



5. Implementation

The Campus plan builds on the work that has been done so far by the Campus Concept Committee comprised of representatives from the North End Outreach Network (NEON), the New North Citizens Council, the Brightwood Health Clinic, area schools with a key role played by the Gerena Elementary School, the Spanish American Union, representatives from the Mayor's office and the Bay State Medical Center. The Committee has recently hired a new Campus Coordinator, who is currently working under the guidance of Peter Levanos of the Gerena School and Milta Franco of NEON. To ensure that the Campus plan evolves to meet the goals of the larger community and that Thomas Street - the spine of the Campus - is revived, the role of the Campus Coordinator must grow with each phase. It is imperative that the Campus organizational body remain a distinct identity from other service organizations in the neighborhood. This section outlines implementation strategies to develop partnerships along with growing responsibility.

This project's evolution spans five years and is divided into three phases. Many of the actions and partnerships will overlap within the defined phase cycles of: (1) the first six months; (2) the next one-and-a-half years; and (3) the following three years. Certain actions will be discrete or temporary, while others will involve long term work and maintenance. To the benefit of the Campus plan, the North End has a large community of "doers" and implementers. However, this community will face certain foreseeable hurdles in the implementation process.

Challenges

One of the main challenges deals with resources. In order to implement the plan, allocation of monetary and human capital resources will be needed. The Campus Committee may need state and city grants to fund new construction and improve existing infrastructure. Due to the lack of a strong Community Development Corporation in the North End, the Campus Committee will have to find alternate partners or organizations to take over various responsibilities within the implementation plan. The current Step Up Springfield Campaign could be a unique way to partner with citywide institutions in a way that will assist the children of the North End. In addition, the Campus Committee will have

established with the Parks Department over the years. Not only does this body have general recommendations about how to make a park space more healthy and lively, but it also has resources that could be showcased within the placitas. The Campus proposal recommends a transfer of responsibilities for these outdoor areas to the Campus Committee, for the same reasons of community ownership and care described above. This transfer will relieve the Parks Department of the responsibility and maintenance of the areas, freeing up a section of their budget and manpower. We suggest that the freed moneys be used to fund community projects throughout Springfield. In addition, the Parks and Recreations Department could be a key player in securing items such as benches to line the promenade.

A Campus Center volunteer team will be needed similar to the ones set up in the Metropolitan District Commission of Greater Boston and the Southwest Corridor Park projects. This involves training community members, both youth and adults, to manage and clean Thomas Street and other proposed areas under the Campus Concept.

Caretaking is of central importance to the success of the plan.

Responsibility and ownership are key in caring for an area, but these actions can only be supported by good partnerships. Because the



Youth participate in mural painting project

North End is full of thriving, active organizations, these can be seen as “growing” into the jurisdiction of each other. A key characteristic of the Campus Center is that it will remain neutral by maintaining a broad public representation and recognizing the organizational and programmatic strengths of each of organization involved.

Resources

The major resources will come from the self-knowledge of the community. Only the North End residents will know what will work and what is best for the health of their community. Certain spaces will encourage this growth, such as the family resource center. Adult education classes and social services which also help organize the community. Key figures are needed to put this knowledge into action.

The activities of the campus center outlined in this plan are too large for one person to handle. The Campus Committee will need to hire sub-coordinators for the Campus Concept, a Business Coordinator to run the movie theater, café coop, art store and gym, an Arts

Implementation Timeline

		Phase I	Phase II		Phase III					
		2004	2005		2006		2007		2008	
		Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
THOMAS STREET PLACITA	<u>Signage and Beautification</u>									
	Name plaza									
	Improve school entrance with mural									
	Extend path to Gerena									
	Create marquee									
	<u>Infrastructure</u>									
	Place domino tables and benches									
	Establish kiosks									
	Develop gazebo									
	Create open field (for soccer or community gardens)									
	Develop commercial building									
	<u>Safety and Health</u>									
	Clean-up									
Improve lighting										
Raise crosswalk										
GERENA/THOMAS ST PASSAGE	<u>Signage and Beautification</u>									
	Create simulated streetscape									
	Place student painted murals									
	<u>Space</u>									
	Establish campus headquarters									
	Shift non-profit and administrative offices									
	RFP to fill empty space on lower level									
	Develop café									
	Establish entrepreneurial movie house									
	Establish artist studio									
	Create a family resource center									
	<u>Safety and Health</u>									
	Additional security on school passageway									
Create exercise room										
PLAINFIELD GATEWAY	<u>Signage and beautification</u>									
	Plant trees									
	Improve streetscape									
	Create educational gardens									
	<u>Infrastructure</u>									
	Create playground									
	Place benches and tables									
	Install garden walk									
	Redesign current parking space									
	Develop mixed-use building including commercial									
	<u>Safety and Health</u>									
	Improve lighting									
	Place security police boxes									
Introduce traffic calming structures										

Director to run the art studio and promenade exhibits, and a Services Coordinator for training maintenance volunteers. Furthermore, defunct organizations such as the CDC should be refashioned and revived to fit the goals of the Campus Concept. The SAU is already working on a housing strategy for the neighborhood in the form of a community land trust to help renters become owners. This effort would dovetail perfectly with the building of elderly apartments and shops along the placitas, making these spaces safer and warmer while serving the needs for housing in the neighborhood. If the Campus Committee works to get active members on the board of the CDC some cohesive development in the interest of the community could take off.

Indicators of Success

Often it is difficult to gauge whether or not a project has been successful or not. Even if most of the project is successfully completed, it may seem to have been an overall failure. To avoid this, it is important to establish actions and partnerships as key to the concept implementation, and establish these as milestones in the project.

These milestones need to be recognized and celebrated, particularly in a long term phased plan. The key to establishing these milestones is the interpretation of which actions could make or break the plan. It is essential that the implementation of the Campus Concept focuses on celebrating as much as possible the strength of the North End community and on keeping the moral of the people involved strong. This is particularly important when thinking of a space that is being created for growing, learning, and connecting.



Domino tables, San Juan, Puerto Rico



Glossary

campus – term referring to connected space around the Gerena School including buildings and programmatic activities.

chicanes - Obstacles or parking bays staggered on alternate sides to create an obstructed route for motorists

community character – The image of a community as defined by such factors as its built environment, natural features, open space, architectural styles of houses and buildings, infrastructure, and the type and quality of public facilities and services.

curb cut – The opening along the curb line at which point vehicles may enter or leave the roadway.

gateways – entrances into recognizable places or areas of significant changes in land use.

Main Street revitalization – an effort to redevelop a corridor of economic activity

marquee sign - any sign attached to and located under a marquee, except that a sign placed on the front of a marquee and parallel to the wall of the building to which the marquee is attached shall be considered to be a flush-mounted sign, and further provided that a sign erected upon, but directly above, a marquee shall be considered to be a projecting sign.

mixed-use development – The combination of two or more land uses within one building, project, or site. The most common combination of uses is business/retail and residential.

modular pavers – Preformed paving blocks that are installed on the ground to form patterns.

neckdowns – Located at the openings of curb lines, the curb width is extended, usually 7-8", to decrease the distance between opposing curb lines and to prohibit parking.

placita - a small public square in the center of town.

promenade – a public place to walk for pleasure, display, or exercise.

raised intersection – a raised plateau where streets intersect encouraging speed reduction and possible traffic reduction

readerboards – A sign affiliated with a business or institution that contains announcements about events or activities occurring on the premises.

signage – Refers to anything that functions like a sign.

streetscape - refers to the pedestrian view of the street including buildings, sidewalks, signs, public furnishings, and the distance at which the buildings are set back from the curb edge.

street furniture – includes benches, street lights, etc.

traffic calming - the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior and improve conditions for non-motorized street users.

zoning ordinance - An exercise of police power by a municipality to regulate and control the character and use of property.