



WP1



CASE STUDY

INTERVIEW FORMS 2012

CLUDs PROJECT

Economic Development Strategies

The Role of Public Private Partnership



INTERVIEW

CLUD's project



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – *Northeastern University* of Boston (MA)

Case Study: ***DOWNTOWN BOSTON BUSINESS IMPROVEMENT DISTRICT***

Interview 2: ANDREW GRACE

Researcher: Alessia Ferretti

Date: February 27th 2012

Place: 9th floor, Boston City Hall – Boston (MA) - 02201

Time: 2:00pm – 3:00 pm

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research <http://ohsr.od.nih.gov/guidelines/belmont.html> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991] <http://ohsr.od.nih.gov/guidelines/45cfr46.html>



Consent Form for Research Study *(participants copy)*

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

<i>Name of participant</i>	<i>Date</i>	<i>Signature</i>
<i>Name of person taking consent (if different from researcher)</i>	<i>Date</i>	<i>Signature</i>
<i>Name researcher</i>	<i>Date</i>	<i>Signature</i>

When complete, 1 copy for participant, 1 copy for researcher site file, 1 (original) to be kept with research notes.



Consent Form for Research Study *(researchers copy)*

Title of project: ***DOWNTOWN BOSTON BUSINESS IMPROVEMENT DISTRICT***

Name of researcher: ***Alessia Ferretti***

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
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<i>Name of person taking consent (if different from researcher)</i>	<i>Date</i>	<i>Signature</i>
<i>Name researcher</i>	<i>Date</i>	<i>Signature</i>

When complete, 1 copy for participant, 1 copy for researcher site file, 1 (original) to be kept with research notes.



2 II SECTION: THE INTERVIEWEE

2.1 Details of the interviewee and role played in the initiative

Name	Andrew Grace
Title	Senior Planner/ Urban Designer -Boston Redevelopment Authority
Phone number/s	617-918-4379
Email	andrew.grace.bra@cityofboston.gov
Address	1 City Hall Square, Room 939 – Boston (MA) 02201
Role played in the initiative	Downtown Boston BID – Neighborhood Advisory Board
Year of involvement in the initiative in the above specified role	From 2010



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3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

- ☒ Yes
☐ No

If yes:

3.1.1 Describe the mission

The Downtown Boston Improvement District aims at ensuring that Downtown Crossing realizes its potential as a world-class downtown destination, becoming a meeting place for all: with new retail, residential, institutional, and commercial development, it will become a destination for tourists, locals, and commuters. Its priorities are hospitality, physical valorisation and cleaning, reduction of crime rate in the area.

3.1.2 What was the role played by the private sector in this mission?

The private sector played a marginal role in the first attempts to start up the BID: the initiative was firstly promoted and supported by the public authorities, who carried out a wide and unceasing persuading campaign to involve owners and tenants in the partnership. The private sector became a cooperative and active force after 2008, when the public authorities changed their interest in the area and they put aside BID's initiative – due to the previous failed attempt and to different economic conditions.

The private agents involved till now are almost 82% of owners and tenants in the area – but major owners are not yet involved.

The first private association of businesses and owners – Downtown Crossing Association, started up in 1969 – couldn't play a strategic role in the first attempts and it was soon in odds with public agents involved.

3.1.3 What was the role played by the public sector in this mission?

The public sector played a leading and strategic role during the start-up, as far as the creation of partnership is concerned and about the promotion of the BID's strategy: Mayor Menino supported the initiative in 1998 and again in 2000-2001; BRA was involved from the beginning and its role became strategic when DCEI was started up (2004). Both the City of Boston and the BRA were involved in a wide campaign to inform and to persuade citizens and owners to take part in the initiative; moreover, the BRA funded many of the initiatives promoted by the private associations of retailers and owners which preceded the BID (Downtown Crossing Association, the Business Partnership Association, etc.).

If most of the public partners now involved in the initiative have played a positive role, Boston Police Department and Public Works opposed the initiative in its first attempts – due to misinformation, they thought the BID would have privatized services usually provided by public agents.



3.2 Does the initiative have a clear strategy that drives the actions?

(Not answered)

- ☐ Yes
☐ No

If yes:

3.2.1 Describe briefly the strategy

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs			X
Waste recycling			X
Crime prevention, security and safety	X		
Improvements in the goods supply chain			X
Improvements in the mobility system			X
Improvements in the social services to the local community	X		
Improvements in the financial and infrastructural facilities for the enterprises			X
Improvements in the services to the local enterprises	X		
Job creation			X
Affordable housing creation			X
Economic growth			X
Other: <i>hospitality, cleaning, promotion</i>	X		

3.2.3 How does the strategy empower local resources? And which ones?

The strategy is focused on BID's full potential as a vibrant district: it intends to revitalize the specific local resources of each area involved in the initiative (Theatre district, Ladder district, Financial district and Downtown Crossing). Since one of the main features in the area is the huge volume of workers and visitors, the BID's strategy aims at making the area more enjoyable improving the physical quality of public spaces.

3.2.4 How is the small retail part of the strategy?

(Not answered)

3.2.5 How is the direct supply chain part of the strategy? (economic logistics)

It is not.

3.2.6 How is ICT part of the strategy?

It is not.



3.2.7 How are local culture and heritage part of the strategy?

(Not answered)

3.3 Has the strategy changed over the years?

- ☒ Yes
☐ No

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change
The first failed attempts were carried out trying to change or work around the unfavourable statute. Afterwards, the promoters tried to strongly support the BID's start-up to achieve the emendation of the statute itself.	From 1998 to 2004	The first attempts to start up a BID in the Downtown area failed due to incompatibility with Massachusetts law and to a wide misinformation (a wrong information campaign about BID's strategy brought about Unions' opposition).
The public authorities promoting the BID dropped the project. Since they strongly believed in the Downtown's potential and they were conscious of the necessity to revitalize it, they promote a different initiative – <i>DCEII</i> , managed by the BRA. Every DCII's initiative was directly funded by the BRA, but the program was carried out in partnership with local private associations.	From 2004 to 2008	The impedimental statute and the impossibility to involve a wide number of locale owners persuaded the public partners to drop the BID project. The <i>DCEII</i> was a favourable compromise: the BRA might promote important redevelopment initiatives in the Downtown area (that is pursuing its specific mission), but at the same time it might be involved in an Identity and Branding Strategy for the area and in physical and urban design (that is the standard mission of a BID).
In 2008-2009 private owners and retailers set up a new association – <i>the Downtown Crossing Association</i> , supporting the BRA and directly funded by this Authority – and they appealed the public partners to start up the BID.	From 2008 to 2011	In the meanwhile, the Massachusetts law had been favourably emended and the Filene's vicissitude showed it was the right time to revitalize and redevelop the Downtown. The changed economic conditions supported the BID as the proper tool to address the revitalization.

3.4 Has the area targeted by the initiative changed over the years?

- ☒ Yes
☐ No

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change
In 2008 the Filene's building was demolished. Urban and social problems in the Downtown area increased and retail activities in the Downtown Crossing closed down.	From 2008 to 2011	The city-block-size hole in the ground in Downtown Crossing and the slack reconstruction project are badly affecting the area.



4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

The initiative is managed by a pyramidal organization: the Board of Directors, appointed when the BID has been started up, is the decision maker, it defines and oversee the activities; at the same time, a seven-member staff and the BID President control and manage the organization and are responsible for the activities themselves.

The BRA is part of the Board of Directors as consultant and supporter for the initiatives carried out; it has a strategic role since it represents the connection between the previous initiatives and the actual BID; moreover, it is part of the initiative because it funded most of the previous interventions, for which the BID is now responsible.

4.2 Has the organization changed over the years?

(The initiative is too young to answer)

☐ Yes

☐ No

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

____?



5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
	<i>Boston Redevelopment Authority and City of Boston</i>	These public agents have been the driving force promoting and giving substance to the BID's project. The BRA funded all the interventions the carried out before the BID's start-up and it is the leader partner in assisting the current BID.
	<i>Boston Police Department and Public Works</i>	These public agents have been decisive in opposing the BID's project determining its first failures.
Rosemarie E. Sansone	<i>Current BID's President</i>	A former councillor, she was the leading agent in promoting the BID in 2009, committing herself in involving how many private partners as possible.

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community		X				
Private developers		X				
Private enterprises		X				
Banks		X				
Local government	X		The local government and authority (especially BRA) have been the driving force, acting as a problem solver and promoting a solid partnership.	X		
State		X				
Public stakeholders other than local government and state (specify)		X				
Unions	X		Unions have been decisive in opposing the BID's project and determining its first failures.	X		
Farmers		X				
Tenants	X		Landowner and tenant associations were involved from the first attempt, even if they played a marginal role. In 2009 they became more actively involved.		X	
Landowners	X				X	



Residents		X			
Non-profit organizations (specify)		X			
Grassroots movements (specify)		X			
Others (specify)		X			

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

(The initiative is too young to answer)

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community						
Private developers						
Private enterprises						
Banks						
Local government						
State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners						
Residents						
Non-profit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

To start up the initiative and to pursue a wide involvement of local private partners a marketing sale process have been carried out: the public partners built the partnership through a strenuous face-to-face persuading campaign.





5.4 How important is the relationship between public and private sector to the success of your initiative?

The public-private partnership supporting the initiative has been decisive to start it up: while the public partners played a strategic role in building consent, solving problems and managing the project, the private actors played a decisive role in consolidating the BID – since just the local private owners and tenants are subjected to self-assessments, the private actors are paying the BID's interventions and programs.



6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

The BID start-up is an important results itself, since it testifies a deep involvement of local agents and a strong public-private partnership.
Even if the BID is so new, thanks to its interventions the Downtown Areas is cleaner, safer and more hospitable.

6.2 Has the initiative produced results in the broader area/community?

(Not answered)

- ☐ Yes
☐ No

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)

6.3 Has the initiative produced unexpected results?

(The initiative is too young to answer)

- ☐ Yes
☐ No

If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/strategy



7 VII SECTION: NOTES ON THE INTERVIEW**7.1 Description of the interview and notes of the interviewer**

To be recorded within 24 hours from the interview work

The interviewee has been available to describe in details the initiative and its history, even if he asked not to be recorded and to have an informal talk about the initiative (he refused to sign the Consent Form).

The information provided are helpful and interesting, above all with respect to the evolution of the initiative and the role played by the partners involved.

He is interested in receiving the final report about the initiative.

INTERVIEW

CLUD's project



WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – *Northeastern University* of Boston (MA)

Case Study: ***DOWNTOWN BOSTON BUSINESS IMPROVEMENT DISTRICT***

Interview 1: JOHN A. NUCCI

Researcher: Alessia Ferretti

Date: February 23rd 2012

Place: 73 Tremont Street – Boston (MA) - 02108

Time: 11:00am

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

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	February 23 rd 2012	
<i>Name of participant</i>	<i>Date</i>	<i>Signature</i>
<i>Name of person taking consent (if different from researcher)</i>	<i>Date</i>	<i>Signature</i>
	February 23 rd 2012	
<i>Name researcher</i>	<i>Date</i>	<i>Signature</i>

When complete, 1 copy for participant, 1 copy for researcher site file, 1 (original) to be kept with research notes.



Consent Form for Research Study *(researchers copy)*

Title of project: ***DOWNTOWN BOSTON BUSINESS IMPROVEMENT DISTRICT***

Name of researcher: ***Alessia Ferretti***

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

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<i>Name of person taking consent (if different from researcher)</i>	<i>Date</i>	<i>Signature</i>
	February 23 rd 2012	
<i>Name researcher</i>	<i>Date</i>	<i>Signature</i>

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2 II SECTION: THE INTERVIEWEE

2.1 Details of the interviewee and role played in the initiative

Name	John A. Nucci
Title	VP for Government & Community Affairs - Suffolk University
Phone number/s	617-973-1103
Email	jnucci@suffolk.edu
Address	73 Tremont Street, Boston, MA - 13th floor
Role played in the initiative	Downtown Boston BID – Board of Directors
Year of involvement in the initiative in the above specified role	From 2010



3 III SECTION: VISION AND STRATEGY**3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?**

- ☒ Yes
☐ No

If yes:

3.1.1 Describe the mission

The Downtown Boston BID aims at revitalizing Downtown area achieving its full potential as a vibrant district. Its main goal is to increase Downtown attractiveness creating a clean, welcoming, safe, and vibrant environment. Its priorities are hospitality, physical space valorization, reduction of crime rate in the area.

3.1.2 What was the role played by the private sector in this mission?

The private sector played a marginal role during the start-up, as far as the creation of partnership is concerned and about the promotion of the BID's strategy; nevertheless, private partners have been decisive in finding money to promote the initiative.

The BID's boundary itself is a practical arrangement to involve as many strategic partners as possible and to increase the amount of self-assessments.

As far as the University of Suffolk is concerned, it decided to take part in the initiative to pursue one of its priorities – that is to increase the attractiveness of the area and so increase not only the amount of students but also to improve their life in the Downtown area.

3.1.3 What was the role played by the public sector in this mission?

The public sector played a leading and strategic role during the start-up, as far as the creation of partnership is concerned and about the promotion of the BID's strategy.

If most of the public partners now involved in the initiative have played a positive role, the Boston Police Department has been the strategic partner to start it up – first opposing the initiative (because of political issues), then supporting it.

3.2 Does the initiative have a clear strategy that drives the actions?

- ☒ Yes
☐ No

If yes:

3.2.1 Describe briefly the strategy

To improve the attractiveness of the Downtown area the BID is trying to offer services and initiative as in a shopping mall: hospitality and cleaning are the first actions required to improve the perception of this district and to make it more attractive, livable and enjoyable.



3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs			X
Waste recycling			X
Crime prevention, security and safety	X		
Improvements in the goods supply chain			X
Improvements in the mobility system			X
Improvements in the social services to the local community		X	
Improvements in the financial and infrastructural facilities for the enterprises			X
Improvements in the services to the local enterprises		X	
Job creation			X
Affordable housing creation			X
Economic growth			X
Other: <i>hospitality, cleaning, promotion</i>	X		

3.2.3 How does the strategy empower local resources? And which ones?

The strategy is focused on BID's full potential as a vibrant district: it intends to revitalize the specific local resources of each area involved in the initiative (Theatre district, Ladder district, Financial district and Downtown Crossing). Since one of the main features in the area is the huge volume of workers and visitors, the BID's strategy aims at making the area more enjoyable improving the physical quality of public spaces.

3.2.4 How is the small retail part of the strategy?

Retail activities are not directly involved in the BID's strategy, since the economic revitalization of the area is not a BID's main goal. Nevertheless, to improve the attractiveness of the Downtown area will affect directly the number and the typology of retail activities in the district.

With respect to retail activities, two further aspects emerged from the interview: first, the economic vitality is not a BID's priority but it is a main goal for BRA's initiatives in the area. Secondly, the problems affecting the Downtown area are a consequence of the retail activities abandoning the area – due to Filene's bankruptcy.

3.2.5 How is the direct supply chain part of the strategy? (economic logistics)

It is not.

3.2.6 How is ICT part of the strategy?

It is not.



3.2.7 How are local culture and heritage part of the strategy?

While the BID's strategy has not direct connection with local heritage, important implications with local culture exist: all the interventions (starting from BRA's initiatives in the area, for instance in the Theatre District) aim at improving the livability of the area as far as events, theatre performances and night life are concerned. On the other side, the involvement of institutions like Suffolk University and Emerson College deals with the necessity of improve education and cultural activities in the area (above all with regard to student dormitories and services).

3.3 Has the strategy changed over the years?

- ☐ Yes
☒ No

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

- ☒ Yes
☐ No

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change
In 2008 the Filene's building was demolished. Urban and social problems in the Downtown area increased and retail activities in the Downtown Crossing closed down.	From 2008 to 2011	The city-block-size hole in the ground in Downtown Crossing and the slack reconstruction project are badly affecting the area.



4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

The initiative is managed by a pyramidal organization: the Board of Directors, appointed when the BID has been started up, is the decision maker, it defines and oversee the activities; at the same time, a seven-member staff and the BID President control and manage the organization and are responsible for the activities themselves.

On the other side, the Neighborhood Advisory Board advises the board of directors about projects, initiatives, events, etc. Without managing or directly affecting the BID's strategy.

Both these board are the clear expression of the private-public partnership promoting the BID.

4.2 Has the organization changed over the years?

- ☐ Yes
☒ No

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

_____?



5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
	<i>Boston Redevelopment Authority and City of Boston</i>	These public agents have been the driving force promoting and giving substance to the BID's project.
	<i>Boston Police Department</i>	This public agent have been decisive in opposing the BID's project determining its numerous failure, then in giving consent.
<i>(Not indicated)</i>		

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES explain in which (main goals) and how	Level		
	YES	NO		High	Med	Low
Community		X				
Private developers		X				
Private enterprises		X				
Banks		X				
Local government	X		The local government and authorities have been the driving force, acting as a problem solver and promoting a solid partnership.	X		
State		X				
Public stakeholders other than local government and state (specify)		X				
Unions		X				
Farmers		X				
Tenants		X				
Landowners		X				
Residents		X				
Nonprofit organizations (specify)		X				
Grassroots movements (specify)		X				
Others (specify) <i>(Education Institutions)</i>	X		Education institutions in Downtown area supported the partnership and worked to increase the involvement of private partners.		X	



5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

(The initiative is too young to answer)

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community						
Private developers						
Private enterprises						
Banks						
Local government						
State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners						
Residents						
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

To start up the initiative and to pursue a wide involvement of local private partners (above all retailers and owners) a marketing sale process have been carried out: trough a strenuous persuading campaign (on the phone and face-to-face) the BID built the partnership involving almost 80-90% of local agents.

5.4 How important is the relationship between public and private sector to the success of your initiative?

The public-private partnership supporting the initiative has been decisive to start it up: while the public partners played a strategic role in building consent, solving problems and managing the project, the private actors played a decisive role in consolidating the BID – that is “making money” to promote initiatives and activities.



6 VI SECTION: EVALUATION OF RESULTS**6.1 What are the major goals achieved in your opinion?**

Although the Downtown Boston BID is a quite new initiative, it has started a long-term process: the Downtown area, where the mix of commercial, retail, hospitality, nonprofit and residential property demand a higher level of services than the City provides, is cleaner, safer and more attractive than before, even if further improvement and a wider economic revitalization are requested.

6.2 Has the initiative produced results in the broader area/community?

- ☐ Yes
☒ No

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)**6.2.2 Describe the impact of the initiative in the larger community (if any)****6.3 Has the initiative produced unexpected results?**

(The initiative is too young to answer)

- ☐ Yes
☐ No

If yes:

6.3.1 Describe the unexpected results**6.3.2 Assess how far the unexpected results changed the vision/strategy**

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

The interviewee has been friendly and available to describe the initiative and he showed a quite good interest in the research project.

The information provided are helpful and interesting.

He was honest in admitting the driving force supporting the partnership was money and in describing reasons and expectations of Suffolk University joining the initiative.

The interviewee stressed the key role of Mayor Menino and of Boston Police department in promoting or thwarting the initiative.

During the interview emerged additional issues: the Filene's initiative and the real estate market in the Downtown.

INFORMATIONAL HANDOUT

CLUD's project



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About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to credit access, local resources promotion, job creation, social activation".

The specific objectives of this research is articulated in the following scientific activities:

1. Building a conceptual framework useful to integrate physical interventions, public-private partnerships, localisation of enterprises and economic logistics.
2. Developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts), PPP (Public-Private Partnerships), CDC (Community Development Corporations), SE (Social Enterprise), NPCBPO (Non-profit Community Based Planning Organizations) and Main Street Initiatives as defined and implemented in the USA.

The training and research activities will focus on:

- a. PPP rules with respect to land use;
- b. Economic and financial indicators to self sustain urban districts;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities and two universities in the USA: University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA. All universities have leading positions in urban planning education, training and research.

Case Study Objective

Is important in this phase to define the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Form. The literature review, survey forms and informal interviews of local witnesses and actors, and main stakeholders involved in the case studies will



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support our understanding of Private Public Partnership (PPP) as it relates to urban regeneration in the USA.

Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): **East Boston Main Streets**

Interview (number and actor): **Clark Moulaison - East Boston Main Streets executive director**

Researcher: **Valentina Brattelli**

Data : **01- 25-2012 and 02-21-2012**

Place : **East Boston Main Street office, 146 Maverick Street , East Boston, MA 02128**

Time : **from 10 am to 1 pm**

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



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Consent Form for Research Study (*participants copy*)**Title of Project:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)**Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

6. I confirm that I have read and understand the information sheet attached for the above research study.
7. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily
8. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
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Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

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2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Clark Moulaison
Title	East Boston Main Streets Executive Director
Phone number /s	617.561.1044
Email	ebmainstreets@verizon.net
Address	East Boston Main Street office, 146 Maverick Street , East Boston, MA 02128
Role played in the initiative	Executive Director
Year of involvement in the initiative in the above specified role	6

3 III SECTION: MISSION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

To create vibrant business districts by initiating private and public improvements, promoting commerce and supporting efforts that improve the quality of life for everyone who lives, works and does business in East Boston



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3.1.2 What was the role played by the private sector in this mission?

Private sector funds and supports actions. Retailers are supporters and beneficiaries at the same time.

3.1.3 What was the role played by the public sector in this mission?

Promoter and sponsor

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	X
No	

If yes:

3.2.1 Describe briefly the strategy

Look the table below

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs			X
Waste recycling			X
Crime prevention, security and safety	X		
Improvements in the goods supply chain			X
Improvements in the mobility system	X		
Improvements in the social services to the local community		X	
Improvements in the financial and infrastructural facilities for the enterprises	X		
Improvements in the services to the local enterprises	X		
Job creation	X		
Affordable housing creation			X
Economic growth	X		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

EBMS tries to bring "each kind of people/different groups" in their board. Reach out all business and residents, the community as a whole. No discrimination among different groups.

3.2.4 How the small retail is part of the strategy?

Small retail is the main beneficiary

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

3.2.6 How ICT is part of the strategy?



3.2.7 How the local culture and heritage are part of the strategy?

--

3.3 Has the strategy changed over the years?

Yes	X
No	

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change
Focus on storefront improvements	From beginning to 2010	Focus on storefront improvements was needed to build credibility and positivism upon the whole project.
Shift to economic restructuring	From 2010 up to now	Need of broadening the sphere of activity of EBMS

3.4 Has the area targeted by the initiative changed over the years?

Yes	
No	

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Non-profit organization - executive director and board - network strategy

4.2 Has the organization changed over the years?

Yes	
No	X

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change



4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

--

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community	X			X		
Private developers		X				
Private enterprises	X				X	
Banks	X			X		
Local government	X			X		
State	X				X	
Public stakeholders other than local government and state (specify)	NGOs				X	
Unions		X				X
Farmers		X				X
Tenants		X				
Landowners						
Residents	X			X		
Nonprofit organizations (specify)	X			X		
Grassroots movements (specify)	X			X		
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the	If YES
-----------------------	--------------------------	--------



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	initiative		explain in which (main goals) and how	Level		
	YES	NO		High	Med	Low
Community	X			X		
Private developers		X				
Private enterprises	X				X	
Banks	X			X		
Local government	X			X		
State		X				
Public stakeholders other than local government and state (specify)	X			X		
Unions		X				
Farmers		X				
Tenants		X				
Landowners						
Residents	X			X		
Nonprofit organizations (specify)	X			X		
Grassroots movements (specify)	X				X	
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

5.4 How important is the relationship between public and private sector to the success of your initiative?

Very important - the initiative is private-public funded and the actions are based on public-private collaboration.

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved?

Storefronts improvement and events

6.2 Has the initiative produced results in the broader area/ community?

Yes	
No	

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)



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6.3 Has the initiative produced unexpected results?

Yes	
No	X

If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/ strategy

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

Some questions were not clear and as a consequence the interviewee gave me unclear and confused answers.



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About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to credit access, local resources promotion, job creation, social activation".

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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): **_Fort Point District**

Interview (number and actor): **2- Mr. Boley**

Researcher: **Jusy Calabrò**

Date : **3/12/12**

Place : **ADDInc. 311 Summer Street, Fort Point, South Boston**

Time : **11 a.m.**

Interview Form

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1.1 Ethical issues and declarations

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Consent Form for Research Study (participants copy)

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4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

B.K. Boley
Name of Participant

12 March 2012
Date

[Signature]
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

JUSY ALABNO
Researcher

12 MARCH 2012
Date

[Signature]
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

Consent Form for Research Study (researchers copy)



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

Title of Project:

Name of Researcher:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

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Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	B.K. Boley
Title	Architect
Phone number /s	
Email	b.k.bolely@addinc.com
Address	311 Summer Street, Boston (MA)
Role played in the initiative	Designer of the Master Plan
Year of involvement in the initiative in the above specified role	2007

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

To create a dense mix-use area fostering innovative techniques as green buildings and a new system of open spaces with high standards of quality

3.1.2 What was the role played by the private sector in this mission?

The development in the area is provided through private sector investments

3.1.3 What was the role played by the public sector in this mission?

The public sector is coordinator of the development of the area giving the land use constraints and managing the Sinking Fund

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.2.1 Describe briefly the strategy

The overall strategy is to promote urban development in an area almost vacant in order to create added values to the South Boston neighborhood following the Innovation District rational (i.e. fostering innovation in life-style, in giving comfortable places both for work and life, improving the



quality of life providing sustainable architecture and open spaces).

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs		x	
Waste recycling		x	
Crime prevention, security and safety		x	
Improvements in the goods supply chain			x
Improvements in the mobility system	x		
Improvements in the social services to the local community		x	
Improvements in the financial and infrastructural facilities for the enterprises		x	
Improvements in the services to the local enterprises	x		
Job creation	x		
Affordable housing creation	x		
Economic growth	x		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

The strategy is to encourage a new concept of development, preserving the existent and improving the mix uses of the area giving rise to a fitting place both for work and for living

3.2.4 How the small retail is part of the strategy?

All the ground floors are expected to be commercial related.

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

-

3.2.6 How ICT(Innovation Communication Thecnology) is part of the strategy?

-

3.2.7 How the local culture and heritage are part of the strategy?

The defense of the architectural and urban heritage and of the strong sense of community have been fundamental issues in each phase of the master plan implementation. In particular, the architectural and landscape heritage in the area is preserved through peculiar constraints responding to the Fort Point Landmark District.

A Certificate of Appropriateness, Design Approval, or Exemption Application must be submitted to and approved by the Commission prior to beginning any exterior work is visible from any existing or proposed street or way open to public travel.

3.3 Has the strategy changed over the years?

Yes	
No	x

If yes:

Describe the major changes and reasons for changing



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

Yes	x
No	

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change
The boundaries of the PDA n. 69	2009	The inclusion of the MHP area (under 91 chapter jurisdiction) inside the 100 Acres in order to have a unique master plan

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

4.2 Has the organization changed over the years?

Yes	
No	

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

--



5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
B.R.A.		
Gillette Company	Private company	High level of influence (It made the first Master Plan proposal)
USPS	Postal service- Federal	High level of influence

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community	x		Open spaces improvement		x	
Private developers	x		Land value improvement	x		
Private enterprises						
Banks						
Local government	x		Local economic development- mix used area	x		
State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners	x		Build-out	x		
Residents	x		Improvement of quality of life		x	
Nonprofit organizations (specify)						
Grassroots movements (specify)	x		Preservation of existent and open space improvement		x	
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community						
Private developers	x			x		
Private enterprises	x			x		
Banks						
Local government	x			x		



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State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners	x		They are starting to realize something	x		
Residents						
Nonprofit organizations (specify)						
Grassroots movements (specify)	x		They make pressure to finish open spaces improvement			
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

Charrette, working groups, public presentations of the on-going results

5.4 How important is the relationship between public and private sector to the success of your initiative?

It is very important. The agreement between B.R.A. and the owner parties is a key component for the development of the area.

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

The most part of the expected results didn't happen. The recession period blocked the implementation process.

6.2 Has the initiative produced results in the broader area/ community?

Yes	
No	x

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)

6.3 Has the initiative produced unexpected results?

Yes	x
No	

If yes:



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6.3.1 Describe the unexpected results

The projects have not been implemented.

6.3.2 Assess how far the unexpected results changed the vision/ strategy

They didn't change the strategy.

7 VII SECTION: NOTES ON THE INTERVIEW**7.1 Description of the interview and notes of the interviewer (for the researcher)**

To be recorded within 24 hours from the interview work



INFORMATIONAL HANDOUT
CLUD's project



About the CLUD's Researcher

Name: **Anna Ferraiuolo**

Address: anna.ferraiuolo@unirc.it.

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to credit access, local resources promotion, job creation, social activation".

The specific objectives of this research is articulated in the following scientific activities:

1. Building a conceptual framework useful to integrate physical interventions, public-private partnerships, localisation of enterprises and economic logistics.
2. Developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts), PPP (Public-Private Partnerships), CDC (Community Development Corporations), SE (Social Enterprise), NPCBPO (Non-profit Community Based Planning Organizations) and Main Street Initiatives as defined and implemented in the USA.

The training and research activities will focus on:

- a. PPP rules with respect to land use;
- b. Economic and financial indicators to self sustain urban districts;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities and two universities in the USA: University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA. All universities have leading positions in urban planning education, training and research.

Case Study Objective

Is important in this phase to define the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Form. The literature review, survey forms and informal interviews of local witnesses and actors, and main stakeholders involved in the case studies will

support our understanding of Private Public Partnership (PPP) as it relates to urban regeneration in the USA.

Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): St. Mark's Area Main Street

Interview (number and actor): 1 - Dan Lerner

Researcher: Anna Ferraiuolo

Data: 02/17/2012

Place: St. Mark's Area Main Street Office – 1914 Dorchester Ave, Dorchester, MA 02124

Time: 10:00 – 12:00 am

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>

Consent Form for Research Study *(participants copy)*

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Dan Larner
Name of Participant

02/17/2012
Date

Daniel T Larner
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Anna Ferraiuolo
Researcher

02/17/2012
Date

Anna Ferraiuolo
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

Consent Form for Research Study (*researchers copy*)

Title of Project: St. Mark's Area Main Street

Name of Researcher: Anna Ferraiuolo

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Dan Larner
Name of Participant

02/17/2010
Date

Daniel T Larner
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Anna Ferraiuolo
Researcher

02/17/2010
Date

Anna Ferraiuolo
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Daniel T Larner
Title	Executive Director, St. Mark's Area Main Street, Inc.
Phone number /s	+1 617 825 3846 (phone) 617 825 3847 (fax)
Email	office@smams.org
Address	1914 Dorchester Ave, Dorchester, MA 02124
Role played in the initiative	Volunteer, Staff
Year of involvement in the initiative in the above specified role	1998-2000 volunteer 2000-present staff

3 III SECTION: MISSION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

- Make Peabody Square and the entire SMAMS district safer for pedestrians, drivers and cyclists
- Make the public territory of Peabody Square and Dorchester Avenue more welcoming as a destination
- Maximize potential community benefits from the MBTA's renovation of Ashmont Station and the Carruth Building (an innovative "transit-oriented development" with 116 units of mixed income housing and 10,000 square feet of ground floor retail space)
- Improve the "public face" of businesses in the SMAMS District, and increase the mix and variety of businesses, in order to increase foot traffic and draw more customers
- Celebrate the area's history and promote its present culture and resources

3.1.2 What was the role played by the private sector in this mission?

Carruth Building, Ashmont Grill restaurant, many small businesses

3.1.3 What was the role played by the public sector in this mission?

Rebuilding Ashmont Station rebuilding Peabody Square intersection, financial assistance to Carruth Building, Ashmont Grill and many small businesses

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.2.1 Describe briefly the strategy

Work closely with resident, businesses, police and elected officials

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs		√	
Waste recycling		√	
Crime prevention, security and safety	√		
Improvements in the goods supply chain			√
Improvements in the mobility system	√		
Improvements in the social services to the local community		√	
Improvements in the financial and infrastructural facilities for the enterprises	√		
Improvements in the services to the local enterprises	√		
Job creation		√	
Affordable housing creation		√	
Economic growth	√		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

It gives people a stronger voice in economic development issues

3.2.4 How the small retail is part of the strategy?

We promote local retailers – “Scavenger hunt”, “Small Business Saturday”, participation in A Better City’s “Challenge for Sustainability” - Business Directory on web site

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

N/A

3.2.6 How ICT is part of the strategy?

No

3.2.7 How the local culture and heritage are part of the strategy?

Outreach is built around local civic associations

3.3 Has the strategy changed over the years?

Yes	
No	√

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

Yes	
No	√

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Network – one staff, many volunteers, many neighborhood supporters

4.2 Has the organization changed over the years?

Yes	
No	√

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

Just communications tools – email, phone, internet
--

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
Fr. Dan Finn	Founder	Led effort to gain recognition on Main Street district
Christofer Stanley	Board Member	Leader on Ashmont Station renovations, Carruth Bldg, Peabody Square renovations
Bill Richard	Board Member	President 5yrs, leader on Carruth Bldg, Peabody Square renovations, fundraising

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community	√		Serve on board & committees	√		
Private developers	√		Support; develop properties			√
Private enterprises	√		Support		√	
Banks		√	Support			
Local government	√		Support, technical assistance	√		
State		√				
Public stakeholders other than local government and state (specify)		√				
Unions		√				
Farmers		√				
Tenants	√		Serve on board & committees	√		
Landowners	√		Serve on board & committees	√		
Residents	√		Serve on board & committees	√		
Nonprofit organizations (specify)	√		Serve on board & committees; Support; collaborate on projects	√		
Grassroots movements (specify)	√		Support; participation in initial organizing campaign	√		
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community	√		Same as above	√		
Private developers	√		Same as above	√		
Private enterprises	√		Same as above	√		
Banks	√		Same as above	√		
Local government	√		Same as above	√		
State		√				
Public stakeholders other than local government and state (specify)		√				
Unions		√				
Farmers		√				
Tenants	√		Same as above			
Landowners	√		Same as above			
Residents	√		Same as above			
Nonprofit organizations (specify)	√		Same as above			
Grassroots movements (specify)	√	√				
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

In - person contact, phone, email, web/internet

5.4 How important is the relationship between public and private sector to the success of your initiative?

Very important – City of Boston in our main sponsor – City and State elected officials are very helpful

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved?

Major developments

- Ashmont Station
- Carruth Building
- Peabody Square renovations

New businesses – storefront renovations – more “life” in the neighborhood

6.2 Has the initiative produced results in the broader area/ community?

Yes	√
No	

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

More interest in our section of Dorchester Ave as a community Center

6.2.2 Describe the impact of the initiative in the larger community (if any)

More interest in living or opening businesses in our district

6.3 Has the initiative produced unexpected results?

Yes	√
No	

If yes:

6.3.1 Describe the unexpected results

New Ashmont Station/Carruth Building/Peabody Square renovations = Ashmont is experiencing a new wave of TOD with the building of The Carruth.

6.3.2 Assess how far the unexpected results changed the vision/ strategy

They led us to focus more on development issues

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

Dan Larner, executive director very professional, he appreciated the choice of case study. He was available to the interview after a first meeting in which he became aware of research and viewed the Cluds website. Before answering gave a brief description of the initiative and after the interview was made available for other appointments for more information.

INFORMATIONAL HANDOUT

CLUD's project



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About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to Credit access, local resources promotion, job creation, social activation".

The specific objective is articulated in the following operative objectives defining the scientific activities:

1. building a conceptual framework useful to integrate physical interventions, public- private management, localisation of enterprises and economic logistics.
2. developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts) defined and implemented in USA.

The training and research activities will focus on:

- a. PPP rules with respect land use;
- b. Economic and financial indicators to self sustain urban district;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities (Reggio Calabria, Salford, Uppsala, Rome) and two USA universities (Boston and San Diego), which all hold the leading positions in planning education, training and research in their countries.

Case Study Objective

Is important in this phases to define in the survey analysis the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Forms Proposal. At this phases is important, the literature review and documentation on the analysis of quantitative data, where we give an informal role in the collection of views and information with some witnesses and local actors,



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and the main stakeholders involved in the project of the case study, and to understand forms of Private Public Partnership (PPP) for the conduct of the case studies;

Methodology

The research will be conducted by interviews, questionnaires, observing on-site activities and synthesising data collected within your organization. This will be set up and arranged through key personnel within your organization. Prior to the collection of data, goals and objectives will be defined as to what work related information will be gathered. The interview sessions may be recorded for personal use to allow transcription using a standard dictaphone. All data collected, including interviews, will be available for approval by the parties involved.

The findings will be organized into one workshop. The workshop will present outcomes of each case which will have a different focus depending on the end users needs. The current state will be presented and discussed and suggestions provided. The workshops will be documented and Lean provisions will be provided. This entire process along with a thorough literature review of lean principles and theory will be composed in to a formal report, journal paper for publication, joint articles and white papers. Furthermore, this case study is part of the research assistances PhD studies.

The principles of Lean Theory that will be considered are as follows:

- Lean Concepts
- Customer Value
- Sources of Waste
- Continuous Improvements/Best Practices
- Knowledge Transfer Management
- Value Creation Theory
- Value Stream Mapping
- Visual Management
- Strategic, Tactical and Operational Level in Lean Management

Key Team of Contact

University of Reggio Calabria, Focus “La Sapienza” di Roma , Northeastern University, San Diego State University, The Salford University

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): **CONCORD COMMONS COMMUTER RAIL AND ASSEMBLY SQUARE IN SOMERVILLE**

Interview (number and actor): 1

Researcher: Carla Maione_Luciano Zingali

Data : 16/03/2012

Place : Cecil Group-Boston

Time : ore 9.30 A.M

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

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The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

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These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



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Consent Form for Research Study (*participants copy*)

**I have read the attached research study Information Handout thoroughly and sign below
To confirm consent.**

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

_____ Name of Participant	_____ Date	_____ Signature
_____ Name of Person taking consent (if different from researcher)	_____ Date	_____ Signature
_____ Researcher	_____ Date	_____ Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)**Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	CECIL STEVE , THE CECIL GROUP Planning and Design
Title	PRINCIPAL
Phone number /s	Emily Keys Innes Assistant Planner 617.426.5050 617.426.5051
Email	www.cecilgroup.com @TheCecilGroup.com
Address	A Street Suite 500 Boston, MA 02210
Role played in the initiative	PLANNER
Year of involvement in the initiative in the above specified role	

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

3.1.1 Describe the mission

Concord and Somerville
Economic development/ growth is the action for the core.
Concord and Somerville are both high income and very high wealth, and the history told, as American Economy became more suburban, there was an explosion of wealth and income, over last 30-40 years, and in this suburban, the wealth is divided in a different category doctors, lawyers, business executives, that as a result have reorganized the tax structure for get wealth not by owning like factory owners.
The philosophy was that "The people don't like to work where they live"
But They want short commutes the commuting average 24 minutes, and this firm was hired by the



town to determine what the village should be in the future. TOD was the solution, a big connection between suburban with more centrality.

The strategy:

Concord and Somerville doesn't want a big business, the community doesn't want a big to drive out entrepreneurship, but they want a small business.

TOD and urban quality,

For the town of Concord and Somerville, the goal was quality and character needs to be preserve.

To increase the amount of residents of town by 30%, an environmental move to create condensed development, focus development around west concord and Thoreau depot, 20/ 30 project for Concord.

3.1.2 What was the role played by the private sector in this mission?

Consider a mix of retail, office, or residential uses that will add to the vitality of Concord crossing and maintain a historic character similar to the existing buildings, while taking into consideration the impact of new development on the adjoining residential neighborhood

3.1.3 What was the role played by the public sector in this mission?

Work with property owners and potential developers to expand concepts and scenarios for village-scale redevelopment and mixed uses in selected areas of the village center.

Encourage property owners to work with the town to plan the area as a whole so any new development will be integrated with and complementary to the buildings and uses along Commonwealth Avenue. Include solutions for traffic circulation, access to open space, and design guidelines.

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.2.1 Describe briefly the strategy

KEY POINT:

- Business and Use Management—allow and encourage mixed use (retail/office/housing)
- Façade Improvements –promote building, façade improvements and sign design standards in the commercial areas.
- Design, signage and other standards would be provided to preserve neighborhood character and existing structures
- Promote Local Business-SMALL BUSINESS

Special events—schedule special events (an “Art Walk”, Farmer’s Market or Depot restaurant tour), perhaps in the evening when people can stroll along Thoreau Street.

New Businesses—attract a variety of new businesses such as quality restaurant, local serving business



3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs			
Waste recycling			
Crime prevention, security and safety			
Improvements in the goods supply chain			
Improvements in the mobility system			
Improvements in the social services to the local community	X		
Improvements in the financial and infrastructural facilities for the enterprises			
Improvements in the services to the local enterprises			
Job creation			
Affordable housing creation			
Economic growth	X		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

To preserve the development of small retail trying, to keep constant the rent of the local.

3.2.4 How the small retail is part of the strategy?

SI, Preserve rental opportunities for entrepreneurial/creative businesses; specifically identify mechanisms of how to do this and the potential tradeoffs.
And that cost rents to rise start up business couldn't survive, but tax value rents low to keep entrepreneurship.

Preserving the identity colonial of the area. Developing the small retail of local products, preferring a traditional pastry to Global Market

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

3.2.6 How ICT is part of the strategy?

3.2.7 How the local culture and heritage are part of the strategy?

Si, Local property owners and developers have always worked with local government-often local business owners served on town boards and committees that envisioned the future.

3.3 Has the strategy changed over the years?

Yes	
No	X

If yes:

Describe the major changes and reasons for changing



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Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Network

4.2 Has the organization changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

--



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5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Level Med	Low
Community						
Private developers	×			×		
Private enterprises						
Banks	×				×	
Local government	×			×		
State						
Public stakeholders other than local government and state (specify)					×	
Unions						
Farmers						
Tenants						
Landowners	×					
Residents	×			×		
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Level Med	Low
Community						
Private developers	×			×		
Private enterprises						
Banks	×				×	
Local government	×			×		
State						
Public stakeholders other than local government	×				×	



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and state (specify)						
Unions						
Farmers						
Tenants						
Landowners						
Residents	×				×	
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

5.4 How important is the relationship between public and private sector to the success of your initiative?

Civic interest, to preserve the character Historic of the suburban.
Small business.

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved?

More people come to have a high income

6.2 Has the initiative produced results in the broader area/ community?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)

6.3 Has the initiative produced unexpected results?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes:

6.3.1 Describe the unexpected results



6.3.2 Assess how far the unexpected results changed the vision/ strategy**7 VII SECTION: NOTES ON THE INTERVIEW****7.1 Description of the interview and notes of the interviewer**

To be recorded within 24 hours from the interview work

The community do not want a Development of the housing, for logic of the urban sprawl, want to preserve Because the colonial style of the historic core.
The Somerville Community, don't is happy for the introduction at the "Global Market".



INFORMATIONAL HANDOUT

CLUD's project



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

About the CLUD's Researcher

Name: FRANCESCO BONSINETTO (Reggio Calabria Unit)

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to Credit access, local resources promotion, job creation, social activation".

The specific objective is articulated in the following operative objectives defining the scientific activities:

1. building a conceptual framework useful to integrate physical interventions, public- private management, localisation of enterprises and economic logistics.
2. developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts) defined and implemented in USA.

The training and research activities will focus on:

- a. PPP rules with respect land use;
- b. Economic and financial indicators to self sustain urban district;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities (Reggio Calabria, Salford, Uppsala, Rome) and two USA universities (Boston and San Diego), which all hold the leading positions in planning education, training and research in their countries.

Case Study Objective

Is important in this phases to define in the survey analysis the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Forms Proposal. At this phases is important, the literature review and documentation on the analysis of quantitative data, where we give an informal role in the collection of views and information with some witnesses and local actors,



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and the main stakeholders involved in the project of the case study, and to understand forms of Private Public Partnership (PPP) for the conduct of the case studies;

Methodology

The research will be conducted by interviews, questionnaires, observing on-site activities and synthesising data collected within your organization. This will be set up and arranged through key personnel within your organization. Prior to the collection of data, goals and objectives will be defined as to what work related information will be gathered. The interview sessions may be recorded for personal use to allow transcription using a standard dictaphone. All data collected, including interviews, will be available for approval by the parties involved.

The findings will be organized into one workshop. The workshop will present outcomes of each case which will have a different focus depending on the end users needs. The current state will be presented and discussed and suggestions provided. The workshops will be documented and Lean provisions will be provided. This entire process along with a thorough literature review of lean principles and theory will be composed in to a formal report, journal paper for publication, joint articles and white papers. Furthermore, this case study is part of the research assistances PhD studies.

The principles of Lean Theory that will be considered are as follows:

- Lean Concepts
- Customer Value
- Sources of Waste
- Continuous Improvements/Best Practices
- Knowledge Transfer Management
- Value Creation Theory
- Value Stream Mapping
- Visual Management
- Strategic, Tactical and Operational Level in Lean Management

Key Team of Contact

University of Reggio Calabria, Focus “La Sapienza” di Roma , Northeastern University, San Diego State University, The Salford University

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): _____

Interview (number and actor): _____

Researcher: _____

Data : _____

Place : _____

Time : _____

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



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Consent Form for Research Study *(participants copy)*

**I have read the attached research study Information Handout thoroughly and sign below
Toto confirm consent.**

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

_____ Name of Participant	_____ Date	_____ Signature
_____ Name of Person taking consent (if different from researcher)	_____ Date	_____ Signature
_____ Researcher	_____ Date	_____ Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)**Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
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Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



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2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Jeanne M. Pinado
Title	Chief Executive Officer & Executive Director of Madison Park Development Corporation
Phone number /s	617.541.3900
Email	jdelinois@madison-park.org
Address	184 Dudley Street, Suite 102 Roxbury, MA 02119
Role played in the initiative	Community-based organization
Years of involvement in the initiative in the above specified role	20

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

MPDC has built a strategic plan focused on commercial development in Dudley Square in Roxbury. In this context, MPDC is working to develop Dudley Square into a thriving commercial business district, including leasing and management strategies to improve the use of tenant spaces at Roxbury Center for Arts at Hibernian Hall and at 2201 Washington Street. The Community Corporation also supports new and existing retailers in Dudley Square and the existing partnership among the community, businesses and the security forces in Dudley Square.

3.1.1 Describe the mission

"Founded in 1966, Madison Park Development Corporation is one of the nation's first community-based, non-profit organizations to independently develop affordable housing for low and moderate income residents. MPDC created a model of resident-led community development, and has evolved to become a comprehensive agency promoting the full revitalization and redevelopment of Roxbury. With resident leadership, MPDC has undertaken numerous programs to address the social and economic needs of the community and has endeavored to link all of its efforts into a sustainable, holistic approach to revitalizing our target area. Despite the successes we have achieved over the last four decades, the work of revitalizing Roxbury is not complete. MPDC strongly believes in community partnerships because we want to build, and be members of, a strong and healthy community. We embrace partnerships that strengthen each other's organizations and institutions. We know through collaboration we can build power and harness our collective capacity to advocate for change".



3.1.2 What was the role played by the private sector in this mission?

Ten years ago when activists struggled to secure public investment in Roxbury, vacant lots and abandoned buildings plagued Dudley Square. Public investment did come in the form of more than \$10 million in federal funds for development projects in the square and now private developers are looking to cash in on some of the largest developable vacant parcels in the city. Partnerships with private developers are a great opportunity to revitalize distressed because they bring know-how and efficiency in the organization and implementation of regeneration projects.

3.1.3 What was the role played by the public sector in this mission?

For years, state and local politicians have been promising to boost the area through public investment and now finally Mayor Menino is the school department's headquarters to the Ferdinand Building, which is this historic furniture store that the project is going to redevelop. The goal of the public authorities is twofold. First of all, to activate the square during the day. But more important and challenging is the goal of stimulating Dudley Square during the night, making the area safe and attractive for nightclubs and restaurants.

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	X
No	

If yes:

We're trying to develop the neighborhood creating new job opportunities and more stable assets, not something that will wipe us out.

3.2.1 Describe briefly the strategy

Dudley Square needs many different initiatives. It's a challenge both for us and for the City of Boston. In the last decades many PPPs have been built to restore historic buildings and develop vacant lands. Good example of this process was the redevelopment of Hibernian Hall building. Other projects in the pipeline for Dudley Square include the Dudley Renaissance Center, a three-level entertainment center that will feature a restaurant, function hall, bar and gallery on Warren Street across from the Ferdinand Building.

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs (greenhouse gas)			X
Waste recycling			X
Crime prevention, security and safety	X		
Improvements in the goods supply chain		X	
Improvements in the mobility system			X



Improvements in the social services to the local community	X		
Improvements in the financial and infrastructural facilities for the enterprises		X	
Improvements in the services to the local enterprises	X		
Job creation	X		
Affordable housing creation	X		
Economic growth	X		
Other (civic engagement)	x		

3.2.3 How the strategy empowers local resources? And which ones?

Local resources are at the core of our strategy. Businesses, retailers and the community are our “capitals” that we have to improve, managing different needs and roles. We have to prompt participation and volunteering, and to stimulate local developers and the whole private sector.

3.2.4 How the small retail is part of the strategy?

Small retailers are part of the regeneration process but actually the strategy embrace a larger perspective that includes the economic development of the whole area.

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

3.2.6 How Information and Communication Technology is part of the strategy?

They are not part of our main priorities at the moment.

3.2.7 How the local culture and heritage are part of the strategy?

It is very important to bring again people in this part of the City. For this reason we organize tours to discover again the neighborhood, both for tourists and visitors and for schools.

3.3 Has the strategy changed over the years?

Yes	
No	x

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

Yes	x
No	

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change
--------------------	------	-------------------



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Many shops have failed	2005/2010	Credit crunch
an expanding non-white entrepreneurial middle class	2000/2012	Population is changing and so does the entrepreneurial sector.

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Mostly is a network type of organization.

4.2 Has the organization changed over the years?

Yes	X
No	

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change
Tax credit restructuring	Early 90s	
Improvement of accounting system	2000	It was completely paper-based
Real estate team building	2006	A team of developers was missing at the time

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

no

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
-		



5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Level Med	Low
Community	X		Express the needs and the vision	X		
Private developers	X		Building renewals		X	
Private enterprises						
Banks						
Local government	X		Funds and grants	X		
State	X		Funds and grants			
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners						
Residents	X		Express the needs and the vision			
Nonprofit organizations (specify)						
Grassroots movements (specify)	X		Create and address consent			
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Level Med	Low
Community	X			X		
Private developers	X			X		
Private enterprises						
Banks	X				X	
Local government	X			X		
State	X				X	
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners	X			X		
Residents	X				X	
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						



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5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

The BRA frequently organizes public forums and charettes.

5.4 How important is the relationship between public and private sector to the success of your initiative?

It is very important both to organize and to implement the whole project

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

With our work and with that of other non-profit organizations we have attracted public investments from the City of Boston. Dudley Vision will be the final step for rehabilitating the whole area.

6.2 Has the initiative produced results in the broader area/ community?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

I think that the impact of this initiative is higher at the local level.

6.2.2 Describe the impact of the initiative in the larger community (if any)

It is difficult to imagine the impact at this time. We have a lot of work to do.

6.3 Has the initiative produced unexpected results?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/ strategy

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

The interview with Miss Pinedo was very useful to better understand the whole initiative, the stakeholders involved and the partnership between the public and the private sector. Also, it was useful to deepen my knowledge on the activities of a Community Development Corporation, their



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way of expressing the needs of the community and address them to both the public authorities and the private stakeholders.



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INFORMATIONAL HANDOUT CLUD's project



About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to credit access, local resources promotion, job creation, social activation".

The specific objectives of this research is articulated in the following scientific activities:

1. Building a conceptual framework useful to integrate physical interventions, public-private partnerships, localisation of enterprises and economic logistics.
2. Developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts), PPP (Public-Private Partnerships), CDC (Community Development Corporations), SE (Social Enterprise), NPCBPO (Non-profit Community Based Planning Organizations) and Main Street Initiatives as defined and implemented in the USA.

The training and research activities will focus on:

- a. PPP rules with respect to land use;
- b. Economic and financial indicators to self sustain urban districts;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

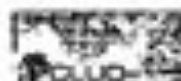
The implementation of the programme is based on a networking of four EU universities and two universities in the USA: University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA. All universities have leading positions in urban planning education, training and research.

Case Study Objective

Is important in this phase to define the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Form. The literature review, survey forms and informal interviews of local witnesses and actors, and main stakeholders involved in the case studies will



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support our understanding of Private Public Partnership (PPP) as it relates to urban regeneration in the USA.

Key University Teams of Contact

University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.





WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): Boston Marine Industrial Park

Interview (number and actor): No. 2 BDC (Boston Design Center)

Researcher: Pasquale Pizzimenti

Data : 12 March 2012

Place : BDC office

Time : 2:30 pm

Interview Form

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4	VI Section: Management and Organisation.....	10
5	V Section: Stakeholders and governance	10
6	VI Section: Evaluation of Results.....	12
7	VII Section: Notes on the interview	12



1.1 Ethical issues and declarations

The "interview form" is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the "interview form" are logically and functionally connected with the information included in the "Survey form". As matter of fact, the interview can be a way to integrate the information included in the "Survey form", which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the "interview form" does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>





Title of Project:

Name of Researcher:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Julia Rosowski
Name of Participant

3/12/12
Date

[Signature]
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

PASQUALE PIZZIMENNI
Researcher

3/12/12
Date

[Signature]
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



**2 II SECTION: THE INTERVIEWED****2.1 Details of the interviewed and role played in the initiative**

Name	Julia Rogowski
Title	Vice President and General Manager
Phone number /s	617 449-5500
Email	jrogowski@bestmdesign.com
Address	one Design Center place, Ste 337, Boston, MA 02210
Role played in the initiative	
Year of involvement in the initiative in the above specified role	

3 III SECTION: VISION AND STRATEGY**3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

Provide wholesale and to the trade showrooms for home furnishings, fabric

3.1.2 What was the role played by the private sector in this mission?

Carve goods & building products
Private company owned

3.1.3 What was the role played by the public sector in this mission?**3.2 Does the initiative have a clear strategy that drives the actions?**

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes: Wholesale showrooms marketed to the trade (designers, architects)

3.2.1 Describe briefly the strategy

web presence, shelter magazine ads, industry events

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
--	----------------	------------------	-------------



Reduction of the GHGs			
Waste recycling			
Crime prevention, security and safety			
Improvements in the goods supply chain			
Improvements in the mobility system			
Improvements in the social services to the local community			
Improvements in the financial and infrastructural facilities for the enterprises			
Improvements in the services to the local enterprises			
Job creation		✓	
Affordable housing creation		✓	
Economic growth			
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

Draws traffic - need for restaurants & services

3.2.4 How the small retail is part of the strategy?

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

3.2.6 How ICT is part of the strategy?

3.2.7 How the local culture and heritage are part of the strategy?

3.3 Has the strategy changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

BDC remains a wholesale business

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change

3.4 Has the area targeted by the initiative changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:





Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

<i>hierarchical</i>

4.2 Has the organization changed over the years?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change
<i>reduction in staff</i>	<i>2011</i>	<i>economic downturn</i>

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

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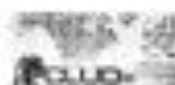
5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
<i>Designers</i>	<i>Purchaser</i>	<i>looking for unique product</i>
<i>Showroom owner</i>		<i>A way to create revenue</i>





5.2 Role of groups of stakeholders and level of influence

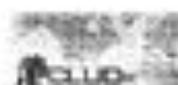
5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community						
Private developers						
Private enterprises	✓		revenue			
Banks						
Local government						
State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants	✓		revenue			
Landowners						
Residents						
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community						
Private developers						
Private enterprises	✓		revenue			
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Local government						
State						
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Unions						
Farmers						
Tenants	✓		revenue			
Landowners						
Residents						
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						





5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

No - Community is not ~~not~~ a part of this process

5.4 How important is the relationship between public and private sector to the success of your initiative?

It is not

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

Jobs for the community

6.2 Has the initiative produced results in the broader area/ community?

Yes



No

many employees in the 87 Showrooms live locally

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)

6.3 Has the initiative produced unexpected results?

Yes



No



If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/ strategy

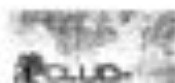
7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work



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INFORMATIONAL HANDOUT CLUD's project



About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

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The implementation of the programme is based on a networking of four EU universities and two universities in the USA: University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA. All universities have leading positions in urban planning education, training and research.

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support our understanding of Private Public Partnership (PPP) as it relates to urban regeneration in the USA.

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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): Boston Marine Industrial Park

Interview (number and actor): No. 1 EDIC (Economic Development Industrial Corporation)

Researcher: Pasquale Pizzimenti

Data : 06 March 2012

Place : EDIC office

Time : 1:30 pm

Interview Form

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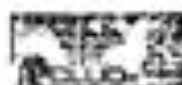
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Title of Project:

Name of Researcher: PASQUALE PIZZIMENTI

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Dennis M. Davis
Name of Participant

3/6/12
Date

Dennis M. Davis
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

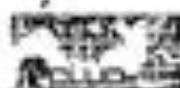
Pasquale Pizzinti
Researcher

3/6/12
Date

Pasquale Pizzinti
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



**Consent Form for Research Study (participants copy)**

I have read the attached research study information Handout thoroughly and sign below
To confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
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5. I agree to take part in the above research study.

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Dennis m. Davis
Name of Participant

3/6/12
Date

Dennis m. Davis
Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

DASQUALE PIZZINENTI
Researcher

3/6/12
Date

Dasquale Pizzinenti
Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

Consent Form for Research Study (researchers copy)

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2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Dannis Davis
Title	Deputy Director for Industrial Development & Commercial Leasing
Phone number /s	+1 617 918 6220
Email	dennis.davis.bra@cityofboston.gov
Address	25 Dry Dock Avenue – Boston Marine Industrial Park – 02210 Boston, MA, USA
Role played in the initiative	Deputy Director
Year of involvement in the initiative in the above specified role	From the start

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

The goal of Boston Marine Industrial Park is to preserve blue collars job opportunities and also to preserve deep water berthing access in the harbor. Redevelop the Boston harbor, BMIP became an alternative location to attract business for the State. The initiative goes back to the 70s and still it is its goal. Attract start-up companies. Small companies and light industrial activities. Life science tech companies. BMIP is involved in other initiative of the Major's economic agenda, Boston innovation district, Life Tech initiative and Green Tech Boston. We work together. We have a common strategy vision.

3.1.2 What was the role played by the private sector in this mission?

The private sector creates the jobs.

3.1.3 What was the role played by the public sector in this mission?

The public sector creates the conditions for the private sector to create jobs. The public sector provide for planning and for management of the area (roads, facilities etc). We maintaining the roads public utilities. Provide the Land. Zoning and Regulations. the government policy is to invest in business park.



3.2 Does the initiative have a clear strategy that drives the actions?

Yes	X
No	

If yes:

3.2.1 Describe briefly the strategy

--

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs		X	
Waste recycling		X	
Crime prevention, security and safety	X		
Improvements in the goods supply chain	X		
Improvements in the mobility system	X		
Improvements in the social services to the local community			X
Improvements in the financial and infrastructural facilities for the enterprises	X		
Improvements in the services to the local enterprises	X		
Job creation	X		
Affordable housing creation			X
Economic growth	X		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

Yes

3.2.4 How the small retail is part of the strategy?

They are not direct involved in the strategy of the agency but EDIC welcome small retail that want to locate in the park
--

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

Is part of strategy in terms of advantages that the area can offers. Proximity of the area to the airport, port, most important highway and downtown
--

3.2.6 How ICT is part of the strategy?

--

3.2.7 How the local culture and heritage are part of the strategy?

--

3.3 Has the strategy changed over the years?

Yes	X
No	

If yes:



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Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change
	2000	

3.4 Has the area targeted by the initiative changed over the years?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change
New Building	10	Market
Silver Line (Transportation)	10	Accessibility
Restaurants	10	General Services

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Part is Pyramidal (from the Mayor to the BRA Director) part is Network

4.2 Has the organization changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

Lease contracts between EDIC and Privates



5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
City of Boston		owner of the area
BRA/EDIC		manage the area
Tenants Association		represent private tenants for the park initiative

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community	X			X		
Private developers	X			X		
Private enterprises	X			X		
Banks	X			X		
Local government	X			X		
State	X			X		
Public stakeholders other than local government and state (specify)	X			X		
Unions	X			X		
Farmers		X				
Tenants		X				
Landowners		X				
Residents		X				
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community	X			X		
Private developers	X			X		
Private enterprises	X			X		
Banks	X			X		
Local government	X			X		
State	X			X		



Public stakeholders other than local government and state (specify)	X			X		
Unions	X			X		
Farmers						
Tenants						
Landowners						
Residents						
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

Yes, in this case the Article 80 (Community Process Building Review)

5.4 How important is the relationship between public and private sector to the success of your initiative?

Imperative

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

6.2 Has the initiative produced results in the broader area/ community?

Yes	X
No	

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

6.2.2 Describe the impact of the initiative in the larger community (if any)

Economic Development, Employment and Training

6.3 Has the initiative produced unexpected results?

Yes	X
No	

If yes:

6.3.1 Describe the unexpected results

The success of the initiative



6.3.2 Assess how far the unexpected results changed the vision/ strategy

No

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work



INFORMATIONAL HANDOUT

CLUD's project



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to credit access, local resources promotion, job creation, social activation".

The specific objectives of this research is articulated in the following scientific activities:

1. Building a conceptual framework useful to integrate physical interventions, public-private partnerships, localisation of enterprises and economic logistics.
2. Developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts), PPP (Public-Private Partnerships), CDC (Community Development Corporations), SE (Social Enterprise), NPCBPO (Non-profit Community Based Planning Organizations) and Main Street Initiatives as defined and implemented in the USA.

The training and research activities will focus on:

- a. PPP rules with respect to land use;
- b. Economic and financial indicators to self sustain urban districts;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities and two universities in the USA: University of Mediterranean of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA. All universities have leading positions in urban planning education, training and research.

Case Study Objective

Is important in this phase to define the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Form. The literature review, survey forms and informal interviews of local witnesses and actors, and main stakeholders involved in the case studies will



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support our understanding of Private Public Partnership (PPP) as it relates to urban regeneration in the USA.

Key University Teams of Contact

University of Mediterranea of Reggio Calabria, Reggio Calabria, Italy; The University of Salford, Salford, UK; University of Roma La Sapienza, Roma, Italy; Aalto University, Espo, Finland; Northeastern University, Boston, MA; San Diego State University, San Diego, CA.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance
Lead Partner: Department of Economics – Northeastern University Boston (MA)
Case Study (denomination): **_Fort Point District**
Interview (number and actor): **1- Samantha Hammar**
Researcher: **Jusy Calabrò**
Date : **3/9/2012**
Place : **Boston Redevelopment Authority**
Time : **2:30 p.m.**

Interview Form

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1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



Consent Form for Research Study (*participants copy*)

I have read the attached research study Information Handout thoroughly and sign below
To confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Samantha Hammar
Name of Participant

3/09/2012
Date


Signature

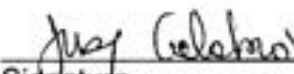
Name of Person taking consent
(if different from researcher)

Date

Signature

Jusy Calabrò
Researcher

3/09/2012
Date


Signature

Consent Form for Research Study (*researchers copy*)



This handout introduces the subject to the research project and states the objects and ethical procedures that will be taken. Inside you will find a Research Ethical Consent Form that you need to fill out and sign. One copy is to be given to The Northeastern University researcher and one copy is for you to keep for your records. All project point of contacts are enclosed.

Title of Project:

Name of Researcher:

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
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Samantha Hammar
Name of Participant

3/09/2012
Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Jusy Calabrò
Researcher

3/09/2012
Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Samantha Hammar
Title	Economic Programs –
Phone number /s	
Email	Hammar.bra@cityofboston.gov
Address	One City Hall Square, Boston (MA), 02201
Role played in the initiative	Program Assistant
Year of involvement in the initiative in the above specified role	-

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

To foster creative growth and localize new companies to become the new economic engines for the region. The Innovation District provides the space to test new technologies that will fundamentally change the way residents, workers, and visitors interact with the environment.

3.1.2 What was the role played by the private sector in this mission?

Invest in the area and localize their companies

3.1.3 What was the role played by the public sector in this mission?

Help in connecting people together and involving the community

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.2.1 Describe briefly the strategy

Create clusters of innovative people; to build a flexible housing options to work for flexible lifestyles; provide public space and programming to foster an innovation ecosystem^x



3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs	x		
Waste recycling		x	
Crime prevention, security and safety			x
Improvements in the goods supply chain		x	
Improvements in the mobility system	x		
Improvements in the social services to the local community	x		
Improvements in the financial and infrastructural facilities for the enterprises	x		
Improvements in the services to the local enterprises		x	
Job creation	x		
Affordable housing creation	x		
Economic growth	x		
Other (specify)			

3.2.3 How the strategy empowers local resources? And which ones?

High quality of employee, involving people in the area, services, amenities and infrastructures

3.2.4 How the small retail is part of the strategy?

There are new restaurants and small shops

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

-

3.2.6 How ICT is part of the strategy?

-

3.2.7 How the local culture and heritage are part of the strategy?

The preservation of the local culture and heritage is at the base of the initiatives

3.3 Has the strategy changed over the years?

Yes	
No	x

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change



3.4 Has the area targeted by the initiative changed over the years?

Yes	
No	x

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

Network of communities inside the area

4.2 Has the organization changed over the years?

Yes	
No	x

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

no

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
B.R.A.	Public agency	High level of influence
City of Boston	Public sector	High level of influence
Business	Private sector	Medium level of influence



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enterprises		
-------------	--	--

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community		x				
Private developers	x					
Private enterprises	x					
Banks	x					
Local government	x					
State						
Public stakeholders other than local government and state (specify)						
Unions						
Farmers						
Tenants						
Landowners						
Residents	x	x				
Nonprofit organizations (specify)						
Grassroots movements (specify)						
Others (specify)						

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	High	Med	Low
Community	x					
Private developers	x			x		
Private enterprises	x			x		
Banks- Venture Capital	x				x	
Local government	x			x		
State	x				x	
Public stakeholders other than local government and state (specify)	Fed. gov.				x	
Unions		x				
Farmers		x				
Tenants	x				x	
Landowners	x			x		
Residents	x				x	
Nonprofit organizations (specify)	x		Preservation of environmental aspects: Fort Point Channel	x		



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Grassroots movements (specify)	x		Preservation of local culture/identity	x		
Others- Transportation Department			Enhancement of transportation system	x		

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

Social media, blog, twitter

5.4 How important is the relationship between public and private sector to the success of your initiative?

Very important

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

Jobs: 3000 new jobs created

6.2 Has the initiative produced results in the broader area/ community?

Yes	x
No	

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

At regional level there's a better recognition of the importance of the Innovation District as pole for a high level of industries for sharing innovation knowledge. Thanks to this innovation hub city is proving that innovation happens best when tech companies and startups cluster. Not only is that good for businesses, it's good for the city because it leads to more infill development where people can live near their work, which leads to a larger transit ridership

6.2.2 Describe the impact of the initiative in the larger community (if any)

Entrepreneurs have a better place in which living and operate. There's a concentration of expertise and a new vital urban neighborhood for all citizens to enjoy the harborwalk and all the recreational activities within the area (such as museum, art centers, restaurants...)

6.3 Has the initiative produced unexpected results?

Yes	x
No	

If yes:

6.3.1 Describe the unexpected results

It's working very well. The rise of the district is helping to bring a forgotten industrial district, with the largest tract of underdeveloped land in the city, back to life. This outcome was unexpected



6.3.2 Assess how far the unexpected results changed the vision/ strategy

They did not change the vision

7 VII SECTION: NOTES ON THE INTERVIEW**7.1 Description of the interview and notes of the interviewer**

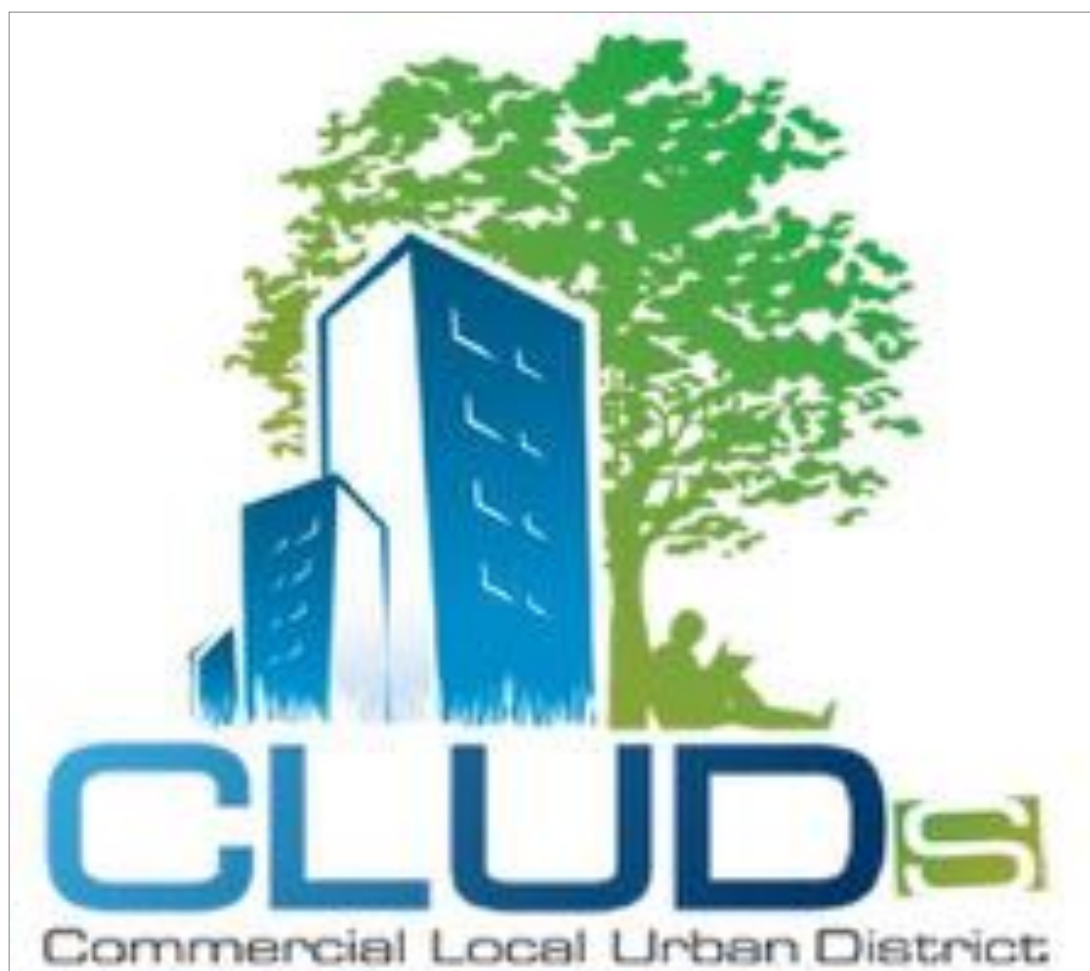
To be recorded within 24 hours from the interview work



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INFORMATIONAL HANDOUT CLUD's project





About the CLUD's Researcher

Name: Enzo Falco

Address: Dipartimento Design, Tecnologia dell'Architettura, Territorio e Ambiente.
Via Flaminia, 70
00157 Roma
Italy

Email: cludsproject@gmail.com

Website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlighting integrated approaches related to Credit access, local resources promotion, job creation, social activation".

The specific objective is articulated in the following operative objectives defining the scientific activities:

1. Building a conceptual framework useful to integrate physical interventions, public-private management, location of enterprises and economic logistics.
2. Developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts) defined and implemented in USA.

The training and research activities will focus on:

- a. PPP rules with respect to land use;
- b. Economic and financial indicators to self-sustain urban district;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start-up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities (Reggio Calabria, Salford, Uppsala, Rome) and two USA universities (Boston and San Diego), which all hold the leading positions in planning education, training and research in their countries.

Case Study Objective

Is important in this phases to define in the survey analysis the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Forms Proposal. At this phases is important, the literature review and documentation on the analysis of quantitative data, where we give an informal role in the collection of views and information with some witnesses



and local actors, and the main stakeholders involved in the project of the case study, and to understand forms of Private Public Partnership (PPP) for the conduct of the case studies;

Methodology

The research will be conducted by interviews, questionnaires, observing on-site activities and synthesizing data collected within your organization. This will be set up and arranged through key personnel within your organization. Prior to the collection of data, goals and objectives will be defined as to what work related information will be gathered. The interview sessions may be recorded for personal use to allow transcription using a standard dictaphone. All data collected, including interviews, will be available for approval by the parties involved.

Key Team of Contact

University of Reggio Calabria, Focus “La Sapienza” di Roma , Northeastern University, San Diego State University, The Salford University.

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.

WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): Dudley Street Neighborhood Initiative

Interview (number and actor): 1

Researcher: Enzo Falco

Date: March 14, 2012

Place: DSNi Office

Time: 15.00

Interview Form

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7 VII Section: Notes on the interview	12



1 I SECTION: ETHICAL ISSUES

1.1 Ethical issues and declarations

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The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

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Ethical Principles and Guidelines for the Protection of Human Subjects of Research

<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in

Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



Consent Form for Research Study (*participants copy*)

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

Consent Form for Research Study (*researchers copy*)**Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
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Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.

2 II SECTION: THE INTERVIEWEE

2.1 Details of the interviewee and role played in the initiative

Name	Harry Smith
Title	Mr.
Phone number /s	617.442.9670
Email	hsmith@dsni.org
Address	504 Dudley Street
Role played in the initiative	Director of Sustainable and Economic Development – DSNI
Year of involvement in the initiative in the above specified role	2010

3 III SECTION: VISION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

Empower Dudley residents to organize, plan for, create and control a vibrant, diverse and high quality neighborhood.

3.1.2 What was the role played by the private sector in this mission?

Collaboration with different private subjects in different kinds of projects such as workforce, job fairs, youth involvement, housing development.

3.1.3 What was the role played by the public sector in this mission?

Strong relationship with the City of Boston in the process of being granted Eminent Domain Authority. Currently DSNI owns land in the “Triangle” and plays an important role in the decision making process on new developments outside the “Triangle”.

3.2 Does the initiative have a clear strategy that drives the actions?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

3.2.1 Describe briefly the strategy

--

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs	-	-	-
Waste recycling		✓	
Crime prevention, security and safety		✓	
Improvements in the goods supply chain	-	-	-
Improvements in the mobility system	-	-	-
Improvements in the social services to the local community		✓	
Improvements in the financial and infrastructural facilities for the enterprises	-	-	-
Improvements in the services to the local enterprises	-	-	-
Job creation		✓	
Affordable housing creation	✓		
Economic growth	-	-	-
Other (specify)	-	-	-
Educational Attainment		✓	

3.2.3 Does the strategy empower local resources? How and which ones?

The actions and initiatives undertaken by DSNI empower and involve local resources; especially human capital. The *Dudley Workforce Initiative* aimed at involving local residents in the construction of the new Kroc Community Centre. The goal was to “have the total value of subcontract awards for the centre be made up of 35% of minority and woman owned business enterprise” (DSNI, Annual Report 2011). The value achieved was 55%.

3.2.4 How is small retail part of the strategy?

Small retail is not part of the strategy and target of the initiatives DSNI puts forward.

3.2.5 How is the direct supply chain part of the strategy? (economic logistics)

As well as for small retail, the supply chain is not taken into consideration by DSNI in its initiatives.

3.2.6 How is ICT part of the strategy?

Through the *Virtual Village*, DSNI aims at improving the community-building process by using computer and software technology. The general objective is to enhance the relationship with the community residing in the Dudley Neighbourhood and to spread DSNI work beyond the Boston Area.

3.2.7 How the local culture and heritage are part of the strategy?

DSNI aims to preserve the cultural and ethnic diversity which characterizes the Dudley Neighbourhood.

3.3 Has the strategy changed over the years?

Yes	✓
No	

**If yes:**

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change
The 1987 comprehensive plan was updated in the <i>urban village visioning process</i> .	1996	Even though DSNI has not a clear strategy, this change in 1996 is remarkable. The aim was to confirm and update the mission and vision laid out in the 1987 comprehensive plan.

3.4 Has the area targeted by the initiative changed over the years?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

**4 VI SECTION: MANAGEMENT AND ORGANISATION****4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)**

DSNI is organised into different committees which have diverse objectives and operate in different areas of community planning and development. Thus, in consideration of the several committees and of the interrelationships between them which characterise the activity of DSNI as a whole, the organizational structure can be said to be a network structure.

4.2 Has the organization changed over the years?

Yes	
No	✓

If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

No

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
-	-	-
-	-	-
-	-	-

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		If YES explain in which (main goals) and how	Level		
	YES	NO		High	Med	Low
Community	✓		Setting up the Initiative.	✓		
Private developers	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-
Banks	-	-	-	-	-	-
Local government	✓	-	Granting Eminent Domain Authority.	✓		
State	-	-	-	-	-	-
Public stakeholders other than local government and state (specify)	-	-	-	-	-	-
Unions	-	-	-	-	-	-
Farmers	-	-	-	-	-	-
Tenants	-	-	-	-	-	-
Landowners	-	-	-	-	-	-
Residents	✓	-	Coming together to set up DSNI and carry out initiatives and actions.	✓	-	-
Nonprofit organizations (specify)	✓	-	Involvement in Housing projects.	✓	-	-
Grassroots movements (specify)	✓	-	DSNI started as a grassroots movement from the commitment of the local community.	-	-	-
Others (specify)	-	-	-	-	-	-

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	Explain in which (main goals) and how	High	Med	Low
Community	✓		Organization and participation of event and support to the initiative.	✓		
Private developers	✓		Construction of affordable housing and other community facilities.		✓	
Private enterprises	-	-	-	-	-	-
Banks	-	-	-	-	-	-
Local government	✓		Providing funds and involvement and collaboration with DSNI on new development on publicly owned land.			
State	✓		Providing funds.			
Public stakeholders other than local government and state (specify)	-	-	-	-	-	-
Unions	-	-	-	-	-	-
Farmers	-	-	-	-	-	-
Tenants	-	-	-	-	-	-
Landowners	-	-	-	-	-	-
Residents	✓		Elections of Board of Directors and involvement in initiatives			
Nonprofit organizations (specify)	✓		Other CDCs operate within the area and collaborate with DSNI to the setting up of events and building of housing schemes.	-	✓	-
Grassroots movements (specify)	-	-	-	-	-	-
Others (specify)	-	-	-	-	-	-

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

Residents can participate in meetings held by DSNI periodically. Moreover, direct election of the Board of Director represent the highest democratic level of participation within the initiative.

5.4 How important is the relationship between public and private sector to the success of your initiative?

DSNI has the role of organizing, proposing and coming up with new ideas and initiative. The collaboration with other private subjects for the actual delivery of programmes and projects is fundamental since DSNI has not enough resources to carry out all initiative on its own. Thus, partnership and collaboration are fundamental ingredients of DSNI work.

6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved in your opinion?

Generally it can be argued that through the activity of the Land Trust and the acquisition of land within the Dudley Triangle, DSNi has achieved objectives of affordable rental and home-ownership housing schemes. The great amount of vacant land which was present in the area back in the 1980s is now reduced to less than a half of that amount. Major stability within the area has been delivered and dump sites have been cleared. Population involvement has been large and it keeps being so.

6.2 Has the initiative produced results in the broader area/ community?

Yes	✓
No	

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

DSNI is known all across the United States of America and two documentaries were filmed about its work and experience. This has certainly had an impact in the area of Boston and to a greater extent in the neighbourhoods of Roxbury and Dorchester attracting new residents to the area from other parts of the city.

6.2.2 Describe the impact of the initiative in the larger community (if any)

The impact of DSNi extends to adjacent neighbourhoods such as Dorchester to the east and Jamaica Plain to the west. Residents of these neighbourhoods participate in the activities and initiative undertaken by DSNi.

6.3 Has the initiative produced unexpected results?

Yes	
No	✓

If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/ strategy



7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

The interview was conducted in two phases. The first one involved a walk around the case study area and especially within the Triangle along with detailed description of development projects, main results achieved and of the land trust Dudley Neighbours Inc. The discussion about DNI was eye-opening and showed the way DNI works, which does not involve self development of housing projects. Instead, DNI manages its relationship with tenants and owners who pay a minimal land lease to DNI so that house prices and rents can remain low. Housing developments changed over the years. During the first phase, more three-family or bigger units were built, whilst in the early 2000s some single-family homes delivered with larger yards so as to increase the quality of the development and of the environment.

The second phase at the DSNI office, much shorter, centred around the relationship with the Roxbury Master Plan and the role the DSNI played within the development of such plan. Moreover, economic and job creation initiatives were discussed about along with the explanation of the role that DSNI plays within them which is based on collaboration with different actors and subjects which provide and deliver programmes and initiatives. DSNI can be described as the organizer of initiatives and events which are delivered by other subjects.

INFORMATIONAL HANDOUT

CLUD's project



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About the CLUD's Researcher

Name:

Address:

Email: cludsproject@gmail.com

website: <http://www.cluds-7fp.unirc.it/index.php>

About this Research Project

The specific objective of the WP1 is "Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to Credit access, local resources promotion, job creation, social activation".

The specific objective is articulated in the following operative objectives defining the scientific activities:

1. building a conceptual framework useful to integrate physical interventions, public- private management, localisation of enterprises and economic logistics.
2. developing a key-feature to innovate the theoretical background of BIDs (Business Improvement Districts) defined and implemented in USA.

The training and research activities will focus on:

- a. PPP rules with respect land use;
- b. Economic and financial indicators to self sustain urban district;
- c. Building Capacity of Non-profit Organizations in Urban Neighborhoods;
- d. Labor Market in Urban Neighborhoods;
- e. Business Start up in Urban Neighborhoods.

The implementation of the programme is based on a networking of four EU universities (Reggio Calabria, Salford, Uppsala, Rome) and two USA universities (Boston and San Diego), which all hold the leading positions in planning education, training and research in their countries.

Case Study Objective

Is important in this phases to define in the survey analysis the objectives of the cases studies, in order to establish the conceptual framework for analysis and interpretation of the information and quantitative data, with the compilation of the reference WP1 Survey Forms Proposal. At this phases is important, the literature review and documentation on the analysis of quantitative data, where we give an informal role in the collection of views and information with some witnesses and local actors,



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and the main stakeholders involved in the project of the case study, and to understand forms of Private Public Partnership (PPP) for the conduct of the case studies;

Methodology

The research will be conducted by interviews, questionnaires, observing on-site activities and synthesising data collected within your organization. This will be set up and arranged through key personnel within your organization. Prior to the collection of data, goals and objectives will be defined as to what work related information will be gathered. The interview sessions may be recorded for personal use to allow transcription using a standard dictaphone. All data collected, including interviews, will be available for approval by the parties involved.

The findings will be organized into one workshop. The workshop will present outcomes of each case which will have a different focus depending on the end users needs. The current state will be presented and discussed and suggestions provided. The workshops will be documented and Lean provisions will be provided. This entire process along with a thorough literature review of lean principles and theory will be composed in to a formal report, journal paper for publication, joint articles and white papers. Furthermore, this case study is part of the research assistances PhD studies.

The principles of Lean Theory that will be considered are as follows:

- Lean Concepts
- Customer Value
- Sources of Waste
- Continuous Improvements/Best Practices
- Knowledge Transfer Management
- Value Creation Theory
- Value Stream Mapping
- Visual Management
- Strategic, Tactical and Operational Level in Lean Management

Key Team of Contact

University of Reggio Calabria, Focus “La Sapienza” di Roma , Northeastern University, San Diego State University, The Salford University

Informed Consent

1. The subject will have the right to withdraw consent once given at any stage, without prejudice, and where appropriate, to withdraw any data collected.
2. The investigator will undertake to protect the confidentiality of the subject.
3. In the event that the results are published, the investigator shall protect the identity of the subject, unless the subject consents to be named.



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WP1: Urban Management Instruments – Private Public Partnership (PPP) Evaluation Performance

Lead Partner: Department of Economics – Northeastern University Boston (MA)

Case Study (denomination): **WASHINGTON GATEWAY MAIN STREET**

Interview (number and actor): **Nicholas Fedor, Executive Director**

Researcher: Enrica Polizzi di Sorrentino

Date : 31/01/2012

Place : 46 Waltham Street, #304, Boston, MA 02118

Time : 10.30 a.m.

Interview Form

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1 I SECTION: ETHICAL ISSUES**1.1 Ethical issues and declarations**

The “interview form” is a tool finalized to gather qualitative and quantitative data with respect the specific urban area subject to a regeneration process and selected as case study within the CLUDs project.

The qualitative and quantitative data are organized in form of interview to selected actors who play official roles within the partnership.

The qualitative and quantitative data included in the “interview form” are logically and functionally connected with the information included in the “Survey form”. As matter of fact, the interview can be a way to integrate the information included in the “Survey form”, which is a tool that allows to organize the information gathered on desk, by analyzing official documents.

Nevertheless, the qualitative and quantitative data gathered by interviews derive from official sources and refer to facts and do not deal with personal opinions. For this reason, the use of the “interview form” does not imply any connection with ethical issues and it is reasonable to argue that it is not affected by the Federal Regulations to all of our human subject research regardless of the source of support, or lack thereof, as specified by the Northeastern University that has elected to apply the protections of the Federal Regulations.

These Principles of Justice, Autonomy and beneficence are Sept. forth in the Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research<<http://ohsr.od.nih.gov/guidelines/belmont.html>> and are codified Regulations as in Title 45 Code of Federal Regulations Part 46 [1991]<<http://ohsr.od.nih.gov/guidelines/45cfr46.html>>



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Consent Form for Research Study (*participants copy*)

**I have read the attached research study Information Handout thoroughly and sign below
To confirm consent.**

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School of Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

Name of Participant

Date

Signature

Name of Person taking consent
(if different from researcher)

Date

Signature

Researcher

Date

Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



Consent Form for Research Study (*researchers copy*)**Title of Project:****Name of Researcher:**

I have read the attached research study Information Handout thoroughly and sign below to confirm consent.

1. I confirm that I have read and understand the information sheet attached for the above research study.
2. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
3. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights being affected.
4. I understand that relevant sections of any of notes and data collected during this study may be looked at by responsible individuals from The University of Salford and Aalto University School Engineering, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my information.
5. I agree to take part in the above research study.

I have read and understand the above and consent to participate in this research study. My signature below is not a waiver of any legal rights. Furthermore, I understand that I will be able to keep a copy of the informed consent form for my records.

_____ Name of Participant	_____ Date	_____ Signature
_____ Name of Person taking consent (if different from researcher)	_____ Date	_____ Signature
_____ Researcher	_____ Date	_____ Signature

When complete, 1 copy for participant: 1 copy for researcher site file: 1 (original) to be kept with research notes.



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2 II SECTION: THE INTERVIEWED

2.1 Details of the interviewed and role played in the initiative

Name	Nicholas Fedor
Title	Executive Director Washington Gateway Main Street
Phone number /s	617.542.1234
Email	info@gatewaymainstreet.org
Address	46 Waltham Street, #304, Boston, MA 02118
Role played in the initiative	Executive Director Washington Gateway Main Street
Year of involvement in the initiative in the above specified role	2009

3 III SECTION: MISSION AND STRATEGY

3.1 Does the initiative have a declared mission that states how the place will look like when accomplished?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

3.1.1 Describe the mission

In 1995 a group of people came together to form a Task Force to envision what Washington Street should look like going forward. Residents, business owners, property owners, other stakeholder and organization in the neighborhood were involved in a two-years comprehensive visioning and planning process in which people decided how the neighborhood would look like in terms of resident components, commercial components and public transportation. It was definitely a bottom-up process, a joint effort in which both the community wanted an action taken and the mayor Menino who is really in touch with the neighborhoods and convinced of the strength of the city is in the individual effort of the neighborhood. So the main goal was to revitalize the neighborhood commercially but taking care of all the other components in the same time. This initial collaborative effort ended up with the decision to implement this vision through the Main Street approach.

3.1.2 What was the role played by the private sector in this mission?

It was involved from the very beginning because there was this vision of building and restoring residential and commercial buildings, so the involvement was really strong, both financially and operationally. I can say that 2 to 1 is the ratio of the private to the public sector in terms of involvement in this project.

3.1.3 What was the role played by the public sector in this mission?

The public sector was of course in charge of lobbying private sector to invest in the neighborhood and the City was obviously the most involved in the decision of the use of vacant land and of which building to restore, but the MBTA was also a big actor in the project.



3.2 Does the initiative have a clear strategy that drives the actions?

Yes	✓
No	

If yes:

3.2.1 Describe briefly the strategy

The strategy was actually taken from the National Trust for Historic Preservation model of Main Street. The four-point approach was implemented taking in consideration the local context. So the strategy was pursued with the involvement of the public sector, the private sector and the diverse local communities, in a joint effort to revitalize the whole neighborhood starting from commerce but giving great importance to social and infrastructural issues.

3.2.2 How would you rate the pursuing of the following goals according to the strategy:

	Highly pursued	Normally pursued	Not pursued
Reduction of the GHGs		✓	
Waste recycling		✓	
Crime prevention, security and safety	✓		
Improvements in the goods supply chain			✓
Improvements in the mobility system	✓		
Improvements in the social services to the local community		✓	
Improvements in the financial and infrastructural facilities for the enterprises	✓		
Improvements in the services to the local enterprises	✓		
Job creation	✓		
Affordable housing creation	✓		
Economic growth	✓		
Other (specify): Tourism attractiveness	✓		

3.2.3 How the strategy empowers local resources? And which ones?

It definitively empowers local resources, both in terms of entrepreneurship and of social capital. There has been a huge effort in involving and assisting local entrepreneurs, a Business Association was created to lobby for investments in the neighborhood and many banks were involved in technical and financial assistance. Also, this project could count on many volunteers in the whole neighborhood and we have four volunteer committees in our board.

3.2.4 How the small retail is part of the strategy?

It is extremely important of course, being the fundamental base of the whole project. Small retailers were involved since the very beginning also to avoid gentrification. Many of them were assisted to preserve the differentiation of the neighborhood, both in terms of the mix use of space and of different target of population. And their feedback and participation in the planning process was very useful to direct all the efforts towards the success of the project.

3.2.5 How the direct supply chain is part of the strategy? (economic logistics)

--



3.2.6 How ICT is part of the strategy?

It is not a core of the strategy. It is actually implemented by the retailers on their owns.

3.2.7 How the local culture and heritage are part of the strategy?

They are both very important in the project. There has been a lot of effort in the renewal of historic sites, as the Burial Ground and the Holy Cross Cathedral, but also many buildings were actually restored mantaining their original look but at same time adding some new elements.

3.3 Has the strategy changed over the years?

Yes	✓
No	

If yes:

Describe the major changes and reasons for changing

Change in the strategy	Year	Reason for change
The strategy has changed because in every project you have different steps and priorities to give at certain points, so little by little there were some changes. Initially, efforts were targeted on the physical construction and renewal of the area, in terms of infrastructure, housing and services. After that, priority was given to the beautification of the neighborhood, to the technical assistance for businesses, to green spaces and so on. But these directions were all part of the project's vision.		

3.4 Has the area targeted by the initiative changed over the years?

Yes	
No	✓

If yes:

Describe the major changes and reasons for changing

Change in the area	Year	Reason for change

4 VI SECTION: MANAGEMENT AND ORGANISATION

4.1 What kind of organization is used to manage the initiative? (pyramidal, hierarchical, network, etc.)

I would say pyramidal but at the same time it functions as a network. We have boards of director, different executive commettees and many volunteers who are also on board. But it works as a collaborative network with different functions.

4.2 Has the organization changed over the years?

Yes	
No	✓



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If yes:

Describe the major changes and reasons for changing

Change in the organization	Year	Reason for change

4.3 Do you use a specific technical tool to manage the partnership? (social balance, PBS, etc.)

No

5 V SECTION: STAKEHOLDERS AND GOVERNANCE

5.1 Stakeholders analysis

5.1.1 Which are the 3 key stakeholders in the initiative and which influence did they have in putting the initiative forward?

Name	Official role	Influence in putting the initiative forward
The City of Boston		The City of Boston provided technical assistance and funding.
Residents and businesses		Were the actual "Community" so their volunteered participation was very important.
Property owners		Their investments were fundamental to redevelop the whole area.

5.2 Role of groups of stakeholders and level of influence

5.2.1 Which is the role played by the following groups of stakeholders in the initiative start-up?

Group of stakeholders	Initial influence in the initiative		explain in which (main goals) and how	If YES		
	YES	NO		Level		
Community	✓		Started asking for the whole revitalization process.	✓		
Private developers	✓		They invested for the reconstruction of the area and the renewals of many buildings.	✓		
Private enterprises	✓		-	✓		
Banks	✓		Some loans facilities.	✓		
Local government	✓		The City provided funding and assistance.	✓		
State	✓		-		✓	
Public stakeholders other than local government and	✓		-	✓		



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state (specify)						
Unions		✓				
Farmers		✓		✓		
Tenants	✓		-	✓		
Landowners	✓		-	✓		
Residents	✓		-	✓		
Nonprofit organizations (specify)	✓		Many non profit organization were involved as stakeholders	✓		
Grassroots movements (specify)	✓		The whole Main Street Program is a grassroots movement itself.	✓		
Others (specify)			-			

5.2.2 Which is the current level of influence in the initiative of the following groups of stakeholders?

Group of stakeholders	Current influence in the initiative		If YES			
	YES	NO	explain in which (main goals) and how	Level		
				High	Med	Low
Community	✓				✓	
Private developers	✓					✓
Private enterprises	✓					✓
Banks	✓				✓	
Local government	✓			✓		
State	✓				✓	
Public stakeholders other than local government and state (specify)	✓				✓	
Unions		✓				
Farmers		✓				
Tenants	✓				✓	
Landowners	✓			✓		
Residents	✓				✓	
Nonprofit organizations (specify)	✓					✓
Grassroots movements (specify)	✓					✓
Others (specify)						

5.3 Does the initiative use specific techniques of community involvement? If yes, which ones?

E-mails, flyers, leaflets, meetings.

5.4 How important is the relationship between public and private sector to the success of your initiative?

Extremely important. Only with a joint effort it was possible to reach all the goals, both in terms of retail and business and in social services and infrastructure.



6 VI SECTION: EVALUATION OF RESULTS

6.1 What are the major goals achieved?

We had success in our main goal, which was to revitalize commerce in the neighborhood. But that meant an effort on all the other levels, from housing to beautification, from community development to security.

6.2 Has the initiative produced results in the broader area/ community?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

If yes:

6.2.1 Describe the impact of the initiative at regional level (if any)

I think that the project itself hasn't, but we are a network of Main Streets, which actually has great impact on the whole region.

6.2.2 Describe the impact of the initiative in the larger community (if any)

The good impact of the project has spread also to the larger community and to other neighborhood because of its success. Tools and methods were recognized as good practices and now this project has come to be a model for other newer main streets.

6.3 Has the initiative produced unexpected results?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If yes:

6.3.1 Describe the unexpected results

6.3.2 Assess how far the unexpected results changed the vision/ strategy

7 VII SECTION: NOTES ON THE INTERVIEW

7.1 Description of the interview and notes of the interviewer

To be recorded within 24 hours from the interview work

The interview was conducted at the official site of Washington Gateway Main Street. Mr. Fedor helped to deepen my knowledge on the whole redevelopment process, but he didn't want to give financial and budgetary informations. Nonetheless he gave me some useful other contacts at the Boston Redevelopment Authority and at the Department of Neighborhood Development of the City of Boston.



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MARIE CURIE IRSES - **CLUDs** PROJECT



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