

1993

# Mason Square Revitalization Study Urban Village Potential

UMass Amherst Center Economic Development

Follow this and additional works at: [https://scholarworks.umass.edu/ced\\_techrpts](https://scholarworks.umass.edu/ced_techrpts)

 Part of the [Education Economics Commons](#), [Growth and Development Commons](#), [Landscape Architecture Commons](#), [Urban, Community and Regional Planning Commons](#), and the [Urban Studies and Planning Commons](#)

---

UMass Amherst Center Economic Development, "Mason Square Revitalization Study Urban Village Potential" (1993). *Center for Economic Development Technical Reports*. 35.

Retrieved from [https://scholarworks.umass.edu/ced\\_techrpts/35](https://scholarworks.umass.edu/ced_techrpts/35)

This Article is brought to you for free and open access by the Center for Economic Development at ScholarWorks@UMass Amherst. It has been accepted for inclusion in Center for Economic Development Technical Reports by an authorized administrator of ScholarWorks@UMass Amherst. For more information, please contact [scholarworks@library.umass.edu](mailto:scholarworks@library.umass.edu).

**MASON SQUARE REVITALIZATION STUDY  
URBAN VILLAGE POTENTIAL  
SPRINGFIELD, MASSACHUSETTS**

**Spring 1993**



**Principal Investigators**

Jeanne Armstrong, MLA  
Meir Gross, Ph.D.  
John R. Mullin, Ph.D., AICP  
Joseph Volpe, MLA

The Center for Economic Development wishes to thank the  
Research Team

Angela K. Frusciante  
Janet L. Kreda  
Philip A. Lamonthe  
Yubing Zhai

This study was funded in part by the Mason Square Association and the City of Springfield. The Center for Economic Development at the University of Massachusetts, in Amherst, is part of the Landscape Architecture and Regional Planning Department, and is funded by the Economic Development Administration of the U.S. Department of Commerce, and the University of Massachusetts.

## Contact List

Following is a list of individuals contacted during the research phase of this project. Due to time constraints it was impossible to contact all those who have input into Mason Square. We would like to thank all of those who spoke with us. Your information and insight is greatly appreciated.

Cornell Lewis - Executive Director - Mason Square Development Corporation  
Jim Asselin - City of Springfield Community Development  
John Gallop - Springfield Chamber of Commerce  
Bob Oaks - Springfield Planning Department  
Bob McCarroll - Springfield Planning Department  
Marlene Connor, Administrator - PVTA  
Michelle Goldberg, Director of Marketing and Public Relations - PVTA  
Jennifer Donais, Assistant Administrator - PVTA  
Roger Williams, Developer - Masons Square and Springfield  
Tom Mayotte - Springfield Sewer Department  
Mr. Whitman - Springfield Water Department  
Robert Palmer, Vice President - Springfield College  
Richard Bedard, Executive. Assistant to the President - American International College AIC  
Craig Greenberg, Public Relations Director, News Bureau - AIC  
Mr. Blanchard, - Massachusetts Career Development Institute  
Allen Dale, Assistant to the Assistant Dean of Students - Springfield College  
Bob LeCour, National Sports Youth Program Activities Director - AIC  
Larry O'Donnell, Director of Physical Education - AIC  
Noah Dorias, Executive Director - Springfield Neighborhood Housing Services Inc.  
Frank Thompson, Program Director - Dunbar Center  
Deneen Mastorakis, Office Manager - Key Program  
Mrs. Humphrey Spann - Mason Square Library  
Brenda Fry, Assistant Director - Martin Luther King Center  
Gail Haggerty, Director - Center for Mental Health Services

# TABLE OF CONTENTS

LIST OF FIGURES	page 1.
I. INTRODUCTION	page 2.
II. SCOPE OF PROJECT	page 7.
-approach to project	
-research approach	
-identity	
-past planning	
-economic development	
III. MASON SQUARE RESOURCES	page 12.
•Social Resources	page 15.
-demographics	
-consumer patterns	
-education resources	
-community resources	
•Business Resources	page 28.
-current business activity	
-employment resources	
•Spatial Resources	page 31.
-physical resources	
-zoning	
-effect of spatial organization on economic development	
•Communication	page 47.
-regulatory structures	
-major players	
IV. FINDINGS	page 48.
V. RECOMMENDATIONS	page 57.
BIBLIOGRAPHY	page 68.
APPENDIX	
-appendix A: Statistics	
-appendix B: Readings	



## **LIST OF FIGURES**

- FIGURE 1: MASON SQUARE, SPRINGFIELD**  
**FIGURE 2: MASON SQUARE, CORE AREA**  
**FIGURE 3: MASON SQUARE COMMUNITY MAP**  
**FIGURE 4: RESOURCES MODEL**  
**FIGURE 5: KEY ELEMENTS OF MASON SQUARE**  
**FIGURE 6: POULATION**  
**FIGURE 7: AGE DISTRIBUTION, MASON SQUARE AND SPRINGFIELD**  
**FIGURE 8: HOUSEHOLD TYPE**  
**FIGURE 9: MASON SQUARE EDUCATIONAL ATTAINMENT**  
**FIGURE 10: EMPLOYMENT RANKED BY TOTAL SHARE OF INDUSTRY**  
**FIGURE 11: JOB TYPE**  
**FIGURE 12: EMPLOYMENT STATUS OF CIVILIAN LABOR FORCE**  
**FIGURE 13: INCOME PER HOUSEHOLD**  
**FIGURE 14: ACTIVITIES/PURCHASING**  
**FIGURE 15: SELECTED MASON SQUARE BUSINESSES**  
**FIGURE 16: MASON SQUARE, CORE AREA**  
**FIGURE 17: BUILD OUT ANALYSIS**  
**FIGURE 18: BUILD OUT COMPARISON**  
**FIGURE 19: ZONING MAP**  
**FIGURE 20: COMPARISON OF CONSUMER PURCHASING/ACTIVITIES**  
**FIGURE 21: PLANNING MODEL**

# I INTRODUCTION

---

The following report is the result of a joint effort between the Landscape Architecture Program and the Regional Planning Program at the University of Massachusetts. The Landscape Architecture studio, under the direction of Professor Joseph S.R. Volpe, and the Regional Planning Studio, under the direction of Jeanne Armstrong and Professor Meir Gross, were both contracted by the Mason Square Development Corporation. The objective of the combined studio efforts is to develop recommendations that will revitalize the Mason Square area, through the improvement of public space and community development. These recommendations are intended to guide development efforts toward creating an urban village environment which fosters opportunities for economic development and meets other needs of the residents..

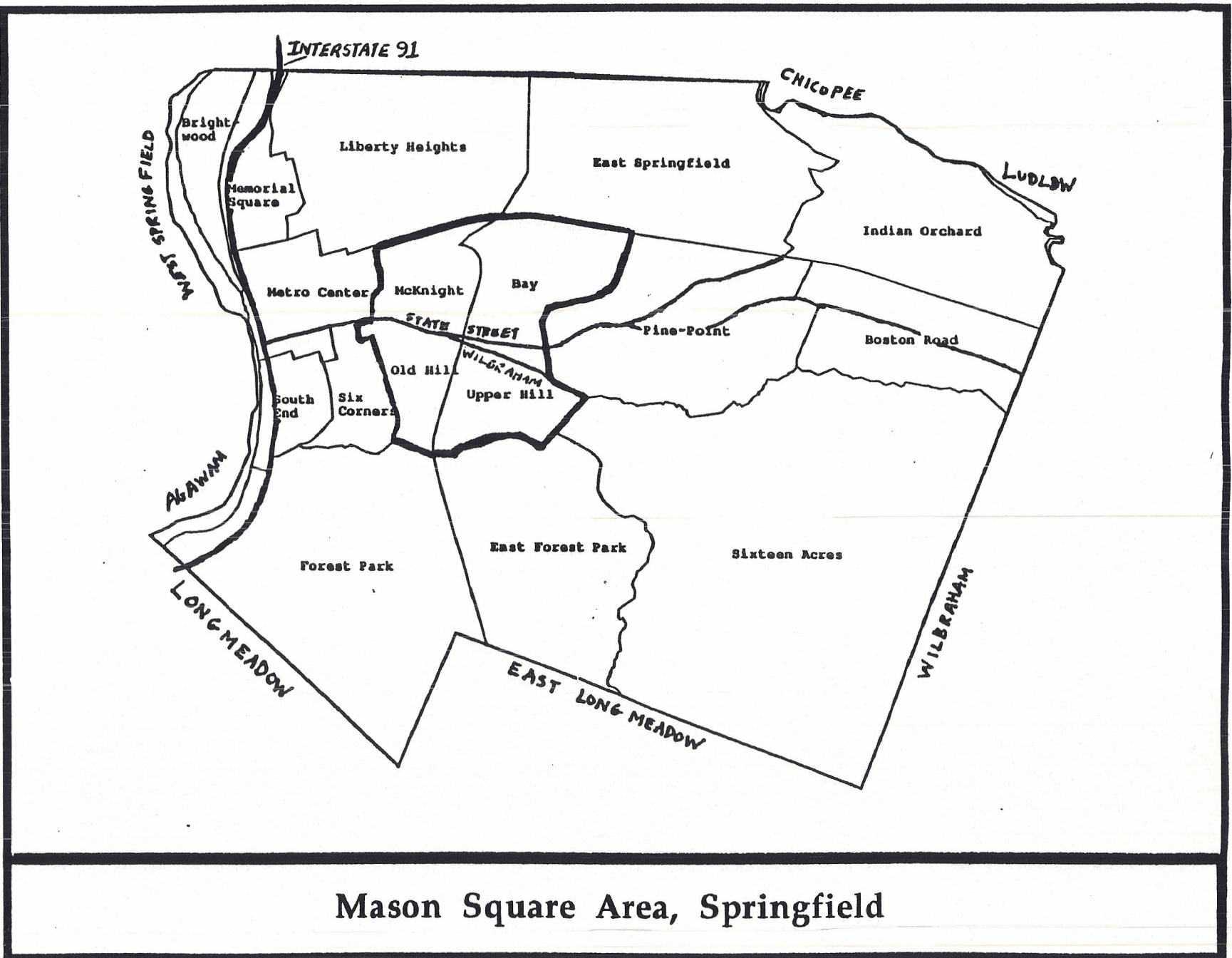
## ***Urban Village***

The term "urban village" was coined in the sixties by Herbert Gans in his book, The Urban Villagers. In general, an "urban village" is a mixed use urban neighborhood, where residents retain a sense of community that closely resembles the small town or village environment. The term is used broadly to encompass a community within an urban setting where people can shop, live and work, as well as eat, gather and play. The "urban village" implies a pedestrian scale environment, a mixture of uses, such as office, retail, and residential, and a mixture of activities. It also indicates a sense of social cohesion. This activity is dependent upon the interaction and participation of various groups.

This concept lays the ground work for our approach to revitalizing Mason Square. Mason Square is located in the geographic center of the City of Springfield. (Figure 1: Mason Square, Springfield) In the Mason Square area there is a need for jobs and a strong commercial/business core. The neighborhoods which abut the



FIGURE 1: MASON SQUARE, SPRINGFIELD



State Street corridor are almost exclusively residential, and each maintains a strong individual identity. The survival of business depends upon the support of the neighborhoods, but there are, few perceived connections between the commercial corridor and the residential neighborhoods.

Once a thriving retail and commercial area, the State Street corridor has been struggling to regain its economic vitality. The Mason Square area has a long history of planning efforts, but few of these efforts have made significant progress toward the goals of community and economic development. In addition to the economic and social issues, there are concerns about vacant land and building space in the heart of Mason Square. The recent construction of the Rebecca Johnson school has left a void in the spatial continuity of State Street. (Figure 2: Mason Square, Core Area)

In looking over past planning documents, it is clear that there has been interest for a long time on the part of the residents and the City to revitalize the Mason Square area [formerly Winchester Square]. From the 1957 Master Plan to the 1974 Comprehensive plan for Springfield, there has been an apparent support for Community and Neighborhood Shopping Centers. The 1974 plan, which is currently being updated, clearly states that "There is strong neighborhood interest in revitalization of the Winchester Square retail center..."(A Comprehensive Plan for Springfield, Massachusetts, 1974, pg. II-8)

Past efforts have generally seen the State Street corridor as a commercial district which will serve an area larger than the immediate neighborhoods. For a variety of reasons, past attempts to revitalize the area as a major retail center have failed. Attempts to bring in a large anchor store, and accompanying retail/office development have been thwarted by a variety of factors including the recession, and problems with securing investors and



developers. The presence of regional malls and strong retail districts nearby also make accomplishing this objective seem even less realistic.

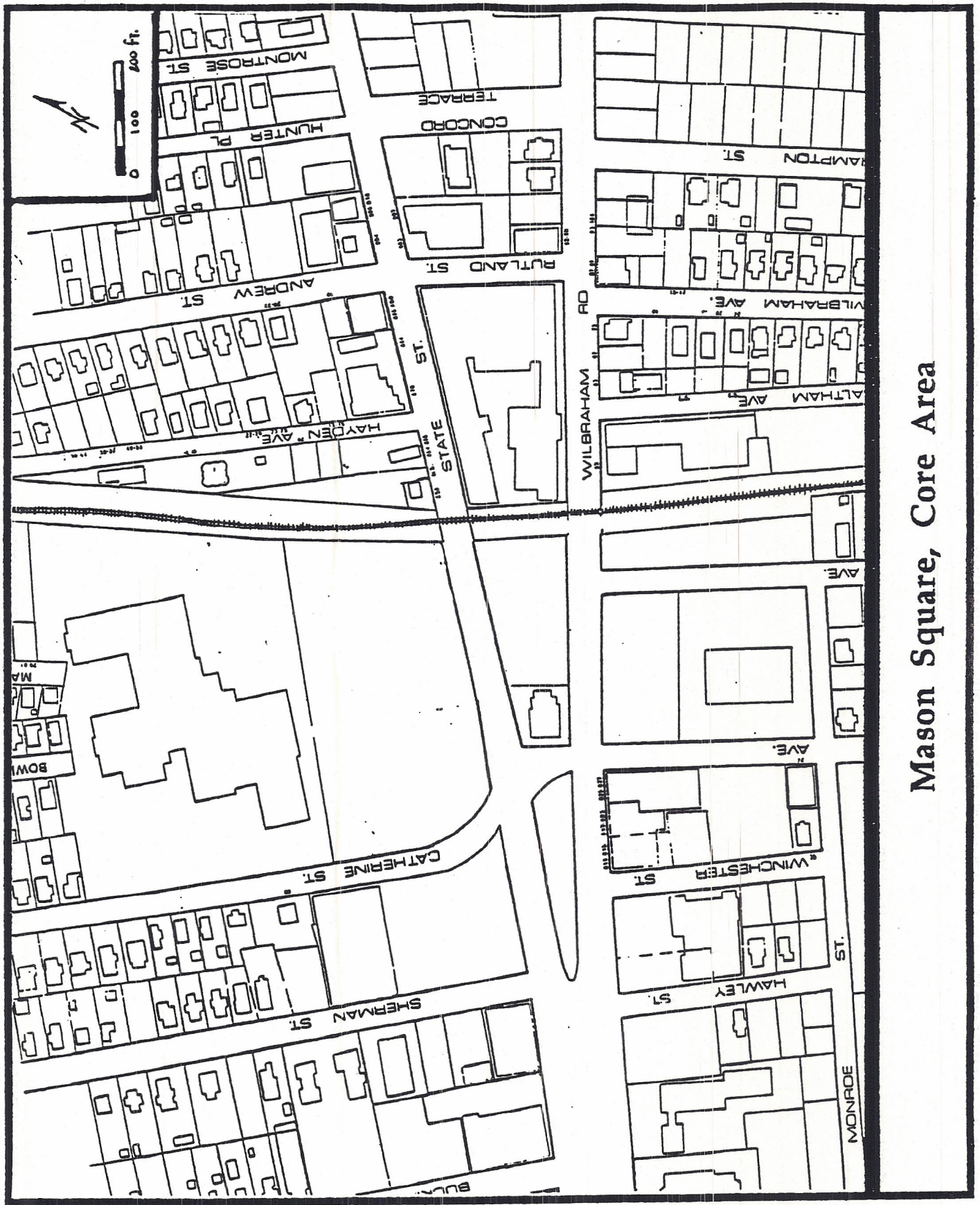
In "Three Years After--an Update of the Blueprint for Change" completed in 1990, the original plans for development were recognized as overambitious. The goals for retail/office and industrial development, born in the height of the 80's boom, were scaled back considerably. The update recommended that any development efforts should be focussed on "shoring up" the existing assets in the community, and any new retail development plans should be conditioned upon "the neighborhood residents' ability to support these businesses." ("Three Years After", 1990, pg 20)

The "urban village" concept as adapted to Mason Square means that the connections between the residential neighborhoods surrounding State Street be strengthened, and that the State Street corridor support vital commercial and business activities that serve the needs of the community.

Mason Square can be a destination rather than a place to pass through: it can be a place where people meet, where people work, shop, eat and gather. It can be a place that the thousands of nearby residents can identify with, and can use and enjoy. Mason Square can become a thriving commercial district which connects the neighborhoods, unifies the area, and creates a stronger sense of community and place. The objective of the joint effort of designers and planners is to show how these changes can happen.



FIGURE 2: MASON SQUARE, CORE AREA



Mason Square, Core Area

## **II SCOPE OF PROJECT**

### ***Approach to project***

The landscape architecture students produced several design proposals for the Mason Square area. Their work focused on four specific aspects of Mason Square (See Figure 3: Mason Square Community Map) the "Core", the State Street Spine, the abandoned Railroad Corridor, and the Open Space System. The designs explored potential uses for key parcels of publicly owned land in the core area. The planning team's original objectives was to assess the designs in terms of how they best served community needs and economic development goals.

It in order to do this it was essential to determine the needs of the community and the potential for meeting these needs through, not only design, but through an overall economic revitalization plan. Revitalization encompasses more than just business development or physical improvements. It combines the social, spatial, business, and communication elements which, taken together, are Mason Square (See Figure 4: Resources Model).

### ***Research Approach***

Our research approach encompassed a variety of issues, including:

- finding out about the people (age, income, education, occupation, skills)
- contacting community organizations
- researching planning trends and community participation
- reviewing the role of public transportation
- considering buildings, vacant land, and their corresponding development potential
- reviewing zoning regulations



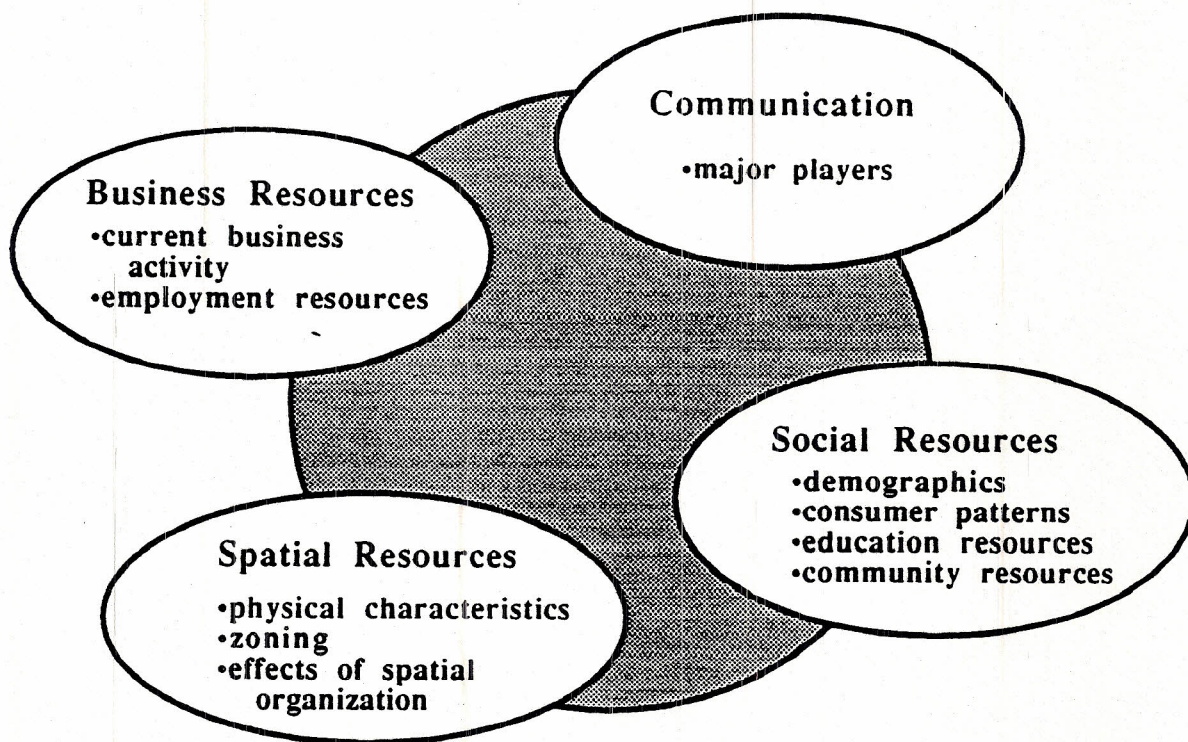
FIGURE 3: MASON SQUARE COMMUNITY MAP



MASON SQUARE COMMUNITY MAP



**FIGURE 4: RESOURCES MODEL**



- reviewing design proposals
- researching the relation of spatial improvements to economic development
- identifying the Mason Square business profile
- determining market trends/ characteristics of Mason Square residents
- contacting area colleges and institutions
- researching downtown economic revitalization

In addition to gathering information about the neighborhoods and the area, we were interested in assessing recent planning efforts, to get a sense of what was and was not working in Mason Square. We consulted the Blueprint for Change (1987), and the Update to the Blueprint for Change (1990), which are the most recent planning documents for the area. We also looked at information and perceptions about past planning efforts through conversations with Cornell Lewis (Mason Square Development Corporation), Jim Asselin (Springfield Community Development Office), Bob McCarroll (Springfield Planning Department), and with a variety of community groups and individuals.

### ***Identity***

'Mason Square' is named for Mr. Mason a prominent resident and local landowner. When he died, he donated his land, located in the vicinity of State Street and Wilbraham Street, to the City of Springfield. The Mayor at the time, Mr. Winchester, renamed the location after himself, and up until a few years ago, the area was known as Winchester Square. The historical name is a wonderful step toward creating an identity and a connection of a name with a place.

The name Mason Square, however, does not have a universally accepted meaning or identity. The 'Mason Square area'



encompasses four, some say five, neighborhoods which surround the intersection of State Street and Wilbraham Street. Included are the McKnight, Bay, Old Hill and Upper Hill neighborhoods, and part or all of Six Corners. Because of difficulties with data collection and discrepancies in definition, this report includes all but the Six Corners neighborhood.

### ***Past Planning***

This is not a comprehensive history of planning efforts, but rather a summary of relevant points about past planning strategies. This information is necessary in order to understand the dynamics of the relationships between the Mason Square community and the City of Springfield. It is also helpful in identifying what roles various players can take

### ***Neighborhood Councils***

The four neighborhoods which comprise the Mason Square area, McKnight, Upper Hill, Old Hill, and Bay, have historical roots which have created strong community identities. From the Model Neighborhood programs in the late sixties and early seventies, there have been neighborhood based community development efforts. The current neighborhood councils were born out of these early renewal efforts. This program and others that followed, were focused on residential issues, with little attention to economic or business development. The neighborhood councils which are now active are primarily concerned with residential issues.

### ***Development Corporation***

Since the 1970's, community development programs and economic development have been administered through the City of Springfield Community Development office. This office is funded through federal Community Development Block Grant (CBDG) money. Community Development Corporations, such as Mason Square Development Corporation, are funded by this CBDG money. The Development Corporations are the key agents for planning economic development in neighborhoods.

***Economic  
Development***

The "Blueprint for Change", completed in 1987 was a starting point for economic development planning. While often called a Master Plan for Mason Square, it primarily focuses on charting a course for economic development. The report does touch upon community issues and concerns, but is not a comprehensive plan. The Mason Square Development Corporation (MSDC) is charged with implementing or facilitating many of the recommendations in the Blueprint for Change. In 1990, the Blueprint was updated, and development goals were reassessed and changed.

---

### **III MASON SQUARE RESOURCES**

---

From the data gathered we were able to develop a framework for the revitalization of Mason Square. Previous efforts have been project oriented focusing on individual elements. This approach has not used the full potential of the resources available in Mason Square nor has it achieved the desired urban village environment. The resources to create an urban village are present in Mason Square. What is needed now is comprehensive approach which considers Mason Square as a whole entity.

There are four key elements essential in this comprehensive view: identifying resources, building partnerships, building from within, and communication. All of these elements involve a cooperative effort on the part of Mason Square businesses, Mason Square Development Corporation, Colleges, community groups and the City of Springfield. The planning model creates a framework in which these players can work together (See Figure 4). The model includes four campaigns working simultaneously which incorporate these elements. The campaigns are social, business, spatial and publicity.



As illustrated in the proposed planning model, the social, economic and political issues which impact the Mason Square area are interconnected. Without a plan which takes a comprehensive view of the area, the chances for success are limited. While current economic development efforts are making progress, there needs to be a larger framework which is guiding that progress.

The following is a compilation of pertinent information about Mason Square, separated into four categories: Social Resources, Business Resources, Physical Resources, and Communication. (See Figure 5: Key Elements of Mason Square.) The Social Resources include demographic information, consumer information, and information from a sampling of the area community organizations as well as from the educational institutions in Mason Square. The Business Resources section includes an inventory of current business activity, and employment resources. The Physical Resources include locational information, information on land and buildings, a zoning analysis, and a discussion of spatial organization and its role in economic development. The final section, Communication, includes information about the regulatory structure, and the roles of the major players.

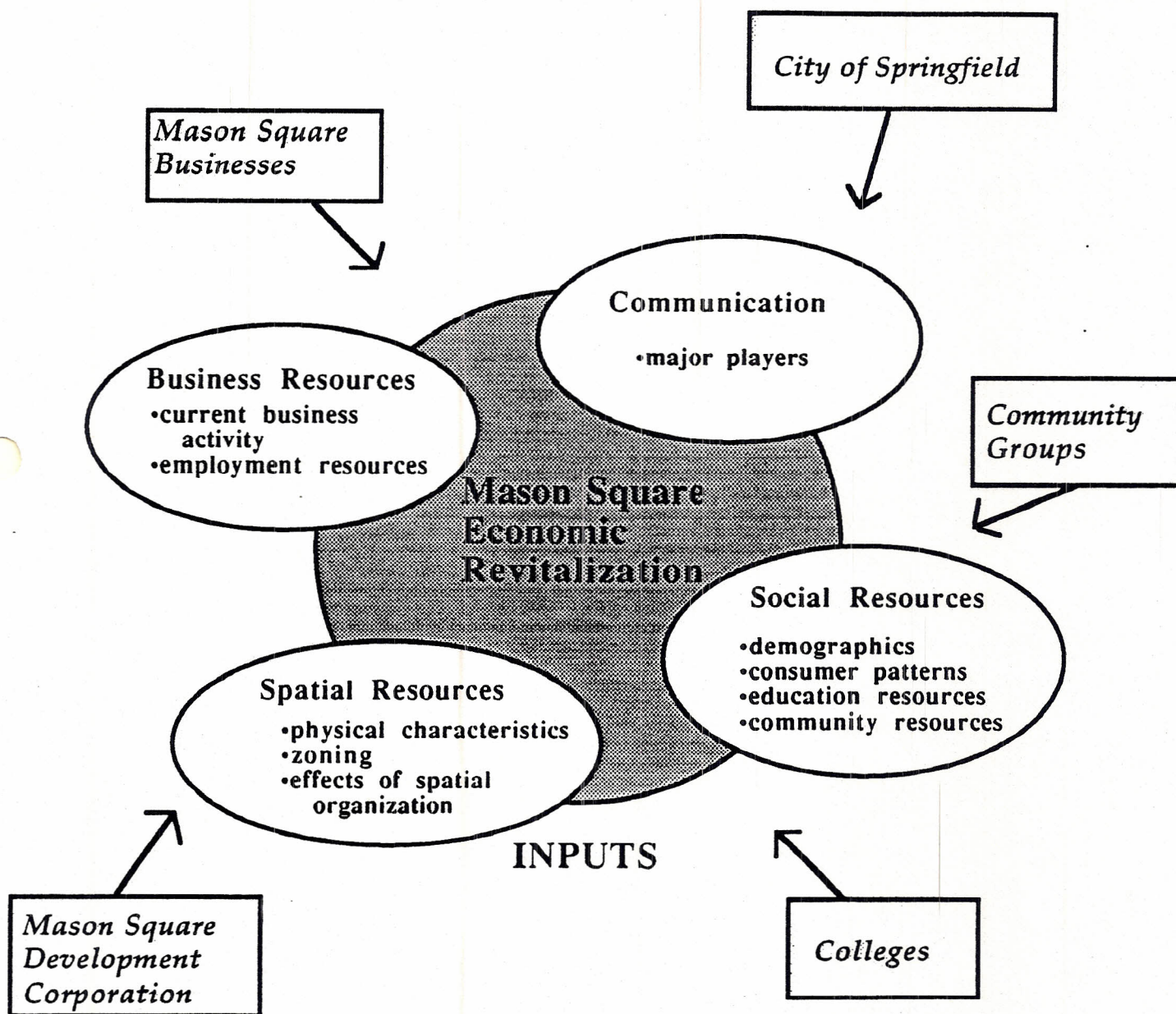
Sources for this section included 1990 Census Data, Lifestyle Zipcode Analyst, Springfield Planning Department data, Mason Square Business Survey, The Blueprint for Change, and Three Years After--an update to the Blueprint, and interviews with various individuals from the area and within the City government.

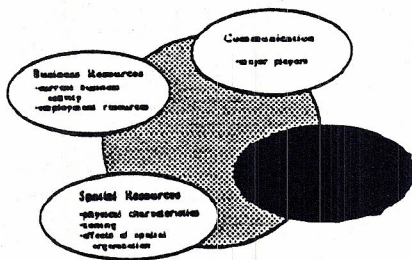


FIGURE 5: KEY ELEMENTS OF MASON SQUARE

## Elements of Mason Square Economic Development

## PLAYERS





## Social Resources

### Demographics

At the heart of the City of Springfield lies Mason Square, which encompasses four neighborhoods: Mcknight, Bay, Upper Hill and Old Hill. It is a residential community, with 23,147 (nearly a 15% share of the total city population) people who live, work, study and shop in this urban neighborhood. (See Figure 6: Population).

**FIGURE 6: POPULATION**

	Mason Square	Springfield
<u>Total</u>	23,147	156,983
M	45.9%	46.9%
F	54.1%	53.1%
Hispanic	15.6%	16.3%
<u>Race</u>		
Black	63.6%	19.3%
White	24.9%	68.8%
Other*	11.5%	11.9%

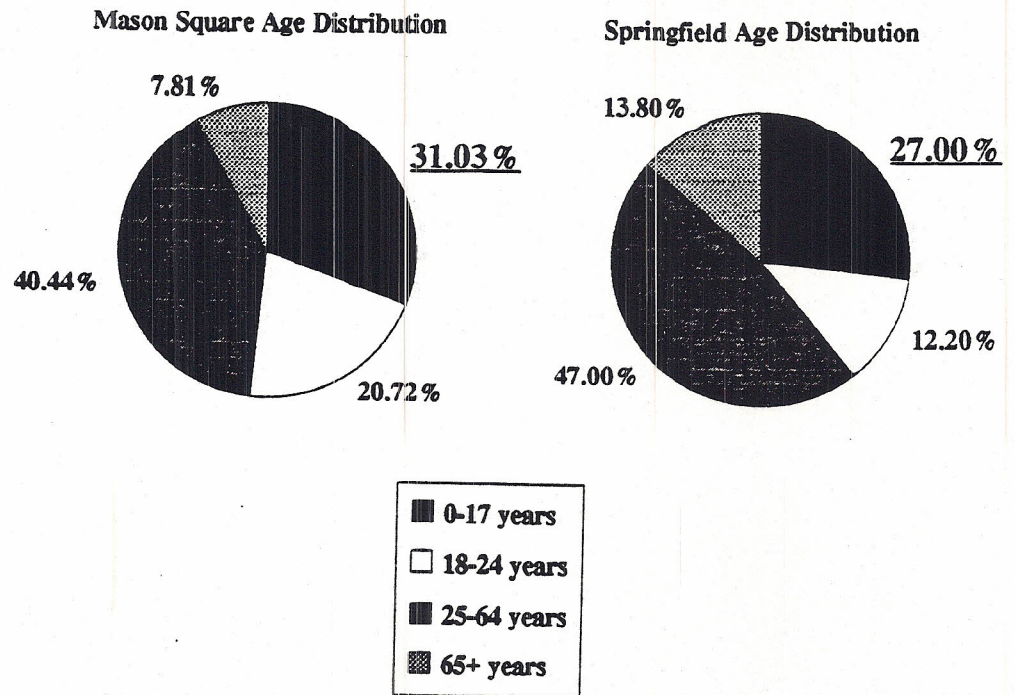
\*includes: American Indian/Eskimo/Aleut  
Asian/Pacific Islander and other

### Population

Comparing the different age groups, we found a relative high proportion of youth: 31.6% of the local population is under 18, while 27% of the total population of the city falls in the same groups (See Figure 7: Age Distribution).



**FIGURE 7: AGE DISTRIBUTION, MASON SQUARE AND SPRINGFIELD**



This indicates that consideration needs to be given to social provisions for younger people such as education and public spaces. This also represents a potential for a strong labor force now and into the future.

A profile of the household types in Mason Square shows a considerably high rate of single parent households with children younger than 18, a figure almost twice as high as the average in Springfield. This figure, combined with the age distribution cited above, indicates a need for social services such as daycare and youth programs. The need for daycare services has been expressed repeatedly throughout this and other studies in Mason Square (See Figure 8: Household Type).

**FIGURE 8: HOUSEHOLD TYPE**

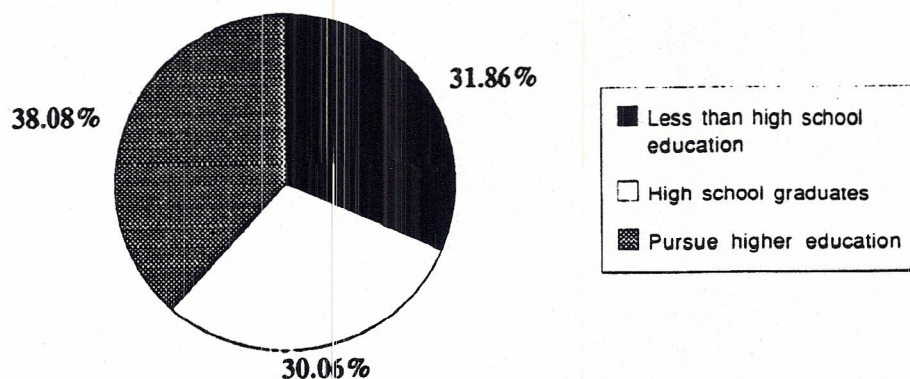
	Mason Square	Springfield
<u>Total Households</u>	<u>6.665</u>	<u>57.570</u>
Married couple		
with own children(<18 yr.)	15.0%	19.9%
*with no own children	18.2%	23.6%
Single male		
with own children	2.7%	1.4%
no own children	1.7%	1.8%
Single female		
with own children	26.2%	13.4%
no own children	12.4%	7.4%
Non-family household	23.8%	32.5%

\*includes households with no children and with children which are not legally related to the head of household

## **Education**

Education attainment is an important indicator of the vitality and competitiveness of an area. Today jobs are requiring more education. Nearly all call for high school graduation. One-third of Mason Square residents over the age of 18 have a high school diploma. Another third have pursued higher education. The remaining third of the residents over 18 do not have a high school diploma. In terms of today's high-tech society, if Mason Square is going to revitalize, educational improvement should be targeted immediately (See Figure 9: Mason Square Educational Attainment).

**FIGURE 9: MASON SQUARE EDUCATIONAL ATTAINMENT**



**Occupation**

Manufacturing, retail trade and services account for 76% of the local employed labor, with the services sector being the dominant category (See Figure 10: Employment Ranked by Total Share of Industry). Among the services, health and education are the two largest.

**FIGURE 10: EMPLOYMENT RANKED BY TOTAL SHARE OF INDUSTRY**

	Mason Square	Springfield
<u>Total</u>	<u>8,113</u>	<u>65,274</u>
Services	43.8%	34.8%
business & repair service	5.1%	4.3%
personal services	2.7%	2.5%
entertainment & recreation	1.2%	1.1%
health services	14.3%	10.8%
education services	12.6%	9.4%
other professional & related services	7.9%	6.7%



Manufacturing	17.8%	18.5%
nondurable goods	6.1%	6.9%
durable goods	11.7%	11.6%
Retail trade	14.2%	17.3%
Finance,insurance & real estate	7.4%	8.6%
Public administration	4.8%	5.3%
Transportation	4.1%	5.0%
Construction	3.0%	4.2%
Wholesale trade	2.8%	3.5%
Communication, public utilities & other	1.7%	2.1%
Agriculture,forestry & fishing	0.4%	0.7%
Mining	0.0%	0.1%

### ***Job type***

Mason Square residents show a strong tendency toward service sector employment as well as technical sales and administrative support employment. A significant percentage of residents are also employed in managerial and professional specialty occupations. This indicates a strong and diverse labor force, as well as potential for entrepreneurial activity (See Figure 11: Job Type).

**FIGURE 11: JOB TYPE**

	Mason Square	Springfield
<u>Total Employed</u>	<u>8,113</u>	<u>65,274</u>
<b>DESCRIPTION</b>		
Service occupations	26.2%	17.5%
Technical,sales & administrative support	25.9%	32.4%
Managerial & professional specialty occupations	20.2%	23.0%
Operators,fabricators,& laborers	18.6%	16.5%
Precision production,craft & repair occupations	8.7%	9.9%
Farming,forestry & fishing occupations	0.4%	0.7%

***Unemployment***

Along with the national economic recession, Mason Square also experienced some severe problems. Unemployment rate reached 15.5% in 1990, not only much higher than the State and National average, but also much higher than the average level of the city (9.4%) (See Figure 12: Employment Status of Civilian Labor Force).

**FIGURE 12: EMPLOYMENT STATUS OF CIVILIAN LABOR FORCE**

	Employed	Unemployed	Rate*	Not in Labor Force
Hispanic	555	348	38.5%	963
Black	5,504	989	15.2%	2,886
White	2,138	247	10.4%	2,443
Other	498	248	33.2%	707
<hr/>				
Total	8,113	1,484	15.5%	7,018

\*Unemployment rate per group.

### ***Income***

Consistent with the occupational diversity within Mason Square, there is also a diversity of income levels. Many communities have been hard hit by the economic recession, and Springfield is no exception. In the City as a whole, 40.6% of the households have incomes under \$20,000 per year. In Mason Square, the figure is slightly higher, at 51.5% (See Figure 13: Income per Household).

**FIGURE 13: INCOME PER HOUSEHOLD**

	Mason Square	Springfield
<b>Total</b>	<b>6,665</b>	<b>57,570</b>
\$0-\$19,999	51.5%	40.6%
\$20,000-\$29,999	12.4%	15.7%
\$30,000-\$39,999	12.2%	14.7%
\$40,000-\$49,999	10.0%	11.8%
\$50,000-\$74,999	9.8%	12.4%
\$75,000-\$99,999	3.2%	3.3%
>\$100,000	0.9%	1.5%



## Consumer Patterns

The following has been compiled from the The Lifestyle ZIP Code Analyst, which is published by National Demographic and Lifestyles, a consumer research organization. This information provides some sense of the market characteristics of the community. This includes participation level in activities and purchasing patterns. It is an important reference for the study of local market demand and capacity, as well as market opportunities. Following is a profile of Mason Square residents as compared to the national average (See Figure 14: Activities/Purchasing). This information is based on credit card receipts and frequency of participation in an activity.

**FIGURE 14: MASON SQUARE RESIDENTS' ACTIVITIES/PURCHASING (above or below the national average)**

	Household Participation Rate	% above or below National Average
Fashion Clothing	19.0%	+50
Bowling	21.4%	+45
Physical Fitness	37.3%	+12
Walking For Health	40.0%	+ 9
Watching Cable TV	53.3%	+30
Stereo/Records/Tape	53.6%	+25
Devotional Reading	19.8%	+15
Golf	11.4%	- 38
Science/New Technology	5.7%	- 31
Home Furnishing/ Decorating	14.7%	- 23

There are several things to note from this data. Participation rates in bowling, physical fitness and walking for health indicate a desire for recreational and fitness facilities. This represents business opportunity as well as demand for public facilities. Watching cable TV participation is an avenue for advertising and communication for public service announcements and educational programming. The stereo/records/tapes category conveys an interest in music and shows potential for cultural activities and events. The strong participation rate in devotional reading shows that religion is important to the fabric of the community. The below average participation level in science and technology is a warning sign that education may need to be increased in this area in order to support future high-tech industries.

## **Educational Resources**

Mason Square is fortunate to have three colleges located within the immediate area. American International College (AIC) and Springfield College are located within Mason Square, while Springfield Technical Community College (STCC) is located a mile to the west on State street. Both AIC and Springfield College perceive their role as being "good neighbors" to the business and residents. This is evident in the type of assistance offered to the community primarily in the form of available meeting space for community organizations, non-traditional educational programs and children's programs.

The colleges and community organizations have begun establishing partnerships to offer programs in sports and education to the residents of Mason Square as well as sponsoring social events such as fashion shows. Many of the children's programs that the colleges offer are conducted through community organizations. The colleges provide support for these activities through the



participation of their students and the use of their equipment and facilities.

These opportunities give students real life experiences and credit toward their degree. In addition, businesses and community organizations have the opportunity to hire educated employees and to train future workers. Businesses can benefit through internships and cooperative education programs. These kinds of programs foster interaction and help to bridge the gap between the student body and the Mason Square community.

The following programs can be drawn upon to match training needs for area businesses:

***Traditional  
Program***

American International College offers college programs in Business Administration, Criminal Justice, Education, Nursing, Clinical Psychology, and Teaching. There are also Certification programs in teaching. Springfield College offers an array of programs in Arts & Science, Education, Health/Fitness, and Business Administration. As well, Springfield Technical Community College offers a broad selection of programs in Business Administration, Liberal Arts, Engineering, and Science Technology. STCC views itself as a technology training center

***Non-traditional  
Programs***

American International College offers the Weekend Program in business administration and the Renewal Education Achievement for Community and Human Productivity (REACH) for career-minded students. The REACH program combines vocational skills training with traditional college courses. AIC also provides an in-service training program and a new teacher training program through its Center for Human Resource Development.

Springfield College offers tutoring & mentoring programs, a GED program, and a college application program. Springfield Technical Community College offers workshops, certificate programs, and the University Without Walls Program.

### ***Children's Programs***

Children between the ages of 6 and 16 can enroll in the National Youth Sports Program offered by American International College. This is a 25 day camp held in midsummer which incorporates both educational and athletic activities. Springfield College offers Field Day which invites local children to play games using college equipment and facilities for a day. The college also provides athletic training and an afterschool fitness programs which are within walking distance for residents.

### ***Community Resources***

The following information was taken from phone interviews with directors and assistants of a random sampling of the community organizations listed in the 1992 Mason Square Community Business Directory. (See appendix for a complete listing of groups that were contacted) Although findings have not been empirically analyzed, some trends were evident in the verbal statements of those interviewed. We present these common perceptions here as a starting point for further research and discussion.

Whether or not the perceptions of community organizers can be statistically backed, the existence of such perceptions itself is worthy of further consideration. Negative views may reduce the effective application of prime resources of the Mason Square Area. In turn this may hinder the empowerment of its citizens. The purpose of the following section is to reinforce the importance of Mason Square residents to economic development. The greatest resource of Mason Square and its surrounding neighborhoods is in fact its people.



## ***Perceptions***

There is an overwhelming sense of citizens feeling neglected according to those community organizers interviewed. Whether this has been due to overall national economic problems, local political changes, or racism can only be hypothesized by residents. Signs do exist, though, that residents feel alone and that the city has in some way pulled out of the area.

Community organizers state that local citizens have had difficulty with credit and borrowing because even the smallest credit flaws have been considered reason for loan institutions to deny credit. This obstacle has led to feelings of frustration and reinforced feelings that there is a lack of financial support for the community. These beliefs may interfere with entrepreneurial and economic strengthening efforts.

There exists the belief that certain high publicity community projects have received more city attention and therefore funding than other organizations that function equally as efficiently and with as admirable of goals. These organizations have felt left out. A desire for a more equitable or systematized distribution of funds was indicated.

These problems have served to create feelings of neglect and mistrust and have led to distrust of city officials and the political structure and has forced citizens to take matters into their own hands. Residents have developed a sense of self-reliance which serves to strengthen the inner bonds of the community. This is an asset that can be built upon.

## ***Communication***

A gap in communication among city officials and community organizers has been felt and was part of the explanation for feelings of neglect. Planning efforts by the city have not generally included meaningful participation by residents. The community does not feel it has a say in decisions and priorities of economic development efforts.

In addition to communication difficulties between community players, there is a desire for increased communication between community organizations themselves. This is beginning to occur, but further inter-community networking is still needed.

There are feelings that a variety of additional efforts as well as expansion of existing assistance is needed to adequately service the community. In addition to offering services it is essential to communicate and educate the community about these services. Community organizations indicated that they were unable to adequately inform the public and that residents were sometimes leery of bringing their problems to others.

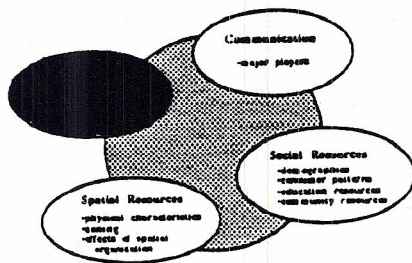
There is also indication of a non-reading population which may make promotion through traditional media ineffective. Other means of communication, such as cable TV, may be important options for increased public education and distribution of program information. Also necessary is a directory of public services which would include descriptions of programs offered.

### ***Conclusion***

As observed through the random interviews conducted and site visits to the core area, the residents of Mason Square are a great resource to the area. There is strong volunteer investment into the community exemplified by those residents who, once having been helped by a program, returned to help others.

With self respect and a commitment to helping each other and investing in their community, the residents here deserve to be seen as an asset integral part of the planning process. If included and utilized in planning efforts, the people of Mason Square can undoubtedly assist in the economic strength of the area. Businesses looking for a desirable community for their workers, one where personal services are accessible, social opportunities available, and communication between city officials, business





owners and local citizens open, can view a strong community network in only one light - positive.

## Business Resources

### **Current Business Activities**

The business climate in the Mason Square area is of significance to this study. In order to develop a feasible revitalization plan for Mason Square area, we must understand and analyze the current situation, in order to predict what the reasonable expectations are for economic growth. The dynamic relationship between supply and demand will shape the type and scale of future development that is appropriate for the Mason Square community.

The economic and business climate of the Mason Square area can be described as mixed. On one side, several smaller businesses have shown remarkable stability, and a number of new businesses have opened. On the other side, there has been a long period of disinvestment during which a number of large retail and service establishments have either closed or relocated.

There is a stable core of businesses. Midtown Plaza is a successful development. Owned and operated by local residents, it plays a strong role in local economic activities. The adjacent newly built magnet school means new opportunity for the Midtown Plaza. The supermarket on the State Street is another thriving business serving the neighborhoods.

According to a 1991 business survey, conducted by Mason Square Development Corporation, 349 business in 17 business categories are operating in this area within a two-mile radius. Retail trade has taken the largest share, accounting for 46.4% of the local business. Within the retail sector, eating and drinking places, auto dealers

and repair services, and food stores are the three leading groups. The services sector is the second largest one with a 41.8% share (See Figure 15: Selected Mason Square Businesses). Below is a selected list of businesses:

**FIGURE 15: SELECTED MASON SQUARE BUSINESSES**

SIC code	Description	Number	%
<b>Total</b>		<b>349</b>	
56	Apparel & accessory stores	16	4.6
54	Food stores(grocery etc.)	29	8.3
79	Amusement & recreation	7	2.0
58	Eating and drinking places	32	9.2
80	Health Services	6	1.7
82	Daycare services	8	2.3
55,75	Auto dealer & repair services	55	15.8
86	Membership organization(religious)	53	15.2
57	Furniture & home-furnishing	16	4.6

What is apparent is the skew of the business mix toward fast food and auto-related business uses. The current uses mix does not fully meet the demand for clothing/specialty shops, hardware stores,



convenience/service establishments, drugstores and recreation facilities. This discrepancy will be discussed in further detail in the Section IV, Findings.

## **Employment Resources**

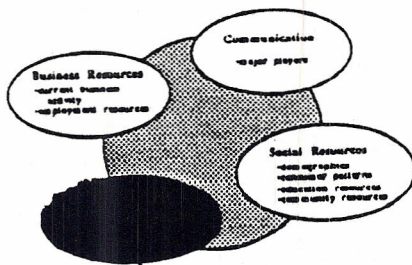
***Largest Employers*** The large employers in Mason Square are American International College and Springfield College, with 260 and 500 employees, respectively. Taken together they represent many of the occupations which comprise Mason Square. The colleges are not only employment centers but also represent the potential consumer base of student and staff. Economic development planning can draw upon the colleges as both a resource and a consumer market.

There are other large employers in Springfield that border Mason Square: Springfield Technical Community College which has 400 employees and Mass Mutual which has 4200 employees. Mass Mutual is the second largest employer in Springfield next to Baystate Medical Center which has 4500 employees. These major institutions offer potential employment opportunities, and also serve as indicators of a market specialty. Education and health can be seen as starting points for future business targeting.

***Other Resources*** There are a number of resources which can be used to assist in business development and economic revitalization. These include Mason Square Development Corporation which is working to build a business association and offers technical assistance to businesses, entrepreneurs and prospective developers. The Massachusetts Small Business Development Center offers residents and businesses counselling on business related topics and financial resources.

The Massachusetts Career Development Institute provides vocational skills training for the unemployed. Training is available in clerical, culinary, graphics, electronics, sheetmetal, machining, home health service aid, dietary aid, physical therapy, and nursing aid field. The center also gives courses in basic education, GED, and English as a second language.

With the proper coordination among business development organizations, resources can be used effectively to develop and to sustain area businesses. These organizations can enable the matching of training and technical services with the future market needs. Effective provision of services can support economic development.



## SPATIAL RESOURCES

Physical attributes have an effect on the creation of an urban village environment. There are many physical factors that play into the creation of a comfortable urban village. These affect not only appearance but the overall sense of place which includes identity, and enhances pedestrian comfort as well as promoting effective use of resources. The following section includes a description of the physical characteristics of Mason Square, zoning, and the effects of spatial organization on economic development.

### **Physical Characteristics**

The physical characteristics in the Mason Square area include adequate accessibility and infrastructure, quality housing units, available land and building space, and a central railway corridor.

### ***Pedestrians***

Thousands of people live, work and attend school within walking distance of the Mason Square core. Despite this incredible pedestrian "potential", the State Street corridor and Wilbraham



Street are not pedestrian friendly. There are crosswalks, but the streets, busy with swift moving traffic, act as a substantial barrier to pedestrians. People we spoke with noted that the elderly citizens were afraid to cross State Street to go to the library. There are no clearly identifiable pedestrian routes connecting places within the core area, and no gathering places or "destination" spots.

### ***Access***

#### ***Public Transit***

The Mason Square area is served by three PVRTA bus routes, and there is a bus stop in front of the Midtown Plaza, at the intersection of State and Wilbraham Streets. The PVRTA is currently preparing a planning study to assess its service level to the community. The bus stop in Mason Square is central to the "Core" area, and adjacent to the new Rebecca Johnson School. The PVRTA should be a part of any future planning efforts in the Mason Square area considering the central location of the bus stop and the need to bring people to the core area.

#### ***By Car***

The State Street corridor is a major thoroughway into and out of Springfield's Central Business District. It is a travel route, carrying a substantial volume of traffic. The traffic pattern has recently been changed from a one-way highway to the present two-way pattern. Although the traffic flow is much improved, State Street as it is now still functions as a throughway, with the majority of traffic and potential customers passing through rather than stopping. If there is an errand to be done in Mason Square the tendency is to come, do the errand and leave. In order to complement a more pedestrian friendly environment, further steps will need to be taken to reduce the speed of traffic and encourage people to stop and become consumers in the area.

### ***Land***

In the core area of Mason Square there are three major parcels of land currently owned by the City of Springfield and/or the Springfield Redevelopment Authority. (See Figure 16: Mason

Square, Core Area: Key Sites) All square footage figures are approximations:

209,088 sq ft	Rebecca Johnson School site (4.8 acres)
25,000 sq ft	**Buckingham Site on Wilbraham in front of the new Fire Station
41,500 sq ft	**Skoler Paint Site adjacent to the Buckingham site and the Railroad Corridor on Wilbraham Street

---

**275,588 sq ft TOTAL**

\*\* Colton Street currently separates these two sites. It has been proposed by the landscape architecture students that Colton Street be closed and the two parcels be considered as a whole. The total land area, including Colton Street, is 97,500 sq ft. This would increase the total land area in the core to 306,588 sq ft.

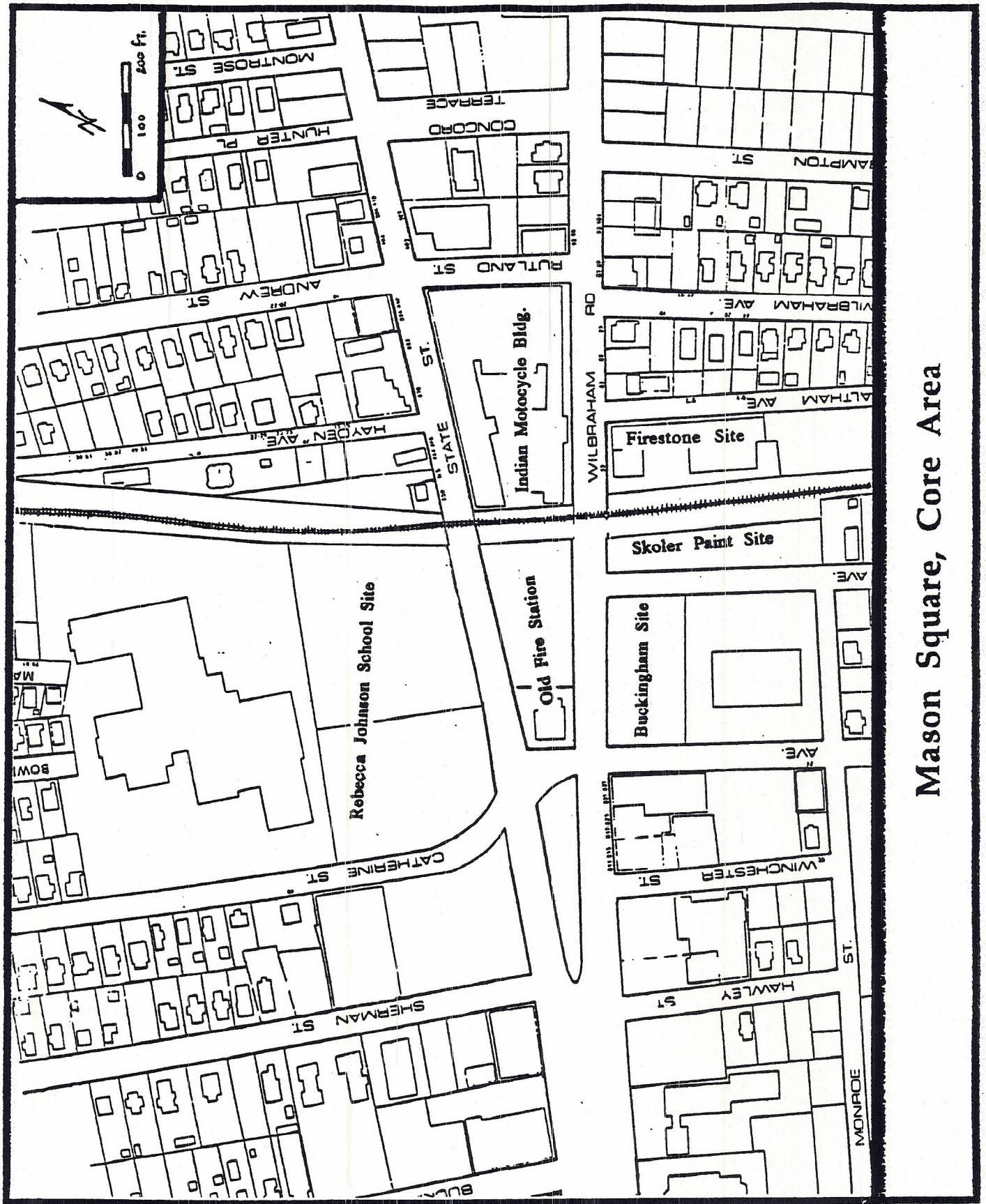
There are two additional land areas with development potential. One site, currently a parking lot, is located between the Motorcycle Building and the old Firehouse. Although the parcel is privately owned, it is a prime space due to its location in the Core area. The second site is Concord Terrace which is under consideration for use as public open space or activity space.

### ***Railroad Corridor***

The abandoned railway corridor has great potential to unify the Mason Square area. The corridor touches all four communities as well as the core area. It extends from Lake Massessoit at the south end, through the Springfield College campus, to the core, and further north eventually curving west into downtown Springfield. The railroad corridor provides a unique opportunity for commercial space and pedestrian linkages. Because of the location of the railroad corridor in the center of the core area, it can be considered an essential element in economic development plans for the Core (See Figure 16).



FIGURE 16: MASON SQUARE, CORE AREA: KEY SITES



# Mason Square, Core Area



The abandoned corridor not only abuts currently vacant land and building space, but it provides a vital link to the residential neighborhoods and to Springfield College. The "Blueprint for Change" noted that the abandoned railroad has a negative impact on the community. If thoughtfully developed, the corridor could become a source of community pride. It is a critical element that needs to be incorporated into the overall planning for the core area, and one which needs community involvement.

### ***Outside the Core***

In Mason Square, the only major vacant land outside the core area with development potential is the "Kentucky Fried Chicken Block." This land is located on State Street to the west of the Core. There are also two smaller parcels on State Street to the east of the Core. Aside from just developable land, there is potential to link open space within Mason Square to its core.

### ***Buildings***

There are three key buildings in the core area with potential for redevelopment: the Indian Motorcycle Building (IMB), the Firestone Building, and the Old Fire Station. The upper floors of the Indian Motorcycle building have been renovated for apartments, but the first floor is vacant. The Firestone Building is in partial use as a tire repair facility and tire warehouse, but adaptive reuse of the building is desired. (Cornell, Lewis MSDC personal communication). The building itself is structurally sound, and a majority of the building is available for industrial or other development. There would be significant rehabilitation costs involved in reusing the building, but because of its location high priority should be given to its effective reuse. The Old Fire Station is a National Historic District, but is available for development. Building and land areas were taken from the Blueprint for Change except where noted.



IMB	35,000 sq ft retail /office
Firestone	60,000 sq ft retail/office
	90,000 sq ft industrial**
Fire Station	12,000 sq ft retail/office
-----	
TOTAL	197,000 sq ft retail/office/industrial

\*\*estimate from City map.

### ***Infrastructure and Utilities***

The infrastructure and utilities are adequate for economic development. The sewer lines in the Mason Square are older than those in other parts of the city but are in good repair. The water lines are also in good shape, and there is an abundant supply of and high quality water. Utilities are available, but vary on a site by site basis. The railroad no longer goes through this area, which is a disadvantage for any heavy industrial use. Mason Square is within two miles of I-91, although it is necessary to travel through the downtown business district.

### ***Housing Stock***

There are 7304 housing units in the four neighborhoods which comprise the Mason Square area. On average 90% of the housing is in good condition based on an external assessment conducted by the City of Springfield Planning Department. Renter occupied housing comprises a majority of the housing units in all neighborhoods and is on average slightly lower quality when compared to owner occupied units. Two of the neighborhoods, Old Hill and Bay, show a higher average of substandard units, while both Upper Hill and McKnight have a higher percentage of good quality housing units. Some of the substandard housing conditions may be due to absentee land owners and speculators who have pulled out of the market and abandoned houses.

### ***Build out***

In the core area we conducted a 'build out' analysis in which we calculated the total amount of vacant building space, and the potential additional space if the vacant parcels were built out to what is allowed under the zoning laws. (See Figure 17: Build Out Analysis) These numbers are estimates which reflect the maximum possible built space, taking into account the required parking, according to current zoning, for the acreage available. (See appendix for calculation method.)

**FIGURE 17: BUILD OUT ANALYSIS**

Site Name	Acreage	Building Space
Skoler Paint	41,500 sq ft	41,700 sq ft (2 stories) (55,700 sq ft, 4 stories)
Buckingham	25,000 sq ft	25,100 sq ft (2 stories) (33,600 sq ft, 4 stories)
Skolar/Buckingham/Colton St.	97,500 sq ft	98,000 sq ft (2 stories) (139,000 sq ft, 4 stories)
Old Fire Station		12,000 sq ft (office/retail)
Firestone Bldg		60,000 sq ft (office/ind) 90,000 sq ft (industrial)
School Site	209,088 sq ft	210,138 sq ft (2 stories) (281,000 sq ft, 4 stories)
IMB		35,000 sq ft (office/retail)
<b>MAXIMUM TOTAL</b>		<b>505,138 (2 stories)</b> <b>617,000 (4 stories)</b>
Without the School Site		295,000 (2 stories) 336,000 (4 stories)



***Proposed  
Development***

Planning studies, estimated that the local market could absorb 86,350 sq. ft. new retail space (1979 estimate). This was based on assumptions about the percent of the market which could be attracted from the Mason Square neighborhood residents, and the college students and commuting workers market. (Blueprint for Change)

Subsequent estimates (1987) for the development potential in Mason Square were considerably more optimistic, proposing 324,500 sq. ft. of new retail/office/industrial space, 160,000 of which was to be retail. These numbers were recognized to be overambitious, and plans for an anchor store were abandoned. Well over half the proposed new development did not get started for a variety of reasons including the economic downturn and the location and construction of the new school. These figures need to be updated in terms of the current economy and market conditions in Mason Square. It is expected that they will be somewhat lower. (See Figure 18: Buildout Comparison).

Below is a comparison of the previous proposals for development to the potentially developable buildings and land area.

**FIGURE 18: BUILDOUT COMPARISON**

Buildout area estimate \*505,138 sq ft

Estimate of market potential  
support retail/office/industrial

1979 (retail only) 86,350 sq ft

1987 \*324,500 sq ft

\*Even considering the overambitious numbers from 1987, there is still ample potential space to meet market demands. Yet, this is without considering the Kentucky Fried Chicken (KFC) block. Although it is outside the core, it is a large parcel. How it is

developed could have a significant effect on development in the core and vice versa. Development of the KFC block could help to build stronger connections along the State Street corridor, and its development should be viewed in light of its impact on the core area.

### ***Future Development***

Current development efforts need to address first what the "market will bear" in terms of square footage of retail/office/industrial space. In addition to addressing what the economic development needs are, the community needs for public recreation, open space and other public areas should also be identified. The Blueprint for Change cited a community need for indoor and outdoor recreation areas, and our contact with community groups showed similar feelings. The social issues concerning programs and management for recreation need to evolve along with public space planning. Additional social issues are the needs for daycare, healthcare facilities and meeting space.

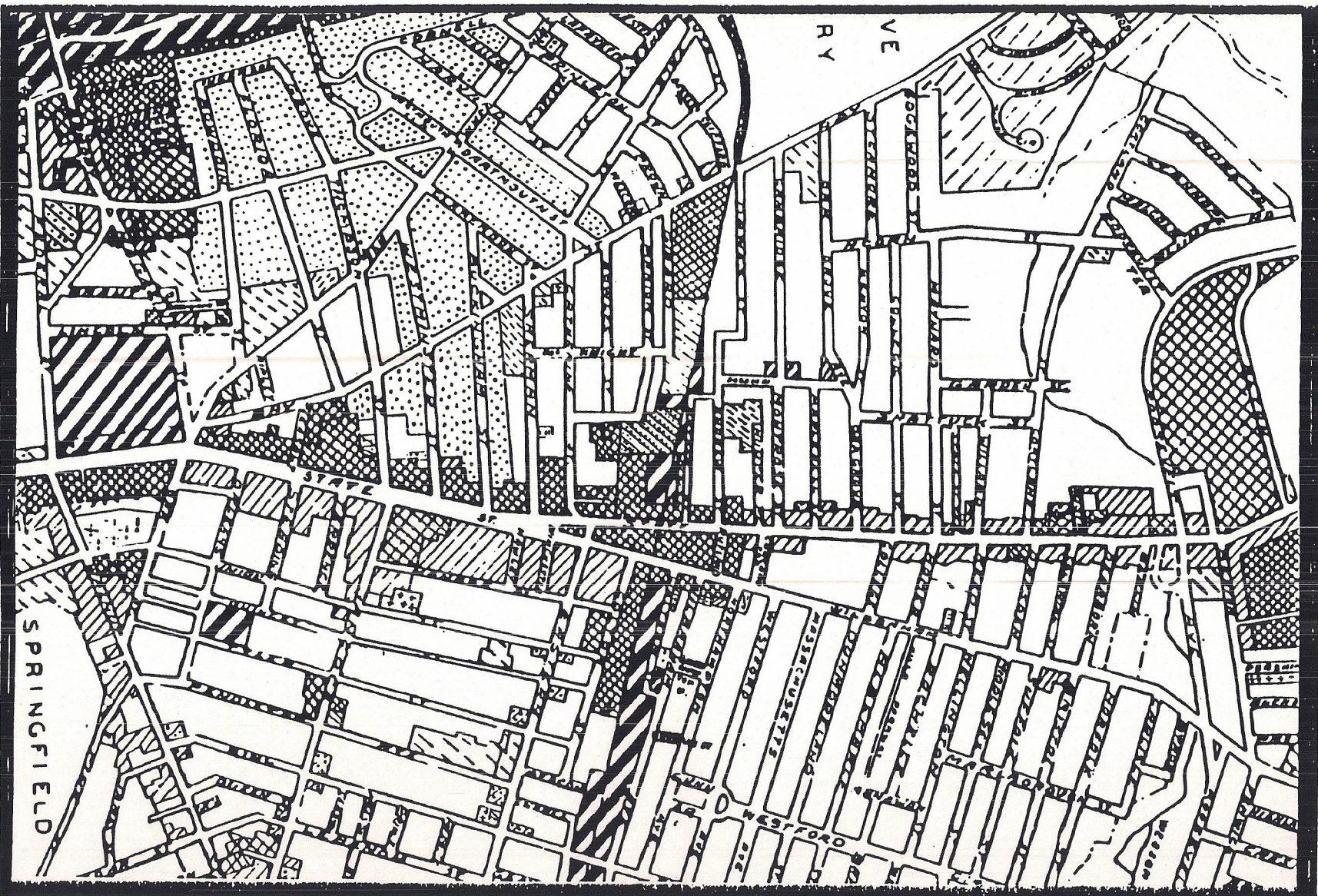
Secondly, there is need to match the uses of available space (vacant buildings and vacant land) to best meet the economic development goals and community needs. By taking a comprehensive look at economic development and community development, the best use for the publicly owned land can then be determined. Using the urban village concept--creating a place for people to meet, walk, shop, gather, eat, and play requires a planning effort which is holistic, and inclusive.

### ***Zoning***

The current zoning does not adequately support the objective of creating a community shopping area, and creating neighborhood supported businesses (See Figure 19: Zoning Map) . Not only is there a lack of uniformity of zoning districts, there are clearly stated "intentions" written into these zoning districts that are not compatible with a pedestrian scale, urban village, atmosphere envisioned for



FIGURE 19: ZONING MAP



# Zoning Map, Mason Square Area

Industrial A		Residential A	
Business A		Residential B	
Business B		Residential C	
Commercial B			



Mason Square. Currently no comprehensive vision exists for what Mason Square is to be. Economic development plans cannot operate apart from an overall community development plan. Once a vision is developed and accepted, the zoning should support and reflect those intents.

The following discussion highlights the current zoning and the provisions which may be contrary to community development objectives in Mason Square.

#### ***Business B***

Service Business District is located predominantly on the north side of the State Street from Walnut Street, through all of Mason Square core area, almost up to Concord Terrace. This district makes provisions for a wide range of highway oriented automotive and heavier service activities which ordinarily require either main highway or light industrial locations.

Two objectives written into the Business B district are: "To provide locations for important heavier service type business uses convenient to downtown and other business locations" and "To protect major highways as thoroughfares." (City of Springfield Zoning Ordinance pg. XI-1) While these objectives may be appropriate along some areas of State Street, they are inappropriate for the core area, particularly considering the existing presence of the Library and Church, and the Midtown Shopping Mall. Furthermore, as written, the Business B zoning does not reflect the goals of developing neighborhood oriented commercial/retail businesses in the core area of Mason Square.

#### ***Business A***

General Business District, extends predominantly along the south side of State Street from Walnut Street to where Colton Street used to be. This district also extends along both sides of State Street east of the core area. This district is described in the Zoning Ordinance as promoting the "appropriate development and special requirements of the major outlying business concentrations, which serve an area



larger than the immediate neighborhood community." (City of Springfield Zoning Ordinance, pg X-1) The objectives of this district are also not in line with the recommendations of "Three Years After" which include nurturing small businesses and enterprises which can be supported by the population of the surrounding neighborhoods.

### ***Industrial A***

The vacant buildings along the abandoned railway corridor are zoned for industrial use. Careful consideration should be given to how these structures can be reused, and the type of development which would be most appropriate

### ***Lot Coverage***

None of the height, density or set back requirements pose any direct problems to the type of development desired. The Business A and Business B districts allow for 75% and 80% lot coverage respectively, with a minimum 10 foot set back from the road. There is a potential problem with the regulations for off-street parking which may prevent the high percentage lot coverages. While the zoning allows for 75% -80% lot coverage, when the required parking is factored in on the same lot, the building coverage is substantially reduced.

### ***Parking***

Parking is of key concern in Mason Square. In the core area, the main problem is providing enough parking, and along the State Street corridor, the problem is preventing further strip type developments, which has already occurred. The parking regulations require that parking for a building use be provided off-street, on the same lot as the building being served. However, the regulations do allow some flexibility. "Parking required for two or more buildings or uses may be provided in combined facilities where it is evident that such facilities will continue to be available for the several buildings or uses." (City of Springfield Zoning Ordinance,)

The issue of parking in Mason Square is one that needs to be addressed in a comprehensive rather than piecemeal manner. While

buildings can cover up to 75 or 80% of the lot, off street parking requirements in effect produce much lower lot coverages.

### ***Overlay District***

The overall goal of the community development efforts need to be defined. Through business development, and open space improvements, MSDC hopes to create a pleasant and economically successful environment in Mason Square. The zoning for the Mason Square area should reflect the same intentions. If the objective is to create viable neighborhood based commercial, retail, and industrial development, then appropriate changes need to be made to the local zoning. As written, the current zoning does not reflect an overall cohesive development strategy for the Mason Square area.

**We recommend that the city enact an Overlay District which sets out a strategy for comprehensive coordinated development of Mason Square.** This overlay district would:

- states an overall objective
- reflect community economic development goals
- reinforces the geographic identity of Mason Square
- allow mixed use
- consider the spatial layout of future development and parking
- consider future parking needs in a comprehensive fashion

### **Effects of Spatial Organization on Economic Development**

For the past three decades, cities of the United States have been trying to revitalize their downtowns. Some ongoing issues related to this revitalization have been parking, the mix of vehicular and pedestrian traffic within the downtown areas, safety, and maintenance of public space. (Appendix B: The Status of Pedestrian Malls, Robertson.) A well thought out physical design can aid in these areas. For example, adequate lighting can help to



increase the sense of safety. Well designed streets and walkways can improve pedestrian access to consumer activities and thus increase the consumer stream that is vital to economic development.

The following section is the result of research into downtown revitalization plans. Suggestions are made as to how Mason Square can relate this information to its proposals. Proposals from the 1993 spring landscape architecture studio will be presented under separate cover. We strongly recommend that all design proposals be reviewed for maximum use of available space and resources.

### ***Identity***

First and foremost, Mason Square must have a distinct physical identity consistent with its social identity. The first step is to decide on an appropriate identity that will attract people and investment. Once this has been done, the task will be to support this image through design features as well as various programs that can help to increase the economic activity in Mason Square.

### ***Traffic Calming/***

### ***Pedestrian Access***

The previous one way traffic pattern had adverse effects on economic activity in the core district. This was recently reversed to the original two way traffic pattern. Even with this improvement, we still find pedestrian comfort lacking due to the wide streets and fast flow of traffic. If not handled properly, vehicular flow can all but eliminate the pedestrian consumer flow. Mason Square is within walking distance of approximately ten thousand people including residents and students- a large consumer base to lose.

In the 60's, a widely used style of downtown revitalization was the pedestrian mall which prohibited vehicular traffic within the core areas. In many cases, as automobile use increased, "pedestrian traffic was found to be insufficient to maintain consistently high

levels of street activity." This led to trends toward allowing a mixture of pedestrian and vehicular traffic in mall areas. This mixture aimed to create "more steady levels of mall activity and reduced space for pedestrians (resulting) in greater densities of people on the mall." (Robertson, 1990 p.269) A mix of vehicular and pedestrian is needed to maximize economic visibility and activity. However, every consumer is a pedestrian once he/she leaves the car, and the issue of traffic calming needs to be a priority.

### ***Beautification***

Another area of concern is the beautification of the Mason Square Business District. Beautification can help bring people into the area and make them want to stay a little longer once they are there. Actions such as planting trees, providing public transit shelters and creating gathering places will aid in the attractiveness of the area and encourage people to visit retail and service establishments. Historically, Mason Square was a thriving retail center. Photographs of the area show a treelined boulevard down State street with pleasant sidewalks: a welcoming pedestrian environment. Much of this "urban village" atmosphere has been lost.

One note of caution in the design decision process is to make sure that beautification does not overwhelm or inhibit economic activity. In studies of other downtown malls, complaints were made that vegetation blocked storefronts and that dark, potentially dangerous places were created (Robertson p.260). Beautification efforts must be planned in a way that enhances economic activity and safety.

### ***Gathering Places***

It was brought to our attention that loitering is having a negative impact on economic activity in Mason Square. There are currently few places for public social gathering in the core area. The thoughtful provision of gathering places can eliminate or curb this



problem. Additional policing can also help to discourage loitering. Gathering places can encourage a sense of community, and the provision of structured activities can be used to reduce the perceived "loitering" problem.

### ***Open Space and Recreation areas***

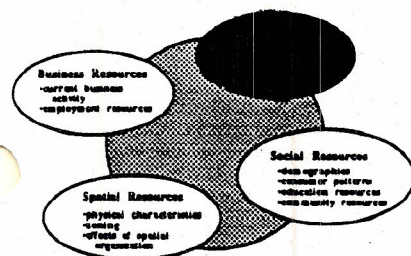
The importance of open space is to fulfill the human need to recreate whether it be passive or active. Examples of passive recreation are bench sitting, sun bathing, and picnicking. Active recreation is walking, bicycling, and sports activities. One way in which to structure open space and gathering places is to create recreational areas.

In Mason Square, the urbanized core area has few designated public parks or recreation areas. Most of the existing spaces are adequate for passive recreation but too small for active recreational use. The DeBerry Park can support active recreation, but it is heavily over used.

There is a need for recreational areas to serve as community open space and activity space. The consumer activity information cited in the Business Resources section suggests that there is a demand for recreational space. These areas can encourage activity as well as provide a social meeting ground.

### ***Conclusion***

While aesthetics and provision of recreational areas are important in revitalization, "on the whole, it is not reasonable to expect that just increasing pedestrian space and placing some benches, bushes, or fountains will dramatically expand retail sales and encourage new businesses to rush in." Research indicates that the most successful projects included a combination of programs such as the coordination of sponsored activities and promotions, improvements in transit services, trash collection, street and sidewalk maintenance. (Weisbrod and Pollakowski, 1984 p.159)



## Major Players

## COMMUNICATION

The major players in current planning efforts in Mason Square are: Mason Square Development Corporation, the Springfield Community Development Office, the Planning Department, and the City of Springfield (Mayor and City Council). In the case of private development efforts, Mason Square Development Corporation is the primary contact, and the City's Community Development office often becomes involved. On the whole there is little community participation in the current economic development efforts. This observation comes from the contact we have had with community groups and individuals.

In the case of public property, there is by law a greater degree of community input. Many of the development questions in Mason Square concern the use of publicly owned property. The review process involves a committee made up of representatives from Community Development, Mason Square Development Corporation, the Planning Department, the Neighborhood Councils, and representatives from the Private Sector businesses. In the case of Mason Square, the feedback we received from the community reflected a sense of mistrust and of being left out of the process.

The focus of MSDC is on the business community and economic development. MSDC is not set up or authorized to be a community development organization. The 1992-93 Scope of Services Agreement for Mason Square Development Corporation includes the provision of technical assistance to businesses, assisting in the development of 11 Urban Renewal properties, assisting in the creation of 10 new jobs through support to new and existing businesses, increasing consumer awareness of the services available, providing design recommendations for the improvements



# Communication

## Major Players

The major players in current planning efforts in Mason Square are: Mason Square Development Corporation, the Springfield Community Development Office, the Planning Department, and the City of Springfield (Mayor and City Council). In the case of private development efforts, Mason Square Development Corporation is the primary contact, and the City's Community Development office often becomes involved. On the whole there is little community participation in the current economic development efforts. This observation comes from the contact we have had with community groups and individuals.

In the case of public property, there is by law a greater degree of community input. Many of the development questions in Mason Square concern the use of publicly owned property. The review process involves a committee made up of representatives from Community Development, Mason Square Development Corporation, the Planning Department, the Neighborhood Councils, and representatives from the Private Sector businesses. In the case of Mason Square, the feedback we received from the community reflected a sense of mistrust and of being left out of the process.

The focus of MSDC is on the business community and economic development. MSDC is not set up or authorized to be a community development organization. The 1992-93 Scope of Services Agreement for Mason Square Development Corporation includes the provision of technical assistance to businesses, assisting in the development of 11 Urban Renewal properties, assisting in the creation of 10 new jobs through support to new and existing businesses, increasing consumer awareness of the services available, providing design recommendations for the improvements.

of public space, and providing review and administrative support for Mason Square Mortgage pool applications.

There are pressing social needs which relate to economic development, but which cannot be addressed by Mason Square Development Corporation (MSDC). For this reason in part, MSDC is not seen as serving the needs of the community. Another reason is that there is little or no community input as to the direction and focus of the MSDC.

Conversely, the Neighborhood Councils which are often the community link used by MSDC are traditionally residentially based groups. While some members may be involved with economic and business development, this has not traditionally been the focus of the Councils.

The business community, community groups, and the colleges are also major players in economic development. Businesses know their own needs and have expertise in market trends and potential development. Community groups have insight into the needs and skills of the citizens. The colleges have resources for education and training as well as social sciences. The student body is a resource for businesses and community groups.

---

## **IV FINDINGS**

The Planning Team found that Mason Square has a potential for achieving an urban village. The indications of this include: residents that are ambitious and eager to organize; market needs that are not being met by existing businesses and resident dollars being spent outside of Mason Square; land and building available for development or reuse; and an abundance of resources.



We also found some barriers to achieving this image. Some of these include: feelings of alienation on the part of residents and businesses; previous planning efforts that have not been comprehensive and thus have not achieved revitalization goals; and gaps in communication and distribution of information.

### ***Image***

Mason Square needs to be a destination with a distinct image and clear vision. Planning efforts have not taken a unified or comprehensive approach as is evident in the current zoning, and lack of cohesion.

## **Social Services**

Mason Square is a large residential area with a substantial consumer base to support retail/ commercial development. This consumer base consists of area residents, students, school employees and commuters who pass through the area. This range of customers provides many potential market opportunities.

The household profile reveals a need for support for single parents and their children. While some services do exist, there remains a need for daycare and youth programs. Access to health services was also found to be lacking. Also the desire for better coordination and promotion of existing programs was expressed.

Within or near the Mason Square area are located several colleges which provide educational, training, and cultural programs and events that benefit the whole community. Many active churches established in the Mason Square area are providing numerous social services and recreational programs to the community.

### ***Recreational Space***

There is a significant need for recreational space, both indoor and outdoor. Looking at Mason Square, and State Street in particular,

there are no places to gather, and no outdoor spaces to go except the street corners.

### ***Education/skills***

While one third of Mason Square residents who are older than 18 have attained at least a high school diploma, and another third go on to higher education, there still remains one third which have not completed high school. Today nearly all jobs require a high school diploma. Even the one third who have completed high school will face a stern challenge, as businesses are moving toward high-technology and entry-skill requirements are increasing.

### ***Security***

Loitering is an issue in Mason Square as is a lack of police visibility. While there is a perception that Mason Square is unsafe, conversations with residents did not support this. There are indications that the incidence of violent crimes is no higher than in other areas of Springfield. This negative perception does effect consumer patronage and may impact future investment.

## **Business Market Trends**

Evident during last decade was the speed at which rapidly changing technology has been pushing our world into a high-tech future. For example, computer technology, genetics, and advanced materials are advancing at remarkable pace. The success of the traditional corporate model was based on efficiency and economy of mass production. This model is being abandoned by more and more executives. The emphasis is now on creativity, flexibility and adaptability.

Along with the national trend toward high-tech and smaller-scale production, what many people may not realize is that entry-level skill requirements are rising correspondingly. Of the fastest growing jobs, many require some postsecondary education or



college degree. Nearly all call for high school graduation. Today we are faced with the fact that we cannot afford to neglect education and training.

While the service sector is currently the fastest growing industry, the future trends vary greatly by industrial sector. The following is a brief description of the present trends:

**Manufacturing** will continue to experience limited growth. The cuts in the defense budget may worsen this difficulty, and many large overseas markets for machinery have turned sluggish. However, several areas are projected to show above-average growth in jobs--including chemical, miscellaneous publishing and the manufacture of instruments and related products, especially medical equipment.

**Retail trade** shows modest upturn and promising growth in jobs. Consumer confidence is up. Home-oriented merchandise is expanding quickly, such as appliances, entertainment, home office equipment and furniture. Other booming sub-categories are apparel and accessory stores, and eating and drinking establishments.

**Service** sectors are estimated to grow twice as fast as the overall growth rate. Health services will lead all job fields in growth. This is attributed in part to new technologies. Business services--the fastest growing sector for the past 15 years-- is also expected to account for a major portion of job growth. In particular, the proliferation of the personal computer will continue to have a positive impact on employment. Systems analysts, as well as programmers and repair personnel will be in demand. Other job growth areas in the services sectors are social, legal, engineering and architectural services.

The majority of employment for Mason Square residents is in the Service sectors, Manufacturing and Retail. In order to tap into the

expanding markets, education and training needs to be oriented to meet the needs of future employers.

(Note: Market trend information compiled from Leftwich, 1992, and Business Week, 1993)

### **Shift-share Analysis and Industrial Targeting**

The employment shift-share analysis provides information on changes in industry composition or changes in the growth of the local economy relative to other locations. It provides a means of calculating the competitive position of these local industries.

The shift-share technique uses growth in the larger economic context as a "ruler" to measure local economic growth by relating changes in the ratio of local employment to regional employment. It examines: 1) whether the mix of industries in the local economy is a rapid or slow-growth mix in relation to the industrial composition of the region; 2) how the individual industries in the local economy are performing relative to similar industries in the region.

This analysis requires employment data for two points in time for both the County and State levels to identify employment trends. We used the *County Business Patterns* of 1990 as well as 1987 as base years. Detailed information by Standard Industrial Classification (SIC) number is not available at the town level. The smallest geographic definition, in this case, is Hampden County. As Springfield is the largest city within the County, it is representative of the County's economic trends.

Based on socio-economic characteristics and the shift-share analysis, the following points emerge. (\*given the current available space and existing business activity these industrial



growth sectors show the greatest potential for further consideration):

Within the manufacturing sector, **fabricated metal** (SIC 34) has the potential for growth. This industry is considered to be a growth industry both in the State and the County.

Within Hampden County, these industries are also experiencing net growth: **\*food and kindred products** (SIC 20), **textile mill products** (SIC 22), **furniture and fixture** (SIC 25), **rubber and miscellaneous plastic products** (SIC 30). These industries, however, show a decline in Massachusetts. At present, these industries have a local competitive advantage, and a closer examination is advised.

**Local and inter-urban passenger transit** (SIC 41), **air transportation air** (SIC 45) show growth in the State as well as the County. These two industries also show considerable competitive advantage.

Springfield should build upon and strengthen its wholesale and retail trade sectors. Wholesale trade is showing a slight decline in the Massachusetts but continues to grow in the County, especially **nondurable goods** (SIC 51).

**\*Food stores** (SIC 54) indicate overall growth in State and Hampden County, in particular, shows a competitive advantage. **\*Auto dealers and service stations** (SIC 55), **\*miscellaneous retail stores** (SIC 59) show some decline in the State, but are growing in the County and show a considerable competitive advantage. This means a there is a growth potential for these activities.

The finance, insurance and real estate sector is strong in Hampden County. **Holding and other investment offices** (SIC 647) appears

to be a growth industry indicating an increase in jobs in the County as well as the State. The County also shows a strong competitive advantage in this sector.

Service sector should be targeted and strengthened in Springfield. Services currently account for a substantial portion of the economy, have a potential for growth in Springfield. **\*Motion pictures (SIC 78), \*amusement and recreation services (SIC 79)** appear to be very strong growth industries indicating an increase in jobs in the County and also the State.

**\*Education services (SIC 82), \*health services (SIC 80), and \*social services (SIC 83)** are also showing potential for future growth both in Massachusetts and Hampden County. **\*Auto repair services and garages (SIC 75)** and **\*miscellaneous repair service (SIC 76)** are growing in County but less rapidly than other industries in the region.

### Market leakage

The preceding section indicated specific industrial sectors which show a competitive advantage for Hampden County. The consumer activities and spending patterns presented earlier also highlight local market potential which should be investigated further (See Figure 20: Comparison of Consumer Purchasing/Activities)

**FIGURE 20: COMPARISON OF CONSUMER PURCHASING/ACTIVITIES AND SELECTED MASON SQUARE BUSINESSES**

	Household Participation Rate	% above National average
Fashion Clothing	19.0%	+50



Bowling	21.4%	+45
Physical Fitness	37.3%	+12
Walking For Health	40.0%	+ 9
Watching Cable TV	53.3%	+30
Stereo/Records/Tape	53.6%	+25
Devotional Reading	19.8%	+1

SIC code	Description	Number	%
<b>Total</b>		<b>349</b>	
56	Apparel & accessory	16	4.6%
54	Food stores(grocery etc.)	29	8.3%
79	Amusement & recreation	7	2.0%
58	Eating and drinking places	32	9.2%
80	Health Services	6	1.7%
82	Daycare services	8	2.3%
55,75	Auto dealer & repair services	55	15.8%
86	Membership organization(religious)	53	15.2%

This comparison of consumer activities with the local business activity illustrates that there is market leakage; meaning that current mix of businesses is losing consumer dollars to outside areas.

## Spatial

### Location

Mason Square area is in a desirable location, at the geographical center of the city. It is also on a major arterial commuter route between the city and its suburbs to the east.

## **Physical**

### **Characteristics**

Market studies on what the local economy can support need to be updated, however based on previous estimates there is ample developable land and reusable building space to meet the demand for retail/office/industrial space.

### **Housing**

A majority of the housing stock in the four neighborhoods is renter-occupied, and in generally good condition. Some historic homes have been renovated and restored, due to both public and private investment.

### **Zoning**

Current zoning laws are not consistent with economic development goals. The existing regulations do not support or encourage the creation of an urban village setting.

### **Parking**

Parking in the core is a concern. The tendency is to put parking in front of buildings, which adds to the lack of cohesion in the core. Current regulations do not reflect the goals of creating a pedestrian environment and spatial continuity on State Street.

## **Communication**

Because of the structure of the decision making process for economic development in Mason Square many important players are left out of the process. A sense of mistrust and isolation has evolved over the years. Poor communication has contributed to this feeling of isolation and separateness. Mason square community representatives and businesses do not feel connected to the process and have experienced a lack of support from the City. The attitude of working together to meet their own needs has developed as a response to the situation. These efforts are hampered by difficulties in obtaining funding and political support.

Historically, the colleges have not been seen as a part of the community. While some efforts are currently underway to bridge



this gap, there are many additional measures which can be taken. Increased exchanges between the colleges and community can be mutually beneficial. The colleges have taken the passive position of being good neighbors, but have not traditionally been active players.

Community organizations are beginning to form networks among themselves to create a stronger coordination in providing services to the community. These efforts are hindered by limited staffing. There are signs volunteer energy that can be enhanced by improved communication and outreach.

Mason Square Development Corporation (MSDC) is not structured to address community issues. Its services are concentrated on providing technical assistance to businesses and fostering new investment and development in Mason Square. With this stated purpose, MSDC is not currently prepared for or capable of administering increased support and interaction between the institutions and community groups, or addressing the combined need for increased social programs and economic development.

The Neighborhood Councils, which have been focussed on residential concerns have been included in some of the economic development efforts. Since the origins of the councils was residential and neighborhood oriented, they may not be the most appropriate community liaison concerning economic development issues. There are many residents and business people with expertise and experience who may be better suited for economic development planning.

## **V RECOMMENDATIONS**

The long-term health of any economy depends on the ability to utilize available resources, to draw upon and foster the talents and

capacities of the people. Awareness of local strengths and weaknesses is indispensable in preparing an economic development plan.

## **Key Elements**

We have identified four key elements which form the basis for creating an economically successful urban village environment in Mason Square.

These are:

- identifying resources
- building partnerships
- building from within
- communication

### ***Identifying Resources***

Like other commercial centers in Springfield, Mason Square needs to draw on its residents, businesses, educational institutions, and network of community organizations for support. Residents are not only a consumer base but also a labor force, an information source as well as a potential source of entrepreneurial efforts. Businesses form the basis of the economy and an information resource. Educational institutions can provide training for a labor force, and participate in partnerships with the community and businesses. The community groups can provide a valuable link to the needs and skill of Mason Square residents. There are abundant resources which can be tapped to create a truly vibrant urban village.

### ***Building Partnerships***

The resources available in Mason Square need to be provided with an environment that encourages working together. Partnerships between businesses, the colleges, the City and community groups are essential to sustaining economic development. Partnerships can help to clear misconceptions, increase understanding, heal some of the past feelings of isolation and mistrust.



***Building from  
within***

It is essential to allow the people of Mason Square to develop and strengthen their own businesses and organizations. By building from within and helping local enterprises, jobs are created as is a sense of pride in the area. When people are given the opportunity to participate in improving their surroundings and developing their inner potential, a stronger community is formed. It is important to involve residents in the planning process, not at the point of evaluating the plan, but in creating it. In this way, the plan has a greater chance of success.

***Communication***

While there are many resources in Mason Square, without adequate communication these resources are not used to their greatest potential. There is a need for a means for the major players to communicate regularly. The players need to be involved in the decisions affecting Mason Square in order to have support for what goes on both socially and economically.

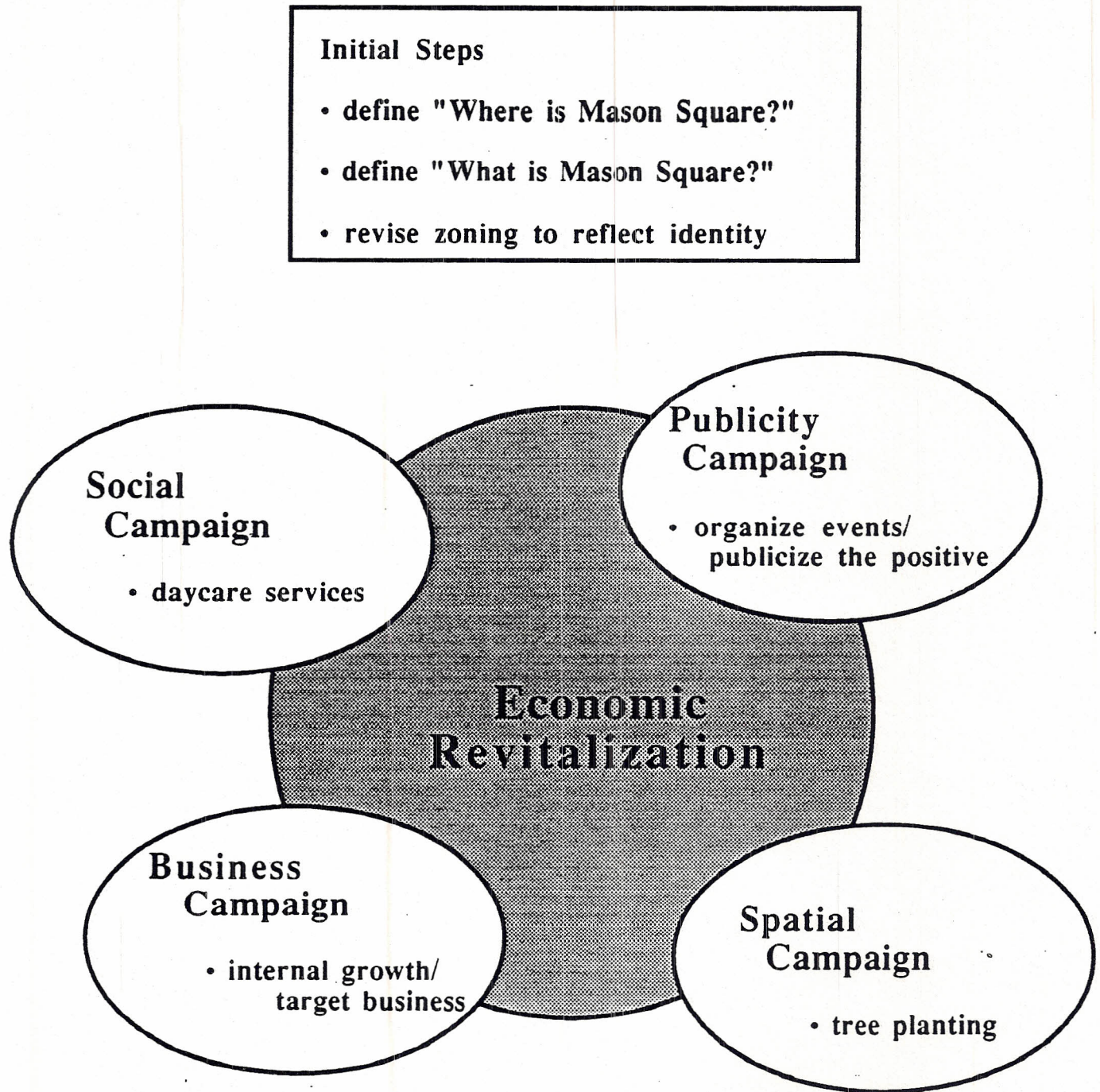
**Planning  
Model**

The following is a planning model for economic revitalization in Mason Square. It is a framework for pulling together resources and creating a comprehensive approach to community development. The model begins with initial steps to define the identity of Mason Square, its geographic boundaries, and ensure that this image is reflected through unified zoning regulations.

The model then describes four campaigns--social, business, spatial and publicity--which are carried out simultaneously (See Figure 21: Planning Model). Some of the steps that can be taken require funding, others time and energy, and all a sense of unified organization. The four key elements outlined above form a foundation for each of these campaigns. By identifying resources, building partnerships, building from within and communicating these four campaigns can work together to create an urban village.

**FIGURE 21: PLANNING MODEL**

## **Planning Model**





## **Identity**

With the help of the Mason Square Development Corporation and the support of the City of Springfield, economic revitalization is already in progress. The next step deals with solidifying the Image of Mason Square. Changes of name, combined with individual neighborhood identities creates a confusion as to what and where Mason Square is. In order to lay the foundations for any future economic growth, the following needs to be done:

- define geographic boundaries of Mason Square in particular its business district.
- define an identity for Mason Square
- revise zoning regulations to reflect the unified mission of the area through the use of an overlay district for the core.

A clear image must include community input in order to build support for the business district. Once this is done, Mason Square will be on its way to pooling its resources for a solid economic development plan.

## **Social Campaign**

Social support for Mason Square is vital. It has been shown that human resources and community action from the surrounding neighborhoods can be a source of strength in Mason Square. To encourage community backing and insure a consistent consumer flow into the business district, the following steps are recommended:

### **Increase communication between city, college, community and business officials**

- use consistent means of dispersing information
- make community meetings easily accessible (notice of time and place)
- use high visibility means of communication (TV, newspapers, community organization newsletters)
- consistent meetings among organizers

**Encourage community involvement**

- establish joint goals and projects
- form a network of community leaders
- acknowledge citizen efforts

**Begin programs to address social needs such as daycare, healthcare, and education**

- illicit help from businesses and educational institutions in providing affordable daycare
- encourage joint participation in providing youth activities and educational programs
- attract participation of local college students in the forms of course credit and internships
- organize a volunteer base for maintenance and support services
- make available rooms in the Rebecca Johnson School for community meeting space

**Provide recreational space and activities**

- use the 4.8 acre site adjacent to the Rebecca Johnson School for a combination of recreational and commercial space
- form a steering committee of individuals from various sectors to oversee the activities and services relating to this recreational area
- draw upon local people for maintenance of park and recreation areas in Mason Square

**Create partnerships among residents, educational institutions and the business community.**

- elicit cooperation for service such as daycare
- use the physical education resources at the colleges to create structured activities at proposed recreation area adjacent to the Rebecca Johnson School



- pool resources of businesses and colleges for the purposes of providing education and training programs
- engage college students in tutoring and mentoring programs for local youth
- develop stronger internship programs to bring Mason Square business people and business oriented students together in cooperative efforts

## **Business Campaign**

In light of the national economic situation, cities are forced to compete against one another for investment dollars. Cities must seek out investment rather than waiting for it to seek them. Mason Square needs to develop a strategy for attracting businesses that will support the image of Mason Square and that will be supported by the residents.

### **Target the desired mix of retail, industry and office activity that best suits the available land and buildings and best utilizes area resources**

- update Blueprint for Change marketing study to determine what the mix and quantity of retail/office/ industrial activity the current market can support
- focus and prioritize development efforts to reflect the desired mix of uses
- target business that match local market demand and desired mix (i.e. bowling, amusement/recreation, fashion clothing, and food/drinking establishments)
- target industries which show local competitive advantage and growth potential (i.e. food and kindred products, food stores, auto dealer services/repair/garage, miscellaneous retail, motion pictures, amusement and recreation, health services, social services, educational services)

- investigate other growth industries

**Target specific types of business that show a record of investment and support for communities similar to Mason Square**

- research businesses that have a record of community investment

**Support existing businesses**

- research the needs and problems of current businesses
- provide incentives to remain in area
- strengthen the awareness of support systems in place for businesses
- include businesses in the planning process

**Encourage internal economic growth and entrepreneurship**

- identify local interest in economic development
- increase awareness of training workshops and written material available to entrepreneurs
- identify a local entrepreneur who can serve as a liaison to the community

**Spatial Campaign**

Although physical planning cannot act alone, it is a crucial part of economic revitalization. We are referring to more than just beautification; aesthetic improvements can increase consumer flow, create unity and enhance sense of place. Physical design in conjunction with business development and social programs can increase the attractiveness of Mason Square as a place for investment as well as create a place with a high quality of life.

- use the railway corridor as a pedestrian link from the downtown core recreational site to Springfield College.
- use the Firestone building as a mixed use space to include first floor retail and upper floor office/industrial space



- use the portion vacant land adjacent to the railway corridor north of State Street for economic development
- assess feasibility of using the Indian Motorcycle Building Parking lot for economic development
- explore the option of expanding Midtown Plaza
- maximize core and then move outward; filling vacant and underused land in the core is necessary to maintain densities and level of activity desired.
- redesign traffic flow to encourage consumer activity
- create visual unity through banners, facade improvements and signage

## **Publicity Campaign**

In order to promote the image of Mason Square as a viable place for investment and activity it is important to carry out a strong publicity campaign.

### **Identify resources (locational, physical, social)**

- consumer and demographic studies

### **Identify the negative images it is trying to overcome**

- use questionnaires and interviews

### **Advertise and market Mason Square to community leaders, residents, and potential investors**

- prepare and distribute written materials (pamphlets, newsletters, flyers) to convey desired image
- public announcements of goals in local newspapers
- messages on public access television
- advertisements in business journals
- PVTa advertisements
- distribute information to community organizations
- signage and design to build image
- publish and distribute a directory of services that

includes descriptions of programs and products available

**Organize and publicize social events to attract positive attention to Mason Square.**

- types of events may include flea markets, sports competitions, children's activities , fund raisers

**Entice press with local interest stories**

- notify local press of upcoming events
- send press leads on positive community news
- spot light entrepreneurial efforts and successful business ventures

**Actively seek to encourage participation and support from residents and local officials.**

- target improvements toward interests of residents
- acknowledge that Mason Square is its people
- encourage local participation

**Long Term**

- research future business trends
- increase availability of training to meet the needs of future businesses
- increase educational emphasis in these areas
- target businesses that will aid in improving quality of life levels
- extend railway corridor and its adjacent economic activity
- strengthen open space linkage

Mason Square was once a vital, active community. It was a place where people worked, shopped, gathered , lived, played, and where businesses and the city invested time and money. Mason Square can once again be a lively urban village. We see in Mason Square



an abundance of resources, people that are eager to transform their neighborhood and many organizations and institutions that are already in place and ready to begin.

What we need now is to pull together the resources, pull together the players, and work together in a common effort - to create an urban village. Mason Square needs jobs. It needs recreational areas. It needs social programs and educational programs, and special events. All of these can support each other. And most importantly, there is room for all of these within Mason Square.

**Mason Square has the potential to be an urban village. It can happen now!**

## **BIBLIOGRAPHY**

- Business Week 1993. "1993 Industry Outlook". No. 3300.
- City of Springfield, MA. 1974 "A Comprehensive Plan for Springfield, Massachusetts.
- City of Springfield, MA "Zoning Ordinance".
- Gans, Hebert. "Urban Villages".
- Leftwich, Kathy. 1992. "Outlook: Where the Jobs Are". Vocational Education Journal, Vol. 67 No. 2.
- Mason Square Development Corporation . 1992. "Scope of Services".
- Mason Square Development Corporation, 1990. "Three Years After-An Update of the Blueprint for Change".
- National Demographics and Lifestyles. 1990. "The Lifestyle ZIP Code Analyst".
- OECD (Organization for Economic Co-Operation & Development . 1990. "Implementing Change - Entrepreneurship and Local Initiative". Paris, France: OECD
- Pollakowski, Henry O. and Weisbrod, Glen. 1984. "Effects of Downtown Improvement Projects on Retail Activities". Journal of APA . Vol. 50.
- Robertson, Kent A. 1990. "The Status of the Pedestrian Mall in America Downtown". Urban Affairs Quarterly. Vol. 26 No. 2.
- U.S. Department of Interior. Bureau of Outdoor Recreation, National Park Service. 1977. "National Urban Recreation Study: Seattle/ Everett/ Tacoma".
- Winchester Area Executive Committee. Springfield, MA. 1987 "Blueprint for Change".



# APPENDIX

## Appendix A: Statistics

Age Group  
Education Attainment  
Employment  
Housing Stock Statistics  
Buildout Analysis Calculations  
Shift Share Analysis

### AGE GROUP

	Mason Square		Springfield	
	Number	%	Number	%
0-4	2,100	9.1	13,383	8.5
5-17	5,218	21.7	29,052	18.5
18-24	4,742	20.5	19,187	12.2
25-44	6,017	26.0	48,857	31.1
45-64	3,258	14.1	24,952	15.9
>65	1,812	7.8	21,552	13.8
<hr/>				
Total	23,147	100	156,983	100

### EDUCATION ATTAINMENT(PEOPLE 18+)

	Mason Square		Springfield	
	Number	%	Number	%
<9th grade	1,524	9.6	11,975	10.5
9-12th grade no diploma	3,519	22.2	21,857	19.1
High school graduate	4,749	30.0	37,341	32.6
Some college, no degree	3,663	23.1	20,050	17.5
Associate degree	869	5.5	7,634	6.6
Bachelor's degree	959	6.1	10,311	9.0
Graduate of professional	546	3.4	5,380	4.7

degree

---

Total	15,829	100	114,548	100
-------	--------	-----	---------	-----

## EMPLOYMENT

### DESCRIPTION

<u>Service occupations</u>	26.2%	17.5%
Private household	0.1%	0.1%
Protective service	3.6%	2.9%
Service	22.5%	14.5%
 <u>Technical, sales &amp; administrative support</u>	 25.9%	 32.4%
Technicians & related support	3.3%	3.9%
Sales	7.8%	10.8%
Administrative support	14.8%	17.7%
 <u>Managerial &amp; professional specialty occupations</u>	 20.2%	 23.0%
Executive, administrative & managerial	8.5%	9.6%
Professional specialty	11.7%	13.4%
 <u>Operators, fabricators, &amp; laborers</u>	 18.6%	 16.5%
Machine operators, assemblers & inspectors	11.2%	8.6%
Trans. & material moving occupations	3.3%	3.9%
Handlers, equipment cleaners helpers, & laborers	4.1%	4.0%
 <u>Precision production, craft &amp; repair occupations</u>	 8.7%	 9.9%



<u>Farming,forestry &amp; fishing</u> <u>occupations</u>	0.4%	0.7%
-------------------------------------------------------------	------	------

# HOUSING STOCK STATISTICS: SOURCE CITY OF SPRINGFIELD PLANNING DEPARTMENT, 1992

	#structures	% substandard	%owner occ.	%renter
Upper Hill	2127	6.2%	47.4%	51.5%
Old Hill	1830	16.3%	29.8%	65.3%
Bay	1506	10.5%	34.5%	62.7%
McKnight	1841	6.4%	40.0%	56.7%
Totals	7304	9.6%	38.5%	59.6%

Mason Square	# units	% substandard
Owner Occupied	2810	5.2%
Rental	4280	8.7%
Boarder	214	86.4%

## BUILDOUT ANALYSIS CALCULATIONS:

All parking calculated on the assumption of retail, which is 1 parking spot per 300 square feet of space. This is to allow enough space for parking since the straight square foot/space does not take into account driving lanes. Office and industrial requirements are 1/500 and 1/1000 respectively. According to the parking regulations

50% of the spaces must be 8.5' x 18' and  
50% of the spaces must be 8.0' x 18'

A weighted average  $(.5(8.5 \times 18) + .5(8.0 \times 18))/ 2 = 148.5$  sq ft, as an average sized parking space. Retail requires the highest density of parking space per square footage. Parking requirements for office, residential or industrial use would be significantly less, reducing the area needed for parking a lot. On the other hand, this average will underestimate the size of retail parking lots because it does not include the area needed for driving lanes. None the less, a rough estimate of building mass and parking lot size can be calculated for each site using the following formula:

$$\text{site size} = B + \frac{(\# \text{Floors})B}{300} (148.5 \text{ sq ft})$$

Where B is the building mass "footprint", and the second part of the equation is the parking area square footage.

#### 1. School Site

(4.8 acres= 209,088 sq ft)

	Building mass (sq ft)	# of parking spaces	Useable Building Space (sq ft)
1 story	139,858	466	139,858
2 story	105,060	700	210,138
3 story	84,140	841	252,420
4 story	70,164	936	280,655

#### 2. Skolar Paint Site

(41,500 square feet)

2 story	20,850	139	41,700
4 story	13,925	186	55,700

#### 3. Buckingham Site

(25,000 square feet)

2 story	12,550	83	25,100
4 story	8,400	112	33,600

Buckingham/Colton

St./Skolar paint



(97,500 sq ft)

2 story	49,000	327	98,000
4 story	34,750	423	139,000

3. Indian Motorcycle Building (IMB)

35,000 sq ft (recommended 1987)

10,000 retail

25,000 office space

4. Former Fire Station 12,000 sq feet (MSDC)

5. Firestone Property: 60,000 square ft (MSDC)

retail	20,000 sq ft
office	40,000 sq ft
industrial	90,000 sq ft

## Appendix B: Readings

- Amoury, Anne. 1990. "A Neighborhood Revolution Hits Richmond City Hall". *Public Management* . Vol. 72.
- Frieden, Bernard J. and Lynne B. Sagalyn. 1990. "Downtown Malls and the City Agenda". *Society*. Vol. 27 No. 5.
- Kemp, Roger L. 1990. "Cities in the Year 2000". *The Futurist*.
- Lewis, Sylvia. "American Cities: What Works"
- Lurcott, Robert H. and Jane A. Downing. 1987. "A Public-Private Support System for Community-Based Organizations in Pittsburg".
- Mason Square Development Corporation "Fiscal Year XVII".
- Pollakowski, Henry O. and Weisbrod, Glen. 1984. "Effects of Downtown Improvement Projects on Retail Activities". *Journal of APA* . Vol. 50.
- Ponte, Robert. 1986. "An Economic Development Approach for Small Cities". *APA Journal*.
- Robertson, Kent A. 1990. "The Status of the Pedestrian Mall in America Downtown". *Urban Affairs Quarterly*. Vol. 26 No. 2.