



JANUARY 2021

HORACE MANN

Neighborhood Implementation Brief

Welcome to the
HORACE MANN
— NEIGHBORHOOD —

City of Fargo



CORE NEIGHBORHOODS MASTER PLAN



Prepared by czbLLC

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NEIGHBORHOOD IMPLEMENTATION BRIEF

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What are Horace Mann's strongest assets? Its most important trends? The vision that residents have for its future? The characteristics that will influence how the Core Neighborhoods Toolkit is implemented at the local level?

This Implementation Brief provides answers and guidance to these and other questions based on community feedback and neighborhood analysis from the 2020 core neighborhoods planning process.

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Assets to Build Upon

A range of assets in the Horace Mann neighborhood were identified during the planning process by asking the following:

What is **working well** in the neighborhood today?

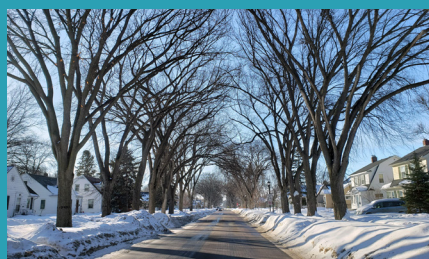
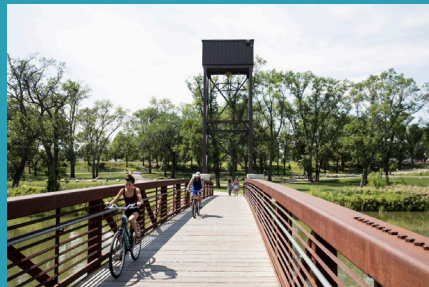
What are the neighborhood's **top selling points** to potential residents?

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These assets represent strengths to preserve and to build a vision for the future around.

- Great parks, including Oak Grove Park
- Horace Mann Elementary
- Walkability
- Diverse housing stock with architectural variety and integrity
- Visible reinvestment occurring, including historically sensitive renovations
- Supply of affordable homes
- Neighborhood pride
- Tree canopy
- Proximity to downtown and presence of convenient commercial areas



Issues to Address

Issues or problems to address in Horace Mann were identified during the planning process by asking the following:

What is **not working well** in the neighborhood today?

What are the neighborhood's **turn-offs** to potential residents?

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These issues should be addressed to reinforce the neighborhood's assets and promote the quality of life of existing and future residents.

- Poorly managed rental properties
- Homes in disrepair
- Perceptions of crime and safety
- Junk cars in yards and alleys
- Speeding and noise from busy streets
- Small, older homes that are costly to repair
- Insensitively installed utility fixtures
- Some areas of commercial blight



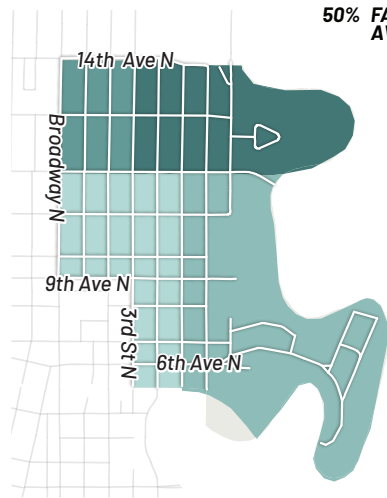
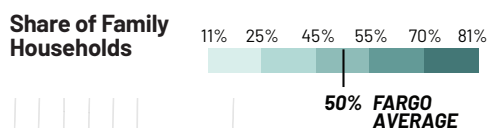
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Conditions and Trends

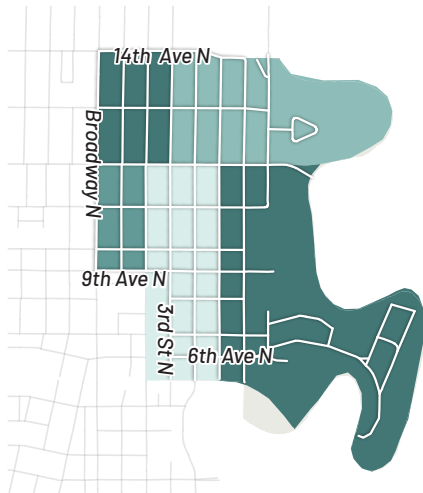
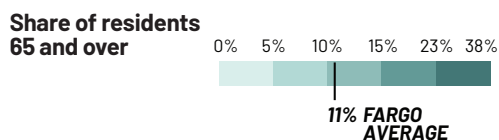
Two distinct halves with different demographics and housing conditions

Horace Mann has two very different parts owing to distinct periods of neighborhood development. The Oak Grove portion of the neighborhood—immediately adjacent to downtown—features smaller, older homes that were built in the late 1800s and early 1900s for workers tied to the City's transportation and warehousing economy of that period. Today, that housing stock is occupied by higher-than-average shares of older, non-family households. According to the 2020 field survey of residential conditions, deferred maintenance is plainly visible in many of these properties and speaks to disinvestment over a prolonged period.

The northern half of the neighborhood, on the other hand, is comprised of newer, larger homes originally built for upwardly-mobile families in the years just before the Great Depression and just after World War II. Today, these homes reflect steady levels of maintenance and investment over the decades and are occupied by a mixture of young families and older couples.

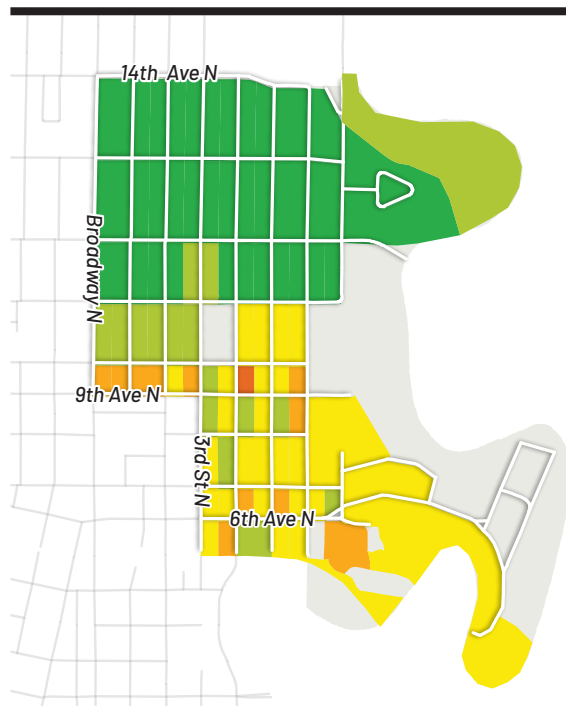
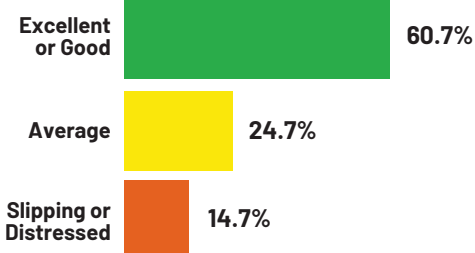


Source: 2018 American Community Survey 5-Year Estimates

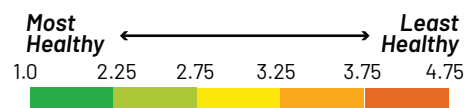


Source: 2018 American Community Survey 5-Year Estimates

Exterior Condition Survey of Homes (Field Survey)



Average Field Survey Score

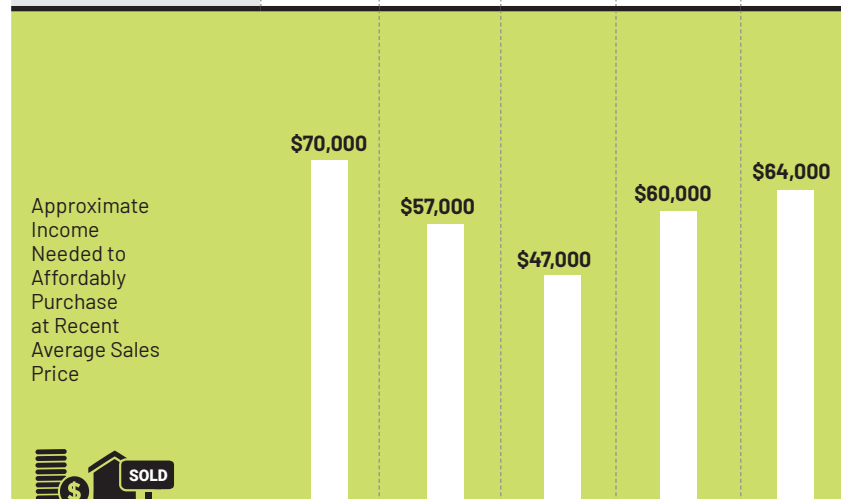


The neighborhood's distinct parts offer a wide range of housing opportunities

The dominant home configurations in Horace Mann range from 3 bedroom / 2 bathroom homes that have sold, on average, for more than \$200,000 in recent years, to 2 bedroom / 1 bathroom homes that are well within reach for households earning Fargo's median income. Smaller homes, however, tend to be in poorer condition and represent a maintenance and modernization challenge for first-time and moderate-income buyers.

Dominant Home Configurations

	3 beds / 2 baths	2 beds / 2 bath	2 beds / 1 baths	3 beds / 1 bath	3 beds / 1.5 baths
# of Properties	183	118	84	76	54
% Owner-Occupied	91%	87%	87%	89%	81%
Average Field Survey Condition Score	2.31	2.29	2.67	2.48	2.26
Average Assessed Value, 2019	\$197,654	\$180,758	\$154,495	\$172,564	\$195,828
Average Sales Price, 2017-2019	\$210,602	\$172,030	\$141,116	\$179,004	\$191,067
Total Sales, 2017-2019	29	22	19	10	6





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Vision for Horace Mann

A vision for Horace Mann emerged during the planning process in the form of a brand statement based (1) on the characteristics or attributes that are at the core of the neighborhood's image and (2) on the target homebuyer markets that are most likely to find the neighborhood's attributes and housing stock appealing.

The result is a statement describing the neighborhood in 2030 as a place that has reinforced its intrinsic assets and is a neighborhood of choice for its target markets. The statement and its components can be used in a variety of ways, such as guiding the development of events and activities that express this vision, as the basis for developing marketing materials, and to clarify the mission of existing or new neighborhood organizations.

Core Neighborhood Attributes

Neighborhood assets were distilled and prioritized into a set of core attributes that are most important to the Horace Mann brand.



Interesting and Attractive Homes

We're known for our Tudor style homes, but we also have great examples of Craftsman/Arts and Crafts, Cottage and Victorian Bungalow styles, on beautiful, tree-lined streets. It's a Norman Rockwell kind of neighborhood.



Great Location

Neighbors can work nearby and enjoy a very short commute that is even walkable/bikeable. Lots of our kids walk or bike to our high-performing schools. And it's an easy walk/bike ride to our vibrant downtown.



Neighborliness

Our neighborhood is cozy and friendly, with the best qualities of the modern and the old-fashioned. You can always get a cup of sugar and say hello to neighbors sitting out on their front steps.



Outdoor Amenities

We have easy access to many outdoor activities, with parks and river access.

Target Markets

The neighborhood attributes and existing housing stock were used to identify target homebuyer markets that are primed to see the neighborhood as a good fit.

Profile 1

Higher priced, bigger homes
>\$250,000



Young couples with younger kids.

Professional occupations such as medical, software development.

Willing to fix up or at least take on the challenge of maintaining an older home.

Profile 2

Homes
<\$250,000



Elementary, middle and high school teachers.

In-moving tech workers.

People employed in the trades who can take on property that needs a fair amount of work.

Appreciate simplifying life by living so close to school and work, no car needed.

Motivated by low transportation costs, making Horace Mann more affordable.



Vision and Brand Statement

Horace Mann has a Norman Rockwell vibrancy that is perfectly imperfect, in the style of an older, tree-lined, historic in-town neighborhood, with homes and blocks that are cozy and friendly, safe and welcoming.

Homebuyers can choose from an array of eclectic, interesting and often historic homes, including many examples of Tudor, Craftsman, Cottage and Victorian Bungalow styles. Our perfect location allows adults to bike and walk to work and to downtown Fargo, while kids do the same to get to high-performing schools. Our many parks and river access provide easy opportunities for recreation and relaxation.

In Horace Mann, neighbors know each other and take time to say hello and have a chat through the many serendipitous opportunities provided by a friendly, walkable community.

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Outcomes to Strive For

To complement the vision and brand statement and provide a basis for measuring progress toward neighborhood goals, specific neighborhood outcomes have been identified and translated into metrics for neighborhood stakeholder to track over time.

✓ People have easy walkable access to everything needed in daily life, including access to downtown

MEASUREMENT

Walking distance from center of neighborhood to nearest food market or grocery store



BASELINE → TARGET

0.87 mile walk
from Horace Mann E.S. to Family Fare on N. University Drive

Two or more options for daily needs are less than a mile from the center of the neighborhood and are safe to walk to.

0.77 mile walk
from Horace Mann E.S. to Daily's Market on N. Broadway

✓ Everyone feels safe and proud of the area

MEASUREMENT

Share of residents who indicate "safety" or "crime" as a priority in a survey of priority issues



BASELINE → TARGET

9% of Horace Mann respondents to a 2020 survey identified crime or safety as a priority problem to address

Under **10%** of respondents on future surveys indicate that crime or safety are priority problems to address

✓ Neighbors hang out, know each other, collaborate and play together

MEASUREMENT

Active participation in neighborhood association



TARGET

The number of active participants in the neighborhood association grows between 2021 and 2025, and those active members represent a more diverse range of neighborhood residents.

✓ People are confident in a stable future, including neighborhood schools as anchor institutions

MEASUREMENT

Number of students residing in Roosevelt and Horace Mann zones compared to school capacity



BASELINE → TARGET

359 in 2019/20
with capacity of 550

The student base in the Horace Mann and Roosevelt zones grows to at least 75% of school capacity by 2030

✓ **People of a range of incomes, ages, and household types love living here and find opportunities to do so**

MEASUREMENT

Share of population under 18 and over 65



BASELINE → TARGET

UNDER 18

In 2018, the share of residents younger than 18 was well below 20% (the city average) in most of Horace Mann)

A share closer to 20% is achieved in most of Horace Mann

OVER 65

In 2018, Horace Mann had areas where well over 11% of residents (the city average) were older than 65 and areas where the share was under 10%.

Existing levels of age diversity among older residents are maintained

MEASUREMENT

Share of homes priced below citywide average



BASELINE → TARGET

80%
of single-family home sales in 2019 were below the citywide average price

This figure moves toward **50%** indicating both an ability to compete in the regional marketplace and a supply of more affordable options

✓ **Public and private property exhibits pride and contributes to a positive image that attracts and keeps good neighbors**

MEASUREMENT

Share of properties in excellent or good condition



BASELINE → TARGET

61% in 2020 at least **66%** in 2030

✓ **People enjoy a small-town feeling and live, work and play in an attractive, family-friendly environment**

MEASUREMENT

See measurements for other outcomes



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Implementation Guidance



The Core Neighborhoods Toolkit outlined in Part 4 of the Core Neighborhoods Master Plan contains five components with recommendations that are collectively designed to address issues and seize opportunities that surfaced during the planning process core-wide. The following pages of this brief provide guidance on the implementation of each component at the neighborhood-level.

1 Development Regulation and Incentive Tools



2 Neighborhood Leadership & Engagement Tools



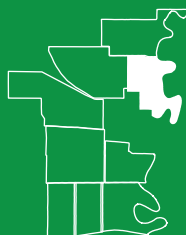
3 Housing Reinvestment Tools



4 Public Infrastructure Investment Tools



5 Public Health & Safety Tools



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Development Regulation and Incentive Tools



The Future Land Use Map (FLUM) is the neighborhood's visual guide to future planning efforts and illustrates how land is intended to be used—what the neighborhood wants to have happen. It is not an official City map nor is it a zoning map; rather it should be used to inform any updates to a new zoning map with associated revisions to the Land Development Code (LDC).

The FLUM portrayed on the following page generally depicts land uses that currently exist in the well-established Horace Mann neighborhood but also includes recommended changes to areas that demonstrate locational or design characteristics representing opportunities to evolve and become something that better serves the nearby residents in the future. The following list of recommended land uses includes those areas that should be considered for possible rezoning and/or economic incentives that would allow them to transform over the next decade and become enhanced neighborhood assets. Beyond those areas recommended for change, the FLUM also visually represents land uses that should be preserved to protect existing neighborhood character, specifically the single-family residential land use designation.

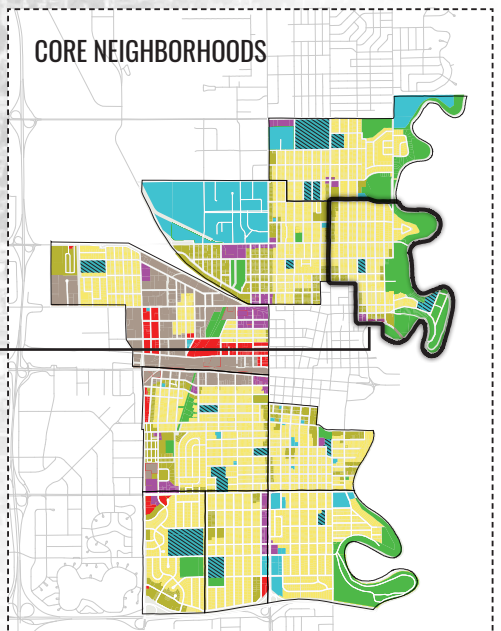
- The single-family residential neighborhood fabric generally located north of 10th Avenue North should be preserved and protected. These single-family structures surround the Horace Mann Elementary School and create a continuity to the west and link the Horace Mann neighborhood to the Roosevelt / NDSU neighborhood.
- The area south of 6th Avenue North and west of 2nd Street North (just north of the rail line) is recommended as mixed-use to serve as a transitional area that ties into the land uses to the south and west and are generally considered part of Downtown. The land along the south side of 6th Ave North is designated as multi-family and serves as a land use buffer between the mixed-use area to the south and the single-family structures to the north.

HORACE MANN FUTURE LAND USE MAP



- Single-Family Residential
- Multi-Family Residential
- Institutional
- Schools with recreational amenities
- Industrial/Warehousing
- Park, Open Space and Trails
- Commercial
- Mixed Use Neighborhood Commercial

For full descriptions of these land use categories, see page 45 of the Core Neighborhoods Master Plan



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Neighborhood Leadership & Engagement Tools



The Horace Mann Area Neighborhood Association has been in existence since 2001 and is the ideal starting point to build even greater levels of resident engagement and neighborhood leadership. Over the next few years, the neighborhood brand statement and list of potential activities generated during the planning process can be used by the neighborhood association to build a larger volunteer base and express the neighborhood's vision for its future to the wider community.

Residents of the Horace Mann neighborhood have been actively involved in the planning process since it began and should be able to pass their knowledge on to new residents interested in becoming more active in the neighborhood association. Initiating one or more of the proposed activities on this list will be an ideal way to attract additional volunteers and reinforce the neighborhood's core brand attributes.

CORE BRAND ATTRIBUTE



Interesting
Attractive Homes



Great Location



Neighborliness



Access to
Outdoor
Amenities

ACTIVITY

ACTIVITY	Interesting Attractive Homes	Great Location	Neighborliness	Access to Outdoor Amenities
Block parties (these occur casually now, but could become more organized and numerous)			✓	
Neighborhood Association meetings			✓	
Horace Mann School Anniversary Celebration		✓	✓	
Outdoor movie night			✓	✓
Next Door app			✓	
Neighborhood signage emphasizing housing styles and neighborhood brand	✓			
Architecture audio tour, in partnership with NDSU Architecture students	✓			
Piggyback on annual Garden Tours: get several of our homes on the tour every year; start in Trefoil or Oak Grove neighborhood park	✓			✓
Porchfest music festival	✓		✓	✓
Horace Mann get-to-know-your-neighbor pub crawl with wristbands, nametags, etc.		✓	✓	
Walk [Your City] in Horace Mann		✓		

EXISTING ACTIVITY

POTENTIAL ACTIVITY

3

Housing Reinvestment Tools



Potential Target Areas for Reinvestment

- Core Reinvestment "A" Blocks
- Core Reinvestment "B" Blocks
- Historic Overlay District

The new housing reinvestment tools proposed in the Core Neighborhoods Toolkit are intended to meet a need for programs that proactively target troubled properties to turn around, as well as programs that partner with owners who are able to invest in improvements and updates but are hesitating due to uncertainty about the neighborhood or their return on investment.

Potential target areas for these programs have been identified for planning purposes. Blocks with a combination of strong properties and some weaker properties are prioritized as areas where targeting resources is likely to bolster confidence and stimulate similar investments by other owners. On this map, "A" blocks are somewhat stronger than "B" blocks, but both types are especially strong candidates for reinvestment resources in Horace Mann—especially where they overlap with historic assets in Historic Overlay Districts.

For maximum impact, new reinvestment programs should be actively promoted and paired with existing incentives, such as the remodeling tax exemption.



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4

Public Infrastructure Investment Tools



SCHOOLS & PARKS

Collaborate with neighborhood stakeholders on future investment plans for the numerous parks along the Red River, with a focus on providing high-quality amenities that promote residential reinvestment.

Invest in Horace Mann Elementary School (and its sister school in Roosevelt) to keep it on-par and competitive with facilities in other parts of Fargo.

Neighborhood residents: Use parks and schools as locations for neighborhood activities and as selling points in efforts to encourage current and potential residents to invest in the neighborhood.

- A** Trefoil Park
- B** Mickelson Park and Jack Williams Stadium
- C** Wildflower Park
- D** Oak Grove Park
- E** Horace Mann Elementary School

CORRIDORS

Include highlighted corridors in efforts to plan and implement "complete street" designs that better serve all modes of transportation. View all future investments along corridors as opportunities to strengthen neighborhood character and identity

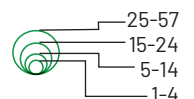
- Broadway N**
- Elm St N**
- 12th Ave N**
- 7th Ave N**

TREES

The tree canopy contributes significantly to the neighborhood's appeal and quality of life, especially on streets in the northern half of Horace Mann.

- Continue strong management of existing public trees on streets and in parks
- Replant aggressively as older trees come down
- Cultivate a stronger canopy, where possible, on blocks in Oak Grove

Public Trees by Diameter at Breast Height (DBH) in inches



5

Public Health & Safety Tools



More so than with other tools in the Core Neighborhoods Toolkit, partnerships between the City and neighborhood residents will be critical to the success of tools that seek that to uphold basic standards of property maintenance.

The resident side of this equation should include:



Active participation in complaint-based code enforcement

Complaint-based code enforcement is now and will remain a central tool for enforcing Fargo's property maintenance code. For this to work, it is important that residents understand how to submit complaints (online or by phone) and the process the City follows to verify and abate code violations. Stepped-up communications by the City will play a role, but so must proactive communication by groups of residents.



Help neighbors in need with compliance assistance

While partnerships between the City and non-profits can play a role in helping property owners who lack the financial or physical ability to fix basic code issues, neighborhood residents and faith-based organizations have the potential to play the leading role in a manner that also builds the neighborhood's capacity to organize and act.



Organize alley clean-ups and maintenance

Identify opportunities to partner with the City on special clean-up events in neighborhood alleys to improve conditions and engage residents in a manner that builds connections and capacity to solve problems.

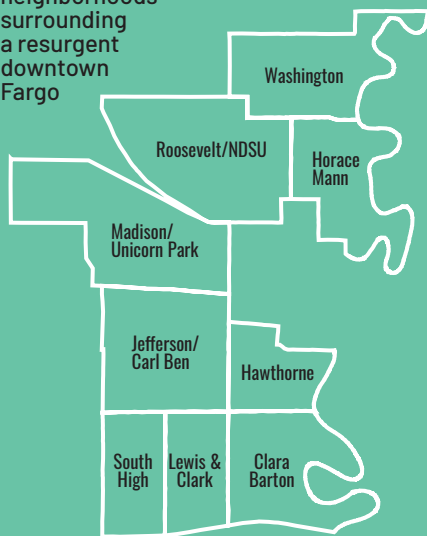


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Neighborhood Implementation Brief

What is the Core Neighborhoods Master Plan, and why was it developed?

Nine
neighborhoods
surrounding
a resurgent
downtown
Fargo



Fargo's core neighborhoods are a vital part of the city's past, present, and future. As Fargo's original neighborhoods, they house many of its most important assets and offer a wide range of residential and economic opportunities to a growing and increasingly diverse region.

Appreciation of the roles that these neighborhoods play in the life of Fargo—and the issues that inevitably affect neighborhoods as they age and evolve—is the impetus for this plan. In the wake of the Downtown InFocus plan from 2018 and the earlier Go2030 Comprehensive Plan, the need for renewed and focused attention to the core neighborhoods has become broadly recognized.

Rather than a piecemeal approach to planning for the future of the core neighborhoods, a process was designed for residents and other stakeholders to come together and create a unified plan for the core that also responds to the opportunities and challenges in each neighborhood.

The result is a Core Neighborhoods Master Plan that achieves both a core-wide perspective for long-term policymaking and a neighborhood-level focus on desired outcomes and implementation.

READ THE FULL
CORE NEIGHBORHOODS
MASTER PLAN



City of Fargo



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