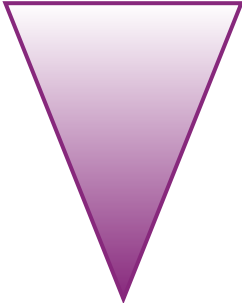# 2. Goals, Objectives, and Policies

The goals, objectives, and policies of the Comprehensive Plan are designed to communicate the plan's intent as clearly as possible to city leaders, staff, residents, developers, and others.

Definitions | Level of Focus

Goals are broad, aspirational statements. They describe general values, principles, and outcomes we'd like to create or sustain over a long period of time.

Objectives are specific targets or facets of a goal. They include measurable milestones to help us track our progress towards achievement of the goals.

Policies describe the things we do to accomplish our goals and objectives. They include standards, frameworks, and tools to support decision-making.

How to Use this Chapter

Goals, objectives, and policies are organized to align with seven elements of the Plan: Land Use; Transportation; Housing; Public Services, Facilities, & Utilities; Parks, Open Space, & Trails; Economic Development; and Community Character, Aesthetics, & Design. Each topic was addressed in a series of focus groups that were convened during the visioning process for the Comprehensive Plan update. Look for the following icons throughout this chapter:

Focused Feedback – Items identified consistently by participants in the focus group discussions.

Community Voices – Statements from community residents that reflect recurring sentiments expressed in the Community Survey.

Evaluation Metrics – Example benchmarks and data points the community can use to measure progress toward achieving its goals and objectives.

LAND USE

#1 **Promote a land use mix that provides equitable access to housing, employment, and services at the regional scale and neighborhood level.**

Objectives

A. Expand mixed-use development in targeted locations as directed in the Comprehensive Plan.
B. Use master planning to maximize access to jobs and services within large development projects.
C. Conduct housing absorption study for different types of housing to understand market demand.

Policies

A. Encourage a mix of housing and employment uses at higher densities in and adjacent to "community activity areas".
B. Promote "missing middle" housing, such twin homes and townhouses in targeted infill areas.
C. Encourage the location of neighborhood commercial uses in residential areas that are a considerable distance from commercial districts and corridors as means of reducing vehicle trip generation.

Evaluation Metrics

- Number of units in downtown
- Number of transit-oriented development projects
- Mode share – percentage of SOV, HOV, walk/bike, transit, etc.

Community Voices

Minot needs "more businesses on the north side of town.
For the northern residents and the individuals at Minot AFB."

Detached Single-Family Houses
Duplex: Side-By-Side + Stacked
Fourplex: Stacked
Courtyard Building
Cottage Court
Townhouse
Multiplex: Medium
Triplex: Stacked
Live-Work
Mid-Rise

Missing Middle Housing

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OPTICOS

#2 Clearly define urban/rural transition areas.

Objectives

A. Preserve viable areas for urban expansion.
B. Avoid leap-frog development and unnecessary extension of urban services – agricultural property that is not contiguous with city limits should remain in agricultural use.

Policies

A. Strictly adhere to the Future Land Use Map within rural residential and agricultural areas. Amendments must be highly justified.
B. Prohibit expansion of rural residential development (large-lot subdivisions) on the urban fringe and in areas reserved for future urban development; encourage rural residential to locate beyond the 2-mile ETA.

Evaluation Metrics

- Number of building permits issued within the ETA
- Number of amendments to the Future Land Use Map

Focused Feedback

Minot City, Ward County, and organized townships need a better joint powers agreement to clarify jurisdiction, legislative authority, and provision of services within the ETA.

#3 Encourage city growth and development patterns that protect and enhance the natural environment.

Objectives

A. Coordinate development plans between the City of Minot, Ward County, and the Park District.
B. Identify a long-term maintenance and use plan for storm water ponds.

Policies

A. Protect the sensitive natural features and slopes that make Minot unique, such as the river, streams, wetlands, coulees, and natural open space as development proceeds.
B. Incorporate natural features and amenities into development master plans.
C. Promote public access to natural areas.

Evaluation Metrics

- Appearance/ quality of storm water ponds
- Agreement on long-term pond maintenance plan
- Expanded access to natural areas
- Long-term conservation of natural areas

Focused Feedback

Stormwater ponds should remain under public control to facilate maintenance and maintain public access. The City has successfully maintained these areas in the past, but has struggled to get access to private developments.

#4 Encourage development that revitalizes distressed/underutilized parcels.

Objectives

A. Pursue more financing tools to help redevelop properties that are distressed or underutilized.
B. Maintain funding flexibility to support acquisition of developable properties.
C. Develop a list of potential properties and redevelopment uses; study site alternatives, costs, and development capacity.
D. Continue to evaluate the need for zoning regulation changes that will benefit infill opportunities.

Policies

A. Encourage and incentivize interior growth and revitalization.
B. Leverage public infrastructure improvements to promote private investment.
C. Administer and enforce zoning standards to discourage noncompliance and facilitate development transitions.
D. Work with state and regional partners, such as the State Agencies and Souris Basin Planning Council, to pursue property reinvestment, such as brownfields redevelopment.

Evaluation Metrics

- Number of redevelopment projects and infill projects.
- Progress on inventory of redevelopment opportunities and site assessment.

Focused Feedback

Minot has had success restoring buildings to expand housing opportunities within Downtown. The Trinity hospital buildings have potential for adaptive reuse as housing or hotel space.

TRANSPORTATION

#1 — Maintain roadways in safe and serviceable condition.

Objectives

A. Reduce the rate of crashes on Minot's roadway system.
B. Maintain a geographic inventory of roadway asset conditions.
C. Maintain acceptable level of service standards.
D. Pursue available state and federal grant opportunities to supplement local funds – e.g., adopt a comprehensive road safety action plan that meets the requirements of the federal SS4A funding program.

Policies

A. Prioritize safety in all transportation work, including planning, design, construction, operations, and maintenance.
B. Promote roadway system maintenance and pavement preservation techniques to extend pavement life and keep roadways operating at acceptable levels of condition.
C. Use objective criteria to guide roadway system investment (e.g., pavement condition, traffic volumes, crash rate)

Evaluation Metrics

- Crash rate/critical crash rate
- Pavement condition
- Level of service
- Percentage of roadway miles with acceptable pavement condition (e.g., fair or higher)

Focused Feedback

Minot has increased the use of traffic studies and expanded maintenance funds. Expanding the use of pavement quality data will help us maintain our roadways more efficiently.

#2 Promote development patterns and transportation infrastructure that support access and connectivity for all travel modes.

Objectives

A. Allow flexible parking standards to promote pedestrian-oriented site design and enable infill development.
B. Support walkable nodes and corridors.
C. Coordinate with the School District to identify solutions to community busing issues.
D. Expand transit service to new growth areas and low-income neighborhoods.

Policies

A. Integrate pedestrian and bicycle facilities into new and reconstructed streets.
B. During subdivision review and master planning, consider opportunities to eliminate roadway system gaps and/or increase pedestrian connections to reduce walk times.
C. Promote a mix of commercial and residential uses, elevated design standards, and higher densities within downtown, transit corridors, and targeted activity centers.

Evaluation Metrics

- Roadway miles or percentage with Complete Streets elements
- Number of infill developments within transit corridors
- Availability of inter-development street and walkway connections
- Number/value of grants awarded

Community Voices

"Minot needs WALKING access to everything, and biking; if you look at Minot in the 1920s, it was a paradise for walking, everything connected. We can resurrect that in the old areas, add it to new areas, and for gosh sakes, we can make bike lanes…"

#3 Promote pathway connections within subdivisions.

Objectives

A. Develop an organized sidewalk improvement program. Identify and prioritize sidewalk and trail gaps throughout the city; set goals for sidewalk repair and construction and monitor progress.

B. Provide/maintain pedestrian connections between residential neighborhoods and adjacent commercial development.

C. New schools should provide and plan for convenient pedestrian connections to adjoining residential developments.

D. Adopt and maintain an ADA Transition Plan to help address sidewalk accessibility issues.

Policies

A. Require sidewalk installation with all new urban residential and commercial development.

B. Promote sidewalk installation with roadway reconstruction projects in corridors where pathway connections are lacking.

Evaluation Metrics

- Sidewalk improvements in linear feet
- Number of gaps completed
- Adoption of ADA Transition Plan

Community Voices

Minot needs:

- "More extensive walking paths throughout the city. There are too many sections where there aren't even sidewalks."
- "Handicap accessible sidewalks."

#4 Prepare for and embrace emerging transportation technologies.

Objectives

A. Deploy ITS solutions to improve mobility and safety (e.g., dynamic connected signals).
B. Proactively plan for connected and automated vehicles.
C. Expand electric vehicle (EV) charging infrastructure.
D. Maintain and expand programs and opportunities for vehicle sharing, bike sharing, and scooters, etc.

Policies

A. Incentivize the provision of EV charging infrastructure with new development.
B. Coordinate with NDDOT to promote expansion of Level 3 Fast Charging near highway interchanges.
C. Plan to include new charging stations in downtown garages and parking lots.
D. Make certain electrical capacity will accommodate higher demand within downtown and developing neighborhoods.

Evaluation Metrics

- Number of publicly accessible EV charging stations (Level 1, 2, and 3)
- Maintenance or growth of bike and/or scooter share program
- Expansion of dynamic connected signals to priority corridors
- Funding awarded to deploy and expand ITS solutions.

Focused Feedback

Introducing new transportation technology requires coordinated planning with NDDOT, communication with residents, and an improved understanding of what does and doesn't work in North Dakota.

HOUSING

#1 Provide safe, accessible, and diverse housing options to promote housing choice for all.

Objectives

A. Collect and monitor housing data (price, age, vacancies, housing types, etc.).
B. Complete a comprehensive housing needs study and act on the study's recommendations.
C. Identify targeted locations for redevelopment and infill.
D. Connect developers that specialize in applicable housing/building types to available opportunities within the city.
E. Identify workforce housing needs and potential gaps associated with economic development opportunities.
F. Reestablish the State of North Dakota's incentive program for home builders and home buyers to help add new housing inventory.

Policies

A. Continue to promote creative use of site planning, building design, and flexible development of infill lots to increase neighborhood cohesion and provide greater housing choice.
B. Promote available housing assistance tools, including first-time homebuyer programs and rent-to-own programs.
C. Consider adjusting zoning policies to increase the allowable density for residential development in targeted zones.

Evaluation Metrics

- Number of units affordable at 50%, 100%, 150% of LMI, etc.
- Number of vacant units
- Housing prices versus household income
- Building permits issued for different housing types
- Percentage of dwelling units within 4-minute emergency response area
- Number of infill development projects

Focused Feedback

We need to develop comprehensive data on all housing types, not just owner-occupied single-family.

#2   Preserve and enhance existing buildings to help meet community housing needs.

Objectives

A. Promote rehabilitation of existing housing stock to broaden accessibility for residents with disabilities, the elderly, and first-time homebuyers.

B. Promote housing upgrades that improve energy efficiency and create long-term savings for homeowners and residents.

C. Explore opportunities to convert underutilized or underperforming commercial properties into residential.

D. Increase programmed building inspections and enforcement for properties of concern.

E. Provide targeted outreach to assist homeowners with older properties.

Policies

A. Use the Renaissance Zone to improve existing housing stock and encourage the rehabilitation or redevelopment of substandard housing.

B. Explore and advocate for additional incentives/programs to revive outdated apartments and create new housing in vacant and underutilized spaces.

Evaluation Metrics

- Number of renovated/ refurbished units vs. new construction
- Number of properties that utilize available tools and assistance

Focused Feedback

Completing major housing rehabilitation projects requires collective buy-in and dedicated proponents in leadership roles.

PUBLIC SERVICES, FACILITIES, & UTILITIES

#1 Maintain public infrastructure in safe and serviceable condition.

Objectives

A. Ensure safe, clean drinking water for Minot's population.
B. Conduct risk assessment to identify potential hazards.
C. Consider climate trends and projections to ensure infrastructure investments support long-term community resilience.
D. Plan for phased replacement of aging water and sewer lines.
E. Preserve property for a future sewage treatment plant and protect it from incompatible land uses.

Policies

A. Update the CIP on an annual basis.
B. Coordinate roadway improvement plans with wet infrastructure replacement.
C. Coordinate across city departments to ensure utility budgets are adequately funded to maintain aging infrastructure.
D. Infrastructure investment decisions are fair across city neighborhoods, rational, and transparent.

Evaluation Metrics

- Infrastructure age
- Infrastructure capacity and levels of service

Focused Feedback

We need to be as open-minded as possible to all potential threats – drought as well as flooding

#2 | Strive for efficient and responsible energy usage and resource consumption.

Objectives

A. Explore technological applications, such as smart metering, to improve efficiency and service levels.

B. Execute recycling program.

C. Take a proactive, long-range approach to waste management – secure adequate land, obtain proper equipment, and train personnel.

D. Expand the use of "green infrastructure", such as raingardens and bioswales, to support stormwater management.

Policies

A. Promote public education and awareness on resource usage and community goals, e.g., awareness of landfill usage and waste generation.

B. Provide zoning flexibility to allow for xeriscaping and other low-water/sod alternatives

Evaluation Metrics

- Tracking per capita resource consumption, waste generation, etc.
- Tracking the number of households that recycle and the amount of solid waste diversion.
- Utility costs

Community Voices

"I know it's been talked about for a long time, and there are many factors, but recycling would be great!"

Promote efficient development patterns and cost-effective infrastructure.

Objectives

A. Evaluate public infrastructure costs for various development types.
B. Educate residents about how their local tax dollars are being spent.
C. Ensure the construction of durable, high-quality infrastructure.
D. Promote orderly, compact growth.
E. Reduce surplus surface parking and continue working to provide flexible parking alternatives.

Policies

A. Continue to coordinate Planning and Zoning, Public Works, and other departments involved in the development process to assess infrastructure needs and development feasibility.
B. Steer peripheral growth towards priority areas already served by public utilities.
C. Promote infill development in areas with available service capacity.

Evaluation Metrics

- Number of infill projects
- Unit infrastructure costs (e.g., cost per acre or per household for water and sewer).

Community Voices

"We have too many parking lots everywhere."

PARKS, OPEN SPACE, & TRAILS

#1 Design and program parks, open space, and indoor recreation facilities for all-season use.

Objectives

A. Expand year-round programming and indoor activity areas at the Roosevelt Park Zoo.

B. Incorporate indoor and outdoor gathering spaces into new development.

C. Activate underutilized buildings with new recreational uses and programming.

Policies

A. Coordinate with the Parks and Recreation Department, School District, private groups, and other stakeholders to program and develop indoor and outdoor gathering spaces.

B. Promote flexible design of outdoor recreation areas and gathering spaces to support all-season use.

Evaluation Metrics

- Number of new recreational facilities designed for all-season use.
- Facility utilization data

Community Voices

Minot needs:

- "Indoor dog park."
- "Indoor sports complex."
- "Indoor skate park, children's museum, basically more indoor things for families."
- "Free indoor playgrounds like they have on the base."

Provide safe, equitable access to parks, open space, and trails throughout the community.

Objectives

A. Establish public parks/open space in underserved areas when opportunities arise.
B. Expand opportunities for community gardens and urban agriculture.
C. Increase trail connectivity between parks and open space.
D. Coordinate capital improvement planning the City and the Park District.
E. Provide public restrooms within downtown and in other public gathering places.

Policies

A. Pursue acquisition of parkland in areas planned for significant development or redevelopment.
B. Require right-of-way dedication for planned shared-use paths when subdivisions are platted.
C. Ensure future Park District master plans are well-coordinated with the City's Comprehensive Plan.

Evaluation Metrics

- Percentage of residential neighborhoods within a 1/2 mile of neighborhood parks
- Percentage of neighborhoods with 1 mile of community/regional parks

Community Voices

"Bike trails, fitness facilities, pickleball courts, pools, and parks would be greatly appreciated. There are places to go if you know where to look, but trail signage and updated establishments would be great."

#3 Activate the river – Support the river system, strengthen community connections to the river, and protect the community from future flood events.

Objectives

A. Expand public access to the river.
B. Improve wayfinding for public water access, trails, and amenities.
C. Reduce barriers to river navigation (e.g., remove dams, develop portage areas)
D. Engage the community to help restore the "dead loops" in the river.

Policies

A. Support Friends of the Souris, 1,000 Trees for Minot, and other community-supported initiatives.
B. Coordinate with the Service River Joint Board to identify and follow-up on opportunities to increase river access.

Evaluation Metrics

- Number of people using the river
- Number of activities/events programmed for the river
- Water quality/restoration of dead loops

Community Voices

Minot needs:
- "River greenspace tied to a thriving downtown."
- "A beautiful, artistic river walk."
- "A river system that you can kayak."
- "Business on the river. Restaurants that overlook the river. Trails along the River."

ECONOMIC DEVELOPMENT

#1 **Differentiate Minot through a special focus on quality-of-life amenities, making Minot a desirable location for business development and workforce attraction.**

Objectives

A. Implement community satisfaction survey on a periodic basis.
B. Expand public art throughout the community.
C. Provide public gathering spaces within downtown and other activity centers.
D. Coordinate city departments, the Chamber EDC, and other stakeholders to align planning efforts.
E. Expand street tree planting program.

Policies

A. Promote activities, events, and development opportunities that engage families and children.
B. Promote racial and cultural diversity in entrepreneurship.
C. Leverage public-private partnerships to incorporate community amenities and art within new developments.
D. Continue to promote a diversity of restaurants and shopping options.
E. Value placemaking improvements over ease-of-maintenance.
F. Consider greenways and river activation as major contributors to economic development.

Evaluation Metrics

- Community satisfaction survey results
- Visit Minot Data
- Linear feet of street trees/shade canopies

Focused Feedback

The definition of economic development has shifted from growth for growth's sake to a focus on quality-of-life improvements. The number of job openings in Minot indicate that growth is not the primary challenge; filling jobs is. Differentiating Minot's quality of life is a key strategy for workforce attraction.

#2 Promote continued development and revitalization within downtown.

Objectives

A. Improve and expand downtown market-rate housing to increase "feet on the street" and build a customer base. **Develop or restore 500 housing units in downtown by 2040.**

B. Consider appropriate locations for downtown housing including the vacated hospital and development above city-owned garages.

C. Increase the number of retail stores and restaurants in downtown and on Main Street. Add a grocery store to downtown.

D. Provide a public plaza within downtown.

E. Expand tree cover within downtown.

F. Improve the connection between downtown and the railway – create a sense of welcoming for travelers.

G. Improve bicycle/pedestrian connections between downtown and Minot State University.

Policies

A. Use the Renaissance Zone to improve existing housing stock and encourage the rehabilitation or redevelopment of substandard housing.

B. Provide zoning flexibility to promote rehabilitation and residential reuse of existing industrial warehousing and hospital structures in and near downtown.

C. Continue to leverage the façade improvement program to incentivize upgrades to building exteriors.

D. Consider adopting a downtown overlay zone to promote desired land use mix and/or design standards.

E. Encourage retail businesses within downtown to be open outside of normal 9 to 5 business hours.

Evaluation Metrics

- Number of new housing units within downtown (restoration or new construction)
- Number of downtown infill, vacancy, and upgrade improvements.
- Ratio of downtown LMI to market-rate housing units
- Number of trees planted/corridor segments completed

Community Voices

Downtown Minot needs:

- "green space"
- "a hotel or market"
- "outdoor plaza"
- "more stores that are open on weekends"
- "sidewalk dining"
- "public restrooms"

#3 Promote economic development through supportive land use and transportation planning.

Objectives

A. Provide an adequate supply of sites for a variety of employers to operate and grow.
B. Establish and preserve large tracts of land in areas identified for employment growth.
C. Preserve corridors for future arterials and collectors as identified in the Comprehensive Plan/Long Range Transportation Plan.
D. Complete a corridor study and alternatives evaluation for an arterial connection from the US 83 NW Bypass and Burdick Expressway south toward the new Trinity Health campus.

Policies

A. Promote recreational economic development within flood-protected areas.
B. Require context-sensitive complete streets design for arterials and collectors.
C. Coordinate roadway design with roadway functional characteristics, neighborhood character, and development context.
D. Utilize Tax Increment Financing (TIF) and other incentives to stimulate development or eliminate blight that supports the goals and objectives of the Comprehensive Plan.

Evaluation Metrics

- Available acreage for commercial and industrial
- Completion of corridor studies for SW Bypass and SE Bypass
- Development consistency with the land use plan

Focused Feedback

We need to improve communication with businesses on transportation improvements that impact them (e.g., access safety improvements)

#4 Develop workforce capacity for local employment opportunities.

Objectives

A. Work with job service partners to better align job training and placement programs.
B. Continue to develop access to high-quality childcare and early education.
C. Align city internship opportunities with educational pathways – engage Minot State University and Minot Public Schools.
D. Develop community training/continuing education opportunities for employees (e.g., financial training, leadership training).

Policies

A. Promote businesses that offer employment opportunities accessible to residents with varying skills and experience.

Evaluation Metrics

- Unemployment rate changes
- Job vacancies
- Job placement data

Focused Feedback

Explore opportunities to develop a technical college in Minot

Foster local businesses and startups.

Objectives

A. Continue to promote existing tools and programs, including the Renaissance Zone, Start Up Minot, tax increment financing (TIF), and the Façade Improvement Program.
B. Explore opportunities to repurpose the MAGIC Fund to expand utilization.
C. Support business incubators to reduce barriers to entry.

Policies

A. Maintain dedicated funding streams to support local businesses and startups.
B. Discourage land banking (holding properties vacant without making repairs).
C. Property tax assessment policies should not encourage long-term vacancies.
D. Devote resources to local, sustainable businesses.

Evaluation Metrics

- Number of startups per year
- Business retention rate
- Tax revenue
- Usage of available programs and funding mechanisms

Focused Feedback

We need to benchmark the current number of local businesses and set short-term goals – i.e., one-, three-, and five-year milestones to make sure we're on track.

#6 Support core industries through development that leverages local advantages and economic strengths.

Objectives

A. Continue to support Minot's economic base and develop around the community's locational advantages.
B. Draw high-end business park development that attracts medical, energy, knowledge-based, and value-added agricultural businesses to Minot.

Policies

A. Prioritize economic investment based on the comprehensive plan.
B. Leverage city-owned properties for economic development.
C. Actively promote the Industrial Park and provide the necessary infrastructure for prospective businesses.
D. Support job growth that provides living wages, benefits, and employment stability.
E. Ensure housing supply is available in time for the Sentinel construction.

Evaluation Metrics

- Job creation
- Property valuations/tax base
- Sales tax
- Number of new developments
- Household income gains

Focused Feedback

We need to continue to communicate with core businesses in the community to explore potential public-private partnerships and identify the best ways the city can support their development goals.

COMMUNITY CHARACTER & AESTHETICS

#1 Improve the aesthetics of highway entry corridors, arterials, and collectors.

Objectives

A. Develop a unique, coordinated highway aesthetic that welcomes visitors and conveys a sense of arrival.
B. Reinforce primary intersections with landscaping, lighting, signage, and pedestrian crossing enhancements.
C. Explore opportunities to add landscaping to medians.
D. Expand landscaping to screen views to highway-adjacent commercial and industrial properties.

Policies

A. Require a higher standard of urban design, landscaping, and overall right-of-way aesthetics for major highway entry corridors, arterials, and collector roadways; coordinate planning efforts with NDDOT.
B. Create a gateway corridor overlay zone that applies to development fronting the City's US highway entryways, arterials, and collectors that applies heightened landscaping and building standards to new development.

Evaluation Metrics

- Completion of corridor improvement plans
- Number of completed corridor-related projects
- Number of gateway improvements

Focused Feedback

Highway entry corridors should convey an aesthetic that is uniquely Minot – Suggested themes to emphasize include wild prairie, wild flowers, and unique architecture.

#2 Coordinate development design within neighborhoods and corridors.

Objectives

A. Support complementary building types, massing, orientation, and façade treatments within targeted areas.
B. Encourage design concepts that reinforce neighborhood identity.
C. Ensure the character and scale of infill development are compatible with the existing neighborhood.
D. Proactively engage neighborhood stakeholders in the development design process.
E. Monitor best practices from peer communities.

Policies

A. Continue to emphasize master planning and the planned unit development (PUD) process to achieve coordinated development design.
B. Design local streets in a manner that provides good interconnectivity as well as connectivity to adjacent properties.

Evaluation Metrics

- Level of community engagement in planning activities
- Number of master planned developments
- Adoption of a form-based code or improved design standards

Community Voices

Minot Needs:

- "Nice updated/ new commercial buildings."
- "More attractive storefronts."
- "Organized neighborhoods that seem planned out and not so haphazard."

North Hill Center development concept (Planforce Architecture + Design)