

How New Haven and Yale got their groove back



Michael Morand

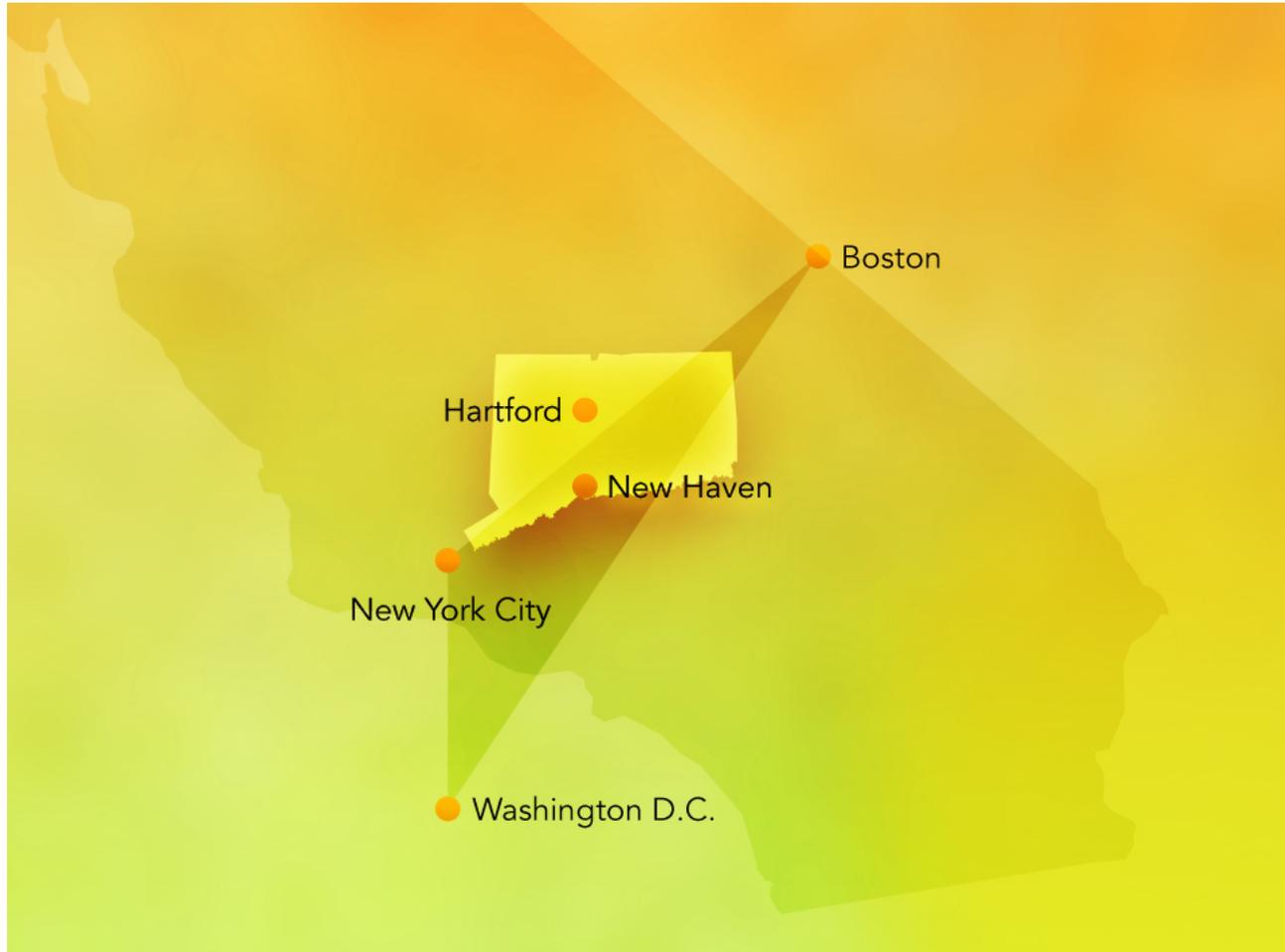
@MimoCT @Yale #NHV #gscia

300 years: more hospitable New Haven (& great ROI)

“Sickness and dissension so plagued the school at its bleak outpost that in 1716 the Trustees voted to remove to more hospitable New Haven ... Hartford Trustees struggled to have the school established up-river at Wethersfield, instead, but friends in New Haven and in the General Court (Assembly) outbid them.”

Local subscribers raised between “fifteen or two thousand pounds” to support the fledgling college. Assuming £2000, the value of those subscriptions today would be \$397,400 in current dollars.

Context: manageable scale, excellent location

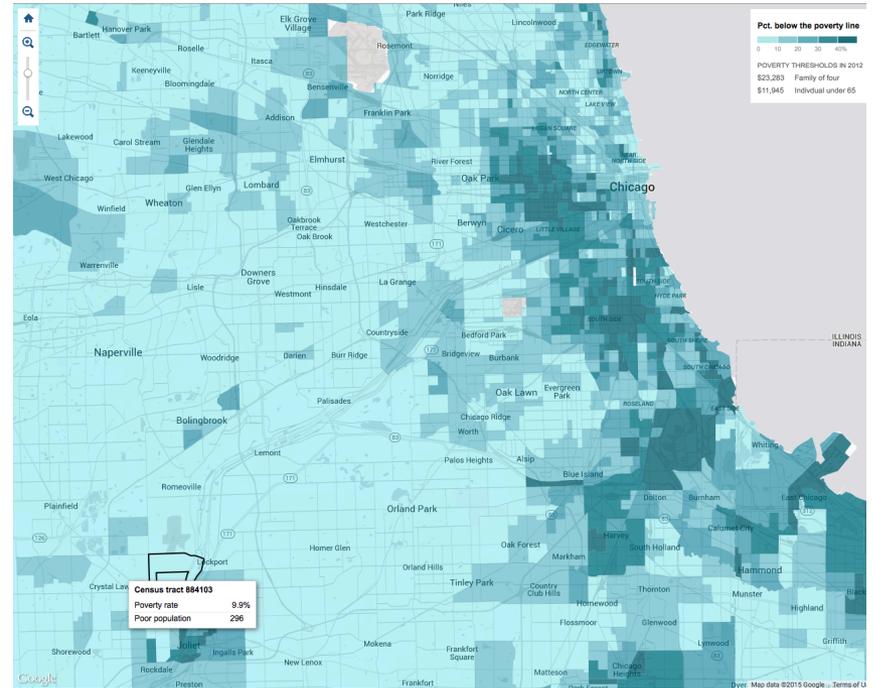
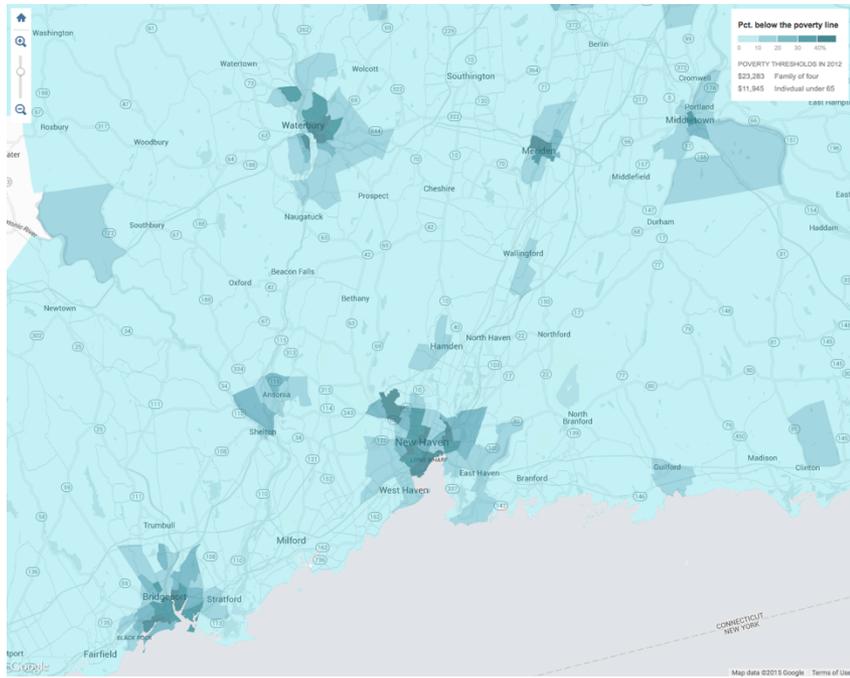


Some very inaccurate things they used to say

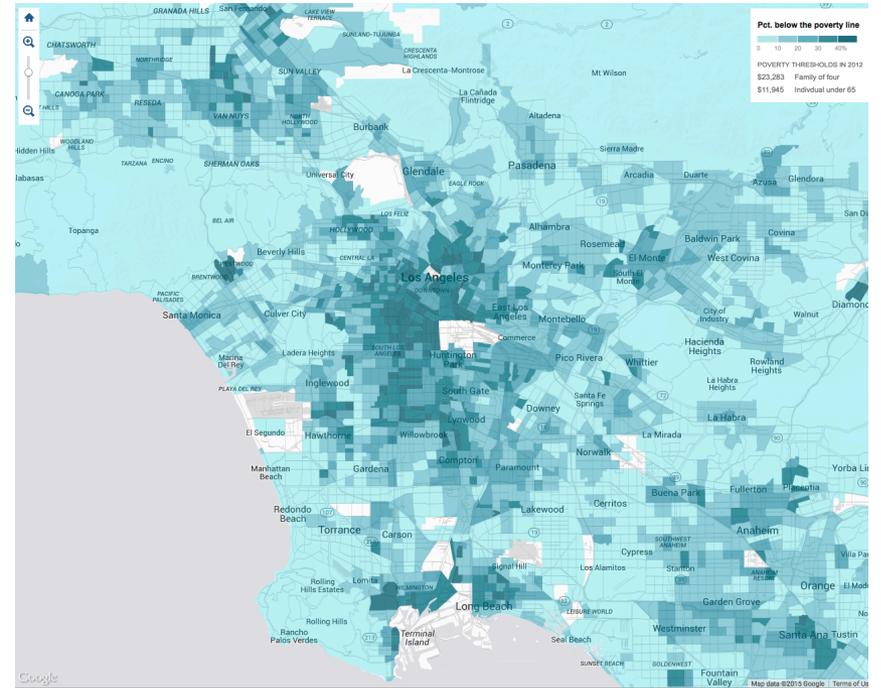
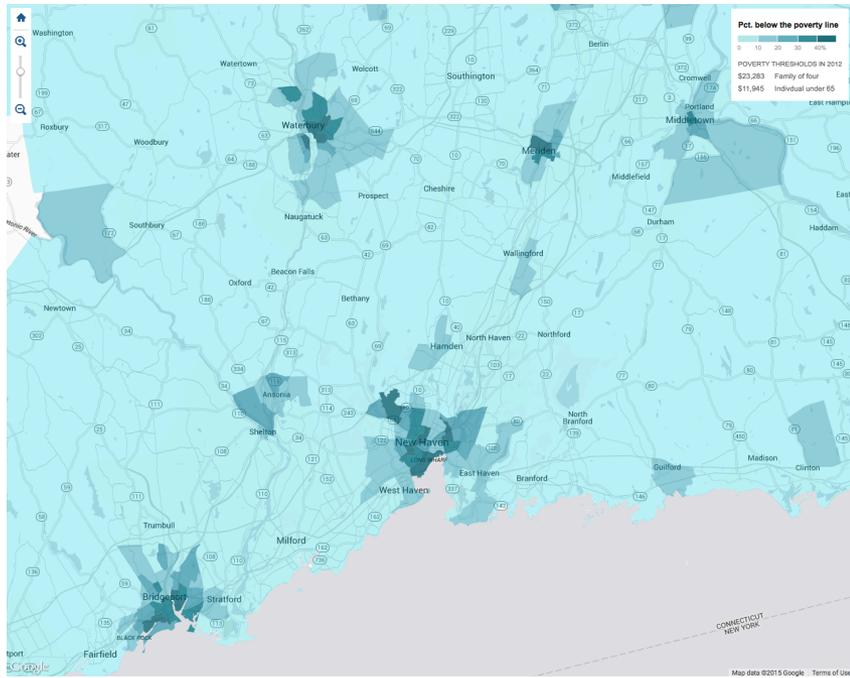
The Guardian UK, October 3, 2003:

- country's fourth poorest city
- ghetto laps at walls of university
- city with same infant mortality rate as Malaysia
- perfect example of hopelessness that millions of ordinary people are feeling

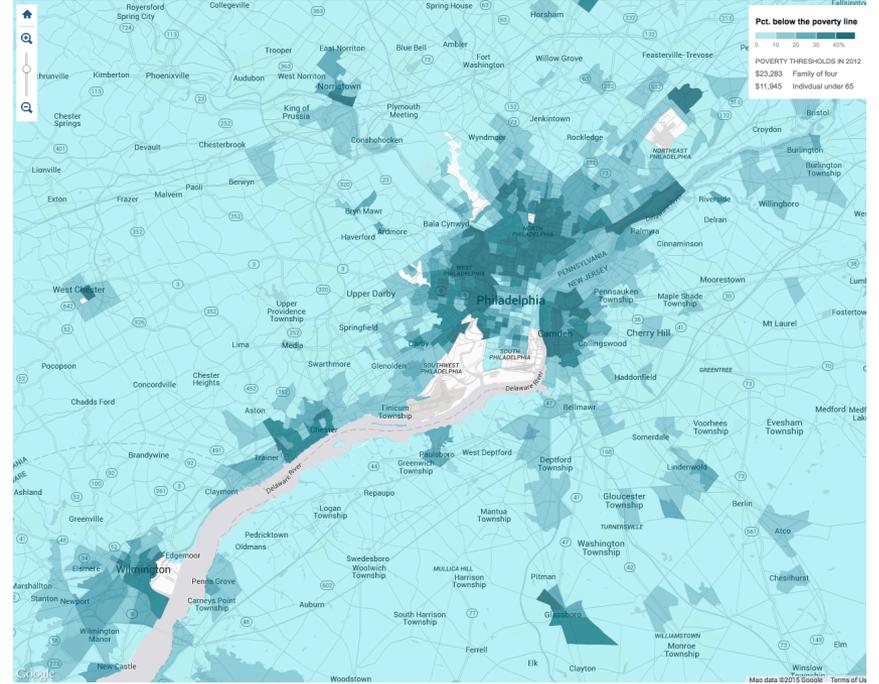
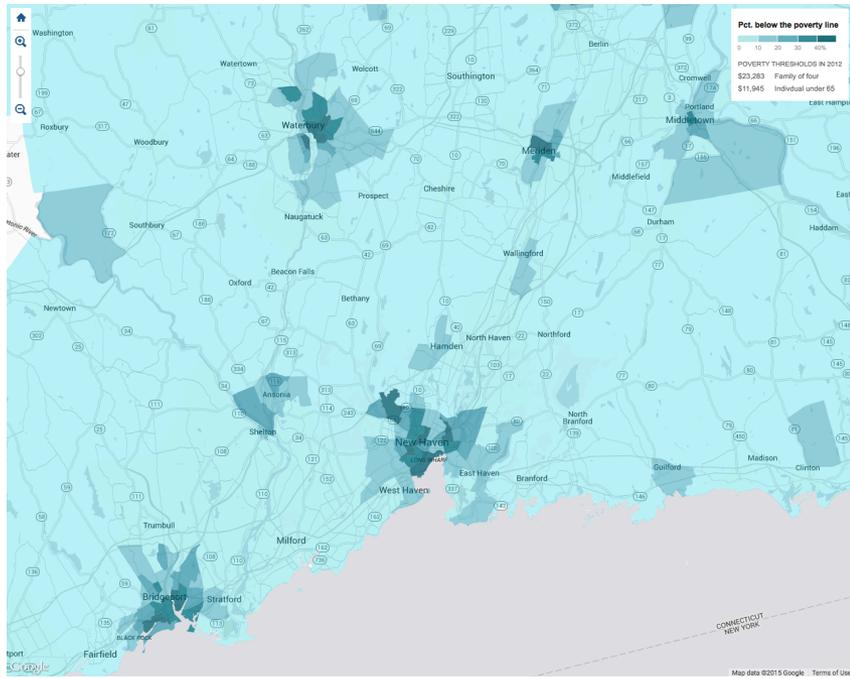
New Haven and Chicago: comparative concentration poverty



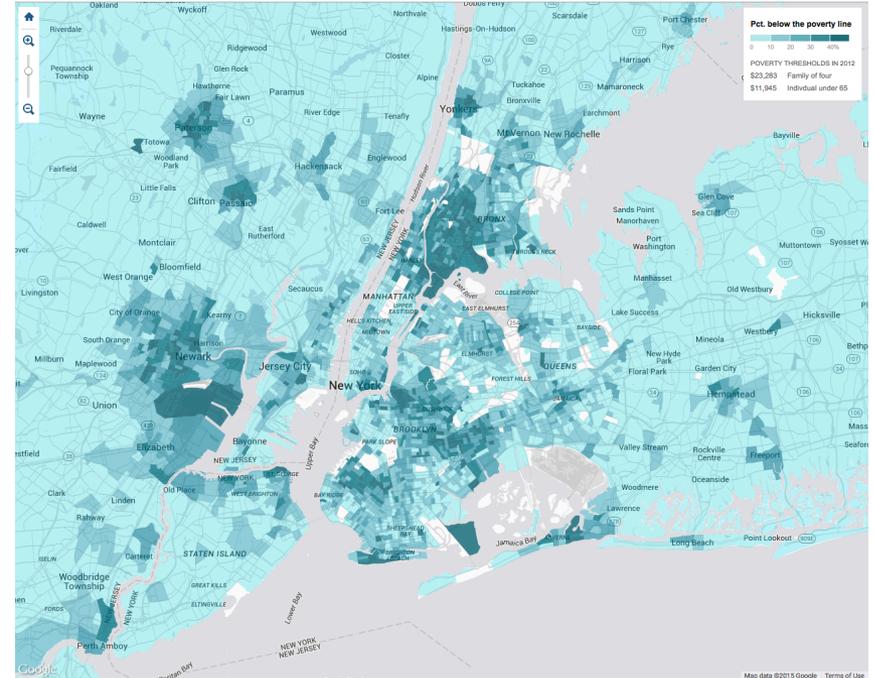
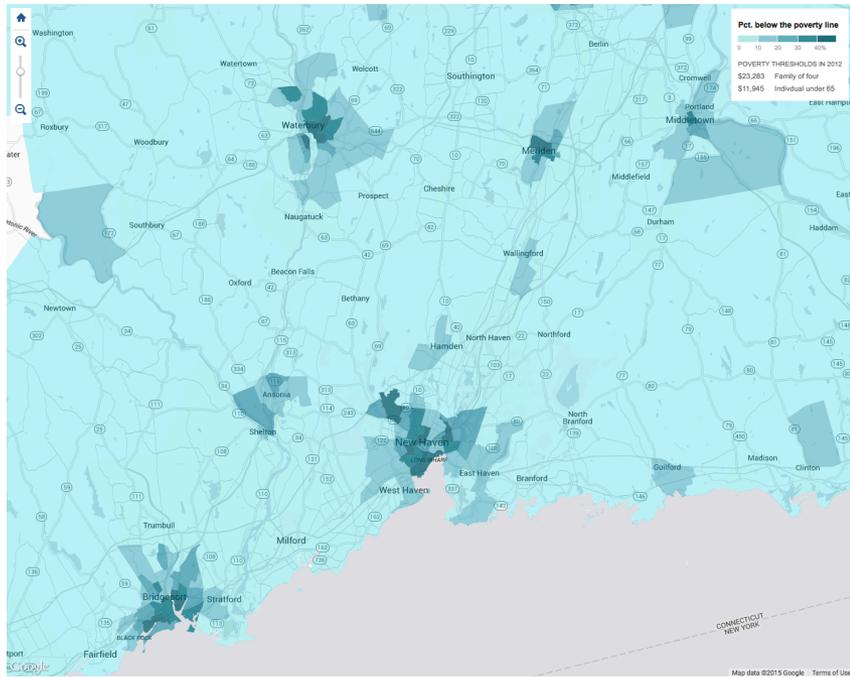
New Haven and Los Angeles: comparative concentration poverty



New Haven and Philadelphia: comparative concentration poverty



New Haven and New York City: comparative concentration poverty



Some facts about the city of New Haven

- Largest population growth of any city in New England
(U.S. 2010 Census, New England cities over 100,000 pop.)
- 9% growth in husband-wife families with kids (Census 2010)
- Most densely populated downtown in New England
- Highest apartment occupancy rate in nation (Reis, October 2014)

Challenges in common with cities across the nation, but uncommonly abundant assets beyond most cities of its size.

And some reviews

- *New Haven is Happening* (New York Daily News, September 2013)
- *Small American cities that are getting cooler by the minute* (Yahoo! Travel, July 31, 2014)
- *New Haven has arrived* (New York Post, June 2013)
- *America's 10 Most Exciting Mid-Sized Cities* (Movoto, March 2014)
- *10 Best Foodie Cities* (Livability, June 2014)
- *New Haven has come into its own* (Washington Post, January 2014)

Where we are now



“Our renaissance is now well rooted.
New Haven and Yale are on common ground.”

On common ground, at Common Ground High School: Yale alumni in New Haven for the common good



On common ground: partnership with public library



On common ground: year-round programs for youth



On common ground: neighborhood partnerships



On common ground: public school partnerships



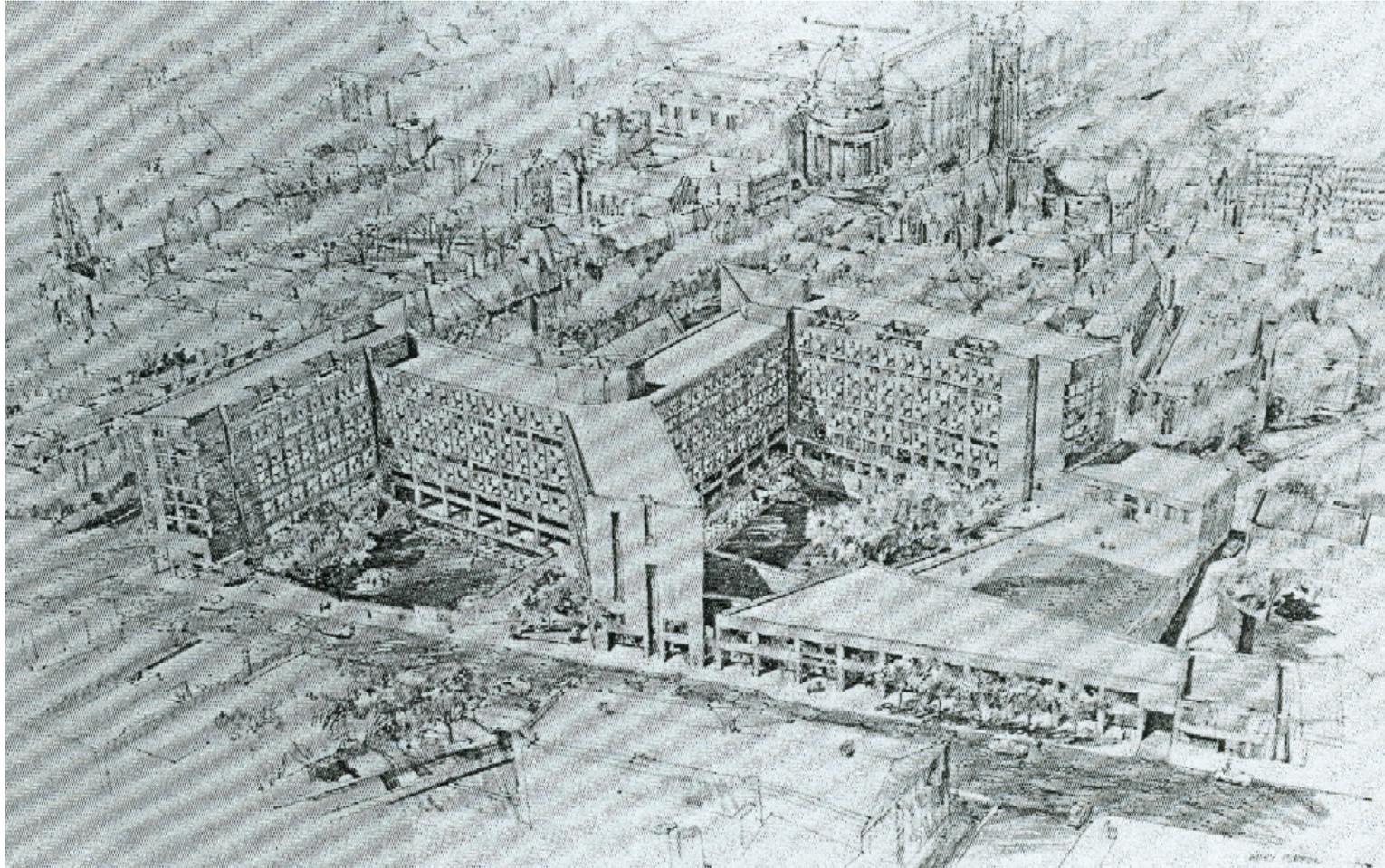
On common ground: a vital and vibrant downtown



On common ground: building for the future



...it was NOT always so!

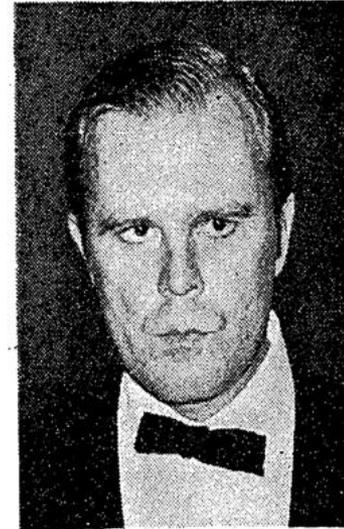
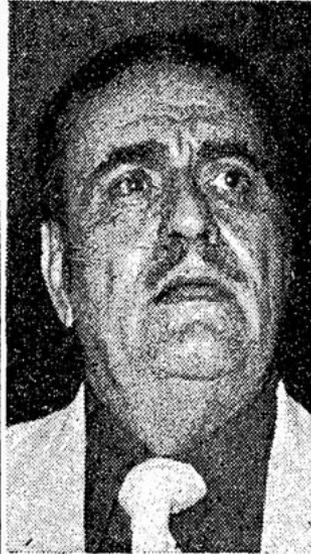


The way we were...



The New York Times

Arthur T. Barbieri, Democratic chief, is "Arthur B." in cartoon from The New Haven Register: "Hey, let's talk taxes."



The Yale Daily News/Donald Connor

Henry Chauncey Jr., Yale's Secretary, says expansion plans must be set aside because of the situation. He seeks better local relations.

The way we were...

Town-Gown Struggle Intensifies in New Haven

By MICHAEL KNIGHT
Special to The New York Times

NEW HAVEN, Nov. 29—In 1716 the residents of this city outbid all the other towns in Connecticut for the privilege of having Yale University locate here. But ever since, many of them have been unable to shake the terrible feeling that it was all a mistake and that invitation had turned into imposition.

More than 250 years of uneasy coexistence have now disintegrated into the worst town-gown rift in decades—a battle involving such in-

cidental underlying elements as class, ethnic, cultural and political antagonisms.

The battle, which Yale has lost so far, is being watched by universities across the country as a potential prototype of disputes they may have to face sooner or later in their own communities as increasing economic and urban problems strain even the most amiable town-gown relationships.

The lines were starkly drawn here in April, when Yale proposed the construction of a \$16-million residen-

tial college complex to alleviate overcrowding and accommodate hundreds of additional women students.

Proletarian New Haven, for the first time in memory, said no to aristocratic Yale.

'They Were Flabbergasted'

"They were flabbergasted—they thought they owned us," said Arthur T. Barbieri, the powerful Democratic Town Committee chairman, who runs much of the affairs of this city of 137,000 from his combination real estate, insurance and travel agency

here. "They are going to have to realize that we are not peasants and they are not the manor on the hill. They are going to have to come down off their high horse and change their relationship with us. I guess there are certain people who took joy in saying no to them."

At issue is a demand by the city that Yale, despite its tax-exempt status, provide the city with more money at a time of rising taxes, declining employment, shrinking tax rolls and fleeing middle-class residents.

Yale's 16,000 students, teachers and employes pump an estimated \$90-million into the city's economy and the university pays more than \$1-million in annual taxes on nonexempt properties, but its exempt holdings are large.

The two residential colleges were to have been built on presently taxable land that Yale would have withdrawn into its 350-acre largely tax-exempt domain. While dozens of other churches, schools and institu-

Continued on Page 74, Column 2

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The way we were...

The Last Boola-Boola

Once the bulldog of the Ivy League, Yale University now finds itself riddled with debt, doubt and denial

And now I have the best of both worlds: a Harvard education and a Yale degree
—John F. Kennedy, on accepting an honorary doctorate from Yale University in 1962

"HARVARD SUCKS"
—Defensive T-shirt seen on Yale campus

Following a burst of trumpet fanfare, the Yale Precision Marching Band, cloaked in black and uncharacteristically solemn, led a long procession of Yale dignitaries in resplendent academic gowns about the gargyle-studded, neo-Gothic campus that rises like Oz amid the squalor of New Haven, Connecticut. Delegates from a hundred universities were on hand, from Oxford and Harvard on down to little Sacred Heart, of nearby Bridgeport, as well as grand old Elis like Cyrus Vance, John Lindsay and, in stunning lavender, Episcopal Bishop Paul Moore Jr. At the head of the long, majestic parade was the university's new president himself, former Yale dean and eco-

nomics professor Richard Levin, who drew cheers as he waved to the crowd. For one fine, sun-splashed afternoon last fall, Yale was Yale once more. It was the inauguration of a new president, and never mind what had happened to the last one.

As part of the ceremony, Levin received a number of historic symbols of office, most impressively the Yale Mace, a twenty-four-pound silver-gilt war club that represents the presidential authority. Most likely, he will need that and more to restore Yale to its accustomed position of jostling with Harvard (my own alma mater) for primacy among American universities. Yale obviously retains a certain glow, considering that three of the last five U.S. presidents earned Yale degrees and the Yale Law School was the fabled meeting place of Bill Clinton and Hillary Rodham. But such tributes from the past cannot obscure the troubles of the present. These are extremely tough times for a university that, like the Whitneys, Harknesses, Mellons and

By John Sedgwick



Renaissance.

**“Cities are made, not born ...
Nature has never made a city.
Only human beings have ever
made cities, and only human beings
kill cities, or let them die. And
human beings do both ... by the
same means: by acts of choice.”**

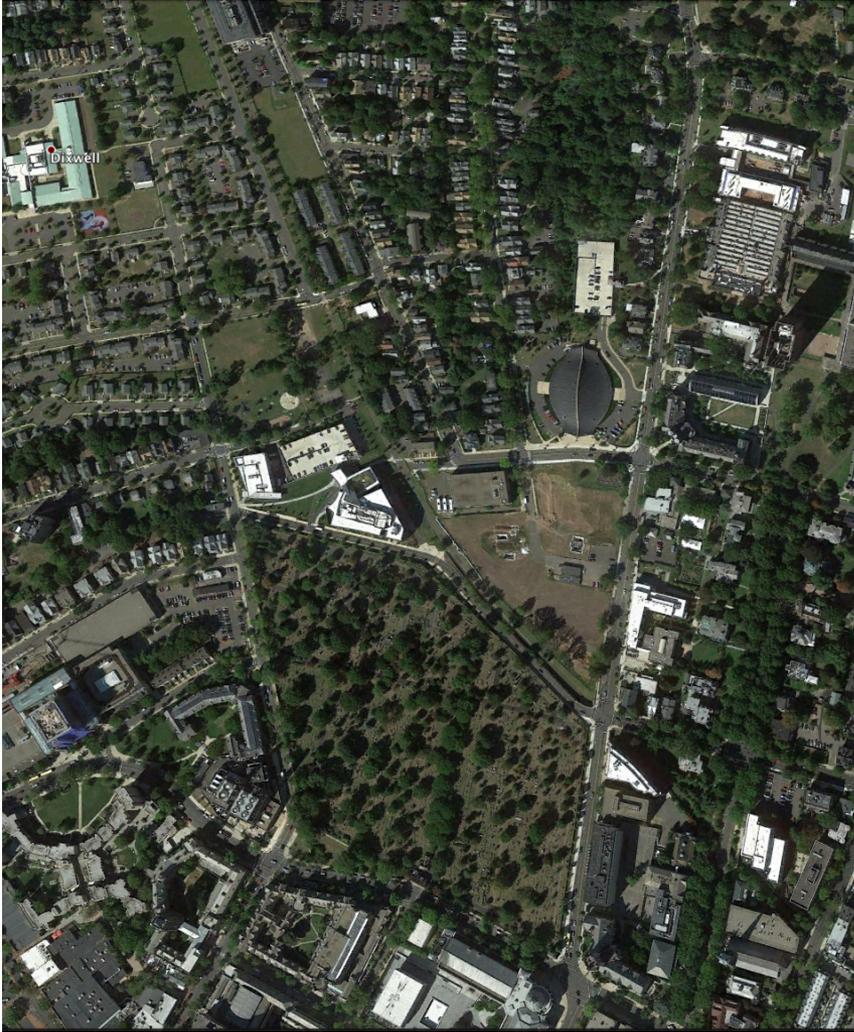
Renaissance.

“When I moved here in 1985, it was like a fortress, and it seemed like Yale just forgot about the community. Now everybody is realizing that we are in this together, that if the community improves, that improves Yale because Yale benefits from the improvement of the community. It’s a whole new mind-set.”

Choice THEN



Choice NOW



Choice THEN



Choice NOW



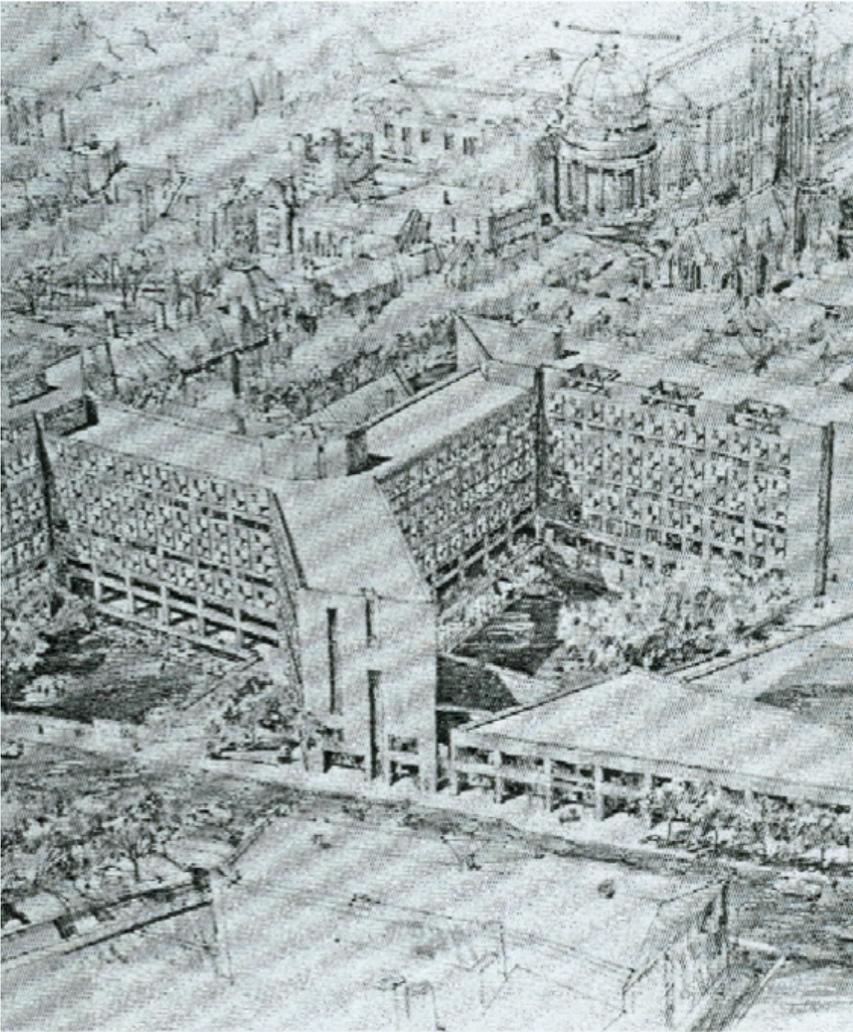
Choice THEN



Choice NOW



Choice THEN



Choice Now



Choice THEN

Mayor Guida:

“You can tell the Yale Corporation to go f\$%k themselves.”

Choice NOW

Mayor DeStefano:

“New Haven could not ask for a better community partner than Yale University.”

Choice THEN

November 29, 1973

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Continued on Page 74, Column 2

Choice NOW

Yale's Plans Greeted Warmly

City Once Resisted Campus Expansion

By KIM MARTINEAU
COURANT STAFF WRITER

NEW HAVEN — More than thirty years ago, Yale tried to build new student dorms in the heart of downtown but the mayor at the time nixed the idea, afraid that further expansion would come at the city's expense by taking more land off the tax rolls.

Now, Yale is moving to build something big — possibly more dorms — behind Grove Street Cemetery, and this time the city is all for it. Taking a break from the campaign trail this week, Mayor John DeStefano Jr. uttered words that would have once been unthinkable: "I generally think the growth of the campus is a very good thing."

The area Yale is eyeing for development is a sleepy set of streets on the western edge of campus, bordered by a historic cemetery, a bike trail and an ice rink. Just beyond lies the impoverished Dixwell neighborhood, which in recent years has seen sparks of revitalization. Earlier this year, Yale opened a campus police station and community center on the grounds of an old industrial laundry and is set to build a new health center next door. The Farmington Canal bike trail was extended into downtown and a glass engineering tower now shines over the trail.

Only human beings, by act of choice ... downtown renaissance



Only human beings, by act of choice ...



Only human beings, by act of choice ... neighborhood investments



Only human beings, by act of choice ... workforce development



Only human beings, by act of choice ... arts and culture available to all



Only human beings, by act of choice ... creating a college-going culture with New Haven youth



Only human beings, by act of choice ... then



Only human beings, by act of choice ... now



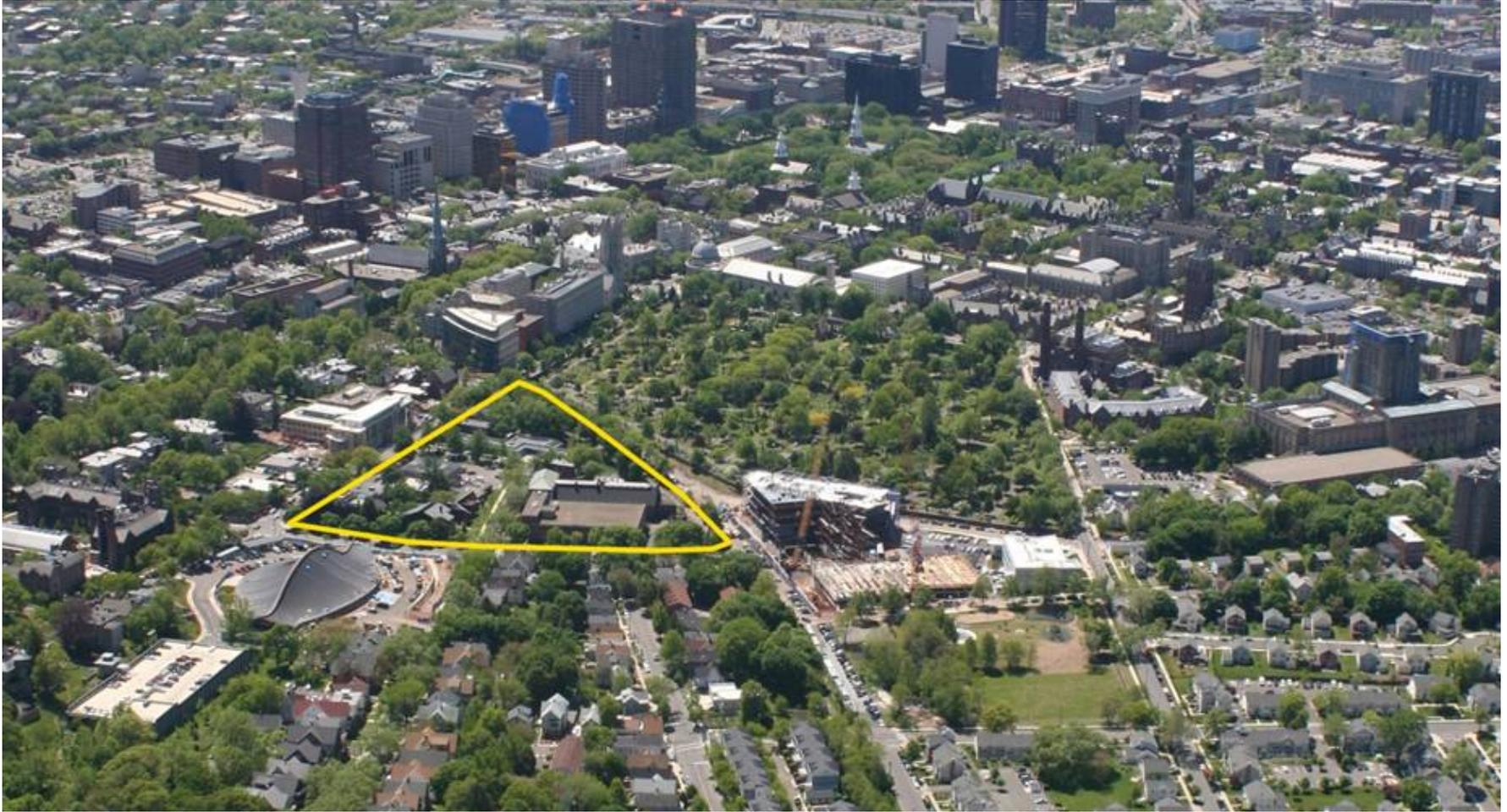
Not so long ago



Now in New Haven ... 1000+ jobs now in New Haven



The way we were



Fall 2017: new colleges, new students, New Haven



Growing together for 300 years on common ground

- 1716 NHV investment in current dollars: \$397,400
- Annual economic impact in Connecticut: \$8.8 billion
(as of 2013 per CCIC)
- Annual voluntary payment to City: \$8.2 million
- Annual property taxes: \$4.5 million
- Building permit fees averaging \$5 million annually over last 10 years

Growing together for the future: more than 40,000 new students total over the next 50 years with new colleges



Where we are now, and where we are going

“This comprehensive construction project is the best possible indication of the **strong town-gown partnership New Haven and Yale share**; at City Hall we acknowledge Yale’s extraordinary investment in this regard. We also appreciate the **confidence and optimism** it represents **about New Haven’s future,**”

Mayor Toni Harp on the new residential colleges under construction, quoted in New Haven Living, July 2016