

South End Neighborhood Strategic Plan

City Council Meeting

April 3, 2007

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City Council Chambers

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Introduction

Purpose

The South End Neighborhood Strategic Plan is a guide and expression of the neighborhood's vision. The plan is a guide for managing change within the neighborhood for the next 20 years. The plan establishes a blueprint for change within the neighborhood. It accomplishes this by setting goals and objectives to be met in future years. Some of the objectives are broad and others are very specific. A responsible party is assigned to each objective along with a projected cost and a target date for completion.

An On-Going Process

The strategic plan is not the end of the planning process but just the beginning. The City, Neighborhood Association, residents and others, will further refine this plan as they put it into action. The plan objectives will be adapted and improved to meet the changing needs and resources of the neighborhood. The strategic plan will provide over the next 20 years the overall framework for how change should take place within the South End.

The objectives set forth in the plan are designed to be accomplished over the next 20 years. However, some items will take much longer to complete. Some objectives will indicate that a longer period may be necessary due to high cost, funding availability, public support, or development restraints.

The strategic plan should be updated at least every 5 years to account for new priorities and other changes. The update process should be efficient and focused upon the continued importance of the plan objectives. Whenever necessary the plan objectives should be revised to reflect current realities.

Strategic Plan Organization

The strategic plan is organized into three sections. A vision for the neighborhood and corresponding goals and objectives are established. The goals and objectives are presented in the following four sections: Parks and Recreation, Transportation and Infrastructure, Commercial, and Housing and Quality of Life. A summary of background information is provided for the four areas.

The South End Story

The South End Neighborhood recently played a starring role in the film Empire Falls. A local church, former Hathaway factory and some homes were used to portray a modest working class neighborhood. It was an interesting juxtaposition where reality and Hollywood were extremely accurate. The South End evolved to provide housing for French Canadian families that worked in the mills and factories located along the Kennebec River. Modest homes were constructed to accommodate families with close ties to each other, their community and their churches. The dense array of houses in some parts of the South End clearly portrays the close family structure of its former inhabitants.

Sons and daughters of the French Canadian families also worked in Waterville's factories but over time, they moved on just as all the mills and factories either closed or were torn down. Today the French Heritage is displayed by historic markers indicating former significant neighborhood places and by the few relatives of some of the early French families that still reside in the neighborhood.

The closure of Waterville's factories and mills signaled a steady decline in the South End. Families moved away to find jobs and new places to live. Gradually the social fabric and glue that once made the South End strong and vibrant almost broke apart. Housing conditions worsened and crime became a major problem. Some progress was made to improve the neighborhood which included CDBG Housing Grants and help from the Kennebec Valley Community Action Program located on Water Street. Despite these efforts, the South End became a forgotten neighborhood to many except for some of its residents. Through a series of events and involvement by many people the South End decided to take responsibility for its own future and created the South End Neighborhood Association. The association energized residents and many positive things started to happen such as neighborhood clean-up days, increased code enforcement, a teen center, neighborhood police officer, and housing began to improve.

The next step in the continued efforts of the South End Neighborhood Association's work is the development of this Strategic Plan. The on-going work of the association is focused upon many day-to-day problems and they became aware of the need to address more long-term issues. Creating positive change in the South End also required a look at zoning, infrastructure, housing density, parking, open space, recreation, investment and funding priorities. These areas are some of the items that the strategic plan will contemplate and recommend objectives to be undertaken.

South End Neighborhood Boundaries

The following map shows the boundaries of the South End Neighborhood as defined in this strategic plan. The neighborhood is bounded by Silver Street, to Spring Street, along the Kennebec River to the Messalonskee Stream.

Public Participation

South End Neighborhood Association
South End Planning Committee
South End Public meetings
Planning Board Review
City Council

Acknowledgements

The Strategic Plan was prepared under the direction of the South End Neighborhood Association and the City of Waterville. The South End Neighborhood Association formed a Planning Committee to write the plan. The committee members are:

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Vision, Goals and Objectives

Neighborhood Vision

The South End is a vibrant and diverse neighborhood providing a safe and pleasant environment for families especially children and the elderly. The neighborhood exemplifies Waterville's heritage and is positioned to meet the future by:

- Taking a leadership role in shaping its destiny
- Providing recreational opportunities
- Preserving its cultural, social, and historical attributes
- Making wise investments in its roads, infrastructure, housing and parks
- Providing affordable housing opportunities for residents
- Connecting to Waterville's other neighborhoods and downtown

Goals and Objectives

Goals will help to shape the vision of the South End Neighborhood. The goals set a direction and establish a blueprint for change and growth. The goals are broad statements and are designed to set the tone and communicate clearly the ideas and intent of the South End Neighborhood.

The goals will be further expanded in the form of plan objectives, which are organized into four sections. The objectives are the concrete actions to turn the neighborhood vision and goals into reality. Each objective will set a specific task to be accomplished by one or more individuals, groups or committees. Possible funding sources to accomplish each objective are identified. A specific timeframe is also established to match the strategic plan's 20 year planning horizon.

Each objective is assigned one of the following priorities to complete:

- Short-term priorities are to be completed within a three-year period. This category will also include objectives that should be addressed on an on-going basis.
- Mid-term priorities are to be completed within a ten-year period.
- Long-term priorities are expected to be completed within a twenty-year period.

The strategic plan establishes specific objectives to be addressed, however, it is important to remember that the final outcome for each objective may evolve and change over time. This should be viewed as a natural outcome of this planning process. New ways to achieve an objective or new problems or circumstances may alter how solutions are proposed and implemented. The strategic plan should be reviewed and modified at least every five years to account for new priorities.

Parks and Recreation

Goals

- 1 Enhance the natural environment of the Kennebec River and improve access for recreation.
- 2 Provide public parks for a variety of recreational activities and to meet the needs of different age groups.
- 3 Create open spaces in densely developed areas.
- 4 Develop parks so every area in the neighborhood will be within 1,500 feet of a public park.
- 5 Make the recreational needs of children and the elderly a priority.
- 6 Create well-designed and maintained pedestrian travel ways including sidewalks and trails which make it easy to travel throughout the neighborhood and connect the neighborhood to the downtown, Kennebec River and other parts of the City.

Objectives	Priority	Partners	Funding
(1) Maintain parks in the South End Neighborhood	Short	Parks & Rec	City budget
(2) Add basketball courts in the Green Street Park	Short	SENA Parks & Rec	City budget Grants
(3) Plan future park improvements in cooperation with the South End Neighborhood Association	Short	SENA City	N/A
(4) Use the property at 6 Moor Street to expand the Moor Street Park. Landscape the park and install additional playground equipment	Short	SENA Parks & Rec City Council	City Budget Grants
(5) Seek, and obtain recreation grants to finance equipment, facilities and new parks whenever grant opportunities are available	Mid	SENA Parks & Rec City planner	Grants
(6) Explore local interest in developing a neighborhood garden for residents to grow vegetables.	Mid	SENA	Grants
(7) Encourage land donations in the South End for recreation, especially along the Kennebec River	Mid	SENA City planner	N/A
(8) Complete the development of the Island Park	Mid	SENA	Grants
(9) Make public access to the Kennebec River and preservation of scenic views along the river a priority.	Mid	City planner	N/A
(10) Purchase the property of the former skating rink along King Street and develop a neighborhood park. Develop a plan for the new park in cooperation with area residents and the South End Neighborhood Association	Long	SENA City planner Parks & Rec City Council	Grants
(101) Develop new trails along the Kennebec River including over Messalonskee Stream in cooperation with the City and other organizations	Long	SENA City planner	Grants
(12) Plan and develop new small pocket parks similar to the Moor Street park in the priority improvement areas.	Long	SENA City planner City Council	Grants Neighborhood fund

Transportation and Infrastructure

Goals

- 1 Address road, sidewalk and traffic deficiencies and problems in a timely manner.
- 2 Improve off-street parking in key areas of the neighborhood.
- 3 Continue support for Kennebec Valley Community Action Program van and transit services.

Objectives	Priority	Partners	Funding
(1) Maintain roads, sidewalks and other infrastructure in the South End	Short	SENA Public Wk.	City budget
(2) Encourage the MDOT to allocate funds for road improvements on Water and Grove Streets	Short	City Council City Mgr.	N/A
(3) Install new pedestrian crossing lights along Spring Street and re-calibrate the system to accommodate the elderly and children.	Short	Public Wk.	City budget
(4) Maintain adequate and safe street lighting especially along primary sidewalk routes.	Short	Public Wk.	City budget
(5) Seek and obtain CDBG grants for road, sidewalk and infrastructure improvements	Mid	Public Wk. City planner City Mgr.	Grants
(6) Improve the sight distance at the following road intersections <ul style="list-style-type: none"> - Summer and Redington Street - Summer and Gold Street - Summer and Grove Street - Gold and King Street: - Grove and Water Street 	Mid	Public Wk. City Mgr.	MDOT City budget
(7) Improve the sharp curve on Redington Street.	Mid	Public Wk. City Mgr.	City budget Grants
(8) Develop a traffic management plan in cooperation with the Kennebec Sanitary Treatment District to address truck traffic through the neighborhood.	Mid	City planner KSTD SENA	N/A
(9) Improve the pedestrian access to the downtown from Water and Silver Streets and between the Hathaway Mill redevelopment and the South End.	Mid	City planner Public Wk.	City budget Grants
(10) The following streets are the primary sidewalk corridors through the neighborhood: Water, Summer, Silver, Grove, Gold, Redington, and Sherwin. Sidewalks are to be located on at least one side of these streets. Crosswalks should comply with ADA and benches installed to accommodate the elderly especially along bus routes. Bike travel lanes should be developed along these streets.	Mid	City planner SENA Public Wk.	Grants City budget
(11) Develop and implement a plan to improve the streetscape (trees, sidewalks, benches & curbs) along Water, Grove, Summer, Silver, Sherwin, Gold and Redington Streets.	Mid	City planner SENA	Grants City budget

Objectives	Priority	Partners	Funding
(12) Develop a new pedestrian way linking Water and Summer Streets in the area between Grove and Gold Streets. A steep slope along Summer Street and existing buildings may exclude a new road, however a walking path may be feasible.	Long	City planner SENA Public Wk.	Grants
(13) Construct a sidewalk to allow pedestrian access from Grove Street to Kennedy Memorial Drive. A sidewalk will allow neighborhood access to stores and services in this area.	Long	City planner SENA Public Wk.	Grants

Commercial

Goals

- 1 Direct a mix of commercial and residential development toward the Water Street area near the former Hathaway building.
- 2 Improve and enhance access between the commercial activities and both the downtown and the South End Neighborhood.

Objectives	Priority	Partners	Funding
(1) Rezone the existing CB commercial district that extends from Redington Street along Water Street to King Street to the RC residential district	Short	City Council Planning bd. SENA	N/A
(2) Rescind the TIF District along Water Street extending from Redington to Grove Street.	Short	City Council SENA	N/A
(3) Re-zone the area along Water Street extending from Redington to Spring Streets into a new district to take advantage of the proposed Hathaway Mill re-development.	Short	City Council Planning bd. SENA	N/A
(4) Develop performance standards for new and expanded commercial uses in the neighborhood. Standards will address parking, lighting, signs, building facades, and building height and bulk.	Mid	City planner Planning bd. SENA	N/A

Housing and Quality of Life

Goals

- 1 Enhance and improve neighborhood housing
- 2 Create a vibrant neighborhood.
- 3 Increase affordable home ownership opportunities. Increase the number of one and two family dwellings from 62% to 80% of the total number of housing units.
- 4 Reduce the number of multi-family units, especially in the most densely developed areas of the neighborhood.
- 5 Target for improvement areas in the neighborhood with deficiencies in parking, snow storage, open space, recreation and housing condition.
- 6 Consistently address quality of life issues including crime, nuisance activities, trash, poor housing condition and parking.
- 7 Promote and preserve the unique architecture and historical heritage of the neighborhood.
- 8 Reinvigorate the South End Neighborhood investment fund to finance proposed improvements.
- 9 Support the South End Neighborhood Association role as an advocate for residents and positive change in the neighborhood.

Objectives	Priority	Partners	Funding
(1) Continue to obtain CDBG housing improvement grants to address housing deficiencies throughout the neighborhood	Short	SENA City planner City Council KVCAP	Grants
(2) Strictly enforce the existing off-street parking requirements. Housing conversion into additional units should not be allowed unless adequate parking is provided.	Short	CEO City planner	N/A
(3) Actively enforce the City Property Maintenance Code and applicable Building and Zoning Regulations to ensure buildings are maintained.	Short	CEO SENA	N/A
(4) Develop a strategy with the Police Department to address drug activity throughout the neighborhood.	Short	SENA Police	N/A
(5) Actively support the Teen Center and the Learning Center.	Short	SENA KVCAP Alfond GWCC*	N/A
(6) Fund the position for a South End Community Police Officer.	Short	SENA Police City Council KVCAP	City budget
(7) Continue to address quality of life issues through activities such as clean up day and other programs.	Short	SENA Public Wk	Grants
(8) The priority re-use of tax acquired property is for the following: open space, parking, snow storage, and pathways. The South End Neighborhood Association and the City will decide the specific use of the property as per City Council Order # 31-2001.	Short	SENA City planner .	N/A

* GWCC = Greater Waterville Communities for Children

Objectives	Priority	Partners	Funding
(9) Reinvigorate the neighborhood redevelopment fund as per City Council Resolution # 65-2003. The fund may include contributions from municipal, private and grant sources. An oversight board made up of South End residents and business leaders should manage the fund.	Short.	SENA City Mgr. City Council	Grants Donations
(10) Seek and obtain funding for families to purchase and repair homes for their own occupancy.	Mid	SENA City planner KVCAP	Grants
(11) Inventory the neighborhood's historic buildings and places and distribute this information to residents. Develop a strategy to promote and preserve the historic character of the neighborhood.	Mid	SENA City planner	N/A
(12) Create a Disorderly House Ordinance to allow the City to address apartment buildings where criminal activity takes place undeterred by landlords.	Mid	Police SENA City Mgr.	N/A
(13) Develop procedures to ensure rental housing is in compliance with all applicable housing and building codes.	Mid	CEO City planner SENA Waterville Housing	N/A
(14) Reduce the number of multi-family buildings containing more than 4 dwelling units by promoting owner occupancy, aggressive zoning and building code enforcement and strict off-street parking requirements.	Long	SENA CEO City planner	N/A
(15) Target the priority improvement areas of the neighborhood for the following improvements: small parks, parking lots, snow storage, pathways, and reduction of multi-family units. Make these improvements as opportunities arise due to tax-acquired property, building removal, land donation and the availability of funds to purchase property.	Long	SENA City planner Fund board	Grants South End fund

Background Information

Parks and Recreation

City parks and recreational resources available in the South End include the following:

Green Street Park

The Green Street Park is mostly an open grassed area that includes a new skate board area, a few playground pieces and a hillside along Summer Street which is a popular sledding area.

Grove Street Park

The Grove Street Park contains a full size basketball court and playground equipment. The basketball court is being renovated and some new playground equipment will be installed. This work started in the spring of 2006.

Moor Street Park

The Moor Street Park is a small pocket park that contains some playground equipment and is a popular spot for area children.

Couture Field

Couture Field contains a baseball diamond and is used extensively for league games and neighborhood children.

Kennebec River Boat Landing

A boat launch and parking area is located on south Water Street and provides access into the River.

Recreational Programs

City operated recreational programs are offered to all City residents.

Private and Other Recreational Resources

Kennebec Valley Community Action Agency provides a range of services throughout the region and has a playground at its facility on Water Street, which is open to area children. The Agency allows the Neighborhood Association to use its meeting rooms and has been an active supporter of neighborhood improvement efforts.

Kennebec River Nature Area

Island Park, a nature area located on an island currently owned by Florida Power and Light is accessible to the public. A nature trail winds through the island and provides an opportunity to view some interesting riverine habitat.

Muskie Center/ Senior Spectrum

The Senior Center located on Gold Street offers a variety of programs to area seniors.

Alfond Youth Center offers a variety of recreational programs at the Teen Center located in a building provided by the Kennebec Valley Community Action Program on Libby Court.

South End Learning Center is operated by the Greater Waterville Communities for Children at the Baptist Church located on Water Street

Parks provide space for both active and passive recreation, community events, family gatherings, and informal meetings. They are important spaces for residents to stroll, play with their children, watch a ball game, fly a kite, or just meet neighbors. Their importance increases in areas that lack sufficient private yard space. A number of areas especially along Water Street between Grove and Gold Streets contain a high density of housing. Many properties have very small yards and children often play in the street and compete with automobiles for space. Other areas of the neighborhood especially between Summer and Silver Streets contain larger lots.

Land for new parks and improvements for existing parks are expensive. The City must address the recreational needs of all its citizens and expend its resources throughout all its neighborhoods. Despite funding limitations, the South End Neighborhood needs to identify local needs and begin the process to improve parks and add new facilities. It is anticipated that many of the recreational objectives for new facilities will take longer than the 20-year window envisioned by this plan.

Obtaining and financing land purchases will be subject to the availability of suitable land on the market. This restraint will also affect plans for parking improvements, and housing removal. It is advisable for the Neighborhood Association to develop a mutual strategy with the City to take advantage of tax acquired properties and use the property or proceeds to advance neighborhood improvements.

Transportation and Infrastructure

The City maintains the road network according to a road improvement plan, which is coordinated with the Kennebec Water District and the Waterville Sewerage District. The State also plays a significant role since it is responsible for a number of important routes throughout the City including Silver, Grove and Water Streets in the South End. Currently both Grove and Water Streets are scheduled to be improved. However, the State has delayed work due to funding problems. Grove and Water Streets are principal routes serving the Kennebec Sanitary Treatment District facility located on Water Street.

The South End has a number of unique road issues mostly due to narrow roads that serve areas with dense housing. The following streets are in this category: Pine, Paris, Halde, Moor, Carrean, Carey, King, Libby, South Water, Redington, and Veteran. Problems include: lack of parking, narrow roadways, structures located close to the road, lack of snow storage, and sharp turns. The City has developed a number of strategies to cope with these roads and snow removal is the most problematic.

The primary travel and pedestrian routes in the neighborhood include Water, Summer, Silver, Grove, Gold, Redington and Sherwin Streets. Sidewalks should be located on at least one side along these streets.

The essential connection points to areas outside of the neighborhood include the intersections of Water and Silver Streets with Spring Street, Grove Street and Carter Memorial Drive, and the length of Silver Street. The intersection of Grove Street and Carter Memorial Drive lacks sidewalks. Sidewalks along Silver Street do not extend on both sides of the roadway along its

entire length. The pedestrian crossing lights connecting Water and Silver Streets to the downtown are not functioning.

Sherwin, Redington and Gold Streets connect Water, Summer and Silver Streets and provide a valuable pedestrian link through the neighborhood. The Area between Grove and Gold Streets does not have a through pedestrian way linking Water Street into Summer and Silver Streets.

Road and sidewalk improvements are expensive capital items. Likewise sewer, water and stormwater improvements are also costly. The City is required to plan and schedule improvements based on a citywide priority and often work in neighborhoods will take time to address. The South End Neighborhood can take advantage of infrastructure improvement grants from the CDBG Program because it meets low-income guidelines. While many of the transportation objectives contained in this plan will take time to implement, it is important that the plan recommendations are placed on the City capital improvement schedule.

It will be difficult to remedy many of the narrow streets and the associated parking and snow removal problems. Some long-term possibilities include lowering housing densities along some streets and providing off-street parking lots accessible to residents. Some of these ideas will be discussed in the Housing Section of this plan.

The Kennebec Valley Community Action Program Transportation Program operates a fixed-route public bus service that is used heavily by South End residents. Other transportation services includes the KV Van which serves, on average, 30 to 40 South End residents each day. These services are essential to seniors, disabled and low-income residents.

Commercial

The South End is predominately a residential neighborhood with some commercial, educational, and social land use activities. Commercial activities are focused mostly along the north portion of Water Street, and along Silver Street between Redington and Spring Streets. Other commercial activities are scattered throughout the neighborhood. The principal commercial activities include three former mill buildings, a credit union, a natural food store, an outside recreational area and ice cream stand, and a few small stores and restaurants.

Most of the neighborhood is zoned residential. The commercial zones are along Silver Street between Sherwin and Spring Streets, a portion of Water Street near Spring Street, and a strip of land along the west side of Water Street extending to King Street.

The few commercial activities located within the neighborhood's residential districts appear to coexist well with the surrounding homes. There are three small stores in the neighborhood and two restaurants along Water Street. The existing commercial activities may remain, and it is important that any new uses that may replace them be designed to respect the character of the neighborhood. Specific neighborhood performance standards would ensure that future commercial redevelopment would fit into the neighborhood.

The renovation of the three former mill buildings along Water Street could help to improve the City's economy, the downtown, and the South End. The proposed mix of commercial and residential uses will attract new investment into the downtown and the South End. The mill redevelopment could also create new housing and a variety of new businesses.

Housing and Quality of Life

The South End is a residential neighborhood with a mix of both commercial and social land uses. Summer Street generally divides the neighborhood between a more dense area of homes on the East Side from the West Side's larger lots. The following housing data was taken from the Waterville Housing Assessment completed in 2002 and funded by the CDBG Grant program.

Structure Types

Structure Type	# of structures	% structures	# units	% units
Single family and mobile	377	58%	377	31.7%
Two family	178	27.3%	356	30%
Three family	34	5.2%	102	8.6%
Four family	29	4.4%	116	9.8%
Five family	15	2.1%	75	5.9%
Six family	12	1.8%	72	6%
Eight family	2	0.3%	16	1.3%
Ten family (10 unit condo)	1	0.1%	10	0.9%
Eleven family	1	0.1%	11	0.9%
Twenty three elderly unit	1	0.1%	23	1.9%
Twenty eight (elderly unit)	1	0.1%	28	2.3%
Totals	651 structures		1,186 units	

Most residential structures consist of one and two family dwellings, which total 555 buildings. They make up 85% of all structures and 61.7 % of the total number of dwelling units in the neighborhood. The percentage of one and two family units in the South End is 6% less than the overall citywide percentage.

Housing Condition

The Waterville Housing Assessment included a housing condition assessment for the South End neighborhood. The assessment included some onsite inspections and a windshield survey to rate each residential structure on a scale of one to four. A rating of one or two indicated a structure in good condition and a rating of three or four indicated serious defects and problems that required a combination of both structural and maintenance repairs.

Housing Condition of Structures: Total 650 residential structures

Rated # 1	Total of 52 structures	8%
Rated # 2	Total of 503 structures	77.3%
Rated # 3	Total of 87 structures	13.4%
Rated # 4	Total of 9 structures	1.4%

Housing Condition of Residential Units Total of 1,186 units

Rated # 1	Total of 82 units	6.9%
Rated # 2	Total of 895 units	75.5%
Rated # 3	Total of 194 units	16.4%
Rated # 4	Total 15 units	1.2%

A total of 96 structures containing 209 units are included in category, three and four which indicates a need for structural and maintenance repair. This makes up 15% of the total number of structures in the neighborhood.

The majority of both structures and units are in good condition. However, most of the structures and units are in category two, which indicates a need for some maintenance and repair typical of an older housing stock.

The neighborhood contains three residential zoning districts. The RB District has a minimum lot size of 10,000 square feet and is located in an area bounded by Summer Street, Grove Street, Silver Street and Kimball Street. The RC District has a minimum lot size of 7,500 square feet and encompasses the East Side of the neighborhood between Summer and Water streets. A small RD District with a minimum lot size of 15,000 square feet is bounded by Kimball Street, Summer Street, Sherwin Street and Silver Street.

A dense area of single and multi-family housing is located along the East Side of the neighborhood between Water and Summer streets. The highest density of housing is located along the following streets: Pine, Paris, Moor, Carrean, King, Halde, Carey, Libby, Gray and Veteran. The most acute problems in these areas include: lack of parking, lack of open space and private yards, difficulties with snow plowing and snow storage, small lot sizes and narrow streets. A priority is to address these problems with a range of both short and long term strategies.

A museum in the street was recently developed to celebrate the French heritage of the neighborhood. The neighborhood has a rich cultural history and displays a unique character in its housing. Future redevelopment and housing renovations should respect the heritage and character of the neighborhood. The neighborhood association and the City could begin a dialogue to seek ways to preserve and enhance the distinct style of the South End.

The City recently increased the off street parking requirements for residential structures from 1½ spaces to 2 spaces per dwelling unit. The number of spaces increases for structures with more than 6 dwelling units. It is critical for the City to enforce these parking requirements to make sure that the existing parking problems in the neighborhood are not increased. The housing density in this neighborhood was well suited for people working in nearby mills. Today, most people need an automobile to get to work and obtain goods and services. Strategies to find ways to provide off street parking are critical to improve the housing quality in many parts of the neighborhood.

Improvements in quality of life issues are important for the continued health and vitality of the neighborhood. The on-going presence of a community police officer, teen center, neighborhood clean-up days, park upgrades, and community events are essential for the neighborhood's renaissance. The South End Neighborhood Association is the catalysts for continued quality of life improvements.

Housing and quality of life improvements will require a tremendous commitment in time, resources and funds. The task of locating and obtaining funds from the city and grant resources will be as difficult as maintaining the commitment and energy within the neighborhood to work for change. However, it is critical for the South End Neighborhood Association to make small changes and accomplish short-term goals. At the same time, they must slowly work towards accomplishing many of the longer term housing objectives. Many of the housing objectives will be difficult to achieve but they are still important for the neighborhood's future vitality.