

Communities of Engagement

More than Red Solo Cups: College Town Partnerships and Opportunities for Mutual Benefit

Presenters

- Beth Bagwell, Executive Director, International Town and Gown Association
- Thomas J. Fontaine, Borough Manager, State College Borough, PA
- Pete Haga, Community/Government Relations Officer, Grand Forks, ND



About This Session

Do you live in a college town? If so, the presence of the college or university will likely benefit the both the economy and quality of life beyond the issues of solo cups and alcohol consumption. Attend this session and learn about the joint economic development initiatives of municipal and university communities across the country. Shared responses from town-gown leaders will highlight strategies for developing productive campus-community relations.

Moving from a theoretical and national approach, local government professionals (and former ITGA presidents) will highlight case studies and lessons learned from partnerships cultivated in their communities.

Attend this interactive session and learn about strategies for improving town gown relations as well as economic development initiatives that can be utilized in your community to help spur economic growth.

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Presentation Agenda

- ◆ Introduction
- ◆ The International Town & Gown Association
- ◆ The 2013-2014 Survey Data
- ◆ Economic Development Initiatives Around the Country
- ◆ Questions



ITGA Overview

- ◆ College Town Resource Center
- ◆ Annual Town-Gown Conference
- ◆ Certificate in Town-Gown Relations
- ◆ Dateline Weekly News Series
- ◆ Awards: ITGA Presidential Excellence Award, Larry Abernathy Award, and ImpACT Awards



Part 1: The ITGA Survey Initiative



Questions About Town-Gown Challenges and Opportunities



- Is there a “best practice” in dealing with late night parties?
- What do you do when campus expansion threatens the quality of life in adjacent neighborhoods?

ITGA Survey Assessment Tool

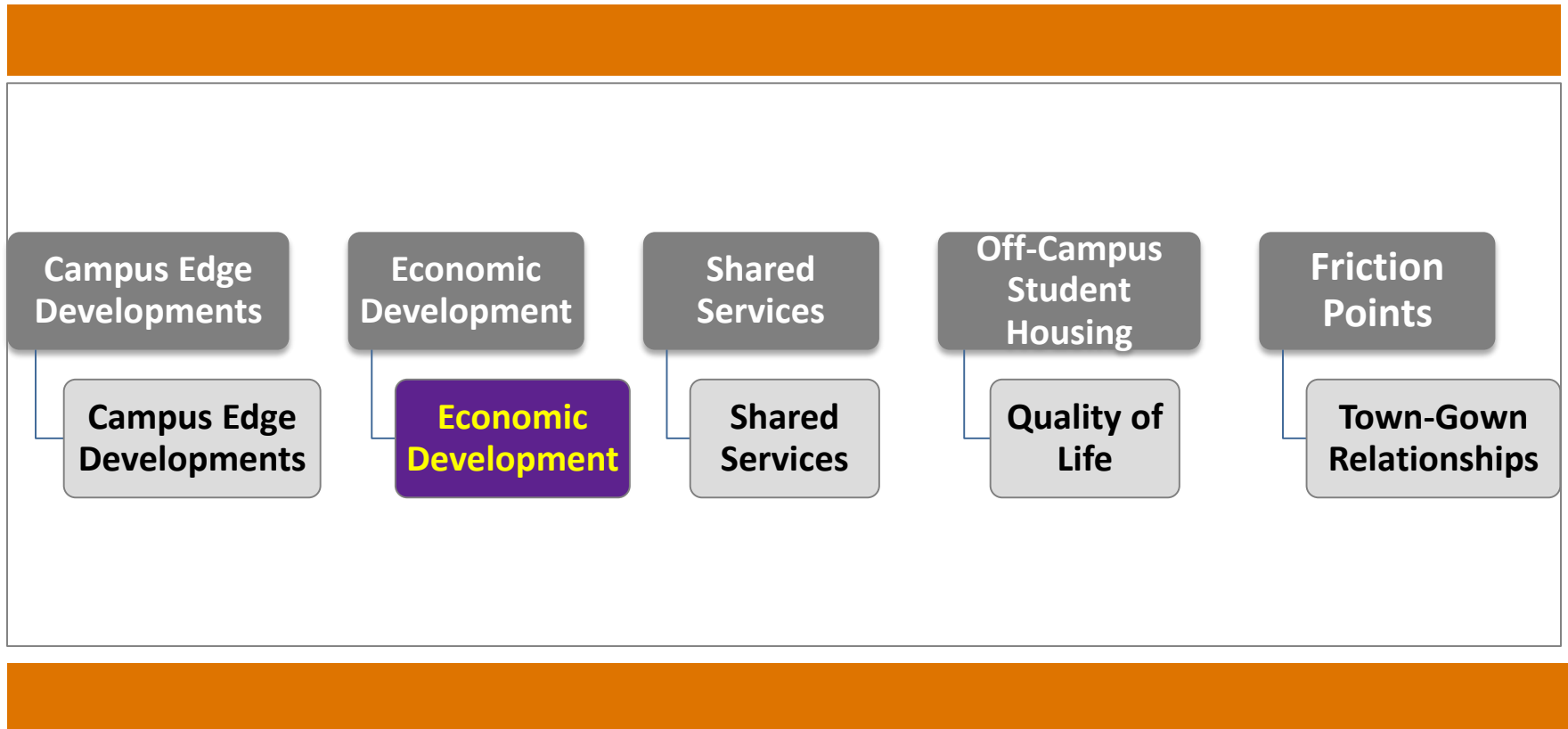


In 2013, ITGA partnered with Brailsford & Dunlavey, a program management firm, to **conduct a pilot survey** about the unique issues and opportunities facing universities and the communities in which they reside.

Goals:

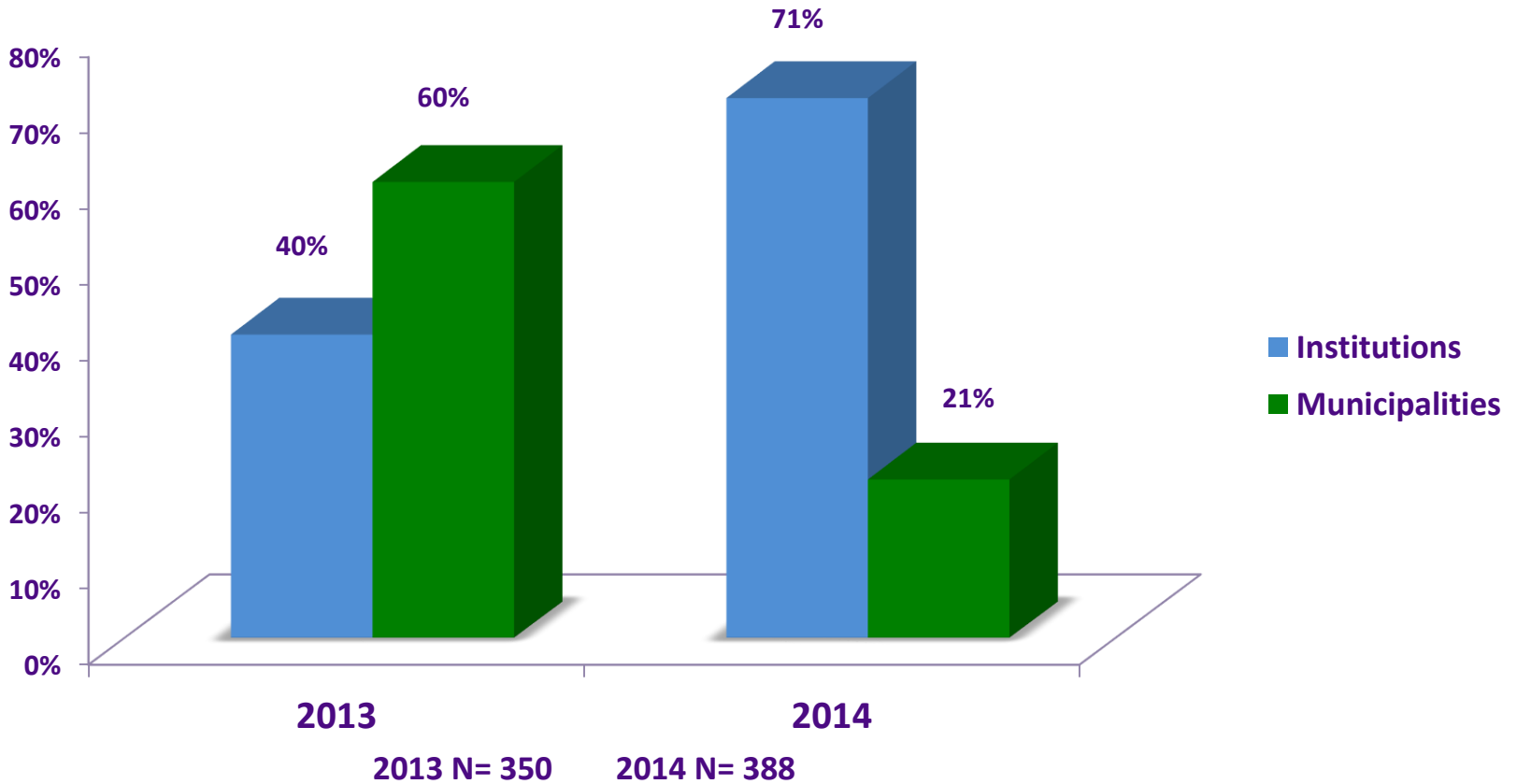
- Establish a **baseline** survey to collect valuable information on town-gown topics
- Use results to **inform** future benchmarks surveys
- Advance numerous initiatives including identification of **model projects**
- Develop **case studies** based on “hurdles” and “springboards” encountered in town-gown relations.

2013-2014 ITGA Survey Categories



Economic Development: A program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and or retaining jobs that facilitate growth and provide a stable tax base. -The International Economic Development Council

2013-14 Survey Responses



Size Categories of Municipalities and Institutions

Size	Institution	Municipalities
Small	5,000 or less students	Under 25,000 residents
Medium	5,001-15,000 students	25,000-100,000 residents
Large	15,001 or more students	Over 100,000 residents

Categorical Qualitative Analysis

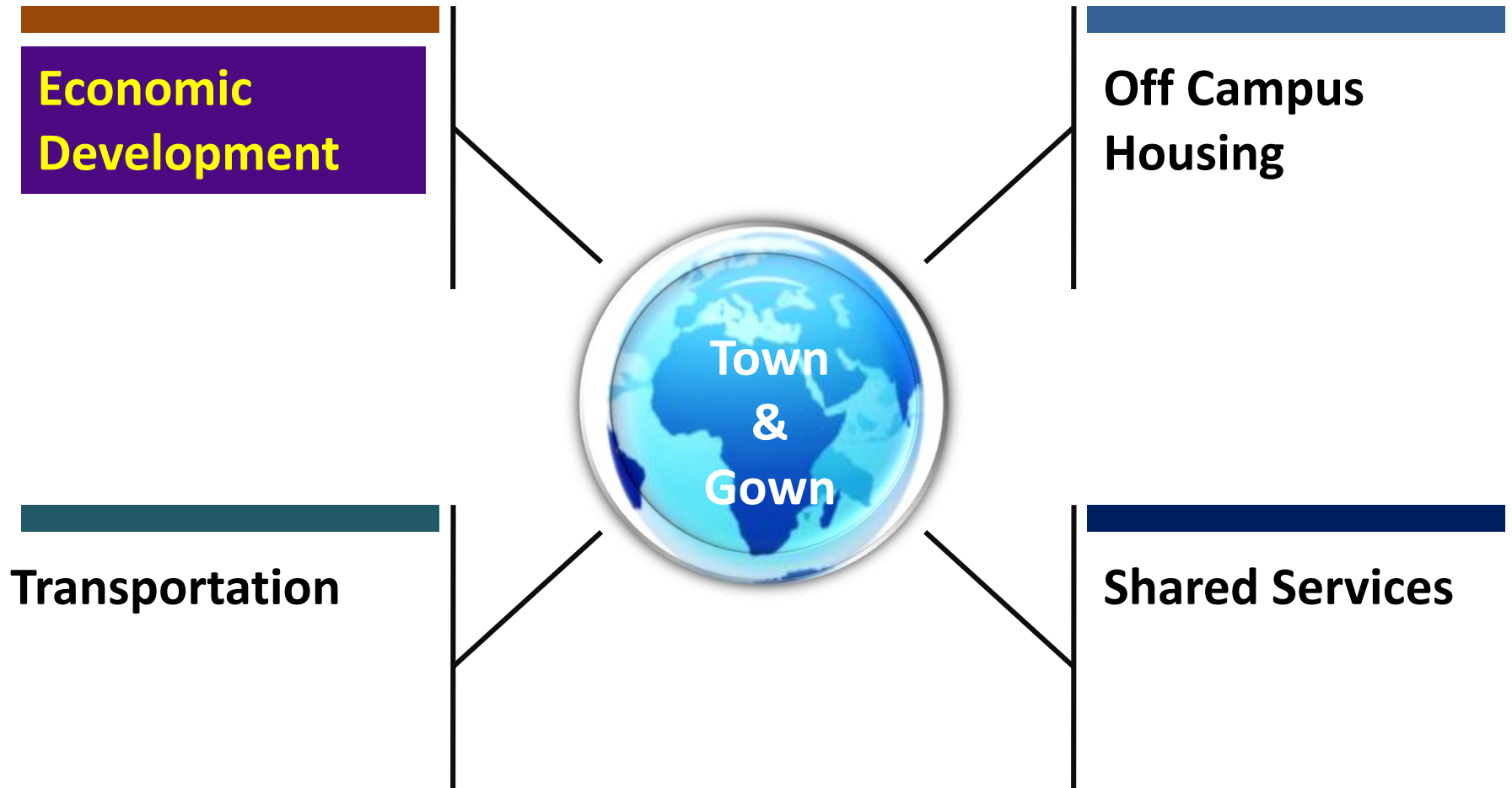


- All responses were analyzed based on size
- Categories were identified
- Common responses were grouped together
- Unique responses were selected

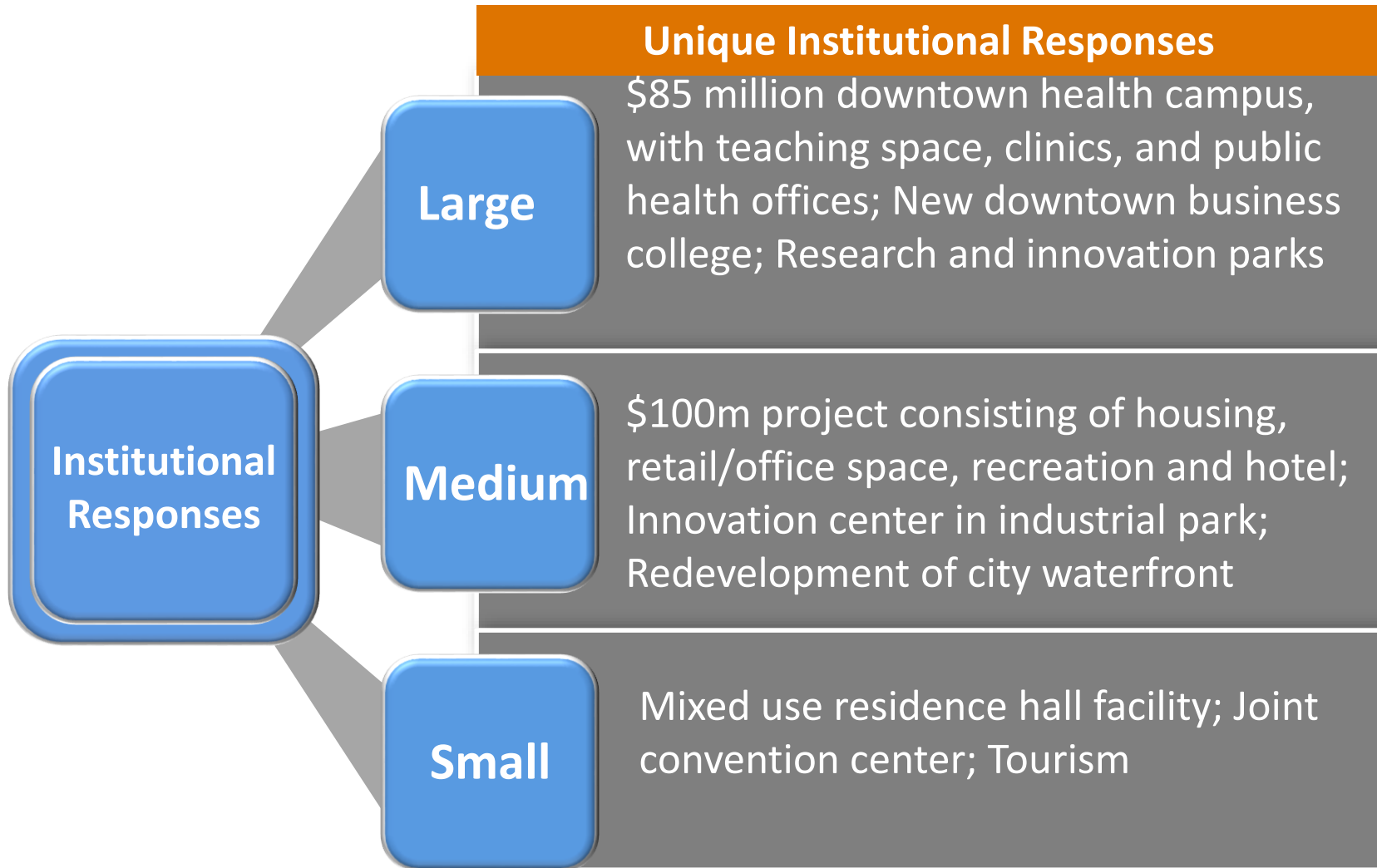
ITGA 2013 Survey: Is your university/municipality working on projects collaboratively?



Categories



Common Response: Campus communities used mixed-use development to promote commercial and residential areas.

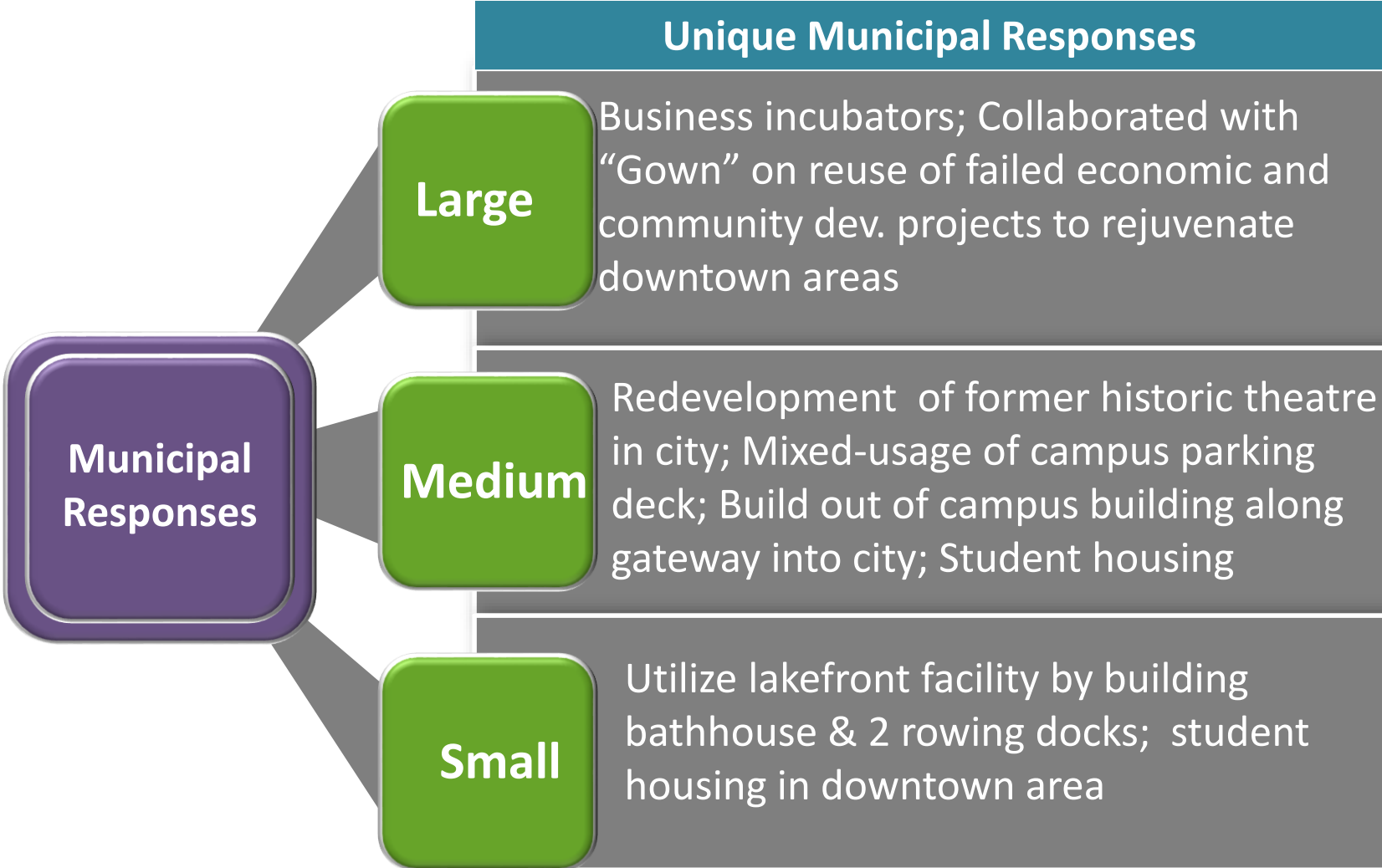


University of Rochester College Town



Vibrant place to live, learn, dine, shop, work and play. Mixed use with hotel, office space, 150 apartments, shops and restaurants.

Common Responses: Campus communities used mixed-use development to promote commercial and residential areas.



Mixed Use Development



San Luis Obispo Incubator



Historic Theatre Tampa Bay



Student Housing Greenville

[+ view the master plan >](#)

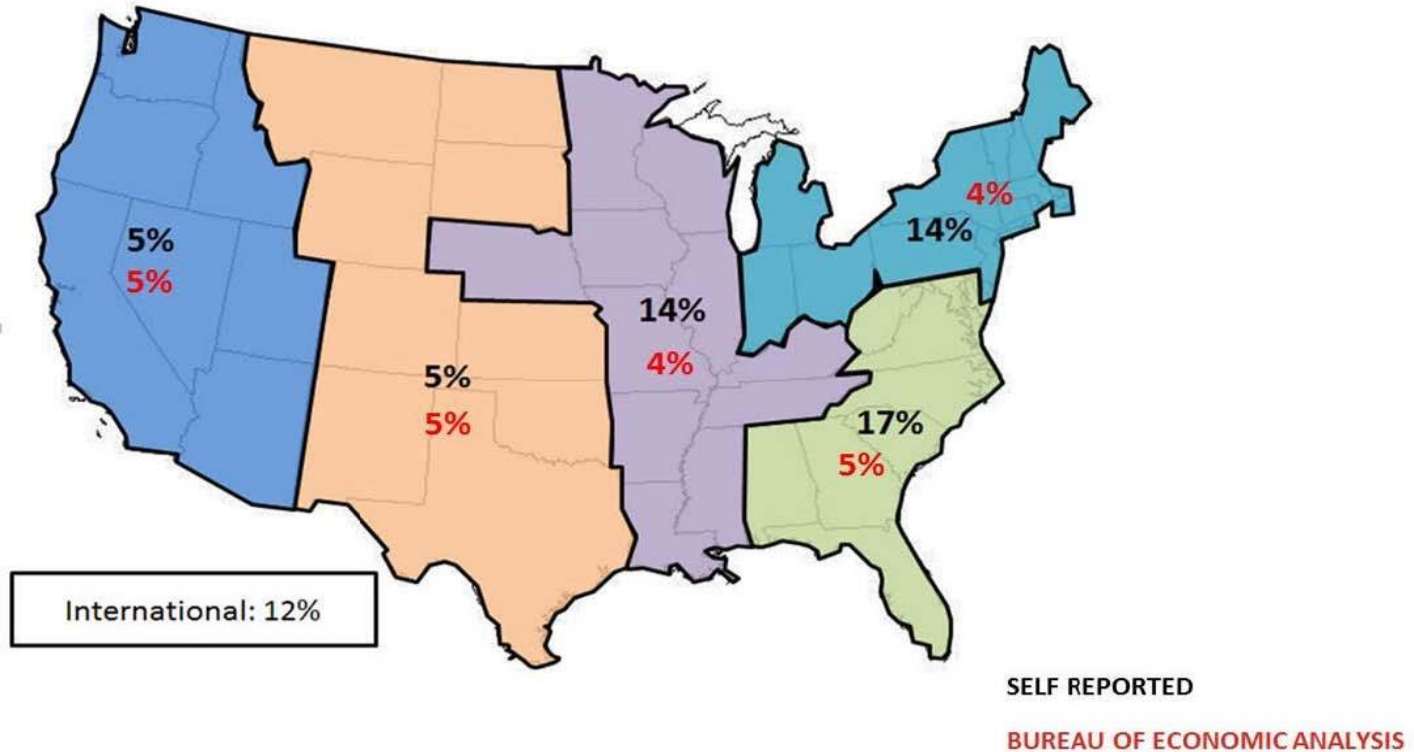
WHAT'S HAPPENING?

Inspiration Lakeview is the City of Mississauga's vision for its eastern waterfront.

Mississauga is working with OPG and the Province of Ontario on a shared vision for the lands. This shared vision will contribute to the City's community planning for Lakeview.

The complex block features an aerial map of the Inspiration Lakeview waterfront area. A green call-to-action button with a plus sign and a right-pointing arrow is overlaid on the map. Below the map, a white box contains the text "WHAT'S HAPPENING?". To the right of the map, a text box contains the title "Inspiration Lakeview is the City of Mississauga's vision for its eastern waterfront." and a paragraph of text: "Mississauga is working with OPG and the Province of Ontario on a shared vision for the lands. This shared vision will contribute to the City's community planning for Lakeview."

Bureau of Economic Analysis-Regional Growth



Common Response: Large-scale public mass transportation systems contributed to improved infrastructure and mobility

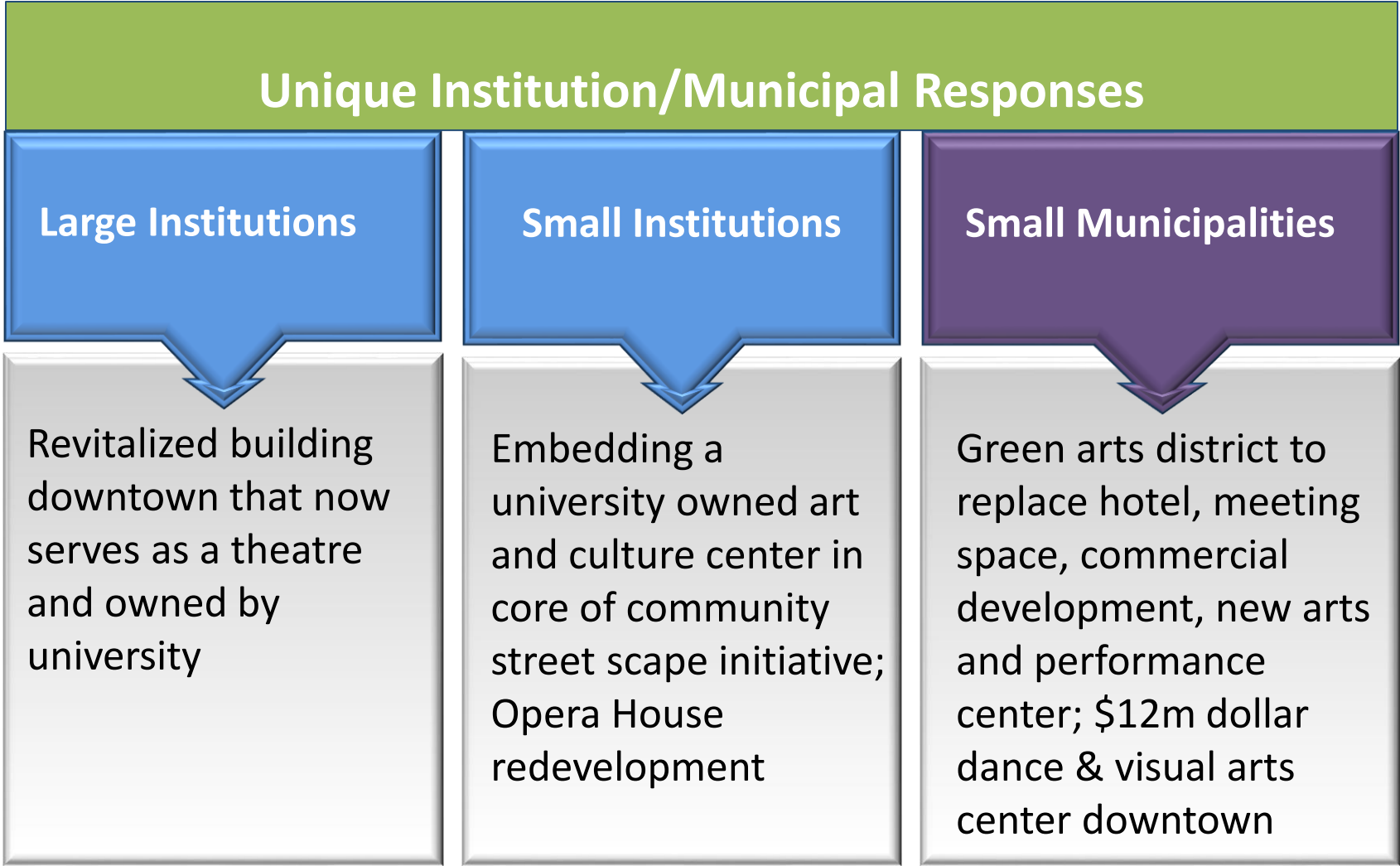
**Large
Institution**

Multi-modal transportation center; Mass transit system through town by university; Road improvements

**Small
Municipality**

The municipality has built two & is now building a third parking garage; Bus transportation; Bridge/road improvements

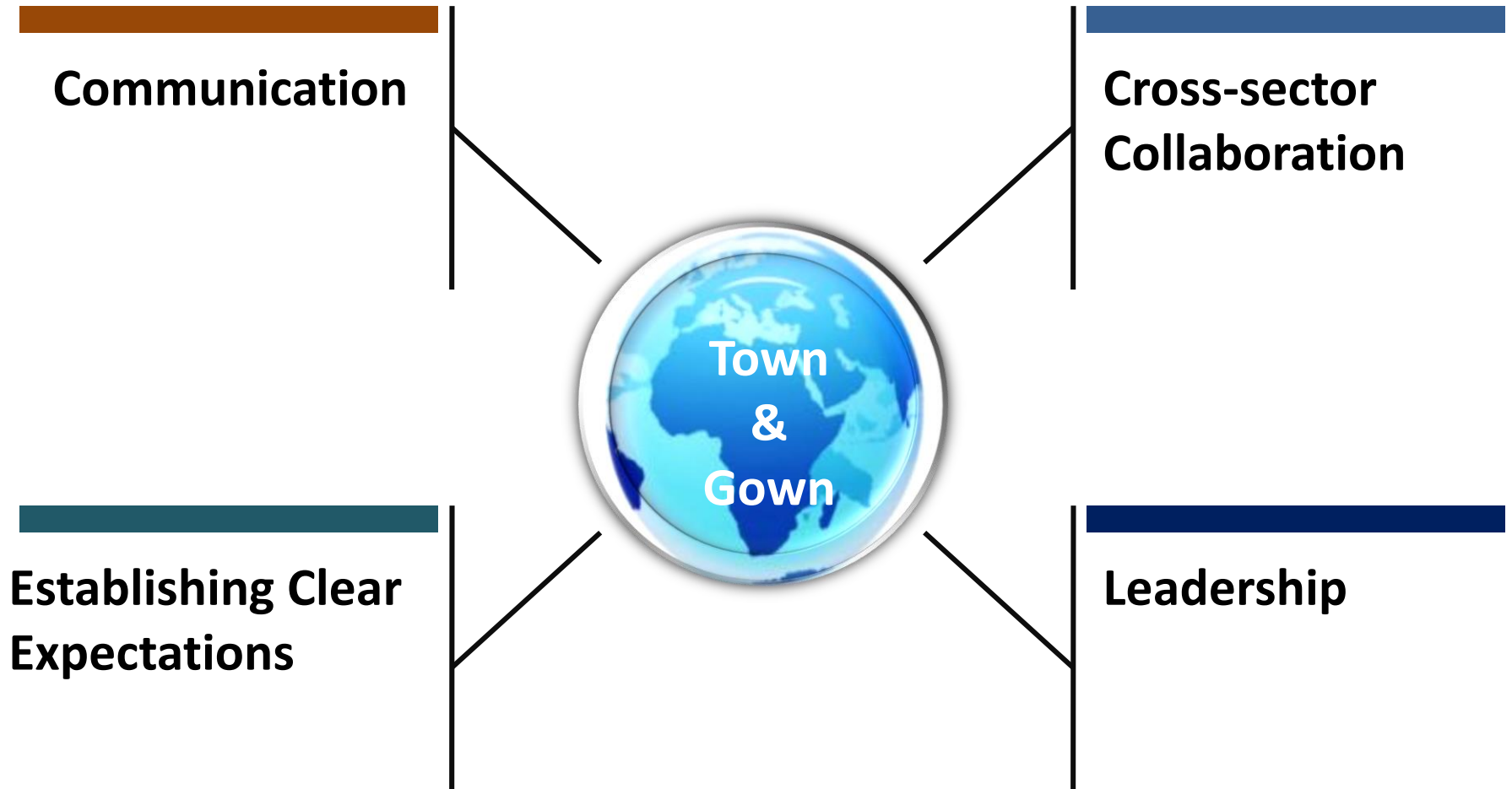
Common response: Performing arts centers were used for economic revitalization in downtown areas



2014 Survey: What are the facilitators to a strong working relationship?



Categories



Common Response: Open and Consistent Involving Leadership from Town & Gown

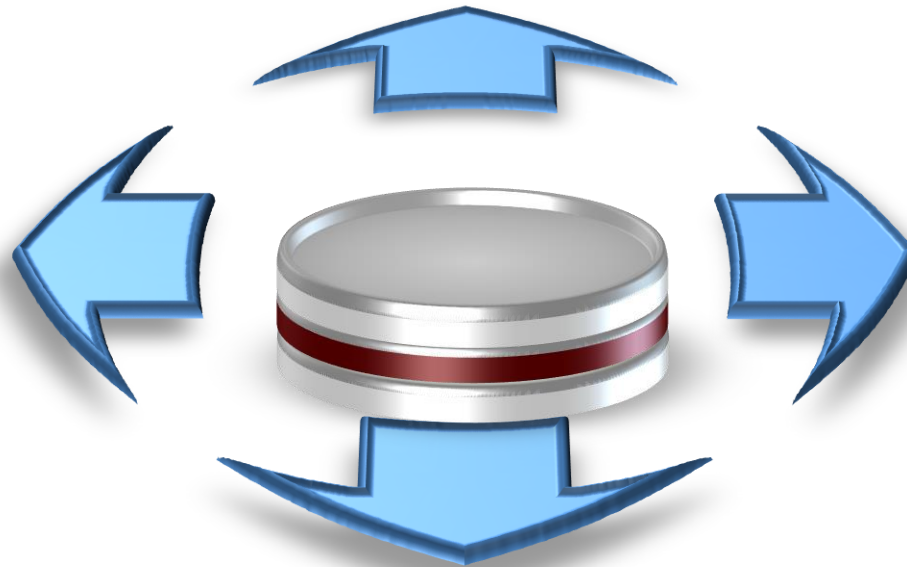
Size	Institutions	Municipalities
Large	Relations strengthened by common goals/compromise	Communication during non-emergency times
Medium	Share resources, put aside agendas/politics	Involve students in outreach
Small	CR staff working with municipality staff	Mayor-CR Staff Senior level Staff

Common Response: Important for Problem Solving & Involving Students

Unique Institutional Responses

Large

History of successful initiatives important. An MOU is advised



Small

Include top-level support with participation from advisory groups to bridge town-gown

Medium

Collaboration from the top-down was important step

Common Response: Important for Problem Solving & Involving Students

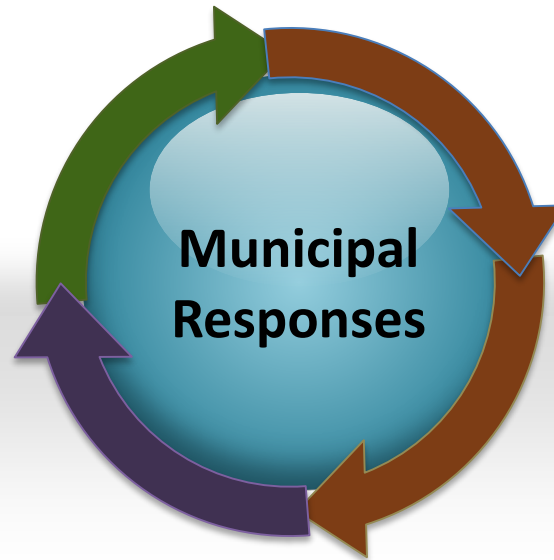
Unique Municipal Responses

Medium

Engaging strong personal relationships at various levels at city/university is key

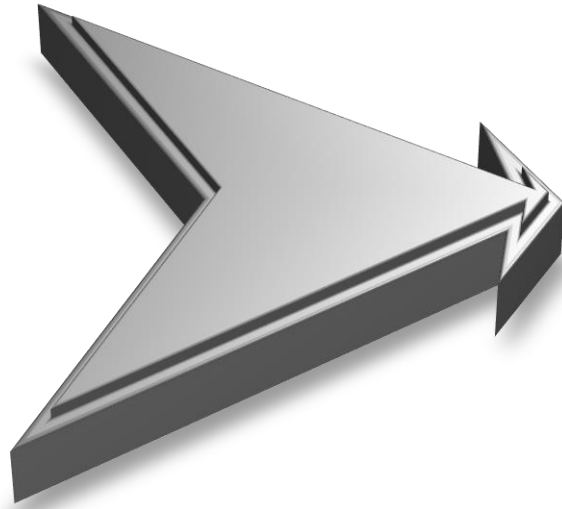
Small

Regular meetings with top-level support is important.



Common Response: Important to develop common goals for mutual benefit

Unique Institutional & Municipal Responses



Medium Institutions

Establish MOU & “We need each other” attitude

Large Municipality

Transparency, willingness to conciliate

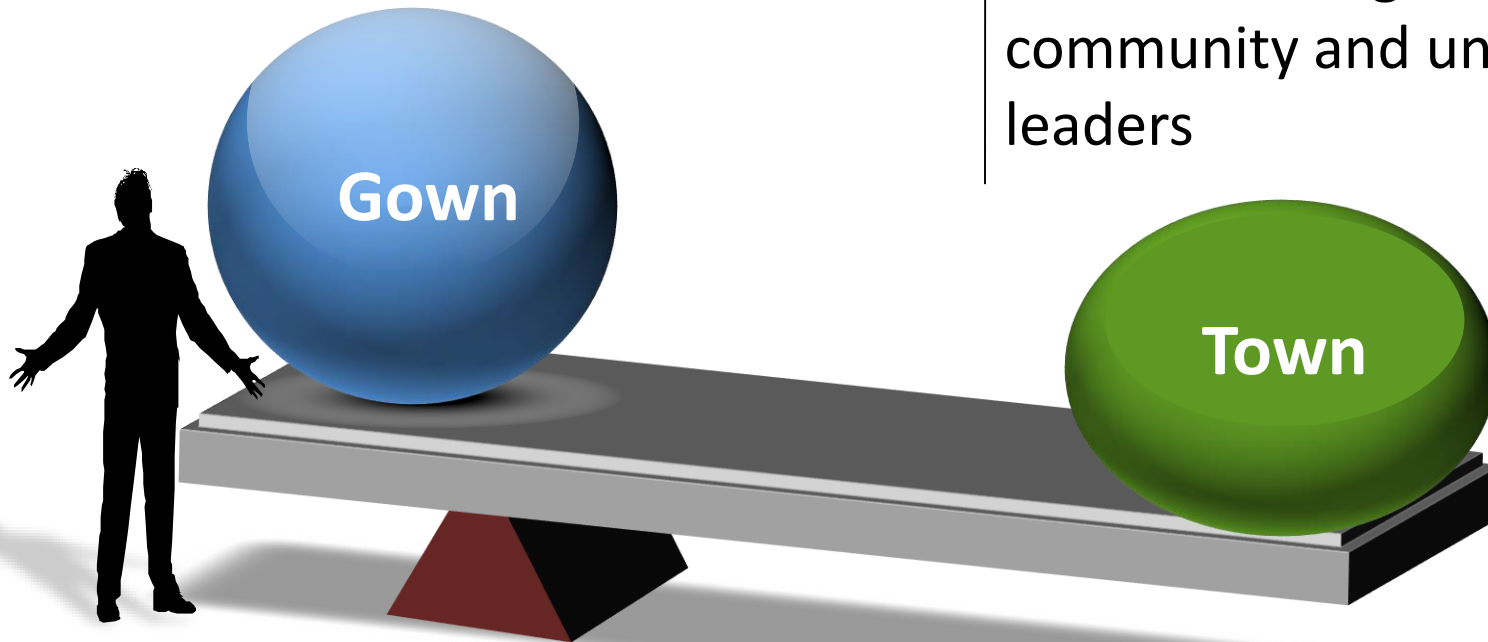
Medium Municipality

Cooperative efforts to address expansion of “gown” off-campus

Large Institution Response

Unique Category

Support from mayor & campus president important for establishing trust between community and university leaders



Summary: So What Does This Mean



To focus on building positive town-gown relations, it is important to:

- Consider developing a **Town-Gown Advisory Committee** to participate in active problem solving and identifying projects for mutual benefit that involves students
- Encourage **open and consistent communication** involving both “town” and “gown” leaders with support from top-level administration
- Identify clearly defined goals and opportunities for **resource sharing**, which can provide economies of scale and joint savings
- **Collaborate up-front** during the planning process that involves the community in expansion and master planning

Questions/Comments?





College Town Partnerships
and Opportunities for Mutual Benefit
BETH BAGWELL, MPA
beth@itga.org
www.itga.org

Examples of Economic Development Partnership and Initiatives in Campus Communities





Town-Gown Partnerships for Economic Development

THOMAS J. FOUNTAINE, BOROUGH MANAGER
STATE COLLEGE BOROUGH, PA



A CHANGING DIALOGUE

In the State College region, efforts to shift the dialogue regarding economic development from one of recruitment to a more balanced approach includes retention and entrepreneurship, and define roles for major entities:

RECRUITMENT

- Livable wage-paying jobs to compliment the existing economy
- Families and residents to the area

RETENTION

- Existing institutions and companies
- Young professionals and graduates of the university
- Talent, ideas and intellectual property

GROW-YOUR-OWN

- Capitalize research from University
- Inspire business growth and startups
- Enhance quality of life as a key economic driver

PARTNERSHIPS

State College, Penn State University, the county-wide Chamber of Business and Industry (CBICC) and private business owners are channeling energy to building our economic development “rainforest,” through a number of initiatives

RECRUITMENT

- Centre County Economic Development Partnership acts on behalf of county to recruit companies,
- Marketing to the region, state regarding quality of life in our region
- PSU hosts national career fairs for students; conducts candidate searches from a global pool of candidates

RETENTION

- \$3B33 Initiative- partnership with Centre County Economic Development Partnership to grow private sector share of economy to \$3B by 2033
- Gateway Group- Chamber’s arm to advance economic development initiatives important to young professionals

GROW-YOUR-OWN

- New Leaf Initiative
- Invent Penn State- MOU with CBICC and Penn State regarding economic development interests
- PSU downtown business incubator- open to the community



CENTRE COUNTY
ECONOMIC DEVELOPMENT PARTNERSHIP

*BUSINESS THAT'S **RIGHT** IN THE CENTRE!*

TOWN-GOWN PARTNERSHIPS

Under President Barron's leadership, the University is focused on economic development, investment in downtown and partnership with economic development agencies:



Photo Credit: Penn State News

INVENT PENN STATE- MEMORANDUM OF UNDERSTANDING

- Formal partnership between Penn State University and the Chamber of Business and Industry of Centre County
- Outlines roles of each institution in advancing economic development interests for the county
- Commitment to the community in the three areas of economic development: recruitment, retention, and entrepreneurship

STATE COLLEGE PARTNERSHIPS

State College is involved in several town-gown partnerships to further economic development:



STATE COLLEGE TOWN CENTRE PROJECT

ALLEN STREET CIVIC DISTRICT REDEVELOPMENT AREA PLAN

- First home for the new Invent Penn State business incubator program- municipality leasing space to University
- Municipality developing long-term relationship with University for future downtown investment
- Catalyst for civic center in downtown, to include cultural amenities which enhance quality of life downtown- retain young professionals & families

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NEW LEAF INITIATIVE, CO-WORKING SPACE

- Students, community members connect, collaborate on individual or civic-focused projects
- Evolving into a significant “rung” in the ladder of business and entrepreneurial needs
- Gateway for student and young professional startup activity
- Office located in Municipal Building, Municipality provides strategic, financial support



Photo Credit: Centre Daily Times

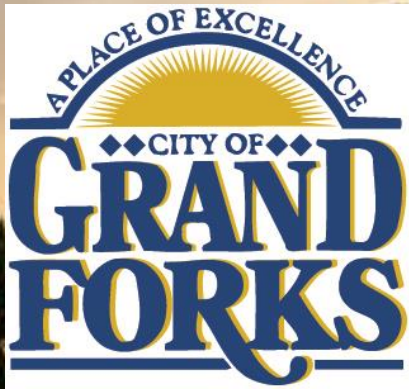
Questions/Comments?





Town-Gown Partnerships
for Economic Development

THOMAS J. FOUNTAINE, BOROUGH MANAGER
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tfontaine@statecollegepa.us



Town-Gown Partnerships for Economic Development

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GRAND FORKS, ND



Who Are We?

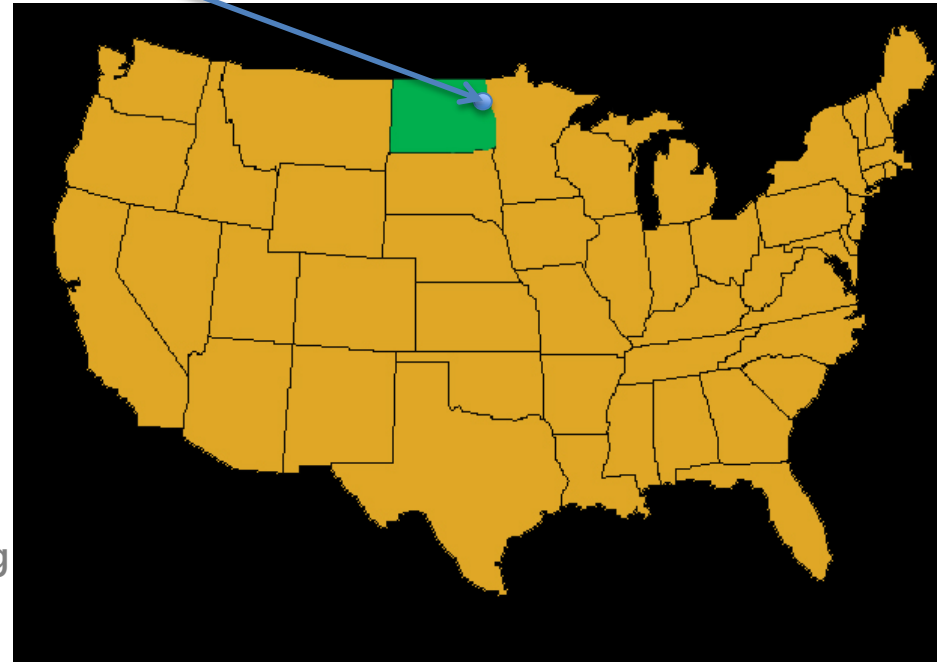
We are here

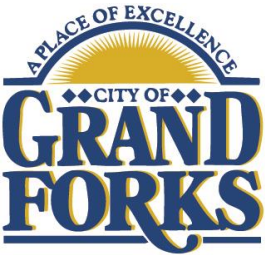
GRAND FORKS, NORTH DAKOTA

- Population 60,000
- NE Corner of North Dakota
- Agricultural Economy
- Regional Retail, Medical and Service Center
- Grand Forks Air Force Base
- And Proud Home of the . . .

UNIVERSITY OF NORTH DAKOTA

- Enrollment of 14,000
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- Petroleum Engineering





Partnership Focus Areas

High Altitude – Unmanned Aerial Systems (UAS)

Multijurisdictional, Local-State-Federal & Public Private Partnerships, Generational Timeframe

Medium Altitude – Vibrancy District

2-3 Partners, Short and Long-term Benefits, 2-3 Year Action Plan

Low Level Altitude – Experiential Learning

Direct City-University Partnership, Foundational and Ongoing Programs



Unmanned Aerial Systems

The Grand Forks region is poised to be the epicenter of UAS research, development and training.

The Challenge and Opportunity

- The Grand Forks Air Force Base lost primary mission of refueling
- UND's position as preeminent Aerospace school, specifically for pilot training
- Strong relationships to draw from between City, County, Econ. Dev. & UND
- Leveraged strong local-state-federal partnerships
- Unmanned Aerial Systems (UAS) – or “Remotely Piloted Vehicles” or “Drones” - is projected to be a \$400B industry over the next 10 years (Increase from projected \$80B just three years ago.)
- Maintains a pipeline of college graduates in High Tech industry
- Increased quality of life and business opportunities directly with UAS and spinoffs from data, sensors to precision ag and beyond.





Unmanned Aerial Systems

University Leveraged Assets

- UND already leader in Aerospace – specifically in Pilot Training
- UND created a BS in Unmanned Aerial Systems
- Opened a UAS Center on GF Air Force Base, including a Predator training simulator
- UND Center for Innovation houses UAS related start-ups
- UND Tech Accelerator provides next step between Incubator and stand-alone
- First-ever UAS Research Compliance Committee created to look at issues such as privacy

Outcomes

- UAS Mission at GFAFB
- Location of UAS Industry Leaders including Northrup Grumman and General Atomics
- Authorized as one of six national test sites for UAS Integration into National Airspace *Northern Plains*- <http://www.npuasts.com/>
- Procured 'Enhanced Use Lease' on GFAFB to create **GRAND SKY** – World's first UAS Business & Aviation Park.

www.grandskygf.com

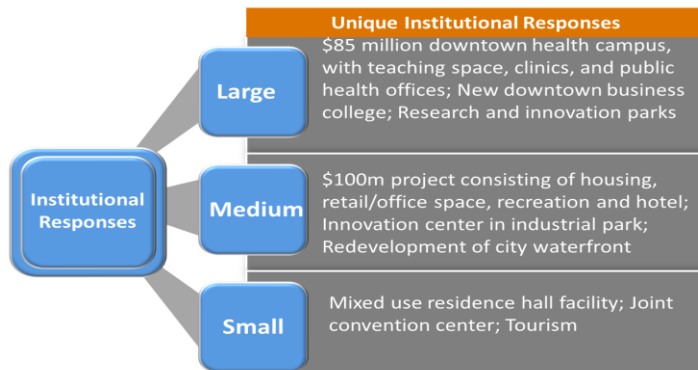




Vibrancy District Development

What we've learned from  and *Brailsford & Dunlavey* ... This approach works!

Common Response: Campus communities used mixed-use development to promote commercial and residential areas.



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Category: Economic Development N=34



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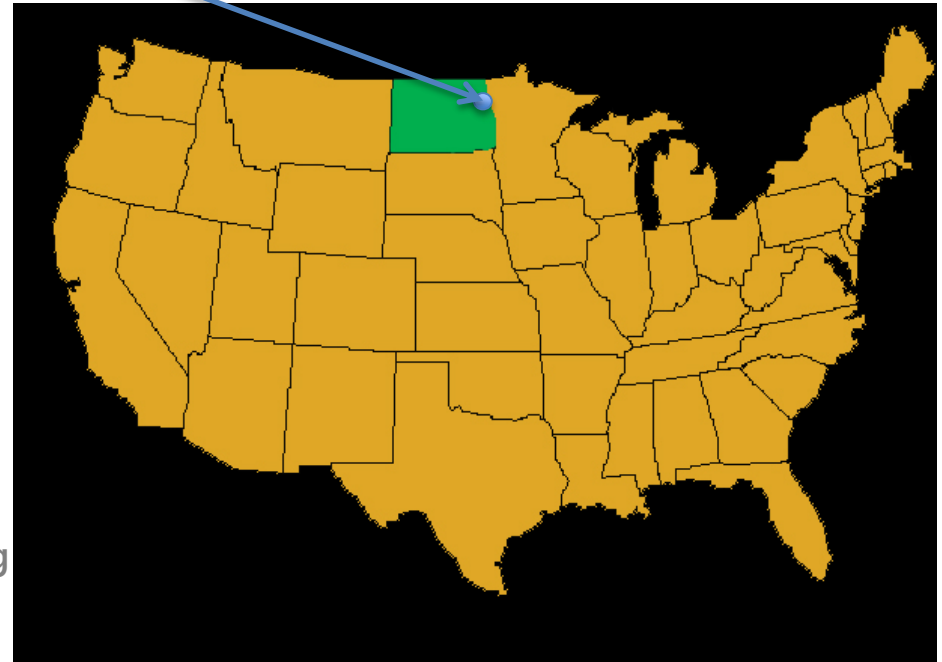
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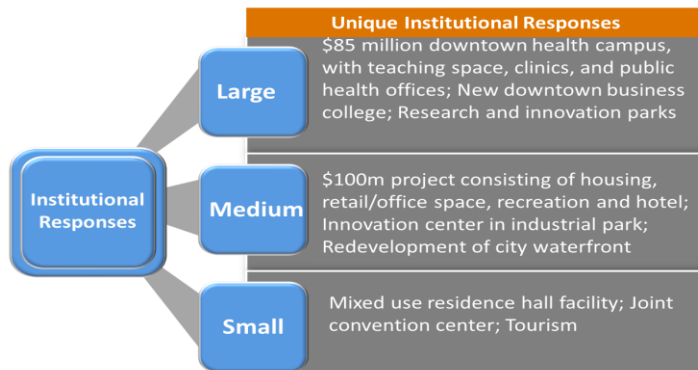




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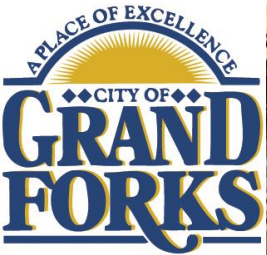


University of Rochester College Town



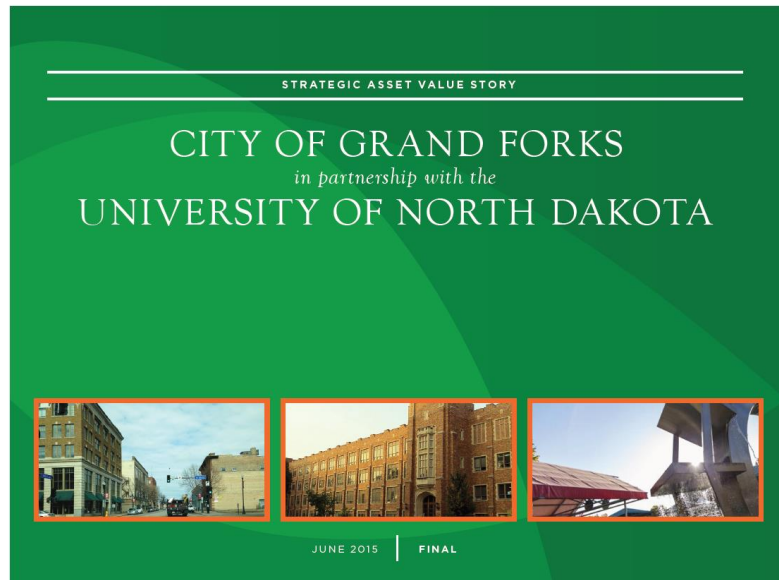
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Vibrancy District Development

The UND President's Office, the UND Student Body President and the Grand Forks Mayor's Office have partnered and enlisted *Brailsford & Dunlavey* to draft a Vibrancy District Program Strategy.



 BRAILSFORD & DUNLAVEY

INSPIRE. EMPOWER. ADVANCE.

VIBRANCY DISTRICT PLAN

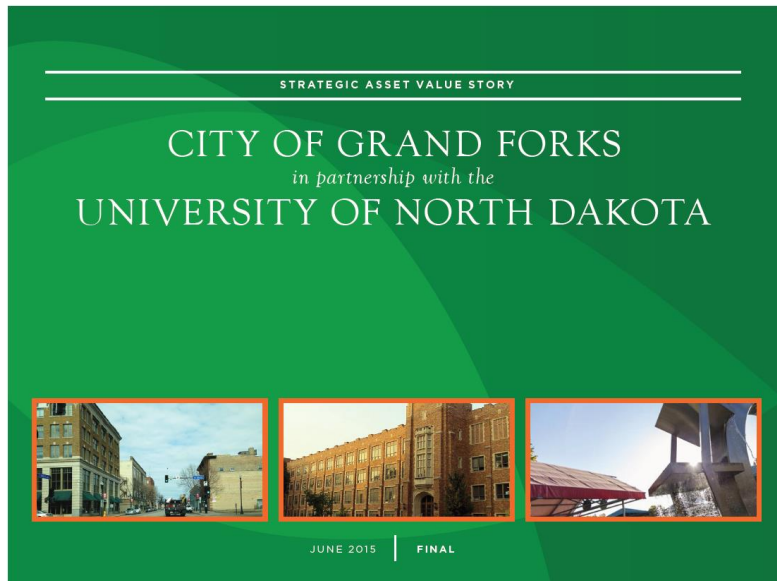
- Development of mixed-use, vibrant areas
- Enhance student experience – recruitment and retention
- Enhance overall community quality of life – including recruitment/retention of YP's and business
- Building a business plan to incentivize investment and reinvestment
- Interconnect Downtown, UND Campus and 42nd St. (City's Event Center and Arena)
- Phase One complete: Created the Strategic Asset Value Story
- Phase Two – Due Nov 2015 – develop project plan with market analysis, site analysis and transportation plan



Vibrancy District Development

Already, key takeaways for strong city/university partnership are clear.

(2016 presentation will be a report of final plan and lessons learned from implementation.)



BRAILSFORD & DUNLAVEY

INSPIRE. EMPOWER. ADVANCE.

KEY TAKEAWAYS

- Support from the top - in all entities
- Funding by all three entities as equal partners
- Clear communication and expectations of goals
- Focus on both the vibrancy of the areas and on the opportunities to attract investment/create business opportunities
- Engage/Partner with students from beginning
- Use national expertise to frame approach, bring successful examples and manage project
- Complement national with local partners



Experiential Learning

INTERNSHIP PROGRAM

- Partnership with UND Provost's Office
- Matched UND funding of \$25,000 to City's \$25,000
- First Intern in City Administrator's Office – Task: Develop an Internship Program
- MUST have actual value to City Operations (No filing and answering phones!)
- First Year After Implementation: 12 Internships
 - City Administrator's Office – Internship Program & Vibrancy Committee Management
 - Mayor's Office – Entrepreneurship Ecosystem Assessment & Transit Oriented Design Modelling
 - Engineering – GIS/AutoCad Project Development
 - Public Works – Construction Site Storm Water Modelling
 - Public Works – Recycling Inventory
 - Alerus Events Center – Marketing
 - Finance – Budgeting





Experiential Learning

Community Solutions Curricula

- Multi-disciplinary courses direct work around actual community issue/problem
- “Priority #11” (Not high enough for dedicated staff or to pay private sector consultant)
- English Coulee Clean Up – Getting students’ hands dirty and feet wet in real world solutions
- Coursework and research to develop recommendations to city
- City invested \$10K for equipment, faculty time and faculty coordinator/liaison time
- Ongoing testing built into curricula; Annual cleaning events as well
- Next anticipated project: Bike/Pedestrian Path Improvements and Marketing
- Modeled after “Sustainable Cities Year” Program



Questions/Comments?





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