-income neighborhood clusters, in suburban Hennepin County and by extension, Plymouth.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

By having options for residents, this brings competition to the service. During 2025, broadband providers are installing fiber-optic cable in neighborhoods throughout Plymouth to provide faster internet service to all residents.

Under federal law, the City and the Federal Communications Commission (FCC) are prevented from regulating cable rates. It would take federal legislation to change that situation. The FCC believes that as competition and choices expand, consumers will have access to more services and that prices will eventually be controlled by competition.

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

In 2018, Hennepin County's Emergency Management division put together a hazard mitigation plan, which includes Plymouth in its scope. The risk assessment process measures the potential loss to a community, including loss of life, personal injury, property damage and economic injury resulting from a hazard event. The risk assessment process allows a community to better understand their potential risk and associated vulnerability to natural, intentional human-caused and unintentional human-caused hazards. The planning process identified the following consequences could be expected with climate change across Hennepin County:- Less reliable and more dangerous lake ice- More periods of bare/snow-free ground, allowing frost to penetrate to great depths during cold outbreak- Expansion of the heavy rainfall season, leading to enhanced peak stream flows, and altered timing of normal flow regime- Increased runoff and flash-flooding as the largest events intensify and become more common- Water infrastructure damage from intense rainfall events- Agricultural stress, from shifting crop ranges, heat, drought, extreme rainfall- More days with high water vapor content and heat index values- Greater summer cooling costs, more days requiring cooling- New invasive species, both terrestrial and aquatic, especially those acclimated to warmer climates or those that were cold weather limited.- Hyper-seasonality as warm conditions develop during the off-season, leading to bouts of heavy rainfall or severe weather, followed by wintry conditions- Increase in frequency of freeze-thaw cycles, as winter is increasingly infiltrated by warm conditions. Data from Minnesota's State Climatology Office already show a clear pattern of increasing temperatures at night and in winter -- and larger, more frequent extreme precipitation events. The Twin Cities metro area, including Hennepin County, is already seeing substantial warming during winter and at night, increased precipitation, and heavier downpours. State climatologists project that the decades ahead will bring even warmer winters, warmer summer nights, and even larger rainfalls, along with the likelihood of increased summer heat and the potential for longer dry spells. The City of Plymouth is the lead organization for hazard mitigation, management of flood prone areas, and emergency management as it relates to the CDBG program overall and for each environmental review processed.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

Water as a resource has critical importance in guaranteeing a high quality of life. Coordination regarding decisions about supply, surface water management, handling of wastewater, and related issues in land use, transportation, and housing necessitate a holistic approach to water management. While the City has not performed a formal analysis of the impact of climate change on low/mod income housing, it is very proactive, collaborative, and forward thinking in water management planning and execution, and quickly reactive when conditions become a problem for any residential facility.

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The City of Plymouth will award the majority of the public/social services funds to activities that meet a high priority need from the 2025-2029 Consolidated Plan. Remaining funds will be allocated to the secondary priority activities with focus on targeting greatest needs.

Highest Priority Public Service Activities of the City of Plymouth

- Homelessness Prevention and Support Services (supportive services to prevent homelessness that may include financial assistance of up to three consecutive months of financial assistance for housing and related costs)
- Activities for households with incomes below 80% AMI

Secondary Priority Public Service Activities of the City of Plymouth

- Senior Services
- Tenant Advocacy and counseling
- Financial Literacy and counseling

Other than public service activities, Plymouth has identified overarching Priority Needs which include:

- Preserve and Create Multifamily Rental Opportunities
- Preserve and Create Single Family Homeownership Opportunities
- Promote Education, Outreach, and Services

All activities must promote equal access to all members of our community and people with low and moderate incomes.

To address these Priority Needs, the city has identified a series of goals, including the following:

- Homeowner rehabilitation assistance
- Direct homebuyer assistance
- Facilities for Persons with Disabilities
- Homeowner education
- Senior services
- Homelessness prevention
- Tenant counseling
- Homeownership Creation

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 12 - Geographic Priority Areas

1	Area Name:	City of Plymouth
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Housing
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	
	Include specific housing and commercial characteristics of this target area.	
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	
	Identify the needs in this target area.	
	What are the opportunities for improvement in this target area?	
	Are there barriers to improvement in this target area?	

General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The Plymouth CDBG programs will be available to low/moderate income households city-wide and will not be geographically targeted. Plymouth's CDBG programs are provided on a limited clientele basis (available to all qualifying households in the City) rather than an area-benefit basis (principally benefitting or available only to households within a specific area). Because the housing problems such as cost-burden are experienced by LMI households across the City and are not concentrated to any particular areas, Plymouth makes its CDBG programs available to LMI households city-wide.

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 13 – Priority Needs Summary

1	Priority Need Name	Preserve/Create Multifamily Rental Opportunities
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Facilities for persons with disabilities
	Description	The high proportion of extremely low and low-income renter households with housing problems that are severely cost burdened indicates a significant need for new affordable rental units, as well as a need to preserve existing publicly subsidized units that are in jeopardy of losing assistance. The goals reflect the economic realities of the financial structures of rental housing development. While serving very low-income households is the highest priority, it is difficult to exclusively serve this target population, therefore serving low-income renters is also a high priority.
	Basis for Relative Priority	Due to extremely low vacancy rates, and high levels of cost burdened households (as identified in the Needs Analysis section of this plan), the development of multifamily housing is a high priority. Community partners and consulted agencies universally rated affordable rental housing as a high priority need in the survey and meetings.
2	Priority Need Name	Preserve/Create Single Family Homeownership
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Elderly
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Homeowner rehabilitation assistance Direct homebuyer assistance Homeownership creation
	Description	This need includes the following: <ul style="list-style-type: none"> • Rehabilitation assistance for homeowners which provides low interest loans for the rehabilitation of owner-occupied housing. • Property acquisition/rehabilitation/construction of single family housing to be occupied by homeowners. • Direct homebuyer assistance to bridge the gap between a mortgage a household can afford and the cost of the home.
	Basis for Relative Priority	The Consortium rated preserving existing and creating ownership housing as high priority need in the survey and in meetings. Affordable homeownership is also rated as a high priority need by the city. Extremely low and low-income households are the priority population. Homeowner rehab is a priority to those at extremely low, very low and low incomes who may not otherwise be able to make health and safety renovations to their homes. The high proportion of Consortium low-income owner households that have needed housing repairs and improvements are severely cost burdened. A significant need for affordable assistance to owners to remain in their homes and maintain the housing stock was recognized by the Consortium as a Priority Need. This need was also echoed through citizen participation and consultation.
3	Priority Need Name	Education, outreach and services.
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Homeowner education Senior services Homelessness prevention Tenant counseling

	Description	<p>Education, outreach, and social services, include supportive service needs of persons who are not homeless. There is a continued need to support a variety of education, outreach and services activities (public services), including:</p> <ul style="list-style-type: none"> • Fair housing activities • Financial literacy • Tenant advocacy • Homelessness prevention and support services • Emergency assistance • Senior center programming • Senior services
	Basis for Relative Priority	<p>The Consortium reviewed the city and community partner education, outreach and services survey results and its experience with implementation of the prior Five Year Consolidated Plan. Goals were established based upon a number of criteria, including:</p> <ul style="list-style-type: none"> • Impact on a large number of low-income households • Unique needs of particular geographic areas and/or populations • Ability of CDBG funds to leverage other public and private funding sources • The absence (or loss) of other funding sources • The past success of projects and activities in meeting the needs of their clients • The support of the community for these projects and activities <p>These types of services were deemed to be a high priority by our partners and help support the needs of income-eligible residents throughout the City.</p>
4	Priority Need Name	Neighborhood Revitalization
	Priority Level	Low
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	City of Plymouth

	Associated Goals	Homeowner rehabilitation assistance Direct homebuyer assistance Facilities for persons with disabilities
	Description	This need includes the following: <ul style="list-style-type: none"> • Acquisition or demolition of blighted properties • Code enforcement • Build or improve public facilities/infrastructure
	Basis for Relative Priority	The Consortium reviewed city and community partner survey neighborhood revitalization results and its experience with implementation of the prior Five Year Consolidated Plan. Goals were established based upon a number of criteria, including: <ul style="list-style-type: none"> • Impact on a large number of low-income households • Unique needs of particular geographic areas and/or populations • Ability of CDBG funds to leverage other public and private funding sources • The absence (or loss) of other funding sources • The past success of projects and activities in meeting the needs of their clients • The support of the community for these projects and activities Neighborhood revitalization activities were deemed to be a high priority by the Consortium as a whole. However, the City of Plymouth has a lesser need for these activities based upon the above criteria, so this need is given a lower priority in the portion of the Plan specific to Plymouth.
5	Priority Need Name	Housing Opportunities for Homeless Populations
	Priority Level	High
	Population	Extremely Low Chronic Homelessness
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Homelessness prevention Tenant counseling
	Description	Support stabilization of households at risk of homelessness through supportive services, tenant advocacy, and emergency rental assistance.

	Basis for Relative Priority	The city of Plymouth does not have a chronically homeless population. However, there are residents of Plymouth who are at risk of becoming homeless. Relevant services, such as one-time rental assistance are available through PRISM, IOCP, HOME Line, and LSS to prevent households from becoming homeless.
6	Priority Need Name	Economic Development
	Priority Level	Low
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Direct homebuyer assistance Homeowner education
	Description	Economic development strategies, including business assistance, improve the local economy and expand economic opportunities.
	Basis for Relative Priority	<p>The Consortium reviewed data and city/community partner economic development survey results. Economic development priorities established by HUD were also considered. Goals were established based upon a number of criteria, including:</p> <ul style="list-style-type: none"> • Impact on a large number of low-income households • Unique needs of particular geographic areas and/or populations • Ability of CDBG funds to leverage other public and private funding • The absence (or loss) of other funding sources • The past success of projects and activities in meeting the needs of their clients • The support of the community for these projects and activities <p>Economic development activities were deemed to be a high priority by our partners and help expand economic opportunities. The City of Plymouth has a lesser need for these activities based upon the above criteria, so this need is given a lower priority in the portion of the Plan specific to Plymouth.</p>
7	Priority Need Name	Fair Housing
	Priority Level	High

	Population	Extremely Low Low Moderate
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Fair Housing
	Description	The City of Plymouth works with the Fair Housing Implementation Council (FHIC) to identify and address fair housing needs throughout the metro area, with specific focus on Plymouth.
	Basis for Relative Priority	Fair Housing is a high priority for the city due to the many issues that low and moderate income renters face.
8	Priority Need Name	Administration
	Priority Level	High
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	City of Plymouth
	Associated Goals	Administration
	Description	Administer the CDBG program and coordinate funding for all activities that receive funding through the City of Plymouth.
	Basis for Relative Priority	The relative priority for program administration is high due to the necessity of coordination of the city's CDBG program.

Narrative (Optional)

The City of Plymouth set five-year Priority Needs based on:

- Data described throughout the plan
- Regional Analysis of Impediments

- Resources available to meet the priorities
- Input from the Citizen Participation/consultation process
- Consideration of the high priorities already established by HUD and Consortium members in various plans, such as the Continuum of Care and Heading Home Hennepin.

The Plan uses the CDBG definitions as described below:

- Extremely low-income: Households earning up to and including 30% of area median income.
- Low-income: Households earning between 31% up to and including 50% of area median income.
- Moderate-income: Households earning between 51% up to and including 80% of area median income.

The City of Plymouth has established goals based on current funding resource allocations remaining constant over the 5-year period.

The Priority Levels for the Needs listed above were established based on Hennepin County Consortium's Scope of Services, the community consultation, needs assessment, and market analysis processes described within this plan. Additionally, the historical outcomes of the City's CDBG and other housing and economic development programs.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

During the 2025 program year, the city anticipates receiving an annual allocation of \$255,820 and \$80,000 in program income for a total available funding amount of \$335,820.

The city expects to receive approximately \$320,000 per year in CDBG funds from 2025-2029. This includes an estimated \$240,000 allocation and \$80,000 of program income.

If the allocation amount is higher or lower than the anticipated figure, Plymouth will proportionally increase or decrease program funding accordingly to match actual allocation amounts. Subgrantee project funding will proportionally increase or decrease accordingly to maintain compliance with the public services cap.

The Plymouth HRA intends to pursue all possible resources to address its planned 2025 program year activities. The following list provides information on other sources of funds that are used for community development and housing programs within the City of Plymouth.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	255,820	80,000	0	335,820	1,280,000	For the 2025 CDBG program year, Plymouth anticipates a CDBG allocation of \$255,820. Additionally, \$80,000 of program income is anticipated. For the remainder of the 5-year Consolidated Plan period, Plymouth estimates an annual CDBG allocation of \$240,000, based on funding trends. Program income of \$80,000 is projected annually. Prior Year Resources were noted in the DRAFT Consolidated Plan and Annual Action Plan in error. The numbers were updated to be accurate.
LIHTC	public - federal	Housing	0	0	0	0	0	The HRA has been working with several private developers to utilize this resource to create new affordable apartment units. The HRA will continue to pursue opportunities to use LIHTC when possible.
Section 8	public - federal	Admin and Planning Housing	0	0	0	0	0	Currently the Plymouth HRA has funding for 250 vouchers (including 40 vouchers for non-elderly disabled and 10 VASH vouchers). There are another 100 voucher holders residing in Plymouth who ported in from other jurisdictions.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Tax Exempt Bond Proceeds	public - local	Housing	0	0	0	0	0	Since 1995, the City has issued \$58,795,000.00 in tax-exempt housing revenue bonds and \$7,290,000.00 in taxable housing revenue bonds for the acquisition, re-financing and/ or renovation of 893 rental apartments. The City required that the owners make a certain percentage of their units affordable to and occupied by low-income households or make an annual payment for the life of the bonds to the HRA's Affordable Housing Account. As a result, 220 of these units are affordable to low-income renters.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Tax Increment Financing	public - local	Housing	0	0	0	0	0	The City's Tax Increment Housing Assistance Program (TIHAP) makes excess Tax Increments from existing and future Tax Increment Districts in the City available for eligible affordable housing developments. Since 1998 the City and HRA have established seven tax increment financing districts and secured 213 units of affordable housing ranging in affordability between households at or below 30% to 60% AMI. The City will consider the creation of additional TIF districts as appropriate to assist with development of affordable housing units to supplement outside funding.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - state	Housing	0	0	0	0	0	Minnesota Housing Finance Agency (MHFA): This agency provides first time homebuyer programs, housing rehabilitation programs, and development and redevelopment financing through their Consolidated RFP process. The HRA also developed a partnership in 2003 with the Center for Energy and Environment (CEE) pertaining to the MHFA Fix-Up Fund and MHFA Deferred Loan Program. While CEE remains the approved lender for the Fix-Up Fund, the HRA works in collaboration with them in marketing the program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Economic Development	0	0	0	0	0	Plymouth Economic Development Fund (PEDF): The Fund was capitalized from the first \$100,000 in principal plus interest to be paid by Value Rx in repayment of a loan from the Minnesota Department of Trade and Economic Development's (DTED) Economic Recovery Program (ERP). The PEDF allows the HRA to provide loans at favorable terms for business activities in the City that could create new jobs, increase the tax base, or leverage other needed economic development funds. The City has issued one loan for \$180,000 to a company that relocated its headquarters to Plymouth.
Other	public - local	Housing	0	0	0	0	0	Plymouth HRA Tax Levy: The HRA has used this levy for several years to provide subsidized rental housing for 195 senior citizen households utilizing approximately \$260,000.00 annually to eligible renters at Plymouth Towne Square and Vicksburg Crossing.

Table 14 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The HRA intends to pursue all possible resources to address its Consolidated Plan & Action Plan goals. There are no specific matching requirements associated with Plymouth's CDBG program, although any opportunities to provide/obtain matching funding will be pursued. For example, clients of the Housing Rehabilitation Loan program are occasionally able to match their Plymouth CDBG loan with grants or loans from other programs, such as for lead abatement.

In addition, Interfaith Outreach & Community Partners (IOCP) has been a very supportive partner of Plymouth's efforts to further affordable housing goals. To this end, IOCP has a significant housing fund to assist in funding affordable housing efforts both in Plymouth and the region.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

The City of Plymouth owns two senior rental housing developments. Plymouth Towne Square, developed in 1994, has provided 99 affordable housing units / subsidized senior housing units through an annual amount of Plymouth HRA tax levy ranging from \$250,000.00 to \$320,000.00. By providing a deep subsidy, the HRA is working to help the residents at PTS obtain decent, affordable housing and to avoid homelessness. Plymouth Towne Square averaged an occupancy of 99% in 2024. Vicksburg Crossing, built in 2006 with 96 units, offers affordable rents to low- and moderate-income residents. The HRA Board sets rents on an annual basis. A subsidy of \$18,000-\$60,000 from the HRA tax levy helps keep rent levels affordable. Vicksburg Crossings averaged an occupancy of 99% in 2024.

The Plymouth HRA administers a scattered site rental housing program (SSHP) where they own and manage affordable twin home properties. The HRA purchased a 0.6-acre vacant parcel in Plymouth to build and operate a twin home, called Valor Place. The twin home (single building, two units) is available to veterans of the armed services whose households are at or below 60% AMI. The HRA owns and operates the homes with dedicated reserves to keep the rent levels affordable.

Discussion

The City of Plymouth utilizes a variety of federal, state, and local funding sources to meet the goals identified in this plan. This includes sources used on a recurring annual basis such as CDBG, Section 8, state housing agency programs, and the local HRA tax levy. Additional sources such as LIHTC, TIF, and housing revenue bonds have been used on a case by case basis in the past and will continue to be pursued when and where appropriate.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Plymouth	Government	Ownership Planning Rental	Jurisdiction
HENNEPIN COUNTY	Government	Homelessness Planning Rental	Region
HOME Line	Subrecipient	public services	Jurisdiction
Senior Community Services (SCS)	Subrecipient	public services	Jurisdiction
People Responding in Social Ministry	Subrecipient	public services	Jurisdiction
Hammer Residences	Subrecipient	Non-homeless special needs	Jurisdiction
Lutheran Social Services of MN	Subrecipient	public services	Jurisdiction
INTERFAITH OUTREACH COMMUNITY PARTNERS	Subrecipient	public services	Jurisdiction
WEST HENNEPIN AFFORDABLE HOUSING LAND TRUST	Subrecipient	Ownership	Region

Table 15 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

Hennepin County is the lead agency of the Hennepin County Consortium. Hennepin County is recognized as a capable administrator in delivering a housing and community development system that aligns with federal and county priorities with the assistance of our partner agencies and municipalities. The City of Plymouth is also an experienced administrator of its CDBG programs and has existing partnerships with agencies to deliver a wide range of housing and social services in order to stretch limited funding to meet as many needs as possible.

A significant gap in the institutional delivery system is the need for additional private and/or non-profit developers of new affordable housing in Plymouth. In order to make the most impact given limited funding and the high cost of new housing construction, Plymouth has historically targeted its CDBG funding to the rehabilitation of affordable housing units (both rental and owner-occupied) so that a

larger number of households may be assisted. When possible, Plymouth has partnered with private and non-profit housing developers to provide assistance for the construction of new affordable housing through local funding sources such as Tax Increment Financing, Housing Revenue Bonds, and local tax levies. Because available funding sources are not sufficient to cover the entire costs of new construction, the City must rely on such partners in the private and non-profit sector. In order to address this gap, the City will continue to work with private and non-profit developers in order to find new opportunities to partner in the creation of new affordable housing, and will pursue all available local, state and federal funding sources to provide such assistance when possible.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X		
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics			
Other Street Outreach Services			
Supportive Services			
Alcohol & Drug Abuse			
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare			
HIV/AIDS			
Life Skills	X		
Mental Health Counseling	X		
Transportation	X		
Other			
Senior Services	X		

Table 16 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

Hennepin County is the principal provider of these services within the Consortium jurisdictions. The County's Family Homeless Prevention and Assistance Program (FHPAP) partners with other funding sources to coordinate service delivery and ensure families gain stable housing whether they need short term rental assistance, financial counseling, job counseling, or legal help. Prevention programs connect people with mainstream services and local nonprofit agencies that work in the area where the family Consolidated Plan PLYMOUTH 46 OMB Control No: 2506-0117 (exp. 07/31/2015) lives. In particular, suburban prevention programs funded by ESG and FHPAP work with specific cities and their food shelves to ensure that families can get support in their local communities. Hennepin County social services are dispersed to "service hubs" in the northwest, west, and south suburbs.

The Office to End Homelessness employed a full-time Adult Discharge Planning Coordinator to work directly with Hennepin County Corrections and the Hennepin County Medical Center to improve discharge strategies and outcomes. As a result, and the advent of the Affordable Care Act, Hennepin County has implemented Hennepin Health, which provides health insurance and wrap around social services, including housing, to Medicaid-eligible single adults. Hennepin County participates in hospital to home programming, so that homeless individuals being discharged from a hospital are provided with housing during their recuperation and help locating permanent housing. Heading Home Hennepin has also worked with County Corrections on a Transition from Jail to Community pilot to help people exiting our Adult Correctional Facility find appropriate and affordable housing.

Hennepin County is committed to outreach and engagement and has a robust street outreach program. Outreach is provided at locations where homeless individuals are known to congregate, including parks, overpasses, abandoned structures, and other places not meant for human habitation. Through outreach efforts, professionals are able to develop relationships with individuals, understand their service and housing preferences, create "best practices," and recommend policy changes and resource development priorities.

The bulk of outreach services to the unsheltered homeless populations are provided by: St. Stephen's Street Outreach Program, People Incorporated - Metro Homeless Outreach Program, Hennepin County - PATH/Access, Minnesota AIDS Project and the StreetWorks Collaborative for Youth. Hennepin County has provided funding for the creation of two Opportunity Centers, which serve as one-stop-shop services centers for single adults and youth. Both centers opened in 2010 and each have over twenty agencies co-located on site.

Finally, the City of Plymouth's partnership with organizations like People Responding in Social Ministry (PRISM) and Interfaith Outreach & Community Partners (IOCP) address the needs of homeless persons in Plymouth. IOCP's Project Success helps homeless and imminently homeless families achieve housing stability through rent support, emergency assistance, case management, and employment services. PRISM's Homelessness Prevention program provides assistance to families in financial crisis to help maintain stable housing. PRISM also provides wraparound services such as financial literacy education, counseling, and transportation.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The City of Plymouth and Hennepin County have a strong coalition of service providers who work together to identify precariously housed youth, families, and individuals; and to find safe and decent housing, preventing homelessness.

Within the homeless population, special niche populations receive services that are tailored to their specific needs. Veterans are offered veteran-specific housing as well as being eligible for permanent supportive housing if they are chronically homeless.

- Veterans are offered veteran-specific housing as well as being eligible for permanent supportive housing if they are chronically homeless.
- Chemically-dependent single adults have both sober housing and "wet housing" available, depending on their needs and ability to maintain sobriety.
- The number of homeless families grew dramatically during the Great Recession while single adult homelessness grew much more slowly. Funding for family homelessness has responded by redirecting some funds to rapid rehousing services, focusing on repeat shelter users, and expanding capacity to meet this need.
- During 2024, Hennepin County and partners helped 2,526 people to transition from homelessness into permanent housing. This represents an 82% increase compared to 2021. Pandemic recovery resources supported this effort, even with unprecedented demand for family shelter.
- In Plymouth, Interfaith Outreach & Community Partners' (IOCP) helps homeless and imminently homeless families achieve housing stability. This is accomplished through emergency assistance and case management.
- PRISM's Housing program provides emergency assistance to families in financial crisis to help maintain stable housing. PRISM also provides wraparound services such as financial literacy education, counseling, and transportation.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The strengths of the delivery system include a diverse and experienced base of housing, community development, and social service providers and organizations. Coordination among the state, the county, and regional and local governments has resulted in significant planning initiatives and working policy groups, such as the Hennepin County and City of Minneapolis Commission to End Homelessness, and the City County Task Force on Lead Hazard Control. One result of this coordination has been the consolidated request for proposal (RFP) issued by public and private funders statewide, including Hennepin County. Annually, the county issues its Coordinated Request for Proposals (CRFP) that includes funding from the county's Affordable Housing Incentive Fund (AHIF), Transit Oriented Development (TOD), Supportive Housing Initiative Fund (SHIF), and Group Residential Housing (GRH), and federal funding from the HOME program and Continuum of Care of the Homeless program. These funding opportunities are further coordinated with federal Community Development Block Grant (CDBG) and Emergency Shelter Grant (ESG) programs. Another example of the effectiveness of the coordination

between the Consortium partners is the success of the Consortium in meeting the majority of the Consolidated Plan 2005-2009 goals.

Hennepin County and Minneapolis' 10 year plan to end homelessness, Heading Home Hennepin, has been a collaborative effort driven in large part by the efforts of social service agencies and faith-based organizations who have taken the lead in providing services for the chronically homeless in our community. The City and Hennepin County collaborate to identify the needs and coordinate implementation of the ESG funding through the City-County Office to End Homelessness and Heading Home Hennepin. Over the next five years, Hennepin County will implement a Coordinated Assessment process, bringing together all aspects of the continuum of homeless services into a unified process. Each person seeking homeless services will be assessed within one week for their vulnerability and people will be triaged to the most appropriate level of intervention needed to end their homelessness.

The gaps that do remain in housing delivery result from the shortages of local, state and federal funding, such as rental assistance. Other gaps include remaining fragmentation of certain programs serving special needs populations. Although the consolidated RFP was noted above, a number of other funding sources continue to have separate submission requirements and deadlines. Each funding source also continues to have variations in program complexity and requirements.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Homeowner rehabilitation assistance	2025	2029	Affordable Housing	City of Plymouth	Preserve/Create Single Family Homeownership Neighborhood Revitalization	CDBG: \$456,320	Homeowner Housing Rehabilitated: 20 Household Housing Unit
2	Direct homebuyer assistance	2025	2029	Affordable Housing	City of Plymouth	Preserve/Create Single Family Homeownership Neighborhood Revitalization Economic Development	CDBG: \$350,000	Direct Financial Assistance to Homebuyers: 10 Households Assisted
3	Facilities for persons with disabilities	2025	2029	Affordable Housing Non-Homeless Special Needs	City of Plymouth	Preserve/Create Multifamily Rental Opportunities Neighborhood Revitalization	CDBG: \$151,000	Rental units rehabilitated: 15 Household Housing Unit
4	Homeowner education	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services. Economic Development	CDBG: \$26,000	Public service activities other than Low/Moderate Income Housing Benefit: 250 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Senior services	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services.	CDBG: \$52,000	Public service activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted
6	Homelessness prevention	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services. Housing Opportunities for Homeless Populations	CDBG: \$107,000	Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted
7	Tenant counseling	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services. Housing Opportunities for Homeless Populations	CDBG: \$51,000	Public service activities other than Low/Moderate Income Housing Benefit: 1200 Persons Assisted
8	Homeownership creation	2025	2029	Non-Housing Community Development	City of Plymouth	Preserve/Create Single Family Homeownership	CDBG: \$260,000	Homeowner Housing Added: 5 Household Housing Unit
9	Fair Housing	2025	2029	Fair Housing	City of Plymouth	Fair Housing	CDBG: \$12,500	Other: 1 Other
10	Administration	2025	2029	Program Administration	City of Plymouth	Administration	CDBG: \$150,000	Other: 1 Other

Table 17 – Goals Summary

Goal Descriptions

1	Goal Name	Homeowner rehabilitation assistance
	Goal Description	Loans and grants for the repair and rehabilitation of owner-occupied homes.
2	Goal Name	Direct homebuyer assistance
	Goal Description	Loans to assist homebuyers with closing costs, downpayments, and mortgage principal reduction.
3	Goal Name	Facilities for persons with disabilities
	Goal Description	Assist with the rehabilitation of affordable rental group homes operated by Hammer Residences. Hammer Residences, Inc. provides housing and support to individuals who have developmental disabilities. The projects will support housing for these individuals through necessary updates.
4	Goal Name	Homeowner education
	Goal Description	Homeownership counseling such as first time homebuyer training workshops, mortgage foreclosure counseling, housing rehabilitation counseling, and reverse mortgage counseling.
5	Goal Name	Senior services
	Goal Description	Assistance to seniors with interior and exterior home maintenance (such as yard work, snow removal, and minor repairs) to help seniors remain in their homes with dignity and safety.
6	Goal Name	Homelessness prevention
	Goal Description	Temporary housing assistance to help owners and renters remain in their homes during a short-term financial crisis.
7	Goal Name	Tenant counseling
	Goal Description	Tenant hotline, tenant representation in landlord/tenant negotiations, tenant organizing to preserve affordable housing and help prevent evictions.

8	Goal Name	Homeownership creation
	Goal Description	Creation of affordable homeownership using the HWR Community Land Trust practice is achieved by acquiring and retaining the ownership of real property, rehabilitating and then selling the improvement (home) to buyers who earn less than 80% Area Median Income
9	Goal Name	Fair Housing
	Goal Description	Activities to promote fair housing choice, enforcement, testing, outreach, information and referral in Plymouth and throughout suburban Hennepin County.
10	Goal Name	Administration
	Goal Description	Program administration funds will be used to implement the CDBG Program for the City of Plymouth.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use to fund construction, purchase, and or/rehabilitation of affordable housing for rent or homeownership, or provision of direct rental assistance to low-income people. Plymouth is not a HOME recipient. Rather, HOME funds are allocated to and coordinated by Hennepin County for affordable housing projects county-wide.

Plymouth's CDBG housing programs are generally oriented towards the rehabilitation and preservation of existing affordable housing units rather than to the provision of new housing. The Plymouth First Time Homebuyer Loan program does assist low- and moderate-income families in the purchase of affordable homes. In addition, Plymouth funds the West Hennepin Affordable Housing Land Trust with CDBG funds. This land trust model program helps low- and moderate-income families purchase affordable homes by allowing them to purchase a home and lease the land. This program dramatically reduces the costs associated with home purchase. Between these two programs, Plymouth expects to assist 15 low- and moderate-income families during the 2025-2029 Consolidated Plan Cycle.

Plymouth does not operate any public housing, thus there are no goals in this plan designated as "public housing goals." However, the City of Plymouth owns two affordable senior rental housing developments - Plymouth Towne Square (99 units) and Vicksburg Crossing (97 units). By providing a deep subsidy to these buildings, the HRA is working to help the residents obtain decent, affordable housing and to avoid

homelessness. Additionally, the Plymouth HRA operates the Section 8 Housing Choice Voucher program in Plymouth. Currently, the Plymouth HRA has funding for 250 vouchers (including 40 vouchers for non-elderly disabled and 10 VASH vouchers.). There are another 100 voucher holders residing in Plymouth who ported in from other jurisdictions.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

All participants in Plymouth's CDBG housing programs receive an EPA pamphlet entitled "How to Protect Your Family from Lead in the Home". Recipients of CDBG assistance through Plymouth's Housing Rehabilitation Loan and First Time Homebuyer programs are required to conduct a lead risk assessment if the home was built before 1978. In all cases, the home must receive lead clearance. If lead hazards are identified in a home being purchased through the First Time Homebuyer program, they must be addressed with interim controls and have clearance achieved prior to the closing of the loan. If lead hazards are identified in a Housing Rehab loan project, they must either be fully abated or reduced with interim controls and/or safe work practices, depending on the amount of funding being provided. Additionally, rehab loan clients whose homes have identified lead hazards are eligible to receive an additional \$10,000 in loan funding in order to help cover the costs of any required lead hazard reduction work.

Finally, depending on fund availability, assistance recipients may be referred to Hennepin County's Healthy Homes program, which offers up to \$10,000 in funding for lead paint detection and removal.

How are the actions listed above integrated into housing policies and procedures?

Hennepin County has incorporated the Lead-Safe Housing Rule into all procedural guides. Hennepin County has been an active participant in state and local efforts to end childhood lead poisoning and sought additional, local, state, and federal resources to increase the impact of our efforts. Hennepin County has incorporated lead-based paint hazard reduction best practices into our own capital funding sources. Further, Hennepin County is seeking to address a wider array of home health hazards by incorporating healthy homes inspections and repairs into existing programs where possible and seeking additional funds to help keep families safe and healthy in their homes.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

As a member of the Hennepin County Consortium, the City of Plymouth adopts the goals and policies of the Hennepin County anti-poverty strategy. As the City of Plymouth resides in Hennepin County, residents are able to receive assistance through anti-poverty programs coordinated at the County level. Hennepin County assists individuals and families to access resources that help them move into self-sufficiency. Hennepin County Human Services delivers a variety of services to individuals or families that assist with basic needs or encourage client change around specific objectives. Efforts include, but are not limited to:

- social programs (safety net services such as food support, emergency shelter and cash assistance);
- help for people who are developmentally disabled;
- services for seniors;
- services for veterans;
- behavioral and chemical health services;
- protective services for children and adults;
- child support; and
- health care through Medical Assistance

Hennepin County workforce development efforts help alleviate poverty by improving family and individual economic opportunities that lead to a sustainable living wage. The county works with private and non-profit sectors to train and match employees, and partners with colleges, universities and training programs to develop a strong future workforce. Initiatives include, but are not limited to:

- Workforce Activities Alignment - Creation of workforce coordinator position
- Workforce Entry Program (WEP) - Meeting the demand for skilled trade persons while developing the county's economic resources by providing unemployed individuals the means to earn a better living
- A-Grad Initiative - Improving high school graduation rates
- Workforce Investment Network - Partnerships to create workforce opportunities for targeted communities and reduction of economic disparities
- Step-Up Program - High school internships at the county
- Employment Pays Program - Employment supports for individuals with high behavioral health needs
- NorthPoint/Urban League - Training and employment partnership

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

Affordable housing and poverty are intimately linked. Low income households are frequently unable to pay for housing, food, childcare, healthcare and education. Difficult choices must be made when limited resources cover only some of these necessities. As a result, local anti-poverty efforts are undermined to the extent that is low-income clients lack affordable housing.

The Five-Year Consolidated Plan identifies the need for affordable housing as a high community priority. Consolidated Plan strategies include affordable rental housing, tenant based rental assistance, affordable homeownership, housing rehabilitation, and services for extremely low and low income families. As a result, local anti-poverty efforts and efforts to help clients find and keep housing benefits from the creation and preservation of affordable housing opportunities made possible through the Consolidated Plan.

In particular, the City of Plymouth's partnership with organizations like People Responding Social Ministry (PRISM) and Interfaith Outreach & Community Partners (IOCP) to accomplish these poverty reducing goals. IOCP helps homeless and imminently homeless families achieve housing stability through rent support, emergency assistance, case management and employment services. PRISM's Housing program provides assistance to families in financial crisis to help maintain stable housing. PRISM also provides wraparound services such as financial literacy education, counseling, and transportation.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Contracts will be executed with all organizations implementing activities identified in the Consolidated Plan. The Plymouth HRA is responsible for contract administration and compliance. The Plymouth HRA has experience in monitoring federal programs through CDBG grants in previous years. Monitoring is an ongoing process, incorporating several major areas of activity:

Funding Agreement- Initially, for each program/project funded through consolidated plan resources, the applicant will be required to enter into a funding agreement covering at least the following items:

- Schedule for project implementation.
- Financial management of program funds and required matching funds.
- Compliance with related federal regulations.
- Appropriate long-term affordability/access requirements.
- Schedules for project compliance documentation.
- Repayment requirements for noncompliance.

The funding agreement provides the basis for tracking and assessing the development and implementation of funded activities. Provisions of the agreement will serve as a benchmark that will be reviewed for compliance. Appropriate remedial actions will be taken and evaluated in a timely manner. Compliance with the terms of the agreement will be required prior to approving any request for funding.

On-Site Visitation- In the middle of each program year, Plymouth HRA staff consults with representatives of each community organization receiving a CDBG funding allocation. This visit includes an in-depth review of project procedures and the related HUD and other regulations and reporting requirements. Periodically and as needed thereafter, staff will schedule on-site monitoring to review program operation and review files for compliance. The frequency and depth of these visits will depend upon the perceived risk involved with each project.

Document Review- The documents submitted with the reimbursement request are reviewed for completeness and correction. Where a problem is discovered, HRA staff will confer with project staff to correct the situation and assure that the problem is understood. Reimbursement will not occur until all requirements have been met. If subsequent problems are encountered, the project will be considered “high risk” and more frequent monitoring will be scheduled.

Performance Report- The fourth element of the monitoring process involves preparation of the Consolidated Annual Performance and Evaluation Report (CAPER), as required by HUD. The report is

submitted to HUD before September 30 each year. If a significant discrepancy between goals and performance is found, additional consultation may occur. Further, progress in meeting its goals may harm the applicant's chances for future funding.

Timeliness- A final element to be monitored is the matter of timeliness. All applications must include a schedule for the expenditure of funds. If a project is found to be falling behind on expenditures, they are contacted regarding this problem to develop an adjusted timeline.

Evaluation- The monitoring procedure itself is continually being evaluated for its ability to ensure project/program compliance. The success of this procedure can be measured by the fact that no surrender of funds has occurred during the time which these programs have been operated.

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

During the 2025 program year, the city anticipates receiving an annual allocation of \$255,820 and \$80,000 in program income for a total available funding amount of \$335,820.

The city expects to receive approximately \$320,000 per year in CDBG funds from 2025-2029. This includes an estimated \$240,000 allocation and \$80,000 of program income.

If the allocation amount is higher or lower than the anticipated figure, Plymouth will proportionally increase or decrease program funding accordingly to match actual allocation amounts. Subgrantee project funding will proportionally increase or decrease accordingly to maintain compliance with the public services cap.

The Plymouth HRA intends to pursue all possible resources to address its planned 2025 program year activities. The following list provides information on other sources of funds that are used for community development and housing programs within the City of Plymouth.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	255,820.00	80,000.00	0.00	335,820.00	1,280,000.00	For the 2025 CDBG program year, Plymouth anticipates a CDBG allocation of \$255,820. Additionally, \$80,000 of program income is anticipated. For the remainder of the 5-year Consolidated Plan period, Plymouth estimates an annual CDBG allocation of \$240,000, based on funding trends. Program income of \$80,000 is projected annually. Prior Year Resources were noted in the DRAFT Consolidated Plan and Annual Action Plan in error. The numbers were updated to be accurate.
LIHTC	public - federal	Housing	0.00	0.00	0.00	0.00	0.00	The HRA has been working with several private developers to utilize this resource to create new affordable apartment units. The HRA will continue to pursue opportunities to use LIHTC when possible.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Section 8	public - federal	Admin and Planning Housing	0.00	0.00	0.00	0.00	0.00	Currently the Plymouth HRA has funding for 250 vouchers (including 40 vouchers for non-elderly disabled and 10 VASH vouchers). There are another 100 voucher holders residing in Plymouth who ported in from other jurisdictions.
Tax Exempt Bond Proceeds	public - local	Housing	0.00	0.00	0.00	0.00	0.00	Since 1995, the City has issued \$58,795,000.00 in tax-exempt housing revenue bonds and \$7,290,000.00 in taxable housing revenue bonds for the acquisition, re-financing and/ or renovation of 893 rental apartments. The City required that the owners make a certain percentage of their units affordable to and occupied by low-income households or make an annual payment for the life of the bonds to the HRA's Affordable Housing Account. As a result, 220 of these units are affordable to low-income renters.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Tax Increment Financing	public - local	Housing	0.00	0.00	0.00	0.00	0.00	The City's Tax Increment Housing Assistance Program (TIHAP) makes excess Tax Increments from existing and future Tax Increment Districts in the City available for eligible affordable housing developments. Since 1998 the City and HRA have established seven tax increment financing districts and secured 213 units of affordable housing ranging in affordability between households at or below 30% to 60% AMI. The City will consider the creation of additional TIF districts as appropriate to assist with development of affordable housing units to supplement outside funding.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - state	Housing	0.00	0.00	0.00	0.00	0.00	Minnesota Housing Finance Agency (MHFA): This agency provides first time homebuyer programs, housing rehabilitation programs, and development and redevelopment financing through their Consolidated RFP process. The HRA also developed a partnership in 2003 with the Center for Energy and Environment (CEE) pertaining to the MHFA Fix-Up Fund and MHFA Deferred Loan Program. While CEE remains the approved lender for the Fix-Up Fund, the HRA works in collaboration with them in marketing the program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Economic Development	0.00	0.00	0.00	0.00	0.00	Plymouth Economic Development Fund (PEDF): The Fund was capitalized from the first \$100,000 in principal plus interest to be paid by Value Rx in repayment of a loan from the Minnesota Department of Trade and Economic Development's (DTED) Economic Recovery Program (ERP). The PEDF allows the HRA to provide loans at favorable terms for business activities in the City that could create new jobs, increase the tax base, or leverage other needed economic development funds. The City has issued one loan for \$180,000 to a company that relocated its headquarters to Plymouth.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Housing	0.00	0.00	0.00	0.00	0.00	Plymouth HRA Tax Levy: The HRA has used this levy for several years to provide subsidized rental housing for 195 senior citizen households utilizing approximately \$260,000.00 annually to eligible renters at Plymouth Towne Square and Vicksburg Crossing.

Table 18 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The HRA intends to pursue all possible resources to address its Consolidated Plan & Action Plan goals. There are no specific matching requirements associated with Plymouth's CDBG program, although any opportunities to provide/obtain matching funding will be pursued. For example, clients of the Housing Rehabilitation Loan program are occasionally able to match their Plymouth CDBG loan with grants or loans from other programs, such as for lead abatement.

In addition, Interfaith Outreach & Community Partners (IOCP) has been a very supportive partner of Plymouth's efforts to further affordable housing goals. To this end, IOCP has a significant housing fund to assist in funding affordable housing efforts both in Plymouth and the region.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Plymouth owns two senior rental housing developments. Plymouth Towne Square, developed in 1994, has provided 99 affordable housing units / subsidized senior housing units through an annual amount of Plymouth HRA tax levy ranging from \$250,000.00 to \$320,000.00. By providing a deep subsidy, the HRA is working to help the residents at PTS obtain decent, affordable housing and to avoid homelessness. Plymouth Towne Square averaged an occupancy of 99% in 2024. Vicksburg Crossing, built in 2006 with 96 units, offers affordable rents to low- and moderate-income residents. The HRA Board sets rents on an annual basis. A subsidy of \$18,000-\$60,000 from the HRA tax levy helps keep rent levels affordable. Vicksburg Crossings averaged an occupancy of 99% in 2024. The Plymouth HRA administers a scattered site rental housing program (SSHP) where they own and manage affordable twin home properties. The HRA purchased a 0.6-acre vacant parcel in Plymouth to build and operate a twin home, called Valor Place. The twin home (single building, two units) is available to veterans of the armed services whose households are at or below 60% AMI. The HRA owns and operates the homes with dedicated reserves to keep the rent levels affordable.

Discussion

The City of Plymouth utilizes a variety of federal, state, and local funding sources to meet the goals identified in this plan. This includes sources used on a recurring annual basis such as CDBG, Section 8, state housing agency programs, and the local HRA tax levy. Additional sources such as LIHTC, TIF, and housing revenue bonds have been used on a case by case basis in the past and will continue to be pursued when and where appropriate.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Homeowner rehabilitation assistance	2025	2029	Affordable Housing	City of Plymouth	Preserve/Create Single Family Homeownership	CDBG: \$94,782.00	Homeowner Housing Rehabilitated: 4 Household Housing Unit
2	Direct homebuyer assistance	2025	2029	Affordable Housing	City of Plymouth	Preserve/Create Single Family Homeownership	CDBG: \$70,745.00	Direct Financial Assistance to Homebuyers: 2 Households Assisted
3	Facilities for persons with disabilities	2025	2029	Affordable Housing Non-Homeless Special Needs	City of Plymouth	Preserve/Create Single Family Homeownership	CDBG: \$31,330.00	Homeowner Housing Rehabilitated: 3 Household Housing Unit
4	Homeowner education	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services.	CDBG: \$6,064.00	Public service activities for Low/Moderate Income Housing Benefit: 60 Households Assisted
5	Senior services	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services.	CDBG: \$12,128.00	Public service activities for Low/Moderate Income Housing Benefit: 100 Households Assisted
6	Homelessness prevention	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services.	CDBG: \$26,277.00	Public service activities for Low/Moderate Income Housing Benefit: 21 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Tenant counseling	2025	2029	Non-Housing Community Development	City of Plymouth	Education, outreach and services.	CDBG: \$11,117.00	Public service activities for Low/Moderate Income Housing Benefit: 240 Households Assisted
8	Homeownership creation	2025	2029	Non-Housing Community Development	City of Plymouth	Preserve/Create Single Family Homeownership	CDBG: \$50,532.00	Homeowner Housing Added: 1 Household Housing Unit
9	Fair Housing	2025	2029	Fair Housing	City of Plymouth	Education, outreach and services.	CDBG: \$2,527.00	Other: 1 Other
10	Administration	2025	2029	Program Administration	City of Plymouth	Education, outreach and services.	CDBG: \$30,319.00	Other: 1 Other

Table 19 – Goals Summary

Goal Descriptions

1	Goal Name	Homeowner rehabilitation assistance
	Goal Description	Provide zero interest loans and grants to assist low/moderate income households to make needed home repairs and address lead-based paint issues as needed.
2	Goal Name	Direct homebuyer assistance
	Goal Description	Provide zero interest deferred loans to low/moderate-income first-time homebuyer households to help make the purchase of a home more affordable.

3	Goal Name	Facilities for persons with disabilities
	Goal Description	Assist with the rehabilitation of affordable rental group homes operated by Hammer Residences. Hammer Residences, Inc. provides housing and support to individuals who have developmental disabilities. The projects will support housing for these individuals through necessary updates.
4	Goal Name	Homeowner education
	Goal Description	Provide homeownership, foreclosure prevention, and reverse mortgage counseling services for low/moderate income households.
5	Goal Name	Senior services
	Goal Description	Provide household maintenance assistance to low/moderate income senior households.
6	Goal Name	Homelessness prevention
	Goal Description	Provide emergency, short-term housing assistance to low/moderate income households experiencing temporary financial crises.
7	Goal Name	Tenant counseling
	Goal Description	Provides tenant counseling services to low/moderate income households that are in facing eviction or other housing related hardships.
8	Goal Name	Homeownership creation
	Goal Description	Creation of affordable homeownership using the HWR Community Land Trust practice is achieved by acquiring and retaining the ownership of real property, rehabilitating and then selling the improvement (home) to buyers who earn less than 80% Area Median Income
9	Goal Name	Fair Housing
	Goal Description	Assist in regional efforts to further fair housing, including evaluation and implementation activities.

10	Goal Name	Administration
	Goal Description	

AP-35 Projects - 91.420, 91.220(d)

Introduction

The Plymouth HRA will implement the following activities during the program year to address the strategies and priorities of the 2025-2029 Consolidated Plan.

#	Project Name
1	Housing Rehabilitation
2	First Time Homebuyer Assistance
3	West Hennepin Affordable Housing Land Trust (HWR)
4	Facilities for Persons with Disabilities
5	Homeownership Counseling
6	Tenant Counseling (HOME Line)
7	Senior Community Services (SCS)
8	Homelessness Prevention - PRISM
9	Homelessness Prevention - IOCP
10	Fair Housing
11	Administration

Table 20 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The activities supported directly by the city include administering an owner-occupied rehabilitation program and a First Time Home Buyer program. Both programs serve LMI individuals and households in the Plymouth community well, allowing assistance to households to be able to stay and maintain their homes and be able to become FTHBs with direct homebuyer assistance. In addition, the HRA will continue to collaborate with WHAHLT to support affordable homeownership in Plymouth. The land trust model can be an effective strategy for supporting homebuyers in markets with high median home prices by helping to create more affordability through the write-down of the land in the transaction. While median home prices continue to rise in Plymouth, providing subsidy into a land trust home helps extend affordability throughout the 99-year land lease, creating future affordability at the time of sale. In addition, the HRA will support fair housing activities, homebuyer education, homelessness prevention, a tenant advocacy hotline, and minor home maintenance support for LMI seniors. By supporting five organizations with public services funding, we can expand support for more comprehensive housing needs in our community. The biggest obstacle to addressing affordable homeownership needs is the relatively high median home price in the City of Plymouth (\$459,900 according to SPAAR in January 2025) that present barriers to entry for many prospective first-time homeowners.

AP-38 Project Summary

Project Summary Information

1	Project Name	Housing Rehabilitation
	Target Area	City of Plymouth
	Goals Supported	Homeowner rehabilitation assistance
	Needs Addressed	Preserve/Create Single Family Homeownership
	Funding	CDBG: \$94,782.00
	Description	The Plymouth HRA offers two programs to assist low/moderate-income homeowners rehabilitating their homes. The Housing Rehabilitation Loan Program offers deferred zero-interest loans up to \$40,000 to homeowners for needed home repairs. The Emergency Repair Program provides grants up to \$7,500 for emergency/urgent home repairs for senior citizens.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	During the 2025 program year, the City of Plymouth expects to assist 4 households with housing rehabilitation. Two will receive housing rehabilitation loans and two will receive emergency repair grants.
	Location Description	The program is available to residents city-wide that are of low/moderate-income households.

	Planned Activities	The HRA will continue to operate two housing rehabilitation programs; the Housing Rehab Loan Program and the Emergency Repair Grant Program. The Housing Rehab Loan Program offers 0% interest deferred loans of up to \$40,000 for low and moderate-income homeowners to rehabilitate their owner-occupied homes. An additional \$10,000 (max \$50,000) is available for households in need of accessibility improvements and/or lead paint hazard reduction. Applications are accepted year-round on a first-come first-serve basis. The loans must be repaid only if the property is sold or transferred within 20 years. Loan funds may be used for qualifying safety and energy efficient upgrades, which may include repairing or replacing roofing, siding, windows, electrical, plumbing, heating, and insulation. Other repairs may also be eligible as determined by a home inspection. The Emergency Repair program helps in the form of a grant to LMI senior (55+) homeowners. Eligible repairs include a red-tagged furnace or water heater, broken windows, faulty electrical or plumbing systems. Other repairs may also be eligible as determined by a home inspection.
2	Project Name	First Time Homebuyer Assistance
	Target Area	City of Plymouth
	Goals Supported	Direct homebuyer assistance
	Needs Addressed	Preserve/Create Single Family Homeownership
	Funding	CDBG: \$70,745.00
	Description	This program provides direct homeownership assistance to low and moderate-income first-time homebuyers who wish to purchase a single-family home, condo, cluster home, or townhouse in the City of Plymouth. The program provides financial assistance to eligible families through 0% interest deferred loans of up to \$35,000 to pay for eligible closing costs, up to 50% of the required down payment, and a reduction of a portion of the mortgage principal.
	Target Date	6/30/2026
Estimate the number and type of families that will benefit from the proposed activities	The city expects to assist 2 households with direct homebuyer assistance during the program year.	

	Location Description	The program is available city-wide to low- and moderate-income households purchasing their first home. The home being purchased may be located anywhere within Plymouth. The households purchasing the home are not required to have resided in Plymouth prior to purchasing the home.
	Planned Activities	The program provides assistance to low and moderate-income first-time homebuyers who wish to buy a single-family home, condo, cluster home, or townhouse in Plymouth. The program provides financial assistance to eligible families through 0% interest deferred loans of up to \$35,000 to pay for eligible closing costs, up to 50% of the required down payment and a portion of the mortgage principal reduction. Applications are accepted throughout the year on a first-come, first-serve basis. Loans must be repaid if the property is sold, transferred, non-homesteaded, or 30 years from the initial purchase date, when the mortgage becomes due and payable. Due to a tight housing market within the City of Plymouth, there is expected carryover that will be used to help fund the program through the 2025 program year, as well as program income.
3	Project Name	West Hennepin Affordable Housing Land Trust (HWR)
	Target Area	City of Plymouth
	Goals Supported	Direct homebuyer assistance Homeownership creation
	Needs Addressed	Preserve/Create Single Family Homeownership
	Funding	CDBG: \$50,532.00
	Description	The Plymouth HRA will provide a grant to Homes Within Reach (HWR) to assist with the acquisition of one home in the City of Plymouth. This home will be part of Homes Within Reach's Affordable Housing Land Trust and will be made available for purchase to a low/moderate-income family.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	The HRA expects to assist with the purchase of one home that will be made available for purchase by a low/moderate income family as part of the West Hennepin Affordable Housing Land Trust.

	Location Description	The homes purchased will be located within the City of Plymouth. It is not a requirement that the family that purchases the home resides in Plymouth prior to the purchase.
	Planned Activities	The West Hennepin Affordable Housing Land Trust (WHAHLT, dba Homes Within Reach) runs a community land trust where low- and moderate-income homebuyers purchase property, but only pay for the value of the physical structure. Homes Within Reach leases the land to the homeowners so that the purchase price is substantially more affordable. Plymouth's grant will assist with acquisition of a property located within the city, and Homes Within Reach will use a variety of other funding sources including county, state, and private donations to rehabilitate the home.
4	Project Name	Facilities for Persons with Disabilities
	Target Area	City of Plymouth
	Goals Supported	Facilities for persons with disabilities
	Needs Addressed	Preserve/Create Single Family Homeownership
	Funding	CDBG: \$31,330.00
	Description	Assist with the rehabilitation of affordable rental group homes operated by Hammer Residences. Hammer Residences, Inc. provides housing and support to individuals who have developmental disabilities. The projects will support housing for these individuals through necessary updates.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	A total of 12 low-moderate income individuals currently reside in the three homes that are slated to be rehabilitated/modified to increase mobility and aging in place during the program year.
	Location Description	Three Hammer residence homes are located within the City of Plymouth. Those homes are 14th Ave, Ives Lane, & Kentucky Home
	Planned Activities	Hammer Residences provides housing and support to individuals who have developmental disabilities. The city will provide funds for renovations, energy-efficiency upgrades, and accessibility improvements installing and repairing wheelchair friendly flooring, HVAC work, and outdoor walkway repairs.

5	Project Name	Homeownership Counseling
	Target Area	City of Plymouth
	Goals Supported	Homeowner education
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$6,064.00
	Description	Lutheran Social Services will provide homebuyer education, foreclosure prevention, debt counseling, reverse mortgage, and other homeowner counseling services to homeowner and/or potential homebuyer households in Plymouth.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	Lutheran Social Services (LSS) will provide counseling services to 60 homeowner and/or potential homebuyer households in Plymouth.
	Location Description	Clients served will be low- and moderate-income Plymouth households, or prospective residents that are in the process of purchasing a home in Plymouth.
	Planned Activities	LSS will provide housing counseling services including mortgage counseling, financial coaching and planning, reverse mortgage assistance, and foreclosure prevention.
6	Project Name	Tenant Counseling (HOME Line)
	Target Area	City of Plymouth
	Goals Supported	Tenant counseling
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$11,117.00
	Description	HOME Line offers a tenant advocacy hotline that is available to all Plymouth residents.
	Target Date	6/30/2026

	Estimate the number and type of families that will benefit from the proposed activities	HOME Line anticipates serving 240 Plymouth renter households through their tenant hotline.
	Location Description	The program is available city-wide to low- and moderate-income renter households in Plymouth.
	Planned Activities	HOME Line will continue to operate their tenant advocacy hotline available to Plymouth renters. The CDBG allocation will assist with staff costs for providing tenant advocacy for low- and moderate-income Plymouth renter households.
7	Project Name	Senior Community Services (SCS)
	Target Area	City of Plymouth
	Goals Supported	Senior services
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$12,128.00
	Description	Senior Community Services will provide low to moderate income seniors in the City of Plymouth with maintenance services through the H.O.M.E (Housing Outside Maintenance for the Elderly) Program. Services are offered on a sliding scale fee based on income.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	100 low/moderate-income seniors will benefit from this funding
	Location Description	All senior citizens (age 55+) who are low and moderate income residents of the City of Plymouth are able to access the H.O.M.E. program.

	Planned Activities	Senior Community Services will provide low/moderate income seniors in the City of Plymouth with maintenance services through the H.O.M.E (Housing Outside Maintenance for the Elderly) Program. This will allow the seniors to stay in their homes with dignity and safety by providing homemaking, grab bars & other safety installations, minor repairs, exterior home maintenance, interior and exterior painting, yard work, lawn mowing, and snow removal on a sliding fee scale based on income.
8	Project Name	Homelessness Prevention - PRISM
	Target Area	City of Plymouth
	Goals Supported	Homelessness prevention
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$15,160.00
	Description	People Responding in Social Ministry (PRISM) will provide short-term (up to three months) housing subsistence payments on behalf of low/moderate-income persons living in the City of Plymouth to help prevent homelessness. Assistance may include utility payments to prevent cutoff of service and rent/mortgage payments to prevent eviction or foreclosure.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	PRISM expects to help 12 Plymouth households with homelessness prevention during the 2025 program year.
	Location Description	PRISM's program is available to low- and moderate-income households city-wide.
	Planned Activities	People Responding in Social Ministry (PRISM) will provide short-term (up to three months) housing subsistence payments on behalf of low/moderate income persons living in the City of Plymouth to help prevent homelessness. Assistance may include utility payments to prevent cutoff of service and rent/mortgage payments to prevent eviction or foreclosure. Clients can provide proof of income through self-certification or paystubs, bank statements, tax returns or other forms. The program will be available to low/moderate income residents city-wide.
9	Project Name	Homelessness Prevention - IOCP

	Target Area	City of Plymouth
	Goals Supported	Homelessness prevention
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$11,117.00
	Description	Interfaith Outreach and Community Partners will provide emergency, short term housing assistance to low/moderate income households experiencing temporary financial crises.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	Interfaith Outreach expects to help 9 families.
	Location Description	The program is available to low- and moderate-income Plymouth households west of HWY 494.
	Planned Activities	Interfaith Outreach & Community Partners will provide emergency, short term housing assistance to low/moderate income households experiencing temporary financial crises.
10	Project Name	Fair Housing
	Target Area	City of Plymouth
	Goals Supported	Fair Housing
	Needs Addressed	Fair Housing
	Funding	CDBG: \$2,527.00
	Description	Plymouth supports the Fair Housing activities of the Hennepin County Consortium and the Twin Cities Fair Housing Implementation Council (FHIC). Activities include outreach, education, and enforcement activities. The project includes evaluation and monitoring of implemented activities.
	Target Date	6/30/2026

	Estimate the number and type of families that will benefit from the proposed activities	Plymouth supports the Fair Housing activities of the Hennepin County Consortium and the Twin Cities Fair Housing Implementation Council (FHIC). Activities include outreach, education, and enforcement activities. The project includes evaluation and monitoring of implemented activities.
	Location Description	N/A - supports Fair Housing activities covering Hennepin County and the Twin Cities metropolitan area, including the City of Plymouth.
	Planned Activities	Plymouth supports the Fair Housing activities of the Hennepin County Consortium and the Twin Cities Fair Housing Implementation Council (FHIC). Activities include outreach, education, and enforcement. The project includes evaluation and monitoring of implemented activities.
11	Project Name	Administration
	Target Area	City of Plymouth
	Goals Supported	Administration
	Needs Addressed	Education, outreach and services.
	Funding	CDBG: \$30,319.00
	Description	Provides for: 1) Oversight, management, monitoring and coordination of the CDBG program. 2) Public information on CDBG Program activities available to all City residents.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	Funding provides for overall program administration of CDBG activities.
	Location Description	N/A - funding provides for overall program administration of CDBG activities.
Planned Activities	Program management, monitoring, and evaluation of overall CDBG program including costs of staff engaged in program management.	

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The HRA CDBG programs will be available to low/moderate income households city-wide and will not be geographically targeted.

Geographic Distribution

Target Area	Percentage of Funds
City of Plymouth	100

Table 21 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Investments are not targeted geographically but are instead available to low/moderate income households city-wide. Investments are not targeted geographically because the City of Plymouth has no areas of concentrations of low/moderate income nor any areas of concentrations of housing problems.

Discussion

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

Despite limited funding, the Plymouth CDBG program is designed to meet a wide range of needs, including assisting social services, affordable housing, and reducing lead-based paint hazards. The city works with a variety of public, non-profit, and private industry partners to accomplish its community development goals, both through the CDBG program and through other resources. Through continuous, collaborative communication with the subgrantees, the city is aware of ongoing need for tenant services and tenant advocacy, a rising need for funding to senior aging in place services due to rising demand and client volume, as community services such as food and clothing shelves. The City of Plymouth will continue important work with several public service organizations to meet the widest possible range of needs.

Actions planned to address obstacles to meeting underserved needs

The city will continue to identify obstacles, such as lack of affordable housing, to unmet and underserved community needs and support the goals established in the 2025-2029 Consolidated Plan. The city's approach to meeting these affordable housing needs is to assist renters in purchasing homes by providing down payment and closing cost assistance combined with counseling and education to low to moderate income families. In order to preserve the affordable housing stock, "Restrictive Covenants" are established on properties where the City has assisted with housing development. These Restrictive Covenants run with the land for a period of 20 years and contain restrictions on the transfer of the property only to someone who is a low to moderate income resident. To preserve and expand the supply of decent, safe, and affordable housing, the city will provide financial assistance for rehabilitation and repair of owner-occupied units to low to moderate income families.

Actions planned to foster and maintain affordable housing

The City has taken a comprehensive approach to address the affordable housing needs of the community. The Housing and Redevelopment Authority (HRA) promotes and contributes to the creation and maintenance of affordable housing through its Homeowner Rehabilitation Program, First Time Home Buyer program and redevelopment opportunities for Affordable Housing Developers. The city's Inclusionary Housing policy provides financial incentive/ tax breaks for developers who include affordable housing units in their projects. Our ongoing partnership with the local Community Land Trust provides affordable housing by acquiring homes to sell to potential low-income home buyers to help maintain affordability over the long term. The City has fostered collaborations and provided funding through Community Development Block Grant (CDBG) to a variety of non-profit organizations that provide services such as advocacy to tenants, resources to prevent homelessness and home maintenance services to support independence and allow older adults to remain in their homes. One partner in particular, Hammer Residents provides affordable housing for vulnerable populations in Plymouth who have limited income. The HRA will continue to explore new opportunities for Naturally

Occurring Affordable Housing (NOAH) programing to maintain existing affordable housing.

Although not funded with CDBG, the city has required an annual inspection of residential rental properties since 1994 to determine Code compliance and health or safety violations that need correction. This program ensures that rental properties are well maintained and that no substandard rental units are licensed in the city. The City Building Inspection Department currently inspects multi-family rental properties annually and single-family rental properties every three years.

Actions planned to reduce lead-based paint hazards

All participants in Plymouth's CDBG housing programs receive an EPA pamphlet entitled "How to Protect Your Family from Lead in the Home". Recipients of CDBG assistance through Plymouth's Housing Rehabilitation Loan and First Time Homebuyer programs are required to conduct a lead risk assessment if the home was built before 1978. In all cases, the home must receive lead clearance. If lead hazards are identified in a home being purchased through the First Time Homebuyer program, they must be addressed with interim controls and have clearance achieved prior to the closing of the loan. If lead hazards are identified in a Housing Rehab loan project, they must either be fully abated or reduced with interim controls and/or safe work practices, depending on the amount of funding being provided. Additionally, rehab loan clients whose homes have identified lead hazards are eligible to receive an additional \$10,000 in loan funding in order to help cover the costs of any required lead hazard reduction work.

Finally, depending on fund availability, assistance recipients may be referred to Hennepin County's Healthy Homes program, which offers up to \$10,000 in funding for lead paint detection and removal.

Actions planned to reduce the number of poverty-level families

Through its various programs, the City of Plymouth will identify and assist people and families that are below the poverty level when possible. We will utilize our network of social service agencies and where applicable assist them through CDBG resources and programs as well as local programs offered through the City of Plymouth, the Plymouth HRA and local non-profits. Programs that the City of Plymouth works with include tenant advocacy through HOMELine, a housing program through PRISM that helps assist with making mortgage or rent payments for a short period of time, a housing program through Interfaith Outreach that helps with paying rent, and housing and financial counseling through Lutheran Social Services that assists with helping families make good financial decisions that will reduce poverty. Senior Community Services helps low to moderate income seniors with needed home maintenance through their HOME program, assisting with small handyman projects as well as yard maintenance.

PRISM and Interfaith Outreach can also assist with basic needs through their food shelf and clothing programs that provide basic, necessary items to families that may be experiencing poverty.

Actions planned to develop institutional structure

The City of Plymouth has and will continue to coordinate with other institutions in the delivery of housing and community development programs. When possible, the City seeks to leverage its CDBG funds by coordinating with other state and local programs. For example, Plymouth has coordinated with Hennepin County to obtain Healthy Homes grant funding for lead-based paint hazard reduction for clients using our CDBG Housing Rehabilitation Loan Program. This allows households to remove lead-based paint hazards from the home while utilizing the CDBG funding to make other needed repairs, resulting in a greater impact to the living environment for the household.

Actions planned to enhance coordination between public and private housing and social service agencies

The City of Plymouth has developed and continues to maintain strong collaborative relationships with other housing providers and social service agencies. The city has worked over the years with People Responding In Social Ministry (PRISM), Metropolitan Interfaith Council on Affordable Housing (MICAH), Interfaith Outreach, and Habitat for Humanity.

The HRA requires recipients of their First Time Homebuyer Programs to attend homebuyer workshops presented by an accredited Home Stretch organization.

Discussion

The City of Plymouth uses all available resources through the City, County, and state to assist homeowners and renters within the City. Any time that the City of Plymouth is alerted to a resident with housing needs, the response is to coordinate with other departments and agencies to assist that resident.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	20,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	20,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	95.00%

Discussion

Program Income (PI) is occasionally received through the repayment of deferred zero interest loans made in previous years through the First Time Homebuyer and Housing Rehabilitation programs. When PI is received it is typically immediately reprogrammed to support current First Time Homebuyer and Housing Rehabilitation loan activities (depending on where the need/activity is greatest at the time the PI is received). The receipt of PI is somewhat unpredictable as it is generally triggered when previous loan recipients sell or refinance their homes. All PI received to date has been reprogrammed to support First Time Homebuyer and Housing Rehabilitation activities during the 2024 program year. The HRA anticipates receiving approximately \$20,000 in PI before the start of the 2025 program year that will be reprogrammed to support projects during that program year. This estimate is based on PI received to date.

In addition, the city anticipates receiving approximately \$80,000 in PI during the 2025 program year that will also be reprogrammed to support projects during the program year. This estimate is based on loan repayment trends over the past five years. Since several activities carried out by the HRA and social service agencies do not require immediate expenditure of the full amount of funds awarded, there will be a delay of several months between grant award and when a draw of funds will occur.

The HRA does not have any funds or proceeds from section 108 loan guarantees, surplus funds, grant funds returned, or float-funded activities. The HRA also does not have any CDBG-assisted activities which qualify under the "urgent need" National Objective.

The HRA estimates that 95% of its CDBG funds will be used for activities that benefit persons of low and moderate income. This includes all of the HRA CDBG-assisted activities other than Program Administration (planning, management, monitoring, and evaluation of the overall CDBG program).

Appendix - Alternate/Local Data Sources

1	<p>Data Source Name</p> <p>2018 ACS Five Year Dataset</p>
	<p>List the name of the organization or individual who originated the data set.</p> <p>American Community Survey - United States Census Bureau 2013 to 2017 (2018)</p>
	<p>Provide a brief summary of the data set.</p> <p>This is the standard American Community Survey Data that is more recent than what was automatically populated as the default data source. This data is more relevant and accurate to the present day.</p>
	<p>What was the purpose for developing this data set?</p> <p>The data set is standard practice in the United States Census Bureau and the American Community Survey is conducted on an annual basis to supplement the United States Census that is conducted every ten years.</p>
	<p>Provide the year (and optionally month, or month and day) for when the data was collected.</p> <p>The data is collected on a rolling basis from 2013 to 2017 and presented as a five-year aggregate in 2018.</p>
	<p>Briefly describe the methodology for the data collection.</p> <p>The methodology is the standard accepted practices within the United States Census Bureau.</p>
	<p>Describe the total population from which the sample was taken.</p> <p>Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown in this dataset is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in the data.</p>
	<p>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</p> <p>The demographics are representative of Hennepin County given the methodological rigor of the American Community Survey methodologies accepted and practiced by the United States Census Bureau.</p>

To: Housing and Redevelopment Authority

Prepared by: Jennifer Erickson, Economic Development Coordinator

Reviewed by: Steven Schmidt, Housing Manager
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.

2. Background:

According to the International Economic Development Council, economic development is “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.”

The city’s economic landscape is changing as Plymouth moves from having ample land for development to a built-out city where redevelopment is the norm. In 2025, staff researched and drafted the city’s first Economic Development Strategic Plan, providing ideas for the development and implementation of programs and policies to support economic development in Plymouth.

The plan looks at the city’s population and jobs, considers how the city fits into the larger state and regional picture, and suggests industries to target for business attraction and retention activities. It ties work that is currently being done to City Council priorities, and it suggests new programs, policies, and activities that could spur job growth and expansion of the tax base.

The first draft of the plan was presented to Council at a study session in October 2025. Further discussion of the strategies and implementation will take place at a study session in July, with formal adoption of the plan expected at a regular council meeting later this year.

3. Budget Impact:

N/A

4. Attachments:

1. Economic Development Strategic Plan Draft 4.16.2026



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

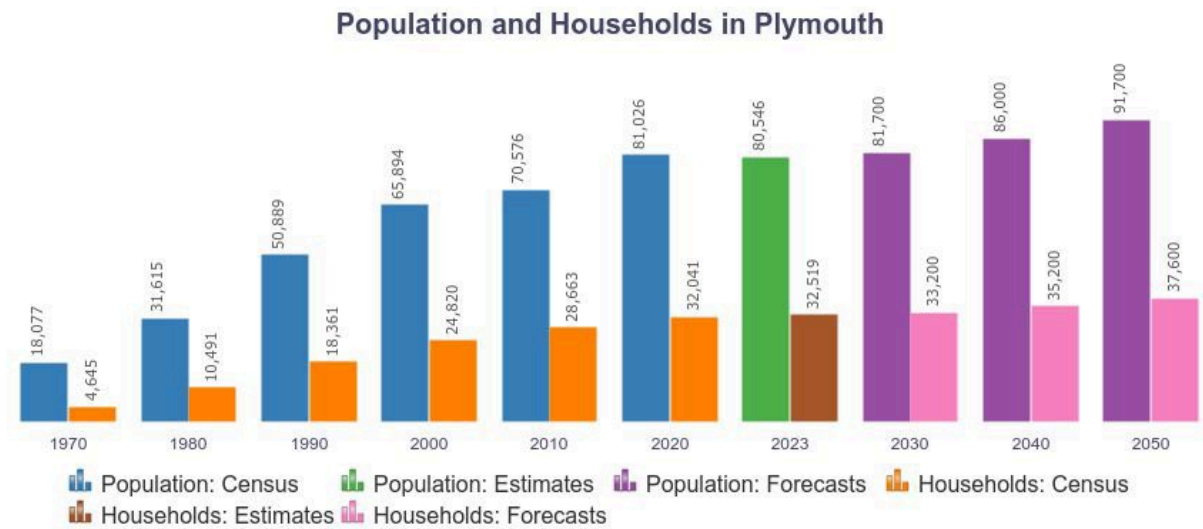
The Regional Economic Framework serves as the Comprehensive Economic Development Strategy (CEDs) for the metro area, which enables local governments to access funding from the U.S. Economic Development Administration (EDA). Again, the city’s strategic priorities and economic development efforts align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

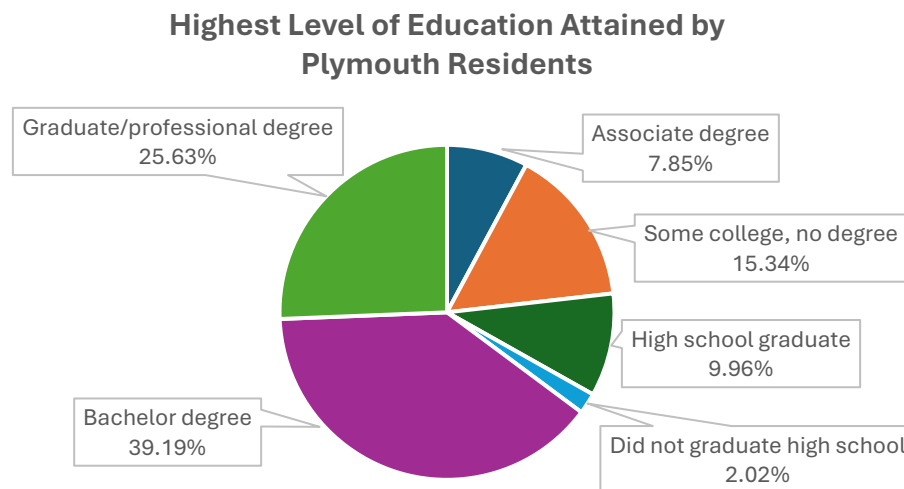


Source: Met Council Community Profile

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.

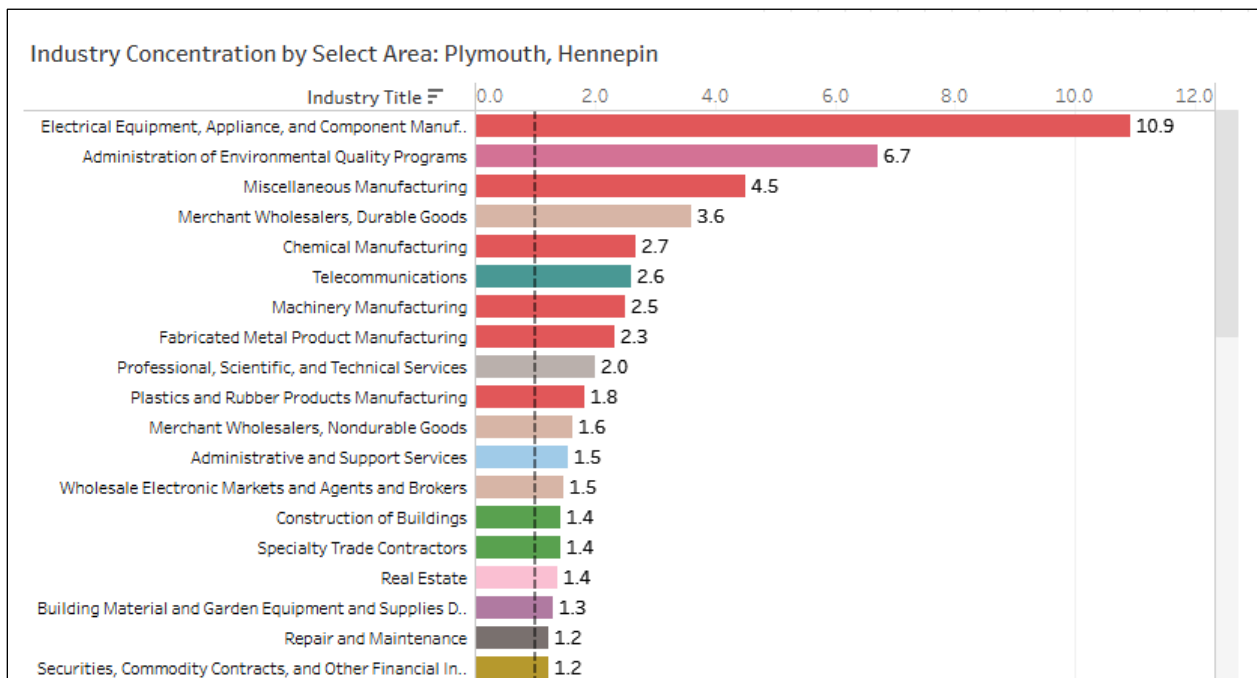
INDUSTRY	ESTABLISHMENTS	EMPLOYEES	AVERAGE WAGES
Manufacturing	188	9,705	\$ 108,264
Wholesale Trade	282	6,903	\$ 104,884
Professional, Scientific, and Technical Services	528	6,045	\$ 132,860
Health Care and Social Assistance	364	4,764	\$ 68,900
Retail Trade	183	3,515	\$ 44,460
Educational Services	68	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.



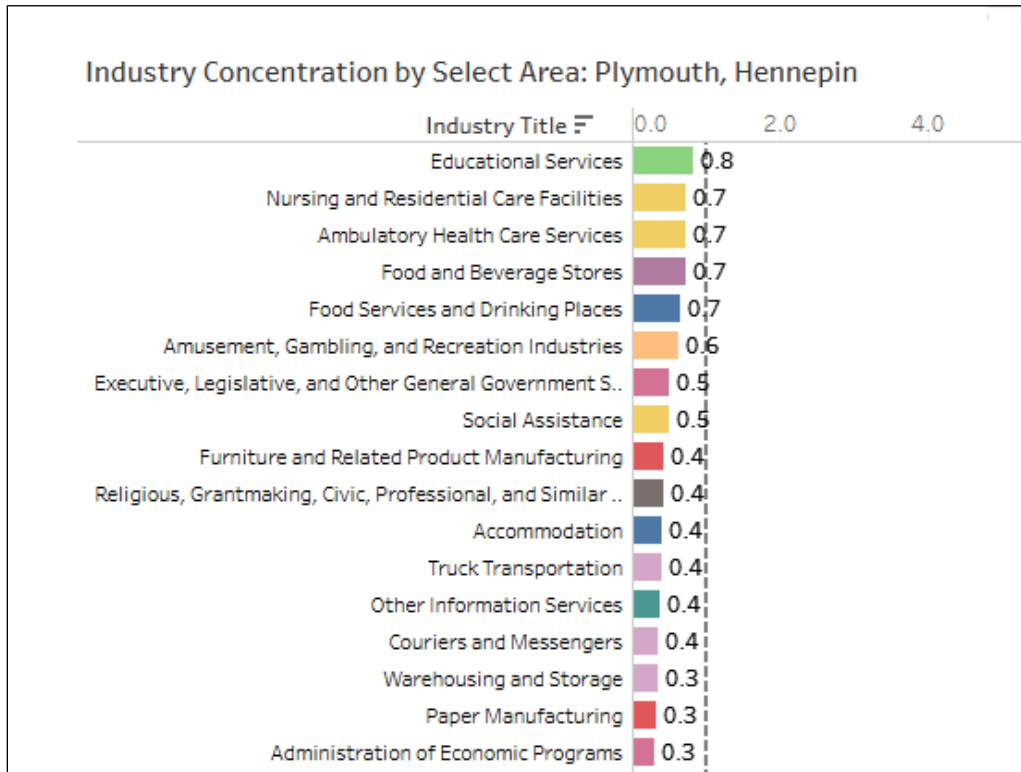
Source: Minnesota Location Quotient Tool, MN Department of Employment & Economic Development

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.



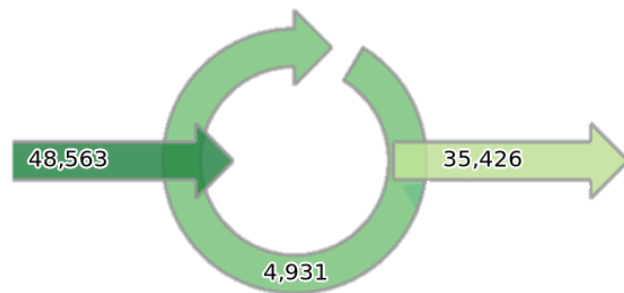
2.5 HOUSING & TRANSIT

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.

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.



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

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.

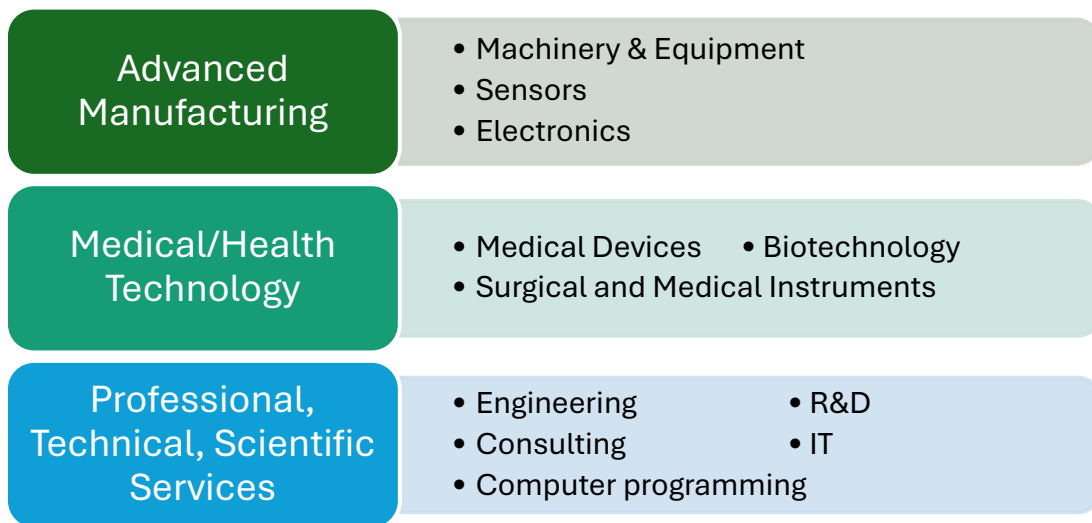
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Location (highways, proximity to Minneapolis, MSP airport, etc.) • Concentration of industry <ul style="list-style-type: none"> ○ Medtech cluster ○ Large number of manufacturers • Diversified tax base • Strong K12 schools • Highly educated population • 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. Require vertical mixed-use in city-assisted housing projects.

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

1. Meet with 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.
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. Update the Plymouth Economic Development Fund revolving loan fund guidelines and application process.
5. Pursue expansion of the revolving loan fund by retaining some portion of future Minnesota Investment Fund loans.
6. Establish a low interest loan fund to support the attraction and retention of target businesses.
7. Explore establishing other local incentive programs such as a SAC/WAC charge deferral program, fee waiver, façade improvement program, etc.

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 business summit with company leaders, educators, and public sector representatives to understand current and future business and 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: Housing and Redevelopment Authority

Prepared by: Steven Schmidt, Housing Manager

Reviewed by: Grant Fernelius, CED Director

Item: **HRA Updates**

1. Action Requested:

No action is needed at this time. This is provided for informational purposes.

2. Background:

Development Updates

See link to our website on development activity:

[Development Docket | City of Plymouth, MN \(plymouthmn.gov\)](https://www.plymouthmn.gov/development-docket)

General Updates

City Council/HRA Joint Meeting

A joint meeting between the Plymouth City Council and the HRA Commission has been scheduled for Tuesday, May 26th, 2026. The meeting will begin at 5:00 pm and will be held in the Medicine Lake Conference room. Dinner will be provided.

3. Budget Impact:

N/A

4. Attachments: