

***Public money is long gone:
are nonprofit organizations
the only hope for the public
city?***

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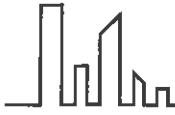


Introduction.

The economic crisis and downturn hardly hit the available resources of public administrations which found themselves in a situation of spending review for many of the services they were providing their citizens with. Therefore, as it usually happens when national and local governments cut down their expenses, it was sectors such as culture, education, art and health to be reviewed and granted less money (Fallon & Lucas 2002; OECD 2010). However, it is not within the scope of this paper to discuss the impact of the economic crisis on the spending patterns of local public administrations. Given the fact that they have been hardly hit all over the world, in western countries as well as developing and new emergent countries though to a certainly lower extent, the objective of this work is to discuss the contribution of non-profit sector organisations operating in the urban environment to the delivery of collective services and community programmes.

The context that will be taken as an example for such discussion is the USA. The non-profit sector operating in fields such as housing, community gardening, retail and commerce, education and health is very much developed and has a great influence on the urban fabric and city structure (Smith 2003). The work of non-profit organizations is certainly encouraged by the legal framework which allows them and their donors to benefit from considerable tax credit advantages (Steinbach 1998). In fact, the possibility for such organizations to obtain tax exempt status from the Federal Government as 501(c)(3) entities has a great deal of influence on the fact that they are one of the most widespread organisations in the whole country. 501(c)(3) entities operate in all areas from human rights to education, health, housing development and so on, and what distinguishes them from for-profit businesses is the requirement to reinvest profits and dividends for the organisation's mission and activities, without distributing it among shareholders. Their activity is recognized to benefit and bring advantages to the community (Stoecker 1997).

The funding and financial resources that allow non-profit organizations to work and implement their mission are usually made available through grants at different levels, either local or state or federal. Despite the crisis of State and Federal government it appears that money is still made available for non-profits and the sector has experienced a less deep crisis (Walker 2002). Moreover, a fundamental role for the surviving of non-profits is played by fund-raising events and private donations which allow them to carry out their work. This paper will deal with specific organisations that are known under the name of Community Development Corporations (CDCs). These are place-based organisations with a specific target area and population. All of their activities are



therefore implemented within the community that they have identified in their statutes. However, these are not the only non-profits that operate within the urban environment. Other important examples are “Main Streets” and “Business Improvement Associations” whose work is more retail and commerce oriented.

Two specific examples of CDCs will be discussed here in order to understand the way they work and cooperate with different and several partners to secure funding and other resources, design initiatives and programmes and carry them out. The two case studies will be presented with a specific focus on the priorities and the initiatives and actions the organisations have been able to accomplish in the neighborhoods in which they are located in the city of Boston, Massachusetts, USA. This will allow to highlight the impacts that they may have on the urban fabric and built-up environment and on the communities as a whole. Moreover, their relationships with different partner organisations will be discussed so as to emphasise the model and patterns of their actions.

Research methodology.

This paper contributes to the debate “City without public funds” presenting some findings of two case studies drawn from the CLUDs (Commercial Local Urban Districts) Marie Curie project (7FP). Based on a literature review on public-private partnership, community planning and urban regeneration topics, the empirical research investigated the relationship between community-based nonprofit entities and public bodies in order to deeply understand the multi-actors partnership framework. On the other hand, the research explored the connection between the capacity of nonprofit organizations and the well-being of its communities in specific urban regeneration initiatives.

The methodological approach, based on a case study approach, has been defined by firstly considering the key factors involved in urban regeneration initiatives led by local economic forces that foster public-private partnership initiatives. It approached two nonprofit entities with strong character that are well recognized in their neighborhood. The case studies presented in this paper have been analyzed through both desk and on field analysis. Both case studies have been chosen among a set of case studies – selected in the context of the CLUDs Marie Curie project – distributed within the boundaries of the metropolitan area of Boston, MA and its peripheral areas which have been classified on the basis of the following criteria: typology, size, characterization (market led, community led, environmental led).



The analytical tools used to carry out the investigation of the case studies are as follows:

1.- A survey form defined by following the general criterion of conferring a spatial connotation to economic forces that affect physical transformation.

2.- An interview form that allows to gather qualitative information about governance, organizational structure, strategy and private involvement.

The survey form is functional to collect relevant data in a homogeneous way for each case study in order to make a comparative analysis of each case study by using evaluation criteria that has been defined after data collection is completed (it covers many topics such as socioeconomic structure; fiscal analysis; accessibility; marketing and promotion; stakeholders and governance; spatial data; visual analysis). The research has been conducted through a series of interviews with various stakeholders, residents and people representing public bodies or private organizations involved in the initiative such as Boston Redevelopment Authority (BRA), Madison Park DC, Dudley Square Main Streets, Dudley Street Neighbourhood Initiative among others.

Community development corporations as innovative way to boost urban strategies .

Community Development Corporations (CDCs) are well known throughout the United States of America as non-profit organizations which aim at community social and economic development in low income and distressed communities¹. In order to understand the general reasons that back in the 1960s, starting with the federal programme "War on Poverty", led to the creation of these entities, their mission and focus, it is useful to refer to Goodpaster's work who highlighted that the use of CDCs would function as "a strategy designed to solve many of the problems of discrimination, poverty, lack of citizen participation, and the failure of governmental institutions" (Goodpaster 1968, p. 645). This statement indirectly shows the areas of interventions and objectives typical

¹ Some figures may help understand the role of CDCs in USA. In 2005 there were an estimated 4.600 CDCs that operated across all 50 States, some 1.000 more than in 1998 (NECCED 2005). Currently, in Massachusetts only, where some case studies from the Boston area have been investigated during the first year of this research (cf. Section 5.1), there are 90 CDCs members of the Massachusetts Association of Community Development Corporations (MACDC) (MACDC 2011). By considering all 50 States, it is immediately clear the extent to which the role and work of these organizations can be important in the field of community planning and urban regeneration.



of CDCs work which mainly relate to community empowerment, organizing, social and economic development, youth programs and job training activities (Schwartz 2010). This kind of entities are characterized by an Internal Revenue Service (IRS) 501 (c)(3) nonprofit tax-exempt status, which allows them to avoid some federal taxes and to better carry out their social purposes (Stoecker 1997).

After the first experiences of the late 1960s when there was widespread federal funding and support for such initiatives², their focus switched from economic development towards affordable housing provision as a means through which community improvement could be delivered (Peirce & Steinbach 1990; Vidal 1992). Subsequently, federal funding was drastically reduced during the Regan's administration in the 1980s. In spite of this, the number of CDCs nearly doubled between 1981 and 1986 (Gittel & Wilder 1999).

CDCs have at the basis of their missions and work specified geographic areas and communities, following a place-based approach (Vidal & Keating 2004). Target areas are generally urban neighborhoods, or portions of these, with a weak economic and social structure. The rationale which supports their work can be found in Teitz's words who argued that neighborhoods may be effective economic development and employment generators thanks to the cohesion and mutual support which can be found in such communities (Teitz 1989). Thus, the CDCs social and economic development model strongly relies on bottom-up approaches and procedures where residents' participation and involvement becomes central to the achievement of their mission and vision. As such, the benefits of CDCs, compared to governmental agencies and institutions, are linked to their ability of responding to, and take advantage of, development opportunities in a quicker and more flexible way than government-related organizations.

Over the years the debate about CDCs and their role has been very intense and marked by different views and assessments. A very important contribution in this sense is the work by Stoecker where the author critically analyses the CDCs model and compares different views. The author argues that there is no tangible proof of greater benefits related to CDCs activities in physical as well as economic and social development. It is not clear whether investment and development carried out by other organizations or developers, whether public or private, would have led to better or poorer results (Stoecker 1997).

The factor which would lead to CDCs failure have to do with their limited resources, productivity and expertise in different fields such as finance, real estate, planning and land use regulations, which he calls "limits

² Federal funding was put out in 1966 under the Special Impact Program (later Title VII) of the Equal Opportunity Act of 1966 (Vidal and Keating 2004).



to comprehensiveness" (Stoecker 1996). However, this statement can easily be subject to criticisms. In fact, what kind of organization could be considered as having a high level of comprehensiveness within one single department? For example, a housing or planning department is very likely not to have expertise on financial and investment matters and vice versa, and efficient and effective communication and relationships between different departments of the same organization are not easy-to-achieve goals.

On the other hand, some authors advocate CDCs as being able to responsively meet community needs and requirements and to represent community interests better than city-level administrations (Hamilton 1992; Bratt 1989; Vidal 1992; Zdenek 1987). Moreover, CDCs should not be expected to have high productivity for at least two reasons: firstly, they operate in weak neighborhoods and markets often characterized by disinvestment and high unemployment rates, that is the reason why for-profit developers normally avoid such areas; secondly, high productivity is not CDCs' main goal and their activity and work should not be evaluated by a parameter which they do not take into consideration when defining and setting out their programs and investments. An important study conducted by Walker showed that there were positive results in the neighborhoods of 23 surveyed cities where CDCs operated (Walker 2002). The paper, acknowledging the increasing size of the CDC industry, shows that positive effects were produced with reference to the number of affordable housing units delivered and general quality of neighborhoods, reflected in the rising residential values.



Neighborhood problems and cdc responses: evi- dence from boston case studies.

The case studies that will be presented in this section will deal with the programs and partnership patterns of two of the most active and well known non-profit community development organisations of the City of Boston. The importance of discussing their accomplishments, and the ways these two organizations collaborate with City departments and other non-profits, is to be found in the need to understand their impact on the urban fabric of an inner city neighbourhood such as Roxbury and the rationale behind the role of community development corporations as a substitute of the public authority for the provision of important services and facilities.

Revitalizing inner cities through PPPs: a paradigmatic case study of Dudley Square Commercial District.

Once a crucial port, Boston is now a world leader in high tech industry, higher education, biology and medicine, finance. Credit crunch and other globalized problems influenced adversely Boston like most U.S. cities. The city lost jobs and middle-class residents to the suburbs producing also social and spatial disparities. The result is that Boston houses inner city neighbourhoods, not far from the central business district, with unemployed and underemployed residents. In the Southern Boston, in the heart of the Roxbury district, Dudley Square (Fig.2) is one of them though is a neighborhood of rich history. Still the regional hub for the city bus line, today this area is experiencing a new season of revitalization and hope considering that the area is been neglected for a long time by the city and the state as well as private investors.

This case study is focused on the initiative called "Dudley Square Commercial District" and the connection with Madison Park Development Corporation, one of the oldest CDC in Massachusetts (Fig.3). "Dudley Square Commercial District" is a community-based initiative to revitalize a culturally diverse, economically mixed, primarily low-income Boston's core neighborhood by emphasizing the links between commercial development and economic, social and physical needs (BRA 1984). Dudley Square has undergone a period of gradual growth over the past 30 years due to community activism, private investment, and increasing involvement by non-profit organizations, government agencies and Boston's municipality (Walljasper 1997).



The story of this area is emblematic.

Once only downtown Boston had more shoppers. In the 90's Dudley was run-down though it were well connected by a system of bus routes. At that time Dudley Square was not a priority for the municipality and, then, for the BRA that has never focused a sharp lens on the area for a sustained period. In the 1990s, things began to change: Dudley began to be seen as an important resource to the city of Boston (BRA 1985, p.1). The whole area was subjected to some public renewal interventions like a new transit bus terminal that has taken the place of the century-old elevated rail, which was removed from Dudley Station in 1987; the renovation of New Dudley Street in order to streamline this new bus traffic routes; the construction of a new central post office; renovations of the Roxbury Courthouse at the Civic Center.

It must be said that a crucial starting point for the whole process of Dudley's regeneration was the preliminary work program in for the "Dudley Square Commercial Area" carried out since 1989 by the City of Boston and the "Neighborhood Housing and Development" Department of the Boston Redevelopment Authority (BRA 1990). Probably this city program has encouraged important decisions from the State attracting public money (Fig.1). In 1994 Boston was designated as a HUD Enhanced Enterprise Community ("EEC") receiving a total of \$44 million in Economic Development Initiative ("EDI") grants and Section 108 funds that can be used as capital improvement loans for commercial or industrial projects that produce jobs, 60% of which are for low and moderate-income residents¹. In 1999, Dudley Square area (together with Chinatown, Dorchester, Jamaica Plain, Mission Hill, Roxbury, the Seaport District, South Boston, and parts of the South End, for a total of 5.8 sqm area) was identified as an "Empowerment Zone" (EZ) and placed in a federally funded program that planned to deliver \$100 million a year to blighted areas of Boston through revitalization projects and job creation programs for 10 years. It meant the public recognition like special area of the worst poverty. Those initiatives represented important steps toward the rebirth of Dudley area. In the same years, City of Boston and BRA developed another study for the revitalization of "Dudley Square Commercial District"² and, above all, designated the area as one of the ten new "Main Streets" in Boston.

After that, the City has started to help the restoration of several privately

³ In 1994, the Clinton Administration invested \$44 million in funding. The resources assisted in the development of projects such as the South End Community Health Center, Palmer Warren building and Fairfield Center in Dudley Square, and Grove Hall Mall. Rif. Ashley Rigazio (2009), "Boston Connects closing its doors, but its dream lives on", My-SouthEnd Journal, Dec 1, 2009.

⁴ In the 1994 Stull and Lee, Inc., an architectural firm, and Melvin F. Levine, Inc., an economic development consultant made a important study for Boston Redevelopment Authority (BRA). This study is commonly referred to as the "BRA master plan". Developed in conjunction with community groups (including the DSMA) the BRA master plan combines a needs assessment, vision, and planning document all into one package. The report begins by analyzing the current conditions and needs of the Dudley Square retail area from an economic as well as an urban design perspective.



owned buildings such as the Dartmouth Hotel, Hibernian Hall, and Palladio Hall promoting partnerships with nonprofit organizations. In a community as Roxbury, with a fragmented system of local government, the non-profit sector represents a real alternative form of service-delivery mechanisms in areas such as economic development and social services (Jennings 2004). It can implement policies and deliver services as well as it may also participate in the policy formulation and policy evaluation stages of the policy process. Probably, as Medoff argued, if that change happened is because Dudley Square houses various community and merchant led nonprofits which have worked intensely since the 1970's for the future of the neighborhood (Medoff & Sklar 1999). The strong activism of the nonprofits organizations has attracted public money for the revitalization of Dudley Square area. Public investments have attracted new private capital and community-based development projects with the goal of improving infrastructures and services.

Another crucial step for the redevelopment process was the development of the "Roxbury Strategic Master Plan", a strategic planning agenda that provide a framework to guide change and economic growth for the next twenty years in Roxbury. This plan, elaborated in 2004 by the BRA with a strong public process, has committed to build upon the area's many assets to develop a strong and united Roxbury at "the Heart of the City" (Fig.1).

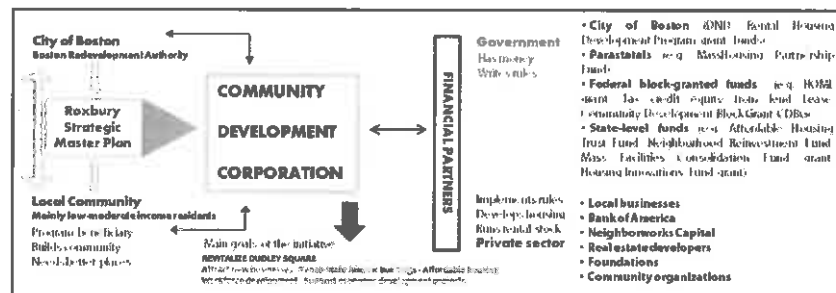


Figure 1: Public-Private Partnership framework.

Still blighted by a few vacant buildings and boarded-up storefronts, Dudley Square is today nevertheless undergoing revitalization and is home to important social and cultural services such as the "Roxbury Boys and Girls Club", "Roxbury Arts Center" and "Youth Opportunity Boston", a city-run agency that primarily serves youth involved in the criminal justice system. Actually the most important long-term project currently in progress is the "Dudley Square Vision", a key City-funded initiative launched by Mayor Menino in 2007 with the goal of enhancing the Dudley Square retail district by focusing on real estate, economic development, and community engagement. Though the whole project consists of a new police station and a new entrance for the public library among others, the most paradigmatic element is the construction of the \$115 million "Dudley Square Municipal Center" (Image 2), at the site of the



historic Ferdinand Furniture building. In addition to space for street-level retail businesses, the Dudley Square Municipal Center will house an estimated 500 municipal employees from the Boston Public School Department and will include open space for student work, school events, and community gatherings to help better serve the public schools in the area (Fig.3).

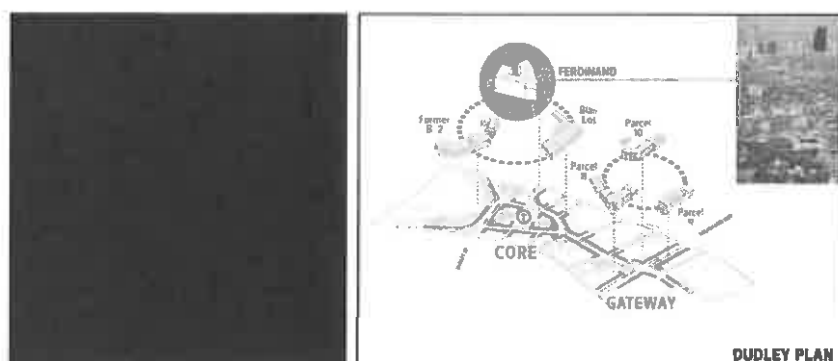


Figure 2: Localization of Dudley Square Commercial District (left). Figure 3: Master Plan of "Dudley Square Vision" project with the indication of the paradigmatic Ferdinand Building.

Even if recently Dudley Square received public investments, it must be said that the majority of these changes and improvements has been carried out by various nonprofit organizations such as "Madison Park Development Corporation" whose mission is to foster the social, physical and economic renaissance of the Roxbury community by promoting the economic self-sufficiency and social well-being of low-income and moderate-income residents and advocating for an equitable share of private and public resources. Madison Park DC has always been clear that it was crucial to promote partnerships between the local government and the financial community for the success of the whole process of Dudley's revitalization. Madison Park DC experienced many Public-Private Partnerships (PPPs) for the achievement of the main goal in revitalizing Dudley Square Commercial District. Madison Park has hardly worked to find money to restore historic buildings, to promote affordable housing, to convert vacant lots and abandoned buildings into quality retail and office spaces. It was crucial to create the right "milieu" useful to bring additional investment to the private sector (BRA 2003; Jennings 2004).

Today Dudley Square, mainly populated by a black and African-American population, is in the midst of rapid revitalization. Infill and renovation projects are filling gaps in the urban fabric and replacing underutilized buildings and empty lots with institutional, municipal, housing and commercial uses. Property values have also increased; the median sale price of single-family homes increased by over 325 percent from 1996 to 2001 (Zielenbach, 2002). Nevertheless it is one of the poorest areas of the city with an average income of about \$17,000 as 2010 Census (\$13,000 in 2000). Thus, Madison Park DC is part of the history of the



neighborhood as it is one of the first CDCs established in the State. Madison Park DC can be considered one of the major non-profit player which has developed and preserved mixed-income housing in Roxbury promoting Dudley Square as a thriving business district. MPDC promoted many PPPs over the last decades restoring buildings (like the paradigmatic Hibernian Hall) with the hope that they might attract new capital and employers to the area in order to face poverty and unemployment. MPDC has been actively involved in the social, economic and physical revitalization of the Dudley Square community for over four decades and has developed a strong track record of producing affordable and high quality housing for low and moderate income families. Its commitment and impact can be seen in the development of 93 homeownership units, 1.117 rental apartments, and 125 units of student housing. More than 3.000 adults and children live in MPDC housing in the Roxbury and South End neighborhoods of Boston (Hangen & Pinado 2006; Madison Park DC Report 2010).



Image 1: One of the many community planning workshops held at Central Boston Elder Services in Roxbury (left). Image 2: Render of the \$115 million "Dudley Square Municipal Center", at the site of the historic Ferdinand Furniture building (right).

Through its community economic development work, MPDC redeveloped and owns over 76.000 square feet of retail and office space in Dudley Square. Its commercial buildings attracted several businesses and agencies to Dudley Square that employ over 250 people. Through its historic preservation work, MPDC has added seven buildings in Roxbury to the National Register of Historic Places including the Dearborn School at Orchard Gardens, Hibernian Hall and the former Dillaway School on Kenilworth Street. These prominent buildings represent the preservation of important historic sites that contribute to the character and vitality of Roxbury. The Parcel 10 project will be the last important initiative with the goal to give a new life to a big vacant land of 87.372 sq ft. This project represents a natural extension of this economic development work by MPDC, and it has the staffing, financial resources and relationships to carry it out (Madison Park DC Report 2010). The main sectors where MPDC is currently working to improve Dudley area are retail enhancement with the redevelopment of retail and office space (over 76.000 sq ft); Economic revitalization with the promotion of a cultural economic development program as Arts, Culture, and Trade Rox-



bury (ACT Roxbury); Security and safety with the creation of a "Public Safety Committee" to reduce crime by 2003; Building restoration and renewal with a strong real estate program which restored important historic sites as the Hibernian Hall; Innovation and green technologies with the promotion of affordable housing with "green features" as LULA project and B-2 Police Station; Education and training with the promotion of initiatives finalized to youth development and civic engagement as RoxVote, Community Action, Summer jobs among others; Cultural enrichment with the creation of a cultural program (concerts, shows and so on) in collaboration with the Roxbury Center of the Arts and promotion of the participation in the cultural and historic life of the community with tours of Roxbury's historic sites, arts community, cultural institutions and businesses. MPDC is also working with the Boston Public Health Commission to promote the Complete Street redesign of Melnea Cass with a "walk audit" of Dudley Square involving more than 150 residents.

The work that MPDC has been carrying out for over 40 years is remarkable and visible in the whole area surrounding Dudley Square. Its commitment to delivering an improved, safer and more vibrant neighbourhood has already brought about important successes that have benefited the whole neighbourhood's population and in the future will bring advantages to the City of Boston as a whole.

A remarkable grassroots revitalization: the case study of "Dudley Street Neighbourhood Initiative"

Dudley Street Neighborhood Initiative - DSNI - is a non-profit community-based organization located for the major part of its target area in the neighborhood of Roxbury in the city of Boston, Massachusetts. One of the most famous initiatives of its kind in the United States, DSNI was formed in 1984 and ever since has been operating in the neighborhood with social and economic targets. The target area is located in the geographical and spatial core of the city of Boston, some two miles south of downtown, and covers a region of about 3.5 square kilometers (Figure 4). The area is divided into three different parts which reflect different levels of abandonment and priority of action: The Triangle; Core Area, Secondary Area (Figure 5).



Figure 4: Localization of DSNI (Roxbury, Boston)

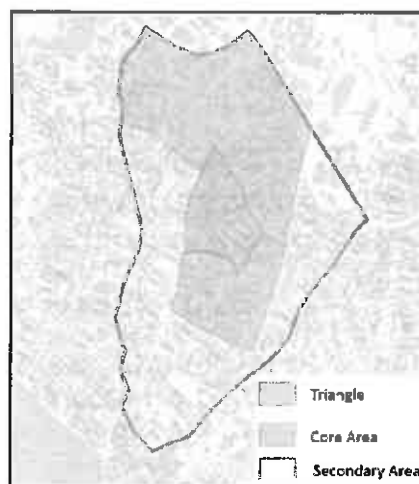


Figure 5: DSNI boundaries

As a non-profit community planning and organizing entity, its major objectives and mission have to do with community development and growth in a neighborhood strongly characterized by disinvestment and decay since the 1950s. In those years Roxbury was the most impoverished and unemployed neighborhoods of Boston with unemployment rate of 10.1 percent, the highest in the city, though such characteristic is still present nowadays (BRA, 1985). In 1980 just above a third of its population was less than 19 years old and 52 percent lived below the poverty level (BRA 1985), percentage that in 1990 applied to children as well (Medoff and Sklar 1994). The state of abandonment, disinvestment and decay was reflected in the number of vacant residential properties and land and commercial activities. According to Medoff and Sklar, the number of commercial activities and businesses was in steady decline. A quotation from their study can help understand the overall state of decay and disinvestment which spread throughout the area (Medoff and Sklar 1994). "By 1970, address after address is listed vacant. The number of private businesses on Dudley Street (from Warren Street to the railroad tracks) dropped from 129 in 1950 to 79 in 1960, 49 in 1970 and 26 in 1980. On Blue Hill Avenue (from Dudley to Quincy Streets) the number fell from 210 in 1950 to 150 in 1960, 74 in 1970 and 47 in 1980. As of 1993, there were about 32 businesses on Dudley Street and 38 on Blue Hill Avenue. Many of the businesses - now owned by Black, Latinos and Cape Verdeans as well as Whites - are small groceries, restaurants and auto-related enterprises" (Medoff and Sklar, 1994: 14).



Public-Private Partnership and redevelopment strategy

Since 1984, DSNI has always partnered and collaborated with many stakeholders. With the first "Don't Dump on Us" campaign the community aimed to clean up the vacant lots of land and close down illegal dumping sites. The rationale behind these initiatives and the various partners which collaborate with DSNI is that DSNI does not have enough financial resources to carry out all the initiatives proposed and needs collaboration and support from different actors. The mission was renewed in 1996 with a new plan to create an urban village with a strong identity. Over the years many development schemes have been undertaken and realized, especially in The Triangle, filling up half of the land that laid vacant at the time. Up until today and starting in 1994, 225 housing units have been built in partnership with different developers (225 housing units are divided in 95 homeowners, 53 rental and 77 cooperative units). A fundamental tool which has allowed such developments to be carried out is the eminent domain which DSNI, through its land trust Dudley Neighbors Incorporated (DNI)¹, gained in 1988 from the Boston Redevelopment Authority; the first organization of its kind to be granted eminent domain authority in the USA. DNI is a sub-organization of DSNI and plays a very important role within the organization for the achievement of the vision, especially through affordable housing targets and vacant land development in The Triangle. By means of eminent domain power DNI is able to acquire privately-owned vacant land in the area designated as the Dudley Triangle (Figure 5) and, combining these with city-owned parcels, then leases the land to private and non-profit developers (mostly CDCs) for the purpose of building affordable housing. After construction is complete and units are sold or rented, DNI leases the land to individual tenants, homeowners and cooperative housing corporations. Over the years DNI has been in operation, it has been able to fill about half of the 50 acres of land that lay vacant in The Triangle part of the neighborhood (cf Images 3 and 4).

Development	No. Units	Year Completed	Developer
Winthrop Estates	36	1994	Dudley Street Neighborhood Initiative
Stafford Heights Cooperative	41	1998	Nuestra Comunidad Dev. Corp.
Brook Avenue Cooperative	36	1999	Veterans Benefits Clearinghouse Dev. Corp.
Woodward Park Homes	31	2001	New Boston Housing Enterprises
Julian Woodville Homes	11	2006	New Boston Housing Enterprises
Dudley Village	50	2008	Dorchester Bay Economic Dev. Corp.
Brookford Dalin Dean Homes	18	2009	New Boston Housing Enterprises

Source: Development Projects. Dudley Neighbors Inc. The Community Land Trust.

¹ DNI is governed by an 11-member Board of Directors with the following composition: 6 appointees from DSNI; 1 appointee from the Roxbury Neighborhood Council; 1 appointee of the Mayor of the City of Boston; 1 appointee of the City Councilor from the 7th District*; 1 appointee of the State Senator of the 2nd Suffolk District*; 1 appointee of the State representative of the 5th Suffolk House District*. *Members are non-voting members.

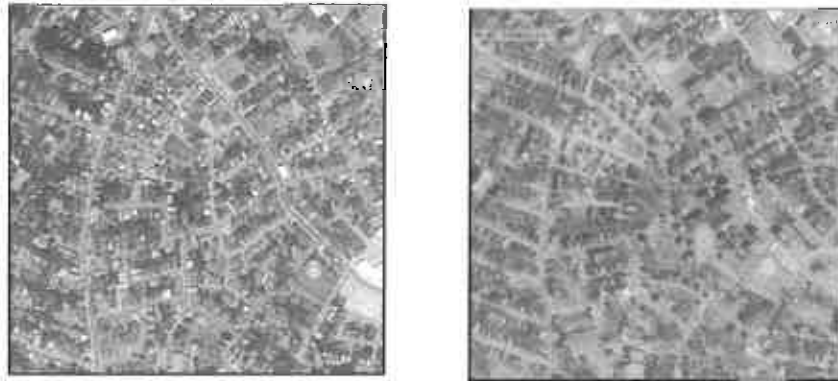
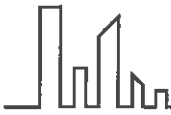


Image 3/4: Photos of The Triangle area in 2010 (left) and 1995 (right). Source: Google Earth. Satellite

Strategic Priorities

Although affordable housing provision may seem the major objective of the organization, DSNi does not have this as its only priority. The main priority is certainly community empowerment and involvement with the many initiatives that are brought forward by the organization. The community interest is taken into consideration and participation of residents is guaranteed through monthly meetings held at the DSNi office. Moreover, the fact that the DSNi Board of Directors is made up of 34 members, 16 of which are elected from the local community, allows the community to have a say in the decision making process and influence the various initiatives and priorities. Community empowerment is achieved through mobilization of neighbors and information about candidates and policies, increasing the neighborhood's collective power through voting¹.

Other priorities, apart from community involvement and empowerment, range from education and training to job creation, local service provision, local produce valorization and green and open space delivery. An example of education program is the GOTCHA initiative to which DSNi participated in 2011 with a budget of about \$62.000. DSNi collaborated with other subjects² with the direct involvement of youth and collaboration with local schools. DSNi was directly involved in setting up programs such as "Dudley Youth Council"³ and "Resident Leadership Institute". Over 50 teens were involved and helped retain state and city funding for youth jobs and organize a Jobs Fair in March which drew over 300 youth.

With regard to job creation, however, the most noteworthy initiative can be considered the Dudley Workforce Initiative. Major goals were achieved in the context of the construction process of the Ray and Joan 6 A well known initiative to increase awareness and political participation is: Roxbury

Vote is your Vote.

7 A list of subjects which participated in the GOTCHA program can be found at: <http://www.gotchayouthjobs.org/organizations>

8 DYC created and hosts a monthly radio show



Kroc Corps Community Centre. Collaboration with the national Salvation Army secured an allocation of \$85.5 million for a 90,000 square-foot (8,361 square metre) world class community centre, the largest community centre in Boston which opened in March 2011. The goal was to achieve an ambitious composition of the workforce of 51 percent residents, 51 percent minorities and 15 women. The project ended with the total workforce being comprised of 45 percent residents, 44 percent minorities and 8 percent women. The whole construction process involved minority and women owned businesses for a total of \$8 million going to minorities and approximately \$7 million going to women owned businesses. The process started in 2005 when DSNI and The Salvation Army responded to Kroc Center national selection process. In 2006 the Dudley Community was selected as location for the new community center and works began in December 2007.

Another important priority DSNI is working on is the valorization of local produce for a greener and healthier Dudley neighborhood. One initiative by means of which these targets are to be achieved is the Dudley Community Greenhouse. A 1,000 square-meter and \$1.5 million greenhouse operated by The Food Project was completed in 2005 and currently allows families and youth to grow food and manage raised beds and gardens. The impact in the wider community is positive thanks to the fact that teenagers find work managing gardens and open spaces and families can keep up their own gardens and yards without having to hire professionals for this task. Furthermore, open and green spaces are something DSNI is committed to improve within the whole neighborhood. Over the years the organization has been operating within the area, three parks have been delivered and more play areas have been secured for the community. Along the main street of the neighborhood such as Dudley Street it is possible to find several play areas which have been secured as part of new development of redevelopment processes. Finally, a sector in which there's been little action and initiative is the commercial and retail sector. This is not a priority for DSNI since it lacks expertise to manage retail activities and commercial floor space even though it is recognized that retail can have a positive impact on economic revitalization and employment. In the years from 1984 only two initiatives which include retail and commercial development have been undertaken and completed. The first commercial development was undertaken in 1994 with the restoration of a building for commercial use with a total expense of \$150,000. The second development was recently completed in the context of the Dudley Village residential scheme with the provision of about 700 square metres of commercial floor space.



Conclusions and further research questions.

In times of crisis, both political and socio-economic, community must react by defending and improving its neighborhood. These case studies provide us the opportunity to underline that non-profits can play a key role for the development of the city. They can assist local governments in a number of ways: they have specialized information and knowledge regarding particular issues or concerns; they may be able to provide programs or services more efficiently and effectively; they frequently operate in a larger geographical area and can provide coordinated and uniformly administered services; they draw their volunteers from and conduct fund-raising on a regional basis. In United States, the lack of public money and more constrained budgets has shifted many local governments to recognize the value of collaboration with non-profit organizations in dealing with a community's needs and promoting community improvement. Their community-oriented actions and approach has a fundamental component in the collaboration with and support of the public authority in both cases.

106

This feature allows the two organizations to have a huge impact on the life of the community, and local residents have certainly benefited from their initiatives and work. Even though it has rarely provided direct financial support, the role of the Boston Redevelopment Authority in supporting the strategies and initiatives of such organizations is of extreme importance for the success of projects and programmes. This model shows us that in many cases regeneration and redevelopment projects can be implemented, and their objectives achieved, without the direct involvement of the public authority which in the discussed cases plays a more regulatory and supporting role with a close and case-by-case collaboration with the different organizations. Nonetheless, the capability of such organizations to partner and collaborate with several and different private sector nonprofits, and their ability to access various sources of funding, makes a difference in the community outreach and in the perception that the community has of their work. Important questions relate to the feasibility and applicability of such an approach in a different cultural context such as the European where the scope and extent of the work of urban-based community oriented nonprofit organizations is certainly lesser.



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107

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109

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Introduction to the italian team.



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111



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