



Aaron Nelson, AICP Director of Planning and Zoning
Lisa Sankey, Planner
Breanna Siegler, Office Coordinator

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West Fargo Planning & Zoning Commission Agenda

Tuesday, July 14th, 2026 - 5:30 p.m.

- A. Call to Order
- B. Approval of Order of Agenda
- C. Approval of Minutes- June 9th, 2026
- D. Regular Agenda
 1. Public Hearing- A26-11 McMahon Estates 1st Subdivision, a request for Conditional Use Permit (CUP) for a detached accessory structure at 133 48th Ave E (Lot 7, Block 1 McMahon Estates 1st Subdivision)- Sankey
 2. Public Hearing- A26-12 North Pond at the Preserve 19th Addition, a request for retracement plat at 350 23rd Ave E (Lots 1,4&5, Block 1 North Pond at the Preserve 15th Addition)- Sankey
 3. Public Hearing – A26-9 Growth Area Plan, consideration of approval and adoption (***continued from the June 9, 2026 meeting***)- Nelson
 4. Amendment to the General Plan for Urban Renewal and Urban Development, consideration of approval- Nelson
- E. Non-Agenda Items
- F. Adjourn from Regular Agenda



West Fargo Planning & Zoning Commission Meeting Minutes
Tuesday, June 9th, 2026 - 5:30 p.m.

Members Present: Kathi Schwan, Morgan Forness, Chris Wehri, Mike Thorstad, Dave Gust, Joseph Haj, Matt Kopp

Members Absent: Alyssa Ommen

Others Present: Aaron Nelson, Lisa Sankey, Katie Schmidt, Jerry Wallace, Breanna Siegler

Minutes Submitted by: Breanna Siegler, Office Coordinator

The meeting was called to order by Chair Thorstad at 5:30pm. Chair Thorstad asked for approval of the order of the agenda. Commissioner Gust motioned to approve; Commissioner Schwan seconded. No opposition. Motion passed.

Chair Thorstad asked for a motion to approve the meeting minutes from May 13, 2026. Commissioner Wehri moved and Commissioner Forness seconded the motion to approve the meeting minutes from May 13, 2026. No opposition. Motion passed.

Chair Thorstad opened a public hearing for A26-7 Sheyenne Riverside 1st Addition, a request for subdivision and zoning change from R-1A: Single Family Dwelling to R-3: Multiple Dwelling at 1114 Sheyenne St (Lot 17, Block 3 Lepird's Sub & Lot 9, Block 1 Lepird's 2nd Addition). Chair Thorstad opened the floor for public comment.

The applicant representative gave an update on the proposed plans and how they are addressing concerns that have been brought up so far. 26 residents spoke in opposition to the application. Reasons for opposition included; traffic, snow removal, crime, safety, and taxes. Chair Thorstad closed the public hearing. Discussion held. Commissioner Gust motioned to deny the zone change. Commissioner Kopp seconded. Commissioners expressed concern regarding the intensity of the proposal, neighborhood opposition, and traffic safety. Roll call vote 7-0 to recommend denial of the zone change. Motion to deny passed.

Chair Thorstad opened a public hearing for A26-8 Offices at the Preserve Addition, a request for subdivision at 2320 Bluestem Dr. E and 2380, 2463, 2501, 2585, 2550, & 2400 Alexander Way E (Lots 1-7, Block 1 North Pond at the Preserve 18th Addition). Chair Thorstad opened the floor for public comments. One resident questioned why Alexander Way was chosen as the name. Way is the designation used for private drives. Chair Thorstad closed the public hearing. Commissioner Kopp motioned to approve the application. Commissioner Forness seconded. Roll call vote 7-0 in favor. Motion passed.

Chair Thorstad opened a public hearing for A26-9 Growth Area Plan, request for continuation of consideration of approval and adoption. Director Nelson gave a short update on the status of the Growth



Area Plan and requested that the Planning & Zoning Commission continue this item until the July 14, 2026 meeting.

Chair Thorstad opened the floor for public comments. No comments were made. The public hearing is continued until the July 14th meeting. Discussion held. Commissioner Gust motioned to approve the continuation of this item until the July 14th meeting. Commissioner Schwan seconded. Roll call vote 7-0 to approve continuation of this item.

Chair Thorstad opened the floor for non-agenda items. No items were brought forth.

Chair Thorstad asked for a motion to adjourn from the regular agenda. Commissioner Schwan moved to adjourn. Commissioner Kopp seconded. No opposition. Motion passed. Chair Thorstad adjourned from the regular agenda at 7:04pm.

STAFF REPORT

A26-11		CONDITIONAL USE PERMIT	
McMahon Estates 1 st Subdivision			
133 48th Ave E (Lot 7, Block 1 of McMahon Estates 1 st Subdivision)			
Owner/Applicant: Joel Bergeson		Staff Contact: Lisa Sankey	
Planning & Zoning Commission Public Hearing:		07-14-2026	
City Commission:			

PURPOSE:

Conditional Use Permit to allow an accessory structure greater than 1,000 square feet in an R-1E: Rural Estate Zoning District.

STATEMENTS OF FACT:

Land Use Classification:	G-2: Sub-Urban – Growth Sector
Existing Land Use:	Single Family Dwelling
Current Zoning District:	R-1E: Rural Estate District
Zoning Overlay District(s):	None
Proposed Lot size(s) or range:	1.13 Acres (49,000 ft ²)
Adjacent Zoning Districts:	North, East, and West – R-1E: Rural Estate District; South – Agricultural (City of Fargo City Limits)
Adjacent street(s):	48 th Avenue East (Local)
Adjacent Bike/Pedestrian Facilities:	n/a
Available Parks/Trail Facilities:	The Wilds Park within ½ mile

DISCUSSION AND OBSERVATIONS:

- The R-1E: Rural Estate zoning district allows for accessory structures greater than 1,000 ft² as a conditional use provided they are in character with the development pattern of the subdivision they are in.
- The applicant has provided a site plan showing a new accessory structure in the rear yard. The total square footage for the proposed structure would be 1,920 (32'x 60') square feet. Late last year a 1,344 square foot structure was approved to the south along 51st Avenue East. Other structures approved previously in the McMahon Estates development have been 1,600 to 2,172 square feet.
- The applicant indicated the structure would be used for personal storage (boat and vehicle), workshop and recreational use and would be constructed in a manner consistent with the character and appearance of the existing dwelling and property with similar siding to match the exterior of the existing house.
- A conditional use permit agreement is required to be signed prior to issuance of a building permit and may include conditions deemed appropriate by the Commission.

CRITERIA FOR GRANTING CONDITIONAL USE PERMIT:

With reference to the criteria for granting conditional uses, the following is noted:

STAFF REPORT

1. Ingress and egress to property and proposed structures thereon with particular reference to automotive and pedestrian safety and convenience, traffic flow and control, and access in case of fire or catastrophe.
 - The property has adequate access, and the improvements will not affect the current access.
2. Off-street parking and loading areas where required, with particular attention to the items in (1) above and the economic, noise, glare or odor effects of the special exception on adjoining properties and properties generally in the district.
 - No concerns noted
3. Refuse and service areas, with particular reference to the items in (1) and (2) above.
 - No concerns noted.
4. Utilities, with reference of locations, availability, and compatibility.
 - No concerns noted
5. Screening and buffering with reference to type, dimensions, and character.
 - No concerns noted
6. Signs, if any, and proposed exterior lighting with reference to glare, traffic safety, economic effect, and compatibility and harmony with properties in the district.
 - No concerns noted
7. Required yards and other open space.
 - No concerns noted.
8. Soil conditions, as they relate to on-site sewage disposal, water supply, basement excavating, road construction and related land use.
 - No concerns noted.
9. General compatibility with adjacent properties and other property in the district.
 - The land adjacent to this area is R-1E: Rural Estate District and similar style and sized accessory buildings have been previously approved within the subdivision.

NOTICES:

Sent to: Property Owners within 350' and Applicable agencies and departments

- An email was received in support of the project.

CONSISTENCY WITH COMPREHENSIVE PLAN AND OTHER APPLICABLE CITY PLANS AND ORDINANCES:

- The proposal is consistent with the city's comprehensive plan and other applicable city plans, as the proposed structure is accessory to an existing residential use and does not conflict with the Comprehensive Plan.

RECOMMENDATIONS:

It is recommended that the City approve the proposed conditional use permit application on the basis that it is consistent with City plans and ordinances with recommended conditions of approval as follows:

1. The accessory building is constructed of the same color and materials as the primary residential structure.
2. A Signed Conditional Use Permit Agreement is received.

STAFF REPORT

Attachments

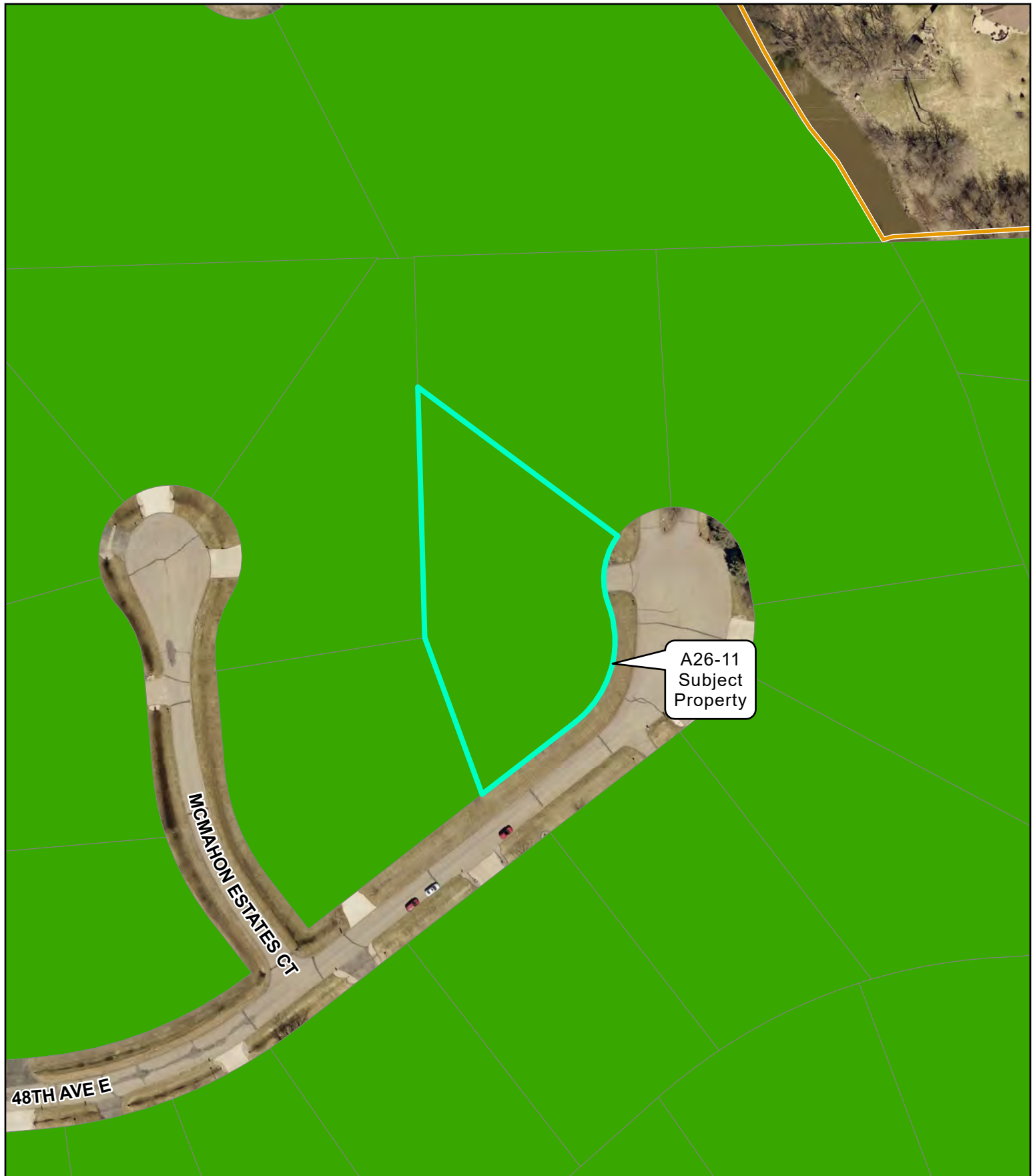
1. Aerial map
2. Zoning map
3. Site Plan
4. Public Comments



Features

 Agenda Zone  Lots





West Fargo Zoning

A: Agricultural	LI: Light Industrial	R-1SM: Mixed One and Two Family Dwelling
C: Light Commercial	M: Heavy Industrial	R-2: Limited Multiple Dwelling
C-OP: Commercial Office Park	P: Public	R-3: Multiple Dwelling
DMU: Downtown Mixed Use	PUD: Planned Unit Development	R-4: Mobile Home
EMU: Entertainment Mixed Use	R-L1A: Large Lot Single Family Dwelling	R-5: Manufactured Home Subdivision
HC: Heavy Commercial	R-1A: Single Family Dwelling	R-1E: Rural Estate
	R-1: One and Two Family Dwelling	R-R: Rural Residential



From: [REDACTED]
To: [Lisa Sankey](#)
Subject: CUP for Property at 138 48th Ave E
Date: Thursday, July 2, 2026 7:13:35 AM

Lisa

I live a 122 48th Ave E

I would like to give me support and YES vote for the proposed project at 138 48th Ave E

Our development has many accessory structures, including my own, and they fit into the development very well.

YES for me.

Sincerely,

Nate Vollmuth, AIA
President | GDD Architects

STAFF REPORT

A26-12 REPLAT	
North Pond at the Preserve 19 th Addition	
350, 368 & 336 23 rd Ave E (Lots 1, 4 & 5, Block 1 of North Pond at the Preserve 15 th Addition)	
Owner: Oporo, LLC Applicant: Scott Kolbinger, KLJ Engineering & Jed LaPlante, Oporo	Staff Contact: Lisa Sankey
Planning & Zoning Commission Public Hearing:	07/14/2026
City Commission Final Plat Approval:	

PURPOSE:

Replat for commercial development.

STATEMENTS OF FACT:

Land Use Classification:	G-2: Sub-Urban – Growth Sector
Existing Land Use:	Vacant & Medical Facility
Current Zoning District(s):	C: Light Commercial
Zoning Overlay District(s):	CO-I: Interstate Corridor Overlay & CO-SR: Sheyenne River Corridor Overlay
Proposed Zoning District(s):	N/A
Proposed Lot size(s) or range:	41,212 – 166,176 square feet
Total area size:	8.33 Acres
Adjacent Zoning Districts:	North – A: Agricultural (Sheyenne Diversion Tieback Levee) South – R-1A: Single Family Dwelling District East – C: Light Commercial West – C-OP: Commercial Office Park
Adjacent street(s):	4 th Street East (Collector Street); 23 rd Avenue East (Collector Street); proposed private access easements
Adjacent Bike/Pedestrian Facilities:	Path along south side of 23 rd Ave E; Along the north side to the east
Available Parks/Trail Facilities:	River's Bend at the Preserve Park and North Pond Trail and Pond lookout within ½ mile
Land Dedication Requirements:	Parkland dedication has been fulfilled by way of an agreement dated November 21, 2011, completed as part of North Pond at the Preserve 2 nd Addition. The agreement included undeveloped parcels

DISCUSSION AND OBSERVATIONS:

- In 2022, this property was platted from one lot into five smaller lots with private drives for light commercial development.
- The applicant has submitted a request for a subdivision replat to reconfigure three lots into five for better design and marketability.

STAFF REPORT

- A preliminary site plan shows two existing medical/office buildings along the north side of the development with two shared private accesses running north and south, via 23rd Avenue East.
- Access consists of an existing 30' wide private drive/easement along the west side as well as a 27' wide easement to the east through the middle of the development intended for both Ingress/Egress, as well as placement of private utilities
- As with the previous plat, driveway access to 23rd Avenue will be restricted along the eastern 200 feet of the plat to protect the integrity of the existing intersection of 4th St E with 23rd Ave E.
- A cash-in-lieu of land dedication was paid as part of the original North Pond at the Preserve 2nd Addition, so land dedication is not required.
- A new subdivision agreement is needed to provide details regarding long-term maintenance of the private drive, information on stormwater, sewer and water services, etc. in conjunction with final plat approval.
- Additional right-of-way is needed along 23rd Avenue East to accommodate a future sidewalk along the north side of 23rd Avenue East. Ten feet of additional right-of-way is proposed, along with a new 10-foot public utility easement adjacent to the new right-of-way line.
- There are two existing monument signs that will be partially located within the area of new right-of-way and public utility easement. An encroachment agreement will be needed to document the existing sign and detail mutually agreed upon provisions for sign maintenance, future right-of-way needs, and related responsibilities between the two parties.
- The existing development sign was originally approved as part of a conditional use permit for a modified sign development plan in 2023. The plan established all five lots in the North Pond at the Preserve 15th Addition as a single unified development for purposes of determining on-premise vs off-premise signage and established a sign allocation plan for proposed and future signage as development occurs within the subdivision. Square footage for sign allocation from the two southernmost lots along 23rd Avenue was used to allow for two monument signs.

NOTICES:

Sent to:	Hearing notice published in official newspaper and information sent to applicable agencies and departments
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Comments Received:

- No comments received to-date.

CONSISTENCY WITH COMPREHENSIVE PLAN AND OTHER APPLICABLE CITY PLANS AND ORDINANCES:

- The proposed application is consistent with City plans and ordinances. The West Fargo comprehensive planning document, West Fargo 2.0 highlights desire to support diversity of commercial establishments to strengthen economic vitality and create a sustainable economy that spans all sectors.

RECOMMENDATIONS:

It is recommended that the City approve the proposed replat on the basis that it is consistent with City plans and ordinances subject to the following:

1. A signed subdivision improvement agreement is received prior to final plat approval.

STAFF REPORT

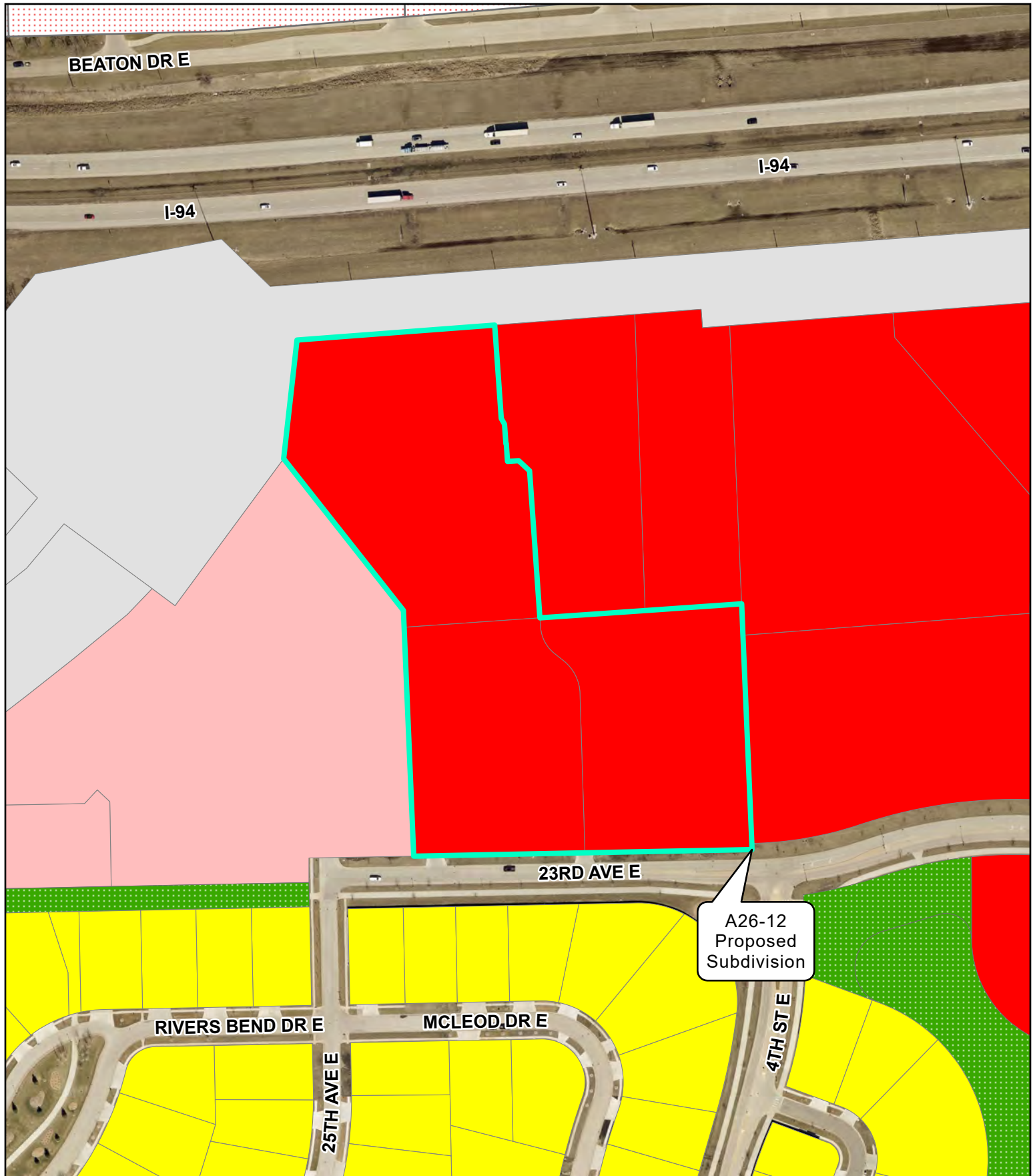
- | |
|--|
| 2. A signed encroachment agreement is received prior to final plat approval. |
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Attachments:

- Aerial map
- Zoning map
- Preliminary Plat
- Area Sketch Plan/Site for illustrative purposes



Features



West Fargo Zoning

A: Agricultural	LI: Light Industrial	R-1SM: Mixed One and Two Family Dwelling
C: Light Commercial	M: Heavy Industrial	R-2: Limited Multiple Dwelling
C-OP: Commercial Office Park	P: Public	R-3: Multiple Dwelling
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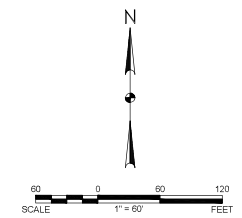
A REPLAT OF LOTS 1, 4 & 5, BLOCK 1 OF NORTH POND AT THE PRESERVE
FIFTEENTH ADDITION TO THE CITY OF WEST FARGO, CASS COUNTY, NORTH DAKOTA

OPORO LLC
350 23RD AVENUE E, STE 201
WEST FARGO, ND 58078
PH: 701.356.4770

KLJ ENGINEERING LLC
300 23RD AVENUE E, SUITE 100
WEST FARGO, ND 58078
PH: 701.232.5353
www.kljeng.com

BASIS OF BEARING:
SURVEY IS BASED ON FARGO GIS HORIZONTAL DATUM, US
SURVEY FEET, DISTANCES SHOWN ARE GROUND DISTANCES.

<u>AREA OF PLOT:</u>	
	ACRES
L1, B1	3.79
L2, B1	1.47
L3, B1	0.99
L4, B1	1.00
L5, B1	0.95
23RD AVE E	0.13
TOTAL	8.33



Jun 19, 2026 - 10:23am - K:\Projects\Jlans1-st\Coro\2614-11207-Opero\Rev\ACD\Design\Legal\Docs\2614-11207-Opero\Rev\11st.dwg

A REPLAT OF LOTS 1, 4 & 5, BLOCK 1 OF NORTH POND AT THE PRESERVE
FIFTEENTH ADDITION TO THE CITY OF WEST FARGO, CASS COUNTY, NORTH DAKOTA

MEMORANDUM

TO: Planning & Zoning Commission
FROM: Aaron Nelson, Planning Director *AN*
MEETING DATE: July 14, 2026
SUBJECT: West Fargo Growth Area Plan

A public hearing regarding approval and adoption of the West Fargo Growth Area Plan was opened at the June 9, 2026 Planning & Zoning Commission meeting and continued to this meeting to allow staff time to finalize the plan document.

The Growth Area Plan is now complete and included in this packet for the Commission's final review, along with a resolution for approval and adoption. Project consultant, HKGi, will provide a brief presentation on the final plan and answer any questions from Commissioners at the July 14 meeting.

Requested Action: Hold the public hearing, approve the attached resolution adopting the West Fargo Growth Area Plan, and recommend approval to the City Commission.

Attachments:

- Executive Summary of the West Fargo Growth Area Plan
- West Fargo Growth Area Plan
- Resolution of Approval and Adoption



GROWTH AREA PLAN

EXECUTIVE SUMMARY

JULY 2026





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This plan addresses:

- Land use
- The urban form
- Annexation
- Municipal service extension
- Transportation
- Public uses
- Parkland/greenspace
- Economic development
- Fiscal impacts and fiscal sustainability
- Capital improvements
- Infrastructure improvements

PROJECT PURPOSE

Since the completion of the West Fargo 2.0 Redefining Tomorrow (Comprehensive Plan) was adopted in 2018, much has happened that challenges the course of how communities traditionally would develop and grow. The events of the past six years do not necessarily change the vision articulated in the West Fargo 2.0 plan, but they do add to the challenges of interpreting the vision with balancing growth. The West Fargo Growth Area Plan provides a framework to guide growth in a manner that aligns with the public interest and community vision, is coordinated with partner entities, and is fiscally sustainable.

This plan is an addendum to the West Fargo 2.0 Plan and is considered part of the City’s Comprehensive Plan and will help to guide development in the future.

PROJECT STUDY AREA

The growth area for West Fargo has been segmented into two focus areas, for the purpose of this plan. The Primary Focus Area covers land within the City that currently houses the decommissioned sewage lagoons (As of 2017, the City of West Fargo began sending wastewater to the City of Fargo’s regional water reclamation facility), the land between the City limits and the diversion, as well as a half-mile buffer around I-94 the within the City’s growth area. The Primary Focus Area is 10,654 acres. The Secondary focus is roughly 18,785 acres and fills in the remaining land within the City’s growth area.

1

PRIMARY FOCUS AREA: 10,654 ACRES

- Periphery of the City's corporate limits (inside & outside)
- Exclusive extraterritorial jurisdiction, within the FM Diversion alignment
- City lagoon property
- I-94 Corridor, west of the City

SECONDARY FOCUS AREA:

2

18,785 ACRES

- Extraterritorial jurisdiction (exclusive and joint jurisdictional) outside of Primary Focus areas
- Mixed-use nodes and other infill opportunity areas within the City's corporate limits

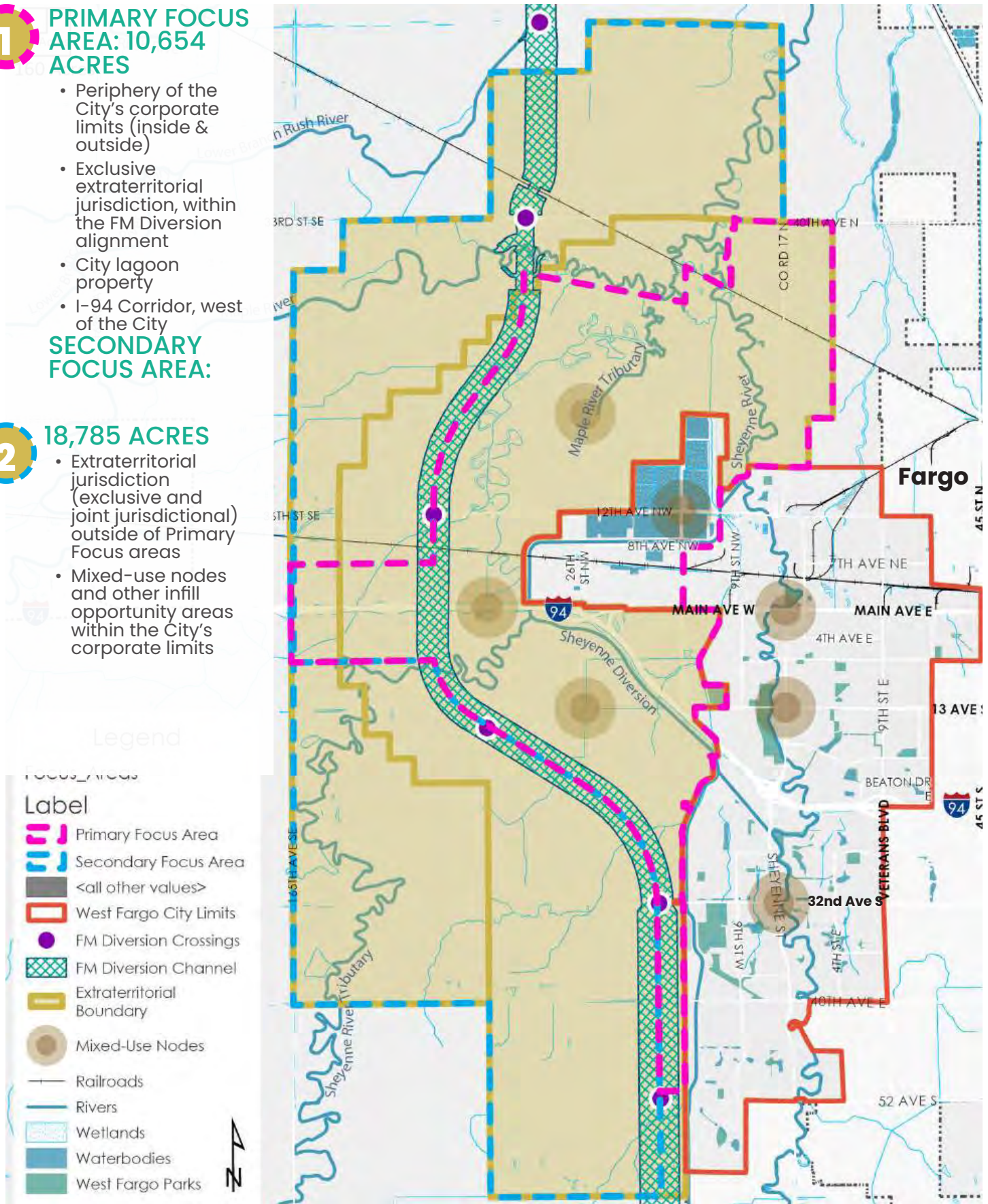
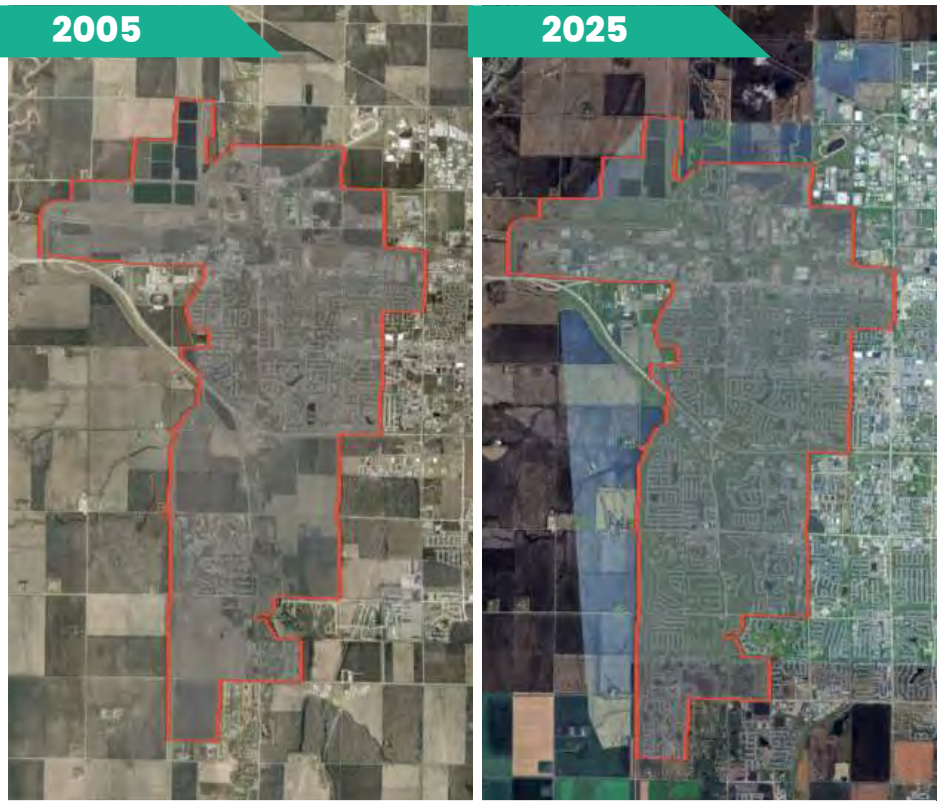


Figure 1. Primary and Secondary Focus Area map

BACKGROUND INFORMATION

CITY GROWTH HISTORY & PROJECTIONS

West Fargo has been one of the fastest growing communities in the Fargo-Moorhead metro area. The City has grown from a population of roughly 15,000 in 2000 to over 40,000 residents today. Growth has slowed in recent years, as the City approaches full build-out within the current City limits. However, with the completion of the FM Diversion – a major permanent flood protection project – a significant amount of developable land will be available for development (see page 18). Once official floodplain mapping is changed by FEMA, approximately 6,500 acres will be available for development without any additional flood protection measures needed.



Aerial photos showing growth in the City of West Fargo from 2005 – 2025

POPULATION PROJECTIONS

The City's population projections have consistently fallen below the actual census counts over the last few decades. The growth rate for the Metropolitan Statistical Area (MSA) as a whole is expected to be 1.44 percent per year by 2050. A Demographic Forecast Study from 2017 for all areas within the MSA was compared to the 2020 Census counts. West Fargo and Horace were the only communities that exceeded their population projections (West Fargo's population projections were exceeded by 3.3%). Overall, the population forecast for the MSA was 3.7 percent higher than the actual 2020 Census population count of 249,843.

Year of Projection	2000	2005	2010	2015	2020	2025	2030	2035	2040	2045	2050
1986	15,500										
1991	14,609	15,723	16,671	18,195	19,302	20,293					
1996	15,165	16,317	17,296	18,869	20,001	21,021					
2001		16,580	17,518	18,807	19,712	22,290	23,404				
2006			24,430	27,840	29,680	30,440	30,040	28,870			
2012				30,010	35,020	38,290	41,020	43,450	45,190		
2017					37,370	40,140	42,000	43,240	43,660	43,270	
2024						41,617	42,512	47,688	52,122	57,627	62,789
Actual Census or Census Estimate	14,940	20,584	25,830	33,398	38,626						

Table 1. Population projections

FM DIVERSION

The Fargo-Moorhead Area Diversion is a major permanent flood protection project that will remove most of the City's future growth area from the existing floodplain.

The existing Sheyenne Diversion, constructed in 1992, has shielded Horace and West Fargo from a significant amount of flooding, therefore supporting development in the region. By 2027, the FM Diversion will be completed, supplementing the Sheyenne Diversion, and increasing flood protection for a larger portion of the Fargo-Moorhead area. Developers anticipate that the additional flood protection will significantly reduce costs for new and existing homeowners in the region and could spur an increase in development.

Once constructed, the diversion will prevent flooding for nearly 260,000 people. The diversion will bring approximately 8,000 acres of land out of the floodplain and make it available for development. FEMA will remap floodplains in 2030 once the diversion is complete- this will impact insurance rates and allow for more viable development in the areas that had previously been floodplain.

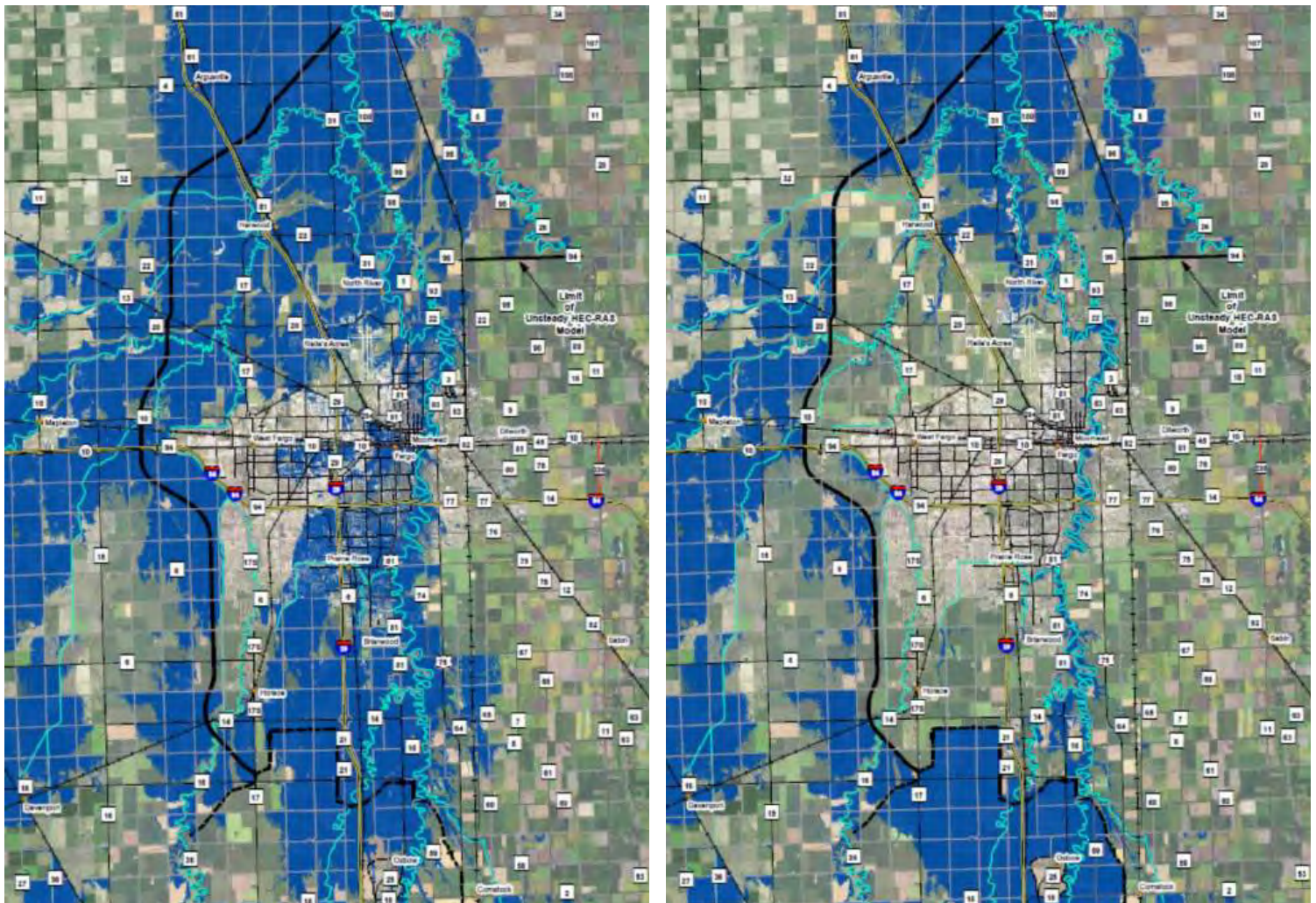
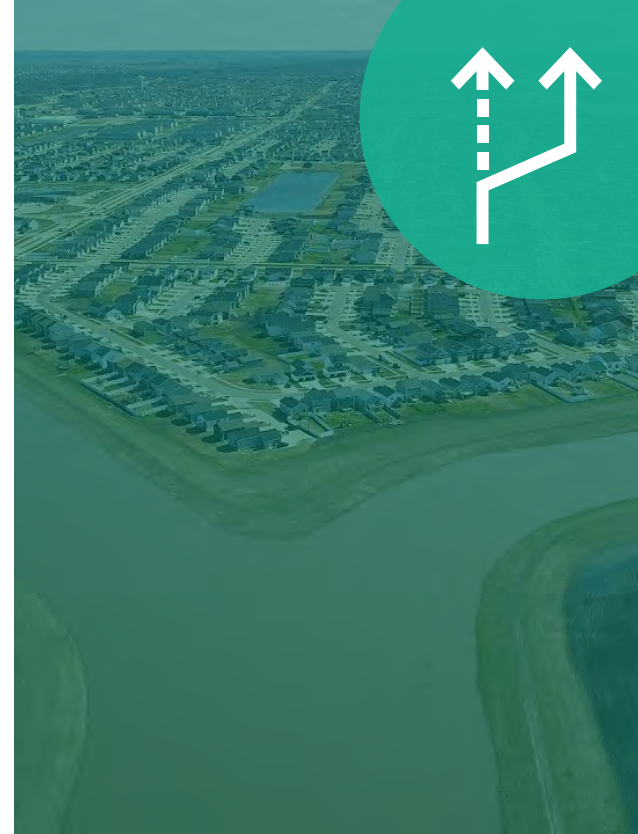


Figure 2. FEMA floodplain map before FM Diversion (left) and after construction of FM Diversion (right).

FUTURE LAND USE

FUTURE LAND USE

Currently, the City of West Fargo's Comprehensive plan does not guide specific land uses for future development, but instead it guides policy direction at a high level. The Growth Area Plan provides a set of land use categories and corresponding maps to guide planned land uses. The focus of land use guidance is within the Primary Focus Area, but also areas inside of the West Fargo Extraterritorial Boundary that will likely see development in the next 25 years.

The Future Land Use Map has established land use guidance for all the Primary Focus Area, as well as additional land East of the Sheyenne River and the areas west of the Sheyenne River, but south of the Maple River, as these are the likely areas to see sanitary sewer service over the next 25 years.

Land use categories identified in the Growth Area Plan included the general land use types identified to the right. The land use categories are not exclusive, and are intended to contain a mix of uses and densities. Additionally, the proposed planned land use map shows general locations for a future network of parks and open space connections and three types of mixed use nodes.

The land use plan is intended to guide development patterns and uses. Deviations from this plan are anticipated and will need to be vetted through planning and engineering staff and ultimately the City Commission.

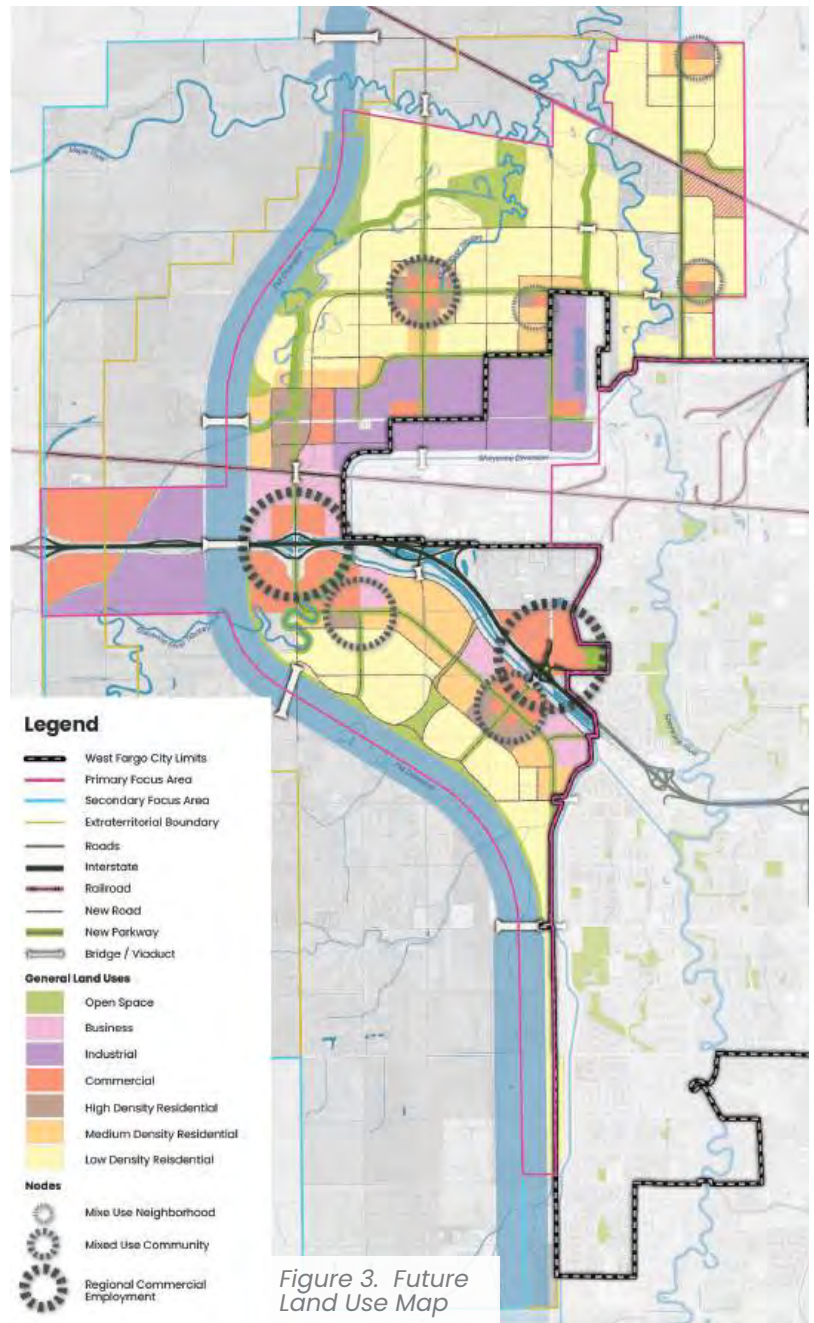


Figure 3. Future Land Use Map

PRECEDENT IMAGES:



Low Density Residential



Medium Density Residential



High Density Residential



Commercial



Industrial



Business

NEAR-TERM FOCUS AREAS

Based on the availability of sanitary sewer infrastructure and the fiscal analysis work as a part of this plan, two primary areas have been identified as near-term development areas, one on the east side of the Sheyenne River along the CR 17 corridor (mixed residential and neighborhood supporting commercial uses) and the second at the city-owned lagoon properties along the 12th Ave corridor (employment and industrial uses with supporting commercial). The area southwest of I-94 is also highlighted to discuss the near-term challenges with development in this area.

CR 17 CORRIDOR

The area east of the Sheyenne River along the CR 17 Corridor up to CR 20/40th Ave N. is identified as one of the first areas for development primarily due to the availability to directly connect sanitary sewer to the city of Fargo's system without any significant investment in existing infrastructure. This area represents approximately 1,100 acres of development and could occupy the first 5-10 years of development in the growth area (See Figure 3.3)

Generally, strong transportation access exists with CR 17 serving as the north/south route, and CR 20 and 19th Ave N providing east/west access and direct connections to Interstate 29. Infill areas west of CR 17 are planned as lower density residential and should respect the existing rural development neighborhoods along the river. Mixed use nodes with neighborhood commercial and mixed density are planned at CR 17 and 19th Ave N, and CR 17 and CR 20 on the east side of CR 17. Roadway improvements will be needed for 19th Ave N and 32nd Ave N and should be coordinated with the City of Fargo, as well as future roadway upgrades to the county roads and their ultimate transfer of ownership and maintenance to the City of West Fargo.

The City of Fargo's long-range growth plan has identified the area along 19th Avenue as Urban Neighborhood, a mix of residential densities in a more urban form, and areas of agricultural uses (for now) extending north to CR 20. Coordination with the City of Fargo on roadway improvements, trail corridors and stormwater treatment and drainage needs will be important considerations for the future. The plan also identifies opportunities for neighborhood parks on both the north and south sides of the rail line as well as regional stormwater basin opportunities.

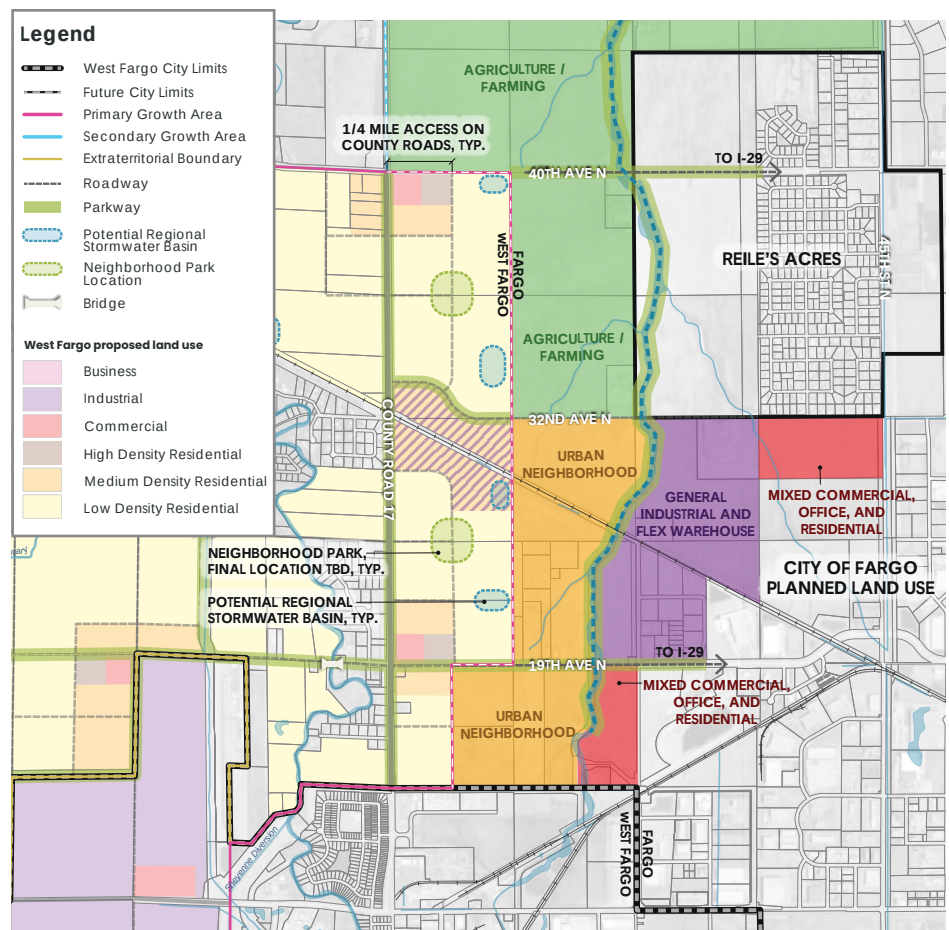


Figure 4. CR 17 Corridor Development Area

0 0.25 0.5 1 Miles

12TH AVENUE BUSINESS DISTRICT / CITY-OWNED LAGOON PROPERTIES

The city-owned lagoon properties are a tremendous economic development opportunity for the City of West Fargo. At roughly 600 acres, the properties span both sides of 12th Ave/12th Avenue, a planned major corridor in the future. The plan envisions a mixed business/ industrial campus along the 12th Ave corridor with uses ranging from corporate campus, data centers, distribution and logistics and light manufacturing. Commercial uses at key intersections are also envisioned to support the employment base of the area. The concept for development provides guidance to building placement, parking, loading and service zones to help create a strong visual presence along a key community corridor along 12th Ave N.

TRANSPORTATION IMPROVEMENTS

Today the area lacks a steady connection to the industrial district south of the Sheyenne Diversion. The plan recommends upgrades to 12th Avenue and 38th Street to create this stronger connection to the area. Additionally, improvements to 26th Street with a box culvert connection over the Sheyenne Diversion will further aid in connectivity to the area. Finally, 19th Ave N and an upgraded bridge over the Sheyenne River will manage traffic, as 19th Ave N is a planned arterial.

SANITARY SEWER IMPROVEMENTS

In order to provide sanitary service to the properties and areas north, approximately 35-40 acres of the lagoons will need to remain online as equalization ponds to manage peak flows during heavy rain events. These are planned to be sited on the eastern boundary against the airport to screen from view and maintain marketability and efficiency of development.

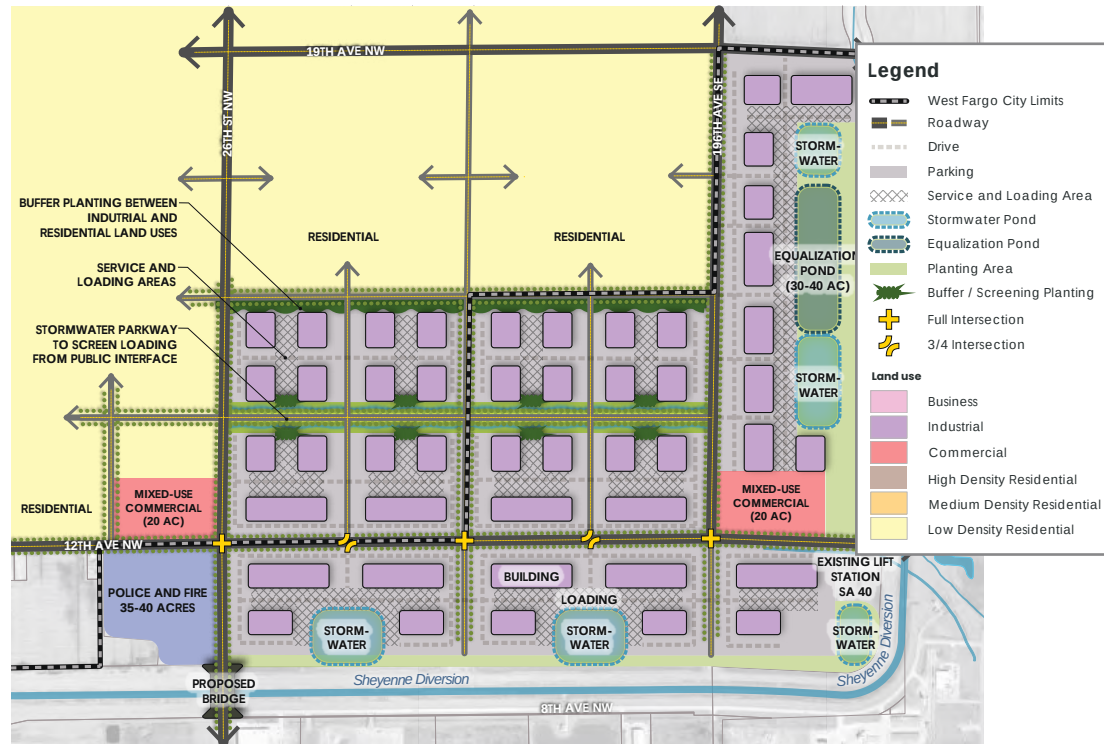


Figure 5. 12th Avenue Business District / Lagoon Properties Development Framework

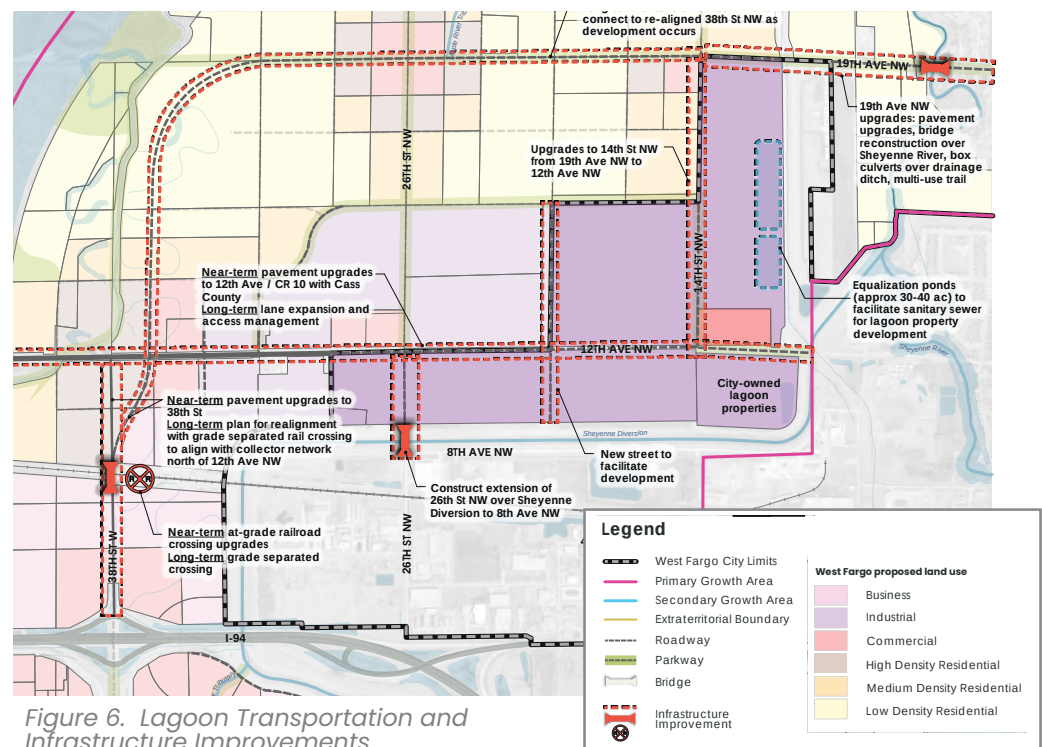


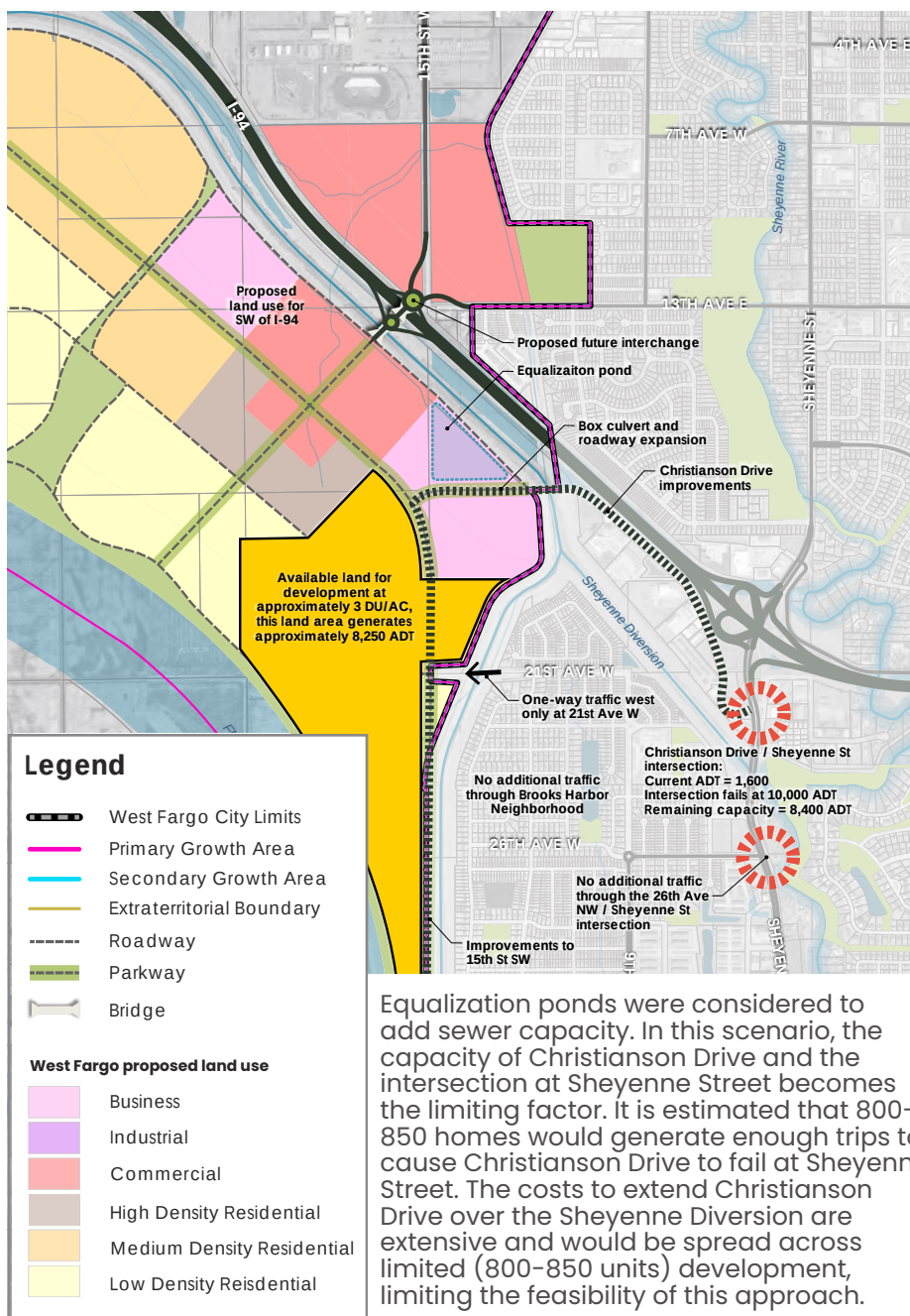
Figure 6. Lagoon Transportation and Infrastructure Improvements

SW 94 AREA

While the Southwest 94 area may feel like the next logical location for development, this area is heavily challenged for development due to sanitary sewer and transportation issues. In order to offset peak flows in the sanitary sewer force main system, a large equalization pond would need to be created to manage grey water during heavy rain events to offset existing sump pump usage. Additionally, the intersection at 26th Ave W. and 170th Ave SE/Sheyenne St. is already at capacity at peak times and additional traffic cannot be directed through this intersection. This means alternative transportation routes would be needed which would include a new box culvert crossing of the Sheyenne Diversion at Christianson Drive and improvements to the full length of existing Christianson Dr. and 15th St. N to provide multiple ways of egress for traffic flow and fire safety. However, only so much capacity is available for development based on average daily trips. At approximately 10,000 ADT the intersection at Christianson Dr. and Sheyenne St. fails.

Beyond the transportation and sanitary sewer issues the Cass County Electric Cooperative has indicated it will take significant upgrades to their existing distribution system to service this area.

Additionally, West Fargo Public Schools as indicated additional growth in this area will put pressure on existing schools and will create redistricting for high school and middle school students and create additional busing demands to send students north to West Fargo High School.



Equalization ponds were considered to add sewer capacity. In this scenario, the capacity of Christianson Drive and the intersection at Sheyenne Street becomes the limiting factor. It is estimated that 800-850 homes would generate enough trips to cause Christianson Drive to fail at Sheyenne Street. The costs to extend Christianson Drive over the Sheyenne Diversion are extensive and would be spread across limited (800-850 units) development, limiting the feasibility of this approach.

PRECEDENT IMAGES:



Sheyenne Diversion Crossing Needed



Equalization Ponds/Basin Needed

Figure 7. SW 94 Area – Challenges to Development

PARKS & RECREATION

INTRODUCTION

West Fargo is positioned for significant growth, and the Park District has a critical opportunity to shape how parks, recreation facilities, and trails evolve alongside the city's expanding population. This plan establishes a framework for a connected, equitable, and financially sustainable park system over the next 25 years.

PARK SYSTEM VISION

The plan envisions a tiered park network — from small pocket parks in dense urban areas to large community parks and regional facilities — connected by a robust trails system. Key park types include:

- Pocket Parks (½–2 ac): Plazas, tot-lots, and art parks in denser settings
- Neighborhood Parks (2–8 ac): Playgrounds, shelters, and open fields within ½ mile of all residents
- Community Parks (10+ ac): Athletic fields, splash pads, destination playgrounds, and natural areas serving the whole city
- Park Facilities: Indoor recreation centers and arenas serving citywide and regional demand

TRAILS & CONNECTIVITY

Trails are a central feature of the plan. Priority strategies include:

- Extending off-road trail corridors co-located with stormwater and drainage alignments
- Incorporating trails into all new collector, arterial, and parkway roadways
- Improving crossings of I-94, the railroad, and the Sheyenne Diversion to connect north growth areas
- Pursuing diversion greenway trails as a long-term regional opportunity

Trail corridors should maintain 16–20 ft widths to support maintenance access and snow storage.

GROWTH PROJECTIONS

Population growth will drive significant new demand. Over the next 25 years, the Park District anticipates

- 19 new parks needed
- 50% increase in facility demand
- 16 new playgrounds required
- 17 additional FTE staff



FUNDING STRATEGY

The Park District will use a multi-source funding approach:

- Park Dedication: Primary mechanism for acquiring land and funding new park construction in developing areas
- Property Taxes: Largest ongoing revenue source; supports replacement and maintenance across the district
- Special Assessments: Used for improvements serving specific neighborhoods
- Cost Recovery: Fees from facility rentals, entry, and programming extend District resources
- Grants & Donations: Intergovernmental revenue and the West Fargo Parks & Recreation Foundation supplement capital efforts

To remain financially sustainable, the District will prioritize cash-in-lieu of land where parks already exist, require high-quality commercial-grade materials, and implement asset management tools for long-term capital planning.



KEY PARTNERSHIPS

Achieving the plan's vision requires collaboration across agencies:

- City of West Fargo: Coordinated subdivision review, dedication requirements, and right-of-way planning
- School District: Joint use of athletic fields, courts, and indoor facilities to reduce duplication
- Metro Flood Diversion Authority: Trail corridor development and land acquisition along diversion areas
- Water Resource Districts: Trail and greenway co-location within stormwater management corridors
- State of North Dakota / FCMOG: Regional park and greenway development the District cannot fund alone

The West Fargo Park District will advocate for trail network funding in all subdivision reviews, dedication negotiations, and regional planning conversations.

The West Fargo Growth Area represents an extraordinary opportunity to build a park system that elevates quality of life for current and future residents. Proactive planning, strategic partnerships, and disciplined investment are essential to meeting the demands of a growing community.

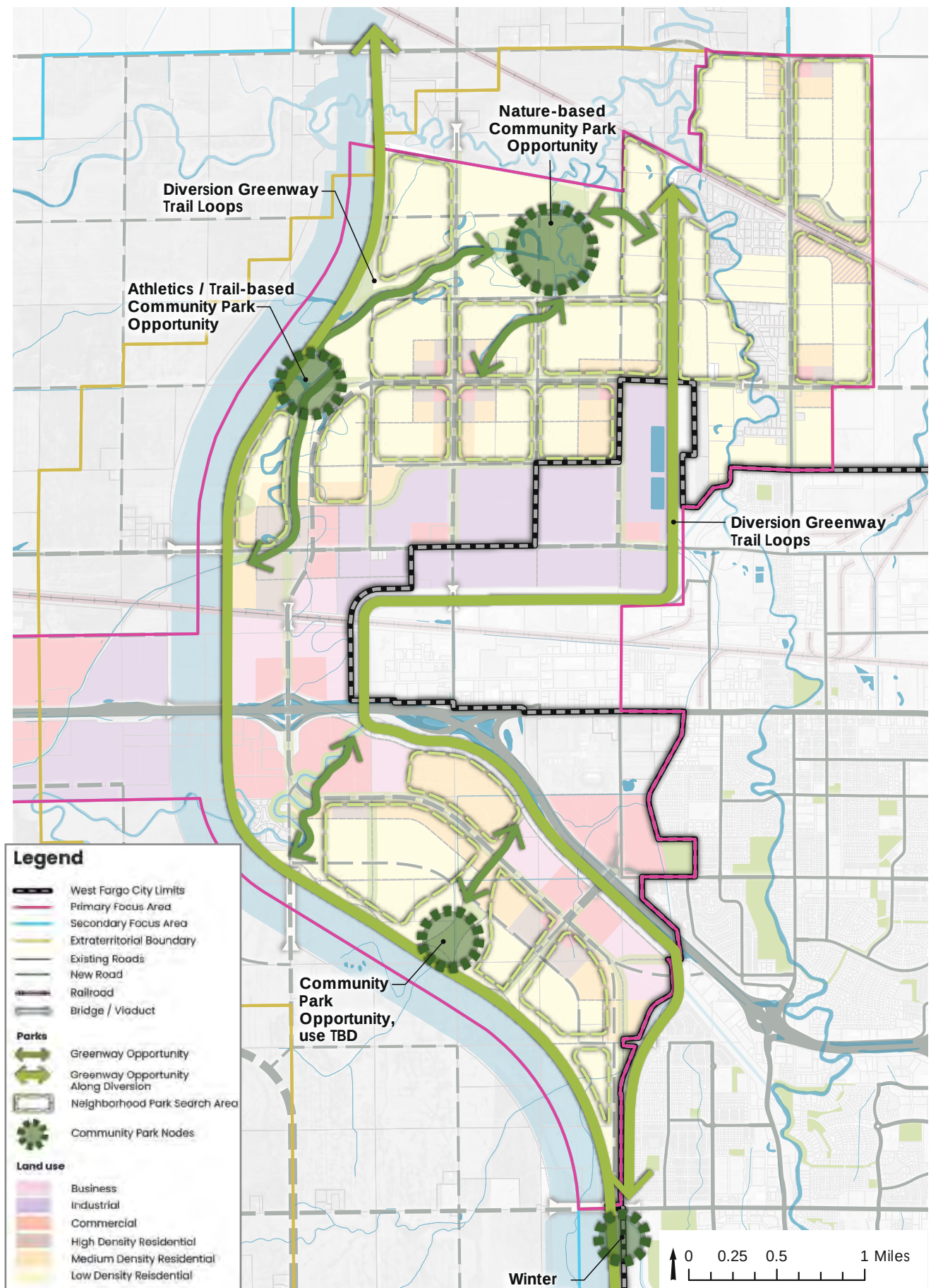


Figure 8. Park Development Framework

TRANSPORTATION

The West Fargo Growth Area transportation network is guided by a series of previously adopted metropolitan and regional transportation plans, integrated with land use goals to prioritize large-scale infrastructure investments, including future interchanges, rail crossings, and diversion bridges, over the next 25 years. The following are the key takeaways for transportation:

NORTH I-94

Development north of I-94 will primarily convert existing gravel section-line roads into paved arterials and collectors. Key priorities include:

- Extending 38th St NW from the Raymond interchange to 19th Ave NW, curving to follow the FM Diversion alignment
- Improving the railroad crossing north of the Raymond interchange to connect the 19th Ave NW / 26th St NW node
- Addressing the Sheyenne Diversion crossing south of 12th Ave NW along 26th St NW
- Protecting right-of-way along 12th Ave NW and 19th Ave NW for future commercial arterial expansion

SOUTHWEST OF I-94

The southwest growth area will require entirely new corridors rather than upgrades to existing roads.

Critical actions include:

- Protecting right-of-way for the spine road and the collector road paralleling the FM Diversion
- Planning the interchange connecting 13th Ave W to the spine road prior to approving land development
- Establishing exact road locations for future arterials not following traditional section-line alignments

ACCESS MANAGEMENT POLICY

As growth occurs, the City should adopt clear access management standards to preserve corridor capacity and safety:

- Arterial intersections spaced ~½ mile apart (reduced to ~¼ mile in high-intensity areas)
- Collector intersections at ~¼ mile intervals with limited driveway access
- Subdivision ordinance updates to require shared access, frontage roads, and cross-access between developments
- Landscape buffering along major corridors at residential-commercial transitions
- Reserved right-of-way to accommodate future lane expansion

TRAIL NETWORK INTEGRATION

Off-street trails should be planned and built concurrently with street development:

- Trails co-located along drainage corridors, greenways, and major roadways
- Dedicated trail easements with minimum 4 ft clearance on each side for snow storage
- Consistent ownership and maintenance responsibility to eliminate the current patchwork approach
- Developers may be required to construct trail segments or dedicate easements when planned corridors cross their property

STREET MAINTENANCE FRAMEWORK

For street maintenance, a proactive, data-driven maintenance plan with short-range (5-year) and long-range (20-year) horizons should be developed by the City Engineering Department in coordination with Public Works and updated annually to reflect changing conditions, budgets, and new routes as the City grows.

ROUTINE	ROUTINE/ RECONSTRUCTION	EMERGENCY
• Pavement marking & signing • Street sweeping & drain clearing • Signal & streetlight repairs • Weed control & streetscape upkeep	• Asphalt resurfacing & mill/overlay • Concrete pavement repairs • Bridge & sidewalk improvements • Signal upgrades & lane expansions	• Water main breaks • Pavement blow-ups & sinkholes • Accident-related repairs • Signal & streetlight malfunctions



Grade Separated Trail Crossings

	COMMERCIAL ARTERIAL	MIXED-USE ARTERIAL	COLLECTOR ROADWAY
	• 4-6 Lanes • Raised Median	• 3-5 Lanes • Shared Turn Lane	• 2-3 Lanes • Shared Turn Lane
ROW	150-175 ft	150-175 ft	80-100 ft

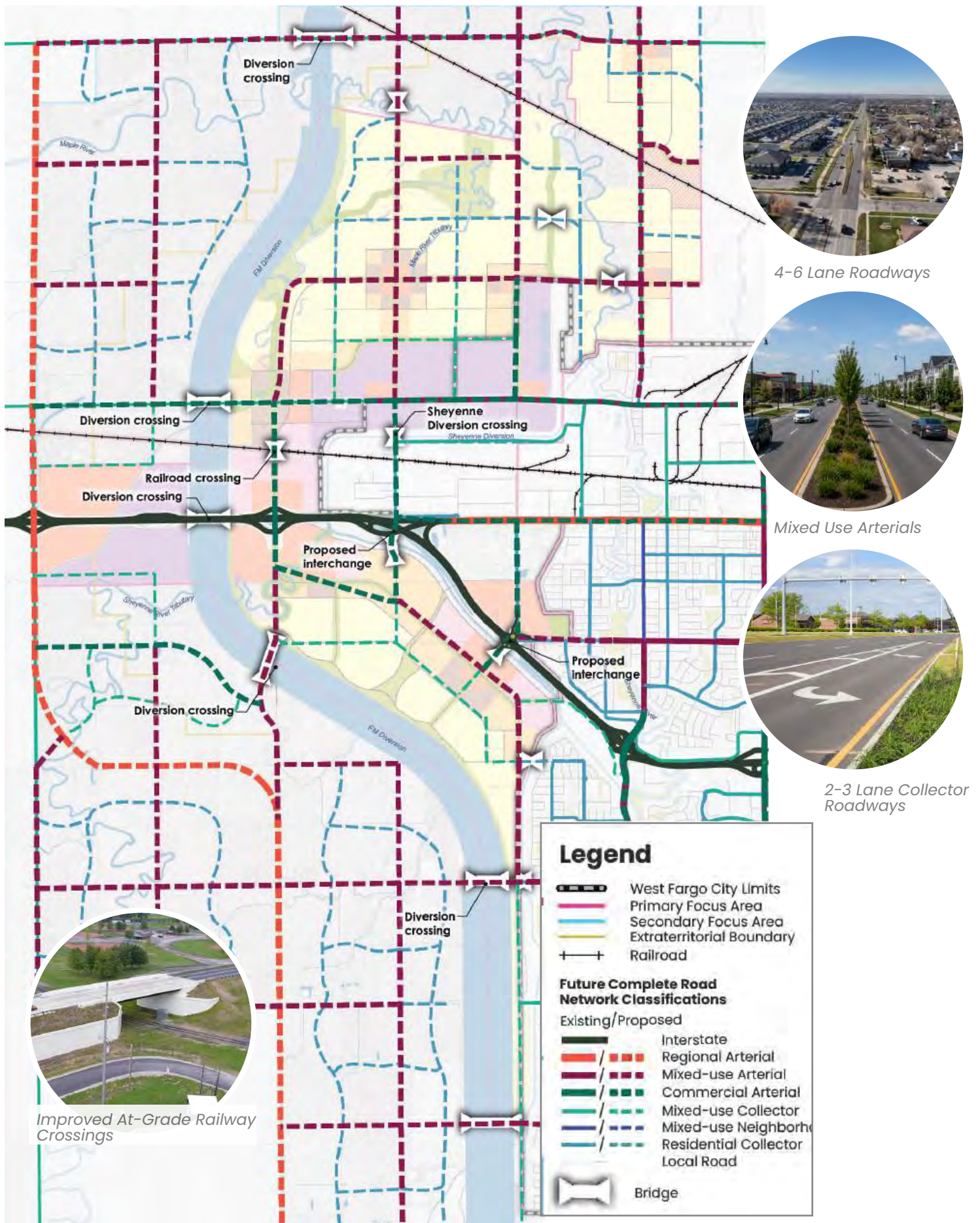


Figure 9. West Fargo Growth Area Future Streets Map

UTILITIES & INFRASTRUCTURE

INTRODUCTION

Serving 8,000+ acres of new residential, commercial, and industrial development over the next 25 years will require a fundamental expansion of West Fargo’s utilities and municipal services. Proactive infrastructure planning, phased capital investment, and coordinated service delivery are essential to maintaining quality standards as the City’s geographic footprint grows significantly beyond its current boundaries.

SANITARY SEWER

West Fargo is transitioning from stabilization ponds to pumping all wastewater to the City of Fargo for treatment. Key infrastructure steps include:

- Expanding capacity at the existing SA-40 master lift station, currently at capacity
- Retaining 30–40 acres of existing stabilization ponds as equalization basins for peak flow management
- Building a network of lift stations at roughly ½-mile intervals to serve growth areas
- Upsizing a shared force main to 24-inch diameter to accommodate both West Fargo and Mapleton flows (completion 2027)
- Extending sanitary sewer west along 12th Ave NW, south along the Sheyenne Diversion, and into the SW 94 area

WATER SERVICE

Water service will be provided by Cass Rural Water Users District under an existing coordinated agreement with the City. No capacity concerns exist for the growth area, but more refined planning is needed to confirm adequate storage and flow rates for all intended uses. The City’s current Water Purchase Agreement with Cass Rural Water establishes a framework for future Water Service Cooperation Agreements as new developments occur within overlapping jurisdictional boundaries, in alignment with North Dakota Century Code § 61-35-26.2.

MUNICIPAL SERVICE EXPANSION

Key considerations for municipal service expansion include:

FIRE & EMERGENCY	POLICE & PUBLIC SAFETY	PUBLIC WORKS	SANITATION & ADMIN
• New station needed for NW growth area • Hazmat & large-structure capacity • Lagoon property site identified	• Broader patrol areas as growth expands • Tech & fleet investment required • Facility capacity review before 2040	• Snow removal across expanded network • Fleet, storage & staffing growth • Evaluate additional PW facility	• New collection routes & vehicles • Digital permitting & GIS investment • Periodic facility capacity review

PHASED SERVICE EXPANSION FRAMEWORK

The City should consider the following for phased service expansion

GROWTH TRIGGERS	FUNDING TOOLS	PLANNING PRIORITIES
• Population thresholds • Building permit volumes • Lane-mile expansion • Utility customer counts • Response time metrics	• Development impact fees • Special assessments • Cost-sharing mechanisms • Capital Improvement Program • Long-range financial modeling	• Facility & land acquisition timing • Fleet replacement schedules • Staffing trajectory planning • Annual CIP updates • Operational cost forecasting

Municipal service planning is not separate from land use planning, it is an essential component of responsible expansion. Proactive identification of facility needs, staffing trajectories, and capital investments will position West Fargo to maintain high service standards through 2050 and beyond.

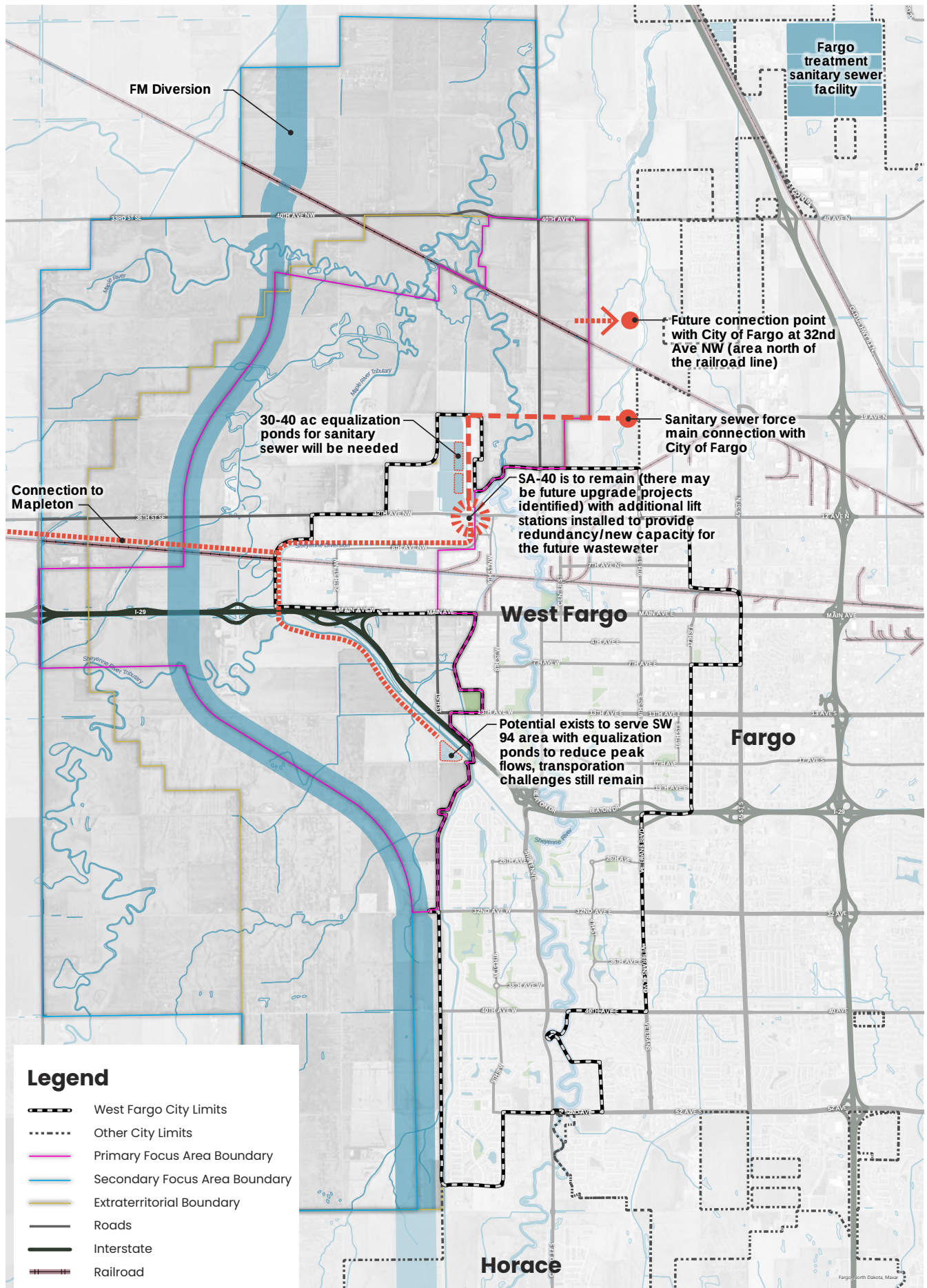


Figure 10. Sanitary Sewer Approach for the Growth Area

STORMWATER TREATMENT

INTRODUCTION

Stormwater management across the West Fargo Growth Area should be built around a regional strategy that seeks to use larger, centrally located detention basins that serve multiple developments rather than a patchwork of individual project-level facilities. This approach reduces construction burden on individual developers, simplifies long-term city operations, and creates opportunities to integrate stormwater infrastructure with parks, trails, and open space amenities.

REGIONAL BASIN STRATEGY

A regional approach to stormwater detention offers significant advantages over parcel-by-parcel management:

- Reduces the number of small facilities the City must inspect and maintain
- Increases flexibility for individual development projects
- Allows basin footprints to double as parks, trail corridors, and neighborhood amenities
- Leverages natural topography near the Maple River Tributary (NW area) and Sheyenne Diversion (SW area) for gravity-fed outlets
- Minimizes reliance on lift stations and mechanical infrastructure, lowering long-term costs

Additional sub-regional basin opportunities have been identified near the County Road 17 near-term development area, reflecting existing drainage patterns and roadway and rail barriers.

SITE CONDITIONS & PLANNING NEEDS

The growth area's physical characteristics require careful infrastructure planning prior to development approvals:

- Minimal topographic relief limits gravity conveyance options
- Clay soils with low infiltration capacity increase runoff volumes
- Seasonal snowmelt creates peak flow conditions that must be accommodated
- Natural overland flow paths must be preserved within the development pattern

Before annexation or rezoning, the City should conduct basin-level hydrologic and hydraulic modeling to define regional detention footprints, establish overland conveyance routes, and identify where easements or land acquisition will be necessary. Coordination with the West Fargo Park District should occur early to align basin siting with the planned parks and trail network.



POTENTIAL FUNDING STRATEGIES

BASIN-BASED CAPITAL RECOVERY FEE

A fee assessed at platting or permit issuance, calculated by developable acreage, projected impervious coverage, modeled detention capacity needs, and estimated land and construction costs. Development credits could be offered to projects that construct planned infrastructure, and land dedication requirements could offset facility costs.

EQUIVALENT RESIDENTIAL UNIT (ERU) MODEL

A standardized runoff value is assigned to a baseline residential lot. Non-residential development is then assessed proportionally based on impervious surface area, ensuring that higher-impact land uses contribute a greater share of stormwater infrastructure costs. Integration with the City's stormwater utility fee and Capital Improvement Program supports long-term maintenance funding.

Planning stormwater infrastructure ahead of development allows West Fargo to establish a coordinated, cost-effective system, rather than responding reactively to individual subdivision proposals, while creating lasting open space and recreational value for new neighborhoods.

PRECEDENT IMAGES:

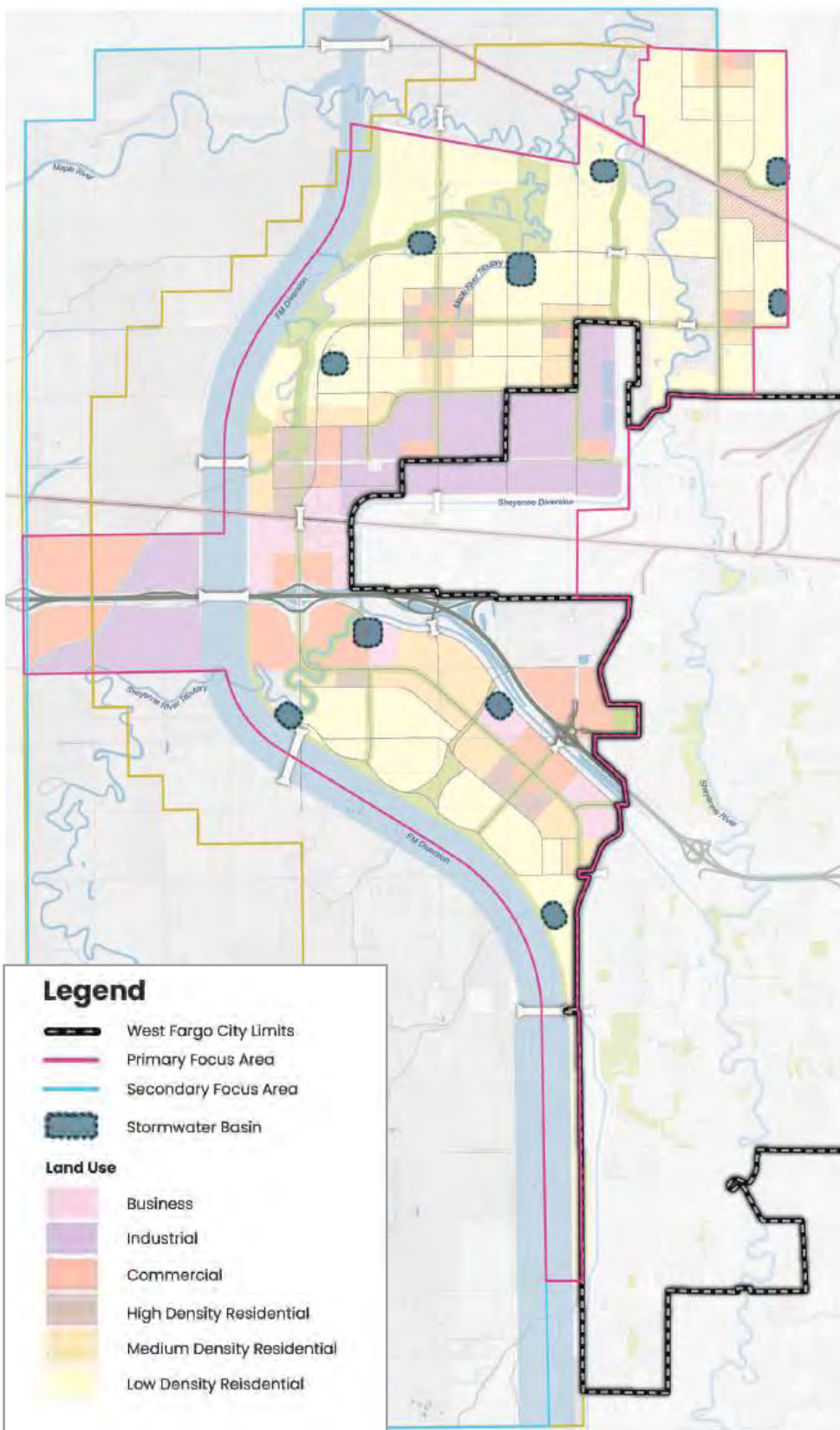


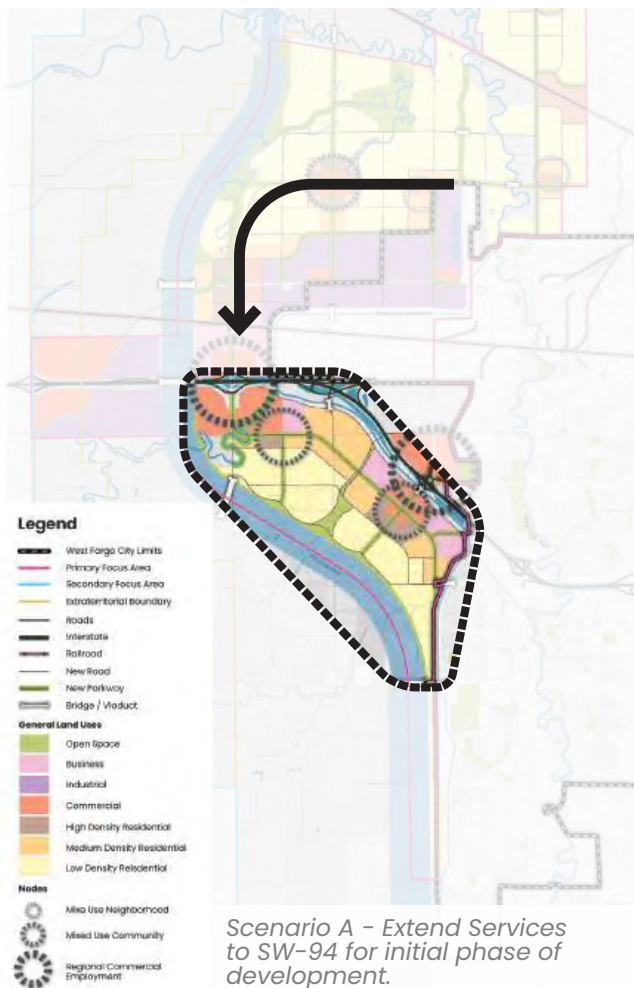
Figure 11. Potential Regional Stormwater Basins

FINANCIAL ANALYSIS

As part of the planning process, a comprehensive fiscal analysis model was developed to evaluate two alternative growth scenarios over a 25-year horizon. The model integrates development forecasting, revenue projections, capital and operating costs, and benefit/cost assessment to give City leaders a data-driven foundation for growth decisions. Both scenarios require substantial infrastructure investment with the critical differences seen in timing, risk profile, and cash flow trajectory each path creates.

SCENARIO COMPARISON AT A GLANCE

Scenario A extends infrastructure to reach the southwest 94 area for immediate development, and the Scenario B begins in the north and grows incrementally to the west over time.



SCENARIO A

\$250 M

Estimated infrastructure cost at full buildout

~YEAR 10

Earliest break-even on an annual basis

~YEAR 16

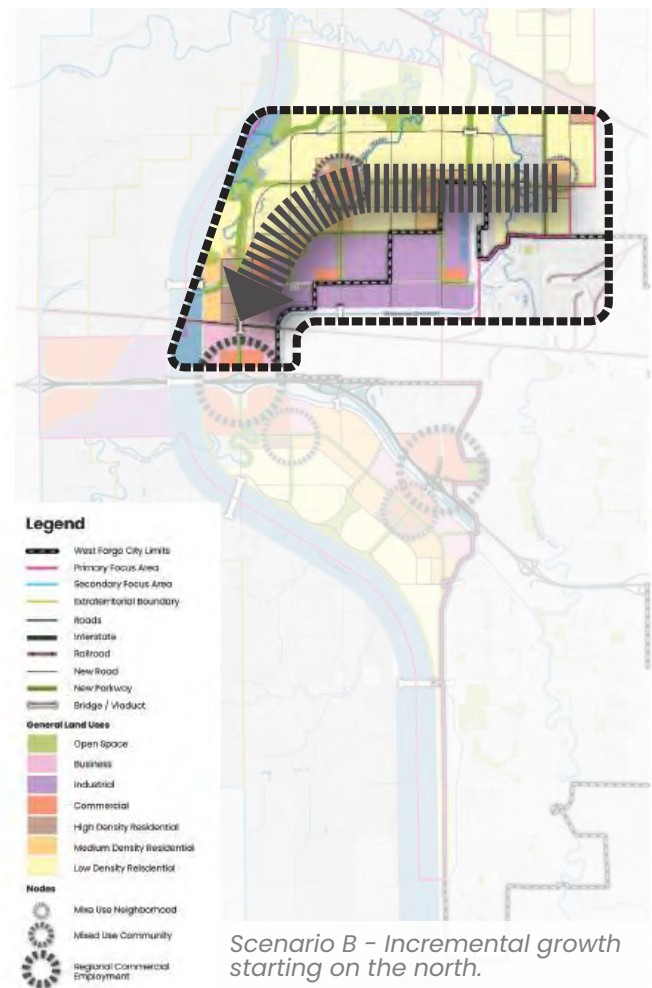
Cumulative net-positive position reached

\$4-\$7M/YR

Annual deficit in early years after revenues

~15 YEARS

Anticipated timeline for 13th Ave Interchange



SCENARIO B

\$150 M

Estimated infrastructure cost at full buildout

YEAR 1-5

Modest positive returns begin immediately

\$4M+

Projected annual net benefit by year 10

\$18M

Cumulative net to the City after first decade

~25 YEARS

Anticipated timeline for 13th Ave Interchange

RISK ANALYSIS

SCENARIO A — KEY RISKS	SCENARIO B — KEY ADVANTAGES
• Front-loads public investment with the assumption private development will follow — creating significant exposure if development slows • Annual deficits of \$4–7M persist for approximately a decade, driven primarily by debt service on bonded infrastructure • Heavy reliance on the 13th Ave Interchange, which depends on sustained 90/10 federal funding — a program that may not continue at current levels • If federal highway funding structure changes, the City's fiscal exposure on Scenario A becomes substantially greater • Stress testing shows that slower-than-projected development significantly worsens the annual and cumulative financial position	• Revenues lead infrastructure costs — the City begins generating positive returns from year one • Lower up-front capital commitment reduces exposure to market slowdowns or development delays • Cumulative net position is approximately \$60M better than Scenario A after the first decade • Interchange is deferred until year 25, reducing dependence on federal funding timing and reducing risk to the overall fiscal model • Stress testing under slower development rates shows Scenario B maintains a neutral or positive position annually and cumulatively through the first decade

Scenario A

Scenario B

BENEFIT/COST ASSESSMENT		1	2	3	4	5	6	7	8	9	10
25-Year Totals											
Estimated Permit, Utility and Tax Revenue to City - All Uses	961,713,496	1,221,713	2,027,961	2,851,062	3,691,481	4,549,699	8,363,802	11,333,775	14,375,525	17,491,133	20,682,741
Estimated Utility Operating Costs to City Based on Population Growth	400,600,868	349,821	699,642	1,049,463	1,399,284	1,749,105	3,204,212	4,659,318	6,114,425	7,569,531	9,024,638
Capital Costs (Principal and Interest) Payable	193,774,423	5,736,537	5,736,537	5,736,537	5,736,537	5,736,537	6,971,577	6,971,577	6,971,577	6,971,577	6,971,577
Maintenance Liability	134,625,911	2,163,000	2,163,000	2,163,000	2,163,000	2,163,000	3,757,060	3,757,060	3,757,060	3,757,060	3,757,060
Net	232,712,295	(7,027,645)	(6,571,218)	(6,097,938)	(5,607,340)	(5,098,943)	(5,569,046)	(4,054,180)	(2,467,536)	(807,035)	929,467
Cumulative		(7,027,645)	(13,598,863)	(19,696,801)	(25,304,140)	(30,403,083)	(35,972,130)	(40,026,310)	(42,493,846)	(43,300,881)	(42,371,414)
25-Year Totals											
Estimated Permit, Utility and Tax Revenue to City - All Uses	889,892,998	861,553	1,456,965	2,078,137	2,711,536	3,372,367	5,772,658	7,736,651	9,734,637	11,834,508	13,971,067
Estimated Utility Operating Costs to City Based on Population Growth	397,146,075	363,467	726,933	1,099,083	1,471,233	1,852,067	3,052,871	4,288,409	5,523,947	6,794,219	8,064,491
Capital Costs (Principal and Interest) Payable	148,439,458	-	-	-	-	-	332,511	332,511	332,511	332,511	332,511
Maintenance Liability	83,625,570	-	-	-	-	-	1,253,755	1,253,755	1,253,755	1,253,755	1,253,755
Net	260,681,895	498,087	730,032	979,054	1,240,303	1,520,301	1,133,521	1,861,976	2,624,425	3,454,024	4,320,311
Cumulative		498,087	1,228,118	2,207,172	3,447,476	4,967,776	6,101,298	7,963,274	10,587,699	14,041,722	18,362,034

Figure 1. Benefit/Cost Assessment with 10 year cash-flow issues identified. If development occurs at a slower pace than anticipated, the differences become even more pronounced and challenging for Scenario A.

CRITICAL CONTEXT

\$250 M Current reconstruction needs in the already-developed City	\$240 – \$315 M Projected net benefit over 25 years across both scenarios	\$81 M Estimated federal funding (90%) for 13th Ave Interchange	2029–30 Anticipated new FEMA floodplain map adoption, increasing regional land supply
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FISCAL MODEL METHODOLOGY

Both scenarios use an identical, 30+ variable fiscal model applied consistently to allow direct comparison. The model integrates four analytical components:

REVENUE SOURCES MODELED

- Property taxes — based on assessed value increases from new development
- Sales tax — from retail activity within commercial development
- Utility revenues — per-unit and per-square-foot rates, inflation-adjusted annually
- Hook-up / connection fees — per-acre basis, escalating annually
- Building permit fees — based on historical data and projected growth rates

COST CATEGORIES MODELED

- Capital infrastructure — lift stations, interchanges, railroad crossings; amortized over 20 years
- Operating costs — per capita general fund expenditures (streets, public works, fleet)
- Enterprise fund costs — per capita utility costs (sanitation, sewer, water, forestry)
- Maintenance — ongoing repair and replacement obligations over the planning horizon



DEVELOPMENT VARIABLES TRACKED

- Annual unit counts by type: single-family, multifamily, commercial, industrial
- Average square footage, lot size, and median value per unit
- Total land area developed (acres) and cumulative market value added
- Household size assumptions linked to population growth projections

MODEL DESIGN & FLEXIBILITY

- 30+ adjustable assumptions across each scenario for sensitivity testing
- Year-over-year variable adjustments across the full 25-year period
- Present value calculations using City bond-rate discount factor
- Annual and cumulative benefit/cost comparison for each scenario
- Stress testing capability to model slower development pace scenarios

Regardless of which growth scenario is pursued, the City should establish a clear, legally defensible, and competitively positioned framework for how growth pays for itself. Four funding tools warrant near-term evaluation:

LAND DEDICATION

- Continue requiring developers to dedicate land for stormwater, parks, and street ROW
- Coordinate with Parks District on dedication standards

FEE-IN-LIEU POLICY

- Formalize written guidance on eligible uses and geographic scope
- Clarify parks, trails, open space, and regional infrastructure as eligible
- Maintain administrative flexibility while improving legal defensibility

IMPACT & HOOK-UP FEES

- Evaluate roadway, utility, park & public safety impact fees
- Support with legally defensible nexus study
- Review water, sewer & stormwater connection fees for cost accuracy
- Benchmark against adjacent jurisdictions for competitiveness

COST-SHARING & PPPS

- Negotiate development agreements for catalytic or large-scale projects
- Use special assessment or improvement districts for localized benefit areas
- Balance public participation with private investment commitments

IMPORTANT PLANNING CONTEXT

Two factors shape the urgency and competitiveness of West Fargo's growth planning. First, the City's current reconstruction backlog is estimated at \$500 million. While fiscal modeling projects \$240–\$315 million in net growth benefits over 25 years, this will not fully cover existing capital needs — making efficient, revenue-generating growth a financial imperative, not just a planning preference. Second, anticipated adoption of new FEMA floodplain maps in 2029–2030 will significantly increase the supply of developable land across Cass County, reducing the competitive land advantage West Fargo has historically held. This makes strategic, timely growth area planning and infrastructure investment increasingly time-sensitive.

Scenario B offers a lower-risk, fiscally stronger path through the first decade of growth. Clear exaction policies, phased infrastructure investment, and regular model updates will be essential to translating the plan's projected benefits into long-term fiscal health for West Fargo.

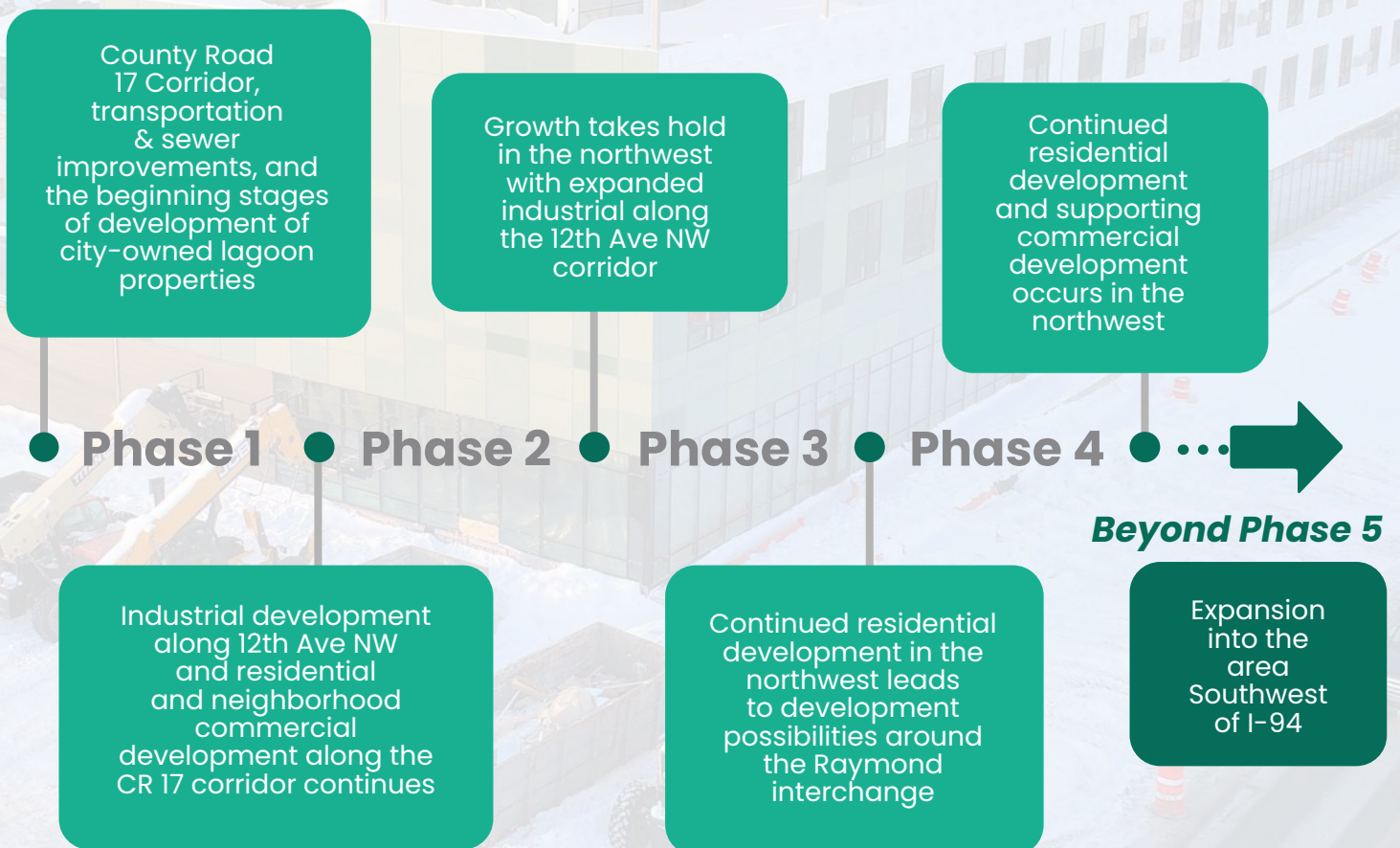
PHASING

PREFERRED PHASING FOR GROWTH

To guide future expansion, this plan has identified general growth sectors where annexation will be prioritized over time. Areas where infrastructure investments are planned or already underway are considered near-term growth areas, where annexation requests are more likely to be supported. Other areas are identified as longer-term growth areas, where annexation may occur only after certain conditions are met, such as the extension of municipal infrastructure, completion of key roadway improvements, or the timing of surrounding development.

The Phasing Chapter in the report illustrates a likely potential sequence of development phases for the growth area. These phases of development are broken down into 5-year increments to help illustrate how the growth area could evolve over time. These scenarios have been developed based on historical market absorption in the Fargo-Moorhead metro area, reflect anticipated market demand, and recognize a balance of incremental investment in key infrastructure upgrades to the transportation network and sanitary sewer system. In general, these phased growth areas provide a framework for evaluating annexation requests and helps the City communicate when development outside designated growth areas may be premature.

The timeline below generally describes the development sequence for the future:





Initial development will likely be lower density residential east of the Sheyenne River



Development of the Lagoon property with industrial is an early phase priority



As households increase in the growth area, commercial development will become more favorable



Pockets of higher density housing will fill in at key transportation nodes

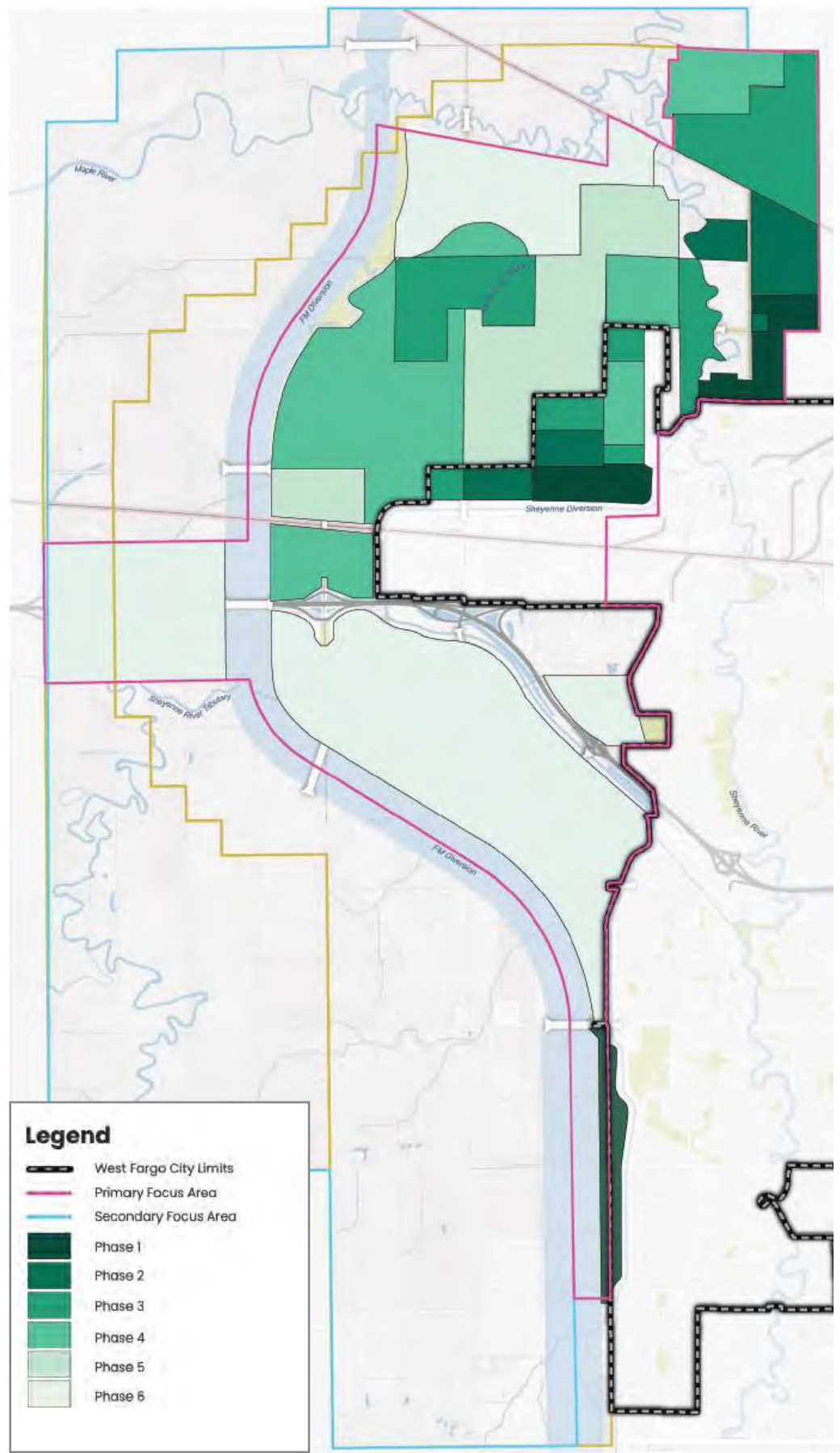


Figure 12. Future Phasing Map

ANNEXATION

INTRODUCTION

As development occurs in the West Fargo Growth Area, annexation should proceed in a deliberate, phased manner aligned with the City's infrastructure capacity, fiscal sustainability, and long-term planning goals. Clear annexation criteria provide predictability for landowners and developers while ensuring the City expands in an orderly, serviceable pattern with phase-by-phase reviews conducted on a 1 to 2-year cycle.

ANNEXATION METHODS

CITY COMMISSION RESOLUTION

- City prepares preliminary annexation plat
- Commission adopts resolution & holds public hearing
- Annexation proceeds if written protests represent fewer than ¼ of property owners

PROPERTY OWNER PETITION

- Landowner submits petition and works with City staff on plat
- Notice provided to affected township
- Commission holds public hearing; ordinance adopted after two readings

CRITERIA FOR ANNEXATION REVIEW

PLANNING & PHASING CONSISTENCY

Requests should align with growth phasing areas and sequencing maps in the Growth Area Plan

INFRASTRUCTURE AVAILABILITY

Sewer, water, stormwater, and transportation services must be reasonably extendable to the area

LAND USE COMPATIBILITY

Proposed uses must align with the Growth Area Plan, adjacent development, and the Comprehensive Plan

LOGICAL MUNICIPAL BOUNDARIES

Annexations should create efficient boundaries and avoid isolated pockets of unincorporated land

CAPITAL IMPROVEMENT ALIGNMENT

Annexation decisions should coordinate with the CIP to ensure infrastructure investments match growth patterns

FISCAL SUSTAINABILITY

The anticipated tax base and development contributions should support the long-term cost of extending services

RURAL RESIDENCES & UNINCORPORATED AREAS

Some rural landowners within the growth area — particularly along the Sheyenne River and near 38th St. W — have expressed a desire to maintain rural estate character outside city boundaries. While the City recognizes these preferences, it should:

- Allow small unincorporated pockets to remain where they do not impede infrastructure or connectivity
- Initiate annexation when unincorporated areas create service inefficiencies or become surrounded by urban development
- Plan proactively for future public infrastructure connections even in areas not slated for near-term annexation

EXTRATERRITORIAL ZONING & TOWNSHIP COORDINATION

The City's extraterritorial zoning authority is a valuable tool to guide development patterns in areas likely to be annexed in the future, ensuring land uses and infrastructure planning remain consistent with the City's long-term vision.

- Reed Township has expressed interest in transferring extraterritorial jurisdiction authority to West Fargo for growth area lands
- Coordination with Reed, Raymond, and Mapleton Townships should include discussions about adjusting jurisdictional boundaries for improved planning outcomes
- Fiscal impact analyses should be required or self-performed for proposed annexation areas as part of the development review process

Deliberate, criteria-driven annexation along with coordinated with infrastructure phasing, capital planning, and township relationships will allow West Fargo to grow efficiently, equitably, and in a fiscally sustainable manner through 2050 and beyond

IMPLEMENTATION

INTRODUCTION

Implementing the West Fargo Growth Area Plan is a collective, long-term effort that requires alignment across public agencies, the development community, landowners, and citizens. The plan is intentionally designed as a living document — one that provides clear direction while remaining flexible enough to adapt to market shifts, infrastructure realities, and evolving community priorities. Three frameworks organize the implementation approach: a network of key Partners, six ongoing Growth Area Strategies, and a set of near-term Action Steps to be completed within 12–24 months.

IMPLEMENTATION PARTNERS

Successful implementation depends on sustained collaboration across a broad group of public and private partners. The City of West Fargo serves as the “keeper of the vision,” coordinating regulatory, programmatic, and fiscal actions that guide all other partners toward common outcomes.



CITY OF WEST FARGO

- Regulatory and zoning authority
- Capital Improvement Program
- Development policy and programs
- Inter-departmental coordination across Planning, Engineering, Public Works, Fire & Police

CASS COUNTY & TOWNSHIPS

- CR 17 and 12th Avenue / 38th St. improvements
- Extraterritorial zoning coordination with Reed, Raymond & Mapleton Townships
- Annual planning staff meetings with adjacent municipalities

CASS RURAL WATER DISTRICT

- Water service for all growth areas
- 10-year water service plan for lagoon and east Sheyenne areas
- City Water Service Area Plan coordination

WEST FARGO PUBLIC SCHOOLS

- Annual growth and enrollment coordination
- High school facility needed within 5–10 years
- Guide school siting to preserve commercial & employment corridors

WEST FARGO PARKS DISTRICT

- Park dedication and trail planning
- Integrated stormwater & open space facilities
- Identify sites for north-side community center and athletic complexes

DEVELOPMENT COMMUNITY, LANDOWNERS & CITIZENS

- Private investment in plan-aligned development patterns
- Landowner decisions shape timing and sequence of growth
- Citizen participation in advisory boards and public review processes



To be most effective, the plan must serve both near-term and long-term needs. This section of the Implementation chapter is organized around a series of general strategies and more specific action steps.

- **STRATEGIES** are continuous or ongoing and have no defined start or end point. Strategies emphasize utilization of the plan as an everyday planning tool.
- **ACTION STEPS** are specific projects that have a defined start and end point and result in a tangible product or capital investment.

Collectively, the strategies and action steps make up a comprehensive “to do” list for the City of West Fargo as it relates to the Growth Area Plan.

GROWTH AREA PLAN STRATEGIES

Six ongoing strategies guide how the City and its partners will carry out the plan over time. These are continuous commitments, not one-time tasks, with no defined end point.

STRATEGY 1

REVIEW & UPDATE OFFICIAL CONTROLS

Regularly review and modernize the City Code, zoning map, subdivision regulations, park dedication standards, and access management ordinances to align with growth area goals. Explore mixed-use districts, greenway provisions, and density incentives.

STRATEGY 2

DEVELOP A MONITORING SYSTEM & GROWTH INDICATORS

Conduct annual or biennial plan reviews using a set of community indicators across land use, housing, transportation, parks, utilities, and economic development. Maintain GIS-based tracking of land absorption, lot inventories, and infrastructure buildout.

STRATEGY 3

PRESERVE TRANSPORTATION CORRIDORS

Protect right-of-way for long-term roadway projects — including the Spine Road and Ring Road concepts — through collaborative planning with landowners, Cass County, and NDDOT. Update the Street Plan appendix on a project-by-project basis.

STRATEGY 4

PLAN FOR PARKS, TRAILS & OPEN SPACE

Continue coordinated park system planning with the Parks District to build out neighborhood parks, establish trail connectivity, and identify future community facility sites north of I-94 such as athletic complexes and community centers.

STRATEGY 5

EXPLORE REGIONAL STORMWATER BASINS

Establish a Stormwater Overlay District, integrate basin planning into land use documents, update subdivision regulations, use annexation agreements to secure drainage land, and maintain interagency coordination with Cass County and adjacent jurisdictions.

STRATEGY 6

COORDINATE WITH ADJACENT JURISDICTIONS

Establish a formal intergovernmental coordination framework with annual meetings, shared data, and clear communication protocols. Pursue MOUs with the Parks District and School District to document shared expectations on timing, capacity, and cost responsibilities.

12–24 MONTH ACTION STEPS

Six priority action areas have been identified for completion within the next 12 to 24 months. These tangible, time-bound steps establish the foundation for managed, fiscally responsible growth and position the City to attract investment, extend infrastructure efficiently, and maintain service quality as development advances.

ACTION STEP 1

COMPREHENSIVE CODE UPDATE

- Review and modernize zoning & subdivision ordinances
- Align official controls with Growth Area Plan land uses
- Reduce development friction and permitting delays
- Enable mixed-use districts and density incentives

ACTION STEP 2

LAGOON STRATEGY

- Advance economic development readiness & site marketing
- Pursue shovel-ready certification for key parcels
- Coordinate with brokers and site selection consultants
- Resolve inert landfill decision to clarify developable land

ACTION STEP 3

TRANSPORTATION PLANNING

- Coordinate CIP with CR 17, 19th Ave, 12th Ave & 38th St.
- Advance planning for the 13th Ave Interchange
- Engage state & regional partners on funding and timing
- Align roadway phasing with focused development areas

ACTION STEP 4

UTILITY PLANNING & CAPACITY

- Coordinate water tower and pressure planning with Cass Rural Water
- Implement Moore Engineering sanitary sewer recommendations
- Decommission Cell 7; reshape Cells 1 & 2 into equalization pond
- Upsize Mapleton force main from 14" to 24" diameter

ACTION STEP 5

DEVELOPMENT FUNDING STRATEGIES

- Evaluate hook-up fees, impact fees & cost-recovery tools
- Review and update special assessment policies
- Benchmark fees against adjacent jurisdictions
- Require fiscal impact analyses for annexation requests

ACTION STEP 6

ANNEXATION FRAMEWORK

- Review and update all existing annexation agreements
- Formalize phased annexation as standard practice
- Require developer-submitted fiscal impact analyses
- Establish clear policy on rural residential uses in growth areas

Implementation is not a single event — it is an ongoing commitment by the City, its partners, and the community to make decisions that collectively advance the Growth Area Plan's vision. Annual reviews, regular partner coordination, and a disciplined focus on near-term action steps will position West Fargo to grow responsibly and sustainably through 2050 and beyond.

IMPLEMENT A STRATEGY FOR THE LAGOONS

The Lagoon properties are a premier Fargo–Moorhead development opportunity. Moving the site from internal planning to an actively marketed, shovel-ready opportunity requires three sequential phases — each one must be genuinely complete before the next begins.

1

RESOLVE – DEFINE THE ASSET

Settle City facility footprints (inert landfill, fire station, equalization ponds, other municipal uses) and lock in the final developable site boundary.

Why: Land can't be priced, engineered, or marketed until what's actually buildable is certain. This decision drives every downstream step — utility sizing, road alignment, and shovel-ready documentation all depend on knowing what's being built where.

2

PREPARE – REMOVE DEVELOPMENT RISK

Upgrade transportation connectivity (38th St N / 12th Ave N, tied to I-29/I-94); complete geotechnical, environmental, and utility work to achieve shovel-ready/document-ready status with GFMEDC; align regional stakeholders on a unified message.

Why: Site selectors screen out sites with unconfirmed access or utilities before ever reviewing marketing materials. Doing the diligence once as the City — rather than leaving it to each developer — shortens deal timelines and differentiates the site from regional competitors.

3

MARKET– CONVERT READINESS INTO INTEREST

Launch a formal Request for Expressions of Interest (EOI) or Request for Qualifications (RFQ) — potentially marketing the site to a single master developer — to create a structured, competitive process rather than relying on inbound interest.

Build a branded marketing platform: a dedicated development website, professional renderings, conceptual site plans, interactive mapping, drone footage, and downloadable technical specs for brokers and site selectors. Target industries aligned with regional strengths — advanced manufacturing, ag-tech/value-added agriculture, logistics & distribution, and technology/data-driven businesses — and expand broker/site-selector outreach through digital campaigns and trade events. Document competitive incentives (TIF, property tax abatements, infrastructure cost-sharing, expedited permitting) and emphasize workforce and quality-of-life strengths (housing, healthcare, retail, education).

Sustain outreach continuously rather than as a one-time push, since site-selection cycles run for years, not weeks.

Why: Marketing only works once the story can withstand scrutiny. An EOI/RFQ gives the City leverage to negotiate with multiple developers instead of one; the brand platform, target industries, broker outreach, and incentives each answer a question a site selector asks in sequence — what is this place, who is it for, who's telling me, what does it cost; and sustained outreach keeps the site top-of-mind when a qualifying project comes along.

BOTTOM LINE

Resolve removes ambiguity about the asset, Prepare removes risk for anyone considering it, and Market converts that de-risked, well-defined asset into visible, competitive developer interest.





GROWTH AREA PLAN

CITY OF WEST FARGO, NORTH DAKOTA
Final Report July 2026



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The City of West Fargo and the project team is grateful for the guidance of the Mayor, City Commissioners, Planning and Zoning Commissioners, Economic Development Advisory Committee members, the West Fargo Park District, and numerous partner stakeholders and citizens who provide invaluable feedback that shaped this plan.

CONSULTANT TEAM



HKGi



BACKGROUND INFORMATION

PROJECT PURPOSE

Since the completion of the West Fargo 2.0: Redefining Tomorrow (Comprehensive Plan) was adopted in 2018, much has happened that challenges the course of how communities traditionally would develop and grow. The events of the past six years do not necessarily change the vision articulated in the West Fargo 2.0 plan, but they do add to the challenges of interpreting the vision with balancing growth. The West Fargo Growth Area Plan provides a framework to guide growth in a manner that aligns with the public interest and community vision, is coordinated with partner entities, and is fiscally sustainable.

This plan is an addendum to the West Fargo 2.0 Plan and is considered part of the City's Comprehensive Plan.

This plan addresses:

- Land use
- The urban form
- Annexation
- Municipal service extension
- Transportation
- Public uses
- Parkland/greenspace
- Economic development
- Fiscal impacts and fiscal sustainability
- Capital improvements
- Infrastructure improvements



PROJECT STUDY AREA

The growth area for West Fargo has been segmented into two focus areas, for the purpose of this plan. The Primary Focus Area covers land within the City that currently houses the decommissioned sewage lagoons (As of 2017, the City of West Fargo began sending wastewater to the City of Fargo's regional water reclamation facility), the land between the City limits and the diversion, as well as a half-mile buffer around I-94 the within the City's growth area. The Primary Focus Area is 10,654 acres. The Secondary focus is roughly 18,785 acres and fills in the remaining land within the City's growth area.

1

PRIMARY FOCUS AREA: 10,654 ACRES

- Periphery of the City's corporate limits (inside & outside)
- Exclusive extraterritorial jurisdiction, within the FM Diversion alignment
- City lagoon property
- I-94 Corridor, west of the City

2

SECONDARY FOCUS AREA: 18,785 ACRES

- Extraterritorial jurisdiction (exclusive and joint jurisdictional) outside of Primary Focus areas
- Mixed-use nodes and other infill opportunity areas within the City's corporate limits

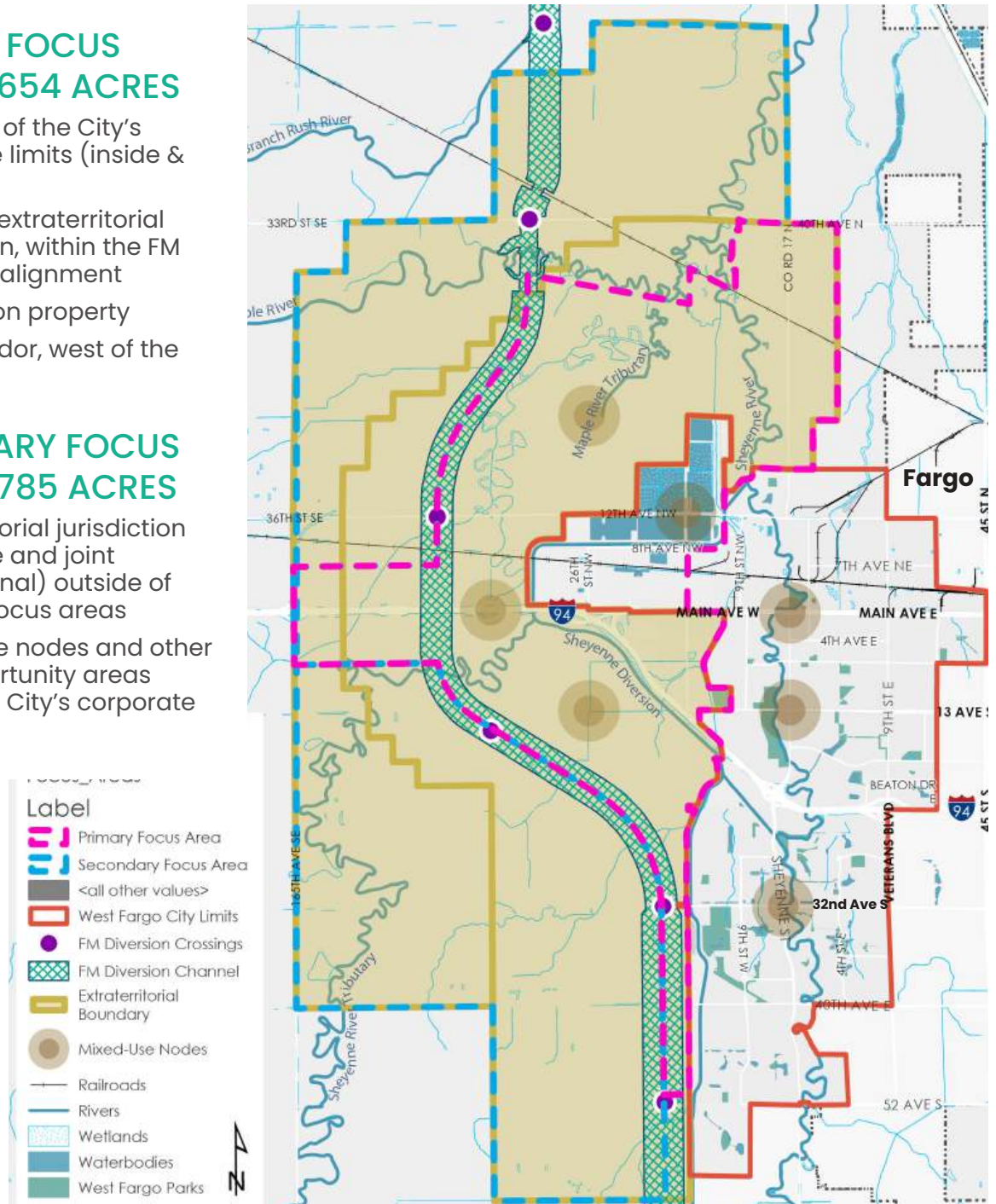
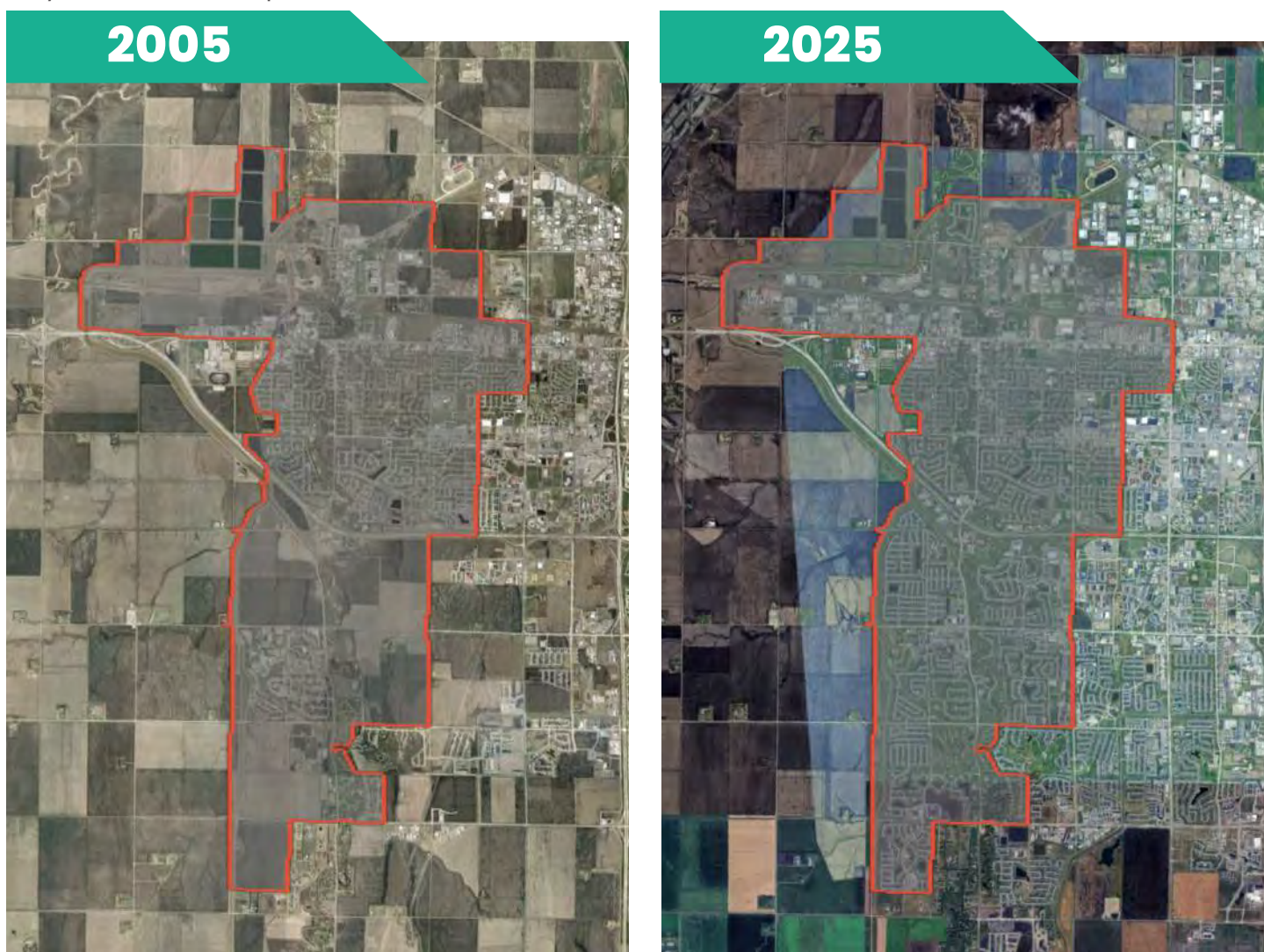


Figure 1.1 Primary and Secondary Focus Area map

CITY GROWTH HISTORY & PROJECTIONS

West Fargo has been one of the fastest growing communities in the Fargo-Moorhead metro area. The City has grown from a population of roughly 15,000 in 2000 to over 40,000 residents today. Growth has slowed in recent years, as the City approaches full build-out within the current City limits. However, with the completion of the FM Diversion – a major permanent flood protection project – a significant amount of developable land will be available for development (see page 18). Once official floodplain mapping is changed by FEMA, approximately 6,500 acres will be available for development without any additional flood protection measures needed.



Aerial photos showing growth in the City of West Fargo from 2005 – 2025



POPULATION PROJECTIONS

The City's population projections have consistently fallen below the actual census counts over the last few decades. The growth rate for the Metropolitan Statistical Area (MSA) as a whole is expected to be 1.44 percent per year by 2050. A Demographic Forecast Study from 2017 for all areas within the MSA was compared to the 2020 Census counts. West Fargo and Horace were the only communities that exceeded their population projections (West Fargo's population projections were exceeded by 3.3%). Overall, the population forecast for the MSA was 3.7 percent higher than the actual 2020 Census population count of 249,843.

POPULATION PROJECTIONS

Year of Projection	2000	2005	2010	2015	2020	2025	2030	2035	2040	2045	2050
1986	15,500										
1991	14,609	15,723	16,671	18,195	19,302	20,293					
1996	15,165	16,317	17,296	18,869	20,001	21,021					
2001		16,580	17,518	18,807	19,712	22,290	23,404				
2006			24,430	27,840	29,680	30,440	30,040	28,870			
2012				30,010	35,020	38,290	41,020	43,450	45,190		
2017					37,370	40,140	42,000	43,240	43,660	43,270	
2024						41,617	42,512	47,688	52,122	57,627	62,789
Actual Census or Census Estimate	14,940	20,584	25,830	33,398	38,626						

Table 1.1 Population projections



HOUSEHOLD SIZE

Bucking the trend of gradually decreasing household size in the nation, state, and county, West Fargo's average number of persons per household has remained relatively high and stable.

In 2020, North Dakota averaged 2.31 persons per household, and Cass County averaged 2.24, low compared to West Fargo's average of 2.52. Additionally, West Fargo's average persons per household has fluctuated only slightly in the last decade, while North Dakota and Cass County have both experienced gradual declines in household size.

Household size is especially important to consider when planning for housing stock in West Fargo as it grows. The higher average household size, counter to the national trend, indicates a need for responsive housing options.

Year	Average Persons Per Household
2010	2.49
2020	2.52
2025	2.47
2030	2.46

Table 1.2 Household size



INCOME

The median household income of West Fargo is \$96,877. This is 28% higher than that of Fargo (\$75,523) and 33% higher than the metro region (\$72,889).

According to projections by ESRI, overall median household income is expected to continue to increase by 2030, up to \$117,407. The proportion of people with incomes above \$100,000 is expected to increase by 6% over the next five years.

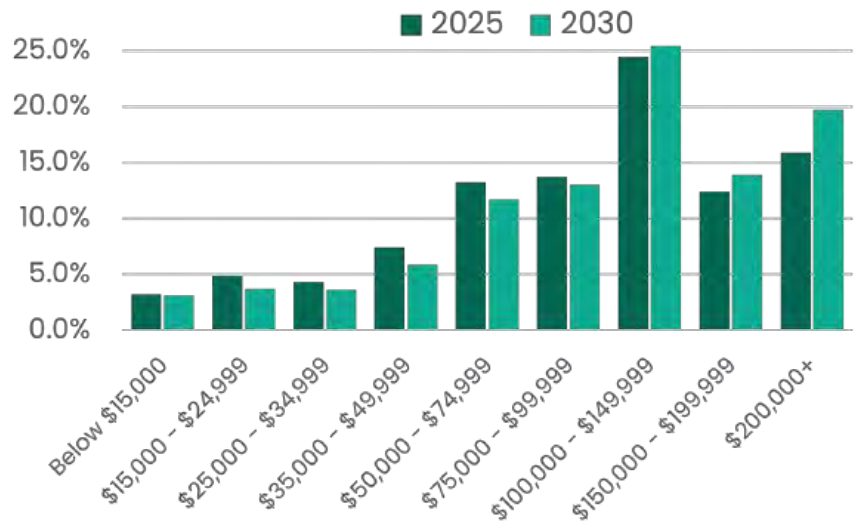


Figure 1.2 Income statistics



AGE

In line with national trends, as the Baby Boomer generation ages, the median age continues to increase. In 2020, the average age in West Fargo was 33.8 years, in 2025 it was 35.3, and by 2030 it is expected to reach 36.8. This is also connected to an increase of those at or above retirement age (65+). West Fargo is also expected to see a decline in the proportion of young children (9 and younger), and an increase in some working-age adult age groups (see figure 1.3).

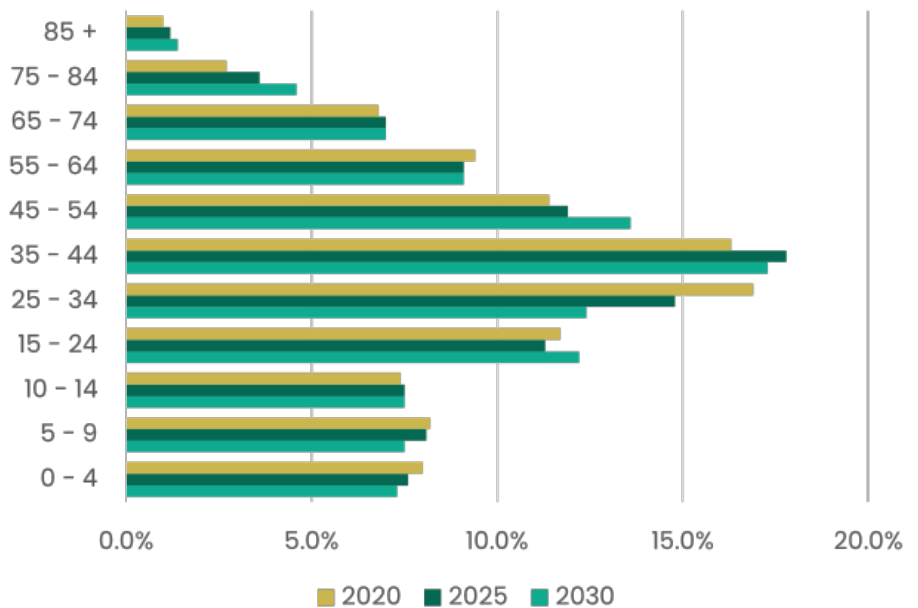


Figure 1.3 Age demographics

SUPPORTING PLANNING DOCUMENTS & STUDIES

The following pages provide a summary of plans and documents that provide valuable insight into the context of this planning process. Planning for such a large and complex area requires careful integration with other ongoing planning efforts to ensure that the plans are cohesive and complementary. Plans researched and reviewed for the development of this document are summarized below, but interconnections between these plans and the Growth Area Plan are embedded throughout this document.

2050 BASELINE DEMOGRAPHIC FORECAST (2022)

The [Fargo-Moorhead Metropolitan Council of Governments](#) (Metro COG) develops demographic forecasts for the Fargo-Moorhead metropolitan area every five years as part of the long-range transportation planning process. The Fargo-Moorhead Metropolitan Statistical Area (MSA) includes Cass County, North Dakota and Clay County, Minnesota. Additional forecasts were created for the Metro COG. Metro COG's Metropolitan Planning Area (MPA) covers 21 cities, 15 townships in Cass County, and 16 townships in Clay County.

POPULATION FORECASTS

The "Most Likely" population scenario from the forecast provides an overall population increase for the MSA from the 2020 U.S. Census Bureau number of 249,648 to 357,322 in 2050. This represents a 43.1 percent increase in the total population of the MSA between 2020 and 2050.

HOUSEHOLD FORECASTS

The "Most Likely" scenario provides an overall household increase for the MSA from the 2020 baseline number of 101,722 to 145,476 in 2050. This is a 43.0 percent change between 2020 and 2050. The "Best Case Scenario" provides an overall household increase for the MSA from the 2020 baseline number of 101,722 to 160,903 in 2050. This is a 58.2 percent change between 2020 and 2050. For the purposes of this forecast, "household" is a group of people living in a dwelling unit while "housing unit" is another term for a dwelling unit.



EMPLOYMENT FORECASTS

The "Most Likely" scenario provides an overall jobs increase for the MSA from the 2020 baseline estimate of 183,356 to 235,326 in 2050. This is a 28.3 percent change between 2020 and 2050. The "Best Case" scenario provides an overall jobs increase for the MSA from the 2020 baseline estimate of 183,356 to 252,531 in 2050. This is a 37.7 percent change between 2020 and 2050. The graph breaks this data down into ten industries and their respective growth between 2020 and 2050.

WEST FARGO 2.0 COMPREHENSIVE PLAN (2018)

West Fargo 2.0 seeks to implement a vision that preserves the character of the City of West Fargo, still perceived by some as a rural community, while addressing growth in a way that provides, protects and improves upon the high quality of life for all residents. This plan focuses on sustainable development — measured by environmental stewardship, economic prosperity, and an equitable distribution of community resources — that reflects the community's unique character and local values.

- West Fargo for the past two decades has been the fastest-growing city in Cass County.
- West Fargo has permanent flood protection in the form of a diversion channel that directs the waters of the Sheyenne River away from the community.
- In Fargo, there are 0.81 jobs per capita. In West Fargo that number drops significantly to 0.37 jobs per capita
- The Fargo–Moorhead Area Diversion Project (FM Area Diversion Project) stands to open up an abundance of developable land for economic development in the northwestern quadrant of the city. This area is highly desirable for economic development, as it is positioned along a major rail corridor, I-94, and an easy drive from Hector International Airport. The Fargo–Moorhead metro region has pent up demand for flex space that accommodates a variety of uses including warehousing, distribution, research, office, and light manufacturing.

The plan also contains a list of recommendations for the northwest sector of the city within the Growth Area.



FRAMEWORK FOR GROWTH PAGES 118–143

- Support for the concept of a deferred development and growth approach; focusing on redevelopment of the existing nodes. The nodes identified include the downtown, 32nd Ave and Sheyenne St, intersection, as well as the possible development of the lagoons should they be relocated or close. The Deferred Development and Growth Map also takes into consideration the planned FM Area Diversion Project which would provide a large amount of “new” dry land to the west of the existing Sheyenne Diversion.
- Redevelopment should happen in certain areas to add more intensity of the use of the land and future growth should be proactively planned in a more efficient fashion.

FARGO GROWTH PLAN (2024)

Fargo Growth Plan 2024 is a master plan to help navigate the Fargo community through a critical time in its development history.

The plan addresses growth from a broad perspective, looking at both the extra-territorial jurisdiction and infill development opportunities. Fargo added over 20,000 residents in the last decade and experienced rapid growth on its edges as well as an uptick in downtown reinvestment.

PRESSURES ANTICIPATED BY THE CITY:

- To accelerate southward growth
- Constrain and conserve (fiscally, economically, and environmentally) the development of land becoming available due to diversion
- Inward growth- expansion will also make internal redevelopment more feasible and higher quality (especially areas on the edges of downtown), and also an opportunity cost to not redeveloping and investing in the form of blight and deferred maintenance
- Growth generally- the city needs to change, but can't guarantee anticipated population growth rates, especially with changing demographics and falling birthrates

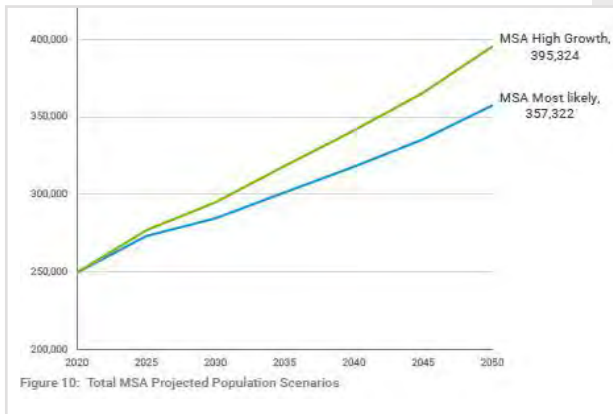


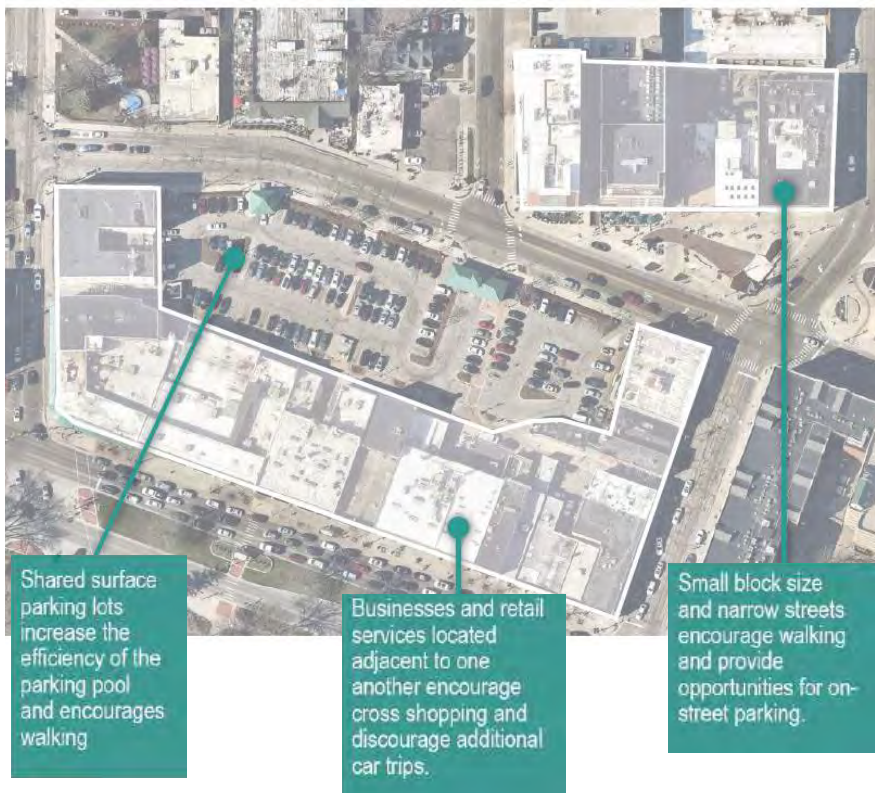
Figure 1.4 Total MSA Projected Population Scenarios for Fargo

KEY PLAN EXAMPLES:

1. Growth History -previous patterns of growth
2. Intentions for future growth -preferred growth scenario and guiding principles
 - Context sensitive expectations (consideration of transect, place types, growth grid, growth centers)
 - By right development (streamlined system of by right approvals, clear expectations, predictability)
 - Optimal growth (projects that best fit stated growth intentions from framework are eligible for assistance or incentives)
4. Implementation- tools, policies, process to implement framework

FARGO/ WEST FARGO PARKING & ACCESS STUDY (2018)

The purpose of this study is to analyze how parking plays a role in site development, how street networks can be best laid out to create efficiency in the transportation network, and how modifications to both access and parking regulations can achieve the goals of Metro COG, Fargo, and West Fargo. The population of West Fargo has increased by 106 percent since 2000 to a 2017 estimate of 34,858.



ISSUES IDENTIFIED WITH CURRENT DEVELOPMENT PATTERNS:

- Separated land uses (with separate parking fields)
- Large number of curb cuts
- Site design barriers between land uses
- Roadway barriers between land uses
- Separated garages

The plan establishes a framework of distinct street types that specifically correlate to the surrounding land uses, supporting the development of livable neighborhoods and the appropriate amount of parking.

The plan proposes strategies to right-size the regional parking footprint. The study determined that Fargo and West Fargo have significant areas of underutilized parking.

FARGO-MOORHEAD REGIONAL HOUSING NEEDS ANALYSIS AND STRATEGIES (2023)

This document is a comprehensive study aimed at identifying and addressing the housing needs and challenges in the region. This report analyzes how housing and demographic trends impact the housing market and documents the housing needs and demands for the areas of Fargo, Moorhead, West Fargo, Horace, and Dilworth. The study findings verify that housing issues facing the region go beyond jurisdictional boundaries. To address these challenges, the region must take an approach that is collaborative and coordinated among all stakeholders.

THE STUDY ESTABLISHES FIVE HOUSING GOALS:

-  Promote regional coordination for housing strategies
-  Educate city and county staff elected officials, and residents on key housing challenges facing the region
-  Help current residents stay, grow, and age in the region
-  Accommodate new population and job growth by supporting more housing choice through different tenures and building types
-  Create more opportunities for entry-level homeownership

THEMES THAT IMPACT THE HOUSING MARKET

- **Strong Employment Growth:** Over the past 10 years, the region has added nearly 23,000 new jobs, and expect more with the diversion development
- **Housing Supply Lagging Behind a Changing Demand:** ratio of 1.5 jobs to units, compared with 1.3 nationwide
- **Opportunity for Increased Homeownership Access:** in 2022 the minimum income required to purchase the average home was \$81,000. At this income, less than 20% of renters could purchase a home
- **Lack of Sufficient Affordable Rental Housing:** The largest share of rental housing need is among families earning less than \$35,000.

OTHER COMMENTS:

- As West Fargo becomes more land-constricted, the City must be strategic in creating denser housing.
- West Fargo is home to 15% of the region's population, only 9% of the regions 5+ unit housing stock is in West Fargo.
- Horace, West Fargo, and SW Fargo have experienced substantial development over the past 5 years, driven by new flood protections, lower cost land, and new job hubs.
- Over the next 10 years, Cass and Clay Counties will need at least 16,400 additional units

LONG TERM STRATEGIES:

	Land Use Policies	Funding Strategies	Laying the Groundwork for Future Growth
Cities	• Allow for and Reduce Barriers to Soft Density (2-9 Unit structures) • Support and Reduce Barriers for Multifamily within Regional Employment Nodes • Prioritize Transit-Oriented Development • Allow and incentivize the construction of Accessory Dwelling Units (ADUs)	• Provide Multifamily Rental Gap Financing • Create a Naturally Occurring Affordable Housing (NOAH) Preservation Strategy • Maintain and Increase Investments to Services for Low-Income and Homeless Residents • Market Publicly Owned Land Nationally • Expand Capacity / Aid Growth of the Cass Clay CLT	• Establish a Regional Housing Committee • Educate Staff and Coordinate Planning Efforts among Municipalities • Invest in transportation, childcare and education to meet the needs of future and current residents
Regional	• Regional Coordination on a Comprehensive Growth Strategy	• Establish a Regional Housing Trust Fund • Pursue Additional State and Federal Funding	• Establish Clear Guidance on Future Infrastructure investments • Grow National Developer Interest in the F-M Region

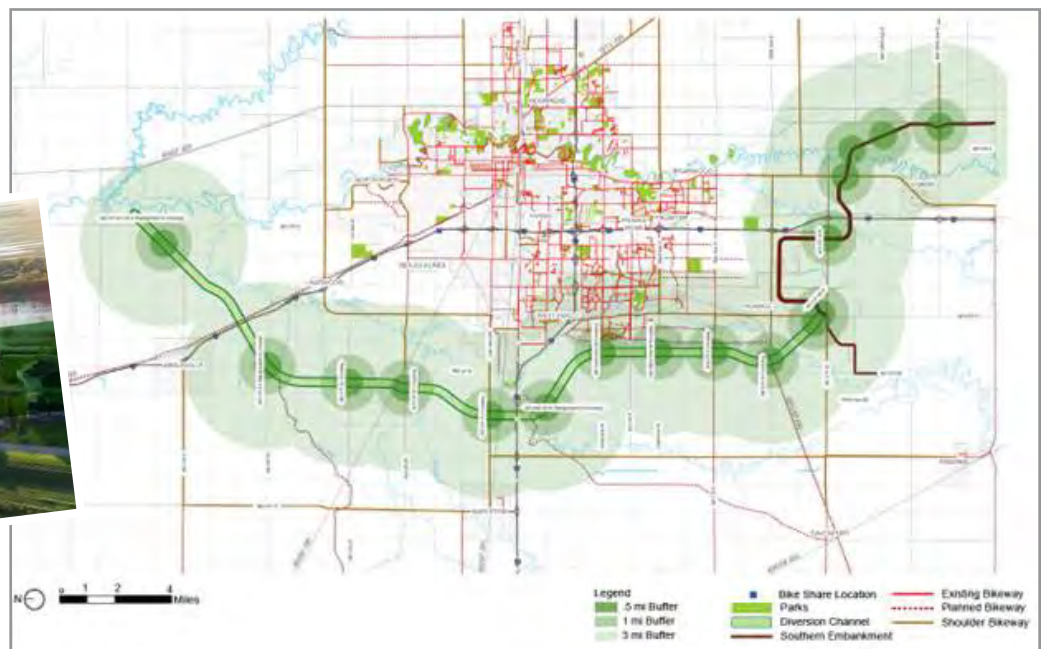


FARGO-MOORHEAD GREENWAY: RECREATION MASTER PLAN (2020)

This plan provides recommendations for the Fargo-Moorhead (FM) Greenway trails and select other recreation features to be implemented on the Fargo-Moorhead Area Diversion, taking advantage of land not needed for the direct conveyance of floodwater flows, such as the Excavated Material Berms (EMBs) and floodwater storage embankments. The FM Greenway will be established on the base conditions determined by the FM Diversion Authority and US Army Corps of Engineers (USACE) such as undulating EMBs, vegetation, and maintenance roads that will double as recreation trails. This plan identifies the establishment of a governance structure for the design and implementation of recreation facilities and for ongoing operations and programs as a key component to the successful implementation of the FM Greenway.

The FM Greenway would be a 30-mile, signature greenway that will serve as a catalyst for year-round recreation and economic development. The greenway will parallel the FM Area Diversion spanning the western edge of the Fargo-Moorhead metropolitan area. The significant public infrastructure corridor has the capacity to concurrently function as a greenway that provides recreation opportunities to Fargo-Moorhead residents on a daily basis. Today, there is a gap in signature recreational opportunities in eastern North Dakota. Fargo-Moorhead area residents typically need to travel over 50 miles to regional parks. It is intended to provide a new space for programming and events, active recreation, passive recreational enjoyment, and extend the region's trail network.

The project included two rounds of public engagement. The first round of engagement occurred early in the process and focused on introducing the project and soliciting input on what recreational activities people would like to see along the greenway. Biking Trails and Walking trails were the top responses to the question of activities survey respondents wanted from the space. There was also interest in cross-country skiing and winter equipment rentals. The second round of engagement occurred after the release of the draft master plan. It focused on heightening awareness of the draft master plan and then gauging support for the greenway itself and for the proposed recreation activities along the greenway. Ninety-two percent of survey respondents indicated that they either strongly supported or supported the creation of the Greenway, with 77 percent indicating "strong support." There was also strong support for a cross-country ski trail, snowshoe trail, and single-track mountain bike trail.

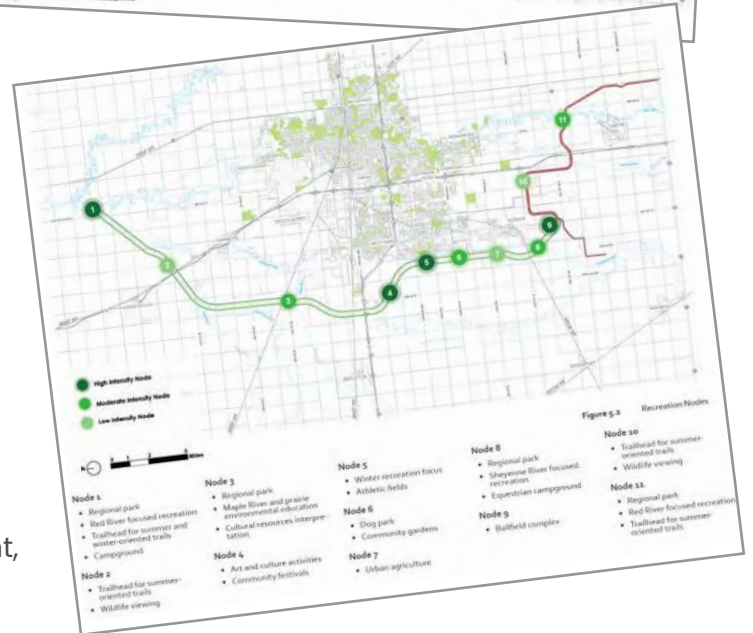
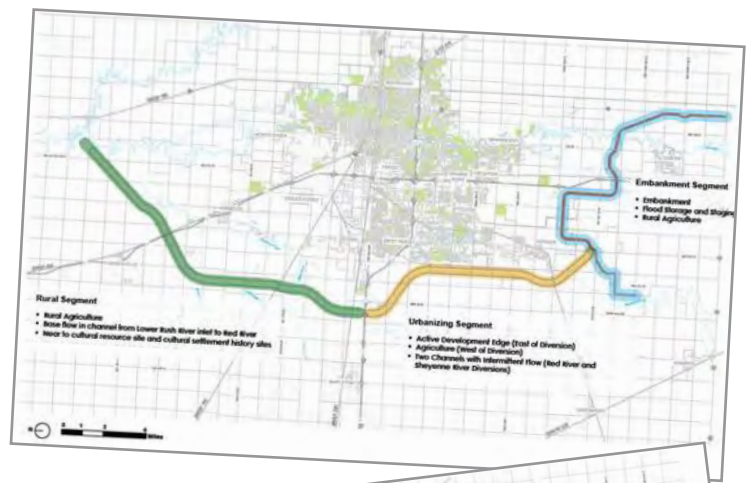


Reaction nodes and proposed greenway alignment



RECREATION FEATURES AND ACTIVITIES THAT 70 PERCENT OR GREATER OF RESPONDENTS INDICATED THEY EITHER SUPPORTED OR STRONGLY SUPPORTED INCLUDE:

- Environmental education
- Cultural resource interpretation
- Camping
- Community festivals
- Community gardens
- Urban agriculture
- Dog park



Metro COG, in collaboration with metro area jurisdictions, has developed a plan for a regional bicycle network. A portion of this network is comprised of multi-use trails that also serve pedestrians. The greenway is intended to coordinate with this network to create loops of varying distances and improve connectivity.

FM Greenway will be divided into three general segments: the Rural Segment, Urbanizing Segment, and the Embankment Segment and specific locations along the greenway were identified as potential nodes of recreation activity.

NORTHWEST METRO TRANSPORTATION PLAN (2020)

The Northwest Metropolitan Transportation Plan is an aggregated generalization of locally developed land use and comprehensive and related infrastructure planning documents. The study area for this plan is bounded to the north by 40th Avenue North/County Road 20, to the south by 19th Avenue North and Main Avenue/Interstate 94, to the east by Interstate 29, and to the west by the Fargo-Moorhead Area Diversion Alignment. The study area also extends east of Interstate 29 along 40th Avenue to University Drive (see map). This plan provides a regionally developed reference point to ensure that land use, density, roadway capacity, and cross-section needs are understood as local units of government consider future growth and development in the study area.

The primarily agricultural northwest metro area has the potential to increase the metropolitan area's population by 25%, given the density priorities established. This planning document provides the basis to support a transportation system that is built on community values and initiatives, tested through a rigorous scenario assessment and alternatives analysis. Full build out of this area is likely more than 50 years into the future.

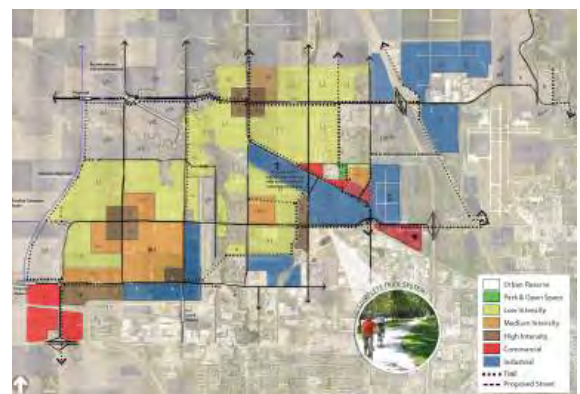


Figure 1.5 Northwest Metro Transportation Plan – Assumed Land use

WEST 94 AREA TRANSPORTATION PLAN

This plan is focused on preparing West Fargo and the regional transportation system for the development of potential land Southwest of I-94 and the Sheyenne Diversion. This land, which is currently undeveloped, is expected to become highly desirable for development following the completion of the FM Area Diversion Project.

CHALLENGES TO DEVELOPMENT:

- Lack of Access with I-94 and Two Diversion Channels serving as barriers.
- Challenging Connectivity to City Water and Sewer Utilities – No capacity south of I-94.

PRIORITIES FOR PLAN:

- Increase Commercial Land Uses in West Fargo
- Protect Existing Neighborhood Streets from Traffic Impacts
- “Interstate access and transportation connectivity within the study area.



Figure 1.6 West 94 Area multimodal network concept

WEST METRO PERIMETER HIGHWAY STUDY (IN PROGRESS)

As the Fargo-Moorhead metropolitan area continues to grow, traffic volumes continue to increase on the interstate system (I-29 and I-94), as well as other urban corridors. A perimeter highway could alleviate traffic volumes through the Fargo-Moorhead metro area, cut down on trip lengths and travel times, and provide alternate routing options. As part of Metro COG’s Interstate Operations Analysis, a preliminary look at projected traffic volumes on a west metro perimeter highway found that this corridor would be one of the most heavily traveled highways in Cass County.

In addition, land acquired for the FM Diversion project could potentially be used to implement portions of a west metro perimeter highway. With unused land being placed on the market in the near future, it is imperative for this study to analyze whether a west metro perimeter highway is warranted and feasible in the near and/or long-term horizon.

The objective of this study is to analyze the need and feasibility of a west metro perimeter highway, develop layouts, alternatives, planning level cost estimates, determine needed right-of-way, and develop an implementation strategy.

The Project’s purpose is to link major transportation facilities (I-29, I-94, and arterial roadways) along a limited-access alternative route west of current and future growth areas in the Fargo-Moorhead metro area, which would contribute to a resilient transportation system by providing a reliever route to the interstate system and address future traffic transportation issues that would arise by 2050 or upon full development build-out.

The project at this point does not have capital funding allocated and likely will be located outside the primary study area. A proposed connection to I-29 could link up through Harwood, linking up with CR 22.



Figure 1.7 Potential Perimeter Roadway Alignments

WEST FARGO CIP(2024-2028)

The Capital Improvement Plan (CIP) for 2024-2028 is guided by the West Fargo City Commission Guiding Principles on Financial Policy for City Infrastructure and Buildings (adopted in 2021).

1. Reduce the use of Special Assessments as a funding source of City Infrastructure. (The City plans to do this by seeking grants or outside funding through eligible programs)
2. Seek the lowest-cost Long-Term capital through the issuance of loans, bonds, and other debt instruments when available.
3. Utilize the Capital Improvement Sales tax proceeds responsibly to fund projects as set forth in the Commission-approved Capital Improvement Plan.

FUNDING USES:

The majority of funding is slated for infrastructure projects (engineering department), followed by public works. Building project for the CIP includes the 2024 New City Hall Fit Up and future upgrades to the Public Works facilities.

Uses	Total	Percentage
CIP - Infrastructure	\$203,364,944	83.94%
CIP - Public Works	\$17,235,000	7.11%
CIP - Buildings	\$9,350,000	3.86%
CIP - IT	\$1,531,500	0.63%
CIP - Planning/ED	\$1,170,000	0.48%
Go Bond Payment	\$960,000	0.40%
CIP - Library	\$150,000	0.06%
Misc.	8,500,000	3.51%
Total	\$242,261,444	100%

Figure 1.8 CIP Project Funding Summary

FUNDING SOURCES:

Funding for these projects is expected to come primarily from federal sources, followed by sales tax, with 18% expected from Special Assessments. This is a decrease in Special Assessment use from the 2022 CIP (27%). Federal and State funding is based on availability and applications. Prairies Dog Funding is dependent on the amount of Oil and Gas Extraction Tax collected.

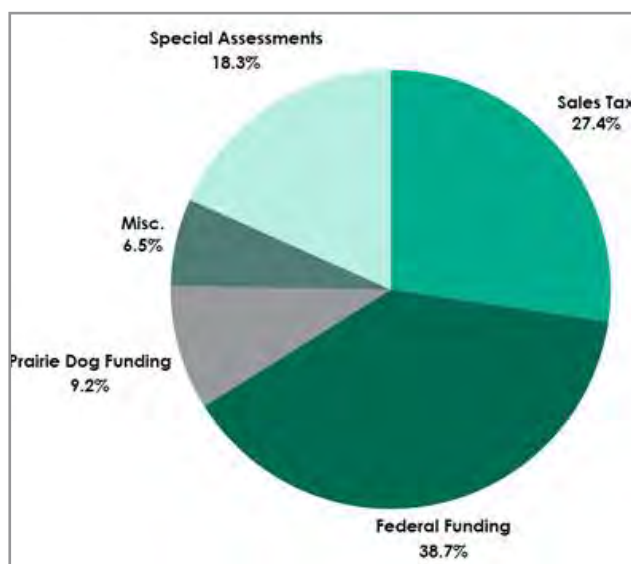


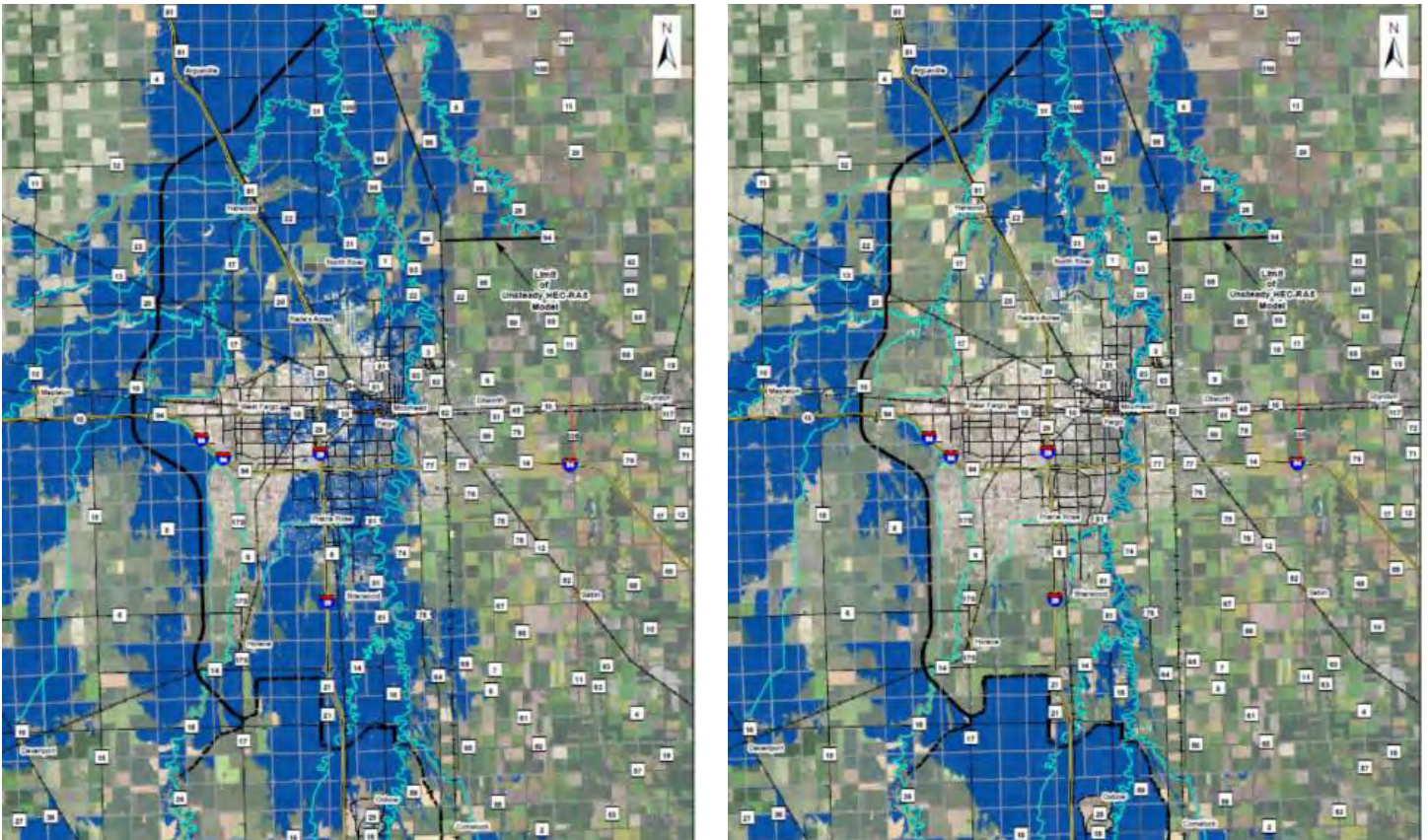
Figure 1.9 Allocation of CIP Funding by Percent

FM DIVERSION

The Fargo-Moorhead Area Diversion is a major permanent flood protection project that will remove most of the City's future growth area from the existing floodplain.

The existing Sheyenne Diversion, constructed in 1992, has shielded Horace and West Fargo from a significant amount of flooding, therefore supporting development in the region. By 2027, the FM Diversion will be completed, supplementing the Sheyenne Diversion, and increasing flood protection for a larger portion of the Fargo-Moorhead area. Developers anticipate that the additional flood protection will significantly reduce costs for new and existing homeowners in the region and could spur an increase in development.

Once constructed, the diversion will prevent flooding for nearly 260,000 people. The diversion will bring approximately 8,000 acres of land out of the floodplain and make it available for development. FEMA will remap floodplains in 2030 once the diversion is complete- this will impact insurance rates and allow for more viable development in the areas that had previously been floodplain.



Figures 1.10 and 1.11 FEMA floodplain map before FM Diversion (left) and after construction of FM Diversion (right).

ISSUES & OPPORTUNITIES

LAND USE & DEVELOPMENT PATTERNS

EXISTING CONDITIONS

The City of West Fargo has expanded rapidly in recent decades. During this time the City has learned some challenging lessons about growth. Early on in the growth process, the City was willing to concede certain points in order to attract new construction and build momentum in West Fargo. As time went on, and West Fargo became a desired destination, the City was able to better protect the long term interests of residents when new developments were constructed.

Development has certainly brought more resources and opportunities to West Fargo, but it has also brought changes in character, traffic, loss of farmland, and increases in the infrastructure needed to service that growth. This infrastructure will remain in place for the long term, and remain an ongoing financial obligation for the City of West Fargo when this infrastructure needs to be replaced.

MAIN AVENUE/INDUSTRIAL

The Main Avenue corridor and areas to the north make up the City of West Fargo's industrial and commercial base. The industrial areas range in age and intensity from older contractor yards to newer distribution centers. Along Main Avenue, office/flex, industrial, and commercial uses all intermingle. These land uses continue into Fargo to the east.

OLDER WEST FARGO

The neighborhoods between Main Avenue and Interstate 94 are some of the original development in the City. These neighborhoods range in age from the 1950s to the 1990s. They are reaching the point where infrastructure like roads and pipes are reaching the end of their lifespan and need replacement in the short term. The City has developed a plan for re-investment in the public services in this area.

This area has also seen new private investment along the Sheyenne Street Corridor. New mixed use buildings and creative re-use has brought new energy to West Fargo's downtown.

NEWER NEIGHBORHOODS

The Sheyenne Diversion, built in the 1990s opened new land for development. This in turn facilitated West Fargo's rapid growth in the 2000s and 2010s pushing further south. New development has been primarily single family neighborhoods, but has also included multi-family homes, commercial, and mixed use projects.

At this point, the City has filled most of the available, developable land in the City. There is land for less than 200 single family homes within the city limits. The development focus of the City for the next five years will likely be less on new growth, and more on infill and redevelopment.



Main Avenue Industrial



Original Neighborhood Development



Sheyenne Diversion Neighborhoods

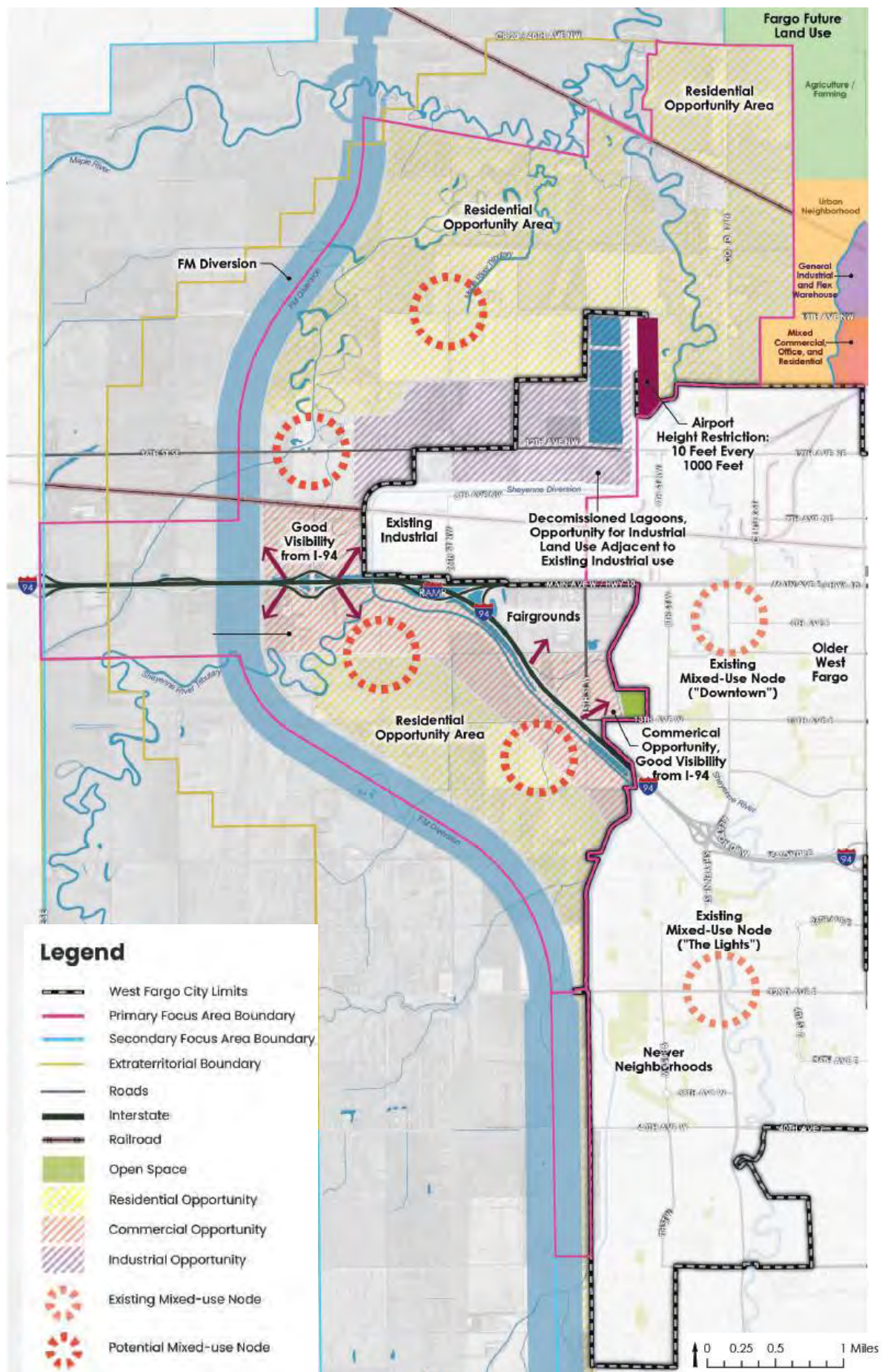


Figure 2.1 Land Use Patterns Issues and Opportunities Diagram

GROWTH AREA EXISTING CONDITIONS

The construction of the FM Diversion project will bring thousands of acres out of the floodplain and available for development. While flooding has been the primary constraint, there are still remaining challenges that stand in the way of development. These include lack of infrastructure, distance from transportation corridors, airport restrictions, and proximity to industrial land uses and sewer lagoons.



AGRICULTURE

Most of the growth area is currently used for crop agriculture. Farmsteads exist along with cultivated land. Farmers will be able to continue farming, but it is anticipated that increased market demand for other land uses and higher holding costs associated with infrastructure may incent many farmers to sell land for development over time.



RURAL RESIDENTIAL

Some neighborhoods have been developed outside of the flood protected zones. In these areas, developers have the option to grade home sites at a higher elevation and then pursue a Letter of Map Revision (LOMR) issued by FEMA to reduce flood hazard risk and the associated insurance costs. These neighborhoods are typically on well and septic systems, but may be brought onto City infrastructure if development extends to them. Many in these neighborhoods have chosen to live in these areas for a more rural setting and lifestyle.



LAGOONS

The City owns approximately 600 acres of land north and west of the Sheyenne River Diversion that served as the City's sewer lagoons until the City connected to Fargo's water treatment system. Three of the lagoons are still serving the City as overflow on high volume days. These days occur when stormwater is picked up by sump pumps and put into the wastewater system, putting tremendous strain on infrastructure that could be avoided if sump pumps were directed outside instead of into sinks and drains connected to the sewer.

The lagoons have long been associated with odors related to the treatment of sewer water. This perception persists even though the odors have largely gone away as the ponds have been decommissioned and the overflow ponds only treat highly diluted water. This perception still influences how people think about this area of town and may impact marketability of development in this area. Because the City does own this property, there is the opportunity to shape what kind of development occurs here.



DEVELOPMENT PRESSURE

As the City has filled in, the development community is looking for new opportunities to build. Discussions with developers have shown a preference for the land south of Interstate 94. This is due to the industrial perceptions about the north and proximity to other neighborhoods on the other side of the Sheyenne Diversion.

Recently new development has been shifting to other communities such as Horace and the south side of Fargo. This has more to do with availability of developable land than other issues with West Fargo.

DEVELOPMENT DESIRES & SPECULATION

It is understood that development pressure is starting to extend into the growth area. While the likely scenario is that construction of new neighborhoods will not start until the FEMA maps are updated, developers have begun exploring options to purchase in this area. The City is also receiving calls of interest about annexation, provision of services, and entitlements in the growth area. In conversations with the development community, there is a much stronger desire to develop neighborhoods south of I-94, than north, however there are significant transportation and sewer service issues. Developers see the north as a further extension of the commercial and industrial patterns seen along the 12th Ave corridor, with some residential along the CR 17 corridor.

SCHOOLS

The School District has recently gone through shifts to their enrollment maps that have filled more of the schools in the south part of the City. They expect that with additional families, it will be a real challenge to serve growth in the area south of I-94. New homes in that area would likely need to attend schools north of I-94 in the short and mid term. With anticipated growth, the School District expects to need the following facilities in the growth area:

School	Needed	Typical Enrollment	Typical Acreage	Desired Location
Elementary	4-6	400-600	10 Ac.	Central to a neighborhood. Do not want large road crossings. Need to manage drop off/pick up traffic.
(K-5)	1	900-1,200	90 Ac. (shared)	Need access to a main road but recognize that extended frontage on collectors/arterials is not the highest/ best use of that land. North of 94.
Middle School	1	1,400-1,600		

Table 2.1

Schools also have the potential to shift development preferences. New schools north of I-94 may shift the perception of that area and attract families and homes, driving more residential development north.

COMPETITION WITH HORACE AND FARGO

Population growth is projected to be robust for all three Cities. It is likely that in the short term 0-10 years, more of the growth will be slanted towards Horace and Fargo as West Fargo land comes out of the floodplain and infrastructure needed to support growth is added.

Population					Households			
City	2025	2050 Likely	2050 High	Change	2025	2050 Likely	2050 High	Change
West Fargo	41,617	62,789	69,199	21,172 – 27,582	15,148	23,083	25,439	7,730 – 10,086
Horace	6,263	13,615	15,203	7,352 – 8,940	1,996	4,338	4,781	2,316 – 2,759
Fargo	135,147	164,507	183,689	29,360 – 48,542	59,993	74,149	81,726	13,357 – 20,934
Total	183,027	240,911	268,091	57,884 – 85,064	78,167	101,570	111,946	23,403 – 33,779

Table 2.2

With this much anticipated development, it is entirely appropriate for the City of West Fargo to hold new development to a high standard. At this point in the City’s growth, it will be most important that new development does not unduly create financially unsustainable situations for the City’s and its residents. There may be pressure on specific projects to provide concessions to encourage growth. The City needs to evaluate what the long term effects of that will be. It is possible that staff and leadership may hear sentiments such as “they don’t require that in Horace.” In those instances, the City needs to be willing to wait, and potentially accept less development to ensure the City is getting the right development. That may mean that projects not meeting the City’s standards will shift to Horace or Fargo, but that is in the best interest of West Fargo in the long run.

1-94 HIGHWAY ACCESS

Access to I-94 is existing or planned at 3 locations. These locations will impact how development occurs in the future:



1 RAYMOND INTERCHANGE

Strengths:

- Interchange exists and provides access north and south
- First metro exit east of FM Diversion for those coming from the west
- Visibility south and north from interchange

Challenges:

- Current connections are largely unimproved roads
- Significant distance from developed areas and destinations in the Fargo-Moorhead area



2 15TH STREET/13TH AVENUE

Strengths:

- Visibility to the north (fairgrounds property)
- Could help relieve pressure on the Sheyenne Street interchange and other collector road traffic in the Brooks Harbor neighborhood

Challenges:

- Not yet built
- Limited visibility to the south



3 26TH STREET/MAIN AVENUE

Strengths:

- Getting across the rail and Sheyenne Diversion would open more development land to the north
- Exists, serving the area north or I-94

Challenges:

- Challenged visibility to the south with the Sheyenne Diversion.
- Convoluted on/off is not intuitive
- Potentially duplicative with Raymond Interchange in the short/medium term

TIMING

There are some key timeline thresholds that will impact what can occur in the growth areas:

2026	City submits preference for interchange and begins pursuing funding (Approximately 10 year wait)
2027	Diversion comes online
2029-2030	FEMA Maps are updated, bringing land out of the floodplain and removing insurance costs from new development
2035-2036	Anticipated construction of first interchange
2035-2036	City submits preference for second interchange and begins pursuing funding (Approximately 10 year wait)
2045-2046	Anticipated construction of second interchange

LAGOONS

The city-owned Lagoons properties have tremendous development potential. With 600 acres under control of the city they can decide what will happen there in the future. Currently most of the lagoons have been decommissioned and the ones that remain are needed only on an overflow basis when inflow and infiltration create high volumes that are also highly diluted. Perceptions about the lagoons still remain with residents and among developers. Even though they are decommissioned and cleaned up, people may be hesitant to develop there because of past experiences or concerns about the soils or contamination.

The other challenge with the lagoons is a lack of access and visibility. The lagoons are not visible from any major transportation corridors. To get from the lagoons to the intersection of I-94 and I-29 is a 10-15 minute drive, including railroad crossings and unimproved roads. Companies looking for headquarters would prefer to minimize their staff's commute times, reduce trucking time and costs, and would like visibility to high volume roads. An interchange at 26th Street and overpasses at the rail lines and Sheyenne Diversion would greatly improve freeway access, but this will not be occurring in the short term.

PARKS & RECREATION

EXISTING CONDITIONS

MISSION

The mission of the West Fargo Park District is: The West Fargo parks district promises the development of new parks on-going maintenance of existing parks and facilities, and recreational programming for the community.

“Enriches the community through programs, facilities, and parks. We want the citizens of West Fargo to be physically, mentally, and socially healthy.

By providing diverse opportunities, we foster a sense of belonging and vitalize the community. We prioritize meeting the diverse needs and interests of our community with affordable, high-quality services.”

The Park District’s goals will also guide the way when it comes to providing parks and recreation opportunities as the City grows.



Charleswood Park



Exchange Club Field

NEIGHBORHOOD PARK MODEL

The West Fargo Park District has traditionally prioritized serving the community through the provision of neighborhood parks. This includes ensuring that new neighborhoods have parkland set aside and developed with park features. These typically include standard features such as:

- Playgrounds
- Courts
- Open, Informal Playfields
- Picnic Shelters
- Walking Trails/Sidewalks

The intent is for every resident in a neighborhood to have a park with the basic standards that they can walk to within a reasonable distance and walk-time. This is approximately half a mile or a ten minute walk. New neighborhoods in the growth area will need to have parks within them to continue meeting this standard.



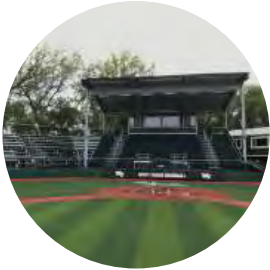
COMMUNITY FACILITIES

In addition to the neighborhood parks that serve as the building blocks of the West Fargo park system, the Park District operates community scale facilities that serve residents from across the City. These sites include larger and specialized facilities that are not practical to provide in every neighborhood.



RUSTAD RECREATION CENTER

Rustad Recreation Center includes indoor play, track, turf, and gymnasium spaces, as well as rentable event rooms. The gym can be used for basketball, volleyball, and pickleball.



VETERANS MEMORIAL ARENA

Veterans Memorial Arena offers 2 indoor rinks, along with support facilities, dryland/fitness, and an eighth mile track.

VETERANS MEMORIAL POOL

With water play, slide, zero depth entry, and lap lanes, Veterans Memorial Pool is an outdoor facility that operates during the warm weather seasons, starting in late May.



SHADOW WOOD SPLASH PAD

Located at Shadow Wood Park, the splash pad provides water play and indoor restrooms, along with play and picnic facilities.

ELMWOOD/ELMWOOD SOUTH

The Essential Health Baseball Complex is a baseball and softball facility with 9 diamonds.



WF SOCCER COMPLEX

This park, developed in coordination with the soccer club, is a six field soccer complex that can be split into many smaller fields for younger athletes.

TRAILS

As the City has grown out, there has been an emphasis on providing trail connections throughout the neighborhoods, and to key destinations and parks. Generally, connectivity is very good through the newer neighborhoods. While the older parts of town on the north are not as connected. The major barriers to connectivity in town are the freeways, rail lines, and diversions. As the City expands beyond the Sheyenne River Diversion, it will be important to create connections across the diversion landscape to connect new neighborhoods.

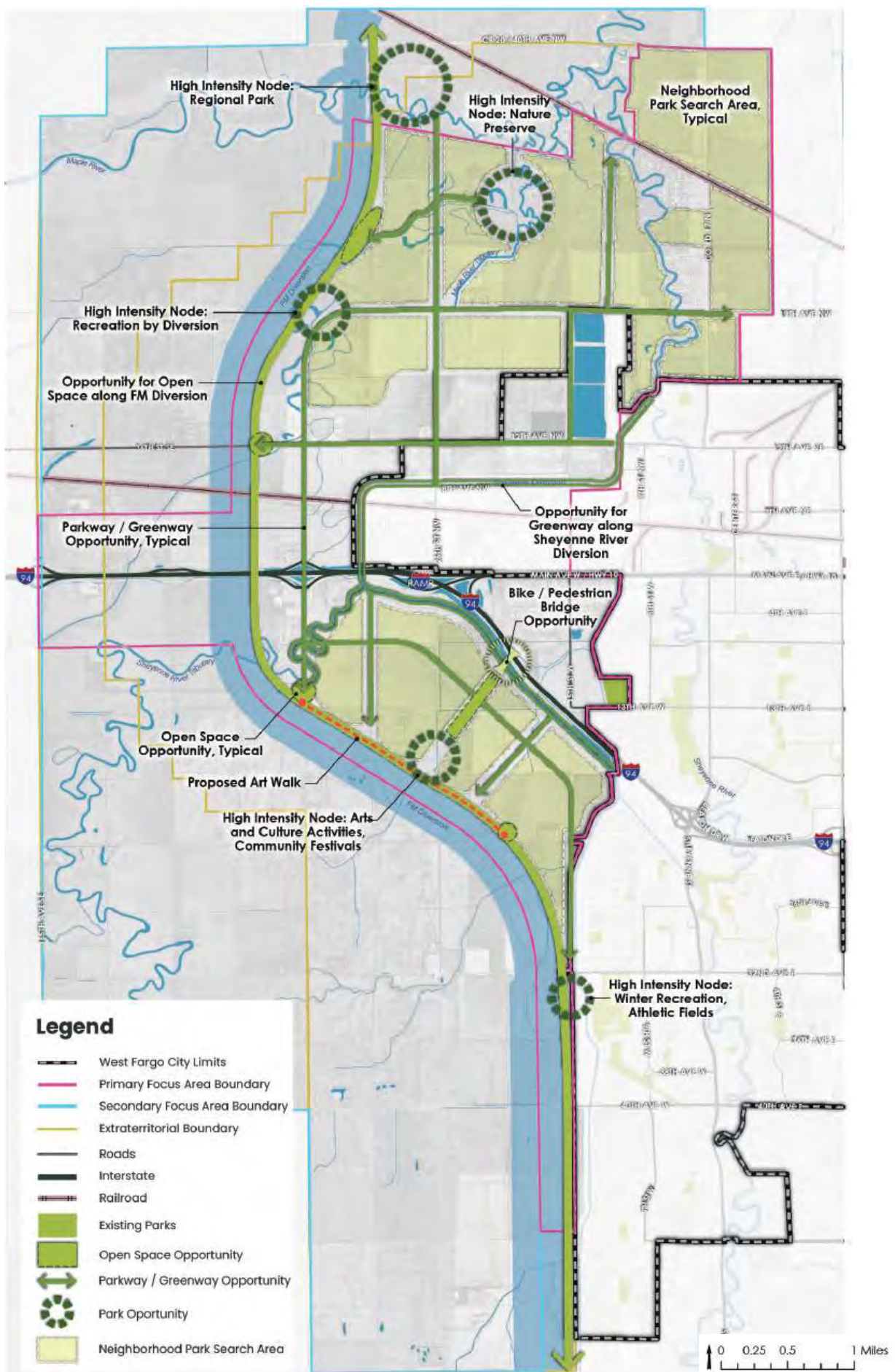


Figure 2.2 Parks, Trails, and Open Space Issues and Opportunities Diagram

ISSUES & OPPORTUNITIES

FUNDING SOURCES

One of the issues facing the West Fargo Park District is the mechanisms that are available for funding. The primary source of funding for new parks is park dedication and special assessments. Land is typically acquired through dedication, and the development of the park is funded via the assessments. Without a set standard for neighborhood parks, the fit and finish of the parks is often determined by the level of assessment preferred by the developer of each neighborhood. While this can help keep assessments matched to what each neighborhood can afford, it also means that the development of facilities can be inequitable, and lower quality facilities require more maintenance and have a shorter lifespan.

CROSS-JURISDICTIONAL RECREATION

The West Fargo School District also provides many overlapping recreation services as the West Fargo Park District. There may be opportunities to better coordinate with the school district to provide services collaboratively. One challenge for this may be the difference between the Park District's boundaries which serve West Fargo, and the School District, which covers a larger area.

MAINTENANCE

As West Fargo grows, the number of parks will as well. With that growth also comes new demands on the maintenance and operations budgets for the Park District. Park dedication and special assessments can provide capital funds, but are not targeted at the day-to-day operations and maintenance of park facilities. Responsible development of the park system must include not only new facilities, but allocations of funds and staff time to take care of the parks that are being added.

This is occurring at the same time that the district is starting to undergo replacements for many of the parks that were developed as the City saw explosive growth over the last 25 years. Many of the park features, particularly playgrounds, last about 20-25 years and will need to be replaced soon. This will require new assessments or increased general fund spending.

NATURAL RESOURCES RECREATION

There are not any larger natural resource based recreation offerings in West Fargo, or even the Fargo-Moorhead Metro Area. Armour Park is the primary "nature" park in the system, utilizing the Sheyenne River and forested areas to give residents a quieter nature area. There are not any North Dakota state parks in or around the Fargo region to meet this need, nor does Cass County.

In order to obtain larger tracts of land typical of natural resources based recreation, the Park District would either need to receive a large donation, or purchase land beyond the existing district boundaries before development pressure makes that land too expensive. With the current funding models, it is unlikely that the West Fargo Park District will be able to purchase land and then maintain it in the short and medium term while population grows out to those areas.

The diversions do present unique opportunities for natural resource based recreation that would otherwise not be feasible, but recreational improvements currently lack capitol funding.

SEASONAL RECREATION

West Fargo's climate can vary dramatically, and winters can be particularly challenging. To date, the West Fargo Park District has emphasized providing winter recreation opportunities that can be done indoors. The playground at Rustad and the Veterans Memorial Arena are two good examples of this. The Park District does provide four warming houses paired with ice rinks but there may be an opportunity to explore other winter recreation such as cross country skiing, snowshoeing, and fat tire biking. The linear nature of these activities would benefit from layering of uses with the diversions which offer long, uninterrupted public land ownership.



TRANSPORTATION NETWORK

EXISTING CONDITIONS

The existing roadway network within West Fargo city limits includes developed facilities with 4 to 6 lane arterial roadways approximately every 1 mile, collector roadways every ½ mile, and local streets connecting neighborhoods. Due to the city's rapid growth over the last 25 years, many of the streets south of Interstate 94 have been newly constructed in this timeframe, while many of the streets north of Interstate 94 are significantly older and need repair. In the growth area, the roadway network is primarily county roads and reduced to rural, two-lane gravel roadways.

Interstate 94 is the primary east-west corridor with interchange access points at the following locations:

- 38th Street NW (Raymond Interchange)
- Main Avenue (Business 94/US 10)
- Sheyenne Street
- Veterans Blvd/9th Street

The Main Avenue interchange only provides connectivity to the east on Main Avenue and does

not connect to a north-south corridor. Main Avenue and Interstate 94 are under the jurisdiction of NDDOT.

The county highways are generally rural, paved, two-lane roadways. Primary roadways under the jurisdiction of Cass County in the growth area include:

- County Highway 20 (40th Avenue North)
- County Main Avenue (12th Avenue North)
- County Highway 17

CR 20 and 19th Ave connect the northern portion of the growth area to Interstate 29 to the east, while Main Avenue or 12th Avenue provide continuous east-west corridors. In addition to the county highways, there are rural, two-lane, gravel roadways approximately every mile along the section lines. These roadways are under the jurisdiction of local townships. The section line roadways generally have a statutory right-of-way of 66 feet which is important to preserve and expand for larger arterial corridors as jurisdiction transfers to the County or City.

ISSUES & OPPORTUNITIES

Although Interstate 94 provides a great opportunity to fuel growth in West Fargo, it also acts as a barrier. There are more than 3 ½ miles between the north-south corridor connections at the Raymond Interchange and the Sheyenne Street Interchange. This isolates the area southwest of Interstate 94 from the rest of the community. The development of this area will require additional connections to the arterial roadway network to avoid further overloading the existing system, particularly the Brooks Harbor Neighborhood. Planning efforts such as the previously mentioned West 94 Area Transportation Plan have explored this issue and potential development scenarios.

The existing Sheyenne Diversion and the BNSF railroad also present significant challenges to the development of the growth area transportation network. The limited number of existing crossings will increase traffic congestion as growth continues. Additional crossings will need to be considered, especially north of Main Avenue and southwest of Interstate 94. Christianson Drive runs parallel to Interstate 94 on the south side and to the west of Sheyenne Street, and could provide access to this area. Further south, the Sheyenne Diversion is currently crossed at each east-west 1-mile section line. To the north of Interstate 94, 12th Avenue N provides the only existing east-west crossing. 15th Street NW or 26th Street NW could be possible future north-south crossing corridors if diversion and railroad crossings are provided.

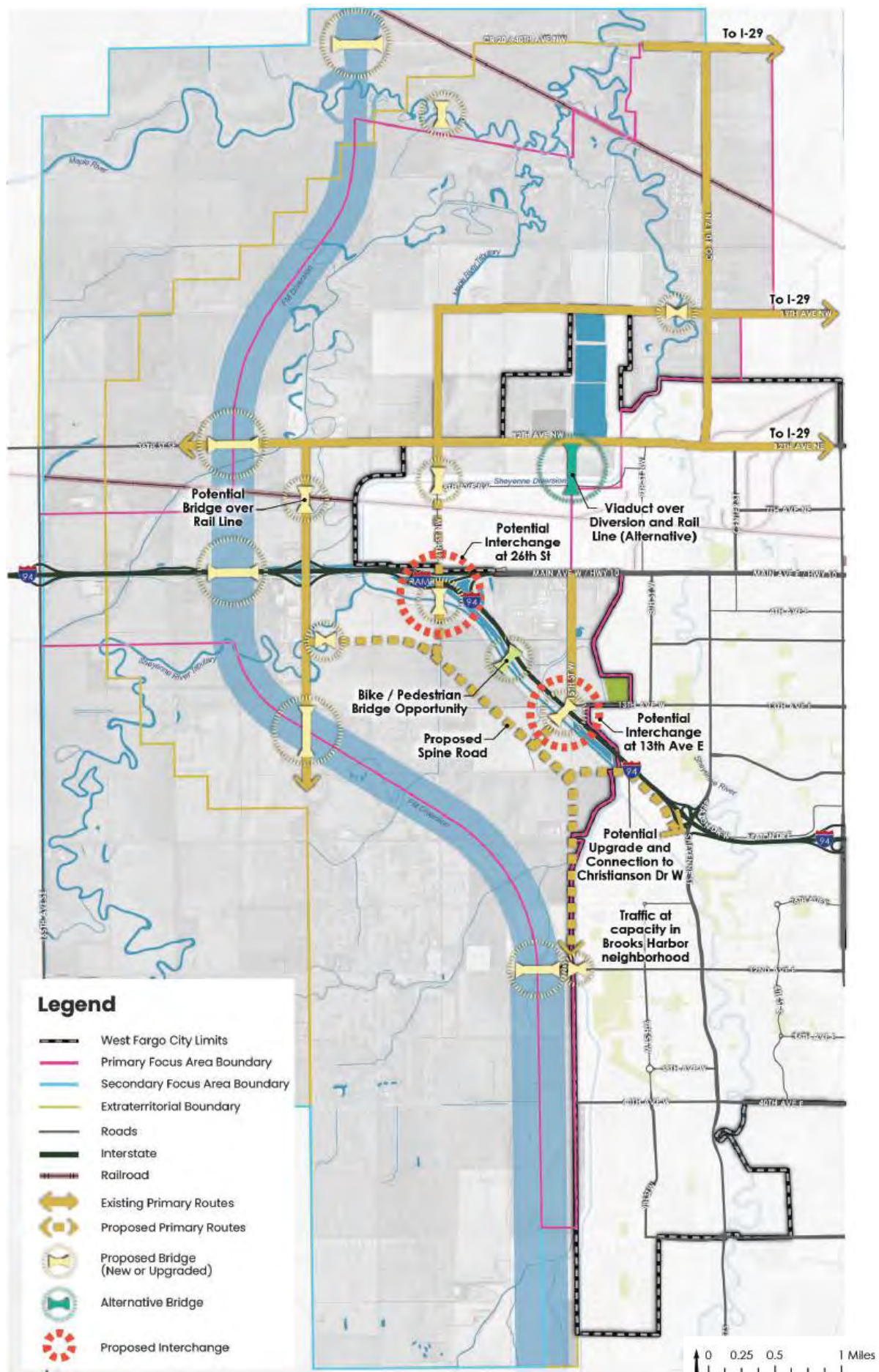


Figure 2.3 Transportation Issues and Opportunities Diagram

SANITARY SEWER & WATER SUPPLY INFRASTRUCTURE

EXISTING CONDITIONS

SANITARY SEWER

The existing West Fargo sanitary sewer collection system consists of a series of gravity sewers, lift stations, and force mains. A total of 193 miles of pipe provide collection and conveyance ranging in size from 4" to 42" and conveyed through 24 lift stations throughout the city. The City has adopted preferences regarding their lift stations to neighborhood lift stations as opposed to larger regional lift stations.

The collection system serves customers within the West Fargo City limits and the Red River Valley Fairgrounds, which is located outside the City limits. Sanitary flow ultimately reaches the Northside Regional Lift Station, where it is pumped to the City of Fargo for treatment. Before 2019, the city treated its own wastewater using a series of stabilization ponds totaling 460 acres. The City began decommissioning the 460-acre stabilization pond system in 2021.

The City utilizes a sump pump variance program, which allows residents to discharge their sump pump into the sanitary sewer system between October 15 and April 15, after which all sump discharge is to be discharged outside. Enforcement of switching sump pumps or unknown connections to the collection system, particularly in older areas of the city, leads to significant peak flows. These peak flows often occur during spring runoff and during wet periods, which limit the sewer system capacity for new customers.

WATER SUPPLY

The existing West Fargo water distribution system consists of 265 miles of water main ranging in size from 4" to 24" and 5 water towers. Water is purchased from the City of Fargo and pumped from Fargo to West Fargo through 2 booster pump stations, located at Main Avenue/Highway 10 and 32nd Avenue East. The City provides water to all customers within the West Fargo corporate limits and the Red River Valley Fairgrounds and is responsible for all maintenance of the water distribution system. The growth area is within the Cass Rural Water Users District and would be responsible for providing infrastructure to serve any new customers outside of the City limits.

ISSUES & OPPORTUNITIES

The decommissioning of the stabilization ponds creates an opportunity for development, potentially opening up 460 acres of land. Removal of the stabilization ponds may help make land, which is already accessible through 12th Avenue NW, more attractive by removing hindrance due to public perception of being in close proximity to wastewater treatment and odor issues, which occurred when the ponds were in service. However, the wastewater collection system may need to retain some of the stabilization pond cells in order to maintain equalization during high flows caused by sump pumps and other causes of infiltration and inflow, which would limit these benefits.

Much of the existing collection system is at or near design capacity, which presents significant challenges to either infrastructure improvement or new capital investment to expand the sanitary sewer service to growth areas outside of the corporate limits. New facilities would likely need to extend around the corporate limits due to the limited capacity within the existing collection system. This can lead to issues with where development can occur, as sequential growth starting elsewhere than the north and northwest growth area will require additional capital investment to extend infrastructure without customers to support the investment. Another opportunity comes with the City of Mapleton's force main connection to the West Fargo/Fargo system. The West Fargo City Commission recently approved the oversizing of the West Fargo portion to accommodate future development.

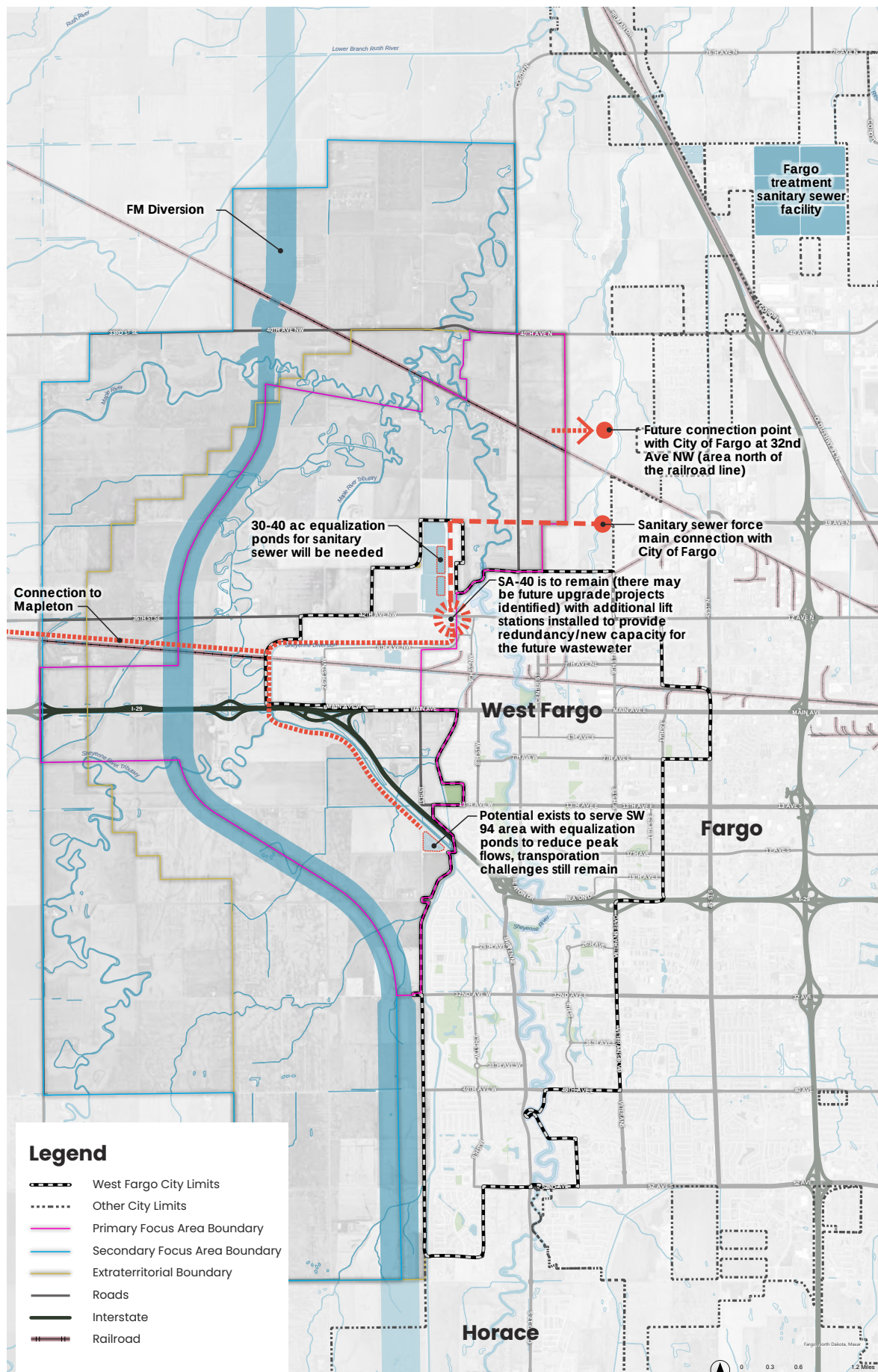


Figure 2.4 Sewer Infrastructure Issues and Opportunities Diagram

EXISTING CONDITIONS & FINANCIAL CONSIDERATIONS

EXISTING CONDITIONS

CITY BUDGET

The City of West Fargo maintains a capital and operating budget that has supported the needs of residents through the recent decades' rapid growth. As the City contemplates its strategy for the Growth Area, and for its coming phase of developing the remaining land area in a deliberate way, a review of the budget's current structure is useful.

GENERAL FUND

- Property tax revenue is the City's largest revenue source, with a levy in place to collect \$19.8 million in 2026.
- Special assessments are a core element of the City's approach to capitalize infrastructure; generally, the City has issued bonded debt to undertake projects with these funds, which comprise \$22.13 million in 2023.
- Franchise fees, including electrical, cable TV and natural gas franchise fees, total \$2.7 million in 2026.
- Receipts from the Highway Tax continue to grow, and are estimated to generate \$2.2 million in 2026.
- State Aid will supplement the City general fund with approximately \$3.1 million in 2026.

PUBLIC WORKS ENTERPRISE FUNDS

- Sewer: The City manages approximately 193 miles of sanitary sewer lines, 34 sanitary lift stations and associated infrastructure, in 2026 comprising projected expenditures of \$7.84 million and revenues of \$8.9 million.
- Water: Currently, 202 miles of water pipe are in place to distribute water to residential and commercial users in the City, expected to cost \$10.36 million in 2026, and the City expects to collect \$11.15 million in revenues.

SPECIAL REVENUE FUNDS

- Capital Improvement Sales Tax revenues are projected to generate \$13.0 million in 2026, and will be used primarily to fund construction projects under the 2024-2028 CIP.
- The Economic Development Sales Tax revenues will total \$4.4 million, supporting incentive programs and grants, and to support other City functions.

CAPITAL IMPROVEMENT PLAN (2024-2028)

- Special Assessment Use has decreased from 27.44% in 2022 CIP to 18.28% in 2024 CIP.
 - Capital Improvement Sales Tax is used for all projects, less \$150,000 in Economic Development Sales Tax used.
 - The 2022 CIP allocated appx. \$27.5 million of water and sewer funds for capital projects, assuming an increase in utility rates. There has not been an increase, so those funds are not available for capital projects and are not included in the 2024 CIP.
 - Federal and State Funding is potential based on availability and application. Prairie Dog funding is dependent on the amount of collected Oil & Gas Extraction Tax.
- Notably, economic activity in West Fargo generates North Dakota's fifth-highest sales tax volume by

jurisdiction. As opposed to being consolidated into a single pool, the City’s 2.5% sales tax is allocated into three distinct categories: public safety, capital improvement, and economic development. Between 2024 and 2025, the City dedicated the largest increase in sales tax revenue to economic development, allocating 6.5% more in revenue to uses including professional services, land and real property purchases, incentive programs/grants, and other economic development purposes.

Following patterns commonly seen in other metropolitan areas, the industries that generate the most tax revenue in West Fargo include Retail Trade, Wholesale Trade, and Accommodation and Food Services. From 2023 to 2024, total taxable sales and purchases dropped by 1.9%, driven in part by notable declines in Construction and Manufacturing—both ranking among the top five industries with the steepest reductions.

TAXABLE SALES AND PURCHASES BY INDUSTRY 2024-2023 ANNUAL COMPARISON				
City Code	NAICS	2024 TSP	2023 TSP	% Change
West Fargo	Educational Services	253,168.00	487,575.00	-48.1%
West Fargo	Transportation and Warehousing	947,341.00	802,309.00	18.1%
West Fargo	Admin and Support/ Waste Management and Remed	1,124,132.00	855,455.00	31.4%
West Fargo	Arts, Entertainment and Recreation	1,828,591.00	2,032,136.00	-10.0%
West Fargo	Health Care and Social Assistance	1,884,958.00	900,157.00	109.4%
West Fargo	All Other/Not Reportable	2,488,450.00	3,349,670.00	-25.7%
West Fargo	Professional, Scientific and Technical Services	3,721,646.00	3,620,981.00	2.8%
West Fargo	Finance and Insurance/ Real Estate and Rental and Leasing	5,462,748.00	5,239,272.00	4.3%
West Fargo	Other Services (except public admin)	21,959,875.00	21,505,195.00	2.1%
West Fargo	Construction	34,991,726.00	38,083,635.00	-8.1%
West Fargo	Manufacturing	58,188,087.00	62,288,347.00	-6.6%
West Fargo	Accommodation and Food Services	89,029,153.00	84,950,274.00	4.8%
West Fargo	Wholesale Trade	138,840,963.00	138,734,886.00	0.1%
West Fargo	Retail Trade	198,548,662.00	207,258,434.00	-4.2%
Totals		\$559,269,500.00	\$570,108,771.00	-1.9%

Table 2.3 Taxable Sales and Purchases by Industry

FINANCIAL TOOLS

In 2016, the City of West Fargo adopted a special assessment policy utilizing the financing method established in the North Dakota Century Code. The Special Assessment Policy functions as a funding source for public improvements (e.g., street paving, sidewalks, sewer infrastructure) by allocating the cost of a project to the property owners that will benefit from it. Special assessments are allocated according to zoning district and improvement type, then further adjusted using factors such as lot size and units.

Municipal improvements are often financed by a combination of federal funds, state funds, city funds, and special assessments. The Sheyenne Street corridor reconstruction project is one recent example of a significant project funded in part by special assessments. The project was funded in part by the North Dakota Department of Transportation, while the local share was funded through special assessments.

In recent years, the City has worked to explore methods of reducing reliance on special assessments without shifting undue burden to the property tax. Multifamily and commercial building activity has cooled since the late 2010s, and growing capital needs for the City's existing infrastructure exceed projections for special assessment income. In addition, development outside of current City boundaries, such as in substantial parts of the Growth Area, will result in additional demand for City utilities and infrastructure, while remaining outside of the reach of the City's assessments, property tax levy, or collection of City fee dedications.

COST OF COMMUNITY SERVICES

West Fargo's growth in recent decades has largely taken the form of single family and multifamily residential development, and supporting retail, with less rigorous expansion of other commercial and industrial property. In research and literature undertaken nationally, the relative cost of providing public services varies based on land use type. The need for parks, public safety, utilities and other community services is naturally higher for residential uses than for land uses such as office, manufacturing or industrial. On the other hand, utility demands on a per project basis for industrial or manufacturing may outweigh what's needed for residential. While in-depth cost of community services analysis is outside the scope of the Growth Area Plan process, these costs are incorporated into the planning process using estimates for various land uses based on relevant studies. These estimates are useful for decision making about guiding various subdistricts of the Growth Area for different land use designations, and on what general schedule. This feedback strengthens the City's ability to plan for deliberate expansion.

ISSUES & OPPORTUNITIES

CITY BUDGET

The Growth Area comprises a significant opportunity to diversify and expand the mix of land use (and resulting tax base) for the City. Communities, in particular those in a phase of intensive buildout, are often challenged to pivot from heavier to lesser reliance on special assessments as a capital funding source for new service, maintenance and replacement. From a City budget perspective, this transition is the key issue and opportunity to pursue through implementation of the Growth Area plan.

OTHER FUNDING SOURCES

The City of West Fargo is utilizing the fundamental public finance tools available under North Dakota law to conduct its operations in an efficient way. The substantial reorganization of federal agencies and priorities has (at least temporarily) posed a disruption to City plans for federal grant applications to help fund infrastructure needs such as I-94 interchanges identified as key priorities by the City Commission. Persisting with efforts to secure these funds from federal and state partners will remain a critical tactic for unlocking the potential of the Growth Area.

DEVELOPMENT VISION & FUTURE LAND USE

DEVELOPMENT VISION

The West Fargo Growth Area Plan establishes a vision for land use and development for the next 25 years. This vision is founded in fiscal sustainability and incremental growth. The growth area plan identifies areas for employment and industrial uses along the 12th Ave N. corridor and the city-owned lagoon properties and guides land for commercial development along I-94 with a focus for regional commercial and major employment users at the Raymond interchange at 38th St, the area around a planned interchange at 13th Ave. N, and west of the FM Diversion to the interchange at 165th Ave SE.

The remaining areas of the growth are envisioned as a mix of residential uses with mixed densities that allow for a range of housing product types and price points. Early-stage development is planned along the CR 17 corridor due to available sanitary sewer connections and is anticipated to extend to the west toward the FM Diversion south of the Maple River, then eventually cross Interstate 94 and reach the area southwest of the interstate. Within the residential areas, and generally at the intersection of planned arterial roadways are neighborhood nodes that provide supporting commercial goods and services as well as higher density development to promote a more walkable environment.

FUTURE LAND USE

Currently, the City of West Fargo's Comprehensive plan does not guide specific land uses for future development, but instead it guides policy direction at a high level. The Growth Area Plan provides a set of land use categories and corresponding maps to guide planned land uses. The focus of land use guidance is within the Primary Focus Area, but also areas inside of the West Fargo Extraterritorial Boundary that will likely see development in the next 25 years.

The Future Land Use Map (Figure 3.1) has established land use guidance for all the Primary Focus Area, as well as additional land East of the Sheyenne River and the areas west of the Sheyenne River, but south of the Maple River, as these are the likely areas to see sanitary sewer service over the next 25 years.

Land use categories identified in the Growth Area Plan included the general land use types identified to the right. The land use categories are not exclusive, and are intended to contain a mix of uses and densities. Additionally, the proposed planned land use map shows general locations for a future network of parks and open space connections and three types of mixed use nodes.

The land use plan is intended to guide development

patterns and uses. Deviations from this plan are anticipated and will need to be vetted through planning and engineering staff and ultimately the City Commission.

GENERAL LAND USE TYPES

-  Low Density Residential
-  Medium Density Residential
-  High Density Residential
-  Commercial
-  Employment
-  Industrial
-  Parks

NODE TYPES

-  Mixed Use Neighborhood
-  Mixed Use Community
-  Regional Commercial and Employment

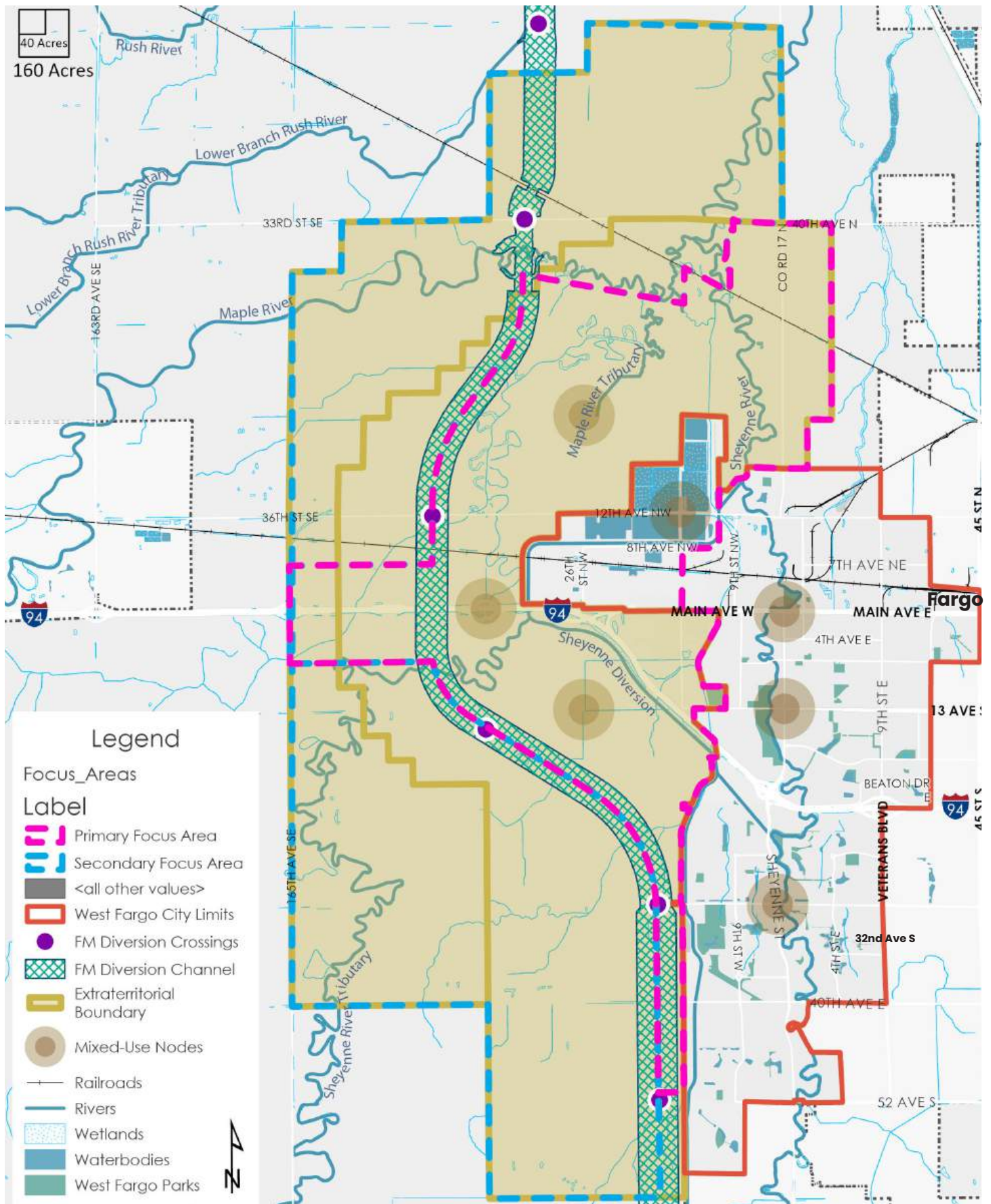


Figure 3.1 Expanded Primary Focus Area Diagram

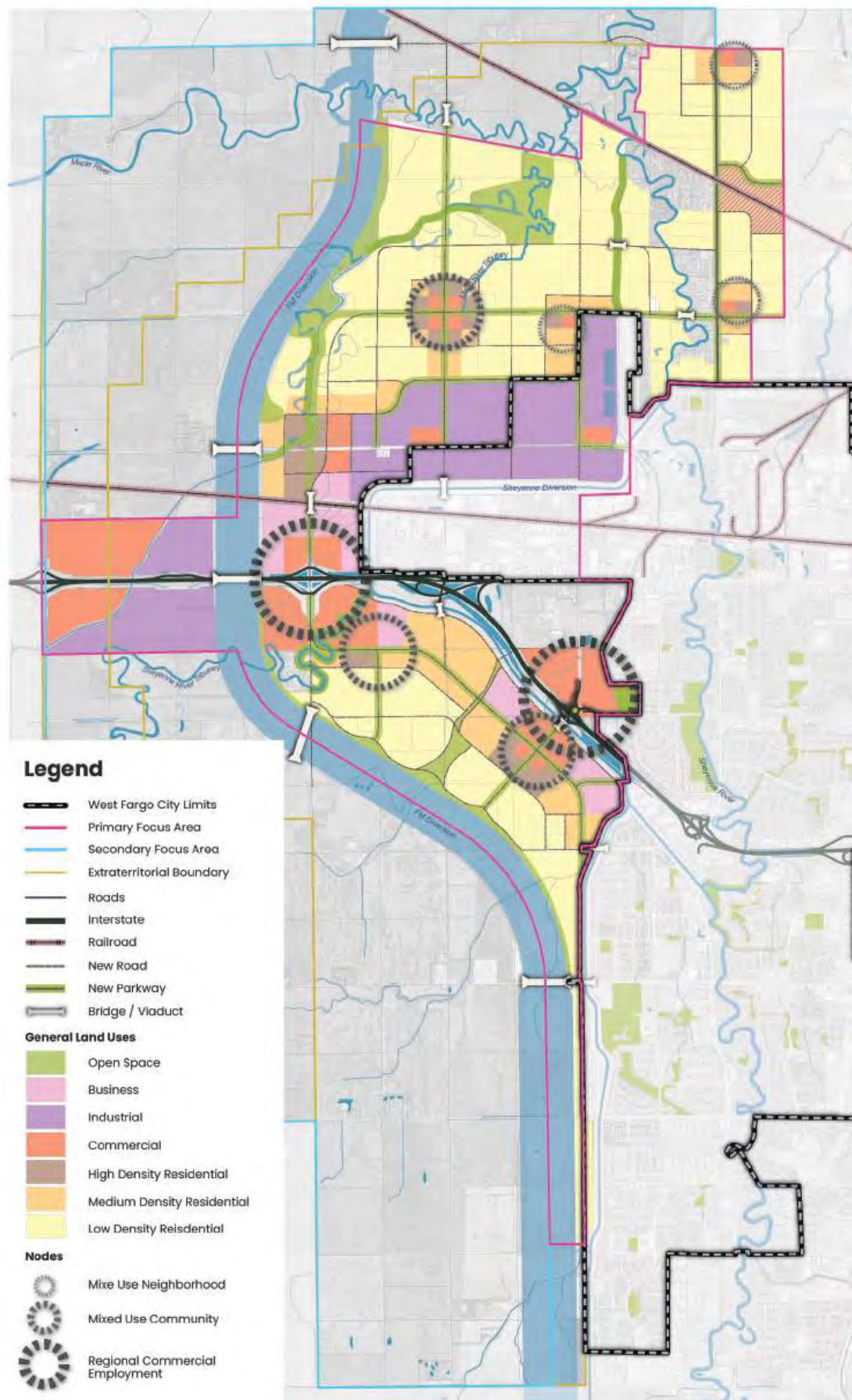


Figure 3.2 Future Land Use Map

LAND USE DEVELOPMENT TYPES:



Low Density Residential Examples

LOW DENSITY RESIDENTIAL (LDR)

General intent aligns primarily with Character Districts CD2-CD3 and Growth Sectors G-1 Sub-Urban Restricted Growth Sector. LDR consists of predominantly single-family residential neighborhoods. Alternative housing forms may be interspersed throughout the district in locations conducive to more moderate density housing including along key transit/transportation corridors, adjacent or near active park and recreation corridors or nodes, or in locations proximate to schools/civic uses. The lowest range of density should be reserved for areas of new growth approaches existing rural estate development, lands desired for greater open space/habitat preservation or areas of greater flood risk.

USES / BUILDING FORM

Primarily larger lot SF detached Some alternative housing allowed (twin homes, duplexes, ADUs)

TRIP CHARACTERISTICS

Connected to denser areas by greenways, sidewalks, and trails. Most should be walkable/bikeable to schools, open spaces/parks.



Medium Density Residential Examples

MEDIUM DENSITY RESIDENTIAL (MDR)

General intent aligns primarily with Character Districts CD3-CD4 and Growth Sectors G-1 Sub-Urban Restricted Growth Sector. MDR consists of neighborhoods with a mix of single-family detached and alternative housing patterns, including duplexes, twin homes, row homes, and townhouses. Neighborhood commercial, such as a café, bakery, or corner store, may be interspersed throughout the district in locations conducive to walkable, commercial uses, including along key transit/transportation corridors, adjacent or near active park and recreation corridors or nodes, or in locations proximate to schools/civic uses. Revisions to standards on facades, setbacks, park dedication and trails should be used to promote smoother integration of medium-density housing types into neighborhoods.

USES / BUILDING FORM

Primarily smaller lot SF detached and attached. Twin homes, townhouses, rowhouses, condominiums permitted.

TRIP CHARACTERISTICS

Walkable design. Multiple destinations located nearby such as neighborhood commercial destinations, open spaces/parks, schools.



High Density Residential Examples

HIGH DENSITY RESIDENTIAL (HDR)

General intent aligns primarily with Character District CD4. HDR consists of a variety of housing types, including apartments, rowhouses, townhouses, condominiums, and live-work buildings. Some housing structures may contain “micro housing” units to maintain housing affordability. High-quality high density housing structures will be concentrated around mixed-use and employment nodes. Walkability, bikeability, and transit access will be prioritized to ensure connectivity, especially to destinations such as mixed use nodes, employment centers, schools/civic uses, and parks/open space.

USES / BUILDING FORM

Multifamily dwellings. Rowhouses, condominiums, apartments. ADUs permitted. “Micro housing” allowed

TRIP CHARACTERISTICS

Walkable design. Multiple destinations located nearby, such as neighborhood commercial destinations, employment centers, open spaces/parks, schools.



Commercial Examples

COMMERCIAL (C)

General intent aligns primarily with Growth Sectors G-4B Future Mixed-Use Growth Center and G-5 Future Employment Growth Sector. COM consists of clusters of shops, single-story retail strips, medium retail plazas, and potentially small malls. Commercial includes both neighborhood commercial, intended to serve the surrounding 3 miles, and community commercial, intending to serve the surrounding 6 miles. Uses such as grocery stores, hardware stores, gift shops, café/restaurants, and personal services may be present. Sites will be mostly accessible by car or transit, but will have the potential for walkable and bikeable connectivity. Developments will be located along transit/transportation corridors to account for user traffic flow and distribution needs.

USES / BUILDING FORM

Strip malls, clustered corner stores, small-medium development projects. Big box/regional commercial in appropriate locations.

TRIP CHARACTERISTICS

Accessible by multimodal transportation methods, especially in case of neighborhood commercial. Greenways, sidewalks, bike trails, transit lines.



Business Example

BUSINESS (B)

General intent aligns primarily with Growth Sectors G-4B Future Mixed-Use Growth Center and G-5 Future Employment Growth Sector. EMP consists of employment uses, whether they fall in a classic office park development pattern, in developments of smaller concentrations, or as the first floor of mixed-use buildings. Employment centers will be located around key transit/transportation corridors and will be walkable from nearby residential hubs. EMP is not intended for uses requiring heavy distribution traffic; rather, those uses will better fit within areas guided for industrial land usage.

USES / BUILDING FORM

Classic “business park”, size according to employer needs. Coworking spaces allowed.

TRIP CHARACTERISTICS

Accessible by multimodal transportation methods, especially in case of neighborhood commercial. Greenways, sidewalks, bike trails, transit lines.



Industrial Examples

INDUSTRIAL (IND)

General intent aligns primarily with Growth Sector G-5 Future Employment Growth Sector. IND consists of industrial facilities including showrooms, flex spaces, and manufacturing facilities, all of varying square footages according to need. Office space and retail development will be present as needed to sustain industrial uses, creating an ‘industrial village’. Traffic and site design will be largely auto-oriented, sited near regional transportation corridors to accommodate truck and distribution traffic. Within areas guided for industrial land usage, connectivity between industrial uses and retail/office uses will be prioritized.

USES / BUILDING FORM

Showrooms, flex space, manufacturing spaces. Varying SF according to industrial needs. Some office space and retail development to create self-sustaining urban villages as outlined in comprehensive plan. More specificity in Lagoons.

TRIP CHARACTERISTICS

Largely accessed via automobile traffic due to distance from residential hubs. Perhaps denser industrial centers are accessible by transit lines.

Mixed-Use Neighborhood Node

This node is a small-scale, walkable center that serves nearby residents. It blends housing—such as apartments and townhomes—with small shops, restaurants, and everyday services. Buildings are placed close to the street with active ground floors and features like wide sidewalks, trees, and gathering spaces to support pedestrian activity. Homes or offices are often located above ground-floor businesses to keep the area active throughout the day.

The focus is on meeting daily needs within a short walk, with uses like small grocery stores, childcare, and local services. Public spaces such as plazas and pocket parks help create a neighborhood identity. Streets, sidewalks, and bike routes are well connected, and parking is designed to be shared and less visible. Overall, this node functions as a compact, neighborhood-focused place to live, shop, and gather.

Mixed-Use Community Node

This node is larger and more active than the neighborhood node, serving the wider community. It includes a broader mix of uses, such as larger retail stores, entertainment, offices, and a wider range of housing options. It is designed to be both a community destination and an employment center.

Development includes anchor stores, restaurants, offices, hotels, and medical or commercial centers, along with apartments, condos, and townhomes. Higher-density development is concentrated near the center, often with mixed-use buildings that combine ground-floor commercial and upper-level residential or office space.

The design supports walking and biking, especially within the core, but also accommodates more traffic and parking. Shared and structured parking is encouraged, with placement that reduces visual impact. Public spaces, streetscape design, and signage help create a strong identity. This node functions as a lively, multi-use hub with more intensity and activity than a neighborhood node.

Regional Commercial & Employment Node

This node is the largest and most intense, focused on regional access and economic activity. It is typically located near highways and major roads and is designed to attract businesses, large-scale commercial uses, and employment centers.

Uses include large retail centers, corporate offices, business parks, hotels, healthcare facilities, entertainment venues, and light industrial or logistics operations. Auto-oriented services such as fuel stations and travel-related businesses are also common. Buildings are larger and more spread out, with site design focused on managing traffic and access.

While walking and biking are supported where possible, this node primarily serves vehicles and regional travel. Parking is typically provided on-site in larger lots, though shared and structured options may be used in more intense areas. High-quality design, landscaping, and signage are important due to the visibility of these locations. This node functions as a major economic center and gateway, supporting regional commerce, job growth, and large-scale development.

These nodes function as gateways, among the first and most visible parts of the community that residents, visitors, workers, and investors encounter when arriving from a highway or major corridor. That visibility is both an asset and a responsibility, making high-quality architecture, coordinated landscaping, cohesive signage, and well-maintained frontages essential to the long-term performance of the node rather than optional amenities. Without clear design and land use controls, gateway locations can attract uses that are individually permissible but collectively damaging, excessive drive-thrus, self-storage, or outdoor storage that degrades the visual environment and discourages higher-value investment. Strong standards protect the public investment in infrastructure, preserve the community's ability to attract and retain quality employers and businesses, and ensure that the node continues to function as a genuine economic and civic asset over time.

NEAR-TERM FOCUS AREAS

Based on the availability of sanitary sewer infrastructure and the fiscal analysis work as a part of this plan, two primary areas have been identified as near-term development areas, one on the east side of the Sheyenne River along the CR 17 corridor (mixed residential and neighborhood supporting commercial uses) and the second at the city-owned lagoon properties along the 12th Ave corridor (employment and industrial uses with supporting commercial). The area southwest of I-94 is also highlighted to discuss the near-term challenges with development in this area.

PRECEDENT IMAGES:



Mixed Density Residential



Neighborhood Commercial



High Density Residential



Low Density Residential

CR 17 CORRIDOR

The area east of the Sheyenne River along the CR 17 Corridor up to CR 20/40th Ave N. is identified as one of the first areas for development primarily due to the availability to directly connect sanitary sewer to the city of Fargo's system without any significant investment in existing infrastructure. This area represents approximately 1,100 acres of development and could occupy the first 5-10 years of development in the growth area (See Figure 3.3)

Generally, strong transportation access exists with CR 17 serving as the north/south route, and CR 20 and 19th Ave N providing east/west access and direct connections to Interstate 29. Infill areas west of CR 17 are planned as lower density residential and should respect the existing rural development neighborhoods along the river. Mixed use nodes with neighborhood commercial and mixed density are planned at CR 17 and 19th Ave N, and CR 17 and CR 20 on the east side of CR 17. Roadway improvements will be needed for 19th Ave N and 32nd Ave N and should be coordinated with the City of Fargo, as well as future roadway upgrades to the county roads and their ultimate transfer of ownership and maintenance to the City of West Fargo.

The City of Fargo's long-range growth plan has identified the area along 19th Avenue as Urban Neighborhood, a mix of residential densities in a more urban form, and areas of agricultural uses (for now) extending north to CR 20. Coordination with the City of Fargo on roadway improvements, trail corridors and stormwater treatment and drainage needs will be important considerations for the future.

The plan also identifies opportunities for neighborhood parks on both the north and south sides of the rail line as well as regional stormwater basin opportunities.

Planned Land Use	Approximate Acreages
Commercial	51
High Density Residential	51
Medium Density Residential	191
Low Density Residential	793
Total	1,085

Table 3.1 CR 17 Corridor Land Use Acreage

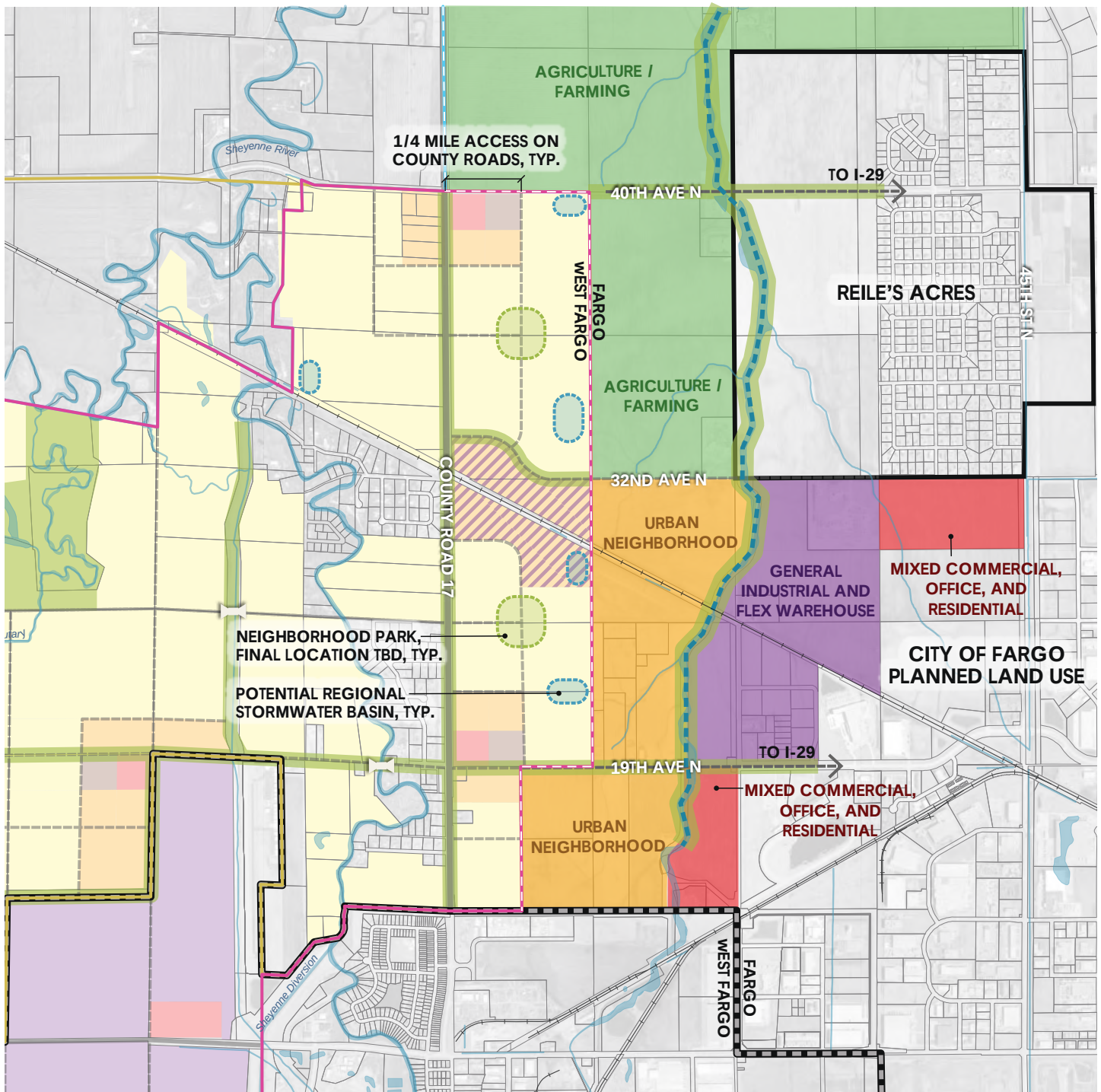
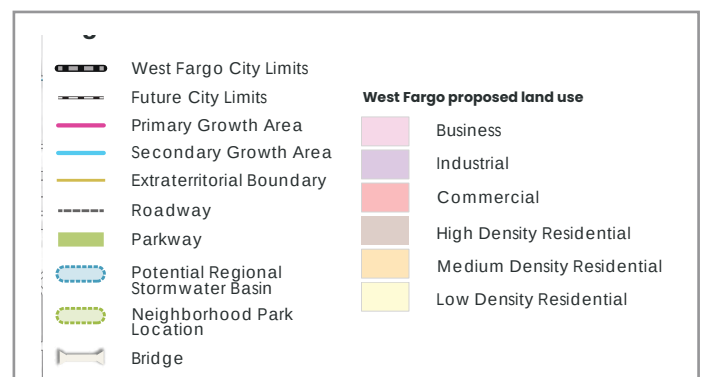


Figure 3.3 CR 17 Corridor Development Area





PRECEDENT IMAGES:



Mixed Business/Industrial Campus



Logistics/Distribution/Warehouse



Business Campus

12TH AVENUE BUSINESS DISTRICT / CITY-OWNED LAGOON PROPERTIES

The city-owned lagoon properties are a tremendous economic development opportunity for the City of West Fargo. At roughly 600 acres, the properties span both sides of 12th Ave/CR 10, a planned major corridor in the future. The plan envisions a mixed business/ industrial campus along the 12th Ave corridor with uses ranging from corporate campus, data centers, distribution and logistics and light manufacturing. Commercial uses at key intersections are also envisioned to support the employment base of the area. The concept for development provides guidance to building placement, parking, loading and service zones to help create a strong visual presence along a key community corridor along 12th Ave N.

- Figure 3.4 illustrates a general development framework for the lagoons property.

Transportation Improvements

Today the area lacks a steady connection to the industrial district south of the Sheyenne Diversion. The plan recommends upgrades to 12th Avenue and 38th Street to create this stronger connection to I-94 at the Raymond interchange to help attract businesses with improved access to the area. Additionally, improvements to 26th Street with a box culvert connection over the Sheyenne Diversion will further aid in connectivity to the area. Finally, 19th Ave N and an upgraded bridge over the Sheyenne River will manage traffic, as 19th Ave N. is a planned arterial.

- Figure 3.5 Identifies the major transportation and utility infrastructure upgrades at the lagoon property.

Sanitary Sewer Improvements

In order to provide sanitary service to the properties and areas north, approximately 35-40 acres of the lagoons will need to remain online as equalization ponds to manage peak flows during heavy rain events. These are planned to be sited on the eastern boundary against the airport to screen from view and maintain marketability and efficiency of development.

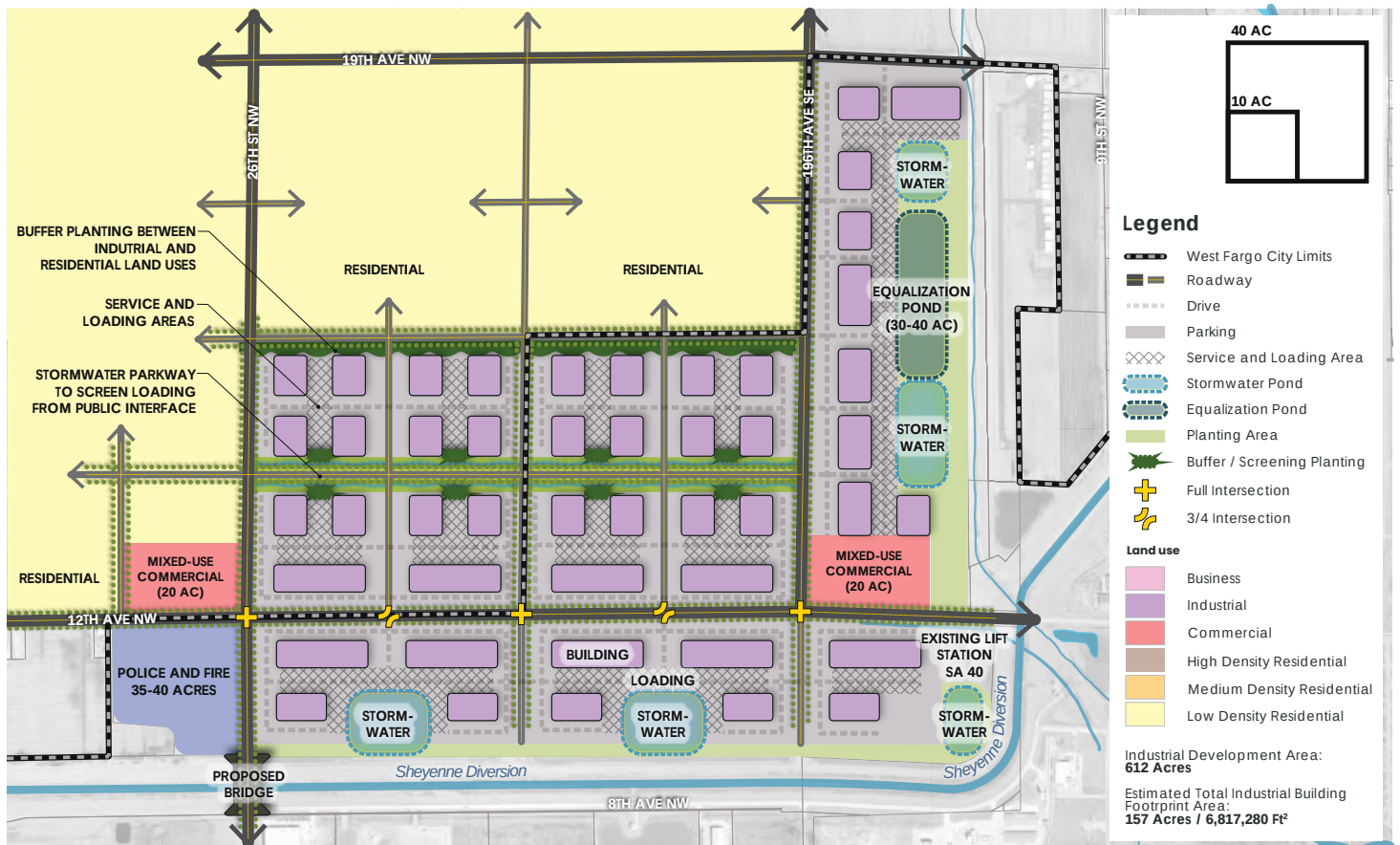


Figure 3.4 12th Avenue Business District / Lagoon Properties Development Framework

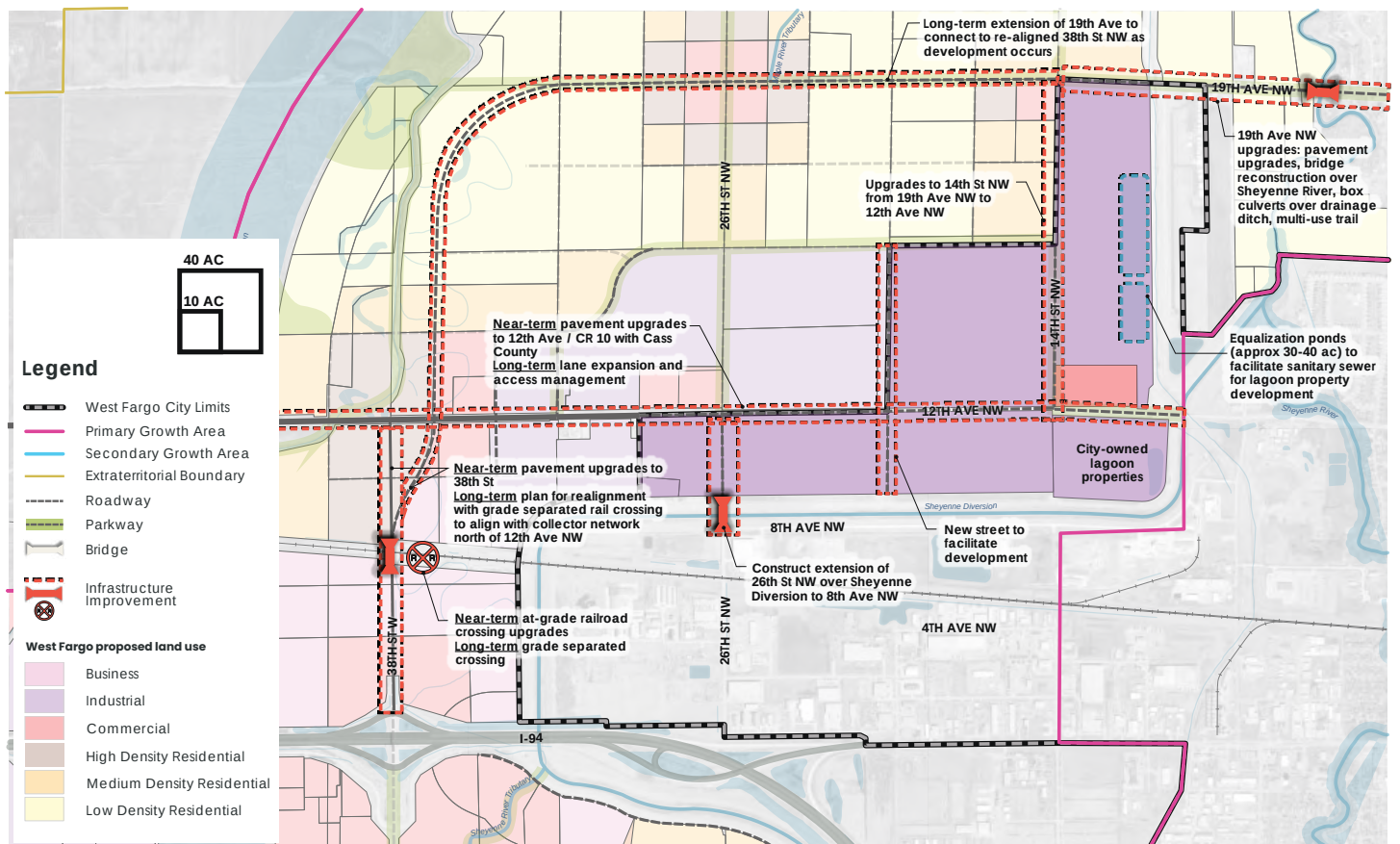


Figure 3.5 Lagoon Transportation and Infrastructure Improvements



Positioning the Lagoons Property for Development

The Lagoon properties represent a premier development opportunity within the Fargo–Moorhead region. The following next steps are organized under a **Resolve > Prepare > Market** framework to move the site from internal planning to an actively marketed, shovel-ready development opportunity. Each phase of development builds on the one before it and thus the site’s boundaries and phasing sequence must be defined before it can be engineered. Additionally, this strategy sequence will aid in removing as much development risk as possible, adding to the market credibility for the site.

1 RESOLVE

- Determine location and space needs for City facilities planned on or near the site (e.g. the inert landfill, fire station, equalization ponds, and other municipal uses) before finalizing developable acreage.
- Confirm which parcels remain available for private development once City facility footprints are set, and lock in a site boundary for marketing purposes.

Why it matters: The developable footprint has to be certain before anything else can happen. The inert landfill affects grading and environmental buffers on adjacent parcels; the fire station needs frontage and access that could shape the surrounding site plan; and the equalization ponds are tied to sanitary sewer capacity, which determines how much land is actually buildable. Going to market before these are settled risks overselling the site (and having to walk back acreage mid-negotiation) or underselling it (holding back land that could have been marketed). This step also has to come first because it directly feeds step two Prepare including major steps such as utility sizing, road alignment, and shovel-ready documentation – all of which can’t be finalized until it’s clear what is being built where

2 PREPARE

- Strengthen transportation & regional connectivity:
 - Enhance 38th Street North and 12th Avenue North to create a prominent gateway and seamless site access.
 - Prioritize connections to I-29 and I-94 to reinforce the site’s logistics advantage in eastern North Dakota and the upper Midwest.
- Achieve “shovel-ready” / “document-ready” status:
 - Complete geotechnical, topography, and soils analysis.
 - Confirm utility capacity – water, sewer, electric, natural gas, and high-speed fiber.
 - Complete environmental assessments and streamline zoning/permitting to reduce developer risk and timeline.
 - Work with the Greater Fargo Moorhead EDC to formally achieve shovel-ready and/or document-ready designation.
- Align regional stakeholders — coordinate with economic development organizations, utility providers, workforce agencies, and business leaders on a unified approach before going to market.

Why it matters: Prepare exists to convert raw land into a product a developer can act on without excessive risk or delay. Site selectors routinely screen out sites that lack confirmed access and utility capacity before they ever see the City’s marketing materials, so the road and interstate connections aren’t just a convenience, they’re what makes the logistics pitch to manufacturing, ag-tech, and distribution users actually true. Shovel-ready/document-ready status is a recognized designation that signals the due diligence work (geotechnical, environmental, utilities, etc.) has already been done, which is exactly what otherwise slows a deal down by months; doing it once as the city is far more efficient than every prospective developer redoing it independently, and it differentiates the site from regional competitors who haven’t done the work. Aligning regional stakeholders now ensures utility providers, workforce agencies, and EDC partners give one consistent, confident answer when a developer asks a question, rather than conflicting or unprepared responses later.

3

MARKET

- Solicit developer interest through a formal Request for Expressions of Interest (EOI) or Request for Qualifications (RFQ), potentially marketing the site to a single master developer.
- Establish a strong brand & marketing platform:
 - Dedicated development website, professional renderings, conceptual site plans, interactive mapping, and drone footage.
 - Downloadable technical specifications for brokers and site selectors.
- Define market potential — target industries aligned with regional strengths: advanced manufacturing, ag-tech/value-added agriculture, logistics & distribution, and technology/data-driven businesses.
- Expand broker & site selector outreach through targeted digital campaigns, industry-focused marketing, and participation in regional/national trade events.
- Promote competitive incentives — clearly document TIF, property tax abatements, infrastructure cost-sharing, and expedited permitting.
- Emphasize workforce and quality-of-life assets — workforce pipeline, affordable housing, healthcare, retail, and education — to strengthen the region's value proposition.
- Sustain an active, ongoing marketing and outreach effort rather than a one-time push, keeping the site consistently visible in competitive site searches.

Why it matters: Marketing only works once the product is real and pitching the site before Resolve and Prepare tasks are complete risks presenting a story that can't hold up to a developer's own questions about boundaries, utilities, or incentives. Once the site is genuinely ready, the goal shifts to visibility and competition. An EOI/RFQ creates a structured, competitive process that surfaces serious developers rather than relying on inbound interest, giving the City leverage to negotiate with multiple parties instead of one. The brand platform, target industries, broker outreach, and incentives each answer key questions for site selectors. Finally, sustained effort matters because site selection cycles run for years, not weeks; a one-time push loses visibility once attention moves on, while ongoing outreach keeps the Lagoon properties top-of-mind when a qualifying project comes along.

Bottom line:

Resolve removes ambiguity about the asset itself, Prepare removes risk for anyone considering it, and Market converts that de-risked, well-defined asset into visible, competitive developer interest. Each step depends on the one before it being genuinely complete, not just started.



PRECEDENT IMAGES:



Alternate Future Land Use Options



Fire Station/Public Safety Building Could be Integrated With the Landfill Site

INERT LANDFILL DISCUSSION

The City's current landfill is nearing capacity and has roughly 5-7 years of capacity left at the current location, and the city needs to find another location soon to begin the permitting process that can take up to 5 years. The Public Works Department is actively working to find a replacement site within the lagoon property. Cell number 8 in the southeast corner of the lagoon property could provide approximately 30 years of storage. At this location, the city would not need to find additional land, and there would be enough land left over on the site to provide a transfer station and a potential future use such as a Fire/Public Safety facility. With the location of the Public Works facility across the street on the north side of 12th Ave N, there is synergy with the operations and overall campus.

However, in lieu of the landfill option, the potential exists to develop the site with industrial uses to further the tax base of the community. These tax benefits would continue to provide these benefits to the community for the long-term, while any revenue generation from the landfill has roughly a 30-year life span. Balancing the immediate needs for the inert landfill relocation with the potential long-term tax benefits needs to be considered. The following is a high-level summary of a cost benefit analysis of the inert landfill vs. industrial development.



Figure 3.6 Inert Landfill Site Plan Diagram

DEVELOPMENT PROGRAM OUTLINE

25-Year Totals

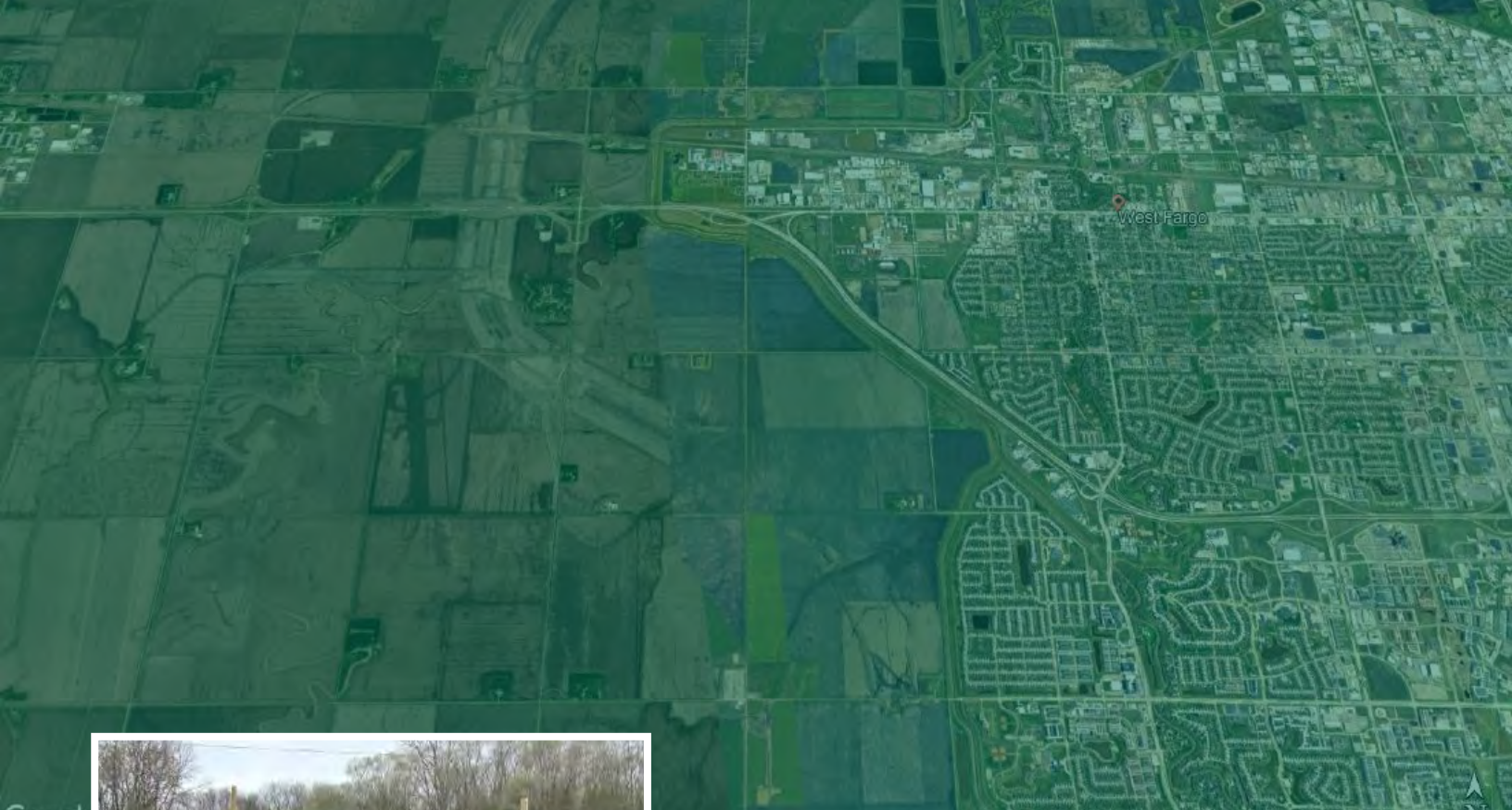
Industrial

Square Feet Constructed	348,480
Floor Area Ratio (FAR)	.2
Land Area Developed - Acres	40
Estimated Market Value Added, by Year	\$25,215,945
Property Tax to City Payable by Subject Property	\$100,233
Sales Tax to City Payable by Growth Area Properties	-
Estimated Utility Revenues	\$6,321,020
Estimated Hookup Fee Revenue	\$445,291
Estimated Assessment Revenue	\$100,233
Estimated Permit, Utility and Tax Revenue to City	\$6,996,778

This model estimates 30 acres of development in years 1-10, and the remaining 10 acres in 11-20

Table 3.2 Anticipated revenue to the City if property is developed industrial

The table above illustrates the anticipated revenue to the City over the next 25 years if the 40 acre site is developed as industrial. This value is largely driven by utility revenues. Conversely the \$7 million could be an "opportunity cost" or the value foregone by the City if the site is used as an inert landfill and cannot be utilized for development.



Sheyenne Diversion Crossing Needed



Equalization Ponds/Basin Needed

SW 94 AREA

While the Southwest 94 area may feel like the next logical location for development, this area is heavily challenged for development due to sanitary sewer and transportation issues. In order to offset peak flows in the sanitary sewer force main system, a large equalization pond would need to be created to manage grey water during heavy rain events to offset existing sump pump usage. Additionally, the intersection at 26th Ave W. and 170th Ave SE/Sheyenne St. is already at capacity at peak times and additional traffic cannot be directed through this intersection. This means alternative transportation routes would be needed which would include a new box culvert crossing of the Sheyenne Diversion at Christianson Drive and improvements to the full length of existing Christianson Dr. and 15th St. N to provide multiple ways of egress for traffic flow and fire safety. However, only so much capacity is available for development based on average daily trips. At approximately 10,000 ADT the intersection at Christianson Dr. and Sheyenne St. fails.

Beyond the transportation and sanitary sewer issues the Cass County Electric Cooperative has indicated it will take significant upgrades to their existing distribution system to service this area. Additionally, West Fargo Public Schools as indicated additional growth in this area will put pressure on existing schools and will create redistricting for high school and middle school students and create additional busing demands to send students north to West Fargo High School.

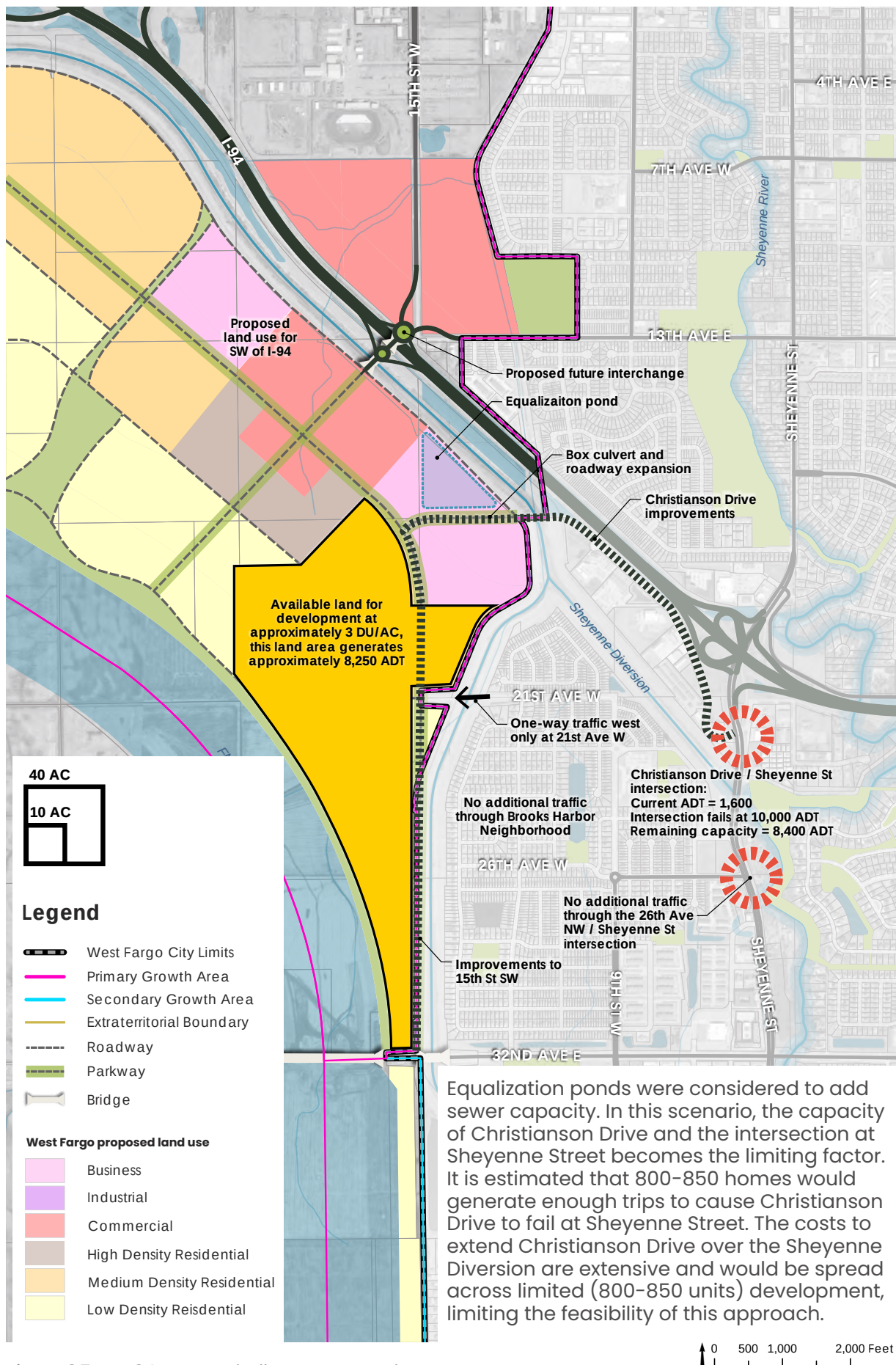


Figure 3.7 SW 94 Area – Challenges to Development



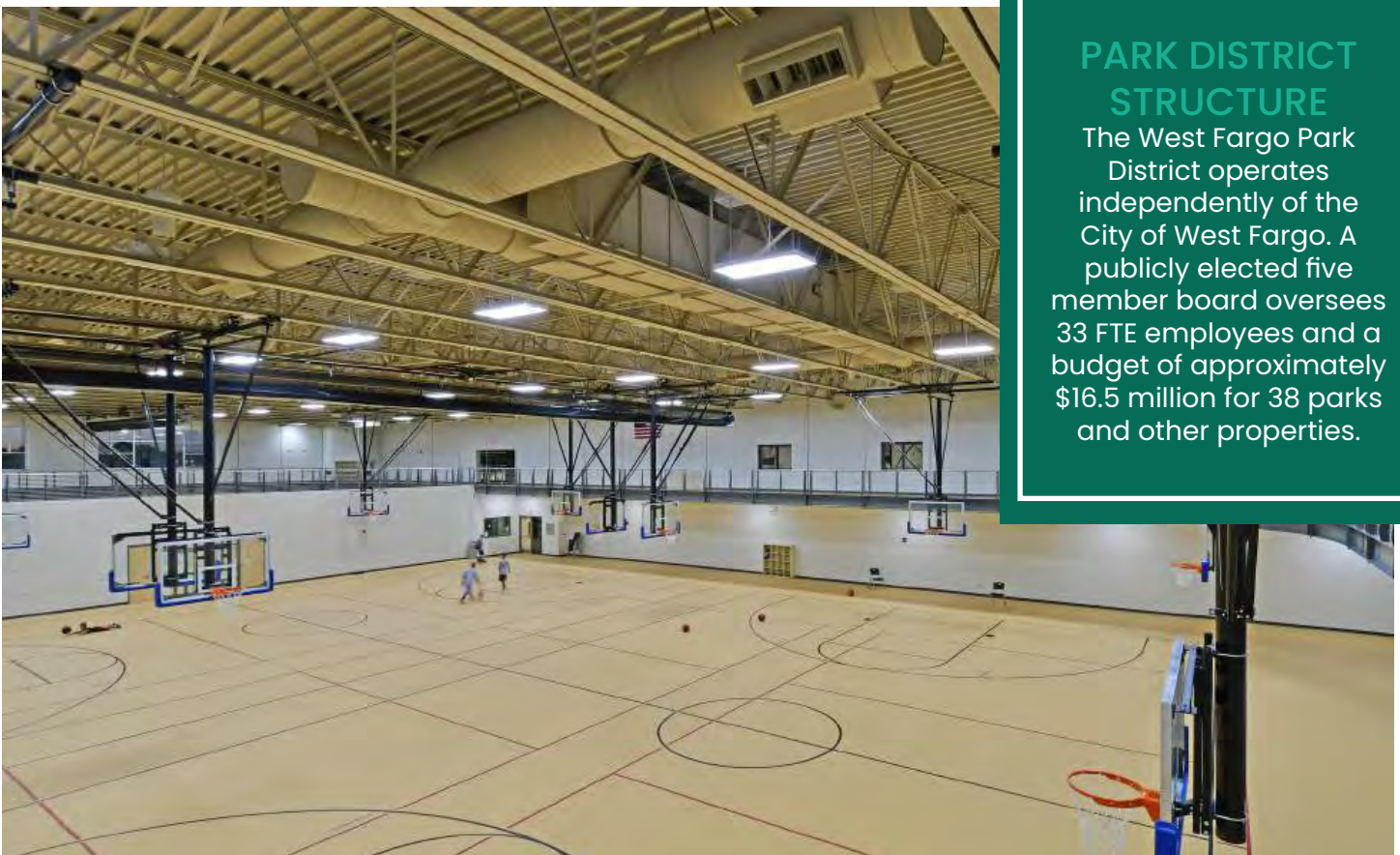
All residential areas in the growth area should support a percentage of mixed density with pockets of higher density at higher traffic volume roadways and creating open space linkages via stormwater conveyance networks.

PARKS & RECREATION

INTRODUCTION

West Fargo is a growing community with more and more people calling the city home, from young families to retirees. The park system plays a very important role in the city, providing unmatched recreation and play opportunities that enhance the quality of life for residents and make the community attractive to those choosing where to live in the region.

New neighborhoods in the growth area will need new parks. 20,000 new residents will put additional demand on community facilities like the Rustad Center and Veterans Arena. Athletics will continue to grow necessitating new fields. And the growth area and diversions will also offer unique opportunities to provide linear recreation that is not usually achievable for most communities. At the same time this is happening, the current system will continue to mature, requiring additional maintenance and replacements of features.



PARK DISTRICT STRUCTURE

The West Fargo Park District operates independently of the City of West Fargo. A publicly elected five member board oversees 33 FTE employees and a budget of approximately \$16.5 million for 38 parks and other properties.

STRATEGY FOR PARKS & OPEN SPACE NETWORK

The West Fargo Growth Area represents an enormous opportunity to strengthen the recreation network in West Fargo and provide amenities that elevate the quality of life for local residents. It is also important to note that the City will be adding drastically to the population, which will in turn put more demand on the existing facilities. As population growth occurs, the Park District needs to continue evaluating the need for new parks and recreation facilities. As the City expands into the growth area, it will be important to consider the entire system, both within the new parts of town as well as the entire district.

This plan envisions a series of parks along a secondary roadway network of “Parkway” streets. Parkways are internal to a neighborhood and are expected to receive a higher level of landscaping, streetscape, and amenities. They should also incorporate bicycle and pedestrian amenities.

Neighborhood parks should be in neighborhoods, not on larger arterial roadways. They are likely 2-8 acres in size and should have basic amenities such as playgrounds, gathering/picnic areas, and open playfield space.

Denser urban settings may call for pocket parks, while larger community scale parks should be located to take advantage of natural resources, and preferably be located along larger transportation corridors to allow for easy access from across the City.

In addition to parkways and along arterials, trails should be co-located with stormwater or natural drainage alignments. This will create a network of off-street, experiential corridors that enhance the trail network connectivity and enjoyability.

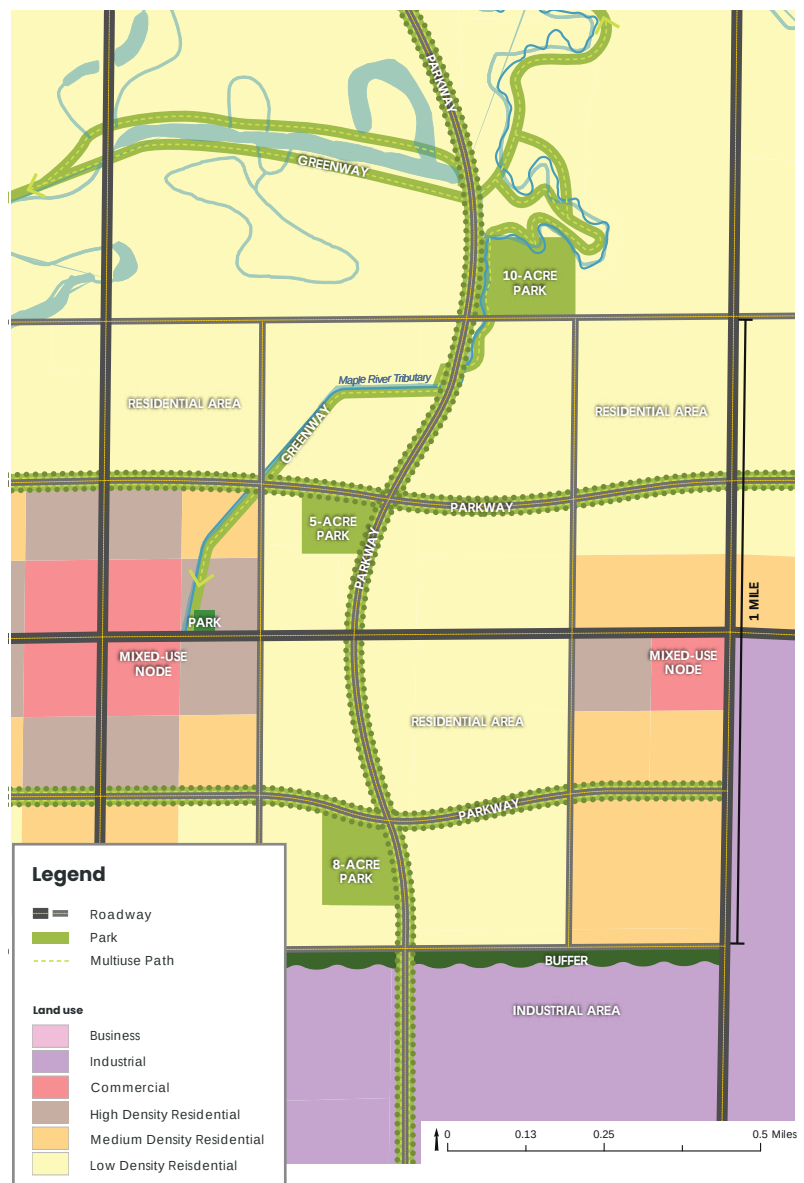


Figure 4.1 Park Neighborhood Integration Diagram

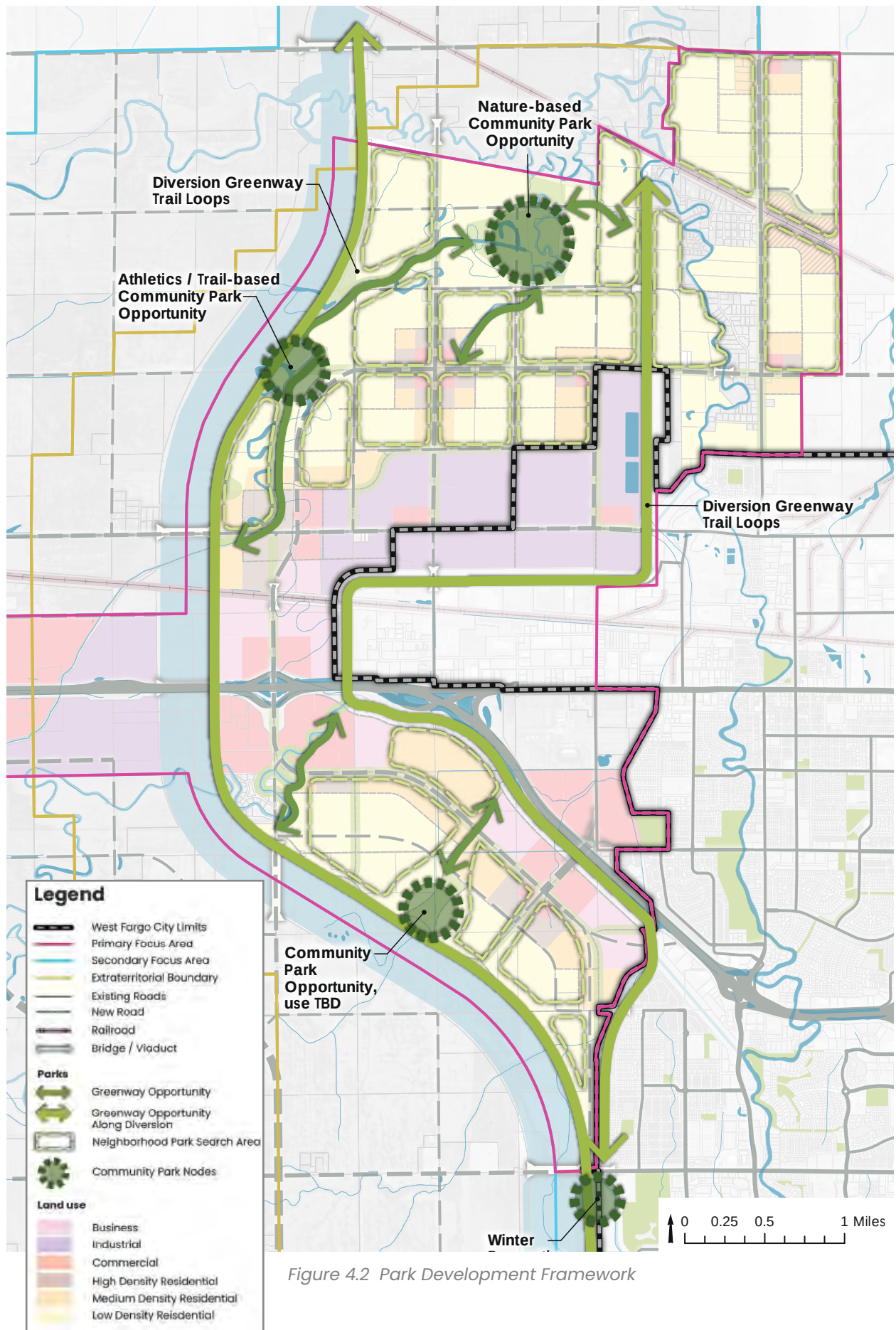


Figure 4.2 Park Development Framework



PARK TYPES



POCKET PARKS

Pocket parks are typically much smaller than a neighborhood park, and meet a specific need. They are typically incorporated into denser development, and may have a targeted audience (tots, elderly, etc.). While smaller they may require a higher level of investment.

FEATURES

Each pocket park is unique, but examples of these types of parks include:

- Plazas
- Tot-lots
- Town Squares
- Art Parks

SIZE

Pocket parks may be between 1/2 an acre to 2 acres.

LOCATION

Pocket parks are typically located in denser environments. They should have good visibility from right-of-way and development.

PRECEDENT IMAGES:



PRECEDENT IMAGES:



NEIGHBORHOOD PARKS

Neighborhood parks are the building block of any park system. They provide the baseline recreation opportunities that should be available to all residents within walking distance. This means their distribution should be about every ½ mile.

FEATURES

All neighborhood parks should include at a minimum:

- Playground with features for all ages
- Small shelter/Picnic area
- Open playfield

Based on the parks, they may also include elements like

- Basketball or other sports courts
- Small parking Area
- Natural area
- Trails
- Single athletic field

SIZE

Neighborhood Parks should typically be in the 2-8 acre range. This may vary due to site constraints or conditions, adjacent land uses, and park program.

LOCATION

Neighborhood Parks should be walkable to residents of the neighborhoods they serve. This means incorporating them into neighborhoods, although they may also be located along greenways and parkways. If so, the design should provide adequate buffer between roadways and play areas. Parks should be connected with sidewalks and trails.

Preferred Neighborhood Park - Example

Size: 4 acres + 1/2 acre wetland

Street Frontage: On two roads (1)

Unbuildable Land: Does not impede the functioning of the park, trail provides views of wetland (2)

Trails: Create loops (3), connect to the cul-de-sac as well (4)

Playgrounds: large size, multiple age areas (5)

Courts: Basketball (6) & Pickleball (7)

Open Play Space: large enough to accommodate informal games (8)

Rest & Gathering: shelter (9) & picnic tables (10)

Safety: Good visibility, policeable

Parking: Lot (11)



Minimum Neighborhood Park - Example

Size: 2 acres + 1/2 acre wetland

Street Frontage: Longest length of frontage is on street (1)

Unbuildable Land: Does not impede the functioning of the park (2)

Trails: connect to the cul-de-sac and the street frontage (3)

Playgrounds: multiple age areas (4)

Courts: Basketball (5)

Open Play Space: large enough to accommodate informal games (6)

Rest & Gathering: picnic tables (7)

Safety: Good visibility, policeable

Parking: On-Street without having to cross street (8)



Unacceptable Neighborhood Park - Example

Size: 1 acres + 1/2 acre wetland

Street Frontage: None, "flag lot" orientation (1)

Unbuildable Land: creates challenges for the functioning of the park (2)

Trails: dead end (3)

Playgrounds: only one age area (4)

Courts: none

Open Play Space: not large enough to accommodate informal games (5)

Rest & Gathering: picnic tables are in low visibility area (6)

Safety: Poor visibility, difficult to police

Parking: None/minimal (7)



Figure 4.3 Neighborhood Park Examples - This figure illustrates the principles of what would be included in a preferred neighborhood park, an acceptable neighborhood park, and an example showing issues that would cause the West Fargo Park District to reject dedication of parkland. These should be considered examples. Included features and layouts will adjust to meet each park's unique context.

PRECEDENT IMAGES:



COMMUNITY PARKS

Community parks are the marquee parks that draw people from across West Fargo, and often beyond the City's boundaries. They often include features that are not feasible to provide in every neighborhood park, but are valuable to a park system. These can be specialized features like athletic fields, or higher end amenities like a splash pad or large picnic shelters. Natural features such as rivers, wetlands, and forests can also be incorporated into community parks.

FEATURES

Community Park features vary. Common examples include athletic facilities, larger picnic grounds, ice rinks, banks of courts, splash pads, destination playgrounds, and natural areas. They often require more support facilities than a neighborhood park as well, such as parking lots, restroom buildings, and drinking water. Because Community Parks often act as the de-facto neighborhood park for adjacent residents, these parks should also include typical neighborhood park features like a playground unless that need is met in a different, nearby facility.

SIZE

The size of Community Parks varies more than neighborhood parks as it depends on the features included in the facility. Typically these parks are more than 10 acres.

LOCATION

Community Parks should be located proximate to transportation corridors, both vehicular and bike/pedestrian. An exception to this may exist when the park is providing access to areas with notable natural resources.



FACILITIES

The West Fargo Park District has developed multiple facilities over the years to serve residents. These include Veterans Memorial Arena, Veterans Memorial Pool, and most recently the Rustad Recreation Center which has already been expanded and continues to operate near capacity. With the anticipated growth in the community, it is likely that the Park District will need to add new facilities in the next 25 years to meet the community's demand, particularly in the growth area. Because of the uniqueness of each facility, it is difficult to assign a particular size or specific features to any one of them. Their service area will likely be city-wide or even beyond. This does make it important to consider support facilities such as parking and concessions.

LOCATION

Most people will be driving to park facilities, meaning that they should be located along major transportation corridors, preferably with good visibility if it is also serving out-of-town guests and visitors. It often makes sense to co-locate these types of facilities with other businesses that can meet the other needs (food, gas, etc.) of facility users.

PRECEDENT IMAGES:



REGIONAL PARKS AND FACILITIES

The West Fargo Park District is not set up to manage large scale regional recreation destinations and features. It does not have the mission, staff, expertise, or funding mechanisms to provide that type of recreation. During the planning process, however, there was interest in larger scale recreation offerings like a state park or a regional trail greenway along the diversions. FMCOG does not typically focus on parks, and is not a likely owner/operator of a regional park/trail. It is worth noting that there are no state parks within an hour of the Fargo/Moorhead metro area. The diversion and lands coming out of the floodplain may be an opportunity for a state facility, and the Park District would support such an endeavor.



TRAILS

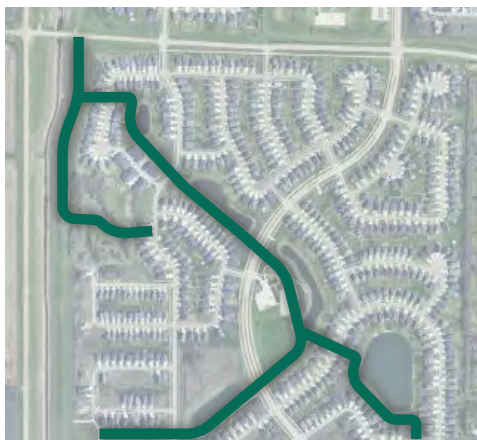


Figure 4.4 Trail and Neighborhood Integration Example

NETWORK

EXISTING TRAIL NETWORK

The trail network in West Fargo today has been well built out, especially in newer neighborhoods where trails, parks, and stormwater have all been layered into off-road corridors that make for an enjoyable, connected trail experience.

The primary challenge for the existing trails, and for future growth are crossings of main barriers, namely Interstate 94 and the river diversion projects. Improved crossings would help stitch different neighborhoods together via trail, and improve connectivity from homes to other important community destinations and employment centers.

With population growth anticipated to occur on the north side of the City, special efforts should be made to incorporate trails into the roadway network when built to cross Interstate 94, the railroad, and the Sheyenne Diversion. There are very few bicycle/pedestrian trails north of Main Street which will present a challenge for connecting the new neighborhoods in the north growth area.

RECREATIONAL VS. TRANSPORTATION USERS

Trail use generally falls into one of two categories – Recreational and Transportation.



Recreational Users:

Joggers, walkers, and people “out for a bike ride.” For these users, the experiential elements of the trail matter more. A winding trail through a natural area will be a better experience than a trail along an arterial roadway.

- Focus on experience
- Connections between natural areas and parks
- Longer stretches with fewer intersections

FACILITIES FOR THESE USERS ARE TYPICALLY PARK DISTRICT OWNED



Transportation Users:

Typically walking or riding a bike to replace a vehicular trip. Efficiency is the primary emphasis for transportation users.

- Direct connections between key destinations
- Enhanced safety at crossings and when sharing roads with vehicles
- Amenities at destinations (bike racks, storage, etc.)

FACILITIES FOR THESE USERS ARE TYPICALLY CITY, COUNTY, OR STATE OWNED

Ideally, the trail network should serve both sets of users, balancing recreation and experiences with connectivity and efficiency.

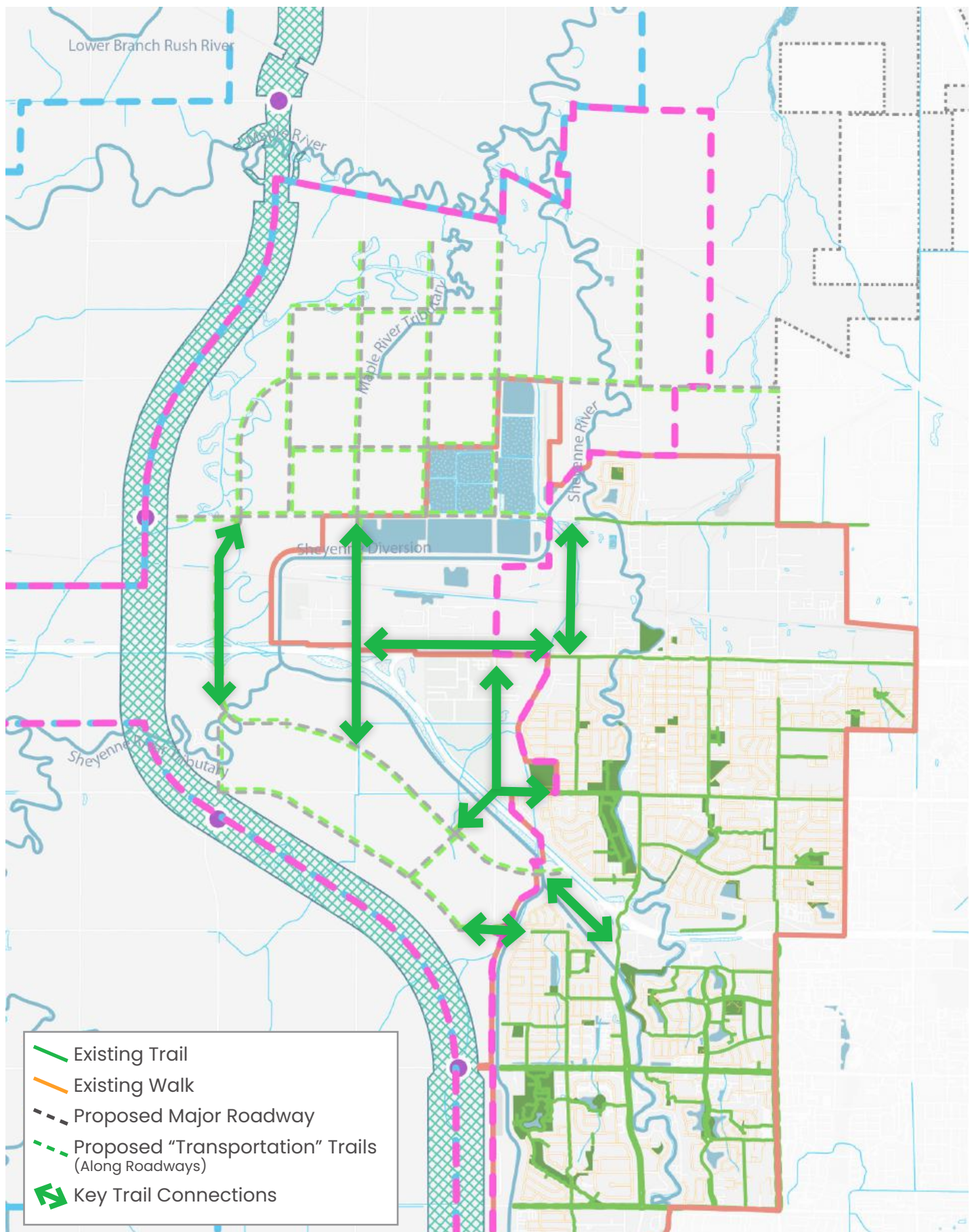


Figure 4.5 Trail Network Diagram



RIGHT-OF-WAY/ON-ROAD CONNECTIONS

Trails along existing or proposed roads are an efficient way to enhance or connect the trail network, particularly for those who use trails for transportation (vs. recreation). While the experience may not be as enjoyable, they are easier to construct and maintain. Care must be taken to ensure bicycle and pedestrian safety when they share a corridor with vehicular traffic. Additional roadway treatments may also be necessary at intersections.

Collector, Arterial, and Parkway roads should all incorporate paved trails. When preserving right-of-way during the development process, ensure there is adequate dimension to accommodate all vehicular and trail needs.

LOCAL OFF-ROAD CONNECTIONS

Trails that are not along roadways often make for a more enjoyable walking, running, and bicycling experience. They are also a safer option, especially for younger trail users who may not be as familiar with traffic laws and operations.

West Fargo already has an established pattern of layering in multiple, jointly beneficial uses to property. Many of the new neighborhoods have integrated trails and stormwater retention/treatment/conveyance. This pattern should be encouraged and continued with new development in the growth area. When property is being secured for trail use, it is important that the dimensions of the property have enough room for not just the trail, but also snow storage and maintenance.

There are also going to be opportunities for natural areas along smaller river, stream, and ditch sections that exist in the growth area today. These should be considered for future trail corridors.

DIVERSION LOOPS

FMCOG PLAN

As part of the diversion project, there was planning work done on a greenway trail along the diversion area. Funding shortfalls have to date made the plan difficult to implement, and it has not been built. The design of the diversion does allow for future construction of trail and amenities.

The existing Sheyenne Diversion will also provide an opportunity for trail connections. The Red River Diversion will reduce the water volumes in the Sheyenne Diversion, which may allow for other linear recreation to occur. Both of these opportunities are expected to be long term, as they are not yet funded, and no funding has been identified. Even in the long term, this initiative should be carried forward as a unique opportunity to create uninterrupted, four season recreational trails.

FUNDING, OWNERSHIP AND MAINTENANCE

It is not intended that the West Fargo Park District or the City would be responsible for funding or owning the diversion trails. These trails would be a regional/statewide draw, and as such, funding should be allocated from regional and statewide resources. The City and Park District both endorse the idea of these trails and would support their construction, but they are beyond the means of either entity to build and maintain.

FUTURE OWNERSHIP CONSIDERATIONS

One of the issues with much of the trail network today is a patchwork of ownership. One trail segment may sit on City, Park District, residential, homeowners association, stormwater/drainage, and easement land. This makes it incredibly difficult to maintain the trails as responsibility is not always clear and not very efficient. It also creates confusion and lack of accountability when trails need to be replaced.

FUTURE MAINTENANCE CONSIDERATIONS

In addition to the ownership issues addressed above, it is important to consider how a trail will be maintained when accepting land. Some considerations for trail design to better support maintenance and function of the trail include:

8'-10' trail width, plus 4' minimum on either side of the trail. A preferred dimension would be 20' and no less than 16'. This is to allow for snow storage, reduce private encroachments, and give trail users buffer room if they go off the side of the trail.

A clear plowing plan that ensures there is adequate room for snow storage, and a clear pathway for a plow or brush truck to follow. This means no tight turns or dead ends. It also means providing "push through" routing where snow can be pushed into locations for storage without crossing into private property.



Figure 4.7 Avoid dead ends



Figure 4.8 Design logical plow routes



Figure 4.9 Ensure the property has room for snow storage on the sides and not just space for the trail surface itself

SYSTEM GROWTH

As the population grows, so too will the demands on the park system and the Park District. The following table provides an inventory of the existing parks and their features, and then extrapolates future need based on what it would take for the Park District to continue providing parks and features at the same rate based on population in the future.

	2025	Population Per	2050	Difference
Population	41,617		62,789	21,172
Total Parks	36	1,156	54	18
Neighborhood/Pocket Parks	24	1,734	36	12
Community Parks	12	3,468	18	6
Community Center (Not included in park count)	1			50% Increase in demand
Veterans Arena/ Indoor Rinks	1 Arena with 2 Rinks			50% Increase in demand
Playgrounds	31	1,342	47	16
Diamond Fields	18	2,312	27	9
Soccer Fields	12	3,468	18	6
Outdoor Ice Rinks	6	6,936	9	3
Pool	1			50% Increase in demand
Splash Pad	1			50% Increase in demand
Staffing FTE (Budget)	33	1,261	50	17
Total Budget (2025 Dollars)	\$15,308,480	\$368 per person	\$23,096,431	\$7,787,951

Table 4.1 Parks and population growth

The above table illustrates the need for additional parks that will be generated by population growth in West Fargo. Especially notable are an expected:

- 19 new parks
- 50% Increase in demand at community facilities like the Rustad Recreation Center, Veterans Pool, and Veterans Arena
- 16 new playgrounds (plus replacement of 31 current playgrounds over the next 25 years)
- 17 more FTE staff

When considering future fields, it is important to recognize that the West Fargo Park District's athletic facilities serve a wider population than just West Fargo Park District boundaries. Many teams and clubs are based on the school district's boundaries, meaning that some field demand is coming from outside the community. The below analysis looks at non-school fields across the school district in various cities. It determines the fields per capita for both diamond (baseball and softball) and rectangle (soccer, football, lacrosse). Projecting forward, the tables also illustrate the number of fields needed to maintain the current per capita rates.

	2025 Pop.	Percent	Diamond Fields	Percent	Change if based on pop	Rectangles	Percent	Change if Equal
Fargo*	35,152	41%	8	27%	4	2	14%	4
West Fargo	41,946	50%	18	60%	-3	12	86%	-5
Horace	5,089	6%	3	10%	-1	0	0%	1
Harwood	796	1%	1	3%	-1	0	0%	0
Reile's Acres	722	1%	0	0%	0	0	0%	0
Other	1,000	1%	0	0%	0	0	0%	0
Total	84,705		30			14		

*Includes the areas of Fargo within the West Fargo School District Boundaries

	Projected 2050 in WF District	Percent	Current Diamond Fields	To maintain current ratio 1/2823	Change Needed	Current Rectangle Fields	To maintain current ratio 1/6050	Change Needed
Fargo*	57,577	42%	8	20	12	2	10	8
West Fargo	62,789	46%	18	22	4	12	10	-2
Horace	13,615	10%	3	5	2	0	2	2
Harwood	1,195	1%	1	0.4	-1	0	0	0
Reile's Acres	1,220	1%	0	0.4	0	0	0	0
Other	500	0%	0	0	0	0	0	0
Total	136,896		30	48	18	14	23	9

*Includes the areas of Fargo within the West Fargo School District Boundaries

Table 4.2 Athletic fields comparison data



STRATEGY FOR FUNDING

DEDICATION

Park dedication is the mechanism by which a community can collect land and funds from a developer or someone else subdividing their land. Because the subdivision will increase the demand put upon the park system, Cities are allowed to collect land or fee to offset that impact. Funds must be spent on new or expanded park features (not maintenance or replacement) and there must be a connection (“nexus”) between the new development and where the funds are spent. This can include nearby neighborhood parks or parks meant to serve the entire community, but not neighborhood parks on the other side of West Fargo. In instances where a public park already exists, serving a new neighborhood, the emphasis should be on cash in lieu of land dedication. The City and Park District should avoid taking land that is not needed or that doubles up existing services. These properties require maintenance and eventual replacement and that can become an unneeded financial burden on the Park District and City.

Park dedication is the primary method for acquiring the land used for parks. Funds can also go towards design and construction of features in the park. When the City and Park District agree to accept land to fulfill park dedication requirements, it is important to make sure the land is useable for active recreation purposes. These requirements are further described in the Neighborhood Park section in this chapter.

GENERAL FUND

As the current park system ages, there will be more spending on replacement of existing features. This process has started in the older neighborhoods north of Interstate 94, and will be a growing expenditure as many of the newer neighborhoods south of the freeway age. Replacements will put an additional burden on the General Fund at the same time the City is growing to the west.

PROPERTY TAXES

Property taxes are the single largest source of funds for the Park District. The District has been cognizant of keeping tax rates low in past years and plans to continue this into the future. Funding from property taxes will continue to grow as there are more homes built and contributing. Property taxes can support the replacement of existing parks across the City.

SPECIAL ASSESSMENTS

Special Assessments are used by the Park District to pay for improvements that serve certain parts of the community. A neighborhood may be assessed for the buildout or replacements in their local park. The people paying the assessment should be the ones benefiting from the project. In new subdivisions, this has lead to situations where the level of a special assessment sets the expectations for quality and type of features in a park. It is important that the Park District maintains a baseline level for all parks, so that they are not left with sub-standard facilities requiring extra maintenance or frequent replacements in the future.

OTHER SOURCES

In addition to dedication, property taxes, and assessments, the Park District is able to utilize other sources to supplement their operations and other work.

COST RECOVERY

The Park District currently recoups some of the expenditures through cost recovery. These are fees collected through facility rentals, entry fees, and registrations for programming. By collecting these fees, the Park District's dollars go further and they can offer facilities and programs that they would not otherwise be able to provide.

INTERGOVERNMENTAL REVENUE

The West Fargo Park District receives funding from other governmental entities. This includes grant funds from the state, transfers from the City/County/School District, and other sources.

DONATIONS

The Park District is supported by the West Fargo Parks & Recreation Foundation. The foundation is a non-profit partner to the Park District that can facilitate and encourage donations and other gifts for the betterment of parks in West Fargo.

USES OF FUNDS

Currently, most of the Park District's funds are allocated to capital improvements and debt service, which is paying bonds that went to capital improvements like the Rustad Center and new park features.

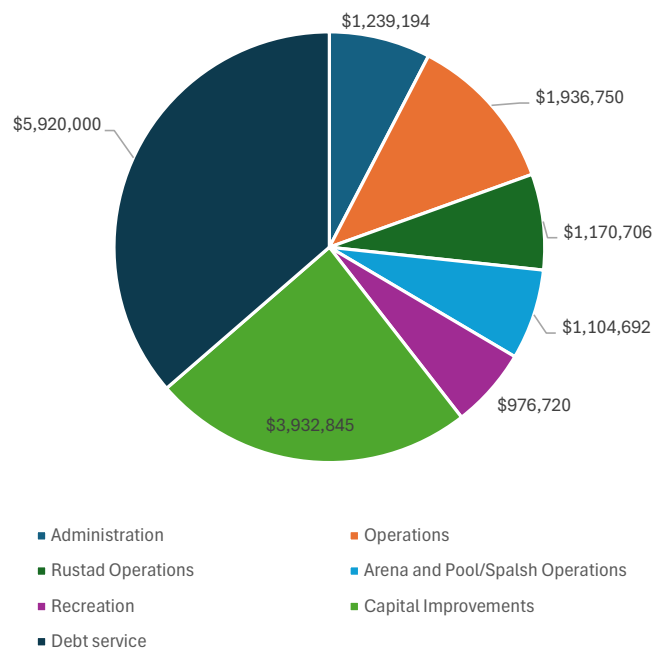


Figure 4.10 Use of Funds

STRATEGY FOR MAINTENANCE

While new parks may come from park dedication through the development process, maintaining them over the long term is a vital part of ensuring the park system remains a key community asset.

The Park District has already recognized the ongoing costs of maintaining the park system that exists today. Adding more parks will continue to increase staffing and equipment needs for the Park District. In order to ensure a financially sustainable park system for the future, the Park District will incorporate the strategies discussed below.

HIGH QUALITY MATERIALS AND DESIGNS

As noted above, when a new park is developed, it is often done through park dedication and special assessments on the new neighborhood. There may be an incentive for developers to focus on the “day one” appeal of the park. It is important that the City and the Park District require parks that are designed for maintainability and use reputable, commercial grade equipment for playgrounds, shelters, athletics, and site furnishings. These need to provide long lifespans under high-volume public use and meet stringent safety requirements. The Park District should continue to monitor existing equipment and if certain brands or types require more maintenance or more frequent replacement, they should not be accepted or included in future designs. Similarly, land that is accepted for park dedication should be easy to maintain. This means:

- Well defined access for maintenance vehicles and public safety vehicles
- Not accepting areas that are not well suited to long term development (i.e. likely to flood, poor soils, etc.)
- Not accepting areas that are difficult to police or ensure a safe park experience (no clear access, poor visibility, etc.)

ASSET MANAGEMENT

The Park District will integrate asset management into the park system for CIP planning and maintenance. There are programs like Cartegraph that can be utilized, or the District can develop their own tool to keep track of capital assets in the system. Understanding the value of the current parks and features, and the costs associated with maintaining and replacing them is exceptionally helpful as the District goes through Capital Investment Planning and sets operations budgets. It also helps address maintenance issues before they fail which can extend the lifespan of some features.



BALANCING LAND WITH FINANCIAL OBLIGATIONS AND BUILDOUT

Before accepting land or building out a park facility, the Park District should evaluate its financial capacity to take on more land, maintenance, and long term replacement obligations. In areas where walkable parks already exist in adjacent neighborhoods, the Park District should prioritize cash in lieu of land, rather than building more parks with overlapping service areas. Funds collected can either be spent in the same area, or on community scale facilities that will serve the entire park district including the new developments.

CONSIDER AND PLAN FOR DIFFERENT MAINTENANCE REGIMES IN DIFFERENT PARKS

Most of West Fargo’s parkland is maintained at a similar standard. There may be opportunities to prioritize maintenance in certain areas, while shifting to an “as-needed” approach in other areas. The Park District will also explore naturalization of some areas and edges that could help reduce the maintenance demands of mowing all of the parkland. While prairie restorations and shoreland naturalization projects are not “maintenance free” as sometimes claimed, once established, they do require less maintenance and inputs than a typical park lawn, and can have improved ecological benefits including improved water quality and habitat. One approach is to assign all parts of the park system a type and frequency for maintaining the parks.



PARK AREA TYPE
TYPE 1 - High profile areas with intensive public use that are highly visible.
TYPE 2 - Areas with medium to moderate public use.
TYPE 3 - Areas with low public use intended to remain naturalistic in character.

PARK SERVICE FREQUENCY
FREQUENCY 1 - Maintenance and monitoring tasks happen on a regular basis (weekly, monthly).
FREQUENCY 2 - Maintenance and monitoring tasks happen on a yearly basis or in response to a request (on-demand).

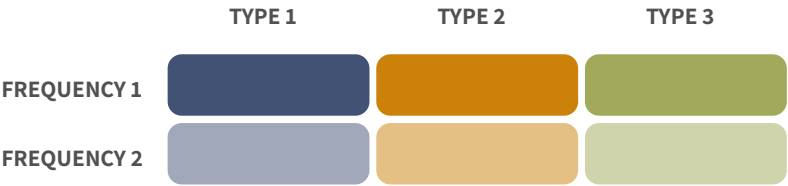


Figure 4.11 Park Types Diagram

STRATEGY FOR PARTNERSHIPS

The Park District understands that more can be done through partnership than by trying to provide all recreation for all residents.

PARTNERSHIPS WITH THE STATE/ FMCOG

The West Fargo Park District is not structured or funded to provide large scale, regional recreation for people from across the Fargo Moorhead Area. Big ideas like the Fargo-Moorhead Greenway on the Red River diversion would be transformative for recreation in the area, connecting multiple cities, providing a highly sought after trail network, and layering uses into existing publicly owned land. Similarly, there are not any North Dakota state parks near the Fargo Moorhead area. There may be opportunities to develop facilities at the edges of the growth area. The Park District is not able to bring these ideas to reality, but would enthusiastically support a regional or state led approach to developing large recreation offerings.

PARTNERSHIPS WITH THE SCHOOL DISTRICT

The Park District and School District often provide similar facilities (such as indoor ice, courts, and athletic fields). There is an opportunity for collaboration between these two entities so that there is not duplication of services. Challenges to creating partnerships include differing interests and priorities about use, different funding mechanisms for development of facilities, and different boundaries for the School and Park District. This can lead to discrepancies where park users are coming from outside the Park District boundaries. Any joint powers agreement must build on shared goals between the two entities, while clearly outlining funding, maintenance, replacement, use priorities, and user groups across boundaries.

PARTNERSHIPS WITH THE CITY

Currently the City and Park District work together when developments are proposed in the community to provide direction on park dedication and special assessments. The District and City should continue to collaborate to ensure parkland that is dedicated and built out will serve the residents of West Fargo.

PARTNERSHIPS WITH THE DIVERSION AUTHORITY

The Metro Flood Diversion Authority (MFDA) can be a partner in the land and development of trails along the corridor.

The MFDA also acquired extra acreage in the process of securing land for the diversion. MFDA member entities have right of first refusal to acquire the land from the MFDA. The Park District and City may consider land that becomes available for future public use and parkland.

PARTNERSHIPS WITH WATER RESOURCE DISTRICTS

Often there is an opportunity to layer trail corridors into drainageways when new neighborhoods are developed. The Park District should continue to coordinate on topics such as maintenance, land ownership, and planning for trail corridors. The Southeast WRD, Rush River WRD, and Maple River WRD all have jurisdiction in parts of the growth area and the Park District should be reaching out to all three to layer parks and trail corridors into the land needed to facilitate stormwater management.

PARTNERSHIPS FOR TRAIL CONNECTIONS

Trail corridors are difficult to develop as a single entity. Trail systems will be more complete and offer better connections if they are developed as a partnership with public entities. This may include right-of-way owned by the City, Cass County, or the State. Trails could occur on property along drainageways owned by various Water Resource Districts. Parks and Schools are both destinations for trail users, and helpful connections. The Red River and Sheyenne River diversions create incredible opportunities for trail corridors with minimal crossings or obstructions. Coordinating all these entities is no small task, but the potential benefit is enormous. Creating a cohesive network will require buy in from each group and taking action at appropriate times. The Park District should advocate on behalf of the trail network and ensure the conversation is being addressed in instances such as subdivision/site plan review, dedication, and funding conversations.



TRANSPORTATION

TRANSPORTATION NETWORK

OVERALL GROWTH AREA TRANSPORTATION NETWORK

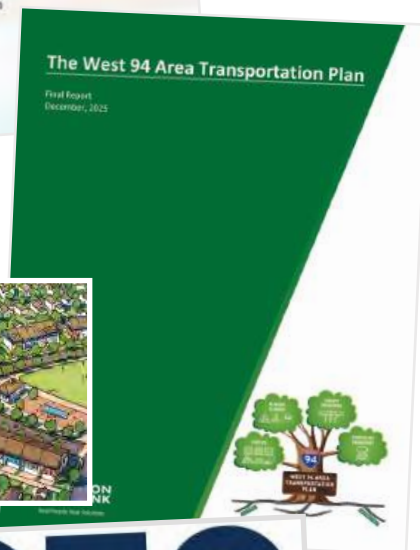
The transportation system for the West Fargo Growth Area Plan was developed by referencing the recommendations from the previously completed Fargo 2050 Metropolitan Transportation Plan (MTP), the Northwest Transportation Plan, the West 94 Transportation Plan, and the Fargo/West Fargo Access Plan. These recommended transportation routes are blended with desired land use patterns to help inform critical large-scale infrastructure investments (i.e., future interchanges, grade-separated crossings of the rail line, and bridges over the FM and Sheyenne Diversions).

These past planning documents, blended with this plan's land use and infrastructure planning provided the framework for determining the corridor type that would best serve the planned development in the Growth Area. The West Fargo Growth Area Future Streets Map (Figure 5.1) highlights the network of arterial and collector roadways and serves as the future streets map for the West Fargo Growth Area pursuant to the North Dakota Century Code (NDCC) Chapter 40-48.



Northwest
Transportation
Plan

West 94
Transportation
Plan



Fargo 2050 Metropolitan
Transportation Plan (MTP)

PRECEDENT IMAGERY:



4-6 Lane Roadways



Mixed Use Arterials



2-3 Lane Collector Roadways



Improved At-Grade Railway Crossings



Grade Separated Trail Crossings

North of I-94, commercial and mixed-use arterials would be extended along 12th Ave NW and 19th Ave NW. These are ultimately four or six lane roadways with 150 to 175 feet of right of way. Mixed-use arterials were implemented in both the Southwest and North of I-94 growth areas. These would develop to three to five lane roadways. Like commercial arterials, they require 150 to 200 feet of right of way. Collector roadways increase connectivity between the residential, commercial, industrial, and business areas. These are two or three lane roadways, with the three-lane having a shared left turning lane. There are opportunities for on-street parking and bike lanes with this roadway classification. Collectors typically require 80 to 100 feet of right of way.

Roadway improvements in the growth area North of I-94 will mainly be turning gravel section line roads into paved arterials and collectors. One area of focus will be continuing 38th St NW from the Raymond interchange to 19th Ave NW. Since the FM diversion curves to the northeast adjacent to 38th St NW, the roadway will need to curve as well. Protecting this road right-of-way will be crucial during land development in this area.

Additionally, improving the railroad crossing north of the Raymond interchange will be vital to connecting the growth area node of 19th Ave NW and 26th St NW. Another challenging area during the development of this area will be crossing the Sheyenne diversion south of 12th Ave NW along 26th St NW. There will also be a railroad crossing that will need to be considered as traffic counts continue to rise along the corridor.

Unlike the growth area to the north, the area southwest of I-94 will mostly be new corridors, not following the existing gravel roads. The spine road and collector that parallels the FM diversion will both need the right-of-way protected during the development in this area. Additionally, planning for the interchange connecting 13th Ave W to the spine road should be considered before land development is approved.

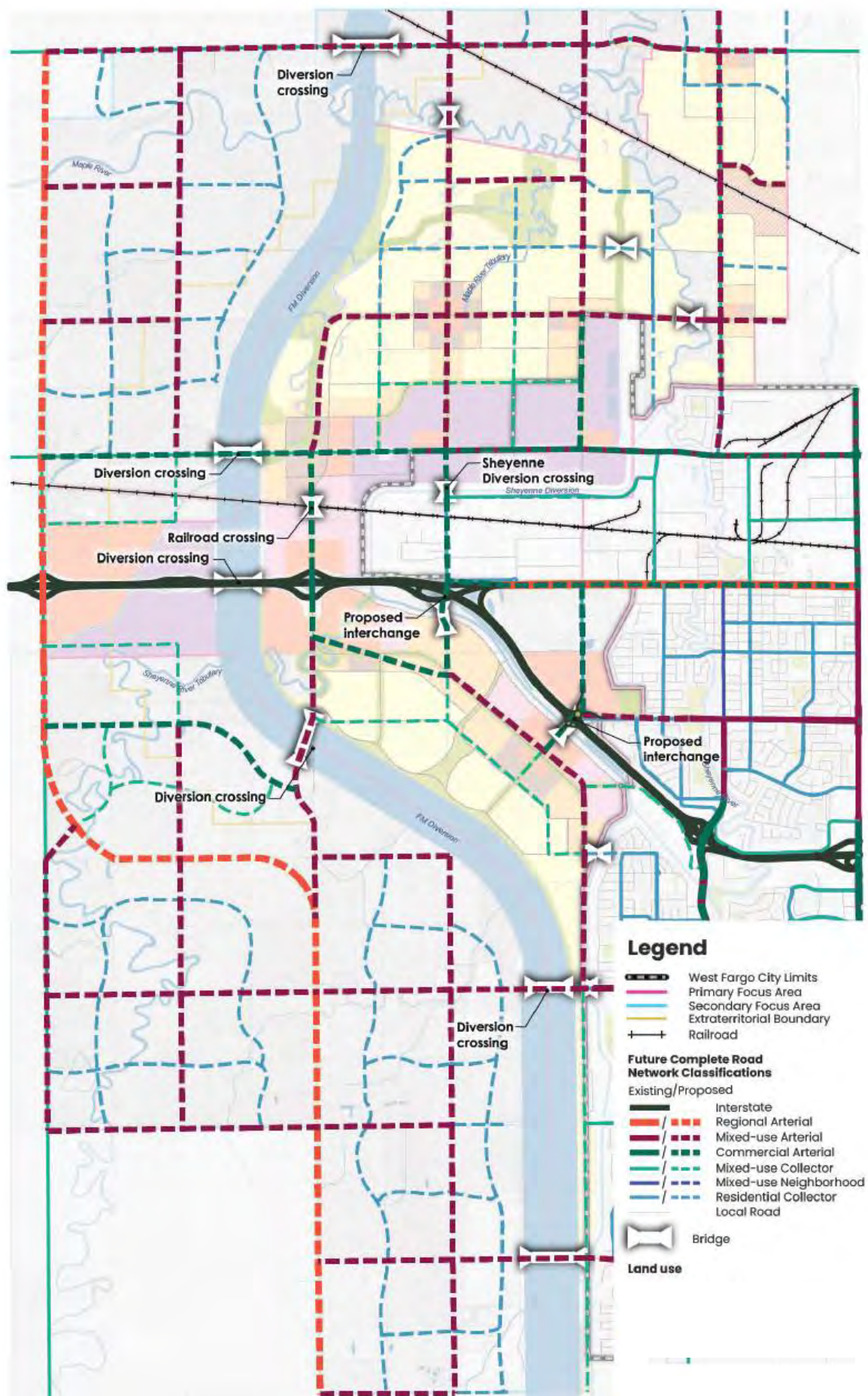


Figure 5.1 West Fargo Growth Area Future Streets Map



PRIMARY GROWTH AREA TRANSPORTATION NETWORK

For the primary growth area (where growth is anticipated over the next 25 years), commercial arterials are envisioned on 12th Ave NW along with a small section of 19th Ave NW. These are four or six lane roadways with a raised median dividing them. This raised median will be transitioned into left turning lanes at key intersections along the corridor. They require 150 to 175 feet of right of way, depending on existing right-of-way (ROW) along the roadway.

Mixed-use arterials were implemented in both the Southwest and North of I-94 growth areas. These are three and five lane sections with a shared left turning lane. Like commercial arterials, they require 150 to 175 feet of ROW depending on the existing conditions. Collectors were used throughout the growth area, increasing connectivity between the residential, commercial, industrial, and business areas. These are two or three lane roadways, with the three-lane having a shared use left turning lane. There are opportunities for on street parking and bike lanes with this roadway classification. Collectors typically require 100' of right of way. (See Figure 5.2)

ROADWAY CLASSIFICATION	LANES	RIGHT OF WAY	TRAFFIC SIGNALS	UNSIGNED FULL ACCESS	3/4 OR RIGHT-IN-RIGHT-OUT	DRIVEWAYS
Regional Arterial	4	200+	1/2 Mile	None	1-4 Mile	None
Commercial Arterial	4-6	150-200	1/4 Mile	None	400	None
Mixed-Use Arterial	3-5	150-200	600-800	300-400	200	None
Mixed-Use Collector	2-3	100-150	None	300-400	None	200
Residential Collector	2	100-150	None	300-400	None	50-100

Table 5.1 Table with Roadway Type, right-of-way allocations, typical section, access guidelines

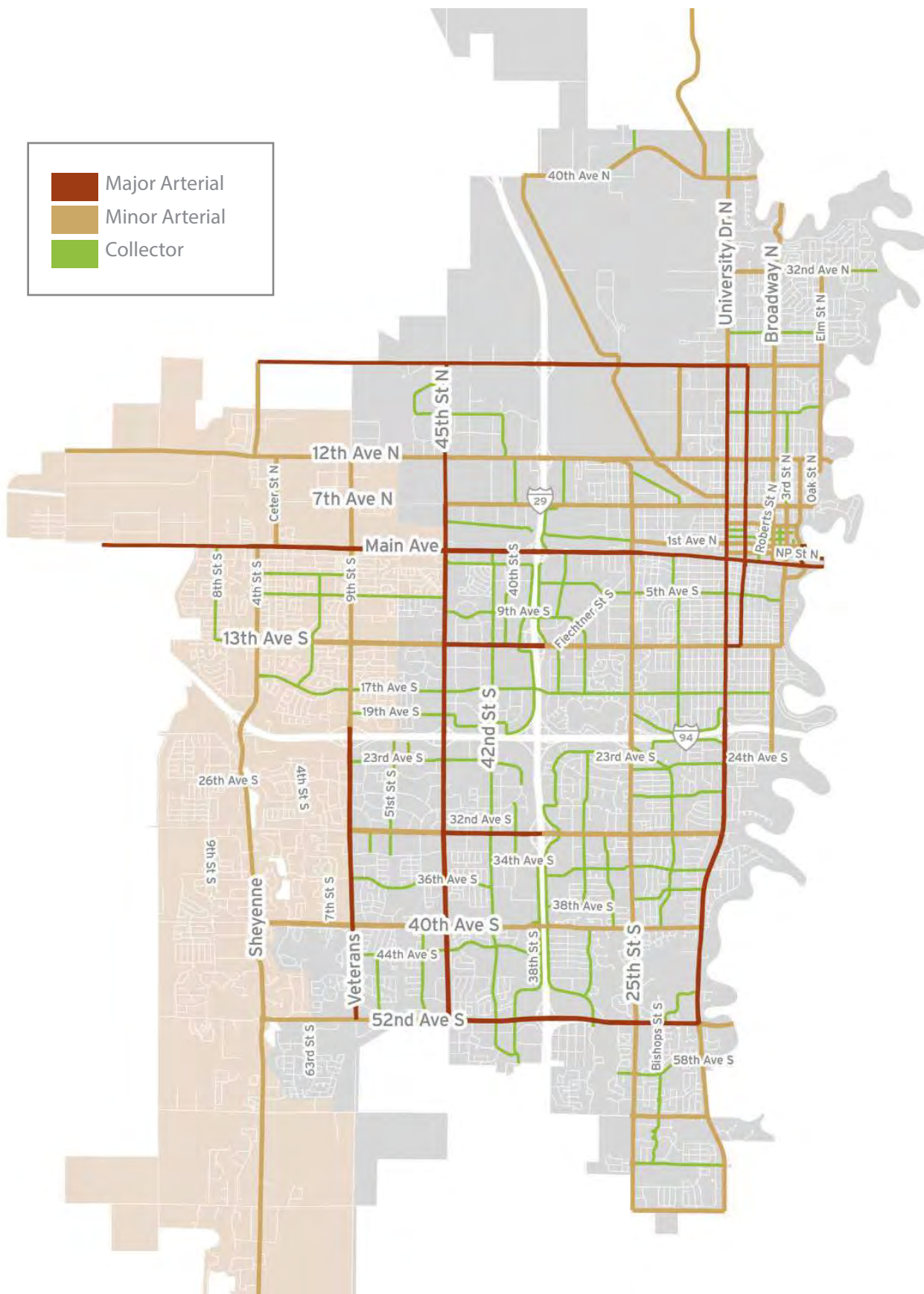


Figure 5.2 Roadway Classification (source: West Fargo Parking and Access Study)

ACCESS MANAGEMENT POLICY FOR ARTERIAL AND COLLECTOR ROADWAYS

The City should establish a clear access management policy to preserve the long-term capacity, safety, and efficiency of major transportation corridors. As the community grows, unmanaged access points and closely spaced intersections can reduce roadway performance, increase congestion, and create safety conflicts. Establishing consistent spacing standards and subdivision requirements will help guide development while protecting the function of arterial and collector roadways in West Fargo (see table 8.1).



CORRIDOR FUNCTION AND ACCESS SPACING

Arterial and collector roadways serve different roles in the transportation system and should be managed accordingly. Arterial roadways are intended to carry higher traffic volumes and provide mobility across the community. Direct access should be limited, with intersections typically spaced approximately $\frac{1}{2}$ mile apart where possible. In areas of higher development intensity, intersection spacing may be reduced to approximately $\frac{1}{4}$ mile, while private driveway access should be minimized and consolidated.

Collector roadways distribute traffic between local streets and arterials. Intersection spacing on collector roads should generally occur at approximately $\frac{1}{4}$ mile intervals, with limited driveway access and coordinated connections between developments. Local streets should connect to collectors rather than directly to arterials whenever feasible.



SUBDIVISION CONNECTIVITY REQUIREMENTS

To operationalize access management policies, the City should update its subdivision ordinance to require subdivision street networks that align with planned collector corridors and support future arterial intersection spacing. New developments should be designed to connect with adjacent properties and planned roadway extensions so that future intersections occur at appropriate intervals rather than being determined by individual development proposals.

Subdivision regulations should also encourage shared access, internal circulation between adjacent developments, and frontage or parallel streets along major corridors. These measures reduce the number of direct access points onto arterial roadways and improve corridor safety and efficiency.

CORRIDOR EVOLUTION AND LANE EXPANSION

Major roadways in developing areas often transition over time as traffic volumes increase. Arterial corridors may initially be constructed as three-lane roadways (two through lanes with a center turn lane) and later expand to four-lane or six-lane divided facilities as demand grows. Access management policies should anticipate these future expansions by reserving adequate right-of-way, limiting direct access points, and ensuring intersection spacing supports higher-capacity roadway designs.



LANDSCAPE BUFFERS AND LAND USE TRANSITIONS

Major corridors frequently serve as boundaries between different land uses. Subdivision and zoning regulations should incorporate landscape buffering requirements along arterial and collector roadways, particularly where residential areas are located adjacent to commercial or industrial uses. These buffers can include landscaped setbacks, berms, fencing, or vegetation to reduce noise, improve visual quality, and create a more compatible transition between land uses.

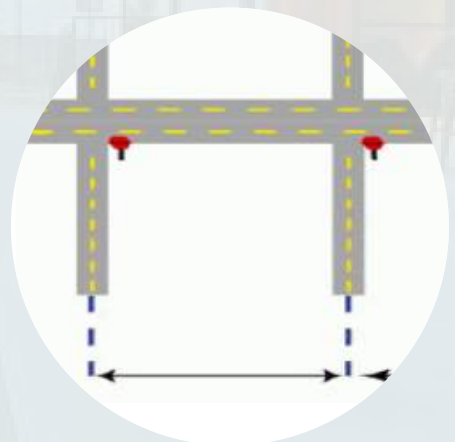


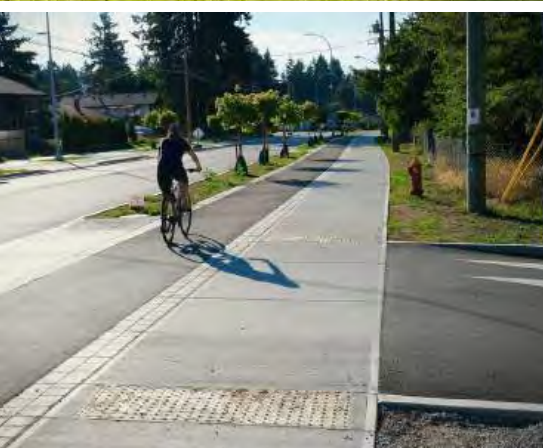
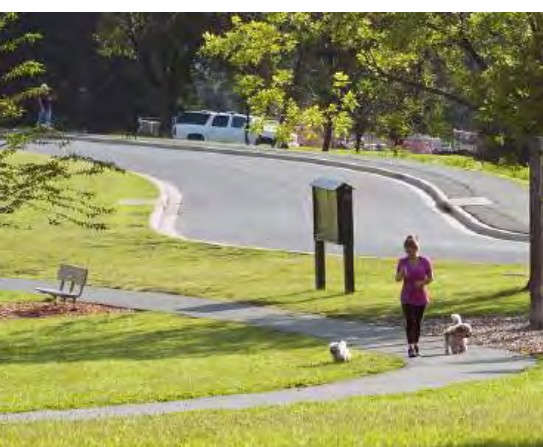
ORDINANCE IMPLEMENTATION

To implement these policies, the City should consider updating its subdivision ordinance to:

- Establish minimum intersection spacing standards for arterial and collector roadways.
- Require subdivision street layouts that preserve future collector connections and arterial intersection spacing.
- Encourage shared driveways and cross-access between adjacent developments along major corridors.
- Require frontage roads or parallel access streets where appropriate along arterials.
- Reserve adequate right-of-way to accommodate future roadway expansion.
- Include landscape buffering standards along major corridors where incompatible land uses occur.

These updates would provide clearer guidance to developers while ensuring that roadway corridors function safely and efficiently as the community continues to grow.





LOCAL ROADS

Local streets should be designed to create a connected street network that supports efficient movement within neighborhoods and provides logical connections to collector streets. Subdivisions should promote connectivity between adjacent developments, neighborhoods, parks, schools, and other local destinations to improve accessibility and distribute traffic more evenly throughout the street system.

Future subdivision regulations should encourage interconnected street patterns and limit the use of cul-de-sacs where practical. While cul-de-sacs may be appropriate in areas with environmental constraints, irregular site conditions, or other design limitations, they should generally be avoided when they reduce connectivity or create barriers to future street extensions. Where cul-de-sacs are used, opportunities for pedestrian or trail connections should be considered to maintain neighborhood connectivity.

TRAIL NETWORK INTEGRATION

The City should establish clear guidance for how off-street trails are planned and constructed as development occurs. Off-street trails should be located to support the community's planned trail network, with priority given to connections between parks, schools, neighborhoods, commercial areas, and major community destinations. Trails should also be considered along drainage corridors, greenways, and major roadway corridors where they can provide safe and continuous non-motorized travel routes. Ownership and maintenance of trail segments should be consistent, rather than the current situation where a single segment may be on City, Park District, Private, Stormwater, and/or Eased land. For the purposes of maintenance, ensure that dedicated trail corridors are wide enough to accommodate the trail, as well as a minimum of four feet on each side to store snow and allow for reaction zones before entering private property. It is also important that the trail corridors be designed to be plowed or brushed in a logical manner. This means having a place to push snow to and staying away from sharp turns and dead ends. Further study on the design and integration of stormwater, transportation, and park/trail facilities should be conducted by the City of West Fargo and the West Fargo Parks District.

During subdivision and site development review, the City may require developers to construct segments of off-street trails or provide easements when a planned trail corridor crosses or borders the property. Right-of-way or easement dedication for trails may be required when necessary to complete a planned trail connection, provide access between neighborhoods and public destinations, or preserve a corridor identified in the City's trail or park plans. This approach helps ensure that the trail network is built incrementally as development occurs while maintaining connectivity across the community.

RIGHT-OF-WAY DEDICATION

Right-of-way (ROW) dedication is the process of setting aside land for public streets during the subdivision and platting process. Under North Dakota Century Code Chapter 40-48, cities may require developers to dedicate land for streets when property is subdivided to ensure adequate space for current and future transportation needs.

Major roadways, such as arterials, are usually identified in advance and their locations are more clearly defined, often aligned with section lines. However, some future arterial streets will not follow traditional section line street alignments, such as the “Spine Road” in the SW 94 area. These locations are generally shown on the streets master plan, but the City of West Fargo will need to establish exact locations for these roads at some point in the future. Collector streets may be identified more generally and can be adjusted during the development process to better fit the design of individual projects and site conditions.

Collector streets should be located to provide efficient connections between local streets and arterial roadways while supporting a well-connected street network. Their alignment should consider surrounding land uses, site conditions, and future development patterns to ensure safe traffic flow and appropriate access. Collector roads should also be designed to accommodate multimodal travel, provide adequate sight distance and intersection spacing, and ensure sufficient right-of-way for roadway, utilities, drainage, and pedestrian facilities.



Pedestrian Facilities



Wayfinding for vehicles and Pedestrians



Multi-modal Design Example for Collector Streets

STREET MAINTENANCE

The responsibility of preserving and maintaining the transportation network will be primarily assigned to the City's Public Works Department. As new streets are built, existing roadways are improved, and county roadways are transferred to city jurisdiction, the resources needed for this effort will continue to increase.

The City Engineer is charged with developing a Routine Street Maintenance Plan according to city ordinance, and should coordinate this effort with Public Works. This plan should outline the scope, schedule, and budget for routine and periodic work.

Routine and periodic work is often referred to as preventive maintenance. It is a proactive strategy for extending the life of the roadway by applying cost-effective treatments before significant damage occurs. Routine maintenance includes work types that should be anticipated, budgeted, and scheduled on a recurring (weekly, monthly, or annual) basis. Periodic repairs are more intense and less frequent repairs, which should be planned several years in advance. Periodic repairs may be required every 5-15 years, depending on the repair type. Emergency repairs required by unscheduled events, such as water main breaks, should also be anticipated and budgeted within the plan.

MAINTENANCE:

- Pavement marking and signing replacements
- Street sweeping and drain clearing
- Street light and traffic signal repairs
- Streetscape maintenance & weed control

NEW/RECONSTRUCT:

- Asphalt resurfacing, mill & overlay
- Concrete pavement repairs
- Bridge repairs
- Sidewalk/path improvements
- Major sign replacements and traffic signal upgrades
- New construction/roadway expansion

EMERGENCY REPAIRS:

- Water main breaks
- Pavement blow-ups or sinkholes
- Accident repairs
- Street light and traffic signal malfunction

The maintenance plan should consider short-range and long-range planning efforts. The short-range plan should identify routine maintenance activities, periodic repairs needed within the next 5 years, and the anticipated budget for emergency repairs.

Long-range planning should be included to identify periodic repairs that will be required within the next 5-20 years. Annual updates will be needed to reflect changes in projects, budget, or schedule, and new routes should be added to the plan. Additionally, an annual collection and review of data should be conducted to analyze changes in pavement condition, budget vs. spending, etc. This will promote a data-driven process to update and implement the plan.

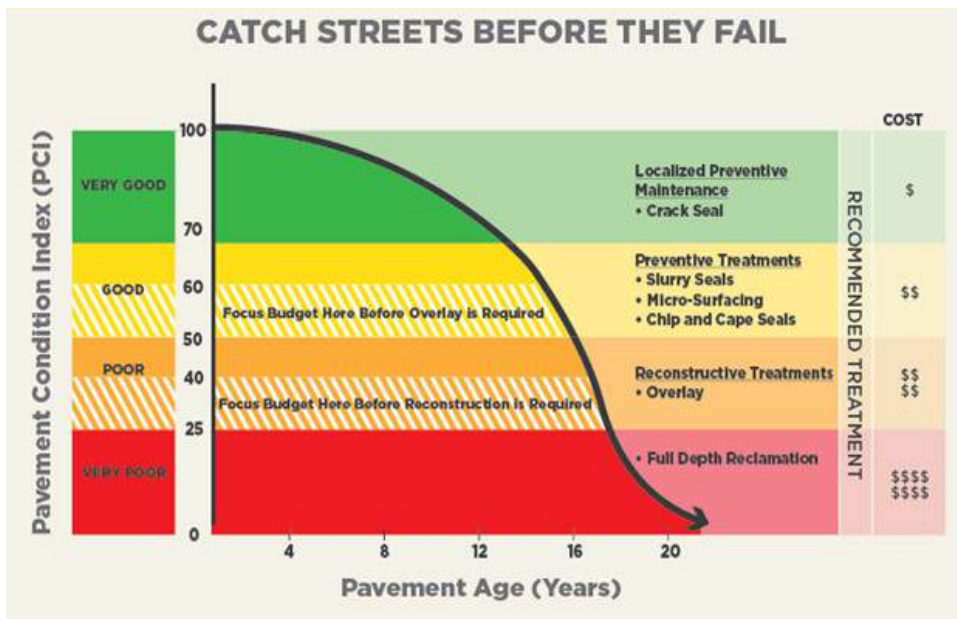


Figure 5.3 Pavement Preservation Illustration (credit:elkgrove.gov)



UTILITIES & INFRASTRUCTURE

SANITARY SEWER

Sanitary sewer services will be provided by the extension of the force main and lift station network with an ultimate connection to the city of Fargo. Development east of the Sheyenne River can connect directly to the City of Fargo, the lagoon properties and areas in the northwest will need to connect through SA-40 with equalization ponds to divide capacity in the short-term. Ultimately, the city will implement a network of lift stations at roughly ½ mile intervals. Sanitary sewer will extend west along 12th Ave, head south along the Sheyenne Diversion, and ultimately service the SW 94 area (see figure 6.1).

Sanitary sewer service will be provided to all growth areas via the construction of new lift stations, gravity sewers, and force mains that will connect to the existing City sanitary system with an ultimate connection to the City of Fargo. The City is currently transitioning from utilizing stabilization ponds to pumping all wastewater to the City of Fargo for treatment. The existing master lift station, SA-40, and several other portions of sanitary infrastructure are already at capacity, thus, infrastructure projects will need to be completed to expand capacity at existing facilities and in order connect the new developments to the wastewater collection system. Development east of the Sheyenne River

can connect directly to the City of Fargo and the property encompassing the existing lagoons and northwest growth areas will connect through SA-40 utilizing equalization ponds to divide capacity in the short-term. Approximately 30 to 40 acres of the existing stabilization ponds will remain as equalization basins to accommodate peak flows from new and existing developments before being pumped to Fargo.

Ultimately, the City will implement a network of lift stations at roughly ½ mile intervals to service future growth areas. Sanitary sewer will extend west along 12th Avenue, head south along the West Fargo Diversion, and ultimately service the Southwest 94 area. The City of Mapleton is constructing a 14-inch force main to convey existing and future wastewater flows to the City, with the project being completed in 2027. A portion of the force main overlaps with the growth areas and could provide service to areas that have the potential to develop soon. To convey both Mapleton and West Fargo wastewater flows, the force main size will need to be increased to a 24-inch diameter pipe. The upsizing of this shared force main would be the first step of many infrastructure upgrades allowing for growth area development in West Fargo.

WATER SERVICE

Water service will be provided by Cass Rural Water Users District and coordination will be needed with them to provide water service to the development areas as they occur. There are no concerns from Cass Rural Water about supplying water to the growth area, but more refined planning will be needed to water infrastructure planning to ensure adequate storage and flows for intended uses.

Currently, the City of West Fargo has numerous agreements in place with Cass Rural Water for existing development within both jurisdictions.

Additionally, the most recent Water Purchase Agreement notes that “The Parties agree and acknowledge that they will enter into future Water Service Cooperation Agreements for new developments located within the City’s municipal or extraterritorial boundaries but also within the District’s service area boundaries.”

As it relates to the “City Water Service Area Plan” described in North Dakota Century Code § 61-35-26.2, the City’s existing Water Purchase Agreement may check many of the necessary boxes for future planning and cooperation between the City and Cass Rural Water.

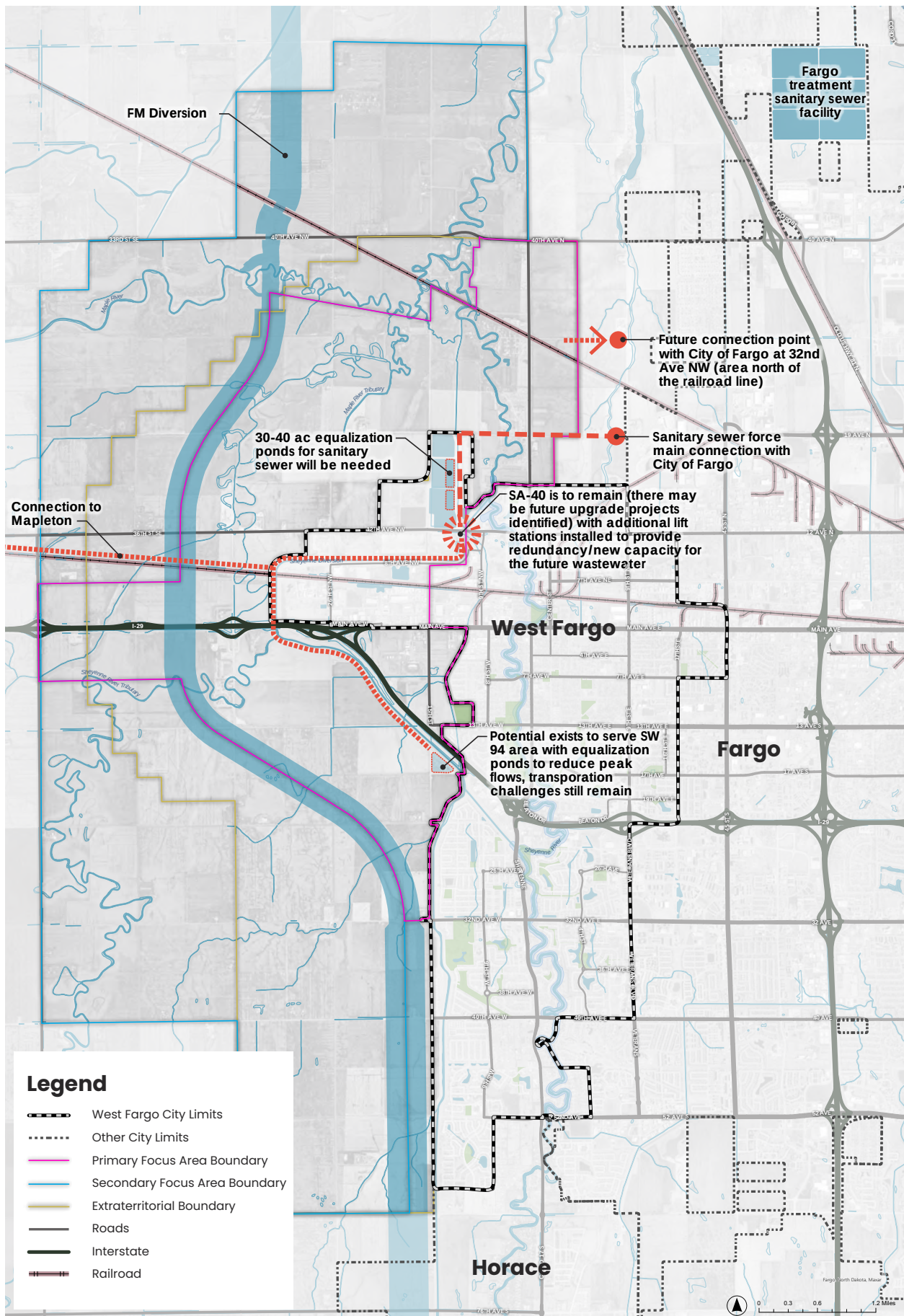


Figure 6.1 Sanitary Sewer and Water Issues and Opportunities



COMMUNITY SERVICES

As West Fargo plans for approximately 8,000+ acres of new residential, commercial, and industrial development over the next 25+ years, expansion of municipal services must be coordinated with land use, infrastructure, and fiscal planning. Public safety, public works, sanitation, and administrative capacity will need to be scaled strategically to ensure that service quality keeps pace with geographic growth and the increased population.

This growth will not simply add demand, it will also extend response time distances, expand infrastructure networks, increase regulatory complexity, and require new operational facilities. Proactive planning is essential to maintain service standards, critical response times, and fiscal sustainability.



FIRE AND EMERGENCY SERVICES

Geographic expansion north will increase response travel times from existing stations, especially due to the limited number of crossings of the rail line and Sheyenne Diversion. To maintain best-practice response time benchmarks, the City should evaluate the long-term need for an additional fire station strategically located to serve the industrial development along 12th Ave NW and the residential growth areas initially planned along the CR 17 corridor. Currently, the fire department is planning for a station on the Main Avenue corridor that will provide faster response time coverage to areas west of the Sheyenne River between Main Avenue and I-94, and with planned infrastructure projects such as the upgrade to 9th St. SE and the 26th St NW connection over the Sheyenne Diversion to 12th Ave NW, early phases of development should be adequately served for fire response. However, future growth in the northwest portion of the growth area may require additional facilities, such as the potential fire safety facility identified at the city-owned lagoon property.

Industrial expansion may also increase demand for specialized response capabilities, including hazardous materials preparedness and large-structure fire suppression capacity. Over time, this may necessitate additional apparatus, training investments, and staffing adjustments. Phased capital planning and facility studies should identify when service demand thresholds trigger the need for land acquisition, facility construction, and personnel expansion.



POLICE AND PUBLIC SAFETY

As residential growth expands along the CR 17 corridor and industrial activity increases in northwest along the 12th Ave NW, the West Fargo Police Department will face broader patrol areas, higher traffic volumes, and increased service calls. Maintaining response times and community policing standards will likely require incremental staffing increases aligned with the population growth.

Industrial development may also introduce additional traffic enforcement, commercial security coordination, and regulatory oversight needs. Technology investments such as communication systems and data infrastructure along with upgrades to the vehicle fleet should be programmed alongside personnel growth. Long-term facility capacity at the existing public safety building should also be evaluated to determine whether expansion or satellite facilities may be needed before 2040.

PUBLIC WORKS

Perhaps one of the most significant operational impacts of 8,000+ acres of growth will fall on Public Works as the growth of the city will extend water and sanitary sewer networks, stormwater infrastructure, streets, street lighting, and stretch the overall area for snow removal. With the harsh winters in West Fargo, snow and ice removal will require even more time and attention. Fleet size, storage facilities, salt/sand capacity, and staffing levels must increase proportionally with street mileage.

While the current public works facility is centrally located to the growth area, the city should continue to evaluate the long-term needs for an expanded or additional Public Works facility to reduce travel time and improve operational efficiency.



SANITATION AND SOLID WASTE SERVICES

Residential growth will directly increase solid waste collection volumes, while industrial expansion may introduce new waste streams. Route efficiency should be reevaluated periodically as the service area expands to maintain operational cost control. Fleet replacement planning should anticipate additional collection vehicles and potential expansion of maintenance space. If the City continues to provide sanitation services directly, staffing and equipment needs must be integrated into long-range financial modeling.



ADMINISTRATIVE AND SUPPORT SERVICES

Population and business growth will increase demand across all administrative functions including planning and zoning review, building inspections, library resources, engineering services, finance and utility billing, human resources, information technology, and legal services.

Development review workload will rise significantly during peak build-out years. Maintaining predictable permitting timelines will require staffing adjustments or streamlining processes. Investment in digital permitting systems, GIS integration, and workflow automation can help offset staffing pressure while improving customer service.

Over the next 25-year growth horizon, the City should periodically assess whether current administrative facilities can accommodate staff growth or whether phased expansion will be required.



PHASING AND FISCAL SUSTAINABILITY

Service expansion should be aligned with measurable growth triggers such as:



A phased approach tied to the Capital Improvement Program will allow the City to anticipate when new facilities, fleet investments, or staffing increases are necessary. Where appropriate, development impact fees, special assessments, and cost-sharing mechanisms should be evaluated to ensure growth contributes proportionally to service expansion costs. Long-term financial modeling should incorporate both capital construction and recurring operational expenditures.

ON-GOING STRATEGIC CONSIDERATIONS

Over the next 25 years, West Fargo's service model must transition from serving a compact community primarily south of Main Avenue, to supporting a larger geographic footprint with more complex land uses. Industrial recruitment, residential expansion, and infrastructure investment must be coordinated with service capacity planning to avoid response degradation or operational strain.

By proactively identifying facility needs, staffing trajectories, fleet expansion, and administrative capacity requirements, the City of West Fargo can preserve service levels, maintain fiscal stability, and ensure that growth strengthens municipal operations.

Municipal service planning is not separate from land use planning; it is an essential component of responsible expansion. Thoughtful phasing and early capital forecasting will position West Fargo to maintain high service standards while accommodating continued growth through 2050 and beyond.

STORMWATER TREATMENT

Stormwater management within the growth area should prioritize a regional approach. Larger, strategically located detention basins can serve multiple developments, providing centralized stormwater treatment and storage. This approach increases development flexibility by reducing the need for each project to construct its own basin while also simplifying long-term operations and maintenance by limiting the number of smaller facilities the City must manage.

To support this strategy, the City should undertake a more detailed hydraulic and hydrologic analysis of sub-areas within the growth area. This analysis should evaluate proposed land uses, drainage patterns, and topographic conditions to determine the most efficient stormwater treatment approach. Given the area's minimal topographic relief, clay soils with limited infiltration capacity, and seasonal snowmelt conditions, stormwater infrastructure must preserve natural overland flow paths while incorporating larger regional storage areas.

As part of this planning effort, coordination with the West Fargo Parks District will be important to identify opportunities to integrate stormwater infrastructure with recreational amenities. Regional detention basins can support an expanded open space network by incorporating trail systems and park connections while also providing visual and environmental amenities for adjacent neighborhoods.

At a conceptual level, Figure 6.2 identifies several potential locations for regional stormwater basins based on available LIDAR topography and existing drainage channels. In many cases, these facilities could create enhanced open space features that increase the value of adjacent residential development while contributing to a connected system of parks and trails.

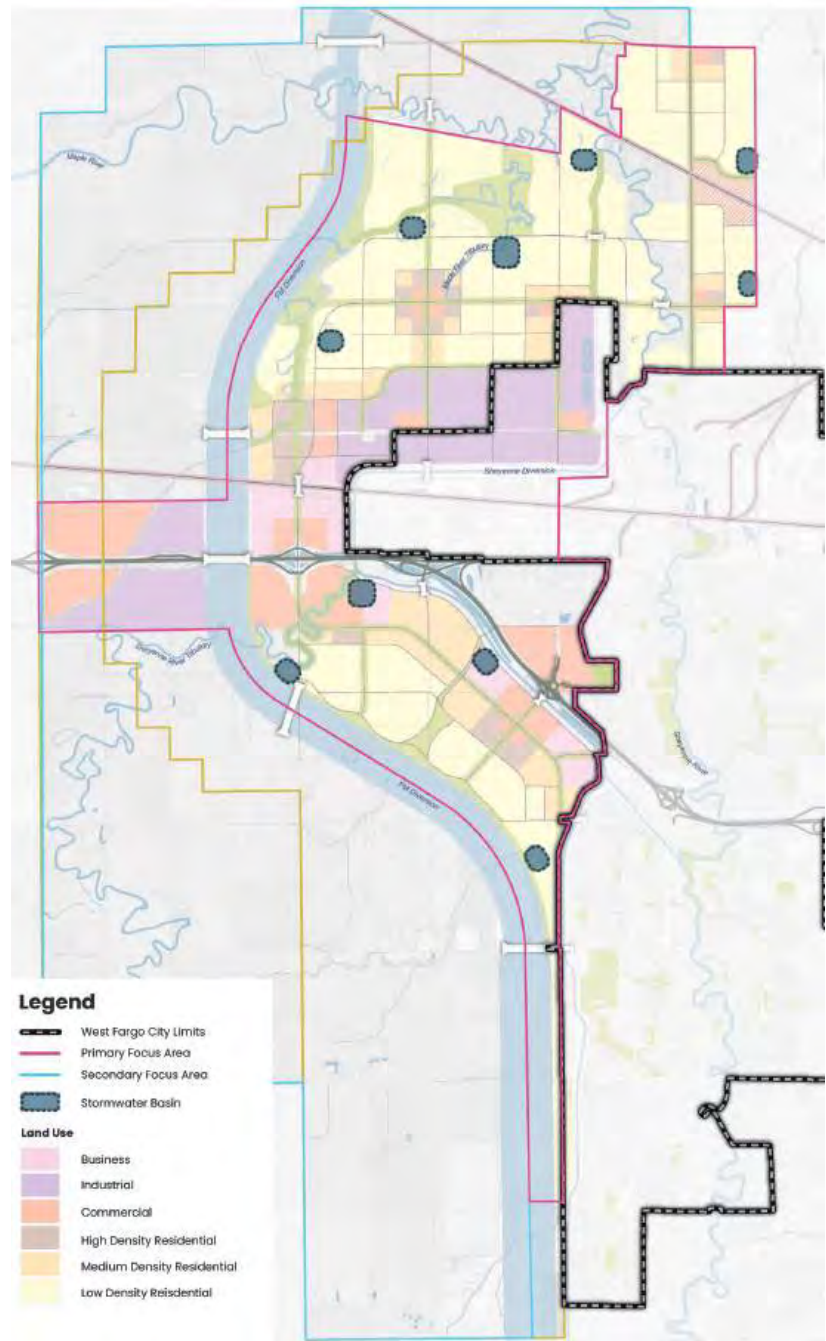


Figure 6.2 Potential Regional Stormwater Basins

PRECEDENT IMAGES:



The conceptual basin locations generally occur near the Maple River Tributary in the northwest portion of the study area and the Sheyenne Diversion in the southwest. Because these channels are significantly lower than the surrounding terrain, they offer efficient outlets for treated stormwater flows. This topographic relationship allows stormwater to be conveyed with minimal reliance on lift stations or force mains, reducing both construction and long-term maintenance costs associated with mechanical infrastructure.



Additional sub-regional basin opportunities are also identified near the County Road 17 near-term development area. These locations reflect existing drainage patterns, roadway and rail barriers, and municipal boundary considerations that influence feasible stormwater conveyance routes.



Planning stormwater infrastructure ahead of development will allow the City to establish a coordinated system rather than responding to individual subdivision proposals. Prior to annexation or rezoning, the City should conduct basin-level hydrologic modeling to identify regional detention footprints, define overland conveyance routes, and determine where easements or land acquisition may be necessary.



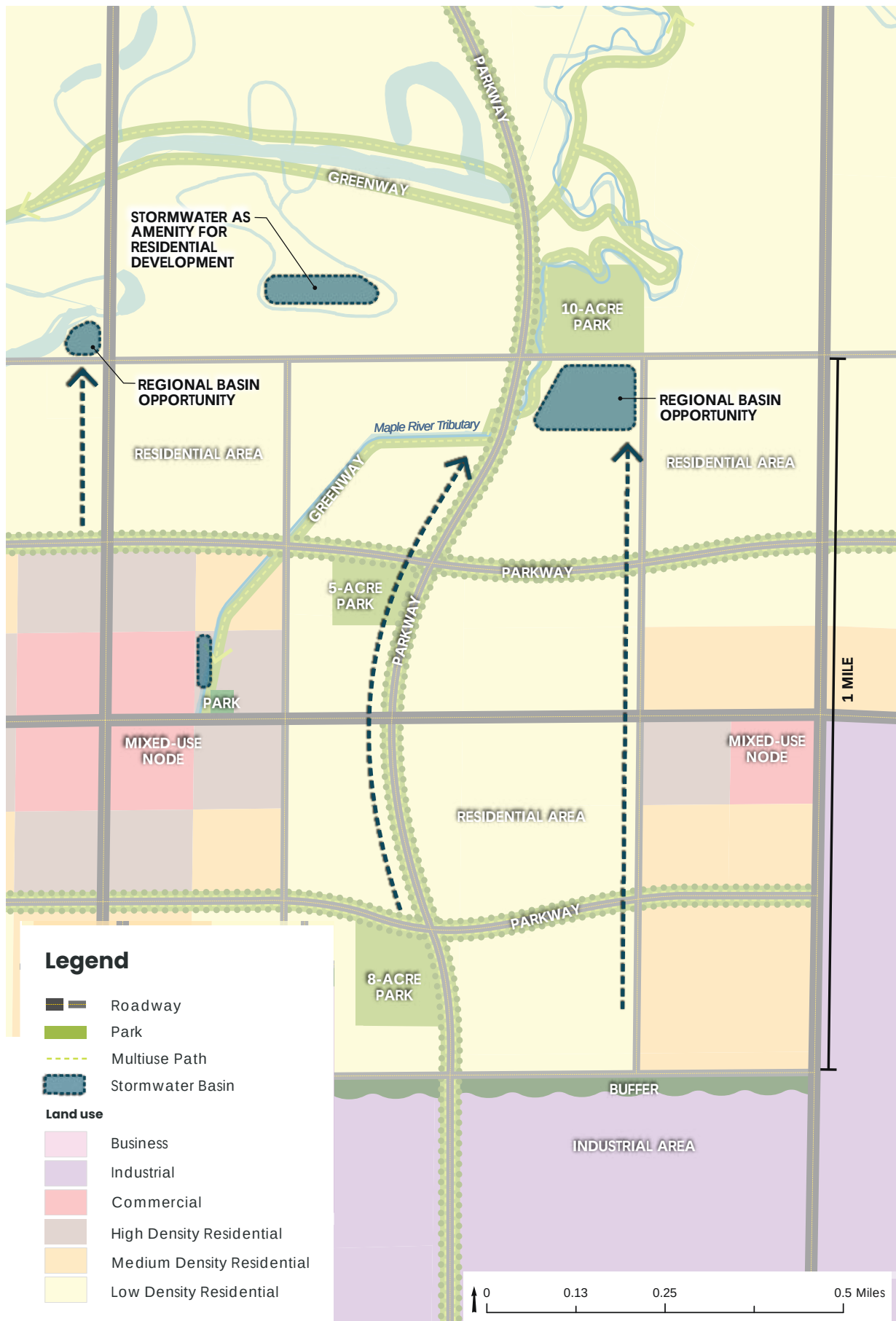


Figure 6.3 Integrated Open Space Network with Stormwater Treatment

POTENTIAL FUNDING STRATEGIES

Regional detention basins, trunk conveyance corridors, lift stations, and outlet structures represent significant capital investments that benefit entire drainage basins rather than individual properties. One option the City could explore is a basin-based capital recovery fee assessed at the time of platting or building permit issuance.

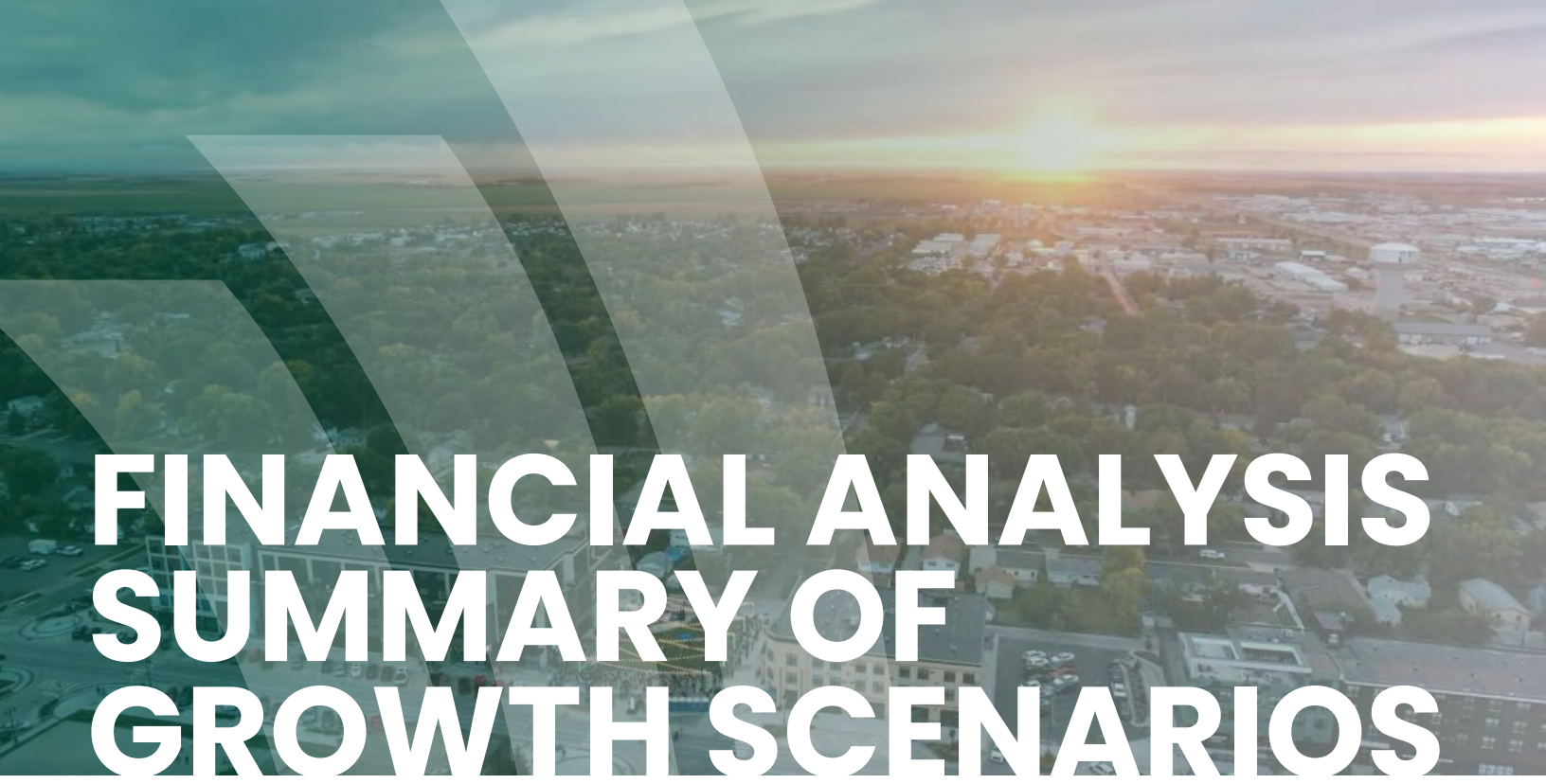
The fee structure could be calculated based on factors such as:

- Developable acreage within each drainage basin
- Assumed impervious surface coverage at full build-out
- Modeled detention and conveyance capacity requirements
- Land acquisition and construction costs
- Engineering, administrative, and contingency costs

Additional strategies could include land dedication requirements for regional facilities or development credits for projects that construct portions of the planned stormwater infrastructure. Integration with the City's stormwater utility fee and Capital Improvement Program should also be considered to support long-term maintenance and future system upgrades.

A second potential approach is the use of an Equivalent Residential Unit (ERU) model. Under this framework, a standardized runoff value is assigned to a typical residential lot. Fees for non-residential development are then scaled based on impervious surface area, ensuring that properties generating greater runoff contribute proportionally to the infrastructure required to manage it.





FINANCIAL ANALYSIS SUMMARY OF GROWTH SCENARIOS

APPROACH

The purpose of this evaluation is to provide the City of West Fargo with a holistic, data-driven framework for decision making as it considers future growth scenarios. By integrating a range of fiscal, operating, and development factors, the approach aims to illuminate the full spectrum of impacts associated with different patterns of urban expansion. This comprehensive perspective ensures that City leaders have the necessary insights to balance community needs, financial sustainability, and infrastructure investment over the long term.

At the heart of the methodology are several key variables and drivers that shape both the costs and benefits of growth. The first major driver is land use and development forecasting. The model translates the scale and timing of new residential, commercial, and industrial development in Scenario A and Scenario B, into quantified forecasts for impacts on City revenues and expenditures. This forecasting is valuable for understanding how different development patterns will affect the City's fiscal health and service requirements over time.

Revenue generation is modeled through three primary channels. Development permit revenue, assessment revenue, and utility revenue are all tracked to capture the direct financial contributions of new growth. Property tax receipts are calculated based on projected increases in assessed value, reflecting the long-term fiscal benefits of expanding the tax base. Additionally, sales tax revenue is incorporated to account for retail as a subset of commercial activity within new development.

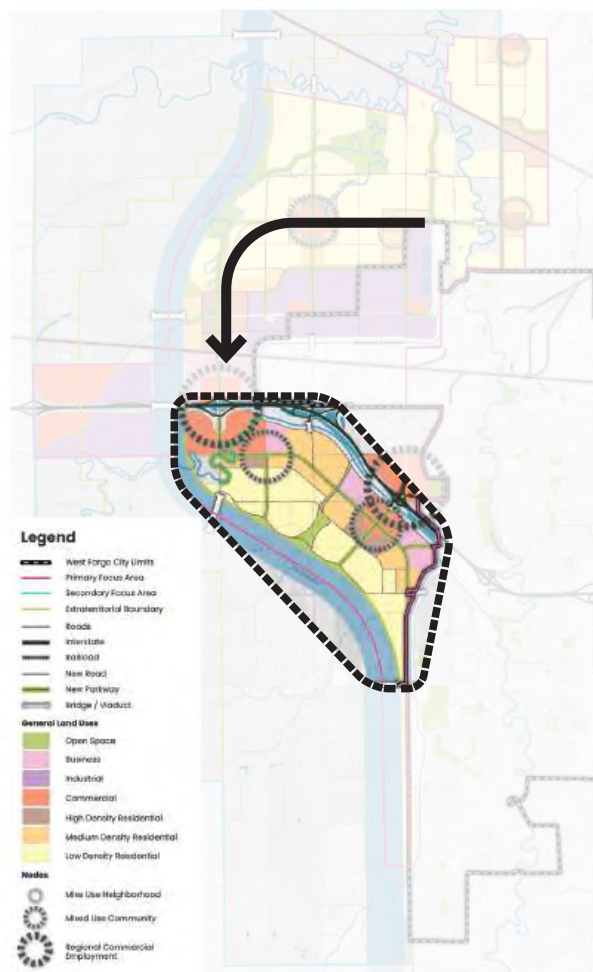
On the cost side, the evaluation carefully accounts for capital and operating expense associated with providing community services to a growing population and larger developed area. Both the City's enterprise fund and general fund costs are allocated using a per capita methodology developed in collaboration with City staff. This ensures that the model accurately reflects incremental costs of serving new residents and businesses, from utilities and sanitation to streets and public works administration. Infrastructure costs are a particular focus, with the model estimating the City's share of amortized, phased capital investments based on development patterns and engineering estimates provided by Apex Engineering. This allows for a realistic assessment of the financial obligations the City will incur as it expands infrastructure to support growth.

For each growth scenario, the model aggregates utility revenues, property and sales tax receipts, and other sources of income. We then project operating costs required to maintain and operate new infrastructure, as well as the capital costs associated with phased buildout. Maintenance costs are also included, capturing the ongoing repair and replacement expenses necessary to sustain infrastructure over time. By integrating these elements, the model provides a year-by-year estimate of the net benefit to the City, informing sequencing and scale of development required to cover both capital and operating costs.

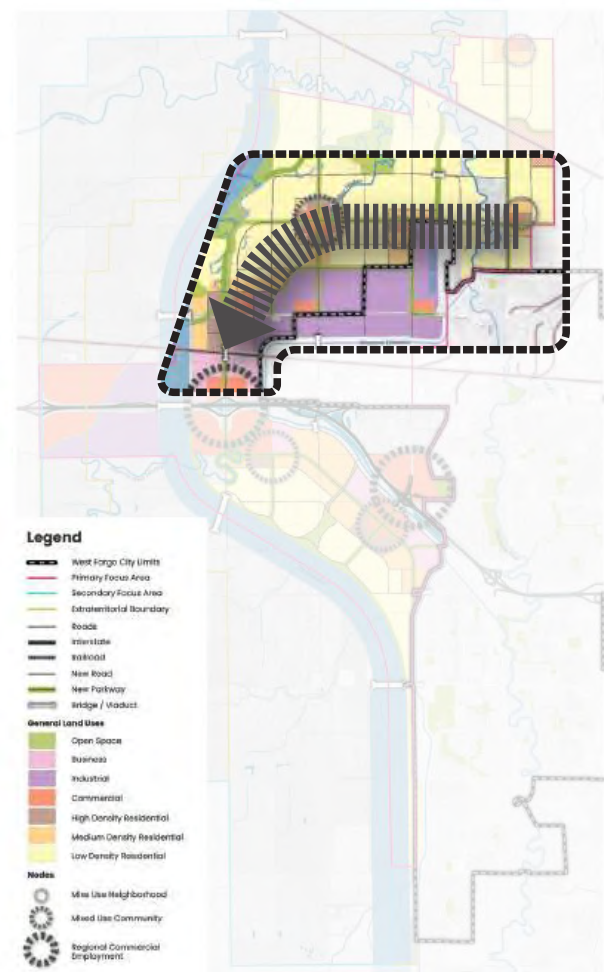
Ultimately, this approach enables the City to evaluate the fiscal viability of different growth scenarios with precision and clarity. By modeling revenues and costs in tandem, and by grounding estimates in real-world engineering and financial data, the methodology supports informed decision making. City leaders can use these insights to plan for sustainable growth, prioritize investments, and ensure that new development contributes to the community's long-term well-being. The result is a transparent, adaptable framework that aligns fiscal planning with the City's strategic goals and operational realities.

SENSITIVITY

The model is designed to allow for changes in assumptions for 30+ assumptions for each of two land use development scenarios (Scenario A and Scenario B). In addition, the model allows users to change assumptions of how each of these 30+ variables may change, year to year over a period of 25 years. We have included a section below, exploring sensitivity of the fiscal analysis to certain changes in the phasing and quantity of the property development in the City's growth area.



Scenario A - Extend Services to SW-94 for initial phase of development.



Scenario B - Incremental growth starting on the north.

MARKET AND INTERGOVERNMENTAL SUPPORT RISKS

The next phase of growth for the City of West Fargo is closely attached to infrastructure improvements of various kinds. Transportation, water, sewer and sanitary services will be required in the growth area to unlock development potential. In this study process, the City has approached its strategy for development with a close eye on associated infrastructure requirements. In addition, a focus of the project has been to facilitate growth as efficiently as possible through careful sequencing of new infrastructure.

Scenario A and Scenario B each require substantial infrastructure investment on the City's part. In current dollars, if installed today the City estimates that infrastructure required for buildout of Scenario A to total \$250 million, and for Scenario B to be \$150 million. However, the transportation, water, sewer and sanitary elements will be constructed in a sequence to provide for absorption of developable land into the marketplace, and allow the City and community partners to plan and facilitate supportive assets like schools and parks.

Scenario A also front loads the public investment in the anticipation that private development will back-fill and cover the bonding costs. This leaves the City in a much riskier position if rates of development slow or stop. In scenario A, it also means the City is operating with a deficit in this area each year for approximately a decade. In early years, the City will be paying out approximately \$4-\$7 million dollars annually, even after tax/permit/utility revenues, largely driven by debt service to cover the bonding costs of the infrastructure. Based on financial modeling, the City will not be breaking even on a yearly basis until year 10. On a cumulative basis, the City is not "in the black" until year 16.

Because Scenario B minimizes the up-front costs of infrastructure, revenues to the City lead the way ahead of operating and debt service costs. Modeling shows modest positive returns to the City for the first 5 years, growing to over \$4 million in year ten. On a cumulative basis, the net to the City is anticipated around \$18 million after the first decade.

Scenario A	Benefit/Cost Assessment		1	2	3	4	5	6	7	8	9	10	
		25-Year Totals											
		Estimated Permit, Utility and Tax Revenue to City - All Uses	961,713,496	1,221,713	2,027,961	2,851,062	3,691,481	4,549,699	8,363,802	11,333,775	14,375,525	17,491,133	20,682,741
		Estimated Utility Operating Costs to City Based on Population Growth	400,600,868	349,821	699,642	1,049,463	1,399,284	1,749,105	3,204,212	4,659,318	6,114,425	7,569,531	9,024,638
		Capital Costs (Principal and Interest) Payable	193,774,423	5,736,537	5,736,537	5,736,537	5,736,537	5,736,537	6,971,577	6,971,577	6,971,577	6,971,577	6,971,577
		Maintenance Liability	134,625,911	2,163,000	2,163,000	2,163,000	2,163,000	2,163,000	3,757,060	3,757,060	3,757,060	3,757,060	3,757,060
		Net	232,712,295	(7,027,645)	(6,571,218)	(6,097,938)	(5,607,340)	(5,098,943)	(5,569,046)	(4,054,180)	(2,467,536)	(807,035)	929,467
		Cumulative		(7,027,645)	(13,598,863)	(19,696,801)	(25,304,140)	(30,403,083)	(35,972,130)	(40,026,310)	(42,493,846)	(43,300,881)	(42,371,414)
Scenario B		25-Year Totals											
		Estimated Permit, Utility and Tax Revenue to City - All Uses	889,892,998	861,553	1,456,965	2,078,137	2,711,536	3,372,367	5,772,658	7,736,651	9,734,637	11,834,508	13,971,067
		Estimated Utility Operating Costs to City Based on Population Growth	397,146,075	363,467	726,933	1,099,083	1,471,233	1,852,067	3,052,871	4,288,409	5,523,947	6,794,219	8,064,491
		Capital Costs (Principal and Interest) Payable	148,439,458	-	-	-	-	-	332,511	332,511	332,511	332,511	332,511
		Maintenance Liability	83,625,570	-	-	-	-	-	1,253,755	1,253,755	1,253,755	1,253,755	1,253,755
		Net	260,681,895	498,087	730,032	979,054	1,240,303	1,520,301	1,133,521	1,861,976	2,624,425	3,454,024	4,320,311
		Cumulative		498,087	1,228,118	2,207,172	3,447,476	4,967,776	6,101,298	7,963,274	10,587,699	14,041,722	18,362,034

Figure 7.1 Benefit/Cost Assessment with 10 year cash-flow issues identified. If development occurs at a slower pace than anticipated, the differences become even more pronounced and challenging for Scenario A.

Even with slower rates of development in Scenario B than Scenario A, the cumulative difference between the two scenarios show Scenario B as \$60 million better than Scenario A after the first decade. This is before considering that development rates may be slower than anticipated. Stress testing shows that if development is reduced, the financial impacts on the City are even more pronounced in Scenario A, while Scenario B keeps the City at a neutral or positive net position, annually and cumulatively through the first decade.



Of the model's estimates, based on past provision of federal highway programs, the federal government could fund 90% (an estimated \$81 million in current dollars) of the 13th Avenue interchange project included in each scenario. This specific improvement is contemplated to occur earlier in Scenario A, in approximately 15 years, representing a key to unlocking development potential south of I-94 and east of the Sheyenne diversion. If in the future, federal highway funding programs do not maintain the 90/10 split provided to states and local units of government in the past, Scenario A presents a substantial risk to the City's fiscal health and future development.

Scenario B also contemplates construction of the 13th Avenue interchange, but in approximately 25 years, and following infrastructure and planned growth to take place north of I-94. As a result, less of Scenario B as a whole is contingent on the development of the interchange, and on federal funding to deliver it.

IMPORTANT CONTEXT

The fiscal model has been developed alongside two contextual elements for City decision making. The first is that City staff estimates the value of current reconstruction needs in the already-developed portion of the City, to be \$500 million. The fiscal model indicates that based on the array of key assumptions for the growth area, that the net benefit over 25 years could extend to the range of \$240 million to \$315 million. The City is prioritizing a development plan that generates revenue for the purpose of meeting these accumulating capital needs for the already-developed area, but under the growth assumptions used by the consultant team, the net benefit over 25 years will not fully provide for the current reconstruction need.

Second, the consultant team has outlined how flood mitigation investments are moving the flood plain boundary across Cass County with the outcome of substantial increase in the quantity of developable land. While in recent decades, West Fargo comprised a significant proportion (and thereby competitive advantage) of land located outside of floodplain areas, the Fargo-Moorhead Area Diversion will dilute this advantage to some degree for the City. After the anticipated adoption of new floodplain boundaries in 2029 or 2030, the market for land and real estate in the region will be more competitive for players in West Fargo than it has been in the past due to increased viable land supply.

METHODOLOGY

DEVELOPMENT MODELING

Both Scenario A and Scenario B are built on a robust, multi-layered methodology designed to simulate the physical and fiscal outcomes of urban growth over a 25 year period. The foundation of the model is a land development outline prepared by the consultant team, which specifies annual increments for single-family housing, multifamily housing, commercial, and industrial land uses. For each category, the model incorporates user-input variables such as the number of

units constructed, average square footage per unit, average lot size, and median property values, all based on local market data. These variables are not only tracked annually but also aggregated to provide 25-year totals, enabling a long-term perspective on growth.

The methodology extends beyond simple unit counts by calculating derived metrics that reflect the spatial and economic footprint of development. For example, the model computes the total square footage constructed each year, the land area developed (in both square feet and acres), and the cumulative market value added by new construction. These calculations are performed for each land use type, allowing for granular analysis of how different development patterns affect the city's physical landscape and tax base.

FISCAL ANALYSIS

A central feature of the methodology is an integrated approach to fiscal analysis. Both scenarios estimate city revenues from multiple sources, including property taxes, utility fees, hook up fees, permit fees, and sales taxes. The property tax calculations are based on a standardized city mill rate, applied to the assessed value of new development. Utility revenues are projected using per-unit or per-square-foot rates, which are adjusted annually to account for inflation and changes in service demand. Hook up fees have been incorporated on a per acre basis, using current rates as a starting point and increasing annually. Permit and sales tax revenues are similarly modeled using historical data and projected growth rates.

On the expenditure side, the methodology details infrastructure capital costs associated with major projects such as lift stations, interchanges, and railroad crossings. Each project's cost is amortized over a 20-year period, reflecting typical municipal financing practices. The model also accounts for ongoing maintenance liabilities and utility operating costs, which are linked to population growth and the expansion of service areas. These costs are projected annually and cumulatively, providing a comprehensive view of the city's financial obligations over time.

To ensure fiscal realism, the model incorporates present value calculations for both revenues

and costs, using a discount rate that reflects the cost of borrowing based on the city's current bond rating. This allows for accurate comparison of long-term fiscal impacts, recognizing the time value of money.

POPULATION AND SERVICE DEMAND PROJECTIONS

Population growth is a key driver in both scenarios, and the methodology models this by linking housing production to estimated household sizes for single-family and multifamily units. Cumulative population growth is calculated annually, and these figures are used to project utility costs and general fund expenditures using a per capita method. Enterprise fund accounts (including sanitation, sewer, water, vector control, and forestry) are modeled with per capita costs that scale with population, while general fund accounts (streets, street lights, right of way, public works administration, fleet and facility) are similarly projected.

This approach ensures that the model captures the dynamic relationship between development, population growth, and service demand. As new housing units are constructed and occupied, the city's costs for utilities, maintenance, and public services increase, and these are balanced against the revenues generated by new development.

BENEFIT/COST ASSESSMENT AND SCENARIO COMPARISON

The methodology culminates in a benefit/cost assessment, which compares total estimated city revenues to infrastructure and operating costs for each scenario. Net fiscal impact is calculated for a 25 year horizon, providing clear metrics for decision-makers. Both scenarios use identical formulas and assumptions for these calculations, ensuring parity for comparison.

The model has allowed the consultant team to adjust inputs, test alternative scenarios, and gauge sensitivity of outcomes to changes in development patterns or financial parameters. The shared methodology supports evidence-based planning, enabling city leaders to evaluate the trade-offs between different growth strategies and make informed choices about future investments.



SUMMARY

The methodology used in both Scenario A and Scenario B is a comprehensive, data-driven framework that integrates development modeling, fiscal analysis, population projections, and benefit/cost assessment. By applying consistent assumptions and formulas across both scenarios, the model provides a reliable basis for comparing alternative growth strategies and understanding their long-term impacts on city finances and infrastructure.

OUTCOMES OVERVIEW: 25 YEAR TERM

ELEMENT	SCENARIO A	SCENARIO B
DEVELOPMENT PROGRAM		
SINGLE FAMILY UNITS	11,140	11,300
MULTI-FAMILY UNITS	4,225	5,485
COMMERCIAL SQUARE FEET	7,300,000	6,830,000
INDUSTRIAL SQUARE FEET	7,100,000	8,180,000
ESTIMATED PERMIT, UTILITY, AND TAX REVENUES FROM THE CITY	\$961,710,000	\$889,900,000
ESTIMATED UTILITY OPERATING COSTS TO THE CITY	\$400,600,000	\$397,000,000
AMORTIZED CAPITAL COSTS PAYABLE, YEARS 1-25	\$193,774,000	\$148,439,000
MAINTENANCE LIABILITY	\$134,626,000	\$83,625,000
NET	\$232,710,000	\$260,836,000
PRESENT VALUE OF NET BENEFIT	\$69,527,000	\$105,287,000

Table 7.1 25 Year Term Outcomes Table - Over 25 years, Scenario B performs better than Scenario A, and with less risk and fewer cash flow challenges in the first decade as discussed in previous pages.

POLICY CONSIDERATIONS AND STRATEGIC RECOMMENDATIONS

To support infrastructure delivery while maintaining development competitiveness, the City should evaluate and clarify its overall approach to exactions and related funding tools. A clear, defensible framework provides predictability for developers while ensuring growth contributes proportionately to public infrastructure needs.

The growth area plan offers the following considerations for the city:

LAND DEDICATION

The City of West Fargo and the west Fargo Parks District should continue to require the developer to dedicate or deed land for stormwater ponds and park land, just as they provide land for the necessary street right-of-way.

FEE-IN-LIEU OF LAND DEDICATION

The City should consider formalizing policy guidance governing the use of fee-in-lieu contributions. Currently, the scope and geographic application of these funds are not well defined. While maintaining flexibility can be beneficial, establishing baseline policy direction would:

- Provide greater predictability and transparency for developers
- Clarify eligible expenditures (e.g., parks, open space, trails, regional infrastructure)
- Define geographic applicability (on-site, adjacent, or broader service-area improvements)
- Ensure alignment with adopted comprehensive plans and capital improvement programs

Maintaining some administrative discretion may remain appropriate; however, clearer standards reduce ambiguity and strengthen legal defensibility.

IMPACT FEES, HOOK-UP FEES & ALTERNATIVE FUNDING TOOLS

The City should evaluate the feasibility of implementing or refining development-related fees to equitably allocate growth-related infrastructure costs.

- **Impact Fees:** Assess whether roadway, utility, park, or public safety impact fees are appropriate to offset capital improvements attributable to new development. Any such program should be supported by a legally defensible nexus study demonstrating proportionality and structured to remain regionally competitive.
- **Utility Hook-Up / Capacity Fees:** Review water, sewer, and stormwater connection fees to ensure they accurately reflect system expansion costs while remaining predictable and transparent for developers.
- **Special Assessments or Improvement Districts:** Consider geographically targeted districts to finance localized infrastructure improvements that directly benefit specific properties.

COST-SHARING OR PUBLIC-PRIVATE PARTNERSHIPS:

For catalytic, large-scale, or strategically significant projects, negotiate development agreements that balance public infrastructure participation with private investment.

Establishing a clear, transparent, and consistently applied framework for exactions and infrastructure funding will ensure that public facilities keep pace with growth, while preserving the City's attractiveness as a competitive, development-ready community with a commitment to financial sustainability.





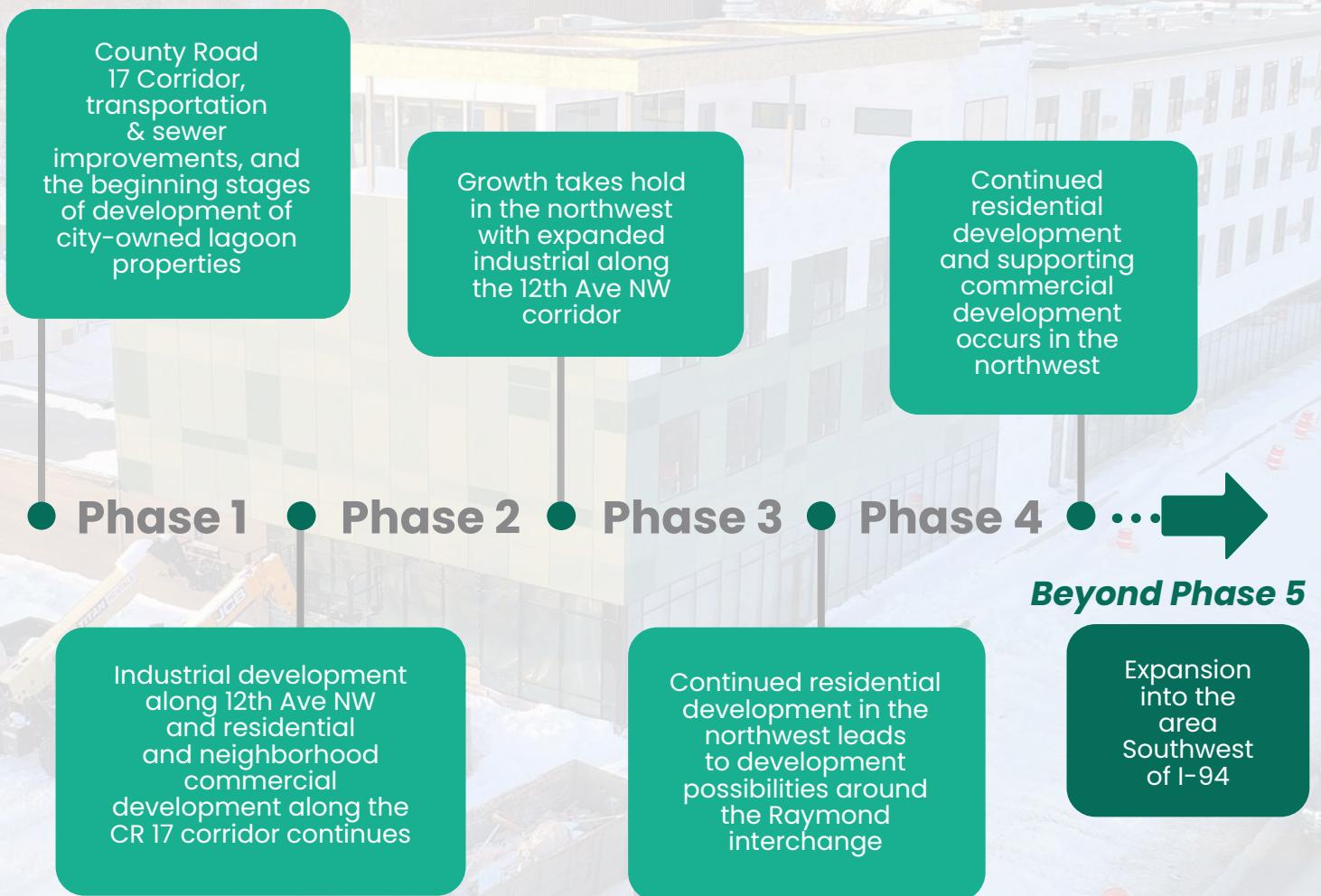
PHASING

PREFERRED PHASING FOR GROWTH

To guide future expansion, this plan has identified general growth sectors where annexation will be prioritized over time. Areas where infrastructure investments are planned or already underway are considered near-term growth areas, where annexation requests are more likely to be supported. Other areas are identified as longer-term growth areas, where annexation may occur only after certain conditions are met, such as the extension of municipal infrastructure, completion of key roadway improvements, or the timing of surrounding development.



The following pages illustrate a likely potential sequence of development phases for the growth area. These phases of development are broken down into 5-year increments to help illustrate how the growth area could evolve over time. These scenarios have been developed based on historical market absorption in the Fargo-Moorhead metro area, reflect anticipated market demand, and recognize a balance of incremental investment in key infrastructure upgrades to the transportation network and sanitary sewer system. In general, these phased growth areas provide a framework for evaluating annexation requests and helps the City communicate when development outside designated growth areas may be premature.



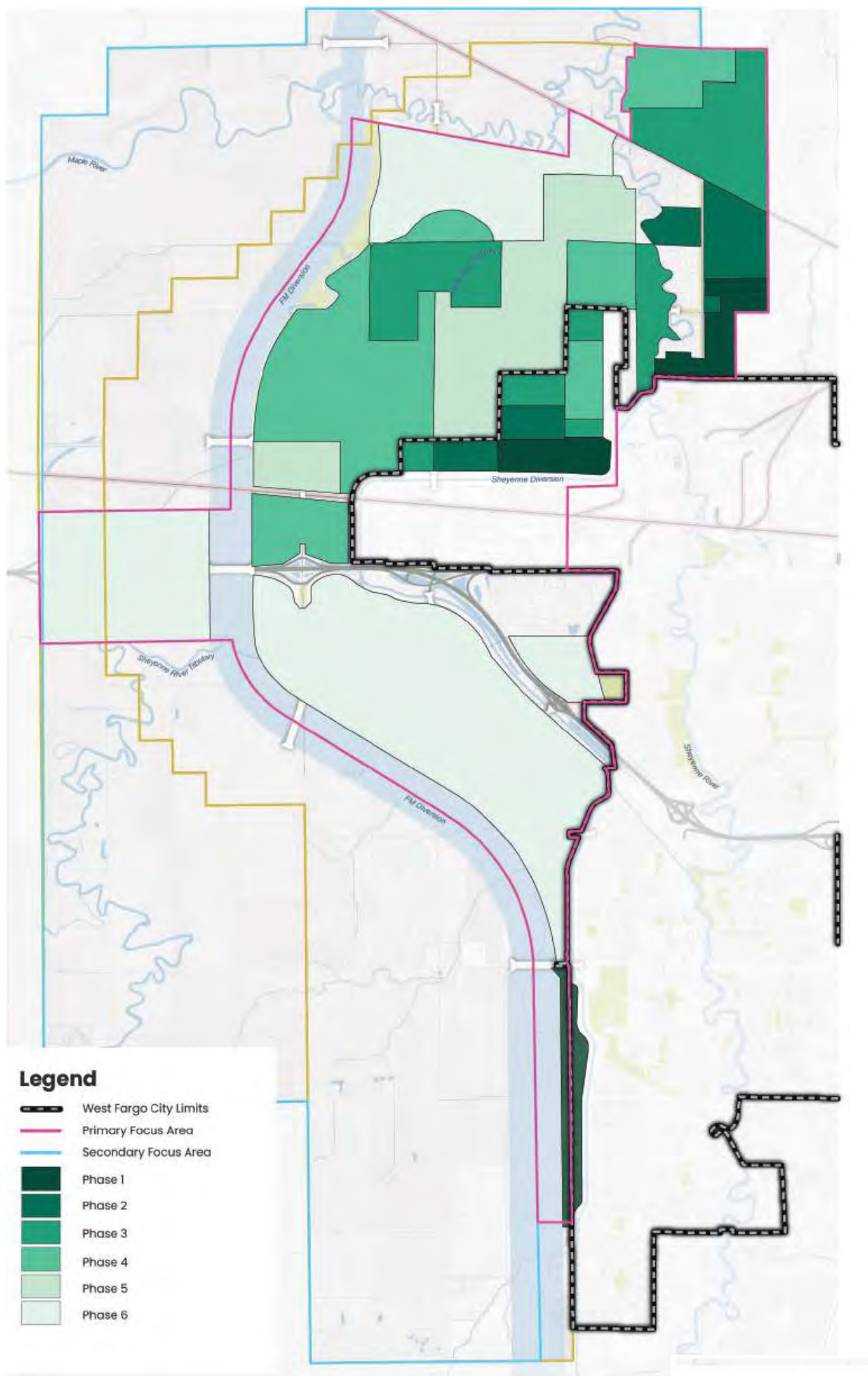


Figure 8.1 Future Annexation Map and Phasing

★ PHASE 1

- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Phase 5+

The first of two key infrastructure improvements by 2030 is an initial phase of a mixed-use arterial connecting the Raymond interchange to 12th Ave NW. This connection will turn an existing two-lane gravel road into a paved section providing enhanced access to the city-owned lagoon properties for industrial and commercial development opportunities. Secondly, the commercial arterial along 19th Ave N is extended west from the 57th St intersection in Fargo to the County Road 17 N intersection. Similarly, this will upgrade a gravel road to a paved roadway section. This will improve access to residential land use areas from the east along with kickstarting capacity improvements to the sanitary sewer system. The lagoon properties will require equalization ponds to initiate development along 12th Avenue, while development east of the Sheyenne River can connect directly to the City of Fargo. Ultimately, this initial phase will allow for industrial development at the city-owned lagoon properties and residential development along the CR 17 corridor.

PRECEDENT IMAGES:



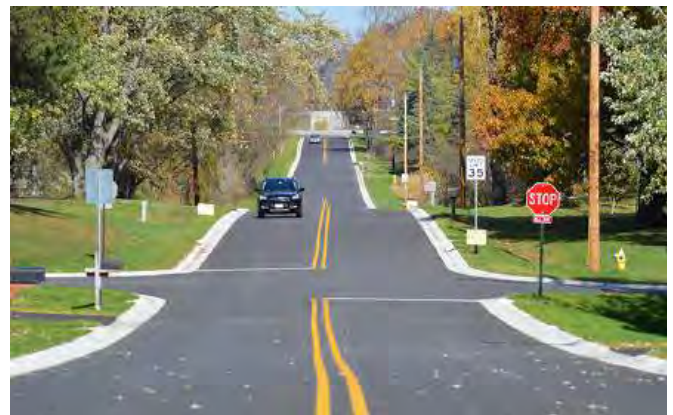
Industrial development at city-owned lagoon properties



Equalization ponds at the Lagoon Properties



Residential development along the CR 17 corridor



Roadway upgrades to 19th Ave, 38th Street,

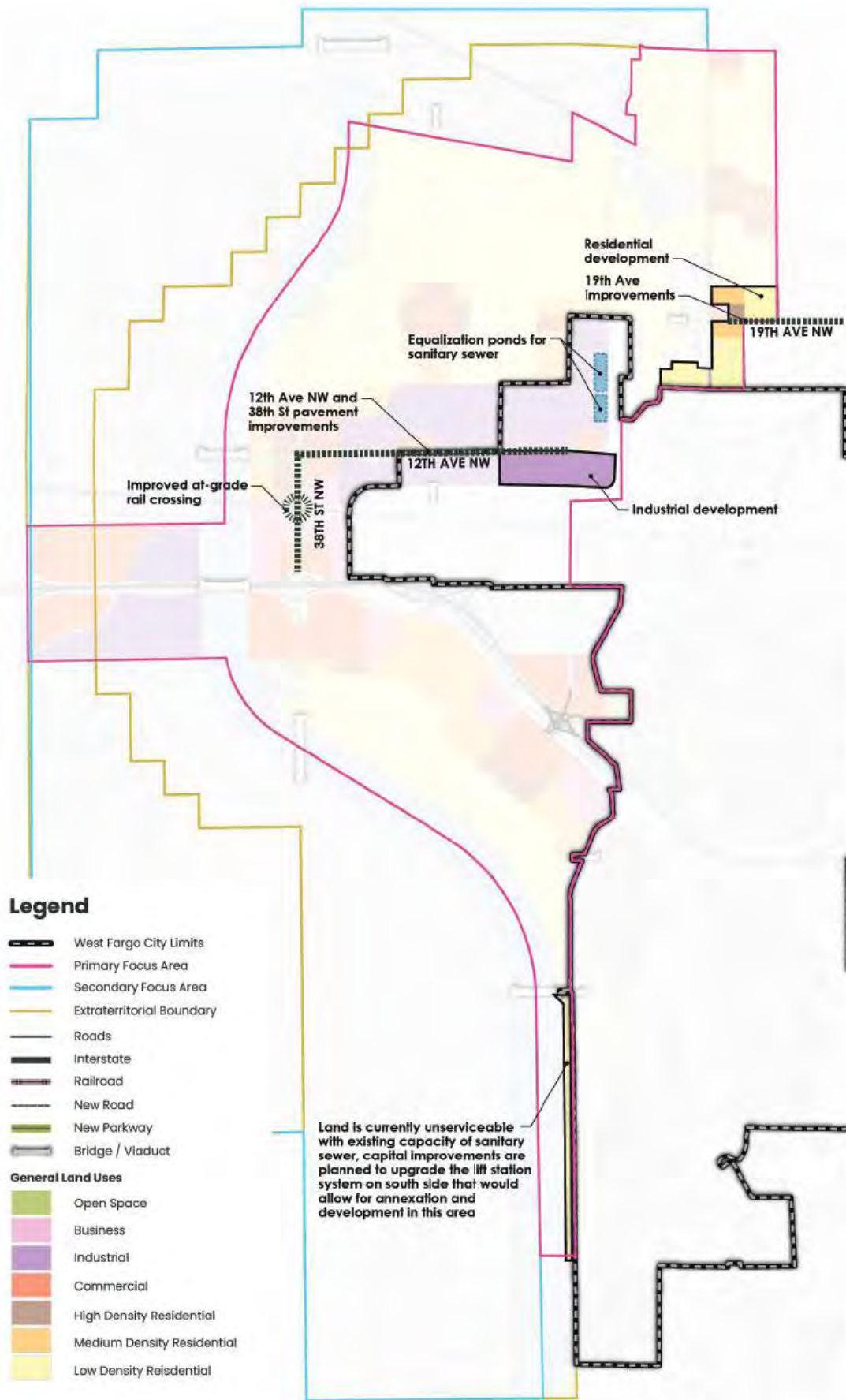


Figure 8.2 Phase 1 Phasing Diagram

● Phase 1

★ **PHASE 2**

● Phase 3

● Phase 4

● Phase 5

● Phase 5+

Coming into 2035, industrial and residential development continues along 12th Ave NW and County Road 17 N. A Mixed-use arterial replaces the existing two-lane section along County Road 17 N from 19th Ave NW to 32nd Ave NW. 12th Ave NW sees improvements from the Sheyenne Diversion to 26th St NW to a commercial arterial. Both additions are deemed to be low priority due to favorable existing conditions, but should be monitored based on the pace of suburban development.

The final improvement of Phase 2 is an arterial road connecting 12th Ave NW to 8th Ave NW along 26th St NW. This would require a bridge or box culvert to span the roadway across the Sheyenne Diversion, improving interstate access to the area. Extension of sanitary services occur along 12th Ave NW for expanded industrial and business park development, and north along CR 17 towards CR 20 for residential and neighborhood commercial development.

PRECEDENT IMAGES:



Expanded business park & industrial uses



Continued residential development (medium density)



26th Street connection over Sheyenne Diversion



Neighborhood commercial

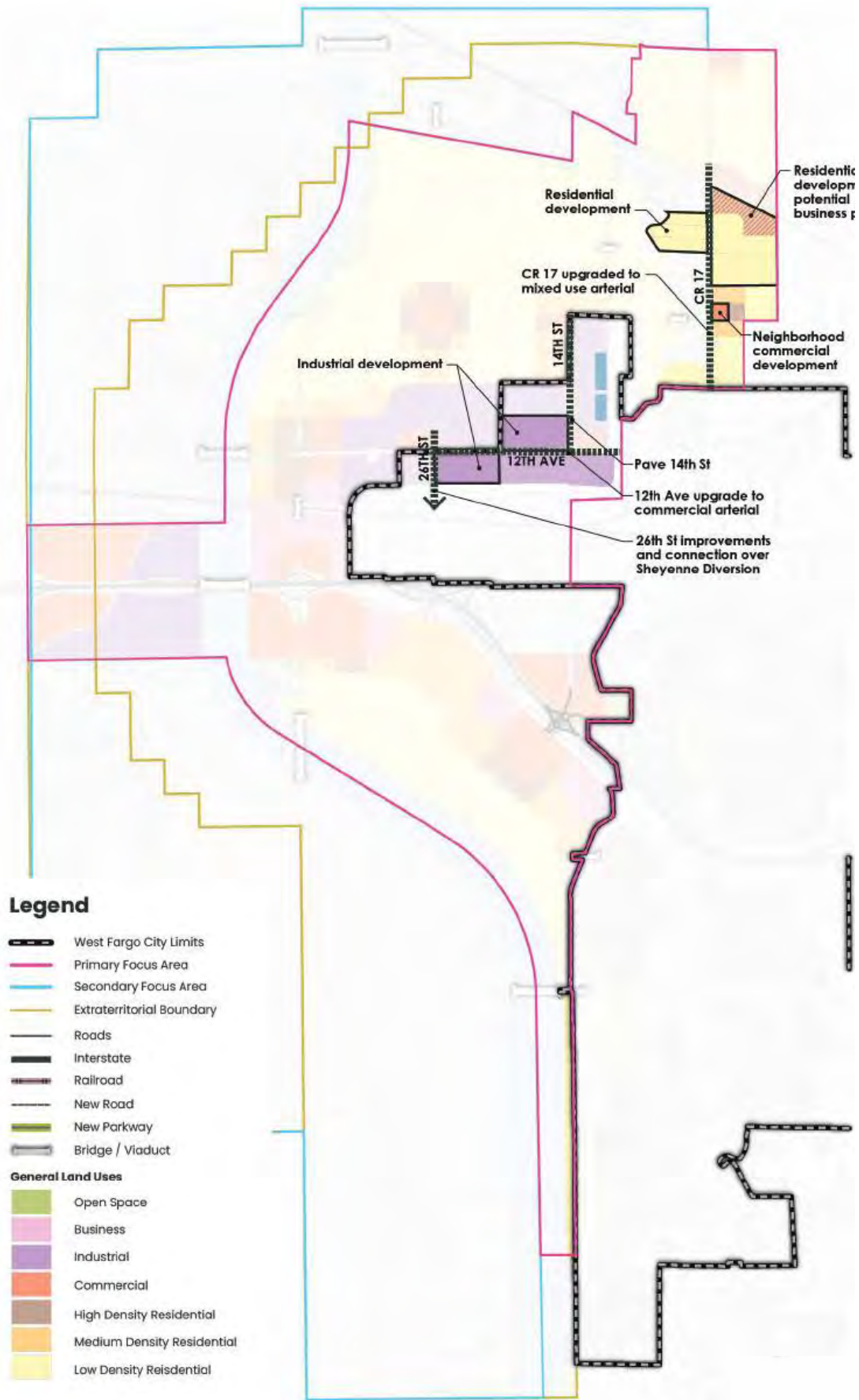


Figure 8.3 Phase 2 Phasing Diagram

● Phase 1

● Phase 2

★ PHASE 3

● Phase 4

● Phase 5

● Phase 5+

By the year 2040 the major focus for improvement and development centers around the intersection of 26th St NW and 19th Ave NW. Along 19th Ave NW from County Road 17 N to a half mile West of 26th St NW, the existing gravel road is transitioned to a mixed-use arterial with two lanes to start, then transitioning to four lanes over time. This is seen as a high priority due to existing conditions, extending utilities, and adjacent residential development. Additional improvements occur along 26th St NW from 12th Ave NW to 32nd Ave NW. Similarly, this turns existing gravel sections into paved arterials, connecting the residential areas down to 12th Ave N and ultimately I-94. Sanitary sewer is expanded to this area as the introduction of residential development occurs here. Areas for regional stormwater treatment and parks and greenways should be implemented as well.

PRECEDENT IMAGES:



Roadway improvements



Mixed residential development



Medium density residential



Park improvements

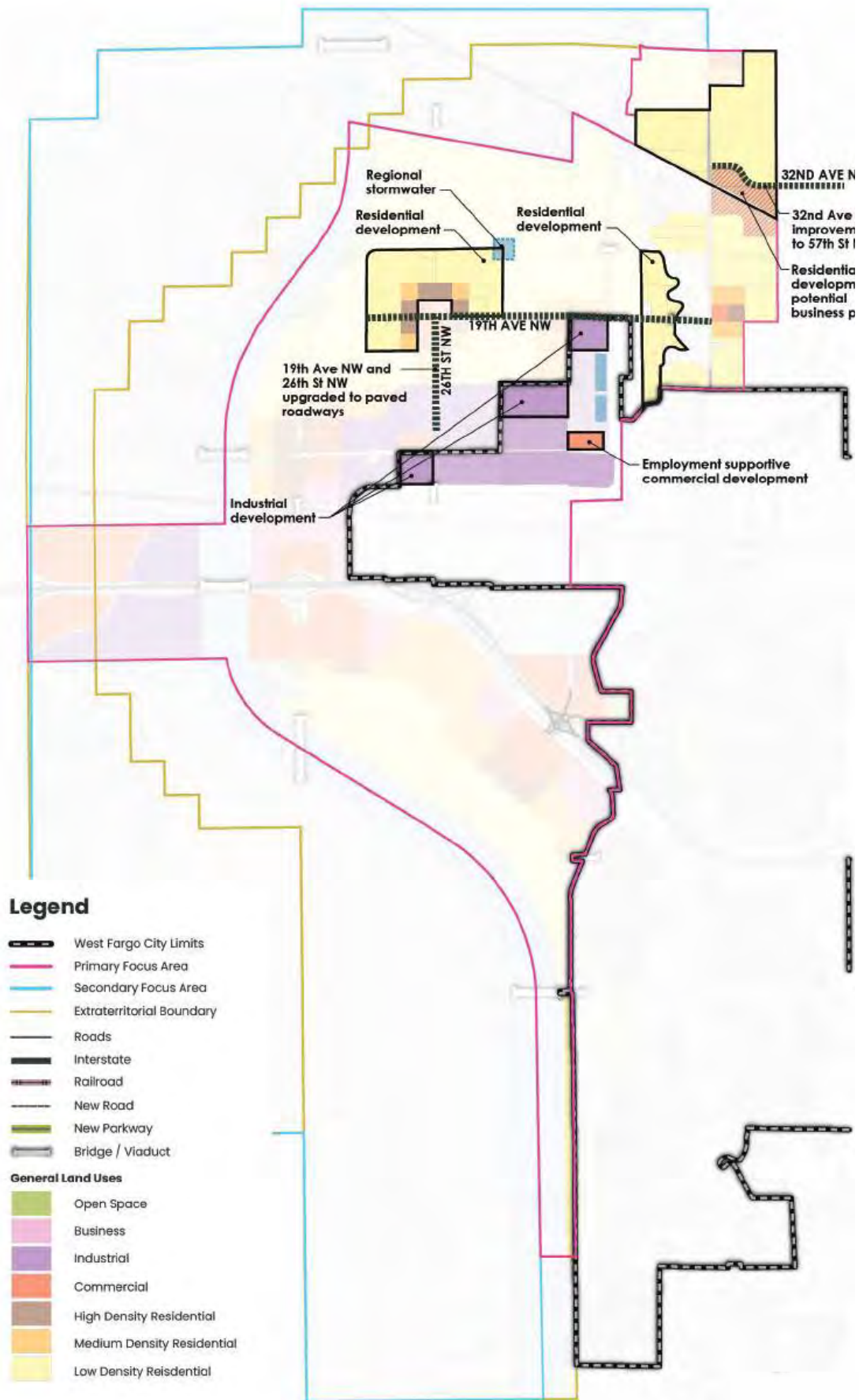


Figure 8.4 Phase 3 Phasing Diagram

● Phase 1

● Phase 2

● Phase 3

★ PHASE 4

● Phase 5

● Phase 5+

As West Fargo approaches 2045, connecting the new growth to the Raymond interchange is the main focus. 38th St NW sees major improvements from the Raymond interchange up to 19th Ave NW. This upgrades two lane roads to four lane and combined with a railroad overpass, connects the main residential development area in the northwest to I-94. This also spurs commercial and business development at the interchange.

A major challenge with these improvements will be the railroad crossing between I-94 and 12th Ave NW. 12th Ave NW sees improvements as well from 26th St NW to the FM diversion. This will provide a connection to 38th St NW as well as 12th Ave NW bridge over the FM diversion. Opportunities for regional commercial may ripen at this point as more residential rooftops are developed in the northwest area. Some potential exists for supporting neighborhood commercial as well.

PRECEDENT IMAGES:



Rail overpass



Regional commercial development



Corporate business sites



Continued residential development

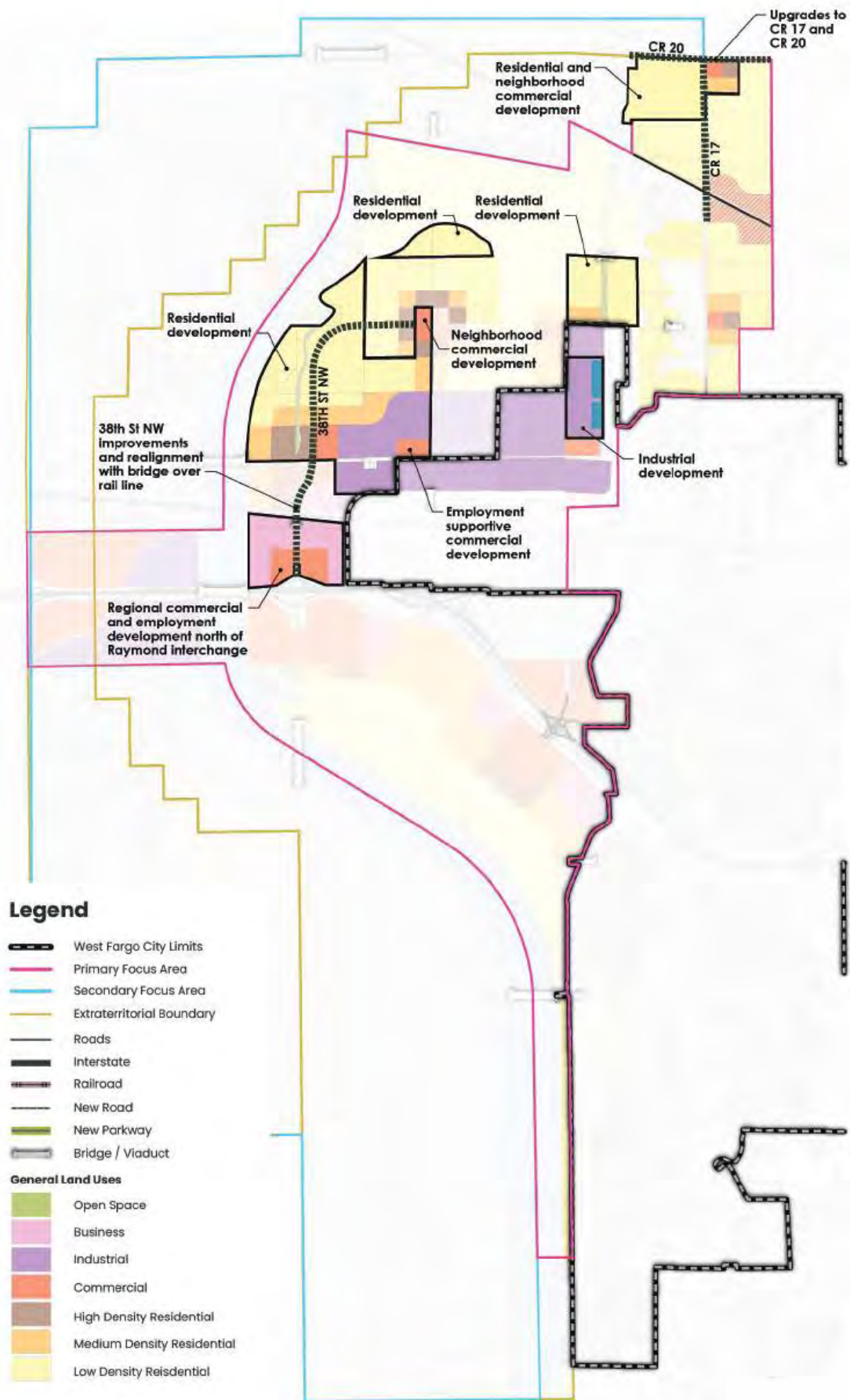


Figure 8.5 Phase 4 Phasing Diagram

● Phase 1

● Phase 2

● Phase 3

● Phase 4

★ PHASE 5

● Phase 5+

By 2050, residential and industrial development continues to expand North of I-94. Collector streets are added at various locations to increase connectivity between residential areas from 12th Ave NW and 19th Ave NW. These are all newly created roads besides one collector on 14th St NW North of 19th Ave NW. Sanitary sewer continues to expand to support the residential development and areas of higher density and commercials begin to backfill at key nodes.

PRECEDENT IMAGES:



Neighborhood commercial



Single family development



High Density Residential



Medium density residential

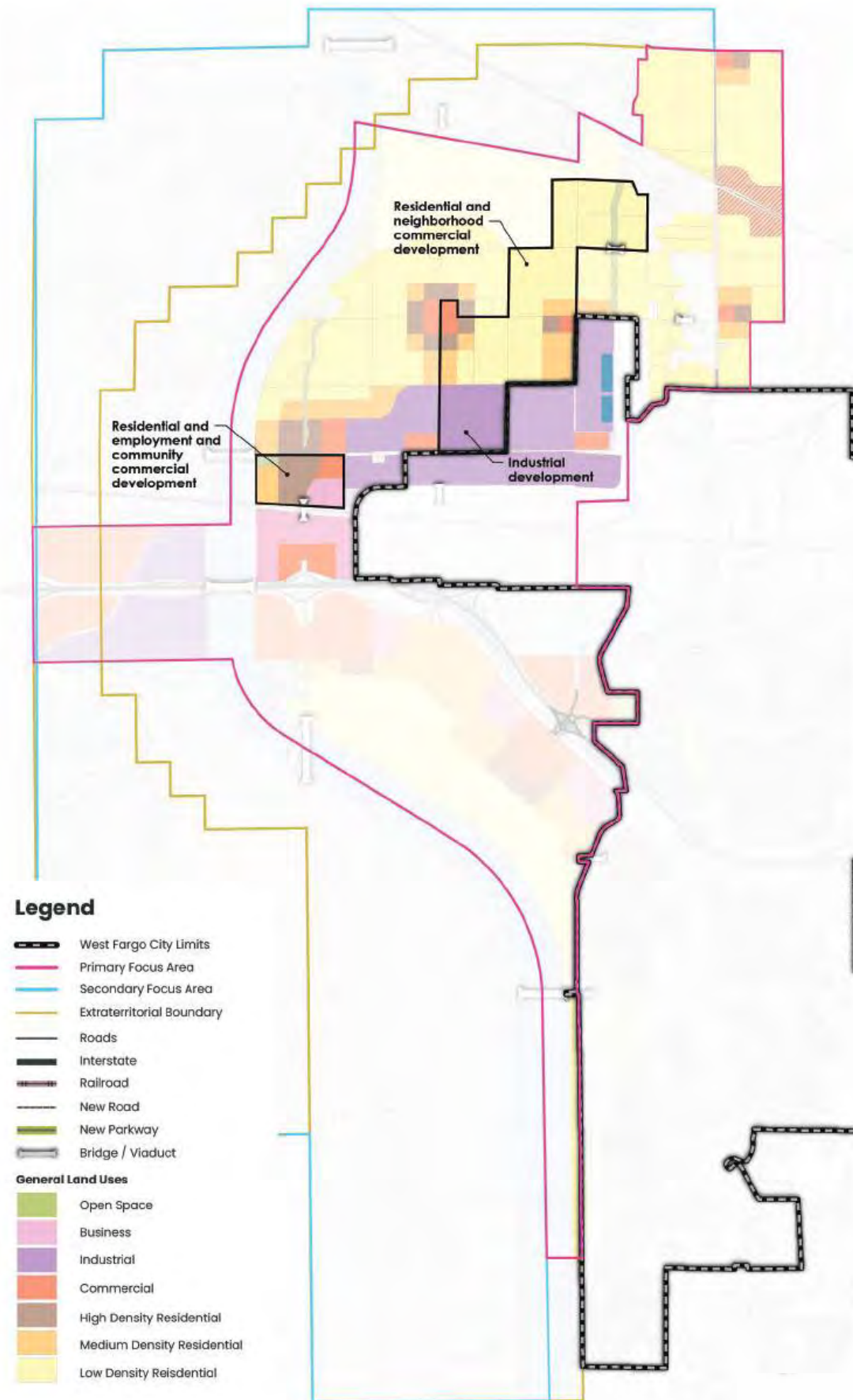


Figure 8.6 Phase 5 Phasing Diagram

● Phase 1

● Phase 2

● Phase 3

● Phase 4

● Phase 5

★ PHASE 5+

Phase 5 and beyond sees expansion into the area Southwest of I-94. The spine road is built, collector roads added to feed residential expansion, and the overpass is constructed to connect 13th Ave W to this newly expanded area. Additional collectors are added North of I-94 to increase connectivity from 12th Ave NW to 32nd Ave NW. Also, a commercial arterial is added along 14th St NW from 12th Ave NW to 19th Ave NW. This turns an existing gravel road into a paved section, helping to feed into the industrial and residential growth in the area.

PRECEDENT IMAGES:



New interchange at 13th Ave W



Spine Road



Regional Commercial



Residential development

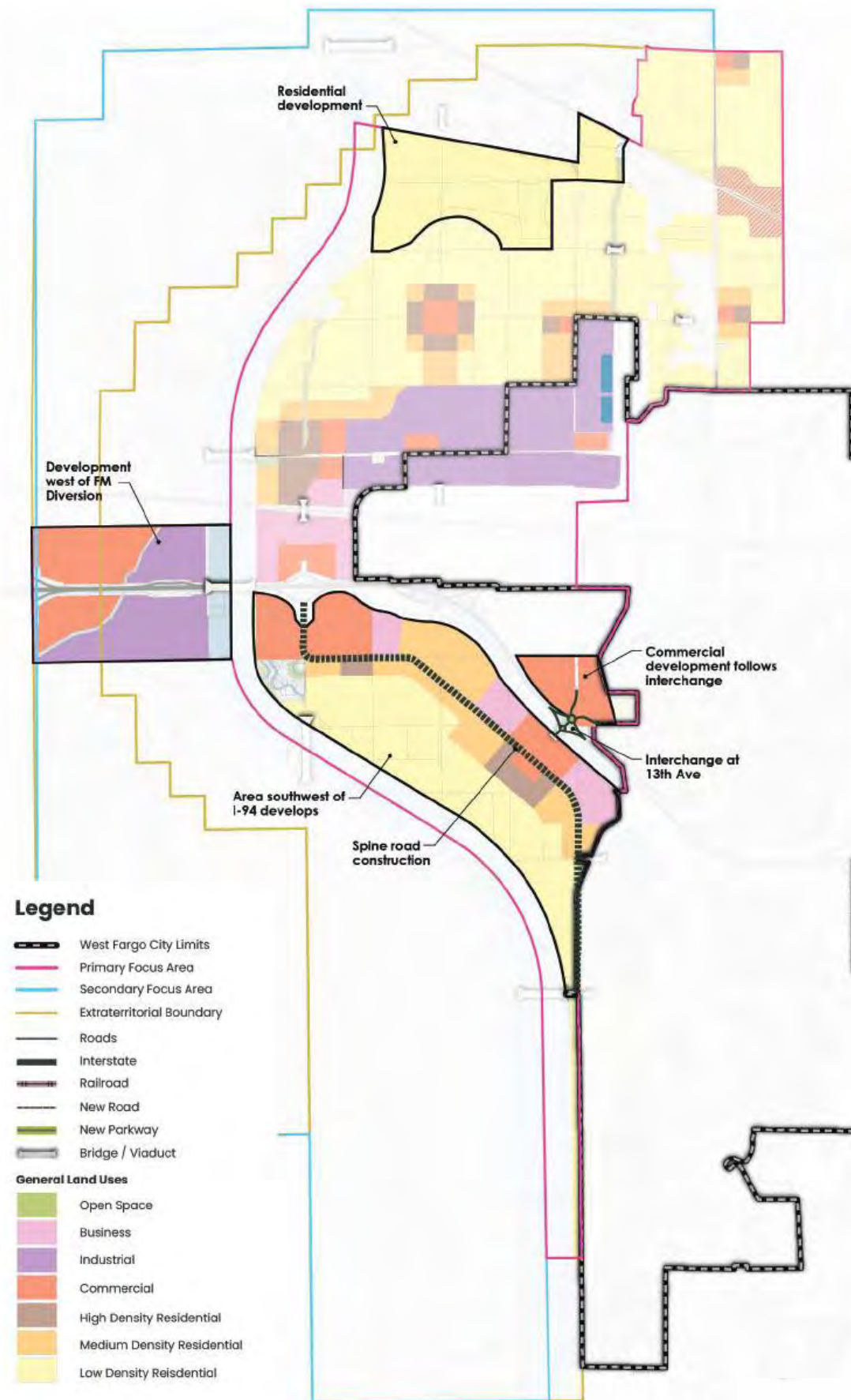


Figure 8.7 Phase 5+ Phasing Diagram





ANNEXATION

ANNEXATION STRATEGY FOR GROWTH AREA

As development occurs in the West Fargo Growth Area, annexation should occur in a deliberate and coordinated manner that aligns with the City's infrastructure planning, fiscal capacity, and long-term development goals. Establishing clear expectations for annexation will provide greater certainty for landowners and developers while helping the City expand in a logical and serviceable pattern.

Annexation should generally follow the preferred phasing sequence identified in the Phasing section. As development occurs in the growth area, continued investigations into next phases of development should be examined on a 1-2 year basis.

ANNEXATION PROCESS

Annexation within the growth area may occur through two primary methods:

1

ANNEXATION BY RESOLUTION OF THE CITY COMMISSION.

In this process, the City prepares a preliminary annexation plat and adopts a resolution describing the property proposed for annexation. The City Commission then conducts a public hearing. If written protests represent less than one-quarter of the property owners within the affected area, the property may be annexed into the City following the hearing process.

2

ANNEXATION BY PROPERTY OWNER PETITION.

Property owners may also initiate annexation by submitting a petition to the City. Landowners work with City staff to prepare an annexation plat and supporting materials. Notice of annexation is provided to the affected township, and a draft annexation ordinance is prepared. The City Commission then holds a public hearing on the petition. If revisions are necessary, they may be addressed prior to the second reading and final approval of the annexation ordinance.

CRITERIA FOR ANNEXATION

Annexation requests should be evaluated using several considerations to ensure orderly and sustainable growth including:

CONSISTENCY WITH LONG-TERM PLANNING AND PHASING

Annexation should generally occur within phasing areas identified in this growth area plan and the general sequencing maps on pages 105-117.

INFRASTRUCTURE AVAILABILITY

The City should consider and evaluate whether municipal services including sanitary sewer, water, regional stormwater management, and transportation infrastructure can be reasonably extended to serve the area.

LAND USE COMPATIBILITY

Proposed annexations should be compatible with the proposed land uses identified in the Growth Area Plan, adjacent or surrounding development patterns, and the City's Comprehensive Plan.

LOGICAL MUNICIPAL BOUNDARIES

Annexations should create logical and efficient municipal boundaries and avoid irregular jurisdictional lines or isolated pockets of unincorporated land.

RELATIONSHIP TO THE CAPITAL IMPROVEMENT PLAN (CIP)

Annexation decisions should be coordinated with the City's capital planning process to ensure that infrastructure investments are made strategically. In priority growth areas, the City may pursue infrastructure projects that support planned development and extend municipal services in an efficient manner. In other areas, infrastructure extensions may occur primarily in response to development proposals or through development agreements with landowners. Coordinating annexation with capital planning helps ensure that infrastructure investments are aligned with growth patterns and that municipal resources are used effectively.

RURAL RESIDENCES AND UNINCORPORATED AREAS

Some existing rural residences within the growth area may prefer to remain outside the City for as long as possible. In some cases, small, unincorporated areas may remain if they do not interfere with infrastructure extensions, roadway connectivity, or future development patterns. However, the City may consider initiating annexation when unincorporated areas create service inefficiencies, limit infrastructure planning, or become surrounded by urban development.

The rural residential neighborhoods along the Sheyenne River and near 38th St. W voiced their desire to remain as rural estates and preserve the current rural character of their large-lot neighborhoods. While the City recognizes the property owner's desires, the City should take steps to plan for public infrastructure connections in the distant future.

EXTRATERRITORIAL ZONING

The City's extraterritorial zoning authority provides an opportunity to guide development in areas that are likely to be annexed in the future. This authority is to help ensure that development patterns, infrastructure planning, and land uses remain consistent with the City's long-term vision.

Coordination with Reed, Raymond and Mapleton Township should include approval discussions about expanding or altering the boundary to improve long-term planning outcomes. For example, Reed Township has expressed interest in having the City of West Fargo take over extraterritorial jurisdiction authority for township land in the growth area.

FISCAL CONSIDERATIONS

The City should evaluate whether future development within the annexed area will support the long-term costs of extending municipal services. Fiscal sustainability should be evaluated by considering the anticipated tax base generated by development, the cost of extending and maintaining municipal infrastructure and services, and the degree to which development contributes to infrastructure through special assessments, development agreements, or other funding mechanisms. The city should further explore requiring the applicant/developer or self performing a fiscal impact analysis for the proposed annexation area as part of the development review process.



IMPLEMENTATION

INTRODUCTION

This implementation chapter is intended to carry out the vision for the Growth Area Plan. Future actions and implementation of this plan should be measured, to a degree, against the ability to help achieve the vision. It is important to recognize the plan as a living and breathing document. The plan provides the flexibility to adapt to unforeseen changes. Changes may include new development products in the marketplace, shifts in the regional, national, or global economy, technological advances and political decisions that force us to rethink our vision from time to time. On a smaller scale, individual property owner decisions (or needs) also force change. Even smaller incremental changes must be carefully evaluated. Change will occur but should be done through a thoughtful and engaging process.



THE PARTNERS

Implementing the Growth Area Plan is a collective effort between the West Fargo City Commission, the various boards and commissions that advise the Commission and City Staff, along with the input of several “Implementation Partners,” all working towards the common vision expressed in the growth plan. The decisions that put the plan into action come from a variety of sources – both public and private – and from a variety of perspectives – policy, regulatory, fiscal, and strategic. This section identifies the general implementation partners and summarizes their role in the plan’s implementation all with the goal of improved collaboration.



THE CITY OF WEST FARGO

The City’s primary role in implementation of the plan will be through regulation of private development, programming capital expenditures for public improvement, establishing development-related policies and programs, and facilitating the study and planning of future opportunities or changes. In essence, the City is the “keeper of the vision,” through regulatory, program and policy actions that must reinforce a commitment to the plan. Through this commitment the City directs all the other implementation partners toward a common direction and builds support and expectations for outcomes called for in the plan. Inter-departmental collaboration across Administration, Economic Development, Engineering, Public Services (Fire/Police/Sanitation) Planning & Zoning and Public Works will be critical to ensuring sustainable development and city operations as the city grows.

AGENCY PARTNERS

Several agency partners will play a key role in shaping development in the growth area. As the growth area evolves, continued dialogue and communication with Cass County; Reed, Raymond, and Mapleton Townships; and adjacent cities of Fargo, Harwood, Horace, and Mapleton are important to understand growth objectives. Additionally, the West Fargo School District and the West Fargo Parks District are key partners with the city as growth occurs to ensure measured, and coordinate growth occurs. Annual coordination meetings with township representatives and planning staff with adjacent municipalities are recommended.



CASS COUNTY

Cass County is an important partner with the City of West Fargo for the development of the Growth Area. Knowing growth is likely to begin on the north side east of the Sheyenne River, improvements to County Road 17 from the current city limits to County Road 20 will be an important capital improvement project to plan for over the next five years. Additionally, with the City’s desire to develop the city-owned lagoon properties, County road 10 to the FM Diversion and 38th Street will be another needed improvement project.



CASS RURAL WATER DISTRICT

Clarity on growth locations will allow for supporting water service infrastructure provided by Cass Rural Water District. Working with Cass Rural Water to develop a 10-year plan for water service for these areas will be an important implementation step. Developing a City Water Service Area Plan should be conducted in the next few years for the lagoon properties and the development area east of the Sheyenne River.

TOWNSHIP COORDINATION AND EXTRATERRITORIAL ZONING

The City of West Fargo as extraterritorial city (ET) zoning authority with Reed, Raymond, and Mapleton Townships. As development projects are proposed and land outside of the city is annexed, coordination with these townships is important to update the ET boundaries with the townships. This process occurs every year with formal action by township boards and the West Fargo City Commission. Under areas of Joint ET authority it is important to identify and set criteria for acceptable and non-acceptable development, to limit issues with rural residential development in the future, particularly in areas that are outside of the floodplain or east of the FM Diversion.

COORDINATION WITH SCHOOL AND PARK DISTRICTS

WEST FARGO PUBLIC SCHOOLS

Coordination with West Fargo Public Schools through annual meetings to review anticipated growth and development projects will allow for improved distribution of school facilities for the overall community. The school district has indicated a need for another high school in the next 5-10 years to alleviate pressure on the existing district facilities. Coordinated efforts will allow the district to understand how growth will happen, transportation improvements that will be occurring and for the city to help guide the location of facilities to desired location, preserving key commercial and employment corridors in the future.

WEST FARGO PARKS DISTRICT

Coordinated planning with the West Fargo Parks District will help all the agency partners to better anticipate and guide developers' preferred locations for parks, developed integrated stormwater treatment and trail facilities, and right size the parks for future neighborhoods. Additionally, annual meetings to discuss long-range planning can help identify features to preserve, connections to make between developments, and potentially target larger parcels for future community facilities such as a north side community center or athletic complexes that take larger acreage.



DEVELOPMENT COMMUNITY

The development industry plays a key role in implementing physical aspects of the plan. The Growth Area Plan envisions a more sustainable growth pattern that may be more dense than conventional development. This will take a willingness and creativity in the marketplace to commit to investing in strategies that differ from today. However, this change must be viewed across areas (broader than any one project) and over time (incrementally, with smaller changes supporting bigger future changes). When these decisions are made under the collective and long-term vision of the plan, change can be more evident and more successful. It is not enough to internalize the goals of this plan within each individual development project. Rather, projects must be strung together by their relationship to the common public realm, where each new project contributes to the greater whole of the community's vision. To that end, the Growth Area Plan guides locations for mixed use nodes of increased density as well as allowing for increased density within the low-density residential land use areas.

LANDOWNERS

The desires and decisions of individual landowners in the growth area play a critical role in how and when development occurs in the Growth Area. Some properties are ready to develop right away, and as areas of land come out of the flood plan with the FM Diversion project, more landowners will be interested in development. Communicating the anticipated growth sequence to property owners will be important to relay overarching community goals of sustainable development and growth at a rate that does not outpace key infrastructure improvements that can create additional tax burden on West Fargo residents.

CITIZENS

This Growth Area Plan incorporates the vision of West Fargo's citizens, blending the overarching goals from the City's Comprehensive Plan with the practical application of sustainable growth desired in the plan. The continued involvement of the citizenry in the implementation process assures the continuing validity of the plan. Active involvement, either by volunteering for advisory committees and boards or through individual participation in the public review process, ensures that these issues continue to be at the forefront of decisions by all the implementation partners. Creating a 5-year staging area plan that can be updated annually should be considered to communicate anticipated development to the development community, landowners, and the residents of West Fargo at-large.



STRATEGIES AND ACTION STEPS

To be most effective, the plan must serve both near-term and long-term needs. This section of the Implementation Chapter is organized around a series of general strategies and more specific action steps.

STRATEGIES are continuous or ongoing and have no defined start or end point. Strategies emphasize utilization of the plan as an everyday planning tool.

ACTION STEPS are specific projects that have a defined start and end point and result in a tangible product or capital investment.

Collectively, the strategies and action steps make up a comprehensive “to do” list for the City of West Fargo as it relates to the Growth Area Plan.

GROWTH AREA PLAN STRATEGIES

1 STRATEGY 1 – REVIEW COMMUNITY DEVELOPMENT TOOLS AND PROGRAMS AND UPDATE OFFICIAL CONTROLS

REVIEW COMMUNITY DEVELOPMENT TOOLS AND PROGRAMS

Many of the tools available to the City of West Fargo for community planning and development are enabled by state laws such as zoning and subdivision ordinances, park dedication ordinances, infrastructure ordinances, and the ability to create or establish tax increment financing districts or use other financing mechanisms or environmental reviews. Other tools pertain to housing and economic development strategies such as:

- Promoting existing business growth and retention
- Promoting new business development and attraction
- Collaborating with educational institutions to develop a stronger workforce
- Implementing neighborhood focus on community development projects
- Focusing on promoting and attracting senior housing developers and developments

These are only a few of the important implementation tools available to cities. A key strategy for West Fargo is to regularly review state laws to stay abreast of changes that might favorably or adversely affect the City's ability to implement its plan. This can be done by subscribing to newsletters or e-mail blasts or being active participants in local chapters of national planning and development organizations or regional/statewide associations North Dakota Chapter of the American Planning Association (APA), North Dakota League of Cities, North Dakota Parks and Recreation Department, North Dakota Chapter of the American Public Works Association (APWA), etc.

- **Roles:** City Staff, Elected and Appointed Officials
- **Frequency:** Ongoing with periodic updates of trends and opportunities

The West Fargo City Code, which contains its Zoning and Subdivision Regulations, is the official regulatory tool to implement the Growth Area Plan. The Growth Area Plan provides the “nexus” between the City's Comprehensive Plan and the specific laws in the City's ordinances and allows implementation of ideas that help the City reach the goals that are outlined throughout the plan.

ZONING

Zoning within West Fargo is adopted according to North Dakota Code of Laws Chapter 40-47, and the City's subdivision and zoning regulations were last comprehensively reviewed/updated in the mid 1980s. Zoning should be in alignment with the Growth Area Plan and the Comprehensive Plan. This process to amend the zoning code and zoning map will require a public process. Minor changes to the zoning code and zoning map districts will be required following adoption of the comprehensive plan. These areas are addressed below:

Park Dedication

The subdivision ordinance contains provisions for park dedication. The Parks and Recreation section of the Growth Area Plan provides a long-term plan for future park and trail improvements that identify the needs for park dedication. Park dedication should be reviewed on an annual basis to reflect long-term capital improvement needs as guided by this plan.

Access Management

Functionality of major road corridors can be enhanced by the ability to regulate access onto roadways. The Fargo/ West Fargo Parking and Access Study has developed prototypes to help guide this implementation. Development of an access management ordinance strengthens the City's ability to implement and enforce access management strategies and key corridors of CR 17 and CR 10 / 12th Ave are key starting projects.

Zoning Map Amendments

The City's current Comprehensive Plan does not guide land uses, but the Growth Area Plan does. As areas within the Growth Area are annexed into the city, they will need to be rezoned accordingly through the rezoning process, which requires a public hearing.

Other Official Controls

The Growth Area Plan will need to be evaluated to ensure the official controls are aligned with one another. If changes to the official controls are needed, the City will proceed with the appropriate process required by state law. Other areas of focus include:

- Exploring and evaluating new zoning approaches to development along major transportation corridors and at key nodes (see land use framework diagram figure 3.2) from land use chapter (i.e., mixed-use zoning districts, design guideline overlay districts, access management standards, or others)
- Establishing a basis in the subdivision ordinance for preserving key greenway linkages between park and recreation facilities, institutional and commercial pedestrian destinations, and value natural resources such as the Sheyenne River, Maple River, and woodland stands, as well as the FM Diversion and Sheyenne Diversion and other drainage ditches.
- Provisions that incentivize mixed density residential projects, particularly within the low-density residential land use category
- Provisions that support biking and walking infrastructure better connecting private developments to the public trail and sidewalk facilities and key nodes and destinations.
- Provisions that support or encourage energy efficient building and site planning technologies.
- Provisions that encourage integration of storm water improvements with public and private site amenities.

- **Roles:** Staff, Planning Commission, Advisory Boards and Commissions
- **Frequency:** near term emphasis – on-going reviews on an annual or every two-year basis

STRATEGY 2 – DEVELOP A MONITORING SYSTEM AND METRICS TO MEASURE PROGRESS AND MAKE ADJUSTMENTS

CONDUCT REGULAR PLAN REVIEWS

West Fargo will continue to grow and change over the next 20–30 years. As this growth continues to occur, data will emerge through evaluation of development projects and planning analysis that will help with understanding the impacts on the community. The Growth Area Plan should be reviewed on a regular basis to assess progress on attaining the community's goals and objectives and to continue a dialogue about the community's future. The review should focus on both the successes and failures of the Growth Area Plan. The review should be informed by new and recent development projects, observations of change and technical analysis, emerging trends, and innovative technologies. GIS mapping should be maintained with a report of land absorption, land availability, and lot inventories to ensure adequate land is guided in support of housing diversity, commercial development, and employment. Annual adjustments to population, household and employment projections should be carefully evaluated and coordinated with the West Fargo School District, West Fargo Parks District, and the Fargo Moorhead Metro COG.

- **Roles:** Staff and Planning & Zoning Commission
- **Frequency:** Annual or once every two years

ESTABLISH GROWTH INDICATORS

Community indicators are an effective measurement tool to assess how the Growth Area is progressing towards the overall community goals and objectives identified throughout the plan. Agreeing upon a series of community indicators will require a public process. This is an ongoing (long-term) strategy that will provide the City of West Fargo with a wealth of information to help guide future decision making and track progress over a period of years. The list of community indicators can be quite lengthy and exhaustive. This is why the process is as important as the product. What gets measured and how it gets measured must be a product of a community leader and staff dialogue. The following list is a starting point of some indicators relevant to West Fargo. This list is developed based on past community input and recent planning trends:



Land Use Efficiency (as measured by):

- density of new residential development
- ratio of commercial building square feet to gross land area of new construction
- total acres of new development absorbed on an annual basis
- total acres of projects zoned as a Planned Unit Development vs traditional zoning categories
- total acres of commercial and industrial development



Park and Recreation

- participation in active recreation programs (for adult, senior and youth activities by season)
- dollar value of investments in existing parks
- hours spent on park maintenance
- number of new parks developed



Housing

- number of new affordable housing units developed
- number and value of permits pulled for new housing construction (by type-detached SF, attached MF, stacked MF)
- number of real estate transactions of owner-occupied housing
- vacancy rates new rental properties
- dollars invested in assisting with housing maintenance
- ratio of median family income in the city to median home sales price



Community Utilities & Infrastructure

- miles of new sanitary sewer pipes and number of lift stations
- volume of inflow and infiltration
- miles of new trunk water mains
- volume of unaccounted for public water usage
- per capita usage of water by land use
- measure of per capita utility debt outstanding



Transportation & Mobility

- lane miles of congested roadways (LOS E or F)
- number of traffic crashes by type
- number of lane miles of new roadways built (and dollar value)
- number of lane miles of streets reconstructed (and dollar value)
- number of lane miles per capita
- traffic volumes on major streets
- key infrastructure elements for connectivity including bridges, rail crossing upgrades, or viaducts and total construction value
- volume of transit ridership from the City and destinations
- number of cars per household
- miles of paths constructed by type (sidewalk or multi-purpose trails)
- miles of bike lanes constructed
- household trip patterns (bike, walk, drive, transit)
- percent of households within walking distance of key destinations
- pavement condition (IRI or PCI) of arterial and collector roadways



Economic Development:

- number of new businesses developed in the community
- number of new jobs created (private vs. public)
- number of existing businesses visited by City Staff or economic development agency
- vacancy rates of commercial and industrial space
- value of building permits for commercial and industrial uses
- unemployment rates
- valuation trends of commercial and industrial businesses
- size of local/regional labor force
- the ratio of jobs in West Fargo to the number of housing units

The City of West Fargo should establish a series of indicators to evaluate the progress and success of this plan. Establishing the indicators could be looked at as an Action step; however, the ongoing nature of reporting out and monitoring progress becomes the strategy.

- **Roles:** Staff, City Commission, Planning and Zoning Commission and Partner Agencies
- **Frequency:** Annually or once every two years

MONITOR PUBLIC FACILITY NEEDS

The growth and development of the City of West Fargo add pressure on government services through increased demands for building permits, community development resources, streets, utilities, stormwater, police and fire protection, park and recreation programming and general administrative responsibilities. Such demands require the City to develop public facilities that house such services. These include administration (City Hall), and police, fire, and public works. Currently, the bulk of the community's public facilities are sited south of Main Avenue and I-94 in various facilities spread throughout the city. Additional needs for fire and police protection will be needed on the north side of the city as the growth area fills in.

- **Role:** Staff, City Commission
- **Frequency:** Annual or as new growth demands new public facilities

3

STRATEGY 3 – PRESERVE TRANSPORTATION CORRIDORS

The transportation plan has identified a series of roadway improvements that are needed to meet local and regional needs over the next 20 years. Implementing these improvements could be one of the most challenging efforts as each one will have an associated infrastructure cost but at this time do not have a funding source associated with them. However, it is important to continue to plan for these improvements as infrastructure and land costs continue to rise. These rising costs also enhance the importance of right-of-way preservation.

The City's strategy for preserving right-of-way (ROW) for long-term transportation projects is to work collaboratively with property owners to ensure that development projects take into consideration both short- and long-term transportation needs. This may require the City taking a more proactive planning role, engaging regional agencies (Cass County and NDDOT) and affected landowners in more detailed master planning and system planning efforts. The "Spine Road" concept for the SW 94 areas and the long-term "Ring Road" concept are good examples of this kind of collaborative planning effort, particularly with landowners.

The Street Plan appendix of this document, when adopted by the Planning Commission, will serve to reserve the street locations for future ROW acquisitions in accordance with North Dakota Century Code. The Street Plan should be reviewed and updated by the Commission on a regular, and project-by-project basis. The City will continue to work with Cass County, NDDOT and the Fargo-Moorhead Metro COG to determine the appropriate planning and funding mechanisms for constructing roadway improvements.

- **Roles:** Staff
- **Frequency:** ongoing on a project-by-project basis

4

STRATEGY 4 – PLAN FOR PARKS, TRAILS, AND OPEN SPACE

As West Fargo continues to grow, continued park system planning efforts will be needed with a focus on building out a system of neighborhood parks, ensuring strong connectivity between neighborhoods through a robust trail network, and identifying opportunities for signature parks and recreation activities. Additional facilities (community center, athletic complexes) north of I-94 will be needed, or the expansion of existing facilities will also need to be considered going forward.

- **Role:** City Staff, West Fargo Park District
- **Frequency:** Annual or as new growth demands new neighborhood park master planning

STRATEGY 5 – EXPLORE CREATIONS OF REGIONAL STORMWATER BASINS

Successful implementation of a regional stormwater strategy will require coordination across regulatory frameworks, administrative processes, and long-term capital planning. The following strategies outline how stormwater infrastructure can be integrated into the City's development review and land use planning framework.

EXPLORE THE CREATION OF A STORMWATER OVERLAY DISTRICT

The City should explore the creation of a Stormwater Overlay District to ensure consistent application of regional drainage policies across the growth area. This overlay would function as a regulatory layer applied over underlying zoning classifications and would govern stormwater requirements where drainage considerations conflict with base zoning standards.

The overlay district could include mapped basin boundaries, designated regional detention sites, and protected primary drainage corridors. It would require basin-level hydrologic analysis prior to subdivision approval and establish performance standards consistent with the City's adopted regional modeling assumptions. Establishing this regulatory framework helps ensure that stormwater infrastructure constraints meaningfully inform development patterns.

INTEGRATE REGIONAL BASIN PLANNING WITH FUTURE LAND USE

Regional stormwater infrastructure should be closely aligned with the growth area's future land use and phasing strategy. Mapping basin footprints, trunk conveyance corridors, emergency overland flow routes, and areas likely to require lift stations can help guide development patterns and infrastructure investment.

By incorporating drainage infrastructure directly into long-range planning documents, the City can ensure that stormwater systems help shape urban form rather than reacting to subdivision layouts after approvals are granted. This proactive approach reduces costly redesigns and preserves key storage and conveyance areas before rising land values complicate acquisition.

Stormwater facilities should also be considered as part of the broader open space and park network. Regional basins can provide opportunities for trail connections, passive recreation, and visual amenities when designed as part of a coordinated open space system.

UPDATE AND ALIGN SUBDIVISION REGULATION

Subdivision regulations should be updated to reflect the regional stormwater strategy. Major plats should demonstrate consistency with adopted regional basin plans and provide basin-wide hydrologic modeling where necessary. Developers must identify ultimate drainage patterns and demonstrate that grading plans preserve regional flow paths and overflow routes.

Temporary stormwater management measures used during phased development must be consistent with the ultimate basin configuration and cannot compromise long-term system performance. Preliminary plat approval should only be granted once adequate regional stormwater capacity has been constructed, secured, or programmed within the City's Capital Improvement Program.

ANNEXATION AGREEMENTS

In areas where annexation occurs ahead of development, annexation agreements can help implement the regional stormwater strategy. These agreements can establish basin participation requirements, secure land for detention facilities and conveyance corridors, define interim stormwater standards, and ensure compliance with future basin model updates. This approach helps prevent fragmented drainage systems and speculative platting that could undermine the efficiency of the regional system.

INTEGRATION INTO DEVELOPMENT REVIEW

Stormwater considerations should be incorporated early in the development review process. Drainage planning should be addressed during concept plan review, zoning amendments, planned unit developments, and major site plan applications. Addressing stormwater infrastructure at the earliest stages allows system constraints to inform site design, density assumptions, and land use transitions. Early coordination reduces redesign costs and helps the City guide development outcomes more effectively.

ON-GOING INTERAGENCY COORDINATION

Regional drainage systems frequently extend beyond municipal boundaries and often discharge into facilities managed by county or state agencies. Continued coordination with Cass County drainage authorities, North Dakota water resource agencies, and neighboring jurisdictions within the Fargo–Moorhead metropolitan area will be important. This coordination is particularly critical in the Red River Valley, where flat terrain allows hydraulic impacts to extend across jurisdictional boundaries. Collaborative planning helps avoid redundant infrastructure investments and protects downstream systems.

ADAPTIVE MANAGEMENT AND PLAN UPDATES

Stormwater planning must remain adaptable as new rainfall data, development patterns, and infrastructure performance information become available. The City should periodically update basin models, reassess design assumptions, and review financial projections to ensure infrastructure investments remain aligned with future growth conditions. If development intensity or climate data significantly changes, basin sizing and cost recovery mechanisms may need to be adjusted to maintain system capacity through the 2050 planning horizon.

ADMINISTRATIVE CAPACITY

Effective implementation will also require sufficient administrative and technical capacity. The City must maintain adequate engineering resources to review basin modeling, grading plans, and stormwater system designs. A GIS-based inventory of stormwater assets will support tracking of regional facilities, easements, and maintenance responsibilities. Clear development review checklists and consistent inspection procedures will help ensure that adopted standards are applied uniformly.

Failure to plan for stormwater infrastructure at a regional scale could increase the risk of localized flooding, delay development, and potentially require costly emergency capital projects in the future. In flat landscapes such as West Fargo's, drainage problems are difficult and expensive to correct after development occurs. By planning stormwater systems at full build-out scale today, the City can reduce long-term risk, provide greater certainty for development, and protect public safety as the community continues to grow.

- **Role:** Staff, West Fargo Parks District, Adjacent Jurisdictions
- **Frequency:** Annual or as new growth demands new development

STRATEGY 6 – ONGOING COORDINATION WITH ADJACENT COMMUNITIES AND JURISDICTIONS

Successful implementation of the Growth Area Plan depends on proactive and sustained coordination with neighboring communities, overlapping jurisdictions, and key public service providers. The City of West Fargo should establish a formal coordination framework that brings together stakeholders, including the West Fargo Parks District, West Fargo Public Schools, adjacent municipalities, county agencies, and utility providers, to align land use decisions, infrastructure investments, and service delivery as growth occurs. This framework should include regular intergovernmental meetings, shared data and mapping resources, and clear communication protocols to ensure that planning decisions on one side of a jurisdictional boundary do not create unintended burdens or conflicts on the other. Early and ongoing engagement with these partners will be essential to identifying shared priorities, avoiding duplication of effort, and leveraging opportunities for cost-sharing on infrastructure and amenities that serve residents across boundaries.

As the City of West Fargo advances near-term implementation steps, staff should prioritize outreach to adjacent communities to share growth projections, discuss potential annexation areas, and identify locations where coordinated planning will yield the greatest mutual benefit. Formal coordination agreements or memoranda of understanding (MOUs) with key jurisdictions and districts, particularly West Fargo Public Schools and the West Fargo Parks District, should be pursued to document shared expectations around timing, capacity, and cost responsibilities tied to new development. This coordinated approach will not only strengthen relationships with neighboring partners but will also provide developers, residents, and investors with greater certainty about how and where growth will be accommodated over time.

- **Role:** City Staff, Adjacent City Staff, Broader Agency Staff
- **Frequency:** Annual

ACTION STEPS

The Growth Area Plan identifies a number of strategies and action items throughout the chapters of the plan that together have the potential to positively shape growth and change in West Fargo. Since resources are limited, it is unrealistic to assume that the City can undertake all of them simultaneously. Therefore, it will be necessary to focus on those that have the greatest potential to accomplish stated goals or those that respond to issues or problems that have been identified within the Growth Area Plan.

The Action Steps listed below should serve as the “to do list” for the City staff that will lead this effort over the next 24–48 months to prepare for future development. As the City Commission and its advisory boards develop annual goals in goal setting workshops, they should consult this list to monitor progress. As Action Steps are completed, the plan should be updated to refresh the Action Steps and, using the community indicators, establish new Action Steps. The Growth Area Plan should be formally adopted as an amendment to the City’s Comprehensive Plan in accordance with North Dakota Century Code Chapter 40–48. Adoption of the plan will establish the policy foundation needed to guide zoning decisions, infrastructure investments, and future development within the West Fargo Growth Area.

12–24 MONTH ACTION STEPS

The following narrative describes the priority action steps the City of West Fargo should undertake over the next 12 to 24 months. These efforts are focused on making the most effective use of limited time and resources and are organized around six core areas: code modernization, lagoon strategy, transportation, utilities, funding, and annexation. Taken together, these actions will establish a strong foundation for managed, fiscally responsible growth.

CONDUCT A COMPREHENSIVE CODE UPDATE

The first and most immediate priority is a thorough review and update of the City’s development codes. Outdated or misaligned code provisions can create friction in the development process, delay project approvals, and undermine the City’s ability to attract new investment. A modernized code framework

should reflect the City's current growth ambitions and align with the land use patterns envisioned in this plan. (See implementation strategy #1 on page [126](#)).

IMPLEMENT A STRATEGY FOR THE LAGOONS

The City's lagoon properties represent a significant development opportunity that requires deliberate, near-term decision-making. A comprehensive lagoon strategy should advance on two parallel tracks.

ADVANCING ECONOMIC DEVELOPMENT READINESS

The lagoon properties carry substantial potential as economic development assets. To unlock that potential, the city should work to strengthen transportation access and regional connectivity to and from the lagoon areas, ensuring that site accessibility is not a barrier to development interest. Simultaneously, the city should pursue "shovel-ready" certification or equivalent status for key sites. Completing the environmental, infrastructure, and platting work that gives prospective employers and developers the confidence to commit. Attracting new development also requires a strong brand and marketing presence. The City should establish a clear and compelling identity for the lagoon development areas, supported by a targeted marketing platform that reaches the right audiences. This includes identifying the full market potential of the properties by understanding which industry sectors, business types, and investment scales are most likely to locate here. Then, actively expanding outreach to commercial real estate brokers and site selection consultants who serve those markets. Competitive incentives will play an important role in site selection decisions. The city should clearly document and promote the incentive tools available to prospective businesses, while also aligning regional stakeholders, including county partners, economic development organizations, and state agencies around a shared vision for the area. Alongside economic assets, the city should actively communicate the quality of life and workforce advantages West Fargo and the region offer, as these factors weigh heavily in location decisions.

RESOLVING THE INERT LANDFILL QUESTION

Running concurrently with economic

development planning, the City must finalize its decision regarding the potential use of a portion of the lagoon properties as an inert landfill site. This determination will shape how much of the lagoon land is available for development, on what timeline, and under what conditions. A clear decision, in either direction, is necessary before long-range planning for these parcels can be completed.

ADVANCE TRANSPORTATION PLANNING AND INFRASTRUCTURE COORDINATION

Transportation infrastructure is a prerequisite for development in West Fargo's growth areas, and the city must take proactive steps to ensure that utilities and roadways keep pace with growth. The Capital Improvement Program (CIP) should be reviewed and coordinated with an eye toward key corridors such as County Road 17, 19th Avenue, 12th Avenue, and 38th Street. Decisions on where infrastructure extensions and roadway improvements make the most sense in relation to this plan's focused development areas and the broader growth area framework will be key considerations with initial development.

Separately, planning for the 13th Avenue Interchange should advance during this period. This interchange represents a critical connection point for the City's long-term growth, and early engagement with state and regional transportation partners will be essential to keeping this project on a realistic timeline.

COORDINATE UTILITY PLANNING AND CAPACITY

Sound utility planning is foundational to responsible growth, and sanitary sewer and water service require particular attention in the near term.

WATER SERVICE

The city should actively coordinate with Cass Rural Water to plan for future water service within their service area as West Fargo grows. Key issues include the potential need for a new water tower and the achievement of adequate water pressure for fire protection, particularly in industrial areas where demand is higher and for insurance purposes. Several agreements are already in place between the City and Cass Rural Water, but continued expansion will likely require updates to those agreements and will have direct implications for Cass Rural Water's own system planning.

SANITARY SEWER

The city should implement the recommendations from the Moore Engineering Study to guide its approach to sanitary sewer service. This includes initiating the decommissioning of Cell No. 7 and the eventual reshaping of Cells No. 1 and 2 into a temporary 30–40-acre stabilization pond, which may remain in operation for 15 to 20 years depending on the pace of growth. The City should also plan for the future installation of an equalization (EQ) lift station sized to provide both capacity and redundancy for lift station SA-40.

Mapleton Connection

Additionally, the city should continue to pursue the upsizing of the existing 14-inch force main to a 24-inch force main as part of the Mapleton sanitary sewer force main connection to the City of West Fargo. This oversizing would enable sanitary sewer service to extend to the western portion of the Lagoon properties, the Raymond Interchange area and the areas south of I-94 (with the build out of an additional network of lift stations).

EVALUATE AND UPDATE DEVELOPMENT FUNDING STRATEGIES

The current approach to funding new development infrastructure warrants careful review. The city should explore whether hook-up fees, development impact fees, or other cost-recovery tools could more equitably distribute the cost of growth between existing taxpayers and new development. Any such changes should be explored thoughtfully, with attention to the competitive implications with adjacent jurisdictions.

The City's special assessment policy should also be reviewed and, where appropriate, adjusted. The city should continue to monitor how its assessment practices compare with those of neighboring jurisdictions to ensure West Fargo remains competitive while also financially sustainable.

Additionally, the city should consider requiring developers who seek annexation to provide a fiscal impact analysis as part of the development review process. This would give the city a clearer picture of the long-term cost and revenue implications of each annexation request before commitments are made.

STRENGTHEN THE ANNEXATION FRAMEWORK

As development pressure continues to push outward, the city needs a clear, consistent, and defensible annexation process. All existing annexation agreements should be reviewed and updated where necessary.

When the City receives an annexation request, it must have the tools in place to assess the fiscal implications of adding that land to the corporate limits. The City should adopt a policy that places the burden of proof on the developer or landowner seeking annexation, requiring them to demonstrate, through a fiscal impact analysis, that the proposed annexation will not create a long-term cost burden for the City. A phased approach to annexation, in which land is brought into the city incrementally as infrastructure is extended and development commitments are secured, should also be formalized as a standard practice.

Finally, the City should establish a clear policy position on rural residential development within and adjacent to growth areas. This includes defining whether rural residential uses will be permitted, under what conditions, and how such uses will be managed over time as urban development approaches. Clarity on this issue will reduce uncertainty for landowners, developers, and neighboring jurisdictions, and will help preserve the City's ability to develop land efficiently when the time comes.

These Action Steps represent the near-term priorities identified through the West Fargo Growth Area planning process. Progress on these items over the next 12 to 24 months will position the city to manage growth effectively, attract investment, and deliver services in a financially responsible manner.

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Commissioner _____ introduced the following resolution and moved its adoption:

**RESOLUTION ADOPTING THE GROWTH AREA PLAN AS
AN ADDENDUM TO THE COMPREHENSIVE PLAN**

WHEREAS, the West Fargo Board of City Commissioners (the “City Commission”), as the duly elected governing body for the City of West Fargo, North Dakota (the “City”), is authorized to prepare and adopt a comprehensive plan to provide guidance in decisions affecting land use and development in the City and of any land outside the City’s boundaries which, in the City Commission’s judgment, bear a relation to the planning of the City; and

WHEREAS, the City Commission adopted the 2018 Comprehensive Plan, also referred to as “West Fargo 2.0” on July 16, 2018, as the West Fargo Comprehensive Plan (the “Comprehensive Plan”); and

WHEREAS, the Comprehensive Plan directed the City’s Planning Department to coordinate with other City departments to request funds and schedule special studies consistent with the timeframes presented in the Comprehensive Plan and additionally noted that revisions to the local zoning ordinances, as well as supporting policies, ordinances, plans, and studies would be needed to implement the recommendations of the Comprehensive Plan; and

WHEREAS, pursuant to the Comprehensive Plan’s direction, the City Commission, on September 5, 2024, authorized the development of the Growth Area Plan to strategically guide the City’s future development in an orderly and coordinated manner that was both fiscally sustainable and consistent with the community’s vision for the future of the City; and

WHEREAS, the City’s Planning Department has overseen the development of the Growth Area Plan, and members of the community have been engaged in the development process through input meetings, surveys, and focus groups; and

WHEREAS, the City’s Planning and Zoning Commission held a public hearing, duly noticed and published as provided by applicable law, on the finalized Growth Area Plan on June 9 and July 14, 2026; and

WHEREAS, Section 40-48-10 of the North Dakota Century Code requires that the City’s Planning and Zoning Commission adopt any part of the Comprehensive Plan, or amendment thereto, through resolution with not less than two-thirds of the members casting affirmative votes; and

WHEREAS, the Planning and Zoning Commission desires to adopt the Growth Area Plan as an addendum to the Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED by the Planning and Zoning Commission of the City of West Fargo as follows:

1. By the vote of not less than two-thirds of its members, the West Fargo Planning and Zoning Commission hereby adopts the Growth Area Plan, dated July 2026, together with all maps, charts, data, overlays, research, plans, policies, concepts, notations, and information contained therein.

2. The West Fargo Planning and Zoning Commission finds that the Growth Area Plan is consistent with the Comprehensive Plan and the long-term land use vision and goals of the City, satisfies state and local laws, and is fiscally sustainable.

3. The Secretary of the West Fargo Planning and Zoning Commission is hereby directed to record the Planning and Zoning Commission's adoption of the Growth Area Plan as required under applicable law and to certify an attested copy of the Growth Area Plan to the Board of City Commissions for the City of West Fargo for consideration.

Dated: _____, 2026.

APPROVED:

Michael Thorstad, Chair

ATTEST:

Breanna Siegler, Secretary

The motion for the adoption of the foregoing Resolution was duly seconded by Commissioner _____, and upon roll call vote, the following Commissioners voted in favor of the Resolution: _____. The following Commissioners were absent and not voting: _____, and the following Commissioners voted against the Resolution: _____. The majority having voted aye, the Resolution was declared duly passed and adopted.

MEMORANDUM

TO: Planning & Zoning Commission

FROM: Aaron Nelson, Planning Director *AN*

MEETING DATE: July 14, 2026

SUBJECT: Request from Beyond Shelter Inc. to amend the City's General Plan for Urban Renewal and Urban Development

At the May 12 meeting, the Planning and Zoning Commission recommended (and on May 18 the City Commission directed) staff to prepare an amendment to the General Plan for Urban Renewal and Urban Development incorporating a housing revitalization section consistent with the goals and policies of the West Fargo 2.0 Comprehensive Plan. Staff has completed that work and is bringing the amended General Plan forward for final consideration and approval.

Requested Action: The requested action is for the Planning and Zoning Commission to recommend approval of the amended General Plan for Urban Renewal and Urban Development.

Background

This amendment was initiated at the request of Beyond Shelter Inc., in partnership with the Housing Authority of Cass County, who identified the General Plan as a document that could be strengthened to better position the City and its nonprofit housing partners when competing for State and federal housing resources, including Low-Income Housing Tax Credits and other grant and tax credit programs.

The General Plan for Urban Renewal and Urban Development serves as the City's foundational policy document under North Dakota's urban renewal laws, and is essential to the City's ability to utilize Tax Increment Financing as a revitalization and economic development tool.

Description of the Amendment

The amendment adds a new section to the General Plan titled "Housing Revitalization." This section does not alter or replace any existing content of the General Plan, and the existing provisions governing Tax Increment Financing eligibility and urban renewal procedures remain unchanged.

The Housing Revitalization section accomplishes the following:

- Establishes housing revitalization and infill development as explicit objectives of the General Plan, consistent with the City's existing adopted policies under the West Fargo 2.0 Comprehensive Plan;

- Identifies a set of Housing Revitalization Objectives drawn directly from the "Strengthen Neighborhoods and Expand Housing Choice" chapter of the Comprehensive Plan, which was adopted by the City Commission following an extensive public engagement process;
- Identifies two types of priority housing investment areas: (1) Housing Revitalization Focus Areas, encompassing the community core and the City's older housing stock; and (2) Infill, Mixed-Use, and Transit-Oriented Housing Opportunity Areas, encompassing select mixed-use nodes and corridors; and
- Identifies implementation techniques available to the City to advance housing revitalization objectives within the priority areas, including public infrastructure improvements, clearance of dilapidated structures, support for State and federal housing programs, and public-private partnerships.

In connection with this amendment, staff also updated old references to the 2008 Comprehensive Plan with new references to the current Comprehensive Plan, updated the document's date to reflect the current amendment, and standardized the formatting of the entire document for consistency and readability. No substantive changes were made to any existing content in the course of this reformatting.

Attachment:

- Amended General Plan for Urban Renewal and Urban Development
- Existing General Plan for Urban Renewal and Urban Development



GENERAL PLAN FOR URBAN RENEWAL AND URBAN DEVELOPMENT

JULY 2026

WEST FARGO GENERAL PLAN FOR URBAN RENEWAL AND URBAN DEVELOPMENT

INTRODUCTION

Recognizing the dangers of slums and blight as well as the need to create economic growth and development, the City of West Fargo has initiated a long-range program to foster positive change pursuant to the North Dakota Century Code Urban Renewal Law.

Consistent with the sound needs of the municipality as a whole, the primary objective of this plan is to stimulate, through the public actions and commitments specified herein, private investment in the development, rehabilitation or redevelopment of the renewal or development area by private enterprise.

It is the intent of the City's program to effectuate the following:

1. Elimination of slums and blighted areas as defined under the North Dakota Century Code Urban Renewal Law; and/or
2. Implementation of an economic development program including tax increment financing to facilitate projects that create economic growth and development.

STATEMENT OF OBJECTIVES

The following objectives are to be achieved through the development, rehabilitation or redevelopment of the renewal or development areas identified within the General Plan:

1. To preserve and create an environment within the renewal or development areas which will protect the health, safety, and general welfare of the City and to preserve existing values of properties within and adjacent to the renewal or development areas.
2. To remove environmental deficiencies that deter development and inhibit rehabilitation or redevelopment of the renewal or development areas.
3. To eliminate substandard and obsolete buildings, blighting influences, and environmental deficiencies, which presently detract from the functional unity, aesthetic appearance, and economic well-being of the identified areas of the City, and to establish conditions which will prevent the recurrence of blight and blighting conditions.
4. To strengthen the economic well-being of the development and renewal areas and the City by increasing industrial and retail activity, taxable values, and job opportunities.
5. To eliminate blighting influences such as incompatible land use relationship.

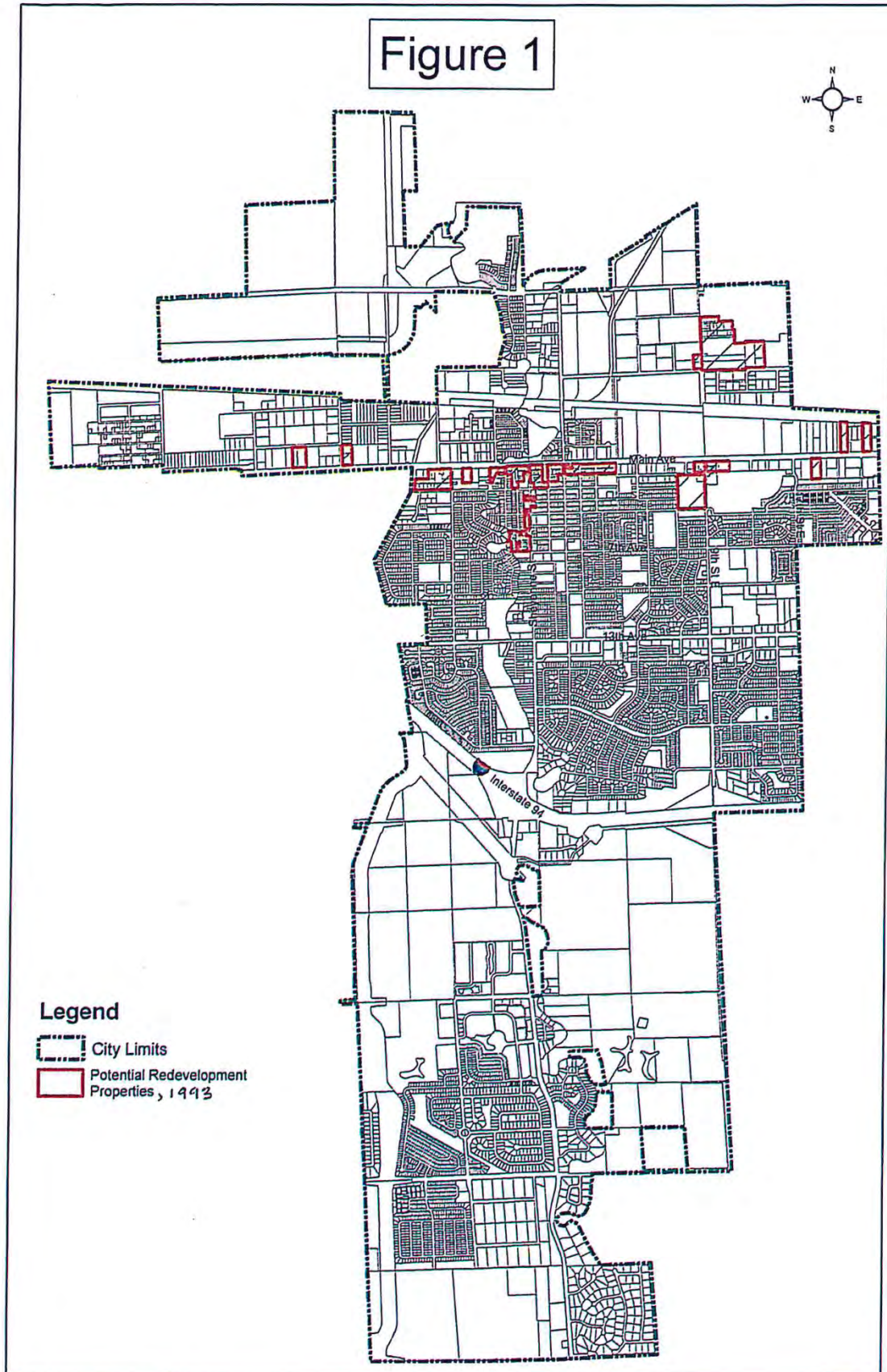
6. To provide for parcels of sufficient size to permit and attract economic and sound new development.
7. To provide efficient use of underutilized land.
8. To assure development of high standards in site planning, use compatibility, buildings, and creation of an environment that will promote new development in areas.
9. To attract and retain businesses that pay favorable wages to the benefit of the citizens and to prevent overburdening to public social service agencies.
10. To attract and retain businesses that do not damage the physical environment which is a social and economic burden to all.
11. To address the development imbalance between residential and nonresidential uses which exists in West Fargo by expanding and diversifying the tax base.
12. To spend public economic development dollars and resources wisely.
13. To provide for adequate public infrastructure improvements such as sewer, water, storm sewer, pedestrian facilities and streets conforming to good design and coordinated to facilitate development or redevelopment.
14. To provide for adequate project site improvements such as grading, drainage, landscaping, infrastructure, and other necessary site improvements.
15. To provide underground public and private utility services where practicable.
16. To provide for safe, efficient and attractive vehicular access to and circulation within the renewal and development areas.
17. To promote development or redevelopment which will be consistent with the City's Comprehensive Plan and ordinances.

DESCRIPTION OF URBAN RENEWAL AND URBAN DEVELOPMENT AREAS

A. Urban Renewal Area

Many of the areas in the City of West Fargo which have been identified as redevelopment areas for urban renewal were previously studied as part of the General Urban Renewal Plan of 1988 (Please refer to Figure 1) and were incorporated in the General Plan for Urban Renewal and Urban Development which was approved in May 1993. The Plan has been amended and approved on several occasions. The most recent amendments were in June 2017 and May 2018.

Figure 1



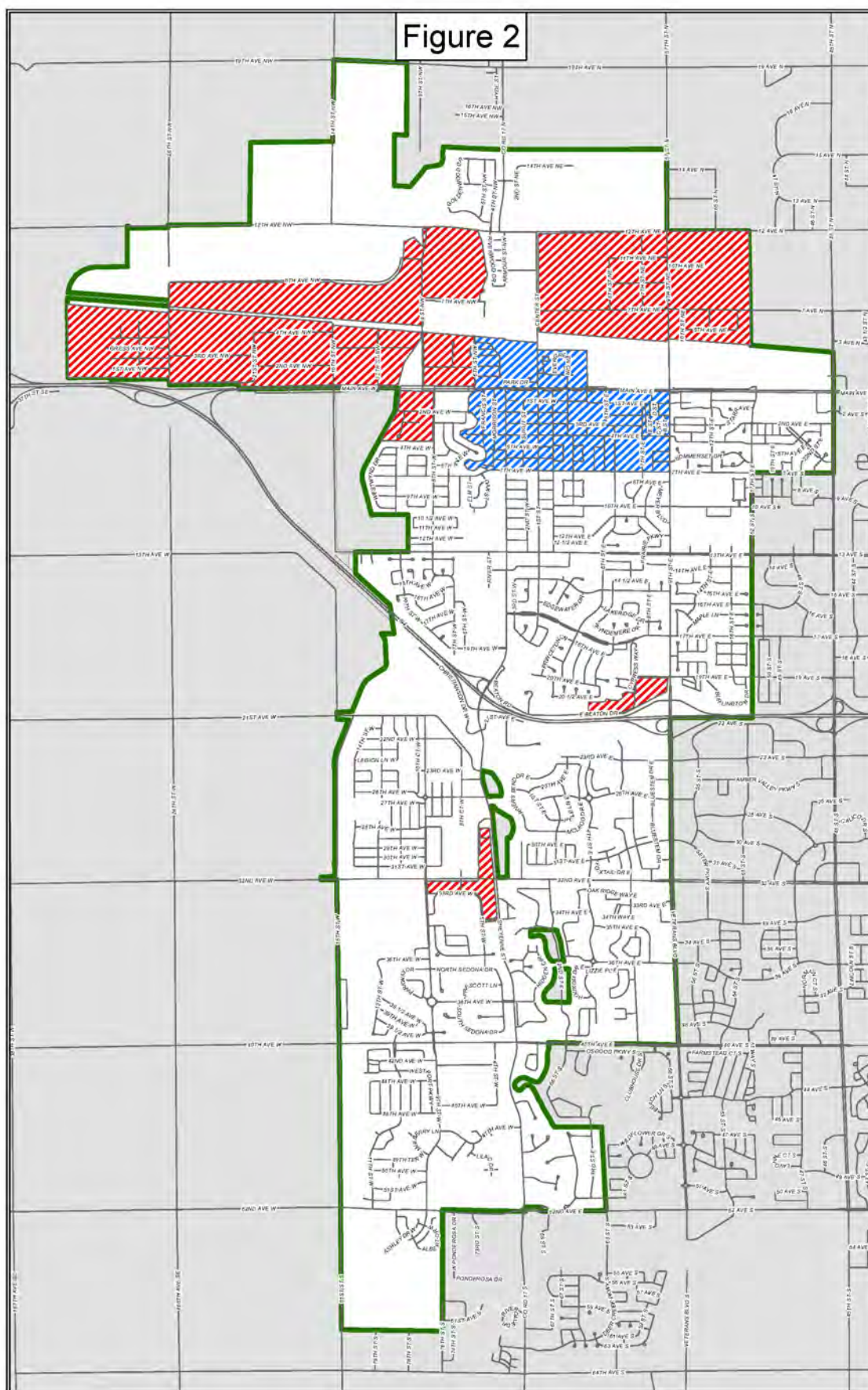
However, the parcels identified as potential redevelopment properties have not been evaluated for changes in conditions since 1993. These areas contain slums or blighting conditions, which have had negative effects on the City. Some of these areas, which are in commercial and industrial areas, would also be eligible as Urban Development areas. A number of different types of uses are present ranging from residential to commercial to industrial. Some redevelopment has already occurred naturally, though development has not realized full development potential. Redevelopment of these areas should be studied closely and promote only those uses, which are consistent with the City's Comprehensive Plan, Zoning Ordinance, Subdivision Regulations and Housing and Building Codes. The City should include within its work program a complete study of properties in the core area of the community to determine if structures are in good or standard condition, are deteriorating in condition and need structural improvements, or are in dilapidated condition and should be removed and the property redeveloped. The City should update the map of Potential Redevelopment Properties and develop strategies within a development/redevelopment plan to foster community support to address deteriorating conditions or redevelopment of the properties.

B. Urban Development Area

The areas identified as West Fargo's urban development areas are shown in Figure 2. The areas along West Main Avenue, as well as the northwest and northeast part of the City, are primarily intended for industrial uses; however, some of the areas are plagued by the lack of proper lot layout, inadequate or lack of streets, deteriorated and dilapidated structures, inadequate sewer and water services, inadequate drainage facilities, and some incompatible uses. Though many problems are evident, the areas are well suited for targeted industrial development. Platted lots and large unplatted tracts of land are available. Also, major street and railroad networks are in place.

The area along Interstate 94 and west of 9th Street East is intended for commercial and office uses. Most of the area has been platted and serviced since 2008 with little area remaining to be developed. With public involvement it is believed that private investment would be spurred effectuating positive change and increasing the City's tax base.

The proposed area at Sheyenne Street and 32nd Avenue is a commercial node for the City. The area has been slow to develop following platting a number of years ago. A few businesses in strip centers have been established, however several have struggled. Several applications have been received to change the City Comprehensive Plan's designated commercial land use on some properties to medium density residential. There has been some interest in providing a significant mixed-use development north of 32nd Avenue, which would complement an adjacent school hockey facility under construction and to spur additional development activity. The residents in surrounding residential developments would like to see additional commercial services offered in this area.



Development, rehabilitation or redevelopment activities within these areas should be in accordance to the City's Comprehensive Plan, Zoning Ordinance, Subdivision Regulations, Housing and Building Codes.

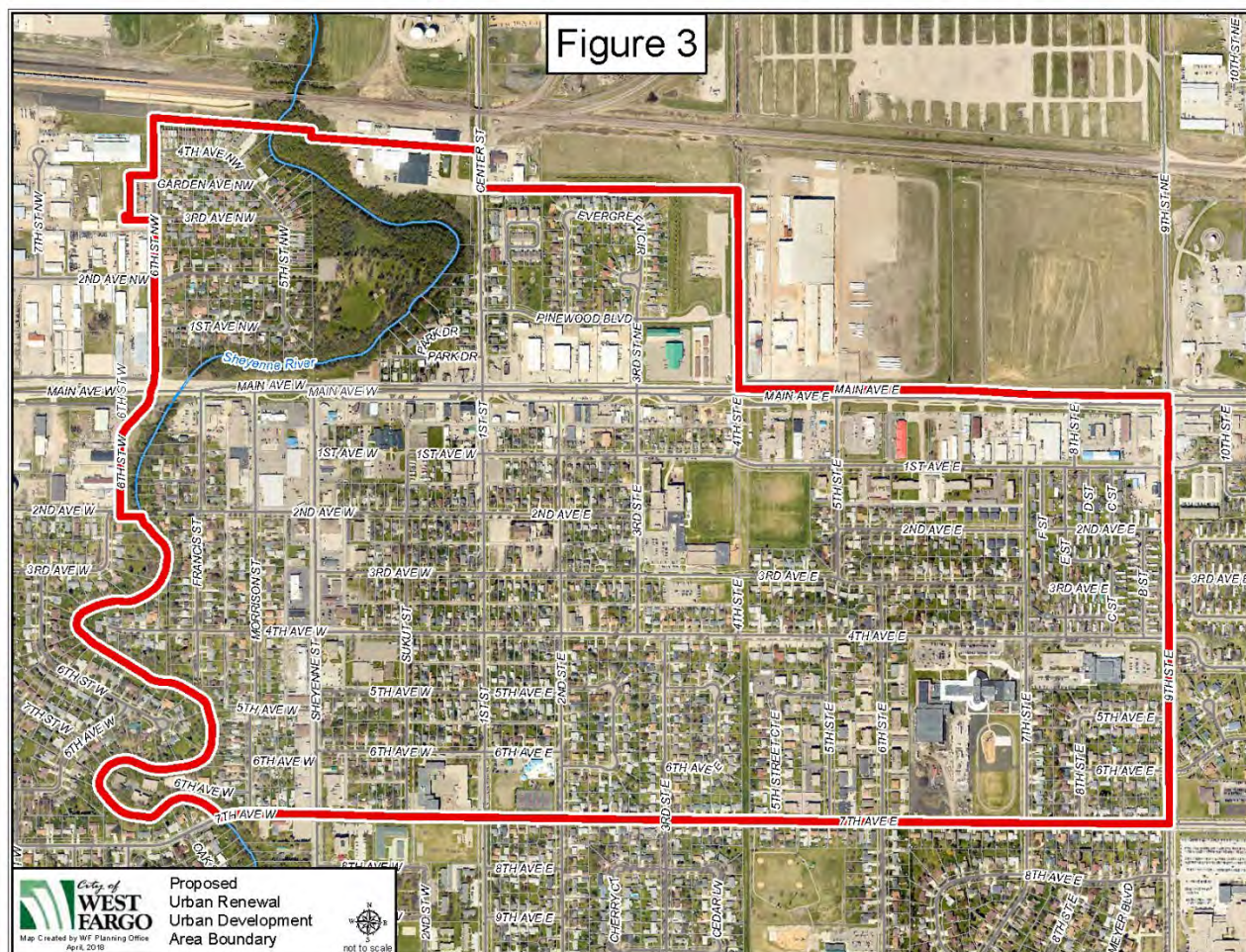
C. Urban Renewal/Urban Development Area

The area identified as the urban renewal/urban development area is shown on Figure 3. This area is rather complex as it comprises the community core for the City of West Fargo, so most of the development has been in place for quite some time. The properties along Sheyenne Street and Main Avenue are commercial in nature and make up what was the original downtown center for the City. Several studies have been completed which focus on revitalization of the area, as most of the structures are old and the property not utilized to its economic potential. Additionally, the area has been the impetus for establishing the Renaissance Zone, which provides tax incentives to improve the properties. Several properties have taken advantage of this incentive, though to adequately address the redevelopment needs, additional incentive programs are needed.

The community core is also made up of a number of blocks of small single family homes with some smaller apartment buildings mixed in close to the commercial areas. The area has a significant number of families and seniors that have low to moderate incomes. A number of the homes are dilapidated or blighted condition. Several housing rehabilitation projects have been completed over the years, which has extended the life of some of the homes. The City had included a number of residential blocks within the Renaissance Zone, however the type of incentives were not what was needed for the homeowners to support the needed investment in rehabilitating the homes. Homeowners did not utilize the Renaissance Zone program, so many of the blocks were removed from the Zone. Some of the blocks of homes near the commercial areas were identified in the late 1950s as redevelopment properties for commercial based on the condition and location of the structures. As a result the blocks were rezoned to commercial which made the single family homes nonconforming uses. The City will need to develop strategies to address the varying conditions and needs of residential homes. Many homes can be rehabilitated with minimal to no assistance, as homeowners have the means to do so. Education, encouragement and developing minimal maintenance codes may be considerations to address deteriorating or dilapidated housing conditions. Other homeowners will need more assistance to accomplish needed improvements.

The City is currently studying the properties in the community core, as the infrastructure has served beyond its life and is beginning to fail. Major investment in sewer, water, storm sewer and streets will need to be made in the next few years to maintain essential services, which will be burdensome for young families and seniors with low to moderate incomes if the improvements are financed only through the use of special assessments. Added costs to homeowners to pay for infrastructure will only exacerbate housing conditions, as financial resources for making needed improvements will be greatly reduced. The City is collecting and analyzing information relating to the infrastructure. Additionally, the City is researching information pertaining to the demographics and income levels of the households in this area. Once we have a better understanding of the extent

of infrastructure costs and replacement timing, as well as household financial capacity, the City will consider developing programs to assist those households in need.

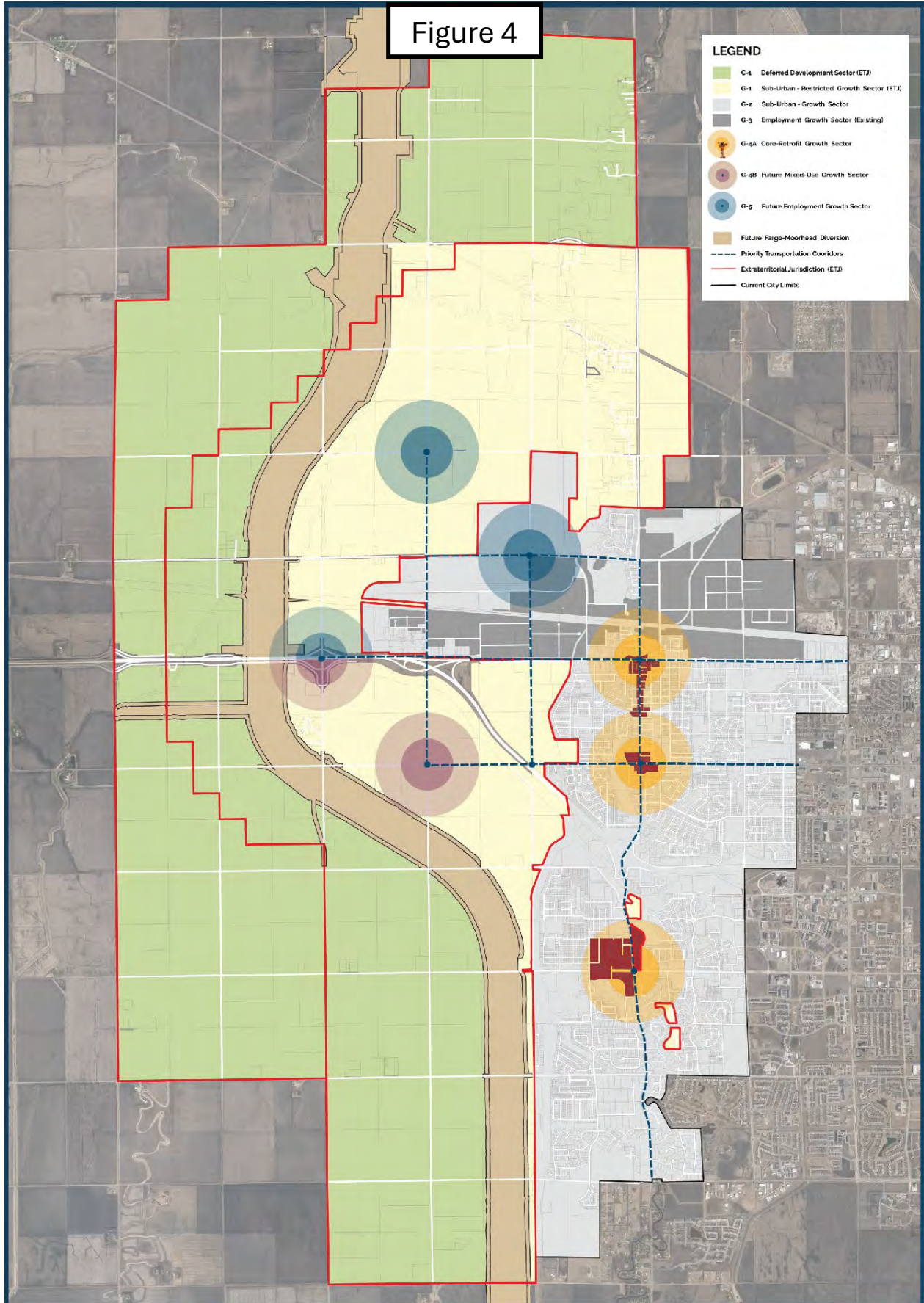


COMPREHENSIVE PLAN / LAND USE PLAN

The City's Comprehensive Plan, West Fargo 2.0, identifies the downtown and core area of the City as the Core-Retrofit Growth Sector on Figure 4, which includes a commercial service base and supporting residential development. New development, redevelopment, or the reuse of existing land and buildings is encouraged to better meet the local goal of achieving more walkable and bikeable corridors and a better-connected village core. Additional growth and development within West Fargo is most desirable within these areas due to the presence of existing infrastructure and proximity of services. The Plan envisions that most mixed-use development in the next decades will occur in this growth sector.

When establishing a development plan for a specific project, the City's Comprehensive Plan should be reviewed to insure development consistency with the Plan.

Figure 4



WORKABLE PROGRAM

The City of West Fargo hereby establishes the following workable program to carry out the statement of objectives as described in this General Plan:

1. The development of industrial or commercial properties;
2. The prevention of the spread of blight into areas of the City of West Fargo, which are free from blight through diligent enforcement of building, housing, zoning, and occupancy controls and standards;
3. The rehabilitation or conservation of slum and blighted areas or portions of those areas by replanning, removing congestion, providing parks, playgrounds, and other public improvements, by encouraging voluntary rehabilitation and by compelling the repair and rehabilitation of deteriorated or deteriorating structures; and
4. The clearance and redevelopment of slum areas or portions of those areas.

The workable program will utilize appropriate private and public resources, including those provided for in the North Dakota Century Code Urban Renewal Law.

URBAN RENEWAL AND URBAN DEVELOPMENT TECHNIQUES

Several techniques are proposed to accomplish the workable program for urban renewal and urban development areas. The identified techniques are as follows:

1. Land Acquisition

Property may be acquired in the urban renewal or urban development areas for private development and needed public facilities. Portions of some of the properties in these areas may be dedicated for street right-of-way.

2. Public Construction

Public construction is allowed to provide needed sewer, water, storm drainage and storm sewer, streets, and other essential public facilities and services.

3. Clearance

Removal of dilapidated or obsolete structures is allowed.

4. Site Preparation

Preparation of sites within the project area for private construction is allowed.

5. Tax Increment Financing

Tax Increment Financing will be used to provide funds for land acquisition, public construction, clearance, and site preparation over and above normal development costs. All or a portion of the Public Construction costs normally assessed to private development may be allowed under Tax Increment Financing. Those costs not provided for under Tax Increment Financing shall be paid through special assessments to the private development.

PREPARATION AND APPROVAL OF RENEWAL OR DEVELOPMENT PLANS

Prior to undertaking any renewal or development activity the City must first prepare a specific project plan utilizing the following guidelines:

1. Renewal or Development Plans may only be approved for areas which have been identified within the General Plan. These areas have been determined by resolution to be slum or blighted areas or consist of industrial or commercial properties, or a combination of these. The General Plan may be amended by resolution to include additional slum or blighted areas or industrial or commercial properties where appropriate. The City may not acquire real property for renewal or development project unless the City Commission approves the renewal or development plan in accordance with subsection 4.
2. The City may prepare or cause to be prepared a renewal or development plan, or any person or agency, public or private may submit a renewal or development plan to a City. Prior to its approval of a renewal or development plan, the City Commission shall submit the plan to the City Planning and Zoning Commission for review and recommendations as to its conformity with the General Plan for Urban Renewal and Urban Development, as well as the Comprehensive Plan for the development of the City of West Fargo as a whole; however, if the renewal or development plan relates only to the proposed development of industrial or commercial property, the City Commission is not required to submit the plan to the Planning and Zoning Commission unless the proposed development is not consistent with the City's Comprehensive Plan. The Planning and Zoning Commission shall submit its written recommendations with respect to the proposed renewal or development plan to the City Commission within thirty days after receipt of the plan for review. Upon receipt of the recommendations of the Planning and Zoning Commission, or if no recommendations are received within the thirty-day period, the City Commission may proceed with the hearing on the proposed renewal or development plan prescribed by subsection 3.
3. The City Commission shall hold a public hearing on a renewal or development plan or substantial modification of an approved plan, after public notice of the hearing is provided by publication in the official newspaper for the City. The notice must describe the time, date, place and purpose of the hearing, generally outline the renewal or development area covered by the Plan, and outline the general scope of the renewal or development project under consideration.

4. Following the hearing, the City Commission may approve a renewal or development plan if it finds that:
 - a. A feasible method exists for the location of families who will be displaced from the renewal or development area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to those families;
 - b. The renewal or development plan conforms to the General Plan for Urban Renewal and Urban Development and Comprehensive Plan of the City of West Fargo as a whole; and
 - c. The renewal or development plan will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the development, rehabilitation, or redevelopment of the renewal or development areas by private enterprise.
5. A renewal or development plan may be modified at any time; provided, that if modified after the lease or sale by the City of real property in the renewal or development project area, the modification is subject to the rights at law or in equity as a lessee or purchaser, or the lessee's or purchaser's successor or successors in interest, is entitled to assert. Any proposed modification which will substantially change the renewal or development plan as previously approved by the City Commission is subject to the requirements of this section, including the requirement of a public hearing, before it may be approved.
6. Upon the approval of a renewal or development plan by the City, the provisions of the plan governing the future use and building requirements applicable to the property by the plan control the future use of and building on the property.

The City can best address the specific conditions of properties and groups of properties, as well as the needs of the owners, through the preparation of renewal or development plans. By coordinating with agencies, intergovernmental cooperation, and understanding the needs and limitations of owners in the area, solutions can be developed to adequately address the blighting conditions of these areas. Urban renewal and urban development programs will create additional economic opportunity and revitalize the downtown and adjacent neighborhoods, which will increase the City's tax base, as well as strengthen the community as a whole.

HOUSING REVITALIZATION

Consistent with the preceding objectives, the City recognizes that housing conditions are central to the renewal and development of the areas identified in this General Plan. The City of West Fargo recognizes that strengthening neighborhoods and expanding housing choice are essential components of urban renewal and economic development. Consistent with the West Fargo 2.0 Comprehensive Plan, this General Plan incorporates targeted housing revitalization and infill strategies to address declining affordability, an aging housing stock in older neighborhoods,

shifting demographic needs (including the growing senior population and young families), and the desire for more diversified, walkable, and mixed-use housing options.

The Housing Revitalization Objectives described in this section are drawn directly from the Strengthen Neighborhoods and Expand Housing Choice chapter of the West Fargo 2.0 Comprehensive Plan, which was adopted by the City Commission following an extensive public engagement process.

Housing Revitalization Objectives

The following objectives, distilled from the Comprehensive Plan, should guide housing activities within the renewal and infill development areas identified in this Plan:

- Invest in older neighborhoods through rehabilitation of housing, infrastructure, and parks to create mixed-income, desirable places to live.
- Focus infill housing development, including multifamily and mixed-use residential, within identified mixed-use nodes and transitional areas along activity corridors where infrastructure and services already exist, while encouraging a mix of housing types and price points that serves households across a range of incomes.
- Diversify housing choices by supporting a mix of housing types (e.g., single-family, rowhouses, multifamily, accessory dwelling units, affordable, and reduced-unit-size) that serve all ages, incomes, and lifestyles.
- Support the growing senior population through age-in-place options and community assistance programs.
- Improve neighborhood and house design while keeping infrastructure and housing costs down, including promotion of pedestrian-friendly streetscapes and design standards that prioritize the character and livability of the public realm.
- Eliminate blighted or dilapidated residential structures and prevent recurrence of blight through rehabilitation, infill development, and strategic public incentives.

These objectives are intended to help implement housing policy contained in the West Fargo 2.0 Comprehensive Plan and support the broader goals of this General Plan, including preservation of property values, removal of environmental deficiencies, strengthening of the tax base, and provision of efficient land use.

Targeted Housing Revitalization and Infill Development Areas

Housing revitalization and infill development activities should be focused within priority areas consisting of two types:

- **Housing Revitalization Focus Areas** — The Core Urban Renewal/Urban Development Area (Figure 3) and surrounding older neighborhoods (predominantly located in areas north of I-94). These areas contain the City’s oldest housing stock, highest potential for blighting conditions, and opportunities for rehabilitation, maintenance improvements, and infill.
- **Infill, Mixed-Use, & Transit-Oriented Housing Opportunity Areas** — Mixed-use nodes, commercial-residential transitional areas, and transit corridors. These areas are identified for their potential to accommodate new construction and infill development that is consistent with the Comprehensive Plan (Figure 5).

The City should encourage housing reinvestment, maintenance, development, rehabilitation, and redevelopment in these priority areas in a manner consistent with the West Fargo 2.0 Comprehensive Plan, Zoning Ordinance, Subdivision Regulations, and Housing and Building Codes.

Housing Revitalization Techniques

The City may utilize the following techniques to support housing objectives identified by this General Plan.

- **Public Infrastructure Improvements:** Public infrastructure improvements, including sewer, water, storm sewer, streets, pedestrian facilities, and other essential public facilities and services, may be provided or funded to support housing development, rehabilitation, and infill within the priority areas, consistent with the techniques authorized elsewhere in this General Plan.
- **Clearance of Dilapidated Structures:** The City encourages the clearance of dilapidated or obsolete structures, including blighted residential buildings, to eliminate blighting conditions and prepare sites for new housing, rehabilitation, or redevelopment within the priority areas.
- **State and Federal Housing Programs:** The City should actively support and, where appropriate, sponsor or co-sponsor applications for Low-Income Housing Tax Credits, HOME Investment Partnerships funds, Community Development Block Grant funds, and other State and federal resources available to support affordable housing development and rehabilitation within the priority housing investment areas. In doing so, the City shall give careful consideration to the geographic distribution of subsidized housing investment to avoid further concentrating poverty in areas where low- and moderate-income households are already disproportionately represented. Proposed developments that would, in the City’s determination, contribute to an undue concentration of poverty shall be evaluated with particular scrutiny regardless of their location within the priority housing investment areas.

- **Public-Private Partnerships:** The City should seek to leverage public investment through partnerships with private developers, nonprofit housing organizations, and community development financial institutions to maximize the production and preservation of affordable housing within the priority housing investment areas.

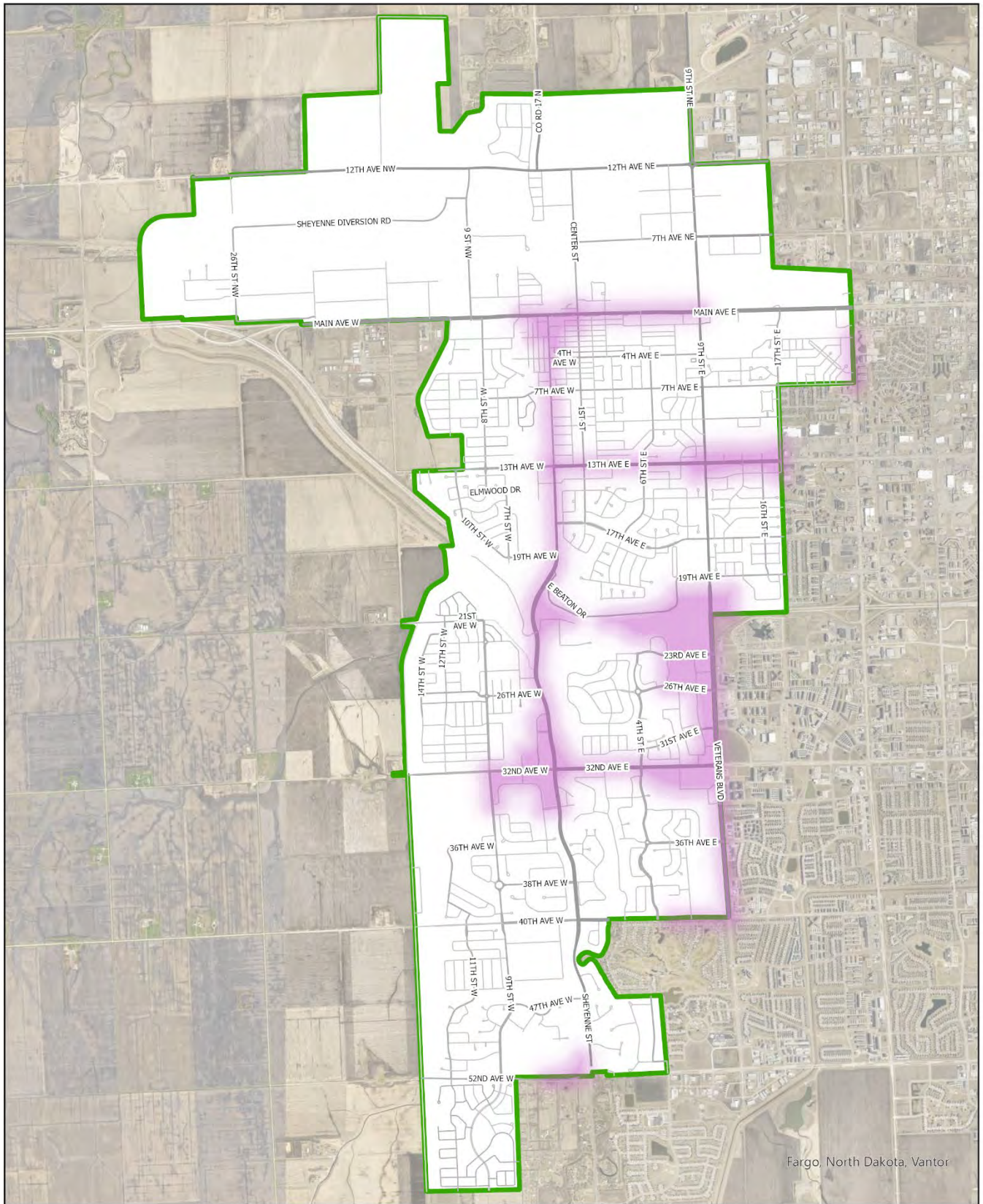
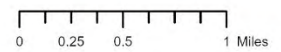


Figure 5: Infill, Mixed-Use, and Transit-Oriented Housing Opportunity Areas



GENERAL PLAN FOR URBAN RENEWAL AND URBAN DEVELOPMENT

Approved May 2018

The West Fargo General Plan for Urban Renewal and Urban Development was reviewed and approved by the West Fargo Planning and Zoning Commission on April 9, 2018.

WEST FARGO PLANNING AND ZONING COMMISSION

Tom McDougall - Chairman
Joe Kolb - Vice Chairman

Scott Diamond
David Gust
Shane Lebahn
Jana Reinke
April Walker

The West Fargo General Plan for Urban Renewal and Urban Development was adopted by the West Fargo City Commission on May 21, 2018.

WEST FARGO CITY COMMISSION

Rich Mattern, President
Duane Hanson
Mark Simmons
Mike Thorstad
Mark Wentz

WEST FARGO PLANNING DEPARTMENT STAFF

Larry M. Weil – Community Development Director
Tim Solberg- Planning Director
Lisa Sankey - Planner

Member Mike Thorstad introduced the following resolution and moved its adoption:

RESOLUTION APPROVING WEST FARGO GENERAL PLAN FOR
URBAN RENEWAL AND URBAN DEVELOPMENT

WHEREAS, the City of West Fargo is in the process of amending its West Fargo General Plan for Urban Renewal and Urban Development, which was adopted on May 17, 1993 and amended on November 29, 2004, October 13, 2008, August 3, 2015, and June 19, 2017; and

WHEREAS, the City has studied properties throughout the City and identified blighted areas which are potential redevelopment areas, as well as commercial and industrial areas which are intended for development; and

WHEREAS, development, rehabilitation, conservation, or redevelopment, or a combination thereof, of the area or properties is necessary in the interest of the public economy, health, safety, morals, or welfare of the residents of the municipality;

WHEREAS, the City Commission held a public hearing on May 21, 2018, concerning the approval of an updated West Fargo General Plan for Urban Renewal and Urban Development; and

WHEREAS, after reviewing the Plan, the City Commissioners of the City of West Fargo believe it is in the best interest of the City to adopt and approve the attached West Fargo General Plan for Urban Renewal and Urban Development.

NOW, THEREFORE, be it resolved by the City Commission of the City of West Fargo, North Dakota, that the attached West Fargo General Plan for Urban Renewal and Urban Development is hereby approved and adopted and that such plan supersedes all prior General Plans for Urban Renewal and Urban Development, which have been adopted by the City in the past.

APPROVED:

BY: 
President of the Board of City
Commissioners

ATTEST:


Tina Fisk, City Administrator

The motion for the adoption of the foregoing resolution was duly seconded by Commissioner Mark Simmons. On roll call vote, the following commissioners voted aye: Duane Hanson, Mark Simmons, Mike Thorstad and Rich Mattern. The following commissioners voted nay: None. The following commissioners were absent and not voting: Mark Wentz. The majority having voted aye, the motion carried and the resolution was duly adopted.

WEST FARGO GENERAL PLAN FOR URBAN RENEWAL AND URBAN DEVELOPMENT

INTRODUCTION

Recognizing the dangers of slums and blight as well as the need to create economic growth and development, the City of West Fargo has initiated a long-range program to foster positive change pursuant to the North Dakota Century Code Urban Renewal Law.

Consistent with the sound needs of the municipality as a whole, the primary objective of this plan is to stimulate, through the public actions and commitments specified herein, private investment in the development, rehabilitation or redevelopment of the renewal or development area by private enterprise.

It is the intent of the City's program to effectuate the following:

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2. To remove environmental deficiencies that deter development and inhibit rehabilitation or redevelopment of the renewal or development areas.
3. To eliminate substandard and obsolete buildings, blighting influences, and environmental deficiencies, which presently detract from the functional unity, aesthetic appearance, and economic well-being of the identified areas of the City, and to establish conditions which will prevent the recurrence of blight and blighting conditions.
4. To strengthen the economic well-being of the development and renewal areas and the City by increasing industrial and retail activity, taxable values, and job opportunities.
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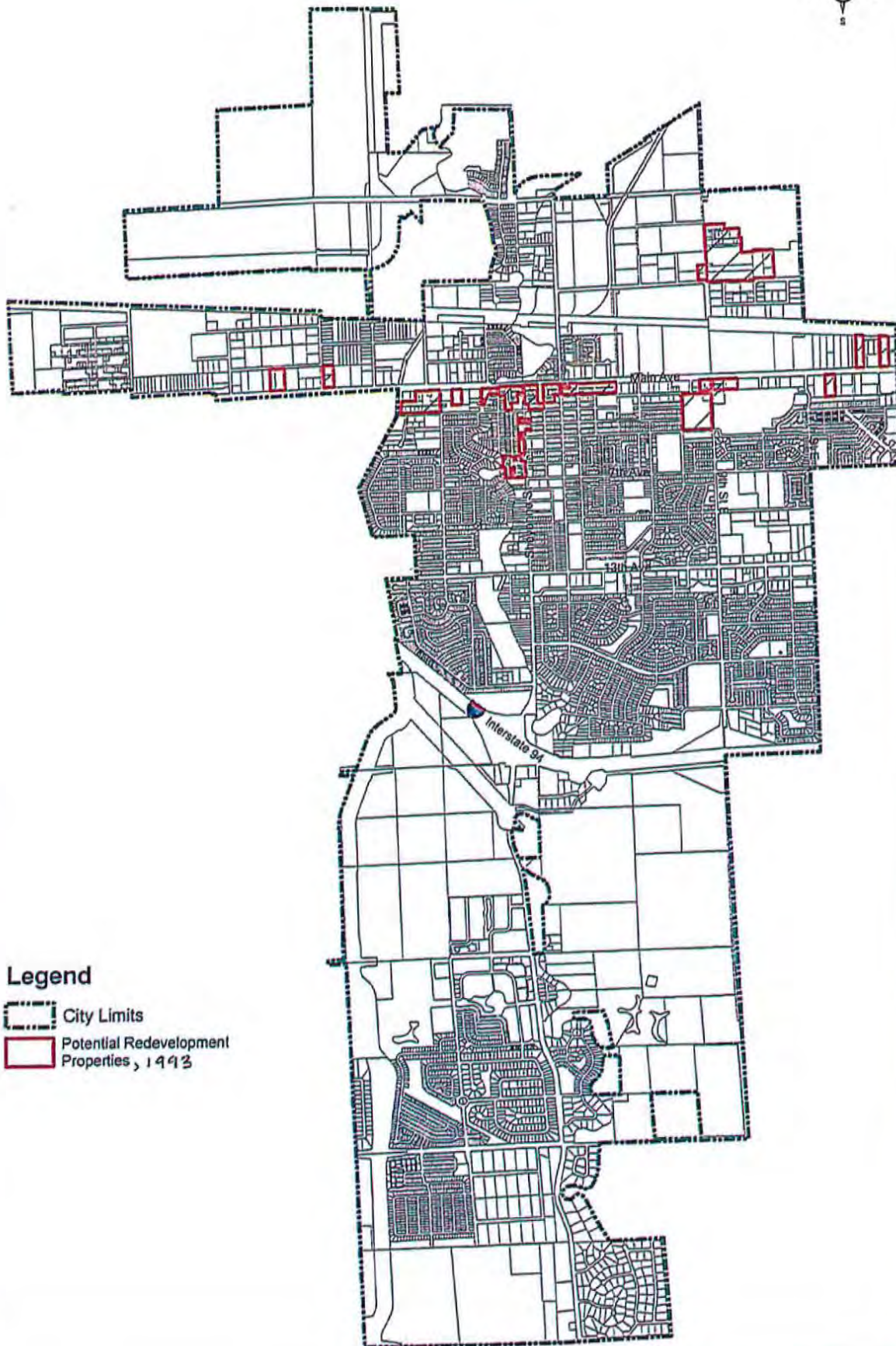
6. To provide for parcels of sufficient size to permit and attract economic and sound new development.
7. To provide efficient use of underutilized land.
8. To assure development of high standards in site planning, use compatibility, buildings, and creation of an environment that will promote new development in areas.
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10. To attract and retain businesses that do not damage the physical environment which is a social and economic burden to all.
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13. To provide for adequate public infrastructure improvements such as sewer, water, storm sewer, pedestrian facilities and streets conforming to good design and coordinated to facilitate development or redevelopment.
14. To provide for adequate project site improvements such as grading, drainage, landscaping, infrastructure, and other necessary site improvements.
15. To provide underground public and private utility services where practicable.
16. To provide for safe, efficient and attractive vehicular access to and circulation within the renewal and development areas.
17. To promote development or redevelopment which will be consistent with the City's Comprehensive Plan and ordinances.

DESCRIPTION OF URBAN RENEWAL AND URBAN DEVELOPMENT AREAS

A. Urban Renewal Area

Many of the areas in the City of West Fargo which have been identified as redevelopment areas for urban renewal were previously studied as part of the General Urban Renewal Plan of 1988 (Please refer to Figure 1) and were incorporated in the General Plan for Urban Renewal and Urban Development which was approved in May 1993. The Plan has been amended and approved on several occasions. The most recent amendment was in June 2017.

Figure 1



Legend

-  City Limits
-  Potential Redevelopment Properties, 1993

However, the parcels identified as potential redevelopment properties have not been evaluated for changes in conditions since 1993. These areas contain slums or blighting conditions, which have had negative effects on the City. Some of these areas, which are in commercial and industrial areas, would also be eligible as Urban Development areas. A number of different types of uses are present ranging from residential to commercial to industrial. Some redevelopment has already occurred naturally, though development has not realized full development potential. Redevelopment of these areas should be studied closely and promote only those uses, which are consistent with the City's Comprehensive Plan, Zoning Ordinance, Subdivision Regulations and Housing and Building Codes. The City should include within its work program a complete study of properties in the core area of the community to determine if structures are in good or standard condition, are deteriorating in condition and need structural improvements, or are in dilapidated condition and should be removed and the property redeveloped. The City should update the map of Potential Redevelopment Properties and develop strategies within a development/redevelopment plan to foster community support to address deteriorating conditions or redevelopment of the properties.

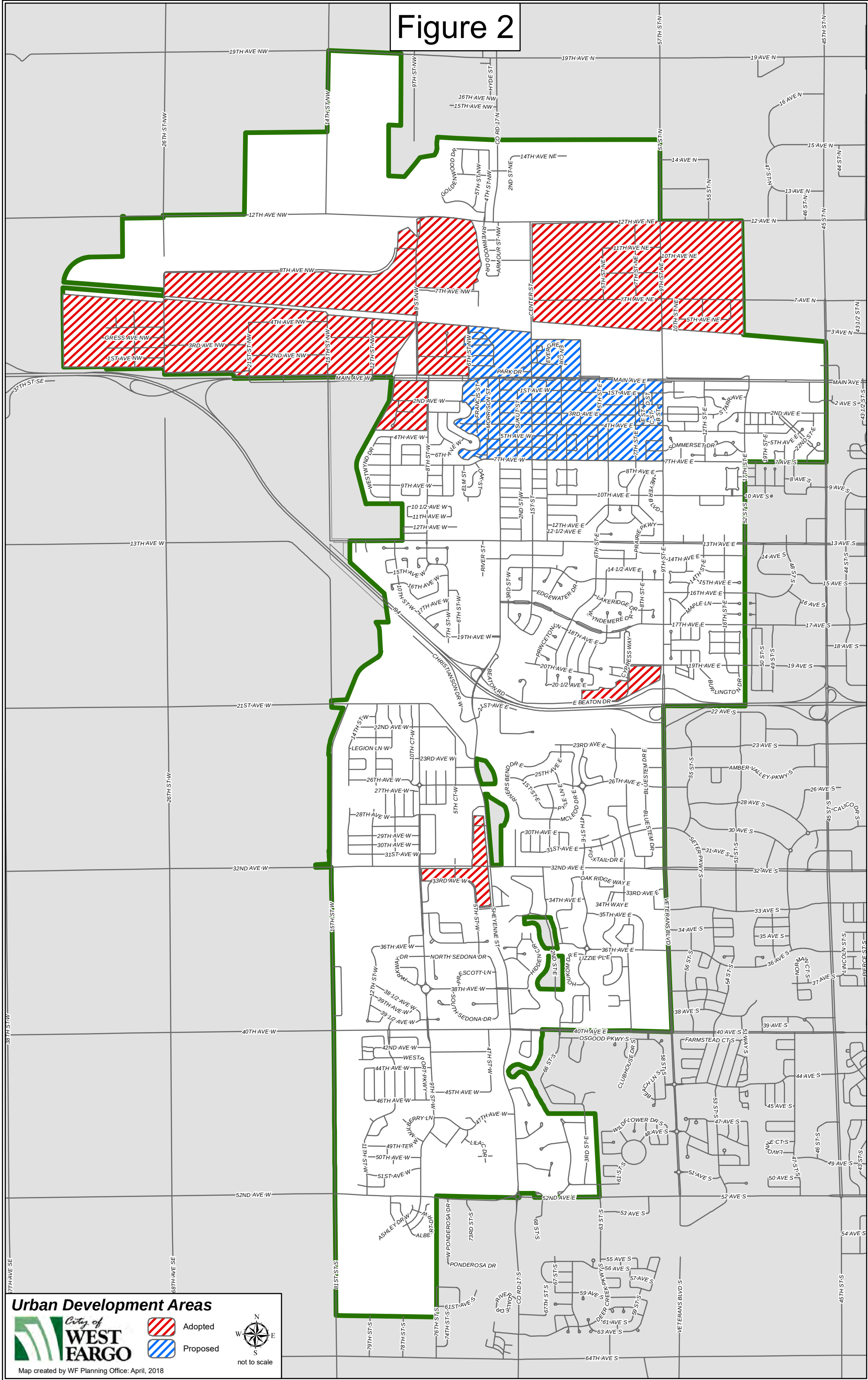
B. Urban Development Area

The areas identified as West Fargo's urban development areas are shown in Figure 2. The areas along West Main Avenue, as well as the northwest and northeast part of the City, are primarily intended for industrial uses; however, some of the areas are plagued by the lack of proper lot layout, inadequate or lack of streets, deteriorated and dilapidated structures, inadequate sewer and water services, inadequate drainage facilities, and some incompatible uses. Though many problems are evident, the areas are well suited for targeted industrial development. Platted lots and large unplatted tracts of land are available. Also, major street and railroad networks are in place.

The area along Interstate 94 and west of 9th Street East is intended for commercial and office uses. Most of the area has been platted and serviced since 2008 with little area remaining to be developed. With public involvement it is believed that private investment would be spurred effectuating positive change and increasing the City's tax base.

The proposed area at Sheyenne Street and 32nd Avenue is a commercial node for the City. The area has been slow to develop following platting a number of years ago. A few businesses in strip centers have been established, however several have struggled. Several applications have been received to change the City Comprehensive Plan's designated commercial land use on some properties to medium density residential. There has been some interest in providing a significant mixed-use development north of 32nd Avenue, which would complement an adjacent school hockey facility under construction and to spur additional development activity. The residents in surrounding residential

Figure 2



 Adopted

 Proposed



not to scale

developments would like to see additional commercial services offered in this area.

Development, rehabilitation or redevelopment activities within these areas should be in accordance to the City's Comprehensive Plan, Zoning Ordinance, Subdivision Regulations, Housing and Building Codes.

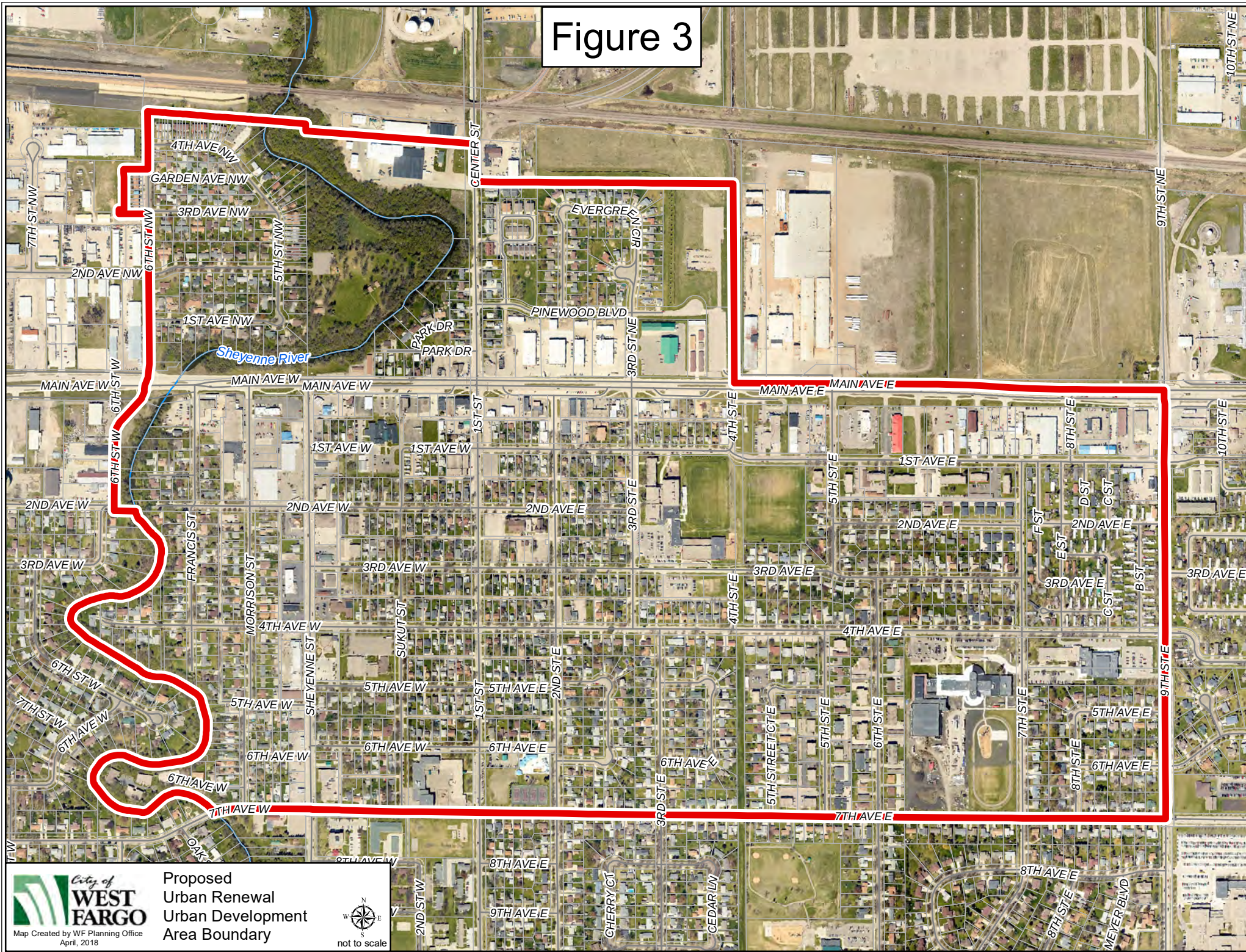
C. Urban Renewal/Urban Development Area

The area identified as the urban renewal/urban development area is shown on Figure 3. This area is rather complex as it comprises the community core for the City of West Fargo, so most of the development has been in place for quite some time. The properties along Sheyenne Street and Main Avenue are commercial in nature and make up what was the original downtown center for the City. Several studies have been completed which focus on revitalization of the area, as most of the structures are old and the property not utilized to its economic potential. Additionally, the area has been the impetus for establishing the Renaissance Zone, which provides tax incentives to improve the properties. Several properties have taken advantage of this incentive, though to adequately address the redevelopment needs, additional incentive programs are needed.

The community core is also made up of a number of blocks of small single family homes with some smaller apartment buildings mixed in close to the commercial areas. The area has a significant number of families and seniors that have low to moderate incomes. A number of the homes are dilapidated or blighted condition. Several housing rehabilitation projects have been completed over the years, which has extended the life of some of the homes. The City had included a number of residential blocks within the Renaissance Zone, however the type of incentives were not what was needed for the homeowners to support the needed investment in rehabilitating the homes. Homeowners did not utilize the Renaissance Zone program, so many of the blocks were removed from the Zone. Some of the blocks of homes near the commercial areas were identified in the late 1950s as redevelopment properties for commercial based on the condition and location of the structures. As a result the blocks were rezoned to commercial which made the single family homes nonconforming uses. The City will need to develop strategies to address the varying conditions and needs of residential homes. Many homes can be rehabilitated with minimal to no assistance, as homeowners have the means to do so. Education, encouragement and developing minimal maintenance codes may be considerations to address deteriorating or dilapidated housing conditions. Other homeowners will need more assistance to accomplish needed improvements.

The City is currently studying the properties in the community core, as the infrastructure has served beyond its life and is beginning to fail. Major investment in sewer, water, storm sewer and streets will need to be made in the next few years to maintain essential services, which will be burdensome for

Figure 3



young families and seniors with low to moderate incomes if the improvements are financed only through the use of special assessments. Added costs to homeowners to pay for infrastructure will only exacerbate housing conditions, as financial resources for making needed improvements will be greatly reduced. The City is collecting and analyzing information relating to the infrastructure. Additionally, the City is researching information pertaining to the demographics and income levels of the households in this area. Once we have a better understanding of the extent of infrastructure costs and replacement timing, as well as household financial capacity, the City will consider developing programs to assist those households in need.

COMPREHENSIVE PLAN/LAND USE PLAN

The City's 2008 Comprehensive Plan and its Land Use Plan with amendments through January 2018, is depicted on Figure 4. Land uses are categorized into Agricultural Preservation/Urban Reserve, Institutional/Community/School, Parks & Recreation, Rural Residential, Low Density Residential, Medium Density Residential, High Density Residential, Office Park, General Commercial, Light Industrial, General Industrial, and Utility/Transportation classifications.

The City is currently developing a new comprehensive plan, which is in the final draft form. The proposed comprehensive plan identifies the downtown and core area of the City as the Core-Retrofit Growth Sector on Figure 5, which includes a commercial service base and supporting residential development. New development, redevelopment, or the reuse of existing land and buildings is encouraged to better meet the local goal of achieving more walkable and bikeable corridors and a better-connected village core. Additional growth and development within West Fargo is most desirable within these areas due to the presence of existing infrastructure and proximity of services. The Plan envisions that most mixed-use development in the next decades will occur in this growth sector. Hearings on the Comprehensive Plan: West Fargo 2.0 have been scheduled for April and May 2018. Final adoption will take place following the hearings and consideration of public comments.

When establishing a development plan for a specific project, the City's Comprehensive Plan should be reviewed to insure development consistency with the Plan.

WORKABLE PROGRAM

The City of West Fargo hereby establishes the following workable program to carry out the statement of objectives as described in this General Plan:

1. The development of industrial or commercial properties;
2. The prevention of the spread of blight into areas of the City of West Fargo, which are free from blight through diligent enforcement of building, housing, zoning, and occupancy controls and standards;

Figure 4

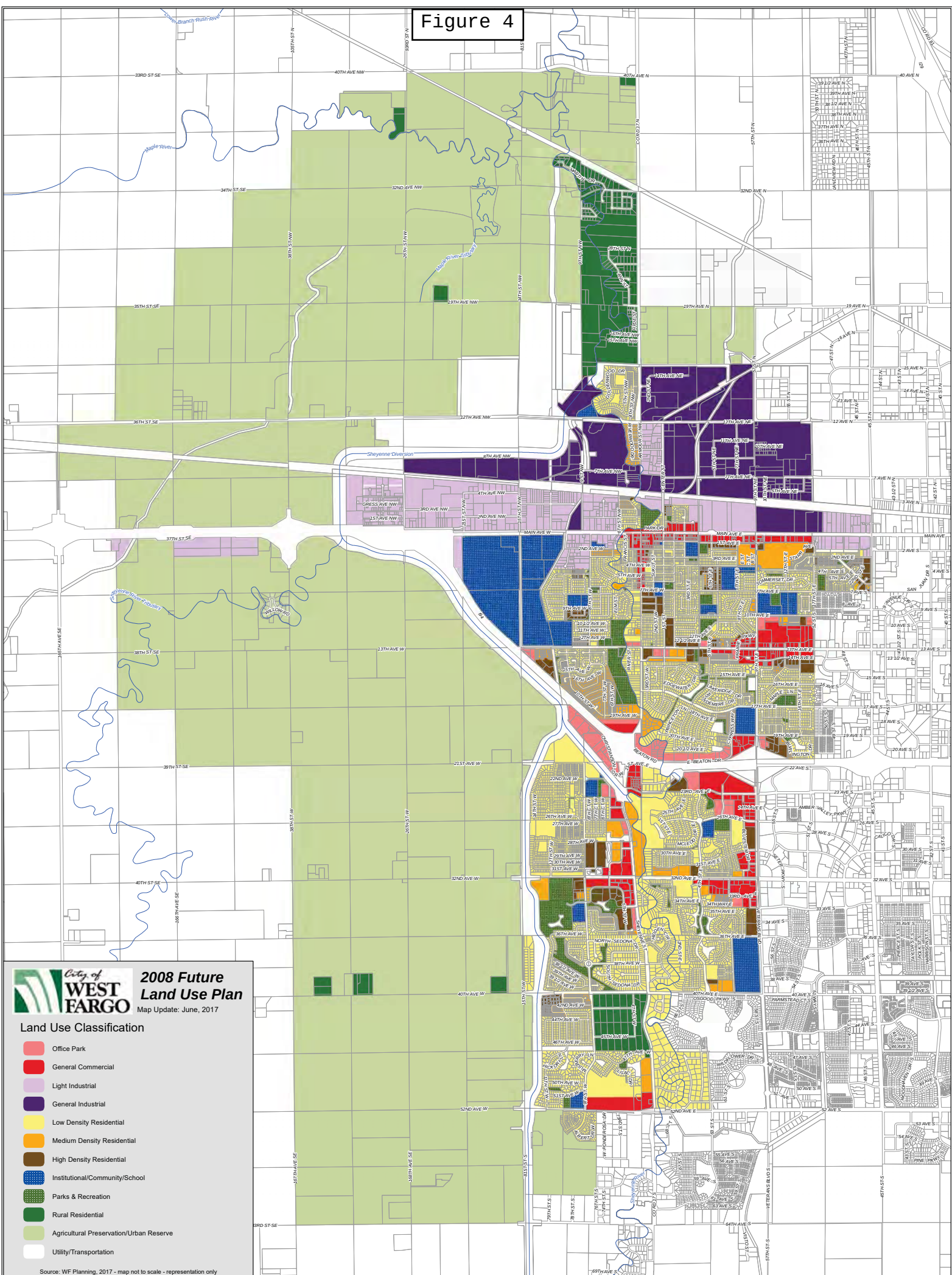
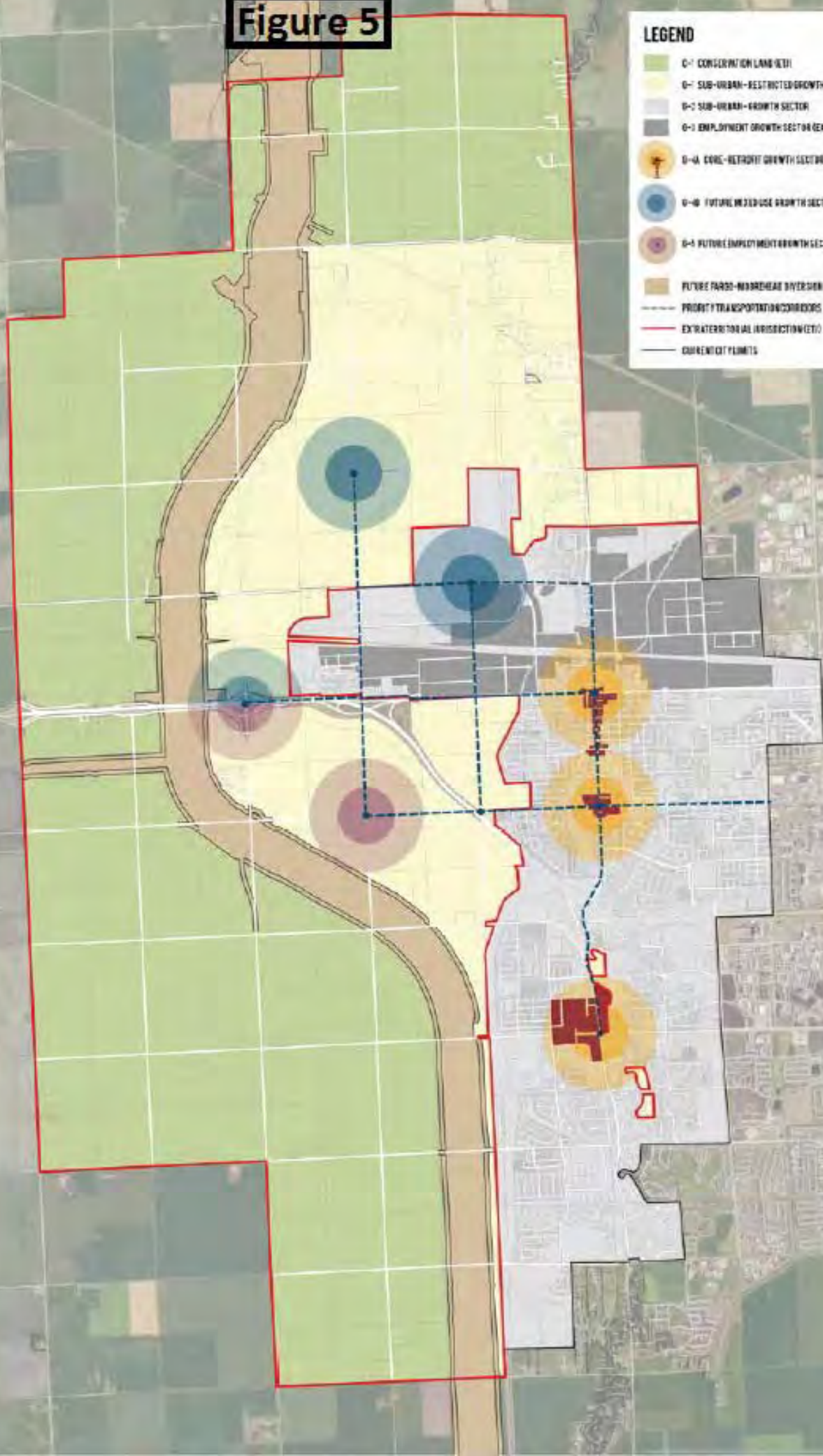


Figure 5

LEGEND

-  G-1 CONSERVATION LAND (CL)
-  G-2 SUB-URBAN-RESTRICTED GROWTH SECTOR (RGS)
-  G-3 SUB-URBAN-GROWTH SECTOR
-  G-4 EMPLOYMENT GROWTH SECTOR (EXISTING)
-  G-4A CORE-RETROFIT GROWTH SECTOR
-  G-4B FUTURE MIXED-USE GROWTH SECTOR
-  G-5 FUTURE EMPLOYMENT GROWTH SECTOR
-  FUTURE FARMS-WOODSHED DIVERSION
-  PRIORITY TRANSPORTATION CORRIDORS
-  EXTRAJURISDICTIONAL JURISDICTION (EJ)
-  CURRENT CITY LIMITS



3. The rehabilitation or conservation of slum and blighted areas or portions of those areas by replanning, removing congestion, providing parks, playgrounds, and other public improvements, by encouraging voluntary rehabilitation and by compelling the repair and rehabilitation of deteriorated or deteriorating structures; and
4. The clearance and redevelopment of slum areas or portions of those areas.

The workable program will utilize appropriate private and public resources, including those provided for in the North Dakota Century Code Urban Renewal Law.

URBAN RENEWAL AND URBAN DEVELOPMENT TECHNIQUES

Several techniques are proposed to accomplish the workable program for urban renewal and urban development areas. The identified techniques are as follows:

1. Land Acquisition

Property may be acquired in the urban renewal or urban development areas for private development and needed public facilities. Portions of some of the properties in these areas may be dedicated for street right-of-way.

2. Public Construction

Public construction is allowed to provide needed sewer, water, storm drainage and storm sewer, streets, and other essential public facilities and services.

3. Clearance

Removal of dilapidated or obsolete structures is allowed.

4. Site Preparation

Preparation of sites within the project area for private construction is allowed.

5. Tax Increment Financing

Tax Increment Financing will be used to provide funds for land acquisition, public construction, clearance, and site preparation over and above normal development costs. All or a portion of the Public Construction costs normally assessed to private development may be allowed under Tax Increment Financing. Those costs not provided for under Tax Increment Financing shall be paid through special assessments to the private development.

PREPARATION AND APPROVAL OF RENEWAL OR DEVELOPMENT PLANS

Prior to undertaking any renewal or development activity the City must first prepare a specific project plan utilizing the following guidelines:

1. Renewal or Development Plans may only be approved for areas which have been identified within the General Plan. These areas have been determined by resolution to be slum or blighted areas or consist of industrial or commercial properties, or a combination of these. The General Plan may be amended by resolution to include additional slum or blighted areas or industrial or commercial properties where appropriate. The City may not acquire real property for renewal or development project unless the City Commission approves the renewal or development plan in accordance with subsection 4.
2. The City may prepare or cause to be prepared a renewal or development plan, or any person or agency, public or private may submit a renewal or development plan to a City. Prior to its approval of a renewal or development plan, the City Commission shall submit the plan to the City Planning and Zoning Commission for review and recommendations as to its conformity with the General Plan for Urban Renewal and Urban Development, as well as the Comprehensive Plan for the development of the City of West Fargo as a whole; however, if the renewal or development plan relates only to the proposed development of industrial or commercial property, the City Commission is not required to submit the plan to the Planning and Zoning Commission unless the proposed development is not consistent with the City's Comprehensive Plan. The Planning and Zoning Commission shall submit its written recommendations with respect to the proposed renewal or development plan to the City Commission within thirty days after receipt of the plan for review. Upon receipt of the recommendations of the Planning and Zoning Commission, or if no recommendations are received within the thirty-day period, the City Commission may proceed with the hearing on the proposed renewal or development plan prescribed by subsection 3.
3. The City Commission shall hold a public hearing on a renewal or development plan or substantial modification of an approved plan, after public notice of the hearing is provided by publication in the official newspaper for the City. The notice must describe the time, date, place and purpose of the hearing, generally outline the renewal or development area covered by the Plan, and outline the general scope of the renewal or development project under consideration.
4. Following the hearing, the City Commission may approve a renewal or development plan if it finds that:
 - a. A feasible method exists for the location of families who will be displaced from the renewal or development area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to those families;

- b. The renewal or development plan conforms to the General Plan for Urban Renewal and Urban Development and Comprehensive Plan of the City of West Fargo as a whole; and
 - c. The renewal or development plan will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the development, rehabilitation, or redevelopment of the renewal or development areas by private enterprise.
5. A renewal or development plan may be modified at any time; provided, that if modified after the lease or sale by the City of real property in the renewal or development project area, the modification is subject to the rights at law or in equity as a lessee or purchaser, or the lessee's or purchaser's successor or successors in interest, is entitled to assert. Any proposed modification which will substantially change the renewal or development plan as previously approved by the City Commission is subject to the requirements of this section, including the requirement of a public hearing, before it may be approved.
6. Upon the approval of a renewal or development plan by the City, the provisions of the plan governing the future use and building requirements applicable to the property by the plan control the future use of and building on the property.

The City can best address the specific conditions of properties and groups of properties, as well as the needs of the owners, through the preparation of renewal or development plans. By coordinating with agencies, intergovernmental cooperation, and understanding the needs and limitations of owners in the area, solutions can be developed to adequately address the blighting conditions of these areas. Urban renewal and urban development programs will create additional economic opportunity and revitalize the downtown and adjacent neighborhoods, which will increase the City's tax base, as well as strengthen the community as a whole.