THE HEART OF HORACE:

A COMMUNITY-DRIVEN DOWNTOWN NEIGHBORHOOD PLAN

In Collaboration with:

Horace
HORIZONS EXPAND HERE

METROCOG
FM REGIONAL TRANSPORTATION PLANNING ORGANIZATION

FINAL DRAFT
11/05/2025

Prepared by:

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EXECUTIVE SUMMARY

This chapter of the Horace Downtown Neighborhood Plan (Plan) provides an overview and background about what downtown is, how downtown Horace is defined, why downtown Horace is important, and how the Plan will be used moving forward.

Horace Downtown Neighborhood Plan

PLAN VISION & GOALS

The Vision and Goals represent the comments and preferences of Horace residents who participated in public engagement throughout this project and the approximately **1,300 individual responses received** through the Plan's development!

Vision

Horace, North Dakota is a small, welcoming town nestled along the Sheyenne River. We've quickly grown into a community that cherishes its unique character and are dedicated to preserving the qualities that make Horace such a great place to live. Whether you're enjoying the beautiful, rural surroundings, taking a stroll to our charming Main Street, or biking to the famous "Uncle John's" giant cottonwood tree, you'll find a community for all ages and stages of life; a good hometown.

Our Downtown Neighborhood Plan will reflect our community's values to:

- Preserve our quality of life that has persevered for over 150 years
- Thoughtfully accommodate growth
- Establish a publicly supported vision for downtown
- Sustain what makes Horace such a desirable place to call home

Goals

1. Preserve community character and strengthen the city's identity.
2. Right-size infrastructure to surrounding development.
3. Invest in older, core parts of town.
4. Prioritize connection and safety for people walking and biking.
5. Identify funding opportunities for Plan implementation.
6. Cultivate and sustain unique community experiences and opportunities.

HOW DO WE USE THE PLAN?

Establish Policy

The Plan outlines the City's official stance on the future of downtown and multimodal transportation development, offering clear guidance for leaders, residents, businesses, and visitors.

Identify & Prioritize Strategies

It provides actionable steps and prioritizes projects to turn the City's vision into reality.

Provide Guardrails

The Plan preserves Horace's identity and reflects public input, setting expectations for future development that meets the community's vision for the future.

Additional Uses

- Review public engagement results and public sentiment
- Identify community challenges and opportunities
- Understand and shape community identity
- Envision future growth
- Prioritize implementation strategies
- Explore funding options

QUICK FACTS

- **Horace Population in 2023:** 6,655
- **Area:** 11.6 square miles.
- **Density:** 573.7 people per square mile.
- **Median household income:** $146,184.
- **Number of households**: 1,951.
- **Average household size:** 2.8 people

DOES HORACE HAVE A DOWNTOWN?

Yes! However, locals generally refer to this area as 'Main Street'. Like other small towns across North Dakota, Main Street has served as the heart of Horace's downtown for over 150 years. Historically, the boundary of downtown has not been defined. Through development of the Plan, a clearer definition of Downtown Horace has been established by identifying a study focus area.

CITY HISTORY

Horace was established in 1871 (Dakota Territory) by a diverse group of settlers including professionals such as doctors, teachers, and merchants. Since settlement, the primary way to make a living was through farming and agriculture. As the community grew and technology advanced, grain elevators were constructed in 1900 on Main Street, in the very heart of the community, and have served as distinctive landmarks of Horace since then.

Main Street has long served Horace's central business district and primary location for commerce and local services. As the photos show below, Main Street has had numerous businesses and storefronts, likely since shortly after settlement in 1871, as documented in historical photographs.

Photo circa the 1940s or 1950s. There was a grocery store located in the southwest corner of the intersection of Main Street and Center Avenue (Fairway Foods). Grain elevators can be seen in the background.

WHY IS DOWNTOWN HORACE IMPORTANT?

1. Preserving Community Character

Downtown Horace helps maintain the city's small-town charm, which is threatened by rapid growth. The Downtown Neighborhood Plan ensures future development aligns with residents'vision, with right-sized infrastructure and design.

2. Managing Growth Pressure

Horace has grown over 500 percent since 1990 and continues to expand. Downtown offers a way to focus growth inward, preserving community values.

3. Financial Efficiency & Value

Downtown development uses existing infrastructure and generates higher value per acre than suburban-style development. It reduces reliance on special tax assessments and increases property and sales tax revenue through compact, mixed-use designs that foster new business and economic development.

4. Multimodal Transportation Hub

Downtown is walkable and bike-friendly due to its traditional layout. While new paths have been added across the community, downtown remains central to connecting neighborhoods and promoting pedestrian and cyclist access citywide.

PUBLIC ENGAGEMENT

Round 1 Engagement

In the Fall of 2024, the first round of public engagement included two significant efforts to collect feedback from Horace residents about the future of downtown:

- Online Community Survey #1
- Bean Days – In-Person Pop-Up Booths

Stakeholder Meetings

The project team conducted specific outreach to key stakeholders of the Downtown Neighborhood Plan. Stakeholders were identified as strategic partners in plan development and for implementation of future Plan recommendations. Additionally, property and business owners along Main Street were invited to participate in stakeholder meetings to discuss opportunities and challenges of the plan.

Round 2 Engagement

At the beginning of 2025, the second round of public engagement provided two additional ways to collect feedback from Horace residents about the future of downtown:

- Online Community Survey #2
- Public Workshops

The second round of public engagement for the Plan presented options and concepts for the future of downtown, and future connections and multimodal transportation strategies.

WHAT GUIDES OUR DOWNTOWN PLAN?

Residents, both old and new, were in agreement about the future of Horace:

1. Rural Small Town Identity
2. A Community Accessible by Walking, Biking, and Driving
3. Utility Improvements and Maintenance
4. High Quality of Life
5. Activities for Everyone

There were 1,300 individual responses to engagement activities and surveys as part of the Plan's development

FINAL DOWNTOWN CONCEPT

The final vision for Downtown Horace positions the core downtown—identified by the community—as the vibrant center of the city's economic and social life. At its heart, the plan celebrates Horace's small-town charm and agricultural heritage by featuring one of the historic grain elevators as a central landmark. This community space, adjacent to the Senior Center, will serve as a gathering place for events such as a farmer's market, community celebrations, and potentially a Veteran's Memorial. Key elements of the concept include:

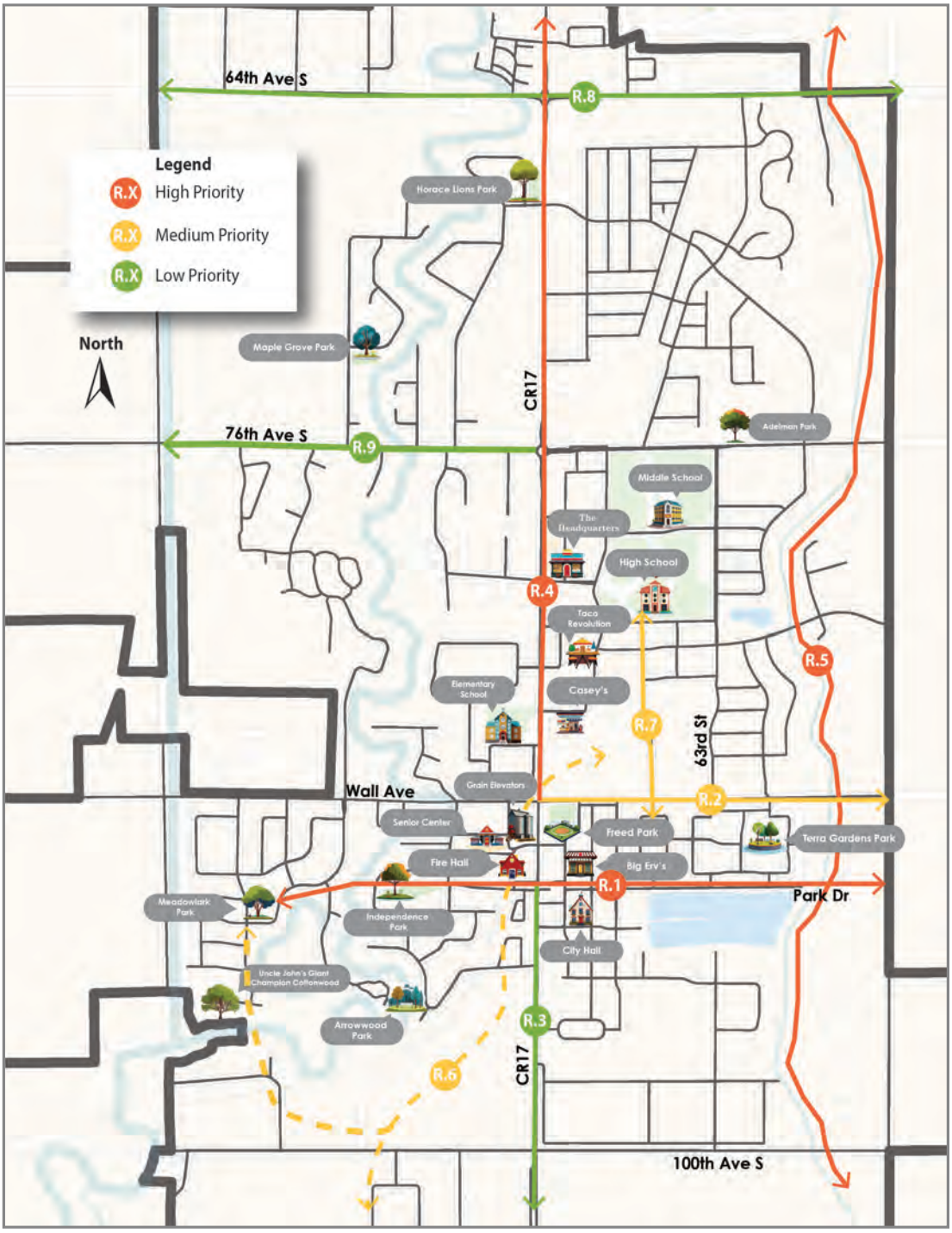
Preserving Character & Scale

Commercial Development

Connectivity & Accessibility

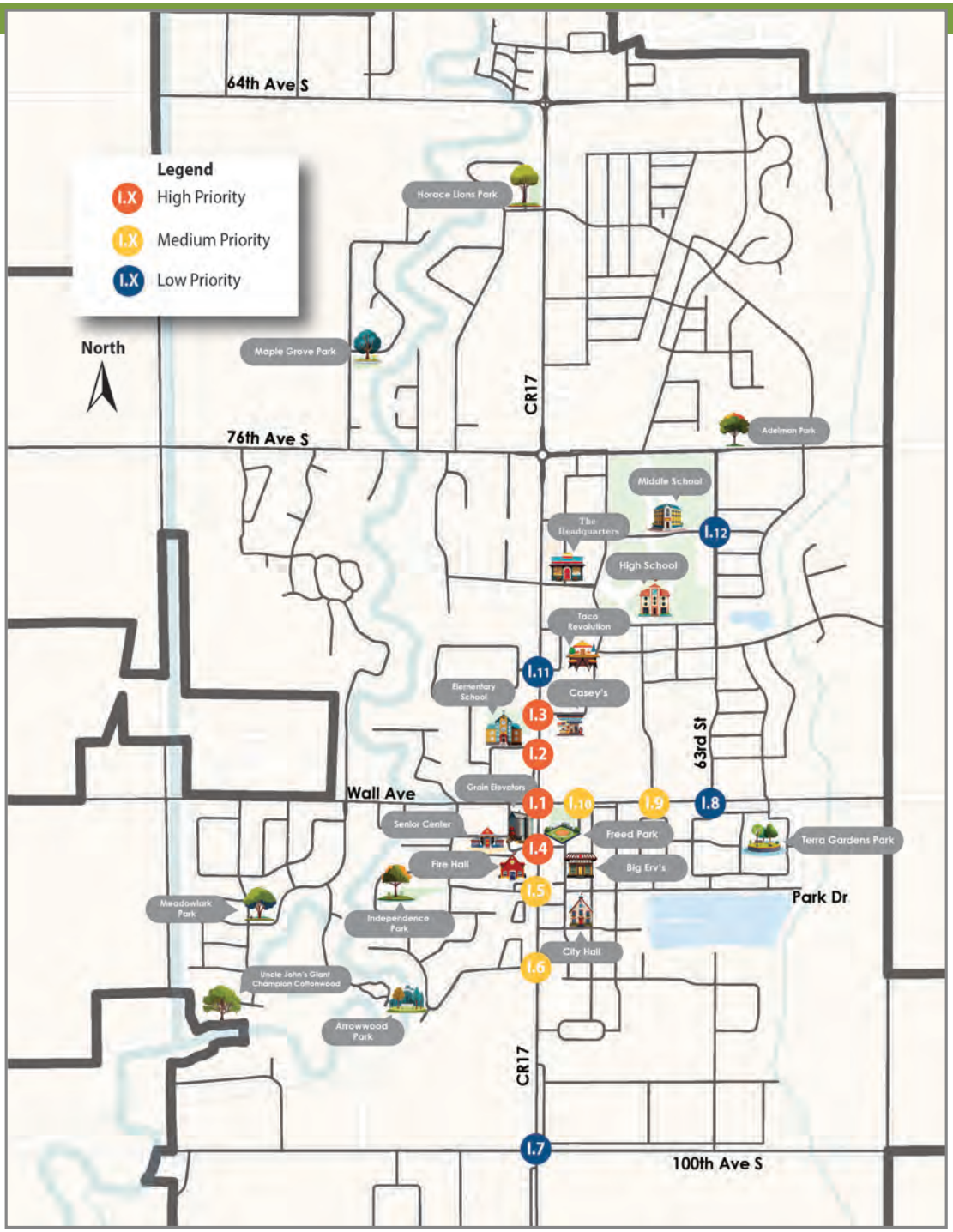
Traffic & Parking Improvements

MULTIMODAL ROUTE PRIORITY



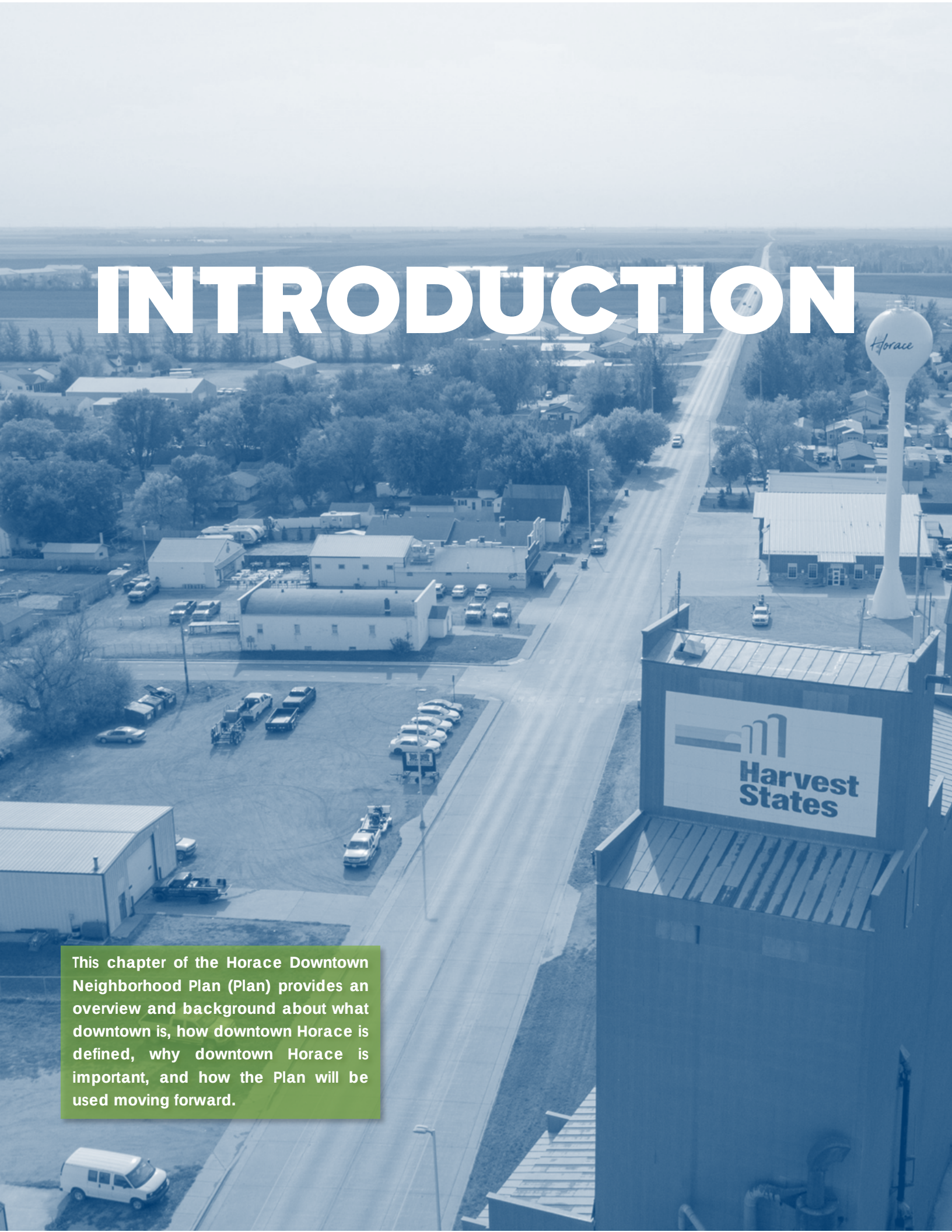
ID	Location	From	To	Description	Priority
R.4	Main St./CR 17	Wall Ave.	52nd Ave. S.	Shared Use Path, both sides.	High
R.5	Drain 27	100th Ave. S.	64th Ave. S.	Off-Street Trail, at least one side.	High
R.1	Park Dr.	Boxelder Cir.	Drain 27	Off-Street Trail and Yield Street.	High
R.2	Wall Ave.	Main St.	57th St. S.	Sidewalk, north side; and Shared Use Path, south side.	Medium
R.7	Front Street	Wall Ave.	82nd Ave. S.	Shared Use Path, west side; and Sidewalk, east side.	Medium
R.6	Southwest Alignment	S. of 100th Ave. S.	Wall Ave.	Off-Street Trail and Shared Use Path.	Medium
R.3	Main St./CR 17	Park Drive	S. of 100th Ave. S.	Shared Use Path, both sides.	Low
R.9	76th Ave. S.	Sheyenne Diversion	57th St. S.	Shared Use Path, south side; and Sidewalk, north side.	Low
R.8	64th Ave. S.	Sheyenne Diversion	57th St. S.	Shared Use Path, at least one side.	Low

MULTIMODAL INTERSECTION PRIORITY



ID	Intersection Location	Description	Priority
I.1	Main St. & Wall Ave.	Maintain existing intersection control with multimodal improvements.	High
I.2	Main St. & Ironwood Dr.	Maintain existing control with strategic upgrades to multimodal improvements.	High
I.3	CR 17 & Lakeview Dr.	Maintain Existing Configuration.	High
I.4	Main St. & Center Ave.	Convert to 4-Way Stop control with multimodal improvements.	High
I.5	Main St. & Park Dr.	Convert to 4-Way Stop control with multimodal improvements.	Medium
I.7	CR 17 & 100th Ave. S.	Convert to Roundabout with multimodal improvements.	Medium
I.9	Wall Ave. & Front St.	Maintain existing intersection control with multimodal improvements.	Medium
I.10	Wall Ave. & Nelson Dr./Future Lakeview Dr.	Convert to 4-Way Stop control with multimodal improvements.	Medium
I.6	CR 17 & Liberty Ln.	Maintain existing intersection control with multimodal improvements.	Low
I.8	Wall Ave. & 63rd St. S.	Maintain existing intersection control with multimodal improvements.	Low
I.11	CR 17 & Chestnut Dr. or 81st Ave. S.	Maintain existing intersection control with multimodal improvements.	Low
I.12	63rd St. S. & 79th Ave. S.	Maintain existing intersection control with multimodal improvements.	Low

INTRODUCTION



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WHAT IS DOWNTOWN?

Downtown Definition for Small Towns

The central business district or the primary commercial area, serving as the heart of the community. Often a smaller-scale version of an urban downtown, characterized by a concentration of commercial shops, services, offices, and public institutions.

Downtown is defined by[1]:

Concentration of Commerce
Characterized by a concentration of businesses, including but not limited to retail stores, restaurants, and service providers, often serving the needs of residents and visitors.

In Horace, there is a *concentration of commerce*, with several existing businesses and/or services along Main Street, which historically has served as the city's central business district.

Economic Importance
Revitalization efforts in rural downtowns are often focused on boosting economic activity and attracting new businesses and services.

Horace's downtown has *economic importance* and historically has been home to critical local economic activity. For example, the grain elevators (now inoperable) were a long-standing landmark of agricultural commodities and economic activity.

Social Hub
Downtowns often serve as a social hub for the community, providing places for people to gather, socialize, and connect.

Downtown Horace has been the community's gathering place for community events, including Bean Days, the city's annual festival. Since 1998, Bean Days has been celebrated on Main Street with a parade, numerous events, and live entertainment. The Senior Center and Freed Park provide other notable places for gathering in downtown Horace (see map in **Figure 4**).

Cultural and Historical Significance
Many rural downtowns retain historic buildings and structures that reflect the community's heritage, adding to unique character and appeal.

Horace's downtown includes several buildings and homes that reflect the city's agricultural heritage, *cultural, and historical significance* including the water tower, grain elevators, and several other buildings which have stood as landmarks since the early 1900's.

Figure 1. 2024 Bean Days Parade

[1] USDA. National Agricultural Library. www.nal.usda.gov/rural-development-communities/downtown-revitalization. Accessed April 23, 2025.

Multiple Functions

Rural downtowns often include multiple land uses such as retail shops, services, offices, public institutions, and housing, serving multiple functions for communities.

Downtown Horace serves *multiple functions* and has a mix of commercial, institutional, and single-family residential land uses.

Pedestrian-friendliness

Because of the inherent smaller scale, often just a few blocks, rural downtowns are typically more pedestrian-friendly, making it easier for people to explore and experience the area by walking.

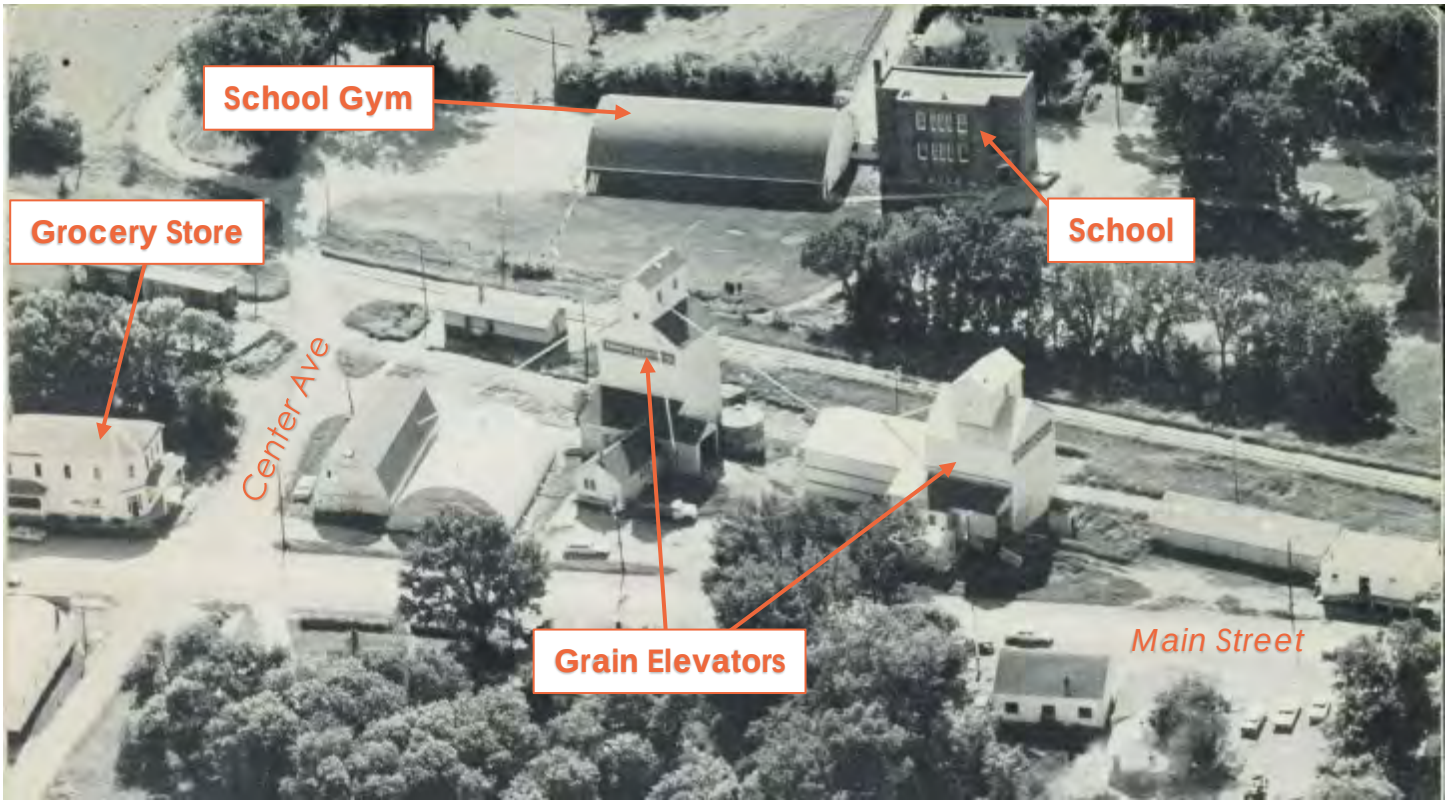
Until recently, with the addition of new developments, Main Street between Wall/88th Avenue South (downtown) was the only street with sidewalks in Horace. *Pedestrian friendliness* has been a priority in the area for a long time, as indicated by long-term investment in pedestrian infrastructure.

Strong Sense of Place

The close-knit local community and sense of local roots can contribute to a strong sense of place with rural downtowns, fostering a sense of belonging and identity.

Downtown Horace has a *strong sense of place*, due to the community events which take place there, the existing businesses and institutions, and the unique character of the built and natural environment (Grain Elevators, large trees along the Sheyenne River, etc.).

Figure 2. Main Street, Circa 1965



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Main Street has long served Horace's central business district and primary location for commerce and local services. As the photos show in **Figure 3**, Main Street has had numerous businesses and storefronts, likely since shortly after settlement in 1871, as documented in historical photographs.

Figure 3. Horace's Main Street Through Time

Main Street Looking South – Late 1800s/Early 1900s

Photo circa the late 1800s or early 1900s, prior to private automobile use in North Dakota. There are several businesses along Main Street, as indicated by storefronts and hitching posts for horses.

Main Street Looking Northwest – 1940s-1950s

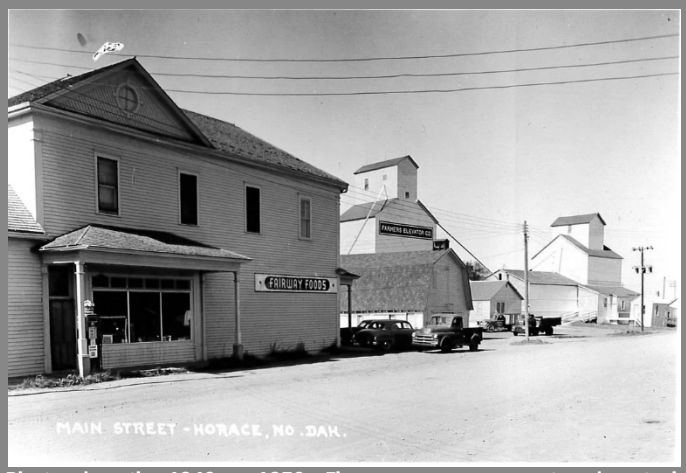
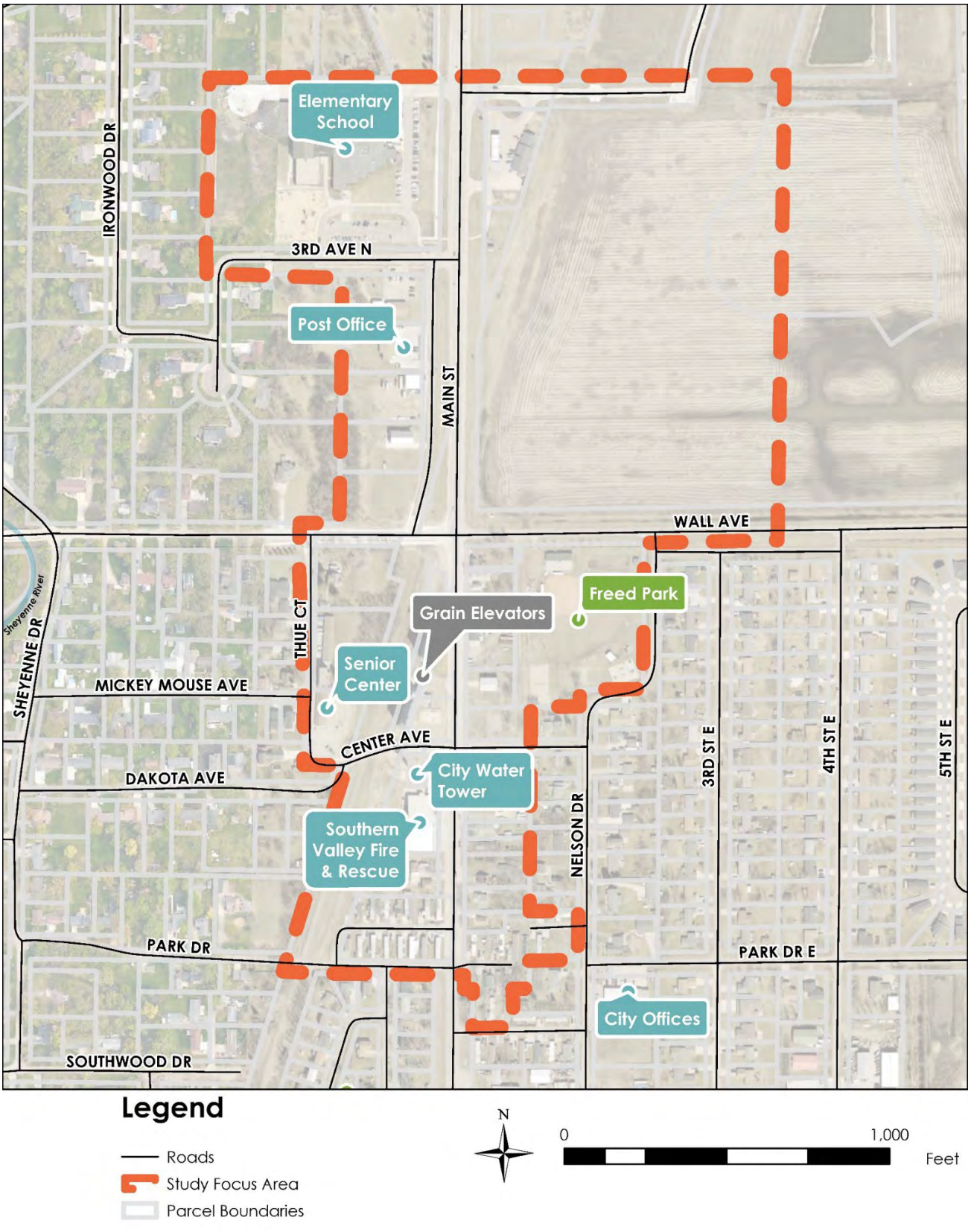


Photo circa the 1940s or 1950s. There was a grocery store located in the southwest corner of the intersection of Main Street and Center Avenue (Fairway Foods). Grain elevators can be seen in the background.

Main Street Looking North – 1973

Photo circa 1973. There was an automobile service business (as indicated by the Standard Oil sign) located on the east side of Main Street between Center Avenue and Wall Avene/88th Avenue South.

Figure 4. Downtown Neighborhood Plan Focus Area



WHY IS DOWNTOWN HORACE IMPORTANT?

Downtown is critically important for Horace, presenting an essential location for the preservation of community character and helping the city focus inward to preserve the values that have become threatened by significant growth and development pressure. Through the Downtown Neighborhood Plan's framework, Horace can generate exceptional value to the city through smart, efficient investments downtown. It is also important for downtown to continue to serve as a hub for multimodal transportation connections across the community including walking and biking.

Growth Pressure

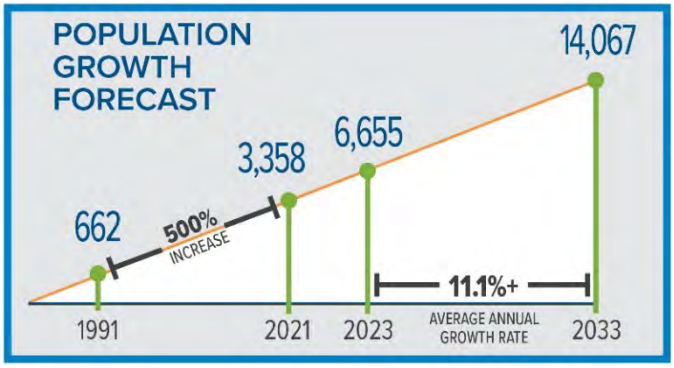
Horace is growing rapidly, creating enormous development pressure on the city and threatening dramatic change to the community as development and potential redevelopment occurs.

Between 2022 and 2023, Horace's population increased by 32 percent. In 10 years (2033), the City anticipates a population of more than 14,000 people.

Since 1990, the population of Horace has increased by over 500 percent. Over the past few years, Horace has been the fastest-growing city in North Dakota, by percent change. As shown in **Figure 5**, an average annual growth rate of approximately 11.1 percent is anticipated through the year 2033. However, the rate is only an estimate and will likely fluctuate. The City's latest 10-year population outlook estimates a population over 14,000 residents in 2033 [2]. See **Appendix A** for more information regarding growth in Horace.

[2] City of Horace. (2025). *10-Year Population Outlook.*

Figure 5. Horace Population Growth & Forecast (City of Horace)



Community Character

As growth has continued and is projected to continue, there is documented concern from new and long-term residents about the future of Horace. Residents and visitors alike believe growth poses a risk to the cherished small-town character of the community and there is genuine concern that rapid change through new development may negatively transform Horace.

Downtown is key to preserving the small-town charm Horace is known for. The Plan will guide the City to establish guardrails to future downtown development, provide recommendations, and include strategies supportive of residents' vision for the future of Horace. The community's vision includes right-sized infrastructure and development downtown.

Downtown Value

Horace's downtown is strategically important to the financial health of the community. There is documented concern from residents about the investment in Horace's growth areas, with particular concern about how growth is financed through special tax assessments.

Downtown Horace provides the opportunity to capitalize on existing infrastructure and grow the commercial tax base of the city with more efficient

development and less reliance upon special tax assessments used for capital investments such as for streets, utilities, and other basic infrastructure. Horace's downtown area is defined by more traditional, storefront-style development. Compact, walkable, and mixed-use design strategies are not only central to creating inviting, human-centered spaces – it turns out, this is also much more financially efficient for the community.

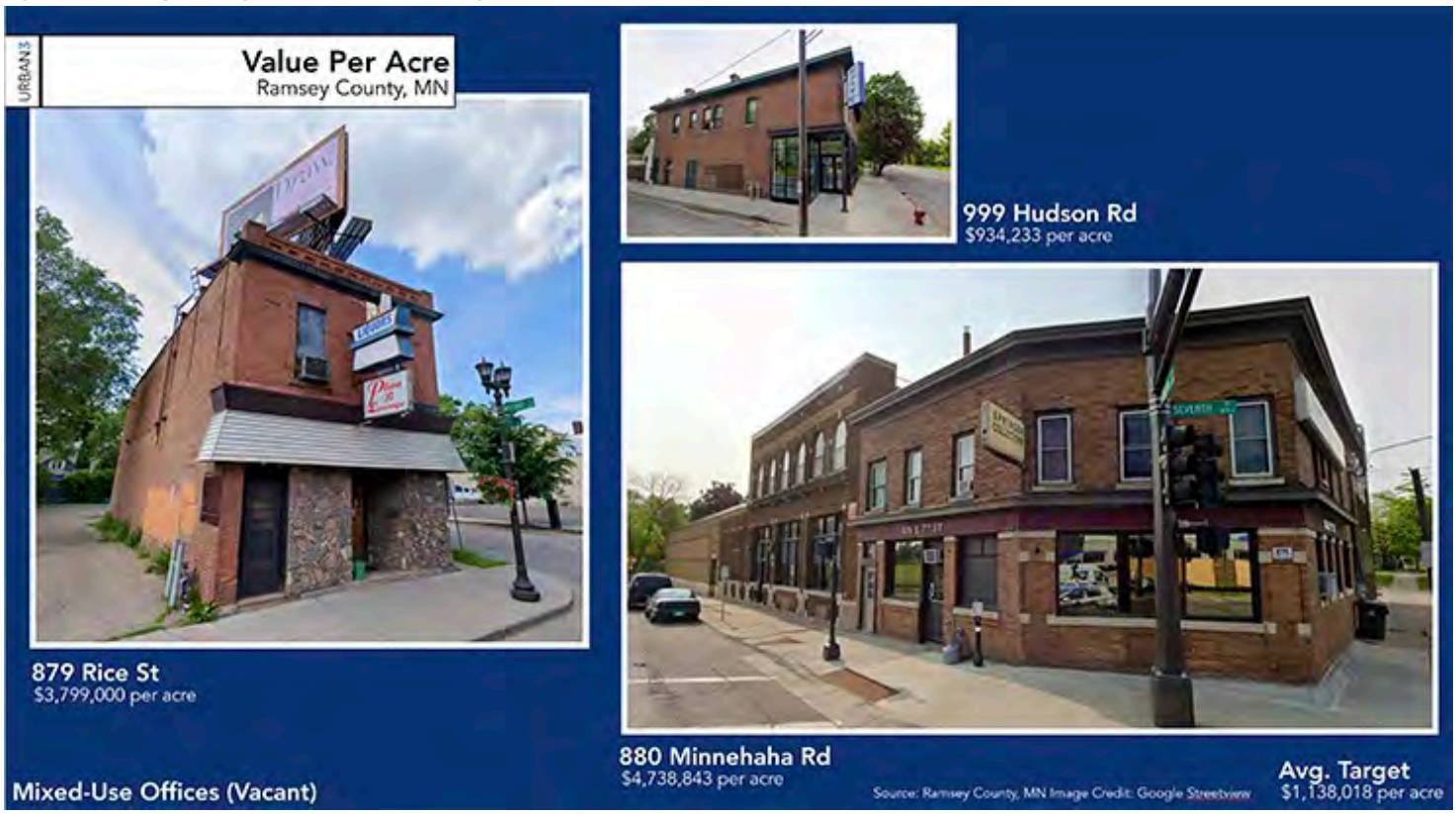
Land is a critical commodity in Horace, and infrastructure like roads and utility infrastructure to serve the land are calculated based upon length. As such, when comparing the value of land through a per-acre analysis, the picture is clear; traditional development is not only more valuable to communities than suburban, auto-oriented development, but it is cheaper for the City to serve.

In most cities, downtowns and older neighborhoods are very economically productive. Newer urban developments, especially places surrounded by expensive streets and parking lots, are weak economic performers.

Table 1. Ramsey County Value Per Acre Example

Address	Value Per Acre	Difference
Avg. Ramsey County Target Store	*$1,138,018*	*N/A*
879 Rice St.	$3,799,000	**+ $2,660,982**
999 Hudson Rd.	$934,233	**- ($203,785)**
880 Minnehaha Rd.	$4,738,843	**+ $3,600,825**

Figure 6. Ramsey County Value Per Acre Example



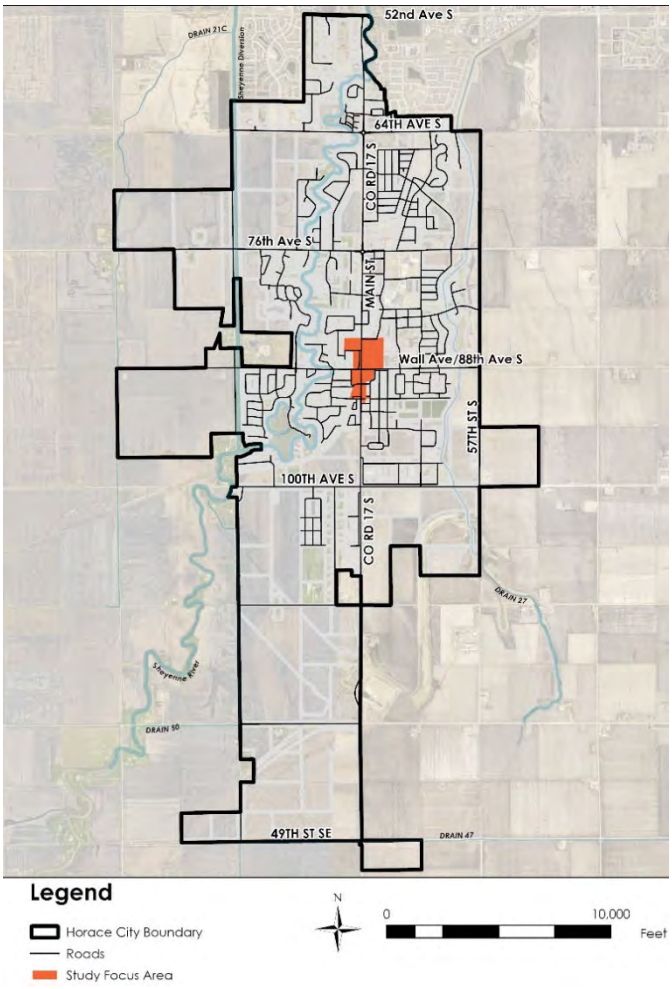
Recent research from Ramsey County, Minnesota highlights that traditional commercial and mixed-use developments (i.e. commercial use main floor, offices or condo/apartment above) often have a higher value than big-box suburban style development (e.g. Target)[3]. **Figure 6** and **Table 1** show three (3) separate traditional building locations in Ramsey County and each location's value per acre (VPA). Financial efficiency in downtown Horace is expected through both infrastructure costs, property tax revenue, and local sales tax revenue.

Hub for Pedestrians & Bicyclists

Traditional small-town downtowns like Horace's Main Street are hubs of pedestrian activity. Because development occurred before widespread adoption of the automobile in the late 1800s and early 1900s, development patterns allowed numerous storefronts on a single block. In a traditional downtown setting, including Horace's downtown area, it is most convenient to walk from storefront to storefront or to other nearby destinations rather than driving, because destinations are much closer together and more conducive to walking.

As Horace has grown, sidewalks and shared use paths have been added with new developments across the city. However, full connections across town and to downtown do not exist. The City has already constructed some paths to connect people and fill the gaps, but there is still a lot of work to be done to connect older and newer neighborhoods across the city. Downtown Horace is very centrally located and provides an ideal focal point to connect multimodal sidewalks and paths, not only to get to and from downtown, but to connect across the entire community (see **Figure 7**).

Figure 7. Downtown Horace Context Map



[3] Lindeke, B. (2021, February 16). *Per-acre analysis: a unique way of looking at urban economics.* MinnPost. https://www.minnpost.com/cityscape/2021/02/per-acre-analysis-a-unique-way-of-looking-an-urban-economics/

WHY COMPLETE STREETS?

A portion of the funding for the Downtown Neighborhood Plan came from a federal Complete Streets grant. This planning effort is very relevant to forwarding Complete Streets, as the transportation system in Horace continues to expand and accommodate more traffic and alternative ways to get around, such as walking and biking. Downtown plans, such as this Plan, are very relevant to the tenets of Complete Streets, by considering a vibrant, active downtown with a mix of various traffic modes and ways to get around for everyone.

Complete Streets are a transportation policy and design approach that prioritize the safety and accessibility of all users of a street, including:

- Pedestrians
- Bicyclists
- Drivers/Motorists
- Freight Vehicles
- Emergency Services

Regardless of age or ability, *complete streets* aim to create streets that are safe, convenient, and comfortable for everyone.

The Downtown Neighborhood Plan incorporates *complete* streets as a critical, guiding component. The benefits[4] of complete streets complement are shown below.

Safety

70% of complete streets projects resulted in crash reduction by decreasing accidents and injuries for all road users.

Quality of Life

People in walkable neighborhoods are nearly twice as likely to engage in adequate levels of physical activity, and less likely to have obesity. Active transportation is linked to greater

Economic Development

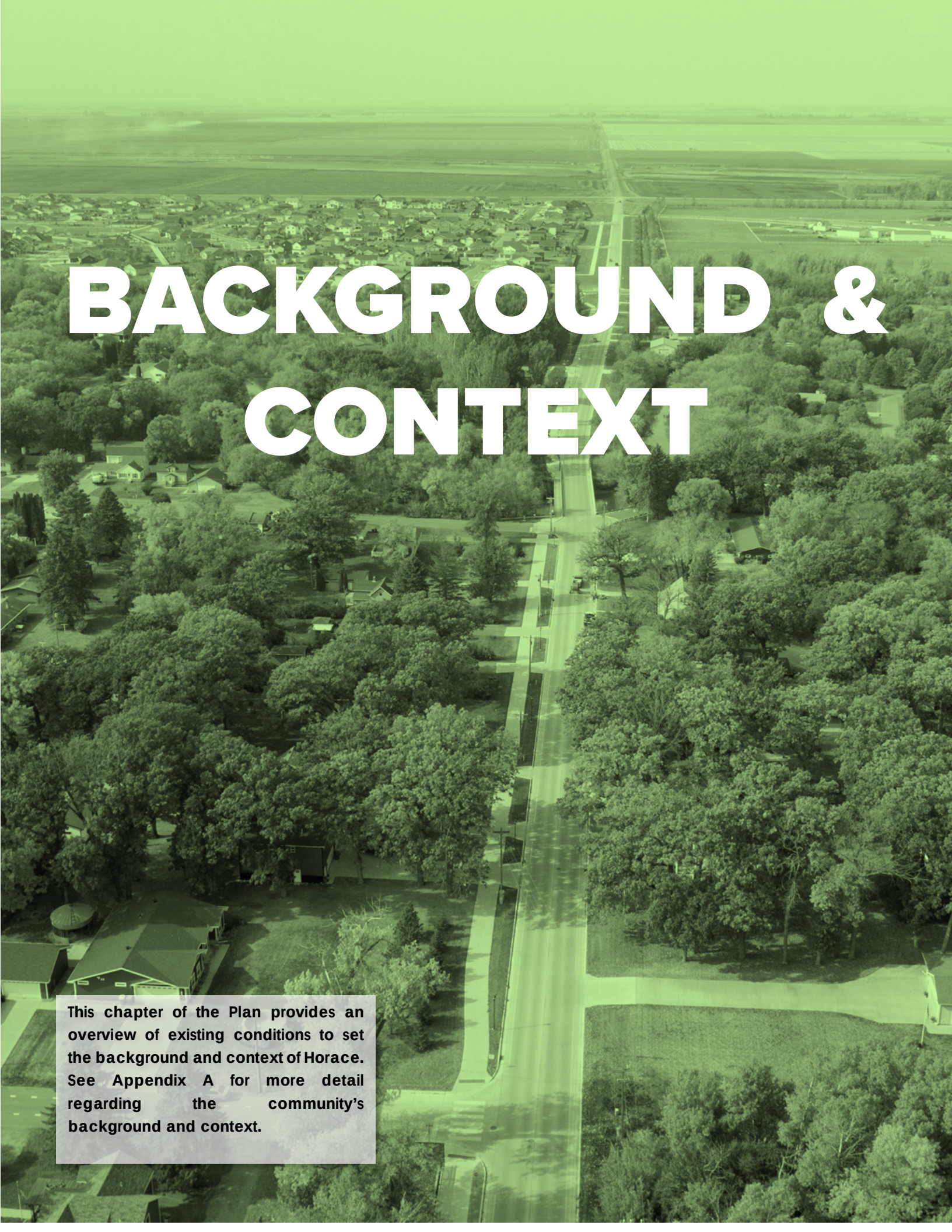
Complete streets can provide a 10 to one (10:1) return on investment by attracting residents, visitors, and boosting local businesses.

Community Character

Complete streets contribute to vibrant public spaces where people can gather, socialize, and enjoy their community, fostering a stronger sense of place.

[4] https://www.smartgrowthamerica.org/

BACKGROUND & CONTEXT



This chapter of the Plan provides an overview of existing conditions to set the background and context of Horace. See Appendix A for more detail regarding the community's background and context.

DEMOGRAPHICS

Much of the demographic information reported in this chapter was collected from the U.S. Census Bureau's American Community Survey (ACS) five-year rolling estimates for 2018-2022, the most recent available sample. In addition to population estimates, the ACS provides revealing information about people, households, and travel habits. Five-year ACS estimates are typically the most reliable socioeconomic data source, including the largest sample size and smallest margin of error. However, these data do not reflect the 2023 estimated population as gathered by the City's *10-Year Population Outlook* and more recent growth. Long-term, demographics in Horace will likely change, as is typical for communities experiencing rapid population growth.

Age Composition

The age structure of Horace reflects a diverse population distribution with a notable concentration of younger individuals. About one-third (34%) of the population is under 19 years old. The age category of 0 to 9 years is particularly prominent, with 20%. The higher proportion of youth population is consistent with the large share of families and larger household sizes.

The 20 to 29 age group comprises 5% of the population, while the broader category of 20 to 49 years comprises 40%. This suggests that Horace has a healthy proportion of middle-aged adults, contributing to the community's potential for growth.

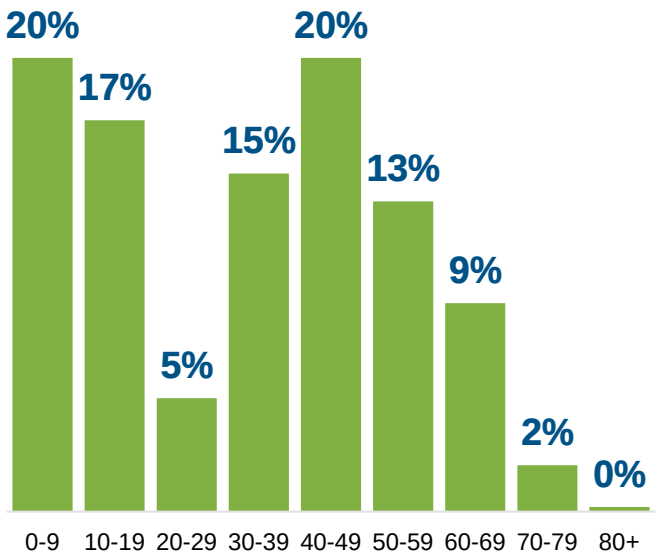
The city's population aged 60+ years, makes up a relatively small proportion of the overall population, but is reflective of some of the longest-term residents.

36.3

Median age

Almost four years older than the median age in the Fargo, ND-MN Metro Area: 32.7; and slightly older than the median age in North Dakota: 35.4

Population by age range



Households

Households include all people who occupy a housing unit, such as a single-family home or apartment, as their place of residence.

Married-couple households make up the largest portion, accounting for approximately 79% of the total. A vast majority (69%) of married-couple households have children under 18.

Horace's household demographics also includes a notable number of single-person households and a range of family structures. The presence of both younger and older populations suggests that Horace is a community with varying needs and dynamics.

1,240

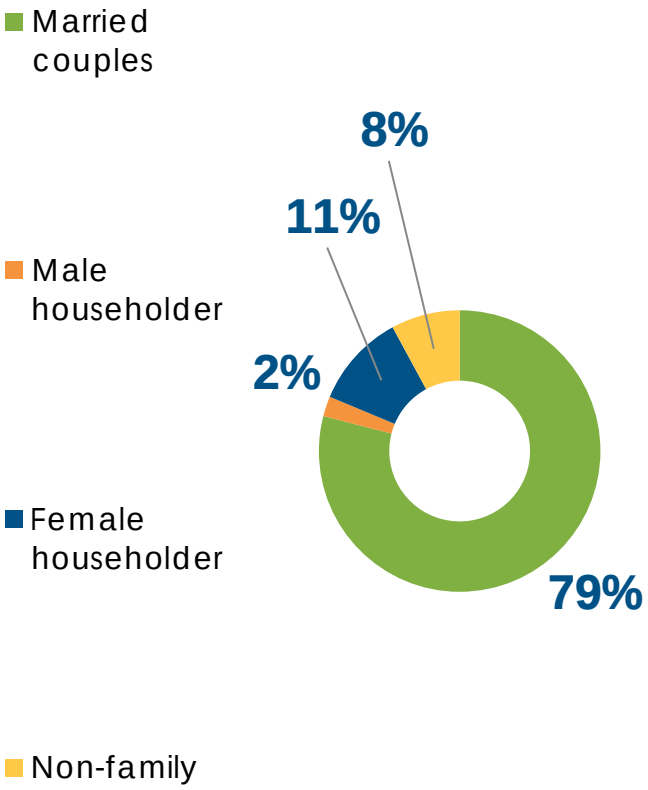
Number of households

2.8

Persons per household

About 20 percent larger than the figure in the Fargo, ND-MN Metro Area: 2.3; and about 20 percent larger than the figure in North Dakota: 2.3.

Population by household type



SCHOOL ENROLLMENT

The higher proportion of youth population is consistent with the large share of families and larger household sizes. With growth, this has also put immense pressure on the public school system in Horace, as part of the West Fargo Public School District (WFPSD). As a result, between 2019 and 2022, WFPSD constructed a new Middle School and High school in Horace. The existing Elementary school was also expanded in 2022. It should also be noted that the enrollment area for schools in Horace also includes neighborhoods in south West Fargo.

As shown in the following figures[5], the population living within each school's enrollment area aligns closely with projections of enrolled students. School improvements have been further catalysts for growth, making the community an even more attractive place to live.

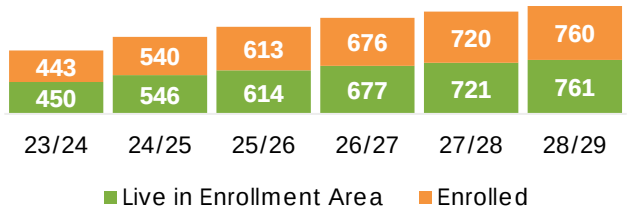
Horace Elementary School

The enrollment projections for Horace Elementary School reflect a steady growth trend over the coming years. Starting with the 2023/2024 academic year, the enrollment was 450 students. This number is anticipated to increase to 546 students in the 2024/2025 school year, demonstrating a significant rise in elementary-age population.

Enrollment is projected to continue growing, reaching 614 students in 2025/26, 677 in 2026/27, and eventually 721 students by 2027/28. The upward trend continues into the 2028/29 school year, with projections indicating an enrollment of 761 students as shown in **Figure 9.**

Figure 8. Aerial Image of Horace Elementary School

Figure 9. Enrollment Projections - Horace Elementary



Current projections show that Horace Elementary School will be over operational and maximum capacity starting in the 2026/27 school year.

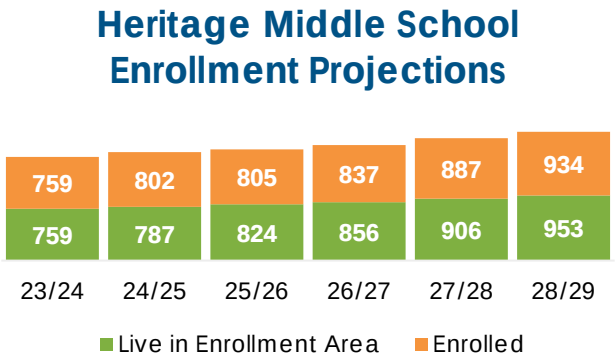
Heritage Middle School

Heritage Middle School is experiencing a steady increase in enrollment projections over the next several years as well. As of the 2023/24 school year, enrollment was 759 students. This number is expected to rise consistently, with projections of 787 students for the 2024/25 school year and further increases to 824 in 2025/26, 856 in 2026/27, 906 in 2027/28, and reaching 953 students by the 2028/29 school year as shown in **Figure 10.**

[5] West Fargo Public School Schools. (2024). *Planning for the Future: West Fargo Public Schools, Enrollment Analysis.*

Current projections show that Heritage Middle School will be over operational and maximum capacity starting in the 2027/28 school year.

Figure 10. Enrollment Projections - Heritage Middle School

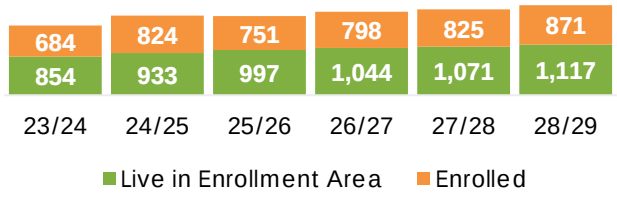


Horace High School

Horace High School enrollment projections show similar results to the other two schools. Starting with an existing enrollment of 854 students in the 2023/24 school year, the numbers are projected to rise significantly. For the 2024/25 school year, enrollment is expected to reach 933 students, followed by 997 in 2025/26.

Future projections indicate attendance will continue to increase, reaching 1,044 students in 2026/27 and climbing to 1,071 in 2027/28. By the 2028/29 school year, the projected enrollment is anticipated to be around 1,117 students as shown in **Figure 11.**

Figure 11. Enrollment Projections - Horace High School



2025 Bond Referendum

It should be noted that in February 2025, WFPSD voters approved a $99.7 million bond referendum to finance projects in the next one (1) to five (5) years[6]:

- Completing/Expanding Heritage Middle School;
- Completing/Expanding Horace High School and adding a multipurpose room; and
- Other school district improvements.

HOUSING UNITS

Horace's housing market is competitive, with a strong demand reflecting a low vacancy rate, rapid growth, and higher property values.

1,294

Number of housing units

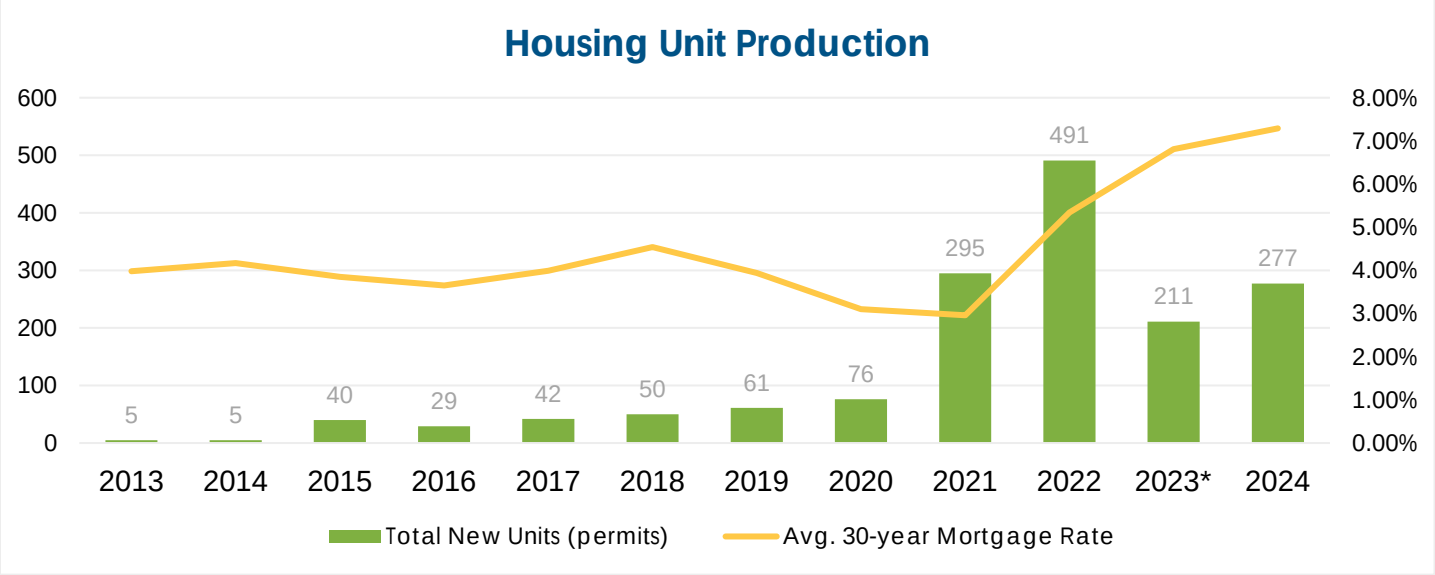
Housing unit production has kept pace with growth as shown in **Figure 14**. Based on City building permit data from 2013 to 2024, there was a consistent uptick in housing production starting in 2015. Between 2020 and 2021, housing production exploded by nearly 400%. There were 491 housing units permitted for

[6] West Fargo Public Schools. (2025). *Question 1 Projects*. https://www.west-fargo.k12.nd.us/about-us/2025-bond-referendum/question-1-projects

construction in 2022, the highest on record for the city however, it is important to note the figure also includes 180- multi-family units.

Based on Census data, there are a total of 1,294 housing units in Horace. Out of the total units, 1,240 are occupied, indicating a high occupancy rate (95.8%) and low vacancy rate (4.2 %). A high occupancy rate suggests a high demand for housing in the city and a booming housing market in Horace; people want to live in the community.

Figure 12. City of Horace building Permit Data vs. Average 30-year Mortgage Rate



TRANSPORTATION

The multimodal transportation system plays a pivotal role connecting the community and providing access to employment, services, and amenities. Quality education, healthcare, housing, employment, and economic development are heavily dependent on a well-planned and maintained transportation system.

Horace is connected to multiple major locations in the FM area to the northeast. These connections are crucial as most Horace residents rely on the job market, medical facilities, entertainment, or other essential goods and services located nearby in the FM area.

Existing Street System

Horace's existing street system is comprised of regional streets that connect the community to the broader FM area and local streets that provide access and connectivity within and between Horace's neighborhoods. Due to the historically small population of Horace, and like most small towns across North Dakota, streets in older Horace neighborhoods have rural cross sections with stormwater drainage ditches (no curb & gutter), limited or no on-street parking, and no sidewalks.

As rapid growth has occurred, newer neighborhood subdivisions and roads have been built with urbanized cross sections including underground stormwater (curb & gutter), sidewalks, and/or shared use paths.

The main road in and out of Horace is CR 17 (Main Street), passing north-south through the city center, eventually providing connection to Interstate 94 and US Highway 10-Business Route in the city of West Fargo to the north. As the only existing major north-south route, CR 17 (Main Street) is a critical connection to the east-west regional network including 52nd Avenue S., 76th Avenue S. (CR 6), 100th Avenue S. (CR 14), and 124th Avenue S. (CR 16). 52nd Avenue S., 100th Avenue S. (CR 14), and 124th Avenue S. (CR 16) connect to Interstate 29 approximately two miles east of the city boundary. 76th Avenue S. (CR 6) provides a critical regional connection to 45th Street S. in Fargo and further connectivity to 64th Avenue S. (Fargo) and 52nd Avenue S. (Fargo).

Figure 14 displays generalized categories of the street network in Horace:

Regional: Typically, section line streets. Some urbanized with curb and gutter however most are rural cross section roadways. Regional routes are typically spaced 1-mile apart; however, the regional category identified on Figure 14 should not be used to determine current or future street function and design as not all can nor are planned to provide regional mobility/connection.

Urbanized: Typically local roads with curb and gutter, and sidewalks.

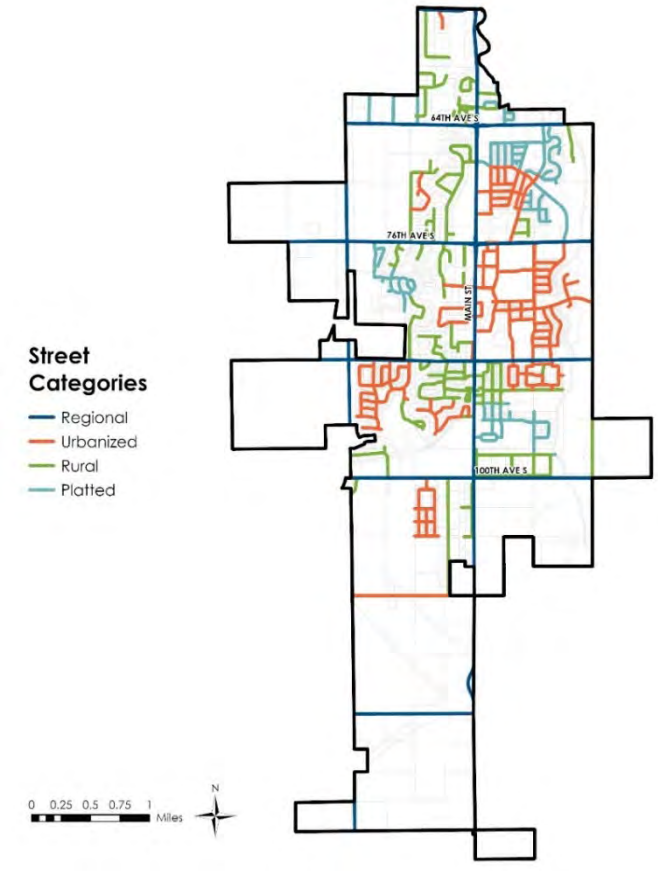
Rural: Typically local roads with drainage ditch, no curb nor gutter, and no sidewalks.

Platted: Typically local road right-of-way (ROW) which has been platted for new development. Horace's current standard is to urbanize street with sidewalks on at least one side.

Figure 14. Typical Local Road Cross Section - Older Neighborhood

Typical Local Road Cross Section – Newer Neighborhood

Figure 13. Street Categories



Functional Classification

All roadways have functional classification types such as interstate, arterial (major or minor), collector, and local roads. Functional classifications are determined by traffic volumes and travel purpose, and influence roadway characteristics such as posted speed, capacity, and design. In addition, roads are classified by ownership, facility type, and connection to the overall transportation system. Most of the roads in Horace are classified as local. Arterials and collectors are listed below and mapped in **Figure 16**. It is important to note that **Figure 16** functional classification is defined by Metro COG. The City of Horace has it's own classification however, for the purposes of the Plan, Metro COG classification's are uses, as they are tied directly to eligibility of federal funds.

Minor Arterials:

- CR 17 north of 100th Avenue S.
- 100th Avenue S. (CR 14) east of CR 17

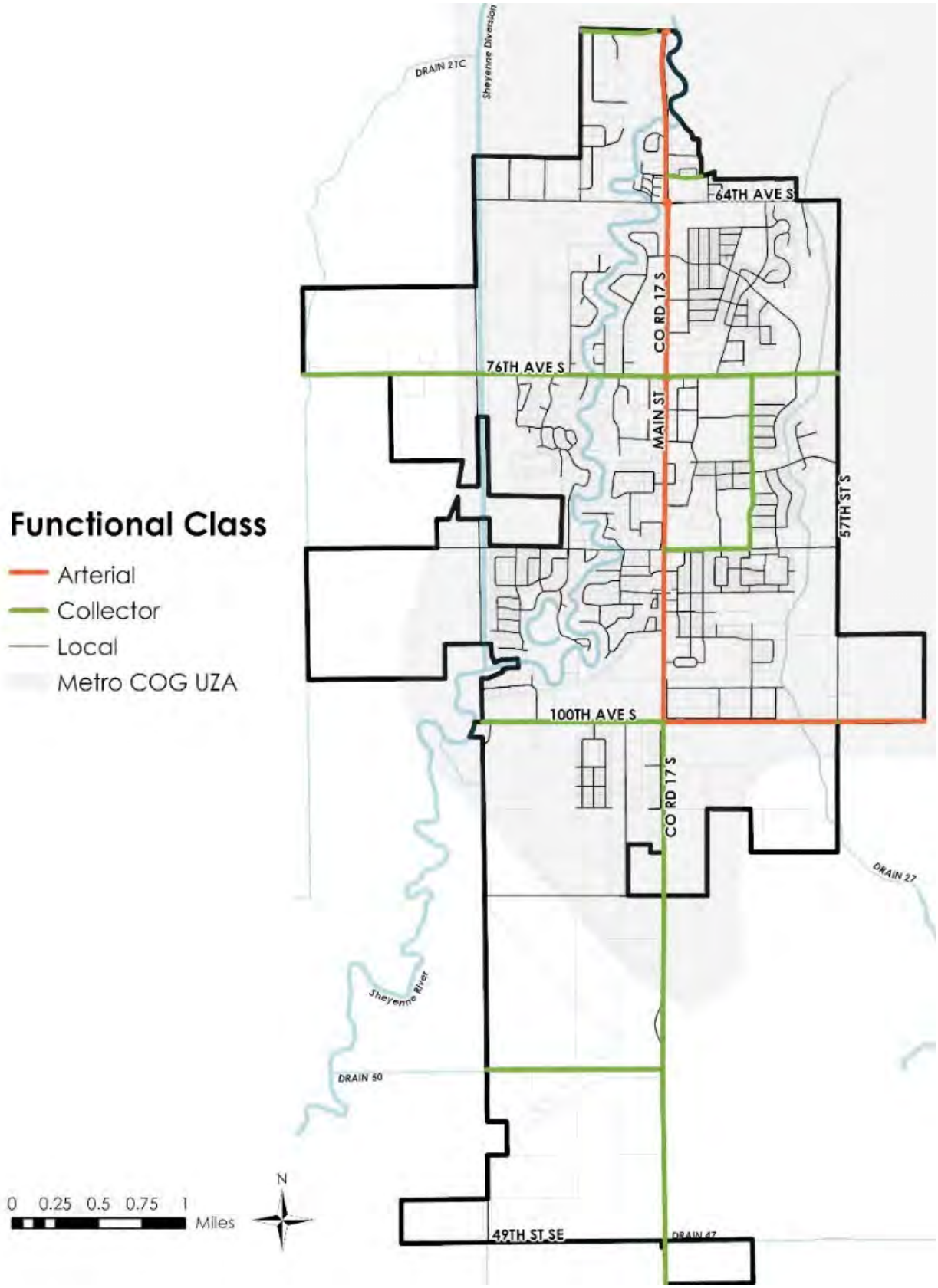
Collectors:

- CR 17 south of 100th Avenue S. (CR 14)
- 63rd Street S. between 76th Avenue S. and 88th Avenue S./Wall Avenue S.
- 52nd Avenue S. west of CR 17
- Deer Creek Parkway S. east of CR 17
- 76th Avenue S. (CR 6)
- 88th Avenue/Wall Avenue S. between CR 17 and 63rd Street S.
- 100th Avenue S. (CR 14) west of CR 17
- 124th Avenue S. (CR16) west of CR 17

Figure 15. Mobility and Accessibility Characteristics of Classified Roads

As shown in **Figure 15**, higher-functioning roadways, such as arterials, support longer trips, provide greater mobility, and have limited access, serving as connectors between communities and regions. In contrast, lower-classified roads, like collectors and local roads, accommodate shorter trips, offer lower mobility, have more access points, and link to higher-classification roadways. Maintaining this balance is crucial for an effective transportation network. The mobility vs. access balance is critical in Horace, as north-south mobility is currenty almost solely provided by Main Street (CR 17).

Figure 16. Horace Roadway Functional Classification



Bicycle & Pedestrian Facilities

Existing Bike & Pedestrian Facilities

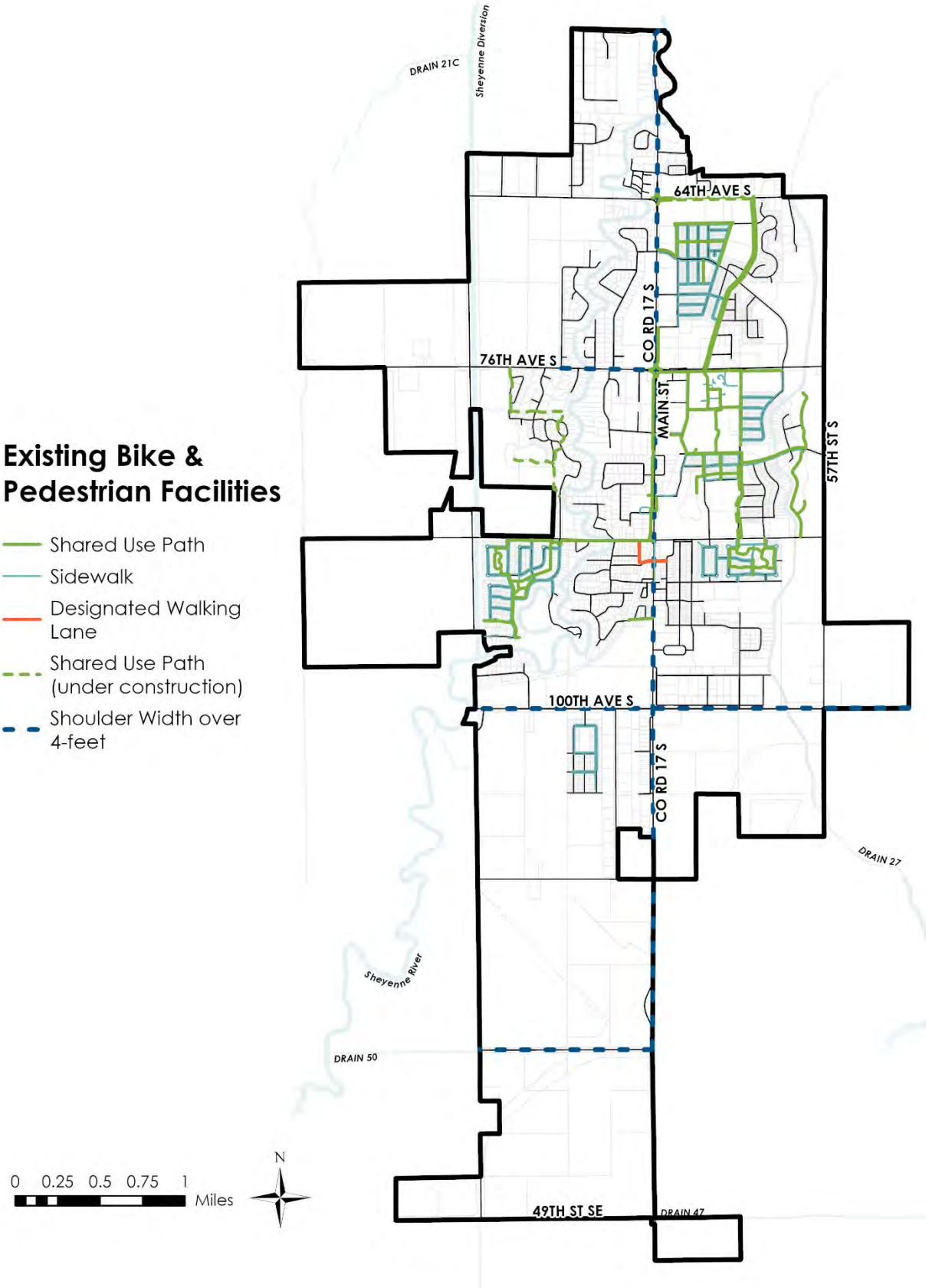
Recently, the City of Horace has prioritized improving multimodal infrastructure to accommodate people walking, biking, and rolling. Horace has made progress in building new sidewalks, shared use paths, and other multimodal improvements that help residents and visitors get around town outside of a motor vehicle.

As described above, most new neighborhood subdivisions in Horace include pedestrian or bicycle facilities. There are shared use paths and sidewalks scattered throughout new neighborhoods both east and west of Main Street/CR 17 as illustrated by **Figure 17**. Recently, the City has constructed shared use path facilities on both sides of Main Street/CR 17 north of Wall Avenue S./88th Avenue S. and along the south side of Wall Avenue S. west of Main Street/CR 17. Horace has successfully taken a phased approach to constructing bicycle and pedestrian facilities, expanding and extending critical connections over time.

In 2023, the City took a unique approach to bicycle and pedestrian improvements in older neighborhoods without sidewalks or roads with urbanized cross sections: The Center Avenue/Thue Court designated walking lane project, also known as a yield street. The yield street provides demarcation of bicycle and pedestrian space on the roadway with dashed striping on both sides. When no pedestrians or bicyclists are present, vehicles can cross over the dashed lines and split the road. When pedestrians and bicyclists are present, cars must yield to them before crossing over the dashed lines (functioning as a single vehicular lane while preserving the space and safety of pedestrians and bicyclists on the roadway). The yield street connects across two older neighborhoods east and west of Main Street.

Metro COG identifies existing bicycle facilities or paved road shoulders wider than four feet along Main Street/CR 17, 100th Avenue S. (CR 14), 124th Avenue S. (CR 16), and west of CR 17 for one-half mile on 76th Avenue S. Typically, bicyclists and/or pedestrians who use these facilities are confident and comfortable riding or walking alongside vehicular traffic. Additionally, many residents in Horace utilize recreational modes of alternative transportation, including golf carts and ATVs, although there are few dedicated facilities for informal vehicles.

Figure 17. Existing Bike & Pedestrian Facilities



Future Bike & Pedestrian Facilities

Figure 18 shows short- and long-term bicycle and pedestrian facility improvements, as developed through various regional and local planning efforts. The City is prioritizing trail and sidewalk connections to improve mobility and safety for bicyclists, pedestrians, and other users, understanding the infrastructure will expand options for travel and recreation. Currently, the City's top priorities include bike & pedestrian infrastructure along major roads (minor arterials & collectors), strategic neighborhood routes, and long-term off-street trails such as the Drain 27 trail on the east side of the community.

As listed by the City, current priority pedestrian segments include paved shoulders on 100th Avenue South, Riverdale Drive, and 48th Street Southeast.

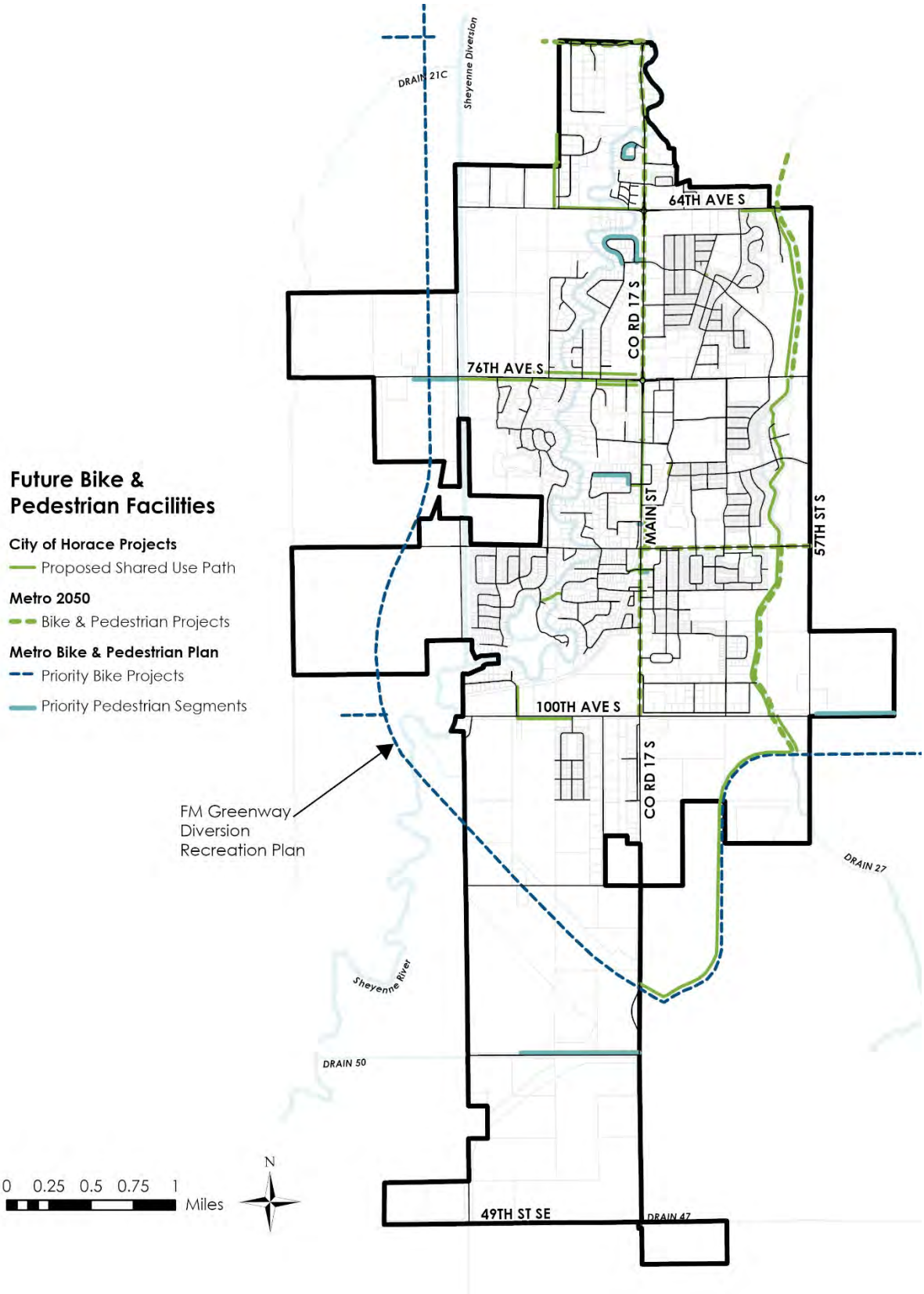
Metro 2050, Metro COG's Metropolitan Transportation Plan, indicates broader bicycle and pedestrian projects, which include building shared use paths along Drain 27, facilities on either side of CR 17, facilities along Wall Avenue South, and a potential off-street facility connecting the FM Diversion to Horace. The potential, future off-street facility connecting the FM Diversion to Horace has been shown on the former Red River Valley and Western (RRVW) railroad spur. The alignment was identified and shown in the following plans:

- Horace Comprehensive Plan (2019) – Figure 12-3
- Metro COG Bike and Pedestrian Plan (2022) – page 35
- Metro COG Metropolitan Transportation Plan (2025) – page 36 (see project #85

However, through Plan development and discussions with the Metro Flood Diversion Authority (MFDA), the City's opportunity to purchase the right-of-way (ROW) necessary for the off-street trail alignment on the RRVW railroad has slipped away, as adjacent private property owners have been approached with the option to purchase the former railroad ROW. The off-street path alignment will be reflected differently moving forward in the Plan so as not to interfere with private real estate transactions currently underway; therefore, the path alignment is not reflected in **Figure 18**.

The City of Horace's Capital Improvement Plan (CIP) bike & pedestrian facilities or projects mostly include improving pedestrian safety and constructing 10-foot-wide shared use paths to increase connectivity across the community.

Figure 18. Future Bike and Pedestrian Facilities



LAND USE

Existing Land Use

Within Horace city limits, all properties are categorized based on existing land use, reflecting how each property is currently utilized. The land use pattern is always evolving and is shaped by city zoning.

Residential Uses

Residential land use constitutes approximately 15% of the city and is primarily depicted in shades of yellow and orange on the Existing Land Use Map (**Figure 25**). The residential land use of Horace largely consists of "Suburban Residential" areas, along with other developments of varying densities, including mobile home parks.

Commercial and Industrial Uses

Commercial and industrial land uses together comprise a smaller portion of Horace. The commercial land, marked in red, is primarily concentrated along CR 17 in the "Old Town" area and between 76th Avenue S. and Wall Avenue/88th Avenue S. The "Old Town" area extends from the intersection of Main Street/CR 17 and Wall Avenue/88th Avenue S., covering about a half mile north and south, and about one eighth mile east and west of Main Street/CR 17. Established industrial uses, marked in purple, are located along the north side of 100th Avenue and east of CR 17.

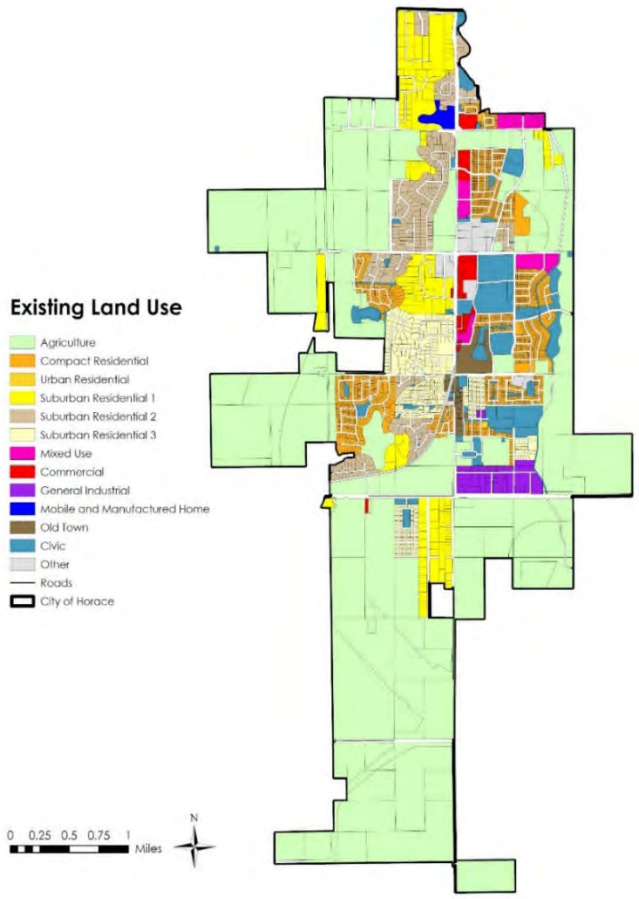
Agricultural Area

The most significant existing land use category in the city is agricultural land, which accounts for roughly 65% of the area. This agricultural area encircles the developed regions. This area is primed for development with the completion of the Red River Diversion.

Additional Uses

Additional uses are mostly located east of Main Street/CR 17, diversifying the land use as Horace continues to see development.

Figure 19. Existing Land Use



Future Land Use

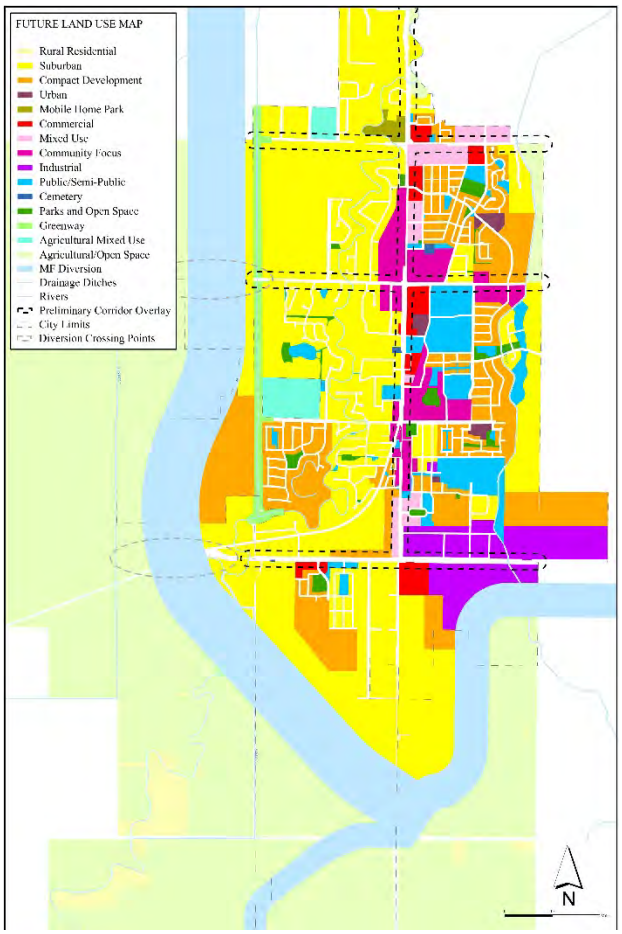
The Future Land Use Map (**Figure 20**) for Horace outlines various land use categories, each reflecting the community's vision for development. The same map is utilized in the 2045 Horace Comprehensive Plan, adopted in 2020. The comprehensive plan and future land use map guide growth and provide the foundation for the city's official zoning map. In the comprehensive plan, the main considerations to establish future land use are environmental conditions, historical growth patterns, and public service availability.

Since adoption of the 2045 Horace Comprehensive Plan, the city has faced enormous growth and development pressure. City staff and policymakers have identified several areas of the comprehensive plan and future land use map that may not align

with current community values. Each future land use category has a unique purpose and guides the density/intensity and scale of development. Therefore, it is important to consider how the future land use map correlates to the number of housing units and commercial/industrial floor space. Categories should be located and "right-sized" according to Horace's unique growth needs and market opportunities. It is also important to consider how different areas interact with one another. For example, strip commercial development along CR 17 or large mixed-use nodes north of downtown could detract from opportunities within downtown.

Minor changes to the adopted future land use map have occurred over time to support development opportunities that meet City goals. However, the City is considering a more thorough update to the comprehensive plan in the near term.

Figure 20. Future Land Use



Future Land Use Categories:

- **Agriculture/Open Space**: Rural areas focused on agricultural uses, receiving minimal services. Density: 1 unit/acre.
- **Agriculture Mixed Use**: Traditional agricultural and compatible commercial uses, with limited services. Density: Up to 1 unit/acre.
- **Urban Residential**: Features higher-density housing, such as apartments, and small commercial spaces. Density: 5-14 units/acre.
- **Compact Residential**: Includes various housing types and small commercial uses, with a focus on open space and transitions to lower densities. Density: 3-5 units/acre.
- **Low Density Residential**: Predominantly single-family homes, maintaining a low-density character. Density: 1-3 units/acre.
- **Rural Residential**: Low-density, single-family homes in agricultural areas, with minimal public services. Density: Up to 1 unit/acre.
- **Mobile Home Park**: Existing mobile home parks within the city.
- **Mixed Use**: Combines residential and commercial uses in flexible designs, promoting walkability. Density: Up to 14 units/acre.
- **Public/Institutional**: Publicly owned lands for schools, utilities, and governmental facilities, subject to local review. Density: Varies.
- **Commercial**: Retail and office spaces located near major roads and existing commercial areas.
- **Community Focus Areas**: High-density residential and commercial uses with design guidelines for compatibility. Density: Up to 14 units/acre; FAR: 0.5-2.0.
- **Industrial**: Areas for light manufacturing and warehousing, including some commercial uses.

- **Diversion Channel**: Areas related to the F-M Diversion Project, maintaining existing uses with potential greenway concepts.
- **Greenways**: Buffer zones along rivers and drainageways, with specific zoning requirements.
- **Park and Open Space**: Designated for recreational use, with locations determined based on community needs.

Development Near Downtown Horace

Development is occurring across the city, including new single-family homes, multi-family housing, commercial businesses, institutional and civic uses, and industrial activities. Two developments are near the Horace Downtown Plan focus area: Lakeview Addition and Sparks Addition.

Lakeview Addition

As shown in **Figure 21**, the Lakeview Addition proposes a new commercial and mixed-use town center district centered around a large stormwater retention area and the St. Benedict's Catholic Church. Lakeview Drive is proposed to provide a pedestrian-focused commercial thoroughfare. Lakeview Addition also provides single-family residential on the north and southeast sides of the area, with limited high-density residential proposed near the northwest corner of the intersection of Wall Avenue S. and Front Street.

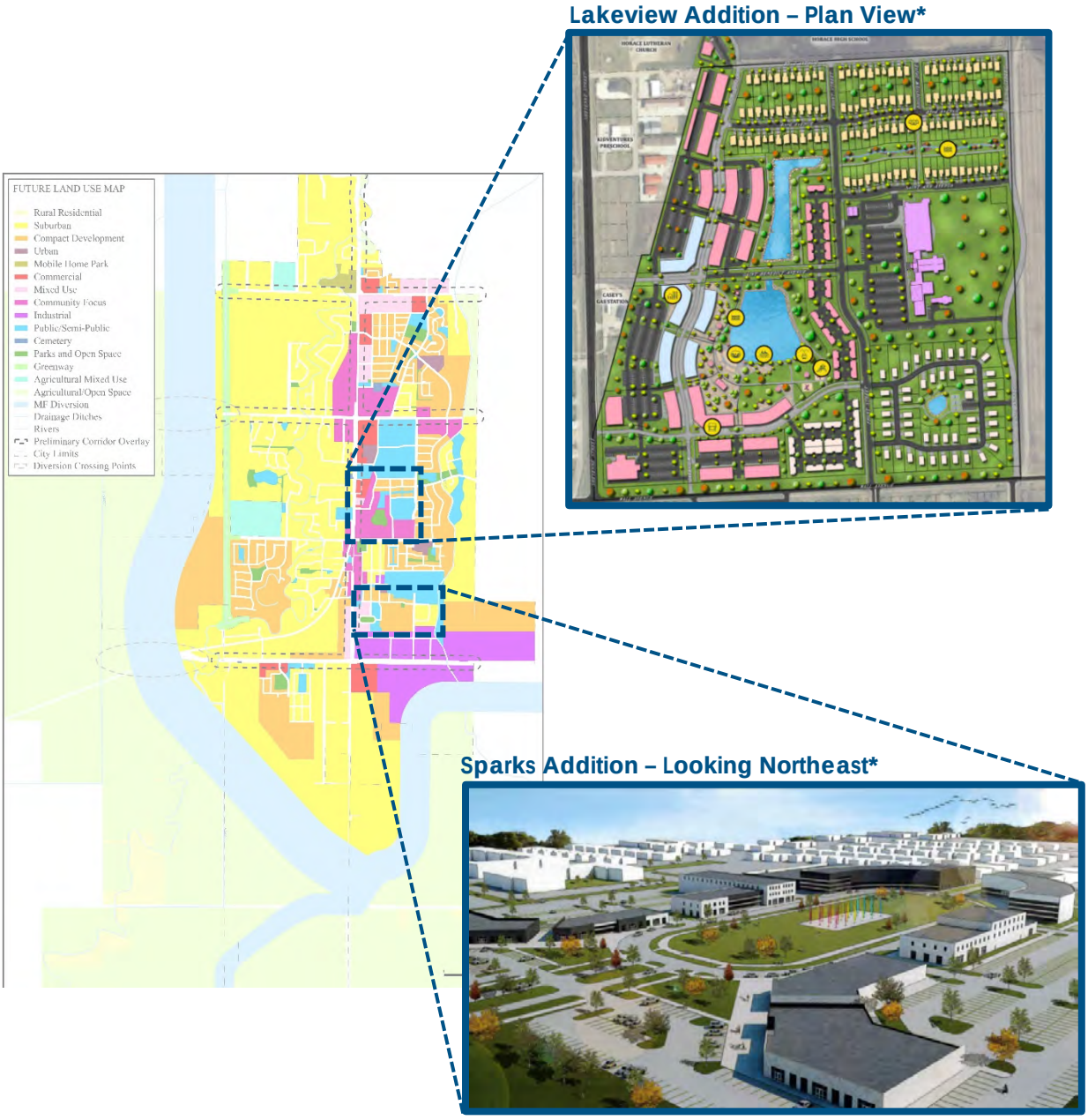
Some of the property has been platted but development has been limited to the single-family neighborhood on the north and the St. Benedict's Catholic Church property.

Sparks Addition

Sparks Addition is proposed south of downtown, just north of the industrial area along 100th Avenue S. The developer proposes commercial, mixed-use, and civic uses along the east side of CR 17 and centered around a large public open space. Single-family residential and limited high density residential uses are also proposed.

Partial platting of the subdivision has occurred but no infrastructure or development has been constructed.

Figure 21. Planned and Developing Areas near Downtown



*Both additions provide conceptual renderings to convey general ideas about each; not to be used for development or construction standard.

Figure 22. Downtown Adjacent Development

RECREATION & NATURAL RESOURCES

Parks

The Horace Park District, established in 1972, plays a vital role in managing the city's parks and summer recreation programs. The park system includes three (3) large Community Parks and five (5) smaller Neighborhood Parks, providing diverse recreational opportunities for residents. See **Figure 24.**

Table 2. Horace Community Parks

Park	Acres	Description
Freed Park	4.28	Remodeled in 2024. Features a baseball diamond, batting cages, playground, pickleball courts, basketball hoop, outdoor shelter, concessions, picnic area, and restrooms.
Horace Lions Park	1.98	Offers playground equipment and baseball diamond.
Meadowlark Park	5.89	Includes a playground, lighted hockey rink, warming house, picnic shelters, junior soccer field, youth baseball/softball field, tennis court, basketball court, connected multi-use paths, and a gazebo.

Figure 23. Freed Park

Figure 24. Parks and Natural Resources

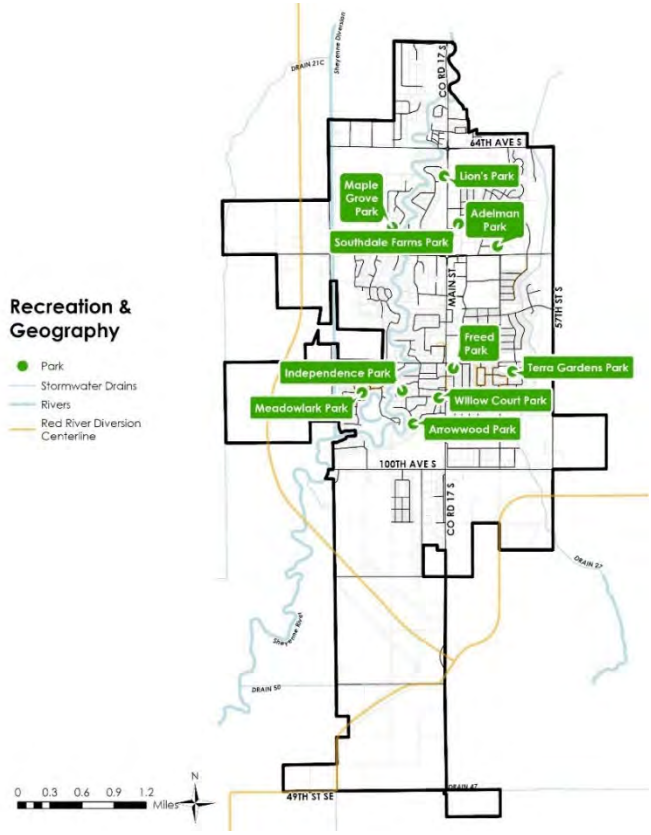


Table 3. Horace Neighborhood Parks

Park	Acres	Description
Adelman Park	0.37	A small area with playground equipment and basketball hoop.
Arrowwood Park	0.30	Features playground equipment and picnic table.
Independence Park	3.19	Contains a horseshoe pit, playground equipment, and shelter.
Maple Grove Park	1.57	Offers a sitting bench with a pond view.
Southdale Farms Park	0.39	A small area with playground equipment.
Willow Court Park	0.13	A small area with playground equipment.

Natural Resources

The Sheyenne River is a vital resource that flows through Horace, adding to the city's unique character and ecological diversity however, like most waterways in the Red River Valley, the Sheyenne River is prone to flooding. Spring flood events are common in the Red River Valley cause by snowmelt. Because the valley is so flat, as rivers like the Sheyenne River rise with snowmelt, the water breaks the banks and flows significant distances. Floodwaters from overland flooding can stretch for miles, given the extremely flat topography.

Historically, most of Horace was in the 100-year flood plain but in 1992, the United States Army Corps of Engineers completed a large flood protection project, the Sheyenne River Diversion. The Sheyenne River Diversion provides permanent flood protection for the City of Horace and City of West Fargo to the north. The Sheyenne River control structure operates by diverting rising water levels to the Sheyenne Diversion channel which flows north around Horace and West Fargo on the western municipal boundaries.

The Sheyenne River is considered a riparian greenway and plays a key role in filtering pollutants, mitigating floodwaters, providing habitat for wildlife, and providing opportunities for recreation. Within the city, riparian areas also include 'lost river' formations including old oxbows where the Sheyenne River once flowed, but no longer do, due to change in course. The riparian greenway is evident in Horace by the dense vegetation and mature tree canopy. Horace's riparian areas also have higher land values than the surrounding plains and are seen as an amenity for private development. Most private development along the Sheyenne River in Horace occurred after completion of the Sheyenne River Diversion in 1992. However, there are a few naturally elevated areas along the river that were developed prior.

Public access to the Sheyenne River is limited due to private ownership however, flood control and stormwater infrastructure provide opportunities for public open space. At the local level, stormwater infrastructure such as retention ponds provide walking paths and open space. Regional infrastructure, such as the Sheyenne River Diversion and Drain 27, provide opportunities for regional trail connections to West Fargo, Fargo, and beyond. Furthermore, Horace is in proximity to the Red River Diversion channel, currently being constructed to protect the entire FM region from flooding.

As outlined in the Red River Diversion Recreation Plan, Horace could connect to 30+ miles of continuous trail, super-structures such as the channel inlet structure or Sheyenne River aqueduct, interpretive sites, and/or other natural areas that may be associated with the multi-billion-dollar regional flood control project. See **Figure 30.**

ECONOMIC DEVELOPMENT

Horace has an informal business development group however, the group has not met since 2022. *Horace 2045*, the City's comprehensive plan, includes goals and policies adopted by the city to support economic development in town. The Economic Vitality chapter of the plan lists goals to

- Enhance economic prosperity and improve quality of life in Horace.
- Encourage City of Horace to have an active role in economic and business development

Furthermore, *Horace 2045*'s transportation goal, T-6, ties economic development to the multimodal transportation network in Horace:

Promote transportation projects that support regional economic goals, support freight movement, and promote projects that can be financially sustained for the long term.

HOW DO WE USE THIS PLAN?

The Downtown Neighborhood Plan is actionable, to be used in the following ways:

ESTABLISH POLICY

Policy refers to the City's official written guidance or official stance on a particular topic. ***The Plan serves as an official guide for the future of downtown and multimodal connections***, to provide transparency and direction for future city leaders, residents, business owners, and visitors.

IDENTIFY & PRIORITIZE IMPLEMENTATION STRATEGIES

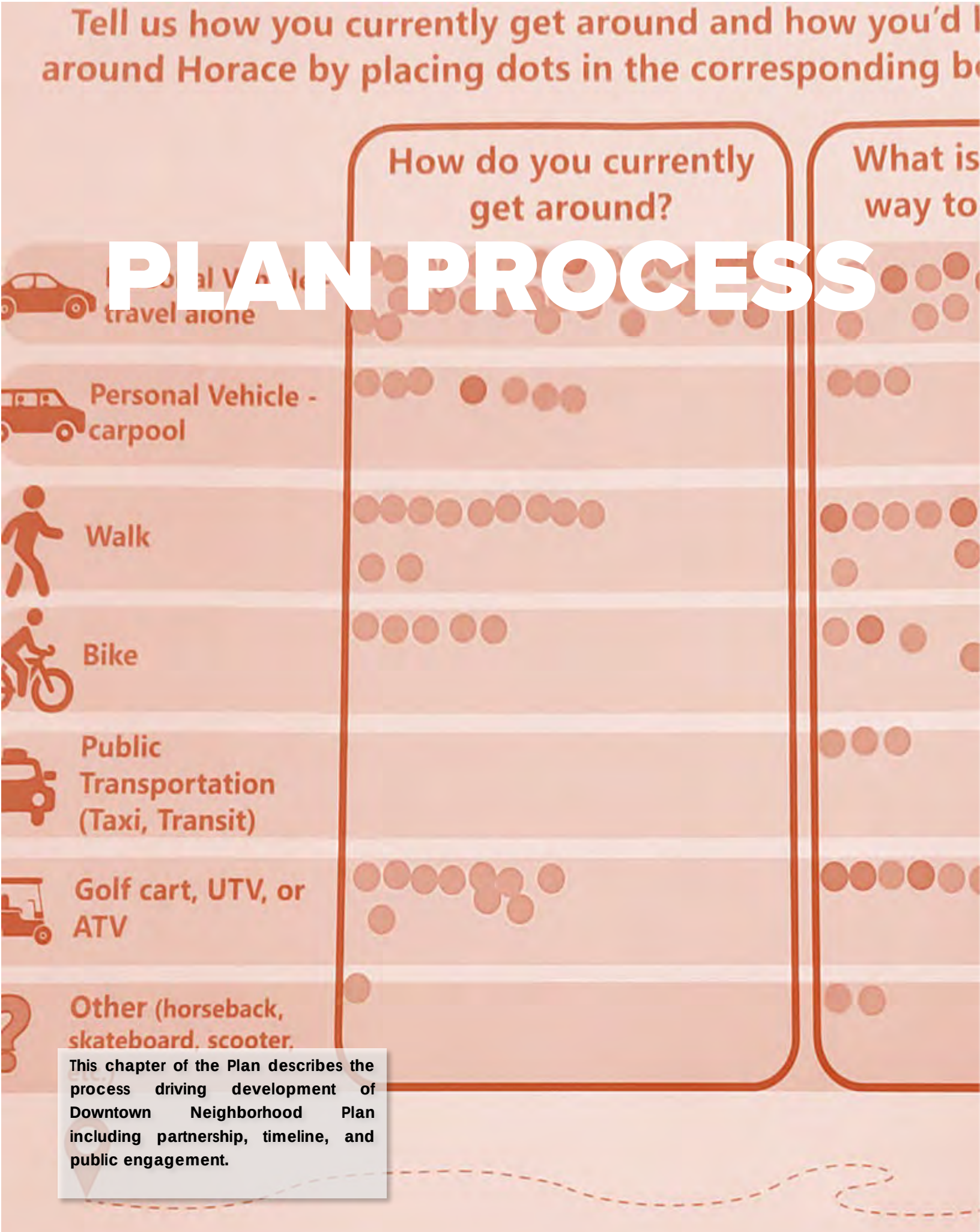
Clear implementation steps help the city's vision, goals, and objectives included in the Plan become more ***achievable***. Clear identification and prioritization of projects and other plan recommendations will ***provide a step-by-step framework to put the Plan into action***.

PROVIDE GUARDRAILS

The Plan allows Horace to ***sustain community identity and preserve the key things that make the community such a great place to live***. Public engagement and feedback, collected throughout development of the Downtown Neighborhood Plan is reflected in every section of the document. The publicly supported future vision for downtown Horace sets ***guardrails or ground-rules for future development, setting expectations of what the community wants for Horace's future***.

Additionally, the Downtown Neighborhood Plan may be used to:

- **Review robust public engagement results and public sentiment.**
- **Identify challenges and opportunities downtown and across the community.**
- **Understand community identity.**
- **Envision the future.**
- **Prioritize strategies and locations for implementation.**
- **Explore funding strategies.**


Tell us how you currently get around and how you'd l
around Horace by placing dots in the corresponding bo
How do you currently get around?
What is
way to
travel alone
Personal Vehicle - carpool
Walk
Bike
Public Transportation (Taxi, Transit)
Golf cart, UTV, or ATV
Other (horseback, skateboard, scooter,
PLAN PROCESS
This chapter of the Plan describes the process driving development of Downtown Neighborhood Plan including partnership, timeline, and public engagement.

PARTNERSHIP

The Downtown Neighborhood Plan was developed through a partnership between the Fargo-Moorhead Metropolitan Council of Governments (Metro COG) and the City of Horace to address development and transportation connections to and from Downtown and the neighborhoods surrounding it as the community grows. The goal of the Plan is to develop consensus around a long-term vision for the city's core and identify implementation strategies and project priorities to further the vision while preserving what makes Horace such a desirable place to live.

TIMELINE

The Plan kicked off in Summer 2024 with an approximate year-long delivery schedule (**Figure 25**). The Plan was split into phases organized around answering the following questions:

Phase 1 – What is the purpose of this plan for Horace?
Phase 2 – Who do we want to be?
Phase 3 – What could it look like?
Phase 4 – What does this mean for our Town?
Phase 5 – What is the implementation strategy?

Figure 25. Plan Development Schedule

PUBLIC ENGAGEMENT

Public engagement is a core part of Plan development, with very robust focus given to ensure community voices were heard and incorporated into deliverables herein. Detailed public engagement summaries, including raw survey results are included in **Appendix B.**

Study Review Committee

The Plan development team worked with a Study Review Committee comprised of various professionals from both Metro COG and the City of Horace, residents, and appointed or elected officials. The SRC was involved through the entire duration of the project's development and provided:

- Thoughts about overall Plan development and anticipated deliverables.
- Review of key materials and deliverables.
- Ideas to better engage Horace residents/stakeholders.
- Local perspectives and insight.
- Technical perspectives and insight.

Five (5) SRC meetings were held at critical milestones, covering the following topics:

SRC #1 – Kickoff

SRC #1 was the kickoff meeting for the project and established the project process and ensured that all SRC members and the project team (City of Horace, Metro COG, Consultant team) shared a common understanding of the goals for Plan development and desired outcomes. There was critical discussion regarding the public engagement and communication strategies that work best in Horace.

SRC #2 – Walk-Audit

SRC #2 included a walk-audit and golf cart tour of Downtown Horace, adjacent neighborhoods, other destinations, and multimodal transportation infrastructure. The walk-audit was used for the SRC to share challenges and opportunities for the Plan and to allow the Project team to gain a more thorough understanding of the downtown area and established characteristics of Horace.

Figure 26. SRC #2 Walk-Audit

SRC #3 – Engagement Summary

SRC #3 shared public engagement round one (1) results including online survey results and the preliminary draft of the Community Snapshot document. Results and key themes were shared from the public engagement push conducted around Bean Days 2024. The SRC discussed takeaways and how people's responses could be used to develop a responsive, publicly driven Plan.

SRC #4 – Concept Refinement

SRC #4 was held as a focused workshop to go over preliminary concepts for the future of downtown and multimodal transportation strategies. The SRC discussed and verified each concept and strategy was in alignment with public engagement results from the first round, and suggested refinements to each ahead of public debut at the second round of engagement.

SRC #5 – Final Concept & Strategies

SRC #5 was held to review public engagement round two (2) results regarding the three (3) downtown concepts and multimodal transportation strategies including strategic connections and intersections. The SRC discussed and suggested refinements of the final vision for downtown Horace and multimodal transportation strategies.

Study Review Committee (SRC) Members

Jace Hellman, City of Horace
Michael Maddox, Metro COG
Chelsea Levorsen, Metro COG
Joel Luing, City of Horace
Naomi Burkland, Horace City Council
Ron Erickson, Horace Planning Commission
Paige Shockman, Horace Park District
Rachel Lee, Citizen Representative

Round 1 Engagement

Public engagement Round one (1) included two significant efforts to collect feedback from Horace residents about the future of downtown:

- Online Community Survey #1
- Bean Days – In-Person Pop-Up Booths

Community Survey

September 3rd – October 1st, 2024

Online/City Hall

502 Respondents

Survey questions were centered around the present and future of Horace including questions about what is most important to preserve about the community, community character, community values, and current and desired ways to get around.

Bean Days Pop-Up

September 6th, 2024

Vendor Fair & Kids' Fest

300+ Participants

At Bean Days, the project team participated in the parade to pass out project flyers and candy, and hosted two (2) booths at different events:

- Vendor Fair on Main Street
- Kids' Fest at Meadowlark Park

The all-day event allowed the project team to talk to residents and visitors about the Downtown Neighborhood Plan, ask key questions, and point people to the community survey to provide additional feedback. Questions asked at the Bean Days pop-up events parallelled several questions asked in the community survey.

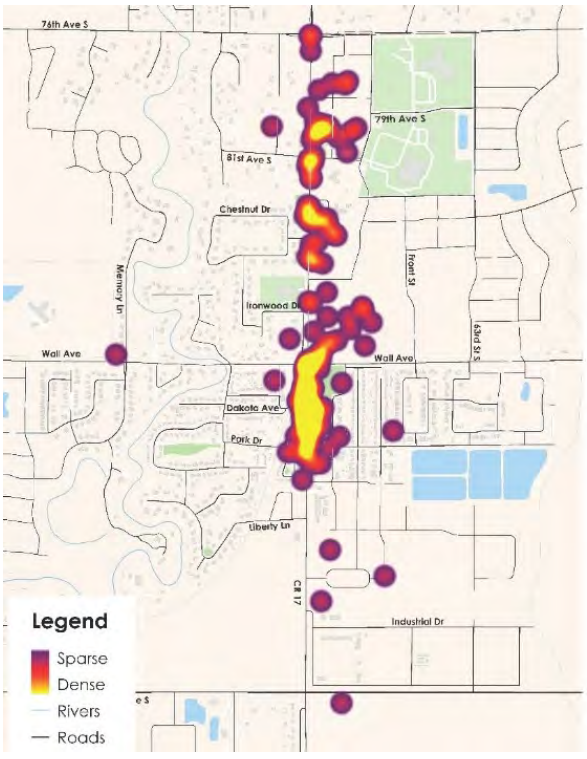
Figure 27. 2024 Bean Days Parade – Downtown Plan Float

Round 1 Takeaways

WHERE IS DOWNTOWN?

With over 590 points placed between the Bean Days pop-up event and the community survey, most of the community believes downtown Horace is somewhere along Main Street, primarily focused between Park Drive and Wall Avenue:

Figure 28. Heat Map Results - Where is Downtown?



WHAT FITS HORACE BEST?

A visual preference survey allowed people to provide feedback on the downtown environments they believed fit Horace the best. The top four (4) preferences, shown in **Figure 29,** varied slightly by Beans Days and Online Survey participants.

The Online Survey included vision statements for the future of Horace. Results below (**Figure 30**) are split by how people answered the 'How long have you lived in Horace?' Of the 17 vision statements included in the survey, the top five (5) show overlap between residents both old and new.

Figure 29. Visual Preference Results - Bean Days vs. Online Survey

Figure 30. Visual Preference Results – New Residents vs. Established Residents

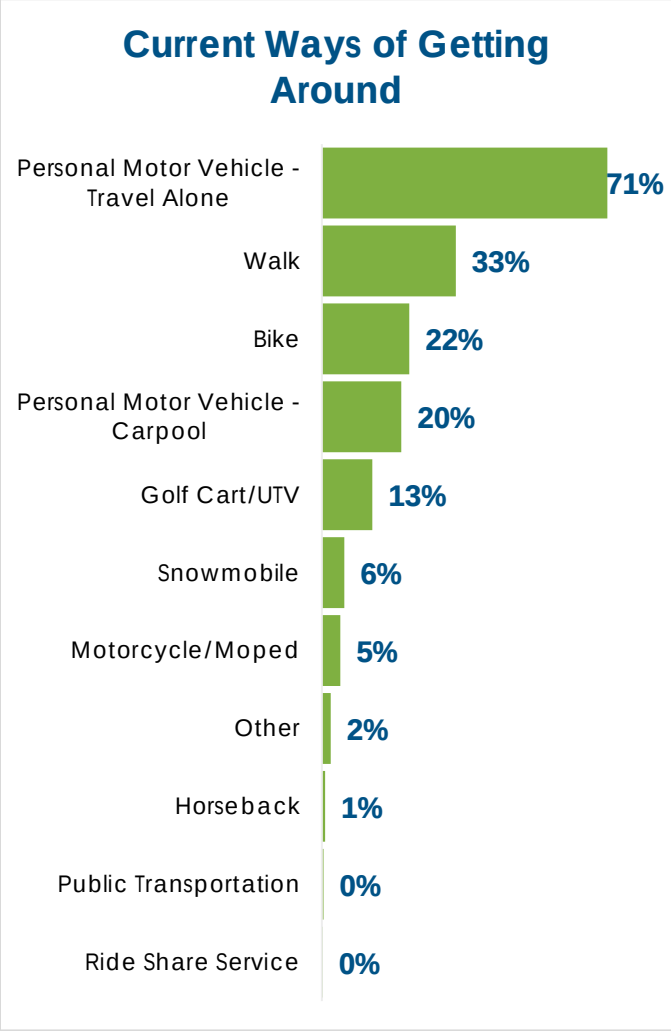
CURRENT AND DESIRED WAYS OF GETTING TO/FROM DOWNTOWN

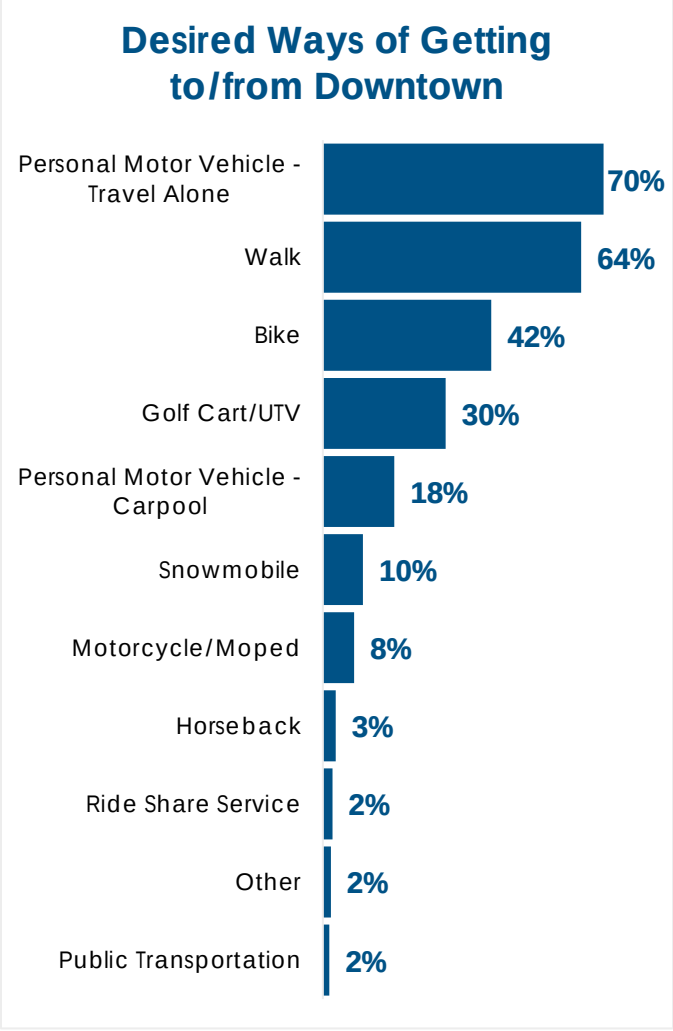
In the round one Community Survey, people were asked about how they currently get around town and then how they'd prefer to get to and from downtown in the future.

Comparing responses between current ways of getting around versus desired ways to get around, there is a strong desire by Horace residents for alternative travel modes such as walking and biking (see **Figure 31**). For example, walking increased by 31% and biking increased by 20% from current to desired ways of getting to and from downtown. The only desired travel mode that decreased was personal motor vehicle showing a prioritization and desire of other ways to get around town.

42% of Round 1 survey-takers want Horace to be accessible by walking, biking, and driving, the third most supported vision statement behind small town and rural identity (out of 17 vision statements included in the survey).

Figure 31. Round 1 Survey Responses: Transportation Modes





Stakeholder Meetings

The project team conducted specific outreach to key stakeholders of the Downtown Neighborhood Plan. Stakeholders were identified as strategic partners in plan development and for implementation of future Plan recommendations. Additionally, property and business owners along Main Street were invited to participate in stakeholder meetings to discuss opportunities and challenges of the plan (**bold** names were met with). Stakeholders included:

- Horace Lion's Club
- Senior Center
- Big Erv's
- **Chelsey Johnson & Brandon Huseby**
- Hopewells Auto
- **Southern Valley Fire & Rescue**
- Dabbert Custom Homes
- **Dwyer Law**
- **Metro Flood Diversion Authority**
- **Horace Park District**
- **Cass County**
- Horace Elementary, Middle, and High School
- **North Dakota Department of Commerce**
- **North Dakota Department of Transportation**
- **Horace Special Assessment Commission**
- **Horace Engineering & Public Works**
- **Horace Planning Commission**

Summaries of stakeholder meetings can be found in **Appendix B.**

Round 2 Engagement

Public engagement round two (2) provided two additional ways to collect feedback from Horace residents about the future of downtown:

- Online Community Survey #2
- Public Workshops

The second round of public engagement for the Plan presented options and concepts for the future of downtown, and future connections and multimodal transportation strategies.

Round 2 Public Workshops

January 22nd & January 23rd, 2025

Fire Hall Event Center

Approximately 150 Participants

In January 2025, the project team hosted two (2) separate public workshops for people to provide feedback on the concept-level strategies and recommendations for downtown Horace and community-wide connection strategies.

The two (2) separate workshop days and times provided people more flexibility and opportunity to participate. The Fire Hall Event Center was setup with various boards and feedback displaying three concepts for future downtown Horace, multimodal connection routes, multimodal intersections, and scale of development and infrastructure.

Figure 32. Public Workshops - January 2025

Round 2 Community Survey

January 22nd – February 18th, 2025

Online/City Hall

327 Respondents

Survey questions were centered around the concepts for future downtown Horace, multimodal connection routes, multimodal intersections, and scale of development and infrastructure.

Round 2 Takeaways

DOWNTOWN STRATEGIES

Three (3) separate concepts were developed for downtown Horace, based upon public feedback received in the first round of public engagement.

The Downtown Horace concepts all envision a future with a strong, appropriately-scaled commercial core in the community-identified "downtown" area. This strengthened core connects to planned commercial development in adjacent developments.

Each concept is designed to understand what residents mean by "small town". Locations are shown at varying levels of transformation to help understand the public's appetite for change. They can also be helpful to visualize how Horace might develop over time.

Concept 1

Concept 1 (**Figure 37**) celebrates the center of downtown as the hub of community-focused activities in Horace.

Concept 1 Includes:
Retaining a portion of the grain elevator
Farmer's market event space
Green space for community events
Veteran's Memorial
Parking on-street and on grain elevator lot
Minimal commercial development on grain elevator lot
Infill development within downtown
Retrofitting of existing buildings
Sidewalks connecting commercial core, community space, and senior center
Mid-block crossing to Freed Park
Mini roundabout at Wall Avenue and Main Street intersection
Parking and sidewalks on Wall Avenue
Main Street frontage stays as-is

Figure 33. Concept 1 - Main Street Looking North

Concept 2

Concept 2 (**Figure 38**) focuses on expanding commercial development in the heart of Horace's downtown.

Concept 2 Includes:
Reimagined "grain elevator" style building
Primarily commercial development
Small community space
Small Veteran's Memorial
Parking on-street and behind buildings on the grain elevator lot
Infill development within downtown
Retrofitting existing buildings
Sidewalks connect to surrounding neighborhoods
Mid-block crossings to Freed Park
Four-way stop at Wall Avenue and Main Street intersection
Main Street frontage road only has access from Ironwood Drive (access closure at Wall Avenue)

Figure 34. Concept 2 - Redeveloped Grain Elevator Block

Concept 3

Concept 3 (**Figure 39**) celebrates the agricultural roots of Horace in the central commercial hub by rebuilding a grain elevator-inspired structure and retaining its diagonal layout on the site.

Concept 3 Includes:
Dense commercial development on grain elevator lot
Downtown trail connection
Farmer's market event space
Parking on Main Street and behind commercial buildings
Infill development within downtown
Redevelopment of existing historic buildings
Sidewalk connections throughout downtown
Main Street frontage road eliminated and redeveloped
On-street parking on Main Street and Wall Avenue

Figure 35. Concept 3 - Main Street Looking North

Feedback on Downtown Concepts

Community feedback was collected at multiple public meetings and online surveys. The community preferred Option 1 with Option 3 being a close second. Generally, respondents were enthusiastic about the idea of a downtown but expressed some skepticism and concern about any redevelopment looking like Fargo or West Fargo. Key themes include:

- **There is a strong desire to preserve the small-town feeling of Horace.**
- **Residents want to resist the encroachment of a "city" feel.**
- **There is a strong desire to preserve green spaces and trees.**

There are mixed opinions about preserving or removing the grain elevator with strong proponents on each side. While some called it a dangerous and costly fire and rodent hazard, the majority preferred to keep some semblance of the grain elevator due to its iconic status. This comment reflects a popular theme:

"I think we should do our best to keep the grain elevator as it has become an icon of the town. I remember growing up here and thinking how cool it was as a kid. Maybe it can be repurposed into a museum or learning center? A farmers market area would be great to attract the locals and it would fit our character well..."

Other residents feel excited about the concepts and have a strong vision for the future of Horace:

- **Interest in balanced downtown development that includes commercial spaces and community areas.**
- **Desire for unique place-based building designs.**

"Consider bringing Seniors and Children together with family friendly park with children's playground equipment as bridge. Seniors and Children are a great natural fit. Kids have lots of energy Senior have lots of wisdom and patience. By placing a park between the grain elevator and the senior center it could be what ties all generations together and invites everyone to crossover. Working parents may arrange to meet a loved one at the senior center following a day of activities, they all go to park to watch kids having fun, then everyone walks downtown to grab a bite beer or root beer for the kids. Parents with older kids may leave them at the park with some sense of security knowing there will be watchful eyes nearby when people are at the senior center."

A small minority didn't feel that a downtown was necessary:

"Horace does not need a "downtown". Nobody wants expensive downtown stores. We need more fast food restaurants and a grocery store"

"We only want community assets not more businesses"

What should Horace's downtown be?

Most respondents supported retail expansion downtown with some restrictions and preferences.

- **Desire for a mix of building styles that reflect a small-town, rural feel.**
- **Some commentors want the downtown area closer to the schools.**
- **Limit downtown building height to one or two stories**
- **Emphasis on local businesses over chain businesses.**
- **Emphasis on attracting essential businesses. Many residents mentioned a grocery store and small hardware store.**

The community expressed several concerns that generally fit into two categories:

1. the high cost of special tax assessments, and
2. the fast pace of development / encroachment by Fargo / West Fargo.

TRANSPORTATION STRATEGIES

The transportation strategies were presented to identify priority locations for multimodal infrastructure. Transportation strategy locations were identified by proximity and each location's relationship not only to downtown Horace, but also to each location's potential for community-wide connections, between downtown and neighborhoods. Transportation strategies were organized by strategic:

- Routes (**Figure 40**)
- Intersections (**Figure 41**)

Routes & Intersections

Workshop participants and survey respondents prioritized routes and intersections from first or highest priority, to last or lowest priority. People were also asked to suggest routes or identify intersections which were not already identified. See **Table 5** for route prioritization results and **Table 6** for intersection prioritization results.

Table 4. Strategic Routes - Public Prioritization

Public Rank	Route ID #	Route Description
1	R.4	*CR 17/Main St.* north of Wall Ave.
2	R.5	*Drain 27*
3	R.1	*Park Drive* from Boxelder Cir.to Drain 27
4	R.2	*Wall Ave.* from Main St.to 57th St.
5	R.7	*Front St.* from Wall Ave. to 82nd Ave.
6	R.6	*Cross-town connection* (off-street) from 100th Ave S. to Wall Ave.
7	R.3	*CR 17/Main St.* from south of 100th Ave. to Park Dr.
8	R.8	*64th Ave. S.* from Sheyenne Diversion Channel to 57th St.
9	R.9	*76th Ave. S.* from Sheyenne Diversion Channel to 57th St.

Table 5. Strategic Intersections - Public Prioritization

Public Rank	Intersection ID #	Intersection Description
1	I.1	Main St. & Wall Avenue
2	I.2	Main St. & Ironwood Dr.
3	I.3	CR 17/Main St. & Lakeview Dr.
4	I.4	Main St. & Center Ave.
5	I.5	Main St. & Park Dr.
6	I.7	CR 17 & 100th Ave. S.
7	I.9	Wall Ave. & Front St.
8	I.10	Wall Ave. & Nelson Dr./Future Lakeview Dr.
9	I.6	CR 17 & Liberty Ln.
10	I.8	CR 17 & 63rd St. S.
11	I.11	CR 17 & Chestnut Dr.
12	I.12	63rd St. S. & 79th Ave. S.

INFRASTRUCTURE & DEVELOPMENT INTENSITY

Based on the first round of engagement, people frequently said Horace's small-town character is a key part of the community's identify. The second round of engagement further identified types of varying intensities, asking: *"What scale fits the character of Horace best?"* See **Figure 36** for public response; there is a clear preference for the left-side of the scale, or lower intensity infrastructure and development. The exercise also helped people think about the relationship between land use development and transportation.

Figure 36. Infrastructure & Development Intensity Results

Figure 37. Downtown Concept 1

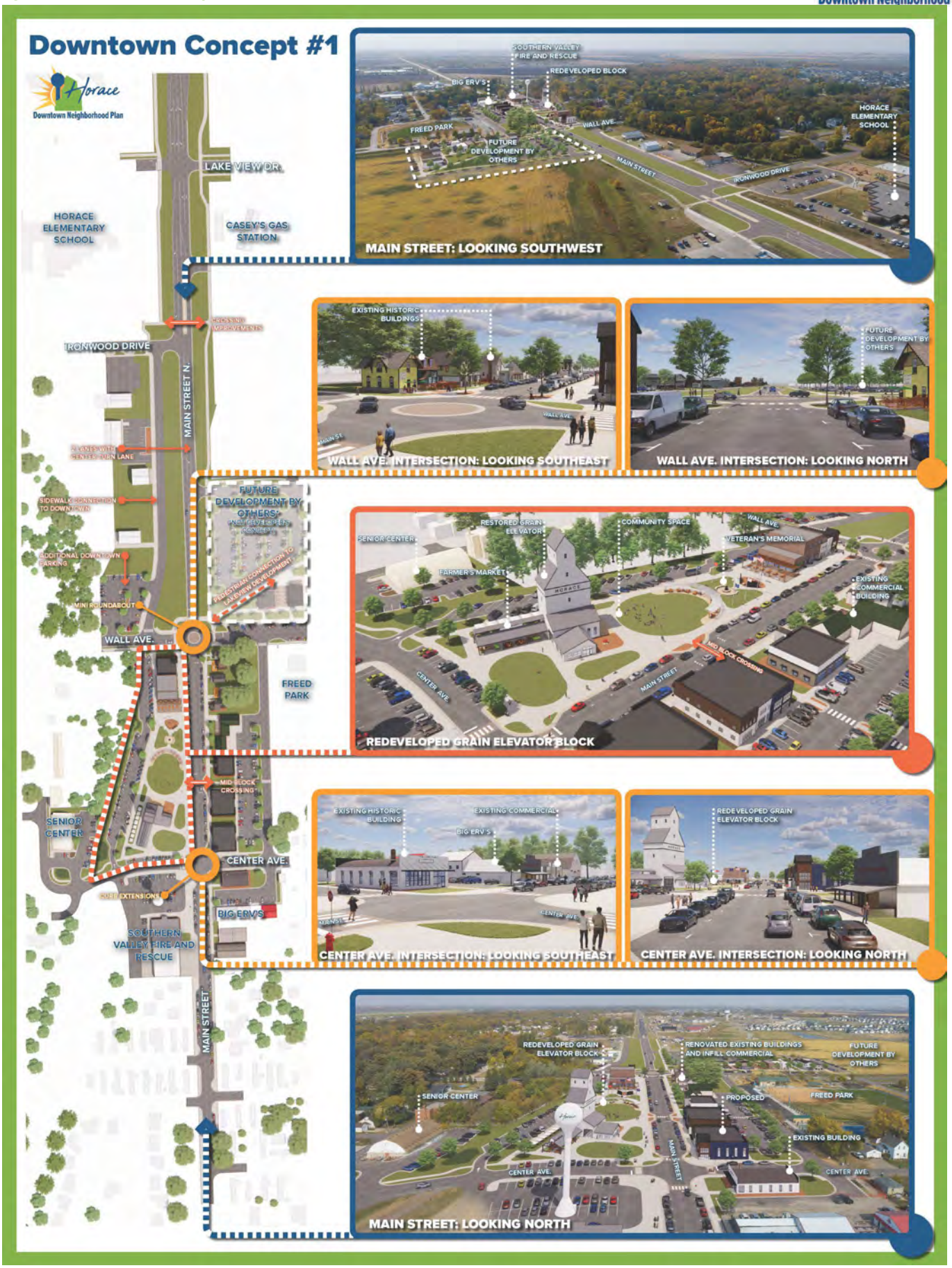


Figure 38. Downtown Concept 2

Figure 39. Downtown Concept 3

Figure 40. Multimodal Routes

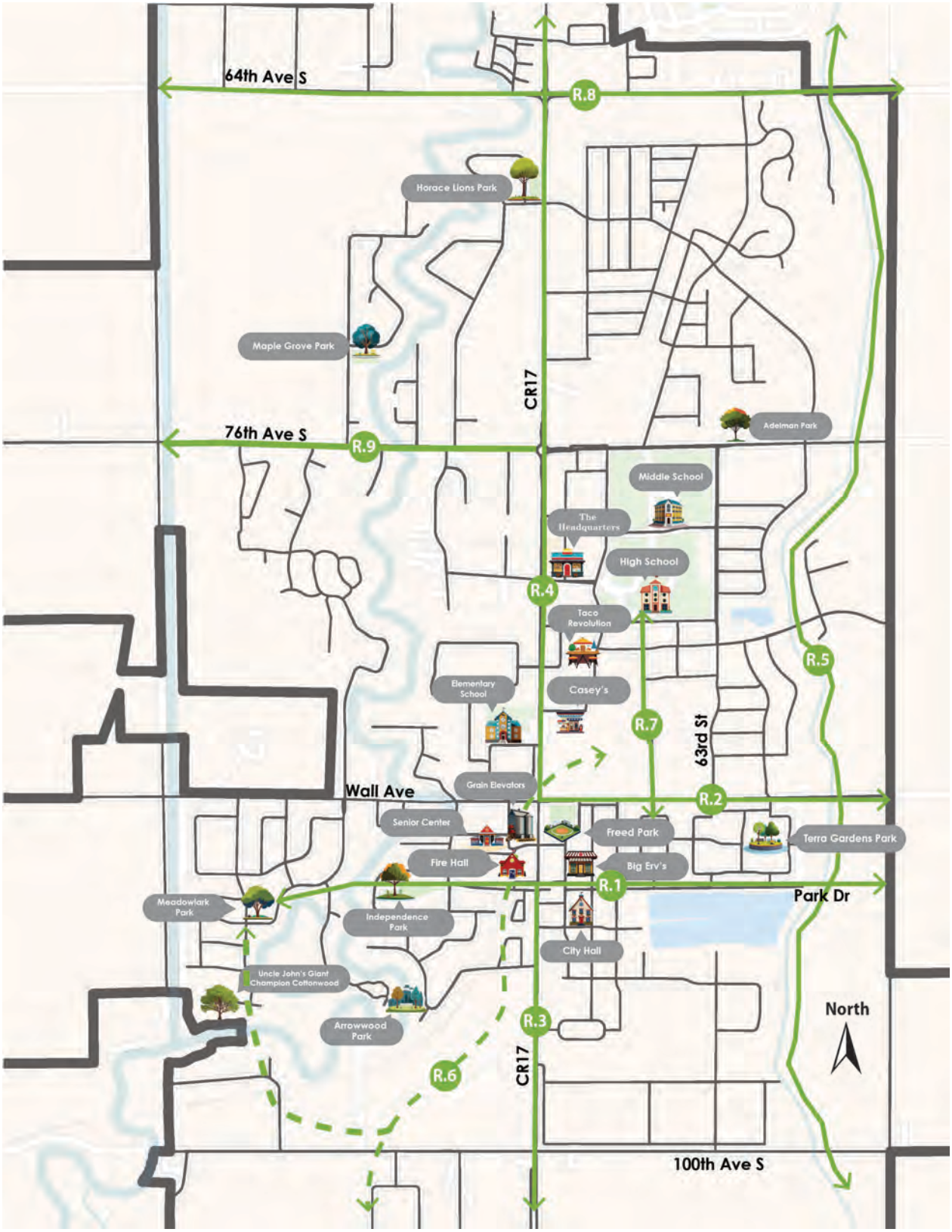
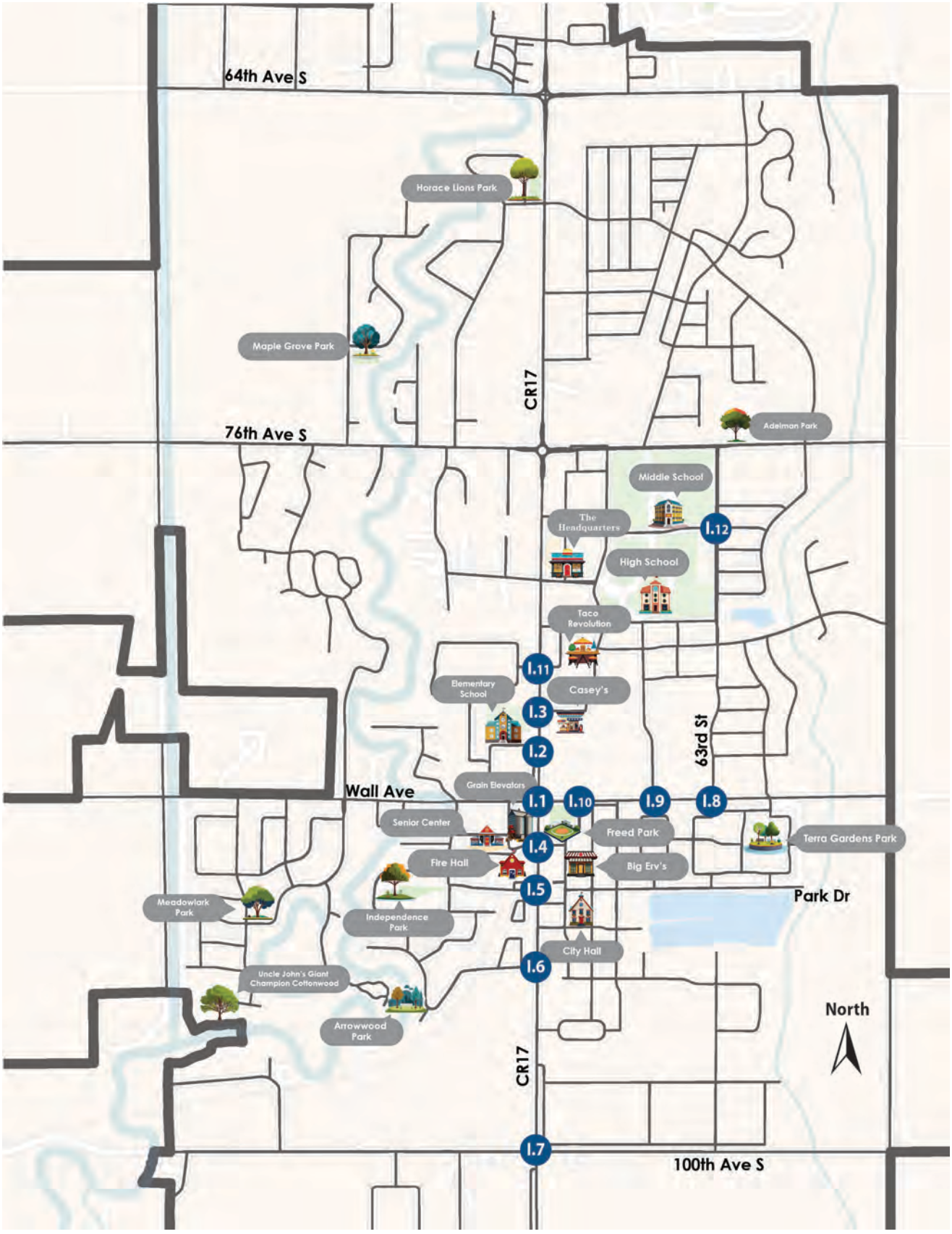


Figure 41. Multimodal Intersections



GUIDING PRINCIPLES

The following five (5) Guiding Principles were consistent themes of public engagement for the Downtown Neighborhood Plan, **as gleaned from the nearly 1,300 individual responses to engagement activities and surveys as part of the Plan's development.** The project team ensured that the strategies stayed true to Horace's identity by underlaying the five (5) principles in the Plan's goals, recommendations, and implementation strategies. Guiding Principles of the Plan describe the qualities that are most important to Horace community members – a small, active town with a high quality of life, and build the foundation for the city to manage and respond to growth and development in a clear, effective way that residents will be proud of.

WHAT IS SMALL TOWN CHARACTER?

Horace residents consistently associate small town character with lower intensity development and infrastructure. For example, and as also identified in Figure 36, on-street bike lanes, big box stores, and traffic lights are less desirable to the public's future small town vision for Horace. Less intense development and infrastructure was consistently preferred such as, bike paths, small commercial businesses, and stop signs.

Rural Small Town Identity

- ENSURE THAT THE TOWN'S GROWTH AND DEVELOPMENT MAINTAIN A SMALL TOWN CHARACTER.

A Community Accessible by Walking, Biking, and Driving

- FOCUS ON SAFETY FOR CHILDREN GOING TO AND FROM SCHOOL.
- STRENGTHEN SAFE CONNECTIONS BETWEEN NEIGHBORHOODS AND COMMUNITY DESTINATIONS LIKE SCHOOLS, PARKS, AND BUSINESSES.

Utility Improvements and Maintenance

- PRIORITIZE MAINTAINING EXISTING INFRASTRUCTURE OVER EXPANDING INFRASTRUCTURE TO ENABLE MORE DEVELOPMENT.

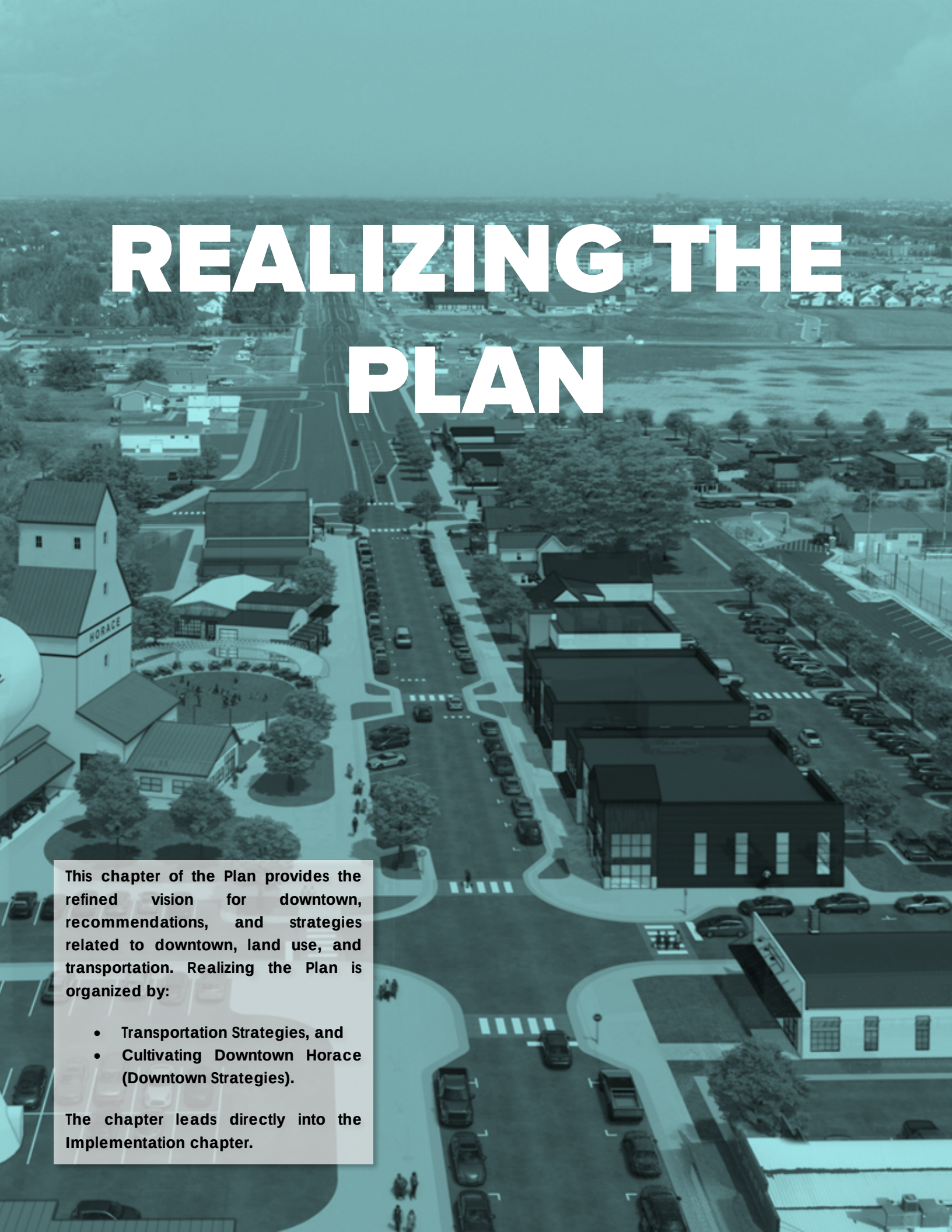
High Quality of Life

- MAINTAIN A SAFE AND QUIET RURAL COMMUNITY WITH STRONG SOCIAL CONNECTIONS AND RIGHT-SIZED AMENITIES.

Activities for Everyone

- INVEST IN AMENITIES THAT BRING PEOPLE TOGETHER, STRENGTHEN COMMUNITY TIES, AND MAKE HORACE A GREAT PLACE TO LIVE.

REALIZING THE PLAN



This chapter of the Plan provides the refined vision for downtown, recommendations, and strategies related to downtown, land use, and transportation. Realizing the Plan is organized by:

- Transportation Strategies, and
- Cultivating Downtown Horace (Downtown Strategies).

The chapter leads directly into the Implementation chapter.

TRANSPORTATION STRATEGIES

Transportation implementation strategies resulted from existing transportation system conditions and Guiding Principles as derived from public feedback. The Downtown Neighborhood Plan's transportation strategies are organized into three (3) distinct steps: (1) Adopt a Complete Streets Policy; (2) Develop Transportation Strategy Guidance including Steet Typologies and Intersection Strategies; and (3) Equip Transportation Strategies including Multimodal Routes and Intersection Strategies.

Transportation strategies for downtown Horace are established to complement community members' desire for a more traditional small-town downtown, future development, and community-wide multimodal connectivity. There are several key locations to call out with a priority on multimodal infrastructure that accommodates people driving, walking, and biking.

A functional, multimodal transportation system that enhances quality of life and sustains Horace's character is no easy task. With limited space and funding, the City should focus on transportation elements that the community would like to see, based on feedback. The Downtown Neighborhood Plan explores the role streets play downtown and the City as a whole to develop more responsible corridor design. Also, there are other considerations the City should respond to:

- Not all streets can have dedicated bike and pedestrian infrastructure
- Streets will need to be cleared of snow (plowing) and maintained long-term
- Streets will need to balance the needs of truck traffic, emergency services, and the people who live and travel in the neighborhood

The following considerations provide a thoughtful framework for future transportation strategies in downtown Horace and across the city.

Future Growth & Existing Network

Multimodal strategies identified in this section may be used for new streets and the existing system however, for the existing street network, certain strategies may be more difficult to implement than on a new street with a blank slate. For example, not all existing streets may be able to reflect the vision of the downtown neighborhood plan because of real-world conditions and existing development. However, the strategies may be very beneficial for infrastructure that doesn't exist (such as bike & pedestrian infrastructure) and when considering options for street reconstruction and rehabilitation projects.

Operations & Maintenance

Envisioning a functional, multimodal street is one consideration but the City of Horace will also be responsible for long-term operations and maintenance. The transportation network will see regular street sweeping and snow removal therefore, all strategies must consider space for maintenance vehicles and snow storage.

Land Use Integration

Most often referred to as context-sensitive design, land use integration is the process by which transportation strategies may differ based on the surrounding context and development. For example, a downtown arterial street should be different from a commercial arterial street. Strategies developed as part of the Plan prioritize land use for multimodal infrastructure recommendations and street layout, to ensure future project(s) align with the need of surrounding neighborhoods.

Multimodal Accessibility

The Horace community has asked for more dedicated space to safely walk and bike however, there is validated concern about the future character of the city from community-members as explosive growth continues to drive change. There are simple ways to accommodate more bike and pedestrian mobility including, sidewalks, shared use paths, and improved crossings. Each may be appropriate depending upon the space and other network conditions such as vehicular traffic. Strategies provided herein provide safe accommodation tailored for the context and character of the city.

STEP 1

Adopt a Complete Streets Policy

As heard through public engagement opportunities, people in Horace wanted safe routes to walk and bike, even to school. Although the ability to walk to school is not required by the district's bussing policy, walking and biking to important destinations in Horace are hallmarks of small-town life. Complete streets are a major component of the Plan's Guiding Principles, prioritizing:

- Safety and accessibility for all residents
- Quality of life
- Economic development
- Small-town and rural character

To help the City implement the Plan and realize the community-supported vision for Downtown Horace and other Plan recommendations, a critical strategy involves crafting a Complete Streets Policy; **an official statement of the City about the importance of Complete Streets and how the City and community can implement a citywide Complete Streets approach.**

A Complete Streets Policy for Horace will ensure that an approach is carried forward for future planning, designing, building, operating, and maintaining streets that enable safe access for all people who travel in the city; including pedestrians, bicyclists, motorists, freight carriers, and emergency services. The Complete Streets Policy should be tailored to Horace's character, practicality of implementation, and based on public feedback received through this Plan's development.

The following framework may be used by the city to tailor a right-sized Complete Streets Policy that aligns with the Downtown Neighborhood Plan vision and goals, and future projects citywide. The 10 policy components below are not requirements, but recommended for a clear, and strong policy. The components may be treated as an outline to a simple, straightforward policy document that should be 10 pages or less:

0. Introduction
1. Establish Commitment & Vision
2. Prioritize Vulnerable Users
3. Apply to All Projects & Phases
4. Allow Only Clear Exceptions
5. Outline Clear Coordination
6. Adopt Design Standards or Guidelines
7. Integrate Land Use & Future Land Use
8. Measure Progress
9. Set Criteria for Choosing Projects
10. Create a Plan for Implementation

An example of a strong Complete Streets Policy is provided in **Appendix C.**

Complete Streets Policy Framework

1. Establish Commitment & Vision

How and why does Horace need complete streets? The answer is found directly in feedback and priorities established through community engagement. Include the intent of the policy to guide the design, construction, use, and maintenance of roadways, shared use paths/trails, and sidewalks in Horace to create a comprehensive, integrated transportation network that is safe, accessible, comfortable, accommodating, and welcoming to all users. This section of the policy should call out all users of the transportation network and all applicable transportation modes including pedestrians, bicyclists, motorists, commercial vehicles or freight, and emergency vehicles.

Describe the Vision:

- **Safe, accessible community for people walking, biking, and driving.**
- **Increase connectivity to neighborhoods, schools, and community destinations.**

2. Prioritize Vulnerable Users

Horace is home to active, young families and an aging population. All users and transportation modes benefit from Complete Streets improvements. Include a specific call out of vulnerable users of the transportation system in Horace as those who are at greater risk of serious injury or death when involved in a crash; and those who may experience the transportation network differently than others given their physical stature, ability, mode of transportation, or otherwise.

Identify Specific Vulnerable Users in Horace:

- **People walking, biking, or using other alternate modes of transportation.**
- **Younger and older residents.**
- **People with disabilities.**

3. Apply to All Projects & Phases

On what projects or streets does a Complete Streets policy apply? The answer is a holistic approach to apply complete streets to every project and place. Describe the application of the Complete Streets policy across transportation projects, to varying degrees but thoughtful in each. For example, spell out what activities should consider Complete Streets, where the policy applies, and when guidance should be based upon context. The Complete Streets policy should not allow a 'one size fits all' approach.

Describe How Complete Streets Applies:

- **Every transportation project**
- **Every place.**
- **Every place of work.**

Complete Streets Policy Framework

4. Allow Only Clear Exceptions

Complete Streets policies are comprehensive and apply to all streets and phases of projects. However, certain exceptions can and should be made as narrowly and clearly as possible. Examples of exceptions include, but are not limited to:

Provide Clear, Accountable Exceptions:

- **On streets where specific users are prohibited (e.g. Interstate freeways, pedestrian malls, off-street trails)**
- **Cost is excessively disproportionate to the need and probable use.**
- **Emergency repairs that may require immediate, rapid response (e.g. watermain break, etc.) although; temporary accommodations for all modes should be made.**

5. Outline Clear Coordination

Coordination is key and Horace isn't alone. Outline key coordination for private developers, City departments, partners, and other government agencies. Establish collaboration and identify coordination efficiencies to align and coordinate projects.

Specify Collaborators:

- **Private Developers**
- **City of Horace Departments**
- **Cass County**
- **FM Metro COG**
- **State of North Dakota**
- **Horace Park District**
- **West Fargo Public Schools**
- **Utilities/Utility Companies**

6. Adopt Design Standards or Guidelines

How does Horace go from policy to implementation? To bring the Complete Streets policy to life, planners and engineers will need to know how to use best practices to design streets, turning policy into pavement. Standards may include, as applicable, those included in key documents that focus on Horace's character and public feedback, and other literature that provides best practices and guidance.

Provide Guideline References:

- ***Downtown Neighborhood Plan* Transportation Strategy Guidelines.**
- ***Horace 2045 Comprehensive Plan***
- ***American Association of State Highway & Transportation Officials (AASHTO)***
- ***American Planning Association (APA)***
- ***Federal Highway Administration (FHWA)***
- ***Institute of Transportation Engineers (ITE)***
- ***National Association of City Transportation Officials (NACTO)***
- ***U.S. Access Board***

Complete Streets Policy Framework

7. Integrate Land Use & Future Land Use

Horace's streets don't exist in a vacuum. The strongest Complete Streets policy acknowledges the integration of land use planning to synchronize the community's desires for living in Horace today and into the future. Provide high-level guidance on land use context and outline flexibility of strategy selection as determined by said context. Land use context is built into the Downtown Neighborhood Plan's transportation strategies and recommendations.

Provide a Context-Sensitive Policy:

- **Evaluate functional classification and future functional classification of streets.**
- **Establish street typologies that respond to functional classification and context such as existing and future land use.**
- **Consider land development code and zoning district impacts to the transportation network (e.g. multimodal traffic generation, off-street parking requirements, setback requirements, community character, etc.).**

8. Measure Progress

How will Horace know if a Complete Streets policy is working? The City should establish measures to evaluate performance, define who is responsible for tracking, and make progress clear to residents. Performance measures should be easy to track and will allow the City to evaluate progress of implementing the policy.

Identify Specific Performance Measures:

- **Number and severity of crashes**
- **Injuries and fatalities for all modes**
- **Emergency vehicle response times**
- **Number of students who walk or bike to school**
- **Length of shared use path/sidewalk network**
- **Public sentiment on development applications (i.e. is Horace getting**

9. Set Criteria for Choosing Projects

Horace has a process by which transportation projects are funded and built. Establish basic criteria to evaluate and prioritize projects based on how they forward the community's vision and goals for the future. Incorporate into current project prioritization and selection processes, provide flexibility for decision-making, and provide public transparency. Highlight how project decisions will be made and how projects will be evaluated.

Provide Project Prioritization Criteria:

- **Consider safety prioritized over mobility**
- **Prioritize vulnerable users**
- **Strike a balance, not all strategies for all travel modes can fit within the public right-of-way**

Complete Streets Policy Framework

10. Create a Plan for Implementation

A formal commitment to Horace's Complete Streets approach is just the beginning. A strong policy also spells out specific steps for implementation that will make an impact on what gets built and where. Outline high-level steps to implement the Complete Streets policy moving forward.

Facilitate Implementation:

- **Establish a committee or identify implementation oversight.**
- **Revise or update related procedures, plans, regulations, and other processes to reflect the policy.**
- **Identify new design policies and guides or revise existing policies to reflect current state of best practices in multimodal transportation design.**
- **Promote public information and visibility of the policy through workshops, public events, or other training opportunities.**

STEP 2

Develop Transportation Strategy Guidelines

People voiced concern about the cost of transportation/infrastructure in Horace and how future projects will impact the city's character. Strategy Guidelines will help the city right-size infrastructure, understand cost based on context, and respond to local character.

Future projects must respond to the needs and context of Horace's neighborhoods. For example, an arterial serving a strip-commercial development cannot look the same as an arterial serving downtown because the areas have different development context and serve different transportation users. For downtown Horace, a five-stage decision-making process defines the future function and character of streets in the study area and across the city. The process should be used to establish transportation strategy guidelines citywide:

Stage 1 – Development Context

Determine the desired or future development context. Transportation strategies must respond to the needs of the neighborhood, and understanding the future land use and potential development of the area is an essential first step.

Stage 2 – Identify Roadway Users

Determine the street's role in the larger network. Arterials, collectors, and local neighborhood streets have different functional purposes, therefore, must look differently.

Stage 3 – Street Typology

The results of Stage 1 and Stage 2 determine the street type. For the Downtown Neighborhood Plan, six categories are established and detailed below.

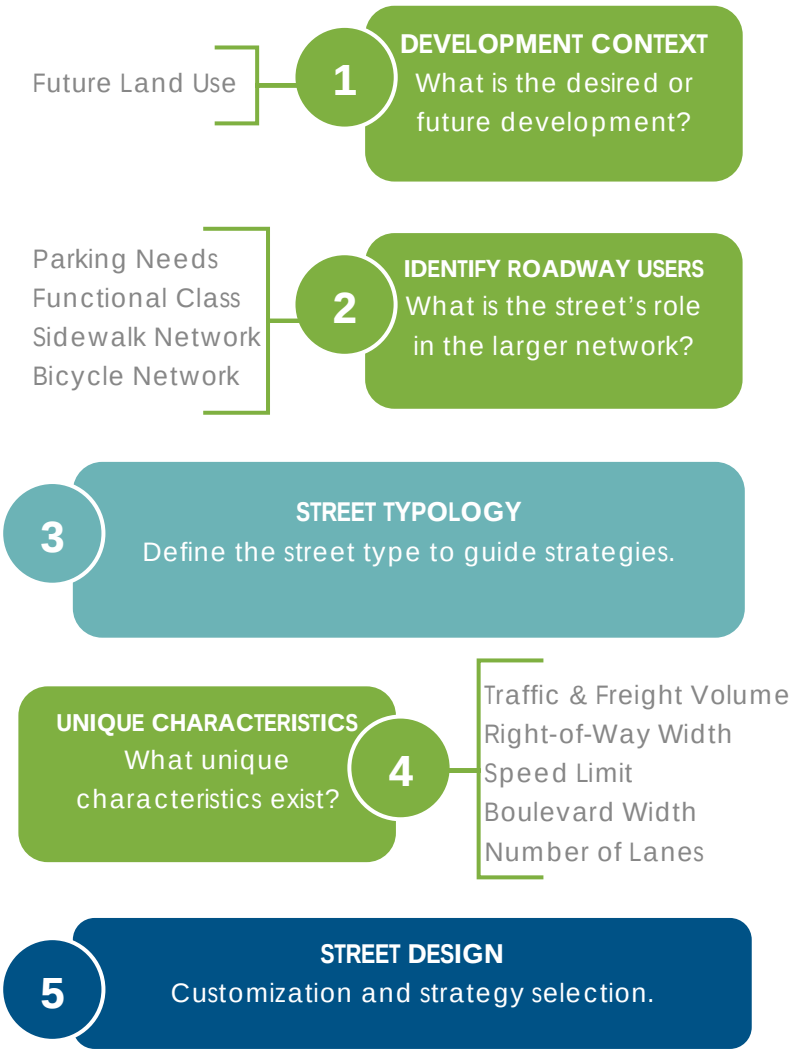
Stage 4 – Unique Characteristics

Determine unique characteristics for consideration. For example, what is the projected traffic volume? What about freight and commercial truck activity? How fast will vehicles travel? These characteristics will point to specific strategies for the street.

Stage 5 – Street Design

Customize design selections for strategic multimodal routes and intersections by responding to unique characteristics of the street and local context.

Figure 42. Transportation Strategy Guideline Stages & Considerations



Street Types

The six (6) street types established by the plan are listed below and mapped in **Figure 43**. Typologies are reflective of the future vision for downtown, strategic multimodal routes, and strategic multimodal intersections. **Figure 43** and **Table 6** should be updated as growth and development occur, as new streets are platted/created, and as definitions of street types continue to be established and refined in Horace.

Table 6. Horace Street Typologies

1 DOWNTOWN ARTERIAL			
Traditional Main Street. The downtown arterial is appropriate for a wide range of land uses with publicly-supported development intensity; including single-family residential, institutional uses (e.g. city offices, public library), retail, office, parks & open space, and small-scale entertainment destinations. Typically, these streets have higher traffic volumes and lower travel speeds, serve regional traffic, and include significant bicycle and pedestrian traffic; all situated in traditional, walkable scale downtown development.			
Downtown Arterial Characteristics ▪ Typically minor arterials ▪ Development fronts the street ▪ Multimodal access connects to surrounding neighborhoods ▪ Prioritizes wide sidewalks ▪ No on-street bicycle facilities (i.e. bike lane) ▪ Supports vision for Downtown ▪ Prioritizes multimodal safety and accessibility		**Downtown Arterial Considerations** ▪ Typically wide sidewalks both sides of street ▪ Prioritizes pedestrian safety and mobility ▪ Curb extensions at intersections provide traffic calming opportunities and prioritizes pedestrian safety ▪ Rectangular rapid flashing beacons (RRFBs), curb extensions, and other intersection safety features are prioritized in high pedestrian areas, including mid-block crossings ▪ On-street parking is parallel or diagonal, depending upon land use density and space ▪ Driveways should be removed and consolidated where feasible to minimize turning-movement conflicts	
AADT **Up to 20,000**	Lanes **2 Lane*[P]**	speed **25 mph**	ROW **80' to 135'**
Route Strategy: Continuous Wide Sidewalk, both sides of street. **Crossing Strategy:** Every Intersection or 1/4-mile, whichever is less; Mid-block crossings as applicalbe in high-pedestrian locations; Focus on traffic calming and pedestrian visibility.			

*unless noted otherwise

[P] On-street parking both sides, typical

2 MIXED USE ARTERIAL

Sometimes referred to as **highway commercial**. serves as a cross-town link and business corridor where people live, shop, dine, and work to support economic activity. Mixed use arterials respond to a wide range of land uses, density, and intensity including but not limited to single-family residential, multi-family residential, retail, office, and entertainment destinations. Typically, these streets have higher traffic volumes with higher travel speeds and may include significant traffic generators such as anchor developments (i.e. corporate campuses, medical centers/clinics, etc.). Mixed Use Arterials prioritize multimodal access to surrounding neighborhoods and provide critical mobility to regional destinations.

Mixed Use Arterial Characteristics

- Typically minor arterials with highest traffic volumes in Horace
- Generate substantial vehicular traffic and serve as major commuter routes
- Multimodal access connects to surrounding neighborhoods
- Typically high volumes of off-street parking
- Prioritizes shared use paths, no on-street bicycle facilities

Mixed Use Arterial Considerations

- Typically warrants bike and pedestrian facilities on both sides of street
- Typically warrants higher-intensity, protected bicycle and pedestrian crossings at strategic locations
- Driveways should be removed and consolidated where feasible to minimize turning-movement conflicts
- Landscaped medians may provide traffic separation, access management, and space for dedicated turn lanes at intersections
- On-street parking is not provided

AADT	Lanes	speed	ROW
20,000 to 30,000	3 to 5 Lane	Up to 45 mph	135’

Route Strategy: Continuous Shared Use Path, both sides of street.

Crossing Strategy: Every Collector or Arterial Intersection or 1/2-mile, whichever is less; Mid-block crossings should only be considered with HAWK Signal or Grade Separation; Prioritize protected pedestrian crossings.

3 DOWNTOWN COLLECTOR

Traditional Downtown Street. Like the downtown arterial typology, this typology reflects and supports the future vision for downtown Horace and focuses on small-town community character and economic development. The downtown collector responds to a wide range of land uses with a publicly-supported intensity as established through significant community feedback including single-family residential, institutional uses (e.g. city offices, public library), retail, office, parks & open space, and small-scale entertainment destinations. These streets typically connect people between downtown Horace, adjacent neighborhoods, and arterial or regional routes. Downtown collectors have lower travel speeds and include significant bicycle and pedestrian traffic generators situated in traditional, walkable scale development.

Downtown Collector Characteristics	Downtown Collector Considerations
▪ Development fronts the street ▪ Multimodal access connects to surrounding neighborhoods ▪ Prioritizes wide sidewalks, no on-street bicycle facilities ▪ May include bike and pedestrian facilities on one side of the street, depending upon development and size of pedestrian zone	▪ Typically wide sidewalks both sides of street ▪ Prioritizes pedestrian safety and mobility ▪ Curb extensions at intersections provide traffic calming opportunities and prioritize pedestrian safety ▪ Rectangular rapid flashing beacons (RRFBs), curb extensions, and other intersection safety features are prioritized in high pedestrian areas, including mid-block crossings ▪ On-street parking is parallel or diagonal, depending upon land use density and space ▪ Driveways should be removed and consolidated where feasible to minimize turning-movement conflicts

AADT	Lanes	speed	ROW
Up to 20,000	**2 Lane[P]**	**25 mph**	**80’ – 100’**

Route Strategy: Continuous Wide Sidewalk or Shared Use Path, both sides of street.

Crossing Strategy: Every Intersection or 1/4-mile, whichever is less; Mid-block crossings as applicalbe in high-pedestrian locations; Focus on traffic calming and pedestrian visibility.

[P] On-street parking both sides, typical

4 RESIDENTIAL COLLECTOR

Connect residential neighborhoods to community destinations such as schools, parks, religious institutions, and arterial or regional routes. Residential collectors carry more traffic than residential neighborhood streets while still prioritizing slower speeds and multimodal accessibility. Safety is a priority for all modes including those walking, biking, and driving. These streets provide the main route to neighborhood destinations.

Multimodal traffic is accommodated through a separated shared use path on at least one side of the street, and standard sidewalk on the other side of the street, as applicable. Intersection safety is a priority, with additional crossing enhancements expected near parks, schools, and other destinations.

Residential Collector Characteristics	Residential Collector Considerations
▪ Higher traffic volumes than neighborhood streets ▪ Shared use path on one side of road ▪ On-street parking may or may not be provided and should be considered strategically; underutilized on-street parking will visually open the road and naturally increase vehicular speeds	▪ Rectangular rapid flashing beacons (RRFBs), curb extensions, and other intersection safety features are prioritized in high pedestrian areas, including mid-block crossings ▪ May include continuous center left turn lane or turn lanes at designated intersections

AADT	Lanes	speed	ROW
Up to 7,000	**2 to 3 Lane[P]**	**25 mph**	**125’**

Route Strategy: Continuous Shared Use Path, one side of street; Sidewalk, other side of street.

Crossing Strategy: Every Intersection or 1/4-mile, whichever is less; Mid-block crossings as applicalbe in high-pedestrian locations; Focus on traffic calming and pedestrian visibility.

[P] On-street parking may be used as a traffic calming technique however, only if parking is utilized. If on-street parking is provided and underutilized, travel lanes will appear wider and traffic speeds will increase.

5

MIXED USE COLLECTOR

The mixed use collector typology **provides direct access to a range of land uses** including, but not limited to single-family residential, multi-family residential, retail, office, and entertainment destinations. These streets prioritize multimodal access to the surrounding neighborhood, providing essential bike and pedestrian connections.

Multimodal traffic is accommodated through a separated shared use path on at least one side of the street, and standard sidewalk on the other side of the street, as applicable. Intersection safety is a priority, with additional crossing enhancements expected near parks, schools, and other destinations.

Mixed Use Collector Characteristics	Mixed Use Collector Considerations
▪ Shared use path on at least one side of street ▪ Typically high volumes of off-street parking	▪ Driveways should be removed and consolidated where feasible to minimize turning-movement conflicts ▪ Typically warrants higher-intensity, protected bicycle and pedestrian crossings at strategic locations

AADT	Lanes	speed	ROW
20,000 to 30,000	3 to 5 Lane	Up to 35 mph	135’

Route Strategy: Continuous Shared Use Path, one side of street; Sidewalk, other side of street.

Crossing Strategy: Every Collector or Arterial Intersection or 1/2-mile, whichever is less; Local street intersection and mid-block crossings should only be considered with Push-Activated RRFBs and based on high-pedestrian areas/land use context; Prioritize high-visibility pedestrian crossings.

6

RESIDENTIAL NEIGHBORHOOD STREET

Residential neighborhood streets are low speed, low traffic volume street connecting residential properties to nearby destinations. Residential housing is typically single-family however, may include limited medium and high-density housing units such as townhomes and apartments. These streets may also provide access to small-scale businesses, retail, offices, institutions, parks and open space, and schools. Safety is a high priority on residential neighborhood streets, with a focus on low traffic volumes and speeds that minimize the risk of crashes and maintain small-town community character of people walking, biking, playing, and living along neighborhood streets. The characteristic differences of the city's residential neighborhood streets and considerations for each are described separately below:

Rural Residential Neighborhood Street

Characteristics:

- Very narrow street width
- Typically no on-street parking
- Typically ditch/swale stormwater drainage (no curb & gutter)
- No bike or pedestrian facilities (e.g. no sidewalk

Considerations:

i) Lowest infrastructure cost

ii) Character is unique to Horace

iii) Future implementation may be considered as low-impact development (LID) however, must include strict design standards

iv) Low speed and traffic volume result in the safest streets in Horace, based on historical crash data

- Warrants preservation based on safety, long-term fiscal responsibility, and desired community character
- Consider strategic implementation of yield-street pavement markings and signage (on-street walking and biking is commonplace)
- Traffic calming strategies not recommended as the narrow street width keeps vehicular speeds low

AADT	Up to 400	Lanes	2 Lane
speed	20 mph	ROW	70'

Route Strategy: Continuous Yield Street as applicalbe.

Crossing Strategy: Crosswalk Striping as necessary in high-pedestrian areas; Focus on traffic calming and pedestrian visibility .

Urbanized Residential Neighborhood Street [pictures @ bottom]

Characteristics:

- Narrow street width
- Typically includes on-street parking on at least one side of the street
- Typically underground storm sewer (with curb and gutter)
- Standard sidewalk on at least one side of the street

Considerations:

- Typically low speed and traffic volumes however, speed is impacted by utilization of on-street parking and visual width or driving lanes
- May include strategic shared use paths or wide sidewalks to prominent neighborhood destinations (e.g. neighborhood park)
- May include pedestrian crossing enhancements at strategic locations near prominent neighborhood destinations
- Traffic calming strategies such as curb extensions and raised crosswalks may be recommended to sustain low speeds, as necessary

AADT	Up to 400	Lanes	2 Lane[P]
speed	20 mph	ROW	70'

Route Strategy: Continuous Sidewalk, at least one side of street.

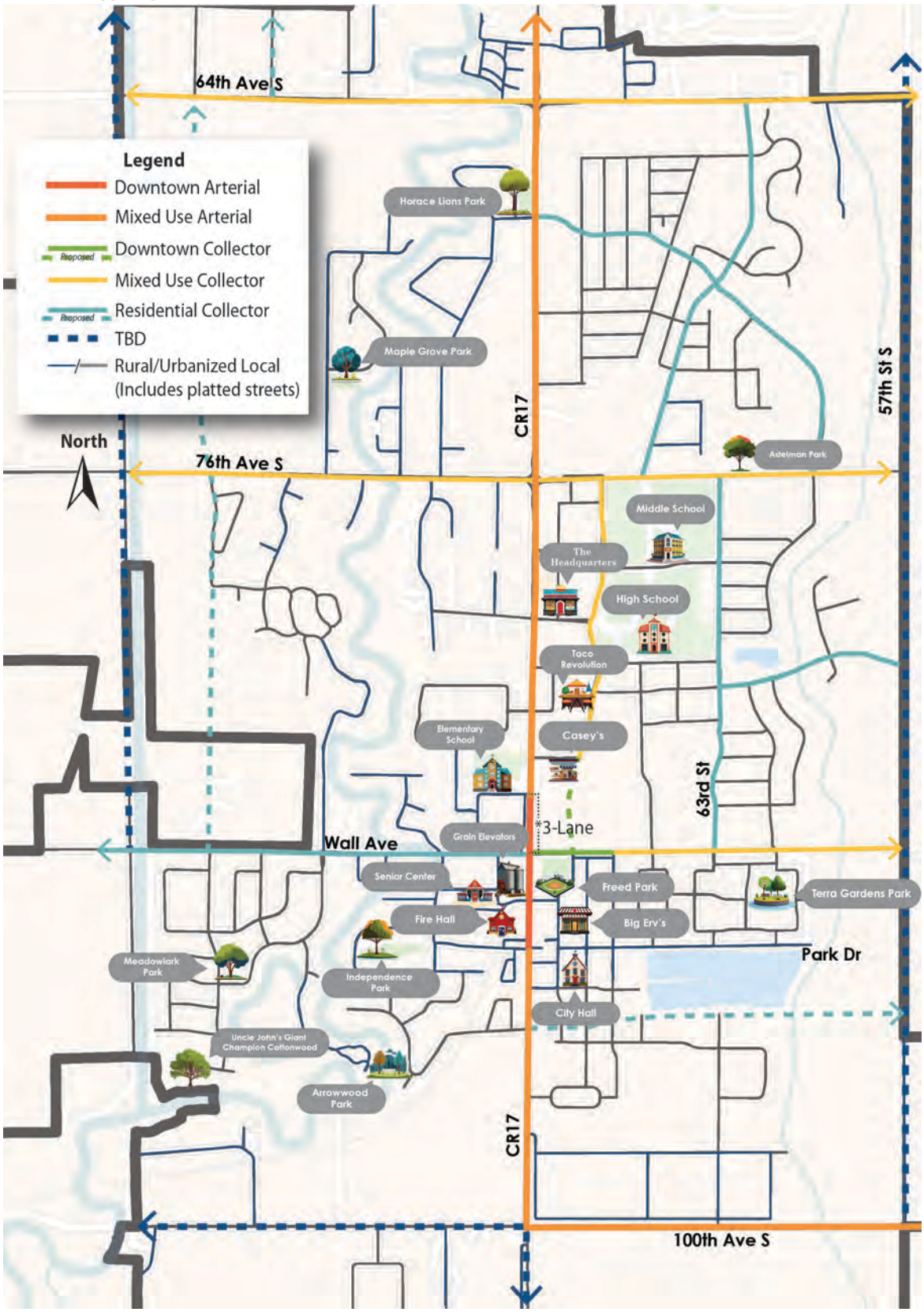
Crossing Strategy: Crosswalk Striping and Curb Extensions as necessary in high-pedestrian areas; Focus on traffic calming and pedestrian visibility.

Typical Rural Residential Neighborhood Street:

Typical Urbanized Residential Neighborhood Street:

[P] On-street parking at least one side, typical; however, underutilized on-street parking will increase traffic speeds.

Figure 43. Horace Street Typologies

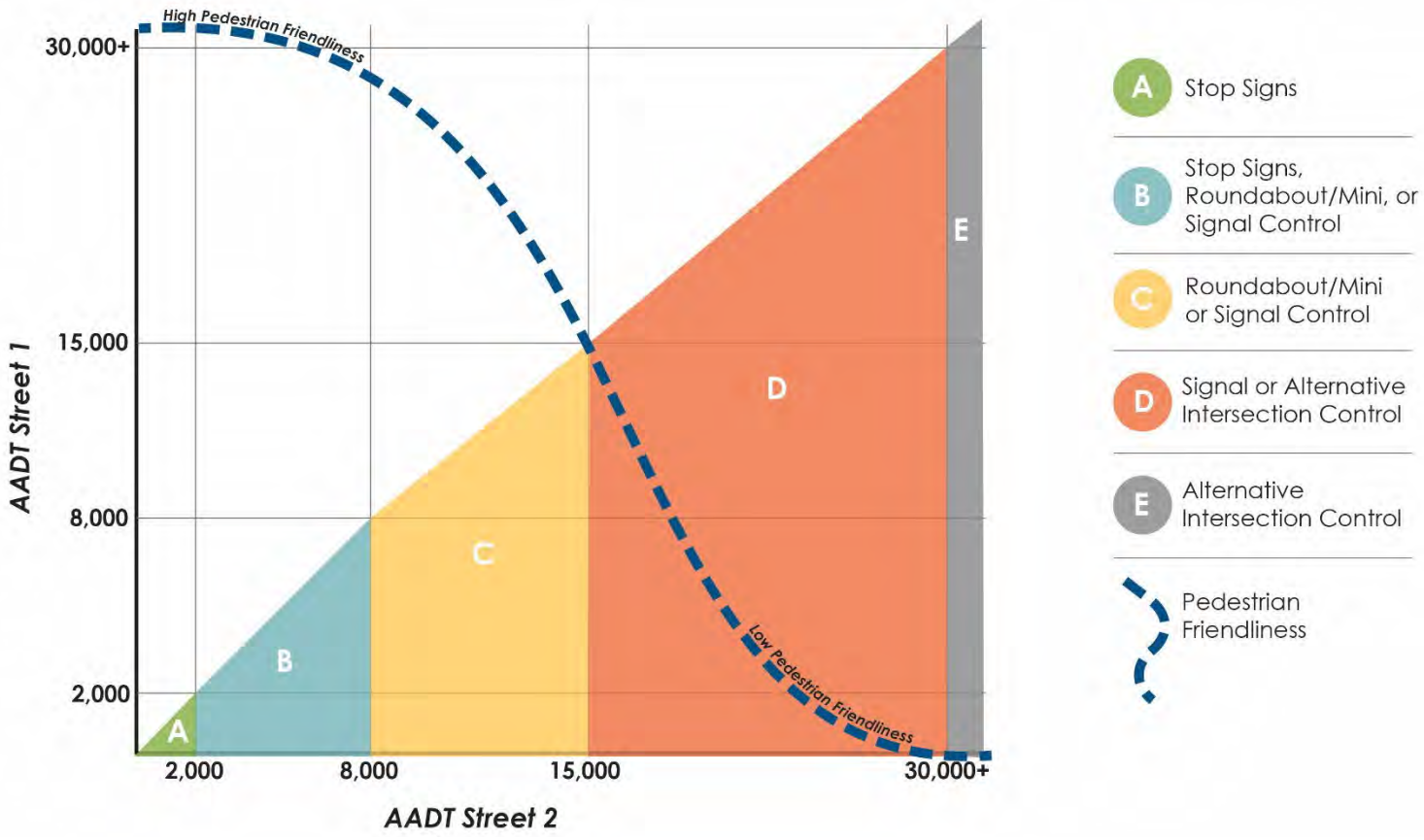


Intersections

There are several intersections in the study area that may significantly impact people's travel experiences in Horace. The City must focus on right-sizing intersections and intersection control, as poorly designed or oversized intersections can be very unsafe for people walking and biking and can be less efficient for drivers. Appropriate intersection configuration will enhance the safety and comfort of all users traveling in Horace.

There are numerous ways to control traffic and improve safety at intersections. **Figure 44** provides guidelines to consider when identifying the appropriate intersection control by Annual Average Daily Traffic (AADT) however, some intersection options may not be appropriate depending upon the street type and any unique characteristics of the location. Intersection guidelines below are adapted from NDDOT's Traffic Operations Manual and should be treated as general guidance; specific intersection options will depend on each location's individual context.

Figure 44. Intersection Strategy Matrix



*Alternative Intersection Control is not necessary, or acceptable in Horace.

Intersection Control

General intersection control strategies are identified below. Selection of the specific strategy will vary by context such as daily traffic or AADT, adjacent land use and future land use, and other factors. Intersections of all strategies may prioritize complete streets and multimodal intersection strategies; however, generally higher traffic volumes lead to less pedestrian friendliness and high-intensity infrastructure options.

SIGNAL CONTROL

Traffic signals are recommended intersection strategies when traffic volumes and speeds reach a certain threshold, typically on higher-intensity streets such as arterials. Signals can provide essential, safe options for multimodal crossing and are fully customizable to optimize mobility of people walking and biking. In downtown Horace, traffic signals may not support a pedestrian-friendly environment and should only be considered if optimized for a slow speed, multimodal environment. There is some public support for signal control in Horace.

ROUNDABOUT/MINI ROUNDABOUT

Roundabouts are a very safe intersection strategy and reduce congestion on various street types. Mini roundabouts are typical on slow speed, low traffic volume roadways. In downtown Horace, roundabouts can improve multimodal safety by making pedestrian-crossing easier and improving visibility. However, roundabouts can be more challenging to implement at existing intersections as they require more space. There is some public support for roundabouts in Horace; however, as provided in Concept 1 feedback, roundabouts are not supported downtown.

STOP SIGNS

Stop controlled (two-way, all-way) intersections are characteristic of slow speed, low traffic volume roadways with similar AADTs. In downtown Horace, stop signs could improve multimodal safety by ensuring slow traffic speeds, characteristic of a walkable, small-town downtown. The public preference for intersection control in Horace, is stop control.

STEP 3

Equip Multimodal Strategies

Multimodal strategies improve accessibility and mobility in downtown Horace, and across the city. As a *complete streets* focused Plan, there are numerous locations in the study area and across the city which lack infrastructure for people walking and biking for example, neighborhoods in proximity to downtown have no sidewalks or paths for people walking or biking to downtown or other parts of town. There are gaps in multimodal infrastructure across the city however, gaps are prevalent to and from downtown and between old and new neighborhoods. Given the central location of downtown within city limits, the Downtown Neighborhood Plan provides a strategic framework that prioritizes multimodal connections through a center-out approach; an approach that strategically prioritizes investment in multimodal connections to and from the oldest parts of town first (downtown and adjacent neighborhoods).

There are numerous strategies to improve multimodal transportation for those walking, biking, and getting around by other non-vehicular ways. Strategies. For the Plan, multimodal strategies are included that support the overall vision of the Plan, support community character, and are tailored to the public-perception of Horace's identity as a community (based on public feedback). Multimodal strategies identified hereafter are organized into routes or connections, and intersections.

Multimodal Routes

There are many options (**Figure 45)** and facilities to choose from when implementing *complete streets* along strategic routes in Horace. The following multimodal route toolbox includes pre-vetted, publicly supported options that enhance

Figure 45. Multimodal Route Strategies

Yield Street
Shared local streets with low traffic volumes and slow speeds. No separate bike or pedestrian facilities, drivers yield to people walking and biking on the edge of the

Sidewalks
Pedestrian-only facilities for walking along the street. Typically a minimum of 4.5' wide and separated by at least a 6' wide boulevard to sustain grass and snow storage.

Wide Sidewalk
Intended for downtown corridors. May include a pedestrian zone, furniture zone, and planting area. Sometimes communities prohibit biking on wide sidewalks downtown.

10' Off-Street Trail
Intended for people both walking and biking. Typically off-street, completely separate from traffic. Provides a safe and comfortable option for people of all ages.

10' Shared Use Path (SUP)
Intended for people both walking and biking. Typical along collector and arterial streets. Provides a safe and comfortable option for people of all ages.

connectivity for people walking and biking. Not all options are appropriate in every location in Horace therefore, details and guidance is provided for each to support decision-making of where to apply specific strategies.

Multimodal Intersections

Implementing c*omplete streets* at intersections do not reflect a single intersection configuration but do provide options of multimodal strategies that can be used to improve safety for people walking and biking. The following multimodal intersection toolbox includes pre-vetted, publicly supported options that enhance connectivity for people walking and biking in Horace.

Multimodal intersection strategies included in the Plan range from simple, low-cost strategies to higher-intensity, major investments as treatments should vary depending upon the street typology and characteristics. Not all options are appropriate in every location in Horace therefore, details and guidance is provided for each to support decision-making of where to apply specific strategies.

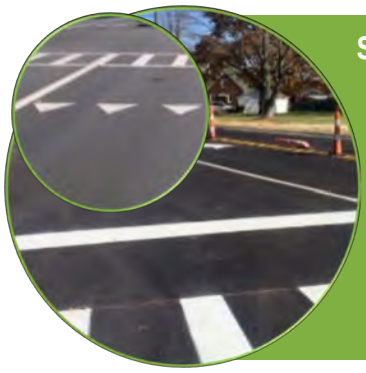
ADA Compliance

Americans with Disabilities Act (ADA) compliance includes standard treatments to increase accessibility and safety for people with disabilities.

RRFBs

Rectangular rapid flashing beacons (RRFBs) is a pedestrian-activated warning device that enhances safety and visibility at uncontrolled intersections.

Figure 46. Multimodal Intersection Strategies



Stop Bar/Yield Lines

Simple street striping indicating where vehicles should safely stop or yield for people walking or biking through a crosswalk. Typical striping before any crosswalk.

Curb Extensions

Curb extensions extend the pedestrian space into the roadway to improve visibility, reduce turning radii, and slow vehicular traffic. Typical for intersections or mid-block.

Crosswalk Striping

Street striping, typically longitudinal bars at designated crossings for people walking and biking. Drivers are required to yield the right-of-way to pedestrians in crosswalks[4].

Median Refuge Island

Includes a median space for pedestrians to pause while crossing a street, typically on fast or busy streets with multiple lanes. Typical at mid-block or uncontrolled crossings.

[7] North Dakota Century Code Title 39-10-28. Pedestrian's right of way in crosswalk.

[8] Continuous flashing beacons are not recommended in Horace (use only dynamic RRFBs; push or permissive/automatic activation)

Raised Crosswalk

Crosswalk extends across the intersection at the same level as the sidewalk. Improves visibility and accessibility. Also, very effective at slowing or calming traffic.

Bike & Ped Bridge

Accommodate people walking and biking. Extends shared use paths and trails across natural features such as the Sheyenne River.

Streetlights

Used to illuminate intersections and adjacent transportation facilities, increasing visibility and safety for people walking and biking in dark conditions.

Grade Separation

Accommodate people walking and biking. Completely separates vehicular traffic and people walking and biking. Typical for arterials and highways.

Pedestrian Scale Lighting

Used to illuminate streets, intersections, and especially sidewalks and paths, increasing visibility and safety for people walking and biking in dark conditions.

HAWK Signal

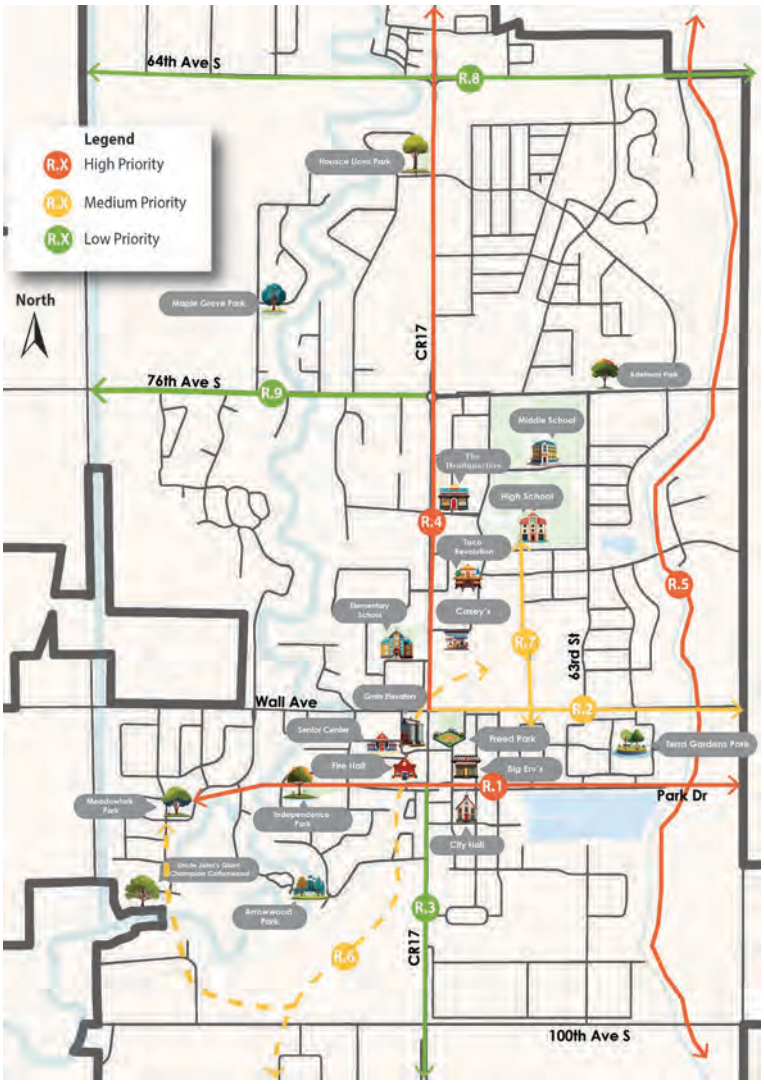
Also called pedestrian hybrid beacons, HAWKs provide a pedestrian-activated traffic signal that stops traffic. Typical for mid-block crossings of fast, busy streets.

Strategies in Action

The following strategies (**Figures 45** & **46**) are listed by Route and Intersection and are ordered by their priority (1 being top priority and so on). Project sheets are provided in **Appendix D.**

MULTIMODAL ROUTES

Figure 47. Multimodal Route Priority



Multimodal routes are listed in order of priority:

R.4 Main Street/CR 17 north of Wall Avenue from Wall Avenue to 52nd Avenue. Strategy for route includes a shared use path on both sides of the street.

a. Construct multimodal upgrades to existing intersections starting with those nearest to downtown.
   i. Intersection I.2 Strategies.
   ii. Intersection I.1 Strategies
   iii. Intersection I.11 Strategies
   iv. Install HAWK Signal or Construct Median Refuge Island with RRFBs at CR 17 & 81st Avenue S.
   v. Construct a Grade Separation or install a HAWK Signal at CR 17 & 68th Avenue S.

b. Construct a shared use path to fill gaps in existing network starting with those nearest to downtown.
   i. East side of Main Street from 81st Avenue S. to 76th Avenue S. (in Horace CIP)
   ii. East side of Main Street from Wall Avenue to Ironwood Drive, time with Intersection I.1 improvements.
   iii. East side of CR 17 from 73rd Avenue S. to 52nd Avenue S.
   iv. West side of CR 17 from 76th Avenue S. to 52nd Avenue S.

R.5 Drain 27 from south of 100th Avenue S. to City of Fargo Trail north of 64th Avenue S. Strategy for route includes an Off-Street Trail on at least one side of the Drain (prioritize west side, nearest to development).

a. Construct an Off-Street Trail to fill gaps in existing network along Drain.
   i. East Side of Drain from south of 100th Avenue S. to Wall Avenue S.
   ii. East side of Drain from south of 76th Avenue S. to City of Fargo Trail north of 64th Avenue S.

b. Construct multimodal upgrades to existing intersections and plan for future network crossings of the Drain.
   i. Construct Grade Separation at Wall Avenue S.
   ii. Construct Grade Separation at 76th Avenue S.
   iii. Construct Grade Separation at 64th Avenue S.
   iv. Construct Grade Separation at 100th Avenue S.

c. Policy: Plan to construct Grade Separations of Drain 27 Trail at Arterial and Collector streets.
d. Policy: Plan to construct Raised Crosswalks and/or Curb Extensions for Drain 27 Trail at Local streets.
e. Policy: Plan to construct Drain 27 bike and pedestrian crossings at least every 1/2-mile.

R.1 **Park Drive from Boxelder Circle to Drain 27.** Strategy for route includes an Off-Street Trail and Yield Street.

a. Work to acquire Right-of-Way (ROW) for an Off-Street Trail.
    i. Both sides of the Sheyenne River, west of Independence Park.
    ii. Park Drive alignment from Main Street to Nelson Drive.
b. Construct Bike and Pedestrian Bridge at Sheyenne River west of Independence Park.
c. Construct Off-Street Trail (may be contingent on ROW acquisition).
    i. From Boxelder Circle, across the Sheyenne River, and through Independence Park to Sheyenne Drive.
    ii. From Wild Goose Lane to Drain 27.
d. Install Yield Street striping and signage.
    i. From Sheyenne Drive to Main Street.
    ii. From Nelson Drive to Wild Goose Lane.
e. Construct multimodal upgrades to intersections.
    i. Install Conventional Crosswalk or Curb Extensions at Southwood Drive and Sheyenne Drive.
    ii. Intersection I.5 strategies.

R.2 **Wall Avenue from Main Street to 57th Street S.** Strategy for route includes a Sidewalk (north side) and Shared Use Path (south side).

a. Construct north side Sidewalk/Wide Sidewalk and south side Shared Use Path starting with areas nearest to downtown.
    i. Construction should be timed with Wall Avenue street reconstruction.
b. Construct multimodal upgrades to existing intersections starting with those nearest to downtown and those providing connections to the Horace High School and Middle School.
    i. Intersection I.1 strategies.
    ii. Construct mid-block crossing to Freed Park with RRFBs and Curb Extensions or Raised Crosswalk.
    iii. Intersection I.9 strategies
    iv. Intersection I.8 strategies
    v. Intersection I.10 strategies
    vi. Install Curb Extensions and/or Raised Crosswalk at Wall Avenue & 62nd Street S.

R.7 **Front Street from Wall Avenue S. to 82nd Avenue S.** Strategy for route includes west side Shared Use Path and east side Sidewalk.

a. Construct a Shared Use Path to fill gaps in existing network.
    a. West side of street from Wall Avenue to 83rd Avenue S.
b. Construct a Sidewalk to fill gaps in existing network.
    a. East side of street from Wall Avenue to St. Anne Avenue.
c. Construct multimodal upgrades to existing intersections and plan for future crossings of the street.
    a. Construct mid-block crossing for existing Off-Street Trail north of St. Anne Avenue with RRFBs and Curb Extensions or Raised Crosswalk.
    b. Intersection I.9 Strategies
d. Policy: Plan to construct Conventional Crosswalks and/or Curb Extensions at future street crossings, as development continues.

R.6 **Southwest Trail from south of 100th Avenue S. to downtown/ Wall Avenue.** Strategy for route includes an Off-Street Trail and Shared Use Path network.

a. Policy: Plan to construct an Off-Street Trail and/or Shared Use Path from residential neighborhoods south and west of 100th Avenue S an CR 17.
b. Policy: Plan to align away from major section-line roads such as 100th Avenue S. and CR 17.
c. Policy: Plan for two primary connections; (1) to Meadowlark Park and (2) to downtown/Wall Avenue.
d. Work to acquire ROW through existing land development procedures and ROW acquisition, as necessary/feasible.
e. Policy: Plan for Bike and Pedestrian Bridge at Sheyenne River for connection to Meadowlark Park/Lost River Neighborhood.
f. Policy: Plan for and construct Grade Separations at Arterial streets.
g. Policy: Plan to construct Curb Extensions at Collector streets including RRFBs, as applicable.
h. Policy: Plan to construct Conventional Crosswalks at Local streets.

R.3 **Main Street/CR 17 south of Park Drive from Park Drive to south of 100th Avenue S.** Strategy for route includes a Shared Use Path on both sides of the street.

a. Construct multimodal upgrades to existing intersections starting with those nearest to downtown.
    i. Intersection I.5 Strategies.
    ii. Intersection I.6 Strategies
    iii. Construct a Grade Separation or install a HAWK Signal at CR 17 & Sparks Addition, south of Liberty Lane.
    iv. Intersection I.7 Strategies
b. Construct a shared use path to fill gaps in existing network starting with those nearest to downtown.
    i. Both sides of CR 17 from Park Drive to south of 100th Avenue S.
c. Policy: Plan to time construct with development south of Park Drive.

R.9 **76th Avenue S. from Sheyenne Diversion Channel to 57th Street S.** Strategy for route includes Shared Use Path on at least one side of the street (south side), and Sidewalk on the other.

a. Construct a Shared Use Path to fill gaps in existing network along 76th Avenue S.
    I. South side of 76th Avenue S. from Sheyenne Diversion Channel to 57th Street S.
    II. North side of 76th Avenue S. from CR 17 to 57th Street S.
    III. South side of 76th Avenue S. from Cub Creek Parkway to 57th Street S.
b. Construct multimodal upgrades to existing and future intersections starting with those providing strategic connections to downtown and connections to the Horace Middle School and High School.
    I. Install a HAWK Signal or Construct Median Refuge Island with RRFBs at Brink Drive/Sunnyside Court & 76th Avenue S. Intersection
    II. Install a HAWK Signal or Construct a Median Refuge Island with RRFBs at Cub Creek Parkway & Future 66th Street S. intersection (future Grade Separation recommended at Drain 27 Trail just to the east).
    III. Install a HAWK Signal or Median Refuge Island with RRFBs at 78th Street S. & 76th Avenue S. intersection (timed with development).
c. Policy: West of CR 17 plan to construct Shared Use Path on at least one side of street. East of CR 17 plan to construct Shared Use Path on both sides of street.

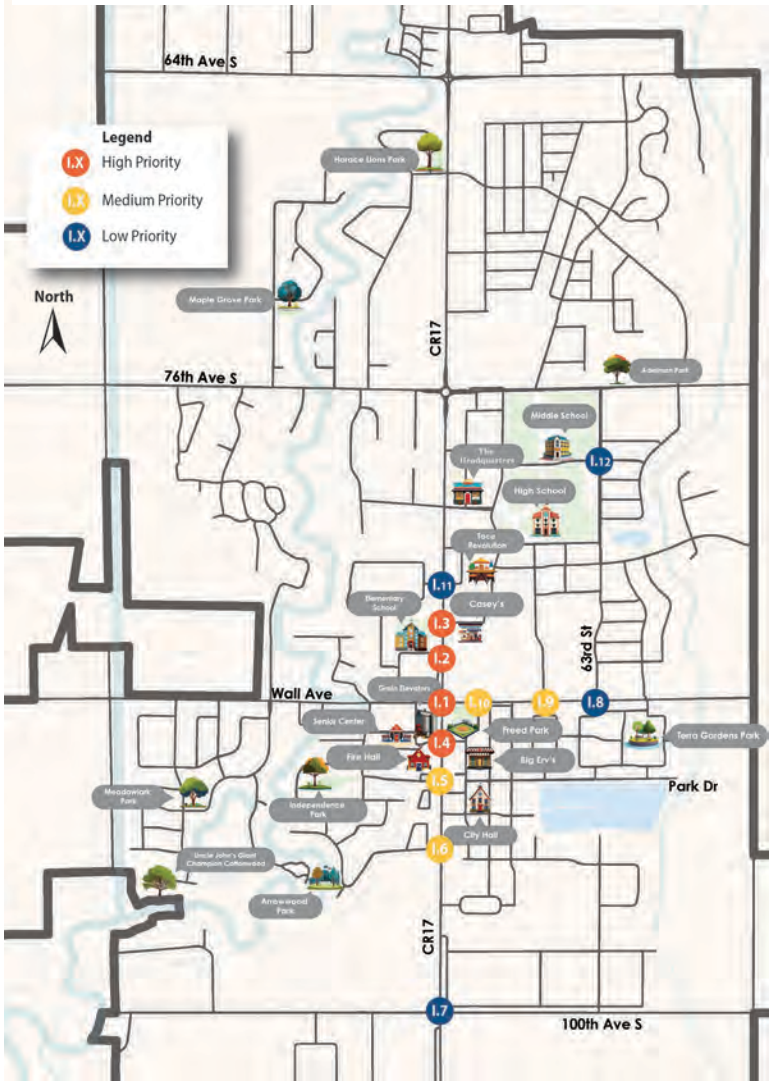
d. Policy: Plan to construct HAWK Signal or Median Refuge Island with RRFBs every 1/2-mile or at Collector streets, whichever distance is less.

R.8 **64th Avenue South from Sheyenne Diversion Channel to 57th Street S.** Strategy for route includes Shared Use Path on at least one side of the street and Sidewalk on the other.

a. Construct a Shared Use Path to fill gaps in existing network along 64th Avenue S.
   i. South side of 64th Avenue S. from Sheyenne Diversion Channel to 57th Street S.
   ii. Policy: Consider north side of 64th Avenue S. from CR 17 to 57th Street S. long-term, depending upon future 64th Avenue S. and I-29 interchange and coordination with City of Fargo's network.
b. Construct multimodal upgrades to existing intersections and future intersections.
   i. Install HAWK Signal or Construct Median Refuge Island with RRFBs at 64th Ave& future 9th Street W. intersection.
   ii. Construct Grade Separation or install HAWK Signal at 64th Avenue S. & future 66th Street S. intersection.
c. Policy: West of CR 17 plan to construct Shared Use Path on at least one side of street. East of CR 17 plan to construct Shared Use Path on both sides of street.
d. Policy: West of CR 17 plan to construct protected crossings (HAWK Signal, Median Refuge Island/RRFBs) of 64th Avenue S. every 1/2-mile or at Collector streets, whichever distance is less.
e. Policy: East of CR 17 plan to construct Grade Separations or at least protected crossings every 1/2-mile or at Collector streets, whichever distance is less.

MULTIMODAL INTERSECTIONS

Figure 48. Multimodal Intersection Priority



Multimodal intersections are listed in order of priority:

I.1 **Main Street & Wall Avenue Intersection.** Maintain existing intersection control with multimodal improvements.

a. Upgrade multimodal infrastructure at existing multimodal intersection legs (west side and south side).
   I. Construct Curb Extensions (construct Demonstration Project).
   II. Install Crosswalk Striping and Stop Bars.
   III. Update ADA Compliance.

IV. Add Pedestrian Scale Lighting.

b. Construct full build out as multimodal connections are made or with Wall Avenue street reconstruction project (all intersection legs).
   I. Curb Extensions.
   II. Crosswalk Striping and Stop Bars.
   III. ADA Compliance.
   IV. Pedestrian-Scale Lighting.
c. Policy: Plan to construct a Wall Avenue eastbound left turn lane (estimated to be warranted by 2031).
d. Policy: Evaluate Traffic Signal control (estimated to be warranted by 2034) with pedestrian-activated lead intervals and multimodal priority.
e. Policy: Critical intersection for multimodal connections across town, cannot overbuild and need to right-size. For example, adding turn-lanes or oversizing intersecting streets will reduce multimodal safety and mobility and negatively impact the small-town character of Horace and make the vision for downtown less achievable; prioritize people walking.
f. Policy: Prioritize as a safe route to school.

I.2 **Main Street & Ironwood Drive.** Maintain existing intersection control with strategic upgrades to multimodal improvements.

a. Upgrade existing multimodal infrastructure at existing north leg of intersection.
   I. Install Push-Activated RRFBs and Construct Median Refuge Island.
   II. Upgrade/oversize existing signage and striping and install Yield Lines at crosswalk.
   III. Install Pedestrian-Scale Lighting
b. Demonstration Project: Remove cut-thru traffic from Main Street's west side frontage Road. Add Jersey Barriers north of the Post Office to close from thru-traffic.
   I. Construct a permanent closure of the frontage road north of the Post Office, which should include a turnaround adequate for emergency services and U.S. Postal Service vehicles.
c. Policy: Only with closure of thru-traffic on Main Street west side frontage road (will not be effective otherwise). Plan to construct an Ironwood Drive eastbound right turn lane (estimated to be warranted by 2029).
d. Policy: Evaluate All-Way Stop. Traffic Signal may be warranted
e. Policy: Evaluate vehicle speed reduction in front of Horace Elementary School; Speed limit is posted 25 mph, but data shows 85 percent of vehicles are traveling 37 mph or faster.
f. Policy: Prioritize as a safe route to school.

I.3 **CR 17 & Lakeview Drive.** Maintain existing configuration.

a. Prioritize improvements south (Ironwood Drive) and/or north (Chestnut Drive) of this location.
b. Policy: Study traffic impacts associated with Lakeview Development on the east side of CR 17 to right-size traffic control and multimodal improvements at this location.

I.4 **Main Street & Center Avenue.** Convert to 4-Way Stop control with multimodal improvements.

a. Upgrade existing multimodal infrastructure at all intersection legs.
   I. Construct Curb Extensions.
   II. Install Crosswalk Striping and Stop Bars.
   III. Update ADA Compliance.
   IV. Add Pedestrian-Scale Lighting.
b. Policy: Plan to convert to 4-Way Stop Control with timing of downtown development or before.

I.5 **Main Street & Park Drive.** Convert to 4-Way Stop control with multimodal improvements.

a. Upgrade future multimodal infrastructure at all intersection legs.
   I. Construct Curb Extensions
   II. Install Crosswalk Striping and Stop Bars.
   III. ADA Compliance.
   IV. Pedestrian-Scale Lighting.
b. Policy: Time with routes R.1 and R.3 improvements.

I.7 **CR 17 & 100th Avenue S.** Convert to Roundabout with multimodal improvements.

a. Convert to Roundabout with Multimodal improvements on all legs of intersection.
   I. Median Refuge Islands.
   II. Crosswalk Striping and Yield Lines.
   III. ADA Compliance.
   IV. Streetlights.
b. Policy: Consider I.7 project ahead of route R.3 construction to prioritize driver safety and mobility.
c. Policy: Coordinate with goals and objectives of Metro COG's *West Metro Perimeter Highway Study*, as applicable.

I.9 **Wall Avenue & Front Street.** Maintain existing intersection control with multimodal improvements.

a. Upgrade future multimodal infrastructure at all intersection legs.
   I. Construct Curb Extensions.
   II. Install Crosswalk Striping and Stop Bars.
   III. ADA Compliance.
   IV. Streetlights.
   V. Install RRFBs and/or Median Refuge Island at Shared Use Path connection across Wall Avenue.
b. Demonstration: Construct a temporary (as feasible) Push-Activated RRFB installation or Pedestrian Crossing Signage.
c. Policy: Time with routes R.2 and R.7 improvements, and Wall Avenue street reconstruction project (likely a 3-lane at Front Street).
d. Policy: Prioritize as a safe route to school.

I.10 **Wall Avenue & Nelson Drive/Future Lakeview Drive.** Convert to 4-Way Stop control with multimodal improvements.

a. Convert to 4-Way Stop control with multimodal improvements on all legs of intersection.
   I. Curb Extensions.
   II. Crosswalk Striping and Stop Bars.
   III. ADA Compliance.
   IV. Pedestrian-Scale Lighting
b. Policy: Consider route R.2 improvements and Wall Avenue street reconstruction project (2-lane at Nelson Drive).
c. Policy: Critical intersection for multimodal connections between Main Street and Lakeview development, cannot overbuild intersection and need to right-size. For example, adding turn-lanes or oversizing intersecting streets will reduce multimodal safety and mobility and negatively impact the small-town character of Horace and make the vision for downtown less achievable; prioritize people walking.

I.6 **CR 17 & Liberty Lane.** Maintain existing intersection control with multimodal improvements.

a. Upgrade future multimodal infrastructure at north leg of intersection.
   I. Median Refuge Island with RRFBs.
   II. Crosswalk Striping and Yield Lines.
   III. ADA Compliance.
   IV. Streetlights.

b. Policy: Time with route R.3 improvements and future development along CR 17.

I.8 **Wall Avenue S. and 63rd Street S.** Maintain existing intersection control with multimodal improvements.

a. Upgrade existing multimodal infrastructure at east and south legs of intersection.
   I. Crosswalk Striping and Stop Bars.
   II. Push-Activated RRFBs at Shared Use Path connection across Wall Avenue (east leg).
   III. ADA Compliance.
b. Construct full build out as multimodal connections are made or with Wall Avenue street reconstruction project (all intersection legs). Wall Avenue may be a 3-lane.
   I. Curb Extensions.
   II. Median Refuge Island with RRFBs (east leg) and Yield Lines.
   III. Crosswalk Striping and Stop Bars.
   IV. Streetlights.
c. Policy: Time with route R.2 improvements and/or Wall Avenue street reconstruction project. Depending on Wall Avenue street reconstruction project phasing, may prioritize existing crossing improvements ahead of long-term, full build out.
d. Policy: Prioritize as a safe route to school.

I.11 **CR 17 & Chestnut Drive or 81st Avenue S.** Maintain existing intersection control with multimodal improvements.

a. Upgrade multimodal infrastructure at all legs of intersection.
   I. HAWK Signal (north/south legs) or Grade Separation (north or south leg)
   II. Crosswalk Striping and Stop Bars or Yield Lines as applicable.
   III. ADA Compliance.
   IV. Streetlights.
b. Policy: Prioritize as a safe route to school.

I.12 **63rd Street S. & 79th Avenue S.** Maintain existing intersection control with multimodal improvements.

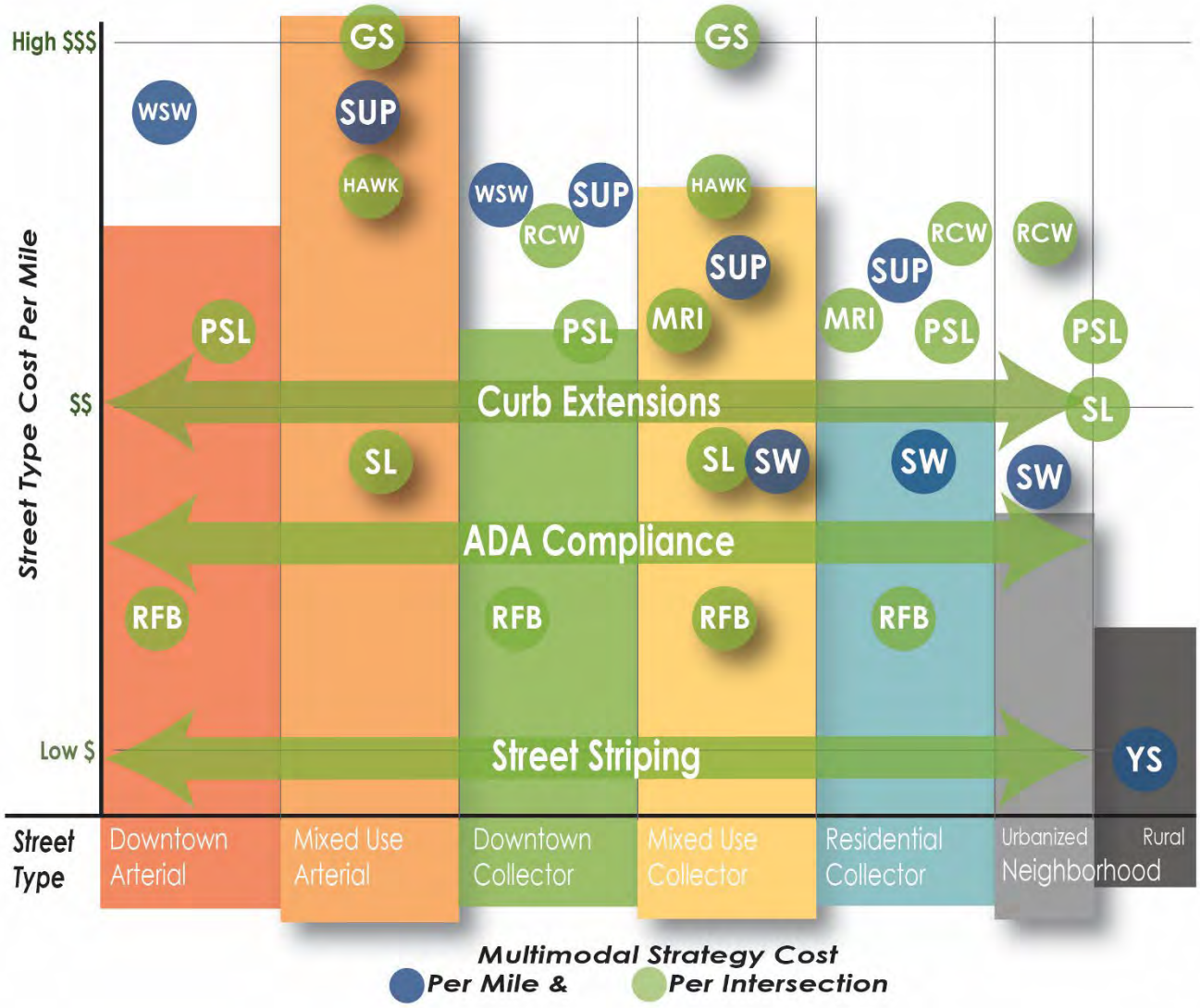
a. Upgrade existing multimodal infrastructure at east and north legs of intersection.
   I. Median Refuge Island with RRFBs (north leg).
   II. Crosswalk Striping, Stop Bars, and Yield Lines as applicable.
   III. ADA Compliance.
   IV. Streetlights
b. Policy: Prioritize as a safe route to school.

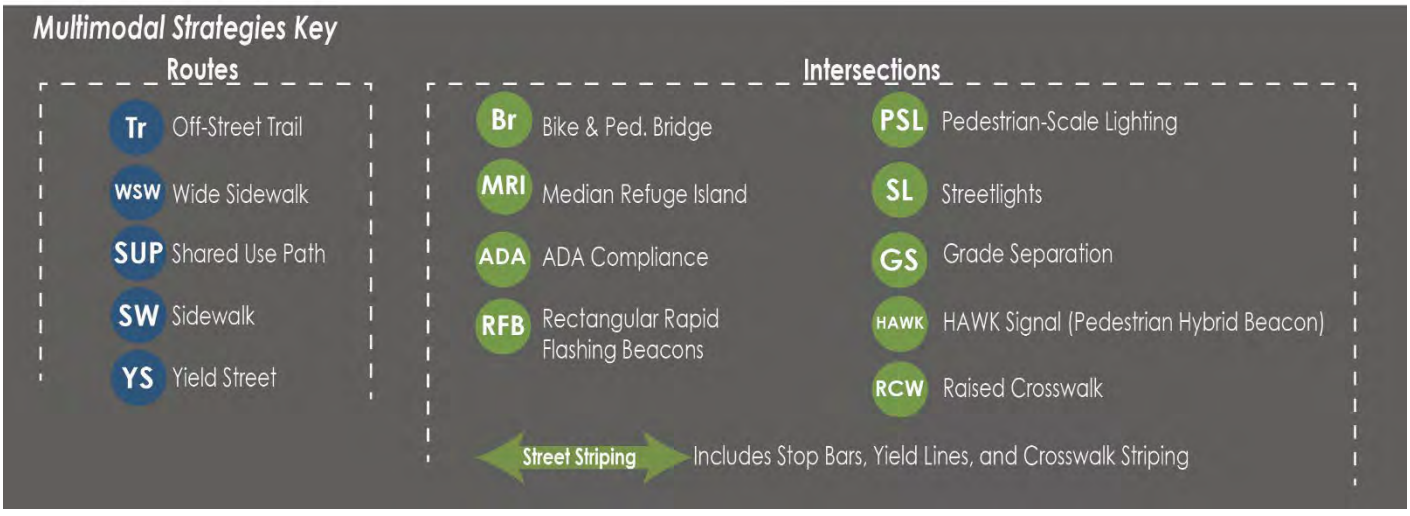
MULTIMODAL STRATEGY COST

As shown in **Figure 49** multimodal strategies and street typologies have varying degrees of cost. Street typologies and appropriate multimodal strategies are listed for each. If a multimodal strategy is not included on in the street typology column, the strategy may not be appropriate for that type of street. The higher each typology and strategy is on the chart, the higher the anticipated cost of implementation.

The City of Horace and it's partner agencies should use **Figure 49** as guidance to right-size multimodal infrastructure in the city. Exceptions and other considerations may be made through public input or at the discretion of the City Engineer/City Planner.

Figure 49. Cost of Street Typologies & Applicable Multimodal Strategies





FINAL DOWNTOWN CONCEPT

The final concept for Downtown Horace (**Figure 50**) envisions the core downtown (as identified by the community) as the vibrant hub of the City's economic and social life. At its heart, the plan honors Horace's small-town charm and deep agricultural roots by making one of the historic grain elevators a focal point. This central community space, which adjoins the Senior Center, is a central gathering point and will support a farmer's market, a large green space for community events, and a place for a Veteran's Memorial if desired.

The concept emphasizes unique downtown character, walkability, traffic calming, and human-scale development; all hallmarks of successful rural downtowns.

Small town style commercial development is a key component of the plan. New development is proposed for the north side of the grain elevator lot and for vacant lots on the east side of Main Street. Existing and historic buildings on the east side of Main Street will be preserved and potentially redeveloped to maintain the downtown's authentic feel. Building height is limited to two stories, making this district more human-scale.

Strong sidewalk and trail connections link downtown to the new Lakeview commercial development, surrounding neighborhoods, Freed Park, and Horace Elementary School. For better connectivity, mid-block crossings in the downtown core will connect to additional parking at Freed Park.

The intersection of Main Street and Wall Avenue will remain a traditional four-way stop, slowing traffic and enhancing the "gateway to downtown" feeling of the intersection. This intersection could also be a mini-roundabout, though residents are skeptical of this option.

On-street parking east of the Wall / Main intersection will provide additional "downtown-style" parking for Freed Park and the future Lakeview development. The Main Street frontage road will be modified to reduce traffic conflicts near the elementary school.

How to Use the Downtown Concepts

The three (3) preliminary downtown concepts and final downtown concept are intended to be a guide for downtown Horace that reinforce the community's desire for "small-town" character. This is NOT a master plan – successful towns evolve incrementally, not instantaneously; realizing *the vision of downtown is expected to be a long-term endeavor that may take 25-years or more*. Development may ultimately incorporate various elements of one or more concepts, while other elements may be omitted or modified as development occurs. Nonetheless, development proposals should generally conform to the form and character conveyed by the renderings.

The heart of Main Street: *The concept builds on the current social life of the town – Big Erv's, Southern Valley Fire & Rescue, and the Horace Senior Center.*

Grain elevator site: *The south elevator is retained, while the remainder of the site is redeveloped community space, striking a balance between identity preservation and downtown transformation. Small, distinct buildings preserve Horace's small-town feel and fit in seamlessly with the surrounding neighborhood.*

Main Street looking north: *Curb extensions and pedestrian crossings improve walkability and pedestrian safety. On-street parking supports adjacent development, buffers pedestrians from vehicle traffic, and reduces vehicle speeds through the heart of downtown.*

Wall Avenue intersection looking north: *A four-way stop preserves the small-town feel and supports walking and biking. Existing buildings are retained and updated as needed. Existing homes can retain their residential use or transition to commercial space.*

Wall Avenue intersection looking southeast: *This intersection is the gateway to Downtown Horace – an enticing place to shop, gather with friends, and celebrate community events.*

Figure 50. Final Downtown Concept

CULTIVATING DOWNTOWN HORACE

How do we get there from here?

The downtowns of the past weren't built overnight; they grew incrementally and organically, shaped by community needs and the ambition of local entrepreneurs. It was a process that demanded time and patience. We can look to Horace's agricultural roots for inspiration on how to move forward. **Cultivation** - the careful preparation of soil to foster healthy growth - is the perfect metaphor for our community development efforts.

This plan offers a big, bold vision for downtown Horace—one that will likely take years to fully realize. But that doesn't mean it's impossible. Horace can achieve this vision through a combination of **small, incremental changes** and a few **larger, catalytic strategies**.

The images in this section illustrate how Policy, Collaboration, and Projects come together to support the community's vision for downtown and forward the goals of the Plan. Each image describes a different focus area to describe both small and large changes that are steps toward a thriving downtown Horace.

BLOCK 1 Focus Area

Figure 51: Block 1 Focus Area Projects include the Wall-Main Street intersection and improving downtown sidewalk on the east side of Main St. Collaboration opportunities include beautification at Center-Wall. Policies and incentives can help support both new infill development and adaptive reuse of historic buildings.

Make Small Incremental Changes

These are minor changes to approaches, policies, collaboration, and simple projects that will help lay the groundwork - *cultivate the soil* - for Horace's bold vision.

1. **Policy: Allow a diversity of building types.** Downtown development guidelines and zoning help drive the form of a downtown. However, overly prescriptive development guidelines tend to look "strip mall-like" - the type of development that the community would prefer to see less. Broad design guidelines that will help maintain the "small-town" feel that residents prefer include:
   - **a.** Restricting building heights to two stories along Main Street. Exceptions may be made for historical preservation/reference.
   - **b.** Allowing a wider variety of building materials with more focus on small-town feeling building design.
   - **c.** Enacting maximum sign sizes and quantities.
   - **d.** Avoiding large blank walls along primary downtown thoroughfares like Main Street, Wall Avenue, and Center Avenue sidewalks.
   - **e.** Creating an appropriate sidewalk scale with architectural elements like awnings, windows, and building details along downtown sidewalk thoroughfares.
   - **f.** Prohibiting incompatible development types, such as industrial uses, in the downtown area.

BLOCK 2 Focus Area

Figure 52: As Block 2 changes, initial projects could include sidewalk improvements and trail connections. Supporting the redevelopment of the grain elevator property may include policy changes and blighted property incentives.

BLOCK 3 Focus Area

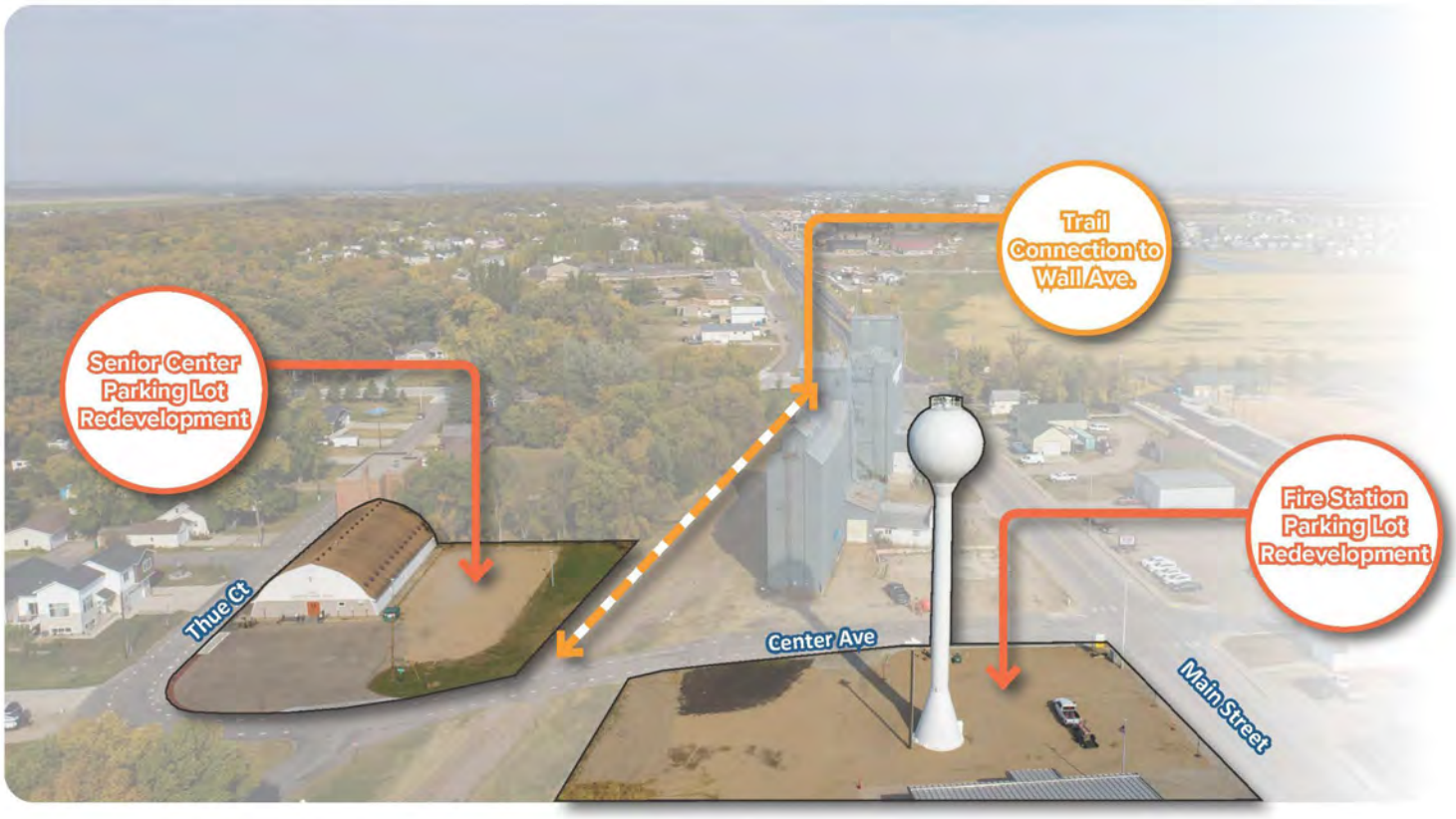


Figure 53: Collaborative efforts downtown include a parking lot update project that improves the functionality of the Fire Station parking lot for all parties. Paving the parking lot will go a long way toward improving downtown aesthetics. A new street between Center St. and Park Dr. will help fire and emergency response. Working with the Senior Center on strong connections to community spaces at the grain elevator lot will help maintain the strong social connections downtown.

2. **Policy: Focus on the relationships of buildings to the street.**
   - **a.** Buildings should be close to sidewalks and to the street on downtown thoroughfares. Review setback requirements and reduce if needed.
   - **b.** The primary entrance of a building should be oriented toward the street; buildings should be accessible from the sidewalk.
   - **c.** On-street parking must be encouraged over parking lots.
   - **d.** If parking lots are necessary, they should be located behind buildings and should match the scale of the downtown area.
   - **e.** Consider eliminating off-street parking requirements. Allow for shared parking arrangements and for on-street parking spaces to contribute toward parking needs of properties.
   - **f.** Frontage roads should be discouraged. They impair walkability, make traffic operations more rough, lead to access spacing challenges, and diminish the tax base, as just one frontage is developable.
   - **g.** Plan for streetscape improvements that beautify downtown and increase pedestrian comfort, even if they will come at a later time. This means leaving enough space for boulevard tree plantings, bike parking, street lighting, etc.

3. **Collaboration: Develop incrementally - together**. Building successful rural downtowns is a

BLOCK 4 Focus Area

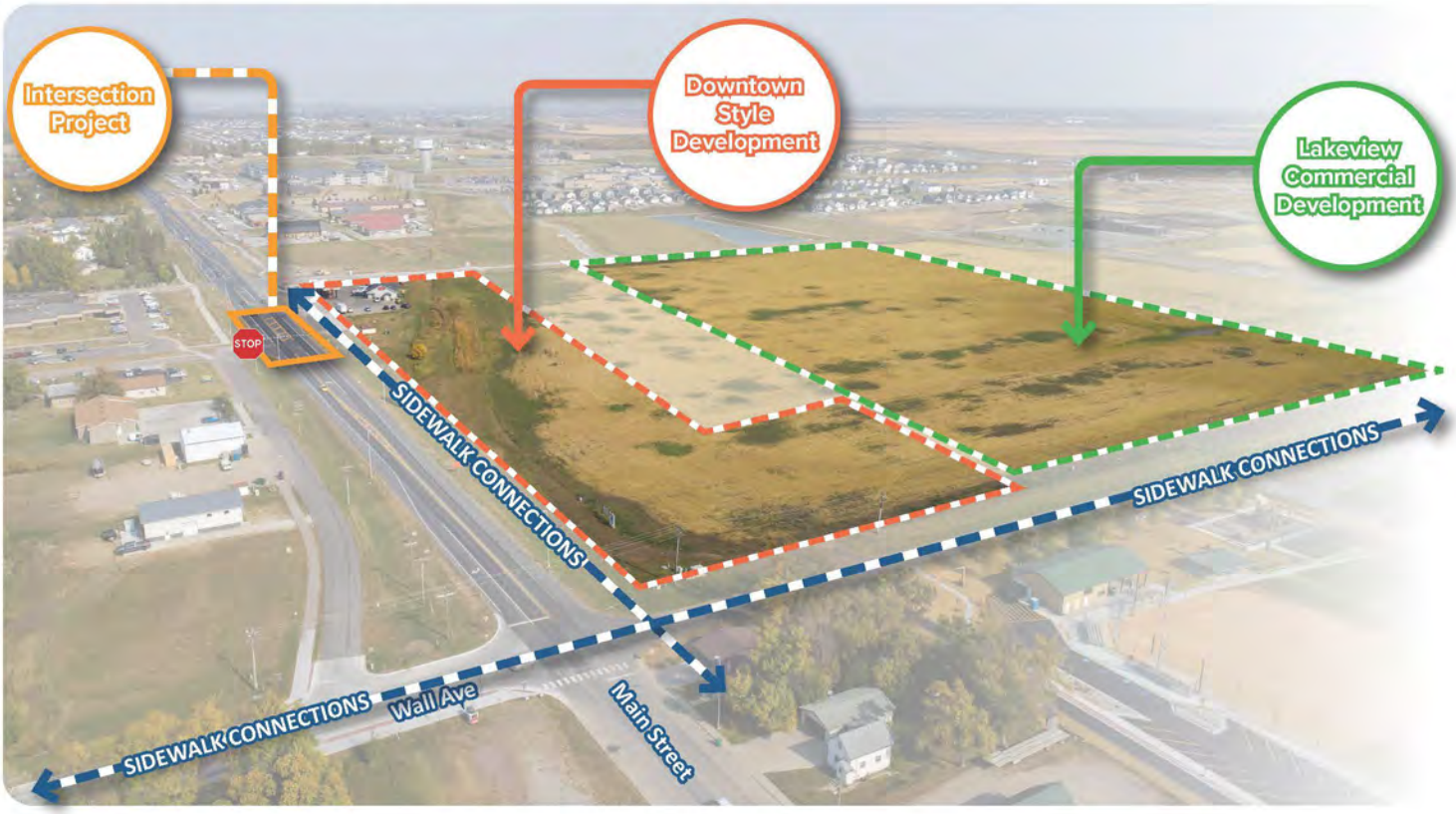


Figure 54; The Lakeview development can contribute to extending the 'small town' downtown district by following updated downtown ordinances. This will help slow traffic near the elementary school and be a transition zone between downtown-style development and the other commercial development at Lakeview.

collaborative effort; a "dance" between local government and the community. Municipal investments in areas like streetscaping and beautification create a more pedestrian-friendly environment. However, these efforts only truly pay off when the business community is prepared to capitalize on the improvements and the broader community is ready to support new ventures. The City of Horace can lay essential groundwork by:

a. Supporting economic development and entrepreneurs, possible through a more formal, Horace Economic Development Organization.
   i. Provide organizational support, grant support, or other incentives to draw entrepreneurs downtown.
   ii. Advocate for Horace's needs with the Greater Fargo-Moorhead Economic Development Corporation (GFMEDC) and regional municipalities.
   iii. Retain existing businesses and attract new businesses.
   iv. Market the community's assets.
   v. Actively develop and support new entrepreneurs.
   vi. Build a collaborative network of businesses, community leaders, and governmental entities to develop and implement long-term economic development strategies.
   vii. Collaborate with regional economic development organizations to represent Horace's small town economic development needs and goals.

b. Supporting community-building opportunities. Continuing to support and take part in Bean Days and other creative

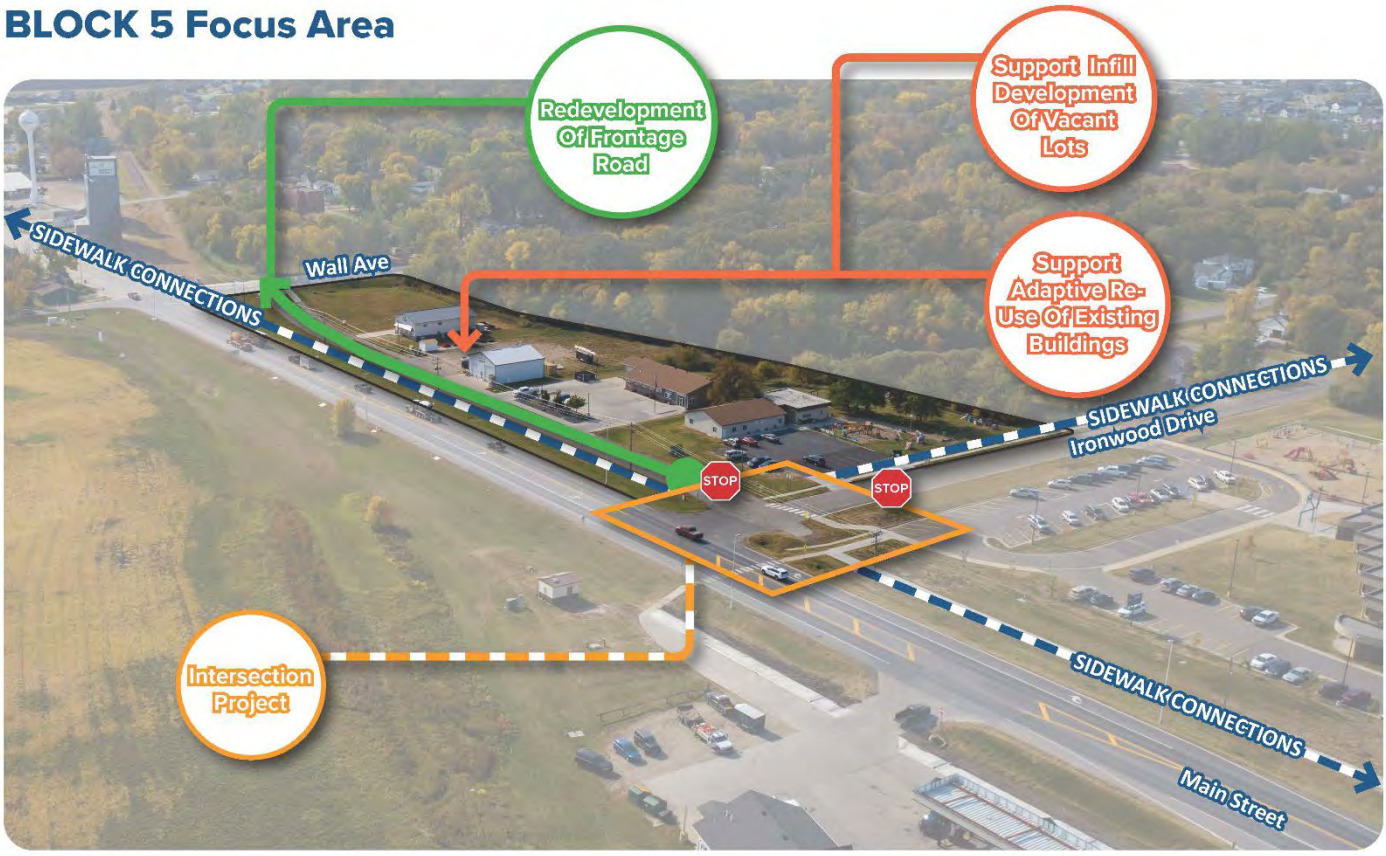


Figure 55: Closing off the Main St. frontage road to Ironwood Drive and rethinking the Main-Ironwood intersection will help with intersection safety near the elementary school.

placemaking activities help to build a more cohesive and collaborative social environment.

c. Using tax incentives sparingly. Except for blighted properties, local tax incentives are generally a poor tool for downtown. A thriving downtown will consist of compact, valuable properties that punch above their weight in their contributions to the general fund. The revenue potential of these parcels should be tapped, not sapped.

4. **Collaboration: Take advantage of available resources.** Re-building downtown is a complicated interaction between the physical, social, political, and financial environment of a community. State and national organizations are available to help:

a. North Dakota Department of Commerce Grants:

i. **Main Street ND Initiative – Become a ND Main Street Community!**

ii. North Dakota Community Development & Rural Prosperity helps prepare communities for economic development, diversification, and placemaking to assist in recruiting and retaining talent. They support the renovation of historic buildings, development of mixed use buildings, the revitalization of Main Street, and the creation of Walkable neighborhoods

iii. Innovate ND; Grants to support customer and market research for entrepreneurs.

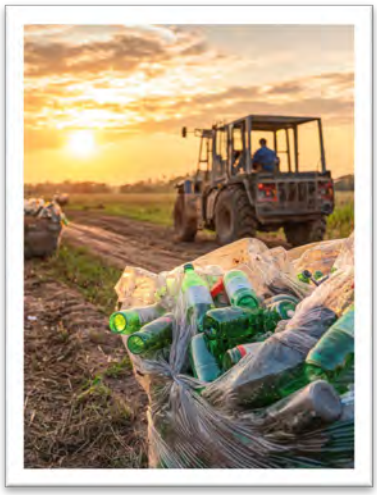
iv. Tourism and Community Enhancement Grants; enhancing tourism, community infrastructure, and historic preservation in ND.

v. Mainstreet.org Main Street America has tools, strategies, and grants to help communities develop vibrant downtowns. The Project for Public Spaces helps communities create vital community-powered public spaces that highlight community assets, spur rejuvenation, and respond to community needs (Pps.org).

5. **Projects: Think Small!** Change is accomplished in communities through small steps. Tactical Placemaking is a small step, low-cost way to test ideas for everything from multimodal transportation strategy, community-building, to economic development. It gets people out in the common spaces of the community, builds on community identity, and creates unity and civic spirit. Other small towns have used these low-cost ideas to get some energy going in their towns:

Figure 56: Image credit Enid News and Eagle; Enid, OK

a. **Paint crosswalks** at main intersections or at the elementary school intersection with murals that recall the community's history and identity. This has the added benefit of slowing traffic and increasing pedestrian visibility at key intersections.
b. **Host a town cleanup day** and post it widely on social media. This is an easy, low-cost way to get neighbors out meeting each other, promotes a sense of community with the City of Horace, and is convenient for people who can't serve on a long term committee but have a few hours to participate in civic life. Make sure to engage with downtown business owners. Gravel parking lots downtown drag a lot of dust and gravel onto sidewalks – sweeping sidewalks can have a big impact on the appeal of downtown.



c. **Paint a mural.** Several downtown structures have blank walls that could use some color. Have a community contest to design a mural and engage with a High School art class to paint it or apply for a grant from the North Dakota Council on the Arts and have a professional artist execute it. Some communities even have artists outline the concept and have residents paint it! If painting a mural is too permanent, create a mural with sidewalk chalk.
d. **Plant some flowers.** Streetscaping doesn't have to be a major effort. Planters at the corners of Main Street and Center Avenue can be low cost and could be sponsored and cared for by different community groups or

Figure 57: Centerville, SD image credit: Tanya Olson

businesses. It's an easy and inexpensive way to express investment in the community.

e. **Pop-Up Marketplace.** A unique and low-cost economic development idea to activate an empty lot is to create a Pop-Up Marketplace. This can be similar to Farmer's Markets under tents or in a vacant building with multiple "booths". Some communities, like Muskegon, MI in the image above, are even creating small villages of inexpensive garden sheds repurposed as pop-up shops. Entrepreneurs can rent the sheds for a low cost and try out their business idea. This works to stimulate new businesses AND activate the community.

Figure 58: image credit Visit Muskegon

Larger Catalytic Strategies

These are larger strategies, policies, collaborations, and projects that will require a bigger lift to get accomplished. These are strategies that may take years to accomplish but will ultimately get the community closer to its vision.

6. **Collaboration: Special Tax Assessments.** Special tax assessments were a frequently mentioned issue in public engagement comments. Comments indicate that residents may have a poor understanding of the relationship between special tax assessments, desired amenities, and business development and growth.
   a. Engage with the community regularly about special tax assessments and how they fund desired amenities. The Fiscal Impact Analysis will help get the community on the same page about making smart choices about development and the transportation network.
7. **Policy: Highway 17 Commercial Development.** There is a strong preference from the community to avoid more highway commercial development and "strip malls". Many prefer the concentrated commercial development of a traditional small-town downtown. Conversely, the Horace 2045 Comprehensive Plan Future Land Use Plan scatters highway commercial development along Highway 17 north of Wall Avenue. While this type of decentralized commercial development can expand neighborhood access to businesses, it tends to result in auto-oriented, strip mall type development which is challenging to safety walk and bike to. There is particular concern about high-density commercial and housing development northwest of the CR 17 / 76th Avenue S. intersection.
   a. Revise the *Horace 2045 Comprehensive Plan* Future Land Use Plan and related sections to better reflect community sentiment and preserve the small-town character of Horace.
   b. Scale back commercial and mixed-use zoned areas to key nodes and intersections; focus development.
   c. Consider revising zoning requirements for dispersed commercial areas to achieve a

more neighborhood-oriented feeling and neighborhood integration. This could include:

- **i.** Reduced setbacks.
- **ii.** Reduced parking requirements.
- **iii.** Shorter building heights.
- **iv.** Modified standards for lighting and signage (reducing nighttime impacts to neighborhoods).
- **v.** Landscaping/buffering to shield business parking from residential uses.

8. **Collaboration: Work with the owner of the grain elevator property to retain this area as the heart of downtown Horace.** The grain elevator property is at the heart of Horace's community – it's the backdrop for Bean Days activities and a strong reminder of Horace's agricultural heritage. It is an important location to the community and care should be taken with its redevelopment.
   - **a.** This is a prime example of blighted property where targeted incentives would be appropriate.
   - **b.** Designating certain properties as blighted properties or areas will help the community access certain grants to assist with redevelopment costs.
9. **Projects: Reconstruct downtown corridors to support private investment.** These are visionary projects specific to Main Street and Wall Avenue.
   - **a.** Priority downtown corridors
     - i. Priority 1: Main Street from Center Avenue to Wall Avenue reconstruct as 2-lane with on-street parking and wide sidewalks both sides. Streetscaping elements can be incrementally installed as growth and development continues downtown.
     - ii. Priority 2: Wall Avenue from Main Street to Nelson Drive reconstruct as an urban 2-lane with on-street parking both sides, shared use path south side, and wide sidewalk along north side. Streetscaping elements can be incrementally installed as growth and development continues downtown and in the Lakeview Addition.
     - iii. Priority 3: Strengthen multimodal connection to the Horace Senior Center for people walking and biking.
10. **Projects: Implement Downtown Street, Sidewalk, and Intersection priorities from the multimodal transportation toolboxes.** These are specific to the downtown study area and may not reflect community-wide priorities.
    - **a.** Priority Downtown intersections
      - i. Priority 1: Wall Avenue & Main Street including the Wall Avenue & Main Street frontage street
      - ii. Priority 2: Main Street & Center Avenue
      - iii. Priority 2: Main Street & Park Drive
    - **b.** Priority Downtown-Adjacent Intersections
      - i. Priority 1: Main Street & Ironwood Drive
      - ii. Priority 2: Main Street & Lakeview Drive
    - **c.** Priority Downtown Connections
      - i. Main Street to Ironwood Drive
      - ii. Wall Avenue east
11. **Policy: Adopt comprehensive land use strategies that preserve rural character.** Horace is in the process of transitioning from being a "*Resource-dependent Community*" [9] with an economy dependent on agriculture to an "*Edge Community*" [10] located at the fringe of a metropolitan area with easy access to metropolitan economic opportunities, jobs, and services. Edge Communities have been growing faster than their adjacent metro areas because of land availability and quality of life. The increased availability of developable land due to permanent flood protection has exacerbated the development pressure in Horace. With the elimination of the railroad and grain elevators no

[9] Putting Smart Growth to Work in Rural Communities: Achieving Economic Vitality through Smarter Growth in Rural Communities and Small Towns; 2010 International City/County Management Association; Mishoveky, Dalby, Bertaina, Read, McGalliard, et al.
[10] Putting Smart Growth to Work in Rural Communities; 2010 ICMA

longer in use, Horace is also transitioning from an industrial-focused downtown to a commercial- and retail-focused downtown.

Like Horace, many Edge Communities want to maintain their rural character while also having economic growth that supports a high quality of life. Metropolitan-style development is not always a good fit for the community. Along with development pressures come resultant challenges, such as housing affordability, traffic congestion, and the sense that something vital about the rural community is being lost. Rapid growth also stretches the ability of the municipality to meet the infrastructure and service needs of the growing community. Residential development without the balanced commercial development to support the local tax base can have poor long-term sustainability.

Communities in this situation understandably seek strategies to manage growth in a way that promotes prosperity but sustains the character of the community in the long run. Careful land use planning and thoughtfully developed ordinances can help communities better control the pace of growth and direct it to locations and sectors that serve community wants and needs best. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes* [11] has some recommendations that are particularly relevant to Horace. This document contains proven tools and strategies specifically to help rural communities determine **how, when, and where** to grow.

Some of the following recommendations expand on strategies from *Essential Smart Growth.*

12. **Policy: Adopt form-base zoning standards or overlay zones to promote small-town character in appropriate locations.**
    - **a.** Review Zoning and Ordinances for adherence to small-town character for the Old Town and 17/76 zoning districts.
        - i. Review building height min & max to better reflect small town character.
        - ii. Review and expand building materials to include greater building material diversity.
        - iii. Update parking requirements to include on-street parking, reduce off-street parking requirements in certain districts, and allow for shared parking.
        - iv. Add minimum planting area for street trees
    - **b.** Develop a form-based overlay zone in critical areas or corridors, such as the Old Town zoning district, particularly along Main Street north to Lakeview Drive and along Wall Avenue east to Front Street.
    - **c.** Develop a form-based overlay zone in critical areas of the 17/76 zoning district (see Land Use Strategies).
13. **Policy: Determine Areas for Growth and Preservation**
    - **a.** Identify priority areas for development and incentivize development in those areas. Development incentives, if used, should be applied to clearly defined priorities and have clear approval criteria.
        - i. Downtown core development and redevelopment, particularly along Main Street between Center and Wall.
        - ii. Certain uses or types of development that provide high community benefit, such as a grocery store or hardware store.
        - iii. Locations with existing infrastructure or that are readily serviceable.
    - **b.** Modify the future land use map and future land use category descriptions so that they reflect the community vision, depict

[11] 2010, United States Environmental Protection Agency, Office of Sustainable Communities; Nelson, Kevin AICP, et al.

preferred development areas, and clearly describe the desired mix of uses and community design principles for each area.

14. **Policy: Incorporate Fiscal Impact Analysis in Development Reviews**
    - **a.** Fiscal Impact Analysis allows a community to understand the long-term public and private costs and benefits of infrastructure construction and maintenance.
    - **b.** Requiring Fiscal Impact Analysis for certain developments (e.g., proposed subdivisions or annexations with 10 or more lots) would help the City of Horace understand the full range of costs and benefits of a proposed development, improve transparency, manage the pace of development, and allow City leaders to think carefully about development that doesn't pencil out for the City. This will also help give the community a clearer sense of who pays for infrastructure costs – developers, existing residents, and/or future taxpayers. Special assessments can still be used, but City leaders and residents should be aware of their long-term obligations and liabilities.
    - **c.** Developers that can demonstrate benefits in line with the community's vision are more likely to have resident and stakeholder support.
    - **d.** In lieu of Fiscal Impact Analysis, the City could also examine its fiscal sustainability holistically by studying citywide revenues and service costs as part of a Comprehensive Plan update.
15. **Policy: Reform Rural Planned Unit Developments**
    - **a.** PUDs are attractive to developers due to flexibility. However, increased flexibility can also lead to inconsistent standards and development review. PUDs don't always reflect community planning goals and are hard to modify once they are approved.
    - **b.** PUDs can have adverse impacts on rural areas and strain government resources.
    - **c.** Consider PUD ordinances related to the community's vision for maintaining a small-town atmosphere.
16. **Policy: Right-Size Rural Roads**
    - **a.** Rural roadways help define rural character and often determine the type of development adjacent to the roadways.
    - **b.** Incompatible traffic uses of rural roads (trucks or pedestrians) can make roadway design challenging.
    - **c.** Preserve existing rural neighborhood roads (shared streets with narrow lanes, no sidewalks, and stormwater ditches)
    - **d.** Develop design standards for rural neighborhood roads that can be used in lower density neighborhoods.
17. **Policy: Encourage Appropriate Densities on the Periphery**
    - **a.** Rural communities sometimes allow land development patterns that are not dense enough to provide cost-effective services and infrastructure, but are too dense to maintain a rural feel. The rural tax base is inadequate to provide urban services to these developments.
    - **b.** Setting densities for peripheral areas gives land owners and developers more predictability.
    - **c.** Establish community service areas in the Comprehensive Plan to limit service provision to peripheral areas.
18. **Policy: Protect Agricultural and Sensitive Natural Areas**
    - **a.** Protecting working lands and farms contributes to the economy while preserving rural character.
    - **b.** Protecting natural resources, particularly waterways, drainage-ways, and open space, helps with stormwater management.
    - **c.** In Horace, the mature tree canopy is also a distinctive feature that sets the community apart from encroaching urban areas. Existing forest cover should be maintained or

integrated into future development as much as possible.

d. Identify and map important cultural and natural resources that protect the rural nature of the community.

IMPLEMENTATION PLAN

This plan is intended to be a working document that can be updated as needed or modified as necessary to reflect the current conditions of the day. A description of funding sources is also provided.

Implementation tasks are organized into the following three (3) categories:

POLICY	COLLABORATION	INFRASTRUCTURE
Policies and ordinances are organized together. A policy is a course of action, principle, procedure, or strategy that is typically adopted by City leadership to guide official decision-making. Policies are official stances or guidance of the City Horace, including planning activities or providing formal guidance but not necessarily legally enforced. An ordinance is an official regulation enacted by Horace's City Council. Once adopted, ordinances become legally enforceable laws of the city.	While many of the tasks require interdepartmental collaboration, these tasks require collaboration with entities outside of City Departments.	Infrastructure projects are government-authorized construction, design, or demonstration activities that take place on or in support of city-owned properties. Projects can involve the development and implementation of technology tools or physical improvements such as new construction, renovation, or demolition of physical assets of the municipality.

IMPLEMENTATION KEY

Each task follows the Implementation Key; identifying the implementation goal, timeline, estimated cost/level of effort, and guiding principles that each recommendation meets. Due to the fast pace of growth in the City of Horace, many tasks are recommended for implementation in the short term to address issues and take advantage of opportunities afforded by this growth.

Goal

Each goal has a unique identifier coded to reflect the type; **Downtown (D) or Transportation (T)** and category of implementation; Policy (P), Collaboration (C), or Infrastructure (I). For example a Downtown Policy implementation goal would be coded as: ***DPX.X.*** The 'X.X' portion provides unique identification and/or reference to the description of the implementation from the **Realizing the Plan Chapter**.

Description

Concise description of the implementation goal. Includes reference to the **Realizing the Plan Chapter** where a more detailed description is provided, as applicable.

Timeframe/Priority

Timeframes are also listed to indicate priority of implementation goal and are organized as follows:

Ongoing A regular part of departmental City tasks. Typically high priority.

Short Term 1-5 years to study, recommend, and implement. High priority; things to do right away. (2026-2030)

Medium Term 6-10 years to study, recommend, and implement. Things to do right after short term priorities. (2031-2035)

Long Term 11+ years to study, recommend, and implement. Things to do as time goes on and the vision of Plan takes shape. (2036+)

Guiding Principles

Derived as critical, consistent themes across public engagement, reflecting public sentiment for the future of Horace. Guiding principles underly all the Downtown Neighborhood Plan's goals and implementation strategies. They describe the qualities that are most important to community members. Some implementation steps align closer to certain guiding principles over others


Small Town Rural Identify


Accessible by Walking, Biking, and Driving


Utility Improvements and Maintenance


High Quality of Life


Activities for Everyone

Cost

Indication of the cost or level of effort for implementation.

$ Cost of tasks are incorporated into regular City and departmental budgets.

$$ Costs of tasks may require some outside expertise or additional investments.

$$$ Cost of tasks will require significant investment in outside expertise or work

POLICY

Policy recommendations include changes to internal policies, ordinances or approaches to the actions or obligations of the City. These tasks are identified as priorities by City leadership or elected officials and are directed to staff and/or legal counsel to research and develop. Policy and Ordinance changes are generally recommended by City staff for review and approved by the City Council on an as-needed basis triggered by updates from each department's annual policy review or in response to changing trends, conditions, or emerging needs.

Downtown Policy

Downtown Policy		Timeframe	Guiding Principles	Cost
Goal	**Description**			
DP1	**Allow a diversity of building types.**	**Short**		**$**
DP1.a	Restrict building heights to two stories.	**Short**		**$**
DP1.b	Allow a variety of building materials.	**Short**		**$**
DP1.c	Enact maximum sign sizes and quantities.	**Ongoing**		**$**
DP1.d	Avoid large blank walls along downtown sidewalk thoroughfares.	**Medium**		**$**
DP1.e	Require pedestrian-scale elements on downtown sidewalk thoroughfares.	**Short**		**$**
DP1.f	Prohibit incompatible downtown development.	**Ongoing**		**$**
DP2	**Focus on the relationship of buildings to the street.**	**Ongoing**		**$**
DP2.a	Require zero lot line development on downtown thoroughfares.	**Short**		**$**
DP2.b	Require primary building entrances to face downtown thoroughfares	**Short**		**$**
DP2.c	Encourage on-street parking over parking lots.	**Short**		**$**
DP2.d	If parking lots are necessary, require them to be located behind buildings and do not allow placement between downtown buildings or at prominent corners.	**Short**		**$**
DP2.e	Eliminate off-street parking requirements. Allow shared parking arrangements.	**Short**		**$**
DP2.f	Discourage frontage roads.	**Short**		**$**
DP2.g	Time streetscape improvements with downtown development. Provide space for boulevard trees, bike racks, street lights, planter boxes, etc.	**Ongoing**		**$**
DP7	**Consider more focused CR 17 commercial development that residents want to see north of downtown.**	**Short**		**$$$**
DP7.a	Revise the *Horace 2045 Comprehensive Plan* Future Land Use Plan/Map to reflect community sentiment.	**Short**		**$$$**

Downtown Policy		Timeframe	Guiding Principles	Cost
Goal	**Description**			
DP7.b	Focus commercial and mixed-use land uses to key corridors, nodes, and/or intersections.	**Short**		**$$**
DP7.c	Revise zoning and land development requirements to achieve more neighborhood-oriented commercial development and neighborhood integration.	**Medium**		**$**
DP11	**Adopt comprehensive land use strategies that preserve rural small town character.**	**Short**		**$$**
DP12	**Adopt form-based zoning standards or overlay zones to promote small town character in appropriate locations.**	**Medium**		**$$$**
DP12.a	Review zoning code and ordinances for adherence to small town character for the Old Town and 17/76 zoning districts.	**Short**		**$**
DP12.a.i	Review building height minimum & maximum.	**Short**		**$**
DP12.a.ii	Review and expand building materials to include greater diversity/flexibility.	**Short**		**$**
DP12.a.iii	Update parking requirements.	**Short**		**$**
DP12.a.iv	Add minimum planting area for boulevard trees.	**Short**		**$**
DP12.b	Develop form-based overlay zone in Old Town zoning district, particularly along Main St., Lakeview Dr., and Wall Ave.	**Short**		**$$$**
DP12.c	Develop form-based overlay zone in 17/76 zoning district.	**Short**		**$$$**
DP13	**Determine areas for growth and preservation.**	**Ongoing**		**$**
DP13.a	Identify priority areas for development and market development in those areas.	**Short**		**$**
DP13.a.i	Downtown core development, particularly along Main St.	**Ongoing**		**$**
DP13.a.ii	Prioritize certain uses or types of development such as a grocery store, hardware store, and other essential goods and services.	**Ongoing**		**$**
DP13.a.iii	Prioritize existing infrastructure or that are readily serviceable.	**Ongoing**		**$**
DP13.b	Modify Future Land Use Map and future land use category descriptions to reflect the community vision.	**Short**		**$**
DP14	**Incorporate fiscal impact analysis in development reviews.**	**Short**		**$$**
DP14.a	Understand long-term public and private costs of infrastructure construction and maintenance.	**Short**		**$$**

Downtown Policy		Timeframe	Guiding Principles	Cost
Goal	Description			
DP14.b	Require for development and annexations. Prepare to make decisions about proposals that do and do not pencil out for the City's long-term obligations and liabilities.	Short		$
DP14.c	Encourage developers to demonstrate benefits in line with Horace's vision for the city.	Ongoing		$
DP14.d	In lieu of a fiscal impact analysis requirement, the City could examine fiscal sustainability holistically.	Medium		$$
DP15	**Reform rural planned unit developments (PUDs).**	Medium		$
DP15.a	Update requirements to balance development review efforts and reflection of community goals.	Medium		$
DP15.b	Identify PUD adverse impacts.	Short		$
DP15.c	Consider PUD ordinances related to the community's vision and desirability for small town character.	Medium		$
DP17	**Encourage appropriate Development density on the periphery of city limits.**	Medium		$$
DP17.a	Establish development density requirements that provide cost-effective public services and infrastructure.	Short		$$
DP17.b	Provide more predictability and less land speculation across Horace's jurisdiction (consider also Extraterritorial jurisdiction).	Short		$$
DP17.c	Establish community service areas in the Comprehensive Plan to focus more cost effective development.	Medium		$$
DP18	**Protect agricultural & sensitive natural areas.**	Ongoing		$
DP18.a	Protect working agricultural lands and farms to contribute to local economy and preserve Horace's character.	Ongoing		$
DP18.b	Protect natural resources.	Ongoing		$
DP18.c	Protect existing forest cover and mature trees. Integrate existing forests/trees into future development as much as possible.	Ongoing		$
DP18.d	Identify and map important cultural and natural resources that protect the character of the city.	Ongoing		$

Transportation Policy

Transportation Policy		Timeframe	Guiding Principles	Cost
Goal	**Description**			
TP1.1	**Adopt a Complete Streets Policy**	**Short**		**$**
TP1.2	Incorporate Complete Streets Policy into Ordinances as necessary	**Ongoing**		**$**
TP1.3	**Establish Street Design Guidelines for existing and future streets**	**Short**		**$$**
TP1.4	Update Subdivision Ordinance to reflect Street Design Guidelines, existing, and low-impact development types including rural street cross sections	**Ongoing**		**$$**
TP1.5	**Update and refine list of Multimodal Strategies, as necessary**	**Ongoing**		**$$**
TP1.6	Amend Horace Comprehensive & Transportation Plan to reflect Multimodal Transportation Strategy Guidelines and Street Types	**Short**		**$$**
TP1.7	**Conduct a Safe Routes to School Study.**	**Medium**		**$$$**
TP16	**Right-size rural roads.**	**Short**		**$**
TP16.a	Identify type of development appropriate for rural road context (no curb & gutter, ditch/swale stormwater).	**Short**		**$**
TP16.b	Identify incompatible land uses that can make rural roads inappropriate for use (e.g. heavy trucks & pedestrians).	**Short**		**$**
TP16.c	Preserve existing rural neighborhood roads.	**Ongoing**		**$**
TP16.d	Develop design standards for new or reconstructed rural neighborhood streets.	**Short**		**$$**
R.2.a.i	Time R.2 multimodal improvements with future Wall Ave. improvements and phasing. Prioritize multimodal improvements in phasing.	**Ongoing**		**$$$**
R.5.c	With R.5 Drain 27 multimodal improvements, plan to construct grade separations of Drain 27 trail at arterial and collector streets.	**Ongoing**		**$$$**
R.5.d	With R.5 improvements, plan to construct raised crosswalks and/or curb extensions for Drain 27 trail at local streets.	**Ongoing**		**$$**
R.5.e	With R.5 improvements, plan to construct bike and pedestrian crossings of Drain 27 at least every 1/2-mile.	**Ongoing**		**$$$**

Transportation Policy		Timeframe	Guiding Principles	Cost
Goal	Description			
R.7.d	With R.7 Front St. multimodal improvements, plan to construct conventional crosswalks and/or curb extensions at future street crossings/intersections as development continues.	Ongoing		$$
R.6.a	With R.6 Southwest Alignment multimodal improvements, plan to construct an off-street trail and/or shared use path from residential neighborhoods south and west of 100th Ave. S. and CR 17	Ongoing		$$$
R.6.b	Align R.6 Southwest Alignment improvements away from major section-line roads such as 100th Ave. S. and CR 17.	Ongoing		$
R.6.c	With R.6 Southwest Alignment improvements, plan for two primary connections to downtown/Wall Ave. S. and to Meadowlark Park.	Ongoing		$$$
R.6.e	With R.6 improvements, plan for bike and pedestrian crossing of Sheyenne River to establish Meadowlark Park connection.	Ongoing		$$$
R.6.f	With R.6 improvements, plan for grade separations at arterial streets.	Ongoing		$$$
R.6.g	With R.6 improvements, plan for crosswalk striping, curb extensions, and RRBs as applicable at collector streets.	Ongoing		$$
R.6.h	With R.6 improvements, plan to construct conventional crosswalks at local streets.	Ongoing		$
R.3.c	With R.3 Main St./CR 17 multimodal improvements, plan to time construction with development south of Park Dr.	Ongoing		$$$
R.9.c	With R.9 76th Ave. S. multimodal improvements, west of CR 17, plan to construct shared use path on at least one side of 76th Ave. S. East of CR 17, plan to construct shared use path on both sides of 76th Ave S.	Ongoing		$$$
R.9.d	With R.9 improvements, on 76th Ave. S., plan to install protected crossings (HAWK signal or construct a median refuge island with RRFBs) every 1/2-mile or at collector streets, whichever distance is less.	Ongoing		$$$
R.8.a.ii	With R.8 64th Ave. S. multimodal improvements, consider north side shared use path on 64th Ave. S. from CR 17 to 57th St. S. depending upon future 64th Ave. S. and I-29 interchange and coordination with City of Fargo's network.	Ongoing		$$$

Transportation Policy		Timeframe	Guiding Principles	Cost
Goal	**Description**			
R.8.c	With R.8 64th Ave. S. multimodal improvements, west of CR 17, plan to construct shared use path on at least one side of 64th Ave. S. East of CR 17, plan to construct shared use path on both sides of 64th Ave S.	**Ongoing**		**$$$**
R.8.d	With R.8 64th Ave. S. multimodal improvements, on 64th Ave. S., west of CR 17, plan to install protected crossings (HAWK signal or construct a median refuge island with RRFBs) every 1/2-mile or at collector streets, whichever distance is less.	**Ongoing**		**$$$**
R.8.e	With R.8 improvements, on 64th Ave. S., east of CR 17, plan to construct grade separations or at the very least protected crossings (HAWK signal or construct median refuge island with RRFBs) every 1/2-mile or at collector streets, whichever distance is less.	**Ongoing**		**$$$**
I.1.c	At Main St. & Wall Ave. intersection, plan to construct a Wall Ave. eastbound left-turn lane by 2031.	**Short**		**$$**
I.1.d	Evaluate traffic signal control with pedestrian-activated lead intervals, multimodal priority, and permissive detection at Main St. & Wall Ave. intersection.	**Medium**		**$$**
I.1.e	Prioritize right-sizing infrastructure at Main St. & Wall Ave. intersection; one of the most critical intersections for multimodal connection and downtown character.	**Ongoing**		**$**
I.1.f	Prioritize Main St. & Wall Ave. intersection as a safe route to school.	**Ongoing**		**$**
I.2.c	Main St. & Ironwood Dr. turn lane improvements should only be considered with closure of thru-traffic on Main St.'s west side frontage road: Plan to construct an Ironwood Dr. eastbound turn-lane by 2029.	**Short**		**$**
I.2.d	Evaluate all-way stop at Main St. & Ironwood Dr. intersection. Future traffic signal may be warranted.	**Short**		**$$**
I.2.e	Evaluate vehicle speed reduction in front of Horace Elementary school; speed limit is posted 25mph but data shows 85% of vehicles are traveling 37mph or faster.	**Short**		**$**
I.2.f	Prioritize Main St. & Ironwood Dr. intersection as a safe route to school.	**Ongoing**		**$**
I.3.b	Study traffic impacts associated with Lakeview Development on the east side of CR 17 to right-size traffic control and multimodal improvements at the I.3 intersection of CR 17 & Lakeview Dr.	**Medium**		**$$**

Transportation Policy		Timeframe	Guiding Principles	Cost
Goal	Description			
I.4.b	Plan to convert to 4-way stop with timing of downtown development at Main St. & Cener Ave. intersection.	Ongoing		$$
I.5.b	Time Main St. & Park Dr. improvements with routes R.1 and R.3 improvements, as applicable.	Ongoing		$
I.9.c	Consider timing Wall Ave. & Front St. intersection improvements with future Wall Ave. improvements, R.2, and R.7 projects. Prioritize multimodal improvements in phasing.	Short		$
I.9.d	Prioritize Wall Ave. & Front St. intersection as a safe route to school.	Ongoing		$
I.10.b	Consider timing Wall Ave. & Nelson Dr./Future Lakeview Dr. intersection improvements with Wall Ave. improvements and R.2 project.	Ongoing		$
I.10.c	Emphasize priority of the Wall Ave. & Nelson Dr./Future Lakeview Dr. intersection as a critical downtown intersection connecting Main St. to Lakeview development.	Ongoing		$
I.6.b	Consider timing CR 17 & Liberty Ln. intersection improvements with R.3 project and future development along CR 17.	Ongoing		$
I.8.c	Consider timing Wall Ave. & 63rd St. S. intersection improvements with future Wall Ave. improvements and R.2 improvements. Prioritize multimodal improvements in project phasing.	Medium		$
I.8.d	Prioritize Wall Ave. & 63rd St. S. intersection as a safe route to school.	Ongoing		$
I.11.b	Prioritize CR 17 & Chestnut Dr. or 81st Ave S. intersection as a safe route to school, as applicable.	Ongoing		
I.12.b	Prioritize 63rd St. S. & 79th Ave. S. intersection as a safe route to school.	Ongoing		

COLLABORATION

Collaboration recommendations include efforts that will require significant interdepartmental collaboration, efforts that require collaboration with Federal, State, or Regional organizations or partners, and collaboration and engagement with community members and community organizations. It is incumbent on Horace city leadership to cultivate a collaborative environment; this includes shared decision-making, trust, and mutual respect within City departments, with partner organizations, and with the community at large.

Downtown Collaboration

Downtown Collaboration		Timeframe	Guiding Principles	Cost
Goal	**Description**			
DC1	**Develop a strategy to regularly engage with the community about critical challenges and opportunities. The strategy should fit the culture of Horace and ability of the City to commit to engagement.**	**Ongoing**		**$$**
DC1.a	Monthly "coffee with Community Development"	**Ongoing**		**$**
DC1.b	Ad-hoc "think tank" committee	**Ongoing**		**$**
DC1.c	Regular community surveys	**Ongoing**		**$$**
DC1.d	Meet with local developers about the future vision for downtown.	**Ongoing**		**$**
DC1.e	Engage on a recurring basis with key downtown stakeholders including but not limited to Southern Valley Fire & Rescue, Senior Center, and downtown businesses and property owners.	**Ongoing**		**$**
DC3	**Develop incrementally – the vision cannot, and should not be built over night. Time public investment with private investment and utilize resources.**	**Ongoing**		**$$**
DC3.a	Start a formal Horace Economic Development Organization.	**Short**		**$$**
DC3.a.i	Provide organizational support, grant support, or other strategic incentives to draw entrepreneurs downtown.	**Ongoing**		**$$$**
DC3.a.ii	Advocate for Horace's needs with the Greater Fargo-Moorhead Economic Development Corporation (GFMEDC) and regional municipalities.	**Ongoing**		**$**
DC3.a.iii	Retain existing businesses and attract new businesses.	**Ongoing**		**$$**
DC3.a.iv	Market Horace's assets.	**Ongoing**		**$**
DC3.a.v	Actively develop and support new entrepreneurs.	**Ongoing**		**$$**
DC3.a.vi	Build a collaborative network of businesses, community leaders, and government entities to develop and implement long-term economic development strategies.	**Short**		**$**

Downtown Collaboration		Timeframe	Guiding Principles	Cost
Goal	Description			
DC3.a.vii	Collaborate with other regional economic development organizations to represent Horace's small town economic development needs and goals.	Ongoing		$
DC3.b	Support community-building opportunities and placemaking activities, such as Bean Days.	Ongoing		$$$
DC3.c	Use tax incentives sparingly.	Ongoing		$$
DC4	**Take advantage of available resources to enhance downtown.**	Ongoing		$
DC4.a	Engage with the North Dakota Department of Commerce on grants and resources.	Ongoing		$
DC4.a.i	Become a *North Dakota Main Street Community*.	Short		$
DC4.a.ii	Utilize North Dakota's Community Development & Rural Prosperity program.	Ongoing		$
DC4.a.iii	Utilize Innovate ND grants.	Ongoing		$
DC4.a.iv	Utilize Tourism & Community Enhancement grants.	Ongoing		$
DC4.b	**Utilize other resources, such as www.Mainstreet.org & www.pps.org**	Ongoing		$
DC6	**Address special tax assessments through updated policy and practice.**	Ongoing		$$
DC6.a	Engage residents and property-owners regularly about special tax assessments.	Ongoing		$$
DC8	**Work with the owner of the grain elevators to retain property as the heart of downtown Horace and as a catalytic opportunity to bring more vibrancy and economic development to town.**	Short		$
DC8.a	Consider designation as a blighted property.	Short		$
DC8.b	Utilize resources and grants for blighted properties.	Short		

Transportation Collaboration

Transportation Collaboration		Timeframe	Guiding Principles	Cost
Goal	Description			
TC1	**Collaborate with Metro COG on future federal transportation funding solicitations for project implementation. Advocate for the unique needs of Horace in the context of the regional transportation network.**	**Ongoing**		**$$**
TC1.a	Utilize STBGP-U, TA, and/or other federal transportation funding programs through Metro COG.	**Ongoing**		**$$**
TC1.b	Continue participation in Metro COG's Bicycle & Pedestrian Subcommittee.	**Ongoing**		
TC2	**Collaborate with NDDOT to understand and pursue future state and federal funding solicitations for project implementation. Advocate for the unique needs of Horace in the context of the state.**	**Ongoing**		**$$**
TC3	**Collaboration with other communities across the state to support and refine legislative policy impacting statewide funding for transportation infrastructure.**	**Ongoing**		**$$**
TC3.a	Utilize ND's Flexible Transportation Fund and follow recurring legislation related to the fund's distribution across the state.	**Ongoing**		**$$**

INFRASTRUCTURE

Infrastructure projects can be improvements to the built environment of the community or could be technological improvements that help the municipality operate more efficiently or effectively. These are tasks that are above and beyond the usual work of City departments and typical involve the evaluation and selection of outside consultants. They require careful budget planning. Projects may be part of a Capital Improvement Plan (CIP). CIP projects are generally based on collaboration between departments to ensure that necessary steps are in place to properly execute a given project. Infrastructure projects may also be part of annual departmental budgets.

Downtown Infrastructure Projects

Downtown Infrastructure		Timeframe	Guiding Principles	Cost
Goal	Description			
DI5	**Use small projects to bring vibrancy downtown.**	**Short**		**$$**
DI5.a	Paint crosswalks at downtown intersections (Main St./Wall Ave. and Main St./Center Ave.) and/or crosswalk at Elementary School.	**Short**		**$**
DI5.b	Host a town cleanup day.	**Short**		**$**
DI5.c	Paint a mural.	**Short**		**$$**
DI5.d	Plant some flowers.	**Short**		**$**
DI5.e	Explore pop-up marketplace.	**Short**		**$$**

Transportation Infrastructure Projects

a.

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
TI9.a.i	**Reconstruct Main St. from Center Ave. to Wall Ave. as a 2-lane with on-street parking, wide sidewalks, and space for incremental streetscape investment.**	**Medium**		**$$$**
TI9.a.ii	**Reconstruct Wall Ave. from Main St. to Nelson Dr. as a 2-lane with on-street parking, wide sidewalks, and space for incremental streetscape investment.**	**Short**		**$$$**
TI9.a.iii	**Strengthen and integrate multimodal connection to the Horace Senior Center for people walking and biking.**	**Medium**		**$$**
TI10	**Implement downtown street, sidewalk, and intersection priorities from the multimodal transportation toolboxes**	**Ongoing**		**$$$**

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
R.4	**Shared use path, both sides of Main St./CR 17 from Wall Ave. to 52nd Ave. S.**	**Short**		**$$$**
R.4.a	Upgrade multimodal infrastructure at downtown intersections.	**Short**		**$$$**
R.4.a.i	Main St. & Ironwood Dr. intersection (I.2) strategies.	**Short**		**$$$**
R.4.a.ii	Main St. & Wall Ave. intersection (I.1) strategies.	**Short**		**$$$**
R.4.a.iii	CR 17 & Chestnut Dr. or 81st Ave. S. intersection (I.11) strategies.	**Long**		**$$$**
R.4.a.iv	Install HAWK signal or median refuge island with RRFBs at CR 17 & 81st Ave. S.	**Medium**		**$$$**
R.4.a.v	Construct grade separation or install HAWK signal at CR 17 & 68th Ave. S. intersection.	**Short**		**$$$**
R.4.b	Construct shared use path to fill gaps in existing network. Prioritize locations closest to downtown.	**Short**		**$$$**
R.4.b.i	East side of Main St. from 81st Ave S. to 76th Ave. S.	**Short**		**$$$**
R.4.b.ii	East side of Main St. from Wall Ave. to Ironwood Dr. (consider timing with I.1 Main St. & Wall Ave. intersection improvements).	**Short**		**$$$**
R.4.b.iii	East side of CR 17 from 73rd Ave. S. to 52nd Ave. S.	**Medium**		**$$$**
R.4.b.iv	West Side of CR 17 from 76th Ave. S. to 52nd Ave S.	**Medium**		**$$$**
R.5	**Off-street trail, at least one side of Drain 27 from south of 100th Ave. S. to City of Fargo trail north of 64th Ave. S.**	**Short**		**$$$**
R.5.a	Construct off-street trail to fill gaps in existing network. Prioritize locations closest to downtown and existing development.	**Short**		**$$$**
R.5.a.i	East side of Drain 27 from south of 100th Ave. S. to Wall Ave. S.	**Short**		**$$$**
R.5.a.ii	East side of Drain 27 from south of 76th Ave. S. to City of Fargo trail north of 64th Ave. S.	**Medium**		**$$$**
R.5.b	Upgrade multimodal infrastructure at existing intersections and plan for future network crossing of Drain 27.	**Long**		**$$$**
R.5.b.i	Grade separation at Wall Ave. S.	**Short**		**$$$**
R.5.b.ii	Grade separation at 76th Ave S.	**Medium**		**$$$**
R.5.b.iii	Grade Separation at 64th Ave. S.	**Long**		**$$$**
R.5.b.iv	Grade separation at 100th Ave. S.	**Long**		**$$$**
R.1	**Off-street trail and yield street on Park Dr. alignment from Boxelder Cir. To Drain 27.**	**Short**		**$$$**
R.1.a	Acquire right-of-way (ROW) for an off-street trail.	**Short**		**$$$**

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
R.1.a.i	Both sides of Sheyenne River, west of Independence Park.	Short		$$$
R.1.a.ii	Park Dr. alignment from Main St. to Nelson Dr.	Short		$$$
R.1.b	Install bike and ped bridge over Sheyenne River just west of Independence Park.	Long		$$$
R.1.c	Construct off-street trail.	Long		$$$
R.1.c.i	From Boxelder Cir. to Sheyenne Dr.	Long		$$$
R.1.c.ii	From Nelson Dr. to Wild Goose Ln.	Medium		$$$
R.1.d	Install yield street striping and signage.	Short		$
R.1.d.i	From Sheyenne Dr. to Main St.	Short		$
R.1.d.ii	From Nelson Dr. to Wild Goose Ln.	Short		$
R.1.e	Upgrade multimodal infrastructure at existing intersections.	Long		$$$
R.1.e.i	Install conventional crosswalk or curb extensions at Southwood Dr. and Sheyenne Dr.	Long		$$
R.1.e.ii	Main St. & Park Dr. intersection (I.5) strategies.	Medium		$$$
R.2	**Sidewalk (north side) and shared use path (south side) on Wall Ave. from Main St. to 57th St. S.**	Medium		$$$
R.2.a	Construct sidewalk/wide sidewalk (north side) and shared use path (south side). Prioritize areas nearest to downtown	Medium		$$$
R.2.b	Upgrade multimodal infrastructure at existing intersections. Prioritize locations closest to downtown.	Medium		$$$
R.2.b.i	Main St. & Wall Ave. intersection (I.1) strategies.	Short		$$$
R.2.b.ii	Install mid-block crossing to Freed Park with RRFBs and curb extensions or raised crosswalk.	Short		$$$
R.2.b.iii	Wall Ave. & Front St. intersection (I.9) strategies.	Medium		$$$
R.2.b.iv	Wall Ave. & 63rd St. intersection (I.8) strategies.	Long		$$$
R.2.b.v	Wall Ave. & Nelson Dr./Future Lakeview Dr. intersection (I.10) strategies.	Medium		$$
R.2.b.vi	Install curb extensions and/or raised crosswalk at Wall Ave. & 62nd St. S. intersection.	Medium		$$
R.7	**Sidewalk (east side) and shared use path (west side) on Front St. from Wall Ave. to 82nd Ave S.**	Medium		$$$
R.7.a	Construct shared use path to fill gaps in existing network.	Medium		$$$
R.7.a.i	West side of Fron St. from Wall Ave. to 83rd Ave. S.	Medium		$$$
R.7.b	Construct a sidewalk to fill gaps in existing network.	Medium		$$
R.7.b.i	East side of Front St. from Wall Ave. to St. Anne Ave.	Medium		$$
R.7.c	Upgrade multimodal infrastructure at existing intersections and plan for future crossing of the street.	Medium		$$$

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
R.7.c.i	Install mid-block crossing for existing off-street trail north of St. Anne Ave. with RRFBs and curb extensions or raised crosswalk.	Short		$$$
R.7.c.ii	Wall Ave. & Front St. intersection (I.9) strategies.	Medium		$$$
R.6	**Off-street trail/shared use path from south of 100th Ave. S. to downtown/Wall Ave.**	Medium		$$$
R.6.d	Acquire right-of-way (ROW) through existing land development procedures and acquisition for route away from 100th Ave. S. and CR 17 alignment.	Ongoing		$$$
R.3	**Shared use path, both sides of Main St./CR 17 from Park Dr. to south of 100th Ave. S.**	Long		$$$
R.3.a	Upgrade multimodal infrastructure at existing intersections. Prioritize locations closest to downtown.	Long		$$$
R.3.a.i	Main St. & Park Dr. intersection (I.5) strategies.	Medium		$$$
R.3.a.ii	CR 17 & Liberty Ln. intersection (I.6) strategies.	Long		$$$
R.3.a.iii	Construct a grade separation or install a HAWK signal at CR 17 & Sparks Addition street, south of Liberty Ln.	Long		$$$
R.3.a.iv	CR 17 & 100th Ave. S. intersection (I.7) strategies.	Medium		$$$
R.3.b	Construct a shared use path to fill gaps in existing network.	Medium		$$$
R.3.b.i	Both sides of CR 17 from Park Dr. to south of 100th Ave. S.	Medium		$$$
R.9	**Shared use path, at least one side (south side) of 76th Ave. S. from Sheyenne Diversion Channel to 57th St. S.**	Long		$$$
R.9.a	Construct a shared use path to fill gaps in existing network.	Long		$$$
R.9.a.i	South side of 76th Ave. S. from Sheyenne Diversion Channel to 57th St. S.	Long		$$$
R.9.a.ii	North side of 76th Ave. S. from CR 17 to 57th St. S.	Long		$$$
R.9.a.iii	South side of 76th Ave. S. from Cub Creek Pkwy. To 57th St. S.	Long		$$$
R.9.b	Upgrade multimodal infrastructure at existing and future intersections. Prioritize locations strategic to downtown connections and connections to Horace Middle and High Schools.	Long		$$$
R.9.b.i	Install a HAWK signal or construct median refuge island with RRFBs at Brink Dr./Sunnyside Ct. & 76th Ave. S. intersection.	Long		$$$

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
R.9.b.ii	Install a HAWK signal or construct median refuge island with RRFBs at Cub Creek Pkwy. & Future 66th St S. intersection (future grade separation recommended at Drain 27, just to the east).	Long		$$$
R.9.b.iii	Install a HAWK signal or median refuge island with RRFBs at 78th St. S. & 76th Ave. S. intersection (timed with development).	Long		$$$
R.8	**Shared use path, at least one side of 64th Ave. S. from Sheyenne Diversion Channel to 57th St. S.**	Long		$$$
R.8.a	Construct a shared use path to fill gaps in existing network.	Long		$$$
R.8.a.i	South side of 64th Ave. S. from Sheyenne Diversion Channel to 57th St. S.	Long		$$$
R.8.b	Upgrade multimodal infrastructure at existing and future intersections. Prioritize locations strategic to downtown connections and connections to Horace Middle and High Schools.	Long		$$$
R.8.b.i	Install HAWK signal or median refuge island with RRFBs at 64th Ave. S. & future 9th St. W. intersection.	Long		$$$
R.8.b.ii	Construct grade separation or install HAWK signal at 64th Ave. S. & future 66th St. S. intersection.	Long		$$$
I.1	**Maintain existing control and add multimodal improvements at Main St. & Wall Ave. intersection.**	Short		$$$
I.1.a	Upgrade multimodal infrastructure at all existing intersection legs with sidewalk/shared use path.	Short		$$
I.1.a.i	Construct curb extensions (consider demonstration project).	Short		$$
I.1.a.ii	Install crosswalk striping and stop bars.	Short		$
I.1.a.iii	Include ADA compliance.	Short		$$
I.1.a.iv	Install pedestrian scale lighting.	Short		$$
I.1.b	Construct full build out as multimodal connections are made or with Wall Ave. reconstruction project (all intersection legs).	Short		$$$
I.1.b.i	Construct curb extensions (consider demonstration project).	Short		$$
I.1.b.ii	Install crosswalk striping and stop bars.	Short		$
I.1.b.iii	Include ADA compliance.	Short		$$
I.1.b.iv	Install pedestrian scale lighting.	Short		$$

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
I.2	**Maintain existing control and add multimodal improvements at Main St. & Ironwood Dr. intersection.**	**Short**		**$$$**
I.2.a	Upgrade multimodal infrastructure at north leg of intersection.	**Short**		**$$$**
I.2.a.i	Install push-activated RRFBs and construct median refuge island.	**Short**		**$$$**
I.2.a.ii	Upgrade/oversize existing signage and striping and install yield lines at crosswalk.	**Short**		**$**
I.2.a.iii	Install pedestrian-scale lighting.	**Short**		**$$**
I.2.b	Demonstration Project: remove cut-thru traffic from Main St.'s west side frontage road. Add jersey barriers north of the Post Office to close from thru-traffic.	**Short**		**$$**
I.2.b.i	Construct a permanent closure of the frontage road north of the Post Office, which should include a turnaround adequate for emergency services and U.S. Postal Service vehicles.	**Long**		**$$$**
I.3	**Maintain existing configuration at CR 17 & Lakeview Dr.**	**Short**		**$**
I.3.a	Prioritize improvements south (I.2 at Ironwood Dr.) and/or north (at Chestnut Dr.) of this location.	**Short**		**$**
I.4	**Convert Main St. & Center Ave. intersection to a 4-way stop with multimodal improvements.**	**Short**		**$$$**
I.4.a	Upgrade multimodal infrastructure at all intersection legs.	**Short**		**$$$**
I.4.a.i	Construct curb extensions	**Short**		**$$**
I.4.a.ii	Install crosswalk striping and stop bars.	**Short**		**$**
I.4.a.iii	Update ADA compliance	**Short**		**$$**
I.4.a.iv	Add pedestrian scale lighting.	**Short**		**$$**
I.5	**Convert Main St. & Park Dr. intersection to a 4-way stop with multimodal improvements.**	**Medium**		**$$$**
I.5.a	Upgrade multimodal infrastructure all intersection legs.	**Medium**		**$$$**
I.5.a.i	Construct curb extensions.	**Medium**		**$$**
I.5.a.ii	Install crosswalk striping and stop bars.	**Medium**		**$**
I.5.a.iii	Include ADA compliance.	**Medium**		**$$**
I.5.a.iv	Pedestrian scale lighting.	**Medum**		**$$**
I.7	**Convert CR 17 & 100th Ave. S. intersection to a roundabout with multimodal improvements.**	**Medium**		**$$$**
I.7.a	Include multimodal improvements on all intersection legs.	**Medium**		**$$$**

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
I.7.a.i	Include median refuge islands.	Medium		$$$
I.7.a.ii	Include crosswalk striping and yield lines (time with path connections).	Long		$
I.7.a.iii	Include ADA compliance.	Medium		$$
I.7.a.iv	Include streetlights.	Medium		$$
I.9	**Add multimodal improvements at Wall Ave. & Front St. intersection.**	Medium		$$$
I.9.a	Upgrade multimodal infrastructure at all intersection legs.	Medium		$$$
I.9.a.i	Construct curb extensions.	Medium		$$
I.9.a.ii	Install crosswalk striping and stop bars.	Medium		$
I.9.a.iii	Include ADA compliance.	Medium		$$
I.9.a.iv	Install streetlights.	Medium		$$
I.9.a.v	Install RRFBs and/or median refuge island at shared use path connection across Wall Ave.	Medium		$$$
I.9.b	Install a temporary/demonstration pedestrian crossing improvement.	Short		$
I.10	**Convert Wall Ave. & Nelson Dr./Future Lakeview Dr. to a 4-way stop with multimodal improvements.**	Long		$$$
I.10.a	Include multimodal improvements on all intersection legs.	Long		$$$
I.10.a.i	Include curb extensions.	Long		$$
I.10.a.ii	Include crosswalk striping and stop bars.	Long		$
I.10.a.iii	Include ADA compliance.	Long		$$
I.10.a.iv	Pedestrian-scale lighting.	Long		$$
I.6	**Add multimodal improvements at CR 17 & Liberty Ln. intersection.**	Long		$$$
I.6.a	Upgrade multimodal infrastructure at north leg of intersection (time with path connections).	Long		$$$
I.6.a.i	Install median refuge island with RRFBs.	Long		$$$
I.6.a.ii	Install crosswalk striping and yield lines.	Long		$
I.6.a.iii	Include ADA compliance.	Long		$$
I.6.a.iv	Install streetlights.	Long		$$
I.8	**Add multimodal improvements at Wall Ave. & 63rd St. S. intersection.**	Long		$$$
I.8.a	Upgrade multimodal infrastructure at east and south legs of intersection.	Medium		$$
I.8.a.i	Install crosswalk striping and stop bars.	Short		$

Transportation Projects		Timeframe	Guiding Principles	Cost
Goal	Description			
I.8.a.ii	Install push-activated RRFBs at shared use path connection across Wall Ave (east leg).	Short		$$
I.8.a.iii	Include ADA compliance.	Short		$$
I.8.b	Full build out of multimodal improvements (time with future Wall Ave. project).	Long		$$$
I.8.b.i	Include curb extensions.	Long		$$
I.8.b.ii	Include median refuge island with RRFBs (east leg) and yield lines.	Long		$$$
I.8.b.iii	Include crosswalk striping and stop bars.	Long		$
I.8.b.iv	Include streetlights.	Long		$$
I.11	**Add multimodal improvements at CR 17 & Chestnut Dr. intersection or CR 17 & 81st St. S. intersection.**	Long		$$$
I.11.a	Upgrade multimodal infrastructure at north or south leg of intersection.	Long		$$$
I.11.a.i	Install HAWK signal or grade separation.	Long		$$$
I.11.a.ii	Install crosswalk striping and stop bars or yield lines as applicable.	Long		$
I.11.a.iii	Include ADA compliance.	Long		$$
I.11.a.iv	Install streetlights.	Long		$$
I.12	**Add multimodal improvements at 63rd St. S. & 79th Ave. S. intersection.**	Long		$$$
I.12.a	Upgrade multimodal infrastructure at east and north legs of intersection.	Long		$$$
I.12.a.i	Install median refuge island with RRFBs (north leg).	Long		$$$
I.12.a.ii	Install crosswalk striping, stop bars, and yield lines as applicable.	Long		$
I.12.a.iii	Include ADA compliance	Long		$$
I.12.a.iv	Install streetlights	Long		$$

FUNDING THE PLAN

Funding Horace's future vision of downtown will take substantial public and private investment. The vision cannot come to fruition overnight, and strategic, active pursuit must be taken by the City to focus investment on critical copmonents of the Plan. Below are critical funding resources that could be tapped into in order to achieve the vision.

Private Investment

The vision will not be achieved without private investment. Private landowners and business owners are critical to achieving the future vision for downtown. The strategies identified above will help guide the City of Horace to foster and steer private investment. A balance must be struck by the City to support private investment without deterring potential developers and small business owners. The City must cautiously weigh incentivization of development downtown, so as not to negatively impact the community's bottom-line and ability to pay for infrastructure and future operations and maintenance thereof.

City of Horace Investment

The City of Horace has stable means of paying for infrastructure including the following primary source:

- **Local Sales Tax:** Funding generated by commercial activity which occurs within City limits. The Downtown Neighborhood Plan is an essential tool to help Horace grow the commercial tax base and increase funding that can be used to pay for critical infrastructure, services, operations, and maintenance.
- **Property Tax (Mill Levy):** Funding generated through mill levy, or tax rate applied to the assessed value of a property in City limits. The Downtown Neighborhood Plan may help spur private investment along Main Street and other key areas of town. With more private investment downtown, it is likely assessed property values may increase in currently vacant or underused properties. New developments such as Lakeview and Sparks Additions, near downtown, will also see property assessments increase; therefore, increasing the City's key funding source that can be used to pay for critical infrastructure, services, operations, and maintenance.
- **Special Assessments:** Special assessments are tax assessments levied against properties which benefit from infrastructure projects and/or services. The City must rethink the way it approaches special assessments, which have fueled an incentivization for new housing developments in every corner of the community and the rapid growth Horace has been experiencing. The Downtown Neighborhood Plan provides an opportunity to combat its reliance on special assessments, by encouraging efficient development in core parts of the community with critical existing infrastructure.

Horace must target investment in established parts of the city, through implementation of the Plan. The city has been accommodating green field development for over a decade, which is proven to be much less fiscally efficient than investment in the community's core. The City, through the Plan's vision and implementation guidance herein, should consider setting targets for core or downtown budget line-item(s), whether a percentage of the budget or specific line-item for building downtown momentum, as applicable. By moving the needle just a little bit, the financial returns in the form of sales tax revenue, property tax revenue, and less reliance on special assessments will start to relieve the pressure that both the City and residents are feeling.

The city can also reduce reliance on special assessments by pursuing funding opportunities through the State of North Dakota and Federal Government, in the form of grants. Typically, grant opportunities are available for a wide range of projects, from plans and studies to preliminary engineering and construction. Horace should actively pursue the following resources:

Fargo-Moorhead Metropolitan Council of Governments

- **Surface Transportation Block Grant Program (STBG):** The Surface Transportation Grant Program is a federal transportation funding program administered locally by the Fargo-Moorhead Metropolitan Council of Governments (Metro COG). Funding from STBGP can be used to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects including intercity bus terminals. Projects eligible for STBG funding must be within the Metro COG Urbanized Area Boundary (UZA), be consistent with the Metropolitan Transportation Plan (MTP), and meet general eligibility required for use of federal aid dollars under Title 23 of the US Code 133 Surface Transportation Block Grant Program.
- **Transportation Alternatives (TA):** Transportation Alternatives are federally funded, community-based projects that expand travel choices and enhance the transportation experience by integrating modes and improving the cultural, historic and environmental aspects of transportation infrastructure. TA projects must be one of 10 eligible projects and must relate to surface transportation. Eligible projects include but are not limited to the following:
    - Bicycle & Pedestrian Projects:
        - Construction of on-street and off-street bicycle and pedestrian facilities
        - Construction of Safe Routes to School projects
        - Traffic calming and speed reduction improvements
    - Scenic and Environmental Projects:
        - Streetscape improvements and corridor landscaping
        - Vegetation management practices in transportation rights-of-way
        - Control and removal of outdoor advertising
    - Historic Projects:
        - Historic preservation and rehabilitation of operating historic transportation facilities

State of North Dakota

- **NDDOT**
    - Urban Grant Program (UGP) – The Urban Grant Program provides a funding mechanism focused on reinvesting and fortifying a community's existing transportation assets which maximizes the public return on investment. The program focuses transportation investments inward toward the established community rather than outward expansion. Projects which directly support a community's urban core or central business district, and which promote complete streets, walkability, and transit enhancements will be given preferential consideration.
    - Highway Safety Improvement Program (HSIP) – The HSIP program makes about $6 million in federal funding available for counties and cities to address highway traffic safety issues. The HSIP program is based on the Strategic Highway Safety Plan. To be consistent with the SHSP, HSIP projects must relate to at least one of the six emphasis areas:
        - Lane departures

        - Intersections
        - Alcohol and/or drug related
        - Unbelted vehicle occupants
        - Speeding/aggressive driving
        - Young drivers
    - Flexible Transportation Fund Program (Flex Funds) – The Flex Fund was established by the 68th Legislative Assembly to complement the Federal Aid Highway program and further support an interconnected transportation system in North Dakota. The funds are used to improve transportation infrastructure on and off the state highway system, and to match local funds and federal discretionary grant funds. Non-oil producing counties, and cities in non-oil counties are eligible to apply. Priority will be given to projects that match federal or private funding, improve local corridors, and received preliminary engineering funding in the previous Flex Fund round. This program advances the mission of reducing maintenance and operation costs, efficiently moving people and goods, improving safety, connectivity, and longevity of the existing transportation network.
- **Department of Commerce**
    - Community Development Block Grant (CDBG) – The CDBG Program provides financial assistance to eligible units of local governments in the form of grants and loans for public facilities, housing rehabilitation and economic development projects. The primary beneficiaries of these projects must be very low- and low-income individuals. Examples of projects funded by CDBG in the respective emphasis areas are:
        - Housing – Housing rehabilitation of very low- and low-income homeowner units and rental units within a particular area.
        - Public facilities – Water and sewer projects, removal of architectural barriers, fire halls, ambulances, etc.
        - Economic development – Cities and counties receive funds to loan/grant businesses which create jobs for low-income persons.
    - Vibrancy Grant Program – The Main Street Initiative (MSI) Vibrancy Grant Program supports local efforts to increase community vibrancy by providing seed funding for a small project that will build momentum and inspire additional projects. Community vibrancy improves quality of life, helps attract and retain workforce, and enhances community pride. Eligible projects include public events, public art, the construction of a community gathering space, temporary bike lanes, decorative crosswalks, shared-use path lighting, etc.
    - Rural Slum and Blight Removal Grant – This program supports local governments and/or non-profit organizations in addressing dilapidated and blighted properties and/or facilities in rural areas (population less than 10,000). Eligible grant activities include the purchase and removal of blighted properties, the removal of hazards and the rehabilitation of structures from blighted properties, and up to $10,000 per business or improvements if the business is located in a mixed-use property.
    - Partners in Planning (PiP) Grant Program – The Main Street Initiative (MSI) Partners in Planning (PiP) grant program supports non-profit organizations and/or local governments in completing a comprehensive plan or economic development/diversification strategic plan. This grant program is intended to empower communities to proactively plan their futures, seek smart, efficient infrastructure development and offer a healthy, vibrant environment for residents and visitors.

- Rural Facility Planning Grant – The purpose of a Rural Facility Planning Grant is to provide funding to support the planning and development of empty or soon-to-be empty facilities or buildings in rural areas (population less than 10,000). This grant is aimed at improving the quality of life, services, and opportunities for residents in rural communities. The grant supports communities in developing comprehensive plans that outline the potential uses of the facilities, with a focus on multi-use concepts, including housing, community spaces, workforce training facilities, and business incubators. Encourage collaboration with relevant organizations and agencies to leverage resources and expertise in addressing empty or soon-to-be empty facilities.
- Innovate ND – Innovate ND is a voucher-based reimbursement program designed to help North Dakota entrepreneurs advance their businesses by supporting customer and market research. Each participant may receive up to $50,000 in reimbursable expenses, administered through the Entrepreneur Centers. The program is divided into two phases, each offering up to $25,000 in reimbursements. Participants have six months per phase, with a maximum of 12 months to complete the full program. Program goals include the following:
  - Grow the entrepreneurial ecosystem in North Dakota and enhance economic development and economic diversity in the state.
  - Educate and assist participants on the lean business model canvas, value proposition, and customer identification.
  - Assist participants to validate their product and market by tracking metrics such as investment, sales, or customer interviews.
  - Support the development of new, innovative businesses with clear potential for Primary Sector Certification.

- **Parks and Recreation**
  - Recreational Trails Program (RTP) – The Recreational Trails Program is an 80/20 matching grant program that provides funding for both motorized and non-motorized recreational trail projects. Eligible projects include the construction of new recreational trails, restoration of existing trails, development and rehabilitation of trailside and trailhead facilities and trail linkages, purchase and lease of recreational trail construction and maintenance equipment, land acquisition/easements, trail accessibility assessment.

U.S. Government

Due to changing Administration priorities, some federal grant programs initiated under the Infrastructure Investment and Jobs Act (IIJA) have been paused or are being reevaluated. Future funding cycles for many of the below grant programs will be dependent on the multi-year surface transportation reauthorization legislation which is currently being worked on by Congress and will be voted on in 2026. The grants described below are those that have the best chances of being reauthorized.

- **Safe Streets and Roads for All (SS4A) Grant Program:** The Infrastructure Investment and Jobs Act (IIJA) established the Safe Streets and Roads for All (SS4A) competitive grant program with $5 billion in appropriated funds over 5 years, 2022-2026. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway fatalities and serious injuries. The SS4A program supports the U.S. Department of Transportation's National Roadway Safety Strategy and its goal of zero roadway deaths using a Safe System Approach. The SS4A program provides funding for two main types of grants: Planning

and Demonstration Grants for Action Plans, including supplemental safety planning and/or safety demonstration activities, and implementation grants.

- **Better Utilizing Investments to Leverage Development (BUILD):** The BUILD Program funds capital investments in surface transportation that will have significant local or regional impact. The eligibility requirements of BUILD allow project sponsors to pursue multi-modal and multi-jurisdictional projects that are more difficult to fund through other grant programs. Eligible projects for BUILD Grants include, but are not limited to, the following:
    - Highway, bridge, or other road projects.
    - Projects to replace or rehabilitate a culvert or prevent stormwater runoff for the purpose of improving habitat for aquatic species while advancing the goals of the BUILD program.
- **Strengthening Mobility and Revolutionizing Transportation (SMART):** The SMART program was established to provide grants to eligible public sector agencies to conduct demonstration projects focused on advanced smart community technologies and systems in order to improve transportation efficiency and safety. Eligible activities include the installation of intelligent transportation systems (ITS), smart grid projects, and projects related to connected vehicles.