

## UNIVERSITY AND COLLEGE COMMUNITY DEVELOPMENT PARTNERSHIPS

University of Nevada, Reno – Comprehensive Master Plan

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### Prepared for:

The University of Nevada, Reno



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S A S A K I

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## **EMERGING TRENDS IN UNIVERSITY AND COLLEGE COMMUNITY PARTNERSHIPS**

University and College Community Partnerships  
University of Nevada, Reno Comprehensive Master Plan

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### **PURPOSE**

There is a growing trend in urban universities to tear down the economic, social, and physical walls that separate them from their surrounding communities. Experts believe that "new conditions now prevail that make it both essential and highly likely that school-community-university partnerships will become the hallmark of the "New American University in the New Century."<sup>1</sup>

This document identifies the emerging trends in partnerships between urban universities and colleges and their communities to undertake community revitalization and economic development and highlights their potential application to the development of the mixed-use district proposed south of I-80 by the City of Reno and the University of Nevada, Reno.

Companion documents prepared for this effort addressed specific case studies for:

- University Circle; Cleveland, Ohio
- Trinity College; Hartford, Connecticut
- Ohio State University; Columbus, Ohio
- University of Pennsylvania; Philadelphia, Pennsylvania

### **NATIONAL TRENDS**

- University-community partnerships are creating mutually rewarding opportunities for physical improvement, social and community advancement, and economic development.
- Outgrowing their inward-focused traditional roles, institutions of higher learning are becoming more active in their urban communities, increasingly seeing these communities as "living laboratories".
- Universities and colleges use their intellectual, human, and financial capital to act as leaders in community revitalization efforts. The combination of diminishing public funding for economic development, educational and social programs, combined with the shift to a knowledge-based economy, creates an ideal setting for institutions to become actively engaged in community and economic development.
- Recognized nationally as a successful practice of urban revitalization, public and non-governmental funding is increasingly available to jumpstart university-community partnership initiatives.
- The partnerships typically form a separate non-profit organization that avails the partnerships of grants, entrepreneurial decision-making, etc.
- These partnerships address a variety of programs that include:
  - Home ownership and home improvements
  - Retail development
  - Job training
  - Educational outreach

### **EMERGING TRENDS**

UNIVERSITY AND COLLEGE COMMUNITY PARTNERSHIPS  
University of Nevada, Reno – Comprehensive Master Plan

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## **APPLICATION TO UNR**

UNR is actively engaged with the City of Reno in support of a mixed-use district south of I-80 adjacent to the southern boundary of the campus. The goal of the university is to have a vital and cultural "downtown" district for the campus community. This city-led partnership provides greater possibilities for initial success and implementation. Most current university-community partnerships spring from the university and then bring on the city as a partner. However, in this case, the university and the City share the advantage of establishing common goals and their relationship early in the process and in conjunction with the development of the university's comprehensive master plan. Continued cooperation and strategic alliances should continue to foster a collaborative process that will ensure that the university's and the City's goals and needs are addressed.

### **Multi-faceted Approach**

UNR and the City of Reno will do best by undertaking a multifaceted approach to gain success in the mixed use district south of I-80 by strategically providing improvements in the following areas of concern:

- Social
- Economic
- Cultural
- Physical

### **Program of Shared Uses**

We envision that the district will contain a mix of uses to include: retail, entertainment, services, parking, and housing. Many of the university's program needs can contribute to the success of the mixed-use district. The following provides an initial list of suggested areas of cooperation that the university should consider:

- Retail – Target a percentage of the jobs for students
- Housing – Provide alternative housing for students, faculty, and staff
- Shared academic programs – Locate academic programs to the district that will benefit by their proximity to users and to create a "living laboratory". Such programs can include continuing education classes, adult education, child development and daycare, health outreach programs, performance and art venues, housing and caring for the elderly, etc.
- Parking – Locating several thousand parking spaces (connected by the university shuttle system) will serve to vitalize the area and will promote increased use of the parking structures during the weekends and summer.

### **Strategic Investments**

Universities have been able to incentivize private developers and organizations to invest or take part in redevelopment initiatives through several mechanisms. To cite one mechanism, SINA (Trinity's partner) purchased a distressed building in the area and donated it to another non-profit organization. The organization then took over to renovate the space with funding provided through private foundation funds and city funds. To cite another, SINA partnered with two community non-profit housing developers. SINA identifies, purchases, and markets the homes while Hartford Hospital provides acquisition funds and construction financing.

## **EMERGING TRENDS**

UNR faces a physical barrier in its own redevelopment efforts: I-80. In the 2<sup>nd</sup> Master Plan work session, the UNR Graduate Student President raised that this area is not a physical barrier as much as it is a psychological barrier. The blighted neighborhood the students must pass through, she says, is the real deterrent to ease of access. Trinity dealt with these same issues in its own crime-ridden and suffering neighborhood of Hartford, Connecticut. In order to promote connections between the campus and Park Street seven blocks north of campus, they concentrated development between the third and fourth blocks north of the campus as a stepping-stone to Park Street. West of campus, a blighted residential area is another deterrent for students to leave the campus. In response, the Trinity Master Plan designated a block east of campus as a potential development focus. Trinity's Master Plan designated about ten compact areas surrounding the campus as potential focuses for development and connectivity. This spotted development plan places revitalization in pockets to spur further revitalization in a ripple-like manner.

## **METHODOLOGY AND ASSUMPTIONS**

This study was compiled based on the consultant's expertise and research found through literature on the HUD Office of University Partnerships Office website. It was also based on the consultant's case study research that focused on: Ohio State University, Trinity College, Case Western Reserve, and University of Pennsylvania.

## **DISCUSSION OF FINDINGS**

### **Emerging Trends in University and College – Community Partnerships**

The traditional, historical stance of institutions of higher learning has been to close themselves off to the surrounding community to the point that some have become fully self-contained communities. The growing solidarity between academic institutions and communities is transforming this characteristic. The potential for colleges and universities to pioneer urban community revitalization is slowly being realized by a select group of universities interested in economic development and civic engagement in their communities. This growing trend is breaking into the mainstream as universities nationwide are taking note of the benefits of forming public-private partnerships, many in the form of Community Development Corporation's (CDCs), aimed at redevelopment projects in their surrounding communities.

#### **University of Pennsylvania, Trinity College, Case Western Reserve, and Ohio State University**

These universities are among the pioneers that have broken new ground. Other universities are following suit. Oregon State University's (OSU) community development team visited Penn in the summer of 2000 to learn from their successful model. Yale and Columbia have also put together comprehensive programs focused on housing and economic development in their surrounding neighborhoods. Information regarding 20 other universities and colleges, among hundreds, establishing community partnerships can be found at <http://www.oup.org/about/copc03.html>. University and college-community initiated projects cover the spectrum and range from community education to housing to economic development.

## **Fiscal Realities and Changing Social Roles**

One can trace the emergence of university and college–community partnerships to fiscal realities and changing social roles. In light of decreased federal funding and shrinking municipal budgets to support social programs as well as housing and programmatic links between higher education and the community, innovative partnerships are able to address pressing urban needs. Ira Harkavey, Director of University of Pennsylvania’s University Center for Community Partnerships writes, “stated directly, ‘real-world’ developments are ‘forcing’ higher eds, particularly urban higher eds, to become genuine civic institutions devoted to solving the pressing problems of our society. The democratic promise of the American university sharply, disturbingly contrasts with the reality of American society.”<sup>2</sup>

Several factors have contributed to the phasing out of the traditional university. According to Richard M. Rosan, President of Urban Land Institute, three factors explain this change<sup>3</sup>: After WWII the U.S. economy shifted from an industrial focused economy to a brain powered, or knowledge-based economy due in large part to the research streaming out of universities such as Stanford and MIT. The role of universities began to expand and became the focus for the future of the economy.

Universities are increasingly involved in urban revitalization to protect their campuses and create a favorable environment to attract students and faculty, adding to the success of the university. There has been an increasing emphasis on the university’s role as a major civic participant.

## **HUD’s Office of University Partnerships**

National institutions and government agencies are also increasingly aware of the potential success of university–community partnerships. HUD directs an office called the Office of University Partnerships. (<http://www.oup.org/>) Their slogan reads “colleges and communities—partners in urban revitalization.” Foundations are also interested in seeing how their support of higher education will help improve K-12 schooling, civic responsibility, and the strength of community, among other pressing public problems. As Ira Harkavey, Director of Penn’s Center for Community Partnerships writes: “to put it another way, altruism pays—doing good may be the best way for universities to do well.”<sup>4</sup>

## **Town-Gown Relationship**

Universities are reinventing their relationships with their neighboring communities and undertaking the revitalization and redevelopment of the urban districts in which they sit. These partnership initiatives have been primarily focused on improving rental housing and quality of life, increasing home ownership, revitalizing the retail market, improving education, and developing multi-use developments that include commercial, retail, and housing. Campus Partners, Ohio State’s CDC, placed its multi-use Gateway Center in the most blighted area of High Street. This strategic move provides a catalyst for further development by bringing new uses to the street. Trinity developed The Learning Corridor, an extensive group of educational facilities, directly adjacent to its own campus. They focused neighborhood retail approximately seven blocks away as well as development focus zones adjacent to the campus.

## **Creating Lasting Economic Impact**

After spinning off from their universities and colleges, many graduates and faculty often establish companies adjacent to their university, creating valuable economic impacts. The nature of the knowledge based economy lies in its flexibility of location. Knowledge producers move to their desired location and jobs and companies follow. Universities on the other hand, are permanently placed in their locale, requiring them to attract economic development. Creating a high quality of life is therefore essential for attracting valuable economic development.

Many urban universities and colleges share the same sets of problems: urban decay, unemployment, high crime rates, lack of commercial and retail development, lack of interest in home ownership, and a poor tax base to support the local public schools. These factors combined create eroding urban economies and neighborhoods that lack vitality and a sense of community. But that trend is turning around thanks to increased town-gown relationships and public-private coalition building on the part of universities.

Universities are many times the largest employer in the area as well as the agent that contains the necessary set of resources for successful community and economic development: research, expertise, human capital, relationships to lending institutions and partners, eager students and faculty interested in socially responsible projects, as well as the time and money to invest. They are the "fuel for innovation, entrepreneurship and regional synergy."<sup>5</sup>

Community revitalization projects, while they are the "right" thing to do, are also economically essential for universities and their local governments. These universities are transforming their urban setting from a liability into a competitive advantage, capitalizing on the milieu of experiences and the richness of community that is innate to the urban context.

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## **ENDNOTES**

<sup>1</sup> Harkavey, Ira. "School-Community-University Partnerships: Effectively Integrating Community Building and Education Reform." University of Pennsylvania. Conference Paper presented. Available: [http://www.upenn.edu/ccp/Bibliography/Ed\\_HUD\\_paper.html](http://www.upenn.edu/ccp/Bibliography/Ed_HUD_paper.html).

<sup>3</sup>Harkavey.

<sup>4</sup> Rosan, 3.

<sup>4</sup> Harkavey.

<sup>5</sup> Rosan, 1.

## **FIGURES ATTACHED**

None

## ***End of Emerging Trends***

## **EMERGING TRENDS**

## **PURPOSE**

This case study summarizes the creation of University Circle, Incorporated (UCI) community development corporation (CDC) in Cleveland, Ohio. UCI has been instrumental in providing assistance and resources in the creation of this premier urban district.

Sasaki Associates prepared this case study to provide insight for the development of the mixed-use district proposed by the City of Reno and the University of Nevada, Reno. Please refer to a separate document that summarizes national trends and outlines recommendations pertinent to the proposed mixed-use district.

## **MAJOR CONCLUSIONS**

- UCI has been successful at creating a specialized district, distinct in character. This is due in part from the numerous, large institutions situated in this one square mile area.
- UCI serves as an excellent, already established model, especially in regards to the creation of a distinct district. UCI's long, established history marks it as a case study that can reveal the final product of this process.
- Mrs. Elizabeth Ring Mather, a philanthropist, gave \$75,000 in 1957 to Case Institute to finance the creation of a comprehensive plan for University Circle. Planning consultants were hired who recommended the creation of a new institution to oversee University Circle and University Circle, Incorporated was born.
- Because of its long history, it has been able to grow to include 43 member institutions and 38 associate institutions. This vast number of partnerships allowed UCI to expand extensively into almost every area of community redevelopment.
- UCI has organized itself into clear and distinct departments for the management of the district. Their public relations and marketing is unparalleled by other CDC's and is demonstrated through the 2.5 million visitors it receives per year.

## **METHODOLOGIES AND ASSUMPTIONS**

This study was compiled based on the consultant's research found at the UCI official website and through correspondence with the Associate Vice President for Community Partnerships at the Case's Center for Community Partnerships.

## DISCUSSION OF FINDINGS

- Originally founded by Case Western Reserve and University Hospitals in 1957, UCI has grown to include a number of member and associate member organizations and institutions. The two founding institutions continue to provide funds to support it. A list of the member institutions can be found at: [http://universitycircle.org/uci\\_me\\_inst.shtml](http://universitycircle.org/uci_me_inst.shtml).
- University Circle Incorporated, first known as the University Circle Development Foundation is the guiding non-profit (CDC) aimed at making University Circle “one of the premier urban districts in the world.” It emphasizes the strength of the relationship between the Circle and the surrounding areas. Community Development projects can be found at: [http://www.universitycircle.org/uci\\_se\\_development.shtml](http://www.universitycircle.org/uci_se_development.shtml)
- UCI’s responsibilities include: maintaining public safety with the University Circle Police Department, community planning and development, real estate management and development, assisting adjacent neighborhood growth, enhancing the area’s natural beauty, promoting the Circle as one of the Northeast Ohio’s most important assets, linking schoolchildren to Circle institution through educational programs, providing a Circle-wide transportation system, and managing many of the Circle’s parking areas. See: <http://universitycircle.org/upload/2003%20UCI%20Destination%20Guide.pdf>
- A one square mile area four miles east of downtown Cleveland, University Circle advertises itself by saying: “University Circle is an extraordinary cultural, medical, educational and religious district just minutes from downtown Cleveland, Ohio. In this one extraordinary square mile, you'll discover arts and sciences, museums and parks, galleries and restaurants. From blockbuster art exhibitions to natural wonders of the planet, from world-class music to dazzling theater, the vast wealth of offerings in University Circle rivals that of any city in the world.” ([http://www.universitycircle.org/uc\\_about.asp](http://www.universitycircle.org/uc_about.asp))
- University Circle attracts more than 2.5 million visitors a year (including students, patients, employees).
- University Circle is constantly being improved with over \$500 million just completed, under way, or being planned.
- More than 45 not-for-profit institutions make their home in the Circle proper and an additional 30 institutions can be found in the immediately adjacent area. In the immediate area are University Hospitals of Cleveland, Case Western Reserve University, The Cleveland Museum of Art, and more.
- A 1990 University Circle Master Plan, which updated the original 1957 Master Plan, emphasized the need for UCI to be a catalyst in economic development. (map of the neighborhood: <http://www.nhlink.net/neighborhoodtour/university/>)
- In 2000 UCI unveiled a new, wide-ranging plan aimed to complete University Circle’s goal as the premier urban district in the world. Part of that goal includes the idea that “University Circle is a place where the city meets the suburbs, white meets black, east meets west, and cultures come together—not in collision but hopefully in creative experiences that generate new ideas and new experiences.” (page 20) The plan can be found at: [http://www.universitycircle.org/pdf/UCIFuture\\_whole.pdf](http://www.universitycircle.org/pdf/UCIFuture_whole.pdf).

## **INITIATIVES**

### **University Circle Police Department (UCPD)**

Created in 1959 by UCI, the UCPD is unique in that it serves the 45+ institutions in the district and works in close co-operation with the Cleveland Police Department. UCPD contains 25 officers and 4 full time and 3 part time civilian employees. University Circle is now one of the safest places to live, work, and visit in Cleveland.

### **Community Development Department**

Works to create a vibrant, safe, pedestrian-friendly and cohesive neighborhood.

### **Architectural Review Board**

UCI has an architectural review board that reviews and makes recommendations regarding any new buildings or green space improvements being undertaken by UCI member institutions.

### **UCI Banner Program**

Offers Circle institutions the opportunity to promote their events with colorful banners along the district's main streets. UCI also works closely with the City of Cleveland to ensure "everyday elements to city living" are in place: properly striped sidewalks, placement of trash receptacles, street signage, street conditions, and pedestrian and vehicular lighting.

### **Euclid Corridor Transportation Project**

UCI is currently involved in the Euclid Corridor Transportation Project to revitalize Cleveland's historic main street. This project consists of an entire renovation of the avenue, thereby connecting the two largest employment centers with new attractive streetscape and bus rapid transit.

### **Circlewalk**

Arising out of the visioning plan, Circlewalk was conceived of the "connective tissue" that ties together the varied institutions. It consists of consistent walkway treatments, lighting, benching, etc. Work began in August 2001.

### **Wade Oval Planning Study**

UCI engaged in the facilitation of a community driven discussion about how Wade Oval, the public green's space at the heart of the district, would look and be used in the future. They worked with the Project for Public Spaces on this study and have just recently completed it as the first phase of Circlewalk for \$1.4 million.

### **Circle Gateway Project**

UCI has had discussions with Cleveland Public Art to transform the railroad underpasses that connect University Circle with Little Italy into an attractive connection.

### **Transportation Management Initiative**

A forum for advancing innovative transportation strategies in the Circle by forming valuable partnerships with transportation organizations in the area.

### **Doan Brook Mitigation**

Cleveland International Airport is expanding and in order to do so, Abrams Creek will have to be put in a culvert. Federal regulations state that the impact must be mitigated in another regional waterway. UCI works closely with Doan Brook Watershed Partnership as well as other stakeholders to ensure that restoration is implemented with the highest quality.

### **Real Estate Department**

Manages and maintains seven apartment buildings, fifteen houses, twelve commercial properties and five acres of open space. Also rehabilitates older residential property, acquires available properties within its boundaries and develops new residential and commercial property on land owned by UCI. In 2000-2001 UCI partnered with University Hospitals to update a full block containing 15 houses. Seven of the houses had been abandoned and after complete rehabilitation, they are all occupied.

### **Government/Community Relations Department**

Their primary role is advocating for the prompt delivery of City services for the member institutions. They also work with the city to secure permits, zoning variances, legislative approval and project support. In regards to the community, UCI's Department provides technical assistance and support in all the necessary areas including housing development, streetscape, etc.

### **Community Education Department**

Established in 1973 to provide children and senior adults of Cleveland with organized access to the opportunities within University Circle. The field trip components, co-ordination, transportation and logistics are organized by the 4 staff and 2 bus drivers of UCI.

### **Marketing and Communications Department**

This department's goal consists of advertising and "getting the word out" about what there is to do and see in University Circle. Some of the programs include: a visitor's guide, a University Circle map and guide, a quarterly calendar of events, an annual community art parade that attracts more than 40,000 visitors, and a Holiday CircleFest. They work with the travel and group tour market and the Convention and Visitor Bureau of Greater Cleveland to promote UCI. They arrange special and group tours and promote the Circle at regional tourism shows.

### **Transportation Department**

This Department maintains a fleet of 16 shuttles that transport more than a million passengers annually. The shuttle delivers employees from parking lots to work and take students to all points of the Case Campus. Circlelink, the most visible of the shuttle routes, provides free transportation and runs every 15 minutes.

### **Parking Department**

Manages the eight-member University Circle Parking System that includes 13 garages and 54 lots with more than 11,000 parking spaces and a valet service at three locations at University Hospitals, including a 24-hour service at the emergency room.

## **CASE WESTERN RESERVE'S CENTER FOR COMMUNITY PARTNERSHIPS**

(Inside Case Western Reserve and separate from the CDC)

One of many of UCI's partners is Case Western Reserve, which has just recently created a new Center for Community Partnerships. The President's idea, it aims to have internal and external visibility that will facilitate interaction among the University and community groups and institutions. The Center will also "develop infrastructure to support Case's activities that serve and interact with the community and will provide a forum for enhancing and allocating resources that promote mutually beneficial relationships." (<http://www.cwru.edu/pubaff/commrelooffice.htm>)

## **INITIATIVES AT THE CENTER FOR COMMUNITY PARTNERSHIPS**

### **Community Card Program**

Launched on October 1, 2003, the program enables residents in communities that are adjacent to campus to purchase a special university identification card that will entitle them to the campus and to the same discounts on services that the employees and students of Case Western Reserve enjoy.

### **Employee Home Ownership and Remodeling Program**

Under this program, the university will provide down payment and/or closing cost funds to employees who choose to purchase in the City of Cleveland as well as funds to current City homeowners to assist remodeling. The Center hopes this will deter the problem of out-migration.

### **FIGURES ATTACHED**

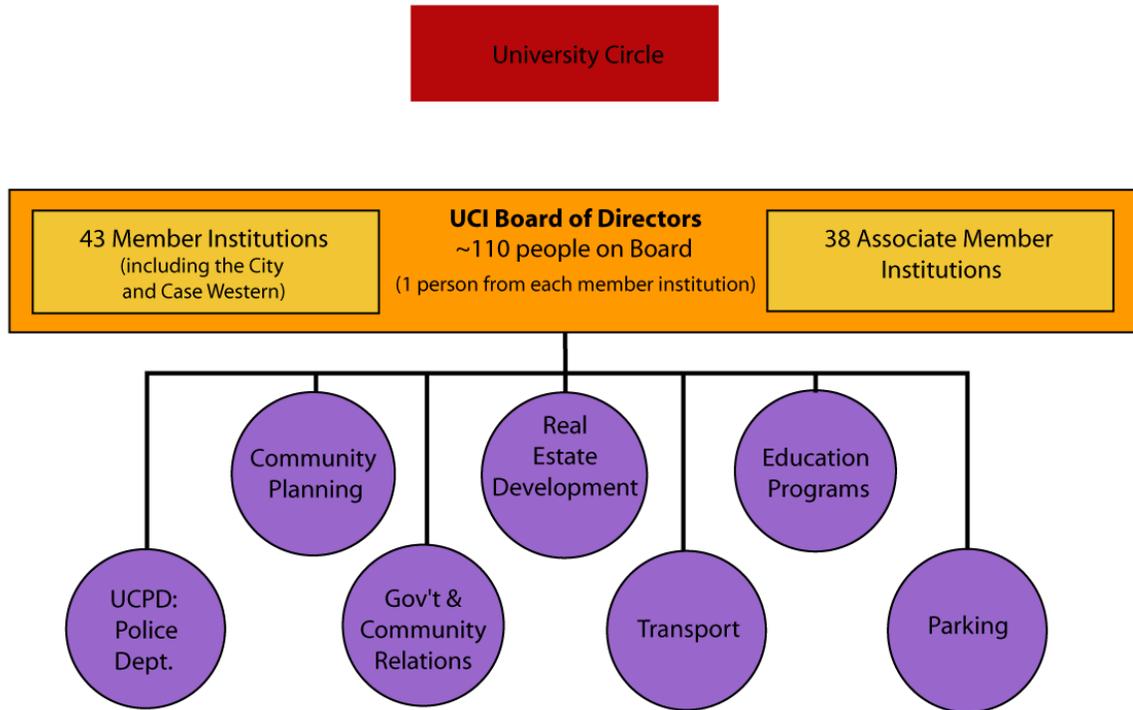
- Organization chart
- Area plan
- Images from web site

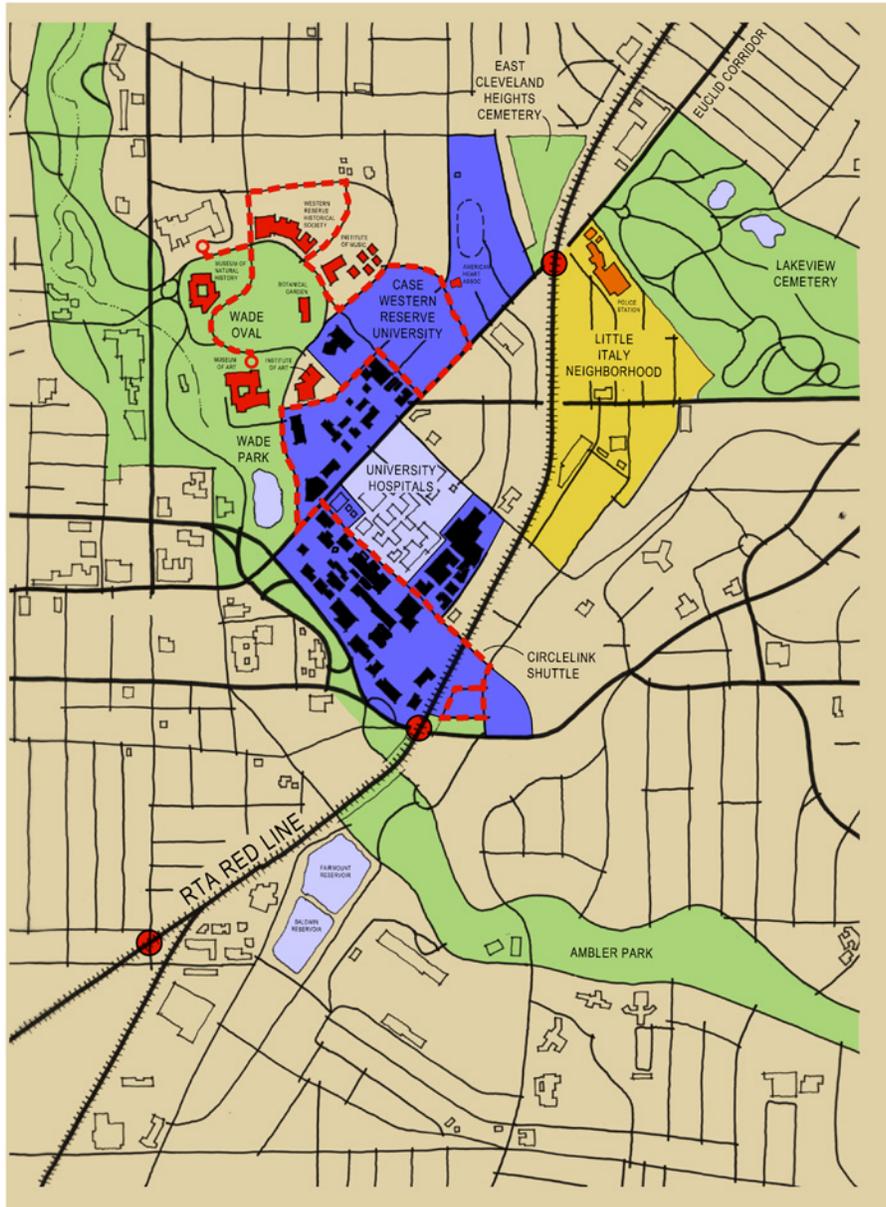
### **END NOTES**

None

### ***End of Case Study***

## Organization Chart





**UNIVERSITY CIRCLE**  
CLEVELAND, OHIO



**UNR COMPREHENSIVE MASTER PLAN**  
**UNIVERSITY OF NEVADA REGIONAL CENTER**



February 2004

SAKAI - Paulien & Associates - CFA - Petty & Associates - PK Electrical - Fehr & Peers

Images from Web Site



Photo by Diane Hansson



Photo by Diane Hansson



*Wade Lagoon in Spring*  
Courtesy of University Circle Incorporated

## **PURPOSE**

This case study summarizes Trinity College's redevelopment policies and initiatives through the establishment of Southside Institutions Neighborhood Alliance (SINA) and the resulting \$176 million SINA/Trinity Initiative.

Sasaki Associates prepared this case study to provide insight for the development of the mixed-use district proposed by the City of Reno and the University of Nevada, Reno. Please refer to a separate document that summarizes national trends and outlines recommendations pertinent to the proposed mixed-use district.

## **MAJOR CONCLUSIONS**

- Under Trinity's President, Evan S. Dobbelle, who took office in 1995, Trinity has embarked on a reinvigorated, powerful public-private partnership that distinguishes it as one of the leaders in linking neighborhood renewal with college goals. Situated in Hartford, Connecticut, Trinity shares a major stake in the future of the area.
- Dobbelle saw education, housing, public safety, and job training as the key to revitalizing the deteriorating Frog Hollow and Barry Square neighborhoods surrounding the Trinity campus. Dobbelle "envisions the College and the neighborhood as a single entity that is to be transformed into an extended community of learning."<sup>1</sup>
- Part of the success of the SINA/Trinity model lies in its comprehensive plan that covers every major area of community redevelopment: education, job training, access to technology, housing, and retail/economic redevelopment. This inclusiveness helps insure the full rehabilitation of the area and its residents.
- According to Marilda Gandara, president of the Aetna Foundation and Marilyn Rossetti, Executive Director of Hartford Areas Rally Together, past community revitalization and gentrification initiatives have failed while the Trinity/SINA initiative has succeeded because it has included in the planning process the people most affected by it. Gandara and Rossetti believe that "this has not been a plan that has been imposed on us by our big and powerful institutional neighbors, but rather a plan that we've developed working side by side with them. It is not their agenda that is reflected in the plan; it is our agenda."<sup>2</sup> Trinity/SINA has invited all of the stakeholders to be part of the revitalization process.
- Gandara and Rossetti among others such as John Meehan, president and CEO of Hartford Hospital, cite the public/private partnership as the key component to the success of the SINA projects. This form of partnership creates consensus among the many stakeholders and secures financing sources, ensuring implementation and effectiveness.

## **METHODOLOGY AND ASSUMPTIONS**

This study was compiled based on the consultant's experience and research found on the internet through SINA and Trinity websites, SINA and Trinity reports, brochures, pamphlets, publications, news releases, annual reports, and interviews with the Director of Community and Institutional Relations at Trinity College.

## **DISCUSSION OF FINDINGS**

Trinity, in partnership with Hartford Hospital and the Institute of Living, founded the Southside Institutions Neighborhood Alliance (SINA) in 1977. SINA initially began as a committee of representatives from these original institutions. In the 1990's it expanded to include Connecticut Children's Medical Center and Connecticut Public Television and Radio. Although not formally recognized as a CDC, SINA acts as a CDC and was officially incorporated in 1978. 1995 marked a comprehensive strategic planning effort by SINA staff, board members and CEOs and became the basis for the new Trinity/SINA Neighborhood Initiative. Trinity announced in January 1996 a comprehensive \$176 million neighborhood revitalization initiative for the community surrounding its campus and called it the Trinity/SINA Neighborhood Initiative. The initiative generated from \$150 to 160 million in new construction and combines housing rehabilitation, neighborhood retail businesses, streetscape improvements, job training, recreation, and family services.

SINA partners with major health and educational institutions; public and private sector; city, state, and federal government; community and neighborhood groups. The initiative programs and services are designed to build a community of learning, epitomized by the Learning Corridor, and increase home ownership and economic development. As of October 2000, major crime in the Barry Square neighborhood had decreased 33 percent since 1993 (NYTimes, Oct. 29, 2000). In 2001, SINA received the American Architectural Foundation award for bringing together public and private sector institutions in a community building effort, and in 2000 the SINA/Trinity Neighborhood Initiative received the American Planning Association's Community Partnership award.

### **Funding**

- W.K. Kellogg Foundation awarded Trinity in June 1998 a \$5,150,585 grant to support initiatives and town-gown connections
- \$450,000 in grants from the Mott, Rockefeller, and Chase Manhattan foundations secured for the Job Center
- Nearly \$1 million in state and city funding for home mortgage gap financing
- \$1.6 million in federal funds for streetscape improvements on Hudson Street
- In 1999, HUD awarded \$2 million in Economic Development Initiative Funds and \$6.2 million in loan funds for retail development
- Trinity raised over \$1.2 million through their Development Office to build the Boys and Girls Club
- \$6 million streetscape and infrastructure for Park Street funded by federal and state transportation money channeled through the city
- \$107 million to build the Learning Corridor. \$4.6 million in state funds, Magnet School funds, and the DEP. The City added \$6.4 million.

- Trinity College contributed \$6 million; Hartford Hospital contributed \$5 million from their own endowments to the initiative

### **Condensed Process Timeline**

- 1976: Trinity, Hartford Hospital, and The Institute of Living formed a “neighborhood issues committee”
- 1977: Committee becomes the Southside Institutions Neighborhood Initiative (SINA)
- 1978: SINA officially incorporates
- 1980: Employee Mortgage Assistance Program is established
- 1986: Development study of Learning Corridor site
- 1995: Streetscape program begins
- 1995: SINA strategic plan
- 1996: Trinity/SINA initiative announced
- 1996: Job Center opens
- 1997: Master Plan that breaks new ground in town-gown connection
- 1997: First model home opens under Cityscape Homeownership Zone initiative
- 1998: Boys and Girls Club opens
- 1999: Soloman Building Purchased
- 2000: Learning Corridor opens
- 2000: Trinfo Café opens
- 2003: Park Squire Wolcott mixed-use development opens in the Fall, and the Aetna Center for Families opens a new facility on the Learning Corridor in 6,000square feet of space.
- 2005: Projected date for the completion of Park Street redevelopment

## **SINA NEIGHBORHOOD INITIATIVE**

### **Economic Development**

- Park Street is the main retail spine that runs through the central Frog Hollow and South Green neighborhoods. Physically outdated, community groups and planners have proposed renewal projects for decades but failed due to a lack of consensus and funding. SINA has partnered with a group of Park Street partners made up of the Spanish American Merchants’ Association (SAMA) and the City of Hartford to redevelop Park Street as the center of the region’s Latino commerce and culture. A city planning consultant developed a long-term revitalization plan funded by SINA. SAMA organized the broad participation in the planning process. With overwhelming support, the plan is underway on a \$6 million streetscape and infrastructure improvement funded by State and Federal transportation money channeled through the City of Hartford. (SINA: 25, p. 12) Project should be completed in the next two years.
- \$4.2 million Park Squire Wolcott mixed-use commercial/residential development on the block between Squire and Wolcott opened fall 2003. It consists of 25 units of housing and 8,000 square feet of commercial space. Fifteen of the residential units will be moderate-income rentals and ten will be limited-equity co-ops.
- Park Street property owners and the Hartford Court of Common Council approved a “special services district” ordinance, which, through an additional tax levy will fund ongoing maintenance and improved public safety measures.
- In 1999 SINA purchased the three-story 24,000 square foot Soloman building, a former department store and bowling alley and donated it to Mi Casa, a youth and family services organization. Mi Casa is currently engaged in a total renovation project funded through

private and public funds, funded by the Hartford Foundation for Public Giving, DECD, and the City of Hartford.

### **Housing**

- Cityscape Homeownership Zone Housing, an initiative under the SINA Neighborhood Initiative, is a partnership between SINA and two community non-profit housing developers. The first model home was completed in 1997. SINA identifies and purchases distressed properties, securing financing and marketing the finished homes. Hartford Hospital provides acquisition funds and construction financing. The program uses a target block approach – taking on all the distressed properties one block at a time. It concentrates on increasing owner-occupied housing targeted at long time residents who are first time homebuyers as a means to stabilize the neighborhood. Partnered with People’s Bank, it offers homeownership and credit repair classes to the community so they are better able to qualify for loans.
- By the end of 2006, it is projected that 51 homes, for a total of 100 units of housing, will be completed in the target area.
- Cityscape homes will be concentrated in four Frog Hollow areas: "Gateway" at Zion, Ward and York Streets; "Trinity Heights" at School and Colonial Streets; "Presidential Corners" at Jefferson, Madison and Lincoln Streets; and "Park Street South" at Park, Zion, Ward and Wolcott Streets.

### **Education and Multi-Use Development**

- In following with the new initiative, in 1997 Trinity College created a master plan which broke new ground with a its focus on engaging the surrounding neighborhood.
- Following on the heels of the master plan, Trinity created the Learning Corridor - the name of the non-profit and physical campus. This 16-acre \$107 million educational campus immediately east of Trinity is the central hub of the initiative (see map at [http://www.hartnet.org/kellogg/smart/15\\_block\\_target\\_area.htm](http://www.hartnet.org/kellogg/smart/15_block_target_area.htm))
- The Learning Corridor, completed on schedule for the 2000 school year. It consists of 516,000 square feet; serves 1,500 students; contains an Inter-District Montessori School (the only public Montessori in Connecticut), a Hartford Magnet Middle School, a Math, Science, and Technology Magnet High School, the Greater Hartford Academy of Arts, the Aetna Center for Families, and a parking garage with the Center for Families located in the ground level street front space. The design integrates the campus with the surrounding community and positions it as a catalyst for neighborhood revitalization.
- On June 4, 1998 Trinity received a \$5.1 million grant from the Kellogg Foundation to build town-gown connections and support the Learning Corridor and Initiative plans.
- Trinity raised over \$1.2 million through the Development Office to build a new Boys and Girls Club that opened January 1999. The program and construction of the building have been funded by: Trinity College Board of Trustees Chairman Thomas S. Johnson, Class of 1962, and his wife, Ann; Boys & Girls Clubs of America; the Annie E. Casey Foundation; the City of Hartford; the Davenport Family Foundation; the Ensworth Charitable Foundation; the *Hartford Courant* Foundation; Hartford Steam Boiler; the Forrest C. Lattner Foundation; the George A. and Grace L. Long Foundation; Phoenix Home Life Mutual Insurance Company; Trinity College; and anonymous donors.
- Learning Corridor received a American Planning Association Award in 2000.

## Technology and Business Development

- Trinity worked with institutional partners and non-profits in the creation of a “smart neighborhood” where access to technology and assistance in putting the technology to work are readily available.
- Created a neighborhood cyber café called Trinfo, which includes a computer training facility, office space, and one on-one-training. Adjacent to the café is a support center for neighborhood entrepreneurial efforts. (<http://www.hartnet.org/kellogg/smart/>). Funding for the “smart neighborhood” came from \$2 million of the Kellogg grant and any extra costs were covered by Trinity operation costs. The map of the Trinity Smart Neighborhood is available at <http://www.hartnet.org/kellogg/smart/maps.htm>.
- The targeted population for the Smart Neighborhood initiative can be found at: <http://www.hartnet.org/kellogg/smart/population.htm>.
- Trinity built and rehabilitated a building in the Frog Hollow neighborhood to create the Hartford Areas Rally Together (HART) Job Center that opened in 1996. They then turned it over to the center to manage themselves. Over 2,200 service visits in 1998 and 300 people were placed in jobs in 1998.

## Campus of Learners

The “Campus of Learners” is a public/private partnership to support the residents of public housing at Charter Oak Terrace and Rice Heights. One element of this effort is to help residents enter the economic mainstream through a variety of educational initiatives with schools and other agencies in the area. A significant component in many of these efforts is the use of high technology in both the classroom and residential settings. Partners in this effort include A.I. Prince Technical High School, the Mary Hooker Elementary School, Capital Community Technical College, L.E.A.P., SNET, and the Hartford Housing Authority.

Contact: John Langeland, Director of Information Technology at 860-297-2525 or via email at [john.langeland@trincoll.edu](mailto:john.langeland@trincoll.edu)  
[http://www.trincoll.edu/depts/ocir/program/neighborhood\\_revitalization.htm](http://www.trincoll.edu/depts/ocir/program/neighborhood_revitalization.htm)

## FIGURES ATTACHED

- Organization chart
- Area plan
- Images from web site

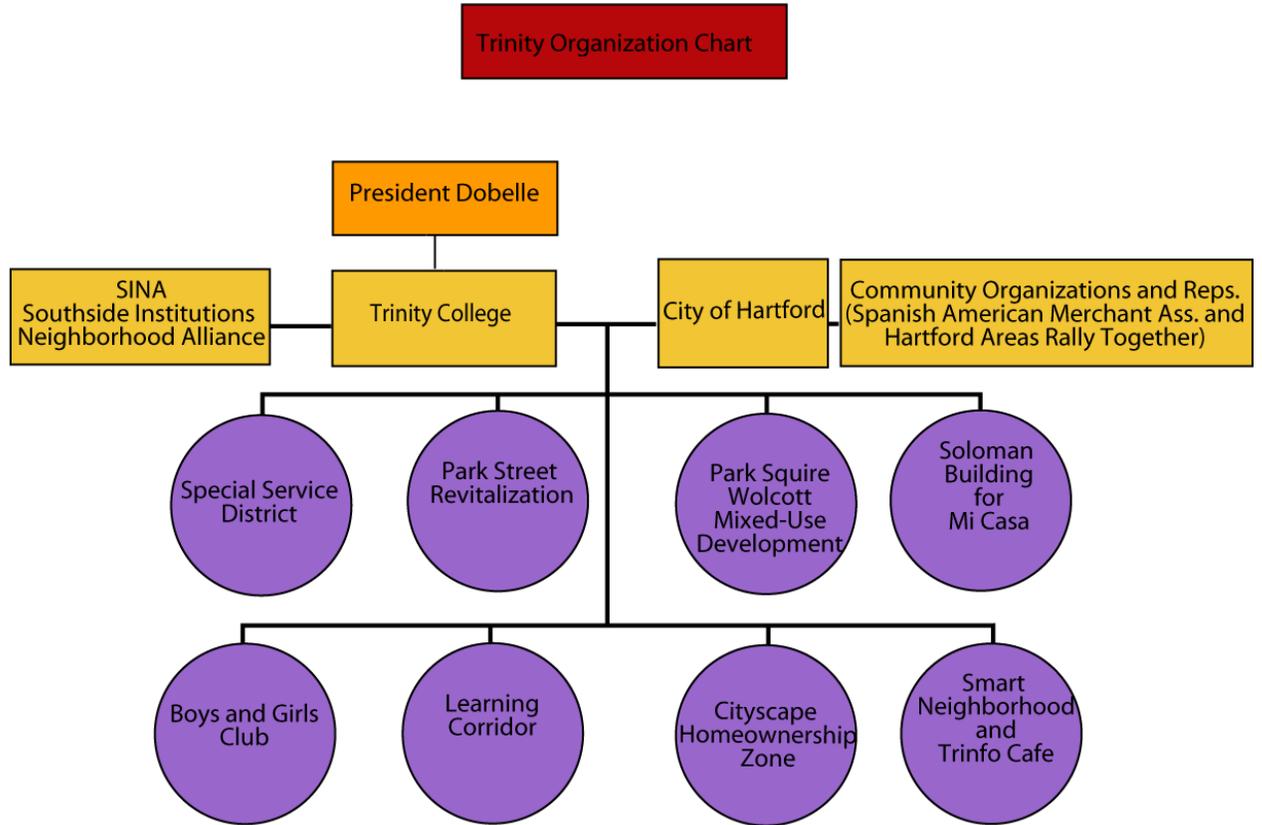
## ENDNOTES

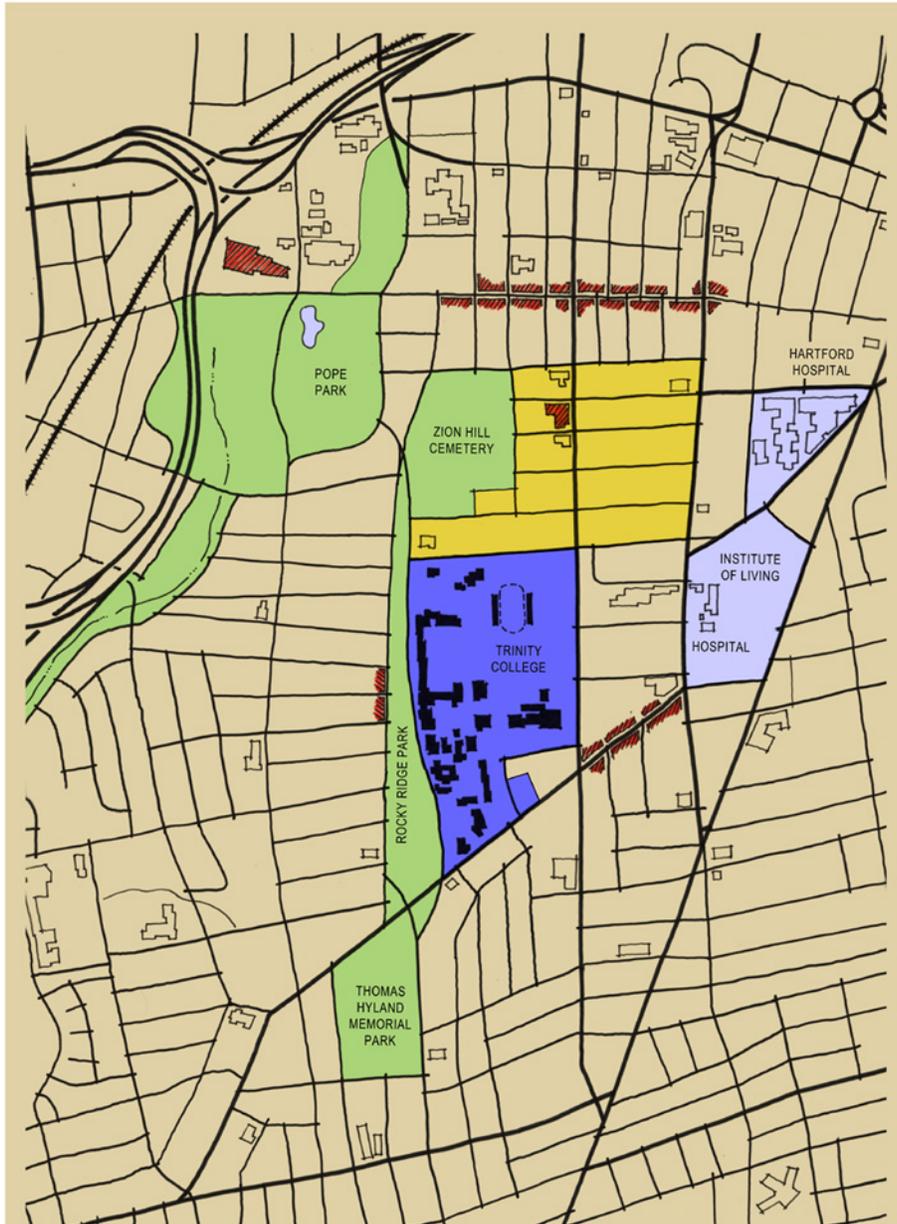
<sup>1</sup> “\$5.1 Million Grant From Kellogg Foundation Affirms and Supports Trinity’s Plans for “Extended Community of Learning.” June 4, 1998. News Release.

<sup>2</sup> “Neighbors Trust Evan Dobelle.” The Hartford Courant. Sept. 28, 1997.

## End of Case Study

**Organization Chart**





**TRINITY COLLEGE**  
**HARTFORD, CONNECTICUT**



**UNR COMPREHENSIVE MASTER PLAN**  
**UNIVERSITY OF NEVADA REGIONAL CENTER**

February 2004



SASAKI - Paulien & Associates - CFA - Petty & Associates - PK Electrical - Fehr & Peers

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**Images from Web Site**



## **PURPOSE**

This case study summarizes Ohio State University's redevelopment policies and initiatives through the establishment of the Campus Partners for Community Urban Redevelopment community development corporation.

Sasaki Associates prepared this case study to provide insight for the development of the mixed-use district proposed by the City of Reno and the University of Nevada, Reno. Please refer to a separate document that summarizes national trends and outlines recommendations pertinent to the proposed mixed-use district.

## **MAJOR CONCLUSIONS**

- Ohio State University is one of the pioneer socially conscious and responsible universities engaged in Urban community revitalization. This growing trend is breaking into the mainstream as Universities nationwide are taking note of the benefits of forming public-private partnerships in redevelopment projects in their surrounding communities.
- Due to their involvement, Ohio State has started to reverse the blight and decay that marked University District.
- Ohio State serves as a successful university-community partnership model, especially in regards to retail development.
- The success of their program lies in the concentration of efforts through the creation of the community development corporation (CDC) Campus Partners and the extensiveness of community participation from the initial stages of the revitalization concept and plan. The formation of the Campus Partners Community Advisory Council, composed of representatives of more than 90 community and neighborhood organizations and local government and university offices, opened up the process to the neighborhood.

## **METHODOLOGY AND ASSUMPTIONS**

This study was compiled based on the consultant's research found on the internet through University and CDC websites as well as interviews with Campus Partners Community Relations Director.

## **DISCUSSION OF FINDINGS**

In the 1990's, concerns over crime and the quality of life in the neighborhood surrounding the Ohio State University District grew to record highs. The murder of student Stephanie Hummer in March of 1994 epitomized the declining quality of the area and as a response, Ohio State University established in 1995 CDC called Campus Partners for Community Urban Redevelopment, commonly referred to as Campus Partners. Campus Partners was established for the primary goal of developing a comprehensive development plan for the neighborhood. The main thrust of the

redevelopment plans centered around High Street, the “main” street of Columbus that runs through the heart of University District. The signature project was the Gateway Center, a 250,000 square foot mixed-use redevelopment project on High Street. Campus Partners’ comprehensive, community-based planning centers around four major themes: improving rental housing and quality of life, increasing home ownership, revitalizing the retail market, and encouraging university-community involvement.

### **Funding Timeline**

- February 1995: Board of Trustees authorizes expenditure of university funds for preparation of revitalization plan
- November 1995: Board of Trustees authorizes the investment of up to \$28 million in university endowment funds and the expenditure of unrestricted gift money to implement Campus Partners plan over five years
- January 1996: The Columbus Foundation awards a \$50,000 grant
- September 1996: HUD grant for \$400,000 over 3 years
- 1997-1998: Campus Partners conducts a detailed study of High Street with \$50,000 from the City and \$150,000 from Ohio State
- January 1998: Ohio Historic Preservation Office approves \$25,000 in federal funds for a Historic Resources Inventory Project
- November 2001: Ohio Capital Corporation for Housing partners with Campus Partners in a \$60 million housing renovation project

### **Funding Sources for the Gateway Center**

- City used eminent domain to acquire property and provided \$7 million for public improvements
- Ohio State \$20 million from endowment funds paid for the 31 parcels of land and \$110 million in the sale of federal bonds
- State provided \$4.5 million toward the parking garage
- Campus Partners received tax-credit allocations of \$35 million from federal program
- Conventional finance of \$10.5 million  
(Source: “Mixed Use College Gateways.” Urban Land. October 2003. pg. 94)

### **Planning and CDC Establishment Process**

- In January 1994, then OSU President Gee appoints the University Area Improvement Task Force made up of representatives from university community organizations, the city, local businesses, and faculty, staff and student groups to study issues and make recommendations.
- In June 1994, the Task Force presents President Gee with a recommendation report that calls for the preparation of a comprehensive revitalization plan and the creation of a CDC.
- In September 1994, Gee announces the creation of Campus Partners
- In March 1995, a consultant team heads the data collection and analysis phase of the revitalization plan. Campus Partners established a task force for each area of the work and holds two evening meetings for neighborhood involvement, attended by 400 people.
- In May 1995, the consulting team gathers in a weeklong session to develop alternatives and concepts for an improvement plan.
- In July 1995, the Advisory Services Panel from the Urban Land Institute interviews more than 115 people from the neighborhoods, the city, and the university and reviews the work of the consulting team.

- In November 1995, Board of Trustees authorizes university investment. Campus Partners publishes first draft of University Neighborhoods Redevelopment Master Plan and holds large community meetings to discuss the draft.
- In April 1996, Campus Partners publishes the University Neighborhoods Revitalization Concept and with the consultant team leader meets with the University Area Commission, Columbus Development Commission, and Columbus Historic Resources Commission to discuss the draft.
- In May 1996, Campus Partners conducts draft discussions with neighborhood and business leaders
- In June 1996, Final draft published and adopted by all partners
- In September 1996, Campus Partners President initiates dialogue with city, university and neighborhood leaders on the planning process and priorities for implementation
- Trustees authorized Partners to purchase High Street vacant lot
- In May 1997, Trustees adopt the revitalization plan
- In June 1997, Columbus City Council adopts the plan
- In July 1997, Partners, with the help of a community committee, selects a lead master planner consultant

## **INITIATIVES**

### **South Campus University Gateway Center**

Scheduled to open in the summer of 2005, this new urban mixed-use development is approximately 250,000 square feet of retail, restaurant, and entertainment space, 70,000 square feet of office space, 150 to 200 apartments, and a parking garage with approximately 1,200 spaces. The retail portion will feature a variety of restaurant and entertainment venues including a planned diner, sports bar, ethnic food, and a coffee bar. Barnes and Noble College Bookstores signed a lease in November 2001 to operate a new 50,000 square foot bookstore, the largest in the country.

### **High Street Plan**

After a detailed study of High Street in 1997 and 1998, Campus Partners published in 2000 "A Plan for High Street: Creating a 21<sup>st</sup> Century Main Street" that envisions the thoroughfare as a great urban "Main Street" that preserves and extends the thoroughfare's urban character. (<http://campuspartners.osu.edu/high.htm#Summary>) The goals for this plan were to restore High Street as a symbolic heart of the district, re-establish High Street as a vital Main Street, create a place for new economic opportunities, and reinforce High Street as an environment that supports learning. As a companion document, the master plan consultants prepared University/High Street Development & Design Guidelines. The Columbus City Council approved an ordinance to adopt both of these plans in May 2002. The plan also includes storefront façade improvements that provide grants and low interest loans. A special improvement district is in the process of being formed for High Street business owners. It currently has 60% of business approval as of January 2004, out of a 75% approval needed. The petition process has been ongoing for a little over a year.

### **Homeownership Incentives Program**

Homeownership had dropped from 50% in 1950 to 12% in 1990.<sup>1</sup> The Trustees, as part of the Revitalization Plan, allocated \$50,000 for an employer-based homeownership incentive program to increase the level of homeownership among faculty and staff in the University District. The program was developed in co-operation with city of Columbus, Fannie Mae, Northside Development Corp., the University's Office of Human Resources, and local lending institutions. The program, effective as of June 1, 1998, offers \$3,000 down payment assistance. As of September 2001, 74 homes had been purchased under the program; 73% of the homebuyers previously lived outside of the University District.<sup>2</sup>

### **Affordable Housing**

The Broad Street Portfolio consists of 1,335 units in Columbus in 242 buildings located throughout the city's Empowerment Zone. This is the largest dispersed site, project-based Section 8, federally subsidized housing group in the nation. In 2000, when the assistance contracts were up, the federal government planned on extending the contracts but with a significant reduction in rent subsidies and little or no funding for rehabilitation of housing or social services for the residents. In response, Campus Partners secured an option to acquire the portfolio and in June 2001 presented to the federal agencies an alternate restructuring plan. After extensive discussions with HUD and neighborhood leaders and elected officials, Campus Partners closed on the properties in April 2003. The portfolio was renamed Community Properties of Ohio.

### **Historic Preservation Inventory**

In January 1998, The Ohio Historic Preservation Office approved a \$25,000 grant in federal funds to the City of Columbus for the project, "Taking Stock: An Inventory of the University Neighborhoods' Historic Resources." Campus Partners oversaw the project and contributed a local match of \$5,000. This project included middle school students, college students, neighborhood residents, retirees and other volunteers in the recording of the physical and social history of the University District. Volunteers were trained in surveying the housing stock in the neighborhoods using the Ohio Historic Inventory form. The goals of the project were "not only to produce a permanent record of the area's housing and other buildings, but to help people to better understand and appreciate the distinctiveness of their neighborhoods."<sup>3</sup>

### **FIGURES ATTACHED**

- Organization chart
- Area plan
- Images from web site

### **End of Case Study**

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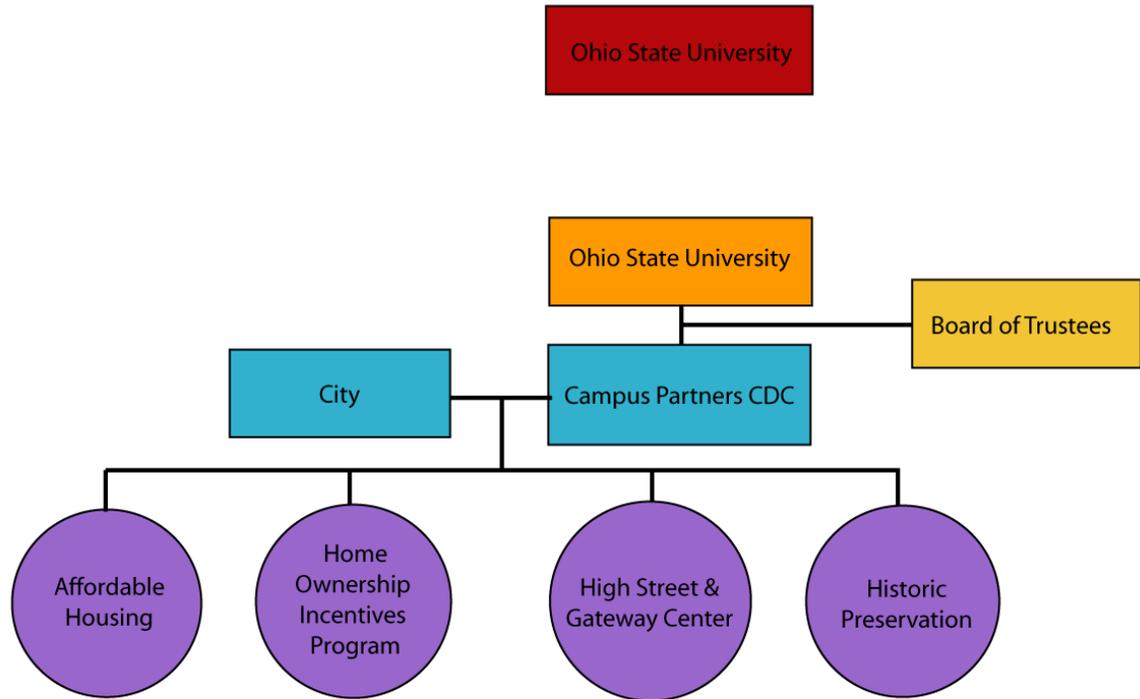
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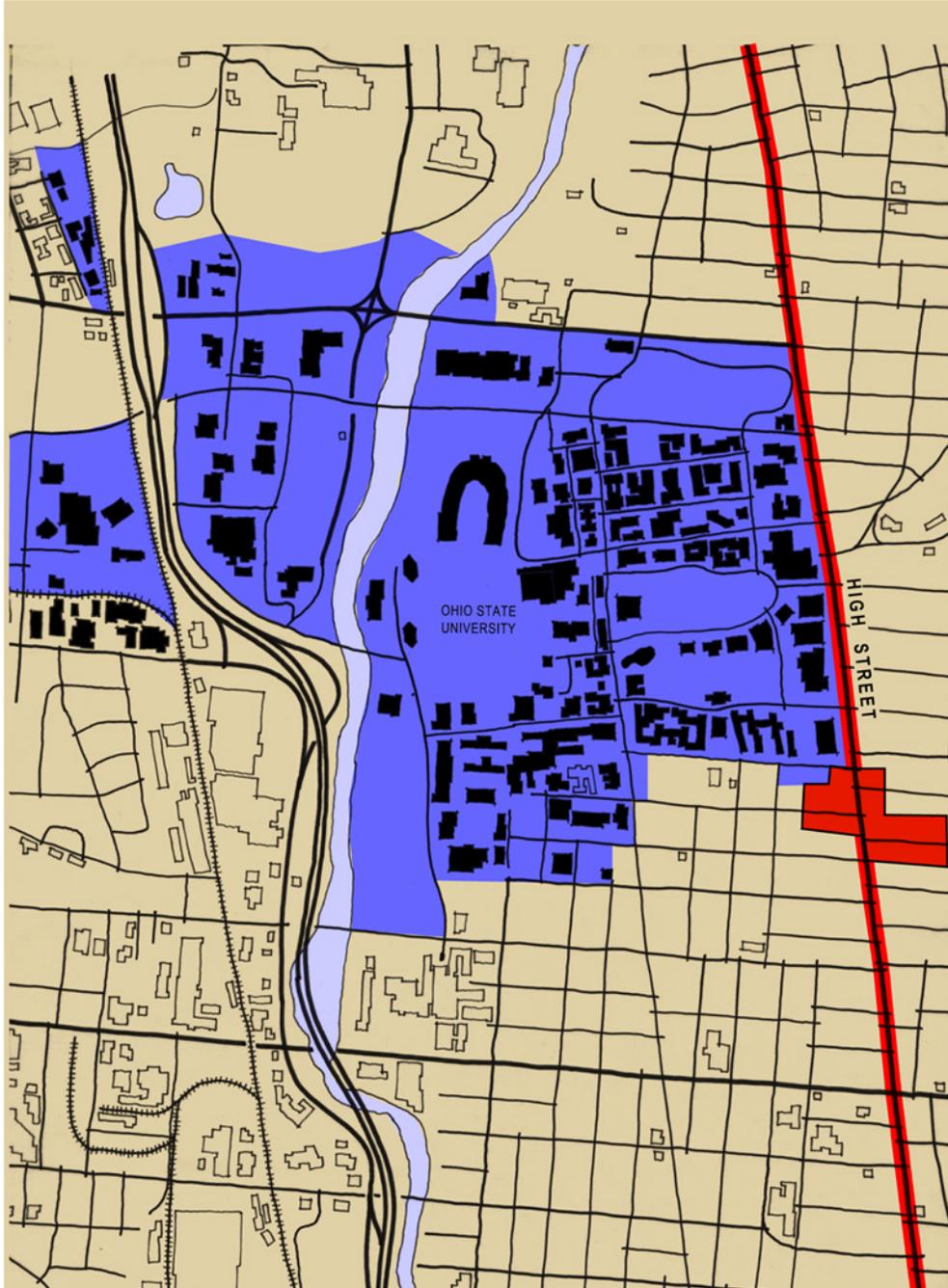
<sup>1</sup>"OHIO STATE ENACTS INCENTIVE PROGRAM TO BOOST HOMEOWNERSHIP." Available: [http://www.osu.edu/osu/newsrel/Archive/98-05-01\\_Trustees:\\_Homeownership\\_Incentive\\_Program](http://www.osu.edu/osu/newsrel/Archive/98-05-01_Trustees:_Homeownership_Incentive_Program).

<sup>2</sup> "Progress Report." Available: <http://campuspartners.osu.edu/homeprog.htm>.

<sup>3</sup> "Taking Stock: An Inventory of the University Neighborhoods' Historic Resources." Available: <http://campuspartners.osu.edu/>

## Organization Chart





**OHIO STATE UNIVERSITY**  
COLUMBUS, OHIO



**UNR COMPREHENSIVE MASTER PLAN**  
UNIVERSITY OF NEVADA REGIONAL CENTER



February 2004

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PK Electrical

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**Images from Web Site**



## **PURPOSE**

This topical brief summarizes University of Pennsylvania's (Penn) public/private partnerships, specifically its community development corporation (CDC), and community redevelopment policies and projects.

Sasaki Associates prepared this case study to provide insight for the development of the mixed-use district proposed by the City of Reno and the University of Nevada, Reno. Please refer to a separate document that summarizes national trends and outlines recommendations pertinent to the proposed mixed-use district.

## **MAJOR CONCLUSIONS**

- Penn is one of the most well known CDC models. It was one of the first universities to take the role of redeveloper and forge public-private partnerships with the aim of the revitalizing its surrounding community. The university understands that the health and vitality of the university are inextricably linked to the quality of life in their city and surrounding neighborhoods. After a decade of work, the face of West Philadelphia has changed dramatically, speaking to the enormous success of Penn's West Philadelphia Partnership and the University District.
- Penn is the largest private employer in the City of Philadelphia. It has leveraged its purchasing power, its knowledge assets, and its capital resources to provide new economic opportunities in the surrounding neighborhoods and in turn has been able to retain and attract the highest quality students, faculty, staff, and research opportunities.
- The two major programs in place, aside from academic community work and community service programs through the Center for Community Partnerships, are the West Philadelphia Initiative under the President's office and a private, non-profit special services district called University City District.
- Penn is about to open a new center called the Urban Institute, which will put together all the initiatives under one office. Penn's programs and initiatives came not from a master planning process or unilateral programmed approach but from many directions at one time. Despite being disjointed, Penn has been incredibly successful in its community redevelopment projects and stands as one of the primary models for other universities.
- In 2003, Penn won the Urban Land Institute's 2003 Award for Excellence, a prestigious award in the public-private sector development industry.

## **METHODOLOGIES AND ASSUMPTIONS**

This study was compiled based on the consultant's research through the University of Pennsylvania and University City District websites and documents as well as interviews with the Director of the Office of City and Community Relations.

## **DISCUSSION OF FINDINGS**

After a series of community workshops and sessions in 1994 under the initial leadership of the university's President Judith Rodin, the University of Pennsylvania created what they called The Five Initiatives. These five initiatives made up the guiding framework for the further development of Penn and its surrounding area. The primary initial goals were to transform it into a clean and safe district, transforming it from its crime-ridden, decaying state. The program is centered around the five principles: clean and safe streets, housing and home ownership, improvement of public education, economic development and commercial development.

From this beginning, Penn formed the West Philadelphia Partnership in 1996, an umbrella program which spearheaded many programs to revitalize West Philadelphia. Since 1998, Penn has invested \$510 million in new construction projects.

Penn founded in 1997, along with community groups, local businesses, government and other partner institutions such as Drexel University one of its largest programs, a private, non-profit special services district called University City District (UCD). UCD is designed to build partnerships between the many sectors with the goal of revitalizing West Philadelphia. Penn's role continues as the principal funder and contributor of UCD.

Penn contains an Office of City and Community Relations (OCCR) that "directs activities to improve relations between the university, the surrounding communities, and the City of Philadelphia with the aim of advancing Penn's academic and institutional mission." It seeks the approval of City Council and City governing agencies for campus and neighborhood development activities, including land use and resource allocation. (<http://www.upenn.edu/ogcpc/cityindex.html>) OCCR's activities include regular meetings with neighborhood association leaders, sponsoring community activities and programs, representing Penn in various community and West Philadelphia organizations, and political outreach activities. OCCR works collaboratively with UCD and the West Philadelphia Partnership to nurture quality of life improvements on and near campus and provides leadership to the University's Community Economic Development Advisory Committee.

## **WEST PHILADELPHIA INITIATIVE**

### **Economic and Commercial Development Projects**

- University Square is a 300,000 square foot retail and hotel development on the site of a former campus parking lot. Completed in 1990 for \$90 million. It holds the university bookstore, the largest campus Barnes and Noble in the nation; a 228 room Hilton Inn with 18,000 square feet of meeting space; POD, a cutting edge restaurant; sandwich and coffee bar; and several retail businesses. The largest commercial investment in West Philadelphia history. Project created 400 new permanent jobs. The University awarded more than \$18 million in construction contracts to local minority and women owned businesses. West Philadelphia residents now fill more than half of the new permanent jobs created by West Philadelphia merchants.

University Square is now known as a unique and vibrant business district and ranges over several blocks with over 50 retail businesses and a centerpiece plaza that attracts crowds to hear music, dine, or relax.

- 40th Street: Penn has invested \$40 million to revitalize the 40th Street commercial corridor. Penn is the principal commercial developer at the corner of 40th and Walnut Streets. Its main anchor is the new 35,000 square foot Freshgrocer market at ground level beneath an 800-car parking garage that opened in May 2001. Across the street is a new 8-screen state of the art auditorium cinema and restaurant/bar called the Bridge Cinema de Lux that opened in November 2000. Together with support for smaller merchants along the 40th Street corridor that links campus to the rest of West Philadelphia, these projects provide a new source of local jobs, as well as an environment that attracts further private investment. Ninety-eight percent of available retail space in the neighborhood is now leased or committed.
- Biomedical Research Building II/III: For the \$95-million BRB II/III construction project, Penn awarded more than \$28 million in contracts to area minority-and women-owned businesses. A total of 22 percent of those employed by the project were women and minorities, along with more than 80 local residents.
- Penn's Buy West Philadelphia Program: the university identifies and purchases products and services from West Philadelphia vendors. Spending has increased 400 percent since 1995, and Penn has purchased \$310 million in goods and services from West Philadelphia businesses.

More information may be found at:

<http://www.upenn.edu/president/westphilly/economic.html> and  
[http://www.upenn.edu/pennnews/rodin\\_legacy/highlights\\_philadelphia.html](http://www.upenn.edu/pennnews/rodin_legacy/highlights_philadelphia.html).

### **Housing and Home Ownership**

- Under the West Philadelphia Initiative project, Penn has a program called the University Housing Program, which conducts workshops, seminars, and a yearly housing fair geared towards the university and the surrounding neighborhoods. The Housing Program is geared to helping community members in their quest for home ownership. The program offers free workshops that center around credit counseling and repair, homeowner's insurance, community housing, hiring a contractor. Penn also offers a University Guaranteed Mortgage Program to full time employees and loans of \$15,000 over 7 years. Nearly 340 faculty and staff have purchased homes in University City through the program. Property must be located in a specific geographical area to qualify.  
 (map: <http://www.business-services.upenn.edu/communityhousing/>)
- Via the Neighborhood Housing and Preservation Fund, Penn has raised more than \$50 million to create a fund that helps preserve moderate-cost rental housing options in University City for students and community members. The fund now owns and operates more than 200 rental units.
- Penn has acquired and invested in gut renovation of distressed properties and resold them in the increasingly competitive housing market. In the last four years they have rehabbed 20 properties.
- Penn brought on a private developer to create a new 282 unit apartment/retail/office complex in a former GE factory called "The Left Bank." Under a long-term lease with the university, the developer invested \$55 million to recreate "The Left Bank" structure.

### **Clean and Safe Streets**

- Over the past five years, Penn has invested \$12.7 million in new sidewalks, trees, lighting, bike racks and trash receptacles on 40<sup>th</sup> Street.

- In 1996 Penn and the West Philadelphia Partnership started a community lighting program called UC Brite. Its administration was taken over by UCD in the fall of 2002. Penn reimbursed homeowners and landlords in UC for 50 percent of the cost of both lighting fixtures and installation charges and UCD continues to provide matching funds to UC residents. 123 square blocks are safer and more welcoming at night now.

### **Public Safety**

- Combat crime on and off campus. The University of Penn Department of Public Safety opened a new headquarters building on 40<sup>th</sup> and Chestnut Streets in West Philadelphia. The Philadelphia Police Department opened a new substation in West Philadelphia at the UCD headquarters. Penn Police Department hired 19 new officers. Crime has dropped 36 percent in the past five years.

### **Education**

- Announced in June 1998 and opened in September 2001, the Penn Alexander School, at 42<sup>nd</sup> and Locust Avenue, is an exemplar public elementary school developed by the University's Graduate School of Education in conjunction with the Philadelphia School District and the Philadelphia Federation of Teachers.
- Penn conducts a program called the West Philadelphia Improvement Corps (WEPIC) which is a year round program that involves approximately 10,000 children, their parents, and community members in education and cultural programs, recreation, job training, community improvement, and service activities. Originated in 1985 from an honors history seminar entitled "Urban Universities—Community Relationships: Penn-West Philadelphia, Past, Present and Future, as a Case Study."

### **University City Neighborhood Improvement Program (UCNIP):**

January 2004, Penn and Citizens Bank announced a \$28 million neighborhood development initiative called the University City Neighborhood Improvement Program (UCNIP) to upgrade housing, expand business opportunities and bolster the working capacity of community-based organization and UC. The investment will bring together a partnership between UC institutions, neighborhood organizations and nonprofits to continue the revitalization of the area. Nearly half of the pledged funds are designated for construction of new housing and rehabilitation of existing housing and on the area's commercial corridors. It will have the greatest impact on low and moderate-income residents of UC.

\$28 million will be allocated in the following ways:

- Citizens Neighborhood Housing Development Program: \$10 million acquisition and development financing to community groups for rehabilitation projects.
- Citizens Neighborhood Plus Mortgage: \$5 million mortgage loan allocation for applicants living in low income and moderate-income census tracts.
- Citizens Bank Home Repair Program: \$1.5 million for home improvement financing.
- Economic Development Investment: \$10 million for financing to small businesses and owner-occupied stores along the commercial corridors.
- Citizens Neighborhood Partnership Fund: \$250,000 over five years; grants to non-profits for neighborhood revitalization projects.
- University City District (UCD) grant of \$50,000

### **UCD (University City District):**

A private, non-profit special services district, UCD was established in 1997 to improve the 2.2 square mile area of West Philadelphia. By 1996, crime and blight in the surrounding areas reached record highs, spurring a new partnership. Penn convinced other area institutions including Drexel University, The University City Science Center and the West Philadelphia Partnership to join the UCD. It builds partnerships to "maintain a clean and safe environment and to promote, plan, and advocate for University City's diverse, urban community." UCD is managed by a 25 member board and a full time staff. University City was Philadelphia's first suburb and earned the name from the six colleges and universities in the area. Its operating budget comes from voluntary five-year contributions from its member institutions as well as from businesses, residential and commercial property owners and community organizations. A map of the area may be found at: [http://www.ucityphila.org/visitor\\_map/index.cfm](http://www.ucityphila.org/visitor_map/index.cfm)

### **UCD Programs**

- Marketing and Communications
- Neighborhood Initiatives
- Public Safety
- Public Space Maintenance

### **UCD Revenue (FY04)**

- 69% from board contributions
- 13% LUCY (transportation shuttle)
- 5% Fee for Service
- 7% Grants/Sponsorships
- 2% Annual Appeal
- 4% Interest/Other Income

### **Neighborhood Initiatives**

- UCD has raised over \$350,000 in 2002 alone in support of small businesses (workshops, technical assistance) in University City, part of a comprehensive plan to improve the physical and economic environment of the neighborhood commercial corridors.

### **Commercial Development**

- Commercial development is the top item for the District's five-year plan. UCD has raised more than \$5 million for signage, landscaping, transportation, and public park improvements in University City since 1997.
- There are two main commercial corridors in the UCD: Baltimore Avenue and Lancaster Avenue. Struggling due to dis-investment and a poor economy, the two corridors drew the attention of UCD, which embarked in July 2002 on a multi-year effort to enhance the commercial corridors. Corridor managers were hired for each.
- Lancaster Avenue projects include business façade improvement (interior and exterior), business recruitment and retention, physical improvements, conducted survey of corridor shoppers, a comprehensive corridor study.
- Baltimore Avenue neighbors said they wanted the Avenue to be cleaner, better looking and more fun so UCD embarked on several projects: Sugar Hill Bakery opened, L&W Plants and Dan's ribs opened at the Farmer's Market, live music every Saturday at Abraccio (an Italian restaurant), Crossroads Music Series at the Calvary Center, façade work, and conducted a retail study as well.

- 40th Street is known as “West Philadelphia’s commercial spine” and the interstices of town and gown. It is not part of UCD’s Corridor Initiative but has been a busy local corridor for decades and is important to the UCD.

### **Clean and Safe**

- UC Brite, discussed earlier in the West Philadelphia Partnerships section
- UCD also has 35 Safety Ambassadors: unarmed, uniformed patrols who aid residents and visitors and are a visible deterrent to crime.

### **Marketing and Communications**

- Interactive Visitors Map that breaks down the District into 12 sections to show World Cuisine, Places to Stay and Things to Do ([http://www.universitycitydistrict.org/visitor\\_map/index.cfm](http://www.universitycitydistrict.org/visitor_map/index.cfm))
- A PDF visitors guide breaks up the area into galleries, museums and murals, restaurants and cafes, accommodations, shopping, events, amusements, parks and neighborhoods, campuses, and map may be found at: [http://www.universitycitydistrict.org/pdfs/visitors\\_guide.pdf](http://www.universitycitydistrict.org/pdfs/visitors_guide.pdf)

### **Additional University Ties**

- University of Pennsylvania Department of City and Regional Planning intends to use its Community Outreach Partnership (COPC) Community Futures Demonstration Grant in the West Powelton and Mantu neighborhoods in West Philadelphia. The university plans to return currently vacant and distressed properties to sound condition using innovative designs. The goals of this project is to create new courses for students; stimulate dialogue on housing design and community planning process between academic departments, community organizations, government agencies, and neighborhood residents; increase research opportunities for students and faculty to link research with communities in need; expand the university's commitment to and investment in West Philadelphia into West Powelton and Mantua; and to construct and occupy the 10-unit Imani VI houses.
- Penn contains a Center for Community Partnerships (founded in 1992) that serves as more of an academic based program linking faculty and students in community service endeavors. Its objectives are to “improve the coordination and collaboration of all university-wide community service programs; create new and effective partnerships between the university and the community; encourage new and creative programs linking Penn and the community; and create and strengthen networks of institutions of higher education committed to engagement with their local communities.” They do this through the linkage of community schools to the university that links teaching and research to service and learning by developing courses that focus on problem solving and long term outcomes. A list of their projects and programs may be found at: <http://www.upenn.edu/ccp/programs.shtml>.

### **Process Timeline**

- Early 90’s: urban problems surrounding Penn rise to record highs
- 1994: Five Initiatives
- 1995: Buy West Philadelphia Program begins
- 1996: West Philadelphia Partnership forms
- 1996: UC Brite begins, Public Safety Initiative begins, UC Green begins
- 1997: University City District forms
- 1999: Biomedical Research Building II/III built
- 1999: University Square multi-use development completed
- October 2000: Neighborhood Housing and Preservation Fund announced

- November 2000: Eight screen Bridge Cinema de Lux with restaurant/bar opens in 40<sup>th</sup> St. Commercial Corridor
- May 2001: 35,000 square foot Freshgrocer opens in 40<sup>th</sup> St. Commercial Corridor
- July 2002: Commercial Corridors enhancement begins
- January 2004: University City Neighborhood Improvement Program announced

#### **Funding**

- HUD Office of University Partnerships \$397,739 grantee
- Penn \$510 million in construction since 1998
- Penn \$40 million on 40<sup>th</sup> Street
- Penn \$50 million Neighborhood Housing/Preservation Fund
- Penn \$90 million University Square
- Penn \$12.7 million on Clean and Safe Initiative
- Penn \$95 million Biomedical Research Building
- Citizens Bank \$28 million
- Private Developer \$55 million on Left Bank housing development

#### **FIGURES ATTACHED**

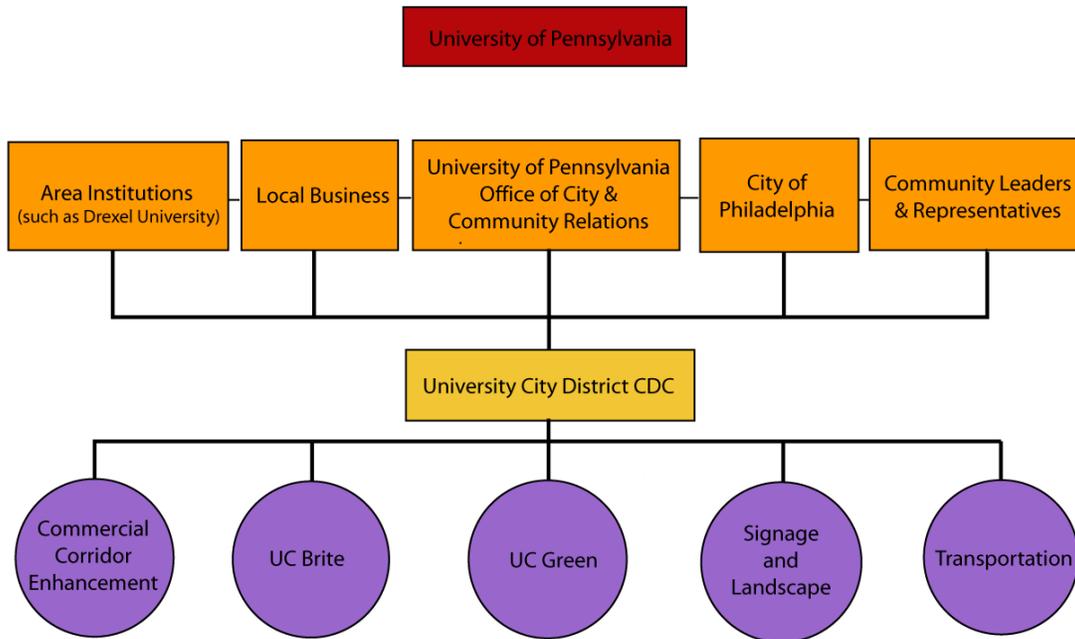
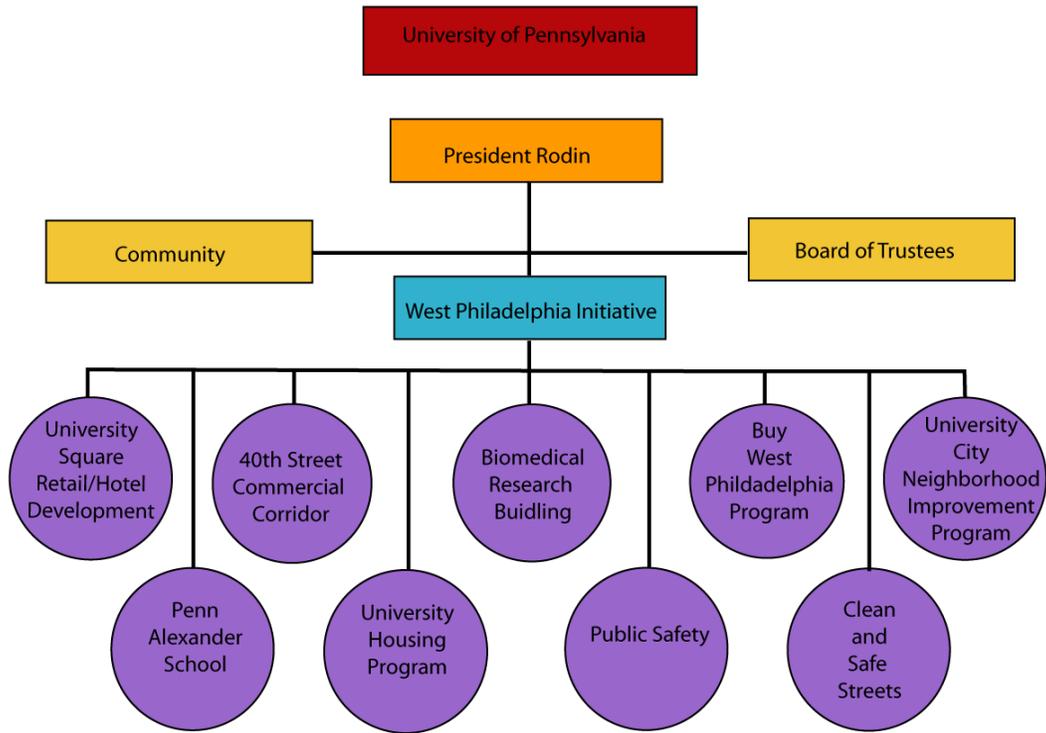
- Organization chart
- Area plan
- Images from web site

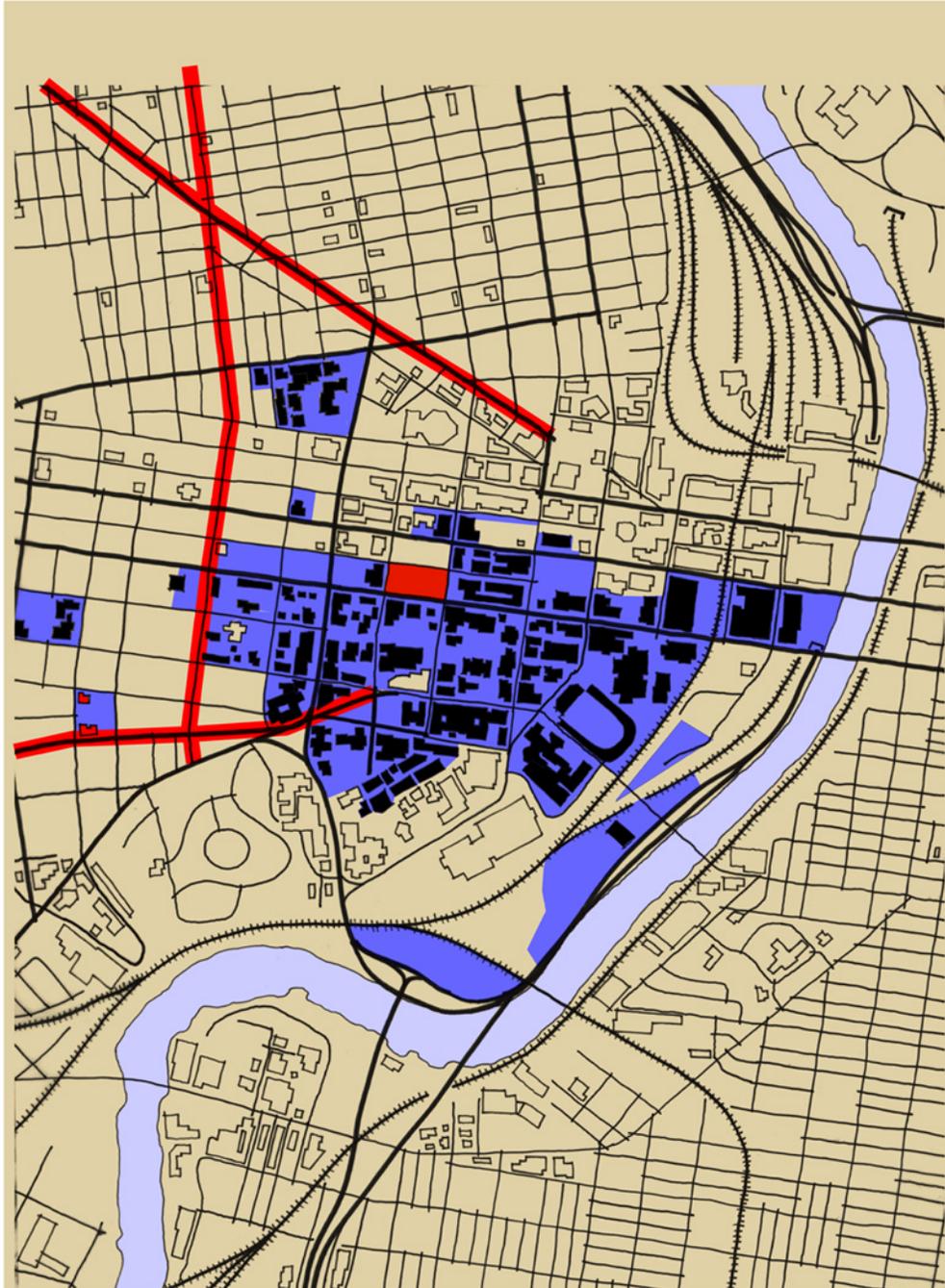
#### **END NOTES**

No end notes.

#### ***End of Case Study***

**Organization Charts**





**UNIVERSITY OF PENNSYLVANIA**  
**PHILADELPHIA, PENNSYLVANIA**



**UNR COMPREHENSIVE MASTER PLAN**  
**UNIVERSITY OF NEVADA REGIONAL CENTER**



February 2004

SASAC

- Paulien & Associates

- CFA

- Petty & Associates

- PK Electrical

- Fehr & Peers

Images from Web Site

