Jefferson-Carl Ben Eielson

Neighborhood Plan

Fargo Department of Planning and Development

June 2005

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Residents of the Jefferson-Carl Ben Eielson Neighborhood

A special acknowledgement to everyone that attended a meeting or contributed an idea about how to make the Jefferson-Carl Ben Eielson area an even better place to live.

Adoption and Amendment

The Fargo **City Commission** adopted a resolution to approve the Jefferson-Carl Ben Eielson Neighborhood Plan by unanimous vote on July 18, 2005. Said resolution can be found on the following page.

The Fargo **Planning Commission** approved and recommended to the City Commission approval of the Jefferson-Carl Ben Eielson Neighborhood Plan by unanimous vote on July 13, 2005.

The Fargo **Community Development Committee** approved and recommended to the City Commission approval of the Jefferson-Carl Ben Eielson Neighborhood Plan by unanimous vote on June 16, 2005.

Permanent Minutes

BOARD OF CITY COMMISSIONERS
Fargo, North Dakota

Regular Meeting | Monday | July 18, 2005

The Regular Meeting of the Board of City Commissioners of the City of Fargo, North Dakota, was held in the City Commission Room at the Fargo City Hall at 5:00 o'clock p.m., Monday, July 18, 2005.

The Commissioners present or absent were as shown following:
Present: Coates, Cosgriff, Lane, Williams, Furness.
Absent: None.
Mayor Furness presiding.

* * * * *

Consent Agenda Approved:
Commissioner Cosgriff moved the Consent Agenda be approved:

k. Jefferson-Carl Ben Neighborhood Plan.

Resolution:

WHEREAS, The Fargo Planning Commission determined that neighborhood planning is an important activity to undertake to enhance the overall quality of life in the City of Fargo; and

WHEREAS, The Department of Planning and Development and the Community Development Committee determined that residents of the Jefferson-Carl Ben Eielson neighborhood were interested and willing to engage in a neighborhood planning process; and

WHEREAS, The Department of Planning and Development gathered input from the residents of the Jefferson-Carl-Ben Eielson neighborhood via public meetings; and

WHEREAS, This work resulted in a document entitled the Jefferson-Carl Ben Eielson Neighborhood Plan which consists of a series of goals, objectives, and strategies for action, that when taken together with other identified plans, promote the desired future development of the neighborhood.

NOW, THEREFORE BE IT RESOLVED, That the Board of City Commissioners of the City of Fargo does hereby adopt the Jefferson-Carl Ben Eielson Neighborhood Plan as presented on July 18, 2005.

BE IT FURTHER RESOLVED, That the Jefferson-Carl Ben Eielson Neighborhood Plan is intended to promote the health, safety and general welfare of the Jefferson-Carl Ben Eielson neighborhood and the community as a whole, and to be a guide for public and private decision makers to use when determining the future growth and development in the area.

Executive Summary

The plan is organized to familiarize the reader with the concept of neighborhood planning, the Jefferson-Carl Ben Eielson Neighborhood, and the results of the Jefferson-Carl Ben Eielson neighborhood planning process.

The ***Introduction*** describes the rationale behind neighborhood planning in general and specifically in the City of Fargo, while also describing the neighborhood boundaries and the planning process used.

The ***Background*** section serves to familiarize the reader with the neighborhood by using Census demographics, land use information and other locally relevant statistics.

The section titled ***Goals, Objectives and Strategies*** is the heart of the document. This portion of the plan lays out the neighborhood strategy for the future.

The final section, ***Plan Recommendations***, places the proposed strategies in a general implementation framework. This section includes a timeline and identifies the organizations that are most likely to be responsible for implementation.

The residents of the Jefferson-Carl Ben Eielson area have charted a path that will help them achieve their vision. The key ingredient for the successful reinvigoration and preservation of the Jefferson-Carl Ben Eielson neighborhood is leadership and teamwork. Neighborhood residents and community leaders must work together toward the achievement of these goals.

VISION

The **Jefferson-Carl Ben Eielson neighborhood** is a safe, attractive neighborhood with excellent educational, recreational, and social opportunities that foster this strong and diverse community in the heart of the City.

Neighborhood Character/Quality of Life: The Jefferson-Carl Ben neighborhood is made up of people that want to live here, and truly care about its future. To preserve the neighborhood's sense of identity and community, this goal endeavors to encourage neighborhood involvement, neighbors helping neighbors.

Public Property/Facilities: The condition of public places in the neighborhood should reflect a high standard of pride and maintenance. Neighbors should feel confident that local government is available to attend to community needs and work with residents to address concerns in the neighborhood.

Housing: Overall, there is a sense that the Jefferson/Carl Ben neighborhood is a desirable place to live. A strong majority of houses in the neighborhood are well-maintained and preserved. However, some properties have not aged well and are in a state of deterioration.

Introduction

The purpose of a neighborhood plan is to bring the residents of an area together to talk about shared goals and concerns. The result of the process is a document that captures citizen priorities and links them to a specific set of actions, with the intent of achieving the goals outlined in the plan.

Why Plan?

Planning is often characterized as a goal-directed, problem-solving activity. People plan because they believe that their actions can and will affect their futures. It can be argued that neighborhood planning is one of the most important ways for people to become involved in civic affairs. Neighborhood plans are focused on small geographic areas that define where we live and, consequently, address the issues that affect each of us most directly.

Involvement in a neighborhood planning process encourages participants to think critically about their environment. Residents become engaged in an effort to help determine what their neighborhood wants and how to get there. Neighborhood planning provides an opportunity to discuss improvements that can be made, and how to work with neighbors and local agencies, to accomplish a defined set of goals.

In Fargo, the impetus for neighborhood planning comes from the City's Comprehensive Policy Plan, which was revised in 1995.[1]

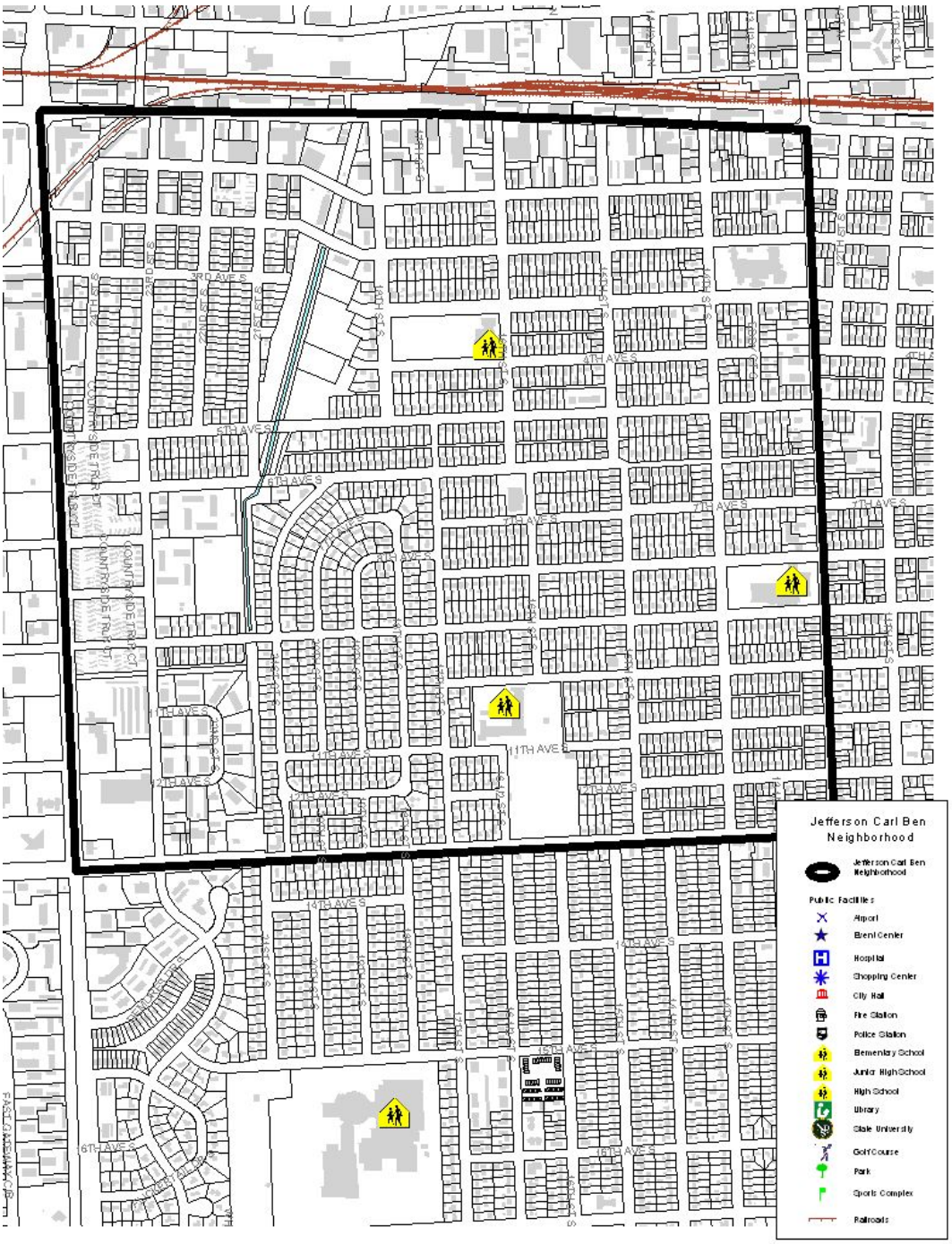
> Policy 217. Neighborhood Participation.
>
> The City of Fargo should encourage citizen participation in the land use development and redevelopment process within their neighborhoods. More interaction is needed with citizens acting individually or as groups to identify the type of assistance the City should provide to neighborhoods.

The Comprehensive Policy Plan also speaks to the importance of neighborhood planning in a number of other policy statements. The texts of policies that relate to neighborhood issues are included in Appendix B.

[1] Comprehensive Policy Plan. City of Fargo Planning Commission, 1995.

Neighborhood Boundary

The boundaries for the Jefferson-Carl Ben Eielson neighborhood are defined as Main Avenue on the north, 25th Street on the west, 13th Avenue on the south and University Drive on the east. This area coincides with a large portion of the Jefferson and Carl Ben Eielson Elementary School attendance area.



Planning Process

While the strategic planning process used to develop this document is fairly standard, it is important to note that each neighborhood plan and planning process will be unique. Neighborhood plans apply the comprehensiveness of a community-wide plan to a limited geographic area. This combination of a comprehensive evaluation coupled with a relatively small physical space generally produces a very useful and focused policy document. A truly successful neighborhood plan must be based on two things:

- What do people expect from their neighborhood?
- What are they willing to do for it?

Although the template to write a neighborhood plan might be easy to follow, if the plan is not specifically tailored to address the needs of residents in the area, it will not be successful. Neighborhood plans must realistically identify people's expectations and level of commitment to action. The City of Fargo's approach to neighborhood planning is to maximize citizen participation while minimizing the number of meetings people are asked to attend. The Planning Department did not organize a formal steering committee of neighborhood residents to develop this plan. Instead, the Jefferson-Carl Ben Eielson Neighborhood Planning process consisted of four public meetings and the collection of data by city staff.

Meeting 1, April 12:	Vision and Area Assessment
Meeting 2, April 26:	Community Ideas and Goal Setting
Meeting 3, May 10:	Taking Action: Strategies and Objectives
Meeting 4, June 7:	Implementation and the Draft Final Plan

City staff began collecting data for the Jefferson-Carl Ben plan in early April 2005. Around 50 people attended the first meeting, and more than 50% of that group was in attendance for all of the public meetings.

Vision

Input provided by participants of this process focused around a set of common themes which guided the development of a vision statement for the Jefferson-Carl Ben Eielson neighborhood.

VISION

The **Jefferson-Carl Ben Eielson neighborhood** is a safe, attractive neighborhood with excellent educational, recreational, and social opportunities that foster this strong and diverse community in the heart of the City.

About the Jefferson-Carl Ben Eielson Neighborhood

The Jefferson-Carl Ben Eielson neighborhood, one of Fargo's oldest neighborhoods, is located in the heart of the City of Fargo. It is a diverse, residential area that is predominately made up of single-family homes. Residents enjoy access to a number of parks and services in both downtown Fargo and along 13th Avenue, University Drive, Main Avenue and 25th Street.

The neighborhood has many strengths, but its strongest attribute is the number of residents who are committed to improving their neighborhood and ensuring that it remains a great place to live.

Photo by Elizabeth Bennefeld

Other strengths include the availability of affordable housing, neighborhood schools, rich diversity and historical heritage. Among the challenges, the primary concerns involve housing issues, maintenance of public places, poverty and the aesthetic appearance of the neighborhood.

Residential Neighborhood

The Jefferson Carl-Ben neighborhood is primarily residential, with commercial areas on Main Avenue and 25th Street, along with the west-side of 13th Avenue. The neighborhood is made up of approximately 110 blocks, and 6,600 residents (7% of the City's total population). The total assessed valuation of the neighborhood, including all buildings and land values, is $211,960,700.

Residential character: Most of the neighborhood's residences are single-family, owner occupied homes. Many of the multiple-family dwellings are converted single-family homes or apartments that were built after 1980.

Commercial land uses: There are a number of businesses on the fringe of the neighborhood. Most are small in scale. However, larger businesses exist on the periphery on Main Avenue, 25th Street South and at the intersection of 13th Avenue and 25th Street.

Parks: The neighborhood has a number of parks and natural areas. These include the Jefferson Schoolyard, Jefferson West Park, Teamsters Park, Carl Ben Eielson Schoolyard, McCormick Park and Agassiz Schoolyard. McCormick Park is home to the CHARISM Community Center.

Community facilities: The Jefferson-Carl Ben neighborhood is home to many invaluable community facilities -- Jefferson Elementary School, Carl Ben Eielson and Agassiz Middle School, Bethany Homes (assisted living and nursing home), Community Homes, Luther Hall, Fraser Hall and the CHARISM Community Center.

Demographics

The Jefferson-Carl Ben neighborhood is bounded by Main Avenue to the north, 13th Avenue to the south, University Drive to the east, and 25th Street to the west.

Many of the statistics in this document come from the 2000 U.S. Census.[2] Although the Census data is somewhat out of date, it is still the best source of detailed demographic data available, especially on the neighborhood level.

	Jefferson-Carl Ben	City
Population	6,588	90,787
Households	2,791	41,277
Average person per household	2.2	2.2
Families	1,602	21,006
Female	51%	50%
Non-white	13%	6%
Age		
Less than 18	25%	21%
18-24 years	11%	19%
25-54 years	44%	44%
55-64 years	6%	6%
65+ years	14%	10%
Households with children <18 yrs old	31%	27%
Education		
<High School Ed	20%	9%
Bachelor Degree+	19%	34%
Race		
White	87%	94%
African American	3.5%	1%
American Indian	2%	1.5%
Asian	2.5%	1.5%
Some other race(s)	5%	2%
Born out of state	39%	41%
Born out of US	9%	4%
Non-English speaking	4%	1.3%
People with disabilities	22%	15%
Household Income		
Less than $10,000	14%	10%
$10,000- $49,999	63%	57%
$50-000 +	23%	33%

Population

According to the 2000 Census, there are 6,588 people living in the Jefferson-Carl Ben neighborhood. The average household size is 2.2, which is also the average household size Citywide.

The Census indicates that the Jefferson-Carl Ben area is more diverse than the rest of the City; 16% of the population is classified as non-white, compared to 7% for the entire community.[3] Additionally, the residents in this neighborhood are more likely to have been born outside of the United States; 9% of residents were born outside of the US, compared to 4% Citywide. Because of this rich diversity, residents are also more likely to be non-English speaking than in other parts of the City. Lastly, there are more people with disabilities in the neighborhood (22%) than in the City overall (15%).

Age

The Jefferson Carl-Ben Eielson area has a larger school-age population (25%) than other areas in Fargo (21%). As such, there are a larger number of households with children in the neighborhood.

The neighborhood also has a much lower percentage of adults ages 18-24. There are a couple contributing factors to that figure; 1) the distance from NDSU, MSUM and Concordia, and 2) the considerable number of owner-occupied homes. In addition, 14% of the neighborhood residents are over the age of 65; 10% of the City's population fall into this category.

[2] The source for all the demographic data presented in this document is the 2000 Census of Population and Housing, U.S. Census Bureau. Any reference to data from "2000" throughout this document can be attributed to the Census. The Jefferson-Carl Ben Eielson demographics are approximated by using the boundaries of the Census Tract 6, block group 2, & Census Tract 8.02, block groups 1, 2, 3, 4 and 5.

[3] "Non-white" includes the following Census categories on race: Black or African American, Asian, American Indian or Alaska Native, Some other race, two or more races.

Schools and Education

In March 2005, 255 students were enrolled at Jefferson Elementary School, 316 students were enrolled at Carl Ben Eielson Elementary and 1,074 students were enrolled at Agassiz Middle School. According to the 2000 Census, 85 students were enrolled in private schools; that figure makes up 7% of the student population in the neighborhood. As for adults, 20% of neighborhood adults do not have a high school degree, or the equivalency, which mirrors the national average.

School Overview March 2005[4]	**Jefferson Elem 315 16 St S Fargo ND 58103 (701)446-4704**	**Carl Ben Eielson Elem 1035 16 St S Fargo ND 58103 (701)446-4204**	**Agassiz Middle School 1305 9 Ave S Fargo ND 58103 (701)446-3205**	**North Dakota School Average**
Grades offered	K-5	K-5	Grades 6 & 7	NA
Total Students	255 students	316 students	1,074 students	NA
Total classroom teachers	19 teachers	22 teachers	74 teachers	NA
Ratio – teacher : student	1:15	1:15	1:15	1:15
% Male / % Female	53% / 47%	48% / 52%	50% / 50%	NA
Ethnicity				
% American Indian	6%	4%	2%	11%
% Asian	8%	1%	1%	1%
% Hispanic	5%	3%	1%	1%
% African American	8%	8%	2%	1%
% White	73%	83%	94%	85%
Additional Information				
% Eligible for free lunch	37%	21%	14%	22%
%Eligible for reduced lunch	6%	13%	5%	9%

The schools in the neighborhood are also going through significant changes over the next few years. Currently, construction of a new Carl Ben Eielson Middle School is underway, to open in the fall of 2006. The existing Carl Ben Eielson elementary school is scheduled for demolition at the end of the 2005-2006 school year. In addition, Jefferson Elementary School is scheduled to be rebuilt on the west side of the current schoolyard beginning in the fall of 2005. The current Jefferson school building will remain in use until construction of the new school is complete in the fall of 2007. At that time, the existing Jefferson School building will be demolished.

New school attendance boundaries are also planned to take effect in the fall of 2006. Most of the elementary students in the Jefferson-Carl Ben area will attend Jefferson Elementary. However, elementary school students living east of 15th Street, between 8th and 13th Avenues, will attend Clara Barton/Hawthorne. Elementary school students living south of 13th Avenue will attend Lewis & Clark.

[4] Source: Public School Review, www.publicschoolreview.com.

Income and Employment

The Jefferson-Carl Ben neighborhood is also an economically diverse area, with median incomes ranging from $20,691 to $42,742 per year. The City's median household income is $35,510. According to the 2000 Census, 18% of the neighborhood's households had incomes below the poverty level.[5] Similar statistics for the City as a whole indicate a poverty rate just under 12%.

The breakdown by household income suggests that income levels within the neighborhood are lower than the City as a whole. 48% of the neighborhood earns less than $30,000, compared to 42% in City. An alarming statistic is the fact that 38% of the people living in poverty in the neighborhood are under the age of 18 (the number Citywide is 21%). Among the neighborhood children living in poverty, 16% are under 5 years of age (7% in the City).

75% of Jefferson-Carl Ben residents over age 16 are considered to be "in the labor force"; this compares to 72% Citywide. However, the unemployment rate is higher in the neighborhood; 4.3% of the residents are unemployed, compared to 2.6% in the City. When examining employment information by occupation, the labor force in the neighborhood and City is divided into the following occupational categories:

Occupations	**Jefferson/ Carl Ben**	**City**
Management	23%	34%
Service Occupations	19%	15%
Sales/Office	31%	31%
Production/Construction/Transportation	27%	19%

Source: 2000 Census

Housing

The City of Fargo Assessor's database shows a total of 2,981 housing units in the neighborhood. The housing stock is dominated by single family homes (58% of all properties), with a few duplexes (4%), apartment buildings (35%) and mobile homes in the Countryside Trailer Court (7%). (See land use and zoning maps in Appendix A).

In 2001, the median value of single family detached homes in the neighborhood was $68,000 (median value in the City overall is $115,000). 96% of owner-occupied homes in the neighborhood are valued less than $100,000 (70% in the City).

Almost 60% of the neighborhood's housing units are owner-occupied (see renter/owner map in Appendix A). This percentage is much higher than the overall rate of homeownership in the City, which was 47% in 2000. 5% of the parcels in the neighborhood were vacant in 2001.

In addition, this is one of the older residential neighborhoods in the City (see age of housing map in Appendix A). The median housing age range is 1940-1972, with 25% of the homes in the neighborhood being built before 1940. The median age of housing in the City is 1976. One issue impacting the condition of housing is that much of it was originally constructed for medium and lower-income families. Although most of the housing is in good condition, some of it has not aged well and is in a state of deterioration.

[5] The poverty threshold in 1999 for a family of four was $17,029 as established by the U.S. Department of Health and Human Services (http://www.census.gov/hhes/poverty/threshld/thresh99.html), last revised August 2002. Poverty status is determined by adjusting total family income by family size.

Crime statistics

The statistics below indicate that the Jefferson-Carl Ben neighborhood does not bear more than its proportionate share of the City's crimes. The neighborhood has about 7.3% of the City's population, so the police expect the area to produce about 7-8% of calls in the City. The percentage of calls to the Fargo Police Department in the Jefferson-Carl Ben neighborhoods is 7.9%. As a result, the number of police calls is in line with the percentage of people and size of the neighborhood.

The following table shows the types of crime committed in the area in 2004. The main crime data for the neighborhood comes from telephone calls. One thing to note is that the number of calls to the police does not necessarily correlate with the number of crimes or arrests. An area can have a higher number of calls if its residents are more vigilant and active in contacting the police.

	# of crimes committed in Jefferson-Carl Ben	# of crimes committed in the City	% of crime committed in neighborhood	% of Citywide crime committed in Jefferson-Carl Ben
Criminal Complaints	378	4,466	12%	8%
Accidents	269	5,043	9%	5%
Animal Runs	289	2,610	9%	11%
Traffic Complaints	243	3,091	8%	8%
Disturbances	167	2,012	5%	8%
Burglary	42	520	1%	8%
Total calls for service	**3,141**	**39,365**	**-**	**7.9%**

Source: Fargo Police Department, 2004 Calls for Service

Neighborhood Organizations:

The Jefferson Parent-Teacher Association and the Carl-Ben Eielson Parent-Teacher Association are extremely active in ensuring that the schools in the neighborhood remain assets to families. While there is a definite sense of community in the neighborhood, it has never had an organized neighborhood association and there are few neighborhood block clubs currently in place.

Goals, Objectives, Strategies

Strategic planning is a problem-solving approach that divides a large complex project into manageable parts: goals, objectives and strategies. This organization of ideas allows the implementers of the plan to measure their progress on the way to achieving the ultimate goal – the vision.

The plan outlines three goals that are designed to help achieve the vision for this neighborhood. All of the goals focus, in some way or another, on the costs and benefits of living in an established neighborhood. Objectives are used to further define the goals; strategy statements help define the path that must be taken to make the goals and objectives a reality.

The input provided by the participants of this process focused around a set of common themes from the beginning. These issues guided the development of a "vision" statement for the Jefferson-Carl Ben neighborhood.

The **Jefferson-Carl Ben Eielson neighborhood** is a safe, attractive neighborhood with excellent educational, recreational, and social opportunities that foster this strong and diverse community in the heart of the City.

GOAL 1. Neighborhood Character / Quality of Life.

Enhance the general quality of life in the Jefferson-Carl Ben neighborhood.

The Jefferson/Carl Ben neighborhood is a great place to live. To preserve the neighborhood's sense of identity and community, this goal endeavors to encourage neighborhood involvement -- neighbors helping neighbors. The neighborhood is made up of people that want to live here, and truly care about its future.

During the planning process, residents expressed interest in embracing the diversity that makes it such a dynamic place, as well as supporting programs and services that meet the needs of all residents in the neighborhood, from the elderly to the young, from long-term residents to recent immigrants.

This goal focuses on taking actions that reinforce positive standards, getting together to work on neighborhood activities, and maintaining a positive image in the neighborhood.

Objective A: **Neighborhood Organization.** Establish a neighborhood association

a. Organize a Jefferson-Carl Ben Neighborhood Association

b. Start a neighborhood newsletter

c. Develop neighborhood-wide programs and activities for residents (ex, neighborhood-wide block parties, pot luck suppers, clean-up initiatives, neighborhood gardening, international food fair and festival)

d. Develop a welcome program for new residents to personally welcome people to the neighborhood

e. Continue to ensure that the area is host to healthy neighborhood schools

Objective B: **Livability.** Encourage programs, services and activities that meet the needs of all residents, young and old, long-term residents and new arrivals

a. Increase outreach to neighborhood residents to make sure resources and services are known

b. Help residents feel like part of the neighborhood by offering neighborhood contacts for people to talk with when problems or concerns arise

c. Purchase a van/bus for Jefferson School for after-school and year-round activities for kids

d. Continue to appreciate the strong cultural diversity in the neighborhood

e. Develop programs and public spaces to promote different cultures and celebrate the diversity of neighborhood residents

f. Encourage long-term residents to share their experiences with newer residents and younger generations

g. Promote inter-generational activities which match young children and adults and area seniors (develop community service opportunities)

Objective C: **Sense of Community.** Promote a sense of community in the neighborhood, as well as its history and identity

a. Establish a neighborhood center for neighborhood activities

b. Develop a brochure on the neighborhood's history

c. Create a community exhibit on the history and cultures in the neighborhood

Goal 2: Public Property and Facilities

Improve the overall condition of the Jefferson-Carl Ben neighborhood.

The condition of public places in the neighborhood should reflect a high standard of pride and maintenance. In addition, public places should be fully utilized by neighborhood residents. To do this, neighbors should feel confident that local government is available to attend to community needs and work with residents to address concerns in the neighborhood.

Objective A: **Streets and sidewalks.** Minimize problems with neighborhood streets and sidewalks

a. Change alternate street/avenue parking regulations to make them enforceable year-round, one side of the street/avenue only

b. Coordinate alternate street/avenue parking with snow removal and street cleaning

c. Address traffic volumes and speeds on 5th & 9th Avenues and 14th & 17th Streets

d. Attend to streets and sidewalks that need replacement

e. Address concerns about the quality of work on new streets and sidewalks

f. Promote pedestrian friendliness in the neighborhood

g. Keep neighbors informed about transportation projects

h. Continue boulevard tree planting and streetscape projects
   - Plant more trees in the neighborhood
   - Promote the City's existing tree planting program among neighborhood residents

Objective B: **Lighting.** Increase night-time lighting.

a. Increase nighttime lighting at Jefferson School, Carl Ben Eielson School and Jefferson West Park, around the perimeter and on the school/park grounds

b. Increase pedestrian street light levels by continuing to install decorative street lights as part of street/service improvement projects

Objective C: **Paying for infrastructure.** Provide support and financial assistance to people with disabilities, the elderly and low-income populations

a. Provide assistance to people with disabilities and the elderly with property taxes

b. Re-evaluate the need to increase the maximum value of the ND Homestead Credit Exemption

c. Continue to provide financial assistance for low-income populations to pay for special assessments

Objective D: **Parks and natural areas.** Maintain and enhance existing neighborhood parks

a. Support efforts to give parks a “major” makeover on a regular 15-year cycle

b. Organize neighbors to do smaller park updates/makeovers on an annual or bi-annual basis

c. Add more outdoor picnic tables to Jefferson School and Jefferson West Park playgrounds

d. Work with the Fargo School District to maintain a playground at the Carl Ben Eielson school site

Objective E: **Flooding.** Address flooding and drainage in the backyards (ex, people adding fill dirt that affects neighboring properties)

Goal 3: Housing

Encourage the maintenance, rehabilitation and preservation of housing in the Jefferson-Carl Ben neighborhood.

Overall, there is a sense that the Jefferson/Carl Ben neighborhood is a desirable place to live. A strong majority of houses in the neighborhood are well-maintained and preserved.

However, some properties have not aged well and are in a state of deterioration. Concerns about problems properties can be addressed by increasing the number of preserved and rehabilitated homes in neighborhood, as well as increasing compliance of the City's property maintenance code. In addition, vacant and underutilized lots and buildings should be redeveloped in ways that benefit and reflect the character of the neighborhood, and street parking standards should be developed.

Objective A: **Property Maintenance.** Educate residents (owners and tenants) about the responsibilities of maintaining their property, as well as issues involved with being a good neighbor, ownership and tenancy

a. Increase the number of well-maintained properties (owner and rental)

b. Develop a brochure on property maintenance code regulations and violations

c. Participate in educational sessions about the property maintenance and zoning codes, along with what constitutes a code violation(s) and how they are enforced

d. Develop a new resident/new homeowner mentoring program to help people feel connected and part of the neighborhood

e. Educate landlords and tenants about crime and crime prevention

f. Enforce street parking violations

Objective B: **Home Ownership and Occupancy.** Take steps to maintain levels of home-ownership and owner-occupancy

a. Continue to provide funding incentives to encourage investment and housing rehabilitation of single-family homes

b. Notify absentee property owners and realtors that the neighborhood is working to promote owner-occupancy within the neighborhood

c. Identify and prioritize target areas to concentrate owner-occupancy objectives

d. Expand marketing efforts for the City's home improvement loan program

Objective C: **Redevelopment.** Redevelop vacant and underutilized lots and buildings, in residential and commercial areas

a. Encourage re-use of vacant commercial spaces to house neighborhood oriented/neighborhood scale businesses

b. Consider using vacant space, not suitable for residential development, for neighborhood community space and/or a community garden

Plan Recommendations

The recommendations outlined in this plan are advisory to the City's decision-making bodies. While the policy guidance is clear, the actual implementation of this plan will be driven by the allocation of staff and/or resources to the development of specific items. Many of the recommendations listed below will require further study and additional public comment. The suggested timeline organizes strategies into short-term, mid-term and long-term recommendations. It also identifies the most logical lead and support agencies for successful implementation of the idea. See Appendix D for a breakdown of Recommendations by Agency.

Key to Agency Abbreviations

DPD	Department of Planning and Development	BI	Building Inspections
NO	Neighborhood Organization	FCC	Fargo City Commission
ED	Engineering Department	FSB	Fargo School Board
FPD	Fargo Police Department	FPB	Fargo Park Board
HRA	Fargo Housing & Redevelopment Authority	FD	Forestry Department
SWD	Solid Waste Department	FFD	Fargo Fire Department
		CCC	Cass County Commission

Areas of Ongoing Focus

Strategy		Lead Responsibility	Support Responsibility
1-A-e	Continue to ensure that the area is host to healthy neighborhood schools	FSB	NO
1-B-a	Increase outreach to neighborhood residents to make sure resources and services are known	NO	FSB,FCC,CCC
1-B-d	Continue to appreciate the strong cultural diversity in the neighborhood	NO	DPD, FSB
1-B-f	Encourage long-term residents to share their experiences with newer residents and younger generations	NO	FSB
1-B-g	Promote inter-generational activities which match young children and adults and area seniors (develop community service opportunities)	NO	FSB
2-A-d	Attend to streets and sidewalks that need replacement	ED	NO
2-A-e	Address concerns about the quality of work on new streets and sidewalks	ED	NO, DPD
2-A-f	Promote pedestrian friendliness in the neighborhood	ED	NO, DPD
2-A-g	Keep neighbors informed about transportation projects	ED	NO, DPD
2-A-h	Continue boulevard tree planting and streetscape projects	FD, ED	DPD, NO
2-B-a	Provide assistance to people with disabilities and the elderly with property taxes	DPD	NO

Strategy		Lead Responsibility	Support Responsibility
2-B-c	Continue to provide financial assistance for low-income populations to pay for special assessments	DPD	FCC
2-C-e	Increase pedestrian street light levels by continuing to install decorative street lights as part of street/service improvement projects	ED	DPD, NO
3-A-a	Increase the number of well-maintained properties (owner and rental)	DPD, BI	NO
3-A-e	Educate landlords and tenants about crime and crime prevention	FPD	NO
3-A-f	Enforce street parking violations	FPD, BI	
3-B-a	Continue to provide funding incentives to encourage investment and housing rehabilitation of single-family homes	DPD	NO
3-B-d	Expand marketing efforts for the City's home improvement loan program	DPD	NO

Short-Term Recommendations: 2005 - 2007

Strategy		Lead Responsibility	Support Responsibility
1-A-a	Organize a Jefferson-Carl Ben Neighborhood Association	NO	DPD
1-A-b	Start a neighborhood newsletter	NO	DPD
1-A-c	Develop neighborhood-wide programs and activities for residents (ex, neighborhood-wide block parties, pot luck suppers, clean-up initiatives, neighborhood gardening, international food fair and festival)	NO	DPD, FPB, FSB
1-B-b	Help residents fell like part of the neighborhood by offering neighborhood contacts for people to talk with when problems or concerns arise	NO	DPD
1-B-e	Develop programs and public spaces to promote different cultures and celebrate the diversity of neighborhood residents	NO	DPD
1-C-a	Establish a neighborhood center for neighborhood activities	NO	DPD, FPB, FSB
2-A-a	Change alternate street/avenue parking regulations to make them enforceable year-round, one side of the street/avenue only	ED	NO
2-A-b	Coordinate alternate street/avenue parking with snow removal and street cleaning	ED	NO
2-A-c	Address traffic volumes and speeds on 5th & 9th Avenues and 14th & 17th Streets	ED, FPB	NO
2-B-a	Increase nighttime lighting at Jefferson School, Carl Ben Eielson School and Jefferson West Park, around the perimeter and on the school/park grounds	FSB, FSB	NO, DPD
2-C-b	Organize neighbors to do smaller park updates/makeovers on an annual or bi-annual basis	NO	DPD

Strategy		Lead Responsibility	Support Responsibility
2-C-c	Add more outdoor picnic tables to Jefferson School and Jefferson West Park playgrounds	FSB	NO
2-C-d	Work with the Fargo School District to maintain a playground at the Carl Ben School site	FSB	NO
2-D	Address flooding and drainage in backyards (people adding fill dirt that affects neighboring properties)	ED	NO
3-1-b	Develop a brochure on property maintenance code regulations and violations	DPD, BI	
3-1-c	Participate in educational sessions about the property maintenance and zoning codes, along with what constitutes a code violation(s) and how they are enforced	NO	BI, DPD

Mid-Term Recommendations: 2007-2010

Strategy		Lead Responsibility	Support Responsibility
1-A-d	Develop a welcome program for new residents to personally welcome people to the neighborhood	NO	DPD
1-B-c	Purchase a van/bus for Jefferson School for after-school and year-round activities for kids	NO	FSB, DPD
1-C-b	Develop a brochure on the neighborhood's history	NO	DPD
2-B-c	Re-evaluate the need to increase the maximum value of the ND Homestead Credit Exemption	DPD	CCC, FCC, NO
3-A-d	Develop a new resident/new homeowner mentoring program to help people feel connected and part of the neighborhood	DPD	NO
3-B-b	Notify absentee property owners and realtors that the neighborhood is working to promote owner-occupancy within the neighborhood	DPD	NO
3-B-c	Identify and prioritize target areas to concentrate owner-occupancy objectives	DPD	NO
3-C-a	Encourage re-use of vacant commercial spaces to house neighborhood oriented/neighborhood scale businesses	DPD	NO
3-C-b	Consider using vacant space, not suitable for residential development, for neighborhood community space and/or a community garden	DPD	NO

Long-Term Recommendations: 2010-2013

Strategy		Lead Responsibility	Support Responsibility
1-C-c	Create a community exhibit on the history and cultures in the neighborhood	NO	DPD FSB FPB
2-C-a	Support efforts to give parks a "major" makeover on a regular 15-year cycle	FPB, FSB	NO

APPENDIX A: Maps

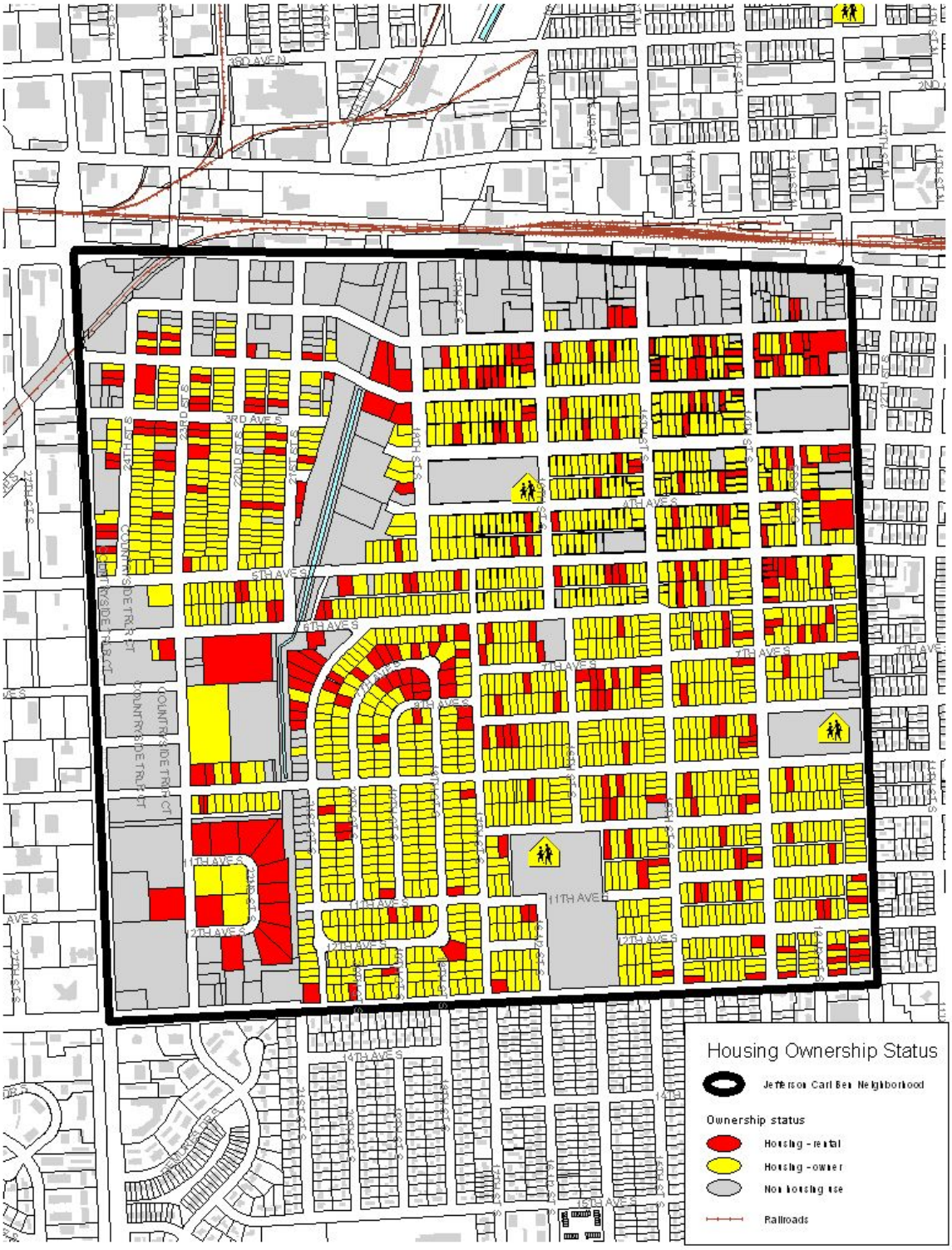
Map 1: Renter/Owner

Map 2: Land Use

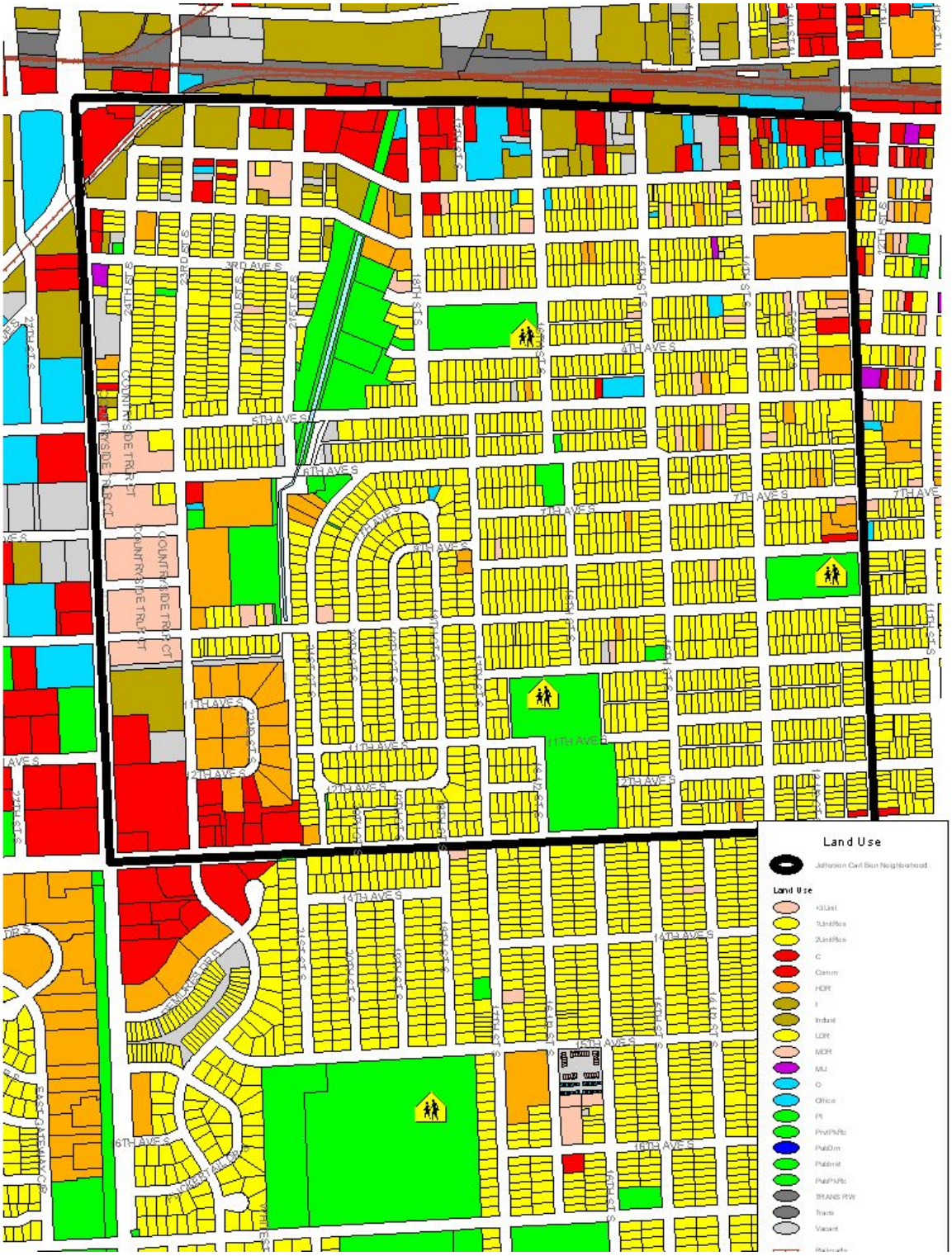
Map 3: Zoning

Map 4: Age of Buildings

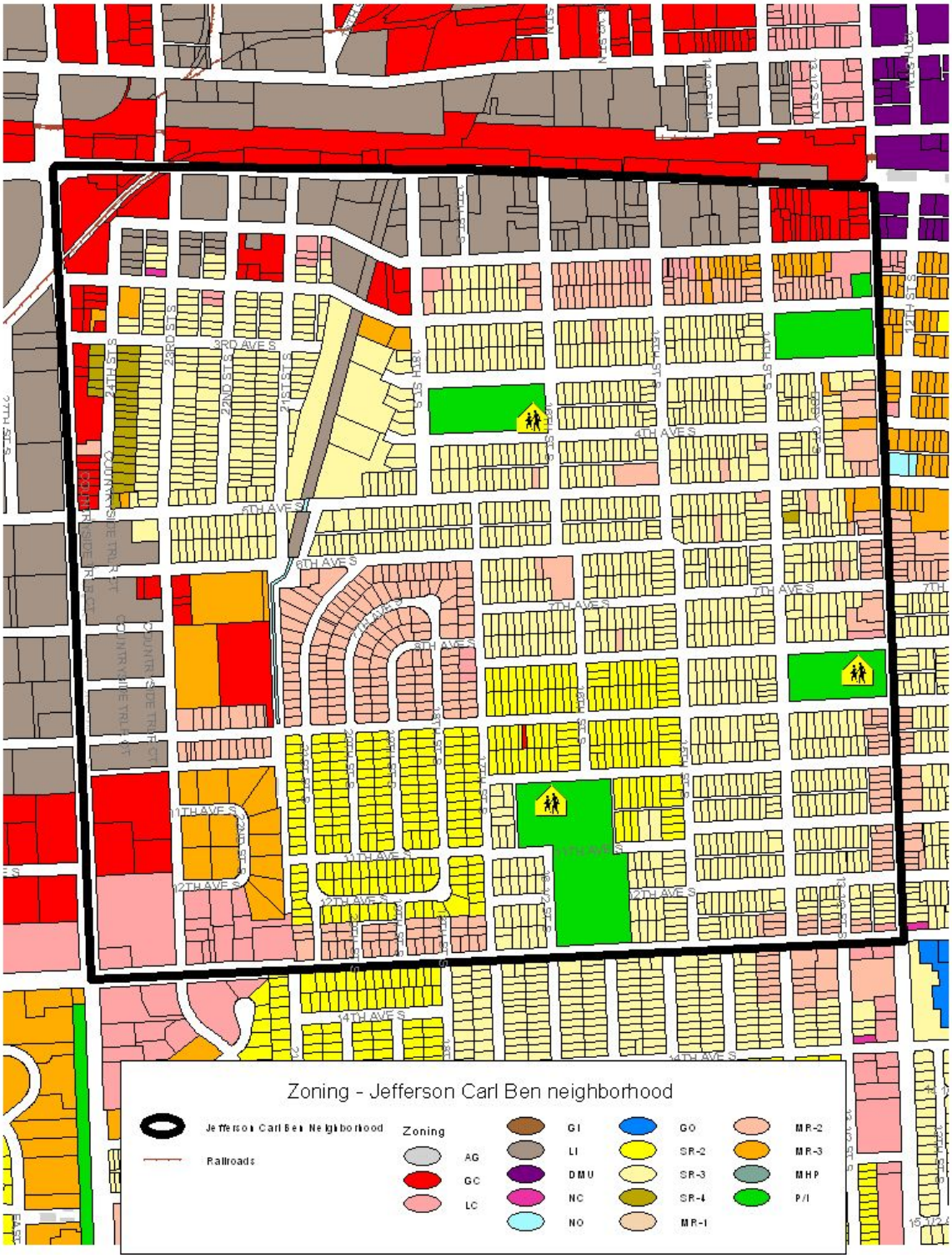
Map 1: Renter/Owner



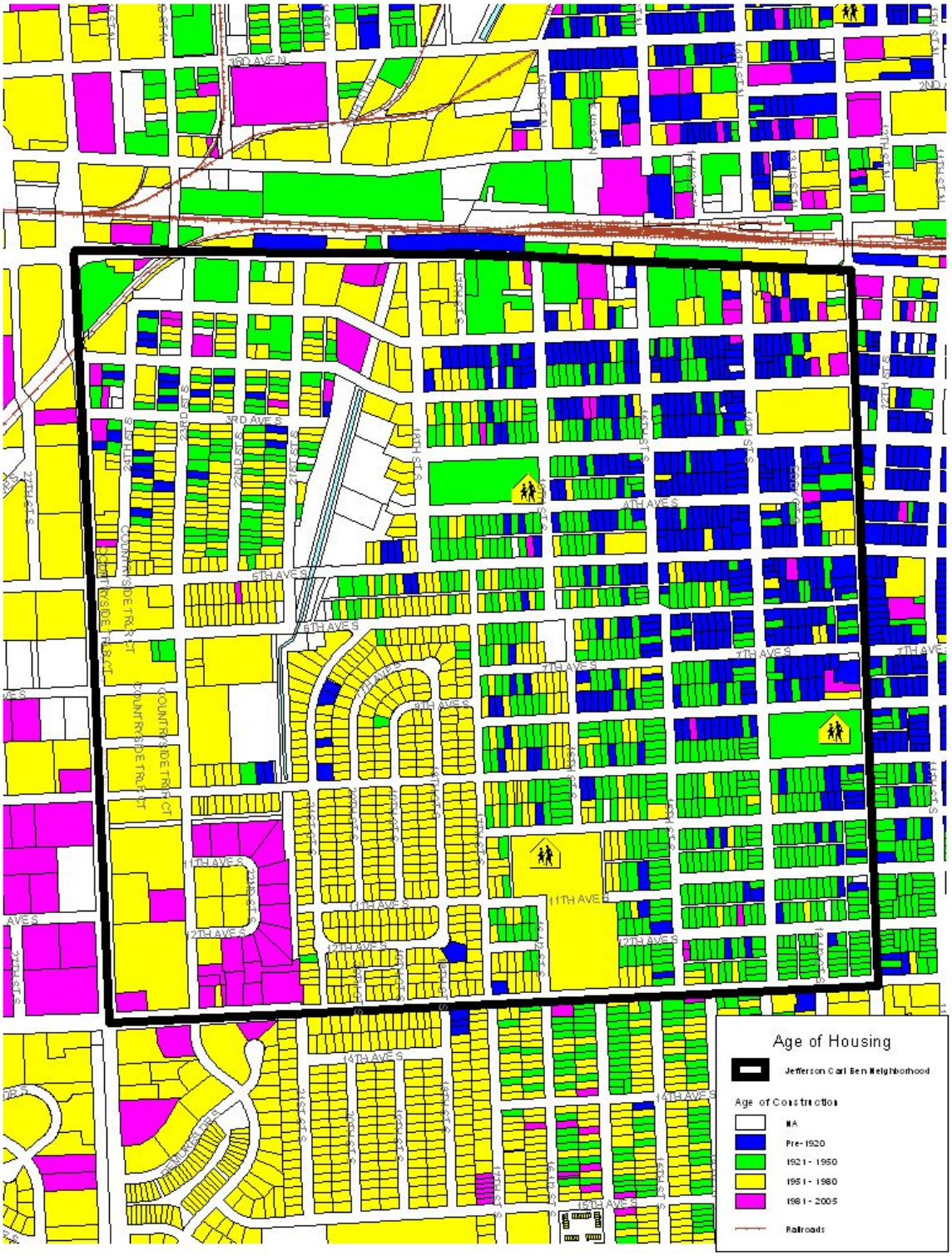
Map 2: Land Use



Map 3: 2002 Zoning



Map 4: Age of Buildings



APPENDIX B: Recommendations by Agency

The following tables list this plan's recommendations by agency of lead responsibility (noted in the third column of each table; the fourth column lists agencies with "supporting responsibility"). There are three types of recommendation: short-term, mid-term, and long-term. A label in the first column identifies each recommendation. The labels for the short-term recommendations are in a regular font, the labels for the mid-term recommendations are shaded in gray, and the labels for the **long-term** recommendations are printed in bold type.

Key to Agency Abbreviations

DPD	Department of Planning and Development	BI	Building Inspections
NO	Neighborhood Organization	FCC	City Commission
ED	Engineering Department	FSB	Fargo School Board
FPD	Fargo Police Department	FPB	Fargo Park Board
HRA	Fargo Housing & Redevelopment Authority	FD	Forestry Department
SWD	Solid Waste Department	FFD	Fargo Fire Department
		CCC	Cass County Commission

Building Inspections		Support Responsibility
3-A-a	Increase the number of well-maintained properties (owner and rental)	NO, DPD
3-A-f	Enforce street parking violations	FPD
3-A-b	Develop a brochure on property maintenance code regulations and violations	DPD

Department of Planning and Development		Support Responsibility
2-C-a	Provide assistance to people with disabilities and the elderly with property taxes	FCC
2-C-b	Re-evaluate the need to increase the maximum value of the ND Homestead Credit Exemption	FCC, CCC, NO
2-C-c	Continue to provide financial assistance for low-income populations to pay for special assessments	FCC
3-A-a	Increase the number of well-maintained properties (owner and rental)	NO, BI
3-B-a	Continue to provide funding incentives to encourage investment and housing rehabilitation of single-family homes	NO
3-B-d	Expand marketing efforts for the City's home improvement loan program	NO
3-A-b	Develop a brochure on property maintenance code regulations and violations	
3-A-d	Develop a new resident/new homeowner mentoring program to help people feel connected and part of the neighborhood	NO
3-B-b	Notify absentee property owners and realtors that the neighborhood is working to promote owner-occupancy within the neighborhood	NO

Department of Planning and Development		Support Responsibility
3-B-c	Identify and prioritize target areas to concentrate owner-occupancy objectives	NO
3-C-a	Encourage re-use of vacant commercial spaces to house neighborhood oriented/neighborhood scale businesses	NO
3-C-b	Consider using vacant space, not suitable for residential development, for neighborhood community space and/or a community garden	NO

Engineering Department		Support Responsibility
2-A-d	Attend to streets and sidewalks that need replacement	NO
2-A-e	Address concerns about the quality of work on new streets and sidewalks	NO, DPD
2-A-f	Promote pedestrian friendliness in the neighborhood	NO, DPD
2-A-g	Keep neighbors informed about transportation projects	NO, DPD
2-A-h	Continue boulevard tree planting and streetscape projects	DPD, NO
2-A-a	Change alternate street/avenue parking regulations to make them enforceable year-round, one side of the street/avenue only	NO
2-A-b	Coordinate alternate street/avenue parking with snow removal and street cleaning	NO
2-A-c	Address traffic volumes and speeds on 5th & 9th Avenues and 14th & 17th Streets	NO
2-B-b	Increase pedestrian street light levels by continuing to install decorative street lights as part of street/service improvement projects	DPD, NO
2-D	Address flooding and drainage in backyards (people adding fill dirt that affects neighboring properties)	NO
2-B-c	Re-evaluate the need to increase the maximum value of the ND Homestead Credit Exemption	NO

Forestry Department		Support Responsibility
2-A-h	Continue boulevard tree planting and streetscape projects, plant more trees in the neighborhood	DPD, NO

Fargo Park Board		Support Responsibility
2-D-a	Support efforts to give parks a “major” makeover on a regular 15-year cycle	NO
2-B-a	Increase nighttime lighting at Jefferson School, Carl Ben Eielson School and Jefferson West Park, around the perimeter and on the school/park grounds	NO, DPD

Fargo Police Department		Support Responsibility
3-A-e	Educate landlords and tenants about crime and crime prevention	NO
3-A-f	Enforce street parking violations	BI
2-A-c	Address traffic volumes and speeds on 5th & 9th avenues and 14th & 17th streets	NO

Fargo School Board		Support Responsibility
1-A-e	Continue to ensure that the area is host to healthy neighborhood schools	NO
2-D-c	Add more outdoor picnic tables to Jefferson School and Jefferson West Park playgrounds	NO
2-D-d	Work with the Fargo School District to maintain a playground at the Carl Ben site	NO
2-D-a	Support efforts to give parks a “major” makeover on a regular 15-year cycle	NO
2-B-a	Increase nighttime lighting at Jefferson School, Carl Ben Eielson School and Jefferson West Park, around the perimeter and on the school/park grounds	NO, DPD

Neighborhood Organization		Support Responsibility
1-B-a	Increase outreach to neighborhood residents to make sure resources and services are known	FCC,CCC,FSB
1-B-d	Continue to appreciate the strong cultural diversity in the neighborhood	DPD, FSB
1-B-f	Encourage long-term residents to share their experiences with newer residents and younger generations	FSB
1-B-g	Promote inter-generational activities which match young children and adults and area seniors (develop community service opportunities)	FSB
1-A-a	Organize a Jefferson-Carl Ben Neighborhood Association	DPD
1-A-b	Start a neighborhood newsletter	DPD
1-A-c	Develop neighborhood-wide programs and activities for residents (ex, neighborhood-wide block parties, pot luck suppers, clean-up initiatives, neighborhood gardening, international food fair and festival)	DPD, FPB, FSB
1-B-b	Help residents fell like part of the neighborhood by offering neighborhood contacts for people to talk with when problems or concerns arise	DPD
1-B-e	Develop programs and public spaces to promote different cultures and celebrate the diversity of neighborhood residents	DPD
1-C-a	Establish a neighborhood center for neighborhood activities	DPD, FPB, FSB
2-D-b	Organize neighbors to do smaller park updates/makeovers on an annual or bi-annual basis	DPD
3-A-c	Participate in educational sessions about the property maintenance and zoning codes, along with what constitutes a code violation(s) and how they are enforced	BI, DPD

1-A-d	Develop a welcome program for new residents to personally welcome people to the neighborhood	DPD
1-B-c	Purchase a van/bus for Jefferson School for after-school and year-round activities for kids	FSB, DPD
1-C-b	Develop a brochure on the neighborhood's history	DPD
1-C-c	Create a community exhibit on the history and cultures in the neighborhood	DPD, FSB, FPB