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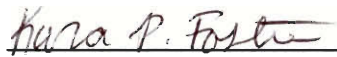
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# Worcester: A Search for Synergy

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

Submitted by:



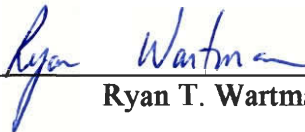
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## **Abstract**

This project's main goal is to identify potential synergies among diverse economic development visions in the City of Worcester. To accomplish this, three objectives were met. First, organizations with economic development visions were identified. Second, their agendas and visions were determined using semi-structured interviewing and written questionnaires. Third, areas of potential synergy were drawn out from the data. This report can be used for parties to coordinate their actions and provide ideas for new Worcester Community Project Center IQPs.

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## Chapter 1 Introduction

Public participation is an essential part of democracy. This has been especially seen within the last fifteen years. People feel that the decision making process has been affecting their lives and that they need to become more involved. Due to the increase of participation, the United States has developed a number of codes to guide the process. For example, the United States government has created an Office of Public Participation to set guidelines for the public to engage in the process. From this office, a number of codes have been developed to facilitate the practice (U.S. Codes, 2002).

There are many instances where public groups have united in order utilize the governmental processes to further their agenda. The process has been used to shape citizens' economic, cultural, and political lives. For example, in 1969 a group in Vermont played an important role in the environmental movement. These groups communicated and came together to get Act 250 passed. This act protects the state's environmental assets, while promoting "orderly growth and development". This victory was utilized seven years later when a plan was proposed for a large shopping mall to be built in Williston, VT. While it was not easy to overcome Williston's fate of becoming overdeveloped, citizens were able to utilize Act 250 and stop the development of the mall (If Sprawl's the Disease, What's the Cure, 1997).

Another instance was on June 8, 1976, when a group called The Friends of Bigelow saved a mountain range in northern Maine from becoming logged and turned into a ski resort. By developing a network of over 500 volunteers and gathering funds from small donations, they were able to collect over 47,000 signatures, which fueled

them at State Representatives' meetings. Their communication and unified stance was what made their voice so effective. This victory has been a model for future activists to follow (Bigelow Preserve Shining Example, 2001).

While these are only two examples of victorious civic involvement, these types of action can be seen all across the United States as models to follow. Even in Worcester, many public groups have been active in the community's development. Their participation has brought attention to what is important to the citizens' economic, cultural, and political lives. While some efforts may have not been as successful as others, this group involvement has shaped the dynamic of Worcester. The key to the success of the movements has been communication and unification.

For example, consider the case of two buildings, the Harrington and Richardson Building on Park Avenue, and the Burwick Building on Main Street. The Harrington and Richardson (H & R) Building was located at the corner of Chandler Street and Park Avenue in Worcester. It was a piece of the city's history, having been the location of a manufacturer of guns and ammunition dating back to the Civil War. After the H & R Company finished their M-16 contract with the U.S. Army in the early 70s, the factory closed. It was then sold to the Chandler Park Trust in 1974, and by the 1980s, the H & R Building had become the location for some small print shops, a dance school, and various other businesses.

In 1985, developers bought the H & R building, and announced a plan to demolish it and replace it with a Burger King and parking lot. Although a number of citizens and organizations within the City were against the proposed demolition, the combination of poor communication, lack of cooperation, and little understanding of the



political process prevented the preservation of the building. The demolition project steamed through, taking only eight months from the idea first being mentioned to the building being demolished (Wade, Wyatt, 2002).

Nearly 15 years later, in 1998, another controversy over a building surfaced. This time it involved the Burwick Building, located on the corner of Main Street and Madison Street. The Burwick Building had once been one of the premier furniture stores in Worcester. The controversy occurred when two large franchises, McDonald's and Shell, wanted to purchase the building. They sought to demolish it and locate their respective franchises on the lot. Once again, the citizens in the community were opposed to the proposed project. However, this time they communicated better and had a better understanding of the political system (Wade, Wyatt, 2002).

The citizens' support for keeping the Burwick Building intact was not only substantial, but also visible to the City. At times as many as forty people attended the public hearings on the proposed plan. This visibility, coupled with the support of influential and knowledgeable people, resulted in the citizens' victory. The organization of the citizens overcame the two franchises and made a statement about the power of the citizen participation in the City of Worcester. This kind of civic involvement does not only benefit historical buildings like the examples described above, but can also promote other issues that concern the residents of Worcester. Citizens can work together to unify their ideas on different aspects of city life and economic development such as culture, infrastructure, and the political process itself, which may help the city grow.

The story of these buildings invokes many questions and problems. How do individual citizens and organizations with similar visions for the revitalization of

Worcester identify and communicate with each other? What can be done to better communicate the citizens' opinions to the City? How might we help in uniting the common views of people and organizations in the area? The above two examples illustrate just how differently the outcome can be if the cooperation and communication between individuals with similar visions is insufficient. To help, therefore, it will be important for us to unite people and groups in the area who share common views in a way that they may be strengthened with confidence and visible support.

This project accomplishes this by tying together technology and society. Technology is not just physical improvements, but is anything that may benefit mankind and make life easier. "The Interactive Qualifying Project (IQP) challenges students to identify, investigate, and report on a self-selected topic examining how science or technology interacts with societal structures and values. The object of the IQP is to enable WPI graduates to understand, as citizens and as professionals, how their careers will affect the larger society of which they are part" (WPI Undergraduate Catalog, 2002-2003).

This project accomplishes the goal of the IQP in two ways. First, it applies scientific principles to social research in order to create a process that categorizes groups and visions and provides a mechanism for analyzing their potential synergies. These synergies will hopefully facilitate communication between groups and individuals so that they may be able to work together to achieve a common goal. Second, economic development itself is a technology, as it has changed overtime and is aimed at utilizing resources to benefit the city. This project examines various economic development strategies and technologies that have been used and that are currently being used.

This background leads to our research question, “What are the potential synergies among the various organizations and individuals in Worcester that have an economic development vision for the City?”

To answer this question, we established a few objectives. First we needed to identify those groups and individuals in Worcester who have economic development visions. Second, we needed to determine the groups’ and individuals’ agendas. Finally, we had to draw out potential synergies among the diverse visions. These objectives allowed us to determine which visions are the most common and the best supported. The presence of this information in a publicly available database could aid in creating synergy among the groups and individuals. The database allows the organizations and individuals to search for others who have the same goals.

To put our results and recommendations in context, in Chapter Two we discuss our understanding of the redevelopment of cities. The methodology in Chapter Three shows how the data was collected and analyzed. Chapter Four contains the data analysis, which shows the outcomes of our research. The conclusion in Chapter Five pulls everything together, and gives our findings as to what the common themes among the economic development visions are for the City.

## Chapter 2 Literature Review

The first major task in our project was to collect relevant literature available on the subject of economic development and extract from it what is important to Worcester's circumstances. This information gave us a firm grasp on the issues facing Worcester as well as the public process regarding both government and small or nongovernmental organizations, which further enabled us to devise our data collection methods described in Chapter Three.

### 2.1 Academic Models of Public Participation

For this project we looked at two models of public participation. The first model is concerned with the *urban regime*. An urban regime is defined as “a coalition of interests at the urban scale, including, but not limited to, elected local government officials, that coordinate resources and thus generate a governing capacity (Reconstructing Urban Regime Theory, 1997).” This is to say that the urban regime encompasses all those organizations and individuals that mobilize resources. In Worcester, this includes not only the Worcester City Government but also those who are active in acquiring resources such as the Community Development Corporations. To constitute a regime, the groups must be a coalition that lasts over time. Groups that come together over a project do not constitute a regime. However, a regime is considered a regime as long as its members or interests remain the same. (Reconstructing Urban Regime Theory, 1997)

The second model of public participation is an interpretive framework (Politics, Geography & ‘Political Geography’, 1995). This framework encompasses six topics: people and their competing needs; the role of strategic action; resources and power;

institutions; authority and sovereignty; and political identities. These six elements form the framework of participation.

- i. People and their competing needs: This represents the human relationship that the public has with the political process. The politics arise from the disputes of not being able to satisfy all groups and individuals at the same time or to the same understanding.
- ii. The role of strategic action: This is the area where participants interact. The interaction can create both struggles and cooperation.
- iii. Resources and power: The participants then gather their resources, be they their own bodies, material resources, knowledge, cooperation of other people, and organizational resources. Differences in political power may be accounted for unequal access of these resources.
- iv. Institutions: Different types of institutions may be developed by strategic action. Because institutions become independent of strategic action, they are political actors themselves.
- v. Authority and sovereignty: The individuals, groups, and institutions all produce authority over other individuals, groups and institutions. All of these claims of authority are statements not typically of fact. However, a claim to sovereignty can be a special type of claim to authority, which may be the highest authority defined for the group or area.
- vi. Political identities: Political positions constitute a part in which people are part of groups or institutions. This identity may change depending on the time and place defining the strategy (Politics, Geography, 1995).

These two models provide a structure for citizen participation.

## **2.2 General Strategy for City Revitalization Projects**

There are a host of revitalization strategies a city can implement. The key is to choose the revitalization strategy that best fits the character of the city. Among these strategies are: downtown housing development; private/public partnerships; brownfield redevelopment; the creation of tourist attractions; encouragement of businesses development and residential growth; environmental improvement; restoration of a city's history. While there are more than just these methods, these are the most relevant to our project. What follows is a brief description of these various economic revitalization strategies, along with how they have affected other cities.

### **2.2.1 Encouraging Downtown Housing**

As part of attracting people into the downtown area, one important idea is to provide housing at reasonably low costs (Linking Tenant and Project Based Assistance, 2002). Bringing people back downtown to live promotes the development of downtown business. The theory is that people enjoy convenience. For example, if a shopping mall is located a couple of blocks away from one's residence, then one will tend to shop there as opposed to shopping at a location a mile or more away. Therefore, if a city can encourage many residents to live within the downtown area, the downtown businesses will increase.

Downtown housing is important to our project because there has been a renewed interest in having residents in downtown Worcester. The literature suggests that to revitalize Worcester's downtown more residents need to live downtown.

### **2.2.2 Partnerships between Private and Public Organizations**

One important key to community revitalization is the partnership between private businesses and public organizations. Not only do the city governments and residents have an interest in revitalizing downtown spaces but outside investors do as well. They will invest in downtown to make it thrive. According to this strategy, through cooperation in decisions and efforts from city officials and residents, the downtown area can achieve success. In addition, finances by investors with confidence in the city's future are also important. Lee Mayfield of Ontario, California, may have best described the effect on his own city when he said (Born Again: Downtown Revivals Offer Salvation for Cities, 1997):

Previously...I would have described Ontario's downtown enhancement efforts as unfocused and deadlocked. Now, through partnership, all of a downtown's stakeholders hold a common vision, pull together in the same direction, and are accomplishing measurable success.

One strategy of uniting people toward a common vision is to create organizations specifically aimed at revitalizing the city. Cities like Danville, Kentucky, where the Heart of Danville spawned, or Elkader, Iowa, which formed Main Street Elkader, are examples of such an effort. The Heart of Danville came about from a large group of residents who were concerned with their downtown's future. In Elkader it was a single well-known person, the mayor, who served as the catalyst for the organization and founding of the group. The organization went on to work with the local Chamber of Commerce and the Elkader Development Corporation to produce a master plan for downtown revitalization. It was the unity and cooperation of both of these organizations with their respective cities that led to a better handling of city challenges (The Main Movers on Main Street, 2001).

The initial step of citizen-government cooperation is making sure that the citizens are involved in the happenings of the real estate in the city and that they have a voice in public decision-making. The second important part is the actual donation of labor and finances. In Enid, Oklahoma, 12,000+ citizens volunteered their services and labor to build and sustain their new tourist attraction, the nation's largest outdoor learning playground (The Main Movers on Main Street, 2001). And in Walla Walla, Washington, rehabilitation projects garnered \$25 million in private investment as compared to \$15 million in public funds (The Main Movers on Main Street, 2001). Here it is evident how important private investment of both finances and labor can be, in many cases, fronting the majority.

The task of getting a whole city to cooperate is not easy. In many cases, the best method of cooperation is an input study. This allows public officials, organizations, and businesses to get their point across and gives a gauge of how much effort is available for a specific project. In contrast to holding public hearings, this type of approach, as stated in one example that utilized this method, tries to "encourage citizen-planner dialogue" through "a less formal atmosphere" (Citizen Participation, 1977). The study would allow for equal amounts of attention and eliminate a particular individual or organization from becoming overbearing as may happen at a public hearing.

In Arlington Heights, Illinois, there is an example of such an organization. Public planners kept the community constantly informed and used methods such as large and small public meetings and hearings to promote open discussions (Downtown Arlington Heights, 2001). To attract residents to open forums, questions and answer sessions, and surveying events, Arlington Heights continuously changed their presentation display.



Their goal was to interest the citizens to attend and participate in discussion, as well as to help them to understand the material.

There are some compromises with this approach, however. For example, there are times when residents may become too shortsighted and involved in their own neighborhoods. This self-centered approach does not allow revitalization projects to occur in areas that do not directly affect them. The result can be a standstill in the redevelopment process (Born Again, 1997). The outcome of this self-satisfying attitude is a long delay in the actual process.

Worcester has had various public-private partnerships over the years. The Common Outlet Mall was developed through a public-private partnership, for instance. In the 1980's the Worcester Business Development Corporation (WBDC) partnered with the owner of the then Galleria Mall, to renovate it to become the Common Outlets, in an effort to turn a profit. However, Worcester has also had problems getting the various groups to agree. The different neighborhoods have different needs, and do not always work together. The challenge, in these other cities as well as Worcester, is to find a compromise.

### **2.2.3 Brownfield Redevelopment**

Making land useable is another concern for a city. Land that is not fit for building on, and open spaces that are seldom used, lead to nothing but inconvenience to residents, businesses and visitors. People do not want to live twenty miles outside of the city because brownfields are within two-and-a-half miles of downtown, nor does anyone want to put up a retail store on a street that does not get any traffic. Therefore,

appropriate building placements, along with convenient land development, play a large role in the success of an urban neighborhood.

To illustrate this approach, consider the case of Milwaukee, WI. Residents had a particularly unique problem: they had an uncompleted freeway called the Park East Freeway which ran through the middle of their city dividing it in half. It did not bring people into the city as planned. Instead, it served as a development “blockade”, preventing the construction of new structures on that land. To solve the problem, Milwaukee decided to demolish the freeway and replace it with a surface street system. The expected result was 20 blocks of downtown land for residential and commercial construction. In addition, for a \$25 million investment in redevelopment, the city predicted at least \$300 million in revenue (Lose a road, Gain a neighborhood, 2001).

Worcester’s history is filled with industrial companies. Consequently, there are areas of the City that are currently unusable, either due to pollution, abandoned buildings, or other industrial use. There are currently efforts to clean up these areas and make them usable (i.e. Gateway Park on Grove Street). Brownfield redevelopment is therefore significant to our project because the subject applies considerably to Worcester.

#### **2.2.4 Creation of Tourist Attractions**

Attracting tourists is another strategy in city development. The result of more tourism is more economic flow in a city, and therefore, more potential for businesses within the city to profit. Other benefits of tourism include increased chances of receiving private and governmental funds and the attraction of local, national, and international guests.

It does not benefit the city to have tourist attractions if they are relatively unknown. Advertising city attributes such as the “first hand-carved carousel” in Mansfield, Ohio, or Adventure Quest, the nation’s largest outdoor learning playground in Enid, Oklahoma are examples of marketing tourism (The Main Movers on Main Street, 2001).

There are a few problems with moving toward tourism. These include: too much tourism will make the city less unique; when the economy declines so does interest and funding; tourism does not always positively affect the citizens (Historic Preservation and Restoration of Worcester, 1999). When considering creating tourist attractions in a city, both the negative and positive effects must be considered.

The creation of tourist attractions is important to the project because it provides another approach to economic redevelopment. Worcester has an interesting history, full of innovations that might be capitalized on by marketing them to citizens who are not aware of these assets and those who are unfamiliar with the city.

#### **2.2.5 Attracting Businesses and Residents to the City**

Along with attracting tourism to the city, it is also important to attract permanent residents and businesses. To attract businesses, an important key is to create an environment that has a high potential for profit. The issue of attracting permanent residents to a city requires an examination of the environment in which they have the option of living. Two important strategies for accomplishing these two tasks are the Community Renewal and New Market Act of 2000 and the use of a new age organization by the name of Social Compact.

### **2.2.5.1 Community Renewal and New Market Act of 2000**

As an attempt to attract property owners to a city, oftentimes tax breaks are offered to credit property owners. An example of such an attempt is that of the Community Renewal and New Market Act of 2000, which provides a variety of tax incentives to bolster private investment in low-income, high-density neighborhoods (Legislation Opens New Doors for Economic Renewal, 2001). At the heart of this Act is the New Markets Tax Credit, which encourages private investment in community development entities (CDEs). The credit is administered by the U.S. Treasury, and will allocate tax credits for \$15 billion in investments over the next seven years. CDEs in distressed communities can apply for the tax credit, and those that receive the credit will have five years to attract private investors. Investors will be able to claim the tax credits on their federal income taxes. The credit is worth approximately 30 cents for every dollar the investor puts into the CDE (Legislation Opens New Doors for Economic Renewal, 2001). This program helps bring more residents to an area by making it more affordable.

### **2.2.5.2 Social Compact**

One other important strategy for encouraging outsiders to move into a city is to demolish the misconceptions about a city's reputation with regard to pollution, housing, and general environment. This is done by advertising positive survey data about the city, such as business profit reports and resident contentment surveys. One concern, therefore, is that appropriate measures are taken to retrieve accurate census and survey data (Legislation Opens New Doors for Economic Renewal, 2001). This leads us to the objective of the coalition Social Compact.

According to Social Compact, the current census methods are inaccurate - they rely on methods that do not suit the current times. A new method proposed is a "Drill

Down” analysis, which finds citizens who would otherwise be missed by older census methods, and thus conveys a more accurate idea of the city’s status.

The Drill Down method uses newer and more reliable techniques in its data collection. The idea is to rid the city of the negative stereotypes that exist. Instead of looking for what a city does not have, it looks for what the city does have. The Drill Down method utilizes new methods such as cable billing addresses, cell phone billing addresses, real estate data, tax assessor data, building permits and auto registrations (Almada, 2000).

This type of study, and possible solutions as the result, would benefit the downtown section of Worcester tremendously. It could potentially reverse all of the negative stereotypes that currently exist and encourage new entrepreneurs in the future to take hold of the valuable market space. The Drill Down method is also suited to a technological city such as Worcester where cell phones, cable television, and unlisted telephone numbers are common. This would also serve to separate the different sections of downtown. There is remarkable variability in economic status, ethnic background and population density. The area of downtown is relatively small as compared to the studies done in Chicago where the populations of the downtown sections are roughly 100,000 people, but the same rules apply. What amount of the population is being overlooked? What amount of the population is not being properly studied? Most importantly, what amount of buying power is being missed?

Of course, in some cases, the literature about a city is accurate, and there are no falsities to be challenged. In such cases, it is the responsibility of the city to improve the city and make it more marketable to businesses. Suisun City is such a place that

recognized that it could not change its history, but that it could improve upon its future economic promise, to lure investors in. In 1991, the city constructed a 150-berth marina, which accomplished exactly that task and attracted private capital into the redevelopment area (Community Taps Its Water for Rehab Project, 2001). To add to that, they also built a pedestrian waterfront promenade, a town plaza and a civic plaza. These additions also added to the aesthetically pleasing views of the city.

Worcester has experienced a lot of change in the last fifty years with regard to its businesses and residents. The 2000 Census placed the population at 172,648, down from around 200,000 in 1950. This is a 3,000 person increase from 1990, fueled partly by new immigration from Africa, Southeast Asia, and Latin America.

In addition, the 1990s saw the closing of several of Worcester large industrial companies. The City has moved more and more away from an industrial base.

#### **2.2.6 Cleaning Up the Environment**

The environmental integrity of a city is important in the success of economic revitalization strategies (Dan Dick, 2002). No one wants to visit or live in a place that is not environmentally sound. It is therefore common for cities to develop initiatives that are aimed at keeping the city clean, as well as removing or renovating dilapidated structures.

In the case of Suisun City, California, as well as Worcester, Massachusetts, the environmental “clean-up” meant an attempt at cleaning the dirty waterways within the city (Community Taps Its Water for Rehab Project, 2001). In other cases, it is handling the cleanup of streets in the city – making sure to enforce littering laws and utilize cleanup crews. Yet another issue is the pollution control from industries and

transportation. Of course, green spaces such as parks and recreational areas are also important in portraying the cleanliness of a city. Safe and clean bike paths and public transportation are other additions. These all contribute to the betterment of the environment in order to appeal to the public.

### **2.2.7 Restoring the City History**

Another key factor when revitalizing cities is the preservation of historical structures in cities with rich histories. There are several reasons that preservation can be beneficial. One is that revitalizing existing historical buildings requires less construction than developing new buildings, which can result in lower costs. In addition, by adding a sense of beauty to the neighborhood, as well as saving a part of the city's history, a sense of pride and care is placed into the local residents' hearts toward their environment (Historic Preservation and Restoration of Worcester, 1999).

Several types of historic preservation and restoration are possible. The first is the historic town. This happens when entire colonies are restored to their original style, such as the case in Williamsburg, Virginia. Next, there are historical districts, which are generally large and more common. The town may not be like the original, but many of the original buildings remain intact. A good example of this is College Hill in Providence, Rhode Island. Outdoor Architectural Museums have also been proven successful. These are villages where pieces of the original town are found, compiled, and collected within the village. Old Sturbridge Village in Sturbridge, Massachusetts has profited greatly from its history.

Historic House Museums can also promote historical preservation in a town. These are often saved in remembrance of the person that used to live in the house, or

because the house was standing during an important time in history. For example, the Salisbury Mansion in Worcester has been restored and maintained by the Worcester Historical Museum as a major historical landmark. In addition, historical rooms in art museums can be a piece of a city's history. This includes both a transported room from an old and existing place, or one that is recreated (Preservation and Restoration of Worcester, 1999).

This type of historical preservation has many uses. It allows for the adapting of existing buildings to new uses including office spaces, apartments, or retail. Buildings can also be moved to save money and time. For example, if a major building, roadway, or parking garage is being constructed; a historical building can be moved to a different location rather than be demolished (Preservation and Restoration of Worcester, 1999).

### **2.2.8 Summary of General Strategies**

The literature above shows many different types of strategies that cities have drawn on to revitalize. Each strategy is not appropriate for every city, however. It is necessary to determine which strategy best fits the character of the city. In some cases, historical renovation fits a city's character. In others, modernization of the city is the most beneficial. The important point is that each city has a different strategy that is customized to its own properties. This is why understanding the strategies will be important in understanding the agendas of the groups and individuals in Worcester.

### **2.3 Non-Governmental Organizations**

The main role of non-governmental organizations (NGOs) is to give people the chance to not only take an active role in the community, but to voice their concerns and opinions about their communities. NGOs provide the opportunity and structure for



members with a common vision to come together and work toward a common goal, creating empowerment among the citizens. Not only does it give power to the citizens, but also it legitimizes democracies by the allowance of collective opinions. This encourages people to have opinions and express them, thus indirectly strengthening their government (The Public Opinion Process, 1997).

Civic involvement is important in each economic development strategy; therefore it is imperative that we understand the strategies used by the NGOs to promote their agenda and also their relationship with the government in the political process. There are numerous aspects to the relationship between the government and NGOs. First, the relationship between the NGO projects and the government's macroeconomic policies is dynamic. For example, a sound macroeconomic basis is a precondition for the success of projects that depend on the market. Next, the components of an NGO project are best supplied by the government or vice versa. NGOs are good partners because of their citizen base and their experience with other projects. Third, large portions of the NGO's finances may come directly or indirectly from government donations or outside investments, such as a bank. Next, successful NGO projects may be taken over by the government and expanded, or vice versa. Finally, NGOs may exert pressure on the government policy makers. For example, they may be using political pressures, such as letters to representatives or demonstrations to change policies (NGOs and Development, 1997).

While a strong relationship with the government is useful to obtaining their goals, there is more to what may be utilized to get an NGO to reach its goals. There are three defining traits of such a successful social movement. The first defining trait is that the

NGO gains an advantage, or makes a policy change. Second, the NGO is recognized as a good representative for their social interests and the changes that they are working toward, which in turn, causes changes in the political process. Finally, NGOs can change social values by expanding the ideas or perceptions on the political process (Social Movements and the Policy Process, 1993).

Therefore, to activists, the most important success in civic movements is changing the political process. To compensate for this, the government takes on three common reforms. First, the government may require the consultation of the citizens before finalizing changes in public policy or the community. Also, the government may set up mechanisms to listen to the community voices and incorporate them into their plans. Finally, the shift in the public authority or power may change the public process. One way to do this is to form a committee within the government that works with the NGOs on specific issues in order to produce a common agenda between the two groups (Social Movements and the Policy Process, 1993).

In order to make the successful changes in politics, there are two factors that enable grassroots organizations to pursue their goals. First, they are free from profit motivations, allowing for them to work unhindered toward achieving success, as described by the second factor, which is that they have a sense of an idealistic mission as the driving force of their organization. These factors may prove to attract anyone who finds themselves inclined to challenge politics and the process. In addition, these freedoms allow for some liberty from any possible outside motives when establishing a mission for the groups. While these groups are unlike the government in that they do not need to establish a mission that is agreed upon by a large population, these

nongovernmental groups can find support in small numbers. Strength can be found in their dedication to the mission creating a direct focus on obtaining their goals (The Twenty-First Century Nonprofit, 1995).

There are some constraints, however, in the structure and process of NGOs. Numerous NGOs can lead to a dilution of resources. This process, sometimes called “fragmentation,” can “increase the cost and...lower the quantity or quality of services” (Citizen Participation and the Urban Policy Process, 1974). Additionally, altercations between the different NGOs can actually cause stalemate and may prevent progress on an issue from moving forward. As Bishwapriya Sanyal from the Department of Urban Studies and Planning at MIT says on the subject of fragmentation within groups, “one factor that contributed to...NGOs’ political vulnerability was their inability to cooperate with each other” (Annals of the American Academy of Political and Social Science, 1997).

Worcester has its share of active NGOs. Some, such as Worcester Rising, “provide a forum for those concerned about our City’s direction ([www.worcesterrising.com](http://www.worcesterrising.com), 2002).” Other groups utilize the political process on a more active scale, such as The Citizens Ad Hoc Urban Design Group, who develop letters to city council members and also attend city council meetings to voice their opinions on the matters they are concerned with. Other groups work solely for the public who are underprivileged in one way or another. For example, the Worcester Community Action Council works to impact poverty in the area by providing education, heat for people who cannot afford it, as well as working on the Headstart program for families. This organization advocates the poverty issue by utilizing the political process through

partnerships and through public forums. Other organizations, such as the Greater Worcester Community Foundation, are involved with financing social projects within the City. Others, like the Main South Community Development Corporation, are more concerned with developing a specific area. Another kind active in Worcester is the ‘one-shot’ organization, like the Union Station Alliance, who formed to work on one issue.

These organizations draw their resources from various sources. These sources include the federal, state, and local governments, individual donors, businesses, other organizations in the City, and sometimes the personal assets of their members. They use these resources through a wide range of political engagement, including partnerships with the government or investors, holding public meetings, attending city council meetings, or simply writing letters to voice their concerns. Without these groups, Worcester’s dynamic would be changed dramatically. Not only would it be more of a challenge for the public to voice their opinions or concerns, but the structure of the city would be geared toward the government and/or the people with money, such as the large businesses that occupy much of Worcester. In their absence, Worcester would not be the “All American City” that it is now.

#### **2.4 Previous Projects in Worcester**

Worcester’s City Government has attempted several revitalization efforts in the past few decades. From the creation of the Centrum and Common Fashion Outlets downtown, to the Arts District, Union Station reconstruction, and the Kilby/Gardner/Hammond Project, the Government constantly tries to improve the city. The important thing is to understand the reasons behind the successes and failures. In

addition, the techniques have to be understood and the organizations involved must be examined in order to understand the politics and results of the revitalization projects.

#### **2.4.1 Older Projects**

Worcester has had several projects aimed at bettering the City. One example is the construction of Interstate 290. In 1960, I-290 was constructed through Worcester to help alleviate the traffic problems within the City, and to make it easier for outsiders to come into Worcester.

There were many unforeseen consequences, though. I-290 effectively split the City into two halves, and people could no longer walk to church or work. It placed Union Station in between the train tracks and the highway, and consequently, compromised the station's majestic and historical look in the City. A more indirect and unseen result of building I-290 was that it led to projects that were anti-preservation oriented. For example, old churches and buildings became separate from the community. This resulted in the City not only being destroyed physically, but socially as well (Preservation and Restoration of Worcester, 1999).

In 1963, a team of students from Columbia University proposed a project plan for Worcester's renewal. Some of the ideas proposed were never carried out; such as blocking off traffic to downtown and building a large walkway, giving the storefronts a more updated look, and a new downtown Worcester College. The projects completed were the Fashion Outlets, the Centrum Center, and large parking lots to accommodate for more traffic (Preservation and Restoration of Worcester, 1999). The City now looks back on the changes with mixed views.

### **2.4.2 Downtown Redevelopment**

Worcester has implemented several projects with goals of redeveloping the downtown area. The Worcester Common Fashion Outlets and Worcester Centrum were both constructed with downtown revitalization in mind. The construction of Medical City served the purpose to not only bring more medical services into the area, but also to help with redevelopment.

One other plan to improve downtown Worcester is to increase the number of people living downtown, especially in the proposed Arts District. One thought is to take the former Burwick Building and convert it into apartments. This plan was jeopardized, however, when the public learned that a new plan was being considered: a combination Shell/McDonald's was proposed to fill the site.

This plan produced a huge amount of community backlash of people who wanted to keep the building as it was. Because of the community's effort, they stopped the two giant chains from coming into the downtown area. Currently, the discussion is to renovate the building so that it has "a mix of low to moderate market-rate rental housing." Moreover, since Santiago's supermarket has moved across the street, officials see this project as feasible. By having more people living in a shopping area, other businesses or art related endeavors would be attracted. This would cause the landlords to further improve their properties (Drawing to Scale, 2001).

### **2.4.3 Current Projects**

One of the Columbia University proposal's that has borne fruit is the renovation of Union Station. The purpose of this renovation was to make the station look like it did when it first opened in 1910. This would not only attract many new businesses including Amtrak but would also serve as a major tourist attraction. Large spaces were also created

within the station to accommodate for restaurants and storefronts, but there are currently no plans for who will move into these spaces.

In addition, Washington Square is to be transformed. By adding four new buildings for 229,000 square feet of lease-able space, city officials hope to attract a movie theater and a parking garage. There is much debate currently going on around how Washington Square is to be renovated, and what buildings, if any, should be added to the surrounding areas. Another area of controversy is whether or not to change the current rotary into a four-way intersection.

Another project being implemented is the Worcester Arts District. The center of this is the Burwick Building, which would be turned into a place for artists to live and sell their work. The first floor will be storefronts, and the top four floors would be large artist's lofts as well as galleries (Preservation and Restoration of Worcester, 1999). Unfortunately, there are many obstacles in the way of the Burwick Building, such as building code violations if it were to be made an apartment complex. In addition, the cost of the property is prohibitive.

#### **2.4.4 Community Organization Input**

Worcester's City Government has conducted a few projects whose goal has been to get the community's perspective on various topics. The purpose of getting the community's input has been to aid in the City's long-term planning. These projects are important, because they give valuable information of how the City went about contacting organizations, grassroots and otherwise, and how they questioned them.

#### **2.4.4.1 1977 OPCD Scheme**

In 1977, Worcester's Office of Planning and Community Development (OPCD) devised a scheme to come up with a new plan for Worcester's development. They initiated a citizen participation program to "actively engage the citizens of Worcester in the development of a long range plan for the City" (Citizen Participation, 1977). The program was designed to last 18 months, during which OPCD would meet with various groups throughout Worcester to analyze both the assets of the City as well as the areas needing improvement.

The project started with three basic assumptions: 1) that it was desirable to start with a positive attitude towards Worcester; 2) that it was essential for citizens of Worcester be involved in the design and implementation phases throughout the planning process; and 3) that there was merit to developing a set of realistic goals, policies, and programs that, with the support of the community, can be implemented (Citizen Participation, 1977).

To help make the project more manageable, the team divided the City into ten "project districts." This was based on census data and the traditional boundaries of neighborhoods in Worcester. Within each of these broad districts, they contacted existing neighborhood groups and scheduled meeting times with them throughout the fall of 1977. They contacted all types of groups ranging from neighborhood centers to elementary school parents advisory councils. These organizations were found by consulting the telephone directory, listings at the public library, and records available at City Hall.

They did not schedule meetings with every group they met. Rather, they picked the largest or most recently active groups in each project district and met with them. They invited members of the groups not contacted, as well as residents of the surrounding



neighborhoods, to join them at a larger group meeting. The team also advertised extensively in both the newspapers and on radio to encourage citizens of the neighborhoods to come to the meeting.

This small meeting format, instead of large public hearings, was a new idea being tried by the OPCD. They were trying to “encourage citizen-planner dialogue” through “a less formal atmosphere” (Citizen Participation, 1977). They would come to the group meetings as guests of the group and would interact one-on-one with the people in attendance.

The team held a second round of meetings with the groups in the spring of 1978. After these meetings, they published a report entitled “Worcester: An Assessment of Resources,” that listed all the beneficial things in Worcester. The report was published in a Sunday edition of the newspaper.

In the fall of 1978, the OPCD held a third and final round of meetings with the groups. After this round, the team published a set of goals for the City. These goals were quite broad, however, and were noticeably lacking on details. The report does not detail whether the City Council implemented its recommendations or not, and thus, no analysis of its impact is available.

This report is important, because it shows us some methods previously used for contacting and finding organizations in Worcester. In addition, the report tells us how they went about gathering the groups’ opinions, and how they catalogued them.

#### **2.4.4.2 Benchmarking Worcester’s Future**

In early 2001, the City Manager initiated a sequel to his Strategic Plan 2000. The Administration held six listening sessions on various topics of concern to Worcester’s

residents. After this, they held a series of focus groups, to concentrate on specific issues concerning Worcester. All of this data was collated into a new plan titled Benchmarking Worcester's Future: A Strategic Plan for the Third Millennium.

In Benchmarking, the City's mission was cut down from its previous incarnation in Strategic Plan 2000. The current goal is (Benchmarking, 2001):

*"To be the most vibrant, welcoming medium-sized city in the Northeast"*

In addition to shortening the mission of the City, *Benchmarking* also describes five broad goals. For this project, we are mainly concerned with the "Economic Development" section, and the specific goals the City has with respect to it.

*Benchmarking* overviews four main objectives for Economic Development: 1) to strengthen the City's financial condition through business incentives; 2) to strengthen the City's workforce through improved education and training; 3) to improve businesses and strengthen the workforce through improved access and elimination of barriers to employment/training opportunities; and, 4) to improve business development opportunities by addressing underutilized property. These objectives are what the groups at the listening sessions and focus groups were most concerned with.

## **2.5 The City Government of Worcester**

When implementing any economic revitalization strategies, it is imperative to include city government. Organizations that may wish to implement a specific strategy may need to obtain permits for buildings or remodeling. They may also need to ask for

monetary assistance. To make these attempts effective it is essential to understand the government and its policies.

### **2.5.1 The Government's Makeup**

The City of Worcester is run by a Council-Manager system. This means that the decisions are made by the City Council and the City Manager consulting on the issues facing the City. The City also has an elected Mayor who participates in the decision making process as a representative of the constituents in the City. The Mayor is the at-large City Council candidate that receives the most votes in the City.

The Mayor acts as the Chairman of the City Council, and serves as the general supervisor over all administrative affairs of the City, excluding the schools. The Mayor may only be a member of the School Board and not exercise any authority over it. In partnership with the City Council, the Mayor appoints a City Manager.

The City Council is made up of eleven members - five of which represent the separate districts of Worcester, and six that are elected at-large throughout the City, which includes the Mayor. The City Council acts as the legislative branch of the local government and determines general policy. The Council also appropriates monies for all city operations, including schools, and enacts all ordinances. They may initiate programs or regulations and approve or disapprove matters that are referred to it by the City Manager or by citizen petition. The Council meets weekly in the Council Chamber of City Hall. All discussions are open to the public and are covered by local news media. Minutes are legally available for inspection by any registered voter. Any registered voter may also submit a petition to the office of the City Clerk if they so wish to have a matter discussed.

Some of the most important laws regarding citizen participation and understanding of the City Council meetings are the Open Meeting and Public Records Laws. Designed to encourage citizen understanding and involvement in public decision-making, these laws require that all governmental meetings be open to the public and press unless the body votes to go into executive session for a purpose permitted only by law. They also state that all meetings must be filed with the City Clerk and posted on the official bulletin board in City Hall at least 48 hours in advance except in emergencies. Additionally, law requires that everything recorded from council meetings be open for public scrutiny.

The City Manager is Worcester's chief executive. The City Manager is responsible for appointments of all the City department heads, the City commissions and boards, and the Library Board. He must keep the City Council fully informed of the City's financial condition and its future needs. The City Manager is a merit-based position that is under yearly review. The City Manager must present yearly reviews and plans such as *Benchmarking Worcester's Future: A Strategic Plan for the Third Millennium*. The City Manager also plays a role in the acceptance and denial of proposals.

Several departments within the City Government help run and plan the City. One of these, until recently, was the Office of Planning and Community Development (OPCD). In the late 1990's, the City Manager reorganized the OPCD into two separate entities, the Office of Neighborhood Services (headed by a Deputy City Manager) and the new City Manager's Office of Planning and Community Development (headed by the Chief Development Officer) (Hoover, 2002).

### **2.5.2 The Political Process**

The political process involved in getting a proposal passed is a relatively long route that takes time. Proposals can come from either the government or the public. Governmental proposals are usually more for opinions on the projects that have gone through the system rather than an initial idea. When the public wishes to have a proposal considered, they must file a petition. The petition is then put forth to the City Council and put on the agenda. The City Council then refers it to the proper committee for consideration. This is where a project can be publicly impacted. If a large amount of people show up to this initial meeting, then the City Council can order that it be placed on the committee's agenda within a designated time; otherwise, it is up to the committee.

These committees then decide when they will put the issue on their agenda. Then they hold public hearings where people can voice their opinions on the topic. This is the second place where citizens can influence the proposal. If people show up to voice their thoughts, then these are put into the proposal's report. The committee then sends its findings back to the City Council, with the advice of either rejecting the project or sending it to the City Manager for further review. The City Council then reviews the recommendation of the committee. If it is passed to the City Manager, the Manager then passes it on to another group for research. This group then reports to the City Manager with its findings. The City Manager then takes the findings and brings it back to the City Council. Upon hearing from the City Manager, the City Council then either rejects or accepts the proposal.

## **2.6 Chapter Two Summary**

Our preliminary research has given us a background that identifies previous economic development strategies and theories. We have examined general revitalization

strategies, Worcester's previous revitalization efforts, and the city government of Worcester. From this, we have gained an understanding of Worcester's economic development strategies utilized in the past, and that this type of economic development involves a political process that can be influenced by public contributions. These basic ideas have given us a solid foundation for which we can determine our data collection procedures and techniques for publishing the data.

## **Chapter 3 Methodology**

Our project's goal was to identify potential synergies among diverse economic development visions in the City of Worcester. We accomplished our goal through the identification and analysis of themes among the various Worcester groups. Throughout this paper, we consider an economic development vision to be ideas for future growth of the fiscal well being of an urban area. To determine the various themes among the groups with these ideas, we had to find out the pressing issues and the visions of the different groups and the reasoning behind those issues and visions. We compared each groups and found the similarities and differences in their responses.

We devised our methodology by consulting Singleton and by speaking with our project advisors and liaisons. With theories and strategies that we learned from our literature review about previous cities' attempts in revitalization, along with an understanding of Worcester's past, we were able to determine what kind of questions we needed to answer and what our data collection strategy should be.

### **3.1 Overview**

In this chapter, we discuss our data collection procedures. In addition, we portray our data analysis techniques for interpreting the information that we collected. Finally, we outline ways we made our data and conclusions available to the public in a way that is comprehensible to others.

### **3.2 Research Design**

We used semi-structured interviewing to gather the data for our project. This entailed face-to-face interviews. Once the data was collected, it needed to be reviewed,

factors extrapolated, and analyzed. We used various graphical and textual formats to both analyze and display the information. The charts include which general visions in the city are the most important. We also have narrative conclusions, which explain our conclusions in textual format. Finally, a comprehensive list, in a database format, was created to identify all of the groups and individuals in the City that play a role in the economic development of Worcester.

### **3.3 Data Collection Procedures**

We utilized semi-structured interviewing to obtain our data. We did not choose a “structured” format, because to narrow our interviews that much would block out issues that we had not foreseen and as a result we would not have obtained the most accurate information. Semi-structured interviews have specific objectives to be answered, while allowing the interviewer and interviewee freedom for open discussion and for freedom in responding for the interviewee. In addition, it allows us to extract the most reliable information.

To complement the semi-structured interviews, we used a written questionnaire. This questionnaire would enable us to provide some numerical analysis of different issues facing organizations and Worcester.

#### **3.3.1 Group Identification and Sampling**

Our original plan was to collect data from every individual and group with an economic development vision for Worcester; we wanted a census not a sample. The stipulation for which interviewees we would speak with was that the organization or individual must have an economic development vision for the City, as well as have a political voice in the City or have substantial support from the City’s constituents.



Initially our plan was to begin with a list of individuals and organizations in the City that followed our criteria and to then use a snowball strategy to collect contacts from each of our interviewees. Our original sources for contacts were our liaisons for the project – Allen Fletcher and Wyatt Wade – along with two Professors, John Anderson and Robert Krueger. Each contact would have been asked to give us referrals to other individuals or organizations in the City that have economic development visions. The snowball strategy would have been essential because the organizations and people of influence change continuously, and no literature would have allowed us to keep up with this change. The only way to know who was currently active on these issues would have been to use the snowball strategy.

Originally we thought that this type of referral sampling would be essential to our project because we thought probability sampling would likely miss groups or individuals and would deny us important information that would benefit our conclusions. Snowballing would have been especially effective in this situation, because it would have allowed us to collect an unbiased record of contact information for all active groups within Worcester (Singleton, 1999).

Mr. Fletcher and Mr. Wade served as a starting point for implementing the snowball effect. Allen Fletcher is the publisher of *Worcester Magazine*, a weekly newspaper that features news, opinions, and in-depth cover stories, and serves as an independent non-governmental voice in Worcester. Mr. Fletcher is also the head of a quarter of The Greater Worcester Land Trust and serves on the Fletcher Family Foundation Board. Wyatt Wade is the president of Davis Publishing, Inc., which, among other things, publishes art textbooks. Both men have lived in Worcester for a number of

years and have been civically involved. For example, they both worked with the citizens of Worcester who prevented the initial postponement of the demolition of the Burwick Building. Due to their involvement in the preservation of the Worcester Community, they have many contacts that are also involved in economic development in Worcester.

At the beginning of the project, we presented our background information and our research design to our liaisons, Mr. Fletcher and Mr. Wade. Mr. Fletcher raised some concerns about time constraints for the project. He felt that there would be too many potential interviewees in Worcester for us to interview and analyze in the 7-week period. He suggested that we group our contacts into different categories and conduct a stratified random sample. His concern was that we would get to the end of the term and not have been able to interview everyone. If this were to have happened, our conclusions would not have been as valid because we would not have used a sampling strategy.

Our stratified random sampling involved taking our population and organizing it into different strata. For us, the defining characteristic was the type of contact: business association; business leader; Community Development Center; cultural organization; community NGO; Executive City Government; education; ethnic; environmental; housing; individual; Legislative City Government; neighborhood association; religion; other. After categorizing the groups simple random samples were taken from the population. We randomly ordered the different groups on a list and randomized the order of the interviewees within each group. We then picked a random number and went down the list selecting each occurrence of that number (Singleton, 1999). Once we had confirmed interviews with our sample, we went back to the list and sampled the remaining contacts, including the new contacts received through snowballing.

By switching to a stratified-random sampling strategy, we ensured that if we did not have sufficient time to interview every contact, we at least had a representative sample of the contacts. This means that we could still draw valid conclusions even though we had not interviewed all of our contacts. Singleton says, “When strata are sample proportionate to the population composition, each case has an equal probability of being selected and one can generalize directly from sample to population” (Singleton, 1999).

We were going to continue this method until time ran out or we ran out of contacts. However, we encountered a problem. We were unable to reach everyone in the first sample, and thus were unable to schedule enough interviews each day. The problem was that we were now conducting too few interviews. The solution that we came up with was that we would switch to a convenience sampling. We would schedule as many as interviews as possible with as many interviewees as possible. We called everyone on the list and scheduled with those that we could contact.

In addition to changing our sampling strategy, we felt it necessary to add another phase in acquiring contacts. We wanted to ensure that our convenience sample came from as large a group as possible. We needed a way to quickly increase our contact list beyond what we obtained from our liaisons. We devised a “tier” approach to obtain our contacts, incorporating three different tiers.

Tier I was composed of our original contact providers: Mr. Wade, Mr. Fletcher, Dr. Krueger, and Dr. Anderson. After their input, we had a list of fifty contacts. Tier II was contacts from this list that could provide us with the most additional potential interviewees. After discussing with our liaisons, and looking at the contacts’ role in the

community, we drew out fifteen contacts to be Tier II (See Appendix B). We contacted each of these people, asking them to brainstorm as many contacts as possible. These new contacts were added to Tier III, joining the thirty-five left from the initial list. Any new contacts obtained through the interviewing were placed in Tier III as well. Those groups in Tier III would only expand our list during the Snowball Referral section of our interview.

These tiers were used solely for obtaining contacts, and had no bearing on the convenient sample. Each member of every tier had an opportunity to be asked for an interview. The Script for Tier II conversation can be found in Appendix C.

### **3.3.1 Semi-structured Interviewing**

We designed our interview format during the first week of the term. The following week, we administered the interview to our test group. We selected four individuals to be a part of our test group, based on their familiarity with the project and their knowledge of Worcester. After receiving and analyzing their feedback, we modified our interview format and obtained which issues we would use on the questionnaire.

In addition, we designed a script to guide us when we initially contacted the individuals. The test group also provided us feedback on the effectiveness of the script (Appendix D).

For each interview appointment, our questions were standardized, so that in each interview the same objectives were completed (Appendix E and Appendix,G). Our interviews began with basic introductory questions about the groups or individuals. First, we asked about a general history of the group or individual, when they were founded or

started to become involved, if they had a mission statement and their past involvement in issues. We asked how they accomplished their goals and if certain methods were better than others. Next we asked them about their current status and what hurdles they were facing. Then we wanted to know the number of participants involved in the group, how long they had been operating, and where their sphere of influence around Worcester was (Where they thought their efforts were mostly felt). The last major and most important part of our interview was asking them about their general visions of the City in the future. We then discussed the questionnaire (Appendix F) that had been sent to them which asked for their contact information as well as rankings of general Worcester Visions. The contact information would be placed in a directory. After the questionnaire we asked them to brainstorm with us for a few minutes to obtain their Snowball Referrals.

The ranking questions consisted of general visions of Worcester on scales from one to five. An example follows:

Very Unimportant	Below Average Importance	Average Importance	Above Average Importance	Very Important	Not Applicable
1	2	3	4	5	NA

**1 - Transportation:**

1	2	3	4	5	NA
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They ranked a total of 24 general Visions as seen in Appendix F.

### **3.3.2 Narrative Conclusions**

We wrote narrative conclusions of each interview. Using these we were able to display data that did not lend itself to a graphical or chart form.

### **3.3.3 Inventory of Groups in Worcester**

Through our research and interviewing, we developed a comprehensive list of the organizations and individuals within Worcester that have an interest in economic development in Worcester. This study should be beneficial for future inquirers since we catalogued the names and backgrounds of these organizations and individuals. For each person that we interviewed, we created a brief summary of the important information we extracted from our discussions (Appendix A). In the case of the contacts that we were given as referrals and never actually spoke with, we have documented what information we have on them in a list format (Appendix H). While this does not directly contribute to our conclusions it serves as an aid for anyone interested in those with economic development visions for the City. The referral list can be found in Appendix H.

## Chapter 4 Data Analysis

There are two types of data analysis that are used: statistical analysis and narrative analysis. For the statistical analysis we employed tables and graphs to represent our data. A large amount of our data was not in a quantitative format, however, and had to be summarized using a qualitative format.

### 4.1 Statistical Analysis - Questionnaire

The questionnaire that was developed offered us to two types of data: qualitative and quantitative. From this we were able to produce two types of results: tables/graphs and narrative summaries. The quantitative data shows how important the different issues are to groups around the city. The narratives are a place where the groups can further explain their choice, which gives us an advantage in making conclusions. Out of the 60 interviews completed, 48 persons returned the questionnaire filled out to us.

The results below are organized by topics on the questionnaire. For each main topic there is a table showing its average importance of the main category, as well as the other sub topics. In computing the average importance of an issue, we counted only the groups who had rated the issue between 1 and 5, excluding the N/As. This prevents an average from being unduly lowered, because a lot of groups did not express an opinion on it.

In addition to the tables, there is a frequency histogram shown for each topic accompanied by the narrative summary. The frequency histograms show how varied the importance is, and also shows how many groups rated the topic 'N/A.' The two visual

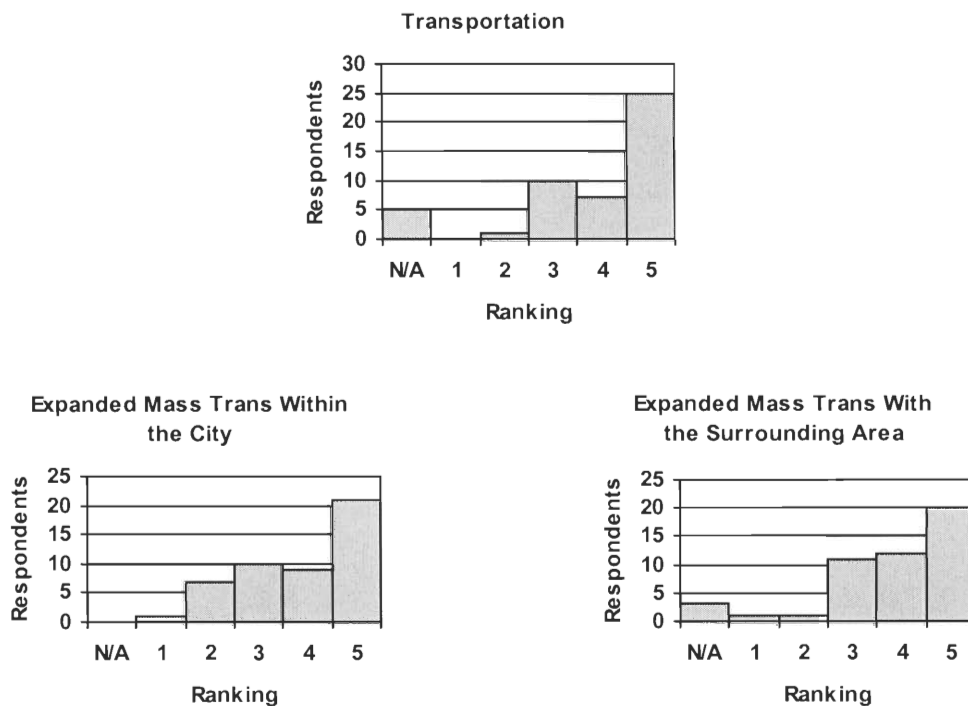
displays taken together paint a good picture of how important an issue is to the interviewees.

#### 4.1.1 Transportation

Category	Avg Rank
Transportation	4.30
Expanded Mass Transport in the City	3.88
Expanded Mass Transport with Surrounding Area	4.09

**Table 4-1 Transportation Average Importance**

This table suggests that transportation is of above average importance to the groups interviewed. Between “Expanded Mass Transportation in the City” and “Expanded Mass Transportation with the Surrounding Area,” there is a small advantage towards “Expanded Mass Transportation with the Surrounding Area.”



**Figure 4-1 Transportation Frequency Histograms**



The relatively high number of N/As for the broad category can be attributed to error during the completion of the questionnaire (The interviewees sometimes forgot to mark any of the choices for a topic. These were handled as ‘N/As.’)

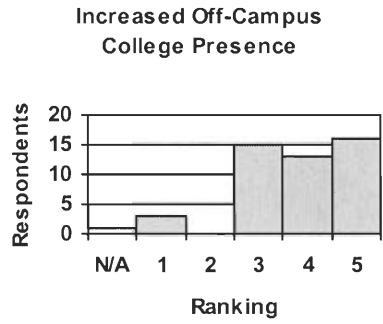
After an examination of Figure 4-1, the main conclusion that can be made is that the organizations and individuals interviewed had a very strong feeling about the transportation issue in Worcester, whether reaching out to the residents within the City or the visitors from outside. The fact that so many respondents chose to give a value of 5 says that this is very important to the majority of the city’s organizations.

The issue of transportation also came up during the interview, especially when we asked the question, “What is your ideal image of Worcester in 10, 30 or 50 years from now?” We obtained many responses regarding transportation. One interviewee stated, “Worcester has preserved its natural assets, there are hiking trails, there are bicycle lanes, incentives to use cars less, the public transportation has vastly improved.” Others have simply stated, “there is better transportation...” From this it is easy to note that public transportation is a big part of the interviewees’ visions of Worcester. It is interesting to note that among all the responses to this question, parking was not mentioned at all. This omission shows that this issue is neither problematic nor solved in the future. Greater parking is not part of the interviewees’ ideal vision for Worcester.

**4.1.2 Increased Off-Campus College Presence**

<b>Category</b>	<b>Avg Rank</b>
Increased Off-Campus College Presence	3.83

**Table 4-2 Off-Campus College Presence Average Importance**



**Figure 4-2 Off-Campus Presence Frequency Histogram**

With only one question dedicated to this topic, it is hard to break up the variables. However, one very important thing to notice is that the number of organizations that think the off-campus college presence issue is very important is very close to the number that rank it as above average and average. This tells us that, while the general consensus is that the issue is near above average importance, it is not necessarily as important as others. Most likely it is discussed as it comes up, and is considered more of a distant goal.

Several responses to the question “What one change would you make to the City”, described incorporating the colleges into the downtown area. One response was, “colleges now try to keep students on campus. They should try to realize that they have an obligation to the community...” Another states that, “there should a college community, several blocks where there are only college things. Where is the connection? Keep these students here after they graduate.” The general feeling is that there is a large college population in Worcester, but it doesn’t feel like a college town.

### 4.1.3 Housing

Category	Avg Rank
Housing	4.72
Renovation of Existing Housing	4.48
Refurbishing Old Buildings to create New Housing	4.55
Construction of New Housing using New Buildings	3.89

Table 4-3 Housing Average Importance

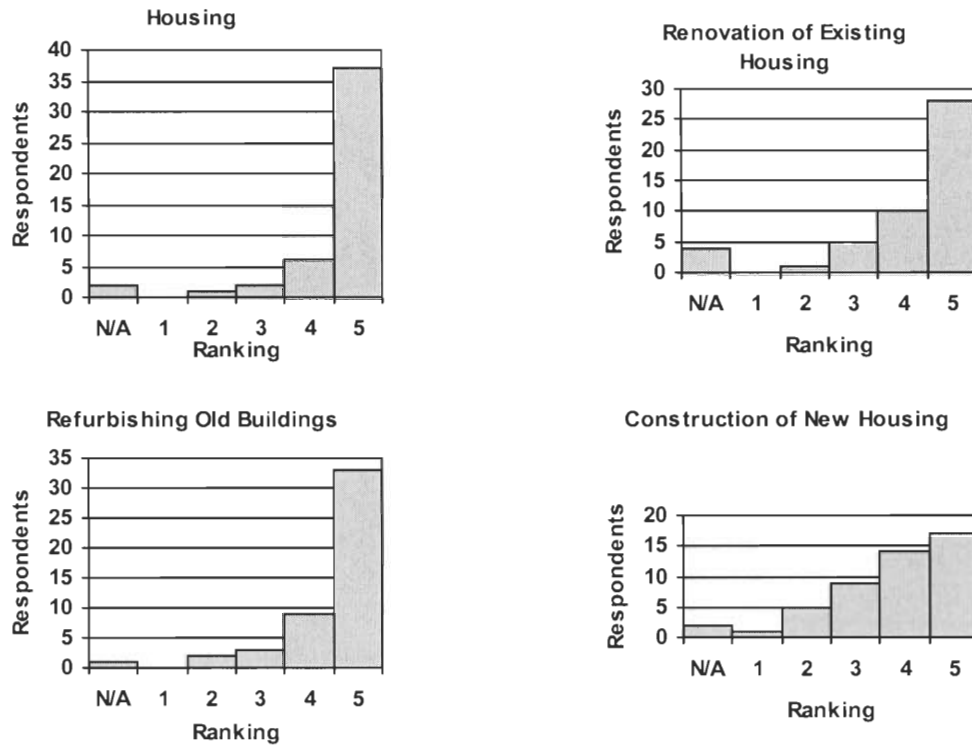


Figure 4-3 Housing Frequency Histograms

Housing appears to be a very important issue among the organizations in Worcester, as the graphs illustrate. With a very well defined peak at the “very important” classification, it is evident that the great majority of people in the city are concerned about this issue. It is also important to notice that the “Refurbishing of Old Buildings” and “Renovation of Existing Housing Units” is significantly more important than “Building New Housing Units.” In addition, for both “Refurbishing” and “Renovation,” there is a peak at the “very important” classification. “Construction” is more even, with

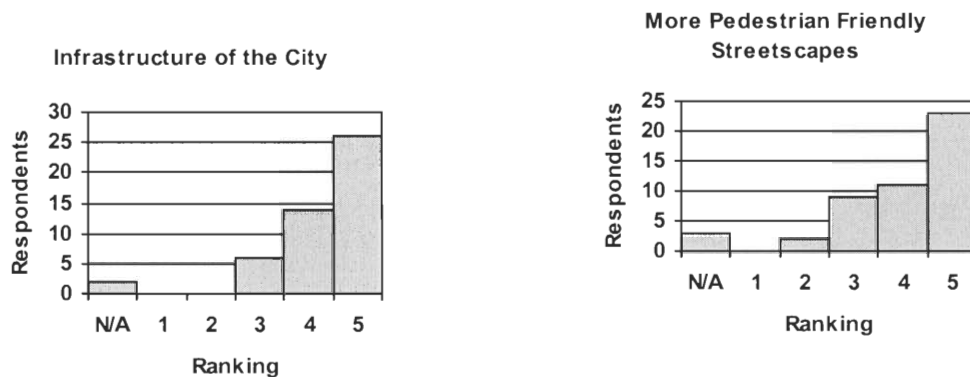
almost the same number of respondents at “very important” and “above average important”

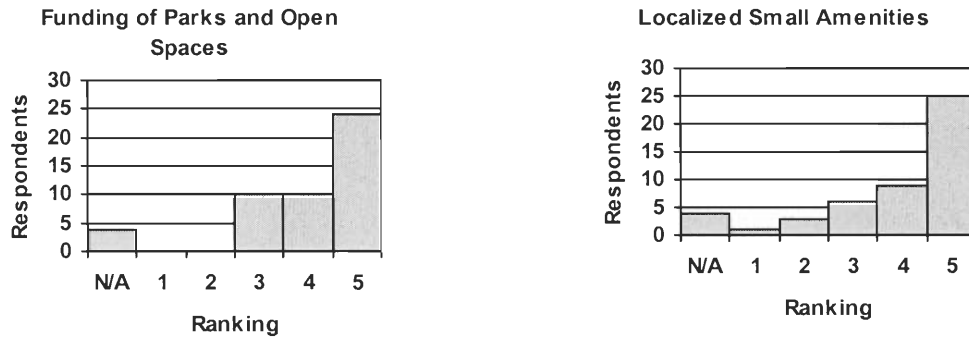
Housing’s importance was also evident during the interviews. Another interview question asked “What is your definition of a vibrant and livable city?” Housing was found in numerous responses. One interviewee mentioned that “to be livable, you need affordable housing as well as mixed housing.” This theme was prevalent throughout. Some, however, felt that Worcester’s housing stock was sufficient. An interviewee told us that “the housing stock and quality is high” in the City. Even if that is the case, the issue of housing in Worcester remains very important to the various groups.

#### 4.1.4 Infrastructure of the City

Category	Avg Rank
Infrastructure of the City	4.43
More Pedestrian Friendly Streetscapes	4.22
Funding of Parks and Open Space	4.32
Localized Small Amenities	4.23

Table 4-4 Infrastructure Average Importance





**Figure 4-4 Infrastructure Frequency Histograms**

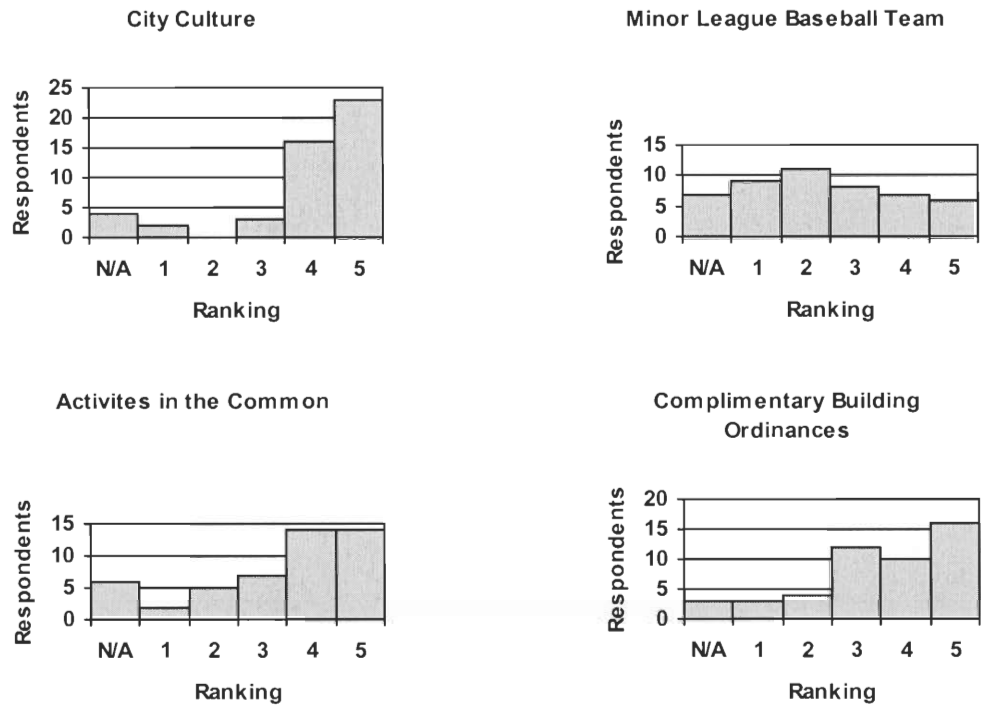
Another case with a distribution peak at 5, the data for the infrastructure of the city indicates that this issue has very close to the same amount of importance as transportation. Although there are no definite concentrations of responses, the average importance rating is slightly higher than transportation.

Improving on the infrastructure in the city was a common response during the interviews. One response was that the “renovation of housing and streets needs to be done. If you clean up the areas and they look better, people will want to live there.” Several interviewees mentioned the far-ranging effects that this could have, from increasing the number of people moving in to Worcester to bettering the City’s perception of itself

#### 4.1.5 City Culture

Category	Avg Rank
City Culture	4.32
Minor League Baseball Team	2.76
Activities and Events in the Common	3.79
Complimentary Building Ordinances	3.71

**Table 4-5 City Culture Average Importance**



**Figure 4-5 City Culture Frequency Histograms**

According to the data received, city culture certainly is on the agenda of most of the organizations and individuals. While some issues, such as the creation of a minor league baseball team, are seen as not quite as important, the overall rating of city culture as an issue was near the most important with a 4.32 average rating.

City culture’s importance was most apparent during the question regarding what makes a city vibrant and livable. As described by one interviewee, “vibrant means to have an enormous interaction involving creative work in the city that attracts people who want to live there.” Entertainment and culture were a huge part of the responses on what makes a city vibrant and livable. One interviewee even suggested that “outside arts be brought into the city, for example, in the Art Museum, Mechanics Hall, etc.”

Most interviewees agreed that Worcester has an excellent cultural foundation. People mentioned the local museums as a great cultural asset, and lamented that Worcester residents do not appreciate or enjoy them enough.

#### 4.1.6 Political Reform

Category	Avg Rank
Political Reform	3.90
Improved Government-Citizen Communication	3.93
Reevaluation of Zoning Policies	3.93
Reevaluation of City Ordinances	3.52

Table 4-6 Political Reform Average Importance



Figure 4-6 Political Reform Frequency Histogram

As can be seen above, political reform really seems to be of slightly above average importance. There are no concentrations as with transportation or housing, and the distribution is relatively even. One interesting thing to notice is the large proportion of “not applicable” answers. This tells us that a lot of the organizations and individuals in the city are not particularly concerned about the reform of politics.

According to our interviews, there are a number of opinions as to how the political system should be altered in order to help improve Worcester's economic development. While there was certainly no unanimous view on any one possible change, we were definitely able to identify some common themes that we found interviewees giving. What follows are a number of these common ideas of political change, as well as some description as to how common these ideas were.

The most common theme we encountered in the recommendations for political change dealt with the idea of a unified vision. We heard from a large number of interviewees that there is simply no strong and unified agenda that the whole city can cooperate to achieve. As one of the interviewees said, "Worcester has such a stalemate on going forward ... We need one person with vision going ahead." This highlights the next most prominent answer to this question, which was that there needs to be a strong leader with a real vision for the city, and who is willing to go ahead and reach that vision. While there was quite an even mix as to whether that "strong leader" should be the position of the City Manager or some other figure, such as the mayor, what we did draw out is that some leader is wanted. It is important to note that the responses we received did not blame the actual people in the political positions, but rather that, "the local government is unusual and problematic. There seems to be confusion as to who runs the city and who to go to when you want to speak to someone in charge. It is the system, not the people."

The second most common theme we identified within this question was that there needs to be better communication between the government and the public. There were a number of ideas that surrounded this theme, which included the government having: a



better understanding of the events at a local level; earlier public involvement in decision making; a better mechanism for citizens to communicate local-level issues to the government; and better communication with key individuals in the city. So while we drew out many ideas, and even more than are listed above, we were able to identify the one theme that the government should communicate better with the people and must work a little more on appeasing the local-level issues in addition to dealing with city-wide improvements. For example, in one interviewee's ideal vision of Worcester, "the government would have a good understanding of the local level and would implement a mechanism to front issues to be communicated up."

One thing that is important to note is that there were a number of people that told us that they were happy with the current state of the political system and did not believe that it should change. In fact, of the 58 people that answered this question, seven responded that the political system should remain the same. This certainly does not represent a majority, but does represent a significant fraction that is happy with the way things are now in Worcester's political system.

The last idea that we discuss in more detail is that of a modified election process for the city's political leaders. A few ideas were given for better representation, and some even conflicted (like one interviewee saying that more district councilors should be elected for better representation, and another saying that more at-large councilors should be elected because district councilors tend to fight against each other). There was also an idea to "change it so that all the City Councilors are elected from the ten wards of the city so that groups can't dominate." All in all, though, we could draw from this that there is

some support for an alteration of the current election process, though no consensus on how that change should occur.

As a result of receiving such a wide variety of answers that could not be generalized and did not necessarily fit together, we have included below a table of all the responses we received to the question, “How would you change the political system?” along with the number of people that responded with each answer.

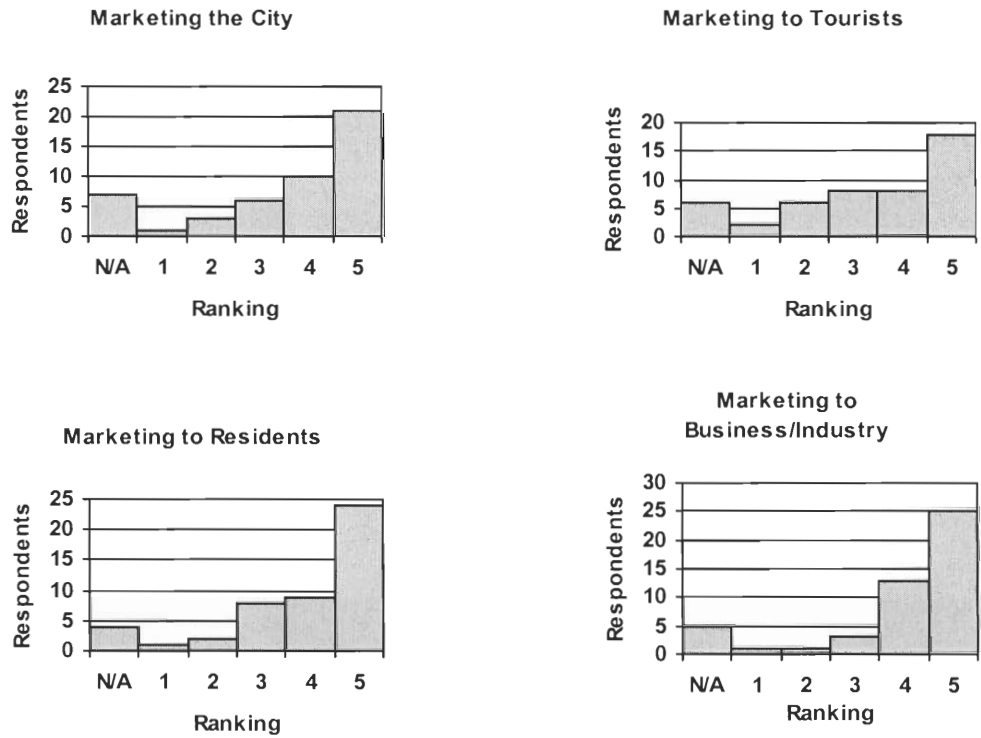
	<b>What to change in the political system</b>	<b>Count</b>
1	Coordinated Central Vision	13
2	Better Communication	7
3	No Change	7
4	Modification of Election Process	5
5	Diversification of city government	4
6	Examination of current political model	3
7	Less controlling government	3
8	Clarification of who runs which parts of the city	3
9	Better voting turnout	2
10	Streamlining of the permit process	2
11	Restructuring the legislative leadership	2
12	A more civil system	1
13	Rebalance between city manager and city council	1
14	Change from the 1-party system	1
15	Creation of neighborhood councils	1
16	More of a pro-business government	1
17	More openness to take on smaller projects	1
18	More inclination to move forward with things everyone agrees on	1

**Table 4-7 Different Responses of What to Change in the Political System**

#### **4.1.7 Marketing the City**

<b>Category</b>	<b>Avg Rank</b>
Marketing the City	4.15
Marketing the City to Tourism	3.81
Marketing the City to Residents	4.20
Marketing the City to Business/Industry	4.40

**Table 4-8 Marketing the City Average Importance**



**Figure 4-7 Marketing the City Frequency Histograms**

With an average importance overall of 4.15, the data for the issue of “Marketing the City” implies that this is important to people in Worcester. Although noticeably less important than housing and transportation, this is certainly on a number of people’s agendas. It appears also that the most important topic of marketing is that of “Marketing to the Business and Industry”.

**4.2 Narrative Summaries – The Interview**

The majority of the data analysis performed for this report is content analysis i.e. words, phrases and concepts. This was used opposed to statistical analysis because there are no numbers that can be assigned to the information obtained. The focus of our analysis is aimed more at relating various organizations and individuals in the City of Worcester that we have interviewed to the content analysis that we have chosen.

In addition to the questions aimed at identifying the details of each organization, the answers to other questions in the interview were used in the development of our final conclusions. These responses to these questions do not apply to a specific organization or individual as they are general questions. The specific question summaries and contact information can be found in Appendix A.

#### 4.2.1 One Change to the City

Suggested Changes	Number of Responses
Attitude	18
Beautification	5
Celebration of Historical Assets	1
Governmental Changes	12
College Presence	2
Synergy	5
Housing	2
Improved Transportation	2
Pedestrian Friendly Streetscapes	1
Removal of Interstate 290	1
Unified Vision	1
Vibrant Downtown	6
Youth Voice	1
N = 54	

**Table 4-9 Range of Suggested Changes to the City**

One of the questions we asked during the interview was what one change the interviewee would make to the City, regardless of what it was.

The changes above were the responses given during the interview. The most prevalent change was to change the attitude that Worcester has about itself, for example the notion that Worcester cannot get anything done simply because of its past or that Worcester can never be like Boston. As one interviewee put it, “The city’s pessimistic attitude needs to change. The people who live here need to realize what is here. They need to see that Worcester is a great place to be with a lot to offer relative to other places.” Another prevalent discussion was governmental reform encompassing a wide

range of ideas, such as having a strong leader or changing the political process. One thing we heard was that, “The structure needs a strong leader to actually make things happen. We need an authority that can identify strategic goals.” Finally, the third most important change was to create a vibrant Downtown. There were many visions for this topic, all of which were geared toward more people doing business in the Downtown area. “Make the downtown better. It has to have better infrastructure, with shopping, transportation, and accessibility.”

There were many other suggested changes. Some groups would like to see more synergy between the government and the public and between the various organizations themselves. “There needs to be a consistent dialogue between the hierarchy of the government and the districts that surround them. The people need to not only be heard but taken seriously.” Also, there were many ideas for beautifying the city including cleaning up the streets and improving the façades of the buildings. Other groups wanted to see more college presence in the downtown area, more mixed and affordable housing, improved transportation, celebration of Worcester’s assets, particularly the historical resources, and making the city more pedestrian friendly. Some ideas included getting rid of cars in the city, and others reconstructing sidewalks. “The renovation of housing and streets needs to be done. If you clean up the areas and they look better, people will want to live there.” Still others felt the need for the government and the organizations to have a unified vision of the future. There were also some stand alone opinions proposed to us including allowing youth to have a voice in not only the school system, but in the government also, and tearing down Interstate 290 because of how it splits the city in half.

#### **4.2.2 Effective and Ineffective Modes of Political Engagement**

When determining how the groups accomplished their agenda they were asked what modes of political engagement they used. We were interested in both how each specific organization/individual went about accomplishing their goal and what they felt the effective and ineffective modes were.

##### *Effective Modes*

The most commonly mentioned effective mode of political engagement is networking. The interviewees told us that knowing and communicating with the right people, i.e. the decision-makers, was very important. Some ways they went about influencing these people is by inviting the decision-makers to their organizational meetings, as well as meeting one-on-one with them. The latter, though very time-consuming, is very effective. This sort of “behind-the-scenes” negotiating was said to be very effective. Additionally, you have to keep contact with these people continuously. Just showing up when you need something is oftentimes not going to be effective. As one interviewee stated, “just showing up at council meetings tends to set people up to be against each other, however, meeting individuals and making personal contacts is effective.”

Another commonly mentioned effective mode is partnerships or coalition-building. The goal here is to not duplicate your efforts. As we heard, “Having and keeping good relationships is effective.” By engaging in partnerships and coalition building, you are able to pool more resources and get more people’s input on certain issues. Partnerships with the decision-makers are also very effective. “The most effective modes of political engagement are to have government partnerships, to have communication between groups and to have respectful disagreements.”

The next effective mode is being involved in the community. This includes being involved in organizations and sitting on boards in the City, as well as participating at City Council and other governmental meetings. Showing up in large numbers at City Council meetings was mentioned several times as a very effective way to influence the Councilors. In addition, it is effective to have people who are going to be affected by the issue that the City Council is considering to voice their opinions. Another mode is to build an organization to advance your agenda. Building an organization allows you to develop some power over time, as well as develop leadership. In addition, it can unite individuals and help promote a specific issue.

Education is a very commonly mentioned mode. This includes educating the public as well as educating the decision-makers. Interviewees mentioned telling people that their voice is important, teaching residents how to do advocacy themselves, and helping them understand how the government works can greatly help get their agendas to go forward. One interviewee explained a main mode of political engagement to be "...teaching residents how to do petitions for city hall, to do advocacy to city council and writing grants." In addition, producing literature for the public, including flyers and pamphlets, can aid in getting a group or individual's message across.

Another very common mode, which has similarities with the previous modes as well, is to actively and effectively communicate. This is accomplished by writing to the people in charge, questioning the assumptions of project proponents, presenting a well-argued solution to the problem at hand, and getting the press involved. Communicating effectively is an essential part of influencing effectively.

Finally, other common modes that were mentioned include the following; having the money upfront for a project you are advocating is effective because it removes one of the funding barriers to complete a plan. In addition, it is effective if you define your argument for or against an issue in terms of money. For example, if someone wanted to keep a building from being demolished, they could show that it is less expensive to preserve a building than to tear it down and build anew.

The last mode described is to be constantly dedicated. We were told by one interviewee that to get things done, you have to “be in our face every day...the squeaky wheel gets the grease.” Certainly persistence and hard work can be instrumental in getting a voice heard.

#### *Ineffective Modes*

There were many different modes of engaging the political system that our interviewees felt were ineffective. First and foremost among these involved fragmentation and “turf wars” in the City. Interviewees felt that this continuing fragmentation, where people deadlock on an issue instead of finding some common ground, is an ineffective mode. Also, if you allow ego or emotions to get in the way of thinking clearly, you are less likely to achieve your results. “The most ineffective way to engage agendas is when someone lets their ego get in the way of achieving a goal, whether it is the organization as a whole, or the individual.”

Another ineffective mode often mentioned is isolation. Being uncompromising is a very effective way to isolate yourself, as well as closing lines of communication. On the other hand, you can sometimes go too far in the other direction. Several interviewees mentioned that direct action (protesting) was often very ineffective, in that it tended to



alienate those whom the protesters were trying to influence. In addition, orchestrating an event that is perceived as ‘artificial’ can be counterproductive. This includes scheduling protests whose target is unclear or organizing a letter writing campaign that actually sends out pre-printed postcards to decision-makers. “Ineffective strategies include using pre-printed letters or postcards, as those tend to not be read.”

Another common ineffective mode is hammering or being hostile towards the decision-makers. Again, this alienates the people the interviewees are trying to persuade.

#### **4.2.3 Hurdles to Achieving Agenda**

The next question we examined having to do with the biggest hurdles that organizations and individuals faced when trying to achieve their agenda. There were a number of answers we received, ranging from such specific issues as lack of funding to as open-ended an issue as attitude or perception. What follows are some of the main responses we received, and an explanation of each.

The most common hurdle mentioned was the lack of funding. Since the majority of the groups we interviewed were nonprofit organizations, their funding is limited mainly to donations, grants, and endowments. In addition, several groups mentioned the imminent budget cuts as a potential problem.

The next most frequent response had to do with time. Several of the NGOs are volunteer-based, and it is often difficult for them to retain enough volunteers. In addition, the time needed to push things through the public process is often lengthy. A number of groups mentioned that “things take longer than they think they will even small things.” This results in people running out of steam and losing the needed amount of push.

Fragmentation within the city was cited as a problem by numerous groups. Numerous groups cited fragmentation within the city as a problem. This covers both “turf battles,” where people fight over influence in an area, as well as the fragmentation of power in the City Government. Groups mentioned that they are unsure of who actually holds the decision-making power within the City, and are thus not always sure to whom they should go.

Another response we received was that there were “entrenched people in power,” both in City Government as well as in the businesses in the area. Some groups felt that these people were too near-sighted to Worcester’s possibilities. The groups stated that they were trapped in a negative attitude of Worcester, yearning for its industrial past and not looking forward to see its potential. As an interviewee said, “The largest hurdle faced is public officials who want to play it safe. They don’t reach for the creative side of things; the projects are pragmatic and boring. This comes hand in hand with the fact that Worcester cannot attract new capital. They also forget that there is a huge market just outside the city in the suburbs. The people don’t come to Worcester because it is boring. They need to make Worcester the place to be.”

The general attitude of the citizens of Worcester was mentioned as a hurdle several times. The interviewees talked about apathy towards their cause. The predominant theme that groups talked about when discussing Worcester’s mentality is that citizens of Worcester have a negative attitude with regard to the City. We received responses saying that Worcester has an “inferiority complex” and always thinks it is not good enough. Other groups mentioned that Worcester has a “can’t do” attitude that makes things difficult to get done.

Other common responses included the competition among the groups for resources, as well as getting out the message for a certain issue. For some groups, community support was a problem. They felt that the population's ethnic, racial, or socioeconomic predispositions made the group's agenda harder to push through.

The final two hurdles that groups mentioned were lack of identity and lack of vision for the City. Many groups felt that Worcester is constantly being compared to Boston and Providence, and that this keeps Worcester from recognizing its own unique assets. Additionally, people yearn for what Worcester once was and nobody seems to know quite what it is becoming or what it is to become.

The attitude ties into the second theme, the lack of vision for the City. Numerous groups told us that the lack of vision for the city actually made their jobs more difficult. They said they did not know where to "fit in" to the overall scheme of things. "You need to get the attention of other people who have the same mind set; those who believe the same thing. The hard thing is capturing people and generating enthusiasm. You need to create a coalition of people to get something done. The need a 'common thread' and a rally point to pull them together. It will serve to interconnect all the people. This is difficult because it requires a lot of time."

#### **4.2.4 Assets of the City and How to Use Them**

When asked the question concerning the assets of the city of Worcester a number of responses were given. All of the assets can be broken into two main themes; environment and services. There are also recommendations on how to use these assets more effectively, if the interviewee felt that these assets are not used to their potential.

#### 4.2.4.1 Environment

The environment of the city was a common aspect that people mentioned. This is not just the natural environment but the whole experience of the City. People commented on the parks and open spaces but there is much more to the environment of Worcester than its nature. People see its cultural diversity and rich historical background as assets. There is a plethora of museums in Worcester as well as a very large ethnic spattering; 80 different ethnicities living in the city. As one interviewee described, “its natural assets are the most valuable; the parks, rivers, streams, and lakes, along with its educational excellence and cultural scene. These all make Worcester a very interesting place.”

Location was a commonly mentioned asset. People see Worcester as the epicenter of New England. It is a cross road for many of the routes of transportation throughout New England; highways, routes and railways. It is in the top 5 cities in the United States that have the largest population within a 50 mile radius. This was the most common asset mentioned by people. Part of the location asset is the size of Worcester. It is not very large land wise but has a very large population. This setting creates a “big small town.” It was described as “small enough to be a part of the community, and big enough to have your own space.” That is to say that Worcester is large enough to be a city but small enough for people to know each other. It creates a community sense in the City. “It gives you a small town feel, where everyone knows everyone else, and one can easily cross over into different types of communities.”

There is a large and diverse population in the city. There are many ethnicities and economic groups. “There is a wide range of socioeconomic groups without any friction.” The asset of the residents of the City was noted on a few occasions. They mentioned that the people here were loyal workers with a good work ethic. They felt that it was an asset

that there could be so much diversity in cultures and harmony among the various groups. This is seen as an asset because it makes the city a fun place to be. “Worcester has...hard working people, value to diversity, pockets of progressive and forward thinking people...it is an amusing place to live.” On the same line is the multitude of innovations that were invented and the large amount of diverse museums that play into the City’s history; home of the Diner the Smiley Face and the Monkey Wrench; the Ecotarium; Worcester Art Museum; Museum of Plumbing and Sanitation.

The housing in the city is also seen as an asset. It has high affordability when compared to the surrounding towns and there is a good building stock. There are plenty of buildings to use for residential, industrial or commercial usage.

#### **4.2.4.2 Services**

The second general theme is the services that the City has to offer. One of the biggest assets is the opportunity for K-12 and college education. Worcester is known for its Colleges as it houses nine. This is seen as an asset by people because it serves to make a more educated population. The quality of the K-12 programs was also noted, this includes both the public schools and the private and charter schools.

Those interviewed also found the governmental and its services to be an asset. Worcester is run by what is considered to be an honest and clean government. Two interviewees state this well with “the City government recognizes these groups (cultural) and has a very good relationship with them,” and “the Executive and Legislative branches really care...” The services provided are deemed an asset as well. They felt that the sanitation and other services were excellent. They felt that Worcester is a safe city to

live in as there is relatively low crime rate. They also felt that the medical services provided were outstanding.

#### **4.2.4.3 More Effective Use**

When asked whether these assets were being promoted and used effectively a mixed bag of responses was obtained. Some people felt that certain issues were being used effectively while others thought those same were not. What was possible to find, however, was the commonality of ideas to increase their promotion and use. They suggested that transportation be increased both inside the city and outside the city. This includes the running of the bus lines, the commuter rail, and increased use of the airport. They felt that Worcester needed to be marketed better; one simply stated that “the city needs to highlight all these assets to get everyone involved,” as one interviewee put it. Not only does it need to be marketed to outsiders but it needs to be marketed to those who live here so that they can recognize what Worcester has to offer. And in their marketing they need to promote and celebrate the history of Worcester more. They suggested that Worcester needs to hold a stronger and more concrete vision.

#### **4.2.5 Vibrant and Livable**

Vibrancy is defined by the interviewees as a place where things are happening. There is an 18 hour day in the downtown and it is a destination. One interviewee’s vision was that “there is legal economic activity downtown, with an 18 hour day and commercial retains and mixed class housing.” There are a wide range activities in which to participate and there is good communication between their organizations; arts; music; activities on the common; cultural institutions. There is a critical mass of activity and an

attraction of outsiders. “To be vibrant, you need events and activities, as well as better communication in organizing events.”

It is a place where there is community involvement. A place where the people care about what is going on and take an active role in making decisions. “Vibrant means that your city has involved citizens, where the creative and innovative side is exposed...” The people are from a diverse range of socioeconomic classes and have great pride in their city. The residents have a real sense of community.

There is also a diverse business community where there are many job opportunities. “There is good and varied employment at all skill levels, it recognized the value of all work, there are paid benefits and the education system is connected with the community and economy.” The necessary amenities are located close to living locations. The transportation in the city is good both within and to the outside through mass transport such as buses or trolleys locally and airports or railways externally. “It has a low crime rate, the price of housing is affordable...there is easy transportation in the city...”

Livable was defined as a place where the streets are safe and clean. The education is top notch and the housing is affordable. There is a high quality of services such as recycling. There are plenty of parks and open spaces to enjoy. The neighborhoods are successful and amenities are localized. “The neighborhoods are a place where people want to live, they are green and clean. The downtown has many shops and is a good place to walk around and the people are friendly. It is a place where outsiders like to come and the residents are proud.” The streets are pedestrian friendly and the mass transportation is also user friendly and useful. There is a stable tax rate. There is diversity among the people and businesses and the area is family oriented.

#### **4.2.6 Ideal Image of Worcester**

There were several common ideas mentioned when we asked the groups what their ideal image of the future of Worcester in the future was. Groups said that they wanted to see open spaces and green spaces preserved, that the City parks should be in good condition and well-funded, and that there air and water in the City should be clean. They said that they want to see the City celebrating its various ethnicities, and that these ethnicities live together in harmony. In the same vein, they said that they wanted the City to expand on its cultural resources by having more community activities, an active Arts District, a refurbished and beautiful Blackstone Canal, and increased use of the City's museums.

The groups responded that they wanted to see improvements in the physical features of the City. They said that in the future, we should be able to see the results of a beautification program that helps restore some of the building façades. In addition, there would be pedestrian-friendly streetscapes and improved sidewalks and streets. Lastly, several groups said that they wanted to see people picking up their litter and that the streets are clean.

Several groups specifically mentioned the Downtown area when asked about their ideal image of Worcester. They wanted to see the Downtown active 18 or 24 hours a day. They envisioned a Downtown connected to other parts of the City, both with transportation and physically with road connections. In addition, they said they wanted to see a youth presence in the Downtown. The main theme, however, was that the groups wanted to see Downtown Worcester become a destination where people are drawn to live, work, and play.



Other items people wanted to see in the future include the sustaining of Worcester's low crime rate. In addition, they wanted to see the removal of illegal economic activity throughout the City. They also wanted to see other services in the City doing well. Specifically, the groups mentioned that they wanted Worcester to be renowned for its healthcare systems, as well as its excellent public and private schools at the K-12 and college level.

Transportation has a role in people's image of future Worcester as well. Several people mentioned increased commuter rail service in Worcester's future. Other transportation related items include more buses, less cars, and a flourishing airport. People have mentioned that if you want the airport to be successful you need a direct access route; no matter what type of route that is, they do not want to have drive through downtown to get there. One group even mentioned that they would like to see the trolley system return to Worcester.

The groups also mentioned the different kinds of housing that they would like to see. People wanted to see more affordable housing in the City. However, there were some groups that said in addition to affordable housing we need more market rate housing. Some groups also mentioned that we need mixed residential/commercial housing units.

The economy of Worcester would be bustling in the groups' ideal images. There would be more small businesses in the City. In addition, the tax base of the City will have been increased as a result of the expanded business. There would be people working and living in the City, making it more vibrant.

Communication and cooperation would be very good in the future. This would be

between organizations, between the government and the public, and internally between government officials.

Finally, in the ideal future, Worcester's citizens' perceptions about the City will have changed. The inferiority complex will have disappeared, and the residents will appreciate the City's assets. The reputation of Worcester will have changed and the City will have a specific identity. Finally, Worcester will be recognized throughout the region and country as a model for how a city can become even more spectacular.

### **4.3 Chapter Four Summary**

The data that was obtained from both the interviews and the questionnaire was used to build the conclusions. The questionnaire adds a stronger basis to certain claims that can be made as a result of the interview.

## Chapter 5 Conclusions

To fulfill our goal of identifying the common themes among the economic development visions in Worcester, we look at the data in Chapter Four. From the questionnaire rankings, we can draw conclusions of how important the issues we looked at are in comparison with one another. In addition, we can draw conclusions about common themes from our analysis of the narrative summaries.

From these conclusions, we are able to identify common themes among the economic development visions in Worcester. We have identified a number of different visions of economic development for the city, as well as different visions for how economic development occurs.

### 5.1 Questionnaire Rankings

The rankings enable us to draw conclusions about how important issues are in relation to one another. From Chapter 4, we can compile the following two tables.

Categories	Average Importance
Housing	4.72
Infrastructure of the City	4.43
City Culture	4.32
Transportation	4.30
Marketing the City	4.15
Political Reform	3.90
Increased Off-Campus College Presence	3.83

Table 5-1 Average Importance of Categories

From this table, we see that, although each topic had above average importance, the issue of housing was, in general, the most important. The infrastructure of the city, as well as transportation, city culture, and the marketing of the city are all relatively close to each other in importance. Finally, the prospect of an increased off-campus college

presence and the topic of political reform ranked the lowest in importance. It is important, however, that we reiterate the fact that all of these issues were ranked quite high, meaning that, on average, organizations and individuals considered each topic to be of greater than average importance. This is to be expected, since we chose the questionnaire categories by asking knowledgeable individuals in the city what they felt were the most important issues.

<b>Subcategories</b>	<b>Average Importance</b>
Refurbishing of Old Buildings into New Housing	4.55
Renovation of Existing Housing	4.48
Marketing the City to Business/Industry	4.40
Funding of Parks and Open Spaces	4.32
Localized Small Amenities	4.23
Pedestrian Friendly Streetscapes	4.22
Marketing the City to Residents	4.20
Expanded Mass Trans w/ Surrounding Area	4.09
Improved Gov't-Citizen Communication	3.93
Reevaluation of Zoning Policies	3.93
Construction of New Housing	3.89
Expanded Mass Trans w/in City	3.88
Marketing the City to Tourism	3.81
Activities and Events in the Common	3.79
Complimentary Building Ordinances	3.71
Reevaluation of City Ordinances	3.52
Minor League Baseball Team	2.76

**Table 5-2 Average Importance of Subcategories**

Table 5-2 shows the subcategories of the general issues that were addressed in the questionnaire. That is to say, each of these issues has its place under a respective general topic (as Marketing the City to Tourism is a subcategory of Marketing). Again, this table is arranged in order of average importance to the interviewees, and the first thing to point out is that “Refurbishing of Old Buildings into New Housing” and “Renovation of Existing Housing” are at the top of the list.

The next most important topics are “Marketing the City to Business/Industry” and “Funding of Parks and Open Spaces.” These two areas tie in importantly when it comes to having a healthy, economically vibrant, and livable city.

After that, there appears to be a relatively consistent distribution of the rest of the issues, all the way down to the Minor League Baseball team, which is given an average rating of less than average importance.

## **5.2 Vision Conclusions**

In contrast to the conclusions drawn from the questionnaire, identifying common visions from the interviews required a better understanding of the big picture. By using this higher-level type of approach, we were able to create a number of conclusions with regard to the common themes of economic development visions for the City of Worcester. Specifically, we were able to identify three broad categories of potential synergy among the economic development visions: Quality of Life, Social Interactions, and Economic Health.

### **5.2.1 Quality of Life**

One of the major visions people had was an improvement to the quality of the life in Worcester. Concerning this issue there are many underlying visions; housing, transportation, culture, diversity, open spaces, physical features, and downtown. These issues all tie together for the economic benefit of the City.

Housing was the most often mentioned issue. There are many sides to the debate as to what type of housing is needed; affordable, market rate, mixed. The main conclusion that can be drawn is that people would rather use the existing resources first before adding to the building population. There are many areas that have housing that

needs to be renovated to make the habitat more livable as well as areas of large unused industrial buildings that can be renovated into new housing. Once all of these areas are explored, then new buildings can be constructed.

Transportation was also mentioned by a large majority of the interviewees. They wanted better mass transit. This includes the systems within the city as well as those that travel to places outside of the city; be they the suburbs or other major cities like Boston or Providence. Parking was not mentioned. This may not be because it is not currently an issue, but rather because it does not fit into the vision of the city where people rely more and more on mass transit.

One of the most recognized assets that we identified from the interviews was that of the City's culture and diversity. There is a range of ethnic and cultural diversity. Many of the interviewees felt that capitalizing on the culture would help the city flourish. They felt that Worcester needed to recognize what its cultural features currently were, and needed to play on them. They also felt that a diverse socioeconomic mix was important. They wanted to see all the ethnicities in the city live in harmony. The City needs to recognize its historical, cultural and ethnic resources and use them as a base for economic development.

Another important part of the quality of life is the number of open spaces. It is very important to people to have open green spaces and parks to enjoy, and the money to upkeep them. They feel that the parks in the city need more funding.

The physical features of a city can make or break it. In the City of Worcester the physical appearance was found to be important to the interviewees; no one wants to be in a place that is not attractive. In our interviews we came across a few main points of city

beautification that were important to the interviewees. Most of the groups had not thought of a complimentary building ordinance in the city to keep new buildings from clashing with the rest of the city. But after it was introduced in the questionnaire, these people thought that it would be a good thing, and even Mayor Murray believed that Worcester should establish such an ordinance. The buildings in the city are old and run down and the majority of the property owners do not have out of pocket cash to renovate their façade. The federal government runs a façade program where businesses, if they qualify, can receive federal moneys to put a new façade on their buildings. A lot of the neighborhoods would like to see this program come down their main streets. Besides the quality of the buildings they would also like to see better quality roads and sidewalks. Currently the City of Worcester is about 4 years behind in its road rehabilitation program. This means that there are roads and sidewalks in the city that have needed repair for extended periods of time, and that those that are in need now are destined to wait longer. To have an attractive city, the streets and sidewalks have to be user friendly.

Connectivity of Worcester inside and out was mentioned as part of the physical features. As this topic also ties into transportation and location it is seen as a vital part of the success of Worcester. The interviewees would like to see improved and more mass public transit in the city. They would also like to see the city reconnected. In the past, certain projects (such as the construction of the Worcester Common Outlets or I-290) have separated old neighborhoods and sections of the city. The interviewees felt that they the city needs to find ways to reconnect the parts of Worcester and in particular the Downtown.

The Downtown was an area that was mentioned a lot by the interviewees, particularly those in the Downtown and the neighborhoods directly surrounding it. There are two viewpoints that have come about from these people. The first is that the neighborhoods cannot be built and thrive without a strong downtown. The second is the opposite, which is that you need to start in the neighborhoods and then the downtown will flourish. What can be gathered from this information is that the downtown and the neighborhoods have a symbiotic relationship. This relationship is biased depending which area you represent. The main point is that the downtown and its surrounding neighborhoods must be given the same emphasis. When a project is done in the downtown, it needs a comparable project to balance it in the neighborhoods. They need to be brought up at the same pace and not one before the other.

### **5.2.2 Social Interaction**

There are a few conclusions that can be made about the social interactions within the City. We will look at two main areas: political structure and citizen perception of the City.

When asked about the political structure of Worcester, for the most part, people in the City felt that their government is honest and clean, although inefficient. In addition, people we talked to said that they felt City Officials are generally concerned with the well-being of the City, and wanted to see the City grow and prosper.

Another common political theme that we came across was that there is a lack of a vision within the City, and that we need some kind of strong leader to develop this vision. The interviewees did not always jump right to saying that there needs to be a strong mayor, however; they only stated that somebody in power needs to articulate a vision and



then drive the City towards it. As one of our interviewees said, said “we need to change the form of government to release a creative energy, then in fifteen years change it again to release another creative energy.” This has not happened as of yet within the City and it is slowing the City’s development.

The second main area of social interaction is Worcester citizen perception. Twenty-eight percent (17 total) of the interviewees mentioned the attitudes regarding Worcester as something they would change. Most interviewees also agreed that Worcester is a good place to live. This paradox – Worcester being a good City to live in but the residents having such a negative attitude – must be fixed somehow. Some active effort must be put forth to try and inform the public about the positive things in Worcester and remove the unwarranted negative attitude toward the City. This effort to improve the City’s attitude about itself can spill over to create further benefits.

### **5.2.3 Economic Health**

One of the largest issues mentioned to us concerning the economic health of the City was an increased tax base. Most everyone agreed that more businesses need to be brought into the City. Three suggestions were obtained from our interviews.

One relatively minor suggestion was to streamline the City’s permit process further. People mentioned that the process is much better than it has been in the past, but agreed that it is still aggravating. We heard stories of people going back time and time again to get more and more permits. For example, one of our interviewees said that they were shuttled around the system and that no one was able to tell them in the beginning that they would have to receive permissions from so many committees. This person’s complaint was not that there were too many meetings to attend, but that no one could say,

from the start, how many meetings would be required. The other suggestion was to streamline the billing process. Businesses must attain so many permits from the City and are billed separately for the majority but it would be more business friendly to send an itemized all-inclusive permit bill.

Another suggestion we heard from people was to level the tax rate in the City between residents and businesses. Some people felt that the business taxes were too high, and that that it was a major factor in what is keeping some businesses from coming to Worcester. What we heard from one interview was that the split rate is creating a higher business tax. An additional thought to increase tax revenues is to have the colleges agree to pay a monetary sum to the City in lieu of taxes.

The last thing interviewees told us that would increase the tax base was to market the City to business and industry better. It was rated more important than “Marketing to Residents” by .20 and “Marketing to Tourism” by a staggering .59. This difference suggests that the groups place more emphasis on marketing towards business and industry. Along with the marketing comes making the City more business friendly. One interviewee told us that “if you want market yourself as business friendly and you want to be business friendly, then you have to act business friendly.”

### **5.3 Possible IQPs**

One of the goals of our project is to hopefully provide some basis for identifying IQPs for the Worcester Community Project Center. From our research we have identified the following as ideas for future IQPs. What follows are a number of possible IQPs that this group has identified to be of great potential in helping the city of Worcester with its

economic goals. Following each identified topic is a brief description of why we feel each to be important.

### **5.3.1 Housing IQP**

The first IQP that we propose, and possibly the most important (because of the amount of importance that our interviewees gave it), is that of the cataloguing and analysis of available housing in the city of Worcester. This may be extremely important, as the prime issue in many organizations was that of housing. To be able to use the resources of a few college students to do a study on the current housing situation in all or part of the city could be of great help to all of those people that find this to be a pressing issue. In the probable case where the city as a whole is too large for one IQP group to take on, it is suggested that the city be broken up into regions and that WPI assign different groups to different regions. In fact, there could very possibly be a first group that is assigned primarily to coming up with the strategy for analyzing the availability of housing. Following groups could work off of that foundation.

### **5.3.2 Airport Access**

One very important common theme that we encountered was that of the Worcester Airport Access possibilities. Many people are finding that this issue is more and more important every day, as the problem with transportation between different cities grows. A promising IQP might be to examine different options for Airport Access, and to explore the economic promise to a few key proposals. This could be very influential in the final decision that will ultimately be up to the City.

### **5.3.3 Infrastructure**

There are three different project ideas related to the issue of the City's infrastructure. The first is that of analyzing the sidewalks of Worcester and investigating whether they are appropriately maintained or need improvement, and where. Very similar to that would be what we call "pot hole analysis", which would entail the examination of the streets in the downtown area and classifying areas by the amount of "rough roads" that exist in the area. Thirdly under the topic of infrastructure is that of the parks and green spaces. Using the students as a resource for reporting on the potential of funding parks and green spaces could lead to more investment in that area.

### **5.3.4 Methods of Reconnecting Downtown**

In the area of city connectivity, there are two main projects that this project team suggests for future IQPs: a market study of reconnecting Front Street; and a market study of connecting Franklin Street. These are two issues that deal with the internal connectivity of Worcester and would be beneficial to examine.

### **5.3.5 Marketing**

Marketing the city, also, has become a reasonably important issue to many of the people of Worcester. Certainly a useful IQP may be to explore the possible methods of marketing the city to both businesses and industry, as well as to the residents. Serving as a very important step in the right direction for the city, this could also prove to be very fruitful for the students involved, as they would be able to learn a good deal about the technique of marketing.

### **5.3.6 How to Increase the College Presence in Neighborhoods and Downtown**

One issue a little more close to home with WPI students is that of having an increased college presence downtown. This issue also showed to have promise among

the individuals and organizations that we interviewed. Unfortunately, there is very little currently underway to get those college students into the right areas. A very useful, and at the same time enjoyable, IQP would therefore include looking at what the city currently has that could attract college students, how to exploit those assets, and how to identify what else needs to go downtown in order to attract more students.

### **5.3.7 Cataloguing the Cultural Attractions of the City**

While there certainly are a great number of cultural attractions within the city of Worcester, it is not always publicized or made as well known as it should be. As a result, residents and visitors alike have much trouble identifying the different cultural activities that exist. One recommended IQP is to identify the cultural attractions of the city, to investigate and understand their significance, and to make an attempt at publicizing them more effectively.

### **5.3.8 Investigation of Streamlining the Permit Process**

The common response we received from our interviews about the permit process in Worcester was that it was confusing, deceiving, and inconvenient. We believe that a very useful project that would help the businesses and residents in the city would be to examine the current permit process. The results would be to propose new ideas for streamlining the process to make it more clear and efficient for not just business owners but anyone who wishes to obtain a permit.

### **5.3.9 Transportation**

As we have seen transportation is an important issue within the City. There are a number of IQPs that could spawn from this issue, and we consider four here. The first is an analysis of the bus schedule for the city. To be able to catalogue how the buses run

and how they might better be utilized and advertised. Somewhat linked to that would be exploring the details of having a transportation route for college students to get into and out of the Downtown as efficiently and conveniently as possible. Also included in this category would be transportation between Worcester and the surrounding cities. This research would include a feasibility study of mass transit systems such as a commuter rail. Finally, with respect to inter-city mass transit, there was some talk about having a trolley or mono-rail placed in the city. Examination of these options for transport could be helpful in the development of a better mass transit system within Worcester.

#### **5.3.10 Supplement to This Project**

The last suggested IQP that we suggest does not address a particular issue, as do the previous suggestions. Instead, it is the belief of this group that a WPI project that would conduct similar data collection to a broader range of people, the residents of Worcester, would be an integral part of providing supporting evidence to the conclusions of this report. Certainly a sample would have to be taken, encompassing a small proportion of the city's population, and representing the population as a whole. With this done, the City, as well as many of the organizations in the city, would be able to understand truly how much City wide support is behind each issue.

#### **5.4 Reflections on the Project and Suggestions for Future Research**

After the completion of this project, we have thought about some changes that we feel may better future research on this topic. We have reflected on some of the biases that can be easily fixed as well as aspects that we felt were particularly strong in this project. While thinking about the problems in our research, we also found solutions that

can be used to resolve them. These problems and solutions are outline in this section of our conclusions.

The first reflection we made was that we could not use a stratified random sample while contacting our list of interviewees. Due to our time constraints, we had to change to a convenience sample, in which we called all the people on our list and set interviews with the people who we contacted, or who called us back. Because this is not a scientific method, we could not perform a full statistical analysis on our data. As a solution to this, we suggest that any future research begin by calling before the start of the term. Looking back on this problem, we would have begun our first sample calling during the term in which we did all of our background research, so that we would have our first interviews during the first week of the term when we performed our methodology.

The next issue that we realized was problematic was that our report was biased toward NGOs. Since our Tier I and II contacts were all parts of NGOs, our list contained a majority of grassroots groups. Approximately three weeks into our project, we were given referrals from a couple of our interviewees to contact banks and real estate agents to research the aspects of private investors in the public arena. We suggest that if this study were to be continued, the local banks and real estate companies be added to the contact list.

We also reflected on our interview questions themselves. The wording of some of the questions should be rephrased. The phrase “political reform” should be changed to “political change,” so that it does not take on a negative connotation, or suggest that the governmental structure itself needs to be changed. This may lead thinking to not only changing the structure, but to also changing the political processes. On the same lines we

would change the question asking “what change to the political system?” to “what change in the political process?” This is because we were more focused on the process and not on the actual political system. Another question we feel should be reworded is the question that asks “what is stopping you from making these changes.” Since this question suggests that the interviewee is responsible for making the change, we would rephrase the question to simply ask, “What is preventing this change?”

Another aspect of our interview questions that we reflected on was the sequence of asking the interviewee’s specific issues that he/she is working on currently. We had intended this to be taking the majority of the time of the interview; however it did not seem to be as important as the general visions sequence. In response to this, we suggest that less emphasis would be spent on the current issues, and more would be spent on the future visions for Worcester questions.

Not all of our reflections are negative, however. We did find some very positive aspects in this project. First, we were impressed with having been given the opportunity to interview some high-ranking people in the organizations that they represent. For example, we were able to interview the publisher of the Telegram and Gazette, the CEO of the Seven Hills Foundation, and also the Mayor of Worcester. These people not only gave some of their valuable time, but seemed very interested in our results. Secondly, we were able to learn a lot about the culture of Worcester throughout the duration of this project. We were able to eat at some of the small, localized amenities, such as Coney Island Hot Dogs and Charlie’s Diner. We also had the opportunity to see a symphony perform in Mechanics Hall. These are all unique to Worcester, and we felt privileged to be able to experience them. Finally, we learned about the process, the culture, and the



people in Worcester. And we have a new appreciation for the City in which we go to school and live.

## **5.5 Conclusion**

In final conclusion, we believe that we have identified some key aspects of Worcester that, if publicized, could possibly be addressed in a unified fashion as a result of the commonality of the vision throughout many organizations and individuals in Worcester. We have shown a number of common economic development themes, specifically including the housing issue, a desire for a common, clear, and positive vision, and a need for a strong leader to articulate that vision. Communication and cooperation have shown to be very important to those that we interviewed, and the general consensus is that any help in that area would be truly welcomed. Finally, because so much has been unearthed through our project, and because there is still more that can be added onto our project, we have been able to suggest some future WPI projects that could be beneficial in helping the city. Hopefully, with all of the work we've given to this project, and with all of the work to come with similar projects, the city of Worcester will find itself using the help of WPI's Worcester Community Project Center to its benefit.

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## Appendix A Catalogue of Interviewees

### Business Associations

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ROBB ALHQUIST, PRESIDENT  
HIGHLAND STREET BUSINESS ASSOCIATION  
OWNER THE SOLE PROPRIETOR AND THE 111 CHOP HOUSE

Contact Information: 118 Highland St  
Worcester, Ma 01609  
(508) 798-3474  
robb@thesole.com  
Date founded: 1994  
Source of Budget: Dues  
Size of Budget: \$1000  
Sphere of Influence: Highland to Park Ave to Pleasant to Harvard

*No Mission Statement, they have not met in 3 years and have no pressing issues.*

Their main concerns are that they area be kept clean and safe. They have been involved with programs that increased the police visibility in the area and did manage to come up with a common vision for the road. Unfortunately, they have not been able to further their vision.

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PAUL BARBER, PRESIDENT  
SHREWSBURY STREET MERCHANTS ASSOCIATION

Contact Information: Not Available  
Date founded: 1997  
Source of Budget: 50% Dues, 50% Fundraising  
Size of Budget: \$10,000  
Sphere of Influence: All around City.

*The purpose of the Shrewsbury Street Area Merchants Association is to promote the businesses and properties of the Shrewsbury Street Community. It is our goal to distinguish Shrewsbury Street as a community of diverse businesses with varied products and services, including some of the finest restaurants in New England and to promote Shrewsbury Street as a gateway to Worcester. We work together to maintain the Italian heritage for which Shrewsbury Street is noted, as well as welcome and promote people and businesses from all cultures who choose to live, shot and visit the Shrewsbury Street community.*

The Shrewsbury Street Business Association was created to give the street a common voice in the city. Their budget changes with their needs.

The organization has been involved with many issues that directly affect Shrewsbury Street. They work for the betterment of the street, which includes the sidewalks and the median strips. They want Shrewsbury Street to appear attractive. They were involved in Union Station because they felt it is important to their development because the spill over of more use of the Station would end up on Shrewsbury Street. They also form committees to deal with specific issues. The current issue is city ordinances, namely those that deal with Café Dining and the ability to serve alcohol on the street. They would like to be able to serve alcohol and set up tables on the sidewalks in nice weather. They also have a Zoning committee, which deals with the zoning of the area. They are assessing the zoning and whether or not it is the most logical and economically fit zoning. They also have an even committee, which organizes the events on Shrewsbury Street so that they do not negatively affect anyone's business. They also market the area to the public.

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CHRISTOS LIAZOS  
WEBSTER SQUARE BUSINESS ASSOCIATION

Contact Information: Not Available  
Date founded: ~1930  
Source of Budget: Dues, fund raising  
Size of Budget: \$20-25,000  
Sphere of Influence: Maywood St to Leicester  
June St & Mill St to the NW  
Canterbury St to the S

*To promote good business activities and to be involved in the community.*

The Webster Square Business Association was established to help the local businesses deal with a damaging hurricane that struck Worcester in the 1930s. The budget has been slightly increasing. They have monthly public meetings 10 months out of the year.

They have been involved with a local beautification program including improving the façades of local businesses and helping to clean up the streets. In addition, they award four \$1,000 scholarships each year to local students.

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MARK LOVE, PRESIDENT  
WORCESTER REGIONAL CHAMBER OF COMMERCE

Contact Information: 339 Main St  
Worcester, Ma 01608  
(508) 753-2924  
[mlove@worcesterchamber.org](mailto:mlove@worcesterchamber.org)  
[www.worcesterchamber.org](http://www.worcesterchamber.org)  
Date founded: 1876

Source of Budget: Member Dues  
Size of Budget: \$2 million  
Sphere of Influence: Worcester Region, about 22 cities and towns.

*The mission of the Worcester Regional Chamber of Commerce is to be the leading regional business organization in Central Massachusetts.*

The Worcester Regional Chamber of Commerce has gone through a series of changes in the past. First, it changed from Worcester Board of Trade, to Chamber of Trade, to Worcester Area Chamber to the Worcester Regional Chamber of Commerce. It has experienced a modest growth in its budget. It holds public networking and member service meetings; however, board meetings are not public.

The Chamber handles member services and economic development and public policy for businesses. For small businesses, the chamber provides insurance and networking, while for the large businesses, it provides a good tax policy and various amenities including the airport. The Chamber has also worked on the Worcester airport, the commuter rail, business development, and the economic development department of the chamber works to relocate and attract businesses to Worcester.

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RICK SPOKIS, PRESIDENT  
MADISON NORTH BUSINESS ASSOCIATION

Contact Information: 55 Green St  
Worcester, Ma 01604  
Date founded: 1996  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: Green Island

*Their mission is to protect the business interests of the North Madison area businesses and to capitalize on current assets of commercial and industrial abilities of Madison North.*

The Madison North Business Association was created to help the businesses in the area.

They Madison are most adamant about getting Worcester to identify itself and market that classification for the city.

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### **Business Leader**

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LARRY ABRAMOFF, PRESIDENT  
TATNUCK BOOKSELLERS

Contact Information: 335 Chandler St  
Worcester, Ma 01601

(508) 756-7644  
larry@tatnuck.com  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: The City of Worcester.

*Committed to Serving the Community.*

Mr. Abramoff has been active in the city for about 25 years. He is involved with numerous groups around the city to promote economic development. He has been involved in zoning laws and taxes.

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ABRAHAM HADDAD  
MASS BIOMEDICAL INITIATIVES

Contact Information: Not Available  
Date founded: 1984  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: The entire city. Predominantly by the Medical School.

MBI was created because there was a lack of biotechnology in Worcester. The industrial base was on the way out, and it was projected that hardware-manufacturing industries in the 1990s were fading out of mid-Mass. Worcester also had a good university base that took advantage of the medical school in particular.

MBI is particularly interested in educating the public, city officials, and the political structure on controversial topics regarding the biotechnology and medical field.

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KEVIN O'SULLIVAN, VICE PRESIDENT - DEVELOPMENT  
MASS BIOMEDICAL INITIATIVES

Contact Information: 25 Winthrop St  
Worcester, Ma 01604  
(508) 797-4200  
[kosullivan@massbiomed.org](mailto:kosullivan@massbiomed.org)  
[www.massbiomed.org](http://www.massbiomed.org)  
Date founded: 1984  
Source of Budget: Rent, technology transfer, contracts, and economic development grants from Massachusetts.  
Size of Budget: \$2 million  
Sphere of Influence: Massachusetts

*MBI is a catalyst for economic development and job creation for the biotechnology and medical device industries in Central Massachusetts.*

This organization was formed to spawn and incubate small biotechnology and biomedical companies as well as to grow life science companies to be a part of economic development. It has been cut and more focused. They hold public networking sessions and forums.

MBI was involved in the biotechnology research park in Worcester, which has twenty-two companies, 80,000 square feet and supplies Worcester with \$2 Million and 1500 jobs. MBI has also renovated and rehabilitate buildings around the area to become labs and offices.

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PETER STANTON, PUBLISHER  
WORCESTER BUSINESS JOURNAL  
WORCESTER PUBLISHING LTD.

Contact Information: 172 Shrewsbury St  
Worcester, Ma 01604  
(508) 755-8004  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: All of Worcester County.

*It is the mission of Worcester Publishing Ltd. To prosper and to thrive in the pursuit of publishing excellence - providing a challenging and nurturing environment for our employees; exerting a beneficial presence in the communities of which we are a part; and producing a monetary benefit for our stockholders.*

*We shall do this through the creation of value – editorial and graphic value for our readers, value for our advertiser and social value for everyone within, or interacting with, our organization. In so doing, we will commit ourselves to ethics of fairness, respect, honesty and accountability in all our relationships.*

Mr. Stanton has been involved in issues around the city. He was a founder of Worcester Publishing Ltd as a result was important in the production of both the *Worcester Business Journal* and *Worcester Magazine*. He was involved in the restoration of Union Station and is currently promoting beneficial reconstruction of Washington Square. He was also involved with the positive and successful development of Shrewsbury Street.

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## City Government

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PAUL CLANCY, DISTRICT 3 COUNCILOR

Contact Information: Not Available  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A



Sphere of Influence: Election District 3

*He described his mission as to try and impact changes in that government that benefit the residents and neighborhoods.*

Councilor Clancy has been involved in development and zoning as well as preserving open spaces. He worked with the Bright Meadow Brook project. Additionally, he has helped with the Route 146 corridor and the Blackstone Valley Heritage Project Commission. He has also been very active with preserving parks and playgrounds within the City.

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TIMOTHY MURRAY, MAYOR

Contact Information: 455 Main St  
Worcester, Ma 01608  
(508) 799-1153  
[mayor@ci.worcester.ma.us](mailto:mayor@ci.worcester.ma.us)  
Fax: (508) 799-1156

Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: The entire City of Worcester

*He is the mayor of the City of Worcester, and acts as the Chairman of the City Council, and serves as the general supervisor over all administrative affairs of the City, excluding the schools.*

He has been highly involved with the restoration of the Public Library as well as getting more commuter trains to come to Worcester. One of his larger foci has been on developing a comprehensive brownfield reclamation plan for Worcester.

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PHIL NIDDRIE, CHIEF DEVELOPMENT OFFICER

Contact Information: 455 Main St  
Worcester, Ma 01608  
(508) 799-1175  
Date founded: N/A  
Source of Budget: City taxes and federal and state grants.  
Size of Budget: \$1.8 million  
Sphere of Influence: This organization affects about 99.9% of Worcester, and .1% in the region.

*Mr. Niddrie summarized it to bring all the business groups together including commercial and industrial.*

There has been a decrease in the budget. The Executive Office of Economic Development holds public meetings everyday.

This organization was involved in the development of the Biotechnology Park, developing industrial parks, downtown development, Union Station, the airport industrial park expansion, and the recruiting of airlines to the airport.

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PHIL PALMIERI, DISTRICT 2 CITY COUNCILOR

Contact Information: Not Available  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: Election District 2

*His mission is to bring openness and fairness to the government and to bring the district to the government.*

He has been highly involved in business development and was active in the court system for 30 years. He was on the founders of the Union Station Alliance 15 years ago and served as its President. He was a spokesperson for the activities surrounding Green Hill Park, a 500-acre open space in the center of District 2. He was also active in the development of Shrewsbury Street into the successful commercial urban corridor that it is. There are currently 150 businesses in the stretch from I-290 to the Piccadilly Plaza. This section is unique in that it is all private business capital and no help came from the city. He has tried to link the community together to create a greater sense of community.

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JOE PETTY, AT-LARGE CITY COUNCILOR  
WORCESTER LEGISLATIVE CITY GOVERNMENT

Contact Information: Not Available  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: The entire City. He feels that South Worcester is very important. He is very neighborhood oriented and likes to see that they are forming groups and alliances.

*He is fiscally conservative and neighborhood focused. He also supports downtown development. He wants to take back the private roads and make them public again. He wants to make Worcester more businesses friendly as it has a reputation for giving businesses a hard time when they want to come to the city.*

He has been involved in many issues. He is working on the South Worcester Industrial Park. He feels that if this area can bloom, Main South will flourish. He is involved with the Gardner/Kilby/Hammond Project and in promoting Main South as an International Community. He is a supporter of the TIFs because they add to the

infrastructure and are targeted more at the medium sized businesses as opposed to large businesses. He feels that the airport could be important. He thinks we can do just fine without it because of the closeness of the other airports in the area but would like to see it flourish. He wants to increase public transportation in the City. He wants to have more access to areas outside of Worcester and make the Worcester Airport train accessible. He is involved in downtown development. He says that if you bring the housing to create a critical mass then the businesses will come. He wants to see the streetscapes redone the right way and the brown fields cleaned up. He supports the Biotech Park. He encourages medium sized business. He feels that Worcester needs to market itself better. The city needs to market the entire package; services, tax rate etc. Market them all together to create a better image of Worcester.

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### **Community Development Corporation (CDC)**

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JAMES CRUICKSHANK, EXECUTIVE DIRECTOR  
OAK HILL CDC

Contact Information: 74 Providence St  
Worcester, Ma 01604  
(508) 754-2858  
[jcruickshank@oakhillcdc.org](mailto:jcruickshank@oakhillcdc.org)  
[www.oakhillcdc.org](http://www.oakhillcdc.org)

Date founded: 1985

Source of Budget: 43% governmental  
43% income generated activities  
12% foundational  
2% unrestricted contributions

Size of Budget: \$611,125

Sphere of Influence: Union Hill, Vernon Hill, Oak Hill.  
290 @ Vernon to 146  
Across 146 to Providence St.  
Providence St. to 290  
Grafton St. @ 290 up to Rice Square @ Massasoit Rd  
Plantation, Hamilton, Lake Park

*The Oak Hill CDC's mission is to empower, enable, and support community members in their efforts to revitalize the Union Hill, Oak Hill, and Upsala Street neighborhoods of Worcester. As a neighborhood based and controlled institution, Oak Hill CDC serves as the vehicle through which individuals and groups can work together to solve problems and improve life in their community.*

The Oak Hill CDC was formed because of a high degree of landlord absenteeism, along with high rent rates. Their budget has been pretty constant. They have semiannual community meetings. In addition, the neighborhood watch meets once a month.

The Oak Hill CDC works hard on creating and preserving affordable housing for the City. Also very important to them is making an effort to get the community involved in the City.

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DEBRA LOCKWOOD, EXECUTIVE DIRECTOR  
GREEN ISLAND/VERNON HILL CDC (CANAL DISTRICT CDC)

Contact Information: 3 Lafayette St  
Worcester, Ma 01608  
(508) 752-2394  
Date founded: 1986  
Source of Budget: Block grants, matching foundation grants  
Size of Budget: \$150,000  
Sphere of Influence: Canal District

*To provide residents and property with the viable means to move the community forward.*

The Green Island/Vernon Hill CDC was created as a recommendation from the City Government. The City felt that the area needed a CDC. The organization was created with ease because of the political support. Their budget has gone up percentage wise.

Their main interest is improving the area. They help to create jobs in the area and to create an active economy in the area. They also help people who may be unfamiliar with the politics and lead through processes. They feel their biggest success is that people know they exist and do come to them for help.

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MIGUEL RIVERA, NEIGHBORHOOD INITIATIVES MANAGER  
WORCESTER COMMON GROUND

Contact Information: Not Available  
Date founded: 1988  
Source of Budget: Private Grants, Donations, CDBG, DHCD, Development fees, city funds, state funds  
Size of Budget: \$365,000  
Sphere of Influence: Main St to Park Ave  
May St to Salisbury St  
Active to Pleasant St  
Census tracts 7314, 7315, 7316

*Our mission is to promote and provide community control of land and permanently affordable ownership housing for low and moderate-income residents of Worcester.*

Worcester Common Ground was created to help deal with the housing crunch in the 1980s. They do have an annual meeting open to all, and their budget has been increasing recently.

They have been involved in community organizing and planning in addition to developing housing and recreational space.

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J STEPHEN TEASDALE, EXECUTIVE DIRECTOR  
MAIN SOUTH CDC

Contact Information: 875 Main St  
Worcester, Ma 01610  
(508) 752-6181  
www.mainsouthcdc.org  
Date founded: 1986  
Source of Budget: Fees, state/federal funds, donations  
Size of Budget: \$80,000 operational  
\$9 million total  
Sphere of Influence: Census tracts 1712.01, 1712.02, 171

*The Mission of the Main South CDC is to improve the quality of life for ourselves, our families, and our neighbors by working together on projects and issues that will maintain or create safe affordable housing, support economic opportunities for businesses and residents of Main South, enhance the physical image of the area, and instill a sense of neighborhood pride and commitment.*

The Main South CDC was formed because conditions in the neighborhood were poor, and other neighborhood organizations were cropping up around that time. They formed to combat the blight in the area and help with the substandard housing. Their budget has been increasing.

The organization has been involved with issues dealing with the enhancement of quality of life in the area. These things include the cost and quality of housing, safety in the area, encouraging economic development, helping out small businesses, improving educational achievement, and building youth services.

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## **Community NGO**

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ERIC BUCH, PRESIDENT  
UNITED WAY OF CENTRAL MASSACHUSETTS

Contact Information: 484 Main St  
Worcester, Ma 01608  
(508) 757-5631  
ebuch@unitedwaycm.org  
Date founded: 1920  
Source of Budget: Donations, some grants  
Size of Budget: 1.8 million – organization  
7.5 million total  
Sphere of Influence: Worcester and 30 or so surrounding areas (Central Mass)

*To build stronger, healthier communities by inspiring people to help each other, developing financial and human resources, and fostering innovative solutions to problems.*

The United Way was created after WWI. There was a trend post-WWI to form these kinds of charitable organizations. The community leaders at the time wanted to consolidate fund-raising. They have annual public meetings.,

They are involved with fund-raising for social services, including healthcare and youth issues.

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LINDA CAVAIOLI, EXECUTIVE DIRECTOR  
YWCA OF CENTRAL MASSACHUSETTS

Contact Information: 1 Salem Square  
Worcester, Ma 01608  
(508) 791-3181

Date founded: 1885

Source of Budget: 60% is from the local, state and federal government.

Size of Budget: \$5 million.

Sphere of Influence: The YWCA mostly affects Worcester and north to towns such as Leicester, Westborough and west. They draw members from all over the county.

*The YWCA works toward the empowerment of women and girls and to elimination of racism.*

The YWCA provides services and a voice for women coming into the city to work and go to school. The budget has been growing. It also holds public meetings everyday, including community group meetings and statewide meetings. The YWCA provides affordable housing, which started as a residence for women in the city. Also, they run a career center to encourage women to be self-sufficient. Next, they provide safe, accessible and affordable childcare and youth services. Finally they work toward the prevention and help for child sexual assault and domestic violence.

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DEBRA EKSTROM  
COMMUNITY HEALTHLINK, INC.

Contact Information: 72 Jaques Ave, Third Floor  
Worcester, Ma 01610  
(508) 860-1124

Date founded: 1977

Source of Budget: State and fed government funds, foundations, payments from insurers and 3rd parties

Size of Budget: \$32 million

Sphere of Influence: Worcester and North Worcester County

*Community Healthlink is a multi-service, private, nonprofit organization committed to promoting, maintaining and restoring the dignity, well-being and mental health of individuals and families in Central Massachusetts.*

Community Healthlink was established to merge four different organizations that all provided social services.

Community Healthlink is interested in providing treatment and rehabilitation services for people with mental illnesses, providing treatment and support for families with children dealing with these issues, and helping with the homeless population.

---

DAVID JORDAN, PRESIDENT/CEO  
SEVEN HILLS FOUNDATION

Contact Information: 81 Hope Ave  
Worcester, Ma 01603  
(508) 755-2340  
www.sevenhills.org  
Date founded: 1953  
Source of Budget: State, Federal, philanthropy, and fees.  
Size of Budget: \$38 million  
Sphere of Influence: Statewide. All of Worcester

*To promote and encourage the empowerment of people with significant challenges so that each may pursue their highest possible degree of personal well being and independence.*

The Seven Hills Foundation was formed to provide service to disabled people. The national movement of services for the disabled (1950-1954) pushed the organization to form. Then with President Kennedy, who had a mentally retarded sister, a committee on mental retardation was formed and was therefore an impetus for growth. Their budget has been taking off in the upward direction

---

MARY KEEFE, PRESIDENT  
PLEASANT STREET NETWORK CENTER

Contact Information: 301 Pleasant St  
Worcester, Ma 01609  
(508) 754-7793  
Date founded: 1999  
Source of Budget: Federal Block Grants  
Size of Budget: \$100,000  
Sphere of Influence: Main to Highland and Park to Pleasant

*They have 3 major goals.*

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## IQP/MQP SCANNING PROJECT



George C. Gordon Library  
WORCESTER POLYTECHNIC INSTITUTE



This agency is working on three main issues. First, they are educating people. They have had programs for thirty years for people to obtain their GEDs or job training. Also, they are working to enable poor people to function better by giving them fuel assistance. This year, they provided 10,000 families with their heating costs. Finally, they are working on a headstart program to help children and their families.

---

ANN LISI  
GREATER WORCESTER COMMUNITY FOUNDATION

Contact Information: 44 Front St Suite 530  
Worcester, Ma 01608  
(508) 755-0980  
Date founded: 1975  
Source of Budget: Contributors from the public and other foundations  
Size of Budget: \$900,000  
Sphere of Influence: All of Worcester

*Their mission is to build healthy and vibrant communities by working with donors and increasing philanthropy and working with non-profits to achieve that mission.*

The GWCF was created to establish a general community endowment. Organizations could then apply for funding from them. Their budget has been rising by 5-10% for the last four years.

The GWCF is very supportive of the Art's District master plan, as well as the promotion of young people to volunteer in the community and environmental cleanup (especially the Blackstone cleanup and watershed). They believe that all forms of housing in the city are important, and are interested in adult work training and incentives.

---

ERIN O'LEARY  
NEIGHBOR TO NEIGHBOR

Contact Information: 71 Pleasant St  
Worcester, Ma 01608  
(508) 754-6866  
[n2nworcester@aol.com](mailto:n2nworcester@aol.com)  
[www.n2nma.org](http://www.n2nma.org)  
Date founded: 1998  
Source of Budget: Donations – non-profit – 75%  
Foundations – 25%  
Size of Budget: \$200,000 - Worcester  
Sphere of Influence: Lower income areas of the city.

*By using grassroots organizing, legislative lobbying, media, voter registration and electoral campaigns, Neighbor to Neighbor builds a statewide people's movement in low-income and working class communities.*

When Neighbor to Neighbor was initially created, the organization was for out-of-country assistance (El Salvador, etc... - sweatshop working issues). Neighbor to Neighbor in Massachusetts was formed to deal with state issues and issues within the respective cities. Currently, its budget is increasing, adding about 1 staff per year.

N2N is particularly interested in affordable housing in Worcester, affordable childcare, and quality education.

---

LAURIE ROSS, COORDINATOR  
HOPE

Contact Information: 67 Millbrook St  
Worcester, Ma 01606  
(508) 363-1226  
advocateCLW@yahoo.com

Date founded: 2000

Source of Budget: A federal grant from Substance Abuse and Mental Health Service Administration (SAMHSA)

Size of Budget: \$295,000 per year for two years.

Sphere of Influence: Worcester, but concentrated around youth program areas.

*Through a collaborative effort of youth, service providers, and families, the HOPE Coalition will result in increased access to year round, out of school prevention, recreation, wellness, and development activities for youth ages 12-21, planned in partnership with young people.*

HOPE began to create a plan for out of school youth ages 12-21. It holds quarterly business meetings and occasional public meetings and workshops.

HOPE is continually working on the following issues; youth leadership, including their involvement in school, transportation, health and guidance in school, and the Chandler Street area neighborhoods.

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## **Cultural Organization**

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KATHY GAGNE, PUBLICIST  
WORCESTER COUNTY MECHANICS ASSOCIATION

Contact Information: 321 Main St  
Worcester, Ma 01608  
(508) 752-5608  
[mechanicshall@mechanicshall.com](mailto:mechanicshall@mechanicshall.com)  
[www.mechanicshall.com](http://www.mechanicshall.com)

Date founded: 1842

Source of Budget: Rental fees and funding from members of the association

Size of Budget: \$1 million

Sphere of Influence: All of Worcester

*The mission of the Worcester County Mechanics Association is to preserve Mechanics Hall, America's finest pre-civil war concert hall, as a surviving testament to the craftsmanship and prosperity of Worcester's industrial roots, and to enhance the city's sense of community and pride by opening the Hall as our grandest gathering place for public, corporate, non-profit, cultural, educational, and private events.*

The WCMA was an offshoot of guilds (labor organizations). It was meant to provide classes in mechanical arts. Their budget has been constant recently. There is an annual meeting for all members that is open to the public (although it is only really advertised to the members). At these meetings there is a recap of the year and future plans. The trustees meet quarterly. Subcommittees of the Board meet weekly or bi-weekly.

The WCMA is particularly interested in improving and marketing the city's culture.

---

DAVID LEACH, EXECUTIVE DIRECTOR  
PRESERVATION WORCESTER

Contact Information: 10 Cedar St  
Worcester, Ma 01609  
(508) 754-8760  
[david.leach@preservationworcester.org](mailto:david.leach@preservationworcester.org)  
[www.preservationworcester.org](http://www.preservationworcester.org)

Date founded: 1972  
Source of Budget: Gifts/grants, fees for services, government contracts  
Size of Budget: \$265,000  
Sphere of Influence: Mainly the city; some work outside of the city

*Our mission is to maintain for future generations the sites and structures, which are significant to the culture, history and architecture of the city and encourage excellence in design in the future.*

Preservation Worcester was originally formed to fight against the urban renewal policies of the 1970s. Specifically, they organized to oppose the demolition of Mechanics Halls. Recently, their budget has increased by about one-third. The only public meetings they have are normally centered on a specific issue.

The organization is mainly concerned with preserving historic buildings in Worcester. They do this through educating the public on buildings that are threatened and, in general, raising the public's awareness concerning preservation issues.

---

RUTH PENKA, EXECUTIVE DIRECTOR  
ARTS WORCESTER

Contact Information: 660 Main St

Worcester, Ma 01610  
(508) 755-5142  
artsworcester@msn.com  
Date founded: 1979  
Source of Budget: Grants, foundation support, membership support, art sales,  
fundraising  
Size of Budget: \$125,000  
Sphere of Influence: Central Massachusetts

*Its purpose is to*

*-Foster cooperative, collaborative and interdisciplinary programs among artists, cultural organizations and the community*

*-Serve as a vehicle for the exchange of views and information related to visual, performing and literary arts*

*-Offer a program of aid and advice to artists in the advancement of their careers*

*-Serve as an advocate for cultural organizations and individual artists at local, state and federal levels*

*-Explore and facilitate programs of mutual benefit to the cultural and business sectors of our community*

ARTS Worcester was created to become a support non-profit agency for artists. Their budget has been steady. They do not have membership meetings, but do hold public openings and gallery openings.

They are very interested in furthering the Arts District in Worcester, as well as helping out local artists.

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CHRISTINE PROFFITT, CULTURAL DEVELOPMENT OFFICER  
WORCESTER CULTURAL COALITION

Contact Information: Worcester City Hall  
Worcester, Ma 01608  
(508) 799-1175  
profit@ci.worcester.ma.us  
Date founded: 1999  
Source of Budget: The city, the Massachusetts Cultural Council (CED), the Greater Worcester Community Foundation, the Cultural Organizations themselves, local foundations, and individuals all provide for the funding of this organization.  
Size of Budget: \$80,000  
Sphere of Influence: This organization affects the cultural sector in Worcester.

*To draw on Worcester's rich and diverse cultural assets to foster economic development revitalization and create a strong identity for the city of Worcester.*

This organization was formed to advance the city's economic development agenda. Since arts and culture are assets, are a huge part of the quality of life, and create a major draw for people to come to the city, this organization was formed to promote these. It holds monthly meetings, 3 times a month, with occasional public meetings. The budget has shown a consistent trend in the past.

They are working Arts District, which should be completed in July. This organization is primarily working on the marketing of the arts and culture in Worcester. They are also working on a citywide scheme called "Portraits!" which will be an arts festival taking place during the summer of 2002.

---

WILLIAM WALLACE, EXECUTIVE DIRECTOR  
WORCESTER HISTORICAL MUSEUM

Contact Information: 30 Elm St  
Worcester, Ma 01609  
(508) 753-8278  
[WorcHistMu@aol.com](mailto:WorcHistMu@aol.com)  
[www.worcesterhistory.org](http://www.worcesterhistory.org)

Date founded: 1877

Source of Budget: Endowment, earned income, program fees, donations,  
memberships

Size of Budget: \$700,000

Sphere of Influence: Central Massachusetts

*Basically, their mission is to be the museum and library of the City of Worcester*

The Worcester Historical Museum was formed because of civic and family pride. Also, there were three additional reasons:

1. It was the American Centennial, and interest in history was high.
2. Worcester was changing rapidly, and there was a sense of wanting to protect the past
3. The founders were excluded from the American Antiquarian Society.

Their budget has been steady to slightly shrinking. They do not have meetings per se, but do seminars and the like to educate the public.

They are interested in preserving and guarding artifacts from the past. In addition, they are working towards integrating history into everyday life.

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### **Economic Development NGO**

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DON ANDERSON

## WORK FORCE CENTRAL

Contact Information: Not Available  
Date founded: 1972  
Source of Budget: Federal money and state funding.  
Size of Budget: \$4 million  
Sphere of Influence: Southern Worcester County.

*Workforce Central will be the recognized, leading regional resource for easily accessible, high quality workforce development services and information for all job training and education seekers, employers and community partners. Primary among these services will be labor exchange, career counseling and one-stop access to multiple programs and services designed to empower and satisfy customers.*

Workforce Central was organized because the public needs an exchange service for information, unemployment and training. It holds a number of city forums, which are public.

Workforce Central helps employers connect with most applicable job seekers. It funds training and programs to react to problems, such as welfare, helps people get a job and keep it, and help to bridge the gap for low income and low trained adults.

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## DAVID FORSBERG WORCESTER BUSINESS DEVELOPMENT CORPORATION

Contact Information: Not Available  
Date founded: 1965  
Source of Budget: Investment income, revenue from 504 SBA portfolio, building rent at Biotech Park (one building), fees for services, and investment income  
Size of Budget: \$1.2 million  
Sphere of Influence: All of Worcester

*To serve as an innovative and leading force in the economic development of the City of Worcester and community at large resulting in job creation and growth of the tax base.*

The Worcester Business Development Corporation was formed as a division of the chamber to produce industrial parks to expand the tax base of the city, brings in new businesses, and attain, prepare, and sell land. In particular it was aimed at getting industrial manufacturing distribution businesses into the city. In the mid-70's the organization focused on Biotech park development. At this time they acquired, prepped, developed, and managed properties and leased to biotech businesses.

Brownfield rehabilitation is one of the WBDC's major concentrations, mainly because there are a lot of opportunities in the city and brownfield redevelopment increases the city's tax base.

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## RANDY GARBIN

## WORCESTER RISING

Contact Information: [www.worceterrising.com](http://www.worceterrising.com)  
Date founded: 2001  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: City of Worcester

*Worcester Rising exists to make better use of Worcester's existing cultural and civic assets and to make the city attractive for people to live, work, and play.*

Worcester Rising was established to counteract the notion that there's nothing to do in Worcester and that no one cares. They have about monthly meetings, at various locations around the city. These events are both to discuss organizational business as well as to raise awareness of the things to do within Worcester.

The organizations interests are currently explicitly defined, as they are newly organized. However, they are interested in a wide range of economic development and cultural issues within the City.

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CYNTHIA MELLOR  
MARTIN LUTHER KING, JR. EMPOWERMENT CENTER

Contact Information: Not Available  
Date founded: 1994  
Source of Budget: Grants, donations, revenue from leasing, training  
Size of Budget: \$2 million  
Sphere of Influence: Focused on Worcester, though spreading to Worcester County

*Their mission concerns helping to provide a better quality of life through business development, culturally sensitive education and training in the minority community. They do this in three ways:*

*By helping with small business development (training, etc).  
By helping with job placement  
By acting as an incubator (rents out to starters).*

The MLK, Jr Empowerment Center was originally created to empower the minority groups in Worcester. Their budget has been slightly increasing. They have an annual public meeting.

They have been involved with multiple boards in the area, and working with getting people up and going. They conduct business training, and also rent space in the building for businesses to start out in.

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JAMES ROSS, EXECUTIVE DIRECTOR  
CENTER FOR LIVING AND WORKING

Contact Information: 67 Millbrook St  
Worcester, Ma 01606  
(508) 363-1226  
advocateCLW@yahoo.com  
Date founded: 1975  
Source of Budget: Mass Rehabilitation Commission, contracts with state  
Size of Budget: \$3 million  
Sphere of Influence: Central Massachusetts

*The philosophy of the Center for Living and Working, Inc., is to allow people with disabilities to make informed decisions regarding their own lives. Our goal is to encourage and enable people with disabilities to live as independent as possible and attain and maintain integration into the community.*

The Center for Living and Working was created to respond to the needs of people with disabilities. There was federal legislation coming out that spurred the growth of these types of organizations. Their budget has been increasing. They have annual meetings that are open to the public.

They are mainly interested in assisting those with disabilities, and helping them to lead independent lives. They also do advocacy, and ensure that buildings and facilities are compliant with the Americans with Disabilities Act.

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ROBERTA SCHAEFER, EXECUTIVE DIRECTOR  
WORCESTER REGIONAL RESEARCH BUREAU

Contact Information: 319 Main St  
Worcester, Ma 01608  
(508) 799-7119  
[rschaefer@wrrb.org](mailto:rschaefer@wrrb.org)  
[www.wrrb.org](http://www.wrrb.org)  
Date founded: 1985  
Source of Budget: Corporations, local organizations, and individuals fund the WRRB.  
Size of Budget: \$250,000 and three year Sloan grant for \$500,000.  
Sphere of Influence: The WRRB affects Worcester and the southern part of the county from Sterling to the Connecticut border.

*The Worcester Regional Research Bureau is a private nonprofit organization dedicated to conducting independent, nonpartisan research on financial, administrative, management and community issues facing Worcester's municipal government and the surrounding region.*

The WRRB changed its name last year from Worcester Municipal Research Bureau to what it is now. This was established for three reasons. First, the city manager was retiring after thirty-four years and it was thought that the WRRB could assist the new city manager. Second, the charter changed to eleven city councilors to nine at large councilors. Third, the city changed the method of electing the mayor, which changed the



direction elected by the mayor. The budget has shown a rise in the past. The WRRB holds numerous public forums.

The WRRB looks at the finances, the economic development, the education, and management of the city as well as regionalism.

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## Education

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JOHN BASSETT, PRESIDENT  
CLARK UNIVERSITY

Contact Information: 950 Main St  
Worcester, Ma 01610  
(508) 793-7320  
Date founded: 1887  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: Main South

*Clark University's mission is to educate undergraduate and graduate students to be imaginative and contributing citizens of the world, and to advance the frontiers of knowledge and understanding through rigorous scholarship and creative effort.*

Clark University was originally founded as a graduate research institute.

Its main concern with economic development deals with its neighborhood, the Main South section of the City. It has succeeded in helping to coordinate 200+ new housing units in the area as well as helping to attract small businesses to the area.

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FRED BAUS, CHIEF EXECUTIVE OFFICER  
COLLEGES OF WORCESTER CONSORTIUM, INC.

Contact Information: 484 Main St Suite 500  
Worcester, Ma 01608  
(508) 754-6829  
[fbaus@cowc.org](mailto:fbaus@cowc.org)  
[www.cowc.org](http://www.cowc.org)  
Date founded: 1969  
Source of Budget: Member colleges, other partner organizations, fed and state government funds  
Size of Budget: \$3.6 million  
Sphere of Influence: Central Massachusetts and Worcester County

*The Colleges of Worcester Consortium, Inc. is a not-for-profit association of public and private accredited colleges and universities located in central Massachusetts. We are committed to working cooperatively both to further the missions of the member institutions individually and to advance higher education regionally.*

*The Colleges of Worcester Consortium:*

- *Serves as a mechanism through which member and partner institutions share resources and cooperate for the benefit of students, faculty, and the greater community*
- *Provides a forum for members and community leaders to explore ideas and concerns affecting higher education*
- *Promotes the role of higher education in the region's economic and cultural vitality*
- *Promotes communication and cooperation among its members and local, state, and national governments.*

The Consortium was created to because of a general lack of cooperation among higher education. In addition, there was general unrest on the campuses during the time it was formed, and the colleges wanted some additional security. Their budge has been slightly increasing.

This organization is mainly concerned with sharing resources and facilities among the various colleges within the organization. They also engage in cooperative training and purchasing.

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DEXTER MORSE, HEADMASTER  
WORCESTER ACADEMY

Contact Information: 81 Providence St  
Worcester, Ma 01604  
(508) 754-5302

Date founded: 1834

Source of Budget: 80% Tuition, 6% of the \$22 million endowment, Annual Giving, Summer Programs

Size of Budget: \$11.0 million

Sphere of Influence: Attracts residents from many towns and out of state.

*Their mission is to be a college preparatory school. Their belief is that education in character is as important as academics and they promote this through athletics, academics and the arts*

Worcester Academy was originally created names Worcester County Manual Labor High School and served as a place to educate young men who were looking to attend college or join the ministry. They have recently experienced an influx of students so their budget has gone up.

Currently they serve to educate both young men and women. They have a commitment to the community because if the community fails so does the school. They have community service requirements to help better the community. They pride themselves on being able to offer education to all those who would be interested.

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SCOTT REISIGNER, HEADMASTER  
BANCROFT SCHOOL

Contact Information: 110 Shore Dr  
Worcester, Ma 01605  
(508) 853-2640  
Date founded: 1900  
Source of Budget: \$7.5-7.6 million in Tuition, Remaining from Endowment  
Size of Budget: \$9.0 million  
Sphere of Influence: Attracts residents from many towns and out of state.

*Their mission is to prepare young people to participate confidently and responsibly in an increasingly complex society. Bancroft provides a rigorous educational experience for a talented, diverse, and committed student body emphasizing academic excellence within an environment, which is sensitive to the uniqueness of the individual and the requirements of the community. Bancroft seeks to develop students who demonstrate self-confidence, an enthusiasm for learning, a sense of purpose and responsibility, strength of character, moral integrity and a commitment to others.*

There was a group of parents in the middle of the Progressive era that were not satisfied with the Public School System. They felt that they needed a place where they could teach the goodness and decency which was lacking in the Public School System. The budget has been rising due to increasing enrollment.

Their biggest success is providing first-rate education and living up to their missions. They graduate bright young people who go onto higher education. They do well through community service; they have a large interest in the community around them. They are trying to make an economically diverse community through financial aid.

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## **Ethnic**

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HOWARD BORER,  
WORCESTER JEWISH FEDERATION

Contact Information: 633 Salisbury St  
Worcester, Ma 01609  
(508) 756-1543  
Date founded: ~1950  
Source of Budget: 100% Fundraising  
Size of Budget: \$1.4 million  
Sphere of Influence: All of Worcester and Eastern Worcester County to Interstate 495.

*As the central Jewish communal organization, the Worcester Jewish Federation is dedicated to the preservation and enrichment of Jewish life in Central Massachusetts and throughout the world.*

The organization was created to provide for the social cultural and educational needs of the Jewish Community and to be a coordinating among the Jewish Community. They have many organized programs and have community gathering activities every 6 weeks. Their budget has been decreasing.

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PRADEEP SHARMA, PRESIDENT  
INDIA SOCIETY OF WORCESTER

Contact Information: 34 Cedar Rd  
Holden, Ma 01520  
(508) 829-2900  
OM7694@aol.com  
Date founded: 1900  
Source of Budget: \$7.5-7.6 million in Tuition, Remaining from Endowment  
Size of Budget: \$9.0 million  
Sphere of Influence: Attracts residents from many towns and out of state.

*The India Society of Worcester serves as a window to the cultural heritage of India of not just those born in India or of Indian decent, but those interested in the Indian culture in all of Worcester County. They also provide an outlet for the cultural talents of those in the community.*

When Pradeep's father came over, he needed those things that he had back in India. He would have to go to New York to get certain spices and foods. He did not have any friends at first and felt lonely. As time went on he established a group to help students who came over with these issues. They would have a friend to call and a place to get their ethnic food. They still hold this mission. They provide a link back to India for those who live in Central and Western Massachusetts.

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## **Environmental**

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DEBBIE CARY, PRESIDENT  
MASSACHUSETTS AUDUBON SOCIETY, WORCESTER CHAPTER

Contact Information: 414 Massasoit Rd  
Worcester, Ma 01604  
(508) 753-6087  
Date founded: 1985  
Source of Budget: Institutional Fund Endowment, Program Fees, Fundraising, Membership.  
Size of Budget: \$400,000  
Sphere of Influence: Worcester and the Blackstone Valley

*Their mission is to protect the nature of Massachusetts.*

There was a service gap in the city of Worcester. Not enough knowledge about the programs. The Mass Audubon now covers 80% of the cities in Massachusetts. Their bidet has been slowly increasing.

They Land protect over 916 acres of land in Worcester. They are involved in the Black Stone corridor. This was because of the historical value. They are involved in the tourism aspect, the keeping it a clean resource and the protection of the watershed. Their greatest successes where land protection and the Blackstone. Worcester was not part of the original corridor; they were the lead agency in this initiative. They teamed with City and Chamber. It would bring the whole Blackstone Valley right up to Worcester. This would increase the tourism and bring people to the city.

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DAN DICK, PRESIDENT

MASSACHUSETTS CONGRESS OF LAKES AND PONDS, CENTRAL MASSACHUSETTES CHAPTER

Contact Information: 41 Inquois St  
Worcester, Ma 01602  
(508) 756-9292  
[DegglesD@aol.com](mailto:DegglesD@aol.com)  
[www.colap.com](http://www.colap.com)  
Year founded: 2000  
Source of Budget: Grants and Membership  
Size of Budget: \$9000  
Sphere of Influence: Worcester and all of Central Massachusetts

*The purpose of the Massachusetts Congress of Lake and Pond Associations, Inc. is to preserve, protect, maintain and enhance the environmental, aesthetic, recreational and economic values of lakes and ponds, and to promote watershed management within the Commonwealth of Massachusetts, focusing on improved and sustained Quality of Life.*

Massachusetts COLAP created because they felt there was a need to protect the water. This was due to population pressure from the businesses and residents. This resulted in a conscious decision that the watersheds needed protecting. MACOLAP attempts to increase the quality of life of residents in the Massachusetts through the environment. They are most concerned with clean air and water because they feel that clean air and water increases the quality of life. They promote their objectives through education of the public, they feel that they're biggest success is the amount of education that the public has received.

---

PEGGY MIDDAUGH, EXECUTIVE DIRECTOR  
REGIONAL ENVIRONMENTAL COUNCIL

Contact Information: (508) 799-9139  
Date founded: 1971  
Source of Budget: Private foundations, membership, individual donations, and government and corporate donations.

Size of Budget: \$100,000  
Sphere of Influence: Worcester and surrounding areas; Massachusetts as a whole.

*To protect the environment through education and advocacy in central Massachusetts.*

It was formed by volunteers to advocate the issue of the landfill in Green Hill Park, which they filed suit against. It holds meetings everyday, including, board meetings once a month, annual membership meetings, which are not public, and public meetings two or three times a year. The budget has been moving in an upward trend. The Regional Environmental Council has worked on keeping the landfill from Green Hill Park, solid waste issues and recycling, saving wetlands, parkland, brownfield redevelopment in the biotechnology park, and began Earth Day for Worcester in 1990.

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## **Housing**

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PETER FELLEENZ, PRESIDENT  
WORCESTER COMMUNITY HOUSING RESOURCES

Contact Information: 11 Pleasant St, Suite 300  
Worcester, Ma 01609  
(508) 799-0322  
Date founded: 1993  
Source of Budget: Bulk grant from city: 40%  
Banks & Foundations: 30%  
Earned: 30%  
Size of Budget: \$500,000.00  
Sphere of Influence: Heaviest in Elm Park / Crown Hill and downtown (Pleasant Street / Chestnut). The sphere of influence for housing lending is the whole city of Worcester.

*To create and preserve affordable housing and take and support initiatives to revitalize neighborhoods.*

Worcester Community Housing Resources formed as a result of the merger between Worcester Housing Partnership and Worcester Community Loan Fund. Their budget has been growing slightly.

The key issue with the WCHR is the production of housing for Worcester. Additionally, transportation is one thing that they believe is very important in helping the city thrive.

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BRIAN MURPHY, COORDINATOR – PUBLIC EDUCATION AND ADVOCACY  
CENTRAL MASSACHUSETTS HOUSING ALLIANCE, INC.

Contact Information: 7-11 Bellevue St  
Worcester, Ma 01609

(508) 791-7265  
Date founded: 1992  
Source of Budget: Fund Raising, HUD, Block Grants  
Size of Budget: \$1.2 million  
Sphere of Influence: Worcester County

*The mission of the organization is to provide direct client services for quality of life issues specifically housing and homelessness prevention and use the knowledge gained to inform advocacy so that public policy is adopted that will address those problems on a more systemic level.*

The organization was founded to address to issues of preventing homelessness from a policy aspect. They address the housing crisis in an immediate way and place people in permanent sustainable housing ensuring that people have a place to go. They are active in the community in fund raising and education. They have been successful case managers and have helped people from becoming homeless.

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## **Individual**

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JOHN ANDERSON, HOLY CROSS PROFESSOR AND FORMER MAYOR

Contact Information: Not Available  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: The entire City of Worcester

*Prof Anderson grouped his interests into three main points:*

- 1. Stabilize the existing economic base. Worcester has some manufacturing, distribution, and good transportation infrastructure.*
- 2. Widen the economic base. The biotech initiative and medical school are good examples of this working.*
- 3. Worcester needs to continue to be an attractive community. Things like public safety, the school system, and the physical attractiveness are important..*

Professor Anderson has been very involved with open space preservation. While on the City Council, he was able to get a building moratorium to delay the construction of new buildings. This delay helped save open spaces in the City.

---

BRUCE BENNETT, PUBLISHER  
WORCESTER TELEGRAM & GAZETTE

Contact Information: 20 Franklin St  
Worcester, Ma 01615  
(508) 793-9111  
Date founded: 1987  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: All of Worcester

Mr. Bennett is interested in enhanced train service, the development of the 146 interchange (Mass Pike), the development of the airport (and possibly access road), and parking. Also, the city needs a willingness of its citizens to accept economic development. The city needs to promote openness to change (both the city administration and the citizens).

---

TED CONNA, FORMER HEAD OF REGIONAL ENVIRONMENTAL COUNCIL

Contact Information: Not Available  
Date founded: He has been involved since 1985.  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: Worcester

*To live in a simple, sustainable way, and don't waste anything, express his own values including his concern for the environment, has individual freedom, a dislike of materialism and consumerism, and has an efficient use of energy.*

He became civically active when he showed a concern for the rapid loss of open space in Worcester. He worked with the Regional Environmental Council for ten years. There, he worked on the open space in Worcester, land use and zoning, recycling program, protection of water ways, reviewed Medical City, and educated the public. He has not been active since 1996.

---

J. ROBERT KRUEGER, PROFESSOR AT WORCESTER POLYTECHNIC INSTITUTE

Contact Information: Not Available  
Date founded: 2001  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: All of Worcester

*To make Worcester a vibrant and livable city, as defined by himself.*

Dr. Krueger feels that the city has to concentrate more on moving people around the city in a more efficient manner (in terms of money, time, and environment). Green space creation and protection is also a very important part of Worcester's economic development.



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STEPHEN O'NEIL, FORMER HEAD OF OPCD

Contact Information: Not Available  
Date founded: N/A  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: N/A

*To make the city the best it can be and to make an imprint.*

For transportation, linkages are very important with the current structure. The airport needs some kind of a better access road. The 146 – Mass Pike connector would allow creation of businesses and more jobs. It is important that industrial space is redeveloped, and downtown housing is also very important; both mixed-use and some market rate. Finally, the colleges have to get their students off of the campus and into the city.

---

WYATT WADE, PRESIDENT  
DAVIS PUBLICATIONS, INC

Contact Information: 50 Portland St  
Worcester, Ma 01608  
(508) 754-7201  
Date founded: He has been involved since 1985.  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: From his neighborhood to the downtown area where he has a position as a trustee in the Printers Building.

*To help Worcester realize its enormous cultural, historical, aesthetic, and community assets and to help it reach its potential to become one of the most interesting and visited places for its scale. Worcester deserves to be celebrated.*

Mr. Wade has been civically active since he noticed the process and demolition of the Harrington and Richardson Building. Wyatt works with groups which are necessary for a particular mission that he is on.

Wyatt was involved in keeping the McDonalds and Shell from tearing down the Burwick Building. He has working with the Foundation for the Blind by helping make the streets more pedestrian friendly. He has worked with Arts Worcester to help it achieve its goals.

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### **Neighborhood Associations**

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DAVID JOHNSON, DIRECTOR

QUINSIGAMOND VILLAGE COMMUNITY CENTER

Contact Information: 16 Greenwood St  
Worcester, Ma 01607  
(508) 755-7481  
Date founded: 1975  
Source of Budget: N/A  
Size of Budget: N/A  
Sphere of Influence: Auburn and Millbury on the SW  
Rt 146 and I-290

*To improve and enhance the quality of life for residents of Quinsigamond Village.*

The Quinsigamond Village Community Center was created during a time when neighborhood centers were becoming very popular. It was formed to help advance causes important to residents of Quinsigamond Village. They have monthly public meetings.

The Center is interested in several issues. In the past, they have been involved with the Greenwood Street Landfill, diminishing the amount of scrap metal at Patriot Metal, and moving Quinsigamond Baptist Church from Stebbins Street to Wray Square. They are also involved with the Route 146 reconfiguration and the Blackstone Canal.

---

CATHY RECHT, VICE PRESIDENT  
BELL HILL / UMASS MEMORIAL HEALTH CARE

Contact Information: 119 Belmont St  
Worcester, Ma 01605  
(508) 332-7640  
Date founded: 1998  
Source of Budget: UMASS Memorial funding (Grants)  
Size of Budget: N/A  
Sphere of Influence: This partnership between UMASS Memorial and the Bell Hill neighborhood has been a model for the entire city and Ms. Recht is presenting this model to the region.

*To work with people in underserved communities and to affect the well being of the community as it relates to the residents' health.*

After the Memorial merge, the mayor asked Recht to partner with the public and work on some neighborhood assistance. Ms. Recht holds public and private meetings once a month.

Recht has worked on a number of things; absentee landlords, crime, litter, parking and students.

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PETER WILLISTON  
LINCOLN VILLAGE TENANTS ASSOCIATION

Information not available

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## Religion

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MARK BECKWITH  
ALL SAINT'S CHURCH

Contact Information: (508) 752-3766  
Date founded: 1877  
Source of Budget: Members and Endowment  
Size of Budget: \$550,000  
Sphere of Influence: Mainly the neighborhood that encompasses All Saint's Church

*The redevelopment of Chestnut Street Church (and its surrounding area), which is now empty, to an asset. For areas West of the church (Pleasant – Chandler), the development of programs for kids that will provide infrastructure and community building to a now dangerous neighborhood.*

The Church has public meetings twice a month for the neighborhood.

All Saint's Church is very interested in creating a safe neighborhood in the near vicinity, particularly for the children. Also very important to the church is the housing of the homeless and the economic development of the downtown area.

---

FRANK KARTHEISER, LEAD ORGANIZER  
WORCESTER INTERFAITH

Contact Information: 10 Irving St  
Worcester, Ma 01609  
(508) 754-5001  
worcesterfaith@aol.com  
Date founded: 1993  
Source of Budget: Dues, grants  
Size of Budget: \$80,000  
Sphere of Influence: Greater Worcester

*Worcester Interfaith is interested in giving the religious community more of a voice regarding issues important to it.*

Worcester Interfaith was established so that the religious community could have some sort of power within the community at large. Its budget has been steady in the last couple years. The group has public meetings when it needs to.

Worcester Interfaith is interested in things the religious community is concerned with. Also included in this is youth services (such as activities, pools, etc) and neighborhood upkeep.

## **Appendix B List of Tier II Persons**

Stephen Abraham	District 5 City Councilor
Debbie Cary	Massachusetts Audubon, Worcester Chapter
Paul Clancy	District 3 City Councilor
James Cruickshank	Oak Hill CDC
David Forsberg	Worcester Business Development Corporation
Barbara Haller	District 4 City Councilor
Frank Kartheiser	Worcester Interfaith
Paul LaCava	Assistant to the City Manager for Neighborhood Services and Legislative Affairs
Ann Lisi	Greater Worcester Community Foundation
Debra Lockwood	Green Island/Vernon Hill CDC
Mark Love	Worcester Regional Chamber of Commerce
Dominic Marcigliano	East Side CDC
Phillip Palmieri	District 2 City Councilor
Stephen Patton	District 1 City Councilor
Miguel Rivera	Worcester Common Ground
Stephen Teasdale	Main South CDC

## Appendix C Script for Tier II Telephone Call

For the secretary, if any:

Hello, my name is \_\_\_\_\_, and I'm from WPI working on a project. May I please speak with \_\_\_\_\_. (Do you know when there's a more convenient time to call back? (May I leave a message?))

For the Tier II person:

Hello. I'm \_\_\_\_\_, and I'm from WPI's Worcester Community Project Center. I'm calling you today to ask for your assistance. My team and I are working on a project with the greater purpose of promoting synergy among the various groups in Worcester. To do this we will need to identify the common themes among the economic development visions in the city. (explain more if needed)

However, before we can identify these common themes, we need to have a comprehensive list of all the organizations with economic visions in Worcester. That's where we need your help. We've been told that you would be a good source to start with, because you have a lot of contact with people interested in developing Worcester. Right now, could you brainstorm with me for a few minutes? Just name whatever groups or individuals come to mind when you think of 'economic development', be they ethnic, environmental, neighborhood, business ... whatever.

(Brainstorm. Don't tell if you already have one, unless they ask. Just keep them talking and talking)

Thank you very much for your time. Your name's among the ones on our list, so we may be calling again to request an interview. Can I give you our email, so that if you think of any more names of groups or individuals, you can email them to us. The email's [VisionsIOP@wpi.edu](mailto:VisionsIOP@wpi.edu). Thanks once again.

## Appendix D Script for Interview Request Telephone Call

For the secretary, if any:

Hello, my name is \_\_\_\_\_, and I'm from WPI working on a project. May I please speak with \_\_\_\_\_. (Do you know when there's a more convenient time to call back? (May I leave a message?))

For the Person:

Hello. I'm \_\_\_\_\_, and I'm from WPI's Worcester Community Project Center. I'm calling you today to request a short interview. My team and I are working on a project with the greater purpose of promoting synergy among the various groups in Worcester. To do this we need to identify the common themes among the economic development visions in the city. (explain more if needed)

We've been told that you (or the group you're involved with) have an interest in Worcester's development. We'd like to set up a time to conduct about a 45-minute interview with you as soon as possible.

We were hoping we could meet during normal business hours, unless there's a better time for you. (Or as early as 6 in the morning until 8 at night. Or we can meet sometime on the weekend.) Is there some time soon that we could meet? (hierarchy)

(after setting up the interview)

We have an interview agenda that we'd like to send you, to help the interview go more smoothly. Is there an email address or fax number we can send it to? (Would you prefer we mail it?) We'll send it out today.

Thank you for your help, and we look forward to talking to you. Have a great day.

## Appendix E Interview Agenda

Dear Mr./Ms.???? ,

Thank you for agreeing to meet with us to discuss the economic development visions that **Organization name** has for the city of Worcester. Your input will help us to achieve our project goals.

Enclosed you will find the written questionnaire (with instructions) that we talked about on the phone. Please complete what you can before our interview. If you have any questions, please do not hesitate to contact us.

Listed below are the topics we will discuss during the interview. In order to make our time together the most productive, and so that we may minimize the time that we take from your day, we recommend you take a look at the topics.

- General details of your organization (history, membership, etc)
- Past issues your organization has been involved with
- Ways your organization accomplishes its goals (political engagement)
- Current issues the organization is dealing with
- Your ideas of what Worcester's assets are
- Your general vision of Worcester
- The names of other organizations and individuals in the city with economic development visions. In other words: "who else we should be talking to?"

Again, we thank you for agreeing to the interview. We look forward to seeing you at ***Date and time of interview.***

Sincerely,

The Economic Development Visions Team  
Kara Foster  
Chris Ritacco  
Scott Wallace  
Ryan Wartman

Att: Questionnaire

## Appendix F Written Questionnaire

Please rank the following Worcester development issues with respect to how important they are to you or (if applicable) the organization you represent. The ranking scheme is as follows:

Very Unimportant	Below Average Importance	Average Importance	Above Average Importance	Very Important	Not Applicable
1	2	3	4	5	NA

It is very important to make clear that this is **NOT** asking **WHERE YOU STAND** on the issue, but rather **HOW IMPORTANT** the issue is to you or your organization. For example, if you or your organization were very active in trying to prevent the stated issue from succeeding, then the appropriate box to check would be **5** (for very important), even though you do not support the issue. If the issue has never come up (that is – if you could not confidently say that the organization you represent is unified on the issue), please check the box marked NA.

All issues in **bold** are general topics (e.g. Transportation), and those not in bold are subsets of the general issues that they relate to.

After each issue, if you are so inclined, please feel free to write **one or two sentences** that describe your (or your organizations’) viewpoint.

Please feel free to contact us if you have any questions. We are available at 508-754-7201 during business hours – just ask for the WPI project team. We are also available via email at [VisionsIQP@wpi.edu](mailto:VisionsIQP@wpi.edu). As a final option, we certainly welcome any questions that you would like to bring to the interview regarding this questionnaire.

**1 - Transportation:**

1	2	3	4	5	NA
---	---	---	---	---	----

1.1 - Expanded Mass Transportation Within the City: 

1	2	3	4	5	NA
---	---	---	---	---	----



1.2 - Expanded Mass Transportation With Surrounding Area:

1	2	3	4	5	NA
---	---	---	---	---	----

---

**2 - Increased Off-Campus College Presence:**

1	2	3	4	5	NA
---	---	---	---	---	----

(Students going downtown, eating at local restaurants, etc...)

---

**3 - Housing:**

1	2	3	4	5	NA
---	---	---	---	---	----

3.1 - Renovation of Existing Housing:

1	2	3	4	5	NA
---	---	---	---	---	----

3.2 - Refurbishing Old Buildings to create New Housing:  
(e.g. industrial buildings converted to residential space)

1	2	3	4	5	NA
---	---	---	---	---	----

3.3 - Construction of New Housing Using New Buildings:

1	2	3	4	5	NA
---	---	---	---	---	----

---

---

**4 - Infrastructure of the City:**

1	2	3	4	5	NA
---	---	---	---	---	----

4.1 - More Pedestrian Friendly Streetscapes:

1	2	3	4	5	NA
---	---	---	---	---	----

4.2 - Funding of Parks and Open Space:

1	2	3	4	5	NA
---	---	---	---	---	----

4.3 - Localized Small Amenities:

1	2	3	4	5	NA
---	---	---	---	---	----

(Small shops, small cafes, etcetera. Discouragement of big chains)

---

**5 – City Culture:**

1	2	3	4	5	NA
---	---	---	---	---	----

5.1 - Minor League Baseball Team:

1	2	3	4	5	NA
---	---	---	---	---	----

5.2 - Activities and Events in the Common:

1	2	3	4	5	NA
---	---	---	---	---	----

5.3 - Complimentary Building Ordinances:

1	2	3	4	5	NA
---	---	---	---	---	----

(Ordinances to keep the cityscape consistent)

---

**6 - Political Reform:**

1	2	3	4	5	NA
---	---	---	---	---	----

6.1 - Improved Government-Citizen Communication:

1	2	3	4	5	NA
---	---	---	---	---	----

6.2 - Re-Evaluation of Zoning Policies:

1	2	3	4	5	NA
---	---	---	---	---	----

6.3 - Re-Evaluation of City Ordinances:

1	2	3	4	5	NA
---	---	---	---	---	----

---

**7 - Marketing the City:**

1	2	3	4	5	NA
---	---	---	---	---	----

7.1 - Marketing City to Tourism:

1	2	3	4	5	NA
---	---	---	---	---	----

7.2 - Marketing City to Residents:

1	2	3	4	5	NA
---	---	---	---	---	----

7.3 - Marketing City to Business/Industry

1	2	3	4	5	NA
---	---	---	---	---	----

## Appendix G Interview Questions

Location:

Date:

Interviewer:

Time:

Interviewee:

Organization:

---

### **The Project Goal:**

This project's main goal is to identify common themes among the various economic development visions in the City of Worcester. We must first identify organizations and individuals with economic development visions for Worcester. Secondly, we have to catalogue the agendas of the various groups and individuals in order to draw out the common themes to promote synergy. The results of this report could be an important step in promoting coordination of resources and ideas among the groups and individuals with economic development visions.

---

### ***1 - Organizational History***

1.1 - What year was your group/organization formed?

1.2 - Why was your organization formed? Was there an interest or knowledge gap that it was intended to fill?

1.3 - Does your group have an official mission statement? If yes, what is it? If no, could you phrase a possible mission statement that describes your organization's activities?

1.4 - What are the most important issues in the past that your organization has been involved in? Why was it involved?

1.5 - What would you consider to be your organization's greatest successes/failures?

1.6 - What modes of political engagement are commonly used by your organization?

1.7 - What forms of political engagement have you found to be effective/ineffective?

1.8 - How would you change the political system?

## ***2 - Organizational Details***

2.1 - Roughly, how many active/staff members does your organization currently have? By active member, we mean someone who shows some form of effort towards achieving the group's goals and who identifies their self with the organization.

2.2 - What is the source of the organization's budget?

2.3 - About how large of a budget did you have to work with last year? What kind of trend has your budget followed in the past?

2.4 - How often does your organization meet? Are there public meetings?

2.5 - What is your sphere of influence? By sphere of influence, we mean the geographical area where your group is active.

2.6 - How much interaction does your group have with other groups?

## ***3 - Current Development***

*At this point, it is important to obtain your group's agenda and the reasons behind it. This is one the larger scopes of the project as it will help us in determining which issues are common among the city's groups.*

*See Issue Forms*

3.2 - What have been the biggest hurdles you come across while trying to achieve your goals?

## ***4 - General City Vision***

4.1 - *In Benchmarking Worcester, it states, Worcester should become the most vibrant and livable medium sized city in the northeast.* How would you define vibrant and livable? How does your mission promote these goals?

4.2 - If you could change one thing about the City what would it be? What is stopping you from making these changes?

4.3 - What are the city's current assets? Do you think they're being used to their potential? How could they be used more effectively?

4.4 - Describe your ideal image of Worcester 10, 30 or 50 years from now.

## ***5 – Questionnaire***

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**See Questionnaire**

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## ***6 – Referrals***

6.1 – Please name all of the organizations and/or individuals that come to your mind when you think of Economic Development Visions in Worcester. Try and include full names when possible, along with the organization they belong to. This is very important in continuing our study.

<u>Name</u>	<u>Affiliation</u>	<u>Notes</u>
1)		
2)		
3)		
4)		
5)		

## ***7 - Notes:***

## Appendix H Referral List

	Last Name	First Name	Organization	Contact Info	Other Contact Info
1	Abraham	Stephen	District 5 City Councilor	791-7375	AbrahamS@ci.worcester.ma.us
2	Ahlquist	Robert			
3	Angel	Roy	Massachusetts Development Finance Agency	363-2799	
4	Angelini	Mike	Bowditch & Dewey LLP		
5	Antha	Fran	Family Health		
6	Avanglista	Jay	Dino's Restaurant		
7	Bachlin	Bob			
8	Bafaro	Joe	Plumbing	757-7429	
9	Barry	Sara	Greater Worcester Community Foundation		
10	Benoit	Dan	Architect	951-1433	
11	Bernstein	Bob	Former State Senator		
12	Bernstein	Seth	Temple Sinai (Rabbi)		
13	Bisceglia	Joe	Wonderbar	752-9909	
14	Bishop	Steve	Blackstone River Valley	799-5500	
15	Black	Susan	Former Marketing Director	757-4047	
16	Boisvert	Marice			
17	Bond	James			
18	Braley	Bill	North Worcester Business Association	754-7255	
19	Bramley	Chris	Bank North - President		
20	Breault	Billy	MS Alliance		
21	Carey	Jennifer	Commissioner - Consumer Affairs		
22	Carlson	Ann	Sovereign Bank		
23	Carlson	Candy	United Way		
24	Carlson	Joe	AFL-CIO Labor Council		

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
25	Carmac	Grace			
26	Carnegie	John			
27	Carroll	Frank	Small Business Service Bureau	756-3513	
28	Cedar	Bob			
29	Charette	Ronald	South Worcester Neighborhood Center	757-8344	
30	Chicarelli	Aspreno	Travel Agent	755-5725	
31	Cifradado		Grafton Hill / Franklin Street Association / Harrington Street		
32	Collier	Mary	Business Inclusion Center	793-2197	
33	Collin	Chris	Unum Providence		
34	Condon	Jim	Tabletop Pies	798-8811	
35	Condron	Kevin	Central Supply		
36	Connelly	James	Elm Park Prep		
37	Coonan	Mike			
38	Cowan	Fairen	Former Lawyer (now 85 yrs. Old!)		
39	Coyne	David	Regional Environmental Council - Past head	793-7296	
40	Crowell	Joan	Leesville Pond Watershed/Neighborhood Assoc.	crowellj@telegram.infi.net	
41	Crowley	Chris	Polar Beverages		
42	Damien	Mark	Wyman-Gordon		
43	Davis-Brody	Adrienne	Worcester Marketing Team		
44	Densmore	Bill		753-2500	
45	DerKazarian	Chas		508-754-9016	
46	Desantis	Anthony	Anthony's	757-6864	
47	Di'Orio	John	Di'Orio's Hair Salon		
48	Drapes	Alex	Fletcher, Tilton, & Wippel		
49	Economou	Tony	Northern Merchant Alliance		
50	Fain	Howard			



	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
51	Fernandez	Rosa		341-9395	
52	Finklestein	Jonathon	Attorney	753-6937	
53	Fletcher	Allen	WoMag Publishing	755-8004	
54	Flynn	Ann	Crown Hill	757-9676	
55	Foley	Jack	Clark University		
56	Foley	Carol	Botony Bay Development		
57	Freed	Larry	Green Hill Park Coalition		
58	Fresolo	John			
59	Gallow	Fred	Gallow Olds		
60	Garvy	Mike	Flagship Bank		
61	Gate	Jerry	Chamber of Commerce - Chairman of the board		
62	Giodana	Guy	Maxwell Silverman's		
63	Gittes	Pat	Worcester East Side CDC	799-6942	
64	Glodis	Guy			
65	Gomez	Juan	Accion USA Worcester Capital		
66	Goslow	Brian	Worcester Rising	799-5428	bgoslow@yahoo.com
67	Grigaitis	Charlie	Grafton Hill Business Association		
68	Haller	Barbara	District 4 City Councilor	799-1049	HallerB@ci.worcester.ma.us
69	Hanson	Sue	Clark University		
70	Hargrove	Gordon			
71	Harrington	Jim	Individual		
72	Hayman	Scott	Director of Housing Division	799-1400	haymans@ci.worcester.ma.us
73	Henritze	Walter	Union Station Alliance	795-3456	
74	Herbert	Steve	WPI		
75	Irish	Dennis	At-Large City Councilor		

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
76	Kapudo		Jacob Hyatt Magnet School		
77	Kelleher	Bill	NE Trust Association Housing and Trends		
78	LaCava	Paul	Neighborhood Services Head	799-1175	
79	Lazor	Arnold	Wyman-Gordon		
80	Lee	Rod	Telegram & Gazette		
81	Levy	Jordan	Former Mayor (PAC president)		
82	Lewis	Robert	Bay State Savings Bank		
83	Loew	Frank	Becker College	791-9241	
84	Lukes	Konstantina	At-Large City Councilor		
85	Lundgrum	Tristan	Environmentalist		
86	Manahan	Janet	Worcester Art Museum	jmanahan@worcesterart.org	
87	Matthews	Paul	Chamber of Commerce		
88	McCabe	Donna	Water County Convention and Business Bureau		
89	McDonaugh	Neil	Flexcon (in Spencer)		
90	McGovern	Jim			
91	McNaughton	Laura			
92	McPherson	Rick	YMCA of Greater Worcester	755-6101	
93	Meeda	Steve	Architect & Firefighter		
94	Melville	Don	Norton Company, Former President		
95	Melville	Mary			
96	Merit	Barbra	Unitarian Universalist Church		
97	Merril	John			
98	Minaccio	Fran	National Conference for Community		
99	Morgan	Edith	Brittan Square		
100	Moschos	Dimitrius	Attorney		
101	Moylan	Bob	Commissioner - Department of Public Works		
102	Murphy	Brian			
103	Myers	Laura	EcoTarium	929-2700	

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
104	Nelson	John	Former CEO of Norton/Wyman-Gordon	753-6175	
105	O'Brien	Joe		508-755-6037	
106	O'Connel	Jerry	Botanical Gardens		
107	O'Donnell	Andy	Union Station Alliance	795-3456	
108	Olin	Jay	Commerce Bank		
109	Orozco	Teresita	Centro Las Americas	798-1900	
110	Palley	Julius	Grove Street		
111	Patton	Stephen	District 1 City Councilor	852-3475	PattonS@ci.worcester.ma.us
112	Paulhus	Jim	Fleet Bank		
113	Payson	Aaron	Unitarian Universalist Church		
114	Pedone	Vincent	State Representative	617-722-2090	
115	Perotto	Michael	At-Large City Councilor		
116	Photakis	John	Owl Shop on Main Street		
117	Pitro	Joe	Primo's Restaurant	754-9709	
118	Plourde	Roger	Regional Environmental Council, Forester, Managing open space		
119	Portner	David	Allmerica		
120	Prescott	Wayne	Downtown Neighborhood Forum	wayne@preservationworcester.org	
121	Rasnick	Herb		753-3548	
122	Reid	Phil	Real Estate		
123	Rodriguez	Anna		341-9460	
124	Rodriguez	Gladys			
125	Rotman	Barry	Rotman's Furniture		
126	Russell	Kent	Higgins Armory Museum	853-6015	
127	Rynick	David	Dynamy		
128	Santiago	Eddie	Santiago's Market	438-0133	
129	Santiago	Marta Cruz			
130	Schaeffer-Duffy	Claire and Scott			

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
131	Scollen	Frank	St. Peters Church		
132	Seltz	Ann	Worcester Community Connection Coalition	754-1176	
133	Silver	Evelyn	Greater Worcester Land Trust		
134	Simmons	Lynn		799-2841	
135	Sisko	Art	Carpenters Local		
136	Tetler	George	Bowditch & Dewey LLP	926-3437	
137	Thomas	Robert	Individual (although part of MLK)		
138	Tilton	Tony	Lawyer		
139	Tirella	Arthur	Belmont Home Association	799-1554	
140	Torre	Francis	Leo's Restaurant		
141	Troiano	Mike	Grafton Hill Neighborhood Association		
142	Turol	Francis			
143	Valade	Charlie	Commonwealth Bank		
144	Wayland	Steve	Director of City Manager's Training		
145	Welu	James	Worcester Arts Museum	799-4406	
146	Wetzel	Tod	Dean Witter		
147	White	David	RH White, Co.		
148	Willis	Henry Lee			
149	Zimmerman	Sharon	Center for Women & Enterprise	363-2300	also 797-3040
150	Zitomersky	Frank		756-0198	
151	Zylich	Michael	Indian Lake Watershed	734-2904	
152		Gus	Pickle Barrel Restaurant		
153		Paul	Mass Job Training		
154		Robert	Park Avenue Business Association		
155			Peterson Oil		
156			Alliance for Education		
157			MORE		
158			Saint Gobain		

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
159			Blackstone River National Heritage Corridor		
160			The Centrum		
161			The Mall		
162			Union Station / Mass Transit Authority		
163			Worcester Cultural Coalition		
164			WPI Venture Forum		
165			At-Large City Councilors		
166			David Clark Company		
167			Kelleher and Sadowski Real Estate		
168			Maurice Reidy Real Estate		
169			Pandiani Family 4th Generation National Glass Works		
170			Fraternal Groups (Civic Groups) - like Rotary		
171			Girls Inc.		
172			Fiber Optic Industries in Southbridge/Sturbridge area		
173			Bar Association		
174			Emmanuel Baptist Church		
175			Worcester Marketing Corporation		
176			Boys and Girls Club		
177			Fallon Medical Center		
178			Food Bank		
179			WCFO		
180			Senior Center		
181			SCORE		
182			Alden Foundation		
183			Fuller Foundation		

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Contact Info</b>	<b>Other Contact Info</b>
184			Norton		
185			Bank Heads		
186			BASF		
187			Biotech Park		
188			Worcester Housing Authority		
189			UMASS		
190			Tiano's Restaurant (owner)		
191			Mass Cultural Council		
192			Worcester Area Mission Society		
193			Easter Seals		
194			Mass Senior Action Council		
195			Armenian Church (Pastor)	508-756-2931	
196			Clark Small Business Development Center		
197			Community Builders	791-7407	
198			East Side Community Neighborhood Service		
199			Greater Worcester Land Trust	795-3838	
200			Neighborhood Forum		
201			United Services Executives		
202			Worcester Redevelopment Authority	799-5500	
203			Worcester Youth Center		
204			Worcester-Fitchburg Building Council		