

POMPANO BEACH COMMUNITY REDEVELOPMENT AGENCY

Meeting Date: July 18, 2017

Agenda Item 6

REQUESTED CRA BOARD ACTION:

Resolution(s) Consideration Approval Other

SHORT TITLE Innovation District Report- Urban Land Institute Symposium Update
 OR MOTION: Held on Friday June 23rd at the Pompano Beach Cultural Center

Summary of Purpose and Why:

On Friday June 23rd the internationally acclaimed Urban Land Institute (ULI) held a symposium at the Pompano Beach Cultural Center to introduce developers and real estate professionals to the half-billion-dollar investment opportunity that is the Pompano Beach Downtown Innovation District. ULI scheduled an esteemed lineup of over 15 speakers, including Mayor Lamar Fisher, City Manager Greg Harrison, key developers, and Mitchell Weiss, now a Harvard lecturer, who was the Chief of Staff under Mayor Thomas Menino of Boston during the creation of their city's Innovation District. The event was a major success, with more than 200 individuals attending and multiple press outlets reporting on it. A key piece of advice imparted by Mitch Weiss was for the CRA to construct some form of visible improvement, in the Downtown within the next eight – twelve months to demonstrate the viability of and commitment towards the redevelopment concept. Staff is exploring having an open public space created within the next year on site at the Innovation District where the public can meet to gather information about the downtown development, as well as learn how they can participate and become an active player in the future of the city's growth.

QUESTIONS TO BE ANSWERED BY ORIGINATING DEPARTMENT:

- (1) Origin of request for this action: _____
- (2) Primary staff contact: Emily Marcus Ext. 7835
- (3) Expiration of contract, if applicable: _____
- (4) Fiscal impact and source of funding: _____

<u>DEPARTMENTAL COORDINATION</u>	<u>DATE</u>	<u>DEPARTMENTAL RECOMMENDATION</u>	<u>AUTHORIZED SIGNATURE OR ATTACHED MEMO NUMBER</u>
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CRA Executive Director
 CRA Attorney
 Finance Director



ACTION PREVIOUSLY TAKEN BY CRA BOARD:

<u>Resolution</u>	<u>Consideration</u>	<u>Other:</u>
Results: _____	Results: _____	Results: _____
_____	_____	_____



MEMORANDUM

DATE: July 18th, 2017

TO: Pompano Beach CRA Board

FROM: Emily Marcus, Project Manager

THRU: Kim Briesemeister, Chris Brown, Co-Executive Directors

RE: Innovation District Report

On Friday June 23rd the internationally acclaimed Urban Land Institute (ULI) held a symposium at the Pompano Beach Cultural Center, to introduce developers and real estate professionals to the half-billion-dollar investment opportunity that is the Pompano Beach Downtown Innovation District. ULI scheduled an esteemed lineup of over 15 speakers, including Mayor Lamar Fisher, City Manager Greg Harrison, key developers, and Mitchell Weiss, now a Harvard lecturer, who was the Chief of Staff under Mayor Thomas Menino of Boston during the creation of their city's Innovation District. Having a speaker with Weiss' vast experience provided tremendous insights for the City of Pompano Beach to contemplate as this project progresses. The panel discussions among the key speakers addressed the goal of creating a new economic appeal for the city and highlighted ways for making it more attractive for companies, their employees, tourists and year-round residents. The event was a major success, with more than 200 individuals attending and multiple press outlets reporting on it.

For the past seventeen years, Pompano Beach residents have been included in the planning process through countless public meetings, workshops, and community planning sessions. The ULI symposium, co-hosted by the Pompano Beach CRA, was the very first-time that the private sector including leading developers, builders and real estate professionals were invited to learn about the City's plans to redevelop its underutilized downtown area. While this all-morning event was geared towards industry professionals, the City graciously offered complimentary tickets to interested residents.

This symposium supports and promotes the CRA's next phase of activity since real estate brokers will be hired to market the parcels in the Innovation District. Of importance is a new community outreach program that is being explored. A key piece of advice imparted by Mitch Weiss was for the CRA to begin to construct a building, or some form of visible improvement, in the Downtown within the next eight – twelve months to demonstrate to the public and private sector the viability of and commitment towards the redevelopment concept. Staff is exploring having an open public space created within the next year on site at the Innovation District using shipping containers, as this method of construction can be less costly and less time consuming than traditional construction. This public space will provide a space for the public to meet to gather information about the downtown development, as well as learn how they can participate and become an active player in the future of the city's growth. Information sharing would include how to access job opportunities, provide opportunities to meet with representatives from different City departments, where to access contacts for



furthering a career, etc. This public space can also feature pop-up retail, commercial, and culinary space that can be accessed by local entrepreneurs, tying into the Innovation District’s overarching goal to support local entrepreneurs and give them incubation opportunities. The last major component of the pop-up space will be focused on providing residents with family-friendly entertainment options and activities. An “Idea Board” or some other form of outreach will be included as an ongoing form of information sharing and receiving input from the community.

Pompano Beach Downtown Innovation District Program
Friday June 23rd- Pompano Beach Cultural Center

Agenda

8:00am – Breakfast & Networking

8:20am – Welcoming Remarks

Dr. Charles C. Bohl, Chair, ULI Southeast Florida/Caribbean & Director, MRED+U
Mayor Lamar Fisher, City of Pompano Beach

8:30am – Pompano Beach & Broward County Real Estate Market Overview

Chris Metzger, Executive Director, Cushman & Wakefield
Marty Kiar, Broward County Property Appraiser

8:50am – Getting Going on an Innovation District

Mitchell Weiss, Senior Lecturer, Harvard Business School & Former Chief of Staff, City of Boston

9:10am – The Innovation District: A Global and Regional Perspective

Nitin Motwani, Principal, Miami Worldcenter Associates
Mitchell Weiss, Senior Lecturer, Harvard Business School
David Coddington, Vice President, Business Development, Greater Fort Lauderdale Alliance
Moderator: Kim Briesemeister, Principal, Redevelopment Management Associates

10:00am – Innovative Infrastructure: FDOT Takeover, Transit, & Drainage

Greg Harrison, City Manager, City of Pompano Beach
Jason McClair, Vice President, Chen Moore and Associates
Paul Kissinger, Principal, EDSA
Whitney Rawls, Chairman, NW CRA Advisory Committee
Moderator: Thomas DiGiorgio, Chairman, Pompano Beach Economic Development Council

10:45am – Pompano Beach Investment Opportunities & Developers Who Have Skin in the Game

Tim Hernandez, Founder, New Urban Communities
Christopher Longworth, CEO, Invesca Development Group
Adam Adache, Co-Founder and Managing Partner, Cavache Properties
Mark Corlew, Principal, Grover & Corlew
Moderator: Darcie Lunsford, Senior Vice President, Butters Construction

11:30am – Adjourn

11:30am – Optional Tours: Cultural Center or Innovation District Bus Tour

Pompano Beach Downtown Innovation District Urban Land Institute Symposium
Friday June 23rd, Pompano Beach Cultural Center, 8-11:30 am
19 panelists/speakers, 200+ attendees

On Friday June 23rd at the Pompano Beach Cultural Center, the internationally acclaimed Urban Land Institute (ULI) held a symposium for developers to introduce them to the half-billion-dollar investment opportunity that is the Pompano Beach Downtown Innovation District. The symposium, co-hosted by the Pompano Beach CRA, was the first-time leading developers, builders and architects were invited to learn about the City's plans to redevelop its underutilized downtown area. For the past ten years, the public has been included in the step-by-step reinvention process.

ULI scheduled an esteemed lineup of over 15 speakers, including Mayor Lamar Fisher, City Manager Greg Harrison, key developers, and Mitchell Weiss, now a Harvard lecturer, who was the Chief of Staff under Mayor Thomas Menino of Boston during the creation of their city's Innovation District. The key ideas from each of the session is summarized below.

General Session

There doesn't have be an established "master plan" in place, developers and citizens grow weary of constant planning so it is import to show constituents that there is action. In Boston a startup business provided the impetus to "run the experiment" and that company grew into a major presence in the district. Additionally, in Boston they built a District Hall as a "gathering "spot, this made a huge impact on their Innovation District concept and was the impetus for further growth and development of the district.

Just like in Boston, where the startup helped grow the district, it is important to take a bottom up strategy when it comes economic development in Pompano Beach's Innovation District. As a conduit to this bottom up approach it is important to establish an education connection to the district. In Boston, they brought in Babson College into a small space to offer a very limited educational program. However small, this sends a significant message because education provides the knowledge base for entrepreneurial driven bottom-up growth. All of this goes to over-arching goal of winning the war on talent. A community can only grow when it has the human capital.

Panelists

It is important for Pompano Beach to present a clear vision and message for how they see the Innovation District unfolding. The city is well situated for success, all the key ingredients are present. Social media will play a key role in convey this messaging, it is important to note that much of social media should be directed at areas outside of Pompano Beach to attract talent and business. Weiss, was quick to point out that while business attraction is important, business retention is more important. It is important to recognize those businesses that have helped to get the city to this point.

Bright line would be a game changer for Pompano Beach. Mass transit infrastructure is key to economic development. With the large industrial sector and convenient location to both I-95 and the Turnpike. Pompano is well positioned to create a thriving Innovation District.

Important to avoid political swings and upheavals. Developers and businesses don't want to do business where there is political strife. It is much easier to find a stable and cooperative municipal partner than to fight through contentious public officials. Having public sector staff buy in was reiterated by numerous panelists, to really create something special you need change agents to overcome typical governmental inertia.

Public and Private Sector Roundtables

Public officials need to nudge developers where they don't want to go, but it is important for both the public and private elements to be open to compromise. This is the only way the district can be truly innovative, this will allow for new concepts to be used to address ever changing city usage demands. This applies to architectural styling too, as this plays a major role in defining the image of the district. Time is of the essence so flexibility is key. Important to include the public throughout the process so that the residents feel that the change is happening for them as opposed to being forced on them.

It would be wise to consider a private sector initiative council. It is important that the private sector sees this as an opportunity to join a community, not to just make money. Having an extremely engaged business community is important. Businesses need to engage other businesses as well as the community at large. When there is a thriving ecosystem of small and medium sized business large companies are more apt come in. Communities with the greatest number of small businesses grow the fastest.

It is vital that the private sector take a large role in education in the district, from young children to college students. Businesses are uniquely positioned to provide unique apprenticeship and summer job programs. The larger the role private industry takes in education the better off they will be in the long run and the better off Pompano Beach will be.

ULI Free Ticket Timeline

6/13/2017- Pompano Beach City Commission passes motion to purchase tickets to the Urban Land Institute event, up to a maximum of \$2,500.00

6/13/2017- CRA staff reaches out to Julie Medley of ULI to inform her of the motion.

6/14/2017- Julie says that she will reach out to the ULI Corporate Office for assistance with creating a promo code that can be used to waive the ticket fee for Pompano residents. ULI requires all event attendees to register and pay online for the event ahead of time, or to register in person at the event. There is no way to simply purchase \$2500 worth of tickets, as each ticket needs to be registered at time of purchase to a specific individual.

6/15/2017- Code is created by ULI and a press release is drafted. Because ULI could not limit the amount of free tickets that could be accessed via the code if it was publicly released, they required that individuals contact Mallory Barker from ULI for assistance with free registration.

Press release including Mallory Barker ULI contact information to reach out to for free tickets is sent out to Pelican, Sun Sentinel, Westside Gazette, and Pompano Beach Public Communications Director.

6/16/2017- Press release is blasted on Pompano Beach CRA Social Media.

6/17/2017-6/22/2-17- Individual who contact CRA, Cultural Center, or other City departments are provided the contact information of Mallory Barker from ULI to get their free ticket.

Pres from ULI Event 6/23

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Innovation & Aspiration in Pompano

June 28, 2017 By Jeff Perlman Leave a Comment

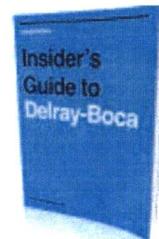


Building View from 200' 1st Avenue and 200' 1st Street

Pompano's brand new cultural center makes a statement: We are serious.

Last week, we attended a meeting of the Urban Land Institute at Pompano Beach's gleaming new cultural center.

Insider's Guide



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For me, it was a case of déjà vu—because what I'm seeing in Pompano is the mindset I saw in Delray Beach in the late 80s and early 90s—a time of dreaming, aspiration, visioning and planning.

If you're a city wonk like me, there's nothing more inspiring than a city that sends out the message of "come on down, we are open for business and striving for greatness."

And consequently no more depressing experience than to see a city that says "go home and get lost, we are done."

Of course, no city comes out and says it quite that way. They all talk about jobs, investment, smart growth, sustainability and every other buzzword you can trot out, but the cities that are sincere actually seek it out and if investment comes to them they work hard to land the deal.

The most compelling incentives are never financial—they are always emotional. Investors bringing jobs and projects don't expect you to compromise the rules or aesthetics—but they do expect you to have some flexibility and predictability and a sense of urgency to get things done.

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Meet the Founders



One of the speakers at the ULI Pompano event warned those in the audience to avoid two labels:

1. Don't be the city where someone has to spend \$500,000 beating their heads against the wall before leaving for friendlier towns. Capital goes where it is welcome.
2. Don't be the city that is perpetually the next "it" town, but never quite gets there. I think that's good advice.

Let's explore warning number one—the city that develops a reputation for being impossible to work with will begin to attract bottom feeder developers—not the best in class that cities should be looking to lure.

The best developers and business owners aren't averse to high standards or tough criteria; many of the best welcome a high bar. But they are wary of unpredictability, dysfunction and frankly stupidity. They don't like corruption either.

They also don't like an environment in which the rules are fungible—so that even if you follow them you aren't assured of a fair hearing.

As for the second warning...we all know the label and can name a few cities that fit the

Our Local
Friends:



moniker. After a while you become like the talented draft pick who never quite reaches his potential. We all know the term that's used for those types: bust.

What's also bad is to be known as the city that climbs all the way up the mountain and then before reaching the summit, gives it all away. They call that being "meshuga": Google it.

Anyway, Pompano is pushing an innovation district just east of I-95 and spanning over 170 acres. They envision jobs, manufacturing, start-ups, restaurants, apartments and open space.

They built a magnificent cultural arts center, redid their beach front, landed the 26 Degree brewery on Atlantic Boulevard, and approved the mixed use Pompano Fishing Village, the sharply designed Koi Residences and a few more signature projects in their eastern core. Even the long troubled Hammondville Road corridor is seeing investment.

Several Delray Beach investor/development companies including Grover Corlew (invaluable contributors to the Congress Avenue Task Force) and New Urban Communities (Atlantic Grove among other projects) are investing in Pompano. Both see parallels between where Delray Beach was and where Pompano is today—solid

leadership, a great CRA, talented staff and an aspirational “get it done” mindset.

ULI and Pompano brought Mitchell Weiss from Harvard Business School to the event. Weiss was chief of staff to the late Boston Mayor Tom Menino when that mayor envisioned an innovation district along Boston Harbor that became a national model for job creation and placemaking.

Weiss said cities should stick to their vision—insist on doing something special, invest in education, partner with universities, market their city and take extra care to make sure things happen so that traction and momentum can take root.

Words to live by or ignore.

Live by it and see things happen. Ignore it, and watch other cities eat your breakfast, lunch, dinner and sadly your future.

Speak Your Mind

Pres from ULI Event 6/23

Sections ▾

THE REAL DEAL
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Pompano Beach moves to redevelop its aging, underutilized downtown area *Plans include adding man-made waterways to make the area more alluring*

By Joseph A. Mann Jr. | June 26, 2017 01:00PM



Pompano Beach

Pompano Beach, a centrally located seaside city in Broward County, is developing an “innovation district” as part of a plan to renovate its aging, downtown center.

The city has been working “to build a second century downtown since 2007,” said Thomas DiGiorgio, an architect and builder who is chairman of the Pompano Beach Economic Development Council, a public-private organization. Among the goals is creating new economic appeal for the city and making it more attractive for companies, their employees, tourists and year-round residents.

DiGiorgio was one of the speakers at the Urban Land Institute symposium on Friday, held in [Pompano Beach's](#) new cultural center. The event attracted about 200 people, including local government officials, developers and business representatives.

The plan is to develop about 750,000 square feet of office space, 165,000 square feet of retail, 35,000 square feet of restaurants, 1,500 residential units, and two hotels with a combined 420 rooms in and near the old downtown area. The area covers a total of about 170 acres that currently house many rundown residences and small businesses.

Pompano officials expect the redevelopment to add to the city’s growing real estate valuation and property tax revenue, even if millage rates remain stable. Planners are looking at different options, including building man-made waterways to make the area more attractive, like downtown areas in some European cities, such as Amsterdam, where businesses, restaurants and residences line canals.

The city should also add more trees and walking spaces, improve connectivity between the beach, the innovation district and other parts of the city, panelists said. In addition, Pompano should make the utilitarian traffic intersection at Dixie Highway and Atlantic Boulevard, near the heart of the new redevelopment zone and along the Florida East Coast Railway line, more friendly to businesses and pedestrians, they said.

Founded in 1908, [Pompano Beach](#) has about 109,000 residents, with more than 3 miles of beaches. The city and the Pompano Beach Community Redevelopment Agency have made improvements in recent years, including upgrades to public beaches, building a parking garage on the beach, converting an abandoned hotel into the Baily Contemporary Arts center, erecting the new Pompano Beach Cultural Center, converting an historic building into the Ali Cultural Arts Center and other projects.

The city and CRA are now focusing on the innovation district, an area located between I-95 on the west, Dixie Highway (and eastward) to the east, Atlantic Boulevard to the south and MLK Boulevard (Hammondville Road) to the north. The city and the CRA already have some funds for redevelopment, but may have to turn to bonds or other new sources of revenue, said Pompano City Manager Greg Harrison. Private sector investment will be essential.

Developers who see a positive outlook for [Pompano Beach](#) are already investing in projects outside the innovation zone. Mark Corlew, principal of Grover & Corlew, pointed to his firm's major renovation of a commercial building on 2335 East Atlantic Boulevard. The firm bought the 28,000-square-foot building in 2015 for \$3.7 million, attracted by the shortage of commercial space in Pompano. "We saw a lot of grossly underdeveloped properties," Corlew said. The building is now 100 percent occupied.

Tim Hernandez, founder of [New Urban Communities](#), is developing the Pompano Fishing Village on the ocean. The project will have 40,000 square feet of restaurant and retail space, a 150-room dual-brand Hilton hotel, a pier that connects the ocean to the Intracoastal Canal, plus a plaza, an arch and other amenities. Three restaurants have already signed onto the project, which covers 6.5 acres east of A1A and is projected for completion in early 2020. The project took a long time to gain city approval, Hernandez said.

"Why Pompano?" asked Adam Adache, co-founder and managing partner of [Cavache Properties](#), which is developing Old Town Square, a mixed-use project in Pompano. Pompano has more redevelopment opportunities than other regional cities, he said, and the city leadership and CRA have a proven track record. "No one wants to invest in city of the future that will always be a city of the future," he said. Pompano is a city with a future, he asserted.

Tags: [Cavache Properties](#), [new urban communities](#), [pompano beach](#), [Pompano Fishing Village](#), [Real Estate and Politics](#)





Destinations

U.S. Mayors Are Backing Innovation Districts To Transform Cities' Brands

Greg Oates, Skift - Jul 12, 2017 2:00 am

**Skift
Take**

With the federal government deadlocked in intractable partisan debate, mayors across the U.S. are stepping up to drive progress by cultivating their innovation economies. A growing number are developing innovation districts to elevate their cities' brands.

— Greg Oates

Mayors across the U.S. are investing significant resources to develop what the Brookings Institution calls "innovation districts," in an attempt to accelerate urban and economic development, catalyze job growth, and shift their cities' reputations toward being incubators for progress.

These districts are also providing a new type of idea collision space during meetings and conferences for visiting organizations to engage local tech and creative thought leaders in different growth industries.

According to the House of Logistics & Mobility in Frankfurt: "The city of the future is an interdisciplinary knowledge sharing machine." Innovation districts, then, are designed to be the engine powering the machine.

But what are they exactly? You can't always see innovation districts physically in their entirety, beyond the buildings they inhabit, anymore than you can "see" Silicon Valley in Palo Alto, although people are attempting to do just that.

Rather, like Silicon Valley, innovation districts are a packaged network of public and private organizations intentionally located in close proximity for the purpose of sharing knowledge generated across a wide range of fields.

Another example of the concept in action is Cambridge, Massachusetts, where Harvard and MIT are surrounded by a vibrant startup community and hyper-caffeinated neighborhoods full of creative spaces for brainy people. Much of the city is basically one big creative space that benefits from the convergence of multidisciplinary research and development within its environs, far exceeding the sum of its parts.

defined as such. So for our purposes here, we need a working definition covering the broad strokes.

In a nutshell: **Innovation districts are defined geographic clusters consisting of academic and scientific research institutions, startup and enterprise companies, and business incubators located in amenity-rich, mixed-use urban cores. Representing a new platform for economic development, they provide a highly networked ecosystem designed to accelerate growth across a region's scope of creative and advanced industry sectors.**

Now imagine copying that vision, resembling the Silicon Valley and Cambridge model, and plunking it down in Middle America.

That's exactly what many U.S. mayors, including Chattanooga mayor Andy Berke, are attempting to do in collaboration with their growing startup and research communities.

"The Innovation District of Chattanooga has really propelled our city to the next level, where companies are continually growing in our community," said Berke, who spearheaded the development of the district. "We have businesses like Skuid, Bellhops, Southtree, and others that were startups a few years ago, and now they have more than 100 employees here in Chattanooga. In addition, it's bringing more people downtown. By the end of 2017, we will have doubled the number of people who live in our downtown since I became mayor in April of 2013."

As an example of how these innovation clusters drive growth, Access America Transport was a logistics startup that helped establish the Innovation District of Chattanooga in 2013 as one of its first tech company tenants. In 2014, Access America merged with Coyote Logistics, which was then acquired by UPS in 2015 for \$1.8 billion.

Previous to that exit, the Access America founders had launched their second startup in the city, a venture accelerator called The Lamp Post Group, which to this day occupies numerous buildings in the district.

Likewise, marketing guru Gary Vaynerchuk opened his fourth Vayner Media office in downtown Chattanooga in 2015 to capitalize on the city's growing talent pool, expanding his footprint beyond New York, Los Angeles, and London.

And for emerging startup talent working downtown, the Tomorrow Building is a new micro-unit, co-living apartment complex designed specifically for tech people who often don't sleep a lot. The shared-space living model is evolving as a growing trend globally, and therefore, the Tomorrow Building was developed as an urban living laboratory to test the success of its design strategy in relation to its innovation district environment.

The Metropolitan Revolution: The New Geography of Innovation



THE RISE OF INNOVATION DISTRICTS

Bruce Katz, centennial scholar at the Brookings Institution, and author of *The Metropolitan Revolution*, published "The Rise of Innovation Districts" report in 2014. It provides a framework for how and why cities should cluster their knowledge base to drive competitive advantage.

Last month, during the U.S. Conference of Mayors in Miami, Katz and his colleagues published: "Advancing a New Wave of Urban Competitiveness: The Role of Mayor in The Rise of Innovation Districts."

ranging from Cleveland's Lake Erie waterfront to Seattle's South Lake Union area. The first report was a broad set of theories around urban development in the digital platform economy. The second is an established road map with real-world case studies to help mayors and private organizations commercialize American know-how.

One early success story, the Boston Innovation District helped populate the Boston Seaport with an influx of new startups and economic incentives first devised in 2010 by then-mayor Thomas Menino. Surrounding the Boston Convention & Exhibition Center, the Seaport was the first officially labeled innovation district in the U.S., and according to the National League of Cities, the development project has brought more than 5,000 jobs to the previously empty area as of last year.

Among the latest mayors to join the trend, Houston mayor Sylvester Turner announced plans last month to develop a new innovation district in the Bayou City. The question now is where to build it.

Meanwhile, San Antonio, Dallas, Las Vegas, Phoenix, San Diego, Philadelphia, Detroit, Seattle, Albuquerque, Oklahoma City, Kansas City, Indianapolis, St. Louis, Durham, Louisville, Providence, and others are moving forward in early and mid-stage development. Innovation districts, ranging from the Knowledge Quarter Liverpool to Carlton Connect Melbourne to the Jurong Innovation District in Singapore, are also growing in popularity internationally.

The end game for local government officials and economic development leaders is to commercialize all of the new tech and scientific developments taking place in their cities, and export them globally. Innovation districts assist with that by providing a structured platform for knowledge sharing and business development specific to local industry strengths, whether that's cybersecurity in San Antonio or bio-med in Denver or media in Miami.

They also act like a front door to the region's startup and research communities for visiting executives and researchers during high-level meetings and conferences.

"Our innovation district is designed to create collisions between smart and creative people in different fields of medicine, science, and engineering, with the idea that you can commercialize ideas at some point and create jobs," Albuquerque mayor Richard Berry told Skift. "That's an upward spiral in our community. So the conferences that we bring to Albuquerque do a lot more than put heads in beds. We know that matters, but this is about science, technology, enterprise, entrepreneurship, and creating a culture of innovation on par with almost anywhere in the world."

MAYORS TAKE THE WHEEL

The newly released Brookings report on innovation districts portrays mayors as "convener, champions, and catalysts," rallying around their startup ecosystems to sell local innovation and elevate their cities' business brands in the global marketplace.

In effect, the report is designed like a coach's playbook. The objective is to help mayors get their city into the 21st century end zone. It reads:

"U.S. mayors have an instrumental role to play in the growth and evolution of innovation districts — a role that will likely evolve over time. Mayors can serve as conveners, providing a venue and platform for the development of a collective vision on the 21st-century imperative: collaborate to compete. Drawing on their skills as leaders, mayors can be champions by offering a vision for growing a successful innovation economy. Drawing on their regulatory powers, mayors can be catalysts by devising new tools or streamlining old rules to incentivize district growth."

With the U.S. federal government mired in partisan gridlock, and President Trump threatening deep cuts to many urban programs, U.S. mayors are facing a stark new reality. It is now increasingly incumbent on them to tap their cities' local resources within their private sectors and research institutions to drive economic growth and high-value job creation.

That is accelerating the development of innovation districts in both large and midsize U.S. cities.

"Washington has left the building," said Katz during a presentation to local government and private sector leaders in Philadelphia in May. "You're going to have to leverage your own assets. You're going to have to unlock your own capital. You cannot rely on anyone anymore at, quote-unquote, higher levels of government."

This requires an unprecedented amount of collaboration between the public and private sectors. Katz tweeted in February: "The power of cities is not like the power of nations or states. It is exercised by networks rather than governments."

Although, as witnessed during the annual U.S. Conference of Mayors event, city governments are now getting more active in nurturing those networks — much more so than a year ago before Trump came to office.

Providence, Rhode Island mayor Jorge Elorza said: "Cities are incubators for innovation and job creation." Gary, Indiana mayor Karen Freeman Wilson said: "Washington keeps taking but mayors are leading."



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Don't look to Washington. Mayors are on the frontlines of today's battles. #MayorsAgenda [youtube.com/watch?v=V8Q1iP...](https://www.youtube.com/watch?v=V8Q1iP...)

3:28 PM - 5 Jul 2017

22 39

"Our innovation districts are popping up around the city where people in different businesses can interact with each other in a relaxed way, and develop their pipelines of innovation," Philadelphia mayor Jim Kenney said during South by Southwest in Austin this year. "We're seeing that grow on an ongoing basis, and I'm very excited about that."

Citing partnerships between the city government, University of Pennsylvania, Drexel University, and local companies like Comcast as factors behind the success of Philadelphia's University City Innovation District, Kenney stressed that city governments also have to understand when to have a light touch.

"Governments in general are not always known for being progressive when it comes to allowing new industries and new ventures to grow, but it's something that we have to do. I think if we take advice from people who know what they're doing, and what they're talking about, we'll be much more successful."

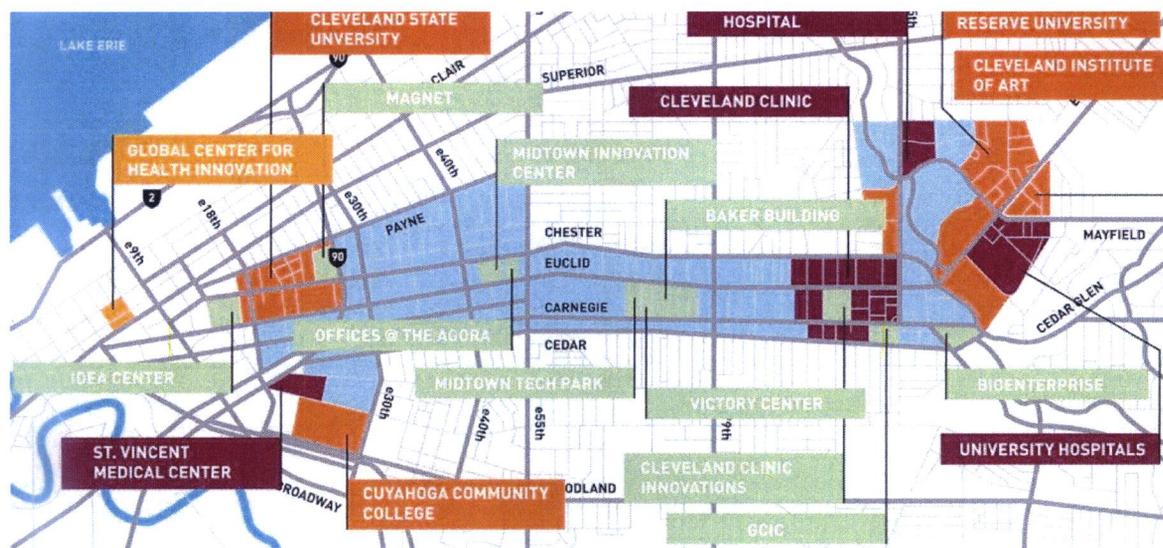
Some innovation districts are not officially labeled as such. They may have grown organically over the last half-decade. For example, in Pittsburgh, Google and Uber moved in to exploit the University of Pittsburgh and Carnegie Mellon University's research in robotics, advanced manufacturing, and artificial intelligence. Although, the city made it official last year with the launch of the Pittsburgh EcolInnovation District linking downtown and the universities.

The development of other officially named innovation districts, including the Chattanooga Innovation District and Albuquerque Innovation Central, can be directly attributed to their mayoral and city council initiatives. Some, such as the Cortex Innovation Community in St. Louis and OKC Innovation District in Oklahoma, have been largely stewarded by their local business community and chambers of commerce.

While still others, similar to Philadelphia, including Cleveland's Health Tech Corridor and the Montreal Innovation Quarter, were initially developed in large part by their local universities and medical research institutions.

"The benefit of having our universities supervise the Quarter is that we have a long-term strategy that doesn't change when our government changes," said Damien Siles, director of the Montreal Innovation Quarter.

He explained that's what happened in the 22@ Barcelona district when it lost significant government support following the 2015 election of socialist Mayor Ada Colau. The early success of 22@ Barcelona, which is considered the world's first intentionally designed innovation district, is what originally inspired Brookings' research on the subject.



Cleveland Health Tech Corridor

THE RISE OF THE REST

AOL founder Steve Case is traveling the country these days to try and shift the perception of midsize cities between the coasts from “flyover country to innovation hubs.” His venture capital company, Revolution, launched the Rise of the Rest initiative to educate, promote, and fund startups from Cleveland to Albuquerque. The program’s mission is based on the idea that any midsize city can be its own version of Silicon Valley due to cheap cloud computing and machine learning, and the exodus of talent from increasingly expensive gateway cities.

Those macro socio-economic trends and technological developments are further propelling the rise of innovation districts in midsize cities not necessarily known for their global competitiveness.

The Cleveland Health Tech Corridor is one of the country’s best case studies for how an innovation district can shift a Midwestern city’s fortunes and reputation based on its expertise in advanced industries. The Corridor links the Cleveland Clinic, Louis Stokes VA Medical Center, and Case Western University with the downtown Huntington Convention Center of Cleveland and the \$465 million Global Center for Health Innovation.

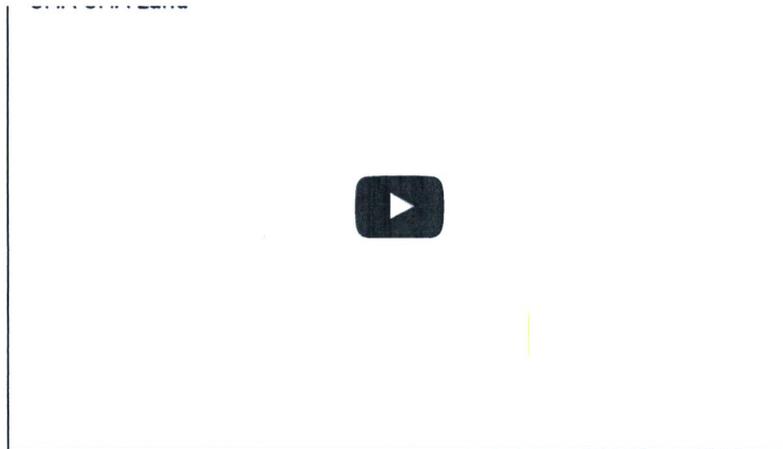
“Our research shows that there is an enormously wide gap in perception among those who have visited Cleveland versus those who have never visited,” said David Gilbert, president and CEO of the Destination Cleveland convention and visitors bureau. “Now we have the Health Tech Corridor where developers are building this whole new tech quarter area, building numerous headquarters and incubation innovation spaces. And so that helps elevate Cleveland’s reputation in medical circles as a hub for medical innovation.”

Local business and academic leaders in midsize cities also tend to have something to prove to the world, which commonly generates heightened motivation and momentum throughout a local startup community.

“Yeah, we have a bit of a chip on our shoulder,” said Jake Orville, CEO of Cleveland HeartLab, who relocated to the Health Tech Corridor after sourcing potential sites in Boston and Los Angeles. “We want to prove we can compete with any city in the world when it comes to medical innovation.”

Both Gilbert and Orville suggested that Cleveland’s collective desire to rise above the “flyover country” stigma further motivates local stakeholders to welcome conference delegates more openly, because they’re hungry to show off their medical products and healthcare services, and export them globally. An innovation district, then, becomes like a shopping mall for knowledge.

“The Health Tech Corridor allows us to offer meeting planners these incredible opportunities for connection, for tours, for people to see some of these spaces themselves,” said Gilbert. “And there are times when that opportunity can be the difference maker in deciding to host a medical-related meeting or convention here.”



THE RISE OF GIG CITY

A lot of eyes are on the Chattanooga Innovation District. Many cities throughout the Midwest and South suffered the decimation of their manufacturing economies in the late 1900s, and now they're trying to leverage their innovation economies to resurrect their downtown cores and re-establish their corporate job growth rates, local tax base, and civic pride.

Most importantly, they're attempting to pivot their cities' brands from images of the 20th century rust belt to a 21st century brain belt.

Chattanooga is emerging as a new model for economic development, and earning an inordinate amount of national media attention, based on the development of its innovation district. Supplementing that, the city's 10-gig Internet service is ranked among the fastest in the country, which earned Chattanooga the nickname, "Gig City."

Furthermore, the city developed a whimsical Chattanooga is Literally Perfect marketing campaign this year, with the tagline "The Tom Hanks of Cities," designed to attract young tech and creative talent to the city who want both a good job and a home they can afford.

"The city I grew up in was dying because we were a steel and foundry town where the companies had picked up and left to where labor was cheapest, which was overseas," said Berke. "Just a few years ago, no one thought of Chattanooga as a technology city. But because of our ultra-high-speed broadband and innovation district, we've been all over national media about how we've evolved as a collision space for new ideas."

According to Berke, innovation districts are designed to increase density because talent and money follow talent and money. Once a city can establish a geographical environment as a place for academic, business, and creative innovators to collide ideas – and the city council can support it with the necessary funding and political will – that drives momentum as a magnet for new outside investment.

"Innovation occurs most often where there's density, so we want visitors and our people to be interactive, to exchange ideas, because that breeds creativity and leads to innovation," said Berke. "When we launched the innovation district, it was a signal to the market for companies and creatives to come to a specific area of density to start their businesses or shop their new ideas. We've really seen that happen. That kind of density is growing our city."

Another consistent in successful innovation districts, many of them have a headquarters building or complex that performs like a physical anchor and portal into the district's ecosystem. Boston's District Hall and Cleveland's Global Center for Health Innovation are examples.

In Chattanooga, The Edney Innovation Center plays the role of the central public gathering space for meetings, events, and general information about the district and all of its actors. The Center has three anchor tenants: CO.LAB, Society of Work, and The Enterprise Center, the latter of which is a public-private partnership stewarding the direction of the district.

outlined in the organization's 2016 report: development of the downtown innovation district to catalyze the local innovation economy; advancement of Chattanooga's potential as a research laboratory and test-bed for gigabit and smart grid enabled applications; and promoting digital equity and diversity for the benefit of all Chattanoogaans.

"Inclusivity is a huge conversation for us because it's so integral to the future success of our city," said Hays. "That's the digital equity component of our strategy where basically we're trying to break down the barriers between the haves and have-nots. If we're going to be a leader in the innovation economy, we've got to provide for more people."

In terms of research and application development, The Enterprise Center is involved in bringing companies together that are active in 5G and Internet of Things (IoT) technologies to prepare services for a world when bandwidth is no longer an issue. Those products and services could be highly exportable when 5G infrastructure is ready in three to four years, and the city is eager to develop itself as a living laboratory to test new developments in IoT for locals and visitors alike.

"Part of what we're trying to do is blend the innovation economy into every aspect of the city, now and in the future, and share what we've learned with as many people as possible," Hays said. "We now work regularly with the Chattanooga Convention and Visitors Bureau to show how people coming here can use the entire city as a convention experience, for example. People can now use different venues like The Edney Center, which couldn't have happened a year ago."

The Edney even has a dedicated "collision floor" with what Hays calls "state-of-the-art Web casting ability" to attract groups seeking a non-traditional event space.

The next step in the evolution of the Chattanooga Innovation District is an attempt to quantify its impact on economic development. The Enterprise Center is collaborating with the Metro Ideas Project, a local research think tank focused on public policy, to evaluate and identify key performance indicators for the district.

The project will be rolled out in two phases, scheduled to be completed by the end of the year:

- **Phase 1: Evaluation of the effects and impacts of Chattanooga's innovation district internally.** The primary objective of this phase is to develop a core set of measurable indicators to measure the economic, place-based, innovation, and civic engagement effects of an innovation district.
- **Phase 2: Preliminary analysis of the external effects and impacts of Chattanooga's innovation district on the rest of the city and county.** The primary objective is to establish a baseline for measuring impact in the months and years ahead, with a secondary objective of gaining an understanding of the effect the Innovation District has had upon resident perspectives in border neighborhoods, community stakeholders across the county, and significant firms within the region.

Berke emphasized that a big return on investment for developing the district revolves around how people view Chattanooga. The challenge is continually getting more people to visit the city, so they can experience the district and feel the energy downtown, and ultimately see the city in a new light.

Driving more conference business to Chattanooga is one way to accelerate that brand repositioning nationally.

"One of the most important things for me to do as mayor is to build a brand that attracts companies and talent and residents," said Berke. "Meetings and conferences establish our brand around the world. We want to see people come here and have a great time, because someday they might come back to build a new branch for their company. So, the building of our brand is a central part behind the success of our city, and right now, the district is telling the world that we're a place for innovation."

Tags: albuquerque, chattanooga, innovation districts, meetings and events, philadelphia, st. louis

Photo Credit: The Tomorrow Building is a micro-unit co-living space for startup entrepreneurs in the Chattanooga Innovation District in Tennessee.
Tomorrow Building