DESIGNING HEALTHY TOWN GOWN RELATIONSHIPS
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Town and Gown is a term dating back to medieval Europe to describe the two distinct spheres of life, the university (gown) and lay people (town).
Why does this content matter?

- The fates of the higher education institution and its municipality are intrinsically linked
- Both are seeking quality of life for their communities
- Integrated planning initiatives support mutual prosperity
- Prove your worth as a community anchor
Religion in Academia

+ policy to protect campus from surroundings
1862 Morrill Act

Land grants to support local education
BACKGROUND – Typical Campus Evolution

Rural Campus Model University

*expansion occurs more organically with the growth of the town

borders are less defined than in the urban context
Settlement Movement
Community as the laboratory

(left) Hull House Chicago, (right top) Hull House Nationalities Map 1895, (right bottom) Hull House Wages Map 1895
Students at the University of Iowa in 1947.
Source: Margaret Bourke-White/Time Life Pictures/Getty Images

Due to the GI Bill, 60 percent of the school’s enrollment was made up of veterans in 1947.

College Enrollment by Institution Type

Source: U.S. Department of Education

Rapid increase in student enrollment
G.I. Bill - 1944
Campus at the Periphery of the City

Pre 1950

- farmland
- city park OR religious campus
- university main campus
  [at outer limits of city street grid]
- university medical campus
  [by local city hospital]
Most students live at home and commute to school. Campus [very little connection with immediate neighbors]. Small campus residence hall. Faculty and many students are community members.
The G.I. Bill

Post 1950

Rural Migration

Urban Campus Expansion

- migration out into the country where there is more land available to expand campus
- more students result in university expansion

*increased federal funding for research
Further Campus Expansion

1960’s

- *expanded campus is now a cultural hub
- sports facilities
- performance spaces

BACKGROUND – Typical Campus Evolution
Campus Merger

1960’s

No longer public vehicular circulation through campus
Campus Paving

1970’s

BACKGROUND – Typical Campus Evolution

all ‘empty’ space on campus converted into parking
Neighborhood Infiltration

1970's

- Student expansion out into community via residential rental
- The increase in research funding from the federal government causes an increase in graduate students and therefore increases the demand for off-campus housing

Older homes are converted into rentable apartments by local residents. Initially this proves a steady stream of cash-flow to the community.
Community Migration

1980’s

required housing stock to support university BUT much of it is in poor condition

many faculty and community members choose to leave for the suburbs
Traffic

1980’s

The higher commuter population increase the amount of vehicular congestion.
Deterioration of Community Amenities

1960 - 1990's

- Reduction in owner occupied property leads to lack of investment in community residences.
- Increase of low-end retail and fast food outlets to serve students and commuters.
- High traffic vehicular circulation surrounding campus.
- Extreme disconnect between university and neighborhood.
- Reduction in owner occupied property leads to lack of investment in community residences.
- Retail services migrate to suburbs.

BACKGROUND – Typical Campus Evolution
The Campus Ripple Effect

1960 - 1990’s

- Il-defined Edge between Campus and Community
- Adjacent Dilapidated Housing Stock
- Reduction in Property Values
- Increase in Non-taxed Property
- Pressure from Towns on Gowns for payment in lieu of taxes (PILOT)
- Student Noise and Vandalism
- Lack of Community Amenities
- Traffic and Congestion
Town | Gown Collaboration

Post 1990’s

A  Increase in Student Access to Community

through:
• Community Service
• Internships
• Teaching Positions

B  Manifest a Common Destiny between Town and Gown

through:
• Knowledge
• Economic Development
• Quality of Life
Current Thinking in the News

[Indianapolis and Butler] Leaders join together for community develop at 38th and Illinois (Indianapolis NewsBeat 11/4/14)

OU, Athens city officials participate in inaugural Town and Gown Summit (The Athens Messenger, 7/30/16)

Monmouth College president celebrates power of town-gown relationship – What is Good for the City of Monmouth is good for the Monmouth College (The Register-Mail, 9/15/16)

Cities and Universities Will Work Together in New MetroLab Network [University-City Partnerships] (NextCity, 9/15/16)

University of Washington and City of Auburn launch first Livable City Year partnership (University of Washington, UWTODAY 8/30/16)

Cal Poly is working to improve town-gown relations (The Tribune, 9/15/16)
TOWN|GOWN RELATIONSHIP TYPОLOGIES
Town Gown Relationship

Devitalized
- Challenged
- Lower effort, lower comfort

Conflicted
- Troubled
- Higher effort, lower comfort

Traditional
- Adequate
- Lower effort, higher comfort

Harmonious
- Most Desirable
- Higher effort, higher comfort

Town Gown Relationship is often compared to a marriage because it is a relationship that is constantly in flux, but bound together regardless.

SOURCE: A Tale of Three Cities: Piloting a Measure of Effort and Comfort Levels within Town-Gown Relationships’
Stephen M. Gavazzi & Michael Fox
26 September 2014
Informal Interviews

1) Alan Anderson – Executive Director of Neighborhood and Community Relations, Northwestern University in Evanston, Illinois
3) Harold J. Sanger – Mayor of Clayton, Missouri
4) Shelley Welsch – Mayor of University City
5) Cheryl Adelstien – Assistant Vice Chancellor for Community Relations and Local Government Affairs at Washington University in St. Louis, Missouri
6) Liz Kramer - Assistant Director of Community-Based Design & Sustainability at the Sam Fox School of Design Art and Architecture at Washington University in St. Louis, Missouri
7) Mary Campbell – Assistance Vice Chancellor of Real Estate at Washington University in St. Louis, Missouri
8) Gerry Welch – Mayor of Webster Groves
9) Lindsey Heffner LaFore – Sustainability coordinator Webster University, Webster Groves, Missouri
10) Gary Zack – VP for Finance and Administration at Fontbonne University, Clayton Missouri
11) Bob McDavid – Mayor of Columbia Missouri
12) John Stockwell – Executive Director of Planning at the University Planning Office, Tulane University, New Orleans, Louisiana
Organic expansion with the growth of the town – borders are not defined

Expansion occurs within city grid taking over residential territory as the campus grows

Campus engulfed by expanding suburbs. Little opportunity for campus expansion.
Town | Gown Typology

- Isolated
- Independent
- Synergistic
- Synergistic but Independent
Characteristics:

- Campus is an island within a community
- Historic presence in community (likely there before the residences)
- Lack of appreciation by neighbors
- Students less invested in campus life and community
- Potentially a commuter school or focused on evening classes
- Tend to be regional universities on the periphery or outskirts of mid-size to small cities.
Characteristics:

- Large scale and dispersed alumni base
- More focus on global community by institution (including local municipality)
- Town takes pride in national institution
- Institution may be less invested in local community due to global focus
Characteristics:

- Community and State feeds the school and the school feeds the region
- Likely a State School
- Sport teams and events brings people together across communities
- Multi-generational attendance at an institution with long term investment and support to the school
- Blurred line between campus and community
Characteristics:

- Town and Gown grew dependently from one another
- Institution serves students from other areas
- Academic offerings and cost may not serve the needs of the community
- Graduates usually leave for a larger city afterwards or return home (Brain Drain)
- Student engagement in community has a focus towards Community Service
- Shared appreciation for mutual success
What kind of Town | Gown relationship do you have?

Your poll will show here

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CASE STUDY: BUTLER UNIVERSITY AND THE ANCHOR COALITION
By the numbers…

- 11 square miles – 2% of County
- $3 billion of assessed value – 5% of County
- 48,500 residents
- 21,375 households
- 17 neighborhoods
- Historic districts
- Over 400 local businesses

And…

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...Major Anchor Institutions

- Butler University
- Children’s Museum of Indianapolis
- Christian Theological Seminary
- Crown Hill Heritage Foundation and Cemetery
- Indianapolis Museum of Art
- International School of Indiana
- Indiana State Fairgrounds
- Ivy Tech Community College
COLLECTIVE IMPACT OF MIDTOWN ANCHOR COALITION

LAND AREA: 1,097 ACRES
FACILITIES: 3 MILLION+ SQUARE FEET
EMPLOYEES: 2,312
SPENDING: $114 MILLION IN ANNUAL PURCHASING
PAYROLL: $117 MILLION IN TOTAL PAYROLL
STUDENTS: 5,103
VISITORS: 1.1 MILLION+ ANNUALLY

ANCHOR INSTITUTIONS PLAY AN IMPORTANT ROLE IN A CITY. THEIR EMPLOYMENT, REAL ESTATE HOLDINGS, REVENUE GENERATION AND SPENDING PATTERNS SIGNIFICANTLY IMPACT LOCAL AND REGIONAL ECONOMIES.
The Plan........
Public Amenities…
“The classification recognizes our commitment to partnering with communities as we provide experiential learning opportunities. Our students connect with the community, and together we serve the common good.”

James M. Danko, President
Framework Plan

Safety & Security
Education
Attraction & Identity
Collaboration & Engagement
Housing & Neighborhood
Connectivity & Infrastructure
GOAL:
FOSTER A **CONSISTENTLY SAFE & SECURE**
EXPERIENCE FOR THE RESIDENTS, EMPLOYEES, STUDENTS,
VISITORS AND PATRONS

SAFETY & SECURITY

OBJECTIVE:
ADDRESS THE REAL AND PERCEIVED INCIDENCES OF CRIME IN THE AREA THROUGH PUBLIC,
PRIVATE, AND COMMUNITY PARTNERSHIPS AND ALIGN THOSE EFFORTS WITH
OTHER CITY-WIDE INITIATIVES
GOAL:
LEVERAGE THE UNIQUE PK-16 AND ADULT EDUCATIONAL ASSETS OF MIDTOWN AS A QUALITY OF LIFE AMENITY TO MAKE MIDTOWN A COMMUNITY OF CHOICE

OBJECTIVE:
OFFER RESIDENTS OF MIDTOWN THE MOST PK-16 AND ADULT EDUCATIONAL OPTIONS FOR EXCELLENT PRIVATE, PUBLIC, AND PAROCHIAL EDUCATION IN THE REGION, WHILE ENHANCING THE COMPETITIVENESS OF THE MIDTOWN ANCHOR COALITION MEMBERS
ATTRACTION & IDENTITY

OBJECTIVE:
IMPROVE THE QUALITY OF LIFE OF EXISTING RESIDENTS OF MIDTOWN, WHILE INCREASING THE LENGTH OF STAY AND NUMBER OF PEOPLE COMING TO MIDTOWN TO LIVE, WORK, LEARN AND VISIT.

GOAL:
PROVIDE UNIQUE AND AUTHENTIC URBAN EXPERIENCES FOR ARTS, CULTURE, HISTORY, SPORTS AND RECREATION FOR INDIANAPOLIS AND THE REGION, WHILE CELEBRATING THE DISTINCT NATURAL ENVIRONMENT OF MIDTOWN AS THE HEART OF INDIANAPOLIS.
COLLABORATION & ENGAGEMENT

OBJECTIVE:
ENHANCE THE EFFICIENCY AND EFFECTIVENESS OF THE ANCHORS IN FULFILLMENT OF THEIR MISSION BY ADDRESSING PROJECTS, PROGRAMS, AND POLICIES WITHIN MIDTOWN, INDIANAPOLIS, AND THE REGION THROUGH A SHARED VALUE STRATEGY

GOAL:
BUILD AND STRENGTHEN THE MIDTOWN AND INDIANAPOLIS COMMUNITIES THROUGH INTENTIONAL AND MUTUALLY BENEFICIAL COLLABORATION AND ENGAGEMENT WITH LOCAL STAKEHOLDERS, LINKING INSTITUTIONAL PRIORITIES WITH COMMUNITY NEEDS
OBJECTIVE:
As a catalyst for new demand and investment, increase the number of anchor institution employees living closer to where they work through new housing options, creative financing and incentive programs, and neighborhood amenities.

GOAL:
Stabilize & Enhance Residential Areas within the Butler-Tarkington and Crown Hill Neighborhoods, while positively impacting other neighborhoods of Midtown.
GOAL:
STRENGTHEN CONNECTIVITY AND INTERACTION AMONG THE ANCHOR INSTITUTIONS, TO THE-surrounding MIdTOWN NEIGHBORHOODS, AND THE LARGER SYSTEMS OF INDIANAPOLIS AND THE REGION

CONNECTIVITY & INFRASTRUCTURE INITIATIVES

OBJECTIVE:
OFFER RESIDENTS, EMPLOYEES, STUDENTS, VISITORS AND PATRONS THE MOST TRANSPORATION AND COMMUNICATION OPTIONS OF ANY AREA IN THE REGION
10 Lessons Learned…(so far)

- Drawing boundaries is hard; be intentional and focus on finding **common ground** with place-based initiatives
- Place-based initiatives are not just about real estate
- Begin with “**shared value**” — connect the dots on community needs and the anchors’ enterprise strategy
- Get the **right people** at the table (i.e., decision makers)
- Ensure the **community perspective** is represented, but it is not a conventional “community planning” or public process
- Strive for **equal commitment** among the partners, not necessarily equal investment

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10 Lessons Learned...(so far)

☐ Every partner needs to get something, but they will not get everything
☐ Relationship building and trust is critical for the process and implementation; there will be contentious issues
☐ Develop the strategy together and then take the priorities and commitments to internal stakeholders and the public... together
☐ Don’t rush the implementation phase and develop a sustainable organizational structure

Stay tuned.
DESIGNING A HEALTHY RELATIONSHIP
Healthy Town | Gown Relationships

Institutions Provide:
- Pride
- Stability
- Intellect
- Culture/Athletics
- Facilities

Communities Provide:
- Services
- Good Living Conditions
- Source of Labor
- Support to Programs and Services
Barriers/Challenges to Engagement or Collaboration

**COMMUNICATION**
[Lack of platforms in place to thoughtfully engage both communities]

**UNWILLINGNESS TO COMPROMISE**
[entities are first and foremost self-serving]

**LACK OF RESOURCES/FUNDING**
[by larger institutions to research exactly how they can help their communities at a less tactile level but at more basic fundamental level]
10 Strategies

Permeate the Social Edge
Leverage Political Partnerships
Cooperative Strategic Development
Integrative Environmental Initiatives
Streamlined Services and Resources
De - territorialize Communities
Extend Academic Methodologies
Assessment of Current Condition
Fluid Communication and Transparency
Empower Economic Initiatives
Empower Economic Initiatives

Economic Incentives that help to stimulate partnership between Town and Gown via taxes, grants, funds etc.

- Pilot Payments (Payment In Lieu Of Taxes
  Brown University, Providence Rhode Island
  Fontbonne University, Clayton Missouri

- Grants offered to community for to enhance relationships

- Cash grants to faculty and staff to buy houses in the area
  Yale University, Butler University
Cooperative Strategic Development

Development that Mutually Benefits Town and Gown

• Neighborhood Revival Programs
  $50M Neighborhood Revival at Marquette University in Milwaukee

• Development of off-campus facilities
  Seton Hill University for the Performing Arts developed off campus in cultural district downtown, Greensburg Pennsylvania
Facilities Management Improvements:

Lack of organized management of properties causes disruption to Communities for Events

- Facility Operation and Maintenance Agreements
- Signed agreements between the institution and the municipality regarding the operations of a facility off campus, or greatly effecting areas beyond campus as a means of setting expectations and easing any concerns regarding disruption to the community - Especially for Cultural Venues, Sports Facilities (Game Day), Residence Halls (for move in day)

Yulman Stadium
Tulane University, New Orleans Louisiana
Assessment of Current Conditions

Coordinated Assessments and Cooperative Long-term Planning

• Assemble and reconcile goals of previous city and university planning initiatives
  *Butler University Anchor Coalition*

• Equal commitment not necessarily equal investment
  *Butler University Anchor Coalition*

• Long-term planning for infrastructure support
Limitations on Infrastructure:

Towns are not informed when schools expand their admission numbers (increase in student enrollment)

- Challenges the city infrastructure (housing stock, utilities, traffic and parking)
- Requires Communication by Institution to community and collaborative long term planning to accommodate changes to infrastructure
Leverage Political Partnerships

Bridge between local political systems

- Town-University Relations Committee
  - Longwood University in Farmville, Virginia
  - Clemson University, South Carolina

- University Liaison Position that’s jointly employed by the municipality and university
  - Colorado State University in Fort Collins
Personal Relationships

- Importance of forging personal relationships to improve TG relationships
  - Between Leadership
  - Between Students and Locals
  - Between Faculty and Community Organizations

- Methods to Facilitate:
  - Attendance by students in local events/service/internships
  - Invite Locals onto campus (events/resources)
Permeate the Social Edge

Expand and connect the social circles of students, faculty, and community members

- University Hosted Events on Campus for the community
  St. Cloud University in Minnesota

- “Students Welcome” signs in local businesses
  Webster University

- University developed Retirement Communities
  University of Michigan (University Commons Retirement Community)
  Pennsylvania State University (The Village at Penn State)
Integrative Environmental Initiatives

Partnerships between Universities and Municipalities to Improve sustainable efforts in the community and reduce environmental impact

- Partnerships to develop innovative technology to reduce reliance on fossil fuels
  Rust to Sustainability at Oberlin College, Ohio

- Sustainability Coordinators
  Washington University in St. Louis

- Smart and Livable Cities
  Livable City Year partnership, University of Washington and City of Auburn
  MetroLab Network [University-City Partnerships]
Sustainability Outreach

- Land Lab Competition: Initiatives that reach beyond campus borders, connect with locals and community leaders, Washington University in St. Louis.

- Feed into, connect with and bolster existing sustainability infrastructure (bike paths, greenways, recycling networks, move-in swap meets with neighborhood).
Streamlined Services and Resources

Sharing services and resources to meet the needs of both communities (police, emergency services, information etc.)

- Public Information Commons
  University of North Carolina, Charlotte North Carolina

- Student run Fire Department
  Antioch College, Yellow Springs Ohio
Fluid Communication and Transparency

Improve how and the effectiveness of communication and transparency so that community members can feel a part of university processes

- Joint University and City Committee
  Clemson University, South Carolina

- Informative Campaigning to explain new projects from the start
  Advice from Gordon College, Wenham Massachusetts
Communication Improvements:

Suggestions:

- Centralization – have a place where all information is accessible (website)
- Proactive Communication
- Transparency
- Efficient and Thorough – quick response time, clear liaison to communicate through
- Should manage expectations
- May require a platform – (website, survey, mapping tool, not just host meetings)
Best Practices for Construction Projects:

A. Work with Community from very initial Conversations
   i. Establish relationship and demonstrate willingness to alleviate concerns
   ii. Discussion concerning infrastructural needs and limitations

B. Acquiring distressed properties – or land that is unused or invaluable to community

C. Interim Property Use:
   i. lease-back to current tenant
   ii. invest some capital in minor renovations so that the property can remain an asset to the community in the mean time before development

D. Facility Contracts between City and Institution:
   i. Establish a clear contract between Town and Gown to establish methods of operation and maintenance for facilities.

E. Be conscientious of neighbors during construction
   i. Provide small repairs crew as a thank-you to the neighbors
   ii. Impose construction hours and noise restrictions
   iii. Provide parking away from construction site for workers with a shuttle to site in densely populated areas to reduce traffic congestion and parking issues.
De-territorialize Communities (Spatially)

Providing Physical Access to Community and Campus

- Accessible Campus Paths
  *Brookhaven College, Farmer’s Branch Texas*

- Community Friendly Parking on Campus

- Practical and easily understandable wayfinding not just for students but for visitors as well.
Extend Academic Methodologies

Provide access to learning beyond the school campus

- Coursework that encourages leadership and participation in the community
  *Citizen Interaction Design, University of Michigan, Ann Arbor Michigan*

- Job Training Partnerships
  *Yakima Valley Community College, Washington State*

- Integrate Outreach services into Academics
  - *Portland State University (PSU) in Portland*
Unique Experiences:

- Intergenerational Living Partnerships
- Unique location-based research projects
  - WMU occupational therapy research project with retirement home
Brain Drain:

- Forge partnerships with municipal and private sector parties.
- Assess/align curriculum to support the professional opportunities in the area.
  - Advisory boards from local industries
- Consider long-term internship opportunities.
- Look for opportunities to assist in bridging the gap between graduation and professional life
  - University supported housing
  - Leveraging social communities (co-working space)
Recommendations

**Isolated**
- University as an Anchor
- Proactive communication
- Community liaison
- Community portal/website
- Neighbor/campus events
- New ordinance for mutual benefit

**Independent**
- Leadership values local relationships
- Resources committed to community engagement
- Strategic procedures for procurement of new property
- Facility Agreements
- Joint Development projects
Recommendations

- Community access to campus
- Collaborative projects as methods of sharing resources (facilities, security, fire safety, sustainability initiatives)
- Transparent, proactive communication

Synergistic

- Personal university/community connections (cultural and athletic events, community service initiatives, internships)
- Community service opportunities
- Local entrepreneurship that supports recent graduates

Synergistic but Independent
Framework for Town | Gown Partnerships

- Forge, Nurture and Sustain Partnerships
- Work within (or to improve) Regulatory Systems
- Ensure Maintenance and Sustainability
- Develop Metrics for Performance and Evaluation
- Respect Unique History, Assets and Qualities of Community

Developed from the Creative Placemaking Executive Summary
DISCUSSION
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