



Sharing Common Goals

UNIVERSITY ROUNDTABLE

HR&A
Analyze. Advise. Act.

May 2, 2008



Introduction

College Town

Physical Development

Economic Development

Neighborhood Stability

Sustainability

Conclusion

EPA and HR&A held discussions with a range of stakeholders.

- 8 major higher education institutions
- 6 City officials
- 7 community organizations
- 2 housing developers
- Assorted neighborhood groups

Stakeholders identified 5 common objectives.

- Re-envisioning Greensboro as a **“college town”**
- Collaborations on physical **development**
- Improved **economic competitiveness**
- Neighborhood **stability**
- Sustainability/ responding to **climate change**

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Re-envision Greensboro as a “college town”

- greater **interconnection**
- recognize **synergies**
- **support** for college/university & community goals

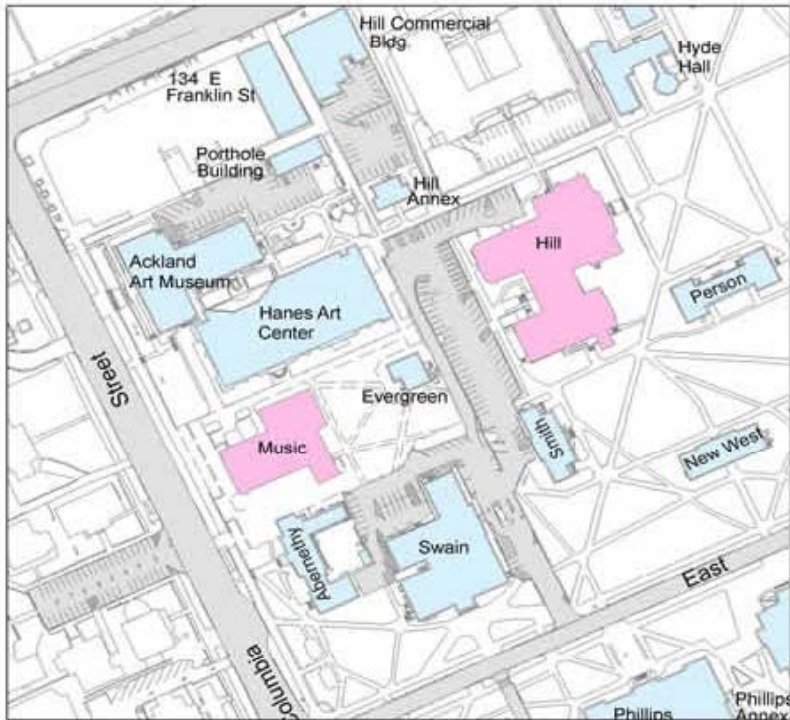
UNC-Chapel Hill Downtown Partnership



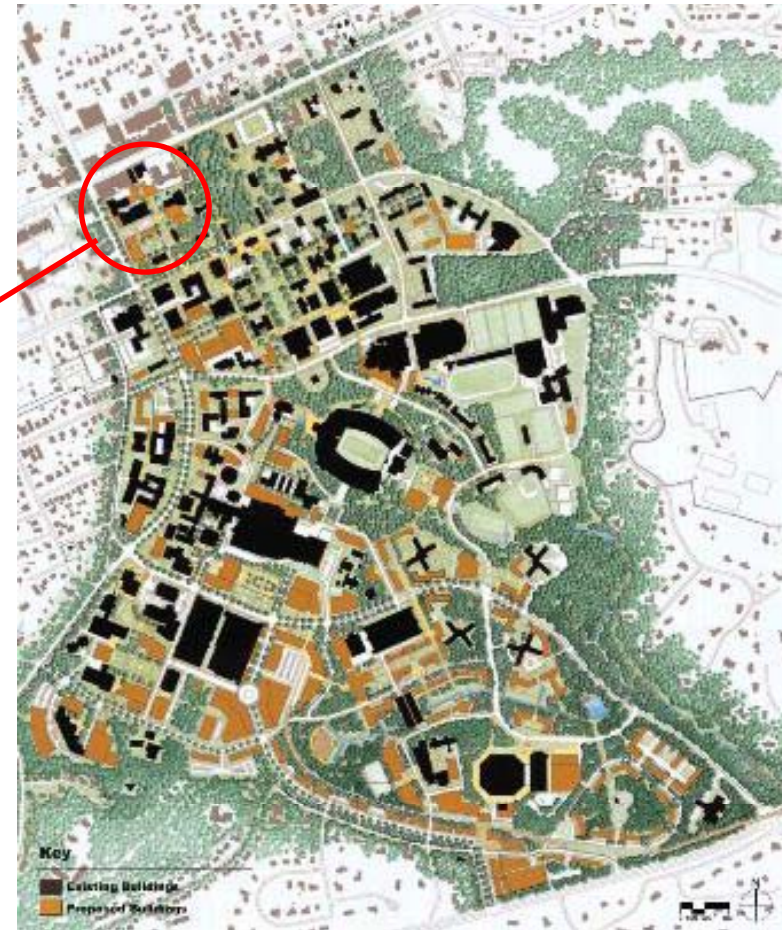
organization – promotion – design – economic restructuring

College Town

UNC-Chapel Hill Campus Master Plan



arts commons



environmental strategies

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Challenge *Space needs*

- need for campus **expansion**
- need for new state-of-the-art **facilities**
- constrained **resources**

Approach *Forge partnerships in physical development*

- City/university development partnerships
- public/private development partnerships
- co-located facilities
- connecting higher-ed and public spheres

Benefit

maximize **value** of investment

recognize inter-institutional **synergies**

advance **economic development**

promote **smart growth**

Physical Development

Ohio State Campus Partners for Community Urban Redev.

- special improvement district
- parking authority
- development & design guidelines
- facade & building improvement incentives
- public realm investments



Physical Development

Ohio State South Campus Gateway



Physical Development

Ohio State Broad St. Portfolio Revitalization Initiative



Physical Development

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Challenge *Advancing research mission*

- pressures to lead the **research** field
- **attracting & retaining** intellectual capital
- ability to **translate research** into development

Approach *Collaborate on economic development*

- development of competitive industry clusters
- workforce preparedness & continuing education
- research collaboration
- business incubation & attraction efforts

Benefit

attract businesses

retain graduates

improve the **business** environment

increase research **funding**

Economic Development

Georgia Tech Enterprise Innovation Institute

- industry services
- commercialization services
- community policy & research services
- entrepreneur services



Economic Development

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Challenge *Ensuring quality of life in & around campus*

- need to ensure **safety**
- accommodating **student housing** needs
- considering **neighbors'** well-being
- maximizing opportunities for **live/work/play** around campus

Approach *Play a role in promoting neighborhood stability*

- collaborations with local community organizations
- promoting off-campus commercial activity
- measures to promote safety
- safeguarding off-campus housing development

Benefit

increase **safety**

improve **amenities**

generate **revenue**

build **community** support

Neighborhood Stability

Clark University University Park Partnership

- housing & physical rehab
- local education initiatives
- economic development
- youth programming
- community engagement & volunteering



Neighborhood Stability

Clark University Gardner-Kilby-Hammond Revitalization



Neighborhood Stability

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Challenge *Responding to climate change*

- **global warming**
- increasing **energy costs**
- university role as **steward**
- calls to **action** (i.e. UNC Tomorrow)

Approach *Address sustainability collaboratively*

- commitments to greenhouse gas emissions reductions
- adoption of smart growth policies
- vehicle usage reduction
- waste management & recycling
- integration of education components

Benefit

improve **environmental** quality

reduce operating **expenses**

market the institution

promote **healthy** student behaviors

create **educational** opportunity

Sustainability

Presidents Climate Commitment

1. emissions inventory
2. targets for carbon neutrality
3. integrate sustainability into curriculum
4. public commitment & planning



AMERICAN COLLEGE & UNIVERSITY
PRESIDENTS CLIMATE COMMITMENT



Presidents Climate Commitment

539 signatories

- Guilford
- Duke
- Davidson
- NC State
- UNC Chapel Hill
- Warren Wilson College



AMERICAN COLLEGE & UNIVERSITY
PRESIDENTS CLIMATE COMMITMENT



Tufts University Leading the way

- energy efficiency improvements
- sustainability planning & policy
- clean energy
- transportation
- personal action initiatives



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Steps toward collaboration.

1. Define common goals.
2. Understand institutional synergies.
3. Consider a collaborative project.
4. Make a commitment.
5. Keep the lines of communication open.



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HR&A
Analyze. Advise. Act.

May 2, 2008





Inter-Institutional Collaboration

UNIVERSITY ROUNDTABLE

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Introduction

University of Pennsylvania

Hartford Learning Corridor

Cincinnati Uptown Consortium

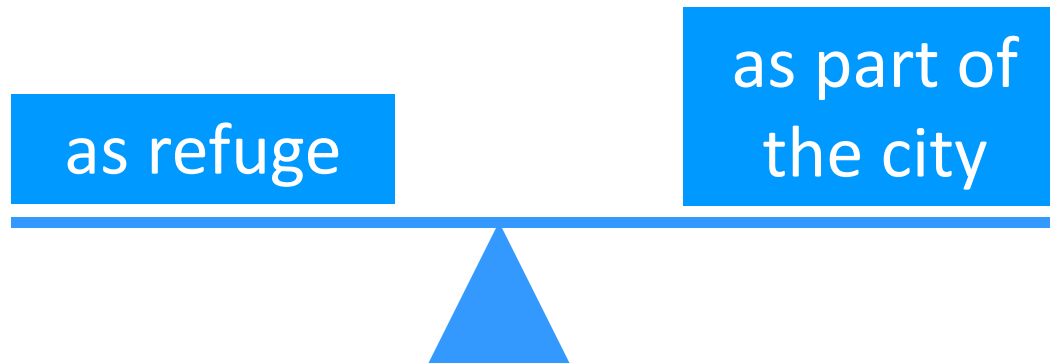
Conclusion

The boundaries of the campus of the future.

Pressures:

- campus **expansion**
- expectation of on & off-campus **quality of life**
- role of research, **entrepreneurship** & job creation

college/university



Conversely, life in Greensboro is shaped by its colleges & universities.

- nearly **1 in 8** residents is a student
- education & health services: **3rd largest** employer (2014)

**27% population
growth by 2020**

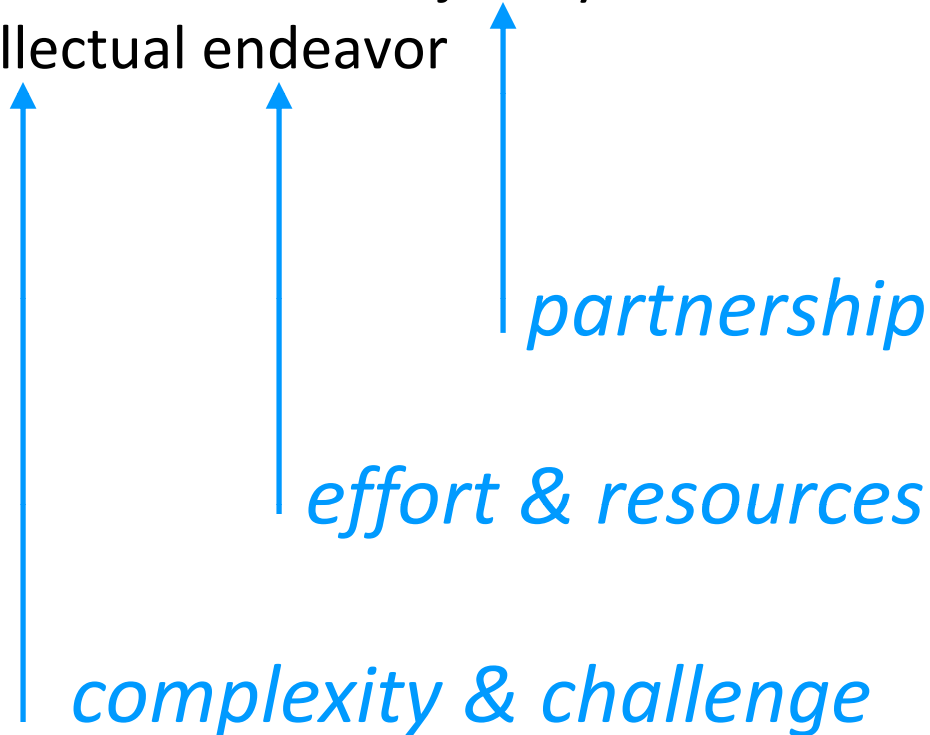


Why collaborate?

- tackle large, **complex** undertakings
- combine efforts **beyond campus** boundaries
- capture **economies of scale**
- share **assets** & expertise
- increase **offerings**
- address **expansion** needs

What is collaboration?

col•lab•o•rate: to work jointly with others or together especially in an intellectual endeavor



Collaborative efforts are already in place & being explored.

- HEAT bus system
- Gateway University Research Park
- economic development discussions
- Greater Greensboro Consortium
- University-City campus expansion discussions
- Collegiate Council
- educational & internship opportunities



Introduction

University of Pennsylvania

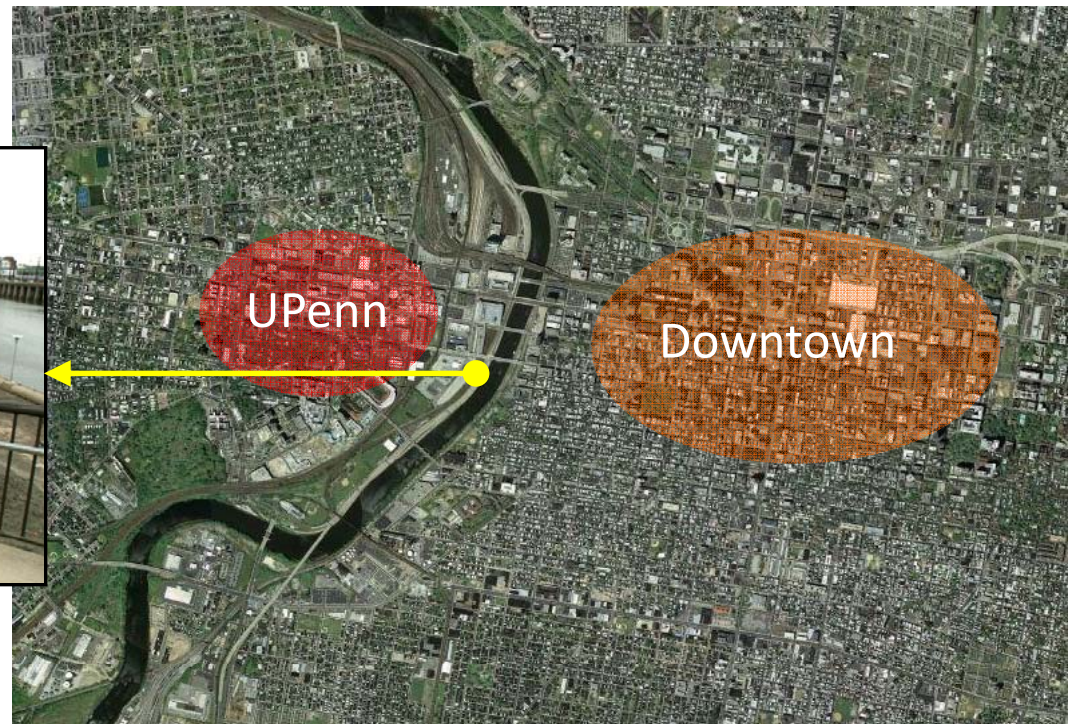
Hartford Learning Corridor

Cincinnati Uptown Consortium

Conclusion

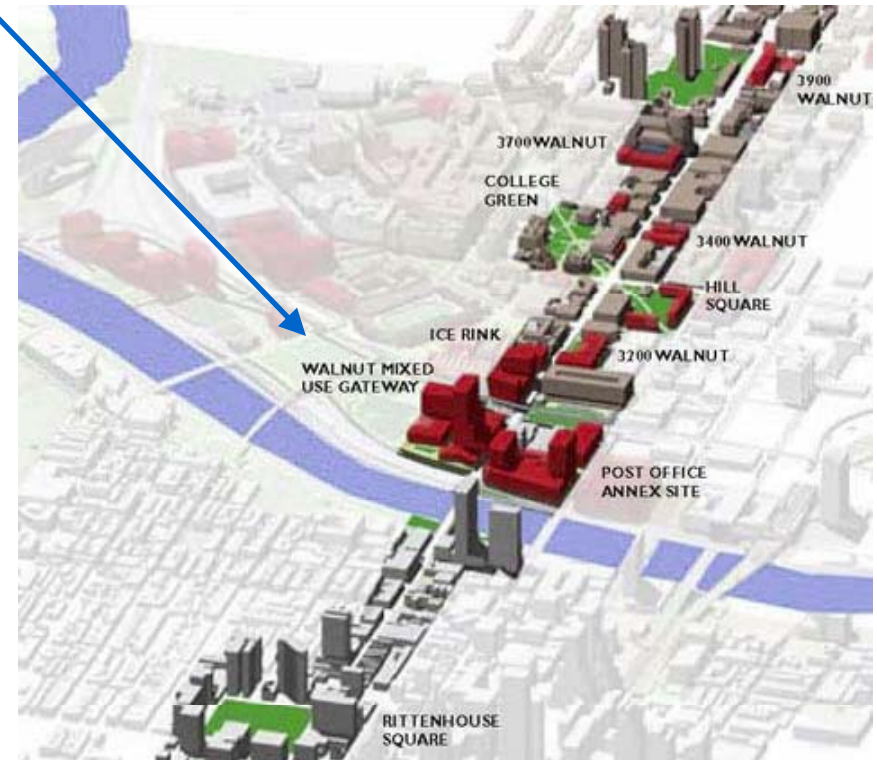
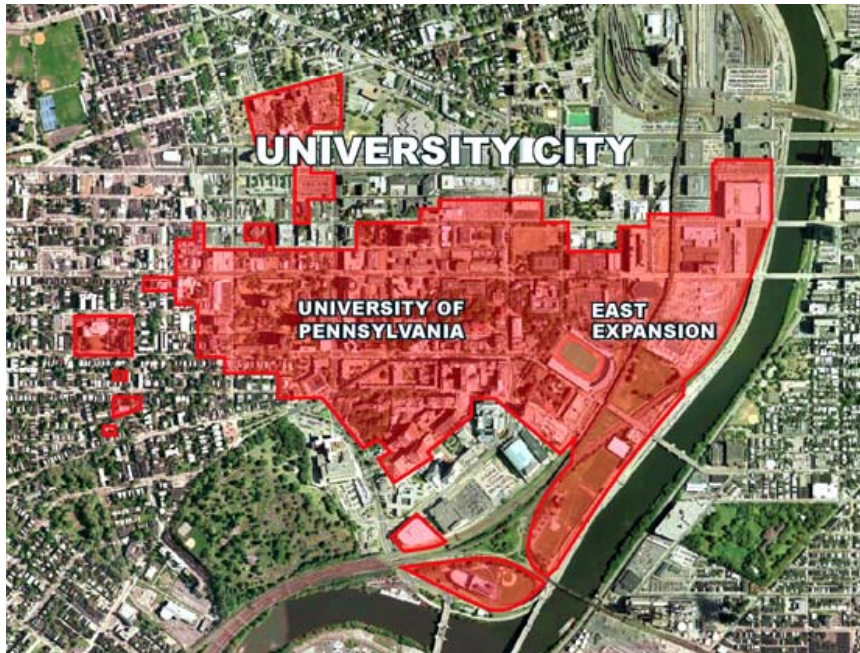
Challenge

- Need for **expansion**
- A campus **disconnected** from the city
- **Crime** and safety concerns
- **Underutilized** adjacent waterfront



Solution *Partnering to turn challenge into competitive advantage*

WEST 30-year, \$6B UPenn
multi-use campus
expansion

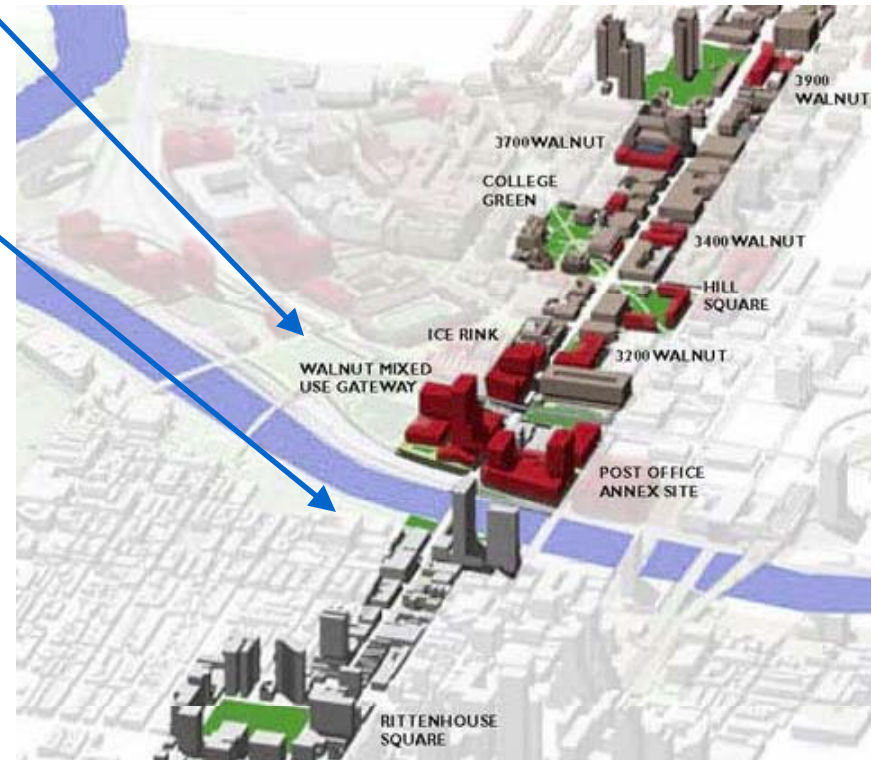


University of Pennsylvania

Solution *Partnering to turn challenge into competitive advantage*

WEST 30-year, \$6B UPenn
multi-use campus
expansion

EAST 38-mile Riverfront
Development Strategy



Result *Transformation of underutilized land into asset for all*

- 4,000+ **jobs** projected
- City investment in the **public realm**
- City-sponsored **tax incentive** zones



University of Pennsylvania

Introduction

University of Pennsylvania

Hartford Learning Corridor

Cincinnati Uptown Consortium

Conclusion

Challenge

The “most destitute 17 square miles in the nation’s wealthiest state.”

New York Times

crime

failing economy

poverty



Hartford Learning Corridor

Solution *A world-class corridor for learning*

- inter-institutional partnership spurred **\$175M** in investment
 - *Trinity College*
 - *SINA*
 - *City of Hartford*
 - *State of CT*
 - *Hartford Hospital*
 - *Institute of Living*
 - *CT Children's Medical Center*
 - *CT Public Television & Radio*



Hartford Learning Corridor

Solution *A world-class corridor for learning*

- inter-institutional partnership spurred **\$175M** in investment

Trinity
campus



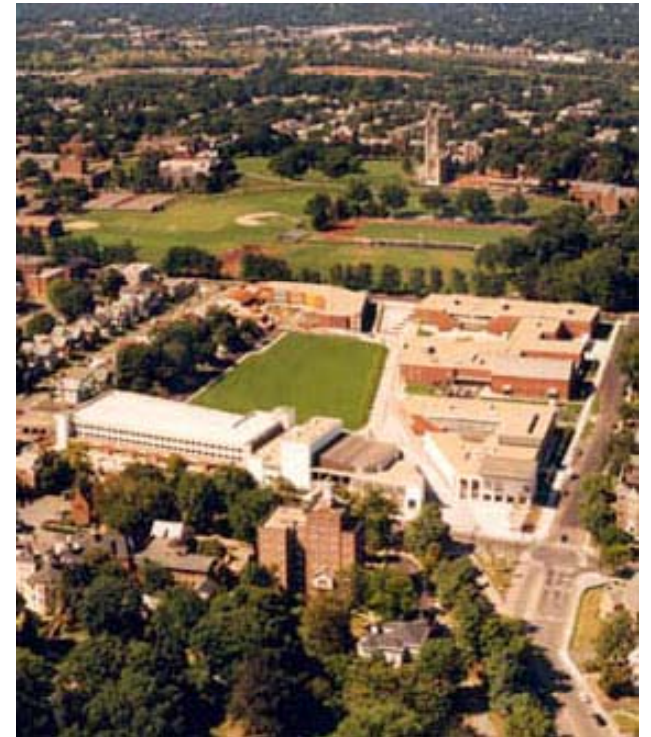
Learning
Corridor



Hartford Learning Corridor

Result *Off-campus investment brought positive impacts to all*

- increase in **economic activity** surrounding Trinity campus
- **safer** conditions
- a unique **public campus**
 - 4 magnet schools
 - youth support programs
 - 1,100+ students



Introduction

University of Pennsylvania

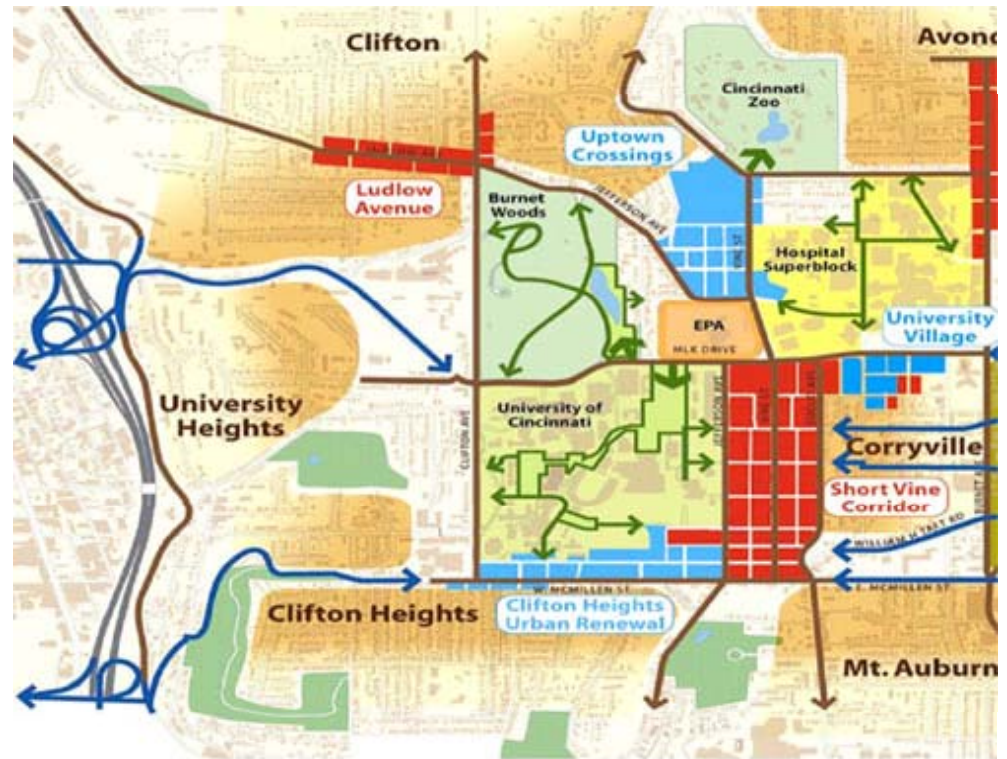
Hartford Learning Corridor

Cincinnati Uptown Consortium

Conclusion

Challenge

- fragmented neighborhoods
- lack of identity
- safety concerns
- poor transportation access
- lack of housing & amenities



Solution *Partner to unify Uptown's diverse neighborhoods*

- University of Cincinnati
- Cincinnati Children's Hospital
- Cincinnati Zoo & Botanical Garden
- The Health Alliance of Greater Cincinnati
- TriHealth, Inc.



Cincinnati Uptown Consortium

Solution *Partner to unify Uptown's diverse neighborhoods*

- public **safety** resources
- housing & **neighborhood** improvement
- transportation **access**
- marketing & **branding**
- economic **empowerment**



Result *A cohesive whole creates value among its parts*

- Uptown **identity**
- \$3.5 billion of **development** underway
- 1,000 new **housing** units
- New Market Tax Credit **investment** of \$15M leveraged \$100M



Cincinnati Uptown Consortium

Introduction

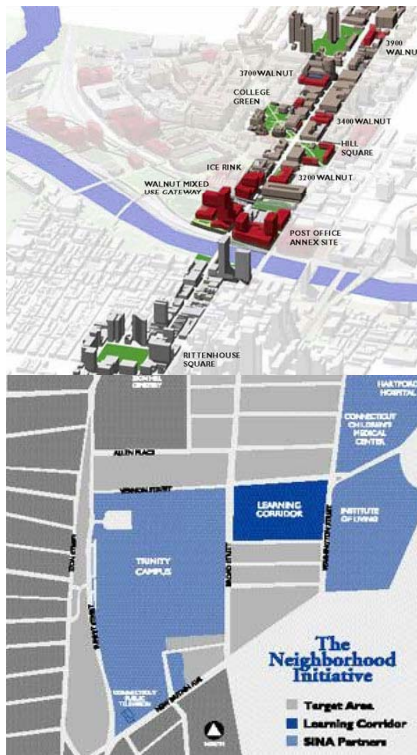
University of Pennsylvania

Hartford Learning Corridor

Cincinnati Uptown Consortium

Conclusion

What do these cases teach us about collaboration?



UPenn Public/private efforts can transform challenge into competitive advantage.

Hartford Off-campus investment can bring positive impacts to all involved.



Uptown Cincinnati A cohesive whole creates value among its parts.

Conclusion

True collaboration requires commitment.

- sustained **effort** over time
- organizational **change**
- financial **resources**
- dedicated professional **staff**
- a mechanism for **governance**



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May 2, 2008





University Roundtable

Greensboro, NC

Tony Brown
President & CEO
Uptown Consortium, Inc.
May 1, 2008

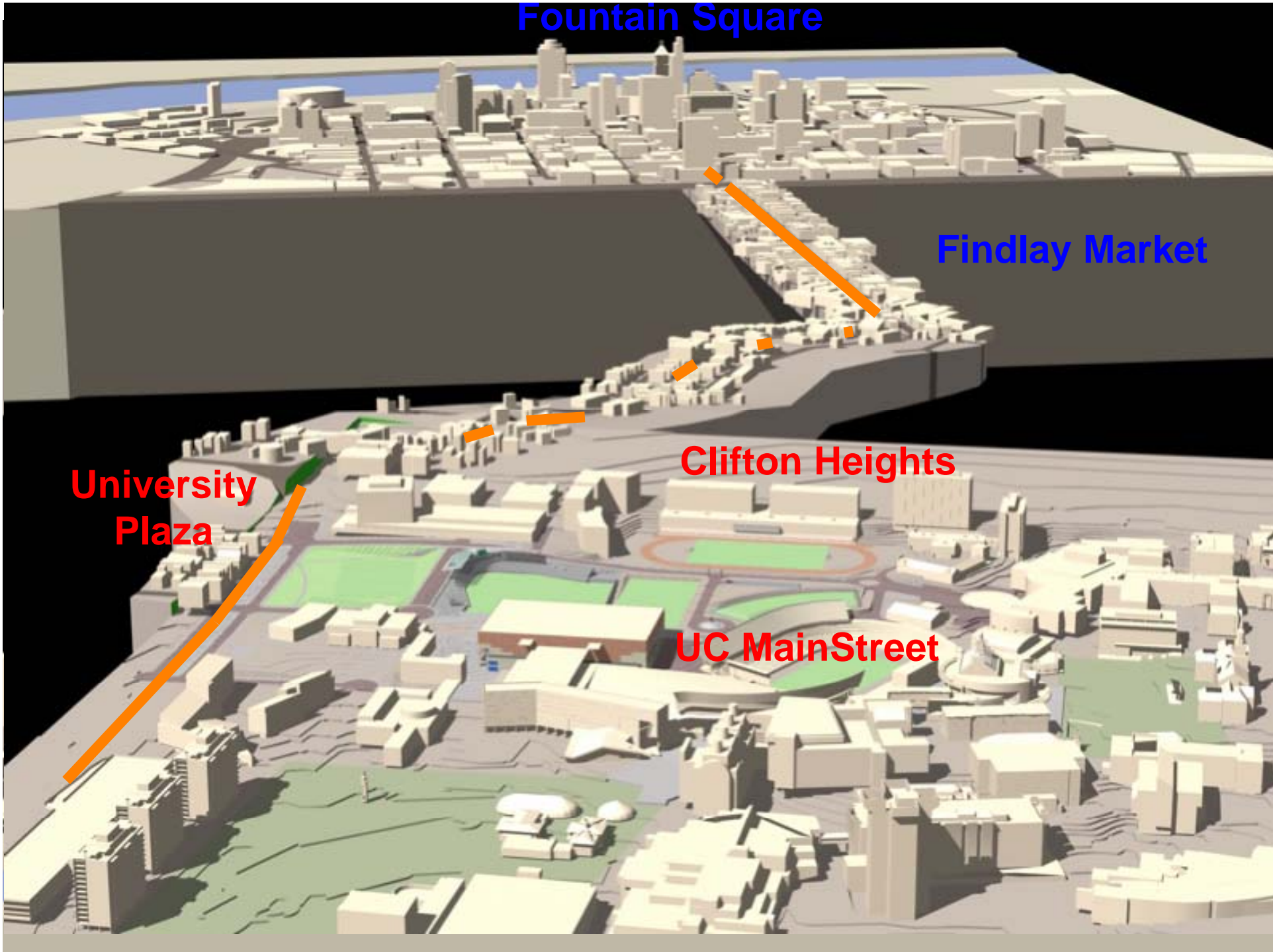
Fountain Square

Findlay Market

University Plaza

Clifton Heights

UC MainStreet





About Uptown Consortium

Home to four of the area's seven largest employers



Home to the area's leading tourist attraction



Uptown is Vibrant

- An area with over 2,000 businesses and 80,000+ jobs
- Over \$1 billion in construction recently completed or underway
- Diverse and progressive population

About Uptown

- Focus on Uptown Neighborhoods - Meet Elements of Economic Distress

Uptown Challenges

	UPTOWN	CINCINNATI
Total population	51,070	330,662
Median income	\$22,674	\$29,431
Home ownership	23.5%	39%
Poverty line or less	30%	21%
Unemployment	14.4%	4.6%

- 15% of the City's population live in Uptown
- 4 of the City's 9 Empowerment Zone neighborhoods are in Uptown
- The CEO's vision is to channel investments and spur neighborhoods as "communities of choice."
- Land Use Planning Process Sets Vision and Unites Community toward collaborative efforts



Uptown Tempo
Fall 2007

Welcome to Uptown Tempo!
Welcome to the first edition of *Uptown Tempo*, a newsletter published by the Uptown Consortium especially for Uptown residents, business owners, employees and students. The goal of *Uptown Tempo* is to keep you informed about what's new, what's coming and what's great about Uptown.

Burnet Avenue Revitalization has begun
From 'crime spot' to 'prime spot': Avondale location prepares for community and economic development
Avondale residents and community leaders celebrated the long-awaited revitalization of Burnet Avenue at a dedication ceremony on September 24. The event included music by the Rockdale School Gospel Choir and Firelytes Steel Drum Band, keynote speakers, food and fun! The new development that is spurring Avondale's revitalization is led by the Uptown Consortium and influenced by ongoing community input.

Phase I of the Burnet Avenue plan will feature a building to house the Cincinnati Herald and a building to house medical clinics and offices for Cincinnati Children's Hospital Medical Center. There will also be room for mixed-use retail. Local firm DNK Architects has created a design theme called "Weaving Together the Community," which pays homage both to Avondale's cultural identity and the redevelopment principles of a strategy developed by the Burnet Avenue Revitalization Team (BART). Design elements, building materials, and an "UrbanScape" site plan that features meandering walkways will create a warm, neighborhood feel. The structures themselves will be scaled to suit the neighborhood setting.

"Weaving and braiding are key elements in African-American culture and are symbolic of how the community has come together to help revitalize

(story continued on next page)

Uptown Cincinnati includes these neighborhoods just north of downtown.

- Avondale
- Clifton
- Clifton Heights/University Heights/Fairview (CUF)
- Coryville
- Mount Auburn
- University Heights

Where do Uptown residents live?

■ Avondale
■ Clifton
■ Coryville
■ Clifton Heights/University Heights/Fairview
■ Mount Auburn

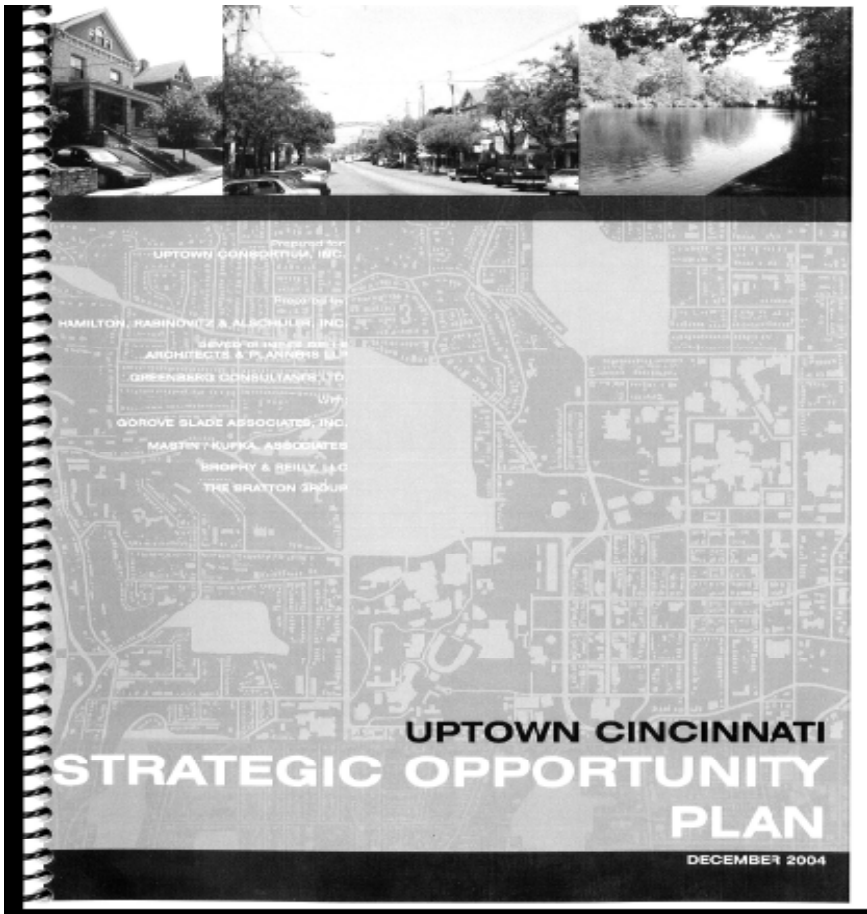
Members of the Uptown Consortium Board of Directors and representatives from the City of Cincinnati, Avondale Community Council, and Seth Communications at the Burnet Avenue Site Dedication.

To see more pictures of the Burnet Avenue Dedication Ceremony, please visit our Web site—www.UptownCincinnati.com.

1

The Uptown Strategic Opportunity Plan Set Seven Targets:

- 1. Housing
- 2. Retail
- 3. Public Safety
- 4. Transportation
- 5. Technology
- 6. Institutional Development



This vision evolved to strategic principles.

Support centers of institutional excellence

Create a strong central hub

Reinforce the existing neighborhood fabric

Improve safety for the whole community

Build capacity through strategic partnerships

Strategic Opportunity Plan Update

Opportunities Revised as Expectations Remain High

- Organization Structure
- Community Development
- Neighborhood Services
- Transportation
- Public Relations



Four key building blocks for CDC success...

**Organizational
Capacity**

Equity Fund

**Development
Strategies**

**Strategic
Partnerships**

Four key building blocks for CDC success...

1. Align resources to mission:

Budget and staff capacity to deliver...



Organizational Capacity

Establish a Sense of Place

\$500 million in community development projects underway



Health Alliance™

Christ Hospital • University Hospital
St. Luke Hospitals • Jewish Hospital
Fort Hamilton Hospital
Alliance Primary Care



Est. 2004

The Uptown Consortium is a non-profit development company dedicated to building the human, social, economic & physical improvement of Uptown Cincinnati.

Organizational Capacity and Sustainability

Challenges:

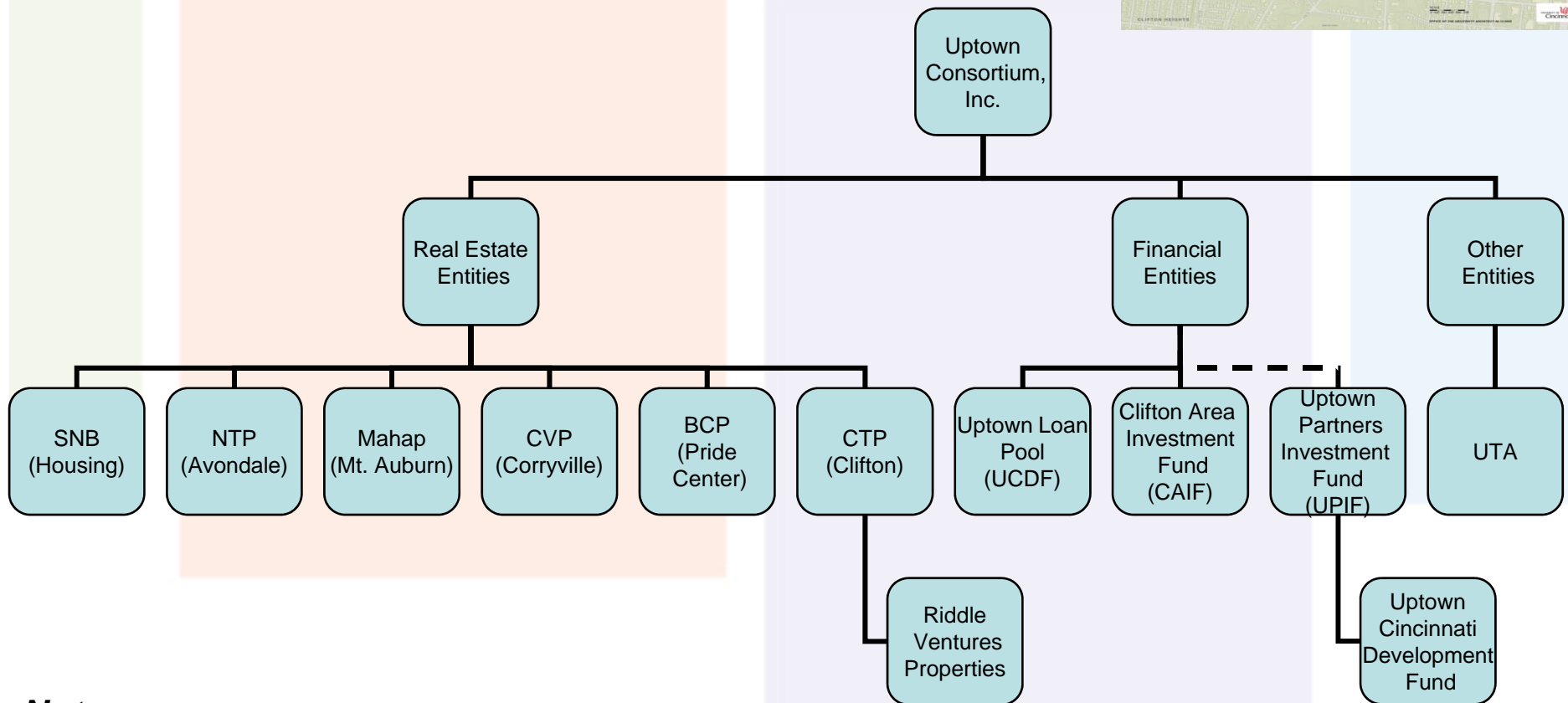
Financial Performance – Uptown Consortium

- **Community impact aligned with investor expectations**
- **Significant operating grants – all private (\$1.35 million)**
- **Over 50 percent of budget from earned income**
- **20 percent of budget set aside for loss reserves**



What is this really worth and can we develop it?

Uptown Consortium, Inc. Corporate Affiliates



Note:

- ***Complex legal entities facilitate development and access to capital***

Four key building blocks for CDC success...

2. Access to Private Capital:

Need patient sources of funds



Equity Fund

Access to Private Capital:

Patient Source of Funds

Sources of Funds: Investment Capital	
UC – Endowment	\$100,000,000
Uptown Partners	\$52,000,000
Uptown Consortium	\$17,000,000
Cincinnati Housing Development Fund	\$5,000,000
Total Available Capital	\$174,000,000

**Leverage Capital:
\$696,000,000**



Burnet Avenue Redevelopment



A Collaborative Project of

Avondale Business Association
Avondale Community Council
Avondale Redevelopment Corporation
Burnet Avenue Revitalization Team

Cincinnati Children's Hospital Medical Center
City of Cincinnati
LISC of Greater Cincinnati and Northern Kentucky
Uptown Consortium

Phase 1
Begins Fall 2007

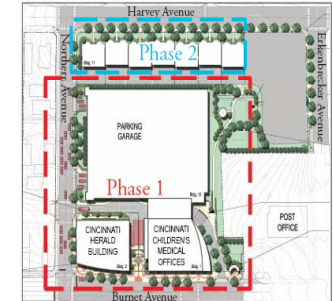
Cincinnati Herald Building
Cincinnati Children's Medical Offices

Phase 2
Begins Summer 2008

Harvey Avenue Housing



Project Team - DNK Architects, Inc., Al. Neyer, LLC, DNK Neyer, LLC



**Source for land Acquisition and development:
\$25 million leveraged \$85 million development**

**Source for venture capital:
\$1.7 million allowed minority-ownership of \$8 million office building**

UC has invested over \$100 million to build a better Uptown



The Village at Stetson Square Master Plan



This Plan is for illustration purposes only. Parcel boundaries, lot lines, lot sizes, product type, infrastructure improvements, hiker-biker trails, roadways, and other elements and features are subject to change and are not part of any legal contract. 9/06

Four key building blocks for CDC success...

3. Uptown Strategic Opportunity Plan:
Create master plan and unify stakeholders



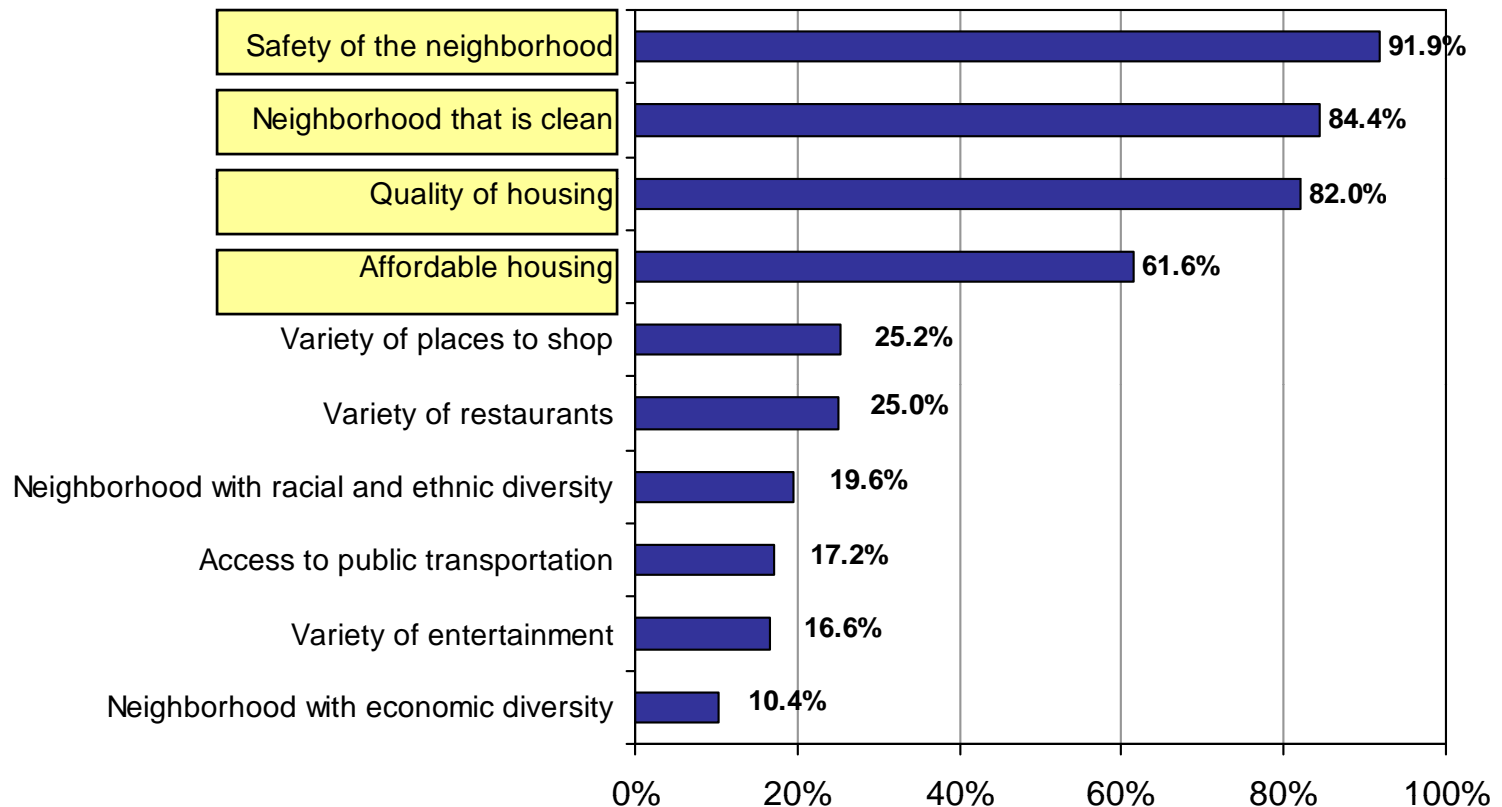
Development Strategies

Uptown Strategic Opportunity Plan: Create master plan and unify stakeholders

- **Uptown Summits**
- **Benchmark studies on attitudes toward Uptown**
- ***Uptown Tempo* – newsletter to Uptown households**
- **www.UptownCincinnati.com - website to promote area and businesses**



**How important are each of the following
when choosing a new place to live?
(Respondents planning to move within
50 miles of Uptown only; Percent “Very Important”)**



Note: Responses to Uptown Employee Survey Conducted in 2006

- Successful planning unites community; sets vision and expectation
- Partnered with **Cincinnati Parks Board** for park improvements and land use plans around Uptown-area Parks
- **\$15mm** in real estate acquired
- **\$500mm** development pipeline



Four key building blocks...

~~4. Focus is on Pre-Development:~~
Coherent plan and financially viable strategies



Strategic Partnerships

Focus is on Pre-Development:

Coherent plan and financially viable strategies

Challenges:

Community Development Finance

- **Complex financial structures**
- **Eligibility of funding sources**
- **Pioneering developments – critical mass**



**Can you close
the financing
gaps?**

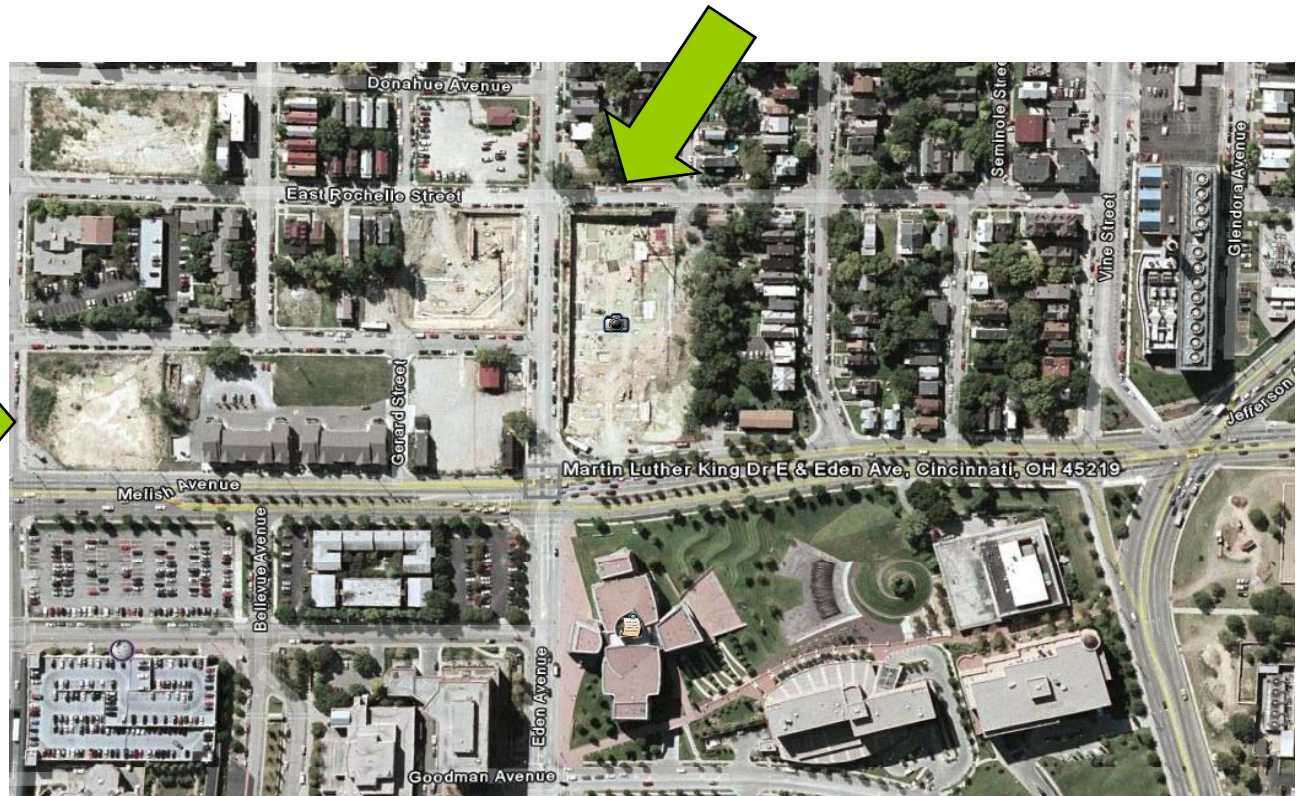
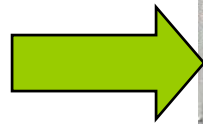
Once you own it – can you fix it!

Martin Luther King & Vine Street

Corryville Neighborhood



Before . . .



**Land Acquisition and Development:
\$22 million leveraged \$80 million development**

Martin Luther King & Vine Street

Corryville Neighborhood



Before . . .



. . . and after.



The Village at Stetson Square

2007 Community of the Year Award, Homebuilder's Assn of Greater Cincinnati

Burnet & Northern Avenues

Avondale Neighborhood



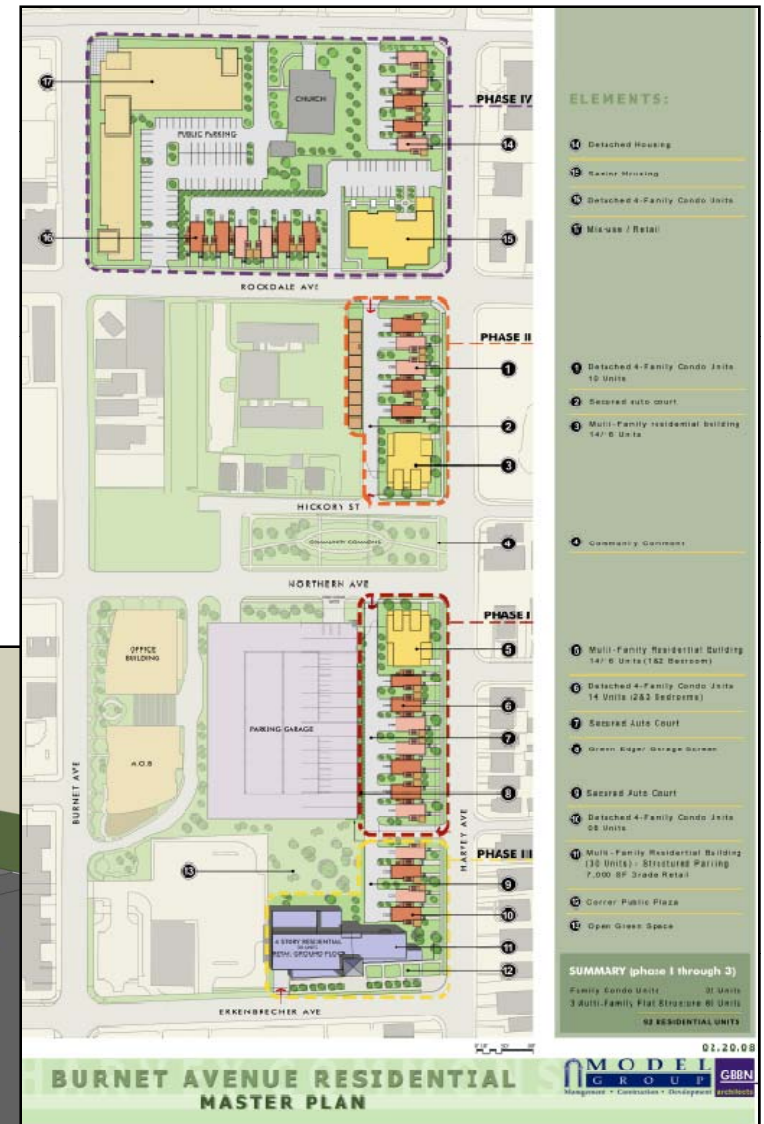
Before . . .



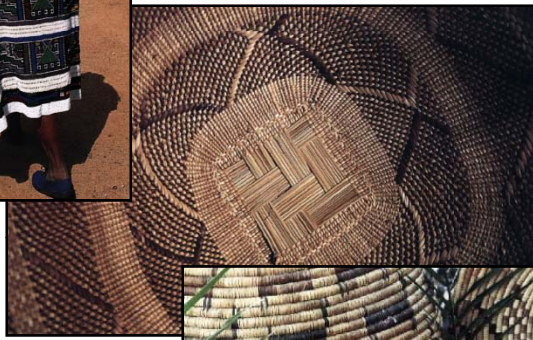
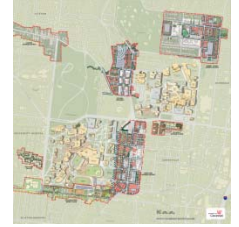
**Land Acquisition and Development:
\$25 million leveraging \$85 million development**

Principles of Revitalization

- Extend benefits to entire neighborhood
- Introduce housing, office and other uses to support pedestrian-friendly uses
- Create a unique identity that celebrates community and culture



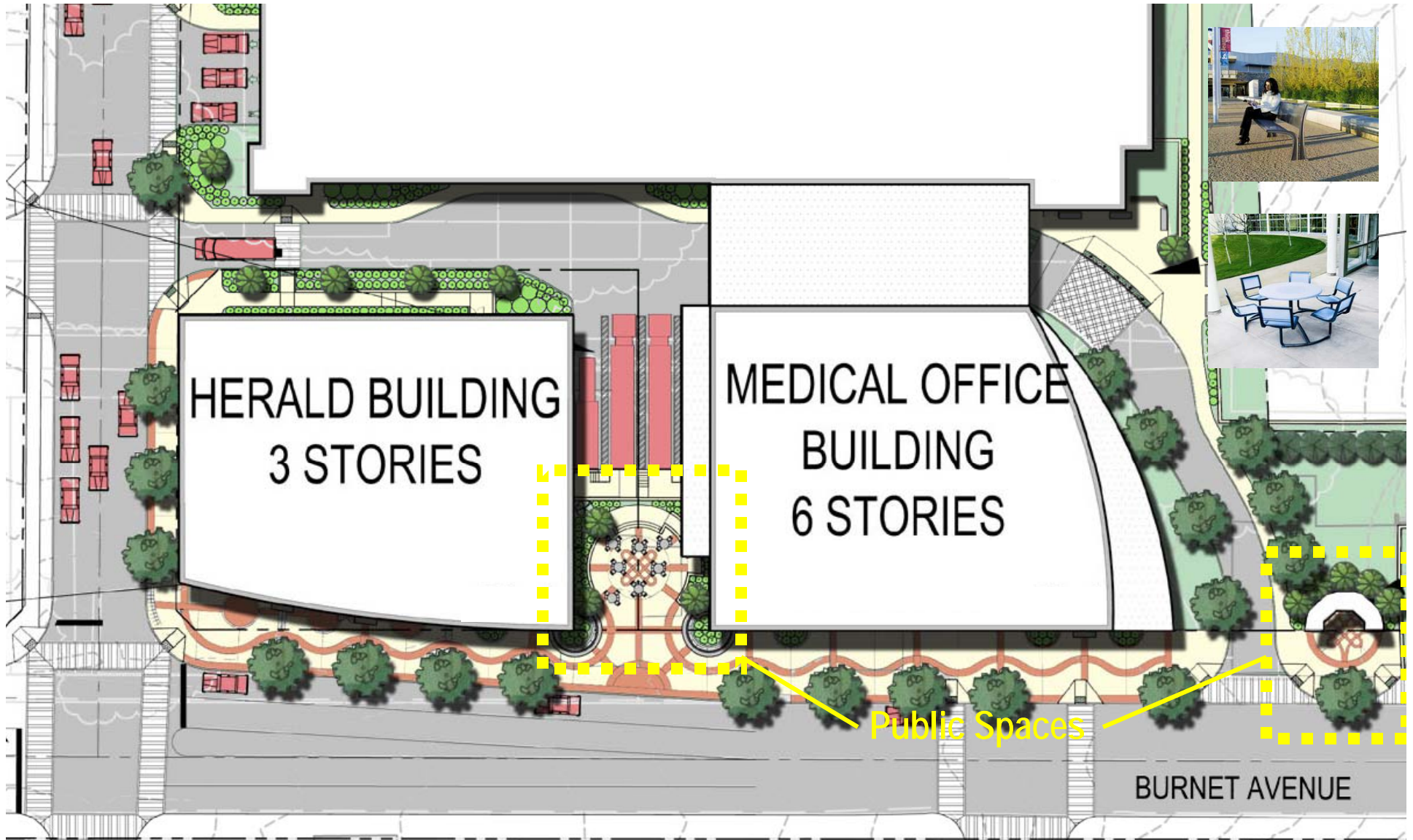
Burnet & Northern Avenues Avondale Neighborhood



“Weaving Together Community”

- Recalls African tradition of textiles and weaving.
- Represents the integration of the institutional area to the south with the residential area to the north, creating a cohesive neighborhood.
- Signifies the mix of people with diverse cultures, backgrounds, and lifestyles that contribute to the area’s energy and vitality.
- Symbolizes community unity and strength.

Burnet Avenue Streetscape



THE CINCINNATI HERALD BUILDING - RENDERINGS



BURNET AVENUE VIEW



BIRDS' EYE VIEW



PHOTO MONTAGE FROM NORTH



DNK Architects, Inc.

ARCHITECTURE ■ INTERIORS ■ PLANNING ■ LANDSCAPE

UPTOWN CONSORTIUM - CINCINNATI, OHIO

Burnet & Northern Avenues Avondale Neighborhood



Cincinnati Herald and Cincinnati Children's Hospital Medical Building
Construction began Fall 2007

Principles of Revitalization

- Extend benefits to entire neighborhood
- Introduce housing, office and other uses to support pedestrian-friendly uses



GREEN SCREEN BUFFER



BURNET AVENUE RESIDENTIAL
MASTER PLAN - PHASE I SECTION

MODEL GROUP GBBN

Calhoun Street Corridor

Clifton Heights Neighborhood



Campus investment, Varsity Village, improved Clifton Heights community

Calhoun Street Corridor

Clifton Heights Neighborhood



Campus investment, Varsity Village, improved Clifton Heights community



Provided air rights over parking . . .

Calhoun Street Corridor

Clifton Heights Neighborhood



Campus investment, Varsity Village, improved Clifton Heights community



Provided air rights over parking . . .



. . . for student housing

Calhoun Street Corridor

Clifton Heights Neighborhood



Campus investment, Varsity Village, improved Clifton Heights community



Provided air rights over parking . . .



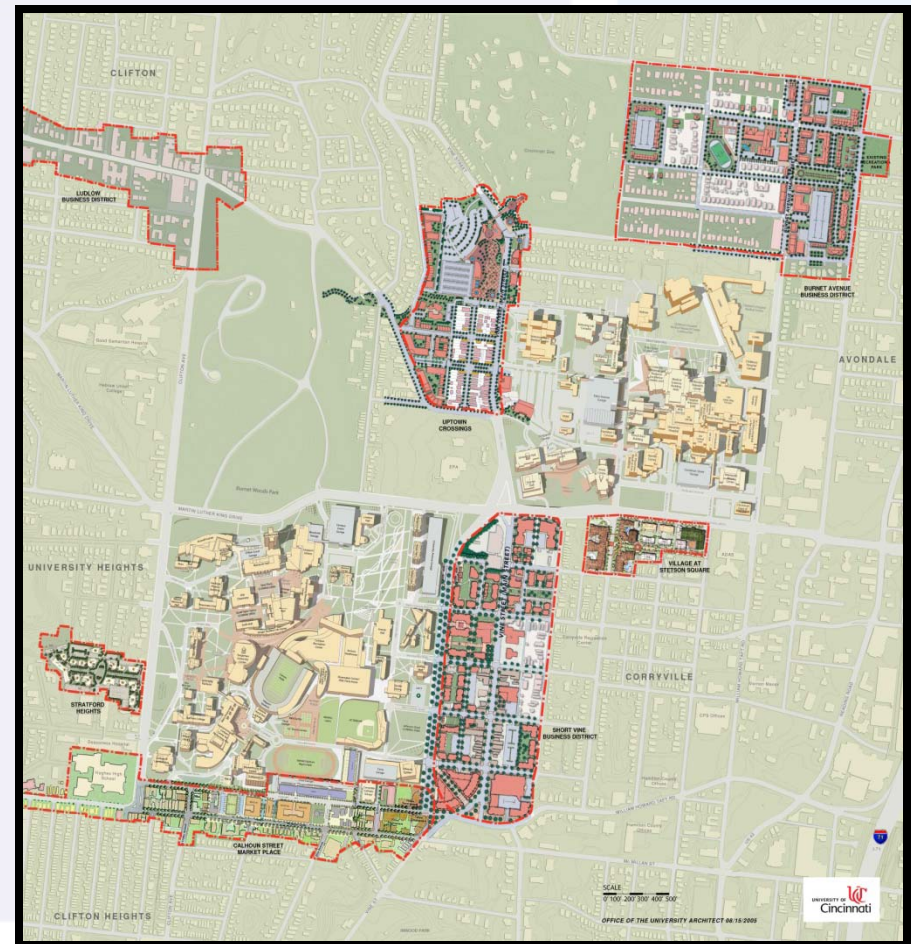
. . . for student housing



Over retail

Uptown Consortium's Strategy as Pre-development Developer

1. Focus on concentrated geographic targets
2. Outline a development plan for each strategic site; include broad stakeholders
3. Strategically acquire sites and define development projects
4. Establish collaborative relationship with government
5. Partner with private developers to develop what has been planned
6. Use multiple sources to close financial gaps – project basis



Four key building blocks for CDC success...

**Organizational
Capacity**

Equity Fund

**Development
Strategies**

**Strategic
Partnerships**

The Uptown Strategic Opportunity Plan Set Seven Targets:

Housing

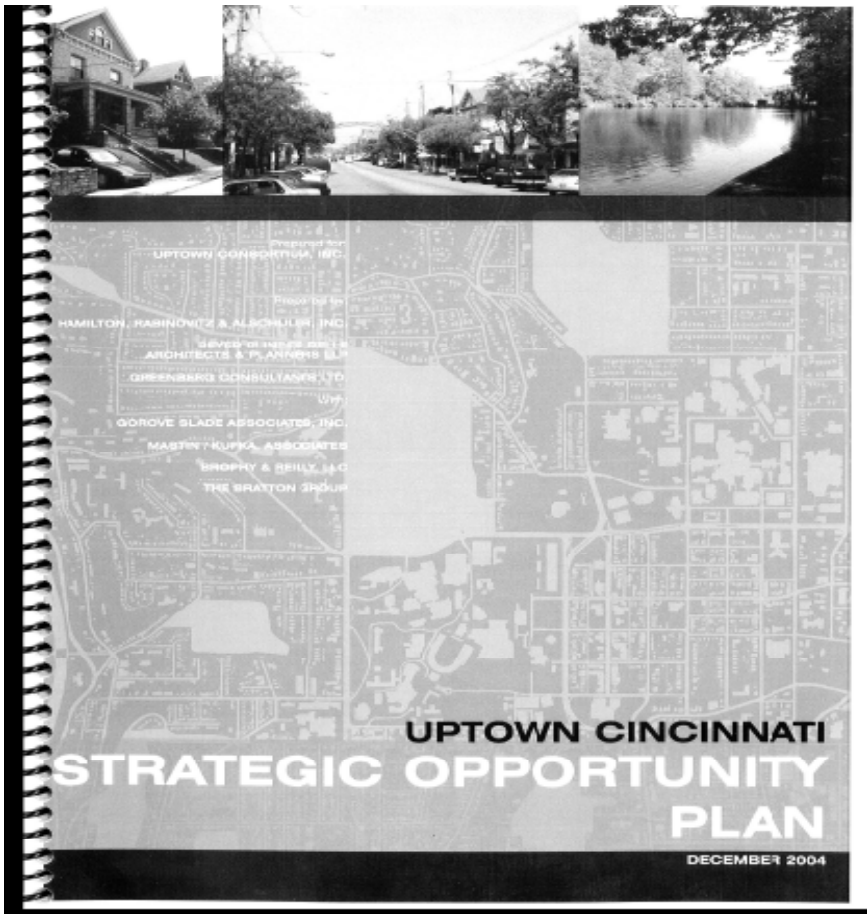
Retail

Public Safety

Transportation

Technology

Institutional Development



Q & A

The screenshot shows the homepage of the Uptown Cincinnati website. At the top left is the logo "uptown CINCINNATI". To the right is a "Quick Links" dropdown menu and a "NEWSLETTER SIGN UP" form with an "Email" input field and a "Search" button. Below these are navigation tabs for "DINING", "SHOPPING", and "ENTERTAINMENT". A secondary navigation bar includes links for "EXPLORE UPTOWN", "UPTOWN CONSORTIUM", "GETTING HERE", "WHAT'S NEW", "LIVING HERE", "WORKING HERE", "NEWS ROOM", and "CONTACT".

The main content area features a large image of a historic stone house with a green banner below it that reads "with established neighborhoods,". To the right of this image is a blue box titled "ABOUT UPTOWN" containing text about the neighborhood's revitalization and cultural diversity.

Below the main image are four article teasers, each with a small image and a "Learn More" link:

- Spotlight: Mecklenburg Gardens**: Enjoy traditional German cuisine at Mecklenburg Gardens, a registered historic Cincinnati landmark.
- Spotlight: Avondale Resident**: Avondale resident Darlene Broach tells what she loves most about Uptown!
- Burnet Avenue Dedication**: From 'crime' spot to 'prime' spot - Burnet Avenue Revitalization has begun!
- Do The Zoo!**: See millions of dazzling lights and more than 100 lighted displays at the Cincinnati Zoo/PNC Festival of Lights.

At the bottom of the page is a navigation bar identical to the one at the top.