1996

Looking at Market Square: Toward A Development Concept For Chicopee Center

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LOOKING AT MARKET SQUARE:
TOWARD A DEVELOPMENT CONCEPT
FOR CHICOPEE CENTER

Fall 1996
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EXECUTIVE SUMMARY

This report presents a series of marketing and economic development strategies for the central business district in Chicopee Center known as the Market Square area. The City of Chicopee, along with the cities of Holyoke and Springfield, is part of the urban center of the Pioneer Valley region. Like many older industrial cities, and like many cities with a small downtown area, Chicopee finds its economic fortunes at an ebb. Although Chicopee is certainly not a city in distress, it is believed that steps should be taken to ensure that the Market Square area does not slip into serious decline. There is every reason to believe that a concerted effort by all concerned parties could help Market Square fulfill the promise of its people and its potential. It is the hope of the researchers of this report that this document will be of use in determining the best course to take in moving toward that goal.

The work for this project involved a number of elements. Prominent among them were an analysis of demographic and market information for the Market Square area; collecting feedback from local business owners; a visual survey of the physical environment of the area; and an assessment of the development potential of certain key parcels in the area. From all the information-gathering and analysis emerged a series of strategies for the marketing and economic development of Market Square. Some strategies relate to specific parcels, and others apply to the area as a whole.

To understand Chicopee today, one must learn about the Chicopee of yesterday. A brief overview of the long history of this old Massachusetts city highlights its industrial character and its long-standing association with immigrant populations. The present physical form of Market Square derives from its past as a center for manufacturing and mill facilities. The abundance of red brick serves as a visible tie to history, and this is among Market Square’s most important assets.
During its industrial heyday, Market Square was home to thousands of mill workers. Today, the population of Market Square is smaller, and its residents tend to be older, but the area remains a significant residential neighborhood. As for the types of employment available in the area, Market Square is still home to a relatively high concentration of manufacturing. Manufacturing firms account for most area employment, but employment growth is in such sectors as retail trade, services, and the sector encompassing finance, insurance, and real estate.

As Market Square and the entire northeastern United States felt the contractions of mature manufacturing industries over the last thirty years, the City of Chicopee devised a number of proposals for the redevelopment of Market Square. A review of these proposals shows that the emphasis has largely been on physical improvements. As a result, the physical form of Market Square is one of its greatest assets, but a need for a more comprehensive economic development strategy still exists.

Market information about residents in the Market Square area and its immediate neighborhoods paints a picture of a stable middle class community whose residents value pride of place and are interested in improving their homes and enjoying their families. Businesses locating in Market Square that want to draw from a local customer base should be compatible with these values. By and large, the business owners in the area share this pride of place and are interested in making Market Square work. They see that the success of the area depends on the development of neighborhoods as well as manufacturing industry and commercial and retail business.

The interaction of these three forms of land use have resulted in a unique physical appearance that is suffused with character. A summary of a visual survey conducted in Market Square describes patterns of land use, open space, and circulation. Proposed strategies take the landscape of Market Square into account when making recommendations for the future of the area.
Five important pieces of this area are given particular attention in this report: the Rivoli Theater building, the Ferris building, the Masonic Temple, the former Mathis Oldsmobile property, and the vacant lot opposite Cabotville Industrial Park. Research was conducted into the status and the particulars of these parcels, and detailed information is summarized in tables that are attached to this document in the Appendix. The development potential of each is assessed, and specific strategies are recommended for each. A summary of these recommendations follows this section.

In proposing strategies for the economic development of Market Square, established downtown revitalization programs were examined for their suitability. Program objectives and requirements are discussed for four such programs.

Strategy recommendations are also made for the Market Square area as a whole. A summary of these broader recommendations also follows this section. These recommendations are concerned with setting a variety of standards for the Market Square area, as well as with the possibility of establishing a “grand idea” for the development of the area.

The development potential of Market Square is substantial. An economic development strategy that addresses the concerns of residents, employees, and business owners of the entire area will be necessary to harness this potential. A piecemeal approach to development will likely yield piecemeal results, but a strategy developed and implemented by the entire community will be more likely to produce benefits for all. This report is presented as a step toward establishing that inclusive development strategy.
SUMMARY OF RECOMMENDATIONS

Recommendations for Key Parcels

Rivoli Theater
The Rivoli Theater has been the cultural anchor and center point for family entertainment through the years. Its importance to the Market Square area should not be underestimated.

- Improve building appearance through minor cosmetic improvements.
- Renovate the theater, retaining it as the anchor for future expansion of nighttime activities in Market Square.

Ferris Building
The Ferris Building is a vital component to stabilizing the Market Square commercial core. Its strategic location and importance as a commercial center demands focused attention to quickly secure durable and diverse tenants.

- Remove the building’s gray metal facade to uncover the original red brick.
- Renovate the parking lot across the street to improve the appeal of the location.
- Improve landscaping to add greenery and improve streetscape connectivity.

Masonic Temple
With 3,578 square feet of space, lovely architectural detail, and a superior location, the Masonic Temple should be a priority for Market Square redevelopment. The building represents a significant asset to the city, the property offers real options for commercial reuse, and the property owner is currently looking for feasible redevelopment ideas.

- Convert the Masonic Temple into a professional building.
- Add the parcel to the National Register of Historic Places.

Mathis Oldsmobile Property
The former Mathis Oldsmobile property represents a gateway and endpoint into Chicopee Center. As such, its development is crucial to the development of Market Square.

- Improve the appearance of the property, particularly the parking areas.
- Create new commercial space that takes advantage of the buildings large display windows and ample parking.
- Establish an ethnic marketplace that takes advantage of Chicopee’s cultural diversity.

Vacant Lot in Front of the Cabotville Industrial Park
The vacant lot is centrally situated in Market Square and represents a significant opportunity for the redevelopment of the area.

- Redevelopment of the lots should add to the architectural heritage of Market Square.
- Build a new library and historical center on the lot.
Strategy Recommendations for Market Square Area

- Develop a Promotional Campaign for the Market Square Area

- Improve the Functional and Aesthetic Design of Market Square
  - Improve the physical design of Market Square.
  - Create a corridor standard for Exchange and Center Streets.
  - Create sign standards for the commercial core of Market Square.
  - Create parking standards for Market Square.
  - Create community “gateways” into Market Square area.
  - Improve circulation patterns.
  - Make landscaping improvements in certain key areas.

- Address Economic Development Issues
  - Build on existing area strengths.
  - Make concerted efforts at business retention and attraction.
  - Develop special activity generators.

- Establish an Umbrella Organization to Coordinate Development Efforts

- The “Grand Idea”
  - Develop an ethnic marketplace.
  - Create a combined library/municipal government center.
  - Develop a nostalgia-based marketing theme.
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1 INTRODUCTION

The purpose of this study is to prepare a marketing and economic development strategy for the Market Square central business district of Chicopee Center. Along with the cities of Springfield and Holyoke, the city of Chicopee is part of the urban center of the Pioneer Valley region (see Figures 1.1 and 1.2). The Market Square area is an established center of commercial, retail, and industrial activity, as well as home to residential neighborhoods (see Figure 1.3). Like many older industrial cities, Chicopee finds itself in a period of stagnation. Although Chicopee is not a city in distress, the Office of Community Development believes that unless steps are taken to reverse decline, the condition of Chicopee Center will deteriorate. Given the inherent strengths and assets of the Market Square area, it is believed that a marketing and economic development strategy will lead the area into a period of growth.

Figure 1.1 Map of Massachusetts Showing Location of Chicopee

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Figure 1.2 Map of Chicopee Showing Location of Market Square
Looking At Market Square:
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The preparation of this marketing and economic development strategy included the following elements:

1.1 Parcel Development Strategy

The study will conduct an elementary analysis of the central business district's development potential, with a focus on several key parcels that appear to have the most potential for reuse. Five such parcels have been identified: the Rivoli Theater block, the Ferris building, the Masonic Temple, the former Mathis Oldsmobile property, and the vacant lot in front of Cabotville Industrial Park.

1.2 Unified Strategy

There have been a number of strategies proposed for Chicopee and for Chicopee Center over the last 15 years. The study will review these proposals, determine which have been done, select those which are still viable, and unify these in a single document.

1.3 Market Study

The study will conduct a market study of the Market Square area and how it relates to the region. The following market aspects will be emphasized: the demographics and economic history of the community, the current regional market and identifiable trends, and potential linkages with the region to improve the economic climate.

1.4 Program Assessment

The study will make an assessment of whether the Main Street Program, a Business Improvement District, or another proven downtown revitalization tool makes sense in the Chicopee Center context.
2 HISTORICAL OVERVIEW

The built form of cities reflects our cultural and economic heritage. The types of buildings and their style and shape, the street patterns, and even what has survived over the decades demonstrates what past and present generations have considered important. Chicopee, which has been settled since 1641, is a perfect example of this reflection. Following is a brief economic history of Chicopee, including the built forms which have and have not survived to the present day.

2.1 Early History

At first, Chicopee's soils, derived from the bottomlands of the Connecticut river, made it attractive for agriculture. Additionally, its prime location at the confluence of the Chicopee and Connecticut rivers made it appealing for settlement. The tremendous waterpower potential of the Chicopee river, which falls 70 feet within the city's borders, went unnoticed until the early 1800s. At that time, Edmund Dwight, a member of Hampden County's wealthiest family, contacted the powerful Boston Associates with a provocative investment idea. He suggested harnessing the waterpower of the Chicopee River for textile mills.

The backing of the Boston Associates, who had made their fortunes from shipping and were interested in textile mills, changed the face of many Boston neighborhoods and other Massachusetts towns. In Chicopee's case, when they opened Dwight Cotton Textile Mills in 1830, they ushered in the industrial era. The Dwight Mills building survives today, as an incubator and home to small businesses. The center of Chicopee was originally named Cabotville for Samuel Cabot, one of the investors.
In 1834, Ames Manufacturing Company located next to Dwight Cotton Mills. At one time, Ames produced machinery, knives, swords, guns, cannons, and a variety of bronze and brass products. The Ames Manufacturing Company has now been converted to riverside apartments.

Theodore White, an historian of the time, waxed eloquently about Chicopee:

Here in this tiny quadrangle of New England, an outburst of Yankee genius invented the technology of America and the modern world. All the arcane secrets of machine tools, precision machinery, interchangeable parts, mass production...have been worked out here first, later to be generalized over America’s mighty industrial system. All the things which lie at the root of America’s industrial might, all have been born in this tiny enclave of New England hills.

Between 1832 and 1841, mill housing was constructed for the workers. At one time, there were over 29 boarding houses for the mill workers. Although much of the housing has since been razed, some remains, and has been designated a historic district.

2.2 The Industrial Boom

In 1848, Chicopee officially became a town. Chicopee's economy was greatly expanded as a result of the later outbreak of the Civil War. The factories produced weaponry and uniforms for the Union soldiers. By 1864 the Ames Manufacturing Company was the largest producer of sidearms in the country. The Chicopee town hall, with its 450-foot tower, was built in 1871. The design was possibly patterned after a building in Florence, Italy, but certainly its similarity to the grand churches of the time is unmistakable. It is the city's most distinctive landmark.

By the late 1800s, Chicopee was second only to Lowell in industrial output. It gained a worldwide reputation for producing exceptional quality agricultural tools, firearms, cutlery, silverware, swords, and sabers. The bronze doors to the East wing entrances to both the House and the Senate chambers in the nation’s Capitol were produced by the Chicopee Bronze Foundry and the Ames Sword Company.
The surge in industry supported a growing population. From 1860 to 1890, Chicopee went from 7,261 inhabitants to 25,401. In 1890, Chicopee was incorporated as a city. At the end of the 19th and the beginning of the 20th centuries, it was extremely prosperous. In 1892, Charles Duryea built the first gasoline-powered automobile, probably at his Chicopee plant. In 1901, Fisk Rubber Company—later bought out by Uniroyal—began producing rubber tires in Chicopee Falls. Also at the beginning of the 20th century, A.G. Spaulding and Brothers—now Spaulding Sports Worldwide—was producing the Overman bicycle, baseball gloves, and other sporting goods equipment in Chicopee. In 1920, the Chicopee library, an important architectural landmark next to the city hall, was built.

The industrial boom showed ominous signs of weakening in the early 20th century. In 1894, Dwight Manufacturing Company had moved its base of operations to Alabama, and by 1927, it closed its Chicopee plant. Other mills also sought the cheaper labor in the south. The Ames Manufacturing Company declined after the Civil War, though it attempted to diversify. By the time of World War I, it had closed.

2.3 Modern Day Chicopee

When the federal government felt the need for an air base in New England to protect the Northeast United States, Chicopee aggressively sought it. In 1939, Westover Air Force Base was built in Chicopee Falls. The base covered 5,000 acres and served as a training site for the Army Air Corps. After World War II, it was the central hub for the Berlin airlift. From the end of the war until 1955, Westover was the primary New England facility for the Military Airlift Transport Service. From 1955 until 1974, it was one of the largest Strategic Airlift Command (SAC) bases in the country. In 1974 Westover was decommissioned as an active base. About 2,000 acres were sold and much of the land is now serving new uses as industrial parks. Today, Westover is the largest Air Force Reserve base in the country.
The buildings which survive from the industrial era provide a moving testament to the vitality and pride of that time. Some buildings, demolished like the railroad station, fell victim to the changing times, but those which remain carry Chicopee through the future with solid connections to a vital past.

Chicopee's history demonstrates that it has always had a vigorous, tenacious, diversified economy. While nearby cities which had specialized in only limited types of production now have severely distressed economies, Chicopee retains some economic vitality. Although it has certainly suffered from the decline of the industrial and military era, its diversified economic base and room for expansion place it in a good position for further growth.
3 CURRENT TRENDS

This section takes a look at recent data about the people and the economy of Chicopee and of Market Square. Trends are noted regarding the size and composition of the population, with an emphasis on such characteristics as age, race, and ethnicity. The characteristics of households in the area are examined, as are features of the housing stock. Finally, information regarding the economy of Chicopee is presented, including data on economic indicators, as well as a description of the types of industry and the labor market located in Chicopee.

3.1 Demographic Trends

3.1.1 Age

The City of Chicopee, with a population of 56,632 in 1993, has experienced a slight increase in population since 1980. This rate of growth has decreased from 2.8% growth to 1.5% over the last 5 years (MISER, Community Profiles). However the Market Square Census Tract (8109.01), which is the target area of this study, decreased slightly between 1970 and 1980, when its population fell from almost 8000 to just over 6000 residents, as depicted in Figure 3.1 (1990 U.S. Census).

Since 1990 the population of Market Square has increased slightly, and the number of elderly and children under 18 has grown somewhat. Figure 3.3 depicts the changes in the size of certain age and ethnic segments of the population. The largest age groups of the Market Square population in 1990 were the cohorts of 0-4 years, 25-29 years, and 30-34 years (see Figure 3.2). The 55-79 age group also makes up a sizable portion. In comparison to the entire City of Chicopee, the Market Square tract had a higher percentage of elderly residents, more than 21% as opposed to about 16% for the city and about 14% for the State of Massachusetts (see Figure 3.4) (1990 U.S. Census). The shift in age composition from mostly labor age residents to larger
proportions of children and the elderly has challenged downtown businesses for the past twenty years to shift their services towards the needs of the current residents as well as to aim to attract customers from outside the downtown area.

**Figure 3.1** Population Change 1970 - 1990 for Market Square and Chicopee Center South

![Population Change Graph](image)

Source: U.S. Census
Figure 3.2 Population Age Pyramid, Market Square

<table>
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Source: U.S. Census

3.1.2 Ethnicity

The City of Chicopee is quite well known for its large Polish community, primarily thanks to the Kielbasa Festival which was held annually until this year. However, its ethnic diversity also includes a close-knit Portuguese community and many French Canadians who came earlier. It has always had a large immigrant population, most recently including a number of Puerto Rican and other Latin American residents (Crane Consulting Group). (See Figure 3.3 for change in ethnicity and age from 1970-1990.)

Chicopee Center, which roughly corresponds with the Market Square Census Tract 8109.01, along with the Sandy Hill planning area, had the largest proportion of residents of Polish ancestry, at 43% and 44% respectively in 1980. Chicopee Center also had the largest
Portuguese population, at 7%, and the second largest proportion of French Canadians at 22% (Statistical Summary of Planning Areas). Of all these residents, 86% were native born, although many continued to speak their traditional languages at home. As of 1990 Hispanic residents made up about 6% of the Market Square population, more than for the city as a whole and slightly more than the state proportion (see Figure 3.4) (U.S. Census).

**Figure 3.3** Change in Certain Segments of Population, Market Square and Chicopee Center

![Graph showing change in certain segments of population](image)

Source: U.S. Census
Overall the City of Chicopee is quite homogenous racially, as 93.9% of its residents in 1990 were white, and only about 3% were minorities (Community Profiles, 1993). Despite this seeming homogeneity, the ethnic and linguistic diversity of Chicopee and especially of the Market Square downtown area is apparent in its architecture and specialty businesses. Businesses which provide unique ethnic goods and services have been shown to be quite successful, often drawing in customers from large areas, and this is and can be one of the focal points for the downtown strategy.
3.2 Household Characteristics and Housing Stock

The Market Square Census Tract had a higher proportion of households with incomes below the poverty level as well as female-headed households than did the rest of the City in 1990 (see Figures 3.4 and 3.5). Additionally, close to 60% of the residents of Market Square have low to moderate income levels, as opposed to just over 40% for the city as a whole (see Figure 3.5) (1990 U.S. Census). The median household income for the Market Square Tract was less than $20,000 per year, versus close to $30,000 for the City and over $35,000 for the State (Brown, 1996). These income levels can help indicate the market for those downtown businesses wishing to cater to the local residents, as well as which types of social services might be needed in these neighborhoods.

Figure 3.5 Percent of Population of Low-Moderate and Below Poverty Income Levels, 1990

![Bar chart showing percent of population of low-moderate and below poverty income levels for City and Market Square in 1990.]

Source: U.S. Census
As may be expected considering local income levels, a large portion of the housing units in Market Square are rental units, 69% as compared to 39.8% for the entire City (see Figures 3.6-3.7) (1990 U.S. Census). One significant facet of the Market Square area is the relatively high rate of vacancy in its housing units, over 6% (note that commercial property in this tract also has a high vacancy rate), which is also higher than for the City (Brown, 1996).

**Figure 3.6 Housing Ownership Rates, City of Chicopee, 1990**

![Diagram showing housing ownership rates in Chicopee]

Source: U.S. Census

**Figure 3.7 Housing Ownership Rates, Market Square, 1990**

![Diagram showing housing ownership rates in Market Square]

Source: U.S. Census
This high vacancy rate may be explained in part by the quality or condition of the units in Market Square, which are very old. Over 90% of housing units are more than 30 years old, close to 70% are over 50 years old, and many are in need of repair (Brown, 1996). There is also some public housing in this tract. A lack of demand for housing in the downtown has been attributed to the age and condition of the housing units. Conversely, this lack of demand has been used as reasoning not to invest in upgrading and refurbishing many of these units.
3.3 Economic Trends

3.3.1 Industry Types: Location Quotients

In analyzing the current economic situation of Chicopee and the Market Square study area, the study calculated location quotients for eight major industrial categories. The location quotient is an index that measures the relative size of an industry in a smaller economy and compares it to the relative size of that industry in the larger, surrounding economy. A location quotient equal to one indicates that an industry makes up the same proportion of the smaller economy as it does in the larger economy. A location quotient greater than one indicates that the smaller economy is producing more of a certain good or service than it consumes, and therefore must be “exporting” to the larger economy. Industries that export, or sell to clients outside of the local economy, are called “basic” industries. These industries bring outside dollars into the local economy, and these dollars have a beneficial multiplier effect as they move through the economy. Basic industries, therefore, are vital to a healthy local economy.

Using average annual employment as a measure, the study compared the City of Chicopee to the Springfield Metropolitan Statistical Area (MSA) and to the State of Massachusetts. The study also calculated a location quotient at a very local level, comparing the industries located within block groups 4 - 6 of the Market Square Census Tract to those in the entire City. Industries located in Chicopee that were found to be basic when compared to the state and the greater Springfield area include: Manufacturing; Transportation, Communications, and Utilities; Construction; and Wholesale/Retail. Within Chicopee itself, industries located in Market Square that were found to be basic when compared to the entire City of Chicopee include: Manufacturing; Finance, Insurance, and Real Estate; Construction; and Wholesale.

The study also calculated location quotients for the individual sectors of retail trade, service industries, and manufacturing using two-digit Standard Industrial Classification (SIC) codes. This
was done according to the number of establishments, found in the 1992 Census for each sector, rather than the number of employees. Some conclusions of those calculations are summarized below in Table 3.1.

**Table 3.1 Basic and Non-Basic Industries in City of Chicopee**

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<td>Wholesale and Retail Trade (including: General Merchandise, Food, Automotive, Eating/Drinking, and Drug and Propriety Retail)</td>
<td>Services (including: Business Services, Amusement/Recreation, Health, Legal, Social, and Engineering/Accounting etc.)</td>
</tr>
<tr>
<td>Transportation, Communication and Utilities</td>
<td>Finance, Insurance, and Real Estate</td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
</tbody>
</table>

Source: 1992 Censuses of Manufacturing, Retail, and Service Industries, 1994 Massachusetts DET.

### 3.3.2 Labor Classification

The largest number of employees in Block Groups 4-6 of the Market Square Tract are overwhelmingly in manufacturing (see Figure 3.8). For all the industrial categories, the largest occupation type for that area is machine operators/lab technicians, followed by technicians (see Figure 3.9) (Brown, 1996). These statistics explain in part the income level data for this area. There can be several approaches to strategizing for an area with these economic features - either attempt to attract industry which matches the occupational type of the local residents, or attempt to attract industry which will provide jobs of occupational types which traditionally pay higher salaries, and possibly include job training for local residents if necessary. The type of jobs located
in this downtown area and the resulting salary levels will have a direct effect on local retail businesses and should guide future retail development.

**Figure 3.8** Employment by SIC Code in Market Square

![Employment by SIC Code in Block Groups 4-6 of Market Square Tract 8109.01](image)

Source: Brown, 1996
Figure 3.9  Occupation Types for Market Square

Source: Brown, 1996
ANALYSIS OF PAST STRATEGIES

This is not a comprehensive history of planning efforts, but rather a summary of relevant points about past planning strategies for downtown Chicopee. In order to know what can be proposed for downtown Chicopee for the present and future, it is necessary to know what has been proposed in the past, what was implemented and what was not, and why it was not implemented. This information is also necessary in order to understand current dynamics of the Market Square area and of the all downtown area.

4.1 The 1966 Master Plan

In relation to Chicopee Center, the 1966 master plan proposed this area for redevelopment under urban renewal, mainly because the area was the oldest area of commercial enterprise and also the one which had shown the most signs of deterioration. It also proposed that the area would be reestablished with an orientation towards transportation and industry. The substantial loss of property values in the downtown was another reason for the plan's recommendation that the rehabilitation of Chicopee center only could be encouraged through drastic means, such as redevelopment and reconstruction on a broad scale.

Another finding of the master plan was that 91.5% of the total acreage in Chicopee center was devoted to commercial uses, and because many of the commercial structures were vacant, the plan questioned if such a large area would be required for commercial enterprise. In relation to the public buildings located in downtown, such as fire stations and City Hall, the plan noted their lack of maintenance, and for the Central Library it recommended a substantial addition.

4.2 "Renaissance" of Chicopee Center

In 1974, Chicopee City Planner Leslie Brielacki submitted a preliminary plan for a "new" Chicopee Center. The plan included a mall-type setting for the Market Square area. Under the
plan the Plaza would become a pedestrian mall oriented to business and civic life as well as buildings to handle cultural events. The mall would be designed with pedestrian walkways, and within the area water fountains would be located along with appropriate landscaping and exhibits. The plan's author argued that the plan would renew the center's appearance, increase the flow of business, encourage new businesses to locate within the area and ensure the rehabilitation of residential areas (Daily News 1974).

The plan proposed that all traffic and parking would be banned from Market Square and Exchange Street to Cabot Street, lower Springfield Street (at the bottom of the hill and around all municipal buildings) to create the Plaza. To handle parking the plan included three off-street parking areas that would accommodate 1,100 cars. The plan also called for parking to be held to one side only on most streets (Daily News 1974).

As for Chicopee Center traffic, Cabot street would take the place of Center Street in handling the brunt of cars and serve as the main artery to the Davitt Memorial Bridge, merging with traffic on Exchange Street to and from the bridge. Center Street would loop into lower Springfield Street at Spring Street and cut across to Front Street at the bottom of Spring Street hill. The plan would also eliminate the need for any one-way streets, except for Spring Street which would remain as it was then, funneling traffic from Front to Springfield (Daily News 1974).

With this plan, all the major buildings in the City center would remain at their present locations, including City Hall, the city library, banks, and major businesses. For the Rivoli building on Springfield Street, the plan offered different possibilities. One was putting a wing on the library and tying it with the Rivoli to create additional office space for municipal agencies. Another could be converting the entire building into a mini civic center or converting the theater portion into a city auditorium (Daily News 1974). The plan contended that if it were implemented it would be revolutionary for the city. It was not implemented.
4.3 Downtown Projects between 1974 and 1977

From 1974 to 1977 a local newspaper described downtown Chicopee as an area subject to neglect, political corruption and abuse. However, by 1977 a generalized hope for downtown Chicopee could be found among developers. One Chicopee developer stated "within the next decade, Chicopee is going to be one of the most dynamic commercial centers in Western Massachusetts" (Fogarty 1977).

This hope was due to the intense interest on the part of the city government in the downtown area. From 1974 to 1977 Chicopee received $1.7 million in federal Community Development Block Grant funds. Much of this was spent in downtown area (Fogarty 1977). Despite all this investment, the business owners had reasons to be reluctant to participate. They said that the city had promised several projects to revitalize downtown, but never completed them. In addition to the federal Community Development Block Grant funds, in October 1977, Chicopee Savings Bank created a unique downtown development corporation to provide low interest loans to businessmen interested in sprucing up their buildings.

During this time period several developers bought buildings in downtown Chicopee. An example was the 130-year-old Exchange block (264-270 on Exchange Street) that was bought with the idea that it could be "the key block in the revitalization of downtown Chicopee". Its location, near the Polish national Credit Union on Exchange Street and the Ferris store complex on Center Street, is still a vital part of the commercial development of that part of downtown.

4.4 Facade Improvement Program

In 1978, the city started a facade improvement program in an attempt to revitalize Chicopee Center. This program was established with money from the city’s community development budget. The facade improvement program was available to all property owners in the Market Square area for improvements to building surface, structural repairs, facade restoration, signs
amenities and conservation. Owners could apply for up to 50 per cent of the cost of improvements approved by the Office of Community Development. A condition of participation in the program was that property owners should agree to maintain the building exterior as improved for a specific period of time and no changes could be made without first obtaining city approval (LaBorde 1978).

The goal of the program was to improve the appearance of Chicopee Center’s major commercial properties, just as the public areas were being upgraded, to create a more attractive environment for business activity and growth.

4.5 Historic Preservation Plan

Also in 1978 a historic preservation plan established two historic districts in downtown Chicopee. One was the Chicopee Common/Cabotville West Historic District, and the other was the Exchange Street - Market Square district.

For the Chicopee Common/Cabotville West Historic District, the historic preservation plan (1978) stated:

"This district is notable as a densely settled remarkably intact mid 19th century neighborhood of workers housing dating from the early 1830’s to the 1860’s with good examples of 1880’s and 1890’s brick Queen Anne tenements. This area retains its mid 19th century street pattern, village scale and many interesting examples of late Federal, Greek Revival and Italianate workers cottages. Much of this area was called "the Patch" in reference to the many Irish families that lived there by the 1850’s."

For the Exchange Street - Market Square district the plan stated:

"For 150 years this area has been the civic, commercial and social focus of Cabotville (later Chicopee Center) community life. The tall red brick tower of the high Victorian Gothic Charles Parker designed Chicopee City Hall, is the district major geographically orienting structure. Noteworthy buildings include the altered, Greek Revival Universalist Church (1836) at 206 Exchange Street, several Italianate commercial blocks, including the Exchange Block (1846) at 232-38 Exchange Street and the Temple Block (1865) at 21-9 Center Street. The yellow brick, Queen Anne Dennis Murphy Block (1893) at 202 Exchange Street, the Kirkham and Partlette designed, Classical Revival Chicopee Public Library (1912) and the Polish National Home at the 136 Market Square."
4.6 Other Projects

In 1979, three other projects were considered vital segments of the downtown revitalization efforts. The first was the rehabilitation of the Cabot Street fire station, the second was the renovation of the City hall, and the third was the facade improvements at the former Peter Pan building located in Market Square - once a church building and now a contemporary restaurant. Also, a West End improvement project was implemented in 1979. The project included the construction of new roads, sidewalks, water mains and curbing, installation of street lights and underground wiring, and amenities.

4.7 Market Square Traffic Improvement Program

The Market Square Traffic Improvement Program was a major effort by the city to revitalize Chicopee Center. It was funded as part of a federal highway program and administered through the Massachusetts Department of Public Works (MDPW). Initially, this program was intended to improve only the safety and traffic flow through Market Square. However, it ended being a large-scale downtown rehabilitation project.

Initial planning for Market Square began in 1976 and its major construction phase was complete in late 1984. It started as a modest signalization and traffic circulation improvements project within Chicopee Center. Early in the development stages of the program, it evolved into a full-scale downtown rehabilitation effort which still included the traffic improvements, but also included the installation of several streetscape amenities (new sidewalks, curbing, street trees, ornamental lighting, and some associated facade restorations). This expansion of the project's scope was to have serious implications for its overall success (Tracy 1987).

The project maintained the existing one-way traffic pattern in Market Square and extended it by making Center Street one way north from Cabot Street to Market Square and Cabot Street one-way south from Exchange to Center Streets. It included the widening of Front Street at the
approach to Davitt Bridge and construction of islands in front of City Hall and the main library (Filar 1979).

With the expansion of the project's scope several problems arose. The City Engineering Department failed to supply an adequate source of accurate engineering data, specifically road and building elevations. This situation resulted in the production of seriously incomplete construction documentation that led to many problems during the construction phase (Tracy 1987). Problems arose during the project implementation, as might be expected with discrepancies in the road and sidewalk elevations, resulting in curb heights designed over a foot above the road. The troubles of Market Square at the close of the 1983 construction phase were summarized in a local newspaper article. Citing a letter from the mayor to the commissioner of the MDPW, the work on the project was characterized as "less than satisfactory" (Holyoke Transcript Telegram 1983).

The construction supervision by the MDPW, due to the confounding requirements, was less than desirable from the city's point of view because it failed to represent the city's interests. This point touches upon another fundamental source of difficulty, the lack of a visible management structure. In essence, the contract was between the MDPW and the contractors, yet many other players were involved: the design consultant, the Office of Community Development, and a number of other cities agencies. For its part, the city was hampered in its dealings with the state by poor organization and the lack of a visible management structure (Tracy 1987).

Another problem was with the lighting standards. The Chicopee Electric Light Department was unwilling to approve the lights selected for installation in Market Square because, in their view, the lighting was of an ornamental character and therefore failed to meet departmental street lighting standards. Although the issue was resolved, it could have been avoided if Market Square had been perceived more clearly as a City project, supported by the Mayor, and therefore deserving of the full cooperation of local government (Tracy 1987).
The public's response to Market Square was decidedly negative. Some of the public reaction can reasonably be attributed to natural annoyance with the inconveniences created by large-scale construction in an active central business district. However, another component of the public's attitude was related specifically to elements of the new design for Market Square. Some Chicopee residents, particularly elderly people, were quite vocal in their displeasure with the design decision to install brick paving on the sidewalks. The bricks were perceived as unsafe because of their relatively uneven surface (compared to concrete) and the associated difficulty in thoroughly clearing them of snow and ice during the winter. A final component of the public attitude relates to their perception that Market Square was not a City of Chicopee project, but rather the product of forces originating outside it (Tracy 1987).

4.8 Projects in Recent Years

During the last decade the City produced several documents [e.g. Chicopee Walks (1987), Open Space & Recreation Plan (1987), The Front Street Study (1987), Chicopee Growth Management Action Program (1988), Chicopee Riverwalk & Bikeway (1995)], all about certain parts of Chicopee or about Chicopee as a whole, but no document concerning Chicopee Center was produced.

In 1991 the City began the reconstruction of the roadway lighting system in the Market Square area. In 1994 it developed a list of needs for rehabilitation in Chicopee Center that showed the main concerns were with trees, planters, lights, sidewalks/streets, trash cans and benches.

4.9 Summary

This analysis of old strategies for downtown Chicopee covers a period of nearly thirty years. The planning strategies for the area varied in this time, from a urban renewal mentality to historic preservation and finally streetscape amenities. In the mid 1960's, urban renewal was proposed with the Master Plan advising that the rehabilitation of Chicopee Center only could be
encouraged through redevelopment and reconstruction on a broad scale. With the beginning of the
70's a more pedestrian friendly project was proposed for the Market Square area. Due to its
revolutionary character it was not implemented. The late 1970's saw the historic preservation
movement taking place with a facade improvements program and historic preservation plan. By the
mid 1980's, a traffic improvement program was completed, including the installation of several
streetscape amenities (new sidewalks, curbing, street trees, ornamental lighting). During the last
five years the City undertook reconstruction of the roadway lighting system at the Market Square
area, and maintenance of the several streetscape amenities installed in the past.
MARKET AND BUSINESS INFORMATION

Part of the research for this report involved looking at both the demand and supply sides of the economy, from looking at data on consumer habits to seeking input from business owners in Market Square. The information gathered and lessons learned in this process have informed the development of recommendations and strategies that are outlined in subsequent chapters. There are three main aspects to this chapter: an analysis of commercially available consumer market information, input gained from a meeting with the Chamber of Commerce-sponsored DownTown Partnership, and opinions solicited from the Market Square business community at large.

5.1 Market Information

Information on market demand factors was gathered from two sources: the *Lifestyle ZIP Code Analyst* and the *Sourcebook of Zip Code Demographics*. These publications provide data on the preferences, purchasing power, and consumption habits of the residents of a given zip code. Data on propensity and preferences is presented in the form of an index, comparing the study area with a wider regional average. This information can be useful in identifying areas of strong or unique demand for particular products or services. It can also help identify areas where demand is low and would be less likely to sustain new ventures. Such information is particularly important in considering what steps might be taken to establish an economy that is based on strong local demand, and in recognizing what types of businesses would most likely be looking outside the Market Square or Chicopee Center areas for customers.

Chicopee consists of three zip code areas: 01013, 01020, and 01022. The study area for this report, Market Square, is contained within zip code 01013, but parts surrounding neighborhoods are also included in this zip code. The above-mentioned data books give a population for the 01013 zip code of 19,196 adults and 22,932 total. This compares to a total population of just over 6000 people residing in the Census tract that corresponds with the Market...
Square neighborhood. The data presented here describes a larger potential market within close proximity of Market Square than is available within the confines of Market Square itself. This market could form the basis for a strong local economy that can then build on its success to reach customers from a wider geographical area.

5.1.1 Sourcebook of Zip Code Demographics

This publication was released in 1995, and estimates the 1995 population of the 01013 zip code to be 22,932 persons. Population for the year 2000 is projected to drop slightly to 22,703, a decline of 229, or just under 1%. The number of households is put at 9,190 for 1995, with a per capita income of $14,208.

Median household income is $29,186, which puts the study area ahead of 54% of zip codes nationwide, but only 9% of zip codes in Massachusetts. As for the distribution of household incomes, a look at the income ranges emphasizes the strong working-class and middle-class tradition of Market Square and Chicopee Center: 78.7% of households have incomes below $50,000 per year. The largest income range is the $25,000 to $49,999 range, which includes 37.3% of households. A significant number of households (25.9%) have incomes below $15,000, and only 2% of households have annual incomes of $100,000 or more.

The Sourcebook also provides 1995 average disposable (or after tax) income by household age. The average disposable income for householders of all ages is $25,174. The group of householders with the highest average disposable income is the 45- to 54-year-old group, at $34,916. They are followed by 35- to 44-year-olds at $30,976, and 55- to 64-year-olds at $25,899. Household aged 65 years and above, a significant portion of the Market Square population, had the lowest average disposable income at $16,409. This indicates that there would be some inherent limitations in orienting businesses to serving the local elderly population exclusively.
The Sourcebook also provides what it calls a "Purchase Potential Index," which functions as a sort of location quotient for demand characteristics. Specifically, the index shows the propensity to use a specific product or service in a given area (i.e., the zip code) compared with corresponding propensity on a national level. An index of 100 would indicate that the demand in the study area is equal to demand nationwide. An index above 100 would indicate demand that is stronger than the national average, and, likewise, an index below 100 would indicate weaker demand.

There are four broad categories of goods and services used here: Financial, Domestic, Personal, and Leisure. The highest demand for particular types of goods or services within each category is as follows. While slightly below the national average, demand for loans, credit cards, and investments were the highest in the Financial category. ATM use was also relatively high, but had an index of 89. In the Domestic category, demand was highest and above the national average for furniture, audio and video electronics, and home improvement. Other high index numbers were found for pets and lawn and garden. Personal computer ownership was one of the higher demand types, but like ATM use was well below national average at 82.

In the Personal category, high scores were found for automobile after-market goods, child’s toys and apparel, and health insurance. The index for lottery tickets was very high at 125, but not dissimilar to other nearby cities. Under the category of Leisure, there was a fairly strong demand for restaurants, but a preference for fast food (index 107) over dining out (index 91). Other high-scorers for Leisure included sporting goods at 98 and travel at only 88.

The data from the Sourcebook of Zip Code Demographics presents a picture of a stable, working class to middle class community whose residents have a pride of place and are interested in improving and enjoying their homes and families. An emphasis on traditional forms of consumption can be inferred here.
5.1.2 Lifestyle ZIP Code Analyst

The ZIP Code Analyst paints a similar picture using its summary of lifestyle characteristics, this time comparing the study area with its immediate environment rather than the entire nation. Retail sales for the 01013 zip code was put at $128,424,000 for 1992. The area is described as having 19,196 adult residents living in 9,898 households. Home ownership is put at 52.7%, which is a relatively high level for the greater Springfield area. An above-average number of households (30.8%) have children living at home.

An index is used for the summary of lifestyle characteristics to express comparison with the greater Springfield area average, where 100 represents average. Four categories are used here: "The Good Life," which includes demand for higher end products; "High Technology," including home electronics and personal computers; "Sports and Leisure," which is self-explanatory; and "Domestic," or at-home activities.

Under "The Good Life," the highest index was 101, for fashion clothing. Other items near the area average were gourmet cooking and home furnishings. Low activities, with index numbers in the 60s, included career-oriented activities, fine art and antiques, and cultural events. The strongest activity in "High Technology" was cable television watching, with an index of 132. Home video games, watching a VCR, and listening to the stereo also had index numbers above the regional average. The use of personal computers was lowest, with an index of 60.

Demand characteristics under "Sports and Leisure" reflect the middle class nature of the neighborhoods in the 01013 zip code. For example, bowling had an index of 135. Boating/sailing, walking for health, and golfing all had above-average (but below 110) index numbers. Activities not heavily pursued by residents of the study area include tennis (index 65) and running/jogging (index 70). As for at-home activities, numbers for the "Domestic" category
show coin/stamp collecting, sweepstakes, crafts, and crossword puzzles to be enjoyed at above-average rates. Low activities include Bible reading (index 45) and avid book reading (index 81).

The data presented in the *Lifestyle ZIP Code Analyst* present a similar picture to that painted by the *Sourcebook of Zip Code Demographics*: that of a middle class community where there is less interest in the activities or products typically associated with trendy or upscale communities. Again, an emphasis can be seen on home-based activities, and traditional pursuits such as bowling, golf, and stamp collecting. It is important to keep these demand factors in mind when developing strategies for businesses that would serve this community.
5.2 DownTown Partnership

This study enjoyed the benefit of input from some of the leaders in the Market Square business community. In a meeting with the DownTown Partnership, a committee of the Chicopee Chamber of Commerce, the active owners of prominent Market Square businesses shared their opinions concerning the strengths and weaknesses of the Market Square area, and gave their views regarding the future of the area.

In addition to giving some insights into the dynamics of the business district, the business leaders highlighted the importance of a three-pronged approach to problems of development. It was noted that for any development strategy to be successful, it would have to address the residential neighborhoods, industrial issues, and the commercial/retail sector. The housing issue in particular is intrinsically linked to success or failure of the area. The full success of each depends on the success of the others, and a strategy that does not approach all three will be less likely to succeed.

Other key points learned at the meeting included the depth of business community involvement, and the communication between city government and business owners. These will greatly enhance any development efforts, and are among Market Square's greatest assets. There was a sense of optimism at the meeting manifested in the idea that a development strategy would be able to improve the fortunes of the area. It was noted, for example, that renovations are occurring alongside the vacancies. Municipal services were cited as being very good and serving businesses well. The strength of specialty stores in Market Square will likely drive the coming resurgence of downtown.

The importance of the appearance of the area was stressed, particularly as it relates to the gateways, or points of entry into the area from outside. Increased graffiti gives the perception of safety problems in the area.
Problems for the area included the changing nature of work in the manufacturing industries: as companies become smaller and less labor intensive, the number of people drawn to the area each day decreases. The lack of traffic in the downtown at night was also cited as a hindrance to further growth.
5.3 Informal Survey of Business Owners

Further input from the Market Square business community was sought through an informal questionnaire that was made available through the Chamber of Commerce. Responses were received from a small sample of business owners, and they largely reflected concerns similar to those raised in the DownTown Partnership meeting. There are, of course, contradicting opinions (parking, for example, is seen as a strength by some and a weakness by others), but the information gathered by this informal survey was useful in the formulation of strategies that would be relevant to Market Square.

The questionnaire asked a total of seven open-ended questions about the present and future condition of Market Square. Opinions were solicited on the strengths and weaknesses of the area, and on the opportunities and threats that the area faces as it moves into the future. Respondents were also asked where they saw Market Square over the next five or ten years, why they chose to locate in Market Square, and what types of establishments might enhance the downtown or fill an unmet demand.

The most commonly cited strength of Market Square is its close proximity to and accessibility from interstate highways. Other readily apparent strengths include the availability of sidewalk shopping and the appearance of well-maintained, historic buildings. The fact that industry is supportive of Market Square was also noted. Several respondents rated Market Square as a safe area, but many others noted a growing perception of danger as a weakness. Accessibility of the area was a primary reason for businesses to locate in Market Square. Community loyalty, good rents, and the amount of traffic in Market Square also drove location decisions.

In addition to safety concerns, the growing population of low income residents in the immediate neighborhoods was cited as a weakness by business owners. The falling numbers of people employed at the Cabotville Industrial Park was of concern, as was the fact that not enough
money was being brought into the area for shopping. A significant weakness in Market Square is the lack of nighttime business activities, and a lack of family-oriented activities, which limits the potential for growth in the area.

The greatest opportunities were seen in capitalizing on Market Square’s central location and its walkable scale. The quaint buildings, good views from the hillside, and the history of the area were all cited as areas of opportunity. One merchant noted that appealing to low income customers would be a way to tap a growing market in the area. Other suggestions included or increasing city-sponsored events and re-establishing a connection to West Springfield to tap markets there.

Threats to Market Square were generally seen as dealing with safety problems and perception problems. The dilapidated appearance of some buildings, especially those owned by absentee landlords, was seen as a problem. This includes deteriorated housing stock in the area. A need for community policing was stressed to deal with the growing perception that Market Square is not as safe as it once was. From a strictly business standpoint, the loss of medium-sized businesses is seen as blocking the ability of small businesses to grow.

Respondents were evenly split among three outcomes for the future of Market Square over the next five to ten years. Equal numbers saw Market Square declining, remaining the same, and growing into a busy district.
Chicopee is an area of distinctive visual resources. However, as the city’s urban cores matured over time, a somewhat fragmented social and physical landscape has emerged. The City of Chicopee has a mature urban form with over 80 percent of the city built out. Few spaces within the city limits have not been affected by urbanization (Chicopee River Study 1995). As a result, physical redevelopment has become a very important tool for city planners and property owners in shaping growth.

To understand the strengths and challenges of redeveloping in Market Square and the physical and spatial relationships between the five parcels, a visual survey of Market Square was conducted (see Figure 6.1). Visual surveys help planners and community members identify distinctive landscapes, structures, and spaces to be conserved and strengthened over time. The analysis “limits itself to the effects of physical, perceptible, objects...to uncover the role of the form itself” (Lynch 1960, 46). A community’s health is often reflected in the appearance of its building stock. A vibrant and well maintained community reflects pride and prosperity. By conducting a visual survey, we are able to document and assess the area’s visual qualities to better direct physical and economic development to the neediest areas of Market Square.
Figure 6.1 Visual Survey of Market Square

Looking At Market Square: Toward a Development Concept for Chicopee Center

Fall 1996
6.1 Land Use

Chicopee developed over time as an industrial center, and as a result, has an urban form and settlement pattern that reflects its history. With activity surrounding its major employment center, Dwight Mills, Market Square evolved into a dense mixed-use center that housed and employed a diverse group of people (see Figure 6.1). Most homes were built on 1/8 acre lots. Apartments and single family structures were intermixed to service the needs of a diverse employment base. Commercial buildings and public institutions were built close to the mills to provide services to the growing community. A wide variety of architecture styles created a varied and interesting form reflecting its industrial roots and ethnic heritage. Today, Market Square's history is still evident in its urban form.

6.1.1 Market Square's Central Quadrant

The center of Market Square is the heart of the city. At the northeast corner of the area, Center, Springfield and Exchange Streets converge at the City Hall and Library complex. This area has the greatest concentration of offices, shops, and public institutions in the area with housing being limited to a scattering of apartment buildings. The urban form is quite pronounced with two to three story commercial buildings built to the edge of the lot lines. A variety of building styles and materials help make Market Square a vibrant and charming area. The city center's scale and density fosters pedestrian activity and makes Market Square an easy area to negotiate. The area is also blessed with brick sidewalks, historic lighting standards, and benches, although many of these amenities have fallen into disrepair. Nevertheless, the area is charming and dense, one of the Pioneer Valleys most interesting urban centers.

The City Hall and Library complex form Market Square's most prominent node. This is the true center of the city, with a variety of goods and services within short walking distance. Landmarks include the City Hall, Library, and Rivoli Theater, all contained within a well designed brick plaza. Another node of activity radiates around the post office and adjacent pocket park.
Figure 6.2 Zoning in Market Square
This area sees a good deal of foot traffic taking advantage of the post office, bank, shops, and offices. Landmarks include the Post Office and fire station located at the corner of Dwight and Cabot Streets. The third node of activity is the Cabotville Industrial Park. Serving as Market Square's largest concentration of jobs, this historic mill complex is a buzz of activity. Significant features include the canal that runs the length of the complex and its handsome historic front gate at the northern terminus of Perkins Street.

6.1.2 Market Square's Southeast Quadrant

Market Square's southeast quadrant is a predominately residential neighborhood. Moving southwest on Center Street or going south on Springfield and School Streets, modest and uniform two-story houses with a modest setbacks of ten or twenty feet are prominent. Occasionally, houses have been built to the lot line. Most houses have some greenery in front, brick or concrete sidewalks, and grass planting strips between the sidewalk and street. The overall effect is a stable and well-maintained residential area.

Towards the Center and South Street intersection, the area is slightly run down while the best maintained area is at the top of Springfield Street towards South Street. Moving up toward Springfield Street, lots get bigger, green lawns increase in size, and general property maintenance improves. At the top of the hill, there is a mixture of older upscale housing, churches, and church facilities including a school and convent. The houses are centered on their lots, are close to the road, include nice landscaping, and display handsome architectural details including elaborate trim and wrought-iron fences. Three churches located on Springfield Street are local landmarks.

6.1.3 Market Square's West Quadrant

The western quadrant of Market Square is a true "mixed-use" area. The housing and commercial stock in this area is rather diverse. Set on small lots, two to three story row houses,
apartment buildings, duplexes, and single family homes are sprinkled throughout the area. Wisniowski Park forms the center focus of this neighborhood. Houses and apartments ring the park, providing a sense of enclosure. Siding materials include metal, wood, vinyl, and asphalt with varied color schemes. The result: a distinct and varied housing stock reflecting residents’ individual tastes and needs. Most homes are simply ornamented and well maintained, although there are a few boarded up structures ready for demolition. Fences are common and setbacks vary, creating an undulating streetscape in much of the area.

Center and Exchange Streets are a conglomeration of set back single-family homes, commercial structures, apartment buildings, and gas stations. Both streets have a variety of gaps created by empty lots and vacant buildings. The closer Center Street gets to I-391, the more auto-oriented and disparate the land uses are.

The northern edge of Market Square borders the Chicopee River. The sprawling Cabotville Industrial Park fronts the river, creating an immense edge condition. Front street runs parallel to the Industrial Park, lined with over grown weeds and asphalt on the north and row house apartments to the south. The Dwight Mills Historic Housing District is located on Front Street between Dwight and Chestnut Streets. These historic apartment units are in poor shape, having been altered often over the years. Overall, this area is badly deteriorated.

I-391 cuts a path over and through the western edge of Market Square. It is an immense visual and sound barrier, cutting off the area from the Connecticut River and views looking west. West Street parallels I-391 to the east, providing access from Exchange Street to Center Street and the Interstate. It has a mixture of business and residential types, creating a lively corridor.

Finally, Wisniowski Park, Post Office, Center and West Street intersection, and corner of Exchange and West Streets constitute the area's nodes of activity. These four areas have a
concentration of foot and vehicular traffic and provide links to the rest of the community. Landmarks include Wisniowski Park, the Fire Station and Post Office. Local institutions include the Red Fez and Bernardino’s on Exchange Street.
6.2 Open Space

The vast majority of open space in Market Square consists of parking lots (see Figure 6.3). The plaza in front of the Library and City Hall, the post office pocket park, Lucy M. Wisniowski Park and Market Square's town common are the only accessible green spaces within the area. The physical condition of Market Square's open spaces varies widely, however, with most open spaces in the area in need of attention.

6.2.1 Market Square's Central Quadrant

There is little public open space in the central Market Square quadrant. The plaza in front of City Hall and the Post Office pocket park constitute the only formal public spaces. Unfortunately, the area's most prominent open spaces are the abundant parking lots found throughout the area. These lots, along with the large vacant lot at the corner of Perkins and Exchange Streets supplies the majority of downtown parking, but also negatively impacts the urban form. Many lots are in need of landscaping and other aesthetic improvements to help soften their appearance and strengthen the overall connectivity of the area.

6.2.2 Market Square's Southeast Quadrant

Moving towards Market Square from the south, there is an abundance of parking spaces. This results in many gaps scattered throughout the landscape. The churches provide the little green space that is publicly accessible in the area. However, there is an abundance of well maintained lawns, street trees, and planting strips that tie together to form a continuous and pleasant residential greenscape.

6.2.3 Market Square's West Quadrant

Wisniowski Park forms the nexus of this area, providing the largest formal open space in Market Square. The Park is a run down grassy open space with a few mature trees scattered throughout. The city is currently attempting to improve its physical appearance and should turn
Figure 6.3 Open Space in Market Square

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this important space into a handsome community gathering spot. Along the Chicopee River and canals fronting Front Street, an informal greenbelt - albeit overgrown - exists. Except for the occasional front or back yard, few green spaces exist in this area. Other open spaces west of City Hall include a variety of vacant lots and parking lots. A concentration of these can be found on Center and Exchange Streets. These abandoned lots and parking areas form a series of gaps that disrupt Market Square's urban form.
6.3 Circulation

Vehicular and pedestrian circulation is important in determining how residents and visitors move throughout an area. Good circulation allows for easy passage in and through an area. Circulation throughout Market Square works fairly well, but signage and gateway improvements are needed to create a more unified circulation pattern and help Market Square define its important points of entry. Circulation should be improved to funnel vehicular and pedestrian traffic in a manner that maximizes Market Square's exposure. This will help to increase Market Square's visibility to visitors and hasten the efficient movement of residents and employees to the area's services, shops, and jobs. Public transportation, parking and land use all are factors in creating a good circulation pattern for an area.

6.3.1 Market Square's Central Quadrant

Vehicular and pedestrian traffic is most concentrated in this area of Market Square. The busiest streets are Center, Exchange and Cabot Streets with Center and Cabot forming a one way loop around the commercial core. Route 116 enters Market Square from Holyoke to the north and heads east towards Chicopee Falls bringing additional through traffic into the area. Traffic speeds are reasonable due to the high level of pedestrian activity in the area. The area is a pleasant place to walk around with a variety of streetscape amenities and interesting "moments" to keep a person interested.

Most of the area's sidewalks are paved with bricks and are suffering from neglect. The walking surface is uneven and weeds grow from the lighting standards and curbs. Signage needs to be improved to better identify parking lots and landmark locations. From City Hall, there are lovely views of the residential neighborhood to the south, commercial core to the west, and mill complexes to the north.
6.3.2 Market Square's Southeast Quadrant

The area south of the City Hall is a predominately quiet residential area. Traffic is a bit heavy on Springfield and South Streets. The other streets are residential collectors, providing quiet spaces in the midst of a vibrant urban core. Pavement and sidewalk conditions vary: they are poor on Ash and Gilmore Streets and good on Union Street, with well-maintained curbs, paving, and grass planting strips. New trees, gardens, and well maintained lawns create an image of a stable and cared for series of neighborhoods. Looking north from School and Springfield Streets brings into sight lovely views of Market Square, Cabotville Industrial Park, and beyond.

6.3.3 Market Square's West Quadrant

Vehicular traffic is funneled into three main streets: Center, Exchange, and West. Center Street is Market Square's busiest street, providing direct access from I-391 to City Hall. It is two way from I-391 to the corner of Cabot Street were it turns into a one way boulevard leading towards City Hall. Exchange and West Streets are two way, circulating most traffic away from the Cabotville and City Hall areas. Traffic speeds and volume are quite high one these streets, leaving the internal residential neighborhoods free from heavy vehicular traffic.

Sidewalks are asphalt, brick, or concrete and for the most part are in poor condition. Planting strips can be found throughout the area, but few are continuous. The streets, too are in poor condition. Pot holes and deteriorating asphalt are a common site. Major streets have underground utilities while most local streets have overhead wires providing electricity. From the Post Office looking north on Cabot Street, there is a nice view terminating with the Cabotville Industrial Park and hills beyond. Walking east on Exchange Street, a variety of pleasant views of the industrial complex, City Hall, and surrounding woods appear.
6.4 Conclusion

Cities are natural incubators of human creativity. They take many different forms and represent a wide variety of people with diverse ethnic, cultural, and racial backgrounds. Cities are as complicated as any human system and are not to be managed casually. A systematic approach to creating strategies that work and strengthen the Market Square area should be carefully pursued. Strategies must be dynamic and creative, not generic and inflexible.

Understanding a city's visual form helps residents shape strategies that are most appropriate for their needs. Every program that the city initiates, every project organized by concerned citizens, and every economic plan that is developed should add to Chicopee Center's character and economic stability. A physical environment which is healthy and aesthetically rich will foster social activity and neighborhood pride, creating a community that a diversity of people feel comfortable in and have access to (Hiss 1992, 15).
7 DEVELOPMENT POTENTIAL OF PARCELS

The Market Square area has a variety of key parcels that require examination for possible redevelopment. Of these parcels, five are important because they possess a structure of significance or have a large gap that diminishes the appearance and overall value of the area (see Figure 7.1). They offer exciting opportunities to strengthen the Market Square area because of their locations and importance as community landmarks. Revitalization of the area should focus on in-filling and renovating these sites to reduce the number of gaps between buildings and improve the overall character and health of Market Square.

Stable and attractive central cities have one thing in common: a unified design standard. Chicopee must demand the same of all new construction and revitalization projects within the Market Square core. Successful revitalization often begins with a strategic project which in turn fosters additional project development. Kevin Lynch writes, “every increment of construction must be made to heal the city” (Lynch 1960, 22). Focusing specific attention on these properties, the city of Chicopee understands the need to heal areas that threaten the continuity and handsomeness of its urban form. A plan that identifies the strengths of each parcel and strategies to start the development process is an important first step. People with a vested interest in keeping Market Square viable must be convinced that reinvesting in the area will reap positive returns.

Below, each parcel is briefly introduced and its strengths and weaknesses recorded. For detailed information about each parcel, please refer to the summary tables in the Appendix to this report. Using tax assessment data, property and business owner interviews, and site assessment techniques, we have evaluated the redevelopment and marketing potential for each property. The recommendations below give community leaders a variety of tools and strategies to begin the redevelopment process.
Figure 7.1 Map of Market Square Showing the Location of Five Key Parcels

Parcels
1 Rivoli Theater
2 Ferris Building
3 Masonic Temple
4 Mathis Property
5 Vacant Lot

Looking At Market Square: Toward a Development Concept for Chicopee Center

Fall 1996
7.1 Rivoli Theater

The Rivoli Theater, located at 43 Springfield Street, is a two-story brick and masonry structure consisting of a movie theater and commercial offices occupied by professional, service, and retail businesses. Built in 1935, the Rivoli Theater is located next to City Hall and the library, forming the focal point of Market Square. It is the only movie theater in operation in Chicopee Center. Today, the Rivoli is in a deteriorated condition and the theater is struggling. At one time a significant community asset and Market Square’s cultural icon, the Rivoli is at a crossroads. Perhaps the Rivoli best represents the struggles that Market Square has endured over the past decade in determining the relevance that a traditional urban center plays in today’s decentralized economy.

The Rivoli is a 6,082 square foot structure occupying almost every inch of its 0.486 acre lot. The building follows the shape of the property line, extending to meet the sidewalk on the two sides that have street frontage. It is an attractive and clean design consisting of red-brick masonry, attractive commercial window treatments and several front entrances leading to separate retail and service facilities on the first floor. The Rivoli has not been immune to the local economic downturn; several spaces were vacant in the autumn of 1996. However, the basic building structure and its location makes the Rivoli a desirable location for small businesses. With no off-street parking, the Rivoli relies on the abundant on-street parking found in the area.

<table>
<thead>
<tr>
<th>Rivoli Theater</th>
<th>Constraints</th>
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</thead>
<tbody>
<tr>
<td>Strengths</td>
<td></td>
</tr>
<tr>
<td>Most central location in downtown core</td>
<td>Cost of renovation</td>
</tr>
<tr>
<td>Attractive retail facade &amp; space</td>
<td>Competition of movie theater business</td>
</tr>
<tr>
<td>A community cultural icon</td>
<td>Historic preservation regulations</td>
</tr>
<tr>
<td>Historic and architectural significance</td>
<td>Limited local spending power</td>
</tr>
</tbody>
</table>

Looking at Market Square
Chicopee, Massachusetts 63
Center for Economic Development Fall 1996
7.1.1 Recommendation: Improve Building Appearance

To increase its marketability, the Rivoli’s commercial and office spaces should undergo minor cosmetic improvements. These should include painting and replacing storefront windows and doorways, improving signage, and updating landscaping (replacing dead trees and installing flower boxes).

7.1.2 Recommendation: Renovate the Theater

The Rivoli Theater has long been eyed for demolition to allow expansion of the adjacent library and city offices. While expansion of the library is long overdue, the demolition of the theater is a costly proposition. Therefore, the demolition of Market Square’s major nighttime attraction should be considered carefully. While the theater is crippled and deteriorated, renovating it to its past glory and creating a unique schedule of movies and shows would give a real boost to surrounding businesses. Retaining the Rivoli would provide a balance of services provided by the Market Square area, and should not be underestimated. Theaters are the economic backbone of many small New England communities and the renaissance of the individual theater is just beginning.

The renovation of the theater must be made a priority to creating economic stability in Market Square. Saving the Rivoli requires collaboration between the City and its owner - WestMass Theaters, Inc. based in Springfield, Massachusetts. An advisory committee consisting of WestMass officials, local business owners, city officials, preservationists, and activists should be formed to identify sources of funding and marketing promotion to save the theater.
7.1.3 Conclusion

In the past, the community has rallied to save the decaying Rivoli Theater. It has been the cultural anchor and center point for family entertainment through the years. As times changed and the theater business shifted to the multiplex locations on the outskirts of town, Market Square, and the community as a whole, suffered. When reviewing the significance of the Rivoli, the city needs to weigh the difference between historic preservation and demolition and ask the question, what option is in the community’s best interest? What option will reinvigorate and stabilize Market Square?
7.2 Ferris Building

The Ferris building is situated on 42 Center Street - in the commercial heart of Market Square and in close proximity to City Hall and the library - and thus has a distinguished locational advantage. Convenient parking access adds to the promotional value of the building. The three-level Ferris building provides 27,057 sq. ft. of retail and office space (see Appendix 1 for building specifications). The first floor is occupied by small retailers, while the basement and the second floor are rented to professionals including dentists, psychologists, and lawyers. Although the building is more than 50 years old, the facilities are in good condition. A former tenant and anchor, the Chicopee Savings Bank, has invested roughly $200,000 in renovations to its facilities over the years. With the Chicopee Savings Bank moving to Exchange Street, the Ferris is in need of a new anchor to solidify the building’s stability.

The Ferris building is an important component of the district’s unified urban form. It provides a mix of retail and professional services: the very cornerstone of Market Square’s strength as a viable commercial center. However, changing market forces and uncoordinated promotion are hampering the ability of the building’s owner to secure stable tenants. As of October 1996, there are six offices on the second floor and the Bank of Chicopee’s former space available for rent.

<table>
<thead>
<tr>
<th>Ferris Building</th>
<th>Strengths</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adequate building condition</td>
<td>Lack of unified promotion</td>
</tr>
<tr>
<td></td>
<td>Proximity to the downtown core</td>
<td>Shrinking Market Square commercial base</td>
</tr>
<tr>
<td></td>
<td>Available parking</td>
<td>Outdated facade and signage</td>
</tr>
<tr>
<td></td>
<td>Flexible rental space</td>
<td>Small size of rental spaces</td>
</tr>
</tbody>
</table>
7.2.1 Recommendation: Improve Building Appearance

To strengthen the building’s appearance and relation to the surrounding area, the Ferris building’s gray metal facade should be removed, uncovering the original red-brick facade to better match the city’s historical image. The building’s commercial signage is in need of repair and should be updated to provide consistency with the historic nature of the area. Unified and distinctive signage and facade improvements would provide better tenant promotion, give the building a fresh look at a reasonable cost, strengthen its connection to the surrounding area, and increase the property’s marketability.

7.2.2 Recommendation: Renovate Nearby Parking Lot

A key component to strengthening the marketability of the Ferris Building is the need to renovate the parking lot across from the building on Center Street. Owned by the same property owner, the lot adds value to the Ferris building by providing convenient and plentiful parking for tenants and customers. Unfortunately, the lot is in poor condition, negatively impacting the appearance of the Ferris building and surrounding properties. Currently, the owner is considering options for future commercial reuse of the parking lot.

7.2.3 Recommendation: Improve Landscape

In the short term, landscape improvements are badly needed to soften the negative impact of the parking lot and to provide runoff diversion from rain and snow. These improvements should include planting shrubs and trees along Center Street to provide a formal planting strip that divides the sidewalk from the parking lot and improves streetscape connectivity. The parking attendant booth should be removed or rebuilt, curb cuts reduced, better circulation implemented, and coordinated signage be erected to solidify the Ferris property’s marketability.
7.2.4 Conclusion

The Ferris Building is a vital component to stabilizing the Market Square commercial core. Its strategic location and importance as a commercial center demands focused attention to quickly secure durable and diverse tenants.
7.3 Masonic Temple

The former Masonic Temple is located at 89 Center Street in close proximity to the Ferris building and City Hall. A stunning example of Queen Anne architecture, this handsome red-brick building was built in 1884 and later altered in 1930. Although modestly maintained, the Masonic Temple is one of Market Square's most significant structures. The building has two symmetrical front entrances (one is no longer in service), stained-glass windows, and noteworthy but overgrown landscaping represented by mature trees and ivy. The property is on the Chicopee historic preservation plan, but it is not officially registered as a protected historical site, leaving its future uncertain.

The Masonic Temple's "Business B" zoning designation is compatible with the businesses surrounding it. "Business B" allows for "heavy businesses that generate high volumes of traffic and are incompatible with residential and many general business uses" (Chicopee Code § 275-59). An adjacent professional building to its right and a funeral business to its left are converted homes set back from the street. Also set back from the street, the Temple would be an appropriate candidate to be converted to a compatible use like a professional building.

The owner of this property also owns and operates the adjacent funeral parlor. According to the owner, there are two major constraints that prevent renovation and reuse of the Masonic Temple: 1) the absence of adequate parking and 2) the exorbitant cost of renovation, including the installation of utilities and bringing the building up to code.

According to the property owner, parking inadequacies stem from the nature of the funeral business that requires having a 24-hour available parking space. With parking limited to on-street use, the property owner is wary of developing the Masonic Temple without adding adequate
parking to service both buildings. He argues that redevelopment of the Masonic Temple would overload the area’s ability to absorb parking and reduce his ability to lease space in the complex. He suggested knocking down the Masonic Temple and building a parking lot to alleviate the parking shortage.

<table>
<thead>
<tr>
<th>Masonic Temple Strengths</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handsome historical structure</td>
<td>Cost of full renovation</td>
</tr>
<tr>
<td>Proximity to the downtown core</td>
<td>Historic preservation requirements</td>
</tr>
<tr>
<td>Compatible commercial zoning</td>
<td>Absence of off-street parking</td>
</tr>
<tr>
<td>Development flexibility</td>
<td>Code requirements</td>
</tr>
</tbody>
</table>

7.3.1 Recommendation: Convert into Professional Building

The conversion of the Masonic Temple into a professional building is the most appropriate reuse of the building. Other redevelopment possibilities include the expansion of the property owner’s funeral business, a local community center, performance hall, apartment complex (needs a zone change), a restaurant, or mixed-use facility.

7.3.2 Recommendation: Secure Public Funding Assistance

Redevelopment of the Masonic Temple will most likely need public financing to offset some of the renovation costs. Because of the building’s poor condition, renovation of the facility is an expensive proposition. To recoup the cost of renovations, the owner would have to charge above market rental rates, making it very difficult for him to secure funding to do the renovations in the first place. Appendix B identifies several sources of obtaining public funding for potential redevelopment of the Masonic Temple and other identified parcels. The city should provide technical services to help secure funding for redevelopment.
7.3.3 Recommendation: Add Parcel to National Register of Historic Places

Because the Masonic Temple is listed as a historic place, it is of critical importance to the heritage of the Market Square area. Listing it on the National Register of Historic Buildings has a variety of tax advantages, but would limit the property owner’s flexibility in redeveloping the building.

7.3.4 Conclusion

With 3,578 square feet of space, lovely architectural detail, and a superior location, the Masonic Temple should be a priority for Market Square redevelopment. The building represents a significant asset to the city, the property offers real options for commercial reuse, and the property owner is currently looking for feasible redevelopment ideas.
7.4 Mathis Oldsmobile Property

The former Mathis Oldsmobile property is located at 67 Exchange Street near the northwestern edge of Market Square. Of the parcels studied, the Mathis property is the most distant from the Market Square core, and it represents a gateway into and endpoint of Chicopee Center. The property consists of five small parcels with a total area of 0.917 acre. This includes 26,828 square feet of paved parking, a vacant automobile showroom that fronts Exchange Street and service facility in the back that currently houses a limousine business. The original showroom was built in 1937, with the repair bays added in 1950. Both structures are in good condition. The showroom reveals simple and clean architectural details including fine original masonry and large display windows.

All five parcels are zoned for “business A” that is designed “for general businesses located within high traffic volume that are intended to serve an area-wide population” (Chicopee Code § 275-58). This zoning category allows such uses as automobile dealerships, service stations, motels, and business and professional services. In general, it allows for a great deal of flexibility when examining potential redevelopment options.

Mathis Oldsmobile Property

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active automobile circulation</td>
<td>Renovation costs</td>
</tr>
<tr>
<td>Redevelopment flexibility</td>
<td>Environmental hazards and clean-up costs</td>
</tr>
<tr>
<td>Attractive and visible facade</td>
<td>Distance from Market Square core</td>
</tr>
<tr>
<td>On-site parking</td>
<td>Low pedestrian circulation</td>
</tr>
<tr>
<td>Access to I-391</td>
<td></td>
</tr>
<tr>
<td>Expansion potential</td>
<td></td>
</tr>
</tbody>
</table>
7.4.1 Recommendation: Create New Commercial Space

The location of this parcel anchors the western end of the central business district of Market Square. It would be most effective to locate a use that generates high traffic levels on this parcel. The showroom, with its large display windows and ample on-site parking, would make an appropriate retail or commercial outlet such as a gardening or hardware store. With a large Portuguese community living and doing business in the area, the Mathis property could become a Portuguese business incubator and solidify West Exchange as a Portuguese business center. The site offers flexibility in creating a commercial space for multiple tenants or one large tenant.

7.4.2 Recommendation: Establish an Ethnic Marketplace

To take advantage of Chicopee’s cultural diversity, the creation of an ethnic marketplace should be considered to meet the needs of the Polish, Puerto Rican/Latino, Portuguese and other local ethnic populations. Many successful markets around the country provide jobs, cultural identity, community stability, and pride for ethnic neighborhoods. This marketplace may include a farmer’s market, restaurants, bakeries, and shops, combining specialty foods and goods not found elsewhere in the region. Because of Chicopee’s low tax and rent rates the market would offer products at a competitive advantage.

Creating a festival type market will provide jobs for local residents, allow for personal expression in helping shape the market’s services, give Market Square a regional attraction, and will increase Market Square’s visibility. A variety of specialty ethnic food stores and restaurants can help attract not only local consumers, but also white-collar consumers from surrounding middle-income communities. See Chapter 9 below for further discussion of this and other “grand ideas” that involve this parcel.
7.4.3 Recommendation: Improve Appearance of the Property

Aesthetic improvements should be undertaken to increase the Mathis property’s marketability. The parking lot should be repaved and landscaping improvements added to reduce its visual and environmental impact. Trees should be planted along Exchange Street and flower boxes built along the showroom windows. The parking area should also be better lit for nighttime safety. The building needs to be repainted and signage improved.

7.4.4 Conclusion

The Mathis Oldsmobile lot is a strategic property at the western end of Exchange Street. For years, Mathis Oldsmobile was a community institution. It served as the commercial anchor of Market Square because of its location, size, visibility, and economic contribution to the area. Today, the site is ripe for redevelopment because of its many positive attributes and flexibility. The city should work with the current owner and potential developers to secure a tenant that will provide a stable and important economic contribution to the area for years to come.
7.5 Vacant Lot in Front of the Cabotville Industrial Park

The vacant lot is centrally situated in Market Square between Exchange, Perkins and Dwight Streets. It occupies 1.856 acres owned by a co-owner of the Cabotville Industrial Park and is located in front of the historical Dwight Mills complex that now houses the Cabotville Industrial Park. The lot borders the eastern edge of the Dwight Mills Historic Housing District. A significant cultural and housing resource, the Dwight Mills Historic Housing District consists of only 40 percent of the original mill housing once found in Market Square. The vacant lot constitutes the transition from housing to commercial and industrial uses in Market Square. To the east of the vacant lot is a strip mall with a large parking lot. As a result the central gateway to Cabotville is awash in pavement. The historical significance of Dwight Street as an industrial thoroughfare is lost. Any redevelopment of the lot should help to correct this.

In the past, the property owner attempted to attract private development (e.g., the Friendly's chain) to build on the property. According to the owner, redevelopment is made difficult because of the condition of the surrounding neighborhood. In addition, local business suffers from the lack of promising white-collar consumers in a mainly low-income, blue-collar neighborhood. When mill jobs evaporated, so too did many of the businesses that serviced mill employees. Local businesses are having trouble readjusting to the shifting economic and demographic trends and are not taking full advantage of the strong collective purchasing capability of local residents.

7.5.1 Recommendation: Take Opportunity to Add to Architectural Heritage

Redevelopment of the vacant lot should provide infill that respects the historic nature of the area. The building should add to the architectural heritage of Market Square. To this end, the building should be built to its lot line, use indigenous building materials (brick and masonry), be appropriately scaled to match the adjacent mill housing, and follow architectural cues from
surrounding structures. This vacant lot is one of Market Square’s most visible gaps leaving residents and visitors alike a powerful image of blight. The adjacent strip mall with its vast parking lot and lack of landscaping compounds the problem.

<table>
<thead>
<tr>
<th>Vacant Lot in Front of the Cabotville Industrial Park</th>
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<tbody>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>Compatible commercial zoning</td>
</tr>
<tr>
<td>Owner is open to redevelopment ideas</td>
</tr>
<tr>
<td>Excellent location</td>
</tr>
<tr>
<td>Available utilities</td>
</tr>
<tr>
<td>Can build to suit tenant</td>
</tr>
</tbody>
</table>

### 7.5.2 Recommendation: Build a New Library and Historical Center

This site is ripe for a “big idea” to bring life into this historical district of Market Square. As the city studies renovating and expanding the city library, it should consider this site for a new library and historical center. It would provide a strong link between the residential district and the commercial core of Market Square. In addition, a new library and historical center that celebrates Chicopee’s industrial heritage will provide a better connection and ceremonial thoroughfare to the Cabotville complex. A new library will increase foot and vehicular traffic, solidify Market Square as the institutional center of Chicopee, and help fill a major gap in the area. See Chapter 9 for further discussion of this and other “grand ideas” that involve this parcel.

### 7.5.3 Conclusion

This property is the most strategic vacant lot in Market Square and should be a major focus for development. Located close to City Hall and in front of the Cabotville Industrial Park on
Exchange Street, this unsightly lot is a major gap in the area's urban form, giving the impression that Market Square is in decline. This site is the largest single lot in the Market Square commercial core that has not been developed, and because it is currently empty, it has the greatest amount of development flexibility out of all five parcels analyzed. The site holds a great deal of promise as a new site for an expanded library and industrial museum, a mixed-use office structure, additional parking, a vest-pocket park, or ethnic marketplace. Creativity and a private-public partnership are needed to insure the site is appropriately developed in the future.
8 PROGRAM ASSESSMENTS

Chicopee has many options for revitalizing its downtown, including established revitalization programs. Some revitalization programs include funding by state, federal, or other agencies. Some options are focused on nonprofit organizations, while others offer choices to commercial enterprises. Examples of some of these options follow, with contact information where necessary.

8.1 Business Improvement District

The Business Improvement District (BID) program was enabled by Massachusetts General Law 400. The legislation allows for the designation of a specific geographic area which would receive additional services and improvements. These could include streetscaping, security, maintenance, common marketing, event promotions, small business assistance, and business recruitment. The services and improvements would be funded by assessments or fees paid by the district's business and property owners to the local government.

The Market Square business and property owners could form an organization and initiate a BID, creating it through the petition process of the municipal government. The petition would include a district improvement plan which describes the boundaries of Market Square, outlines the additional improvements and services to be provided, designates a management entity, and defines a specific assessment formula. The municipal government is responsible for holding a public hearing on the matter, approving or rejecting the petition, collecting and dispersing BID funds, and fiscal oversight.

Once the BID is formed, the Market Square management entity can set its own assessment or fee structure based on need and preference. If they find that there has been insufficient benefit to them, they can petition for the dissolution of the BID.
8.2 Commercial Area Revitalization District

The Commercial Area Revitalization District (CARD) offers funding for older, established commercial areas experiencing disinvestment. The program's goals are to reverse the trend of disinvestment by encouraging both public and private investment. Under the auspices of the Massachusetts Development Financial Agency, CARD offers nonprofit agencies and - to a far lesser degree - commercial enterprises in the district, taxable development bond financing, state tax credits, capital grants for off-street parking, and grants for public transit and economic development involving public works. The program runs for three years, and can be renewed for two-year periods after the initial period ends.

Chicopee has applied for this program in the past, but is not using it now. CARD is going through a restructuring which will be complete by the end of 1996. Chicopee may wish to contact the listed office and submit a plan in early 1997. The Chicopee city government must submit a CARD plan to the office listed below for approval.

Contact:
Maryan Bobadilla, CARD Program
Division of Municipal Development
Department of Housing and Community Development
100 Cambridge Street
Boston, MA 02202
(617) 727-7001

8.3 Leeway Law

The Leeway Law was enabled by Massachusetts General Law 167F, Paragraph 8, Section 2. It allows state-chartered trust companies, savings banks, and cooperative banks to directly invest in development projects or business ventures in which they normally would be prohibited from participating. In this way, banks can demonstrate their commitment to the community.

Usually working through wholly-owned subsidiaries, some Chicopee banks may purchase, develop, and manage property. Leeway investments are limited to a maximum of 5% of
total deposits, anything above 3% must be invested in urban renewal projects, and only 2% of total
deposits may be on any single investment. This law offers opportunities for banks to invest in
their own communities.

Contact:
Tom Curry
Commissioner of Banks
20th Floor, Room 2004
100 Cambridge Street
Boston, MA 02202
(617)727-3120

8.4 Massachusetts Technology Development Corporation

The Massachusetts Technology Development Corporation (MTDC) is an independent state
agency providing venture capital financing for small and emerging high-tech firms which offer the
potential to enhance employment growth in Massachusetts. The agency offers its investments as
part of a joint venture with conventional private sector investors. MTDC helps the interested
companies to locate compatible private sector investors. MTDC invests at least $100,000 and at
most $300,000 for first-time financing.

Additionally, MTDC offers a management assistance program, reviewing business plans of
entrepreneurs, providing counsel for capital sources, and assisting companies in locating
alternative sources of funding. Any new business locating in the Market Square area should be
offered the resources of this corporation.

Contact:
John Hodgman, President
MTDC
131 State Street
Suite 205
Boston, MA 02109
(617)723-4920
9 STRATEGY RECOMMENDATIONS

Strategy recommendations relating to specific parcels are outlined in Chapter 7 of this report. This chapter includes recommendations for broader strategies that encompass the whole of the Market Square area. It also includes three proposals for “grand ideas” that would anchor the development of downtown. It is within the context of these strategies that development plans should be made for the individual parcels. Such a unified approach to the development of Market Square will better ensure the success of that development.

9.1 Develop a Promotional Campaign for the Market Square Area

A general promotional campaign for Market Square would provide economies of scale in marketing the business district as a destination for consumers. Organized campaigns would give local businesses the opportunity to effectively pool resources, identify markets, and coordinate marketing efforts for maximum effect. Such a promotional campaign could be directed at consumers outside of Chicopee, as well as residents living in close proximity to Market Square. Promotion would involve general ongoing activities as well as specific techniques. Following are some suggestions, although there are many other possibilities.

- Create a theme for Market Square that builds on its strengths (its historical character, sense of community, pedestrian-friendly scale) to promote the downtown as a destination. This theme could be used in promoting Market Square in visitors' centers, brochures, in advertisements, and elsewhere.

- Emphasize positive aspects of the area such as cultural richness, historical treasures, etc. to enhance and maintain community pride among residents and to impress visitors.

- Come up with unique activities such as festivals or fairs to make Chicopee's downtown memorable for outsiders.
• In addition to attracting outside consumers, a formal “buy local” campaign should be organized to support locally owned businesses. By organizing such a campaign, local businesses have the opportunity to market their products more effectively by pooling resources and promoting Chicopee’s overall community.

• Maintain an informative, easy-to-follow home page on the Internet with links to contact people in charge of programs in Chicopee.
9.2 Improve the Functional and Aesthetic Design of Market Square

Design is integrally related to promotion and development. Perceptions and appearances affect the attractiveness of an shopping district, and this fact is recognized by the members of the business community who shared their ideas with us. Recommendations are made concerning the design issues as they affect the appearance and feel of Market Square, and as they affect how that space is used.

9.2.1 Improve the Physical Design of Market Square

- Maintain density with compact development to preserve a walkable and accessible urban core. Do not allow large setbacks nor parking lots in the front of buildings, as they would slowly destroy the character of Market Square and reduce its appeal.

- Emphasize and promote historic preservation with creative and adaptive reuse strategies for existing structures and strict design guidelines for new construction.

- Maintain and add civic facilities and public spaces. Retain Market Square as the governmental and cultural center of Chicopee.

- Enhance Market Square as a multi-use, multi-function urban center. The existing mix of uses in Market Square are unique in the region.

- Create a design review board and process with general guidelines for overall design of new developments, including architecture, landscaping, facades, signage, and lighting.

9.2.2 Create a Corridor Standard for Exchange and Center Streets

- The creation of a corridor standard for Market Square's two most important commercial streets will provide a set of design and development standards to increase the attractiveness, safety, and tax base of both streets and help to protect the community character of two valuable conduits of economic growth and stability. A corridor standard will discourage strip development that is inconsistent with the existing urban form of Market Square and instead encourage directed growth in clusters and nodes (Growth Management Workbook 1988, 60).
These corridor standards should:
- Minimize land use and traffic conflicts.
- Promote design and landscaping to be consistent with Market Square’s architectural heritage and urban form.
- Establish layout and design standards for buffering and landscaping, curb cuts, setbacks, signage (materials, size, placement, lighting, height), and buildings (roof pitch, window size, scale, height).
- Promote infill projects to straighten the physical character of Market Square and add pedestrian amenities and linkages between buildings.
- Be identified and delineated on a zoning map and amended into the zoning code.

9.2.3 Create Signage Standards for the Commercial Core of Market Square

- Signage standards should be established to creates an improved and coordinated strategy for the placement or replacement of signs in the Market Square commercial core. Signs are an important part of the visual landscape and are designed to attract attention. Signs, therefore, can be important and exciting design elements or they can be community liabilities. Signage ordinances help protect public and private investment, eliminate potential hazards, and strengthen the design aesthetic of an area (Growth Management Workbook 1988, 62).

These signage standards should:
- Be applied to the establishment, alteration, location, and maintenance of all signs within a specific area.
- Be applied to outdoor and indoor signs visible to by-passers.
- Identify the type, illumination, lettering, sign height, and materials allowed for all signs within a specific area.
- Be readable by pedestrians and slow moving traffic (5 mph max.).
- Be consistent with the character of historic buildings.
- Be identified and delineated on a zoning map and amended into the zoning code.

- In addition to the standards for private signs, the city should improve traffic signs and create directory signs outside of the downtown at key areas to attract people from highways and other communities to the downtown and its sites of interest and business activity.
- Similarly, the city should create uniform and aesthetically pleasing signs inside the downtown which will describe services and businesses in front of major commercial nodes such as the strip mall or the Ferris building.
If possible, institute a sign improvement program to provide assistance and incentives for existing businesses to create more pleasing signs where necessary, particularly for the strip mall next to Cabotville Industrial Park where the sign design is in conflict with the historical surroundings.

9.2.4 Create Parking Standards for Market Square

- An off-street parking by-law should be established to provide consistent standards for parking lots in the Market Square area. These standards will increase the aesthetic quality and safety of renovated or new lot construction by outlining design elements that are consistent with the community's historic character. Parking influences traffic patterns, pedestrian safety, aesthetic quality, environmental quality, and overall access to and from and area. There are an abundance of parking lots in Chicopee center and therefore they are an important component of the economic and physical health of the city (Growth Management Workbook 1988, 63). Parking standards should:
  - Establish standards for buffering and landscaping, lighting, curb cuts, and signage of all off-street parking lots within Market Square.
  - Be identified and delineated on a zoning map and amended into the zoning code.
  - Provide adequate parking while establishing an attractive, screened parking area.
  - Help to protect the character, aesthetic qualities, and property values of the surrounding areas.
  - Conduct a new parking study to determine need, possibilities for parking lot sharing between businesses, and need for leasing "sharing" lots for downtown merchants and visitors. Downtown merchants often feel that there is never enough parking space.

9.2.5 Create Community “Gateways” into Market Square Area

- The siting and construction of several gateways into Market Square will help promote Chicopee’s center and strengthen circulation patterns and linkages to the rest of Chicopee and Springfield metropolitan area. A gateway consists of a handsomely landscaped traffic island and sign identifying the arrival and departure from an area. The sign should mention the arrival into “Market Square” and other locational information (directions to City Hall, Post Office, Cabotville Industrial Park, etc.). These gateways should located on Center Street at the I-391 exit ramps and southern end of the 116 bridge in Market Square, with an optional one at the uphill side of the Rivoli Building, which is a gateway to Market Square from Chicopee’s suburban neighborhoods. The construction and design of these gateways should be consistent with the historic nature of Market Square and be readable at moderate traffic speeds. The city
should be responsible for general upkeep of the gateways, however a local group such as a
gardening club should be identified to help with additional maintenance.
Gateway standards should:

- Identify the lead agencies or community groups responsible for the site and identify
  moneys for the construction and maintenance of community gateways
- Coordinate a “design your community gateway” contest for residents and children of
  Market Square.
- Gateways should be identified and delineated on a zoning map and amended into the zoning
  code.
- Help to protect the character, aesthetic qualities, and property values of the surrounding
  areas.
- Highlight anchor stores at gateways to attract customers.

9.2.6 Improve Circulation Patterns

Although transportation itself is not usually considered part of design, it is one of the
physical and service factors that can either attract people to Market Square or discourage them from
coming. Improvements could lead to increased visits from residents of the outlying neighborhoods
of Chicopee as well as from neighboring cities, in addition to better functioning for local residents
and workers.

- Work with Pioneer Valley Planning Commission to improve bus service between Market
  Square and surrounding neighborhoods, including those in West Springfield and Holyoke.
- Use signage, maps etc. to make surface gateways into and out of Market Square easier to find.
- Use signage and landscaping to improve pedestrian access routes linking commercial and civic
  areas, the river walk area, neighborhood areas, and routes leading to and from Market Square
  from the outside.

9.2.7 Make Landscaping Improvements in Certain Key Areas

- Landscaping should be improved in the following key areas:
  - Ferris Parking Lot
  - Strip Mall Parking Lot
  - Gateways to Downtown (off-ramps, major routes into city)
  - Where renovated brick sidewalks border parking lots, particularly where benches are
    located.
Rear borders of parking lots which abut private residential backyards should have landscaping to screen wire fencing, overgrown weeds, and to screen views of parking lots from private homes.
9.3 Address Economic Development Issues

Economic development strategies for the Market Square area should focus on two aspects. First, enlarging its customer base, comprised of residents of nearby Chicopee neighborhoods as well as new customers from the greater Springfield area. Strategies in this area would strive to make Market Square a unique and attractive shopping or entertainment destination that provides offerings not available elsewhere, particularly in shopping malls. The second aspect of economic development is to employ a coordinated set of strategies for retaining and expanding existing businesses while attracting new businesses to start up or locate in Market Square.

9.3.1 Build on Existing Area Strengths

- Existing strengths and unique features should be developed and highlighted, such as the historic industrial character, pleasant physical appearance, and nostalgic atmosphere. Features which are unique and pleasing to the visitor include:
  - The Library and City Hall
  - The Rivoli Theater Building
  - Cabotville Industrial Park - inner courtyard should be accessible to pedestrians through formal walkway connecting it to historic housing district and downtown businesses and civic buildings.
  - The Post Office and Park in front of it, as well as Polish Building across street - interesting viewsheds should be highlighted through urban design improvements.
  - The Chicopee River Waterway
  - The Masonic Temple

- The mill complex area should be emphasized to accent its pleasant historical image and to attract business and industry to locate there.

- Retail businesses should be the focus of ground level buildings; a continuous series of retail establishments works most effectively. Upper floors of downtown buildings should be used as office space, and efforts should be made to fill these spaces. Well-used upper floors enhance the health of a downtown and provide a customer base of office workers and their clients.
• The town common should be landscaped and should be a setting for cultural and civic activities. Volunteer groups should be identified to help with landscaping maintenance and to discourage vandalism and littering through awareness campaigns and monitoring.

9.3.2 Make Concerted Efforts at Business Retention and Attraction

• Local realtors, the Chamber of Commerce, property owners, lenders, and the Office of Community Development should help create a marketing and business recruitment campaign to promote business relocation, retention and creation in Market Square. The campaign should streamline and consolidate the relocation process, giving existing and potential businesses “one stop” shopping. This office should assist with locating low-interest credit or loans, other start-up capital and resources, and should provide advice and communication facilities similar to the services of business incubators. An internal framework for providing professional startup services to businesses would give small local businesses the impetus and support to stay and grow in Market Square.

• Tax-incentive zoning may also encourage location of new businesses in desired areas such as the main commercial corridors, Cabotville, and the upper floors of buildings along main corridors.

• Publicize the steps that the city is taking to encourage business retention and development in Market Square. This publicity should be in the media as well as through civic and other meetings and events.

• Market Square should encourage a mix of customers (blue-collar and white-collar), activities (day and night), and goods (low-priced and high-priced), to avoid the typical 9 to 5 syndrome of downtown business districts which have no activity after 5 PM.

• Attract more white-collar jobs to Market Square to stimulate the retail and service sectors. Advertise available office space in professional journals and regional newspapers including the Boston Globe. Encourage location in Cabotville Industrial Park and other available properties such as upper floors and unused commercial space. Offices are known as feeders to other stores and restaurants.

• Create incentives and assistance for property owners to retrofit and upgrade available properties into high-quality, competitive office and commercial spaces.
Apply for and implement state and federal programs such as Commercial Area Revitalization District, Massachusetts Technology Development Corporation (See Section 8.5 above).

9.3.3 Develop Special Activity Generators

- Special activity generators should be encouraged to locate and thrive in Market Square. Primary special activity generators are cultural, ethnic, and athletic activities, and the facilities where they can be located. Both of them can help revitalize blighted areas, attract more traffic and visitors, and stimulate new commercial development.

- Make maximum use of available cultural facilities. For example, the Rivoli Theater or other large spaces could also be used as a conference room, music hall, or auditorium for live theater when films are not being shown. This would require public/private cooperation between property owners and local leaders. Outdoor public space should also be used, weather permitting.

- Encourage and facilitate cultural or ethnic activities: Public, private, and civic organizations should coordinate planning of various ethnic or cultural festivals, musical/dance events, and holiday celebrations. They should publicize to community groups, churches, schools that the city encourages such events by contributing available space (town common, other outdoor/indoor sites) or other support.

- Aim for different audiences for such events: children, teens, elderly, and families, in order to attract diverse groups downtown, both from the local and outlying neighborhoods.
9.4 Establish an Umbrella Organization to Coordinate Development Efforts

An important first step in implementing any development strategy is establishing the organizational form through which action will be taken. Leadership is key in determining the scope, pace, and direction of economic development and community progress (Clark 1994, 55). At the same time, a program that does not involve all stakeholders at every step of the process will be less likely to succeed. To these ends, the following recommendations are made.

- Continued coordinated effort between the Neighborhood Development Corporation, the Chamber of Commerce, and the Office of Community Development will be a clear benefit to the Market Square area. An umbrella organization could be formed that encompasses any interested community organizations. A formalized organization made up of the above constituents could unify development measures for the area by working out a plan of action, strategizing, focusing on control measures, establishing cooperation among various groups, etc.

- A dedicated full-time staff person would ensure that comprehensive, unified actions are taken. This person could coordinate a marketing program for downtown business activities, and could be sponsored by the Office of Community Development in conjunction with above-mentioned organizations.
9.5 The “Grand Idea”

Often a successful development strategy can be organized around a single large-scale project or an overarching theme. Such a “grand idea” can anchor development by attracting customers from outside the area, and invigorate an area by suffusing it with a new enthusiasm. In reviewing the characteristics of Market Square, and keeping in mind the area’s strengths and weaknesses, a number of “grand ideas” were considered.

9.5.1 Develop an Ethnic Marketplace

The success of specialty stores in bringing customers to Market Square, along with Chicopee’s rich multi-cultural heritage, are two strengths that could support the development of an ethnic marketplace. Such a marketplace can be designed like a “festival marketplace”: an indoor shopping center where various independent vendors can offer a variety of goods and services. It would emphasize both groceries and prepared foods, and possibly live entertainment, and encourage a mix of customers. An ethnic marketplace can combine outdoor and indoor activities such as ethnic shops, restaurants, a farmers’ market, and facilities for cultural activities.

For development of an ethnic marketplace in Market Square, the following should be considered:

- Local and outside entrepreneurs should be encouraged to form new ethnic-based businesses or expand/relocate current ones. They could build on current ethnic businesses such as Polish delicatessens, Portuguese bakeries, etc. Community groups should be included in the search for entrepreneurs, and small businesses should become involved.
- Ideal locations for the marketplace include two of the parcels examined in Chapter 7: the vacant lot opposite Cabotville Industrial Park and adjacent to the strip mall, or the former Mathis Oldsmobile building and lot.
- The physical form of the marketplace might be that of a large warehouse-type building with a large contiguous inner space in which various vendors could set up booths, tables, stands, or build inner walls. Such a space could also serve as winter location for farmer’s market on a weekly basis.
- A new marketplace could build linkages with existing ethnic businesses, creating an area of specialization for Market Square in which new and existing businesses are mutually reinforced.
9.5.2 Create a Combined Library/Municipal Government Center

The City Hall and the municipal library anchor Market Square by attracting Chicopee residents into the area. The continued presence of these institutions is critical to the future of Market Square. The need for expanded library facilities has been identified, and this “grand idea” addresses that need. Two possible locations have been identified by this study as suitable for an expanded library. One is the lot on which the Rivoli Theater currently stands, which abuts the present library building. The second is the vacant lot opposite the Cabotville Industrial Park. If an ethnic marketplace is not established on this site, a new library facility could be constructed there, thereby firmly anchoring that portion of Market Square. The pros and cons of each of these possible site for the expansion of the library are listed in the table on the following page.
<table>
<thead>
<tr>
<th>Site</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Library/Rivoli Lots</td>
<td>• Most central location</td>
<td>• Displaces several functioning businesses</td>
</tr>
<tr>
<td></td>
<td>• Maintains current library site</td>
<td>• Loss of interesting historic building, location of cultural and nighttime activities</td>
</tr>
<tr>
<td></td>
<td>• Design ideas already prepared</td>
<td></td>
</tr>
<tr>
<td>Cabotville Empty Parking Lot</td>
<td>• No need for demolition</td>
<td>• Some negative feelings about location on part of some residents</td>
</tr>
<tr>
<td></td>
<td>• No displacement of existing businesses</td>
<td>• Displaces ethnic marketplace</td>
</tr>
<tr>
<td></td>
<td>• Major civic use such as library brings traffic to part of corridor which lacks traffic</td>
<td>• Not as high-revenue as commercial use</td>
</tr>
<tr>
<td></td>
<td>• Spillover effect revitalizes empty storefronts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Lot is large enough for parking and building; fewer design constraints</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Preserves only downtown nighttime activity (movies)</td>
<td></td>
</tr>
</tbody>
</table>
9.5.3 Develop a Nostalgia-Based Marketing Theme

A nostalgia-based theme for entertainment and retail businesses in Market Square would be based on social feelings of nostalgia found in such segments of the population as the aging baby boomer generation, elderly generations, and today’s youth. This nostalgia is manifested in consumers’ attraction to historic settings; cultural activities based on previously fashionable music, dance, and games; and the consumption, largely by youngsters, of “retro” clothing, accessories and music items. Historic preservation plays a key role in nostalgia-based tourism, which is a major industry in the Berkshires, Vermont, and New Hampshire. Although Chicopee is not a quaint rural Victorian town, its nineteenth-century industrial and commercial character combined with the old-world charm of Polish, Portuguese, and other architecture could attract visitors and customers to Market Square.

Chicopee’s historical buildings and attractive brick sidewalks and period lighting create a perfect physical environment in which to locate activities designed around the current nostalgia trend. The city’s proximity to colleges, elderly populations, and suburban baby-boomers (at distances close enough for a day or evening visit by car or bus) also supports nostalgia-oriented visits and activities. In Chicopee, the large elderly population can also be a “direct source” for curious youngsters and sentimental baby-boomers on hot retro topics such as ballroom dancing, big band, jazz, Latin jazz, glamour night clubs/dinner clubs, all of which are currently very popular in most metropolitan areas.

The following should be considered in the development of a nostalgia-based marketing theme for Market Square:

- Nostalgia-based businesses should be encouraged, including antiques stores, consignment shops, and food stores offering traditional and homemade items.
- Market Square could be publicized as a day-tourist destination for shopping, eating out, and cultural activities in regional tourism brochures.
• Nighttime uses would be created for the downtown through enhanced entertainment opportunities. Nighttime traffic can give bring extra business to restaurants and other businesses with flexible hours.

• A variety of cultural events could be held in keeping with the nostalgia theme. Dances, contests, performances, and dinners could draw many visitors to Market Square (particularly with low admission costs and inclusion of all age groups) and could aid in the establishment of small vendors.

• Available “nostalgic” spaces could be utilized, such as upper floors of older buildings on main corridors.
The development potential of Market Square is substantial. An economic development strategy that addresses the concerns of residents, employees, and business owners of the entire area will be necessary to harness this potential. A piecemeal approach to development will likely result in piecemeal results, but a strategy developed and implemented by the entire community will be more likely to produce benefits for all. This report is presented as a step toward establishing that inclusive development strategy.
REFERENCES


Developer buys block in Center, $350,000 in renovations. HTT. August 20, 1979.


Mulvaney, Leo. *Chicopee block will be reborn*. (Date?).


Robertson, Cent A. Journal of the PA. Vol. 61, No. 4 429.


APPENDIX

This appendix contains information on the details of each of the five parcels identified for special attention in this report. See Chapter 7 above for an analysis of this and other information, as well as recommended development strategies for the parcels. A table displaying data related to the property and a photograph of the site are included for each parcel.

A.1 Rivoli Theater

See photograph on the following page.

<table>
<thead>
<tr>
<th>PROPERTY NAME</th>
<th>Rivoli Theater</th>
</tr>
</thead>
<tbody>
<tr>
<td>PARCEL ID</td>
<td>0097-00032</td>
</tr>
<tr>
<td>LOCATION</td>
<td>43 Springfield Street</td>
</tr>
<tr>
<td>OWNER</td>
<td>Western Mass. Theaters, Inc.</td>
</tr>
<tr>
<td>ADDRESS</td>
<td>265 State St., Springfield, MA 01103</td>
</tr>
<tr>
<td>NUMBER OF BUILDINGS</td>
<td>1</td>
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<tr>
<td>EXTERIOR</td>
<td>red-brick facade, columns on the left</td>
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<tr>
<td>YEAR BUILT</td>
<td>1935</td>
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<tr>
<td>PRESENT USE</td>
<td>theater/retail/office</td>
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<td>LOT SIZE</td>
<td>0.486 acres</td>
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<tr>
<td>LOT FRONT</td>
<td>138.14 ft.</td>
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<tr>
<td>BUILDING FRONT</td>
<td>133 ft.</td>
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<td>NUMBER OF LEVELS</td>
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<tr>
<td>TOTAL BUILDING SIZE</td>
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<td>support</td>
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<td>1ST FLOOR</td>
<td>sales space</td>
</tr>
<tr>
<td>1ST FLOOR</td>
<td>cinema</td>
</tr>
<tr>
<td>2ND FLOOR</td>
<td>office space</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>hot water/steam heating (not in support space)</td>
</tr>
<tr>
<td>QUALITY GRADE</td>
<td>C</td>
</tr>
<tr>
<td>LANDSCAPING</td>
<td>immature trees, inadequate</td>
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<tr>
<td>ZONING</td>
<td>business A</td>
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<td>TOTAL ASSESSMENT</td>
<td>$552,800</td>
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<td>LAND</td>
<td>$36,700</td>
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<td>BUILDING</td>
<td>$516,100</td>
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Photograph of the Rivoli Theater (See data sheet on preceding page.)

Photograph of Ferris Building (See data sheet on following page.)
A.2 Ferris Building

See photograph on the preceding page.

<table>
<thead>
<tr>
<th>PROPERTY NAME</th>
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<tbody>
<tr>
<td>PARCEL ID</td>
<td>0078-00039</td>
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<tr>
<td>LOCATION</td>
<td>42 Center Street</td>
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<tr>
<td>OWNER</td>
<td>Emil M. Ferris</td>
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<tr>
<td>ADDRESS</td>
<td>42 Center Street</td>
</tr>
<tr>
<td>NUMBER OF BUILDINGS</td>
<td>1</td>
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<tr>
<td>EXTERIOR</td>
<td>red-brick, metal facade</td>
</tr>
<tr>
<td>YEAR BUILT</td>
<td>1930</td>
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<tr>
<td>PRESENT USE</td>
<td>office/retail</td>
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<tr>
<td>LOT SIZE</td>
<td>0.253 acres</td>
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<td>LOT FRONT</td>
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<td>BUILDING FRONT</td>
<td>120 ft.</td>
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<td>NUMBER OF LEVELS</td>
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<td>BASEMENT</td>
<td>office/support space</td>
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<tr>
<td>1ST FLOOR</td>
<td>retail space</td>
</tr>
<tr>
<td>2ND FLOOR</td>
<td>office space</td>
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<tr>
<td>TOTAL BUILDING SIZE</td>
<td>27,057 sq. ft.</td>
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<td>BASEMENT/OFFICE</td>
<td>2,500 sq. ft.</td>
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<td>BASEMENT/SUPPORT</td>
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<td>1ST FLOOR</td>
<td>10,557 sq. ft.</td>
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<td>2ND FLOOR</td>
<td>8,250 sq. ft.</td>
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<td>UTILITIES</td>
<td>hot air heating</td>
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<td>QUALITY GRADE</td>
<td>C+</td>
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<tr>
<td>PARKING</td>
<td>private parking lot</td>
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<tr>
<td>LANDSCAPING</td>
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<td>ZONING</td>
<td>business B</td>
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<td>LAND</td>
<td>$30,600</td>
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<td>BUILDING</td>
<td>$615,200</td>
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A.3 Masonic Temple

See photograph on the following page.

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<thead>
<tr>
<th>Property Name</th>
<th>Masonic Temple</th>
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<tbody>
<tr>
<td>Parcel ID</td>
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<tr>
<td>Location</td>
<td>89 Center Street</td>
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<tr>
<td>Owner</td>
<td>William S. Starzyk</td>
</tr>
<tr>
<td>Address</td>
<td>81 Center Street</td>
</tr>
<tr>
<td>Number of Buildings</td>
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<tr>
<td>Style</td>
<td>Queen Anne</td>
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<tr>
<td>Exterior</td>
<td>red brick, two front entrances</td>
</tr>
<tr>
<td>Year Built</td>
<td>1884</td>
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<tr>
<td>Altered</td>
<td>1930</td>
</tr>
<tr>
<td>Present Use</td>
<td>warehouse</td>
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<tr>
<td>Former Use</td>
<td>Masonic Temple</td>
</tr>
<tr>
<td>Lot Size</td>
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<tr>
<td>Lot Front</td>
<td>74 ft.</td>
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<tr>
<td>Building Front</td>
<td>55 ft.</td>
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<td>Total Building Size</td>
<td>3,578 sq. ft.</td>
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<tr>
<td>Number of Levels</td>
<td>1</td>
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<tr>
<td>Utilities</td>
<td>hot air heating</td>
</tr>
<tr>
<td>Quality Grade</td>
<td>C</td>
</tr>
<tr>
<td>Landscaping</td>
<td>mature trees, vines, unattended</td>
</tr>
<tr>
<td>Zoning</td>
<td>business B</td>
</tr>
<tr>
<td>Total Assessment</td>
<td>$84,800</td>
</tr>
<tr>
<td>Land</td>
<td>$23,500</td>
</tr>
<tr>
<td>Building</td>
<td>$61,300</td>
</tr>
</tbody>
</table>
Photograph of the Masonic Temple (See data sheet on preceding page.)

Photograph of Mathis Oldsmobile Property (See data sheet on following page.)
A.4 Mathis Oldsmobile Property

See photograph on the preceding page.

<table>
<thead>
<tr>
<th>Property Name</th>
<th>Mathis Oldsmobile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Parcels</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Occupied</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Parcel ID</strong></td>
<td>1 of 5: 0076-00031</td>
</tr>
<tr>
<td><strong>Location</strong></td>
<td>67 Exchange Street</td>
</tr>
<tr>
<td><strong>Owner</strong></td>
<td>Helen Berestka et al</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>68 Mosman St., W. Newton, MA 02165</td>
</tr>
<tr>
<td><strong>Number of Buildings</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Exterior</strong></td>
<td>red-brick, poorly painted in white</td>
</tr>
<tr>
<td><strong>Year Built</strong></td>
<td>1937</td>
</tr>
<tr>
<td><strong>Outbuilding Built</strong></td>
<td>1950</td>
</tr>
<tr>
<td><strong>Present Use</strong></td>
<td>showroom/auto service</td>
</tr>
<tr>
<td><strong>Lot Size</strong></td>
<td>0.210 acres</td>
</tr>
<tr>
<td><strong>Lot Front</strong></td>
<td>61.46 ft.</td>
</tr>
<tr>
<td><strong>Building Front</strong></td>
<td>93 ft.</td>
</tr>
<tr>
<td><strong>Status</strong></td>
<td>rented to limousine company</td>
</tr>
<tr>
<td><strong>Total Building Size</strong></td>
<td>16,219 sq. ft.</td>
</tr>
<tr>
<td><strong>Showroom</strong></td>
<td>4,575 sq. ft.</td>
</tr>
<tr>
<td><strong>Auto Service</strong></td>
<td>11,644 sq. ft.</td>
</tr>
<tr>
<td><strong>Number of Levels</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>hot water/hot air heating</td>
</tr>
<tr>
<td><strong>Quality Grade</strong></td>
<td>C</td>
</tr>
<tr>
<td><strong>Zoning</strong></td>
<td>business A</td>
</tr>
<tr>
<td><strong>Total Assessment</strong></td>
<td>$448,000</td>
</tr>
<tr>
<td><strong>Land</strong></td>
<td>$29,500</td>
</tr>
<tr>
<td><strong>Building</strong></td>
<td>$418,500</td>
</tr>
</tbody>
</table>
A.5 Vacant Lot in Front of the Cabotville Industrial Park

See photograph below.

<table>
<thead>
<tr>
<th>PROPERTY NAME</th>
<th>Vacant Lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER OF PARCELS</td>
<td>2</td>
</tr>
<tr>
<td>OCCUPIED</td>
<td>No</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Exchange Street</td>
</tr>
<tr>
<td>OWNER</td>
<td>Jeffrey B. Sagalyn &amp; Daniel S. Burack-Partners</td>
</tr>
<tr>
<td>ADDRESS</td>
<td>165 Front Street, Chicopee, MA 01013</td>
</tr>
<tr>
<td>NUMBER OF BUILDINGS</td>
<td>none</td>
</tr>
<tr>
<td>PARCEL ID</td>
<td>1 of 2: 0096-00027</td>
</tr>
<tr>
<td>PRESENT USE</td>
<td>not used</td>
</tr>
<tr>
<td>STATUS</td>
<td>vacant lot</td>
</tr>
<tr>
<td>LOT SIZE</td>
<td>1.692 acres</td>
</tr>
<tr>
<td>PAVING SIZE</td>
<td>71,000 sq. ft.</td>
</tr>
<tr>
<td>YEAR BUILT</td>
<td>1973</td>
</tr>
<tr>
<td>LANDSCAPING</td>
<td>none</td>
</tr>
<tr>
<td>ZONING</td>
<td>business A</td>
</tr>
<tr>
<td>TOTAL ASSESSMENT</td>
<td>$104,900</td>
</tr>
</tbody>
</table>

Photograph of Vacant Lot in Front of the Cabotville Industrial Park