





Chapter 7

ECONOMIC DEVELOPMENT

A strong, diversified economy in Maplewood is critical to the well being of the residents of the City and to the fiscal strength of the City. Maplewood is the home of two major employers in the east Metro area – the 3M corporate headquarters and HealthEast St. Johns Hospital – and has a strong and relatively stable tax base overall. Maplewood has the ability to build upon these economic strengths to enhance the position of the community and to support ongoing growth across different land uses, including retail, general commercial, mixed use development, and various forms of housing.

ACCOMPLISHMENTS OF THE 2030 PLAN

- » Redevelopment of Gladstone Neighborhood
- » Maplewood Business Council
- » Completion of Business Engagement and Retention Program with St. Paul Area Chamber of Commerce
- » Annual Community Engagement Breakfast
- » Annual Maplewood Achievement Awards

Purpose

In today's global economy, the locations of businesses can change rapidly, and communities that have economic strength can quickly lose their power, and vice versa. A community's attractiveness to attracting a talented workforce, companies, and individuals with new ideas and innovation represent key aspects of economic development.

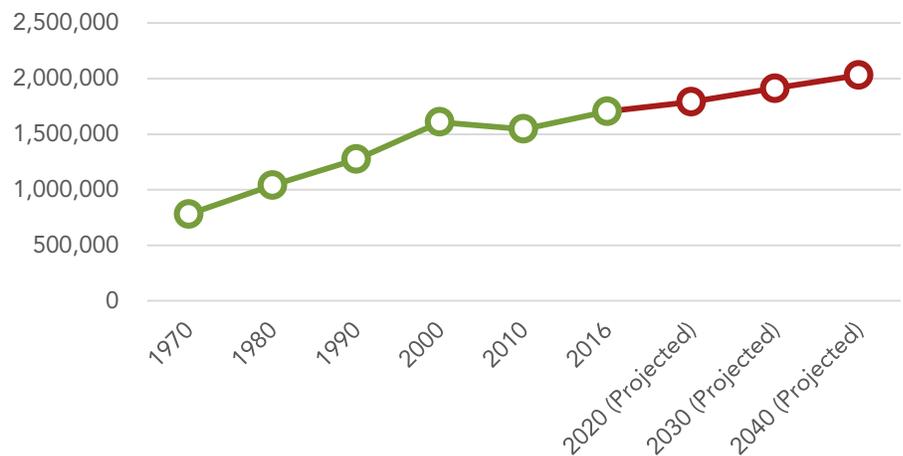
The overall goal of the Comprehensive Plan, from an Economic Development perspective, is to identify and outline the roadmap to support ongoing growth of companies and industries while preserving and enhancing quality of life factors that make Maplewood attractive to new companies and new residents.

Existing Conditions

Employment

As the City of Maplewood steadily developed during the Post World War II period, the base of employment in the community steadily increased. Total employment in Maplewood increased from just over 11,000 positions in 1970 to over 29,000 positions in 2000. Employment decreased slightly to around 27,700 by 2010, as a result of the Great Recession. Although the community is nearly fully built out, the Metropolitan Council forecasts that total employment in Maplewood will increase by nearly 8,700 positions between 2016 and 2040, reaching 36,600 positions by 2040. The Metropolitan Council's projections for employment are based upon assumptions, made across the Twin Cities region, that infill development will account for a larger share of regional growth over the next few decades, compared to historical patterns of growth.

Figure 7-1. Twin Cities Region (7 County) Employment Projections



Employment by Industry

Table 7-1 provides a breakdown of employment in Maplewood by general industry classification. Manufacturing, including a good deal of the employment based at the large 3M campus, accounts for nearly 38 percent of employment in the City. Retail trade, health services (associated with hospital and medical office employment) and other services account for significant portions of the employment base in Maplewood, as well. Given the presence of the Maplewood Mall and other shopping areas in the City, Maplewood has a larger share of its employment in Retail Trade, compared to Ramsey County and the metro area overall. Maplewood has a much higher share of its employment in Manufacturing compared to the county and the metro area, and a smaller concentration of employment in the Finance, Insurance, and Real Estate (FIRE) and Education sectors.

Table 7-1. Employment by Industry

INDUSTRY	CITY OF MAPLEWOOD		RAMSEY COUNTY	TWIN CITIES METRO AREA
	EMPLOYEES	% OF TOTAL	% OF TOTAL	% OF TOTAL
Agriculture & Mining	129	0.4%	0.7%	0.9%
Construction	583	1.8%	2.8%	3.6%
Manufacturing	12,010	37.5%	10.3%	10.7%
Transportation	505	1.6%	2.4%	2.7%
Communication	112	0.4%	2.0%	0.8%
Utility	0	0.0%	0.3%	0.4%
Wholesale Trade	624	2.0%	6.0%	4.8%
Retail Trade	7,671	24.0%	15.7%	20.0%
Finance, Insurance, Real Estate	989	3.1%	9.0%	7.5%
Education	1,096	3.4%	8.9%	7.8%
Health Services	3,709	11.6%	10.2%	10.5%
Other Services	3,243	10.1%	22.0%	25.1%
Government	1,315	4.1%	9.1%	4.8%
Total	31,986			

Source: ESRI

“ WHAT WE HEARD

- » Redevelopment of Gladstone a much needed improvement - though where are the shops?
- » Revisit and invest in Hillcrest Village area
- » Redevelopment of aging shopping centers is an improvement
- » Mall area would benefit from a better atmosphere and injection of restaurants and new businesses. Concern about long-term viability of entire area.
- » Need for convenient shopping options, a hotel, more restaurants
- » Blight needs to be addressed



Commute Patterns

Findings from the City of Maplewood's 2017 Business Retention and Engagement Program indicate that the vast majority of employed positions in the City are filled by non-residents commuting from other parts of the metro area. In addition, Maplewood residents overwhelmingly commute to jobs outside the community.

While commuting between different communities in a given metro area is a normal pattern, the lack of any significant overlap (in which Maplewood residents actually work in Maplewood) is striking and a potential cause for concern. The community has an opportunity to explore how to fill more of the positions in the community with local residents. Pursuing this strategy would reduce commute times for residents and build better linkages and ties between the local population and the business community in Maplewood.

Table 7-2. Distance / Direction of Commute

DISTANCE / DIRECTION OF COMMUTE	2010		2014		CHANGE
Less than 10 Miles	14,430	49.5%	16,338	50.5%	1.0%
10 to 24 Miles	8,795	30.2%	9,878	30.5%	0.3%
25 to 50 Miles	2,011	6.9%	2,262	7.0%	0.1%
Greater than 50 Miles	3,887	13.3%	3,902	12.1%	-1.2%
Total Employment	29,123		32,380		

Source: US Census Bureau. 2016. OnTheMap Application. LEHD Program

Figure 7-2. Commute Inflow / Outflow (2014)

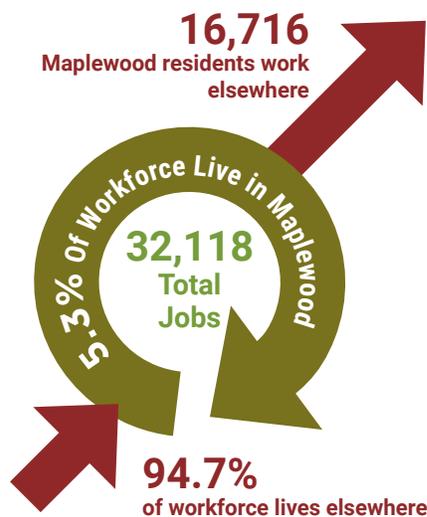
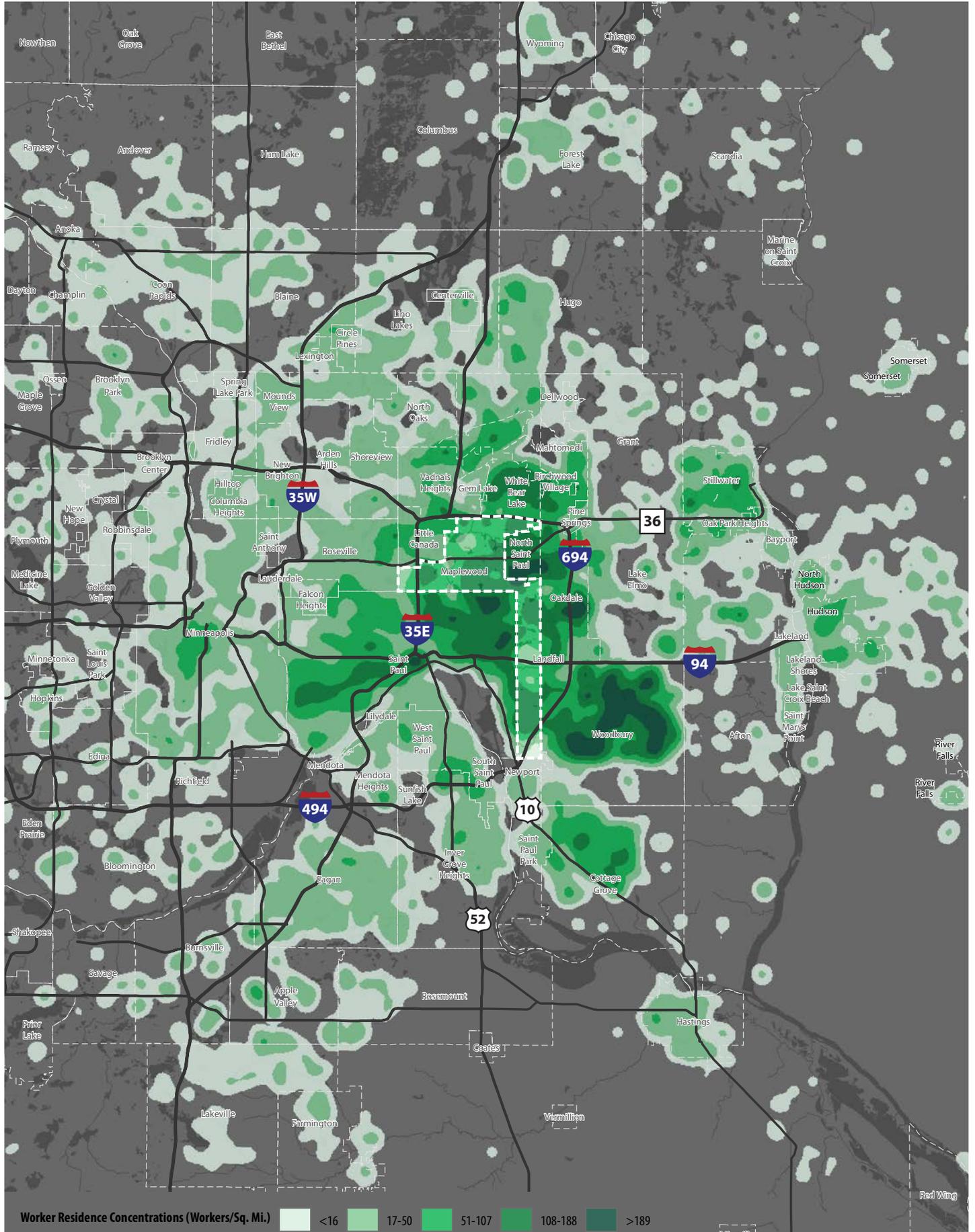


Table 7-3. Inflow/Outflow Job Counts

INFLOW/OUTFLOW JOB COUNTS	2014
Employed in Selection Area, Live Outside	30,406
Live in Selection Area, Employed Outside	16,716
Employed and Live in Selection Area	1,712

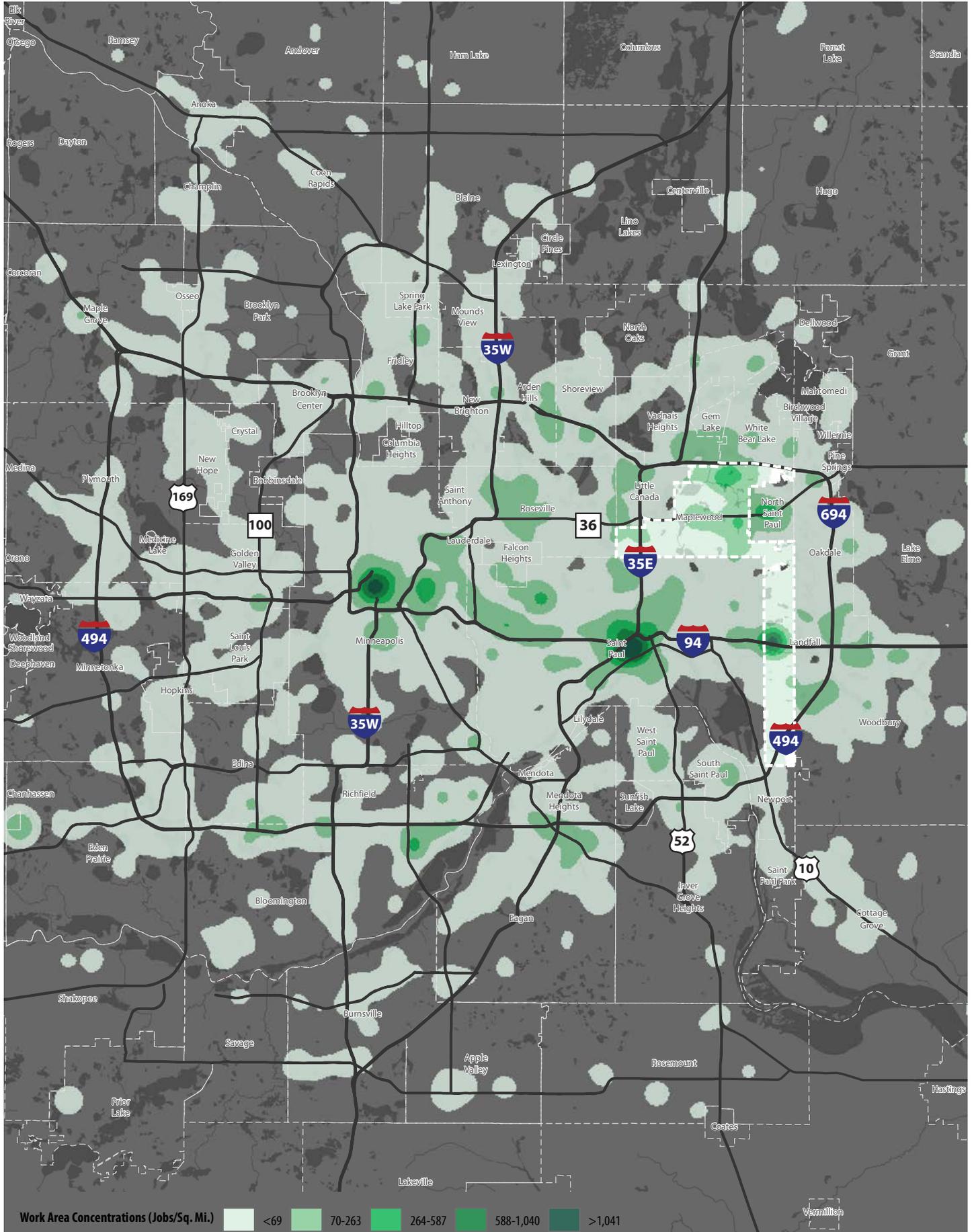
Source: US Census Bureau. 2016. OnTheMap Application. LEHD Program

Figure 7-3. Where Maplewood Workers Live



Source: US Census Bureau. 2016. OnTheMap Application. LEHD Program

Figure 7-4. Where Maplewood Residents Work



Source: US Census Bureau. 2016. OnTheMap Application. LEHD Program

Educational Attainment

The economic development capability of a community is influenced, in part, by the levels of educational achievement of its residents. As outlined in the table that follows, Maplewood has a lower share of residents with Bachelor's Degrees or higher, compared to Ramsey County and the Twin Cities metro area. Around 31 percent of Maplewood residents age 25 or older had at least a college degree in 2017, compared to 42 percent in Ramsey County and 41 percent in the overall Twin Cities metro area. While Maplewood companies can and do employ people who live outside the City, the educational strength the City's population does, in part, impact the ability to attract new companies and ventures.

Key Economic Development Issues

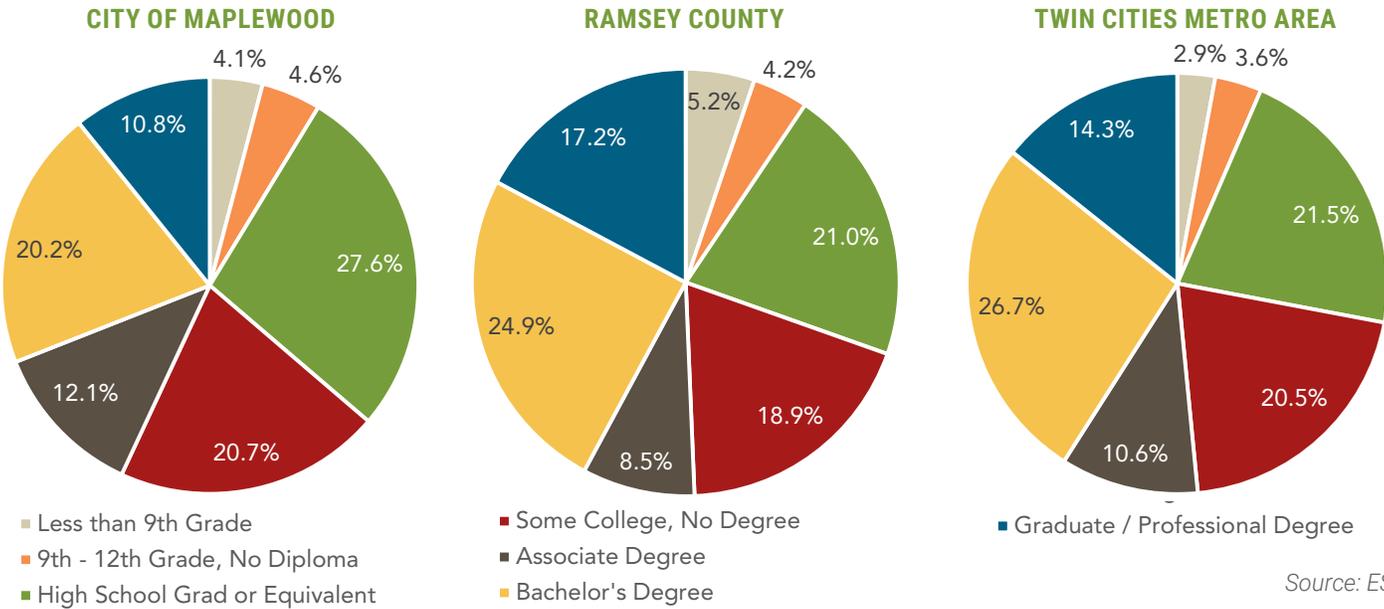
Surveys conducted by the Saint Paul Area Chamber of Commerce, along with other information gathered from stakeholders during the Comprehensive Plan process, revealed the following key Economic Development issues facing Maplewood in 2017. The goals and policies of the City of Maplewood should work over time to address these issues facing the community.

Lack of skilled workers aligned to job opportunities

A number of business people in the community have noted issues in attracting and retaining workers with the necessary skills to fill job openings. Jobs in the trades, for example, have faced difficulties in attracting talent. The City of Maplewood may wish to explore programs with local schools to strengthen the vocational technical training element of local curriculum to sufficiently train young people for skilled positions in various trades. Quite simply, not every student may need to go to a traditional college program. Instead, the community may explore how to match vocational training programs with local businesses in order to provide a pipeline of talent for skilled positions.



Figure 7-5. 2017 Population by Educational Attainment



Source: ESRI



Need to Create Systems to Track Companies for Potential Growth

Results from recent surveys indicate that the City should work on more regularly tracking companies that are growing (and potentially requiring additional resources or additional space). Pursuing this strategy would help ensure that growing companies remain in Maplewood longer term.



Need to Strengthen Relationships and Programs with School Districts and Technical Programs

The City needs to expand its ties and relationships to local schools in order to make sure that programs offered locally fit the needs of local employers for skilled workers.



Strengthen Plans to Retain Existing Businesses

As noted in various surveys, the City needs to work on advancing its programs and initiatives to retain existing businesses in the community. Retaining existing businesses is often far more efficient and easier than recruiting new companies, to a given community. The City should work with its partners in the private sector to strengthen efforts to keep existing companies and talent in Maplewood. Efforts to retain businesses may involve offering the incentives necessary for local companies, or working to provide the amenities that local employees desire (such as places to eat, recreate, etc.).

	HEALTH		RESILIENCE
	EQUITY		AGE-FRIENDLINESS

The icons above are used to reference the guiding principles, which describe community values that are intended to be achieved through the implementation of the Comprehensive Plan.

See Chapter 3: Guiding Principles for further description of each.

Implementation

The following goals, policies and actions are meant to build on the accomplishments from the 2030 Comprehensive Plan. Updates to the Plan's Economic Development chapter has been guided by the City's Housing and Economic Development Commission (HEDC).

Goals and Policies

1. Promote the efficient retention and redevelopment of commercial and industrial areas in the City as high quality and attractive developments and land uses.



- 1.1 Encourage compact commercial developments that make efficient use of infrastructure and resources.
- 1.2 Ensure commercial developments are dispersed appropriately throughout the community and in designated commercial development areas.
- 1.3 Discourage the removal of commercial and industrial lands from the tax rolls unless it is in the public interest.

2. Promote Maplewood as a great place for investment and employment

- 2.1 Actively market Maplewood as a great place to live and work in the Twin Cities region, with a focus towards companies and residents more likely to locate closer to the heart of the region.
- 2.2 Collaborate with business support organizations to serve the needs of current and future businesses.
- 2.3 Utilize economic development tools and strategies to attract businesses to relocate or start-up operations in Maplewood, or to help existing businesses to expand operations in the City.
- 2.4 Collaborate with business organizations and other public and private partners to maintain the sense of public safety in Maplewood, in order to make the community more attractive for investment and enjoyment.
- 2.5 Promote and protect small businesses as areas of the City experience new housing development and redevelopment of existing housing areas.



3. Encourage attractive commercial and industrial developments

- 3.1 Avoid the disruption of, or reduction of the quality of, nearby residential uses by commercial or industrial land uses.
- 3.2 Promote the creation of neighborhood commercial nodes tied to nearby walkable neighborhoods.
- 3.3 Encourage businesses to incorporate green space and other amenities that enhance the quality and marketability of their properties.
- 3.4 Encourage developments to follow design guidelines established by the city for mixed-use nodes and for employment centers in the community.





4. Attract and develop a quality labor force that meets the needs of the existing labor market and anticipates trends in business and industry

- 4.1 Work with public and private sector partners, including local schools, to enhance the quality of the labor force in Maplewood and plans for future labor needs.

Actions

Commercial and Industrial Areas



1. Identify and promote key commercial and industrial development or redevelopment opportunities, in locations with sufficient access to transportation systems and to public infrastructure systems.
2. Identify and leverage financial programs and assistance, including various incentives, to promote the rehabilitation and redevelopment of existing commercial facilities.
3. Establish and define design standards for commercial and industrial development, addressing the following:
 - a. The inclusion of green spaces, paths, sidewalks, and other amenities as part of site plans.
 - b. The use of appropriate building materials and façade treatments to enhance the aesthetic qualities of developments.

Promote Maplewood as a great place for investment and employment



4. Establish marketing campaigns and strategies to broaden the recognition of Maplewood in the regional market and the Upper Midwest.
5. Conduct regular planning and strategy sessions with the various chambers of commerce from the northeast part of the metro area, including the Saint Paul Area Chamber or the White Bear Area Chamber.
6. Refine and adjust financial incentives and other economic development tools (such as TIF, tax abatements, grants, etc.), in order to better attract or retain companies in Maplewood.
7. Refine assistance programs designed to help businesses looking to locate in or expand in Maplewood.
8. Review economic development programs and strategies periodically to ensure that the community is investing in, promoting and growing the diversity of Maplewood over time.
9. Refine marketing campaigns and strategies to leverage the recreational and cultural amenities present in Maplewood.
10. Educate local businesses and entrepreneurs regarding the various types of municipal, state, and federal economic development programs and incentives available.

11. Develop services, facilities, and infrastructure in support of start-up companies, entrepreneurs, and those working remotely in Maplewood. Initiatives may include:
 - a. Small business incubators
 - b. Entrepreneurial support spaces such as co-working and meeting spaces
 - c. Providing strong cellular coverage and high speed fiber for local businesses and remote workers



Encourage attractive commercial and industrial developments

12. Develop codes that require commercial or industrial developments to provide adequate off-street parking and loading areas, while promoting the sharing of parking and loading areas between neighboring businesses.
13. Develop codes that require businesses to provide adequate screening or buffering between their operations and adjacent residential areas (either current or planned).



Attract and develop a quality labor force that meets the needs of the existing labor market and anticipates trends in business and industry

14. Collaborate with economic development agencies and local businesses to provide programs that address industry workforce needs and create career and educational pathways for residents of all ages.
15. Support K-12 educational institutions in the pursuit of top quality educational programs and facilities.
16. Invest in amenities like quality housing, parks, trails, and open spaces, as well as community programs and events that contribute to the overall quality of life and attractiveness of the Maplewood community as a place to live.
17. Partner with local colleges and universities to expand post-secondary and continuing education programs for residents of all ages to increase their earning potential and fill gaps in high demand professions.
18. Partner with local colleges and universities to provide customized training opportunities tailored to local businesses and business groups.
19. Create a program to match students with local businesses for internships, mentorships, and shadowing opportunities.
20. Explore workforce development grant opportunities and educational partnerships through regional and state economic development entities.



Actions supporting the development of a quality labor force have the potential to support improved equity and age-friendliness in the community