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ST. CLOUD BE PART OF SOMETHING GREATER

St. Cloud Development Summit 2026

#developstcloud

8th Annual St. Cloud Development Summit

Emcee

Cathy Mehelich, Economic Development Director

City of St. Cloud

CITY OF
ST.CLOUD
MINNESOTA USA



Mayor
Jake Anderson
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Central Minnesota's Economic Engine

Presenter:

Dr. King Banaian

Professor & Director of Center for Policy Research & Community

St. Cloud State University

Panel 1

8TH ANNUAL ST. CLOUD DEVELOPMENT SUMMIT · OCTOBER 22, 2026

St. Cloud: Central Minnesota's Economic Engine

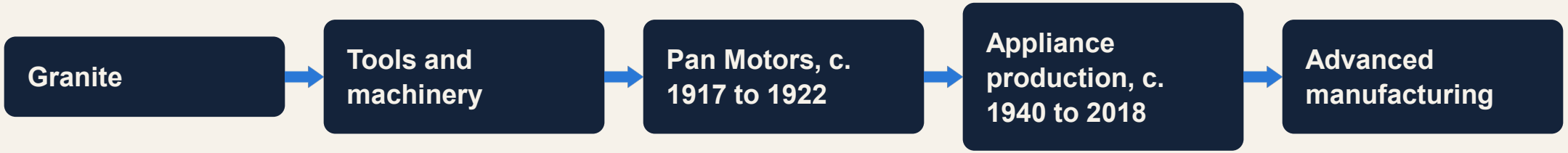
Places and industries: what the region makes, whether it pays, and where capital is going

King Banaian
Director, Center for Policy Research and Community Engagement, St. Cloud State University

Three questions about places and industries

1. **What does the region make?**
   - Industry specialization in 2025, and how it has moved since 2019.
2. **Does it pay?**
   - Pay in the industries where St. Cloud specializes, measured against the nation.
3. **Where is capital going?**
   - Investment now arriving, and the risks that sit beside it.

The buildings and the skills outlast the ventures



Nonmetallic mineral products, the group that includes cut stone: location quotient 4.2 in 2025.

Fabricated metal 2.0; machinery 1.6 and up 29% since 2019.

The car company failed. The forge, the Pantown housing and the factory buildings stayed.

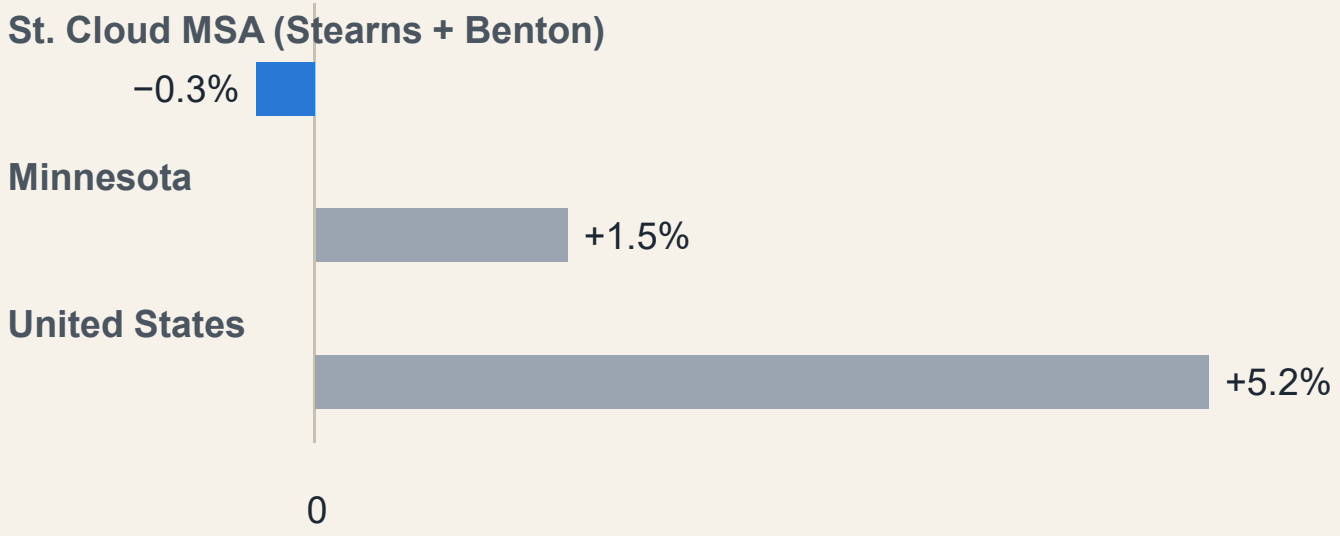
Char-Gale, then Franklin, White and Frigidaire, and Electrolux last. It closed in 2018.

Niron Magnetics, Sartell: production expected 2027, with the capital committed first.

Last year’s history, in one line: each era left space and skills for the next. The sites are as much a real estate story as an economic one.

History: author’s October 2025 Summit talk and draft book chapters. Data: BLS QCEW, 2025 annual averages, Stearns + Benton, quotients against the U.S.

Jobs in the St. Cloud area have not grown since 2019



104,875 to 104,517

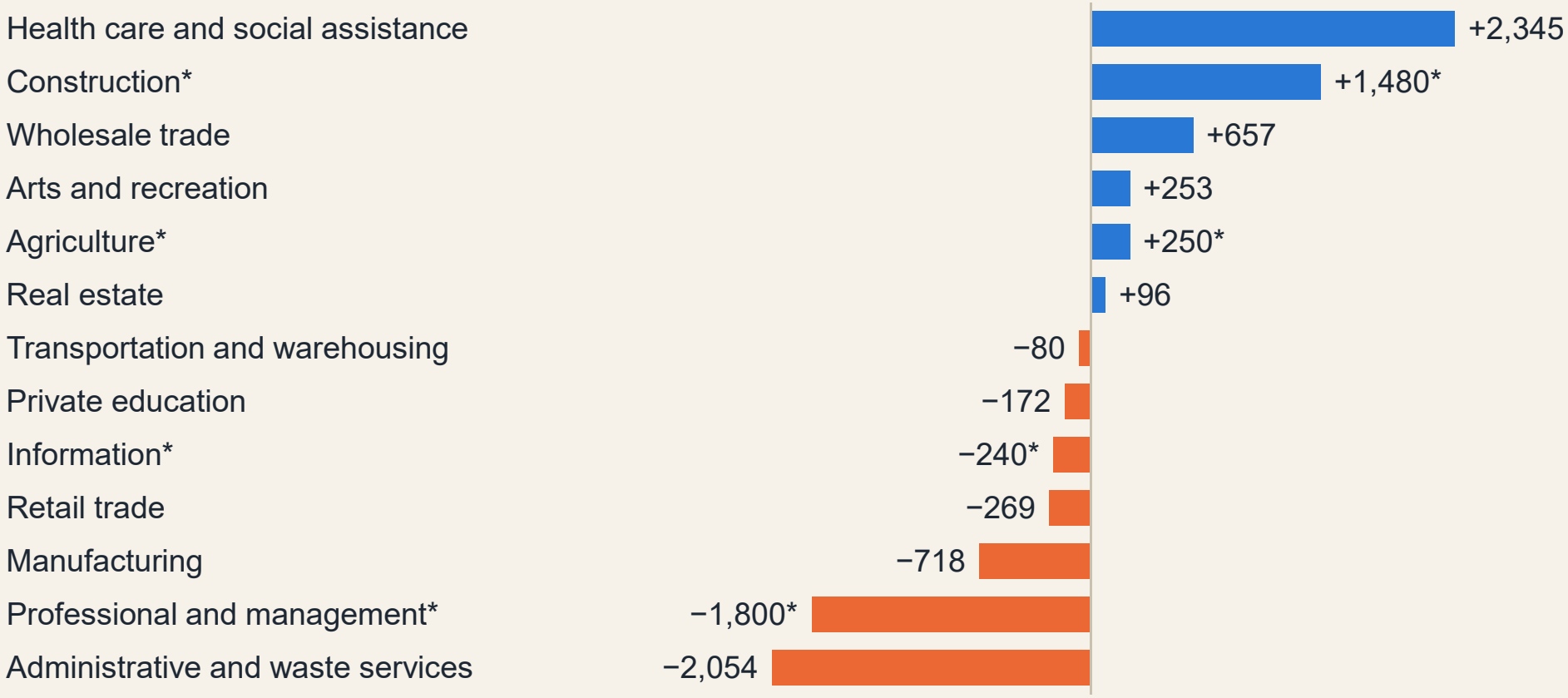
Covered jobs in the MSA, 2019 to 2025

−0.8%

Stearns County jobs, March 2025 to March 2026. Minnesota −0.3%, U.S. +0.1%

Source: BLS QCEW annual averages, 2019 to 2025, all ownerships; BLS County Employment and Wages, Q1 2026.

Health care, construction and wholesale added jobs; professional and administrative services lost them



Jobs gained (blue) and lost (orange), 2019 to 2025. * Benton County 2025 partly estimated. Source: BLS QCEW, Stearns + Benton.

Manufacturing remains the region's most specialized large industry

1.72

Manufacturing location quotient against the U.S., 2025 (1.68 in 2019)

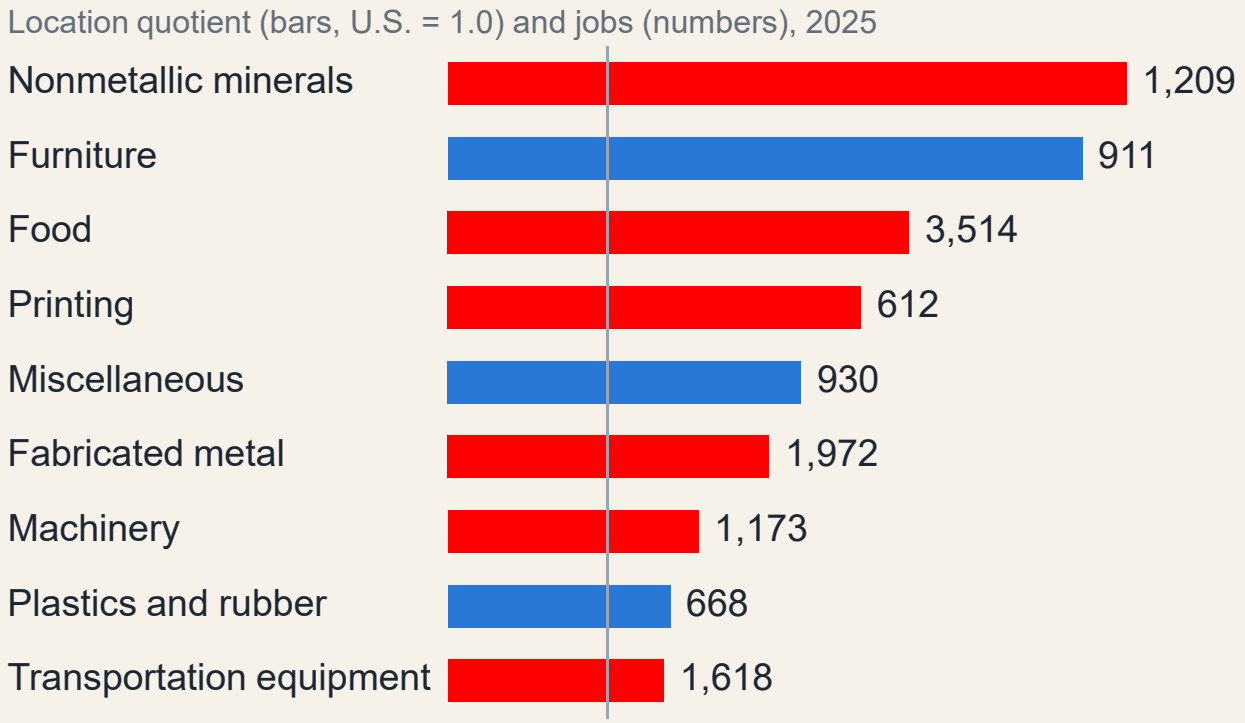
−718

Manufacturing jobs since 2019 (−4.6%; U.S. −1.5%)

+29%

Machinery jobs since 2019, 909 to 1,173

Red bars show historic specializations



Source: BLS QCEW 2025 annual averages, Stearns + Benton, private sector. Job counts are disclosed cells only (a floor).

The building trades are themselves one of the region’s specializations

1.43

Construction location quotient in 2024: 43% more concentrated than the nation

+21%

Construction jobs, 2019 to 2024, from 6,614 to 8,017. Minnesota +9%, U.S. +9%

116%

Stearns County construction pay as a share of the U.S. construction average, 2025

Among industries with more than 5,000 jobs, construction grew fastest.

Source: BLS QCEW annual averages, Stearns + Benton, private sector; pay is Stearns County. Endpoint 2024 avoids a partly estimated 2025 cell.

Pay is catching up to the nation, mostly within industries

+35.3% vs +33.0%

Average pay growth, 2019 to 2025: St. Cloud MSA against the U.S., before inflation

81.7%

MSA average pay as a share of the U.S. average, up from 80.3% in 2019

Gap to U.S. average pay, Stearns private sector

	2019	2025
Total gap	−20.5%	−18.5%
From industry mix	−1.7%	−5.1%
From pay within industries	−19.1%	−14.1%

Pay against the U.S. in the same industry, 2025

Industry	Share of U.S. pay
Construction	116%
Health care	107%
Manufacturing	80%
Wholesale trade	72%

Source: BLS QCEW, nominal pay. Left: MSA, all ownerships. Right: Stearns County, private sector.

The industry base is less diverse than the agenda assumes

0.86

Diversification index, where the U.S. mix is 1.0. It was 0.90 in 2019; Minnesota is 0.97

60%

of private jobs are in manufacturing, health care, retail and construction (U.S. 44%, Minnesota 50%)

3.5%

of private jobs are in professional, technical and management services (U.S. 10.0%)

Concentration helps while those four industries do well. Professional services are the thin layer.

Source: BLS QCEW 2025, 18 private industry groups. Diversification index: 1.0 = U.S. mix; lower = less diverse.

The four target industries, tested against the data

Food manufacturing	**2.88**	3,514 jobs, up 11% since 2019. Food wholesaling adds 1,050 jobs (quotient 1.84), up 12%.	**Measured strength**
Precision manufacturing	**2.0 · 1.6**	Fabricated metal: 1,972 jobs, down 9%. Machinery: 1,173 jobs, up 29%. Together 3,145, up 2%.	**Measured strength, mixed**
Automation	**n/a**	No industry code of its own. The machinery gain is consistent with it but cannot be separated out.	**Not measurable here**
Information technology	**0.62**	Information sector: 1,015 jobs in Stearns County. Computer systems design: 134, down from 355 in 2019.	**Thinnest of the four**

Two targets are already specializations. IT is the gap, and the one most tied to office space.

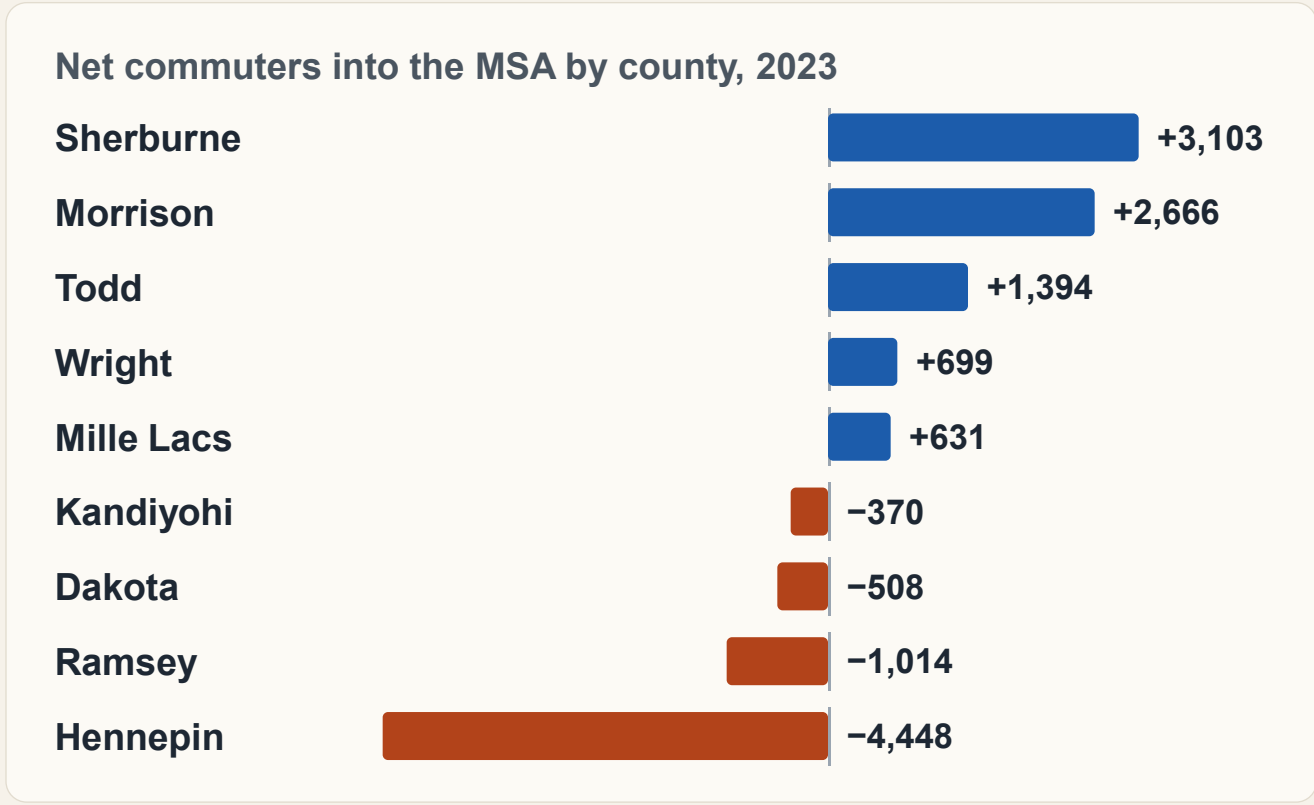
Source: BLS QCEW, 2019 and 2025 annual averages. Quotients against the U.S.; MSA (Stearns + Benton) except IT, which is Stearns only. Target list: Develop St. Cloud.

The net inflow of commuters has shrunk since 2019

34%
of local jobs held by people who live elsewhere, in 2019 and in 2023

27% → 29%
of working residents commute out

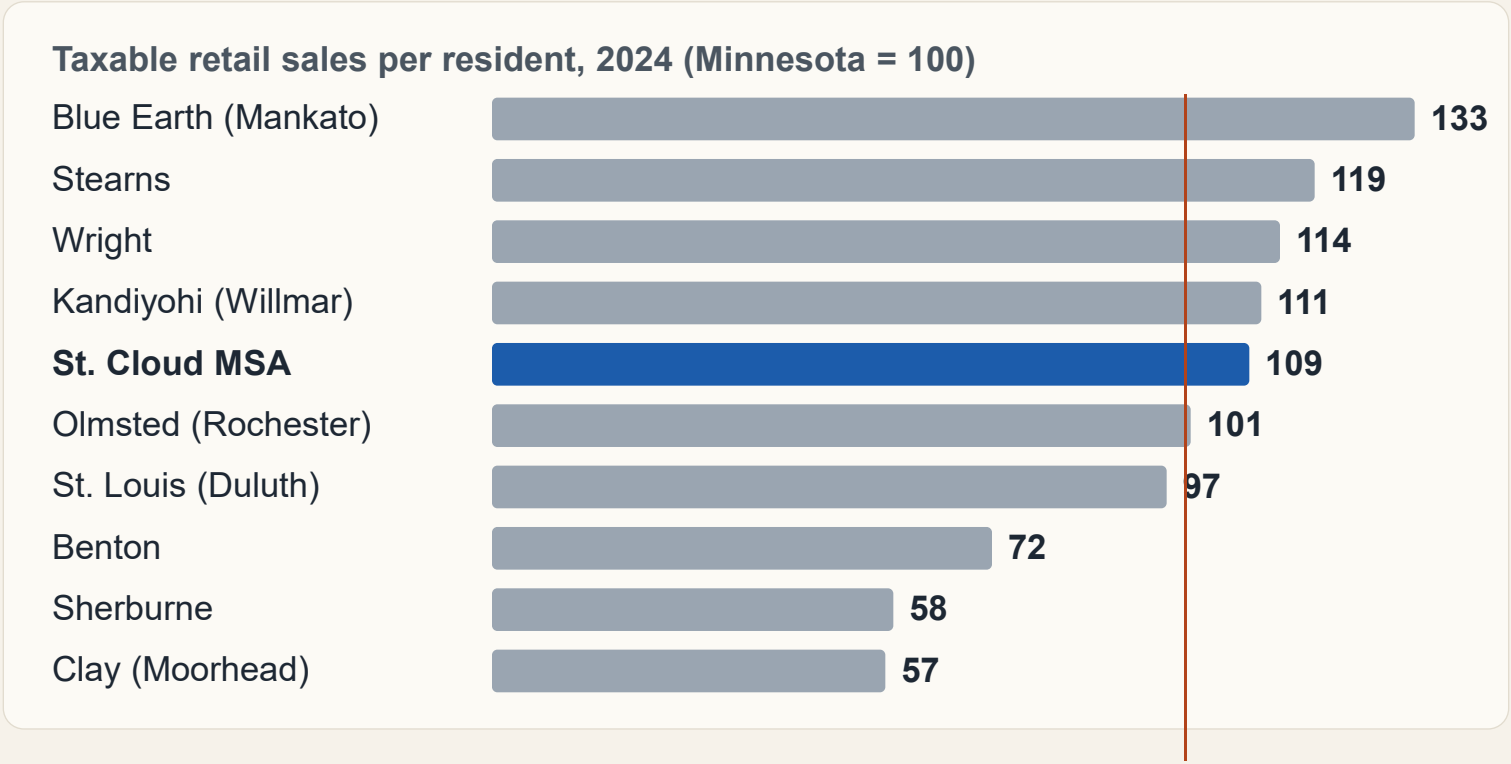
10,454 → 6,706
net inflow of workers, 2019 to 2023



Residents work elsewhere more often than in 2019: 73% worked locally then, 71% now. The gains come from the north and west; the losses go to the Twin Cities.

Source: Census LEHD LODES8, all jobs, 2019 and 2023. MSA = Stearns + Benton. Jobs are counted at the employer's address, so remote work for an outside employer appears as a commute. Excludes the self-employed and residents working in other states.

Retail sales per resident run 9% above the state average



$7,668

Retail sales per MSA resident, against $7,020 for Minnesota stores

83

Restaurants and bars per resident, Minnesota = 100

A solid retail center, in line with its peers. The strength sits in Stearns County.

Source: Minnesota Department of Revenue, 2024 taxable sales, NAICS 44-45, by store location; Census population estimates, July 2025. State base excludes out-of-state sellers. Red line = 100. Crow Wing (Brainerd lakes, 178) is omitted as a tourism outlier.

Firms are spending again. Hiring and building lag.

+18.7
Business activity, net share of firms reporting an increase (June: +10)

+37.5
Capital spending in the last quarter; no firm reported a decrease

+12.5
Payrolls: essentially flat, matching the jobs data

< 1 in 5
expect to hire more in the next six months

Single-family permits, January to July, St. Cloud area



City of St. Cloud alone: 41 permits against 71 in 2025; valuation down 18%.

Capital spending has turned. Hiring and home building have not yet followed.

Source: St. Cloud Area Quarterly Business Report, Sept. 25, 2026; survey of Aug. 9 to Sept. 5 (about 16 firms). Permits: Central Minnesota Builders Association, via the QBR.

Three risks sit beside the investment

Flat employment

Six years without net job growth. Stearns County employment fell 0.8% in the year to March 2026.

Concentration

Four industries hold 60% of private jobs, and the new capacity rests largely on manufacturing.

Trade policy

Bus builder NFI expects higher prices on some Canadian-sourced components and is charging customers surcharges. Transportation equipment employs 1,618 in Stearns County.

These are the indicators to watch through 2027.

Sources: BLS QCEW and Q1 2026 county release; NFI Group Q2 2026 results release, August 6, 2026.

Places and industries set the stage. People come next.

1. Jobs are flat, and pay is rising.
2. The region specializes in making, building and distributing things.
3. Capital is arriving ahead of the jobs.
4. Unlike the rest of the state beyond the Twin Cities, St. Cloud's population is growing (5.4% vs 2.2%).

President Tomso at 10:15: population, age and workforce.

The State of St. Cloud Housing & Commercial Real Estate

Panelists:

Facilitator:

NeTia Bauman

CEO & President, Greater St. Cloud

Speakers:

Jason Miller, Trust Real Estate Company

Eric O'Brien, CRS

Ryan Cross, BCI Construction

Panel 2

8th Annual St. Cloud Development Summit

Break/Networking

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St. Cloud Development Summit 2026

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The Comprehensive Plan Opportunities & Resources

Panelists:

Matt Glaesman

Community Development Director, City of St. Cloud

Cathy Mehelich

Economic Development Director, City of St. Cloud

Panel 3

St. Cloud Development Initiatives Update

8th Annual St. Cloud Development Summit

Thursday, October 22, 2026

Holiday Inn & Suites

2025 Comprehensive Plan



- LAND USE AND DEVELOPMENT
- HOUSING
- ART
- TRANSPORTATION AND PARKING
- WALKABILITY
- ENVIRONMENT
- COMMUNITY CHARACTER

Asset Based Planning

ENVIRONMENTAL



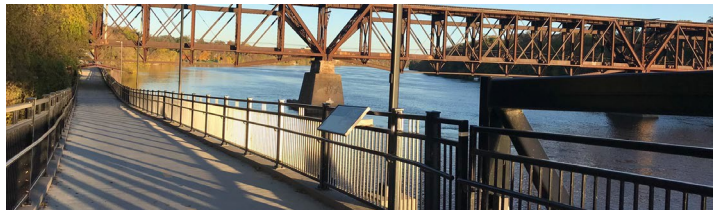
GEOGRAPHY



DOWNTOWN



RIVERFRONT



NEIGHBORHOODS



EDUCATION



HEALTH CARE



ENTERTAINMENT



SUSTAINABILITY



...AND MANY MORE

Big Moves



Reclaim the Mississippi River as Downtown's Front Door



Expand Downtown Living and Neighborhood Identity



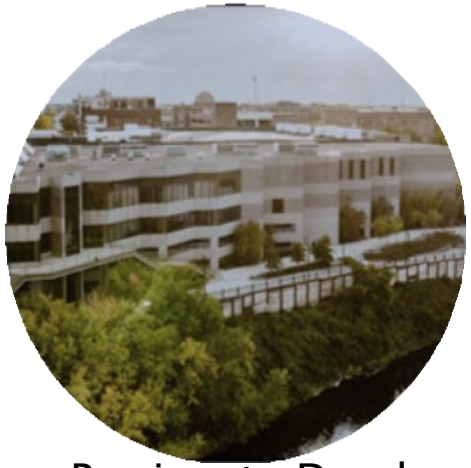
Establish Downtown as a Regional Destination



Create a Walkable and Connected Downtown



Unlock Catalytic Redevelopment Sites



Remove Barriers to Development and Investment

St. Cloud Comprehensive Plan
Downtown Catalyst Sites



Mississippi Riverfront



LadySlipper Lot



Stearns County

St. Cloud Comprehensive Plan
Division Street Redevelopment





St. Cloud Comprehensive Plan
City Hall Redevelopment







St. Cloud 2024 Comprehensive Housing Assessment

SINGLE-FAMILY

15-YEAR = 1,603

2023 - 2030	2030 - 2040
609	994

detached single-family dwellings

MISSING MIDDLE HOUSING

15-YEAR = 1,222

2023 - 2030	2030 - 2040
403	819

attached single-family units i.e. townhomes, twin homes, condominiums, etc.

RENTAL HOUSING

15-YEAR = 9,797

2023 - 2030	2030 - 2040
3,123	6,674

general occupancy units i.e. deep-subsidy, shallow-subsidy and market rate

SENIOR

15-YEAR = 4,405

	2030	2040
market rate active adult	454	400
affordable active adult	630	893
enhanced services	451	381







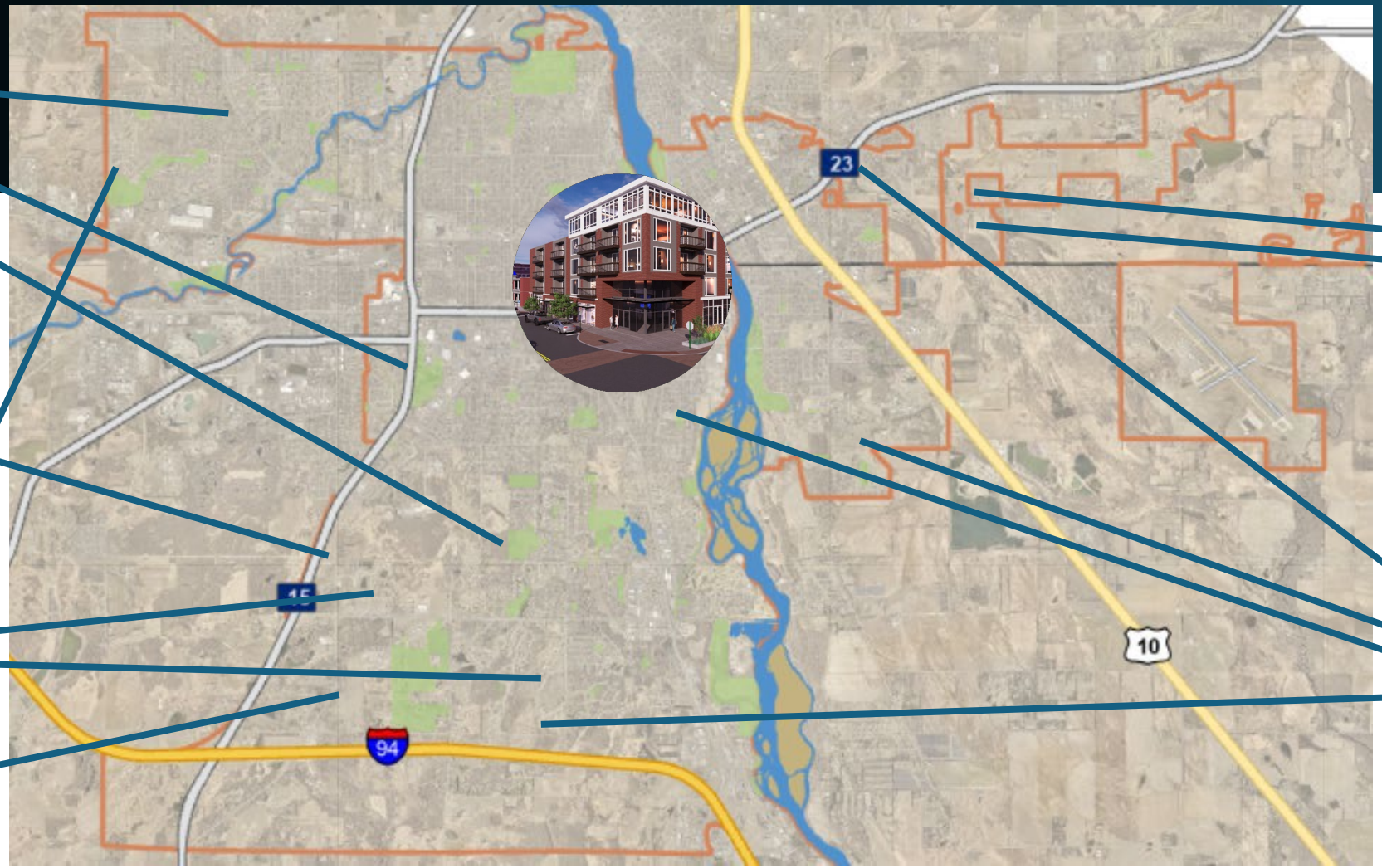


St. Cloud
Residential Development Sites









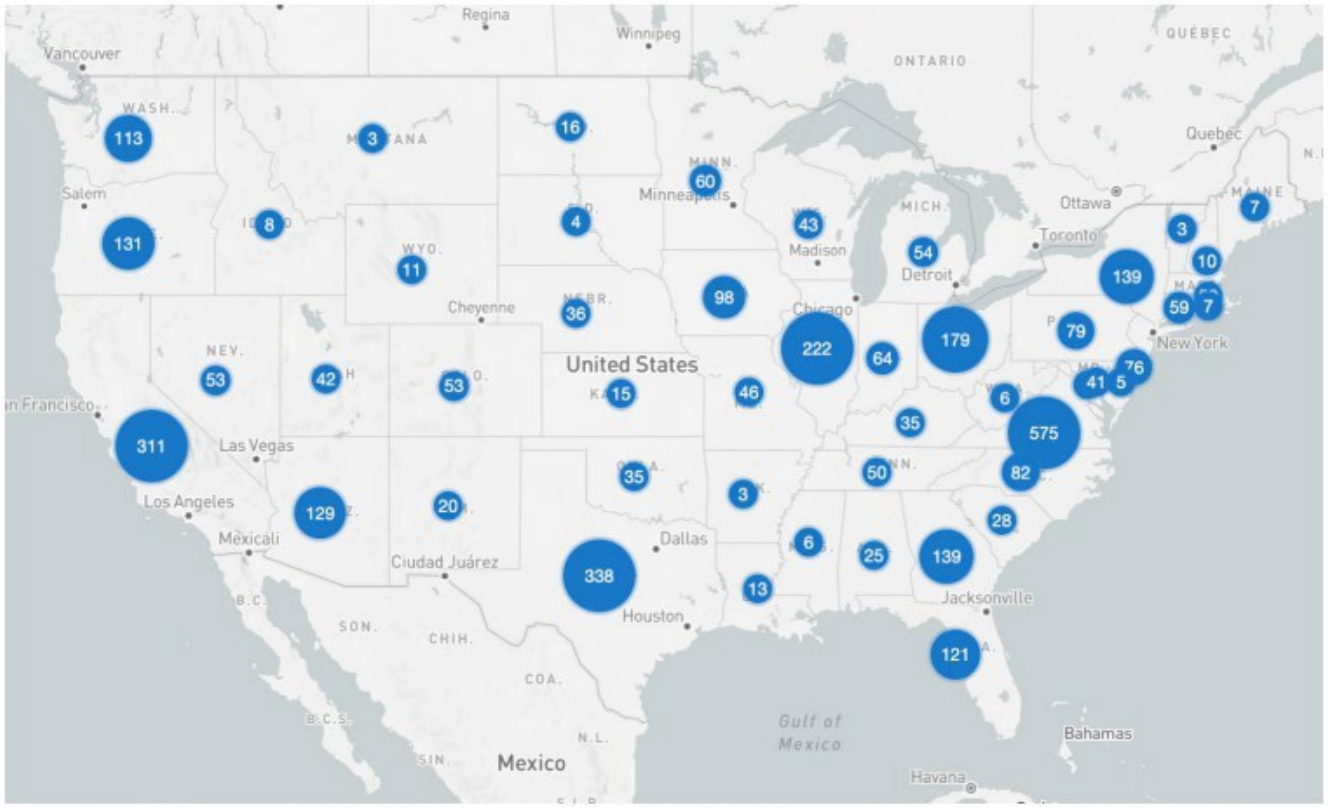




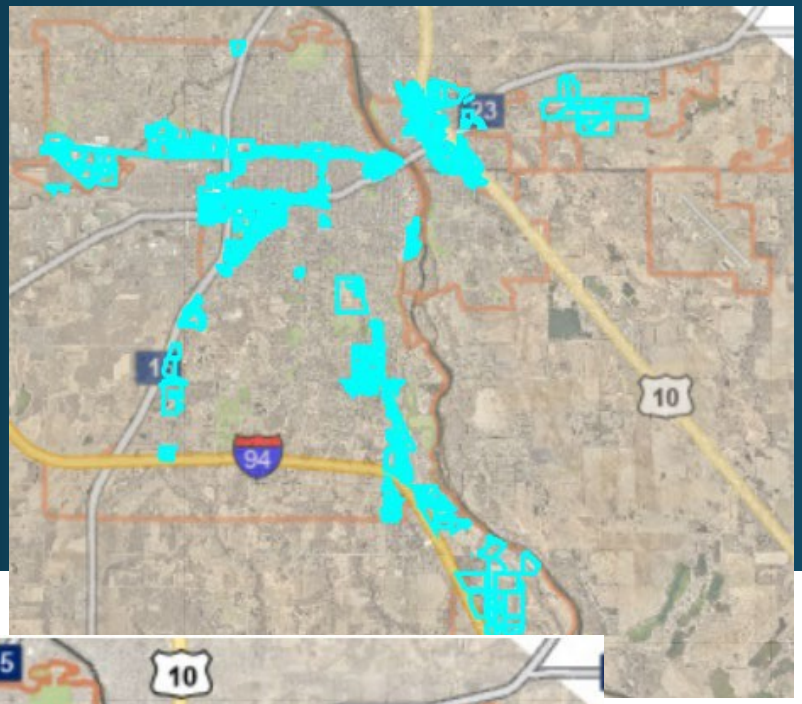
St. Cloud Comp Plan - LDC Data Center Development

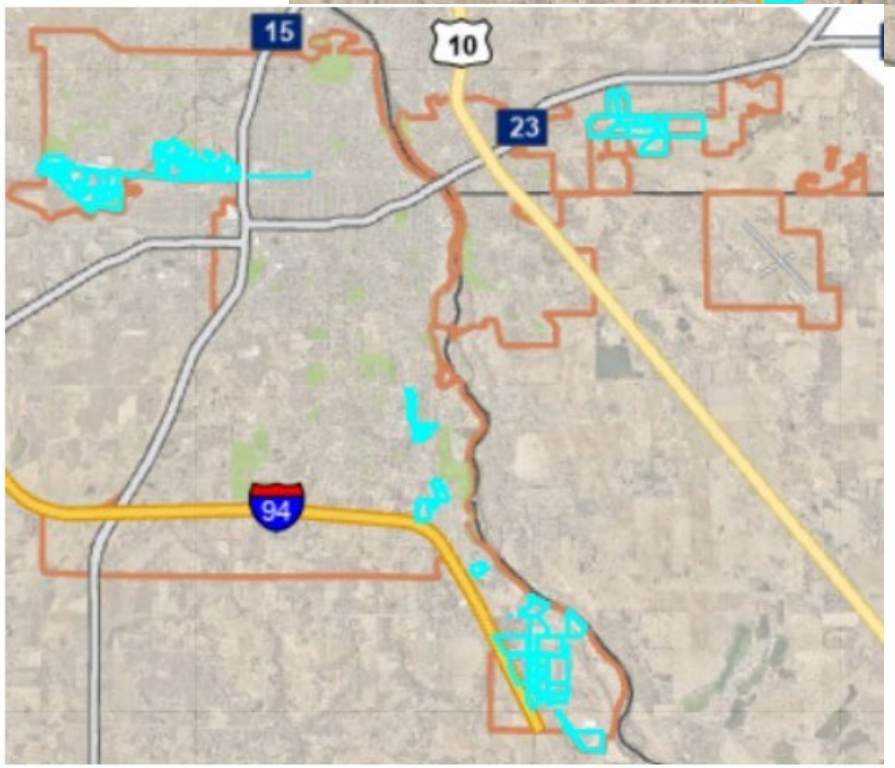
Growth and Impact of Data Centers

USA Data Centers



Source: https://www.datacentermap.com/usa. To view the interactive map, visit the USA Data Center website.



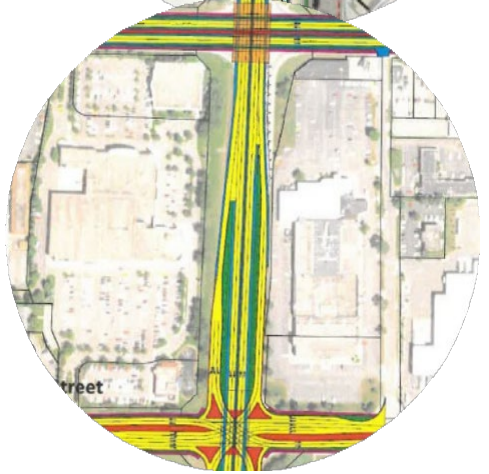


St. Cloud Transportation Studies

STUDY	2025	2026	2027	2028	2029	2030
HWY 10 South Alternatives Report (MnDOT)	Project Kick-Off	Plan Drafting	Plan Adoption	Funding TBD	Funding TBD	Funding TBD
HWY 10 North Corridor Study (MnDOT)	Project Kick-Off	Plan Drafting 12/3 Input	Plan Adoption	Funding TBD	Funding TBD	Funding TBD
HWY 15 SC to HWY 10 Corridor Study (MnDOT)		Study Funds Approved	Project Kick-Off	Plan Drafting	Plan Adoption	Funding TBD
BELTLINE CONNECTION Environmental Impact Statement (APO)	Environmental Review Funds Approved	Project Kick-Off	EIS Preparation	EIS Preparation	EIS Preparation	EIS Finding - Funding TBD
RIVERWALK Connection Project (CITY)		Bonding Approved	Project Design Public Input	Construction	Construction	Project Open
5th AVENUE Connection Project (CITY)		Bonding Approved	Project Design Public Input	Construction	Construction	Project Open

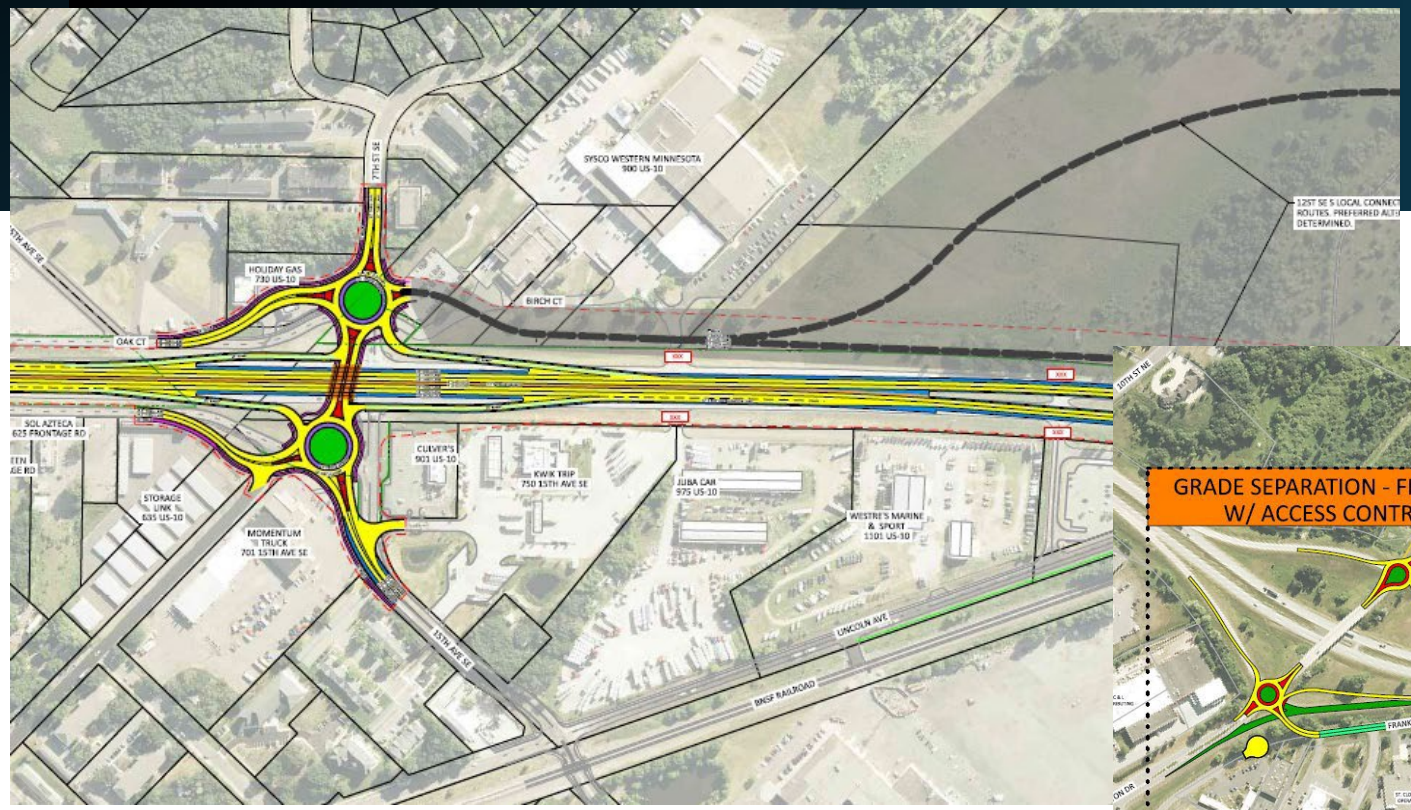


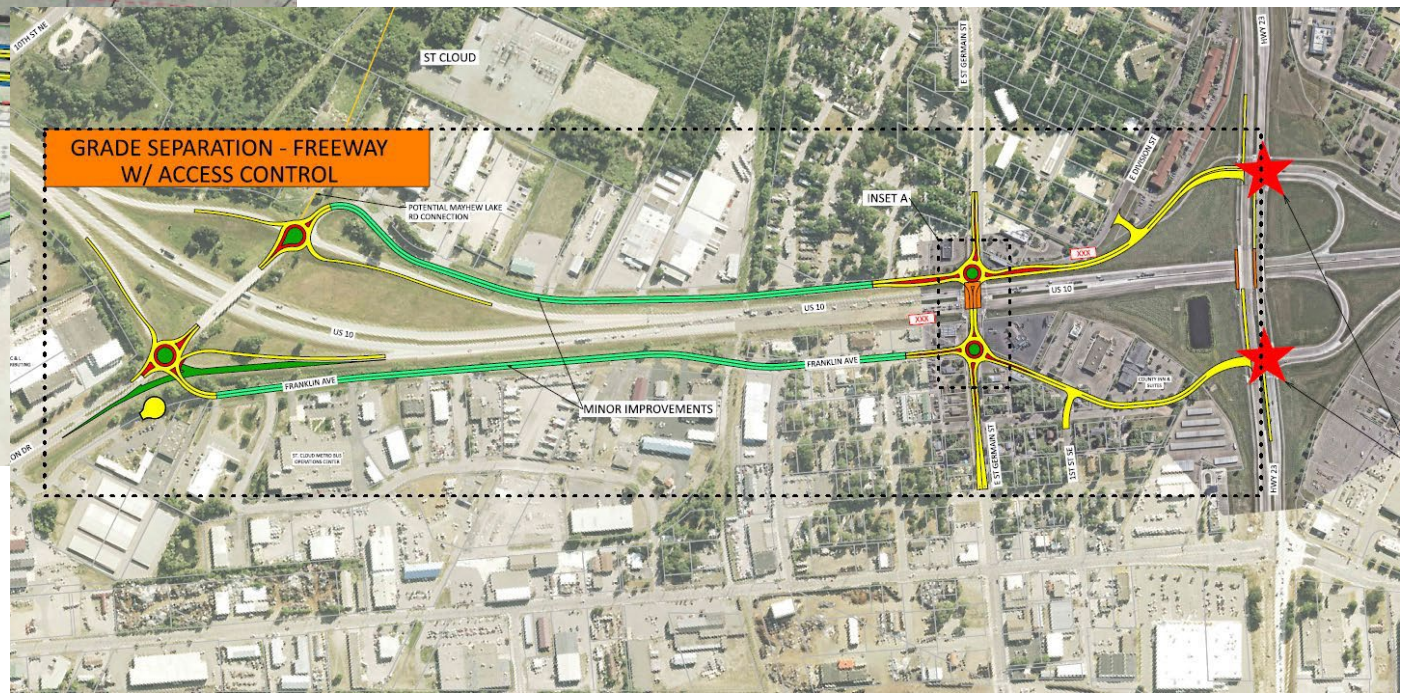




St. Cloud Highway 10 Studies

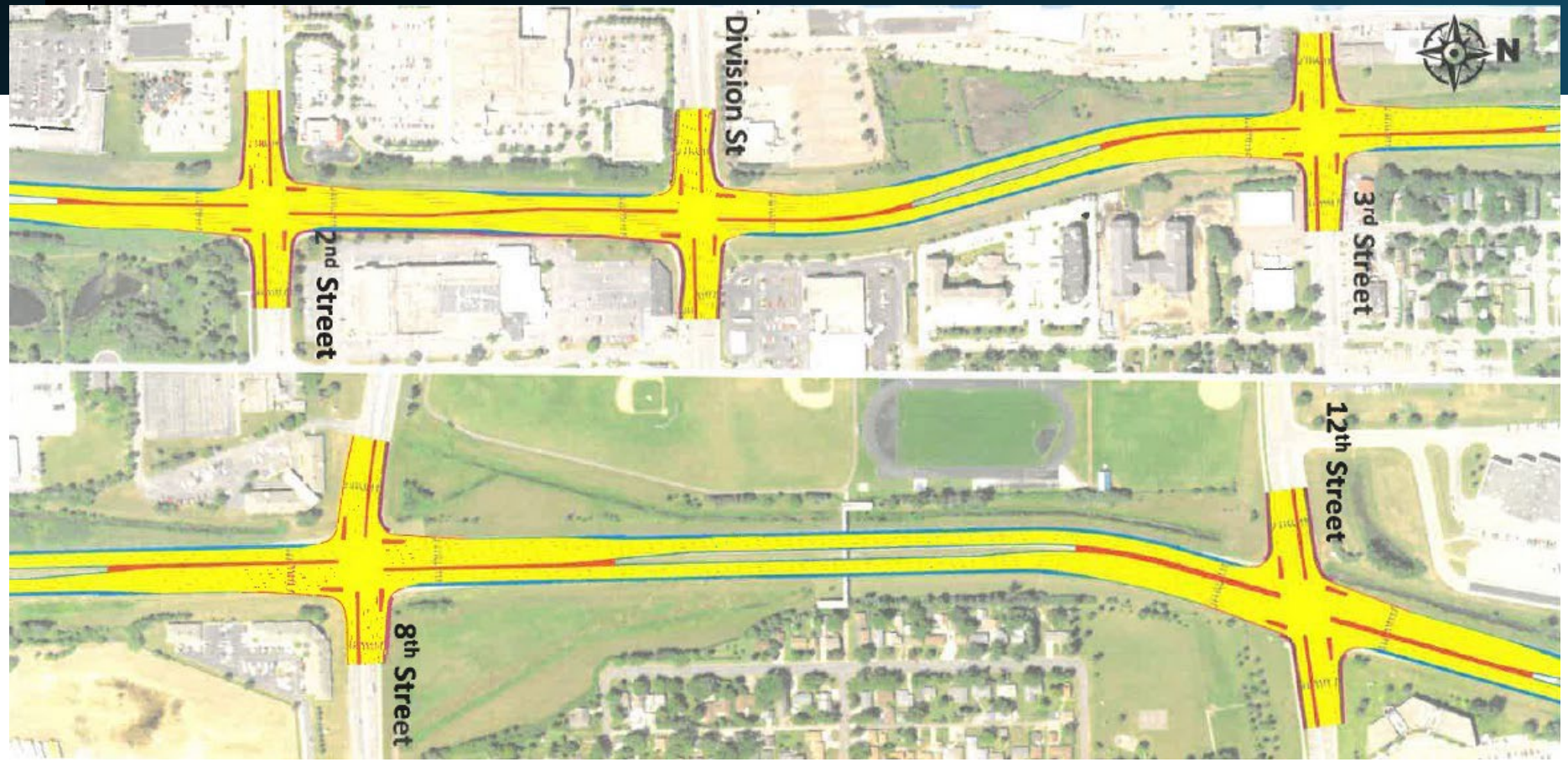






St. Cloud Highway 15 Study





St. Cloud Mississippi Crossing EIS





St. Cloud 5th Avenue Downtown Connection

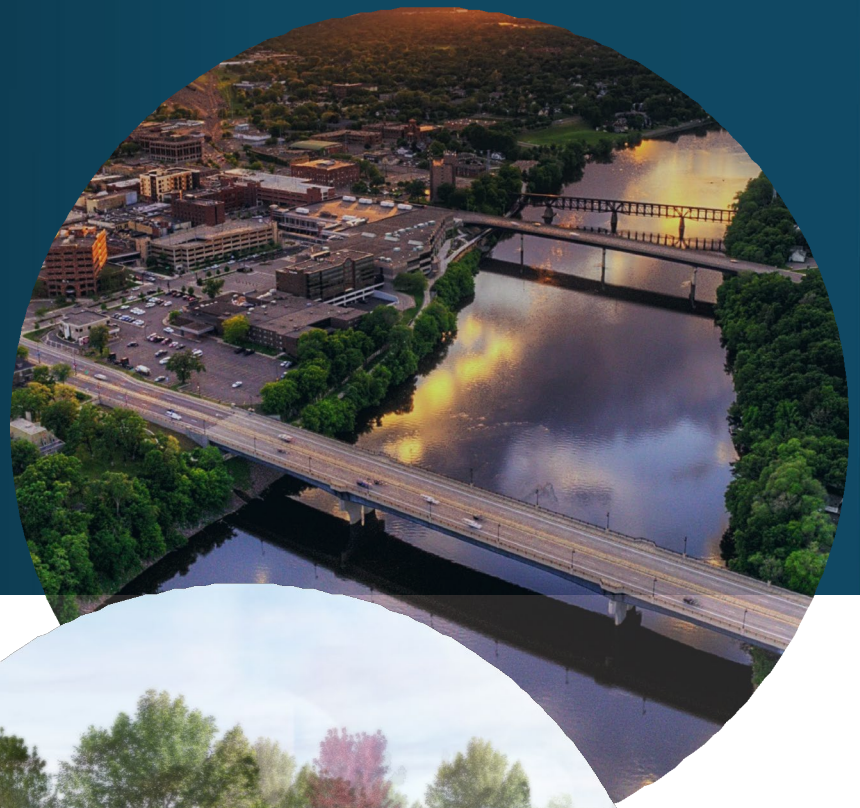






St. Cloud Riverwalk Downtown Connections





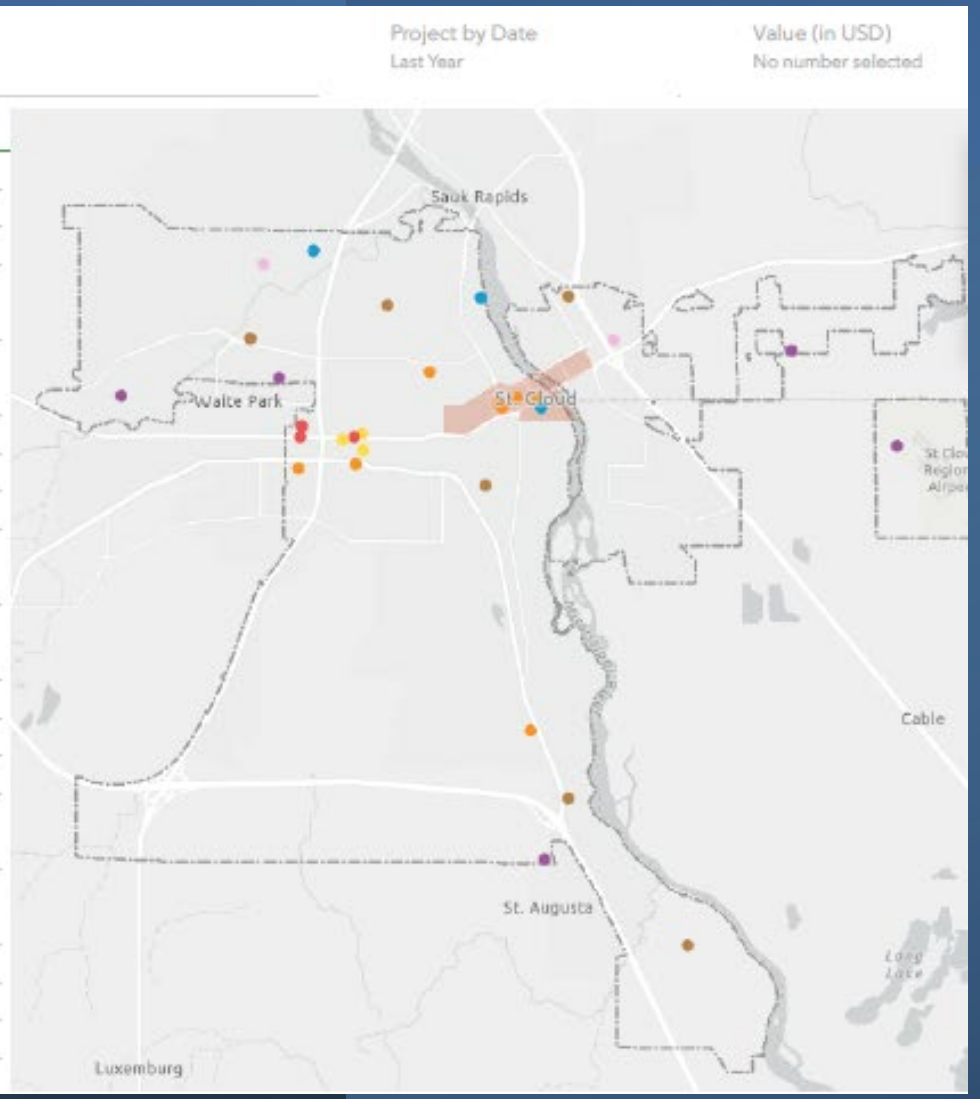


2025 Year End Development Activity

Development Activity

... new construction and development activities that are equal to or greater than $250,000, est. 2017

Date Issued	Name	Land Use	Value ($)	Project Summary
12/28/25	Gilberto's Mexican Restaurant	Retail	300,000	Restaurant renovation
12/3/25	BCI Construction, Inc	Office	874,000	Interior & Exterior Remodel
11/17/25	Northwestern Mutual	Office	1,874,000	Building Addition & parking lot expansion
10/16/25	Essilor Luxottica	Industrial	2,300,000	Remodeling existing office area and exterior work
10/5/25	Jehovah's Witness Kingdom Hall	Church	275,000	New roof, interior and exterior repairs
10/5/25	St. Cloud MAC	Public	510,812	Rooftop solar array
9/29/25	Wells Fargo	Office	800,000	Interior Renovation
9/29/25	Wells Fargo	Office	350,000	Exterior renovations
9/22/25	Avivo	Service	6,640,230	New construction - low barrier shelter
9/7/25	St. Cloud Hospital	Medical	700,000	1st floor partial remodel
8/25/25	Rengel Printing	Office	297,000	Building additions with warehouse & loading dock
8/4/25	Gilleland Chevrolet	Service	1,330,000	New maintenance facility building
8/4/25	Take 5 Oil	Service	1,100,000	New building - service area, office, restroom, storage room
7/27/25	Viking Coke	Industrial	1,032,150	Partial Reroof
7/21/25	North Central Bus & Equipment	Industrial	300,000	Building remodel
7/2/25	St. Cloud Metrobus	Public	1,100,000	Upgrade natural gas vehicle fuelings station
7/2/25	Granite City Baptist Church	Church	250,000	Building addition
6/23/25	Crossroads Center	Retail	415,000	Demo & remodel of existing tenant space for Skechers
6/15/25	Sunburst Memorials	Industrial	8,300,000	Addition and renovation
6/15/25	City of St. Cloud - Waste Water Tr...	Public	1,400,000	Grounded mounted solar system
6/11/25	ISD #742	Public	2,680,700	North Jr High - Interior Renovations
6/11/25	ISD #742	Public	2,395,840	South Jr High - Interior Renovations
6/8/25	PASO Aviation LLC	Industrial	1,664,752	New airplane hanger w/offices & mech room
5/12/25	7 BrewCoffee	Retail	500,000	New building - drive thru only coffee facility
5/11/25	St. Cloud Behavioral Health Facility	Medical	2,600,000	Remodel

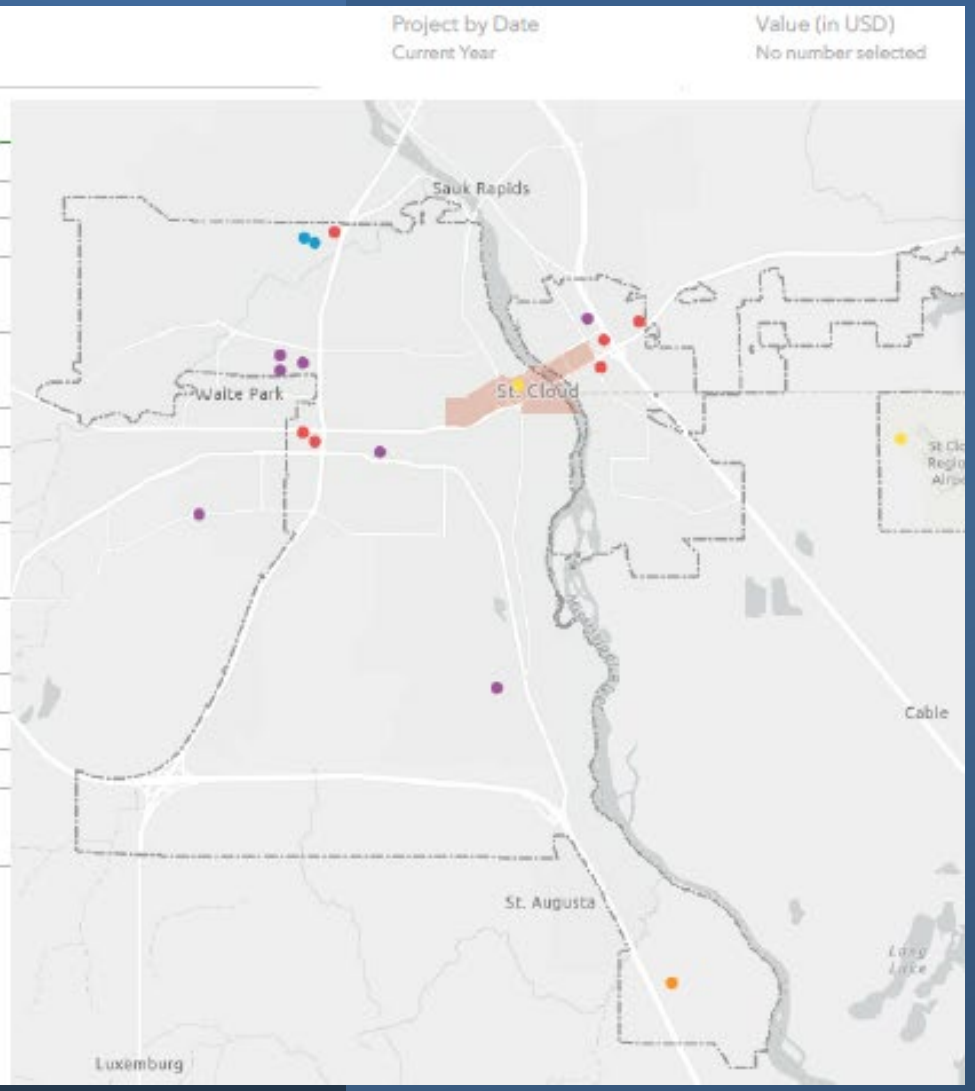


2026 Year to date Development Activity

Development Activity

... new construction and development activities that are equal to or greater than $250,000, est. 2017

Date Issued	Name	Land Use	Value ($)	Project Summary
/14/26	St. Cloud City Hall	Industrial	450,000	Interior Renovation - Animal Shelter
/10/26	Viking Coke	Industrial	5,200,000	Warehouse Addition
/11/26	St. Cloud Rainbow Village	Retail	520,000	Interior tenant alteration of a landlord provided space for a restaurant
/19/26	CentraCare	Medical	3,500,000	Interior Clinic Build out
/7/26	Hom Furniture & Dock 86	Retail	775,000	Exterior remodel & Interior remodel of the showroom
/17/26	Arby's	Retail	300,000	Interior remodel & exterior updates
/11/26	Grow One LLC	Industrial	280,000	Interior improvements Phase 1
/9/26	Vanilla Shell	Retail	257,850	Tenant build-out - 3 future new tenants
/2/26	Smurfit Westrock	Industrial	600,000	New building
/27/26	Border States	Industrial	250,000	Emergency foundation repair and interior remodel
/25/26	Coborn's Commissary	Retail	611,853	Remodel prep and packaging area, other interior updates
/21/26	Blattner Hanger - St. Cloud Airport	Service	250,000	Tenant improvement - interior remodel
/4/26	Autozone	Retail	962,990	Commercial tenant remodel
/19/26	Wirth Center for the Performing Arts	Service	932,292	Performance space, recording studio, lesson space, etc
/9/26	Bay Insulation	Office	250,000	Tenant Build Out - offices, breakroom, bathrooms
/1/26	AutoZone	Retail	1,900,000	Tenant Build Out - new restrooms, fire protection, doors, entryway
/24/26	Automotive Parts Headquarters	Industrial	2,000,000	New building
/19/26	Zapole Supply Co	Industrial	500,000	Tenant improvement - interior remodel
/18/26	CentraCare	Medical	650,975	Installation of roof-top solar array



Building St. Cloud's Economic Future

St. Cloud Economic Development Authority
2026 - 2029 Strategic Plan

OUR MISSION

The EDA leads as the City's principal development authority to support private investment and drive St. Cloud's long-term economic vitality.

OUR VISION: St. Cloud will be central Minnesota's most competitive environment – anchored by thriving businesses, a full range of housing, a revitalized downtown and riverfront, and infrastructure ready to sustain long-term private investment.

OUR VALUES

Investment-Driven
Action that uses the EDA's unique tools and powers.

Collaborative
Partnerships grounded in clearly defined roles.

Stewardship
Decisions that earn lasting public trust.

FIVE STRATEGIC DIRECTIONS

1. **Organizational Effectiveness**
   Activate full EDA powers, activate structural changes, and create a dedicated development fund. For programming and site assembly

2. **Site Activation & Investment**
   Facilitate RFQs, establish infill redevelopment program in key corridors, and prep sites for private investment.

3. **Downtown & Riverfront**
   Guide redevelopment, revitalize downtown and lead riverfront, mixed-use projects, facilitate housing density and infill.

4. **Housing**
   Collaborate with developers to accelerate workforce housing, support housing aligned with catalyst sites, pursue infill redevelopment and neighborhood connections.

5. **Business Development**
   Conduct BR&E visits, support advanced manufacturing and med-tech cluster development, and build new phase business park capacity.

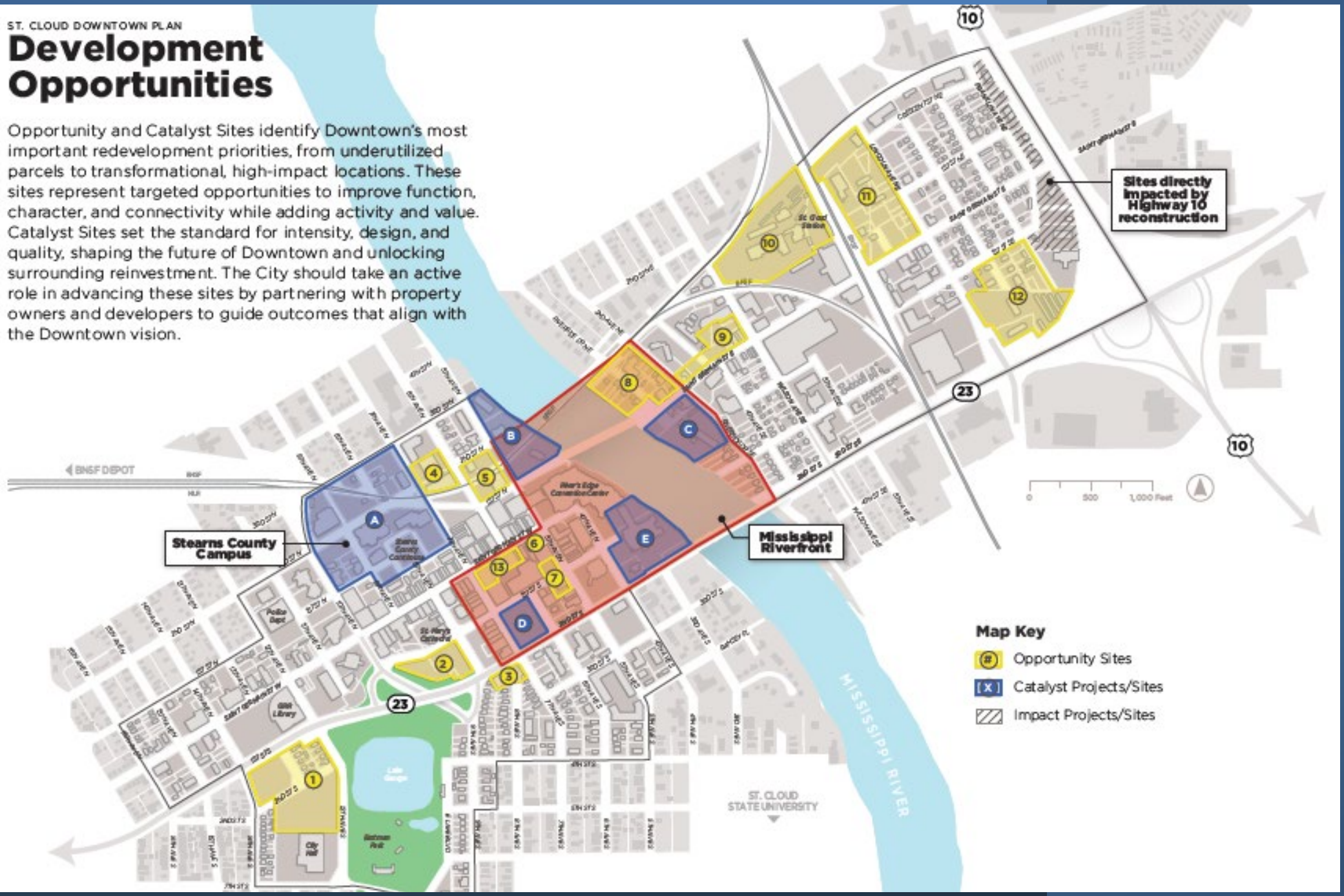
St. Cloud's Housing Development Tools

- **Life Cycle Housing Incentives**
  - 20% Reimbursement of Development Fees & infrastructure Flexibility
- **Multi-Family SAC/WAC Discounts**
  - 25% Reduction thru 12/31/26, 20% Reduction after
- **Single Family Housing Supply Initiative – Development Fee Deferral Program**
  - Development Fee Deferral Program provides 12-24 month payment defer
- **Tax Increment Financing**
  - Projects meeting income guidelines or redevelopment criteria
- **Housing & Redevelopment Authority**
  - Home Improvement financing programs for eligible homes in St. Cloud
- **County Housing Trust Funds**
  - Gap financing for eligible affordable housing projects & homeowner fix-ups

ST. CLOUD DOWNTOWN PLAN

Development Opportunities

Opportunity and Catalyst Sites identify Downtown's most important redevelopment priorities, from underutilized parcels to transformational, high-impact locations. These sites represent targeted opportunities to improve function, character, and connectivity while adding activity and value. Catalyst Sites set the standard for intensity, design, and quality, shaping the future of Downtown and unlocking surrounding reinvestment. The City should take an active role in advancing these sites by partnering with property owners and developers to guide outcomes that align with the Downtown vision.



Downtown Momentum

Public – Private Initiatives since 2022

Former Paddy's Game Shop



New BCI, CRS, Fluid Interiors



Main Street Economic Revitalization & Exterior Improvement Grants

$2 million Grants = $13 Million private investment – 22 projects

Great River Children's Museum – New 2025

First year visitors - 101,000+

Downtown Rental Housing Demand Assessment

Downtown Ambassadors – New 2025

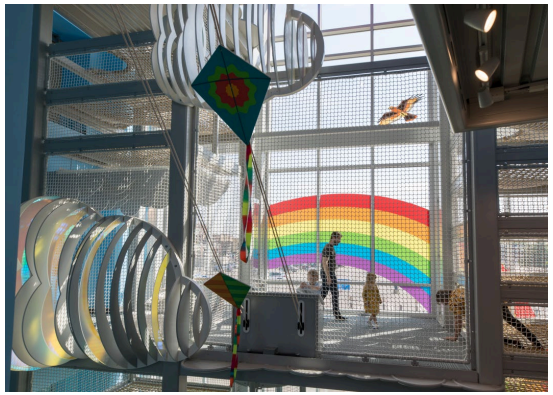
Downtown Alliance – Block by Block

2026 MN Brownfields Innovation Award!

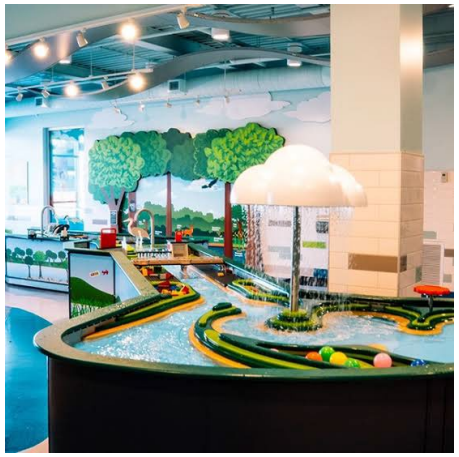
Coming Soon!

Downtown Retail/Service Market Study

5th Avenue & Riverwalk



Great River Children's Museum



Position for Downtown Development

Downtown Rental Housing Demand Study 2026

By: Viewpoint Consulting

98%
occupancy at the newest competing apartments (1,234 units; just 19 vacant)

1,275
unmet market-rate rental units in the market area through 2031

616–743
rental units supportable Downtown through 2031

$1.80/sf
Downtown's Lofts leads all competing properties surveyed on rent per sq ft

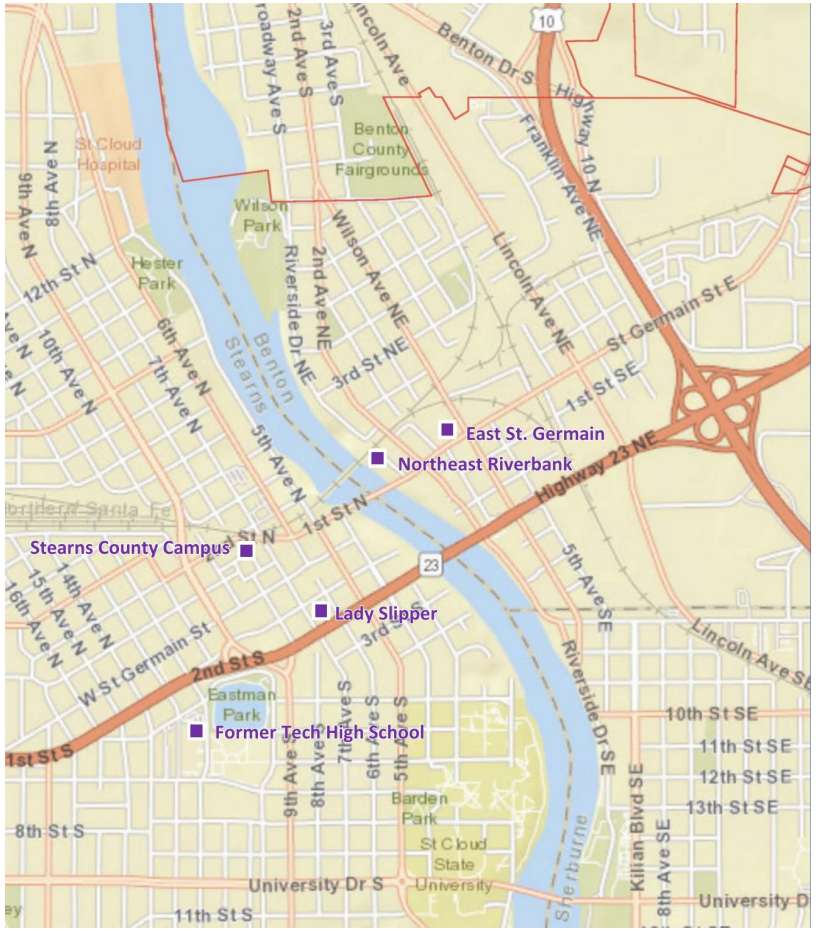
WHY DOWNTOWN

- Walkable St. Germain Street: eight blocks of restaurants, shops and services
- About 1 mile to St. Cloud Hospital; under 1 mile to St. Cloud State University
- Most of the metro is within a 15-minute drive; Crossroads Center is about 2 miles away

- Mississippi River frontage, with trail extensions planned to the hospital and the university
- Great River Regional Library, Paramount Center for the Arts and Great River Children's Museum
- River's Edge Convention Center on the riverbank; former Herberger's building sold for renovation

Sites, Units & Rents

Downtown Rental Housing Demand Study 2026



KEY DOWNTOWN SITES

Lady Slipper 2 acres · 1st St S & 6th Ave

Vacant full block, no demolition. 5-story mixed-use, enclosed parking, ground-floor retail. #1 for market-rate rental.

Former Tech High School 3 acres · 12th Ave S & 2nd St S

Across from Lake George and Eastman Park. Townhomes plus multi-story apartments. #1 for active adult (100+ units).

Northeast Riverbank 2.6 acres · Riverside Dr & E. St. Germain

River-oriented 4-story mixed-use with a waterfront restaurant or commercial. Needs parcel assembly. #2 for both rental types.

Stearns County Campus 10.2 acres · 2nd St N & 7th Ave

New Justice Center frees the campus ~2029. 5–6 story higher-density housing; 9th Ave N portion (~1.6 acres) first. #3 for both types.

East St. Germain 2.3 acres · E. St. Germain & Wilson Ave

3-story mixed-use at the street edge, integrating existing businesses. Vacant lots, small commercial buildings, parking lot.

WHO'S RENTING: MARKET AREA SNAPSHOT

130,169 population (2020); +7.5% in the 2010s

+4,083 households projected 2020–2030

77% of 2010s household growth was renters

+47% 65+ growth in 2010s; 25,750 seniors by 2031

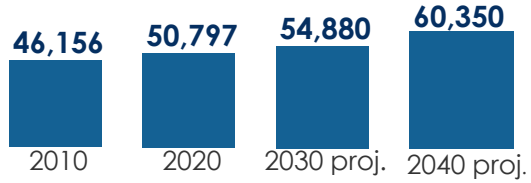
$70,522 median household income (2026)

48,446 jobs in St. Cloud; ~70,000 in the urban area

Residents age 65+ (market area)



Households (market area)



Qualified renter pool: about 26,200 income-qualified households under 65 and 5,860 households 65+ with incomes of $60,000 or more (+630 by 2031). Renter households grew 30% in the 2010s.

UNITS, MIX & RENTS THE MARKET SUPPORTS

319–446 units
MARKET-RATE GENERAL OCCUPANCY

Unit type	Monthly rent	Size (sq ft)
Studio	$1,275–$1,350	525–575
1 Bedroom	$1,425–$1,575	700–800
2 Bedroom	$1,775–$1,950	1,025–1,175
3 Bedroom	$2,225–$2,350	1,375–1,425

Avg. ≈ $1.86/sf (2026 $). Includes water/sewer & trash.

155 units
MARKET-RATE ACTIVE ADULT (55+)

Unit type	Monthly rent	Size (sq ft)
1 Bedroom	$1,475–$1,775	700–850
1 Bedroom + Den	$1,875–$2,025	900–1,050
2 Bedroom	$2,175–$2,300	1,100–1,200
2 Bedroom + Den	$2,400–$2,600	1,275–1,400

Avg. ≈ $1.96/sf (2026 $). Includes heat, water/sewer, trash.

Unit mix at the newest competing apartments



Active-adult buildings should skew to larger 2BR / 2BR+den units; no market-rate 55+ rental exists in the city today. Also supported by 2031: **142 affordable (≤60% AMI) active-adult units**, with rents starting near $1,100.

Amenities that win: general occupancy
Underground parking, community room, fitness room, game room, rooftop lounge with patio, coworking space

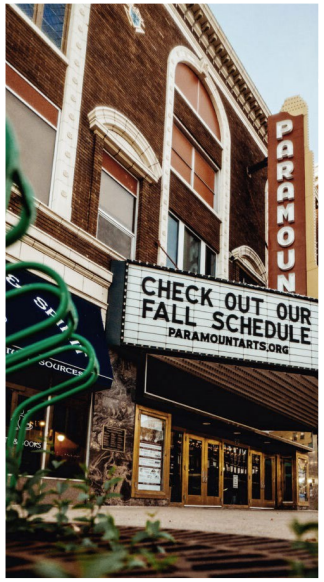
Amenities that win: active adult
Grand lobby, community room, library, activity room, outdoor patio, fitness and wellness center

St. Cloud's Business Development Tools

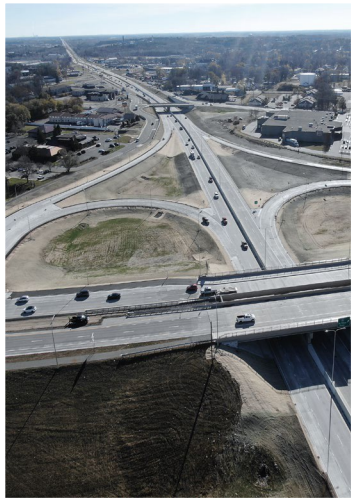
- **Tax Increment Financing & Tax Abatement**
  - Projects that result in job creation & enhance the tax base, or redevelopment
- **Leverage Outside Resources – Grants/Loans**
  - MN Dept Employment & Economic Development (DEED)
  - Initiative Foundation
- **St. Cloud EDA Revolving Loan Fund**
  - Up to $100k for equipment/building for eligible projects that grow job creation
- **EDA Downtown Exterior Improvement Program**
  - $10k matching grant for significant permanent visible improvements
- **Flexible TIF Redevelopment Districts – for Downtown**
  - Special Legislation – two districts before 2031
- **New Market Tax Credits (NMTC) Financing**
- **Historic Tax Credits State & Federal**
- **Opportunity Zone – Federal IRS tax credit benefits**

Thank You



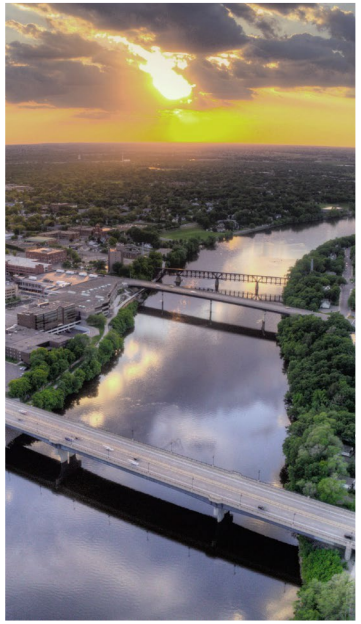

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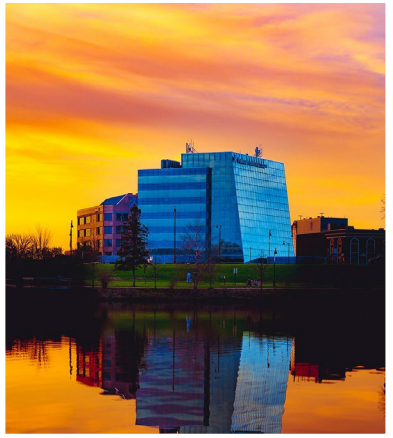



















ST. CLOUD CITY HALL





Introducing a New Leadership & Vision for St. Cloud State University

Keynote:

Dr. Gregory Tomso

President, St. Cloud State University

Panel 4

SCSU’s Renewal and the Central Minnesota Workforce

Demographics → workforce → regional choices → higher education

GROW

KEEP

ATTRACT

DEVELOP

There is no single American demographic future.

South	West	Midwest	Northeast
+6.0%	+1.9%	+1.1%	+0.7%

Population growth, 2020–2025

The South grew more than 5× faster than the Midwest.

Our competitors have built-in advantages.

Source: U.S. Census Bureau, Vintage 2025 population estimates.

The youth pipeline is separating even faster.

TENNESSEE	FLORIDA	TEXAS	MINNESOTA	MIDWEST
+15.1%	+11.6%	+5.4%	−11.5%	−16.0%
TAILWIND	TAILWIND	TAILWIND	HEADWIND	HEADWIND

Projected change in high-school graduates, 2023 → 2041

The “demographic cliff” is real. It is not evenly distributed.

Source: WICHE, Knocking at the College Door, 11th ed. (2024). Projections, not guarantees.

ACADEMIC RENEWAL

Academic Affairs restructure: five colleges became three.

CAS

College of Arts and Sciences

Discovery and Understanding

CEHHS

College of Education, Health, and Human Sciences

Care and Community

CBET

College of Business, Engineering, and Technology

Innovation and Enterprise

RASP Research, Advanced Study, and Partnerships

Stuent Success

A simpler academic structure designed around clearer student pathways and workforce development.

ACADEMIC RENEWAL

Three colleges. Clearer missions. Stronger pathways.

College of Arts and Sciences

DISCOVERY + UNDERSTANDING

- Deliver a strong liberal arts foundation for all students
- Prepare students for advanced study and diverse careers

College of Education, Health, and Human Sciences

CARE + COMMUNITY

- Prepare students for teaching and healthcare professions
- Emphasize experiential learning and care for others

College of Business, Engineering, and Technology

INNOVATION + ENTERPRISE

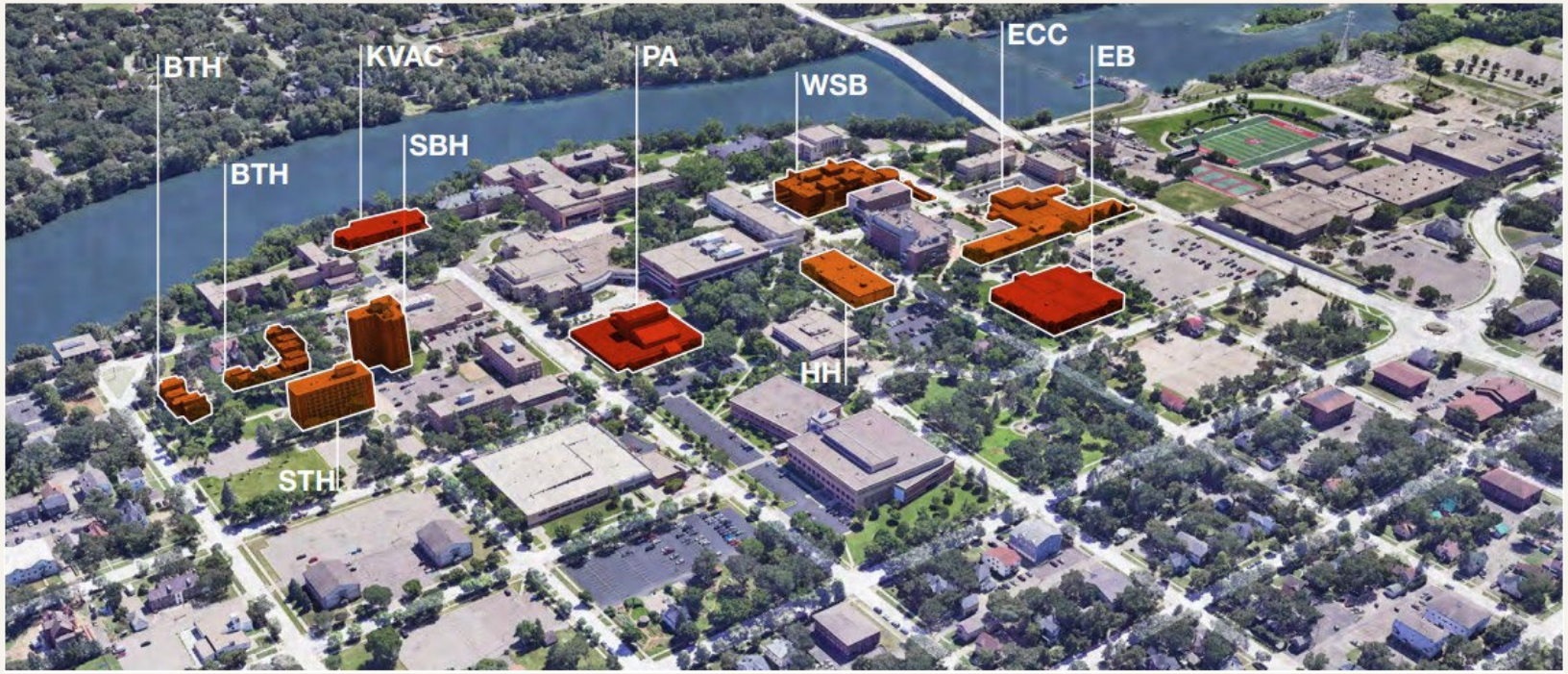
- Support innovation, entrepreneurship, and applied problem-solving
- Strengthen partnerships with industry and employers

RASP connects research, advanced study, and partnerships across the academic enterprise.

Source: SCSU Academic Affairs restructure materials, 2026.

CAMPUS MODERNIZATION

Campus master plan: current state.



55%

of deferred maintenance costs are concentrated in the highlighted areas.

Demolition ROI 6:1

The master plan concentrates investment by reducing underused classroom space and addressing the facilities driving the greatest liabilities.

CAMPUS MODERNIZATION

Campus master plan: future state.



Reconnect the campus to the River.

Enhance the gateways, arrival, and pedestrian experience.

Bring activity and classrooms back to the campus center.

Focus campus resources on increasing utilization and quality of existing buildings.

Source: SCSU Campus Master Plan materials, 2026.

Minnesota's growth equation is getting tighter.

Cumulative population change and migration components, 2020–2025

+63k

natural increase
births – deaths

–37k

domestic migration
net loss

+97k

international migration
net gain

+124k

total population growth

International migration is not a side story. It is one of the main reasons Minnesota grew at all.

Source: U.S. Census Bureau, Vintage 2025 state population components, cumulative 2020–2025.

Central Minnesota starts with an advantage.

Population change and components of growth, 2020–2025

+5.4%

Central Minnesota population growth 2020–2025

+2.2%

Minnesota population growth 2020–2025

Where the growth came from

+28,039

net migration

+19,120 domestic
+8,919 international

+11,105

natural increase

Our region is not simply surviving a Midwestern headwind. We are attracting people.

Source: U.S. Census Bureau, Vintage 2025 Population Estimates; 13-county Central Minnesota aggregation.

Population growth is not the same as workforce capacity.

Projected Central Minnesota labor force, 2025–2035

408,465 → **+5.9%** → **432,762**

2025 — growth — 2035

Job growth is positive. But replacement workers are getting older.

55–64 –5,389 workers

45–54 +11,408 workers

The question is not just how many people live here. It is who is available to work—and with what skills.

Source: Minnesota DEED, updated Central Minnesota labor-force projections, Sept. 2026.

The old replenishment model is reaching its tipping point.

Central Minnesota entrant–retiree cohort comparison, 2022 → 2035

2022

9,665 > **7,749**

12th graders | 67-year-olds

+1,916 more potential entrants than retirees

2035 cohort comparison

9,203 < **9,924**

kindergarten cohort | 55-year-olds

–721 fewer potential entrants than retirees

For decades, the pipeline refilled itself. That assumption is expiring. Young workers are becoming more precious. We must do more to develop and attract mid-career employees.

Source: Minnesota DEED, Generations in Central Minnesota (2023), grade-by-age cohort comparison.

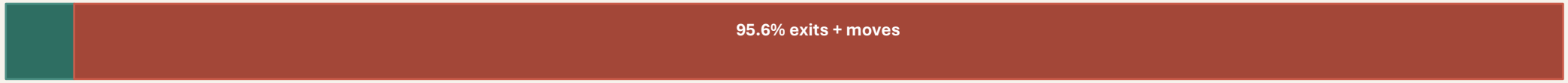
Most hiring pressure will not come from new jobs.

352,232
projected openings across 441 occupations
2022–2032

15,461
net new jobs expansion

336,771
exits + occupational transfers

Share of all projected openings



Our slowly growing economy has a major workforce problem. We are at serious risk of retiring and leaving faster than we can grow, attract, and develop talent.

Source: SCSU Careers in Demand crosswalk update, using Minnesota DEED 2022–2032 occupation projections. Openings = expansion + labor-force exits + occupational transfers.

SCSU's New Strategic Plan Can Help Solve Workforce Challenges

GROW

Build homegrown pipelines

Earlier educational/career pathways • meaningful credentials . Shared responsibility of private and public.

KEEP

Retain students, graduates and workers

Early exposure/make the case • wages • belonging • advancement

ATTRACT

Bring domestic and global talent

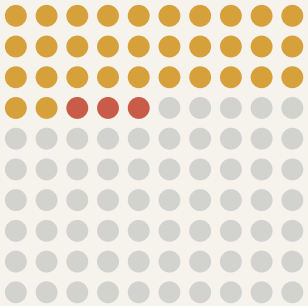
Migration • international talent • quality of place

DEVELOP

Existing workforce participation, skills and mobility

Adults • reskilling • advancement • productivity

One-third of our young people haven't decided yet.



32%

"Not sure" where they want to live after high school

3%

named the Twin Cities as their preferred destination

We can fight the "brain drain."

Many young people are still persuadable.

Creating pathway clarity now could mitigate the "brain drain."

Source: Luke Greiner, DEED Student Career Exploration Survey, 2025–2026. Survey participation is uneven across the 13-county region.

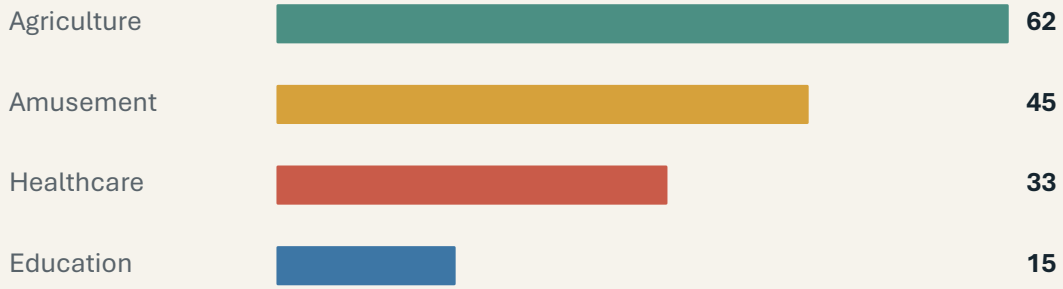
Global talent is already part of the regional economy.

Stearns County temporary employment-based workers, FY2025



192

total



...plus computing, legal, engineering, construction, business and management.

This is not a future possibility. Employers are already using global labor markets.

Source: Fernando Quijano, UMN Extension, The Contribution of Foreign Talent to the Minnesota Economy, FY2025 Update. Temporary employment-based workers only.

Upskilling and Retraining: People already here must be part of our growth strategy.

23.5%
of Central Minnesota adults have some college, but no degree

38.3%
have an associate, bachelor's or advanced degree

68.8%
regional labor-force participation rate

Participation | Skills | Mobility | Productivity

We need to develop from within…aggressively.

Source: Minnesota DEED, updated Central Minnesota estimates using 2020–2024 ACS.

SCSU has restructured to meet the demand. But we can't do this alone.

Projected openings in degree-requiring occupations, 2022–2032

61,209

degree-requiring openings

44,334

open to a graduate directly

16 of 21

very-high-demand occupations reached by SCSU

How much of degree-requiring hiring do SCSU programs reach?



The fourteen largest degree-requiring occupations are all mapped to SCSU programs.

That includes RNs, teachers, accountants, marketing analysts, software developers, industrial engineers and more.

Sources: SCSU Careers in Demand Crosswalk Update + Brief Update (Sept. 2026); Minnesota DEED 2022–2032 occupation projections. Draft mappings pending dean/faculty confirmation. Reach ≠ capacity, completions, or placement.

The remaining gap is concentrated. Healthcare is the decision.

49
degree-requiring occupations not reached

7,721
projected openings in those gaps

3,529
healthcare + animal-health openings

46%
of all unreached hiring

Five very-high-demand gaps — all healthcare or animal health, 2022–2032



Strategic question

Which gaps should SCSU own—and which belong in a regional partnership?

Source: SCSU Careers in Demand Brief Update, Sept. 21, 2026. Healthcare vacancy rate is 11.6% for the broad practitioner/technical group; several gaps are two-year or advanced-professional credentials.

SCSU is part of the solution. You are too. We must work together. Now.

GROW

earlier pathways

more coordination across education providers

stronger public/private/nonprofit partnerships

strategic outreach to middle and early HS students

KEEP

make the case

support pathway completion

multiple on/offramps for credentials and degrees

ATTRACT

global + domestic talent

Wages

strategic marketing and recruiting

quality of place

DEVELOP

lifelong learning

professional development

MJSP grants

meaningful credentials

SCSU's regional responsibility.

Sources: SCSU Presidential Reporting project; SCSU Careers in Demand Update; regional talent-strategy framework.

SCSU Full STRATEGIC PLAN

GOAL 1 | Improve Student Success, Stabilize and Grow Enrollment, and Close Achievement Gaps

- Develop and implement a comprehensive enrollment and transfer strategy.
- Develop and implement a comprehensive student success, retention, and completion strategy that is responsive to differing student needs.
- Sustain a culture of innovation and continuous improvement in teaching and learning.
- Align academic offerings with student interests, workforce needs, and emerging opportunities.
- Improve clarity of academic pathways for new and returning students.

GOAL 2 | Foster a Shared and Inclusive University Culture

- Embed a student-centered culture across academics, student services, campus life, and athletics.
- Enhance clear, effective, and equitable campus communications.
- Foster a sense of purpose, belonging, recognition, and professional community.

GOAL 3 | Strengthen External Reputation, Workforce Partnerships, and Community & Alumni Engagement

- Sustain effective community partnerships that promote mutual success and stewardship of place.
- Strengthen SCSU's visibility and external reputation by improving coordination and access to community engagement opportunities.
- Develop and sustain workforce pipelines and partnerships.
- Deepen alumni engagement and foster sustained private investment in SCSU/Foundation priorities.

GOAL 4 | Strengthen Financial Sustainability, Operational Effectiveness, and Accountability

- Advance long-term financial sustainability while enhancing the efficiency and effectiveness of core operations.
- Foster transparent fiscal reporting and decision making.
- Promote a culture of accountability and clear expectations.
- Align facilities and space with institutional needs while maintaining a safe, attractive campus.

Source: SCSU Draft Goals and Outcomes, Sept. 15, 2026.

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www.developstcloud.com

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