

# Experiences Implementing City University Partnerships

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Case studies and insights from the  
Emerald Corridor Collaboratory

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# **Experiences in Implementing City University Partnerships (CUPs): Case studies and insights from the Emerald Corridor Collaboratory**

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Our city leaders were valuable partners contributing to our success and even more to our aspirations.

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“The Emerald Corridor Collaboratory has provided a wonderful example of how a network can create new ideas, provide grounding in context, and lead to new opportunities. We have learned from other universities that the challenges these organizations face are not, in fact, unique.” -Emerald Corridor Collaboratory Participant

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# Introduction

To address pressing urban social and environmental challenges such as homelessness, displacement, pollution, the impacts of climate change and natural disasters, and dealing with decades of inequity, cities and universities can harness their relative strengths and create partnerships that generate new knowledge, approaches, and practices. If these city-university partnerships (CUPs) are designed with intentionality and a deep understanding of the respective goals and assets of each partner, they can substantially contribute to improving sustainability, economic health, and equity in their cities and regions.

CUPs are not a new practice. Most academic institutions have some relationship with their local municipalities, and there are examples of established and successful formal CUPS, that offer frameworks and guides for such partnerships. See resources and reference section for examples. Relatively little, however, has been written about the institutional challenges faced in implementing and sustaining CUPs. Likewise, few resources have explored the unique, place-based context (e.g. history, capacity or resources) of different CUPs. Nevertheless, experience suggests that these different contexts heavily influence the shape of the collaboration and selection of projects, and can lead to very different approaches to and outcomes for the partnership. Additionally, the potential value of bringing together CUPs in a region to address place-based shared challenges (as opposed to a topical theme) has not been addressed.

With support from the Bullitt Foundation, the Emerald Corridor Collaboratory (ECC) was established to explore how such gaps might be addressed. The ECC is composed of four city-university partnerships: the University of British Columbia and the City of Vancouver, BC; Western Washington University and the City of Bellingham, WA; the University of Washington and the City of Seattle, WA; and Portland State University and the City of Portland, OR.

The Emerald Corridor comprises a sociopolitical geography within what is known as the Pacific Northwest or Cascadia region, which includes the province of British Columbia, Canada and the states of Washington and Oregon, United States. The ECC project focused on four cities within the region that were selected as representative urban areas hosting significant institutions of higher education. These cities share a moderate rainforest-type climate and analogous threats of climate change, a progressive liberal political leaning, and accelerated growth in urban and suburban developments. Furthermore, in spite of the international border, these cities are facing similar challenges of social inequities, environmental injustices, and homelessness. The location of major universities in each of the cities offers opportunities for significant collaborations between civic leaders and the academic community. Each city had some version of an existing CUP, at very stages of development, which provided a foundation for the regional collaboration and made up the core team for the ECC project.



URBAN@UW Scaling Equitable Development session. Lori Rock, Big Idea Zoo

The goal of the ECC project was to advance the strength and productivity of the individual CUPs, to elevate a conversation about the challenges and opportunities facing the region, and to explore the utility of a regional network of CUPs for addressing these challenges. Throughout the project, each respective CUP worked on a local individual pilot project that functioned as a case study while simultaneously participating in collective activities, events and discussion to share experiences, challenges and learning. We sought to assess and document our experiences and learning, to produce useful insights for further development or refinement of CUPs so they can serve as a force for positive change within their cities. These experiences and insights are contained in this report.

The ECC project was implemented through a set of intertwined activities: convening university and city partners around topics of mutual interest; implementing pilot projects that functioned as case studies within each of the four CUPs; and exploring the development of a regional network of such entities.

# Background: The Cities and Universities in Context

The Pacific Northwest, also referred to as Cascadia, is a unique region. It spans two countries - Canada and the United States, with strong First Nations and American Indian representation - and includes the province of British Columbia, the states of Washington and Oregon (as well as parts of Alaska, Yukon, Idaho and California, depending on the boundary definition). Broadly, it is the west coastal mountain and plateau region along the Pacific Ocean. It shares a common moderate rain-forest climate and ecology, colonial-indigenous history, and similar progressive liberal political-social leanings.

Within Cascadia, the Emerald Corridor refers to the connection of major urban areas and adjoining towns, centered on Metro Vancouver BC, Greater Seattle, WA and Greater Portland, OR. These urban areas are facing a common set of challenges in the regional impacts of climate change and rapid urban growth fueled by economic opportunities and urban migrations.



Pacific Northwest Region. Lauren Iversen

## The City of Vancouver and University of British Columbia

The City of Vancouver and the University of British Columbia (UBC) are located along the west coast of British Columbia, Canada, in the traditional and unceded territory of the Musqueam, Squamish and Tsleil-Waututh First Nations. UBC and Vancouver are both part of Metro Vancouver, an urban region of almost 2.5 million people, which includes 21 municipalities, one treaty First Nation and one non-municipal electoral area.

Vancouver is regularly ranked one of the most sustainable and livable cities in the world, and has long prioritized sustainability in the planning, development and operations of the municipality. Through its *Greenest City Action Plan*, Vancouver has set ambitious targets and made significant strides in reducing its greenhouse gas emissions and lessening its ecological footprint while supporting the expansion of the local green economy. Since 2007, the city has cut carbon emissions by 12 percent through a range of actions, including the implementation of landfill gas capture, district energy systems, improved walking and cycling infrastructure, and aggressive green buildings policies.



Vancouver, British Columbia. Flickr

UBC is a global research university, with 55,000 students at the Vancouver campus, and 10,000 at the Kelowna campus in the Okanagan Valley. It has been at the forefront of academic and campus sustainability since the early 1990s: it was the first Canadian university to sign the Talloires Declaration (a 1990 action plan to incorporate sustainability into higher education), the first to establish a sustainable development policy in 1997, and the first to open a campus sustainability office in 1998. Today, sustainability is embedded across both the academics and operations of UBC, through a constellation of policies, goals, action plans, teaching programs, student-led opportunities, and major research initiatives, as well as innovative demonstration and pilot projects, under the *Campus as a Living Lab* initiative.

In 2010, Vancouver and UBC signed a Memorandum of Understanding (MoU) to work together in support of each organization's sustainability endeavors. This MoU provides a framework for advancing collaboration between both parties to develop and implement sustainability initiatives that contribute to the activities under Vancouver's *Greenest City Action Plan* and the UBC integrated sustainability agenda.

One of the more active areas of the partnership has been student-led applied learning projects. The Greenest City Scholar program places UBC graduate students in internships with Vancouver departments to work on applied research projects on sustainability issues identified by city staff. Additionally, UBC is one of the academic partners in Vancouver's CityStudio, an innovation hub that brings together students and faculty from multiple local institutions to work with city staff and community groups to co-create experimental projects to improve Vancouver.

While these initiatives have been valuable, they are inherently limited in scope and in the types of questions they can address. Like other urban areas in the Pacific Northwest, the Metro Vancouver is facing a complex set of issues—such as climate change, land use and densification, housing affordability, transportation, and inequity—and struggling to implement effective solutions. There is both interest and opportunity for Vancouver and UBC to develop more in-depth and sustained collaborations, leveraging the research expertise of UBC and the policy/governance expertise of Vancouver, to help better understand the issues and inform solutions for the region.



Bellingham, Washington. Nick Kelly, Faithlife Corporation

## The City of Bellingham and Western Washington University

The City of Bellingham is in Coast Salish territories, and is home to over 90,000 people. It sits just 21 miles south of the Canada-US border, between the cities of Seattle and Vancouver. To the east are the North Cascades Mountains, and to the west is the Salish Sea. Bellingham is the largest city within Whatcom County.

Western Washington University (WWU) is a mid-size regional university with approximately 15,000 undergraduate students, and 1,000 graduate students. Historically, cities in the region have partnered regularly with faculty at WWU. These partnerships were based on individual projects and relationships. For example, WWU has been monitoring water quality for Bellingham since the 1980s, and urban planning studio courses have partnered with city staff on downtown and neighborhood development projects.

In 2016, WWU initiated the Sustainable Communities Partnership (SCP) program as an organizing entity for partnership work between WWU and neighboring communities, including

Bellingham. The SCP develops partnerships that connect students, faculty and community issues. In the last three years, 29 projects in eight university departments have been carried out with five different cities and one county.

Both the city and university have reputations around supporting environmental initiatives. Among other policies and plans, Bellingham is implementing a *Climate Protection Action Plan*, and WWU has a *Sustainability Action Plan*. The *Sustainability Action Plan* outlines a vision for campus and community engagement that seeks “to expand and more fully formalize [WWU’s] efforts to engage the people on our campuses and in our communities to create a more sustainable world. For many decades, [WWU] has played an important role in preparing students and conducting research to address local, regional, and global environmental challenges.” Building on these priorities, WWU and Bellingham are working to expand partnerships and collaborative projects between the two institutions in support of environmental and social initiatives.



Seattle, Washington. George Freeny-Jones

## The City of Seattle and University of Washington

The University of Washington (UW) and the City of Seattle are located on the traditional grounds of the Duwamish people, in the Puget Sound region of Washington state. Seated in the midst of the Emerald Corridor's quickly growing network of urban, suburban, and rural communities, Seattle is a global hub for technology, health and social innovations. Over the decades Seattle has led social safety-net efforts such as housing-first approaches to homelessness and the \$15 minimum wage. Most recently, Seattle's Equity and Environment Agenda and Equitable Development Initiative have sought to center the voices and goals of community groups to ensure that sustainability efforts benefit those most vulnerable and least served in the region. Seattle is working toward carbon neutrality by 2050, and recently signed a commitment to a *Green New Deal*.

UW was founded in 1861, and has campuses in Seattle, Tacoma and Bothell with over 46,000 students attending each year. UW is one of the most productive research-intensive universities in the world, and offers bachelors, masters and doctoral degrees. As a public university UW is committed to serving local, regional and global

partners. Over the course of its history, UW faculty have built extensive relationships with Seattle, as well as across the region, nation and world, with teaching and scholarship partnerships focusing on myriad issues from sustainability to education to community development and beyond.

In 2015, Seattle and UW partnered to become one of the founding member-pairs in the federally sponsored Metrolab Network, created to collaboratively address issues in smart city practices and governance. There are countless projects across the two institutions, such as UW faculty working with Seattle policymakers to assess the impacts of the \$15 minimum wage. Most of these projects are one-off and stewarded by individual faculty or research centers in partnership with individual city staff or single departments. Building on this foundation, and officially launched in 2015, Urban@UW's seeks to develop capacity and trust among UW and city entities such that partnerships can become more long-lived and robust, as well as to provide a "front porch" for city and community partners to initiate new relationships with UW scholars.



Portland, Oregon. Steve Pavlov

## The City of Portland and Portland State University

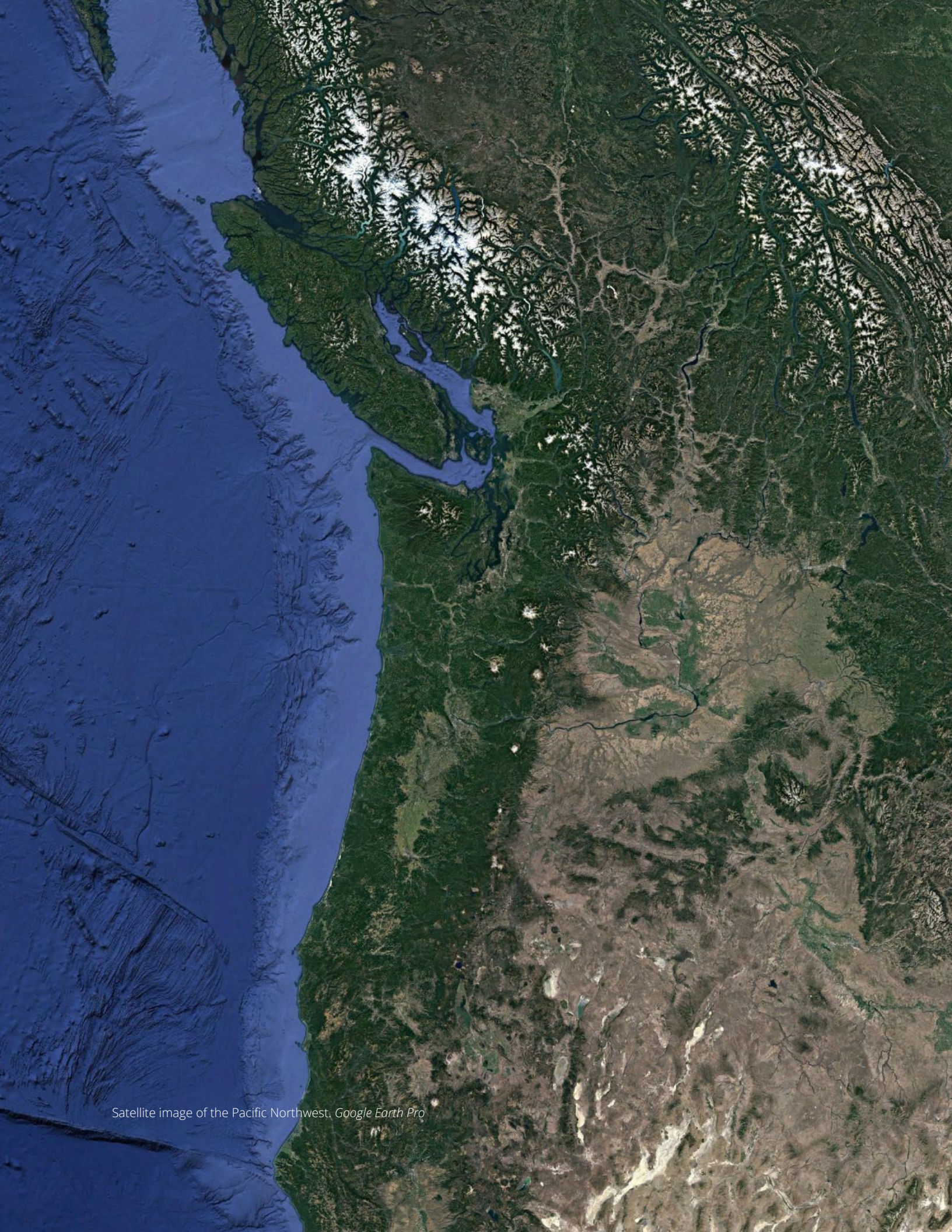
Portland State University's (PSU) motto of *Let Knowledge Serve the City* is a direct reflection of the PSU's deep connection and orientation towards the City of Portland. This focus is further supported through PSU's physical location, which is interwoven with Portland's streets and buildings in the southern end of downtown.

Portland is well-known for its commitment and action around sustainability. It was the first US city to develop a *Climate Action Plan* in 1994 and pioneered the grey-to-green urban infrastructure movement. More recently, the Portland Clean Energy Fund was created, which provides 30-50 million dollars a year to support community-centered investments in green infrastructure and clean energy.

PSU has kept pace with Portland's commitment to sustainability for its 27,000 students by hosting multiple degree programs and certificates in sustainability; supporting a growing network of students and faculty pursuing education and research to sustainability; and managing hundreds of

partnerships with community organizations, businesses, non-profit organizations and government agencies advancing sustainability in the region.

Climate action is a major nexus of activity between Portland and PSU. Specifically, Portland's Bureau of Planning and Sustainability and PSU's Institute for Sustainable Solutions (ISS) have, since 2013 maintained a partnership around the implementation of the city's and county's *Climate Action Plan*. This partnership has engaged hundreds of student projects and internships, and over 25 Portland staff and 30 PSU faculty in collaborative climate action projects. These projects have resulted in direct changes to city policies and/or informed decision-making processes, provided excellent learning experiences for students, and produced academic publications. The partnership has grown to engage other bureaus in the city and has been critical for building mutual understanding between Portland and PSU, establishing strong systems for collaboration, and developing trust across the organizations.



Satellite image of the Pacific Northwest, *Google Earth Pro*

# Case Studies

## The Partnership of the ECC: A Pilot Network

The Emerald Corridor Collaboratory (ECC) served as a critical pilot project to explore how a regional network of city-university partnerships might be formed and sustained and, significantly, whether it would offer potential for a more robust response to the shared challenges and opportunities across the metropolitan region. The ECC project brought city and university partners together for a series of discussions and workshops to examine the needs and potential of each of the individual partnerships while exploring how a network might further the work in significant ways. The process allowed leaders in each of the four CUPs to investigate barriers and opportunities for working more effectively together, especially in response to shared regional issues. By focusing simultaneously on each CUP's individual projects alongside the shared regional concerns for sustainable and livable cities, our goal was to strengthen existing partnerships and to assess the case for a continued regional network dedicated to these efforts.

Across the span of the project, the ECC partners—faculty and staff from the universities and staff from the cities, plus invited leaders collaborating on related projects—met three times, twice in Seattle and once in Portland. In addition, the ECC core team (the lead partners from the four universities) held two more dedicated working meetings that included city staff and foundation partners in portions of the agendas, in Seattle and Bellingham. Throughout

this process surveys and self-assessments were used to document the processes of collaboration. All of these meetings served two main purposes: to share goals, constraints, insights and lessons learned about CUPs and about the value of a regional network of CUPs; and to discuss topics relevant to the city partners within the region.

Through the course of the project discussions, surveys, and other activities, it became clear that the city partners would most benefit from a regional network if university partners could bring scholars, practitioners, policymakers and other stakeholders together around specific and pressing topics the cities were grappling with and did not have identified means of addressing. It was suggested that while each city might not have the political will or capacity to implement new or alternative approaches to the identified challenges, as a region they might be more successful. Topics identified included housing affordability and homelessness; regional and local transportation systems; climate adaptation; and responses to natural hazards.



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## Project Results and Implications

### *Sustaining Communities, a regional workshop:*

While multiple areas of inquiry were suggested, the two of the most significant issues facing each of the four cities and the region more broadly were climate change and affordable housing alongside gentrification. The ECC core team determined that while many in city governments, as well as university faculty, were studying and developing responses to the challenges of climate change, less was being done to develop new or alternative approaches to avoid urban displacement and gentrification. Furthermore, as noted by city leaders, responses to climate change that often emphasized green infrastructure, potentially exacerbated displacement and gentrification of neighborhoods.

In response the ECC core team developed and hosted a two day workshop, *Sustaining Communities*, in Seattle in September 2019 to explore best practices and lessons learned for tackling fears of displacement while increasing climate resilience, green infrastructure, and community health. Invited presenters and participants included academics, community partners, and city leaders from cities and regions that were identified as pursuing innovative and/or alternative approaches to similar challenges. These leaders were invited to share their work with city and community leaders from each of the four ECC cities. A cross-sectoral planning team designed and led the event, and city and community partners were consulted for both the content and the structure, to maximize benefits and opportunities for learning and sharing for all participants. Evaluations confirmed that the content and the structure was very well received, and spurred both new partnerships and ideas for future convening events that could meet the needs of city staff, university faculty and community partners.

### *Beginnings of a Regional Network:*

The collaborative processes and structure of the ECC project, as well as the successful initiative to host a regional discussion on a pressing issue demonstrated the power of a regional network. Urban challenges can no longer be met solely by

each city within their own political boundaries; a regional approach is necessary if leaders are to truly create livable, healthy, and resilient cities and regions. The ECC partners presented the work of the ECC network project at the *EcoCity World Summit* conference in Vancouver in October 2019. This session, conducted as an interactive workshop, presented the findings from the pilot projects and engaged participants in an exercise of identifying local and regional opportunities for CUPs. The discussions at the session reinforced the interest in CUPs as a strategy and opportunity for addressing complex issues.

The ECC project suggests the potential power and productive outcomes of a regional network of CUPs. Such a network would be ideally positioned to lead in formulating regionally-scaled discussions and responses to challenges. A regionally focused network or city and university leaders, which could generate new approaches to policy, and engage with practitioners and community partners, would be an effective tool for progress in the Emerald Corridor. Any network, however, is only as strong and productive as its members. Sustainable support for the local city and university partners will be critical in order to build the regional approach and community.

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## Sustaining Communities Acknowledgements:

The event was planned as a partnership with:

- Sara Cubillos, Seattle Public Utilities, City of Seattle
- Ann Grodnik Nagle, Seattle Public Utilities, City of Seattle
- Cayce James, Office of Planning and Community Development, City of Seattle
- Tiernan Martin, Futurewise
- Maiko Winkler Chin, Seattle Chinatown International District pda
- Ken Yocom, Department of Landscape Architecture, University of Washington

The event received additional support from:

- Seattle Public Utilities
- Office of Planning and Community Development, City of Seattle

## Pilot Projects

One of the core activities of the ECC was a series of pilot projects between each CUP. The pilot projects were intended to address an issue or concern relevant to each specific city and university, demonstrate the potential value of the CUP work, and be a source of learning in terms of collaborative processes and practices that could inform future partnerships within and beyond the ECC.

To inform the development of the pilot projects, the ECC collaborators reviewed best practices for collaborations from manuals, reports and peer-reviewed publications. The results and key findings were presented to the university and city personnel at the four CUPs. This analysis ensured that each pilot project was aware of the good practices for CUPs. Grounded in this knowledge, project implementation varied depending on each partnership's unique context.



Seattle Anti-displacement meeting, *Urban@UW*

# Mapping City–University Partnerships: the UBC–Vancouver Pilot Project

UBC and the City of Vancouver are seeking to build on their existing partnerships and projects to develop strategies for more sustained and in-depth collaborations, with greater impacts on the issues and solutions for the region. The pilot project, led by UBC Sustainability Initiative and Vancouver’s Department of Sustainability, was a step towards developing a more detailed understanding of the current range of activity between the two institutions.

The pilot project investigated research collaborations between UBC and Vancouver on sustainability and livability issues since the signing of the Memorandum of Understanding in 2010. The objective of the pilot was to better understand:

- **The types of research projects and collaborations being undertaken between UBC faculty and Vancouver staff.**
- **How city staff and university faculty are using the results of the research.**
- **The aspects of the projects that worked well for the collaborators.**
- **The barriers or challenges to implementing research collaborations that exist within both organizations.**

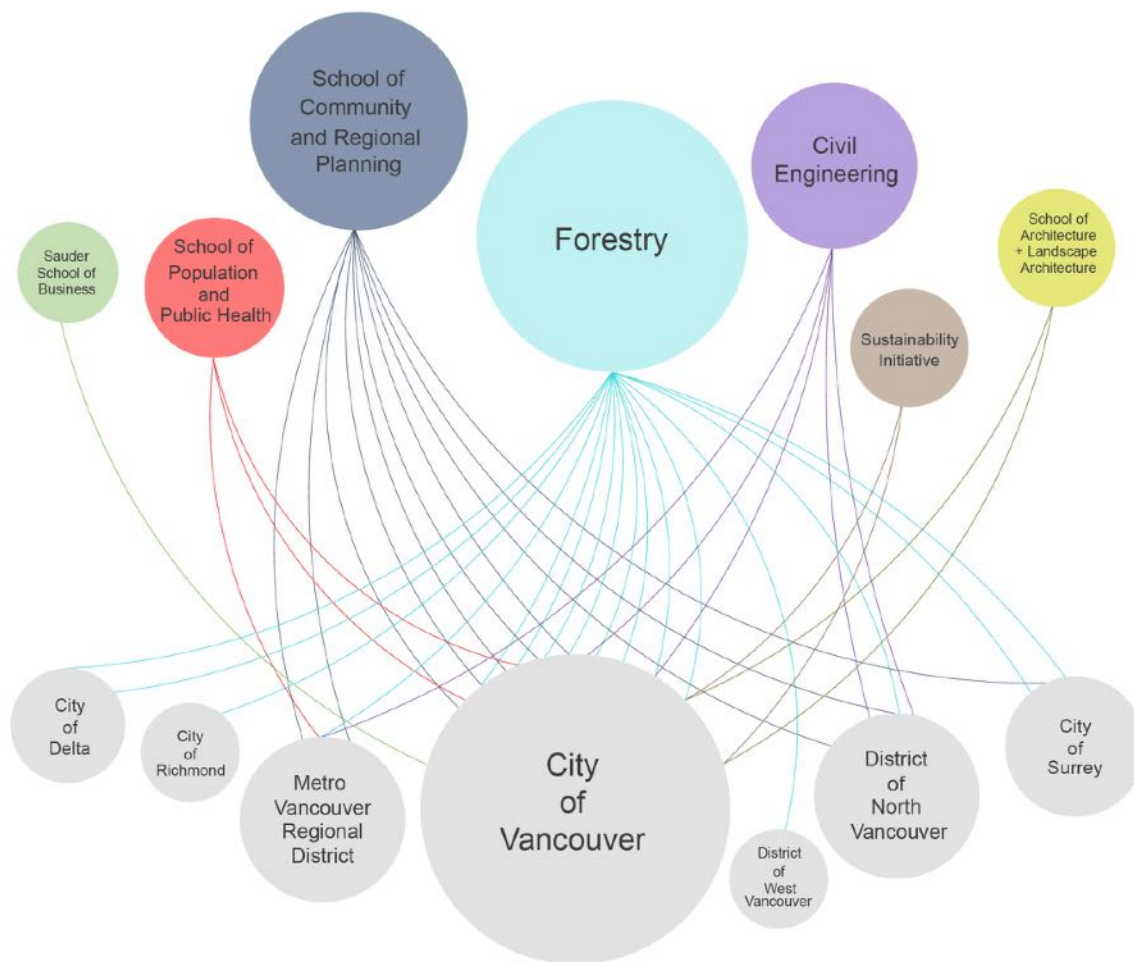
Ultimately, the goal for both Vancouver and UBC is to understand the breadth and depth of these partnerships and identify meaningful and practical measures that can be taken to increase and improve the effectiveness of faculty-level research collaborations with municipal staff.

Utilizing an electronic survey and interviews with faculty members and staff from UBC and Vancouver, the project compiled a basic inventory of past and ongoing research collaborations, described how these partnerships were formed as well as the strengths of these partnerships, areas for improvement, and barriers to collaboration, and proposed ways to increase and improve

future research collaborations. Although the report focused on collaborations between UBC and Vancouver, projects between UBC and other municipalities in Metro Vancouver and the region were also considered when encountered during the data collection. Research collaborations were framed as projects that involved faculty at UBC and staff at Vancouver, contained some element of co-development and had outcomes that benefited both parties (i.e. it did not include student-learning projects or course projects, or situations where Vancouver staff or policies were merely studied as research subjects).

The survey and interviews were intended to draw on the experiences of faculty and staff that had been involved in past collaborations. The electronic survey was widely distributed across both organizations and used to collect general information about collaborations and identify potential interviewees. It was completed by 58 individuals, which comprises 47 individuals from UBC and 11 from Vancouver, who are faculty members and staff at these organizations. Respondents included individuals both with and without experience in collaborating between city and university. The project also drew on 13 semi-structured, confidential interviews with faculty members and staff from UBC and Vancouver. This includes seven individuals from UBC and six from Vancouver. Twelve interviewees had experience with research collaborations between city and university, while one interviewee (from UBC) did not. In addition, the project examined research collaborations between UBC and cities across Metro Vancouver to identify trends in the types of research undertaken.

The project was led by a UBC Sustainability Scholar, who was a doctoral student in the Allard School of Law, in collaboration with the Director of Urban Innovation Research at the UBC Sustainability Initiative and the Assistant Director of the Vancouver Sustainability Group. Survey and interview questions were framed by this team. UBC’s Behavioral Research Ethics Board approved the research for this project.



The mapping of city-university research collaborations between UBC department and local municipalities. *Stefan Pauer and Mina Parsian, UBC Sustainability Initiative*

## Project and Partnership Results and Implications

The project found 27 city-university research collaborations in the Metro Vancouver region between 2010 and mid-2019 (note: this does not include projects done through the Greenest City Scholars program or CityStudio). The research projects covered a wide range of topics, including life-cycle assessment, risk assessment, mapping, public transit and community planning, energy and emissions assessment, climate change mitigation and adaptation planning, the development of funding proposals, curriculum development, and the development of communication materials for public engagement. The collaborations including faculty from a significant number of different UBC departments, most notable

Forestry, the School of Regional and Community Planning and Civil Engineering.

Most research collaborations were relatively short in duration and received only municipal funding, if any. Just over half of the 27 projects ran for less than a year and one-third were around one to three years in length. Municipalities supported 18 collaborations at a median of around C\$15,000 per project. Most projects were initiated through informal professional relationships, by both city and university personnel.



Information collected through the pilot project surveys and interviews indicated that experiences with these projects were largely positive, and that both municipal and university participants found significant value in these collaborations. However, respondents recognized room for improvement, such as increasing leadership commitment from both Vancouver and UBC that would allow the dedication of more resources, initiating more long-term collaborations with outcomes that can lead to longer-lasting impacts, and producing deliverables that are practice-oriented while balancing the needs of academic research. Barriers that prevented more collaboration in the past included a lack of awareness of whom to partner with, divergent objectives and expectations between city and university partners with regards to the length and deliverables of collaborative projects, a lack of financial and human resources, and difficulty in generating ideas and matching Vancouver policy needs with relevant academic research at UBC.

In order to address these barriers and areas of concern, the project's final report recommends, among others, introducing formal processes to help identify overlapping research needs and interests between city staff and university faculty, increasing efforts to facilitate connections between prospective collaborators, involving dedicated full-time project managers, and increasing funding options. Providing standardized tools and templates, such as funding agreements for research work, would also help facilitate greater collaboration. The Greenest City Scholar program provides a successful model that could be expanded on to include match-making for longer-term research projects.

Vancouver and UBC are both large and complex institutions, composed of departments with different focuses and priorities. Neither institution has previously tracked the collaborations with the other, and collecting

that information, especially at UBC, proved challenging. One challenge encountered during this project was that, while the vast majority of UBC departments agreed to distribute the online survey, some were not willing to do so, which reflected the traditional siloed approach to research common at many academic institutions. The pilot project was therefore unable to systematically map research collaborations involving faculty members from these departments or draw on their experiences. As a result, the list of research collaborations between UBC and Vancouver is likely incomplete. Nevertheless, the project was able to present an overview of relevant partnerships since 2010. Furthermore, although the interviewees for this report were carefully selected, the small number of participants means that the collected information could only offer a snapshot of ideas.

The pilot project's findings provided insight into the current contexts, benefits and challenges in research collaborations between Vancouver and UBC. The results will be used to inform the development and implementation of future collaborative research projects between UBC and Vancouver, as well as institutional changes that can be made to encourage, enable and expand these types of opportunities.

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### Pilot Project Acknowledgements:

- Dr. Stefan Pauer, UBC Sustainability Scholar, Allard School of Law
- Brad Badelt, Associate Director Sustainability, City of Vancouver
- Angelique Pilon, Director Urban Innovation Research, University of British Columbia

# Disaster Preparedness Survey: the WWU-Bellingham Pilot Project

WWU and the City of Bellingham developed a pilot project that matched a city need with existing faculty expertise and student talent. While initially the project was limited to the city of Bellingham, it eventually expanded to encompass other areas of Whatcom County. The pilot project objective was to assess preparedness for a major disaster that would overwhelm Bellingham Fire and Police Department, medical emergency responders, and overall city operations. The stakeholders involved in the partnership were: City of

Bellingham Office of Emergency Management; Whatcom County Sheriff's Office Division of Emergency Management; CERT Volunteers; Huxley College of the Environment/Resiliency Institute, and Sustainable Communities Partnership/Office of Sustainability. This project was inspired by a conversation between the Bellingham's Deputy Administrator and Planning Director, and WWU's Sustainable Communities Partnership.



WWU Students and CERT volunteers begin first-ever disaster awareness and preparedness survey in Whatcom County. *Lynn Sterbenz*

The more specific goals of the survey, as identified in a first in-person meeting with faculty and city staff, included:

- **Lead to a better prepared population.**
- **Develop a better understanding of why people are not prepared.**
- **Improve the working relationship between Bellingham and WWU.**
- **Improve the responsiveness of local government through engagement with local institutions (e.g. collaboration with WWU students as part of a course) and changes to how the city/county conduct public outreach and education.**

The ultimate value of the emergency response preparedness work, at both the city and the county levels, is to increase the percent of the population able to survive and be self-sufficient for up to 14 days after an emergency, especially for the most vulnerable populations. The surveys will help the city/county identify where and how to focus their resources. In parallel, the work seeks to increase the length of time the population can be self-sufficient in the aftermath of a major disaster.

At WWU, the research was led by faculty member in Huxley College of the Environment. In the spring quarter of 2019, WWU Disaster Reduction and Emergency Planning Studio (ENVS 476) collaborated with Whatcom County's Community Emergency Response Training (CERT) volunteers to conduct a disaster preparedness survey. As their course project, the students went door-to-door to survey county residents and then analyzed the responses.

The questions evaluated community ties and engagement among neighbors, household preparedness levels, emergency or medical training, and perceptions of hazard and disaster risk. The 2019 survey will be the first phase of a five-year project to assess the disaster preparedness and awareness of Whatcom County residents. Local emergency management officials will use the survey results to evaluate gaps in preparedness and education in order to strengthen the disaster

preparedness of Whatcom County.

The pilot project analyzed 217 responses to door-to-door surveying in four Whatcom County communities, summarized in a report for city/county staff. The report described the door-to-door methodology, followed by a discussion of the responses to each question in the survey. It ended with recommendations for improving public outreach and next year's survey, as well as recommendations to next year's students.

The project was intentionally designed to motivate participation of city/county staff and university faculty. The multi-year project phases allow the faculty member to streamline course preparation, since it will be similar each year. The collaboration also facilitated data collection on a topic of interest to faculty as well as city and county staff, and enables research with the potential for transformative change within the local communities. Lastly, the project helped the city and county determine the level of preparedness of residents in different communities in order to develop outreach methods that optimize improvements in preparedness.

This project aligned with and supported Bellingham's strategic objectives and *Comprehensive Plan*, and WWU's *Mission and Strategic Objectives*. For Bellingham, the municipal *Legacies and Strategic Commitments* reference a safe and prepared community that prevents and responds to emergencies; ensures safe infrastructure; increases community readiness and resilience. The project helped WWU fulfill its mission to serve the people of the state of Washington by working directly with local communities to advance solutions to the problems they face. It is also a reflection of WWU's value of equity since it focused on under-resourced communities in Whatcom County. The project enhanced the educational experiences of WWU students, by providing a high quality educational experiences beyond the classroom that allowed students develop an understanding of the region and its communities in all their natural and cultural richness and complexity. It helped faculty to create and strengthen curricula and other programming that engage issues of access, equity, power, and privilege in and across disciplines.

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## Project and Partnership Results and Implications

This was the first-ever disaster awareness and preparedness survey in Whatcom County. Being a multi-year project, much of the impact is yet-to-be seen. This project has laid the groundwork for the next five years of data collection. While one year of data is likely not enough for publication or substantive policy conclusions, the accumulation of data over a 5-year period has the potential to generate academically publishable results, and greatly inform allocation of emergency preparedness resources across the city and county. Additionally, and as a result of the relationship between university faculty and city staff, Bellingham was able to hire three student interns who study disaster reduction and emergency preparedness at WWU.

In the planning phase of the project, the faculty member brought academic best practices and cutting-edge research to the conversation, and county/city staff brought insights on political realities and best practices from a practitioner's

perspective. Having this combination of perspectives and expertise in open dialogue before the implementation of the project was key to success.

There were an incredible number of logistics to organize in order to launch the pilot project and develop the partnerships to support it. This work was done by the faculty member, who drew on her existing relationships with county staff to expand the project from the initial Bellingham-focused scope, to county-wide, with comparably scaled impacts. In the future, with different faculty teaching the course, it is likely that more of these logistics will be facilitated by Sustainable Communities Partnership. Additionally, this type of survey work could be implemented on a number of topics or in more locations across the corridor, for amplified impact and interesting results.

In the initial planning phases for the project, there were ideas on how students could both administer the survey, then develop educational materials on disaster preparedness. Due to the intense preparation needed for the survey design and refinement, and the relatively short duration of the quarter system, there



Student Facilitated Focus Group. Lynn Sterbenz

was less capacity to address education and outreach than planned. The students' outreach events focused on increasing survey response numbers, by gathering responses from a broader demographic than could be captured via door-to-door surveying alone. The multi-year design of this project allows time for refining methodology, collecting more data, and ultimately delivering an outcome that better meets the needs of communities, students, and faculty.

This is a project that fills a significant need for the city and for course/research interest at WWU. It has been planned for five years, allowing for an iterative refinement process that can optimize community impact, research quality, and student learning. This project has the potential to serve as a model for the kind of reciprocal, equity-focused, long-term, and impactful partnership work Sustainable Communities Partnership intends to cultivate on a broader scale. Having completed the pilot year of this project, we have an opportunity to debrief and revisit the broader landscape of partnerships between WWU and Bellingham, and determine additional projects to add to our partnership.

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## Pilot Project Acknowledgements:

- Lynn Sterbenz, Emergency Manager City of Bellingham
- Community Emergency Response Training (CERT) Volunteers
- Dr. Rebekah Paci-Green, Huxley College of the Environment, Western Washington University
- Students in Disaster Reduction and Emergency Planning Studio (ENVS 476)
- Lindsey Macdonald, Sustainable Community Partnerships, Western Washington University



Student Facilitated Focus Group. Lynn Sterbenz

# Leapfrog to a Shared Right of Way: the UW-Seattle Pilot Project



At the festival, the right-of-way was taken over a place for socializing and street art. *Urban@UW*

The UW-Seattle pilot project, Leapfrog to a Shared Right-of-Way (ROW), sought to challenge how we think of the public realm, and how we can foster increased engagement in creative, radical, and generous thinking in order to re-imagine our city as a place that supports human and environmental health and wellbeing in the future. ROW was conceived in partnership between the UW and the City of Seattle to strengthen the ties between university faculty and city staff, as well as the professional design and planning community. It arose from the understanding that today's urban challenges require a broad spectrum of contributors from all sectors, and that such collaborations must begin with small efforts that build trust, familiarity, and shared practices.

Given that 27% of Seattle's land is public right-of-way, this project aimed to utilize this shared space in a way that leapfrogs traditional and short-term anticipated use. ROW project leaders/partners included faculty, staff and graduate students from UW; city decision-makers with Seattle Public Utilities, Office of Planning and Community Development, and Department of Transportation; and design and planning professionals from Swift Partners, LLC, and Skipstone. Launched in June 2108, the goals of the project included:

- **Identify successful examples of changes or models from other cities.**
- **Identify where a rethinking of the ROW and related tools might address current and future problems, and develop radical frameworks for questioning and allocating the use of the urban ROW using a Future Thinking approach.**
- **Work with communities to develop and deploy pilot projects to investigate pressing long-term problems and transform the function of the ROW using co-curated interventions.**
- **Develop documentation that communities, city, and others who have similar needs can use to deploy these strategies to work the technical, political and follow-up-evaluation aspects of the project.**

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## Project and Partnership Results and Implications

To establish trust and clarity for project partners, early work focused on establishing a common understanding of how the ROW was used, imagined, and described across the world, as well as the issues facing neighborhoods across Seattle, and defining questions and developing a shared vision for the project. This was accomplished through regular, facilitated meetings and research and synthesis of existing works. Through community outreach and discussion potential neighborhood partners were identified and selected for engagement.

A "Future Thinking" approach informed the project implementation with the two Seattle communities, Georgetown and Crown Hill. The ROW project leads worked with neighborhood members to determine the projects and approaches that would be realized, while encouraging experimentation and long-term thinking. ROW project leads in both neighborhoods also led the effort to identify funding for the community projects again positioning the work to respond to neighborhoods needs while also pushing for experimentation. As these roles were new for all participants, the work was slow and deliberate. In Crown Hill, a series of "festival night" pop-up events with food trucks, entertainment, and other activities brought community together in the ROW, and funding was secured to continue work to re-envision that space to create a "heart" of the neighborhood. In Georgetown, it was determined that more funding would better catalyze the kinds of ROW innovations the community wanted, and funding was secured in late summer 2019 for next-step implementation.

Through continual reflection as part of the pilot project methodology, multiple lessons emerged. Importantly, communities need the most help in building capacity to pursue projects in the public realm and right of way. Many communities do not have the necessary structures in place to administer funding for projects, and equity of access to and use of such structures across communities is important to determine.

Seattle has developed an extensive tool box for community participation and implementation of alternative practices and uses of the right of way, from play streets to festival streets to green streets and more. They also offer a significant array of funding sources, although many are for small amounts to seed a project. However, there is a lack of knowledge of these resources, both in the communities as well as in the private and academic sectors. Implementation of the tools is also challenging, due to the many different city departments that oversee them.

In terms of the collaborative nature of the project, there continued to be a diversity of expectations for outcomes across different partners. Partners in the academic sector were equally excited about “learning outcomes” vs. “doing outcomes”, focusing on the development of relationships across communities that build on ongoing engagements. Those in the private sector focused on “doing outcomes” with experience in quick pilots as a way to establish credibility as they build relationships. The academic sector and the public sector participants remained cautious about creating expectations in initial conversations

with communities, and preferred a broadly democratic application process for identifying candidate communities. Both private and academic participants focused on leveraging emerging and existing relationships and connections to identify candidate neighborhoods, with the intention of quickly moving the project to pilots that build trust—the Crown Hill festival nights were an important success in this regard.

While all parties understood the imperative for “Future Thinking”, short term goals remained dominant. The capacity to step outside the immediate and creatively re-imagine the future would require more time and engagement from all parties. This might be more successful after trust increases across different partners.

The private sector was helpful in providing leadership for the projects, offering expertise in the design of the public realm, and implementing the neighborhood-based activities in partnership with UW faculty and students. The public sector offered significant assistance in identifying tools that might be used, as well as supporting the neighborhood projects. UW provided faculty leadership and student research and creativity. However, as a



Local community organizations used the ROW festival to connect with community members. *Urban@UW*



Community Event. *Urban@UW*

body for administering funding for this multi-sector project, the UW's fiscal mechanisms are less than ideal. Additionally, Seattle's standards for liability formed a significant hurdle to overcome, as was disbursement of funds among partners.

Finally, the scale of experimentation was important to consider carefully. The private sector leaders and community leaders wanted to approach experimentation on the ground in an actual community project. The public sector leaders were interested in exploring policy changes and how policies could be modified to encourage different practices. The university faculty were interested in the intersection of the community projects and policy. It would be optimal to address all of these scales of experimentation assuring that the right expertise is available at each level. It was critical to devote significant time and focus at the outset of the project to clearly identify language, goals, and expectations for all involved, to ensure benefit to all partners.

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### Pilot Project Acknowledgements:

- David Driskell, Deputy Director, Office of Planning & Development, City of Seattle
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- Thaisa Way, Executive Director, Urban@UW, University of Washington

# Strategic planning for transformation: the PSU-Portland Pilot Project

The strong collaborative foundation between Portland and PSU—specifically Portland’s Bureau of Planning and Sustainability (BPS) and PSU’s Institute for Sustainable Solutions (ISS)—opened the door to discussions about how to expand the impact of the partnership. The pilot project focused on the development of a transformative sustainability partnership strategy between Portland and PSU—specifically around the long-term engagements and relationships that directly support urban sustainability transformations. This project represented the start of a shift away from incremental projects and towards larger and more complex collaborations with long-term and evolving timelines and approaches. The strategy also demanded that the locus of the partnership move from ISS and BPS to a new paradigm that deeply engages multiple departments of both Portland and PSU.

This project came at a time when the city of Portland is actively pushing towards more transformative approaches to sustainability, exemplified in a new approach to climate action planning. The vision for this plan is to truly center communities of color and low-income communities in climate action – ensuring those frontline communities are strongly influencing (and benefiting) from efforts to move towards carbon neutrality. In addition, PSU’s Strategic Plan places an emphasis on collaborations with Portland, and a commitment to social justice and sustainability. It builds on the directions being taken by both institutions, and aims to develop a partnership around a set of urban sustainability topics.

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## The Project and Partnership Results and Implications

The pilot project began by assessing the nature of the current sustainability partnership between Portland and PSU in a “context” report. The report detailed the accomplishments, challenges and reflections from the past five years of the relationship. Additionally, the team from ISS and BPS wrote a grant to a local foundation to support the development of the next generation city-university partnership. This grant was awarded halfway through the project.

The context report was used in outreach meetings to engage with institutional stakeholders who could be influential leaders in the next generation of the partnership. Based on these interviews a group of nine people, representing three bureaus in the city, and two colleges and one institute in the university, were identified as a core group to develop the partnership strategy.

The core group spent three hours playing a game called *Audacity for Partnerships* which facilitates a series of conversations, the results of which could be used to inform the principles and direction of the transformative partnership. The notes from the game were compiled into a draft vision statement and individual interviews were executed after the game to discuss the results, assess motivation to engage in the partnership and gather general feedback. One of the most important takeaways from this activity was the self-selection of the partnership’s strategic leadership team. Not all



of the players felt that they could participate in the development of the partnership strategy: four members (two university and two city representatives) committed to the next steps, while the others stated their interest in re-engaging once the vision and strategy were established.

The new partnership leadership committed to three 2-hour meetings with the following objectives:

- **Finalizing a vision for the transformative partnership.**
- **Designing new high impact activities to advance the vision.**
- **Redesigning existing initiatives so they could effectively advance that vision.**
- **Developing a year-long work plan to activate those activities, which also includes processes and norms for how the core team worked together.**

The team executed these activities in the final stage of the pilot project, which completed in September 2019, building high levels of trust and also key pieces of partnership infrastructure.

The pilot project resulted in the development

of a new partnership structure that directly supports transformative sustainability projects within Portland and also increased the engagement and trust amongst the core team. The leadership team also identified a series of action that they would take on this coming year to advance the partnership. These included, engagement activities to increase the awareness of the partnership and build pathways for further participation, and the creation of new models of faculty, student and staff involvement that could set the stage for unlocking new, long-term collaborations. The team also established an on-going meeting and reflection cycle to systematically gather and apply learning from the new partnership approach to future projects and collaborations.

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### Pilot Project Acknowledgements:

- Michele Crim, Chief Sustainability Officer, Bureau of Planning and Sustainability, City of Portland
- Dawn Uchiyama, Deputy Director, Bureau of Environmental Services, City of Portland
- Todd Rosenstiel, Associate Dean, College of Liberal Arts and Sciences, Portland State University
- Beth Gilden and Molly Kramer, Project Managers, Institute for Sustainable Solutions, Portland State University
- Fletcher Beaudoin, Associate Director, Institute for Sustainable Solutions, Portland State University



The gameboard of Audacity for Partnerships, being played by Portland staff and PSU faculty and staff. *Fletcher Beaudoin*



A bridge in the center of Portland State University states the University's motto: Let Knowledge Serve the City. *Fletcher Beaudoin*

# Insights Across Projects and Partnerships

Executing the ECC project along with the individual pilot projects provided the unique opportunity for exploring comparisons and contrasting the characteristics and outcomes of the different cases, including insights about the contextual influences of a particular place and/or institution, and the common strategies and approaches that transcended specific contexts.

The ECC activities all included self-reflective assessment processes. During the course of the ECC projects, meetings and discussions were documented, feedback was solicited from event participants, and surveys were conducted with the core team and partners. These assessments had the dual purpose of tracking progress on the partnerships and projects, and also gathering key insights and learning from the different activities. The learnings from these assessments, and the experiences of the core team and partners, informed the discussion below.

## 1) Purpose, focus and resources

**matter:** The individual context, characteristics and capacity of both the cities and the universities will impact the interests and scope of their partnerships. While all cities provide a basic set of similar municipal services, different departments working in different contexts approach their challenges in different ways. Similarly, the missions of the different universities affect partnership strategies, including places and types of partnerships engaged in over time. Specifically, who the institutions state they are in service to seems to be especially influential. Finally, for both of these types of organizations, the resources available for partnerships can constrain capacity for collaborations.

## 4) Projects engaging faculty must align with the academic mission of universities:

Universities and other institutes of higher education produce and disseminate knowledge. Collaborative projects with city partners, through CUPs, must provide opportunities for faculty to conduct research and/or enhance students' education. The ECC projects addressed this in different ways, as illustrated in the case studies, but all focused on the creation of new knowledge through direct participation of faculty and/or students. A successful CUP is one which aligns with the needs of both the city and the university partners, and draws on the functions and strengths of each entity.

**2) City-university partnership history influences current and future opportunities:**

All of the institutions involved in these cases were at different stages in their partnership development due to their institutions' context and history. WWU was more heavily focused on foundation building and catalyzing activity, where UW engaged in a multi-stakeholder project that connected multiple parts of the city and university, and PSU and UBC focused on better understanding the plethora of existing activities in order to determine effective pathways forward. The diversity of perspectives was critical for fostering creative dialogue about issues across the cases and quite commonly the team found areas of convergence and opportunity through this diversity.

**3) Projects aligned with city policy goals will more effectively engage city staff:**

All of the pilot projects were undertaken in alignment with city-stated goals. That was an important mechanism for building momentum and interest with the city staff, and enable in-depth participation. Numerous city staff emphasized that collaborations with universities must align with the city's "bottom-line" activities and goals in order to invest significant time and resources in projects and partnerships. This requirement informed the ECC pilot projects, as they were developed in response to city partners' needs, allowing for greater impact.

**5) Relationships, engagement, and trust are critical:**

Trusted relationships are a critical factor for aligning objectives, working through challenging conversations and conflicts, and in the end, collaboratively producing high quality outcomes. The tendency in project-based work is to focus on the immediate needs and outcomes of the individual projects and to spend less time on building the underlying relationship required to effectively produce successful projects. These trusted relationships become even more critical as the complexity of outcomes increase.

**6) The role of an internal structure for building relationships and sharing knowledge between partners is necessary to move beyond one-off projects and personal relationships:**

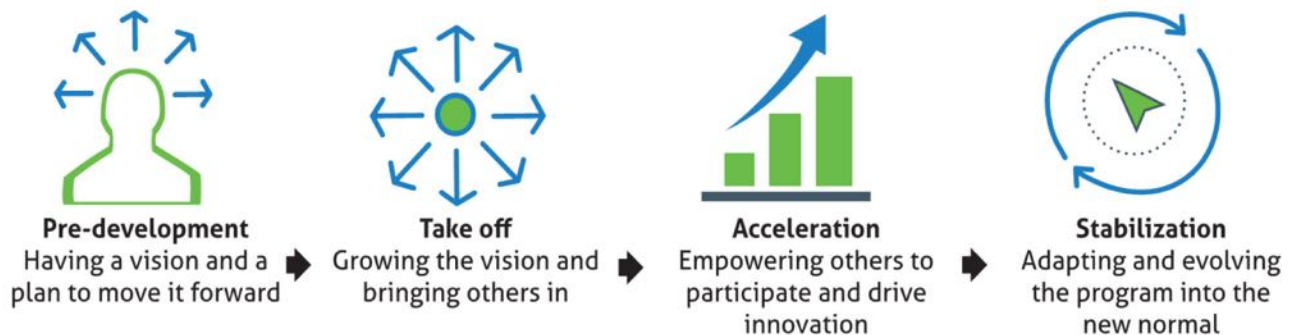
There is an often-overlooked complexity behind building effective city-university partnerships that unite the needs and objectives of both the city and the university. An individual or group in the role of knowledge and relationship broker can help mediate between project participants, build trust across partners, and provide continuity beyond the cycle of individual one-off projects. In the ECC, this role was played mostly by the leaders of the CUPs located within the universities, although each is positioned differently within their institution. Without this role, partnerships can become one-sided, or reliant on individual relationships.

**7) It is important to enable different project roles and the resources to support them:**

There are a number of different roles played by university faculty and staff, city staff, and community members on any project. The need for a structure and core leader to facilitate the relationships is important, but it is often challenging to find long-term resources to support this position. Faculty members provide valuable subject matter expertise, but community-based research may not align with departments' criteria for advancement. City staff provide valuable practical and implementation expertise, but face pressures in the short-term political cycle. Practitioners and community members have lived experience expertise, but may lack familiarity with the logistics of collaborations. These challenges limit participation in CUPs and their projects, although the work is seen as valuable by all parties. It highlights the need for institutional leadership and organizational alignment in order for city-university partnerships to achieve their full potential.

**8) Partnerships are important to provide the long-term effort needed to address large-scale challenges:**

Many of the urban challenges facing these different cities and universities are deeply complex, will take decades to address, and will often require multiple scales of research and applied investigation. Therefore, truly organizing around these challenges requires that each project feed into larger processes, and be initiated with multi-year timelines, phases and scales of progress in mind. All projects undertaken in the ECC were nested within a broader goal of scaling the work, and broader relationships and partnership building. As will be discussed below, appropriate resources, roles and leadership are critical to the success of embracing expanded timelines and scale.



City-university partnerships, like most collaborations, can progress through key stages and require different resources and interventions at each stage *Beaudoin et al. 2017*.

**g) Individual city-university partnerships both add value and receive benefits as part of a regional network:**

Participation in a network of organizations facing similar complex challenges, provides significant value to individual institutions, as they can learn from their peers' experiences and engage in collective debates and problem solving. However, it also allows individual institutions, both cities and universities, to play leadership roles in sharing their own solutions, approaches and success stories to the benefits of the whole region.

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## Insights in Context of the ECC

The insights that emerged from the convening events aligned highly with those gleaned from the assessments, and illustrated their importance. The ECC convening served not only as opportunities to learn about and make meaningful progress on topics of relevance to city partners; they also built relationships and trust between and among the CUPs. The events led to progression in the development of the partnership's individual CUPs and with other partners. They allowed for increased mutual understanding of, and further alignment between university and city goals and priorities; and they uncovered and mobilized resources and connections for further work. In sum, the ECC convening and meetings across the network and the pilot projects built on each other in both understanding and increasing the strength of city-university partnerships across the region.

# Conclusion and Continued Inquiry

Executing these pilot projects as part of the Emerald Corridor Collaboratory pushed the understanding and practice around effective city-university partnerships across these four Pacific Northwest city-university pairs. Doing this work as part of a network has provided accountability and supporting resources for exploring creative solutions to the issues and opportunities that emerged. As these ECC activities built up the internal partnerships and implementation capacity within each pair, they also exposed new challenges and opportunities to be explored.

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"It might seem kind of funny, but just hearing that other cities/organizations are grappling with similar issues and either a) affirming that we also utilize similar approaches or "best practices" or b) learning new ways or things NOT to do in addressing these issues/challenges." – Emerald Corridor Collaboratory Participant

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Furthermore, the ECC project fostered and strengthened relationships across the cities and the universities that will continue beyond the scope of this individual project. Some of the questions that this network will continue to explore include:

- **What is the role of networks (like the Emerald Corridor Collaboratory) in supporting effective implementation of city-university partnerships, particularly at the regional scale?**
- **What is the role of community in city-university partnerships and how do we ensure that these partnerships are inclusive, while also maintaining focus?**
- **How do we make the case to funders (cities, universities, foundations, etc.) for the important (and vital) function of a brokering organization for advancing city-university partnerships?**
- **What are potential structural shifts within universities and city governments that may create joint capacity to organize around and address complex and emerging urban issues?**

URBAN@UN

## race forward

— Glenn Harris

- National Movement for Racial Justice
- Is America possible?
- We are all citizens of a country not yet formed.



- How do we grow communities to transform forward?

### What is POWER?

- the ability to influence the outcome
- the ability to act
- the ability to define reality
- responsibility

# THE moving WORK forward

9.27.19

## Opportunities in Moving Forward

— moderator: Glenn Harris

- Infrastructure is the platform upon which our civilization is built

— "it's not just pipes"

### Community ownership

— the ability to acquire wealth

- the order of operations has to be inverted
- Integrating Social Equity into the climate change conversation
- Stop nibbling at the edges — and dive right into the middle.
- Develop muscle memory around working together (across orgs)

Community Plans as Shared Documents not regulatory documents



- We have to find ways to share power

PHILANTHROPY WEALTH

THE BACKS OF PEOPLE IN COLONIZED COUNTRIES

what if you could not work?

respect for Mother Earth, Indigenous People, Each Other

What Does Government Need to Learn From?

- Organize government AROUND the community — not the other way around

- Government solutions & deliveries must be holistic

- Change measures of success to the WAY communities are engaged — NOT # of people served

## How Do We Maximize Regional Interaction on these Issues?

- the people we want to engage have already been gentrified

- regionally, we have to invited those already impacted

- we need to recruit unusual suspects

- flip the conversation between cities and big industry

- most tax structures are regressive, impacting low-income people disproportionately

- Regional Learning Network

- Cascadia network

- partnerships between cities, across borders (US+Canada)

- Urban Growth Fundry

- shared power — across jurisdictions ... is still a serious problem

- lack of respect

- committing to the urgent need to restore dignity + respect back to communities

- we need to heal the wounds between and among communities

### What Is THE Next Step?

- connect work plans and community assets

- be more thoughtful about our community engagement

- look harder @ our role in land acquisition and land management

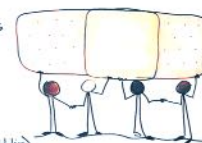
- NOTE !!!

- look harder @ our role in land acquisition and land management

- look harder @ our role in land acquisition and land management

- look harder @ our role in land acquisition and land management

- look harder @ our role in land acquisition and land management



Big Idea Zoo

Moving the Work Forward session. Lori Rock, Big Idea Zoo

In the past 18 months of the ECC project we have clearly and strongly demonstrated the potential productivity of the individual CUPs, as well as the significant potential of collective efforts and vision in the region. It is clear that in the 21st century urban challenges exist at a regional scale and can no longer be fully addressed within the boundaries of siloed cities. City leaders are compelled to think regionally about issues like climate, housing, jobs, transportation or education. If universities wish to contribute to this critical work, they too must think regionally. This suggests that if we are to truly meet the challenges we face, regional networks of CUPs would be the ideal mechanism. However, the individual CUPs have been successful only to the extent that they

have been able to leverage the minimal support and funding currently available. This success has essentially relied on individual leaders working with the permission but without the full support of their institutions, either at the cities or the universities. Until the individual CUPs are fully supported within their own institutions, a regional network is unsustainable. While our work has been important, the capacity to continue to pursue this work requires a formalization of the relationships and contributing roles at both the local and regional levels. To attain the power of a regionally oriented network of city-university partnerships would require enduring and reliable support for each individual partnership as well as for the regional network.

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