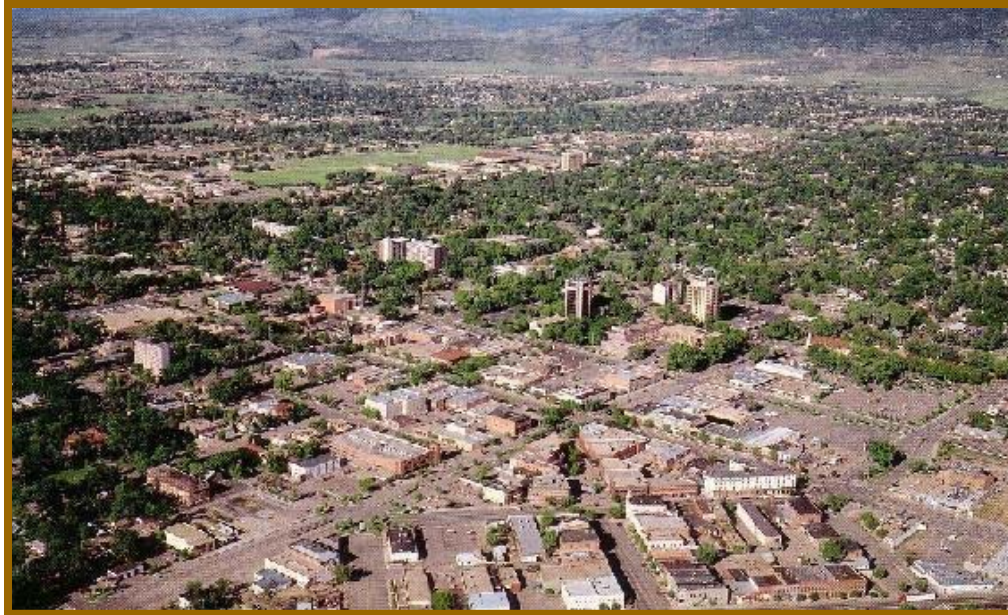




**UniverCity Connections**  
CSU, Downtown & the Poudre



## **Short Case Studies of Peer Programs and Communities**

January 24, 2007

Prepared by:

**C L A R I O N**

226 Remington St., Ste. 1

Fort Collins, CO 80524

970 419-4740 (p)

970 493-2216 (f)

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







---

## Introduction & Intent

The intent of this document is to assist UniverCity Connections stakeholders in understanding a range and scope of town-gown collaborations that may provide food for thought and inspiration as the task groups are formed. It is by no means an exhaustive list of all town-gown projects and programs. As a collection, these cases should help to present a wide variety of possible activities and projects for consideration by task groups.

The document contains short case studies of twenty town-gown collaborative programs, noting projects and initiatives which appear to have useful similarities to efforts being contemplated by the Fort Collins UniverCity Connections effort. In most cases the collaborative efforts in the communities detailed in these cases are multifaceted, similar to the intent of UniverCity Connections. In some cases, the community has had particular success with a single project that makes it worthy of mention here.

This document has been produced at the request of the UniverCity Connections Research Committee.

## Organization of this Document

The table of cases that precedes this introduction lists the case studies and categories for which the case is thought to be relevant.

Each page following this introduction contains a single case study of a peer community. The names of the collaborative partners, first the municipality and then the educational institutions, are listed at the top of each page. The cases are ordered alphabetically by name of the community.

An inset box gives statistics on the population of the community, the number of full-time students enrolled, and the type of higher learning institution (public, private or public land grant). A wide variety of communities and institutions are included, demonstrating that a range of communities and universities are engaged in successful collaborative efforts.



Under the names of the collaborative partners, a light bulb symbol, as shown at left, calls out the main idea of the collaboration activity(s) described in the case text.

Categories are listed that correspond to the Fort Collins UniverCity Connections categories from the November 16, 2006 visioning meeting summary. By generalizing the category concepts somewhat, we can identify programs and activities used in other communities to meet similar goals. The categories are listed below with the generalizations used for classifying the programs and projects in the case communities:

---

**Categories:**

**Arts/Culture:** promotion and addition of artistic and cultural performances or facilities

**Economic Generator:** efforts to build the local economy by playing off the knowledge, research and expertise of the university

**Environment:** activities and policies to support a healthy environment

**Facilities:** collaboratively planned or funded buildings, or other shared physical improvements such as street beautification

**Historic:** historic building preservation and rehabilitation

**Learning:** community learning opportunities and assistance for local schools

**Mixed Use:** efforts to increase a vibrant mix of activities, often within a district


**Transit:** enhancement of alternative transportation for students and others

**River:** promoting and protecting a waterfront as a central community feature and connection

**University/Community:** activities that increase mutual awareness between the university and surrounding community and cooperation between the two.

A brief description of the projects and programs undertaken follows the list of categories. Finally, a web site(s) leading to additional, related information is given for most of the cases. Where possible, images depicting collaborative projects or programs have been included; otherwise, an image of the community or university is provided.

## Chapel Hill, North Carolina and University of North Carolina

 University and Town improve downtown physically, attract students to downtown

City  
Population: 49,543

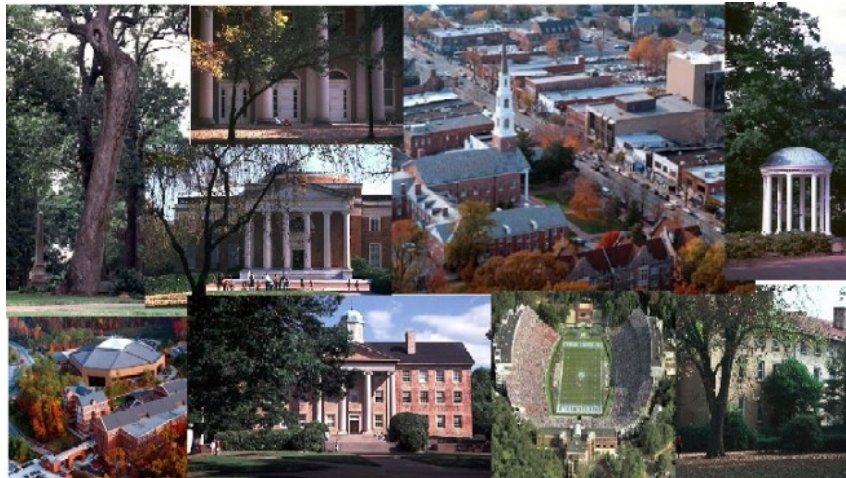
University  
Enrollment: 22,324

Type of  
Institution: Public

Categories: economic generator, facilities, mixed use, university/community

The Town of Chapel Hill, and the University of North Carolina (UNC) contribute to the Chapel Hill Downtown Partnership (CHDP), which is also funded through the downtown Chapel Hill Municipal Service District tax. The Chapel Hill Downtown Partnership is a non-profit organization that offers a wide-array of services to downtown business and property owners. CHDP is charged with bringing the resources of the Town, University, and the downtown community together to maintain, enhance and promote downtown as a social, cultural and spiritual center of Chapel Hill through economic development. CHDP's role is to manage and to lead downtown for sustainability and denser growth by educating, promoting, and building community vision for downtown.

Many of the programs of CHDP are economic development, marketing, and streetscape activities that enhance the overall community vibrancy. Most do not make an explicit connection between campus and downtown, however one noteworthy program is Turn The Town BLUE!, through which downtown Chapel Hill is marketing itself as the place to celebrate UNC victories.



Many restaurants and bars display signs supporting UNC teams, and offer a view of the game on the big screen. The program is considered very successful; after the NCAA National Basketball Championship title in 2005, an estimated 80,000 people came downtown to celebrate.

More information:

<http://www.downtownchapelhill.com>

## Charlottesville, Virginia, Albemarle County and the University of Virginia



**University involvement in environmental planning, public trails network, river health**

City  
Population: 42,000

University  
Enrollment: 19,200

Type of  
Institution: Public

Categories: environment, university/community

During the Comprehensive plan update for the area, a consultant was hired to facilitate consensus-building sessions with local planners and university officials. A community design open house and workshop were held, and presentations given to local groups and officials. This group came up with a 3 Party Agreement which was a non-binding agreement on how the City, County & University would collaborate on a development plan in areas of mutual interest.

University of Virginia (U.Va.), the City of Charlottesville and the Charlottesville Community Design Center jointly sponsored a public workshop. Graduate students reviewed city environmental assets and presented results, seeking citizen input on actions and strategies designed to improve the habitat and quality of life for city residents. Community input will be used to refine the first draft of the environmental



sustainability chapter for the city's "Comprehensive Plan," which will be used as a guide for the city's development and will also provide strategies for protecting city assets for the next five years and beyond.

This is a project of U.Va.'s Institute for Environmental Negotiation (IEN) which offers a class, "Green City: Green Lands". The class allows students to apply planning skills to a real-world issue. Students have developed concept plans for retrofitting city park and school sites to improve environmental health and reduce impacts from storm water runoff. Students have also researched environmental issues affecting the city and have worked with city leaders to develop ideas for improving and protecting the environment.

IEN also sought and obtained grant funds to assist with the Money Point Revitalization Initiative on the Elizabeth River, located in metropolitan Hampton Roads, Virginia. This collaborative river decontamination and revitalization effort is a partnership of IEN, the Elizabeth River Project, and multiple public and private partners.

More information:

[http://www.citiesthatwork.com/projects/Desc/Areaab\\_1.pdf](http://www.citiesthatwork.com/projects/Desc/Areaab_1.pdf)

<http://www.virginia.edu/uvatoday/newsRelease.php?id=1058>

<http://www.virginia.edu/topnews/releases2004/elizabeth-dec-17-2004.html>

## Columbus, Georgia and Columbus State University



University, arts groups, and town create arts and culture district on the riverfront

Categories: arts/culture, economic generator, facilities, learning, mixed-use, river

City  
Population: 185,781

University  
Enrollment: 7,200

Type of  
Institution: Public

The “uptown” partnership with university and arts coalition is seen as very successful in Columbus. Columbus State University moved its entire arts program to the downtown of the West Georgia city in August. This has been coupled with consolidated fundraising and partnerships with arts organizations. It is enlivening the downtown with people on the streets, as well as attracting visitors. The move caps an investment of more than \$65 million during the past six years by the four-year school. One of the city's key philanthropic foundations, Bradley-Turner Foundation, called all parties together: City, arts organizations and University.

CSU's first downtown facility was a space science museum built in 1996. Its Schwob School of Music occupies half of the city's glitzy RiverCenter for the Performing Arts, which opened in 2001. In 2005, a 225,000-square-foot, \$30 million visual arts and theater complex was constructed. Construction crews also are completing the university's fourth downtown apartment building for students. In all, CSU owns 11 downtown properties that it collectively calls its RiverPark Campus.



The university's downtown move means a lot not only in terms of bricks and mortar, but also addresses the very heart of downtown revitalization by repopulating the streets. RiverCenter builds on earlier efforts by the city to revitalize the riverfront area of downtown, including building a riverwalk in the 1990s.

Having the Schwob School of Music in the RiverCenter has promoted the Uptown renaissance, added hundreds of students, faculty and staff to the area on a daily basis and spurred further loft apartment development in the area. More student loft apartments are being added -more than 100 CSU students will live and study

in Uptown. Further proof of the music school's success is the fall enrollment figures. Applications to the program have more than doubled since it moved into world-class facilities that can accommodate more students.

More information:

<http://www.uptowncolumbusga.com/>

<http://www.decatordaily.com/decatordaily/news/060514/art.shtml>

---

## Durham, North Carolina and Duke University



**University contributes funds for arts facility, offers medical care and training in schools**

Categories: arts/culture, facilities, learning, mixed use, university/community

City Population: 204,845
University Enrollment: 11,898
Type of Institution: Private

Duke contributes significant cash and resources to Durham, especially in the neighborhoods surrounding the campus. The medical center operates several school and community health clinics that serve everyone without regard for the ability to pay. Duke's Neighborhood Partnership program has developed and operated more than a dozen education and training programs in conjunction with the Durham Public Schools, and the university has collaborated with advocacy groups to improve distressed housing and provide loans for low-income home ownership. Hundreds of Duke students volunteer annually for a host of community organizations and projects. The Duke website includes pages on Durham, to help orient students to the community and take advantage of what Durham has to offer.

Duke University has also been a major partner with the City of Durham in funding the proposed performing arts center in the downtown area. Although the university will have only limited access to the facility, Duke recognized its importance to Durham and committed \$5.5 million to the project.

Some serious tensions also exist in the Duke-Durham relationship over Duke's Central Campus redevelopment plan, which includes introduction of retail venues on Duke's tax exempt land holdings. There is concern that retailers on university-owned land will take business from local retailers that support the town through taxes. Although there have been efforts to resolve these concerns, such as limiting total area of retail, it is not yet resolved. Efforts by the city to gain more financial support from Duke for the arts center, and counter efforts by Duke to tie additional support to approvals related to the Central Campus plan, have exacerbated the differences.

More information:

[http://www.duke.edu/duke\\_durham.html](http://www.duke.edu/duke_durham.html)

[http://www.duke.edu/web/centralcampus/documents/May05\\_meeting.html](http://www.duke.edu/web/centralcampus/documents/May05_meeting.html)

<http://www.indyweek.com/gyrobase/Content?oid=oid%3A41165>

## Fitchburg, Massachusetts and Fitchburg State College



**College and City collaborate on pedestrian link, transit center, and recreation facility**

City  
Population: 40,045

University  
Enrollment: 3,660

Type of  
Institution: Public

Categories: facilities, mixed use, transit, university/community

The college convened a blue-ribbon panel of business, civic and political leaders, who, in concert with the city's Ward 5B Neighborhood Association, developed a plan to create an attractive pedestrian boulevard linking the college with the city. North Street had been the site of abandoned buildings and a rising crime rate. Its problems threatened to harm the college's reputation as a safe campus and damage the city's statewide image. The housing deterioration along the street posed a threat to the quality of life within the Ward 5B Neighborhood.

The city began a community policing effort and secured nearly \$2 million in state grants to remove a rundown factory building, establish home ownership and housing renewal efforts, and fund street and infrastructure repairs. The coalition also supported efforts by the Montachusett Area Regional Transit Authority to acquire \$2.75 million in federal and state funds for an intermodal transportation center pictured here, now in operation on Main Street.



The city of Fitchburg has built playgrounds in the area with funding from the college, and will soon begin construction on new fire department headquarters on North Street. The city and college are also cooperating on a project now underway to widen and landscape the street, and are working together to encourage home buying and rehabilitation in the area. The capstone of the effort was a pledge by the college to site a new, \$12-million recreational facility in the neighborhood, reversing a history of college growth away from the center of the city.

More information:

<http://www.fsc.edu/aboutus/partnership/>

## Hamilton, New York and Colgate University



**Town, County, and University partner on broad-reaching economic development efforts**

Categories: economic generator, historic, facilities, learning, mixed use, university/community

City  
Population: 5,821

University  
Enrollment: 2,792

Type of  
Institution: Private

Colgate University has made a concerted effort over the past few years to improve town-gown relations by launching economic development programs and revitalization projects. Three partners -- the town of Hamilton, Village of Hamilton, and Colgate University -- established the Partnership for Community Development (PCD), a non-profit organization dedicated to enhancement of economic activity Southern Madison County, New York. PCD sponsors far-reaching economic development programs, facade improvements, and streetscape enhancements to the village. Several of PCDs key project areas pour energy into revitalizing downtown Hamilton.



The Hamilton Initiative, a for-profit limited liability development corporation has invested more than \$11 million in the downtown historic district and restored eight failing properties that are now populated by viable businesses. Hamilton Initiative buildings remain on the tax rolls, but the group manages the projects with a “double bottom line”, with its primary concern being improving the quality of life in Hamilton.

The Upstate Institute is another PCD project. It leverages faculty interest and expertise in disciplines as diverse as literature, geology, economics, history, art and anthropology to create new intellectual capital and energy for the benefit of the Hamilton community and upstate New York.

In January 2005 the PCD and its three founding partners agreed upon a new strategic plan for the PCD. The top three projects selected for 2005 were: Greater Hamilton Economic Development Plan, Comprehensive Zoning Revisions for the Town of Hamilton and The Village of Hamilton Master Recreation Plan & Design for Eaton Street Fields. Each project focuses on the importance of renewed community based planning, a process that stimulates new ideas, builds community consensus and increases the community's capacity to garner private and public funding to achieve the agreed upon goals.

More information:

<http://www.partnersatwork.org/initiatives/initiatives.htm>

## Ithaca, New York and Cornell University



### City and University build downtown office and hotel building

Categories: facilities, mixed use

City  
Population: 29,766

University  
Enrollment: 19,449

Type of  
Institution: Land Grant

Seneca Place, shown, is a \$32 million joint venture between the city, the university and a private developer to construct a multistory, 180,000-square-foot, nine story, office building and hotel project. Cornell is a major tenant. The project's main purpose is to help keep Ithaca a great place to live by strengthening the downtown central business district, thereby keeping the surrounding residential areas desirable. A strong, healthy and vibrant Ithaca community is very important to Cornell in attracting students, recruiting faculty and staff, continuing development efforts with alumni, and maintaining the general reputation of the university.

The project was first proposed by Mayor Cohen and a Council member who is chair of the city's Planning and Economic Development Committee, and then was embraced by Cornell University President Rawlings. Cornell served as a catalyst in the project and together with the City selected the private development partner.



The building consists of 100,000 sq. ft. of class A office space, of, plus a 104 room Hilton Garden Inn Hotel, as well as retail and conference space. Cornell is the anchor tenant in the office component of the project leasing 3 full floors, 70,583 SF, for 20 years. The university moved about 300 employees into the building from its Alumni Affairs and Development Office and the Johnson School of Business. Construction on the project started in December 2003 and it opened July 26, 2005.

The Hilton Garden Inn is the first new hotel constructed downtown in over 20 years. Businesses occupying the building will employ over 500 people, an increase in the downtown employment base of 15%, with an annual payroll over \$20 million that, when combined with hotel and meeting facility guests, will serve as a substantial pedestrian traffic generator for the downtown core bringing an estimated 230 new visitors to downtown every day, in addition to the 535 employees. Economic impact includes new tax revenues of \$825,000 per year (sales, room, and real estate) and new downtown sales revenues of \$4.7 million (food/beverage and retail annual sales). A tax abatement plan approved by the Tompkins County Industrial Development Agency phases in property taxes for the project over 20 years, until the building is taxed at full value.

More information:

<http://www.downtownithaca.com/business/major-projects.htm>

<http://www.re.cornell.edu/senecaplace.htm>

## Lewisburg, Pennsylvania and Bucknell University



### University involvement in downtown economic development and culture

Categories: arts/culture, historic, mixed use, university/community

City  
Population: 5,562

University  
Enrollment: 3,534

Type of  
Institution: Private

The Lewisburg Downtown Partnership (LDP) brings together diverse community interests and resources to promote the economic vitality, architectural heritage, and cultural vibrancy of the downtown commercial district for the benefit of the greater Lewisburg area. The LDP board has representation from the Borough Council, Bucknell University, and downtown business.

LDP completed a Downtown Lewisburg Retail Market Assessment in 2004. Future work will determine the extent that visitor and employee expenditures influence actual retail sales, how



Photo by Creative Images Plus

marketing efforts can best position Lewisburg as a regional retail center and the effect of the Route 15 bypass on the central business district and the region. Over the next five years, the Partnership will be concentrating on projects that market Lewisburg more effectively. First on the agenda is updating and improving the town website and beginning an image advertising campaign.

Other marketing ventures are a town-wide directory of businesses, updated marketing research and kiosks with directory information for downtown. Since a strong retail sales cluster

exists in downtown Lewisburg, the LDP will make every effort to attract additional retail businesses to downtown and to encourage retail use where feasible on first floor business locations in the downtown. Retail sales demand and potential will be analyzed by retail sales categories to determine where gaps occur in the market (retail gap analysis). Future business recruiting efforts will be based on filling those gaps.

The Lewisburg Downtown Partnership maintains a website that promotes the town. Arts and culture business listings include university facilities as well as private facilities. The site includes a community events calendar which lists activities held at the university and in town, increasing awareness of offerings in the community among residents and students as well as visitors.

More information:

<http://www.lewisburgpa.com/accomplishments.asp>

## Little Rock, Arkansas and University of Arkansas



**City and University cooperate to revitalize university district and transit links**

Categories: facilities, learning, mixed use, transit, university/community

City  
Population: 184,564

University  
Enrollment: 8,024

Type of  
Institution: Land Grant

In 2001, University of Arkansas Little Rock, shown below, established the Office of Community Engagement (OCE) to facilitate the building of partnerships between faculty, staff, and students and the community.

The University District Partnership (UDP) is an outgrowth of the OCE. The University District is the area surrounding the main campus. Composed of stakeholders with an interest in launching economic and community development initiatives within the boundaries of the University District, the UDP seeks to play a critical role in addressing the issues facing the district. While Little Rock has experienced rapid growth in certain parts of the city and targeted revitalization efforts in others, portions of the University District have continued to decline. The UDP seeks to reverse this trend. The overall goal is to foster new and improved commercial, residential, recreational, and transportation activities throughout the University District community that will re-establish the area as a vital part for the city's economy.

The University District vision has been structured around seven broad themes: distinctive district identity, commercial vitality, strong and diverse neighborhoods, safe and attractive streets, excellent schools, ample open space, and clear pedestrian and transit links.



More information:

<http://www.ualr.edu/communityengagement/universitydistrict.asp>

## Memphis, Tennessee and University of Memphis



### City spurs University to restore and occupy historic riverfront building

Categories: historic, facilities, river

City  
Population: 672,277

University  
Enrollment: 15,831

Type of  
Institution: Public

Memphis Tennessee has been working with University of Memphis as part of its efforts to redevelop the city's river front. The Memphis City Council is set to allow transfer of the historic Custom House / Post Office building on the Public Promenade that runs along the riverfront to the University of Memphis for use as its law school.

The City formed the Riverfront Development Corporation in 2000 and is under contract with the City of Memphis implement the Master Plan for the revitalization of the Memphis Riverfront. The Master Plan includes green space, public amenities, private development and economic opportunities. RDC worked to create a dialogue between the university and the building's current owner/occupant, the U.S. postal service.



Moving the Law School into the Custom House has several benefits. The beautiful historic building will be restored. University of Memphis law students and faculty will be in a prestigious location downtown close to the courts, and should add to the area's vitality by living, eating, and shopping in the nearby area. Parking spaces and the cooling tower will be removed from the grounds of the building, and will be landscaped as additional public open space for both students and the others to enjoy.

The post office is slated to move out of the Downtown building in 2007. After that, there will be \$42 million in renovations. Students are scheduled to attend classes there in fall 2009.

More information:

<http://www.memphisriverfront.com>

<http://www.memphisriverfront.org>



---

## Murray, Kentucky and Murray State University



**Business leaders guide University in implementing projects to strengthen connections**

City  
Population: 15,538

University  
Enrollment: 7,676

Type of  
Institution: Public

Categories: learning, mixed use, university/community

Town and Gown is a partnership forged between Murray State University and local businesses to enhance the quality of life and learning through cooperation. Businesses pay a membership fee to join the partnership, which contributes to the Town & Gown Fund, to be used for implementing activities. Through this mutual support, the focus of the partnership is on building a stronger university and a stronger business community. The business members meet quarterly with the President of the University to discuss issues and how to further the goals of the partnership.



Town & Gown Partnership Activities:

Provide a forum for dialogue;

Serve as a focus group on Town/Gown issues;

Provide guidance and suggestions to the President and members of the Administrative Council as needed;

Provide leadership concerning Town/Gown issues to the community;

Create a Town and Gown Partnership Fund, with distributions determined by the Leadership Committee of the Partnership in conjunction with the President of the University.

More information:

[http://www.murraystate.edu/town\\_and\\_gown/index.htm](http://www.murraystate.edu/town_and_gown/index.htm)

## Newark, Delaware and University of Delaware



**City and University collaborate on physical improvements for economic development**

Categories: facilities, mixed use, university/community

City  
Population: 30,060

University  
Enrollment: 17,786

Type of  
Institution: Land Grant

The Downtown Newark Partnership is a private-public organization dedicated to the economic enhancement of downtown Newark, with the University of Delaware, the city of Newark and the residential and business communities working together toward the ongoing revitalization of Main Street. DNP is seen as having had major successes, for example filling eleven vacant storefronts in five years, hosting a full calendar of events, and working to improve available parking downtown.



The organization's annual work plan is divided along the lines of five working committees: Economic, Parking, Event, Merchants and Design with a variety of goals for each area.

More information:

<http://newark.de.us/downtown>

---

## New Brunswick, New Jersey and Rutgers University



**Longstanding, multifaceted collaboration results in vibrant downtown riverfront**

Categories: arts/culture, economic generator, facilities, learning, mixed use, university/community

City  
Population: 50,156

University  
Enrollment: 30,649

Type of  
Institution: Land Grant

City-university cooperation can be traced to the creation of New Brunswick Tomorrow in 1975. A partnership of the private and public sector, New Brunswick Tomorrow took a hard look at a depressed city and focused on creating economic opportunities. To begin, it established New Brunswick Development Company (Devco), a private, nonprofit, urban renewal company charged with the revitalization of the downtown area. From the beginning, Rutgers and the city worked together on both the New Brunswick Tomorrow's and Devco boards of directors.

More recently, New Brunswick and Rutgers leaders, recognizing the importance of pooling their institution's strengths and aspirations, have forged strong ties between the two entities and they are planning mixed use neighborhood at the boundary between the campus and the city.

In the 1990s the town-gown partnership intensified with two major construction projects that brought the university outside its traditional campus while furthering the city's redevelopment efforts. In 1994, University Center at Easton Avenue, a 12-story mixed-use project, including ground-level retail space, a student residence hall and parking garage, was built on an under-utilized lot at the edge of the College Avenue campus near the New Brunswick train station. The project was a joint venture of Rutgers, the New Brunswick Housing and Urban Development Authority, and Robert Wood Johnson University Hospital.

In 1996, with help from the New Jersey Economic Development Authority, the university opened a five-story, 160,000-square-foot facility for the Mason Gross School of the Arts and the Edward J. Bloustein School of Planning and Public Policy. Located in New Brunswick's theater district, this building was part of the city's larger Civic Square project, designed to bring an "infusion of intellectual, academic and artistic talent into the heart of the city". The building allowed Rutgers to consolidate units that had been spread across campuses while enabling the city to redevelop another downtown area.

In early 2005, Rutgers and New Brunswick unveiled a vision for a comprehensive project to give New Brunswick a grand entranceway. The plan calls for a direct walkway connecting downtown and the train station to a splendidly transformed College Avenue campus. Other recent projects include:

**Rockoff Hall:** This \$55 million building, located just beyond the City's theater district, is the second mixed-use collaboration between New Brunswick and Rutgers. Built and owned by Devco, it provides housing for 671 undergraduate and graduate students in 186 apartment suites and includes 13,000 square feet of new downtown retail space.



---

Public Safety Building: Owned by Devco and leased to Rutgers, the 75,000-square-foot Public Safety Building houses the university's police, parking and transportation services, and continuing education units.

Heldrich Plaza: With Mason Gross School of the Arts and the Edward J. Bloustein School of Planning and Public Policy on one side and Rockoff Hall on the other, Heldrich Plaza will feature a 250-room hotel, a 50,000-square-foot conference center, condominiums, retail stores and academic space for Rutgers' John J. Heldrich Center for Workforce Development. The \$110 million Devco project is expected to be completed in March 2007

More information:

<http://www.njslom.org/featart1105.html>

New Brunswick [www.cityofnewbrunswick.org](http://www.cityofnewbrunswick.org),

New Brunswick Tomorrow [www.nbtomorrow.org](http://www.nbtomorrow.org),

Devco [www.devco.org](http://www.devco.org).

On the vision for College Avenue [collegeavenuecampus.rutgers.edu](http://collegeavenuecampus.rutgers.edu).

## New Haven, Connecticut and Yale University



**University helps City revitalize downtown, incubates businesses, serves local residents**

Categories: arts/culture, economic generator, facilities, learning, mixed use, university/community

City  
Population: 124,791

University  
Enrollment: 11,011

Type of  
Institution: Private

In 1995, Yale University President Richard Levin initiated steps to improve New Haven through university programs and policies. With City encouragement and support, Yale invested in key downtown properties. 1999, Mayor John DeStefano Jr. wanted to focus on energizing the city's stagnant economy by capitalizing on its theaters, symphony orchestras, art galleries, ballet company, museums and the presence and participation of the university. But it needed new, attractive housing and an infusion of businesses and shops. With \$30 million in seed money from the state, the city began restoring housing stock. In tandem, Yale created university policies and incentives to encourage faculty to live within city limits.

Yale has also joined with the City and local businesses to create Town Green Special Services District, an organization dedicated to enhancing New Haven's downtown, a 27-block area with the New Haven Green at its center. The University is also a sponsor of Market New Haven, a strategic campaign to promote the City by fostering a more accurate perception of its strengths. These organizations stress the arts and cultural offerings available and university and private venues in New Haven.



As a major research institution, Yale researchers produce patentable products and the university has improved efforts roll those into viable business efforts, and to incubate those businesses locally. Drawing on its connections, Yale has catalyzed a significant venture capital network to support new businesses that are bringing research to the market.

Dwight Hall, a student organization, has been very active in New Haven since well before 1995 and continues to be so. Through the organization, Yale students are involved in a wide variety of service activities in the community, from soup kitchens to tutoring in New Havens public schools.

More information:

Market New Haven: [www.infonewhaven.com](http://www.infonewhaven.com)

Town Green Special Services District & Info New Haven: [www.infonewhaven.com](http://www.infonewhaven.com)

---

## Oberlin, Ohio and Oberlin College



**College assists in schools, economic development efforts, other local issues**

Categories: learning, mixed use, university/community

City Population: 8,280
---------------------------

University Enrollment: 2,899
---------------------------------

Type of Institution: Private
---------------------------------



The Oberlin Partnership is an alliance, formed in 2000, by Oberlin College and the city of Oberlin to collaborate on solutions to problems facing the city, including improving the schools. The Oberlin Partnership has turned to economic development issues to determine how Oberlin can improve vitality and compete with other local communities. The College has set aside matching funds for a study of the greater Oberlin area's retail, housing, and industrial markets.

Oberlin has also created the Graduate Teacher Education Program, to begin June 2007, which places students in one-year internships in Oberlin public schools. The primary goal is hands on experience for prospective teachers. In addition, the program enables the graduate students to better understand the town; at the same time, it allows the town to become more confident that students can play a positive role in the community.

More information:

[http://www.ewsource.com/archive/town\\_gown\\_trends.html](http://www.ewsource.com/archive/town_gown_trends.html)

## Rochester, New York and the University of Rochester



**University research a catalyst for technology-based economic development; City and University jointly maintain riverfront trail system**

City  
Population: 211,091

University  
Enrollment: 7,207

Type of  
Institution: Public

Categories: economic generator, facilities, university/community

Project Believe is a community-wide initiative led by the University of Rochester Medical Center, shown here, to help make Rochester America's healthiest community by 2020. Project Believe, a



twenty-year, \$10-million program, was announced in October 2000. The city's vision was part of a broader master plan called Rochester 2010: The Renaissance approved by city council in 1999 and launched in 2000. One of eleven goals of the city's plan is improved health, safety, and responsibility for citizens, and the plan's objectives are tied to the city's budget process.

One of the first steps associated with Project Believe was the formation of an external advisory board of local and national experts to devise an approach to tackle community health challenges.

Since that time, Medical Center faculty and their community partners have created and implemented more than two dozen health intervention projects.

Project Believe, which seeks funding from local, state, and national sources, has devised a scientific, evidence-based approach to quantify goals and measure success. No data is available yet, because the goals were determined recently. In the meantime, related collaborations between the university, the city, and others have produced results and promising programs:

In one pilot program, UR and a competing healthcare system set up a school-based clinic to provide services to residents of a poverty-stricken neighborhood. Initiated because of health problems related to lead-based paint, the establishment of the clinic led to dental services and other outreach activities being provided at the site;

In 2002, through a city-university collaboration, the city's fire stations became immunization sites, and soon the stations will become sites for telemedicine services, where residents will undergo health screenings conducted by healthcare professionals from the university;

Another program has resulted in a decrease in fatal fires, fulfilling a goal of the Renaissance plan, Mayor Johnson said. "February 2003...will be a period of twenty-four months without a single fatality" due to fire, he said, adding that the average for the previous thirty-five-year period was nine fire-related deaths per year.

University of Rochester was also a partner in creating a loop trail that encompasses the Genesee Valley Park, Genesee River Trails, and sections through the University of Rochester. Portions of the

---

riverbank trails are maintained by Monroe County, others by the University of Rochester. The trail is maintained by the City of Rochester, Bureau of Parks and Recreation.

More information:

<http://www.urmc.rochester.edu/pr/news/story.cfm?id=214>

<http://www.urmc.rochester.edu/pr/news/story.cfm?id=45>

<http://www.case.edu/pubs/cwrumag/spring2003/features/towns/cities.shtml>

<http://www.footprintpress.com/Rochester/geneseeriverdowntownloop.htm>

## San Marcos, Texas and Texas State University



**Community benefits from University outreach and service projects**

Categories: learning, university/community

City  
Population: 35,000

University  
Enrollment: 27,129

Type of  
Institution: Public

The mission of Texas State Community Relations (TSCR) is to strengthen, encourage and develop meaningful and cooperative university/community partnerships that benefit Texas State students, staff and faculty to help create a truly engaged university community. TSCR aims to develop partnerships among the campus and community to create a better place to live and work. Two TSCR programs are The Student Volunteer Connection, which oversees student service projects, and the Community Relations Council. The TSCR worked to ensure better communication between the city and university; a city council member now sits on the Community relations council, and a Texas State University student serves as a liaison to the city council.

The TSCR office has several initiatives such as Bobcat Build, where students help with service and beautification projects in the city.



Pack It Up and Pass It On is the end-of-the-year recycling program that allows Texas State students to donate unwanted items to local needy families. Last year, 1,000 San Marcos residents benefited from this program.



Texas State Community Relations also creates "Focus on TxState", a page published bi-weekly in the local daily newspaper. The page highlights Texas State's involvement within the community and the different events that Texas State has to offer to local residents, improving connections between the community and the campus.



**Education. Go Get It.**

TSCR participates in "Education. Go get it!, a statewide program promoting college education among Texans, with outreach efforts in the San Marcos area.

More information:

<http://www.mrp.txstate.edu/community/community.html>

## Worcester, Massachusetts and Clark University



**City-University partnership builds facilities drives economic development strategy**

Categories: economic generator, facilities, mixed use, university/community

City  
Population: 175,898

University  
Enrollment: 3,846

Type of  
Institution: Private

The Worcester UniverCity Partnership is the result of a task force established by the Mayor to examine best practices and models from cities across the country and to recommend ways in which the City of Worcester could better utilize local colleges and universities for economic development and expansion of the tax base. The task force, chaired by a U.S. Representative produced the report that led to the establishment of the formal partnership. A Board of Directors has been established, made up of representatives of the Colleges of Worcester Consortium, the business community, including the Worcester Regional Chamber of Commerce and the Worcester Business Development Corporation, and the City of Worcester, to guide the work of this unique collaboration.

The Worcester UniverCity Partnership seeks to be a catalyst for long-term economic growth and prosperity by facilitating communication among the businesses, city government, neighborhood groups and non-profits organizations, and the colleges and universities in the Worcester area. The Partnership will concentrate on 4 areas of major emphasis:

- Neighborhood and Community Development – The Partnership will seek to creatively link the campuses with the community, addressing initiatives that bring campus resources to bear on issues identified by the community.
- Marketing Worcester – The goal is to bring to Worcester the feel of a college town. The Partnership will work with the business community, the arts community, and others interested in bringing students and faculty “downtown”.
- Use of Campus Resources, Including Intellectual Capital – The colleges and universities are major components in the economic fabric of Worcester. Expanding the role they play by expanding local purchasing, increasing local hiring, assisting in the establishment of small businesses, will be key goals of the Partnership.
- Key Economic Development Project – Several of the local colleges have taken significant steps in achieving major economic development projects. The community has benefited or will benefit from such major projects as the Clark University/Main South collaboration, the WPI Gateway Project, the placement of the Massachusetts College of Pharmacy and Health Science in downtown Worcester, and the College of the Holy Cross collaboration with the Worcester Tornados baseball team.



The Partnership will continue to seek opportunities in housing, the arts, recreation and other areas that will enable the colleges to make additional major impacts in the city.

More information:

<http://www.univercitypartnership.org/>

Williamsport, Pennsylvania and Lycoming College,  
University of Pennsylvania College of Technology  
and Newport Business Institute

City  
Population: 30,112

University  
Enrollment: 6,144

Type of  
Institution: Various



**City and three institutions connect students to the community through web information**

Categories: university/community



With support from the three higher learning institutions, Williamsport has created an interactive website for students in the town to learn about local businesses, schools, community events and all that Williamsport and Lycoming County has to offer.

More information:

<http://www.williamsport.org/ot2010/collegetown/>



*Williamsport, Pennsylvania*