



Principles of Creating
**Innovation
Economies**

A 21st-Century Economic Development Tool

Based on

Global Forum on the Culture of Innovation
Growing More Ideas per Square Foot

Presented by

Urban Land Institute and the Aspen Institute
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Forum Overview

The Aspen Institute and the Urban Land Institute joined forces for the inaugural Global Forum on the Culture of Innovation. The two-day convening was built on the work of both the Aspen Institute Global Initiative on Culture and Society and the conversation that began in 2011 at ULI's Powering Innovation Economies conference.

The goal of the forum was to illuminate the conditions and strategies conducive to building sustainable, idea-generating environments in order to drive 21st-century economic development and generate business value. In addition to listening to stimulating panel discussions, keynote presentations, and peer-to-peer exchanges, forum participants had the opportunity to visit the fourth annual Art San Diego contemporary art fair, which has become a popular cultural event.



The forum drew together a dynamic group of business and civic leaders, policy makers, cultural entrepreneurs, philanthropists, media professionals, educators, artists, curators, designers, and technology experts. Their expertise and insights were invaluable to discussions of the challenges of inspiring creativity and how these challenges affect innovation in the communities and organizations where people live and work.

The theme—"Growing More Ideas per Square Foot: How Cities Can Harness Talent, Place, and Culture to Drive Innovation"—reflected the extent to which the forum was intended to serve as an influential platform to share the latest thinking and explore successful innovation ecologies across a variety of scales—from building to cluster to district to city. The program consisted of plenary sessions,



in-depth group discussion, workshops, artistic and cultural events, and creative and innovative experiences at the intersection of technology, culture, and business.

Forum presenters and moderators represented a wide spectrum of industries, public and private sector organizations, and academia, including leaders in business, public policy, philanthropy, science and technology, humanities, media, education, the environment, and the arts. They introduced topics and led discussions during a series of plenary sessions that enabled participants to discover how a number of cities and organizations have reinvented themselves, and how lessons learned from previous experiences can be applied to their own organizations. They discussed the critical role played by political will and good governance in the creation of an enabling environment for cooperative engagement, creativity, and development of entrepreneurship. The forum featured a range of organizations that have capitalized on place, culture, and talent to shape their organizational cultures and enhance innovation and productivity.

In addition, participants discussed the merit of holistic ecologies and other approaches to the sustainability of innovation while debating what makes innovation engines thrive or die. Recognizing the power of creativity, policy, and technology in shaping innovation in a fast-changing world, a panel of emerging leaders provided tangible energy-efficiency and cost-cutting strategies, and shared pragmatic approaches to leveraging existing models and technologies. Finally, forum participants met as a group to reflect on possible ways to develop innovation in diverse environments. The forum content and group deliberations have informed the design and format of this report.

Introduction

Impacts of Place, Culture, and Talent on an Innovation Economy

In his October 2012 *Urban Land* article “What Draws Creative People? Quality of Place,” Richard Florida identified three primary factors that determine where creative, talented people with a choice choose to live:

WHAT’S THERE: the combination of the built environment and the natural environment; a stimulating, appealing setting for the pursuit of creative lives.

WHO’S THERE: diverse people of all ethnicities, nationalities, religions, and sexual orientations interacting, and providing clear cues that this is a community where anyone can fit in and make a life.

WHAT’S GOING ON: the vibrancy of the street life, café culture, arts, and music; the visible presence of people engaging in outdoor activities—altogether a lot of active, exciting, creative goings-on.

In today’s economic environment, innovation to drive 21st-century economic development and generate business value is more important than ever. What are the conditions and strategies conducive to building sustainable, idea-generating environments? In addition, from a public perspective, cities and urban places are constantly trying to reinvent themselves in order to stay economically vibrant. But how does a city go about reinventing itself? To what extent can the public sector influence this process, and what policies and programs should it initiate? Or, is the process simply market driven?

A key part of the conference examined how innovation intersects between the public and private sectors. The private sector seeks to innovate in order to stay competitive or ahead of its competition as it seeks new sources of profit. In down economies, the incentive to innovate becomes stronger because it becomes harder to make money through more conventional means—hence, new ideas are generated at an accelerated pace. Ample historical evidence exists that documents that the periods of greatest innovation are associated with economic downturns. At present, the incentive to innovate is amplified due to the global economy.

Today, private firms, corporations, and individuals are competing not only locally or domestically, but often internationally, too. The public sector perspective is broader. There, the focus is on public policy and how it can be used to strengthen local, state, or national economies. Traditionally, public policy with respect to economic development had focused on tax incentives to lure manufacturing plants or sales tax-generating retail facilities to individual local jurisdictions or states. However, from a national perspective, such incentives are a zero-sum game. They simply shift facilities from one domestic location to another with no net gain overall.

A more effective approach may be to adopt policies that facilitate entrepreneurship, creativity, partnerships, flexibility, and adaptation so that—at least at the local level—localities and regions can take maximum advantage of market conditions. Changing market conditions can include some technologies becoming obsolete, other technologies being invented and absorbed into the marketplace, changing spatial patterns and working conditions, changing consumer preferences, and others. The places that successfully adapt to changing market conditions are those with the highest velocity of ideas, the highest density of talented and creative people, and the highest rate of metabolism.

The subtheme of the conference—“Growing More Ideas per Square Foot”—expresses this function well. The principles identified in this report address how both the private and public sectors can generate “more ideas per square foot.” The design of a dynamic, sustainable, idea-generating environment can be termed “place making.” The challenge for public sector policy makers is how to create this type of environment that can attract a creative and talented workforce. A talented workforce wants a great place in which to live, work, and recreate. This is where real estate comes into the picture. Both an intentional dynamic and an organic dynamic are at play in the cultivation of an innovation economy.

Principles for Creating Innovation Economies

This report builds on this place-making concept by identifying principles for how cities can harness talent, place, and culture to drive innovation. These principles are based on findings confirmed at the ULI/Aspen Institute Global Forum on the Culture of Innovation.

1. Collaborate with institutions, other companies, and colleagues for economic development—this is critical. The created strategy needs to take advantage of proximity of academic institutions and related industries to facilitate the translation of ideas from pure research to commercial research and application. On a smaller scale, opportunities for informal interaction in both the public and private realms can stimulate casual conversations where many ideas are germinated.
2. Form public/private partnerships, which are essential to developing a culture that fosters innovation.
3. Blend traditional assets into new technologies by constantly recombining assets and adapting to function in a global marketplace. This dynamic is focused on responding and adapting quickly to change and creates a culture of long-term thinking and investments rather than just short-term returns. Monitoring this process is a good role for regional economic development organizations.
4. Take advantage of global platforms to connect cities with one another. Infrastructure planning and investment are key.
5. Develop a vision for innovation that is agreed upon by all partners and collaborators.
6. Encourage risk taking and allow failure to be acceptable.
7. Make sure the public and private sectors share responsibility for leadership.
8. Capitalize on the uniqueness of individual localities in devising investment/reinvestment

strategies. Understand your region's venture capital capacity and develop strategies for how to leverage it.

9. Recognize that diversity is an important driver of innovation. Diversity includes cultural and demographic components, urban design, communities and neighborhoods, local economies, and other elements.
10. Understand that mixed uses can promote new synergies, leading to new ideas and innovations.
11. Invest in and cultivate the arts. They are an important component of the innovation economy engine. A knowledge-based workforce demands them.
12. Create an environment and culture that foster creative energy that sparks new ideas. Provide space for experimentation and competitions.

To facilitate an understanding of relationships among principles, the principles have been grouped into three categories: place, culture, and talent. Many principles may overlap categories. In those instances, they have been put into the category where they seem to fit best. The major points and examples cited by the various speakers on the panels have been incorporated into the discussion under each principle to illustrate their meaning and application. Many of the example projects cited by the speakers illustrate more than one principle, so the reader will see multiple references to a single project.

Principles relating to place are those that have to do with locational relationships and urban planning considerations.

Principles relating to culture are those that have to do with fostering an ethos that supports creation of an innovative environment.

Principles relating to talent are those that contribute to the attraction of educated, qualified, and creative individuals to a region.

Principles Relating to Place

Collaborate with institutions, other companies, and colleagues for economic development—this is critical. The created strategy needs to take advantage of proximity of academic institutions and related industries to facilitate the translation of ideas from pure research to commercial research and application. On a smaller scale, opportunities for informal interaction in both the public and private realms can stimulate casual conversations where many ideas are germinated.

A need for collaboration for economic development exists, as does the need to share information with other companies, colleagues, and other institutions. Collaboration can be facilitated by locating related companies and institutions in proximity to one another. Academic institutions in particular can create a synergistic impact by stimulating the emergence of related research institutions and companies nearby. In the panel session titled “Reinventing San Diego,” Mary Walshok, dean of the Extended Studies Program at the University of California at San Diego (UCSD), and Duane Roth, CEO of CONNECT—a San Diego-based collaborative that links investors and entrepreneurs with resources—described this type of synergistic impact with the evolution of the biotech industry on Torrey Pines Mesa in the 1960s, 1970s, and 1980s.

The establishment of the Salk Institute and the University of California at San Diego in the 1960s as a major science and engineering school led to the birth of numerous biotech and high-tech startups in the 1970s and 1980s. Many of these startups grew into the major world-class companies that now dominate the Torrey Pines Mesa area near UCSD. But for the proximity of the university and its research in the biotech sciences, these companies would not have been born and subsequently prospered. As of 2012, there were 82 research institutions and companies on the Torrey Pines Mesa.

This proximity between the university and companies facilitated the breakdown of the traditional separation between basic research and applied or commercial research. Establishing a link between basic and applied research enables easy collaboration among colleagues between the private sector and the university to share ideas and foster innovation. In addition, the proximity of the many biotech and high-tech companies now on the Torrey Pines Mesa facilitates easy collaboration and sharing of information among them.

Furthermore, this research cluster tends to attract top-notch talent to San Diego. As Roth said, “Talent that comes to San Diego wants to be in the middle of this cluster so that they can collaborate with each other. Around this research cluster developed the high-tech, biotech, and software clusters and other innovative industries over the past 25 years. This was able to happen because San Diego was one of the first places to break down the barrier between basic research and commercial or applied research.” He also emphasized the importance of a second major culture that was created by Walshok and the founders of CONNECT who emphasized the importance of collaboration and information sharing. Roth went on to stress the importance of developing a culture that collaborates not only locally but also globally. This is the primary focus required for today.

Collaboration can be facilitated not only by geographic proximity but also by architectural design. Greg Brandeau, former head of technology for Pixar and Disney Animation, and Thomas Robinson, founder and principal of LEVER Architecture, which designed the Pixar Animation Studio, regarded by some as one of the world’s most innovative companies, was deliberately designed to facilitate informal employee interaction.

Pixar accomplished this primarily by introducing sunlit common spaces into the design of the campus. This space could be used for numerous activities and informal gatherings to promote interaction. The company also incorporated

landscaping and outdoor green space into the design, creating additional opportunities for interaction outside. Collaboration was also promoted by giving all employees the same amount of office space so that everyone feels equal and part of the company culture. These design principles are readily transferable to other business entities where collaboration is valued, including the public sector.

Take advantage of global platforms to connect cities with one another. Infrastructure planning and investment are key.

Cities can take advantage of emerging technology to connect their residents with local government and with one another. Cities can also use this emerging technology to collaborate with each other and create partnerships. However, infrastructure planning and investment are critical. Alan Webber—author of *Rules of Thumb* and cofounder of the business magazine *Fast Company*—emphasized the importance of thinking of the city as a platform for spawning innovation and creativity. He cited New York City; Palo Alto, California; Boston; San Francisco; and Copenhagen as examples of cities that are using the internet now to enable their residents to grow, participate, and become more entrepreneurial.

New mobile apps are being created that allow people to share rather than own things such as automobiles, bicycles, housing, and even clothes for children as they experience growth spurts. There also are programs for office sharing and house exchanges. These new apps for smartphones are making cities personal, portable, and digital for potentially everyone who lives there. It allows for collaborative problem solving and provides the opportunity for interactive experiences when the city is thought of as a platform. These types of apps are not only increasing the efficiency of the individuals who are using them, but also promoting more efficient land use and spatial patterns for new paradigms to develop like cost savings for office space and housing more broadly.

Webber also explained how the definition of “neighborhood” is changing because people now have the ability to map behavioral patterns to reveal neighborhoods based on use rather than geographic location. For example, where people go to interact can be mapped. These kinds of patterns offer a new way of thinking about how to provide services to enable people to have more enhanced experiences. Coffee shops, for instance, have become a new kind of public space.

Webber also suggested that cities need to rethink the traditional paradigms of the business, government, and not-for-profit sectors because with the new technology, some problems that may previously have been seen as the responsibility of government may now be solvable through information provided by a private company. He cited Hurricane Katrina as an example where General Motors knew before anyone else where people were stranded due to their On-Star apps.

The 22@Barcelona initiative, presented by Josep Pique, CEO of the 22@Barcelona Innovation District, provides a living illustration of how Barcelona is developing a global platform that is transforming a key section of the city in order to compete more effectively in the world. This project is a world-class case study that is transforming about 200 hectares (495 acres) of underused industrial land into an innovative, globally competitive mixed-use district with a focus on concentrating and developing knowledge-intensive activities. These activities include the media, information and communication technologies, energy, medical technologies, and the design sector.

The project combines universities and other major institutions, technological centers, companies, incubators, and housing in several major clusters in a cohesive and coordinated development. Examples of several clusters are those focusing on the media, health, and design. Pique explained that the city provided the critical infrastructure including mobility systems, wireless fidelity, and optic fiber;

new energy networks; selective pneumatic waste collection; new heating and cooling systems; and underground streets. The infrastructure improvements were advanced state-of-the-art and helped to catalyze the entire project. Overall, 22@Barcelona has generated more than 1,500 new companies and over 44,000 new jobs since 2000.

Pete Garcia, cofounder of the I.D.E.A. District in San Diego, cited the project as one that is trying to become the kind of global platform that 22@Barcelona has become. The intention behind the I.D.E.A. District is to attract the kinds of companies and jobs that 22@Barcelona did in order to make a similar globally competitive impact. In order to do this, like 22@Barcelona, the I.D.E.A. District will need to attract creative people who can live, work, and play within the district. Garcia explained that in order to attract the targeted creative talent, the I.D.E.A. District will need to create a 24/7 urban lifestyle experience that is currently missing in San Diego. As with 22@Barcelona, the city will be providing critical infrastructure improvements to facilitate the overall redevelopment. The International Association of Science Parks is a global network of innovation districts that can be a great resource for cities that want to explore this type of innovative economic district.

Blend traditional assets into new technologies by constantly recombining assets and adapting to function in a global marketplace. This dynamic is focused on responding and adapting quickly to changes in long-term thinking and investments rather than just short-term returns. Monitoring this process is a good role for regional economic development organizations.

Cities must constantly reinvent themselves in response to changing technologies and market conditions by recombining assets and adapting to function in order to remain competitive for economic growth. This also requires creating an environment that is conducive to innovation in order to attract high-quality talent.

In the panel session titled “Reinventing San Diego,” Rob McCray, CEO of the Wireless Life Sciences Alliance, spoke of an “amazing confluence of biotech, academic research, and the wireless industry” in San Diego. With the aid of academic research, San Diego has been able to capitalize on a convergence of technologies in the biotech, clean-tech, and wireless industries to create a major new sector of the local economy in medical devices. These industries have been collaborating with companies globally to facilitate this convergence.

The 22@Barcelona initiative illustrates how Barcelona is reinventing itself in order to remain competitive in the global economy. On a smaller scale, the I.D.E.A. District in San Diego illustrates how that city is trying to develop a well-thought-out urban experience for a knowledge-based worker in a downtown environment.

In the session titled “Fostering Political Will for Entrepreneurship Development,” Tom Murphy, a former mayor of Pittsburgh, spoke of the importance of the public sector to think in terms of achieving a long-term vision and goals rather than short-term objectives. Similarly in the same panel, Greg Horowitz—cofounder and director of Global CONNECT as well as managing director of T2 Venture Capital—emphasized that the private sector needs to start thinking longer-term rather than simply maximizing short-term investment returns.

The importance of thinking long-term was reinforced by the fact that virtually all of the plans and projects discussed were long-term in scope, which required years of planning and then implementation to bring to fruition. Some are still in the implementation stage. The evolution of the biotech industry on Torrey Pines Mesa in San Diego has taken more than 30 years. The 22@Barcelona project is in its 11th year of implementation. In San Francisco, the Mission Bay project was a partnership between Catellus

Development Co. and the city of San Francisco. Planning for a research campus for the University of California at San Francisco (UCSF) began in the late 1990s and implementation continues today. As in San Diego, a major academic presence has stimulated investment in private biotech and high-tech facilities nearby.

Also in San Francisco, the 5M project of which Alexa Arena, a senior vice president of Forest City Enterprises, spoke is in the second year of a five-year planning process to define key aspects of the long-term development, which is anticipated to have a roughly ten-year buildout. And in San Diego, the I.D.E.A. District project is in its second year of planning to define the specifics of a long-term development that will bring together design with technology and job creation.

Understand that mixed uses can promote new synergies, leading to new ideas and innovations.

The 5M project in San Francisco is being designed and planned specifically as a high-energy, creative location intended to stimulate innovation. According to the 5M website (www.5mproject.com), “The 5M Project is a creative development in downtown San Francisco designed to catalyze the innovative ideas that build our economy and strengthen our communities. It is a place that utilizes a collective need for innovation to encourage shared resources and ideas across traditional boundaries. Where artists, students, change makers, entrepreneurs, local food, and technology are coming together day and night. A place designed for people to be creative.” The key project specifics are still being planned and are anticipated to be ready for public scrutiny in the next year or two.

The Mission Bay project, also in San Francisco, is much further along in implementation. Though similar in many respects to the San Diego UCSD/private biotech experience on Torrey Pines Mesa, the Mission Bay project has also generated about 3,100 housing units, of which approximately 675

are affordable. The heart of the project is the UCSF life sciences campus. At buildout, it will house more than 9,000 researchers and staff. Immediately adjacent is the Gladstone Institute, a 180,000-square-foot private research facility dedicated to cardiovascular diseases, virology and immunology, and neurological diseases. Close by is the California Institute of Regenerative Medicine, the state agency that will provide and administer \$3 billion in stem cell research over the next ten years.

The catalytic impact of the development of UCSD in San Diego has been previously described. Having evolved over a 30-year period, the San Diego UCSD/private biotech experience has had a huge stimulative impact, generating more than 80 private research facilities on Torrey Pines Mesa.

These facilities have, in turn, stimulated even more high-tech facilities in other parts of San Diego, particularly Carmel Valley, where a major medical devices industry has emerged, and Kearny Mesa, which has evolved into a major high-tech center. In both instances, spillover from Torrey Pines Mesa has had a major generative role. Also in San Diego, the I.D.E.A. District is being planned as a major mixed-use neighborhood intended to have the kind of stimulative impact that the 5M project in San Francisco is targeting. More specifically, the I.D.E.A. District, as described at www.ideadistrictsd.com, is a 93-acre site in the East Village of San Diego’s downtown that is being proposed as an urban mixed-use neighborhood, bringing together innovative design with technology and job creation.

A number of educational institutions and facilities already in the neighborhood provide the building blocks to generate a major intellectual presence that could ultimately lead to significant job creation and innovation. The vision also anticipates the type of informal, social networking opportunities described elsewhere in this report as being important ingredients for innovative thinking. Internationally, 22@Barcelona has become a model for transforming a historic former cotton district

that was dilapidated into an innovative urban design and knowledge center with more than 7,000 companies and 90,000 employees.

The project has created new employment, housing, and live/work spaces through five knowledge-intensive clusters: information and computer technology (ICT), media, biomedical, energy, and design. The five clusters within the district are strategically placed not only near each other, but also near the city center. The proximity of the clusters to each other fosters interaction among them and the proximity of the clusters to the city center creates opportunities for results to be shared on a larger scale.

Principles Relating to Culture

Public/private partnerships are essential to developing a culture that fosters innovation.

A catalyst is needed to foster and promote an innovative economic environment. Frequently, that catalyst is the public sector. That happened in San Diego when Mayor Pete Wilson had the foresight and vision to set aside land on the Torrey Pines Mesa near UCSD for what ultimately became the major biotech and high-tech cluster that is so prominent there now. In his introductory remarks welcoming attendees to the forum, Jerry Sanders, former mayor of San Diego, spoke of the importance of the public sector in setting a proper public climate for an innovative economy. And Murphy, now a ULI fellow, spoke of that city's role in stimulating a large-scale renaissance of the local economy away from the previous emphasis on steel and heavy manufacturing to a new emphasis on health care and information technology. In particular, Murphy emphasized the importance of first having a firm long-term vision and then structuring deals with the private sector to redevelop key sections of land in accordance with the vision.

In the same panel session, Horowitz thought that the best public/private partnerships are those where the public sector provides the overall

vision and framework, but the key implementing decisions are made by the private sector.

Described previously, 22@Barcelona is another example of an innovative public/private partnership. It unites government, the private sector, and universities in one common vision to implement and govern a very complex redevelopment effort. In the panel session titled "Building Clusters That Catalyze Growth," John Rosato, principal with Seaholm LLC in Austin, Texas, described another type of public/private partnership in which the city of Austin partnered with Seaholm to redevelop a former power plant on a 7.8-acre site into a mixed-use development of office space, retail, restaurants, and apartments.

Also in this panel session, Amy Neches, a partner with TMG Partners and a former top official with the San Francisco Redevelopment Agency, described another public/private partnership that featured an academic research institution working with the private sector to redevelop an abandoned railyard on Mission Bay in San Francisco. The city and Catellus Development Company devised a plan to redevelop 43 acres for a new research campus for UCSF. The state agreed to develop the campus (under construction now), including 2.5 million square feet of research space. The city and Catellus donated the land and provided the necessary infrastructure. Adjacent to the campus, most of the remainder of the site was designated for biotech use. The intent was to link the research facilities of UCSF with the biotech firms to create the beginnings of a biotech industry in San Francisco. This is a long-term project still in the early stages of development, but to date, about 1.5 million square feet of space has been built and is occupied by biotech uses.

Develop a vision for innovation that is agreed upon by all partners and collaborators.

Murphy stressed the importance of developing a firm, long-term vision and getting key partners and collaborators to buy into it. He emphasized

the importance of cities' being able to act entrepreneurially. They must be able to bring money, land, and deal making together.

Similarly, in San Diego, Wilson developed the vision for an academic-driven biotech/high-tech cluster of economic activity on Torrey Pines Mesa. He provided the land and brought the academic sector in, which resulted in development of the UCSD campus. UCSD subsequently stimulated the startups that eventually evolved into the major biotech and high-tech companies now on the mesa. However, the vision does not necessarily need to be provided by the public sector. Horowitz cited the example of the famous Research Triangle in North Carolina. The vision there was provided by a group of businessmen who were frustrated that North Carolina was not realizing its full economic development potential.

Encourage risk taking and allow failure to be acceptable.

In the after-dinner dialogue panel, Horowitz emphasized that cities need to develop an entrepreneurial mentality and be willing to take risks. In the same panel, Murphy stressed the importance of risk taking in negotiating deals with major developers in order to attract needed investment and reinvestment. Murphy also noted that he had some failures and there has to be a willingness to have some decisions and deals go bad as the price of having successes. In the session on 22@Barcelona, Pique noted the risks that his team and the city of Barcelona willingly and knowingly took to make that project successful.

Make sure the public and private sectors share responsibility for leadership.

The after-dinner dialogue with Murphy and Horowitz focused on the issue of leadership responsibilities between the public and private sectors. Murphy emphasized that public leadership involves first setting a broad vision based on values and developing public support, then implementing

that vision by providing the necessary tools and incentives to attract the private sector. Finally, an institutional capacity is needed to negotiate deals and partnerships with the appropriate private developers and investors using the tools and incentives to implement the vision. The role of the private sector is to design the projects that achieve the public vision and yet enable them to make a reasonable profit. Horowitz elaborated on the relationship between the public and private sectors by stressing that in his experience the best government models are those that maximize private sector decision making. The best way to create significant social impact is to create sustainable economic opportunities for the private sector.

In the session titled "Shaping Organizational Culture," Robinson and Brandeau stressed the leadership role of the design community in designing buildings that meet the specific organizational culture needs and, of greater importance, facilitate informal interaction and exchange of ideas. In the session called "Building Clusters That Catalyze Growth," Neches made the point that sometimes government should just get out of the way and let the private sector lead if government does not have the appropriate tools and incentives in place. She cited putting in streetscape improvements to promote major private investment as an example. This by itself does not do much. She stressed that it is really more of an organic process where the people make the difference.

Invest in and cultivate the arts. They are an important component of the innovation economy engine.

The importance of the arts in the creation of a well-rounded urban place and in attracting top-notch talent was stressed by several speakers. In San Francisco, those working on the 5M project recognize the link between the arts and innovation. A major facet of the vision for 5M is to create an urban place in which people active in all facets of the arts, students, change makers, entrepreneurs, local food, and technology can all interact to catalyze innovation.

Thus far, 5M has assembled and connected with more than 2,000 creative organizations to be a part of the project and planning for it.

Those working on the I.D.E.A. District in San Diego also understand that arts are an important driver of innovation. It is attempting to stimulate innovation by bringing together design with technology. The district is broadly defining design and technology to include such disciplines as product design, industrial design, advanced engineering, medical wireless, infographics, biomimetic design, graphic design, video gaming, 2-D to 3-D animation, media, and postproduction. According to the I.D.E.A. District vision, these kinds of disciplines increasingly use technology to innovate around architecture and landscape design, furniture design, and more. Moreover, they tend to set up shop in the same area because they can feed off one another and enhance growth potential.

In the session titled “Building Clusters That Catalyze Growth,” Chris Riley, council member from the city of Austin, stressed that the quality of the music scene there was a big part of the attractiveness of Austin. In the same session, Neches noted that “young, tech-oriented people are attracted to and want to live in dense, urban, diverse, interesting places. . . .” Generally, these types of places incorporate arts and culture into the mix to create the vibrancy and creative stimulation that young, tech-oriented people crave.

Principles Relating to Talent

Capitalize on the uniqueness of individual localities in devising investment/reinvestment strategies. Understand your region’s venture capital capacity and develop strategies to leverage it.

Why does talent want to be here? Localities that have some unique or distinctive features can use them to their advantage in attracting top-notch talent. Several speakers stressed the importance of the “uniqueness” factor.

In the session titled “Building Clusters That Catalyze Growth,” Riley stressed that the young creative class wants to be in Austin because it is “quirky.” The genesis of a city’s identity comes organically rather than through policy decisions made by government officials and planners. In the same panel, Rosato indicated that the Austin power company wanted to demolish the power plant but that the citizenry felt that—consistent with the “keep Austin weird” mentality—it was too iconic to demolish. Ultimately, it was preserved and is being adaptively used as part of the Seaholm development. (See additional reference under “public/private partnerships principle.”)

Create an environment and culture that foster creative energy that sparks new ideas. Provide space for experimentation and competitions.

In the session titled “Design Innovation,” Fred Dust, a partner with the IDEO Company, offered several ideas for thinking innovatively in a company or group context. His major thoughts are summarized below:

- Consider new ways to learn. If you simply ask people what they think, you will not get a true response. Instead, consider using social engagement techniques. He cited the Friends of the High Line in New York City—a nonprofit, private partner to the New York City Department of Parks and Recreation—which has experimented with such things as a beer garden and roller rink beneath the high line to get social input.
- Consider looking at innovative private spaces to help create successful public open spaces. He cited Apple stores as an example that has many of the characteristics of a successful public park.
- Consider what the correct system and scale for impact are. Smaller companies or agencies may need different solutions than larger ones.
- Separate ideas from people so that if the idea fails, the person will not be seen as having failed.

One way to do this last item, he suggested, is to surround the person with the idea with a strong team so that the entire team will be seen as having succeeded or failed as a whole. A strong team can lend strong support to help make the idea successful.

As previously described, Brandeau and Robinson described how Pixar used design to create an environment conducive to creative thinking, innovation, and the exchanges of ideas. Equally important is the creation of a culture conducive to innovation. At Pixar, everyone has the same amount of office space or cubicle space regardless of status or position in the organization. All employees are made to feel that their ideas will be listened to. Consequently, everyone feels a sense of ownership in the company and wants to contribute.

Neches emphasized that geographic resources and technology previously were primary determinants of what made cities rise and fall over time and what attracted entrepreneurship and innovation. In today's postindustrial era, however, the primary resource is talent. Talent is much more readily transferable than geographic or technology-based resources. So, the issue from a public policy perspective is what can cities or regions do to attract talent and therefore develop an innovation-based economy. Neches cited two key factors that are critical in attracting top-notch talent. She agreed with previous comments made by several other speakers that academic and research institutions create the nexus for technology clusters, which, in turn, stimulate ideas for major new innovation.

Young, creative people want to live in dense, urban, and diverse places that are interesting and fun and that have numerous outdoor recreation opportunities. These types of people also want to go where there are like-minded people. So, there tends to be a critical mass that attracts more of the young, creative population. Arena of Forest City Enterprises emphasized similar points—that innovative, creative people want to

be around things that facilitate congregating and gathering. These include food, the arts, educational opportunities, and technology. She stressed that culture, diversity, and connection among people generate social and economic value in communities. As lead visionary of Forest City's 5M project in San Francisco, Arena paid close attention to the design detail to ensure that these kinds of considerations were incorporated.

Recognize that diversity is an important driver of innovation. Diversity includes cultural and demographic components, urban design, communities and neighborhoods, local economies, and other elements.

Numerous speakers commented on the importance of diversity as a vital prerequisite for innovation. In the session titled "Building Clusters That Catalyze Growth," Neches noted that in today's world, location of private investment is not driven so much by geography anymore as it is by the lifestyle preferences of talent. She stressed that young, technical-oriented, creative, and talented people like to live in dense, urban, diverse, and interesting places. She cited the south of Market Street area in San Francisco as an area that has become "cool" because of its dynamic, organic nature. In the same panel, Riley made much the same point. He noted that young, creative people are attracted to Austin because of its "quirky" nature and the young creative types want to "keep Austin weird."

In describing the 22@Barcelona project, Pique stressed that the knowledge-based economy needs talent and that talent is looking for the best place to live and work. In follow-up comments to Pique's presentation, Garcia emphasized that diversity is a primary objective of the I.D.E.A. project in downtown San Diego. With the I.D.E.A. project, the intention is to design a multifaceted community that brings together the built environment with the social environment and the institutional environment.

Summary

Through the Global Forum on the Culture of Innovation, one discovers that an Innovation Economy + Art/Culture + Education + Real Estate Development = A Powerful Formula for Great City Building in the 21st Century. This finding is coming to the forefront at an opportune time, which is characterized by tremendous change. The global economic recession has been the major catalyst, but climate change and demographics also are playing significant roles. Every aspect of society will need to be rethought to respond to these changes. These design changes will greatly affect how we interact with and build our cities. This formula focused on catalyzing innovation, which is a big business development tool for both the private and public sectors. This kind of a strategy requires an educated workforce, access to venture capital, and great city amenities,

which innovative companies and employees want from the city they call home. Cities that want to incorporate the creation of innovation hubs into their strategy need to understand what their own unique attributes are and how they will use them to develop or enhance economic sectors within their economy. The values of the residents must be incorporated into a vision that the private and public sectors can prosper from, and then leadership must step up to implement it. Without leadership from both the private and public sectors, this bold, collaborative strategy will fall short. The ever-evolving dynamic of creating innovation economies and its impact on land use will be explored further at the 2013 ULI Spring Meeting, which will take place in San Diego with the theme of “INNOVATE Real Estate.”

Agenda

Global Forum on the Culture of Innovation

OPENING SESSION

Welcome & Opening Remarks

The Honorable Mayor Jerry Sanders, City of San Diego
Dan Van Epp, ULI Trustee and Executive Vice President
and Chief Investment Officer, Newland Communities
Elliot Gerson, Executive Vice President, Policy and Public
Programs, International Partners, the Aspen Institute
Forum MC: Carol Coletta, President, ArtPlace

PLENARY SESSION I

Reinventing San Diego: The Next Chapter of an Innovation Economy Story

Mary Walshok, Dean, UCSD Extended Studies
Captain Joseph Beel, SPAWARS
Zach Pannier, DPR Construction
Duane Roth, President, CONNECT

The meeting will open with a lively conversation among leaders from San Diego's most innovative clusters, each of whom represents a market maker. A conversation about examples of innovation in San Diego must include the contributions made by the military, and SPAWARS will showcase its latest communication technology. This session will provide a window into San Diego's cutting-edge innovation economy.

NETWORKING RECEPTION

DINNER & DIALOGUE

Fostering Political Will for Entrepreneurship Development: Leadership

Tom Murphy, Urban Land Institute
Greg Horowitz, Global CONNECT
Elliot Gerson, Executive Vice President, Policy and Public
Programs, International Partners, the Aspen Institute

Without an environment that supports a business culture of entrepreneurship, an enterprise cannot thrive. Culture plays a vital role in creating enabling environments for the development of comprehensive and integrated systems of entrepreneurship. In today's globalized economy, behaviors that enhance the flow of ideas, capital, and other resources are key to ensuring the success and competitiveness of an organization. This session will address critical issues affecting policy making and management practices in today's innovation economy. Panelists will explore the challenges to fostering political will, leadership, good governance, civic engagement, and networking.

PLENARY SESSION II

Growing More Ideas per Square Foot: The Brain, Creativity, and You

Fred Dust, Partner, IDEO
Carol Coletta, President, ArtPlace

PLENARY SESSION III

Shaping Organizational Cultures: How Workplaces and Talent Interact

Thomas Robinson, Principal
Greg Brandeau, Former Head of Technology,
Pixar and Disney Animation
Andy Cohen, CEO, Gensler

Pixar's success rests on the company's keen appreciation for place, culture, and exceptional talent to beat the Hollywood odds and produce an unprecedented string of blockbuster animated films. In a conversation moderated by Andy Cohen, CEO of Gensler, Thomas Robinson, principal of LEVER and lead architect of the most recent expansion of the PIXAR headquarters, will join John Lasseter, Pixar's chief creative officer, and Greg Brandeau, senior technology officer, to discuss the successful case study of Pixar.

PLENARY SESSION IV

Building Clusters That Catalyze Growth: Innovation Engines

Amy Neches, Partner, TMG Partners
Honorable Chris Riley, Council Member, City of Austin
John Rosato, Principal, Seaholm LLC
Alexa Arena, Forest City
Elliot Stein, ULI San Francisco
David Knoll, ULI Austin



The shift from vertically integrated to networked organizations has led to the development of clusters that have enabled innovation engines to thrive. In the context of growing competitive market forces, the importance of clusters and the challenges to their further development call for a shift in the strategies used to attract talent. Businesses that wish to remain globally competitive will need to provide sustainable, walkable, diverse, and culture- and amenity-rich environments to attract the best talent. Panelists will discuss factors and conditions under which companies have thrived, including the nature of partnerships developed.

Working Lunch: *Special Presentation*
Alan Webber, Cofounder, Fast Company

As a nationally acclaimed author, Alan Webber has written books, articles, and columns and delivered talks that have inspired policy makers, business executives, and entrepreneurs around the world. His insights on what it takes to achieve corporate success and remain competitive in the global marketplace will resonate with those seeking advice on how to succeed at work and in life.

PLENARY SESSION V

Sustaining Innovation: Holistic Ecologies

Josep Pique, 22@Barcelona Innovation District
Pete Garcia, I.D.E.A. Partners
David Malmuth, I.D.E.A. Partners

Sustainable innovation is a key challenge that creative business and civic leaders grapple with in their quest to attract and retain talent, as well as create the necessary conditions for economic prosperity, for social mobility, and to inspire a better quality of life. Unlike past urban experiments that focused on a single sector of economic growth, creative cities around the world are diversifying their approaches to achieve an innovation economy. Many opt for building sustainable linkages among diverse resources and fields to create holistic ecologies. A multidisciplinary panel will share ideas on the ways and means of sustaining innovation from the perspectives of an innovation district, a leading cultural institution, and a research and development firm.



PLENARY SESSION VI

Harnessing the Power of Creativity, Policy, and Technology: Better Buildings Challenge

Erica Cochran, Carnegie Mellon University
Enes Hoşgör, Carnegie Mellon University
Imran Sheikh, University of California at Berkeley
Logan Soya, Georgetown University
Brad Dockser, CEO, Green Generation Solutions

What innovative solutions, policy frameworks, cultural factors, and tools can we draw from to address some of the toughest energy-efficiency challenges facing commercial building owners? This session will discuss the latest energy-efficiency policies and the arsenal of tools available to commercial developers operating in the American innovation economy. Three case studies at the intersection of policy, technology, and innovation will provide not only tangible energy-efficiency and cost-cutting strategies, but also pragmatic approaches to leverage existing models and technologies. Featured cases (city of Houston, Marriott Hotels, and Walter Reed Hospital) will build on recent presentations by young professionals from leading business, PhD, and master's programs that the U.S. Department of Energy selected for its Better Buildings Challenge competition at the White House. The competition was related to President Obama's comprehensive plan to make commercial buildings in the United States 20 percent more energy efficient by 2020. The Better Buildings Challenge urges decision makers from the public and private sectors to take bold and innovative steps to achieve the sustainable development goals set by this administration.



DISCUSSION GROUPS

Developing an Innovation Economy: Small Groups' Reflections

This practical exercise will enable participants to develop their own strategies for building an innovation economy. A facilitated discussion will allow for personal interaction between attendees and presenters, and create an opportunity to build an action plan that will inform the report that will come from this forum.

CULTURAL EVENT

Art San Diego 2012

Experience the fourth annual Art San Diego, an annual fair of contemporary art that has become one of the most popular cultural events in the city, attracting more than 8,000 collectors, curators, museum directors, and art enthusiasts from around the world.



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Mission Statements



The Urban Land Institute is a global nonprofit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Institute has nearly 30,000 members worldwide representing all aspects of land use and development disciplines

www.uli.org



The Aspen Institute is an educational and policy studies organization based in Washington, D.C. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. The Institute has campuses in Aspen, Colorado, and on the Wye River on Maryland's Eastern Shore. It also maintains offices in New York City and has an international network of partners.

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Global Initiative on Culture and Society

The Aspen Institute Global Initiative on Culture and Society was launched in May 2007 to enhance the mainstreaming of culture in policymaking, socioeconomic development, and international relations. Amidst growing recognition that cultural expression has the power to inspire solutions to societal challenges, sustain livelihoods, and create conditions necessary for social change, the Initiative seeks to build a neutral platform for reflection, network-building, leadership development, and cooperative engagement in the cultural sector. Through domestic and international convenings, the Initiative fosters leadership and raises awareness about the vital importance of culture in international relations and sustainable development.

www.aspencdf.org



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