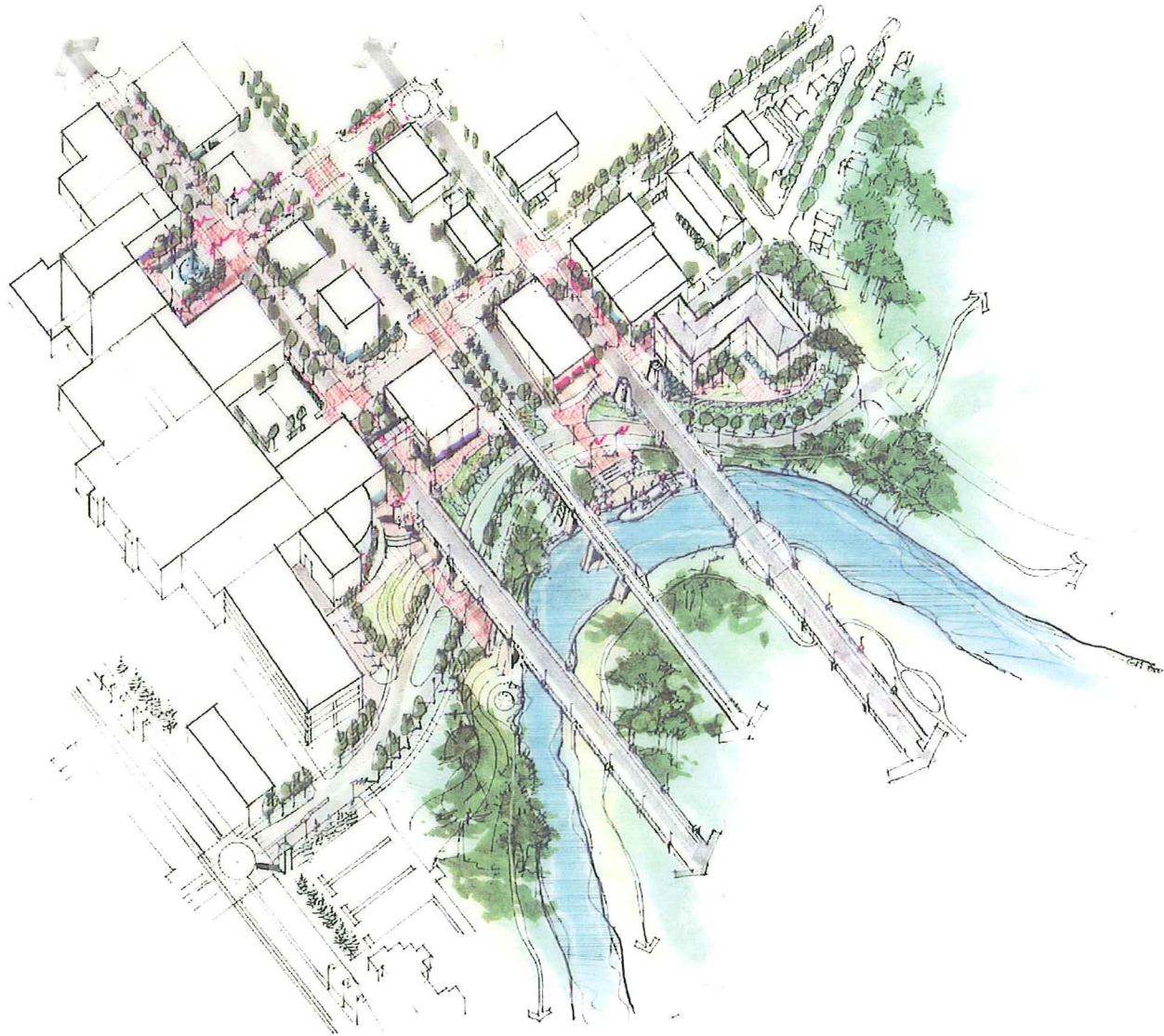


June 2000

Downtown Moorhead



Downtown Redevelopment Framework Plan

A Plan for Revitalization and Reinvestment

Prepared by:
Dahlgren, Shardlow & Uban, Inc.

with assistance from:
Maxfield Research Group
SRF Consulting Group, Inc.

ACKNOWLEDGEMENTS

This report is the result of the combined efforts of many people. Some of the key participants are listed below. We also wish to thank the citizens of Moorhead who provided both encouragement and valuable input through written comments and participation at public meetings.

City Council:

Mayor Morrie Lanning
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Additional Assistance was received from the Fargo Moorhead Council of Governments, Brian Shelter and Spencer Montgomery.

Consultant Team:

Dahlgren, Shardlow & Uban, Inc.	Consulting Planners, Landscape Architects
SRF Consultants	Transportation
Maxfield Research Group	Market Research

INTRODUCTION, STUDY PROCESS OVERVIEW

For over a decade, Moorhead officials and community leaders have been working to revitalize the downtown. A tax increment financing district was created to assist the redevelopment process. Considerable time and effort was expended attempting to attract a hotel and conference center to downtown Moorhead. There was considerable controversy within the community about whether or not a downtown location was the best choice for such a facility. In the end, the question became somewhat irrelevant, since no proposal to build such a facility was ever received by the City.

During this period, Moorhead saw the doors closed on one of the only downtown restaurants, the Trapper and Trader. Some other buildings were boarded up, and the image of the downtown started to decline. A highway improvement on Center Avenue removed boulevard trees, as part of a widening and turn lane design project.

In addition to a strong general interest in taking action to improve the downtown, the City had an added incentive. The tax increment funds that have been collected from the downtown district have to be spent before April 1, 2001, or they will be returned to the other taxing jurisdictions and lost as a tool to stimulate reinvestment in downtown Moorhead.

STRATEGIC ACTION PLAN

In the summer of 1999, the City retained Dahlgren, Shardlow, & Uban, Inc. (DSU) Consulting Planners and Landscape Architects to help the City develop a plan for its downtown and decide how to spend the \$3.1 million dollars in tax increment available to the district.

Table 1 illustrates an abridged summary of the key meetings held as part of this planning process, since July of 1999. As this table shows, a Strategic Action Plan was prepared by DSU and presented to the City Council in the fall of 1999. The City Council passed a resolution adopting that strategic action plan to guide its actions on the downtown, on October 4, 1999.

That Strategic Action Plan contained a more detailed summary of the problems facing downtown Moorhead than will be summarized in this report. It also contained a great deal of information taken from prominent national experts on downtown revitalization and proven principles to guide downtown redevelopment efforts. That information will be referred to in summary form only in this document.

The Strategic Action Plan contained several recommended actions, broken down by short-term, mid-term and long-term steps. A summary of that action plan is presented later in this report.

Table 1:

DOWNTOWN PLANNING MEETINGS 1999-2000

July 12 th	Moorhead City Council/Community Interviews
July 13 th	Moorhead City Council/Community Interviews
August 9 th	City Council Work Session
August 16 th	City Council Work Session
August 30 th	City Council Work Session
September 1 st	Strategic Plan Open House
September 8 th	Strategic Plan Open House
October 4 th	Council Resolution to Adopt Strategic Plan
October 26 th	Downtown Advisory Council Work Session
November 29 th	Maxfield Community Interviews
December 1 st	Maxfield Community Interviews
December 1 st	Downtown Advisory Council Work Session
January 26 th	Downtown Advisory Council Work Session
February 9 th	Downtown Advisory Council Work Session
February 16 th	Downtown Master Plan Open House

PRIMARY RECOMMENDATIONS

While the Strategic Action Plan contains many recommendations, there are definitely a few key recommendations that bear noting.

DOWNTOWN ADVISORY COUNCIL

- First, the plan recommended the creation of an appointed advisory group of property and business owners, and other community leaders with a stake in the downtown. This group was to be assigned the primary responsibility of working with the consultants in carrying the plan forward. They are also responsible for reviewing and making recommendations on all of the policy issues facing the downtown. The Mayor appointed the Downtown Advisory Council, in response to this recommendation, and they have been deeply involved in this process ever since.

MARKET RESEARCH ASSESSMENT

- The second key recommendation was to commission a market research study to determine the market demand for various land uses and business types. The City retained the

Maxfield Research Group and their study findings are reflected in each of the alternative design concepts that are reviewed later in this document. Their complete study has been prepared as a stand alone document, so it can be utilized for a multitude of different uses.

TRANSPORTATION PLANNING

- Since many of the concerns that have been expressed related to the current state of the downtown are roadway and transportation related, the transportation planning and engineering firm of SRF Consultants was retained to evaluate all of the planning and design concepts and to coordinate the involvement with both Moorhead and Fargo's engineering departments, as well as the Metro COG and MnDOT and NDDOT.

This report begins with some important background to downtown Moorhead. In addition to some information about the historical background of this place, it includes a summary of analysis of the existing conditions in the downtown, and a summary of key issues.

This report continues with a summary of several key principles to guide successful downtowns and a detailed statement of goals and policies. This is followed by an abridged summary of the transportation analysis. As previously mentioned, the market research study was incorporated into all of the proposed design concepts, but given the length and importance of this report, it has been created as a stand-alone report.

The report continues with a description of the preliminary design alternatives. This section begins with a description of those features that are common to all of the concepts and then reviews those elements or features that are unique to a given concept. The report concludes with an implementation section, which itemizes the improvement projects and organizational steps to be followed to put the plan into action.

LOCAL HISTORY

Moorhead got its start as a transportation hub for stagecoach routes moving west from the east. It evolved into the end of both the oxcart trail and the train line, which spawned a burgeoning hotel and riverboat industry. Most of the activity was centered on the river.

Many of Moorhead's important historical landmarks are related to its history as a center for transportation. From its inception, the City has been platted around the railroad. Front Street, which is now called Center Avenue, served as the main retail center for goods and services throughout much of Moorhead's early history. Front Street was located half a block off from the railroad, which is why the blocks adjacent to the railroad are so shallow today. Nevertheless, the role of this roadway has since been diluted.

IMPORTANT LINKAGES

Eventually, the importance of the transportation industry decreased, and the city began to expand in all directions. Figure 1 shows downtown Moorhead in the context of the regional and local street network, the surrounding parks and open space systems, and the college campuses.

The introduction of the college campuses brought a new educational focus to Moorhead. It is very important that the significance of these institutions be recognized in the downtown's revitalization efforts, and that every reasonable effort is made to strengthen the linkages to both these campuses and the surrounding neighborhoods and parks.

Some of these important linkages include:

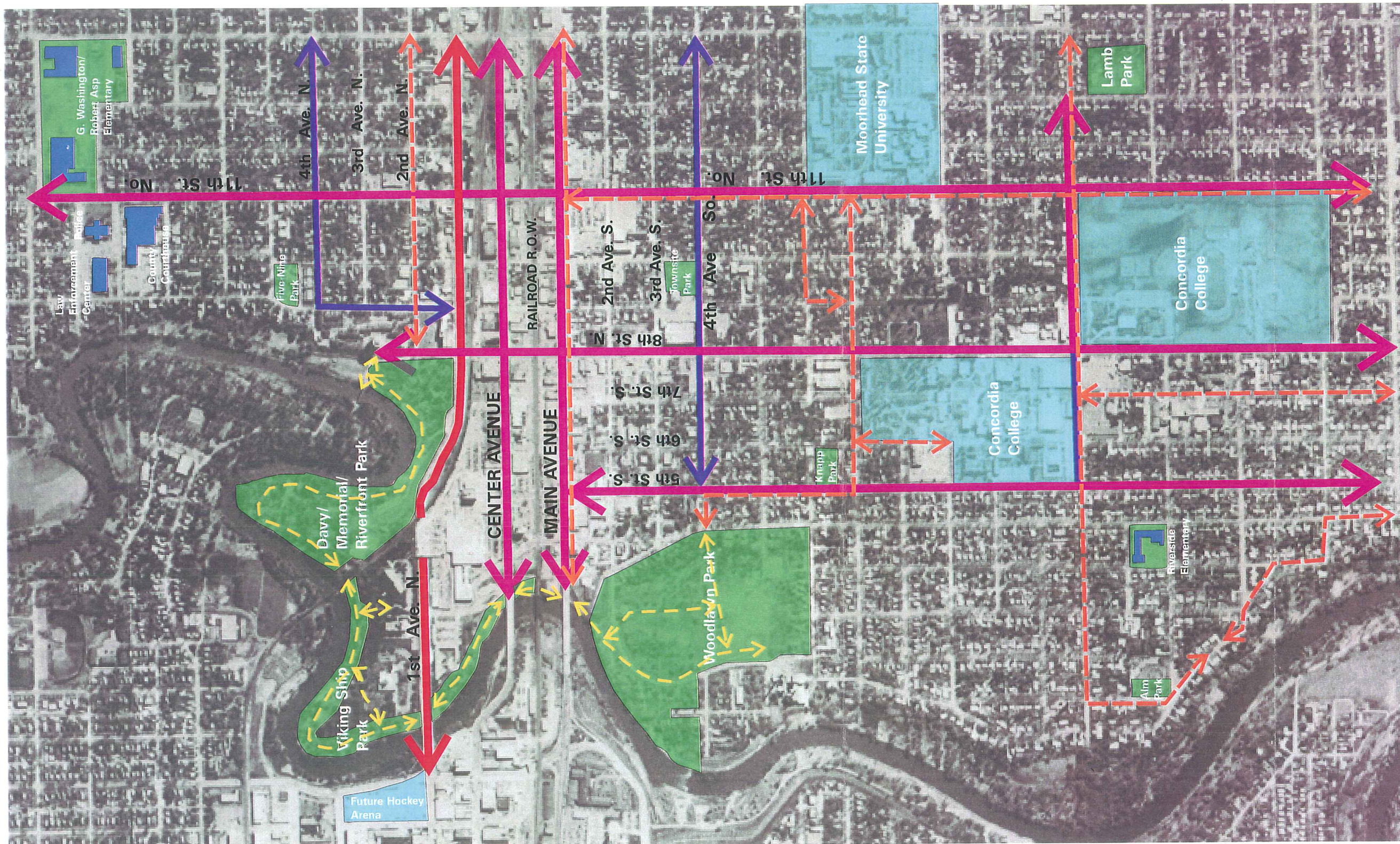
5th Street- Concordia College
8th Street- Concordia College
11th Street- Moorhead State University and Concordia College

1st Avenue North, Center Avenue, and Main Avenue are among the most important regional linkages into the downtown. All of these corridors need to be beautified and significant effort be taken to create both a clear indication of how to find the downtown and a strong sense of arrival when one reaches those gateway areas.

It is also important to enhance the connections to the open spaces that surround the downtown. This is important for several reasons, but, particularly because the downtown is virtually devoid of public open space and strong linkages to the surrounding park system can help this deficiency. The trail systems within and through the parks and events held within the parks can also serve as a sustaining source of visitors and customers for the downtown.

DOWNTOWN DISTRICTS

Some unique character districts have started to evolve in downtown Moorhead. Different land use types and development patterns define these districts. These districts are illustrated on Figure 2. The area by the river has been defined as the Historical District, or Riverfront District. There are some remnants of old buildings that hold historical significance for Moorhead. The Institutional District contains the Post Office, the Library, the Art Gallery, and a number of churches; the area has begun to evolve into an important area for community institutions. The Central Business District is located in between Center Avenue and Main Avenue, and contains the majority of the downtown businesses. The Mall District is clearly a retail district. The two Gateway Districts are the primary entries into the City and are located in both the South and Northeast sections of the City. Some of the other districts include the Northwest District, and the two Park District Areas.



CITY LINKAGES

LEGEND

- Principal Arterial (thick red arrow)
- Minor Arterial (thin red arrow)
- Collector (blue arrow)
- Class I (Separated Path) (yellow dashed arrow)
- Class III (Signed Pathway) (orange dashed arrow)

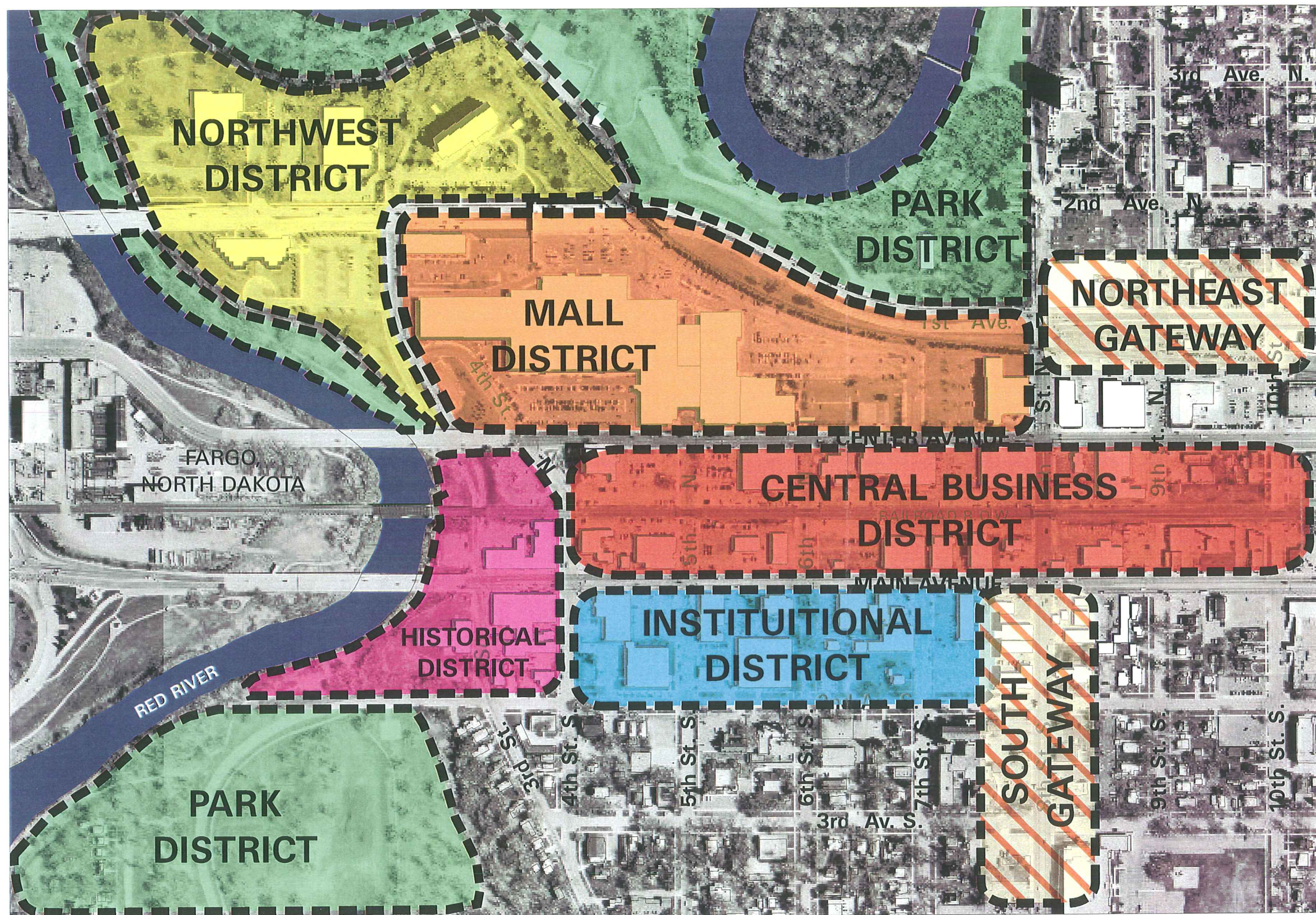
Downtown Redevelopment Framework Plan MOORHEAD, MN



SOURCE: City of Moorhead Planning Dept, October 1999

M:\jobfiles\3979.3\roadway.cdr Nov. 29, 1999

FIGURE 1



DOWNTOWN CHARACTER DISTRICTS

Downtown
Redevelopment
Framework Plan
MOORHEAD, MN



M:\jobfiles\3979.3\districts.cdr Nov. 30, 1999

SOURCE: City of Moorhead Planning, October 1999

FIGURE 2

OPEN SPACE

There is an abundance of open spaces around the perimeter of the downtown, primarily on the flood plain. Unfortunately, there is a lack of open space within the downtown itself; consequently, there is no immediate amenity for downtown workers, or visitors to enjoy. On Figure 3 the blue outline signifies the floodway, which must be taken into account in any development planning. The red and pink outlines represent the 100 year flood plain and the 500 year flood plain, respectively. There are opportunities to strengthen the connections between the downtown and the riverfront through the creation of multi-purpose open spaces within the floodplain. Park development within the flood plain will have to be designed to withstand the impact of floodwater and debris.

Figure 4 illustrates the significant amount of land devoted to either road, or rail right of way in the downtown. The combination of this predominantly paved area and the significant area devoted to parking, leads to a rather hard and inhospitable atmosphere within the downtown

DOWNTOWN PARKING INVENTORY

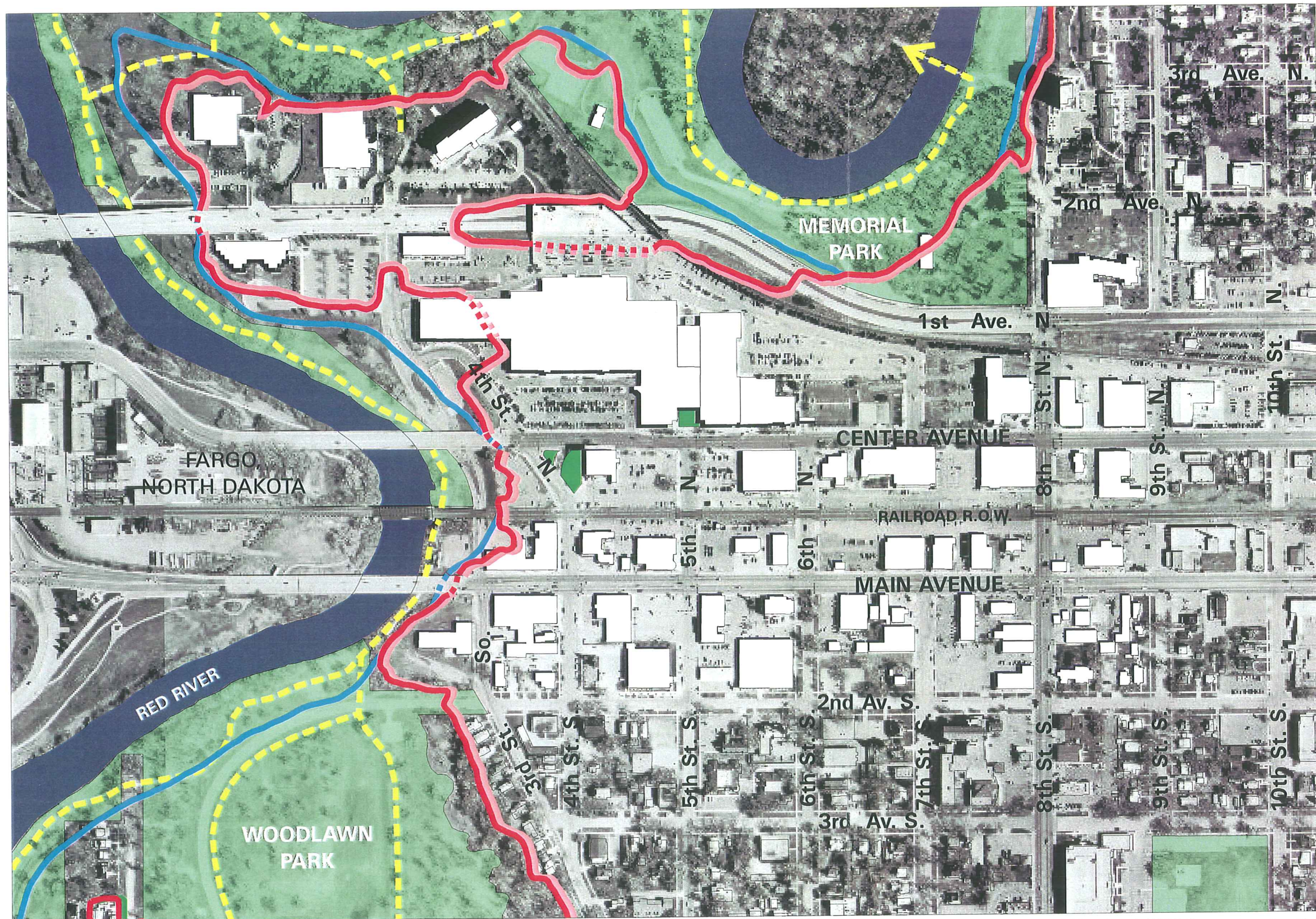
On Figure 5, the available parking in Downtown Moorhead is illustrated. The red color represents private off-street parking, the blue public off-street parking, and the yellow public on-street parking. There is clearly an adequate supply of parking in downtown Moorhead. The problem is one of distribution and the fact that customers visiting the downtown feel the need to drive from one private lot to another if they chose to shop at more than one location in the downtown.

The total amount of parking spaces numbers 3208, and the amount of commercial space is 624,000 GSF. Therefore, for every 1000 square feet of commercial space, there are 5 available parking spaces, which is comparable to industry standards for a suburban shopping mall. However, in a downtown setting, if businesses take advantage of some shared parking opportunities, a ratio of 2 ½ to 3 parking spaces per 1000 square feet has been found to be adequate.

When considering possible development strategies for Moorhead, parking becomes a significant issue. Because parking occupies so much land in the downtown area, a strategy for shared parking would allow for easier access for visitors to the downtown, and would also free up land for future redevelopment.

SUMMARY OF KEYS TO SUCCESSFUL DOWNTOWNS CRITERIA FOR URBAN DEVELOPMENT

The Strategic Action Plan that preceded this report contained more information about key elements to create and sustain successful downtowns. These plans should be rooted in market realities and they should reflect a comprehensive strategy that incorporates management and promotional strategies as well as economic factors and physical design features. The Implementation section of



OPEN SPACE - PUBLIC SPACE

LEGEND

- Public Parks
- Plazas
- Red River
- Floodway
- 100 Year Flood (898.8')
- 500 Year Flood (899.7')
- Ped/Bike Trails

Downtown Redevelopment Framework Plan MOORHEAD, MN





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SOURCE: City of Moorhead 1997 Comprehensive Plan

FIGURE 3

DOWNTOWN MOORHEAD CONSUMED BY RIGHT OF WAY

LEGEND

-  Rail Road R.O.W
-  Public R.O.W.

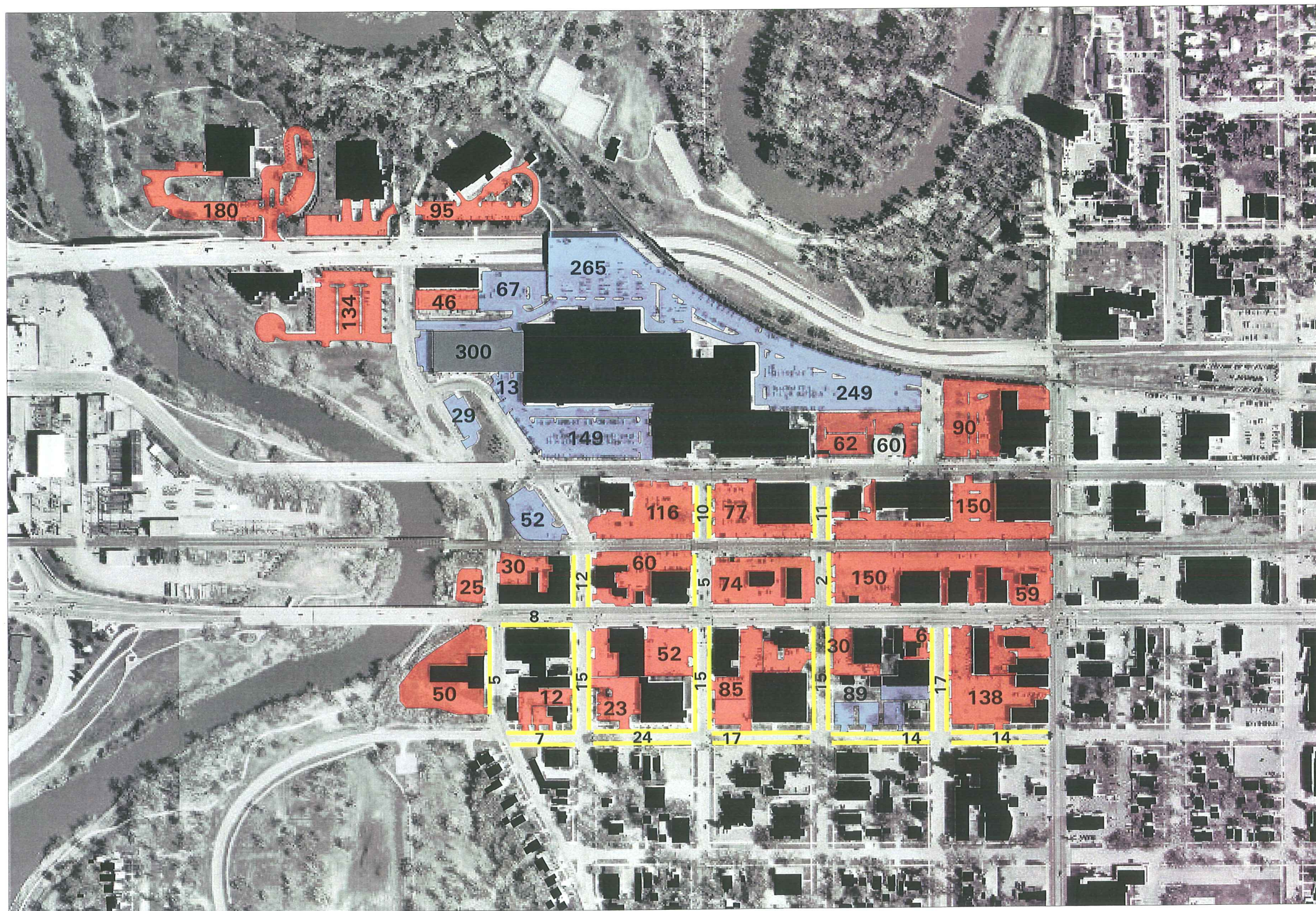
Total R.O.W. (37%)

Downtown
Redevelopment
Framework Plan
MOORHEAD, MN



9/8/99

FIGURE 4



DOWNTOWN PARKING INVENTORY

LEGEND

 PRIVATE Off-Street
Parking = 1804

 PUBLIC Off-Street
Parking = 1213

 PUBLIC On-Street
Parking = 191

TOTAL = 3208 SPACES

Commercial
Space = 624,000 GSF

5 Spaces/1000 GSF

Downtown Redevelopment Framework Plan MOORHEAD, MN



this report summarizes recommendations in each of these areas. However, to focus on the physical design components, downtown experts agree that the physical form of the downtown should:

- Evoke a sense of place
- Incorporate a broad mixture of uses
- Include investment in the public realm
- Improve connectivity both within the downtown and with surrounding neighborhoods

These are key principals that fostered the creation of the Development Concepts A, B, and C. It is very important to develop an identity for the City of Moorhead that can build on the existing architectural and historical landmarks of the downtown, and can represent the spirit of the City. Landmarks that are important to downtown Moorhead are illustrated on Figure 6.

It is also necessary to expand the mixture of uses to make downtown Moorhead a more active and viable place, all hours of the day and throughout all of the seasons. The most successful downtowns all recognize the importance of the public realm. By investing in the public realm in creating a system of parks and pedestrian-friendly streets, communities can display their pride in the downtown. As a result they will appear inviting. Improving connectivity will strengthen the overall unity of downtown Moorhead, both between the various institutions and districts of the City, and also by strengthening the connections to Fargo. In summary, the Plan should:

- Build on existing strengths
- Provide a balanced network for movement
- Foster public safety and a dynamic public environment

Existing strengths of the downtown must be utilized in any redevelopment strategy; for example, the City should take advantage of the abundance of open space and the available riverfront properties. Balancing the domination of the automobile in the downtown with a more pedestrian-friendly system would broaden the uses of the downtown and would ultimately benefit commerce and stimulate investment.

It is also important to remember that we are not living in a theoretical world. Downtown Moorhead is divided by a very busy railroad corridor and several heavily traveled roadways run through it. Therefore, there are very important public safety considerations that will need to be fully studied and addressed as the plan progresses to implementation.

TRANSPORTATION OBJECTIVES

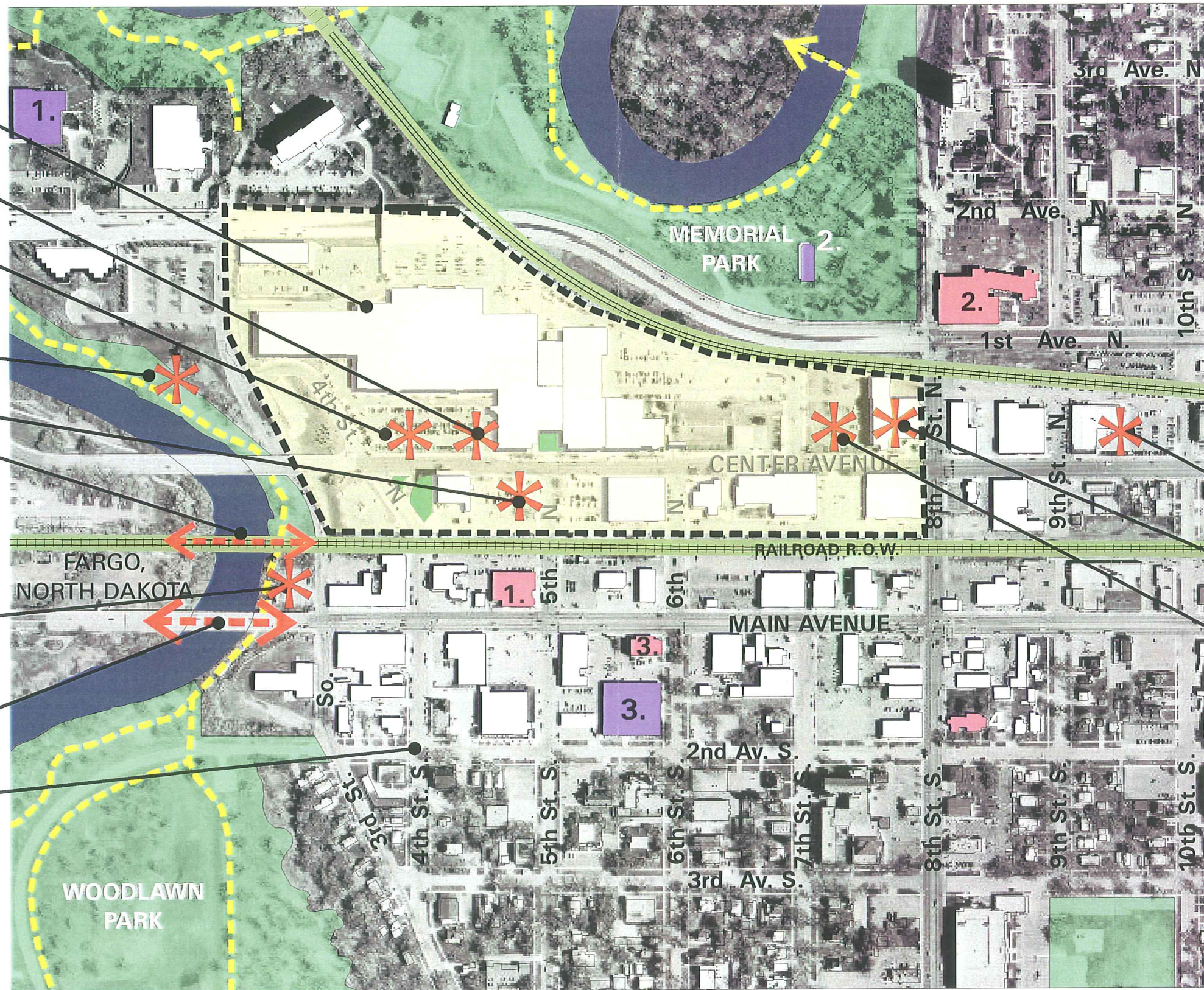
In undertaking the Transportation Analysis for this study SRF had five basic objectives. The first objective was simply to coordinate the involvement of several agencies that have a stake in transportation issues in Moorhead. These include the City of Fargo, the Metro COG, MnDOT and NDDOT.

HISTORICAL SITES

- Urban Renewal Area
1962-1972
- Bramble House Hotel
1874-1880's
- Northern Pacific Depot
1870's
Bruns & Fickle Block
- River Saloons
- City Park 1890's
- RR Bridge completed 1872
1st Train Northern Pacific RR
Crossed to Dakota Territory.
Moorhead Hub of
Transportation
East to Fort Garry (Winnipeg)
- Saw Mill Site
River Boat Landing
1870's-90's
- Original Ferry Crossing
Jag Wagon Route
- Street Grid
Originally Platted 1872

LANDMARKS

- 1. Hjemkomst Center
- 2. American Legion Bldg
- 3. Library



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SOURCE: City of Moorhead Planning, October 1999

LANDMARKS

BUILDINGS ON NATIONAL REGISTER

- 1. Burnham Building
- 2. Fairmont Creamery
- 3. Federal Courthouse & Post Office
- 4. St. John the Divine

HISTORICAL SITES

- Grand Pacific Hotel 1881-1896
(Center of Social Life)
- Jay Cooke House Hotel
1881-1911
- Burbank Stage Coach Station
1859-1862 (Sioux Outbreak)
1st Settlement 1869

Downtown Redevelopment Framework Plan MOORHEAD, MN



The second objective was to establish a baseline for existing traffic conditions. This baseline was the basis for testing various redevelopment alternatives and related roadway modifications.

The third important objective was to identify the role and relative significance of each of the three major river crossings in downtown Moorhead. This was not only to identify and understand their role in downtown Moorhead, and Fargo, but also to understand their respective roles in the regional roadway system.

With this information in hand, SRF's fourth objective was to identify potential transportation solutions that could support Moorhead's downtown redevelopment objectives. This included an analysis of the extent to which these roadways might be redesigned to incorporate on-street parking, and enhanced streetscape elements, including widened sidewalks.

Fifth and finally, SRF set out to develop the technical materials necessary to process permit applications and facilitate the review of all of the affected agencies. This objective was accomplished through a series of meetings and consultations with agency staff members.

TRANSPORTATION FINDINGS

Through their analysis and interaction with all of the affected transportation agencies, SRF determined that all of the river crossings and bridges serve as very important links within the regional system. The presence of the Burlington Northern Santa Fe Railroad tracks through the center of the downtown cause serious disruption of the north south streets serving the downtown. The 60 –75 trains that use this track every day cause frequent traffic delays.

The analysis also revealed that Center Avenue serves an unequal east-west traffic demand in the p.m. peak use period. Main Avenue and 1st Avenue are the dominant east/west links through the downtown.

Despite the train related delays, the downtown currently enjoys an acceptable level of traffic service overall. Analysis indicated that the downtown streets were operating currently at a C+ level of service. With future traffic factored in, the downtown was still projected to operate at an acceptable D+ level of service.

The SRF study also strongly recommended that greater emphasis be placed on transit in future planning. This should include at least bus pull-outs along key corridors.




TRANSPORTATION FINDINGS FROM THE REVIEW OF ALTERNATIVES A,B,C

From SRF's review of the three design concepts evaluated through this study, they determined that all of them could be refined to meet the city and regional transportation system objectives. Of the three major east-west roadway that cross the Red River, only Center Avenue has the potential to be

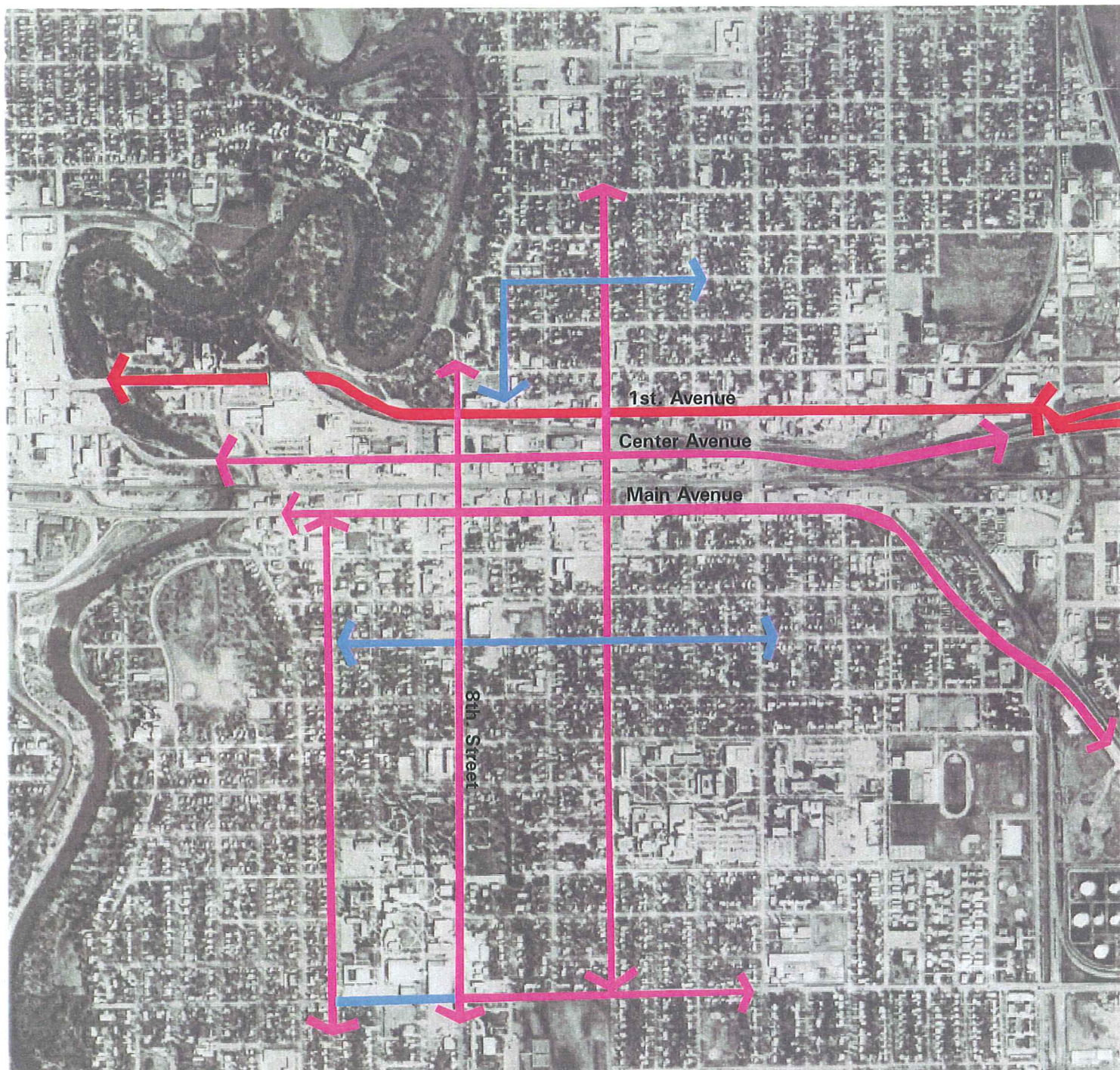
modified to accommodate on street parking and expanded sidewalks and streetscape. Their recommendation is for a 3-lane street section between 4th Street and 7th Street. Figures 7a and 7b illustrate the proposed street sections for Center Avenue and Main Avenue, respectively. These sections graphically illustrate the streetscape elements that can be incorporated into these corridors given these design characteristics. Figure 7c shows a recommended street section for a local two-lane collector street and how streetscape elements should be added to enhance these types of roadways.

Although it is not primarily a transportation related issue, SRF's recommendations echoed those of other agencies in supporting the redesign of the Main Avenue bridge to raise its structural elements above the 100 year flood elevation. Having made that recommendation, SRF and the rest of the staff and design team recognized that the already dangerous intersection at Third Street and Main Avenue would be rendered even more difficult. As is frequently the case, this problem presents the opportunity to extend Third Street under Main Avenue, as an extension of a grade separated river parkway.

LEGEND

-  Principal Arterial
-  Minor Arterial
-  Collector

REVISED STREET CLASSIFICATION CONCEPT



September 8, 1999

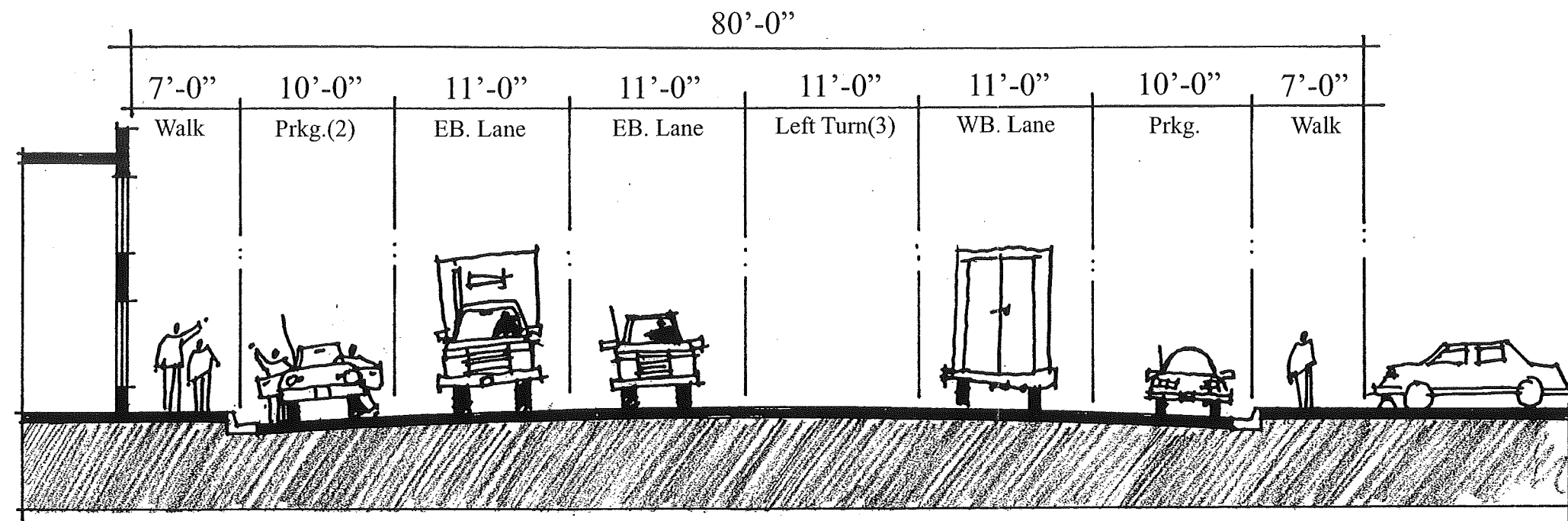
Route Regional traffic onto 1st. Avenue. Reduce classification on Center Avenue - Expand sidewalk areas, Add streetscape elements, and bring back on street parking on both Center and Main Avenue.

Downtown Redevelopment Framework Plan



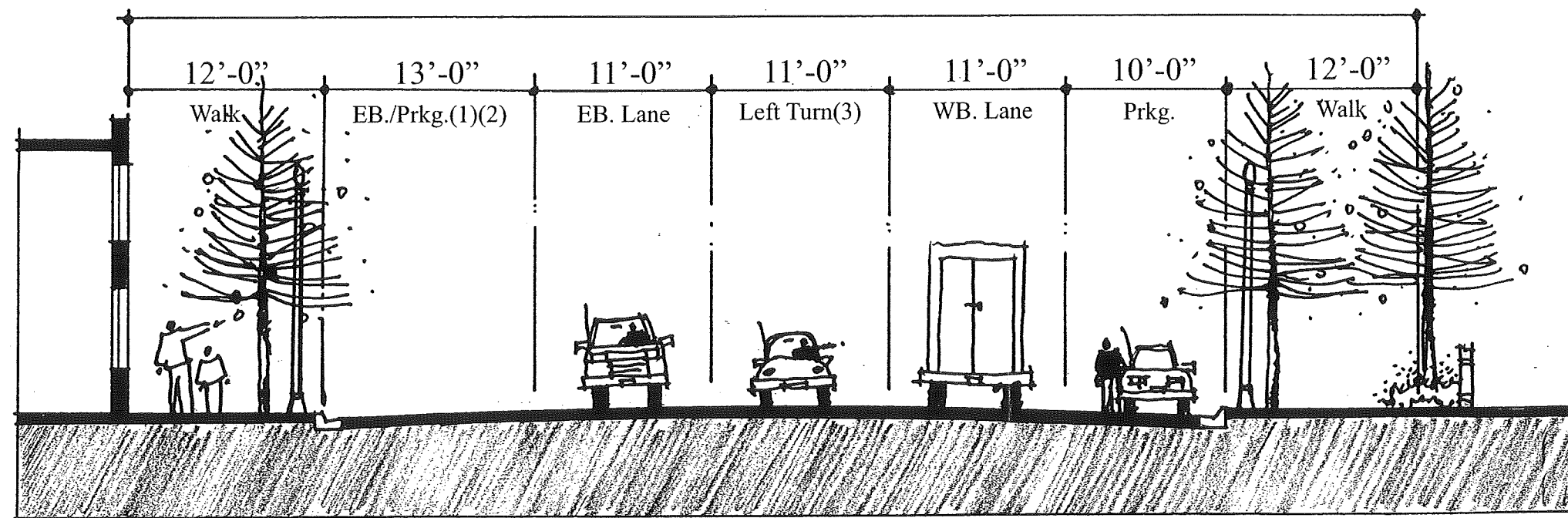
**DAVID GREEN
SHARDLOW
AND URBAN**
CONSULTING PLANNERS
LANDSCAPE ARCHITECTS
110 FIRST AVENUE NORTH
SUITE 200
MINNEAPOLIS, MN 55401
612-339-1130

FIGURE 7a



EXISTING

- NOTES: (1) With on-street parking
 (2) Parking to be set-back from all access points
 (3) Minimize all local access at mid-block locations
 (No center turn lane)

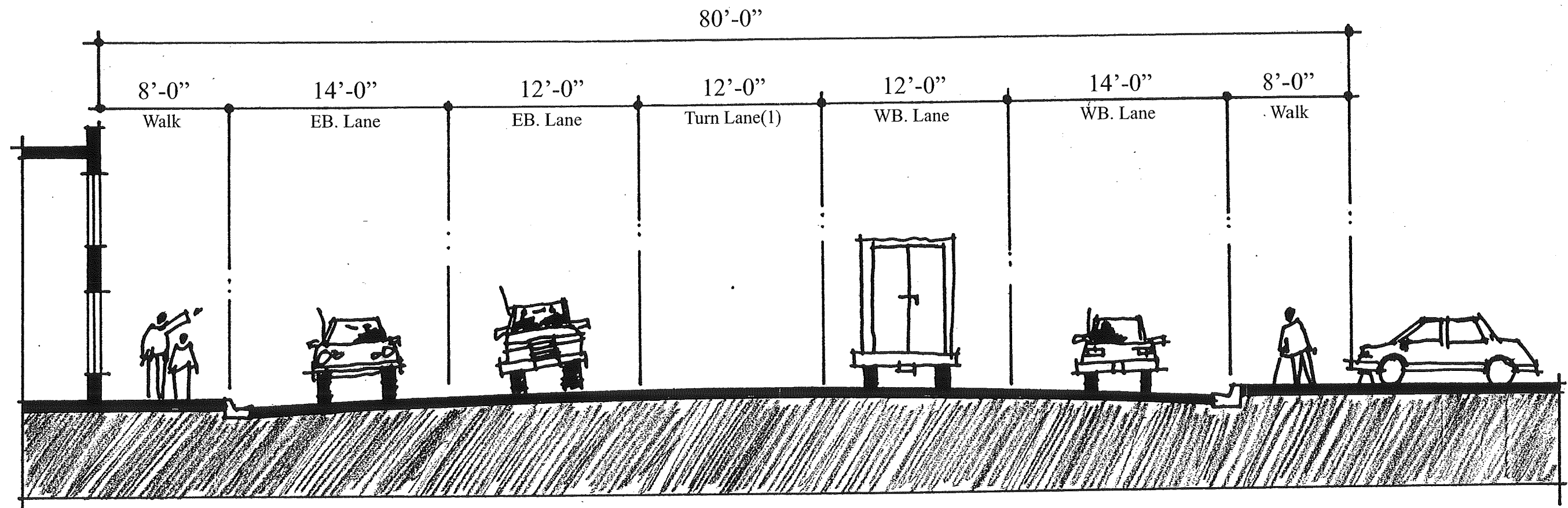


PROPOSED

- NOTES: (1) Assumes parking ban in evening peak hour
 (2) Parking to be set-back from all access points
 (3) Minimize all local access at mid-block locations

**Center Avenue
 Four-Lane Arterial
 (30-35 MPH)
 Downtown
 Redevelopment
 Framework Plan**

Dahlgren, Shardlow and Uban, Inc.
 SRF Consulting Group

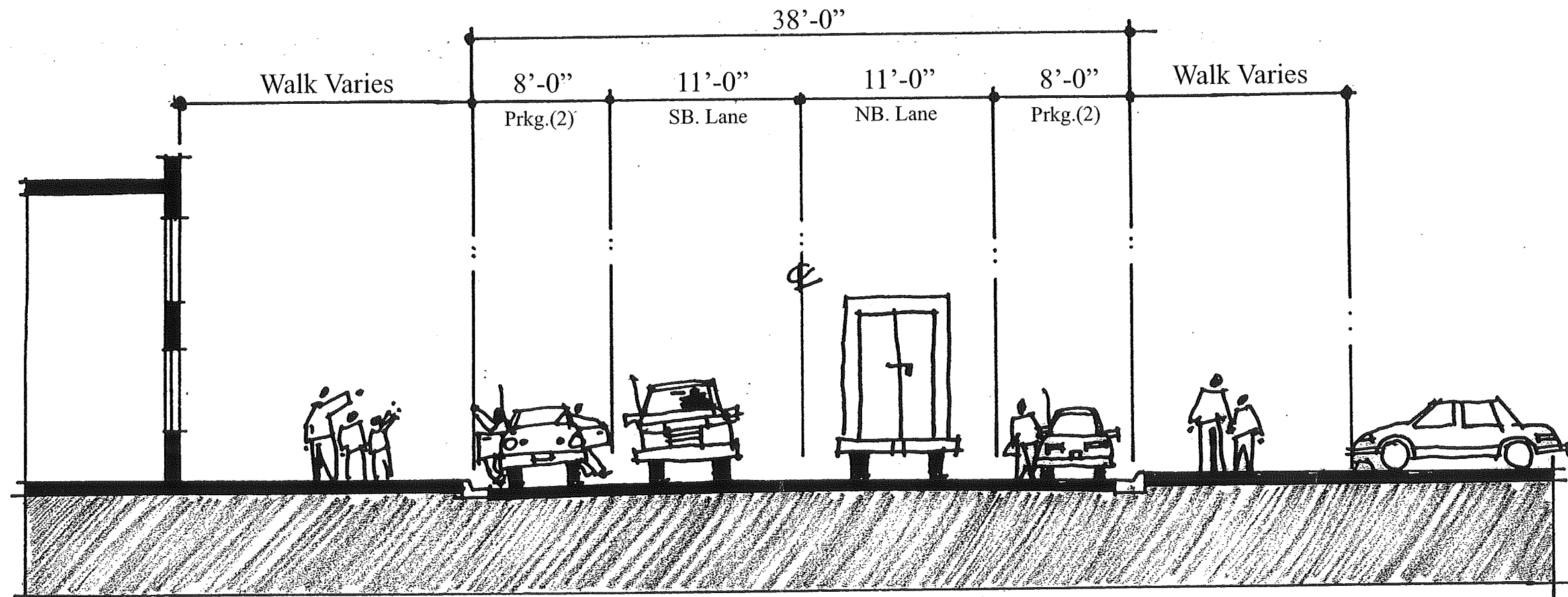


- NOTES: (1) Left-turns to be provided at intersections - restrict mid-block access points
 (2) With MNDOT approval, another 5'-0" of lane width could be eliminated/negotiated
 (3) No on-street parking recommended
 (4) If mid-block access points turn-lane would become center turn lane and additional width (2'-4') should be added

**Main Avenue
 Four-Lane Arterial
 (35 MPH)
 Downtown
 Redevelopment
 Framework Plan**

Dahlgren, Shardlow and Urban, Inc.
 SRF Consulting Group

FIGURE 7c



- NOTES: (1) Applies to 4th, 5th, 6th, and 7th Streets
 (2) On-street parking should be set-back from public intersections, RR crossing and side street access points

**Local Two-Lane
 Collector
 (30-35 MPH)
 Downtown
 Redevelopment
 Framework Plan**

Dahlgren, Shardlow and Uban, Inc.
 SRF Consulting Group

FIGURE 7d

GOALS AND POLICIES

Definition of Goals and Policies

Four primary goals and related policies were prepared by DSU. These goals and policies were then refined, reorganized and expanded upon to create the following Strategic Action Plan. For the purpose of this planning effort, goals and policies are defined as follows:

Goal	The stated end toward which effort is to be directed
Policy	A definitive course of action to guide present and future decisions

GOAL #1 To develop a distinct character and identity for downtown Moorhead that provides a positive experience for all who visit, promotes a sense of community for residents and businesses, and is a source of pride for the entire community.

RECOMMENDED POLICIES

1. Develop a Master Plan to guided land use decisions and public and private investment in the redevelopment of downtown and to realize the opportunities identified in the market Research Study.
2. Join forces with the City of Fargo and take aggressive action to pursue all available options to effectively deal with the adverse effects of railroad traffic through both of the cities downtowns.
3. Establish a set of design standards to apply to all private and public development in downtown.
4. Create a unique set of design symbols and elements to function as recognizable and unifying features in the City's urban design system and in marketing and promotional efforts.
5. Initiate the use of a streetscape system in conjunction with and in support of new public and private investment in the downtown.
6. Encourage downtown businesses to increase their efforts on property maintenance and litter control, with the City doing the same for public areas.
7. Work with Regional, State and Federal Agencies regarding the functional classifications and design standards for the highways that are routed through the downtown.
8. Explore opportunities to vacate excess right-of-way to increase the amount of developable land within the downtown.

GOAL #2: To develop and implement a comprehensive strategy based on market realities to reinvigorate, manage, maintain and promote downtown Moorhead and forge new partnerships and establish clear roles and responsibilities for the City, property and business owners, and all other stakeholders.

RECOMMENDED POLICIES

1. Strongly consider joining forces with the Fargo Downtown Community Partnership and expanding its charge and focus to encompass both downtowns.
2. Through the new Fargo-Moorhead Downtowns Community Partnership, jointly sponsor a market study to identify the physical, demographic, financial, economic, and other pertinent market opportunities available in the combined downtowns. Co-sponsor a marketing and promotional effort to represent the potential of the downtowns to prospective investors, visitors, and customers.
3. Through active participation in the new Downtowns Community Partnership, pursue a policy of joining together to compete for economic development, tourism, hospitality, and trade against other regional centers.
4. Develop programs to enhance the business environment, such as downtown-wide advertising, business retention, business education and business attraction.
5. Periodically review the Downtown Market Study to identify opportunities and challenges, their potential strategies and solutions.

GOAL #3: To establish downtown Moorhead as a community focal point, an area comprised of a rich and mutually supportive mixture of land uses, including retail, office, entertainment, civic, institutional, recreational and residential, complemented and supported by public spaces that provide opportunities for the community to gather and grow together.

RECOMMENDED POLICIES

1. Develop a Master Plan to guide land use decisions and public and private investment in the redevelopment of downtown and to realize opportunities identified in the Market Study.
2. Design public spaces and facilities to enable the community to gather together.
3. Design and locate parks and trails so that they create and strengthen linkages between the downtown and surrounding neighborhoods.
4. Identify and pursue every opportunity to add housing within and surrounding the downtown.
5. Provide the amenities and enhancements to attract and promote the marketing of housing in and around the downtown.
6. Review the Zoning Ordinance to consider changes to existing regulations that would support downtown revitalization.

GOAL #4: To direct public investment to stimulate and sustain private investment and reinvestment in downtown Moorhead.

RECOMMENDED POLICIES

1. Prioritize the types of public investment that will secure private investment and build a healthier tax base in downtown Moorhead.
2. Pursue improvements that will protect and enhance existing investment.
3. Look for projects that will help to eliminate blight and promote improved community appearance to strengthen consumer and investor confidence.
4. Prioritize investment that will stimulate activity and attractive visitors and customers to the downtown

5. Place emphasis on projects which provide public space and facilities for the community to gather.
6. Pursue investments which will provide amenities and enhancements for the promotion and attraction of residential opportunities in and around the downtown.

STRATEGIC ACTION PLAN

The Strategic Action Plan provides the specific policies for the City to pursue as part of each of the four primary goals. For each policy, the necessary tasks and responsible individuals and organizations are outlined. Each task is given a priority ranking, based on when it is necessary or likely for the task to be accomplished. The rankings are defined as follows:

Immediate	A task that should be addressed immediately and completed within one fiscal year
Short-Term	A task that should be initiated and completed within one to two fiscal years
Mid-Term	A task that should be initiated and completed within three to five fiscal years
Long-Term	A task that will require more than five years to initiate and complete
Ongoing	A task that occurs continually

The City Council or the Downtown Advisory Council, or its successor, must continue this initial strategic process and identify additional goals and policies to meet the future needs of the community, and to determine how the Downtown may be enhanced to meet those needs.

Goal #1

To develop a distinct character and identity for Downtown Moorhead that provides a positive experience for all who visit, promotes a sense of community for residents and businesses, and is a source of pride for the entire community.

Policy/Action	Task	Responsibility	Timeframe
1. Establish a set of design standards to apply to all new private and public development in Downtown	A. Work with an urban designer and committee to create design guidelines for all non-single family development within the downtown to include: <ul style="list-style-type: none"> • Architectural Design • Building Height and Scale • Building Materials and Colors • Landscape Design • Parking Configuration • Signage and Site Lighting 	<input type="checkbox"/> City Council to establish a committee and contract with an urban design professional <input type="checkbox"/> Staff to coordinate meetings and oversee progress. <input type="checkbox"/> Committee/consultant to recommend design guidelines <input type="checkbox"/> City Council to adopt design guidelines	Short-Term
	B. Encourage private property owners to make building and site improvements which meet a higher design standard.	City Council and the Downtowns Community Partnership (see Goal #2)	Ongoing
2. Create a unique set of design symbols and elements to function as recognizable and unifying features in the City's urban design system and in marketing and promotional efforts.	Work with an urban designer, committee and representatives of the Downtowns Community Partnership (see Goal #2) to develop design symbols which are identifiable with the City's heritage, values, landmarks and important places.	<input type="checkbox"/> City Council to establish a committee and contract with an urban design professional <input type="checkbox"/> Staff to coordinate meetings and oversee progress. <input type="checkbox"/> Committee/consultant to recommend design guidelines <input type="checkbox"/> City Council to adopt design guidelines	Short-Term

Policy/Action	Task	Responsibility	Timeframe
3. Initiate the use of a streetscape system in conjunction with and in support of new public and private investment in the Downtown.	A. Work with a landscape architect to prepare and adopt a conceptual streetscape plan	<input type="checkbox"/> City Council to contract with a landscape architect <input type="checkbox"/> Staff to oversee progress. <input type="checkbox"/> Consultant to Prepare Streetscape Plan <input type="checkbox"/> City Council to consider and adopt Streetscape Plan	Short-Term
	B. Consider alternative financing mechanisms available for preparing and implementing final streetscape plans and other public improvements.	City Council	Short-Term
	C. Refine conceptual streetscape plans into final construction drawings and specifications, and issue and review request for bids.	Landscape Architect, City Council	Short- to Mid-Term
	D. Facilitate a construction management program to minimize the impact of streetscape construction on property owners, businesses, employees, consumers and residents	City Council and the Downtowns Community Partnership (see Goal #2)	Mid-Term
	E. Emphasize streetscape/landscape improvements at major entry points to the Downtown to create a strong sense of arrival and a favorable first impression	City Council, Landscape Architect	Mid-Term

	F. Implement a small but cohesive segment of the streetscape initially to maximize the quality and value of the improvements rather than spreading a partial improvement over a broader area	City Council, Public Works Dept., Landscape Architect	Short-Term
	G. Phase the extension of remaining streetscape improvements to complement other public improvements and to support the redevelopment of segments of the downtown	City Council, Public Works Dept., Landscape Architect	Ongoing
	H. Incorporate streetscape and design elements into the design of proposed public improvements, such as those for Main Avenue	Public Works Dept., Design Consultants	Short-Term
4. Encourage Downtown businesses to increase their efforts on property maintenance and litter control, with the City doing the same for public areas.	Coordinate a Downtown spruce-up day for business and property owners, with the City to provide promotional and material support	City Council, Downtowns Community Partnership	Short-Term
5. Communicate with Regional, State and Federal Agencies regarding concerns about location and design of Highway Corridors	Establish a task force to consider alternative designs for Main Avenue, 1st Avenue and Center Avenue	City Council, Downtowns Community Partnership, Traffic Engineer, MnDOT, City of Fargo	Short-Term (to initiate Task Force) Long-Term (to implement a solution)
6. Communicate with Regional, State and Federal Agencies regarding concerns about Burlington Northern Railroad traffic and noise	Establish a task force to address the negative impact that the Burlington Northern freight traffic is having on traffic, business and quality of life in the Downtown	City Council, Downtowns Community Partnership, Traffic Engineer, Burlington Northern Railroad	Short-Term (to initiate Task Force) Long-Term (to implement a solution)

Goal #2

To develop and implement a comprehensive strategy based on market realities. To reinvigorate, manage, maintain and promote Downtown Moorhead and forge new partnerships and establish clear roles and responsibilities for the City, property and business owners, and all other stakeholders.

Policy/Action	Task	Responsibility	Timeframe
1. Establish a private-public organization that is responsible for managing Downtown marketing, promotional and economic development efforts and to continually identify and monitor the needs of the business community.	A. Create an appropriate organization and appoint its members	<input type="checkbox"/> City Council to establish the Downtowns Community Partnership and to monitor progress	Immediate
	B. Prepare a Downtown Market Study to identify the physical, demographic, financial and other pertinent market data to represent the potential of downtown to prospective investors, to assess the appropriate types of business and land uses for the Downtown, and to identify existing buildings and uses that are compatible with the future vision for Downtown	<input type="checkbox"/> Downtowns Community Partnership to retain a market consultant and work with the consultant to prepare the Study <input type="checkbox"/> City Staff to provide technical support	Immediate
	C. Develop programs to enhance the business environment, such as Downtown-wide advertising, business retention, business education and business attraction	<input type="checkbox"/> Downtowns Community Partnership to develop programs <input type="checkbox"/> City Staff to provide technical support	Short-Term and Ongoing
	D. Promote the Downtown through community newsletters, press releases, summary brochures and a downtown web page	<input type="checkbox"/> Downtowns Community Partnership to develop programs <input type="checkbox"/> City Staff to provide technical support	Ongoing

	E. Develop a work program to effectively pursue opportunities and resolve challenges, by outlining specific tasks, responsibilities, schedules and resources	<input type="checkbox"/> Downtowns Community Partnership	Short-Term
	F. Periodically review the Downtown Market Study to identify opportunities and challenges, their potential strategies and solutions	<input type="checkbox"/> Downtowns Community Partnership, City Council, City Staff	Ongoing

Goal #3

To establish Downtown Moorhead as a community focal point, an area comprised of a rich and mutually supportive mixture of land uses, including retail, office, entertainment, civic, institutional, recreational and residential, complemented and supported by public spaces that provide opportunities for the community to gather and grow together.

Policy/Action	Task	Responsibility	Timeframe
1. Develop a Master Plan to guide land use decisions and public and private investment in the redevelopment of Downtown and to realize opportunities identified in the Market Study (see Goal #2)	A. Adopt goals, objectives and a work program for the planning process	City Council	Immediate
	B. Establish a task force to guide the preparation of the Master Plan, to include representatives of the business community, Plan Commission, and the Downtowns Community Partnership	City Council	Immediate
	C. Incorporate guidelines for the design of public spaces and facilities as part of new development to create places for the community to gather together	Plan Commission, Parks Department, Public Works Dept., Urban Design professional	Short-term (planning process) Mid-Term (design) Long-Term (implementation)
	D. Provide recommendations for the design and location of parks and trails that will create and strengthen linkages between the Downtown and surrounding neighborhoods	Plan Commission, Parks Department, Urban Design Professional	Short-term (planning process) Mid-Term (design) Long-Term (implementation)

	E. Identify appropriate housing types and their potential locations within and surrounding the Downtown, and pursue residential development opportunities	Plan Commission, Community Development Dept.	Short-term (planning process) Mid-Term (design) Long-Term (implementation)
	F. Conduct Public Hearing to consider Downtown Master Plan	Plan Commission	Mid-Term
	G. Consider adoption of the Downtown Master Plan	City Council	Mid-Term
2. Review the Zoning Ordinance to determine if it is conducive to Downtown revitalization.	A. Create a Plan Commission Subcommittee to perform this review with representation of downtown business and property owners, focusing on: <ul style="list-style-type: none"> • Permitted Uses • Height and Bulk • Parking • Signage and Lighting • Landscaping • Street Design • Stormwater Management 	Plan Commission, Staff	Short-Term
	B. Draft appropriate ordinance amendments	Plan Commission, Staff, City Attorney	Mid-Term
	C. Conduct public hearing to consider ordinance amendments	Plan Commission	Mid-Term
	D. Consider adoption of text amendments	City Council	Mid-Term

Goal #4

To direct public investment to stimulate and sustain private investment and reinvestment in downtown Moorhead.

Policy/Action	Task	Responsibility	Timeframe
1. Seek the types of investment that will secure private investment and build a healthy tax base	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing
2. Pursue improvements that will protect and enhance existing investment	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing
3. Look for projects that will help to eliminate blight and promote an improved community appearance to strengthen consumer and investor confidence	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing
4. Prioritize investment that will stimulate activity and attract visitors and customers to the Downtown.	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing
5. Place emphasis on projects which provide public space and facilities for the community to gather.	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing
6. Pursue investment which will provide amenities and enhancements for the promotion and attraction of residential opportunities in and around the Downtown.	Annually review and prioritize potential public improvements and expenditures as part of the City's capital improvements planning process	City Council	Ongoing

DESCRIPTION OF ALTERNATIVE DOWNTOWN REVITALIZATION CONCEPTS

The planning process included a combination of urban design analysis and the collection of a great deal of input. The design analysis was completed both through the review of numerous city plans and documents, aerial photography, and several site visits. Public input was gathered through interviews, focus groups, informational meetings, open houses, and workshops.

A summary of these findings is graphically and verbally summarized on Figure 8, SYNTHESIS. This figure illustrates both the opportunities available to the downtown and the problems and liabilities that need to be overcome through the redevelopment process. It also shows the primary planning and design objectives for downtown Moorhead. Each of the alternative approaches that are described later in this section, address these problems and opportunities.

PRIMARY RECOMMENDATIONS

Although there are many very important recommendations contained in this study, there certainly are some primary recommendations.

- First, Moorhead should concentrate redevelopment in the core of the downtown and along the riverfront to create a critical mass of activity and to foster market synergy.
- Second, the City should incorporate the market demand projected by the Maxfield Research group for each of the land uses studied. Each of the concepts configure the demanded square footage in slightly different ways, in response to different design approaches.
- Third, the City should also do whatever possible to buffer and otherwise mitigate the adverse effects of the railroad corridors that run through the center of the downtown. All of the design concepts include significant landscaping and screening along the rail corridors and propose new double arm crossing barriers to facilitate the approval of a whistle free zone in the downtown.
- Fourth, the City should take several steps to improve the riverfront as an amenity and link the core of the downtown both visually and physically to this asset.
- Lastly, Moorhead and Fargo should work as cooperatively as possible to maximize the potential for the combined downtowns. This should take the form of coordinated and complementing physical improvements, and management and promotional activities. There is far more to gain through cooperation than competition.

In addition to these primary recommendations, there are a number of other recommendations that are common to all of the design concepts. Because the downtown is currently so dominated by pavement

SYNTHESIS

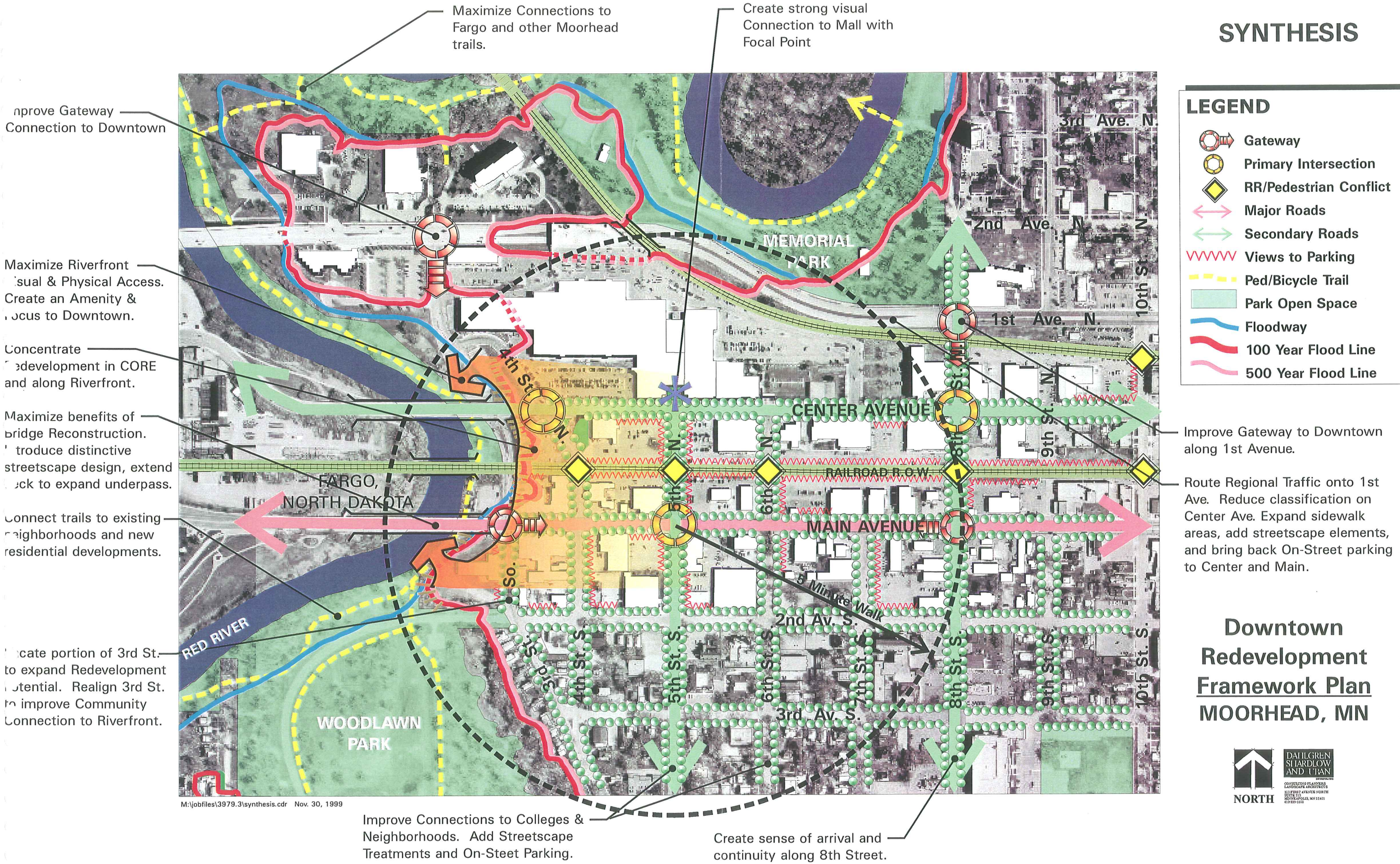


FIGURE 8

and major roadways, there are numerous recommendations that focus on attempting to create a safer and more comfortable pedestrian environment, reclaim open space, create a focus and community gathering space, and to soften and humanize the image of key areas.

CENTER AVENUE: 3 LANE SECTION

Part of the transportation analysis focused on identifying which of the three major east-west arterial roadways through the downtown could be redesigned to reclaim some on street parking and improved sidewalks and streetscape. SRF Consultants worked closely with both Fargo and Moorhead, the COG and both state highway departments and determined that it could work to route more of the regional through traffic onto 1st Avenue. This change would allow Center Avenue to be changed into a 3-lane section, adding on-street parking and reclaiming some space for landscaping and streetscape.

REDESIGN MAIN AVENUE BRIDGE

Another great opportunity is presented by the upcoming redesign of the Main Avenue bridge. The bridge needs to be raised to improve the flood flow characteristics of the river corridor. This major feature not only physically connects Fargo and Moorhead, it also provides the chance to greatly enhance the aesthetic ties between the two communities. The change in elevation may require some property acquisition on the Moorhead side, which may present the challenge of relocating some displaced businesses. However, it also presents the rare opportunity to create a very strong sense of arrival as motorists enter Moorhead from the west.

RIVERFRONT PARKWAY

Equally positive is the opportunity to create a river parkway along a realigned 3rd St. S. Not only will this parkway provide far superior physical access to the river, but it will also improve public safety and the image of the area by bringing more people to and through the area. This new grade separated corridor will allow residents and visitors to avoid conflicts with rail crossings and intersections at Main and Center, and will also serve as a catalyst for major park improvements, trails, plazas, and linkages within the downtown core.

5TH STREET

With the proposed design improvements along Center Avenue, comes the opportunity to create some stronger visual connections to the Moorhead Center Mall. Figure 9 presents a “Before” and “After” view from Main Avenue to the mall. As illustrated, the current view of this corridor is poorly defined, the street right of way is very wide and the pavement on the east side of the street seems to blend into the adjacent parking with no clear distinction of definition. The proposed design brings a building up closer to the street to provide definition. The proposed building incorporates traditional design features to be architecturally compatible with the buildings on the west side of the street. The



**CONCEPT C
PERSPECTIVE
Downtown
Redevelopment
Framework Plan
MOORHEAD, MN**



FIGURE 9

pedestrian experience is greatly improved with sidewalk enhancements, landscaping and other design elements.

GATEWAY IMPROVEMENTS

Several important gateways have been identified on Figure 8 and the implementation of this plan will establish a distinctive treatment for each, signaling one's arrival in downtown Moorhead. Significant effort also needs to be expended to improve the physical and aesthetic linkages to both of the colleges.

RIVERFRONT REDEVELOPMENT

The three concepts also show the property located south of Main Avenue, between the current alignment of Third Street and the river redeveloped for residential use. The downtown needs residential units nearby to bring vitality and market enhancement back. This site provides a great location for residential development, particularly in those concepts that include the river parkway. The units would enjoy great views of the river and both downtowns. They would also enjoy a great location on the parkway and serve as an ideal transition into the adjacent neighborhood.

No residential development will be successful unless the railroad whistle noise problem can be eliminated. It should be noted that the site also has excellent development potential for office and other uses. However, because residential is such an important element for the success of this downtown, and because this site has such excellent potential for residential use, it has been illustrated with this use on all of the concepts.

All three of the concepts provide greatly improved linkages with the river. Substantial park improvements and trails are linked visually and physically into the core of the downtown with terraced plazas.

CONCEPT A

Concept A is illustrated on Figure 10a. This concept attempts to accomplish the design objectives with perhaps the least change in the form of street alignments and physical form. It assumes that an at-grade intersection could be maintained at Third Street South and Main Avenue. It now appears that if the Main Avenue bridge is elevated, this intersection should be eliminated.

Concept A proposes to bring additional retail up next to an improved Center Avenue, by adding a combination retail/office building on the west end of the mall. Additional retail is shown at the east side of the mall on Center, and in the southwest corner of Center and 5th Street S as well. 4th Street continues to extend to the north of Center Avenue, although it is slightly realigned and narrowed to provide space for parallel parking and better development opportunities along its length.

A Community Center/ Conference Center straddles the railroad corridor (connected via skyway), between Center and Main Avenues, between Third and Fourth Streets.

CONCEPT B

Concept B is illustrated on Figure 10b. This concept departs from Concept A in several ways. First, the Community Center/Conference Center is shown attached to the west side of the Moorhead Center Mall, and built up adjacent to Center Avenue. This significant structural expansion is made possible by the vacation of 4th Street to the north of Center Avenue. South of Center Avenue, 4th Street is realigned to create a much larger, contiguous development parcel. This concept shows that site with retail on the first level and office on the second level. The same mixture of uses is proposed immediately to the south of the railroad tracks.

Concept B also eliminates the at-grade intersection at Third Street and Main Avenue. Instead, Third is routed beneath an elevated Main Avenue bridge to form a grade- separated parkway along the entire downtown riverfront. Some modifications will need to be made to 2nd Avenue South to accommodate some additional traffic, but this parkway could become the preferred local route to avoid rail crossing delays. Considerable effort should also be made to ensure that trail linkages are made along this parkway to connect the community to the downtown and the river park system, via this parkway.

CONCEPT C

Concept C is illustrated on Figure 10c. This concept is similar to Concept B in several respects. It also eliminates the at-grade intersection at Third Street and Main Avenue and extends the river parkway all the way south to an improved 2nd Avenue. This concept shows a hotel on the parcel created as a result of the realignment of 4th Street south of Center Avenue. This concept shows this proposed hotel connected to the Community Center/Conference Center via a skyway.

This concept introduces the idea of some structural modification of the Moorhead Center Mall itself. Here yet another section of the mall building is moved up onto the center Avenue. This change would create space for a significant town square to be constructed at the mall terminus of 5th Street. This would provide some much needed public open space in the downtown.

It is very important to remember that all of these conceptual ideas that involve the rerouting of roadways and the addition of new or expanded structures along Center Avenue can only happen after very substantial dialogue with the existing businesses and the implementation of a comprehensive parking management plan.

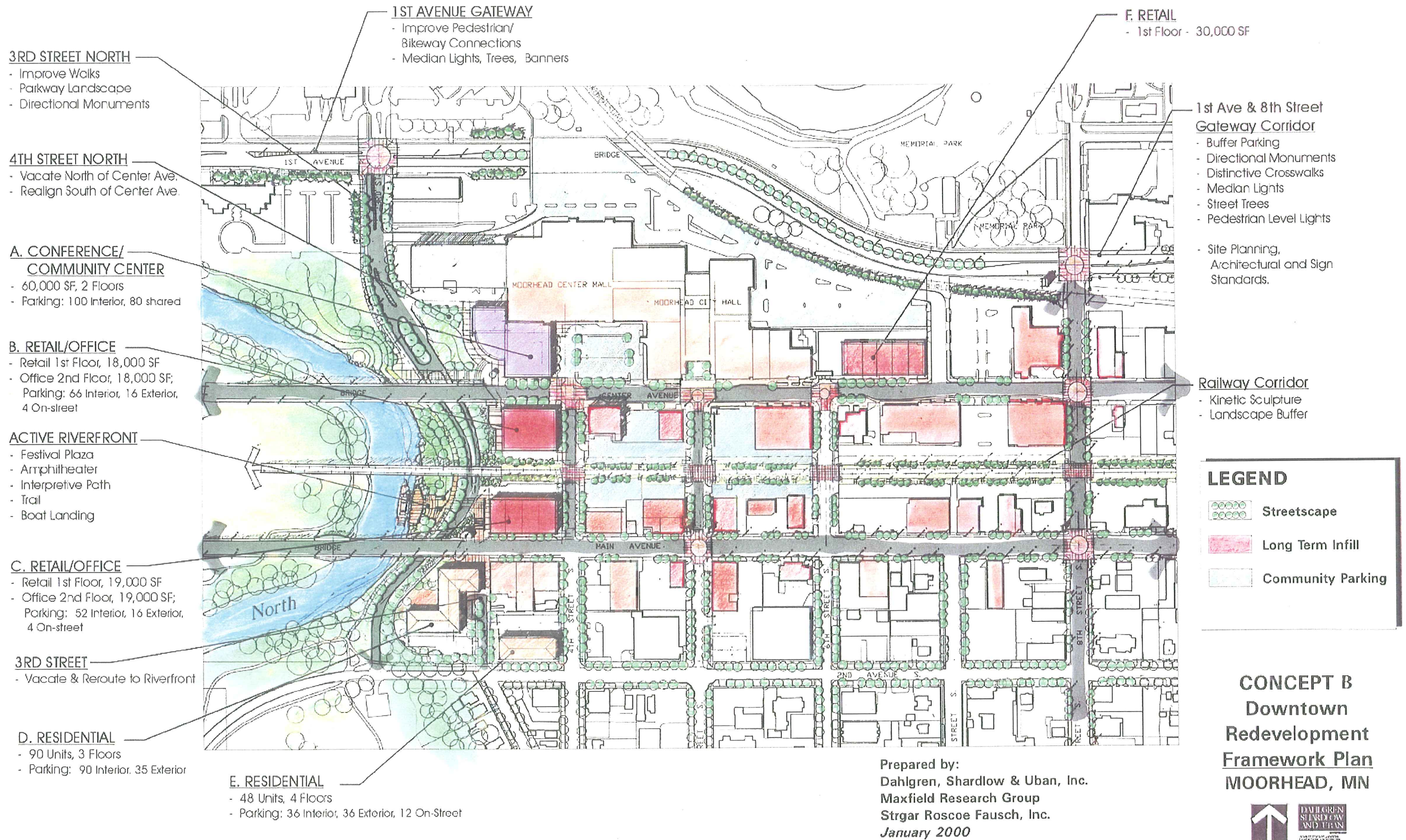


FIGURE 10b

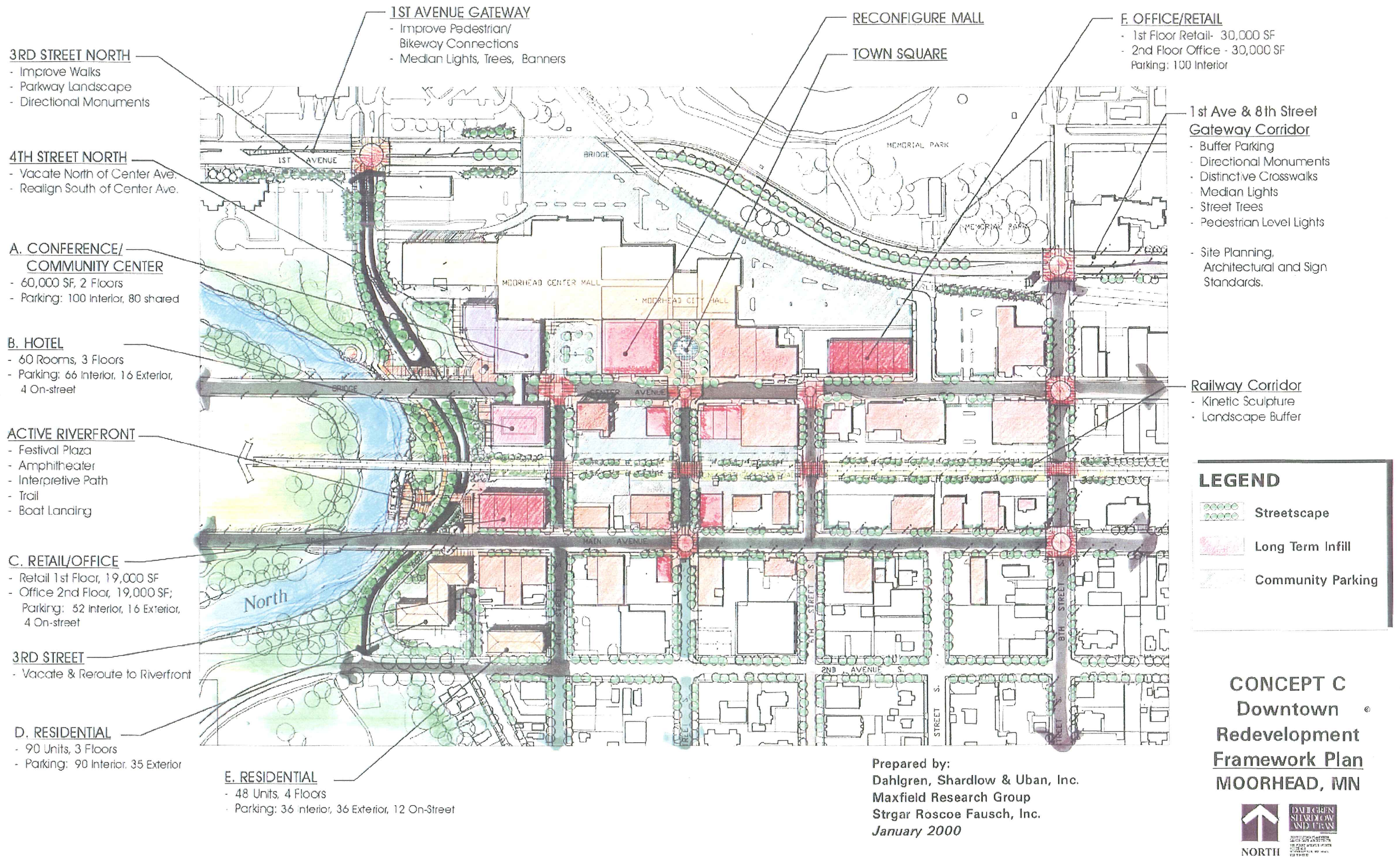


FIGURE 10c



View North From 5th and Main

IMPLEMENTATION

The tables that follow graphically illustrate both the recommended physical improvements and the organizational and promotional activities that are equally important to the success of the downtown. Those improvements related to the railroad corridor may not be possible to accomplish in time to meet the April 1, 2001 tax increment financing deadline. Therefore, it is recommended that the City pursue several potential projects within the scope of the primary project recommendations. This will allow the City the greatest flexibility and ensure that the tax increment revenues can be spent on downtown improvement projects.

Figure 12 illustrates the proposed work program for Downtown Moorhead. Figure 13 presents the equally important Community Organization and Promotional Work Program. The Short Term and Mid Term preliminary work programs are illustrated on Figures 14 through 17.

MOORHEAD DOWNTOWN REDEVELOPMENT WORK PROGRAM

DRAFT 3/14/2000

PHASE	REDEVELOPMENT	COSTS	FUNDING SOURCE	RESPONSIBILITY
SHORT TERM 0 to 1-1/2 years	1. Prepare Streetscape and Architectural Design Guidelines			
	2. Amend Zoning Ordinance			
	3. Develop parking management strategy.			
	4. Establish building and site improvement incentives. Example - interest loan program for private building and site improvements.			
	5. Prepare Downtown Redevelopment Proforma.			
	6. Develop City Redevelopment Financing Policies.			
	7. Establish timeline of planned public works Improvements, coordinate design efforts.			
	8. Place riverfront and streetscape improvements in Capital Improvements Plan.			
MID TERM 1 1/2 - 5 years	1. Target and begin redevelopment with a key seed project. highest priority parcels.			
	2. Refine building/site value assessment.			
	3. Facilitate site acquisition			
	4. Solicit development proposals for selected sites.			
	5. Select preferred developers.			
	6. Evaluate public/private partnerships with developers.			
LONG TERM 5-10 years	1. Continue			

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MOORHEAD DOWNTOWN COMMUNITY ORGANIZATION AND PROMOTION PRELIMINARY WORK PROGRAM

DRAFT 3/14/2000

ACTION	TASKS	FUNDING SOURCE	RESPONSIBILITY
SHORT TERM 0 to 1-1/2 years A. Establish a Private/Public Organization to Manage Downtown Marketing, Improvements, Promotion and determine the optimum working relationship with Fargo.	<ol style="list-style-type: none"> Hire a Downtown Coordinator Identify Resource Needs: <ul style="list-style-type: none"> - Relationship with Fargo - People - Projects - Budget - Define mission. Develop Financial Strategy <ul style="list-style-type: none"> - Annual Funding and Budget Create subcommittees to address specific projects such as: <ul style="list-style-type: none"> - Redevelopment Projects, Design Review - Seed Projects - Promotional Campaign - Riverfront Enhancements - Parking Management - Business Recruitment - Downtown Maintenance Program - Funding - Public Art - Special Events - Flower Plantings Identify Public Relations Needs <ul style="list-style-type: none"> - Market strategies - Develop message - Evaluate Methods, ie, Newsletters, Displays. - Web Sites, Presentations, Brochures. Coordinate plan objectives with all pertinent City departments, City Council, and committees. Implement simple, short term projects such as parking lot improvements, community art work, landscaping, banners 		
MID TERM 1 1/2 - 5 years	<ol style="list-style-type: none"> Create newsletter or column in local paper. Advisory group recruitment. Leadership training. Continue implementing short term community projects. 		
LONG TERM 5-10 years	<ol style="list-style-type: none"> Monitor progress and format. Continue recruitment and training. 		

MOORHEAD DOWNTOWN DEVELOPMENT PRELIMINARY WORK PLAN

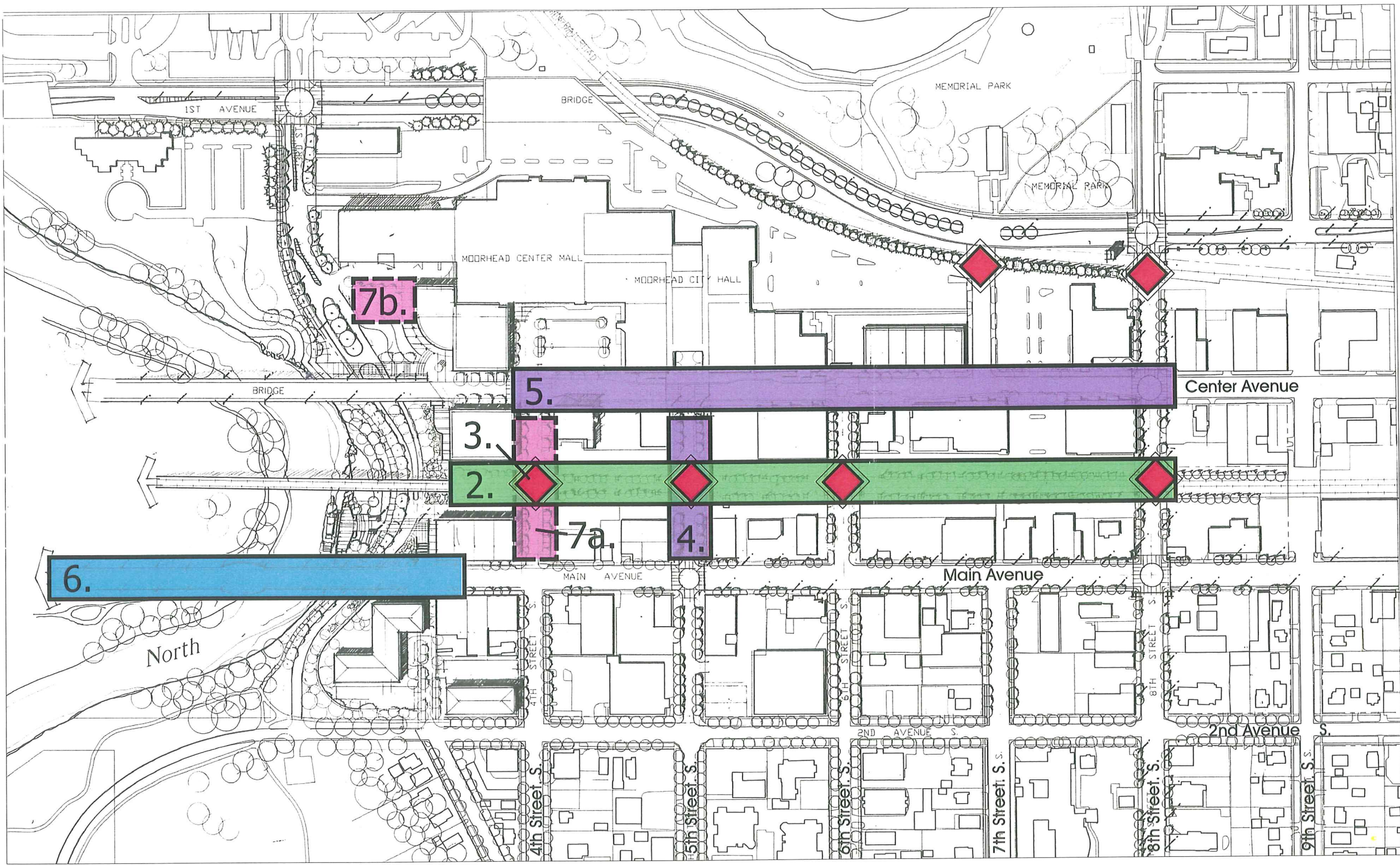
DRAFT 3/6/00

SHORT TERM: 1 Year		Sources: (1) DSU - Previous Work Estimates; (2) SRF - Previous Work Estimates; (3) Fargo/Moorhead Council of Governments			
Project Priority	Action Steps	COSTS	FUNDING SOURCE	RESPONSIBILITY	
1. Streetscape & Architectural Guidelines <i>Includes: (1) Streetscape Guideline Manual Directional Sign Design Schematic Gateway Treatments</i>	a. Hierarchy of Treatments b. Define Character c. Define System of elements: lights, signs, benches, paving, trees, monuments, parking lot buffers d. Define Parking Buffer Easements e. Define Building Types f. Code Amendments	\$27,600.00			
2. Railroad Landscape - 4th to 8th Street <i>Includes: (1) Evergreen Buffer Plantings, Sod Soil Replacement/Modification Kinetic Sculpture Curbing</i>	a. Define RR Parameters b. Design Development c. Confer with Property Owners d. Soil Tests e. Construction Documents f. Bidding g. Construction	\$253,000.00			
3. Railroad Whistle Free Zone - 4th to 8th Street <i>Includes: (2) (3) 2 Additional Gates per Crossing</i>	a. Design Development b. Construction Documents c. Bidding d. Construction	\$1,008,000.00			
4. 5th Street Streetscape - Center to Main <i>Includes: (1) (2) New Road/Curbs/Sidewalks Landscaping Streetscape Elements</i>	a. Design Development b. Negotiate easements with property owners c. Construction Documents d. Bidding e. Construction	\$430,000.00			
5. Center Avenue Streetscape* - 4th to 8th Street <i>Includes: (1) (2) New Road/Curbs Landscaping Streetscape Elements</i>	a. Design Development b. Negotiate Easements with Property Owners c. Construction Documents d. Bidding e. Construction * Cap Costs of Center Ave. to meet budget of \$3,100,000	\$330,000.00			
6. Main Avenue Bridge Design <i>Includes: (1) (2) (3) Decorative Lights/Railing Piers/Overlooks Stairs/Plaza Access Interpretive Markers Less \$300,000 MnDot Aesthetics Assumes Fargo shares costs 50%</i>	a. Collaborate with MnDOT, NDOT, and Fargo on Design b. Schematic Design c. Select Circulation Option d. Determine impacts on Properties e. Define Cost Participation	\$425,000.00			
7a. 4th Street Realignment <i>Includes: (1) (2) Removals New Road/Curbs/Sidewalks Landscaping Streetscape Elements</i>	a. Design Development b. Negotiate R.O.W. with property owners c. Construction Documents d. Bidding e. Construction	\$625,400.00			
7b. 4th Street Streetscape Current Alignment <i>Includes: (1) (2) New Road/Curbs/Sidewalks Landscaping Streetscape Elements</i>	a. Design Development b. Negotiate R.O.W. with property owners c. Construction Documents d. Bidding e. Construction	\$451,000.00			
Short Term Total (Option 7a)		\$3,099,000.00			
Short Term Total (Option 7b)		\$2,924,600.00			

Costs include 28% Contingency for Design/Development Costs

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FIGURE 14



SHORT TERM (1 YEAR)

1. Streetscape & Architectural Guidelines
2. Railroad Landscape (4th- 8th St.)
3. RR Whistle Free Zone (4th-8th St.)
4. 5th Street Streetscape
5. Center Ave. Streetscape
6. Main Ave. Bridge Design
- 7a. 4th St. Realignment & Streetscape (3rd St.-Main)
- 7b. 4th St. Streetscape, Current Alignment (3rd St.-Main)

Preliminary SHORT TERM Work Plan

Downtown Redevelopment Framework Plan MOORHEAD, MN

Prepared by:
Dahlgren, Shardlow & Uban, Inc.
Maxfield Research Group
Strgar Roscoe Fausch, Inc.
March 2000



FIGURE 15

MOORHEAD DOWNTOWN DEVELOPMENT PRELIMINARY WORK PLAN

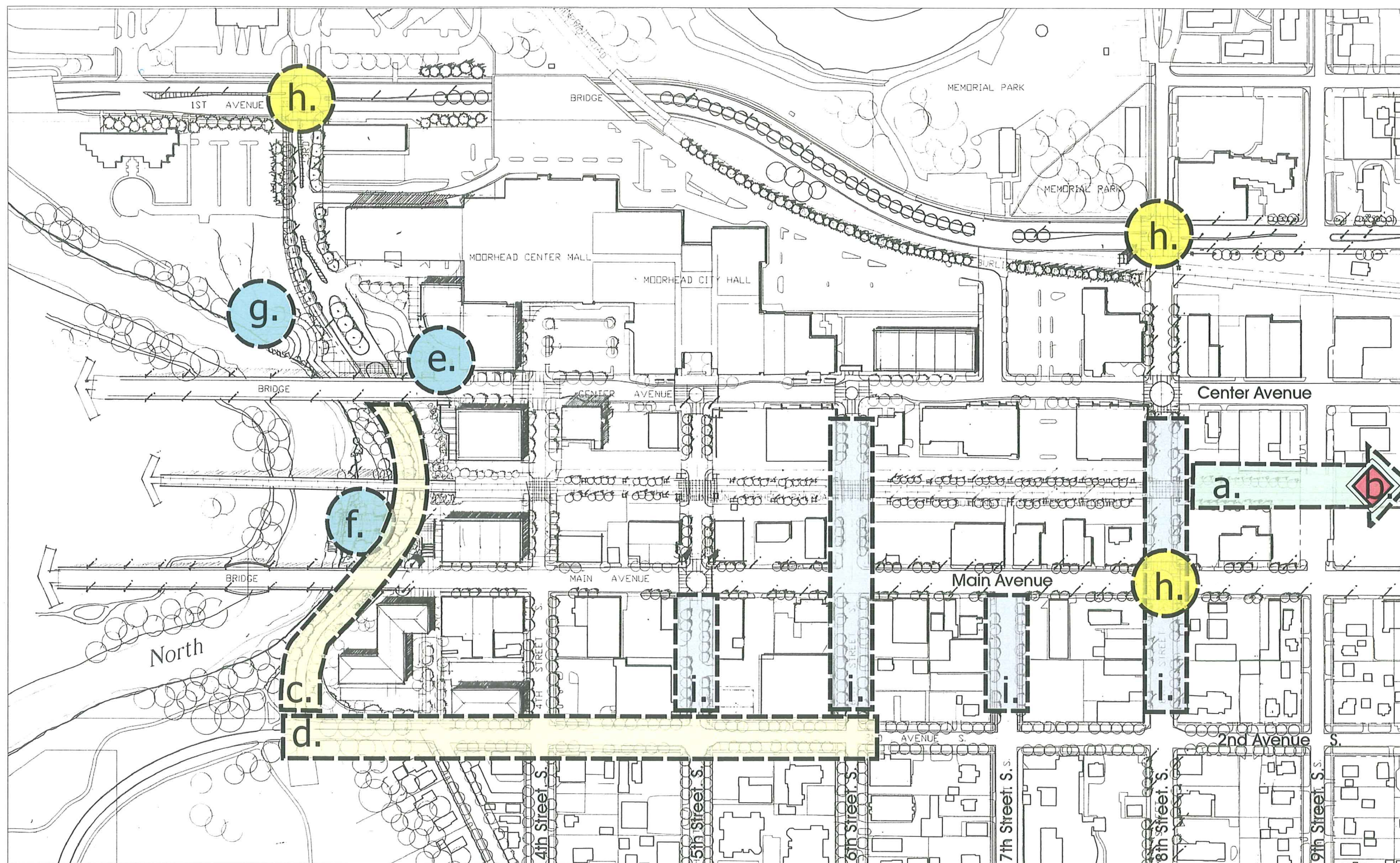
DRAFT 3/6/00

MID TERM: 1 to 5 years		Sources: (1) DSU - Previous Work Estimates; (2) SRF - Previous Work Estimates; (3) Fargo/Moorhead Council of Governments			
Project Priority		Action Steps	COSTS	FUNDING SOURCE	RESPONSIBILITY
a.	Railroad Landscape - 8th Street to 11th Street <i>Includes: (1)</i> Evergreen Buffer Plantings, Sod Soil Replacement/Modification Sculpture, Public Art Curbing	a. Define RR Parameters			
		b. Design Development			
		c. Confer with Property Owners			
		d. Soil Tests			
		e. Construction Documents			
		f. Bidding			
		g. Construction			
			\$238,000.00		
b.	Railroad Whistle Free Zone - 8th to 11th Street <i>Includes: (2) (3)</i> 2 Additional Gates per Crossing	a. Design Development			
		b. Construction Documents			
		c. Bidding			
		d. Construction			
			\$359,000.00		
c.	Riverfront Parkway Extension Close 3rd St.(?) <i>Includes: (1) (2)</i> New Road/Curbs/Sidewalks Landscaping/Retaining Walls Right-of-way Acq./Soils Treatment	a. Design Development			
		b. Negotiate R.O.W. with property owners			
		c. Construction Documents			
		d. Bidding			
		e. Construction			
			\$1,049,000.00		
d.	Upgrade 2nd Ave South - 3rd to 8th Street <i>Includes: (1) (2)</i> Curb/Widen Street Streetscape Elements Parkway Connection Signage	a. Design Development			
		b. Negotiate R.O.W. with property owners			
		c. Construction Documents			
		d. Bidding			
		e. Construction			
			\$832,000.00		
e.	8. River Access Stairs and Plaza at Center Ave. <i>Includes: (1) (2)</i> Plaza, Landscaping Lighting, Kiosk	a. Design Development			
		b. Negotiate R.O.W. with property owners			
		c. Construction Documents			
		d. Bidding			
		e. Construction			
			\$180,000.00		
f.	Riverfront Terraced Plaza <i>Includes: (1) (2)</i> Landing Boardwalk/Stone Edge/Lighting Landscaping, Grading	a. Design Development			
		b. Construction Documents			
		c. Bidding			
		d. Construction			
			\$343,000.00		
g.	Interpretive Trail and Park Elements <i>Includes: (1) (2) Trails, Site Work</i> Benches, Lighting, Trash Receptacles Interpretive Signs/Artwork	a. Design Development			
		b. Construction Documents			
		c. Bidding			
		d. Construction			
			\$181,000.00		
h.	Gateway Treatments 1st Ave. and 8th Street Main Ave. and 8th Street 1st Ave. and 3rd St. <i>Includes: (1) Signs, Railings, Landscaping</i>	a. Design Development			
		b. Construction Documents			
		c. Bidding			
		d. Construction			
			\$192,000.00		
i.	Extend Streetscape Treatments - 5th, 6th, 7th, and 8th Streets <i>Includes: (1) (2) Landscaping, New Roads</i> Streetscape Elements	a. Design Development			
		b. Construction Documents			
		c. Bidding			
		d. Construction			
			\$1,890,000.00		
Mid Term Total			\$5,264,000.00		

Costs include 28% Contingency for Design/Development Costs

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FIGURE 16



MID TERM (1-5 YEARS)

- | | |
|--|---|
| a. Railroad Landscape (8th-11th Street) | e. River Access Stairs/Plaza at Center Ave. |
| b. Railroad Whistle Free Zone (8th-11th Street) | f. Festival Plaza/Amphitheater |
| c. Riverfront Pkwy. Extension | g. Interpretive Trail & Park Elements |
| d. Upgrade 2nd Avenue South (3rd to 6th St.) | h. Gateway Treatments (1st & 8th), (1st & 3rd), (Main & 8th) |
| | i. 5th, 6th, 7th & 8th Streetscape Treatments |

Preliminary MID TERM Work Plan

Downtown Redevelopment Framework Plan MOORHEAD, MN



Appendix

STRENGTHS

As you think about the appearance of Moorhead, which physical elements, features, or characteristics represent strengths and enhance the community's general appearance. Please be as specific as possible, or feel free to describe these strengths generally if that is how you perceive them.

14	Appearance of Campuses	Neighborhood Churches
12	River	Neighborhood Schools
11	Heritage Hjemkomst Interpretive Center	Center Mall
8	Old Neighborhoods	Sound Walls on I94
6	Trees	Ditch Lining
5	Former American Legion	Woodlawn Park
4	Neighborhood Parks	First Avenue from Crystal Sugar to HHIC
4	Location of Bikepaths	Task Force
4	Wind Generator (Progressive)	Birds
4	Recycling	New Commercial Buildings
3	Golf Courses	Lack of Graffiti and Litter
3	Housing on 8th Street	Water and Wastewater Service
3	Maintenance of Private Property	Toll Bridge Area (Open Space)
3	Davy/Memorial Park (Open/Green Space)	Street Maintenance
2	Historic Buildings	Community Pride
2	Volunteerism (Resident and Organizations)	Youth Recreational Facilities
2	East Highway 10 Commercial Area	Fire and Police Service
2	Log Cabin - 4th Street South	Varied Architecture
2	Special Identity Places (Library, Post Office, Court House)	Use of Community Service/Prisoners for Maintenance
2	Clean Up Week	Accessibility to Government Leaders
2	Rourke Art Gallery	Pedestrian and Automobile
1	Brookdale Mall	Accessibility
1	New Housing Neighborhoods	
	Neighborhood Swimming Pools	
		100 Total

WEAKNESSES

As you think about the appearance of Moorhead, which physical elements, features, or characteristics represent weaknesses or detract from the community's general appearance. Please be as specific as possible, or feel free to describe these strengths generally if that is how you perceive them.

10	Elevators	1	Car Dealerships in Downtown
9	Loss of Trees (20 th Street Bike path, others)	1	Blighted Rental Housing
6	Appearance of River Crossings	1	Safety in Gooseberry Park
6	Lack of Downtown Vision	1	Trailer Parks
5	Holiday Mall	1	Highway 75 North (Garbage, Compost, No Screening)
5	Main Avenue	1	Trains (Whistles, Crossings, etc.)
4	Lack of Landscaping in Public Areas	1	Dog "Doo" in Parks/Streets/Bike paths
4	1 st Avenue North - 8 th Street to Highway 10		Lack of Restaurants
4	Appearance of Center Mall (Interior and Exterior)		Not Having Same Day City Services
4	Poor Maintenance of Private Property		Billboards
3	Lack of Moorhead Identifiers		Lack of Greenspace Downtown
3	Poor or Limited Play Ground Equipment for Little Kids		Lack of Street Parking in Downtown (Causes Vacancies)
3	Stock Cars in Neighborhoods		Townsite Park
3	Little Accessibility and Utilization of Red River		No "Dinkytown" for Colleges
2	Lack of Attractions		Street Lighting
2	Lack of Downtown		Streetscape
2	Trimming of Trees (Utilities, etc.)		City Swimming Pool (Romkey)
2	Lack of City Leadership in Business Beautification		Appearance of Railroad Corridor
2	Appearance of Community Entrances		American Crystal Plant
2	Abandoned Buildings		8 th Street South of I94
2	Bike path Maintenance		Appearance of Downtown Buildings
2	Regency Inn		Poor Signage
2	Buildings along Main Avenue at Red River		Center Avenue From River
2	Hire Parks Director		Ditch Lining Not Maintained
1	Vacancy of American Legion		Southeast Main Avenue and I94
1	Bars		Lack of Holiday Decorations
1	21 st Street South and 4 th Avenue South		Maintenance of River Property
1	Poor Maintenance of City Property		Shortage of Downtown Housing
			Lack of Sidewalks
			21 st Street/Highway 10 Intersection
			Entrance to Gooseberry Park
		100	Total

DOWNTOWN MOORHEAD STRATEGIC PLANNING STUDY OPEN HOUSES
WEDNESDAY, SEPTEMBER 1, 1999
WEDNESDAY, SEPTEMBER 8, 1999

QUESTIONNAIRE RESPONSES

Recognizing that you are hearing many of these ideas for the first time, do you agree with the 4 primary goals that the City Council has focused on at this point? YES(20) NO(0)

"Make it successful; use land/park space; use what we have & enhance it; build "anchors" - does not mean a hotel conference center"

"Great need to include attractive green space; additional parking in business planning; a real need for green space"

"I would add residential to the mix of land uses in goal 2, I think it is"

"I don't remember these goals?"

"4 mushy goals make no sense! Keep Coast to Coast, Scheel's, Herberger's, and Radio Shack!"

"I wish that I would have been for the first meeting. Need affordable housing downtown"

"I don't remember the 4 goals"

Emphasis on residential areas more, say between 7th Avenue South and x # of blocks on the northside"

"Significant that residential use in downtown be part of the goals. When I moved (single, professional, NDSU educator) to the F/M area from San Diego a few years ago, I looked for a downtown loft to rent! Hah – impossible. Bought a condo in south Moorhead instead."

"100%"

"Does need the addition of the word "residential" to the primary goal classification"

"I agree with the people who commented about adding residential to the list in #2"

"Don't know – haven't digested them"

"Be sure to include residential use as a primary goal"

"Need to have quality housing downtown for retired folks and young people. Need to push on getting young people to live in Moorhead. College students refuse to live in Moorhead, particularly college students"

"Heading in the right direction"

"I like the idea of developing a district character or identity for Moorhead. That would identify the entrances to the City"

What about the other goals and investment criteria? Do they seem to be on track, or are there points of emphasis or important factors that have not been identified?

"Downtown never recovered from urban renewal. Few historic elements of downtown remain, but those are vital. Rehabilitation of the American Legion and Diemert buildings should be a high priority."

"What about connections with Concordia & MSU? Is there a way to draw them into planning? As I look at the future, would like housing like the one second street for retirement living - Development of senior condo living around existing park area (i.e., Woodlawn)."

"No one has/is considering south of tracks area as downtown"

"More trees!"

"Get the mud off the bike trails in the spring!"

"Residential development downtown. We need maintenance of sidewalks in winter also. Need flowers downtown"

"More emphasis needed on river access, beautification, and downtown park"

"No conference center taking park land!!"

"They seem to be on track. But the public is going to be concerned first with beautifying the area enough to attract citizens to the downtown. Without being people friendly (safe, attractive, fun) no amount of money being poured into business is going to be effective"

"Agree, especially the new bridge, use it to our advantage, eg: include in bridge a bike/pedestrian path and include stairs to get up or down to the trails along the river from the bridge. I wholeheartedly agree that Moorhead has too many thoroughfares both E-W and N-S"

"As I look at successful projects in Winnipeg, Chicago, San Antonio, and other they seem to be right on track"

"Downtown certainly needs work. The Hjerkomst and especially American Crystal maintain beautiful gardens. The emphasis needs to continue south"

"Incentives or Investment alternatives for property improvement. Non-taxed entities provide funding mechanism with a "partial-tax equivalent" investment pool or tax reduction at an established level based on improvement investments"

"I think this study has some very valid ideas. I really agree with the idea of a "Community Spruce Up" day. I often have thought of privately pulling the weeds along boulevards and medians coming into downtown"

"They seem appropriate. It really depends on how these goals are implemented. Saying that we should support existing businesses as a priority and actually extending some assistance in funding, or other support are two different things"

"Probably at the beginning funding will need to be primarily City. I'd be willing to pay more taxes to "save the city" but private public is the end goal of the agency in charge"

"Be on track"

"My primary interests are to see some residential development downtown (why have senior citizens with diminishing eyesight live on outskirts of town and jeopardize everyone) and to see better use of the Red River"

"Must get Trader and Trapper filled, it is the heart of downtown"

"I agree that the residential areas in and near the downtown are extremely important"

What other input would you like to provide your Mayor and City Council and their advisors as this process continues?

"Build fun - Not something to block the River - - use the river to our advantage"

"There are a number of folks that come from Fargo to shop at Center Mall & East Ten. Is there a way to do a marketing survey to find out why they come & what they would support in future retail?"

"Knock off the counterproductive confrontations. Compromise & Collaborate"

"Please do everything in the open. No sneaky deals"

"Consider aquatic center seriously!"

"Please have some more open meetings."

"We must develop a method to use this information. In 25 years in the community I have heard and seen lots of really good plans - unfortunately I think planners have stock in 3-ring binder companies and shelves"

"Connect Woodlawn Park with all those down/or around downtown"

"Continue to involve the community and listen to its ideas as much as possible. (As off-the-wall as some of tonight's comments initially seemed, they actually were very real and thoughtful concerns about the community and there was much food for thought out there"

"Trees on the northside of 30th Avenue South, landscaping (trees, etc.) Along the 8th Street/new Sunmart store. Landscaping (trees in the parking lot of Sunmart store)"

"What a blight"

"Build something the community is extremely proud of and utilize, and promotion will be much easier"

"We need to examine spending on sports vs spending on arts. Create more cultural/artistic events to draw people and create sense of community connection. For example, the Guthrie Theater is coming to MSU this

year and it should be emphasized"

"We need to break out of the "prairie town", conservative Scandinavian mentality. "prairie town" can be positive if impressed correctly"

"Continue to advertise for volunteers to assist with processes. This could be a very cost effective plan"

"Smaller stores in the mall and lower the square foot charge so business will rent the space. Empty stores do not produce income for the owner of the property"

"Keep soliciting public input and comments. Communicate!"

"To keep the businesses we now have and how the City could help"

"Concentrate first on developing the "steering committee" with professional staff (newcomers to community) to develop a proposed plan and get the market research done"

"We all agree; it's now or never for downtown. Someone needs to take the lead. Who will be the someone?"

"Most important thing is to stop talking and start doing. Some of these has been discussed for close to 20 years now"

"I also like the idea of a development of apartments in or near downtown for mobile seniors so they could walk to the library, post office (and even Center Mall) and other businesses"

When you think about the City of Moorhead, what makes you the most proud? This source of pride could be a physical characteristic or feature, local industry or institutions, a historical legacy or distinction, something related to its people, past or present? What about Moorhead is a source of pride for you?

"The riverfront and many of the parks - the few historic buildings left should be restored"

"Education is a big asset. How do we maximize its efforts on the entire community? The colleges are emphasizing themselves as a "culture of learning" Maybe one of the more radical notions would be to develop a cultural complex just south of downtown, e.g. performance hall & IMAX type facility. The river is under developed & utilized (commonly held opinion)"

"I am most proud of my neighbors. I live near downtown, and I am surrounded by people who are working hard to keep the neighborhood livable and attractive. We often don't feel well supported in the effort."

"Education early ed. through university. Also, community closeness through educational events."

"It's in Minnesota"

"Trees and older neighborhoods. When I first visited Moorhead in 1965, there were flowers everywhere."

"Campuses are an assets"

"Recycling, good social services, outdoors/greenspace, river, trees"

"Why would people stop in Moorhead when no highway signs advertising its qualities. How are people to know about Hjemkomst and Stave Church is only a small brown sign saying the Hjemkomst is here. People drive by on Interstate and have no idea what Hjemkomst is"

"The institutions of higher education – we need to court all the college students instead of sending them to Fargo for food, shelter and recreation"

"The school system, the type of people and minds that are attracted to the community, the potential for great community involvement. The open spaces on the outskirts of the community (notably lacking or underdeveloped in the Central District)"

"Progressive, small town, sense of community, charming possibilities including grain elevators, educational institutions"

"One community-unlike South Fargo vs. North Fargo, great schools, colleges, fresh air, 4 seasons"

"Emphasize being part of Minnesota – a progressive state – connect us with outstate treasures"

"The parks – especially Gooseberry and Woodlawn the greenspaces are important"

"Connect the City to the campuses – each needs to support the other"

"Educational institutions – Spuds, Dragons, Cobbers. Agricultural aspects. Sense of community – small business, residential, parks, etc."

"The idea of the wind generator then its conception gives me a sense of pride that our city continually looks to the future"

"The emphasis on education is a source of pride. The excellent public school system, a private Christian school, a state university, a state technical college and a private liberal arts college are awesome assets!"

"Good schools"

"HHIC, well-maintained streets to public services, campuses, many, many blocks of well-kept, attractive neighborhoods – particularly south of 12th Avenue and between 8th and 20th Street, Eventide"

"Colleges"

"The people in Moorhead make me most proud. Old post office and Moorhead Library are nice spaces. The Hjemkomst is a very positive feature"

"Older neighborhoods, river"

"Colleges, Rourke Gallery and Museum, Comstock House"

"The elm trees are very important also I would love to be able to get down to areas along the Red River"

If you assume that the City's strategies will deal with the Downtown's major eyesores and liabilities and Downtown Moorhead could truly succeed as the heart of the community, what would it consist of, how would it look? What features would it have? Please feel free to describe this idealized Downtown in any terms that resonate with you.

"Cafes, coffee houses, parks for children, ski trails in winter, usage of river in summer. Stores/boutiques unique places to find gifts."

"Main Avenue blocks between 3rd and 4th Street. There is no welcoming features - also not enough parking along some business areas."

"My ideal would be a place where people come to linger, a kind of café society that includes a variety of amenities."

"Linking easier access between downtown & river, e.g. eliminate (or re-do) Center Avenue between the Fairmont and Hjemkomst. A scenic, broad link between North Fargo & downtown Moorhead (buyout the private bridge in N. Moorhead (Fargo). Relocate business (old ones) that abut the river so the river edge can be better seen and accessed."

"Much more quality residential in and near downtown, beautiful & well utilized park area, more office - less retail"

"Pedestrian friendly!! Beautiful walks & squares with benches & lots of flowers"

"Small unique shops, aquatic center, theaters to bring in youth and tourists"

"Trees, parks, movie theater. Shuttle bus on weekends connecting art museums and downtowns in Moorhead and Fargo"

"Lots of flowers-pedestrian areas"

"Open space, emphasize river, 500,000 is not enough for park and greenspace development, public buildings such as aquatic center"

"Quality small apartments and condo units for the elderly close in to downtown"

"Developing the waterfront and turning Main Avenue into an attractive, tree lined boulevard are two of the more attractive visions. It would be great to have some wonderful little restaurants and shops that would encourage lingering, spending and enjoying the downtown area"

"Trees and benches and flowerpots, walkways, a movie house annex, art gallery/café (long live Atomic Coffee), a bookstore/gallery/café, a real (artisanal) bakery/coffee shop"

"A combination of all elements just like Chicago's Navy Pier, Harbors, Waterfront Park. Or like Winnipeg! Forks area – a combination of all elements. Or San Antonio – WOW!"

"Atomic Coffee is an example of interesting business, it draws people from Fargo and Moorhead. Aquatics Center is a worthwhile idea"

"Greenspace/trees with shops, lack of trains, focus on Red River"

"A community gathering spot – clean areas – flowers and trees – beautiful buildings both old and new. Use of the river as recreational. Let's give our visitors a sense of pride to come here and our citizens a sense of pride in living here"

"Regarding the tax increment funds – why not offer a \$2 for \$1 matching grant for existing business to accomplish any capital improvements, eg: building repairs or improvements, parking lot renovation, landscaping, etc."

"Build the hotel conference center on the lot that now has Peggy's Pantry and Remax Real Estate and build skyways to the Herberger parking ramp and the ramp over 1st Avenue"

"A place where a person could live and satisfy at least 50% of needs for shopping and dining out, sociability, intellectual stimulation, and entertainment – I lived in a European downtown and found it a real paradise because it met all those needs. I didn't mind not having a car there"

"Trees, grass, paths – someplace to go in the winter to "relive" summer"

"Right now, downtown is just a place to drive through. There is no reason to stop. We need to develop downtown attractions for people of all ages – an aquatics center would be a draw – greenspace and flowers"

"I drive through downtown everyday; it gets easier and easier as trees come down and streets are straightened. Is that really what the City wants. Let's do something to keep and capture people downtown"

"Downtown is ugly and barren, different stores at the mall, different traffic configuration around mall"

"A community center in the downtown area for families – for all ages. Landscaping, flowers and trees. Buildings safely separated and painted. Recreational use of the Red River and adjoining areas"

Would you like to be on a mailing list and contacted about future meetings? YES NO

If yes, please write your name and address below:

Ivan Johnson	516 16th Avenue South, Moorhead
Paul Harris	611 5th Avenue South, Moorhead
Bea Arett	824 15th Street North, Moorhead
Bob Backman	325 7th Street South, Moorhead
Ineke Justitz	2925 32nd Street South, Moorhead
Steve Scheel	3900 River Oak Circle, Moorhead
Tim McLarnan	1313 2nd Street South, Moorhead
Gloria O'Donnell	629 12 Street North, Moorhead
Beth Haley	RR 1 - Box 244, Moorhead
Helen Rudie	906 8th Street South-#12, Moorhead
Clark Tufte	3919 3rd Street South, Moorhead
Mary Davies	1001 10th Street South, Moorhead
Barbara Sipson	2503 Rivershore Drive, Moorhead
Betsy Vinz	510 5th Avenue South, Moorhead
Irene Hogan	503 7th Street South, Moorhead

Other

"I shall follow progress in the Forum and visit meetings as necessary"

"Would love if more meetings were held to involve the community farther and to encourage more interest and involvement"

"By the way, how did it ever happen that the trees on Center Street were removed. SHAME!"

"I will watch the newspaper for future meeting announcements"