Hawthorne

Neighborhood

Plan

Fargo Department of Planning and Development

August 1999

Table of Contents

EXECUTIVE SUMMARY

INTRODUCTION **1**

WHY PLAN? 1
NEIGHBORHOOD BOUNDARIES 2
PLANNING PROCESS 4
VISION 4

ABOUT THE HAWTHORNE NEIGHBORHOOD **5**

HISTORY 5
LAND USE 5
Use *5*
Vacancy *5*
Tenancy *6*
Property Value *6*
DEMOGRAPHICS 6
Age *6*
Place of birth *6*
Income *7*
Employment *7*
OTHER CHARACTERISTICS 8
Organizations *8*
Historic Character *8*
Crime statistics *9*
School statistics *9*
TELEPHONE SURVEY 10

GOALS, OBJECTIVES, STRATEGIES **12**

GOAL 1: HOUSING 12
GOAL 2: SCHOOL 15
GOAL 3: QUALITY OF LIFE 17
GOAL 4: NATURAL RESOURCES 20

SPECIAL ISSUES **22**

RELATED PLANNING EFFORTS 22
CHANGING COMMUNITY INSTITUTIONS 22
Cass County Jail *22*
St. John's Hospital Building *22*

PLAN RECOMMENDATIONS **23**

SHORT-TERM RECOMMENDATIONS: 1999-2001 23
MID-TERM RECOMMENDATIONS: 2001 - 2003 25
LONG-TERM RECOMMENDATIONS: 2003-2008 26

LIST OF REFERENCES AND RELATED PLANS **27**

APPENDIX A: MAPS **28**

MAP 1: CENSUS BOUNDARIES 29
MAP 2: 1999 LAND USE 30
MAP 3: 1999 ZONING 31
MAP 4: SUB-NEIGHBORHOOD AREAS 32
MAP 5: AGE OF BUILDINGS 33
MAP 6: HISTORIC DISTRICTS 34

APPENDIX B: COMPREHENSIVE POLICY PLAN STATEMENTS.....35

APPENDIX C: DEFINITIONS OF EMPLOYMENT BY INDUSTRY 47

APPENDIX D: RECOMMENDATIONS BY AGENCY 51

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Residents of the Hawthorne Neighborhood
A special acknowledgement to everyone who attended a meeting, called to discuss an idea, participated in the telephone survey, or talked with a neighbor about making the Hawthorne area an even better place to live.

Adoption and Amendment

The Fargo **City Commission** adopted a resolution to approve the Hawthorne Neighborhood Plan by a unanimous vote on August 9, 1999. Said resolution can be found on the following pages.

The Fargo **Planning Commission** approved and recommended to the City Commission approval of the Hawthorne Neighborhood Plan by a unanimous vote on July 14, 1999.

The Fargo **Community Development Committee** approved and recommended to the City Commission approval of the Hawthorne Neighborhood Plan by a unanimous vote on June 17, 1999.

The Fargo **Historic Preservation Commission** approved and recommended to the City Commission approval of the Hawthorne Neighborhood Plan by a unanimous vote on July 20, 1999.

Executive Summary

The plan is organized to orient the reader with the concept of neighborhood planning, the Hawthorne Neighborhood, and the results of the Hawthorne 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. This section of the report also highlights the results of the telephone survey.

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. ***Special Issues*** addresses some major potential land use changes and related planning efforts that may impact the neighborhood.

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 Hawthorne area are proud of their neighborhood. Their vision for the future is well-defined and the path toward the achievement of that vision is laid out. The final ingredient for the successful revitalization and preservation of the Hawthorne neighborhood is leadership. Neighborhood residents and community leaders must work together toward the achievement of these goals.

> ***Housing.*** Sustain the diverse mix of housing in the neighborhood, focusing on Affordability, Rehabilitation, and Planning policies.
>
> ***School.*** Maintain the continued viability of Hawthorne Elementary, focusing on the role of the school, enrollment levels, and the issue of home ownership.
>
> ***Quality of Life.*** Preserve the neighborhood's rich history and general quality of life, focusing on Historic Preservation, Infrastructure, Neighborhood Character, Transportation Safety, and Crime Prevention.
>
> ***Natural Resources.*** Protect the neighborhood's natural resources while enhancing the recreational capacity of both the natural areas and the tended park facilities, focusing on Green Space, the River, and Events.

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.

> **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.

Neighborhood Boundaries

The boundaries of the Hawthorne neighborhood are defined according to the 1999 Hawthorne Elementary School attendance area. The neighborhood is bounded by Main Avenue on the north, University Drive on the west, 12th Avenue South on the south, and the Red River on the east. Because it is a major roadway, it can be argued that 13th Avenue South would be a more natural southern boundary for the neighborhood; as such, the maps and statistics included in this document will use 13th Avenue as the southern boundary of the Hawthorne neighborhood.[1]

[1] The only data included in the report that does not extend to 13th Avenue is the telephone survey. The southern boundary of the survey area was defined as 12th Avenue South.

[locator map]

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 Hawthorne Neighborhood Planning process consisted of four public meetings, a randomized telephone survey, and the collection of data by city staff.

Meeting 1, March 18:	Vision and Area Assessment
Meeting 2, April 8:	Community Ideas and Goal Setting
Meeting 3, April 22:	Taking Action: Strategies and Objectives
Meeting 4, May 13:	Implementation and the Final Plan

A consultant was hired to conduct the telephone survey during the month of March. City staff began collecting data for the Hawthorne process in February. It is a condensed process but one that was successful in this neighborhood. More than 80 people attended at least one meeting, with over 50 percent of that group in attendance at all of the public meetings.

Vision

The group's vision for the Hawthorne neighborhood emerged early on in the process. This vision helped guide the discussions throughout.

Hawthorne is a well-maintained, diverse neighborhood that is
family-friendly, has preserved its historic character,
treasures its natural beauty and
provides a multitude of recreational opportunities for
neighborhood residents and the entire Fargo-Moorhead community.

About the Hawthorne Neighborhood

History

The Hawthorne neighborhood is one of the oldest in the City of Fargo. Some of the most influential people in the Red River Valley began constructing homes in this part of the city in the 1880s.

This area is locally significant for several different reasons, one of which relates to the fire that devastated the city in 1893. The fire started in a dry goods store near the NP Railroad tracks, along what is now Main Avenue; the wind carried it north for more than a mile, destroying most structures between Broadway and 4th Street. The direction of the wind spared most of the properties to the south of Main Avenue (then known as Front Street), which explains why the Hawthorne area can still claim a number buildings that pre-date the fire.[2]

The Hawthorne neighborhood is also home to Island Park, which the Northern Pacific Railroad donated to the city for use as a park in 1877. Island Park was the cultural and recreational center of early Fargo. It was a popular place for walking, carriage rides, and water sports on the adjacent Red River. A unique octagonal bandstand was constructed in the park in 1911 and is still a significant feature of the park almost 90 years later.

Land Use

This neighborhood is characterized by mixed use (residential, commercial, office, public/ institutional) in the northern third and strong residential use in the southern two-thirds. (See Maps 2 and 3 in Appendix A)

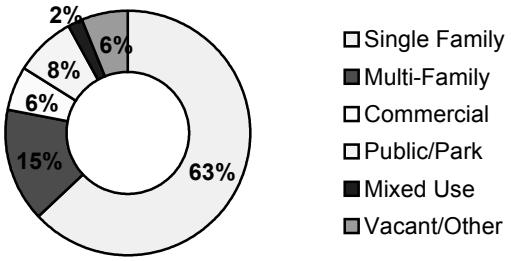
Use

There are approximately 1,800 housing units in the Hawthorne neighborhood, including 614 single family homes, 82 duplexes, 17 tri-plexes, and at least 80 conversions from single to multiple family. The remainder of the housing units (approximately 1,000 units) are found in multiple family structures or condominiums. There are also at least 80 commercial properties, including a number of churches and significant community institutions: the County Courthouse facilities, Family YMCA, and the Fargo Moorhead Community Theater, to name a few. [3]

Vacancy

Five percent of the parcels in this area were vacant in 1990. This rate is similar to vacancy rates throughout the city during this time period.

1999 Land Use by Parcel



[2] For more information on the historic significance of the architecture in this neighborhood, see *Fargo-Moorhead: a guide to historic architecture* (FM Realtors), or *Fargo's Heritage* (Fargo Heritage Society).
[3] Fargo Assessing Department, April 1999.

Tenancy

Almost 40 percent of the neighborhood's housing units are owner-occupied. This percentage is lower than overall rates of homeownership in the city, which in 1990 were 48 percent.

Property Value

The 1990 median value of owner-occupied housing in the neighborhood was $59,500, while the city median was $69,900.

According to 1999 City Assessor's records, single family homes in this neighborhood ranged in value from $20,000 to $300,000. The 1999 median value of a single family home was $66,800. These statistics indicate what is evident to anyone who is familiar with the neighborhood. Hawthorne is characterized by a rich diversity of housing. [4]

Demographics

More than 3,800 people live in the Hawthorne neighborhood.[5] The demographics of this area are similar to the city's in many ways, but some of the more interesting differences are highlighted below.

Age

The Hawthorne area has a proportionately smaller school age population than the city (14 percent, as opposed to 16 percent, under age 17) and also has fewer households with school age children. Twenty percent of the households in the Hawthorne area have children under the age of 18, while 29 percent of the city's households have school age children. College age students make up 14 percent of the neighborhood population (542).

Place of birth

The residents of this neighborhood are more likely to have been born outside of North Dakota and/or outside the Midwest than are residents of the city as a whole.

Table 1

	Hawth	City
Population	3,894	74,115
# Households	1,832	30,340
# Families	866	17,681
% Female	52%	50%
% Minority	2%	3%
Age		
<5 years	7%	7%
5-11 years	8%	9%
12-17 years	6%	7%
18-24 years	14%	18%
25-34 years	23%	20%
35-54 years	22%	22%
55-64 years	7%	7%
65-79 years	10%	7%
80+ years	3%	3%
Households with children <18 yrs old	20%	29%
Education		
<High School Ed	10%	11%
Bachelor Degree+	34%	30%
Lived in same house 5 yrs ago (1985-90)	43%	40%
Born out of ND	47%	41%
Born out of Midwest	14%	10%
Household Income		
< $20,000	43%	39%
$20,000-$49,999	46%	44%
$50-000 +	12%	17%

[4] Note that Census data measures the value of owner-occupied housing. The information from the Assessing Department reflects values for single family homes only, a subset of "owner-occupied housing".

[5] The source for all the demographic data presented in this document is the 1990 Census of Population and Housing, U.S. Census Bureau. Any reference to data from "1990" throughout this document can be attributed to the Census. The boundary of the Hawthorne neighborhood closely approximates the boundary of Census Tract 8.01. Note that this data is almost 10 years old but is assumed to be accurate enough to be descriptive of the neighborhood. (See Map 1 in Appendix A)

Income

Income levels between the City and this neighborhood are comparable, with a Hawthorne household being slightly less likely than the average Fargo household to earn more than $50,000 per year.[6] The median household income in the Hawthorne neighborhood is $22,810 per year; the city's median household income is $25,326.

The statistics on "source of income" reinforce the age breakdown discussed earlier: 24 percent of the neighborhood's households receive Social Security income, 14 percent receive some sort of retirement income, and 51 percent earn income from interest and/or dividends (the figures for the city as a whole are 19 percent, 10 percent and 47 percent, respectively). All of these income sources tend to indicate an older population.

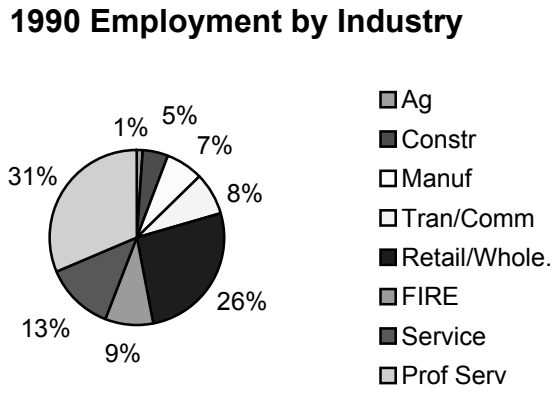
Poverty rates in this area are not significantly higher than anywhere else in the city. According to the Census, 11 percent of the neighborhood's households lived in poverty in 1989.[7] We can assume, however, that almost 50 percent of this group is made up of college students (age 18-24) and should not be considered to be a truly impoverished class. Similar statistics for the city as a whole indicate a poverty rate of 14 percent, with 39 percent of that group being age 18-24.

Employment

The unemployment rates for the neighborhood and the community were similar in 1990 (2 percent in Hawthorne area, 4 percent in city). Seventy-two percent of neighborhood residents are employed by private-for-profit companies, 14 percent are public employees, 9 percent work for a private-not-for-profit organization and 5 percent are self-employed. Similar statistics for the city are 67, 15, 11, and 6 percent respectively.

As illustrated by the graphic on the right, the majority of the Hawthorne labor force is employed in either retail or professional services, which includes services in the fields of health care, education, accounting, engineering, legal, and public administration. See Appendix C for a description of the industry classifications used in the following employment breakdown:

Agriculture - 1%
Construction - 5%
Manufacturing - 7%
Transportation - 4%
Communications/Utilities - 4%
Wholesale trade - 4%
Retail trade - 23%
Finance/Insurance/Real estate - 9%
Services - Non-professional - 13%,
Services - Health - 12%
Services - Educational - 9%
Services - Other professional - 7%
Public administration - 4%.



[6] All dollar figures reflect 1989 values. The equivalent in 1999 dollars is approximately 1.36 x 1989 value. Example: $50,000 in 1989 is worth almost $68,000 in 1999.
[7] The poverty threshold in 1989 for a family of four was $12,674, as established by the U.S. Department of Health and Human Services (www.census.gov/hhes/poverty/threshld/thresh89.html , May 1999). Poverty status is determined by adjusting total family income by family size.

Other Characteristics

Organizations

While there is a definite sense of community in this neighborhood, there is no formal neighborhood association currently in place. There are, however, four existing Community Watch block clubs, and a neighborhood River Keepers group. In the past, the Island Park Neighborhood Association was quite active in the area. Residents also identify with a number of sub-neighborhoods, including 8th Avenue, Dill Hill, Island Park, Historic 8th Street, Belmont and Downtown. (See Map 4 in Appendix A)

Historic Character

More of the buildings in this neighborhood were built before 1900 than after World War II. Map 5 in Appendix A illustrates the age of building stock throughout the neighborhood.

Age of Structures in Hawthorne Area

Pre-1900	18%	(173)
1900-1919	48%	(467)
1920-1944	22%	(216)
1945-1969	7%	(69)
1970-1998	5%	(45)

Ninety of the city's 165 locally significant historic properties are located in this neighborhood.[8] Six individual properties and portions of two historic districts are also listed on the National Register of Historic Places. There are three nationally recognized historic districts in the city of Fargo. The Downtown District dips into the northern portion of the Hawthorne neighborhood and the South Fargo Residential District covers 7th, 8th, and 9th Streets from 5th Avenue South to 17th Avenue South, approximately.[9] (See Map 6 in Appendix A for District boundaries)

[8] As determined by *An Historic Sites Inventory*, a survey of local historic properties.
[9] The third district is the NDSU District. Refer to *Fargo's Heritage* (Fargo Heritage Society) for more information on any of the city's National Register properties, or to *An Historic Sites Inventory* (Ron Ramsey, 1979) for information on properties of local historic significance.

Crime statistics

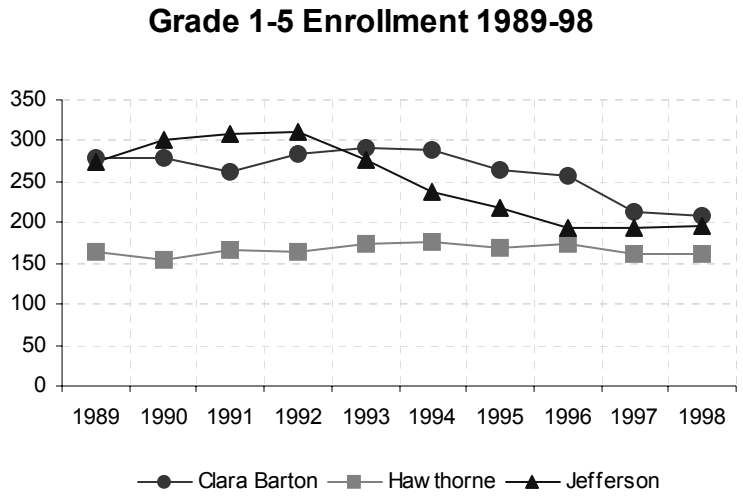
Crime in the city of Fargo is relatively low. In fact, it is the lack of violent crime that often helps Fargo earn a high ranking when national research projects determine quality of life ratings.

	1996	% of listed crime committed in Hawth	1997	% of listed crime committed in Hawth	1998	% of listed crime committed in Hawth
Burglaries	18	4%	21	6%	7	3%
Vehicle Break-ins & Theft from Vehicles	32	4%	16	3%	40	7%
Criminal Mischief	73	5%	58	5%	60	6%
Assaults	3	10%	1	2%	3	5%

Source: Fargo Police Department, March 1999

The above statistics indicate that the Hawthorne area is generally not bearing more than its proportionate share of the city's crimes. In 1990, the neighborhood was home to approximately 5 percent of the city's population; estimating citywide population growth since that time and assuming only a small change in Hawthorne's population, the assumption that the neighborhood is still just under 5 percent of city population is valid. So, one could expect that about 5 percent of the city's crime would be committed in this neighborhood. With a few small exceptions, that appears to be the case. According to these statistics, there has been an increase in the proportionate number of vehicle break-ins in this neighborhood in the last three years, but a proportionate decline in the number of burglaries.

School statistics



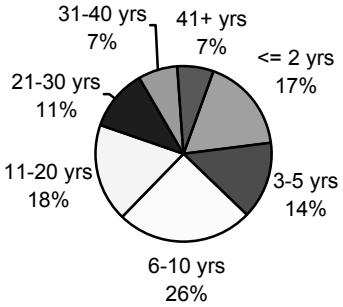
Hawthorne Elementary is located in the center of this neighborhood. It is currently the School District's smallest school in terms of enrollment. In 1998, enrollment in grades 1-5 was 162 students (total enrollment was 270, including kindergarten, sixth grade, and pre-school). Hawthorne Elementary is one of three schools in the district that also educates pre-school students every year; Hawthorne generally educates the largest number of pre-school students at 30-60 per year, and has done so for at least the last 10 years.

According to the 1990 Census, 83 percent of school age children in the neighborhood attended public school in 1989 (372); 17 percent attended private school (74).

Telephone Survey

The primary intent of the survey was to ascertain residents' perceptions of the neighborhood and determine priorities for action. The telephone survey consisted of a 5-7 minute telephone interview of 319 households. This sample size yields a maximum margin of error of 5 percent on any question. The respondents were: 60 percent female, 60 percent homeowners, 30 percent over age 60, 29 percent with children in household. The graphic on the right indicates the respondent's length of residence in the neighborhood. The demographic makeup of survey respondents matched the researcher's expectations.

Length of Residence



Question: Rate the Neighborhood
"As a place to live, would you rate your neighborhood as: "

Excellent	30.7%	(98)
Very Good	39.8%	(127)
Good	22.9%	(73)
Fair	5.0%	(16)
Poor	1.6%	(5)

Table 2 is an indicator of neighborhood residents' priorities for action. The ratings show that neighborhood streets have the highest percentage of top priority responses (39.5 percent), followed by crime prevention and maintenance of a neighborhood school/educational opportunities.

Question: Priorities for Action
"Now I would like to read you a list of neighborhood problems or concerns so that you might indicate which ones should receive attention from the City. …"

Table 2

	Top Priority	Moderate Priority	Low Priority	No Action	No Opinion
Neighborhood Streets	39.5% (126)	27.6% (88)	21.3% (68)	11.3% (36)	0.3% (1)
Crime Prevention	34.8% (111)	27.6% (88)	22.9% (73)	13.8% (44)	0.9% (3)
Maintenance of a neighborhood school & Educational opportunities	34.8% (111)	17.2% (55)	11.3% (36)	17.2% (55)	19.4% (62)
Traffic control, including speeding, access, etc.	31.0% (99)	26.0% (83)	23.8% (76)	17.6% (56)	1.6% (5)
Improved park facilities and playgrounds	27.3% (87)	23.5% (75)	21.3% (68)	20.1% (64)	7.8% (25)
Improved street lighting	23.8% (76)	29.8% (95)	21.9% (70)	22.9% (73)	1.6% (5)
Availability of parking	23.5% (75)	23.8% (76)	22.9% (73)	27.3% (87)	2.5% (8)
Housing rehabilitation assistance	21.0% (67)	17.6% (56)	14.4% (46)	17.9% (57)	29.2% (93)
Quality of your housing	17.2% (55)	27.0% (86)	22.3% (71)	31.3% (100)	2.2% (7)

	Top Priority	Moderate Priority	Low Priority	No Action	No Opinion
Condition of the sidewalks	16.9% (54)	34.8% (111)	26.0% (83)	20.1% (64)	2.2% (7)
Quality of alleys	16.9% (54)	23.8% (76)	21.0% (67)	11.9% (38)	26.3% (84)
Overall condition of properties in the area	15.4% (49)	30.1% (96)	31.7% (101)	21.6% (69)	1.3% (4)
Improvements at Island Park	14.4% (46)	25.4% (81)	25.7% (82)	16.6% (53)	17.9% (57)
Availability of housing	10.7% (34)	20.4% (65)	22.3% (71)	28.2% (90)	18.5% (59)
Cost of housing	10.3% (33)	27.6% (88)	26.0% (83)	28.5% (91)	7.5% (24)

Table 3 presents the same priority ratings but uses a different base to calculate response percentages. For the calculations in this table, the respondents who gave a response of "no opinion" are deleted because "no opinions" can obscure the apparent results of a survey. A significant number of "no opinion" responses will decrease the relative percentage of persons rating a problem as a high priority. Examples of individuals deleted might include those who have no alleys behind their homes, those who do not use parks and playgrounds, and so forth. The top five responses for each subset of the population are also shaded in table 3. Note that there appears to be a great deal of consensus on top priority issues, regardless of income level, family status or homeownership.

Percentage of people in various groups that ranked a particular item as "Top Priority"
(results exclude respondents with "no opinion" on a particular issue)

Table 3

	With Children	Without Children	Own	Rent	Income < $50K	Income >$50K
Maintain Neighborhood School	40.9	44.6	44.0	41.8	43.9	41.8
Housing Rehab Assistance	38.4	25.0	34.0	22.4	26.6	34.9
Crime Prevention	38.3	33.5	33.0	38.3	40.8	30.7
Neighborhood Streets	34.0	41.7	37.0	43.4	45.9	30.7
Traffic Control	33.0	30.6	30.3	33.3	31.7	31.0
Improved Parks/Playgrounds	29.0	30.0	29.8	29.3	31.5	31.3
Quality of Alleys	26.2	20.7	23.1	22.7	23.9	20.0
Improved Street Lighting	21.5	25.5	25.1	22.8	25.7	23.0
Availability of Parking	17.2	26.7	18.8	32.0	28.2	14.8
Quality of your Housing	16.3	18.3	16.8	18.9	19.2	17.4
Improvements at Island Park	14.3	18.6	15.8	20.6	15.9	18.3
Overall condition of properties	11.7	17.3	17.1	13.3	15.6	17.0
Condition of Sidewalks	10.9	19.6	13.9	22.4	19.8	10.2
Cost of Housing	9.9	11.8	6.3	18.5	12.7	7.1
Availability of Housing	4.8	16.6	11.3	16.0	13.5	12.2

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 four 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 older, 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.

Vision

Hawthorne is a well-maintained, diverse neighborhood that is
family-friendly, has preserved its historic character,
treasures its natural beauty and
provides a multitude of recreational opportunities for
neighborhood residents and the entire Fargo-Moorhead community.

Goal 1: Housing

Sustain the diverse mix of housing in the neighborhood.

The importance of this neighborhood's housing stock was a recurrent theme in this planning process. The Hawthorne area is one of the city's oldest neighborhoods and as such, has a very diverse mix of housing styles and types.

Almost 75 percent of the residential dwellings in this part of the city were constructed before 1920, with a full 20 percent of the homes in this neighborhood dating back to the 1800s.

Residents were concerned with the continued good maintenance of these housing units, while still preserving and expanding the affordability of housing in the neighborhood.

The objectives that help define the broad goal of "Housing" focus on Affordability, Rehabilitation, and Planning policies. The goal is to sustain the diverse mix of housing in the neighborhood.

Objective H-A Affordability. Promote the development and maintenance of quality affordable housing.

1. Offer tax incentives to stay in, invest in and rehabilitate the neighborhood. Tax incentives could take the form of an historic residential Renaissance Zone, a variation in the way older homes are assessed, or as a property tax exemption for residents that have lived in a particular neighborhood for a pre-determined amount of time.
2. Actively market the neighborhood to builders of well-maintained low-income housing (i.e., Habitat for Humanity Houses)
3. Encourage policy makers to contain growth and focus housing incentives in the "near downtown" area
4. Address the assessment of properties that appear to be overvalued because appraisers might not be aware of significant "defects" (ex., bad furnace, cracked foundation walls, etc.)

Objective H-B: Rehabilitation. Facilitate the maintenance and rehabilitation of existing housing units for all homeowners, regardless of income level

1. Defer any increased property tax assessments on residential additions and rehabilitation work for a period of up to five years, to encourage property owners to re-invest in their property.
2. Provide property owners with a wider range of options for financing the rehabilitation of historic properties. Specifically, enable property owners to borrow money based on the renovated value of property rather than the existing home equity.
3. Help people obtain the advice and assistance they need to successfully restore, rehabilitate or otherwise improve their historic property.
    - Coordinate a "home rehab help group" which would serve as a network for people that are thinking about starting or are in the process of a home rehab.
    - Create a list of the contractors with which neighborhood residents have had positive experiences on certain types of projects.
    - Include tips on home rehab in a neighborhood newsletter or web page.
    - Organize a Tour of Homes where the focus is on the "potential" of historic rehab. The tour would show real homes that have been completed, are in the process of being renovated, and are yet to be started.
4. Work with realtors to promote the value of historic preservation by talking to first time homebuyers and groups of realtors about historic homes and the benefits of preserving historic neighborhoods.
5. Create a model housing program that will enable low to moderate income homeowners to rehab their homes much like other people have built

homes under the "Habitat for Humanity" program -- by investing sweat equity in lieu of financial equity.

Objective H-C: Planning. Develop planning policies that encourage a diverse mix of quality housing.

1. Conduct a large scale evaluation of neighborhood zoning and initiate the appropriate zoning changes.
2. Encourage the City to identify the Hawthorne neighborhood as one of the first areas to receive attention from the city's new rental property inspection program.
3. Evaluate zoning requirements and building codes for multiple dwelling residential units, including parking spaces and parking areas, allowable lot coverage, structural requirements, safety issues, occupancy standards, etc.
4. Establish a system that allows a neighborhood organization to serve as the liaison between the City and neighborhood residents with property complaints and enforcement concerns.
5. Strengthen the ability and the power the city has to enforce property-related laws, including building code enforcement, tenant screening, parking regulations, etc.

Goal 2: School

Maintain the continued viability of Hawthorne Elementary.

Whether you live in a rural or urban area, schools have always been the center of the community. Schools oftentimes give a place its identity. They are a source of pride and a place where neighbors gather. In fact in Fargo and in many other cities, neighborhood boundaries are drawn to correspond to school attendance areas because that commonality is so strong.

The public meetings and the telephone survey both made it clear that residents of the Hawthorne neighborhood value their school -- Hawthorne Elementary. They understand its importance in creating a sense of community and in keeping the neighborhood vital and growing. According to the telephone survey, the issue of "maintenance of a neighborhood school and educational opportunities" was ranked as a "top priority" by over 40 percent of the area's residents, regardless of income level, whether or not the respondents had children, or whether they were homeowners or renters. (See Table 3 on page 11)

The neighborhood's second goal is to maintain the continued viability of Hawthorne Elementary, with specific objectives and strategies focusing on the role of the school, enrollment levels, and the issue of home ownership (which ties directly to the expected number of children living in a neighborhood).

Objective S-A: Role. Help define Hawthorne's role in the Fargo School District and in the neighborhood.

1. Remain active in School Board discussions on the role and efficacy of neighborhood schools.
2. Use the school facility for summer youth programs and/or for community events throughout the year. This expanded role might require additional meeting space or improved parking at the school.
3. Continue to evaluate the neighborhood impacts of changes in school boundaries throughout the district.

Objective S-B: Enrollment. Increase the number of school age children that live in the neighborhood and/or that attend Hawthorne Elementary.

1. Encourage the creation and retention of "family" housing units (dwellings with at least three bedrooms) in the neighborhood.
2. Consider developing focused or enhanced programming at Hawthorne to make the school unique in the Fargo School District.

Objective S-C: Home ownership. Increase home ownership rates in the neighborhood.

1. Promote neighborhood identity and a positive neighborhood image.
   - Install Neighborhood Entrance signs (gateways) or print a special neighborhood emblem/theme on street signs
   - Install decorative streetlights in all of the neighborhood's historic areas
   - Organize a "Tour of lights" to showcase the neighborhood's homes and bring people into the area
   - Operate a Hawthorne neighborhood booth at the Annual Community Picnic (sponsored by the Police Department) in Island Park
2. Provide incentives to promote the redevelopment of converted rental properties back to single family (expertise or funding for both new buyers and existing owners) and/or for the redevelopment of vacant lots.
3. Identify reasons for low homeownership rates in neighborhood.

Goal 3: Quality of Life

Preserve the neighborhood's rich history and general quality of life

The Hawthorne neighborhood is a great place to live, at least according to the results of the neighborhood telephone survey: 31 percent of the respondents rated the neighborhood as an excellent place to live; another 40 percent gave the area a "very good" rating.

Quality of Life is a difficult concept to define, yet its something that most people recognize when they see it.

The third goal is to preserve the neighborhood's rich history and general quality of life, with objectives that focus on Historic Preservation, Infrastructure, Neighborhood Character, Transportation Safety, and Crime Prevention.

Objective Q-A: Historic Preservation. Focus resources on the proper restoration of historic buildings.

1. Consider creating an Historic Overlay Zone in certain portions of the neighborhood to maintain the historic character of existing housing.
2. Organize workshops on historic preservation, rehabilitation and restoration to provide property owners with information on how to maintain a home's historic character.
3. Coordinate educational efforts with the Fargo Heritage Society and the Historic Preservation Commission.
4. Research methods of "blending" new construction with existing neighborhood homes.

Objective Q-B: Infrastructure. Make infrastructure and other improvements that will enhance the overall character of the neighborhood.

1. Increase street light levels for pedestrians by installing decorative streetlights and/or improving general maintenance of the existing streetlights. The addition of more decorative streetlights would have the added benefit of enhancing the overall streetscape.
2. Organize materials that help residents learn about existing programs that provide for the installation of alley lights. Lighting alleys is a crime prevention measure and makes the alley more pedestrian friendly. Also put together a set of materials that will help interested residents learn more about paving their alleyways.

3. Evaluate existing lighting in the neighborhood (including the School playground) to determine whether or not the type of light fixture is appropriate for the area.

4. Review city policies as they pertain to the displacement of trees by road construction.

5. Evaluate the network of streets, sidewalks, and bikeways in this area with a goal of creating more crossings that are pedestrian friendly (both bicycle and foot traffic).

6. Conduct a neighborhood wide evaluation of street and sidewalk conditions to identify maintenance needs.

Objective Q-C: Neighborhood Character. Maintain and improve on the high quality of life that currently exists in the neighborhood.

1. Promote the principles of xeriscaping and in general, enhanced private landscaping.

2. Keep the neighborhood's new and mature trees healthy by focusing attention on care and good maintenance.

3. Organize a Hawthorne Neighborhood Association.

4. Organize a variety of neighborhood clean-up efforts using volunteers from the area: alley clean-up, park clean-up, volunteer work groups that help neighborhood residents who need assistance (lawn care, raking, painting, etc.).

5. Focus attention on the need for coordinated youth activities.

6. Give residents more information about code enforcement procedures and guidelines, enabling the public to take a more active role in alerting city officials to "problem properties".

7. Work with other community members to develop science learning opportunities that could be utilized by the entire Fargo-Moorhead area. Ideas include the development of outdoor science centers, botanical or demonstration gardens, etc.

Objective Q-D: Transportation safety. Emphasize transportation safety for pedestrians and motorists.

1. Work with city officials and the Police Department to control speeding near the elementary school (5th and 6th Streets). Consider a variety of traffic calming measures, including turning circles, traditional and non-traditional speed bumps, flashing light, etc.
2. Maintain the paved turnaround areas that punctuate the streets which dead-end near the river (ex. 8th Avenue, 9th Avenue, etc.)
3. Encourage the City to publicize and enforce standardized rules for parking in alleys, on streets, and in residential yards.
4. Actively monitor traffic safety on 4th Street, including access control, speeding, parking and signage.

Objective Q-E: Crime Prevention. Work together to create an environment where crime is a rarity

1. Promote the creation of Community Watch block groups.
2. Enhance users' feeling of safety in Island Park by studying light levels and by maintaining the lights that are interior to the Park.

Goal 4: Natural Resources

Protect the neighborhood's natural resources while enhancing the recreational capacity of both natural and tended park facilities.

This neighborhood is rich in natural resources. Its assets include its adjacency to the Red River, the Midtown Dam, Island Park, and Dike East/West. It is an area of the city that is blessed with hundreds of beautifully mature trees. These natural areas are valued for their aesthetic contributions to the neighborhood and for their recreational value. Protection and enhancement of the neighborhood's green spaces was a primary concern for many residents.

The fourth goal is to protect the neighborhood's natural resources while enhancing the recreational capacity of both the natural areas and the tended park facilities. The specific objectives include Green Space, the River, and Events.

Objective NR-A: River. Allow the river to become a natural focus of recreational activity.

1. Revitalize the Riverfront Days celebration with one focal point of activity being along the riverbank in the Hawthorne neighborhood.
2. Enhance bike trail amenities, especially for trails that follow the river; encourage the Park District to use benches that will withstand river flooding; make sure there are definite clearings which allow people to see the river; place garbage barrels along trails.
3. Expand the amount of river corridor land that is maintained in a natural state, incorporating appropriate species of native grasses and plant life.
4. Coordinate with River Keepers to bring educational programming and river activities to the neighborhood, and work together to increase the recreational value of the river corridor by renting kayaks and canoes, etc.
5. Encourage the restoration of the Floating bridge.

Objective NR-B: Green space. Provide for adequate green space throughout the neighborhood.

1. Install more park benches at the Elementary School playground.
2. Redevelop an underutilized property in the west side of the neighborhood into a pocket park.
3. Work with the city to maintain the area north of the water plant (xeriscape demonstration park) and further enhance the entire area surrounding the water plant.
4. Enhance bike trail maintenance within and bike trail connections to the neighborhood.
5. Develop and maintain a stronger relationship with the Park District.
6. Organize an Earth Day park clean-up using neighborhood volunteers.

Objective NR-C: Events. Increase the number of community events that are scheduled in and around Island Park.

1. Work with the Park District to promote Island Park as a prime location for large scale community events, neighborhood gatherings, community festivals & outdoor concerts.
2. Encourage the continued expansion of the Farmer's Market in its present location.
3. Investigate options for re-using the old Island Park swimming pool building.
4. Find a way to re-institute summer "Play Town" activities in the neighborhood.
5. Bring the annual Renaissance Fair back to Island Park.
6. Initiate a master planning process that would explore possible options for enhancing the Island Park area. Options might include a botanical garden, a public fountain, a conservatory, etc.
7. Encourage an expanded schedule of winter sleigh rides through the park and/or the use of the horse carriage in the area.

Special Issues

Related Planning Efforts

The City of Fargo is placing a renewed focus on the health and vitality of the Central Business District and the surrounding neighborhoods. The Hawthorne neighborhood is located on the periphery of the Central Business District. As such, it is oftentimes directly affected by planning efforts that focus on downtown Fargo.

The City is in the process of completing or has recently completed a number of studies dealing with downtown issues. The Engineering Department is conducting a study that examines downtown parking issues. The Transit Authority is completing a re-evaluation of its entire route structure. An inter-departmental committee composed of city staff recently released a report on future downtown development opportunities. A portion of the Hawthorne neighborhood is included in the city's C-1 Tax Increment Finance District and is slated for some new development in conjunction with that effort. A small part of the Central Business District also may be included in a Renaissance Zone, which is a new development tool created by the legislature during the 1999 legislative session.

There are also several blocks in the neighborhood that are part of one of two local historic districts that touch this neighborhood. While there are currently no planning efforts directly related to these historic districts, the implications of this designation should be considered.

Changing Community Institutions

A wide array of community institutions is located in the Hawthorne neighborhood. This area is home to the County Courthouse and all related facilities, as well as the Fargo Moorhead Community Theater, Family YMCA, and the St. John's Hospital building (currently housing Dakota Heartland's Prairie Psychiatric Center). Two of these community institutions might be changing use in the near future.

Cass County Jail

In April 1999, the Cass County Commission decided to relocate the County Jail facility from the Hawthorne neighborhood to a location near Interstate 29. The County jail is an historic building, which is one of the reasons the county needed a new facility -- the current jail could not be sufficiently retrofitted to accommodate expansion and security needs. This means that the old jail will soon be changing use. While the residents of the Hawthorne neighborhood do not have any direct influence over the building's reuse, residents of this area are very interested in the future of this facility. It is a major presence in the neighborhood and has the potential to have a major impact on the area.

St. John's Hospital Building

St. John's Hospital was built in 1904 along the banks of the Red River. Since then it has always been used as some sort of a medical facility, whether as a full hospital or as a clinic. In the near future, it is possible that the building will no longer be used as a medical facility. The potential reuse of this building is a matter of some concern to the residents of this neighborhood. As with the jail facility, this building is a significant piece of the neighborhood. The re-development of the St. John's structure should be evaluated with that in mind.

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	AD	Assessing Department
FSB	Fargo School Board	FPD	Fargo Police Department
FPB	Fargo Park Board	FD	Forestry Department
HPC	Historic Preservation Commission	HS	Heritage Society
HRA	Fargo Housing & Redevelopment Authority		

Short-Term Recommendations: 1999-2001

Strategy		Lead Responsibility	Support Responsibility
H-A-1	Offer tax incentives to stay in, invest in and rehabilitate the neighborhood. Tax incentives could take the form of an historic residential Renaissance Zone, a variation in the way older homes are assessed, or as a property tax exemption for residents that have lived in a particular neighborhood for a pre-determined amount of time.	DPD	
H-A-3	Encourage policy makers to contain growth and focus housing incentives in the "near downtown" area	DPD	NO
H-A-4	Address the assessment of properties that appear to be overvalued because appraisers might not be aware of significant "defects" (ex., bad furnace, cracked foundation walls, etc.)	AD	BI
H-B-1	Defer any increased property tax assessments on home additions and rehabilitation work for a period of up to five years, to encourage property owners to re-invest in their property.	DPD	CC AD
H-B-2	Provide property owners with a wider range of options for financing the rehabilitation of historic properties. Specifically, enable property owners to borrow money based on the renovated value of property rather than the existing home equity.	DPD	HRA
H-B-3	Help people obtain the advice and assistance they need to successfully restore, rehabilitate or otherwise improve their historic home	HPC	DPD HS NO
H-B-4	Work with realtors to promote the value of historic preservation by talking to first time homebuyers and groups of realtors about historic homes and the benefits of preserving historic neighborhoods.	NO	HPC

Strategy		Lead Responsibility	Support Responsibility
H-C-1	Conduct a large scale evaluation of neighborhood zoning and initiate the appropriate zoning changes	DPD	
H-C-2	Target the inspection of rental properties in the Hawthorne neighborhood as one of the new city program's first priorities	BI	DPD
H-C-3	Evaluate zoning requirements and building codes for multiple dwelling residential units, including parking spaces and parking areas, allowable lot coverage, structural requirements, safety issues, occupancy standards, etc.	DPD	FPD BI
H-C-4	Establish a system that allows a neighborhood organization to serve as the liaison between the City and neighborhood residents with property complaints and enforcement concerns.	NO	BI
S-A-1	Remain active in School Board discussions on the role and efficacy of neighborhood schools	NO	DPD FSB
S-A-3	Continue to evaluate the neighborhood impacts of changes in school boundaries throughout the district.	FSB	DPD NO
S-B-1	Encourage the creation and retention of "family" housing units (dwelling with at least three bedrooms) in the neighborhood	DPD	
S-B-2	Consider developing focused or enhanced programming at Hawthorne to make the school unique in the Fargo School District	NO	FSB
S-C-1	Promote neighborhood identity and a positive neighborhood image	NO	
S-C-2	Provide incentives to promote the redevelopment of converted rental properties back to single family (expertise or funding for both new buyers and existing owners) and/or for the redevelopment of vacant lots	DPD	
S-C-3	Identify reasons for low homeownership rates in neighborhood	DPD	
Q-B-2	Organize materials that help residents learn about existing programs that provide for the installation of alley lights. Lighting the alleys is a crime prevention measure and makes the alley more pedestrian friendly. Also put together a set of materials that will help interested residents learn more about paving their alley.	DPD	ED
Q-B-4	Review city policies as they pertain to the displacement of trees by road construction	ED	FD
Q-B-5	Evaluate the network of streets, sidewalks, and bikeways in this area with a goal of creating more crossings that are pedestrian friendly (both bicycle and foot traffic)	ED	FPB
Q-C-3	Organize a Hawthorne Neighborhood Association	NO	DPD
Q-C-6	Give residents more information about code enforcement procedures and guidelines, enabling the public to take a more active role in alerting city officials to "problem properties".	BI	DPD NO
Q-D-1	Work with city officials and the Police Department to control speeding near the elementary school (5th and 6th Streets). Consider a variety of traffic calming measures, including turning circles, traditional and non-traditional speed bumps, flashing light, etc.	FPD	DPD ED
Q-E-1	Promote the creation of Community Watch block groups	FPD	DPD
Q-E-2	Enhance users' feeling of safety in Island Park by studying light levels and by maintaining lights that are interior to the Park.	FPB	
NR-A-2	Enhance bike trail amenities, especially for trails that follow the river; encourage the Park District to use benches that will withstand river flooding; make sure there are definite clearings which allow people to see the river; place garbage barrels along trails	FPB	

Strategy		Lead Responsibility	Support Responsibility
NR-A-4	Coordinate with River Keepers to bring educational programming and river activities to the neighborhood and work to increase the recreational value of the river corridor by renting kayaks and canoes, etc.	NO	FPB
NR-A-5	Encourage the restoration of the Floating bridge	FPB	
NR-B-1	Install more park benches at the school playground	FSB	
NR-B-3	Work with the city to maintain the area north of the water plant (xeriscape demonstration park) and further enhance the entire area surrounding the water plant	FD	NO
NR-B-4	Enhance bike trail maintenance within and connections to the neighborhood	FPB	
NR-B-5	Develop and maintain a stronger relationship with the Park District	NO	
NR-C-1	Work with the Park District to promote Island Park as a prime location for large scale community events	NO	FPB
NR-C-2	Encourage the continued expansion of the Farmer's Market in its present location	NO	FPB

Mid-Term Recommendations: 2001 - 2003

Strategy		Lead Responsibility	Support Responsibility
H-A-2	Actively market the neighborhood to builders of well-maintained low-income housing (i.e., Habitat for Humanity Houses)	DPD	NO
H-B-5	Create a model housing program that will enable low to moderate income homeowners to rehab their homes much like other people have built homes under the "Habitat for Humanity" program -- by investing sweat equity in lieu of financial equity.	DPD	HRA
H-C-5	Strengthen the ability and the power the city has to enforce property-related laws, including building code enforcement, tenant screening, parking regulations, etc.	BI	DPD NO
S-A-2	Use the school facility for summer youth programs and/or for community events throughout the year. This expanded role might require additional meeting space or improved parking at the school.	NO	FSB DPD
Q-A-1	Consider creating an Historic Overlay Zone in certain portions of the neighborhood to maintain the historic character of existing housing	DPD	HPC
Q-A-2	Organize workshops on historic preservation, rehabilitation and restoration to provide homeowners with information on how to maintain a home's historic character	HPC	HS DPD NO
Q-A-3	Coordinate educational efforts with the Fargo Heritage Society and the Historic Preservation Commission	NO	HS HPC
Q-A-4	Research methods of "blending" new construction with existing neighborhood homes	DPD	
Q-B-1	Increase street light levels for pedestrians by installing decorative streetlights and/or improving general maintenance of the existing streetlights. The addition of more decorative streetlights would have the added benefit of enhancing the overall streetscape.	ED	DPD

Strategy		Lead Responsibility	Support Responsibility
Q-B-3	Evaluate existing lighting in the neighborhood (including the School playground) to determine whether or not the type of light fixture is appropriate for the area.	ED	DPD
Q-B-6	Conduct a neighborhood wide evaluation of street and sidewalk conditions to identify maintenance needs	ED	
Q-C-1	Promote the principles of xeriscaping and in general, enhanced private landscaping	FD	NO
Q-C-2	Keep the neighborhood's new and mature trees healthy by focusing attention on care and good maintenance	FD	NO
Q-C-4	Organize a variety of neighborhood clean-up efforts using volunteers from the area: alley clean-up, park clean-up, volunteer work groups that help neighborhood residents who need assistance (lawn care, raking, painting, etc.)	NO	
Q-C-5	Focus attention on the need for coordinated youth activities	NO	
Q-C-7	Work with other community members to develop science learning opportunities that could be utilized by the entire Fargo-Moorhead area. Ideas include the development of outdoor science centers, botanical or demonstration gardens, etc.	NO	
Q-D-2	Maintain the paved turnaround areas that punctuate the streets which dead-end near the river (ex. 8th Avenue, 9th, etc.)	ED	
Q-D-3	Encourage the City to publicize and enforce standardized rules for parking in alleys, on streets, and in residential yards	FPD	DPD
Q-D-4	Actively monitor traffic safety on 4th Street, including access control, speeding, parking and signage	ED	
NR-A-1	Revitalize the Riverfront Days celebration with a focal point of activity being along the banks in the Hawthorne neighborhood	NO	
NR-A-3	Expand the amount of river corridor land that is maintained in a natural state, incorporating appropriate species of native grasses and plant life	FD	NO FPB DPD
NR-B-2	Redevelop an underutilized property in the west side of the neighborhood into a pocket park	NO	FPB
NR-B-6	Organize an Earth Day park clean-up using neighborhood volunteers	NO	FPB

Long-Term Recommendations: 2003-2008

Strategy		Lead Responsibility	Support Responsibility
NR-C-3	Investigate options for re-using the old Island Park swimming pool building	NO	FPB DPD
NR-C-4	Find a way to re-institute summer "Play Town" activities in the neighborhood	NO	FPB
NR-C-5	Bring the annual Renaissance Fair back to Island Park	NO	
NR-C-6	Initiate a master planning process that would explore possible options for enhancing the Island Park area. Options might include a botanical garden, a public fountain, a conservatory, etc.	NO	FPB DPD
NR-C-7	Encourage an expanded schedule of winter sleigh rides through the park and/or the use of the horse carriage in the area	NO	FPB

List of References and Related Plans

City of Fargo Planning Commission. Comprehensive Policy Plan. August 1995.

City of Fargo Planning Commission. Downtown Area Plan. June 1996.

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Roberts, Norene A. Fargo's Heritage. Fargo Heritage Society: 1983.

APPENDIX A: Maps

Map 1	Census Boundaries
Map 2	1999 Land Use
Map 3	1999 Zoning
Map 4	Sub-Neighborhood Areas
Map 5	Age of Buildings
Map 6	Historic Districts

Map 1: Census boundaries

MAP 3
1999 ZONING

MAP 2

MAP 5

Map 2: 1999 Land Use

Map 3: 1999 Zoning

Map 4: Sub-Neighborhood Areas

Map 5: Age of Buildings

Map 6: Historic Districts

APPENDIX B: Comprehensive Policy Plan Statements

Policy Letter 110: Good Conveniences and Amenities

BACKGROUND:
The downtown area of Fargo has been very successful in good apartment and high density residential development, but one problem expressed is the absence of basic services. Particularly the need for competitive grocery stores. It was thought that there is a much larger market of people that would be attracted to good downtown high density housing if good conveniences and amenities could be built into such projects.

Downtown living has become more popular for retired and young singles, as well as for low income and vulnerable populations, and amenities are important. Examples throughout Fargo exist where residential up scale apartments were built offering amenities as an attraction to the area. Whether the basic need in the neighborhood is for a grocery store or the need may be for a beauty shop, convenience and amenities should be located downtown to support the increasing demands.

POLICY STATEMENT:
The City of Fargo should support the development of neighborhood and convenience commercial areas to serve residential needs. Development projects for high density residential use should include adequate conveniences and amenities.

CONCLUSION:
In the entire Central Business District (CBD) many smaller districts or neighborhoods exist with varying requirements or needs. Not all neighborhoods in the CBD will receive the same level of services, but efforts to ensure that basic services are convenient and within close proximity to residential housing is critical. Development projects should link basic services and residential housing in ways that assist neighborhoods in attracting people from diverse backgrounds into the downtown area.

Policy Letter 113: Condition of the Periphery of the Downtown

BACKGROUND:
The periphery of downtown Fargo, like most cities, consists of the remnants of the original city. Some of it is the original industrial structures, but most of it is what remains of the original housing. Because of its age, proximity to downtown, and varying status of ownership, and varying degree of maintenance, these properties are very vulnerable to adverse pressures.

Generally speaking, it is considered very good to have a wide range of housing choices available in and around the Central Business District. Fargo has been very fortunate that a lot of the older housing near the downtown remains in good physical condition. Also the City has enjoyed some very fine housing related redevelopment and housing conversion projects in around the downtown area. Nevertheless, there does remain sizable areas of older housing whose conditions and future may be in doubt. Because of the effect the future of these areas may have on the downtown, it may be of some value to identify these areas and define what planning policy should be with respect to these areas.

POLICY STATEMENT:
The City of Fargo should define redevelopment areas in and around the Central Business District (CBD) and categorize* those areas based on the needs of the neighborhood.

- **Redevelopment. Areas subject to total redevelopment (commercial uses, higher density housing uses, or a mixture of both).**

- **Conversion. Areas subject to conversion of structures (standards should apply to assure good integration of function and appearance).**

- **Preservation. Areas subject to preservation as the primary guideline (preservation would focus on the physical appearance or use or some combination of both).**

CONCLUSION:
By adequately considering the role that each area in and around the CBD plays, the image, acceptability and workability of the downtown can be enhanced. The periphery of the Fargo's downtown area is only one aspect of a very complex district, but if neglected it could stop the downtown area from fully meeting its potential.

Policy Letter 115: Historic Preservation

BACKGROUND:
As plans for redevelopment or reutilization of buildings and space throughout the downtown area are drawn, buildings with unique historic, archaeological, or cultural characteristics should be identified for the purpose of preservation. The inventory of all buildings on the National Historic Register is a good starting point. Possibly, with the assistance of the Historic Preservation Committee, that list could be expanded to include a priority listing of buildings to guide future planning decisions and to better protect those building with the highest priority.

POLICY STATEMENT:
A list of historic buildings and structures should be established by the Historic Preservation Commission. Any public project affecting those buildings will be subject to review and comment by the Historic Preservation Commission.

CONCLUSION:
No guarantees can be given in the process of historic preservation of Fargo's downtown area, but measures can be taken to guide future planning decisions. In identifying those buildings or structures with the most unique characteristics, the community can take appropriate actions in preserving the many elements of Fargo's identity.

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

Policy Letter 702: Riverfront Park

BACKGROUND:
The Fargo Park District currently or potentially owns or controls approximately 70% of the riverfront property within the City limits. The river enhances the character of the community and also serves a functional role that is critical to the sustainment of Fargo. In addition to the benefits the river provides, it periodically roars up and must be handled with extreme care.

The Red River's aesthetic and recreational value to the City would be difficult to measure. Life and activity surround the river year around, and enhanced measures are needed to preserve that vitality. To ensure the preservation of the river a mechanism to maintain the riverbank is needed.

A possible approach to maintaining and preserving the Red River would be to classify the entire river corridor within the City limits as a regional park. Placing the river corridor under the care of the Fargo Park District is a needed step towards riverfront management. The complex issues related to the care of the river can be addressed effectively by the department that owns or controls over half of the river property.

POLICY STATEMENT:
The City of Fargo should establish a systematic and comprehensive approach to acquiring riverfront property and easement agreements that allow specific uses. The City must protect the community's interest in the water quality, storm water management, floodway management, and recreation and scenic habitat as it relates to the Red River.

CONCLUSION:
The acquisition of riverfront property should be done through the joint effort of the Fargo Park District and the City of Fargo. Riverfront property out of the City limits is also important to the future use and preservation of this corridor. Easements on riverfront property that is subdivided but not developed should be obtained. The time to establish a riverfront plan is now. The City of Fargo should continue to move forward in the challenging task of managing the Red River of the North.

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 7 of this report.

Major Code Groups	Industry Classification	Types of Business included in this Industry Classification
01-09	Agriculture, Forestry and Fisheries	Ag production - crops, Ag production - livestock & animal specialties, Forestry, Fishing, Hunting, Trapping …includes establishments primarily engaged in agricultural production, forestry, commercial fishing, hunting and trapping, and related services.
10-14	Mining	Metal mining, Coal mining, Oil and gas extraction, Mining and quarrying of nonmetallic minerals (except fuels) …includes all establishments primarily engaged in mining. The term mining is used in the broad sense to include the extraction of minerals occurring naturally: solids, such as coal and ores; liquids, such as crude petroleum; and gases such as natural gas. The term mining is also used in the broad sense to include quarrying, well operations, milling (e.g., crushing, screening, washing, flotation), and other preparation customarily done at the mine site, or as a part of mining activity.

Major Code Groups	Industry Classification	Types of Business included in this Industry Classification
15-17	Construction	Building construction general contractors and operative builders, Heavy construction other than building contractors, Construction special trade contractors …includes establishments primarily engaged in construction. The term construction includes new work, additions, alterations, reconstruction, installations, and repairs. Construction activities are generally administered or managed from a relatively fixed place of business, but the actual construction work is performed at one or more different sites. If a company has more than one relatively fixed place of business from which it undertakes or manages construction activities and for which separate data on the number of employees, payroll, receipts, and other establishment-type records are maintained, each such place of business is considered a separate construction establishment.
20-39	Manufacturing	Food and kindred products, Tobacco products, Textile mill products, Apparel and other finished products made from fabrics and similar materials, Lumber and wood products (except furniture), Furniture and fixtures, Paper and allied products, Printing and publishing, Chemicals and allied products, Petroleum refining, Rubber and Misc plastics products, Leather and leather products, Stone, clay, glass and concrete products, Primary metal industries, Fabricated metal products, Industrial and commercial machinery and computer equipment, Electronic and other electrical equipment and components, Transportation equipment, Measuring, analyzing and controlling instruments, Misc. manufacturing industries …includes establishments engaged in the mechanical or chemical transformation of materials or substances into new products. These establishments are usually described as plants, factories, or mills and characteristically use power driven machines and materials handling equipment. Establishments engaged in assembling component parts of manufactured products are also considered manufacturing if the new product is neither a structure nor other fixed improvement. Also included is the blending of materials, such as lubricating oils, plastics resins, or liquors.
40-49	Transportation, Communication, and Utilities	Railroad transportation, Local and suburban transit and interurban highway passenger transportation, Motor freight transportation and warehousing, U.S. Postal Service, Water transportation, Transportation by air, Pipelines (except natural gas), Transportation services, Communications, Electric, gas and sanitary services …includes establishments providing, to the general public or to other business enterprises, passenger and freight transportation, communications services, or electricity, gas, steam, water or sanitary services, and all establishments of the United States Postal Service.

Major Code Groups	Industry Classification	Types of Business included in this Industry Classification
50-51	Wholesale Trade	Wholesale trade - Durable and non-durable goods …includes establishments or places of business primarily engaged in selling merchandise to retailers; to industrial, commercial, institutional, farm, construction contractors, or professional business users; or to other wholesalers; or acting as agents or brokers in buying merchandise for or selling merchandise to such persons or companies.
52-59	Retail Trade	Building materials, hardware, garden supply and mobile home dealers, General merchandise stores, Food stores, Automotive dealers and gasoline service stations, Apparel and accessory stores, Home furniture, furnishings and equipment stores, Eating and drinking places, Misc. retail. …includes establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of the goods. In general, retail establishments are classified by kind of business according to the principal lines of commodities sold (groceries, hardware, etc.), or the usual trade designation (drug store, cigar store, etc.). Some of the important characteristics of retail trade establishments are: the establishment is usually a place of business and is engaged in activities to attract the general public to buy; the establishment buys or receives merchandise as well as sells; the establishment may process its products, but such processing is incidental or subordinate to selling; the establishment is considered as retail in the trade; and the establishment sells to customers for personal or household use. Not all of these characteristics need be present and some are modified by trade practice.
60-69	Finance, Insurance and Real Estate	Depository institutions, Non-depository credit institutions, Security and commodity brokers, dealers, exchanges and services, Insurance carriers, Insurance agents, brokers, and service, Real Estate, Holding and other investment offices. …includes establishments operating primarily in the fields of finance, insurance, and real estate. Finance includes depository institutions, non-depository credit institutions, holding (but not predominantly operating) companies, other investment companies, brokers and dealers in securities and commodity contracts, and security and commodity exchanges. Insurance covers carriers of all types of insurance, and insurance agents and brokers. Real estate includes owners, lessors, lessees, buyers, sellers, agents, and developers of real estate.

Major Code Groups	Industry Classification	Types of Business included in this Industry Classification
70-89	Service	Hotels, Rooming houses, camps, and other lodging places, Personal services, Business services, Automotive repair, services and parking, Misc repair services, Motion pictures, Amusement and recreation services, Health services, Legal services, Educational services, Social services, Museums, Art galleries and botanical and zoological gardens, Membership organizations, Engineering, accounting, research, and related services, Private household services …includes establishments primarily engaged in providing a wide variety of services for individuals, business and government establishments, and other organizations. Hotels and other lodging places; establishments providing personal, business, repair, and amusement services; health, legal, engineering, and other professional services; educational institutions; membership organizations, and other miscellaneous services, are included.
90-99	Public Administration	Executive, legislative and general government, except finance, Justice, public order and safety, Public finance, taxation and monetary policy, Administration of human resource programs, environmental protection and housing programs, or Economic programs, National security and international affairs, Nonclassifiable establishments …includes the executive, legislative, judicial, administrative and regulatory activities of Federal, State, local, and international governments. Government-owned and operated business establishments are classified in Major Groups 01-89 according to the activity in which they are engaged. Private establishments primarily engaged in the same activities as government establishments in Public Administration are classified in Major Groups 01-89 according to the activity in which they are engaged.

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	AD	Assessing Department
FSB	Fargo School Board	FPD	Fargo Police Department
FPB	Fargo Park Board	FD	Forestry Department
HPC	Historic Preservation Commission	HS	Heritage Society
HRA	Fargo Housing & Redevelopment Authority		

Assessing Department

H-A-4	Address the **assessment of properties that appear to be overvalued** because appraisers might not be aware of significant "defects" (e., bad furnace, cracked foundation walls, etc.)	AD	BI

Building Inspections

H-C-2	Encourage the City to identify the Hawthorne neighborhood as one of the first areas to receive attention from the city's new rental property inspection program.	BI	DPD
Q-C-6	Give residents more **information about code enforcement** procedures and guidelines, enabling the public to take a more active role in alerting city officials to "problem properties".	BI	DPD NO
H-C-5	Strengthen the ability and the power the city has to **enforce property-related laws**, including building code enforcement, tenant screening, parking regulations, etc.	BI	DPD NO

Department of Planning and Development

H-A-1	Offer **tax incentives** to stay in, invest in and rehabilitate the neighborhood. Tax incentives could take the form of an historic residential Renaissance Zone, a variation in the way older homes are assessed, or as a property tax exemption for residents that have lived in a particular neighborhood for a pre-determined amount of time.	DPD	
H-A-3	Encourage policy makers to contain growth and **focus housing incentives** in the **"near downtown"** area	DPD	NO
H-B-1	**Defer any increased property tax assessments** on home additions and rehabilitation work for a period of up to five years, to encourage property owners to re-invest in their property.	DPD	CC AD
H-B-2	Provide property owners with a wider range of options for **financing the rehabilitation of historic properties**. Specifically, enable property owners to borrow money based on the renovated value of property rather than the existing home equity.	DPD	HRA
H-C-1	Conduct a large scale evaluation of **neighborhood zoning** and initiate the appropriate zoning changes	DPD	
H-C-3	**Evaluate zoning requirements** and building codes for multiple dwelling residential units, including parking spaces and parking areas, allowable lot coverage, structural requirements, safety issues, occupancy standards, etc.	DPD	PI FPD
S-B-1	Encourage the **creation and retention of "family" housing units** (dwelling with at least three bedrooms) in the neighborhood	DPD	
S-C-2	Provide incentives to **promote the redevelopment of converted rental properties** back to single family (expertise or funding for both new buyers and existing owners) and/or for the redevelopment of vacant lots	DPD	
S-C-3	Identify **reasons for low homeownership** rates in neighborhood	DPD	
Q-B-2	Organize **materials** that help residents learn about existing programs that provide for the installation of **alley** lights. Lighting the alleys is a crime prevention measure and makes the alley more pedestrian friendly. Also put together a set of materials that will help interested residents learn more about paving their alley.	DPD	ED
H-A-2	Actively **market the neighborhood** to builders of well-maintained low-income housing (i.e., Habitat for Humanity Houses)	DPD	NO
H-B-5	Create a **model housing program** that will enable low to moderate income homeowners to rehab their homes much like other people have built homes under the "Habitat for Humanity" program -- by investing sweat equity in lieu of financial equity.	DPD	HRA
Q-A-1	Consider creating an **Historic Overlay Zone** in certain portions of the neighborhood to maintain the historic character of existing housing	DPD	HPC
Q-A-4	Research methods of **"blending" new construction** with existing neighborhood homes	DPD	

Engineering Department

Q-B-1	**Increase street light** levels for pedestrians by installing decorative streetlights and/or improving general maintenance of existing streetlights. The addition of more decorative streetlights would have the added benefit of enhancing the overall streetscape.	ED	DPD
Q-B-3	**Evaluate existing lighting** in the neighborhood (including the School playground) to determine whether or not the type of light fixture is appropriate for the area.	ED	DPD
Q-B-4	Review city **policies** as they pertain to the **displacement of trees** by road construction	ED	FD
Q-B-5	Evaluate the network of streets, sidewalks, and bikeways in this area with a goal of creating more **crossings that are pedestrian friendly** (both bicycle and foot traffic)	ED	FPB
Q-B-6	Conduct a neighborhood wide **evaluation of street and sidewalk** conditions to identify maintenance needs	ED	
Q-D-2	Maintain the **paved turnaround areas which** punctuate the streets that dead-end near the river (ex. 8th Avenue, 9th, etc.)	ED	
Q-D-4	Actively **monitor traffic safety** on 4th Street, including access control, speeding, parking and signage	ED	

Forestry Department

NR-B-3	Work with the city to **maintain the area north** of the water plant (xeriscape demonstration park) and further enhance the entire area surrounding the water plant	FD	NO
Q-C-1	Promote the **principles of xeriscaping** and in general, enhanced private landscaping	FD	NO
Q-C-2	Keep the neighborhood's new and **mature trees** healthy by focusing attention on **care and good maintenance**	FD	NO
NR-A-3	Expand the amount **of river corrido**r land that is maintained in a **natural state**, incorporating appropriate species of native grasses and plant life	FD	NO FPB DPD

Fargo Park Board

Q-E-2	Enhance users' feeling of **safety in Island Park** by studying light levels and by maintaining the lights that are interior to the Park.	FPB	
NR-A-2	Enhance **bike trail amenitie**s, especially for trails that follow the river; encourage the Park District to use benches that will withstand river flooding; make sure there are definite clearings which allow people to see the river; place garbage barrels along trails	FPB	
NR-A-5	Encourage the restoration of the **Floating bridge**	FPB	
NR-B-4	Enhance **bike trail maintenance** within and connections to the neighborhood	FPB	

Fargo Police Department

Q-D-1	Work with city officials and the Police Department to control **speeding near the elementary school** (5th and 6th Streets). Consider a variety of traffic calming measures, including turning circles, traditional and non-traditional speed bumps, flashing light, etc.	FPD	DPD ED
Q-E-1	Promote the creation of **Community Watch** block groups	FPD	DPD
Q-D-3	Encourage the City to publicize and enforce **standardized rules for parking** in alleys, on streets, and in residential yards	FPD	DPD

Fargo School Board

S-A-3	Continue to evaluate the neighborhood impacts of **changes in school boundaries** throughout the district.	FSB	DPD NO
NR-B-1	Install more **park benches** at the school playground	FSB	

Historic Preservation Commission

H-B-3	Help people obtain the **advice and assistance** they need to successfully restore, rehabilitate or otherwise **improve their historic property**	HPC	DPD NO HS
Q-A-2	Organize **workshops on historic preservation**, rehabilitation and restoration to provide homeowners with information on how to maintain a home's historic character	HPC	NO HS DPD

Neighborhood Organization

H-B-4	Work with realtors to **promote the value of historic preservation** by talking to first time homebuyers and groups of realtors about historic homes and the benefits of preserving historic neighborhoods.	NO	HPC
H-C-4	Establish a system that allows a neighborhood organization to serve as the **liaison** between the City and neighborhood residents with **property complaints** and enforcement concerns.	NO	BI
S-A-1	Remain **active in School Board discussions** on the role and efficacy of neighborhood schools	NO	DPD FSB
S-B-2	Consider developing **focused or enhanced programming** at Hawthorne to make the **school** unique in the Fargo School District	NO	FSB
S-C-1	Promote **neighborhood identity** and a positive neighborhood image	NO	

Q-C-3	**Organize a Hawthorne Neighborhood Association**	NO	DPD
NR-A-4	Coordinate with **River Keepers** to bring **educational programming** and river activities to the neighborhood and work to increase the recreational value of the river corridor by renting kayaks and canoes, etc.	NO	FPB
NR-B-5	Develop and maintain a stronger **relationship with the Park District**	NO	
NR-C-1	Work with the Park District to **promote Island Park** as a prime location for large scale community events	NO	FPB
NR-C-2	Encourage the continued expansion of the **Farmer's Market** in its present location	NO	FPB
S-A-2	Use the **school facility for summer youth programs** and/or for community events throughout the year. This expanded role might require additional meeting space or improved parking at the school.	NO	FSB DPD
Q-A-3	Coordinate **educational efforts** with the Fargo **Heritage Society and the Historic Preservation Commission**	NO	HS
Q-C-4	Organize a variety of **neighborhood clean-up efforts** using volunteers from the area: alley clean-up, park clean-up, volunteer work groups that help neighborhood residents who need assistance (lawn care, raking, painting, etc.)	NO	
Q-C-5	Focus attention on the need for **coordinated youth activities**	NO	
Q-C-7	Work with other community members to develop **science learning opportunities** that could be utilized by the entire Fargo-Moorhead area. Ideas include the development of outdoor science centers, botanical or demonstration gardens, etc.	NO	
NR-A-1	Revitalize the **Riverfront Days** celebration with a focal point of activity being along the banks in the Hawthorne neighborhood	NO	
NR-B-2	Redevelop an underutilized property in the west side of the neighborhood into a **pocket park**	NO	FPB
NR-B-6	Organize an Earth Day **park clean-up** using neighborhood volunteers	NO	FPB
NR-C-3	Investigate options for re-using the **old** Island Park **swimming pool building**	NO	FPB DPD
NR-C-4	Find a way to re-institute summer **"Play Town"** activities in the neighborhood	NO	FPB
NR-C-5	Bring the annual **Renaissance Fair** back to Island Park	NO	
NR-C-6	Initiate a **master planning process** that would explore possible options for enhancing the **Island Park area**. Options might include a botanical garden, a public fountain, a conservatory, etc.	NO	FPB DPD
NR-C-7	Encourage an expanded schedule of **winter sleigh rides** through the park and/or the use of the **horse carriage** in the area	NO	FPB