



Kindred Comprehensive and Transportation Plan

2025

Fargo-Moorhead Metropolitan Council of Governments

Resolution 2025-R030

Approval of Project 2024-228:
Kindred Comprehensive & Transportation Plan

WHEREAS, the Fargo-Moorhead Metropolitan Council of Governments (Metro COG) has been designated by the Governors of North Dakota and Minnesota as the Metropolitan Planning Organization (MPO) for the greater Fargo, North Dakota – Moorhead, Minnesota metropolitan area; and

WHEREAS, the North Dakota Department of Transportation (NDDOT), by agreement with the Minnesota Department of Transportation, is the lead agency in providing Federal Highway Administration (FHWA) Metropolitan Planning Funds (PL) and Federal Transit Administration (FTA) Section 5303 funds in a combined Consolidated Planning Grant (CPG); and

WHEREAS, Metro COG conducted a Qualifications Based Selection (QBS) process in which a consultant was selected to perform contractual work for Metro COG; and

WHEREAS, Metro COG entered into a contract with Bolton & Menk, Inc. (Consultant); and

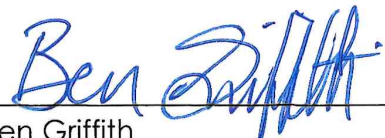
WHEREAS, the Consultant has successfully completed all elements of the scope of work as listed in the original contract scope of work.

NOW, THEREFORE, BE IT RESOLVED, that the Metro COG Policy Board approves the recommendation of the Transportation Technical Committee to approve Project 2024-228: Kindred Comprehensive & Transportation Plan, which includes all applicable comments by Metro COG's oversight agencies.

Approved this 21st day of August 2025.



Brad Olson
Metro COG Policy Board Vice Chair



Ben Griffith
Metro COG Policy Board Secretary

Acknowledgements

The 2025 Kindred Comprehensive and Transportation Plan (CTP) could not have been created without the dedication, insight, and support of local and regional representatives who served on the Project Management Team and the Study Review Committee:

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Study Consultants

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Community Profile



Historic Timeline

Early Settlements (1880s)

Pre-1880s: Before European settlers arrived, the area that is now Kindred was inhabited by various American Indian tribes, including the Sisseton, Wahpeton, and Yanktonai Dakota and the Red Lake, Pillager, and Pembina Ojibwe. The Métis, an indigenous culture created when early French and British fur traders married women from Ojibwe, Dakota, and other Indigenous peoples, was also present in the area.

Founding: Kindred was established when the Great Northern Railroad extended its tracks to the area. The town was named after William A. Kindred, a local businessman and mayor of Fargo.

Initial Settlers: Early settlers like Ole Hertsgaard and Ole Iverson arrived in the 1870s, attracted by the fertile land suitable for farming.

Growth and Incorporation (1880s - 1940s)

American Indian Decline: The collapse of the fur trade economy and the US-Dakota War of 1862 forced the Dakota and Ojibwe to cede much of their lands in eastern North Dakota. This opened the area to US settlement. Kindred was established in 1880 as European settlers arrived to the region.

Agricultural Hub: Kindred quickly became an agricultural hub, supporting the surrounding farming community. The establishment of a post office in 1881 marked the beginning of its formal development.

Community Development: Over the decades, the town grew steadily, with the construction of schools, churches, and businesses to support the local population.

Incorporation: Kindred was officially incorporated as a city in 1949, reflecting its growth and development as a community.

Modern Development (1950s - Present)

Population Growth: The population of Kindred has grown steadily over the years. From a small settlement, it has developed into a thriving community with a population of approximately 1,055 in 2024. The racial composition of Kindred in 2020 include 0.4% Native American, reflecting a small, but present, community within the town.

Modern Development: In recent decades, Kindred has evolved into a bedroom community for Fargo, benefiting from its proximity to the larger city. This has led to increased residential development and infrastructure improvements.

Community Services: The town has continued to develop its community services, including schools, parks, and recreational facilities, enhancing the quality of life for its residents.

Economic Development: While maintaining its agricultural roots, Kindred has also seen growth in local businesses and services, contributing to its economic stability.

Overall, Kindred's development has been characterized by steady growth, community-focused development, and a strong connection to its agricultural roots. The town continues to thrive as a close-knit community with a high quality of life.

History and Background

The area around Kindred, North Dakota has a deep history of American Indian presence. One Paleoindian site (the Rustad site) several miles southwest of Kindred shows evidence of Plano culture present 9,500 years ago. In more recent centuries, Dakota, Ojibwe, and Métis peoples had a strong presence. These tribes were known for their rich cultural traditions, food practices, and trade networks long before European settlers arrived. The land that Kindred now occupies was once part of the vast territories inhabited and utilized by these tribes for hunting, farming, and community life. Understanding this heritage is crucial to appreciating the full history of the region.

The incorporation of the City of Kindred dates back to its founding in 1880 when the Great Northern Railroad extended its tracks to the area. The town was named after William A. Kindred, a prominent businessman and later mayor of Fargo. The first settlers, including Ole Hertsgaard and Ole Iverson, scouted the land seeking fertile soil for farming and decided on Kindred's location for their new settlement. They were both instrumental in the establishment of the Kindred community.

A post office was established in Kindred in 1881, marking the beginning of its development as a community. The town was officially incorporated as a city in 1949. Throughout its history, Kindred has primarily served as an agricultural hub, supporting the surrounding farming community. Over the years, it has evolved into a bedroom community for Fargo, located about 25 miles to the southwest.

Kindred's population has grown steadily, reflecting its appeal as a small, close-knit community with a strong sense of identity. The town's motto, "Where Kindness is a Way of Life", underscores its welcoming and friendly atmosphere. Today, Kindred continues to balance its agricultural roots with modern development, offering a high quality of life for its residents.



Source: Cass County, ND



Source: Kindred Public Schools

“

Where Kindness is a Way of Life

City of Kindred Motto

Planning Process

The process for developing the Kindred Comprehensive and Transportation Plan involved several key steps:

01 Review Past Studies

Initially, existing studies and building permit data were reviewed to gather comprehensive background information. This helped in understanding the current state and future aspirations of the community.

02 Identify Issues via Steering Committee Workshops

A diverse group of community members from both the public and private sectors was assembled to form a Steering Review Committee. Their role was to guide the process and identify key opportunities and challenges while ensuring the process reflected the community's values and aspirations.

03 Public Survey with Questions Related to Specific Issues

Community input was collected, with topics targeted based on findings from prior studies and Steering Committee workshops. See Appendix A for more details.

04 Develop Vision, Goals and Mapping

Core components of the vision statement, plan goals, and community mapping were drafted based on feedback collected through workshops, digital tools, and public feedback.

05 Focus Interviews

Specific feedback from local employers, EMS, and developers was sought to refine the vision and plan goals and confirm their alignment with community values. See appendix A for more details.

06 Final Statement and Plan

When the Steering Committee reached consensus the materials were shared publicly online and at an open house for transparency and engagement. The Steering Committee ensured the final materials reflected community goals and values, while process ensured that the vision and plan were comprehensive, inclusive, and reflective of the community's collective aspirations.

“*To foster a kind, vibrant, and thriving community that leverages its strong sense of unity and small-town charm, while enhancing local amenities, infrastructure, and economic opportunities for all.*

City of Kindred Vision Statement

MetroCOG Data Insights

MetroCOG's **2050 Baseline Demographic Forecast** (November 2022) provides a regional context to this plan. The following findings highlight the anticipated changes and developments in the FM Metro area that are relevant to Kindred's growth. By focusing on these key areas, Kindred can effectively plan for and manage its future development with the regional context as reference.

1. Population Growth

The FM Metro area is projected to experience significant population growth. For Kindred, this means preparing for an influx of residents. This growth can lead to increased demand for housing, services, and infrastructure. Kindred will need to plan for sustainable development to accommodate this population increase while maintaining its community character.

Based on the 2050 Baseline Demographic Forecast for the Fargo-Moorhead metropolitan area, the population projections for Cass County, North Dakota, which includes Kindred, are as follows:

- **Most Likely Scenario:** The population of Cass County is projected to be 263,766 by 2050, with an annual growth rate of approximately 1.20%.

Kindred is projected to have a 2% growth rate in this scenario.

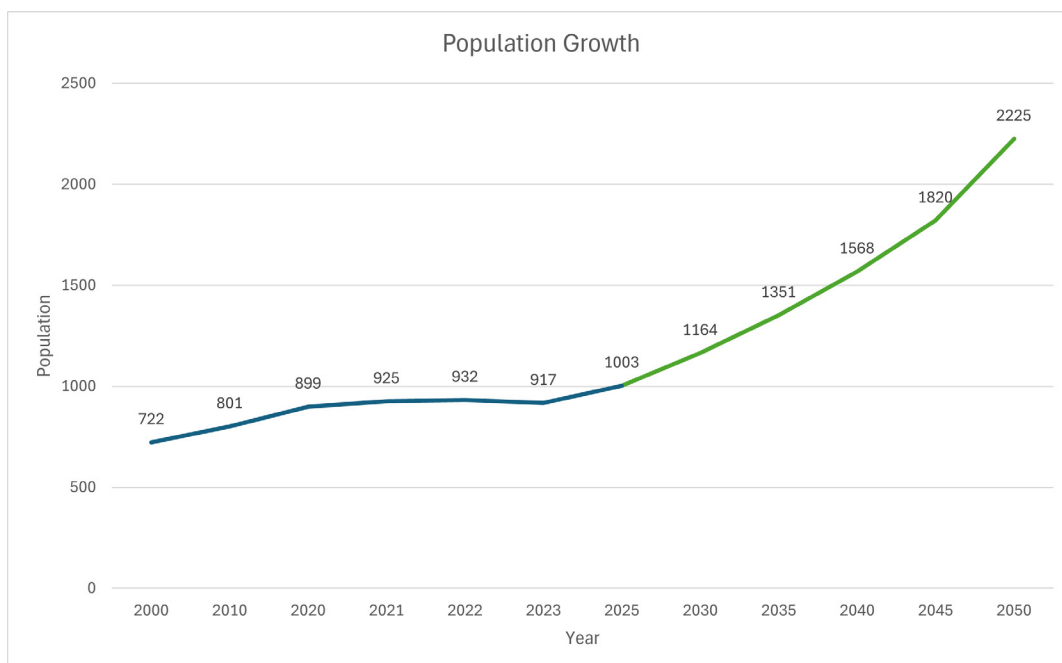
- **High Growth Scenario:** The population of Cass County is projected to be 290,692 by 2050, with an annual growth rate of approximately 1.53%. Kindred is projected to have a 2.6% growth rate in this scenario.

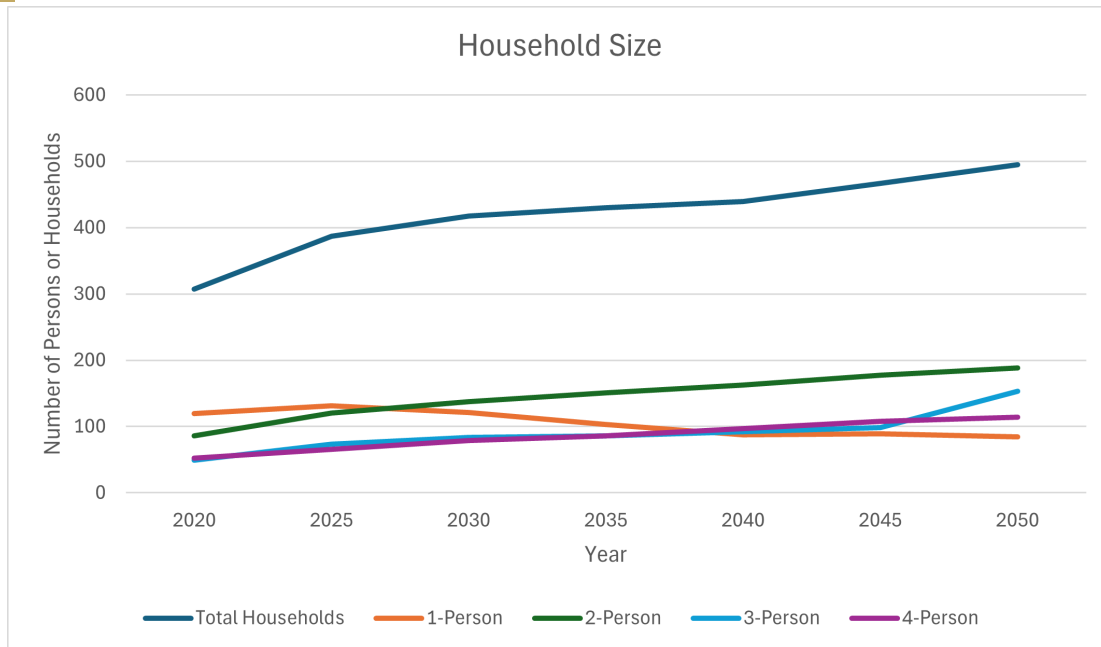
2. Age Distribution

The aging population in the FM Metro area suggests that Kindred will also see an increase in older residents. This demographic shift will require Kindred to enhance healthcare services, senior housing, and recreational facilities tailored to older adults. Planning for an aging population will be crucial to ensure that the needs of all residents are met.

3. Economic Development

Economic growth in the FM Metro area, driven by diverse industries, will likely spill over into Kindred. This presents opportunities for local businesses to thrive and for new businesses to establish themselves in Kindred. The city can capitalize on this by creating a business-friendly environment and investing in economic development initiatives.





4. Housing Demand

With the projected population increase, Kindred and the surrounding region will see a rise in housing demand, including both single-family homes and multi-family units. Ensuring that there is adequate housing supply to meet this demand may involve updating zoning laws, encouraging new developments, and ensuring affordable housing options.

5. Infrastructure Needs

The growing population will necessitate expanded infrastructure in Kindred, including transportation, utilities, and public services. Investments in these areas will be essential to support anticipated growth. Existing sewer and water infrastructure can handle a population of 1,600-1,700. Kindred will need to plan for infrastructure improvements to ensure they can handle increased usage and maintain quality services.

6. Employment Trends

Job opportunities in the FM Metro area are expected to expand, particularly in sectors like healthcare, education, and professional services. Kindred can benefit from this by attracting residents who work in these sectors but prefer to live in a smaller community. The city can also focus on developing

local employment opportunities to retain residents and attract new ones

7. Educational Facilities

The increase in population, especially among younger age groups, will necessitate the expansion of educational facilities in the Kindred region. This may include primary, secondary, and vocational or higher education institutions. Ensuring that educational facilities can accommodate the growing number of students to be vital for the city's development.

8. Quality of Life

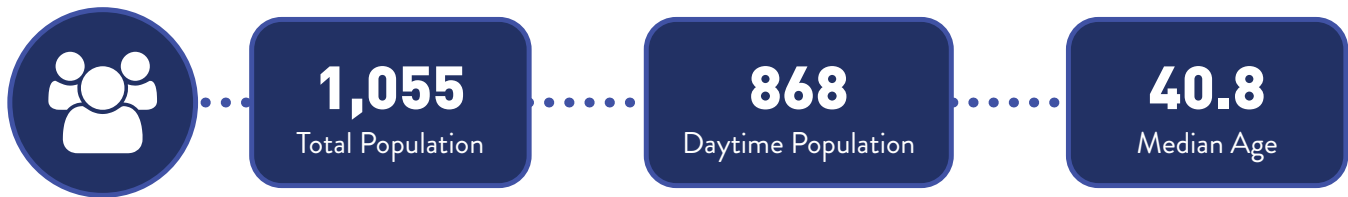
Maintaining a high quality of life will be crucial for Kindred's attractiveness as a place to live and work. This includes access to amenities, recreational opportunities, and a strong sense of community. Kindred can focus on enhancing these aspects to ensure that it remains an appealing destination for current and future residents.

Regionally, we can see that while both Cass County and Kindred will experience similar age distribution trends, the specific impacts and rates of change may vary based on local conditions and policies. Planning for these demographic shifts will be crucial for the future development and growth of Kindred.

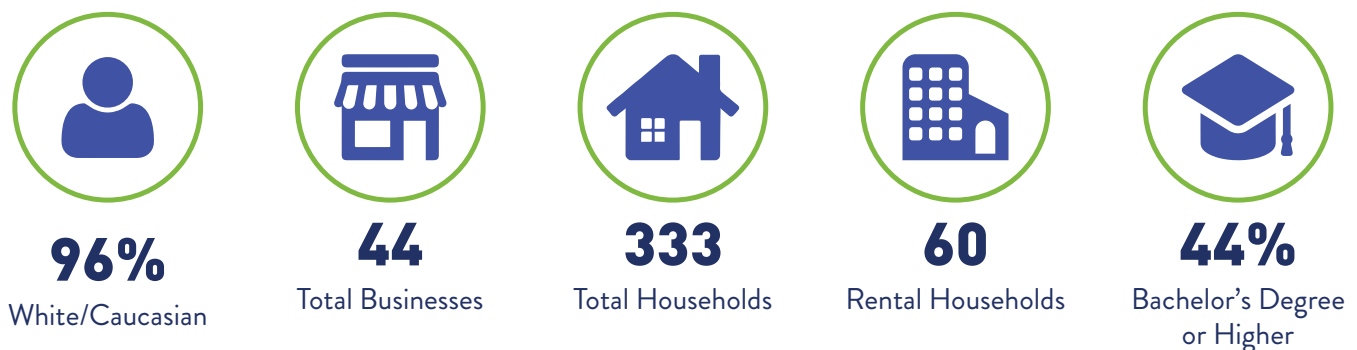
Demographic Profile

Kindred, North Dakota, is a small but steadily growing community. Over the past two decades, the city has seen consistent population growth, an increase in housing units, and a shift towards more owner-occupied homes. This profile provides a snapshot of the demographic and housing trends shaping Kindred today and in the near future.

POPULATION KEY FACTS:



COMMUNITY HIGHLIGHTS:



Source: This infographic contains data provided by Esri (2023, 2028), ACS (2017-2021), Esri-Data Axle (2023).

Population Growth

Kindred's population has been on a steady rise. From 722 residents in 2000, the population grew to 801 by 2010 and reached 889 by 2020. From 2020 to 2024, Kindred's population grew to 1,055, reflecting a significant increase of 13.44% over four years. The annual growth rate during this period has been around 3.03%.

Historical Growth Trends

Between 2000 and 2023, Kindred's population grew consistently for 17 out of 23 years, with an overall growth rate of 61.26%. The average annual growth rate over this period was approximately 2.66%. This matches the MetroCOG 2050 Baseline Demographic Forecast for High Growth scenario.

Demographics

The median age in Kindred has fluctuated over the years. In 2010, the median age was 37.7 years, which dropped to 32.7 years by 2020, suggesting an influx of younger residents or families. However, by 2023, the median age rose to 40.8 years and is projected to reach 43.6 years by 2028. This trend may indicate an aging population or a stabilization after the initial influx of younger residents.

The Diversity Index, which measures the probability that two people chosen at random will be from different racial or ethnic groups, has also seen changes. It increased from 7 in 2010 to 9 in 2020 and is projected to rise to 19 by 2028. While still relatively low, this increase suggests a gradual diversification of the community.

HOUSEHOLD KEY FACTS:



At Risk Populations

This data indicates that Kindred has a relatively small but growing population with a significant portion of its residents being older adults. The economic indicators suggest a relatively affluent community with high median household income and home values. However, there are still some households below the poverty level and a notable number of households with disabilities. The community is predominantly English-speaking with very few residents speaking other languages.

The high median household income (\$95,489) and median home value (\$431,651) suggest a relatively affluent community. This could attract businesses and services catering to higher-income residents. Despite the overall affluence, 7% of households are below the poverty level. Addressing economic disparities through affordable housing and social services will be important.

With an average household size of 2.78 and a growing population, there will be a need for more housing units. Planning for diverse housing options to accommodate different family sizes and income levels is crucial. Only one household is without a vehicle, indicating high car dependency. Future planning should consider public transportation options and infrastructure improvements to reduce this dependency.

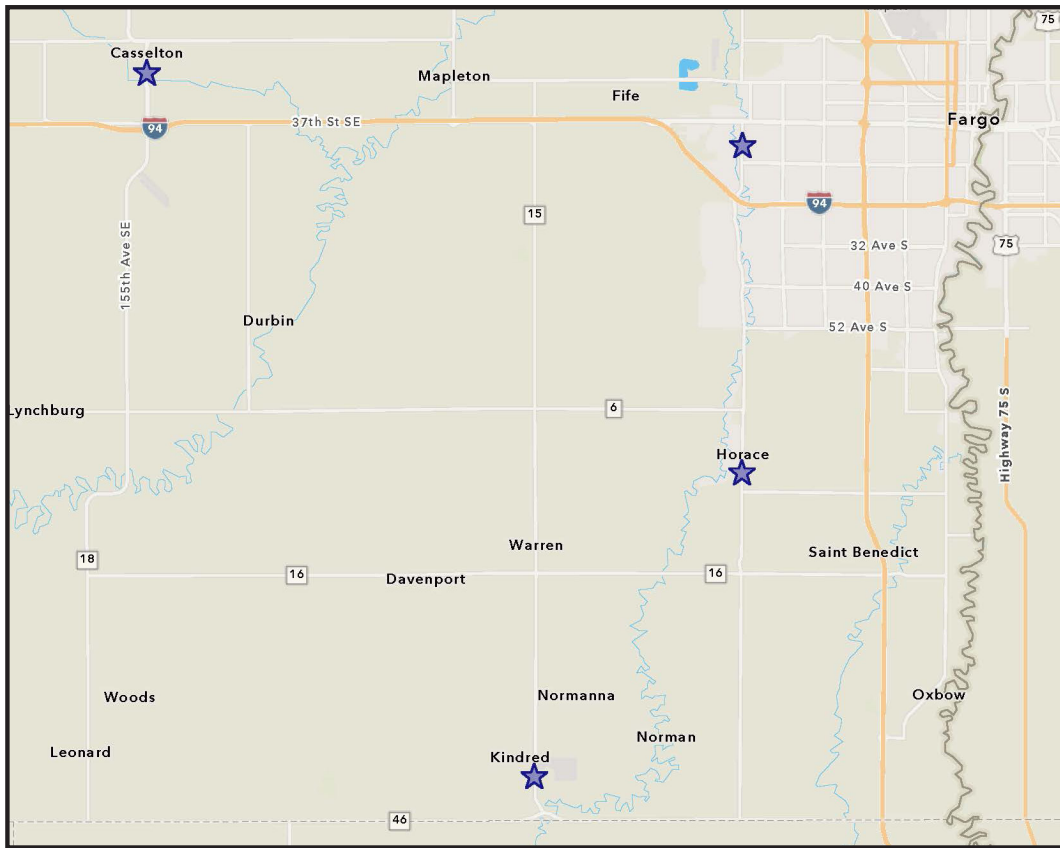
With 65 households having a disability, ensuring

accessibility and availability of healthcare and support services is vital. The significant number of older adults will require enhanced healthcare, senior living facilities, and community support programs.

The community is predominantly English-speaking with minimal linguistic diversity, so promoting cultural inclusivity and language services can enhance community cohesion. While providing recreational facilities and social activities for all age groups can improve the quality of life and attract new residents. Additionally, planning for parks and green spaces is important for maintaining a high quality of life, which is a key factor in attracting new residents.

Kindred, ND, is a community experiencing steady growth and development. With a rising population, increasing home values, and a high rate of homeownership, the city is well-positioned for continued prosperity. The demographic trends suggest a community that is becoming more diverse and slightly older, which may influence future planning and services. Overall, Kindred presents a picture of a thriving small city with a strong sense of community and stability.

Demographic Comparisons



	Kindred	Horace	West Fargo	Casselton
Population	1,055	6,441	40,901	2,470
Median Age	40.8 years	36.3 years	32.5 years	38.6 years
Median Household Income	\$95,489	\$146,184	\$96,929	\$65,068
Poverty Rate	7%	5.33%	6.80%	7%
Racial Composition	96.66% White	91.97% White	88.7% White	92.4% White
Household Size	2.78	2.79	2.55	2.61
Education (Residents with Bachelors Degree or Higher)	44.10%	42.90%	46%	37.80%
Median Home Value	\$431,651	\$478,333	\$336,211	\$368,851
Annual Growth Rates	3.03%	11.79%	4.03%	5.77%

Source: This infographic contains data provided by Esri (2024, 2029), ACS (2018-2022), Esri-Data Axle (2024), and MetroCOG.

Key Points of Comparison

Comparisons to nearby cities of various sizes can help in understanding the demographic and economic landscape of Kindred.

Population Size: West Fargo is significantly larger than the other towns, followed by Horace, Casselton, and Kindred.

Median Age: Kindred has the oldest median age, indicating a larger senior population, while West Fargo has the youngest median age.

Income: Horace has the highest median household income, suggesting a more affluent community compared to the others.

Diversity: West Fargo is the most diverse, with notable percentages of Black, Asian, and Hispanic residents, while Kindred is less diverse.

Education: West Fargo and Kindred have higher percentages of residents with higher education degrees compared to Horace and Casselton.

Housing: Kindred and Horace have higher median home values, indicating potentially higher living costs compared to West Fargo and Casselton.

Growth: Kindred, ND, has experienced steady growth at 3.03% annually, indicating consistent development. Horace, ND, has seen rapid growth at 11.79% annually, showing significant expansion and population influx. West Fargo, ND, has had significant growth at 4.03% annually, reflecting increasing appeal and development.



Economic Development



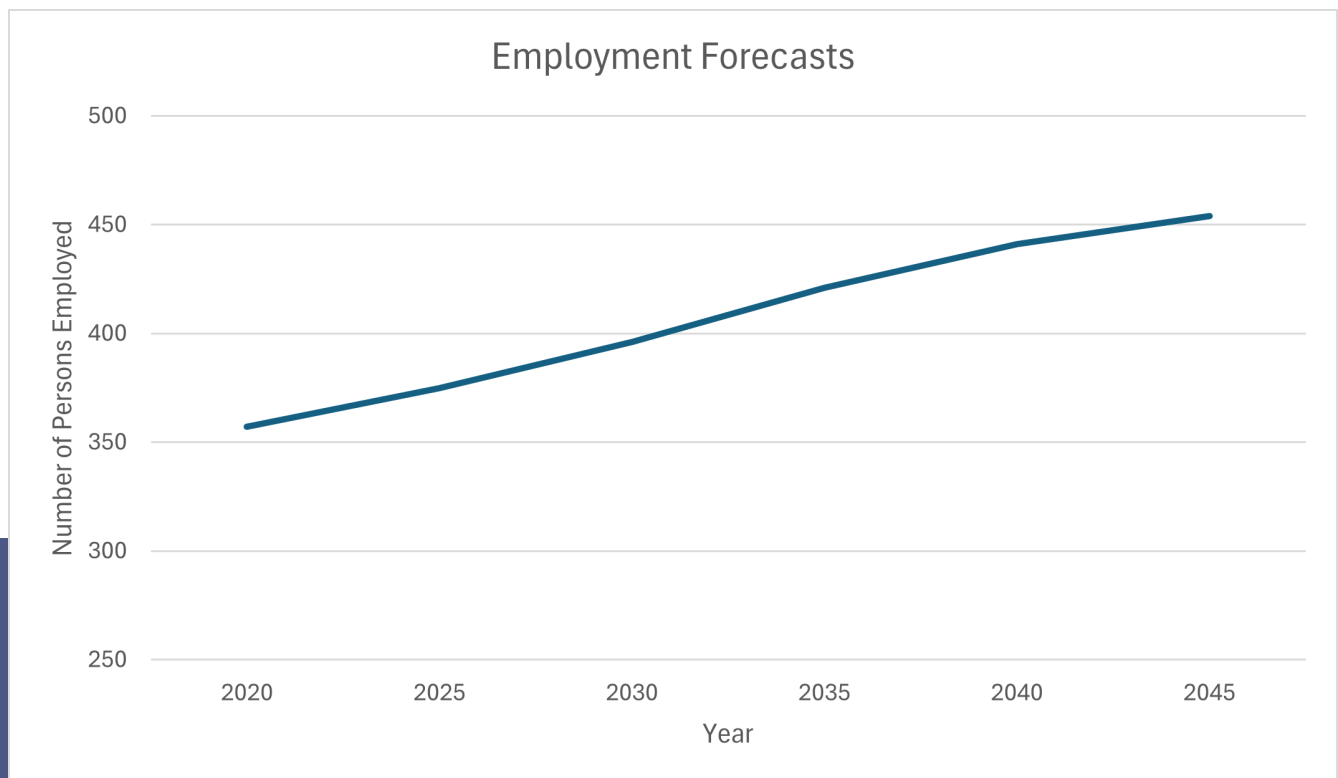
Employment

There are approximately 436 employees in Kindred. This labor force is highly educated, reflecting 44 percent of the population having obtained at least a Bachelor's degree. Nearly two-thirds of the population are employed in white collar positions (63.4 percent) and another quarter of the population employed in blue collar positions.

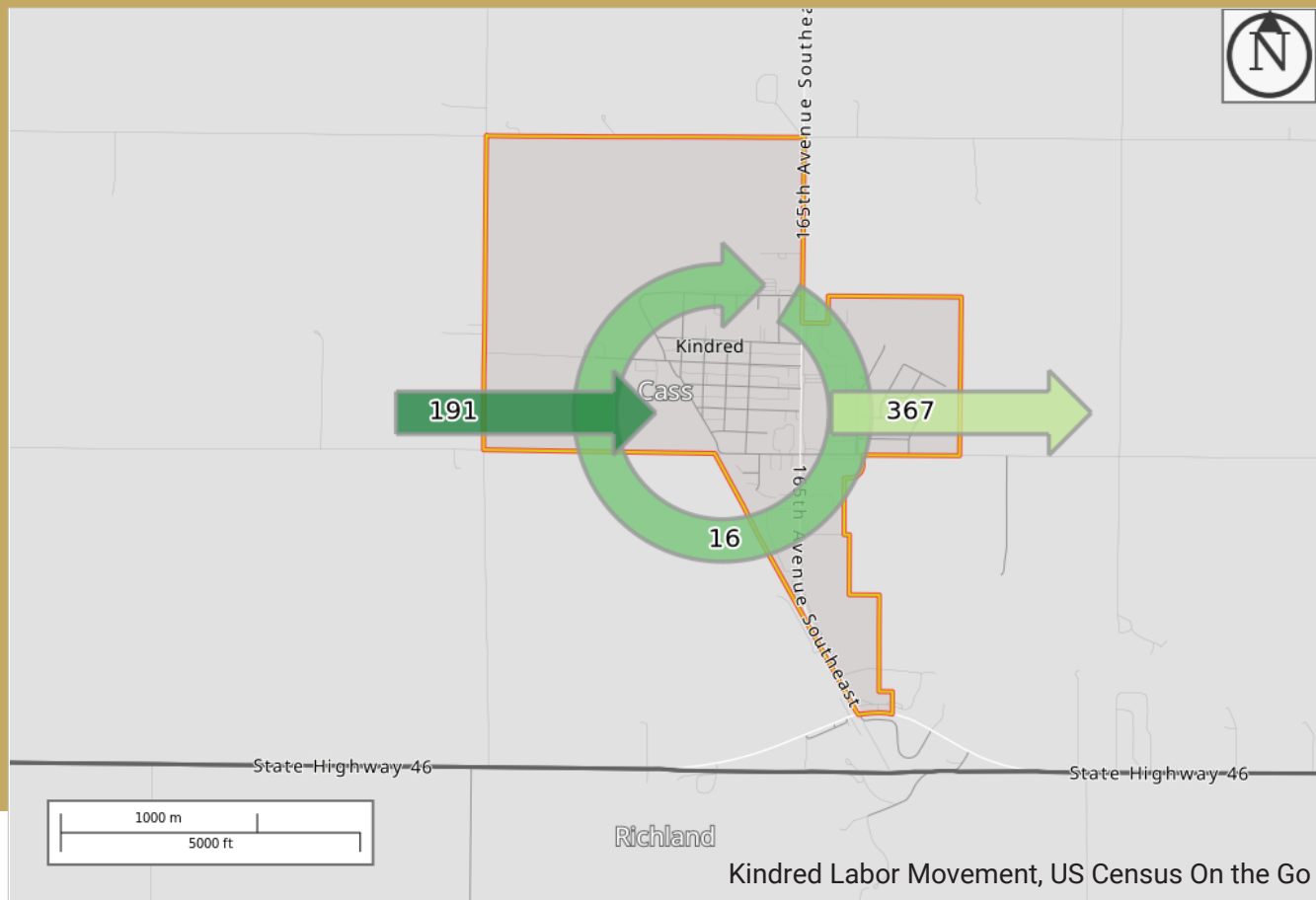
Working-age residents are 16-64 years old, which accounts for over 60 percent of Kindred's population. Despite Kindred's anticipated population growth, it is anticipated that the population will remain at approximately 60 percent working-age. This is primarily due to the expected growth of adults over 65 years old.

Employment in Kindred is tight, with an unemployment rate of 1.4 percent. An unemployment rate between 3-5 percent is generally considered healthy. The largest opportunities for labor force is with people over the age of 55 (6 percent unemployment) and people between 16-24 years old (4.7 percent unemployment).

High educational attainment and low unemployment rate in Kindred suggests a highly skilled, hard-working labor force.



Labor Movement and Commuting Patterns



Due to the proximity of the Fargo-Moorhead metropolitan area, Kindred is conveniently located to provide a small-town quality of life with the convenience of a large range of employment opportunities. This pattern appears in the labor movement and commuting patterns of Kindred residents.

According to Census OnTheMap, the majority of residents commute outside of Kindred for employment. At the same time, nearly 200 people work in Kindred that don't live in the city. While all cities naturally experience inflow and outflow of labor, this movement of labor suggests opportunity for expansion of business in Kindred that could capitalize on recruiting more residents who want to work closer to home

This pattern of labor outflow is further identified in the commuting patterns of residents. Nearly 30 percent of employees commute 30-34 minutes for work, while 18 percent commute less than 5 minutes. A 20 minute commute or less is generally considered ideal for employees. Business expansion and recruitment would provide additional opportunities for residents to decrease their commute times, contributing to an improved quality of life. Additionally, maintaining quality broadband internet access provides opportunities for residents to work from home part-time or full-time. This is particularly advantageous for a workforce that is predominately employed in white-collar positions.

Industry



Source: American Ag Network



Since its inception, Kindred has served the region as an agricultural hub. Currently, about 44 businesses are located in Kindred. As maintained on the city's website, these businesses range from agricultural mainstays like CHS Dakota Ag Cooperative to child care centers and local restaurants.

According to MetroCOG employment projections, trade, transportation, and utilities is the top employment sector, followed by educational and health services, then professional and business services. It is anticipated that the fastest growing industries by employment will be natural resources and mining, education and health services, and construction.

These businesses are further supported by community organizations that work to build community, such as the Kindred Area Arts Partnership. Strategic partnerships between businesses and the Kindred Public School provide workforce development opportunities.

Regional partnerships can further support Kindred's business retention and expansion efforts, which have been limited to-date. These partners include the Greater Fargo-Moorhead Economic Development Corporation (GFMEDC) and the North Dakota Small Business Development Center (ND SBDC). For more financial tools and incentives for businesses, see the implementation chapter.

According to the 2024 Kindred Comprehensive and Transportation Plan Phase One Public Survey, retail stores, restaurants, healthcare facilities, and recreation/entertainment were the top four types of businesses desired by respondents. Respondents also agree that Downtown Kindred should be maintained as the primary commercial area. Beautification and business attraction are opportunities for improvement.

Wages and Spending Habits

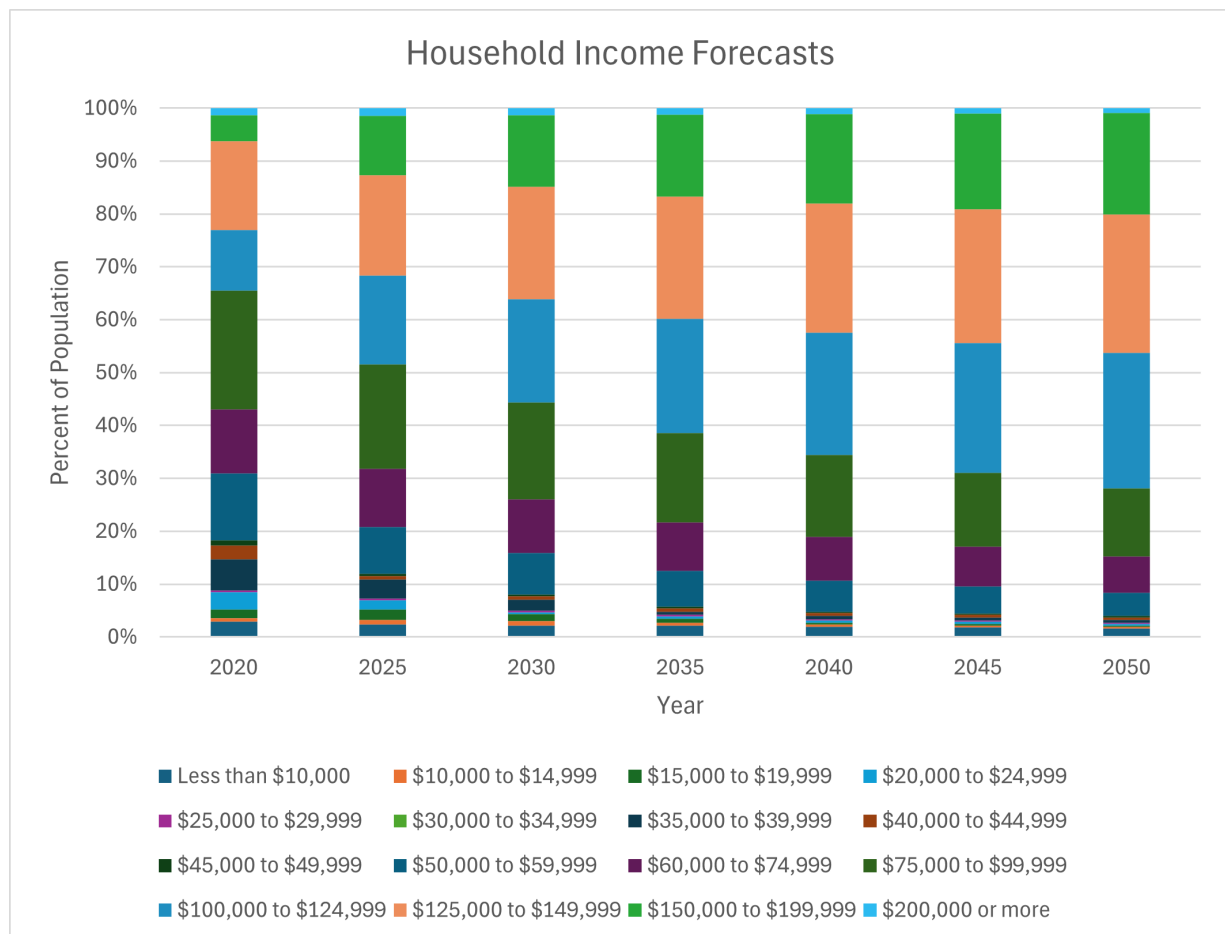
The median wage in Kindred is about \$44,126 annually. This approximately aligns with the median household income, assuming the median household includes two income earners.

A higher household income provides opportunity for more consumer spending on average. After spending on needs such as shelter, healthcare, and food at home, the average household spends the most on entertainment and food away from home annually.

The Spending Potential Index represents consumer spending in the area relative to a national average of 100. In all consumer spending categories, Kindred scores above 100, indicating higher consumer

spending than the national average. The highest Spending Potential Index in Kindred is in the category of Support Payments/Cash Contributions/Gifts in Kind. The community-minded nature of Kindred is a foundational component of residents throughout the city - including in their spending habits.

As Kindred continues to grow in population, it is anticipated that the average household income will also continue to grow. This primes the city to be able to confidentially pursue business recruitment and expansion, not only of large employers with good wages, but of small businesses that provide goods, services, and entertainment that residents desire.



Economic Development Goals and Strategies

Goal 2.1: Increase Average Wages

Strategies:

- A. Attract High-Paying Industries: Focus on attracting industries that offer higher wages, such as technology, healthcare, and finance.
- B. Workforce Development Programs: Implement training and education programs to enhance the skills of the local workforce, making them more competitive for higher-paying jobs.
- C. Incentives for Businesses: Provide tax incentives and grants to businesses that commit to paying above-average wages.

Goal 2.2: Improve Employment Projections

Strategies:

- A. Collaborate with Regional Partners: Work closely with regional partners such as MetroCOG, Cass County, and GFMEDC to collaborate and align local needs with regional efforts.
- B. Support Small Businesses: Offer support and resources to small businesses to help them grow and create more jobs through partners such as GFMEDC and ND SBDC.
- C. Enhance Infrastructure: Invest in infrastructure improvements to attract new businesses and support existing ones, thereby boosting employment opportunities.

Goal 2.3: Foster Sustainable Economic Growth

Strategies:

- A. Promote Local Businesses: Encourage residents to support local businesses through marketing campaigns and community events.
- B. Diversify the Economy: Develop strategies to diversify the local economy, reducing dependence on any single industry.
- C. Environmental Sustainability: Implement policies that promote environmentally sustainable practices among businesses, ensuring long-term economic health.



Land Use



Current Land Use

Overview

A thoughtful land use plan provides a municipality with a vision to guide future growth that has taken into consideration existing conditions, stakeholder feedback, and public input. The goal of a land use plan and regulations is to support compatible, efficient, and orderly development within the context of the municipality.

With consideration of the existing conditions, goals, and input from the other chapters within the Kindred Comprehensive and Transportation Plan, this chapter considers the current land use map as the starting point for the planning process. The future land use map is established to guide growth within city limits while also considering future land use within its extraterritorial boundary. Prioritizing development within city limits before considering annexation of extraterritorial area aligns with the City's goal of providing quality services and infrastructure to orderly development.

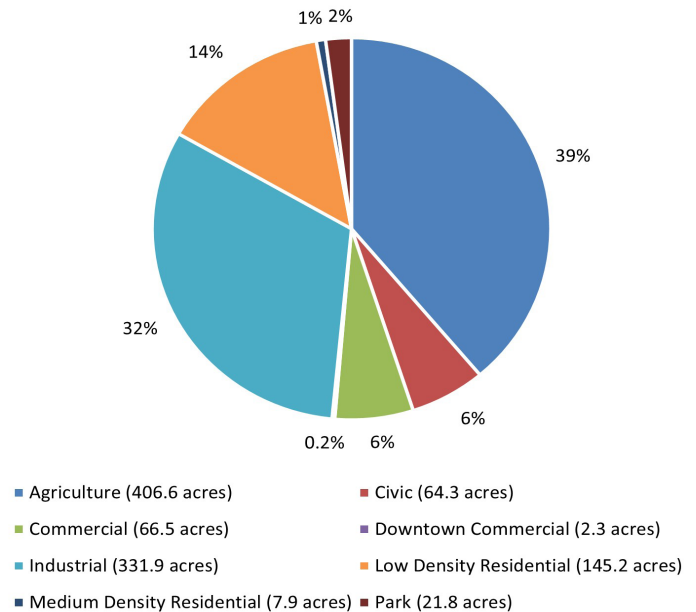
Current Land Use

The City of Kindred includes approximately 1,046 acres. The City's half-mile extraterritorial jurisdiction is an additional approximate 2,571 acres.

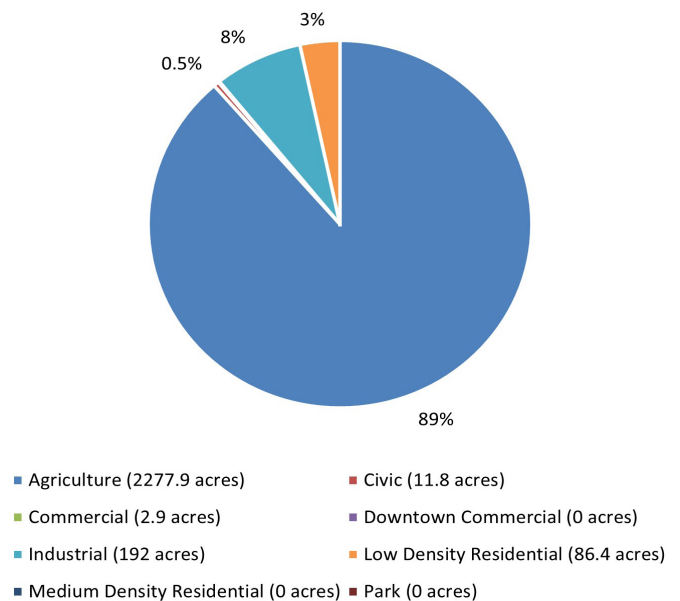
In the 1999 Comprehensive Plan, the Land Use Pattern Map showed 7 land use categories, similar to the 2025 update. The City of Kindred has continued its pattern of compact land use. Since the adoption of the previous comprehensive plan, residential development and the development of the Kindred middle school and high school have been the most substantial land use changes. The makeup of existing land uses are displayed in the pie charts to the right.



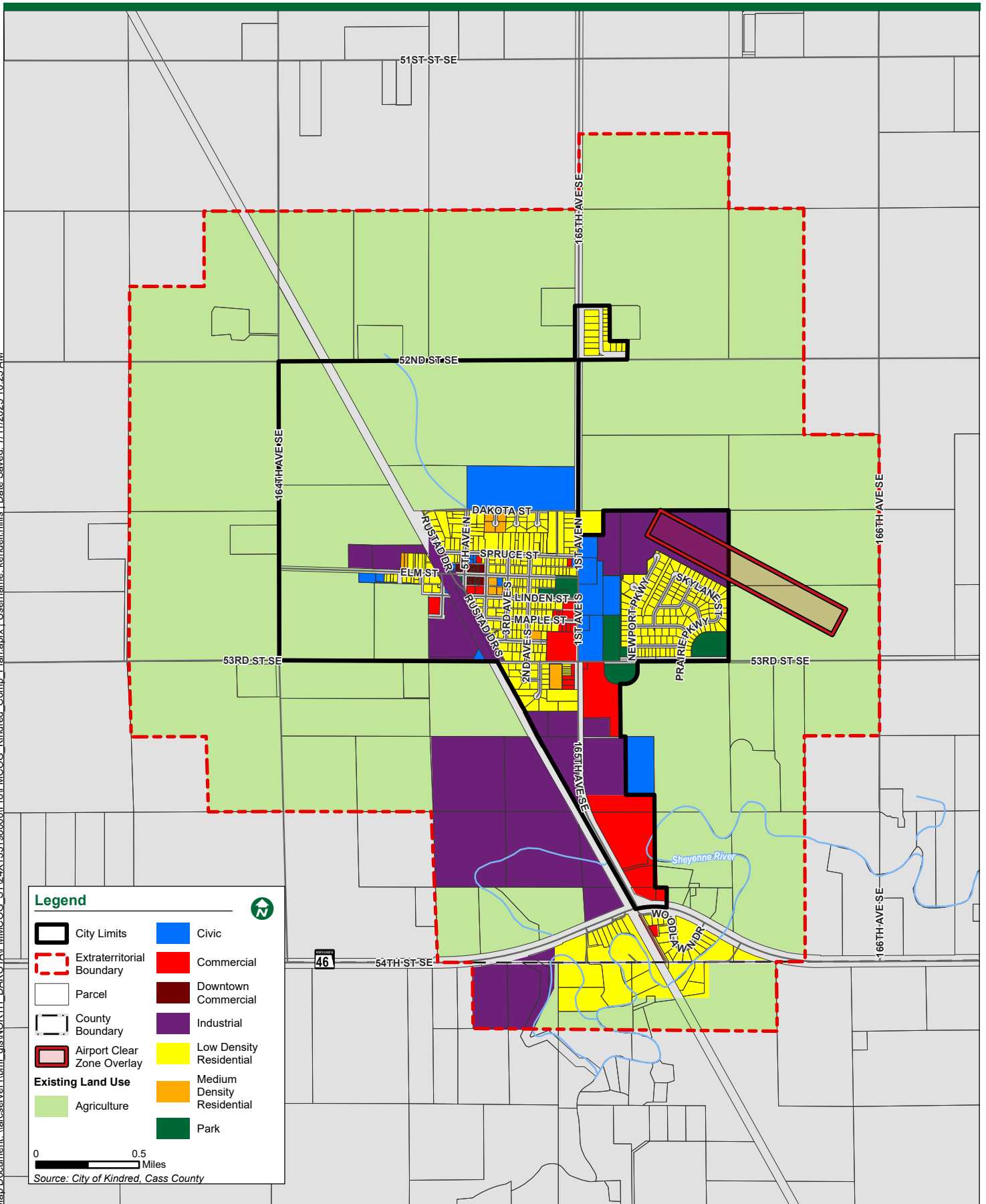
Existing Land Use within City Limits by Acreage



Existing Land Use of Extraterritorial Area by Acreage



Map Document: \\larcserver1\larcgis\GIS\NORTH_DAKOTA\FMCMCOG_ST24X135198000\Proj\FMCMCOG_Kindred_Comp_Plan.aprx | Username: kendell.hillis | Date Saved: 7/11/2025 10:25 AM



Public Feedback

Throughout the comprehensive planning process, several themes were heard from stakeholders and residents about land use:

- Balance growth with retaining community character. Kindred residents value the small-town nature of the city. Many concerns were expressed that continued growth would conflict with the city's existing community character. Residents appreciate quality public services, especially the public school, and do not want to see those resources strained with future growth.
- Consider transportation system conflicts with future land use. Several transportation segments and intersections were mentioned as potential conflicts for future growth. All transportation types present in the city – roadways, trails, railroads, and airports – must be considered when planning for future land use. Balancing the appropriate location for future land use types while planning for some transportation system improvements is important.
- Preserve parks and open spaces. Kindred residents, young and old, love their parks. Future growth should consider provision of adequate open space to maintain accessible park space for all. Some desire to explore how the river on the south side of town could be further leveraged as a public park was expressed.



Future Land Use

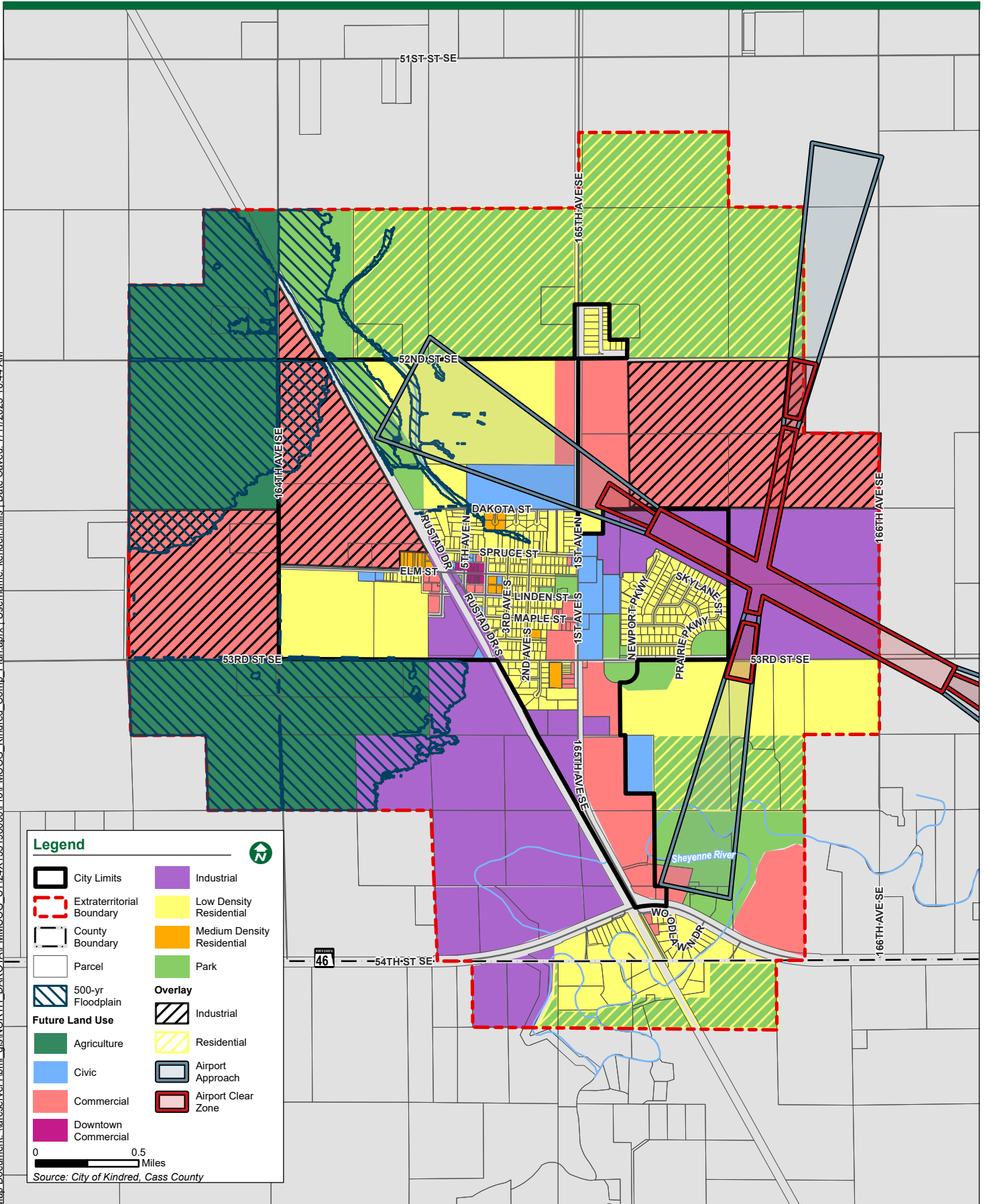
Kindred's Future Land Use establishes the vision for future growth in the City of Kindred. The Future Land Use Map does not indicate an immediate change to zoning of property in Kindred. In this comprehensive planning process, future land use is being used to signal what potential zoning changes could occur over time after the adoption of this plan and zoning code updates. Thus, the existing zoning will remain unchanged until a property owner or developer applies for a rezoning amendment. When these requests are made, though, they must be consistent with the city's future land use map and plans.

Due to the current growth rate of Kindred's population, it is anticipated that annexation of land within the extraterritorial jurisdiction boundary may be necessary. Whenever land is annexed into the City of Kindred, it is initially zoned Agriculture. However, as detailed in the future land use map, some areas within the extraterritorial jurisdiction boundary are guided for flexible future land use – indicating overlays in addition to land use. This design was intentional to provide the planning commission and city council with flexibility to consider the most appropriate zoning once orderly growth reaches these areas.

Future land use categories include the following:

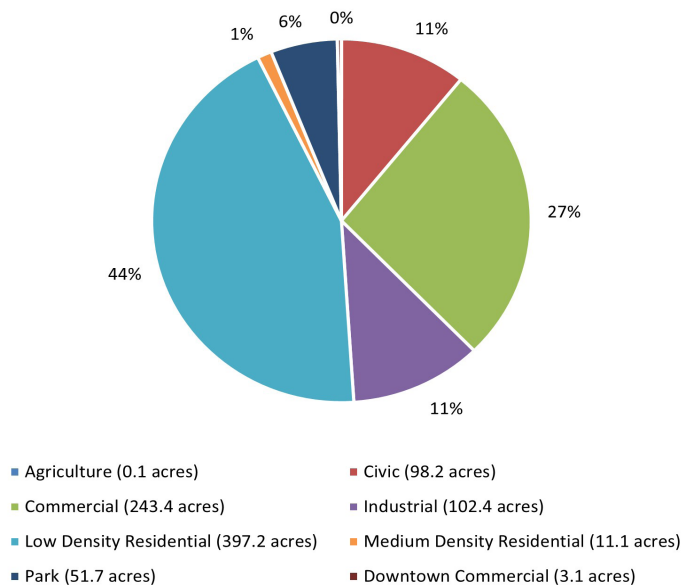
- **Agriculture:** Agriculture land use protects prime farmland. Agriculture is a vital element of the region and essential to maintaining a diverse economy. Primary activities in this land use category include farming and raising livestock. Complimentary uses include residential and commercial, allowed as permitted or conditional uses. Residential use should not exceed 6 units per acre.
- **Civic:** Civic land use either currently provides a public or institutional use or are planned for future use. These uses often provide services or resources, frequently on a public basis, rather than selling goods or services. Examples of public or institutional uses include, but are not limited to, schools, libraries, government facilities, etc. It is intended that uses would be compatible with adjacent developments.
- **Commercial:** The Commercial land use category aims to establish convenient access to jobs, goods, and services along transportation corridors. Commercial development is contingent on the availability of water and wastewater services to ensure a density and intensity of use that supports job growth and generates a tax base.
- **Downtown Commercial:** The Downtown Commercial land use category aims to establish a neighborhood center in the historic downtown area that provides walkable access to goods, services, and jobs. It is intended for downtown to remain a vibrant, primary commercial hub.
- **Industrial:** Industrial land use provides an area for economic development, industrial uses, trucking, and agricultural processing. The areas are suitable for general industrial activities, have adequate and convenient access to major roads and highways, and provide effective controls for "nuisance" characteristics.
- **Low Density Residential:** Low Density Residential allows residential development in areas served by public infrastructure, including water, wastewater, and roadways. Modest flexibility allows for a range of housing types and densities that meet the needs of a growing community, including single-family homes, twin homes, and townhomes. Density in this land use is estimated at up to 6 units per acre.
- **Medium Density Residential:** Medium Density Residential allows residential development in areas served by public infrastructure, including water, wastewater, and roadways. This land use category correlates with a higher density than low density residential development to accommodate residents of various ages and incomes, including dwellings with two or more units. Density in this land use is estimated at up to 16 units per acre.
- **Parks:** Parks identify areas that are currently used or are planned for future use as a public recreational area.

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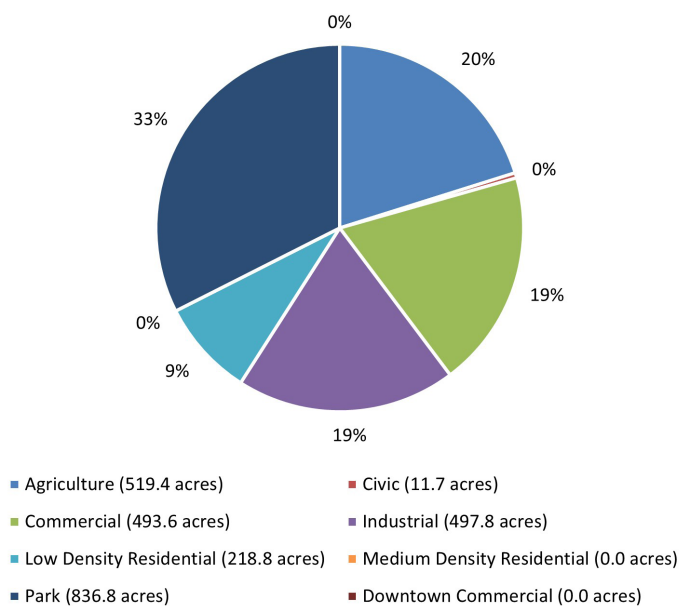


The makeup of future land uses are displayed in the pie charts below. The extraterritorial (ET) area refers to land that is outside of city limits, but within the half-mile ET boundary. The downtown commercial and medium density residential land uses are unique to land within city limits. The overlays detailed below to the right are being instituted as an opportunity for future flexibility in the ET area. Within city limits, 142.2 acres have the industrial overlay. In the ET area, 394.2 acres have the industrial overlay and 690.4 acres have the residential overlay.

Future Land Use Within City Limits by Acreage



Future Land Use of Extraterritorial Area by Acreage



In a Zoning Ordinance, overlay districts can be superimposed over existing zoning districts to introduce specific standards or regulations. They can be used for various purposes, such as environmental protection, aesthetic regulations, or special use areas. In the future land use map, we've identified overlay opportunities to create flexibility as the city continues to grow as follows:

Commercial/Industrial Overlays

Purpose: To manage land use in areas where commercial and industrial activities coexist. Overlays can introduce regulations for landscaping, building design, and environmental protection.

An overlay district along a commercial corridor might require specific design standards for buildings and landscaping to enhance the area's visual appeal.

Residential/Parks Overlays

Purpose: To protect and enhance residential areas and parks. Overlays can introduce regulations for setbacks, building heights, and green space preservation.

An overlay district around a park might require larger setbacks and vegetation buffers to maintain the park's natural beauty and recreational value.

Airport Overlays

Purpose: To protect and enhance the operations of the Kindred Davenport Regional Airport. The airport overlays are critical protection areas for the health and safety of residents that should remain undeveloped or minimally developed. The City should collaborate with the airport authority on any proposed future development in these areas.

Land Use Versus Zoning

The Kindred Comprehensive and Transportation Plan sets the city's goals and objectives. These goals are accomplished through the revision, implementation, and enforcement of the zoning and subdivision ordinances administered by city staff, the planning commission, and city council.

Future land use categories are general designations based on general functions, such as agriculture, civic, residential, or industrial. Land use designations set the vision for what development or use is envisioned for each area of the city in order to create a cohesive environment that serves the overall goals of the city.

Zoning regulates the specific type and intensity of use within land use categories. The official Zoning Map shows where specific land uses are permitted or prohibited, and the code defines development standards such as the types of buildings allowed, their size, heights, placement within a parcel, and how they are approved (permit type).

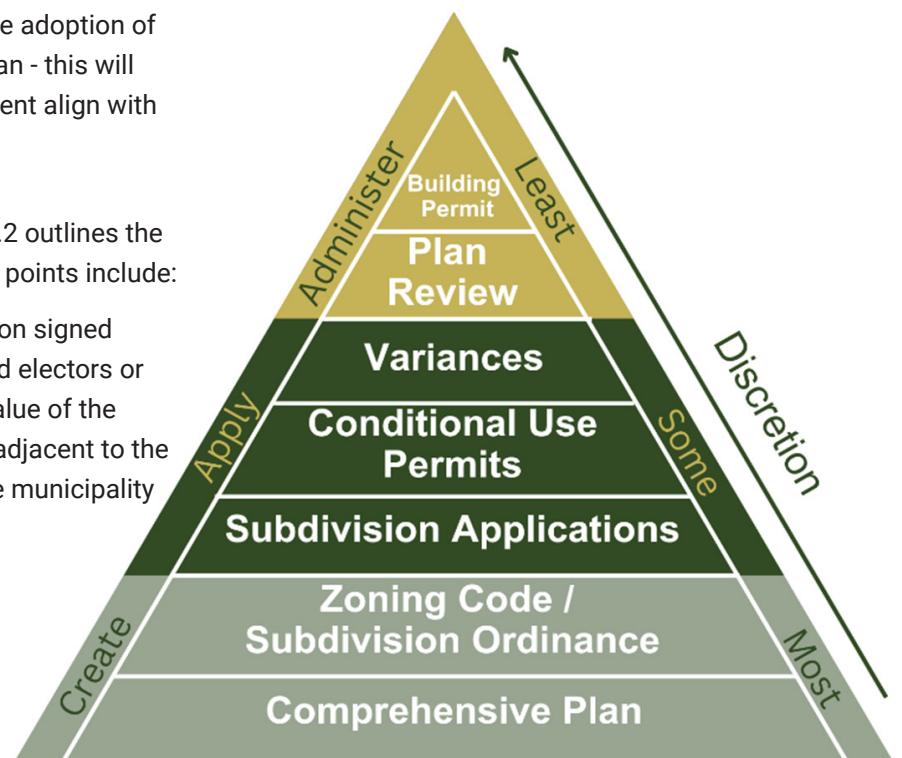
A key opportunity for the City of Kindred is to review its zoning and subdivision ordinances after the adoption of this Comprehensive and Transportation Plan - this will ensure that land regulations and enforcement align with the City's vision.

Annexation Process

North Dakota Century Code Chapter 40-51.2 outlines the annexation process for municipalities. Key points include:

1. Annexation by Petition: A written petition signed by at least three-fourths of the qualified electors or owners of three-fourths in assessed value of the property in the territory contiguous or adjacent to the municipality. The governing body of the municipality may annex the territory by ordinance.

2. Annexation Agreements: Cities may enter written annexation agreements with other cities regarding property within their extraterritorial zoning or subdivision regulation authority. Agreements are binding for up to twenty years unless otherwise agreed or determined by an administrative law judge.
3. Annexation of Land in Extraterritorial Zoning Authority: Land within the extraterritorial zoning authority of another city can be annexed with written consent from the governing body of the other city or by order of an administrative law judge.
4. Notice and Mediation: Notice requirements and mediation processes are outlined for petitions and resolutions related to annexation.



Land Use Goals and Strategies

Goal 3.1: Maintain Kindred's strong community character, public health and safety, and economic vitality by ensuring that development is premium quality and maintains the community's natural, rural nature.

Strategies:

- A. Encourage a creative approach (as opposed to "traditional" subdivision design) to land use and related development. This is of particular importance for any residential development north of the high school, due to the flight path of the airport runway.
- B. Plan for orderly and efficient growth that preserves natural resources and allows continued cultivation on productive agricultural land.
- C. Revise the Zoning Ordinance to incorporate new districts and establish comprehensive standards, including design guidelines, to enhance the aesthetics of public spaces and core community areas.

Goal 3.2: Plan for incremental growth and economic development that is proportional and concurrent with existing infrastructure capacity and planned extensions.

Strategies:

- A. Prioritize redevelopment or locations directly adjacent to utility access where capacities exist. Require developments to extend public utilities to the edge of their development for future connection.
- B. Require future residential developments to thoughtfully provide open space.
- C. Plan for infrastructure expansion and leverage development tools, such as reimbursement agreements and various funding sources, to ensure fiscal viability.

Goal 3.3: Foster flexibility, innovation, and sustainability that keep the city relevant to the region, yet uniquely Kindred.

Strategies:

- A. Implement mixed-use zoning to encourage the development of areas that combine residential, commercial, and industrial uses. This approach can reduce the need for transportation and promote walkability.
- B. Develop overlay districts to protect environmentally sensitive areas and promote aesthetic standards in commercial and industrial zones. This can help balance development with environmental conservation.



Transportation



Transportation

Overview

Transportation plays a vital role in shaping the economic, social, and environmental well-being of the community of Kindred. This chapter outlines a strategic approach to enhance connectivity, improve infrastructure resilience, and ensure accessibility for all residents and visitors. Through targeted investments and strategic recommendations, this plan aims to build a transportation network that not only supports the daily lives of Kindred residents but also drives long-term growth and prosperity.

Existing Transportation System

The following sections and figures describe various components of the existing transportation system in Kindred today.

Functional Classification System

The functional classification system defines the hierarchy of roads within a network that distributes traffic from local access routes all the way up to major mobility corridors. Streets and highways are classified according to their main function, whether moving vehicles or serving adjacent land uses. Arterials accommodate the flow of traffic, while local streets are intended to provide access to individual homes, properties, and smaller parcels of land. Collectors serve both local streets and through traffic by connecting arterials and local streets.

The functional classification of a roadway or corridor is an indication of its vehicle capacity and overall purpose. Functional classifications for Kindred are described below:

Minor Arterial

Minor Arterials are higher volume roadways that interconnect with the principal arterial system and provide access to more developed areas. Minor Arterial routes generally have higher speed limits than collectors and local roadways, and may have more travel lanes to accommodate additional traffic volume. In Kindred, Highway 46 is the only minor arterial roadway.



Collector

Collectors are a low volume road which 'collect' vehicle trips from residential or local streets and eventually feed into minor arterials or, in certain circumstances, principal arterials. Collectors provide service to important trip generators such as schools, recreational areas, and employment centers. In Kindred, County Road 15, running

north-south through the city, is the only major collector.

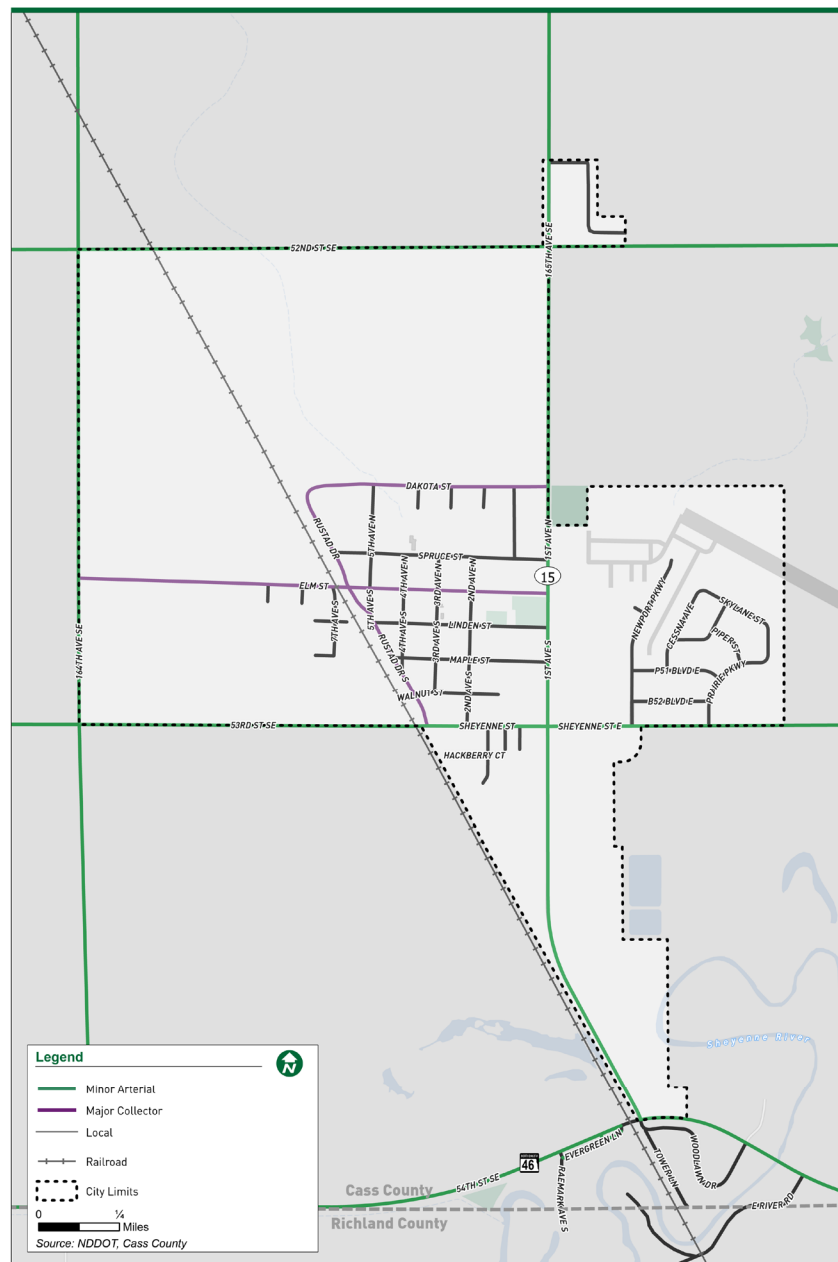
Local Roadways

Local roadways have the most mileage of any type of roadway but offer the slowest travel speeds. Local roadways are designed to have high accessibility and connectivity to collector and arterial roads. Local roadways are not designed for through travel.

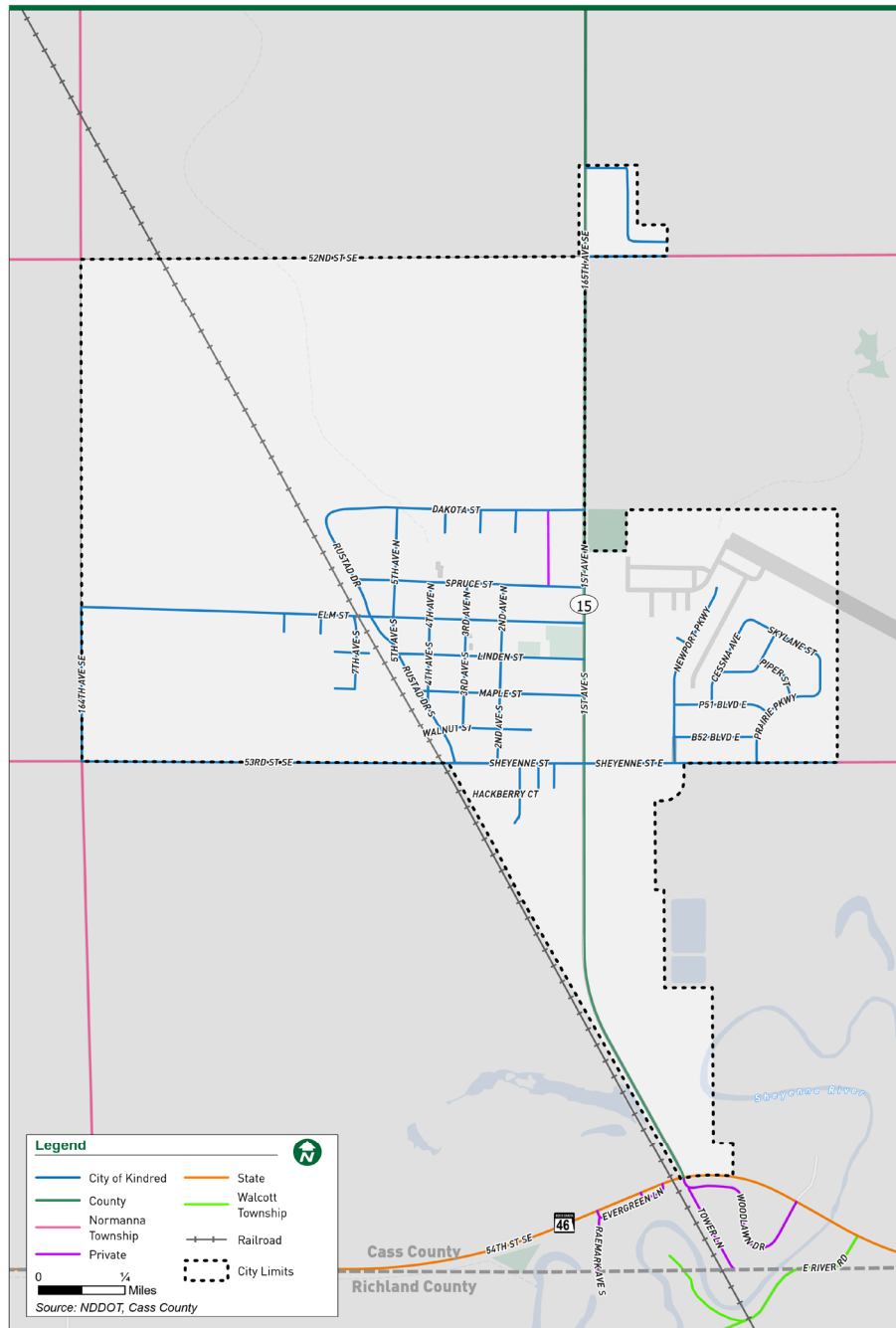


Comprehensive and Transportation Plan
City of Kindred, North Dakota

Functional Classification System
May 2025



Roadway Jurisdiction



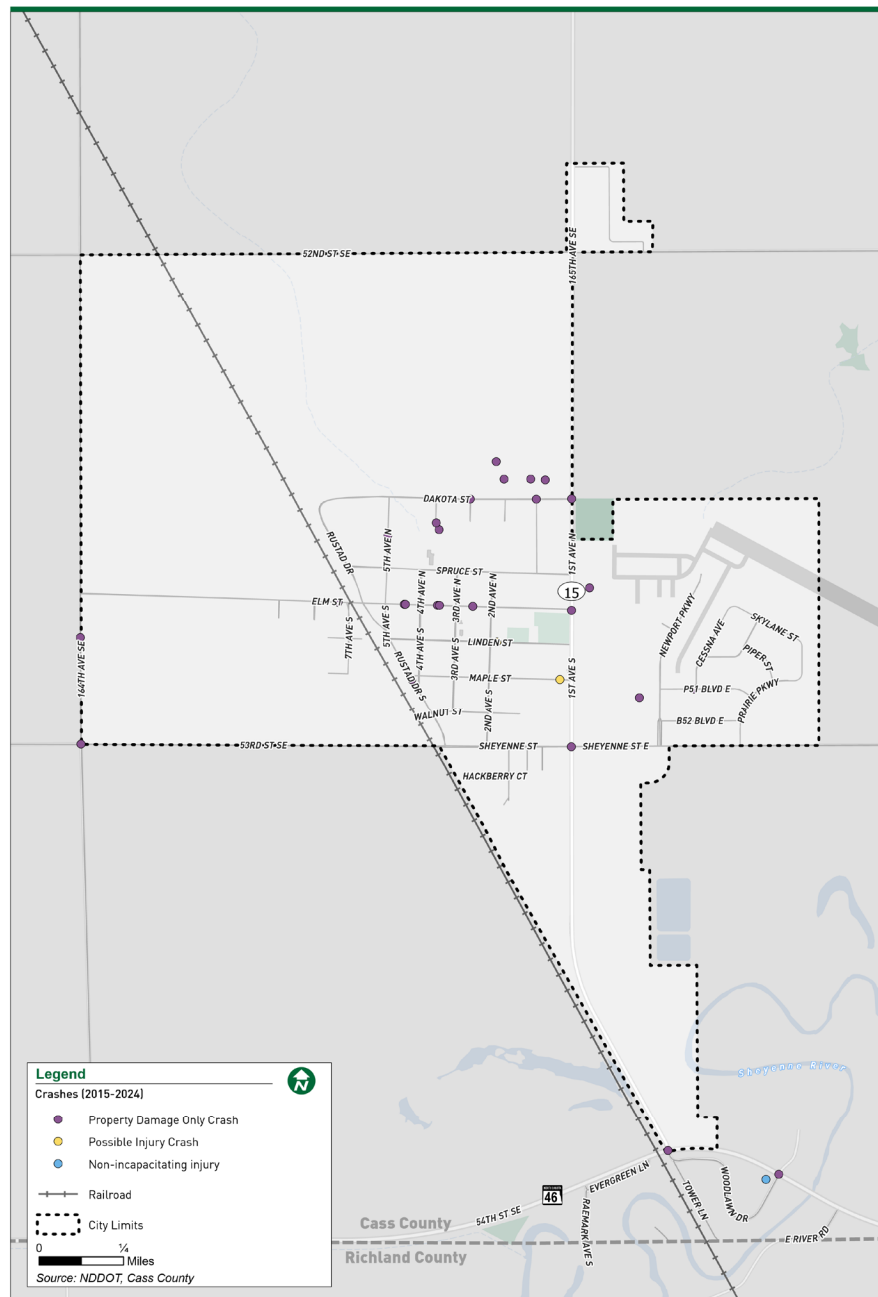
The jurisdiction of a roadway refers to the authority which has control and ownership of the road. The three levels of government involved in roadway jurisdiction in the City of Kindred are the State of North Dakota (NDDOT), Cass County, and the City of Kindred. The owner of each

roadway bears the responsibility for maintenance and repairs. Within the City of Kindred, the majority of roads are under the jurisdiction of the City of Kindred. County Road 15 is owned by Cass County, and Highway 46 is under the jurisdiction of the State of North Dakota.

decisions, like walking in the street, crossing the street in dangerous locations, or be forced into taking unnecessary, short-distance vehicle trips. The bicycle and pedestrian network in Kindred is shown below. Generally, the city's sidewalks are located to the west of County Road 15. Cass County owns a shared use path adjacent to County Road 15, and the Kindred Park District owns shared use paths to the east of County Road 15.



Crash Data Review



The North Dakota Department of Transportation (NDDOT) documents all reported vehicle accidents statewide. Using data from NDDOT and Cass County, a five-year crash analysis was completed for the City of Kindred, which looked at the last five full years of available crash data (2019-2023). Crash statistics are used to determine

if there are locations within the roadway network that have safety concerns. The analysis found that there were five crashes within city limits during that time, including four property damage only (PDO) crashes, and one possible injury crash.

Figure X below. Traffic counts help to determine future roadway needs, including repair and maintenance.

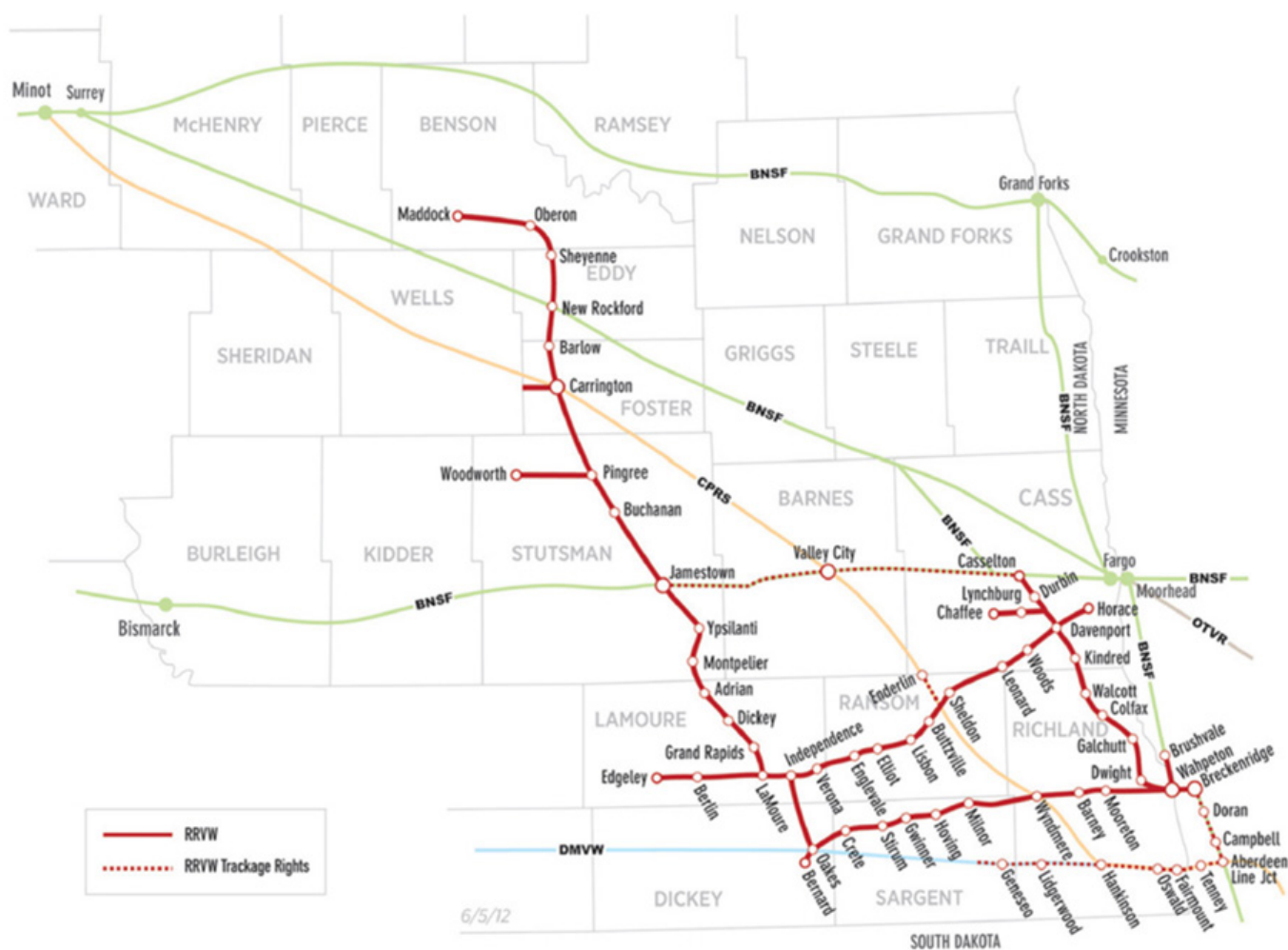


Railroad Operations

The Red River Valley & Western Railroad (RRVW) line through Kindred, ND, connects to key locations such as Wahpeton, Casselton, and Oakes (see Figure X), with several trains passing daily, especially during peak seasons. The trains carry goods like grain, fertilizer, ethanol, sugar, corn syrup, steel, and aggregates. The Kindred region is significant for RRVW due to its agricultural output, benefiting industries like grain and soybean processing, ethanol production, and other agribusinesses. The expansion of the natural gas pipeline could increase industrial activity and rail service demand. Plans for increased services and potential spurs to

local businesses aim to support growing demand, with local incentives such as tax benefits and infrastructure support. Over the next 20 years, challenges include maintaining infrastructure, managing increased traffic, and ensuring safety at at-grade crossings. The railroad plans regular maintenance and collaborates with communities to address safety concerns. Specific industries benefiting from the railroad include agriculture, ethanol production, agribusiness, and construction, which relies on the transport of steel and aggregates. Residential areas should be buffered from the railroad with other uses or open space.

The RRVW Railroad owns and operates 577 miles of track in North Dakota, and we handle over 60,000 carloads of freight annually.



Other Transportation Services

Airport

The Kindred Davenport Regional Airport, locally referred to as the Robert Odegaard Field Airport, is located on the eastern side of Kindred. Refer to the Community Facilities Chapter for more information on the airport.

Transit Services

[Valley Senior Services](#) offers transportation for seniors across the Red River Valley in Fargo, Moorhead, West Fargo, Dilworth, and rural areas in Cass, Traill, Steele, Richland, Ransom, and Sargent counties. Volunteer drivers help with medical appointments, shopping, meal site visits, and personal errands. Service availability and capacity vary by county; while all counties provide van services on a first-call, first-serve basis, Traill and Ransom Counties offer regular bus service to Fargo and Grand Forks.



Source: Valley Senior Services



Future Transportation Network

Roadway

The future roadway network includes changes to the functional and jurisdictional classifications. These updates provide numerous advantages to communities, taxpayers, and the general public. By reserving right-of-way for planned transportation facilities, it facilitates orderly and predictable development. As Kindred continues to grow, it is essential to allocate land for the transportation infrastructure necessary to support development and maintain an optimal level of transportation service. The decisions made by Kindred regarding the location and design of the transportation network will significantly influence growth patterns, community layout, and transportation options. Therefore, effective transportation planning is vital to achieving various community planning goals.

Functional Classification

Roadway functional classification defines the existing function and role of roadways within the hierarchy of the Kindred area. The future classification enables state, county, and local planning officials to better manage roadway access and design; the future roadway functional classification was developed to address the City of Kindred planning area's future needs. It was completed by evaluating the current functional classification system, assessing anticipated changes in land use and development patterns, ensuring proper spacing, and providing appropriate connections to adjacent areas.

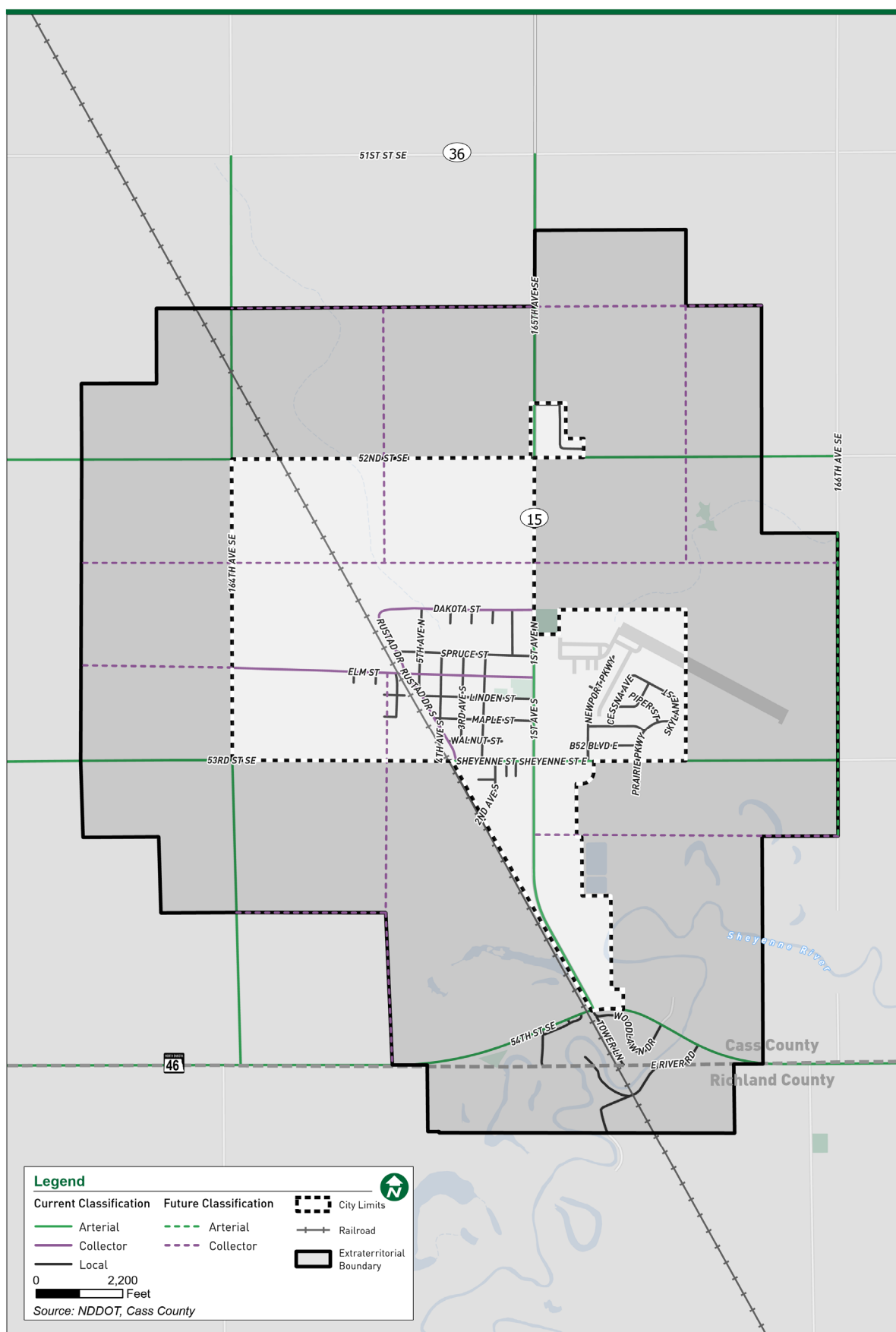
The Future Functional Classification map displays the proposed future functionally classified roadway network. Future regional connectivity and planned growth areas were the two primary measures that prompted the proposed changes. The future functional classification is for the next 25-year planning period and the pace of these changes will be dictated by Metro COG's policies, future growth, identified need, and other opportunities. The City of Kindred, Cass County, and NDDOT should coordinate to ensure uniform implementation across the Kindred planning area.

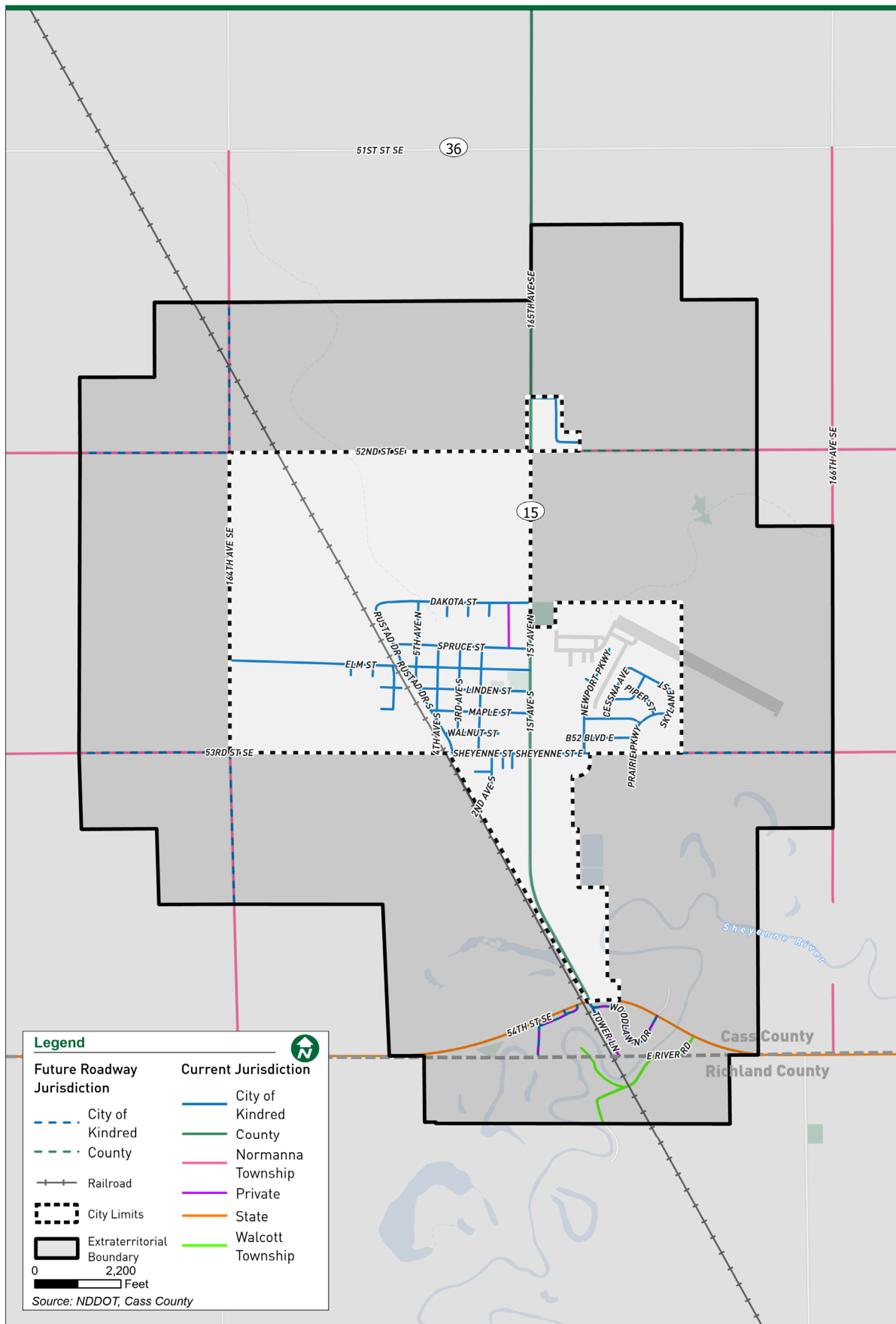
Jurisdiction

The jurisdiction of roadways is an important element of the future system plan because it affects several organizational functions and obligations (e.g., regulatory, maintenance, construction, and financial) for the jurisdictions. The hierarchy of jurisdiction classification is typically established so that higher volume corridors carrying regional traffic are maintained by NDDOT (e.g., US highways and state highways), while intra-county, intermediate volume corridors are maintained by the County. Roadways serving local traffic should be maintained by the respective township or municipality. Jurisdictional classification is intended to maintain a balance of responsibility among state, county, township, and municipal agencies. Roadways that do not have appropriate jurisdictional assignment can result in various transportation system issues, including:

- A roadway system that contains segments that are not "jurisdictionally appropriate" for current and future functions.
- Setting design and condition standards that exceed actual roadway function.
- Directing critical financial resources away from appropriately aligned roadways.
- Providing a level of service, in terms of roadway capacity and expectations (i.e., safety, pavement quality, and maintenance), that does not match the actual roadway conditions or ownership.

The goal of the recommended jurisdictional realignment for the Kindred planning area was to match the management of roadways with their intended future function and the jurisdiction best suited to maintain them. The future jurisdiction is shown in the Future Roadway Jurisdiction map.





Access Management

Access management is another critical component of maintaining a safe and efficient roadway network. The following measures are included in access management:

- Providing adequate spacing between access points and intersecting streets to separate and reduce conflicts
- Limiting the number of driveway access points to minimize conflicts
- Aligning access points with other existing access points
- Sharing access points through internal connectivity between property owners
- Encouraging indirect access rather than direct access to high-volume arterial roads
- Constructing parallel roads and backage or frontage roads
- Implementing sight distance guidelines to enhance safety

Access plays a crucial role in the operation of roadway facilities. A high frequency of access points along a segment of roadway can diminish capacity and adversely affect operations. The primary goal of access management is to preserve the safety and capacity of the city's roadways while ensuring adequate land access.

Additionally, access management involves balancing the access and mobility functions of roadways. Access pertains to providing roadway access to properties and is essential at both ends of a trip. Mobility refers to the ability to move from one place to another freely or easily. Most roadways serve both functions to some extent, based on their functional classification. The four levels of functional classification and their corresponding mobility and access characteristics are as follows:

- Principal Arterials: Highest mobility with no direct land access
- Minor Arterials: High mobility with limited land access

- Collector Streets: Moderate mobility with some land access
- Local Streets: Low mobility with unrestricted land access

For Kindred, it is particularly important to avoid individual site access from ND Highway 46 and County Road 15. A network of collector and local streets will be vital for future growth to ensure that both roadways remain protected for the safe and efficient movement of traffic throughout the community.

Pedestrian and Bicycle System

The Proposed Bicycle and Pedestrian Network map shows the future pedestrian and bicycle network, which was informed by outreach and stakeholder engagement efforts completed during this planning process and project team analysis. Improvements to the pedestrian and bicycle network include both shared use trail connections along key streets, as well as safety improvements at key intersections in Kindred.

Proposed shared use trail connections include the following:

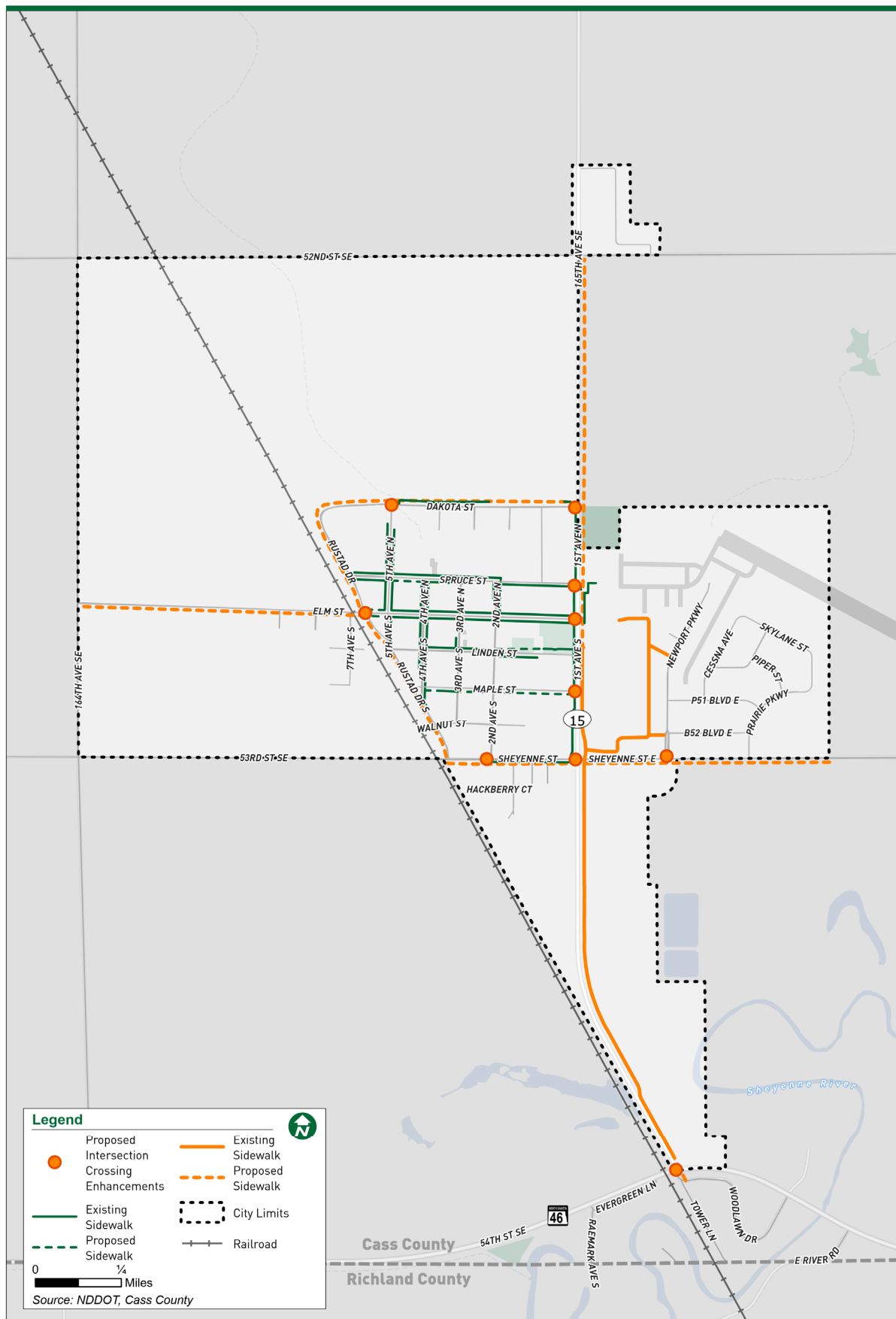
- An extension of the shared use trail on the east side of 1st Avenue / County Road 15 from Linden Street to 52nd Street.
- Proposed trail along Sheyenne Street from Rustad Drive S to the eastern city limits
- Proposed trail along Dakota Street between Rustad Drive and 1st Ave / County Road 15
- Proposed trail along Elm Street between Rustad Drive and 164th Avenue SE

Pedestrian crossing enhancements are proposed at the following intersections:

- County Road 15 and ND Highway 46
- County Road 15 and Sheyenne Street
- County Road 15 and Maple Street
- County Road 15 and Elm Street
- County Road 15 and Spruce Street
- County Road 15 and Dakota Street
- Dakota Street and 5th Avenue N
- Elm Street and Rustad Drive
- Sheyenne Street and 2nd Avenue
- Sheyenne Street and Newport Parkway

Specific crossing enhancements for each intersection listed above were not identified in the planning process. As various roadways projects occur in Kindred, the design of the crossing enhancements at each location should be evaluated and determined. Some examples of crossing enhancements that could be considered at these locations include:

- High visibility crosswalk markings
- Curb extensions (aka “bump outs”)
- Rectangular rapid flashing beacons (RRFB)
- Pedestrian hybrid beacons (HAWK signals)
- Pedestrian crossing islands (aka “refuge islands”)
- Leading pedestrian intervals
- Enhanced pedestrian lighting
- Corner curb radii reductions
- Accessible pedestrian signals (APS)
- Grade separated crossings (e.g., tunnels or overpasses)



Transportation Goals and Strategies

Goal 4.1: Increase Connectivity and Accessibility for All Modes

Strategies:

- A. Ensure transportation options are accessible to all residents, including those with disabilities and the elderly.
- B. Improve connections between different parts of the town and neighboring areas to facilitate easier movement for residents while ensuring that truck routes remain for freight.
- C. Promote Valley Senior Services as a reliable, accessible transportation option for Seniors in Kindred.

Goal 4.2: Improve Safety and Comfort for People Walking and Bicycling

Strategies:

- A. Expand the network of walking and biking paths throughout the community to improve non-motorized connectivity.
- B. Enhance pedestrian and cyclist safety by implementing traffic calming measures, better signage, and enhanced walking and bicycling infrastructure.
- C. Promote walking and bicycling as alternative transportation options to boost mobility and enhance public health, including at schools.
- D. Enhance safety and comfort of pedestrian crossings along key corridors, including Highway 15, Downtown Kindred, and Highway 46.
- E. Implement regular maintenance of pedestrian and bicycle infrastructure to ensure long-term safety and usability.

Goal 4.3: Support Economic Development

Strategies:

- A. Develop transportation infrastructure that supports local businesses and attracts new investments by evaluating pavement conditions and planning for road access to future industrial, commercial and mixed-use areas.
- B. Enhance railroad operations to support local industries, increase service capacity, and ensure safety and infrastructure maintenance.
- C. Leverage federal, state, and local funding opportunities to support transportation projects that drive economic growth.

Goal 4.4: Promote Sustainability

Strategies:

- A. Encourage the use of non-motorized modes of travel to reduce carbon emissions and promote environmental sustainability.
- B. Implement green infrastructure solutions, such as permeable pavements and rain gardens, to manage stormwater and reduce environmental impact.

Transportation Goals and Strategies

Goal 4.4: Promote Sustainability (Continued)

Strategies (Continued):

- C. **Effective Road Maintenance:** Implement regular road inspections and maintenance schedules to address potholes, cracks, and other issues promptly. Utilize cost-effective materials and techniques for road repairs to ensure durability and minimize long-term costs.
- D. **Funding and Practical Innovations:** Secure funding through state and federal grants to support road maintenance projects and ensure financial sustainability. Adopt practical and innovative construction methods, such as prefabricated components, to improve the speed and cost-effectiveness of road repairs and upgrades.



Public Services and Infrastructure



Public Services and Infrastructure

Sewer

The City of Kindred manages a wastewater network serving the entire community. In 2023, the City of Kindred completed a major wastewater infrastructure upgrade to resolve capacity and environmental compliance issues, while also preparing for future population growth. Prior to this project, the existing sewer system—much of it dating back to the 1950s—struggled to manage flows during rain events and snowmelt, often requiring emergency bypass pumping and posing risks to public health and surface water quality. To address these issues, the City constructed a new four-cell lagoon system approximately two miles west of town, decommissioned the aging lagoons, upgraded its primary lift station, and reconfigured the force main network. The updated system has the capacity to serve a population of approximately 1,600, with flexibility that would allow upgrades to enable higher capacity.



Stormwater

The City does not currently have an overall plan for how to handle storm water discharges from existing or future properties, contributing to challenges like street flooding and winter ice buildup. The City intends to create a Storm Sewer and Drainage Master Plan to guide implementation of a consistent and efficient system.

Water

Kindred's water system is a critical component of its public infrastructure, delivering reliable potable water for residential, commercial, and fire protection needs. The City purchases treated water from the Cass Rural Water Users District (CRW) and distributes it through infrastructure that includes an underground storage reservoir and pump station, an elevated storage tank, and a network of water mains. The system has a total storage capacity of 254,500 gallons. Water is distributed from the underground reservoir into the distribution system via two high-service pumps with a combined capacity of 480 gallons per minute (gpm). In 2025, the City completed a comprehensive engineering study to evaluate the condition, capacity, and future needs of its water pumping and storage infrastructure. Based on this study, the City plans to complete critical upgrades to the pump station in 2026. These upgrades will significantly improve system reliability, flow capacity, and the City's ability to support future development. The upgraded infrastructure will be able to support a population of approximately 1,600-1,700, depending on the mix between residential and commercial/industrial growth. To ensure the water system matches demand, the City should monitor the peak flow rate and consider a comprehensive policy on implementing water restrictions when necessary. Please see the city's 2025 Capital Improvement Plan for more details.

Waste Collection

The City of Kindred provides waste collection services for residents. The City contracts with Waste Management to perform garbage and recycling pickups. Kindred also contracts with Waste Management and the City of Fargo to provide residents access to a compost drop-off site that accepts yard waste and fruit and vegetable scraps.

Public Services and Infrastructure

Education

Kindred School District

Kindred and the surrounding area are served by the Kindred School District, which operates in two school buildings. Kindred Elementary School serves students in grades K-6. The Middle School, High School, and School District offices are all located in the High School building, which serves students in grades 7-12. Kindred School District is experiencing increasing enrollment, and recently built additions to both buildings to accommodate this growth.

Post-Secondary Education

Kindred residents can access associates, bachelors, certificate, and graduate degree programs at the following higher education institutions located 30 miles from Kindred in the Fargo-Moorhead metropolitan area:

- Concordia College
- Master's Baptist College
- Minnesota State Community and Technical College Moorhead
- Minnesota State University Moorhead
- North Dakota State College of Science
- North Dakota State University
- University of Mary - Fargo



Public Library

The Kindred Public Library provides access to books, movies, and online resources. It is staffed solely by volunteers, who coordinate daily library functions, provide customer service, and manage materials. The library also offers year-round events and activities, making it a hub for literacy and community connection.



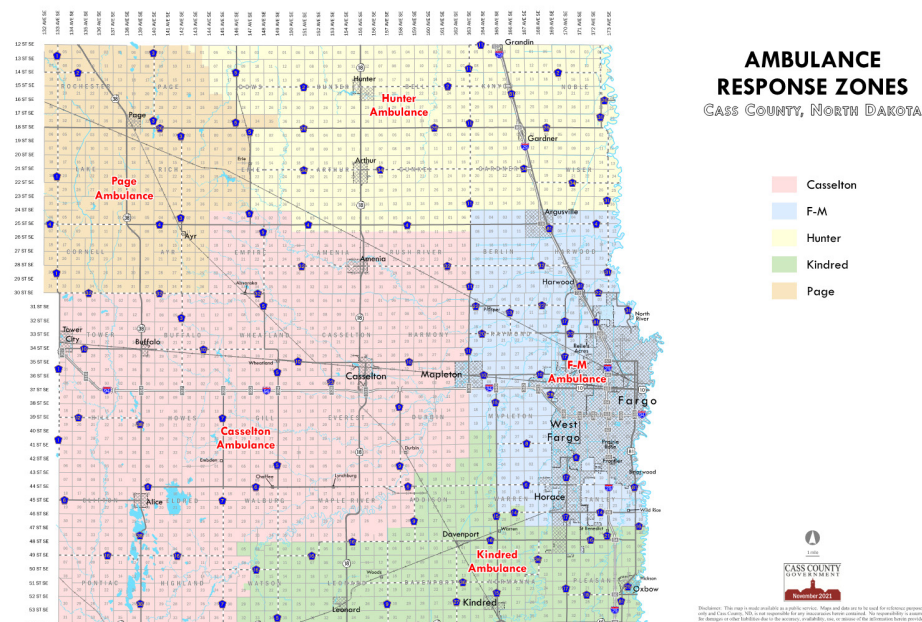
City Hall

Kindred's city hall is housed in a steel-sided building that functions as an office and event space in the city's downtown. This multipurpose property provides significant off-street parking and serves the community in numerous ways. The building's meeting spaces have a capacity for 65 people and serve as an additional community space, with the memorial building providing the other.



Source: Kindred Parks

Public Services and Infrastructure



Source: Kindred Amulance Services

Ambulance Services

The Kindred Area Ambulance Service currently operates with a volunteer-based workforce, providing Basic Life Services (BLS) across its service territory, which includes Fargo-Moorhead Metropolitan Area (excluding the cities) and the cities of Casselton, Page, Hunter, and Kindred. This limitation means they cannot administer medication or offer paramedic services, which restricts the scope of medical interventions they can perform. With a roster of twelve staff members, only five are actively available at any given time, highlighting significant staffing issues. Recruitment difficulties persist, particularly in finding qualified personnel locally.

Despite these challenges, the service has a solid financial foundation, having accumulated a nest egg over the years. However, they are transitioning to a new funding model, as the state now requires them to charge a mill tax, moving away from reliance on grants, donations, and membership cards. This transition necessitates establishing tax districting and determining an appropriate mill rate.

Operationally, the service faces several hurdles, including traffic interference from school zones, which can delay response times. Additionally, they are encountering

increasingly complex health issues such as mental health problems, drug-related incidents, COPD, and heart conditions. While they aspire to respond within 7 to 10 minutes, there is no mandated response time, leading to variability in service delivery.

Looking ahead, there are several opportunities for growth. The availability of grants for equipment and donations presents a chance to secure steady revenue, potentially increasing the mill rate up to five to seven mills. Successful community programs, like the EMT for School Students initiative, offer a model for expanding recruitment efforts beyond the local area. Infrastructure improvements, such as refurbishing apartment lodging, could attract qualified personnel from outside the immediate vicinity.

However, gaps remain, particularly in staffing and service scope. The need for more EMTs to ensure adequate coverage is critical, and the lack of salaried positions may deter potential recruits. Expanding to include paramedic services would address the complex health issues they are increasingly facing. Establishing a mandated response time and effectively managing the new funding mechanism are essential steps to ensure operational efficiency and sustainable growth.

Public Services and Infrastructure

Cass County Sheriff

Kindred has a strong partnership with the sheriff's department, funding services through a contract that currently covers 20 hours weekly. Cost-sharing arrangements with Cass County ensure that equipment, weapons, cars, uniforms, and licenses are provided, with Kindred covering salary and benefits through a 50-50 cost split. Kindred's contract emphasizes community-oriented policing (COP) to enhance visibility and deterrence. Staffing is well-managed, with recruitment for patrol and field positions being a priority. While the faster growing areas of Cass County experience most calls related to traffic, parking, construction, and theft/burglaries, these issues are not prevalent in Kindred.

According to the 2024 Cass County Sheriff's Office Annual Report, the department responded to 43,156 calls for service in 2023. Of these, 1,200 calls were specifically for Kindred. Calls are primarily community-based, while dispatch calls are generally domestic and traffic incidents. Emerging trends in the state and county such as school safety, narcotic trafficking (particularly fentanyl), and overdose prevention are critical areas of focus. This increase in calls highlights the growing need for effective resource allocation and proactive safety measures. The report also emphasizes the importance of training, deterrence and addressing narcotics trafficking, thefts, and burglaries.

By integrating safety considerations in land use decisions, Kindred can proactively address potential risks and create a secure environment for all residents. Additionally, as Kindred expands, it is crucial to regularly assess and update its policing needs, fostering a safe and welcoming environment for everyone.



Source: Cass County Sheriff's Department



Source: Cass County Sheriff's Department

Note: The Sherriff's Office is located outside of Kindred

Public Services and Infrastructure

Fire

The Fire Service is crucial to the safety and well-being of Kindred, ND. It plays a vital role in protecting lives and property, ensuring that emergency situations are handled promptly and effectively. Additionally, the quality and responsiveness of the Fire Service significantly impact the community's insurance ratings, which can lead to lower insurance premiums for residents and businesses. A well-equipped and efficiently managed fire department is essential for maintaining high safety standards and fostering a secure environment for the community. The map below shows the current service area covered by the Kindred Fire Department.

Current Capacity

The fire department in Kindred, ND, is staffed with 16 dedicated volunteers. There is an urgent need to upgrade engines and acquire an aerial apparatus to handle buildings taller than two stories. Additionally, establishing an alternate training facility with an attached station on a minimum of 3-5 acres is essential to meet ISO standards.

Response Times

The department maintains an average response time of 4.33 minutes from dispatch to the first apparatus leaving the station with minimal staff.

Future Growth Plans

Despite the growth in Kindred, the budget falls short by \$40,000 annually, limiting the ability to expand beyond the current facility.

Infrastructure Needs

A training facility with extra bays for apparatus is required. Due to high land costs, equipment is crammed into the existing space, and the department is burdened by a 40-year note on the current station.

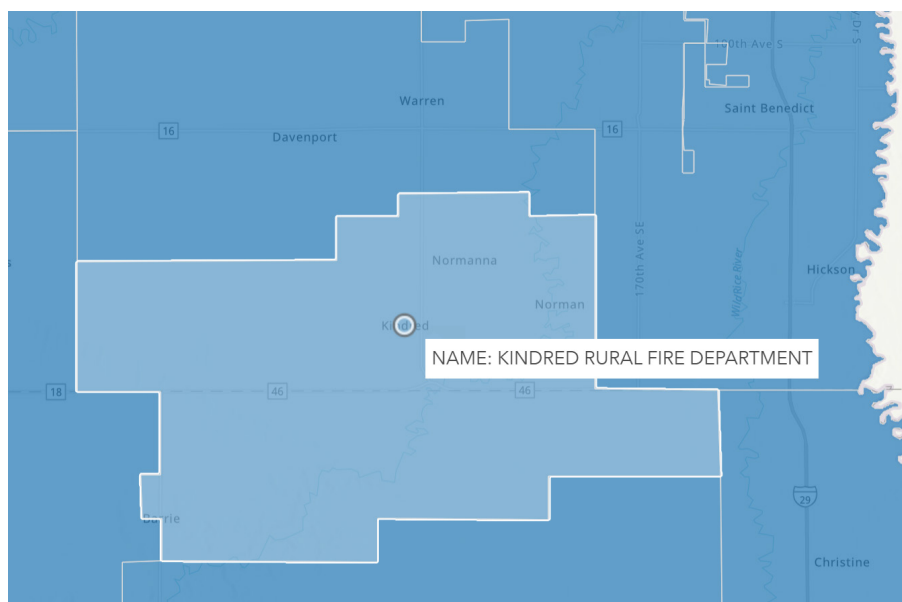
Recruitment Plans

Recruiting new volunteers is challenging due to stringent certification standards equivalent to full-time fire departments. Many potential volunteers find it difficult to meet these requirements.

Budget Allocations

Funding is capped at 13 mills per century code, making it difficult to secure additional funds. The department heavily relies on mutual aid to support Kindred's growth.

By addressing these needs, the goal is to enhance operational capacity and service quality, ensuring timely and effective emergency response while expanding services to meet the growing needs of the community.



Source: Kindred Fire Department

Private Services and Infrastructure

Airport

Activated in 1949, the Kindred-Davenport Regional Airport, also known as the Robert Odegaard Airfield, has been a fixture of the community as a public-use airport for the last 75 years. The airport, named for a local flight aviation enthusiast, features a 3,300-foot runway with a 60-foot width capable of accommodating recreational aircraft and smaller private jets. This airport is home to numerous aviation-related businesses, at least one offering flight instruction. A unique aspect of this airport is that while many planes stored here are in hangars or tie-down spaces, some store theirs in their garages. The Newport Ridge subdivision is an air park housing development with several lots that have private access to the shared taxiway to the adjacent airfield.



Natural Gas Lines

As part of Montana-Dakota Utilities Co.'s Wahpeton Expansion project, a new 12-inch-diameter natural gas line running 60.2 miles from Mapleton to Wahpeton will pass through Kindred. The Federal Energy Regulatory Commission (FERC) granted the permit in 2023, and preparations began for construction in June 2024. This natural gas pipeline began service on December 1, 2024, providing Kindred's first-ever access to natural gas. This is a major development as 40% of the existing households and businesses in the city will be connected to the system and converted to natural gas use from onsite-storage propane heating systems. Expansion of access as development occurs will make it easier and cheaper to heat future properties, increasing their desirability.

Additional Private Services

Healthcare

There are no healthcare providers located in the City of Kindred. The nearest medical clinic is located 15 miles away in Horace, and most nearby healthcare facilities are located further away in Fargo or Moorhead. Kindred residents have expressed an interest in having options for medical care located in the city that would reduce the need to travel for medical care.

Telecommunications

MLGC provides phone, internet, and television services to Kindred and the surrounding area.

Public Opinion Trends

Trend 1:

Issues related to a lack of storm sewer systems are creating discontent with the community's various infrastructural components.

Opportunities

- Pivoting from a surface water management strategy to a storm sewer system will reduce winter ice buildup and prevent street flooding that hinders transportation of all modes on the streets and sidewalks.
- Infrastructure degradation due to standing water and freeze-thaw effects are mitigated by stormwater systems, reducing long-term costs.
- Phasing implementation with future developments will create economies of scale that reduce overall installation costs.

Issues

- Installation in existing neighborhoods would be costly and disruptive in the short term.
- Needed area to install storage ponds, if not routed all to one location, will require numerous land purchases and new development standards.
- New build costs will increase due to added stormwater management requirements to tie into a storm sewer system.



Trend 2:

Airport growth is considered inevitable, increasing the need for infrastructure planning to anticipate these changes.

Opportunities

- The airport's growth will provide greater access to the community for aviators and increase the community's desirability for those who enjoy flying.
- Commerce generated will positively affect the community through tax generation and property value, assisting with the financial needs created by other projects.
- Advance recognition of future needs for space the airport will require will prevent future strife caused by land conflicts.

Issues

- Sacrificing land use decisions that may benefit the greater community in favor of leaving room for the airport to grow may not meet the needs of most of the community.
- Increased noise pollution for surrounding non-aviation-themed neighborhoods from increased air traffic.
- Failure to achieve airport growth may lead to avoidance of key land use opportunities.

Trend 3:

Natural gas will create an incentive to build in the community due to cheaper energy prices and lower connection fees.

Opportunities

- Increasing the ease of access to services provided in the city will reduce heating costs and make housing more affordable to market-rate buyers.
- Infrastructure additions to hook new homes allow installing other services simultaneously.
- Infrastructure investment is mostly private money from customers, not tax dollars.

Issues

- Increased need for firefighting services that can be used to tackle gas leaks or explosions in the long term.
- Future installation could conflict with other utilities, such as water and sewer development installations.
- Full conversion of all community buildings will take time as only 55% are slated to be connected in the first 3 years.



Trend 4:

Upsizing water and sewer systems infrastructure to accommodate new development and population growth.

Opportunities

- These systems will set the community up to grow sustainably without running out of excess capacity.
- Infrastructural aid and state and federal government grants can offset the costs of upgrading the city's systems.
- Phased installation and upgrades diversify the end dates on the usable life for the city's infrastructure.

Issues

- Losing capacity as the community develops could lead to shortages or backups of the systems.
- Emergency water needs could be impacted in the long term by unchanged water systems.
- Cost of under taking this work may require tax increases to cover the expense not recoverable in user fees.

Public Service and Infrastructure Goals and Strategies

Goal 5.1: Enhance and sustain long-term community growth through a modern, adaptable water, sewer and stormwater systems that exceeds current demand and is engineered for future scalability, environmental protection, and regulatory compliance.

Strategies:

- A. **Phased Infrastructure Expansion:** Implement water and wastewater system upgrades in strategic phases aligned with population growth and development. Use capacity thresholds and regulatory triggers to guide timely expansions—such as pump station upgrades, lagoon cell additions, and water storage improvements—to maintain compliance and service reliability.
- B. **Capacity Management and Optimization:** Continuously monitor water and wastewater system performance, including seasonal flow variations and peak demand. Use data-driven evaluations to anticipate infrastructure needs, manage CRW water supply limits, and ensure timely requests for increased capacity.
- C. **System Resilience and Flexibility:** Design and maintain water and wastewater infrastructure with built-in flexibility to adapt to future growth and environmental changes. Preserve space for lagoon expansion, plan for scalable water storage and pumping, and develop conservation policies—such as seasonal water restrictions—to support long-term resilience. As the city grows, stormwater infrastructure should be planned and constructed as a new system to manage runoff, protect water quality, and reduce flood risks in developing areas.

Goal 5.2: Maintain and expand community facilities and services

Strategies:

- A. **Facility Maintenance:** Maintain community facilities, services and infrastructure to ensure quality and seek funding to assist with costs.
- B. **Airport Expansion:** Expand the airport with new hangars to support local and regional travel needs.
- C. **Natural Gas Infrastructure:** Leverage the new natural gas pipeline to increase the ease of access to services, reduce heating costs, and make housing more affordable.
- D. **Coordinate infrastructure additions** to install other services simultaneously, minimizing disruptions and maximizing efficiency.

Goal 5.3: Enhance operational capacity and service quality to ensure timely and effective emergency response, while expanding services to meet growing health needs.

Strategies:

- A. **Expand Recruitment Efforts:** Engage with local schools and community events. Broaden efforts to neighboring areas, offering incentives like refurbished lodging. Introduce salaried positions by applying for grants and using budget and increased mill rate to fund salaried EMT positions.
- B. **Expand Service Scope and Operational Efficiency:** Upgrade paramedic services through training programs and equipment acquisition. Enhance response time through traffic management collaboration. Invest in technology integration such as GPS tracking and advanced dispatch systems.

Public Service and Infrastructure Goals and Strategies

Goal 5.4: Enhance community safety and engagement in Kindred through effective policing and resource allocation

Strategies:

- A. Prioritize Safety in Decision-Making and Growth: Ensure that safety considerations are at the forefront of all planning and development decisions.
- B. Allocate Resources Concurrently with Community Growth: Adjust funding of Policing Services concurrently with community growth to create a safe community.

Goal 5.5: Enhance operational capacity and service quality to ensure timely and effective Fire response, while maintaining and expanding services to meet the growing needs.

Strategies:

- A. Improve Infrastructure and Equipment: Secure funding for a new training facility with extra bays on 3-5 acres. Prioritize fundraising and grants for upgrading engines and acquiring an aerial apparatus.
- B. Response Time Optimization: Implement advanced dispatch software and technology solutions to reduce dispatch-to-departure times. Introduce incentives for volunteer staff to encourage quicker response times. Enhance outreach to volunteers, offer flexible training, and implement recognition programs. Explore grants, donations, and advocate for increased funding.



Community Character and Design



Aesthetic Principles

Analyzing the vision statement into an aesthetic involves breaking down the key elements and translating them into visual and design principles that reflect the community's values and aspirations. The vision can be interpreted into an aesthetic:

1. Kindness and Unity

Warm and Inviting Spaces: Design public areas that are welcoming and encourage social interaction. Use warm colors, comfortable seating, and community bulletin boards to foster a sense of belonging.

Inclusive Design: Ensure all public spaces are accessible, incorporating features like ramps, wide pathways, and tactile paving.

2. Vibrancy

Colorful and Dynamic: Use vibrant colors in public art, murals, and building facades to create a lively atmosphere. Incorporate seasonal decorations and lighting to keep the environment engaging.

Active Public Spaces: Design parks, plazas, and community centers to host various events and activities, including playgrounds, sports facilities, and performance stages.

3. Thriving Community

Green Spaces: Integrate green spaces, community gardens, and resilient design practices. Use native plants, green roofs, and rain gardens to enhance community vitality.

Economic Vitality: Design commercial areas that support local businesses with attractive storefronts, pedestrian-friendly streets, and ample parking.

4. Small-City Charm

Historic and Quaint: Preserve and highlight historical architecture and landmarks. Use traditional materials like brick and wood, and design new buildings to complement the existing character.

Community Landmarks: Create focal points such as town squares, clock towers, or fountains that serve as gathering places and symbols of the community's heritage.

5. Enhanced Amenities and Infrastructure

Modern and Efficient: Incorporate modern amenities like high-speed internet, smart lighting, and efficient public transportation. Use clean lines and contemporary materials in infrastructure projects.

Functional Design: Ensure public amenities like restrooms, benches, and water fountains are conveniently located and well-maintained, using durable materials that require minimal upkeep.

6. Economic Opportunities

Mixed-Use Development: Design areas that combine residential, commercial, and recreational spaces to encourage a vibrant local economy and reduce the need for long commutes.

Business-Friendly Environment: Create attractive business districts with flexible spaces that can accommodate various enterprises, using signage and wayfinding to make these areas easily navigable.

“

To foster a kind, vibrant, and thriving community that leverages its strong sense of unity and small-town charm, while enhancing local amenities, infrastructure, and economic opportunities for all.

City of Kindred Vision Statement

Design Principles



Color Palette: Warm, inviting colors like earth tones, complemented by vibrant accents in public art and seasonal decorations.

Materials: A mix of traditional materials (brick, wood) for historical charm and modern materials (glass, steel) for new developments.

Landscaping: Native plants, community gardens, and green spaces that promote sustainability and beauty.

Lighting: Warm, ambient lighting for public spaces, with dynamic lighting for events and celebrations.

Public Art: Murals, sculptures, and installations that reflect the community's values and history

By translating the vision into these aesthetic principles, Kindred can create a physical environment that embodies its values of kindness, unity, vibrancy, and economic vitality. This approach not only maintains the town's small-city charm but also enhances the quality of life for all residents. Furthermore, the community character, as expressed through its values, opinions, and ethics, can serve as a guiding force for a cohesive, community-wide design aesthetic. This unified design language will reflect the collective identity and aspirations of Kindred, fostering a sense of pride and belonging among its residents.

Community Character

Kindred prides itself on its strong unity and small-city charm. Residents come together in times of need, such as during snowstorms and floods, showcasing a resilient and supportive community spirit. This sense of togetherness also shines during celebrations and community events like local festivals, parades, sports events, and gatherings. This sense of unity is a cornerstone of Kindred's identity, making it a welcoming and inclusive place to live.

The community's character is reflected in its building and city design aesthetic. Architectural styles in Kindred are diverse, including Romanesque, revival, Italian, and classical art influences. This variety enhances the town's visual appeal and tells the story of its rich history and cultural heritage. Buildings and public spaces are designed to foster interaction and community engagement, with features that encourage residents to come together, whether in times of need or celebration. Public art installations, such as the Art Fiber Reels, further enrich the town's cultural landscape, making it a vibrant and dynamic place to live.



Design Elements

The design of Kindred focuses on maintaining and enhancing its small-city character while addressing modern needs and opportunities. Key design elements include:

1. Downtown Revitalization:

Bump Outs and ADA Compliance: Implement bump outs and ensure ADA compliance to improve accessibility and pedestrian safety.

Holistic Renovation: Undertake comprehensive renovations to update and beautify the downtown area, despite the associated costs.

Large Intersections: Address the design of large intersections to improve traffic flow and safety.

2. Public Spaces and Amenities:

Inclusive Playgrounds: Develop new playgrounds next to the pool that are inclusive and accessible to all children.

Parks and Recreation: Enhance parks and recreational facilities to provide more opportunities for community engagement and physical activity.

3. Transportation and Connectivity:

Pathways and Sidewalks: Reconstruct paths along CR 15 to concrete paths and build out sidewalks to improve connectivity within the town.

Airport Expansion: Expand the airport with new hangars off Sheyenne to support local and regional travel needs.

4. Economic Development:

Greenbelt Express Rail: Leverage the Greenbelt express rail as an economic development asset to attract businesses and industries.

Adaptive Reuse: Encourage the adaptive reuse of vacant and underused buildings for storage and other purposes to revitalize underutilized spaces.

5. Community Services:

Volunteer Services: Support volunteer ambulance and fire services, which are critical to the safety and well-being of the community.

Library and Educational Facilities: Maintain and expand the library and educational facilities to support lifelong learning and community engagement.



Community Values and Opinions

Based on recent public input, the following values and opinions have been highlighted by the residents of Kindred:

1. Housing and Development:

Preferred Aesthetic: The survey results indicate that the preferred architectural aesthetic for Kindred is Brick-Historic, chosen by 53.68% of respondents. The close second preference is Modern, selected by 45.26% of respondents. By thoughtfully integrating both styles, Kindred can preserve its historical charm while embracing contemporary design, creating a cohesive and visually appealing community.

Preferred Housing Types: Residents prioritize single-family homes, senior housing, and housing attainable for households making less than \$100,000. There is also interest in mixed-use developments that combine retail with housing.

Growth Management: Many residents express a desire for controlled growth to maintain the small-city feel and avoid overburdening local resources and infrastructure. There is a strong preference for steady, sustainable growth rather than rapid expansion, which could strain the town's resources.

2. Downtown Improvements:

Local Businesses and Restaurants: There is a strong demand for more local businesses and restaurants to enhance the downtown area. Specific suggestions include coffee shops, bakeries, and family restaurants.

Public Spaces: Residents want enhanced public spaces and parks, better signage, façade upkeep, and ADA compliance to improve the downtown experience. Beautification efforts such as adding trees, park benches, and robust planters are also desired.

3. Business and Services Needs:

Desired Businesses: The community has expressed a need for retail stores, restaurants, healthcare facilities, and recreational/entertainment options. Specific suggestions include a car wash, fitness center, coffee shop, and healthcare services such as a clinic or pharmacy. There is also interest in a community center and indoor recreational facilities for winter use.

4. Parks and Recreation:

Satisfaction Levels: While many residents are satisfied with the current parks and recreational facilities, there are calls for more maintenance, connectivity, and additional amenities such as an indoor park for winter use. Suggestions include extending bike paths, improving existing trails, and adding more green spaces.

5. Safety and Infrastructure:

Transportation Safety: Key concerns include the need for improved pedestrian safety, better street and roadway conditions, and addressing vehicle speeds. Specific areas of concern include intersections along CR 15 and the need for more crosswalks. Residents also highlighted the importance of maintaining and improving sidewalks and addressing issues with golf carts and motorized vehicles on walking paths.

Emergency Services: Enhancing local safety and emergency services is a high priority for residents, with many emphasizing the importance of investing in fire and ambulance services.

6. Environmental Priorities:

Floodplain Management and Drainage: Residents prioritize floodplain management and drainage improvements to mitigate environmental risks. There is also a desire to address issues related to street flooding and drainage during wet cycles.

Green Spaces and Sustainability: There is a strong desire to preserve green spaces and promote sustainable development practices. Residents value the preservation of natural resources and the integration of sustainable practices into land use planning.

Grounded and Pragmatic Values

The community values of Kindred are not only aspirational but also grounded and pragmatic. Residents emphasize practical solutions and realistic approaches to development and improvement:

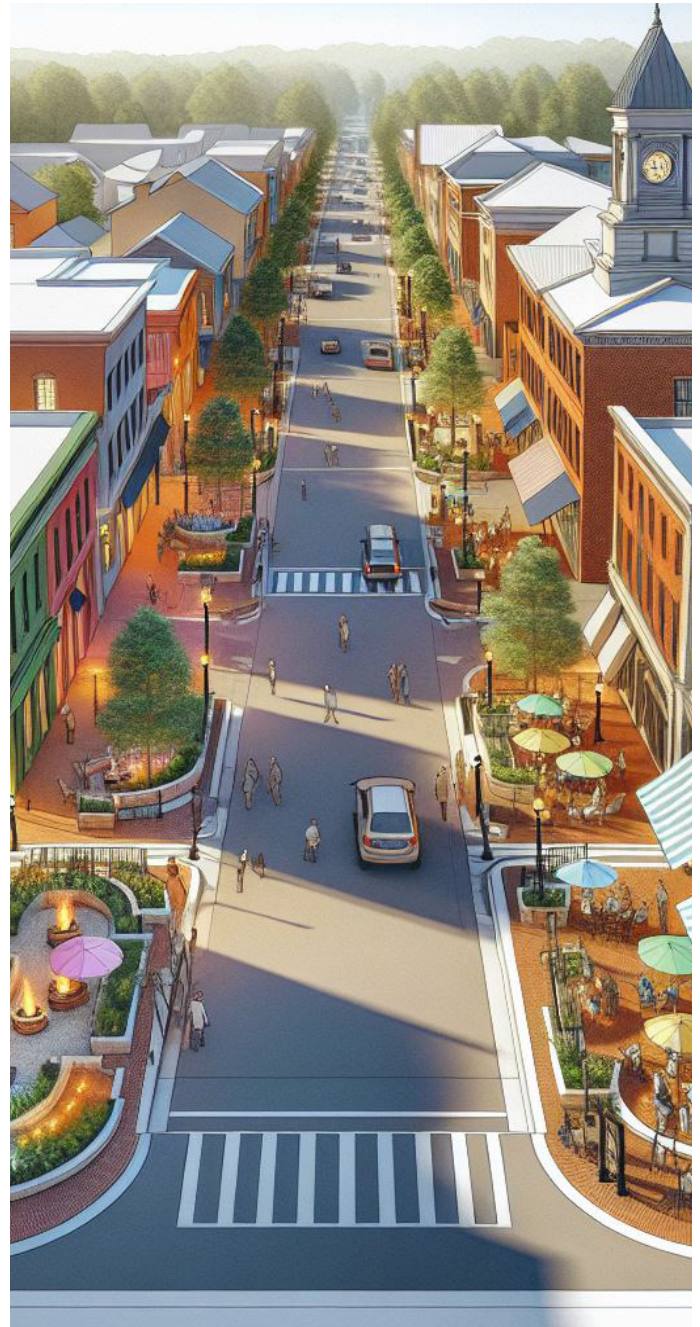
Practical Growth: The community prefers steady, manageable growth that aligns with the town's capacity to provide services and maintain infrastructure. This pragmatic approach ensures that Kindred can sustain its small-city charm while accommodating new residents and businesses.

Resource Management: There is a strong focus on efficient use of resources, including financial, environmental, and human resources. Residents advocate for cost-effective solutions, such as leveraging grants and community volunteer efforts, to achieve their goals without overburdening taxpayers.

Community Involvement: The residents of Kindred value active participation in community planning and decision-making. This grounded approach ensures that development projects and improvements reflect the genuine needs and desires of the community.

Safety and Accessibility: Practical measures to enhance safety and accessibility are a top priority. This includes improving pedestrian and vehicle safety, ensuring ADA compliance, and maintaining essential services like fire and ambulance.

Sustainability: The community's commitment to sustainability is both forward-thinking and practical. Residents support initiatives that preserve green spaces, manage flood risks, and promote sustainable development practices that benefit current and future generations.



Kindred can strengthen its community identity by consistently infusing design choices that reflect its character

Community Character and Design Goals and Strategies

Goal 6.1: Foster a Vibrant and Inclusive Community

Strategies:

- A. Enhance Public Spaces: Design public areas to be welcoming and encourage social interaction. Use warm colors, comfortable seating, and community bulletin boards to foster a sense of belonging. Incorporate placemaking principles to create spaces that reflect the community's identity and encourage engagement.
- B. Inclusive Design: Ensure all public spaces are accessible, incorporating features like ramps, wide pathways, and tactile paving to accommodate all residents.

Goal 6.2: Preserve and Enhance Small-City Charm

Strategies:

- A. Historic Preservation: Preserve and highlight historical architecture and landmarks. Use traditional materials like brick and wood, and design new buildings to complement the existing character. Apply placemaking techniques to celebrate the town's heritage and create meaningful community landmarks.
- B. Community Landmarks: Create focal points such as town squares, clock towers, or fountains that serve as gathering places and symbols of the community's heritage. Utilize placemaking to design these landmarks in a way that fosters community pride and interaction.



Housing



Existing Conditions

Occupancy

With a growth rate of 2.66 percent from 2000-2023, the City of Kindred is showing no sign of slowing growth on the horizon. The average household size of 2.78 people is a sign of families' growing prevalence in the community. The current housing stock is heavily weighted towards homeowners, with 89.8% of residents occupying a home they own. The remaining 10.2% of the population rents their home.

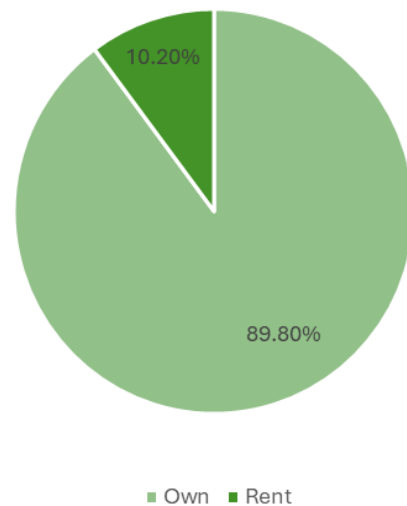
Vacancy

For future residents of Kindred, the low vacancy rates of owned and rented homes make entering the community difficult. Out of 355 housing units in the community, only 17 are vacant, and only seven are rental units. A vacancy rate of any lower than 5% indicates that a housing market cannot meet demand, and the rate in Kindred is 4.78%. The median home in the city costs \$431,651, yet the median contract rent is \$550, which indicates two extremes: high home ownership costs and low rent costs.

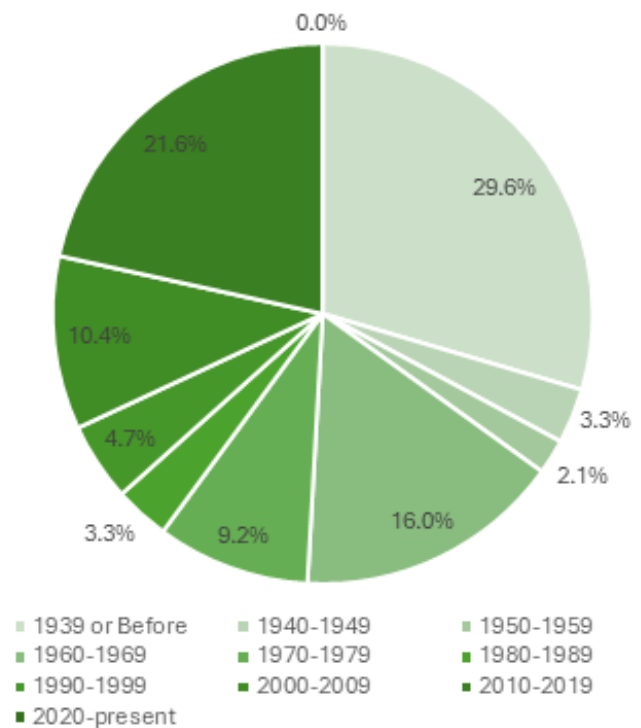
Age of Housing Stock

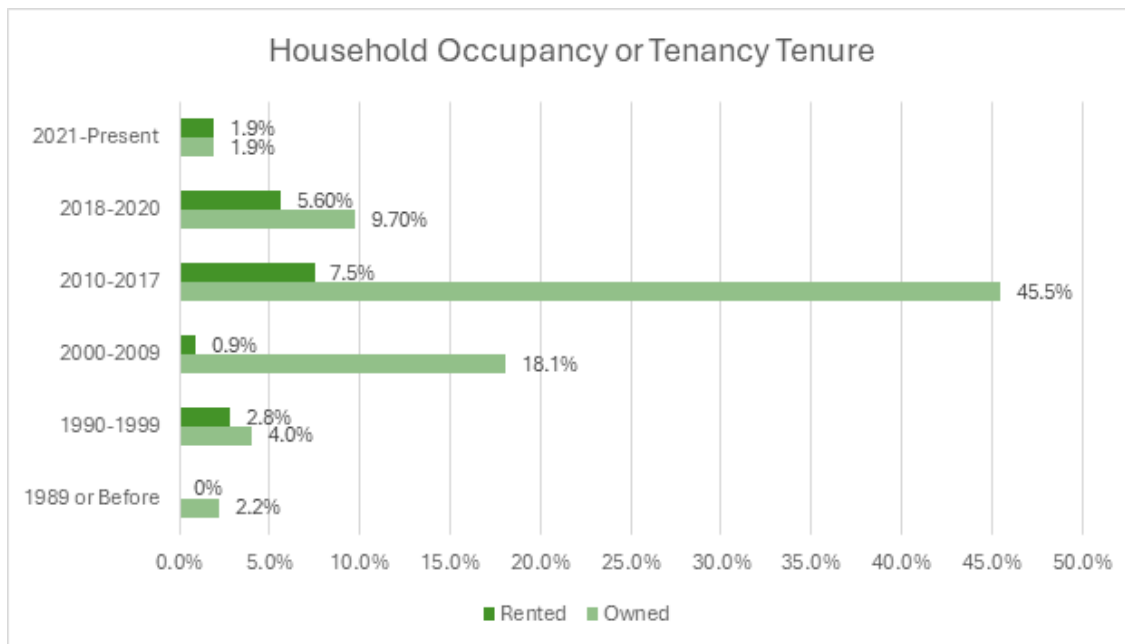
Kindred's housing stock is balanced in age, with 29.6% built before 1939, 38.4% built between 1940-1989, and 32.0% built between 1990-2019. While the older two-thirds of the housing stock may require more maintenance, if placed in the market, these homes offer a lower cost entry point for prospective residents than a newly built home. However, the lack of supply in the housing market demonstrates that these homes are not being sold. The prevalence of newly constructed homes in the community and market has been integral in meeting the current demand and the city's expanding population. However, this new housing stock is contributing to high housing costs, making home ownership less attainable for first-time buyers or those with incomes less than the household median income of \$101,204.

Housing Ownership vs Rental Occupancy 2024



Housing Stock by Age



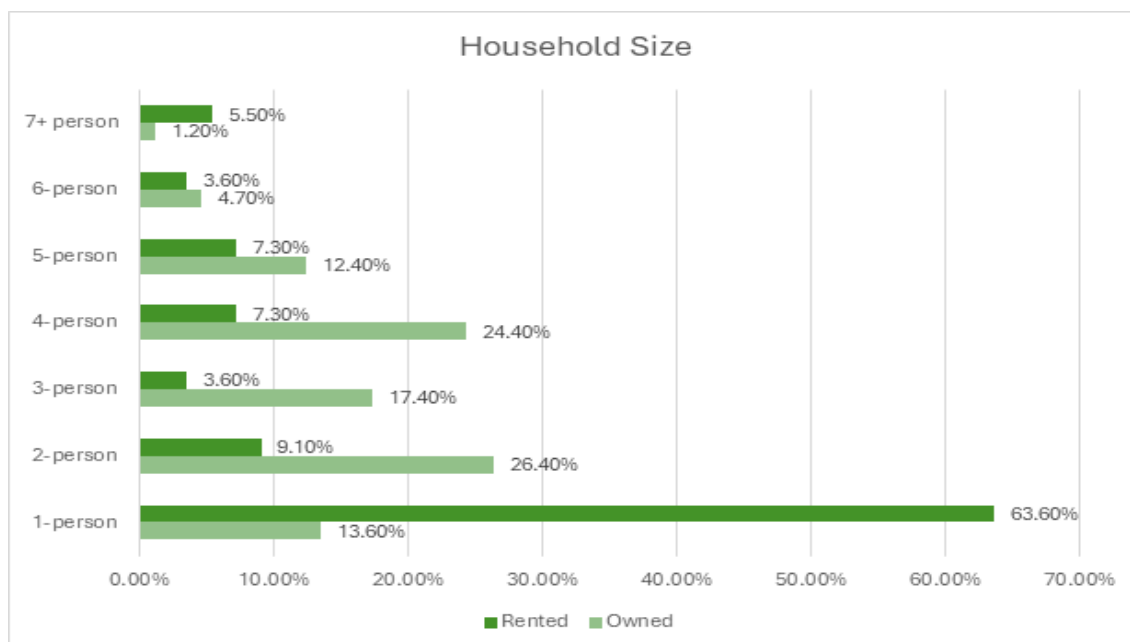


Tenure

The people of Kindred tend to maintain ownership in a home once it is established, compared to renters. To illustrate this, 63.6% of homeowners have been in their current homes since 2000-2017. Comparatively, renters have shorter tenancies, with about one-third of renters having occupied the same unit since 2017.

The size of households is also a key indicator of

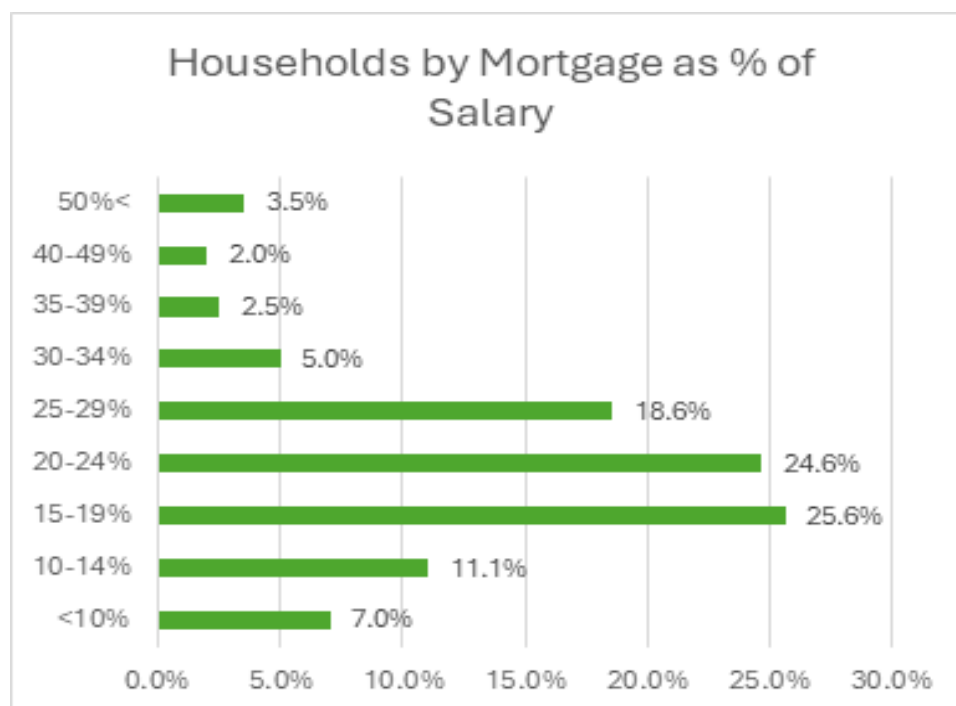
potential barriers in the housing market; 63.6% of renters are members of one-person households. The annual individual median income would be a better gauge of this group's finances, which could indicate that this group is priced out of owning a home in the community. Conversely, 86.4% of owned households have two or more members, demonstrating the need for multiple incomes to attain housing in Kindred.



Attainability

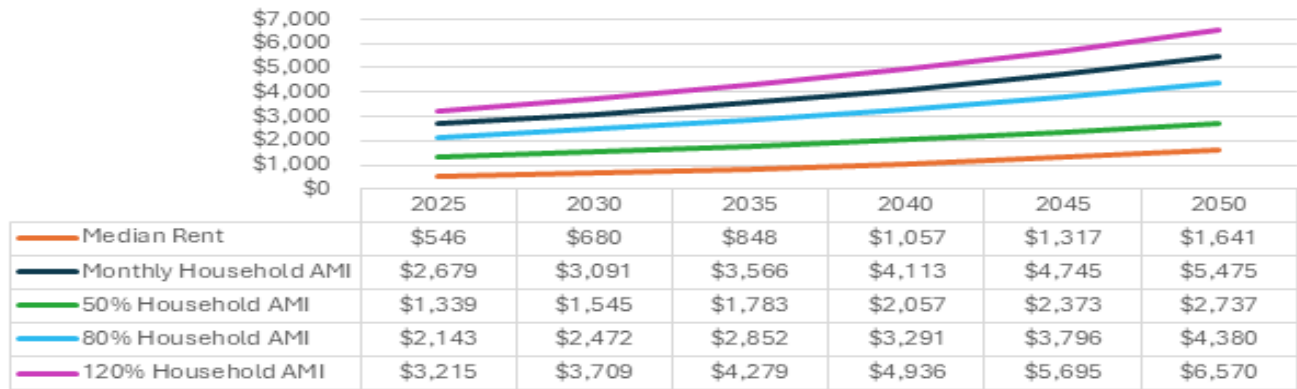
As detailed in the chart below, 87% of Kindred household mortgages are under 30% of salary, which indicates the current housing market is well aligned with incomes in the community. However, this also indicates that 13% of households are not affordable to their occupants based on the 30% standard.

Every economy faces inflation. However, certain items inflate in cost faster than others. The current rate of overall inflation is 2.9% annually. Rent and housing are increasing in cost faster than this rate, with housing increasing at 4.8% and rent at 4.5% annually.

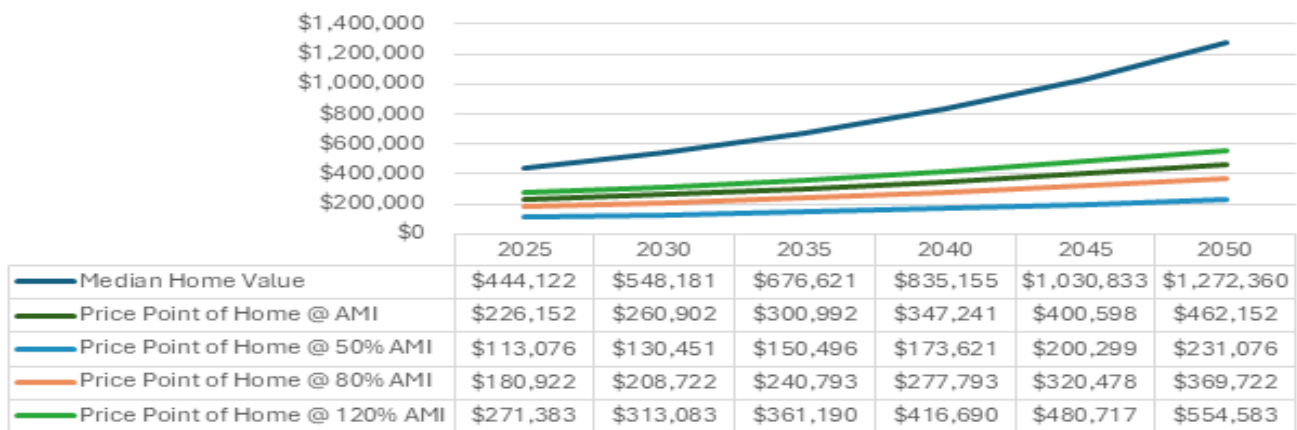


The term affordable housing is frequently associated specifically with low-income housing or subsidies, which is only one piece of a larger puzzle. In housing, affordability is a measure of what someone can afford based on only paying 30% of their monthly available income. In a housing market, the standards for housing costs are set by taking 30% of the annual median income (AMI) for individuals and households. If this value is higher or lower than the median rent and a house payment on a median-value home, then conclusions can be drawn about how the housing stock aligns with community needs.

Median Rent Cost Change Vs.
Household AMI Adjusted for Inflation



Home Values @ AMI Price Points Vs. Median Home Value



Rent Attainability

While median rent is currently less than half of the \$1,168 considered affordable for an individual earning the median income of \$44,126 annually, this will increase as housing costs rise faster than income, increasing to roughly 80% of the AMI by 2050 (Figure X). For the household median income, the cost of rent at its current trajectory will not increase to more than 50% of household AMI by 2050.

Ownership Attainability

In 2025, the median-value home costs over \$218,000 more than the house affordable at the city's annual median income for an individual. This gap will only

grow over time without some means of reducing the cost of housing, mainly increasing the supply. To put the cost of housing in perspective, to afford a median-value home at \$444,122 with a national average 13.6% down payment and a 30-year mortgage with a 7% interest rate, a resident or household would need to make \$102,000 annually. This is just more than the household median income in the community of \$101,204. While the current housing market is accessible for households at the median income, it's necessary to consider that if housing's rate of inflation remains higher than income growth, housing costs will extend beyond the reach of 50% of community households.

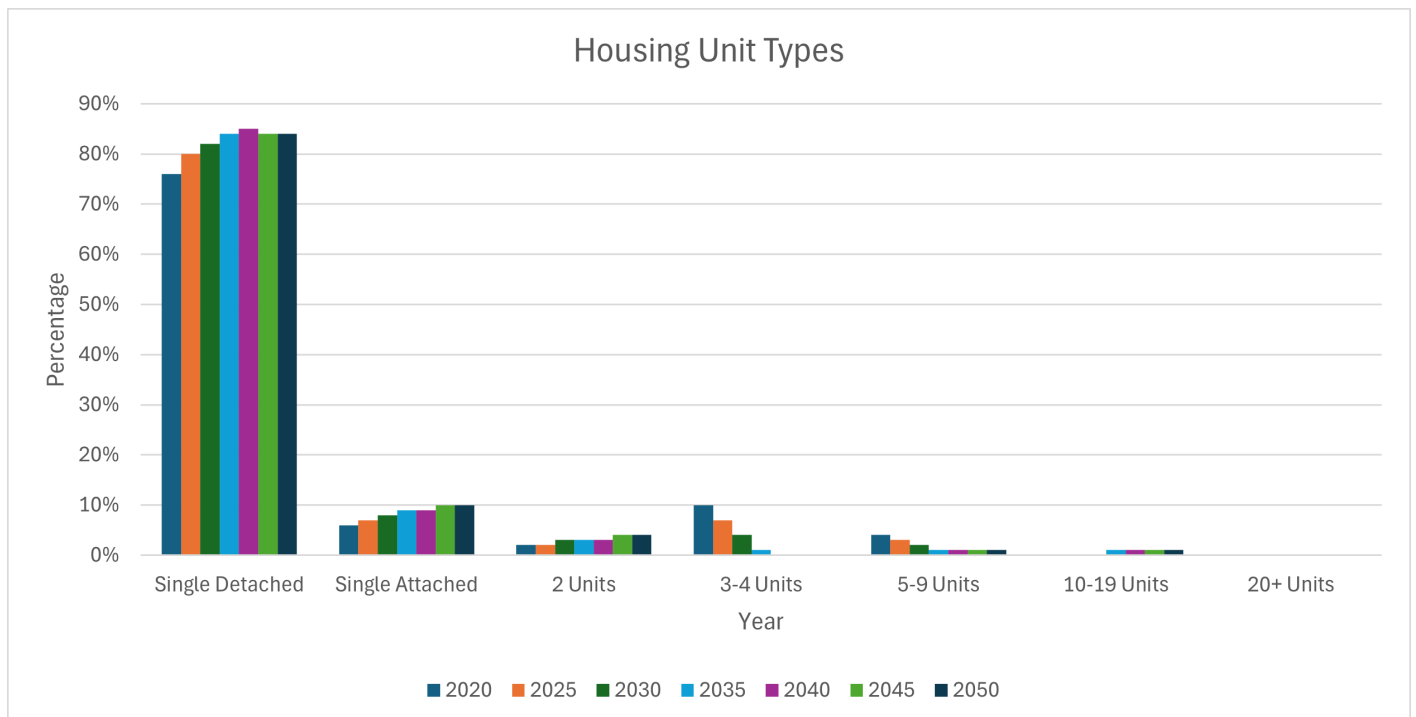
Growth and Housing

Population Growth

The 3.03 percent annual growth experienced by Kindred will cause the community's population to increase substantially by 2050, doubling to 2,225 people. With the possibility of 5 percent annual population growth being realized in other municipalities in the MetroCOG's planning area, it's necessary to consider the impact of an accelerated growth rate. If the city had a 5 percent annual growth, the population would triple, reaching 3,572 residents. Even if growth decreased to 2.5 percent, the population would still increase to 1,955 residents by 2050. The strain this will place on the current housing market will be significant as the current growth rate for the city's housing stock is 1.13 percent. If this rate stays constant, none of this population increase will occur, as there will not be enough housing to sustain the demand by 2030. The resulting scenario will drive higher demand for homes and property taxes as the available housing stock remains too small to accommodate the market demand.

Housing Growth

Although briefly considered in the discussion of population growth, the current rate of housing unit construction is 1.13 percent, which would increase the current number of housing units in the city to 470 units. Although Kindred has a high average household size of 2.78 people, this construction rate will create a gap of 309 units at a population growth of 3.03 percent annually. The housing deficit will create higher demand and increase costs for potential and current residents needing housing that is better suited to their needs and would not be available at a rate they can accept in the community. The following graphs depict the difference between housing supply at its current growth rate and the units needed for the projected population. Regionally, at least 16,400 additional housing units will be required to meet housing demand over the next 8 to 10 years, including 300 to 350 in Cass County outside of the Fargo-Moorhead metro area. Additional detail about housing needs can be found in MetroCOG's 2023 Fargo-Moorhead Regional Housing Needs Analysis and Strategy and the 2024 North Dakota Statewide Housing Needs Assessment.





While it is impossible to forecast the state of the economy in 25 years accurately, some reasonable assumptions based on history can be accepted. First, inflation will occur, and in a healthy economy, a 2.0 percent inflation is considered reasonable. The rule of thumb is that prices generally double every 22 years. However, since 2022, the housing market in Kindred has shown an annual price increase of 9.8% for a median-value home. This rate is unsustainable and indicates a supply significantly lower than the current demand for housing. Wages do not grow at these rates, which will make it increasingly difficult for new homeowners to enter the market and for current residents with inadequate housing to sell their homes. The equity built in a home is unlocked when it is sold. However, if the cost of a smaller replacement home for elderly homeowners needing to downsize is higher than the value of the home sold, these residents may face potentially unaffordable housing costs.

Housing Goals and Strategies

Goal 7.1: Increase Housing Availability

Strategies:

- A. Encourage New Construction: Incentivize developers to build new housing units with permitting, land entitlement, tax and development cost incentives.
- B. Promote Diverse Housing Options: Support the development of various housing types, including single-family homes, townhouses, and apartments, to cater to different income levels and family sizes.
- C. Streamline Permitting Processes: Simplify and expedite the permitting process for new housing developments to encourage faster construction.

Goal 7.2: Improve Housing Affordability and Quality

Strategies:

- A. Affordable Housing Programs: Partner with lending institutions to provide financial assistance to low- and moderate-income families to help them afford housing.
- B. Rehabilitation of Older Homes: Offer grants or low-interest loans for the renovation of older homes to make them more affordable and livable.
- C. Energy Efficiency Upgrades: Promote energy efficiency upgrades in homes to reduce utility costs and improve living conditions.
- D. Community Revitalization Projects: Invest in community revitalization projects that improve the overall quality of neighborhoods, including infrastructure improvements and beautification efforts.



Natural Resources



Natural Resources

Overview

Natural resources are naturally occurring elements that are used for a specified purpose. These include air, water, minerals, wildlife, and renewable energy sources like solar and wind. Natural resources contribute to the overall quality of life by influencing economic activity, providing leisure and recreational opportunities, and supporting a thriving ecosystem. Responsible use and protection of natural resources are critical for the longevity of a community. Understanding Kindred's available natural resources helps determine what needs to be protected and how to utilize these resources effectively.

Floodplains are low-lying areas next to rivers, streams, and other water bodies that naturally flood during heavy rainfall or snowmelt. These areas play a vital role in controlling floods, filtering water, and supporting a variety of plant and animal life. While floodplains provide natural benefits, they also present development challenges. Poorly planned construction in these areas can increase flood risks and environmental damage. Careful land-use planning and conservation efforts are essential to protecting both communities and the natural functions of floodplains.

Soil and Agriculture

Kindred, ND, is known for its fertile soils that were once part of glacial Lake Agassiz. The majority of Kindred is classified as prime farmland, which has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops. According to the United States Department of Agriculture (USDA), prime farmland has adequate and dependable water supply, favorable temperature and growing season, acceptable levels of acidity or alkalinity, minimal salinity, and few rocks. It is also well-drained yet retains sufficient moisture for plant growth, making it productive and capable of sustaining high crop yields with minimal environmental degradation.



Community members in Kindred, ND, hope to see several improvements and initiatives for natural resources:

Enhancement and Maintenance of Green Spaces: More parks and trails, better upkeep of existing recreational facilities.

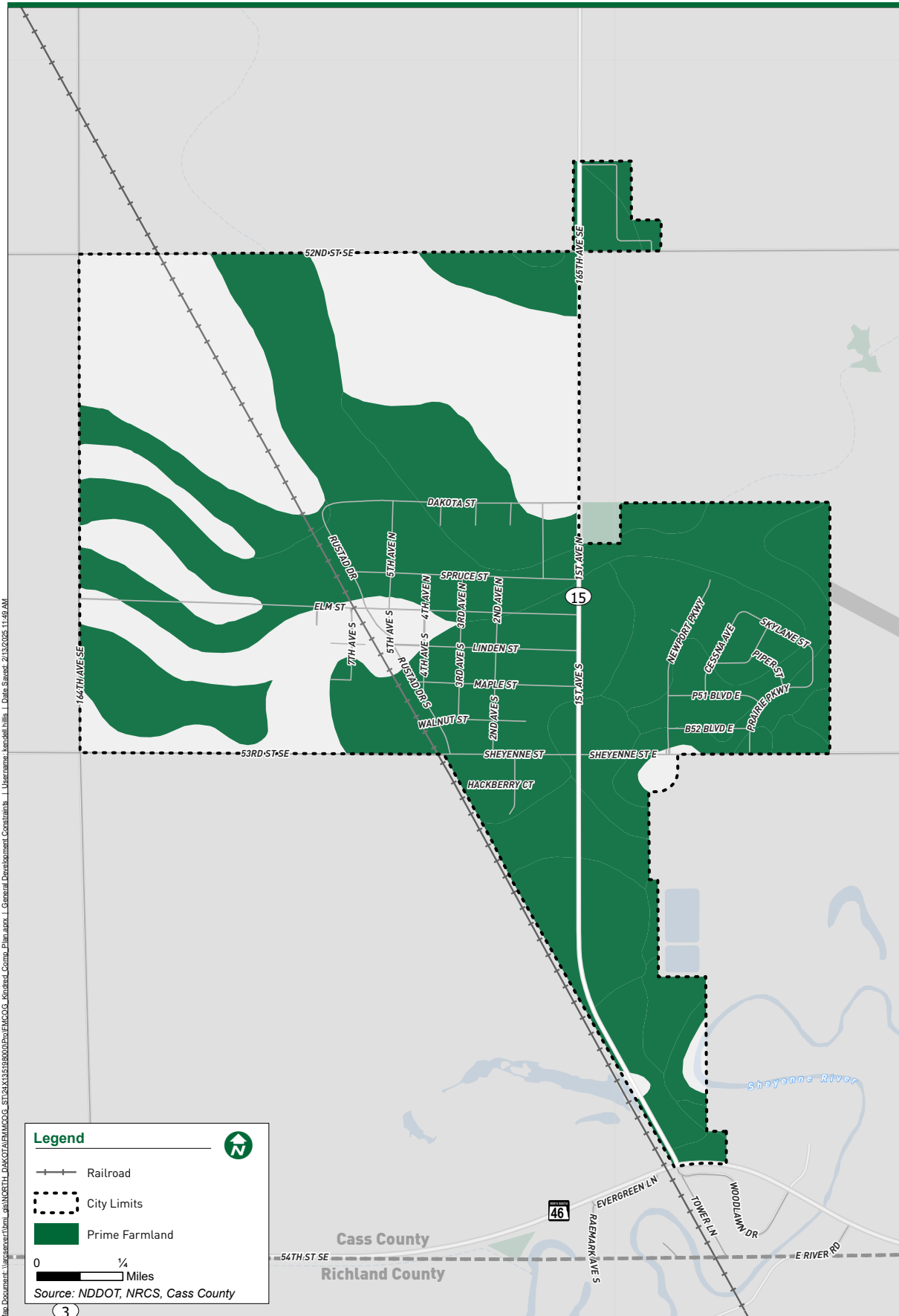
Improved Connectivity: Expanded bike paths and walking trails, ensuring safety and accessibility for all residents.

Community Center: A gathering place for families and individuals, particularly during inclement weather.

Managed Growth: Avoiding overcrowding and preserving the small-town charm.

Sustainable Development Practices: Better stormwater management and preservation of natural resources.

Balanced Development: Enhancing quality of life while protecting the environment.

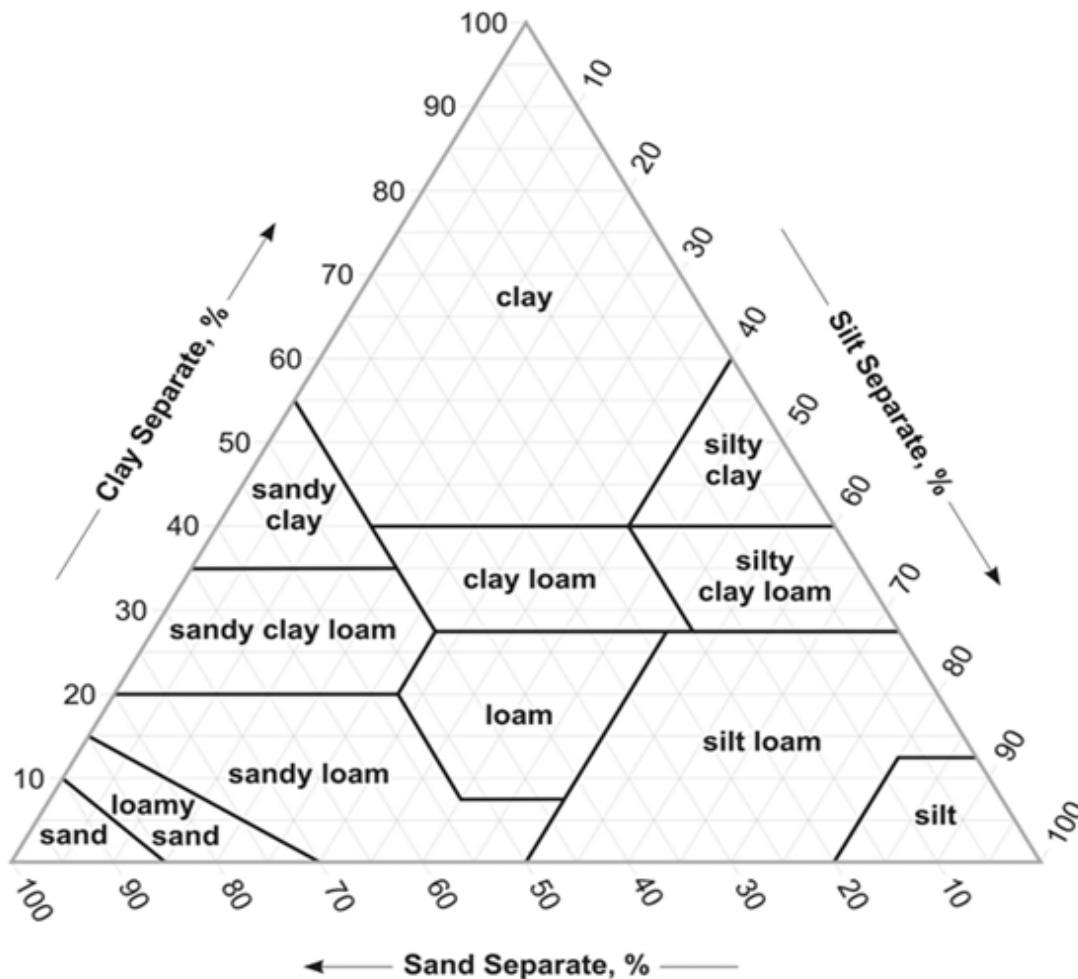


Soils

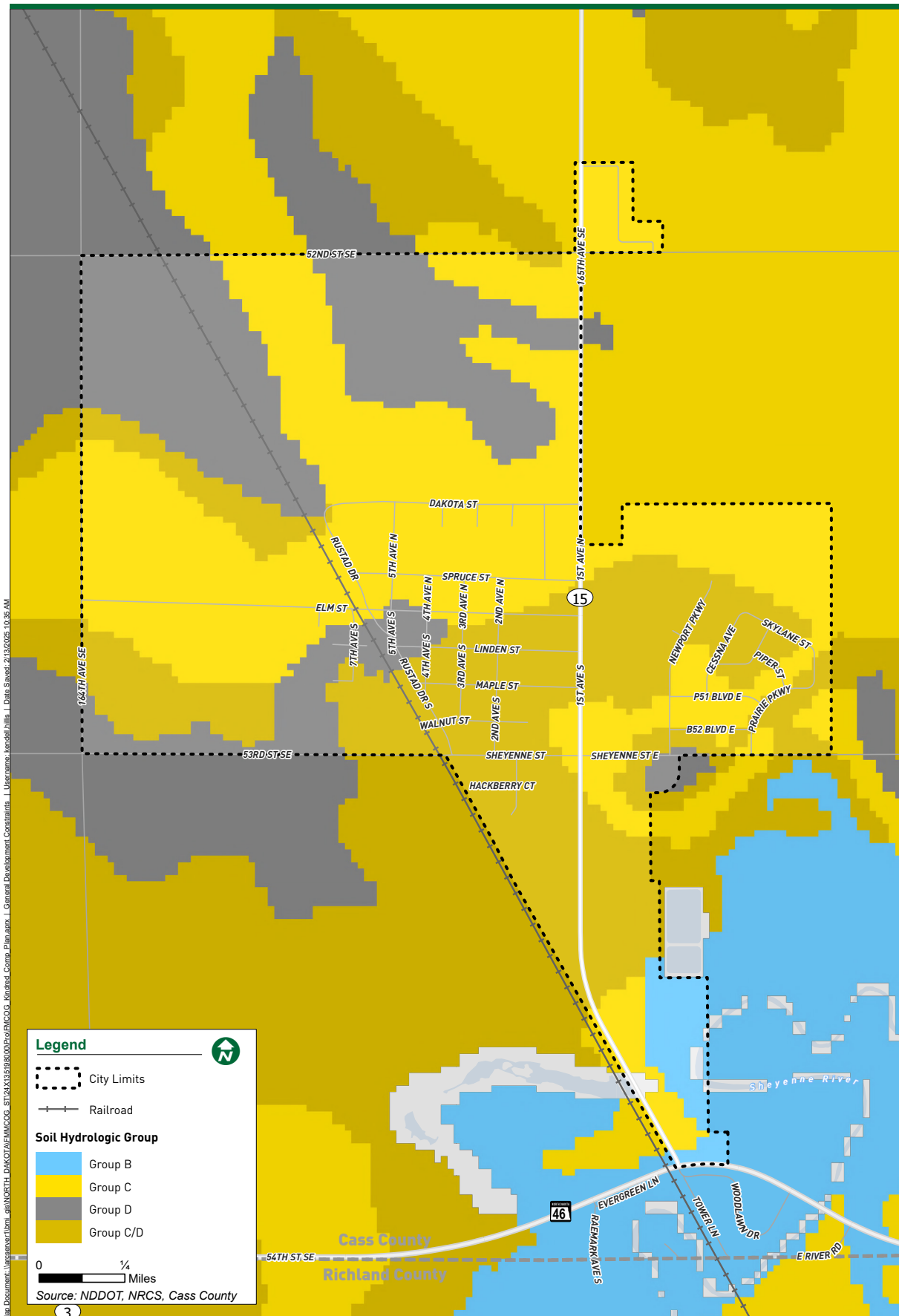
The Hydrologic Soil Group classification (A, B, C, or D) indicates the expected amount of runoff from soil when saturated. Most of Kindred's soil is classified as Hydrologic Soil Group C or D, meaning it has slow to very slow infiltration rates due to clay-rich layers or a high water table. This impacts agriculture by increasing the risk of surface runoff, limiting natural drainage, and

making fields more susceptible to water saturation, which can delay planting and reduce crop yields if not properly managed through drainage systems and soil conservation practices. The Kindred Comp Plan 2020 emphasized the importance of preserving prime farmland and managing growth to avoid development in flood-prone areas.

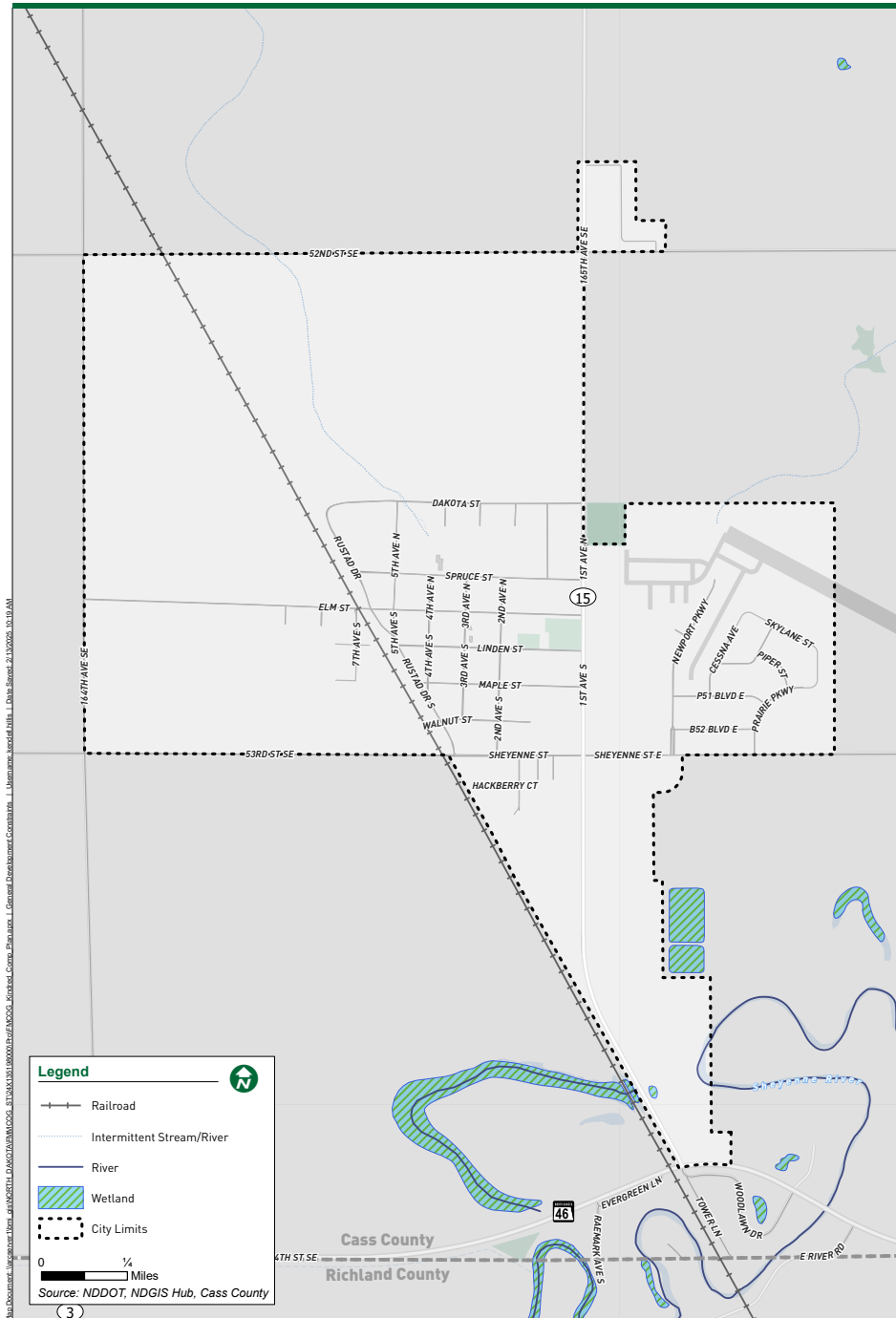
Soil Textural Triangle



Source: [NRCS USDA](#)



Wetlands



Kindred does not contain any designated wetlands, as the area's landscape primarily consists of former glacial lakebed soils that have been extensively developed for agriculture. While Cass County features some wetlands and prairie ecosystems, Kindred's terrain is dominated

by farmland, with little to no naturally occurring wetland ecosystems. Due to extensive land modifications for crop production, any historically wet areas have largely been converted into highly productive agricultural land.

Floodplains

The majority of Kindred's development is located outside both the 100-year and 500-year floodplains, meaning most homes, businesses, and infrastructure are at a lower risk of flooding during extreme weather events. However, some agricultural land falls within these floodplains, posing challenges for farming. Fields in these areas are more vulnerable to seasonal flooding, which can delay planting, wash away nutrients, damage crops, and reduce overall yields. Farmers in flood-prone areas often implement drainage systems, crop rotations, and conservation practices to mitigate risks, but the unpredictability of flooding remains a challenge for long-term agricultural productivity.

FEMA has recently finalized the updated Flood Insurance Rate Maps (FIRM) and the Flood Insurance Study (FIS) report for all jurisdictions in Cass County, North Dakota. These new flood maps will go into effect on September 5, 2025. Before that date, the city must adopt updated, legally enforceable floodplain management regulations that comply with FEMA's standards outlined in Title 44 of the Code of Federal Regulations Part 60.3(c). If the city fails to do so, it risks suspension from the National Flood Insurance Program (NFIP), which would result in the loss of access to federal flood insurance, disaster assistance, and certain federally backed loans. FEMA provides resources and guidance to help communities update their codes and align local regulations with federal requirements. Development within the city of Kindred should consider the FEMA FIRMs and use this information when considering development projects near the floodplain.

The city is required to adopt a set of floodplain management regulations that ensure new development and substantial improvements are built in a way that reduces flood risk, particularly in areas designated as high-risk on FEMA's Flood Insurance Rate Maps (Zones A, AE, AH, AO, and others). For residential buildings in high-risk flood zones, this includes raising the lowest floor—including basements—to at or above the base flood elevation. Non-residential buildings must either be

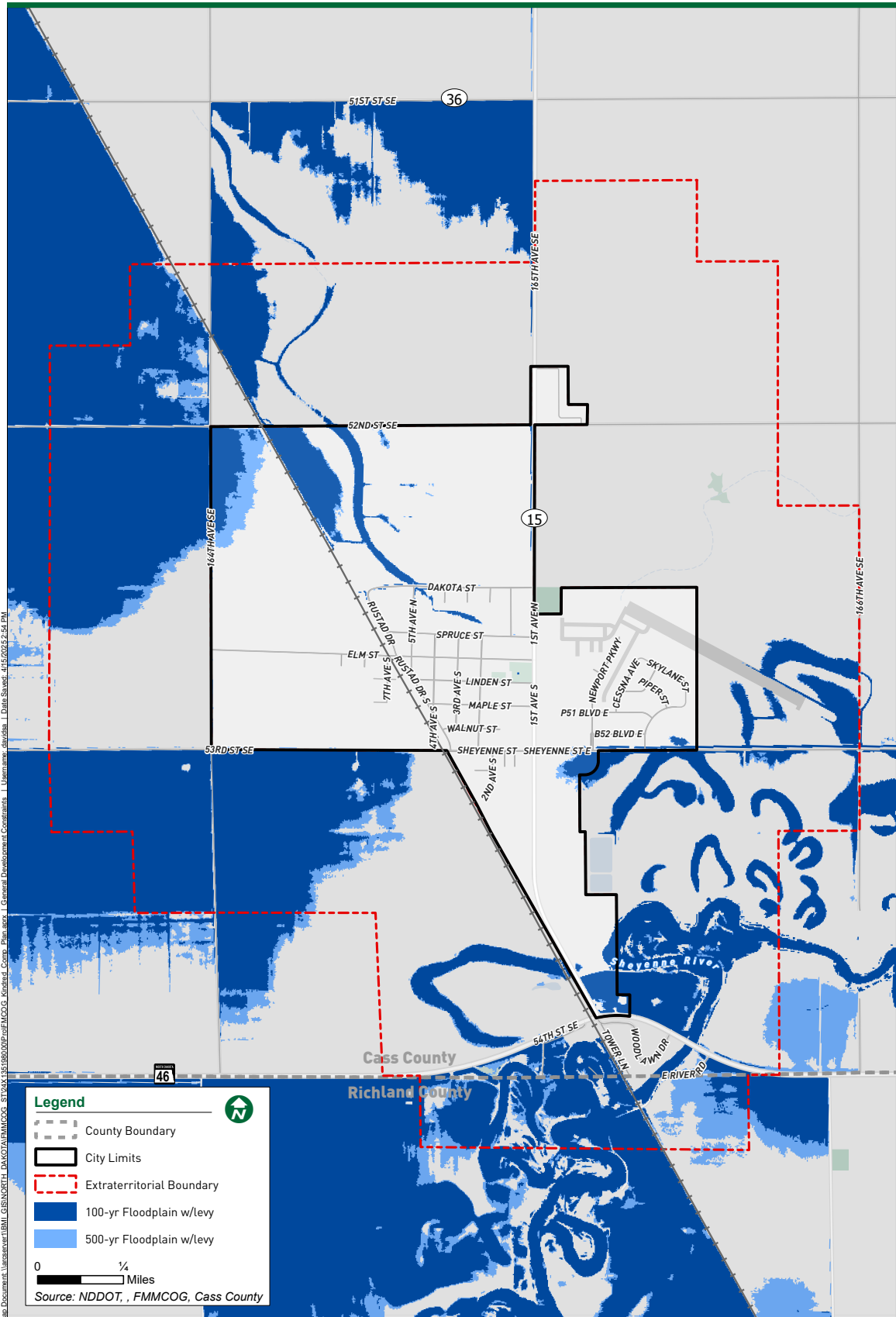
elevated similarly or constructed to be watertight and able to withstand flood forces, with plans certified by a professional engineer or architect.

Additional requirements include requiring features like enclosed spaces below buildings, which must allow water to flow in and out to avoid structural damage. Manufactured homes in flood zones must be elevated and anchored securely to prevent movement during a flood. Recreational vehicles must either be temporarily placed, road-ready, or meet the same elevation and anchoring standards as manufactured homes.

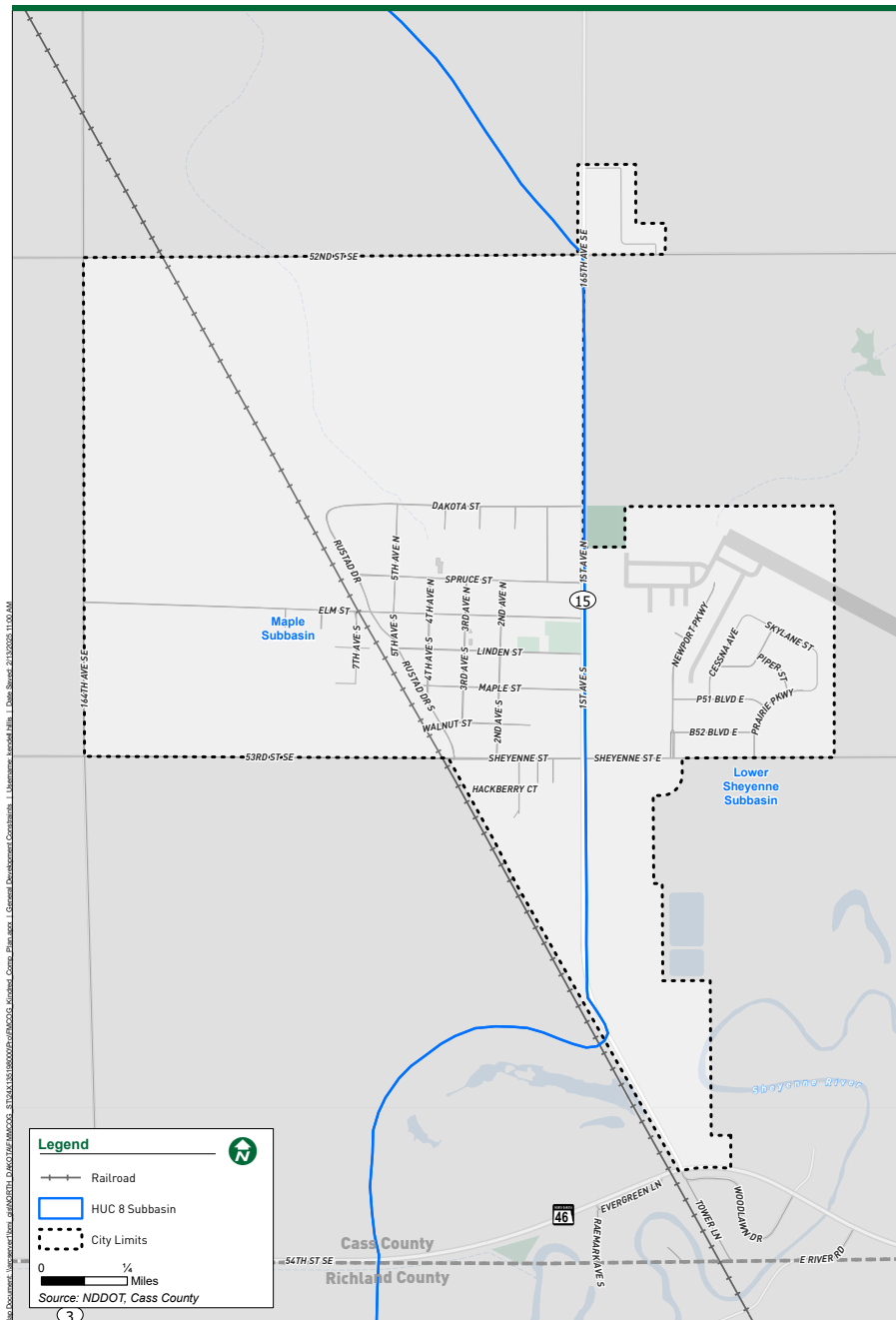
The regulations also control development in areas where floodways have not been designated, ensuring that new construction doesn't increase flood levels. In certain cases, exceptions or special approvals can be sought from FEMA. Full requirements that will need to be adopted can be found in Title 44 of the Code of Federal Regulations Part 60.3.

The 2012-11 Summary of Kindred's Future highlighted the need for improved flood management and infrastructure to control flooding. Kindred's ability to grow to the west may be limited due to the Sheyenne River's overland flow pattern. Future development to the west may require construction of additional flood protection.





Watersheds



A watershed district is a designated area that manages water resources within a specific drainage basin, ensuring proper water flow, flood control, and conservation efforts. Kindred is split between two watershed districts: the Maple Subbasin Watershed District and the Lower Sheyenne Subbasin. These watersheds influence local water management

strategies, particularly for stormwater drainage, flood mitigation, and agricultural runoff. Being part of two watershed districts means Kindred must coordinate across multiple jurisdictions to balance development, farming, and flood control measures effectively. Of note, Legal Drain No. 60 is located on the north side of Sheyenne Street east of County Road 15.

Issues and Opportunities

Issues

- **Floodplain Agricultural Risks:** Portions of Kindred's agricultural land lie within the 100-year and 500-year floodplains, increasing the risk of crop loss, soil erosion, and nutrient runoff. Managing water retention and improving drainage infrastructure will be critical to mitigating these risks.
- **Floodplain Development Risks:** Developments located adjacent to floodplain areas will require elevating structures above the floodplain elevation, including providing applicable freeboard.
- **Hydrologic Soil Limitations:** Most of Kindred's soil falls into Hydrologic Soil Groups C and D, meaning it has slow infiltration rates and a high potential for surface runoff. This can lead to drainage challenges for both agriculture and urban development, requiring careful water management strategies.
- **Lack of Wetlands for Natural Water Filtration:** There is limited natural water filtration and floodwater storage because of the limited wetlands in Kindred. This can contribute to higher runoff rates, potential erosion, and water quality concerns.
- **Watershed Coordination Challenges:** Being split between two watershed districts (Maple Subbasin and Lower Sheyenne Subbasin) means that Kindred must navigate multiple jurisdictional policies and water management strategies, potentially complicating coordinated flood control and stormwater management efforts.

Opportunities

- **Undeveloped Land for Strategic Growth:** There are significant areas of undeveloped land outside the floodplain, providing low-risk opportunities for residential, commercial, and mixed-use development. This could support population growth and economic diversification while avoiding flood-prone areas.
- **Infrastructure Improvements for Water Management:** Kindred has an opportunity to enhance its stormwater management systems, implement better drainage solutions, and explore water retention projects given the region's hydrologic soil characteristics and flood risks to improve both urban and agricultural resilience.
- **Coordination Between Watershed Districts:** While being part of two watershed districts presents challenges, Kindred can leverage resources and funding from multiple entities for flood control, drainage improvements, and water quality initiatives.
- **Agricultural Adaptation Strategies:** Farmers in the region can adopt flood-resistant crop varieties, no-till farming, and water management techniques to reduce flood risk and improve soil health. Partnerships with agricultural extension programs and watershed districts can support these efforts.
- **Potential for Renewable Energy:** There may be opportunities for solar or wind energy development with Kindred's open land, particularly as part of diversified farm operations or rural economic initiatives.

The Cass County Comprehensive and Transportation Plan emphasized the importance of sustainable growth, infrastructure development, and community well-being.

Natural Resources Goals and Strategies

Goal 8.1: Protect and Enhance Natural Resources

Strategies

- A. Promote responsible land use practices that protect soil health, water quality, and vegetation.
- B. Create a Storm Sewer and Drainage Master Plan to analyze downstream impacts and plan for efficient system improvements.
- C. Support initiatives that promote pollinator habitat conservation to sustain agricultural productivity.

Goal 8.2: Improve Stormwater and Floodplain Management

Strategies

- A. Adopt the required standards specified in Title 44 of the Code of Federal Regulations Part 60.3, the Flood Insurance Study (FIS) and the Flood Insurance Rate Map (FIRM) in the zoning or floodplain ordinance.
- B. Ensure all development projects comply with floodplain management regulations, minimizing flood risks to homes, businesses, and infrastructure.
- C. Require stormwater management systems that improve drainage and reduce runoff, especially in areas with slow-draining soils.
- D. Coordinate with the SE Cass, Maple Subbasin, and Lower Sheyenne Subbasin Watershed Districts to improve regional flood control and stormwater management strategies.

Goal 8.3: Expand and Maintain Green Spaces

Strategies

- A. Increase tree planting efforts in residential and commercial areas to enhance urban forestry and improve environmental quality.
- B. Require the incorporation of vegetative buffers in new developments to improve aesthetics, air quality, and stormwater retention.

Goal 8.4: Strengthen Coordination for Environmental Oversight

Strategies

- A. Work closely with Cass County and state agencies to ensure Kindred's policies align with broader environmental regulations.
- B. Partner with NDSU Extension, ND Game and Fish, and conservation groups to support pollinator habitat development and other environmental initiatives.
- C. Encourage public education efforts on sustainable land and water management practices.



Parks and Recreation



Existing Conditions

One of the City of Kindred's defining features is its natural beauty, amplified by its efforts to preserve the parkland for residents' use. Kindred's growth has posed a challenge in the last quarter century as the need for park amenities and open space has grown with the city's development. Throughout the public engagement process for this plan, the city's parks were frequently mentioned as among the city's best qualities. Many have gone as far as to suggest a need for more parks as the community grows. However, the current land use policy does not provide a means of setting aside land for the express purpose of remaining open space or being developed into the park infrastructure. This is a community feature that residents young and old have great passion about.



Community Celebrations

Kindred Days is an annual weekend festival that brings residents and local organizations together in Downtown Kindred to celebrate the community. The festival is geared toward all ages, with activities including a 5k, parade, vendor fair, car show, petting zoo, and beer tasting.

Additional community events take place throughout the year, hosted by organizations like Kindred Parks and Recreation and the Kindred Area Arts Partnership, which focuses on arts-related activities. These events include an annual Chalk Fest, homecoming tailgate, and holiday market.

Parks & Recreation

In addition to hosting community events, Kindred Parks and Recreation offers sport leagues and swimming lessons for all ages.

Parks

Kindred City Park

The first of the community's two parks is Kindred City Park, lying in the heart of the community; the 3.5-acre parcel is adjacent to the elementary school with access on Elm Street, Linden Street, and 1st Avenue South. The park is also the site of the city pool on the southern side of the parcel. The park features a pavilion, playground, and basketball courts for youth recreation. The parkland is also the location of the memorial building, which is the main location available in the community for events. Located at the northeastern end of the park, there is a war memorial to the veterans of the City of Kindred facing onto Elm Street.



Gilbertson Park

The newest of the parks in Kindred, this 5.66-acre parcel was donated by the Kindred Park Board in 2016. Located south of the elementary school baseball fields, this park is adjacent to one of the newer neighborhoods in the community. The park features outdoor picnic spaces, a sizable playground, and landscaping. Most of the space is reserved for little league baseball facilities, including a field and batting cage for practicing. The park is accessible by automobile from 53rd St SE or via walking, biking, or small vehicles such as golf carts traveling by a trail that runs along the south and eastern sides of the park.



Recreational Amenities

Kindred Pool

The Kindred Pool is a reasonably priced facility at \$3.00 per day, with annual individual/family passes available. Located at the Kindred City Park, the pool offers three swimming lesson programs per summer, serving youth of all levels. Opened by the Park Board in 2015, the facility serves as a primary summer destination for youth.

Progressive Ag Softball Complex

Donated to the Kindred Park Board in 2016, the softball facility across the street from Gilbertson Park is a prime destination for community gatherings. The field complex features twin fields with indoor equipment storage and large dugouts for teams at each field. The facility boasts a concession stand and set of grandstands to accommodate large attendance for games at the premises.

Memorial Building

This community center features a meeting space with a 115-person capacity along with kitchen, restroom access, and free Wi-Fi access. The city rents this facility to local organizations and non-profits for \$50.00 per year annual membership with a \$100.00 per day cost for private entities. The building is a multipurpose community center frequently used by city boards and the public.

Trails

Beginning at the southern edge of the city limits and running through the city until its terminus behind the elementary school, the bike and walking trail provides an exceptional recreational amenity to the public. The trail takes the place of the sidewalk network in the southern region of the city, allowing for public access to these areas without needing to access Highway 15.

City Ice Rink

Not located on Park property but managed by the Kindred Park Board, this temporary facility serves the community's hockey and other ice-related recreational needs in winter. The rink has a warming house available for use and fire pits for borrowing on the condition of proper use and fire extinguishing.



Source: Kindred Parks



Source: Kindred Parks



Source: Kindred Parks

Public Opinion Trends

Throughout the public engagement process for drafting this comprehensive plan, parks, and recreation were frequent discussion topics. From adult residents to Kindred Public Schools students, members of all walks of life in the community commented about the park, most of which demonstrated its positive impact on life in the community.

Trend 1:

More dedicated parkland throughout the community, including a park with frontage on the Sheyenne River.

Opportunities:

- The parks are a source of community pride and a meaningful part of the community. They are well placed in residential neighborhoods. As the community grows, park areas will need to develop along with housing to maintain this balance.
- Increased ability to offer newer programming opportunities based on amenities implemented at parks with new infrastructure.
- A riverfront park allows for on-water recreational activities and creates a new scenic vista not present in any existing city park.

Issues:

- There is limited land left for development in the city without annexing territory, and the demand pressures on housing will increase land costs, making it difficult to obtain this parkland.
- Providing a park along the Sheyenne River with river access increases the liability for emergencies in places difficult to reach in rapid response situations.
- Increased maintenance of river-specific park infrastructure compared to other city parks.



Trend 2:

Improvements and expansion of the community center located at the park

Opportunities:

- Investment in the facility and improvements could increase usage and provide a unifying space in the community that meets public desires.
- Construction of a new facility could support the residents' needs while retaining the existing Center, with improvements funded through grants.
- Aesthetic improvements would align with public commentary on some aspects of the park system.

Issues:

- Difficulty recouping renovation or construction costs from user fees alone could cause a tax increase to fund the project.
- A nonprofit or private entity could more easily or effectively provide the ideal community center, as the public has described it.
- Space at Kindred City Park is limited, making the site's expansion or other potential upgrades difficult.

Trend 3:

Motorized vehicles are used on the trail system near parks and their amenities.

Opportunities:

- This prevents small motor vehicles from interfering with street traffic, providing safe trail access to parks and community locations.
- Recreational opportunities that have low maintenance provide cost benefits and lasting savings.
- Enforcing policy against motorized vehicles on the trail could create a new revenue stream and improve the community's perception of responsiveness to priority issues.

Issues:

- Vehicles such as golf carts are larger than active transportation means and move faster with a lower ability to stop quickly, leading to danger for trail users who cannot quickly move out of the way.
- Golf Carts and other motorized travel wear down the infrastructure faster than active transportation.
- Monitoring driver behavior is an added responsibility related to the parks that the department and city may be unable to enforce.



Trend 4:

The trail system improvements include grading, resurfacing, and expanding the system to reach more of the community.

Opportunities:

- The city could use this to make these trails better suited for small motor vehicles and active modes of transportation.
- Improving safety conditions may lead to increased use by residents.

Issues:

- Costs associated with trail improvements would be significant without grant funding.
- Phased improvement and grading may disrupt residents' use of the system in key locations throughout the community.



Parks and Recreation Goals and Strategies

Goal 9.1: Enhance Parks and Recreation Facilities

Strategies:

- A. Expand Parkland: Set aside land for new parks, including open space, to meet growing community needs and provide passive and active recreational opportunities.
- B. Improve Existing Facilities: Invest in upgrades and expansions of current parks and public gathering spaces to increase usage and meet public needs.
- C. Enhance Trail Systems: Improve grading, resurfacing, and expand trails to accommodate both motorized and active transportation.

Goal 9.2: Improve Existing Parks and Facilities

Strategies:

- A. Invest in Upgrades and Expansions: Enhance existing parks and facilities by investing in upgrades and expansions. This includes aesthetic improvements, new programming opportunities, and constructing new facilities that align with the city's growth and financial capabilities.
- B. Enhance Trail Systems: Improve grading, resurfacing, and expand trails to accommodate both motorized and active transportation, ensuring safe access to parks and community locations.



Implementation



Official Controls

The Kindred Comprehensive and Transportation Plan establishes a vision for the City of Kindred, guiding land use, development, transportation, and infrastructure improvements to meet the community's needs over the next 20-25 years. This chapter provides tools for city staff and elected officials to implement the plan.

Zoning

The City of Kindred's zoning codes regulate land use to promote the health, safety, and general welfare of the city for all. These codes establish standards such as the location, size, use, setbacks, and height of buildings. Zoning districts guide development in the City of Kindred. In order to provide additional flexibility, unified site design, and conservation of land and open space, the City also allows Planned Unit Developments.

Subdivision of Land

The City of Kindred's Subdivision Ordinance regulates the subdivision and platting of land within the City, providing orderly, economical, and safe development of land, promoting the health, safety, and general welfare of the city. These standards facilitate the adequate provisions for transportation, water, sewage, storm drainage, electricity, streets, parks, and other public services and facilities essential to any development. These standards further support the city by helping achieve the vision of this plan through

Ordinance Amendments

The City of Kindred's current zoning ordinance (Chapter 4 of the City Ordinances) is currently "administered and enforced to implement the Kindred Plan 2020 of the City of Kindred," (Chapter 4-03, Section 4-0301). Following the adoption of this plan, it would be most appropriate for the City to review the zoning ordinance and consider updates that would align the standards with the goals of this plan. North Dakota Century Code does not require these updates to happen within a specific timeframe after adoption of a comprehensive plan, but does state that zoning regulations "shall be made in accordance with a comprehensive plan" (Chapter 40-47-03). After these updates are completed, there may still be future ordinance updates that the City may consider from time to time in the future as Kindred continues to grow.

Funding Mechanisms

Public improvements and implementation of this plan requires funding. The City's Capital Improvement Plan (CIP), grants, and local taxing authority can be used to plan for and fund these improvements. It should be noted that public feedback encouraged efficient planning of expenses to minimize tax burden, which can also be supported through the growth of the property tax base.

Capital Improvement Program

Capital improvement projects are significant projects that benefit the City. They can include projects such as road and trail construction or reconstruction, public utility construction or reconstruction, parks and recreational facilities, and purchasing new or replacement equipment and buildings. A Capital Improvement Program (CIP) is a budgeting plan that lists the next five to ten years of needed capital improvements, their order of priority, and the means of financing. Projects included in the City's CIP are intended to meet the City's goals.

Grants

Grants are a critical tool for the City to fund projects that contribute to the community. Grants are not expected to be repaid but are usually allocated for specific needs and may go through a competitive application process. The City can pursue grant application opportunities to help implement its vision. See the implementation plan matrix for specific grant program ideas.

Plan Implementation

Amending the Plan

Amendments will occasionally be necessary to keep the Comprehensive and Transportation Plan current. However, as the foundational document guiding development, most amendments should occur through a comprehensive effort to address changes in the community over time. The Implementation Plan (below) is a tool that can and should be amended more frequently.

Implementation Plan

Implementing the vision and goals of the Comprehensive Plan requires an action plan and the coordination, leadership, and investment of many stakeholders. The Implementation Plan presents a concise summary of the goals and specific action steps, organized by chapter. The Implementation Plan includes:

- Goal: A restatement of the goal found throughout the plan.
- Strategy: Specific action items intended to help meet the goals, also found throughout the plan.
- Priority: Indication of a timeline for implementing policies using short-, mid-, long-term, and ongoing targets.
- City Lead: Department within the City that is most responsible for championing and implementing each strategy.
- Other Partners: Other agencies and stakeholders with an interest or resource to support the strategy implementation.
- Resources: Funding and programs that could be used to implement the strategy.

The Implementation Plan will be updated regularly as part of the other County processes, such as annual budgeting or project prioritization sessions. The action steps and timeline are intended to be flexible and adaptable over short periods, so changes to these sections do not require formal amendments to the Comprehensive and Transportation Plan. The goals, however, are high-level and the most long-term goals. Changes to specific goals will require an amendment to the plan.

Number	Goal/Strategy Language	Phasing	Resources
Chapter: Economic Development			
2.1	Increase Average Wages		
A	Attract High-Paying Industries: Focus on attracting industries that offer higher wages, such as technology, healthcare, and finance.	Mid-Term (6-15 Years)	Attract High-Paying Industries: Economic Development Administration (EDA) Grants
B	Workforce Development Programs: Implement training and education programs to enhance the skills of the local workforce, making them more competitive for higher-paying jobs.	Long Term (16+ Years)	Workforce Development Programs: Workforce Innovation and Opportunity Act (WIOA)
C	Incentives for Businesses: Provide tax incentives and grants to businesses that commit to paying above-average wages.	Mid-Term (6-15 Years)	Incentives for Businesses: State Economic Development Programs
2.2	Improve Employment Projections		
A	Collaborate with Regional Partners: Work closely with regional partners, such as MetroCOG and Cass County to collaborate and align local needs within regional efforts.	Long Term (16+ Years)	Collaborate with MetroCOG: Metropolitan Planning Organization (MPO), Cass County Comp Plan Link: 636710681523900000
B	Support Small Businesses: Offer support and resources to small businesses to help them grow and create more jobs.	Short Term (1-5 Years)	Support Small Businesses: Small Business Administration (SBA) Grants
C	Enhance Infrastructure: Invest in infrastructure improvements to attract new businesses and support existing ones, thereby boosting employment opportunities.	Mid-Term (6-15 Years)	1. Enhance Infrastructure: Department of Transportation Infrastructure Grants 2. Enhance Infrastructure: North Dakota Department of Transportation Infrastructure Grants
2.3	Foster Sustainable Economic Growth		
A	Promote Local Businesses: Encourage residents to support local businesses through marketing campaigns and community events.	Short Term (1-5 Years)	Cass County Comp Plan Link: 636710681523900000
B	Diversify the Economy: Develop strategies to diversify the local economy, reducing dependence on any single industry.	Mid-Term (6-15 Years)	Diversify the Economy: Economic Diversification Grants
C	Environmental Sustainability: Implement policies that promote environmentally sustainable practices among businesses, ensuring long-term economic health.	Mid-Term (6-15 Years)	Environmental Sustainability: Environmental Protection Agency (EPA) Sustainability Grants
Chapter: Land Use			
3.1	Maintain Kindred's strong community character, public health and safety, and economic vitality by ensuring that development is premium quality and maintains the community's natural, rural nature.		

A	Encourage a creative approach (as opposed to “traditional” subdivision design) to land use and related development. This is of particular importance for any residential development north of the high school, due to the flight path of the airport runway.	Mid-Term (6-15 Years)	
B	Plan for orderly and efficient growth that preserves natural resources and allows continued cultivation on productive agricultural land.	Mid-Term (6-15 Years)	
C	Revise the Zoning Ordinance to incorporate new districts and establish comprehensive standards, including design guidelines, to enhance the aesthetics of public spaces and core community areas.	Short Term (1-5 Years)	
3.2	Plan for incremental growth and economic development that is proportional and concurrent with existing infrastructure capacity and planned extensions.		
A	Prioritize redevelopment or locations directly adjacent to utility access where capacities exist. Require developments to extend public utilities to the edge of their development for future connection.	Long Term (16+ Years)	1. Redevelopment Prioritization: Redevelopment Agencies 2. Redevelopment Agencies
B	Require future residential developments to thoughtfully provide open space.	Short Term (1-5 Years)	
C	Plan for infrastructure expansion and leverage development tools, such as reimbursement agreements and various funding sources, to ensure fiscal viability.	Mid-Term (6-15 Years)	1. Infrastructure Expansion: Infrastructure Development Programs 2. Infrastructure Development Programs
3.3	Foster flexibility, innovation, and sustainability that keep the city relevant to the region, yet uniquely Kindred.		
A	Implement mixed-use zoning to encourage the development of areas that combine residential, commercial, and industrial uses. This approach can reduce the need for transportation and promote walkability.	Short Term (1-5 Years)	Done via Comp Plan Update
B	Develop overlay districts to protect environmentally sensitive areas and promote aesthetic standards in commercial and industrial zones. This can help balance development with environmental conservation.	Mid-Term (6-15 Years)	

Chapter: Transportation

4.1 Increase Connectivity and Accessibility for All Modes

A	Ensure transportation options are accessible to all residents, including those with disabilities and the elderly and truck routes are maintained for freight needs.	Long Term (16+ Years)	1. Transportation Options: Transportation Accessibility Grants 2. Transportation Accessibility Grants ND DOT: Federal Lands Access Program Highway Safety Improvement Program Rail Crossing Program Special Road Fund Transit Grants Urban Grant Program
	Improve connections between different parts of the town and neighboring areas to facilitate easier movement for residents.	Mid-Term (6-15 Years)	Improve Connections: Regional Transportation Planning Organizations, Flexible Transportation Fund Program (Flex Fund) NDDOT
	Promote Valley Senior Services as a reliable, accessible transportation option for Seniors in Kindred.	Mid-Term (6-15 Years)	
4.2	Improve Safety and Comfort for People Walking and Bicycling		
A	Expand the network of walking and biking paths throughout the community to improve non-motorized connectivity.	Short Term (1-5 Years)	1. Expand Walking and Biking Paths: Department of Transportation Grants 2. North Dakota Department of Transportation, Special Road Fund Program NDDOT
B	Enhance pedestrian and cyclist safety by implementing traffic calming measures, better signage, and enhanced walking and bicycling infrastructure.	Long Term (16+ Years)	1. Traffic Calming Measures: Pedestrian and Cyclist Safety Grants 2. Pedestrian and Cyclist Safety Grants
C	Promote walking and bicycling as alternative transportation options to boost mobility and enhance public health, including at schools.	Mid-Term (6-15 Years)	Promote Walking and Bicycling: Public Health Organizations
D	Enhance safety and comfort of pedestrian crossings along key corridors, including Highway 15, Downtown Kindred, and Highway 46.	Mid-Term (6-15 Years)	1. Pedestrian Crossings: Transportation Safety Programs 2. Transportation Safety Programs
E	Implement regular maintenance of pedestrian and bicycle infrastructure to ensure long-term safety and usability.	Long Term (16+ Years)	1. Infrastructure Maintenance: Local Government Maintenance Budgets 2. Local Government Maintenance Budgets
4.3	Support Economic Development		
A	Develop transportation infrastructure that supports local businesses and attracts new investments by evaluating pavement conditions and planning for road access to future Industrial, commercial and mixed-use areas.	Short Term (1-5 Years)	1. Transportation Infrastructure: Transportation and Infrastructure Development Agencies 2. Transportation and Infrastructure Development Agencies
B	Enhance railroad operations to support local industries, increase service capacity, and ensure safety and infrastructure maintenance.	Long Term (16+ Years)	1. Enhance Railroad Operations: Railroad Improvement Programs 2. Railroad Improvement Programs
C	Leverage federal, state, and local funding opportunities to support transportation projects that drive economic growth.	Long Term (16+ Years)	Leverage Funding Opportunities: Federal, State, and Local Transportation Grants
4.4	Promote Sustainability		

A	Encourage the use of non-motorized modes of travel to reduce carbon emissions and promote environmental sustainability.	Long Term (16+ Years)	Non-Motorized Travel: Environmental Sustainability Grants
B	Implement green infrastructure solutions, such as permeable pavements and rain gardens, to manage stormwater and reduce environmental impact.	Mid-Term (6-15 Years)	Green Infrastructure Solutions: EPA Grants
C	Effective Road Maintenance: Implement regular road inspections and maintenance schedules to address potholes, cracks, and other issues promptly. Utilize cost-effective materials and techniques for road repairs to ensure durability and minimize long-term costs.	Mid-Term (6-15 Years)	1. Effective Road Maintenance: State and Federal Road Maintenance Programs 2.State and Federal Road Maintenance Programs
D	Funding and Practical Innovations: Secure funding through state and federal grants to support road maintenance projects and ensure financial sustainability. Adopt practical and innovative construction methods, such as prefabricated components, to improve the speed and cost-effectiveness of road repairs and upgrades.	Short Term (1-5 Years)	1.Funding and Innovations: Innovative Construction Grants 2. Innovative Construction Grants

Chapter: Public Services and Infrastructure

5.1 Enhance Water, Sewer, and Stormwater Systems

A	Phased Infrastructure Expansion: Implement water and wastewater system upgrades in strategic phases aligned with population growth and development. Use capacity thresholds and regulatory triggers to guide timely expansions—such as pump station upgrades, lagoon cell additions, and water storage improvements—to maintain compliance and service reliability.	Short Term (1-5 Years)	1. Phased Installation and Upgrades: State and Federal Infrastructure Grants 2. State and Federal Infrastructure Grants,NDDepartment of Environmental Quality: Drinking Water/Clean Water SRF Program USDA RD CDBG
B	Capacity Monitoring and Optimization: Continuously monitor water and wastewater system performance, including seasonal flow variations and peak demand. Use data-driven evaluations to anticipate infrastructure needs, manage CRW water supply limits, and ensure timely requests for increased capacity.	Mid-Term (6-15 Years)	Capacity Management: Water Management Programs, Community Development Block Grant (CDBG) Commerce North Dakota
C	System Resilience and Flexibility: Design and maintain water and wastewater infrastructure with built-in flexibility to adapt to future growth and environmental changes. Preserve space for lagoon expansion, plan for scalable water storage and pumping, and develop conservation policies—such as seasonal water restrictions—to support long-term resilience. As the city grows, stormwater infrastructure should be planned and constructed as a new system to manage runoff, protect water quality, and reduce flood risks in developing areas	Mid-Term (6-15 Years)	Resilience: Climate Resilience Grants, Publications - Municipal Facilities

5.2 Maintain and Expand Community Facilities and Services

A	Maintain community facilities, services and infrastructure to ensure quality and seek funding to assist with costs.	Short Term (1-5 Years)	
B	Airport Expansion: Expand the airport with new hangars to support local and regional travel needs.	Long Term (16+ Years)	1. Airport Expansion: Aviation Development Programs 2. Aviation Development Programs, ND Aeronautics Commission: Airport Grant Funding
C	Natural Gas Infrastructure: Leverage the new natural gas pipeline to increase the ease of access to services, reduce heating costs, and make housing more affordable.	Long Term (16+ Years)	Natural Gas Infrastructure: Energy Infrastructure Programs, Airport Grant Funding - ND Aeronautics Commission
D	Coordinate infrastructure additions to install other services simultaneously, minimizing disruptions and maximizing efficiency.	Long Term (16+ Years)	1. Coordinate Infrastructure Additions: Integrated Infrastructure Development Grants 2. Integrated Infrastructure Development Grants
5.3	Enhance operational capacity and service quality to ensure timely and effective emergency response, while expanding services to meet growing health needs.		
A	Expand Recruitment Efforts: Engage with local schools and community events. Broaden efforts to neighboring areas, offering incentives like refurbished lodging. Introduce salaried positions by applying for grants and using budget and increased mill rate to fund salaried EMT positions.		
B	Expand Service Scope and Operational Efficiency: Upgrade paramedic services through training programs and equipment acquisition. Enhance response time through traffic management collaboration. Invest in technology integration such as GPS tracking and advanced dispatch systems.		
5.4	Enhance Community Safety and Engagement in Kindred through Effective Policing and Resource Allocation		
A	Prioritize Safety in Decision-Making and Growth: Ensure that safety considerations are at the forefront of all planning and development decisions.		
B	Allocate Resources Concurrently with Community Growth: Adjust funding of Policing Services concurrently with community growth to create a safe community.		
5.5	Enhance operational capacity and service quality to ensure timely and effective Fire response, while maintaining and expanding services to meet the growing needs.		
A	Improve Infrastructure and Equipment: Secure funding for a new training facility with extra bays on 3-5 acres. Prioritize fundraising and grants for upgrading engines and acquiring an aerial apparatus.		

B	Response Time Optimization: Implement advanced dispatch software and technology solutions to reduce dispatch-to-departure times. Introduce incentives for volunteer staff to encourage quicker response times. Enhance outreach to volunteers, offer flexible training, and implement recognition programs. Explore grants, donations, and advocate for increased funding.	
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Chapter: Community Character and Design

6.1 Foster a Vibrant and Inclusive Community

A	Enhance Public Spaces: Design public areas to be welcoming and encourage social interaction. Use warm colors, comfortable seating, and community bulletin boards to foster a sense of belonging. Incorporate placemaking principles to create spaces that reflect the community's identity and encourage engagement.	Short Term (1-5 Years)	
B	Inclusive Design: Ensure all public spaces are accessible, incorporating features like ramps, wide pathways, and tactile paving to accommodate all residents. Create spaces appropriate for all ages, from kids to seniors.	Mid-Term (6-15 Years)	1. Inclusive Design: Accessibility Grants 2. Accessibility Grants

6.2 Preserve and Enhance Small-City Charm

A	Historic Preservation: Preserve and highlight historical architecture and landmarks. Use traditional materials like brick and wood, and design new buildings to complement the existing character. Apply placemaking techniques to celebrate the town's heritage and create meaningful community landmarks.	Short Term (1-5 Years)	
B	Community Landmarks: Create focal points such as town squares, clock towers, or fountains that serve as gathering places and symbols of the community's heritage. Utilize placemaking to design these landmarks in a way that fosters community pride and interaction.	Mid-Term (6-15 Years)	

Chapter: Housing

7.1 Increase Housing Availability

A	Encourage New Construction: Incentivize developers to build new housing units with permitting, land entitlement, tax and development cost incentives.	Mid-Term (6-15 Years)	
B	Promote Diverse Housing Options: Support the development of various housing types, including single-family homes, townhouses, and apartments, to cater to different income levels and family sizes.	Short Term (1-5 Years)	
C	Streamline Permitting Processes: Simplify and expedite the permitting process for new housing developments to encourage faster construction.	Long Term (16+ Years)	

7.2 Improve Housing Affordability and Quality

A	Affordable Housing Programs: Partner with lending institutions to provide financial assistance to low- and moderate-income families to help them afford housing.	Long Term (16+ Years)	
B	Rehabilitation of Older Homes: Offer grants or low-interest loans for the renovation of older homes to make them more affordable and livable. Engage residents with existing Renaissance Zone resources.	Short Term (1-5 Years)	
C	Energy Efficiency Upgrades: Promote energy efficiency upgrades in homes to reduce utility costs and improve living conditions.	Long Term (16+ Years)	Energy Efficiency Upgrades: Energy Efficiency Programs
D	Community Revitalization Projects: Invest in community revitalization projects that improve the overall quality of neighborhoods, including infrastructure improvements and beautification efforts.	Short Term (1-5 Years)	

Chapter: Natural Resources

8.1 Protect and Enhance Natural Resources

A	Promote responsible land use practices that protect soil health, water quality, and vegetation.	Mid-Term (6-15 Years)	Responsible Land Use Practices: Environmental Conservation Programs
B	Conduct a stormwater study to analyze downstream impacts	Short Term (1-5 Years)	
C	Support initiatives that promote pollinator habitat conservation to sustain agricultural productivity.	Mid-Term (6-15 Years)	Pollinator Habitat Conservation: Conservation Organizations

8.2 Improve Stormwater and Floodplain Management

A	Adopt the required standards specified in Title 44 of the Code of Federal Regulations Part 60.3, the Flood Insurance Study (FIS) and the Flood Insurance Rate Map (FIRM) in the zoning or floodplain ordinance.	Long Term (16+ Years)	Floodplain Management Standards: Flood Management Programs
B	Ensure all development projects comply with floodplain management regulations, minimizing flood risks to homes, businesses, and infrastructure.	Mid-Term (6-15 Years)	Stormwater Management Systems: Water Management Agencies
C	Require stormwater management systems that improve drainage and reduce runoff, especially in areas with slow-draining soils.	Short Term (1-5 Years)	Regional Coordination: Regional Water Management Organizations
D	Coordinate with the SE Cass, Maple Subbasin, and Lower Sheyenne Subbasin Watershed Districts to improve regional flood control and stormwater management strategies.	Long Term (16+ Years)	

8.3 Expand and Maintain Green Spaces

A	Increase tree planting efforts in residential and commercial areas to enhance urban forestry and improve environmental quality.	Short Term (1-5 Years)	Tree Planting Efforts: Urban Forestry Programs, NDSU Forest Service: Community Family Forest (CFF) America the Beautiful Tree Planting (ATB TP)
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B	Require the incorporation of vegetative buffers in new developments to improve aesthetics, air quality, and stormwater retention.	Mid-Term (6-15 Years)	Land and Water Conservation Fund ND Parks and Recreation - Business and Grants, Vegetative Buffers: Environmental Conservation Programs, Community Forestry Grants — North Dakota Forest Service
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8.4 Strengthen Coordination for Environmental Oversight

A	Work closely with Cass County and state agencies to ensure Kindred's policies align with broader environmental regulations.	Long Term (16+ Years)	Coordination with Agencies: Environmental Oversight Programs
B	Partner with NDSU Extension, ND Game and Fish, and conservation groups to support pollinator habitat development and other environmental initiatives.	Short Term (1-5 Years)	Partnerships for Environmental Initiatives: Conservation Organizations
C	Encourage public education efforts on sustainable land and water management practices.	Long Term (16+ Years)	Public Education Efforts: Environmental Education Programs

Chapter: Parks and Recreation

9.1 Enhance Parks and Recreation Facilities

A	Expand Parkland: Set aside land for new parks, including open space, to meet growing community needs and provide passive and active recreational opportunities.	Long Term (16+ Years)	Recreational Trails Program ND Parks and Recreation - Business and Grants, ND Parks: Rec Trails Program Land & Water Conservation Fund ND DOT: Transportation Alternatives Program
B	Improve Existing Facilities: Invest in upgrades and expansions of current parks and public gathering spaces to increase usage and meet public needs.	Mid-Term (6-15 Years)	Land and Water Conservation Fund ND Parks and Recreation - Business and Grants, Recreational Trails Program ND Parks and Recreation - Business and Grants
C	Enhance Trail Systems: Improve grading, resurfacing, and expand trails to accommodate both motorized and active transportation.	Short Term (1-5 Years)	Enhance Trail Systems: Transportation and Parks Departments, Transportation Alternatives (TA) NDDOT, Land and Water Conservation Fund ND Parks and Recreation - Business and Grants

9.2 Improve Existing Parks and Facilities

A	Invest in Upgrades and Expansions: Enhance existing parks and facilities by investing in upgrades and expansions. This includes aesthetic improvements, new programming opportunities, and constructing new facilities that align with the city's growth and financial capabilities.	Short Term (1-5 Years)	Transportation Alternatives (TA) NDDOT Upgrades and Expansions: Parks and Recreation Improvement Programs
B	Enhance Trail Systems: Improve grading, resurfacing, and expand trails to accommodate both motorized and active transportation, ensuring safe access to parks and community locations.	Mid-Term (6-15 Years)	Trail Systems: Transportation and Parks Departments