

HORACE PARKS

CAPITAL & CYCLICAL IMPROVEMENT PLAN



DRAFT JAN 2026



SECTION 1

COMMUNITY NEEDS ASSESSMENT REVIEW

OVERVIEW

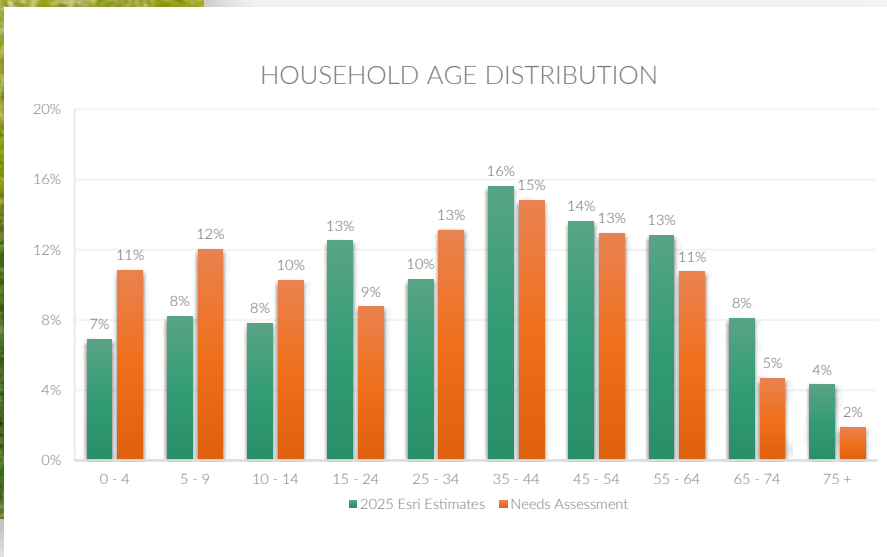
The results of the Horace Parks Community Needs Assessment were reviewed to help determine park, facility, and recreational priorities and gauge public sentiment regarding parks and facilities in the Horace Parks District (HPD). The survey packet was sent to all households within Horace city limits and 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.



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

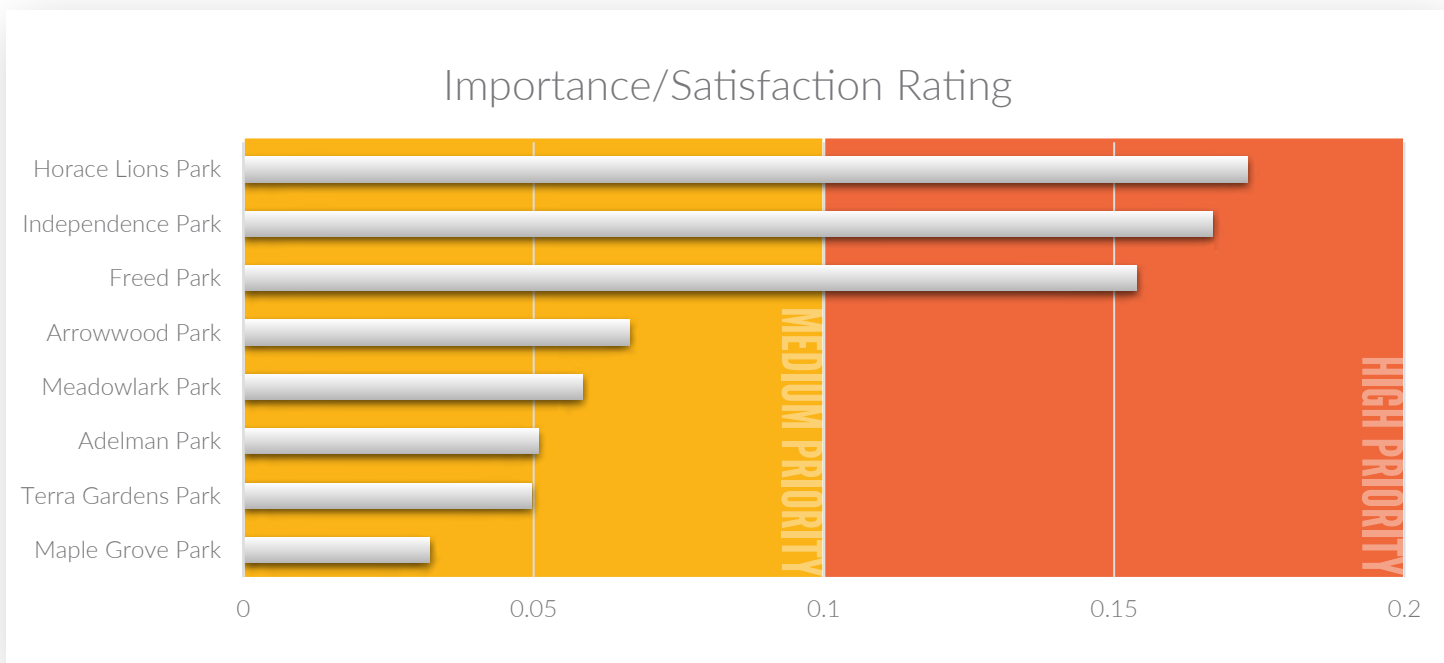
PRIORITY PARKS

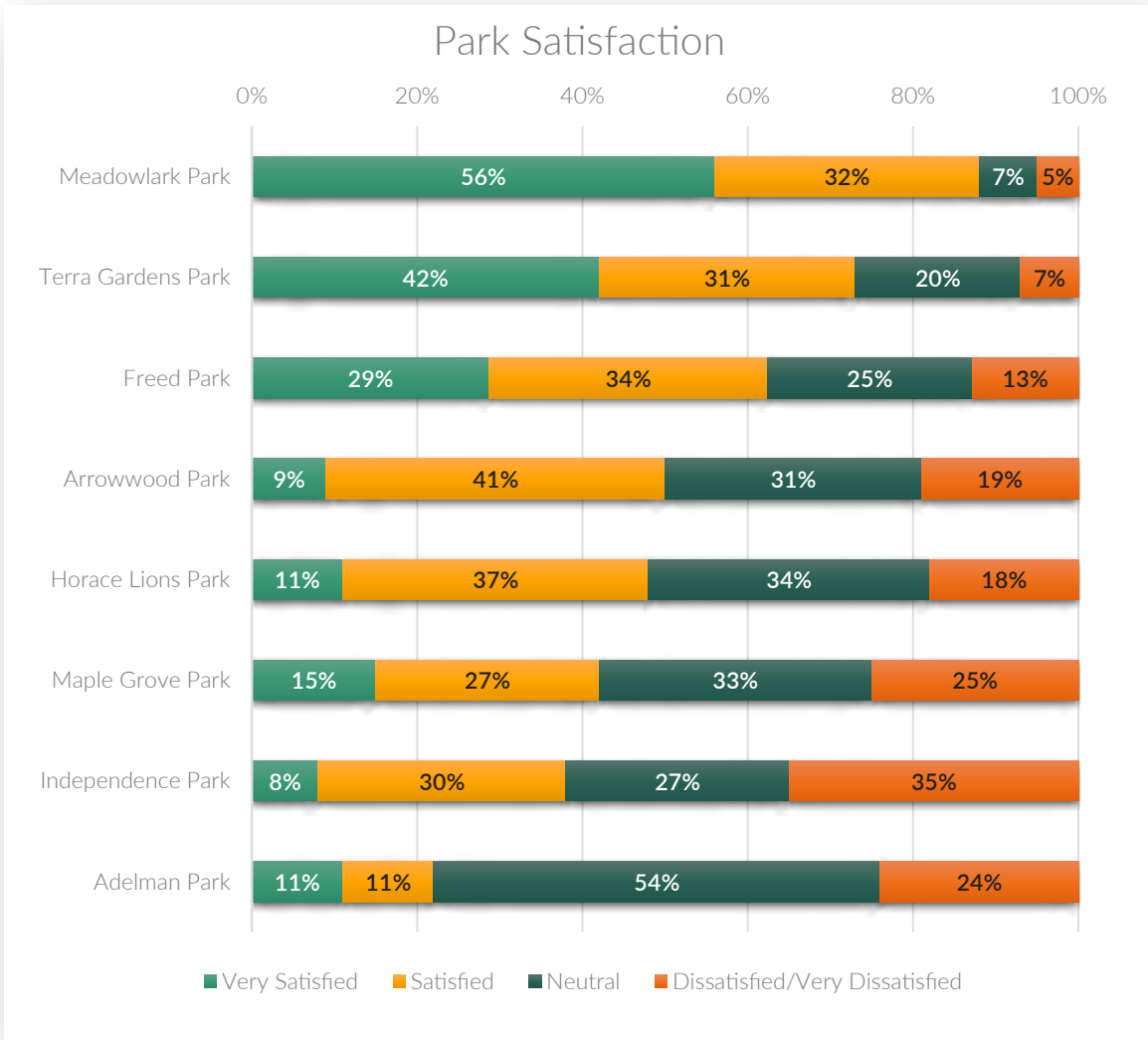
Needs assessment survey respondents were asked to rank HPD parks and facilities based on their importance and satisfaction. The Importance/Satisfaction (I-S) Rating is a tool that allows public officials to better understand both highly important criteria for each of the services they are providing. 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.

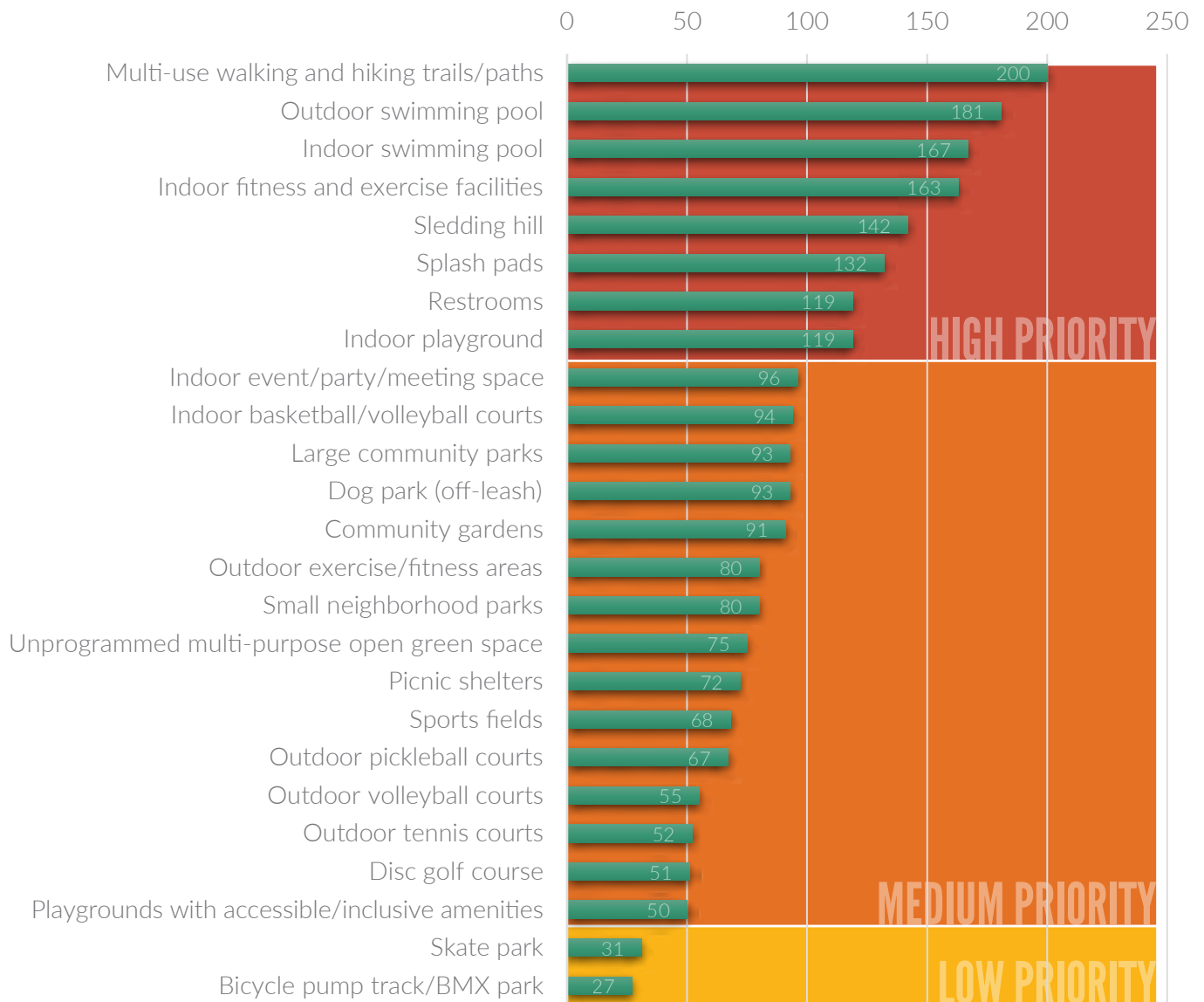
Community needs are assessed and ranked using a tool called the Priority Investment Rating (PIR). The PIR provides decision makers with an objective tool for evaluating the priority that should be placed on various parks and recreation investments. The PIR ratings reflect the importance residents place 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.

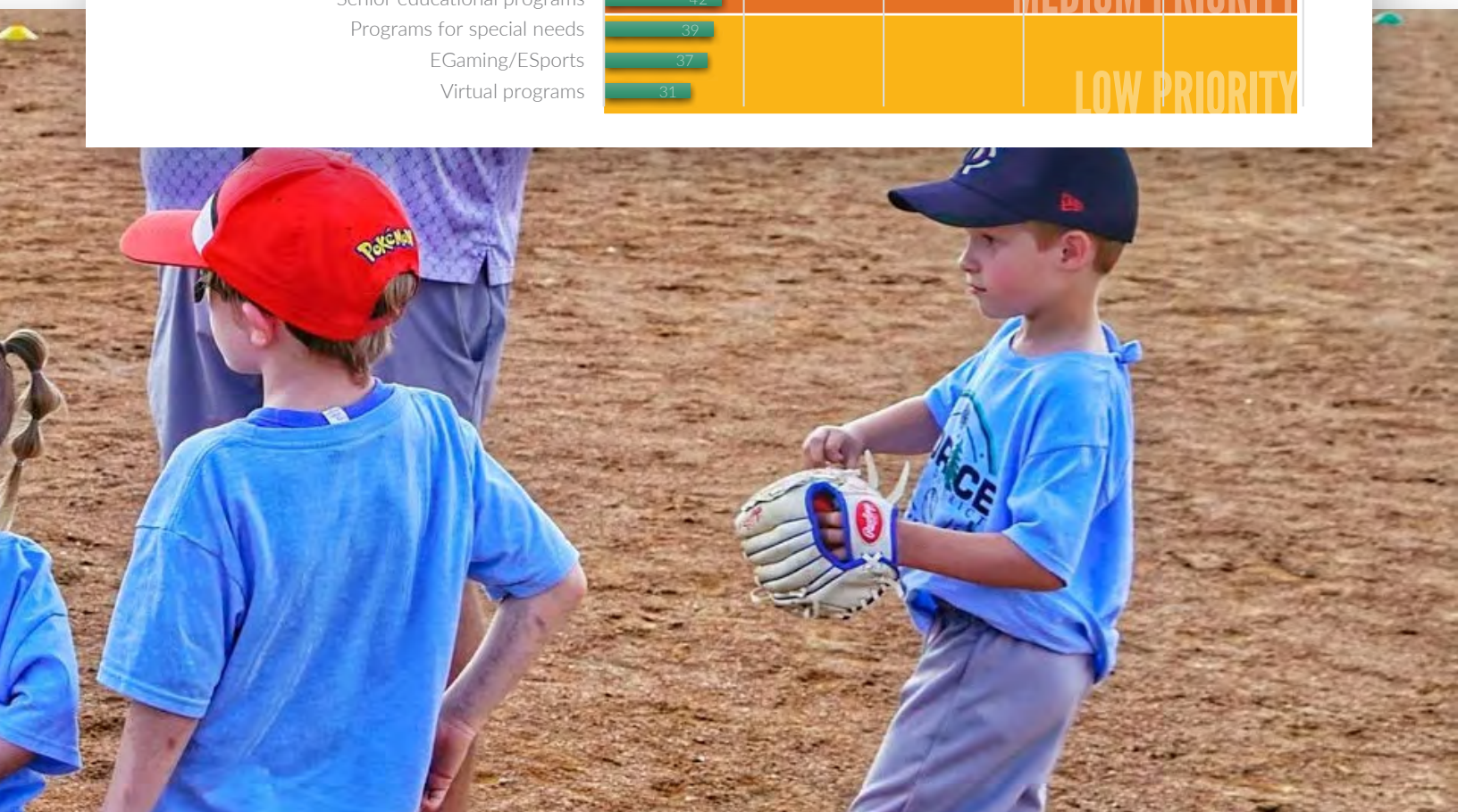
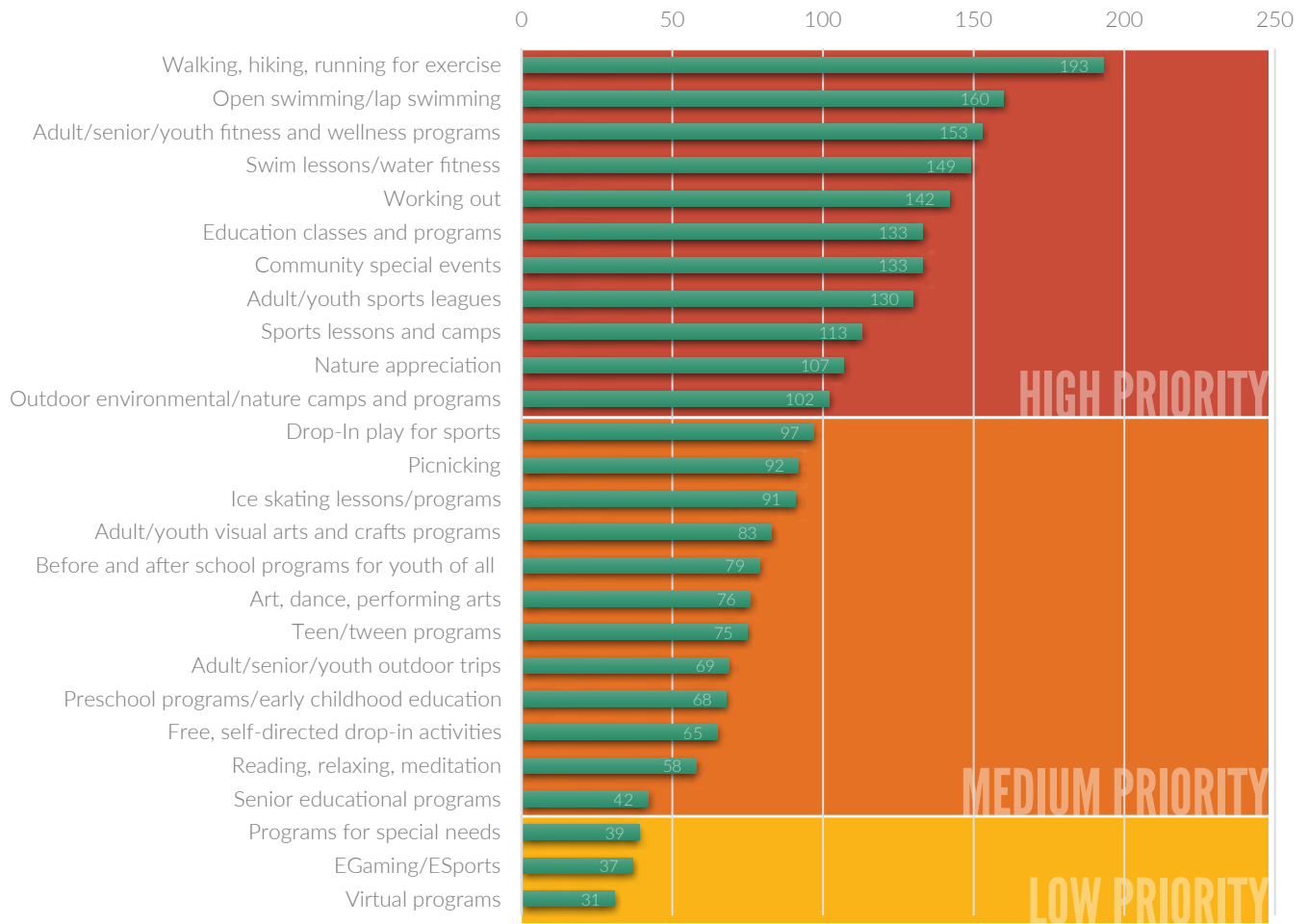
High Priority investments included walking, hiking, running for exercise, open swimming/lap swimming, adult/senior/youth fitness and wellness programs, swim lessons/water fitness, working out, education classes and programs, community special events, adult/youth sports leagues, sports lessons and camps, 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

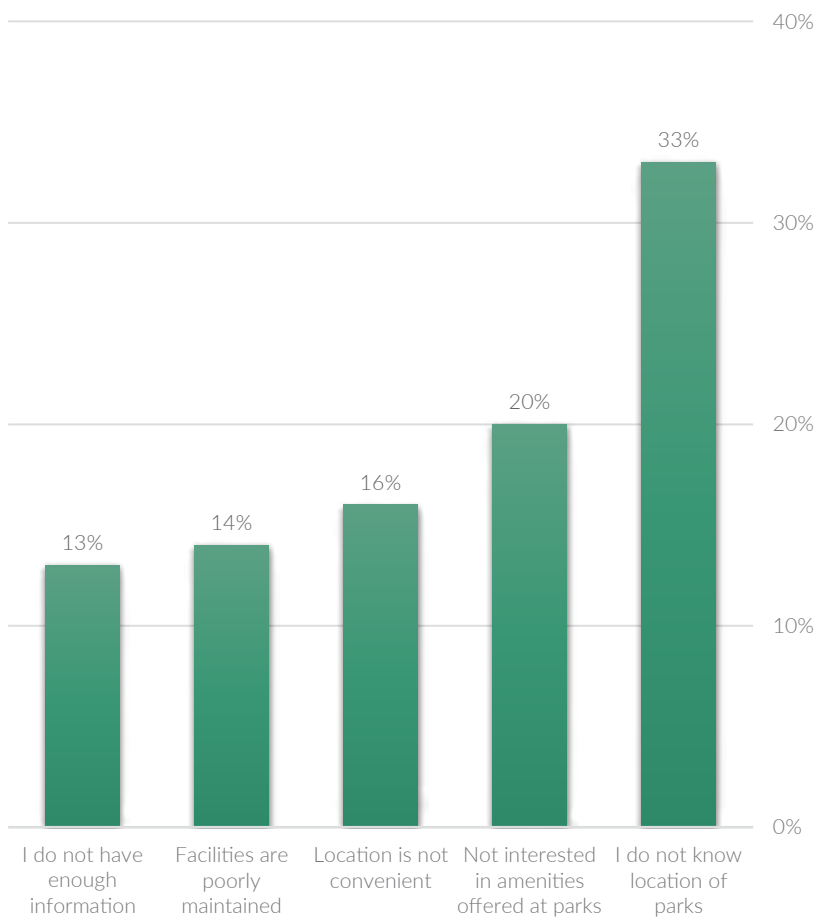
When asked about barriers to visitation, survey respondents were more likely than the national average to respond that they did not know the location of parks, with 33% in Horace and 25% nationally, suggesting a need for better wayfinding and communication via the parks website or other means to help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

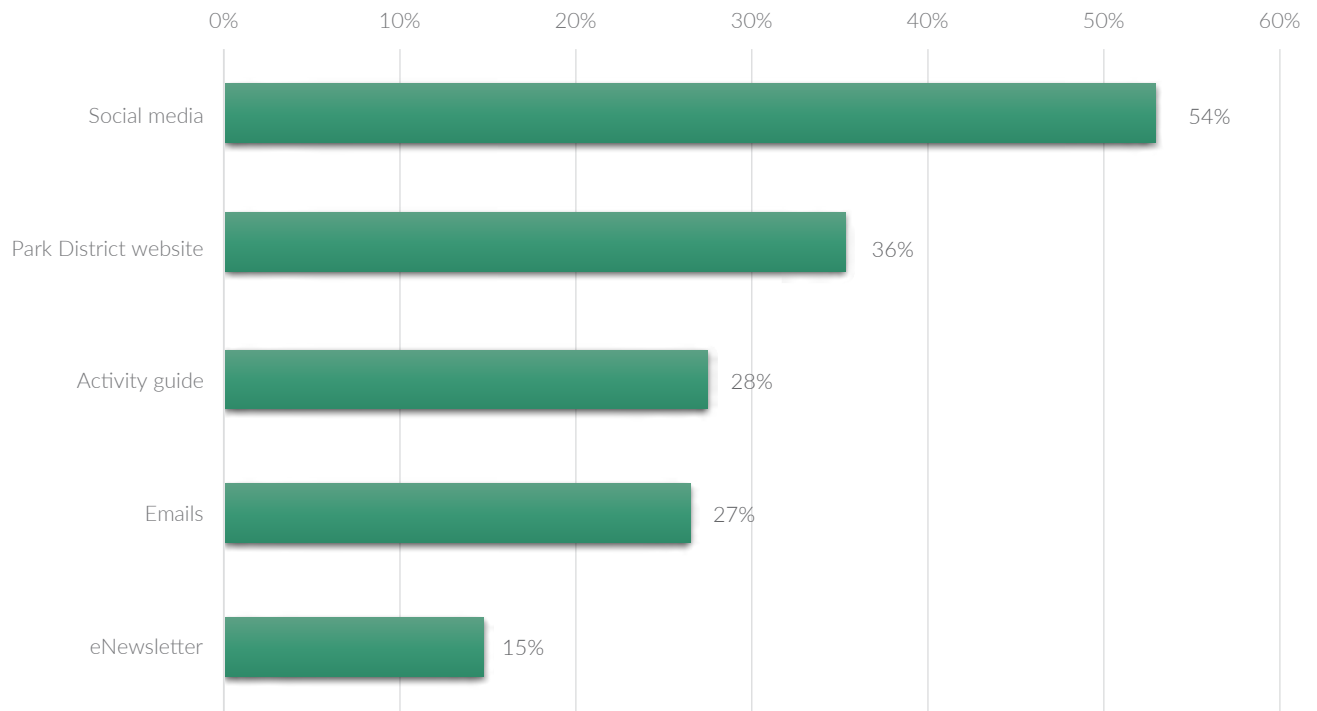


Top 5 Barriers to Visitation



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

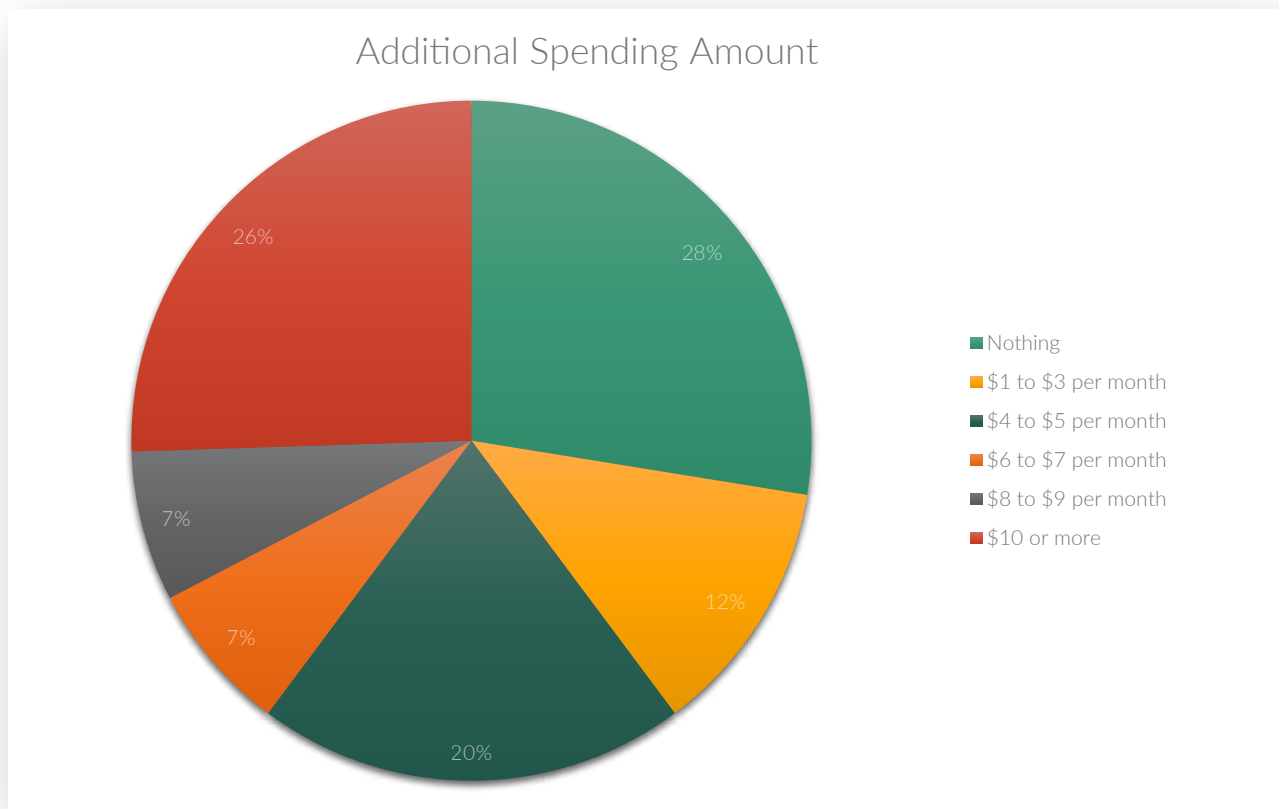
Survey respondents listed their top three methods of communication as social media (48%), word of mouth (41%), and the Park District website (39%). Additionally, 26 respondents wrote in “Horace Happenings” or an equivalent response under the “Other” option. Respondents most preferred methods were social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

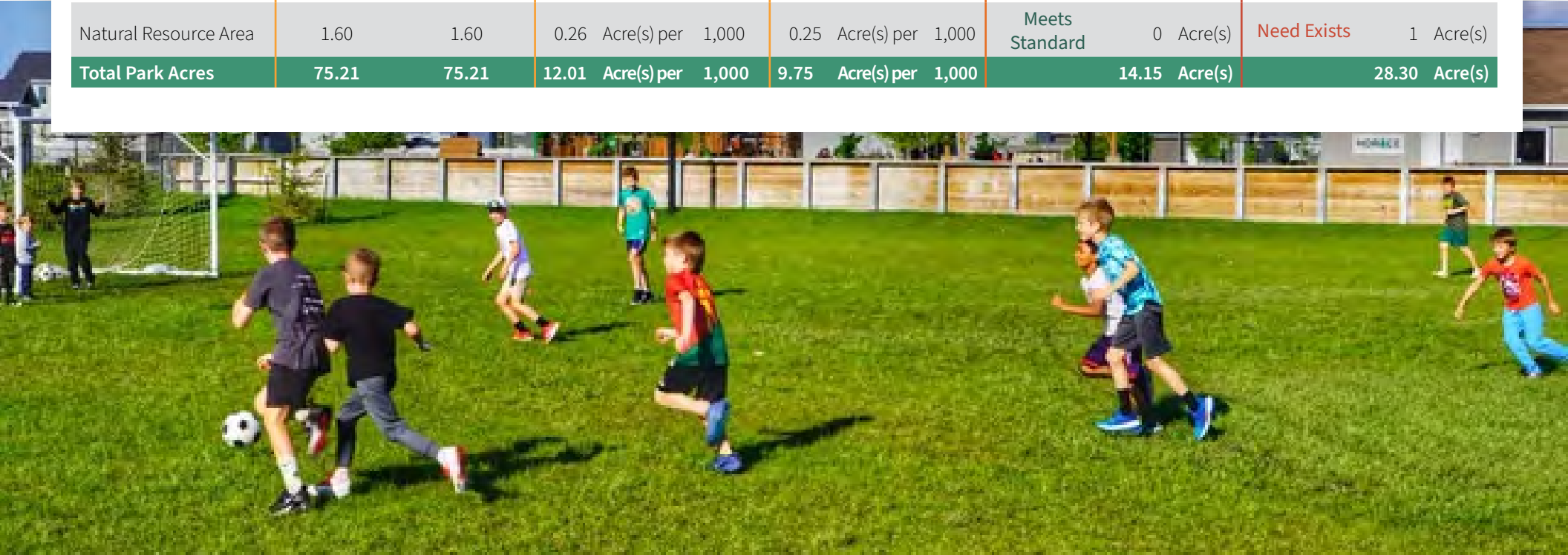
The level of service (LOS) analysis reviews the existing inventory of parks and park amenities in relation to the total population of the study area. LOS for parkland is expressed as acres per 1,000 residents, while LOS for amenities is expressed as the number of facilities per a set number of residents (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	53.92	53.92	8.61	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.

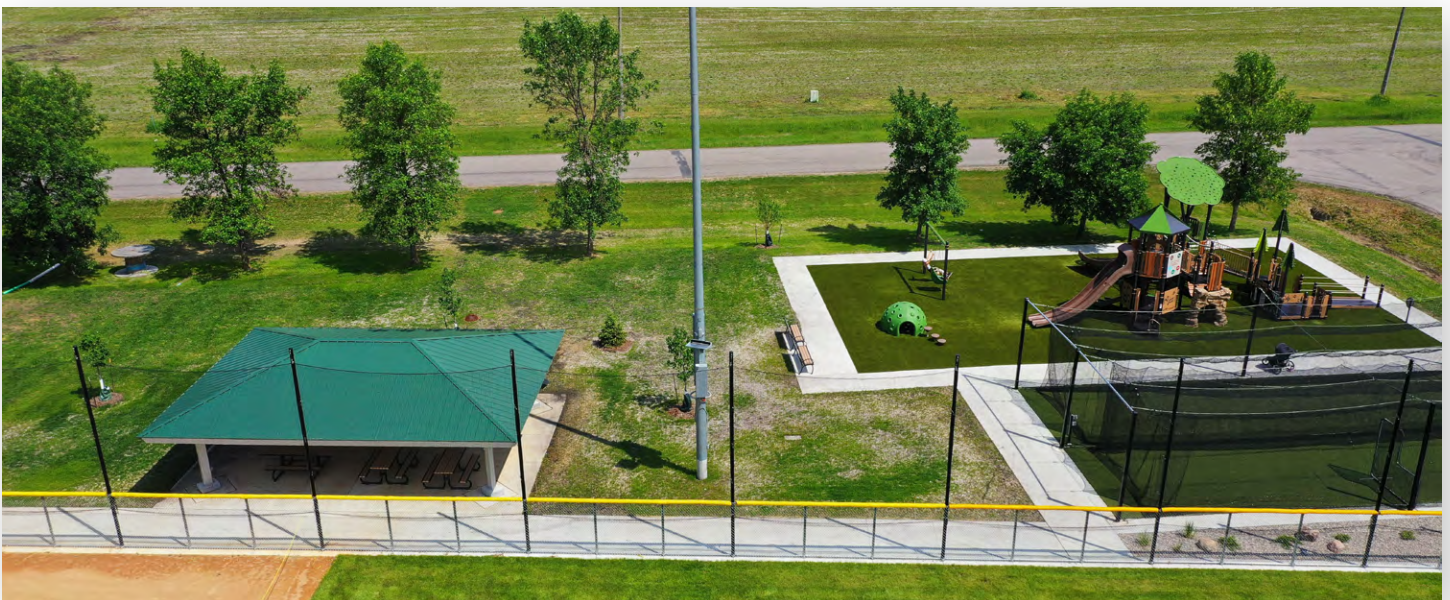


Community Parks

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

2025 Inventory - Developed Facilities							Inventory to Meet Recommended Standards in 2025		Inventory to Meet Recommended Standards in 2035	
Amenities	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.

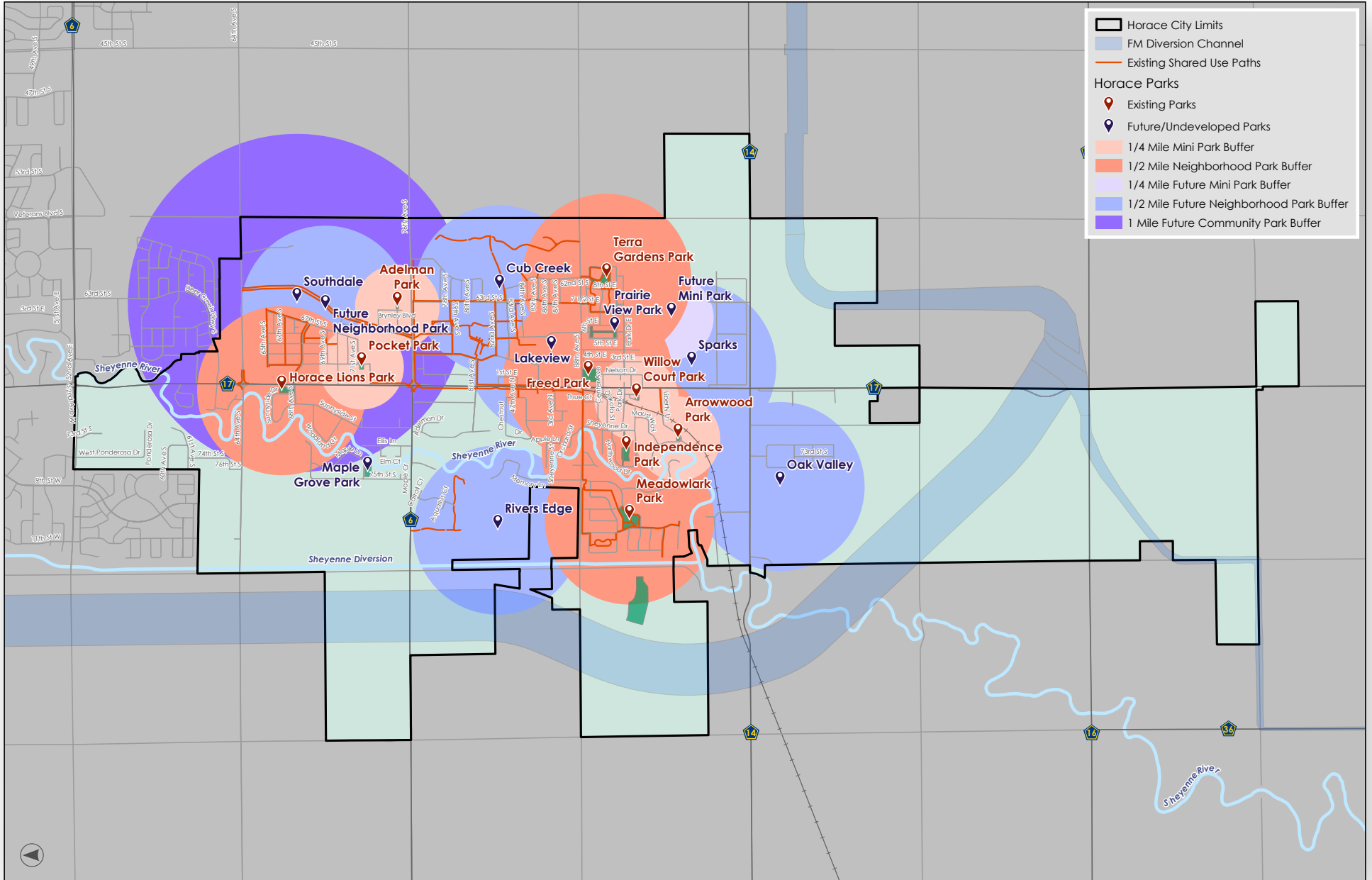
System Growth Recommendations

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.

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.

INDOOR RECREATION PLANNING

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

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

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 IMPACT	
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 IMPACT	
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 IMPACT	
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 IMPACT	
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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