



JANUARY 2021

JEFFERSON/CARL BEN

Neighborhood Implementation Brief

Welcome to the
JEFFERSON/CARL BEN
— NEIGHBORHOOD —

City of Fargo



CORE NEIGHBORHOODS MASTER PLAN



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NEIGHBORHOOD IMPLEMENTATION BRIEF

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What are Jefferson/Carl Ben'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 Jefferson/Carl Ben neighborhood were identified during the planning process by asking the following:

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

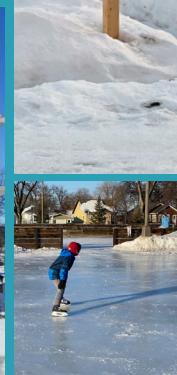
What are the neighborhood's **top selling points** to potential residents?

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

- Cultural diversity, driven in part by refugee populations
- Parks with a variety of family-friendly features
- Neighborliness, typified by presence of little libraries
- Traditional neighborhood character with a wide range of housing types
- Homes being renovated and positive examples of infill development
- Convenient location, with easy access to downtown, NDSU, airport, and West Fargo



Issues to Address

Issues or problems to address in Jefferson/Carl Ben 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 maintained homes
- Mobile homes that are blighted and unsafe
- Inconsistent park quality or usefulness to current residents
- Some examples of insensitive infill development
- Poor sidewalk maintenance in some areas (including overgrown bushes bordering sidewalks)
- Rental properties with maintenance issues
- Unsightly utility fixtures



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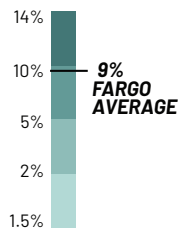
Conditions and Trends

Jefferson / Carl Ben has one of Fargo's most diverse populations

As a resettlement point for refugee populations in recent decades, foreign-born residents make up a higher share of residents in Jefferson / Carl Ben than the Fargo average. Nepali, Bosnian, Somali, and a range of other nationalities are represented here and are visible at numerous businesses and religious buildings.

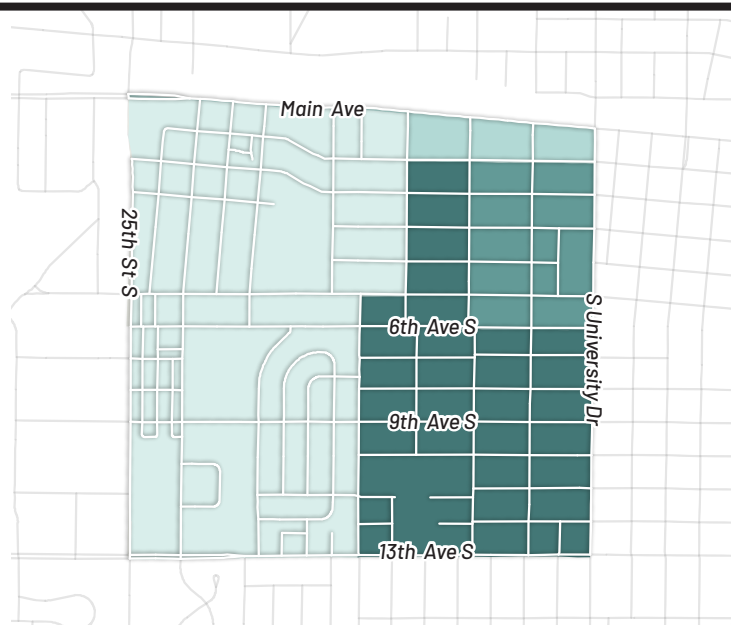
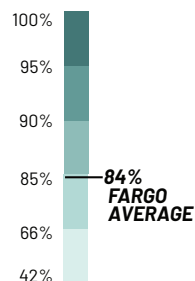
Jefferson / Carl Ben is also one of Fargo's most racially diverse neighborhoods—but that diversity is marked by an east-west division. Around half of the population in the neighborhood's western half is non-white, while the eastern half is mostly white. The eastern half also has generally higher household incomes and homeownership rates, while large rental complexes are an important part of the housing stock on the western half.

Share of Population Foreign Born, 2018



Source: 2018 American Community Survey 5-Year Estimates

Share of Population Non-Hispanic White, 2018

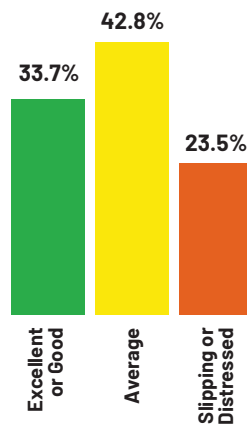


Housing conditions are mixed in most of Jefferson / Carl Ben

While there are blocks in the neighborhood where nearly all homes are in excellent or good condition according to the 2020 field survey of residential conditions, most blocks have a mixture of well-maintained properties and homes with visible deferred maintenance. Distressed conditions are especially apparent on northern blocks, where homes are older, smaller, and in close proximity to businesses along the Main Avenue corridor.

Rental complexes in the neighborhood's western half are generally in good condition. But the mobile home park off of 25th St. (which was not included in the field survey) is showing very visible signs of disinvestment.

Exterior Condition Survey of Homes (Field Survey)



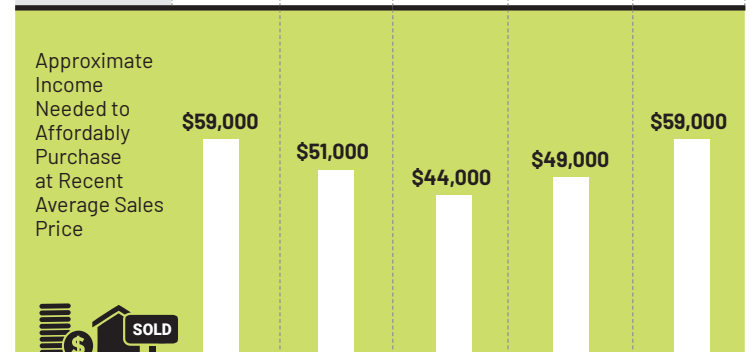
Housing options are varied and affordable

Almost every housing type in Fargo's core neighborhoods can be found somewhere in Jefferson / Carl Ben—from stately Period Revival homes of the early 20th Century, to Mid-Century ranch houses, to small and simple cottages.

Larger homes in Jefferson / Carl Ben are generally more affordable here than in other core neighborhoods, as are the small homes—providing a range of opportunities for first-time buyers or people switching to a new stage in life. In many cases, however, affordability is a trade off for outdated features and deferred maintenance—especially in the smallest homes.

Dominant Home Configurations

	3 beds / 2 baths	2 beds / 2 baths	2 beds / 1 bath	3 beds / 1 bath	3 beds / 3 baths
# of Properties	296	297	248	182	81
% Owner-Occupied	90%	91%	83%	85%	88%
Average Field Survey Condition Score	2.65	2.67	2.95	2.72	2.61
Average Assessed Value, 2019	\$161,695	\$145,031	\$130,847	\$144,795	\$173,457
Average Sales Price, 2017-2019	\$178,256	\$151,652	\$131,979	\$147,840	\$177,600
Total Sales, 2017-2019	44	38	46	37	9





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Vision for Jefferson / Carl Ben

A vision for Jefferson/Carl Ben 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 Jefferson/Carl Ben brand.



High Quality of Life

A peaceful in-town neighborhood with character, lots of trees, walkable, shady streets, and parks where neighbors bike, swim, picnic and "hammock" together.



Affordability

Homes of many different styles and sizes and price points; choose a move-in ready home or one with opportunities for investing your sweat equity to make the home your own.



Sense of Community

Many long-time neighbors who know each other, welcome new neighbors with cookies, and share plants, history, and vegetables with each other.

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

Young people with dogs or kids (blue or white collar) looking for an entry-level home in a neighborly place with character.



Value the presence of yards and garages – suburban-like amenities but without the sterility of Fargo's newer neighborhoods; the combination of larger and small homes provides lots to choose from to suit needs.

Willing to do some rehab – especially if there's some support.

Convenient access to downtown and West Fargo job and service centers.

Trees and parks (Jefferson Park, Island Park) and dogs – conducive to active living.

Profile 2

People moving between life stages – newly or soon-to-retire people who want to downsize in Fargo (shift to something smaller in a convenient location) while getting a second home elsewhere; newly single people who want the space and flexibility that a house provides.



For downsizing snowbirds, a small house works well and gives them a foothold in Fargo.

For newly single people, they get enough space to be comfortable and keep their stuff, but not more space than they need.



Vision and Brand Statement

Neighbors in the Jefferson / Carl Ben neighborhoods enjoy the friendly, quiet, and unpretentious atmosphere of a tree-lined community where people walk their dogs to the park and chat with neighbors along the way—all next door to downtown and the up-and-coming Main Avenue Corridor.

A variety of housing types and price points make it easy for people to find just the right home for them at whatever life stage they're in. The best aspect of our neighborhoods is the strong sense of community: we have many long-time neighbors who know each other, welcome new neighbors with cookies, and swap plants and vegetables.

We're popular with public servants, young professionals who want a move-in-ready home in Fargo's most central location, and people in the trades who want to build home equity through their own skill and hard work.

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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.

✓ Public spaces feel safe and friendly and connect neighbors

MEASUREMENT

Number of organized neighborhood events held in parks each year



BASELINE → TARGET

0 in 2019

at least **1** by 2024
that reinforces the
'High Quality of Life' and
'Sense of Community'
brand attributes

MEASUREMENT

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



BASELINE → TARGET

10%
of Jefferson/Carl Ben
respondents to a 2020
survey identified crime or
safety as a priority problem
to address

Maintain a figure of
10% or less
on future surveys that ask about
priority problems to address

✓ Young families have opportunities to plant roots and become engaged neighbors

MEASUREMENT

Share of active neighborhood association members who are younger families



TARGET

The number of active participants/volunteers under the age of 40 expands between 2021 and 2025 to support new efforts and activities that reflect the interests and needs of younger households.

MEASUREMENT

Share of households with householder 44 years or younger



BASELINE → TARGET

In 2018, 55% of households in Fargo were led by a householder younger than 45. In Jefferson/Carl Ben, only the northwest and southwest corners of the neighborhood had a similar share. In the remainder of the neighborhood, older households were much more common.

Over time, achieve a share of younger households that is closer to the city average.

✓ A strong identity and diverse options for homebuyers make it a community of choice

MEASUREMENT

Number of neighborhood activities that reinforce neighborhood brand



BASELINE → TARGET

0 in 2019 at least 2 by 2024
that reinforce one or more of the neighborhood's core brand attributes

MEASUREMENT

Average time on market for homes sold in neighborhood



BASELINE → TARGET

84 days in 2017-19 Stay below 90 days

✓ Convenient commercial amenities add to quality of life and neighborhood health

MEASUREMENT

Number of small businesses within and bordering neighborhood



BASELINE → TARGET

50+ businesses were located along Main Avenue, 25th St, 13th Ave, and S. University Dr. in 2020
The volume and mixture of businesses is maintained and enhanced by organized efforts to support and highlight small neighborhood businesses.

✓ Diversity is valued and people feel safe and respected

MEASUREMENT

Share of neighborhood residents who are foreign-born or non-white



BASELINE → TARGET

Throughout the neighborhood, the share of residents who are foreign born was at or above the city's 9% average in 2018.

The foreign born share of the population remains at or above the city average.

The non-white share of the population was well above the city's 16% average in the western half of the neighborhood in 2018, but well below that average in the eastern half.

The east-west racial split in Jefferson/Carl Ben becomes less pronounced over time.

MEASUREMENT

Diversity of neighborhood association's active membership



TARGET

Active participants/volunteers become a better reflection of Jefferson/Carl Ben's diverse population between 2021 and 2025, beginning to bridge demographic and geographic divides.



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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



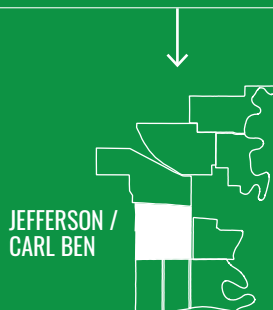
3 Housing Reinvestment Tools



4 Public Infrastructure Investment Tools



5 Public Health & Safety Tools



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 Jefferson / Carl Ben 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.

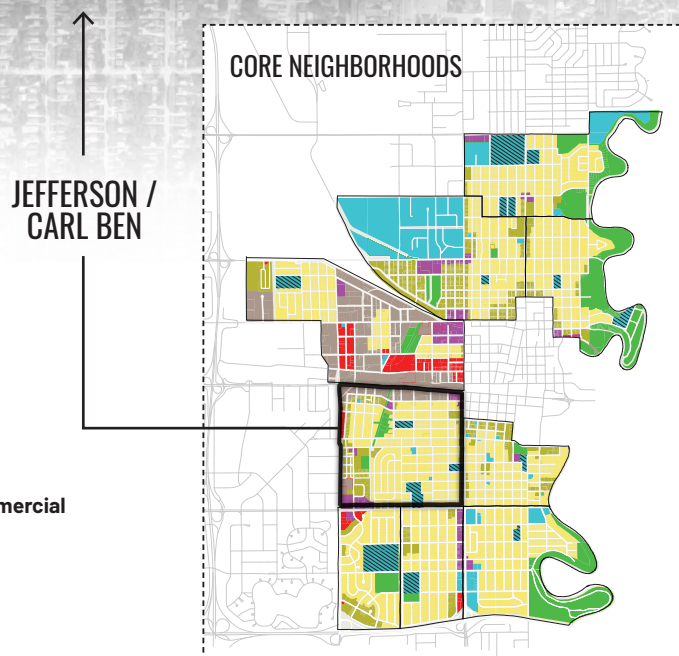
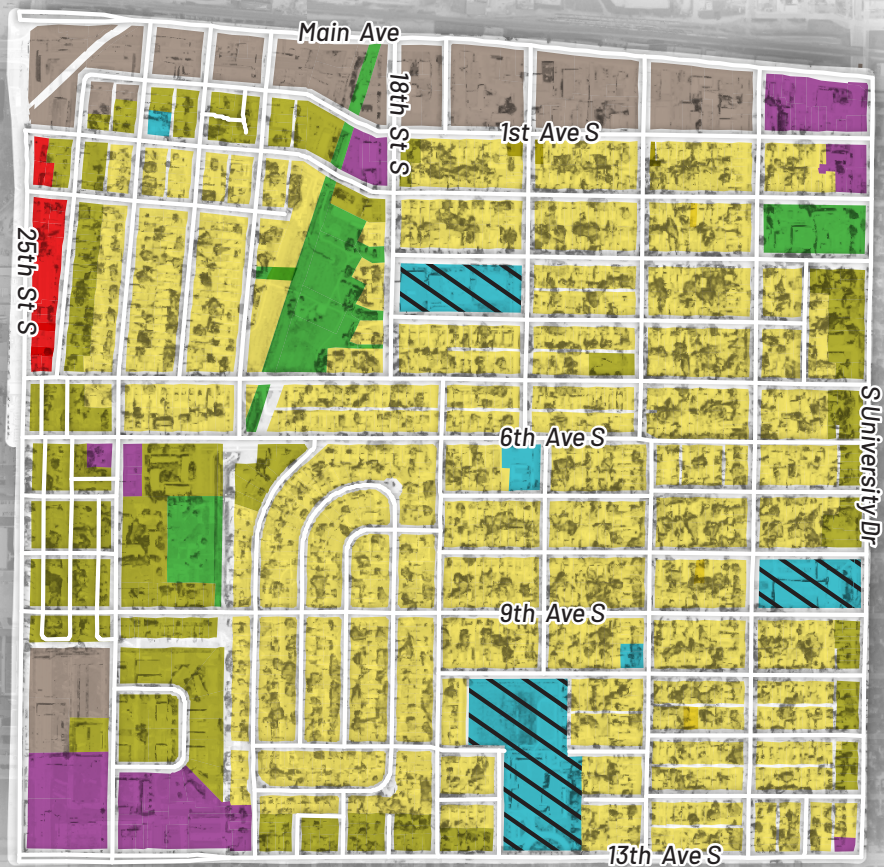
- The single-family residential fabric that exists within the heart of the Jefferson / Carl Ben neighborhood – specifically those blocks south of Jefferson Elementary School, north of Carl Ben Eielson Middle School and west of Agassiz School – should be preserved as single-family development.
- The properties on the northeast corner of 25th Street South and 13th Avenue South are recommended for mixed-use development due to their proximity to the commercial development to the south and the single-family residential fabric to the east; this area is easily accessible for pedestrians and could be a neighborhood center.
- The existing single-family residential fabric south of 1st Avenue South and between South University Drive and 18th Street South should be preserved from commercial or industrial/warehouse encroachment from the north. Punctuating this residential fabric will likely result in decreased property values and create an ill-defined 'boundary line' that discourages reinvestment by homeowners.

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FUTURE LAND USE MAP

- | | |
|--|---|
|  Single-Family Residential |  Industrial/Warehousing |
|  Multi-Family Residential |  Park, Open Space and Trails |
|  Institutional |  Commercial |
|  Schools with recreational amenities |  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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2

Neighborhood Leadership & Engagement Tools



CORE BRAND ATTRIBUTE



High Quality of Life



Affordability



Sense of Community

ACTIVITY

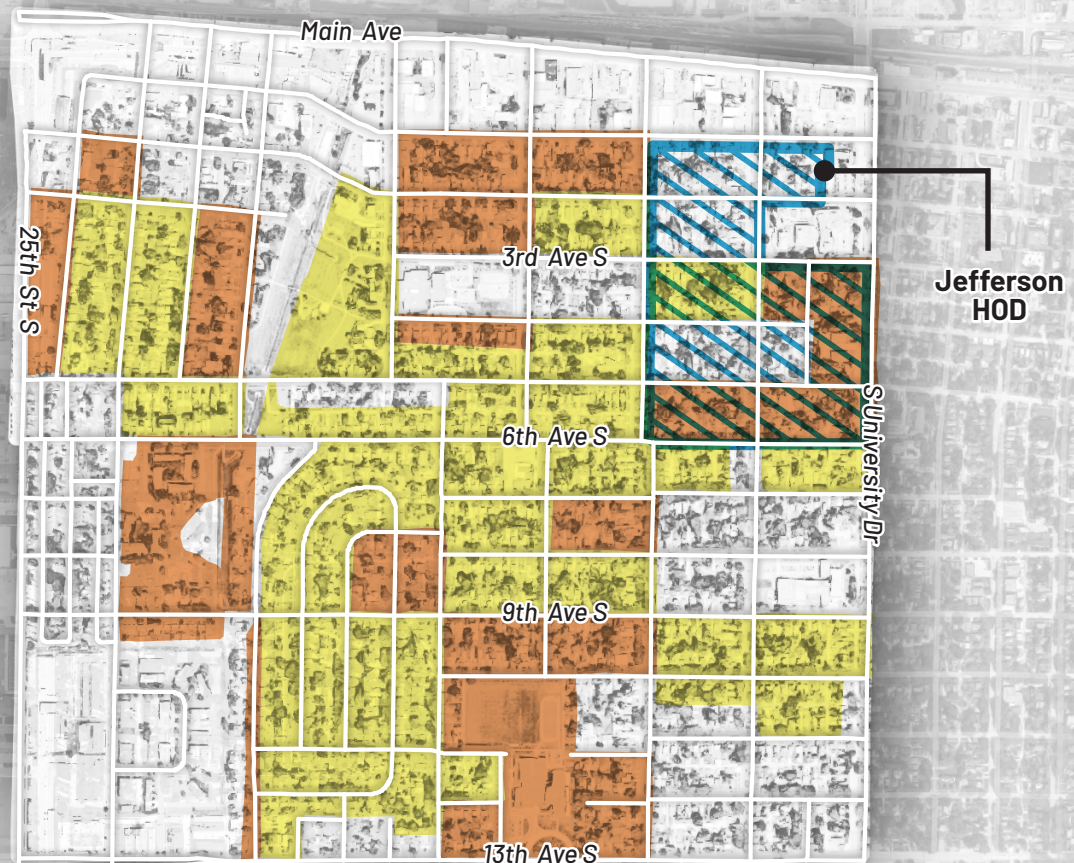
Neighborhood potluck featuring food from the neighborhood's diverse cultures, hosted at Jefferson Park; potentially widen to a cultural festival with more than food	✓		✓
Neighborhood open house and homeowner information/education week	✓	✓	
Showcase of rehabbed homes to highlight reinvestment in the neighborhood, give other homeowners ideas, and spread the news about assistance programs		✓	✓

The Jefferson Area Neighborhood Association (JANA) has been active for several years and is an excellent starting point for building greater levels of resident engagement and leadership. Over the next few years, the neighborhood brand statement and list of potential activities generated during the planning process can be used by JANA to build a larger volunteer base and express the neighborhood's vision for its future to the wider community.

The neighborhood's diversity stands as both an opportunity to embrace and a challenge when it comes to communicating across cultural lines. Finding ways to bring different populations in the neighborhood together—and doing so through carefully designed activities that allow different parts of the neighborhood to come together and connect—will be important work on this front.

3

Housing Reinvestment Tools



Promising Areas for Reinvestment Resources

- 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 and turn around troubled properties, 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 Jefferson / Carl Ben—especially where they overlap with historic assets in Historic Overlay Districts.

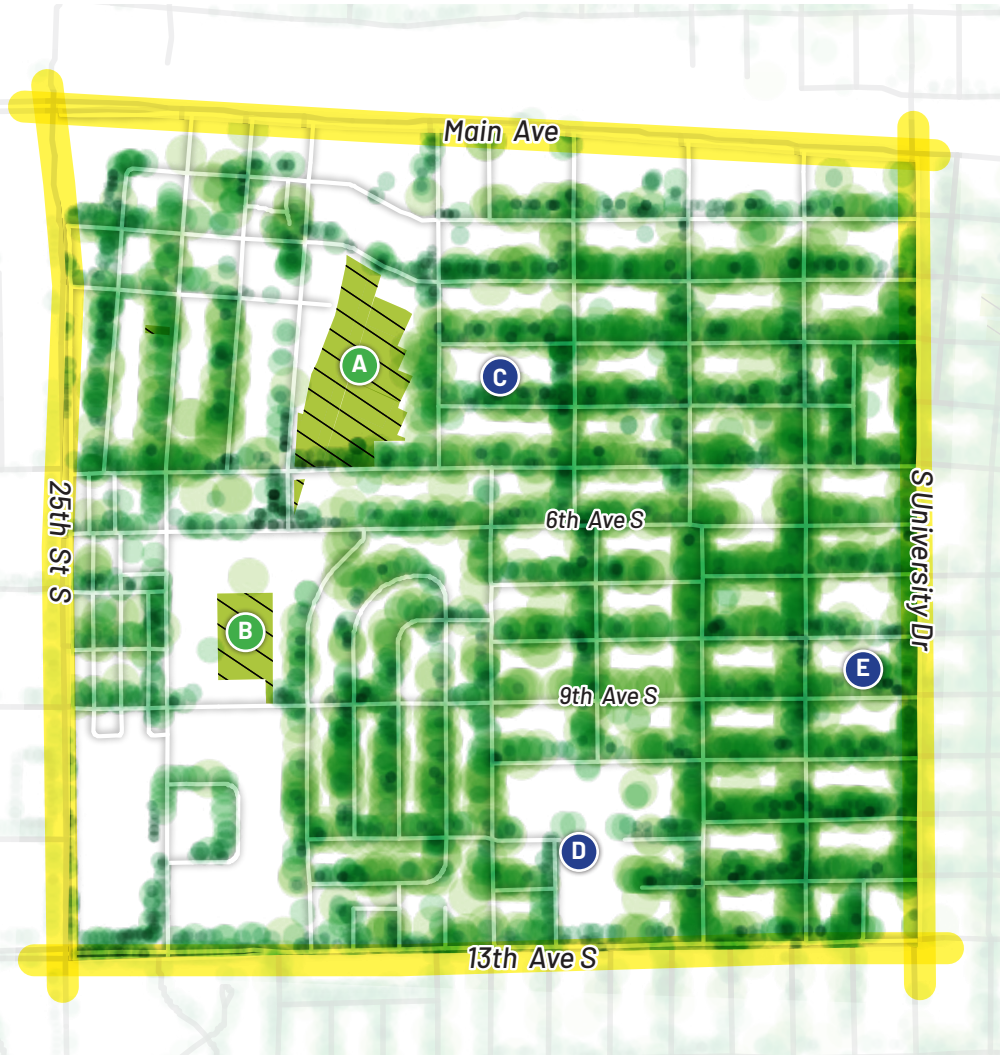
For maximum impact, new reinvestment programs should be actively promoted and paired with existing incentives, such as the remodeling tax exemption.



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4

Public Infrastructure Investment Tools



SCHOOLS & PARKS

Involve Jefferson / Carl Ben residents in planning improvements and upgrades to Jefferson and McCormick parks to ensure that they become even stronger quality of life assets.





Invest in school facilities to keep them on-par 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** Jefferson Park
- B** McCormick Park
- C** Jefferson Elementary School
- D** Carl Ben Eielson Middle School
- E** Agassiz 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.

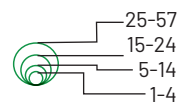
-  Main Ave
-  25th St S
-  S University Dr
-  13th Ave

TREES

The tree canopy contributes significantly to the neighborhood's appeal and quality of life, especially in the eastern half where it is the most dense and mature.

- Continue strong management of existing public trees on streets and in parks
- Replant aggressively as older trees come down
- Cultivate a stronger canopy in the western half of the neighborhood where currently thin

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.



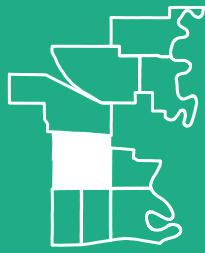
Help neighbors in need with compliance assistance

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.

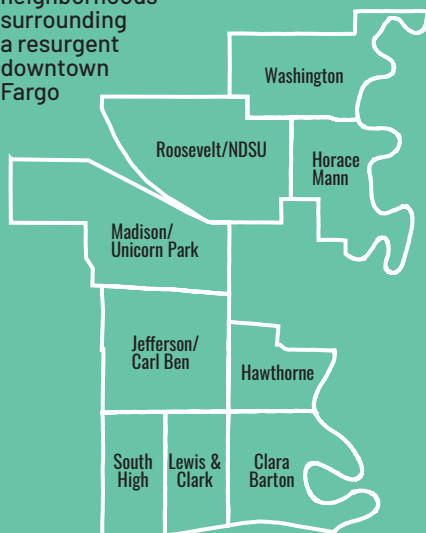


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Neighborhood Implementation Brief

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



CORE NEIGHBORHOODS MASTER PLAN

