Steering Committee Agenda
2040 Comprehensive Plan Update
Mahtomedi City Hall
Thursday, August 3, 2017
5:30 p.m.

5:30  I.  Welcome and introductions (Erin Perdu)

5:35  II.  Approval of Minutes from May 31, 2017

5:40  III. Review of Housing Strategies
       •  Input from Housing Focus Group

5:45  IV. Economic Development Concepts
       •  Changes from 2030
       •  Questions/topics for focus group

6:30  V. Resilience Update

6:40  IV. Next Steps
       •  Future Meeting Schedule
       •  Transportation and Housing Chapters
       •  Economic Development focus group

7:00  VI. Adjourn

Next Meeting: Wednesday, August 30, 2017

Please Read and Review the Following Attachments:

1. Draft Housing tools matrix
2. Housing Focus Group meeting notes
3. 2030 Comp Plan Economic Development Chapter
The Comprehensive Plan Update Steering Committee meeting convened at 5:30 p.m. with the following members in attendance: Mayor Jud Marshall, Environmental Commissioners Christine Ahmann-Maples and Scott Peterson, Planning Commissioner Susan Stewart, Park Commission members Jeff Charlesworth and Charles Lindberg and Finance Commissioner Greg Maples. Council member Tim Deans and Planning Commissioner Mike Hedquist were absent. Also in attendance were City Planner Erin Perdu, Transportation Planner Scott Mareck, City Administrator Scott Neilson and Administrative Support Specialist Patricia McGing.

I. Welcome and Introductions.

Introductions were made.

II. Approval of the March 29, 2017 meeting minutes

Planning Commissioner Stewart requested that a sentence be stricken from Page 1, Item III, second paragraph, and second sentence as follows: “Corrective actions should be taken in order to preserve this body of water.” She does not recall saying this.

Environmental Commissioner Ahmann-Maples moved, and Mayor Marshall seconded the motion to approve the minutes of the March 29, 2017 meeting as amended. The motion was unanimously approved.

III. Review of Future Land Use

Planner Perdu briefly reviewed the Future Land Use Scenario map. The Briarwood area will be discussed in the Sewer Chapter of the Comprehensive Plan since public utilities are not going in. She will also discuss the appropriate designation of this area with the city’s representative from Metropolitan Council.

IV. Transportation Concepts

Transportation Planner Mareck introduced himself and said that last month, he met with City Administrator Neilson, the counties and MN-DOT regarding the city’s transit and trail system. He briefly went through the Transportation goals, objectives and policies of the Comprehensive Plan including:

- Mahtomedi has a comprehensive, multimodal transportation system that provides safe, healthy, efficient, environmentally sensitive and economical movement of people and goods.
- Mahtomedi residents, City government and developers understand the value of having a well-designed and well-maintained trail system that contributes to Mahtomedi’s high quality of life.
IV. (Continued)

- Mahtomedi has an extensive and interconnected system of regional, inter-community, community and neighborhood trails that provide critical connections within Mahtomedi and to surrounding areas.
- Mahtomedi has an accessible, safe and attractive trail system that meets the diverse needs of Mahtomedi’s residents.

He reviewed the roadway system map with the existing and forecasted traffic volumes, and described the types of roadways within the city. The city’s roadway system has adequate capacity. When more capacity is added, it invites more traffic. Complete streets was discussed, and it is up to the community as to when they would want that incorporated.

Administrator Neilson noted that the State would like to turn-back Highways 120 and 244 to the County. There was discussion that when that is done, it could be an opportunity for upgrading those roads.

The existing and proposed bicycle and pedestrian facilities map was reviewed. It includes the planned Lake Links Trail. This map will be coordinated with the parks and trails map. The Transit Services map was also reviewed. There is a need at expanding transit for seniors, and the city may engage Met Council. A Commission member mentioned that there was more transit 11 years ago than exists in the city today.

Transportation implementation strategies were also gone through. The city will need coordination with MN-DOT and other agencies to explore roadway and intersection improvements that may be implemented as part of the pavement preservation project of TH-120 and TH-244 and continue discussion on the possible roadway turn back. The city will also participate in Washington County’s CSAH 12 Corridor Study to identify potential improvements that enhance roadway safety and increase bicycle and pedestrian connectivity and work with them to study CSAH 29 corridor. A draft of the transportation section will be presented at the August meeting.

V. Housing Concepts

Planner Perdu provided an overview of the existing housing assessment provided by the Met Council. It was noted that some households are paying too much for housing based on their income. Met Council has determined that the city needs to plan for 22 affordable housing units to address their share of the regional need for affordable housing units. The city has a good ordinance and enough land to accommodate more affordable housing.

Mahtomedi’s Housing Objectives table was reviewed and discussion ensued regarding green building techniques and the city’s recently adopted accessory dwelling unit ordinance. One additional tool mentioned was that the city could offer density bonuses to attract builders.
It was noted that the city relies on the Washington County HRA for most of the incentives and tools related to affordable housing. It was the consensus of the Committee that “Energy Assistance Programs” and “Zoning and Subdivision Policies” should also be in bold in the table of tools.

Planner Perdu stated that a focus group meeting on Housing is scheduled for June 14, 2017, 3:00 p.m. at City Hall. Developers and Senior Housing providers have been invited. She also noted that the Parks Plan is pretty much done, and will be sent out to the Committee.

VI. Next Steps

Planner Perdu indicated that she will be sending out homework for the Committee to complete on “resiliency”. The next meeting is scheduled for July 26, 2017 and the Committee’s focus will be on Economic Development.

VII. Adjourn

There being no further discussion, the Comprehensive Plan Update Steering Committee meeting adjourned at 7:10 p.m.

Respectfully submitted by:

______________________________
PATRICIA K. MCGING
ADMINISTRATIVE SUPPORT SPECIALIST
Mahtomedi Housing Objectives

<table>
<thead>
<tr>
<th>Goal: Mahtomedi has well designed and well maintained housing and neighborhoods.</th>
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<tbody>
<tr>
<td>Encourage strong residential property maintenance and enhancement activities.</td>
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<tr>
<td>Ensure that all neighborhoods are safe and attractive and are well served by essential municipal services and facilities.</td>
</tr>
<tr>
<td>Promote green building techniques and renewable energy sources in the development of new housing and the renovation of existing housing.</td>
</tr>
<tr>
<td>Utilize zoning tools to ensure that new housing respects neighboring properties and the character of the neighborhood.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal: Mahtomedi provides diverse housing options for all income levels and housing needs in the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote opportunities to modify or renovate existing housing units and/or property in a manner that enables existing residents to stay in their homes and that provides an affordable way to provide additional housing for others.</td>
</tr>
<tr>
<td>Integrate housing for all income levels throughout the city wherever possible.</td>
</tr>
</tbody>
</table>

| Development Authorities | Housing Bonds | Tax Abatement | Tax Increment Finance | MN Housing Consolidated RFP | HOME Funds (Washington County) | MH HOME Funds (Washington County) | NSP Funds | Homebuyer assistance programs/education | Repair & Rehab Support programs | Foreclosure prevention programs | Energy Assistance programs | Liveable Communities grants (Met Council) | Local Fair Housing Policy | Fee waivers or adjustments | Zoning and Subdivision policies | 4(d) tax program | Land trusts | Rental Assistance Programs | Septic Loans and Grants | GROW Fund | Low Income Housing Tax Credits |
| | | | | | | | | | | | | | | | | | | | | |

*Bolded* programs indicate that Mahtomedi has previously used these programs.
Housing Focus Group Meeting

Attendees:

Kayla Schuchman - Common Bond East Shore (61 unit senior housing)
Melissa Taphorn – Washington County CDA
John Slade - MICAH
Karen Fitzpatrick - MICAH, NE Metro Group
Mimi Cramer - MICAH
Paul Kadera - MICAH
George Gorbatenko - MICAH
Chris Stoka - MWF Properties

Current Needs:

- Housing for fire, police, teachers...need housing they can afford (people who work here can live here) - rent or purchase
- Very desirable b/c of school system
- Housing for immigrant populations (b/c of quality education) - Mahtomedi could be a magnet
- This is a wealthier, whiter community...so need equity
- Low income housing may be more minority...so consider fair housing issues (keep an eye out)
- Tradeoffs between greenspace and affordable housing - we have too much per capita; some of this needs to be sacrificed

  - Look at foreclosed lands
  - Parks that have no amenities
- 3-bedroom units (for families) - act as a bridge to owning own home
- Density requirement here is pretty good
- Minimum size for a development: no smaller than 24 with tax credits
  - 4 units or smaller then SF financing
  - 2 acres minimum - 40 units
  - More impact with apartment building
- Century Ave./Woodland affordable units - did they use TIF?

Future Needs:

- 3BR units
- Mid density (like twin homes) - but hard to finance, and need more land
- Accessible units
- Infill lots: community land trust (County); or rehab existing homes; also potential for Habitat for Humanity
- 30% AMI allocation will be hardest to hit (12 units)
• Preserve affordable housing (particularly multi-family); physical needs, rehab them but keep affordable
  o Market rate properties with affordable rents (NOAH)
  o Opportunities for voucher holders
• Young families can't live here
• Housing for service workers
• Foster economic diversity here

Obstacles?

• Land availability is the biggest challenge - we need to ID sites
• Lot sizes (no opportunity for duplex/townhouse developments)
• Developers flipping houses, upgrading and pricing people out; can we get first right of refusal before flippers?
• Help with land acquisition - and make affordable housing for a first use (or a top use)
• How to get public interests into private transactions
• Preserve our current affordable stock (shown on MetC existing assessment); need to fill funding gap to get the land from private parties that can pay more
• Rental licensing as a tool - current affordable tenants can stay; can't refuse vouchers, and keep rents low

Programs that can and do work here?

• TIF (particularly for affordable housing)
• Fee waivers (also helps with grant scoring)
• Deferred loans (30-years)
• Need education on TIF - can be a win-win
• Use whatever is available; be creative, including use of some park land (WBL example)
• Tiny Houses
• Don't increase materials standards
• Show maps of potential affordable housing sites
Chapter 7: 

ECONOMIC DEVELOPMENT

INTRODUCTION

Communities with strong economies have the financial resources necessary to support the services that their residents need and desire. However, sustainable communities recognize that economic development is not simply about increasing the financial resources of the community; it is not simply about promoting businesses and industries that will create more products and deliver more services without regard to the natural and social environments; nor is it simply about increasing the financial wealth of individuals. Rather, economic development in a sustainable community is about bringing together social, natural, and economic resources to sustain the “whole” community. This chapter provides an analysis of Mahtomedi’s existing economy in 2008. It also describes Mahtomedi’s vision for its economy and goals, objectives, policies, and plans that will sustain Mahtomedi’s economy.

INVENTORY AND ANALYSIS

GENERAL CHARACTERISTICS OF THE LABOR FORCE

The labor force is that portion of the population (16 years old or older) that is employed, unemployed, or actively seeking employment. Refer to Table 7-A: General Characteristics of Mahtomedi’s Labor Force – 2000 for an overview of the key characteristics of Mahtomedi’s labor force in 2000. In comparison to Washington County and Minnesota, Mahtomedi had a higher percentage of residents employed in the labor force, higher per capita income and median earnings, lower poverty rates, and higher levels of education.

Commut to Work

According to the U.S. Census, in 2000, there were 5,680 Mahtomedi residents employed in the labor force. However, according to the Minnesota Department of Employment and Economic Development, there were only 1,443 jobs in Mahtomedi in 2000. Consequently, the vast majority of Mahtomedi residents are employed in other communities, which in turn means that a large percentage of residents commute to work (see Table 7-B: Labor Force Commuting to Work – 2000). However, if energy costs continue to rise, as is expected, and as more people become concerned about the environmental costs associated with commuting with single-occupancy vehicles, it is likely that more people will carpool and use public transportation (as it becomes more readily available) in the future. In addition, more residents will likely choose to work from home if feasible.
EMPLOYMENT BASE

The labor force is but one component of Mahtomedi’s economic picture. The number, type, and mix of Mahtomedi’s jobs also greatly affect the City’s economy and quality of life. Mahtomedi’s businesses, industries, and services provide the following benefits to the community:

- Jobs for residents and non-residents;
- Critical tax base to support City services;
- Diversity to the City’s income flow (business income versus household income); and
- Improved quality of life through the goods and services offered to residents and visitors.

This section provides an overview of Mahtomedi’s employment base.

Goods-Producing and Service-Providing Sectors

Mahtomedi’s employment base can be divided into two general sectors: the goods-producing sector (often referred to as the manufacturing sector or basic industries) and the service-providing sector (often referred to as non-basic industries). The goods-producing sector includes industries that export products or services and bring dollars into the community. The service-providing sector provides services to the goods-producing
sector and to residents. The service-providing sector generally, but not always, circulates dollars within the city. Both sectors are important for sustaining the local economy. Understanding the different functions of these two sectors is critical to creating new economic development initiatives, understanding the market dynamics for clusters of land uses (commercial, industrial, employment centers), and ensuring that Mahtomedi’s economy is both poised for growth and is efficient in providing necessary goods and services.

Until the 1990s, Mahtomedi’s employment base was virtually entirely in the service-providing sector. Mahtomedi’s jobs almost exclusively involved restaurants, retail shops, and public and semi-public institutions such as the school district, religious institutions, and City Hall. In the 1990s, Mahtomedi approved the development of an industrial-business park near Interstate Highway 694. This has helped diversify Mahtomedi’s employment base, but according to the Minnesota Department of Employment and Economic Development, in the first quarter of 2008, only 7.5% of the jobs in Mahtomedi were in the goods-producing sector. This is far less than the average metropolitan community, which had 15.1% of its jobs in the goods-producing sector. Because Mahtomedi is virtually fully developed, it is unlikely that Mahtomedi will be able to promote additional goods-producing jobs. Therefore, it is reasonable to assume that Mahtomedi’s employment base will be primarily in the service-providing sector.

Major Employers in Mahtomedi

The major employers in Mahtomedi have traditionally been various institutions in the service-providing sector, including the Mahtomedi School District, Century College, various religious institutions, the public library, and City Hall. However, starting in the 1990s, Mahtomedi’s employment base began to diversify and add new major employers including, FedEx Ground, TLC Electronics, Park Tool, and Mulcahy, Inc. (refer to Table 7-C: Major Employers – 2007). Since 2007, additional employers including Comcast and Ferguson Enterprises have added to Mahtomedi’s employment base.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Employer</th>
<th>Employees</th>
<th>Percentage of Total City Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FedEx</td>
<td>540</td>
<td>26.18%</td>
</tr>
<tr>
<td>2</td>
<td>Century College – East Campus</td>
<td>350</td>
<td>16.97%</td>
</tr>
<tr>
<td>3</td>
<td>Mahtomedi School District #832</td>
<td>225</td>
<td>10.91%</td>
</tr>
<tr>
<td>4</td>
<td>St. Andrews Church</td>
<td>105</td>
<td>5.09%</td>
</tr>
<tr>
<td>5</td>
<td>TLC Electronics</td>
<td>70</td>
<td>3.39%</td>
</tr>
<tr>
<td>6</td>
<td>St. Jude of the Lake</td>
<td>45</td>
<td>2.18%</td>
</tr>
<tr>
<td>7</td>
<td>Park Tool</td>
<td>31</td>
<td>1.50%</td>
</tr>
<tr>
<td>8</td>
<td>Dairy Queen</td>
<td>27</td>
<td>1.31%</td>
</tr>
<tr>
<td>9</td>
<td>Jethro’s Char-House &amp; Pub</td>
<td>25</td>
<td>1.21%</td>
</tr>
<tr>
<td>10</td>
<td>Mulcahy, Inc.</td>
<td>20</td>
<td>0.97%</td>
</tr>
</tbody>
</table>

Source: City Contact with Major Employers in 2007 and MnPro-DEED

Mahtomedi’s Retail Economy

Retail businesses play an important role in local economies. Most, but not all, retail businesses circulate dollars within the community, as opposed to bringing in dollars from outside the community. Retail businesses also contribute to the livability of a community. The retail sector frequently gives the community its unique character and provides the gathering places for residents to interact.
However, retail growth is often tied to population and household growth. As described in Chapter 2: Community Background and Overarching Vision, the population and number of households in Mahtomedi and the surrounding area are expected to remain relatively level at least through 2030, which suggests Mahtomedi will see relatively little retail growth (or may even see a decline in retail employment) in coming years. In addition, there is little land available for future retail development in the city. On the other hand, if Mahtomedi’s retail provides a niche that attracts others from outside Mahtomedi and/or if residents choose to shop locally when they can, then Mahtomedi’s retail businesses can be strong and remain a vital part of the community. This is important since so much of Mahtomedi’s existing employment base is tied to the service-providing sector.

The “new urbanist” and the “traditional neighborhood” development patterns that have grown in popularity in recent years are a reflection of the importance of the retail and small service portion of the economy. Linking housing and commercial (retail and small service) investment within a coherent land use pattern strengthens the role of retail within the community by capturing a larger portion of local household’s retail and service spending. This circulates dollars through the local economy and fosters more investment within the community, rather than supporting investment outside the community. Refer to Chapter 3: Land Use for additional information regarding existing and future retail uses in Mahtomedi.

Mahtomedi’s Industrial Uses

Because Mahtomedi is almost fully developed, it will likely not see any major industrial expansion in the future. In 2008, the Mahtomedi City Council approved an expansion of FedEx Ground into what was at the time the Century College truck driving site. Also, the Mulcahy property near Long Lake and Interstate Highway 694 has some undeveloped land guided for industrial development. However, that site has several development challenges associated with it including limited access, easements, and wetlands. Consequently, Mahtomedi’s industrial base will likely not increase significantly.

Institutional Services

Mahtomedi has several large institutions that do not provide the city with tax base, but provide employment and contribute to Mahtomedi’s high quality of life. These institutions include, but are not limited to, the Mahtomedi School District, Century College, religious institutions, and City Hall.

In addition, the Mahtomedi School District offers leadership programs that provide a high quality education with special emphasis on creativity, science, technology, engineering and mathematics. An example of one such program is the Mahtomedi Engineering Leadership Program. College Credit is offered for Advanced Placement programs, College in the Schools, and the
Project Lead the Way course. These programs can help support an active partnership between businesses, academia, and the community.

REDEVELOPMENT

As discussed in Chapter 3: Land Use, most of Mahtomedi is already developed. Consequently, most future development in Mahtomedi will involve redevelopment. All redevelopment sites have the potential of having issues that could hinder redevelopment efforts. For example, old underground storage tanks from a previous use may have leaked and contaminated the surrounding soils and water. While these issues can be successfully addressed, there may be extra costs, effort, and time involved in redeveloping these sites. Consequently, property owners and the City should coordinate with the Minnesota Pollution Control Agency and others to address these issues early on in the redevelopment process to help ensure the success of the redevelopment project.

VISION FOR ECONOMIC DEVELOPMENT

The following is Mahtomedi’s vision for economic development. It is what Mahtomedi aspires to by the year 2030.

<table>
<thead>
<tr>
<th>Our Vision for Economic Development</th>
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<tbody>
<tr>
<td>We have vibrant businesses and industries that help sustain our community by being economically, socially, and environmentally sound. The downtown area that we share with Willernie has a variety of unique shops and restaurants that serve our residents and attract others from the region. Our industrial-business park is filled with successful businesses and industries. Where appropriate, we have allowed the development of new neighborhood convenience uses that respect and help support the surrounding residential neighborhoods. We have increased the number of jobs in the community.</td>
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GOALS, OBJECTIVES, AND POLICIES

The following goals are broad statements that reflect specific parts of the City’s vision for economic development. The goals represent the end condition that the City is striving to attain. The following objectives are specific, measurable, intermediate ends that are achievable and that mark progress towards the stated goal. The following policies are key actions or strategies that are intended to accomplish the stated objective.

GOAL ED-1: MAHTOMEDI HAS RETAINED, RECRUITED, EXPANDED, AND DIVERSIFIED LOCAL BUSINESSES AND INDUSTRIES TO PROVIDE ADEQUATE JOBS, MEET THE SERVICE NEEDS OF RESIDENTS AND VISITORS, PROVIDE A STRONG MUNICIPAL TAX BASE, AND OPERATE IN A SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE MANNER.

Objective ED-1.1: Retain and support local business and industry.

Policy ED-1.1a: Set retention of existing businesses and industries as a priority of the City’s economic development plan.
Policy ED-1.1.b: Develop and implement a program where the Mayor (or the Mayor’s representative) meets periodically on an individual basis with businesses and industries to listen to concerns and discuss opportunities for success. Also, identify any perceived or real barriers or obstacles (such as overly restrictive ordinances) that the City could potentially remove or minimize to help businesses and industries prosper, while still protecting the health, safety, and welfare of the public.

Policy ED-1.1.c: Coordinate with the White Bear Lake Area Chamber of Commerce, Century College, the School District, and others in their efforts to promote training opportunities that can help businesses and industries prosper. If appropriate, co-sponsor and/or offer City facilities for employee training programs.

Policy ED-1.1.d: Strive to enhance the capability of businesses to meet the needs of local and regional customers. For example, work with the City of Willernie and Washington County to develop and implement an attractive and functional streetscape plan for the downtown area that enhances the desirability of the downtown area as a unique commercial destination and that provides convenient access to parking and public transportation.

Policy ED-1.1.e: Coordinate with energy providers and others to help businesses and industries conserve energy resources and reduce operating costs.

Objective ED-1.2: Recruit industries and businesses, particularly those that have a synergistic relationship with existing industries, businesses, and institutions, and those that help diversify Mahtomedi’s economic base.

Policy ED-1.2.a: Continue to promote Mahtomedi’s high quality of life as a means to help attract new businesses and industries.

Policy ED-1.2.b: As appropriate, encourage the development of new, value-added industries and businesses that can benefit from the area’s amenities and existing industries. For example, if plans for a trail around White Bear Lake are implemented, consider encouraging the development of a rollerblade and bicycle rental shop near the trail.

Policy ED-1.2.c: As appropriate, coordinate with the White Bear Lake Area Chamber of Commerce, neighboring and overlapping jurisdictions, and others to promote Mahtomedi and/or the area as a special destination area with unique shops and restaurants and diverse recreation activities.

Policy ED-1.2.d: Strive to identify under-utilized or under-served local and regional markets and give priority to local business development to service these markets.

Policy ED-1.2.e: Coordinate with businesses and industries to explore opportunities for the City to stand out as a leader in sustainable business and community development.

Objective ED-1.3: Increase the number of jobs within the community and support the ability of residents to telecommute.
Policy ED-1.3.a: Encourage the “creative economy” in Mahtomedi by supporting live-work units that allow artists, writers, crafts persons, entertainers, musicians, and others to live and work in Mahtomedi in a manner compatible with surrounding uses.

Policy ED1.3.b: Analyze the long-term viability of existing and proposed neighborhood convenience nodes in the City. Where appropriate, work with property owners and neighbors to ensure the continued success of neighborhood convenience uses in a manner that compliments the surrounding neighborhoods.

Policy ED-1.3.c: Identify and implement strategies to enhance the infrastructure in a way that can help support residents telecommute or conduct business out of their home.

ECONOMIC DEVELOPMENT PLAN

This section expands on the key concepts and actions described in the inventory and analysis section and the goals, objectives, and policies section of this chapter. An overview of the Economic Development Plan follows.

RETAINT AND SUPPORT BUSINESSES AND INDUSTRIES

Often economic development strategies focus on recruiting new businesses and industries. Mahtomedi has little undeveloped land available for new businesses and industries. Consequently, this Plan emphasizes retention of existing businesses and industries in the community. Key strategies to retain and support local businesses and industries include the following.

Enhance Communication and Coordination

The Economic Development Plan sets specific policies for enhancing communication between existing businesses, and between businesses and the City. It provides a common framework for working together to address concerns and to enhance the economy. The Mayor (or the Mayor’s representative) may meet periodically on an individual basis with businesses and industries to listen to concerns and discuss opportunities for growth and continued success. Alternatively, the City could help organize periodic forums to address concerns and explore ideas.

Promote and Support Training Efforts

Mahtomedi’s economy and business practices are changing. For example, computer technology has become an important part of most businesses. If Mahtomedi’s businesses and industries are to thrive, they need to have a workforce with the skills necessary to succeed in today’s economy. The City will strive to help coordinate training efforts by facilitating communication between businesses and training providers including Century College and the Mahtomedi School District.

Promote Revitalization Efforts that Enhance Existing Businesses and Industries

The Comprehensive Plan promotes working with City of Willernie, Washington County, and others to help enhance the shared downtown area. The Plan promotes preparing design guidelines for new and existing buildings, sites, and streetscapes. The cities and county will also strive to enhance the walkability of the downtown area and to provide adequate parking.

Promote Energy Conservation and Sustainable Practices
The City will strive to promote and support efforts to help businesses, industries, and residences in Mahtomedi conserve energy and develop sustainable practices. These efforts will not only result in energy savings for businesses and industries, but they will also help protect and enhance natural resources and provide social benefits for the community and region.
Promote Local Purchasing

The City will strive to promote and support the efforts of local business, the White Bear Lake Area Chamber of Commerce, and others to encourage residents to support local businesses.

NEW BUSINESSES AND INDUSTRIES

The Economic Development Plan acknowledges that there is little available vacant land in the city for new businesses and industries. However, the Plan identifies several opportunities for new businesses that may be able to utilize existing land and structures. Key strategies to promote new businesses include the following.

Future Mixed-Use Development near the Southwest Intersection of Century Avenue and Long Lake Road

The Comprehensive Plan guides the area near the southwest intersection of Century Avenue and Long Lake Road for mixed use development. Although the site is currently occupied by single-family residences, the City’s long-term vision for this area involves redeveloping the site into a mixed-use development with commercial and housing. As the market conditions warrant, it is the intention of the City to allow developers and homeowners to explore commercial and residential redevelopment of the site in consultation with the City.

Existing and Future Neighborhood Convenience Node

There are several existing neighborhood convenience nodes in Mahtomedi. In recent years, some businesses in these nodes have thrived and some have struggled. Also, in recent years, the City has experienced pressure to allow expansion of commercial uses in these nodes. This Comprehensive Plan does not specifically guide additional land for neighborhood convenience expansion, but it suggests that if issues such as neighborhood character, parking, access, hours of operation, and so on can be worked out, that such expansion may be desirable. Successful neighborhood convenience nodes can help support Mahtomedi’s economy and help residents have convenient access to uses that do not require residents to drive to the use.

Home Occupations and Telecommuters

Most of Mahtomedi’s labor force commutes to jobs in other communities. However, as commuting costs continue to rise, it is likely that those whose jobs afford them the possibility of working from home will take advantage of that opportunity. This means Mahtomedi will need to be diligent about ensuring that residents and businesses have adequate infrastructure to work locally (such as access to high speed Internet). In the future, the City will also likely experience more residents that want to start a home business. Therefore, the City will need to be attentive about reviewing and enforcing home occupations.

INTEGRATION OF ECONOMIC, NATURAL, AND SOCIAL ISSUES

The Comprehensive Plan strongly promotes economic development, but not at the expense of natural and social issues. The Plan stresses the need to consider economic, natural, and social issues simultaneously and in a balanced manner. The Plan recognizes that quality of life issues, like having an attractive and functional downtown and have healthy natural environments, are important components of economic development.
From 2010 to 2040, employment in the seven-county Twin Cities metro will expand by 489,000 jobs. Some new employment will site in business districts with long histories as activity centers. Still other employment will spring up in newly developing centers and commercial corridors. Businesses will need approximately 300 million additional square feet of built space. Total development activity will be even higher as obsolete buildings are replaced, renovated, or repurposed, and as changing needs motivate business relocations within the metro region.

As new development progresses, land use for commercial, office, industrial and institutional purposes will grow from 119,000 acres in 2010 (includes mixed use land) to 140,000 acres in 2040. The expansion of this nonresidential land will be substantial, but will not exhaust the larger land supplies that metro area communities have guided for these uses.

### Relationship of Employment Growth and Land Use Growth

Metropolitan Council forecasts local employment growth and long-term demand by analyzing what kinds of places attract businesses and enable job growth. The Council’s local forecasts reflect how businesses select sites within the metro area.

Considering both the abundant land supply and competition from neighboring communities, communities should evaluate how much nonresidential land they realistically expect to be developed – and where. Communities take a risk if they speculatively guide and supply additional land beyond what is needed to satisfy expected local demand.

### What Factors Drive Business Location Choices?

In advance of the **Thrive MSP 2040** forecasts, Metropolitan Council researched the characteristics that distinguish locations and affect business location choices. Some factors contribute to the choice of an economic region; still other factors drive the selection of a specific community or site within a region; and some factors matter at both regional and local scale.

**Regional and Local Factors that Drive Business Location Choices**

<table>
<thead>
<tr>
<th>REGIONAL FACTORS</th>
<th>LOCAL FACTORS</th>
<th>BOTH REGIONAL AND LOCAL</th>
</tr>
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<tbody>
<tr>
<td>• Access to national and global customers</td>
<td>• Accessibility to workforce and customers</td>
<td>• Workforce talent, skill levels and productivity</td>
</tr>
<tr>
<td>• Regional demand and customers</td>
<td>• Land supply, room to grow</td>
<td>• Labor costs</td>
</tr>
<tr>
<td>• Freight shipping costs</td>
<td>• Complementary (and competing) land uses</td>
<td>• Industry clusters and specialization</td>
</tr>
<tr>
<td>• Other business costs</td>
<td>• Land costs</td>
<td>• Access to suppliers and contractors, needed resources</td>
</tr>
<tr>
<td>• State tax environment</td>
<td>• Costs, availability and reliability of city services</td>
<td>• Costs, availability and reliability of infrastructure</td>
</tr>
<tr>
<td>• Business climate</td>
<td>• Quality of life, socioeconomic conditions, and social climate</td>
<td></td>
</tr>
</tbody>
</table>

Within an economic region, locations with the greatest advantages – having the characteristics most attractive to businesses – will command higher rents, which improves the financial prospects and likelihood for new development activity.

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