



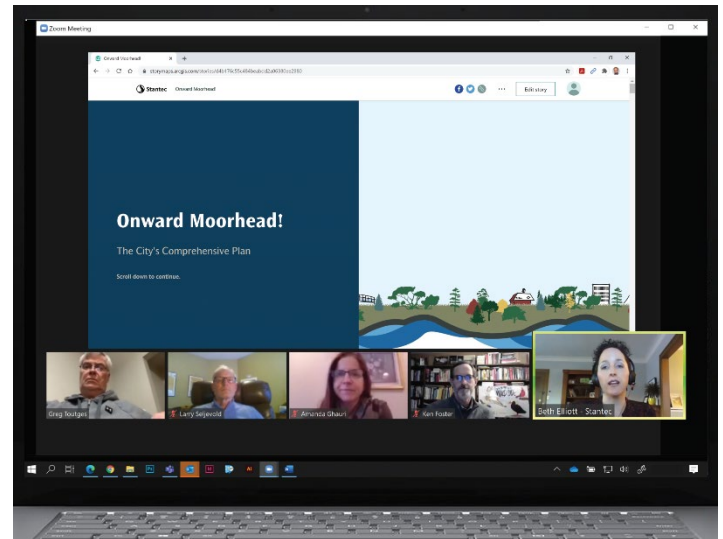
# Onward Moorhead: Phase 1 Engagement Summary

2/8/2021

## SUMMARY OF ENGAGEMENT

January 27 - 28, 2021

Community engagement for Phase 1 of the City of Moorhead Comprehensive Plan: *Onward Moorhead* kicked off with 2 days of foundation-building activities. Due to the Covid-19 pandemic and for the safety of all participants, all events were held in a virtual format. Engagement activities in this first phase of work focused on informing the public about the Comprehensive Plan process and gaining broad insights about the vision for the next 10 years in Moorhead and beyond. There were several ways for the public to get involved with the process including interactive online engagement, focus groups, and a broader community meeting. The following document summarizes the engagement activities conducted in Phase 1, and the general feedback received through each method of engagement.



Note: The online Story Map and Survey are still available until February 19, 2021. This summary will be updated with that input once it is available.

## TECHNICAL ADVISORY COMMITTEE (TAC)

January 27, 2021 8:30AM – 10:00AM

The Technical Advisory Committee (TAC) met for the second time to kick off two days of virtual community engagement. The TAC is comprised of City and related staff, as well as members of the consulting team. Beth Elliott, the project manager, highlighted the current and upcoming tasks and deliverables for Phase 1 and Phase 2 of the Comprehensive Plan process. Phase 1 is the foundation building stage, involving review of existing conditions, past plans, and current trends, as well as broad community engagement to assist with creating a vision and goals for the Comprehensive Plan. Phase 2 will explore emerging and innovative trends, the creation of a vision and goals based on Phase 1 engagement, and more focused community engagement and focus groups.

The TAC discussed engagement to take place over the next two days, with discussion revolving around the final marketing and social media blasts, and specific feedback on engagement for focus areas. With focus areas, it was discussed that the City has an opportunity to be clear about the City's goals and expectations. Focus areas are a way to make short-term changes within a longer-term planning process. It was also discussed that neighborhood communication and support should be highlighted throughout the Comprehensive planning process. The plan for Phase 3 engagement is to have meetings in each focus area to get feedback and involvement from neighborhood groups. The TAC also discussed the



upcoming community workshop and focus group conversations as well as trends for topics like mobility, housing, jobs, resiliency, arts and culture, and parks and open space.

## **STUDY REVIEW COMMITTEE (SRC)**

January 27, 2021 10:30AM – 12:00PM

The Study Review Committee (SRC) is comprised of a wide range of community stakeholders interested in the future of Moorhead. Members of the committee include representatives from the business and development community, schools and colleges, environmental groups, regional planning entities, long term residents, and youth (among others). The purpose of the SRC is to guide the entire planning process, review draft material, and provide input on the engagement process as it evolves (including how to engage a wider audience).

To kick-off the first meeting of the SRC, the consultant team discussed the importance of a Comprehensive Plan, reviewed the scope and schedule for the Comprehensive Plan process, reviewed engagement scheduled for the next few days, and where to find more information. The consultant team also reviewed the online StoryMap that was created as an engagement tool to present high-level demographics, existing conditions, and trends to members of the public. It was discussed that people would be able to provide feedback through an online survey, in addition to the virtual community workshop.

The SRC had a discussion about demographics, issues, and trends they are seeing in the city which are important to the Comprehensive Plan process. A summary of that discussion included:

- Moorhead's demographics are healthy. A growing young population offers a lot of opportunity. Younger generations are getting involved in the City and have a lot of community pride. There is also a lot of support for Moorhead's schools (the last 2 bond referendums have passed with overwhelming support).
- Biking in Moorhead can be a challenge. Specific issues include biker safety, infrastructure (e.g. tall manhole covers), and connectivity. The plans for 1<sup>st</sup> Avenue should help with walkability and bikeability. The more we can emphasize people's ability to get around, the more they can invest in business (grab a drink, check out local shops etc.).
- The bones are there to have a really good walking and biking system. There are roughly 45 miles of sidewalks and trails, and great parks. The connections are missing, including connections between the river trails and downtown. There are also other gaps in the biking systems. There is a need to link what Moorhead is already doing well with the downtown business community. Cities need to be building attachment and nurturing the love and attachment people have for Moorhead. When the City talks about improving infrastructure (walking, biking etc.), what we are really doing is building love and connection for the city.
- People in Moorhead are really starting to embrace the cold, and the pandemic has accelerated this trend. There are more people going out cross-country skiing, snow-biking, snowshoeing, walking on trails and birding with the Audobon society. Frostival also helps to draw people outside. This is a trend that can be built-upon by the City.

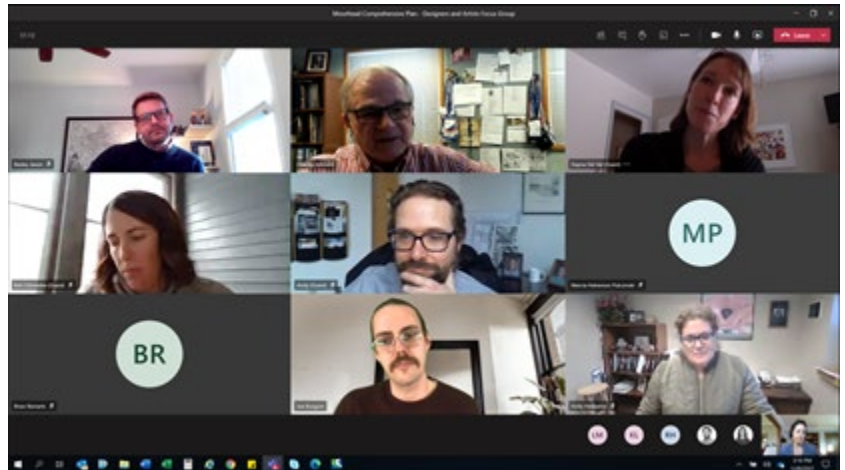
The consulting team highlighted that this is just the beginning of the process and there will be many ways for the SRC and members of the public to provide input on what they would like to see in Moorhead over the next 10 years. Next steps in the process will include finalizing the background report and engagement summary and meeting with the SRC again prior to conducting engagement in Phase 2 around vision and goals for the Comprehensive Plan.



## FOCUS GROUP MEETINGS

The consulting team and City staff facilitated a series of virtual focus group conversations with community stakeholders to gain a greater understanding of opportunities and challenges facing Moorhead. The focus groups were comprised of stakeholders from the following general categories:

1. Parks, open space and active transportation specialists/advocates
2. Resiliency specialists/advocates
3. Developers/brokers
4. Business representatives
5. Mobility specialists/advocates
6. Designers/architects/landscape architects/artists



A summary of the focus group conversations by topic is below. Note that this is a general summary of topics and themes and not a specific documentation of every comment and conversation.

### Parks, Open Space and Active Transportation

The parks, open space, and active transportation focus group highlighted that the existing park system and access to neighborhood parks and pools is one of the things that makes Moorhead special. Stakeholders have been especially happy with the progress made on the river corridor trail through Legacy grants and overall focus on making the river more of an amenity for the community with options such as kayak and canoe rentals. The pandemic-related outdoor activation has also been a success, including centrally located and expanded cross-country ski trails and grooming capacity. The focus group also discussed areas for improvement including connectivity of the trail system and safety of on-street active transportation infrastructure. It is also understood that more facilities are needed on the south side of the city, although the recently added dog park has been a popular addition. One of the biggest expressed needs was for an indoor community center where family-oriented activities can occur during the winter, as well as multi-use sports facilities. There is a desire to host and promote more events in parks, which could also be a revenue-generating opportunity. Finally, it was expressed that a needs assessment could be helpful for the City in determining what the community wants in terms of parks, open space and active transportation, and funding sources to implement those desires.

### Resiliency

The consultant team began the focus group by providing a framework for what resiliency means. Throughout the Comprehensive Planning process the City hopes to look at resiliency holistically, including environmental aspects, but also the City's ability to react to other economic, social, and cultural shocks and stressors. In the focus group, it was discussed that one of the main groups working on resiliency is the Moorhead Community Resilience Task Force. This group received a Bush Foundation grant to develop a community resilience action plan and is being led by Concordia College. It was expressed that the Comprehensive Plan should incorporate and build on the efforts of this group. One of the early efforts from the group has been to create a food forest in MB Johnson Park, which is in its early stages. The City also has a focus on sustainable forestry, selecting trees that are diverse and resilient. While the main focus of the City has been flood control for several years, the diversion project will make a huge impact on the resilience of the city. There are opportunities to build on the efforts surrounding the diversion project and associated green space. The City is also part of the GreenStep



Cities program and has embraced efforts such as native plantings and prairie restoration, tree plantings, green stormwater management, renewable energy, and community gardens. Another important organization in the community is the River Keepers, which provides environmental education in a variety of ways to the community's youth. It was identified that a sustainability plan may be helpful for the City but would require staff time and effort to implement. It was discussed that while the Comprehensive Plan will likely have an entire chapter and associated goals dedicated to resilience, goals in other chapters could also be related to resilience. The Comprehensive Plan will likely use icons to define which goals have a dual purpose of helping the City achieve its resilience goals.

### **Developers and Brokers**

The developer and broker conversation included a variety of perspectives including single-family and multi-family residential development, and commercial and industrial real estate. It was discussed that the City has done a 2020 Development Report that should be reviewed during the Comprehensive Plan process. According to developers, Moorhead's biggest selling points include helpful and creative city staff that are willing to be partners in development and residents that are extremely loyal to their community. The MCCARA industrial site is also well situated in terms of access to rail and the interstate. The types of development include mixed use developments with apartment and retail. Missing segments seem to be condos, which are constrained by state law, as well as missing middle housing. The demographics for new single-family housing seem to be families with children in the Moorhead school system, and people working in the education system. The target market for apartments are young professionals and young families, as well as older seniors. While the city does a good job at attracting new residential development, commercial development has been more difficult. While much focus has been on the downtown area, there are other areas that are promising for redevelopment as well. Areas of opportunity include the neighborhood between MSUM and Concordia, as well as the area surrounding I-94 and 8<sup>th</sup> St. Fargo has some perceived advantages over Moorhead due to differences in state law. Overall, the developers and brokers have a very positive view of the city and its willingness to be a partner in development projects, and also value the work done by Downtown Moorhead Inc. to help set the stage for development.

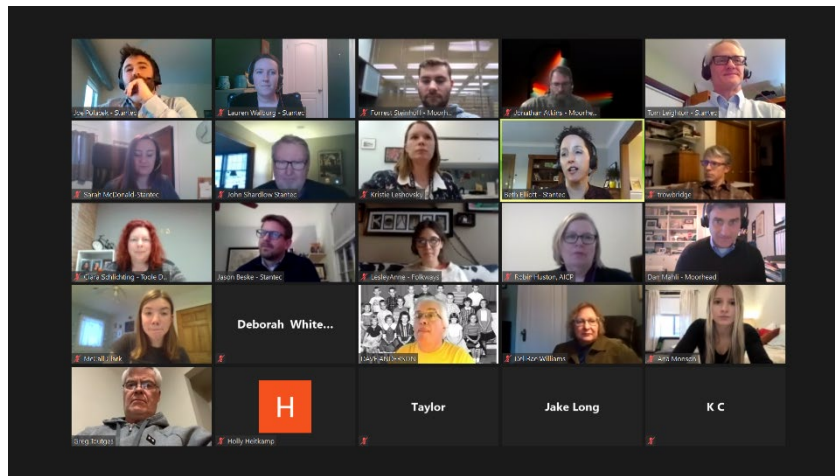
### **Businesses**

The business focus group had representatives from both small and large businesses, as well as business support entities. The focus group generally agreed that they feel supported by the Moorhead community, but they wished there were more people as much of their client base comes from Fargo. Even businesses that are extremely popular struggle to stay busy enough, especially in the winter. There is a good support system in place for local businesses and this has especially been true during the pandemic with additional business promotion and support. Additional ideas include improving the walkability and placemaking efforts in downtown and improving the connection with the river. Another challenge for businesses is the dynamic of being a border city and the perception that Fargo is more business friendly than Moorhead. State policy differences between Minnesota and North Dakota have been difficult to navigate, and Moorhead has struggled to obtain state business-related funding. The focus group felt that Moorhead should market itself as the younger, cooler, hipper city and explore more options related to entrepreneurship. Improving the connection with the colleges could also help students get more involved in their community and supporting local businesses. Geographically, there is potential to improve the downtown business atmosphere, and to build on existing areas of strength such as the creative pioneers district (area with Junkyard and Sol Ave). Finally, the pandemic has shown that people are willing to be outside during the winter months and improving the winter walkability and quality of life could help attract people to their local businesses. Overall, there are some challenges related to perceived and actual competition with Fargo, but Moorhead has an opportunity to market itself as a younger city, building on its existing strengths.



## Mobility

The mobility group included representatives from local government and transit organizations, as well as local disability related nonprofits. It was discussed that the last comprehensive plan didn't focus on biking and pedestrian infrastructure, but that is an important element for current Moorhead residents. The current trail network is fragmented and the City is working to make connections, but the Comprehensive Plan could help to identify missing areas. The City has also focused on ADA accessibility, and goals related to ADA accessibility should be included in this type of long-range plan. A related issue for mobility is snow removal, a topic that was raised in most of the focus groups. There was discussion that many of the older neighborhoods lack sidewalks, which the City is working to improve by installing sidewalks with all major road projects. There is a desire for safe and affordable transportation options, and expansion of the bus transit service to areas of the city that are currently not served. A few mobility trends that were discussed in the focus group include electric scooters and small-scale charging stations, as well as car sharing such as Uber or Lyft. There were also several conversations about walkability and bikeability outside of this focus group. Improving the walking and biking experience and connections within the city are important for the Moorhead community.



## Architects, Landscape Architects and Artists

This focus group included a diverse group of artists, designers, architects, and creative minds. Focus group participants felt that Moorhead has a prime location along the Red River and is in a position to be a center for the arts. Being on the Minnesota side of the river is a distinct advantage for Moorhead in its ability to take advantage of state Legacy funding for the arts. Moorhead already has great art institutions including Bluestem, Hjemkomst, The Rourke, as well as the school system, among others. There is an opportunity for more public art and less formal outdoor spaces and nooks (placemaking). Moorhead also has an opportunity to embrace its winter identity and improving winter walkability is an important element of this goal. An idea was floated about heated sidewalks or strategically placed heaters downtown to improve the winter experience. Geographic areas of opportunity include the area between the colleges, downtown, and the horizon shores area. While Moorhead has a plethora of arts organizations, including the Arts and Culture Commission, they need more support and funding to do large-scale public art. The city has also struggled to engage the student populations and finding a way to make these connections with students could be a huge benefit for Moorhead.



## COMMUNITY WORKSHOP

January 27, 2021 5:00PM – 6:30PM (Zoom)

As part of Phase 1 engagement, it was important for the City to give opportunities for residents to provide insight and feedback in a variety of ways. One of these opportunities, which was shared on the City's website and social media channels, was to participate in a virtual community workshop. In a typical planning process, this type of workshop would be held in the community at some type of well-known gathering space. However, due to the Covid-19 pandemic, the event was scheduled and held on Zoom with residents participating from their own homes. The workshop included a brief overview presentation and several "breakout room" exercises to gather input from the public on a variety of broad topics. The breakout room exercises are described and summarized in more detail below.



## Moorhead's Comprehensive Plan: *Onward Moorhead*

### Love, More, Less

What do you *love* about Moorhead? What do you want *more* of? What do you want *less* of?

What do you <b>LOVE</b> about Moorhead?	What do you want <b>More</b> of in Moorhead?	What do you want <b>Less</b> of in Moorhead?
<ul style="list-style-type: none"> <li>Home</li> <li>Local businesses</li> <li>Community events</li> <li>Scenic views</li> <li>Quality of life</li> </ul>	<ul style="list-style-type: none"> <li>More green spaces</li> <li>Improved infrastructure</li> <li>Increased safety</li> <li>More job opportunities</li> <li>Enhanced public services</li> </ul>	<ul style="list-style-type: none"> <li>Excessive traffic</li> <li>Overcrowding</li> <li>Loss of natural areas</li> <li>High taxes</li> <li>Declining property values</li> </ul>

### Focus Areas

What are the issues? What priorities should be made?

Downstream	Midstream	Upstream
Highway 101 Corridor	Crosswalk Network/Neighborhood	Public
Highway 101 & 101 SW		Highway
Allegation Project		Water

### Hidden Gems

What are your favorite places?

### What Else?

What else is important for the future of Moorhead? Add additional notes and priorities here.





## Love, More, Less

The Love, More, Less exercise is meant to gather ideas from residents and stakeholders on what they love about Moorhead, what they want more of in Moorhead, and what they would like to see less of in the city. This exercise was facilitated within a Zoom breakout room, using Microsoft Mural to collect and document ideas. Participants were also able to share their thoughts through the chat function on Zoom, which was saved and is documented below.

# Love, More, Less

What do you *love* about Moorhead? What do you want *more* of? What do you want *less* of?

### What do you LOVE about Moorhead?

- Parks**
- Love the art!
- Love the old downtown area
- Love the river and connections to it
- Park - lot to do in the park
- Strong sense of community
- Local restaurants
- Goosebury park
- Perks and playgrounds

### What do you want More of in Moorhead?

- Creative reuse
- More local restaurants
- More affordable housing
- More connections to nature
- Food trucks
- Volleyball nets in parks
- Sidewalks

### What do you want Less of in Moorhead?

- Empty buildings
- Less vacant buildings
- Surface parking lots
- Parking lots downtown
- Less 2-lane roads
- Poorly lit stretches of streets

A summary of what residents' love, want more or less of in Moorhead is shown below. The full documentation for this exercise is included at the end of this document.

### What do you Love about Moorhead?

- Parks and outdoor activities
- Art and creative community
- The Moorhead community and pride
- College students
- New creative businesses and restaurants

### What do you want More of in Moorhead?

- Connectivity for walking and biking
- Involvement with college students
- Places to convene (both indoors and outdoors)
- Community growth and connection
- Access to art and nature

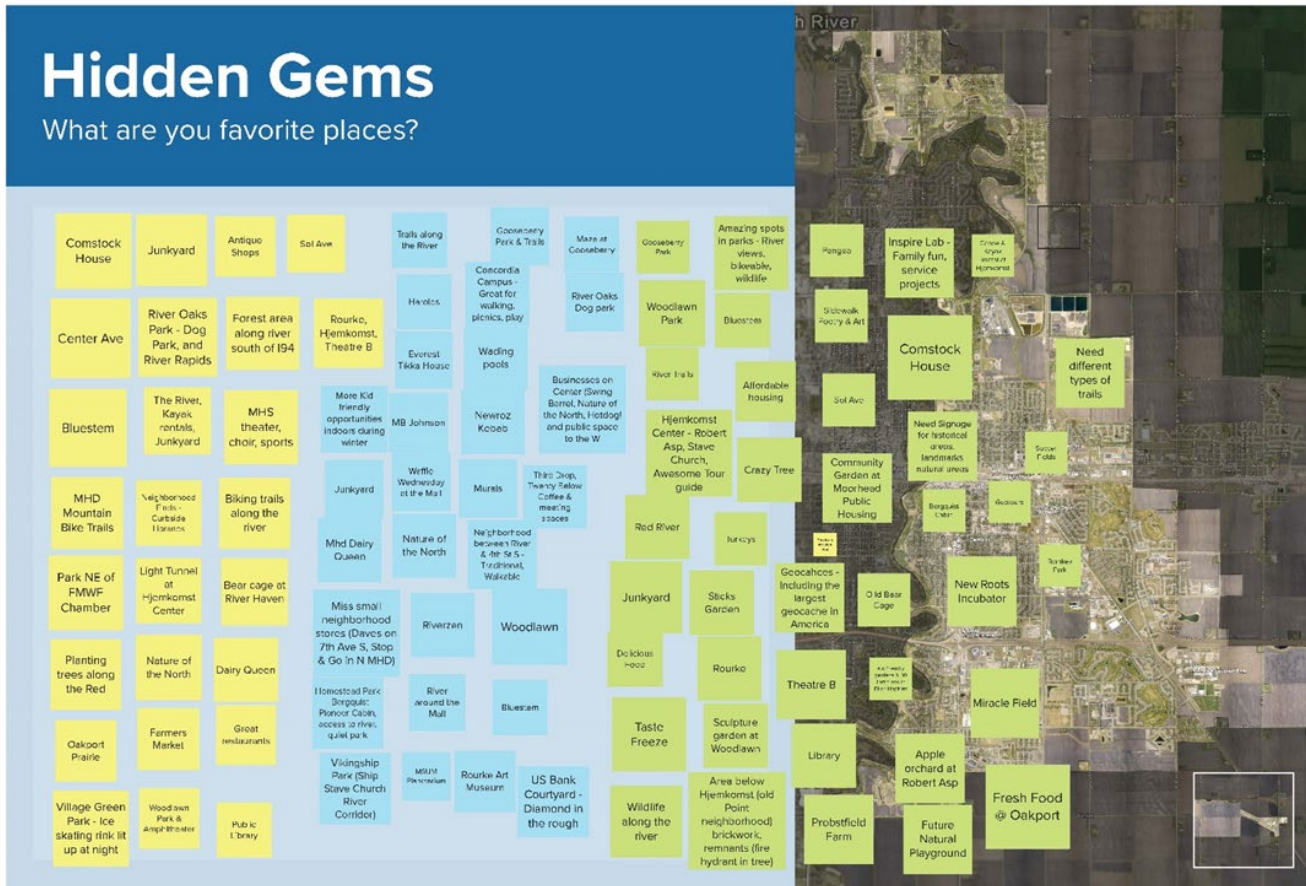
### What do you want Less of in Moorhead?

- Fast, dangerous roadways that aren't safe for biking, walking
- Vacant buildings and unwelcoming architecture
- Surface parking lots
- Developments without communal green space



## Hidden Gems

Participants were asked in this exercise to name their favorite places or “hidden gems” in Moorhead. This could also include people’s favorite things about Moorhead. In doing this exercise, we hope to gain a sense of the things that make Moorhead special and should be preserved. The results of this exercise are summarized below, and a full documentation included at the end of this document.



- Comstock House
- Junkyard Brewery
- Sol Avenue Kitchen
- River Oaks Dog Park
- Bluestem
- The Rourke
- Hjemkomst Center
- Red River
- Theater B
- Kayak rentals
- Trails along river
- Bear cage
- Nature of the North
- Dairy Queen
- Great restaurants
- Viking Ship Park – ice skating rink lit up at night
- Woodlawn Park, Amphitheater, sculpture garden
- Public Library
- Gooseberry Park & Trails
- Bergquist Pioneer Cabin
- Amazing spots in parks – river views, bikeable, wildlife





## Focus Areas

Participants were asked to review focus areas throughout the city identified in past planning efforts and identify issues and areas that should be prioritized for this Comprehensive Planning process. The past focus areas identified in the exercise include: Downtown, Midtown, EasTen, Highway 10 Corridor, Comstock Historic Neighborhood, Fields, Riparian Forest, MCCARA Industrial and the I-94 & 8<sup>th</sup> St intersection area (Holiday). Through a facilitated exercise, participants then identified areas on a map that either have issues that should be addressed, or generally should be considered as focus areas. The feedback heard throughout this process is summarized below, and full documentation included at the end of this document:

The focus area discussion highlighted themes that were heard throughout the two days of engagement activities. Generally, there was a focus on downtown and how to make the area denser, more walkable and more connected to the river. In the single-family neighborhoods outside of downtown, participants also discussed safe walking and biking, as well as the desire for a variety of housing types with connections to nature and the river. It was discussed that there are no educational facilities west of 8<sup>th</sup> St, which was seen as a gap in the system. In commercial areas, participants discussed the desire for more mixed use, as well as better placemaking such as gateway features, landscaping and sidewalks. There was discussion about how to attract more skilled labor to Moorhead through existing assets such as the MCCARA industrial park and the airport. Finally, there was also discussion about how Moorhead can adapt to current and emerging trends such as tiny houses and accessory dwelling units, autonomous vehicles, complete streets, and the conversion of underutilized surface parking lots (among others).



## INTERACTIVE ONLINE ENGAGEMENT

Stantec created an ArcGIS Online Story Map for the City's website. The StoryMap summarized information from the background report and provided a self-paced way to get more information about the Comprehensive Plan. The StoryMap also included an interactive community satisfaction survey. The results from the survey are still pending, but will be summarized in this document once the survey has been removed from the website.

## COMMUNITY WORKSHOP – FULL BREAK-OUT ROOM DOCUMENTATION

### Love, More, Less

This exercise requested that participants discuss what they love, want more or less of in Moorhead. All comments and input received through this break-out room are documented below:

#### *What do you Love about Moorhead?*

- Parks and playgrounds (x2)
- Love the arts!
- University/College community as foundation of community – more potential and various things 3 institutions can bring – build on
- I love festivals such as Pangea that celebrate the diverse cultures in our community
- Water quality
- I love the ski trails through the trees next to the river (x2)
- Love new and new-ish places like Harold's, Sol Ave, Swing Barrel, etc...
- Dog park near river
- Folk festivals
- Trees and nature
- Diversity
- MHD Pride
- M.B. Johnson Park and Gooseberry Park are great open spaces with opportunities to explore natural habitats along the river. Also love the new multi-use trail from Riverfront Park to the Bergquist Cabin
- The creative community – artists, artisans, the food and beer culture, beautiful aesthetics
- Red River and connections to it
- A lot to do in the parks (systems and programs), and the kid pools
- Locally grown businesses such as Junkyard where people of all generations and backgrounds spend time together
- We have an opportunity to promote more green housing. Green = affordable housing while also being environmentally responsible
- Past and current leadership
- Our people – committed to Moorhead, rally around it
- Long term focus of Public Service – where energy comes from, progressive
- Strong sense of Community
- We have great festivals and green spaces, are they accessible to the marginalized and vulnerable populations? Are grocery stores and farmers markets accessible?
- Nature along the river, see wildlife
- Unique events like Rare Beer Picnic
- Traditional, older neighborhoods
- Size of community and welcoming people
- Local restaurants
- Moorhead Orchestra
- Gooseberry Park
- Our neighborhoods
- So many college students around
- Trails along the river and forested areas
- New restaurants
- Talented people – benefits for music, more
- New bike trail on river – under Interstate



### **What do you want More of in Moorhead?**

- Creative reuse
- Bike lanes – need legitimate transportation by bike
- Restaurants (local)
- More inclusive play spaces
- More opportunities to build on college/university community
- More affordable housing
- Aquarium – Fargo has the zoo
- More mixed use development encouraging healthy food access in parts of town without
- Hookah places – help in winter as a place to commune
- Maybe what we want is traffic and congestion and parking problems – action, concentration of people
- Identity that is separate from Fargo
- Wide sidewalks so we feel safer walking with strollers and small children around town
- More community identity signage – sense of arrival
- Separate the sidewalks from the streets - safety
- More bicycle connectivity, racks, labelled bike routes
- More support for new small businesses, and home-based businesses too.
- Opportunities to shift all areas that are commercial to multi-use
- More revitalization
- More inviting river even behind barrier – build on structure, how do we make this an amenity?
- Pedestrian underpasses – more grade separated pedestrian crossings
- More connections to the river, being able to walk on dirt trails
- Let's support people who want to produce their own food
- Opportunity to grow community
- I have lived in three homes, not one had a sidewalk in front of it. We need more sidewalks
- More involvement from/with college students
- Opportunities for New Americans to get involved
- More effort towards KEEPING our college students
- More places to convene for indoor activities
- Homeless shelter spaces in winter
- Outdoor based events/community building
- Ped connections between new restaurants, ways to move between restaurants & bars
- Edible orchard
- Take advantage of educational institutions
- Are we really embracing diverse communities or are they economically and socially marginalized?
- Engaging youth more in nature
- Art – big and small
- Inclusion of diverse voices in planning and decision making
- Playgrounds for the very young
- Blend of out in nature and walking/biking
- Indoor recreation areas
- Community gardens for growing vegetables
- Green space within city – trees, gardens, walkable spaces – more greening
- Food trucks
- Trees in the South Regional Park
- Landscaping along walkways – urban landscape
- More/better lighting – necessary for walkability
- Places for young parents to take children in the winter
- Take advantage of natural resources
- More sense of nightlife in Moorhead, and besides drinking
- Volleyball nets in parks
- Outdoor adventure opportunities. Outdoor gear rentals
- Mixed use around mall – people to support the businesses
- Biking and jogging trails/ different types of trails
- Sidewalks
- More soccer fields and activities in parks
- Restaurants and places for entertainment, venues
- Signage for historical areas, landmarks, natural areas



### **What do you want Less of in Moorhead?**

- Less developments without communal green spaces
- More use of on-street parking to enhance pedestrian safety
- Parking lots downtown
- Prioritization of business interests over social investments
- Reduce dangerous traffic flow near vulnerable populations
- Roads that are difficult for walking and biking – particularly in older neighborhoods
- Fewer one-ways (race tracks, don't need to be)
- Problem with M.B. Johnson is access for those without transportation
- Where 4<sup>th</sup> turns into a one-way is a bad spot right near an after-school program, near the post office. Super dangerous
- Empty buildings
- Less north-south division by corridor barriers – may be a few blocks away, but hard to get there
- Less unwelcoming architecture design – design that is less than welcoming
- Less 2-lane roads downtown
- Less mowing – return to natural landscape
- Less large vacant buildings
- Fewer delays due to trains
- Poorly lit stretches of streets
- Underutilized surface parking lots – apparent during pandemic

### **Hidden Gems**

This facilitated discussion focused on hidden gems, or things and places that participants particularly like about Moorhead. The full documentation from this exercise is shown below:

- Comstock House (x2)
- Junkyard (x4)
- Antique shops
- Sol Ave (x2)
- Center Ave
- River Oaks Park – Dog Park and River Rapids (x2)
- Bluestem (x3)
- Forest area along river south of I-94
- Rourke (x3)
- Hjemkomst Center (x3)
- Theatre B (x2)
- Red River (x3)
- Kayak rentals (x2)
- MHS – theater, choir, sports
- MHD Mountain Bike Trails
- Neighborhood finds – curbside libraries
- Trails along the river (x3)
- Park NE of FMWF Chamber
- Light tunnel at Hjemkomst Center
- Bear cage at River Haven (x2)
- Planting trees along the Red
- Nature of the North (x3)
- Dairy Queen (x2)
- Oakport Prairie
- Farmers Market
- Great restaurants (x2)
- Viking Ship Park – ice skating rink lit up at night (x2)
- Woodlawn Park, Amphitheater, sculpture garden (x4)
- Public Library (x2)
- Gooseberry Park & Trails (x2)
- Harold's
- Concordia Campus – great for walking, picnics, play
- Everest Tikka House
- Wading pools
- MB Johnson
- Newroz Kebab
- Businesses on Center (Swing Barrel, Nature of the North, Hotdog and public space to the west)
- Waffle Wednesday at the mall



- Murals
- Third Drop, Twenty Below Coffee & meeting spaces
- Neighborhood between river & 4<sup>th</sup> St – traditional, walkable
- Miss small neighborhood stores (Dave’s on 7<sup>th</sup> Ave S, Stop & Go in N Moorhead)
- Riverzen
- Homestead Park
- Bergquist Pioneer Cabin (x2)
- MSUM Planetarium
- US Bank Courtyard – diamond in the rough
- Amazing spots in parks – river views, bikeable, wildlife (x2)
- Pangea
- Inspire Lab – family fun, service projects
- Sidewalk and Poetry art
- Affordable Housing
- Hjemkomst Center – Robert Asp, Stave Church, Awesome tour guide
- Crazy tree
- Community garden and Moorhead Public Housing
- Soccer fields
- Geotours
- Turkeys
- Geocaches – including the largest geocache in America
- Romkey Park
- New Roots Incubator
- Sticks garden
- Kid-friendly gardens & 30 fruit trees in Ellen Hopkins
- Miracle Field
- Taste Freeze
- Apple orchard at Robert Asp
- Areas below Hjemkomst (old Point neighborhood with brickwork, remnants like the fire hydrant in tree)
- Probstfield Farm
- Future Natural Playground
- Fresh food @ Oakport

### Focus Areas

The focus area exercise requested that participants discuss focus areas identified in past planning efforts, and areas in Moorhead that should be studied through this Comprehensive Plan process. The full documentation of this exercise is shown below:

#### *Downtown*

- Center Ave...slow down, ped friendly. Connect with bike paths, walking
- Make riverfront more appealing. Draw from the other side of the river. Better access to the river.
- Density downtown. Create critical mass and energy. Living, shopping, working, playing. Heart of the community

#### *Midtown*

- Missing middle housing. Look at urban form with a range of options – affordable housing.
- Walkability should be priority. Not pedestrian friendly now. More attractive for businesses.
- More townhomes and condos throughout the community...walkable to downtown.

#### *Historic Comstock Neighborhood*

- Convert multi-family rental to single-family?
- More townhomes and condos throughout community..walkable to downtown.



### *EasTen*

- Gateway – wide road, trees, landscaping, entry enhancements. More human scale. Placemaking, ways to identify that you have arrived in the City.
- Sidwalks, trails, bike lanes
- More urban massing, building placement. Exurban in feel, high speed.
- MnDOT doing major work on Highway 10. MetroCOG will be involved. Coordinate schedules.
- Capture opportunity of those travelling through – welcoming. Take advantage of the parking lots, more green space. What is Moorhead?!

### *MCCARA Industrial*

- Almost full. What's the next phase of growth?
- Draw relatable businesses. Highlight Spuds Academy
- Key for facilitating job growth and diversity. Kids can grow into the jobs
- New representative for city-owned properties within

### *I-94/8<sup>th</sup> St Intersection (Holiday)*

- More mixed use, less parking lots. Attract tourists, visitors
- Strip commercial redevelopment
- Lots of conversation about change at this intersection
- Active concept for hotel site, and another large site in this area

### *Riparian Forest Area*

- Bluestem destination hub

### *South Moorhead*

- New area of growth south of 40<sup>th</sup> Ave S, south of Southside Regional Park
- Improve soccer fields at Southside Regional Park

### *Airport*

- Should Moorhead have its own airport? Jobs
- Capitalizing on Moorhead's airport

### *West of 8<sup>th</sup> St & River Corridor*

- No educational facilities west of 8<sup>th</sup> St - where in the future? (x2)
- River corridor, how is it being looked at?
- More accessibility across the river

### *Other comments*

- Connect to a wide range of neighborhoods



- Develop a framework to be more welcoming to businesses
- Accessory dwelling units & tiny homes. More missing middle housing
- Do not ignore low-income areas. Map in relation to neighborhood amenities (food desert map)
- Community gardens in vacant lots (ex Milwaukee)
- More skateparks for skate and longboarding
- Zoning for tiny houses
- Complete streets
- Convert parking lots – planning for autonomous vehicles
- Science/history museum



## **PHASE 2 ENGAGEMENT SUMMARY - VISION AND GOAL SETTING**

Following the completion of Community Engagement activities outlined in Phase 1, Stantec initiated Phase 2 which focused on developing the citywide 10-year vision framework with topical goals and solidifying focus areas to be studied further in Phase 3. We conducted analysis of where Moorhead has been and where it is going, and then layered that with emerging trends that can be applied both citywide and in specific focus areas. The objective was to leave this phase with an established consensus among decision-makers and the public of the Comprehensive Plan's direction before evaluating specific areas of the city.

### **Phase 2 Activities:**

The following engagement activities offered an opportunity for the project team to show what we learned from analysis and community input in Phase 1 on the vision. We then layered that with more information on city building trends to create goals for each topical area of the plan.

#### **Technical Advisory Committee Meeting**

At the beginning of Phase 2, Stantec met with the TAC members to review the draft vision and goals, as well as the proposed focus areas. The TAC provided input on both the vision and goals, which were then modified based on the feedback for the focus groups and online engagement in the second half of Phase 2. The TAC also provided guidance as we look forward to initiating tasks for Phase 3. A meeting summary was developed, outlining key discussion points, considerations, and next steps as a deliverable for this scope item.

#### **Study Review Committee**

Stantec met with the SRC members to review the draft vision and goals. The SRC provided input on both the vision and goals, which were then modified based on the feedback for the focus groups and online engagement in the second half of Phase 2. They provided guidance as we look forward to initiating tasks for Phase 3. A meeting summary was developed, outlining key discussion points, considerations and next steps as a deliverable for this scope item.

#### **Vision and Goals Story Map and Interactive Online Engagement Tools**

Prior to Phase 2 engagement and meetings, Stantec developed a Story Map to highlight the draft vision, topical goals and proposed focus areas and introduce online interactive map apps and surveys to solicit public input on the draft project vision and goals.

The Story Map discussed the importance of a Comprehensive Plan and gave a recap of Phase 1 Engagement. The draft vision statement was introduced in the Story Map and participants were asked to provide their feedback through a variety of pointed questions. Trends within each section of the Comprehensive Plan were discussed, with an introduction of the draft goals for each topic. Again, participants were asked to prioritize and respond to the goals through a series of questions. Finally, the Story Map re-introduced the focus areas that will be studied in Phase three of the Comprehensive Plan and will be the focus of the next phase of engagement.

#### **Focus Group Meetings**





With direction from City staff, Stantec conducted a series of six focus groups from May 20-21 that focused on getting feedback on the draft vision and goals for the Comprehensive Plan. The stakeholder groups were generally the same focus areas invited for Phase 1 engagement, with additional participants added to enhance the discussions. The groups focused on businesses, developers, parks and open space, mobility, architects/landscape architects and artists and resilience.

### Joint Planning Commission/City Council/EDA/Exec. Committee Workshop

Stantec presented at a joint workshop between the Planning Commission, City Council, EDA and Executive Committee. The discussion focused on the work to date, especially focusing on the draft vision and goals. The focus of this workshop was to affirm the direction of the plan and brainstorm opportunities and constraints in the Focus Areas.

### Schedule

TIME	TASK	Location:
<b>Day 1: Friday, April 23rd</b>		
9:00AM – 10:30AM	SRC meeting	Zoom
11:00AM – 12:30PM	TAC meeting	Zoom
<b>Day 2: Thursday, May 20th</b>		
1:00PM – 2:00PM	Focus Group #1 - Resilience	Zoom
2:30PM – 3:30PM	Focus Group #2 – Parks, Open Space, Active Transportation	Zoom
4:00PM – 5:00PM	Focus Group #2 – Designers/Artists	Zoom
<b>Day 3: Friday, May 21<sup>st</sup></b>		
9:00AM – 10:00AM	Focus Group #4 - Businesses	Zoom
10:30AM – 11:30AM	Focus Group #5 - Developers	Zoom
12:00PM – 1:00PM	Focus Group 6 – Mobility	Zoom
<b>Day 4: Monday, May 24th</b>		
4:30PM – 5:30PM	Joint CC/PC/EDA/Exec Committee Mtg	Zoom



## Engagement Questions:

Draft Vision Statement: *Moorhead is a thriving metro city nurturing the economic and social well-being of the community. It embraces sustainability and supports people through exceptional active living, education, and arts experiences. Local businesses and institutions are community partners. Moorhead's neighborhoods provide a continuum of housing options and are welcoming. A diversity of people, voices, and perspectives lead Moorhead to a vibrant and robust future.*

1. How well does the Vision Statement reflect YOUR vision for Moorhead?  
The draft vision statement above was compiled based on input from the community on the vision for the city. On a scale of 1-5, how much does this vision statement reflect YOUR vision for the future of Moorhead?
2. What other feedback do you have about the vision statement?
3. What words from the vision stand out to you as especially important? Are there missing words?
4. Which Land Use and Housing goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Create attainable housing opportunities and options for Moorhead residents with easy access to daily needs and services
  - b. Provide more affordable housing opportunities
  - c. Align land use strategies with economic development priorities
  - d. Encourage mixed-use and infill development
  - e. Preserve and enhance existing residential neighborhoods
  - f. Continue to evaluate and provide guidance for land use decisions
5. What other comments/feedback do you have about the proposed Land Use and Housing goals?
6. Which Mobility goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Increased multimodal connectivity and access to destinations such as downtown, parks, trails, and the river
  - b. Adapt and prepare for new forms of transportation, technology, and infrastructure
  - c. Incorporate a "Complete Streets" design philosophy into all aspects of mobility planning and design
7. What other comments/feedback do you have about the proposed Mobility goals?
8. Which Economic Competitiveness goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Build a supportive environment for local businesses and entrepreneurs to thrive
  - b. Bolster, expand, and diversify the base economy
  - c. Continue to build coalitions around, and invest in, the vibrancy of Downtown Moorhead
  - d. Attend to the housing, education, and training needs of Moorhead's workforce
  - e. Remain flexible in responding to the changing economic conditions post-COVID
9. What other comments/feedback do you have about the proposed Economic Competitiveness goals?
10. What Parks and Open Space goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Conserve and connect parks and open space
  - b. Build innovative green infrastructure, stormwater management, and ecology into individual parks and the park system overall
  - c. Use parks as centers to promote physical and mental health and wellness of residents
  - d. Ensure that all Moorhead residents have fair and just access to high quality parks and green spaces, recreation facilities, youth sports and programs
  - e. Advocate for a holistic approach to parks, open space, and recreational programming through strong regional partnerships
11. What other comments/feedback do you have about the proposed Parks and Open Space goals?
12. Which Sustainability and Resilience goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Evaluate all infrastructure improvements through and environmental resiliency lens
  - b. Promote the reduction of greenhouse gas emissions through alternative energy sources
  - c. Perpetuate the health of individual residents and communities in adapting to a changing climate



- d. Build a diverse local economy to sustain Moorhead through times of opportunity and times of economic distress
- e. Advocate for a holistic approach to sustainability and resilience through strong regional partnerships
- 13. What other comments/feedback do you have about the proposed Sustainability and Resilience goals?
- 14. Which Arts, Culture and Placemaking goals are most important for the future of Moorhead? (multiple choice, pick several)
  - a. Enhance Moorhead's visual appeal through public realm improvements, public art, and cultural activities
  - b. Collaborate with neighborhoods to develop a sense of place and pride
  - c. Develop an intentional approach to building cultural inclusion, responding to the needs of, and celebrating, diverse communities
  - d. Invest in placemaking and creating places where people want to gather, specifically in the downtown and riverfront area
  - e. Establish a dedicated funding source for public art
  - f. Work with local community groups to develop authentic community identity
- 15. What other comments/feedback do you have about the proposed Art, Culture and Placemaking goals?



## ***Onward Moorhead: Phase 3 Engagement Summary***

12/14/2021

Phase 3 began in July 2021 with multiple days of in-person community engagement called “Design Week.” This phase of work ended with a series of decision-maker meetings in September and October 2021. The purpose of engagement during this phase of work was to test draft goals in specific areas of the city for potential implementation strategies and then vetting those strategies through City boards and commissions. Virtual engagement included a public website “Story Map” and accompanying survey. City staff also attended Cruise Night in August and Bridge Bash in September to seek input from students and other members of the Moorhead community.

### ***DESIGN WEEK***

During the week of July 19 (titled “Design Week”), the project team hosted a series of community engagement events aimed at testing how city-wide goals should be applied to specific focus areas. The team hosted a Design Festival open house event at the Hjemkomst Center focused on conversations about the city as a whole and specific focus areas, followed the next day with a series of “walkshops” (a play on *walking* and *workshop*) in each of the defined focus areas. There was also a virtual open house website (Story Map) with integrated survey to share information and garner feedback similar to the in-person events. Key takeaways along with specific feedback in each of the walkshop geographic focus areas are included below.

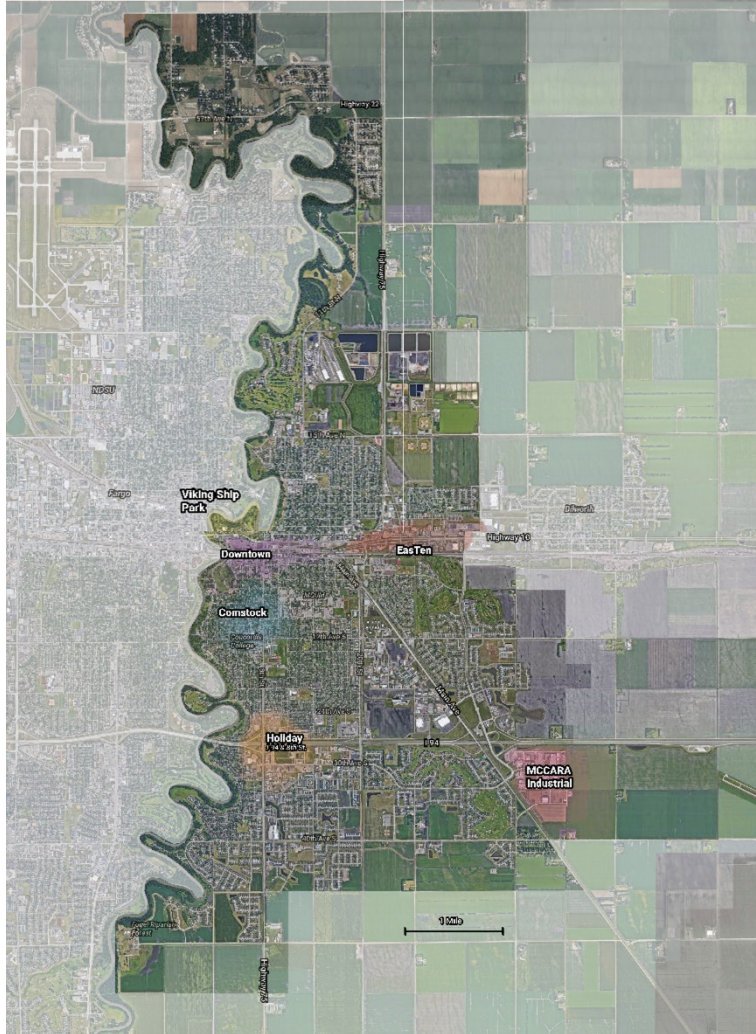
### ***Key Takeaways***

People see Moorhead as a great place to live and raise a family – with pride in the schools, sports, and arts. At the same time, people feel that there is a lack of activity and opportunity to retain young residents from moving away. Much of the conversations about the future of the city include a need for more robust parks and park programming and a need for greater pedestrian connectivity between parks, the river, and downtown – demands consistently at odds with limited funding, and limited tax base available for making the very improvements considered necessary for increasing that tax base and funds available.

People see opportunities lost to Fargo and watch neighbors cross the river for many of their daily needs, recreational and entertainment options. At the same time, people see great potential in Moorhead and view regional collaboration as crucial to the success of Moorhead. Moorhead residents see an artsy culture with relics of the past and potential to build a connected community that is attractive and comfortable for Moorhead residents and visitors.



## Focus Areas



### ***Focus Area 1: Viking Ship Park***

People have positive feelings toward Viking Ship Park because of its surroundings by the river, the cross-county ski trails, and the lit tunnel installation. At the same time, people feel that the park and its assets are not being fully leveraged – with regular flooding being a persistent challenge and seeming barrier to adding new infrastructure. People expressed that they wanted places to hold events (including lighting and electric outlets), wayfinding and trail connections that provide a 'front door' to the park, potential to highlight the city's greater diversity along with Scandinavian pride, and landscaping that enhances and strengthens the natural environment and that is resilient through flood events. Lack of staff and funding are other persistent barriers in all parks across the City – perhaps overcome through community visioning and programming that communicates value in parks.



### ***Focus Area 2: Downtown***

People see downtown as a quirky, interesting place even with the sense of vacancy many associate with the area. The remaining small businesses, historic buildings, bars, and restaurants are some of the things that keep people connected to downtown. The large areas of surface parking and wide roadways crossing the railroad tracks are some of the things that make people uncomfortable walking on sidewalks and crossing streets. Trees and other urban agriculture were elements that some suggested necessary for creating a more comfortable environment. Others expressed a desire for more stores and shops – something likely attainable only with a street and public realm that is comfortable and attractive to prospective clients. Innovative adaptations to automotive infrastructure – including signage with real-time parking availability, installation of electric car charging, redevelopment of certain parking lots – were noted as opportunities on the Story Map survey.

### ***Focus Area 3: EasTen/Highway 10 Corridor***

It was perhaps more difficult for most people to envision a future different than current conditions in EasTen because of its massive scale and highway orientation. People really like and depend upon the businesses and restaurants in the area and desired more connectivity – through pedestrian connections, trees and landscaping, and infill development. Like downtown there are many wide-open spaces in EasTen, but it lacks any historic buildings to provide (even limited) human scaled environments. Planned reconstruction of the wide highway corridor was considered a potential catalytic opportunity, along with potential transit improvements with more multi-family housing.

### ***Focus Area 4: Holiday (I-94/8<sup>th</sup> Street Area)***

Like EasTen, fewer people engaged on the Holiday (I-94/8<sup>th</sup> Street) area perhaps because it was more difficult to envision a future here much different than its current condition. Holiday is another area with large areas of parking lots divided by low lying buildings and some trees that are small in comparison to the vast environment. Also similar to EasTen, people like and rely upon the businesses in the area but would like better connections to and from those businesses. Those that participated saw greater opportunity with the landscape by planting more trees and natural grasses, and by providing better walking environments between Holiday, the high-density housing, and the nearby riverbend to the west.

### ***Focus Area 5: Comstock Area***

The Comstock neighborhood and surrounding area was identified as a place people feel especially comfortable and want to protect. The purpose of this workshop was to use Comstock as an example of an established area that would benefit from physical interventions to strengthen them. Surrounding the colleges, this is an area with historic homes and tree lined streets. It's also an area with a high rate of (student) rentals which is a point of contention when rental properties are not maintained to the same standard as owner occupied properties. Some saw infill development (primarily along 8<sup>th</sup> Street) as an opportunity for better-maintained student housing and neighborhood services so long as development was complementary of the existing neighborhood – with one recent mixed-use development as a success story of development enhancing the character of the neighborhood. Notes on the Story Map survey indicated desire for improved walking and biking connections between this area and Downtown.



### **Focus Area 6: MCCARA**

The MCCARA Industrial Park received less attention in community engagement as it likely doesn't have much impact on the day-to-day life of residents. Some thought better multi-modal connections between surrounding areas and the industrial park could help attract employees but primary takeaways included the need to address restrictive covenants within the industrial park, potential addition of MATBUS on-demand service, and generally the value of MCCARA as a dedicated space for industrial uses adjacent to I-94.

### **Neighborhood Strengthening Focus Group**

Besides the open house and workshops, a focus group was held to discuss what tools were necessary to better support neighborhoods. With an initial focus on preservation, the group members emphasized that strengthening all neighborhoods was a key priority compared to preserving just those with historical character. Part of the discussion focused on what the City's role should be in strengthening individual neighborhoods since community-building usually happens organically with neighbors getting to know each other through walks, shared interests like gardening, or during neighborhood events. Plus, some members emphasized that not all community-building happens in a geographic area – some happens through cultural affiliations. Focus group members had more consensus on the need for the City to have better communication systems to geographic or cultural groups in the city on topics like crime and safety, proposed developments, and infrastructure improvements.



*Members of the design team and public reviewing a map of the EasTen area*



*Workshop participants in Viking Ship Park*

### **DECISION-MAKER MEETINGS**

The project team presented virtually to a series of decision-makers including the City Council, Planning Commission, Parks Advisory Board, Art and Culture Commission, Economic Development Authority, and Human Rights Commission. The primary focus of these meetings was to inform the boards of the work to date and to get input on the goals and strategic policies within the plan most relevant to each group. The



project team also met with the Technical Advisory Committee (TAC) and Study Review Committee (SRC) to provide an update and collect input.

Moorhead's Comprehensive Plan:  
*Onward Moorhead*

### Vision Framework > Goals > And Strategic Policies

**Mission:** The City of Moorhead supports self-government, honest and accountable governance, provides appropriate municipal services, encourages citizen participation, and fosters a sense of community (based on preamble of the Moorhead City Charter)

**Vision:** Moorhead is a thriving and resilient community, sustained by the health of its natural surroundings, strong and dedicated businesses, welcoming neighborhoods, and exceptional educational and cultural institutions.

**Values:**

Collaboration	...
Commitment	...
Inclusion	...
Innovation	...
Integrity	...
Prosperity	...
Resilience	...
Safety	...
Service	...

**Five Big Ideas:**

- Transform Downtown Moorhead into the 'heart of the community'**  
by incorporating a range of housing and retail options, cultural amenities, parks, and the government center.
- Connect neighborhoods to parks and trails and provide multimodal access**  
to downtown, the Red River, and community amenities.
- Embrace resilient environmental solutions,**  
planning for infrastructure building development, energy and climate adaptation while building a greener community
- Integrate mutually supportive land uses in redevelopment areas and infill developments,**  
to build upon and strengthen existing retail centers and improve the economic vitality of the community.
- Build and nurture local businesses**  
as a key component and partners within the community.

**Goals and Strategic Policies:**

- Land Use and Community Design**
- Parks and Open Space**
- Economic Competitiveness**
- Sustainability and Resilience**
- Mobility**
- Arts, Culture, and Placemaking**

### Key Takeaways

One of the key takeaways from these meetings was that prioritization of goals and strategic policies is needed to assist the City with implementation of the plan. Decision-makers wanted clarification on which strategies should be addressed within the first few years, versus which strategies are long-term priorities. It was also discussed that equity needs to play a stronger role throughout the plan. Finally, participants expressed a general need to visually show concepts in the plan to assist the City with implementation and administration.





### **Goals and Strategic Policies**

The project team used the Mural white board software to collect feedback on goals and strategies from the decision-maker groups. Input included a desire for different types of housing including multi-generational, family housing, affordable housing, and missing middle. Decision-makers also desired design regulations that are flexible but also give developers a sense of City priorities. Support for immigrant and new American businesses was also desired in the plan, as well as incentives for businesses (both large and small) to stay in Moorhead. The need for park funding was discussed at length, as well as an equity-based prioritization method to manage limited park improvement funds. Finally, decision-makers supported public art throughout the City and discussed that public art should be culturally inclusive.

### **CRUISE NIGHT AND BRIDGE BASH**

City staff participated in two community festivals during Phase 3 – Cruise Night in August and Bridge Bash in September. Cruise Night is a monthly car show that occurs in downtown over the summer and the purpose of Bridge Bash is to welcome students to nearby colleges in both Moorhead and Fargo. Participants were asked what comes to mind when they think of Moorhead.

### **Key Takeaways**

Participants in both events used “creative”, “friendly”, and “inclusive” to describe Moorhead. The importance of recreation, businesses, and community celebrations were highlighted as priorities to continue to perpetuate in the comprehensive plan.



*Assistant City Planner Forrest Steinhoff at Bridge Bash in Viking Ship Park*

Full documentation of public feedback from Design Week Festival, Story Map Survey, Focus Area Meetings and other events can be found on subsequent pages.



## FULL DOCUMENTATION

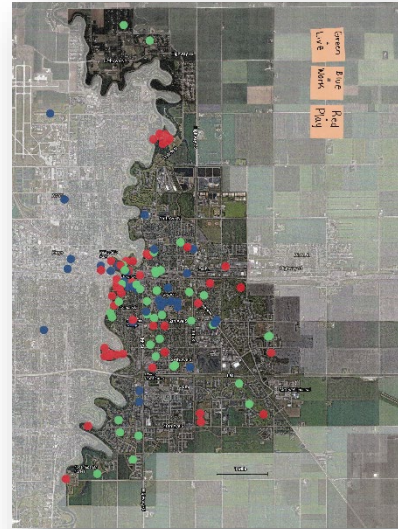
### Live, Work, Play (from Design Week – July 19, 2021)

As an ice-breaker, participants were asked to mark a map of Moorhead to show places where they live, work, and/or play.

**Live** (green): Most said they live south of downtown and centralized around the greater Comstock area and colleges.

**Work** (blue): The greatest centralization of participants' workplaces were at MSUM, some downtown, and others sprinkled between Fargo to 8<sup>th</sup> Street, Main Ave, and 10/75 commercial strips.

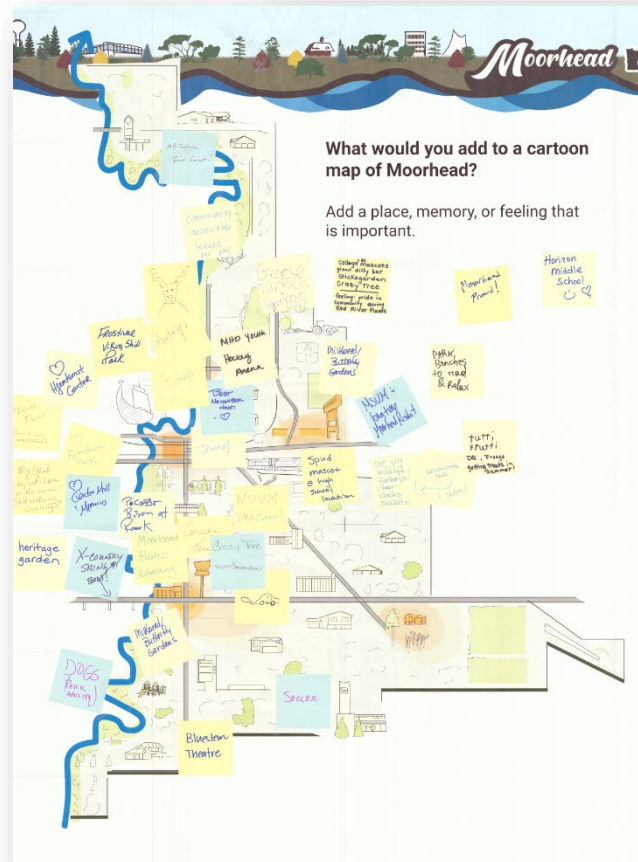
**Play** (red): Most marked places they play along the river and other places downtown, MB Johnson Park, and other parks and schools across Moorhead.



### Cartoon Map (from Design Week – July 19, 2021)

Participants were asked to add a drawing or written statement to a cartoon map of Moorhead.

- MB Johnson Food Forest
- Community accessible levees for play
- Geese, Turkeys, Squirrels, Deer
- College and HS mascots, Giant Dilly Bar sticks, garden, crazy tree – Feeling: pride in community during Red River floods
- Moorhead proud
- Horizon Middle School
- Park benches to read and relax
- Milkweed butterfly gardens
- Tutti Frutti, DQ, (Taystee) Freeze - getting treats in summer!
- Our wildlife: turkeys, deer, ducks, rabbits
- Second the comment above and trains

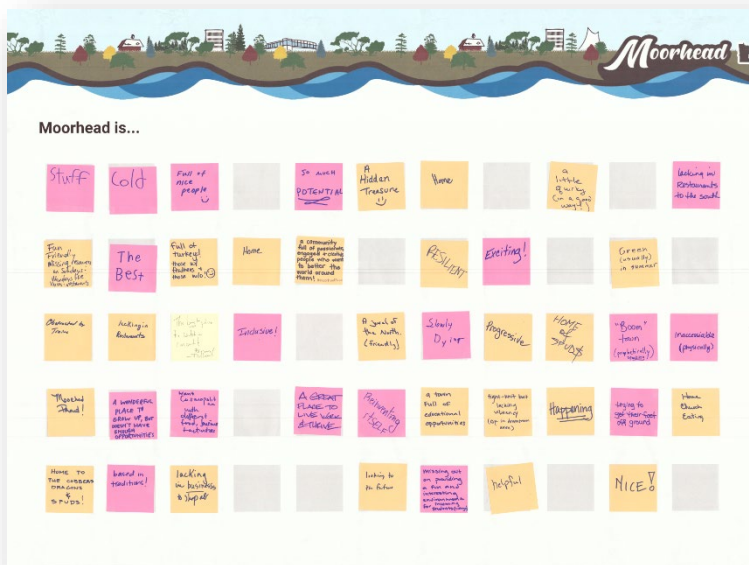




- Spud mascot at high school location
- MSUM and longtime Moorhead resident
- MSUM Dragon
- Crazy Tree near Concordia
- Concordia Tree
- Moorhead Public Library
- Picasso Bison at Roarke (Museum)
- Center Mall/Memorial (Park)
- Riverfront Park
- Trains
- Heritage Garden
- Turkeys
- Turkeys
- Frostival, Viking Ship Park
- Hjemkomst Center
- "Friend island"
- My (flood by-out) home on the river – still makes me cry to have to leave it
- Bluestem theatre
- Soccer
- Milkweed/Butterfly gardens
- Best neighborhood
- MHD Youth Hockey Arena
- Dog park Facility

**Moorhead is... (from Design Week – July 19, 2021)**

Participants were asked to write a short statement that they think best describes Moorhead.



- Full of nice people
- So much potential
- A hidden treasure
- Home
- A little quirky (in a good way!)
- Lacking in restaurants to the south
- Green (usually) in summer
- Exciting!
- Resilient
- A community full of passionate, engaged and creative people who want to better the world around them
- Home
- Full of Turkeys! Those with feathers and those w/o!
- The best
- Fun, friendly, missing resources on Sundays and Mondays - kuje buses and restaurants.
- Obstructed by trains
- Lacking in restaurants
- Obstructed by trains
- The best place to watch concert! Bluestem/Trollwood
- Inclusive
- A jewel of the north (Friendly)
- Slowly Dying
- Progressive
- Home of Spuds
- "Boom" Town (prophetically speaking)
- Inaccessible (Physically)
- Home, Church, eating
- Trying to get their feet off the ground
- Happening
- Tight-knit but lacking vibrancy (esp. In downtown area)
- A town full of educational opportunities
- Reinventing itself
- A great place to live, work and thrive



- Want cosmopolitan with different food, business and activities
- A wonderful place to grow up, but doesn't have enough opportunities
- Moorhead proud!
- Home to the cobber's dragon and SPUDS
- Based in traditions
- Lacking in business to shop at
- Looking to the future
- Missing out on providing a fun and interesting environment for incoming students (college)
- Helpful
- Nice!

**Moorhead is... (from Cruise Night – August 5, 2021)**

- Bold
- Friendly
- Creative
- Kind, Compassionate, and diverse
- Fun
- Diverse
- Artsy
- Unexpected
- Moorhead Paradise
- Friendly! The perfect place to live!
- Dog friendly
- If I visit MHD, why would I go? Hjenkomst and Comstock but improve development to entry points would be such a boost to 1<sup>st</sup> impression.
- Cars
- Inclusive to the disabled
- Car show friendly
- Friendly and Vibrant
- Bike and trails

**Moorhead is... (from Bridge Bash – September 18, 2021)**

- Emergency management friendly
- Inclusive
- Creative
- Biking and funding community gardens
- Loving one another
- Home away from home
- Big hater park
- Community gathering and carnival
- Small town feel, big town fun
- Open 😊
- The biggest mall ever with BIG rollercoasters
- A great place to meet up with friends
- Accepting of all people
- A place to express faith freely
- Indoor pool and community center
- Friendly open area
- Peaceful
- Friendly
- Love the local businesses
- College community
- Historical
- 3 zoo's
- Good place to start a business
- Welcoming
- A fun place for kids
- A good balance of home and fun
- Fun college community!
- Where I live, work and shop.
- Recreation and entertainment is important!



## Vision Framework (from Design Week – July 19, 2021)

Participants were asked to review mission, vision, and value statement developed over the last phases.

### Mission comments:

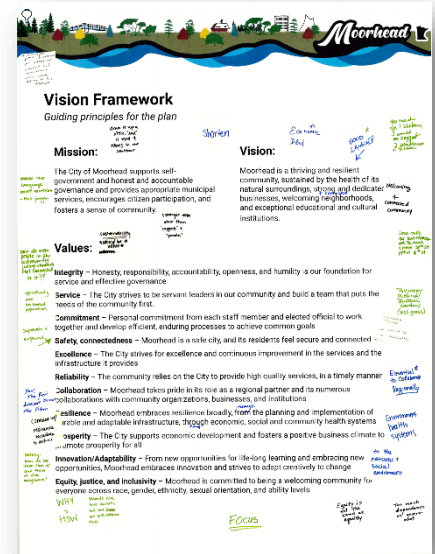
- Make language more accessible – less jargon
- Clean it up a little. “and” is used 4 times in a sentence
- Stronger verbs other than “support” and “provides”

### Vision comments:

- Shorten
- Economic
- Good Language
- Too much on 1 sentence, I would suggest 2 sentences or shorten
- Welcoming and connected community
- Add something like: Value and Preserve our history and historical built environment while boldly looking to the future

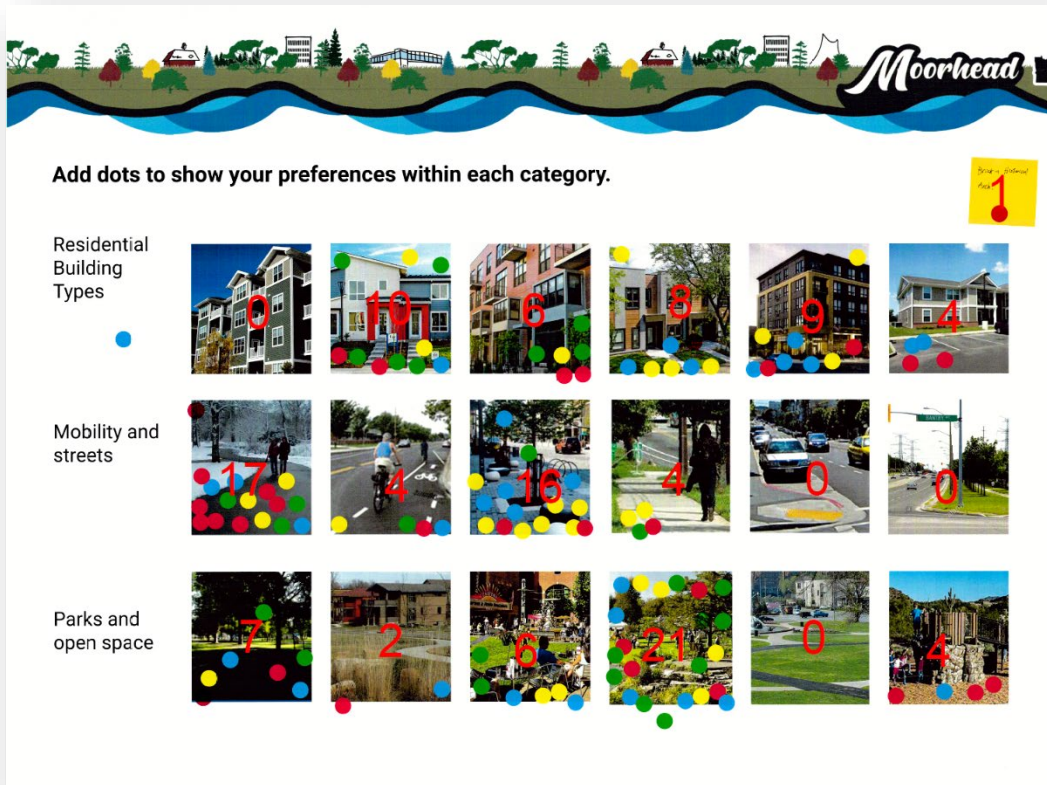
### Values comment:

- How do new people in the community (college students) feel connected to it?
- Specifically, our un-housed population
- Separate and expand [Safety, connectedness]
- Yes! The Red doesn't break the fiber.
- Connect w/ resilience taskforce to define
- Safety - how do we take care of our most at-risk neighbors
- Why and How [equity, justice, and inclusivity]
- Sounds nice but doesn't tell me how we will achieve this [equity, justice, and inclusivity]
- Focus
- Equity is not the same as equality
- Too much dependence on government
- To the natural and social environment
- Environment health systems
- Essential to collaborate regionally
- Connected – We should be a community
- Pollinator/Milkweed butterfly gardens (less grass)
- Less calls for law enforcement. Too much crime





**Visual Preference Survey (from Design Week – July 19, 2021)**



**Residential Building Types:** medium density (to high) with an industrial/modern aesthetic

**Mobility and Streets:** Winter walkability and plaza/shared street

**Parks and Open Space:** Smaller/curated spaces

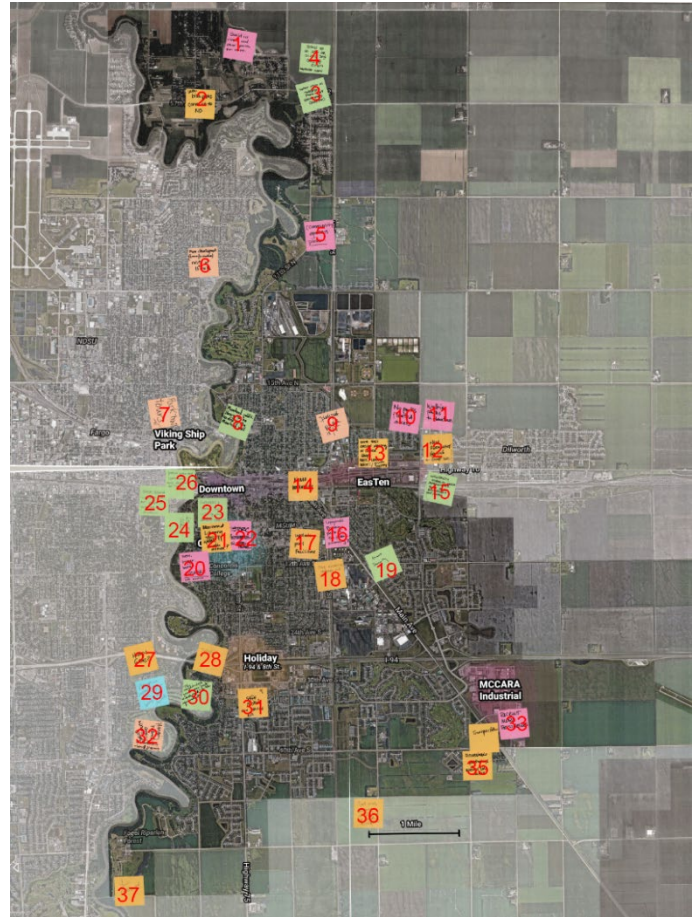
**Big Map of Moorhead (from Design Week – July 19, 2021)**

1. Build ice rinks, and other youth fun stuff.
2. Safe bike paths connect to ND
3. Connected communities like during disaster but outside disaster
4. North Moorhead would be good for kids to be able to go places
5. Community gardens please!
6. More development (Commercial) North of 15<sup>th</sup> Ave N
7. Park Trail Tours
8. Moorhead Public library to be located in the Moorhead Mall
9. Splash Pads NE Park 18<sup>th</sup> / 8<sup>th</sup>
10. No Parks and limited access
11. Walking paths to downtown
12. New apartment housing. Bright skies
13. More fast casual dining or coffee shops  
MHS/Lake travel/ Youth hockey
14. NOMO Walkability
15. Walkability, bikability needs improvement.  
More businesses and foods and cafes



16. Upgrade Romkey parks and public swimming pool
17. Update swimming pool facilities
18. More exercise stations outside
19. More security
20. New, bigger, and better library with windows
21. Moorhead Library updated! South annex?
22. Historic preserve
23. Business and places for activity that attracts students
24. Interactive park
25. Create accessible sidewalks for people to actually use downtown
26. Protect unhoused community while downtown develops
27. Hidden Gems?
28. Trader Joes
29. Play up on (Amercian) Crystal Sugar tours bakery to have desserts
30. This neighborhood (labeled with #30 on the map to the right) needs some “park” and sidewalk or the equivalent
31. Safe Haven new full housing
32. Planting natural areas. Milkweed and clover for butterflies
33. Recruit more businesses
34. Transportation
35. Accessible pathways and actual sidewalks
36. Need more business in Moorhead, especially South Moorhead

### 37. Love Trollwood

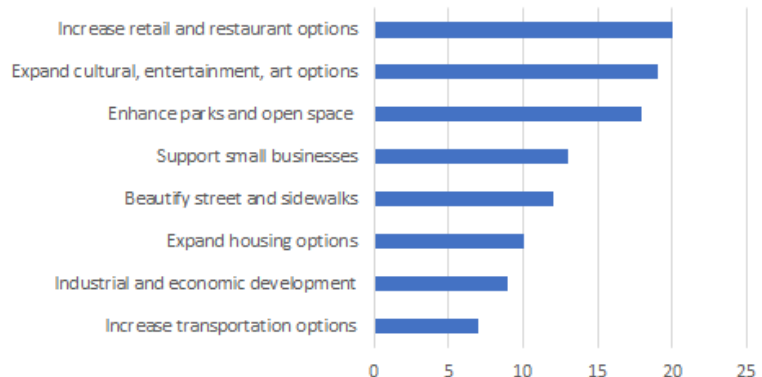


### Moorhead Moolah (from Design Week – July 19, 2021)

Participants were asked if to invest imaginary money into 3 categories of their choosing.

These categories got over 15 moolah:

- (1) increase retail and restaurant options
- (2) expand cultural, entertainment, art options
- (3) enhance parks and open space.





**Other/write-in**

- Interested in opportunities to create racial and social equity -> broadband access, food security, accessible and affordable transportation
- Public library
- Youth community Center
- Invest in environmental and health resilience (climate change adaptations, air, h2o, soil health)
- Other
- Mitigating against all hazards through infrastructure, community education, city staff, community connectedness
- Drama, music, small/large get us out to meet others
- Like a downtown square
- Replace grassy areas with pollinator plants and milkweed
- Bike and walk and skiing options
- We need fascinating “places” along Main – on store front there has been empty for years
- Expand housing options for unhoused and low-income neighbors
- Take into account our homeless or unhoused population / more survives/ space
- Increase housing options and pathways for low-income individuals
- Establish a community center for actual \_\_ training
- Law enforcement
- Advocate on state level so Twin Cities understands there are other (parts) of the state
- Increase law enforcement
- Law enforcement enhancement
- Make sure broadband and wifi is available for everyone in Moorhead
- Make a space where college students and visiting families want to be
- Increase employment opportunities thru increased econ and industrial clout
- Activity center in downtown Moorhead stage small toys
- Add trees and shelter to walking paths to make them more usable and accessible
- Add trees to walking paths (eastern) make all areas walkable
- I used to only go to Herberger’s and thus the center mall, easy and accessible and sensible

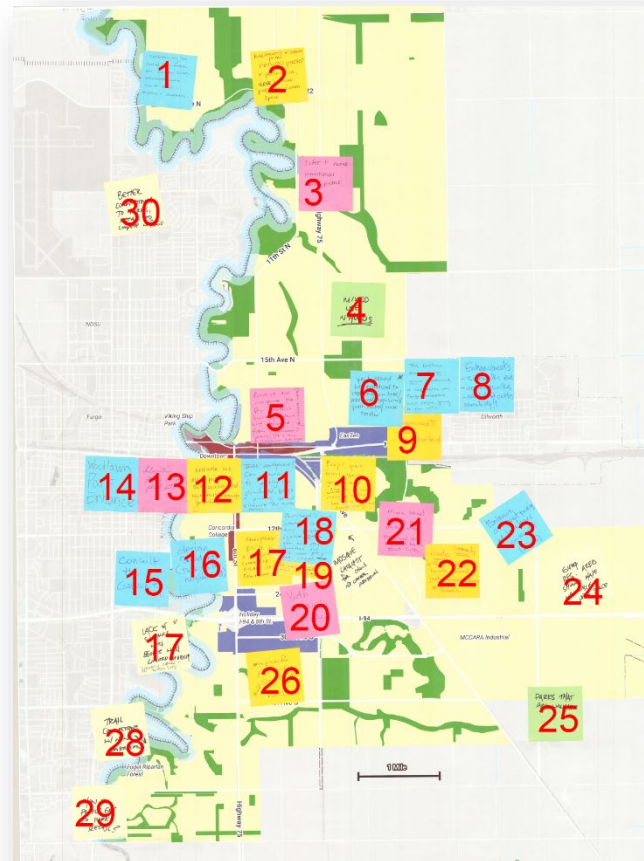




## STEP Framework (from Design Week- July 19, 2021)

Participants were asked to react to draft Land Use Framework map and category descriptions organized into four categories: STEP (**S**trengthen, **T**ransform, **E**nhance, **P**rotect).

1. Opportunity to build an area for North MHD residents who can't drive. Bikes and walkers
2. Brentwood and other parks natural grasses and pollination and more purposeful comm. space
3. Safer and more intentional bike paths
4. Mixed used neighborhoods
5. Preserve and incorporate the few historic buildings that have survived from Moorhead's past. It's our cultural heritage
6. Yes! Should be revitalized to capitalize on lake/Moorhead high school/ youth hockey rink traffic
7. The Easten area has so much potential to capitalize on - Target shoppers and people going to the lake
8. Enhancements: sidewalks end, no crosswalks, need ADA curbs, accessibility!
9. Enhancements: trees, neighborhoods
10. Purple spaces (transform areas) aren't spaces you want to stay in or even really go to. You sort of have to (bank, grocery, ect)
11. Fulfill development! Our downtown is parking-lot dominated. Build parking lot



12. Ensure we don't push out our unhoused neighbors through gentrification
13. Interactive Park on old plant site
14. Woodland Park Entrance
15. Consult the community
16. Design standards (talk to the neighborhood)

17. Strengthen 8th St as a corridor connecting Holiday to downtown
18. Moorhead's core needs its own Broadway Square. Better yet one very downtown and one near 8th and the colleges.
19. We need to gather to build community
20. Youth community center
21. More street lights in darker areas. Moorhead specific



- styles of hooded street lights
- 22. Create community in new neighborhoods instead of just plonking down houses
- 23. Balance on-street parking with bike lanes – crosswalk (enhance)

- 24. Every residential area should have walkable open space
- 25. Parks that are walkable
- 26. More places for people who stay at hotels – tourist
- 27. Lack of sidewalks with people with limited

- mobility. Strongly agree all across city
- 28. Trail connections w/ new construction
- 29. How do people get to park, retail?
- 30. Better connection to parks, retail and complete w/ Fargo

**Focus Area Board: Viking Ship Park (from Design Week – July 19, 2021)**

Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- Trees
- The Hjemkomst movie – I cry every time
- The paths and the trees
- Rivers and Parks
- Mary’s Light Tunnel
- XC Ski Trail! Grooming!
- X Country Ski Trails

**More**

- Better River landing, trails, and focus there
- Activities thru all 4 seasons
- More activities on Viking Ship Park and River
- Natural grassland – mitigation through natural environment
- Nordic kick sled rental and trail
- Urban Ag
- More milkweed, pollinators plants, clover
- Theme based equips – Viking ship we could get on
- Apple and other fruit trees along the paths
- Partnership with River keepers – how can we preserve and protect ecosystem of Red River?
- Community gardens, native prairie plants
- Park, leisure amenities, public art!



- More activities
- Add more historical buildings from history
- River access and event space

**Less**

- Grass
- Weeds and cut grass

**Other:**

- Sidewalks east and or west side
- 2 other people agreed to the statement above



**Walkshop: Viking Ship Park (from Design Week – July 20, 2021)**

**Love**

- River trail
- The church
- The tunnel
- Open spaces
- Trees
- The church
- The Center
- The lighted tunnel
- The events
- Recreational amenities along river – Moorhead has always been great culturally but not always recreationally

**More**

- Canoe rentals
- Canoe lockers
- Events
- River outlooks
- Art/placemaking

- Signage! Where to park?
- Maps, wayfinding
- Event infrastructure
- Access – sidewalks in surrounding area, downtown, further areas of Moorhead
- Design to support floodwater – grasses
- Fire rings
- Lighting
- Power access
- Waterfront
- Connection to greater MN trails
- History -> MHD District
- Missing places of park
  - Hardscaping
  - Perennial planting
  - Gateway
  - Statues
  - Fountains

- Other buildings reflecting other cultures
- Sidewalk connections
- River access
- Connection to DT Fargo
- Funding
- More staffing
- More licensure for navigation
- Floating buildings in floodplain
- Viking ship Park lacks elements of a signature park
- What is the front door of the park?
- Signage is needed

**Less**

- Sod
- Parking along highway

**Focus Area Board: Downtown (from Design Week – July 19, 2021)**

Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- The little public art present
- Harold's, 20-Below
- No tax on clothes/shoes
- The library
- Variety of shops, restaurants, space for activities
- Harold's, Junkyard
- All the small businesses
- The Rourke! Pillar of our community
- Public art – graffiti walls and sculptures

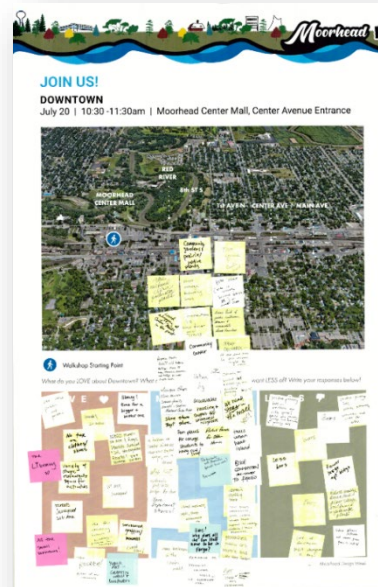
- Sanctioned graffiti/murals! Good idea!
- The few remaining historic buildings – preserve our heritage!
- Sol. Ave, Junkyard
- 56560 Murals at Ace and Rays, Harold's, Junkyard + Sol Ave, sticksgarden, Rourke! Heritage Garden
- Library! Time for a bigger and better one



### More

- Community gardens and prairie/native plants
- Town square, center mall
- More milkweed, clover, pollinator plants
- More college friendly bars
- Bike share (once actually becomes bikeable) or scooter share
- Loved shopping at center mall in the past
- Connection to the River and trails
- Some kind of public restrooms showers to accommodate homeless
- Community Center
- Urban Orchards – At the dead ends by the railroad, maybe for a start
- Reverse trend. Rebuild old historic buildings. Mirror DT Fargo, Alexandria, Crookston, and Wahpeton. No crappy modern arch
- Unique shops, live music, more family events – such as Moorhead cruise night
- Urban Ag
- Accessible housing and support for unhoused neighbors
- Shoe store, dept store
- Fun places for college students to hangout/shop
- Density build tall buildings, no surface parking
- We need stores in the mall
- Someone else agreed to the comment above
- Rehab funds for older homes
- Trees, urban heat island
- Bike connection on street to Fargo
- Restaurants with character (small business) Breweries
- A bakery on center avenue that uses crystal sugar, as a draw
- Wishlist: Hydraulic ped/bike bridge by dam
- More department stores
- Small businesses, cafes, shops, restaurants, etc

- Women's clothing store
- More shops, restaurants, bars, coffee shops that appeal to college students and their families
- More businesses in the center mall



- Bars! Why does all the fun stuff have to be in Fargo
- Repurpose or demolish center mall for alternate use
- Geocaches, public art, murals, and Little Free Gardens
- Art – static and performing.

### Less

- Surface parking lots – reclaim our city space! Build one parking garage and eliminate parking lots
- Bars
- Bars
- Less bars
- Surface parking lots, dirty sidewalks, not made for bikes
- Fewer large apartment buildings



- Reduce grassy areas and plant clover, milkweed, and pollinator plants
- Bars
- Reduce clover and milkweeds and increase grass. Grass is cute!
- Lack of density – infill development is key!
- Bars

**Walkshop: Downtown (from Design Week – July 20, 2021)**

**Love**

- The Murals
- Businesses (shops, DQ)
- DQ Community space
- Other restaurants on take note? Like KFC?
- Small businesses such as Harold's, Mick's, Vic's, Sol Ave
- When center is closed off for events like the car shows
- The potential
- The few remaining historic buildings
- Invite cars to slow town – trees, murals, traffic boxes wrapped
- Park area – beaver sculptures
- Kids can play and climbed on
- More people on edges of parks
- Wayfinding -> directing people to amenities (Viking Ship Park)
- Entrances to buildings

- Give space back to residents
- Bus Stops – not enough space – need to do significant snow removal
- Property owners – incentivize bus stops etc. in zoning code

**More**

- Texture/art work
- Perhaps include decorative/dynamic visual elements to the outer edges or perimeter of the sidewalks and paths
- Sidewalk facing storefronts
- Residence parking ramp mixed use space
- Sequenced lights
- Comfortable ped connections between attractions
- Bike lanes, particularly along center on 8<sup>th</sup>
- Trees!
- Businesses connected to the sidewalk

- Density! Build tall
- Mixed use
- Buildings like the Klenk building
- Green space
- Rooftop gardens
- Painted bike lanes

**Less**

- Uneven pavement
- Concrete
- “Vacant building appeal” opposite of curb appeal looks like the buildings isn’t used
- Surface parking lots
- Dirty walkways, full of sand and leaves
- Patchwork sidewalks that are rough
- Chain restaurants (except DQ)
- Parking lots! - surface parking
- One-story buildings and little buildings w/ huge parking lots
- Parking lots
- Garages – yes

**Focus Area Board and Walkshop combined: EasTen (from Design Week – July 19-20, 2021)**

Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- Being a Spud
- Spud sporting events
- El Tererro x2
- Target, JL beers, cashwise, Boulder Tap
- Variety of stores and frontage access to them



- Bright skies, new and planned stable housing

**More**

- Trees-specifically along walking paths. Also more walking paths.
- Park, trees plus trails (Walking and biking)
- Continue to grow business here
- Walkability to downtown and river for low income families
- More fast – casual restaurants for high school student, high school activities, high school arena, lake goes.
- Community garden, native/prairie plants
- Community garden area
- Trees! Urban heat island effect more prevalent office, shops, restaurants, garden
- Infill development
- Safe for pedestrians, accessible – considering it is so sprawling
- Heated bus shelter
- Fill the vacant buildings with unique shops.
- Make more attractive somehow
- Parking lot and ugly storefront

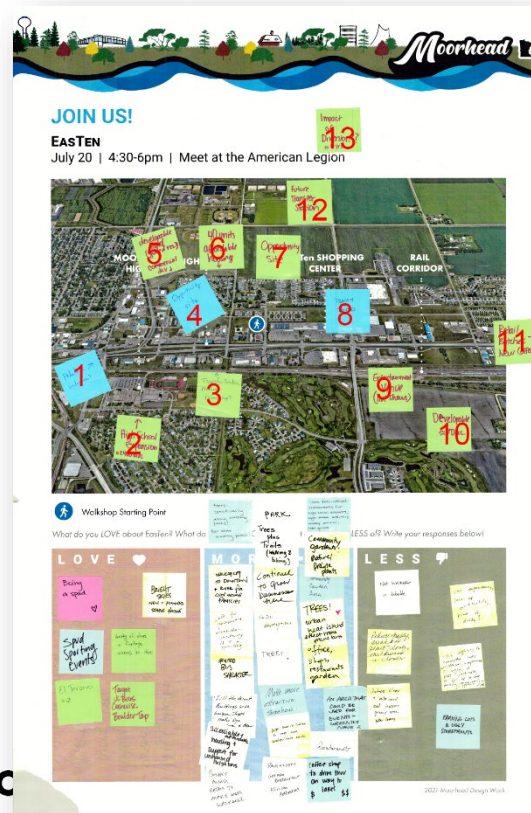
- Bigger trees in medium to make more woody/more scenic
- An area that could be suited for events = currently none
- Restaurants
- Coffee shop to drive thru on way to lakes
- Businesses, German restaurants, African restaurants
- Accessible and affordable housing and support for unhoused neighbors
- Bushes along paths to make more walkable

**Less**

- Not walkable or bikeable
- Car dependency, lack of walkability, kind of dirty
- Reduce grassy areas and plant milkweed and clover
- The highway 10 corridor looks accidental, unplanned, is ugly, is not walkable, if full of surface parking (encourages sprawl)

**Others (see image for location)**

1. Pedestrian underpass
2. High school expansion ~ 2400 kids
3. Transfer station
4. Opportunity Site
5. Developable land (guided res) commercial development
6. 40 units affordable housing
7. Opportunity site
8. Transfer routes
9. Entertainment venue (live shows)
10. Developable ~ 70 acres
11. Retail, butcher, new coffee
12. Future transfer [transit] station
13. Impact of diversity ~ 6 year





**Focus Area Board and Walkshop combined: Holiday 1-94 & 8th Street (from Design Week – July 19-20, 2021)**

Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- Anxious to see that area grow with traffic!
- M State. Ed opportunities and convenience
- The potential that M state has to bring to the area

- Please synchronize the lights on 1-94 interchange
- Reduce turf grass/ add milkweed pollinator plants and clover
- Sprawling, kind of empty. It's one big parking lot!

**More**

- Urban Ag
- Trees
- Trees, benches, and flowers. Beautify the area
- Trader Joes
- Trees urban heat island right now
- Bike trails and lanes
- Community gardens. Prairie/native plants
- Grocery store or market with fresh food
- Accessible pathways
- Trader Joes where family fair is
- Garden, walking paths, food, small business, entertainment college life for students
- Mixed used buildings
- Family fare to come back
- Trees and small bee and butterfly plots
- Trees
- Bike lanes – real ones

**Less**

- Not walkable
- Parking lots
- Fewer large apt buildings





**Focus Area Board: Comstock (from Design Week – July 19, 2021)**

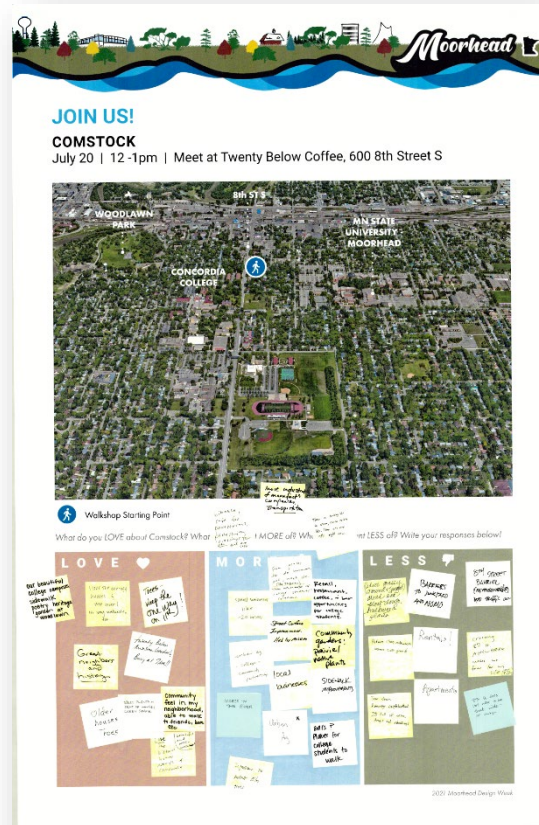
Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- Our beautiful college campuses, sidewalk poetry, heritage garden at wood lawn
- I love the one-off houses and tree cover! It's very walkable too
- Trees – keep the one way on 11<sup>th</sup>
- Great neighbors and history
- Twenty Below, awesome location. Busy at 7am
- Older houses trees
- Trees, plants in front of houses, green spaces
- Community feel in my neighborhood, able to walk to friends, bars, etc.
- Love the historic homes north of Concordia

**More**

- Bikeable, safe for pedestrians, pedestrian crossing for 8<sup>th</sup> that are safe
- More industrial and manufacturing companies. Transportation
- Trees in parking lots in MSUM, Concordia parking lots. They are ugly right now.
- Small businesses like 20 below
- Fun places to do homework, eat, meet etc. (like 20 Below) take advantage of college students, location
- Retail restaurant, coffee, and bar opportunities for college students.
- Street surface improvement – 11<sup>th</sup> by MSUM
- Community gardens, prairie/native plants
- Urban ag – college – community partnership
- Local businesses
- Sidewalk improvements



- Access to river
- Urban Ag
- Bars? Places for college students to walk
- Injections to protect Elm trees

**Less**

- Reduce grassy (mowed and sprayed) areas and plant clovers, milkweed plants
- Briers to junkyard and NOMO
- 8<sup>th</sup> st barrier
- Reduce clover, milkweed, increase cute grass
- Rentals!
- Apartments
- Tear down Romkey neighborhood. It's full of crimes, drugs, and shootings
- Crossing 8<sup>th</sup> St anywhere. Makes me fear for my life (and I am young)





- 8<sup>th</sup> street does not need to be that wide – or busy

**Walkshop: Comstock (from Design Week – July 20, 2021)**

**Love**

- Historic home housing stock. For the need of people that want to live in an older home
- The stateliness of the homes – they’re beautiful
- Trees
- The remaining large homes on 8<sup>th</sup> - I love how they are still here and are used for either homes or businesses – they add to our history
- Density
- Walkability
- Safety
- Big trees
- Small businesses who work with the neighborhood from the beginning
- These conversations
- Walk tours
- Connections with teams/college students
- The old historic homes
- The tree-lined streets
- My favorite neighborhood in Moorhead

**More**

- Small projects to fill in blighted properties
- Small businesses like 20 below that are meeting spots for students
- Placemaking, historical markets

- Bike lanes
- Activation of neighborhoods
- Bodegas
- Lighting in the evening
- Planting and trees
- Attractive/neighborhood consistent lighting
- Enforcement – parking rules, landlord rules (lot/house maintenance)
- Accessibility features for those with disabilities
- Corner stores, mixed retails throughout
- Housing options/supply young families feel like they have to live in West Fargo because there isn’t enough supply in this area
- Gathering spaces between downtown and Holiday along 8<sup>th</sup> like twenty below.

**Less**

- Large downtown
- Noise from 8<sup>th</sup> - kill the noise with trees and greenery
- Vacant homes
- Under loved areas
- Poorly run old-house rentals to multiples
- Broken sidewalks
- Dark sidewalk
- Parking

**Focus Area Board: MCCARA (from Design Week – July 19, 2021)**

Participants were asked to add what they love, want more of, and want less of in this area.

**Love**

- This area is literary fine. No focus is needed

**More**

- Transportation for employees



- Bike access (separate trail path along HWY 52)
- Accessible pathways and sidewalks
- Bike and Alt transportation
- Urban Ag

**Less**

- Reduce grassy areas and plant pollinator milkweed and clover
- Reduce clover, milkweed, etc. Increase cute grass

**Storymap and Survey (July – October 2021)**

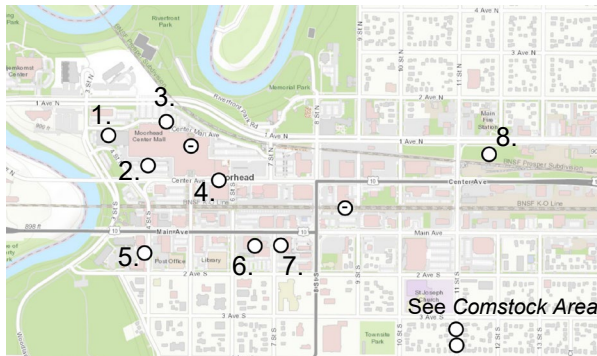
An online platform asked for feedback on each Focus Area and to map placement of each Land Use Framework category.

**Viking Ship Park**



1. This area needs a gigantic bronze Viking statue
2. City should build a structure that is non-European in appearance either here or elsewhere. If city supports a Hjemkomst Center, the city can also support other ethnic looking buildings here or elsewhere in city.

**Downtown**

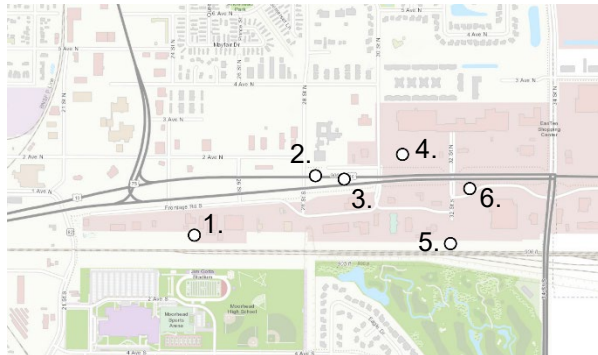


1. Add digital signage to parking lot to show how many spaces are available

2. Develop this parking lot. It's too valuable of a parcel to be used for parking.
3. Allow for convenience store by bus stop either attached or detached from mall.
4. There needs to be dedicated bike lanes on Center Ave. Preferably buffered or protected bike lanes
5. Install electric car charging stations here
6. City should purchase and make pocket park with waterfall
7. Don't allow for parking lots to abut ROW in the downtown area
8. Build giant city plaza here and hold events

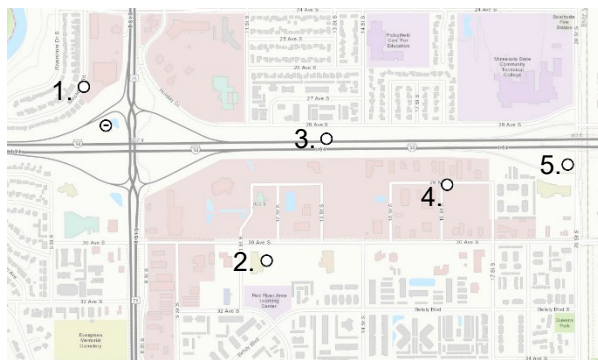


### EasTen



1. Add pedestrian connection under RR tracks here
2. Narrow Hwy 10
3. Let's beautify this corridor with landscaping, trees, better streetscaping and more attractive buildings.
4. More multifamily is needed in this area
5. Add pedestrian connection under RR tracks here
6. Get rid of frontage roads. They are a waste of land and money

### Holiday



1. Revitalize this as a retail zone - a pet store would be a great anchor

2. Multifamily housing is needed in this area to support all the retail
3. Pedestrian bridge is needed here, there are no commercial options for M State students
4. Don't allow pole barn buildings to be built here. They look super ugly and are highly visible from the interstate
5. Build more interstate ramps here so surrounding land is more desirable for commercial development and it is more convenient. Why build RR underpass under main if nobody can get to this road from the interstate?

### Comstock Area



1. Build new library here. Have upper floor hand over river for scenic views
2. Make street carless street to provide for bike/ped connection to downtown
3. There are no bicycle connections from MSUM or Concordia to downtown. 11th St would be

4. one good north-south route, especially with the proposed rail underpass.
4. The paint making the bike lanes has been worn off for several years now. Yet there is a sign noting there is a bike lane. Does Moorhead not have money to maintain something as basic as a bike lane? Moorhead needs to allocate ample money to keep their bike lanes visible and swept.
5. Bury the power lines along 12 Ave S
6. Add connection to hockey center under RR tracks here
7. Fill in 20th Street turn lanes with green space to beautify the street. Street is ugly and is over built.
8. Allow for commercial development here. There is no commercial within walking distance for areas south. May be a major asset for park as well.



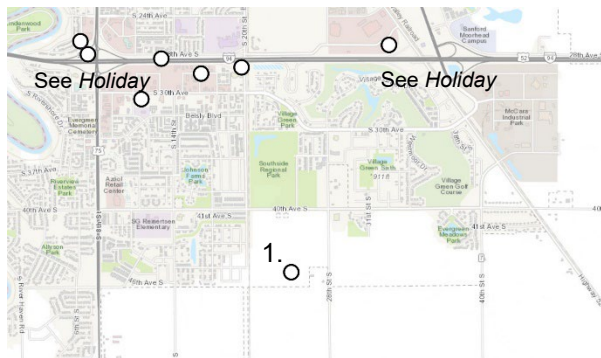
9. Put a statue, gateway, and perimeter around park for aesthetics
10. Beautify Romkey Park. The park name carries a taboo in the metro area. Make the park amazing instead of a bad memory.
11. Add pedestrian connections under RR tracks all the way down 20th St S
12. Create community land trust subdivision here
13. Install full amenities for bus stop. This is the most used bus stop in the metro area.

**MCCARA**



1. Encourage more commercial and eatery development near Menards

**Outside Focus Areas**



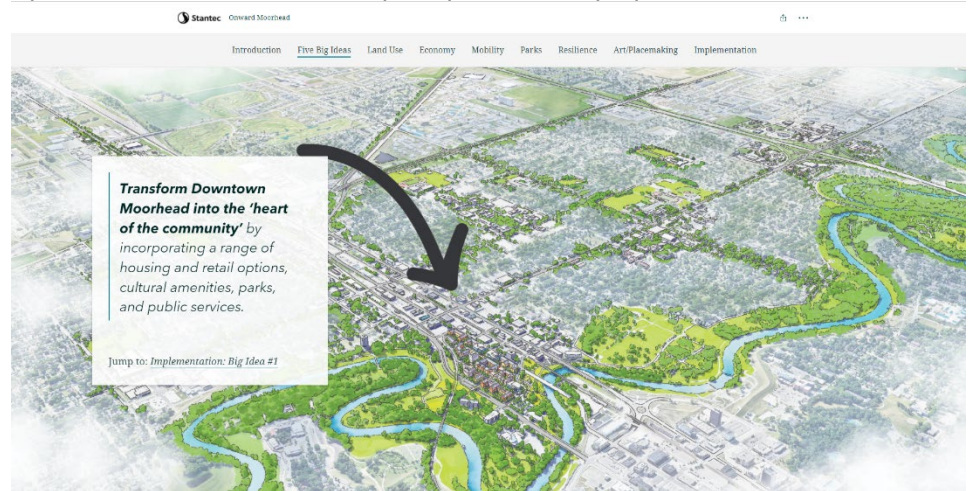
1. Trash bins/dog waste receptacles needed along river corridor



## ONWARD MOORHEAD: PHASE 4 ENGAGEMENT SUMMARY

03/15/2022

Phase 4 began in November 2021 with virtual meetings of the Technical Advisory Committee (TAC) and Study Review Committee (SRC). The topical focus groups that were engaged earlier in the plan process (including developers/brokers/businesses, artists/architects, mobility/parks specialists, and resilience advocates) were also brought back to provide feedback on the draft plan, policies and proposed implementation strategies. This phase concluded with a public hearing on the draft plan at Planning Commission and final adoption of the plan by City Council meeting in March. The purpose of engagement in this phase was to introduce the Five Big Ideas for implementation of the plan, and to get feedback on the draft plan. Virtual engagement included a public website “Story Map” with a condensed version of the draft plan as an ongoing tool for the City of Moorhead to use for implementation of the plan.



### TAC and SRC Meetings

The project team met with the TAC and SRC in November 2021 to update both groups on the progress made on the Comprehensive Plan based on feedback received during design week in early July. The discussion was mainly focused on the Strategic Policies drafted under each topical Goal. These Strategic Policies developed from community input during July’s Design Week and then were refined during a series of City decision-maker meetings in fall 2021 (see Phase 3 Engagement Summary for more details).

The discussions also included the Five Big Ideas, a framework and implementation tool for the first 5 years after the adoption of the Comprehensive Plan. General sentiment in the meetings was that the Five Big Ideas made sense for Moorhead to focus on over the coming years and having priorities will help guide the City in making daily decisions.

A January 2022 TAC meeting was the first time a draft of the full plan document was reviewed. It was important that TAC members had an opportunity to correct any technical issues and concerns in the plan that would impede its implementation. Examples included details of the future land use plan and infrastructure requirements and best practices.

In February 2022, the SRC convened to review a version of the draft plan once technical revisions were made based on TAC input. A main point of conversation at the SRC meeting revolved around how to broaden community engagement in the implementation of key strategies once the plan is adopted. The consensus was that more input would benefit the City of Moorhead and that it would be meaningful if it could be targeted to specific audiences as part of implementing strategic initiatives.



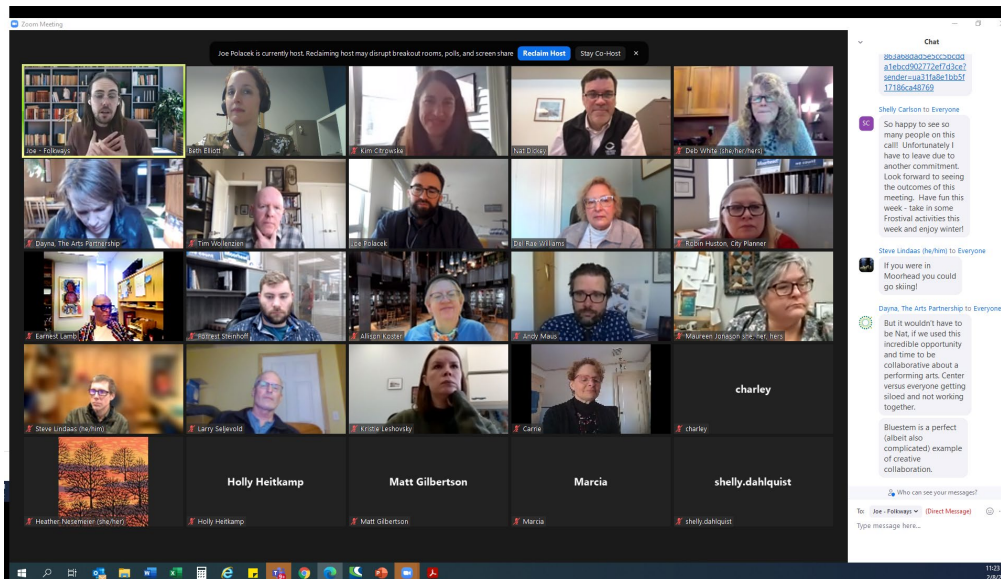
## Topical Focus Group Meetings

The topical focus groups from earlier in the process met again in February 2022 to coincide with the SRC meeting. The four focus groups included:

- Developers/Businesses/Brokers
- Artists/Architects/Landscape Professionals
- Mobility and Parks Specialists
- Resilience Advocates

Each focus group discussed their area of expertise as advocates and professionals and offered tangible suggestions on how to improve the plan for Moorhead. The full documentation of comments collected is included on the coming pages. General discussion offered improvements to goals and strategic policies, as well as suggestions in implementation of the 5 big ideas.

Members of the City Council, Planning Commission, Economic Development Authority, Parks Advisory Board, Art and Culture Commission, and Human Rights Commission were invited to these virtual focus groups and participated in the discussions.



Artists/Architects/Landscape Professionals Focus Group

## Planning Commission

A public hearing was held at the March 7, 2022 Planning Commission meeting to receive public feedback as well as thoughts from the Planning Commission. No members of the public were present to provide feedback and the Planning Commission recommended that the City Council approve the plan at their meeting in late March.



## FULL DOCUMENTATION

### Focus Group

Focus group feedback on the draft of Onward Moorhead. Focus groups included developers/brokers/businesses, architects/artists, mobility/parks specialists, and resilience advocates.

### Land Use and Community Design

- Potential opportunities near river
- Like the direction the revitalization could go as all the pieces come together, obtain approval, funding, etc.
- Like section on missing middle
- How do we tackle neighborhood issues - balance between owner occupied and rental properties
- Need strategy about absentee landlords?
- Shared vision with colleges and 8th St. / 7th Ave density
- MSUM parking converted to student housing
- Better amenities for students
- Better/more affordable SF homes
- There is nothing in the Community Design Principles about paying attention to sustainability and environmental impacts (apart from the mention of native plantings in the Parks and Open Space section)
- I love seeing trees/and vegetation included in site plans. That seems like an area that some F/M developers tend to ignore.
- p. 19 - "land use goals for Moorhead promote sustainable land use.
- Where should we start? Trying to get a missing middle but hard to do. Need incentives to hit the right markets.
- Incentivizing Missing Middle??
- Goal 1.4 needs a d) that will ensure that environmental and ecological considerations govern land use decisions.
- What's being supplied, what's not being supplied, what tools, incentives needed?



### Economic Competitiveness

- Business retention majority of work
- Designating areas SF vs APTS



- Broader idea of who lives in apartments
- Missing Middle
- Existing roads don't support local business - there is no parking along main streets. They just serve to move people through downtown instead of bringing people to downtown
- Young Prof too, liking neighborhood vibe, neighbors, yard
- Detached vs. Attached?
- Mid density units but detached.
- SF not designed for car parking
- One thing I have heard regarding why people and businesses move out of Moorhead is that the city is difficult to drive in without stopping at every light. Stop lights are not synced up, which is difficult because of the many train tracks. Future construction may fix that issue, but it could still be considered as a major factor in business location decisions
- Shotwell development in Fargo?
- Goals make sense for regional econ development
- Higher ed, entrepreneurship, downtown innovation
- Session w EDC, Chamber to identify partnerships
- Pop growth over job growth shows attractive livability
- Priorities: business retention of base sectors
- MCCARA platinum site marketing
- Social enterprise growth
- Embrace differences between Fargo and Moorhead - give entrepreneurs tangible reasons to come to Moorhead INSTEAD of other communities.
- Especially good is c) in Goal 2.3
- Physical spaces to foster innovation, solving probs
- 2.3 c) It might be helpful to create a fund for New American startups. Or a fund to support property renovations for childcare centers. This will create opportunities for New American Entrepreneurs to get their business ideas off the ground.
- Experiencing innovation
- Supporting City Staff
- Wondering if the MHS Career academy is captured here with it's impact on future workforce issues.

Community Design

Competitiveness

Did anything jump out to you?

How do you see yourself in this plan?

Will this plan move Moorhead in the direction illustrated in the Vision and Goals?

What actions accomplish the goals, strategies?

Right emphasis on local business, entrepreneurship?

### Mobility

- How do you walk (or bike) safely across busy streets or the interstate?
- How do you invite people to move across busy streets? These are often "dividers".





- My partner often finds himself using public transit as he doesn't have access to a car and is more often than not frustrated with the lack of clarity within the bus schedule and the lack of maintenance within online information and I don't doubt others who fully rely on public transit feel the same.
- Floating bus stop information - documents referenced from MetroCOG - winter is concerning for this topic, how does snow work with this?
- Concern about doing the comp plan during the pandemic - how do we get the most input possible - with a park master plan, need statistically relevant survey on what people want to see and what they would be willing to pay for
- Strategic planning software - bring input from Plan into software system and adding timelines to accomplish
- It's necessary that MATBUS information is accessible and easy to find and navigate. It really ought to be permanently improved. Ex. the mobile app for MATBUS doesn't work well across platforms (iphone vs. android) and the information provided is a bit confusing. Any sort of focus on that information would be so helpful.
- Planning the funding for parks and mobility improvements is crucial
- Equitable access?
- Dockless bike and scooter share - updates on this
- Lighting and concrete - filling in sidewalk gaps and lighting for safety purposes. Could be as simple as a solar light or fold-up bench at bus stops
- Accessibility for people with mobility devices (scooters and power wheelchairs) - they run out of power, potentially charging stations would be beneficial
- New residential includes comprehensive walking and biking network - this is a great step towards connectivity.
- Sidewalks build communities
- Park Programming
- Baby boomer generation aging - adding things like pickleball aimed towards active seniors
- Snow is concerning - some participants cannot access due to snow
- Trails accessible - HOPE has equipment to help make trails accessible
- Marketing public transportation options - easier accessible
- MATBUS also deals with snow removal - plans to remove around bus stops - that would be helpful!
- Proximity to parks directly impacts values of homes - they add so much to a City. This is #1

### **Parks and Open Space**

- Connections to/from downtown?
- Connecting the river?
- Is there opportunity to add performance spaces in the parks?
- Wheelchair accessible, fully ADA compliant trails or raised boardwalks in river corridor near downtown....imagine not being able to explore the riparian woods and see birds, wildlife, and the river because of your age or physical ability
- Bennett Park and Townsite park (Especially Townsite) seem small and lacking in facilities that make them a great outdoor space for the adjacent neighborhood.



- I would love to see improved safety at the intersection of Hwy 75 and 50th Avenue S, to make it better for pedestrians and bicyclists, and for drivers to/from the park.
- Thinking about some of the newer apartment buildings that have been developed along Main Avenue - they are pretty close to the river, but it's kind of tough to get to open space areas along the river from there.
- Supporting various options?
- It seems like improving walkability and attractiveness of the public realm in downtown Moorhead would really encourage businesses to invest.
- Improve pedestrian and bike connectivity to Bluestem within Moorhead. The plan for a pedestrian bridge over the Red River is great, but just as great would be a great bikeway network to bluestem on the Moorhead side.
- This section is excellent. Love the focus on making parks and green space more ecologically friendly while increases access to them for all residents.
- How would a passive solar warming house in parks augment and facilitate winter activities?
- Further and greater promotion of parks and green spaces within low-income neighborhoods.
- One year as a child my mother and I tried to go to every park in Moorhead - some sort of scavenger hunt or promotion to visit every park in Moorhead

### ***Sustainability and Resilience***

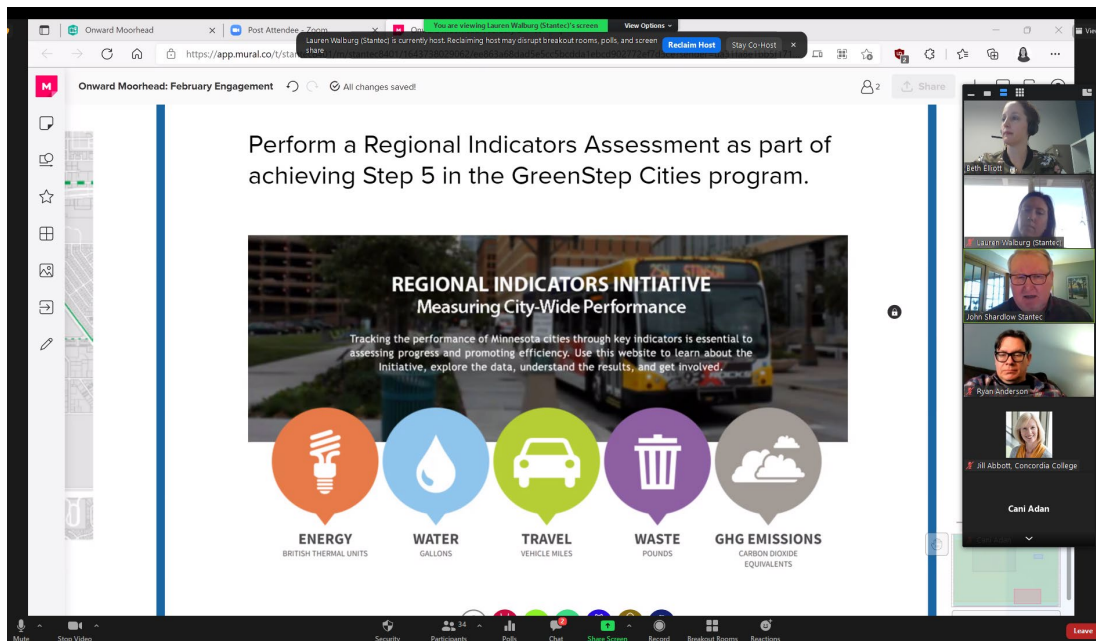
- p. 85 - change to PartnerSHIP 4 Health
- There is a great opportunity to educate and have more homeowners and businesses to shift from lawns to native plantings that support a more robust ecosystem that is also more economical. This could also help educate and inform people why supplemental feeding of wildlife (deer and turkeys) is not beneficial.
- Loved seeing the shoutout to home-based businesses
- Attracting the 1099 workforce is a great economic development strategy. We have to message the benefits of choosing Moorhead to placemake.
- Ensuring the inclusion of marginalized community on all or most sustainability improvements and aren't left behind in these advancements.
- Great opportunity to involve young people in implementation of the plan
- Putting BMPs in place - ex) stormwater ponds and prairies - need partnerships with Audobon Society, River Keepers, County etc...
- Border city - what does Moorhead have to offer that other communities don't? What can we do for people with special needs, green spaces, bring businesses, activities?
- The City of Moorhead has the lowest unemployment rate in the state, low crime and other good indicators - maybe adding some of this to the Plan? What Moorhead is already great at!
- Add what is already being done to accomplish goals in the Plan
- How do we transition to more efficient heating systems for homes and businesses? We have a public utility - is there an opportunity to develop ground source heat pump distributed technology.
- Document is 113 pages - how does it get implemented and what is the next step?
- We will create an interactive storymap to engage
- Regarding goal 5.2- a putting in the infrastructure to support the EV charging stations needs to be addressed before they can be considered



- Comparative employment growth on page 44 - breakdown between sectors - what is the story behind this graphic?
- Strategies are business focused - what does our workforce look like, what are our strongest sectors and is there a disconnect?
- What are we doing to develop our local economy around other sectors? Not so much about new businesses and entrepreneurship? Healthcare, social services etc...
- What voices have we not seen or heard? How can we get the word out and get more insights
- One thing I have heard regarding why people and business move out of Moorhead is that the city is difficult to drive in. Stop lights are not synced up, which is difficult because of the many train tracks. Future construction may fix that issue, but it could still be considered as a major factor in business decisions
- City forestry currently plants as many trees as is possible with our budget, would still like to plant more
- How do you see yourself in this plan?
- Vision and opportunity to move more, walk more, bike more, have access to cleaner food
- Opportunity for residents to move more, access to cleaner food, health and wellness focus
- Health and wellness indicators of a resilient community - would be helpful
- One Health - from the CDC also overlays into the concept of resiliency that intertwines human health and environmental health
- Within Goal 5.2, I think a dedication to expanding upon directional information distribution and promotion surrounding MATBUS might be good to include along with supporting hybrid and electric transportation.
- Kept language on entrepreneurial opportunities in goal 5.4 - this develops resiliency
- Opportunity with library and community center - potential for having entrepreneurial space in there
- Messaging for entrepreneurship and small businesses is important - support both large and small businesses
- How do younger people see themselves in the plan?
- How do we get high schoolers involved? Can we give them extra credit to review the plan etc...What are we missing that young people would want?
- Concern about taking away stormwater ponds - soils are limited. Native plantings around stormwater ponds are great, but need to have stormwater ponds - neutralize this language
- I think creating wheelchair accessible access to natural areas within the river corridor is very important for equity and inclusion. Boardwalks, paved paths, etc
- We can save money through resiliency - for example reducing sprawl, can save money on infrastructure. Put \$\$ towards things that improve resiliency
- Moorhead also has dual credit opportunities for high school students that could be messaged more
- Big Idea #4 - there could be a fourth item that has to do with moving forward with eco-friendly planting, promoting neighborhoods, bringing in youth to implement these ideas. This gives extra emphasis to something that is already happening
- In addition to plantings / habitat for pollinators, would love to see stronger language around pollinator protection



- How can we increase our business? Finding space for business can be challenging especially for immigrant communities - barriers include language, process barriers, not knowing the right people etc...
- To get a permit you need a space first - this is the challenge - Moorhead is for everyone, not just a specific group
- Equity and inclusion is not something you can compartmentalize - needs to be in every aspect of the Plan. This is integrated into all goals, sees shift and made a lot of strides in that area
- Does the regional indicators initiative have a cost associated with it? Yes - but there is a grant to offset - sources of funding to tap into
- Actions are what matters - but words that articulate a plan direct actions! Putting words to actions.
- Statement in beginning about equity flowing throughout the plan
- Implementation and questions table to make decisions can really help ensure equity is considered in decisions
- Electric vehicles - how does this get implemented? Will be interesting to see where this goes
- I also thought a startling data point to pay attention to was the employment inflow outflow
- I think the Community Block grant for housing updates for community members is a really great amenity specific to Moorhead. Not even sure if it's still around, but that's a great program to help homeowners improve their homes. Some of the improvements are probably improving energy efficiency and reducing greenhouse gas emissions.
- I believe there were income restrictions too.



Resilience Focus Group

### Arts, Culture and Placemaking

- Goals are good and appropriate related to work of Arts Commission



- How do we better support the gig economy - start-ups and individuals who want to stay small?
- Mod/updated Performing arts spaces needed
- Virtual Enviro for Moorhead?
- Add performance spaces in public parks
- Reminder: investment in performing arts = economic development
- MN funds art, arts education, & community collaborations to make local investments go farther
- Utilize what we have - the Woodlawn Amphitheatre
- Seconding this! ^^^^
- Historical Harvest Festival in Moorhead could be revived, incorporated into farmers markets around the Moorhead center mall. harvest festival was held in that area of town historically
- What is the plan to engage the BIPOC community in the planning.
- Virtual environment to empower youth to rethink, design, build?
- Using art to influence public perceptions of the environment - natural sculptures, murals featuring native plants, river and water, etc.
- Mechanisms for (equitable?) encouragement of Neighborhood Orgs?
- No clear goal, city policy on historic preservation
- Strategies? Signage, minimum protections, funding
- Dedicated funding source is KEY

**FIVE BIG IDEAS IN FIVE YEARS** **Implementation**

**BIG IDEA #1**  
**Transform downtown Moorhead into the 'heart of the community.'**

**BIG IDEA #2**  
**Integrate a mix of mutually supportive land uses and experiences in redevelopment areas**

**BIG IDEA #3**  
**Connect neighborhoods to parks and trails**

**BIG IDEA #4**  
**Embrace resilient environmental and equitable solutions**

**BIG IDEA #5**  
**Build and nurture local business**

**Big Idea 1**

- Like the 5 big ideas - gives the Plan focus.
- Redevelop Mall and surrounding properties
- Improve key pedestrian crossings

**Big Idea 2**

- Sidewalk zones
- Rezone mixed-use areas

**Big Idea 3**

- Need more dedicated biking paths - both North-South and East-West. These can also serve as walking and running paths.
- Important to include wheelchair accessibility in green and wild spaces



- Awesome Inc mini-grants for tactical n'hood improvements
- Love this! It would be nice to see benches and picnic tables near river side trails for families that go fishing in the summer months.

#### **Big Idea 4**

- Add a #4 to Big Idea #4 -- "Pursue strategies to increase the number of eco-friendly, pollinator-friendly plantings on public and private land." Planting more trees could also be included.
- Cost for this - could maybe use resiliency task force funding?
- The regional Indicators Assessment seems like a great tool for the city to use.

#### **Big Idea 5**

- Decision-making structure - maybe rename?
- Some questions are broad, some are specific, need to simplify
- Decision-making
- What about environmental sustainability in the decision-making structure?
- Also, some have too many questions
- MCCARA process streamlining
- SSD - snow removal, marketing placemaking
- Public art funding source
- Support program, incubation
- How to allow restaurant / vending in parks?
- A barrier to many businesses is finding a usable space to lease. Creating rules that keep landowners from leaving space empty and neglected would encourage them to work with business owners to utilize the property in a way that benefits the community.
- Could the city create a fund that would provide some dollars to businesses (such as childcare centers) to upgrade a space to meet state requirements for safety?
- Moving restaurant and bar licensing back from County to City? There have been some discussions about this in the past