COMMUNITIES OF ENGAGEMENT

More than Red Solo Cups: College-town Partnerships and Opportunities for Mutual Benefit
PRESENTATION AGENDA

• Introduction
• The International Town & Gown Association
• New Partnerships/Initiatives
• The ITGA Annual Survey Data
• Economic Development Case Studies
• Questions
ITGA OVERVIEW

Mission Statement:

ITGA strengthens town & gown partnerships by providing a network of professionals and resources, identifying and sharing leading practices, innovative solutions and professional development opportunities for municipal and university communities.
Our membership has increased by 72% since 2013. The joint city university category is the most popular category.
ITGA OVERVIEW

- Annual ITGA Conference/Regional Conference
- Certificate in Town-Gown Relations Level I & 2
- Dateline Weekly Newsletter
- Awards: ITGA Presidential Excellence Award and ImpACT Awards
- College Town Resource Center

• Oregon Regional Accelerator & Innovation Network-economic development partnership among entrepreneurs (U of Oregon, OSU, Eugene, Corvallis) in four-county area
• Bowling Green NOIT Initiative a social justice, equity and inclusion initiative (BGSU-City of Bowling Green)
NEW PARTNERSHIPS
ALCOHOL RESPONSIBILITY PROGRAM

ITGA ARP will be built upon RRForum’s model, developed under funding from the NIH, for assisting alcohol beverage licensees to comply with laws barring sales to underage and intoxicated customers. (Mystery shoppers and actors)

Starting in September, the pilot sites will work with RRF to:

◆ Adapt the model to the laws and customs of each state and community; develop community-specific guidelines for responding to fake IDs, impaired customers in need of safe rides home, and training needs for licensees.
ARP CONT. FOUR PRINCIPLES

◆ ITGA and its members should use this as an opportunity to involve and engage college presidents and political leaders in the community to provide visible, vocal and visionary leadership to the problem and solutions;

◆ Follow the research and science; take advantage of the good deal of work that has been done in respect to alcohol and college;

◆ Solutions are rooted in environmental/cultural change: you will not solely arrest your way out of the problem and you are not going to solely educate your way out of the problems; it takes a comprehensive, sustained effort.

◆ Build state coalitions with stakeholders that can help bring a great efficiency of resources, knowledge and political clout to these issues.
The 6 member communities are:

- Cal Poly, San Luis Obispo and Cuesta College, CA
- University of Colorado and Colorado, Boulder, CO
- Miami University and Oxford, OH
- Oklahoma State University and Stillwater, OK
- Oregon State University and Corvallis, OR
- UMass and Amherst, MA
Darren Smith (1999) definition: Four dimensions to the process

Social- the replacement and/or displacement of established residents with a transient, generally young and single social grouping

Cultural-the growth of concentrations of young people with shared cultures, lifestyles and consumption practices, which in turn results in the increase of the certain types of retail and service infrastructure

Physical-the downgrading or upgrading of the physical environment

Economic-the inflation of property prices and a change of the balance of the housing stock (private rented accommodation and decreased levels of owner-occupation)
ADDRESSING THE 4 DIMENSIONS OF STUDENTIFICATION: SOCIAL, CULTURAL, PHYSICAL, ECONOMIC (FOX AND SMITH)

- **Quality of Life**
  - provide quality and affordable housing
  - create attractive, clean and safe neighbourhoods
  - promote inclusive neighbourhoods
  - promote a green community

- **Community Planning**
  - integrate university expansion with urban planning
  - invigorate local economy
  - improve recreation/cultural opportunities
  - Support the development of TDM plans

- **Student Engagement**
  - promote 2 way communication
  - encourage community citizenship
  - help students establish roots
  - connect students to public service communities

- **Economic Development**
  - retain/attract creative class
  - develop a talent economy and green jobs
  - connect students to the business community
  - align research/programs with economic plans
The Responsible Hospitality Institute received a grant from Diageo to organize a Sociable City Guide for College Communities.

This will serve as a comprehensive resource for college administrators, staff, city officials, hospitality businesses and associations, community advocates and public safety regulatory and enforcement agencies to address key challenges associated with night life activity in college communities.
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.
2013-2015 ITGA SURVEY CATEGORIES

- Campus Edge Developments
- Economic Development
- Shared Services
- Off-Campus Student Housing
- Friction Points

- Campus Edge Developments
- Economic Development
- Shared Services
- Quality of Life
- Town-Gown Relationships
2013-14 Survey Responses

2013 N= 350
2014 N= 388

Institutions
Municipalities
<table>
<thead>
<tr>
<th>Size</th>
<th>Institution</th>
<th>Municipalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>5,000 or less students</td>
<td>Under 25,000 residents</td>
</tr>
<tr>
<td>Medium</td>
<td>5,001-15,000 students</td>
<td>25,000-100,000 residents</td>
</tr>
<tr>
<td>Large</td>
<td>15,001 or more students</td>
<td>Over 100,000 residents</td>
</tr>
</tbody>
</table>
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 QUESTION: IS YOUR UNIVERSITY/MUNICIPALITY WORKING ON PROJECTS COLLABORATIVELY?
Common response: Mixed-use development projects provided residential, commercial, institutional, cultural and industrial growth.

Unique Institutional Responses:

- Large: 450 seat baseball stadium, Research parks, Revamping main corroder into city and campus, Student health center
- Medium: University district connecting residential & commercial areas, Redevelopment of city waterfront, Industrial & technology parks
- Small: Street scape initiative, Alternative campus entrance, Opera house redevelopment

Category: Economic Development  N=30
Common response: Mixed-Used development projects provided residential, commercial, institutional, cultural & industrial growth

Unique Municipal Responses

- **Large**
  - Marketing of companies, **Business incubators**, Building and expanding medical research facilities

- **Medium**
  - **Business incubators**, Charter school, Expansion of medical centers and Satellite campuses

- **Small**
  - Bathhouse facility originally owned by YMCA, purchased by university; Performing arts center

Category: Economic Development  N=19
Transportation: Large Institution Response

Unique Category

- Multi-modal transportation center
- Corridor improvement
- Light rail transit, mass transit system
- Transit road improvements
- Transportation hubs

Category: Transportation  N=7
2014 Survey: What are the facilitators to a strong working relationship?
Categories

- Communication
- Cross-sector Collaboration
- Establishing Clear Expectations
- Leadership

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

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

**Category:** Communication  N=108
Common Response: Important for Problem Solving & Involving Students

Unique Institutional Responses

**Large**
History of successful initiatives important. An MOU is advised

**Medium**
Collaboration from the top-down was important step

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

Category: Cross Sector Collaboration  N=28
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.

Category: Cross Sector Collaboration  N=16
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

Category: Establishing Clear Expectations  N=29
2015 Annual Survey
<table>
<thead>
<tr>
<th></th>
<th>Population in community</th>
<th>No of Institutions</th>
<th>Students on Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large Urban</td>
<td>833,300</td>
<td>1 of 4 institutions</td>
<td>65% students</td>
</tr>
<tr>
<td>Large Suburban</td>
<td>395,900</td>
<td>1 of 3 institutions</td>
<td>26% students</td>
</tr>
<tr>
<td>Large Rural</td>
<td>68,300</td>
<td>1 of two institutions</td>
<td>35% of students</td>
</tr>
</tbody>
</table>
2015 ITGA ANNUAL SURVEY

Survey Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>63%</td>
</tr>
<tr>
<td>Municipality</td>
<td>31%</td>
</tr>
<tr>
<td>Community</td>
<td>6%</td>
</tr>
</tbody>
</table>

N = 258
Survey respondents were asked what word best described their relationship:

- **Collaborative** 26%
- **Cooperative** 43%
- **Communicative** 26%

Cooperative: Both sides coordinate on joint efforts but work somewhat independently.
Communities benefit from the presence of institutions of higher education. The benefits most often listed from living in a campus community included:

- Community vibrancy, energy, and pride
- A more intellectual, educated, and civically active community
- More cultural / artistic and athletic events
- The presence of young people / increased demographic diversity
- The University contributing to the economy through direct employment, institutional and student spending (economic impact), providing economic stability, and future workforce development (“brain gain”)
- Faculty and students teaching, volunteering, and conducting research in the community to address local issues
- Community use of unique University facilities

73% say the positive aspects of living in a campus community far outweigh any quality of life issues.
## MOST PREVALENT AND CHALLENGING QUALITY OF LIFE ISSUES, ALL RESPONDENTS

<table>
<thead>
<tr>
<th>Issue</th>
<th>Respondents</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing affordability and availability</td>
<td>49%</td>
<td>3.5</td>
</tr>
<tr>
<td>House parties</td>
<td>48%</td>
<td>3.2</td>
</tr>
<tr>
<td>Community Economic Development</td>
<td>44%</td>
<td>3.7</td>
</tr>
<tr>
<td>Late-night noise</td>
<td>42%</td>
<td>3.1</td>
</tr>
<tr>
<td>Poorly maintained / unsightly properties</td>
<td>36%</td>
<td>2.6</td>
</tr>
<tr>
<td>Underage drinking</td>
<td>29%</td>
<td>2.8</td>
</tr>
<tr>
<td>Occupancy code / zoning violations</td>
<td>28%</td>
<td>3.0</td>
</tr>
<tr>
<td>Brain drain</td>
<td>28%</td>
<td>3.2</td>
</tr>
<tr>
<td>Intoxicated behavior (not otherwise listed)</td>
<td>26%</td>
<td>3.1</td>
</tr>
<tr>
<td>Litter/trash</td>
<td>22%</td>
<td>2.6</td>
</tr>
<tr>
<td>Non-intoxicated criminal activity</td>
<td>22%</td>
<td>3.2</td>
</tr>
</tbody>
</table>
2015 DRIVERS FOR INSTITUTIONS AND MUNICIPALITIES ON COLLABORATIVE BUILDING PROJECTS

- University mission/strategic objectives: 61% (Town) - 94% (Gown)
- To improve community infrastructure: 52% (Town) - 61% (Gown)
- To create jobs for the local economy: 40% (Town) - 55% (Gown)
- To revitalize downtown areas: 38% (Town) - 45% (Gown)
- Revenue generation: 29% (Town) - 35% (Gown)
- Town-gown relationships: 39% (Town) - 33% (Gown)
- To clean up dilapidated property/properties: 32% (Town) - 27% (Gown)
- Other: 18% (Town) - 10% (Gown)
WAYS COMMUNITIES ARE SUPPORTING SMALL BUSINESSES

<table>
<thead>
<tr>
<th>Support Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business incubator</td>
<td>43%</td>
</tr>
<tr>
<td>Small business development center</td>
<td>42%</td>
</tr>
<tr>
<td>Revolving loan fund</td>
<td>40%</td>
</tr>
<tr>
<td>Matching grants to upgrade properties</td>
<td>25%</td>
</tr>
<tr>
<td>Market assistance</td>
<td>16%</td>
</tr>
<tr>
<td>None</td>
<td>10%</td>
</tr>
<tr>
<td>Equity/venture capital financing</td>
<td>10%</td>
</tr>
<tr>
<td>Executive on loan/mentoring</td>
<td>9%</td>
</tr>
<tr>
<td>Microenterprise program</td>
<td>9%</td>
</tr>
<tr>
<td>Management training</td>
<td>7%</td>
</tr>
<tr>
<td>Vendor-supplier matching</td>
<td>3%</td>
</tr>
</tbody>
</table>
TOWN GOWN PARTNERSHIPS
FOR ECONOMIC DEVELOPMENT
CASE STUDY
STATE COLLEGE, 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 their economic development “rainforest,” through a number of initiatives

<table>
<thead>
<tr>
<th><strong>RECRUITMENT</strong></th>
<th><strong>RETENTION</strong></th>
<th><strong>GROW-YOUR-OWN</strong></th>
</tr>
</thead>
</table>
| 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 | $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 | New Leaf Initiative (Inspire enterprise, connect allies, equip innovators)  
Invent Penn State- MOU with CBICC and Penn State regarding economic development interests  
PSU downtown business incubator- open to the community |
TOWN GOWN PARTNERSHIPS

The University has also focused on investment in the community through student and faculty projects which advance environmental, social, and economic sustainability aspects:

SUSTAINABLE COMMUNITIES COLLABORATIVE

- Formal partnership between Penn State University’s Sustainability Institute and State College
- Collaborations pair faculty and students with State College to advance community-identified needs
- Project address local government, planning and engineering, business, community engagement, and other aspects of community sustainability
TOWN-GOWN PARTNERSHIPS

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

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
STATE COLLEGE PARTNERSHIPS

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
OTHER PARTNERSHIPS

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

THE MAKESPACE - COMMUNITY MAKER SPACE

• Community members join, have access to 3D printers, routers, software programming, robotics, LED technology, etc.

• Resource for prototyping and community hobbies- “rung” in the ladder of business and entrepreneurship needs

• Office located in a municipally-owned building

• $1/year rent
The JCUAB Advisory Board Model & Communication Plan
This group meets monthly and defined itself as a problem-solving advisory group and developed a charter with the following goals:

1) Foster communications between the city and University
2) Improve the utilization of resources, especially human, available within each community
3) Identify mutual opportunities and concerns and suggest approaches toward the deposition of such issues

Mayor Larry Abernathy and then Clemson President Walter Cox sat on a park bench and talked through issues that sometimes strain town-gown relationships.
In 1990, the JCUAB outlined the following areas of mutual concerns:

- Planning & Land Use
- Student Housing
- Transportation & Parking
- Security & Public Safety
- Public Works & Utilities
- Fiscal Responsibility & Impact
## JCUAB Town-Gown Representatives

<table>
<thead>
<tr>
<th>University</th>
<th>Municipality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Public Affairs Officer</td>
<td>Mayor</td>
</tr>
<tr>
<td>VP of Student Affairs</td>
<td>City Administrator</td>
</tr>
<tr>
<td>VP-Faculty Senate</td>
<td>Assistant City Administrator</td>
</tr>
<tr>
<td>Chief Diversity Officer</td>
<td>Clemson Council Member</td>
</tr>
<tr>
<td>Police Chief</td>
<td>Police Chief</td>
</tr>
<tr>
<td>Staff Senate</td>
<td>City Engineer</td>
</tr>
<tr>
<td>Campus &amp; Community Dev.</td>
<td>CEO Chamber of Commerce</td>
</tr>
<tr>
<td>Coord Alcohol &amp; Other Drugs</td>
<td>City Council Member</td>
</tr>
<tr>
<td>Campus Planning Director</td>
<td>Planning &amp; Codes Director</td>
</tr>
</tbody>
</table>