

07D062I

07D062I  
JMW-EHAN-46



**Residential Neighborhoods: The East Highland Street Area, Worcester, MA**

An Interactive Qualifying Project  
Submitted to the faculty of  
Worcester Polytechnic Institute  
in partial fulfillment of the requirements for the  
Degree of Bachelor of Science

**Submitted by:**

Sean Quinlivan

**Sponsoring Agency:**

East Highland Area Neighborhood Association

**Submitted To:**

Project Advisor:

John M. Wilkes

Date: April 24, 2007

## Abstract

The focus of this IQP is urban redevelopment and how it pertains to the East Highland Street Area located in Worcester, Massachusetts. The report will capture the views of those people who took part in a survey developed to get people thinking about the future of the East Highland Neighborhood. The ultimate goal of the project is to inform the East Highland Area Neighborhood Association (EHANA) of the survey results and to determine if EHANA, the project sponsor, can represent the voice of the community just by being itself (i.e. the leaders share the views of the interested people who do not attend the meetings) or has to work at gathering information from others to speak for all the neighbors. Interested non-participants are defined as people who were willing to fill out a survey on the future of the community that was mailed to their home, but were not participants in EHANA as an organization. The response rate was approximately 10%, only the non-deliverable letters were deducted for the total.

## Table of Contents

1	Introduction.....	6
1.1	Worcester Initiatives and an Evaluation of the Lincoln Square Charette-1995..	8
2	Background - EHANA.....	12
3	Overview.....	18
3.1	Message of the SAT.....	18
3.2	Neighborhood Redevelopment .....	19
4	Methodology .....	22
4.1	Mailing List.....	23
4.2	The Mailing Package .....	25
4.2.1	The Letter.....	25
4.2.2	EHANA Flyer .....	27
4.2.3	The Survey.....	27
4.3	Budgeting.....	30
5	Findings.....	31
5.1	Question 1 .....	31
5.2	Personal Information.....	37
6	Results.....	40
7	Recommendations.....	42
8	Conclusions.....	44
9	References.....	46
10	Appendix.....	46
10.1	Original IQP – Message of the SAT .....	46
10.2	Letter to Residents .....	51

10.3 Survey ..... 53

10.4 East Highland Street Info..... 59

## List of Tables

Table 1: Property Types.....	24
Table 2: Average Property Value .....	24
Table 3: Mailing Costs.....	30
Table 4: Question 1 Results .....	32
Table 5: Personal Information .....	38

# 1 Introduction

The focus of this project is gathering and analyzing information dealing with the urban redevelopment of Lincoln Square and the future of east Highland Street, both located in the heart of Worcester near the north end of Main Street. The Lincoln Square project is one of many projects now taking place in the city, and could potentially have a great impact on the city and more specifically the East Highland Street area, which is in close proximity to Lincoln Square. The project focuses on the future of the neighborhood around East Highland Street served by the Elm Park Elementary School. It is also the locale of two colleges, WPI and Becker.

The City of Worcester is the second largest city after Boston in Massachusetts and an important manufacturing, science, insurance, and transportation center to the citizens of Massachusetts as well. Worcester covers a land area of 97.1 sq km (37.5 sq mi), with a mean elevation of 145 m (475 ft). According to a recent census, whites are 77.1 percent of the population. Hispanics are 15.1 percent of the people. Blacks are 6.9 percent of the population, Asians 4.9 percent, Native Americans 0.4 percent and native Hawaiians and other Pacific Islanders 0.1 percent. The remainder is of mixed heritage or did not report ethnicity. The population of Worcester is currently estimated at 176,500. The city can be characterized as a culturally diverse gateway community boasting a variety of opportunities for all of the citizens of Massachusetts.

Worcester is a place of entry for foreign commerce and major interstate highways cross nearby. In fact, the Massachusetts Turnpike is directly linked to the city via three separate on/off ramps and both interstate 190 and 290 run directly through Worcester. Rail lines connect the city with the surrounding towns, including MBTA commuter rail

between Boston and Worcester with a culmination at the grand union station. General aviation is available via the Worcester Regional Airport, but it does not have regular passenger service by a large airline at the moment, although it has in the past.

Worcester is also noted for its fine educational facilities. Among the institutions of higher education are Worcester Polytechnic Institute, Worcester State College, Assumption College, Clark University, the College of the Holy Cross, the University of Massachusetts Medical Center, Becker College, Quinsigamond Community College and the Massachusetts College of Pharmacy and Health Sciences, which has opened a new campus downtown. The oldest of these is Holy Cross, which opened in 1843. These colleges together make up the college consortium. The Colleges of Worcester Consortium Inc. is a 39-year-old alliance of 13 area colleges that works cooperatively both to further the missions of the member institutions individually and to advance higher education regionally.

Worcester also has a great history. Scientists from the Worcester Foundation for Experimental Biology developed the birth control pill in the 1950s. Further, Robert Goddard, father of modern rocketry, conducted his first experiments in Worcester in the 1920s. Science has played a large part in Worcester history and always seems to remain a constant asset to the local community. Before that Worcester was a manufacturing center for textile machinery and the industrial revolution in the USA began in the Blackstone River Valley between Worcester and Providence.

Through much scientific research and development, the Biotechnological field is a large sector of the city's economy. The Massachusetts Biotechnology Research Park accommodates research facilities for numerous companies. The University of

Massachusetts Medical School, also home to research, is adjacent to the Park. Worcester Polytechnic Institute is currently constructing a new center for its Bioengineering Institute in the Gateway Park just north of Main Street. This area is also the focus of a new redevelopment strategy that will come in the near future featuring the redevelopment of Lincoln Square and various vacant properties in the area of the proposed redevelopment.

Due to the substantial number of vacant properties in the area, a plan for the future in the North Main Street will potentially have a great effect on the East Highland Street Area, which lies between WPI and Becker College. Presently, the East Highland Street area is viewed by realtors as an area that is in a transition from a residential area to a more commercialized area, but in the eyes of those people who live in the area (and are stakeholders and property owners in the area) they are wrong. The economic network is driven by a very culturally diverse area supporting two local colleges i.e. WPI and Becker, which cater to both the services and housing demands required by such institutions.

## **1.1 Worcester Initiatives and an Evaluation of the Lincoln Square Charette-1995**

The vision for the Greater Worcester Area is to utilize the regions strengths, and use those strengths to sustain the positive momentum of today and help the region withstand the inevitable economic downturns which can easily be seen in the current real estate market slump happening in communities all over Worcester County and nationwide today. The Worcester area is strong in several economic resources, including a skilled and educated workforce, intellectual capital available at 16 institutions

of higher education, a variety of federal, state and local development agencies, and infrastructure, including an excellent transportation network and a multimillion fiber optic infrastructure network; all which produce a great The Greater Worcester Area Economic Development Strategy reflects the region's goal to implement a successful economic development planning process that utilizes its economic resources, addresses its economic problems, and fulfills its economic potential through a series of goals and initiatives for the City of Worcester.

The first and most important goal is to "create a transportation system which meets present and future development and will address demands for parking without impeding other potential development."(Office of the City of Worcester Manager 1992). Applying this goal to the Highland Street area would I believe have a great effect on the local economy. If people were able to easily access Highland Street and have a designated parking area in close proximity to the local shops and stores businesses may see a sudden increase in pedestrian shoppers and tourists alike.

Fostering the creation and expansion of start up and small businesses in the manufacturing, service, and retail sectors is another important goal of the city. Highland Street is comprised of many retail stores and service oriented establishments. A new development plan for Lincoln Square could potentially become a gateway to the businesses of Highland Street.

Another initiative atop the list for the City of Worcester is to Promote community and regional cooperation in Land Use Planning and Zoning, Utility Development, Transportation Network Development, Environmental Regulation, and Housing. In order

for the East Highland Street area to succeed a cooperative plan between the City and the Highland Street community members has to be established to ensure that both the City provides proper housing by implementing a proper land use plan as well as creating a smart and effective zoning ordinance while maintaining the overall residential characteristics of the neighborhood. People in the area would not like to see boarding houses and strictly rental properties popping up everywhere. They would like to maintain a low key, mixed residential area that is in place today while attempting to move toward a more pedestrian friendly environment for the entire city and the surrounding areas.

The role of these past ideas and initiatives play an important role in the new redevelopment plan for the latest Lincoln Square Charette scheduled for the near future. In reference to the "Report on the Lincoln Square Charette -1995" there are key aspects or lack thereof, that are of importance to EHANA and the East Highland Street Area.

The first and most important item is that in the past charette there is no mention of any type of connection between North Main Street and Highland Street. In the plans for the North Main redevelopment it was not considered relevant to include Highland Street or any type of connection between the two in the topics for discussion. However, North Main Street serves as a gateway to Highland Street and any type of redevelopment in the North Main Street area will have a great impact on both locations.

Further the college market is looked at in general terms rather than focusing on those institutions that are in close proximity to the affected area, namely WPI and Becker located about one-half a mile down the street. This should be a major focus of the redevelopment scheme because these two institutions have special interests in this plan because it could have a great impact on the nearby college community.

Along the same lines, the group directly involved with the past charette (those that took part in them) is not representative of the citizenry i.e. the East Highland Street Neighborhood, but rather institutions around the city. In fact, out of approximately 120 attendees under ten were from the East Highland Street neighborhood. This charette was not even tied to the local institutions made up of the nearby colleges and churches but other institutions in other areas of the city. However, in the upcoming charette EHANA's existence is likely to have a dramatic impact on what voices get into the upcoming focus groups/charette.

In the future, it will be important to make the connection between the surrounding area and the redevelopment of North Main Street, and since I am scheduled to participate in the upcoming focus groups I can make it happen, and I will have already determined what the property owners in the area want to see happen.

## 2 Background - EHANA

The East Highland Street Area Neighborhood extends east to west from Lincoln Square to Park Avenue, and north to south from Institute Park to Elm Street. Highland Street is the central roadway in the area and runs through the neighborhood, connecting Lincoln Square to Park Avenue. The area “includes residents of all ages from all over the world, as well as many other neighbors: small businesses and professional offices, churches, social agencies and their clients, WPI, Becker, Elm Park Community School, the Worcester Art Museum, Preservation Worcester, Price Chopper and many other important organizations.” (Nat Needle 07’)

The local neighborhood association is referred to as the East Highland Area Neighborhood Association (EHANA). EHANA is a strictly volunteer organization whose mission is to “preserve, promote, and celebrate quality of life for all diverse members of the neighborhood.” (Nat Needle 07’) The association deals with a variety of neighborhood issues including maintaining and beautifying the area, responding to conflicts and issues from the residents in the area, creating a public garden, and influence the planning for the redevelopment of the Lincoln Square area. At the least EHANA mobilizes the area on Worcester’s Earth Day cleanup, and focus on cleaning a few of the streets in the neighborhood.

The East Highland Area Neighborhood Association would like to see a plan developed for the North Main/Lincoln Square area that moves “toward a pedestrian

friendly and culturally diverse urban village” a vision proposed by Professor John Wilkes in The East Highland Area Neighborhood Association “Vision”.

There are specific items that the community would like to see happen in the neighborhood. One important goal is to ensure that the voice of the East Highland Street Area is heard by the City of Worcester and that the proposal for the Lincoln Square Area redevelopment incorporates some key items that the neighborhood has on their own agenda for the redevelopment project. The others focus on how to maintain the residential character of the area, and make it a pleasant place to be. EHANA formed to deal with a threat presented by a small restaurant that became a nightclub, and thus a local nuisance involving excess noise, trash, vandalism and even drug trade. Success in this action led to its local prominence as it turned to more positive goals.

EHANA believes that the first item of importance for an ideal neighborhood is to have a pedestrian friendly environment, where life without a car is possible. They want to create a neighborhood that allows people to walk around and experience the area outside of their vehicle. In fact, EHANA wants to cater to those people who do not have vehicles, namely students, elders, immigrants and the disabled. This means providing an environment that is suitable for walker shopping. Highland Street boasts a variety of specialty stores, restaurants, and gathering spots that might flourish if the residents in the area experience the environment outside of their automobile. Additionally, the association would like to see a popular walking/biking circuit interconnection the area and utilizing the beauty and tranquility of the abutting Elm and Institute Park. The question is whether this view represents that of the rest of the people living there, as only

a small percentage of the local community attends monthly EHANA meetings. Indeed, there is internal schism about how to relate to WPI and Becker, and the local student population.

Officially EHANA is friendly to all good neighbor institutions, and has even given awards to local restaurants that beautify the area. Some members, however, are antagonistic to Becker College as an institution and critical of some WPI students in specific housing or fraternities. On the other hand, there has been an effort by Becker to work cooperatively with a spin off group from EHANA that is willing to collaborate on parking and police issues to a degree that EHANA leadership considers inappropriate. Still, coexistence and cooperative problem solving are the norm, and legal action has been used only once against a flagrant and extreme case of a local business which posed a variety of problems to the East Highland Street neighborhood.

Other than that EHANA would like to see the City of Worcester take into consideration the local residents when they have so much at stake in the future redevelopment of the area. EHANA feels that two important properties in the East Highland area are the Worcester Memorial Auditorium and the Old Worcester Vocational High School. The Auditorium has an immense amount of possible uses and a local gathering place for various organizations and groups seems to be among the top ideas for a rehabilitation scheme. The auditorium should be a gathering spot for an assortment of events including meetings, negotiations, college interactions, local performances, and craft fairs and workshop seminars to name a few.

A likely outcome for the old Vocational School is a residential area. EHANA would like not to see it as a residence for the local student population. Instead, it would be a better location for an older crowd made up of local retirees, professionals, and working classes that are seeking an environment where work is easily accessible along with all the other amenities that Main and Highland Street have to offer. It would be an ideal location for single people not yet in a family situation who one day aspires to move out and eventually own property in the surrounding area. On the other hand, another interesting proposal is that Worcester turn it into an incubator for new start up companies. This proposal has some support in EHANA, more that seeing high end condos go into that site.

In order to accomplish a pedestrian friendly environment and offer all the necessities of life a much-improved bus service will have to be established. The Highland Street community needs access to some essentials such as food stores, health care, and at least one drug store for the pedestrian community without a vehicle. "As oil prices rise we will want places for professionals who want to walk to work at WPI, Gateway Park or Downtown to live, especially before they form families."(John Wilkes 07'). The area should have a well-planned bus route that enables people to get where they need to go in a timely and efficient manner, however this is not the case with the existing bus transportation system.

Presently, the East Highland Street Area has a very culturally diverse population with an equally diverse range of business, restaurants and specialty stores making various food and craft items. However, it seems isolated from the North Main Street Area in part

due to the substantial amount of vacant property as well as the poorly designed roadways at the termination at the north end of Main Street. It is important that Highland Street is visible from Main Street and that leaving Highland street opens up to downtown to allow a more diversified crowd to move back and forth; becoming interconnected with an area that potentially has so much to offer the City of Worcester. The Lincoln Square redevelopment project is critical for the future of the East Highland Street area and especially the businesses there. However, it is not clear that the area should or could become wholly commercial given the demand for local housing by students and professionals. The fear is that this demand will squeeze out the local people, some longtime residents, who live in and care about maintaining the area serving as the residential base. With a well thought out scheme, incorporating the best interests of those who live in close proximity to the area as well as the visions of those who truly care, the neighborhood could blossom into very distinct culturally and economically diverse highly sought out residential sector for the City, drawing people to Worcester to experience this newly redeveloped area.

A lively and distinctive commercial area could thrive, but not grow too greatly in size. Thus, the “dead” area in between Highland’s active area and North Main would be developed and connect with the Lincoln Square area being redeveloped. That would be a positive development in the eyes of EHANA leadership. Of course that does not mean that the property owners concur. They may just be waiting for the moment which they can sell out and leave either converting the larger residence into smaller rental units or condos, selling to large companies that maintain student housing or cash in on the

conversion of a residence to a business that would most likely pave the yard and level the garage to put in some sort of small business or the like.

My job was to lay out some alternative visions for the future of the area before the property owners and see how they view some likely outcomes for the area in terms of expected and desirable outcomes.

## 3 Overview

### 3.1 Message of the SAT

This is the third IQP I have planned. The first one focused on the Worcester Public School (WPS) System and the matriculation of the WPS students to the various colleges in the Worcester area. The goal of this project was to compare data that was previously collected from the WPS system by various WPI teams to new data that I was going to attain from the local colleges. The data that was previously collected by the WPI student teams dealt with PSAT, SAT, MCAS, and MBTI scores; and also future intentions data on what college the departing high school students thought that they would attend, all which came directly from the WPS system records.

The new data that I attempted to gather was commencement reports and student records of the students from the WPS system that had graduated and ended up attending college in the Worcester Consortium i.e. WPI, Becker, Worcester State, Clark, Assumption Holy Cross, and Quinsigamond Community College. I wanted to see how the different types of learners had fared in the local colleges (i.e. which ones had gone where and whether they succeeded in graduating). At this point I ran into problems trying to attain this data. I contacted all the colleges via a letter I wrote explaining an overview of my project and included a request for each college to contact me if they would be willing to assist me in gathering information for each of the students who came from the WPS system and matriculated to their institution in a few given years. I had received what I believed to be promising expression of interest from Worcester State College but

in the end due to lack of funds and manpower they declined to participate in the study after consideration. I had my hopes up for Quinsigamond Community College, but they have no interest in the SAT and have never used the MBTI. Finally did not hear anything official from them or anything at all. Hence, I decided to move forward and plan another project but still maintain focus on Worcester. Plan B was to have the Worcester public Schools request the participation of a few colleges or confine myself to the data they already had in their archives. Again, communication was slow and sporadic necessitating the need for a definite plan.

### **3.2 Neighborhood Redevelopment**

This time I wanted a sponsor eager to do a study right away and this led to contact with EHANA. They were clearly interested in what the redevelopment of Lincoln Square located in Worcester, Massachusetts would mean for them. Initially, I was informed that the City has initiated the “North Main Economic Development Strategy” project, which is not a redevelopment plan like an urban renewal plan, it is more of a visioning project that attempts to define what the area could look like over the next five, ten and twenty years.

The involvement of the public is a key component of this project and there will be a number of public meetings in addition to property owner interviews and focus group meetings where the public will be invited to participate. Part of the rationale for the project is the fact that the former Boy’s Club building at Lincoln Square (once part of the Vocational School and now owned by the Worcester Public School Department) is now vacant, the Worcester Memorial Auditorium is substantially vacant (except for the

juvenile court and some court house record storage) and will be completely vacant, once the new criminal justice building opens, and the Worcester County Court House, which will be vacated once the new criminal justice building opens, are all facing an uncertain future. However, together they represent a substantial “once in a century” opportunity for an integrated reuse plan for a substantial area of the city. The redevelopment scheme will attempt to identify feasible alternative uses for these public buildings as well as the development opportunities for a number of privately-owned properties within the North Main Area.

In addition, I came to find out that the City of Worcester does not have any definitive plans for the reuse of these great public buildings today, but when a complete economic development strategy for the North Main area is completed then a plan for all the properties will be available presented for comment. It is a plastic moment when anything is possible. Since public participation has such a vital role in any type of urban redevelopment, I thought it important to spark public interest and get the word out to the people who live in the area of the proposed redevelopment project. In order to accomplish this I began to attend the local EHANA meetings and get a sense of the people I was going to be dealing with. During my attendance I came to realize that the East Highland Street Neighborhood had some people who are very passionate about the neighborhood in which they live in, John Wilkes, Nat Needle, Claude and Kuni Dorman, Richard Boligan, and Sandra Ansaldi to name a few. Their thoughts, ideas and efforts during the time I spoke with them convinced me that in order to have a successful redevelopment of the Lincoln Square all their voices along with all the other people who lived in the surrounding area should be considered for any type of redevelopment plan.

EHANA has accomplished a lot over the past year and the association is responsible for a large list of positive accomplishments listed below:

- 1) Reduced trash, noise, and crime stemming from the former Bravo Café; EHANA ultimately influenced the License Commission to revoke their liquor license while maintaining the possibility of a constructive restaurant opening at that corner.
- 2) Led the Dynamy High School youth, neighborhood youth, and local business owners and artisans in collaborating to create attractive display banners for the community.
- 3) Persuaded the City to install five trash baskets on poles and meters on Highland Street and West Street area and enlisted a business sponsor for each basket.
- 4) Produced a successful inter ethnic- inter generational Summer Block Party on Home Street. Approximately 200 people attended the party.
- 5) Secured a prominent place for EHANA in the City Economic Development planning for Lincoln Square.
- 6) Secured permission for a John St. Community Garden on Elm Park Community School grounds at the corner of John and North Ashland Street; secured soil testing and initial fund raising for the materials.
- 7) Set an example for the City in addressing tensions and need for information between neighbors and SMOC regarding its Dayton Street property.
- 8) Conducted inter-generational, interethnic 2006 Earth Day Cleanup, and lined up a similar event in 2007.

- 9) Organized a multicultural pot luck based on foods from around the world and stories of their families' immigrant journeys and established a repeatable model for future events
- 10) Supported Becker College in visioning of a Pocket Park and Flower Garden on William Street in cooperation with Elm Park-Lincoln Estates Associates.

Since EIANA is such an active and positive force in the Highland Street community, I thought that it would be beneficial to communicate with the people in the area and raise awareness about the neighborhood association and to spark public interest in the future of East Highland Street.

In cooperation with the Executive Committee, it was clear that the effort to resist the drift toward non-residential uses for houses in the area was the central question. Was the area ready to mobilize around the EIANA vision of a pedestrian friendly residential area open to ethnic diversity and shared with student housing but stabilized and controlled by permanent residents rather than absentee landlords?

## 4 Methodology

The instrument I designed in an effort to answer this question was a mailed out package which included three important items. (Refer to Appendix) The plan was to mail a flyer created by the people of EIANA, a brief survey, and an informative letter to various community members and property owners in the area, attempting to get the attention of the people in order to note EIANA's existence and raise public awareness of the potential futures for the neighborhood during this time of redevelopment in Worcester.

## 4.1 Mailing List

The first step in conducting the survey was to establish a mailing list of those people who live and own property in the East Highland Street area. I found that since I work for the City of Worcester, this information is readily available for me via the assessor's page on the city network. Once I found the information, I created a spreadsheet that contained information about the various properties in the East Highland street area. The area of focus contained approximately twenty streets and a mixed variety of housing and businesses. The area of interest was between Park Ave and Main Street, and between Elm Park and Institute Park. The types of properties ranged from three families, single family, two family, multi unit dwellings, apartments, and a variety of mixed businesses and establishments. The information included in the East Highland Street spreadsheet included the following: the location of the property, the type of property, the size of the property, the estimated value of the property, the year of the last sale, and the name and address of the property owner.

This spreadsheet allowed me to create a mailing list, which included both people who live in and/or own property in the Highland Street area. This list will be an asset to EHANA in the future if they for any reason need to do a mass mailing or similar survey polling all the property owners and residents in the area. It is also could be used to see how the housing and real estate in the area has developed over the years, or for an estimate of property values and/or property value comparisons.

The following Table gives the percentage of each type of residence in the East Highland Street Area according to the assessors list from the City of Worcester.

**Table 1: Property Types**

Type	Percentage
Single Family	17%
Two Family	17%
Three Family	36%
Apartments	16%
College related	6%
Other	8%

It is evident that the East Highland Street area is dominated by rental properties and Table 2 shows an average property value for the single, two and three family homes.

**Table 2: Average Property Value**

Type	Average Value
Single Family	\$270,000
Two Family	\$302,000
Three Family	\$300,000

These prices indicate that the houses in the area all average between \$270,000 and \$300,000. The small difference in property value between the two and three family leads me to think that the three families are a bit more run down due to neglect and possible absentee landlords. The two families are probably in better condition, and are probably owner occupied.

## 4.2 The Mailing Package

Now with a list of all the homeowners there is a mailing list and audience as the basis of the survey study. After putting together a mailing list, the next step was to put together a package that I could send out to these people, which did three things. One, it introduced my project as a cooperative effort between WPI and EHANA in hopes of enhancing public participation in the Lincoln Square redevelopment project. Two, it formally introduced EHANA to the neighborhood and brought an awareness to those who are concerned with that area that there is a neighborhood association which meets regularly and has a mission to better the neighborhood through community outreach and local efforts. Lastly, the package would include a survey to find out how people felt about the seven alternative futures of the East Highland Street Area. I also wanted to find out how likely they thought it was that these might actually transpire in the near future.

### 4.2.1 The Letter

To introduce the project I drafted a brief but informative letter that would hopefully develop community interest in all the activity going on the local area. The intention of the letter was to illustrate the fact that the project served several purposes, all of which were beneficial to the local residents and property owners in the area.

The first item in the letter was the fact that WPI and EHANA were working together to try to understand public opinion of what the future could bring to the area in the next ten to twenty years, looking at current trends and development in the neighborhood. I wanted the people to understand that WPI is a substantial stakeholder in

the city of Worcester and that a partnership could develop to share the thoughts and ideas of the local people in addition to the plans of the college. What might the locals and property owners be willing to do to move things in a different direction? Are people content with the status of the neighborhood? These are the things that I wanted the people to think about and offer their perception and preference. The idea was to see if there was a consensus around which the neighborhood could mobilize.

Next, I wanted to introduce myself. I wanted people to know that I was a student at WPI, and that I work for the City of Worcester, and I live here as a Worcester resident. I have a stake in what goes on in the city and local people can too with public involvement and interest in current local events. If it did nothing else the letter at least introduced to the surrounding neighborhood the fact that Lincoln Square is going to be redeveloped and public participation is encouraged to ensure that the community benefits from the overall redevelopment scheme.

Another important part of the letter was introducing the Lincoln Square project and its constituents. The project will potentially affect all the East Highland Street neighbors, EHANA, Worcester Interfaith, Preservation Worcester, WPI, Gateway Park, The Worcester Art Museum, and the Highland Street businesses owners. The goal of the project is to develop the ideas of all the key players and community members in the affected area and get an idea of how people perceive the neighborhood reshaping over the next twenty years. However, Lincoln Square is really the subject of Iesha Boyce's project so I opted not to get too deep into that matter.

### **4.2.2 EHANA Flyer**

The second item included in the package was the EHANA flyer, which gave some important information about the association. The flyer was included to reintroduce the association to the neighborhood and allow people to view the missions and accomplishments that make up EHANA and what it stands for. The flyers were also included in hopes of attracting some new attendees to the meetings and expand the ever-increasing network that EHANA has created during its existence.

### **4.2.3 The Survey**

The third piece to the package was the survey dealing with the future of the East Highland Street Area. The goal of the survey was to identify the community members and obtain their opinions about the future of the neighborhood. The survey was made up of 14 questions, which were separated into three different sections: The future visions of the area, personal information, and Property owner information.

The first section was the future visions of the East Highland Street Area. With the help of my professor John Wilkes and some helpful critiquing from Nat Needle, we were able to devise seven different future visions of the area and allow the people who would take the survey to rank each vision based on both likelihood and desirability for each future scenario. The goal was to see what people wanted to see opposed to what they think will actually happen to the area in the future. The seven visions are listed below in the order which they appeared on the survey. "It" refers to the East Highland Street neighborhood.

1a) It becomes a commercial area extension of Highland street (i.e. restaurants, shops, small stores, professional offices, realtors and travel agencies with a drug store.)

1b) It becomes dominated by a major non-profit organization ( i.e. WPI and Clark University merge, Becker College moves to the suburbs and Clark U moves into the Becker campus and starts recreating one the size of its current campus next to WPI, or they team up on putting a new common Social Science and Law School campus at that site).

1c) It “gentrifies” or becomes even more of a residential community in which the actual property owners live in 90% of the houses full time and some of the large ones become condos. Most residents walk to work in the New Gateway Park, the Colleges or Downtown, as the cost of commuting rises and the bus lines get busy as families try to avoid owning and running two cars.

1d) It becomes a specialized student housing area in which only 10% of the houses are occupied by the real owner, and the rest are managed by absentee landlords or maintenance firms. Most are broken up into small apartments, but some are student only rooming houses.

1e) It becomes a specialized student housing area, but 90% of the houses are working class family owner occupied. The resident owners rent extra apartments, floors and rooms to students who live with them in their homes. Rents offset the cost of owning a house in this area.

1f) It becomes an area with a fifty-fifty mix of boarding house and apartment rentals serving a mix of mostly single people who are college students, elderly people, recent immigrants and young working class people looking for modestly priced housing.

1g) It becomes an ethnic village especially popular with immigrants from Latin America (mostly Brazilian) and Africans who have started to succeed. They can afford houses but often rent to students and new arrivals who speak a language that they understand. Restaurants and travel agencies catering to these communities start to concentrate in this part of Worcester.

These seven visions address the fact that the East Highland Street area is made up of a majority of rental housing and many different outcomes that could happen in the future. These are the likely outcomes but I also included a space for people to visualize their own visions for the future of the area.

The second part of the survey involved gathering personal information about each individual filling it out. First, I requested basic information; age and sex. Next, I requested information pertaining to their family, social class, neighborhood residency, and overall feelings about the neighborhood.

The third part of the survey was strictly for property owners. I wanted information about each owners plans for his/her property, and visited the possibility of mortgage helpers staying in there property as boarders. Determining what the East Highland Street is missing in terms of establishments was the last item included in the survey.

### 4.3 Budgeting

Once the survey was completed, I made 300 copies of the survey, my letter, and the EHANA flyer. I printed out the names and addresses for all of the owners using a program provided on Avery.com, which allowed me to make personalized labels for each address on my mailing list. I stuffed each individual envelop with the help of my wife, and purchased postage for the mass mailing. The package, which also included a self addressed return envelop, weighed 1.2 grams so an additional 24¢ stamp was necessary to mail every one. Table 3 is a breakdown of the costs associate with the mailings. Thus far the project has a cost of \$178.44.

**Table 3: Mailing Costs**

Items	Quantity	Cost
envelopes	6 boxes of 50	\$14.64
39 ¢ stamps	13 books of 20	\$101.40
24 ¢ stamps	13 books of 20	\$62.40
labor	3 hours	priceless
<b>Total</b>		<b>\$178.44</b>

Approximately 250 surveys went out in the mail. I hand delivered six, and I personally arranged to have local community members fill some out at an annual dinner held at the Elm Park Community School.

## **5 Findings**

### **5.1 Question 1**

The results of the surveys were based on three distinct groups: the mailing list responses (returned presently at a 7 percent response rate), those that filled a survey out at the Elm Park community dinner, and a core group of people that are on the executive committee for EHANA.

The first question that dealt with the seven visions dealing with the future of the East Highland Street neighborhood produced the following results summarized in the three-colored table below. The colors are representative of the three distinct groups that were surveyed. Note that the questions are base on a rating system where 10 corresponds to least likely and desirable, and 1 corresponds to most likely and desirable. The turquoise is the responses from the mailing, the yellow from the dinner and the green responses are from the EHANA members.

Table 4: Question 1 Results

Street	Q1													
	AL	AD	BL	BD	CL	CD	DL	DD	EL	ED	FL	FD	GL	GD
Somerset	nr	10	nr	10	nr	1	nr	10	nr	10	nr	10	nr	10
Somerset	5	4	5	4	9	3	10	7	9	4	5	8	6	6
Sever (#62)	4	3	5	1	8	1	1	1	7	9	9	10	10	10
Somerset	5	4	8	4	8	2	6	10	9	8	6	9	4	5
Roxbury	8	10	1	10	8	1	1	10	5	5	10	10	10	10
Highland	8	1	8	1	9	2	10	10	2	7	2	3	6	6
Roxbury	10	10	6	4	6	6	8	8	7	7	6	4	8	3
Wachusett	6	6	7	7	4	4	6	6	6	7	8	8	6	6
Fruit (#44)	8	8	8	1	10	1	4	7	10	10	4	8	4	10
Somerset	5	5	10	10	10	10	10	10	3	3	10	10	8	8
Fruit	7	3	9	8	8	10	9	10	10	8	10	9	4	10
Wachusett	8	7	7	8	9	9	4	5	9	5	3	5	9	5
nr	7	8	10	10	6	5	5	6	4	4	5	4	5	5
Fruit	nr	1	nr	3	7	nr	nr	9	nr	9	7	nr	nr	9

mean	6.6	5	7	5.7	7.8	4	6.1	7.7	6.7	6.8	6.5	7.5	6.6	7.3
median	7	6	8	4	8	4.2	6	8	7	7	6.5	8	6	7
mode	8	10	8	10	8	1	10	10	9	7	10	10	6	10

Owners surveyed

Hampden	6	6	5	5	5	5	5	5	5	5	5	5	5	5
Home	8	9	7	8	8	7	5	6	5	3	4	4	3	3
William	8	8	8	8	8	8	8	8	8	5	3	2	3	3
Home	6	5	5	8	8	8	4	8	3	8	4	7	4	4
Tacoma	4	3	5	5	4	2	9	9	9	9	9	9	4	4
Dell	4	10	7	4	5	5	5	7	5	8	4	8	5	8
Home	3	8	6	6	2	2	8	10	1	1	6	6	1	1
Blossom	3	4	8	10	6	2	3	7	5	3	4	3	5	3
nr	3	8	5	3	3	9	1	8	9	3	1	1	10	8
mean	5	6.7	6.2	6.3	5.4	5.33	5.3	7.5	5.5	5	4.4	5	4.4	4.3
median	4	8	7	6	6	5	5	8	5	5	4	5	4	4
mode	3	8	5	8	8	2	5	8	5	3	4	none	5	3

Elm Park Meeting Residents

4

Wachusett	4	6	3	9	7	3	8	10	6	8	4	5	4	9
Hackfeld	1	3	4	6	5	1	3	10	9	4	8	10	10	6

Wachusett (#41)	6	9	7	10	6	2	6	10	6	1	7	8	6	6
Sever	8	5	10	10	10	1	2	10	8	10	2	2	5	5
Institute/ Wachusett	4	8	6	5	5	2	4	8	3	4	4	7	5	4
Institute/ Wachusett	9	8	3	7	9	1	2	9	7	2	4	9	9	8
mean	5.3	6.5	5.5	7.8	7	1.6	4.1	9.5	6.5	4.8	4.8	6.8	6.5	6.3
					6.5		3.5		6.5				5.5	
median	5	7	5	8		1.5		10		4	4	7.5		6
mode	4	8	3	10	5	1	2	10	6	4	4	none	5	6

EHANA leaders

My original opinion was the East Highland Community would like to see the area become a more residential community with the property in the area being used as rental income with the owners living as a live in landlord. I got the feeling for most of the EHANA members that commercializing the area as an extension of Highland Street would be an unpopular choice for the future, but cooperation with the local colleges and college students might be a positive move to incorporate local college kids into the neighborhood while attaining rental income.

The results of question one on the survey show that indeed the members of EHANA would like to see the area gentrify and become a more residential community, and that seems to be an acceptable outcome to those people who attended the community dinner, but not their first choice. In addition, the community members who were mailed the survey show that this is very popular and highly desirable future for the neighborhood. This may also be attributed to the local concern for a pedestrian friendly neighborhood where people can walk to work, which is also mentioned in the survey under the gentrification scenario. (Refer to Appendix)

Another important vision to all three groups was envisioning Clark moving into Beckers spot; coupled with WPI the area becomes dominated by a major non-profit organization. This is viewed as a less desirable future for the area than commercialization by EHANA leaders and the residents who are mostly renting but not the property owners. The people would rather see the neighborhood be dominated by the local residents that will live in the area rather than non-profit organizations that do not have as much involvement as EHANA or the local residence. This same type of attitude can be seen in the responses for a vision of a specialized student housing area, which triggered a very negative opinion from a majority of those surveyed.

**The following is a breakdown of the results from the survey:**

**1. The Property owners**

-1<sup>st</sup> choice-Gentrification

-2<sup>nd</sup> choice-Commercialization

-3<sup>rd</sup> choice-Institutional Takeover

- What is important to this group is the property values i.e. can I sell it, and will anyone buy it.

**To be avoided:**

- Student Housing
- Boarding Houses
- Ethnic Village

## 2. The Renters and Residents at the Elm Park Community Dinner

- 1<sup>st</sup> choice-Ethnic Village
- 2<sup>nd</sup> choice-tied-Working Class Owners Who Rent or Boarding Homes/Apartment
- Modestly priced rental housing costs are what matter to this group.

### To be avoided:

- Student Housing (they team up and drive up rents)
- Commercial/Institutional takeover (they reduce the housing stock)

## 3. The EHANA Leadership

- 1<sup>st</sup> choice-Gentrification
- 2<sup>nd</sup> choice-Working Class Owners Who Rent
- 3<sup>rd</sup> choice-Ethnic Village (a bit better than Commercialization)

### To be avoided:

- Student Housing
- Institutional Takeover
- Boarding Houses

With the help of Professor John Wilkes, I was able to see some strong points that emerged from the survey findings. A common ground emerges between the three surveyed groups. EHANA agrees with the property owners (which most are) on the gentrification idea, but its second choice and third choice reflect what the renters in the area, not what most owners want to see happen. The first choice for the future of the neighborhood for the EHANA leaders and the property owners is a gentrification of the neighborhood; the community remains residential and evolves into an easily accessible pedestrian friendly environment. The second choice for EHANA is a working class neighborhood whose residents use extra rooms in their properties in the area as (mostly student) rental units. This is also the second choice of those who were surveyed at the Elm Park Community Dinner. It is both interesting and noteworthy that EHANA has

identified with the top choice of the property owners and the second choice of the renters and residents at the community dinner, though they see no reason to cater to students. At the very least there is now some documented evidence that EHANA does in fact represent the range of views in the local community and what it hopes to see happen in the near future. Indeed, they have tuned in to the common ground between the property owners and the renter residents pretty well.

Not only does EHANA identify with both of the main local groups on what they want to see happen to the area, they also identify with what the local groups do not want to see happen. EHANA is opposed to both student housing and boarding houses, and so too is the group of property owners and their perspective. All three groups EHANA, the residents and the property owners all agree that specialized student housing is not an acceptable future for the East Highland Street Area.

EHANA must continue to try and seek out the community members that truly care about the area because the results of this first question are good indications that EHANA is working toward the best interests of the community; both the property owners, renters and residents alike.

## ***5.2 Personal Information***

I was also able to learn quite a bit about the people who filled out the survey from the personal information that they filled out. Table 5 shows the personal information of all those who completed the survey.

Table 5: Personal Information

<i>Classification</i>	<i>Percentage of those surveyed</i>
<b>Social Class</b>	
Lower Class	3.125
Lower Middle Class	9.375
Working Class	9.375
Middle Class	31.25
Upper Middle Class	34.375
Upper Class	9.375
<b>Gender</b>	
Male	47
Female	53
<b>Ethnicity</b>	
American	9.375
African American	3.125
WASP	6.25
White	37.5
Japanese	3.125
Latin American	3.125
Spanish	3.125
Italian	3.125
Irish/French Canadian	3.125
not given	28.125
<b>Feelings about college students</b>	
like	53.33
dislike	13.33
don't care	33.33
<b>Feelings about future of the area</b>	
little change	3.33
somewhat changed	60
substantial change	36.66
<b>Have children</b>	
yes	68.75
no	31.25

The results show that the average age of the participants was 58 and the majority of the people are in the Middle to Upper Middle class. There were several different ethnicities with white being the most common, illustrating the fact that EHANA represents a very diverse community, though the whites are probably even more overrepresented in EHANA than in the survey results, based on the diversity of the

students attending the Elm Park School, which serves this area. 70 percent of the people that participated in the survey have children and a majority of those people have more than one child. This leads me to believe that the area, aside from the local college students, has a tight knit family oriented middle-aged community that is concerned for the future of the neighborhood. The people seem to think that the East Highland Street Area will either somewhat or substantially change in the near future but don't believe the neighborhood will remain the same; the people also have an overall positive feeling about students living in the area.

People also offered their own personal feelings about the East Highland Street Area and I think that they had some good points that should be presented. People who voiced their opinion all agree that the area should not become a strictly boarding style neighborhood and owners should live in their rental properties or else the existing properties will become run down and lead to a potential for great change fifty years from now.

The most popular plan for those who owned property in the Highland Street area was planning to stay in their property or bequeath it to a relative. This supports the idea that a likely and desirable future for the neighborhood is to see the area gentrify and become a residential community with the owners living in the property in which they own. What is important is the fact that someone is there to make sure the property is maintained and not allowed to become run down due to lack of care and/or a nuisance for lack of supervision. This neighborhood, like many other residential areas, would hate to see the area become subject to an overpowering force of absentee landlords and

neglected property. The owners would rather have it commercialize or be taken over by the colleges, and EHANA would rather have an ethnic village emerge than see the neighborhood deteriorate from neglect and property mismanagement.

## **6 Results**

There are a few ideas that seem to be important to both EHANA and the local property owners and residents. One is seeing the area develop into a working class neighborhood where the owners occupy their residence and rent out the remainder to help pay for the mortgage, and the second is seeing the area gentrify and remain a residential area that caters to those who live and work in the area and seek a pedestrian friendly environment where the people have access to work, leisure and healthcare without the need for a car. The important characteristic of these two scenarios is that they can easily support the average middle class individual who wants to work in the area.

A third idea of student housing or boarding houses is strongly opposed by EHANA. These two future outcomes are also opposed by the property owners and residents as well. The property owners do not want to see boarding houses in the area, and the residents/renters do not want to see specialized student housing take over the neighborhood in the future.

According to those that filled out the survey there were many requests for a local drug store in the area. At least one drug store should be constructed or recruited by the neighborhood and EHANA to meet the basic needs of the community.

EHANA has the best interests of the local community in mind. The similarities in the futures survey lead me to believe that EHANA is representative voice of the community members that took part in this study. Those are the people who really care about what is going on in the neighborhood, and it should be reassuring to EHANA that those things that they see as important are also seen in the same light by those who live and own property in the East Highland Street area. As EHANA grows I envision the association becoming a very powerful voice in the neighborhood. I have heard and seen what they have already done to improve the area and after seeing the results of this study I am anxious to see if the area mobilizes behind EHANA with future issues to ensure that their voices are heard.

## 7 Recommendations

-This study is basically a pilot test of a new instrument (the survey) that could be used in the future by EHANA. The response rate is too low but the findings are suggestive.

-I propose a new study once the instrument is fine tuned and simplified so as to obtain a higher response rate. Another method could possibly be used but must be done in a more timely fashion. The pilot survey was rushed at best due to the strict time schedule I was on due to my upcoming graduation.

-Do the study for all those who regularly attend EHANA meetings- have a meeting where all of the attendees can fill out a survey and get a survey out to all those who normally attend but did not make it.

-I recommend a second mailing to identify more with the local community, preceded by a phone call to ensure participation and reduce the cost of postage

-I recommend using a much simpler survey that allows people to voice their opinions, along with an updated flyer that describes EHANA's local meeting spots, times and dates.

This will afford more community members to get involved with their community if they can get to a meeting or two. More community involvement would be beneficial to both EHANA and the community members. It would present EHANA with potential delegation of the association tasks, currently done by a select few who already have too much on their plate. Future community involvement would also allow EHANA to

become a strong voice in the community, ensuring at the least that the voice of the community is heard in upcoming events and happenings in the area.

-Determine if those who are part of EHANA and attend the meetings rank and file with the core group of leaders which there is already data for.

-In order to do the study properly it would take the equivalent of three terms. One to make a more usable instrument, establish participants by phone, and get the surveys out in the mail. One to collect the data and tabulate the results and one to write up the results in a detailed report. The cost of the study would depend on the number of participants and the weight of the mailing package. Introducing yourself over the phone could eliminate a lot of information needed in the mailing package and could in turn reduce the cost of the mailing.

## 8 Conclusions

As it stands right now EHANA is a grass roots, volunteer, democratic association. What EHANA wants is to become the voice of the community for future issues like the redevelopment of Lincoln Square. My findings are that EHANA identifies with both the property owners and residents who filled out the survey for the East Highland Street area as far as what they would and would not like to see happen to the area in the near future. Clearly everyone is in agreement that the area should not turn into specialized student housing. EHANA and the property owners are also in agreement on not having boarding houses emerge in the neighborhood.

EHANA also identifies with both the property owners and residents in terms of what they want to see happen to the neighborhood in the near future. EHANA first identifies with the property owners in terms of gentrification of the neighborhood. EHANA wants to move toward a more residential type of community that caters to the local pedestrians and residents, and that is what the property owners would like to see happen from their perspective as well. EHANA also identifies with the renters and residence in terms of having a neighborhood that has a working class mix of people most of which own property and live there renting extra space to help offset the cost of living.

I suspect that a future study, if done properly will yield similar results and further support EHANA's goal of becoming the voice of the neighborhood. Due to the responses that I received I would not be surprised to see new faces at the upcoming EHANA meetings. If the local residents and property owners read the material that I sent in the mail then they are now aware of the redevelopment project that will be taking place in Lincoln Square. There is still time before the focus group meetings for the project. Hopefully people will attempt to voice their opinion as to the future of such a historic and important area of Worcester.

In order for EHANA to become the voice of the neighborhood the association should continue to grow and attempt to reach all those who truly care about the community. EHANA has become a very positive piece of the Highland Street area and always tries to address the needs and demands of the neighborhood. By attempting to contact the neighbors and property owners and obtain their feelings about the future of the neighborhood, the association will soon become a representative voice of the East Highland Street area. This study is a start and a positive indication that EHANA is moving in the right direction as far as representing the neighbors, property owner, and all those in association with the East Highland Street Area.

## 9 References

[www.wikipedia.com](http://www.wikipedia.com)

<http://www.ci.worcester.ma.us/>

<http://intranet/> - for City of Worcester employees

Krieger, Alex. "The Virtues of Cities". The Krueger Report. February, 1996.

Reinhard, Richard. "Downtown Management Districts: Leadership and Stability for North America's Downtowns". The Krueger Report. February, 1996.

A Report on the North Main Street Charette, October 26<sup>th</sup> and 27<sup>th</sup>, 1995

## 10 Appendix

### ***10.1 Original IQP – Message of the SAT***

Initially the focus of my study was the matriculation of the Worcester Public School students to the local colleges in the Worcester area i.e. Worcester State, Becker, WPI, Holy Cross, Clark, Assumption, and Quinsigamond Community College. The goal of my study was to determine how the WPS students performed during their college careers and if their performance had any type of correlation to the scores that they received on the PSAT, the SAT, the MCAS, and the MBTI (if applicable). Personally, I

did not fare well on the SAT or the PSAT and I did not think that my scores were an accurate representation of my academic ability. Often standardized tests are crucial measuring tools in the college admission procedure that determine if a particular institution will accept certain high school students. The focus of my study was going to be measuring the ability of standardized tests to predict the success of college students based on the scores that they received on the various tests weighed against their performance in college.

The plan was to first attain data from the Worcester Public Schools. In the past there have been various student teams at WPI that have been looking at data provided by the Worcester Public Schools (WPS). They have compiled a very comprehensive data set on the classes' of 1996 through the class of 2003, especially 1996 through 1999. The subject of their research was the factors that affect performance on standardized tests. The PSAT and the SAT are two tests that are of utmost importance and are still used as a measure of high school students' academic ability and highly weighed during the student selection for a majority of colleges across the country. I believe that is unfair to estimate a students' ability based on the result of one test. Some people do not test well and should not be punished simply because they do not receive a high score on their PSAT or SAT. Colleges should look at a student's high school course selection and transcript grades more carefully to identify potential students rather than placing so much stress on standardized tests.

Since 1999, the MCAS has also been a factor, which also determines a student's college acceptance. The MCAS has been the subject of much controversy in the state over the pas few years. A "major concern regarding the MCAS accuracy is the reliability

of the grading process. Grading of the multiple-choice questions is straightforward, but the MCAS contains a number of "open response" questions and essays. These open response questions and essays count for half of the grade."

(<http://www.arlingtoncare.org>) Presently, there are eight hundred out-of-state contractors who take on the task of grading approximately 6 million open response questions. "One half of the contractors do not have any teaching experience and a third do not even have a college degree." (<http://www.Masseducation.org>) They undergo a brief training and go to work. I do not believe that these contractors are qualified to decide whether a student may graduate from high school. More importantly, what is the probability that a given student may have had the bad luck of being poorly graded on most of his open response questions? Even if the probability is small, when it is multiplied by the number of students taking the MCAS, it ends up being thousands of students in that category of being unfairly graded. My concern and I know that I am not alone, is that graders are not adequately qualified and the probability of flawed scores is too high.

The third test that I was concerned with was the MBTI (Myers Briggs Type Indicator) which was administered to some students in the WPS system. That can be used to classify different types of learners. I wanted to see how the different types of learners fare in college compared to how well they do on the standardized tests. Intuitive and perceiving types have a clear advantage on these tests. I was curious to see how the results of that test would relate to students who move on to college, and figure out if they live up to the high scores during through their college career.

The WPS Placement Survey documenting where the students say they are going next after graduation is also included in some data set from previous studies. I wanted to use these data sets to find out which students planned to attend Worcester State College, and of those who planned to attend, which ones actually did indeed follow through with those intentions. I also had to find out which students did not plan to attend WSC and ended up there for some reason. According to the data I have on the WPS class of 1999', about six percent of the students planned to go to WSC, but I have a feeling that a much larger percentage ended up attending college there. I needed some assistance finding all of the ex-WPS students that attended WSC from the WPS classes of 1998 thru 2003 because the data sets for WPS classes of 2000-2003 are not as comprehensive compared to the in depth data accumulated for the classes of 1996-1999.

Another WPI student, Matt Marino learned that the WPS keeps track of what the graduating students plan to do once they graduate. More than half of the students planned to attend college and it turns out that WSC is one of the most commonly mentioned schools they intended to go to. Matt was only studying the class of 1999, but I knew that they gather this data yearly so presumably I would be able to obtain a file for their classes of 1998, 2000, 2001, 2002 and 2003 as well. I also needed to compile a list of students that did not plan to attend WSC, but for whatever reason ended up there later. For this group I needed the assistance of WSC, since it would involve crossing their student listings for the WSC classes of 2002 - 2007 with that of the WPS seniors from the classes of 1998-2003. This would have allowed me to track all the WPS students whether they graduated on time or not. This approach may even capture students from Worcester that left WSC and came back, and students who transferred into WSC from other

institutions. I was hoping that the college kept track of these things already, but I didn't get that far

Based on the 99' "future intentions" database, about 50 WPS students said that they would attend WSC. Therefore, with a study of five classes I estimated that it would be a study of roughly 250 WSC students. What I wanted to do is take advantage of the fact that up until 2000 most college bound WPS students took the MBTI as tenth graders in high school and this data had already been recorded and available to me. So, for the classes of 98' and 99' I had learning style data as well as high school records. Also, if any WPS students did not take the MBTI then I would have been willing to try to administer it to them, that is if they were still at the college.

The point of the study was to see how well different types of learners fare at WSC, taking into account how well prepared they were upon arrival, as indicated by their SAT scores, their cognitive learning styles, and their high school education. Some types of learners typically outperform their actual level of content mastery when taking the SAT, while for other types they generally cannot do that. For the WPS students the types that do well on the SAT scored on average about 140 points higher than the other types.

I had their high school transcripts from the WPS system, and their PSAT and SAT test scores to estimate how difficult a program they took and how high their SAT scores were relative to other students who took classes of the same average difficulty. What I needed to do was find assistance in ascertaining how well the WPS students fared in their college experience, and their level of success on various standardized tests. I thought that they would normally do that by tracking progress toward graduation, grade point average, or simply noting whether they have been placed

on academic probation or not. However, it was not that easy and I got no positive response from any of the colleges.

The initial goal of my project was to determine how good the SAT is as a predictor of the success of different types of learners. At WPI it works about half the time. I am wondering if the SAT is more or less useful in any academic environment with students who have a lower average SAT score than the WPI average of 1275. Is the SAT a proper means to identify students that will fare well in WSC? That is what I wanted to find out but was unable to do so due to the lack of cooperation for the local colleges.

## ***10.2 Letter to Residents***

Dear present owner or resident,

The East Highland Area Neighborhood Association (EHANA) partnered with Worcester Polytechnic Institute is sponsoring a project study that is intended to find out what people in the East Highland area expect to happen in the neighborhood over the next 10 to 20 twenty years. One aspect of this project is to determine if the current trends in the area are having a positive effect on the surrounding community and, if not, should action be taken to move things in a different direction. Another equally important purpose of this study is to identify people who feel that what happens with the Lincoln Square redevelopment will determine the future of the neighborhood. They will be contacted separately to solicit their views on that situation. EHANA is hoping this neighborhood will become a pedestrian friendly culturally diverse urban village located next to a renewed auditorium, which will be utilized by local artists and ethnic groups, colleges, and churches. However, one cannot say that this is the most likely outcome. In this study I will try to capture the ideas and thoughts of what the community members consider most likely to happen to the area in the future and what you, as property owners and residents in the East Highland Street Area, might be willing to do to move things in a different direction.

My name is Sean Quinlivan and I work for the City of Worcester. I am also a senior at Worcester Polytechnic Institute beginning this project, which deals with the community impact of the redevelopment in the Lincoln Square Area. As you may already know, The City has initiated the "North Main Economic Development Strategy" in hopes of a redevelopment plan for the area. The objective of this strategy is to carry out a planning process that identifies future development opportunities in the North Main Area, which reflects the desires and needs of the area, the current supply of developable sites and the demand for specific uses, and the timing of new development projects.

The strategy development process starts with a visioning project that attempts to define what the area could look like over the next five, ten and twenty years. It is important that citizens of the area realize that the involvement of the public is a key component of this "vision" project. Presently, the City does not have any definitive plans for the reuse of the great public buildings in the North Main Street area, but hopefully there will be some popular possibilities proposed by the end of this year, when a complete economic development strategy for the area is developed by the consulting firm that is working on this project from Vanasse, Hangen, and Brustlin, Inc. of Watertown.

Again, public participation and involvement in this economic development strategy will be a vital part of the decision making process for the redevelopment of the northern Main Street area, and will hopefully create a vision which encompasses the thoughts and ideas of those who live in the East Highland Street Neighborhoods as well as EHANA, Worcester Interfaith, Preservation Worcester, WPI, Gateway Park, The Worcester art Museum, and the Highland Street business owners. I have included with this letter a brief survey which I cordially request that you, as a part of the East Highland Community, fill out, to identify your vantage point and views on dealing with some of the key strategy items on the agenda for redevelopment. You will be asked to consider and evaluate seven possible futures for the property which you live in or own in the

context of larger change reshaping the surrounding neighborhood and your personal plans for the property (or properties) which you own if you are a property owner in the area.

I hope you know EHANA and I appreciate the time and thought you put into this and certainly hope you found it useful in planning for the near future.

Sincerely,

Sean Quinlivan

### **10.3 Survey**

What Street do you live on? \_\_\_\_\_

1) Please classify these seven visions dealing with the future of the East Highland Street neighborhood. First, classify each as how likely each scenario is to happen in the future (based on current trends, what you foresee happening to the neighborhood in the future). Second, classify each scenario based on how desirable each one is in your eyes as a property owner or resident in the area (what would you like to see happen to the area?).

1a) It becomes a commercial area extension of Highland street (i.e. restaurants, shops, small stores, professional offices, realtors and travel agencies with a drug store.)

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1b) It becomes dominated by a major non-profit organization ( i.e. WPI and Clark University merge, Becker College moves to the suburbs and Clark U moves into the Becker campus and starts recreating one the size of its current campus next to WPI, or

they team up on putting a new common Social Science and Law School campus at that site).

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1c) It “gentrifies” or becomes even more of a residential community in which the actual property owners live in 90% of the houses full time and some of the large ones become condos. Most residents walk to work in the New Gateway Park, the Colleges or Downtown, as the cost of commuting rises and the bus lines get busy as families try to avoid owning and running two cars.

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1d) It becomes a specialized student housing area in which only 10% of the houses are occupied by the real owner, and the rest are managed by absentee landlords or maintenance firms. Most are broken up into small apartments, but some are student only rooming houses.

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1e) It becomes a specialized student housing area, but 90% of the houses are working class family owner occupied. The resident owners rent extra apartments, floors and rooms to students who live with them in their homes. Rents offset the cost of owning a house in this area.

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1f) It becomes an area with a fifty-fifty mix of boarding house and apartment rentals serving a mix of mostly single people who are college students, elderly people, recent immigrants and young working class people looking for modestly priced housing.

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

1g) It becomes an ethnic village especially popular with immigrants from Latin America (mostly Brazilian) and Africans who have started to succeed. They can afford houses but often rent to students and new arrivals who speak a language that they understand. Restaurants and travel agencies catering to these communities start to concentrate in this part of Worcester.

(most likely) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least likely)

(most desirable) 1\_\_ 2\_\_ 3\_\_ 4\_\_ 5\_\_ 6\_\_ 7\_\_ 8\_\_ 9\_\_ 10\_\_ (least desirable)

If you think that none of these scenarios are likely, but you can describe a different one that you think is more likely, or you see a combination of them as likely, please describe it below.

---

---

---

Personal Information:

2) Age: \_\_\_\_\_

3) Sex: \_\_\_M \_\_\_F

4a) How long have you lived (or owned property) in the area?

\_\_\_ Less than one year, \_\_\_ one to two years, \_\_\_ three to six years, \_\_\_ seven to ten years, \_\_\_ eleven to nineteen years, \_\_\_ twenty years or more.

4b) If more than 10 years, were you always at the same location that you now own?

\_\_\_ yes, \_\_\_ no, other location(s) \_\_\_\_\_

5) Are you a property owner as well as a neighborhood resident? \_\_\_ Yes, \_\_\_ No

6) How would you describe your social class?

\_\_\_ Lower \_\_\_ Working \_\_\_ Lower Middle \_\_\_ Middle \_\_\_ Upper Middle \_\_\_ Upper

7) How would you describe your ethnic background? \_\_\_\_\_

8a) Do you have any living children? \_\_\_ Yes \_\_\_ No

8b) If so, Please list their ages, sexes and note whether they live with you or not, and in the neighborhood or not. Do they attend Elm Park School? \_\_\_ Yes \_\_\_ No \_\_\_

---

---

---

---

9) How rapidly do you think the East Highland Area ( Elm Park/Park Ave to Lincoln Square and WPI to Cedar St) will change over the next ten years ( by 2018) ?

Totally different,  Substantial change,  Somewhat changed,  Little change

10) How do you feel about the college students living as your neighbors in this area?

like

dislike

don't care

11) Do you attend church?  Yes  No

11a) if so, is it within walking distance of your property / home?  Yes  No

If you are a property owner, please answer the following questions:

12) What are your most likely (1) and least likely (8) plans for your property? During the next ten years do you plan to.... (Please rank order \*\*\* the same number can be used twice \*\*\*)

Sell it

Stay in it or bequeath to a relative, ie. renovate it to stay in the family as a residence

Continue to own it, but convert to a business, office or other non residential use

Rent it as a unit

Break down into condos

Break it up into apartments