



**Horace Park Board Meeting
Monday, December 22, 2025 – 5:30 P.M.
Horace Meeting House – 7951 Jack's Way #116**

Meeting Items

1. **Call to Order**
2. **Approve Order of Agenda**
3. **Approve Minutes** – November 24, 2025 (2 – 3)

Consent Agenda

1. **Bills** – \$2,505.23 (4 – 5)
2. **Financial Report** (6 – 12)

Regular Agenda

1. **Recognition of Audience / Public Comment**
2. **Horace Baseball Field Request** – Derek Werner (13)
3. **West Fargo Baseball Field Request** – Todd Rheault (14)
4. **Initial Resolution for Issuance of \$3,795,000 General Obligation Special Assessment Prepayment Bonds Series 2026** – Germundson (15 – 20)
5. **CCIP Review** – Dave Wiosna (21 – 56)
6. **Engineering Report** – Dahlman
7. **Board Member Reports**
8. **Non-Agenda**
9. **Adjourn**



The Horace Park Board met at 5:30 p.m. on Monday, November 24, 2025 at the Horace Meeting House. President Frank called the meeting to order. Present were Jason Olsen, Shannon Kist, Paige Shockman, and Wade Frank. Alex Kjelland was not present.

Meeting Items

Motion: Approve the Order of the Agenda.

1st Motion: Commissioner Shockman

2nd Motion: Commissioner Olsen

Action Taken: Motion carried. No opposition.

Motion: Approve October 27, 2025 Minutes.

1st Motion: Commissioner Olsen

2nd Motion: Commissioner Kist

Action Taken: Motion carried. No opposition.

Consent Agenda

Motion: Approve Bills (\$143,456.35), Financial Report, and Southdale Farms Park Lot Grading Estimate No. 1.

1st Motion: Commissioner Kist

2nd Motion: Commissioner Shockman

Action Taken: Motion carried. No opposition.

Recognition of Audience / Public Comment

No public comment.

Horace Baseball Club Field Request

Derek Werner discussed the creation of a new baseball association based in Horace. Mr. Werner requested use of Lions Park for 2026 (April – July). Clerk Germundson said West Fargo Baseball has been long term renter of Lions Park. No action taken.

Cub Creek Park Revised Concept Review

Park Engineer Dahlman reviewed the concepts. Splash pad originally designated, but not high priority per community feedback. No action taken

CCIP Review

President Frank commented on updates to the south park area, county land, and large school parcel. Further discussion next month.



Engineering Report

Park Engineer Dahlman discussed the Southdale Farms Park lot grading project.

Board Member Reports

Nothing to report.

Non-Agenda Items

Nothing to report.

Meeting adjourned 6:16 p.m.

President Wade Frank

Clerk Justin Germundson

* ... Over spent expenditure

Claim/ Check	Vendor #/Name/ Invoice #/Inv Date/Description	Document \$/ Line \$	Disc \$	PO #	Fund	Org	Acct	Object	Proj	Cash Account
736	1 Cass County Electric 83279 12/05/25 freed 160739 12/05/25 independence 1085070 12/05/25 lions 1172715 12/05/25 meadowl ark	569.63 318.00 23.15 30.00 198.48		4030 4030 4030 4030	451200 451200 451200 451200		351 351 351 351		101000 101000 101000 101000	
	Total for Vendor:	569.63								
733	22 City of Horace 11096-00 12/01/25 service; freed 11052-00 12/03/25 service; freed 44227-00 12/03/25 service; meadowl ark	224.44 96.10 76.18 52.16		4030 4030 4030	451200 451200 451200		351 351 351		101000 101000 101000	
	Total for Vendor:	224.44								
737	120 Paul Hankel 6 12/18/25 social media management	1,000.00 1,000.00*		4030	451000		109		101000	
	Total for Vendor:	1,000.00								
734	9 West Fargo Park District offi ce/supplies; 4th qtr	500.00 500.00		4030	451000		210		101000	
	Total for Vendor:	500.00								
735	64 Xcel Energy 955235315 12/02/25 8873 lost river n; gas 955237141 12/02/25 8873 lost river s; gas	211.16 85.14 126.02		4030 4030	451200 451200		351 351		101000 101000	
	Total for Vendor:	211.16								
	# of Claims	5	Total:	2,505.23		# of Vendors	5			

12/19/25
07: 37: 07

HORACE PARKS
Fund Summary for Claims
For the Accounting Period: 12/25

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Fund/Account	Amount
4030 GENERAL FUND 101000 Cash Account	2,505.23
Total:	2,505.23

4030 GENERAL FUND

Account Object	Description	Current Year				Last Year	
		Current Month	Current YTD	Budget	Variance	Prior Year Month	Prior Year YTD
Revenue							
310001 Property Taxes	5,202.76	256,862.16	271,326.00	-14,463.84	5,292.90	231,617.11	
335600 State Aid	6,240.80	53,847.54	44,000.00	9,847.54	5,046.46	42,888.01	
340001 Recreation Programs		23,605.88	16,000.00	7,605.88		19,177.09	
340005 Field Fees		6,540.00	3,000.00	3,540.00		4,180.00	
340010 Miscellaneous		1,814.32	1,000.00	814.32		1,144.90	
Total	11,443.56	342,669.90	335,326.00	7,343.90	10,339.36	299,007.11	
Expenses							
451000 ADMINISTRATION							
109 Staff Wages	1,000.00	7,000.00	5,000.00	-2,000.00			
111 Board Wages		7,500.00	10,000.00	2,500.00		5,850.00	
112 Clerk Wages	1,096.81	14,687.74	13,000.00	-1,687.74	840.00	11,506.25	
210 Technology	500.00	9,607.47	13,000.00	3,392.53	208.08	9,089.29	
220 Payroll Taxes	300.61	4,735.27	9,000.00	4,264.73	271.57	4,315.69	
321 Insurance		9,431.45	12,000.00	2,568.55		8,194.50	
369 Audit	4,000.00	18,128.36	5,000.00	-13,128.36			
380 Miscellaneous	66.00	5,811.90	8,000.00	2,188.10	41.73	3,845.35	
890 Transfer Out			20,000.00	20,000.00			
Total Account	6,963.42	76,902.19	95,000.00	18,097.81	1,361.38	42,801.08	
451200 PARK							
109 Staff Wages	2,833.00	28,554.75	47,000.00	18,445.25	2,447.25	23,517.25	
351 Utilities	1,064.87	14,894.31	20,000.00	5,105.69	719.60	7,834.78	
420 Operations	1,689.69	14,204.36	15,000.00	795.64	345.91	7,023.77	
424 Gas / Oil		1,514.05	4,000.00	2,485.95	201.18	1,933.38	
427 Repairs		5,192.36	7,000.00	1,807.64		4,611.88	
494 Bldgs / Grounds	639.16	25,410.63	27,000.00	1,589.37	2,192.15	20,637.05	
495 Herbicide		13,644.00	15,000.00	1,356.00			
641 Equipment		23,360.00	25,000.00	1,640.00		22,759.00	
Total Account	6,226.72	126,774.46	160,000.00	33,225.54	5,906.09	88,317.11	
451400 RECREATION							
109 Staff Wages		46,572.26	50,000.00	3,427.74	262.50	15,465.29	
500 Supplies	58.44	13,177.41	15,000.00	1,822.59	574.47	8,873.15	
505 Special Events		16,233.65	15,000.00	-1,233.65		4,662.96	
Total Account	58.44	75,983.32	80,000.00	4,016.68	836.97	29,001.40	
Total	13,248.58	279,659.97	335,000.00	55,340.03	8,104.44	160,119.59	
Net Income from Operations	-1,805.02					2,234.92	
		63,009.93					

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07:45:08

HORACE PARKS
Income Statement - Comparison to Prior Year
For the Accounting Period: 11 / 25

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4030 GENERAL FUND

Account Object	Description	Current Year				Last Year	
		Current Month	Current YTD	Budget	Variance	Prior Year Month	Prior Year YTD
	Net Income	-1,805.02	63,009.93			2,234.92	138,887.52

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HORACE PARKS
Income Statement - Comparison to Prior Year
For the Accounting Period: 11 / 25

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4050 SPECIAL ASSESSMENTS

Account Object	Description	Current Year			Last Year	
		Current Month	Current YTD	Budget	Prior Year Month	Prior Year YTD
Revenue						
310001	Property Taxes		99,419.51	106,941.00	-7,521.49	81,290.05
335202	Repayment					4,447.95
	Total	0.00	99,419.51	106,941.00	-7,521.49	85,738.00
Expenses						
470000	INTERGOVERNMENTAL					
630	Special Assessments		134,129.54	106,500.00	-27,629.54	84,653.86
	Total Account		134,129.54	106,500.00	-27,629.54	84,653.86
	Total	0.00	134,129.54	106,500.00	-27,629.54	84,653.86
Net Income from Operations						
			-34,710.03			1,084.14
	Net Income	0.00			0.00	1,084.14
			-34,710.03			

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HORACE PARKS
Income Statement - Comparison to Prior Year
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4060 RECREATION FUND

Account Object	Description	Current Year			Last Year	
		Current Month	Current YTD	Budget	Prior Year Month	Prior Year YTD
Revenue						
310001	Property Taxes	3,971.56	196,632.38	209,680.00	-13,047.62	3,787.57
						165,539.22
	Total	3,971.56	196,632.38	209,680.00	-13,047.62	3,787.57
						165,539.22
Expenses						
451000	ADMINISTRATION					
631	Improvements					
	Total Account					
						64,057.79
	Total	0.00	144,882.00	209,000.00	64,118.00	48,257.79
						64,057.79
Net Income from Operations		3,971.56			-44,470.22	
			51,750.38			101,481.43
Net Income		3,971.56			-44,470.22	
			51,750.38			101,481.43

Fund/Account	Beginning Balance	Received	Transfers In	Disbursed	Transfers Out	Ending Balance
4030 GENERAL FUND						
101000 Cash Account	66,567.48	11,443.56	0.00	704.74	12,543.84	64,762.46
4050 SPECIAL ASSESSMENTS						
101000 Cash Account	-22,641.62	0.00	0.00	0.00	0.00	-22,641.62
4060 RECREATION FUND						
101000 Cash Account	56,615.02	3,971.56	0.00	0.00	0.00	60,586.58
5000 SOUTHDALE FARMS						
101000 Cash Account	12,555.67	0.00	0.00	0.00	75,498.73	-62,943.06
5011 MEADOWLARK PARK DS						
101000 Cash Account	101,620.61	0.00	0.00	0.00	0.00	101,620.61
5021 TERRA GARDENS DS						
101000 Cash Account	116,040.47	0.00	0.00	0.00	300.00	115,740.47
5030 CUB CREEK PARK						
101000 Cash Account	65,450.00	0.00	0.00	0.00	0.00	65,450.00
5040 FREED PARK DS						
101000 Cash Account	2,815,149.01	0.00	0.00	2,613,750.00	23,165.75	178,233.26
5041 FREED PARK C						
101000 Cash Account	159,216.99	0.00	0.00	0.00	0.00	159,216.99
5050 INDEP PARK DS						
101000 Cash Account	50,133.41	8,187.68	0.00	0.00	0.00	58,321.09
5051 INDEP PARK C						
101000 Cash Account	0.00	0.00	0.00	0.00	93,245.95	-93,245.95
7910 Payroll Clearing						
101000 Cash Account	560.02	0.00	4,230.42	4,209.09	0.00	581.35
7930 Claims Clearing						
101000 Cash Account	63.50	0.00	200,523.85	141,984.35	0.00	58,603.00
8000 CAPITAL IMPROVEMENTS						
101000 Cash Account	571,655.24	5,548.69	0.00	0.00	0.00	577,203.93
9000 GENERAL FUND RESERVES						
101000 Cash Account	200,000.00	0.00	0.00	0.00	0.00	200,000.00
Totals		4,192,985.80	29,151.49	204,754.27	2,760,648.18	204,754.27
						1,461,489.11

*** Transfers In and Transfers Out columns should match, with the following exceptions:

- 1) Cancelled electronic checks increase the Transfers In column. Disbursed column will be overstated by the same amount and will not balance to the Redeemed Checks List.
- 2) Payroll Journal Vouchers including local deductions with receipt accounting will reduce the Transfers Out column by the total amount of these checks.

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07: 47: 17

HORACE PARKS
Check Register
For the Accounting Period: 11/25

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Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
2705	S	1 Cass County Electric	436.64	11/18/25	11/25	CL 729	436.64
2706	S	22 City of Horace	540.60	11/18/25	11/25	CL 722	540.60
2707	S	36 Interstate Engineering	111977.18	11/18/25	11/25	CL 728	111977.18
2708	S	53 Jiffy Jon's	492.00	11/18/25	_____	CL 730	492.00
2709	S	120 Paul Hankel	1000.00	11/18/25	_____	CL 724	1000.00
2710	S	39 PFM Financial Advisors	22565.75	11/18/25	11/25	CL 720	22565.75
2711	S	45 UMB Bank c/o Trust Dept	600.00	11/18/25	11/25	CL 721	600.00
2712	S	9 West Fargo Park District	1756.55	11/18/25	11/25	CL 727	1756.55
2713	S	113 Widmer Roel	4000.00	11/18/25	11/25	CL 725	4000.00
2714	S	64 Xcel Energy	87.63	11/18/25	11/25	CL 723	87.63
2715	S	55 Dirt Dynamics	56767.50	11/25/25	_____	CL 731	56767.50
2716	S	45 UMB Bank c/o Trust Dept	300.00	11/25/25	_____	CL 732	300.00

Total for Claim Checks 200523.85
Count for Claim Checks 12

* denotes missing check number(s)

of Checks: 12 Total: 200523.85

Fund/Account	Amount
4030 GENERAL FUND	
101000 Cash Account	8, 313. 42
5000 SOUTHDALE FARMS	
101000 Cash Account	75, 498. 73
5021 TERRA GARDENS DS	
101000 Cash Account	300. 00
5040 FREED PARK DS	
101000 Cash Account	23, 165. 75
5051 INDEP PARK C	
101000 Cash Account	93, 245. 95
Total:	200,523.85

Justin Germundson

From: Derek Werner <derekfargofitlife@gmail.com>
Sent: Wednesday, December 17, 2025 8:44 AM
To: Justin Germundson
Subject: Horace Baseball

Justin, could you please put Horace Baseball on the agenda for the Horace Park board meeting on the 22nd please. We will be finalizing our presentation tp the board for field space at Lions Park.

Justin Germundson

From: Todd Rheault <todd.rheault@youradv.com>
Sent: Tuesday, November 25, 2025 9:02 AM
To: Justin Germundson
Cc: office@westfargobaseball.com
Subject: horace parks meeting

Justin can you please put West Fargo Baseball on the Horace Park District Meeting December 22nd Thanks!

Todd Rheault
E: todd.rheault@youradv.com
P: 701-361-7545
yourADV.com



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Justin Germundson

From: John T. Shockley <JShockley@OhnstadLaw.com>
Sent: Thursday, December 18, 2025 3:40 PM
To: Justin Germundson; Anne Wuollet
Cc: Carol A. Stillwell
Subject: \$3,795,000 General Obligation Special Assessment Prepayment Bonds, Series 2026
Attachments: Initial Resolution - Horace Park - GO Special Assess Prepay Bonds 2026.pdf

Good afternoon, Justin and Anne

Please find attached the initial resolution for the Horace Park District's issuance of its \$3,795,000 General Obligation Special Assessment Prepayment Bonds, Series 2026. Please note that attached to the resolution as an exhibit is the notice of request for bids. Please let me know if you have any questions.

(Anne please let us know if you need us to send your the notice of sale as a separate document)

Kind regards

John T. Shockley
Attorney at Law and Nationally Recognized Bond Counsel
Ohnstad Twichell, PC
444 Sheyenne Street, Suite 102
P.O. Box 458
West Fargo, ND 58078-0458
TEL (701) 282-3249
FAX (701) 282-0825



OhnstadTwichell

attorneys

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Proposed assessment cash flow				Proposed prepayment bonds				Gross Annual Savings		PV Savings @ Arb Yield 3.534097%	
	Principal	Interest	Total		Principal	Interest	Total				
5/1/2026	\$ 92,447.11	\$ 240,315.95	\$ 332,763.06		\$ 245,000.00	\$ 30,085.00	\$ 275,085.00		\$ 57,678.06	\$ 55,687.75	
5/1/2027	96,682.48	234,831.61	331,514.09		120,000.00	151,850.00	271,850.00		59,664.09	55,660.39	
5/1/2028	101,192.55	229,072.56	330,265.11		125,000.00	145,850.00	270,850.00		59,415.11	55,428.11	
5/1/2029	105,995.19	223,021.01	329,016.20		135,000.00	139,600.00	274,600.00		54,416.20	50,764.65	
5/1/2030	111,109.50	216,657.72	327,767.22		140,000.00	132,850.00	272,850.00		54,917.22	51,232.05	
5/1/2031	116,555.82	209,962.47	326,518.29		145,000.00	125,850.00	270,850.00		55,668.29	51,932.72	
5/1/2032	122,355.81	202,913.54	325,269.35		155,000.00	118,600.00	273,600.00		51,669.35	48,202.13	
5/1/2033	128,532.66	195,487.75	324,020.41		165,000.00	110,850.00	275,850.00		48,170.41	44,937.98	
5/1/2034	135,110.94	187,660.55	322,771.49		170,000.00	102,600.00	272,600.00		50,171.49	46,804.78	
5/1/2035	142,116.86	179,405.61	321,522.47		180,000.00	95,800.00	275,800.00		45,722.47	42,654.31	
5/1/2036	149,578.42	170,695.13	320,273.55		185,000.00	88,600.00	273,600.00		46,673.55	43,541.57	
5/1/2037	157,525.46	161,499.15	319,024.61		190,000.00	81,200.00	271,200.00		47,824.61	44,615.38	
5/1/2038	165,989.64	151,786.02	317,775.66		200,000.00	73,600.00	273,600.00		44,175.66	41,211.29	
5/1/2039	175,005.21	141,521.77	316,526.98		205,000.00	65,600.00	270,600.00		45,926.98	42,845.09	
5/1/2040	182,281.92	130,670.31	312,952.23		215,000.00	57,400.00	272,400.00		40,552.23	37,831.01	
5/1/2041	184,547.32	119,328.99	303,876.31		225,000.00	48,800.00	273,800.00		30,076.31	28,058.07	
5/1/2042	190,900.71	107,720.23	298,620.94		235,000.00	39,800.00	274,800.00		23,820.94	22,222.46	
5/1/2043	196,941.21	95,641.06	292,582.27		245,000.00	30,400.00	275,400.00		17,182.27	16,029.27	
5/1/2044	200,079.42	83,113.58	283,193.00		250,000.00	20,600.00	270,600.00		12,593.00	11,747.96	
5/1/2045	203,559.75	70,187.71	273,747.46		265,000.00	10,600.00	275,600.00		(1,852.54)	(1,728.23)	
5/1/2046	216,931.75	56,815.77	273,747.52		-	-	-		273,747.52	255,377.95	
5/1/2047	230,248.60	42,562.26	272,810.86		-	-	-		272,810.86	254,504.14	
5/1/2048	228,217.47	27,408.27	255,625.74						255,625.74	238,472.21	
5/1/2049	193,269.31	12,369.23	200,909.16		-	-	-		200,909.16	187,427.34	
Total	\$ 3,827,175.11	\$ 3,490,648.25	\$ 7,313,093.98		\$ 3,795,000.00	\$ 1,670,535.00	\$ 5,465,535.00		\$ 1,847,558.98	\$ 1,725,460.39	

Commissioner _____ introduced the following resolution and moved its adoption:

**INITIAL RESOLUTION FOR THE ISSUANCE OF \$3,795,000
GENERAL OBLIGATION SPECIAL ASSESSMENT PREPAYMENT BONDS,
SERIES 2026**

WHEREAS, the Park District of the City of Horace, North Dakota (the “District”) owns property with outstanding special assessments; and

WHEREAS, the District has determined that through the issuance of General Obligation Special Assessment Prepayment Bonds it can prepay all current and outstanding special assessments on properties that it owns; and

WHEREAS, the District has determined that, for the foregoing reasons, it is in the best interests of the District to issue General Obligation Special Assessment Prepayment Bonds for the purpose of prepaying the outstanding special assessments; and

WHEREAS, pursuant to N.D.C.C. § 21-03-07(10), the District is not required to hold an election for General Obligation Special Prepayment Bonds issued for prepaying the outstanding special assessments on property owned by the District; and

WHEREAS, pursuant to N.D.C.C. § 21-03-14, General Obligation Bonds issued pursuant to N.D.C.C. § 21-03-07(10) which do not require an election must be instituted by a resolution of the governing board of the District containing the facts required for an initial resolution as prescribed by N.D.C.C. § 21-03-09.

BE IT RESOLVED by the District that it is necessary and expedient for the Park District to issue its \$3,795,000 General Obligation Special Assessment Prepayment Bonds, Series 2026 (the “Bonds”) as hereinafter described:

1. The maximum amount of bonds proposed to be issued is \$3,795,000.
2. The proposed purpose for which the Bonds are proposed to be issued is to provide funds to prepay outstanding special assessments levied against Park District property pursuant to North Dakota Century Code Section 21-03-07(10).
3. Pursuant to North Dakota Century Code Section 21-03-07(10), the District is not required to hold an election prior to issuing the Bonds.
4. The assessed valuation of all taxable property in the Park District for the year 2025, as defined in Section 21-03-01 of the North Dakota Century Code is \$546,217,361.
5. The outstanding General Obligation bonded indebtedness of the District is \$0.

6. The amount of outstanding bonds of the District issued for a similar purpose is \$5,209,655. Provided that said outstanding bonds are Refunding Improvement Bonds and are not a general obligation of the District.

BE IT FURTHER RESOLVED by the District that upon adoption of this resolution the District will engage PFM as its Financial Advisor and Ohnstad Twichell, P.C., as its bond counsel to assist in the preparation of a Preliminary Official Statement and to proceed with the sale of the \$3,795,000 General Obligation Special Assessment Prepayment Bonds, Series 2026.

BE IT FURTHER RESOLVED by the District that the Clerk is hereby directed and authorized to publish the notice of sale attached as Exhibit A to this resolution calling for bids for the purchase of the \$3,795,000 General Obligation Special Assessment Prepayment Bonds, Series 2026 in *The Forum* the official newspaper of the District in accordance with N.D.C.C. § 21-03-26.

Dated this ____ day of December, 2025.

President

ATTEST:

Clerk

The motion for the adoption of the foregoing resolution was duly seconded by Commissioner _____. Upon roll call vote the following Commissioners voted aye: _____. The following Commissioners voted nay: _____. The following Commissioners were absent and not voting: _____. Whereupon said resolution was declared duly passed and was signed by the President and attested by the Clerk.



December 18, 2025

Sale Memorandum

To: Kathryn McNamara, Ohnstad Twichell, P.C. (701) 707-0310
kmcnamara@OhnstadLaw.com

From: Anne Wuollet, PFM Financial Advisors LLC (612) 371-3723
wuolleta@pfm.com

C.C.: Justin Germundson, Horace Park District (701) 551-7119
justin@wfparks.org

Re: **Horace Park District, North Dakota**
\$3,795,000⁽¹⁾ General Obligation Special Assessment Prepayment Bonds, Series 2026

50 South Sixth Street
Suite 2250
Minneapolis, MN 55402
612.338.3535

pfm.com

PURPOSE: The Bonds will be issued to provide funds to (i) prepay special assessments levied on the Park District and (ii) the costs associated with the issuance of the bonds.

PRICE: Not less than \$3,757,050 (99.0% of par)

SALE: On Monday, January 26, 2026 at 11:00 A.M. Central Time

SALE METHOD: Electronic submitted bids or through Parity

DATED: February 25, 2026

DUE: May 1, as follows:

<u>Year</u>	<u>Amount⁽¹⁾</u>	<u>Year</u>	<u>Amount⁽¹⁾</u>
2026	\$ 245,000	2036	\$ 185,000
2027	120,000	2037	190,000
2028	125,000	2038	200,000
2029	135,000	2039	205,000
2030	140,000	2040	215,000
2031	145,000	2041	225,000
2032	155,000	2042	235,000
2033	165,000	2043	245,000
2034	170,000	2044	250,000
2035	180,000	2045	265,000

INTEREST: On each May 1 and November 1, commencing May 1, 2026. Interest will be computed on a 360-day year, 30-day month basis, to the owners of record as of the close of business on the fifteenth of the immediately preceding month.

SENSITIVITY: The Park District reserves the right to adjust the total par size and individual maturities in multiples of \$5,000.

⁽¹⁾ Preliminary, subject to change.



CALL FEATURE:	The Bonds maturing on May 1, 2033 and thereafter are subject to redemption on May 1, 2032 and any date thereafter at a price of par plus accrued interest to the redemption date.
TERM BOND OPTION:	Bids for the Bonds may contain a maturity schedule providing for any combination of serial bonds and term bonds, subject to mandatory redemption, so long as the amount of principal maturing or subject to mandatory redemption in each year conforms to the maturity schedule set forth above.
RATE:	One rate per maturity expressed in integral multiples of 1/20 or 1/8 of 1% in ascending order. All Bonds of the same maturity shall bear a single uniform rate from date of issue to maturity. Each bid must be for the entire principal amount of the Bonds.
DENOMINATION:	\$5,000 or integral multiple thereof.
AWARD METHOD:	Based on True Interest Cost.
QUALIFIED TAX-EXEMPT OBLIGATIONS:	The Bonds will be designated as qualified tax-exempt obligations.
FORM:	The Bonds will be issued as full book-entry securities.
PAYING AGENT:	UMB Bank, Minneapolis, Minnesota
CUSIP NUMBERS:	The Park District will assume no obligation for the assignment of CUSIP numbers on the Bonds or for the correctness of any numbers printed thereon, but will permit such printing to be done at the expense of the purchaser, if the purchaser waives any extension of the time of delivery caused thereby.
GOOD FAITH DEPOSIT:	\$38,000
DELIVERY:	February 25, 2026
ACTION:	Please prepare necessary resolutions, a form of legal opinion, continuing disclosure certificate (limited), issue price certificate and forward to the Park District and to PFM Financial Advisors LLC.



Agenda Item

From Dave Wiosna <Dave.Wiosna@interstateeng.com>

Date Wed 12/17/2025 10:56 AM

To Justin Germundson <justin@horaceparks.org>

Cc Jim Dahlman <Jim.Dahlman@interstateeng.com>

2 attachments (8 MB)

Horace Parks Capital & Cyclical Improvement Plan - DRAFT.pdf; ER2500063_Horace CCIP_091725.pdf;

Good morning Justin,

I would like to add to the agenda for next Monday that Interstate will be reviewing the Horace Parks CCIP.

Thanks

Dave Wiosna, AICP

Planning Manager

Interstate Engineering

p: (701) 515.3206 c: (701) 610.6463

a: 574 Main Street, Suite A, Horace, ND 58047

w: interstateeng.com

HORACE PARKS

CAPITAL & CYCLICAL IMPROVEMENT PLAN



DRAFT 2025



SECTION 1

COMMUNITY NEEDS ASSESSMENT REVIEW

OVERVIEW

The results of the Horace Parks Community Needs Assessment were reviewed to help determine park, facility, and recreational priorities and gauge public sentiment regarding parks and facilities in the Horace Parks District (HPD). The survey packet was sent to all households within Horace city limits and within half a mile of city limits. A total of 308 households in the sampling area completed the survey. The results have a margin of error of $\pm 4.9\%$ at a 95% confidence level, meaning the findings are statistically reliable within 4.9 percentage points, 95 times out of 100.

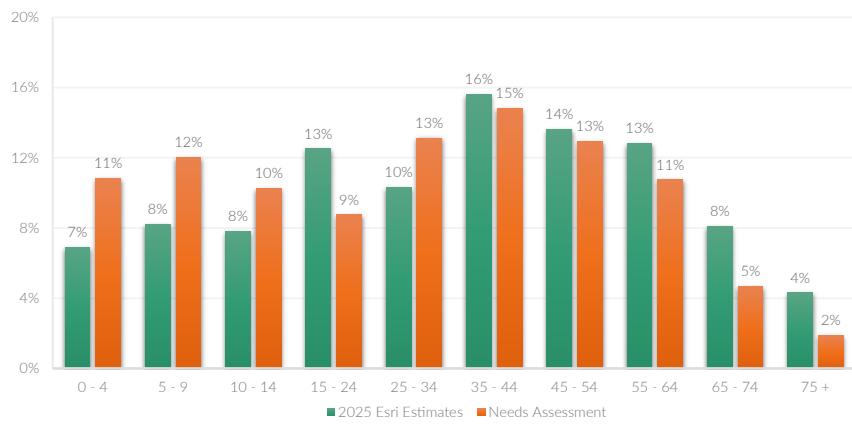
The results of that survey are summarized in the following pages.

DEMOGRAPHICS

Demographic data were collected for the Needs Assessment and compared to 2025 estimates produced by Esri. The demographics of the Needs Assessment results mostly aligned with population estimates for Horace but with a greater proportion of age groups under 15 years of age and lower proportion of age groups 35 years of age and older. Most responses to the Needs Assessment (86%) lived within Horace city limits, while the remainder lived within $\frac{1}{2}$ mile. The gender identity of survey respondents was nearly equal.

Demographic data from the survey and from Esri estimates help to determine parks and facilities needs for the community. Parks facilities should be developed to cater to existing and potential future users. While results from the survey would suggest a greater need for facilities geared towards younger age groups, Esri estimates counter this finding, with higher proportions of 15-24 year-olds and all age groups 35 and older.

HOUSEHOLD AGE DISTRIBUTION



SURVEY DEMOGRAPHIC RESULTS INDICATE THAT PRIORITY SHOULD BE PLACED ON YOUNGER AGE GROUPS, WHILE OTHER DATA SOURCES ARE MORE EVENLY DISTRIBUTED.

PRIORITY PARKS

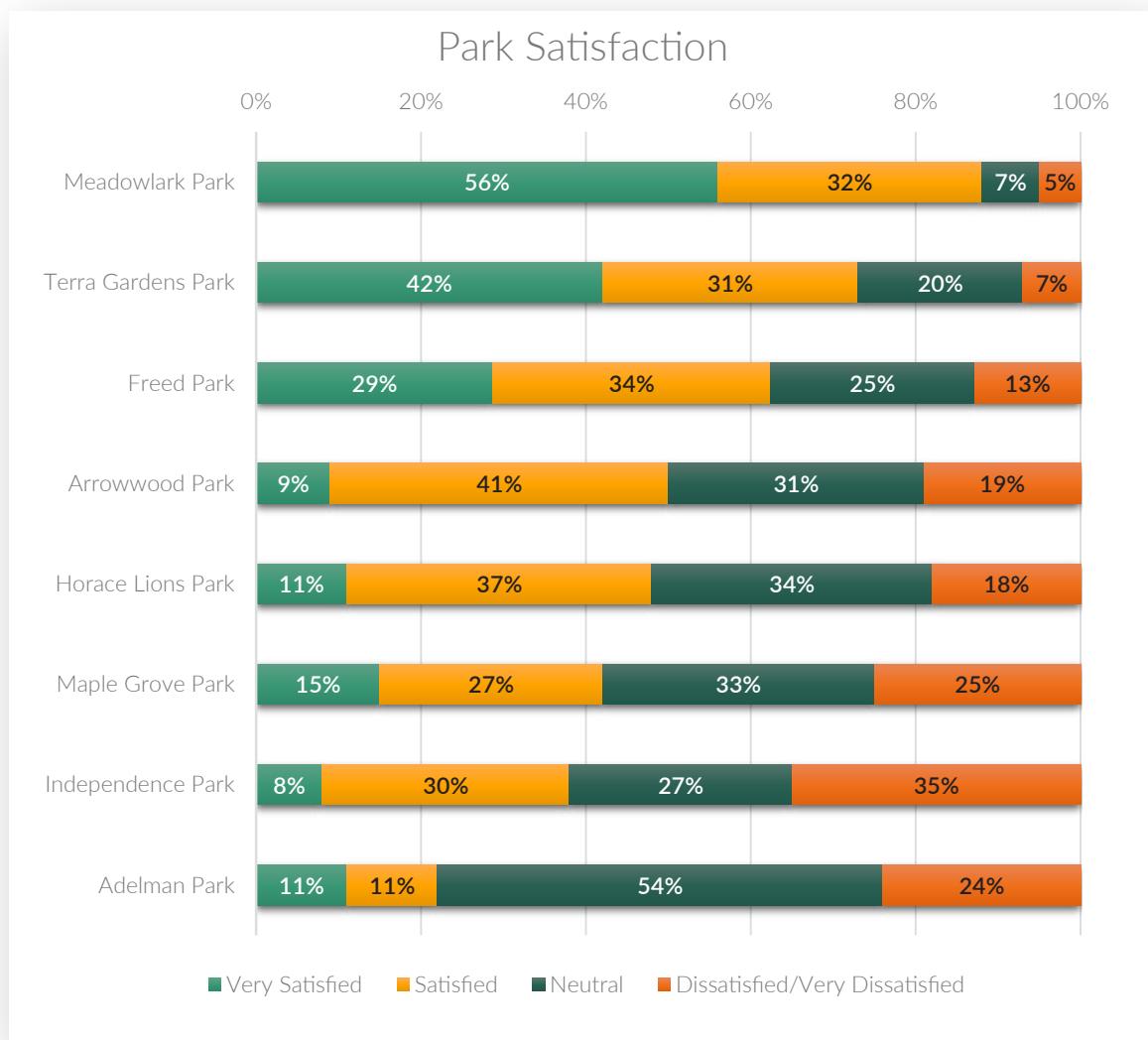
Needs assessment survey respondents were asked to rank HPD parks and facilities based on their importance and satisfaction. The Importance/Satisfaction (I-S) Rating is a tool that allows public officials to better understand both highly important criteria for each of the services they are providing. The rating is based on the concept that agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the satisfaction is relatively low, and the perceived importance of the service is relatively high.

Those parks and facilities that fall within the “High Priority” category (0.10 to 0.20) should receive an increased emphasis, while the “Medium Priority” items (< 0.10) should maintain current levels of emphasis. The parks and facilities that should receive the highest priority for improvement(s) are Horace Lions Park, Independence Park, and Freed Park. The project to redesign Independence Park was underway at the time of the survey, so I-S ratings for that park reflect the status of the park prior to any reconstruction. Horace Park District anticipated the need to update Independence Park, which the survey confirmed.

Despite reconstruction in 2024, Freed Park also scored highly on the I-S rating. Freed Park had the second highest importance rating of all parks, and respondents were 63% satisfied with the park, resulting in the third highest overall I-S rating. It is unclear if respondents were relatively unsatisfied with Freed Park’s new amenities or if they were responding to conditions that existed prior to reconstruction. It is also possible that respondents valued Freed Park highly but were unsatisfied with the results of the reconstruction. For example, one respondent stated dissatisfaction at the removal of the skate park, likely affecting their overall rating. Although Freed Park was recently reconstructed, HPD should continue to prioritize this park as it is considered one of the most important by residents.

HORACE PARK DISTRICT SHOULD PRIORITIZE IMPROVING HORACE LIONS PARK, PROCEED WITH THE DESIGN AND RECONSTRUCTION OF INDEPENDENCE PARK, AND CONTINUE TO PRIORITIZE FREED PARK, DESPITE RECENT IMPROVEMENTS.





I-S ratings help with prioritizing recommendations in terms of capital, operations and maintenance, and replacement investments.

Overall, respondents were satisfied or neutral with each park. Fifty percent (50%) or more of respondents reported Meadowlark, Terra Gardens, Freed, and Arrowwood as very satisfied or satisfied. Respondents were most dissatisfied with Independence, Maple Grove, and Adelman Park, with 54% of respondents feeling neutral about Adelman Park. These results excluded respondents who said they “haven’t used” the park.



WHILE INVESTING IN FACILITIES WITH HIGH PIR SCORES WILL HAVE THE GREATEST IMPACT, MEDIUM PRIORITY ITEMS CAN OFTEN BE MORE EASILY ACHIEVED.

FACILITY & AMENITY PRIORITIES

Understanding these needs helps to align HPD's strategies to better serve the diverse interests and desires of residents. The goal is to develop and enhance parks and recreation services to meet the evolving needs of the community within a context-sensitive approach.

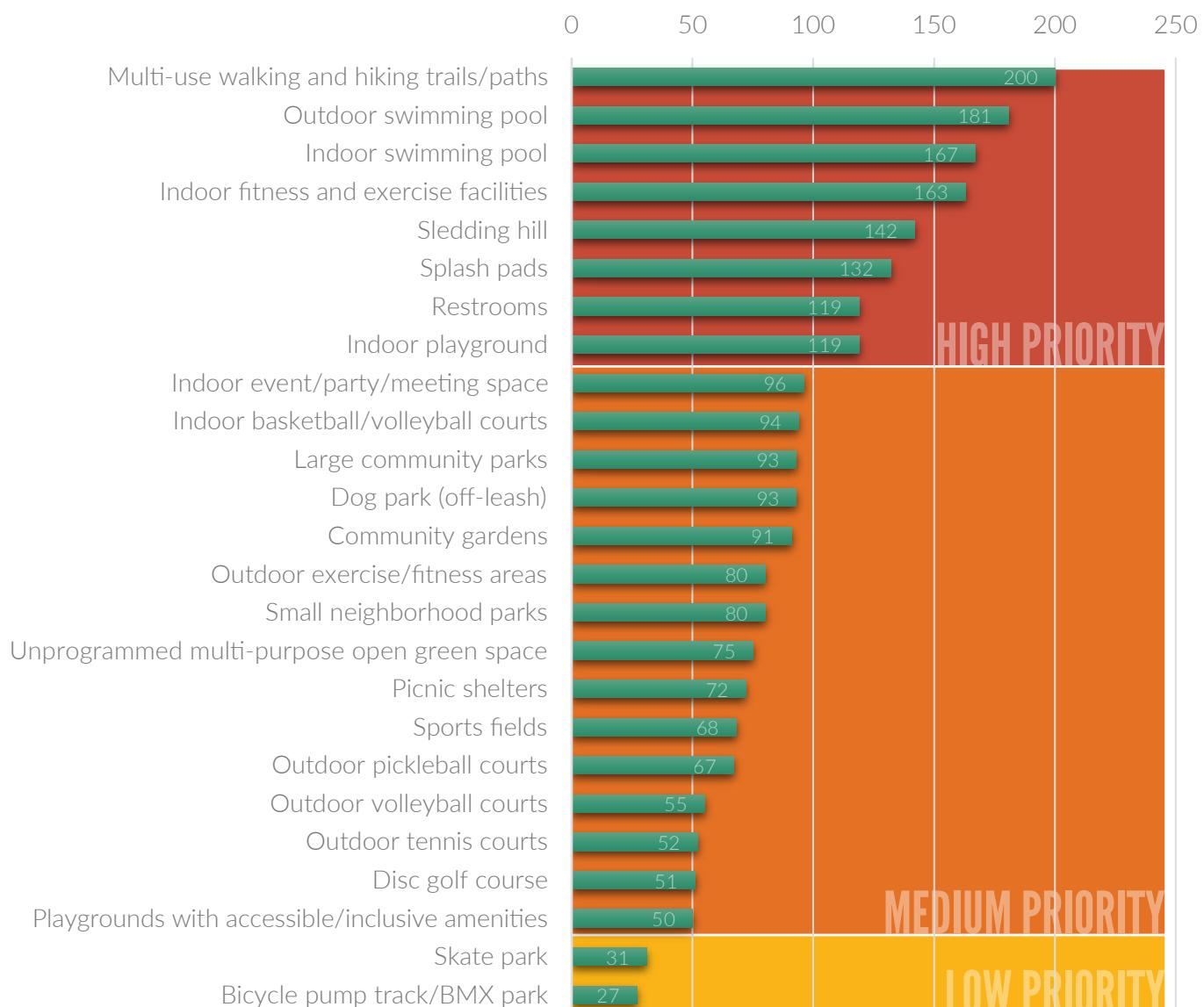
Community needs are assessed and ranked using a tool called the Priority Investment Rating (PIR). The PIR provides decision makers with an objective tool for evaluating the priority that should be placed on various parks and recreation investments. The PIR ratings reflect the importance residents place on items and the level of unmet needs (needs that are partly or not met). Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weighs each of these components equally.

High priority investments included multi-use walking and hiking trails/paths, outdoor swimming pool, indoor swimming pool, indoor fitness and exercise facilities, sledding hill, splash pads, restrooms, and indoor playground.

“WE LIVE IN AN AREA THAT HAS INCLEMENT WEATHER THE MAJORITY OF THE YEAR. INDOOR FACILITIES ARE LACKING.”

While focusing on facilities with High PIR scores would have the most positive impact on the greatest number of residents/households, it is important to recognize that implementation of these priorities must be done within the context of available resources. This would include available capital improvement funds, long-term operations and maintenance capacity, and staffing. Many of the Medium Priority items could be considered “low-hanging fruit,” or relatively low risk/low-cost investments that could be implemented quicker than others. As conditions, needs, and trends rapidly change, priorities must continue to be evaluated.

Top Priorities for Facilities/Amenities



PRIORITIES FOR PROGRAMS

Similar to parks facilities, Priority Investment Ratings (PIR) were also developed for parks programming. PIR equally weighs importance and unmet needs for each program. Programs with high PIR scores should be prioritized.

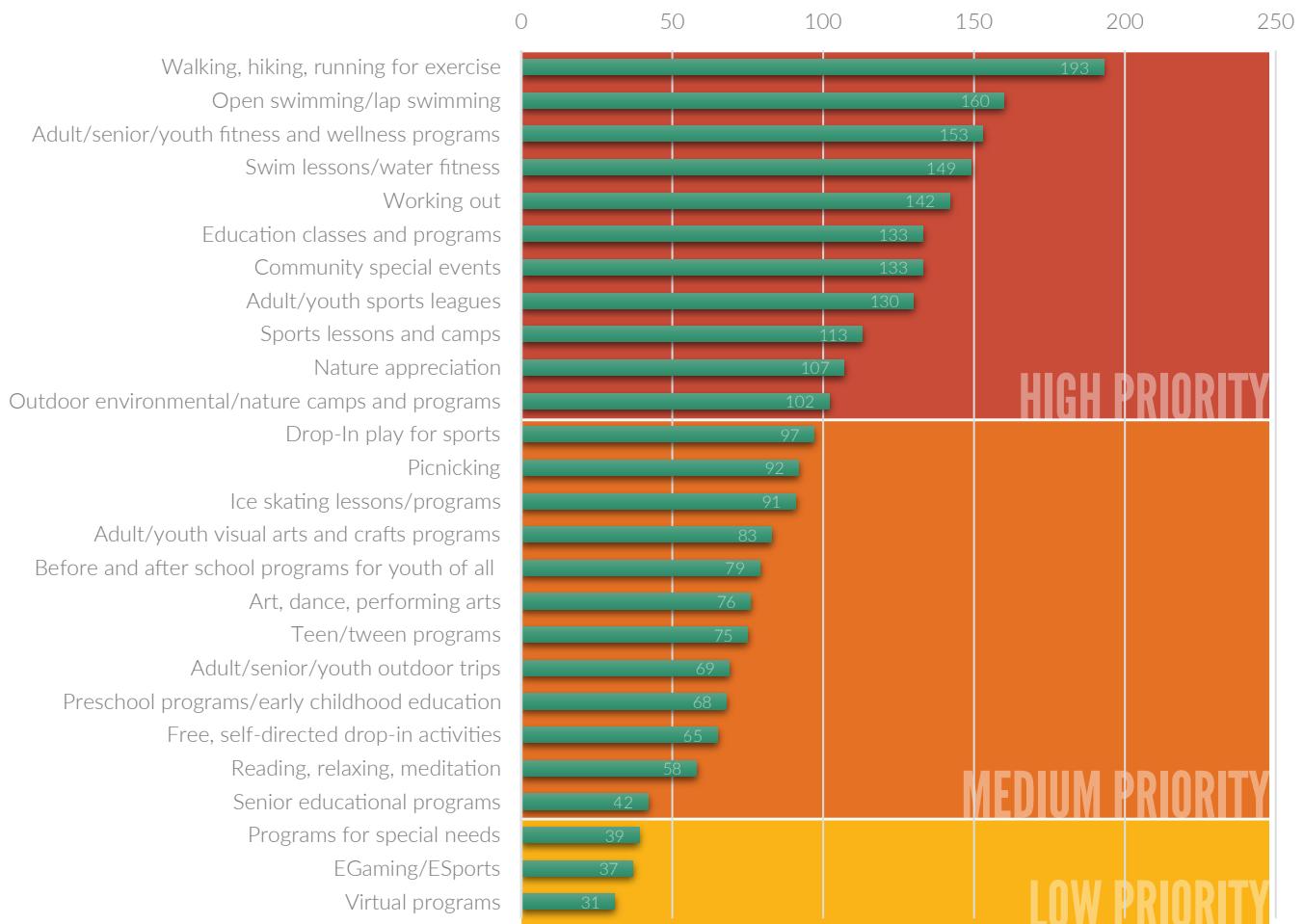
High Priority investments included walking, hiking, running for exercise, open swimming/lap swimming, adult/senior/youth fitness and wellness programs, swim lessons/water fitness, working out, education classes and programs, community special events, adult/youth sports leagues, sports lessons and camps, nature appreciation, and outdoor environmental/nature camps and programs. Walking, hiking, running for exercise had a 100 score for its importance rating, which was much higher than the next most important program, open swimming/lap swimming, at 62.0. Importance ratings for facilities were somewhat more evenly distributed. Having a high importance rating resulted in a high PIR for Walking, hiking, running, despite other programs having greater unmet need.

Many of the programs with high PIR scores overlap with high priority facilities. Focusing on high priority facilities along with their associated programming has the potential to meet resident needs in both aspects of the park system. Survey respondents placed a high priority on trails and also expressed a high priority in walking, hiking, and running for exercise. By ensuring adequate trails are present at each park, both facilities and programming priorities can be met.

PROGRAMMING INVESTMENT CAN BE DONE IN CONJUNCTION WITH FACILITIES IMPROVEMENTS TO MAXIMIZE MEETING RESIDENT NEEDS. INVESTMENT PRIORITIES IN FACILITIES AND PROGRAMMING OFTEN OVERLAP.



Top Priorities for Programs



PUBLIC PREFERENCES

The Needs Assessment also tracked respondent answers to a number of questions compared to national benchmarks.

Barriers

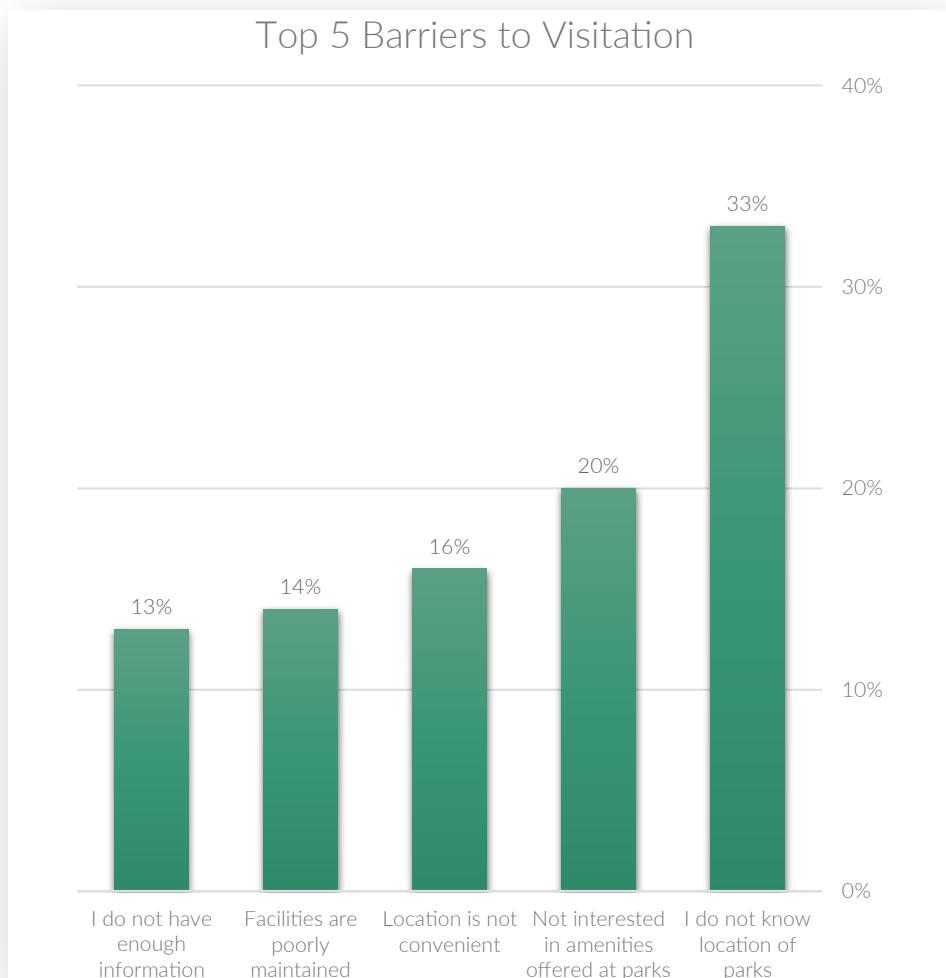
When asked about barriers to visitation, survey respondents were more likely than the national average to respond that they did not know the location of parks, with 33% in Horace and 25% nationally, suggesting a need for better wayfinding and communication via the parks website or other means to help residents find parks.

Also of note was the relative lack of use of services/facilities of other organizations. With only 7% of survey respondents indicating they use services/facilities of other organizations compared to a 25% national average. This may suggest a desire to remain in Horace when seeking a park, or it may also suggest that there are no other organizations offering recreation opportunities in Horace, for example, the YMCA.

Respondents also noted that they don't know what is offered when asked what prevents their household from participating in programs and events, again suggesting a needed improvement in communication from the park district.

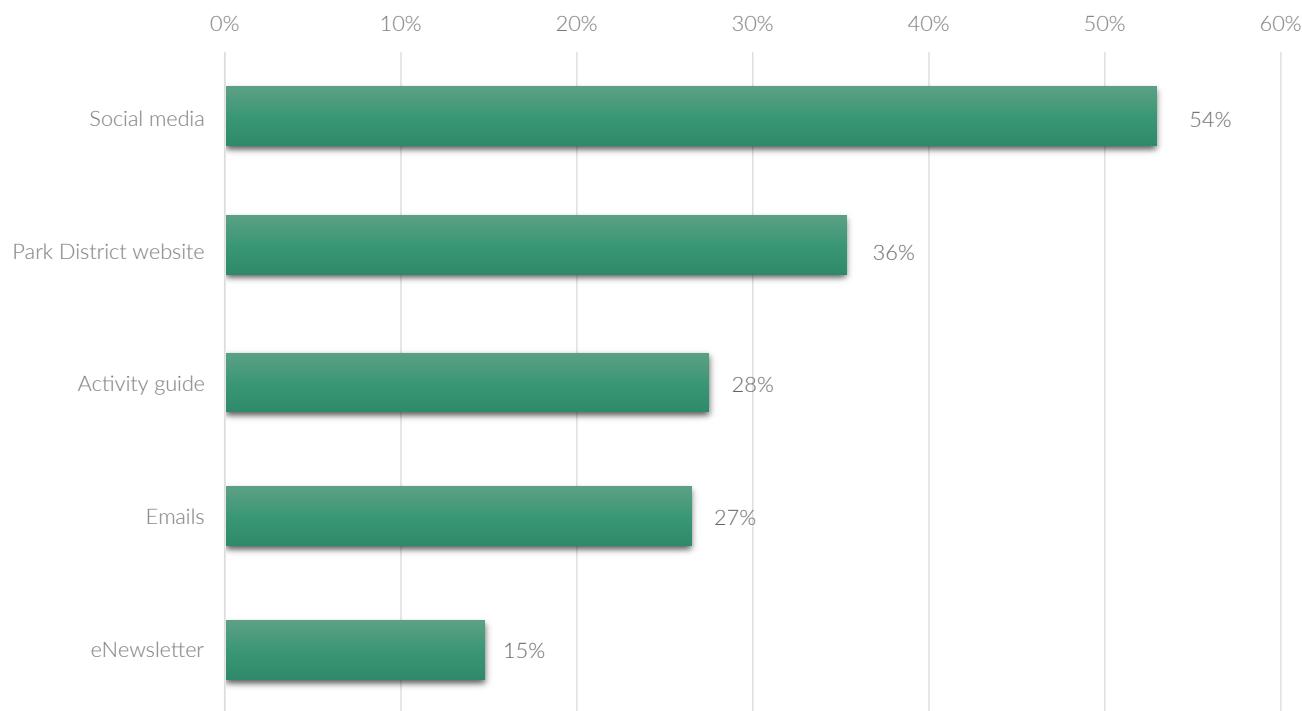


Top 5 Barriers to Visitation



HPD SHOULD DEVELOP BETTER MEANS OF COMMUNICATION VIA THE PARKS WEBSITE OR OTHER MEANS TO HELP RESIDENTS FIND PARKS, EITHER INDEPENDENTLY OR IN CONJUNCTION WITH THE CITY OF HORACE. IN ORDER TO BETTER INFORM PARKS USERS, THE DISTRICT SHOULD ALSO RESEARCH POTENTIAL WAYFINDING OPTIONS.

Top 5 Communication Preferences



Communication Methods

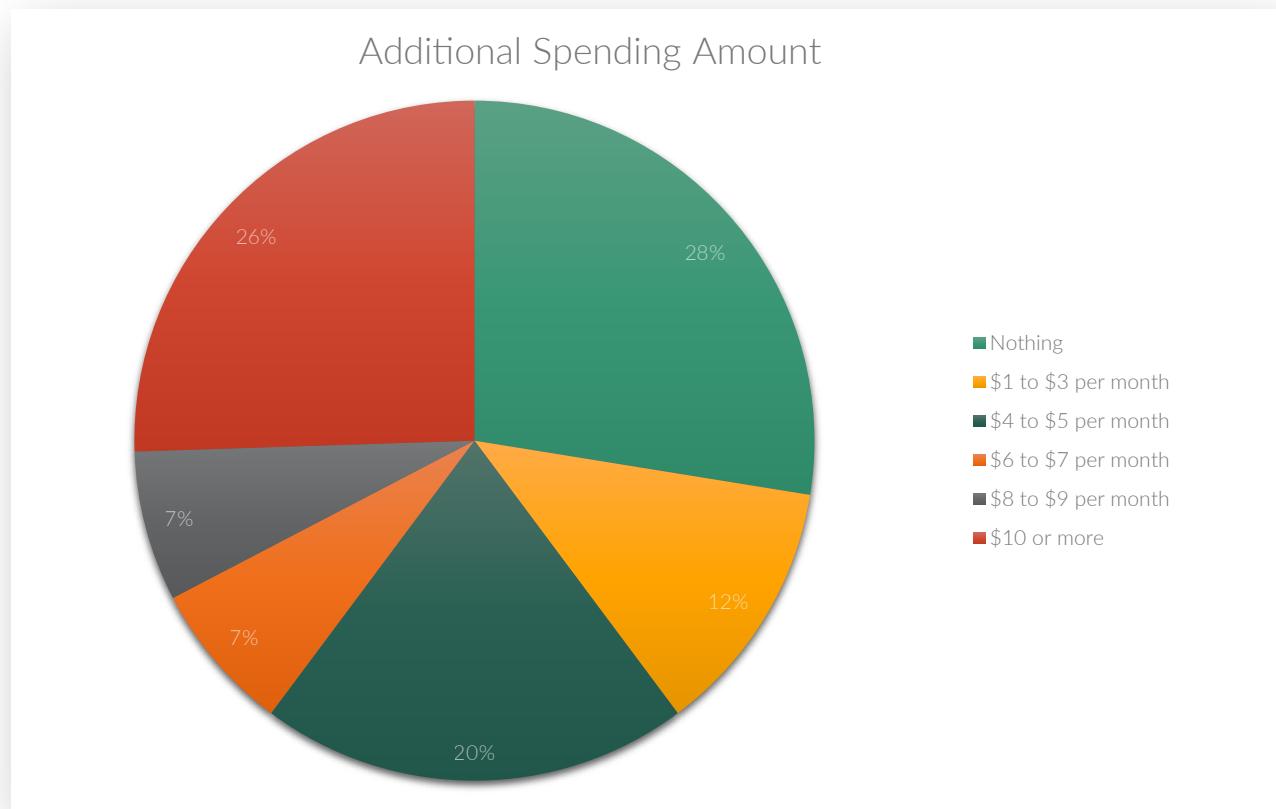
Survey respondents listed their top three methods of communication as social media (48%), word of mouth (41%), and the Park District website (39%). Additionally, 26 respondents wrote in “Horace Happenings” or an equivalent response under the “Other” option. Respondents most preferred methods were social media (54%), the website (36%), and the activity guide (28%).

WITH WORD OF MOUTH THE SECOND MOST REPORTED FORM OF COMMUNICATION AMONG SURVEY RESPONDENTS, HPD IS ESSENTIALLY RELYING ON RESIDENTS TO COMMUNICATE VITAL INFORMATION ABOUT FACILITIES AND PROGRAMMING. SINCE RESPONDENTS PREFERRED SOCIAL MEDIA AND THE WEBSITE, HPD SHOULD BOLSTER ITS PRESENCE ON BOTH PLATFORMS TO REACH MORE POTENTIAL USERS AND TO COMMUNICATE MORE EFFECTIVELY.

Spending Potential

While respondents noted several needed areas of improvement in the HPD system, there is recognition that potential actions may require additional funding beyond what the district currently receives. To offset this, it should be noted that many respondents indicated a willingness to spend more money each month to fund the improvements they desired. More than 70% of respondents would spend at least an additional \$1 more per month to fund the improvements they sought, with 25% willing to spend \$10 or more.

By tapping in to residents' willingness to spend additional money on parks facilities and programming, HPD can more easily afford some of the expensive, high-priority items preferred by survey respondents.



THE NEEDS ASSESSMENT REVEALS THE RESIDENTS' WILLINGNESS TO SPEND ADDITIONAL MONEY TO CONSTRUCT, OPERATE, AND MAINTAIN NEW PARKS FACILITIES AND PROGRAMMING.



SECTION 2

PARK DISTRICT LEVEL OF SERVICE

OVERVIEW

The level of service (LOS) analysis reviews the existing inventory of parks and park amenities in relation to the total population of the study area. LOS for parkland is expressed as acres per 1,000 residents, while LOS for amenities is expressed as the number of facilities per a set number of residents (e.g., one playground site per 2,000 residents).

LOS establishes a baseline commitment to what and how much is provided within a park system, regardless of population size. For example, if Horace provides one playground per 2,000 residents, then 6,000 residents require three playgrounds, and 12,000 residents require six playgrounds to maintain that same standard. While these benchmarks set expectations for both current and future needs, LOS standards shift over time to reflect changing industry trends, community needs, and demographics.

Setting LOS standards involves balancing industry standards with local context and need. The National Recreation and Parks Association (NRPA) provides nationwide LOS metrics, but these are not always tailored to smaller communities. NRPA recommends that each community define for itself the level of service to provide. Once these standards are established, the minimum amount of parkland and amenities needed can be projected based on population growth. The LOS recommendations for Horace Parks District are based on the 2025 Community Needs Assessment and industry standards.

Parkland Level of Service

2025 Inventory - Developed Facilities						Inventory to Meet Recommended Standards in 2025		Inventory to Meet Recommended Standards in 2035	
Amenities	Horace Parks District	Total Inventory	Current Service Level based upon population	Recommended Service Levels	Meet Standard / Need Exists	Additional Facilities/ Amenities Needed	Meet Standard / Need Exists	Additional Facilities/ Amenities Needed	
PARK TYPE									
Mini Park	3.89	3.89	0.62 Acre(s) per 1,000	0.5 Acre(s) per 1,000	Meets Standard	0 Acre(s)	Need Exists	1 Acre(s)	
Neighborhood Park	58.82	58.82	9.39 Acre(s) per 1,000	5 Acre(s) per 1,000	Meets Standard	0 Acre(s)	Meets Standard	0 Acre(s)	
Community Park	10.90	10.90	1.74 Acre(s) per 1,000	4 Acre(s) per 1,000	Need Exists	14 Acre(s)	Need Exists	27 Acre(s)	
Natural Resource Area	1.60	1.60	0.26 Acre(s) per 1,000	0.25 Acre(s) per 1,000	Meets Standard	0 Acre(s)	Need Exists	1 Acre(s)	
Total Park Acres	75.21	75.21	12.01 Acre(s) per 1,000	9.75 Acre(s) per 1,000		14.15 Acre(s)		28.30 Acre(s)	



Overall Level of Service

Horace Parks District's current level of service is 12 acres per 1,000 residents. This is slightly above the national median of 10.2 acres per 1,000 (all agencies) and just below the 12.9-acre median for communities under 20,000.

To balance parkland more effectively across park types (e.g. mini, neighborhood, community parks, and natural resource areas), a target LOS of 9.75 acres per 1,000 residents is recommended. This adjustment does not reduce the Park District's overall commitment to parkland. Instead, it redistributes the land to better support community parks, which serve multiple neighborhoods, accommodate larger facilities, and provide broader recreational opportunities. By relieving neighborhood parks from the pressure of hosting amenities typically beyond their intended scale, Horace Parks District can ensure that each park functions as intended while still meeting current and future needs.

The following sections break down the level of service by park type to highlight specific recommendations for each.



Neighborhood Parks

At 58.8 acres, Horace Parks District's 14 neighborhood parks, including both developed and undeveloped properties, make up most of the system's total parkland.

The current level of service (LOS) for neighborhood parks is 9.4 acres per 1,000 residents, which is well above the typical standard of 2.5 to 3.0 acres per 1,000. While this high level of service benefits the community today, maintaining this LOS with future population growth would require substantial land acquisition.

A recommended LOS of five acres per 1,000 residents aligns with industry standards and supports sustainable growth. This ensures neighborhood parks remain accessible and well-distributed while relieving them from hosting larger, community-scale amenities.

Natural Resource Area

Maple Grove Park is a 1.6-acre park that is primarily occupied by a stormwater pond. This results in 0.26 acres per 1,000 residents. These parks are generally managed for nature-based, low-impact, and unstructured recreation such as walking, viewing, and interpretive signage. Service levels are set by community need.

Both open green space and nature-driven programming ranked as medium priority needs in Horace. As such, it is **recommended to maintain the LOS target for Natural Resource Areas at 0.25 acres per 1,000.**



Mini Parks

Five Mini Parks totaling in 3.9 acres results in 0.62 acres per 1,000 residents. This is slightly above the typical range of 0.25 to 0.5 acres per 1,000 residents. Mini parks play an important role in filling service gaps within already developed neighborhoods where acquiring larger parkland may not be feasible.

It is recommended to reduce the LOS target for Mini Parks to 0.5 acres per 1,000 residents. This acknowledges the need for additional small-scale park sites, while keeping the focus of the overall system on neighborhood and community parks.

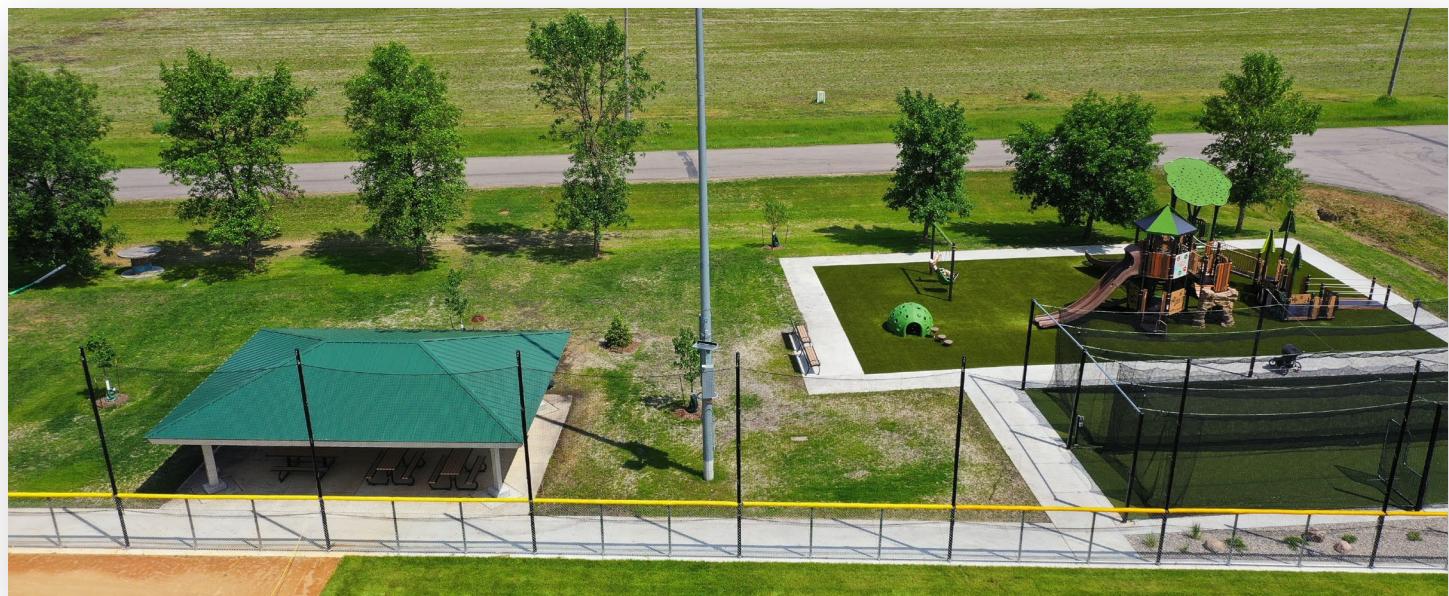


Community Parks

Southdale 1 is a 10.9-acre undeveloped property and the only Community Park in the Horace Park District. At 1.74 acres per 1,000 residents, the LOS is well below the recommended five to eight acres per 1,000.

Existing neighborhood parks generally function as intended for their park type, providing local-scale amenities. The District's undeveloped neighborhood parks are not intended to accommodate community-scale facilities and should not be relied upon to meet larger community needs. To address these needs, **it is recommended to increase the LOS target for Community Parks to four acres per 1,000 residents.**

Adjusting the LOS to include more community parkland will provide space for community-scale amenities, create a more balanced system, and ensure neighborhood parks remain focused on local needs.



Level of Service for Park Assets & Amenities

Amenities	2025 Inventory - Developed Facilities					Inventory to Meet Recommended Standards in 2025		Inventory to Meet Recommended Standards in 2035	
	Horace Parks District	Other	Total Inventory	Current Service Level based upon population	Recommended Service Levels	Meet Standard / Need Exists	Additional Facilities/Amenities Needed	Meet Standard / Need Exists	Additional Facilities/Amenities Needed
OUTDOOR AMENITIES									
Playgrounds (sites)	10	1	11	1 Site(s) per 569	1 Site(s) per 2,000	Meets Standard	0 Site(s)	Meets Standard	0 Site(s)
Basketball Multi-use Courts, Outdoor	4	2	6	1 Site(s) per 1,044	1 Site(s) per 4,500	Meets Standard	0 Site(s)	Meets Standard	0 Site(s)
Diamond Fields (Youth & Adult)	3	1	4	1 Site(s) per 1,566	1 Site(s) per 2,000	Meets Standard	0 Site(s)	Need Exists	1 Site(s)
Rectangle Fields (all)	1	2	3	1 Site(s) per 2,088	1 Site(s) per 2,500	Meets Standard	0 Site(s)	Need Exists	1 Site(s)
Tennis/Pickleball Courts	5		5	1 Site(s) per 1,253	1 Site(s) per 3,500	Meets Standard	0 Site(s)	Meets Standard	0 Site(s)
Dog Parks	0		0	1 Site(s) per 0	1 Site(s) per 10,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Community Garden	0		0	1 Site(s) per 0	1 Site(s) per 8,800	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Outdoor Pools	0		0	1 Site(s) per 0	1 Site(s) per 10,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Skate parks	0		0	1 Site(s) per 0	1 Site(s) per 11,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Courts	0		0	1 Site(s) per 0	1 Site(s) per 7,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Splash Pad/Spray Parks	0		0	1 Site(s) per 0	1 Site(s) per 10,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Disc Golf	0		0	1 Site(s) per 0	1 Site(s) per 10,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Ice Rink (outdoor)	1		1	1 Site(s) per 6,263	1 Site(s) per 10,000	Meets Standard	0 Site(s)	Meets Standard	0 Site(s)
* Trails (miles)	0.50	55.08	55.58	8.87 Mile(s) per 1,000	4 Mile(s) per 1,000	Meets Standard	0 Mile(s)	Meets Standard	0 Mile(s)

Evaluating the LOS for outdoor amenities ensures Horace's parks and recreation facilities meet current and future needs. The School District's and City's outdoor inventory was included to avoid duplicating recreation opportunities and overbuilding the system. Recommended service levels were developed using the 2025 Community Needs Assessment and industry standards.

Horace Parks District currently meets recommended levels for several outdoor amenities, including playgrounds, outdoor multiuse courts, diamond fields, and rectangular fields. Some needs, such as trails, are partially met by other entities (e.g., the City maintains 58 miles of pathways). **Projected population growth over the next 10 years will also require additional diamond and rectangular fields.**

Community needs identified in the Needs Assessment that are not currently provided within the Park District include dog parks, community gardens, outdoor pools, skate parks, volleyball courts, splash/spray parks, disc golf, and outdoor ice rinks. Accordingly, LOS standards for these amenities have been set to reflect both community need and industry standards.

Facility and amenity development should continue with attention to park types, locating larger, space-intensive amenities in community parks. Priorities should include developing existing undeveloped park sites to maximize service potential while aligning amenities with appropriate park types.

The Needs Assessment results show high community demand for indoor play spaces, pools, and recreation/fitness facilities. These were not included in this analysis, as they are often tailored to specific community needs and require substantial upfront capital, as well as ongoing operations and maintenance. Horace residents currently have access to indoor recreation facilities in the Fargo-Moorhead metro area, which may partially meet these needs until local options are evaluated. Implementation of such facilities must be considered within the context of the District's available resources, long-term feasibility, and financial sustainability.



PROXIMITY ANALYSIS

A proximity analysis evaluates park needs by considering how easily residents can access parks. Access is measured in terms of the distance people must travel to reach a park. Fewer parks typically mean longer travel distances for some residents and a less equitable system. The following service radii were applied to each park classification, based on NRPA standards:



The analysis shows that parkland in Horace is generally well distributed within city limits. However, much of this land is currently undeveloped, creating service gaps. Looking ahead, if all existing parks are fully developed, only a few small gaps remain in the central, northern, and southern parts of the city.

It is also recognized that non-Horace Park District properties contribute to overall access. For example, Dakota Park in West Fargo serves portions of northern Horace, while several existing City of Horace open space properties provide open space for passive recreation opportunities such as trails. The planned FM Diversion Channel is also expected to provide additional open space and passive recreation benefits in the future.

Because Horace's parkland is already well distributed, the immediate priority should be to develop existing undeveloped park sites to maximize their service potential before pursuing new land. New acquisitions should be considered selectively, focusing on the small remaining service gaps in the central, northern, and southern areas of the city as it continues to develop. Opportunities such as land donations, partnerships, or key parcels that improve connectivity should also be pursued when available.

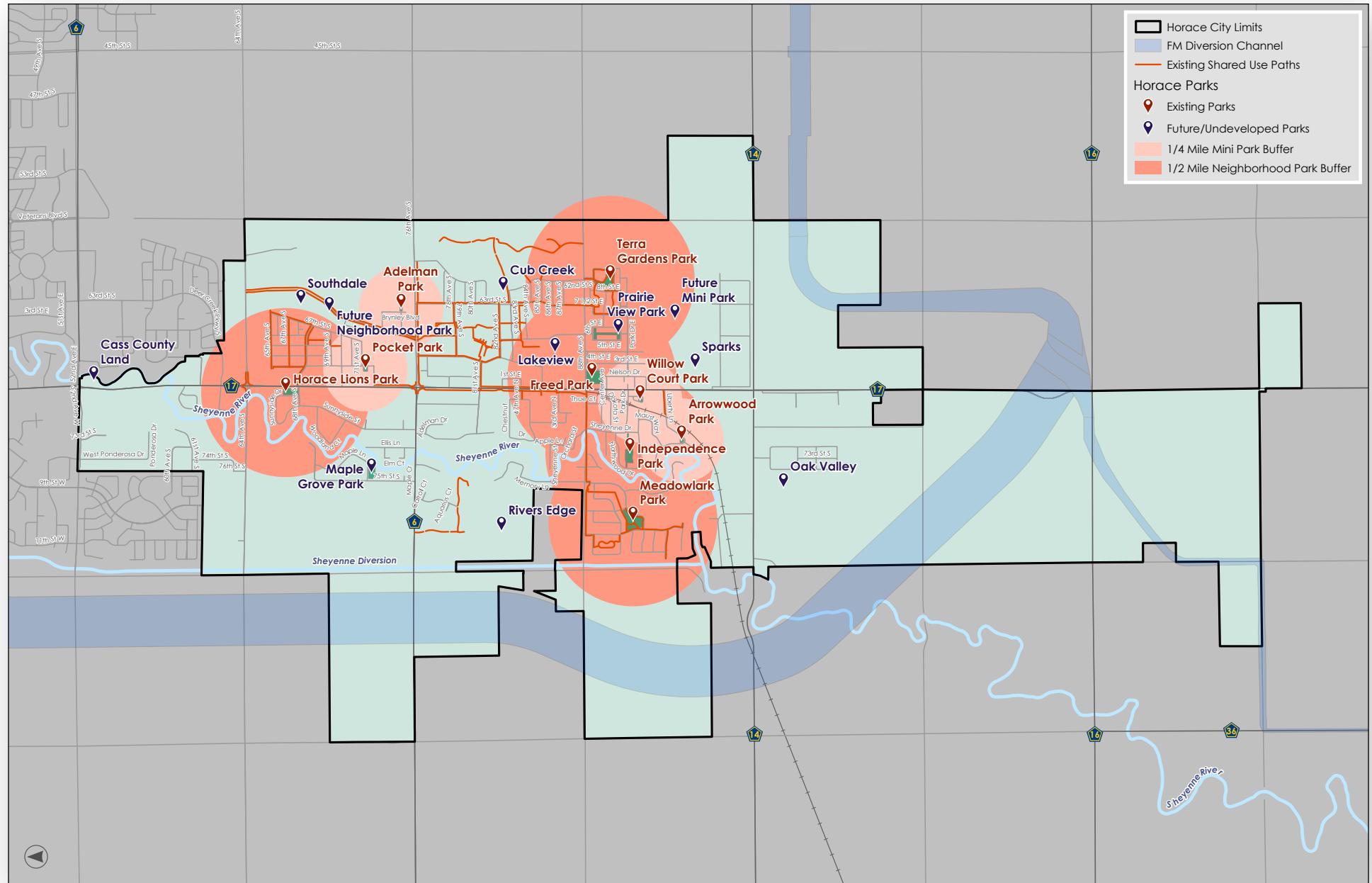
System Growth Recommendations

Horace's parkland is generally well distributed within city limits, but much of it is currently undeveloped, creating service gaps. As the city grows, particularly in the south and southeast areas slated for suburban development, the **immediate priority should be to develop existing undeveloped park sites to maximize their service potential before pursuing new land.**

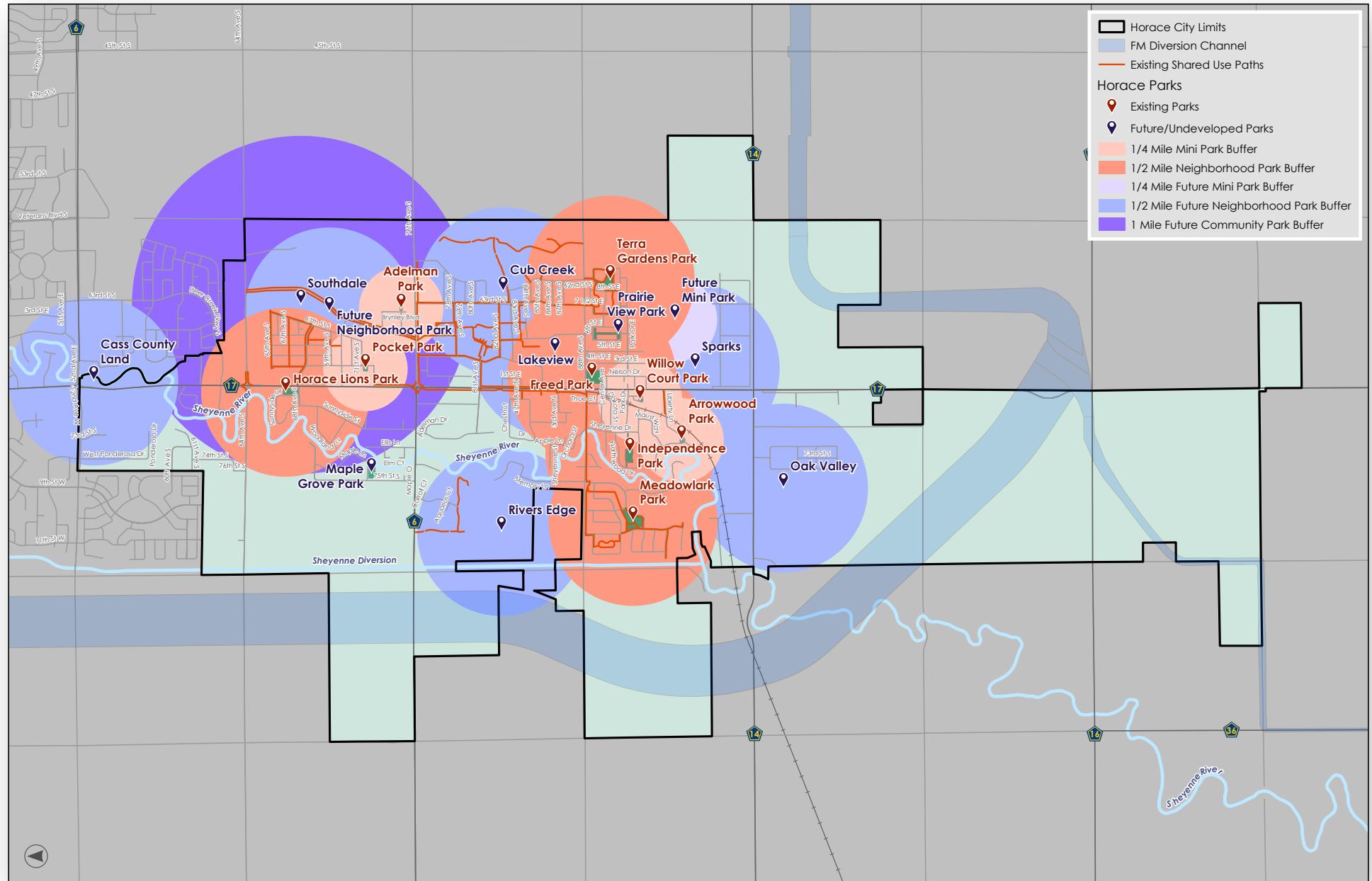
The future growth areas do not necessarily require additional neighborhood parks. Instead, the level of service analysis indicates a greater need for community park acreage (11+ acres) to provide citywide recreation opportunities. To support this goal, **cash-in-lieu contributions may be a more effective strategy than land dedication, allowing the Park District to develop existing parks and build capacity toward a second community park in the south.**

Smaller service gaps in the central part of the city may be addressed through the acquisition of mini park properties, providing recreation opportunities where larger parcels are unavailable. New acquisitions in general should be considered selectively, focusing on the remaining gaps in the central, northern, and southern areas of the city as it continues to develop. Opportunities such as land donations, partnerships, or key parcels that improve connectivity should also be pursued when available.

Existing Parks Proximity Analysis



Future Parks Proximity Analysis



SECTION 3

RECOMMENDATIONS



SHORT-TERM (0-5 YEARS)

PARKS & FACILITIES

DEVELOP & REDESIGN PARKS

- Develop existing undeveloped neighborhood parks (e.g., undeveloped lots) to increase equity within the park system.
- Complete Independence Park redesign and construction.
- Develop redesigns for Maple Grove and Adelman Parks.
 - Consider Maple Grove as a Mini Park or Natural Resource Area with low-impact, passive recreation.
- Develop a master plan for Southdale 1 as a community park.
 - Amenities may include outdoor swimming pool, sledding hill, splash pad, multipurpose concession/restroom/community room facility, off-leash dog park, community garden(s), picnic shelters, sports fields, sports courts, bike/skate park, disc golf, fitness areas, parking lot, pathways/trails, and unprogrammed open space.

FREED PARK

- Conduct a lesson-learned review.
- Complete a post-occupancy review.
- Conduct an operational performance review.
- Plan warranty walkthroughs and observations at appropriate timelines.

LIFECYCLE REPLACEMENTS

- Allocate \$165,000 for Horace Lions Park lifecycle replacements and upgrades between 2025 and 2030.
 - Prioritize deferred maintenance items.
- Allocate \$254,000 for lifecycle replacement throughout the rest of the park system from 2025 through 2030 (refer to CCIP spreadsheet).
 - NOTE: The scheduled \$254,000 in lifecycle replacements through 2030 will address nearly all deferred maintenance items within the next five years, except two, making immediate elimination of the backlog in Year 1 unnecessary.
- Plan for lifecycle replacement of the Horace Lions Park swing set (see above) and Maple Grove Park bench, as these items are in deferred maintenance and not scheduled for replacement within the next 10 years.

TRAILS & ACCESSIBILITY

- Improve trail connections and fill missing sidewalk/pathway links near and through existing parks. Collaborate with city on located on- and off-street opportunities.
- Begin phased improvements to meet medium-priority demand gaps, including: off-leash dog areas, outdoor fitness nodes, picnic shelters, multiuse courts, and volleyball.
- Construct walkways to (and around) activity areas in parks to provide accessible connections.

LAND ACQUISITION

- Begin identifying properties for land acquisition:
 - Community Park land: South/southeast Horace – 15 acres or larger.
 - Southdale Park Expansion – +/- 12 acres.
 - Mini Park land: central Horace – +/- 1 acre.
 - Neighborhood Park: Northwest Horace

INDOOR RECREATION PLANNING

- Invest in a feasibility study, pro forma, and business plan for an indoor recreation facility.

PROGRAMS

- Develop/expand walking, hiking, and running programs to align with high PIR needs.
- Pilot fitness/wellness classes in outdoor open spaces.
 - Develop MOU with existing, indoor facilities for indoor programs.
- Pilot community education classes and programs in collaboration with local groups (youth and adults).
- Invest in hosting sports lessons and camps (youth and adults).
- Increase opportunities for drop-in sports.
- Conduct a full program assessment.
 - Develop program evaluation tools for each program offered.
 - Conduct a program lifecycle review annual and implement monitoring and tracking for programs in maturation, saturation, or decline.





COMMUNICATION

- Develop a marketing strategy centered on website and social media.
- Increase community awareness of existing parks and programs through consistent branding.
- Expand awareness beyond the Horace Parks District's social media channels.
- Create a user-friendly online map of parks, trails, and amenities. GIS or Google MyMaps are great interactive options.
- Develop and implement a customer satisfaction/feedback tool to continuously check alignment with community needs.

OPERATIONS

- Develop a partnership policy and guide for partnership agreements.
- Develop a "Go/No-Go" process for parkland acquisition and community-initiated special projects.

FUNDING

- Seek cash-in-lieu for land dedications in new developments to build capacity for community parkland and community-scale amenities.
- Pursue grants for priority amenities (trails, dog parks, splash pads).
- Explore partnerships with the City and School District to avoid duplication of services.

MID-TERM (5-10 YEARS)

PARKS & FACILITIES

COMMUNITY PARKS

- Develop Southdale 1 (10.9 acres property) as Horace's first Community Park with community-scale amenities that meet community needs.
- Acquire land or secure 15-acre property (or larger) for second community park in south/southeast Horace.
- Develop one new rectangular sports field and one diamond field within the park system, generally located at a community park.

NEIGHBORHOOD & MINI PARKS

- Continue developing existing, undeveloped mini and neighborhood parks.
- Address service gaps in central/northern Horace with targeted mini park acquisitions.

PARK UPGRADES & REDESIGNS

- Implement upgrades for underperforming parks (Maple Grove and Adelman) to increase community satisfaction.

TRAILS & CONNECTIVITY

- Continue collaboration on connecting trail network to and through park system.

LIFECYCLE REPLACEMENTS & SAFETY

- Allocate \$635,000 towards lifecycle replacement for 2031 – 2035 (refer to CCIP spreadsheet).
- Replace all playground fall surfacing with engineered wood fiber, poured rubber, or other IPEMA-certified fall attenuation material.



PROGRAMS

- Broaden youth and adult sports leagues, including adding lessons and camps.
- Increase proportion of new and emerging programs, targeting 50%-60% of total program offerings.
 - Ensure at least half of the total programs are fresh, expanding, or still gaining popularity.
- Develop partnerships for programming with schools, nonprofits, and regional recreation providers.
- Update Needs Assessment
- Track and evaluate Fargo-Moorhead Metro area service providers for overlapping programs and services.

OPERATIONS

- Conduct a full Operations & Maintenance, Policy, and Funding Assessment to identify spending and personnel needs.
- Implement a GIS-based asset management work order system.
- Establish a formalized volunteer and stewardship program for park maintenance.

COMMUNICATION

- Revamp the programs portal for easier public use and visibility on the website.
- Formalize partnerships for cross-promotion with schools and local business to expand awareness of programs.
- Develop bilingual and accessible communication materials.

FUNDING

- Continue using cash-in-lieu for land dedications in new developments to build capacity for developing community parkland and community-scale amenities.
- Explore naming rights or sponsorship program for community park amenities and facilities.
- Begin community conversations about long-term funding tools (levy adjustments, bond potential).

LONG-TERM (11+ YEARS)

PARKS & FACILITIES

- Construct second Community park in the south/southeast growth area with community-scale amenities that meet community needs.
- Continue developing existing, undeveloped mini and neighborhood parks where infill development creates demand.
- Establish a citywide trail network with regional linkages.
- Allocate \$2.6 Million towards lifecycle replacement between 2036-39.

COMMUNICATION

- Integrate smart technology: interactive digital maps, mobile app, push alerts, etc.
- Expand into parks-specific quarterly community wide newsletter
- Develop an annual “State of Parks & Recreation” report.
- Explore moving newsletter frequency to monthly updates.
- Add a Transparency page to the website with easy-to-read information.

PROGRAMS

- Expand programming to include senior, inclusive/adaptive, and healthy-aging recreation
- Introduce regional-scale events hosted at community or destination parks.

FUNDING

- Grow public-private partnerships to reduce operational costs for major facilities and programming.
- Create a long-term maintenance model for long-term park maintenance and operations.



APPENDIX

ACTION PLAN

Appendix: Action Plan (Table)

ITEM	DESCRIPTION	LEAD ENTITY	TIMEFRAME	FISCAL IMACT
CAPITAL IMPROVEMENTS				
CAP 1	Develop Neighborhood Parks: Cub Creek, Lakeview, River's Edge, Sparks Add., Southdale Farms, Cass County Land, and Oak Valley	HPD	1-10 years	\$625,000 per acre <input type="checkbox"/>
CAP 2	Develop Mini Parks: Sparks Add. Mini	HPD	1-10 years	\$400,000 per acre <input type="checkbox"/>
CAP 3	Masterplan Community Park: Southdale 1	HPD	1-5 years	\$30,000 <input type="checkbox"/>
CAP 4	Identify Land Acquisition Properties for community, mini, and neighborhood parkland	HPD	1-5 years	Staff <input type="checkbox"/>
CAP 5	Complete Independence Park Construction	HPD	2026	\$1.5 Million <input type="checkbox"/>
CAP 6	Freed Park Evaluations	HPD	1-5 years	Staff + Consultants <input type="checkbox"/>
CAP 7	Horace Lions Park Lifecycle Replacement & Deferred Maintenance	HPD	1-5 years	\$200,000 <input type="checkbox"/>
CAP 8	Systemwide Lifecycle Replacement	HPD	1-5 years	\$218,000 <input type="checkbox"/>
CAP 9	Eliminate Deferred Maintenance Backlog	HPD	1-5 years	\$88,000 <input type="checkbox"/>
CAP 10	Develop Redesigns for Maple Grove & Adelman Parks	HPD	1-5 years	\$30,000 ea. <input type="checkbox"/>
CAP 11	Improve Trail Connections	HPD + partners	1-5 years	TBD <input type="checkbox"/>
CAP 12	Begin improvements for medium-priority needs	HPD	1-5 years	TBD <input type="checkbox"/>
CAP 13	Construct walkways to (and around) activity areas in parks	HPD	1-5 years	TBD <input type="checkbox"/>
CAP 14	Indoor Recreation Feasibility Study	HPD	1-5 years	\$80,000 - \$110,000 <input type="checkbox"/>
CAP 15	Replace all playground fall surfacing (EWF assumed)	HPD	6-10 years	\$100,000 <input type="checkbox"/>
CAP 16	Acquire 27 total acres of community park land (12 at Southdale 1 & 15 in south/southeast Horace)	HPD	6-10 years	\$5.6 Million <input type="checkbox"/>
CAP 17	Construct Southdale 1 Community Park (23 acres)	HPD	6-10 years	\$14.3 Million <input type="checkbox"/>
CAP 18	Implement Maple Grove & Adelman Parks Upgrades	HPD	6-10 years	\$400,000 - \$500,000 <input type="checkbox"/>
CAP 19	Acquire 1-acre of mini park land	HPD	6-10 years	\$217,000 <input type="checkbox"/>

ITEM	DESCRIPTION	LEAD ENTITY	TIMEFRAME	FISCAL IMACT	
CAP 20	Acquire 5-acre neighborhood park land	HPD	6-10 years	\$1.1 Million	<input type="checkbox"/>
CAP 21	Allocate funds for systemwide lifecycle replacement	HPD	6-10 years	\$600,000	<input type="checkbox"/>
CAP 22	Continue collaboration on trail network in Horace	HPD + partners	6-10 years	TBD	<input type="checkbox"/>
CAP 23	Construct second Community Park (south/southeast) (15 acres)	HPD	11+ years	\$10 Million	<input type="checkbox"/>
CAP 24	Allocate funds for systemwide lifecycle replacement	HPD	11+ years	\$2.6 Million	<input type="checkbox"/>
CAP 25	Establish citywide trail network with regional linkages	HPD + partners	11+ years	TBD	<input type="checkbox"/>
CAP 26	Construct Neighborhood Park (5-acres min.) in northeast Horace	HPD	11+ years	\$3.2 Million	<input type="checkbox"/>
PROGRAMMING					
PROG 1	Develop/expand walking, hiking, and running programs	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 2	Pilot fitness/wellness classes in outdoor spaces	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 3	Develop MOU w/indoor facilities for indoor programs	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 4	Pilot community education classes/programs	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 5	Invest in hosting sports lessons/camps (youth & adult)	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 6	Increase opportunities for drop-in sports	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
PROG 7	Conduct Full Program Assessment	HPD	1-5 years	\$10,000	<input type="checkbox"/>
PROG 8	Broaden youth and adult sports leagues	HPD	6-10 years	Staff	<input type="checkbox"/>

ITEM	DESCRIPTION	LEAD ENTITY	TIMEFRAME	FISCAL IMACT	
PROG 9	Increase proportion of new and emerging programs, targeting 50%-60% of total program offerings.	HPD	6-10 years	Staff	<input type="checkbox"/>
PROG 10	Develop partnerships for programming with schools, nonprofits, and regional recreation providers.	HPD	6-10 years	Staff	<input type="checkbox"/>
PROG 11	Update Needs Assessment	HPD	6-10 years	\$20,000	<input type="checkbox"/>
PROG 12	Track and evaluate Fargo-Moorhead Metro area service providers for overlapping programs and services.	HPD	6-10 years	Staff	<input type="checkbox"/>
PROG 13	Expand programming to include senior, inclusive/adaptive, and healthy-aging recreation	HPD + partners	11+ years	Staff	<input type="checkbox"/>
PROG 14	Introduce regional-scale events hosted at community or destination parks.	HPD + partners	11+ years	Staff	<input type="checkbox"/>
COMMUNICATIONS					
COM 1	Develop a marketing strategy centered on website and social media.	HPD	1-5 years	Staff	<input type="checkbox"/>
COM 2	Increase community awareness of existing parks and programs through consistent branding. Expand awareness beyond the Horace Parks District's social media channels.	HPD + partners	1-5 years	Staff	<input type="checkbox"/>
COM 3	Create a user-friendly online map of parks, trails, and amenities. GIS or Google MyMaps are great interactive options.	HPD	1-5 years	TBD	<input type="checkbox"/>
COM 4	Develop and implement a customer satisfaction/feedback tool to continuously check alignment with community needs.	HPD	1-5 years	Staff	<input type="checkbox"/>
COM 5	Revamp the programs portal for easier public use and visibility on the website.	HPD	6-10 years	TBD	<input type="checkbox"/>
COM 6	Formalize partnerships for cross-promotion with schools and local business to expand awareness of programs.	HPD	6-10 years	Staff	<input type="checkbox"/>
COM 7	Develop bilingual and accessible communication materials.	HPD	6-10 years	TBD	<input type="checkbox"/>
COM 8	Integrate smart technology: interactive digital maps, mobile app, push alerts, etc.	HPD	11+ years	TBD	<input type="checkbox"/>
COM 9	Expand into parks-specific quarterly community wide newsletter	HPD	11+ years	TBD	<input type="checkbox"/>
COM 10	Add a Transparency page to the website with easy-to-read information.	HPD	11+ years	TBD	<input type="checkbox"/>

ITEM	DESCRIPTION	LEAD ENTITY	TIMEFRAME	FISCAL IMACT
OPERATIONS				
OPS 1	Develop partnership policy & guide for agreements	HPD	1-5 years	Staff <input type="checkbox"/>
OPS 2	Develop “Go/No-Go” process for parkland acquisition and community-initiated special projects	HPD	1-5 years	Staff <input type="checkbox"/>
OPS 3	Conduct full O&M, Policy, and Funding Review	HPD	6-10 years	\$15,000 <input type="checkbox"/>
OPS 4	Implement GIS-based asset management WMS	HPD	6-10 years	TBD, annually <input type="checkbox"/>
OPS 5	Establish formal volunteer /stewardship program	HPD	6-10 years	Staff <input type="checkbox"/>
FUNDING				
FUND 1	Prioritize cash-in-lieu in new developments	HPD	1-5 years	Staff <input type="checkbox"/>
FUND 2	Pursue grants for priority amenities	HPD + partners	1-5 years	Staff <input type="checkbox"/>
FUND 3	Explore partnerships w/City & Schools	HPD + partners	1-5 years	Staff <input type="checkbox"/>
FUND 4	Begin community conversations about long-term funding tools	HPD + partners	1-5 years	Staff <input type="checkbox"/>
FUND 5	Continue using cash-in-lieu for land dedications in new developments to build capacity for developing community parkland and community-scale amenities.	HPD	6-10 years	Staff <input type="checkbox"/>
FUND 6	Explore naming rights or sponsorship program for community park amenities and facilities. Begin community conversations about long-term funding tools (levy adjustments, bond potential).	HPD	6-10 years	Staff <input type="checkbox"/>
FUND 7	Grow public-private partnerships to reduce operational costs for major facilities and programming.	HPD + partners	11+ years	Staff <input type="checkbox"/>
FUND 8	Create a long-term maintenance model for long-term park maintenance and operations.	HPD	11+ years	Staff <input type="checkbox"/>



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Horace Parks District - Capital & Major Maintenance Inventory Schedules																														
Park Facilities																														
2025																														
Inflation Cost Factors										debt	Facility	Model Yr																		
Cost	Unit	0	Unit	Base Yr.	Annual	Inflation	cap	or Unit	or, Year	Item																				
Base Year	Cost	(sq ft, etc.)	Type	Value	Inflation	Years	maint	Number	Acquired	Description	Total	Per Year	(if Saved)	Full	Catch-Up	Life	In	Current	1	2	3	4	5	Years	Years	6	7	8	9	10

		Horace Parks District - Capital & Major Maintenance Inventory Schedules																															
		Park Facilities						2025																									
Cost	Unit	Inflation Cost Factors			debt	Facility	Model Yr	or, Year	Save as You Go			Full	Replace	Scheduled Replacement Per Year																			
		0	Unit	Base Yr.					Annual	Inflation	cap			Acquired	Description	Total	Per Year	(if Saved)	Catch-Up	Life	In	Current	1	2	3	4	5						
Base Year	Cost	(sq ft, etc.)	Type	Value	Inflation	Years	maint	Number	Acquired	Description	Total	Per Year	(if Saved)	Per Year	(est.)	(year)	2025	2026	2027	2028	2029	2030	1 thru 5	Years	6 thru 10	2031	2032	2033	2034	2035			
2025	\$ 825.00	10	SY	8,250	4.20%	-6		Horace Lions Park	2011	Playground Edging (Plastic)	6,450	806	11,288	6,450	8	??	2019	----	----	6,450	----	----	6,450	6,450	----	----	----	----	6,450				
2024	\$ 12,000.00	1	EA	12,000	4.20%	5		Horace Lions Park	2014	Playground Spinner	14,740	983	10,809	3,685	15	??	2029	----	----	14,740	----	14,740	----	----	----	----	----	----	----	----	----	----	
2024	\$ 20,000.00	1	EA	20,000	4.20%	-3		Horace Lions Park	2006	Swingset	17,680	1,179	22,395	17,680	15	??	2021	----	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----
2024	\$ 2.00	115	LF	230	4.20%	2		Horace Lions Park	2006	Swingset Edging (Wood)	250	13	238	250	20	??	2026	----	250	----	----	----	250	----	-	----	----	----	----	----	----	----	----
2024	\$ 900.00	40	EA	36,000	4.20%	6		Horace Lions Park	1980	Trees	46,080	922	41,472	9,216	50	??	2030	----	----	----	46,080	46,080	----	----	----	----	----	----	----	----	----	----	
INDEPENDENCE PARK																																	
2025	\$ 48,000.00	1	EA	48,000	4.20%	41		Independence Park	2026	Shelter	259,310	6,483	(6,483)	0	40	??	2066	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 35,000.00	1	EA	35,000	4.20%	41		Independence Park	2026	Lavatory Enclosure	189,080	4,727	(4,727)	0	40	??	2066	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	----
2025	\$ 3,500.00	6	EA	21,000	4.20%	21		Independence Park	2026	Bench	49,820	2,491	(2,491)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 5,700.00	2	EA	11,400	4.20%	21		Independence Park	2026	Bench Swing	27,050	1,353	(1,353)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 30.00	12	SF	360	4.20%	21		Independence Park	2026	Trail Signs	850	43	(43)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 85,000.00	1	LS	85,000	4.20%	21		Independence Park	2026	Parking Lot	base courses + paving	201,670	10,084	(10,084)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----
2025	\$ 120,000.00	355	SY	42,600	4.20%	51		Independence Park	2026	Sports Court Concrete	347,270	6,945	(6,945)	0	50	??	2076	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 28.50	355	SY	10,118	4.20%	9		Independence Park	2026	Sports Court Surfacing	14,650	1,831	(1,831)	0	8	??	2034	----	----	----	----	----	----	-	14,650	14,650	----	----	----	----	----	----	
2025	\$ 105.00	355	LF	37,275	4.20%	51		Independence Park	2026	8' Paths	303,860	6,077	(6,077)	0	50	??	2076	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 183,000.00	1	LS	183,000	4.20%	16		Independence Park	2026	Playground Equipment	353,460	23,564	(23,564)	0	15	??	2041	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 62.00	157	CY	9,734	4.20%	11		Independence Park	2026	Playground Surfacing	15,310	1,531	(1,531)	0	10	??	2036	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 1,100.00	43	EA	47,300	4.20%	51		Independence Park	2026	Trees	385,580	7,712	(7,712)	0	50	??	2076	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 2,500.00	3	EA	7,500	4.20%	11		Independence Park	2026	Trash Receptacles	11,790	1,179	(1,179)	0	10	??	2036	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 5,000.00	4	EA	20,000	4.20%	31		Independence Park	2026	Parking Lot Lighting	71,600	2,387	(2,387)	0	30	??	2056	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 5,250.00	1	EA	5,250	4.20%	31		Independence Park	2026	Basketball Court Lighting	18,800	627	(627)	0	30	??	2056	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 2,310.00	13	EA	30,030	4.20%	31		Independence Park	2026	Trail Lighting	107,510	3,584	(3,584)	0	30	??	2056	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 800.00	2	EA	1,600	4.20%	31		Independence Park	2026	Bike Rack	5,730	287	(287)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 4,700.00	6	EA	28,200	4.20%	21		Independence Park	2026	Picnic Table	66,910	3,346	(3,346)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 5,100.00	1	EA	5,100	4.20%	21		Independence Park	2026	Picnic Table ADA	12,100	605	(605)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 8,000.00	1	EA	8,000	4.20%	21		Independence Park	2026	Basketball Court Hoop	18,980	949	(949)	0	20	??	2046	----	----	----	----	----	----	-	----	----	----	----	----	----	----	----	
2025	\$ 1,500.00	1	EA</td																														