

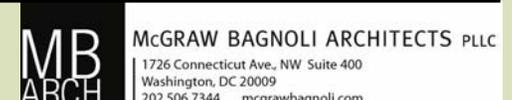
# Integration, Revitalization and Transportation: Smart Growth Opportunities for a Small City Campus



## Benefits of a Balanced Town-Gown Relationship

David C. Bagnoli, AIA, LEED AP, BD+C

OCTOBER 23, 2012



# Smart Growth, a sustainable approach to development:

- Compact Development lessens demand for conversion of undeveloped land
- Mixed Use Development increases transportation choices/ decreases auto use
- Reuse of existing properties may:
  - Reduce demand on existing green space
  - Utilize existing infrastructure (roads, parking, utilities, etc)

## A Sustainable Approach



# 10 Principles of Smart Growth

1. Mix of Uses
2. Compact Building Design
3. Range of Housing Opportunities and Choices
4. Walkable Neighborhoods
5. Distinctive, Attractive Communities with Strong Sense of Place
6. Preserve Open Space/Farmland/Critical Environmental Areas
7. Strengthen/Direct Development Toward Existing Communities
8. Variety of Transportation Choices (Auto, Bus, Bike, Pedestrian)
9. Make development decisions predictable, fair, and cost effective
10. Encourage Community/Stakeholder Collaboration in Development Decisions

## A Smart Growth Approach



# The Quintessential College Town= The Best Examples of Smart Growth



*Small Scale, Mixed Use Retail*



*Balance of Pedestrian, Bike and Automobiles*



*Walkable Neighborhoods*



*Compact building design*



*Open Space*



*Sense of Place*

## A Smart Growth Approach

# The Quintessential College Town= The Best Examples of Smart Growth

Table 3.  
**Top Ten Metro Areas for Commutes to Work by Bicycle: 2009**

(Numbers in thousands. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see [www.census.gov/acs/www/](http://www.census.gov/acs/www/))

Metropolitan statistical area	Commuted by bicycle <sup>1</sup>	
	Percent	Margin of error <sup>2</sup> (±)
Corvallis, OR .....	9.3	3.1
Eugene-Springfield, OR .....	6.0	1.2
Fort Collins-Loveland, CO .....	5.6	2.1
Boulder, CO .....	5.4	1.2
Missoula, MT .....	5.0	1.8
Santa Barbara-Santa Maria-Goleta, CA .....	4.0	0.9
Gainesville, FL .....	3.3	1.2
Logan, UT-ID .....	3.3	1.4
Chico, CA .....	3.0	1.2
Bellingham, WA .....	3.0	1.3

<sup>1</sup> Workers 16 years and over.

<sup>2</sup> This number, when added to or subtracted from the estimate, represents the 90 percent confidence interval around the estimate.

Note: Because of sampling error, the estimates in this table may not be significantly different from one another.

Source: U.S. Census Bureau, American Community Survey, 2009.

All 10 are College Towns

Table 4.  
**Top Ten Metro Areas for Commutes to Work by Walking: 2009**

(Numbers in thousands. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see [www.census.gov/acs/www/](http://www.census.gov/acs/www/))

Metropolitan statistical area	Walked to work <sup>1</sup>	
	Percent	Margin of error <sup>2</sup> (±)
Ithaca, NY .....	15.1	3.2
Corvallis, OR .....	11.2	3.0
Ames, IA .....	10.4	2.9
Champaign-Urbana, IL .....	9.0	1.5
Manhattan, KS .....	8.5	2.4
Ocean City, NJ .....	8.4	2.9
Iowa City, IA .....	8.2	1.4
Hinesville-Fort Stewart, GA .....	8.2	5.1
Jacksonville, NC .....	8.1	3.0
State College, PA .....	8.0	2.0

<sup>1</sup> Workers 16 years and over.

<sup>2</sup> This number, when added to or subtracted from the estimate, represents the 90 percent confidence interval around the estimate.

Note: Because of sampling error, the estimates in this table may not be significantly different from one another.

Source: U.S. Census Bureau, American Community Survey, 2009.

8 out of 10 are College Towns

## A Smart Growth Approach



<http://smartgrowthusa.wordpress.com/2011/01/22/corvallis-oregon-smart-growth-commuting-in-united-states-2009/>

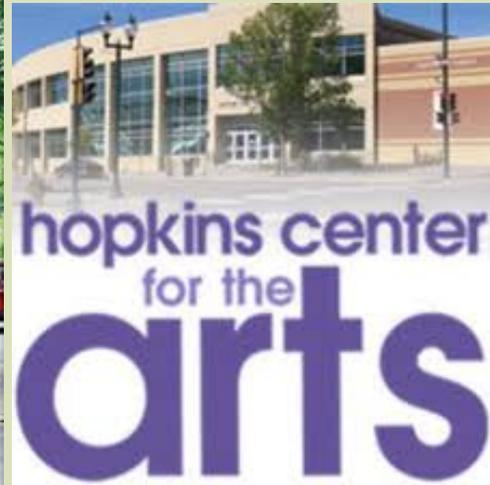


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# College Towns, Development and the Built Environment

- Approx \$15 Billion Total Campus Construction Spending per year, 2000-2009
- Expanding Institutions
  - Increasing enrollments
  - Research funding and space needs
  - Maintaining competitive edge
  - Economic opportunities and industry partnerships
- Mobility/Transportation Concerns
- Evolution of Town/Gown relationship
- College towns as quality places to live
  - Increased choices in mobility
  - Housing options
  - Retail/recreational options

## Potential Impacts to a Smart Growth Approach



## Town/Gown Relationships and Potential Benefits

# COMMON TOWN/GOWN ISSUES

## STUDENT CONSIDERATIONS



- Housing (On/Off Campus)



- Parking

- Student Life (Non Athletic/Recreation)



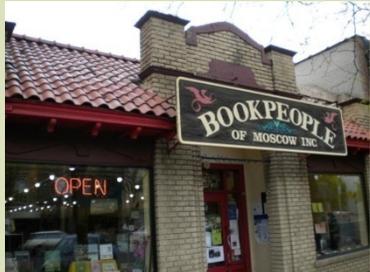
- Student Life (Athletic/Recreation)



- Academic Spaces

Considerations for Town Gown Relationships:  
Student Related

# COMMON TOWN/GOWN ISSUES NON-STUDENT CONSIDERATIONS

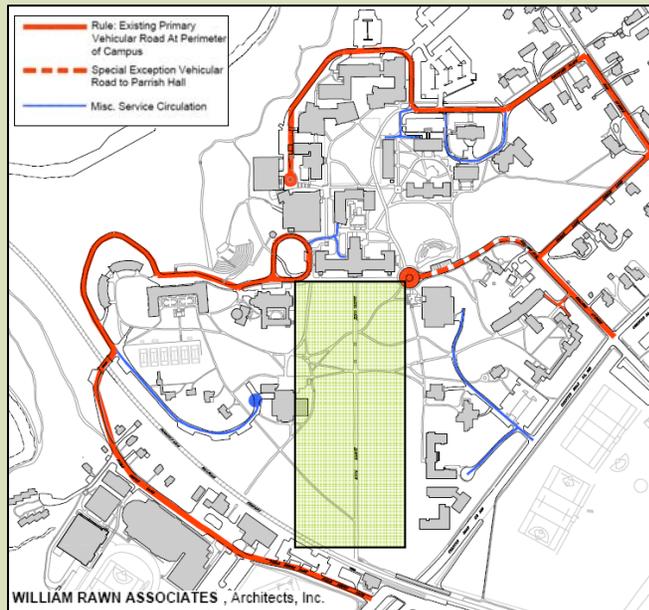


- Public Presence (Campus Tour/Recruiting)
- Faculty/Staff Retention
  - Housing (Rental/Ownership)
  - Parking/Access
  - Family Services (Daycare, K-12 Schools)
- Retail/College Town/Disposable Income
- Employment Opportunities

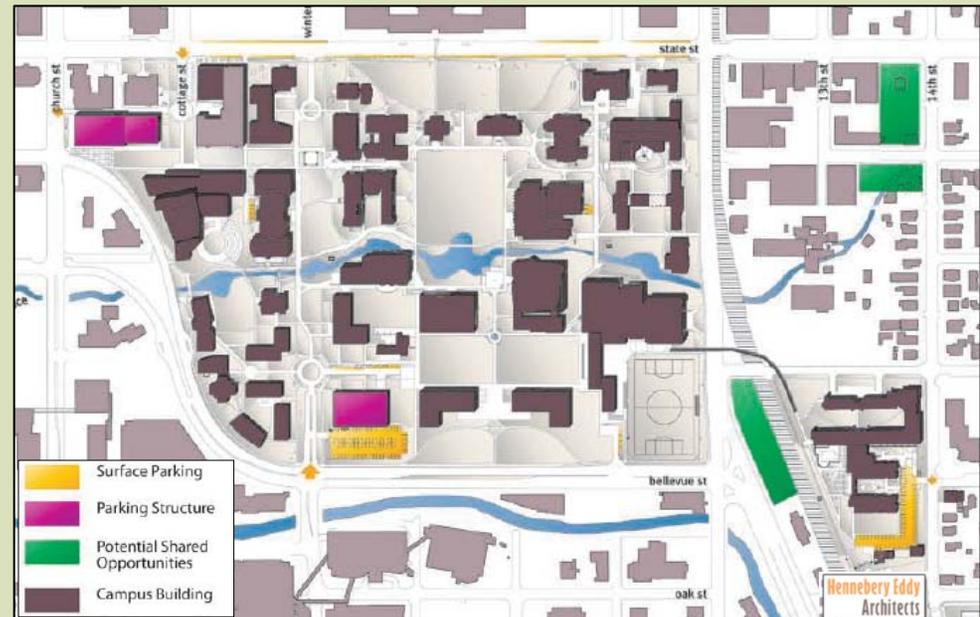
Considerations for Town Gown Relationships:  
Non-Student Related

# COMMON TOWN/GOWN ISSUES TRANSPORTATION/ SERVICES

- General Access
- Thoughtful Parking Solutions
- Deliveries



*Swarthmore College, Swarthmore, PA*



*Willamette University, Salem, OR*

## Considerations for Town Gown Relationships: Transportation and Services

# Town



# Gown

RETAIL and  
ENTERTAINMENT

THE ARTS

ON CAMPUS  
HOUSING

FACULTY/STAFF  
HOUSING

BUSINESS  
INCUBATION

ACADEMICS

CIVIC SPACE

ADMINISTRATION

CAMPUS  
OPEN SPACE

K-12 SCHOOLS

PARKING

STUDENT LIFE  
SPACES

UTILIZE EXISTING  
INFRASTRUCTURE

OFF CAMPUS  
HOUSING

SPORTS and  
RECREATION

## Town Gown Relationships: Maximizing Opportunities



*Savannah College of Art and Design (SCAD), Savannah, GA*



## Type 1: Fully Integrated



*University of North Carolina, Chapel Hill, NC*



## Type 2: Partially Engaged



*University of California Santa Cruz, Santa Cruz, CA*



## Type 3: Physically Separated

### Town/Gown Relationship Types

# TYPE 1: FULLY INTEGRATED

Benefits: School presence contributes to retail and entertainment, student focused rental housing near campus. Recent initiatives include revitalization, neighborhood improvements, recognition of shared parking benefits. May come with lower demand for parking.

## Defining Characteristics:

- Town often established before school, with pre-existing and defining pattern of growth;
- Mix of uses within block and/or building;
- School integrates/respects existing pattern of streets and structures;
- Less Auto Dependant due to:
  - Walk-able distances between uses;
  - Established pedestrian environment and;
  - Limited parking availability.

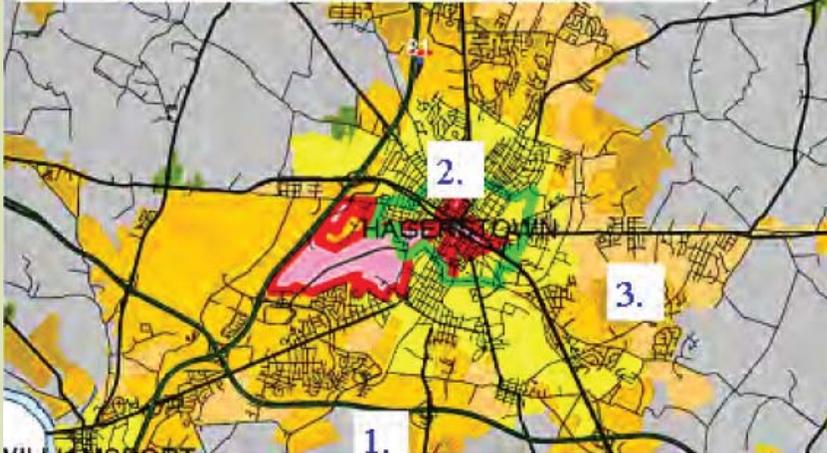
Town Gown Relationships: Type 1~ Fully Integrated Town and Gown

# Examples

- **University System of Maryland, Hagerstown, MD**
- Savannah College of Art and Design (SCAD), Savannah, GA;
- Virginia Commonwealth University, Richmond, VA
- University of Michigan, Ann Arbor, MI
- **Portland State University, OR**
- University of Pennsylvania, Philadelphia, PA
- **Arizona State University, Downtown Phoenix, AZ**
- University of Texas, Austin, TX

Town Gown Relationships: Type 1~ Fully Integrated Town and Gown

1. Friendship Technology Park
2. Baldwin House
3. Hagerstown Community College



## University System of Maryland at Hagerstown to expand

With city council approval, USMH will be the rear anchor tenant of the small business incubator

July 17, 2012 | By C.J. LOVELACE | [cj.lovelace@herald-mail.com](mailto:cj.lovelace@herald-mail.com)

*"I've seen in the last 16 months [since January 2005] an energy for redeveloping downtown that I've never witnessed before. The university center is a big part of that. I was initially opposed to the downtown location. Now that I'm here, and seeing what is happening, I see the wisdom."*

— David Warner III, Executive Director,  
University System of Maryland at Hagerstown

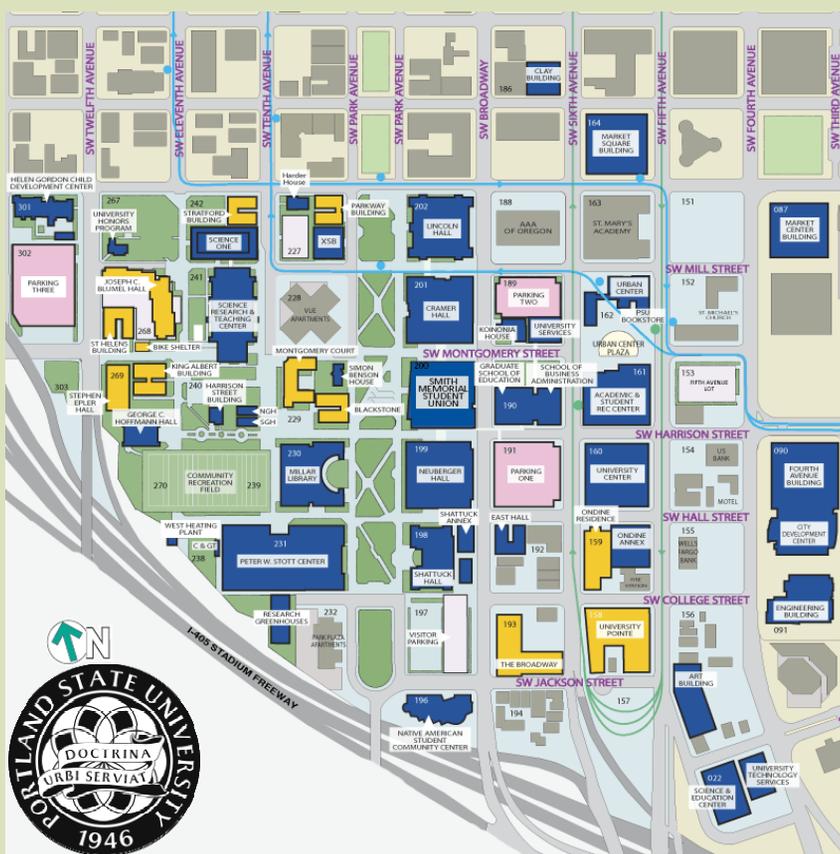


Town Gown Relationships: Type 1~ Fully Integrated Town and Gown  
University of Maryland, Hagerstown, MD



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**PSU - Research & Strategic Partnerships - Profiles**

**Profiles - Research**

- All Categories:**
  - Global University of Business
  - College Lab
  - Anderson & Research
  - Portland Center for Public Innovation
  - School of Business Administration
  - School of Graduate Studies
  - Orlando School of Education
  - Marshall College of Engineering & Computer Science
  - School of Plan & Public Policy
  - College of Liberal Arts & Sciences
  - School of Social Work
  - College of Urban & Public Affairs
  - PSU Library
  - Arachne Program
  - Arachne Service
  - Research
  - Business Analytics
  - Genetic Alliance
  - Learned Care Lab
  - Single Transportation
  - Research and Education
  - Coventry
  - Alumni & Giving
  - AlumniCenter
  - Parent Center
- Home by profile type:**
  - All Profile Types
  - Alumni
  - Community Partnership
  - Faculty Member
  - Gift
  - Graduate Student
  - Location
  - Organization

**A Life Dedicated to Public Service**  
The Center for Public Service supports innovation in the public and non-profit sectors.

**Battling Drug-Resistant Malaria**  
DesignMedix, a Portland biotech startup, is designing the next generation of hybrid drugs to resolve issues of drug resistance in infectious diseases such as malaria.

**2012 Oregon Lab2Market Intensive**  
Developing ideas, zoning in on markets, acquiring venture capital: how 30 seconds in an elevator can make a company.

**The Learner Web: Extending Educational Opportunities to Adult Learners**  
Dr. Steve Fader, Professor of Applied Linguistics, discusses the Learner Web, a learning supportive system for adults who have specific educational goals.

**Little Structures, Big Impact**  
Multicenter innovations in nanotechnology developed at Portland State by former Professor Dr. Mingbi Yan and brought to market by Swiss company SphS AG are improving everyday objects at the nanoscale.

**Shaking Up Seismic Retrofitting**  
Peter Duska is engineering a seismic brace technology for retrofitting buildings and bridges that will save infrastructure as well as lives.

**Walking around in and biking through town**  
The Initiative for Bicycle & Pedestrian Innovation combines research, education and knowledge to promote safe, convenient and accessible travel by walking and cycling.

**Providing Civic Leadership, Achieving Global Excellence**  
Nearly two decades ago, Portland State University embraced a new approach to education — one that made the community an active partner in the classroom. Students and faculty put theory to practice and work with businesses, nonprofits, civic groups, and government agencies to solve real problems facing our region.

[www.pdx.edu/research](http://www.pdx.edu/research)

## Town Gown Relationships: Type 1~ Fully Integrated Town and Gown Portland State University, Portland, OR



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## Map Legend



Light Rail Connection



College of Nursing

- **Founded 2006**
- **Planned Build Out**
  - **1.5 M SF Academic/Support space**
  - **15,000 Enrollment**
  - **1,800 Faculty and Staff**
  - **4000 Student Beds**
- **\$570 million anticipated impact**
- **Creation of 7,700 jobs**
  - **Broke ground Aug. 2012 on \$25M Student Rec Center**



Planned Renovation of US Post Office Into Student Union



New Civic Plaza

**Town Gown Relationships: Type 1~ Fully Integrated Town and Gown**  
**Arizona State University, Downtown Phoenix, AZ**



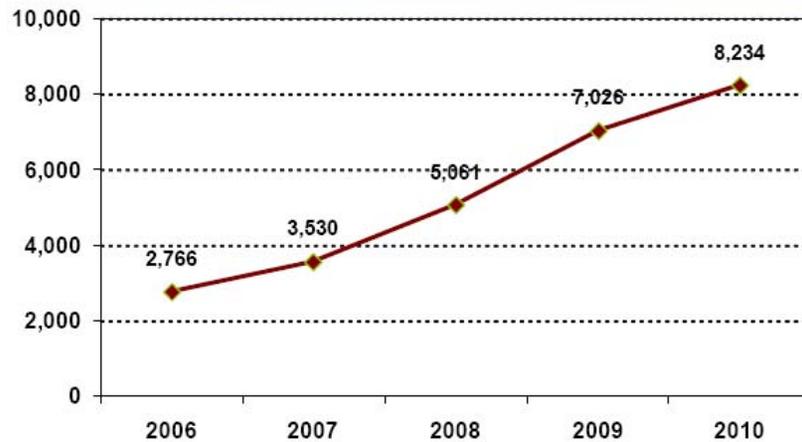
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# Campus Growth & Progress

198% more students attending classes downtown in 2010 vs 2006



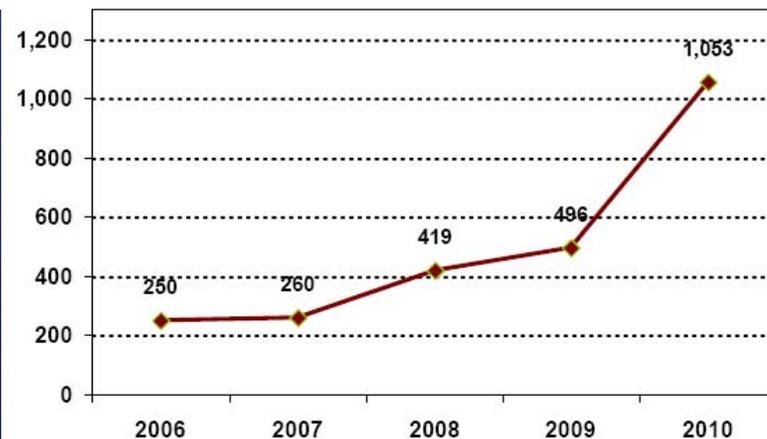
321% more students living downtown in 2010 vs 2006

Fall 2010 Stats:

**8,200** attending classes downtown

**1,000** living on campus

**1,250** faculty and staff



Town Gown Relationships: Type 1~ Fully Integrated Town and Gown  
Arizona State University, Downtown Phoenix, AZ

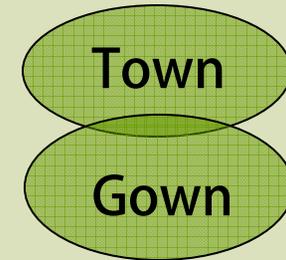
# Private Investment

- Taylor Place \$114M
- Central Park East \$175M
- Alta Phoenix \$40M
- Restaurants & nightlife
  - Restaurant & bar licenses were up 25% by the end of 2009 vs 2008 and retail business licenses increased by a third
- Private investment exceeds City's \$233M investment in campus



Town Gown Relationships: Type 1~ Fully Integrated Town and Gown  
Arizona State University, Downtown Phoenix, AZ

# TYPE 2: PARTIALLY INTEGRATED



Benefits: Neighborhood serving retail, character defining presence for campus and city/neighborhood, shared parking but segregated services between town and gown.

## Defining Characteristics:

- Founding dates of town and campus very simultaneous;
- Mix of Uses within/ adjacent to campus;
- Small scale retail adjacent to campus caters to student, staff and visitor use;
- Walk-able distances between uses discourages private auto trips during academic day

## Town Gown Relationships: Type 2~ Partially Integrated Town and Gown

# Examples

- Princeton University, Princeton, NJ
- University of North Carolina, Chapel Hill, NC
- Dartmouth College, Hanover, NH
- Swarthmore College, Swarthmore, PA
- College of William and Mary, Williamsburg, VA
- Stanford University, Palo Alto, CA
- Brown University, Providence, RI
- University of Colorado, Boulder, CO

Town Gown Relationships: Type 2~ Partially Integrated Town and Gown



## 25 Best Places to Retire

Your post-work years are a time to improve your golf game, take up a new hobby, or just enjoy a well-deserved break. In these great college towns, you can expand your intellectual horizons too.



### 2. Hanover, NH

2 of 25 Back Next

Population: 8,516

% over 50: 29%

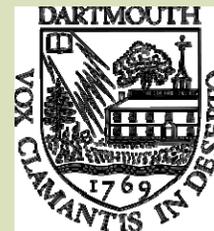
Median home price: \$401,000

State income tax: 5%

Where to take classes: Dartmouth College

New England is chock full of charming villages. But few are as welcoming to retirees as Hanover, home of Dartmouth College and its 20-year-old senior education program.

Outdoor enthusiasts can kayak on the Connecticut River or hike in the White Mountains. Winter, of course, brings 94 inches of snow on average, so residents make the most of the cold (five ski hills are within an hour's drive) or head south.



## Town Gown Relationships: Type 2~ Partially Integrated Town and Gown Dartmouth College, Hanover, NH



[http://money.cnn.com/galleries/2010/real\\_estate/1009/gallery.best\\_places\\_retire.moneymag/2.html](http://money.cnn.com/galleries/2010/real_estate/1009/gallery.best_places_retire.moneymag/2.html)



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WILLIAM RAWN ASSOCIATES , Architects, Inc.



1. North Park Street Graduate Housing (112 Beds)



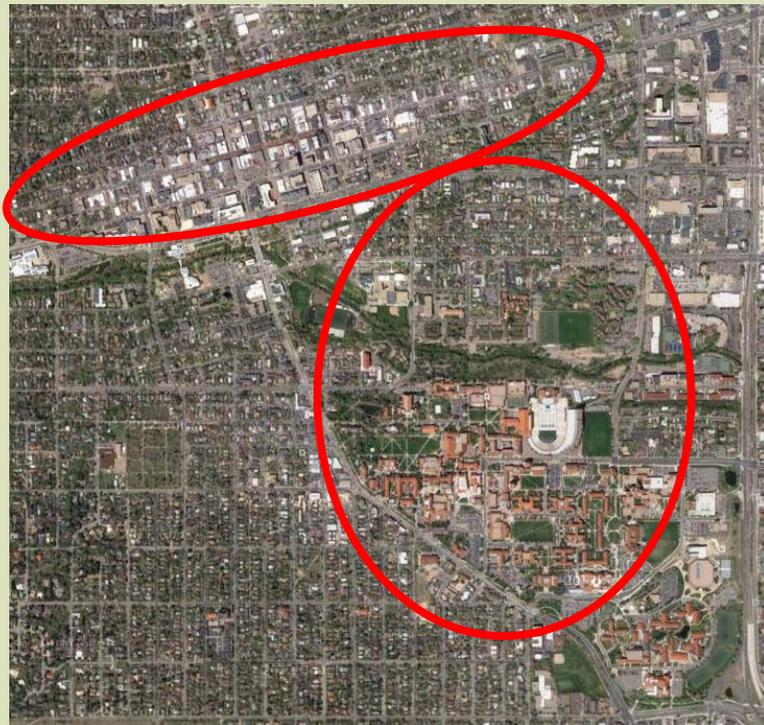
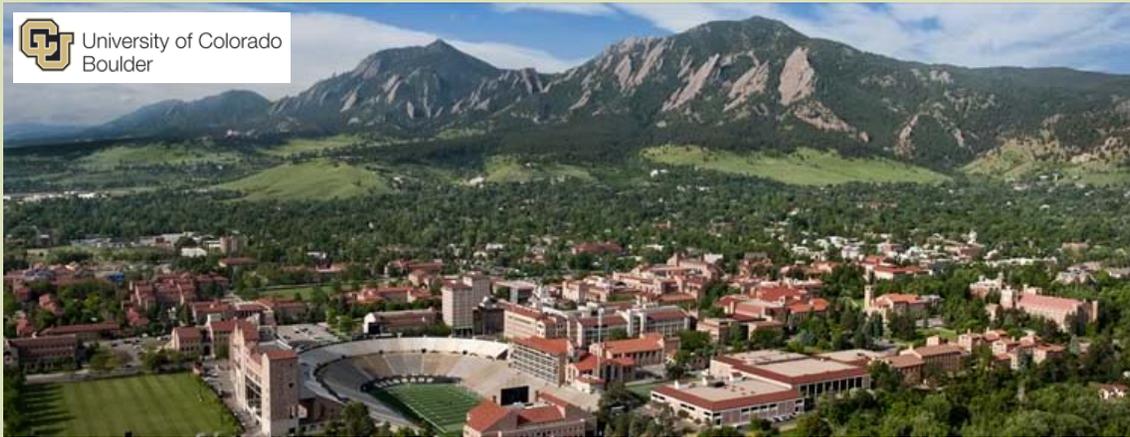
2. Park and Wheelock Faculty Housing (22 Homes)



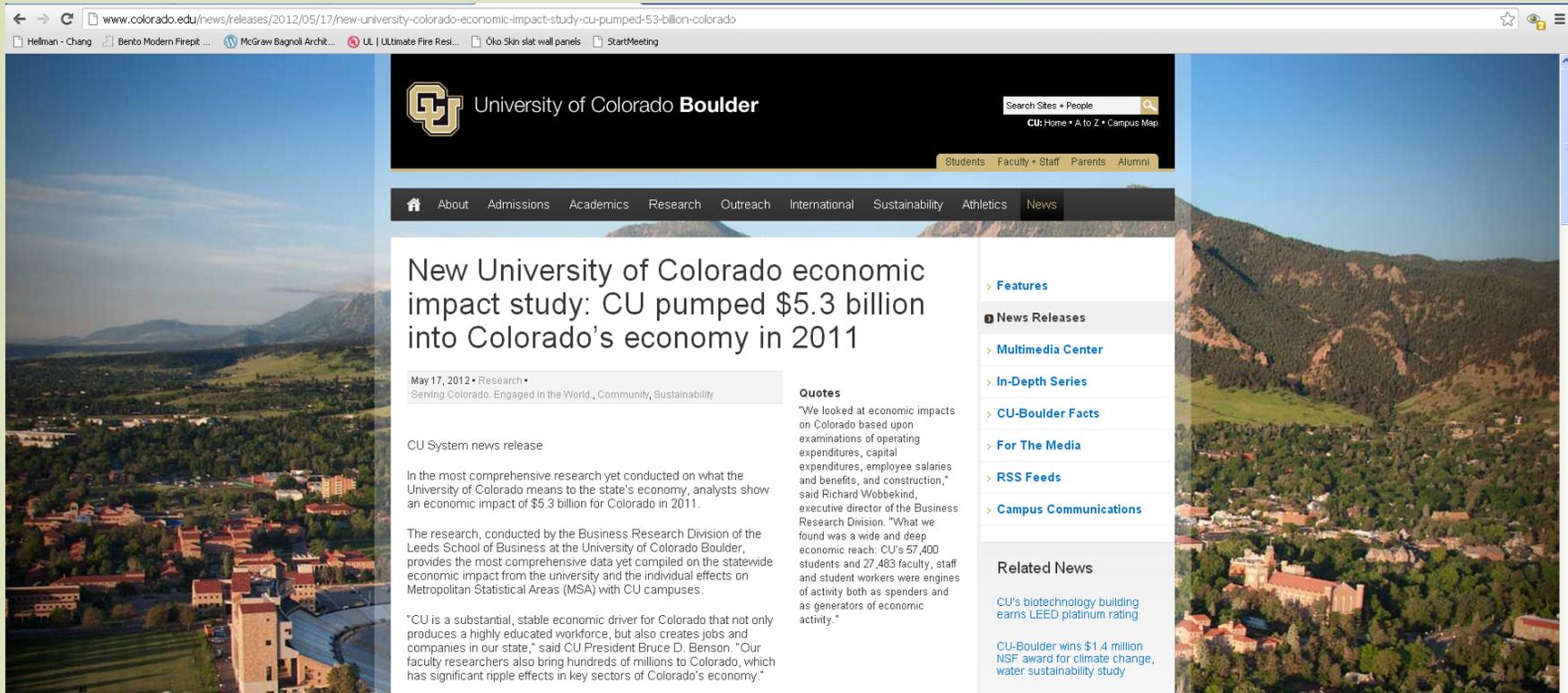
3. Downtown Hanover Master Plan (45,000 GSF Retail, 180 Units, 350 Parking Spaces)



4. South Street Mews and Retail (19 Apartments, 14,000 GSF Retail, 45 Below Grade Parking Spaces)



## Town Gown Relationships: Type 2~ Partially Integrated Town and Gown University of Colorado, Boulder, CO



- CU System spent \$246 million on construction projects in FY2011
- These generated economic benefit of \$478 million.
- CU's 57,400 students and 27,483 faculty, staff and student workers were engines of activity both as spenders and as generators of economic activity.

## Town Gown Relationships: Type 2~ Partially Integrated Town and Gown University of Colorado, Boulder, CO



<http://www.colorado.edu/news/releases/2012/05/17/new-university-colorado-economic-impact-study-cu-pumped-53-billion-colorado>



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**TABLE 1: ENROLLMENT BY CAMPUS, FALL 2010**

Campus	Boulder	UCCS	Denver	AMC	Total
Undergraduate - resident	16,571	6,553	8,691	393	32,208
Undergraduate - nonresident	8,629	618	990	14	10,251
Graduate - resident	3,534	1,580	4,257	2,482	11,853
Graduate - nonresident	1,768	141	681	459	3,049
<b>Total</b>	<b>30,502</b>	<b>8,892</b>	<b>14,619</b>	<b>3,348</b>	<b>57,361</b>

Note: Enrollment includes degree and nondegree students.

Source: University of Colorado, Institutional Research, [www.cu.edu/ir](http://www.cu.edu/ir), retrieved December 27, 2011.

**TABLE 6: TOTAL FACULTY AND STAFF (NONSTUDENT) EMPLOYMENT, FY2011**

Campus	Total Employment	Total Salaries (Millions)	Average Salaries
Boulder	8,105	\$454.2	\$57,216
UCCS	1,135	\$55.3	\$48,705
Denver	1,598	\$90.6	\$56,685
AMC	6,844	\$539.1	\$78,769
System	179	\$13.6	\$76,210
<b>Total</b>	<b>17,860</b>	<b>\$1,152.80</b>	<b>\$64,547</b>

Note: Includes temporary workers, but excludes student employment.

**TABLE 4: STUDENT SPENDING (IN MILLIONS) FOR STUDENTS ATTRACTED AND RETAINED BY CU<sup>a</sup>**

Spending	Boulder	Colorado Springs	Denver	AMC	CU Total
<b>Students</b>					
Housing	\$117.8	\$17.2	\$31.2	\$22.5	\$188.8
Groceries	\$34.8	\$4.4	\$8.7	\$5.8	\$53.7
Restaurants	\$25.7	\$3.5	\$6.2	\$3.3	\$38.6
Personal Goods	\$22.4	\$3.3	\$6.0	\$2.6	\$34.2
Personal Services	\$11.7	\$1.4	\$3.2	\$1.6	\$17.8
Transportation	\$14.7	\$4.3	\$4.7	\$3.0	\$26.7
Entertainment and Luxury Items	\$18.9	\$2.4	\$3.9	\$2.3	\$27.5
Medical Expenses	\$10.9	\$1.6	\$2.5	\$1.3	\$16.2
Hotels	\$1.9	\$0.2	\$0.4	\$0.2	\$2.7
Recreation	\$4.9	\$0.4	\$1.1	\$0.6	\$7.0
Books	\$37.1	\$4.5	\$8.5	\$3.9	\$54.0
Childcare	\$2.6	\$0.2	\$0.8	\$1.3	\$4.9
Utilities	\$15.3	\$3.6	\$5.8	\$4.1	\$28.8
<b>Total Student Expenditures</b>	<b>\$318.7</b>	<b>\$46.8</b>	<b>\$82.9</b>	<b>\$52.5</b>	<b>\$500.9</b>
<b>Visitors<sup>b</sup></b>					
Hotels	\$6.8	\$0.5	\$1.3	\$0.6	\$9.2
Recreation	\$4.5	\$0.5	\$0.9	\$0.6	\$6.5
Restaurants	\$4.9	\$0.6	\$1.0	\$0.6	\$7.1
<b>Total Visitor Expenditures</b>	<b>\$16.2</b>	<b>\$1.6</b>	<b>\$3.2</b>	<b>\$1.9</b>	<b>\$22.9</b>

Note: Conferences, events, and athletics not included.

<sup>a</sup>Includes nonresidents and resident students who indicated that they would have left Colorado had they not attended CU (based on survey responses).

<sup>b</sup>Includes only students' visitors.

## Town Gown Relationships: Type 2~ Partially Integrated Town and Gown University of Colorado, Boulder, CO



<http://www.colorado.edu/news/releases/2012/05/17/new-university-colorado-economic-impact-study-cu-pumped-53-billion-colorado>



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Town

Gown

## TYPE 3: PHYSICALLY SEPARATED

Benefits: Town retains separated identity, minimized impact on local parking and infrastructure services (limits immediate economic benefit). Campus may create its own identity, separate from Town's existing patterns.

### Defining Characteristics:

- Independent campus life not tied to surrounding community;
- Separate transportation network;
- Large requirement for parking (often surface);
- Limited daily interaction between town and gown;
  - Reduces economic benefits- retail accommodated on campus
- May encourage segregated uses (Administrative, Academic, Student Life);
- May encourage short distance auto trips between uses during academic day.

### Town Gown Relationships: Type 3~ Physically Separated Town and Gown



BUILDING A BETTER  
BEND

MB  
ARCH

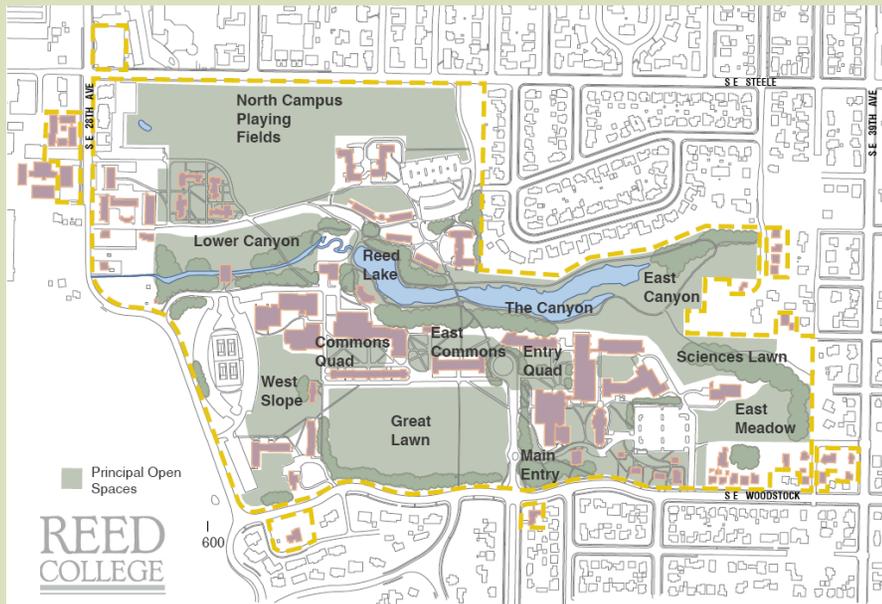
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# Examples

- Reed College, Portland, OR
- Oregon Institute of Technology, Klamath Falls, OR
- University of Montana, Bozeman, MT
- Central Oregon Community College, Bend, OR
- The American University, Washington, DC
- University of Maryland Baltimore County, Catonsville, MD
- College of the Atlantic, Bar Harbor, ME
- Santa Cruz College, Santa Cruz, CA
- Jackson State University, Jackson, MI
- Williams College, Williams, MA

Town Gown Relationships: Type 3~ Physically Separated Town and Gown



## Town Gown Relationships: Type 3~ Physically Separated Town and Gown Reed College, Portland, OR



[http://www.reed.edu/campusmasterplan/pdfs/reed\\_2008\\_cmp\\_031008.pdf](http://www.reed.edu/campusmasterplan/pdfs/reed_2008_cmp_031008.pdf)



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## Oregon Tech's Office of Strategic Partnerships

- Builds long-term partnerships with businesses/ industry associations crucial to OIT's mission;
- Provides support to secure funding by leveraging private sector partnerships for grants and sponsored projects;
- Works with faculty to develop collaborations with industry
- Builds alliances of local, state and national support for OIT's policy and funding priorities

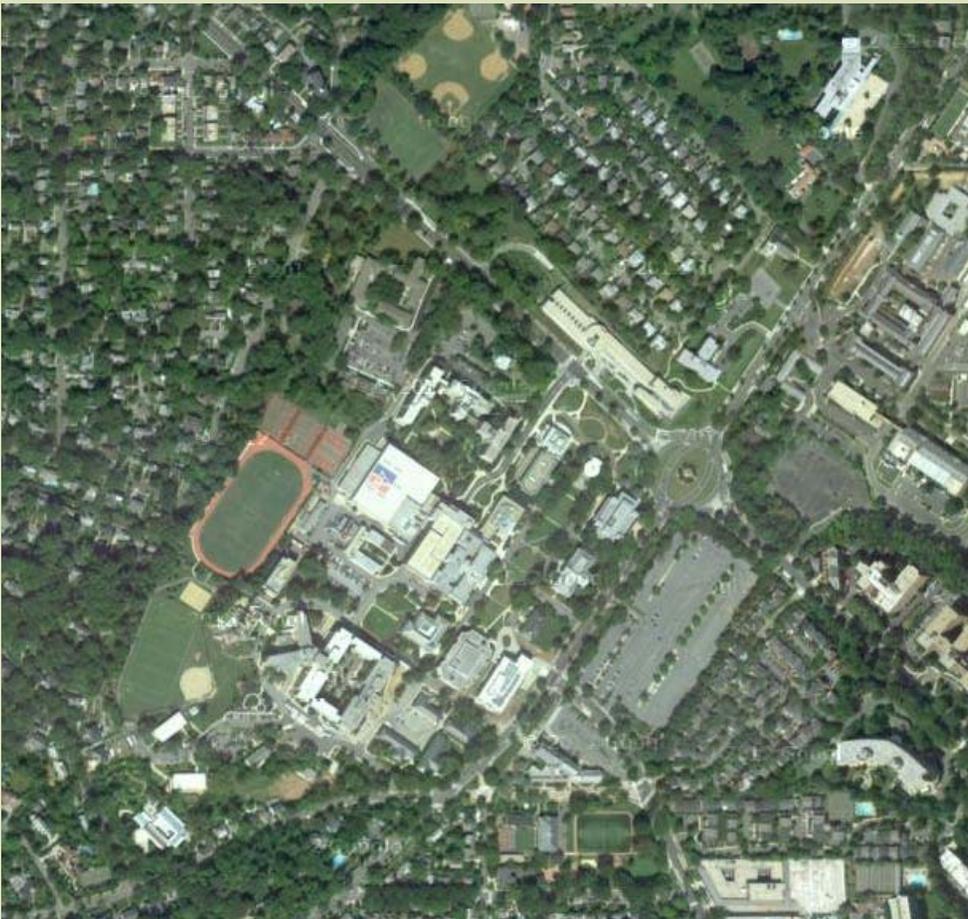
Town Gown Relationships: Type 3~ Physically Separated Town and Gown  
Oregon Institute of Technology, Klamath Falls, OR



<http://www.oit.edu/office-of-strategic-partnerships>



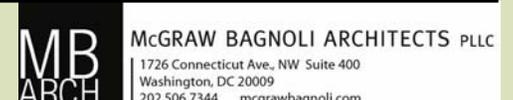
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**Katzen Arts Center**  
215 Seat Recital Hall  
130 Seat Studio Theater  
50 Person Dance Studio  
70 Person Ensemble Rehearsal Hall  
20 Seat Lecture Hall  
30,000 SF Art Museum  
6000 SF Sculpture Garden



Town Gown Relationships: Type 3~ Physically Separated Town and Gown  
American University, Washington, DC



# Town



# Gown

RETAIL and  
ENTERTAINMENT

THE ARTS

ON CAMPUS  
HOUSING

FACULTY/STAFF  
HOUSING

BUSINESS  
INCUBATION

ACADEMICS

CIVIC SPACE

ADMINISTRATION

CAMPUS  
OPEN SPACE

K-12 SCHOOLS

PARKING

STUDENT LIFE  
SPACES

UTILIZE EXISTING  
INFRASTRUCTURE

OFF CAMPUS  
HOUSING

SPORTS and  
RECREATION

## Town Gown Relationships: Maximizing Opportunities



# WHAT ARE THE OPPORTUNITIES FOR BEND?

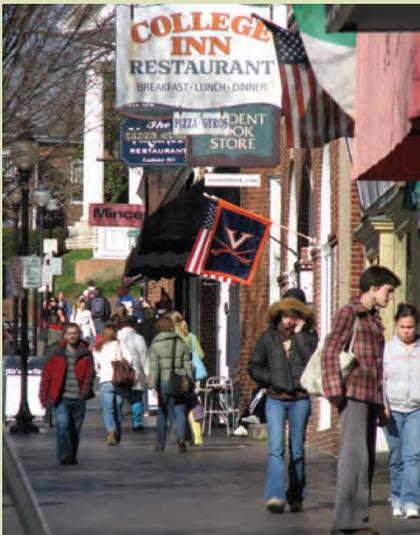
1. Create an Enduring, Vibrant Place
2. Realize Fiscal Benefits for the City of Bend
3. Ensure long-term cooperation between OSU and Bend
4. Contribute to the healthy, sustainable outlook that helps define Bend



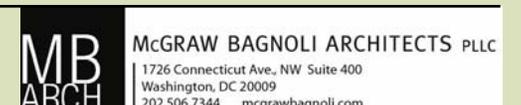
What are Bend's Opportunities?

# 1. Create an Enduring, Vibrant Place

Provide both a community and campus quality of life to ensure student, faculty/ staff recruitment and retention. This will allow OSU Cascades to become and remain competitively success relative to its peer institutions.



What are Bend's Opportunities?



## 2. Realize Fiscal Benefits for the City of Bend

Maximize public dollars by efficiently using existing spaces/infrastructure and transportation options, while recognizing that the campus may have a visual impact on the image of the place.

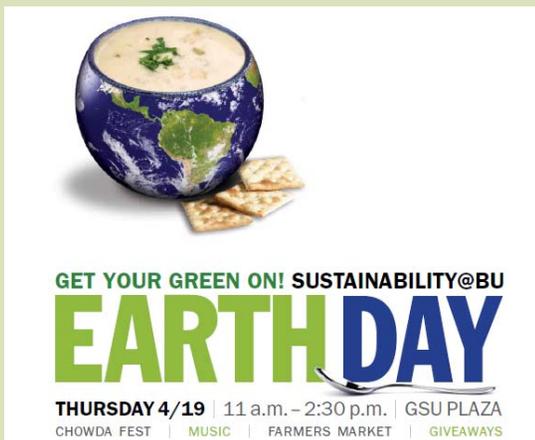


What are Bend's Opportunities?

# 3. Ensure long-term cooperation between OSU and Bend

Plan for years of growth. Consider faculty, staff and non-associated resident housing. Plan for multiple transportation choices (Bike, Bus, Auto) and community/ campus connectivity. Consider views toward a new campus and the impact of the campus on Bend's image.

Create economic benefits to both the school and the city through potential offerings such as the arts, retail, housing, sports, etc.



What are Bend's Opportunities?



## 4. Contribute to the healthy, sustainable outlook that helps define Bend

Consider adaptive reuse or preservation of existing structures and use existing infrastructure (Roads, Sewer, etc).

Create a balance and mix of uses (housing, academic, administrative and retail) to allow for reduced dependency on automobiles on (and adjacent to) campus.



What are Bend's Opportunities?





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