Evaluating the North St. Paul City Redevelopment Process

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OLPD 5501/EPSY 5243: Principles and Methods of Evaluation

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PROJECT A: PROCESS DESCRIPTION
INTRODUCTION
In 2011, the city of North St. Paul applied for a grant administered by the Metropolitan Council - Livable Communities program. As a part of the grant application, the city was tasked with creating a redevelopment ready plan to outline key processes and timelines for achieving its vision, “to be an extraordinary small town in the cities” (City of North St. Paul, 2013 ). Throughout this paper, the redevelopment process will be explained in greater detail through narratives on the rationale/philosophy, overall processes, settings, goals, objectives, outcomes, stakeholders and program budget.

RATIONALE/PHILOSOPHY
The leaders of North St. Paul have recently agreed that the past development models potentially do not meet expanding market preferences or embrace possible emerging opportunities. In order to meet the growing need for change, the city of North St. Paul is pursuing a reputation as a “redevelopment ready” community. The redevelopment ready plan considered the rules and incentives that direct the real estate market and created an approach targeting the city’s redevelopment potential, as well as its regulations and incentives. It is a grant program that is intended to assistance cities with pre-planning actions that eliminate barriers and position redevelopment projects for implementation (City of North St. Paul, 2013).

The goal of new development is to maximize properties highest and best use, which will affect job creation and retention, create an increased tax base and improve the quality of life for community members. By initiating redevelopment ready policies and practices the city will be in a good position to use scarce public money to appeal to private investment, produce jobs, and build tax base for the good of the community (Ammerman, 2013). The program will be used to identify ways to improve the connection between potential redevelopment sites, downtown North St. Paul, the Gateway Trail, regional transit systems and community facilities. These improvements will hopefully revitalize the traditional commercial hub of North St. Paul and create a city that is an attractive and appealing location for developers to work, lenders to invest, and businesses to relocate (City of North St. Paul).

According to Paul Ammerman, the city Economic Development Director, the city currently has a review process and regulations based on inputs from stakeholders who have worked with the city in the past. This project will evaluate the current program in hopes to update its development review process and regulations to make it easily accessible for stakeholders including developers, lenders, and businesses and to ensure that redevelopment can be a smooth and predictable procedure.

SETTING
North St. Paul is a 3.1 square mile town with a six block-long Main Street. It is a small industrial village turned first-ring suburb- a suburb that borders or near boarders a St. Paul. North St. Paul is proud of its small-town feel but also recognizes it is part of a greater region. There is a large quantity of city parks, schools, churches, a quaint downtown district, and quiet neighborhoods. North St. Paul is a town with a wonderful quality of life (City of North St. Paul, 2013). It is associated and connected to the booming St. Paul metropolitan area, which improves residents’ access to a diversity of professions, cultural and recreational opportunities, quality
health care, and higher education opportunities. In addition, North St. Paul offers safe neighborhoods, small town advantages, and a true sense of community engagement (Ammerman, Economic Development Director, 2013).

The community of North St. Paul is actively working toward becoming more urban by capitalizing in progressive infrastructure improvements and developing in a more compact manner. Even though North St. Paul is expanding its development, the town is still striving to preserve the quaint, small town setting by guaranteeing the future developments abide by a quality design standard and aesthetic requirement. There is a compact, historic downtown district that features a unique shopping experience and eateries, as well as many diverse recreational and leisure activities, which include biking or walking along the Gateway Trail.

According to the official zoning map (see appendix 1), North St. Paul consists largely of single family residential districts with lot sizes between 7,800 square feet to 10,000 square feet. The next largest proportion is the diversified district. These two main districts make up most of the city of North St. Paul. Smaller districts include, single and two family residences, multiple family residences, central business districts, general business districts, and limited business districts.

The population of North St. Paul is 11,694, consisting of 5,743 males and 5,951 females. The median resident age is 38.5 years old. The median household income in 2011 was about $51,800. 77.2 percent of the population is white, 8.3 percent is black, 6.5 percent is Asian, 4.7 percent is Hispanic, 3.1 percent are two or more races, and .08 percent is American Indian (City of North. St Paul).

**GOALS, OBJECTIVES, AND OUTCOMES**


The City of North St. Paul aims to review and evaluate redevelopment/development policies, practices and processes to ensure that (re)development can be a seamless and predictable process that does not discourage new private sector investment, yet maintains the city’s planning goals. The objectives include of the redevelopment process include:

- Bringing clarity to the processes and expectations to all investors;
- Ensuring that there is a commonly understood commitment across all staff and elected officials;
- Incorporating realistic understanding of the market conditions, and to be prepared to subsidize desired developments that exceed typical market risk;
- Reviewing zoning and building codes, as well as planning requirements, to ensure that those rules and regulations are well aligned with the desired end results;
- Identifying a way to work in a more collaborative fashion with developers/businesses.

(City of North St. Paul, 2012)

North St. Paul is a town with scarce public funding so the vision for the redevelopment ready policies and practices is that it will attract private investments, grow jobs, and build a stronger, larger tax base for further development and great standard of living for its citizen base. Based on national trends, these best practices support a proactive approach that provides clarity, transparency, collaboration, and efficiency to support thriving, sustainable places essential to remaining competitive in a new economy. This project will be based on input from interviewing
stakeholders who have worked with the city in the past. (Ammerman, Economic Development Director, 2013)

High level goals of the redevelopment process: (City of North St. Paul, 2012)

1. Bring clarity to the processes and expectations;
2. Ensure that there is a commonly understood commitment across all staff and elected officials;
3. Incorporate realistic understanding of what market conditions permit, and be prepared to subsidize desired developments that exceed typical market risk;
4. Review zoning and building codes, as well as planning requirements, to ensure that those rules and regulations are well aligned with the desired end result;
5. Identify a way to work in a more collaborative fashion with developers/businesses.

The redevelopment plan has an additional set of more focused, specific goals and elements that will be discussed in the next section of the process overview. In addition, the goals and objectives are broken out into more specific stages that will be explained in the proceeding section.

ACTIVITIES AND EVENTS

If a new developer or business is interested in starting a business or developing land in North St. Paul, the city works to ease and aid the organization as much as possible. The first step is to fill out the new business information form (see appendix III) so that the city has a general idea of what the business/developer intends to do. This form is readily available on the city website and has also been distributed to current developers and real estate agents to disburse to potential new businesses in North St. Paul. The form has ten simple questions about the intended business details (address, description of business, contact information, timing, etc).

The city staff then follows up with the business/developer for a meeting and to give the contact person the new building checklist form (see appendix IV). This document provides a clear and concise resource for the developer/business to understand the necessary steps, process, and resources that will be needed in order to start and complete construction in North St. Paul. At the first meeting, the city staff gives each business/developer the opportunity to ask questions, collect any needed additional resources, and get to know a few key individuals within the city (zoning official, development director, and assistants). It is a great introduction for the businesses to the city and also allows the city staff a better understanding of the types of businesses that are attracted to North St. Paul.

After the meeting, businesses use the “New Building Checklist” to make sure all steps are complete in order to start and complete building in North St. Paul. Steps include:

1. Completing the New Business Informational Form
2. Reviewing the Site Conditions
3. Occupancy Inspection
4. Applying for a Sign Permit
5. Need for Additional Licenses
6. Setting up Utilities
The most valuable part of the checklist is that it includes phone numbers and contact information for each step of the process so that if businesses have questions or concerns, they know who to contact within North St. Paul. (Ammerman, Economic Development Director, 2013)

Despite having the checklist, the process differs depending on whether the business intends to lease or own/build the space they will be occupying. If the business leases space and the property is zoned for their intended use, then the city does not get involved (unless they need some type of license, like a liquor or food license). The city still has knowledge of the business from its meeting but does not have any more interactions from a regulatory/permit perspective. Most commercial/industrial businesses looking to own/build would be located in the city’s Diversified District (DD) zoning area. All business uses in the DD are conditional uses which mean they would need to obtain a conditional use permit, which requires going through a public hearing process, a review by the planning commission and final approval by the city council. This process could take up to 90 days. (Ammerman, Economic Development Director, 2013)

For any business located in North St. Paul, the city also can assist in locating the appropriate financing and/or technical assistance the firm may need. The city can provide assistance with building and zoning guidance, financial assistance and/or business technical help. These could be internal to the city or external sources related to the need of the business.

DESCRIPTION OF REDEVELOPMENT PROCESS

According to the Urban Land Institute- Minnesota chapter, North St. Paul is, “a city that is an attractive and inviting location for developers to work, lenders to invest and businesses to (re)locate.” In order to attract light industrial, office, flex office and retail within the community of North St. Paul, the city has developed a redevelopment plan that focuses on achieving the city’s vision: “to be an extraordinary small town in the cities.”

In order to be deemed redevelopment ready, North St. Paul created the redevelopment plan that outlines initiatives to ensure that North St. Paul is actively working on redevelopment. The plan focuses on three distinct areas within North St. Paul: the downtown core, commerce Park and the area along Mcknight road. Within these core areas, North St. Paul’s redevelopment plan seeks to further define with the following more specified elements.

Primary Elements of Redevelopment Master Plan (City of North St. Paul, 2012)

- Create retail compression at the downtown core;
- Develop vertical mixed use intensity in the downtown core;
- Support and grow a diversity of jobs surrounding the downtown core;
- Develop a contemporary convenience retail/service area near the intersection of Highway 36 and Century Avenue/Division Street;
- Redevelop the Commerce Park area with a collection of office showroom, office flex and light industrial uses;
• Transform the McKnight Road area including the Anchor Block site north of the Gateway Trail as a focus for a future employment center that could include a range of opportunities from adaptive re-use, intensification and development of “back office uses” in the near term and longer term office headquarters, light assembly and warehouse uses over the long-term;
• Create a housing redevelopment and intensification area south of the Gateway Trail on portions of the Anchor Block site;
• Utilize parks and open spaces as amenities for future development;
• Provide enhanced way finding and signage for visitors arriving via Highway 36 and the Gateway Trail into the heart of downtown;
• Create stronger connection to downtown with the creation of a new “parkway” or “gateway” corridor through the Anchor Block site and connecting with the existing North St. Paul Drive;
• Utilize stormwater treatment as an amenity throughout the district.

As a part of the redevelopment plan, North St. Paul wants to address historical issues with stormwater, flooding, and run-off. The city will identify and focus on historic flooding issues within the downtown region and ensure that adequate flood protection is incorporated into the redevelopment plan. In addition to identifying and mitigating flood risk, the city will also work to improve water quality within the development sites through required drainage areas through approximately 185 acres in North St. Paul.

In addition, North St. Paul aims to improve transportation and transit systems. The plan will include district parking downtown, creating a more functional and aesthetic design to both McKnight Road and Century Avenue and potentially even a long-term MNDOT interchange at the intersection of Highway 36 and Century Avenue.

Stages of Redevelopment
The redevelopment plan will work in phases. It is structured around four general timeframes: Immediate—0-5 years; Short-Term—5-10 years; Mid-Term—10-20 years; Long-Term—20+ years. Within each phase, there are specified goals.

The immediate phase includes mainly efforts that are already underway and will lay the foundation for future projects. Some immediate phase projects include a housing project on Helen Street, enhancing a pedestrian connection to the Gateway Trail, enhancing streetscape, and expanding district signage. The short term phase build upon the immediate phase projects. Key projects outlined for the short term phase include creation of a new downtown park, redevelopment of Old City Hall, and second phase of high density housing. The mid-term phase will involve developing light industrial use in Commerce Park, creating the East Gateway Park, and redeveloping older single neighborhoods. The final, long-term phase is the most aggressive phase which include goals of redeveloping of the Schifsky-site into office, building the new parkway from McKnight Road to 7th Avenue and redevelopment of the McPhillips Roofing site for intensive office or medical office use (City of North St. Paul, 2012).

The city of North St. Paul has developed a comprehensive plan that will guide it through redevelopment in the next 20 plus years. Many stakeholders will play a key role in the success of the development.
STAKEHOLDERS

The primary stakeholders of the North St. Paul redevelopment program include the city staff, participants, funders and sponsors. Secondary stakeholders include North St. Paul residents and taxpayers and local businesses. Tertiary stakeholders include prospective business owners and prospective residents of North St. Paul. Each stakeholder plays and unique and integral part in the success of the program. The primary stakeholders are a group that play will be commissioned to complete and take part in the redevelopment evaluation and process.

City of North St. Paul Staff

The city of North St. Paul have a few key staff member that contribute to the city redevelopment program. They include: Wally Wysopal (City Manager), Paul Ammerman (Economic Development Director), Nate Ehalt (Community Development Director) and Jim Henneck (Building and Zoning Official). (City of North St. Paul, 2013)

The City Manager, Wally Wysopal, provides leadership to the city staff and helps the city council to define, establish and attain the overall goals for local governance. He hires and supervises city staff and manages all functions through the department heads. He is also responsible for developmental and strategic planning and reports to the city council. As a part of the redevelopment process Wysopal plays a role in hiring external contractors contributing to the program and help the Economic Development Director define and establish attainable goals and objectives through the redevelopment process. (North St. Paul Employee Job Descriptions, 2010)

The Economic Development Director, Paul Ammerman, performs a variety of complex administrative, technical and professional work. He assists in the development of short and long range economic development and redevelopment plans and strategies: coordinates with staff in gathering and interpreting of data for studies, reports and recommendation. Ammerman is the city staff member that works the most closely with the redevelopment program. (North St. Paul Employee Job Descriptions, 2010)

The Community Development Director, Nate Ehalt, serves as department head with the primary responsibility of managing the daily administration of the community development department including the building service division, economic development, code enforcement and ROW administration. He assists the city manager in carrying out the tasks necessary to achieve the development goals of the city and reports directly to the city manager. Nate works daily on the redevelopment program. (North St. Paul Employee Job Descriptions, 2010)

The Building and Zoning Official, Jim Henneck, performs administrative and field inspection work to ensure compliance with state and local building codes performs commercial plan review, oversees the consulting inspection of electrical codes and enforces the city zoning code. He reports directly to the community development director. Henneck ensures that all redevelopment projects meet proper zoning and building regulations within the city as to mitigate re-work, delays, and unnecessary safety concerns throughout the process. (City of North St. Paul, 2013)
ECONOMIC DEVELOPMENT AUTHORITY

Three years ago, the city created an Economic Development Authority (EDA) which acts as the city main economic development arm. This authority works closely with city staff and other important stakeholders to ensure that the redevelopment ready process goals and objectives are being met (Ammerman, Economic Development Director, 2013).

The EDA board of director has seven members; 2 elected officials - Mike Kuehn (Mayor) and the Terry Furlong City (Council representative), and 5 private business representatives – Jerry Bell (Chair), Robert Drew (Vice Chair), Kristen Rieser (Treasurer), Bill Fairbanks and Dave Szczepanski (members). They also work with a group of consultants – Hoisington Koegler Group and WSB and Associates that have worked alongside city staff to development the short-term and long-term goals and plans for the program.

FUNDERS/SPONSORS

In addition to tax money, a majority of the redevelopment ready project will be funded through the help of grant-making organizations. The three main organizations are outlined below:

Metropolitan Council—Livable Community Demonstration Account (LCDA)
The metropolitan council provides LCDA grants for redevelopment within the twin cities metro area for both planning and pre-development projects where proceeds could be used for acquisition, demolition and construction of redevelopment project.

Minnesota Department for Employment and Economic Development (DEED)
DEED offers grants, loans and technical assistance for redevelopment projects and activities for communities. Qualifying projects include housing and commercial rehabilitation, waste water treatment facilities, and drinking water system. The DEED provides a number of potential funding resources for development and redevelopment projects in North Saint Paul to spur business growth in Commerce Park and surrounding employment areas.

Minnesota Pollution Control Agency (MPCA)
The MPCA has various opportunities available for receiving grants and other financial assistance for environmental projects in Minnesota, the redevelopment plan is one of such.

Environmental Assistance (EA) Grant:  
The Minnesota legislature established the EA grant to provide financial assistance for development of environmentally sustainable practices in Minnesota through voluntary practices and goal oriented, economically driven approaches to pollution prevention and resource conservation.

PROGRAM BUDGET

In 2014, the city of North St. Paul has a total city budget of approximately $6.2 million. The city budget is broken out into funds to better appropriate and account for expenses and income. The Community Development Fund has a budget of about $327,000 of which $114,000 is

The EDA budget was funded as the rest of the city budget was funded; mainly through property taxes, several enterprise revenues including water and electric utilities, permit fees, and inter-government sources. The city will fund its portion of the redevelopment through the following activities:

**Tax increment financing:** The cost of development and redevelopment may be too great to allow new projects to be physically feasible. The desired redevelopment cannot take place without the removal of physical and economic barriers by the city. Tax increment financing is the only tool with the capacity to accomplish this objectives. Key issues with the use of TIF includes: project area, district criteria, pooling, and time constraints.

**Tax abatement:** Tax abatement functions similar to TIF—each taxing jurisdiction (city, county, district, school) has the ability to levy a property tax equivalent to taxes paid by a parcel of property. The proceeds of this levy is can be used to finance any public improvement and redevelopment process as discussed in the plan.

**Special service districts:** A special service district has the capacity to finance the construction and maintenance of portions in the public improvement for North Saint Paul, particularly in the downtown. It is a special taxing district that allows the city to collect money to support services and improvement in commercial areas.

The city of North St. Paul will rely on a much wider variety of external funding sources. In addition to contributions from property taxes and city municipalities, the city of North St. Paul plans to seek funding through the Metropolitan Council- Livable Communities Demonstration Account, the MN Department of Employment and Economic Development (DEED), the MN Pollution Control Agency, Environment Assistant Grant through the Minnesota Legislature, and grants focused on Clean Water and Stormwater as described in the stakeholder section.

**CONCLUSION**

The city of North St. Paul is on its way to becoming a redevelopment ready city. The master plan has provided focused goals and objectives; outlined in a fashion that will allow for the plan to be feasibly achieved. Primary stakeholders will use the plan as a guide and continue to challenge and work on improving the process throughout their daily roles and responsibilities and with the help of many funders and a well scrutinized budget, the city will be able to achieve a redevelopment ready city that can attract potential new investors, create jobs, and grow the tax base to allow for additional development projects.
PROJECT B: EVALUATION CONTEXT
INTRODUCTION

Describing the evaluation context is crucial to understanding key aspects of the evaluation of the program. It is necessary to recognize the purpose of the evaluation, the stakeholders and their concerns, evaluation questions, constraints, and the advisory group roles and responsibilities. The purpose of the evaluation is crucial since that is what guides the success of the evaluation of the City Development Process. The stakeholders need to be established since some will have responsibilities and will directly impact the evaluation. The evaluation questions are what will help guide the evaluation process and will help judge the success of the evaluation. If there are any constraints, they need to be recognized early since they could potentially affect the evaluation process. Advisory group roles and responsibilities need to be distinguished so that everyone understands the tasks they have been assigned, to ensure productivity in a timely manner.

By knowing these areas well, the evaluation of the program will be completed more efficiently and accurately. Becoming knowledgeable in these categories is the first step to having a successful City Development Process Evaluation and will guide the evaluation to next step.

PURPOSE OF THE EVALUATION

The purpose of the evaluation of the City Development Process is to create a procedure that will allow the city to assess and simplify its development review process and regulations to make the city a more enticing area for stakeholders like, developers, lenders, and businesses. An evaluation plan will be created for our academic group project however the evaluation itself will not be performed until the Resilient Communities Project staff decides, which will be after this course has ended. The Economic Development Director, Paul Ammerman, states that “the city needs to review/evaluate its (re)development policies, practices and processes to ensure that (re)development can be a seamless and predicable process that does not discourage new private sector investment, yet maintains the city’s planning goals” (Paul Ammerman, Interview).

Other goals Paul discussed were, to bring clarity to the processes and expectations, to ensure that there is a commonly understood commitment across all staff and elected officials, incorporate realistic understanding of what market conditions permit, and be prepared to subsidize desired developments that exceed typical market risk, review zoning and building codes, as well as planning requirements, to ensure that those rules and regulations are well aligned with the desired end result, and to identify a way to work in a more collaborative fashion with developers/businesses (Paul Ammerman, interview). Overall, the purpose of the evaluation of the City Development Process will help make the redevelopment process less complicated to navigate and remove any barriers, so that developers are able to easily and efficiently redevelop areas of North St. Paul.
EVALUATION QUESTIONS TO BE ADDRESSED

This evaluation is to assess the city’s current development review process and regulations based on input from stakeholders who have worked with the city in the past (University of Minnesota–City of North St. Paul). More specifically, the city has identified five questions to be addressed in the evaluation.

1. **What are the attitudes of current stakeholders toward the redevelopment process?**

   *Stakeholders include: developers, investors, existing and new business owners, commercial real estate brokers, lending institutions, and property owners.*

   This question was identified by Paul Ammerman as the most important and the greatest focus within the evaluation. It will help the city understand how the current process is viewed and will allow the city to make improvements where attitudes and objectives are misaligned.

2. **What existing redevelopment procedures are creating barriers for potential new businesses?**

   By talking with stakeholder’s as well as staff, the city wants to understand what steps within the current redevelopment process need to be improved, have clear opportunities and what steps create the most significant barriers to new inventors and businesses.

3. **Are the city of North St. Paul staff contributing to the redevelopment process as defined within their roles and responsibilities?**

   Staff were given clear responsibilities within the redevelopment process and this evaluation will help the city understand if the staff are achieving the responsibilities assigned or if there are areas of needed improvement. The staff play an integral part in the redevelopment process so improving their work will inherently improve the redevelopment process.

4. **Do stakeholders understand and feel comfortable with the use of the Conditional Use Permit (CUP)?**

   This permit is required by the city for any new (re)development projects. It was identified as a potential barrier to redevelopment by some potential new businesses so the evaluation will help the city understand how to improve the permit and where the permit should be required and where alternatives forms are acceptable.
STAKEHOLDERS OF REDEVELOPMENT EVALUATION

There are multiple stakeholders of the redevelopment process evaluation: primary, secondary and tertiary. The table below provides a breakdown of the stakeholders, the role and status they have in the evaluation.

**Table 1: Stakeholders of Evaluation Process**

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Name/Description</th>
<th>Role in Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMN Students</td>
<td>Brianna Goldbeck, Kari Foley, Jhigjhig Zhu, and Itohan Ologbosere</td>
<td>Students participating in an evaluation course at the University of MN are working through the Resilient Communities Project (RCP) to develop the evaluation plan for the City. The students have a diverse background and three unique programs within the University of MN: evaluation studies, environmental studies, and higher education.</td>
</tr>
<tr>
<td>Professor at UMN</td>
<td>Randi Nelson</td>
<td>Professor Randi Nelson will be supervising the UMN students as they create an evaluation plan for the City.</td>
</tr>
<tr>
<td>Economic Development Director</td>
<td>Paul Ammerman, Economic Development Director</td>
<td>Paul’s full-time job is to focus on the redevelopment project. He will work with all the different stakeholders in ensuring they are fulfilling their responsibilities. He is also tasked with working with any outside partners including the University of MN students where he serves as their liaison to the city.</td>
</tr>
<tr>
<td>Community Development Department of the City</td>
<td>Nate Ehalt, Community Development Director</td>
<td>Community Development Department plays the lead role in managing implementation for the City. The actions to be taken by the Community Development Department to implement the plan include: application of land use controls and redevelopment guidelines to shepherd private development and review of development plans and proposals (City of North Saint Paul 2013). Within the evaluation this office will be critical in understand current redevelopment plans and the attitude toward current implementation and needed improvements.</td>
</tr>
<tr>
<td>Engineering Department of the City</td>
<td>Head Engineer for the City of North St. Paul</td>
<td>The engineering department of the City of North Saint Paul leads the design of public infrastructure improvements needed to support development and redevelopment, including necessary utilities and roadway improvements. Within the evaluation, engineering department will be an asset in understanding current redevelopment plans and needed improvements.</td>
</tr>
<tr>
<td>New and Existing Businesses</td>
<td>Reflex Medical</td>
<td>New and existing business will play a role in understand needed improvements within the redevelopment process. Business like Reflex Medical and the Helen St. senior housing will participate actively in the</td>
</tr>
<tr>
<td>Role</td>
<td>Stakeholder</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Helen St. Senior Housing</td>
<td></td>
<td>Evaluation in order for the city to understand how the redevelopment process can be more welcoming to prospective businesses.</td>
</tr>
<tr>
<td>Commercial Real Estate Brokers</td>
<td>Crossroad Properties</td>
<td>Current and new commercial real estate brokers (including Jim Edberg at Crossroads Properties) will be utilized within the evaluation to understand what rules and regulations exist and need to be transformed in order for the city to simplify the redevelopment process.</td>
</tr>
<tr>
<td>Investors</td>
<td></td>
<td>Future investors will be identified by the city so that they can be a part of the evaluation. This will help get a better understanding of what barriers exist to building businesses in North St. Paul.</td>
</tr>
<tr>
<td>Property Owners</td>
<td>Berwald Investment Company, Anchor block</td>
<td>Property owners within the city (including the ones listed) will be involved in the evaluation as a participant and will be active in understanding the current attitude toward the redevelopment process.</td>
</tr>
<tr>
<td></td>
<td>Company, MN DNR Franklin Apartments, Yocum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Properties</td>
<td></td>
</tr>
<tr>
<td>Developers</td>
<td></td>
<td>Future and current land developers within the city of North St. Paul will be important assets in understanding current attitudes toward the process, current barriers and needed areas of improvement.</td>
</tr>
<tr>
<td>Lending Institutions</td>
<td>Livable Communities (LCDA), MN Pollution</td>
<td>The major investors may not directly play a role in the evaluation but will use information gathered in the evaluation. The LCDA requires the evaluation in order to proceed with grant funding and MPCA and EA grant would also consider the evaluation and its results/outcomes when contributing funding to the city.</td>
</tr>
<tr>
<td></td>
<td>Control Agency (MPCA), Environmental</td>
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<tr>
<td></td>
<td>Assistance (EA) Grant, MN Department of</td>
<td></td>
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<td></td>
<td>Employment and Economic Development (DEED)</td>
<td></td>
</tr>
<tr>
<td>Citizens of North St. Paul</td>
<td></td>
<td>The citizen will benefit from the results of the evaluation. In the long-term they will be able to see the improvements that were driven by the redevelopment process evaluation.</td>
</tr>
</tbody>
</table>
CONSTRAINTS ON THE EVALUATION

This evaluation has a few major constraints that may eventually pose as issues for the proper and accurate completion. The first major constraint identified by Paul Ammerman is the constraint of time. The city redevelopment process has aggressive goals within the first five years and the process has already started. It is important that the evaluation be completed within the first year or two in order to make sure its findings can be implemented throughout the first five years of implementation. It will be important to build a strong evaluation timeline that has forced adherence in order to stay on track to implement identified improvements and needed changes.

An additional constraint of the evaluation is expertise (Ammerman, City Development Director, 2013). The city will be utilizing students to develop the evaluation plan and from there, city staff will work to implement the evaluation. Although there are benefits to have external stakeholders build the plan, the students all have limited experience building an evaluation plan and if the results are not satisfactory, the city will have to rely on staff members to redevelop the evaluation plan. There are not any internal evaluators on the city staff so expertise will be lacking within the staff as well. In order to combat this constraint, it will be important to have a strong advisory group provide assistance when technical expertise is needed.

The final constraint is governmental influences and in particular regulation changes. The redevelopment and permit regulations are constantly changing. It may happen that the city simplifies or stop using a permit in order to appease a stakeholder group and then in order to apply for federal redevelopment grants, the full permit is necessity (City of North St. Paul, Redevelopment Master Plan). The city of North St. Paul and more specifically the zoning staff as well as the director of redevelopment will have to work closely with city, state, and federal lawmakers to make sure there is a clear understanding of new and upcoming changes to legislation around redevelopment permits and codes. They will also be tasked with making sure local legislators are aware of the plan and have buy-in and understanding to the improvements that will be made and the potential constraints that frequent and inconsistent regulation changes will cause.

ADVISORY GROUP ROLES & RESPONSIBILITIES

The evaluation will have a diverse group of individuals servicing in an advisory capacity. Because the city staff and students lack in-depth evaluation experience, the most important position of advisory board chair will be given to an experienced evaluator with expertise in large-scale, public evaluations. This person’s responsibilities will include overseeing and recruiting two additional board members with evaluation experience and also ensuring that the evaluation plan is strong as it will stand as the foundation for the evaluation. This person will schedule quarterly meetings of the advisory board and make sure that each member contributes to the success of the evaluation.
In total there will be around ten advisory board members: two with public evaluation backgrounds, two with redevelopment experience with a smaller population city, two citizens of North St. Paul that are interested in its future development, a member of the Livable Communities project, a current business owner or developer, and the city of North St. Paul mayor. These board members will be supplied with information through a direct connection with the city zoning and regulation director as well as the Development director who will both attend the quarterly board meetings. This board will have perspectives from locals that will be impacted by the redevelopment as well as individuals that will be providing capital and expertise to the project. It will have internal and external members from a variety of backgrounds. The board will have a minimum of 40/60 gender representation.

Each board member will be responsible for attending a minimum of 3 out of 4 annual meetings and will be tasked with representing their expertise and background on the board. The diverse background and expertise will help make sure the evaluation is carried out in an effective, efficient method that ensures all the objectives and questions are answered as thorough and accurately as possible.
PROJECT C: EVALUATION PROPOSAL
**Evaluation Purpose and Approach**

In order to achieve the best results for the city of North St. Paul (NSP) redevelopment evaluation, we will use the mixed methods design employing both quantitative and qualitative methods. This design approach means that it uses qualitative and quantitative data to answer the evaluation key questions. For this evaluation, we will ask a variety of sources through a variety of collection methods like surveys and interviews with participants on their experience with the NSP redevelopment process as well as provide insight on their current experience.

This design method was chosen based on the desires of our client, the city of North St. Paul. NSP’s main purpose for implementing the evaluation is to understand how the current redevelopment process can be improved so that the city can be deemed “redevelopment ready” by the Livable Communities Project and gain eligibility for redevelopment funding. The mixed method design is the best method to meet there desires. See Figure 1 below for details on the collection methods and sources for data for the redevelopment evaluation.

**Figure 1: Evaluation Question Table**

<table>
<thead>
<tr>
<th>Evaluation Questions</th>
<th>Type of Data</th>
<th>Source of Data</th>
<th>Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1:</td>
<td>To what extent is the current redevelopment process meeting the needs of existing and potential developers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opinions and experiences with the redevelopment process including areas of confusion, frustration, and areas of needed improvement</td>
<td>NSP Developers and Business Owners</td>
<td>Survey 1</td>
</tr>
<tr>
<td></td>
<td>Perception of reasonable time for city of NSP to complete redevelopment form</td>
<td>NSP Developers and Business Owners</td>
<td>Survey 1</td>
</tr>
<tr>
<td></td>
<td>Money required to go through development process</td>
<td>NSP Developers and Business Owners</td>
<td>Survey 1</td>
</tr>
<tr>
<td></td>
<td>Perception of reasonable time and reasonable steps to redevelopment process</td>
<td>Developers and Business Owners in MSP metro area that do not have a business in NSP (Potential businesses/ developers)</td>
<td>Survey 2</td>
</tr>
<tr>
<td></td>
<td>Opinions and attitude toward current process including barriers and areas of frustration as well as steps that are going well and should remain unchanged</td>
<td>Economic Development Authority Board Members</td>
<td>Focus Group</td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Type of Data</td>
<td>Source of Data</td>
<td>Collection Method</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Time spent to get approval to develop in city of NSP</td>
<td>Review of pending and completed new business form application date and process completion date to understand average processing time.</td>
<td>Review of Documents</td>
<td></td>
</tr>
<tr>
<td>Opinions and attitude toward current process including barriers and areas of frustration as well as steps that are going well and should remain unchanged</td>
<td>City Zoning Official, City Economic Development Director, and City Manager</td>
<td>Individual Interviews</td>
<td></td>
</tr>
<tr>
<td>Understanding what role each city staff member plays in the redevelopment process</td>
<td>City of NSP staff roles and responsibilities documents including the city Zoning Official, City Development Director, and City Manager</td>
<td>Review of Documents</td>
<td></td>
</tr>
<tr>
<td>Length of time NSP staff members work on redevelopment process</td>
<td>Review of timecards for City of NSP including City Zoning Official, City Economic Development Director, and City Manager</td>
<td>Review of Documents</td>
<td></td>
</tr>
<tr>
<td>Opinion and attitude toward staff's involvement in redevelopment process including ability to complete responsibilities on time and the right level of expertise</td>
<td>City Zoning Official, City Economic Development Director, and City Manager</td>
<td>Individual Interviews</td>
<td></td>
</tr>
<tr>
<td>Opinion about NSP staff's ability to complete roles and responsibilities based on time worked and level of expertise</td>
<td>Economic Development Authority Board Members</td>
<td>Group/Individual Interview</td>
<td></td>
</tr>
<tr>
<td>Opinion about NSP staff's ability to support developers through the process and be a resource for questions, concerns, and issues within the process including staff response time and level of expertise.</td>
<td>NSP Developers and Business Owners</td>
<td>Survey 1</td>
<td></td>
</tr>
<tr>
<td>Evaluation Questions</td>
<td>Type of Data</td>
<td>Source of Data</td>
<td>Collection Method</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Question 3:</td>
<td>Popularity of the businesses in North St. Paul</td>
<td>Number of businesses in North St. Paul compared to other suburbs of Minneapolis/St. Paul with similar demographic and population</td>
<td>Review of Data</td>
</tr>
<tr>
<td></td>
<td>Cost of owning a business in North St. Paul</td>
<td>Records of prices for commercial properties compared to similar cities</td>
<td>Review of Data</td>
</tr>
<tr>
<td></td>
<td>Sales statistics of North St. Paul compared to neighboring cities with similar demographics to NSP</td>
<td>Past sales documents from business owners in North St. Paul and similar cities</td>
<td>Review of Data</td>
</tr>
<tr>
<td></td>
<td>Benefits to owning a business in North St. Paul and attitude toward the current process as compared to any other city developer or business.</td>
<td>NSP Developers and Business Owners</td>
<td>Survey 1</td>
</tr>
<tr>
<td></td>
<td>Benefits and marketable attributes to owning a business in North St. Paul</td>
<td>Economic Development Authority Board Members</td>
<td>Focus Group</td>
</tr>
<tr>
<td></td>
<td>Benefits and marketable attributes to owning a business in North St. Paul</td>
<td>City Zoning Official, City Economic Development Director, and City Manager</td>
<td>Individual Interviews</td>
</tr>
</tbody>
</table>

*This question is not directly related to the evaluation however will help us make recommendations to the City of NSP about what type of businesses to market the redevelopment process toward*
Types and Sources of Data to Answer Evaluation Questions

We have outlined three questions that the evaluation will answer (see Figure 1: Evaluation Question Table). Each question will be answered using a variety of different types of data, sources of data, and collection methods. By using this variety, we will be able to gather both quantitative and qualitative data that can be summarized to make recommendations to the city of North St. Paul on how to improve their current redevelopment process.

**Evaluation Question One:** *To what extent is the current redevelopment process meeting the needs of existing and potential developers?*

The first question is the most important question to the evaluation plan for NSP. To answer this question, we will triangulate data from a variety of collection methods: surveys, individual interviews, group interviews, and review of documents. Through these methods, we will be able to give the city a list of recommendations on how to improve the current redevelopment process.

First, we will collect data from the most important source, NSP developers and business owners. These individuals have gone through the redevelopment process in the previous five years. We want to survey them to understand their opinions and experiences including areas of confusion, frustration, and needed improvement. Questions on the survey will include: what parts of the process were confusing, were there parts of the process that need to be change, what things could help improve the process, and multiple attitude questions using likert-style responses. In addition, we will ask these same individuals how much money it costs to go through the process including fees assessed by the city and any indirect cost (lawyer fees, market research, etc).

In addition to current business owners and developers, we will survey developers and business owner in the MSP metro area that do not have a business in NSP. With this survey we want to understand their perception of time to complete a development process with a city and some reasonable steps that most cities require for redevelopment. Questions will include: average time it takes to complete development process, basic demographic information of owner and business locations, and an overview of other cities development processes. This information will be valuable in giving the city of NSP an understanding of what other cities are doing to redevelop their communities.

Internally, two groups of individuals will also provide data to answer this first question: The Economic Development Authority (EDA) Board and NSP staff members. EDA board members will participate in a group interview. The group interview will aim to understand the opinions and attitudes toward current processes especially areas of frustration, barriers to entry, and on converse to that, things that are working well in the process that should not be changed. The EDA has worked on developing the current process and have talked with current businesses/developers in NSP so they will understand some of the areas that need improvement. They will also be able to tell us why they decided to create the process as it is today and any justification for processes.
We will then conduct individual interviews with three members of the city of NSP staff: the city zoning official, Economic Development Director and City Manager. These three individuals work most closely with the redevelopment process and have the best understanding of how the process works and why certain steps are important to the process. Questions for the interview will include: what barriers currently exist, what steps in the process provide the most frustration/confusion, what steps seem to work well, and what things should remain the same or unchanged based on regulatory issues.

One of the barriers to redevelopment is often the time it takes to complete paperwork and get approval for development. Part of this evaluation will involve reviewing pending and completed new business forms to understand the average processing time. The forms have an application date (filled out by the business/developer) and a completion date (filled out by city staff). By using these dates, we can calculate the average process time and use previously collected data (from survey 2) to understand if this time frame is acceptable to potential businesses/developers and if it is comparable to other cities.

**Evaluation Question Two: To what extent does the city of North St. Paul staff have the capacity to fulfill the needs of the existing redevelopment program?**

An important part of the evaluation is to understand if the city of North St. Paul staffs have the capacity (time, knowledge, and expertise) to meet the needs of the redevelopment program. The staff partner with new businesses/developers from start to finish and it is important to make sure that the staffs have the capacity and commitment to the goals of the project. In order to answer this question, we will triangulate information from a variety of different sources and four different data collection methods: individual interviews, focus groups, a survey and review of key documents.

The evaluation plan starts with reviewing of two key documents. First in order to understand what role each city staff plays in the redevelopment process, evaluators will review the city of NSP staff roles and responsibilities documents. Every position at NSP has a list of roles and responsibilities that they are evaluated on annually. By reviewing this list, we will be able to understand exactly what is expected of each staff member. Without this knowledge we would not be able to evaluate the staffs capacity because we don’t know what they need capacity to do.

Secondly, we will review the timecards of NSP staff. This will provide us with information on the length of time NSP staff members work on redevelopment. It will answer timing questions like: do they work full-time or part-time, are they showing up on-time, are they consistently leaving early, do they take too long of breaks, do they spend more time working on other projects or is a majority of their time consumed by the redevelopment project.

Once all the documents have been reviewed, the key city staff will be interviewed individually to understand their opinion and attitude toward their own and other staff members involvement in the process, including each member’s ability to complete tasks time, with the right level of expertise. These staff members work together frequently on the redevelopment project so it is important to understand if there is any missing expertise on the team, if certain members do not
have the time or capacity to complete projects, or if specific individuals are completing a majority of the work. This will help us better understand if the redevelopment team needs additional support, time or expertise in order to complete the current process and potential new additions.

The Economic Development Authority (EDA) Board Member will be a part of group or individual interviews. These interviews will help us understand their opinion on the staff’s ability to complete roles and responsibilities both on time and with the right level of expertise. The EDA Board Members are ultimately in charge of the process and work closely to monitor staff’s understanding and completion of redevelopment tasks. There are also members that have experience with redevelopment processes in similar cities that may understand what expertise (if any) is lacking amongst the city of NSP staff. The interviews will be conducted as a part of their quarterly meetings and will be facilitated so that all members have the opportunity to share their knowledge and understanding of the capabilities of the city of NSP staff to complete their responsibilities.

The final source of information to answer this question is the NSP developers and business owners. They have all been a part of the redevelopment process at one point and had the opportunity to partner with the city staff to complete the process. The completed survey will have questions to answer about the city staff’s response rate, concerns, and if they had expertise to help guide businesses through the process. Was there expertise that was lacking or were the staff slow to respond to questions? Their firsthand accounts will help us better understand if staffs have been able to quickly and effectively work with businesses and developers in the past.

By using a variety of collection methods and a variety of data sources, we will be able to help the city better understand if the city staffs have the capacity and expertise to complete the redevelopment process. A mix of both internal and external data sources will help keep the data unbiased and multi-perspective.

**Evaluation Question Three/Developing Recommendations:** What factors have drawn current businesses and developers to North St. Paul?

Question three is trying to understand why business owners and developers chose to come to NSP. Although this question is outside the scope of the evaluation, the collection and summarizing of this data will help NSP to understand what type of businesses to target and market toward for future redevelopment. It will help NSP achieve its goal of attracting more businesses by understanding what type of businesses are already attracted to the city. To answer this question we will use several different collection methods including: reviewing data, a survey, a focus group, and individual interviews.

In order to find the popularity of businesses in NSP, we will review data that has been collected about the number of businesses in NSP compared to five other suburbs of Minneapolis/St. Paul with similar demographics and population. This information can be obtained mostly from online resources and paperwork from the comparable cities. To find the comparable cities we will use a map of population size of the suburbs of Minneapolis and St. Paul. The cities that match the population size will then be compared to the demographics of NSP, which can be found on most
of the city’s website pages or state of MN website. The five best matches will be used as a comparison for NSP. The amount of businesses will be counted by using documents provided by the cities. By comparing similar cities to NSP’s, we can establish a benchmark or goal for NSP and its redevelopment process. In addition, this will give the city an idea if they need to increase the amount of businesses in order to compete with similar cities or if the current number of businesses in NSP is acceptable.

In order to find the cost of owning a business in NSP, we will review paperwork of the current NSP business owners. In addition, we will ask current business owners in a survey how much they ended up spending on the process (including indirect costs like legal fees, staff time, etc). This information will help the redevelopment program know if business expenses are too high or affordable and if cost is one of the barriers for businesses and developers to open locations in NSP.

More useful information for the marketing of the redevelopment plan is to have sales statistics of businesses. By collecting data of sales in NSP it will show the prosperity of the businesses. The data will be found by using the sales information and statistics of current businesses in NSP. If the sales are high and the businesses of NSP is making a large profit that is appealing to other business owners to develop or relocate in NSP.

To figure out the benefits of owning a business in NSP and the attitude toward the current process we will survey NSP business owners and developers. The questions would address why they like being located in NSP and their feelings toward the process. In addition, it will ask why they originally came to St. Paul: what attracted them, how did they hear about NSP, and has it lived up to the initial expectations. The survey will ask about benefits such as successful business area, aesthetically pleasing area, safe area, affordable business costs. To discover their thoughts toward the process, questions on the survey will be about the ease and difficulty, the time required, the cost, and other parts of the process will be asked about. This will give the redevelopment program an idea how the program can be better for future business owners and developers. It will also give the city information on what attracts business to NSP. They can use the information to more directly target specific businesses to NSP.

To further understand the benefits and marketable attributes of owning a business in NSP, the Economic Development Authority (EDA) Board Members will participate in a focus group. The focus group will create strategies to showcase the economic benefits of owning a business or developing in NSP. Members of the EDA Board are active members of the community and may have a good idea of what attracts businesses to NSP. They may also have a good idea of the type of business that should be and could be successful marketing to NSP. All these things will be addressed during the focus group.

Along with the focus group, individual interviews will be conducted with city zoning officials, the city economic development director, and the city manager. These are the city staff that work closest to the redevelopment project. They have worked with new businesses and potential developers. We will use this individual interview to understand what has attracted business to NSP in the past and what business gaps still exist in NSP.
By triangulating the data from individual interviews, a focus group, and written surveys, we will be able to provide NSP will recommendations and data on what attracts businesses to NSP and who to market in future redevelopment campaigns.

Data Collection Methods and Rationale for Selection

**Figure 2: Table of Collection Methods**

<table>
<thead>
<tr>
<th>Collection Method</th>
<th>Source of Data</th>
<th>Evaluation Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey 1</td>
<td>NSP Developers and Business Owners</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Survey 2</td>
<td>Potential NSP Business and Developers</td>
<td>1</td>
</tr>
<tr>
<td>Focus Group</td>
<td>Economic Development Authority Board Members</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Individual Interview</td>
<td>City Zoning Official, City Economic Development Director, and City Manager</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Review of Data/Documents</td>
<td>Various</td>
<td>1, 2, 3</td>
</tr>
</tbody>
</table>

Each evaluation question is answered through a variety of different methods and sources. Each method and source was chosen according to the needs and outcomes of the client.

**Survey 1: NSP Developers and Business Owners**

A survey is one of the most cost-effective methods of evaluation. It is also one of the least time-consuming methods. There are hundreds of NSP developers and businesses, so a short (2-3 page) survey is the most effective to approach these businesses. Each respondent will receive a small incentive for participation in order to increase the response rate.

**Survey 2: Potential NSP Businesses and Developers**

As stated above, a survey is one of the most cost-effective methods of evaluation and one of the least time-consuming. There are also hundreds of potential businesses in the surrounding suburbs that could be surveyed, so this will be the most effective way of getting a variety of responses. In order to address low response rates, we will follow-up with business 2 weeks after the initial mailing.

**Focus Group: Economic Development Authority Board Members**

The Economic Development Authority board members meet quarterly to discuss progress and upcoming events for the development of NSP. Logistically, it is easiest to talk to these individuals all at once. We will conduct a 1 hour focus group: first in small groups, then in large groups.
Evaluation Plan:
North St. Paul City Redevelopment Process
during the regularly scheduled board meeting. These individuals are working closely with the development project so we want to make sure to capture a lot of information from them: more information and detail than a short survey could provide.

**Individual Interview:** City Zoning Official, City Economic Development Director and City Manager
The NSP staff members are the people that work closest on the development project. Because they have such intimate knowledge of the project, we thought it would be best to conduct individual interviews. This method will give us more quantitative information than a survey could provide. Although individual interviews are considered the most time-intensive methods, we believe this method will be most valuable because of the quantity of data we can collect. Each interview will last a minimum of an hour (with the potential for 1-2 additional follow-up interviews). As these are staff members of NSP, scheduling should not be a major issue.

**Review of Data/Documents:** Varies
Finally, we will review archival data in order to understand the redevelopment market, cost/barriers to redevelopment, roles and responsibilities of NSP staff, and general operation of the current redevelopment process. These documents/data will help us better understand the context, history, and surroundings of NSP.
BIBLIOGRAPHY

Ammerman, P. (2013, October 10). City Development Director. (K. Foley, Interviewer)


APPENDIX I: North St. Paul Official Zoning Map
APPENDIX II: North St. Paul Redevelopment Process Logic Model

Problem/Situation: The past development models of North St. Paul does not meet the expanding market preferences or embrace possible emerging opportunities. In order to meet the growing need for change, the city of North St. Paul is pursuing to become recognized as a “redevelopment ready” community.

RESOURCES
- Redevelopment Plan
- North St. Paul budget
- City staff
- Consultant groups
- City taxpayers
- Livable Community Campaign and Grant
- Economic Development Authority

ACTIVITES
- Bring clarity to the processes and expectations to all investors
- Identify and modify past development models;
- Secure funding through DEED, MPCA, and LCDA
- Ensuring there is a commonly understood commitment across staff and elected officials
- Reviewing zoning and building codes, to ensure that those rules and regulations are well aligned with the desired end results
- Incorporate realistic understanding of the market conditions
- Be prepared to subsidize desired developments that exceed typical market risk
- Identify a way to work in a more collaborative fashion with developers/businesses

OUTPUTS
- Informed and collaborative staff and elected officials
- Improvements to current redevelopment practices
- Commitment by staff to make sure planning is complete and short-term and long-term goals are achieved
- Funded program through long-term outcome
- Increased job opportunities in North St. Paul
- Increased tax dollars for city to use in future redevelopment

OUTCOMES
Short-Term Outcome
- to identify thoughts of investors though interview, and determine the gap of current reviewing procedures and policies which are not perfectly according to the expectations of investors;

Medium-term Outcome
- to make suitable change for current reviewing processes and regulations, including incorporating realistic and practical understanding for all related stuff for the redevelopment;

Long-Term Outcome
- ultimate aim of the new development is to maximize properties’ highest and best use, which will result in job creation/retention, an increased tax base and improves quality of life for residents.

ASSUMPTIONS:
1. North St. Paul can become an attractive location to businesses
2. City staff have the capacity to achieve the plans goals and objectives
3. Citizens of North St. Paul have a positive attitude toward city redevelopment
4. North St. Paul will be able to secure funding for activities
5. Elected official will be able to agree with and build capacity for completion of this project

EXTERNAL FACTORS:
1. Government laws and regulations
2. State zoning regulations
3. Natural disasters including floods or tornadoes
4. Turnover and retention of staff on redevelopment project
5. Corruption
APPENDIX III: New Business Information Form

New Business Information Form
In an effort to better serve your new business and get you started in the city's processes, complete the information below and return to:

Jim Henneck, Building and Zoning Official
City Hall 2400 Margaret Street, North St. Paul, MN 55109
Phone: 651.747.2438 Fax: 651.747.2435
Email: jim.henneck@ci.north-saint-paul.mn.us

Property Address:__________________________________________________________
Business Name:________________________________________________________
Business Address:________________________________________________________
Owner’s Name:___________________________________________________________
Contact Name:___________________________________________________________
Contact Address:________________________________________________________
Contact Phone Number:__________________________________________________
Contact Email Address:___________________________________________________

-*Indicate which contact is most convenient: Phone or Email*

Please Describe Your Business?
________________________________________________________________________
________________________________________________________________________

When are you planning to move in or start construction?
________________________________________________________________________

Once Submitted, You will be contacted within 3 business days

| Internal Use Only |
| Received By: _____________________________ | Contacted |
| By: _____________________________ | |
| Date Received: _____________________________ |
APPENDIX IV: New Business Checklist: New Construction

2400 Margaret St.
North St. Paul, MN 55109
www.ci.north-saint-paul.mn.us

New Business Checklist
Building New Construction
A Guide through City Processes for New Businesses in North St. Paul

Welcome to North St. Paul. We are excited to have your business be located in our extraordinary small town. This information will assist you through the process of locating your business in North St. Paul.

Before completing the steps below, have you checked the permitted uses for the zoning district of the space you are occupying? Please visit www.ci.north-saint-paul.mn.us for zoning information or contact Jim Henneck, Building and Zoning Official, 651.747.2438.

Step 1
☐ Complete the New Business Informational Form
  • Someone will contact you within three business days after completing this form
  • This form is attached and can be also found and submitted through our website at www.ci.north-saint-paul.mn.us

Step 2
☐ Review Site Conditions

Step 3
☐ Occupancy Inspection
  • A building certificate of occupancy/fire inspection is required prior to occupancy, contact the Fire Department 651.747.2405
  • Contact the Fire Department, 651.747.2405 regarding lock box keys in case of emergency

Step 4
☐ Apply for a Sign Permit
  • Will you require signage?
    ▪ If yes you will need to apply for a sign permit and complete the approval process, contact Jim Henneck, Building and Zoning Official, 651.747.2438

Step 5
☐ Need for Additional Licenses
  • Will your establishment be selling alcohol?
    ▪ If so you will want to contact the North St. Paul Police Department, 651.747.2406 to obtain a liquor license
• Will your establishment be acting as a restaurant?
  ▪ If yes, you will want to contact St. Paul-Ramsey County Health Department, 651.266.1171 for information regarding a restaurant license
• Will your establishment be selling cigarette or tobacco?
  ▪ If so you will want to contact Teri Werner, Community Development Specialist, 651.747.2460 for a cigarette and tobacco license
• Will your establishment be distributing gasoline?
  ▪ If yes, you will want to contact Teri Werner, Community Development Specialist, 651.747.2460 for a gasoline distribution license

Step 6
☐ Set up Utilities
  • The City of North St. Paul provides water, sewer and electric utilities for the City of North St. Paul.
  • Contact the Finance Department 651.747.2413 to set up service.
    ▪ Information needed: Contact Person, Billing Address, Service Address, Date to Start Service and Phone Number and Email of Contact
    ▪ A deposit is required at set up

Step 7
☐ You have completed the steps necessary for locating a business in North St. Paul. If you have any additional questions please contact City Hall, 651.747.2407. Keep in touch with City Hall as we like to promote our local businesses. This information is to guide you through the process. Additional items may be required by the City. We appreciate having you in North St. Paul. Welcome.