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MITCHAM URBAN VILLAGE PARTNERSHIP BOARD:
A STRATEGIC PROPOSAL

An Interactive Qualifying Project Report
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WORCESTER POLYTECHNIC INSTITUTE
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By


Nicholas J. Barnes


Kevin Chasse


Jennifer L. Dorrian

Sponsoring Agency: Environmental Services Department of Merton Council
On-site Liaison: Ian Bremner

Date: 28 February 2001

Approved:


Professor Laura Menides, Advisor


Professor Robert Thompson, Co-Advisor

Abstract

Mitcham town centre is in need of regeneration because of its deteriorated state, which is causing a feeling of discontent in the community. In our project, sponsored by the Environmental Services Department of Merton Council, we used case studies, interviews, and questionnaires to propose a Partnership Board for the town centre. This Partnership will work to improve the overall condition of Mitcham.

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Graham Webb

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Irfan Malik

Roger Gillman

Kelly Hirsley

Ian Munn

Nick Davies Associates

Town Centres Limited

Main South Community Development Corporation

University Park Partnership

Tooting Town Centre Partnership Board

Balham Town Centre Partnership Board

Wolverhampton Town Centre Partnership Board

Business Owners of Mitcham town centre

Executive Summary

Our project proposes initial steps, structure, and funding strategies for the creation of a Partnership Board for the Mitcham town centre. The objective of our project was to gather information concerning the town centre and other local Partnership Boards using qualitative research methods. The information regarding the town centre, which we collected throughout the course of our research, came from the traders located in the town centre and the officials who will have an impact on the establishment of the Partnership Board. We gathered much information from existing Partnerships in England. After analysing data from the Mitcham town centre and other useful documents, we developed recommendations for the initial steps, structure, funding, operations, and membership of the “Mitcham Urban Village Partnership Board.”

Before leaving for London, we researched Partnership Boards in the United States. We performed a case study on the Main South Community Development Corporation (CDC) and the University Park Partnership, both located in Worcester, Massachusetts. We found valuable information that related to the structure and funding aspects of these organisations. Besides the case studies, we held interviews with members of these organisations to further our knowledge on topics of membership and structure. The funding for the Main South CDC came primarily from government grants, while funding for the University Park Partnership came from the private sector. In Mitcham’s case most funding will be contributed by the private sector.

In London, we distributed questionnaires to the owners and managers of businesses in Mitcham town centre. The information from these questionnaires gave us an overall view of the problems in the business community of the town centre and also an indication, based on the owners’ responses, of whom the probable members for the Partnership would be. Furthermore, we used the responses in the questionnaires to recommend projects that the Partnership Board would undertake as part of the regeneration of the town centre.

We also conducted interviews with local Partnership Board affiliates to gather information. We interviewed members of the Wimbledon Town Centre Partnership to develop an understanding of how a successful Partnership Board is developed and how it conducts its operations. The Wimbledon Partnership supplied aspects that related to structure, funding, and projects. We analysed these attributions in their relation to the “Mitcham Urban Village Partnership Board.”

In addition to the Wimbledon Partnership, we analysed Partnerships in Tooting and Balham in the London Borough of Wandsworth. There are major differences between Wimbledon and Mitcham, and therefore, we investigated the two Partnerships of Wandsworth, which were similar to Mitcham. These areas provided us with ideas for promotional events and operations for the Partnership Board in Mitcham.

Based our research and analysis, we recommend that the Mitcham Town Centre Working Party be transformed into the “Mitcham Urban Village Partnership Board.” In accordance with this conversion, initial promotional steps should be taken to further develop the Partnership into a self-sustaining organisation. These initial promotional steps would promote the town centre and help to alleviate the feelings of discontent from the local business owners. Several examples of projects that could enhance the integrity of the town centre are contained within our proposal. The Mitcham Town Centre Working Party would also need to undertake structural and membership changes in order to become a fully developed Partnership Board. We are convinced that a Partnership Board is the best method to regenerate Mitcham town centre.

Authorship

We, the members of the Mitcham Urban Village Partnership Board Project Team, feel that the authorship for this report was shared equally amongst each member.

Table of Contents

Abstract.....	i
Acknowledgements.....	ii
Executive Summary.....	iii
Authorship.....	v
Table of Contents.....	vi
List of Figures.....	viii
1.0.0 Introduction.....	1
2.0.0 Background Research (Literature Review).....	4
2.1.0 Mitcham Town Centre.....	4
2.1.1 History.....	4
2.1.2 Economy.....	4
2.1.3 Housing.....	5
2.1.4 Environment.....	5
2.1.5 Transportation.....	6
2.1.6 Community.....	6
2.1.7 Mitcham Town Centre Working Party.....	7
2.1.8 Urban Village Approach.....	7
2.2.0 Partnership Boards.....	8
2.2.1 Definition.....	8
2.2.2 Promoting Town Centres.....	8
2.2.3 Composition.....	8
2.2.4 Responsibilities.....	9
2.2.5 Partnership Board Meetings.....	10
2.2.6 Benefits.....	10
2.2.7 Town Centre Management (Urban Village Forum).....	10
2.3.0 Possible Funding.....	11
2.4.0 Research Methods.....	12
2.4.1 Case Studies.....	12
2.4.2 Interviews.....	12
2.4.3 Questionnaire.....	13
3.0.0 Methodology.....	14
3.1.0 Objectives.....	14
3.2.0 Case Studies.....	14
3.2.1 Case Study – Worcester.....	15
3.2.2 Case Study – Wimbledon.....	15
3.3.0 Interviews.....	15
3.3.1 Interview Applications – Worcester.....	16
3.3.2 Interview Applications – Wimbledon.....	16
3.4.0 Questionnaires.....	17
3.4.1 Questionnaire Structure.....	18
3.5.0 Application of Methodology.....	18
4.0.0 Data and Analysis.....	20

4.1.0	Questionnaire Results.....	20
4.1.1	Problem Analysis.....	20
4.1.2	Analysis of Questionnaire Responses.....	23
4.2.0	Initial Steps for Partnership Boards.....	24
4.2.1	Promotional Events.....	25
4.2.2	General Improvements in the Town Centre.....	25
4.3.0	Structure of Partnership Boards.....	26
4.3.1	Executive Positions.....	27
4.3.2	Composition of Partnership Boards.....	28
4.3.3	Membership Criteria.....	29
4.3.4	Meetings.....	30
4.4.0	Funding of Partnership Boards.....	30
4.4.1	Public Authority Funding.....	31
4.4.2	Private Sector Funding.....	32
5.0.0	Results: Proposal for Mitcham Urban Village Partnership Board.....	33
5.1.0	Initial Steps for Partnership Board.....	33
5.1.1	Transformation of the Working Party.....	33
5.1.2	Promotional Events.....	34
5.1.3	General Improvements of the Town Centre.....	35
5.2.0	Structure for the Partnership Board.....	35
5.2.1	Executive Positions.....	35
5.2.2	Partnership Composition.....	37
5.2.3	Meetings.....	39
5.3.0	Funding for the Partnership Board.....	40
5.3.1	Initial Funding.....	40
5.3.2	Funding for Self-sustaining Partnership Board.....	41
5.4.0	Future Operations for the Partnership Board.....	42
5.4.1	Uplift the Attitude in the Community.....	42
5.4.2	Community Involvement.....	42
5.4.3	Suggestions to Improve Traffic and Parking.....	43
5.4.4	Suggestions to Decrease Crime.....	43
6.0.0	Conclusions and Recommendations.....	44
7.0.0	Appendices.....	46
7.1.0	Appendix A – Agency Specifications.....	46
7.2.0	Appendix B – Sample Questionnaire.....	47
7.3.0	Appendix C – Database of Town Centre Businesses and Questionnaire Information.....	51
7.4.0	Appendix D – Selected Questionnaire Responses.....	55
7.5.0	Appendix E - Interviews with Worcester Partnerships.....	57
7.5.1	Interview Protocol for Jennifer Fioretti and Jack Foley.....	57
7.5.2	Interview with Jennifer Fioretti.....	58
7.5.3	Interview with Jack Foley.....	60
7.6.0	Appendix F – Interviews with Wimbledon Partnership.....	62
7.6.1	Interview Protocol for Ian Cramp and Graham Webb.....	62
7.6.2	Interview with Ian Cramp.....	63
7.6.3	Interview with Graham Webb.....	65

7.7.0 Appendix G – Interview with Mitcham Working Party.....	68
7.7.1 Interview Protocol for Irfan Malik.....	68
7.7.2 Interview with Irfan Malik.....	69
7.7.3 Interview Protocol for Kevin Munnely.....	71
7.7.4 Interview with Kevin Munnely.....	72
7.8.0 Appendix H – Interviews with Mitcham Business Owners.....	74
7.8.1 Interview Protocol for Roger Gillman.....	74
7.8.2 Interview with Roger Gillman.....	75
7.8.3 Interview Protocol for Kelly Hirsley.....	77
7.8.4 Interview with Kelly Hirsley.....	78
7.9.0 Appendix I – Meeting with Town Centres Limited.....	80
7.10.0 Appendix J – Main South, Worcester (United States Case Study).....	82
7.10.1 Initial Problem Approach.....	82
7.10.2 Main South Community Development Corporation.....	83
7.10.3 University Park Partnership.....	83
7.10.4 Physical Rehabilitation.....	84
7.10.5 Public Safety.....	84
7.10.6 Education.....	85
7.10.7 Economic and Social Development.....	85
7.10.8 Accomplishments of the University Park Partnership.....	85
7.11.0 Appendix K – Wimbledon Partnership Board (London Case Study).....	87
7.11.1 Formation of Partnership Board.....	87
7.11.2 Composition of Partnership Board.....	87
7.11.3 Objectives of Partnership Board.....	88
7.12.0 Appendix L – Wandsworth Borough (Background Research).....	89
7.13.0 Appendix M – St. John’s Village, Wolverhampton (Background Research).....	90
7.14.0 Appendix N – Introduction to Robert’s Rules of Order Website.....	90
8.0.0 References.....	94

List of Figures

Figure 1 Mitcham Town Centre Sections.....	20
Figure 2 Problems Reported in Town Centre Sections.....	21
Figure 3 Questionnaire Return Rate.....	21
Figure 4 Willingness of Business Owners to Contribute and Participate.....	21

1.0.0 Introduction

On a cool, brisk morning in 1705, Queen Anne of England could have gazed out of her window and witnessed the unearthly beauty of what was Mitcham town centre. Even today, in 2001, there are several 17th and 18th century buildings still standing in Mitcham, including the Cannon House built in 1656, the Eagle House built in 1705, and Munden Hall built in 1750 (Surrey Choicenet, 2000). This beauty of yesteryear is also present within Mitcham's parks and natural vistas; however, in recent years the attractiveness has diminished from the town centre.

Prior to the twentieth century Mitcham had a booming economy that flourished as a result of industry, namely in the flour, snuff, and paper factories. The rise in industrialisation saw an accompanying need for affordable housing and a residential marketplace that was convenient to the local citizens (More About the Town of Mitcham, 2000). During the twentieth century, industrial restructuring of England's economy has caused factories to become antiquated. Moreover, in the last decade many businesses have abandoned Mitcham's centre; these vacant units that remain deter larger businesses from moving in. The trend of second-hand retailers and convenience stores has also hindered the influx of larger retailers. The end result is a town centre that is in need of regeneration.

The Council of the Borough of Merton has created the Unitary Development Plan (UDP), which contains development strategies for the Borough (Merton Council, 2000, p. 2). Within the UDP, are plans to turn Mitcham into an "Urban Village" and to regain much of its physical attraction. There is, however, little organisation or means of communication among the businesses in the town centre of Mitcham. The Mitcham Town Centre Working Party, which is an organisation that has sought to improve the town centre, has had limited success in unifying the area's business sector. Our project, completed for Merton Council, is a Proposal for creating the "Mitcham Urban Village Partnership Board". This Proposal recommends an organisation that brings together the Mitcham Town Centre Working Party and the businesses in Mitcham town centre. The aim of this organisation is to increase the overall prosperity of the area. Merton Council's Environmental Services Department,

which has sponsored our research, has suggested a Partnership Board as an appropriate form of organisation. A Partnership Board is generally a system for town centre management, whereby private sector, public sector, and community representatives are brought together in order to co-ordinate their activities toward a common goal. In the case of Mitcham, the common goal is the regeneration of the town centre.

The Council needs our Proposal to help determine how best to organise the local businesses so that the regeneration can take place. These businesses need to know the roles and tasks they will perform in the Partnership. The regeneration process in Mitcham may never fully be accomplished or even begun unless all the relevant individuals are brought together into an effective organisational structure. This Proposal recommends the structure, operations, and potential members for a Partnership that will accomplish the goal of regenerating the town centre.

Proposing a Partnership Board's structure and composition which will work specifically in Mitcham were the principle objectives of this project. All of the research methods we used throughout the duration of the project enabled us to accomplish this objective. The ideas for structuring a Partnership have come primarily from case studies conducted in the United States and England. Interviews were another key method for obtaining information about Partnerships Boards. Through the interviewing process, members of established Partnership Boards gave us insight into what steps were taken to create their successful organisations. We delivered questionnaires to businesses in the centre of Mitcham. After these were returned, we conducted interviews with the owners of the businesses who showed the greatest concern for the town centre and were willing to contribute to the Partnership Board. We used information received from questionnaires and follow up interviews to suggest the businesses that will be represented in the Mitcham Partnership.

Our findings in this project will be useful to Merton Council's Environmental Services Department, which will be responsible for disseminating the project's results to the local community of Mitcham. Furthermore, our results will be important to the members of the proposed Partnership Board that this project team has suggested. The proposed Partnership Board can use the initial steps and operations in this Proposal as

a guide to begin regeneration. Moreover, these proposed steps could be used by the Partnership to achieve the eventual goal of restoring the livelihood of Mitcham town centre.

This project is an Interactive Qualifying Project (IQP). Every student of Worcester Polytechnic Institute (WPI), in preparation for graduation, must complete a similar project on campus or at one of WPI's project sites. The IQP encapsulates the connection between various aspects of society and technology. Furthermore, it enables WPI students to get a strong sense of how their careers will be beneficial to society. In this project, the research we conducted focused on the operational details and formation of a Partnership Board that connected businesses in the centre of Mitcham. Throughout the time spent on the IQP, we gained a greater understanding of qualitative research and human behaviour.

2.0.0 Background Research (Literature Review)

2.1.0 Mitcham Town Centre

2.1.1 History

In the 18th and early 19th centuries, Mitcham became well known for its flour, paper, and snuff milling, based on the waterpower of the River Wandle. The cultivation of medicinal and aromatic herbs as well as the distillation of essences and perfumes was also important to the centre (Nick Davies Associates, 2000, p. 8). By the end of the 19th century, London suburbia had grown close to Mitcham as a result of the railways. Mitcham was still an attractive Surrey Village at its core. Mitcham's population quickly doubled by 1911, and large areas of private housing were constructed. Many of the residents of Mitcham were commuting to work in London. In 1934, Mitcham was named a borough. During World War II, Mitcham suffered heavily from bomb damage to houses and factories. Mitcham has been substantially redeveloped since World War II; however, it shows characteristics of unplanned and uncontrolled development. In 1965, the Boroughs of Mitcham and Wimbledon were combined to form the London Borough of Merton, the local planning authority.

2.1.2 Economy

There has been limited investment recently in Mitcham, which has led to economic problems (Nick Davies Associates, 2000, pp.14-20). In 1995, an employment census showed that Mitcham had an unemployment rate of 12.04%, much higher than in the overall Borough of Merton, whose unemployment rate was 8.4%. Moreover, it was shown that the number of jobs available has fallen steadily since 1971. The number of jobs is not increasing because the rate at which new businesses are being established in the Borough as a whole is very low. A survey in 1999 showed that the average income in Mitcham is lower than that in the rest of the Borough of Merton as a whole, and the proportion of residents who cannot afford local market housing is higher than in the rest of the Borough. Two other surveys took place in 1999 and 2000, in which businesses of the area were questioned about the conditions of the town centre. These surveys revealed that there was an overall

dissatisfaction with the physical environment of the town centre. A poor variety of shops, as well as traffic congestion, dirty environment, graffiti, and vacant buildings were stated as reasons for the lack of business (Merton Council, 2000, pp. 1-4).

In order to stimulate more interest in Mitcham town centre development, an improvement of retail facilities needs to take place (Davies Associates, 2000, pp. 14-20). More major shops as well as entertainment facilities would stimulate other development in the centre. Community, health, and other such services could also be beneficial to residents of Mitcham.

2.1.3 Housing

In Mitcham, there are many residential units that have low, stable prices for London suburbia. Many of these residences are located above shops on the first or second floor (Nick Davies Associates, 2000, pp. 12-13). There is relatively little demand for four-bedroom or larger houses in this area. Most of the residential units in Mitcham town centre are vacant or in poor condition.

In order to improve these conditions, Merton Council's UDP (2000) has introduced a number of measures. According to the plan, Mitcham needs to provide a minimum of 30% affordable housing and to require affordable housing in development of fifteen or more dwellings. To encourage younger purchasers, there would be more one-bedroom starter homes and two-bedroom houses developed as well as a "Living Above the Shop" initiative. "This initiative would be a two stage legal arrangement in which the owner grants a fixed term commercial lease to an intermediary, such as a housing association, and the intermediary then grants an Assured Shorthold Tenancy to the occupier. All of this would help add the housing aspect to the mixed-use centre" (Nick Davies Associates, 2000, p.13).

2.1.4 Environment

A number of improvements can help provide a better environment for the Mitcham town centre as suggested by Nick Davies Associates, who consulted for Merton Council. There should first be a general cleaning of the area and then other

improvements could begin. These improvements include the widening of sidewalks, removal of large advertisements, enhancing the safety of pedestrian crossing points, refurbishment of street furniture, and a new landscape plan. The opportunity to install gateways would help signify the entry to Mitcham town centre.

2.1.5 Transportation

Mitcham is well connected by road to Sutton, Croydon, and the M25 to the south, as well as Tooting, Streatham, and Central London to the north. The streets of Mitcham suffer from excessive traffic flow and congestion, which causes hold ups in travel to Mitcham (Nick Davies Associates, 2000, pp. 23-25, 39). Mitcham is also part of the major bus network around the Borough of Merton. These buses, however, tend to become delayed in traffic congestion. There is a parking problem in Mitcham as well. There are numerous parking areas, but they are not close to the shopping area.

According to Nick Davies Associates, improvements to transportation can be divided into smaller improvements. In order to decrease traffic congestion and promote the use of public transport, a bus lane should be introduced. To promote walking to shops rather than driving, there should be improvements to pedestrian crossings as well as the widening of footpaths. Parking standards should be introduced in the area; at least one parking area that is not in regular use should be changed into a development site in order for more businesses to enter the area.

2.1.6 Community

There are very few community facilities in Mitcham (Nick Davies Associates, 2000, pp. 21). Within a twenty-minute walk from Mitcham town centre, there is a nursery, two primary schools, and three middle schools. The Education Department of Merton Council maintains two youth centres, one full-time facility and one part-time centre. There is also the Council-owned leisure centre, which provides swimming, bowling, squash, and other sporting facilities. There are few non-sport facilities in Mitcham where youths can go to just congregate. A community centre needs to be

established that would give these youths a place to congregate while they are not participating in sports. This facility could also be of benefit to the general public.

2.1.7 Mitcham Town Centre Working Party

The Mitcham Town Centre Working Party is an organisation in the town centre that is involved in the regeneration. The Working Party currently is composed of about thirty members, who range from Council employees to Residents Association representatives. Meetings of the Working Party are held four times a year and are commonly held in a location near the town centre. At these meetings, members discuss the problems in the area and propose solutions for these problems. The executive members of the Working Party include the positions of a chairman and secretary.

While the Mitcham Town Centre Working Party is similar to a Partnership Board and would be able to carry out the regeneration of the town centre, it has endured hardships. The Working Party has not received the support of local business owners, with only two members from the business community. This lack of business owner support has been a reason for the Working Party's absence of funds. While the members develop regeneration projects, they must depend on Merton Council to perform these projects. The Working Party has not stimulated the community to become involved in the regeneration of the town centre. While ten of the Working Party's members are from community organisations, they are not completely involved in the Working Party since many do not regularly attend meetings. The usual attendance at Working Party meetings is fifteen members, which is a small proportion of its thirty members.

2.1.8 Urban Village Approach

Mitcham has the potential to become a more attractive, close-knit community for current and future residents. Merton Council's revised draft Unitary Development Plan (1999) identifies Mitcham as being suitable for the Urban Village approach. The aim of such an approach is to establish a small community containing housing,

employment, shopping, and other facilities within walking distance, creating a mixed-use centre. If the Urban Village approach is implemented, the use of public transport, cycling, and walking, as the prime modes of transportation, would decrease the traffic caused by the use of automobiles. This approach would also give a strong sense of identity by improving streets, squares, and civic space as well as involve the community in matters of planning, design, and management. If this plan is used, not only would residents know what changes are proposed but others investing in the town centre would have reassurance that a strategic approach is being taken.

2.2.0 Partnership Boards

2.2.1 Definition

A Partnership Board is a system for town centre management (Kotell, 1999, pp. 62-64). This system brings together private sector, public sector, and community representatives to form a committee that co-ordinates their activities toward a common goal. In the United States Partnership Boards are commonly referred to as “Association Boards.” These are mostly used in the regeneration or organisation of urban neighbourhoods. Partnerships are similar to Association Boards in operation.

2.2.2 Promoting Town Centres

Prior to creating a Partnership Board, there are many steps that need to be taken in the town centre (Wandsworth Council, 1999, pp.3-19). The local businesses, citizens, and government have to be brought together and informed about the future of the Partnership. Furthermore, the constituents of the centre need to be made aware of the positive aspects of the Partnership Board. Creating awareness among the people of the area is crucial to the Partnership’s longevity and success.

2.2.3 Composition

Partnership Boards, in both the United States and England, usually consist of two different parts, Partnership officials and members (Kotell, 1999, pp. 64-65). The role

of the officials is to approve the future projects of the Partnership, ensuring that the resources are available and used efficiently, and that the desired result will be achieved. Other members of the Partnership Board are community members or local business owners. These members work with the rest of the community to discover what problems need to be solved and to get the reactions of previous outcomes. The members research for the Partnership officials.

The selection of members to the Partnership Board is crucial (New Church/DETR, 2000, pp.32-34). There is certain number of criteria to consider when this decision is being made. The first area would be a commonality of vision and objectives among the partners. This commonality allows the partners to work towards a mutual goal efficiently, because there would be minimal conflict in completing objectives. The next area to consider would be the value a partner brings to the Partnership and the trust the other partners have in this value. The last area, the most important, is the motivation to work in the Partnership. The partners need to have motivation in order to accomplish the goals of the Partnership. The motivation of a partner is usually increased when he or she believes the goals will have an impact on the community. All these factors would allow for successful group dynamics among Partnership members because of their similar objectives.

2.2.4 Responsibilities

A Partnership Board's primary responsibility is strategic planning, which includes overseeing the direction of the Partnership, allocating resources effectively and efficiently, and evaluating the progress being made to attain the ultimate goal (Kotell, 1999, pp. 66-68). A major challenge that these Partnerships face is the reality that the future may present many different obstacles that are not already present; therefore, the Partnership Board must plan accordingly for the needs of the future. Recent research into major trends and issues affecting Partnerships reaffirms the need for Partnership Boards to be prepared to make slight changes in their basic structure as the conditions in the community change. The Partnership members must periodically assess the Partnership's operations and structure so that it can adapt to changing circumstances and contain capable, independent leadership.

2.2.5 Partnership Board Meetings

Conducting successful meetings is an important aspect of Partnership Boards (Kotell, 1999, pp. 66-68). Before a meeting, it is important to find out all the members who will be attending and make sure they will be on time. Other steps that should be taken include: create an agenda ahead of time and hand the agenda out to each member before the meeting takes place so that everyone can come to the meeting prepared; develop a time frame for each topic so that allotted time is not exceeded and to give the meeting more structure. Everyone at the meeting should have input towards the topic of conversation, not just a select few. The leader should make sure the topics being discussed are relevant to the members present. A productive meeting will render happier members and will make it easier to recruit new members.

2.2.6 Benefits

There are a number of benefits from working in Partnerships (New Church/DETR, 2000, pp. 35-38). These benefits allow the Partnership to continue in the success that they have had. Success in Partnerships is seen as the best cement, even if these successes are only small. Resources needed for the Partnership can be put to better use than in other organisations or new resources can be introduced as results take place. The Partnership will gain greater credibility in the community from the projects that have been completed. This credibility will allow for more funding or new members to the Partnership from businesses that now have faith in the Partnership. The help of these new organisations willing to take part in project performed by the Partnership will allow for more innovative approaches and solutions to complex issues, which will better benefit the community.

2.2.7 Town Centre Management (Urban Village Forum)

Nick Davies Associates suggest that an Urban Village Forum, which in our case is Merton Council and the Mitcham Town Centre Working Party, should manage the creation of a Partnership Board in Mitcham. In the Urban Village Forum all major stakeholders are fully committed to the long-term aims of the strategy. These

stakeholders would co-ordinate and divide activities that would help obtain the regeneration objectives. The private sectors would provide backing funds in order to achieve the objectives. According to the UDP, the accomplishment of these objectives would encourage shoppers back into Mitcham.

The Urban Village Forum also suggests a focused, non-profit organisation, which is in close proximity, made up of the major public and private participants and operating with the joint application of agreed resources (Nick Davies Associates, 2000, pp. 68). This organisation is a Partnership Board. This Partnership would create a vision for the regeneration, drive forward the creation based on an implementation plan, interact with other agencies that could aid in the regeneration of the area, develop a management strategy and see it is carried out, and produce a Business Plan for the Urban Village.

An Urban Village Manager, who is also known as a Town Centre Manager, with administrative support from the Partnership Board both and Merton Council should carry out administration of the project. (Nick Davies Associates, 2000, p.69). The manager must be a high-level appointment, because he will be responsible for the promotion and achievement of the project. He or she would have to have a strong background in urban development along with some knowledge of Partnership Boards.

2.3.0 Possible Funding

There are several types of Partnership Boards that are defined by the way in which they are funded (New Church/DETR, 2000, pp.31-32). Since there is very little funding for Partnership Boards by the English government, funding for such a project generally needs to come from an outside source. The first type of Partnership Board is a downstream Partnership, which is funded by franchises. These franchises fund the Partnership in order to gain more publicity and income for the area being regenerated. The franchises providing the funds take very little risk since they have other locations to generate sales. The second way to fund a Partnership is a joint venture. This type of investment is used in circumstances where no single party possesses the resources necessary to carry out a major product. This method is particularly useful in areas

such a Mitcham, because smaller companies can join together to fund a Partnership Board. The companies that fund the Partnership usually sign a contract specifying the amount they will fund along with the risk taken. The last type of funding that could be used is gap funding. Gap funding can be generated from several ways including community fundraisers and contributions from companies that are not in the Partnership. The main purpose of gap funding is to obtain funds for projects as they are to be performed, which means that a project is proposed and then funding for the project is found.

2.4.0 Research Methods

2.4.1 Case Studies

One method of research in our project is the case study. A case study is an in-depth look at a particular person, social setting, event, or group to understand how it operates or functions (Berg, 1998, pp. 212-217). It is not actually a data-gathering technique in itself, but a methodological approach that incorporates a number of data-gathering methods. Some examples of data-gathering methods that may be used are life histories, documents, oral histories, in-depth interviews, and participant observation. The scientific benefit of the case study method lies in its ability to open the way for discoveries to be made.

2.4.2 Interviews

An interview is defined as conversation with a purpose, which is to gather information (Berg, 1998, pp. 59-62). There are three types of interviews, standardised, un-standardised, and semi-standardised. The standardised interview uses a formally structured schedule of interview questions. This method is used so that each subject is responding to the same questions, making the responses comparable. The un-standardised interviews do not utilise schedules of questions; rather questions are established as the interview moves along. Open-ended questions can be used to get a more in-depth answer. The semi-standardised interview is a combination between the standardised and un-standardised interviews. There is an established

schedule of questions; however, probing questions can be used to obtain in-depth responses.

2.4.3 Questionnaire

The questionnaire is typically written in a manner that allows individuals reading the survey to infer the same meaning from the questions. This straightforward and easily comprehensible writing style enables the researcher to receive uniform answers from the individuals taking the survey. A crucial aspect of the survey is to have an interesting introduction in order to stimulate the reader's interest. The questions must also be written in logical order; one idea should lead into the next. It is advantageous to write a questionnaire that contains closed-ended questions as opposed to open-ended questions. This writing method generates answers that do not involve much personal thought. Above all, the survey questionnaire should be clear, concise, and informative.

3.0.0 Methodology

The main goal of this project was to propose the structure and organisation of a Partnership Board for Mitcham town centre. The first step of this project was to understand how to create a Partnership Board for a particular area. The next steps of this Partnership Board Proposal were specifying a structure for a Partnership Board that would be conducive to holding meetings as well as suggesting the rules by which the Partnership would operate. Moreover, the allocations of funding and potential operations of the Partnership, which this project has allowed us to discover, are also important to the Council.

3.1.0 Objectives

Our initial objective was to fully understand how a Partnership Board could be applied to the social, economic, and geographic aspects of an area. We used the information that we received from the case study in Worcester, Massachusetts as the basis for making this understanding; conducting a case study in Wimbledon gave us further insight and helped us reach our goal to propose a Partnership Board for the Mitcham town centre. The interviews that we conducted in Worcester, Massachusetts and Wimbledon enabled us to understand how a successful Partnership Board conducts itself. Funding for the Mitcham Partnership would primarily come from within its constituents, because there is little to no government funding for the Partnership. In order to find out how funding would be provided, we sent out questionnaires to businesses in Mitcham's town centre to see what companies were willing to make contributions. Once the questionnaires were returned, we analysed each response and conducted interviews with the businesses that were willing to donate funds towards the Partnership Board.

3.2.0 Case Studies

Research for the proposed Partnership Board included two case studies. Through an analysis of these cases, we gained an understanding of various aspects of Partnership Boards. There was a large emphasis on learning how to create a

Partnership that would be beneficial to a particular area. By looking closely at different Partnerships as they worked in their environments, we were able to see what social, economic, and geographic aspects contributed to the Partnership Board's design. These case studies formed the basis for the rest of the methodology.

3.2.1 Case Study – Worcester

The first case study was conducted on the Main South area of Worcester, Massachusetts. The Main South area is composed of several distinct Partnerships, all of which have the aim of rejuvenation; we focussed on the Main South Community Development Corporation (CDC) and the University Park Partnership (UPP). We frequently visited the financially challenged area in Worcester to see what renovations had taken place as well as to interview a couple of the partners. We performed interviews with members of both Partnerships studied in Worcester. The first interview we conducted was with a staff member of the CDC. The second interview we held with an executive member of the CDC; he was also an executive member on the UPP.

3.2.2 Case Study – Wimbledon

The second case study we conducted was in the township of Wimbledon, which is part of the London Borough of Merton. The case study revealed information regarding the fundamentals of setting up a Partnership Board in a particular area and how these Partnerships operate in England. We gained useful information about structure, composition, and funding by researching documents pertaining to the organisation. We gained further knowledge by interviewing Wimbledon Partnership members and the town centre manager. Overall, this case study of Wimbledon showed how much work and time go into the development of a Partnership Board.

3.3.0 Interviews

This section of the methodology develops and explains our understanding and strategies for interviewing. We used interviews to further our understanding of current

Partnership Boards and to choose the most qualified businesses to be a part of the “Mitcham Urban Village Partnership Board.” This type of research was conducted with persons who are currently involved with similar Partnership Boards in the United States and England. We interviewed representatives who are presently members of the Partnership in Worcester (US) prior to leaving for London, to become familiar with the structure and operation of a community committee and a Partnership Board. In London, we interviewed individuals who were related to the development of a Partnership Board.

3.3.1 Interview Applications – Worcester

When applying this method around Worcester, we had focused on interviewing important people who are affiliated with the University Park Partnership. These interviews were conducted in a semi-standardised format (Berg, 1998, pg.60-62). This form of interview involves a number of predetermined questions and/or topics related to structure and involvement (see Appendix E). These questions are arranged and brought up in a specified order. One aspect of this interview style is that the interviewer can probe deeper than the initial answers that are given in response to the questions. We used the semi-standardised format in our interviews with members of the Main South Community Development Committee and a member of the University Park Partnership. From these interviews we gained knowledge of how the Main South CDC receives funding and how a Partnership Board should operate.

3.3.2 Interview Applications – Wimbledon

Interviews with Wimbledon officials and businesses local to the Mitcham Town Centre were of great value to our Proposal for the “Mitcham Urban Village Partnership Board.” These interviews took place with Partnership Board members who are involved in the Wimbledon Town Centre Partnership or other Partnership Boards that were deemed relevant to the Mitcham Partnership Board establishment.

The first interview we conducted took place with the town centre manager for the township of Wimbledon. The interview was conducted with predetermined questions

concerning specific topics such as initial steps and structure (see Appendix F). From this interview, we obtained information pertaining to structure, operations, funding, and membership of Partnership Boards, particularly the Wimbledon Town Centre Partnership. Further interviews were conducted with members and planners of this Partnership to enhance our understanding of Partnership Boards.

In London, interviewing was also appropriate to understand the situation of Mitcham's town centre and how the private sectors might be able to assist in regenerating the area. We distributed questionnaires, which will be explained in the next section of Methodology, to local business owners or managers in Mitcham in order to gather their perspectives of the town centre. We then evaluated these questionnaires to determine which businesses were interested in the proposed Partnership Board. The business owners that showed the greatest interest in being a contributor to the "Mitcham Urban Village Partnership Board" were interviewed. We used these interviews to assign memberships to a diverse group of private and voluntary sectors.

3.4.0 Questionnaires

As a means of receiving constructive feedback from the businesses in the centre of Mitcham, we distributed a questionnaire. The questionnaires utilised all of the concepts described in the questionnaire section of the Background Research, such as an easily comprehensive writing style, interesting introduction, and questions proceeding in a logical order. As mentioned in the previous section of the Methodology, we also used these questionnaires to determine what companies would receive a follow-up interview.

In order to yield greater return rates, we hand-delivered these questionnaires to the owner or manager of one hundred establishments in Mitcham's town centre because we wanted to gain feedback from a broad cross section of the centre's business population. We received feedback from every type of business, whether it was involved with food, clothing, or other commercial goods, and used the information to aid us in proposing a Partnership Board for Mitcham. We wanted to consider each of

their individual needs and then ideas for projects that they felt needed to be accomplished. While distributing the questionnaires, we explained to each business owner, manager, or employee that they were receiving a letter and questionnaire, and we would appreciate their filling it out in their free time and returning their responses by the due date, 30 January 2001. We also told them that they could call Merton Council's Environmental Services Department if there were any questions about the questionnaire or Partnership Boards in general. If there was a delay with an owner's response, we made a follow up telephone call, which again asked for their co-operation. Many of the business owners who were given a reminder telephone call claimed they had lost the original survey or never received it from their employees. We returned to these businesses and handed them another copy of the survey, which was to be completed and returned to Merton Council as soon as possible.

3.4.1 Questionnaire Structure

The cover letter enclosed with each questionnaire explained the basic goal of a Partnership Board, the Council's desire to regenerate Mitcham town centre, and the necessity of receiving their feedback. The questionnaire (see Appendix B) contained questions about the problems that they see in Mitcham, possible solutions to these problems, the need for an organisation such as a Partnership Board, and each business owner's willingness to contribute in the Partnership. Receiving feedback from town centre business owners, which allowed us to see what aspects of their community they would like to see improved, was a vital part of the research. The information that we obtained from the questionnaires allowed us to better assess the future of a Partnership Board in Mitcham by suggesting projects and members to the Partnership.

3.5.0 Application of Methodology

After all of the data were collected, we were better able to design a Partnership Board that was appropriate to Mitcham's town centre. We arranged the results of the case studies, interviews, and questionnaires, making them easier to analyse. From our research we were also able to structure a Partnership Board that would follow an

Urban Village approach, which has been proposed for Mitcham. These results also allowed us to find possible ways to fund the Partnership Board and future projects this Partnership may undertake. We presented our results to Town Centres Limited, a consulting agency, and the Mitcham Town Centre Working Party, who will both have an important role in the regeneration of the town centre.

4.0.0 Data and Analysis

In this section we describe the data obtained from Worcester, Wimbledon, Mitcham, and its surrounding area. We analysed the information from returned questionnaires in order to understand the different problems in the area and the willingness to contribute to a Partnership Board. Based on the background information and interviews we conducted, we found a number of ways a Partnership Board could be structured, funded, and staffed. We also discuss the benefits of particular steps that could be taken to establish a Partnership. Our goal for this section is to analyse the various attributions of Partnership Boards, such as structure, membership, and funding, in order to see what would be suitable for Mitcham.

4.1.0 Questionnaire Results

4.1.1 Problem Analysis

In order to analyse our questionnaires, we divided Mitcham town centre into three sections. These sections, blue, green, and yellow can be seen on the map of Mitcham town centre (see Figure1, shown below).

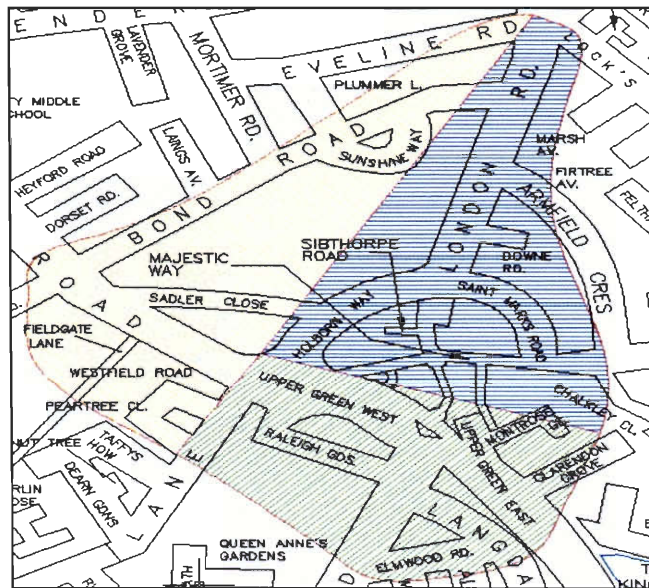


Figure 1 Mitcham Town Centre Sections

We made the division at the geographical centre of the entire area that received questionnaires. We then split the area into three equal size sections. This division allowed us to see where certain problems were taking place as well as what section's business owners were most willing to contribute and participate.

Problems	# Of Instances Found In Each Location			
	Blue	Yellow	Green	Total
Violence	3	0	1	4
Property Damage	5	1	1	7
Traffic	5	0	2	7
Parking	4	0	5	9
Lack of Quality Shops	5	0	4	9
Safety	3	0	1	4
Troublesome Youths	2	0	1	3
Poor Drainage	0	0	1	1

Figure 2 Problems Reported in Town Centre Sections

Section	# Distributed	# Returned	% Received
Blue	46	14	30.43
Green	50	14	28.00
Yellow	4	2	50.00
Total	100	30	30

Figure 3 Questionnaire Return Rate

Section	# Returned	# Contribute	# Participate
Blue	14	4	5
Green	14	3	6
Yellow	2	1	1
Total	30	8	12

Figure 4 Willingness of Business Owners to Contribute and Participate

Business owners in the blue section were the most vocal by providing us with fourteen surveys, which contained the greatest instance of individuals stating problems

(see Figures 2 & 3). This section also had four businesses willing to contribute and five businesses willing to participate in an organisation such as a Partnership Board (see Figure 4). These data showed that the business owners in the blue section are the most concerned with improving the environment as well as the physical and economic attributions of the town centre.

There was great concern about crime and personal safety in the area. Eleven of the fourteen surveys from the blue section had comments on this lack of safety. There seems to be an increase in violence in the town centre. These crimes range from muggings to petty theft. This violence in Mitcham, combined with the lack of police, has left business owners and shoppers in fear. The other area of crime that business owners complained about was the vandalism of shops in Mitcham. This destruction is causing the shops to become less attractive to shoppers. The large amounts of graffiti could be caused by youths in the area, which one owner said are “bored and looking to cause trouble.” These same youths could also be responsible for the damaged windows and storefronts in Mitcham.

Another area of concern for the business owners in the blue section was the problem concerning traffic and parking. Traffic congestion in Mitcham, according to one business owner, is “horrible.” There are continuous traffic hold ups in the area. The amount of traffic is troublesome to automobile drivers and pedestrians. This traffic has caused the town centre to be divided in to two sections and leaving some of the shops with very few customers. This division forces pedestrians to cross a multi-laned road in order to reach shops. Crossing the street is difficult for pedestrians and is even unsafe at times. Many business owners also complained about the lack of parking spaces close to the shops. Both the problems of traffic and parking have led to the lack of shoppers in Mitcham town centre.

We received fourteen surveys from business owners in the green section; however, in this section there were not many responses to our question about problems (see Figures 2 & 3). There were three businesses willing to contribute and six businesses willing to participate in a Partnership Board (see Figure 4). According to

this information, business owners had a concern for the problems of Mitcham but were not willing to help solve them.

The business owners in the green section cited some of the same problems as the blue section, claiming that traffic, parking, and crimes were major concerns. The largest claim by business owners in the green section, however, was the lack of quality shops in Mitcham (see Figure 2). There were complaints that the increase in convenience and second-hand shops was driving away potential customers. In the green section, there was also a great deal of vacant units. The business owners feel that the area has become a “run-down”, dirty environment where people do not want to stay. All the problems causing a change in the physical environment of Mitcham have caused shoppers to go to Wimbledon and other local areas.

As a whole, the business owners in the yellow section expressed the least amount of concern for the problems in Mitcham. We only received two surveys from this area; however, we only delivered a total of four surveys to the area (see Figure 3). Property damage was the only problem that was cited (see Figure 2). One of the business owners was willing to contribute and participate in a Partnership Board (see Figure 4). The location of these businesses could have an effect on the owners’ opinions of the town centre. While these business owners could benefit from regeneration, they do not feel the regeneration would have as much of an effect on the outskirts of the town centre. These businesses are also larger, and they might not be facing the same problems as the smaller shops located in the town centre.

4.1.2 Analysis of Questionnaire Responses

Many business owners do not seem interested in the regeneration of Mitcham (see Appendix D). While they are hoping that the area is cleaned up, they believe it is a waste of their time to help in such a project. The owners of business in the area also felt as individuals that they would be useless in a regeneration process. The owner of one business commented: “As much as I want Mitcham to change for the better, I do not feel that my presence will have any effect.” Furthermore, there were a great many owners and managers, who said they had no time for the regeneration. Many business

owners did not even want to fill out the questionnaires, because they felt it would accomplish nothing. Several business owners claimed that a few years ago a similar survey was conducted in Mitcham, and they saw no results from it. For instance, while handing out our survey one manager of a store commented: “I filled out a survey several years ago, and you can see the results yourself.” Needless to say, this manager never returned a questionnaire.

These businesses also have a low opinion of Merton Council. In fact, on more than one occasion we received negative feedback, such as a pessimistic comment or look of disapproval, from the individuals receiving the survey as soon as we said our research was for Merton Council. Business owners reported that the Council does not listen to the residents and business owners (see Appendix D). One question in our questionnaire asked if the business owner had seen any problems occurring in Mitcham or expected to in the near future, and the response in one survey simply stated “Merton Council.” In another survey, a business owner stated: “The local authority will not listen. They have never listened to local views. Mitcham town centre has been the subject of research for the last fifteen years. Look what has happened in that time! Merton Council needs to look at its own research. No doubt I am already paying for this new research.” This breach in communication and co-operation between the business community of Mitcham and Merton Council could be a reason for the lack of beneficial changes in the area.

4.2.0 Initial Steps for Partnership Boards

In the regeneration of any town centre, several initial steps are needed to draw attention to the regeneration. This process will be especially needed in Mitcham, since many business owners have no interest in a regeneration project. Through our research, we found a number of ways that existing, successful Partnerships stimulated their communities. It is possible that these forms of inspiration could be beneficial to Mitcham town centre as well.

4.2.1 Promotional Events

Promotional events can be held in order to allow residents and business owners to come together (Wandsworth Council, 1999, pp.3-19). Through speaking and hearing others' opinions, individuals can gain a sense of hope for their community. These events do not have to be elaborate. For instance, Balham held a Winter Festival, which consisted only of festive lights; however, this event brought members of the community together. A traders association or a few local businesses can sponsor another type of promotional event. This type of sponsored event was held in Tooting and Clapham town centres. Tooting held a Festive of Lights/Diwali, which was a series of events, organised by the Asian Traders Association. In Clapham, there was an "Urban Dream Capsule" in which a few local businesses showed the community changes that could possibly occur in their town centre. These two events demonstrated the effectiveness in collaboration of local business. Furthermore, these festivities may have encouraged other businesses to sponsor similar events. Shopper promotional events give encouragement to business owners. In Wandsworth Town Centre, there was a major "Shop and Win" promotion held by multiple businesses. The advantage of this type of event was that it increased the amount of shoppers in the town centre.

Any promotional event, which encourages local businesses to collaborate or enhances the spirits of residents and businesses, could be beneficial to Mitcham. The increase in the number of shoppers caused by promotions would stimulate business and possibly encourage business owners to become involved in the regeneration. In our interview with Roger Gillman (see Appendix H), he told us that Merton once held an Arts Festival on the greens in Mitcham and that he would like to see something similar occur once again.

4.2.2 General Improvements in the Town Centre

General improvements to the town centre would allow the residents and business owners to see progress and the potential in Mitcham. An easy way to begin making progress in Mitcham would be a cleaning of the town centre to remove all litter,

graffiti, and other such debris. The Merton Town Centre Improvement Grant Scheme was introduced to us during our interview with Kevin Munnely (see Appendix G). Merton Council will provide grants to local business owners for up to fifty percent of the cost for improvements on retail units. This grant money can be used for assistance in the restoration of shop fronts, improvements to the appearance of empty shops, external works to buildings, physical security measures, and group promotional events.

Another way to make visible, general improvements to a town centre is to begin with improvements in a concentrated area. The Main South Community Development Corporation in Worcester, Massachusetts began with the improvement of housing. By forming a Partnership with a local bank, the Main South CDC was able to obtain loans and grants in order to buy buildings in the area that needed renovations. These buildings were then regenerated with the work of local volunteers. This regeneration restored the attractiveness to the buildings, both on the outside and inside, and rendered a liveable environment for future occupants. The Main South CDC then sold or rented these buildings to local residents at a low cost. The money the Main South CDC received from these purchases was used to begin paying off the loan or regenerating another building. There were many benefits to using this approach. Residents were encouraged to stay in the area because of the low rates for an attractive occupancy. It also encouraged the interaction between residents who volunteered to repair the buildings, and the businesses, which worked together to fund the project.

4.3.0 Structure of Partnership Boards

Within any type of Partnership, there is always some form of an established structure. Through our research, we developed an understanding of various structures that are used in Partnership Boards. Furthermore, we decided that the structure of any organisation could be divided into four sections: the executive committee of the Partnership; the Partnership Board's composition; membership criteria for the Partnership; and the configuration of the meeting that the Partnership holds.

4.3.1 Executive Positions

The first of these sections includes the positions that the Partnership Boards can contain. We first identified positions that were used by the Main South CDC (see Appendix E). This organisation has an executive board that contains a president, vice president, treasurer, clerk, and executive director. The president oversees the entire board of executive members. By overseeing the officers beneath him or her, he or she has the ability to make sure that operations are being accomplished in a way that would best benefit the organisation. The vice president is in charge of internal affairs among the board of executive members and communication with outside venues. The treasurer is also very important to the Partnership. The treasurer's role is to remain up to date on the Partnership Board's financial standings as well as to keep the Partnership informed about finances. These matters include the budget and income that has been received by the Partnership. The last executive board position to be discussed is the executive director. The executive director is a very important part of the internal workings of the organisation as a whole. The executive director has a full time job, which requires him or her to oversee all of the subcommittees. This position is also very involved in each of the subcommittees. In a sense, he or she is a general manager, who oversees the organisation from the inside.

A position that seems to be widely used for the regeneration of town centres in England is a town centre manager (see Appendix F). The town centre manager has a large role in the communication between the Council and the Partnership Board. This communication is to benefit both the Partnership Board and the Council. Another aspect of the town centre manager is to follow through with a Business Plan (see Appendix F). The Partnership Board generates this Business Plan. Besides accomplishing the objectives in the Business Plan, the town centre manager heads any projects of physical, environmental, and societal aspects that arise in the town centre.

The next position that is a vital part in the structure of a Partnership Board is the Partnership member. These members can range from Council members to local community representatives. A Partnership Board's role varies in different areas depending on the needs of the area. Members contribute their ideas concerning the

area at meetings, and many Partnerships have members fund projects or require a donation of materials or office space. For example, the Wimbledon Town Centre Partnership Board is made up of all private sector businesses, who make contributions, and the town centre manager.

Many Partnerships establish subcommittees that take on the responsibility of organising certain aspects of the Partnership Board. Our case study of the Main South Community Development Corporation of Worcester, Massachusetts provided us with examples of subcommittees such as finance and communications. In the Wimbledon Partnership, they have constructed committees that they refer to as “Working Groups.” These Working Groups accomplish tasks that include reviewing policy and producing proposals.

4.3.2 Composition of Partnership Boards

The composition of the Partnership Board is one of the most important attributions of the Partnership. The members are carefully chosen so the Partnership can achieve its objectives. The membership composition is different in each Partnership.

The first organisation that we encountered, the Main South CDC in Worcester, Massachusetts, was made up of concerned residents, local business owners, religious groups, volunteer groups, and a university (see Appendix E). The composition held such a variety of members because it received much of its funding from the government and needed little from the private sector. In London, the Wimbledon Partnership consists of five members that are willing to contribute a significant amount of money towards the town centre, a company who donates office space for the Town Centre Manager and supplies, and the town centre manager (see Appendix F). Since all Partnership members contribute funds, there is no residential community representation. The Main South CDC, however, contains members of the community because of the organisation’s large scale of involvement in the local area. Mitcham will also require a Partnership board that has community involvement.

Other Partnerships usually include a certain amount of private sector representation. For instance, in Balham, twenty-five percent of its Partnership Board members are

from the private sector. The other seventy-five percent of the Partnership is made up of the residential and voluntary sectors. Mitcham would initially benefit from a Partnership that was composed primarily of local authorities and the voluntary sector. Eventually, it would be in the best interest of Mitcham to have a Partnership that was composed mostly of business owners.

4.3.3 Membership Criteria

In order to suggest possible members of the Partnership Board, we developed membership criteria. We analysed the businesses of Mitcham primarily on their questionnaire responses. The criteria were established so that the Partnership would have some type of commonality. This commonality is important so that the members can be on mutual terms with one another. The partners, however, should be diverse in the types of business they operate. Potential members must also have a larger perspective of the Mitcham town centre. The business owners should be able to see the potential in Mitcham and suggest ways that it can flourish. Another area considered when selecting potential members were possible contributions. The amount that each partner is willing to contribute will be a major factor in the success of the Partnership Board. Contributions made by business owners do not have to be financial; contributions can also be the amount of time the business owner is willing to invest in the regeneration. Whether it is time or funding, contributions show that the business owners have a stake in the community, and they are willing to invest in Mitcham town centre. The last area we considered was the potential Partnership member's credibility. This credibility can be seen in the number of years that the business owner has been in Mitcham, the financial stability of their business, and the recommendations they have received to be on the Partnership. This type of credibility allows us to justify our suggestion of this business owner as a potential member. All the business owners who gave positive responses in the areas that we analysed and had passed our membership criteria made it to the next part of our decision process. Through either an interview or a phone conversation, we confirmed that the business owner would be beneficial and committed to the Partnership Board.

4.3.4 Meetings

The third and final aspect of the structure is the meeting. At the meeting, individuals are allowed to communicate, and create solutions for the problems that are seen in the area. Meetings are a general operation that can easily be performed incorrectly by an organisation. Through our findings, we first learned that meetings are best held in a neutral area and at a time that can be accommodated by most, if not, all of the organisation's members. A part of the meeting that is also very important is the agenda, which is previously written and distributed. The reason for distributing an agenda before a meeting is so the members will have a greater understanding of the objectives being covered and the meeting will operate more efficiently.

Most of the partnership boards that were studied construct a meeting schedule that has monthly meetings. Meetings of the Main South CDC in Worcester, Massachusetts are held once a month with subcommittees meeting every other week, in order to meet twice as much as the larger corporation. The main monthly meetings are arranged so each of the subcommittees and executive members presents a report. The subcommittee meetings are held in a more informal fashion, whereby the head of the subcommittee runs the meeting and reviews the achievements that were accomplished during the previous two weeks. In Wimbledon's case, the partnership board meets every six weeks. The Tooting partnership meets every month. This would most likely be a better idea for Mitcham because of the need of interaction among the potential members. It will be important that the Mitcham Partnership Board keeps a constant update on the area's improvements and on problems that may arise.

4.4.0 Funding of Partnership Boards

Another important factor in the formation of a Partnership Board is obtaining funding. Furthermore, it is also the most difficult aspect of creating a Partnership. We looked at Partnership organisations in the United States and in England; however, Mitcham has very different social, economic, and geographic aspects than all of these

areas. Nonetheless, funding will be a vital part of the regeneration of Mitcham, so it is pertinent that all viable contribution sources are analysed.

4.4.1 Public Authority Funding

Within the United States, State and Federal Governments fund much regeneration projects and Partnership Boards, which are referred to as Association Boards. For instance, the Main South Community Development Corporation (CDC) of Worcester, Massachusetts was initially sponsored by SEEDCO, a non-profit affiliate of the Ford Foundation. In England there are no such government organisations to initially fund the regeneration process of Mitcham; however, Merton Council will provide minimal funding. Moreover, the Main South CDC was later given Housing and Urban Development (HUD) grants from the Massachusetts State Government to further their rejuvenation. The Main South CDC was also granted tax cuts from the State Government and loans from several local banks at an enormously discounted interest rate. Clark University proved to be beneficial to the area by donating funds to the Main South CDC as well as creating its own Partnership, the University Park Partnership (UPP). Unfortunately, Mitcham has no large, educational establishments to speak of; therefore, obtaining funding from such an organisation is unlikely.

The Partnership Boards in Tooting and Balham only receive minimal funding from the private sector (Wandsworth Council, 1999, pp.3-19). Most of the funding that is provided to these two Partnerships comes from Wandsworth Council. The Council is responsible for supplying the local Partnerships with what are called Town Centre Improvement Scheme (TCIS) grants. These grants are provided on the following premise: any local business in each of the Borough's five town centres provides an improvement scheme to Wandsworth Council. The Council is then responsible for obtaining an estimate for the scheme. If the estimate is feasible and beneficial for the local town centre, the Council will provide an amount of funding that is half of the total estimate so long as the grant does not exceed £12,500. In 1998 and 1999, Wandsworth Council gave Tooting £65,452 in grants for regeneration projects. Moreover, the Council approved £53,326 in grants for projects in Balham in the same two-year period.

4.4.2 Private Sector Funding

The Wimbledon Town Centre Partnership, located within the London Borough of Merton, is different from the other Partnerships we researched. For one, Wimbledon is financially well off and did not need a regeneration. Instead, Wimbledon needed physical maintenance to its town centre and a promotion of the business sector. In other words, there was no urgent need for funding.

Funding for the Wimbledon Partnership came from the local businesses that raised a concern to the local Working Party. The businesses collaborated on their ideas and opinions to reach a consensus, which was the Business Plan (see Appendix F). Although Wimbledon and Mitcham differ, it will be beneficial to the business community in Mitcham to create a similar plan. It will also be crucial for the potential contributors of the Mitcham Partnership Board to have common goals and direction so the promotion of the Partnership to other businesses in Mitcham's centre will be easier. The initial seven members of the Wimbledon Partnership each donated up to £4,000 over a three-year period (see Appendix F). Merton Council also provided an addition amount of funding that was one-third the sum that the Wimbledon Partnership obtained from within its constituents. The funding, which was collected from the local businesses and Merton Council, was used for the salary of the Town Centre Manager. The "Mitcham Urban Village Partnership Board" would also have to obtain funding from the local business community, members of its Partnership, and Merton Council. The funding, however, would probably not be used for the salary of a town centre manager. Instead, the funding that is gathered may be used to begin promotional events for future regeneration projects in the town centre.

5.0.0 Results: Proposal for Mitcham Urban Village Partnership Board

In Mitcham, there is a general feeling of discontent by residents and business owners. The area needs to be regenerated in order to stimulate the economy and draw attention to the town centre. Merton Council has suggested changing the town centre with an Urban Village approach, by creating a mixed-use centre. A Partnership Board, in this case being a formal democratic organisation, could potentially manage this regeneration. Many residents and business owners, however, are not interested in assisting this regeneration or any organisation that is working toward the regeneration of Mitcham town centre. The following sections will show our suggestions for initial steps to stimulate interest in the regeneration as well as the structure, membership, funding, and operations of a Partnership Board for Mitcham town centre.

5.1.0 Initial Steps for Partnership Board

5.1.1 Transformation of the Working Party

As stated by Merton Council in the Merton Town Centre Management Strategy (2000), the Mitcham Town Centre Working Party should become the “Mitcham Urban Village Partnership.” This would allow the town centre to have an organisation that would be able to promote and sponsor initial events of the regeneration to encourage the participation of the community. The Working Party, however, would need to go through some changes itself. The first step in this transformation would be the addition of interested, local businesses as members. Through our analysis of membership criteria, we found nine business owners who are willing to contribute time or funds and want to participate in the regeneration of Mitcham. We suggest that the Working Party extend invitations of membership to these business owners by getting in contact with their head offices. The addition of these members would allow the Working Party to see the views of business owners. The second step that the Working Party should take to transform into a Partnership would be to change the number of meetings. Instead of holding meetings four times a year, meetings should

take place once a month. These meetings should continue to be open to the public. Since the Working Party would be in charge of promotional events to stimulate the interest of the community, the third step would be obtaining funding.

5.1.2 Promotional Events

Promotional events should be held in Mitcham to allow residents and business owners to see the potential of the town centre. In the town centre, there is a vast amount of greens. Rather than build on these greens, we feel that the greens should be used to host events that allow the residents to take part in the process of regeneration. These events could be held to accomplish a number of different tasks. The event could be a fun activity that allows the residents to enjoy Mitcham. Our first suggestion would be a fair on the town centre greens. This fair could be used to demonstrate the different skills of the residents. Residents could display their artwork, crafts, and various talents for other residents to see. There could also be activities held for children to take part in. A second event could be a lights festival held at Christmas time. This event would allow residents to walk through the town centre and view scenery and buildings decorated with Christmas lights. Both of these events would allow residents to interact with each other and see what can be accomplished when the town centre community works together. Another task that hosting events could accomplish is gathering the opinions of the community. Events could be set up on the town centre greens that allow the Partnership to consult the residents and business owners on changes that would occur in the area. Our first suggestion for this type of event would be an event that brings the business owners of Mitcham together. A way to accomplish this is by hosting a breakfast or luncheon for the business owners. This event would allow the business owners to talk amongst each other and possibly take interest in the Partnership Board. Another event that would also accomplish this consultation would be to have a booth at the fair that would allow the residents to vote for possible solutions to problems as well as mention other problems they have noticed. The main purpose in having these events is to rid the Mitcham residents and business owners of their apathetic state.

5.1.3 General Improvements of the Town Centre

General improvements must be made to Mitcham town centre in order to make the area more attractive. The Working Party and its members could sponsor a project to clean up the litter and graffiti, which is detrimental to the beauty of the centre. A group of residents volunteering their time or a contracted company could perform this clean up. Another general improvement could be the Working Party promoting business owners to use the Town Centre Improvement Grant Scheme. Through this program, business owners can obtain grants for up to 50% of the money needed to make improvements to their storefronts and buildings. Furthermore, the Working Party could take steps to restore some of the historic buildings in the centre, such as the Eagle House, which is currently in need of regeneration. All of these types of improvements would not only make Mitcham more attractive but would show residents and business owners the potential that Mitcham has.

5.2.0 Structure for the Partnership Board

The structure that we propose is based on the idea of renaming the current Working Party the “Mitcham Urban Village Partnership Board”, which we feel is a good start to establishing the Partnership Board. This conversion will provide businesses with a solid working organisation that is determined to solve the problems of the town centre. We feel that this is the beginning of a greater incentive for business owners to join and contribute to the Partnership Board. This is probably the most effective measure that can be taken because of its impact on the rest of the town centre concerning their views of Partnership Board contribution. This transition provides a physical body that the town centre business owners can observe and realise that someone is acting on ideas and not just proposing them.

5.2.1 Executive Positions

At the start of the Partnership Board, two of the positions could stay very similar to the ones held currently by the Mitcham Town Centre Working Party. The executive

positions that should be established, if not kept, are the chairman, treasurer, secretary, and public relations.

The Chairman, currently Ian Munn, the Mayor of Merton, should maintain his seat as chairman. This officer will have the duty of governing meetings, delegating responsibility, and handling problems, which may arise concerning the Partnership Board. By overseeing meetings, the chairman must keep order on the floor and always keep the meeting productive. His delegated power involves a constant review of the Partnership and its current tasks. The Partnership Board, even though it is a democratic organisation, will develop problems, therefore the chairman has to maintain peace among members and preserve or create good relations among the participants from the local community and town centre business owners. The chairman also has the responsibility of appointing a position if no members are willing to run for that position.

The treasurer of the Partnership Board will most likely become a vital role in the Partnership. We recommend a candidate for the position who is used to budgeting money. Fortunately, most of the members of the Partnership will be business owners and would be capable of handling the funds of the Partnership Board. The members of the Partnership Board would elect the treasurer. The treasurer's responsibilities include obtaining project estimates, collecting money to accomplish the projects that the Partnership Board creates, alerting the members of the Partnership about the allocation of the funds, and maintaining the Partnership Board's bank account.

The secretary will be the scribe for all of the meetings that are held by the Partnership Board. The minutes recorded by the secretary will contain the reports given by each executive position and any thought or piece of information that is expressed by a member. After a final draft of the minutes is finished, the secretary will distribute the minutes within one week of the meeting to each of the Partnership members and any local business owners who had attended the open meeting. This prompt distribution should also enhance the views held by the local business owners in order to gain their confidence in the Partnership Board. The secretary must also maintain an updated contact list of all Partnership Board members.

The final position that is recommended is a public relations (PR) chairman. This PR chairman would run the marketing, promotions, and communications for the Partnership Board. The marketing and promotional aspects of the Partnership include informing the local area of meetings, supervising any projects that would concern external communications, and keeping the Council and the local community informed about the Partnership's work in progress. This position will facilitate any sub-committees that will be established by the Partnership Board to focus on following through with specific projects for the town centre.

After the initial steps of the Partnership Board are accomplished and the Partnership is operating solely on the funding of the private sector, the next step would be to consider hiring a town centre manager. The town centre manager would assist with all of the duties and obligations that the treasurer and public relations chairman have to complete. Above this, he or she would manage the projects that were devised by the Partnership Board and keep every member updated as to the daily workings of the projects. If the projects of the Partnership Board are sufficiently managed by the executive members of the Partnership, a town centre manager may not be necessary in the evolution of the Partnership. If the Partnership has larger, long-term projects to complete, but members are unable to contribute enough time to accomplish these projects, then the addition of a town centre manager is a possible step for the Partnership Board.

5.2.2 Partnership Composition

The initial, basic composition of the Partnership Board would be comprised of Ian Munn, Irfan Malik, and other Working Party members. This initial step, the transformation of the Mitcham Working Party into the "Mitcham Urban Village Partnership Board", will determine the number of members from each sector of the community. Besides the Working Party, we recommend that some concerned business owners be invited to become a part of the "Mitcham Urban Village Partnership Board," immediately following the transformation. These company owners are those who have shown concern and were willing to contribute funding towards an organisation that is for the improvement of the town centre. The following company

owners or managers have been interviewed and interested in the Partnership Board (see Appendix H); Roger Gillman of J.E. Gillman and Sons Funeral Services, and Kelly Hirsley of Halifax Bank. Each of these business owners had great insight into the problems and possible solutions for these problems in the town centre. Besides the aforementioned companies, the following companies would make great additions to the Partnership: David E. Robb Jewellers, Rays Pharmacy, B&Q, Boots Pharmacy, Mitcham Dry Cleaners and the Guild Charity Shop, because of their interest expressed in our questionnaires.

Once the Working Party and the owners of the previously stated businesses unite to form a Partnership Board, many ideas can be brought up. We feel that this current combination may exceed twenty members, thus leading to possible disorder in the organisation. To solve this problem and to gain somewhat of an initial income for the Partnership Board, the members should have to pay a base membership fee to obtain full Partnership privileges, such as voting rights on project proposals and officer elections. This membership would also grant members who pay dues a copy of the minutes, whether or not they were able to attend the Partnership Board meeting. These membership fees will reduce the number of members on the Partnership Board. If participants are willing to pay the membership dues, the Partnership Board will have an initial budget to accomplish small projects. With this membership fee, we are looking to secure no more than twenty members for the Partnership Board. Of these members, we suggest that there should only be two Council employees represented as members of the "Mitcham Urban Village Partnership Board." By allowing just two Council employees to be active members of the Partnership Board, the local town centre will notice that Merton Council has little impact on what the Partnership Board discusses and accomplishes; however, this impact is still important to the Partnership's operations.

We believe that as the Partnership gains the town centre business owners' trust, more owners will feel inclined to either include themselves in the regeneration or offer constructive ideas towards regenerating the area by involving themselves with the Partnership Board. When business owners start to notice the impact that a Partnership

Board could have on the town centre, more businesses will decide to contribute funding and become a component of the regeneration.

5.2.3 Meetings

Once the Working Party is established as the “Mitcham Urban Village Partnership Board”, a great idea to consider is to hold the meetings in a location very close to the town centre. These meetings should be held monthly to allow more interaction among members, as compared to the Working Party meetings held four times a year.

The locations of the meetings are definitely a large aspect of the how the meeting will operate. We recommend that the meeting place be inside or as close as possible to the town centre, but in a place that will be able to accommodate the full Partnership Board and others who would like to attend. The Partnership Board meetings should be open to the entire community, since the changes in the town centre also effect the community. Well-known places that hire out meeting rooms in the town centre, such as libraries, local halls, or schools, would be ideal locations for meetings.

The meeting will contain reports from the four executive officers, which includes their accomplishments for the past month and their goals for the next month. Once the Partnership Board is proposing projects and following through by creating specific project committees, another aspect of the meeting will have to be added. Reports will have to be given by a member of each project committee. These project committees should be managed by a due-paying member and may consist of other members and public or private sector volunteers. For example, if the Partnership creates a plan for an arts festival and a group of members have volunteered to organise it, a report concerning the progress and obstacles of the project will then be expressed through their committee report to the rest of the Partnership. These committees should also schedule weekly meetings of their own. These weekly meetings have the option of being held formally or informally, pending on the project.

Partnership Board meetings will be run by the chairman and attended by all members. The steps of the meeting will follow a formal procedure, such as Robert’s

Rules of Order (see Appendix N), which will be decided by the president. Every member and attendee will be able to express their opinions; however, only the members of the Partnership will have the ability to vote on the finalisation of all projects and the election of new officers.

5.3.0 Funding for the Partnership Board

Funding will be a crucial element in the regeneration of Mitcham. The process that we feel should take place in Mitcham is divided into two sections. The first section relates to obtaining funding directly after establishing the Partnership Board. The second and final section concerns attaining funding once the Partnership Board is a self-sustaining organisation.

5.3.1 Initial Funding

After transforming the Working Party into the “Mitcham Urban Village Partnership Board”, funding for the regeneration of Mitcham would have to come from the traders in the town centre. We believe that Merton Council will not contribute funding to the organisation until greater concern is established in the private sector; thus, the business sector of Mitcham must initiate the regeneration process in order to receive eventual funding from the Council.

We believe that a joint venture amongst three or four local business owners would be enough to initiate a large scale of interest into the “Mitcham Urban Village Partnership Board.” Based on the answers to our questionnaires, we found that only a small population of Mitcham’s centre is interested in getting involved with a long-term process; however, the small population that did express a concern could unite to fund promotional events for the community. Moreover, the businesses of the joint venture could complete a small, yet significant project in the town centre. For instance, the joint venture project could consist of hanging banners throughout the town centre in order to boast an identity. This smaller scale project would be seen by other local businesses that were initially wary of investing their time or money into a similar endeavour. A series of similar undertakings would not only improve the

appearance of the community, but would also enable business owners to unite and share their hopes and aspirations for the town centre. Perhaps when there are many business owners contributing funding to an array of smaller projects or charitable gatherings, Merton Council would be willing to set forth the funding for the larger problems such as crime and traffic.

We think that the “Mitcham Urban Village Partnership Board” should also establish loan agreements with Halifax Bank or another bank that is willing to participate. According to Kelly Hirsley (see Appendix H), Halifax Bank would probably be willing to assist in a regeneration process. All of the members participating, both the businesses and the bank, would benefit from discounted loan rates. Furthermore, the bank, which is a local business itself, would directly be involved in the regeneration of Mitcham.

5.3.2 Funding for Self-sustaining Partnership Board

As business owners in Mitcham become interested in regenerating the town centre, it is likely that obtaining funding will no longer be an obstacle. As stated earlier, the “Mitcham Urban Village Partnership Board” could establish membership fees for the constituents of the business community who are interested in being members. These fees may be chosen by the Partnership. If a small amount of money is collected from each member of the Partnership, there could be money for small projects, printing, or office supplies. In addition, it is our opinion that local businesses that are involved with the initial steps of the regeneration process would continue to donate funding for joint venture projects. Gap funding is another method that could be used to obtain funding, provided that the Partnership Board has an established Business Plan. For instance, gap funding methods could be implemented in the regeneration of the Eagle House. Members of the Partnership could sign a contract that requires them to contribute a certain amount of money for a three-year period. If the proposed Partnership Board in Mitcham ultimately decides that a town centre manager would benefit the long-term prosperity of the town centre, funding would be provided from the local businesses as well as Merton Council. Furthermore, we believe Merton

Council will contribute financial support if there is a Partnership Board in Mitcham that has established goals and price estimates to achieve the goals.

5.4.0 Future Operations for the Partnership Board

The various projects that the “Mitcham Urban Village Partnership Board” may undertake in the future are of concern to Merton Council. In order to fulfil their expectations of our project, we have created the following section, which will introduce and explain our suggested solutions to the problems that Mitcham is facing.

5.4.1 Uplift the Attitudes in the Community

A major problem that we observed from our research was the lack of communication between Merton Council and the business owners of Mitcham. It is our belief that a Partnership Board will help to unify these two groups. Once there is a regular dissemination of information from one group to the other through a designated member, the negative attitudes held by many business owners will gradually dissipate. The merchants in the town centre will realise that the Partnership Board, with the support of the Council, is working for their benefit by implementing projects instead of merely proposing projects. Moreover, Merton Council will become more aware of the problems that will arise in the town centre. In turn, there will be a swift response by the Partnership and the business owners to eradicate the problems before they become even more difficult to manage.

5.4.2 Community Involvement

After the Mitcham Working Party is transformed into the Mitcham Partnership Board, there will have to be many steps taken to notify the residents about the improvements in the area. Moreover, it will be important to involve residents or community organisations in the Partnership. If the Partnership Board in Mitcham is solely business based, its future shall be full of difficult times. Diversity is the essence of any successful organisation. We feel that our suggested promotional events shall stir an enormous amount of concern for the community. In addition to our

promotional events, the Partnership Board should also strive to attain community feedback on a yearly basis. This consultation with the community would come through surveys or assemblies. Furthermore, the Partnership Board should make their accomplishments known in a local publication or on community bulletin boards. All of these tactics shall aid in alleviating the apathy of Mitcham's residents, thus enhancing the overall disposition of the area.

5.4.3 Suggestions to Improve Traffic and Parking

Traffic was a recurring problem stated in our questionnaire. We believe that solving this problem will be a long-term project. According to Roger Gillman (See Appendix H), the rerouting of traffic through the town centre has been detrimental to his and other business owners' commerce. As of 2001, the town centre is divided into two major sections, which consists of a pedestrian friendly, inner shopping area that is encompassed by a precarious roadway and an outer shopping area. Prior to the rerouting of traffic, which took place about six years ago, there was no such division in the town centre. It is in our belief that the traffic should either flow through the pedestrian section once again or should flow around both sections. This rerouting of traffic would geographically unify the town centre, and provide a safer environment for pedestrians.

5.4.4 Suggestions to Decrease Crime

Crime was another major problem seen by the business owners of Mitcham. Removing crime from Mitcham will also be a long-term project for the Partnership. We suggest that there should be a greater number of police officers hired to patrol the area. In addition, we feel that many more businesses should adopt the CCTV security service. The Partnership Board will have to take measures to notify the business owners about the advantages of the service. Furthermore, the Partnership will have to remove the abundant amount of graffiti and repair other physical damages in the town centre. We believe that there should be some sort of community clean up day, which boast the importance of keeping the town centre free from vandalism.

6.0.0 Conclusions and Recommendations

Queen Anne may have been able to see a Mitcham that was beautiful in her time. Unfortunately, the only attractiveness that is left in Mitcham is within its parks, natural vistas, and historic buildings; however, our research may be a part of the initial steps for returning beauty to the town centre. Moreover, the strong economy that was present in Mitcham before the industrial restructuring of England may flourish once again. The results of our project will aid Merton Council, the business sector of Mitcham, and the potential “Mitcham Urban Village Partnership Board” in their combined quest to regenerate Mitcham’s town centre.

In order for us to achieve our goal of designing a Partnership Board for Mitcham, we used the research methods of case studies, interviews, and questionnaires. The case studies gave us an excellent background on Partnership Boards. From our case studies, we were able to obtain insightful aspects of Partnerships from the United States and England. The interviews that we conducted in the United States and England allowed us to hear the opinions of many different Partnership Board members. We also interviewed several business owners in Mitcham. In turn, we were able to hear the suggestions from a range of individuals who may contribute to the town centre’s rejuvenation. Our questionnaires, which were probably the best tool for gathering information, also enabled us to receive opinions from business owners in the town centre. Our reminder telephone calls were effective in prompting business owners to return their questionnaire.

Several issues arose during our process of gathering information. We did not receive quite as many responses to our questionnaires as we had hoped. While we did receive close to the 32% rate, which the Council achieved in their February of 2000 survey, we felt that a larger return rate would have been beneficial to our overall analysis and proposals. Furthermore, several business owners who held strong opinions about Merton Council did not share their ideas. When we were distributing our surveys many business owners said they would not fill out another survey for Merton Council. Their feedback could have been of great significance to our research. Mitcham town centre is unique; thus, we had to structure a Partnership Board that was

suitable for Mitcham without having a similar town centre to use as an example. Instead, we had to take the positive aspects from many different Partnership Boards and apply them to the “Mitcham Urban Village Partnership Board”. Moreover, we had to decide which aspects would not work in Mitcham because of its multiethnic and economically, disadvantaged character.

We recommend that a couple steps be taken for the development of the “Mitcham Urban Village Partnership Board.” The Mitcham Working Party should conduct interviews with our suggested additional Partnership members in order to develop a better understanding of their financial standing and the benefits they can bring to the Partnership. By referring to our surveys, the Mitcham Working Party would also be able to develop an understanding of which businesses would offer contributions to the Partnership Board. The Mitcham Working Party should also consult the local residents so they have an understanding of what is taking place in the town centre. We feel that residents will have an important role in the regeneration process.

The work we completed in London was an Interactive Qualifying Project (IQP). This project was a requirement for our undergraduate degree. In our IQP, we integrated various aspects of society and technology by applying qualitative research methods. In Mitcham, we consulted many individuals to see how much of an impact the Partnership Board would have on the community. From this consultation, we found that not every individual wanted to work towards regeneration or change to their environment; others were favourably disposed to work for renewal of Mitcham.

7.0.0 Appendices

7.1.0 Appendix A – Agency Specifications

The agency that is currently proposing this project is the Environmental Services Department of the Borough of Merton. Like many agencies of the Borough, it has a mission statement that is strictly followed in the daily workings of the department. This mission statement is as follows: “The Department will maintain and improve the local environment and economy of the Borough through the delivery of quality services and through regeneration and Partnership initiatives (Bremner, 2000).” The department contains five hundred working members and during the past year has received an annual budget of £13,000,000. The department directs their services to the entire population of Merton, which is approximately one hundred seventy thousand people.

7.2.0 Appendix B – Sample Questionnaire

WPI MUVPB Team
C/O Merton Council
Environmental Services Department
Merton Civic Centre
Morden
Surrey, SM4 5DX
Tel. No. 020. 8545 3587.

19 January 2001

Sir/Madame:

MITCHAM URBAN VILLAGE PROPOSED “PARTNERSHIP BOARD” RESEARCH PROJECT

We are third year students from Worcester Polytechnic Institute (USA), working for Merton Council. We are researching the composition, structure, and operation of a possible “Partnership Board” for Mitcham Urban Village.

We have enclosed, with this letter, a questionnaire. This questionnaire has been devised to provide feedback on the current economic situation of Mitcham Town Centre (the proposed Urban Village area). Over the past decade, businesses in this area have operated in an increasingly challenging environment. As a means of enhancing the prosperity of Mitcham, Merton Council is considering setting up a “Partnership Board” which will be devoted to assisting the regeneration of Mitcham Urban Village.

It would be greatly appreciated if you could take a few moments to fill out the enclosed questionnaire and let us know your opinions and comments about the proposed “Partnership Board”. We will try to contact you later to see if you have any questions concerning the questionnaire. Your views will be relayed to the Council for further consideration. We look forward to receiving your response, and we are eager to hear some of the creative ideas you might have for the Board.

Yours Faithfully,

WPI Mitcham Urban Village Partnership Board Team

Nicholas J. Barnes

Kevin Chasse

Jennifer Dorrian

Mitcham Urban Village (Proposed) Partnership Board Questionnaire
Distributed by the WPI Mitcham Urban Village Partnership Board Team

Please reply to the following questions.

1. Name of Business.

2. What does your business specialise in, if anything?

3. How long has your business been in Mitcham Town Centre?

4. How many persons are employed at your establishment?

5. How many of your employees are residents of Mitcham?

6. Have you ever been a member of a non-profit organisation, whose primary goal was to aid the local community? If so, what was the name of that organisation and what was your role in the organisation?

7. Do you see any current problems in the area or any occurring in the near future?

If you answered NO in Question 7 please go to Question 12

8. What are the problems that you see?

9. How do you feel these problems are affecting your business, if at all?

10. Do you feel an organisation set up to tackle these problems would help? If yes, please explain how.

11. Do you feel that your business can contribute funding/time to this organisation?

12. In what way could your business benefit from the potential regeneration of Mitcham Town Centre?

13. Would you be interested in joining an organisation (Partnership Board) that would promote through the regeneration of Mitcham Town Centre as an Urban Village?

14. Additional Comments.

Thanks for your co-operation. Please return this completed questionnaire in the pre-paid envelope enclosed to:

WPI MUVPB Team
C/O Merton Council
Environmental Services Department
Merton Civic Centre
Morden
Surrey SM4 5DX

Date:

7.3.0 Appendix C – Database of Town Centre Businesses and Questionnaire Information

#	Name of Business	Address	Telephone #	Section Color	Store Type	# of Years in the Town Centre	# of Employees	# of Resident Employees	Problems Seen?	Willing to Contribute to Partnership Board
1	Alleens Cards	Majestic Way	02086407526	Blue	General Store	13	1 full, 3 part	ALL	NO	NO
2	Andrews Estate Agents		02086480893	Blue	Agents	50+	8	4	YES	NO
3	Antique and Modern Furniture	32 Upper Green East	01816408467	Green	Home					
4	Antonio's di Calabria	257 London Road	02086569898	Green	Food					
5	Approval Car Rental	29 Monarch Road	02088462605	Blue	Automobiles					
6	Argels Stoneham Burstows Sol.	19a Upper Green East	02086485221	Green	Solicitor					
7	B & Q			Yellow	Home	15	31	8	YES	YES
8	Barclays Bank	33 Upper Green East	01812735333	Green	Bank					
9	Bargain City	1 Upper Green East	01816487675	Green	General Store					
10	Barnard Marcus	1 Langdale Parade	02086461616	Green	Agents	17	6	4	YES	NO
11	Basic Outfitters	185 London Road	02086467694	Blue	Clothing					
12	Binmeet Stationers	237 London Road	02086871709	Green	Entertainment					
13	Blockbuster			Yellow	Entertainment					
14	Boots	Majestic Way	02076467323	Blue	Pharmacy	4	7	4	YES	YES
15	British Red Cross Shop	15 Upper Green East	02086409514	Green	Thrift	5	12	11	YES	NO
16	Celebrity Enterprise	3 Langdale Parade	02082960090	Green	Thrift	0.25	1	1	YES	NO
17	Cost Cutters	37,39 Upper Green East	02086409547	Green	Grocery					
18	Courtesy Florists	219 London Road	01816483506	Blue	Entertainment					
19	D M Evans	278 London Road	02086482454	Blue	Grocery					
20	David W. Robb	21 Upper Green East	02086481043	Green	Jewellery					
21	Dental Surgery	25a Upper Green East	01816482931	Green	Medical					
22	Dillons	25 Upper Green East	02086482931	Green	Grocery		5	4	YES	NO
23	Dispensing Chemist	10 Fair Green Parade	02086482112	Green	Pharmacy					
24	Donal Drewett and Sons	49 Upper Green East	01816482905	Green	Funeral					
25	Dreams Beds Super Store	125 London Road		Blue	Home					

#	Name of Business	Address	Telephone #	Section Color	Store Type	# of Years in the Town Centre	# of Employees	# of Resident Employees	Problems Seen?	Willing to Contribute to Partnership Board
26	Eddown and Co.	190 London Road	01816483936	Blue	Automobiles	50	3	0	YES	NO
27	F. Strowger and Co.	14 Upper Green East	02086484714	Green	Home					
28	Farm Foods	Majestic Way	02086406393	Blue	Grocery					
29	Figgs Marsh General Store	168 London Road	02082867499	Blue	General Store					
30	Fitness First	Majestic Way	02086409944	Blue	Entertainment	1	25	3	YES	YES
31	Fruit and Vegetable	2 Upper Green East	02086461286	Green	Grocery					
32	Games 4 U	254 London Road	02084606617	Blue	Entertainment					
33	Girls and Boys	4 Fair Green Parade	02082888790	Green	Clothing					
34	Greggs Bakery	8 Fair Green Parade		Green	Grocery					
35	Hair by Nino	253 London Road	02086484130	Green	Beauty	22+	4	2	YES	NO
36	Halifax	Majestic Way	02089189305	Blue	Bank	20+	6	1	YES	YES
37	Hartgate Motorcycles	18 Upper Green East	02086408862	Green	Automobiles					
38	Hire Shops	38 Upper Green East	02086869500	Green	Automobiles					
39	HSBC	241 London Road		Blue	Bank					
40	Iceland			Green	Grocery					
41	Internet and Coffee Lounge	164 London Road	02086465820	Blue	Internet Acc.					
42	Jan Nel and Associates	47a Upper Green East	02086483757	Green	Medical	45	8	5	NO	YES
43	JE Gillman & Sons	205 London Road	01816850349	Blue	Funeral	20	8	1	YES	Maybe
44	John Lewis Optical	261 London Road	01816405353	Green	Medical					
45	Jovan Foods	10 Upper Green East	01816483197	Green	Grocery					
46	KFC	231 London Road		Green	Food					
47	Kings Arms			Blue	Pub					
48	Lloyds TSB	3 Upper Green East	02089715000	Green	Bank					
49	Lloyds TSB	Majestic Way	02086405315	Blue	Bank					
50	Lunn Poly Holiday Shop	3 Majestic Way	02086402446	Blue	Agents					

#	Name of Business	Address	Telephone #	Section Color	Store Type	# of Years in the Town Centre	# of Employees	# of Resident Employees	Problems Seen?	Willing to Contribute to Partnership Board
51	McDonalds	London Road		Blue	Food	11	60	50	YES	YES
52	Mitcham Drycleaners	276 London Road	01816407558	Green	Cleaners	6	3	1	YES	YES
53	Mitcham Fish and Chips	258 London Road	01816403339 / 01816401492	Green	Food					
54	Mitcham Garden Centre	192,200 London Road		Blue	Home					
55	Mitcham Public Library	157 London Road	01816484070 / 01816486516	Blue	Library					
56	Mitcham Vet Clinic	3 Upper Green East	02086405766	Green	Medical	16	4	2	YES	NO
57	Mr. Big	199 London Road		Blue	Clothing					
58	Mr. Kebab	9 Majestic Way		Blue	Food					
59	National Westminster			Green	Bank					
60	Netto Food Stores	17 Westen Road	02086461739	Yellow	Grocery					
61	New Look	6 Fair Green Parade	02086407334	Green	Beauty					
62	Peacocks	Majestic Way	02086404152	Blue	Clothing					
63	Perfect Pizza	255 London Road		Green	Food					
64	Pound Limited	226 London Road		Green	General Store					
65	Premier Jewellers	35 Upper Green East	02086401016	Green	Jewellery					
66	Rayner and Eve Ltd.	37 to 39 Westen Road	0181648915	Yellow	Medical	2	20	10	NO	NO
67	Rays Pharmacy	167 London Road	02086400886	Blue	Pharmacy	18	4	3	YES	Maybe
68	Rely a Blinds	6 Majestic Way	01816404434	Blue	Automobiles					
69	Repair Bar	191 London Road	02086402191	Blue	Automobiles					
70	Ring O' Roses	238,240 London Road	01816409099	Blue	Clothing					
71	Saint Raphael's Hospice	4 Langdale Parade	02086465321	Green	Hospice	2	14	10	NO	NO
72	Saint Clare Chemist			Green	Pharmacy	25	6	3	NO	NO
73	Security Center	41 Upper Green East	02086482980	Green	Locksmith	25	6	4	YES	Maybe
74	Selective Recruitment	215 London Road	01816859477	Blue	job employmnt					
75	Simply Nails	239 London Road	02086466688	Green	Beauty					

#	Name of Business	Address	Telephone #	Section Color	Store Type	# of Years in the Town Centre	# of Employees	# of Resident Employees	Problems Seen?	Willing to Contribute to Partnership Board
76	Skipper's Fish and Chips	10 Majestic Way		Blue	Food					
77	Solicitors and Notaries	103,105 London Road	02086464885	Blue	Solicitor					
78	Somerfield Supermarket	Majestic Way	02086859620	Blue	Grocery					
79	Something Special	280 London Road		Green	Entertainment					
80	Sound and Vision Videos	31 Monarch Road	02086870333	Blue	Entertainment					
81	Star Café	47 Upper Green East	02086486507	Green	Food					
82	Stopford's Dance and Fitn. Centre	263 London Road	02086871700	Green	Entertainment	1	20	0	YES	NO
83	Sunny Jim's	38 Monarch Road	01816466422	Blue	Beauty	5	2	0	YES	NO
84	Super Drug	Majestic Way	02086841297	Blue	Pharmacy					
85	Tarrant and Co.	201 London Road		Green	Agents					
86	Taza Fried Chicken Rice and Spice	173 London Road		Blue	Food	0.16	2	1	NO	NO
87	Tesco	286 London Road		Green	Grocery					
88	The Barber Shop	69 Monarch Road	02096486031	Blue	Beauty					
89	The Barbers	6 Lock's Lane	01816401678	Blue	Beauty	14	1	1	YES	NO
90	The Big Apple Grocers	161 London Road	02086407780	Blue	General Store					
91	The Carpet Cabin	12 Upper Green East	01812417600	Green	Home					
92	The Guild Charity shop	9 Upper Green East	01816480419	Green	Thrift	9	1	0	YES	Maybe
93	The White Lion			Blue	Pub					
94	Three Cooks Bakery	33 Upper Green East	02086483827	Green	Grocery					
95	Tommy Jock pub	107 London Road	02086466387	Blue	Pub					
96	Trings Discount- dom. Appl.	40 Monarch Road		Blue	Home	55	3	3	YES	Yes
97	Vanda Hair Salon	8A Majestic Way		Blue	Beauty					
98	Vanity Fair	45 Upper Green East	01816489040	Green	Beauty					
99	Vival Travel	75 Monarch Road	02086467333	Blue	Agents	0.5	2	2	NO	YES
100	Woolwich	2 Langdale Parade	02086406422	Green	Bank	10+	7	2	NO	NO

7.4.0 Appendix D – Selected Questionnaire Responses

We received several interesting responses to a few of the questions in our questionnaires. The following list contains some of the questions we asked in our questionnaire and some of the responses we received to those questions.

Question 7 – Do you see any current problems in the area or any occurring in the near future?

- “You do not feel safe even going to your car at night after work.”
- “The town centre redevelopment carried out in the early 1990’s has completely destroyed the village character, as predicted by residents and businesses at that time. Loss of business as a result has dissuaded people of higher socio-economic groups from residing in the area.”
- “Merton Council”

Question 9 – How do you feel these problems are affecting your business, if at all?

- “The area looks run-down and depressed.”
- “We have customers outside of Mitcham, but they will not come here because it takes too long.”
- “People are just not happy coming to Mitcham.”
- “They (Merton Council) are killing us.”

Question 10 – Do you feel an organisation set up to tackle these problems would help? If yes, please explain how.

- “A body at grass-roots level could assess the day-to-day inconveniences effecting business.”
- “I would like to see someone making progress.”
- “Only if the Council listen and do not play lip service as (they do) at present.”
- “No! Action is needed, not just another group to talk about it.”

- “No! Previous organisations have tried and failed considerably in the face of obstinate, blind policy adopted by the local authority, completely contrary to the views of the local business and residential communities.”

Question 11 – Do you feel your business can contribute funding/time to this organisation?

- “I already contribute thousands of pounds in rates and Council tax!”
- “We are already broke thanks to Merton Council.”

Question 13 – Would you be interested in joining an organisation (Partnership Board) that would promote through the regeneration of Mitcham Town Centre as an Urban Village?

- “No, because I would be banging my head against a brick wall!”
- “As much as I want Mitcham to change for the better, I do not feel that my presence will have any effect.”
- “No, we are leaving Mitcham.”

Additional Comments:

- “The local authority will not listen. They have never listened to local views. Mitcham Town Centre has been the subject of research for the past fifteen years. Look what has happened in that time! Merton Council simply needs to look at its own policies. No doubt I am paying for this new research.”
- “Every time that I point out any problems, I do not get a satisfactory reply.”
- “Merton Council have left Mitcham for last as usual.”
- “The clock is ticking. Do not talk for too long.”

7.5.0 Appendix E - Interviews with Worcester Partnerships

7.5.1 Interview Protocol for Jennifer Fioretti and Jack Foley

- Asked the questions listed below:
 - Who first proposed that Worcester Main South should be rejuvenated?
 - What were the initial steps taken to develop the partnership board?
Ask for elaboration on steps.
 - What steps are being taken now to maintain the partnership?
 - Who is involved in this partnership?
 - How does each member of the partnership contribute?
 - How are these groups represented during meetings of the board?
 - How often are meetings held?
 - How is the plan broken up in relation to the contribution of each group?
 - How were the executive members of the board established?
 - What problems were encountered?
 - Are there any problems being encountered now?
 - What are some positive and negative aspects that have resulted from the partnership board?
 - What would you change about the partnership board?
 - Is there anyone else in the local community whom we should get in contact with?

7.5.2 Interview with Jennifer Fioretti

Jennifer Fioretti is the Economic Development Co-ordinator of the Main South Community Development Corporation (CDC). In the interview, she spoke largely about the recent history of the Main South CDC. She also spoke about funding for this redevelopment organisation.

Concerned residents felt their community needed to be a better place to live, so they established the Main South CDC in 1986. This concern for the community began because of the desertion of major factories from the Worcester area. After the factories were closed, the economy began to decline, causing crime and drugs to overcome the area.

The Main South CDC was recognised as an organisation and began involving other people and organisations. In the beginning, it was made up of outspoken residents and Saint Peter's Church. Funding came from a large company called SEEDCO. In 1988, the CDC began its first residential building renovation.

For the initial six years of the Main South CDC, it never associated with Clark University. In 1994, the Main South CDC and Clark University established the University Park Partnership (UPP). The two organisations joined for many reasons. One reason was that their union would have a greater positive impact on the community. Another reason, which would be generated because of the partnership, was the increased leverage for more funds from the government. Even though they created a partnership, each of the two larger organisations had their own responsibilities. The Main South CDC would be represented as a community liaison, whereas Clark University would concentrate on education.

Clark University began their involvement with the community for similar reasons as the Main South CDC. After the factories in the area were closed about thirty years ago, crime and drugs began to contaminate the community. The deteriorating community gave a feeling to the people visiting that the school's surrounding areas were not safe. As a result of this uncertain feeling caused by the area's decrepit appearance, Clark University started to suffer in enrolment.

The structure of the Main South CDC is based on fifteen members that make up a board of executives. To receive funding from the Department of Housing Unity Development and the COPC, the executive board of Community Development Corporations has to be comprised of at least fifty-one percent community members. The executive board for the Main South CDC is made up of twelve community members and three non-residents. Two out of the three non-residents are Jack Foley, Vice President of Clark University, and a Boys and Girls Club representative, Vince Delmonte.

The board meets once a month and usually receives approximately eighty-five percent attendance. The meetings are held with a standard Parliamentary Procedure structure. The Executive Director, who is currently Steve Teasdale, presents his report and then minutes are taken. After the officers have given their reports, new business is discussed concerning current or upcoming projects that the Main South CDC will perform. The projects that the Main South CDC accomplishes are in a one-square mile area that contains a population of about eleven thousand residents. Residents that paid a small membership fee to be able to take part in the workings of the Main South CDC initially chose this group of executives. The board of executives chooses the executive director. In turn, the executive director hires staff to run the Main South CDC.

At the start of the Main South CDC, donations from the community and local businesses were used for its construction. Because the organisation is an established community development corporation, which is a non-profit organisation, the government offers certain options and benefits. One benefit that the government extends this type of organisation is a TIF purchase. The TIF benefit is a federal decrease in taxes whenever the non-profit organisation buys a property. In the Main South CDC's case, property can be purchased and taxes can be paid at an initial discounted rate.

7.5.3 Interview with Jack Foley

Jack Foley is the treasurer of the Main South Community Development Corporation and Vice President of Clark University. He gave us a general background of the Main South Community Development Corporation (CDC) and organisations of its nature. He also spoke about the structure of the Main South CDC.

The rejuvenation of Main South is a model of Participatory Rapid Appraisal (PRA), which is a process that had been used to revitalise financially disadvantaged villages in Africa. For further information on PRA, Mr. Foley said that Dick Ford of Clark University would be the person to get in touch with. Jack Foley then continued by stating that the CDC is an “umbrella organisation” that fulfils the neighbourhood’s needs. According to him, the key to a successful Partnership is getting the neighbourhood citizens involved. If the Partnership is based solely on local businesses, the Partnership will only be temporary and will never fully accomplish its goal of rejuvenation. He also stressed the importance of knowing what the population wants changed. Furthermore, he said it is also very important to unify the area’s residents; he said this may be difficult as there are often many cultural and language barriers.

After having discussed the fundamentals of a successful partnership, Mr. Foley went on to discuss the details of the Main South CDC. As a general tip he started off by saying meetings should take place where everyone involved will be comfortable. For instance, it would not be wise to hold meetings at a local college because of the potential intimidation this place of higher learning would present to less educated citizens. He went on to say that the Main South CDC is composed of fifteen executive members. Clark University holds a seat, and Saint Peter’s Parish holds a seat. The rest of the executive board is made up of thirteen community representatives. These community representatives are neighbourhood residents, community activist, and local business representatives. The Main South CDC’s main committee of fifteen members is further broken down into subcommittees. These subcommittees include finance, public safety, physical rehabilitation, and committees of the like. Main South CDC executive members contribute to the larger committee by being a member of a subcommittee, as well as

representing the Main South CDC in the community. Partnership meetings are held monthly, with subcommittees meeting between the Partnership Board meetings. The Partnership meetings occur in following order: the treasurer's report on the current finances, the report of the subcommittees, a report from the executive director and the staff, any legal votes that are necessary, and new business. Mr. Foley concluded the interview by saying he would like to see more committee activity as it was somewhat inconsistent. Other than that, he said the time at meetings is spent efficiently and the organisation is moving forward.

7.6.0 Appendix F – Interviews with Wimbledon Partnership

7.6.1 Interview Protocol for Ian Cramp and Graham Webb

➤ Asked the questions listed below:

- Who first proposed that the township of Wimbledon develop a partnership board?
- What were the initial steps taken to develop the partnership board?
Ask for elaboration on steps.
- What steps are being taken now to maintain the partnership?
- Who is involved in this partnership?
- How does each member of the partnership contribute?
- How are these groups represented during meetings of the board?
- How often are meetings held?
- How is the plan broken up in relation to the contribution of each group?
- How were the executive members of the board established?
- Where does funding for the board come from?
- What are some examples of projects the board has completed?
- What problems were encountered?
- Are there any problems being encountered now?
- What are some positive and negative aspects that have resulted from the partnership board?
- What would you change about the partnership board?
- Do you know of any other partnerships in the area?
- Please give a detailed description of your job.
- What processes did you encounter while applying for this job?
- Is there anyone else in the local community whom we should get in contact with?
- Do you have any information that will be helpful to the development of the Mitcham Urban Village Partnership Board?

7.6.2 Interview with Ian Cramp

Ian Cramp is the Wimbledon Town Centre Manager. He informed us about the past, present, and future of the Wimbledon Partnership Board. He also gave us some information about the general operation of Partnership Boards.

Partnership Boards were introduced to Merton about 18 months ago. The Merton planning department took the first step to create a Partnership Board by incorporating the town centre management of Avery and Essex into a town centre organisation, which had the goal of improving the area.

The Wimbledon Town Centre Working Party began the Wimbledon Town Centre Partnership. The representatives of the Working Party chose business and community leaders to establish a Partnership Board. The Wimbledon Partnership currently has seven members, but the number of members could range from five to fifteen. These members were all businesses who contributed as much as four thousand pounds per year and had an agreement to continue with the organisation for three years. Many of these members are larger organisations, including Prudential, Ely's, Merton Civic Society (community organisation), and the Merton Chamber of Commerce. These members are very active in the Partnership, because they have a stake in the town centre management. Moreover, improvements in the area will increase the prosperity and longevity of their businesses.

The members of the Partnership Board do not always have time to attend meetings. Instead of attending the meeting themselves, they send a representative or a deputy, such as a project manager. Meetings are held five times a year. There are no established executive members, but there is a chairman of the Partnership.

The regeneration of a town centre presents an area that is more becoming to consumers. Many shoppers, in turn, will buy their goods in the regenerated area. The increase in consumerism creates a greater amount of competition among the local businesses. The businesses are also allowed to increase the price of their items because of the local economy's prosperity. Larger businesses will then move into the area and create an extremely stable market. When there are many corporations in an area making large profits, the need for outside funding is decreased.

Wimbledon has not finalised their plan of action or Business Plan; however, Mr. Cramp told us some of the things he would like to see the Partnership accomplish. He would like to see a radio link between businesses to decrease crime, a promotion of events for community residents, and more relationships between businesses to decrease competition. Mr. Cramp sees several positive aspects as a result of the Partnership. He is impressed with the town centre's commitment to contribute to the environment and with the enthusiasm of businesses to take part in this effort. He is also impressed with the increase in the number of parking facilities that have accommodated travellers in the area.

The function of a town centre manager is to act as a mediator between the Council, and the community represented businesses on the Partnership Board. He has to build communication, trust, understanding, and relationships between the two groups. He also promotes, encourages, and assists in the Partnership Board's decisions by improving town centre management.

After we ended our interview Mr. Cramp, he told us that we could contact Peter Grocott and Graham Webb for more information on the Wimbledon Partnership Board.

7.6.3 Interview with Graham Webb

Graham Webb has been the Centre Court Shopping Centre Manager for the past two and a half years. To introduce the Wimbledon Partnership, he began by explaining to us that the Wimbledon Working Party had previously established the basic structure and membership criteria for the Wimbledon Partnership Board.

Key businesses that are involved in the Partnership include Debenhams, Elys, and Boots. Several owners of the buildings in the town centre are also members of the Partnership. These business and building owner partners took a lead in getting involved as the core financial participants for the Town Centre Manager position. The first objective that the Partnership fulfilled was establishing the job description and hiring a Town Centre Manager for Wimbledon Town Centre. The concept of a Town Centre Manager has been around for approximately ten years. One thing that enabled the businesses and building owners of Wimbledon to decide that they needed a town centre manager was the development the Centre Court Shopping Centre, which began in 1992.

One of the projects that the town centre manager was responsible for was pooling the advertisement of the local businesses. In turn, the merchants of many stores in the centre were able to distribute a packet that advertised the whole town centre area.

The Partnership Board meetings are held every six weeks, and the Working Party meetings are held four times a year. The Working Party is made up of twenty members that range from the public, private, and voluntary sectors. By opening the meeting of the Partnership Board to whoever in the community is interested, the Partnership receives participants from the local government, police, and Transport and Railway Agencies.

In relation to funding, the Wimbledon Partnership Board lobbied Merton Council for financial contributions. Furthermore, the Partnership initially received funding from businesses in the area that were financially well off. Mr. Webb said that funding was the crux of starting a Partnership Board. Another key aspect that Mr. Webb pointed out was presenting the significance of the Partnership Board, both the short and long term effects and benefits, to the various companies in Mitcham's town

centre. He also recommended, especially for Mitcham, to include a community representative on the Partnership. This position is not important when it comes to the stakeholders of the Partnership, but it is crucial to obtain a consensus from the area's residents.

In our interview, Mr. Webb also gave us information concerning the past problems of the Wimbledon Partnership. These problems were all related to business involvement with the Partnership. Company owners had a problem with dedicating time and believing that they could pull their funds together to accomplish the two-thirds of the salary necessary for the town centre manager; the other one-third was to be contributed by Merton Council. The Wimbledon Working Party carefully explained the many advantages of having a town centre manager to the constituents of the town centre business community as a means of suppressing the doubts that were present. Once there was a general consensus amongst the town centre community that a town centre manager for Wimbledon would be beneficial, criteria for the position were created by the Working Party. It took two years for an individual to be hired.

The current Town Centre Manager, Ian Cramp, is currently keeping all of the members of the Partnership Board up to date. Mr. Cramp follows an organised Business Plan, which consisted of the Partnership's expectations of the Town Centre Manager. One of Mr. Cramp's initial responsibilities in his Business Plan was to collect data from Wimbledon's town centre and analyse the data in order to create the basic infrastructure of the town centre. He is also involved in the tourism and safety aspects of the town centre. With the collaboration of the Police and local transport officials, Mr. Cramp is trying to minimise the assembly of adolescent and younger individuals at the entrance of the Centre Court Shopping Centre.

Graham Webb saw several changes in the Partnership Board that will occur within the next couple years. These changes related to communication in the town centre community and the addition of new businesses. Many new ideas will flourish in the community once the Business Plan has begun and there is better communication amongst the local business of Wimbledon. Moreover, once new businesses move into

the area and become contributors in the community there is a possibility that members of the Partnership may change accordingly.

7.7.0 Appendix G – Interview with Mitcham Working Party

7.7.1 Interview Protocol for Irfan Malik

➤ Asked the questions listed below:

- What is the Mitcham Working Party?
- What is your role as a member of the Working Party?
- Who are the other members of the Working Party?
- What activities is the Mitcham Working Party involved in?
- What does the Working Party do for the local businesses?
- What steps could be taken to get the business community of Mitcham involved with a regeneration of the downtown?
- What problems do you see facing the downtown of Mitcham?
- What steps has the Working Party taken to fix these problems?
- How do think a specialised organisation would be in response to these problems, and what changes could it make?
- Are you familiar with partnership boards? If not explain.
- Do you think that a partnership board is the proper means of regenerating the town centre? If not, why and what would be a good way to go about solutions for the centre's problems?
- Would you or the Working Party contribute time or funding to complete projects that benefit the community?
- Is there anyone else in the local business community whom we should get in contact with for further partnership board feedback?
- Do you have any additional information that will be helpful to the development of the Mitcham Urban Village Partnership Board?

7.7.2 Interview with Irfan Malik

Irfan Malik is the Head Amenity for the town centre of Mitcham. His responsibility is to overlook the organisations that have a part in Mitcham town centre. By overseeing these organisations, he hopes to regenerate the area at a faster, more efficient pace. He began working for the Council in June of 1999, which at the time had no major efforts towards the regeneration of Mitcham.

One of his accomplishments as Head Amenity was the restarting of meetings between the residents of Mitcham and the Council. This lack of meetings had caused tension in preceding years. His major goal is to begin the establishment of a Partnership Board, while implementing the Urban Village approach. He explained to us how our project was to play an important role in the Borough, and how we should consult the vision that previous consultants have had concerning the Urban Village approach. A Partnership that he suggested we look into was St. John's Village in Wolverhampton. He also recommended that during our interviews with the town centre businesses, who are members of the Mitcham Town Centre Working Party, we ask why they do not attend the Working Party meetings. The Proposal that we provide the Environmental Services Department will facilitate the Working Party in its Partnership Board construction and direct the Party in the right direction in managing the project. Mr. Malik also gave us a brief summary of Town Centres Limited, which is the consulting team working in Mitcham, and some of the goals that the group is going to attempt to accomplish. The consultant agency is going to hold workshops and general meetings that will be open to residents, shop owners, and managers. These workshops and meetings will help unify the area as well as provide valuable information about Partnership Boards and the future goals of Merton Council.

The first major step that the Working Party will conduct is the transformation of itself into the "Mitcham Urban Village Partnership Board." Currently, the Working Party is a group that cannot assemble all of its members at meetings. McDonalds representatives, resident association members, and MAFIA (a disabled residents group) are a few examples of the members that do not attend meetings regularly. There are very few businesses in the Working Party, and the members that are

involved are losing interest. By renaming the Working Party the “Mitcham Urban Village Partnership Board”, Mr. Malik hopes to start an initiative that will once again attract businesses to the town centre.

Irfan Malik then discussed funding for the town centre. He mentioned a grant that is primarily focused on urban villages; however, this grant is only given to central London areas. Geoff Warren, presently a member of Merton Council’s Transport Department, is attempting to apply for this grant by focusing on the idea of the “Mitcham Urban Village”, and he is trying to persuade the presenters of the grant to not take into account that Mitcham is located in outer London. A way by which shops can receive funding for direct benefit to their shop is the Town Centre Improvement Grant Scheme. This improvement grant focuses on individual businesses, not on general area. A current project that the Working Party is looking into is a training program to inform the local shop owners how to apply for the grant.

Mr. Malik offered us recommendations that regarded the transport and housing issues within Mitcham. The transportation issue, as Mr. Malik stated, is a key aspect in returning civic pride to the residents and business owners. He also stated that people could not afford housing in the area; therefore, subsidised housing could possibly become a part of the regeneration of the town centre.

We mentioned that we had received many concerns in our questionnaires regarding the rates that the shops in the town centre pay. The rates are established by Parliament. Councils throughout London must collect these rates from each business. After collecting all of the rates, the money is turned over to Parliament and then redistributed to the Boroughs in ways Parliament deems appropriate.

7.7.3 Interview Protocol for Kevin Munnely

- Asked the questions listed below:
 - Who first proposed that the township of Wimbledon develop a partnership board?
 - What were the initial steps taken to develop the partnership board?
Ask for ELABORATION ON STEPS.
 - What steps are being taken now to maintain the partnership?
 - Who is involved in this partnership?
 - How does each member of the partnership contribute?
 - How are these groups represented during meetings of the board?
 - How often are meetings held?
 - How is the plan broken up in relation to the contribution of each group?
 - How were the executive members of the board established?
 - Where does funding for the board come from?
 - What are some examples of projects the board has completed?
 - What problems were encountered?
 - Are there any problems being encountered now?
 - What are some positive and negative aspects that have resulted from the partnership board?
 - What would you change about the partnership board?
 - Do you know of any other partnerships in the area?
 - Please give a detailed description of a Town Centre Manager.
 - What processes did you use when searching for applicants for this job?
 - Is there anyone else in the local community whom we should get in contact with? Besides Peter Grocott or Graham Webb.
 - Do you have any information that will be helpful to the development of the Mitcham Urban Village Partnership Board?

7.7.4 Interview with Kevin Munnelly

Kevin Munnelly is the Principal Projects Officer for the Environmental Services Department's Business and Environmental Partnerships Unit of Merton Council. While we had thought that Mr. Munnelly would give us a great deal of knowledge on the Wimbledon Town Centre Partnership, he actually gave us more information on Mitcham.

In February of 2000, Mr. Munnelly was in charge of the Mitcham Town Centre Traders Survey. This survey was hand delivered to the businesses of Mitcham town centre. They received a 32% response rate. These surveys contained questions regarding business, problems seen in the area, and the willingness of companies to help in regeneration. From the surveys, Kevin Munnelly and his team were able to understand what the retailers in Mitcham wanted to see improved in the centre. Businesses stated that an organisation for regeneration was a good idea; however, they did not show any willingness to participate in such an organisation.

Mr. Munnelly also informed us about the Draft Town Centre Management Strategy. This is a plan for changes in the town centre management of each town centre in Merton. While speaking of this strategy, Mr. Munnelly suggested that we propose steps toward establishing a Partnership. He claimed that housing and transportation improvements would be the first steps in redevelopment. Businesses are not interested in joining a Partnership, thus improvements must take place in the town centre to attract businesses into the Partnership. These improvements would be projects performed by individuals.

Wimbledon was only mentioned briefly. Mr. Munnelly suggested talking to business leaders in the Wimbledon Town Centre Partnership to understand the role of businesses. He said that Mitcham and Wimbledon are very different in economic and social issues, and Mitcham needs an almost completely different management structure. Mr. Munnelly told us that the town centre of Wolverhampton, which is located in the West Midlands near Birmingham, has the only Partnership Board that is in a town centre similar to Mitcham. He suggested that we get in contact with this

Partnership to discover how their Partnership Board has evolved and currently functions.

As the interview was coming to an end, Mr. Munnely gave us the names of Kathy Bucknill and Pete Thomas to get in touch with, concerning housing and transport, respectively. At the end of his interview, Mr. Munnely encouraged us to focus on simple steps toward the establishment of a Partnership, since a fully structured Partnership Board would take many years to establish.

7.8.0 Appendix H – Interviews with Mitcham Business Owners

7.8.1 Interview Protocol for Roger Gillman

- Asked the questions listed below:
 - From the problems that you stated in the questionnaire, which of them has the most impact on your business?
 - What changes could be made by the Council to solve this problem?
 - What changes could be made by your business to solve this problem?
 - How do think a specialised organisation would be in response to this problem, and what changes could it make?
 - How much time a month could you offer towards solving the Town Centre's problems?
 - Would you be willing to contribute funding to complete projects that benefit the community?
 - Are you familiar with partnership boards? If not explain.
 - Do you think that a partnership board is the proper means of regenerating the town centre? If not, why and what would be a good way to go about solutions for the centre's problems?
 - What is the Mitcham Traders Association and whom is it made up of?
 - What is your role as chairman of the association?
 - What activities is the Mitcham Traders Association involved in?
 - What do the Mitcham Traders do for the local businesses?
 - Is there anyone else in the local business community whom we should get in contact with for further partnership board feedback?
 - Do you have any additional information that will be helpful to the development of the Mitcham Urban Village Partnership Board?

7.8.2 Interview with Roger Gillman

Roger Gillman is the owner of J.E. Gillman & Sons Funeral Services, which is composed of six branch offices that are located throughout London. Mr. Gillman is also the Chairman of the Mitcham Traders Association. He gave us a general background of the problems in Mitcham as well as a description of the Mitcham Traders Association.

The Gillman family has owned shops in the area of Mitcham since the time of World War II. The amount of commerce that his funeral business has attracted has decreased considerably in the last five or six years. Mr. Gillman feels this decline in sales is a direct result of the road system in Mitcham, which until six years ago ran directly through the town centre. The road system, while created to be pedestrian friendly, has deterred many people from purchasing their goods from the shops in Mitcham town centre. According to Mr. Gillman, many local residents buy their merchandise in neighbouring communities, such as Tooting and Collier Woods, because these areas present parking and a variety of shops within walking distance from the car park. Mitcham, however, presents an area that leaves citizens with no option but to walk across several lanes of traffic in order to buy goods at a local retailer. Moreover, there is little parking available. The removal of the roadway through the town centre has “broken the heart of Mitcham.”

Perhaps it was the change in the roadway system that caused many businesses to vacate the town centre of Mitcham. The driving force that compelled many businesses to abandon Mitcham has prevented many businesses from moving into the area. Many commercial units in the town centre are vacant. There are also many empty flats above these former businesses and the rest of the town centre. Mr. Gillman said that this “pseudo-ghost town” appearance creates fear amongst potential businesses. In turn, many businesses settle down in other areas of London.

Mr Gillman is the Chairman of the Mitcham Traders Association. The organisation is still in existence; however, it is nothing in comparison to what it was before Mitcham’s gradual decline. At one time, the group was composed of sixty local

businesses, and it created solutions for many problems facing individual businesses. For instance, during one Christmas season the association hung lights around the town centre. The Traders Association has also lobbied the Council for the placement of signs at the entry of Mitcham's town centre to boast an identity. As the identity of Mitcham dissipated, so too did commerce for the local businesses. Many of the businesses withdrew from the Traders Association and from Mitcham. There are only fifteen of the original sixty members remaining on the Traders Association, and the commitment of these members is minimal.

J.E. Gillman & Sons Funeral Services' owner felt that an organisation set up to tackle the problems that are facing Mitcham could be beneficial. He said that if nothing else, a Partnership Board would be a step in the positive direction. Mr. Gillman said that he would be willing to be a member of the potential "Mitcham Urban Village Partnership Board", and he would donate a few hours a month toward the Partnership's goals. Lastly, he said we should get in touch with David Robb, who is the owner of a jewellery store located in the town centre and the treasurer of the Traders Association.

7.8.3 Interview Protocol for Kelly Hirsley

- Asked the questions listed below:
 - From the problems that you stated in the questionnaire, which of them has the most impact on your business?
 - What changes could be made by the Council to solve this problem?
 - What changes could be made by your business to solve this problem?
 - How do think a specialised organisation would be in response to this problem, and what changes could it make?
 - How much time a month could you offer towards solving the Town Centre's problems?
 - Would you be willing to contribute funding to complete projects that benefit the community?
 - Are you familiar with partnership boards? If not explain.
 - Do you think that a partnership board is the proper means of regenerating the town centre? If not, why and what would be a good way to go about solutions for the centre's problems?
 - Is there anyone else in the local business community whom we should get in contact with for further partnership board feedback?
 - Do you have any additional information that will be helpful to the development of the Mitcham Urban Village Partnership Board?

7.8.4 Interview with Kelly Hirsley

Kelly Hirsley is the branch manager for the Halifax Bank, located in Mitcham town centre. During the interview, she explained her concerns regarding the current status of the centre. She also spoke about some of her ideas related to the regeneration of the business community.

The biggest problem, according to Ms. Hirsley, is that most of the business in the area is “by foot”. By this she explained that people do not go to Mitcham solely for shopping but are merely shopping as they pass through. The town centre, for instance, receives a lot of its business from people taking their children to school. Ms. Hirsley gave us examples, including the holiday season, when the business in the town centre goes dormant because of the lack of larger businesses to generate customers. She explained that Wimbledon is a good example of how larger businesses affect the number of customers that the smaller businesses receive. For Mitcham to become more like Wimbledon, Ms. Hirsley said that businesses need some sort of incentive to move into the area. One way to establish this incentive for businesses to move in is for the Council to lower rent on the buildings they own. As of right now the only big franchises in the area are Iceland, Somerfood, Halifax Bank, and Lloyds TSB.

Halifax Bank is in a secluded area of the town centre and as a result many people do not even know that it exists. In lieu of using the Halifax Bank in Mitcham, many individuals use the branch in Tooting. Most of the clientele of the bank comes from Mitcham, which is different than other branches that contain clients from multiple towns.

When we asked her what kind of financial support she would be willing to contribute to projects that would regenerate the area, she explained how the money is not in her control. If we would like to look into the funding matter, we would have to contact the head office. Ms. Hirsley said that it might be possible to receive funding from Halifax if it were expressed to the head office that it was for the good for the overall prosperity of the business.

After explaining to her what a Partnership Board entailed, she gave us her views of the structure and members. Her recommendation was to have community supported projects that the Partnership would accomplish. One way of fulfilling this recommendation would be to have a resident of Mitcham be a member of the Partnership Board.

Even though Ms. Hirsley is not a resident of Mitcham, she had two comments concerning her overall view on the town centre. She expressed that Mitcham town centre has potential. She had heard negative things about Mitcham prior to being transferred from the Wimbledon branch; however, she thought that Mitcham town centre was a “gold mine that needed tapping into” after she had been relocated in its town centre.

7.9.0 Appendix I – Meeting with Town Centres Limited

Town Centres Limited is a consulting agency that develops schemes for town centre management. They are presently working to develop a scheme for Mitcham town centre. Their work with town centres ranges from promotional aspects to the creation of town centre companies. The members from Town Centres limited that attended our meeting were Antony Rifkin and Helen Hayes.

We began our meeting by going through a basic background of the work that Partnership Boards perform. The two representatives of the consulting agency presented us with a number of books from the Association of Town Centre Management and the Department of Environment, Transportation, and Regions (DETR). Several members of Town Centres Limited wrote many sections of these books. The books informed us that there are approximately three hundred fifty schemes for Partnerships ranging from formal to very informal structures. The agency has recently created a company to manage the town centre of Bedford, which is an example of a formal Partnership Board. The type of Partnership Board they see that is best suited for Mitcham would be somewhere in between formal and informal.

The first major item that the consultants addressed in Mitcham regarded traffic. The traffic problem in Mitcham will be a major objective for the “Mitcham Urban Village Partnership Board.” In the past, however, many Partnership Boards have failed because the objectives that were set forth were too large to be accomplished. With this possibility of failure, Partnership Boards are developed around a specific goal; therefore, the future Partnership in Mitcham should initially strive to solve one aspect of a problem, not the entire issue.

In a Partnership, such as Mitcham, it was advised to include at least three or four strong stakeholders to become leaders in order to mould the Partnership for fitfulness. The individuals who create the Partnership should create a checklist to identify the abilities of the companies that are willing to take part in the organisation. It is also wise to keep track of the Partnership’s achievements in order to publicise their success.

Funding was the next aspect that was discussed during the meeting. It is important to have the core of the Partnership supply much of the funding; hence, many of the members should be larger retailers. In most cases, there should be consultation with the corporate head office of the larger retailer because the individual franchises do not have the ability to allocate funding. It is also very important to initially complete short term, high impact projects that do not cost a lot of money. Once many smaller projects have been completed, companies will be more apt to supply funding, which will allow for larger projects.

Creating a sense of identity within the community was the final aspect we discussed in the development of a Partnership Board. Within the town of Walthamstow, an area that was three times the size of Mitcham and as equally deteriorated, Town Centres Limited went about regeneration by creating an identity for the town centre. William Morris was a famous a painter and artist who once lived there, and the consulting agency used one of his symbols as a town centre logo. The logo was placed on shopping bags and park benches throughout the centre.

7.10.0 Appendix J – Main South, Worcester (United States Case Study)

7.10.1 Initial Problem Approach

Located in the heart of the City of Worcester, Massachusetts, the Main South neighbourhood is rich in history, character, and architectural splendour. The last few decades, however, have seen this once proud neighbourhood struggle with many of the problems associated with older, industrial, inner cities (Main South Community Development Corporation, 1998, p. 8). In 1986, members of the community, local businesses, and representatives from Clark University met to discuss the idea of revitalising the area of Main South. These representatives were approached by SEEDCO, a non-profit affiliate of the Ford Foundation, to explore an “Urban Institution Program.” This program developed mutually beneficial partnerships between large urban institutions and community groups. SEEDCO provided the initial seed money to be used to undertake a planning study of the area, which took place between 1986 and 1988. The planning study was a comprehensive analysis of the social, economic, and physical components of the neighbourhood. The study found that there was a shortage of affordable rental housing, a breakdown in social cohesion, an increase in crime and social disorder, and a lack of political representation (Main South Community Development Corporation, 1998, p. 8).

Representatives of the area decided that the appropriate way to undertake the regeneration was through a community-driven development or more specifically a community development corporation (Main South Community Development Corporation, 1998, pp. 8-9). This corporation would ensure that residents could take an active role in promoting the development that was needed. The corporation would be democratically controlled by neighbourhood residents and would be governed by a board of directors, who lived or worked in Main South. This community development corporation would be called the Main South Community Development Corporation, also called the Main South CDC.

7.10.2 Main South Community Development Corporation

The Main South Community Development Corporation is a 501(3) non-profit organisation that was incorporated in 1986 (Main South Community Development Corporation, 1999, p. 1). The main objectives of the corporation are to maintain and develop safe, decent, and affordable housing with the intention of expanding rental and ownership opportunities for the current and future residents of Main South as well as to maintain and enhance the physical image of the neighbourhood. Through the main objectives, other objectives have been accomplished. These objectives are to instil neighbourhood pride, develop a social cohesiveness, strive to seek representation from all segments of the Main South community, and operate the corporations a financially responsible and democratic organisation.

The Main South Community Development Corporation started the regeneration of the area by rejuvenating abandoned buildings (Main South Community Development Corporation, 1998, pp. 9-11). The corporation would acquire the property through loans and grants. Time and money were invested into fixing up the building, thereby improving its physical appearance. These buildings were then sold or rented out to residents. This continued for the first few years of the Main South Community Development Corporation. The corporation restored smaller properties that were sold to first-time buyers. Some local businesses were given loans to keep their businesses operating. As more property was rejuvenated, the areas within Main South began to form their own plans for regeneration and formed partnerships that included the Main South Community Development Corporation.

7.10.3 University Park Partnership

The University Park Partnership was formed in 1995 (Main South Community Development Corporation, 1998, pp. 11-13). The Partnership between Clark University and the Main South Community Development Corporation has become a national model for neighbourhood-based strategic planning involving a university and the community. This Partnership was the direct result of fifteen years of previous collaboration; Clark University had the financial capacity, while the Main South

Community Development Corporation had community support, political voice, and development experience. The University Park Partnership had focused on five key areas: physical rehabilitation, economic development, education, public safety, and social and recreational development.

7.10.4 Physical Rehabilitation

To promote physical rehabilitation, Clark University has set up several programs (Clark University, 1995, pp. 6-9). The university first purchased twenty properties in the immediate area to restore and become part of the campus. The Clark University Faculty/Staff Owner Occupancy Incentive Program was set up. To encourage fulltime faculty and staff to live in the area, they receive a \$5,000 payment at closing when they purchase a home in the area. If a faculty or staff member already lives in the area, a payment can be requested for renovations to their home. In order to get these payments, the faculty must commit to working at Clark University for five years and be an active member of the community association. Mortgage Assistance Programs for neighbourhood residents can be provided through Flagship Bank with special consideration. The Woodland Street Historic District, an area that is listed on the National Register for Historic Places, has renovations planned to distinguish its historic significance; the President of Clark University's home has been relocated to this historic area. The overall landscaping of the University Park area has been planned to distinguish the neighbourhood from the surrounding area.

7.10.5 Public Safety

The Worcester Police Department as well as the Clark Campus Police carried out the improvement of public safety (Clark University, 1995, pp. 10-12). A Neighbourhood Service Centre was established so that the Worcester Police had a headquarters in the area. There is more coverage by both police organisations from 7pm to 3am. A neighbourhood Crime Watch was established; the community was involved in providing some of their own safety. The lighting in the area would also be

improved, over the next few years, by the addition of sodium bulbs, which are more powerful than the mercury bulbs currently in use.

7.10.6 Education

The improvement of education focused mainly on the partnership between Clark University and the Worcester Public Schools (Clark University, 1995, pp. 13-16). Clark University is offering free undergraduate tuition for children living in the area if they meet the university's academic requirements. Students from Clark University are helping area children in the Worcester Public School System through mentoring programs, after-school extracurricular activities, and summer programs. The university is assisting with the professional development and teacher training of area residents as well as those who teach at area schools. There is also the development of a public education "charter school" to provide education to children of all ages. The University Park Branch Library will be reintroduced into the neighbourhood.

7.10.7 Economic and Social Development

Economic and social development is focusing on the involvement of the businesses in the area (Clark University, 1995, pp. 17-20). Clark University gives priority to neighbourhood residents for employment. The South Worcester Industrial Park Department is cleaning abandoned industrial sites, which will establish jobs for area residents. There is also a new bank branch locating itself in the neighbourhood. Clark University has allowed local residents to use their facilities, both athletic and non-athletic. This gives residents a place to go and socialise. Local businesses have also agreed to give employment priority to residents as well as allow for the usage of their facilities.

7.10.8 Accomplishments of the University Park Partnership

Through the work of the University Park Partnership as well as the work of the Main South Community Development Corporation, there have been many accomplishments in the Main South area over the past fifteen years (Clark University,

2000, pp. 2-4). More than 170 residential units have been renovated. Fourteen of these renovated properties were sold to first-time homeowners. The Main South Community Development Corporation has successfully managed 83 rental apartments. There is a partnership of programs established between Clark University and the Worcester Public Schools. Two new schools have been created one for grades 7 through 12 and the other for Kindergarten through grade 12.

7.11.0 Appendix K – Wimbledon Partnership Board (London Case Study)

7.11.1 Formation of Partnership Board

The Wimbledon Town Centre Working Party established the Wimbledon Town Centre Partnership Board. The Working Party noticed that the town centre lost some of the “value” that it once possessed. The concept of a Partnership Board had just been introduced to the area a short time earlier. The Working Party decided that a partnership board approach was a viable solution. The members of the Working Party began looking into the ideas behind a Partnership Board, including the possible contributors and projects. Several businesses showed concern for the area and decided that it would be to their benefit to donate funds to such an organisation. Thus, the Wimbledon Town Centre Partnership Board was formed.

7.11.2 Composition of Partnership Board

The Partnership Board is currently composed of seven members; however, the number of members can vary from five to fifteen. All the contributors agree to provide a minimum amount of funds for three years. Therefore, all Partnership members are contributing companies who have a stake in the success of the Partnership Board. A town centre manager has also been established. His job is to communicate between Merton Council and the Partnership Board. The manager must instil a trust and respect between the two groups along with co-ordinate their objectives. The town centre manager must also endorse and encourage the actions of the Partnership. Working Groups have also been introduced to Wimbledon’s Partnership. These groups investigate town centre issues and make recommendations to the Partnership for action. Partnership Board meetings are held five times a year. The town centre manager and a representative from each contributing company and working group attend these meetings. Agendas are sent out well before meetings so member’s views can be shared prior to discussion. During these meetings, the functions and responsibilities of the Partnership are discussed.

7.11.3 Objectives of Partnership Board

Wimbledon Town Centre Partnership is establishing objectives and projects for the future. The goals of the Partnership are to improve the vitality and viability of Wimbledon Town Centre and provide a successful form of town centre management. The projects they are planning to undertake include the following: establishing a community crime reduction plan, further developing the radio link network already in existence, providing CCTV security, which is a type of surveillance camera to local businesses, and developing new promotions and events that will attract visitors to the town centre.

7.12.0 Appendix L – Wandsworth Borough (Background Research)

The Wandsworth Borough Council is responsible for overseeing Partnership Boards that are located in Balham, Clapham Junction, Putney, Tooting, and Wandsworth (Wandsworth Borough Council, 1998). For the sake of our research, we focussed on Tooting and Balham because of the similarities to Mitcham in town centre composition. Tooting has a geographically large centre with an unusual retail mix including a high proportion of Indian and other Asian retailers. Balham has a small centre; however, it also has a large number of retailers. The diversity of both the town centres is desirable in the future mixed-use centre of Mitcham.

In 1998, the Wandsworth Borough Council engaged the services of McCann Erickson Public Relation to raise the profile of town centre issues that were present in each of the five town centres. One of the services that this public relation organisation used was a “Town Week”, which consisted of a series of events and activities held in each of the town centres. In Wandsworth, shops and businesses that were in the town’s centre held a “window treasure hunt”, whereby local residents were able to participate. Furthermore, the town of Putney held a “Putney Music Festival”, and the town of Tooting held a “Festival of Lights/Diwala”, which was a program sponsored by the Asian Traders Association. These promotion schemes helped to bring the communities together in their town centres.

7.13.0 Appendix M – St. John’s Village, Wolverhampton (Background Research)

St. John’s Village is located in the southern most third of the Wolverhampton town centre. There are many problems in this section of the town centre that need some improvement. Physical conditions in St. John’s Village have deteriorated over the last few decades. This deterioration has caused many business owners to vacate the area. There are, however, beneficial aspects in St. John’s Village. The area is generally well served by bus routes in all directions as well as having a main railway station located to the north of the Village. The interior of the Village is well designed for pedestrian movement, but streets are difficult to cross. At the gateways to St. John’s Village, there are landmark buildings that mark the entrance to the Village.

There are a number of plans that are to be carried out in St. John’s Village in order to establish the area as a desirable place to live. These plans will refurbish the area to establish St. John’s Village as a desirable place for people to live or visit. With the recent demand for affordable housing from single people, young couples, and elderly tenants, a “Living Over the Shops” program has been established. This program encourages residents to live in the flats located on the first or second floors above shops. In order to restore the attractiveness to St. John’s Village, older heritage buildings will be refurbished and public open spaces will be established. Existing streets and car parks will be re-modelled to favour pedestrians, cyclists, and public transport. To encourage the retail area of the Village there is a plan for an extension to the core retail area and introduce more modern larger units. The aim of this regeneration is to establish St. John’s Village as a mixed-use centre.

7.14.0 Appendix N – Introduction to Robert’s Rules of Order Web Site

Introduction to Robert's Rules of Order

(<http://cyberbuzz.gatech.edu/apo/robert.html>)

What Is Parliamentary Procedure?

- It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

Why is Parliamentary Procedure Important?

- Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organisation.

Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organisations and other groups. So it's important that everyone know these basic rules!

Organisations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

- Call to order.
- Roll call of members present.
- Reading of minutes of last meeting.
- Officers reports.
- Committee reports.
- Special orders --- Important business previously designated for consideration at this meeting.
- Unfinished business.
- New business.
- Announcements.
- Adjournment.

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

- Call to order.
- Second motions.
- Debate motions.
- Vote on motions.

There are four Basic Types of Motions:

Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.

Subsidiary Motions: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.

Privileged Motions: Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.

Incidental Motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How are Motions Presented?

Obtaining the floor

Wait until the last speaker has finished.
Rise and address the Chairman by saying, "Mr. Chairman, or Mr. President."

Wait until the Chairman recognises you.

Make Your Motion

Speak in a clear and concise manner.
Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ...".
Avoid personalities and stay on your subject.

Wait for Someone to Second Your Motion

Another member will second your motion or the Chairman will call for a second.
If there is no second to your motion it is lost.

The Chairman States Your Motion

The Chairman will say, "it has been moved and seconded that we ..."
Thus placing your motion before the membership for consideration and action.
The membership then either debates your motion, or may move directly to a vote.
Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.

Expanding on Your Motion

The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
The mover is always allowed to speak first.
All comments and debate must be directed to the chairman.
Keep to the time limit for speaking that has been established.
The mover may speak again only after other speakers are finished, unless called upon by the Chairman.

Putting the Question to the Membership

The Chairman asks, "Are you ready to vote on the question?"
If there is no more discussion, a vote is taken.
On a motion to move the previous question may be adapted.

Voting on a Motion:

The method of vote on any motion depends on the situation and the by-laws of policy of your organisation. There are five methods used to vote by most organisations, they are:

By Voice -- The Chairman asks those in favour to say, "aye", those opposed to say "no". Any member may move for a exact count.

By Roll Call -- Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.

By General Consent -- When a motion is not likely to be opposed, the Chairman says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the

item must be put to a vote.

By Division -- This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.

By Ballot -- Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.

Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way to get things done at your meetings.

But, it will only work if you use it properly.

Allow motions that are in order.

Have members obtain the floor properly.

Speak clearly and concisely.

Obey the rules of debate.

Most importantly, BE COURTEOUS.

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