

# Killdeer Comprehensive Plan Update

**City of Killdeer, North Dakota**

Prepared by:



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# Goals and Strategies

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This chapter summarizes Killdeer's vision for growth and development, based on input received from the community survey, public meetings, and discussion with the Steering Committee. It provides a series of goals and strategies to guide future decision-making. A goal is a general statement of a desired outcome. Strategies help to carry out the goals. Some strategies describe specific actions that the community could take to help fulfill its goals.

## A. Attract and expand commercial and industrial businesses

### Strategies

1. Pursue development opportunities that reinforce existing community strengths (e.g., new businesses which produce inputs to existing businesses).
2. Develop and strengthen relationships with regional industries.
3. Advertise platted lots with utility and infrastructure service and other development opportunities to regional developers.
4. Encourage infill development of available parcels with access to roads and utilities.
5. Provide strategic infrastructure improvements to encourage development in targeted areas.
6. Adopt flexible city ordinances that are pro-development.
7. Facilitate acquisition, land assembly, and land banking of vacant or underutilize properties. Work to acquire properties under public control and facilitate sale to regionally proven developers.

## B. Help to grow and retain local businesses

### Strategies

1. Prioritize businesses which provide specialized services or experiences, such as those which cannot be purchased online and which are more conveniently accessed in Killdeer than Dickinson (e.g., businesses which fulfill daily needs).
2. Apply flexible city ordinances that are pro-development.

3. Emphasize policy that supports local business (e.g., tax incentives for a local business startup).
4. Program and support community events that encourage patronage of local businesses.

### **C. Revitalize Downtown and the Central Avenue corridor**

#### **Strategies**

1. Improve the appearance of aging structures that face Central Avenue.
2. Discourage the use of buildings for storage on Central Avenue.
3. Focus on creating the type of place where people want to stop, walk around, and visit.
4. Pursue opportunities to acquire vacant or underutilized properties.
5. Develop financing and coordinating mechanisms to direct investment to downtown (e.g., Renaissance Zone).
6. Program downtown events/activities throughout the year (e.g., summer street fair, concerts in the park, winter festival/sledding day).
7. Continue to coordinate with NDDOT to install targeted improvements along Central Avenue and ND Highway 22 to make the corridor more accessible for pedestrians and to improve safety and aesthetics.
8. Encourage the school and local and regional artists to create attractive public art installations in downtown (i.e. murals).
9. Expand evening entertainment options within downtown.
10. Focus investment around existing community assets (e.g., recent development along Rodeo Drive). Prioritize improvements for these locations.
11. Encourage and facilitate replats to support development of infill sites.

Figure A. Rodeo Drive Infill Concept



Rodeo Drive extension with example infill development. Land use should tie in with recent development of this area. Appropriate uses include commercial, multifamily, or civic uses. Sidewalks are planned for 5<sup>th</sup> Street SW and Rodeo Drive.

## D. Attract and retain families and youths

### Strategies

1. Partner with schools, businesses, etc. to continue to expand activities and programming for children and teens.
2. Continue to provide and maintain a variety of recreation facilities and playground equipment and work with local families to ensure recreational needs are met.
3. Work with lenders, builders, and the business community to expand daycare options in Killdeer.
4. Increase single-family housing stock.

5. Continue to provide high-quality schools and learning opportunities.

**E. Provide safe, convenient areas to walk and bike**

1. Provide neighborhood pedestrian and bicycle connections to future school site.
2. Continue to work with NDDOT and other agencies as needed (i.e. Dunn County) to create safe crossings and school access.
3. Plan for sidewalks along future collector roads located within community growth areas.
4. Work to moderate and reduce where possible truck volumes and speeds through Central Avenue.
5. Along with new development evaluate the need and opportunity to construct an additional crossing over Spring Creek.

# Land Use Plan

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## Introduction

This Plan serves as an update to the 2011 Land Use and Growth Management Plan. While the 2011 Plan has served the community well, some changes are needed to account for recent development, proposed development, and changing growth trends. While Killdeer continues to experience growth – growing school enrollment and business development point to a healthy community – the pace of growth is not as rapid as it was in 2011. Killdeer will need to work to develop new commercial assets, residential neighborhoods, and family-friendly amenities that sustain its quality of life.

## Development Opportunities

Most developments need access to water and sewer, the roadway system, and electrical power. Specific development needs vary from use to use. Commercial uses are most likely to locate within the two state highway corridors. Many heavy industrial uses use large volumes of water. Other industrial uses, like warehousing, do not need a water supply. Most industrial uses can make do, and are encouraged to make do, with a limited roadway network consisting of dirt or gravel surfaces.

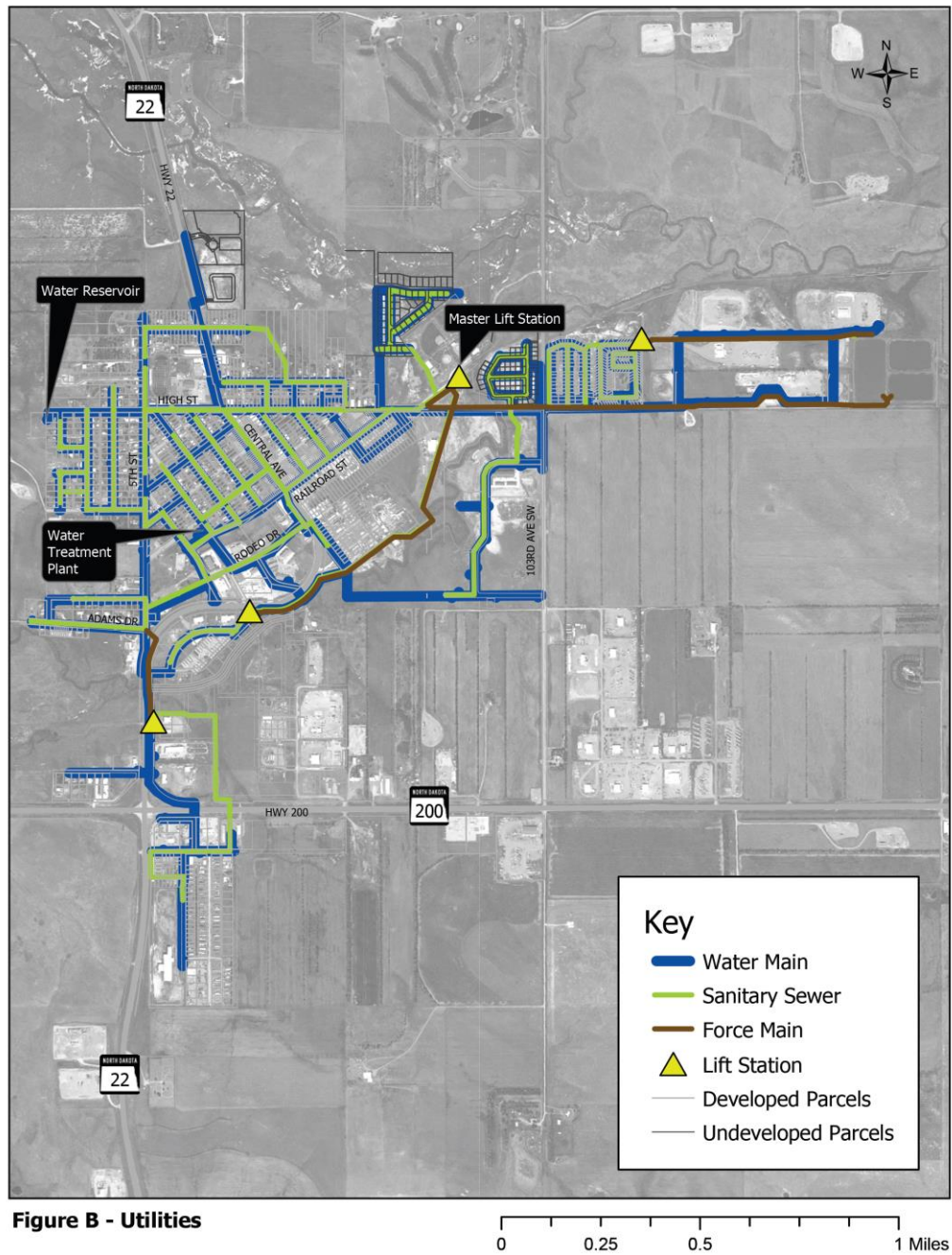
It is the City's responsibility to ensure that development is served by necessary utilities and infrastructure. The cost of providing these facilities is typically borne by the City. To reduce costs, development should be guided to areas with existing utility access or areas into which utilities can easily be extended. Conversely, since the City has a responsibility to make efficient use of public money, it must avoid making public investments – including right-of-way purchase – in areas which are not likely to develop.

Figure B maps existing water lines, sewer lines, and lift stations serving Killdeer.

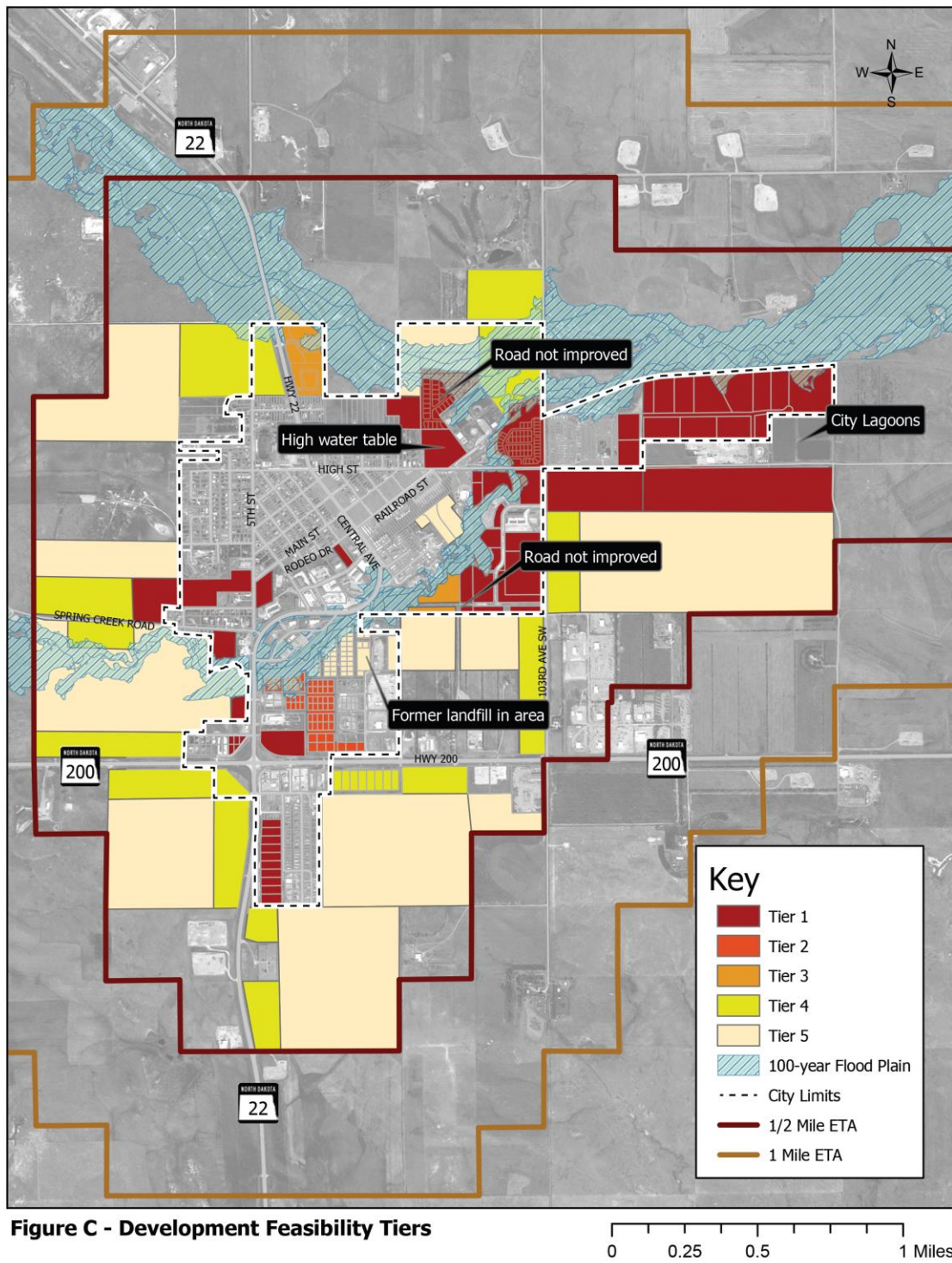
Figure C, Development Feasibility Tiers, depicts a range of development opportunities based on the existing grids of water, sewer, and roads. Undeveloped areas are ranked from 1 to 5, where Tier 1 is most suitable for development. This graphic is intended to be a tool to help the City advertise developable areas and attract private investment. Table 1 shows the criteria that were used to classify each tier.



Figure B. Existing Utilities



**Figure C. Development Feasibility Tiers**



**Table 1. Development Feasibility Criteria**

Tier	Road Frontage	Sewer Connection	Water Connection
1	✓	✓	✓
2	✓	✓	
3	✓		✓
4	✓		
5*			

Many areas in Tier 5 are located within the floodplain. New structures typically cannot be constructed within the floodplain unless they are elevated above the base flood elevation.

## Future Land Use Plan

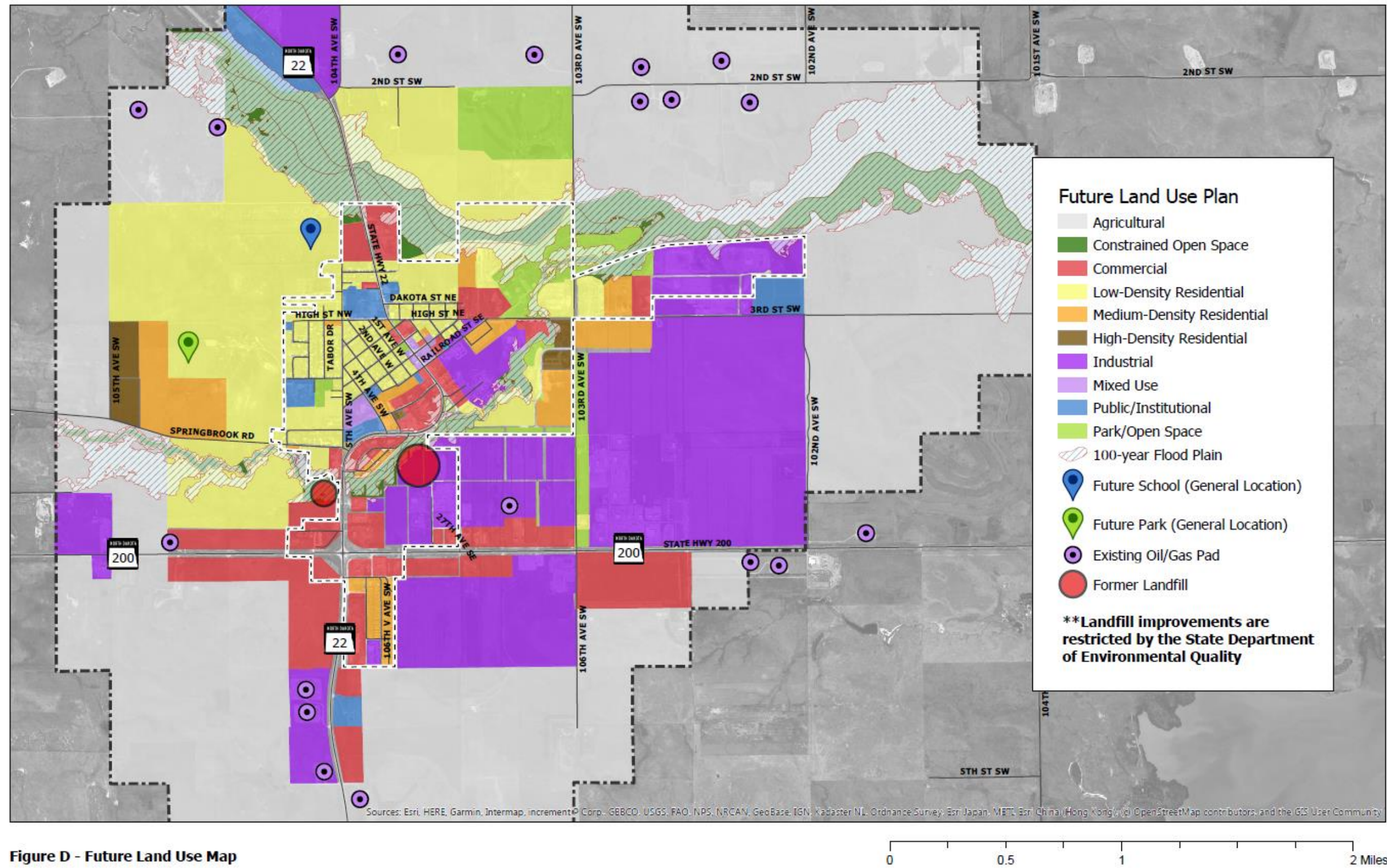
The Future Land Use Plan consists of the Future Land Use Map (Figure D), which establishes a preferred future land use for areas within Killdeer's extraterritorial jurisdiction, and the accompanying text, which describes the characteristics and expectations for each land use type.

The Future Land Use Map one of the most important elements of this Plan. It provides a blueprint to help the City guide development to appropriate locations. This map provides the basis for zoning. This section also includes Growth Phasing Map (Figure E), which identifies the general timing that is anticipated for development. Knowing where and when development is expected sets expectations for property owners and developers, which facilitates zoning, land transactions, and other decisions.

Table 2 provides the existing acreage for each land use category, the future acreage, and the net change. This Plan introduces three new land use categories: high-density residential, mixed use, and constrained open space. It also eliminates the industrial/housing category from the previous plan. These changes are reflected in Table 2.



### Figure D. Future Land Use Map



**Table 2. Summary of Existing and Future Land Use Acreages within Killdeer's Extraterritorial Jurisdiction (up to 1-mile ETA)**

Land Use Category	Existing Land Use Map	Future Land Use Map	Net Change
Agricultural	6,082	3,916	-2,166
Constrained Open Space	393	431	+38
Commercial	181	464	+2883
Industrial	453	1,310	+857
Industrial/Housing	29	0	-29
Low-Density Residential	249	1,072	+823
Medium-Density Residential	60	202	+142
High-Density Residential	0	51	+51
Mixed Use	0	13	+13
Park/Open Space	140	220	+80
Public/Institutional	108	113	+5
Vacant	156	0	-156

## Future Growth and Change

As Table 2 shows, the Future Land Use Map provides for a substantial increase in residential, commercial, and industrial. However, note that growth areas on the Future Land Use Map were actually reduced from the future land use provided in the 2011 Plan. The decision to pare back the total acreage for residential, commercial, and industrial land uses reflects the updated growth assumptions for Killdeer and Dunn County. By reducing the city's growth area, this Plan aims to focus new growth adjacent to existing development, which reduces the likelihood of costly leapfrog development and helps conserve agricultural land as the City grows. The intent is to encourage Killdeer to grow in an orderly, efficient manner, which reduces the cost of extending public infrastructure and helps the City avoid creating obstacles to future growth.

That said, the Future Land Use Map guides substantial acreage to accommodate future growth. For example, the low-density residential category shows an additional 950 acres. If this category were built out at an average density of 2 units per acre (a modest assumption), and each household averaged 2.5 persons, the low-density residential category would be able to house 4,750 persons. The high-growth scenario projects a population increase of roughly 1,000 by 2040 (See the Community Profile Appendix). Thus, the Future Land Use Map does not indicate the likely extent of future growth as much as it provides flexibility for future development to locate in a number of appropriate areas. Areas which are most conducive to development will develop first, while some areas will likely not develop within the timeframe of this Plan. See the Development Phasing section for further discussion.

### Using the Future Land Use Map as a Guide

The Future Land Use Map illustrates one appropriate configuration of future land uses, but there may be other configurations which are appropriate for specific areas. Therefore, the map will likely be modified from time to time. See the section titled “Amending the Future Land Use Plan.”) Certainly, one of the primary goals of this plan is to provide flexibility for commercial development, both homegrown businesses and regional franchises, to locate in Killdeer. Reasonable adjustments to the map can be made to support good development opportunities. Therefore, it is appropriate to think of the map as a guide rather than something fixed. As a guide, the map illustrates several important planning concepts which should be inform future planning decisions and map amendments. These concepts include:

- **Mix of residential housing.** It is important to consider how the Future Land Use Plan supports a balanced housing supply. The map indicates an appropriate proportion of low-density residential to medium-density residential and high-density residential. While low-density residential is the largest use by acreage, note that recent development has trended toward high-density (i.e., multifamily apartments). Changing demographics, household tastes, and an increasing need for affordability point to increased supply of and demand for greater variety than simply single-family homes and apartments.
- **Location of high-density/high-intensity uses along higher-volume roadways.** Higher-density housing and commercial uses should be located along busier roadways with more regional connections.
- **General location of future parks and schools.** The Future Land Use Map illustrates the approximate location of the future elementary school as well as a neighborhood park within a future residential area. While the

exact size and orientation of these facilities is not determined, both parks and schools are permitted uses within the Single Family Residential District (i.e., low-density residential). Further, the map shows that future residential development will need supporting parks and open space, especially if it is located far from existing parks. Planning for future park facilities should consider adjacent development (existing and proposed). To promote greater park use and walkable design, it can be helpful to site parks next to higher-density residential.

- **Distinction between Commercial and Industrial.** The distinction between commercial and industrial uses is often blurred, especially in rural areas. In Killdeer's Land Development Code many of the same uses are permitted in the C-Commercial District and the I-Industrial District. However, it is important to note some key distinctions between commercial and industrial areas. First, commercial areas generally attract more vehicle traffic than industrial areas. While industrial uses can be served by a loose network of gravel roads, commercial uses require good accessibility and, typically, paved access roads and parking areas. Commercial uses also require a high degree of visibility. Therefore, the land adjacent to State highway corridors is prioritized for commercial use.

Note that the Future Land Use Map provides considerable acreage for industrial to expand east of ND Highway 22, so there is a large area guided for industrial development that is separate from commercial and other uses. Dunn County has permitted industrial development in the past east of ND Highway 22 and north of ND Hwy 200.

- **Separation of uses.** The Future Land Use Map encourages separation of uses by largely guiding the growth area west of ND Highway 22 for residential and the growth area east of ND Highway 22 for industrial. In general, it is desirable to separate low-intensity uses such as single-family residential from high-intensity uses as commercial and industrial. Land use transitions can be accomplished through proper siting and landscaping requirements. Roads are often used to provide a land use transition and in other situations it is appropriate to use landscaping, fencing, or a buffer strip to ease the transition between incompatible uses. For example, the Future Land Use Map shows a buffer of open space the between industrial and residential located along 103<sup>rd</sup> Ave SW. In some instances, it is admissible to locate commercial/industrial adjacent to residential if care is given to the orientation of buildings and roadways – for example, if the rear yards of homes abut the rear of a commercial lot.



## Future Land Use Categories

### Commercial

Designated commercial land uses are shown in red. Areas shown as commercial are intended for retail sales and service, lodging, and office development. They are generally not intended for industrial sales and service or other activities of an industrial nature.

The transition from commercial to residential areas is important. This transition could include a buffer of lower intensity commercial uses, parks and open space, deeper-than-normal yards, or higher-density forms of residential land use, such as townhomes or apartments. Commercial uses themselves typically serve as a land-use transition between high-volume roadways and residential areas, or between industrial and residential land uses.

Many commercial businesses need and want to be visible to high volumes of traffic, which allows them to easily attract both local and regional clientele. For these reasons, commercial land use is placed along higher volume roadways such as ND Highway 22 and ND Highway 200. Maintaining a commercial corridor along ND Highway 22 will provide for better commercial visibility, access, and use of city services.

### Industrial

Industrial land uses are shown in purple. In Killdeer, the identification of industrial land use areas is critical due to the demands of the oil industry and related industrial services, sales, and storage businesses. The location of these industrial uses is critical, as they typically generate large volumes of truck traffic and require large areas of outdoor storage.

Industrial land uses typically include warehousing, light and heavy manufacturing, pipe yards, distribution, industrial service (repair or servicing of industrial, business, or consumer machinery, equipment, products or by-products), waste-related uses, large utilities, and mining. Heavy commercial uses such as gas stations, convenience stores, and fast food establishments can be appropriate within and adjacent to industrial areas, provided they have good highway access and their site design works to separate large trucks from personal vehicles.

The Future Land Use Map guides a large area for industrial development east of ND Highway 22, extending the existing industrial footprint in this area up to the City lagoons. Truck traffic to and from this area should utilize 103<sup>rd</sup> Ave SW and eventually 102<sup>nd</sup> Ave SW to avoid ND Highway 22. Expansion of existing industrial areas is also appropriate in the northeast and southeast



quadrants of the ND Highway 22/ND 200 junction, provided they do not eliminate highway frontage designated for commercial. Industrial

### **Low-Density Residential**

The low-density residential category is shown in yellow on the future land use map. This land use category is primarily intended for single-family dwelling units. This category is intended to provide housing ranging from 1-4 units per acre. A range of lot sizes is intended to enable an appropriate mix to meet varying household needs and budgets. Lot sizes could range from small, affordable lots of approximately 6,000 square feet to large rural residential lots of an acre or more outside city limits. The City is encouraged to pursue compact forms of urban development, with subdivisions averaging 3-4 units per acre. Compact development enables efficient extensions of public roads and utilities, which lowers development costs and reduces public expenditures. As an example, smaller lot widths can significantly reduce the infrastructure costs (streets and utilities) ultimately paid by the homeowner.

There are two main residential growth areas, including one located west of 5<sup>th</sup> Avenue SW. Construction of the new elementary school, which may be located within this area, will trigger residential development. The second low-density residential area is located around the golf course and to the south. This area includes several vacant subdivisions north of High Street which have already been platted with utilities.

### **Medium-Density Residential**

The medium-density residential land use designation is shown on the future land use map in orange. It is primarily intended for low-scale multiple family housing in the form of twin-homes and condominiums, with a density range of 5-10 units per acre. It could also be considered for mobile home parks or manufactured housing, which are important options for workforce housing and smaller, more affordable households. In the 2011 Comprehensive Plan, some areas which were intended to house temporary industrial workers were designated as industrial/housing. In the 2019 Comprehensive Plan Update, the industrial/housing category has been removed, and the former industrial/housing areas have been reclassified as medium-density residential.

Medium-density residential is an appropriate buffer between low-density residential and high-density residential (e.g., large multistory apartments) or commercial. In some cases, medium-density residential can work where there are limitations with lot size or access (e.g., infill).

## High Density Residential

*High-density residential is a new land use category in the 2019 Comprehensive Plan Update.*

The high-density residential category is shown in dark brown on the Future Land Use Map. This category is intended to differentiate large multifamily apartment buildings, which often average more than 20 units per acre, from medium-density residential. Since the 2011 plan was adopted, three apartment buildings have been constructed – two buildings located on Rodeo Drive and another located on 103<sup>rd</sup> Ave SW in a partially completed subdivision. Since their completion, these buildings have rented at about 80 percent capacity, which provides an appropriate stock of available units in the high-turnover rental market. The success of these apartments could spell continued demand for multifamily housing in Killdeer. In fact, multifamily housing may be more readily developable than single-family subdivisions, since it is simpler to prepare multifamily plats and units typically have a higher rate of return for developers.

Multifamily apartments provide desirable workforce housing. However, cannot be seen as the only solution to temporary workforce needs and they need to be sustainable over the long-term.

In the short-term, it may be feasible to expand on the new multifamily development located in the southwest quadrant of the intersection of High Street and 103<sup>rd</sup> Ave SW. Apartments could also be incorporated into a redevelopment plan for the former Rodeo Grounds; this area is designated as Mixed Use on the Future Land Use Map. Finally, some areas which are shown as commercial could conceivably support high-density residential, since apartments and commercial are both suitable for higher-volume roads and are likewise suitable to be located adjacent to one another. As an example, the frontage along ND Highway 22 at the north end of town could reasonably be used for multifamily.

## Housing for the Senior Population

Specialized housing and facilities for the area's aging population should be allowed in the various residential land use categories. Despite Killdeer's recent and expected growth of young and middle-aged workers, the existing population continues to age and will need senior living accommodations to make it feasible for them to remain in the community. Single-level attached housing and assisted-living apartments or townhomes are encouraged as part of the housing mix to ensure desirable housing styles for senior citizens. The continuing success of the Hill Top Home of Comfort is an example of the demand for senior housing and care in the area.

## Mixed Use

*Mixed Use is a new land use category in the 2019 Comprehensive Plan Update.*

The mixed use category is shown in light purple on the Future Land Use Map. It is intended to expand options for development, recognizing flexibility is a key attribute of pro-development communities. The mixed use category is appropriate for areas where 1) it is recommended to included more than one type of use on the development site, or 2) there are multiple uses which could be considered appropriate for a given parcel, tract, or building.

There are two types of mixed use developments: vertical mixed use and horizontal mixed use. Vertical mixed use involves a single multi-story structure or structures, in which the bottom story is typically used for commercial or office space and upper stories are used for apartments. This arrangement is typically found in high-density areas within larger communities, but is less practical for Killdeer. Horizontal mixed use involves the combination of several structures, each of which contains, usually, a single use. This type of arrangement can be facilitated through a planned unit development (PUD) or master plan.

The Future Land Use Map envisions mixed use for the former rodeo grounds redevelopment site, which is an extension of the existing development pattern along Rodeo Drive. Several existing commercial areas – mostly vacant – within the historic downtown have also been re-designated as mixed use. This is not to say that the commercial character should change, but that other, more creative options should be considered to reinvigorate this area. Some underutilized structures or lots could potentially be used for a variety of purposes throughout the day, week, or year. Taking a creative approach to mixed use could increase their utility.

## Public and Institutional

The public and institutional category is shown in blue on the Future Land Use Map. Land uses considered public and institutional include schools, religious institutions, hospitals, government facilities, public facilities, and community gathering places.

## Constrained Open Space

*Constrained Open Space is a new land use category in the 2019 Comprehensive Plan Update.*

Constrained open space is shown as dark green on the Future Land Use Map. This category is primarily applied to the floodway and portions of the floodplain in order to prevent development of structures or infrastructure.

Constrained natural areas can be developed with natural trails and limited recreational facilities, but they are differentiated from parks in that they are not intended provide space for organized activity, nor are they subject to public maintenance.

## **Park and Open Space**

The park and open space category is shown in light green on the Future Land Use Map. This category refers to dedicated parks and playgrounds which are maintained by the City. Areas located within the floodplain which were designated as parks and open space in the previous plan have been re-designated as constrained open space.

As discussed in the park and open space land use category, it is important that neighborhood parks and city recreational facilities are incorporated into the design of residential subdivisions. Approximately 10 percent of residential acreage is appropriate as parkland. Open space can also use be used to buffer residential areas from intense industrial or commercial activity.

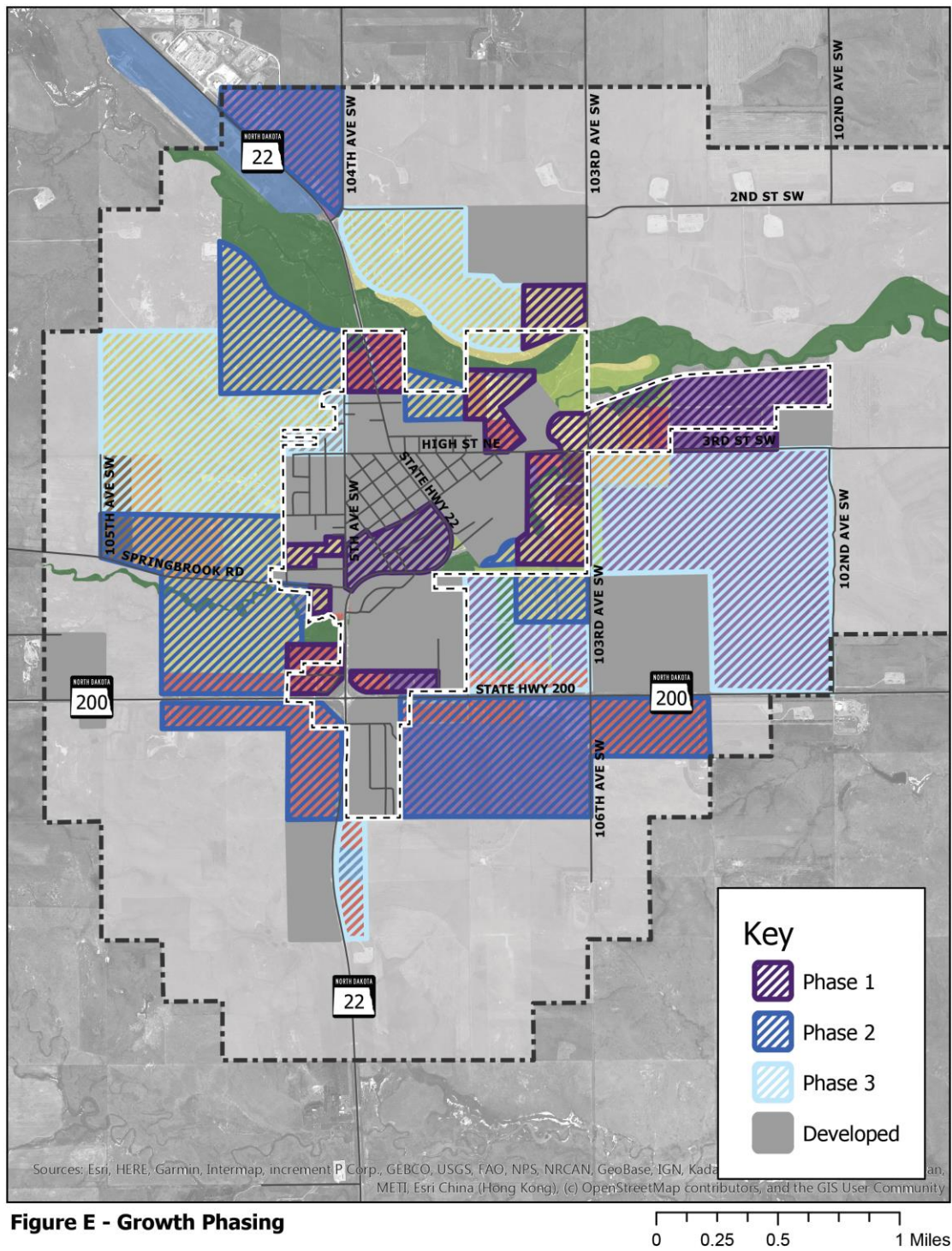
## **Annexation and Phasing of Development**

As development is proposed within Killdeer's ETA, annexations will be made to provide space for new development with city services. To guide development in an organized growth pattern, three development phasing areas were created.

Figure E maps three phases of development in dark blue (Phase 1), blue (2), and light blue (3) hatching. Each phase captures a portion of future residential, commercial, and industrial. Areas which are already developed are shown in gray. Areas located within Killdeer's extraterritorial jurisdiction which are not assigned a growth phase are intended to retain their agricultural use for the foreseeable future.

Figure E is intended to provide guidance to city leaders, citizens, and developers regarding annexation as well as development priorities. At this time, this phasing appears to make sense for the City of Killdeer. Over time, a different approach to phasing may be more practical or do a better job of meeting the city's needs. Each area is described below.

Figure E. Growth Phasing





## Phase 1

Phase 1 includes some areas within city limits that are already platted and/or have access to utilities, but have yet to develop. Phase 1 also includes some areas just outside city limits which have potential to develop in the near future, but which require annexation. Phase 1 areas might reasonably develop within the next 5 years, depending on the rate of growth. Infill development within city limits is the highest priority.

## Phase 2

Phase 2 is represented with blue hatching. It includes several large tracts that are mostly guided for future low-density residential or industrial, as well as highway commercial areas that are located outside city limits. In some areas, development will be triggered by key events, such as the construction of the new elementary school in the northwest quadrant of the city, or the extension of roads and infrastructure. Phase 2 also sees development branching out along primary corridors, including existing and future arterials and collectors, while most areas interior to these roads are anticipated to develop in Phase 3. Phase 2 areas might reasonably develop within the next 5-10 years.

## Phase 3

Phase 3 is represented with light blue hatching. Phase 3 includes areas within Killdeer's extraterritorial jurisdiction that are less favorable for development than areas in Phase 1 or Phase 2. Phase 3 areas are not anticipated to develop for 10-20 years or beyond.

## Amending the Land Use Plan

Land use plans need to be amended from time to time when the city's needs change, or when a worthy development proposal that garners the support of the community and adjacent property owner requires a zoning change that is inconsistent with the adopted land use plan.

While the plan is to serve as a guide for zoning and subdivisions, and as such is meant to be referred to on a frequent basis as developers come forward with proposed projects, it is important to acknowledge that the plan is a living document. It is meant to be drawn on, tweaked, refined, and have detail built into it from the inside out, starting with the most immediate growth areas adjacent to existing development. It is not meant to be ignored or relegated to the status of irrelevant as wholesale changes are made without regard to how they affect other planned land uses in the surrounding area. The best way of keeping a land use plan up to date and relevant is to follow a formal process for considering amendments to the plan. No matter how much study and scrutiny is put into the original development of a land use plan, over time existing and future property owners will see different opportunities and constraints with respect to the use of land. These opportunities will not justify amending the land use plan in all cases, but in some cases, a change may be a positive step.

The North Dakota Century Code requires that zoning decisions are based on a comprehensive plan. If for no other reason than this, it is necessary for the City of Killdeer to act in accordance with the plan, or to carefully consider amendments to its plan based on an approved process. It is important for the City to have a track record of following its plan and/or making thoughtful amendments to the plan based on an approved process, so potential developers can see that the City has respect for the process and for the public when considering prospective development.

When a proposal is made that is not consistent with the plan, this should be identified prior to the project being placed on an agenda for a zoning change or subdivision. Inconsistency could be in the form of:

- Land use (the type or size of a proposed land use area),
- Specific land uses allowed by the proposed zoning district that would be
- inconsistent with the intent of the plan, or
- Street or highway alignment and/or continuity.

For example, if industrial zoning is proposed where commercial land use is shown on the land use plan, this is an inconsistency, since industrial land use



has its own designation. If the property owner wishes to pursue a zoning application for the industrial zoning district, he/she must also request a land use plan amendment. If a subdivision is proposed that does not include right-of-way for a collector street connection that is shown in the plan, this is an inconsistency that must be corrected, or the plan must be amended with some acceptable alternative, if one is found to exist.

The process of amending the land use plan is as follows:

**1. Identify the inconsistency.** Prepare a sketch of the proposed land use change. This can be as simple as drawing on a copy of the land use plan, or using tracing paper over the land use plan to show the proposed change. It is important for the property owner to decide if they wish to move ahead with a land use plan amendment. The issues should be discussed with City staff responsible for planning, engineering, and zoning administration. A meeting with surrounding property owners may be advisable at this stage.

**2. Application.** Require the property owner to apply for a land use plan amendment if they wish to move ahead with their proposal. Public notice similar to that of a zoning change should be required prior to both the Planning and Zoning Commission and City Commission hearings. Mailings to surrounding property owners, notifying them of the proposed change, should be mailed in advance of the hearings.

**3. Staff analysis.** Provide an analysis of the following findings associated with the proposed change:

- Is the proposed land use compatible with existing land uses, existing zoning designations, or approved subdivisions?
- Is the proposed change compatible with surrounding future land uses, or does it result in the need for other land use plan changes to bring about future land use compatibility? If so, have those changes been included in the proposed amendment?
- Does the proposed change result in the need for changes to streets and roadways to bring about existing or future continuity and connectivity? If so, have those changes been included in the proposed amendment?
- Can the proposed change be accommodated by the surrounding infrastructure (roadways and utilities)?
- Is the proposed change consistent with the other adopted plans and policies of the city?

**4. Planning and Zoning Commission Public Hearing.** Based on the staff findings and recommendations, combined with the input received at the public



hearing, the Planning and Zoning Commission is to determine if it agrees with the findings of staff or if it feels differently on some point. The Planning and Zoning Commission should document its findings and share them with the City Commission along with a recommendation for approval or denial of the requested land use plan amendment.

**5. City Commission Public Hearing.** Based on the staff findings and recommendations, along with those of the Planning and Zoning Commission and the input received at the public hearing, the City Commission needs to determine if it agrees with the findings of staff and the Planning and Zoning Commission. If the Commission feels differently on some point, they must be careful to document the findings that led them to approve or deny the requested land use plan amendment.

**6. Modify the Land Use Map.** If the land use plan amendment is approved, the map needs to be revised to show the approved change. An updated map should be posted on the City's website, both as a stand-alone map and as a part of this document. Once steps 1-5 have been taken, the City will have completed its review and consideration of a proposed land use amendment. If approved as part of step 5, the change will be official, and only step 6 will remain as a matter of completing the process by communicating the change on the land use map.

# Transportation Plan

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## Future transportation system

Transportation and land use planning go hand in hand. The Future Land Use Map was designed with transportation in mind. The placement and orientation of future land uses accounts for desired future travel connections and likely road extensions. Figure F shows these extensions and connections. Figure J at the end of this chapter overlays these features on the Future Land Use Map.

Figure F. Future Road and Trail Concepts

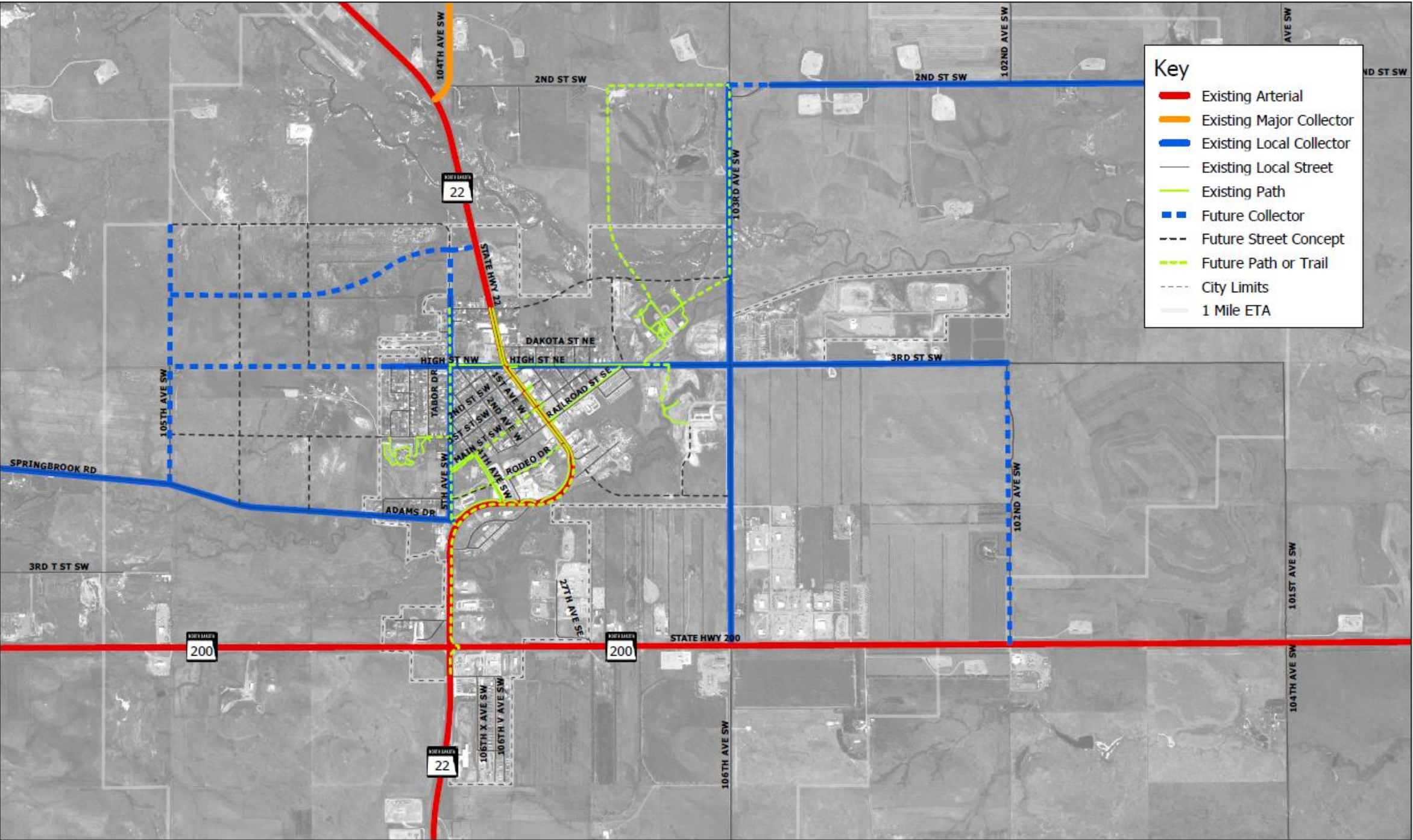
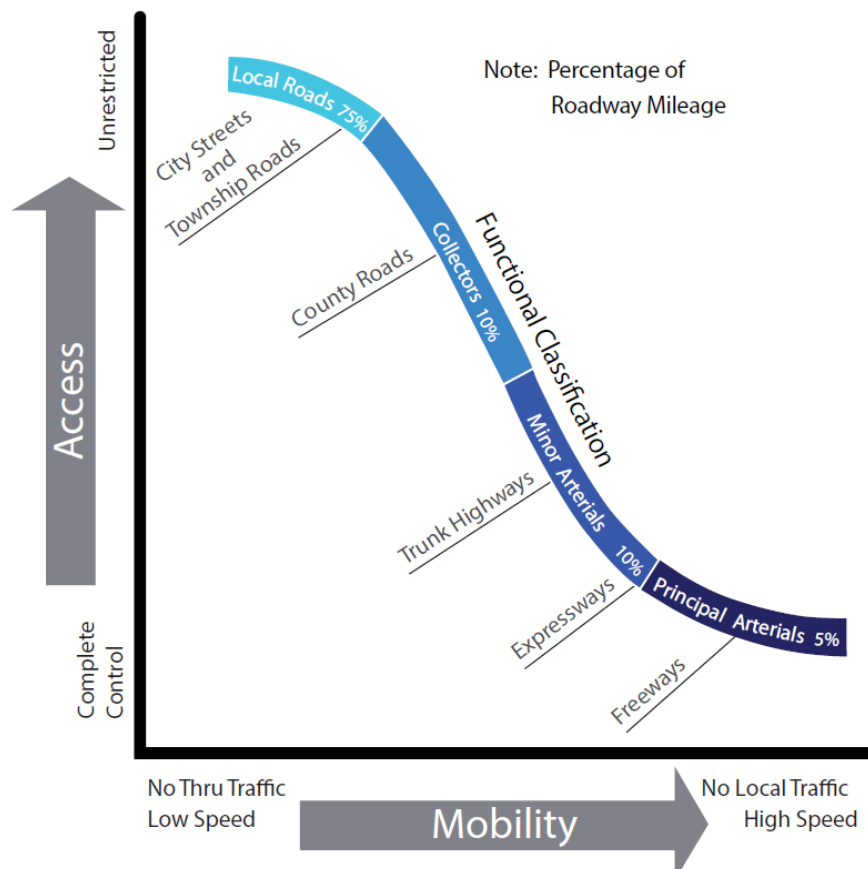


Figure F - Future Road and Trail Concepts

0 0.25 0.5 1 Miles

Figure G below summarizes the functional classification system of a typical city. It provides guidance for the percentage of roadway miles that typically fall into each classification (e.g., 75% local streets) and the intent of each roadway type – whether it emphasizes high-speed mobility, unrestricted access, or a combination of access and mobility. Note that the graphic also implies which jurisdictions are typically associated with each roadway type.

**Figure G. Functional Classification Graphic**



## Arterial Streets

Arterial streets include ND Highway 22, ND Highway 200, and the ND Highway 22 Bypass, all of which are operated and maintained by NDDOT. These highways are all classified as minor arterials, but their functions differ slightly.

## ND Highway 22

ND Highway 22 is a critical corridor that provides local and regional connectivity. It is the only extended corridor that has continuity across Spring

Creek and Gumbo Creek. It serves a variety of functions, which can create conflicts between various users. Even with construction of the bypass, there are still high truck volumes on Central Avenue. There are also facilities for pedestrians and bicyclists, with a planned extension of the shared use path. Much of land adjacent to the corridor is built out, but redevelopment could create opportunities to consolidate or eliminate access points where they pose a crash risk.

### **ND Highway 22 Bypass**

Unlike ND Highway 22, the bypass serves a high-speed, limited-access function that is more typical of principal arterials. This highway traverses a rural area with very limited development. To retain its function, access to the bypass will need to be carefully managed. Although the bypass could theoretically attract commercial or industrial development, there are no urban utilities or service roads in this area. If this corridor ultimately draws development interest, development will need to be carefully planned. The corridor is not located within Killdeer's extraterritorial jurisdiction, so the City cannot exercise land use controls, but it can partner with Dunn County to develop standards that are amenable to both jurisdictions.

### **Collector Streets**

Collector streets are particularly important. These are the highest-order roads in Killdeer's jurisdiction. Collector streets have greater continuity than local streets and typically serve a balance of access and mobility functions. Therefore, they should include accommodations for pedestrians and bicyclists as well as motor vehicles. Right of-way will be wider for future collectors than for local streets so that these paths can be incorporated. Killdeer's existing Land Development Code requires sidewalks on both sides of collector streets.

Killdeer's Land Development Code provides dimensional standards for streets and right-of-way. The minimum right-of-way for collector streets is 78', which is sufficient for 2-3 travel lanes, two rows of parking, two walking paths, snow storage, and utilities. For reference, this right-of-way width and roadway configuration is approximately what exists on Central Avenue, a minor arterial. Not all features will be needed on every collector road – i.e., double parking may be unnecessary or unadvisable in some instances – but it is important to preserve sufficient right-of-way to provide flexibility for future improvements that may be needed.



## Local Streets

Local streets provide direct access to development. All local streets are maintained by the City of Killdeer or Dunn County. The minimum right-of-way varies from 40' to 56', depending on parking needs.

Local street design should accomplish the following:

- Provide sufficient access for emergency vehicles
- Maximize the efficient use of space for utility and drainage infrastructure
- Ensure direct connectivity and continuity throughout the community
- Manage parking supply to match the character of the street
- Minimize street and ROW widths to maintain a walkable environment and reduce costs
- Provide ADA-complaint accommodations for pedestrians

## Access Management

As the access-mobility graphic shows, high-speed roads such as arterials and some collectors emphasize mobility over access. In order for these roads to safely serve their function, access spacing should be carefully managed. Access management is especially important for arterials such as ND Highway 22 and ND Highway 200. Killdeer will carefully review all land development applications for access spacing issues to prevent driveways and intersections from being too closely spaced. In addition, there may be opportunities to improve safety by consolidating the number of existing driveways, especially on ND Highway 22 and Central Ave.

Access management is also important on other rural section line roads that will ultimately become collector roadways. Consolidating access and providing ample spacing between intersections and driveways will minimize the number of conflict points, which has been shown to reduce crashes and increase safety for the traveling public. Minimum spacing of 1/8 mile (660 feet) is typically recommended inside city limits and in the city's fringe growth areas, while minimum spacing of 1/4 mile (1,320 feet) is recommended in rural areas, including State Highways.

Individual access points should be discouraged along these corridors. Direct site access should be oriented onto side streets shared with other developments or other forms of consolidated access should be provided, such as frontage roads. Where a driveway is unavoidable, more than one business can share an access, or individual site access should be aligned with other driveways across

the highway, thereby limiting turning movements to a single location rather than random locations along the highway.

Table 3 below provides guidelines for determining the minimum spacing requirements. Note that access spacing is more strict in the rural area (i.e., Killdeer's extraterritorial area and beyond) than the urban area. For example, direct points of access to the northwest bypass should be spaced no closer than 1/2 mile.

**Table 3. Access Spacing Guide**

Street Type	Urban Area (City Limits)		Rural Area (ETA)	
	Intersections	Driveways	Intersections	Driveways
Minor Arterial	1/8 mile to 1/4 mile	330'	1/2 mile	1/4 mile
Collector	330'-660'	150'	1/8 mile to 1/4 mile	330'-600'
Local	330'-660'	50'	660'	330'

## Right of Way Preservation

Right-of-way is a valuable public asset. Therefore, it needs to be protected and managed in a way that respects its intended function. Many future collectors will be constructed on section lines. In some cases, partial right-of-way exists, but the City will have to expand/extend right-of-way as needed. When future expansion or realignment of a collector road is proposed, but not immediately programmed, Killdeer should consider right-of-way preservation to reduce costs and maintain the feasibility of the proposed improvement. The development phasing map (Figure E) can be used as a guide to determine the timing of right-of-way acquisition.

Right-of-way can be preserved through advance purchase, zoning and subdivision techniques, or official mapping. Prior to preserving corridors for roadway expansion, the City will review environmental issues and perform environmental documentation if necessary to ensure that it does not preserve unusable right-of-way.

## Roadway System Preservation

Roadway system preservation is a critical aspect of transportation planning, especially in for rural communities like Killdeer, which has limited funding and limited control over how funds are used. Regular maintenance such as filling potholes, applying protective coatings, and snowplowing help extend the life of a road. Similarly, regular repair such as more intensive resurfacing can ensure that small problems which can be handled in a cost-effective manner are addressed before they become major issues. On the other hand, it is important to have a sense of where and when major improvements will be needed to avoid spending money for short-term “band-aid” fixes. It is critical to monitor the quality of roads and maintain a short-term improvement plan.

Killdeer Public Works employs a “fix-it” first approach to system preservation, but it is expected that some repair projects will be prioritized over others. It may be helpful to develop simple criteria for determining when repairs should be made. This determination might be based on engineering metrics, roadway classification, cost, and other factors.

## Sidewalks

Figure H shows the existing system of sidewalks and paths in greater detail. A gap analysis was used to identify desired pedestrian routes and prioritize locations where sidewalks should be added. For the most part, the City is already planning to fill in these gaps. Completing the shared use path on ND Highway 22 is a critical project. Adding sidewalks along 5<sup>th</sup> Street is also a high priority. A complete path connection should be extended from 5<sup>th</sup> Street to the future school. Adding paths to Rodeo Drive would support development in this area. The other gaps are lower priorities.

Killdeer’s Street Dimensional Standards specifies requirements for provision of sidewalks on local streets, collectors, and arterials. The standards include sidewalks on both sides of every arterial, local street, and collector street. However, note that most existing streets in Killdeer lack sidewalks. Sidewalks are expensive to construct and maintain, and they are not needed on every street. Killdeer should consider amending this section of ordinance to allow for more flexibility. It may be helpful to develop additional classifications of local streets – e.g., residential neighborhood street, transitional street, light industrial street, etc. – to manage sidewalk standards and other design elements.



Figure H. Sidewalks and Gaps

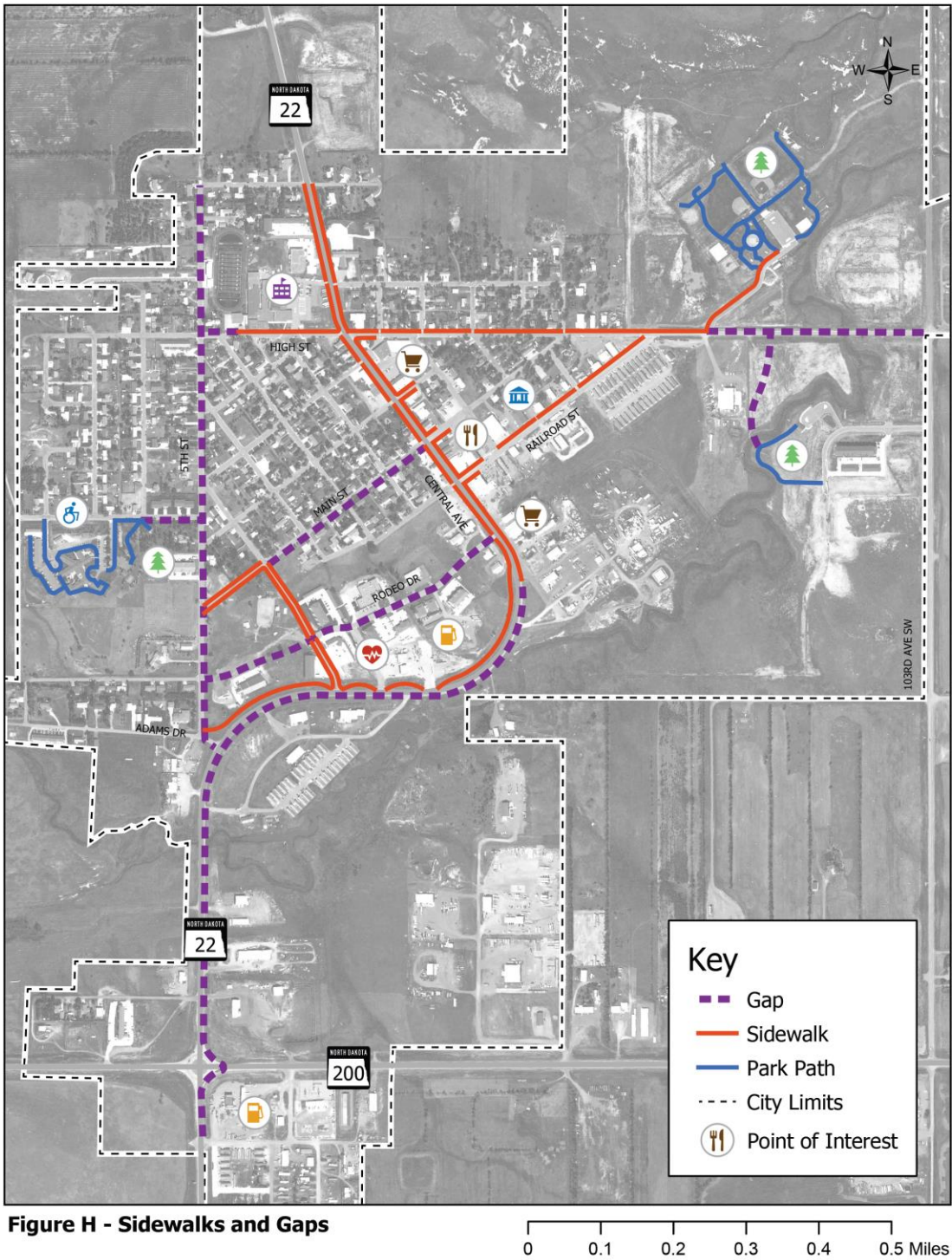


Figure H - Sidewalks and Gaps

## Roadway System Recommendations

### 1. Develop local street standards

Killdeer's Land Development Code contains general standards for local streets. However, there is no one-size-fits-all local street. Given that local streets serve every conceivable land use and neighborhood type, it may be helpful to expand the classification system and develop more specific standards for local streets. The City already differentiates between the industrial street system and non-industrial streets (industrial streets are surfaced with gravel or dirt). By further developing classifications for local streets, Killdeer could clarify its standards for sidewalks, landscaping, access, parking, etc. Another outcome would be greater flexibility for determining right-of-way and street width.

### 2. When possible, modify access and alignments to improve safety and connectivity

As discussed, access management is critical for arterial corridors, and should be considered during planned highway improvements. Additionally, development or redevelopment of property adjacent to the roadway may create an opportunity to consolidate or eliminate direct driveway access to ND Highway 22 or ND Highway 200.

### 3. Explore Spring Creek Crossing Feasibility

Spring Creek and the surrounding floodplain pose a development constraint. Currently, there are two crossing locations – one on ND Highway 22 and one on High St NE. These crossings are more than a mile apart. As development on the east side of town increases, a third crossing would be desirable and would improve connectivity to and from downtown. This discussion was raised during steering committee meetings. It would be challenging to navigate the floodplain and tie into the existing development pattern but if there is further development on the east side of the city, the benefit of constructing a new crossing could outweigh the cost. Figure I illustrates a concept for linking connecting east-side development to downtown via a new route.

**Figure I. Conceptual Spring Creek Crossing**

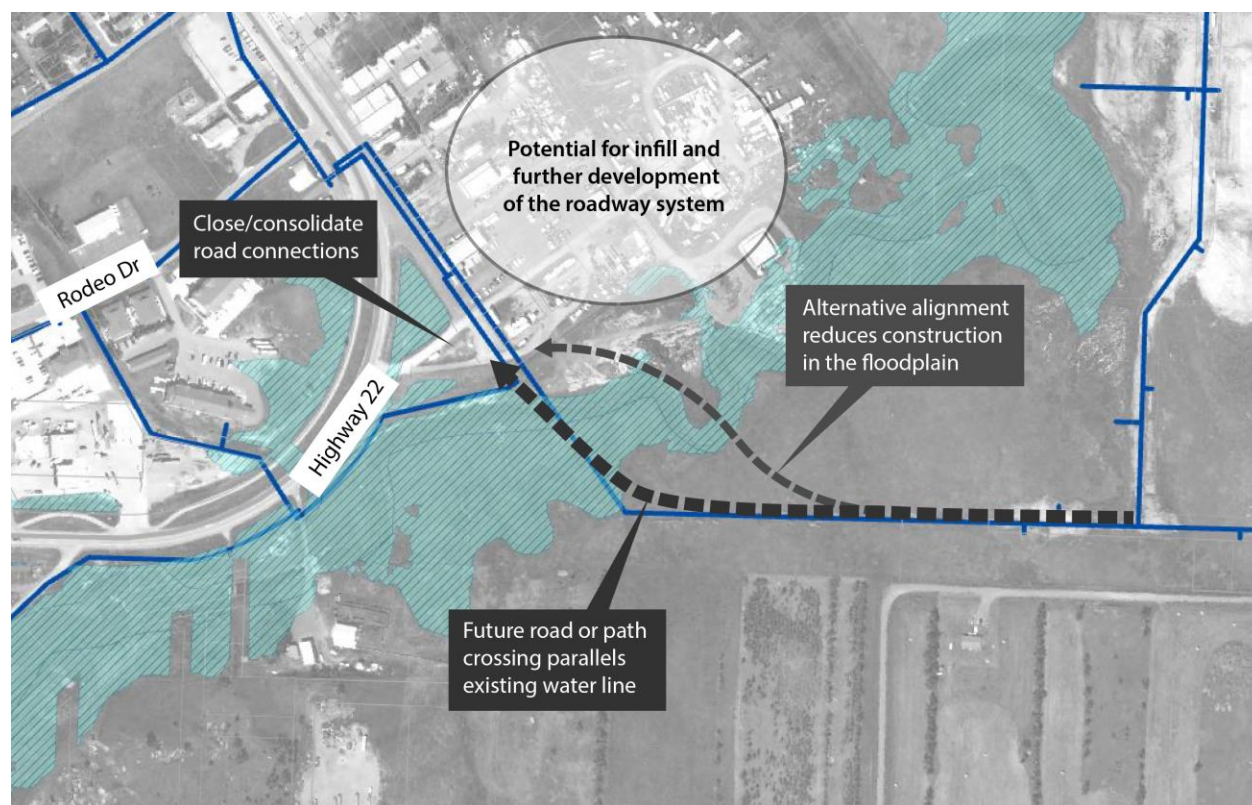




Figure J. Future Land Use and Transportation System

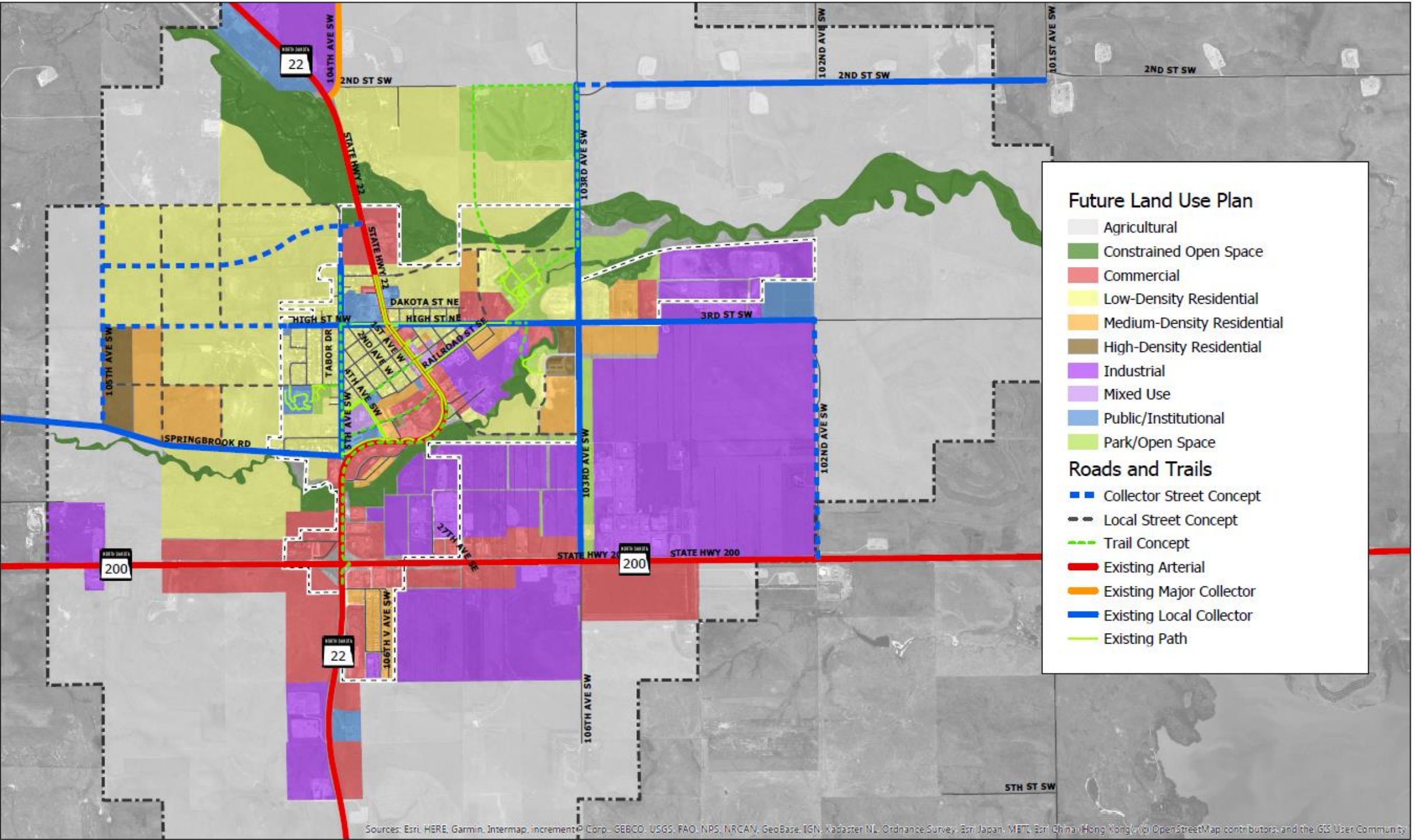


Figure J - Future Land Use and Transportation System



# Downtown Plan

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## What Makes Downtown Thrive?

Killdeer knows that a strong downtown is important to the community's success. Recently, the city has experienced new growth in the area around Rodeo Drive, even as the original downtown area (i.e., Central Avenue corridor from Railroad Street to High Street) has seen declining investment. Many buildings are vacant, deteriorating, or obsolete. The decline of downtowns is a common for many communities, but many communities are also experiencing a rebirth in their core commercial areas. These transformations do not happen by accident, but through focused investment and community initiative.

The key to successful downtowns is simple: Downtown needs to be a place where people want to be. People are attracted to destinations (there must be a reason to go downtown) and to inviting spaces, especially spaces that are visually pleasing. Visually attractive spaces, in turn, invite stimulate activity and business. Every homeowner knows about the concept of “curb appeal”. But curb appeal applies to business, too. Part of the charm of many thriving businesses owes to the way they look and feel, both inside and out. As businesses become more successful, they can make investments to upgrade their facilities. As Killdeer looks to make improvements to downtown, it will have to be creative about how it uses to space to create unique, desirable destinations and an attractive environment.

## Main Street ND: Putting Main Street to Work

At the State level, there has been a renewed emphasis on downtown revitalization. This emphasis is framed by economics. North Dakota wants to attract and retain a 21<sup>st</sup> Century workforce, and it knows that Main Street plays a central role in determining the quality of a place. The North Dakota Main Street Initiative provides resources to help communities of all sizes refocus their attention toward downtown, including dedicated funding through the CBDG Main Street grant appropriation (Community Development Block Grants).



## K. Planning for Main Street



Image Credit: North Dakota Main Street Initiative

The infographic on the preceding page illustrates several ingredients of successful downtowns. These elements are not unique to large cities. Several apply to Killdeer, such as the desire to expand opportunities for micro retail (e.g, food trucks), slow traffic speeds and truck volumes on Central Avenue, promote access to arts and culture, and engage youth in the community.

## Defining Downtown

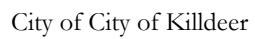
Where is downtown Killdeer? Different people may have different ideas. It is important to define the boundary of downtown so that Killdeer can develop applicable strategies and policies – for example, unique zoning or financing arrangements.

Figure L shows the boundary of downtown that was created for this Plan. It may also be helpful to think of a few subareas, such as:

- The historic downtown. This area has a traditional grid pattern, smaller lots, and aging structures, and should be the primary focus of revitalization efforts.
- The emerging commercial area around Rodeo Drive and the ND Highway 22 corridor. If the existing lots were replatted, there are several locations that could potentially be suitable for infill development, including new business franchises. This area also serves as the “gateway” to the historical downtown.
- The civic area north of High Street, which includes the school and the community recreation center.

These areas differ in character and function. Thus, certain uses and aesthetic treatments may be more appropriate for one area than they are for another. For example, it would make sense to exclude a drive-thru business from the historical downtown area, but permit such a use on Rodeo Drive.

One other distinction should be made. The emerging commercial area is just that. It has the potential to attract new franchises, increase local sales, and increase property tax revenue. On the other hand, the historic downtown has the potential to become more of a gathering place. In its current condition, it cannot support significant business growth. The focus there may be less about sales and revenue and more about creating the type of place where people want to stop, walk around, and visit with their neighbors.





## Challenges and Opportunities

Killdeer's downtown faces several challenges, but there are opportunities as well. While some blocks within the original Downtown core have experienced declining use and investment, there are examples of new businesses that have transformed underutilized spaces, such as Old Crow (coffee shop). Rodeo Drive has attracted recent development, including a variety of commercial uses (hotel, gas station, restaurant) and supportive residential.

Still, most residents have indicated that they would like to see parts of downtown cleaned up and increase the number of businesses and activities available in downtown. But they acknowledge that Killdeer has a limited market for "traditional downtown" uses, such as commercial retail and restaurants. Killdeer struggles to compete with nearby Dickinson, which has a much larger trade area and many more businesses. The community survey asked residents of Killdeer and Dunn County to estimate where they spend their money, finding that, on average, about 50-60 percent of retail spending occurs in Dickinson.

Killdeer also faces challenges of supply. For example, some business have had difficulty acquiring certain products, ingredients, and materials due to limited local deliveries. It is also important to note the effects of oil and gas development on other sectors of economy. The recent energy boom created an abundance of high-paying jobs across western North Dakota, many of which required minimal education or training. Many people will find these jobs much more attractive than the prospect of starting a business or opening a franchise, which is already difficult in a small market. During the boom, many retailers and restaurants had to significantly increase wages to retain staff. For businesses that operate on the margins, this makes it harder to turn a profit. So, while local growth has increased demand for certain products and services, these can be undersupplied if there is limited interest within the business community.

Other challenges within the downtown core relate to the historical scale of buildings, lots, and roads. By today's standards, many of the buildings and lots are small, which limits options for use. Several buildings are currently used for storage. In their current condition, it may not be legal to be use some these buildings for commercial activity if they are not up to code. Local entrepreneurs do not have the resources to make significant improvements to buildings which are structurally deficient or which require major structural improvements in order to be converted into usable space.

## Downtown Improvement Strategies

### Business Development

Given the challenges of attracting and retaining businesses, the community needs to have a clear strategy for business development. Recent business growth along Rodeo Drive should make Killdeer more attractive to similar businesses franchises. Adding two or three more national chains within the next five years is a reasonable goal.

Business growth will also occur from the bottom up, with the local community leading the way. Killdeer cannot compete with Dickinson and online retail. To differentiate itself, the community should encourage home-grown businesses that provide unique products, services, and experiences to a localized clientele. The most successful enterprises will provide goods or services for which there is daily demand, and for which it is either unnecessary or impractical to drive to Dickinson. The Old Crow café satisfies both criteria, which is one of the reasons it has thrived. If a daycare were to open in downtown, it would probably be an instant success, because local demand is high and daycares fulfill a daily need. Locating a daycare downtown could also stimulate activity during the slower parts of the business day.

The community survey asked responders to identify one big idea for downtown. Many described a new use or activity they would support. Some of these ideas are listed below:

- Daycare
- Bakery
- Bowling alley
- Splash pad
- Gift store with local crafts and artisan work
- Virtual golf/hunting range
- Community gathering/performance space
- Greenhouse
- Yoga studio
- Bowling alley
- Movie theater
- Arcade or general space for teen gaming/coding
- Drive-thru car wash
- Community co-op (library, thrift store, etc.)

## Understanding the Market

The community survey is useful for understanding local demand for various businesses and services. It may also be useful to perform a more thorough market study to identify the types of projects and developments that have been successful in similarly-sized community. This would also help Killdeer understand where there are regional business gaps which the community could address through local development. The City does not need to hire a consultant to perform a formal study, but could conduct a general study on the internet. This analysis could identify general business categories of interest, several specific businesses for each category, and the driving distance to access the closest business of each type. The community could also review sales and spending patterns at existing businesses to get a better understanding of market size. Knowing which businesses are likely to be successful provides more certainty for entrepreneurs, developers, and investors.

## Downtown Aesthetics

The appearance of a community says a lot about its values and its management. It also provides a signal to potential developers and businesses. The impression people get when they see downtown forms a lasting mental image. The community survey for this Plan shows that residents prioritize improving the look and feel of downtown – specifically the historic downtown area. Doing so will require a supportive partnership between local government and local business owners, and potential involvement with Dunn County and/or the State of North Dakota.

The public realm is largely defined by the streetscape and building facades. Small improvements to these elements will go a long way toward changing the image of downtown. Example improvements include:

- Traditional street lamps in the historic downtown
- Decorative planters along Central Avenue
- Additional outdoor seating areas
- Awnings
- Thematic signage
- Curb extensions at key pedestrian crossings
- Alternative sidewalk pavers such as brick or stone
- Gateway sign or monument

The challenge is this: Some improvements cannot be made until there is more business interest, but business interest may be limited until the community makes an initial investment. **In the short term, investment should be focused around areas that already thriving.** This way, the community will build on its strengths and expand existing activity nodes. One example might be the corner of Central Avenue and Main Street. The conversion of the original post office into Old Crow café is a local success story, but the northeast and northwest quadrants of this intersection need some attention. Attracting users and improving the appearance of this area should be priorities.

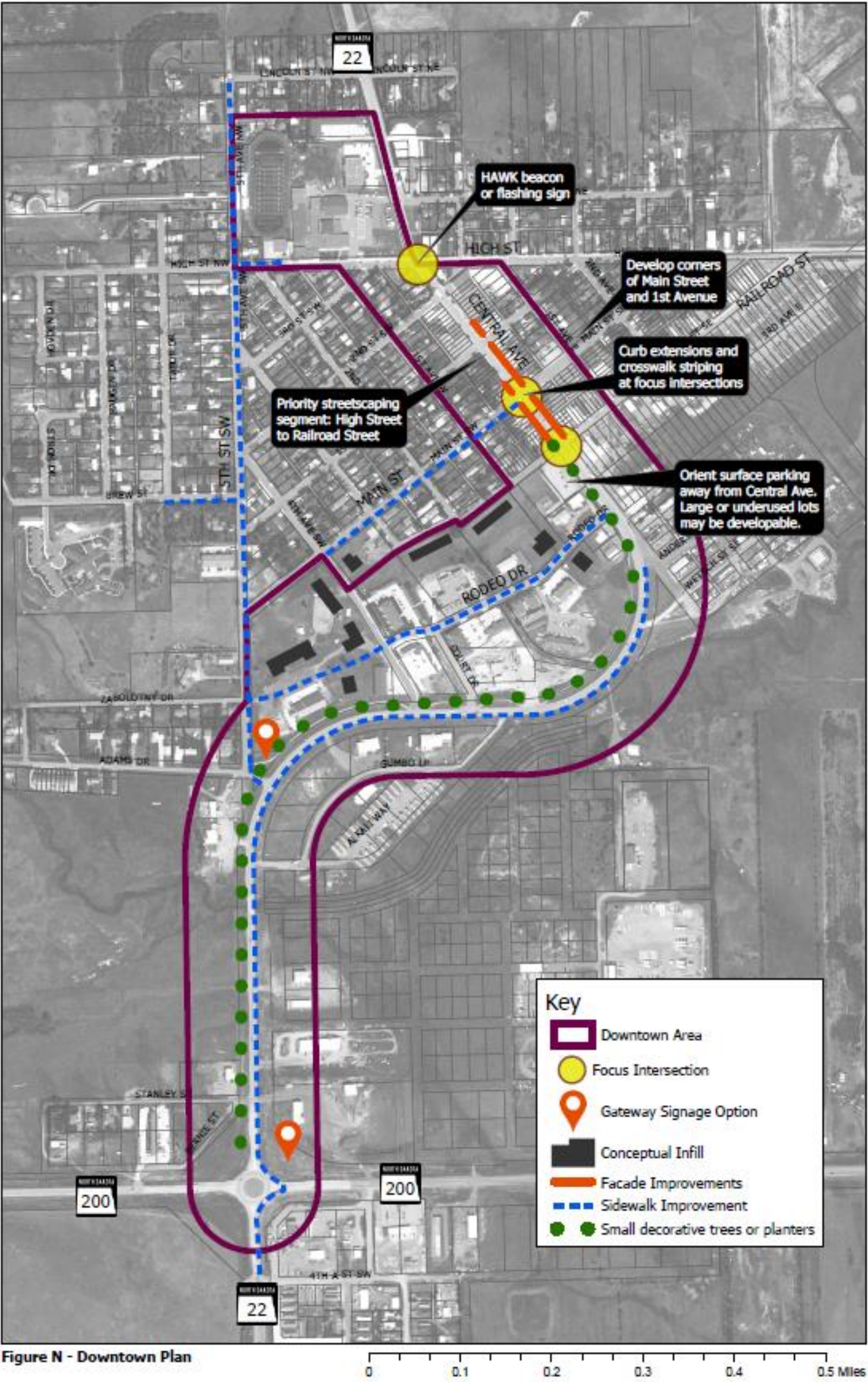
#### M. Example Streetscaping and Façade Improvements



Streetscaping and facade improvements such as lighting and awnings can make Downtown more inviting. Awnings enhance a building's presence by extending it into the public realm and creating a sense of enclosure for pedestrians. Ornamental street lamps can help unify the Downtown area. Improvements designed at the human scale encourage pedestrian activity and provide a cue for passing motorists to reduce their speed.

Figure N on the following page maps locations for potential improvements within downtown.



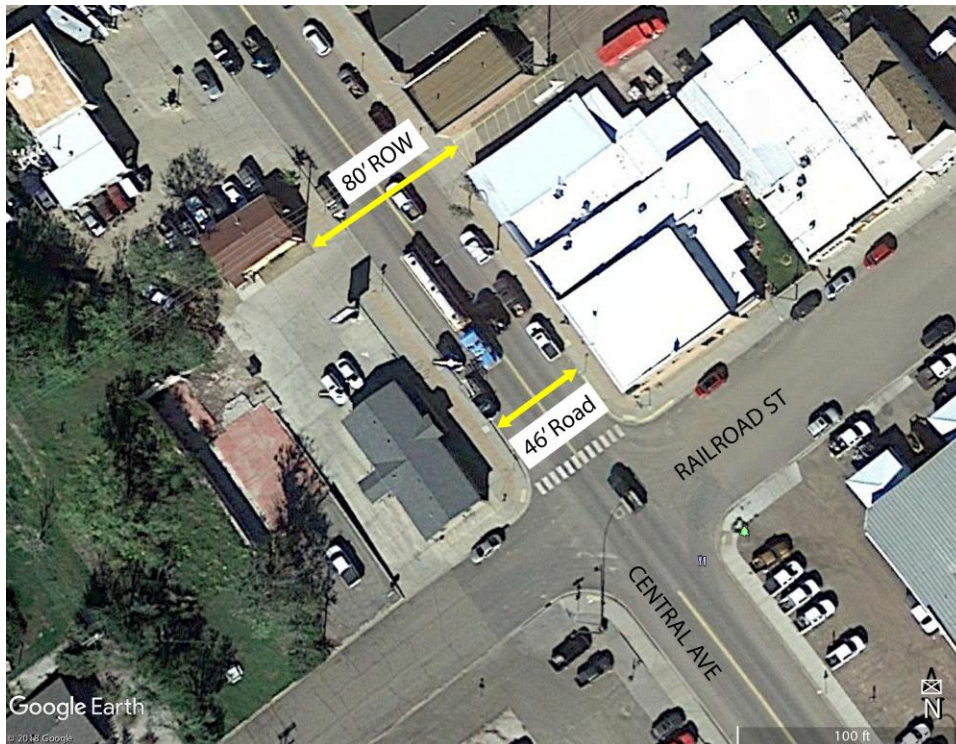




## Improving Central Avenue

Modifying the Central Avenue corridor through reconstruction and/or reconfiguration of existing right-of-way could help reduce truck traffic through historic downtown Killdeer. This idea has some support within the Killdeer community, but it would require a high level of coordination, planning, and investment. It would likely be considerably more cost-effective to implement several smaller-scale changes, such as curb extensions, stop controls or other traffic-calming devices (e.g., at the High Street Intersection), and clear signage indicating that trucks should use the bypass.

Still, any improvement that impacts the right-of-way on Central Avenue requires coordination with NDDOT and ultimately their approval. This goes for street lights, curb extensions, outdoor seating, landscaping, etc. It is easiest to make incorporate these improvements into a roadway reconstruction project that is already planned. Likewise, it may be possible to expand the proposed shared use path along ND Highway 22 to include a broader streetscaping component.



The existing right-of-way on Central Avenue is 80'. Most of the buildings within the historic downtown area have zero setback. The distance from curb to curb is approximately 46', which is divided into two travel lanes and two parallel parking lanes. If the City pursues a roadway redesign with NDDOT, these dimensions will limit its design options. One positive is that there are already considerable sidewalk widths along both sides of Central Avenue in the Downtown core (roughly Railroad Street to High Street). These sidewalk dimensions give the City options to make streetscaping improvements along the roadway if it chooses.

## Managing Vacant Property

If the owners of vacant property no longer live in or have a personal interest in the community, the community should pursue property acquisition. If buildings cannot be used because they don't meet code, it is the City's onus to enforce the code. Tax foreclosure can result in owners taking responsibility for selling properties to public ownership or a visionary business. If original structures cannot be used in their current condition, the community, including the City Commission and business leaders, should discuss the cost and benefit of rehabilitation versus demolition.

## Funding Sources

### CDBG Mainstreet

Eligible projects include streetscapes and façade renovations. Examples of streetscaping include street lighting, signage, landscaping, and parking. Examples of façade improvements include signage, painting, awnings, lighting, windows, doors, and entryways. Program details are available [here](#).

Eligibility is based on HUD's slum and blight criteria, but is not subject to the LMI requirement. (For a definition of "slum area", see N.D.C.C. 40-58-01.1(23); for a definition of "blighted area", see N.D.C.C. 40-58-01.1(2)). Property owners can apply for a maximum grant of \$100,000, with a minimum match requirement of 10 percent.

A Slum or Blighted Area designation is effective for 10 years. The City may apply for funds on annual basis. Therefore, this Plan provides a list of potential projects for a 10-year timeline (see the Implementation Chapter). The City is encouraged to pursue funding on an annual basis.

### *N.D.C.C. 40-58-01.1(2)*

*"Blighted area" means an area other than a slum area which by reason of the presence of a substantial number of slums, deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility, or usefulness, unsanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or obsolete platting, or the existence of conditions which endanger life or property by fire and other causes, or any combination of these factors, substantially impairs or arrests the sound growth of a municipality, retards the provision of housing accommodations or constitutes an economic or social liability and is a menace to the public health, safety, morals, or welfare*



Below are the steps for establishing the “slum” or “blighted” area.

1. Complete the [preapplication form](#).
2. Identify the slum or blighted area on a map.
3. Complete a [slum and blight inventory](#) for each building in the target area; include photographs.
4. Adopt a formal declaration that establishes the slum or blighted area. A [template resolution is provided](#).
5. Submit the preapplication form, declaration, map, and inventories to the North Dakota Department of Commerce.

### North Dakota Renaissance Zone

Tax incentives, whether local, state, or federal, can help to stimulate desired development in a community. One of the most successful tax incentive programs in North Dakota is the Renaissance Zone, which leverages both state and local tax incentives for a five-year period. The Renaissance Zone must have both residential and commercial properties. To apply for a Renaissance Zone, a city must first have a locally adopted comprehensive plan and create a development plan.

### North Dakota Development Fund

This fund provides flexible capital through debt and equity investments. It also manages a daycare loan program. A \$500,000 loan was recently awarded to Prairie Gold Real Estate in Killdeer.

### Lodging Tax

The City of Killdeer may impose a lodging tax of up to 2 percent on gross receipts of retailers on the leasing or renting of hotel, motel, or other accommodations for periods of fewer than 30 consecutive days. All proceeds must be deposited in the city visitors’ promotion fund. The monies in these funds must be spent to generally promote, encourage, and attract visitors to come to the city and use the travel and tourism facilities within the city, as described in North Dakota Century Code 40-57.3-02. Likewise, Dunn County may impose and utilize a similar lodging tax. Retailers subject to a city lodging tax are exempt from a corresponding county tax.

### Local Option Sales Tax

Over 80 communities in North Dakota levy a 1 percent sales tax that is intended for economic development. Killdeer could partner with Dunn County to use this financing mechanism, which could help provide revenue

for local staffing, marketing, loan programs, or other economic development incentives.

### **Local property tax incentives**

Killdeer could reduce or eliminate property taxes to encourage development in certain areas. This type of incentive could be made available to a designated improvement area, such as the historic downtown. It could be used to attract a business startup, support a small business through its startup phase, or enable business expansion.

### **SBA 7a Community Advantage Program**

This State program provides a financing option for small business start-ups in underserved communities. The SBA insures 75-85 percent of loans up to \$250,000, which gives lenders more confidence to offer financing riskier start-up businesses.

### **Business Improvement District**

A business improvement district is a defined area within which businesses are required to pay an additional tax/assessment to fund projects within the district's boundaries. These districts typically fund services which are perceived as being inadequately performed by the government (local or state), such as planning, beautification, event creation, construction of pedestrian and streetscape enhancements, or marketing the area. The local government must be involved, notably through a resolution by the governing body noting the necessity for the district. Century Code Chapter 40-22.1 provides further detail.

## Implementation

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This Plan is intended to be a “living document”. To remain useful, it needs to be reviewed on a regular basis, and especially when the City receives development applications. This chapter details specific actions that Killdeer can take to make progress towards its goals. Some items require definition action from City Hall, but others could be led by the community in general.

Actions are organized by topic in the following table. Killdeer can think of this table as a checklist or roadmap that can be reviewed with stakeholders on an annual basis to assess progress towards implementation. Each action is assigned a priority ranking. This ranking was determined based on input from the steering committee and other community members at the final planning meetings conducted in May 2019.

Each action in the table includes a general timeframe for completion, which is based on the likely phasing of development, the priority given to that item, and/or the cost involved. Some actions which are highly prioritized will nonetheless require more time to complete due to the series of planning steps or cost involved. Most actions will occur only once, but others are ongoing.

Land Use/Development		
Action	Estimated Level of Investment/Cost	Priority
<i>Evaluate</i> city owned property to find opportunities to develop single-family homes at market or below-market cost. City-owned lots southeast of the intersection of ND Highway 22 and Wetsch Street were discussed as an option during development of this plan.	Low	#1
Use property tax abatement as an incentive to encourage affordability of new single-family homes.	Moderate (difficult to quantify impact to city revenue)	#2
<i>Identify</i> ways to lower infrastructure and utility assessment costs to encourage development of residential subdivisions, with a primary goal of targeting single family home development.	Low (may be high depending on funding source ultimately used)	#3
Facilitate replatting and rezoning as necessary to prepare for infill opportunities.	High (if city-lead)	#4
Evaluate the need to amend the Land Development Code to allow the flexibility needed for mixed use commercial and residential development.	Moderate (if code is amended)	#5
Leverage grants and other funding sources that do not burden local taxpayers to complete infrastructure and utilities lacking in residential subdivisions that have been developed since 2010.	Moderate (grant writing)	#6
Consider use of overlay zone for former landfill sites to ensure property owners and prospective developers are aware of site limitations.	Moderate (includes code amendment)	#7

Economic Development		
Action	Estimated Level of Investment/Cost	Priority
Modify the city's website to highlight local economic development opportunities and key partnerships (Dunn County Jobs Development Authority, State Department of Commerce, etc.).	Low	#1
Start a city-lead economic development program, using existing staff on a part-time basis.	Moderate	#2
Develop promotional web video that emphasizes Killdeer's growth potential, development-friendly attitude, and existing community success stories.	Moderate	#3
Provide city staff and leaders with the tools and training to help facilitate economic development.	Moderate	#4
Adopt tax-based incentives for commercial businesses, such as the elimination or reduction of property taxes for a specified period, or tax increment financing. Establish a committee to review TIF studies and consult with peer communities and developers.	Moderate	#5
Work to acquire vacant or underutilized properties under municipal control and facilitate sale to experienced developers.	High	#6
Engage Dunn County Jobs Development Authority, North Dakota Department of Commerce, and similar agencies to coordinate available financing and programming for specific projects.	Low	#7
Conduct regional market study/study of peer communities to identify potential businesses which could succeed in Killdeer.	Moderate	#8
Place billboards in adjacent regional cities (such as Dickinson, Watford City, Williston, New Town, etc.) advertising available commercial acreage and development incentives.	Moderate	#9
Facilitate acquisition, land assembly, and land banking for vacant or underutilized properties. Work to acquire properties under municipal control and facilitate sale to motivated developers.	High	#10

Downtown		
Action	Estimated Level of Investment/Cost	Priority
Complete the online survey at <a href="http://mainstreetnd.com">mainstreetnd.com</a> to sign Killdeer up as a “Main Street Community” to help the city be more engaged with opportunities through the State Department of Commerce.	Low	#1
Create a coalition of Downtown business owners to vet efforts to improve and energize downtown, including actions listed in this plan and other items.	Low	#2
Pursue CDBG Main Street funds to finance streetscape and facade improvements in downtown.	Moderate	#3
Develop zoning flexibility to encourage small startups such as food trucks, seasonal uses, and other temporary uses with potential to expand and occupy permanent space.	Moderate (includes code amendment)	#4
Enforce State building code to require owner rehabilitation of structures which pose a risk to human health or safety, or facilitate reversion to tax-forfeit status.	Moderate	#5
Coordinate with local artists or school students to add unique art to downtown (e.g., mural).	Low	#6
Evaluate the need to amend the Land Development Code to prohibit warehousing in vacant properties intended for commercial use.	Moderate	#7
Develop former rodeo grounds with mixed commercial and residential. Extend Rodeo Drive and install sidewalk from Central Ave to 5 <sup>th</sup> Street SE.	High	#8
Implement downtown Renaissance Zone.	Moderate	#9
Install pedestrian-scale street lighting along Central Avenue from approximately Railroad Street to High Street.	High	#10
Encourage development of vacant lots at corner of Main Street SE and 1 <sup>st</sup> Avenue NE. Options include additional parking, a pocket park, or a daycare with indoor-outdoor facilities.	N/A (lots privately owned)	#11



Transportation		
Action	Estimated Level of Investment/Cost	Priority
Continue to protect and preserve right of way for future collectors and other future streets shown in the Transportation Plan as development occurs.	Low	NA (Ongoing)
Coordinate with NDDOT to complete pedestrian safety improvements and install appropriate stop controls/traffic calming measures at Central Ave and High Street intersection.	High	#1
Fill in existing sidewalk gaps identified in this Plan (i.e., 5 <sup>th</sup> Street NW, Rodeo Drive, and the shared use path on ND Highway 22)	High	#2
Coordinate with NDDOT to improve traffic calming and intersection crossing safety at Central Avenue intersections with Main Street and Railroad Street.	High	#3
Install signage to limit truck traffic on Central Avenue	Moderate	#5
Work with the Park District to construct shared use path connecting park space in the Killdeer Highlands Subdivision, city sports complex, and Medicine Hole Golf Course.	High	#4
Evaluate need to modify road dimensional standards and sidewalk requirements in Land Development Code.	Moderate	#6