Madison

Neighborhood

Plan

Fargo Department of Planning and Development

December 2002 (DRAFT PLAN)

Table of Contents

EXECUTIVE SUMMARY

INTRODUCTION **1**

WHY PLAN? 1
NEIGHBORHOOD BOUNDARY 2
PLANNING PROCESS 3
VISION 3

ABOUT THE MADISON NEIGHBORHOOD **5**

HISTORY 5
DEMOGRAPHICS 6
Population *6*
Age *6*
Income *7*
Employment *7*
LAND USE AND HOUSING 9
Use of Space *9*
Homeownership *9*
Property Value *9*
Public Housing *9*
OTHER CHARACTERISTICS 10
Neighborhood Organizations *10*
Crime statistics *10*
School statistics *10*

GOALS, OBJECTIVES, STRATEGIES **11**

GOAL 1. CONDITION OF THE NEIGHBORHOOD. 12
GOAL 2: SAFETY 14
GOAL 3: QUALITY OF LIFE 15

PLAN RECOMMENDATIONS **17**

SHORT-TERM RECOMMENDATIONS: 2003-2004 17
MID-TERM RECOMMENDATIONS: 2004 - 2006 18
LONG-TERM RECOMMENDATIONS: 2006-2010 19

APPENDIX A: MAPS **20**

MAP 1: CENSUS BOUNDARIES 21
MAP 2: 2002 LAND USE 22
MAP 3: 2002 ZONING 23
MAP 4: AGE OF BUILDINGS 24

APPENDIX B: COMPREHENSIVE POLICY PLAN STATEMENTS **25**

APPENDIX C: DEFINITIONS OF EMPLOYMENT BY INDUSTRY **33**

APPENDIX D: RECOMMENDATIONS BY AGENCY **34**

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Residents of the Madison Neighborhood
A special acknowledgement to everyone that attended a meeting or contributed an idea about how to make the Madison area an even better place to live.

Adoption and Amendment

The Fargo **City Commission** adopted a resolution to approve the Madison Neighborhood Plan by a ____ vote on …. Said resolution can be found on the following pages.

The Fargo **Planning Commission** approved and recommended to the City Commission approval of the Madison Neighborhood Plan by a ___ vote on ….

The Fargo **Community Development Committee** approved and recommended to the City Commission approval of the Madison Neighborhood Plan by a unanimous vote on January 23, 2003.

Executive Summary

The plan is organized to orient the reader with the concept of neighborhood planning, the Madison Neighborhood, and the results of the Madison 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 document lays out the neighborhood strategy for the future from start to finish.

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

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

> **Condition of the Neighborhood.** Improve the overall condition of the neighborhood including both public and private places, with a focus on nuisances, housing, streets and public places, and enforcing the rules.
>
> **Safety.** Emphasize safety for pedestrians and motorists, with action related to the school, streets, and park.
>
> **Quality of Life.** Enhance the quality of life in the neighborhood, with emphasis on neighborhood activities and character-enhancing actions.

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 people can 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.

Anyone who is involved in a neighborhood planning process will be asked to think critically about his or her environment, discuss opportunities for improvement, work with neighbors and other local agencies to accomplish a defined set of goals, and, in general, be engaged in a rational process that can help determine what your neighborhood wants to be in the future and how it will get there.

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

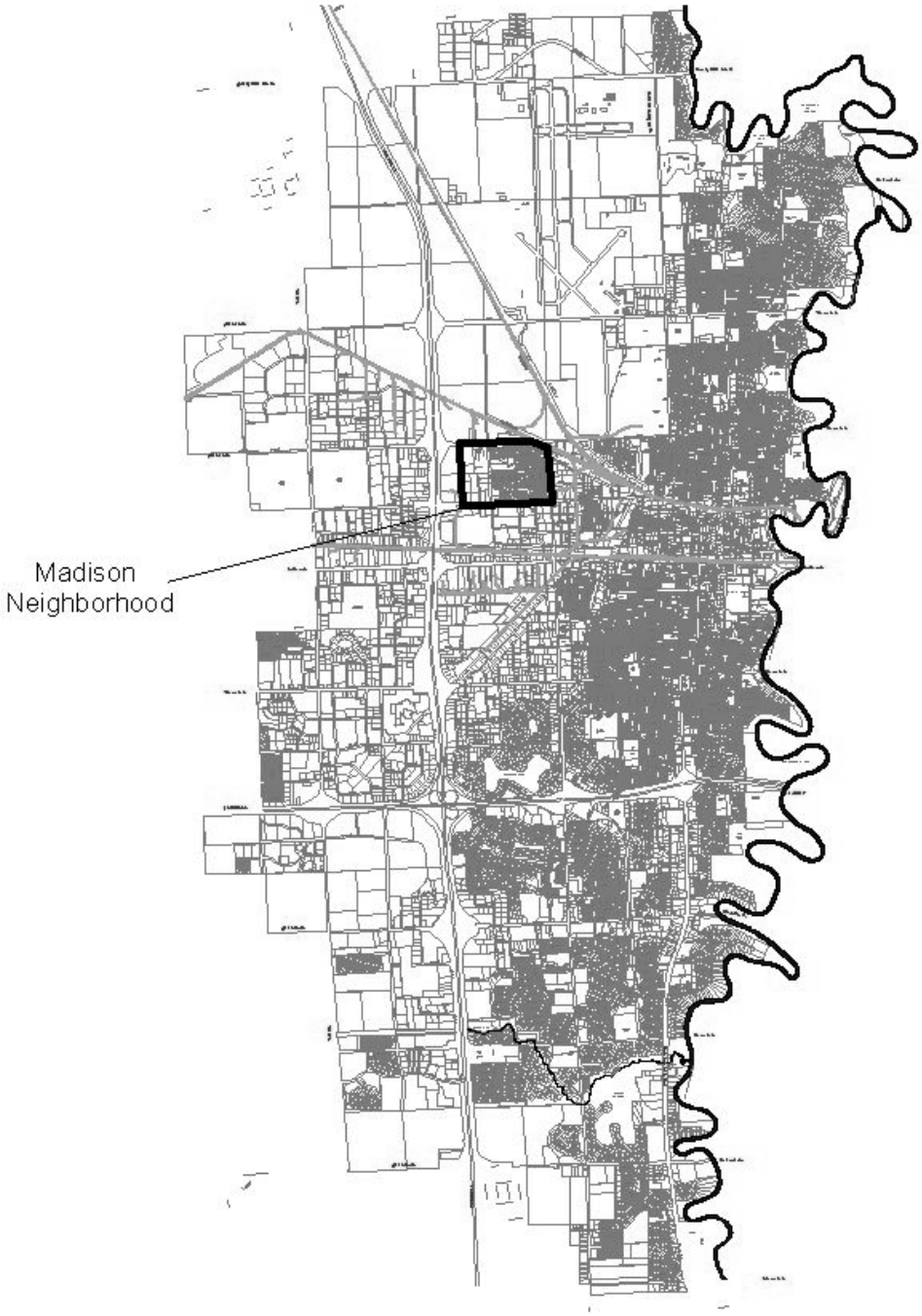
> **Policy 217. Neighborhood Participation.**
>
> The City of Fargo should encourage citizen participation in the land use development and redevelopment process within their neighborhoods. More interaction is needed with citizens acting individually or as groups to identify the type of assistance the 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 boundary of the Madison neighborhood is defined as 12th Avenue on the north, 25th Street on the east, 7th Avenue on the south and 35th Street on the west. This area coincides with a large part of the Madison Elementary School attendance.



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?

A neighborhood plan can be easy to write, but if it is not specifically tailored to address the needs of the area's residents, it will not be a success. A neighborhood plan must realistically address people's expectations and level of commitment to action.

The City of Fargo's approach to neighborhood planning is to maximize citizen participation in the process by 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 Madison Neighborhood Planning process consisted of four public meetings and the collection of data by city staff.

Meeting 1, October 29:	Vision and Area Assessment
Meeting 2, November 12:	Community Ideas and Goal Setting
Meeting 3, November 26:	Taking Action: Strategies and Objectives
Meeting 4, December 17:	Implementation and the Final Plan

City staff began collecting data for the Madison process in early October. It is a condensed process but one that was successful in this neighborhood. Close to 30 people attended the first meeting, with over 50 percent of that group in attendance at all of the public meetings.

Vision

The input provided by the participants of this process focused around a set of common themes from the very beginning. These issues guided the development of a “vision” statement for the Madison neighborhood.

The **Madison neighborhood** is well-kept, safe place
where neighbors want to live,
reflect pride in ownership,
take care of their property,
support activities for kids of all ages and
enjoy the benefits of a strong neighborhood school.

About the Madison Neighborhood

History

The Madison neighborhood has proven to be very resilient. The Madison area first became part of the City in 1954. On June 20, 1957 the worst tornado in Fargo's history, rated an F-5, tore through north Fargo. It entered the City through the Madison neighborhood at 7:35 p.m., killing 13 people and injuring more than 100. It destroyed 329 homes and damaged hundreds more. As a result, the Madison neighborhood was rebuilt.

This natural disaster played a major part in shaping the pattern of development in this neighborhood. Seventy four percent of the residential properties in the neighborhood were built after 1957, compared to 23 percent built prior to 1957.

Demographics

	Madison	City
Population	2,031	90,787
# Households	833	41,277
# Families	503	21,006
% Female	53%	50%
% Non-white	16%	7%
Age		
<5 years	9%	6%
5-17 years	23%	16%
18-24 years	12%	19%
25-34 years	21%	17%
35-54 years	28%	27%
55-64 years	5%	6%
65+ years	4%	10%
Households with children <18 yrs old	39%	27%
Education		
<High School Ed	11%	9%
Bachelor Degree+	10%	34%
Lived in same house 5 yrs ago (1995-00)	40%	56%
Born out of ND	44%	41%
Born out of Midwest	24%	17%
Household Income		
< $20,000	37%	26%
$20,000- $49,999	43%	41%
$50-000 +	20%	33%

Population

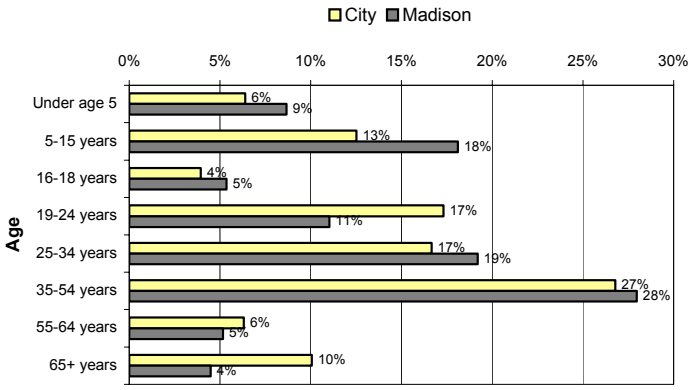
There were 2,031 people living in the Madison neighborhood in 2000[2]. Households in Madison tend to be slightly larger than households in the City as a whole – the average household size in Madison is 2.44 people (2.2 for the City).

Madison is more diverse than the rest of the City - 16 percent of the population of this area is classified as non-white; this compares to 7 percent for the entire community.[3] Additionally, the residents in this neighborhood are slightly more likely to have been born outside of North Dakota and/or outside the Midwest than are residents of the City as a whole. 24 percent of Madison residents were born outside the Midwest (17 percent citywide).

Age

The Madison area has a larger school age population than the City - 23 percent of area residents are under age 17; the figure is only 16 percent citywide.

In addition, the neighborhood has more households with school age children. Almost 40 percent of the households in the Madison area have children under the age of 18, while 27 percent of the City's households have school age children.



College age students make up 11 percent of the neighborhood population (17 percent of the city's population). Only 4 percent of Madison residents are over age 65 whereas 10 percent of Fargo's residents fall into that 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. Madison's demographics are approximated by using the boundaries of the Census Tract 6, block groups 4 and 5. See boundary map in Appendix A.

[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.

Income

In 1999 the median household income in the Madison neighborhood was $19,258 per year; the City's median household income was $35,510.

In keeping with the age statistics reported above, fewer Madison households report income from Social Security and Retirement sources (14 percent and 8 percent, respectively) than all Fargo households (19 percent and 10 percent, respectively). Madison is definitely a neighborhood that works - 92 percent of Madison households report receiving income from "wages" or a "salary"; this compares to 84 percent of households citywide.

According to the 2000 Census, 20 percent of the neighborhood's households had incomes below the poverty level 1999.[4] Similar statistics for the City as a whole indicate a citywide poverty rate just under 12 percent.

Employment

82 percent of Madison residents over age 16 are considered to be "in the labor force"; this compares to 75 percent citywide. The unemployment rates for the Madison neighborhood and the community were similar in 2000 (3.4 percent the Madison area, 3.2 percent in City).

When looking at residents' occupations, the Madison labor force is fairly evenly divided between the various types of occupational categories.

Occupations	Madison	City
Management / Professional Business, Computer, Architecture, Legal, Education, Arts, Healthcare practitioners and tech	22.3%	34.1%
Service Healthcare support, police/fire, Food prep/serving, Maintenance, Personal care	20.9%	15.2%
Sales Sales, Office/admin support	26.1%	31.2%
Construction / Maintenance Construction and related, Installation and repair related occ	16.4%	7.5%
Production / Transportation Production, Material moving and Transportation (aircraft control, motor vehicle operator and railroad occ)	14.3%	11.5%

Source: 2000 Census

[4] 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.

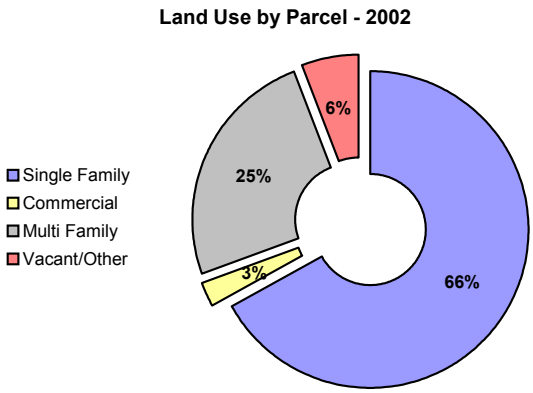
When examining employment information by industry, again the economic diversity of the Madison neighborhood shows through. The neighborhood has a higher percentage of people employed in Construction, Manufacturing, Wholesale trade and some service industries. The single highest employment industry in the Madison neighborhood is Health care and Social Assistance services at 17.5 percent (citywide, 14 percent of workers are employed in this industry).

Industry	Madison	City
Agriculture	0.0%	0.9%
Construction	6.3%	5.9%
Manufacturing	10.5%	8.3%
Wholesale Trade	8.6%	5.0%
Retail Trade	11.7%	15.3%
Transportation and Warehousing	3.4%	4.2%
Information	0.9%	2.6%
Finance, Insurance and Real Estate	7.9%	8.9%
Professional, Scientific, Management	6.3%	8.6%
Educational, Health and Social services	26.4%	23.6%
Arts, Entertainment, Recreation, Accommodation and Food services	9.9%	9.5%
Other services	7.5%	4.5%
Public Administration	0.8%	2.7%

Source: 2000 Census

Land Use and Housing

Use of Space



The Madison neighborhood is a residential neighborhood that is bordered by commercial and industrial properties on all sides. It is centered around the Madison Elementary School – the heart of the neighborhood.

There are approximately 700 housing units in the Madison neighborhood, with 57 percent of them being owner-occupied.

The housing stock is dominated by single family detached homes (66 percent of all properties), with a few duplexes, triplexes, conversions, and apartment buildings scattered throughout. (See land use map in Appendix A)

Homeownership

Almost 60 percent of the Madison neighborhood's housing units are owner-occupied. This percentage is higher than overall rate of homeownership in the City, which was 55.7 percent in 2000. Three and a half percent of the parcels in this area were vacant in 2001.

Property Value

The 2001 median value of single family detached homes in the neighborhood was $51,200. The City median was $82,900. The total value of residential property in the Madison area in 2001 was $23,746,200.

Public Housing

In 2002 the Fargo Housing and Redevelopment Authority owned 69 properties that included 110 units in the Madison neighborhood. The HRA is actively working to deconcentrate its public housing stock by selling units to private homeowners. Another 25 units will be sold by 2005.

Other Characteristics

Neighborhood Organizations

The Madison Parent-Teacher Association is extremely active in maintaining the school's status as an asset to families in the neighborhood. While there is a definite sense of community in the Madison neighborhood, the neighborhood association is not active and there are no organized Community Watch block clubs currently in place.

Crime statistics

Crime in the City of Fargo is relatively low. In fact, it is the lack of violent crime that often helps Fargo earn a high ranking when national research projects determine quality of life ratings. The statistics below indicate that the Madison area does not bearing more than its proportionate share of the City's crimes. 2.23 percent of the City's population lives in Madison. The following table shows that less than 2 percent of the City's crimes are committed in the area.

	2002	% of listed crime committed in Madison	2001	% of listed crime committed in Madison
Burglaries	5	1%	3	1%
Vehicle Break-ins & Theft from Vehicles	4	less than 1%	6	1%
Criminal Mischief	28	2%	25	2%
Assaults	0	0%	1	less than 1%

Source: Fargo Police Department, December 2002

School statistics

Madison Elementary School is the center of this neighborhood. According to the 2000 Census, 94 percent of school age children in the neighborhood attend public school, 6 percent attend private school.

In 2002, two hundred and fifty students were enrolled in Madison, grades 1-6:

- Kindergarten – 37
- 1st grade – 39
- 2nd grade – 33
- 3rd grade – 29
- 4th grade – 42
- 5th grade – 33
- 6th grade – 37

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 **Madison neighborhood** is well-kept, safe place
where neighbors want to live,
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GOAL 1. Condition of the Neighborhood.

Improve the overall condition of the neighborhood, including both public and private places.

The physical condition of the neighborhood was a recurring theme throughout the planning process. This goal focuses on improving the visual appearance and physical condition of the neighborhood, including streetscapes, parks and other public areas. The intent is to foster an appearance that shows pride and inspires confidence in the future of the neighborhood. As this is a predominantly residential neighborhood – this goal obviously addresses issues related to housing. The preservation and good maintenance of existing housing stock is not only important to neighborhood quality of life but also to the city's overall affordable housing policy.

Objective A Nuisances. Work together to eliminate nuisances that contribute to an unpleasant environment.

1. Manage the problem of stray animals in the neighborhood by publicizing leash laws and working with the Police Department to develop strategies for dealing with "repeat offenders"
2. Control the proliferation of garbage and junk in the neighborhood by strictly enforcing city codes on garbage, where it can be left and when it can be put out
3. Develop informational materials on Solid Waste Department policies and the citizen complaint process
4. Clean up the "gateways" to the Madison neighborhood by focusing attention on the appearance and vitality of the commercial/industrial corridors along 7th Avenue and 25th Street
5. Address the impact that noise from semi-trucks has on residential properties, primarily along the area's major streets. Consider putting up noise control signs and/or creating an ordinance that deals specifically with semi-truck noise near residential areas
6. Limit the number of commercial properties that are developed in the residential core of the neighborhood

Objective B Housing. Encourage the maintenance, rehabilitation and preservation of Madison's existing housing stock.

1. Develop an ordinance that deals with fences and their maintenance
2. Encourage the City to take a more proactive approach in dealing with dilapidated properties in the Madison area
3. Consider developing a program that would train volunteers to evaluate exterior code violations (citizen code inspectors)
4. Enforce health and building codes in rental housing with regular inspections
5. Actively encourage the rehabilitation and continued maintenance of rental and owner-occupied housing by providing information and advice on the responsibilities of home maintenance, by connecting lower income property owners with resources that may be available to help them rehabilitate their properties, and by encouraging property owners to take advantage of city-sponsored housing rehab programs

Objective C Streets and Public Places. Improve the appearance of Madison's streets and alleyways.

1. Initiate a coordinated, neighborhood-wide alley paving project
2. Enforce parking and abandoned vehicle violations in both public streets and alleys
3. Install signs that allow for the enforcement of alternate street/avenue parking for areas west of 25th Street
4. Remove dead trees from the neighborhood and educate people about how to preserve healthy trees
5. Continue to maintain park properties at the high level to which they are currently maintained (including fences, benches, playground equipment, etc.)

Objective D Enforcing the Rules.

1. Be consistent and proactive in the enforcement of City Codes – especially those that have a neighborhood impact
2. Regularly communicate with neighborhoods about what the "rules" are, how they are enforced, and how citizens can be involved
3. Make sure that City policies provide adequate protection for both the City and the citizens when it comes to being able to ensure that infrastructure projects that are special assessed are completed to meet high standards of quality
4. Evaluate City Codes to strengthen the City's ability to enforce property-related laws, where needed (zoning, building codes, nuisance regulations, etc.)

Goal 2: Safety

Emphasize safety for pedestrians and motorists.

Feeling safe when travelling from place to place is a basic building block of neighborhood livability. This goal focuses on increasing the overall feeling of safety in the neighborhood by addressing some of the neighborhood's concerns regarding speeding and pedestrian safety around the school, in the park, and on the streets.

Objective A — School. Enhance the safety of Madison's children as they travel to and from school.

1. Activate the flashing "school" lights earlier in the day
2. Consider establishing a "crossing guard patrol" before and after school

Objective B — Streets. Take steps to ensure that residents can safely navigate the neighborhood.

1. Improve the Intersection at 12th Avenue and 29th Street, either by marking it better (short-term) or re-designing it (long-term)
2. Consider all options for controlling the speed of traffic in the neighborhood, around the school and in alleys
3. Address speed of traffic on 7th Avenue North (there are no stop lights or stop signs or between 25th Street and 45th Street)

Objective C — Park. Keep the neighborhood's park a safe place to be.

1. Add more lighting to the "active" areas in Madison's Park – basketball court, playground
2. Enforce the 10:00 p.m. park closure

Goal 3: Quality of Life

Enhance the general quality of life in the neighborhood.

Madison is made up of people that want to live in the neighborhood and truly care about its future. Although "quality of life" is hard to define, this goal focuses on taking actions that reinforce positive standards by getting together to work on increasing the range of neighborhood activities, and maintaining a positive image in the neighborhood.

Objective A — Neighborhood Activities. Help create recreational opportunities for Madison residents of all ages.

1. Use the existing facilities to provide an increased number of organized athletic activities that are free to all participants, including organized hockey games at the neighborhood rink
2. Provide opportunities for kids to be involved in non-sports-related activities. Consider setting up teen dances at Madison School, using the school's Community Room for neighborhood gatherings and activities, developing community service options for neighborhood youth to help neighbors and supporting non-athletic activities made available by the school.
3. Provide English language classes for people of all ages at Madison School
4. Develop more partnerships between Madison School and NDSU
5. Look for ways to provide more recreational opportunities for youth ages 18-21
6. Make it easier for kids and families to find out what there is "to do". Look at linking school and park websites with easy-access events information and publishing a neighborhood newsletter that highlights neighborhood-specific activities
7. Work to create even more park facilities in the neighborhood (golf course, sand volleyball, water park, skate park)
8. Coordinate an open gym at Madison School on evenings and weekends

Objective B — Neighborhood Character. Take action that will enhance the overall character and vitality of the neighborhood.

1. Rejuvenate the neighborhood association and talk to other neighborhood associations about strategies for getting – and keeping - people involved
2. Place a directional sign to the Madison School on 12th and 7th avenues north
3. Consider developing a citywide Neighborhood Council to facilitate information sharing between Fargo neighborhoods and between neighborhoods and the City
4. Establish Community Watch block groups

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	CC	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

Short-Term Recommendations: 2003-2004

Strategy		Lead Responsibility	Support Responsibility
C-A-1	Manage the problem of stray animals in the neighborhood by publicizing leash laws and working with the Police Department to develop strategies for dealing with "repeat offenders"	FPD	NO
C-A-2	Control the proliferation of garbage and junk in the neighborhood by strictly enforcing city codes on garbage, where it can be left and when it can be put out	SWD	NO, BI
C-A-3	Develop informational materials on solid waste department policies and the citizen complaint process	SWD	
C-B-1	Develop an ordinance that deals with fences and their maintenance	DPD	NO, BI, CC
C-B-2	Encourage the City to take a more proactive approach in dealing with dilapidated properties in the Madison area	DPD	BI CC
C-B-4	Enforce health and building codes in rental housing with regular inspections	BI	DPD
C-B-5	Actively encourage the rehabilitation and continued maintenance of rental and owner-occupied housing by providing information and advice on the responsibilities of home maintenance, by connecting lower income property owners with resources that may be available to help them rehabilitate their properties, and by encouraging property owners to take advantage of city-sponsored housing rehab programs	DPD	NO
C-C-2	Enforce parking and abandoned vehicle violations in both public streets and alleys	FPD	BI, NO
C-C-3	Install signs that allow for the enforcement of alternate street/avenue parking for areas west of 25th Street	NO	FPD, ED, DPD

Strategy		Lead Responsibility	Support Responsibility
C-C-5	Continue to maintain park properties at the high level to which they are currently maintained (including fences, benches, playground equipment, etc.)	FPB	
C-D-1	Be consistent and proactive in the enforcement of City Codes – especially those that have a neighborhood impact	DPD	BI, FFD, SWD
C-D-2	Regularly communicate with neighborhoods about what the "rules" are, how they are enforced, and how citizens can be involved	DPD	NO, BI, FPD
C-D-3	Make sure that City policies provide adequate protection for both the City and the citizens when it comes to being able to ensure that infrastructure projects that are special assessed are completed to meet high standards of quality	ED	DPD, CC
S-A-1	Activate the flashing "school" lights earlier in the day	MS	NO, FSB
S-A-2	Consider establishing a "crossing guard patrol" before and after school	MS	NO, FSB
S-B-2	Consider all options for controlling the speed of traffic in the neighborhood, around the school and in alleys	FPD	NO
S-C-2	Enforce the 10:00 p.m. park closure	FPD	FPB
Q-A-1	Use the existing facilities to provide an increased number of organized athletic activities that are free to all participants, including organized hockey games at the neighborhood rink	NO	MS, FPB
Q-A-3	Provide English language classes for people of all ages at Madison School	FSB	MS
Q-A-6	Make it easier for kids and families to find out what there is "to do". Look at linking school and park websites with easy-access events information and publishing a neighborhood newsletter that highlights neighborhood-specific activities	NO	DPD, MS
Q-A-8	Coordinate an open gym at Madison School on evenings and weekends	MS	NO
Q-B-1	Rejuvenate the neighborhood association and talk to other neighborhood associations about strategies for getting – and keeping - people involved	NO	DPD
Q-B-2	Place a directional sign to the Madison School on 12th and 7th avenues north	FSB	NO
Q-B-3	Consider developing a citywide Neighborhood Council to facilitate information sharing between Fargo neighborhoods and between neighborhoods and the City	DPD	
Q-B-4	Establish Community Watch block groups	FPD	NO, DPD

Mid-Term Recommendations: 2004 - 2006

Strategy		Lead Responsibility	Support Responsibility
C-A-5	Address the impact that noise from semi-trucks has on residential properties, primarily along the area's major streets. Consider putting up noise control signs and/or creating an ordinance that deals specifically with semi-truck noise near residential areas	FPD	NO
C-A-6	Limit the number of commercial properties that are developed in the residential core of the neighborhood	DPD	NO

Strategy		Lead Responsibility	Support Responsibility
C-B-3	Consider developing a program that would train volunteers to evaluate exterior code violations (citizen code inspectors)	BI	CC, DPD, NO
C-C-1	Initiate a coordinated, neighborhood-wide alley paving project	DPD	NO, ED
C-C-4	Remove dead trees from the neighborhood and educate people about how to preserve healthy trees	FD	
C-D-4	Evaluate City Codes to strengthen the City's ability to enforce property-related laws, where needed (zoning, building codes, nuisance regulations, etc.)	DPD	NO, BI, CC, SWD
S-B-3	Address speed of traffic on 7th Avenue North (there are no stop lights or stop signs or between 25th Street and 45th Street)	FPD	ED, DPD
S-C-1	Add more lighting to the "active" areas in Madison's Park – basketball court, playground	NO	FSB, FPB
Q-A-2	Provide opportunities for kids to be involved in non-sports-related activities. Consider setting up teen dances at Madison School, using the school's Community Room for neighborhood gatherings and activities, developing community service options for neighborhood youth to help neighbors and supporting non-athletic activities made available by the school.	NO	FPB, FSB
Q-A-4	Develop more partnerships between Madison School and NDSU	FSB	MS
Q-A-5	Look for ways to provide more recreational opportunities for youth ages 18-21	NO	FPB, FSB

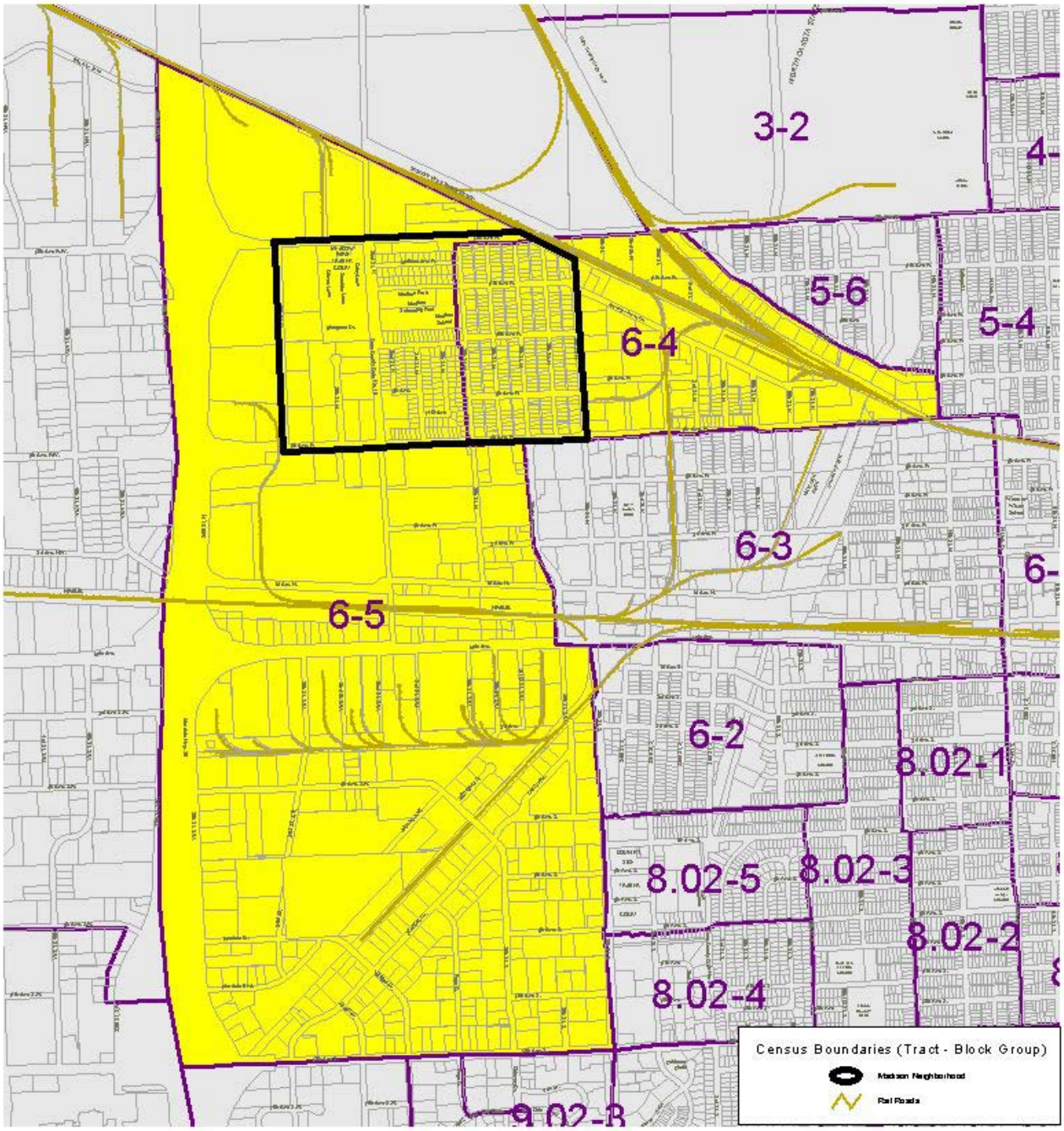
Long-Term Recommendations: 2006-2010

Strategy		Lead Responsibility	Support Responsibility
C-A-4	Clean up the "gateways" to the Madison neighborhood by focusing attention on the appearance and vitality of the commercial/industrial corridors along 7th Avenue and 25th Street	DPD	ED, CC
S-B-1	Improve the Intersection at 12th Avenue and 29th Street, either by marking it better (short-term) or re-designing it (long-term)	ED	DPD
Q-A-7	Work to create even more park facilities in the neighborhood (golf course, sand volleyball, water park, skate park)	FPB	

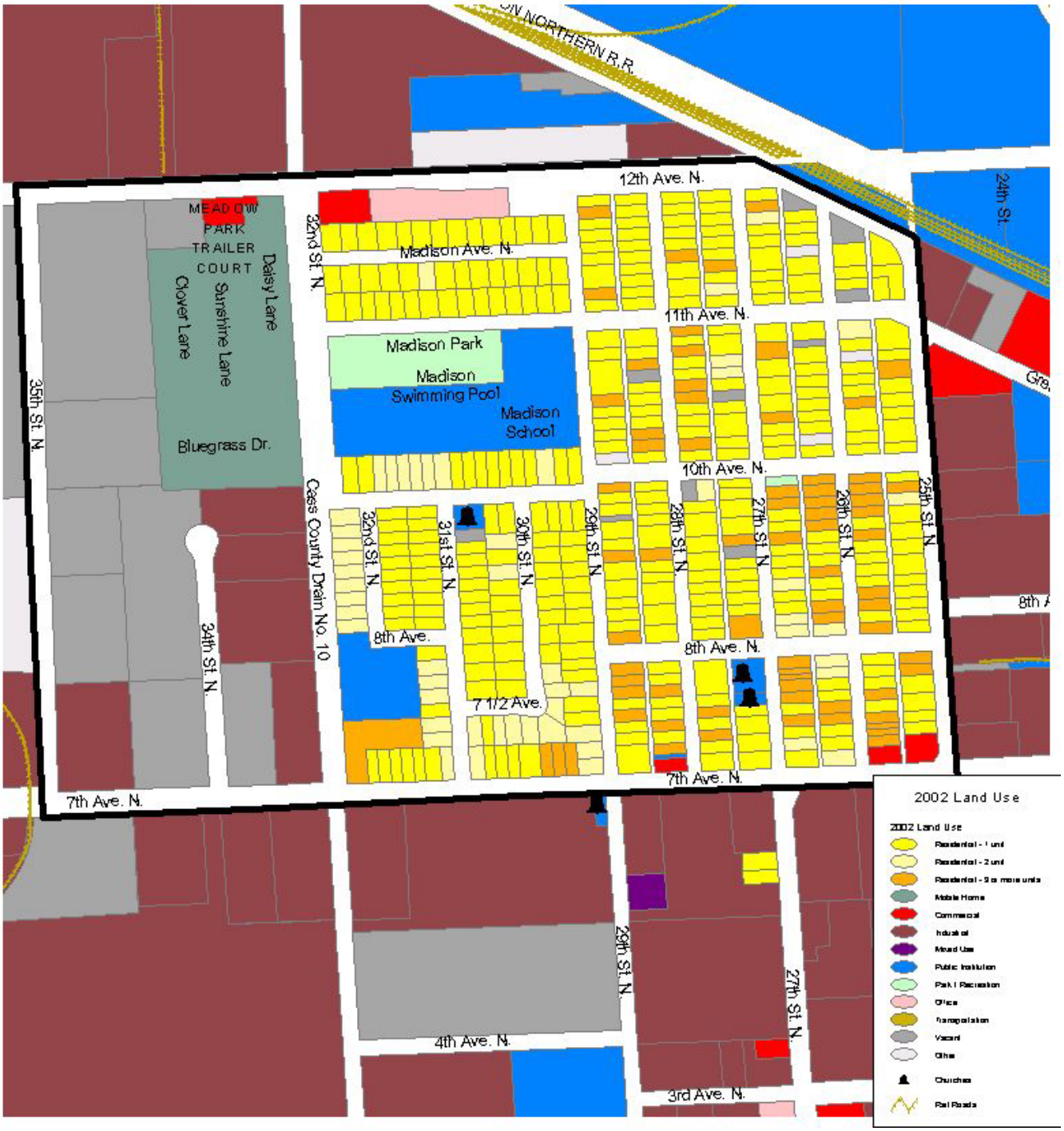
APPENDIX A: Maps

Map 1	Census Boundaries
Map 2	2002 Land Use
Map 3	2002 Zoning
Map 4	Age of Buildings

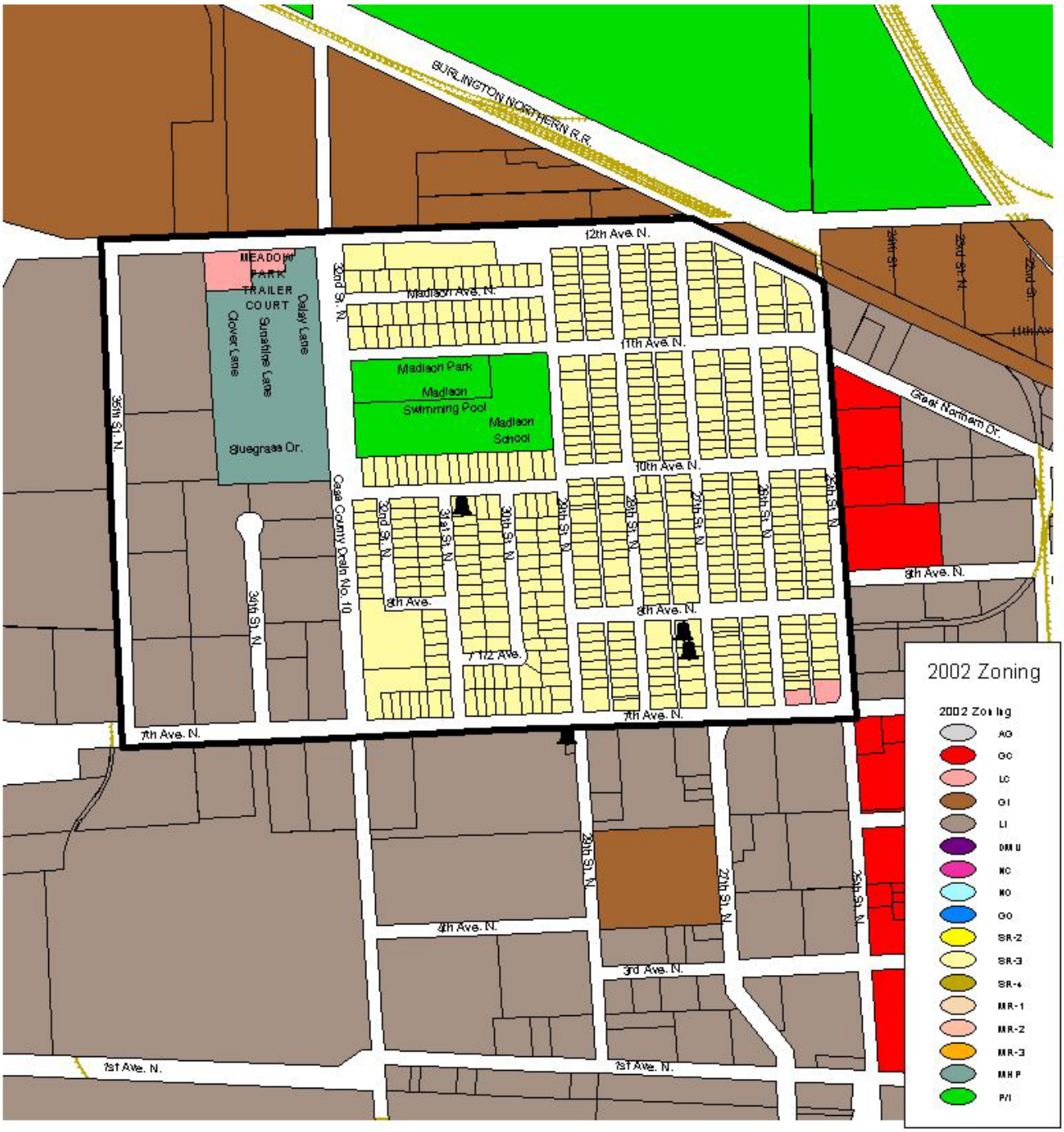
Map 1: Census boundaries



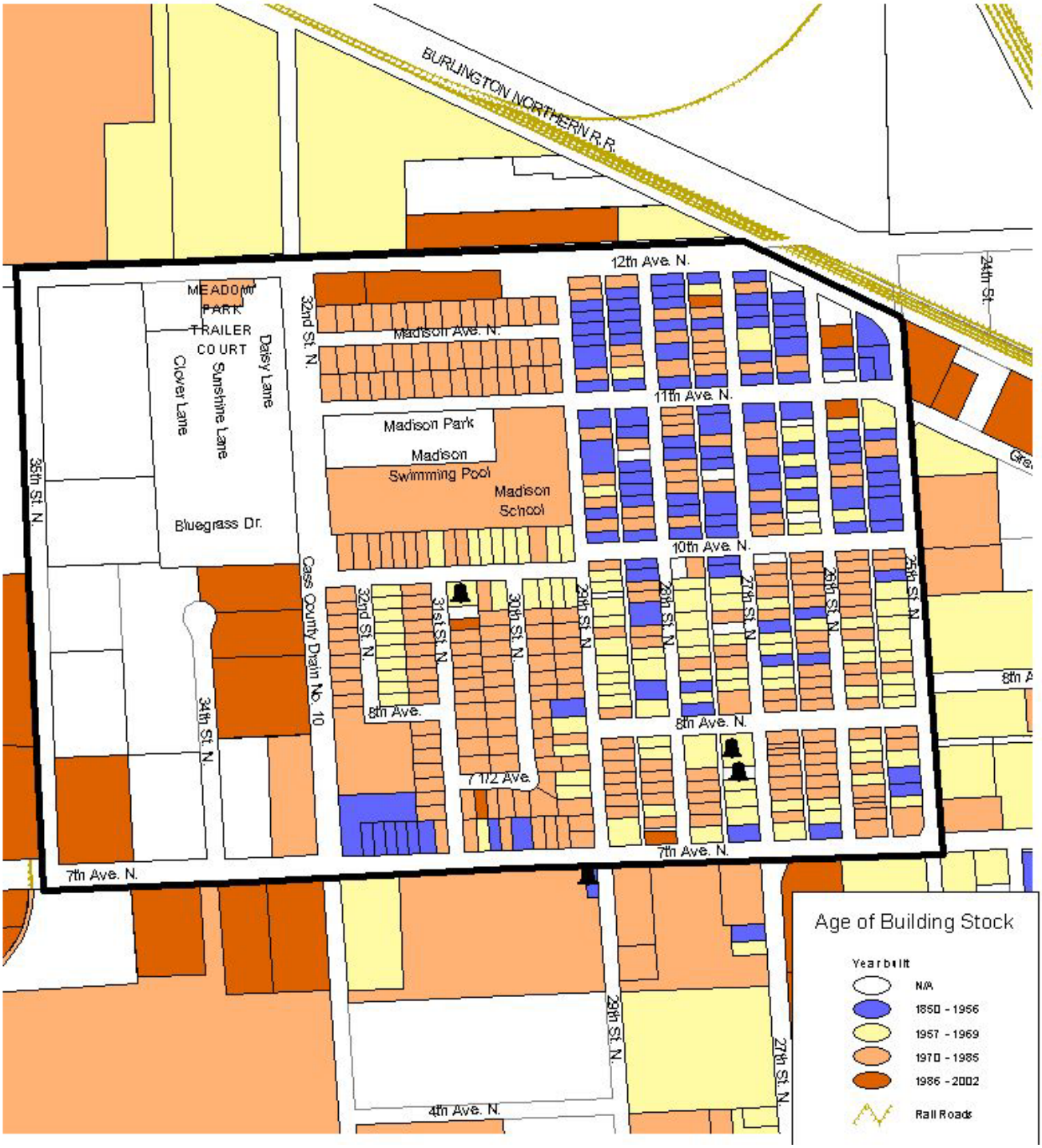
Map 2: 2002 Land Use



Map 3: 2002 Zoning



Map 4: Age of Buildings



APPENDIX B: Comprehensive Policy Plan Statements

Policy Letter 201: Comprehensive Plan

BACKGROUND:
Policies to guide or direct development or redevelopment in existing residential neighborhoods may be ineffective if they are fragmented from other City policies and are not incorporated into a comprehensive plan. Comprehensive planning must involve and include the representation of information from various entities that may impact the project and ensure the compatibility of each entity's policy and practices. Comprehensive planning must promote patterns of land use, design, traffic circulation, and services that ensure the economic, social, and physical health, safety and welfare of the people who live and work within the neighborhood are met.

Area plans for existing residential neighborhoods that identify focal points and define the boundaries of the neighborhood are critical. A key element in retaining the character of the community is the preservation of the individual character of each neighborhood. A neighborhood must have a focus or a sense of identity that is defined and protected by the elements of the comprehensive plan, for the welfare of both citizens and the community.

POLICY STATEMENT:
The City of Fargo should adopt a comprehensive plan to establish the framework within which governmental, public, and private entities can effectively follow established policy in a collective manner. Priority should be given to establishing area plans to design and guide land use development and redevelopment for the neighborhoods.

CONCLUSION:
Land use practices that fragment established neighborhoods and distract from the areas sense of identity must be discouraged. As development or redevelopment occurs within the neighborhood, officials from the City, the Parks, and the Schools must be alert to opportunities that may enhance the area plan and situations that distract and do not conform to elements of the comprehensive plan.

Policy Letter 203: Area Plan Standards

BACKGROUND:
One of the instruments used by the City of Fargo in the process of granting developers approval for proposed residential development projects is the Area Plan. Many of the land use conflicts that arise over time are relatively easy to recognize and possible to avoid if we were to make better and more aggressive use of this instrument. By reviewing and improving the standards established in the Area Plan guidelines, the City could go a long way towards assuring that residents get a quality living environment, plus the City gets quality development.

POLICY STATEMENT:
The City of Fargo should establish Area Plan standards that encourage and promote the development of residential areas with coherent and fully integrated neighborhood structures, where multiple dwelling areas and single family areas are in close proximity and with reasonable pedestrian access to an elementary school. Area Plan and Planned Unit Development permit approvals should consider and require and be consistent with minimum design standards for density, compatibility, street scape, scale and massing, spacing and open space, traffic and circulation, drainage, and landscaping be met.

CONCLUSION:
By applying Area Plan and Planned Unit Development standards that encourage and promote integrated neighborhood structures, the City should avoid most of the intrusions that do not serve and support good residential development. Uses that tend to dilute the desired student enrollment density, generate traffic in excess of those normally generated by residential uses, and are City wide, metropolitan or regional in scope and purpose must be identified and discouraged. Special consideration and incentives should be given to high quality mixed use development proposals that meet or exceed the plan standards. It should be recognized that an area plan is a general concept. It reflects the general goals of land use, land use relationships, and land use proportions. By the same token, an area plan should not be construed as a literal definition of zoning districts.

Policy Letter 204: Residential Area Plans

BACKGROUND:
The purpose of the community planning process is to reflect community values and identity and assure sensible growth and development. The product of that planning is a consolidation of area plans, or the comprehensive plan. As area plans for residential neighborhoods develop, general policies of the comprehensive plan should reflect and give support to area plans as they apply to specific neighborhoods.

Residential neighborhood area plans should identify public focal points that are accessible and safe gathering places for the neighborhood young and old that are accessible. The school setting should be centrally located, with allowance for pick-up and controlled linkage to planned recreation facilities. Land purchases for school and park land should be preplanned and done as a cooperative purchase. In defining where a new neighborhood will be, what it will have as a focus, and by identifying roads, density and size, the area plan clearly articulates its statement of purpose to the public.

POLICY STATEMENT:
The City of Fargo should enhance the role an area plan has in guiding overall land use development or redevelopment and strengthen the process involved in establishing and administering area plans. Proposed changes or modifications of an area plan should be subject to a formal review prior to approval.

CONCLUSION:
A mechanism or process is needed to reserve space for future development and to assist developers in identifying potential land use practices. By directing all agencies or developers to include their institutional plans or long range ideas into an area plan, elements of the City Comprehensive Plan are pulled together and the process of orderly development is strengthened.

**See also School Siting Policy adopted by the Public Facilities Planning Committee on October 19, 1994.

Policy Letter 206: Neighborhood Structure/School Enrollment Areas

BACKGROUND:
The actions taken on the policy of Neighborhood Structure and Elementary School Enrollment Areas may have a critical impact on the efforts taken by the City to preserve and foster the small community atmosphere and the idea that a school is a neighborhood focal point. In the decision making process for new development of public elementary schools, the choice of whether the optimal school enrollment size should be from 800 to 1,600 students or whether that number should be no more than 800 students is in question.

It is good for the educational process and family support of students and schools, for students to live close to schools. The City of Fargo has several very successful models or examples of neighborhoods with elementary schools at an enrollment of 300 to 400 students. The enrollment area of these models are generally within walking distance from the school and the atmosphere of the neighborhoods relay a sense of community within it.

In considering the best interest of students and the community, there are factors that support the idea that bigger is better and factors that support the idea that bigger is not better. In fairness to citizens with different views on this issue, a formal presentation of the facts and philosophies should be given prior to the City adopting this policy.

POLICY STATEMENT:
The City of Fargo should adopt residential development plans that improve the probability that children can live within walking distance of an elementary school with an enrollment goal to be established in conjunction with the School Board, Planning Commission, and City Commission.

CONCLUSION:
In bringing the issue of Neighborhood Structure and Elementary School Enrollment Areas forward through the Living Spaces Committee, we invite the public to voice their opinion. The character and community role of existing elementary schools with less than 800 students should be preserved. The overall recommendation of this committee is for the City to adopt this policy.

Policy Letter 207: Strengthen Focal Points

BACKGROUND:
A neighborhood focal point may be a school, park, lake, or other natural or man-made feature, but it is whatever makes the families of that neighborhood turn to as a central gathering point. Normally the limits of a focal point's ability to attract people is to where the distance is perceived as being too great, or a major arterial street or feature causes a blockage for pedestrian access.

Each neighborhood has an identified focal point of some scale or magnitude and these focal points should be preserved and enhanced as the center of neighborhood cohesion. Public accessibility must be designated and land use planning must include provisions for reasonably extending access to the focal points through an open space network of parks and non-motorized pedestrian walkways.

POLICY STATEMENT:
The City of Fargo should identify focal points in existing residential neighborhood area plans and neighborhoods, and establish guidelines to preserve and enhance these centers of neighborhood cohesion. As developers or owners come before the Planning Commission with development or redevelopment projects, these projects must reflect means for connecting and integrating the neighborhood focal point in new and existing neighborhoods.

CONCLUSION:
Preservation and means for enhancing the atmosphere of small town living in our existing residential neighborhoods can be obtained through supporting and promoting neighborhood focal points. The focal points are many times the center of the character or individuality of that neighborhood, and also a part of the character of the City of Fargo. Continued efforts must be made to promote the sense of community pride over old focal points in each existing residential neighborhoods and also into integrating focal points for each new and developing neighborhood.

* See also Policy 206

Policy Letter 208: Linkage

BACKGROUND:
Safe passages for bicyclers, walkers, and people using other forms of non-motorized transportation are important. One critical aspect of non-motorized transportation is the need for passage or linkage to be expanded between residential neighborhoods and the public or private schools throughout the community. The ability to use or acquire land that connects schools to parks, and parks to residential neighborhoods may not always be an easy task but it must be the shared responsibility of all citizens to meet this need.

POLICY STATEMENT:
The City of Fargo should require that developers provide safe and convenient facilities for linkages between schools, parks, and residential neighborhoods. Also, the City and developers should adopt facility design standards and capacity levels which reflect the needs of the local neighborhood and the community.

CONCLUSION:
The Metropolitan Bikeway Plan represents the development of an alternate transportation network within the area, but much of it shares roadway with motorized vehicles. Additionally, this plan is also concerned with serving the community needs for passages into business and shopping areas, rather than only residential areas. Coordination and the sharing of assets must continue between local departments and boards to effectively meet the non-motorized transportation needs of the area and to promote the development of safe and convenient passage among the residential neighborhoods.

Policy Letter 209: Multi-Use

BACKGROUND:
The role that the Fargo Public School District schools play in the summer to provide neighborhood programs to youth may be changing.

The type and quality of facilities available for youth during the summer months are still outstanding. To ensure full utilization and sharing of the school and park facilities, entities must continue to coordinate openly and creatively plan for needed programs. Whether the schools are used by community organizations, for adult education classes, or for neighborhood youth or adult programs, much can be done to share in the facilities operational costs.

POLICY STATEMENT:
The City of Fargo should promote programs that support the maintenance of the community's existing public schools and parks, and encourage cooperative funding arrangements of the facilities. Shared use of the community's public facilities should be a key element in the planning of new public facilities to minimize the negative impact of development costs and to enhance learning and development opportunities for youth.

CONCLUSION:
Concerns over rising development and operational costs of public facilities may be addressed through the special Public Facilities Review Committee. The community needs school and park facilities that are fully utilized during the entire year and property that sits idle for parts of the day may serve other programming needs of the community. Communication and coordination of the various entities is again critical in ensuring public facilities are part of the linkage that brings our neighborhoods together in an effective manner.

Policy Letter 210: Improve Housing (Building) Stock

BACKGROUND:
In order to maintain the structural integrity, safety, and appearance of existing residential structures in the city, we must recognize that proactive programs to regulate and control use, occupancy, location and maintenance may be required. The type of systems or programs best suited for improving housing (building) stock should be established by home owners, but the actual policing or enforcing of these improvement standards must be done by the City.

Three areas critical to this process of improving housing (building) stock are: 1) Building Codes; 2) Limiting Conversions to Multifamily Residence; and 3) Neighborhood Upgrade. Possibly the best approach to enforcing building codes, in respect to rental property, is through inspecting dwellings at the time of sale or change of occupancy, and through voluntary cooperation by multifamily property owners. In limiting conversions to multifamily residence, guidelines must be provided that identify the maximum allowable density for people, square footage for parking and green space, design standards and also what conversions might be inappropriate based on the predominant use of single and multifamily dwellings in the neighborhood. Lastly, neighborhood upgrade has prohibitive costs that need to be addressed through the creative use of reutilization or rehabilitation funds.

POLICY STATEMENT:
The City of Fargo should identify areas of diminishing condition and target those areas with more aggressive programs in building code enforcement, standards limiting multifamily residence conversions, and neighborhood upgrades. If necessary, the City should acquire the property either for City or for private redevelopment to encourage protection of established residential neighborhoods.

CONCLUSION:
Having adequate shelter, a home of one's own, rental or owned, is probably the largest contributor of a family's self-respect and community identity. By regulating use or care of a home, the owner may perceive this as a negative impact. It is not the intent of this policy to cause financial hardship for the owners of property or to cause the rental price of homes in Fargo to rise and become less affordable. The key to protecting the housing stock in established residential neighborhoods is to get owners involved in discussing their concerns over regulated uses and to invite their participation from the beginning.

Policy Letter 211: Compatibility Standards

BACKGROUND:
Compatibility Standards are not meant to describe how our neighbor acts or behaves, but rather are rules or standards for designing and maintaining safe and quality neighborhoods. When you introduce design standards into the zoning ordinance you are introducing the concept of Compatibility Standards. Compatibility Standards are set on a density level, with guidelines as to space use, set backs, landscaping, style, scale, traffic generation, and visual impacts. As mentioned before, style and scale in neighborhoods should be maintained in new construction or remodeling as integration of businesses and multi-dwelling homes are planned into residential areas.

POLICY STATEMENT:
The City of Fargo should establish Compatibility Standards that are responsive to the character of the existing neighborhood and provide owners and developers with the criteria for design standards and performance zoning.

CONCLUSION:
As the community plans for integrating multi-dwelling homes into existing neighborhoods, Compatibility Standards should be established to promote a better quality of life. Compatibility Standards allow the marketplace to decide how to meet the specified standards that the community sets. Compatibility Standards provide the basis for compromise and flexible criteria for development while attempting to protect the interest of all parties involved.

Policy Letter 214: Planning Coordination

BACKGROUND:
A critical link in effectively promoting a small community atmosphere and the idea that a school is a neighborhood focal point is to integrate the various governmental and civic entities into planning coordination. In respect to residential neighborhoods and their development, the City Planning Department, the Fargo Parks and Recreation Department, and the Fargo Public School System greatly impact the community by their individual land use policy or practices. The perception of this committee is that not all three entities are collectively sharing information and assets, and a certain amount of counterproductive independent institutional thinking and acting is hindering orderly development.

What may be missing is some kind of common cooperative planning process that focuses on identifying the citizen needs and desires for development in residential areas, and strives to meet them in a more collective manner. The system of accountability for each entities actions is already in place through the individual elected boards, but to a certain degree, public awareness, understanding, and involvement in defining land use policy needs to be improved.

POLICY STATEMENT:
The City of Fargo should stage and guide development and redevelopment of residential neighborhoods by promoting open and regular communication related to planning and development issues. Coordination between representatives at different levels of various government and civic entities must occur to ensure the community's interests are best met.

CONCLUSION:
Staff from the City of Fargo Planning Department may serve as the "vehicle" to ensure proper communications will develop to promote and continue cooperative efforts associated with the park-school-city concept of orderly development in residential neighborhoods. All three parties involved, the Parks, Schools, and the City sincerely believe they are doing the right thing from their point of view and this policy is not meant to offend anyone. By effectively sharing information and assets related to land use policy, planning, and development of our residential neighborhoods, the City of Fargo can move in the direction most desired by the citizens.

Policy Letter 217: Neighborhood Participation

BACKGROUND:
Throughout the community, residents from time to time experience conflicts with neighbors or public and private entities over land use and traffic development issues. One way for neighbors to voice their concerns in a collective effort is through Neighborhood Associations. Currently, the activity level of any neighborhood association in Fargo is minimal, and certain areas or neighborhoods in Fargo may possibly need assistance in bringing neighbors together over specific issues.

Keeping a "small town feeling" in Fargo has been identified through past public meetings as a goal or focus in directing land use development. The community overall has several positive examples of how neighborhood associations in Fargo have brought neighbors together to work through concerns as the neighborhood was impacted. It appears that the key to any neighborhood association is the need for a local building for meeting (many times this has been an elementary school) and a leader to guide neighbors through the meetings and other activities.

Whether the neighborhood is defined by elementary school enrollment areas or by the City of Fargo Area Plans, it is critical the neighbors are communicating with each other. Fargo can maintain the "small town feeling" with increased assistance and involvement from citizens in the process of land use development.

POLICY STATEMENT:
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.

CONCLUSION:
Not all neighborhoods may share the same interest in the activities a neighborhood association can create. The downtown neighborhood was identified as an area with a need to address concerns between the local residential community and the business community. As Fargo continues to develop, the complex issues of land use should be addressed with a clear voice of citizen input.

Policy Letter 401: Use of Assets

BACKGROUND:
Two key statements covering street repair and maintenance and renovation were made:

1. Poor street maintenance and renovation may be a contributing factor to the deterioration of neighborhoods.

2. The City should strengthen the street maintenance and renovation program.

The overall condition of a City's infrastructure is a contributing factor to the residents' quality of life. The diminishing quality of the surface of roads throughout Fargo, at a minimum, gives residents the perception that their tax money is not being used efficiently. Various factors play a role in the apparent decline, or the lack of sufficient funding that is being programmed for City-wide street repair and maintenance and renovation. It does appear that a long-range street maintenance and renovation plan would be needed to address the street maintenance and renovation needs of Fargo.

POLICY STATEMENT:
The City of Fargo should evaluate the City-wide street maintenance and renovation program, and develop strategies to improve operating systems to ensure that street conditions are not a contributing factor to the deterioration of existing neighborhoods.

CONCLUSION:
Quality of life and the preservation of existing neighborhoods are the base issues related to the appropriate Use of Assets. Financial mechanisms must focus on the maintenance and renovation of the inner City, and specifically on the repair and restoration of the enormous investment the City has in the existing transportation system. The citizens of Fargo should have a clear understanding on how priorities for funding street projects and maintenance and renovation is established, and how the street maintenance program will address their concerns.

Policy Letter 601: Park Land Acquisition Guidelines

BACKGROUND:
New parks and recreation facilities will be required to adequately serve the needs of Fargo's residents in both the growing neighborhoods and the established neighborhoods. In addition to providing recreational opportunities, a well planned park system can contribute to aesthetic character and the environmental preservation of the City.

The City of Fargo has approximately 20,000 acres of developed land, and about 10% or 2,000 acres is park land. Land use developers in Fargo are not required by ordinance or any mandatory restriction on development to provide land for park use. Also, not all land use developers dedicated land for park use at the same levels or percentage.

Guidelines to ensure land use developers equally share the responsibility of providing new parks and recreation facilities are needed. Coordination between the Park Planners, City Planners, and developers for park land dedication has been successful. Additionally, developers now have the ability to special assess the development of park land and ensure the park land is fully operational in conjunction with families moving into the homes.

POLICY STATEMENT:
The City of Fargo should establish park land acquisition guidelines to ensure the needs of residents are met, in both developing and established neighborhoods throughout Fargo.

CONCLUSION:
Mandatory park land dedication or money in lieu of land is a method that many cities use in park planning. The City of Fargo has developed a broad range of parks and recreational facilities throughout the community even in the absence of mandatory park land dedication. Guidelines should be established to provide for adequate City-wide park and recreational facilities. The current park land to developed land ratio of 10 to 1 acres appears to offer the community a high level of recreation services. The concern is that not all land use developers share equally in their responsibility to provide the citizens of Fargo with adequate park land throughout the community.

Policy Letter 602: Park Deficient Areas

BACKGROUND:
Parks are essential for the well being of the City. They provide opportunities for recreation, areas for storm water runoff, and development breaks and scenic views. All residents of Fargo desire a variety of parks for active and passive recreational opportunities, organized sports, picnics, and environmental enjoyment.

The City area plans are a land use planning tool that maps the intended land use throughout each neighborhood of Fargo. Not all area plans have an equal distribution of pocket parks, neighborhood parks, neighborhood play fields, community parks, special purpose parks, and linear parks. The City's older or established neighborhoods have numerous examples of what appear to be park deficient areas. Land around NDSU for children to play appears to be lacking; the North Fargo High School area has limited park land; and bike paths and pedestrian ways have limited continuity along the river in North Fargo. Along with the park deficient areas, there may be deficiencies in the necessary linkage or passage between park areas. The park needs of Fargo are not limited to older neighborhoods and a periodic comprehensive evaluation of park needs could answer the questions on where residents face park land deficiencies.

POLICY STATEMENT:
The City of Fargo should conduct a City-wide park and recreation facilities needs assessment. The findings of the park needs assessment should be related to the service standards and expectations of residents in the community.

CONCLUSION:
The development of new parks within established older neighborhoods presents a formidable challenge because of the difficulty and expense of acquiring suitable land. Residents may resist more taxes or assessments but each resident shares in the responsibility and can contribute equally, based on their ability to pay. All possible financial mechanisms should be explored to fund the required development or redevelopment needed for park deficient areas. Community development grants, special assessments, and general funds from the Park District budget are but a few options in addressing these park needs. No area plan in the City will have neighborhoods with similar park needs, nor will residents of those neighborhoods establish standards with the same criteria. However, the task is to ensure the well being of the Fargo residents citywide.

Policy Letter 608: Activity Centers

BACKGROUND:
Neighborhoods in Fargo typically have a focal point or a location for the residents in the area to gather. These focal points are many times linked to the neighborhood system of parks through walkways and public spaces. This neighborhood center is designed to attract and accommodate the needs of all residents.

The mini-mall developments along high traffic corridors are perceived to be the focal point of some neighborhoods in Fargo. These developments could evolve into a strong neighborhood focal point if landscape design and public green space criteria were enhanced. Additionally, the activity center would have to be linked to the neighborhood park system.

Residents need a place to gather. Some neighborhoods may have an activity center. Some neighborhoods may have a focal point that developed around an elementary school. Future land use development in Fargo will include the siting of several City buildings. Neighborhood activity centers could be strengthened through the co-location of public facilities and commercial facilities.

POLICY STATEMENT:
The City of Fargo should encourage development proposals that include the co-location of public facilities, as well as with commercial facilities. Facilities such as fire stations or library branches should be sited in neighborhoods to serve and function as a focal point when feasible.*

CONCLUSION:
Activity centers along high traffic corridors may be the focal point for areas that have developed without an elementary school. Not all area plans may have a need for an activity center, but land use development proposals should be encouraged to use this option in design.

* See also Policy 207

APPENDIX C: Definitions of Employment by Industry

Almost all economic and employment data is collected using the Standard Industrial Classification (SIC) system. This coding system classifies individual businesses into "industry" categories to facilitate the collection of information for similar types of businesses.

In the SIC coding system, there are ten basic divisions. All businesses are grouped according to these broad industry groups. It is a cascading system in that each level of the industry hierarchy gets more detailed. The ten basic divisions can be considered the "one-digit" level of the SIC code; the degree of specificity currently goes to four digits. Visit the Occupational Safety and Health Administration web site for more detailed information on the structure of the SIC Code (http://www.osha.gov/cgi-bin/sic/sicser5).

Example
Retail Industry group
SIC Code 57 Home Furniture, Furnishings and Equipment Stores
SIC Code 571 Home Furniture & Furnishing Stores
SIC Code 5712 Furniture Stores
SIC Code 5713 Floor Covering Stores
SIC Code 5714 Drapery, Curtain & Upholstery Stores
SIC Code 5715 Miscellaneous Home Furnishing Stores

The following summary will help identify the types of businesses that are included in the industry groups on page 8 of this report.

Major Code Groups	Industry Classification	Types of Business included in this Industry Classification
01-09		**UPDATE FOR 2000 CENSUS**
10-19		
20-29		
30-39		
40-49		
50-59		
60-69		
70-79		
80-89		
90-99		

Source: Occupational Safety and Health Administration (http://www.osha.gov/cgi-bin/sic/sicser5).

APPENDIX D: 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	CC	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

Building Inspections

C-B-4	Enforce health and building codes in rental housing with regular inspections	BI	DPD
C-B-3	Consider developing a program that would train volunteers to evaluate exterior code violations (citizen code inspectors)	BI	CC, DPD, NO

Department of Planning and Development

C-B-1	Develop an ordinance that deals with fences and their maintenance	DPD	NO, BI, CC
C-B-2	Encourage the City to take a more proactive approach in dealing with dilapidated properties in the Madison area	DPD	BI CC
C-B-5	Actively encourage the rehabilitation and continued maintenance of rental and owner-occupied housing by providing information and advice on residential rehab in the City newsletter and connecting lower income property owners with resources that may be available to help them rehabilitate their properties	DPD	NO
C-D-1	Be consistent and proactive in the enforcement of City Codes – especially those that have a neighborhood impact	DPD	BI, FFD, SWD
C-D-2	Regularly communicate with neighborhoods about what the “rules” are, how they are enforced, and how citizens can be involved	DPD	NO, BI, FPD
C-A-6	Limit the number of commercial properties that are developed in the residential core of the neighborhood	DPD	NO
C-A-4	Clean up the “gateways” to the Madison neighborhood by focusing attention on the appearance and vitality of the commercial/industrial corridors along 7th Avenue and 25th Street	DPD	ED, CC
C-C-1	Initiate a coordinated, neighborhood-wide alley paving project	DPD	NO, ED
C-D-4	Evaluate City Codes to strengthen the City’s ability to enforce property-related laws, where needed (zoning, building codes, nuisance regulations, etc.)	DPD	NO, BI, CC, SWD
Q-B-3	Consider developing a citywide Neighborhood Council to facilitate information sharing between Fargo neighborhoods and between neighborhoods and the City	DPD	

Engineering Department

C-D-3	Make sure that City policies provide adequate protection for both the City and the citizens when it comes to being able to ensure that infrastructure projects that are special assessed are completed to meet high standards of quality	ED	DPD, CC
S-B-1	Improve the Intersection at 12th Avenue and 29th Street, either by marking it better (short-term) or re-designing it (long-term)	ED	DPD

Forestry Department

C-C-4	Remove dead trees from the neighborhood and educate people about how to preserve healthy trees	FD	

Fargo Park Board

C-C-5	Continue to maintain park properties at the high level to which they are currently maintained (including fences, benches, playground equipment, etc.)	FPB	
Q-A-7	Work to create even more park facilities in the neighborhood (golf course, sand volleyball, water park, skate park)	FPB	

Fargo Police Department

C-A-1	Manage the problem of stray animals in the neighborhood by publicizing leash laws and working with the Police Department to develop strategies for dealing with "repeat offenders"	FPD	NO
C-C-2	Enforce parking and abandoned vehicle violations in both public streets and alleys	FPD	BI, NO
S-B-2	Consider all options for controlling the speed of traffic in the neighborhood, around the school and in alleys	FPD	NO
S-C-2	Enforce the 10:00 p.m. park closure	FPD	FPB
Q-B-4	Establish Community Watch block groups	FPD	NO, DPD
C-A-5	Address the impact that noise from semi-trucks has on residential properties, primarily along the area's major streets. Consider putting up noise control signs and/or creating an ordinance that deals specifically with semi-truck noise near residential areas	FPD	NO
S-B-3	Address speed of traffic on 7th Avenue North (there are no stop lights or stop signs or between 25th Street and 45th Street)	FPD	ED, DPD

Fargo School Board

Q-A-3	Provide English language classes for people of all ages at Madison School	FSB	MS
Q-B-2	Place a directional sign to the Madison School on 12th and 7th avenues north	FSB	NO
Q-A-4	Develop more partnerships between Madison School and NDSU	FSB	MS

Madison School

S-A-1	Activate the flashing "school" lights earlier in the day	MS	NO, FSB
S-A-2	Consider establishing a "crossing guard patrol" before and after school	MS	NO, FSB
Q-A-8	Coordinate an open gym at Madison School on evenings and weekends	MS	NO

Solid Waste Department

C-A-2	Control the proliferation of garbage and junk in the neighborhood by strictly enforcing city codes on garbage, where it can be left and when it can be put out	SWD	NO, BI
C-A-3	Develop informational materials on solid waste department policies and the citizen complaint process	SWD	

Neighborhood Organization

C-C-3	Install signs that allow for the enforcement of alternate street/avenue parking for areas west of 25th Street	NO	FPD, ED, DPD
Q-A-1	Use the existing facilities to provide an increased number of organized athletic activities that are free to all participants, including organized hockey games at the neighborhood rink	NO	MS, FPB
Q-A-6	Make it easier for kids and families to find out what there is "to do". Look at linking school and park websites with easy-access events information and publishing a neighborhood newsletter that highlights neighborhood-specific activities	NO	DPD, MS
Q-B-1	Rejuvenate the neighborhood association and talk to other neighborhood associations about strategies for getting – and keeping - people involved	NO	DPD
Q-A-5	Look for ways to provide more recreational opportunities for youth ages 18-21	NO	FPB, FSB
S-C-1	Add more lighting to the "active" areas in Madison's Park – basketball court, playground	NO	FSB, FPB
Q-A-2	Provide opportunities for kids to be involved in non-sports-related activities. Consider setting up teen dances at Madison School, using the school's Community Room for neighborhood gatherings and activities, developing community service options for neighborhood youth to help neighbors and supporting non-athletic activities made available by the school.	NO	FPB, FSB