

A blue-tinted photograph of the Saint Paul skyline, featuring several tall skyscrapers and a large bridge spanning a river in the foreground. A large, faint, stylized number "12" is overlaid on the right side of the image.

# Enterprise Strategy

**Adaptive Workplan for Public Safety &  
Downtown Revitalization in Saint Paul**

**[STPAUL.GOV/ENTERPRISE](http://STPAUL.GOV/ENTERPRISE)**

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# ENTERPRISE STRATEGY

The City of Saint Paul operates with an **"all in" approach** to city building, relentlessly focused on **proactive community engagement, cross-departmental collaboration**, and an **unshakeable mission of building a city that works for everyone**. By breaking down silos and aligning efforts across the enterprise, we are strengthening the very foundation that make Saint Paul a community where people can safely live, work, play, and do businesses.

We are leading with vision, action, and a sense of urgency to advance two key enterprise priorities: **Community-First Public Safety and Downtown Revitalization**. To ensure progress is made on these priorities, we have developed a strategic workplan for 2025 that will be reviewed quarterly to address and stay ahead of new issues and challenges. This strategy is more than managing today's challenges, it's about flexibility and allowing thoughtful reallocation of resources ensuring that we remain responsive to changing needs. The workplan outlines clear strategies, objectives, and goals that will guide our efforts to achieve these priorities.

We recognize that community members, businesses, and visitors have expressed frustration that change hasn't come fast enough. This workplan is designed to change that—through visible, measurable action and a commitment to transparency and adaptation.

Through bold, data-driven operational workplans, every department is **empowered to drive transformational** change—prioritizing results in Community-First Public Safety and Downtown Revitalization strategies while seamlessly balancing long-term goals with day-to-day excellence. This approach ensures departments **continue providing essential services** to our community while also contributing to the advancement **of our strategic initiatives**.

Action items, tasks, and other key elements of our priorities will be **built into each department's Quarterly Plans**.



# The Quarterly Review Process and Resource Reallocation

A key feature of the **strategic workplan** is its flexibility, with a focus on **quarterly reviews**. These reviews assess the progress of the action items and tasks outlined for each quarter, allowing us to make adjustments based on performance, emerging issues, or shifts in priorities.



## QUARTERLY REVIEWS

At the end of each quarter, the progress of each objective and goal is evaluated. Areas where progress is delayed or affected by unexpected challenges are addressed.



## REALLOCATION OF RESOURCES

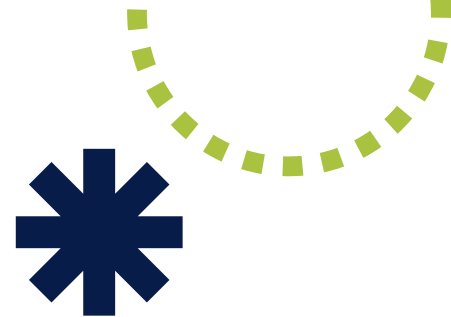
If issues arise or priorities shift, the workplan allows for thoughtful reallocation of resources. For instance, if a particular goal is falling behind or an emerging challenge requires additional attention, resources such as funding, personnel, or time may be reassigned to ensure the city stays on track toward achieving the overall vision.



Goal setting and work planning includes the city's essential partner organizations: **Ramsey County, Port Authority, Met Council, Saint Paul Area Chamber of Commerce, Visit Saint Paul, and Downtown Alliance**. We are creating clarity on responsibilities and ownership of projects and tasks that allow us to come together to achieve our shared goals and strategies. The quarterly review process will include all partners so we can be adaptable, responsive, and promote efficient use of resources.

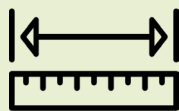


# How These Elements Work Together



## GOALS

set the overarching direction for Community-First Public Safety and Downtown Revitalization, continuously moving forward the city's efforts throughout the year.



## OBJECTIVES

assign objectives to specific, measurable milestones that are expected to be achieved.



## STRATEGIES

define the concrete, measurable outcomes, driving short- to medium-term results with clarity and precision.



## ACTION ITEMS

detail the key initiatives that must be taken, and who is responsible for the work, to achieve the goals.



## TASKS

provide the specific steps required, and who is responsible for the work, to implement each action item and ensure its success.

## What ensures accountability, focus, and alignment with our priorities?

- Timeline and deadlines
- Responsibility and ownership
- Resources and support
- KPIs and metrics







# Community- First Public Safety and Downtown Revitalization

In 2025, the City of Saint Paul is focused on two key priorities that are foundational to the future growth of the city: Community-First Public Safety and Downtown Revitalization.

These priorities are not just goals in isolation—they mutually reinforce strategies that work hand-in-hand to preserve Saint Paul's future prosperity. A revitalized downtown, supported by a public safety system that addresses the full range of needs in the community, fosters an environment of opportunity, growth, and well-being for all residents and visitors. As the city faces the challenges of 2025, these priorities will guide efforts to create a stronger, safer, and more vibrant Saint Paul for generations to come.



## COMMUNITY-FIRST PUBLIC SAFETY

## DOWNTOWN: OUR ECONOMIC ENGINE

**T**he Community-First Public Safety framework is Saint Paul's comprehensive, proactive approach to public safety. **This strategy is grounded in the principle that meaningful, lasting change is accomplished by addressing systemic challenges and root causes** of gun and group violence, mental health crises, substance abuse, and homelessness. Traditional approaches to public safety often fail to consider the broader social determinants of crime. By shifting to a model that emphasizes prevention, intervention, and collaboration between law enforcement, the Office of Neighborhood Safety, and community organizations, the city addresses violence and criminal behavior, creating a safer environment for everyone.

Public safety is the bedrock upon which a thriving city is built. Without it, residents, workers, and visitors feel unsafe, businesses will be reluctant to invest in the community, and revitalizing downtown fails to materialize. Crime, drug use, and homelessness not only harm the individual directly impacted, but it also detracts from the city's reputation and ability to attract new economic opportunities. Safety—real and perceived—in our community is directly linked to our city's long-term success.

The Community-First Public Safety strategy fosters an environment where all residents feel secure, supported, and connected to resources. By strengthening the city's public safety infrastructure—through trusted law enforcement efforts, expanded mental health services and crisis intervention, and restorative justice initiatives—Saint Paul will address the root causes of crime and create a more resilient, inclusive, and equitable city.

**D**owntown Saint Paul has long been the economic engine that drives the success of the capital city. It is where the highest concentration of property tax revenue is generated, funds which are crucial for supporting city services. In addition, it is the focal point of sales tax revenue, which directly funds investments in critical infrastructure like parks, recreation centers, and streets. However, like many cities across the country, Downtown Saint Paul has faced significant challenges in the wake of the COVID-19 pandemic.

As property values decrease, this ripple effect shifts the property tax burden onto homeowners, resulting in increased pressure on families already struggling with rising costs. When downtown struggles to rebound, it affects the entire community. Without decisive action, downtown's decline could become a major economic crisis for Saint Paul, undermining both the city's financial stability and residents' quality of life.

**Revitalizing downtown is critical to the long-term economic health of the entire city.** If action is not taken now, the city risks further economic decline and lost tax revenue. Revitalizing downtown is a catalyst that will create jobs and improve the local economy. By attracting new businesses, creating mixed-use developments, and investing in the infrastructure needed to support these projects, Saint Paul can ensure that downtown remains the vibrant, thriving center of the city.





## GOAL

# #1

# Invest in the experience downtown for people who live, work, and visit Saint Paul

A multi-faceted approach is necessary to continuously improve the downtown experience in ways that will encourage more people to live, work, and visit our urban core. Our plan focuses on addressing crime and quality of life issues by reducing visible drug-related activities and improving overall safety and community engagement. Public realm revitalization will enhance the downtown's attractiveness through improved accessibility, safety, aesthetic appeal, and wayfinding, making downtown more welcoming and functional. Skyway maintenance and improvements will create safer and more pleasant environments for users. To minimize disruptions, coordination of construction projects will ensure the downtown remains accessible and vibrant during development. The transit experience will also be improved by addressing safety concerns, enhancing support services, and increasing security presence. Efforts to retain and attract businesses will focus on creating an economically vibrant downtown and fostering a diverse business community, ensuring long-term economic recovery and growth.

Using major events that will attract tens of thousands of visitors to our city as milestones provides both practical and symbolic benefits. They serve as tangible deadlines that help keep projects on track and create a sense of urgency. By using these events as target milestones, we can ensure that critical infrastructure—such as road construction, wayfinding, and other public realm enhancements—are completed in phases that align with the high visibility and high-demand nature of these events. Each event acts as a touchpoint to measure the progress of our revitalization efforts. This approach also allows for flexibility in the execution of long-term projects while maintaining momentum through immediate, short-term goals.

### **STRATEGY 1: ADDRESS CRIME AND QUALITY OF LIFE ISSUES**

Reduce crime and improve the overall quality of life in downtown by addressing visible drug dealing, drug abuse, and individuals in crisis, especially around the Dorothy Day campus. This will be achieved through a combination of targeted interventions, enhancing support services, and increasing community engagement and visible security, with the goal of creating a safer, more welcoming environment for all.

#### **2025 Budget:**

- **Extra downtown patrol shifts (SPPD) - \$275,000 (one-time)**
- **Downtown camera infrastructure (ONS) - \$200,000 (one-time)**
- **Increased support for Downtown Improvement District (Downtown Alliance) - \$285,000 (on-going)**





## **STRATEGY 2: INVEST IN, MAINTAIN, AND IMPROVE THE PUBLIC REALM**

Revitalizing the public realm will make downtown a more attractive, functional, and comfortable place for people to spend time, fostering a sense of community and connection. When the physical environment is well-maintained and appealing, it enhances quality of life for current residents and makes the area more attractive to potential residents, workers, and visitors. Improving the public realm can have long-term benefits on property values, making the area more desirable for living and working. As the area becomes more attractive and functional, it can spur development, leading to increased investment in housing, retail, and commercial spaces.

### **2025 Budget:**

- **Tree-trimming and vegetation management (Public Works) - \$145,000 (one-time)**
- **New trash cans (Public Works) - \$75,000 (one-time)**
- **Maintenance on light poles (Public Works) - \$25,000 (one-time)**
- **Signage and wayfinding (Public Works) - \$15,000 (one-time)**
- **Increased cleaning (Public Works) - \$78,000 (on-going)**

## **STRATEGY 3: IMPROVE SKYWAY SECURITY AND MAINTENANCE**

Skyway maintenance and improvements will revitalize and improve the skyways in the downtown area, both in terms of their physical condition and their role in fostering a safe, welcoming environment for all users.

## **STRATEGY 4: MINIMIZE DISRUPTION AND IMPACTS OF ALL CONSTRUCTION PROJECTS**

The objective is to ensure that downtown remains accessible, safe, and vibrant throughout any construction (street, sidewalk, sewer or other utility work) or development projects, helping both residents and visitors navigate with ease.

## **STRATEGY 5: ADDRESS THE TRANSIT EXPERIENCE**

The public transportation system plays a critical role in connecting people in our community to vital services, work, and entertainment. The transit experience can be negatively impacted by issues such as crime, drug use, and the sheltering of individuals on trains and buses. These problems can not only deter people from using public transportation, but also create an unsafe, uncomfortable environment for passengers and operators. A safer transit experience will enhance the quality of life for users, increase ridership, and foster a more positive public perception of public transportation systems. By addressing these issues strategically, we will create a public transportation experience that is safer, more accessible, and welcoming for everyone who relies on it.

## **STRATEGY 6: RETAIN AND ATTRACT BUSINESSES AND SERVICES**

This strategy is essential in the post-COVID context as it directly addresses the challenges facing downtowns—economic recovery, changing consumer behavior, vacancy issues, and workforce shifts. By retaining and attracting businesses and services, the city can accelerate its recovery, create a dynamic environment for economic growth, and restore downtown as a thriving, inclusive community hub. Without strategic intervention, there is a risk of permanent vacancies, decreased economic activity, and a diminished sense of vibrancy that makes downtown an essential part of the community. This strategy is critical for revitalizing the downtown economy and restoring it as a hub for commerce, services, and social activity.

## GOAL

# #2

## Leverage City Assets for Downtown Revitalization

City-owned properties and resources represent a significant asset in the effort to revitalize downtown. Through strategic planning and effective utilization of these assets, we can unlock their full potential, creating a vibrant and sustainable downtown for the community. To ensure that we are using these assets as effectively as possible, the city is currently conducting a space utilization and needs assessment. This comprehensive review will evaluate the current status of city-owned properties and office spaces, helping us understand where adjustments can be made to maximize their value. By repurposing city-owned office buildings into residential units, and strategically re-integrating city employees into spaces downtown, we can help catalyze downtown revitalization. By harnessing public assets, both physical and human, and conducting a thorough space utilization and needs assessment, we can make informed decisions that strategically support other goals for downtown revitalization. This strategy is a key step in creating a more vibrant, sustainable, and thriving urban center that benefits all residents and businesses in the community.

## GOAL

# #3

## Increase the Number of Residents Downtown

### STRATEGY 1: INCREASE THE SUPPLY OF HOUSING DOWNTOWN

Saint Paul has a bold goal of attracting 20,000 new residents to downtown. To do this, we are creating more housing and density at all price ranges.

#### Projects in process:

- **April 2025: Landmark Towers at 4th and St. Peter; 187 units, approximately 400 new market-rate tenants.**
- **Spring 2026: Ecolab University/the Stella; 174 units, approximately 400 market-rate tenants.**

### STRATEGY 2: PROMOTE VIBRANT DOWNTOWN SPACES AND AMENITIES

Invest in public spaces such as the Arena Complex and Convention Centre, parks, plazas, Central Library, and pedestrian-friendly streets that encourage people to socialize and relax during breaks or after work/school. Support arts, culture, and entertainment initiatives (e.g., galleries, street performances, concerts) that can attract students and workers during non-work hours, helping create a sense of community.

#### 2025 Budget:

- **Activation of public spaces and public art (Parks) - \$265,000 (one-time)**



## GOAL

# #4

## Increase the Number of Visitors Downtown

The inaugural **Minnesota Yacht Club festival** took place along the Mississippi River July 19-20, 2024, during which 35,000 music fans attended each day. The festival contributed \$106.3 million to the economy, including more than \$7.5 million in tax revenue to the region. The festival activities also contributed to the creation or support of 814 full-time job equivalents.

The **2026 IIHF World Junior Championship** is a 10-nation tournament that features the best mens under-20 players in the world, with 29 games of the championship taking place over 10 days. The 2026 event marks the 50th anniversary of the IIHF World Junior Championship. Xcel Energy Center will host 16 games, including semi-finals, bronze medal, and gold medal games. The other 13 games will be held at 3M Arena at Mariucci. Fan Fest will be at the Saint Paul RiverCentre, and Rice Park will be the location of outdoor activations.

### SAINT PAUL PARKS AND RECREATION

Saint Paul Parks and Recreation Department is a nationally accredited and gold medal award-winning organization that manages 184 parks and open spaces, AZA-accredited Como Park Zoo and Conservatory, 26 city-operated recreation centers, more than 120 miles of trails, an indoor and two outdoor aquatic facilities, a public beach, a variety of premium sports facilities, municipal golf courses, and Great River Passage.

#### 2025 Budget:

- **Events and festivals grant program (City Council) - \$155,000 (on-going)**

### VISIT SAINT PAUL

Visit Saint Paul is the city's official Convention and Visitors Bureau, dedicated to attracting visitors and events that generate interest and revenue to positively impact the community. Visit Saint Paul is made up of a passionate and spirited group of advocates, marketers, and promoters of the City of Saint Paul. Visit Saint Paul's 2025-2027 Strategic Plan outlines efforts to attract visitors, drive economic impact, and spotlight the vibrant culture and diverse experiences of Minnesota's capital.



View the full Visit Saint Paul Strategic Plan at [www.visitsaintpaul.com/who-we-are/strategic-plan/](http://www.visitsaintpaul.com/who-we-are/strategic-plan/) or scan the QR code.

### DOWNTOWN ALLIANCE

The Saint Paul Downtown Alliance is a nonprofit organization that represents downtown businesses, nonprofits, government entities, residents, and entrepreneurs. The Downtown Alliance helps build a strong and vibrant downtown, creating a positive downtown experience for all. Their insight and bold new action steps move our community forward and revitalize downtown.



Visit the Downtown Investment Strategy at [www.downtownsaintpaul.com/investmentstrategy](http://www.downtownsaintpaul.com/investmentstrategy) or scan the QR code.

## GOAL

# #5

## Increase the Number of Workers and Students Downtown

Increased workers and students in the downtown area will boost and stimulate the local economy by creating demand for services, retail, and housing, as well as generating new jobs in education, retail, technology, and other industries. By creating a space that appeals to a younger, dynamic demographic, downtown can become a center for innovation, culture, and creativity. The presence of students and workers will help counteract any decline in businesses or services due to empty office spaces or retail locations.

### SOCIAL AND CULTURAL HUB

The integration of students and workers creates a social and cultural hub of a lively, diverse community where the exchange of ideas, creativity, and innovation can thrive, improving the overall quality of life and fostering civic engagement.





# ENTERPRISE STRATEGY

The City of Saint Paul is leading with vision, action, and a sense of urgency to advance two key enterprise priorities: **Community-First Public Safety** and **Downtown Revitalization**. To ensure progress is made on these priorities, the city has developed this strategic workplan to manage—outlining clear objectives and goals that guide efforts to achieve priorities and remain responsive to changing needs.

We all have a role to play in securing the long-term vibrancy and prosperity of Saint Paul. Whether it's attending a downtown event, dining at a local establishment, volunteering as a garden steward, or simply spreading the word, our collective actions will shape this next chapter.

**View the plan at [stpaul.gov/enterprise](https://stpaul.gov/enterprise).**

