



West Fargo Planning and Zoning Meeting
West Fargo City Hall Commission Chambers
800 4th Ave E, West Fargo, 58078
Tuesday, March 7, 2023 5:30 PM

1. Call to Order
2. Approval of Minutes – February 14, 2023
3. **Continued** – A23-4 Sandhills 6th Addition, a Replat and Rezoning from A: Agricultural to LI: Light Industrial and P: Public Facilities of Auditor's Lot 3 and a Replat of all of Block 2, Lots 6-16 of Block 3, Lots 2-7 and 10-22 of Block 4, Lots 10 and 13 of Block 8, Lots 3-10 and 13-22 of Block 9, all of Blocks 10 and 11, all in Meadow Brook Park Subdivision; a Vacation Plat of part of Gress Avenue, all of Second Avenue North, part of First Avenue North, all of Northern Pacific Avenue and part of Park Boulevard all in Meadow Brook Park Subdivision, all in the SE¼ of Section 2, T139N, R50W, City of West Fargo, North Dakota - Ocho Indy, LLC (Continued to April 10, 2023)
4. Public Hearing – A23-7 Sukut's 6th Addition, replat of Lots 15-20, Block 26 and part of vacated alley in Block 26 of Sukut's 3rd Subdivision (409 Sheyenne Street), City of West Fargo, North Dakota – KramERICA (Enclave)
5. Public Hearing – A23-9 Brooks Harbor 10th Addition, a replat of Lot 1, Block 2 of Brooks Harbor 1st Addition, City of West Fargo, North Dakota - Graham
6. A23-8 Kost 4th Addition, a retracement plat (lot combine) of Lots 1-4, Block 1 of Kost 2nd, City of West Fargo, North Dakota - RR Refrigeration
7. Final presentation of the Planning Needs Assessment Action Plan
8. Non-Agenda Items
 - We would publically like to thank Lana Rakow for her service on the Planning and Zoning Commission. Lana's term expires April 1, 2023.
9. Adjourn

West Fargo Planning & Zoning Commission
Tuesday, February 14, 2023 at 5:30pm
West Fargo City Hall

Members Present: Joe Kolb, Mike Thorstad, Brady Woodard, Aleyna Leibfried, Dave Gust

Members Absent: Lana Rakow, Eric Dodds

Others Present: Aaron Nelson, Lisa Sankey, John Shockley, Chanda Erickson

Minutes Submitted by: Chanda Erickson, Office Manager

Meeting was called to order by Chair Kolb at 5:30pm.

Commissioner Woodard moved and Commissioner Gust seconded to approve the January 10, 2023 meeting minutes as distributed. No opposition, Motion carried.

Commissioner Kolb opened a Public Hearing - A23-4 Sandhills 6th Addition, a Replat and Rezoning from A: Agricultural to LI: Light Industrial and P: Public Facilities of Auditor's Lot 3 and a Replat of all of Block 2, Lots 6-16 of Block 3, Lots 2-7 and 10-22 of Block 4, Lots 10 and 13 of Block 8, Lots 3-10 and 13-22 of Block 9, all of Blocks 10 and 11, all in Meadow Brook Park Subdivision; a Vacation Plat of part of Gress Avenue, all of Second Avenue North, part of First Avenue North, all of Northern Pacific Avenue and part of Park Boulevard all in Meadow Brook Park Subdivision, all in the SE¼ of Section 2, T139N, R50W, City of West Fargo, North Dakota - Ocho Indy. There was public comment.

Amanda Barker spoke of behalf of Timothy Cockayne at 204 Park Boulevard. She discussed the hardships facing the property owner due to high specials and taxes. She said he would be willing to sell if he was offered replacement value and not market value.

Xavier Welty, realtor at Re/Max Legacy Realty said these properties have zero salability due to the special assessments and industrial area around them. He said many of the properties received letters from Enclave. He tried calling several times and could never connect.

Robin Hovde, of 2712 Gress Avenue, stated he is the President of Meadow Brook Road and Water and he wants to ensure their water is not cut off due to construction because it has been in the past.

Christopher Gibbons, owner of 2640 Gress Avenue stated he wants replacement value of his home and that the special assessments have create hardship for the remaining residents.

Tim Gleason from Enclave said that a TIF district was created so the special assessments would not be the responsibility of residents in the area for this future project. He also mentioned that letters were sent to the property owners.



Austin Morris from Enclave said they became involved in acquiring properties in 2022. He also mentioned that the TIF district would protect the residents from additional specials. They are open to further discussions with the residents.

The Public Hearing was closed. After continued discussion, Commissioner Thorstad moved and Commissioner Gust seconded to deny the application. After additional discussion, Commissioner Thorstad rescinded his motion to deny and motioned to table the item until next meeting. His recommendation was that the remaining properties be included in the rezoning so the complete area is covered, including all properties and the neighborhood well. Commissioner Woodard seconded. Item tabled.

Commissioner Kolb opened a Public Hearing – A23-5 – Dakota Territory 14th Addition, PUD Amendment for Multiple Dwellings at 1018 17th St E (Lot 1, Block 1 of Dakota Territory 14th Addition), City of West Fargo, North Dakota – Mission Homes. There was no public comment. The Public Hearing was closed. After discussion, Commissioner Gust moved and Commissioner Thorstad seconded to approve the application. No opposition. Motion carried.

Commissioner Kolb opened a Public Hearing - A23-6 Zoning Ordinance Amendment to Title IV of the City Ordinances (zoning regulations) pertaining to daycare uses. The Public Hearing was closed. After discussion, Commissioner Gust moved and Commissioner Woodard seconded to approve. No opposition. Motion carried.

Site Plan Review – C: Light Commercial Site Plan Review at 2630 Sheyenne Street (Lot 3, Block 1, Eaglewood Second Addition), City of West Fargo, North Dakota – Two Rivers Veterinary Hospital. After discussion, Commissioner Thorstad moved and Commissioner Woodard seconded to approve the application. No opposition. Motion carried.

Update on the Planning Needs Assessment Action Plan from Director Aaron Nelson

Non agenda items

The March and April Planning and Zoning Commission meetings have been rescheduled due to calendar conflicts. The dates selected are March 7th, 2023 and April 10th, 2023 at 5:30pm

Commissioner Woodard and Commissioner Thorstad seconded to adjourn. No opposition. Meeting adjourned.

Planning and Zoning Commission meetings are published on YouTube City of West Fargo Channel; and are also included in our video archive at <https://www.westfargond.gov/1202/Agendas-Minutes>

People with disabilities who plan to attend the meeting and need special accommodations should contact the Planning Office at 701.515.5370. Please contact us at least 48 hours before the meeting to give our staff adequate time to make arrangements.

Minutes are available on the City of West Fargo Web site at <https://www.westfargond.gov/1202/Agendas-Minutes>

STAFF REPORT

A23-7 REPLAT	
Sukut's 6 th Addition	
Lots 15-20, Block 26 and part of vacated alley in Block 26 of Sukut's 3 rd Subdivision (409 Sheyenne Street), City of West Fargo, North Dakota	
Applicant: Tim Gleason - KramERICA (Enclave) Owner: State Bank of West Fargo (Bell Bank)	Staff Contact: Lisa Sankey
Planning & Zoning Commission Public Hearing:	03-07-2023
City Commission Final Plat Approval:	

PURPOSE:

Replat to consolidate existing lots into one for redevelopment of property.

STATEMENTS OF FACT:

Land Use Classification:	G-4A Core Retrofit Growth Area
Existing Land Use:	Former Financial Institution
Current Zoning District(s):	DMU: Downtown Mixed Use
Zoning Overlay District(s):	n/a
Proposed Lot size(s) or range:	39,909 ft ²
Total area size:	1.03 Acres
Adjacent Zoning Districts:	North & West – DMU: Downtown Mixed Use; South & East – R-3: Multiple Dwellings
Adjacent street(s):	4 th Avenue West (Local); 5 th Avenue West (Local); Sheyenne Street (Arterial), 8 th Ave W (Local)
Adjacent Bike/Pedestrian Facilities:	Adjacent Sidewalks
Available Parks/Trail Facilities:	Sheyenne Plaza across street; South Elementary, Herb Tintes Park, and Veteran's Memorial Pool within ¼ mile.
Park Dedication Requirements:	The area is developed.

DISCUSSION AND OBSERVATIONS:

- The applicant has submitted an application for a replat to consolidate existing lots into one for redevelopment of property.
- In preparation of Sheyenne Street redevelopment, a 20' strip of land was originally deeded to the City of West Fargo along the west portion of the property.
- The applicant is proposing to redevelop the site as an eating and drinking establishment and would like to develop an outdoor patio along Sheyenne Street.
- As such, the City of West Fargo is giving back the four feet which wasn't used for the Sheyenne project and the remaining 16' would be retained by the City and dedicated as public right-of-way.
- The plat will be accompanied by a deed to convey the roughly 4' back to the owner.

NOTICES:

Sent to: Hearing notice in the official newspaper and applicable agencies and departments

STAFF REPORT

Comments Received:

- None received by staff to date.

CONSISTENCY WITH COMPREHENSIVE PLAN AND OTHER APPLICABLE CITY PLANS AND ORDINANCES:

- This application invests in older neighborhoods, improves the neighborhood design, increases a mix of uses and is consistent with goals of the Comprehensive Plan's Action Plan Big Idea to "Strengthen Neighborhoods and Expand Housing Choice".
- Redevelopment and reinvestment in the site to align with the "Core-Retrofit Growth Sector" will positively impact the City's downtown core area and the proposed design and mixed uses are consistent with the Comprehensive Plan Big Idea to continue to "Establish Downtown as a Cultural Center for West Fargo".

RECOMMENDATIONS:

It is recommended that the City approve the proposed application on the basis that it is consistent with City plans and ordinances.

Attachments:

- Aerial map
- Zoning map
- Preliminary Plat





West Fargo Zoning

- A: Agricultural
- C: Light Commercial
- C-OP: Commercial Office Park
- DMU: Downtown Mixed Use
- EMU: Entertainment Mixed Use
- HC: Heavy Commercial

- LI: Light Industrial
- M: Heavy Industrial
- P: Public
- PUD: Planned Unit Development
- R-L1A: Large Lot Single Family Dwelling
- R-1A: Single Family Dwelling
- R-1: One and Two Family Dwelling

- R-1SM: Mixed One and Two Family Dwelling
- R-2: Limited Multiple Dwelling
- R-3: Multiple Dwelling
- R-4: Mobile Home
- R-5: Manufactured Home Subdivision
- R-1E: Rural Estate
- R-R: Rural Residential



0 80 160 US Feet



LUMION



**PLAT OF
SUKUT'S SIXTH ADDITION**
TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 15 THROUGH 20, BLOCK 26, AND
PART OF THE VACATED ALLEY IN BLOCK 26, SUKUT'S THIRD SUBDIVISION
WEST FARGO, NORTH DAKOTA

CERTIFICATE

AARON SKATTUM, BEING DULY SWORN, DEPOSES AND SAYS THAT HE IS THE REGISTERED LAND SURVEYOR WHO PREPARED AND MADE THE ATTACHED PLAT OF "SUKUT'S SIXTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 15 THROUGH 20, BLOCK 26, AND PART OF THE VACATED ALLEY IN BLOCK 26, SUKUT'S THIRD SUBDIVISION, CASS COUNTY, NORTH DAKOTA; THAT SAID PLAT IS A TRUE AND CORRECT REPRESENTATION OF SAID SURVEY, THAT ALL DISTANCES ARE CORRECTLY SHOWN ON SAID PLAT; THAT MONUMENTS HAVE BEEN PLACED IN THE GROUND AS INDICATED FOR THE GUIDANCE OF FUTURE SURVEYS AND THAT SAID ADDITION IS DESCRIBED AS FOLLOWS:

LOTS 15 THROUGH 20, BLOCK 26, AND THAT PORTION OF THE VACATED ALLEY IN SAID BLOCK 26 BEING DESCRIBED AS FOLLOWS, TO-WIT: COMMENCING AT THE NORTHEAST CORNER OF LOT 20 OF SAID BLOCK 26, THENCE SOUTH ON THE EAST BOUNDARY LINE OF LOTS 15 THROUGH 20, TO THE SOUTHEAST CORNER OF LOT 15, THENCE EAST 10.00 FEET, THENCE NORTH TO A POINT 10.00 FEET EAST OF THE POINT OF BEGINNING, THENCE WEST 10.00 FEET TO THE POINT OF BEGINNING, ALL IN SUKUT'S THIRD SUBDIVISION OF A PART OF THE NORTHWEST QUARTER OF SECTION 8, IN TOWNSHIP 139 NORTH OF RANGE 49 WEST OF THE 5TH PRINCIPAL MERIDIAN, SITUATE IN THE CITY OF WEST FARGO, THE COUNTY OF CASS AND THE STATE OF NORTH DAKOTA

SAID TRACT CONTAINS 1.03 ACRES, AND IS SUBJECT TO ALL EASEMENTS, RESTRICTIONS, RESERVATIONS AND RIGHTS OF WAY OF RECORD, IF ANY.

AARON SKATTUM
REGISTERED LAND SURVEYOR
REG. NO. LS-6153



STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED AARON SKATTUM, REGISTERED LAND SURVEYOR, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS HIS FREE ACT AND DEED.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

DEDICATION

WE, THE UNDERSIGNED, DO HEREBY CERTIFY THAT WE ARE THE OWNERS OF THE LAND DESCRIBED IN THE PLAT OF "SUKUT'S SIXTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 15 THROUGH 20, BLOCK 26, AND PART OF THE VACATED ALLEY IN BLOCK 26, SUKUT'S THIRD SUBDIVISION, CASS COUNTY, NORTH DAKOTA; THAT WE HAVE CAUSED IT TO BE PLATTED INTO LOTS AND BLOCKS AS SHOWN BY SAID PLAT AND CERTIFICATE OF AARON SKATTUM, REGISTERED LAND SURVEYOR, AND THAT THE DESCRIPTION AS SHOWN IN THE CERTIFICATE OF THE REGISTERED LAND SURVEYOR IS CORRECT; AND HEREBY DEDICATE SHEYENNE STREET RIGHT-OF-WAY SHOWN ON SAID PLAT TO THE USE OF THE PUBLIC.

OWNER: BELL BANK
(ALL EXCEPT DEDICATED RIGHT-OF-WAY)

[name], [title]

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED [name], KNOWN TO ME TO BE THE [title] OF BELL BANK, THAT IS DESCRIBED IN AND WHO EXECUTED THE FOREGOING DEDICATION AND ACKNOWLEDGED TO ME THAT [he/she] EXECUTED THE SAME IN THE NAME OF BELL BANK.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

OWNER: CITY OF WEST FARGO
(DEDICATED RIGHT-OF-WAY)

BERNIE L. DARDIS
PRESIDENT, WEST FARGO CITY COMMISSION

TINA FISK, CITY ADMINISTRATOR

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED BERNIE L. DARDIS, PRESIDENT OF THE WEST FARGO CITY COMMISSION, AND TINA FISK, CITY ADMINISTRATOR, KNOWN TO ME TO BE THE PERSONS DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT THEY EXECUTED THE SAME IN THE NAME OF THE CITY OF WEST FARGO.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO CITY ATTORNEY APPROVAL

I HEREBY CERTIFY THAT PROPER EVIDENCE OF TITLE HAS BEEN EXAMINED BY ME AND I APPROVE THE PLAT AS TO FORM AND EXECUTION THIS _____ DAY OF _____, 2023.

JOHN T. SHOCKLEY, CITY ATTORNEY

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED JOHN T. SHOCKLEY, CITY ATTORNEY, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS THE CITY ATTORNEY.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO PLANNING COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED
THIS _____ DAY OF _____, 2023.

JOSEPH F. KOLB, CHAIRMAN

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED JOSEPH F. KOLB, CHAIRMAN OF THE WEST FARGO PLANNING COMMISSION, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME IN THE NAME OF THE WEST FARGO PLANNING COMMISSION.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO CITY COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED
THIS _____ DAY OF _____, 2023.

BERNIE L. DARDIS, PRESIDENT OF
THE WEST FARGO CITY COMMISSION

TINA FISK, CITY ADMINISTRATOR

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED BERNIE L. DARDIS, PRESIDENT OF THE WEST FARGO CITY COMMISSION, AND TINA FISK, CITY ADMINISTRATOR, KNOWN TO ME TO BE THE PERSONS DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT THEY EXECUTED THE SAME IN THE NAME OF THE CITY OF WEST FARGO.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

CITY ENGINEER'S APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED
THIS _____ DAY OF _____, 2023.

DANIEL R. HANSON, CITY ENGINEER

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED DANIEL R. HANSON, CITY ENGINEER, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS CITY ENGINEER.

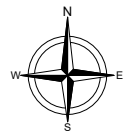
NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA



PRELIMINARY
2/2/2023



SHEET 1 OF 1
PROJ. NO. 23069



Scale in Feet
BASIS OF BEARINGS:
THE WEST LINE OF BLOCK 26 HAS AN
ASSIGNED BEARING OF N22°31'17\"

LEGEND

- IRON MONUMENT FOUND
- SET 5/8\"X18\" REBAR WITH BLUE PLASTIC CAP #0153
- CHISELED \"X\" IN CONCRETE
- L ARC LENGTH
- R RADIUS LENGTH
- A CENTRAL ANGLE
- CH CHORD LENGTH
- CH, BRG. CHORD BEARING
- (171,279) LOT AREA IN SQUARE FEET

STAFF REPORT

A23-9 SUBDIVISION	
Brooks Harbor 10 th Addition	
26 th Ave W & Sheyenne St (Lot 1, Block 2, Brooks Harbor 1 st Addition)	
Applicant/Owner: Mike Graham/MM Land Holdings, LLC	Staff Contact: Aaron Nelson
Planning & Zoning Commission Public Hearing:	03-07-2023
City Commission:	

PURPOSE:

Replat property into two lots for future commercial development

STATEMENTS OF FACT:

Land Use Classification:	G-2 Sub-Urban – Growth Sector
Existing Land Use:	Vacant
Current Zoning District(s):	C: Light Commercial
Zoning Overlay District(s):	C0: Corridor Overlay
Total area size:	6.1 Acres
Adjacent Zoning Districts:	North – C: Light Commercial South – R2: Limited Multiple Dwelling Residential; C: Light Commercial; R-1SM: Mixed One & Two Dwelling Residential East – A: Agricultural West – R2: Limited Multiple Dwelling Residential
Adjacent street(s):	26 th Avenue W (Collector); Sheyenne St (Arterial); 24 th Avenue W (Local); 5 th Street W (Local)
Adjacent Bike/Pedestrian Facilities:	Shared Use Paths – 26 th Ave W & Sheyenne St Sidewalks – 24 th Ave W & 5 th St W
Available Parks/Trail Facilities:	Not applicable
Park Dedication Requirements:	Not applicable

DISCUSSION AND OBSERVATIONS:

- The proposed subdivision splits one existing lot into two lots and formally dedicates as public right-of-way a narrow strip of land previously purchased by the City for Sheyenne Street infrastructure purposes.
- The plat also establishes a new 40' private drive and utility easement intended to allow a shared access drive and private utility lines along the shared lot line between the two lots.
- At the south end of the private drive and utility easement, a driveway access connection to 26th Avenue W was recently approved by the City Commission, with the condition that either:
 1. the access be right-in/right-out only, controlled by geometric design of a “pork-chop” driveway as approved by the City Engineer; or
 2. the access be contingent upon right-of-way modifications to 26th Avenue W that are necessary, as determined by the City Engineer, to mitigate the concerns outlined in this staff report.

STAFF REPORT

- The property is currently within the C (Light Commercial) and CO (Corridor Overlay) zoning districts. The applicant is proposing a convenience store/gas station on lot 2 with future retail/commercial on Lot 1, which is consistent with the existing zoning of the property.
- A subdivision development agreement will be needed to detail and memorialize the details associated with the design of the 26th Ave W access point, the long-term funding and maintenance of the private drive, and other unique development details.

NOTICES:

Sent to:	Legal notices published in the Forum and notices sent to applicable agencies and departments.
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Comments Received in relation to preliminary plat:

- No comments received to date

CONSISTENCY WITH COMPREHENSIVE PLAN AND OTHER APPLICABLE CITY PLANS AND ORDINANCES:

- The proposed application is consistent with the City plans and ordinances.

RECOMMENDATIONS:

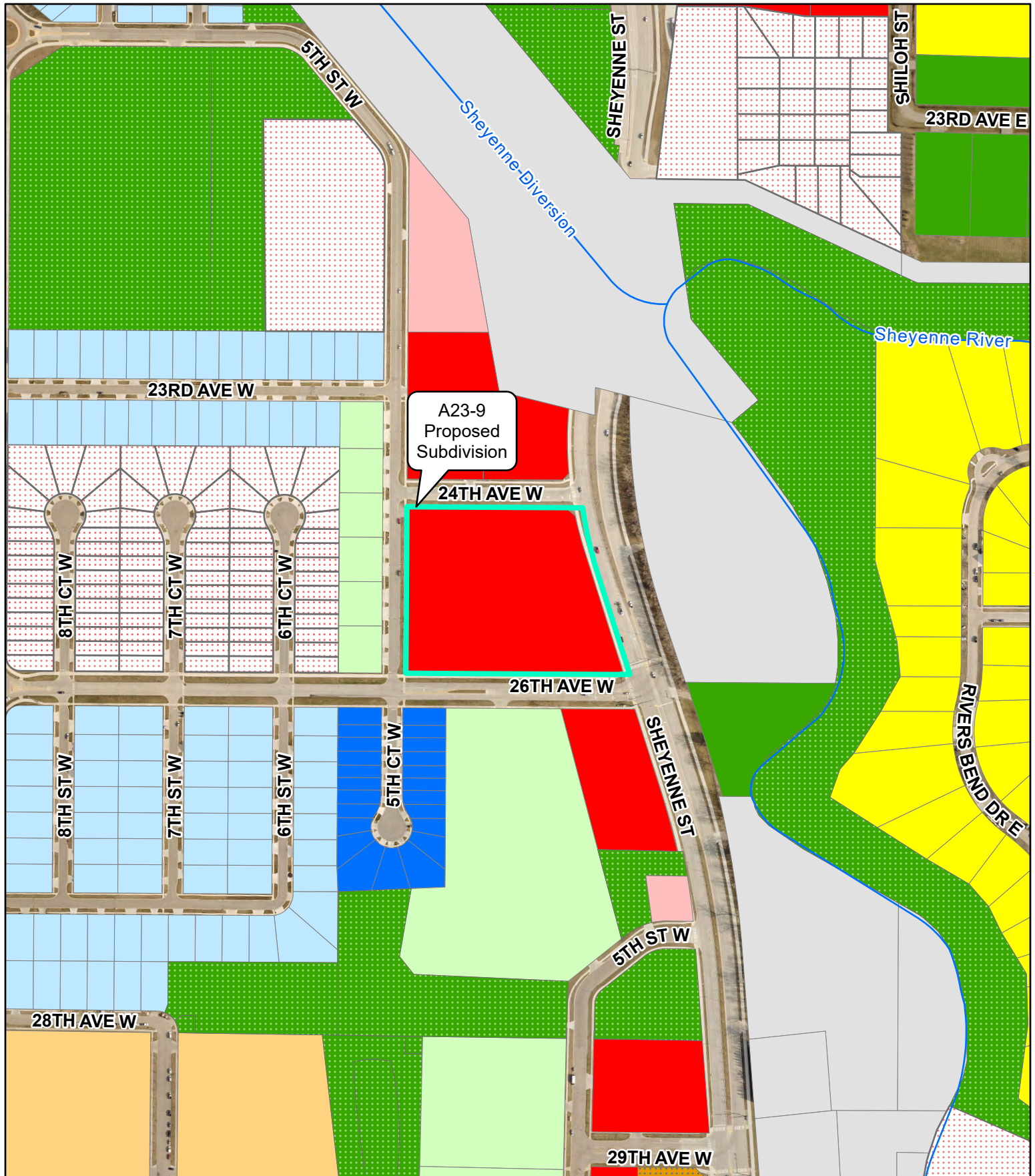
It is recommended that the City approve the proposed application on the basis that it is consistent with City plans and ordinances with recommended conditions of approval as follows:

1. The developer provides a Subdivision Development Agreement prior to Final Plat approval.

Attachments:

- Aerial map
- Zoning map
- Preliminary Plat





West Fargo Zoning

- A: Agricultural
- C: Light Commercial
- C-OP: Commercial Office Park
- DMU: Downtown Mixed Use
- EMU: Entertainment Mixed Use
- HC: Heavy Commercial

- LI: Light Industrial
- M: Heavy Industrial
- P: Public
- PUD: Planned Unit Development
- R-L1A: Large Lot Single Family Dwelling
- R-1A: Single Family Dwelling
- R-1: One and Two Family Dwelling

- R-1SM: Mixed One and Two Family Dwelling
- R-2: Limited Multiple Dwelling
- R-3: Multiple Dwelling
- R-4: Mobile Home
- R-5: Manufactured Home Subdivision
- R-1E: Rural Estate
- R-R: Rural Residential



0 250 500 US Feet

BROOKS HARBOR TENTH ADDITION
TO THE CITY OF WEST FARGO, A REPLAT OF LOT 1, BLOCK 2, BROOKS HARBOR FIRST ADDITION
TO THE CITY OF WEST FARGO, CASS COUNTY, NORTH DAKOTA

CERTIFICATE

AARON SKATTUM, BEING DULY SWORN, DEPOSES AND SAYS THAT HE IS THE REGISTERED LAND SURVEYOR WHO PREPARED AND MADE THE ATTACHED PLAT OF "BROOKS HARBOR TENTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOT 1, BLOCK 2 OF BROOKS HARBOR FIRST ADDITION TO THE CITY OF WEST FARGO, CASS COUNTY, NORTH DAKOTA; THAT SAID PLAT IS A TRUE AND CORRECT REPRESENTATION OF SAID SURVEY; THAT ALL DISTANCES ARE CORRECTLY SHOWN ON SAID PLAT; THAT MONUMENTS HAVE BEEN PLACED IN THE GROUND AS INDICATED FOR THE GUIDANCE OF FUTURE SURVEYS AND THAT SAID ADDITION IS DESCRIBED AS FOLLOWS:

ALL OF LOT 1, BLOCK 2 OF BROOKS HARBOR FIRST ADDITION TO THE CITY OF WEST FARGO, NORTH DAKOTA, ACCORDING TO THE RECORDED PLAT THEREOF.

SAID TRACT CONTAINS 6.31 ACRES AND IS SUBJECT TO ALL EASEMENTS, RESTRICTIONS, RESERVATIONS AND RIGHTS-OF-WAY OF RECORD, IF ANY.



AARON SKATTUM
REGISTERED LAND SURVEYOR
REG. NO. LS-8153

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED AARON SKATTUM, REGISTERED LAND SURVEYOR, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS HIS FREE ACT AND DEED.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

DEDICATION

WE, THE UNDERSIGNED, DO HEREBY CERTIFY THAT WE ARE THE OWNERS OF THE LAND DESCRIBED IN THE PLAT OF "BROOKS HARBOR TENTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOT 1, BLOCK 2 OF BROOKS HARBOR FIRST ADDITION TO THE CITY OF WEST FARGO, CASS COUNTY, NORTH DAKOTA; THAT WE HAVE CAUSED IT TO BE PLATTED INTO LOTS AND BLOCKS AS SHOWN BY SAID PLAT AND CERTIFICATE OF AARON SKATTUM, REGISTERED LAND SURVEYOR, AND THAT THE DESCRIPTION AS SHOWN IN THE CERTIFICATE OF THE REGISTERED LAND SURVEYOR IS CORRECT. WE HEREBY DEDICATE SHEYENNE STREET AS SHOWN HEREON TO THE USE OF THE PUBLIC, AND THE PRIVATE DRIVE AND UTILITY EASEMENT AS SHOWN HEREON TO THE BENEFIT OF THE UNDERLYING PROPERTY OWNERS.

OWNER: LOT 1, BLOCK 1
MM LAND HOLDINGS, LLC, A NORTH DAKOTA LIMITED LIABILITY COMPANY

[NAME]

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED [NAME], KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT SHE EXECUTED THE SAME IN THE NAME OF MM LAND HOLDINGS, LLC, A NORTH DAKOTA LIMITED LIABILITY COMPANY.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

OWNER: LOT 2, BLOCK 1
FARMERS UNION OIL COMPANY OF MOORHEAD, MINNESOTA, A MINNESOTA COOPERATIVE

[NAME]

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED [NAME], KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT SHE EXECUTED THE SAME IN THE NAME OF MM LAND HOLDINGS, LLC, A NORTH DAKOTA LIMITED LIABILITY COMPANY.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

OWNER: CITY OF WEST FARGO
(DEDICATED SHEYENNE STREET RIGHT-OF-WAY)

BERNIE L. DARDIS
PRESIDENT, WEST FARGO CITY COMMISSION

TINA FISK, CITY AUDITOR

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED BERNIE L. DARDIS, PRESIDENT OF THE WEST FARGO CITY COMMISSION, AND TINA FISK, CITY AUDITOR, KNOWN TO ME TO BE THE PERSONS DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT THEY EXECUTED THE SAME IN THE NAME OF THE CITY OF WEST FARGO.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO PLANNING COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED THIS _____ DAY OF _____, 2023.

JOSEPH F. KOLB, CHAIRMAN

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED JOSEPH F. KOLB, CHAIRMAN OF THE WEST FARGO PLANNING COMMISSION, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME IN THE NAME OF THE WEST FARGO PLANNING COMMISSION.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO CITY COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED THIS _____ DAY OF _____, 2023.

BERNIE L. DARDIS, PRESIDENT OF
THE WEST FARGO CITY COMMISSION

TINA FISK, CITY AUDITOR

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED BERNIE L. DARDIS, PRESIDENT OF THE WEST FARGO CITY COMMISSION, AND TINA FISK, CITY AUDITOR, KNOWN TO ME TO BE THE PERSONS DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT THEY EXECUTED THE SAME IN THE NAME OF THE CITY OF WEST FARGO.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

WEST FARGO CITY ATTORNEY APPROVAL

I HEREBY CERTIFY THAT PROPER EVIDENCE OF TITLE HAS BEEN EXAMINED BY ME AND I APPROVE THE PLAT AS TO FORM AND EXECUTION THIS _____ DAY OF _____, 2023.

JOHN T. SHOCKLEY, CITY ATTORNEY

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED JOHN T. SHOCKLEY, CITY ATTORNEY, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS THE CITY ATTORNEY.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA

CITY ENGINEER'S APPROVAL

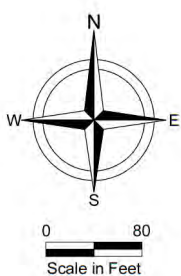
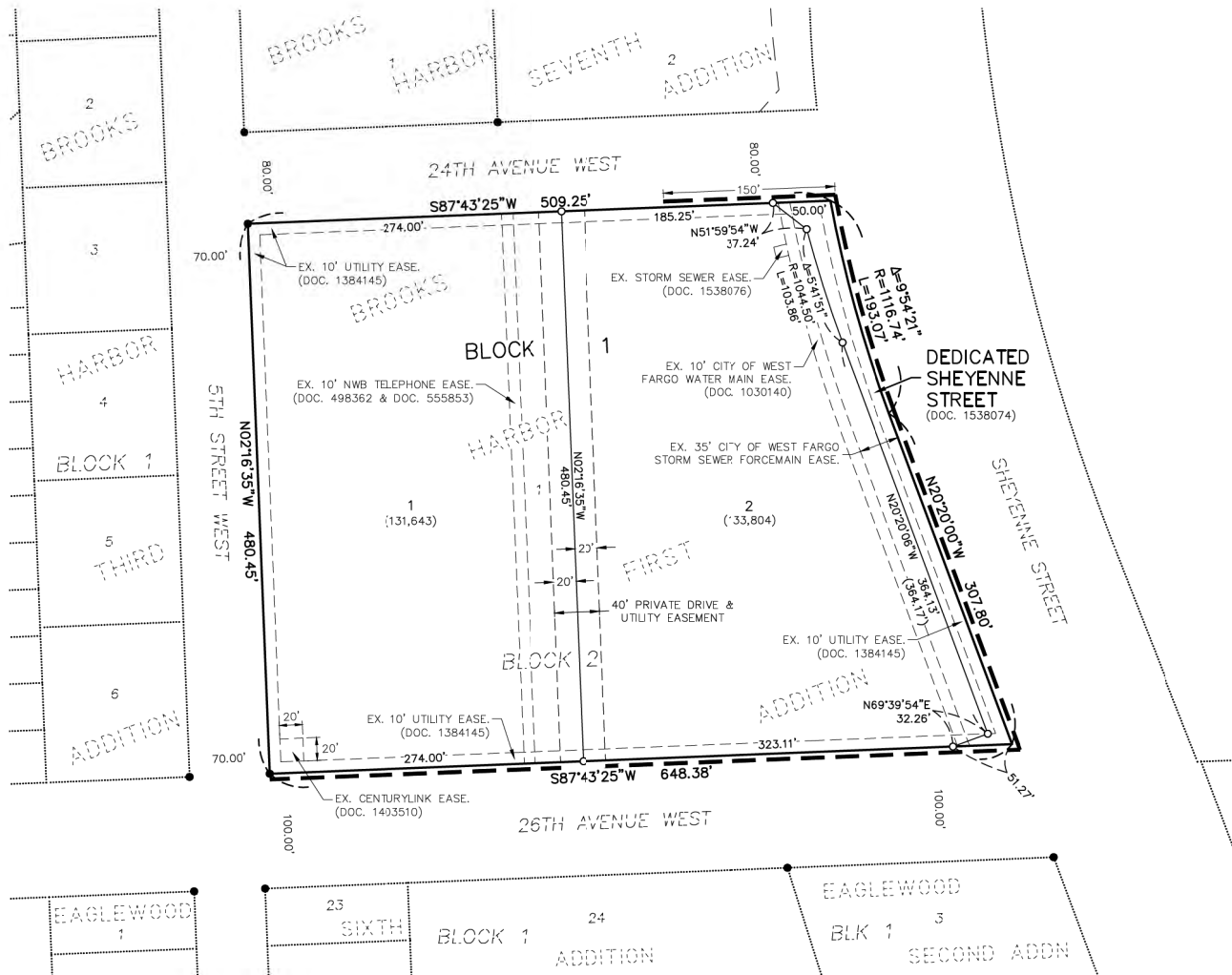
THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED
THIS _____ DAY OF _____, 2023.

DANIEL R. HANSON, CITY ENGINEER

STATE OF NORTH DAKOTA
COUNTY OF CASS

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED DANIEL R. HANSON, CITY ENGINEER, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS CITY ENGINEER.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA



BASIS OF BEARINGS:
BROOKS HARBOR 1ST ADD.,
ACCORDING TO THE RECORDED PLAT THEREOF.

LEGEND

- RON MONUMENT FOUND
- SET 5/8"x18" REBAR WITH BLUE PLASTIC CAP #6-53
- (364.17') RECORD DISTANCE
- L ARC LENGTH
- R RADIUS LENGTH
- Δ CENTRAL ANGLE
- CH. CHORD LENGTH
- CH. BRG. CHORD BEARING
- (171.279) LOT AREA IN SQUARE FEET
- ACCESS CONTROL

NOTES:

- THE 40' ACCESS CONTROL OPENING SHOWN ALONG 26TH AVENUE WAS APPROVED AT THE WEST FARGO CITY COMMISSION MEETING ON FEBRUARY 6, 2023.

OTHER EASEMENTS OF RECORD:

- RIGHT-OF-WAY EASEMENT GRANTED TO CASS RURAL WATER USERS, INC., RECORDED AS DOCUMENT NO. 956930.

PRELIMINARY
2023-02-28

STAFF REPORT

A23-8 COMBINATION/RETRACEMENT PLAT	
Kost 4 th Addition	
Lots 1-4, Block 1 of Kost 2 nd Addition, City of West Fargo, North Dakota	
Owner/Applicant: Red River Refrigeration	Staff Contact: Lisa Sankey
Planning & Zoning Commission:	03-07-2023
City Commission:	

PURPOSE:

Combination of four existing platted lots into one.

STATEMENTS OF FACT:

Land Use Classification:	G-3: Employment Growth Sector (existing)
Existing Land Use:	Office/Shop
Current Zoning District(s):	LI: Light Industrial
Zoning Overlay District(s):	n/a
Proposed Lot size(s) or range:	1.53 Acres
Adjacent Zoning Districts:	LI: Light Industrial; R-5: Manufactured Home Subdivision
Adjacent street(s):	Armour St NW (Local); 8 th Avenue NW (Local)
Adjacent Bike/Pedestrian Facilities:	12 th Avenue NW Multi-Use Path within ¼ miles
Available Parks/Trail Facilities:	Goldenwood Park within ½ miles

DISCUSSION AND OBSERVATIONS:

- The applicant is proposing to combine four previously subdivided lots.
- Property owners wishing to combine properties which have been previously platted for the purpose of building across lot lines and/or increasing lot area to address district requirements may submit a retracement plat provided the following conditions are met:
 1. No additional right-of-way is required or being established.
 2. There is no proposed or perceived need of public improvements as a result of the combining of platted lots.
 3. Lots to be combined are contiguous and under common ownership.
- The owner intends to construct additional shop space on the property in the future.
- The proposed retracement plat will not affect the property or use. The retracement plat will be given a subdivision name with a lot and block number, which will be of benefit to the City and Cass County for administration purposes.
- With retracement plats there are no street right-of-way dedication or park dedication requirements.
- A public hearing is not required, though the applicant must plat the property according to platting standards and the plat must be reviewed by the Planning and Zoning and City Commissions.

STAFF REPORT

NOTICES:

Sent to: Applicable agencies and departments

Comments Received:

- The building administrator indicated the proposed lot combine would keep the buildings in compliance with the building code.

CONSISTENCY WITH COMPREHENSIVE PLAN AND OTHER APPLICABLE CITY PLANS AND ORDINANCES:

- The proposed application is consistent with the City plans and ordinances.

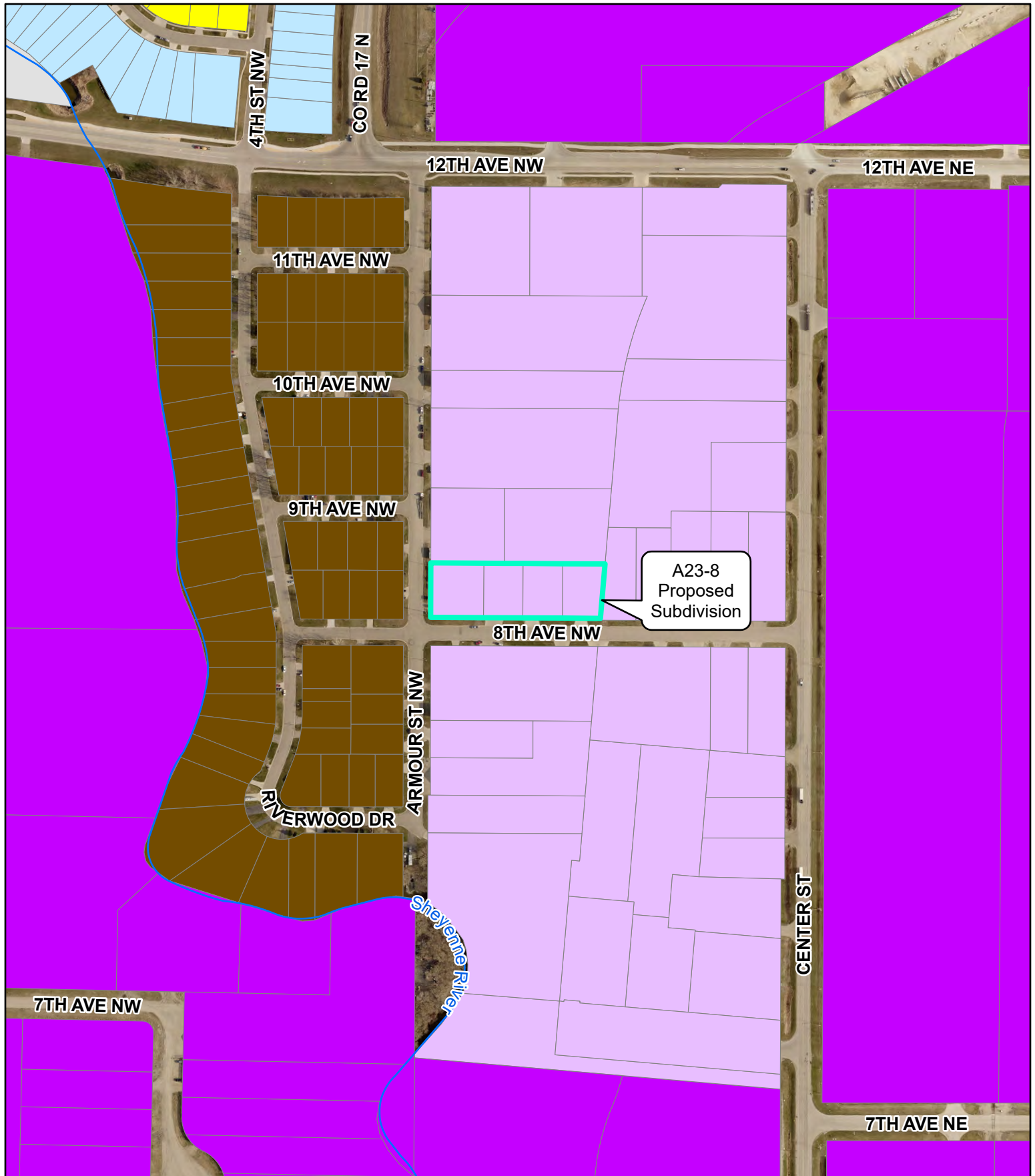
RECOMMENDATIONS:

It is recommended that the City approve the proposed application on the basis that it is consistent with City plans and ordinances.

Attachments:

- Aerial map
- Zoning map
- Preliminary Plat





West Fargo Zoning

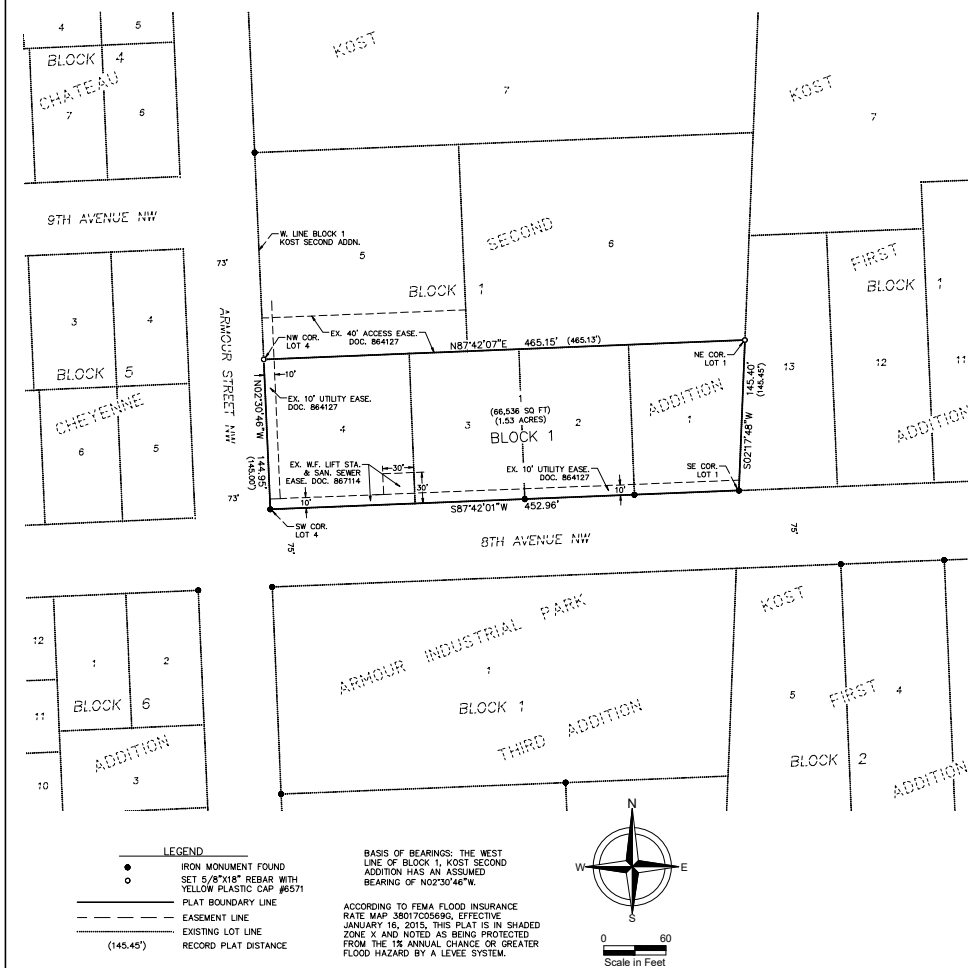
- A: Agricultural
- C: Light Commercial
- C-OP: Commercial Office Park
- DMU: Downtown Mixed Use
- EMU: Entertainment Mixed Use
- HC: Heavy Commercial

- LI: Light Industrial
- M: Heavy Industrial
- P: Public
- PUD: Planned Unit Development
- R-L1A: Large Lot Single Family Dwelling
- R-1A: Single Family Dwelling
- R-1: One and Two Family Dwelling

- R-1SM: Mixed One and Two Family Dwelling
- R-2: Limited Multiple Dwelling
- R-3: Multiple Dwelling
- R-4: Mobile Home
- R-5: Manufactured Home Subdivision
- R-1E: Rural Estate
- R-R: Rural Residential



0 230 460 US Feet



CERTIFICATE

STEVEN W. HOLM, BEING DULY SWORN, DEPOSES AND SAYS THAT HE IS THE REGISTERED LAND SURVEYOR WHO PREPARED AND MADE THE ATTACHED PLAT OF "KOST FOURTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 1 THROUGH 4, BLOCK 1, KOST SECOND ADDITION, CASS COUNTY, NORTH DAKOTA; THAT SAID PLAT IS A TRUE AND CORRECT REPRESENTATION OF THE SURVEY THEREOF; THAT ALL DISTANCES ARE CORRECTLY SHOWN ON SAID PLAT; THAT MONUMENTS HAVE BEEN PLACED IN THE GROUND AS INDICATED FOR THE GUIDANCE OF FUTURE SURVEYS AND THAT SAID ADDITION IS DESCRIBED AS FOLLOWS, TO WIT:

LOTS 1 THROUGH 4, BLOCK 1, KOST SECOND ADDITION ADDITION TO THE CITY OF WEST FARGO, ACCORDING TO THE RECORDED PLAT THEREOF ON FILE AND OF RECORD IN THE OFFICE OF THE RECORDER, CASS COUNTY, NORTH DAKOTA.

SAID TRACT CONTAINS 1.53 ACRES, MORE OR LESS, AND IS SUBJECT TO ALL EASEMENTS, RESTRICTIONS, RESERVATIONS AND RIGHTS OF WAY OF RECORD, IF ANY.

PRELIMINARY

STEVEN W. HOLM
REGISTERED LAND SURVEYOR
REG. NO. LS-6571

STATE OF NORTH DAKOTA)
COUNTY OF CASS)

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED STEVEN W. HOLM, REGISTERED LAND SURVEYOR, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS HIS FREE ACT AND DEED.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____



PLAT OF KOST FOURTH ADDITION

TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 1 THROUGH 4, BLOCK 1, KOST SECOND ADDITION, CASS COUNTY, NORTH DAKOTA

DEDICATION

WE, THE UNDERSIGNED, DO HEREBY CERTIFY THAT WE ARE THE OWNERS OF THE LAND DESCRIBED IN THE PLAT OF "KOST FOURTH ADDITION" TO THE CITY OF WEST FARGO, A REPLAT OF LOTS 1 THROUGH 4, BLOCK 1, KOST SECOND ADDITION, CASS COUNTY, NORTH DAKOTA; THAT WE HAVE CAUSED IT TO BE PLATED INTO LOTS AND BLOCKS AS SHOWN BY SAID PLAT AND CERTIFICATE OF STEVEN W. HOLM, REGISTERED LAND SURVEYOR, AND THAT THE DESCRIPTION AS SHOWN IN THE CERTIFICATE OF THE REGISTERED LAND SURVEYOR IS CORRECT.

CONTRACT FOR DEED VENDOR: KRC ENTERPRISE LLP

CONTRACT FOR DEED VENDEE: RED RIVER REFRIGERATION, INC.

RICHARD HILSCHER, MANAGING PARTNER
STATE OF NORTH DAKOTA)
COUNTY OF CASS)

TODD MOELLER, PRESIDENT
STATE OF NORTH DAKOTA)
COUNTY OF CASS)

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED RICHARD HILSCHER, MANAGING PARTNER OF KRC ENTERPRISE LLP, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME IN THE NAME OF KRC ENTERPRISE LLP.

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED TODD MOELLER, PRESIDENT OF RED RIVER REFRIGERATION, INC., KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME IN THE NAME OF RED RIVER REFRIGERATION, INC.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____

WEST FARGO PLANNING COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED THIS _____ DAY OF _____, 2023.

JOSEPH F. KOLB, CHAIRMAN

STATE OF NORTH DAKOTA)
COUNTY OF CASS)

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED JOSEPH F. KOLB, CHAIRMAN OF THE WEST FARGO PLANNING COMMISSION, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME IN THE NAME OF THE WEST FARGO PLANNING COMMISSION.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____

WEST FARGO CITY COMMISSION APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED THIS _____ DAY OF _____, 2023.

BERNIE L. DARDIS, PRESIDENT OF
THE WEST FARGO CITY COMMISSION

TINA FISK, CITY AUDITOR

STATE OF NORTH DAKOTA)
COUNTY OF CASS)

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED BERNIE L. DARDIS, PRESIDENT OF THE WEST FARGO CITY COMMISSION, AND TINA FISK, CITY AUDITOR, KNOWN TO ME TO BE THE PERSONS DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT THEY EXECUTED THE SAME IN THE NAME OF THE CITY OF WEST FARGO.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____

WEST FARGO CITY ATTORNEY APPROVAL

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JOHN T. SHOCKLEY, CITY ATTORNEY

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COUNTY OF CASS)

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NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____

CITY ENGINEER'S APPROVAL

THIS PLAT IN THE CITY OF WEST FARGO IS HEREBY APPROVED THIS _____ DAY OF _____, 2023.

DANIEL R. HANSON, CITY ENGINEER

STATE OF NORTH DAKOTA)
COUNTY OF CASS)

ON THIS _____ DAY OF _____, 2023, BEFORE ME, A NOTARY PUBLIC IN AND FOR SAID COUNTY AND STATE, PERSONALLY APPEARED DANIEL R. HANSON, CITY ENGINEER, KNOWN TO ME TO BE THE PERSON DESCRIBED IN AND WHO EXECUTED THE FOREGOING INSTRUMENT AND ACKNOWLEDGED TO ME THAT HE EXECUTED THE SAME AS THE CITY ENGINEER.

NOTARY PUBLIC, CASS COUNTY, NORTH DAKOTA _____



moore
engineering, inc.

SHEET 1 OF 1
PROJ. NO. 22988

MEMORANDUM

TO: West Fargo Planning & Zoning Commission
FROM: Aaron Nelson, Planning Director *AN*
DATE: March 3, 2023
SUBJECT: City of West Fargo Planning Needs Assessment Action Plan

Planning staff will present the attached Planning Needs Assessment Action Plan (the “Action Plan”) at the March 7, 2023 meeting of the Planning & Zoning Commission. The Action Plan constitutes the final recommendations of the Planning Needs Assessment recently conducted by PlaceMakers, LLC. The final presentation of the Action Plan is in follow-up to the February 8, 2023 joint working session of the City Commission and Planning & Zoning Commission where these recommendations were discussed.

As noted throughout the process, the overall purpose of this project is to clarify the City’s current planning/development-related issues, to prioritize the areas of greatest future need for the City, and to build consensus around associated action steps within the City organization. The Action Plan brings transparency to, and will help inform, future Planning Department staff work plans and associated budget considerations.

Attachment

West Fargo Planning Needs Assessment Action Plan



A CITY ON THE GROW

OVERVIEW

The West Fargo Planning Needs Assessment Action Plan is the result of collaboration between the city's departments to prioritize projects based upon urgency and importance of current needs, considering available resources. A series of workshops with city department directors, senior managers and planning commissioners coupled with an online survey helped shape the West Fargo Planning Resources Assessment, which is the basis of this action plan. Short term projects identified through this process are planned to start within the next twelve months.

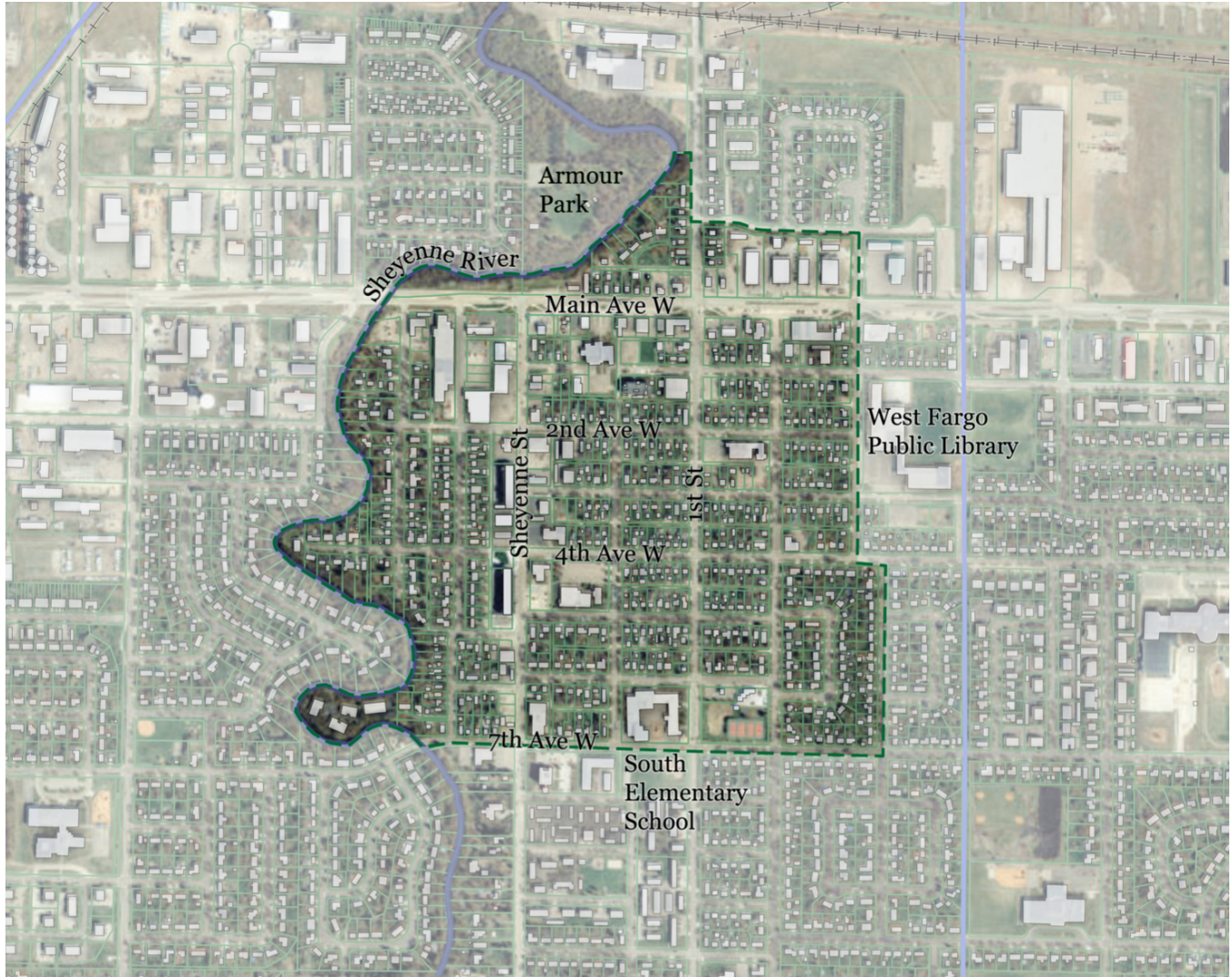
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SHORT TERM PROJECTS

Projects that are scheduled to begin within the next year have the most detail in this action plan for timelines, responsible parties, and potential funding sources. Mid term and long term projects will not have timing detail since it is premature to define the particulars at this time.

Downtown Master Plan

Downtown West Fargo

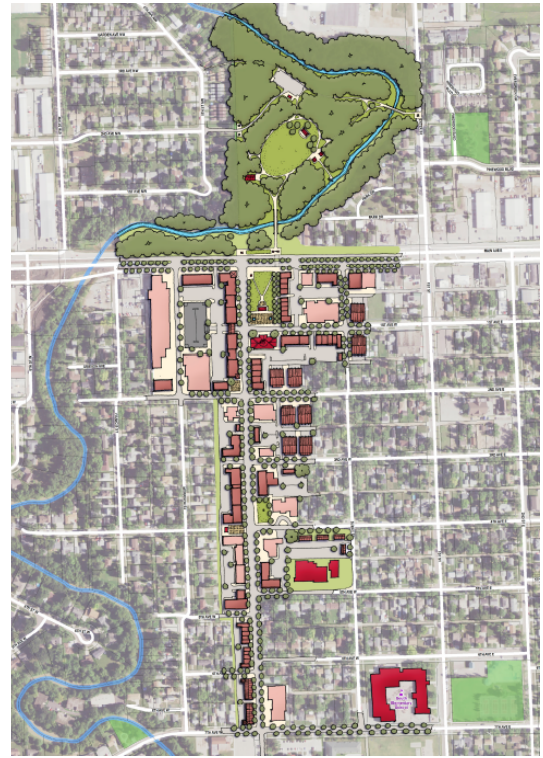


(ESRI et al., n.d.)

The existing Downtown West Fargo Framework Study was completed in 2011. The vision established Sheyenne Street as a pedestrian oriented main street and gathering place of the city along with improvements to properties along Main Avenue. This document established strategy and policy for implementing the vision, including recommendations for corridor overlays and regulatory changes. (Centro Inc. et al., 2011, 5)

That vision was reinforced and further detailed by West Fargo 2.0 in 2018. West Fargo 2.0 produced a detailed illustrative vision including the addition of a downtown square, a further emphasis on regulatory change as recommended by the Framework Study, pedestrian connections to a redesigned Armour Park, the introduction of multifamily into Downtown and a possible parking garage. (People of West Fargo et al., 2018, 126)

Sheyenne Street experienced redevelopment interest after the completion of West Fargo 2.0, but that attention has recently waned. Some of the flagging interest may be related to the lack of clarity within the zoning and parking regulations for the area. In addition, a market study has not been completed for Downtown, which limits the understanding of demand across market segments that would enable a more robust recruitment strategy.



(People of West Fargo et al., 2018, 127)

ACTIONS

The workshops with staff and the Planning Commission listed the Downtown Master Plan in the top three actions for the short term. There are a number of steps required to implement that process including:

1. Most of the short term projects identified in this action plan will benefit from public input into the planning stages for each initiative. Acquiring the community's thoughts on these projects before seeking consultants or initiating the project will increase the likelihood of the general support of local residents and businesses as well as provide critical insights and direction to the projects. Each project will still need more in-depth engagement once the full team is on board. The Planning Department and Communications are the optimal co-leads for public input with support from the Planning Commission. Currently, projects include news releases on the city website, which is an opportunity to pose a question to the public and have them respond online. Additionally, pop-up tables in the areas of the city in question could garner thoughts that would help frame the scope of the project.
2. The Downtown Master Plan RFP for a consultant was issued January 10, 2023 and it is scheduled to be in contract by April 3, 2023.
3. The target date for the planning kick-off is May 1, 2023 with the placemaking component substantially complete by September 30, 2023 and a target project completion by the end of 2023.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The recently awarded Statewide Public Space Initiative Placemaking Grant can be used to partially fund the Downtown Master Plan. However, additional funds would be required from the City in order to fund the entire project. Downtown master plans may have a wide range of costs depending on the types of content, consultants and studies required. If the placemaking grant is the sole source of funding, some items will need to be eliminated from the suggested scope above including the parking inventory and occupancy assessment.

Depending on the scope and whether the Downtown Master Plan includes the market studies detailed in the Economic Development Strategy or completed separately, and also depending on how in-depth the studies are selected, the budget range is likely:

Downtown Master Plan (\$100,000-\$150,000), the upper range could include a portion of:

- Level 1 Retail Market Analysis (\$6,000-\$10,000) and/or
- Hotel/Hospitality Market Analysis (\$15,000-\$25,000) and/or
- Office Market Analysis (\$15,000-\$25,000)

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

The timeline for the Downtown Master Plan is approximately 12 months, with the placemaking complete in 6 months from contract to meet the grant funding requirements.

Abbreviation	Entity	Abbreviation	Entity
CC	City Commission	FI	Finance
PC	Planning Commission	FD	Fire Department
AD	Administrator	PD	Park District
COM	Communications	PZ	Planning and Zoning
ED	Economic Development	POL	Police Department
ENG	Engineering	LIB	Public Library
		PW	Public Works

West Fargo Action Plan

Number	Task	Resource	Start	Finish	1QTR 2023			2QTR 2023		
1.0	Downtown Master Plan		1/2/23	12/29/23	Jan	Feb	Mar	Apr	May	Jun
1.1	Draft & issue RFP	PZ, PC, AD	1/2/23	1/10/23	Issue RFP					
1.2	Response time	PZ	1/11/23	2/6/23	Response					
1.3	Review RFP responses & select winner	PZ, AD, PC, ED	2/7/23	3/15/23	Select Winner					
◆	Contract executed		4/03/23	4/03/23						
1.4	Planning process	PZ, PC, AD, COM, ENG, FD, POL, PD, LIB, PW	4/03/23	9/29/23				Planning Process		
1.5	Adoption process	PZ, PC, CC	10/2/23	12/22/23						
◆	Master plan adopted		12/29/23							

West Fargo Action Plan

Number	Task	Resource	Start	Finish	3QTR 2023			4QTR 2023		
1.0	Downtown Master Plan		1/2/23	12/29/23	Jul	Aug	Sep	Oct	Nov	Dec
1.1	Draft & issue RFP	PZ, PC, AD	1/2/23	1/10/23						
1.2	Response time	PZ	1/11/23	2/6/23						
1.3	Review RFP responses & select winner	PZ, AD, PC, ED	2/7/23	3/15/23						
◆	Contract executed		4/3/23	4/3/23						
1.4	Planning process	PZ, PC, AD, COM, ENG, FD, POL, PD, LIB, PW	4/3/23	9/29/23	Planning					
1.5	Adoption process	PZ, PC, CC	10/2/23	12/22/23				Adoption		
◆	Master plan adopted		12/29/23							◆

Title IV Zoning Text Amendments

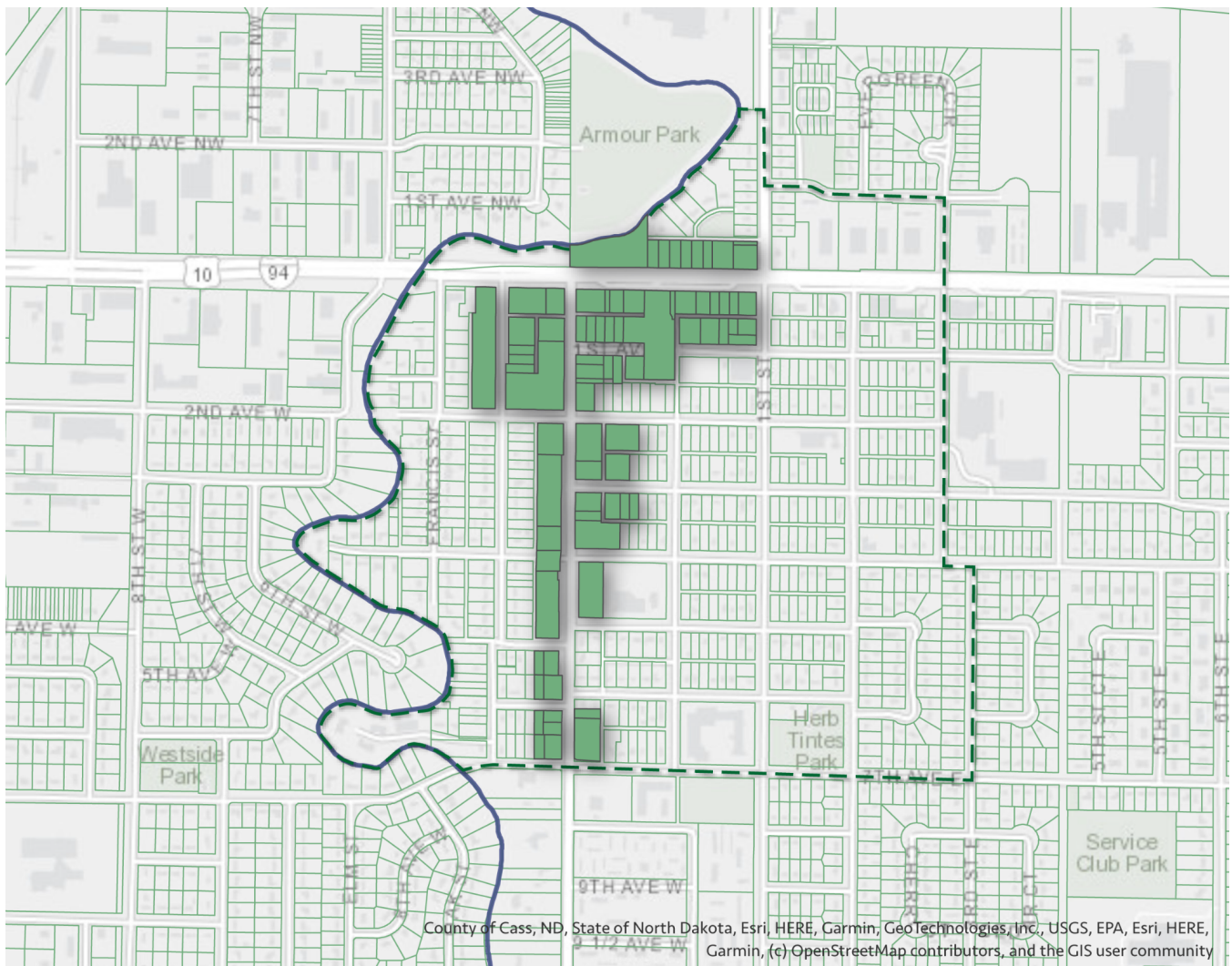
Both the Downtown West Fargo Framework Study and West Fargo 2.0 explicitly addresses the need for Title IV amendments. West Fargo 2.0 states:

In order to implement many of the recommendations in this document, revisions need to be made to the local zoning regulations, as well as supporting policies and ordinances. Additional plans and studies for specific sites will be needed to support their implementation.

(People of West Fargo et al., 2018, 149)

Zoning has changed since West Fargo 2.0 adoption. The Unified Development Code (UDC) Update is discussed under Mid Term Projects, but there are effective methods of doing high impact text amendments in the short term to address pressing concerns identified in the needs assessment.

DMU Zoned Parcels



(City of West Fargo et al., 2022)

ACTIONS

Options for text amendment consideration:

1. Update and clarify requirements for landscaping, buffering, access control, watercourse setbacks, and simple lot consolidations or splits. Other considerations in the Lean Code Tool (www.blurb.com/b/7181718).
2. Recommendations were made in a 2020 assessment that could be an efficacious amendment to the DMU zoning district. While some of the easier zoning text amendments for downtown can be done as part of this project, this should also be a part of the Downtown Master Plan project. (PlaceMakers, LLC, 2020, 5)
3. A new floating zone should be considered for growth areas including the Lagoons and may contain three intensities of development to avoid large pods of single use. West Fargo 2.0 should provide the baseline for the standards for the floating zone. This zone would not be applied to specific parcels but become available as a pre-negotiated PUD to ease the process for development in alignment with West Fargo 2.0. One option for implementation is to make the zone available by right for any parcel over 20 acres, which avoids the time and expense of the rezoning process and is an incentive to use the zone. Other incentives include a diversity of compatible uses, reduced parking requirements because of trip reductions and smaller lots and setbacks. This would potentially unlock some redevelopment value in shorter order, to enable the development forms envisioned by WF 2.0 that are currently illegal to build. A simple version is something like this: plus [subdivision checklist](#), [subdivision flow chart](#), [building permit checklist](#) and [building permit flow chart](#). A more detailed version is something along [these lines](#) (click preview to read).

RESOURCES AND ANTICIPATED FUNDING SOURCES

This action requires little funding to complete. Many of the recommended amendments have been drafted and staff would simply need to present them for consideration. A consultant will be needed for the floating zone, but that is a fairly simple process and should not be cost prohibitive. If funds are needed, they should be within the limitations of the current Planning Department budget.

Depending on the scope and whether the Downtown Master Plan includes zoning edits or are completed separately, and depending on how in-depth the zoning edits are, the budget range is likely:

Title IV Zoning Text Amendments (\$20,000-\$85,000), with the lower range including points 1 and 2 on page 7 and the upper range including point 3 on page 7, where a portion of a floating zone or planned unit development (PUD) for low, medium and high intensity could apply to downtown, greenfield, and/or infill above a predetermined acreage:

- Text edits addressed on page 7, points 1 and 2 (\$20,000)
- Floating zone similar to the Tuskegee example on page 7, point 3 (\$30,000)
- Floating zone similar to the Langley example on page 7, point 3 (\$65,000)

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

The majority of this will fall on Planning Staff with the public hearings involving the Planning Commission and City Commission. The simple text amendments could be completed in roughly four months with the floating zone taking up to eight months since it will need to be drafted and reviewed. This timeline was established to fit within the Downtown Master Plan process and assure zoning amendments are complete soon after the plan is adopted.

Abbreviation	Entity	Abbreviation	Entity
CC	City Commission	FI	Finance
PC	Planning Commission	FD	Fire Department
AD	Administrator	PD	Park District
COM	Communications	PZ	Planning and Zoning
ED	Economic Development	POL	Police Department
ENG	Engineering	LIB	Public Library
		PW	Public Works

West Fargo Action Plan

Task	Resource	Start	Finish	2QTR 2023			3QTR 2023			4QTR 2023			1QTR 2024
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Title IV Zoning Text Amendments		3/6/23	11/6/23										
Parking & DMU review and modification	PZ	5/1/23	6/15/23		DMU & Parking Review								
Parking & DMU adoption process	PZ, PC	6/16/23	7/27/23			Adoption Process							
Parking & DMU admendments adopted		7/28/23	7/28/23										
Develop greenfield floating zone	PZ	7/31/23	11/17/23					Floating Zone Development					
Floating zone adoption process	PZ, PC, CC	11/20/23	12/29/23								Adoption Process		
Floating zone adopted		1/5/24	1/5/24										

Lagoon Strategy

The City of West Fargo now buys water and sewer services from the City of Fargo allowing West Fargo's municipal lagoons near the intersection of 12th Avenue NW and 14th Street NW to be decommissioned and redeveloped. The lagoons consist of approximately 600 acres, some of which may be reserved for emergency overflow, leaving 400 to 500 acres of developable land. This represents the largest City-owned development opportunity in a generation.

Lagoon Property



(Esri et al., 2022)

The south side is almost decommissioned and scheduled to be tested for phosphorus and remediated, if necessary, in 2023. The decommissioning of cells five and six is scheduled for 2023 and two more cells in 2024. A significant amount of land is expected to be ready in the next two years. In the interim, to answer the questions of how much fill, water, sewer, streets, and servicing are necessary requires determining, at least in part, how the land will be used next. A feedback loop of financing is required, in order to develop a master plan for development, and a financing structure to pay for the new development.

West Fargo 2.0 envisions the lagoons site as a good location for mixed-use development considering the demand for more industrial space within city limits. Given the time that has passed since the adoption of the plan in 2018, a market study would need to affirm if the lagoon sites are a viable location for the extended industrial village the plan envisions. Should that be affirmed, the West Fargo 2.0 plan presents an alternative to the conventional industrial park, imagining the area as a self-sustaining center for industry and “making” in the region.

People who currently work in West Fargo’s existing industrial area must drive to meet all of their daily needs. The industrial village could accommodate a variety of manufacturing, office, housing, and the services and recreational opportunities needed to support workers and reduce the number of car trips on local roads. Designed around a network of interconnected streets, the Lagoons Industrial Village would provide a healthy and convenient place for workers. (People of West Fargo et al., 2018, 142)

Lagoons Illustrative Plan



(People of West Fargo et al., 2018, 143)

ACTIONS

1. Determine the administrative process for the disposition of the lagoon lands in a strategic and comprehensive manner that implements West Fargo 2.0. The administrative process should include a division of labor to determine which city departments will be responsible for which portion of the actions below. The final step in the initial administrative process is for the City Commission to provide direction and approval to move forward with the Request for Expressions of Interest (REOI), as outlined below.
2. Determine required programming and pre-development criteria for the project before developing the REOI, including:
 - a. The City needs to preserve some level of emergency storage capacity (i.e., a dry pond/lagoon bed). Consider possibilities on how this could potentially be naturalized with green infrastructure including reed beds and floating wetlands so that the perimeter of the lagoon bed could potentially still be used for active transportation, such as perimeter walking trails.
 - b. Public Works has interest in preserving part of Cell 8 (the southeastern lagoon) for an inert landfill and/or other future Public Works facilities. Discuss the pros and cons of the location to ensure contiguous redevelopment and access to downtown. Consider similar naturalization from point a.) above.
 - c. The City is interested in exploring if it would be advantageous to start bringing in fill and/or utility services. Consider the cost / benefit analysis of early installation for both fill and utilities, as well as the required capacity that is anticipated. The diversion will allow more flexibility on how much fill is required, and where roads and retention ponds occur. How much fill and where it goes is somewhat dependent on the type of development that occurs. Which option between options 3a.), 3b.) and 3c.) will determine the preferred approach. Option 3a.) would suggest adding fill and perhaps utilities in the near term, while options 3b.) and 3c.) would suggest that the master plan would help direct fill and utilities at a later date. Slab on grade would require engineered fill; engineered fill in the near term may make the property more marketable, but more expensive. A dump-and-spread approach to fill improves the perception to make it more attractive, but the final developer will likely dig down to the original ground plane anyway, so it becomes more expensive in the long term.
 - d. Clarity on how the REOI would fit with the need for infrastructure/area master planning for the City's future growth area/ETJ (see Growth Areas Master Plan section).
 - e. Potential sources of funds for the financial structures contemplated in point 3.) below.
 - f. If staff recommends the Request for Expressions of Interest (REOI) process as detailed in point 3.) below, determine if some type of stipend is required for the project to be persuasive enough to attract responses.
3. Issue a Request for Expressions of Interest (REOI) within the next year to national and regional developers asking for their level of interest in the redevelopment of the lagoon property.

Consider pros and cons of various financial structures to be further refined during the drafting of the REOI, including:

- a. SELL THE LAND TO A PRIVATE DEVELOPER. This approach is the least financial risk to the city, and requires the least amount of staff capacity. For most investment choices, lower risks garner lower returns. For the three financial structures considered here, this is the lowest potential risk and return. However, the wisest investment strategy is based on matching risk tolerance and staff capacity in order to make financial choices, so this may well be the best option. In all three options, the developer would need to comply with West Fargo 2.0, and the Title IV Zoning Text Amendments project would need to be complete to enable the sort of market-responsive development patterns that West Fargo 2.0 envisions. The city could further require the developer to comply with the forthcoming Growth Area Master Plan/Lagoon Master Plan.
 - b. ENTER INTO A PUBLIC-PRIVATE PARTNERSHIP (P3). This option has the city retain a partial equity stake in the property, in partnership with a private developer. In this case, the city may enter into a range of financial commitments, including some combination of land and construction of utility infrastructure, streets and/or civic space. The upside of this approach includes another entity taking a portion of the risk as well as bringing successful development experience to the table. The city contributes the land and a combination of the types of city infrastructure that it is well able to deliver, while leaving the construction of buildings to the developer. The downside of this approach includes a significant time commitment to ensure that the developer is willing and able to implement the city's vision in developing the land, as well as sharing the profits from the development by giving up a portion of the equity in the land and new developments.
 - c. BECOME THE MASTER DEVELOPER OF THE PROPERTY. This consists of hiring a planning consultant to work with the community and creating a builders' guild of committed regional builders to phase and construct the property in line with the city's land development plan and architectural design guidelines. The benefits of this structure is that the city has complete control over the development patterns of the new developments as well as reaping the full financial benefits of owning and managing the property. Many cities across the U.S. are getting into similar land management structures for a variety of reasons, including to ensure affordable housing. (Berg, 2021) The downside of this approach is that the city would be taking on the full fiscal risk of the property. Because of the extra time to manage the builders' guild, this strategy would likely see a slower build out of the property, and subsequently a slower growth in the tax base than if either of the other two financial structures were chosen.
4. Develop Lagoon Master Plan RFP to hire a planning consultant to work with the community and private developer or builder guild (depending on the option selected above) to build out the West Fargo 2.0 industrial village plan, updated to reflect current market demands and community input. If 3b.) or 3c.) above are selected, this action would need to be a stand-alone project. If 3a.) above is selected, this action could be rolled into the Growth Area Master Plan.

RESOURCES AND ANTICIPATED FUNDING SOURCES

Since this project begins with policy it requires collaboration with the City Commission in the first phase. The disposal process will not require funding and will be developed with Administration, the Commission, Public Works, and Planning. The developer REOI will require staff time to draft, but until a strategy is selected, it is unknown if municipal funds will be required to partner with the successful respondent.

The master planning process will require funds for a consultant, which will likely be City funded. Federal funding may also be applicable for project development, particularly if the industrial facilities within the new neighborhood produce goods and services that support the green economy. The bipartisan Infrastructure Investment and Jobs Act (IIJA) invests \$47 billion in resilience funding to prepare communities for extreme weather. (Flavelle & Davenport, 2021) Review federal grants during the design process to ensure alignment (www.grants.gov).

The sorts of walkable, complete streets detailed in West Fargo 2.0 are also excellent candidates for another portion of The Bipartisan Infrastructure Law (BIL), which establishes the new Safe Streets and Roads for All (SS4A) discretionary program with \$5 billion in appropriated funds over the next 5 years. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. (U.S. Department of Transportation, 2022) This could help increase West Fargo's Walk Score of 29. (Walk Score, n.d.)

Depending on the scope and whether the Lagoon Strategy includes the market studies detailed in the Economic Development Strategy or completed separately, and also depending on how in-depth the strategy is, if the Lagoon Strategy includes the Lagoon Master Plan, the budget range is likely to be \$125,000-\$200,000, with the upper range including a portion of:

- Level 1 Retail Market Analysis (\$6,000-\$10,000) and
- Hotel/Hospitality Market Analysis (\$15,000-\$25,000) and/or
- Office Market Analysis (\$15,000-\$25,000) and/or
- Residential Market Analysis (\$25,000)

The city budget for the development of the lagoons property will be based on the design elements of the Lagoon Master Plan as well as ownership structure. This budget will vary widely, depending on the ownership structure selected from page 13, items 3a, 3b, or 3c. The largest cash outlay required is option 3c, with the City of West Fargo as the master developer for these 400 to 500 acres of developable land. In this case, a rough estimate for infrastructure costs can range from \$10,000 to \$100,000 per acre in today's dollars, depending on the design of the property, which cannot be estimated at this time. To estimate rough development costs for site preparation, streets, sidewalks, water, sewer, power, data, and civic spaces, the Lagoon Master Plan's initial site design would need to be in draft form and consultation with local contractors, engineers, and developers would be required, or a professional study and feasibility report commissioned. The cost of this report would depend on several factors such as the scope of the project, the complexity of the infrastructure requirements, and the qualifications and experience of the consultants or organizations commissioned to perform the study. On average, the cost of a professional study and feasibility report can range anywhere from \$50,000 to \$500,000, and should be completed as a feedback loop to the draft master plan. The actual cost would depend on the specific requirements of the project and the degree of the modeling.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

These actions seek to ensure a clear directive from the Commission to pursue, so that the decommissioning and operations process is informed. The timeline for the Lagoon Strategy should begin soon but may require approximately 36 months to complete these actions. The estimated timeline and milestones are illustrated below, which potentially could finish two months earlier if the planning process of action 4.) above began before the developer was selected. However, this misses the opportunity of having the developer participate in the design process. Either method is acceptable.

Critical milestones for the process are defining a land disposal process first to assure future growth at the lagoon site is in alignment with West Fargo 2.0 and the best economic and environmental option for the city. After that, selecting a developer is the next milestone, followed by executing a contract for a planning consultant, and culminating with the adoption of the master plan.

This project is one that impacts most departments within the city. Administration and the City Commission will take the lead in determining the process while all departments and residents of West Fargo will participate in the planning process. An informal internal City of West Fargo City Staff Lagoon Working Group may develop strategic options and then engage the community for lagoon strategy visioning. Consultant teams may be required to assist with market analysis, strategic planning, financial planning, and physical planning. A developer may take the form of a private regional or national developer, a public private partnership (P3) or a regional builders' guild with the city as the master developer. The responsible departments and entities listed under resources are identified as follows and are applicable to all projects.

Abbreviation	Entity	Abbreviation	Entity
CC	City Commission	FI	Finance
PC	Planning Commission	FD	Fire Department
AD	Administrator	PD	Park District
COM	Communications	PZ	Planning and Zoning
ED	Economic Development	POL	Police Department
ENG	Engineering	LIB	Public Library
		PW	Public Works

West Fargo Action Plan

Task	Resource	Start	Finish	1QTR 2023			2QTR 2023			3QTR 2023		
Lagoon Strategy		2/6/23	6/25/24	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Land Disposal Process	AD, CC, PW, PZ	2/6/23	3/17/23		Disposal Process							
Draft & Issue REOI	AD, PZ, PW	3/20/23	4/28/23			Draft & Issue REOI						
Response Time	PZ	5/1/23	6/30/23				Response Time					
Review REOI Responses & Select Winner	CC, PC, AD, ED, PZ, PW	7/3/23	9/1/23					Review & Select Winner				
Developer Selected		9/4/23	9/4/23									
Draft & Issue Master Plan RFQ	PZ, PW, ENG, AD	3/20/23	4/14/23			Draft & Issue RFQ						
Response Time	PZ	4/17/23	5/26/23				Response Time					
Review RFQ Responses & Select Winner	PC, AD, PZ, ENG, PW, ED	5/29/23	7/7/23					Review & Select Winner				
Contract Complete		7/10/23	7/10/23									
Planning Process	PZ, PC, AD, COM, ENG, FD, PD, LIB, POL, PW	9/5/23	5/13/24									Planning
Adoption Process	PZ, PC, CC	5/14/24	6/24/24									
Master Plan Adopted		6/25/24	6/25/24									

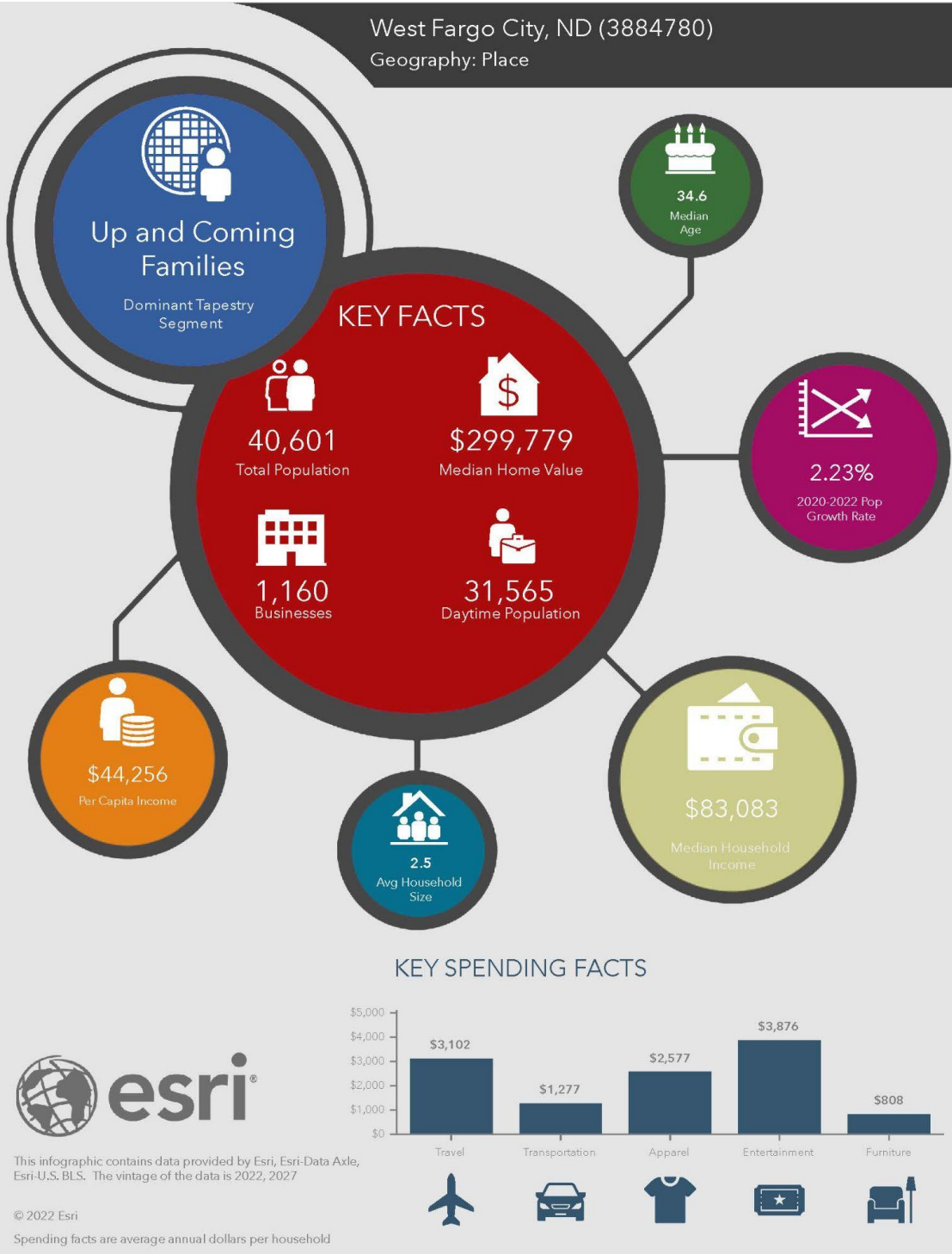
West Fargo Action Plan

Task	Resource	Start	Finish	3QTR 2023		4QTR 2023			1QTR 2024			2QTR 2024
Lagoon Strategy		12/5/22	5/21/24	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Land Disposal Process	AD, CC, PW, PZ	12/5/22	1/13/23									
Draft & Issue REOI	FI, AD, PZ, PW	1/16/23	2/24/23									
Response Time	FI	2/27/23	4/28/23									
Review REOI Responses & Select Winner	CC, PC, AD, ED, FI, PZ, PW	5/1/23	6/30/23									
Developer Selected		7/3/23	7/3/23									
Draft & Issue Master Plan RFQ	FI, PZ, PW, ENG, AD	1/16/23	2/10/23									
Response Time	FI	2/13/23	3/24/23									
Review RFQ Responses & Select Winner	FI, PC, AD, PZ, ENG, PW, ED	3/27/23	5/5/23									
Contract Complete		5/8/23	5/8/23									
Planning Process	PZ, PC, AD, COM, ENG, FD, PD, LIB, POL, PW	7/4/23	3/11/24	Planning Process								
Adoption Process	PZ, PC, CC	3/12/24	4/22/24								Adoption Process	
Master Plan Adopted		4/23/24	4/23/24									

An alternative to this schedule is to issue the Master Plan RFQ after the Developer REOI is received and awarded. The benefits of this approach is that the developer is engaged in the master plan from the beginning and may be more likely to comply with all the design elements. The drawbacks of this approach is that the developer may sway the City of West Fargo away from its vision.

Economic Development Strategy

Significant benefits exist if all of the near term projects are done in concert to provide key feedback loops and cost savings. The Economic Development Strategy, Title IV Zoning Text Amendments and Capital Improvement Planning are essential frameworks to implement the Downtown Master Plan and Lagoon Strategy. All five rely heavily on a new market study and significant public input as well as provide key insights between projects.



Many of the most impactful specific economic development goals established by West Fargo 2.0 still apply today. A strong, market-responsive Economic Development Strategy will add more detail to these goals by determining who is responsible for each goal, what actions must be taken to achieve the goals, by when, and with what resources.

Grow the Economy

- Enhance an Aggressive Economic Development Recruitment Package
- Pursue Food / Dining Opportunities in West Fargo
- Initiate Independent Retail / Micro Retail Pilot Program as Part of Mixed-Use Projects
- Continue Promoting West Fargo Economic Development and Incentive Program
- Consider City of West Fargo Initiated Tax Increment Financing District(s)
- Develop Industrial Village Concept in Northwest Sector of the City
- Create a Distinct Market Position for West Fargo to Encourage Economic Investment and Expand Customer Case for Local Businesses
- Target a Balanced Mix of Uses in Key Nodes
- Enhance Gateways and Districts in West Fargo with Branded Signage
- Continue to Explore Meeting Facility

Establish Downtown as a Cultural Center for West Fargo

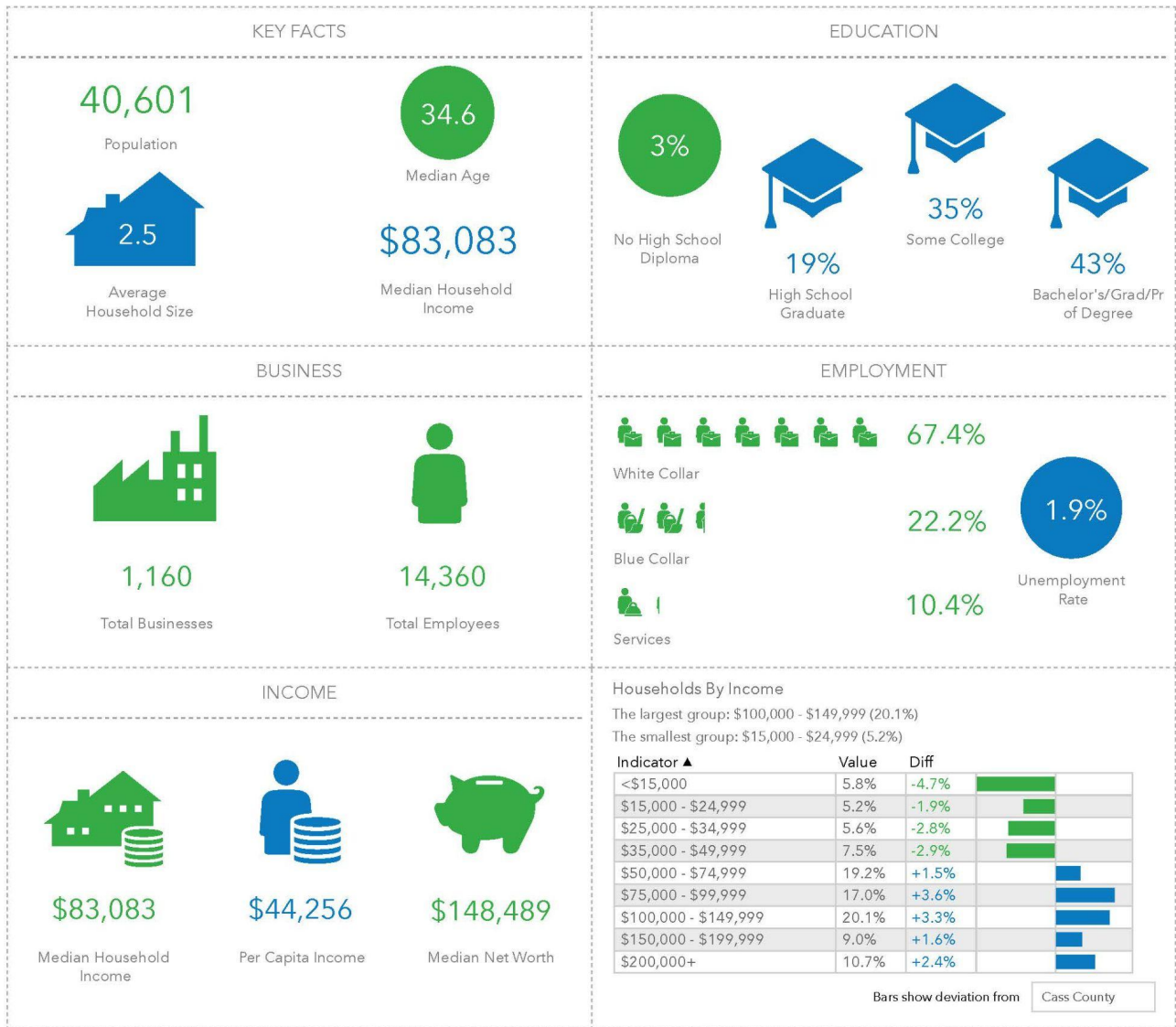
- Establish a Recruitment Strategy to Grow Business and Bring in New Investment to Downtown
- Create a Recruitment Strategy for Downtown Mixed-use Residential
- Consider a Micro-enterprise Retail Project In or Near Downtown
- Promote and Augment the Façade Improvement Program to Assist Investments in Downtown Buildings in Conjunction with Design Guidelines
- Develop a Comprehensive Marketing and Branding Program for Downtown
- Continue to Promote the Downtown West Fargo Business Association
- Contemplate a West Fargo Business Improvement District (BID)
- Enhance Gateways and Wayfinding into Downtown West Fargo with a Consistent Sign System
- Create a Targeted Strategy Focused on Bringing Millennials and Active Empty Nesters to Downtown
- Develop the West Fargo Creative Spaces Initiative

(People of West Fargo et al., 2018, 150-155)

All other actions envisioned by West Fargo 2.0 will collectively develop the economy.

Key Facts

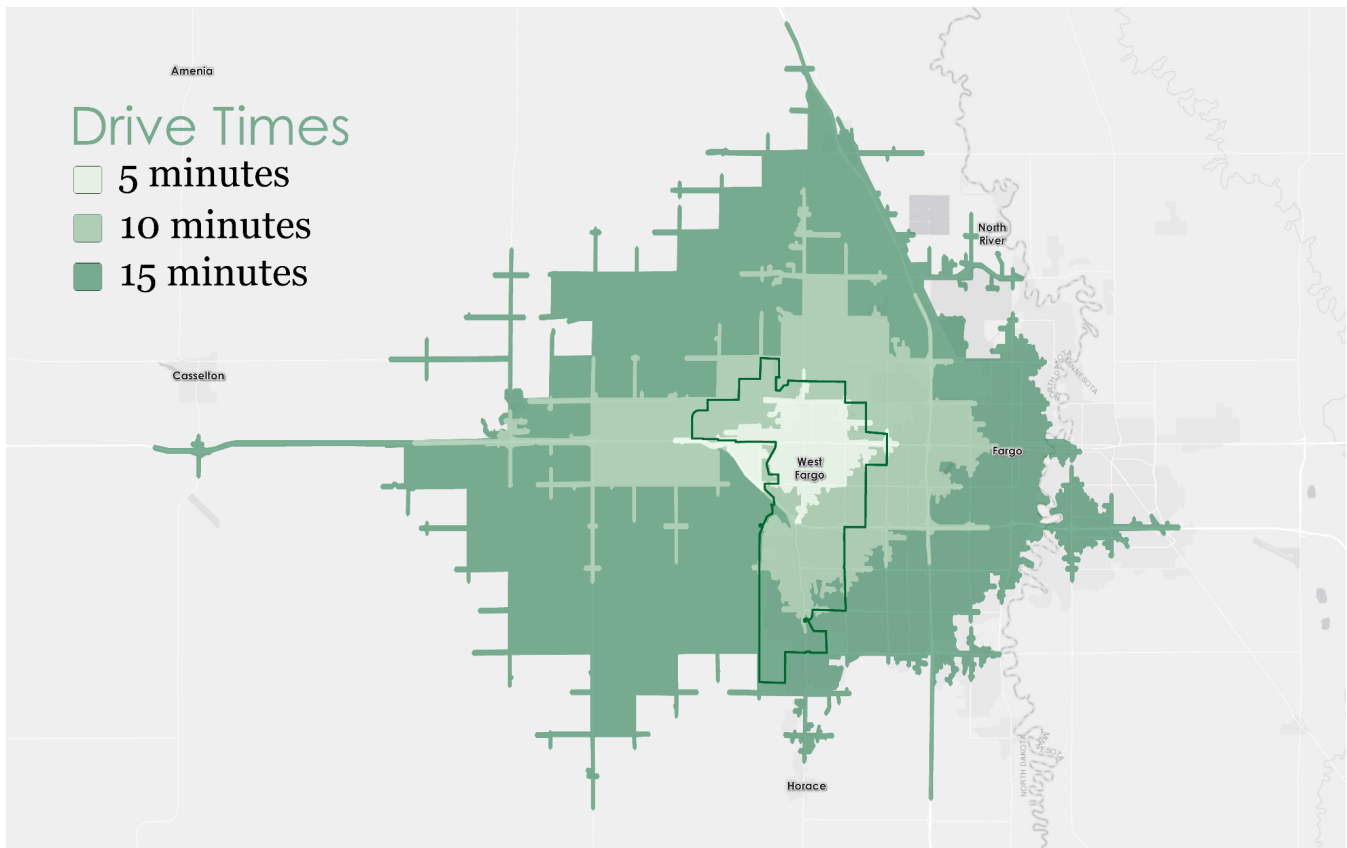
West Fargo City, ND
Geography: Place



This infographic contains data provided by Esri, Esri-Data Axle. The vintage of the data is 2022, 2027.

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Local demographics are key inputs to the Economic Development Strategy. Today, 1,160 local West Fargo businesses employ 14,360 people, while 40,601 residents live here. The West Fargo Planning Resources Assessment that informs this Action Plan underscored the challenges of the dynamic of being a bedroom community, because lower density housing requires more capital expenditures for infrastructure and services, while the residential uses pay lower taxes than commercial and industrial uses. Residents using West Fargo roads to get to jobs outside the city exacerbate this tax base mismatch. Over two thirds of the local jobs are white collar making them at higher risk of migration to more walkable parts of the metro region as remote working becomes more viable post-pandemic. Strong household income and per capita income show significant local support for additional retail and hospitality uses, which if delivered in a walkable format that the market prefers can stem retail leakage and safeguard against population and job decline.

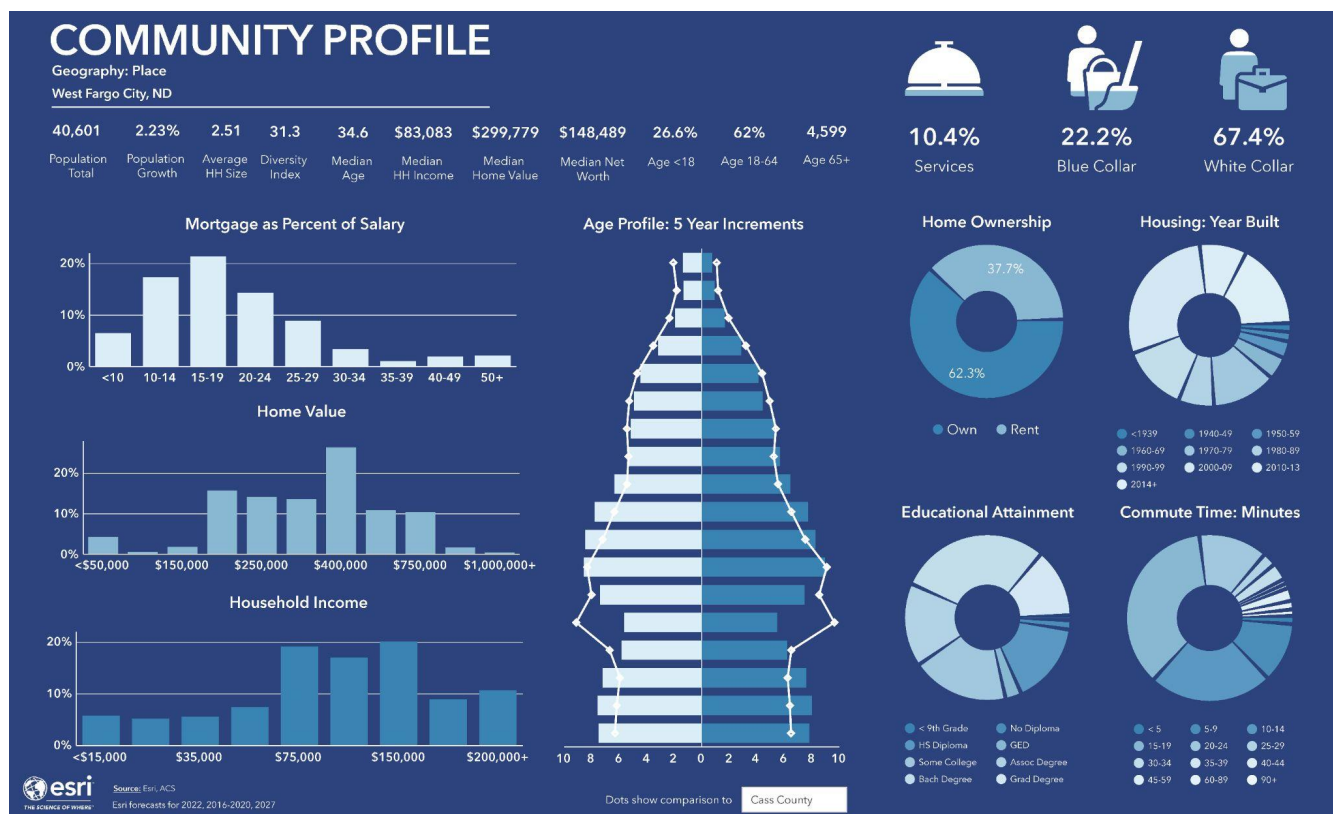


(Esri, n.d.)

Drive times of five, ten and fifteen minutes shape the West Fargo trade area and will be the basis of a new market study, which will likely indicate retail leakage to Fargo. The real estate market is less about “location, location, location,” and more about “customer, customer, customer,” so the study will delve into the demographics of each drive time area. The study will help guide the Economic Development Strategy in many ways, including to decrease any identified leakages and help move away from being a bedroom community by establishing a more robust downtown and neighborhood centers, including the lagoon redevelopment.

The trade area also helps shape transportation strategies for street priority, transit access, and active transportation corridors, which will inform the Capital Improvement Planning. This is especially important because in the age of Amazon, successful brick and mortar retail requires an experience as well as a product, with shoppers increasingly preferring a main street environment. This requires considering the thoroughfare network in terms of either *links*, in which movement is prioritized, or *places*, in which destination space takes precedence. Each has design best practices to serve its larger respective goal. In a link environment, the design objective is to save time. In a place, it is to spend time. Neither is a value judgment, but rather a decision that needs to be made one way or another. Downtown and the lagoon redevelopment will be productive places, linked to the region.

This is an example of how an effective Economic Development Strategy must take into account all of the near term projects within the West Fargo Action Plan in order to achieve the highest return on investment.



Young, Wealthy, and Affordable. West Fargo has a median age of 34.6 years old and is a younger community than Cass County as a whole, underscoring its family-friendly environment. Part of this is the affordable housing available, which is considered affordable if it is no more than 30% of household income. Affordability is achieved in West Fargo, not from cheap houses as the median home value is \$299,779, but from the relatively high median household income of \$83,083.

Local wealth generates strong home ownership (62% of households own their dwellings) that makes West Fargo more resilient to displacement from gentrification when the sorts of neighborhood upgrades envisioned in West Fargo 2.0 are realized. These upgrades would generally complete existing single use communities, which would also help reduce commute times, cost of transportation and greenhouse gas emissions while growing the tax base by expanding commercial uses.

ACTIONS

1. COMPLETE A MARKET STUDY. Write an RFP to a shortlisted set of firms who specialize in quantifying demand for walkable, mixed use places, such as Gibbs Planning Group (gibbsplanning.com), Zimmerman-Volk (www.zva.cc) and RCLCO (www.rclco.com). If one or more of the near term projects are consolidated and awarded to an outside consultant, this market study could be rolled up to be a subconsultant to the multidisciplinary prime consultant. The market study should include a Level 1 Retail Market Study and may be useful to include a Level 2 Retail Market Study, Hospitality Market Study, Industrial Market Study and a Residential Market Study:
 - a. RETAIL MARKET STUDY (LEVEL 1) will provide a general understanding of the amounts and types of retail development that are presently supportable:
 - i. Collect third party demographic data, including household income and consumer expenditure potential by retail category, for the estimated trade areas of the subject site.
 - ii. Utilize GIS mapping to estimate the study area's trade areas and potential market boundaries.
 - iii. Analyze 25 retail types including apparel, books, children's, department stores (discount and luxury), electronics, gifts, grocery, hardware, home furnishings, pharmacies, sporting goods and restaurants.
 - iv. Report on levels of retail development supportable in Downtown and the lagoons planning area and what size retailers would most likely be supportable at the sites along with supporting demographic tables.
 - b. RETAIL MARKET STUDY (LEVEL 2) includes all items in Level 1 plus:
 - i. Physically visit most relevant employment centers, shopping centers, retailers and residential clusters.
 - ii. Evaluate stores' quality, service and merchandise to seek out potential voids or over-supply of a particular good or service.
 - iii. Conduct pedestrian and drive-time studies and prepare a gravitational model to estimate the site's primary and secondary trade areas.
 - iv. Research and collect third party demographic data, household income, consumer expenditure potential by retail category, education levels, percentage of various employment types, age, and projected growth.
 - v. Analyze 20 retail types including apparel, books, children's, department stores (discount and luxury), electronics, gifts, grocery, hardware, home furnishings, pharmacies, sporting goods and restaurants.

- vi. Report on levels of retail development supportable in Downtown and the lagoons planning area, sales forecasts and size estimates of the retailer categories most likely to be supportable for the next five years.
- c. HOSPITALITY MARKET STUDY: similar to the methodology and content of the Level 1 Retail Market Study, but targeting small and mid sized hotels.
- d. INDUSTRIAL MARKET STUDY: similar to the methodology and content of the Level 1 Retail Market Study, but targeting clean, green industrial uses as well as artisanal manufacturing.
- e. RESIDENTIAL MARKET STUDY: determine the optimum market position for new dwellings. This analysis will establish the depth and breadth of the market for new rental and for-sale dwelling units (target market potential), as well as provide the unit sizes and configurations, rent, and price points (optimum market position) that will attract the target draw area households.
 - i. Supply-Side Data on Current Context: collect information on relevant multi-family for-sale units and rental communities, by property.
 - ii. Target Market Analysis to draw area delineation of the draw areas for housing in West Fargo.
 - iii. Market Potential: depth and breadth of the potential market for new and existing housing units: 1) household classification by market group; 2) households within the draw areas with the potential to move within/to the West Fargo; 3) filtering of those households by relevant criteria including mobility and migration factors, income levels, and housing propensities.
 - iv. Optimum Market Position: Based on the findings of the target market analysis, the supply-side context, and the existing conditions, constraints and opportunities of the core neighborhoods, the optimum market position for new housing in Downtown and the lagoon study area will be established: 1) tenure and unit types that match market; 2) unit sizes and configurations; 3) base rents and prices; and 4) annual market capture by value (price and rent) range, over five years (absorption forecasts). The study will also provide descriptions of target market buyers and renters.
- 2. Consider the pros and cons of writing the Economic Development Strategy in-house using City of West Fargo staff, starting from the base ESRI data with 2022 projections included in this Action Plan and the outputs of the Market Study.
 - a. Pros: The benefits of this approach include more local knowledge of both opportunities and threats in the marketplace today, making the strategy more detailed and in line with local development pressures as well as more nimble as those pressures change over time.
 - b. Cons: This action would require a significant amount of staff time and attention to complete the Economic Development Strategy, which may conflict with day to day job

requirements. Also, staff may not have access to the same level of insights from consultants who routinely guide municipalities in development strategies to build short term boosts and long term resilience.

3. Should the consultant approach be chosen in item one, issue an RFP for the Economic Development Strategy.

RESOURCES AND ANTICIPATED FUNDING SOURCES

City funds should be the predominant support for the Economic Development Strategy. While federal grants may be available to partially fund (www.grants.gov), this may delay the overall initiative and not be worth the cost benefits of sharing the market study portion of the Economic Development Strategy with the Lagoon Strategy and Downtown Master Plan.

Should the City choose to not draft the Economic Development Strategy in house, the cost for a consultant will depend on whether the Downtown Master Plan and Lagoon Strategy includes the market study, and on how in-depth the Economic Development Strategy is. The cost of an Economic Development Strategy can vary greatly depending on several factors such as the scope of the project, the complexity of the strategy, the qualifications and experience of the consultants or organizations commissioned to perform the study, and the specific requirements of the city. On average, the cost of an Economic Development Strategy can range anywhere from \$50,000 to \$500,000 or more.

The cost of the Economic Development Strategy is influenced by the level of detail, research, and analysis required to develop a comprehensive strategy that meets the needs of the city. The cost can also be influenced by the level of engagement with stakeholders, the complexity of the data and market analysis, and the extent of the planning and implementation support required.

Assuming a moderate effort on all of these points and strong support from the City of West Fargo Economic Development Department, the Economic Development Strategy could be competent in the \$50,000-\$125,000 range, with the higher range including one or more of these market study elements:

- Level 1 Retail Market Analysis (\$6,000-\$10,000) and
- Hotel/Hospitality Market Analysis (\$15,000-\$25,000) and/or
- Office Market Analysis (\$15,000-\$25,000) and/or
- Residential Market Analysis (\$25,000)

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

The timeline for the Economic Development Strategy is approximately 12 months. The Market Study consultant selection process could be shortened if scopes and estimates were requested from shortlisted consultants, with a fast-track selection process. This is especially helpful to inform the Lagoon Strategy. Should the Economic Development Strategy be done in-house, it could run concurrently with the other near term projects. If the Economic Development Strategy is outsourced to an outside consultant who is also assisting with the Lagoon Strategy, the combination of the projects could consolidate expenses and compress the engagement process to be less of a burden on the community and staff.

Critical milestones for the process are selecting a Market Study consultant, selecting an Economic Development Strategy Consultant (unless the option to complete the study in house is selected) and adoption of the Economic Development Strategy.

Abbreviation	Entity	Abbreviation	Entity
CC	City Commission	FI	Finance
PC	Planning Commission	FD	Fire Department
AD	Administrator	PD	Park District
COM	Communications	PZ	Planning and Zoning
ED	Economic Development	POL	Police Department
ENG	Engineering	LIB	Public Library
		PW	Public Works

West Fargo Action Plan

Task	Resource	Start	Finish	1QTR 2023			2QTR 2023			3QTR 2023			4QTR 2023		
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Economic Development Strategy		2/7/23	7/31/23												
Select market study consultant	ED, AD	2/7/23	3/15/23		Selection										
Draft market study	ED, AD	4/17/23	5/26/23				Draft Market Study								
Market study complete		6/1/23	6/1/23												
Consider writing ED Strategy inhouse	ED, AD, FI	5/1/23	5/12/23				Author								
Draft & Issue RFP if Consultant Chosen	ED, AD	5/15/23	6/12/23				Draft & Issue RFP								
Response Time	ED, AD, FI	6/12/23	7/10/23						Response Time						
Review Responses & Select Winner	ED, AD, FI	7/10/23	8/7/23							Review & Select					
Contract Complete		9/5/23	9/5/23												
Develop ED Strategy	ED, AD	9/5/23	12/4/23								Develop ED Strategy				
Strategy complete		12/18/23	12/18/23												

Capital Improvement Planning

While a number of recent studies have quantified the need for the rehabilitation of core infrastructure, no financial plan is in place to fund the required improvements. This project will catalog the pertinent studies and establish a plan to pay for the needed upgrades, which can be integrated with the City's existing Capital Improvement Planning process. Because of the level of local knowledge and insight required for this work, it is best done in-house if staff capacity is available.

This project should begin immediately in order to consider potential federal dollars available from the Bipartisan Infrastructure Law (www.whitehouse.gov/bipartisan-infrastructure-law/) for any infrastructure that reduces lead pipes, increases high-speed internet access, builds better roads and bridges, invests in public transit, builds a network of electric vehicle chargers, upgrades power infrastructure, builds resilient infrastructure, or invests in environmental remediation.

The full capital improvement planning process is an ongoing process that will be receiving inputs and direction from future studies, such as the Lagoon Strategy and Downtown Master Plan. The Economic Development Strategy and Public Input also will provide important feedback loops to Capital Improvement Planning. Because of the connections between all actions of this Action Plan, and the expediency of accessing viable funds, this plan should be an ongoing process that utilizes best practices in capital planning.

One reason outside funding sources are needed for basic infrastructure rehabilitation is because the gross density of West Fargo is 3.9 dwelling units per acre, even using the higher 2022 population estimates. This relatively low density of a predominately residential tax base makes it unlikely to be able to support much more than routine maintenance as critical infrastructure nears the end of its life cycle. Because of this, it is essential to ensure that both the Lagoon Strategy and the Downtown Master Plan align with the high return, compact, mixed use forms and narrower streets envisioned by West Fargo 2.0 to create places that pay.

ACTIONS

1. Review the Bipartisan Infrastructure Law and identify any projects that would qualify.
2. Catalog all pertinent local studies that address required core infrastructure rehab.
3. Establish cost estimates associated with each of the required infrastructure investments.
4. Within the City's Capital Improvement Plan, fast track any local project that may qualify for federal dollars.
5. Submit grant applications for any projects that may qualify for federal funding.
6. Review and prioritize lagoon redevelopment and core area development and create a timeline for each of these projects as the first drafts of the Lagoon Strategy and Downtown Master Plan are completed.
7. Identify additional sources of funds to help repair and revitalize core infrastructure.

8. Write a second round of federal grant applications for any projects that may qualify.
9. Create a second draft Capital Improvement Plan detailing each infrastructure project's indicative cost estimates, responsible parties, target construction dates and potential funding sources.
10. Submit Capital Improvement Plan for approval.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Capital Improvement Plan should be funded by the City. Project needs identified in the plan may well qualify for federal funding provided the infrastructure aligns with federal priorities (www.grants.gov). In addition to the Bipartisan Infrastructure Law, HUD Community Development Block Grants may apply (hudexchange.info/programs/cdbg/).

Because of the level of local knowledge and insight required for this work, it is best done in-house if staff capacity is available, with no external consultant. If an external consultant is required, the scope should be sparing as monthly zoom check-ins to facilitate progress on action items 1 through 10 on pages 27 and 28. This cost should be approximately \$11,000 per year, if required.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

The timeline for Capital Improvement Planning is ongoing, although the first round required is approximately 16 months. This could be shorter if some tasks such as federal grant identification and application were outsourced to a consultant. Critical milestones for the process are to submit two rounds of grant applications for any projects that may qualify for federal support after the first and second drafts of the Capital Improvement Plan are complete.

Abbreviation	Entity	Abbreviation	Entity
CC	City Commission	FI	Finance
PC	Planning Commission	FD	Fire Department
AD	Administrator	PD	Park District
COM	Communications	PZ	Planning and Zoning
ED	Economic Development	POL	Police Department
ENG	Engineering	LIB	Public Library
		PW	Public Works

West Fargo Action Plan

Task	Resource	Start	Finish	1QTR 2023		2QTR 2023			3QTR 2023	
Core Infrastructure Rehab Financial Plan				Feb	Mar	Apr	May	Jun	Jul	Aug
Identify projects qualifying for BIL funding	AD, ENG, PW	2/27/23	4/7/23		Identify BIL projects					
Catalog all needs	ENG, PW	2/27/23	4/14/23		Catalog needs					
Develop cost estimates for tasks	ENG, PW	4/17/23	5/26/23			Cost estimates				
First Draft of plan	ENG, PW, AD	5/30/23	7/14/23				First draft			
Develop federal grant applications	AD, ENG, PW	7/17/23	10/6/23						Apply for federal grants	
Downtown & Lagoon timelines	PW, ENG, PZ, AD	11/13/23	1/5/24							
Identify other funding sources	PW, ENG, AD, CC	10/9/23	12/8/23							
2nd round Federal grant applications	AD, ENG, PW	12/8/23	2/9/24							
Second Draft of plan	ENG, PW, AD	2/5/24	3/15/24							
Submit plan for approval	CC, AD, ENG, PW	3/18/24	3/18/24							

West Fargo Action Plan

Task	Resource	Start	Finish	3QTR 2023	4QTR 2023			1QTR 2024		
Core Infrastructure Rehab Financial Plan		2/27/23	4/22/24	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Identify projects qualifying for BIL funding	AD, ENG, PW	2/27/23	4/7/23							
Catalog all needs	ENG, PW	2/27/23	4/14/23							
Develop cost estimates for tasks	ENG, PW	4/17/23	5/26/23							
First Draft of plan	ENG, PW, AD	5/30/23	7/14/23							
Develop federal grant applications	AD, ENG, PW	7/17/23	10/6/23	Apply for federal						
Downtown & Lagoon timelines	PW, ENG, PZ, AD	11/13/23	1/5/24			Downtown & lagoon timelines				
Identify other funding sources	PW, ENG, AD, CC	10/9/23	12/8/23		Identify funding sources					
2nd round Federal grant applications	AD, ENG, PW	12/8/23	2/9/24				Grant applications			
Second Draft of plan	ENG, PW, AD	2/5/24	3/15/24					2nd draft plan		
Submit plan for approval	CC, AD, ENG, PW	3/18/24	3/18/24							

MID TERM PROJECTS

Sign Code Update

The Supreme Court of the United States found in *Reed v. Town of Gilbert, Arizona* in 2015 that local governments cannot define the content of sign codes because of First Amendment protections of free speech. Most local governments, including the City of West Fargo have sign regulations that define signs based upon content, for example, real estate signs, political signs, advertising signs, etc. As a result, local governments across the nation are updating their sign codes to remove content regulations and regulate strictly by type, size, and location.

PlaceMakers, LLC was contracted to draft an updated sign code for the city and that was completed in August, 2021. This included two rounds of edits from staff. Because of staff turnover the stakeholder meetings and public process has not begun.

ACTIONS

1. Current planning staff reviews and redlines draft of sign code.
2. Initiate public engagement beginning with focus groups to refine the first draft prior to public review.
3. Edit first draft based upon focus group comments.
4. Publish the sign code for public review and initiate the adoption process.

RESOURCES AND ANTICIPATED FUNDING SOURCES

This process was funded in March of 2021. It will require some Planning staff time to review the code, assemble the focus groups, and manage the adoption process, but it should not require additional financial resources. The amount left on the contract for this item is \$13,050.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

The responsibilities of this process will fall largely on the Planning and Zoning Department along with the Planning Commission and City Commission for consideration and possible adoption. Because the first draft is complete, the project is expected to take four to six months to complete. It is anticipated this project could begin in the second half of 2023, depending on staff capacity, and be completed by early 2024.

Increased Coordination for Space Management

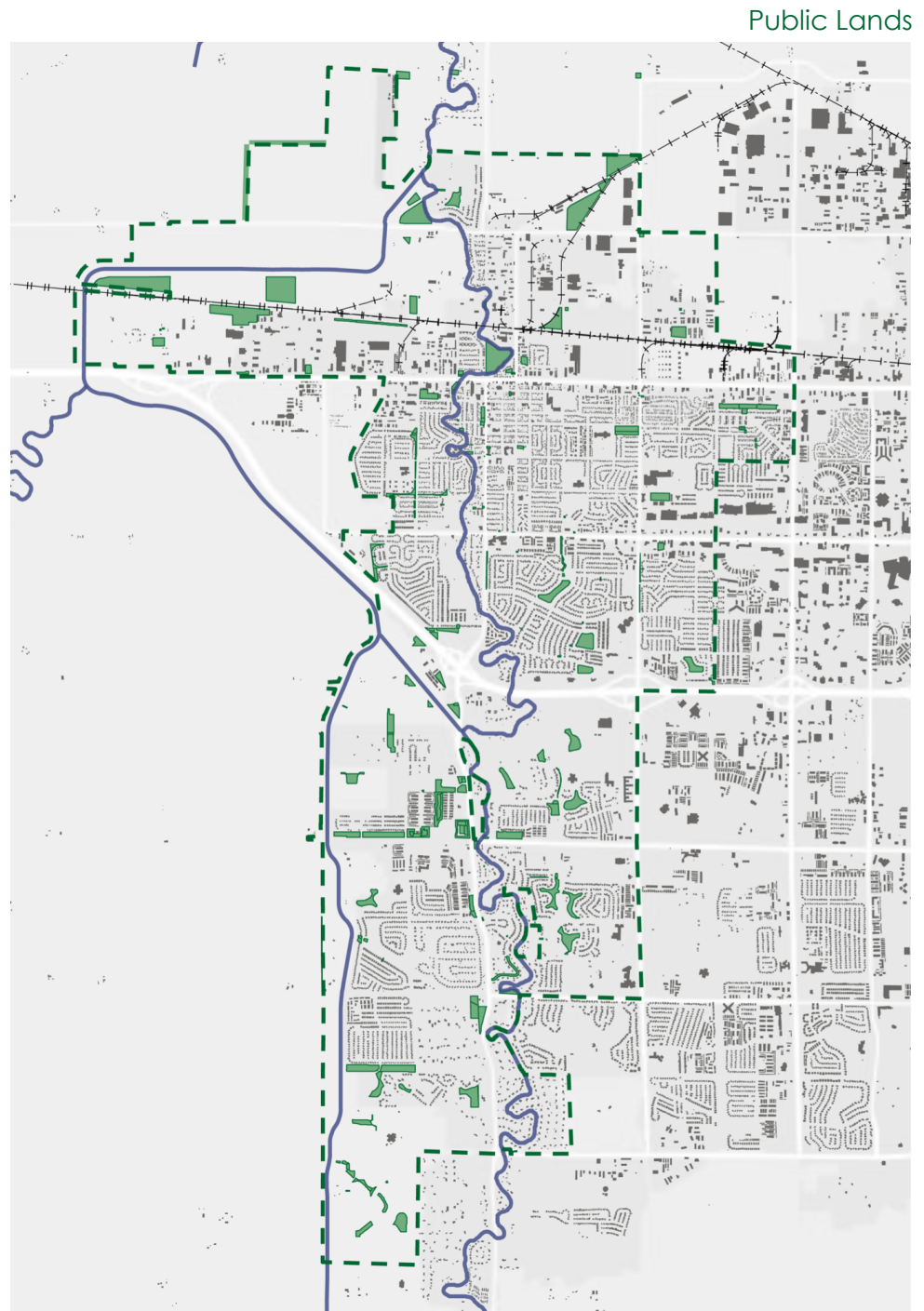
The needs assessment highlights the desire for increased coordination in space management efforts both internally (schools, parks, services) and externally (partner governments). Consideration should be given to best practices for how a city should manage such efforts holistically, such as through an ongoing CIP/budgeting process and how best to coordinate facility decisions amongst partner governments.

These considerations include the acquisition of new facilities, particularly for the Fire Department and Library. Both of these assets are crucial to the continued desirability of West Fargo. As the lagoon area opens up for development, strategies must be in place for acquisition of new sites for civic infrastructure. Also, there are existing city owned parcels totalling over 445 acres in addition to the lagoon area available for use that should be allocated for the needs at hand. These include:

- FIRE STATIONS. The city is two fire stations behind the goal to achieve the desired service standard. As population density changes this becomes even more important. West Fargo is the 5th largest city in North Dakota and is currently growing at a rate of 3.21% annually and its population has increased by 6.63% since the most recent census. (U.S. Census Bureau, n.d.) Six planning fire zones and four sub zones currently reflect existing call volume. The Lagoon Strategy and Growth Areas Master Plan must address fire safety. A strong analysis of community resilience should be performed. The Fire Strategic Plan 2023-2028 update is starting now and should inform the Increased Coordination for Space Management.
- LIBRARY. West Fargo is approximately 10 years behind in the planning cycle for the library. Adequate library space is an essential amenity to attract new workers and residents as well as to serve the existing community. Considerations for the library should include the options of expansion in the current location in the heart of the city or the possibility of branch libraries in expanding areas to the northwest. If these buildings are sited in a walkable location with parking either on-street or behind the building, they are able to anchor the neighborhood in the same way that baby box retail would, as an important center that will increase economic activity. (Borys & Benfield, n.d.)
- CITY HALL. West Fargo 2.0 references the need for civic uses downtown, as an important civic anchor. The Downtown Master Plan update is likely to have more direction regarding this, as a near term project. Trying to build a downtown out of just specialty shops also does not work because form follows anchor. You can only support about 30,000 square feet of retail without an anchor. And that does not necessarily mean a baby box retailer anchoring main street – non-retail amenities like a library, post office, city hall, and courthouse are all strong civic anchors.
- PLACEMAKING. Participants in the needs assessment that informs this action plan referenced the newly-formed Public Art Advisory Committee (www.westfargond.gov/1077/Public-Art-Advisory-Committee/) and the need for it to build capacity. There is a void of public art in West Fargo that limits a younger demographic. One option for some of the city-owned parcels is to host pop-up installations to activate the spaces and engage the community. Huntsville, Alabama developed a Pop-Up Park Experience

(downtownhuntsville.org/blog/pop-up-parks) that has been very successful with corporate sponsorship and community engagement. This could be a case study for West Fargo. Other Tactical Urbanism Guides (tacticalurbanismguide.com/guides/) may be helpful in expanding local initiatives.

The available lands are dispersed throughout the city as is seen on the following map. The lagoon area is not included in this map since it is covered by a master planning project.



(City of West Fargo et al., 2022)

ACTIONS

1. Catalog and map city-owned parcels for the near term uses. The initial map above is based in part on Cass County data available in ESRI. The accuracy should be confirmed.
2. Develop a programming strategy for public space within the city with tactical urbanism (issuu.com/streetplanscollaborative/docs/task2_mgmt-guide_final_web) methods. This will require staff oversight but can use community participation for sponsorship, stewardship, and management. See the reference to Huntsville, Alabama's Pop-Up Park Experience (downtownhuntsville.org/blog/pop-up-parks).
3. Assure all master plan projects within this action plan assess civic needs for facility expansion and develop policies for developer land contributions.
4. Develop a prioritized list of new facilities, with timelines, management teams, and potential funding sources.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Increased Coordination for Space Management should be funded by the General Fund. Project needs identified in the plan may well qualify for federal funding provided the infrastructure aligns with federal priorities (www.grants.gov).

Because of the level of local knowledge and insight required for this work, it is best done in-house if staff capacity is available, with no external consultant.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Administration and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and approval.

Specific Corridor / Infrastructure / Utility Servicing Plans

Plans for corridors, infrastructure and utilities will help prepare for the new growth from the redevelopment of the lagoons and diversion as well as to ensure maintenance and servicing for existing infrastructure and utilities. Maintenance and upgrades to core infrastructure of streets and utilities have not kept up with recent growth. The City of West Fargo provides residents the following utilities and services: appliance disposal, dumpsters, forestry, garbage and recycling, water and sewer, sump pump, and vector control. West Fargo Public Works Department maintains West Fargo's streets, sewer and water, sanitation, forestry, and buildings.

The servicing plans should be guided by development types supported by West Fargo 2.0. These forms of streets and compact mixed-use buildings are higher return than the existing lower density residential uses, creating long-term support for a more resilient city budget, reducing the likelihood of deferred maintenance. (Borys & Benfield, n.d.) Smart growth development generates ten times more tax revenue per acre than conventional suburban development and costs less by an average of 10% on ongoing delivery of police, ambulance and fire services. (Smart Growth America, 2013)

ACTIONS

1. Assess capacity of existing and expected corridors, infrastructure, and utilities.
2. Develop a city-wide utilities corridors, infrastructure, and utilities upgrade list.
3. Apply for federal grants for any projects that may qualify.
4. Establish a strategy for financing growth-triggered utility & infrastructure upgrades.
5. Outline a sequenced plan to deliver the neighborhood serving infrastructure.
6. Consider pros and cons of a City-wide Utilities Development Cost Levy.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Specific Corridor / Infrastructure / Utility Servicing Plans should be funded by the General Fund. Project needs identified in the plan may well qualify for federal funding (www.grants.gov). Particular attention should be given to any projects that may qualify for funding under the Bipartisan Infrastructure Law (www.whitehouse.gov/bipartisan-infrastructure-law/) for any infrastructure that reduces lead pipes, increases high-speed internet access, builds better roads and bridges, invests in public transit, builds a network of electric vehicle chargers, upgrades power infrastructure, builds resilient infrastructure, or invests in environmental remediation.

Because this is a mid term project, costs are not estimated at this time, but will be influenced by the level of detail and analysis to assess the capacity of existing and expected corridors, infrastructure, and utilities, and to develop a comprehensive strategy for financing growth-triggered upgrades and delivering neighborhood serving infrastructure. The cost will also be influenced by the extent of research, stakeholder engagement, data analysis, and planning and implementation support required.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

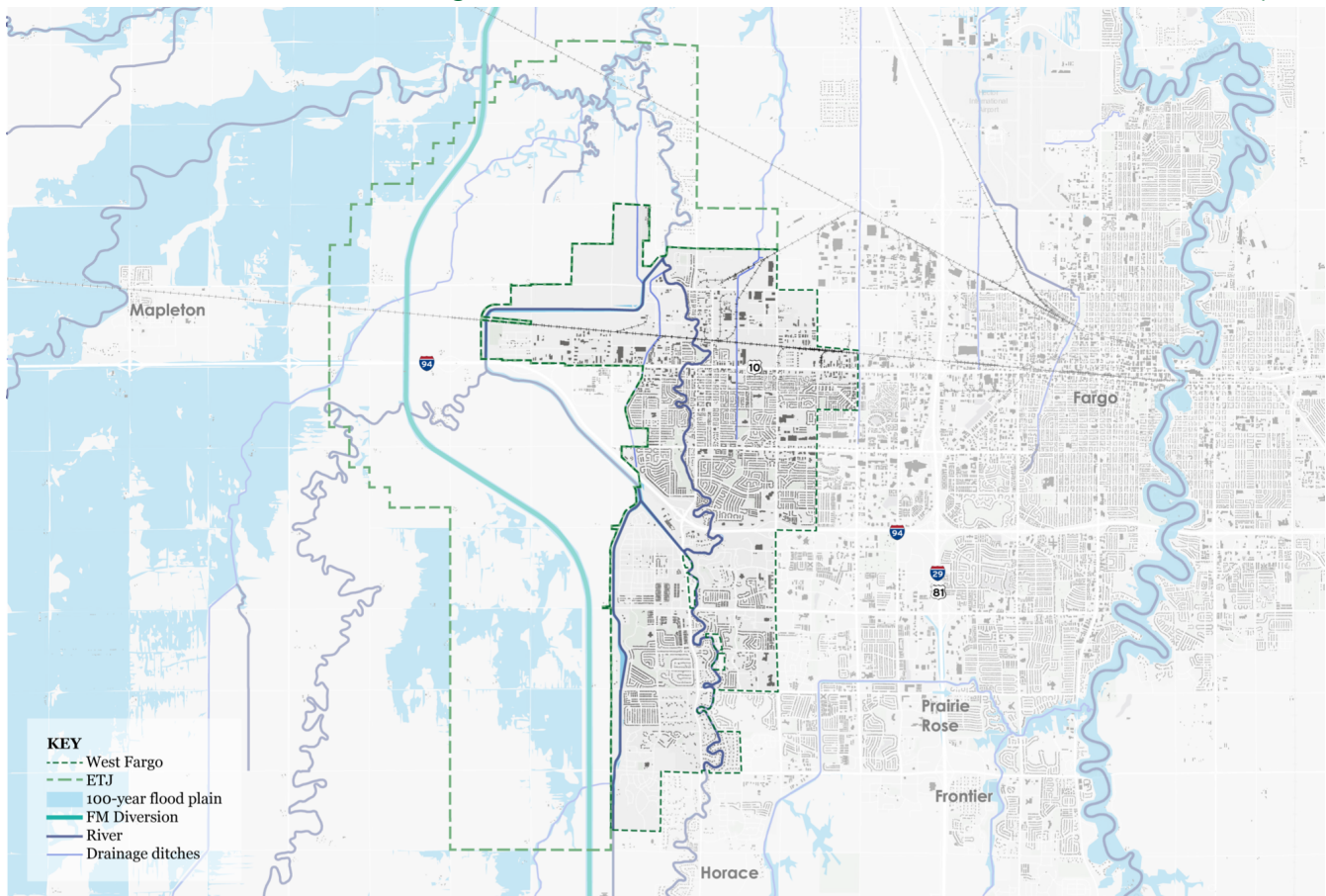
This project will be co-led by Public Works and Engineering and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and possible adoption.

Growth Areas Master Plan

While the lagoon property is clearly the area with highest growth potential, the Lagoon Strategy is carved out separately to facilitate immediate action. The mid term priority for the Growth Area Master Plan considers all remaining growth areas including densification of existing parts of the city that may be experiencing redevelopment pressures, the area made available by the FM Diversion, and the limited areas for infill development on the south end. With the exception of the lagoon area, the majority of West Fargo is built out. However, the FM Diversion will create the opportunity for future growth and the participants in the workshops expressed the need to be prepared with a clear vision when the diversion is complete.

The image below includes the West Fargo Extraterritorial Jurisdiction (ETJ) to the north and west of the city as well as the 100-year floodplain with the diversion project completed. Much of the land within the ETJ will be available for expansion as the need arises. West Fargo 2.0 is clear on the type of future development and that vision is supported by the workshop participants, Administration and the Planning Commission. To assure that vision is achieved, master planning for the almost 27 square miles in the ETJ should be a mid-term priority.

West Fargo Extraterritorial Jurisdiction and Diversion 100-Year Floodplain



(Metro Flood Diversion Authority et al., 2022)

ACTIONS

1. Develop an RFP for a consultant as this scope is too large to execute with Planning Staff alone. The scope should include:
 - a. An assessment including a market analysis (if more than two years after the completion of the analysis done for the Economic Development Strategy).
 - b. An engagement plan asking for the current best practices in both digital and in person outreach.
 - c. Sector plan to determine the following types of land development:
 - i. Lands protected from future development, like the floodplain;
 - ii. Lands of rural character where future development is very limited to not overburden resources or natural systems, typically farmland;
 - iii. Lands of primarily rural character where future development is limited to not overburden resources or natural systems, typically lands served by local roads and with limited water and sewer services;
 - iv. Lands that can support substantial growth by virtue of proximity to existing infrastructure and safety from hazards; and
 - v. Land already developed that can support further and more intensified development.
 - d. Illustrations should be required in addition to the planning efforts to assist in telling the story for the community and marketing the area for future development.
2. The selection process should be designed for the 21st century including digital proposal submissions instead of paper submissions and video interviews.
3. The target date for the planning kick-off should be determined based on the completion of six short term projects.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Growth Areas Master Plan should be funded by the City. Project needs identified in the plan may well qualify for federal funding provided the infrastructure aligns with federal priorities (www.grants.gov). The fiscal demands of this project vary greatly with the scope. The scope variation is largely impacted by the availability of staff to support the project.

1. Conservative \$75,000 to \$100,000 scope includes:
 - a. Analyze base material and contributing documents, including 2020 Census data and projections, starting with the summaries on the Economic Development Strategy pages and base maps.
 - b. Create a project website to enable digital community input.
 - c. Engage focus groups to provide direction to the vision and goals of the plan during a site visit, as well as by videoconferences.

- d. Produce the vision, goals, actions, and plan with first and final drafts, collecting edits from the community.
- e. Present each draft of the plan to the community via videoconference.
- 2. Holistic \$150,000 to \$200,000 scope includes all of option 1, plus the following:
 - a. More time onsite for the consultant team for additional consultation with the community. Attend public hearings in person.
 - b. Team members from additional specialties identified during contract negotiations, such as stormwater management, transportation, retail, and housing.
 - c. Illustrations of types of future development in the plan, as a visioning and implementation tool.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Planning Department and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and possible adoption. Master planning at this scale usually takes 12 to 18 months.

Unified Development Code Update

The existing zoning, subdivision and engineering regulations will not allow the sorts of high return walkable, mixed-use compact development that West Fargo 2.0 envisions. While the short term project of the Title IV Zoning Text Amendment will ease some of these constraints, a full Unified Development Code Update will bring all development regulations up to today's best practices of making a user-friendly, graphic-intensive ordinance that uses plain language to implement West Fargo 2.0. By codifying the collective local vision, the local development application process should be significantly shortened, reducing market uncertainty and the amount of time to get new projects approved. This becomes an important part of the Economic Development Strategy, to welcome new businesses as well as alleviate the time and money that existing businesses and residents face when wanting to redevelop their properties.

The Unified Development Code should deliver complete communities in line with today's market preferences. 66% of Americans believe that investing in schools, transportation choice, walkability and key community features is the best way to strengthen the economy. Less than 10% of massive Millennial and Boomer Generations want traditional, auto-dependent suburban living, even though over 40% live there today. "Economics of place" is likely to drive economic growth and development, with traditional business recruitment strategies seen as less important than investing in local amenities and quality of life. (American Planning Association, 2014)

ACTIONS

1. Develop an RFP for a consultant as this scope is too large to execute with Planning Staff alone. The scope should include:
 - a. An engagement plan asking for the current best practices in both digital and in person outreach.
 - b. Unified Development Code scope including current best practices requires the following content, however the RFP should allow respondents to address these topics creatively:
 - i. GENERAL PROVISIONS: Authority, Applicability, Intent, Zoning Districts Established, Nonconformities, Enforcement, Severability, Effective date, Repealer
 - ii. SUBDIVISION: Street Standards, Block Standards, Platting Standards, Open Space Standards
 - iii. ZONING REGULATIONS: Buildings and Yards, Use, Parking Standards, Landscaping Standards, Fencing, Signage Standards, Lighting Standards
 - iv. RIGHT-OF-WAY REGULATIONS: General, Context, Right-of-way Assemblies, Roadway Requirements, Parkway Requirements, Access
 - v. ADMINISTRATION AND PROCESS: Approval Authority, Amendments, Notification and Hearings, Processes, Applications, Deviations
 - vi. DEFINITIONS
 - c. Presentation of draft Unified Development Code for review, edit, and adoption.

- d. Staff and development community training.
2. The selection process should be designed for the 21st century including digital proposal submissions and video interviews. Selection criteria should require respondents to demonstrate experience of writing a minimum of five Unified Development Codes, and having them successfully adopted.
3. The target date for the planning kick-off should be determined based on the completion of the short term projects.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Unified Development Code Update should be funded by the General Fund. Project needs identified in the plan may well qualify for federal funding provided the infrastructure aligns with federal priorities (www.grants.gov). Because of the large role that land use can play in climate mitigation and adaptation, consider the U.S. Climate Resilience Toolkit funding opportunities (toolkit.climate.gov/content/funding-opportunities).

The cost of the code will be influenced by the level of detail and analysis required to assess the existing zoning and subdivision regulations, engineering standards, the extent of stakeholder engagement and public involvement, and the level of planning and implementation support required. Assuming average ranges for these items, hiring a consultant to lead the Unified Development Code Update community outreach and code writing will likely cost between \$200,000 and \$500,000.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Planning Department and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and possible adoption. A unified development code rewrite can take two to three years to complete, however it can be completed within a year with public support.

LONG TERM PROJECTS

Public Arts Plan

Public art can be a powerful force to unify, engage, educate, challenge and connect, enhancing the day to day experience in the urban environment. The addition of public art that resonates with West Fargo community members can make the city more attractive to residents, businesses and tourists. Public art must be truly accessible by all, not requiring a museum visit to see it. It usually requires some sort of public dialogue and process, and is housed in a park, plaza, square, or other accessible public place. Public art changes the dynamics of a space and the interactions between people. Together, public art in a welcoming public space becomes a powerful connector within the city. Emotional connection to community drives the highest rates of GDP growth. (Knight Foundation & Gallup, 2011)

While the Downtown Master Plan will deliver a public arts strategy for downtown and the Increased Coordination for Space Management will facilitate pop-up public art on city-owned parcels, a more systematic Public Arts Plan is needed for the city as a whole. The drafting of the Public Arts Plan will engage a larger local support network of artists, collectors, supporters, and financial sources, starting with the predominantly city-staff-led Public Art Advisory Committee (www.westfargond.gov/1077/Public-Art-Advisory-Committee/) and expanding into the private community to build capacity.

The Public Arts Plan will provide a framework to develop and maintain public art within the municipal context in support of branding, tourism, placemaking and cultural expression.

ACTIONS

1. Review outcomes of the Downtown Master Plan public arts strategy and the Increased Coordination for Space Management pop-up public art plan for insight and direction.
2. Develop an RFP for a consultant as this scope is likely too large to execute with the Public Art Advisory Committee alone. The scope should:
 - a. Provide an inventory of the city's cultural assets and opportunities.
 - b. Engage the community to guide the Public Arts Plan to help establish a vision, goals and actions for the Public Arts Plan.
 - c. Identify priorities, estimated costs, implementation dates and funding sources.
 - d. Recommended public art guidelines, policies, processes and programs.
 - e. Provide site identification criteria and recommendations for placement of art.
 - f. Develop guidelines for inclusion of public art in public improvement projects.
 - g. Strategize for ongoing community outreach to a diverse group of stakeholders.

- h. Identify sites for future temporary and permanent public art projects.
 - i. Establish standards for maintenance, upkeep and replacement.
- 3. The target date for the planning kick-off should be determined based on the completion of the short term and mid term projects.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Public Arts Plan should be funded by the General Fund. Potential support for projects from Our Town, the National Endowment for the Arts creative placemaking grants program (arts.gov/grants/our-town).

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Public Art Advisory Committee and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and possible adoption.

West Fargo 2.0 Update

Most of the comprehensive plan, West Fargo 2.0, is still relevant and resources would be better used implementing key recommendations in the plan hence the prioritization of this update as a long term project. The update predominantly consists of text edits to reflect changing local conditions, shifts in market pressures, and an additional level of detail on the subjects of the lagoons, FM diversion, and the Unified Development Code. Instead of a full rewrite, this refresh needs to occur by 2028, which will mark 10 years in service.

ACTIONS

1. Review outcomes of the Lagoon Strategy, Growth Areas Master Plan, Downtown Master Plan, and Unified Development Code for direction.
2. Develop an RFP for a consultant as this scope is likely too large to execute with the Planning Department alone. The scope should:
 - a. Update demographics to reflect the most recent census.
 - b. Engage the community for insights and direction on needed updates.
 - c. Update text and maps of West Fargo 2.0 to reflect the planning efforts in the short and mid term projects.
3. The target date for the planning kick-off should be no later than 2027.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The West Fargo 2.0 Update should be funded by the City, such as through the General Fund. Project needs identified in the plan may well qualify for federal funding provided the infrastructure aligns with federal priorities (www.grants.gov). Because the complete communities envisioned in West Fargo 2.0 and their contribution to greenhouse gas reduction, consider U.S. Climate Resilience Toolkit funding opportunities (toolkit.climate.gov/content/funding-opportunities)

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Planning Department and will require collaboration and input from all city departments along with the Planning Commission and City Commission for consideration and possible adoption, which should occur by 2028.

Mobility Master Plan

The Mobility Master Plan could potentially be folded into the update to West Fargo 2.0, through an expanded transportation section. The Mobility Master Plan is needed to design a coordinated network of transit, complete streets and multimodal means of transportation. It will leverage the MetroCOG Bicycle and Pedestrian Plan, anticipated to be complete in the fall of 2022, and identify further action required in addition to the transportation plans produced by MetroCOG, including the Long Range Transportation Plan, Bike/Ped Master Plan and the Transit Development Plan.

ACTIONS

1. Review outcomes of all MetroCOG plans for insight and direction.
2. Develop an RFP for a consultant as this scope is likely too large to execute with the Planning Department alone. The scope should:
 - a. Engage the community for insights and direction on preferred modes of transportation and what is working and not working in the transportation network today.
 - b. Prepare a Mobility Master Plan shaping mobility policy related to walkable thoroughfares, complete streets, transportation options, mobility systems, transit, funding and technology.
 - c. Incorporate recommendations and create an implementation plan that includes new street sections as well as phasing for street reconstruction initiatives prioritizing Downtown and the lagoon neighborhood.
 - d. Prepare pilot area plan(s) after adoption of Mobility Master Plan, pending available budget.
3. The target date for the planning kick-off should be no later than 2027.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Mobility Master Plan should be funded 80% through MetroCOG with the 20% matching from City funds.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Planning Department and will require collaboration and input from Public Works and Engineering, along with MetroCOG, the Planning Commission and City Commission for consideration and possible adoption.

Neighborhoods and Housing Master Plan

There is a housing supply shortage in the region, but this is a low urgency issue as MetroCOG is conducting a Housing Needs and Market Analysis and when completed it will provide an assessment of the local housing market and will identify direction for further action. Once MetroCOG's analysis is complete, depending on the strength of their document, this project may be able to be consolidated with the comprehensive plan update instead of being a standalone project.

The key metric that should be monitored to trigger this plan is the Center for Neighborhood Technology Housing plus Transportation Affordability Index (H+T Index htaindex.cnt.org/). At the moment, housing in West Fargo is considered affordable at 30% or less of household income, but should this number trend upward, additional consideration should be given to this plan.

Many of the other actions of this plan should assist in keeping housing affordable locally, including edits to the zoning code to allow missing middle, gentle density housing and complete communities as a matter of right. Should the Downtown Master Plan and the Lagoon Strategy see the construction of the walkable, compact, complete communities envisioned by West Fargo 2.0, this plan may be able to be delayed.

ACTIONS

1. Review the MetroCOG Housing Needs and Market Analysis and the West Fargo Market Analysis from the Economic Development Strategy for insight and direction.
2. Assess the regional data including the local market study developed for the Downtown and Lagoons Master Plans and the Economic Development Strategy.
3. Review the H+T Index annually to see if the plan should be prioritized.
4. Refine the combined data to either:
 - a. Develop a Neighborhoods and Housing Master Plan or
 - b. Include as a chapter in the West Fargo 2.0 comprehensive plan update.

RESOURCES AND ANTICIPATED FUNDING SOURCES

The Neighborhoods and Housing Master Plan should be funded by the City, with potential federal funding provided the infrastructure aligns with federal priorities (www.grants.gov).

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

This project will be led by the Planning Department and will require collaboration and input from Administration, the Planning Commission, and City Commission for consideration and possible adoption.

SUMMARY

This action plan lays out the identified cross-departmental projects for the next five to ten years. The short term timing is aggressive because of the Public Space Initiative Grant requirements. There is also pressure to develop immediate strategies for the lagoon area as that remediation is progressing quickly. Finally, the current round of Federal funding expedites the need to fast track Capital Improvement Planning. Additionally, all of the short term projects have mutual dependencies, so contain potential economies of scale. The gantt chart on the next page shows the combined short term schedule (zoom in to view).

The largest resource demands will be upon Administration and the Planning and Zoning Department. Administration will provide guidance to all of the projects, and Planning will take the lead on several projects. Public Works and Engineering will lead the Capital Improvement Planning, and Economic Development will lead the Economic Development Strategy. Communications will be heavily involved with public input, and all departments will contribute to the planning efforts of the Downtown Master Plan and Lagoon Strategy. This collaboration across departments will enable the compressed schedule to be achieved. Deferrals can be made to some tasks that are not a part of the critical path, but significant cost savings can be achieved by bundling the planning efforts, market studies, and public engagement efforts.

TIMELINE, MILESTONES, ROLES AND RESPONSIBILITIES

West Fargo Action Plan											
Task	Resource	Start	Finish	1QTR 2023			2QTR 2023			3QTR 2023	
				Jan	Feb	Mar	Apr	May	Jun	Jul	Sep
Downtown Master Plan		1/2/23	12/29/23								
RFP Response time	PZ	1/11/23	2/6/23		Response						
Review RFP responses & select winner	PZ, AD, PC, ED	2/7/23	3/15/23		Select Winner						
Contract executed		4/03/23	4/03/23								
Planning process	PZ, PC, AD, COM, ENG, FD, POL, PD, LIB, PW	4/03/23	9/29/23				Planning				
Adoption process	PZ, PC, CC	10/2/23	12/22/23								
Master plan adopted		12/29/23									
Lagoon Strategy		2/6/23	6/25/24	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep
Land Disposal Process	AD, CC, PW, PZ	2/6/23	3/17/23		Disposal Process						
Draft & Issue REOI	AD, PZ, PW	3/20/23	4/28/23			Draft & Issue REOI					
Response Time	PZ	5/1/23	6/30/23				Response Time				
Review REOI Responses & Select Winner	CC, PC, AD, ED, PZ, PW	7/3/23	9/1/23					Review & Select Winner			
Developer Selected		9/4/23	9/4/23								
Draft & Issue Master Plan RFP	PZ, PW, ENG, AD	3/20/23	4/14/23			Draft & Issue RFP					
Response Time	PZ	4/17/23	5/26/23			Response Time					
Review RFP Responses & Select Winner	PC, AD, PZ, ENG, PW, ED	5/29/23	7/7/23				Review & Select Winner				
Contract Complete		7/10/23	7/10/23								
Planning Process	PZ, PC, AD, COM, ENG, FD, PD, LIB, POL, PW	9/5/23	5/13/24							Planning	
Adoption Process	PZ, PC, CC	5/14/24	6/24/24								
Master Plan Adopted		6/25/24	6/25/24								
Title IV Zoning Text Amendments		3/6/23	11/6/23	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep
Parking & DMU review and modification	PZ	5/1/23	6/15/23					DMU & Parking Review			
Parking & DMU adoption process	PZ, PC	6/16/23	7/27/23						Adoption Process		
Parking & DMU admendments adopted		7/28/23	7/28/23								
Develop greenfield floating zone	PZ	7/31/23	11/17/23							Floating Zone Development	
Floating zone adoption process	PZ, PC, CC	11/20/23	12/29/23								
Floating zone adopted		1/5/24	1/5/24								
Economic Development Strategy		2/7/23	7/31/23	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep
Select market study consultant	ED, AD	2/7/23	3/15/23		Selection						
Draft market study	ED, AD	4/17/23	5/26/23				Draft Market Study				
Market study complete		6/1/23	6/1/23								
Consider writing ED Strategy inhouse	ED, AD, FI	5/1/23	5/12/23				Author				
Draft & Issue RFP if Consultant Chosen	ED, AD	5/15/23	6/12/23				Draft & Issue RFP				
Response Time	ED, AD	6/12/23	7/10/23				Response Time				
Review Responses & Select Winner	ED, AD	7/10/23	8/7/23					Review & Select			
Contract Complete		9/5/23	9/5/23								
Develop ED Strategy	ED, AD	9/5/23	12/4/23								Develop ED
Strategy complete		12/18/23	12/18/23								
Core Infrastructure Rehab Financial Plan		2/27/23	4/22/24	Jan	Feb	Mar	Apr	May	Jun	Jul	Sep
Identify projects qualifying for BIL funding	AD, ENG, PW	2/27/23	4/7/23		Identify BIL projects						
Catalog all needs	ENG, PW	2/27/23	4/14/23		Catalog needs						
Develop cost estimates for tasks	ENG, PW	4/17/23	5/26/23				Cost estimates				
First Draft of plan	ENG, PW, AD	5/30/23	7/14/23					First draft			
Develop federal grant applications	AD, ENG, PW	7/17/23	10/6/23						Apply for federal grants		
Downtown & Lagoon timelines	PW, ENG, PZ, AD	11/13/23	1/5/24								
Identify other funding sources	PW, ENG, AD, CC	10/9/23	12/8/23								
2nd round Federal grant applications	AD, ENG, PW	12/8/23	2/9/24								
Second Draft of plan	ENG, PW, AD	2/5/24	3/15/24								
Submit plan for approval	CC, AD, ENG, PW	3/18/24	3/18/24								

West Fargo Action Plan													
Task	Resource	Start	Finish	4QTR 2023			1QTR 2024			2QTR 2024			
Downtown Master Plan		1/2/23	12/29/23	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
RFP Response time	PZ	1/11/23	2/6/23										
Review RFP responses & select winner	PZ, AD, PC, ED	2/7/23	3/15/23										
Contract executed		4/03/23	4/03/23										
Planning process	PZ, PC, AD, COM, ENG, FD, POL, PD, LIB, PW	4/03/23	9/29/23										
Adoption process	PZ, PC, CC	10/2/23	12/22/23	Adoption									
Master plan adopted		12/29/23											
Lagoon Strategy		2/6/23	6/25/24	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Land Disposal Process	AD, CC, PW, PZ	2/6/23	3/17/23										
Draft & Issue REOI	AD, PZ, PW	3/20/23	4/28/23										
Response Time	PZ	5/1/23	6/30/23										
Review REOI Responses & Select Winner	CC, PC, AD, ED, PZ, PW	7/3/23	9/1/23										
Developer Selected		9/4/23	9/4/23										
Draft & Issue Master Plan RFP	PZ, PW, ENG, AD	3/20/23	4/14/23										
Response Time	PZ	4/17/23	5/26/23										
Review RFP Responses & Select Winner	PC, AD, PZ, ENG, PW, ED	5/29/23	7/7/23										
Contract Complete		7/10/23	7/10/23										
Planning Process	PZ, PC, AD, COM, ENG, FD, PD, LIB, POL, PW	9/5/23	5/13/24	Planning Process									
Adoption Process	PZ, PC, CC	5/14/24	6/24/24										
Master Plan Adopted		6/25/24	6/25/24								Adoption Process		
Title IV Zoning Text Amendments		3/6/23	11/6/23	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Parking & DMU review and modification	PZ	5/1/23	6/15/23										
Parking & DMU adoption process	PZ, PC	6/16/23	7/27/23										
Parking & DMU admendments adopted		7/28/23	7/28/23										
Develop greenfield floating zone	PZ	7/31/23	11/17/23	Floating Zone									
Floating zone adoption process	PZ, PC, CC	11/20/23	12/29/23										
Floating zone adopted		1/5/24	1/5/24										
Economic Development Strategy		2/7/23	7/31/23	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Select market study consultant	ED, AD	2/7/23	3/15/23										
Draft market study	ED, AD	4/17/23	5/26/23										
Market study complete		6/1/23	6/1/23										
Consider writing ED Strategy inhouse	ED, AD, FI	5/1/23	5/12/23										
Draft & Issue RFP if Consultant Chosen	ED, AD	5/15/23	6/12/23										
Response Time	ED, AD	6/12/23	7/10/23										
Review Responses & Select Winner	ED, AD	7/10/23	8/7/23										
Contract Complete		9/5/23	9/5/23										
Develop ED Strategy	ED, AD	9/5/23	12/4/23	Develop ED Strategy									
Strategy complete		12/18/23	12/18/23										
Core Infrastructure Rehab Financial Plan		2/27/23	4/22/24	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Identify projects qualifying for BIL funding	AD, ENG, PW	2/27/23	4/7/23										
Catalog all needs	ENG, PW	2/27/23	4/14/23										
Develop cost estimates for tasks	ENG, PW	4/17/23	5/26/23										
First Draft of plan	ENG, PW, AD	5/30/23	7/14/23										
Develop federal grant applications	AD, ENG, PW	7/17/23	10/6/23	Ap									
Downtown & Lagoon timelines	PW, ENG, PZ, AD	11/13/23	1/5/24										
Identify other funding sources	PW, ENG, AD, CC	10/9/23	12/8/23	Identify funding sources									
2nd round Federal grant applications	AD, ENG, PW	12/8/23	2/9/24										
Second Draft of plan	ENG, PW, AD	2/5/24	3/15/24										
Submit plan for approval	CC, AD, ENG, PW	3/18/24	3/18/24										

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