



Center for Small Towns
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This document tells the story of the Morris COPC Partnership.
For detailed reports and information, visit the partnership web site at
www.morrispartnership.org

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A Pledge of Ongoing Partnership

Forward

A Proud Partnership and a Lasting Legacy

Jacquie Johnson

Jacquie Johnson is the Chancellor at the University of Minnesota, Morris.

Sheldon Giese

Sheldon Giese is the Mayor of Morris, Minnesota.

It is no great secret to us that when the University of Minnesota, Morris and the Morris community work together to address the challenges we face as a rural area, powerful things will happen. Over the years, these two partners have enjoyed notable successes addressing issues of community leadership, community visioning and planning, and the all important part, moving beyond planning into action!

The Morris COPC partnership, also known as the “Adapting to Change” initiative, built upon the achievements of the past and accomplished some important things in the present. We discovered new possibilities for community design, achieved great progress toward improving housing options, and have now opened a visionary new chapter in our collaborative history by embarking on a journey to develop 17.5 acres of prime real estate into an eco-friendly, “Green Demonstration Neighborhood.” With this sort of forward thinking people living, breathing and working in our community, we look forward to a future filled with promise.

The COPC partnership typified the kind of broad and inclusive approach to leveraging leaders throughout the entire community. We would like to thank the hundreds of people who volunteered thousands of hours across fourteen project areas. We would also like to express our great appreciation for the support and funding we received from the Department of Housing and Urban Development. It was their ability to see the same potential we see, and their willingness to back that potential with a \$400,000 grant, that launched this “Adapting to Change” COPC partnership.

We are proud that we have been able to participate in the Adapting to Change initiative and believe it will pay many community dividends in the years to come.

Adapting to Change

An Overview of Campus / Community Partnership

When a delegation of Morris representatives travelled to St. Paul, Minnesota, in October of 2006 to receive the Jimmy and Rosalynn Carter Partnership Award for Campus-Community Collaboration, the greater significance of the event was evident to them all. While the award recognized, at a national level, a series of sustained collaborative projects between the University of Minnesota, Morris (UMM) and the community of Morris, it also represented something much more. It marked a transitional period of growth and a new level of collaborative maturity that had developed between the campus and community partners. The Carter Award recognized the ability of these partners to adapt to the changing trends of rural American life through increasingly formalized collaboration.

RURAL AND URBAN

Like most small rural communities, Morris has undergone transition in the last several generations. While still rooted in agriculture, 21st Century Morris has shifted and now benefits predominantly from the University, the West Central Research and Outreach Center, a dynamic local school district, a regional hospital and long-term care center, an ethanol plant, a number of growing manufacturing businesses, and its core retail and service industries.

While rural is often what defines Morris



and its surrounding areas, urban issues still arise within the city despite being in a “rural” location. Morris is a small city by most standards, with a population of roughly 5,200. Yet, the problems of urbanization it faces are often the same problems that larger cities experience – issues of adequate and affordable housing, economic opportunities, and community organization and planning. Addressing these challenges

means uniting resources available through the University with local resources through a focused, collaborative process.

CAMPUS / COMMUNITY PARTNERSHIP

The community of Morris and the University of Minnesota, Morris possess a long and substantive history of collaboration and partnership that



stretches back to the earliest days of the University's opening in 1960. Yet, in the last decade or so a formalization of those partnering relationships has been increasingly established through a number of collaborative initiatives.

In the 1990's the partners collaborated to create the Regional Fitness Center (RFC), a joint effort between campus and community that lead to the construction of a wellness center which now provides activities for all Morris residents and students. Later, the Prairie Renaissance Project would serve as an umbrella structure to coordinate numerous community development projects beneath a common vision. The project maintained strong campus / community involvement and emphasized participatory leadership, collaborative decision-making, and community-wide vision setting. In 2004, the Morris All-America City application process highlighted these and other initiatives that demonstrated the partnering power of campus and community.

ADAPTING TO CHANGE

Like a novel, over the past dozen years the campus/community partnership has had many chapters. But community revitalization has been the underlying mission of the partners. After the success of other campus/community projects, the two groups chose once again to work together in an attempt to find solutions to the urban problems that were arising in their rural city.

In 2004, UMM and the City of Morris created a partnership to develop a grant proposal to the Community Outreach Partnership Centers (COPC)

program managed by the US Department of Housing and Urban Development (HUD). The goals of the COPC program emphasized the need to leverage University resources and partner them with community resources to effect change. The campus/community project that emerged focused on community revitalization activities and was called



“Adapting to Change: Managing Urbanization in Rural America” (Adapting to Change).

But whatever the name, the campus/community partnership has become a process with which to effect change in Morris, through shared decision making, continual examination of

opportunities, provision of expertise from University faculty and staff, and civic engagement on the part of its students.

The story of organizing and managing this project begins and ends with one word: *people*. The Adapting to Change partnership was about individual people traversing social and organizational boundaries to come together and find common solutions to the challenges they collectively faced.

The work plan was intentionally designed to leverage University of Minnesota, Morris resources and focus them toward helping solve key issues within the community.

This book tells the story of the UMM/Morris “Adapting to Change” partnership. It surveys the process and projects that transpired over a three year period, and highlights just a few of the achievements.



Managing Change

Development of Stakeholder Groups and Project Teams

The “Adapting to Change” story began when the UMM’s Center for Small Towns (CST) assembled a group of people from the campus and the Morris community to discuss partnering in an application to the Housing and Urban Development’s Community Outreach Partnership Centers (COPC) program. There had been buzz around the campus and community for some time over past achievements accomplished through campus/community partnerships, particularly in the wake of an All-America City application that highlighted those partnerships. The COPC grant seemed like the perfectly timed opportunity to build on past successes.

The process of developing a grant proposal and work plan was fast and furious, and involved dozens of people.

Leaders contributed to the grant proposal, designed project ideas, and committed themselves to significant contributions and volunteer time.

The campus/community project that emerged focused on community revitalization activities and was called “Adapting to Change: Managing Urbanization in Rural America” (Adapting to Change).

The project proposed both outreach and research activities focused on housing issues, economic development, and community organizing / neighborhood revitalization.

OUTREACH PROJECTS

There were 13 community outreach projects developed beneath three priority areas. Those projects were:

- A Housing Study
- Geographic Information Systems Parcel Mapping
- Morris Housing Cooperative
- Morris Rental Housing Commission
- City of Morris Habitat for Humanity Chapter
- Energizing Entrepreneurship and Business Mentoring Project
- Business Connections Program
- Morris Development Partnership
- Community Design Program
- Adopt-A-Grandparent Program
- Community Dialogue Series
- Morris Elementary School Reuse Plan
- Take Back the Night/Operation Neighborhood Watch



In addition to the outreach projects, the COPC grant funded three UMM faculty, who conducted applied research that supported housing projects and future planning. Those research reports were:

- Strategies to Combat Homelessness and Provide Affordable Housing
- Student Housing Choices in Morris
- Housing Costs and Employment in Industry Sectors

PROJECT ORGANIZATION / MANAGEMENT

The key to successful collaboration was the ability to effectively coordinate and manage the people, projects, and timelines. The UMM Center for Small Towns was charged with the primary responsibilities of administrating the grant. The following groups made up the organizational structure necessary to implement the many components.

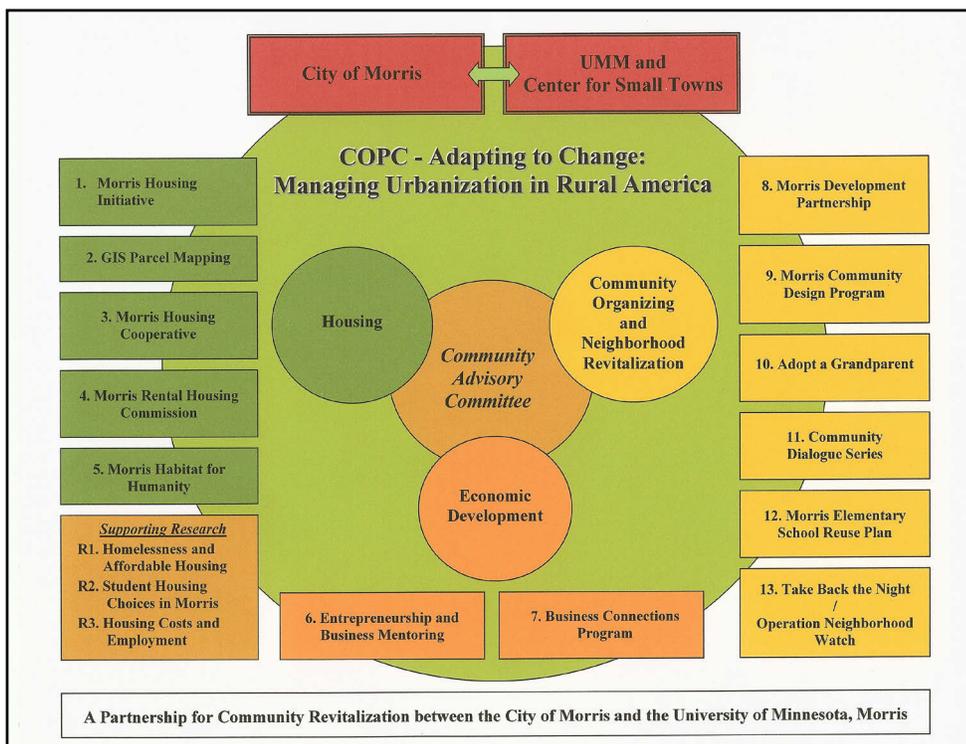
COPC Steering Committee provided general management of the overall project and made key decisions on process changes and project activities. Members of this committee met weekly for three

years as they monitored the progress of the projects and ensured that the overall goals of Adapting to Change were met.

Community Advisory Committee (CAC) provided general oversight, implementation, and documentation of activities. The members of the CAC participated directly with all of the outreach and research projects to ensure that vital communication channels remained open and projects were completed.

Outreach Project Teams provided oversight, implementation, and documentation of each specific project. At least one member from each Outreach Project Team also served on the CAC.

Publicity Team developed and implemented a plan for communications with the media. This team met regularly to consider ways for improving the communication process in general and ensured that communication was enabled and simplified for all project team members and organizations.



This schematic was created to visually explain the relationships between the many interconnected components of the COPC project.

It clearly lays out the partners, projects, priority areas, and the management teams that coordinated the various activities.



Priority Area

Housing: Information, Outreach, and Action

Housing was chosen as an area of primary concern for the Adapting to Change grant because it affected all residents: permanent, temporary, elderly, and student. The project team that was initially formed to oversee the completion of the Housing Study broadened their scope to include all of the projects within the Housing priority area, with the exception of Habitat for Humanity. They named their project team the “Morris Housing Initiative” and they oversaw the implementation of the Morris Housing Study, the GIS Parcel Mapping, the Morris Housing Cooperative, and the Morris Rental Housing Commission.

HOUSING STUDY

Census data from 2005 demonstrated that Morris’ population was slowly diminishing, yet housing production was on the rise. Without quality information available to city officials, it was impossible to properly plan for the future in regards to housing. The first step of the housing priority area was to conduct a formal housing study to find out what types of housing the community needed.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Accessing quality information about the community’s housing situation was at the foundation of the Geographic Information Systems (GIS) Parcel Mapping project. GIS maps provide community leaders with electronic mapping of an area, making information from fire safety issues to the condition of houses easy to track.

RENTAL HOUSING COMMISSION

With close to fifty percent of housing in Morris serving as rental housing, problems often surface between landlords and their tenants, many of whom are students at the University of Minnesota, Morris.

The community as a whole recognized the problems and passed the Morris Rental Housing Ordinance in 1999, to ensure that minimum health and



safety regulations of rental properties were implemented. The urgency of the 1999 ordinance stemmed from incidents where landlords rented substandard housing where safety concerns were not being addressed. Homes lacking smoke detectors or egress windows in the basement for fire escape were noted occurrences. Faulty electrical systems and homes with deadly mold growing inside the walls were other noted incidents.



The Morris Rental Housing Commission project built upon the 1999 city ordinance by providing communication tools to encourage dialogue and collaboration between landlords and tenants. By having knowledge of rights and responsibilities, all parties involved will have an overall awareness of who is to take responsibility for any necessary action.

HOUSING COOPERATIVE

While rental housing is easily available, some community members cannot afford the necessary rental payments. The Morris “Adapting to Change” initiative also coordinated two outreach projects that sought to provide more affordable housing options for Morris community members. The Morris Housing Cooperative was the first of these projects.

Cooperative housing provides occupants an opportunity to capture the appreciation of multi-family housing values for themselves while sharing the costs of construction and annual operations. The project was intended to provide a way to explore nearby housing cooperatives and investigate the possibility of cooperative

housing in Morris.

HABITAT FOR HUMANITY

The second of these projects was the local chapter of Habitat for Humanity. The Habitat for Humanity project is a national program that has been instituted in Morris to help provide new housing at affordable rates, as well as to encourage home ownership rather than renting.

All of the components mentioned above help the city provide a safe, stable housing stock for the residents and workers in the Morris community.



“The team that was assembled to do the [housing] study was viewed as the best group around. They knew what to look for.”
- Tom McRoberts

The Morris Housing Initiative

began as a single-focus project with one primary objective: to utilize UMM faculty and students to research and prepare a comprehensive housing study for the City of Morris. The City of Morris had not completed a housing study since the 1970’s. Consequently, development officials had no concrete information regarding existing housing conditions on which to formulate strategies and base their decisions. Without such a study, the City also had difficulty accessing grants and other sources of funding for rehabilitation of housing.

Through the Adapting to Change initiative, a UMM faculty member and two students gathered housing related data in the Stevens County Assessor’s Office over several months. The Morris Housing Initiative then hired a Minnesota-based professional consulting team, Community Research Partners, Inc., to provide data analysis and technical writing for the housing study. The cost to hire the consultants was covered by COPC grant funds, City of Morris, and a grant to the City of Morris HRA from Minnesota Housing Partnership. Community Research Partnership, Inc. completed the Housing Study and presented their findings to more than 60 people at a town hall meeting in March of 2007.

The Morris Housing Initiative utilized information from the Housing Study and submitted a grant proposal to the Minnesota Department of Employment and Economic Development Small Cities Development program. The \$1,055,000 in funding from that grant helped leverage an additional \$2,654,000. Those funds were used to finance a project involving wastewater treatment, the rehabilitation of fifteen houses, and the demolition of several dilapidated houses in Morris and Hancock.



Below: Housing Initiative team members discuss the progress of the housing study.



Above: Members of the Morris Housing Initiative review maps, drawings, and research materials.

Page 12: More than 60 people attended the presentation of the housing study results in March 2007.

“The Housing Study is worth its weight in gold.”
- Sue Dieter

In the Words of a Leader: Melanie Fohl



One might believe that a small rural community is no place for a University campus, but they would be wrong. Morris has a unique gift to offer students who attend the University and the long-term residents receive a wonderful gift in return. As the nation’s population continues to migrate to urban areas, young people growing up in the cities lose out on an experience like no other - living in a community where there is a special connectedness. Where we all know our neighbors, see each other at the theatre on Friday night, sing together on Sunday morning and plant trees together in a rain storm.

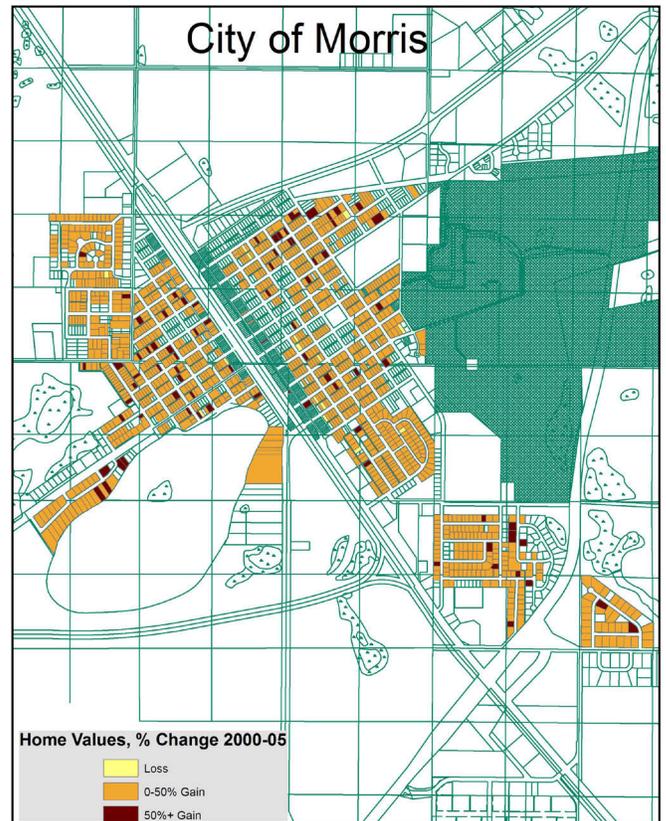
The COPC grant experience reminded me of that special symbiotic relationship. In a world where “rural” is fading into dust, Morris thrives, partly because students and those who teach them continue to revitalize our perspectives. We learn from students a new way of addressing the concerns of the world and students learn from the experience and wisdom of those who have walked many miles. In this small town, students learn about community.

Geographic Information Systems

Geographic Information Systems (GIS) are fast becoming a common means to provide community leaders with modern, electronic mapping of an area. GIS offers the most accessible way to track community information from fire safety issues, house assessment figures, housing traits, and the condition of housing stock.

The GIS Parcel Mapping project utilized students in the Geography discipline at the University of Minnesota, Morris to gather GIS information and help create elements and overlays of parcels within the city. These parcel maps completed through the Morris Adapting to Change initiative were then merged with information on all properties and specific information on housing values in 2000, 2005, and the percentage change.

Data from the Housing Study was integrated with GIS parcel mapping resulting in a seamless merger of two COPC projects. Users are now able to view an online city map which graphically presents different housing variables including square footage of homes and lots, number of bedrooms, land values, the year built, whether the property includes a basement or garage, and more.



The GIS maps will be an important planning tool for the future of our city. Information to include tax values, structures, roads, trees, houses, and utilities can be layered on to a comprehensive mapping system to facilitate better planning. Given the spirit the COPC Grant, which inspires information sharing between organizations to create a better community, this will be even more important.

*- Blaine Hill
City Manager, Morris*

Morris Housing Cooperative

Housing Cooperatives provide occupants with an opportunity to capture the appreciation of multi-family housing values for themselves while sharing the costs of construction and annual operations. They are becoming more common in Midwest communities, particularly those with Universities. This outreach activity provided a vehicle for local community leaders to explore housing cooperatives in other communities and determine the potential to create one in Morris.

Joelyn Malone, founder of Co-housing Advocates in Minneapolis, provided a presentation and discussion on “The Promise of Co-housing and other New Models of Cooperative Living” at the Morris Senior and Community Center in November 2007. After the event where Ms. Malone presented, the Housing Initiative group realized that the original goal of exploring housing cooperatives was achieved, but there was not enough community interest to continue further activity.

*The Morris COPC Partnership and the
Morris Housing Authority present:*

**The Promise of Cohousing
and other New Models of
Cooperative Living**

November 10, 2007
1:00 - 3:00 PM
Morris Senior and Community Center – 603 Oregon Ave.



Session Presenter: Joelyn Malone, founded Cohousing Advocates in 2006 to develop cohousing communities in Minnesota and the surrounding area. She and her family have been active members of Monterey Cohousing Community in Minneapolis for over 15 years.

- What is Cohousing? Where has it been successful, and why?
- How does architectural design add to a sense of community?
- What's different about Senior Cohousing?
- How might Cohousing benefit rural communities?
- Does your community need an Abbeyfield House - a residence for older adults who don't wish to live alone?

*Come learn the answers to these questions and more!
- Refreshments will be served -*



The Morris COPC Partnership "Adapting to Change: Managing Urbanization in Rural America" is a partnership for community revitalization between the City of Morris and the University of Minnesota, Morris. The partnership is funded in part by a grant from the U.S. Department of Housing and Urban Development's Community Outreach Partnership Centers Program.



In the Words of a Student: Katie Laughlin

Planning Joelyn Malone's visit to Morris was my first real project working as a COPC assistant. Overall, I think things could have gone better, but they also could have gone much worse. A lot of the details were in my hands, so this was a very big deal for me. I did my best to make sure newspapers and other media posted the flyer for Joelyn's visit. I collaborated with key people to make sure we had everything prepared for her visit. The only real problem during the planning phase was not getting the flyer to all of the newspapers on time.

The event had nowhere close to the turn out we hoped for. This could have been due to the late notifications in the newspapers, conflict of schedule, or just a lack of interest. However, the event was fun for those of us who attended. It was informational, interesting, and engaging. Joelyn did a great job of inviting the audience to voice their opinions and ask questions, which made the event enjoyable. Even though things did not turn out exactly as we wanted them to, I think it was well worth the time we spent on it.



"[The Morris Rental Housing Commission] is a more natural way to reach a consensus and middle ground between landlords and tenants. By providing information to both landlords and tenants regarding rights and responsibilities of each party, the group can help renters become better neighbors."

- Greg Thorson

The Morris Rental Housing Commission

provides an opportunity for both tenants and landlords to work out issues such as rental unit safety requirements as well as landlord and tenant rights. The Commission also provides educational opportunities, both in the form of training workshops and a resource website.

In 2006, a planning committee identified and selected representatives from diverse groups to hold seats on the Morris Rental Housing Commission. The seven members of the newly formed Commission, made up of three tenants, three landlords, and one "at-large" member, held an initial meeting and created a document that outlined tenant and landlord rights and responsibilities. They also explored training ideas for both tenants and landlords and developed a system for rating local rental properties.

The process of two "opposing groups" exploring issues together provided them with an opportunity to find common ground. In September 2007, the Morris City Council gave initial approval to the commission and formally adopted it as a unit within the City in January 2008.

The Commission is currently exploring new frontiers in partnership and education. Upcoming activities will focus on informational sessions for tenants and landlords and developing a voluntary gold-star system for landlords who maintain good rental practices.

Morris Habitat for Humanity

A student-run Habitat for Humanity group operated at the University of Minnesota, Morris for many years. However, as no chapter existed locally, volunteers travelled to other states to work on Habitat builds in other communities.

The primary objective of the Habitat for Humanity project in Morris was to establish a local chapter and to complete the construction of one house. The project team accomplished those objectives, and much more.

The project team established the Habitat for Humanity of Prairie Lakes, Stevens County chapter as a partner with the existing Pope County chapter. The chapter completed the first Habitat for Humanity house in nearby Alberta in the spring of 2006.

A second home in Morris was constructed in 2007, and the group broke ground for a third home, also in Morris, in April 2008.



The students from the University's Habitat for Humanity group helped establish fundraising, and also provided labor for the construction of all Habitat houses.

The second two homes built by the local chapter have been partnerships

between the Stevens County Chapter of Habitat for Humanity and Thrivent Financial for Lutherans.

By joining forces an unprecedented alliance was formed, one that built not only walls, but community as well.



Priority Area

Economic Development

At 1.5%, Stevens County's unemployment rate is the lowest in the state of Minnesota. While this means that most residents have jobs. It also means that potential employers do not see a surplus of labor that will allow them to open a business requiring 100 employees or more. In this light, it is far more likely that a new business opening in the Morris area will be a small establishment employing fewer people.

According to the National Center for Small Communities (NCSC), *"half of all new small firms fail during the first five years,"* (NCSC, 1997)

Nevertheless, the entrepreneurial spirit nurtures an optimistic passion that drives entrepreneurs to capitalize on opportunities and turn them into economic forces. This inner drive is a central element of economic expansion. The Economic Development projects of "Adapting to Change" were designed to stir up the entrepreneurial spirit in Morris while helping guide its growth.

ENERGIZING ENTREPRENEURSHIP AND BUSINESS MENTORING

Though the initial ideas of an entrepreneur

may be marketable, entrepreneurs themselves are often less familiar with the steps necessary for opening a business, such as writing a business plan, developing a marketing scheme, answering legal questions, and handling the accounting for the company.

Lack of knowledge regarding such things often puts new businesses out of business. Knowing that expert help is available in their community encourages entrepreneurs to start new businesses. Accessing that help allows them to succeed.

The Entrepreneurship and Business Mentoring program was designed to encourage and assist entrepreneurs in the realization of their dreams by providing

them with a combination of resources, business mentoring, and professional networks.

The project sought to give entrepreneurs the initial assistance they need to turn their business ideas into a reality.



BUSINESS CONNECTIONS

For those entrepreneurs who are already managing successful operations, they occasionally lack the size, sophistication, or time to carry on continuous research and development in areas that would improve their day-to-day operations.

However, the faculty and students in the Management and Economics disciplines at the University of Minnesota, Morris have a great deal of expertise in this area and may serve as an excellent resource to these local establishments.

The Business Connections program cre-

ated a directory of University resources and distributed the directory throughout the community, including posting them on the web site.

New businesses and established businesses, as well as the City of Morris overall, suffer if all the resources available are not being used efficiently.

By structuring and channeling these resources through an organized system, the city is positioned for success.



The Idea Factory



The Energizing Entrepreneurship and Business Mentoring team renamed this project “The Idea Factory.” The Idea Factory’s primary goal was to hatch new businesses in Morris by helping potential entrepreneurs overcome the early obstacles that start-ups face.

Many fledgling businesses struggle to find their way through the regulatory processes necessary to begin operations. The Idea Factory sought to assist entrepreneurs by providing tools and resources to help them navigate that startup phase. These tools were, in part, aimed at non-traditional candidates: young people (including UMM students and recent graduates), non-whites, and women.

The Idea Factory included a three-tiered micro-grant program designed to help underwrite costs such as busi-

ness and marketing plans, professional and legal services, and space needs.

The Idea Factory launched publicly in the fall of 2006. A website for potential applicants provided information and resources on the program as well as a downloadable application. The first micro-grant was awarded in 2006 and the first program participants, a business providing daycare services for the elderly, successfully opened their doors in 2007.



A second business offering an eclectic blend of clothing, sporting goods and scrapbooking supplies secured downtown retail space and opened its doors in early 2008. Eleven total applicants were accepted into the

Idea Factory program, seven of which continue to explore their possibilities.

The Stevens County Economic Improvement Commission (SCEIC) is the official host for the Idea Factory. The SCEIC will continue to promote the program through the end of 2008, at which point they will reassess its impact.

Business Connections Program

Most local businesses are not of the size or sophistication to carry on continuous research and development programs in their day-to-day operations. As such, these businesses sometimes miss opportunities for new product development or marketing changes.

They also do not always recognize the potential cost efficiencies produced through business practices such as process streamlining, marketing, administrative procedures and materials handling.

This Business Connections Program sought to utilize the resources of UMM faculty and students in the Management and Economics disciplines to help local businesses that are missing these opportunities.

The goals of this project were to establish a directory of available campus and community resources matched with community business needs, design service-learning components in classes that could address those business needs, and provide research, product development, and marketing assistance to community

businesses.

In addition, the University of Minnesota Extension's Business Retention and Expansion (BR&E) program has begun implementation at a community-wide scale.

The project team published an initial edition of the campus and community resources directory in 2006 and produced an updated version as additional University of Minnesota resources were identified.

Discussions concerning the Business Retention and Expansion resulted in a plan to modify the two-year program into an abbreviated version that streamlined the timeline and volunteers necessary to implement it.

The BR&E activities began in June of 2008 and will continue beyond the COPC grant period.

Students worked on marketing plans for ideas proposed by business start-ups. It got students thinking about community needs and issues. It was a good process. It enriched the classroom conversations and enriched the students' experience.

- Bart Finzel

Priority Area

Community Organizing and Neighborhood Revitalization

The Community Organizing and Neighborhood Revitalization priority area addressed three primary issues: diversity among residents, using new and existing spaces in the community in a better way, and encouraging residents to take ownership and leadership in the physical environment of their community.



DIVERSITY

Numerous potential conflict situations exist in the Morris area when it comes to the issue of diversity. Such situations may involve issues of age, education, ethnicity, or any number of other factors. Any one of these factors can cause breakdowns in communication from one group to another.

Demographics reveal a substantial number of both college aged young people and senior citizens in Morris. These generational divides create potential gaps between the young and elderly, as they often feel out of touch with one another. In addition, there are gaps between University students and the community in general, as well as the differences between the growing Hispanic population and the rest of the community. By creating channels of communication, people from both areas have a better chance of becoming aware and tolerant of each other.

The Adopt-A-Grandparent project sought to bridge the large generational gap between college students and senior citizens by providing companionship for both participants.

The Community Dialogue Series allows for people from the entire community to get together and discuss the pressing and pertinent diversity issues that face the whole community. The types of discussions and programs held build and support the understanding necessary for a healthy community.





The Take Back the Night project allows for another bridge between the community and the campus, by extending a campus-wide program to include events in the community itself. The focus of Take Back the Night is prevention of domestic abuse; an issue that affects the entire community, not just students and should therefore incorporate the entire area.

Operation Neighborhood Watch was a program designed to serve as a deterrent to crime.

UTILIZING RESOURCES MORE EFFECTIVELY

The Morris Development Partnership sought to address the lack of coordination that traditionally existed between citizens, organizations, institutions, and government agencies working to solve community issues. The Development Partnership expanded to include the entire county and is now known as **STEVENS FORWARD!**

The Morris Elementary School Redevelopment project sought to find ways to utilize the 17.5 acres of prime real estate and buildings that were left vacant after the construction of a new elementary school. The property itself is in a residential neighborhood and centrally located within the community. Finding a plan for that property that was both practical, economical, and visionary was the core of the initiative. All three criteria have been met in the Green Demonstration Neighborhood already in the planning.

COMMUNITY DESIGN

The Morris Community Design project was, and is, a key activity within the Community Organizing and Neighborhood Revitalization priority area. Thoughtful planning and implementation of projects that enhance community aesthetics and design can not only make the town a more attractive place to live, but can also encourage growth for the town. When civic infrastructure projects arise or changes are proposed, thoughtfully considered ideas and plans can be incorporated.

The Design Morris! project sought to encourage residents to take ownership of the physical attributes of their community. While this priority area was by far the broadest area of all three, the results and changes are just as important as housing or economic development needs, as it both reflects and affects the way the Morris community views itself.



“Not only did we complete the goals of the Morris Development Partnership, we took it to the next level.”

- Roger McCannon

The Morris Development Partnership

sought to address the lack of coordination that traditionally existed between citizens, organizations, institutions, and government agencies working to address community issues such as housing, changes in the economy and demographics, opportunities for young people, and general community development. The project sought to confront the shortcomings related to planning and operating in isolation by coordinating efforts of numerous groups beneath a single broad-based community development partnership.



The project team produced a report on all organizations in Stevens County participating in community development activities and engaged many of them in dialogue aimed at increasing collaboration. During that time, a member of the Morris Community Development Committee championed the idea that the City of Morris/Stevens County should participate in a newly developing “Center for Community Stewardship” program offered by the Headwaters Rural Development Commission in Bemidji, MN. The Program involves selecting

15-20 community members to serve as stewards. These stewards engage in visioning and planning over a two year period and set “destiny drivers”, or goals, for the entire county.

A planning group formed to transition the Morris Development Partnership to a county-wide level and set up funds for the Initiative, with the Stevens County Board agreeing to provide leadership. Funds were raised and a two-year operations budget established. Twenty-two stewards were selected from a potential list of 100.

Today, this initiative is known as
STEVENS FORWARD!



Morris Elementary School Redevelopment

The Morris Elementary School Redevelopment project sought to find ways to utilize the 17.5 acres of prime real estate and buildings that were left vacant after the construction of a new elementary school. A School Property Reuse action team was created following two visits from the Minnesota Design Team in 2006.



Considerable activities took place and numerous options were explored. The Reuse action team and the Center for Rural Design partnered to complete a Master Plan for the property. Preservation Architects were hired to provide a report on the preliminary construction costs for reuse of the 1914 section of the building as either housing or office space. Following a series of reports and consultations, the team decided to abandon additional efforts to find a viable reuse of the existing buildings.

In 2007, the Morris City Council approved a formal working relationship with Dovetail Partners Inc., a Minneapolis based non-profit organization whose mission is to assist rural cities in building affordable green houses. The focus of the project is now to redevelop the entire 17.5 acres into an Eco-friendly Affordable Housing Demonstration project. The goal is to develop a green neighborhood and connect this project with other highly visible research and demonstration initiatives in Morris.

In the Words of a Leader: Sue Granger



We knew the Elementary School property was an important resource and we needed to explore the best use of that 17.5 acres. Recently, we got a grant from the Minnesota Pollution Control Agency to plan a Green Demonstration Neighborhood.

With grant funds we will hire a landscape architect to design the overall neighborhood including streets, sidewalks, green spaces, handling of storm water, etc. We will also hire an architect to design three model homes that will use green concepts like

reduced energy consumption and very durable materials. The grant will also fund education for local contractors.

We're hiring the landscape architect and architect now. Once we have the designs, we will seek funding to build the homes as a demonstration that houses can be both eco-friendly and affordable. (We're calling this affordable housing "Workforce Housing".) We're trying to demonstrate that you don't have to be rich to afford a home that is eco-friendly and has lower long-term operating costs.

Adopt-A-Grandparent

The goal of Adopt-A-Grandparent program is to combine the asset of University of Minnesota, Morris (UMM) students with the community need for volunteer help and companionship for older adults within the City of Morris.

Conceptually similar to “Big Friend, Little Friend”, the outreach program identifies and connects students with seniors in need of companionship and facilitates their engaging in social activities. It also serves as a complement to service-learning initiatives on campus.

The project launched in 2005. It included UMM students living on campus and older adults from the community. The Adopt-A-Grandparent program was highlighted at numerous poster sessions on campus and in a video prepared for the Carter Partnership Award ceremony in October 2007.

One of the most rewarding byproducts of young people engaging with older adults in a program such as this is that the students and their “adopted grand-

parents” quite naturally become emotionally close.

In addition to the rewards, students are sometimes experience an emotional toll when they see their adopted grandparent experience sickness or reach end of life. In 2008, two student co-coordinators of the Adopt-A-Grandparent program

began developing a handbook that will help prepare student volunteers for both the rewards and the emotional risks of involvement in the program. The handbook deals with issues such as sickness, separation, and death of an ad-

opted grandparent and provides information that can help a student cope with such realities.



One day I walked into West Wind Village [retirement home] and met a new person there who told me something about my mother. She said, “When your mother smiles, it makes my day.” That moment made me so much more aware of how much value there is at the latter part of someone’s life.”

- Carol McCannon

Community Dialogue Series

The Community Dialogue Series sought to address the emerging community attitudes towards the growth of the non-white population in the Morris area and to expose the public to issues of cultural diversity through public meetings and symposia. The group decided to focus on new residents to the community in light of the slowly increasing number of Hispanic citizens. Data was collected and a careful assessment of the situation and issues was conducted in a study circle style of learning. Broad community group meetings were held in summer and fall of 2006 and throughout 2007.



The Project Team held discussions with members of the Operation Neighborhood Watch project team, which had shifted focus to align with the Morris Police Departments initiative to address issues related to new residents moving to the area. After much dialogue and discussion, the groups decided that the top three needs of the community were translators (for basic services such as health care and public service), an informational hub, and diversity events.

In the Words of a Leader: Elaine Simonds-Jaradat

Focusing on the growing non-white, particularly Hispanic, population in the Morris Area in a study circle approach allowed us to bring together a surprisingly large number of people who either work with this group or have a particular interest in their welfare. These stakeholders, drawn from among employers, government operations, service providers, educators, the faith community, law enforcement, and minority university faculty and staff, provided a variety of perspectives that enhanced our understanding of our “New Minnesotans.” But our discussions also allowed a greater appreciation of our area’s rich historical cultural diversity to surface. People from all over the world come here seeking a better life. Thinking about how to make them part of our community opened up new pathways for cooperation and alliances that can benefit all residents.



Some specific needs stood out. Translation services to help people navigate the many systems needed for a good quality of life (*such as healthcare and schools*) and greater cultural engagement and visibility were at the top of the list. Even without extra funds, a website developed by Chief of Police Jim Beauregard and Sal Monteagudo, Community Dialogue Series co-chair, has done much to give new residents the information they need to integrate into the community. Finally, we are determined to create a community festival that highlights our cultural diversity – from foreign films and art exhibits to music and ethnic foods – and makes use of newly created public spaces.

Take Back the Night and Operation Neighborhood Watch



The first goal of this effort was to expand an existing Take Back the Night event sponsored by UMM and include the Community of Morris by working with the local police and sheriff's departments. The second key goal was to work toward crime reduction by establishing a Neighborhood Watch program

in Morris.

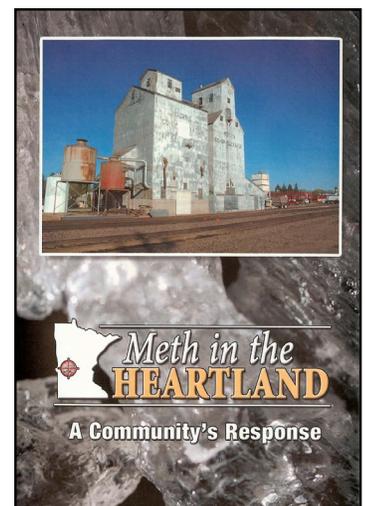
Take Back the Night was a well established program within the confines of the UMM campus, but had never before included the Morris community. Planning for Take Back the Night expanded in fall 2005 as a collaboration between the University of Minnesota, Morris' Women's Resource Center, the Stevens County Violence Prevention Task Force, and the campus Violence



Prevention Committee. The first event enhanced the traditional march through the City of Morris by including speakers at East Side Park and by inviting community members to attend the events and activities of the evening.

Methamphetamine Task Force and Video

Operation Neighborhood Watch expanded to include publicity and education on Methamphetamine prevention and awareness. A Methamphetamine Task Force was created and, in collaboration with UMM's Media Services Department, they developed an educational video entitled "Meth in the Heartland". The video is available for viewing online at the Morris Police Department web site www.ci.morris.mn.us/pd/. According to the Morris Chief of Police, in the first few months after the video was posted to the web, it received more than 1,000 hits from all over the world, including Australia and Mexico, as well as both U.S. coasts. Copies have been sold and distributed throughout the nation and it has aired twice on public television.



Design Morris!

Having COPC as a network of resources and as a symbol of a larger effort gave the projects legitimacy. Getting people to volunteer is easier when they know it is part of a larger initiative. When we did the tree planting, we could tell people that it was part of the Minnesota Design Team recommendations and they knew they were contributing to something that would succeed.

- Sue Granger

Design Morris! sought to improve the aesthetics of the community. In 2005, the Design Morris! group applied for the services of the Minnesota Design Team (MDT), a non-profit group of architects and landscape architects who meet with communities. MDT helps them increase awareness of the role of design in the development of the city and creates plans for the redesign of some areas.

The application for a MDT visit was approved and the Design Morris! team spent months preparing for the visit. The visit resulted in twenty concept drawings that were incorporated into a community-wide plan involving five action teams, each focusing on a major theme: commercial corridors, public spaces, trails, school property reuse, and a Sixth Street civic corridor.

The Commercial Corridors team planted over 150 trees in May 2007 along highway 28, thanks to the Minnesota Department of Transportation Tree and Shrub Planting Project, the City Tree Board, and over 100 volunteers on planting day. A second planting project is scheduled for fall 2008. The Public Spaces team renovated a downtown parking area to improve functionality, aesthetics, and use for community activities. Power poles were removed, utilities were buried, and light standards were installed. Concrete curbs, sidewalks, decorative banners, special florals, and tree islands were added. The Trails team oversaw new sections of trail added to the Regional Fitness Center, and the University of Minnesota West Central Research and Outreach Center's Horticultural Gardens.



Applied Research

Rural Homelessness Student Housing Choices Housing Costs and Employment

In addition to outreach projects, the COPC grant funded three applied research projects that were conducted by University of Minnesota, Morris faculty. The research results facilitated deeper understanding of housing issues for area leaders and will inform future planning endeavors for both UMM and Morris community for years to come.

Towards a Better Understanding of Rural Homelessness: *An Examination of Housing Crisis in a Small, Rural Minnesota Community*

This study focused on rural homelessness as it occurs in west central Minnesota and the surrounding region. Homelessness differs between rurally situated communities and larger cities. Through the Morris “Adapting to Change” project, UMM faculty conducted a homelessness study that asked the question, “Is rural homelessness distinctive enough to warrant special consideration?”

This study was conducted by a UMM faculty and his students in a course entitled *Rural Housing Policy*. They reviewed literature on urban and rural homelessness, interviewed local providers of social service programs, developed and administered a survey at regional homeless shelters, and analyzed the results.

HOUSING CRISIS AND HOMELESSNESS: PROBLEMS WITH DEFINITIONS

One of the immediate problems in studying homelessness is defining who is homeless. Are those who are “doubled up” and living temporarily with friends and/or family homeless? How about those who are living in motels with weekly rates? How about those who are sleeping in their cars?

To determine an adequate definition, the research team analyzed five competing definitions of homelessness, from Federal statutes to scholarly literature. The team singled out a definition offered by scholar Yvonne Vissing as “more all-encompassing”. Vissing defined rural homelessness as “the lack of consistent, safe, physical structure and the emotional deprivation that occurs as a result.”

IS RURAL HOMELESS DISTINCTIVE?

The homelessness study points out that “Most



Americans characterize the homeless as urban, alcoholic men that might live on city grates, on park benches wrapped in cardboard, and perhaps suffering from severe psychological illness. “ Yet, in regard to rural homelessness, this stereotypical depiction does not represent situations typically found in rural communities.

To broaden their understanding of rural homelessness, the research team reviewed several works of scholarly literature. Based upon their review, they concluded that “the rural homeless are more likely to be composed of families, especially single-parent families headed by women, that are housed precariously rather than in shelters.”

INTERVIEW FINDINGS

The research team interviewed administrators of social service programs in Stevens County, Minnesota as well as county officials whose responsibilities included providing for a social safety net in Stevens County. All policy administrators agreed that the delivery of rural services was much more tightly integrated than in urban areas. Some of the partnering organizations include social services along with the American Red Cross, the Salvation Army, the area school districts, and the Stevens County ministerial association. Residents as well as transients are served by these groups.

All agreed that rural poverty is distinctive. For example, panhandling is rare in Stevens County. However, there is a general belief that the needs of the rural poor are increasing. All believed that there had been large increases in dual families and lots of downsizing of houses in the region.

CONCLUSIONS AND POLICY RECOMMENDATIONS

The study concluded that the rural homeless are distinctive from the urban homeless. The rural homeless are more likely to be composed of sin-

gle women with children. The rural homeless are also more likely to be employed. The rural homeless are more likely to have previously owned their own homes. Finally, the rural homeless are less likely to be chronic alcoholics.

The report also concluded that agencies in west central Minnesota effectively work together to combat rural housing crisis. A combination of governmental and non-governmental agencies meet regularly to coordinate their efforts in ways that many of those interviewed believe would be impossible in larger urban areas.

Rural areas face significant loss of economic viability due to their chronic loss of population. Their attempts at reducing these population losses by actively addressing their resident’s housing crises are likely producing outcomes that help rural communities maintain their population. In this light, the report made three policy recommendations:

1. The city of Morris should streamline the issuance of hotel vouchers so that people in distress can easily access them under emergency conditions 24 hours a day, 7 days a week without contacting emergency services.
2. The city of Morris should develop policies that provide a clear path for those facing housing crises
3. Morris area must continue to offer chemical dependency counseling to our residents.

Research (cont'd)

Student Housing Choices in the Morris Community

A UMM faculty researched elements of on- and off-campus housing in Morris, including a variety of factors that might determine student housing decisions.

This research examined perceived advantages to one or the other arrangement. The faculty researched historical data on the subject and conducted a telephone survey of 172 students living on- and off-campus. Of the 172 students surveyed, 90 lived on-campus and 82 lived off-campus. The survey evaluated how effectively students estimate costs associated with choosing on- or off-campus living arrangements. The survey also evaluated rates of satisfaction students have with their current situation.

The goal of the report was to help campus housing authorities better understand how to manage occupancy and serve student needs and help community authorities better understand the dynamics of the student rental market in Morris (which is a large piece of the community's overall rental housing market).

CONCLUSIONS

Cost Estimates

The survey results revealed that both on- and off-campus students actually underestimate the cost of both housing and food service on-campus. While on-campus students estimate off-campus housing and food costs that exceed what off-campus res-

idents report, these latter data are self-reported and of dubious reliability, so concluding that on campus students underestimate (or overestimate, for that matter) true off-campus living costs would be erroneous.

Satisfaction Ratings

There are a variety of factors associated with dorm life that were not captured: social factors, proximity to campus activities, security and health, etc. Nevertheless, the survey results indicated that students who have moved off campus are well satisfied with their decision – more so than on-campus residents.

While it was not the purpose of the study to advocate for one arrangement or another, the fact that on-campus expenses are actually underestimated, and off-campus residents are content with their housing choice, suggested that persuading students to live on-campus is not a simple matter of correcting their misunderstandings about rental market experiences and the true cost of campus life.

FINAL THOUGHTS

The report concluded that any University strategy to increase dorm residency should stress convenience and quality-of-living characteristics, since cost competition is not favorable.

On a deeper level, the town and the University share a common interest in the decisive issue for both dorm residency and rental occupancy: enrollment. While interests would appear to be opposed when it comes to vying for the existing student housing market, there is no evidence of a trend, or indeed of much variation in how the pie gets divided. At the macro level, improved enrollment stands to benefit all parties.



Housing Costs and Employment in Industry Sectors

BACKGROUND

Morris, while only having a population of approximately 5,000, serves as a regional center to nearby communities. Employers in Morris routinely employ individuals that reside either outside the city limits, in the smaller villages surrounding Morris, or in other counties in the West Central region. This research report examined the relationship between employment in the city and the cost of housing in the city and in the villages nearby.

The economic activity in Morris and its employment opportunities lead significant numbers of people from the greater region to commute to work in the city while remaining residents of one of the smaller, lower cost communities in the area. Moreover, Morris has a significant amount of older, relatively sub-standard housing. The availability of low cost housing in Morris and its surrounding communities represent an implicit subsidy to employers in Morris: the “real wage” paid to employees is higher, in terms of the housing a given wage will purchase.

RESEARCH

In 2006, a UMM faculty conducted research examining the relationship between relatively lower housing costs, whether in terms of rental rates or home mortgage payments, and the wages paid in local industry sectors. Research questions included: Does the low cost of housing relate to smaller payroll costs for industry sectors? And, does this in turn allow industry sectors to make their product prices more competitive in the marketplace?

The report is divided into six sections. In the first section, housing in Morris is described. In the second section, a model estimating the value of housing characteristics is described and statistical results for the City of Morris are presented. Section three briefly

describes the housing costs confronted by those living in villages surrounding Morris. Section four details the prominence of commuting into the city of Morris to work. Section five looks at employment and wages earned by industry. Section six discusses affordability.

CONCLUSION

This study examined the housing market and, to a lesser extent, the relationship between it and the choice of residence by those working in Morris, Minnesota. The report concluded that neighboring communities are significantly less expensive even after controlling for many important housing characteristics. Depending on commuting costs, this represents as much as an 8% increase in the “real” wages paid to individuals working in Morris.

The report did offer one caveat, explaining that the analysis relied on data that was collected prior to the dramatic increase in fuel costs that occurred in 2008. If commuting costs continue to rise, the relative advantage of living in villages surrounding Morris lessens. The report suggested that this will either decrease the real wage of those residing outside of Morris, or be reflected in a growing price differential between homes in Morris and those in the neighboring communities.

The report also suggested that there may be a gradual turnover in some housing stock in Morris from non-homestead to homestead as workers seek to maximize the value of the dollars they earn in Morris.

Evaluation Results

Excerpts from the Final Evaluation

During spring 2005, C&C Consultants of Fergus Falls, Minnesota was selected to provide evaluation services for the Community Outreach Partnership Center (COPC) grant. *Adapting to Change*, as the project was called, envisioned both outreach and research activities focused on housing, economic development, and community organizing and neighborhood revitalization. The following are excerpts from the final report.

Though the University's Center for Small Towns (CST) had day-to-day responsibility for grant management, a Community Advisory Committee (CAC) provided oversight and guidance, and was chaired by community representatives. The CAC met periodically to hear reports on the progress of some 13 projects of the "Adapting to Change" program.

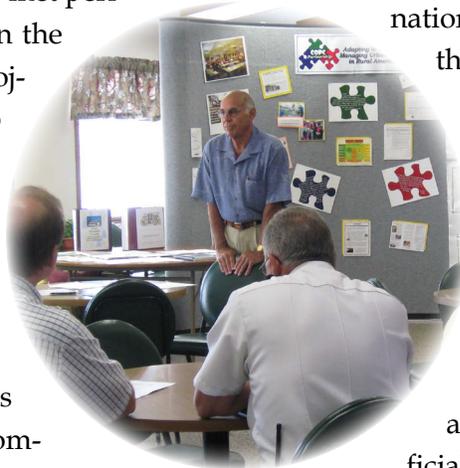
C&C Consultants measured the impact of COPC on the community through a survey of CAC members, as well as other University and community participants. They also conducted information-gathering interviews of the CAC members.

In the final evaluation report, which was completed in June of 2008, the program's housing-related projects rated highest, according to survey respons-

es. Faith-based housing construction programs, documentation of housing needs, and a structure for disseminating rental housing information were particularly strong elements.

Comparing survey responses from 2005 to 2008, documentation of housing needs and dissemination of rental information showed the greatest improvement in scores. But the project working on housing alternatives rated lowest in terms of longitudinal change from 2005 to 2008.

Leaders of the Adapting to Change program consisted of both University officials, staff and faculty, and community officials not necessarily associated with the University. How did their responses differ? The survey found that University-related survey respondents felt best about plans to reuse the vacated Morris Elementary School property, about the project to document housing needs and issues in Morris, and about community awareness and action on neighborhood safety issues.



Community responders tended to believe more strongly that there is meaningful and vital community dialogue about social and economic diversity, that there is adequate assistance for entrepreneurs and new businesses, and that there are sufficient University and community resources for business to stay viable and/or expand in Morris. Thus, the two groups had no project areas in common as top strengths of the community. Interestingly, it was the community group that felt best about social and economic diversity issues. The university group did not see it as very strong.

Private interviews were held with twelve people who worked on Adapting to Change, both from the University and the community.

Overall, the feelings expressed by interviewees were predominantly positive, with a combination of tangible and intangible impact described as resulting from the process. Several projects had their “day in the sun” and were singled out by interviewees as extremely positive while other COPC projects were never mentioned.

Housing related projects such as the housing study, Habitat for Humanity, and the Rental Housing Commission gained broad praise.

One of the more profound themes that emerged from interviews was the recognition by several interviewees that the COPC represented a transitional period of maturity in the process of community development for both the Morris community and for UMM. Interviewees felt that, though the COPC

process was not the first serious work at large scale collaborative community development work, the transitional process was and is essential to prepare for greater substantive development in the future. As one person put it, “Some things are now in place that have set the stage for future development.”

Still, there was a healthy balance of candid critiques regarding some aspects of the process, some frustrations expressed regarding the direction of development some projects took, and some mixed reactions regarding whether or not the COPC initiative was ultimately successful. However,

most interviews ended on a more positive note with a sense that while there were challenges and difficulties, good things were accomplished that laid a groundwork for the future.

But for each criticism, there was praise, too. The University’s commitment to the community in which it resides was lauded again and again. From the resources brought to bear on community issues, to the research work being conducted under the grant program, to the leadership from University employees, UMM’s role was deeply appreciated, according to interviewees.



Compact for the Future

A Pledge of Ongoing Partnership

In June of 2008, the Adapting to Change partnership held its final Community Advisory Committee (CAC) meeting. Though the meeting focused on wrapping up the activities as structured through the framework of the COPC supported initiative, the most important activity that took place that evening involved the forward look toward continued partnership between the UMM campus and the community of Morris.

Immediately following the meeting, the CAC members moved into City Council chambers to witness UMM Chancellor Jacquie Johnson and Morris Mayor Sheldon Giese sign a "Pledge of Partnership" document. This document represented a compact on the part of both partners, UMM and the community of Morris, to create the Carter Community Service Scholarship Program, to underwrite UMM-guided student community service positions in

the City of Morris.

A fundamental tenant of the UMM/Morris Partnership is providing community opportunities for UMM students. This program will feature one or more UMM student(s) working each academic semester each year. Funding for the program will use the \$10,000 financial award that accompanied the Carter Partnership Award as seed money.

There is a genuine excitement both in the Morris community and from the UMM campus. It is manifested in a commitment to effect positive change on the part of both partners, very grassroots in nature and grounded in the community culture of Morris. One community participant called the efforts of the Adapting to Change partnership "the biggest thing to happen in Morris in 20 years". The elements in place suggest there are more beneficial spin-offs for this partnership to explore.

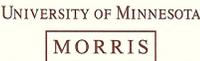
Adapting to Change was a multi-year commitment to funding for the campus/community partnership. Brokered through Center for Small Towns, it involved dozens of University personnel in research and outreach projects in the community.



Appreciation for work from the highest levels of the University ensure ongoing University backing. In the community, the partnership is led by private sector business interests, public sector housing agencies, City of Morris staff and elected officials, economic development representatives, social and cultural institutions, public school personnel, and many other interested community leaders. Again,

this broad representation suggests deep roots of support in the community.

Taken together, the UMM /Morris Partnership's strong foundation suggests a long and secure future of cooperation between the two entities.

Pledge of Partnership

WHEREAS: The City of Morris is a community of 5,200 persons located in west central Minnesota and like most small rural communities, has undergone transitions in the last several generations. While still rooted in agriculture, Morris benefits from its rural roots while managing to adapt to urban influences; and

WHEREAS: The University of Minnesota, Morris (UMM) is a small, public liberal arts college founded in 1960 that shares the land grant mission of the University of Minnesota and has engaged in community service with the City of Morris over the past five decades; and

WHEREAS: The City of Morris and the UMM have been working over the years with notable success to address issues of community leadership, visioning, planning, and dynamic action toward a stronger future; and

WHEREAS: The most recent City/Campus Partnership initiative has been a three-year program with a focus on Housing, Economic Development, and Community Organization and funded in part by a \$394,000 grant from the U.S. Housing and Urban Developments' Community Outreach Partnership Centers program; and

WHEREAS: This "Morris COPC Partnership" program has involved hundreds of people who have volunteered thousands of hours in fourteen project areas with remarkable accomplishments in both process and projects; and

WHEREAS: This partnership was recognized on a national level with the City of Morris and the UMM together winning the 2006 Jimmy and Rosalynn Carter Partnership Award for Campus-Community Collaboration; and

WHEREAS: The City and the University are both grateful for the contributions and accomplishment of these partnerships and are also committed to carry on the work of community revitalization especially through engaging students in local projects; and

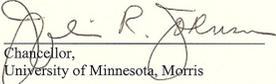
WHEREAS: The spirit and activities of this partnership is to the advancement and betterment of both the City of Morris and the University of Minnesota, Morris and that a fundamental tenant of the partnership has been the provision of community opportunities for UMM students.

Therefore, we, Sheldon Giese, Mayor of the City of Morris and Jacqueline Johnson, Chancellor of the University of Minnesota, Morris do hereby pledge to create the Carter Community Service Program to underwrite UMM-guided student community service projects in the City of Morris. This program will feature one or more UMM student(s) working each academic semester each year. Funding for the program will use the \$10,000 financial award that accompanied the Carter Partnership Award as seed money. The City of Morris and UMM will explore additional methods for on-going funding for this program.

IN WITNESS WHEREOF, we have hereunto set our hand this twenty-fourth day of June two thousand and eight.



Mayor,
City of Morris



Chancellor,
University of Minnesota, Morris

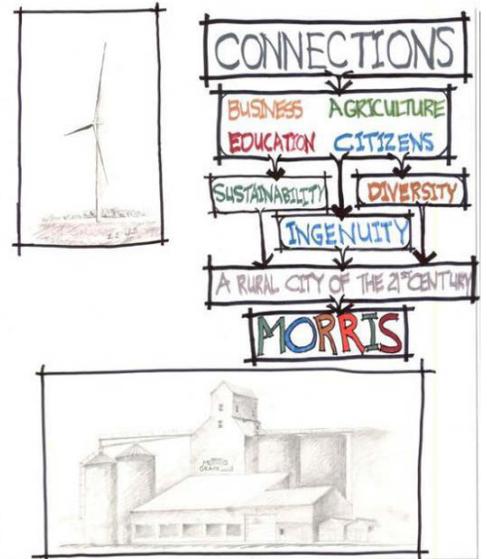


Above: On June 24, 2008 a "Pledge of Partnership" was read before the Morris City Council.

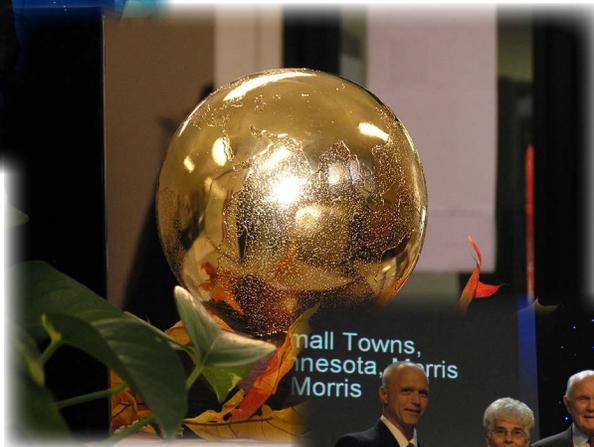
The document (left) is a formal commitment to ongoing collaboration between the University of Minnesota, Morris and the City of Morris.

Immediately following the reading of the Pledge, it was signed by UMM Chancellor Jacquie Johnson and Morris Mayor Sheldon Giese.





Minnesota Design Team CONNECTIONS Morris, MN October 2005



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This book is printed on recycled and recyclable paper with at least 30% postconsumer material.

