



Aaron Nelson, AICP Director of Planning and Zoning
Lisa Sankey, Planner
Breanna Siegler, Office Manager

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West Fargo Planning & Zoning Commission Agenda
Tuesday, January 14th, 2025 - 5:30 p.m.

- A. Call to Order
- B. Approval of Order of Agenda
- C. Approval of Minutes- December 10th, 2024
- D. Regular Agenda
 - 1. Election of Commission Chair and Vice-Chair
 - 2. Public Hearing- A24-32 Hope Lutheran Addition, a request for subdivision and zoning change from A: Agricultural to R-1A: Single Family Dwellings in the S ½ of Section 31, T139N, R49W- Sankey ***(continued from the December 10, 2024 meeting; continued to the February 11, 2025 meeting)***
 - 3. Public Hearing- A25-1 Shadow Creek 4th Addition, a request for a variance to reduce the required minimum building control line of the CO-SR: Sheyenne River Corridor Overlay District at 49 35th Ave E (Lot 5, Block 1 Shadow Creek 4th Addition)- Sankey
 - 4. Recommend approval of HKGi as contractor for Growth Area Master Plan
 - 5. Review and approve 2025 Planning & Zoning Commission meeting dates
- E. Non-Agenda Items
- F. Adjourn from Regular Agenda
- G. Discussion Agenda
 - 1. Review of Bylaws
 - 2. Short-Term Rentals



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West Fargo Planning & Zoning Commission Meeting Minutes
Tuesday, December 10th 2024 - 5:30 p.m.

Members Present: Kathi Schwan, Mike Thorstad, Dave Gust, virtual attendance: Joe Kolb

Members Absent: Eric Dodds, Matt Kopp

Others Present: Aaron Nelson, Lisa Sankey, Katie Schmidt, Breanna Siegler

Minutes Submitted by: Breanna Siegler, Office Manager

Commissioner Gust volunteered to chair this meeting since Chair Kolb was attending virtually.

Meeting was called to order by Commissioner Gust at 5:30pm. Commissioner Gust asked for approval of the order of the agenda. Commissioner Thorstad motioned to approve the regular agenda. Commissioner Schwan seconded the motion. No opposition. Motion passed.

Commissioner Schwan moved and Commissioner Thorstad seconded the motion to approve the minutes from November 12, 2024. No opposition. Motion passed.

Commissioner Gust opened a Public Hearing for A24-31 12th Ave Industrial Addition, a request for subdivision in the NW ¼ of Section 4, T139N, R49W. Commissioner Gust asked for public comment. No public comment was brought forth. Commissioner Gust closed the public hearing. Discussion held. Jim Gilmore from the City of Fargo clarified that land was set aside for landfill expansion a long time ago and is no longer needed. Commissioner Thorstad motioned to approve request. Commissioner Schwan seconded. No opposition. Motion passed.

Commissioner Gust opened a Public Hearing for A24-32 Hope Lutheran Addition, a request for subdivision and zoning change from A: Agricultural to R-1A: Single Family Dwellings in the S ½ of Section 31, T139N, R49W. Commissioner Gust asked for public comment. No public comment was brought forth. Commissioner Gust closed the public hearing. The applicant for this item has requested continuation until the January 14, 2025 Planning & Zoning Commission meeting. Chair Kolb motioned to approve the continuation. Commissioner Schwan seconded. No opposition. Motion passed.

Commissioner Gust opened the floor for non-agenda items. None were brought forth.

Commissioner Gust asked for a motion to adjourn from the regular agenda. Commissioner Thorstad moved to adjourn and Commissioner Schwan seconded. Commissioner Gust adjourned from the regular agenda at 5:36pm.

STAFF REPORT

A25-1 Request for Variance	
Shadow Creek 4th Addition	
Lot 5, Block 1 of Shadow Creek 4th Addition - 49 35th Ave E	
Owner: Chad & Paula Ohnstad; Applicant: Mike Lloyd – Michael Lloyd Landscape Development, LLC	Staff Contact: Lisa Sankey
Planning & Zoning Commission Public Hearing:	01-14-2025
Board of Adjustment:	

PURPOSE:

Reduction of the building control line of the CO-SR (Sheyenne River Corridor Overlay) zoning district standards for construction of a single-family home.

STATEMENTS OF FACT:

Land Use Classification:	G-4A Core Retrofit Growth Sector
Existing Land Use:	Single Family Dwelling
Current Zoning District:	R-1A: Single Family Dwellings
Zoning Overlay District(s):	CO-SR: Sheyenne River Corridor Overlay
Proposed Lot size(s) or range:	255,000 ft ² (5.854 Acres)
Adjacent Zoning Districts:	East – R-1A: Single Family Dwellings West, North, and South (across Sheyenne River) – R-1E: Rural Estate District
Adjacent street(s):	Access Easement to 35 th Avenue East - Local
Adjacent Bike/Pedestrian Facilities:	Multi-Use Path throughout Shadow Creek Development
Available Parks/Trail Facilities:	Shadow Creek Splash Pad and Park within ½ mile.

DISCUSSION AND OBSERVATIONS:

- The applicant is proposing to construct a single family dwelling on a peninsula lot, surrounded on three sides by the Sheyenne River.
- A preliminary site plan was submitted with the application showing the location of the structure.
- The applicant is requesting a variance for a reduction of the building control line of the CO-SR: Sheyenne River Corridor Overlay.
- The property is located within the CO-SR (Sheyenne River Corridor Overlay) zoning district, which establishes a building control line that restricts structures, parking lots, fill and other development that may cause increased riverbank destabilization within 100 feet of the “established riverbank as determined by the City Engineer.”
- The applicant proposes encroaching into the 100-foot building control line area along the east side, approximately 80 feet from the established riverbank. The proposed residence as designed lies entirely within the current building control line; however, a portion of the footing, as well as related backfill encroaches beyond the existing control line
- As provided for in Section 4-431-C.3 of the zoning regulations, the City Commission may reduce the required building control line where it can be demonstrated through a soils analysis that soils are

STAFF REPORT

stable within the building control area. Requests for reduction of the building control area are handled via the variance approval process.

- In accordance with the provisions of §4-431-C.3, the applicant has employed a geotechnical firm to provide a soils analysis in respect to the proposed structure. The soils analysis concludes that the home will not be impacted by soil instability caused by the riverbank.
- The soils analysis has been reviewed by the City Engineer, who has no concerns regarding soil stability based on the findings of the soil analysis. A copy of the analysis is attached for reference.

NOTICES:

Sent to: Property Owners within 150' and Applicable agencies and departments

- An email was received from an adjacent property owner in support of the project.

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

- The variance is not consistent with the City's standard building control line of 100 feet from the riverbank; however, City ordinance does allow a reduction of the building control area of up to 50 feet upon demonstration that soils are sufficiently stable. The proposal is otherwise consistent with the city's comprehensive plan and other applicable city plans.

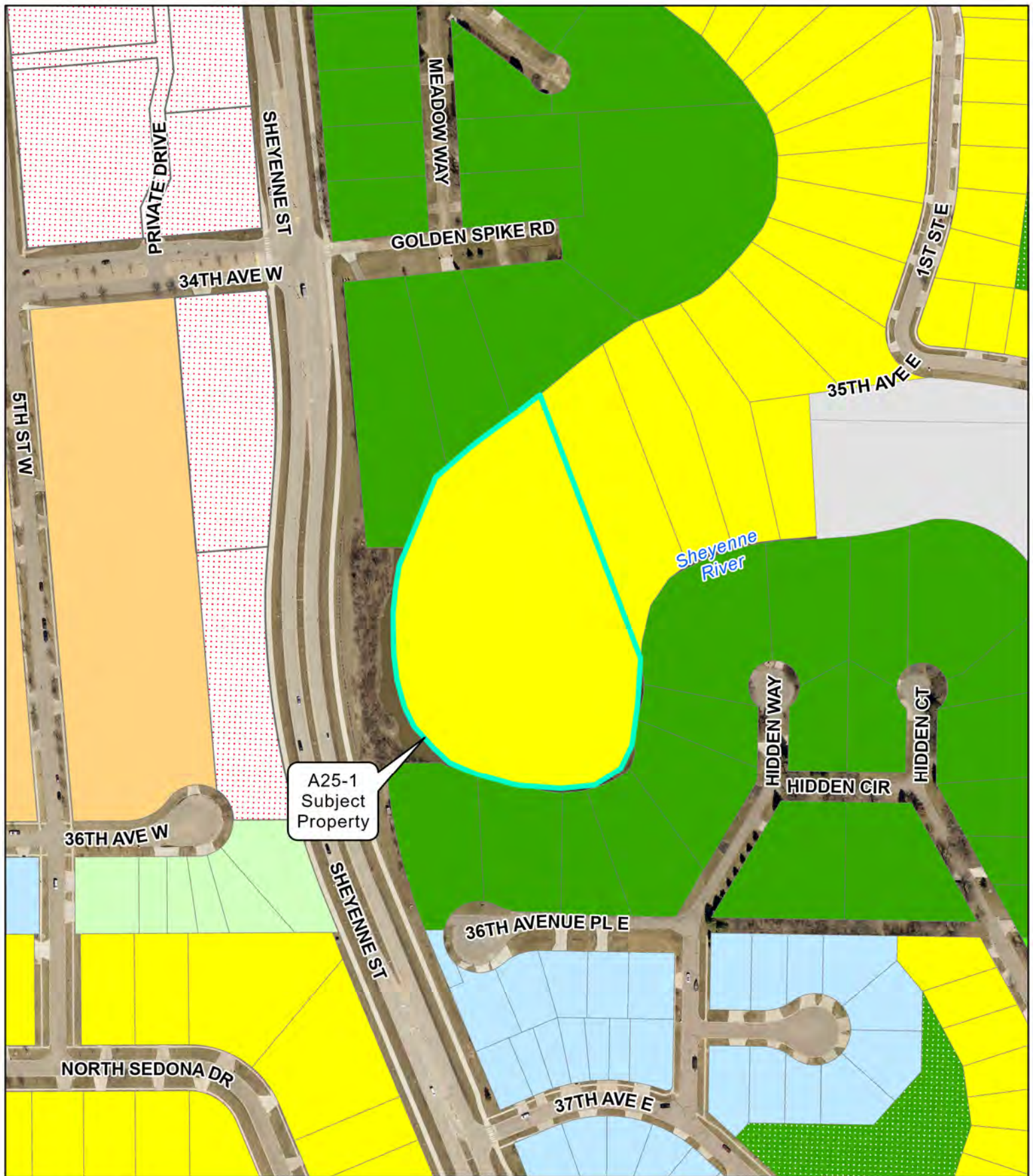
RECOMMENDATIONS:

It is recommended that the City approve the reduction of the building control line by up to 20 feet, as described in the Braun Intertec Opinion on Riverbank Stability, dated September 3, 2024, with the condition that the owner sign a waiver & release of liability document acknowledging the variance and waiving the City's liability, on the basis of the following findings:

1. §4-431-C.3 states that where it can be demonstrated through a soils analysis that soils are stable within the building control area, the City Commission may consider reduction of the required minimum setback by variance.
2. In accordance with §4-431-C.3, the applicant has provided a soils analysis which demonstrates the soils are sufficiently stable to support the house that encroaches into the required 100' building control area, which has been reviewed and found to be satisfactory by the City Engineer.
3. The reasons set forth in the application justify the approval of the reduction of the building control line, and it is the minimum variance necessary to accommodate the proposed structure.

Attachments

1. Aerial map
2. Zoning map
3. Geotechnical Opinion
4. Site Plan
5. Artist's renderings/building elevations



West Fargo Zoning

A: Agricultural	LI: Light Industrial	R-1SM: Mixed One and Two Family Dwelling
C: Light Commercial	M: Heavy Industrial	R-2: Limited Multiple Dwelling
C-OP: Commercial Office Park	P: Public	R-3: Multiple Dwelling
DMU: Downtown Mixed Use	PUD: Planned Unit Development	R-4: Mobile Home
EMU: Entertainment Mixed Use	R-L1A: Large Lot Single Family Dwelling	R-5: Manufactured Home Subdivision
HC: Heavy Commercial	R-1A: Single Family Dwelling	R-1E: Rural Estate
	R-1: One and Two Family Dwelling	R-R: Rural Residential



0 150 300
US Feet



Features

 Agenda Zone  Lots

September 3, 2024

Project B2408056

All Finish Concrete, Inc.
Chad Ohnstad
801 Christianson Drive
West Fargo, ND 58078

COPY

Re: Opinion on Riverbank Stability
Ohnstad Residence
49 35th Avenue East
West Fargo, North Dakota

Dear Mr. Ohnstad:

The purpose of this letter is to assist you in obtaining a zoning variance for the above referenced property.

Project Background

We understand the City of West Fargo has a zoning ordinance that requires structures to be a minimum of 100 feet from the top of the riverbank. Section 4-431-C.3 of the City Ordinances outlines the process for modification of the building control line as follows:

"Where it can be demonstrated through a soils analysis that soils are stable within the building control area, the City Commission may consider reducing the required minimum setback by variance. The soils analysis shall be conducted by a qualified professional engineer and demonstrate that the soils can accommodate the type of structure, parking lot or other use without sustaining future damage. No use may be closer than fifty (50) feet from the established riverbank."

We have not performed a legal survey of the property or the location of the proposed home, but based on conversations with Michael Lloyd, of Michael Lloyd Landscape Development LLC, your home's superstructure will be outside the 100 feet building setback, but in one area the footing for the home will encroach on the line and backfill around the home may encroach up to 20 feet past the 100 feet building set back line. Mr. Lloyd provided Figures 1 and 2 to assist us in evaluating the impact the proposed home may have on the stability of the riverbank.

Geotechnical Information

Northern Technologies, LLC performed a geotechnical evaluation at this lot on September 14, 2017. Braun Intertec has used the soils information in this geotechnical report.

Analytical Demonstration

Braun Intertec used the GeoStudio 2023.1.2 program SLOPE/W by Bentley Systems, Inc. to perform stability analyses at the site to evaluate the stability of the home. To create the model, Braun Intertec used elevations from the survey by Bolton & Menk to model the existing surface profile.

Based on our review of the previous geotechnical evaluations, published data from various United States Corps of Engineering Publications and our experience in the area, we assigned the parameters presented in Table 1 to the materials encountered at the site for our analytical demonstration.

Table 1. Analytical Modeling Properties

Soil Layer	Elevation (Feet)	Unit Weight (PCF)	Drained Strength	
			Cohesion (PSF)	Friction Angle (degree)
Fill for Hone	>906	130	0	34
Alluvium	906 to 883	115	0	25
Fat Clay-Brenna	880 to 825	108	0	19
Glacial Till	Below 825	135	200	35

We have attached the results of our analytical demonstration to this letter. We estimate the factor of safety below the footings of the home is 2.1, accounting for fill adjacent to the home and the structural load of the footings. Typically, we recommend a minimum factor of safety of 1.5 for engineered structures.

Conclusion

Based on our visual observations at the site, review of available geotechnical information, and our analytical demonstration, the home will not be impacted by soil instability caused by the riverbank.

This letter is not intended to replace the geotechnical recommendations in the Northern Technology report.

Remarks

In performing its services, Braun Intertec used that degree of care and skill ordinarily exercised under similar circumstances by reputable members of its profession currently practicing in the same locality. No warranty, express or implied, is made.

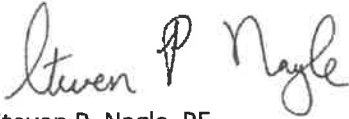
If you have any questions about this letter, please contact Steve Nagle at 701.238.3425.

Sincerely,

BRAUN INTERTEC CORPORATION

Professional Certification:

I hereby certify that this plan, specification, or report was prepared by me or under my direct supervision and that I am a duly Registered Professional Engineer under the laws of the State of North Dakota.



Steven P. Nagle, PE
Vice President/Principal Engineer
License Number: PE3894
September 3, 2024



Attachments:
Slope Stability Graphic

Title: B2408056 Variance for Ohstad Home

Name: Stability of the House

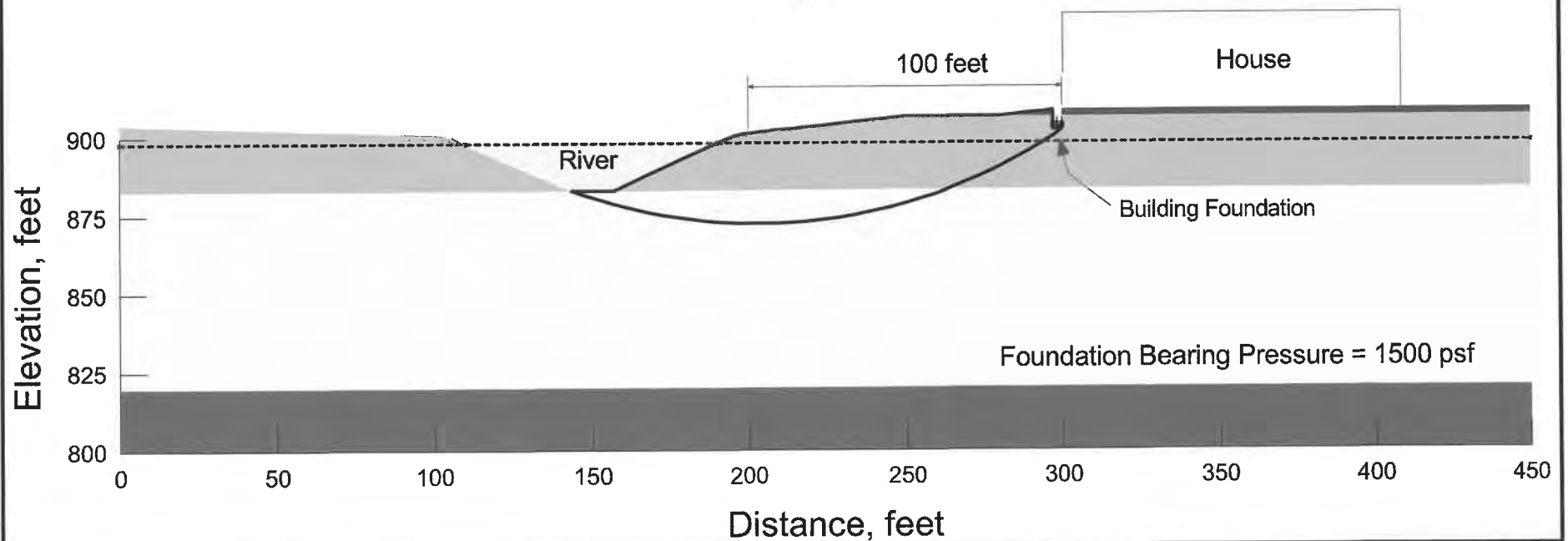
Analysis Type: Spencer

Effective Stress Parameters

River Level = 898 feet above MSL

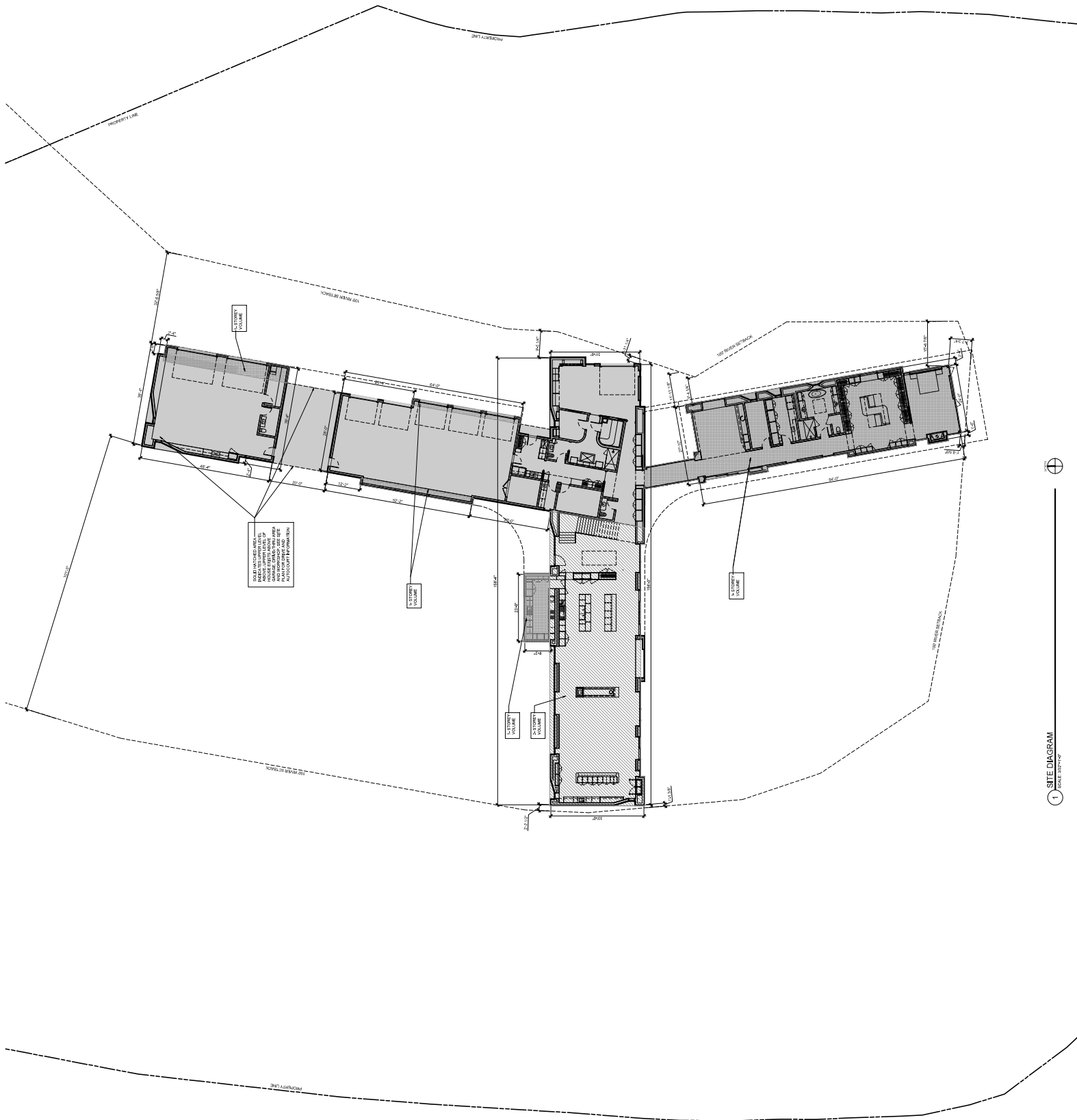
Color	Name	Slope Stability Material Model	Unit Weight (pcf)	Effective Cohesion (psf)	Effective Friction Angle (°)	Piezometric Surface
	Alluvium	Mohr-Coulomb	115	0	25	1
	Brenna	Mohr-Coulomb	108	0	19	1
	Fill for Home	Mohr-Coulomb	130	0	34	1
	Glacial Till	Mohr-Coulomb	130	0	34	1

2.1





48 35th Ave E
West Fargo, ND 58078

[illegible]

1 SITE DIAGRAM
SCALE: 3/32"=1'-0"



GARAGE

WORKSHOP

APPROACH VIEW



MAIN LIVING
VOLUME

PRIMARY
SUITE WING

VIEW FROM
SOUTHWEST



MAIN LIVING
VOLUME

PRIMARY
SUITE WING

VIEW FROM
SOUTH



MAIN LIVING
VOLUME

UPPER LEVEL

WORKSHOP

GARAGE

PRIMARY
SUITE WING

VIEW FROM
SOUTHEAST



UPPER LEVEL
(BEDROOMS/
THEATER
ZONE)

GARAGE

WORKSHOP

VIEW FROM
EAST

MEMORANDUM

TO: Planning & Zoning Commission
FROM: Aaron Nelson, Planning Director *AN*
MEETING DATE: January 14, 2025
SUBJECT: Contract with HKGi to lead Growth Area Master Plan

Staff requests a recommendation from the Planning & Zoning Commission for the City to contract with the firm *HKGi* for the purpose of leading the City's Growth Area Master Plan project. *HKGi* was chosen by a consultant selection committee, upon review of five project proposals received in response to the City's request for proposals (RFP).

Recommended Action: Recommend the City Commission contract with *HKGi* to lead the City's Growth Area Master Plan project.

Background

On October 7, 2024, the City Commission approved the drafting and publication of an RFP to initiate a growth area master plan project for the City, following the Planning & Zoning Commission's recommendation from September 10, 2024. An RFP was subsequently published, which garnered project proposals from five firms. A consultant selection committee was formed for the purpose of reviewing submittals, selecting and interviewing finalists, and ultimately choosing the firm best suited to lead this effort.

The Consultant Selection Committee included:

- City Commission, Community & Development Services primary portfolio holder – Roben Anderson
- Planning & Zoning Commission, Chair – Joe Kolb
- WF Park District Staff – Josh Mathern
- City Admin/Engineering staff – Dan Hanson
- City Public Works staff – Matt Andvik
- City Economic Development staff – Case Sanders-Berglund
- City Planning staff – Aaron Nelson

Project Summary

This project will produce a growth area master plan to strategically guide the City's future development in an orderly and coordinated manner that is both fiscally sustainable and consistent with the community's vision for the future of West Fargo. The growth area master plan is intended to be an addendum to the City Comprehensive Plan. If approved, the project is scheduled to commence in February 2025 with substantial project completion in the second quarter of 2026. The project has a proposed budget of \$330,000, funded, in part, by the West Fargo Park District. Once underway, the process will include robust public and stakeholder participation throughout the life of the project.

A copy of *HKGi*'s project proposal is attached for reference.

Proposal for Planning Services | November 14, 2024

GROWTH AREA PLAN

West Fargo, North Dakota

Prepared by

Aaron Nelson, Planning Director
City of West Fargo
800 4th Avenue E, Suite 1
West Fargo, ND 58078



800 Washington Ave. N.
Suite 103
Minneapolis, MN 55401
612-338-0800
www.hkgi.com

RE: Proposal for West Fargo Growth Area Plan

Dear Aaron and Members of the Selection Committee,

On behalf of our team, I am pleased to submit our proposal for the West Fargo Growth Area Master Plan. In the process of preparing this proposal, we have come away impressed by the City's commitment to realizing your community's vision for the growth area in a coordinated, sustainable, and responsible manner.

We believe our project team brings unique skill sets and solutions to address the work outlined in the RFP. HKGi has more than 40 years of work assisting cities across the upper Midwest in their efforts to plan and grow into great communities. Brad Scheib and I have supported a number of cities over decades of growth, which has given us an understanding where West Fargo is today, but also where West Fargo can be in 2050.

Apex Engineering is a firm built on providing high quality engineering solutions with integrity, honesty, collaboration, and humility. Brent Muscha and his team pride themselves on strengthening relationships with communities, building trust by telling clients what they need and what they don't from a transportation and infrastructure perspective, even if it means less engineering. Apex calls the Red River Valley home, and is intimately familiar with the region.

Visible City is a company founded on the belief that cities can make the best strategic decisions when they have the best information. Using technology to collect data, test scenarios, and visualize the future, Visible City is remarkable in their ability to synthesize very complex topics like growth area planning into easy to understand pieces that allow cities to make fully informed decisions. Jon Commers brings an extensive background in public finance and civic leadership. His work has long focused on responsible policy making, particularly related to growth and infrastructure. Jon helps cities understand the up-front costs, but also the financial implications of ongoing maintenance and life cycle replacements.

This is an exciting time and opportunity for the City of West Fargo. The decisions made today will shape the community for generations. It is clear from the RFP and your previous planning work that you are taking your responsibilities seriously to ensure West Fargo remains vibrant and sustainable long into the future. We believe our team brings the fresh perspectives, proven experience, and collaborative approach to help you realize this vision.

I will serve as the Principal in Charge and Co-Project Manager for this project. If you have questions about our proposal or would like to discuss the project in greater detail, please do not hesitate to reach out by phone at 612-310-2419 or email at Bryan@hkgi.com. We appreciate the opportunity to assist the City of West Fargo in guiding the next steps of growth in your community. Thank you for considering the HKGi team for your project. I look forward to speaking with you soon.

Sincerely,



A handwritten signature in black ink, appearing to read 'Bryan Harjes'.

Bryan Harjes, PLA (MN, MI)
Vice President
Principal in Charge & Co-Project Manager
612-310-2419 | bryan@hkgi.com



A handwritten signature in black ink, appearing to read 'Brad Scheib'.

Brad Scheib AICP
Vice President
Project Planner and Advisor
612-252-7122 | brad@hkgi.com

Collaborate. Listen. Explore. Create.



TABLE OF CONTENTS

5 Work Program

17 Firm Introduction & References

21 Project Team Roles & Qualifications

37 Work Samples

Appendix A: Contact Summary Sheet

Firm Name: Hoisington Koegler Group Inc. d/b/a HKGi

Firm Parent or Ownership: Minnesota S-Corp with 4 Principal Owners

Firm Address: 800 Washington Ave. N., Suite 103, Minneapolis, MN 55401

Firm Telephone Number: 612-338-0800

Person responsible for direct contact with the City of West Fargo regarding this RFP and submitted proposal (This may be the project manager or principal in charge):

Name: Bryan Harjes Title/Role: Vice President/PM

Telephone Number: 612-310-2419

Email: bryan@hkgi.com

Person responsible for day-to-day communications with the City of West Fargo throughout the life of the project (This is typically the project manager):

Name: Bryan Harjes Title/Role: VP/Project Manager

Telephone Number: 612-310-2419

Email: bryan@hkgi.com

Types of services provided by the firm: Landscape Architecture, Urban Design

Community Planning, Comprehensive Planning, Growth Area Planning

Park and Recreation Planning, Trail Planning, Site Design and Improvements



WORK PROGRAM

UNDERSTANDING



Since the completion of the West Fargo 2.0 Redefining Tomorrow (Comprehensive Plan) was adopted in 2018, a lot has happened that challenges the course of how communities traditionally would develop and grow. The events of the past six years do not necessarily change the vision articulated in the West Fargo 2.0 plan. They do, however, add to the challenges of interpreting a vision and balancing growth ... ‘in a manner that aligns with the public interest and vision, is well coordinated with partner entities, and is fiscally sustainable.’

Our project understanding has been assembled based on the RFP and Question Responses, our

team’s familiarity and experience working in the Fargo Moorhead metropolitan area, our familiarity with the West Fargo area, and a thorough review of key background materials. Our understanding of the project is also strengthened by the decades of experience our project team brings with Comprehensive Planning, growth area planning, and the physical implementation of such plans.

List of our foundational understandings & background on the following page.

- » Comprehensive Planning is forward thinking, broad in scope, and visionary. It is about ensuring a high quality of life for all and it is about making West Fargo a community of choice for all. “Making Choices.”
- » West Fargo 2.0 is visionary and full of broadly defined ideas. There is a need to help translate, decipher, clarify the big ideas so they are more tangible and have a clearer and more understandable path to implementation.
- » A clearer and more understandable path to implementation requires dialing in some of the ideas, understanding at a finer scale the barriers to progressing towards the vision while remaining in step with the guiding principles.
- » Charting this path requires a diverse team of experts who bring expertise in a wide array of disciplines and skills sets.
- » The City desires a planning process and plan that ensure fiscal sustainability is a key driver of future growth patterns and development. The plan needs to develop the tools and strategies to ensure near term (how it gets built) and long-term (how a built pattern and infrastructure endures) fiscal sustainability.
- » The plan needs to indicate a finer land use pattern, multimodal transportation network, park and open space system, and infrastructure systems within future growth areas than what is articulated in West Fargo 2.0.
- » The plan process needs to incorporate key strategies and ideas of existing plans and policies and be done in close collaboration with ongoing regional planning efforts to the extent that key land use assumptions are in synch.
- » The plan process needs to ensure affected agencies and stakeholders are working towards a common vision and working with similar sets of assumptions and guidelines. Close collaboration must result in broad stakeholder and agency support for key plan directions and subsequent action steps.
- » The City of West Fargo will have at the end of the process a plan that can be appended to the comprehensive plan and that provides a set of policy guidance and tools to affectively manage future growth.

While the project understanding forms a basis for the scope of work that follows in this proposal, we view the work program as a starting point for subsequent discussions with West Fargo staff.



APPROACH

The HKGi team has assembled a highly qualified and experienced team of experts to assist the city with preparation of the West Fargo Growth Area Master Plan. The team brings to the table a mix of familiarity with the area, new and fresh perspectives, local and regional experience, broad generalists, and topic focused specialists in the areas of land use and development planning, infrastructure planning and design, and public finance. The HKGi approach is organized around the following key themes:

HIGH DEGREE OF COLLABORATION WITH THE CITY

We know staff has been engaged in planning for the growth of the community through the West Fargo 2.0 Comprehensive Plan: conceptualizing various components, exploring, and learning from precedents, listening to community member aspirations (and reservations), maintaining a course of direction as new elected leaders serve the community, and studying technical elements of transportation and infrastructure in and around the project area. We recognize the approach needs to be highly collaborative and see our team as extension to the expertise within the city staff team.

EVOLVING THE COMPREHENSIVE PLAN VISION

We recognize that development within the growth area will take many years. Key principles and directives can be taken from the West Fargo 2.0 Comprehensive Plan. To that affect we will incorporate and work with that information as a starting point. We will integrate current plan directions as stipulated in the RFP and background information and maintain an open and flexible work plan to integrate any ongoing related community planning and design efforts. At the same time, we recognize this stage of planning is the next evolution of the Comprehensive Plan goals to be explored in greater detail. Innovation, new ideas, or emerging trends will all play an important part of the growth area plan. This process provides the opportunity to test the ideas and understand how they fit into the puzzle, their feasibility (financial, physical, and political), practicality, and inspirational value.

TRANSPARENT BUT FOCUSED PROCESS

The city has a strong history of engaging the public in planning. This engagement, whether a broad community planning process or more focused project, tends to generate valuable community input that has helped drive the need and desire for the West Fargo 2.0 Comprehensive Plan key themes. Our approach would be to link the elements of this growth area project to the years of engagement (past and current) collected by the city. To ensure transparency, the concept exploration and plan development would engage the City Commission, Planning and Zoning Commission, Park District, key partner agencies and other critical stakeholder groups. Utilizing in-person community and stakeholder meetings as well as regularly scheduled City Commission and other appointed bodies work sessions or joint meetings allow the public the face-to-face interaction and discussion. We will also pair this with a dynamic project website to help tell the evolving story of the planning process and use project branding and social media to notify participants about the mix of in-person and virtual events and key project updates.



As the plan emerges, opportunities will be provided to absorb the plan and provide comment and input. We will collaborate with the city to integrate the HKGi team's engagement tools and resources with the City's tools and resources to ensure we achieve the engagement levels desired by the city.

GRAPHICS THAT INSPIRE, ENVISION THE FUTURE, AND TELL THE WHOLE STORY

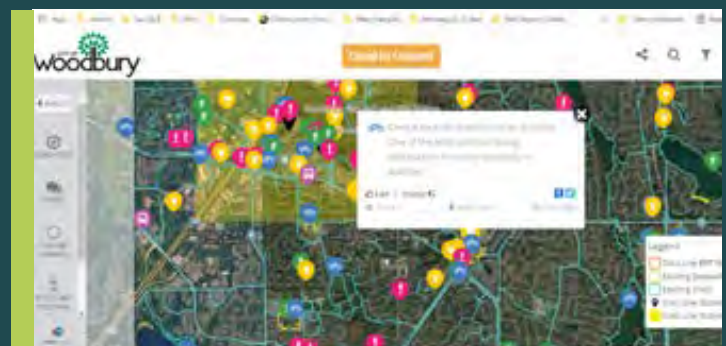
While the plan will be supported by technical (i.e. financial/economic/market/infrastructure) analysis, the HKGi team recognizes the importance of creating a highly graphic and inspirational plan that can help communicate the story while also providing clear, implementable direction. The graphic nature of the plan can help communicate an enhanced vision for community character, provide valuable tools for building partnerships, and raise the awareness of the required revenues to build out the growth area.

Online Engagement Tools

StoryMaps



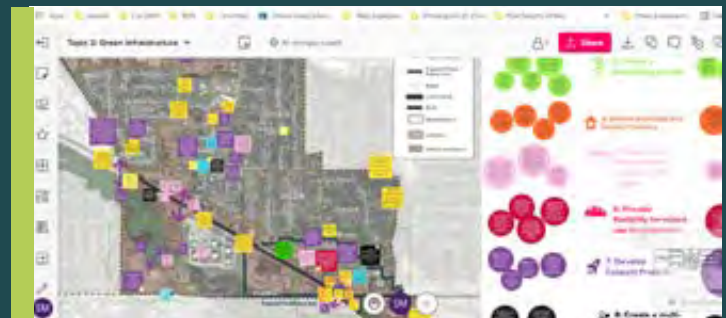
Social Pinpoint Mapping



Social Pinpoint Idea Board



Mural Interactive Workshop



WORK PLAN

The following work plan directly corresponds to the key tasks identified in the RFP. The schedule graphic on page XX illustrates the integration of these tasks throughout the overall arc of the project.

Task 1: Project Management

HKGi is experienced at managing multi-disciplinary teams that involve municipal engineering and financial analysis consultants for growth and redevelopment planning. Bryan Harjes will be the principal-in-charge and co-project manager for the project and has over 25+ years of experience in developing visionary growth plans. He will lead the design for the growth area planning, assist in coordination of team members, and will provide quality control. Kevin Clarke, and Associate with HKGi will provide day-to-day coordination with City staff including regular project management check in meetings with the City of West Fargo project manager. These meetings will be brief prescheduled check in meetings designed to coordinate tasks, schedules, and ensure budget adherence on a regular interval during the duration of the project.

In this task we will kick off the project by having key members from the HKGi team participate in an in-person project kick-off session in West Fargo that will occur over the course of a two-day period. During this kick-off, we will tour the site, meet with City staff and key officials to learn about their goals and vision for the growth area, and meet with stakeholder groups including potential partners as identified collaboratively with staff. We will establish a detailed project schedule and confirm key project milestones in this task.

KEY DELIVERABLES

- » Detailed project schedule
- » Meeting agendas and coordination

MEETINGS

- » Meetings with City Project Manager via phone or virtual to coordinate project as needed

- » Kickoff Meeting and subsequent stakeholder meetings in-person over a two-day period as needed

Task 2: Public and Stakeholder Engagement

As discussed in the project approach, our team will provide a combination of in-person and virtual public engagement opportunities. We have identified three key rounds of engagement throughout the course of the project. In the first round, we will share with the public and key stakeholders all the background information, our analysis of issues and opportunities, and ask questions about the future vision for the growth area. The second round of engagement will allow our team to share concept alternatives with the public and stakeholder to evaluate land use, parks and open space, phasing, and finance strategies. And the last round of engagement provides the public the opportunity to review the preferred direction based on the input from previous sessions. At each phase, a public open house meeting would be paired with an update to the project web-site and an opportunity to comment on the plans. We have effectively used tools such as Social PinPoint, GIS Story Maps, and Konveio to provide various ways for the broader public and key stakeholders to provide their input outside of traditional public meetings.

KEY DELIVERABLES:

- » Community and Stakeholder Engagement Plan
- » Project Branding
- » Project Website
- » Documented Results of Community and Stakeholder Meetings

MEETINGS:

- » Public Open Houses (2)
- » Stakeholder Meetings / Key Landowner Meetings (up to 6)

Task 3: Existing Conditions and Issue Assessment

The objective of the existing conditions and issue assessment task will be to establish a comprehensive understanding of the current conditions, challenges, and opportunities within the City of West Fargo's growth area. This assessment will serve as a foundational component of the Growth Area Master Plan, guiding future development in alignment with community goals, fiscal sustainability, and coordinated stakeholder interests.

This task starts with a kickoff meeting, where our team will initiate the project with the Project Steering Committee to define expectations, review existing data, and align on objectives. From there, we will gather GIS data, demographic studies, and infrastructure reports, identify additional data needs, and request supplementary information from City staff if necessary.

To fully understand the previously completed and ongoing planning efforts, a thorough review of relevant plans, policies, and studies will include:

- » West Fargo 2.0 Comprehensive Plan
- » Northwest Metro Transportation Plan
- » West 94 Transportation Plan
- » Metro Housing Study
- » Capital Improvement Plan (CIP)
- » Utility Master Plans
- » Infrastructure assessments (e.g., sanitary sewer evaluations)

We will analyze these existing plans and policies to identify alignment, gaps, and conflicts that may affect future growth. Potential conflicts may range from existing land-use and zoning regulations, annexation policies, infrastructure extension guidelines, and special assessment financing mechanisms, to gaps in the current Comprehensive Plan, particularly around growth management, future land use, and infrastructure planning. This analysis will allow us to map out the regulatory landscape to understand the implications of existing policies on growth areas.



An evaluation of the existing physical infrastructure and GIS information is necessary to determine capacity constraints and opportunities for future development. We understand that the sanitary sewer system is a critical component of the growth opportunities for the City, so we will also gather information from the consultant studying the sanitary sewer infrastructure needs south of Interstate 94 as part of an effort to gather a data set of the existing conditions that is as complete as possible.

The sanitary sewer, in addition to other elements of the existing conditions analysis, will require a level of coordination with other agencies and neighboring jurisdictions. It will be important to learn how the future plans for the Cities of Fargo and Horace, along with West Fargo Parks and West Fargo School District, for example, could affect the ability to achieve the growth plans for West Fargo.

Upon completion of the existing conditions assessment, we will develop an Existing Conditions & Issue Assessment summary including:

- » Summary of key findings
- » Analysis of existing plans, policies, and infrastructure conditions
- » Identification of critical challenges and opportunities
- » GIS maps, charts, and other visual aids to effectively communicate findings

Task 4: Fiscal Impact Assessment

Community decisions about how, where and when to develop will shape the form and scale of costs and benefits generated. Each community has a unique profile comprised of multiple key factors:

- » The market for land and real estate improvements, which exhibits ebbs and flows based on local factors such as housing and employment trends, as well as national and even global factors such as supply chain continuity and interest rates
- » Community plans and policy direction developed and adopted over time by the public and City leadership, in partnership with other agencies and stakeholders
- » The local and state tax structure affecting development and land use decision making
- » The existing development pattern including density and mix of land uses

- » Transformative moves such as the Sheyenne River diversion, may reconfigure several of the factors above, representing a particularly ripe opportunity for intentional approaches to development that maximize benefits and mitigate costs.

Land is finite, but the development of even a small area can be undertaken with countless combinations of such factors. For the City of West Fargo, decision making about future development (whether at the site scale or the macro/submarket scale) will be well served through development and application of a fiscal assessment tool.

Our team proposes to construct a fiscal assessment model that incorporates data for parcels, infrastructure, specific market dynamics, community plans and other dimensions to be articulated through the existing conditions analysis. Given the importance of the property tax to the state's local governments, as well as the sales tax (economic activity in West Fargo generates North Dakota's fifth-highest sales tax volume by jurisdiction), a holistic fiscal assessment will present "apples to apples" perspectives specific to West Fargo, that support community discussion and staff and elected decision making.

A map-based, quantitative tool will allow for evaluation of proposed development scenarios, at a range of geographic scales, in a format that aids the communication of the relationships among development pattern, public and private investment, and tax revenues required for ongoing sustainability. Our team's combination of expertise conducting fiscal assessments, and conveying their findings graphically, will support the City's critical next steps.

KEY DELIVERABLES:

- » Data Collection
- » Development of scenarios to inform concept development in Task 4 and 5 based on market conditions, absorption potential and other key factors
- » Financial analysis of concept scenarios



- » Summary memorandum highlighting the recommendations for fiscally sustainable growth management.
- » Analysis of special assessments, alternative development financing mechanisms, development extractions, and fiscal impact assessments for development proposals

Task 5: Special Topic Decommissioned City Sewage Lagoon Property

Task Four will be integrated with the growth area planning but will specifically explore strategies for the decommissioned City sewage lagoon property. Conversations around redevelopment, surrounding land uses, parks and open space will be explored for this area. Investigations will start with the understanding and market feasibility of the of the industrial village concept put forth in the West Fargo 2.0 plan. This concept will be evaluated in comparison with the City's ability and desire to attract and potentially incentivize or address any gaps that may be a part of realizing this unique form of development. The City also has other potential interests in the study area that will be included in the evaluation. Building on strategies outlined in the Planning Needs Assessment Action Plan, the concept will be updated, along with refinement of the action plan to better clarify the process to develop this City owned land.

Note: Some of the work related to market, transportation, and provision of infrastructure required for the lagoon property is anticipated to be completed as part of other relevant tasks.

KEY DELIVERABLES:

- » Updated Lagoon Concept Plan reflecting market, City, and infrastructure feasibility
- » Refined Action Plan outlining the steps to bring this area to market and the levers to ensure the final development reflects the Community's vision for the site

Task 6: Development Decision Making Framework (Preliminary Scenarios)

There is no one single solution to the organization of land use patterns, roadways systems, infrastructure systems and open space linkages. This task will begin by core design principles to help guide the growth area planning that are place-based and grounded in the unique patterns and features of the area. Utilizing these principles, we will generate concepts for the growth area. These concepts will be presented as individual schemes that will identify individual subdistrict and/or development character areas, as well as how each scheme or concept fits together within the context of the greater community and region. The schemes will explore the arrangement of various residential and commercial land use patterns, density parameters and allocations, design and location of park lands and open space corridors, the location and design of an integrated infrastructure system, and the logical connection of major roadways serving the project and connecting to the greater region. Each concept will be evaluated in general terms as to the impacts on public facilities, including storm and sanitary sewer and public water supply, traffic distribution, as well as parks and park facilities based on corresponding land uses and needs for West Fargo's broader park system.

KEY DELIVERABLES:

- » Establish key design principles to guide the planning and design efforts
- » Develop alternative growth scenarios.
 - » Prepare concept drawings and illustrations for presentation purposes. This will include graphics as well as descriptive text and photos to illustrate design intent and land use and land development typologies. The concept drawings will be more bubble diagram land use patterns with key roads and open space networks.
 - » Detailed vignette drawings will be developed for key activity nodes/ centers.

- » Explore a framework for parks and open space for the growth area in conjunction with planned development that meets the needs of the forecasted growth of these areas.
- » Develop a street typology and transportation plan utilizing diagrams and sections to illustrate potential street types.
- » Provide an assessment and phasing strategy for extension of city services
- » Develop a draft Municipal Master Plan as an addendum to the West Fargo 2.0 Comprehensive Plan

Task 7: Action Plan/Detailed Implementation Strategy (Preferred Plan Direction)

Task 6 brings all the necessary elements of the growth area plan together. This preferred plan direction is informed by the existing conditions assessment, the reality of the market forces, the design opportunities and desired character of development, and the fiscal analysis in previous tasks. A preferred alternative will be generated with a detailed tabulation of development yield (housing units by housing type and commercial/office square feet) will be generated with the use of GIS. This information will be used to refine the plan and to understand necessary

infrastructure improvements needed to accommodate the anticipated development. Explorations into phasing strategy and balanced growth based on the fiscal analysis will shed light on a logical development framework based on key thresholds, metrics, and trigger points that can be tracked.

Additionally, we will integrate more detailed analysis and finding for the overall park system. We will analyze and identify future park needs for the growth area based on the needs of the broader community and the anticipated growth in the study area. Examining the Park District's existing recreation offerings against similar sized communities (current and future population numbers) using the NRPA's database will help determine what needs could be addressed in new parks. HKGi and Park District staff will develop a strategy for the distribution of neighborhood and community parks in the growth areas to ensure new residents are able to access parks. The plan will include guidelines for the development of new parks, and what characteristics are acceptable when evaluating potential land (access, frontage, natural resources, topography, etc.) to ensure new parks are safe, maintainable, and accessible to the community. We will also include strategies for land acquisition and funding mechanisms for capital investments into park facilities and help identify the timing for these facilities based on the overall phasing plan for the growth area.

KEY DELIVERABLES:

- » Preferred growth area plan and land use calculations
 - » Land use, transportation, infrastructure, etc.
- » Identification of park system needs
- » Action plan for Park District
 - » Facilities and park types
 - » Land acquisition and funding mechanism strategy



Task 8: Plan Development (Report Document and Messaging)

- » Task 7 creates a highly visual, clear, and concise document of the planning process findings and recommendations. The report will document the community and stakeholder engagement, the infrastructure and fiscal analysis findings, and articulates an achievable vision for sustainable growth for the community. Here we will articulate the desired land use and development pattern, transportation and parks and open space systems, and articulate the financial strategy for the city in terms of development. This comprehensive report will be supplemented with an executive summary.

KEY DELIVERABLES:

- » Final Report and Executive Summary
 - » 30 Printed Hard Copies of Plan Document
 - » High- and Low-Resolution PDF
- » Collection of all presentations, technical memorandums, and other project materials

Task 9: Milestone Presentations & Plan Adoption Process

Throughout the project we will integrate touch points with the City Commission and other key city commissions (see project schedule) to keep them updated on key findings and to help shape the plan outcomes at key stages. Partner agencies and other key stakeholder groups are proposed as virtual meetings with one of each of the commission meetings being virtual as well to preserve project budget.

MEETINGS:

- » City Commission Meetings (3)
- » Planning and Zoning Commission Meetings (3)
- » Parks District (3)
- » Partner Agencies, FMCOG, etc. (4)
- » Other Key Stakeholder Groups to be identified (up to 6 meetings)



Task 10: Plan Implementation

As part of the final document, the implementation section of the plan will not only illustrate the alignment of the land use, transportation, infrastructure, and parks and open space elements, it will also provide a clear path for future annexation, economic development, and the overall fiscal impacts to growth in the area. The implementation section will spell out a framework for decision making to guide community leaders over the course next 20+ years. We will provide growth management recommendations for cross-jurisdictional coordination and collaboration, modifications to development regulations, identification of potential incentive programs for developers, and a clear and concise set of immediate action steps for the City in the first year.

KEY DELIVERABLES:

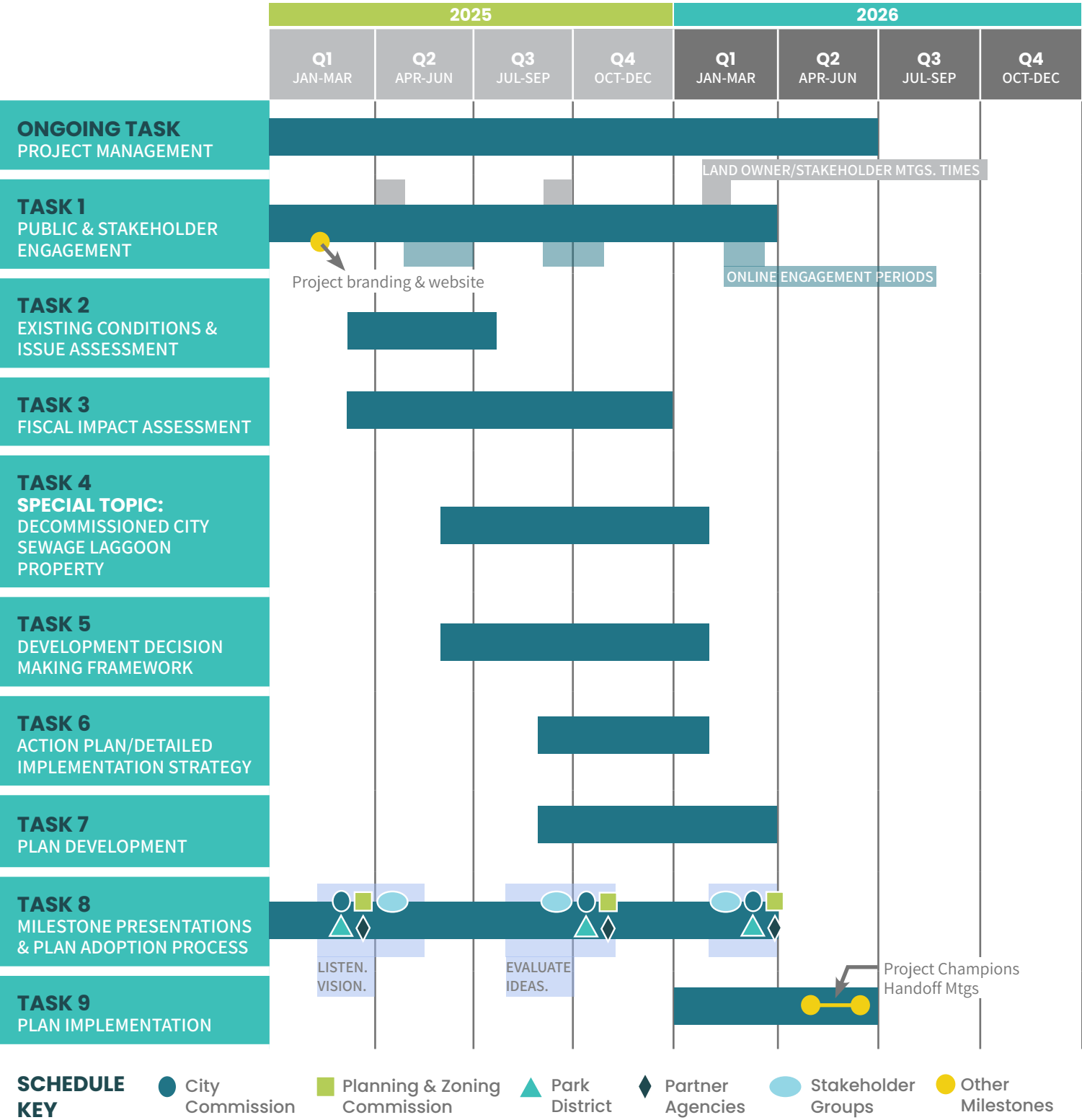
- » Decision making framework for implementation
- » A focused 12month roadmap with immediate action steps
- » Draft examples of memorandums of understanding (MOUs)
- » Recommendations for Capital Improvement Plan phasing and financing

MEETINGS:

- » Handoff meetings with identified Project Champions

PRELIMINARY SCHEDULE

The table below outlines our anticipated timeline for conducting the work plan presented earlier in this proposal. If the HKGi team is selected to conduct this project, one of our first tasks will be to confirm this schedule or modify it to best fit the City’s needs and the needs of the project. We will also work with City staff to add detailed dates, as appropriate, for the milestones illustrated below.



FIRM INTRODUCTION & REFERENCES

A group of people are gathered in a meeting room, looking at large architectural drawings or maps pinned to a wall. One man is pointing at a drawing. The room has a drop ceiling and a large pendant light. The text 'FIRM INTRODUCTION & REFERENCES' is overlaid in large white letters.

LEAD CONSULTANT

For more than forty years HKGi has helped communities throughout the Upper Midwest create great places for people to live, work and play. HKGi's landscape architects and planners share their design expertise and passion with clients striving to create quality places, and our project managers provide the leadership necessary to ensure that projects stay on schedule, on budget, and are built to the client's highest standards.

COMMUNITY-CENTERED PLANNING

The input we collect about a community's strengths, values, needs and challenges provides the foundation for our work. HKGi's planners leverage their experience, creativity, and problem-solving skills to produce planning strategies that respond directly to the community's input and position the city for future success.

ACHIEVING THE VISION

HKGi's professionals are passionate about helping communities establish a vision for the future that inspires lasting support and enthusiasm that will help shepherd the plan through its implementation phases. Creating strong, vibrant communities is a complex challenge that requires the ability to develop innovative, big-picture ideas while still understanding that plans need to be feasible and action-oriented if they are to generate positive results.



MAIN OFFICE

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PRINCIPALS

Paul Paige, President
Brad Scheib, Vice President
Bryan Harjes, Vice President
Gabrielle Grinde, Vice President
Rita Trapp, Vice President

ASSOCIATES

Jeff Miller, Senior Associate
Jody Rader, Associate
Kevin Clarke, Associate
Sarah Evenson, Associate

STAFF

6 Certified Planners
8 Licensed Landscape Architects
7 Planners/Urban Designers
2 Marketing Communications



SUBCONSULTANTS

Visible City is a geospatial data consulting and management organization, focused on leveraging the expanding universe of fast-moving data for public and private clients. We are a team of professionals with combined expertise and passion in urban economics, statistics, community development, and high-volume data processing and application development.

Our custom products help clients understand urban behavior in unprecedented depth, by combining dynamic datasets that include highly specific time and location information. We offer clients multiple ways to create new and ongoing insight from the exploding volume of data produced by urban life. The team preparing to produce this work includes professionals offering a deep background of housing policy, real estate, and geospatial analysis.

At Visible City, we work with clients on both long term and individual projects that run the gamut: recent work has included portfolio analysis of multi-location firms, office reuse advisory for changing downtowns, long range parks and recreation system planning, and economic impact analysis to guide transportation decision making. We are always exploring new data sources and methodologies with an intentional focus on helping public agencies and private enterprises derive answers that are comprehensive, accurate and future-focused.

Apex Engineering Group was founded in 2010 by entrepreneurial planners, engineers, and technicians with a long history in the engineering consulting business. The owners and employees of Apex share a common vision of what it takes to build a successful engineering firm: exceptional client service, quality work, integrity, experience, expertise, and a drive for success. Our leaders are professionals with proven track records of producing successful projects in the region and are highly respected in their fields.

Our commitment to client service, planning with design and construction in mind, dedication to quality, and assurance that our team works for you genuinely set us apart. By combining the hands-on expertise of our staff with the longevity of successful project experience, Apex has what is needed to complete studies and projects from start to finish. We have a passion for planning and engineering and doing what's right.

Our primary services markets include transportation, municipal, drinking water, wastewater, water resources, electrical facilities, and surveying. We started with 22 employees in two offices and have grown to over 120 professionals with offices in Fargo, Bismarck, Dickinson, Detroit Lakes, and St. Cloud.



CONTACT

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AREAS OF EXPERTISE

- CARTOGRAPHY
- community development
- data visualization
- Economics
- GEOSPATIAL ANALYSIS
- market analysis
- parks planning
- program evaluation
- site selection
- STATISTICS
- WEB MAPPING



LOCATION

4733 Amber Valley Parkway South
Fargo, ND 58104
apexenggroup.com | 701-373-7980



Growth Area Planning & Design *Experience*

The HKGi team's approach to Growth Area Planning emphasizes an approach to:

Establish a Community Vision

Conduct Insightful Contextual Analysis

Understand Development Phasing and Sequencing

Explore Potential Concept Directions

Create Action-Oriented Implementation Plans

Develop Strategies to Achieve the Vision

Below is a listing of relevant projects our team has conducted in the past five years. We have included more details about several of these projects in the *Work Sample* section beginning on page 32.

- » Southwest Growth Area Master Plan & Design Guidelines
CHASKA, MN | **Nate Kabat, Community Development Director, City of Chaska, 952.227.7529, nkabat@chaskamn.gov**
- » Urban Village Master Plan & Design Guidelines and South of Dale Master Plan | WOODBURY, MN | **Eric Searles, City Planner, City of Woodbury, 651-714-3532, esearles@ci.woodbury.mn.us**
- » Comprehensive Plan & Zoning Ordinance Update | JOHNSTON, IA | **David Wilwerding, Community Development Director, City of Johnston, 515-727-7775, dwilwerding@ci.johnston.ia.us**
- » Alice's Road Corridor Master Plan | WAUKEE, IA | **Brad Deets, City Administrator, City of Waukee, 515-978-7899, bdeets@waukee.org**
- » 10th Avenue Corridor Revitalization Plan and 8th Avenue Corridor Land Use Study | DILWORTH, MN | **L. Peyton Mastera, City Administrator, City of Dilworth, 218-827-2313, peyton.mastera@ci.dilworth.mn.us**
- » Comprehensive Plan Update - Growth Area Planning | FARMINGTON, MN | **Deanna Kuennen, Community Development Director, City of Farmington, 651-280-6820, dkuennen@farmingtonmn.gov**
- » 105th Avenue Growth Area Master Plan | MAPLE GROVE, MN | **Peter Vickerman, Planning Manager, City of Maple Grove, 763-494-6046, pvickerman@maplegrovmn.gov**
- » Northwest Area Small Area Neighborhood Plans | INVER GROVE HEIGHTS, MN | **Heather Rand, Community Development Director, City of Robbinsdale (formerly with City of Inver Grove Heights), 763-531-1266, hrand@robbinsdalemn.gov**
- » Growth Area Planning and Downtown Plan | HUTCHINSON, MN | **Dan Jochum, Planning Director, City of Hutchinson, 320-234-4258, djochum@hutchinsonmn.gov**
- » Growth Area Planning and Greenway Concept | VICTORIA, MN | **Cara Geheren, City Engineer, City of Victoria, 651-300-4261, cara.geheren@focusengineeringinc.com**
- » East Ravine Neighborhood Parks Planning | COTTAGE GROVE, MN | **Zac Dockter, Parks & Recreation Director, City of Cottage Grove, 651-458-2808, zdockter@cottagegrovmn.gov**
- » Growth Area AUARs | CHANHASSEN, MN | **Laurie Hokkanen, City Manager, City of Chanhassen, 952-227-1119, lhokkanen@chanhassenmn.gov**



PROJECT TEAM ROLES & QUALIFICATIONS

PERSONNEL & ROLES

The HKGi team includes the following staff members, their roles on the project, and the amount of time each team member is anticipated to allocate to each task in the preceding work plan. Resumes further detailing the roles and qualifications of each staff member are included beginning on the next page.

	STAFF	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10	Total Hours	% of Total Hours
HKGi	Bryan Harjes Principal in Charge and Co-Project Mgr	24	30	12	4	4	20	6	4	34	16	154	8
	Kevin Clarke Co-Project Mgr	32	46	30	10	8	91	38	8	53	34	355	18
	Brad Scheib Planner	0	0	4	4	0	8	2	2	0	11	31	2
	Kendra Ellner Planner	0	44	20	0	0	10	0	18	36	32	160	8
	Mia Colloredo-Mansfeld GIS & Mapping	0	24	40	0	4	50	16	24	0	14	172	9
	Aimee Hackett Graphic Design	0	60	52	0	36	2	0	44	0	0	284	14
VISIBLE CITY	Jon Commers Principal	14	7	11	55	0	14	12	0	30	19	162	8
	Carly Hanson Lead Cartographer	14	7	23	59	0	8	12	0	18	6	147	7
	JJ Paul Geospatial Analyst	0	0	14	51	0	8	8	0	0	6	87	4
	Kharme Mahamad Software Developer	0	7	8	0	0	0	0	0	0	0	15	1
APEX ENGINEERING	Brent Muscha Engineering Lead	20	16	36	0	4	40	6	0	42	0	164	8
	Jake Gunderson Project Engineer	5	0	66	0	8	48	0	0	12	0	139	7
	Michael Quamme Environmental Engineer	5	0	38	0	0	48	12	0	18	0	121	6



BRYAN HARJES PLA (MN, MI), LEED AP
Principal in Charge & Co-Project
Manager
bryan@hkgi.com

Years of Experience: 25

Education

Master of Landscape Architecture and
Bachelor of Environmental Design,
University of Minnesota

Registration

Landscape Architect, Minnesota,
License No. 42954; Michigan License No.
3901001779

Awards

2014 APA-IA Innovation in Economic
Planning & Development Award - Merle
Hay Road Gateway Redevelopment
Master Plan, Johnston, IA

2009 ASLA-MN Honor Award - UMore
Park Master Plan, Rosemount, MN

2007 ASLA-MN Merit Award for Private
Landscape Design - Chevalle, A Country
Estate, Chaska, MN

2007 ASLA-MN Merit Award for Planning
- Bassett Creek Valley Master Plan,
Minneapolis



Introduction

Bryan will serve as Principal in Charge and Co-Project Manager for the Growth Area Plan for West Fargo. In this role he will lead the exploration of planning and urban design concepts, coordinate the work of each of the project's subconsultants, and work with City staff to conduct stakeholder engagement.

Bryan is a creative landscape architect who excels at working with stakeholders to generate ideas, evaluate design concepts, and integrate stakeholder preferences into final plan recommendations and strategies. He is knowledgeable about the community development process and understands the complexity that drives decisions about public investments in infrastructure and development phasing and prioritization. In his work he emphasizes both fiscal and environmental sustainability and strives to ensure that plan ideas are supported by technical and market data. He believes that feasibility is a critical ingredient in achieving the community's vision for its future.

Relevant Project Experience

- Alice's Road Corridor Master Plan | Waukee, IA
- Urban Village and South of Dale Road Area Master Plans | Woodbury, MN
- Gold Line BRT Station Area Plans | Woodbury, MN
- Highway 10 Downtown Development Framework | Dilworth, MN
- Merle Hay Road Gateway Redevelopment Plan | Johnston, IA
- 105th Avenue Area Master Plan | Maple Grove, MN
- Chevalle Development Company - Chevalle, A Country Estate: Conservation Subdivision Design | Chaska, MN
- Jetland Properties - Rocking Horse Farm Master Planning & Site Design | Fargo, ND
- East Ravine Neighborhood Pre-Design, Master Plan and AUAR | Cottage Grove, MN
- South of 55 and Northwest Area Small Area Plans | Inver Grove Heights, MN



KEVIN CLARKE
Co-Project Manager
kevin@hkgi.com

Years of Experience: 12

Education

Master of Landscape Architecture and
Master of Urban and Regional Planning -
University of Minnesota

B.A., Economics -
Saint John's University

Awards

2017 MN APA Success Stories in
Implementation Award - Downtown
Master Plan and Streetscape Design -
Chaska, MN

2015 MI APA Daniel Burnham Award for
a Comprehensive Plan - Comprehensive
Plan for the City of Ironwood



Introduction

Kevin will serve as Co-Project Manager for this project. He will provide planning leadership throughout this project and will also contribute to economic development data analysis, development concept planning, parks and open space planning, and implementation strategies efforts of the planning process.

Kevin brings broad-based experience to the team that includes development planning for private sector clients, comprehensive planning, redevelopment planning, park and recreation system planning, trail planning, land use planning, and site and streetscape design. Kevin's background includes training in data collection and analysis, which has enabled him to provide industry and trends research and analysis and to conduct needs assessments and economic impact studies.

Kevin's approach to planning and urban design involves building strong data-based foundations for planning strategies and initiatives. His work provides community leaders, residents, and staff with critical information they can use to make decisions about investments and future development directions.

Relevant Project Experience

- Growth Area Planning | Hutchinson, MN
- Comprehensive Plan | Ironwood, MI
- Sports Corridor Mini-Master Plan | Duluth, MN
- St. Louis River Corridor Trails Plan | Duluth, MN
- University of Minnesota - UMore Park Development Planning | Rosemount, MN
- South of 55 and Northwest Area Small Area Plans | Inver Grove Heights, MN
- Potlatch Corporation - Land Use Analysis and Concepts | Various Sites Nationally
- Economic Development Strategic Plan | Woodbury, MN
- Housing and Planning Studies | Northfield, MN



BRAD SCHEIB AICP

Planner

brad@hkgi.com

Years of Experience: 30

Education

B.S., Community and Regional Planning, Iowa State University

Minnesota Real Estate Certificate, Prosource Educational Services

Form-Based Codes Institute Certificate of Completion

Registration

American Institute of Certified Planners
Cert. #013665

Awards

2019 WI APA Innovation in Planning Award - Comprehensive Plan for the City of New Richmond

2019 MN APA Excellence in Community Engagement Award - 2040 Red Wing Community Plan

2015 MI APA Daniel Burnham Award for a Comprehensive Plan - Comprehensive Plan for the City of Ironwood

2015 MN APA Planning in Context Award - Moorhead River Corridor Master Plan

Introduction

Brad will provide planning expertise related to growth area planning specifics such as land use, development concepts, infrastructure, and economic development.

Brad has provided leadership and service for community planning initiatives throughout his career. His primary project experiences include comprehensive planning, growth area planning, neighborhood redevelopment planning, transit-oriented development, and regulatory tools. In his planning work, Brad combines community visioning with feasibility. His goal is to deliver strategies and plans that generate positive results for communities.

Brad has been involved in conducting growth area planning for several communities during his career, including growing suburban communities in the Twin Cities and Des Moines regions. He has also conducted growth area and comprehensive planning Moorhead.

Relevant Project Experience

- Alice's Road Corridor Master Plan | Waukee, IA
- Thrive 2040 Comprehensive Plan | Johnston, IA
- Comprehensive Plans (2) | Woodbury, MN
- Economic Development Strategic Plan | Woodbury, MN
- Comprehensive Plan | Waukee, IA
- Growth Area AUARs | Chanhassen, MN
- East Ravine Pre-Design and AUAR | Cottage Grove, MN
- Growth Area Planning | Hutchinson, MN
- NW Quadrant Study & Zoning Ordinance | Inver Grove Heights, MN
- Red River Corridor Master Plan | Moorhead, MN
- UMore Park EIS | Rosemount, MN
- Western Shakopee/Jackson Township Land Use Master Plan | Shakopee, MN
- I-94 East AUAR | Woodbury, MN
- I-494 Corridor Master Plan | Richfield, MN





KENDRA ELLNER AICP

Planner
kendra@hkgi.com

Years of Experience: 3

Education

Master of Science in Urban and Environmental Planning (Accelerated Program), Arizona State University

Bachelor of Science, Urban Planning, Arizona State University

Registration

American Institute of Certified Planners
- Cert. #35611

Accomplishments

Team Leader - 2021 ULI Hines Student Urban Design Competition and American Planning Association's Outstanding Planning Student Organization Runner-Up

Introduction

Kendra will provide planning services for all aspects of this project. In this role she will assist with land use planning, ordinance analysis and writing, background data collection and research, engagement, and other work plan tasks as needed.

Kendra is a multifaceted planner who has experience facilitating community engagement events, activities, and online marketing for planning processes, and her professional and academic experience has cultivated strong skills in policy research, data analysis and visualization, site plan and design work, grant writing, and report document development.

Kendra is currently serving on the planning team that is updating the comprehensive plan for Farmington (MN) in order to address increasing development interest in the metropolitan city's growth areas. She is also assisting in rewriting the zoning code in Savage (MN) to bring it in alignment with its current comprehensive plan. Her previous experience includes serving as a planner and GIS technician for the City of River Falls (WI), so she also brings an understanding of the tools needed from city staff perspectives.

Relevant Project Experience

- Comprehensive Plan Update | Farmington, MN
- Hwy. 10 Downtown Development Framework | Dilworth, MN
- 8th Avenue Extension Land Use Study | Dilworth, MN
- Hwy. 55 Growth Area Plan | Hastings, MN
- Planning Services and Zoning Ordinance Rewrite | Savage, MN
- Comprehensive Plan & Zoning Ordinance Update | St. Michael, MN
- Zoning Code Update | Fridley, MN
- Zoning Ordinance Audit and Update | St. Louis Park, MN
- Downtown Plan Update | Hutchinson, MN
- Mounds View Mall Redevelopment Planning | Mounds View, MN





MIA COLLOREDO-MANSFELD

Planner – GIS/Mapping

mia@hkgi.com

Years of Experience: 2

Education

Bachelor of Arts, Geography and Environmental Studies - University of North Carolina-Chapel Hill

Awards

McNally Award for Excellence in Geography

Douglas Eyre Award for Outstanding Leadership

Activities

Volunteer Ambulance Driver - North Haven, Maine EMS

Introduction

Mia will provide GIS data collection and mapping services to this project. She has provided similar technical services on a variety of projects at HKGi including comprehensive plans, zoning code updates, housing studies, and redevelopment plans. She comes to HKGi from North Haven, Maine, where she served for two years as the sole planner for a small island village. Her work for North Haven included collecting GIS data to build a database that the village could use to support future planning.

She has an affinity for working with GIS data and has developed her collection and analysis skills, both in her work in Maine as well as in her college research work, which consisted of mapping and cataloguing land use management practices for agriculture in the Galapagos Islands.

Relevant Project Experience

- Comprehensive Plan Update | Ironwood, MI
- Comprehensive Plan & Zoning Ordinance Update | St. Michael, MN
- Housing Study | Ironwood, MI
- Housing Study | Itasca County, MN
- Transit Station Area Planning | Anoka County, MN
- Purple Line BRT Station Area Planning | Ramsey County, MN
- Park and Recreation System Plan | Cedar Falls, IA
- Zoning Code Update | Fridley, MN
- Zoning Ordinance Rewrite | Savage, MN
- Zoning Ordinance Update | Farmington, MN
- *Community Vision Process Facilitation | North Haven, ME
- *Housing Working Group Facilitation & Planning | North Haven, ME
- *Economic Diversification & Resilience Planning | North Haven, ME
- *GIS Database Collection and Organization | North Haven, ME

*Projects completed for previous employer





AIMEE HACKETT

Graphic Design & Engagement

aimee@hkgi.com

Years of Experience: 6

Education

B.S., Landscape Architecture, Arizona State University

Awards

Williams Family Scholarship, received scholarship twice

Nominated for Herberger Institute for Design and the Arts Design Excellence Student Award

Selected for Student Presentation at 2016 ACEC Annual Roads and Streets Conference

Introduction

Aimee will provide graphic design services in support of the engagement and public communications for this project.

Aimee is a key contributor to many of HKGi's projects. Her work enhances the ability of community members to recognize and participate in engagement activities and also results in reader-friendly report documents and communications materials. Her work includes community engagement materials, infographics, engagement summaries, online materials, and plan reports.

Aimee's graphic design also helps to clearly and concisely convey key themes and messages to project stakeholders and decision-makers. Appealing, professional-quality documents help enrich community support, can be used to market opportunities to potential funding organizations.

Relevant Project Experience

- South of Dale Master Plan | Woodbury, MN
- Gold Line BRT Station Area Planning | Woodbury, MN
- 8th Avenue Corridor Land Use Study | Dilworth, MN
- Hwy. 55 Growth Area Plan | Hastings, MN
- Growth Area Planning | Hutchinson, MN
- Comprehensive Plan Update | Ironwood, MI
- Comprehensive Plan | Johnston, IA
- NW Area & South of 55 Small Area Plans | Inver Grove Heights, MN
- 105th Avenue Area Growth Area Plan | Maple Grove, MN
- Zoning Ordinance Revisions | Maplewood, MN
- Comprehensive Plan Update | Hermantown, MN



JON COMMERS

FOUNDER & MANAGING PRINCIPAL



► EDUCATION

University of Minnesota

Minneapolis, MN

Hubert H. Humphrey Policy Fellow

University of St. Thomas

Minneapolis, MN

Master of Business Administration

Carleton College

Northfield, MN

Bachelor of Arts in History and
Political Economy

► CONTACT INFORMATION



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LINKEDIN/COMPANY/VISIBLECITY

► BIOGRAPHY

JON COMMERS is Visible City's managing principal, and he calls on more than twenty years of experience working in the market and policy environment of urban America. As Visible City's founder, Jon is engaged with the team and with our clients throughout the day on priorities ranging from strategy to data interpretation.

In addition to his focus at Visible City, Jon serves as an adjunct instructor of urban studies at the University of Minnesota. He previously taught economics at the College of Saint Catherine, and was a policy fellow at the Humphrey Institute of Public Affairs at the University of Minnesota. He regularly addresses business, civic and conference audiences on urban economics, governance and history.

Jon has also been invested in public decision making over many years, including service of two terms on the Metropolitan Council, the regional governance body for the Minneapolis Saint Paul metropolitan area. Previously, Jon served two terms on the Saint Paul Planning Commission, where he was elected chair, and participated through numerous other community and civic roles.

► SAMPLE PROJECTS

Midtown Greenway Economic Impact Study (Midtown Greenway Coalition, 2020–21)

Visible City developed the first-ever accounting of property, jobs and other trends that have unfolded since the inception of the Midtown Greenway in 2000. Jon's economic expertise was instrumental in communicating the range of benefits associated with the transformation of the former rail corridor to a heavily-utilized bikeway linking areas of the city and region.

Downtown Transition Analysis & Recommendations

(City of Minneapolis, MN, 2023–24)

Jon provided essential insight into the City of Minneapolis's downtown value compression, forecasting likely market dynamics and citywide property tax impacts. He and the team developed recommendations for immediate and longer-term response for a transformed, 24-7 downtown core.

Parks & Recreation System Plan (City of Saint Paul, MN, 2022–23)

Visible City undertook analysis for development of a new parks and recreation system plan for the City's system of 175 park spaces. Jon spearheaded interpretation and presentation of the team's analysis to develop findings and concrete recommendations for the system's future.

Reimagining I-94: A Report on Reparative Highway Alternatives & Evaluation Metrics (Our Streets, 2023–24)

Visible City assessed a proposed conversion of I-94 from freeway to multimodal boulevard, for its potential to return space for housing, commercial space, and civic uses back to the centrally located area currently occupied by the freeway. Jon's evaluation of economic opportunities supported a visually rich report to inform the Rethinking I-94 process.

CARLY HANSON

LEAD CARTOGRAPHER & PROJECT MANAGER



► EDUCATION

University of Minnesota
Minneapolis, MN
Master of Geographic
Information Science

University of Minnesota
Minneapolis, MN
Bachelor of Arts in Urban Studies

► CONTACT INFORMATION



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LINKEDIN/IN/CARLYANDERSON-GIS

► BIOGRAPHY

As Visible City's lead cartographer and project manager, **CARLY HANSON** is involved in software development, data gathering, analysis and interpretation, as well as client engagement and special projects. Her work also gets her out in the marketplace: Carly's recent projects have engaged her in Visible City's home market in Minneapolis/Saint Paul, as well as the San Francisco Bay Area, Nashville, Chicago, Boston, Tulsa and elsewhere. She finds purpose in combining geospatial tools and design thinking to projects focused on advancing equity in all kinds of urban settings.

Prior to joining Visible City in 2019, Carly worked for various city governments and university departments, most recently contributing web GIS and cartography skills to several academic and community outreach projects at the Minnesota Design Center. She's a graduate of the University of Minnesota's Master of GIS and undergraduate Urban Studies programs.

► SAMPLE PROJECTS

Parks & Recreation System Plan *(City of Saint Paul, MN, 2022–23)*

Carly led analysis and visualization for development of a new parks and recreation system plan for the City's national award-winning system of 175 park spaces, incorporating foot traffic, park registration and usage, changing demographics, transit and mobility patterns to inform a full slate of findings and concrete recommendations for the system's future.

Housing & Policy Analysis & Visualization *(Family Housing Fund, 2020–present)*

Since 2020, Visible City has joined with Family Housing Fund to analyze, interpret and visualize a wide range of dynamics via sales, assessment, appraisal, demographic and enterprise data, identifying regional housing priorities and highest-return program investments. Carly has been involved with each of these scopes in various capacities, from user interaction design to public presentations.

Market Analysis for Highway Interchange Submarket

(City of Richfield, MN, 2019–20)

To assess transportation and business conditions along I-494 and inform the City's municipal consent process, Carly collected data including mobile phone locations, traffic patterns, and land use, aiding decision-making. Findings facilitated negotiations with MnDOT and secured state investment in a multimodal connection at Highway 77.

Location Portfolio & Usage Evaluation *(YMCA of Greater Boston, 2021)*

In response to pandemic challenges, the YMCA of Greater Boston sought a comprehensive review of its facilities and programs in 2021. Carly incorporated data from a broad range of sources, including YMCA member information, surveys, and detailed local market material to guide actionable recommendations for the association's continued evolution.

JJ PAUL

GEOSPATIAL ANALYST & MANAGER



► EDUCATION

University of Maine

Farmington, ME

PhD candidate in Spatial

Information Science and Engineering

Clark University

Worcester, MA

Master in Geographic

Information Science

Point Loma Nazarene University

San Diego, CA

Bachelor of Mathematics

► CONTACT INFORMATION



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LINKEDIN/IN/JONATHANJPAUL

► BIOGRAPHY

JJ PAUL joined Visible City in 2021 as a Geospatial Analyst and Project Manager. His driving interest in combining GIS, spatial analysis and urban development led to a role on our team engaging with public and private sector clients. Based in Portland, Maine, JJ also brings a passion for analyzing and visualizing human-environment interactions to Visible City client projects.

JJ has worked as a solutions architect, coordinating data flow between platforms, as well as managing planning and analysis for broadband infrastructure projects. He also worked with a national cohort of communities to promote STEM mentor programs for underserved populations. He holds a Master's degree in Geographic Information Science for Development and Engineering from Clark University, and a Bachelor's degree in Mathematics.

► SAMPLE PROJECTS

Downtown Development Analysis & Visualization

(Crescent Investment Group, 2023–24)

Visible City partnered with Cushman & Wakefield to evaluate a prominent office asset in downtown St. Louis for Crescent. Through analysis of development patterns, leasing, trade data, as well as demography, citywide value and tax dynamics, JJ delivered recommendations and directions for action to the client.

Arts Events Attendance Analysis

(City of Edina, MN, 2023)

JJ supported the City of Edina in developing fine-grained evaluation of the Edina Art Fair, a major regional event, and Fall into the Arts, another seasonal festival offering. By quantifying foot traffic and providing demographic profiles of visitors, JJ's work has supported improvements to event management.

Downtown Activity & Economic Strength Dashboard

(Saint Paul Downtown Alliance, 2020–present)

The Saint Paul Downtown Alliance partners with Visible City ongoing, for data collection, analysis and visualization of visitor, resident, and worker activity in downtown. Recently, JJ has reported on metrics ranging from job counts and market values, transit ridership and public safety, to inform programming and planning choices for the Alliance.

Parks & Recreation System Plan

(City of Saint Paul, MN, 2022–23)

Visible City undertook analysis and visualization for development of a new parks and recreation system plan for the City's national award-winning system of 175 park spaces. JJ's intensive analysis of datasets including foot traffic, park registration and usage, and environmental factors contributed to a full slate of findings and concrete recommendations for the system's future.

KHARME MAHAMED

JUNIOR SOFTWARE DEVELOPER



► EDUCATION

St. Paul College

St. Paul, MN

Bachelor of Computer Science

(in progress)

► CONTACT INFORMATION



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LINKEDIN/IN/KHARME-
MAHAMED-538550254

► BIOGRAPHY

KHARME MAHAMED recently joined Visible City as a junior software developer. Kharme brings skills and interest in programming, photography, and videography to the team. He's excited that with Visible City, he has the opportunity to be involved in all three areas, while helping contribute to projects that benefit clients in cities across the country.

More specifically, Kharme is working on community engagement for the Parks and Recreation System Plan for the City of Saint Paul, Minnesota, and on technical approaches to defining trade areas for clients, and on a web-based policy mapping tool. Kharme is an incoming sophomore at Saint Paul College, majoring in Computer Science.

► SAMPLE PROJECTS

North Minneapolis Retail & Destination Food Market Study

(Hennepin County, MN, 2023)

Visible City, in collaboration with NEOO Partners, examined the community and market context of North Minneapolis for grocery, restaurant, and food hall providers. Kharme's evaluation of existing conditions and future opportunities aided in identifying key priorities for the submarket.

Light Rail Station Area Market Analysis

(Hennepin County, MN, 2023)

Visible City led analysis for station area redevelopment potential in Crystal, a first-ring suburb of Minneapolis. Our team collected and interpreted diverse data layers, evaluated and ranked opportunity sites, and engaged with local leadership. The resulting station area plan guides priority investments for a vibrant transit-oriented hub.

Parks & Recreation System Plan

(City of Saint Paul, 2022–23)

Visible City undertook analysis and visualization for development of a new parks and recreation system plan for the City's national award-winning system of 175 park spaces. Kharme's photography and community engagement efforts contributed to a full slate of findings and concrete recommendations for the system's future.



Brent Muscha, PE, PTOE Task Manager/Project Manager

DEGREE

- BS Civil Engineering
North Dakota State University, Fargo, ND

PROFESSIONAL REGISTRATIONS

- ND PE-7123 • MN PE-52374
- PTOE #4973

EXPERIENCE

- 17 years

TRAINING AND CERTIFICATIONS

- Professional Traffic Operations Engineer
- NDDOT
 - *Erosion and Sediment Control*
 - *External Civil Rights*
 - *Construction Project Management*
- MNDOT
 - *Signal and Lighting Certification*
 - *Traffic Signal Design*
- ATSSA Traffic Control Supervisor
- UAS Part 107 Drone Pilot
- PSMJ Project Management

PROFESSIONAL RECOGNITION

- 40 Under 40 - 2021 *Prairie Business* Award

PROFESSIONAL ASSOCIATIONS

- American Society of Highway Engineers
 - Central Dacotah Section
- Institute of Transportation Engineers
 - North-Central Section
- North Dakota Society of Professional Engineers
 - Chapter 4, FM Engineers

Brent is a professional engineer and associate owner at Apex with 17 years of experience in the planning, design, and construction of urban and rural roadway projects with a focus on traffic operations. He has authored corridor studies, traffic operations reports, and environmental documents, and provided project management for complex projects from preliminary engineering through final design and construction administration.

Relevant Project Experience

West Fargo, ND

- 9th Street Corridor Study

Fargo and West Fargo, ND

- 13th Avenue South – 12th Street E to 45th Street
- 12th Avenue North – 45th Street to CR 19

Dilworth, MN

- TH 10 Corridor Study

Moorhead, MN

- 12th Avenue South Corridor Study

St. Cloud, MN

- St. Cloud Opportunity Drive Operations Study



Michael Quamme, PE **ENVIRONMENTAL ENGINEER**

DEGREE

- BS Civil Engineering, North Dakota State University, Fargo, ND
- MS Environmental Engineering, North Dakota State University, Fargo, ND

PROFESSIONAL REGISTRATIONS

- ND PE-10934
- MN PE-56907

EXPERIENCE

- 13 years

PROFESSIONAL ASSOCIATION

- American Water Works Association
- Water Environment Federation
- MN Section AWWA
- ND Section AWWA
- Central States WEA

PROFESSIONAL CERTIFICATIONS

- OSHA 10 Construction Safety and Health 36-005994656
- Certificate of Essentials of Asset Management, Virginia Polytechnic Institute and State University

Michael is a project engineer with a focus in all aspects of water supply, treatment, distribution, storage, and wastewater collections. While serving in this capacity, Michael has provided a wide range of planning, modeling, design and construction administration services to multiple design teams at Apex. Michael is the lead modeler at Apex for all water distribution modeling projects. He is proficient with the use of several water modeling programs including InfoWater Pro and WaterCAD. He also utilizes ArcGIS, BioWin, and Pipe-Flo design programs.

Relevant Project Experience

Moorhead Public Service, Moorhead, MN

- Water Distribution System Model and Master Plan
- Southside Water Tower Location
- Southside Water Tower and Transmission Main

Detroit Lakes, MN

- Water Distribution System Master Plan
- Long Lake Annexation – Phase 4 – Water, Sewer, Street and Stormwater Design

St. Cloud Public Utilities, St. Cloud, MN

- Water Distribution System Consulting and Model and Master Plan
- South St. Cloud Water Distribution System Improvements
- AWIA Water Distribution System Risk Assessment
- Water Distribution System Improvements
- New South Elevated Tank Siting and Design

Fergus Falls, MN

- Water Distribution System Model Development and System Analysis

Sioux Falls, SD

- Engineering Services Agreement for Water Distribution System Consulting and Modeling

Dickinson, ND

- Water Distribution Modeling and Planning



Jake Gunderson, El
PROJECT ENGINEER

DEGREE

- BS Civil Engineering, North Dakota State University, Fargo, ND

PROFESSIONAL REGISTRATION

- ND EI-29941

EXPERIENCE

- 4 years

CERTIFICATIONS AND TRAINING

- NDDOT
 - Asphalt Pavement Inspection
 - Erosion & Sediment Control
 - ATSSA Traffic Control Supervisor

Jake is a Project Engineer in our Fargo Transportation group. He interned with Apex in 2019 and was hired full-time in 2020 after graduating from NDSU. He is experienced in Microstation, Geopak, and Open Roads design software. He has worked on a variety of NDDOT design projects. His construction experience includes asphalt and concrete paving and ADA construction.

Relevant Project Experience

West Fargo, ND

- 9th Street Corridor Study

Fargo, ND

- Main Avenue – 25th Street to University Drive
- Main Avenue – University Drive to Broadway
- Main Avenue – Broadway to 2nd Street N

Moorhead, MN

- 12th Avenue South BNSF Crossing

Minot, ND

- Burdick Expressway – ADA Improvements
- Burdick Expressway – 1st Street SW to Valley Street

Burleigh County, ND

- I-94 EB and WB Reconstruction – Bismarck to Menoken

WORK SAMPLES



Southwest Growth Area Plan

CHASKA, MINNESOTA



HKGi completed major updates to Chaska’s last two Comprehensive Plans and has also conducted many other planning and design projects for the city in the past decade including the Southwest Chaska Growth Area Plan (graphic above left), the Downtown Master Plan and a host of implementation initiatives, a zoning code audit and update to bring it in compliance with the most recent Comprehensive Plan, parks and trail planning and design, a citywide wayfinding plan and signage design, and redesigned streetscapes in the historic downtown.

Most relevant for this project is the Southwest Chaska Growth Area Plan, which provides planning guidance for nearly three square miles of largely undeveloped land that was used predominately for agricultural and mining operations. The Plan was intentionally developed to provide a realistic, implementable, and flexible roadmap. Designed to achieve a long-term balance between the community’s growth in both households and jobs, the Plan aims to ensure a sustainable economy and high quality of life for future residents of southwest Chaska.

The plan includes a chapter that provides developers with a set of design guidelines that illustrate the City’s desired character and development patterns for the growth area. These design guidelines will encourage strong public spaces including new gathering spaces for new residents and workers who will live, work, and play in the area.

CLIENT

City of Chaska

AWARDS

MN APA 2014 Planning in Context and 2017 Success Stories in Implementation

REFERENCE

Nate Kabat, Community Development Director
City of Chaska
952.227.7529
nkabat@chaskamn.gov



CLICK HERE TO LINK TO THE PLAN REPORT

Comprehensive & Development Planning

WOODBURY, MINNESOTA



[CLICK HERE TO LINK TO THE URBAN VILLAGE PLAN](#)



[CLICK HERE TO LINK TO SOUTH OF DALE PLANS](#)

The Urban Village Master Plan established a framework for commercial and housing development.

For the past two decades, Woodbury has been one of the fastest growing cities in the metropolitan area. HKGi has assisted the city by conducting several planning projects including comprehensive planning, park and recreation system planning, economic development strategic planning, redevelopment and neighborhood planning, and growth area planning. A strong component of HKGi's community planning in Woodbury has focused on economic and ecological sustainability.

In addition to three Comprehensive Plans, HKGi created the Urban Village Master Plan, which transformed a greenfield into a new, vibrant neighborhood. HKGi's South of Dale Master Plan follows a similar development approach for a future growth area at the city's edge.

Other planning highlights have included station area planning along the Gold Line Bus Rapid Transit corridor, a citywide bicycle-pedestrian plan, and several park and recreation needs and impact studies.

CLIENT

City of Woodbury

AWARDS

2022 MN APA Success Stories in Implementation Award (Urban Village Master Plan)

REFERENCE

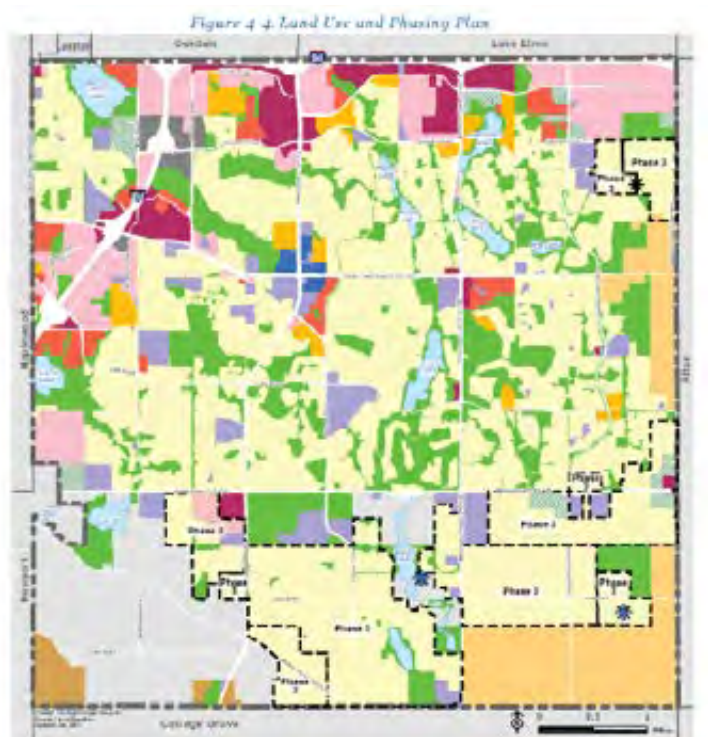
Eric Searles, City Planner
651-714-3532
esearles@ci.woodbury.mn.us

Comprehensive & Development Planning Cont'd

WOODBURY, MINNESOTA

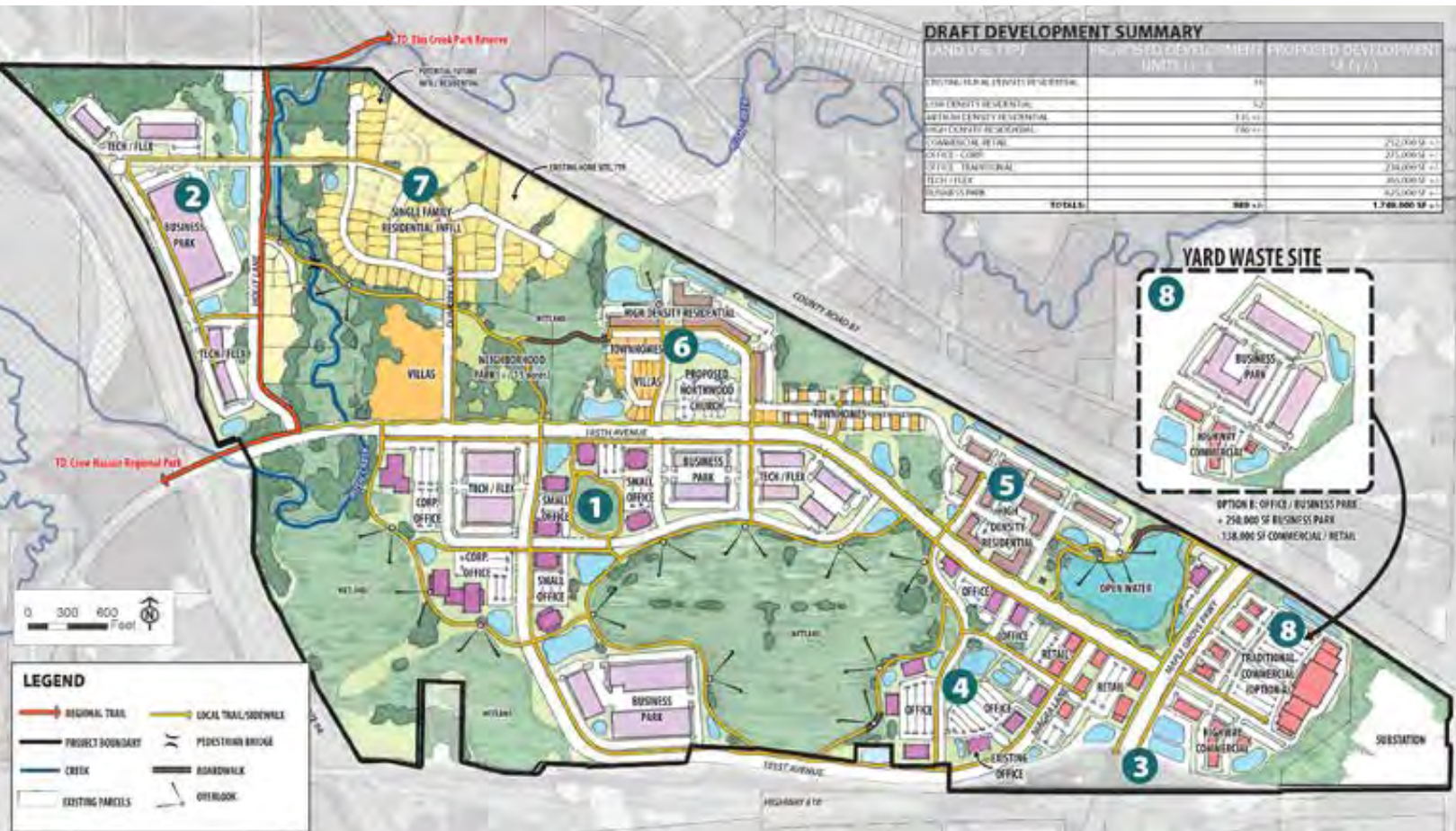


HKGI has provided planning and urban design services for the growing City of Woodbury, including work on the Gold Line Bus Rapid Transit Station Area Plans, Corridor Design Guidelines, Comprehensive Plan 2018, Bicycle-Pedestrian Plan, and the South of Dale Master Plan (clockwise from top).



105th Avenue Growth Area Master Plan

MAPLE GROVE, MINNESOTA



HKGi completed a master plan for a 650-acre portion of Maple Grove's northwestern growth area. The project involved an examination of land use alternatives to aid in identifying future infrastructure investments in the area. HKGi engaged existing landowners to understand their current and future interests, and used market data and other planning and development data to understand the potential for future development intensity and typologies in the area. The final development concept master plan envisions a vibrant mix of commercial and employment uses estimated at nearly 1.8 million sq. ft. of new commercial, office and business park uses and approximately 1,000 housing units of various types.

The planning team took a market-based approach to this project, collecting input and feedback on concepts from real estate brokers and other representatives from the development community. HKGi also developed a parks, trails and open space plan which integrates existing natural resources and a stormwater treatment approach. Finally, HKGi's urban designers created design guidelines addressing items such as building orientation, parking, and loading areas.

CLIENT

City of Maple Grove

REFERENCE

Peter Vickerman, Planning Manager
City of Maple Grove
763-494-6046
pvickerman@maplegrovern.gov



CLICK HERE TO LINK TO THE PLAN REPORT

Alice's Road Corridor Master Plan

WAUKEE, IOWA



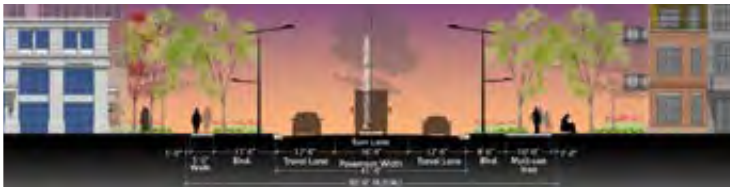
The "Greenway"

A key guiding principle suggests the integration of infrastructure systems with private and public development spaces. Storm water features present great opportunities for place making. They can become focal points for neighborhoods or districts. The plan for the Alice's Road corridor is to integrate storm water features into the central spine that follows topography and a natural drainage. The integration of storm water with park and open space features and off street trails provides an active living component to the storm water system. Consideration should be given to creating grade separated movements for the trail and storm water particularly along Alice's Road and new key collector streets such as Wisconsin Parkway. The greenway will provide a regional storm water system that when combined with on-site storm water management will enable a more efficient means of accommodating drainage.



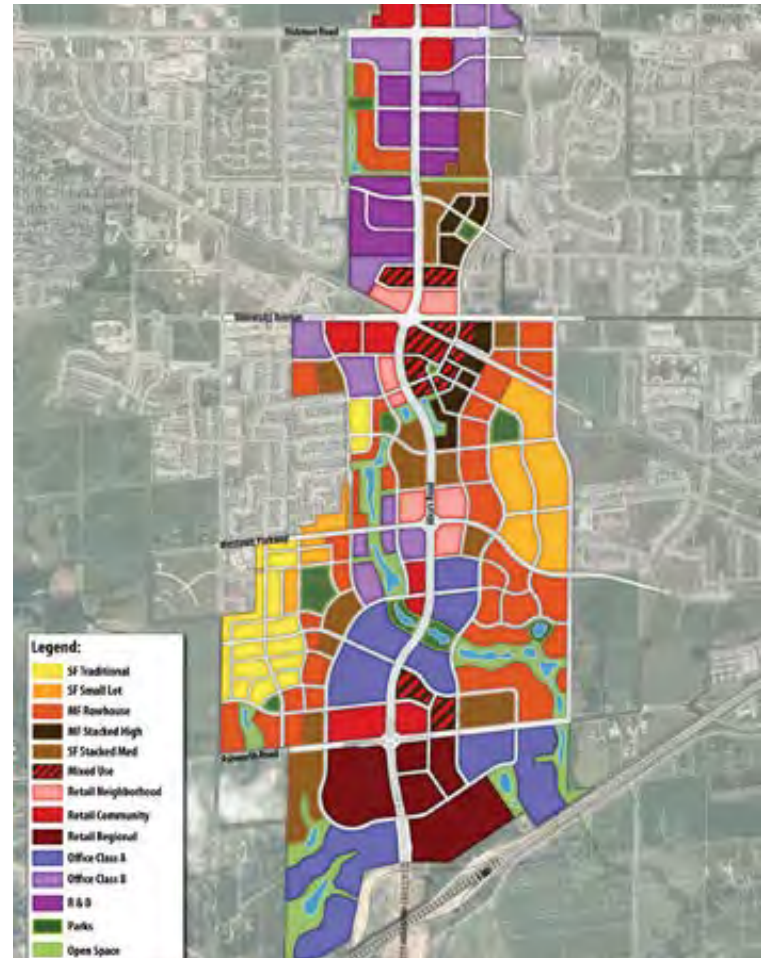
DEVELOPMENT FRAMEWORK

Alice's Road Corridor MASTER PLAN



80 Foot ROW Major Collector (with off street multi-use trail)

An alternative to the 80 foot ROW major collector would include a multi-use trail on one side of the street.



The City of Waukee, Iowa (a western suburb of Des Moines) has been one of the fastest growing suburban communities in the Midwest, if not the country. The city had an existing arterial corridor in its growth area that offered a significant economic development opportunity with a planned future interchange on I-80. The city had conducted a number of planning initiatives that included lofty visions of a mostly commercial corridor. A team led by HKGi was retained to translate the vision into an implementable plan with a clear path forward.

Broad land use patterns were identified to create a more refined and coherent development pattern with a robust public realm consisting of parks, trails, open spaces, and well-designed streetscapes anchoring development. The HKGi team also provided financial and market supported findings to establish trust in the plan's direction. HKGi's planning was a critical step in turning vision into reality. Today, the Alice's Road corridor has been branded the Kettlestone Development along Grand Prairie Parkway and is rapidly moving toward full development.

CLIENT

City of Waukee

HIGHLIGHTS

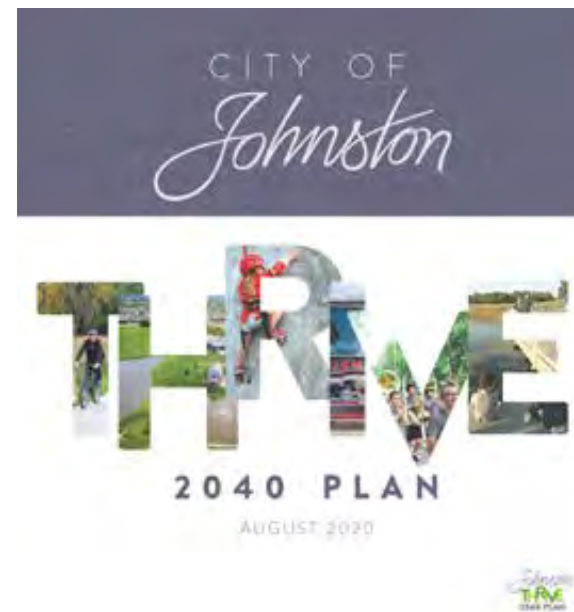
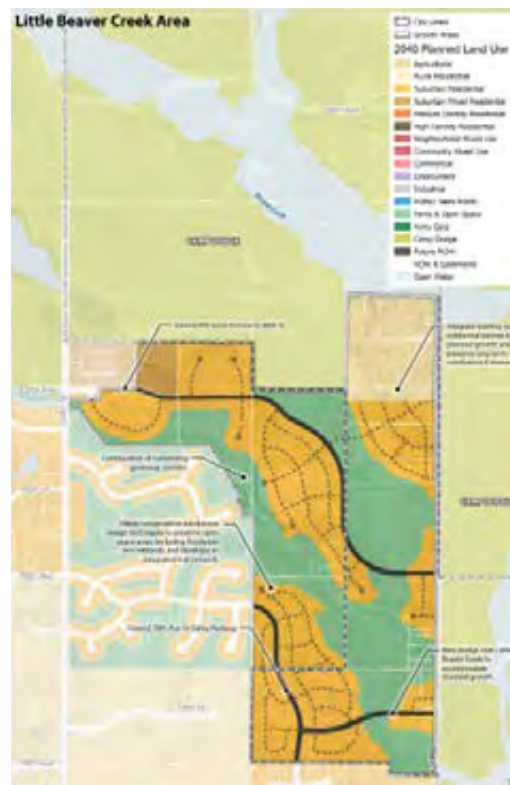
- Sustainability is a key organizing principle with open spaces and natural resources providing a framework for development
- The plan addresses urban design considerations such as multi-modal transportation, land use, infrastructure, stormwater treatment, and connectivity

REFERENCE

Brad Deets, City Administrator
City of Waukee
O: 515-978-7899 | M: 515-250-7986
bdeets@Waukee.org

Comprehensive Plan, Zoning Update & Redevelopment Plan

JOHNSTON, IOWA



The planning process to develop Thrive 2040 included land use planning for several focus areas in the city. Focus areas included both new growth and redevelopment.

HKGi has led the development of the last three Comprehensive Plans for the City of Johnston, Iowa, a growing suburb of Des Moines. The most recent comprehensive planning process resulted in the Thrive 2040 Plan. Housing was a significant issue for this planning process as the community projects adding up to 5,000 new households and 13,000 new people by 2040. To accommodate this growth and the need for affordable and mid-price homes, Johnston will need to diversify its housing stock and increase the density of housing. HKGi worked with the community to identify where that growth can take place and what shape it will take. HKGi and the community also explored development scenarios for the City's growth areas and eight redevelopment areas.

Following the completion of the Comprehensive Plan, HKGi was retained to lead the first major implementation initiative: updating the City's zoning ordinance to reflect new planning guidance from the Thrive 2040 Plan. Code revisions provide new standards related to site design; new residential types and new employment and mixed-use districts; and address sustainability issues such as EV charging, solar energy, tree preservation, stormwater, and stream protection.

HKGi also created the Merle Hay Road Gateway Redevelopment Plan, which is providing guidance for redevelopment of this key southern entrance into the city. The Plan envisions a mix of residential and commercial, anchored by parks, trails, and open spaces built around a restored Beaver Creek.

CLIENT

City of Johnston

AWARDS

2022 Iowa APA Daniel Burnham Award for a Comprehensive Plan

HIGHLIGHTS

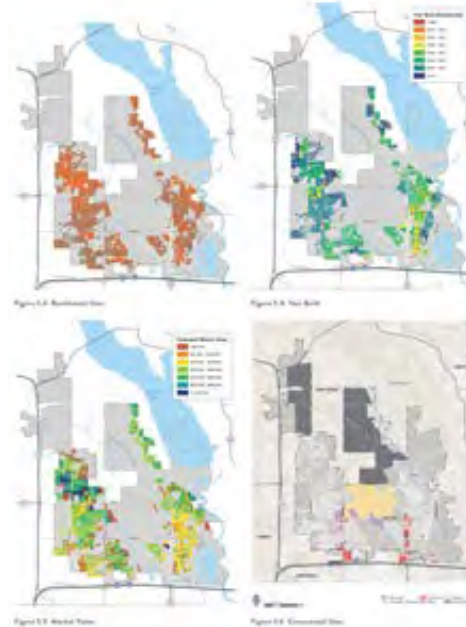
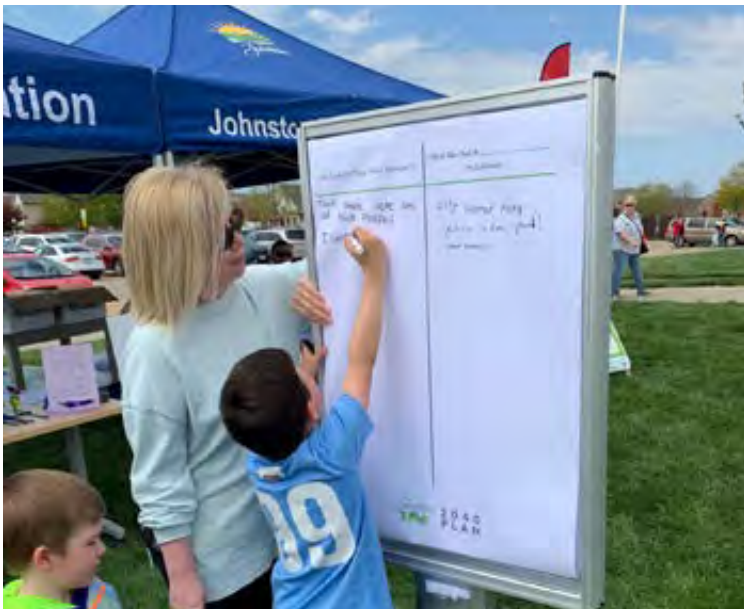
- Development concepts created for 8 growth and focus areas
- Address need for new housing and a diversity of housing types and price points
- Address community desire for more experience-oriented places
- Refine land use categories

REFERENCE

David Wilwerding, Community Development Director
515-727-7775
dwilwerding@ci.johnston.ia.us

Comprehensive Plan, Zoning Update & Redevelopment Plan Cont'd

JOHNSTON, IOWA



Chevalle Development Services

CHASKA, MINNESOTA



HKGi provided planning and design services for a unique, high-amenity rural residential development encompassing approximately 300 acres of land along Lake Bavaria. Through low-impact planning, dedicated restoration, and conservation design, the Chevalle development includes 215 residential sites while still preserving 65% of the site as permanent open space. Strong connections provide access to open space and preserved landscapes.

Conservation easements protect sensitive areas and the development features over ten miles of trails and two City parks. Additional amenities include an equestrian facility with horse trails, two private parks, an extensive wetland restoration program, and an environmental learning center. Because the project is located in Chaska's Greenbelt, outside of the metropolitan service boundary, HKGi worked closely with the developer and the City of Chaska to identify the most logical route for municipal sewer and water to serve the site. HKGi also worked to ensure the development was in compliance with the city's Comprehensive Plan and other long-range planning initiatives.

CLIENT

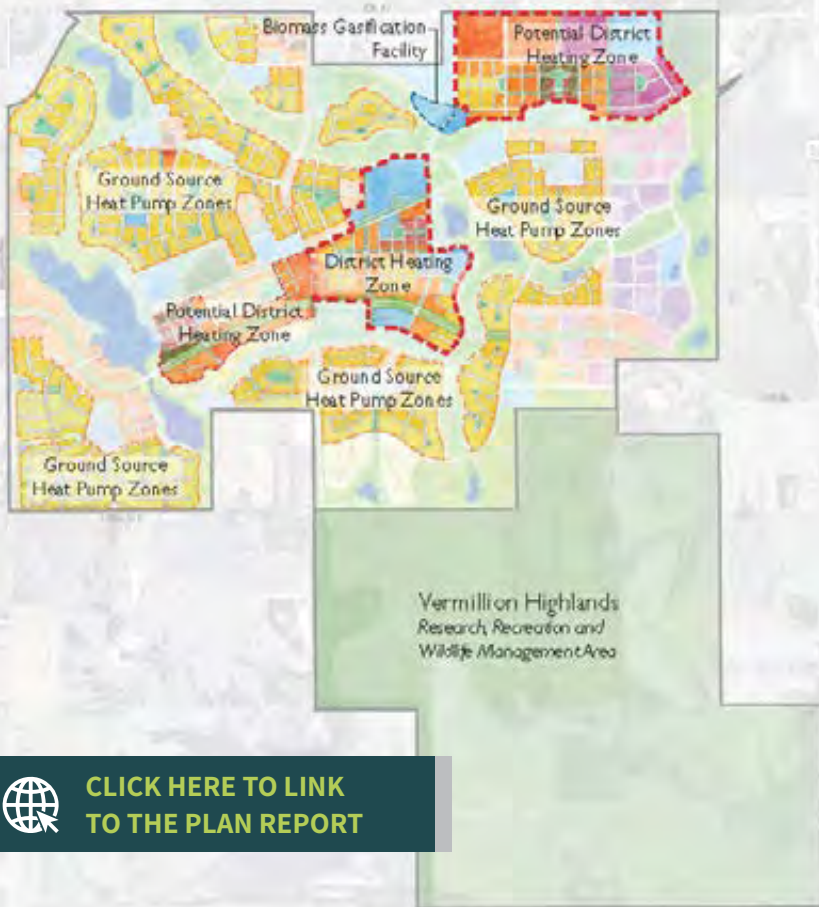
Chevalle Development Company

UMore Park Master Plan & Development Planning

ROSEMOUNT, MINNESOTA



Energy and Carbon



The UMore Park Master Plan envisions a large scale development that emphasizes sustainability and includes innovative ideas regarding energy production (left and top). The development framework created by HKGi (bottom) preserves green corridors and emphasizes walkability.

HKGi was part of a multi-disciplinary team that provided initial master planning services to the University of Minnesota for this 5,000-acre site located in Dakota County. The vision established in the master plan called for a new community guided by conservation development principles featuring elements such as ecological preserves, permaculture, rainwater reuse, renewable energy generation and public transit. The initial planning phase included market evaluation, urban design and environmental guidelines for an innovative new community.

After completion of the master plan, HKGi continued to work with the University to prepare amendments to local comprehensive plans, conduct environmental reviews related to the project, refine development concepts, and help the client and adjacent communities understand the cost of infrastructure and financial strategies for anticipated development. Most recently HKGi assisted in creating development concepts for a new residential proposal.

CLIENT

University of Minnesota

AWARDS

- 2009 ASLA-MN Honor Award for Planning

HIGHLIGHTS

- 436-acre parcel sold to private developer
- Proposal for 1,500+ new homes submitted in 2019

Visible City Experience

City of Richfield, Minnesota: Interstate Exit Consolidation Study and Municipal Consent, 2019

CHALLENGE

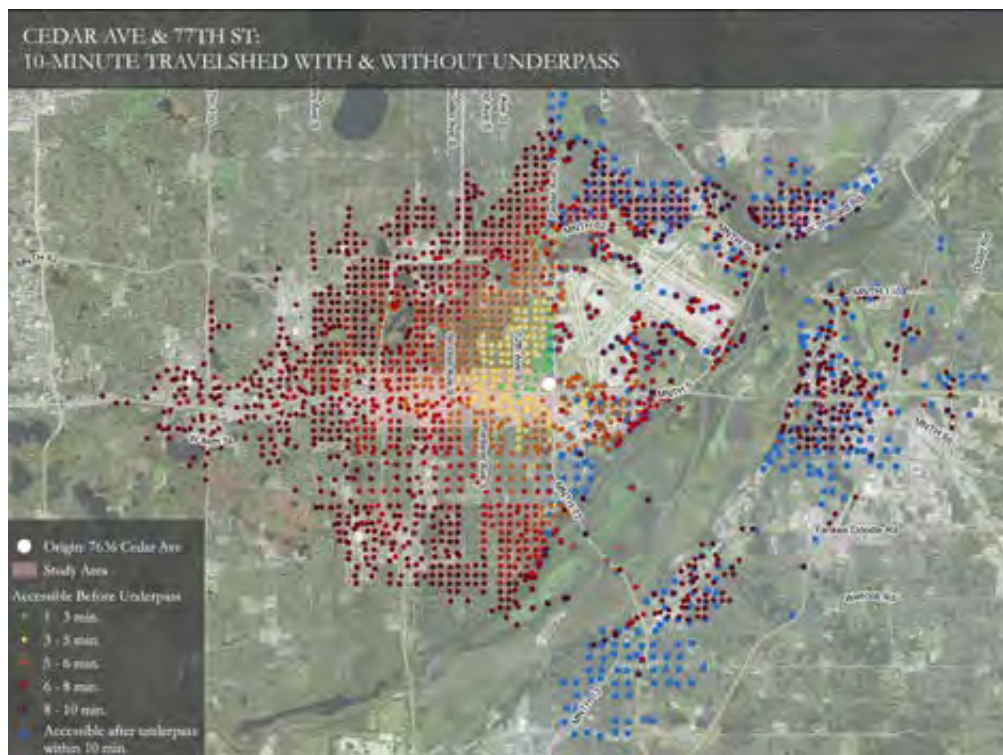
Leaders of the City of Richfield, Minnesota felt compelled to evaluate transportation and business conditions in a district along the I-494 interstate highway, prior to giving municipal consent to the Minnesota Department of Transportation for proposed reconfiguration of I-494 interchanges within city limits. As a growing first-ring suburb and evolving land use pattern, Richfield leaders sought analysis and interpretation of mobility and commercial patterns in the previously car-oriented district along the interstate.

SOLUTION

The Visible City team collected a wide range of data from sources including anonymized mobile phone locations, commercial property listings for sale and lease, detailed car traffic patterns, transit boardings and alightings, land use and parcel valuations and other metrics, to inform an evaluation and the municipal consent decision. Visible City also conducted interviews to capture community perceptions, and examined potential benefit of a multimodal connection from the commercial district under a nearby right of way barrier at Highway 77.

RESULTS

The presentation of findings proved valuable for the Mayor, City Council members and City staff, in vetting potential granting of municipal consent to, and negotiating with, MnDOT. Visible City's visualizations also helped the City secure a state investment in the multimodal connection at Highway 77.



City of Northfield, Minnesota: Land Use and Development Evaluation and Scenarios, 2024

CHALLENGE

The City of Northfield, Minnesota is a community of 25,000 residents, best known as home to Carleton College and St. Olaf College and for its dense, historic downtown and Cannon River frontage. Having recently annexed over 750 acres to its northwest, Northfield leaders sought to examine their existing network of infrastructure and development patterns to maximize use of urbanized land and contemplate how to approach the annexed area. Additionally, the City also sought specific guidance about how the annexed space could be used (including park reserve, data center, industrial, commercial, and housing) to advance community goals.

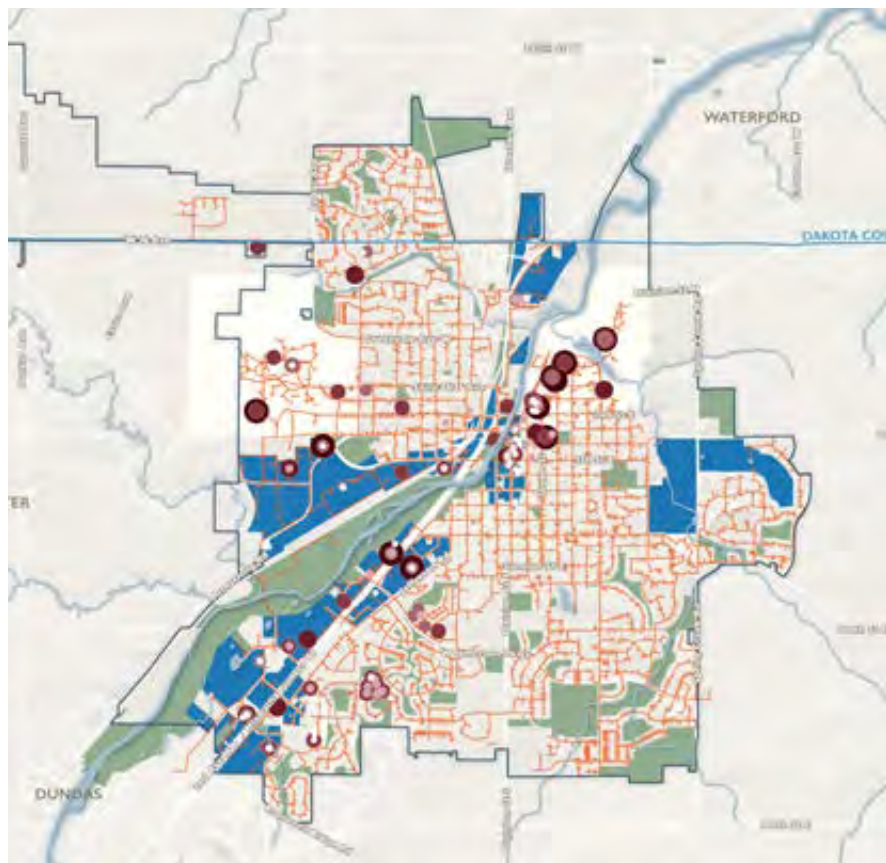
Visible City Experience

SOLUTION

Visible City collected, analyzed, visualized and interpreted data from public and other sources, to give the City up-to-date insight about development patterns and areas of opportunity. We also assessed a series of metrics to identify a pool of similar cities whose tax base and development profiles lent insight for Northfield as points of reference. While Northfield is atypical in the prominence of tax-exempt uses including higher education, the City found great benefit in this comparison as regional context. Finally, Visible City provided a cost-benefit analysis to evaluate various land use scenarios for the areas recently annexed.

RESULTS

Visible City's analysis revealed valuable information about specific sites in developed areas of Northfield, where capacity exists for more intense land use. The process also gave City leaders a sense of how Northfield's tax base compares among comparable communities, and what potential infill and greenfield development hold for steering the tax base according to City goals for sustainability and growth. The City is calling on Visible City's analysis and findings for development of their 30-year comprehensive plan, a process currently underway with engagement and planning.



Thrivent Corporation: Corporate Campus Reuse Evaluation and Analysis (2023-4)

CHALLENGE

Thrivent Corporation expanded its presence in the Appleton, Wisconsin area in the 1970s with an office campus development comprising nearly 600 acres of mostly pastoral land located along US Highway 41. In the early 2020s, Thrivent began to explore the prospect of reprogramming the site, replacing existing office with a smaller regional headquarters and a mix of new uses including 2,000 or more housing units, 120,000 square feet of retail, grocery and hotel. Roughly 30% of the property will be restored and preserved as public parkland, open space and waterways.

SOLUTION

Visible City joined a team convened by Cushman & Wakefield, to develop an absorption and development model allowing for a multitude of scenarios for reuse of the Thrivent site. Our team served as an analytic and visualization medium between the land brokers and the site planners engaged by Thrivent. We supported construction of a market-viable plan that met Thrivent's goals and reflected the City of Appleton's needs, by building and operating a dynamic assessment tool integrating land use, program, schedule, tax base and other decision making factors.

RESULTS

Thrivent is proceeding with the developed plans in partnership with the City of Appleton, bringing the proposed new campus to the planning commission and city council in fall of 2024.



PROJECT TYPE

- Corridor Study



LOCATION

- Dilworth, MN



DATES

- March 2022 - April 2023



PROJECT PHASES

- Study



SERVICES PROVIDED

- Stakeholder Coordination
- Public Involvement
- Corridor Study Report
- Existing Conditions Review
- Issue Identification
- Purpose and Need
- Alternative Development and Evaluation
- Presentations to Boards and Commissions



CONTACT

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TH 10 Corridor Study

MnDOT, MetroCOG, and City of Dilworth,

Project Details

The objective of the study was to evaluate the urbanization of US 10 with an emphasis on multi-modal facilities and consider options for downtown Dilworth by developing a detailed understanding of land use and redevelopment concepts that will positively impact US 10 and the larger community, as well as set standards and expectations through downtown that create options for a more robust pedestrian zone to support existing and future businesses.

Apex and HKGi partnered to provide a robust team for this study. Apex lead the overall study, public engagement, development and analysis of alternatives, and authored the final report. HKGi lead the task of developing a framework for reinvestment and along highway 10 through downtown Dilworth.

Apex and HKGi also collaborated closely with community stakeholders to understand issues, needs, and priorities to establish the vision for the corridor. This vision provided the guide to develop and evaluate various alternatives, including potential redevelopment, land use, and transportation changes. Context-sensitive and cost-effective solutions were developed to serve the community for years to come.



PROJECT TYPE

- Corridor Study



LOCATION

- West Fargo, ND



DATES

- 2019-2020



PROJECT PHASES

- Study
- Preliminary



SERVICES PROVIDED

- Existing Conditions Review
- Issue Identification
- Purpose and Need
- Alternative Development and Evaluation
- Public Involvement
- Corridor Study Report
- Presentations to Boards and Commissions



CONTACT

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9th Street Corridor Study

MetroCOG, and City of West Fargo, ND

Project Details

West Fargo's 9th Street is an important north-south transportation corridor connecting the City's retail area at 13th Avenue East to the industrial area at 12th Avenue Northeast. Due to development of land in the industrial area along with recent population growth and increased traffic, the City of West Fargo and Fargo-Moorhead Metropolitan Council of Governments (Metro COG) selected the Apex/Stonebrooke team to study the 2-mile corridor. At the conclusion of the study, the City leaders were provided with a series of refined alternatives that may be considered for short-term or long-range improvements.

A previous study that included this portion of the 9th Street corridor recommended widening the existing section from 3-lanes to 5-lanes from 13th Avenue East to Main Avenue and keeping the existing 2-lane section from Main Avenue to 12th Avenue Northeast. The City was concerned that traffic volumes had changed since that study and needed to be assured they would be making the appropriate improvements in the next 5-10 years. While vehicle traffic is a key component, the study also included consideration for other modes of safe travel. Public input was vital in helping the City determine study recommendations for future implementation. The study was completed under budget and on schedule in Spring 2020.



PROJECT TYPE

- Master Planning and Capital Improvement Planning



LOCATION

- Moorhead, MN



DATES

- 2013-2020



CONTACT

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Water Distribution System Master Plan and Capital Improvements Plan

Moorhead Public Service

Project Details

Apex Engineering Group has a long history of working with Moorhead Public Service on many aspects of their water supply, distribution and treatment system. A task order contract between Moorhead Public Service and Apex has been in place since 2013 to assist with water distribution system modeling, master planning and capital improvement planning.

In 2018, Apex was hired to complete a comprehensive water distribution system master plan and capital improvements plan. Part of the project included field testing and updating the current water distribution system model. The subject plan mapped out the proposed future service area for the city and the required capital improvements that will be needed for the next 20 years to provide service to Moorhead and Dilworth. Rehabilitation and new construction for future transmission and distribution pipelines, pumping stations and storage facilities are included. The proposed improvements are estimated at \$10.3 M through the year 2040.

Members of the Apex team also authored the previous master plan study in 2006.



<u>2025 PZ Commission Meeting Dates</u>	<u>Application Deadlines</u>
January 14, 2025	December 20, 2024
February 11	January 17
March 11	February 14
Tuesday, April 15 (Board of Equalization meeting on the 8 th)	March 21
May 13	April 18
June 10	May 16
July 8	June 13
August 12	July 18
September 9	August 15
October 14	September 19
Wednesday, November 12 (Veterans Day on the 11 th)	October 17
December 9	November 14
January 13, 2026	December 19, 2025

MEMORANDUM

TO: West Fargo Planning & Zoning Commission
FROM: Aaron Nelson, Planning Director *AN*
MEETING DATE: January 14, 2025
SUBJECT: Discussion on Proposed Updates to P&Z Commission Bylaws

Staff requests that the Planning & Zoning Commission review and discuss the Commission's bylaws at the January 14, 2025 meeting. The purpose of the discussion is to consider potential amendments intended to address quorum issues and areas of misalignment with standard practices.

A copy of the bylaws is attached, which includes proposed amendments from staff. Specifically, the proposed changes seek to:

- Modify and clarify the name of the document
- Add reference to, and clarify the role of, ex-officio members of the Planning & Zoning Commission, as established by City ordinance.
- Reduce the required quorum from four to three members during such times that there are two or more vacancies on the Commission.

In addition to the proposed changes, Article 10 and references to a "Work Program" have been highlighted in the attachment. As it does not appear that such a work program has been developed or adopted in the past, staff would like to discuss options for how to handle Article 10.

This is a discussion only topic. Based on discussion at the January meeting, staff intends to incorporate comments and have a revised version of the bylaws on the agenda for consideration of approval at the February meeting.

BYLAWS & RULES OF CONDUCT

WEST FARGO PLANNING AND ZONING COMMISSION

ARTICLE 1. GENERAL BACKGROUND

1.1. Function

The Planning and Zoning Commission (hereafter referred to as the Board) serves the Planning Department and City Commission as an advisor and representative of citizen interests on matters involving future planning, zoning, subdivisions, and municipal development. The Board decisions on such matters relate to the impact that the decision has on the Comprehensive Plan and whether such a decision furthers community-wide health, safety, and welfare.

1.2. General Duties

The duties of the Board shall include, but not be limited to:

1. Recommending to the City Commission programs for community improvement;
2. Preparing land use, housing, recreation, financial, public facility, redevelopment, and transportation plans;
3. Implementing the elements of the Comprehensive Plan through decisions on Zoning and Subdivision Applications.
4. Promoting the interest in and understanding of the Comprehensive Plan;
5. Advise the City Commission on all matters relating to Community Planning and Development.
6. Advising the Planning Department on work programs and tasks.
7. Provide a forum for citizen comments relating to community development.

1.3. Relationship to Planning Department

The City Planning Department serves as Staff to the Board. All development applications are received and processed through the Planning Department who subsequently provides recommendations to the Board.

The Board carries out its duties based on an adopted yearly work program. City Staff implements that work program through guidance by the Board.

It is recommended that each Board member use the Planning Department as an information resource. Individual site visits are also encouraged for all development applications.

ARTICLE 2. GENERAL STATUTES AND ORDINANCES GOVERNING ACTION

2.1 Applicable State and Local Laws.

To the extent that they remain in force and effect, or as they are amended, the Board and its members shall be governed by the following State Statutes, Local Ordinances and Plans including the following:

- a. N.D.C.C. 40-47 (City Zoning)
- b. N.D.C.C. 40-48 (Master Plans and Planning Commission)
- c. N.D.C.C. 40-50.1 (Platting)
- d. N.D.C.C. 40-51.2 (Annexation)
- e. N.D.C.C. 40-58 (Urban Renewal Law)
- f. N.D.C.C. 44-04 (Public Records and Meetings)
- g. Chapter 4-04 (Municipal Code - Subdivision Regulations)
- h. Chapter 4-100 - 4-500 (Municipal Code - Zoning Ordinance)
- i. The Bylaws & ArticlesRules of Conduct set herein
- j. West Fargo Comprehensive Plan
- k. Any other laws or ordinances as they may apply

2.2. Familiarity with State Statutes, Local Ordinances and Plans.

Upon taking office, all members of the Board shall become familiar with the applicable State laws, Local Ordinances, and Plans under Section 2.1. Members will be responsible for maintaining a knowledge of these items, with any amendments, which govern the conduct of the Board's affairs.

2.3 Rules of Conduct Available to Public

As part of the public record, an official copy of the rules of conduct shall be maintained at the City Planning Department. This copy shall be made available during the course of all Board meetings.

2.4 Amendments

An amendment to any provision in these Bylaws & RulesArticles of Conduct can be made through a majority vote of the Board members provided such amendment is not contrary to State law or to other ordinances. Any amendment must be incorporated into the official copy of these rules.

ARTICLE 3. MEMBERS

3.1 Appointment, Terms, and Compensation

The Board shall consist of eight (8) members, who shall be appointed in accordance

with Chapter 4-01 of the City Ordinances. The Mayor, with approval of the City Commission, shall appoint all municipal representatives to the Board. Extraterritorial representatives shall be appointed by the Board of County Commissioners.

Member terms shall be five years. No member shall serve more than two full terms.

Compensation may be set in an amount as determined by the City Commission.

In addition to the eight appointed members, the President of the Board of City Commissioners, the City Engineer, and the City Attorney shall act as ex-officio members of the Board, in accordance with Section 4-0102 of the City Ordinances. Ex-officio members are non-voting members and do not count for purposes of attendance and quorum. However, ex-officio members may participate in presentation and discussion during Board meetings, as necessary.

3.2 Causes for Removal from Board

A Board member may be removed by the City Commission for misconduct and in particular for:

- a. Failure to attend 75% of the yearly meetings.
- b. Failure to disclose conflict of interest which otherwise would have disqualified a vote on a decision which affected a member personally or monetarily.
- c. Failure to maintain reasonable familiarity with State and Local Laws, Community Plans, and rules affecting the Board, or failure to be guided thereby, as required in Section 2.1.

3.3 Resignations and Removals

When members propose to resign, written notice shall, if feasible, be given to the Chair or Vice-chair two months prior to the date of resignation.

To remove a member, written notice of removal will be presented to that member from the City Commission.

Due to vacation of office by death or illness, the Chair shall notify the body responsible for appointment informing them of the need to fill the vacant seat.

ARTICLE 4. OFFICERS

4.1 Election of Chair and Vice-chair.

A Chair and Vice-chair shall be elected annually at the first regularly scheduled meeting of the year by a majority vote of the Board. There will be no limit as to the number of terms a Chair or Vice-chair may serve.

4.2 Succession of Vice-chair to Office of Chair

If the Chair resigns or becomes no longer a member of the Board, the Vice-chair shall succeed that person for the remainder of the term. An election to select a new Vice-chair shall be made by majority vote at the next regularly scheduled meeting in order to fill the unexpired term.

4.3 Presiding at Meetings

If present and able, the Chair shall preside at all meetings and hearings. If the Chair is absent or unable to preside, the Vice-chair shall preside. If both are absent or unable to preside, the remaining members shall appoint a temporary Chair from the remaining membership.

In accordance with these and other applicable rules, the presiding officer shall maintain order and decide on all points of procedure.

4.4 Managerial Powers

The Chair shall direct the official business of the Board, supervise the Staff and Board work load, request needed assistance, and exercise general disciplinary power. The Chair may also appoint subcommittees when determined necessary.

4.5 Agendas, Notices, and Recording

The Planning Department shall be responsible for the preparation of Agendas, Staff reports, and publishing of Public Hearing Notices.

A member of City Staff shall maintain minutes of each meeting. The Minutes of the Board shall be kept in a Minute Book within the Planning Department and be a part of the public record.

ARTICLE 5. CONDUCT OF BOARD MEMBERS AND STAFF

5.1 Representation of Applicants

No member of the Board, or its Staff, may represent applicants on matters on which the Board is to make determinations.

5.2 Conflict of Interest

No member of the Board, the Staff, or any agency serving the Board, shall participate in any case which he or she has personal or financial interest in the property or action concerned, or will be directly affected by the decision, or has or believes that there is

any other Conflict of Interest as defined by North Dakota State Law.

5.3 Notification of Conflict of Interest

As soon as any member of the Board, Staff, or Agency serving the Board, become aware of any potential Conflict of Interest in any case, notification shall be given to the Chair. When the Chair finds that conflict clearly or reasonably exists, the Chair will disqualify that person from acting or participating in the case at hand. The secretary shall note in the Minute Book that the Chair excused that person from acting due to Conflict of Interest.

5.4 Disqualification on Grounds of Influence Other Than at Public Hearings

A member may disqualify his or her vote whenever any applicant, or their agent, has sought to influence the vote of the member prior to full Board review. If disqualification does not occur, the member shall make it known to the Board that private discussion with the applicant or agent has taken place prior to the meeting and detail the contents of that discussion.

ARTICLE 6. MEETINGS, HEARINGS, GENERALLY

6.1 Regular Meetings

Regular meetings of the Board shall be held at 5:30 P.M. at the West Fargo City Hall on the second and sometimes the fourth Tuesday's of each month; provided that such meetings may be held at any other convenient place if directed by the Chair upon findings of necessity.

6.2 Special Meetings

Special meetings may be held at the call of the Chair. All public notices shall be issued in the same manner as for regular meetings.

6.3 Cancellation

If no business is scheduled, or if it is apparent that a quorum will not be available, any meeting may be cancelled by the Chair by giving notice to all Board members, Press, and Media Representatives.

6.4 Quorum

No Board action on any item can be taken without a quorum present.

a. Standard Quorum: A standard quorum of the Board will consist of four members. ~~No Board action on any item can be taken without a quorum present.~~

a-b. Reduced Quorum in the Event of Vacancies: If there are two (2) or more vacancies on the Board, the quorum shall be reduced to three (3) members until such time as the number of vacancies is fewer than two (2). For the purposes of this provision, a "vacancy" shall be defined as an unfilled seat due to resignation, removal, death, term expiration, or any other circumstance causing a member's departure from the Board.

6.5 Public Meetings of the Board; Other Activities of the Board

All meetings of the Board involving hearing of evidence and making Board decisions shall be open to the public with formal notice as required by State Law.

Meetings of the conduct of other business, such as trips for the collection of evidence, will not require formal public notice, but shall be scheduled during the course of a regular or special meeting. No formal action on any application can be taken during these type of meetings.

6.6 Executive Sessions

Meeting of all or part of the members to discuss the merits of an application shall not be conducted unless such meeting is open to the public and proper legal notices given as required by law.

ARTICLE 7. PROCEDURES AT PUBLIC HEARINGS

7.1 Any person may appear or be represented.

At the hearing, any person may appear or be represented by an authorized agent.

7.2 Order for Presenting Evidence

- a. The Chair describes the nature of the case and the Staff presents Staff Report.
- b. The applicant and their agent(s) outline(s) the reasons for the request and presents supporting evidence.
- c. Public Hearing is opened by the Chair.
- d. Public comments are presented after each person states their name and address for the record.
- e. All proponents of the application, other than the applicant, present evidence for support.
- f. All opponents of the application present reasons of opposition.
- g. Following all comments, the Chair closes the Public Hearing.
- h. Board members deliberate and question appropriate persons.
- i. Board takes action of the application providing the basis for their decision.

7.3 Conduct during Public Hearing

During the hearing, comments shall proceed without interruption and be enforced by the Chair. All arguments and evidence should be presented to the Chair.

The Board, Chair, or Staff may direct any questions to the applicant or any person in the audience to bring out pertinent facts during the course of the hearing. The Board may also call for pertinent facts from the Staff or make appropriate comments about the case.

The Chair is responsible for maintaining Public Hearing decorum.

ARTICLE 8. FINDINGS AND DECISIONS

8.1 Timing

The Chair may elect, or the Board approve on motion to:

- a. Proceed immediately to a decision on the item before the Board, or
- b. Defer the decision until later in the same meeting, or
- c. Defer the decision until a specified special or regular meeting of the Board as long as it is within time limit guidelines set for the application by City Ordinance.

8.2 Form and Procedure

All decisions of the Board shall be made at a public meeting by motion made and seconded and by general vote. A roll call vote may be requested by any Board member or by any member of the audience.

The motion shall specify the proposed action, any attached conditions, and the findings of fact which caused the proposed action.

8.3 Notification of Decisions

All decisions of the Board are ~~advisory and~~ subject to final approval by or appeal to, the City Commission. The City Commission is to be notified by the Planning Department of all decisions made by the Board.

The applicant shall also be notified in writing by the Planning Department of the decision. This notification shall include the decision, Board findings of fact, and timing for any further review by either the Board or the City Commission.

ARTICLE 9. RECORDS

9.1 Public Records

All actions of the Board shall be recorded and/or documented and maintained for open public access by the Planning Department as governed by North Dakota State Law.

9.2 Contents of Records

Records of all Zoning and Subdivision cases shall be maintained by the Planning Department. Decisions on each case shall clearly show the supporting reasoning for the decisions, its relationship to the Comprehensive Plan, and the procedure followed in reaching the decision.

ARTICLE 10. WORK PROGRAM

10.1 Yearly Priorities

The Board shall be responsible for developing and adopting a Planning and Zoning Work Program for each year. This program shall be adopted by the first meeting of each year and set out the anticipated priority for each work element. All work programs must be in conformity to the Comprehensive Plan and any other applicable Laws and Ordinances.

Updated and Reviewed by Planning and Zoning Commission on February 11, 2025. ~~April 9, 2018.~~

MEMORANDUM

TO: West Fargo Planning & Zoning Commission
FROM: Aaron Nelson, Planning Director 
MEETING DATE: January 14, 2025
SUBJECT: Discussion on First Draft of Short-Term Rental Ordinance

Staff requests that the Planning & Zoning Commission review and discuss a first draft of an ordinance relating to the licensing and regulation of residential short-term rentals. The City Commission has directed staff to draft a short-term rental ordinance and licensing framework for future consideration. Staff from multiple departments have met and will continue to meet to further develop the draft ordinance and related licensing review and approval process.

This is a discussion only topic. Staff intends to incorporate feedback and comments from the Planning & Zoning Commission into the ongoing work to develop a final draft for future consideration of approval by the Planning & Zoning Commission and the Board of City Commissioners.

Attachment

DRAFT

CHAPTER 10-16

SHORT-TERM RENTALS

SECTIONS:

10-1601.	Purpose and Intent
10-1602.	Definitions
10-1603.	Annual Licensing Requirements for Short-Term Rentals
10-1604.	Operational Standards for Short-Term Rentals
10-1605.	Penalties for Violations
10-1606.	Severability

10-1601. Purpose and Intent

1. The purpose of this ordinance is to establish regulations for the operation of short-term rental properties within the City of West Fargo. This ordinance aims to balance the interests of property owners, residents, and the community by ensuring that short-term rental properties are operated safely, responsibly, and in a manner that is consistent with the residential character of the community.

10-1602. Definitions

1. *Short-Term Rental (STR)*: The rental of a dwelling unit or any portion thereof for a period of thirty (30) or fewer consecutive days. Short-term rentals are intended for temporary lodging and do not constitute a primary or long-term residence for the guest(s).
2. *Dwelling Unit*: A structure or portion of a structure designed for residential occupancy, including single-family homes, apartments, condominiums, and other similar residential structures; but not including hotels, motels, or similar commercial lodging structures.
3. *Whole Unit Rental*: A short-term rental in which the entire dwelling unit is rented to one or more guest(s) and where the owner is not typically present during the guest's stay.
4. *Homestay Rental*: A short-term rental of one or more individual rooms within a dwelling unit where the property owner and/or permanent resident(s) resides on the premises for the duration of the guest's stay.

10-1603. Annual Licensing Requirements for Short-Term Rentals

1. License Requirement: No person shall operate a short-term rental within the City of West Fargo's zoning jurisdiction without first obtaining an annual Short-Term Rental License from the City of West Fargo. The City Auditor, or their designee, shall be responsible for the administration of Short-Term Rental Licensing in accordance with this ordinance.
2. Application Requirements: Property owners looking to become licensed shall submit a Short-Term Rental License application to the City. Along with other information deemed necessary by the City Auditor, the application shall include:
 - A. Address of the Short-Term Rental unit.
 - B. Type of dwelling unit (e.g., single-family home, apartment, condominium).
 - C. Proof of property ownership.
 - D. A site plan with building floor plan identifying bedrooms, rooms available for rent, off-street parking spaces, and other relevant features.
 - E. Number of bedrooms and maximum permitted occupancy pursuant to §10-1604.1, "Occupancy Limits."
 - F. Contact information for the property owner and all other applicable property representatives, such as property manager.
 - G. A signed statement that the applicant will, at all times, comply with all the requirements of the license and this ordinance. Failure to comply with said requirements will constitute a violation of the provisions of this chapter and are grounds for revocation or suspension of the license.
 - H. Payment of the applicable licensing fee, as determined by the City Commission.
3. Safety and Compliance Inspection: A short-term rental license shall only be issued upon successful completion of a safety inspection, ensuring that the property complies with applicable fire, building, and health codes.
4. Taxes: Property owners operating a short-term rental are responsible for paying all applicable taxes, including applicable sales taxes and lodging taxes. Property owners shall maintain tax records for a minimum of 24 months and shall make these records available to the City upon request for compliance purposes.
5. License Term: The term of a Short-Term Rental License shall be for a period of one year; provided, however, that all licenses shall be prorated on a quarterly basis and expire on December 31 of each year unless sooner suspended or revoked.

6. License Renewal: Short-term rental licenses, which have not been suspended or revoked, must be renewed annually, subject to payment of the renewal fee and compliance with all provisions of this ordinance. Applications for renewal shall be made at least thirty (30) days prior to the expiration date of the current valid license.
7. Transferability: A Short-Term Rental License is not transferable. A new license is required upon change of ownership.

10-1604. Operational Standards for Short-Term Rentals

1. Occupancy Limits:
 - A. Whole Unit Rentals: The maximum occupancy shall not exceed two (2) adult persons per bedroom or a maximum of five (5) adult persons per dwelling unit, whichever is greater.
 - B. Homestay Rentals: Guest occupancy limits shall not exceed two (2) adult persons per rented bed room.
 - C. This section notwithstanding, in no case shall occupancy exceed the maximum allowed by applicable building or fire codes.
2. Noise, Maintenance, and Conduct: Short-term rentals shall comply with all applicable City ordinances, including, but not limited to, the City's ordinance relating to noise; snow removal; tall grass & weed control; trash, junk, & debris; nuisances; parking; and property maintenance.

There shall be no exterior signage and no change to the outside appearance of the premises that would reflect the presence of a short-term rental.

Short-term rentals may only be used for overnight accommodations and shall not be used for any gathering meeting the definition of a "party."
3. Parking Requirements: Short-term rentals shall provide off-street parking spaces at a rate of one space per bedroom. All guest parking associated with the short-term rental shall be accommodated on site or on that part of the street which immediately abuts the lot. Any parking outside of these requirements can be grounds for a complaint.
4. Guest Record Keeping: Property owners shall maintain records of guest stays, including dates of occupancy, for a minimum of 12 months and shall make these records available to the City upon request for compliance purposes.

5. Advertising Notice: All advertising for a short-term rental unit shall include the short-term rental license number in the listing, as well as the maximum occupancy permitted by this ordinance.

10-1605. Penalties for Violations

1. Enforcement and Penalties: Any violation of this ordinance may result in fines, suspension, or revocation of the Short-Term Rental License. Fines shall be determined by the City Commission and may increase with each repeated violation.
2. Revocation or Suspension of License: The City may revoke or suspend a Short-Term Rental License for any property that is found to be in violation of this ordinance.

10-1606. Severability

1. If any section, subsection, sentence, clause, or phrase of this ordinance is for any reason held to be unconstitutional or otherwise invalid, such invalidity shall not affect the remaining portions of this ordinance, which shall remain in full force and effect.

Proposed Ordinance Updates to Title IV Regarding Short-Term Rentals

Section 1. Additions and Modifications to Definitions

1. *Dwelling Unit: One room, or rooms connected together, constituting a separate, independent housekeeping establishment for 1 owner occupancy, ~~or 2~~ rental or lease on a ~~weekly~~, monthly, or longer basis, and/or 3) Short-Term Rental licensed in accordance with Chapter 10-16 of the City Ordinances; and physically separated from any other rooms or dwelling units which may be in the same structure, and containing independent cooking and sleeping facilities.*

2. *Short-Term Rental: The rental of a Dwelling Unit or any portion thereof for a period of thirty (30) or fewer consecutive days, licensed in accordance with Chapter 10-16 of the City Ordinances.*

Section 2. Addition of Short-Term Rentals to the list of Permitted Uses

The following shall be added to the list of Permitted Uses within each residential zoning district: Short-Term Rental of a permitted Dwelling Unit, licensed in accordance with Chapter 10-16 of the City Ordinances.