

# ANCHOR INSTITUTIONS & INNOVATION DISTRICTS: Implications for Real Estate



**Urban Land  
Institute**



# Wellington “Duke” Reiter

Executive Director, University City Exchange

[Arizona State University](#)







*SITE SELECTION, 2004*





*ASU DOWNTOWN CAMPUS  
ACADEMIC FACILITIES*







*ASU DOWNTOWN CAMPUS  
STUDENT LIFE*







**ASU DOWNTOWN CAMPUS  
PUBLIC REALM**







**CENTER FOR LAW &  
SOCIETY (COMPLETE)**

**CRONKITE SCHOOL OF JOURNALISM  
& MASS COMMUNICATION**

**ASU DOWNTOWN  
CAMPUS, 2015**

**SCHOOL OF NURSING &  
HEALTH INNOVATION**

**COLLEGE OF PUBLIC SERVICE &  
COMMUNITY SOLUTIONS**

- NINE NEW OR  
RENOVATED  
BUILDINGS

**COLLEGE OF  
HEALTH SOLUTIONS**

- \$500M PUBLIC +  
PRIVATE  
INVESTMENT

- ENROLLMENT: 13,000+

- EMPLOYMENT: 1,500+

- RESIDENTIAL POP:  
1400 ON CAMPUS

- ANNUAL ASU  
INVESTMENT:  
\$156M+

**TAYLOR PLACE  
RESIDENCE HALLS**

**SUNDEVIL FITNESS  
CENTER/YMCA**

**POST OFFICE/  
STUDENT UNION**

**FUTURE CREATIVE  
CITY CENTER**



# Lisette van Doorn

Chief Executive Officer

[ULI Europe](#)





# Anchor Institutions and Innovation Districts: Implications for Real Estate

Lisette van Doorn

CEO, Europe

ULI fall meeting, Dallas, 26 October 2016







# Technology, Real Estate, and the Innovation Economy

September 2015

**Prof Greg Clark**  
Senior Fellow, ULI Europe

**Dr Tim Mooney**  
Director of Intelligence, The Business of Cities



# Building the Innovation Economy

City-Level Strategies for Planning, Placemaking and Promotion

October 2016

**Authors:**  
Professor Greg Clark, Dr Tim Mooney  
and Research Professor Dr Gert-Joost Peak

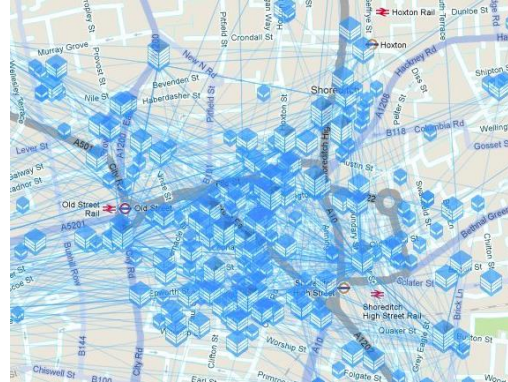




# Types of innovation economy location

## Innovation districts

e.g. Tech City, East London



## Innovation campuses

e.g. Kista, Stockholm



## Innovation corridors

e.g. Washington DC Digital Tech Corridor



## Individual sites

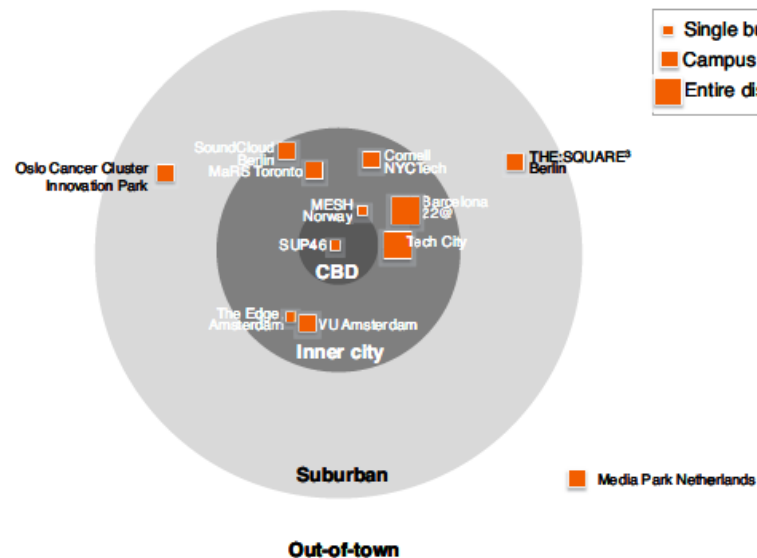
e.g. iHub, Nairobi



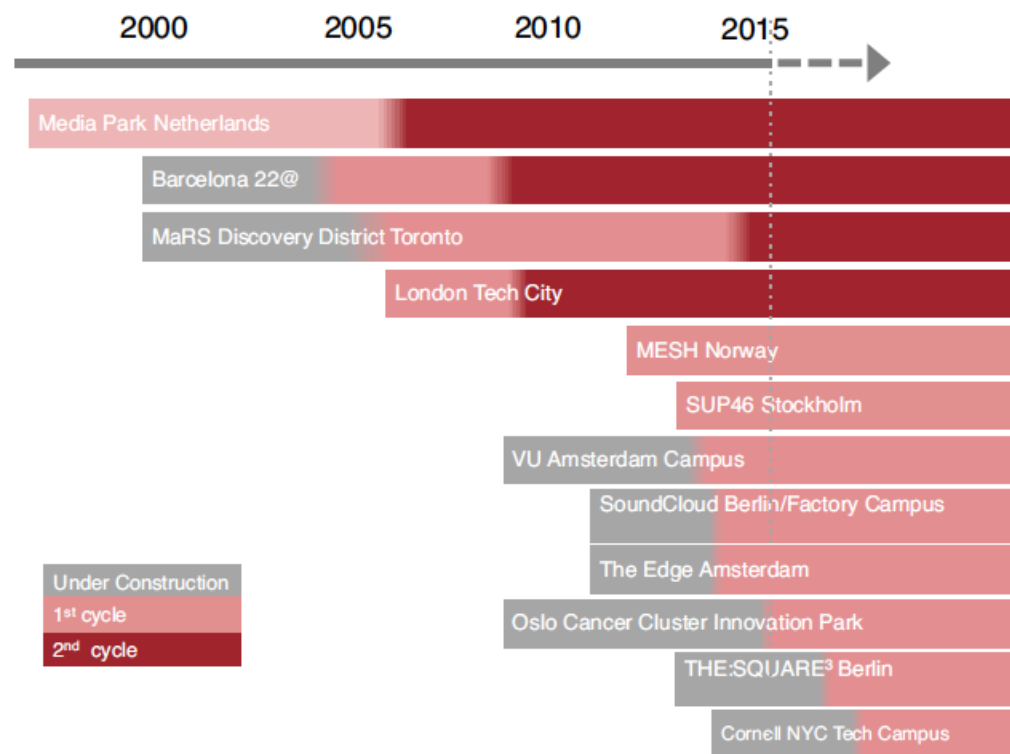


# 12 case studies

Relative size and locations of the case studies in their cities



Timeline of real estate adaptation in innovation clusters to respond to changing demands





# Imperatives for real estate suc

- Ensure a robust technology platform
- Multiply routes to capital
- Collaborate with mature institutions
- Create a multi-stage vision for growth
- Find the balance between confidentiality and transparency
- Show hands-on leadership to grow value





# Rotterdam worksho





# Rotterdam's inner city innovation locations



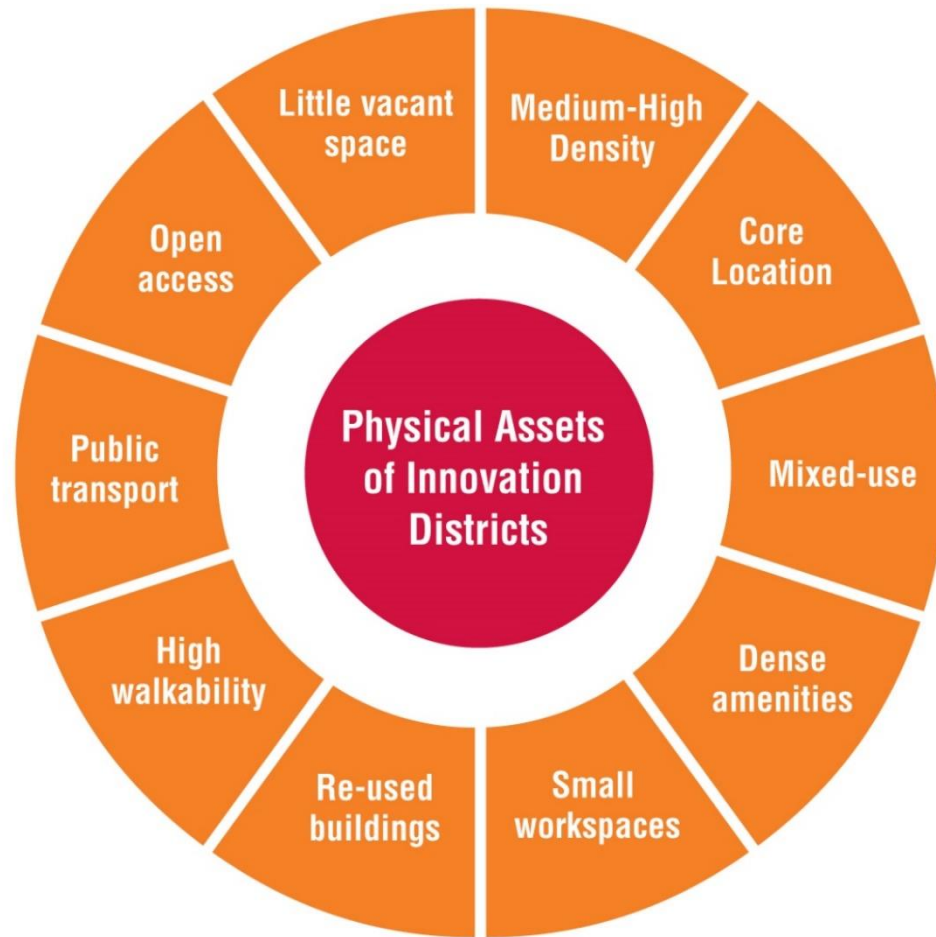


# Key focus and questions

- The role played by 'catalyst' investors, corporate stakeholders and the city government in creating innovation districts, and how this evolves over time.
- The land use and real estate implications of innovation districts.
- How to brand, communicate and promote Rotterdam's innovation focus to build identity and successfully attract talent, investors and businesses?



# Common physical assets of innovation districts

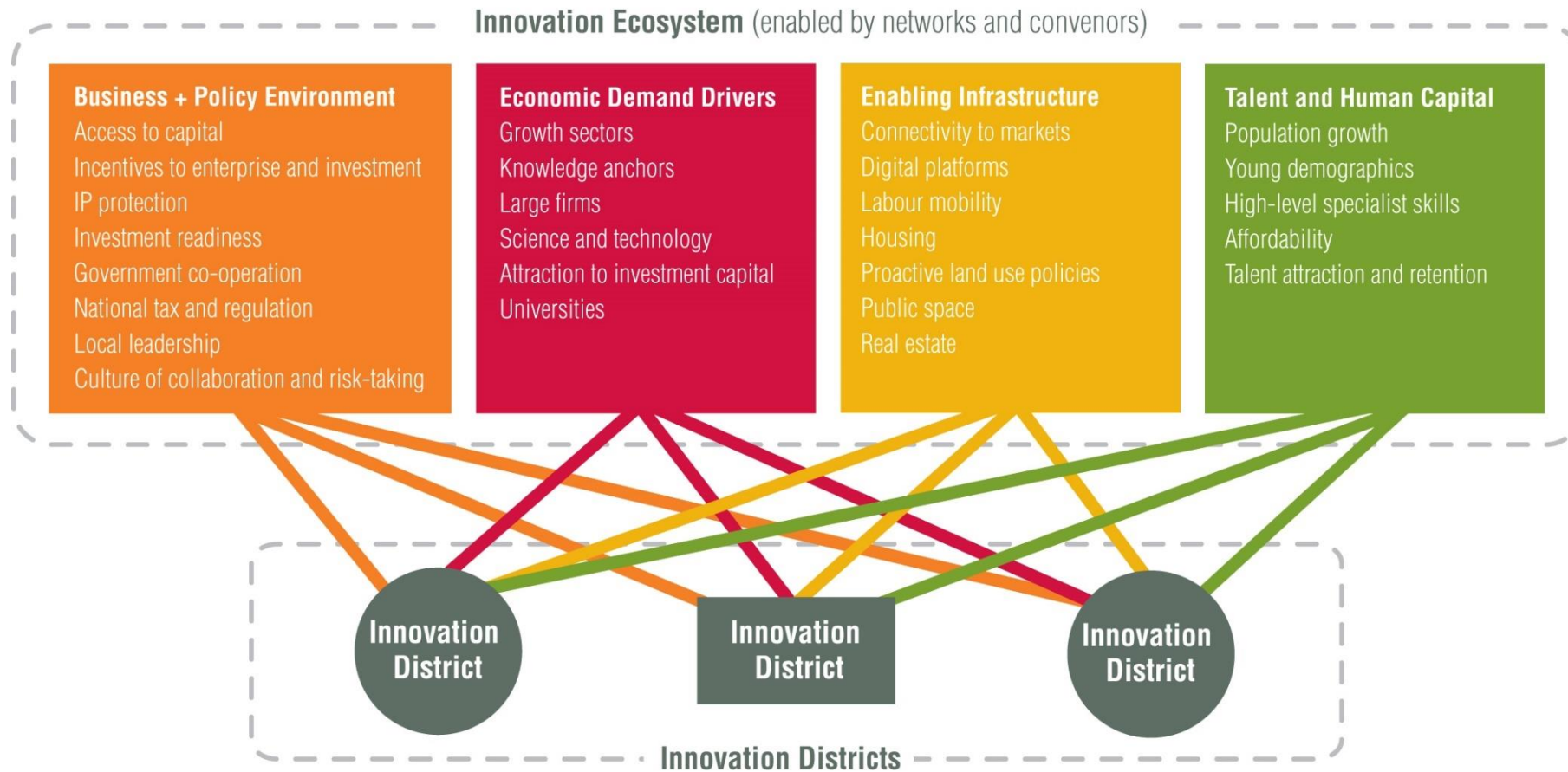




# Innovation sectors, assets and ecosystems in the four cities

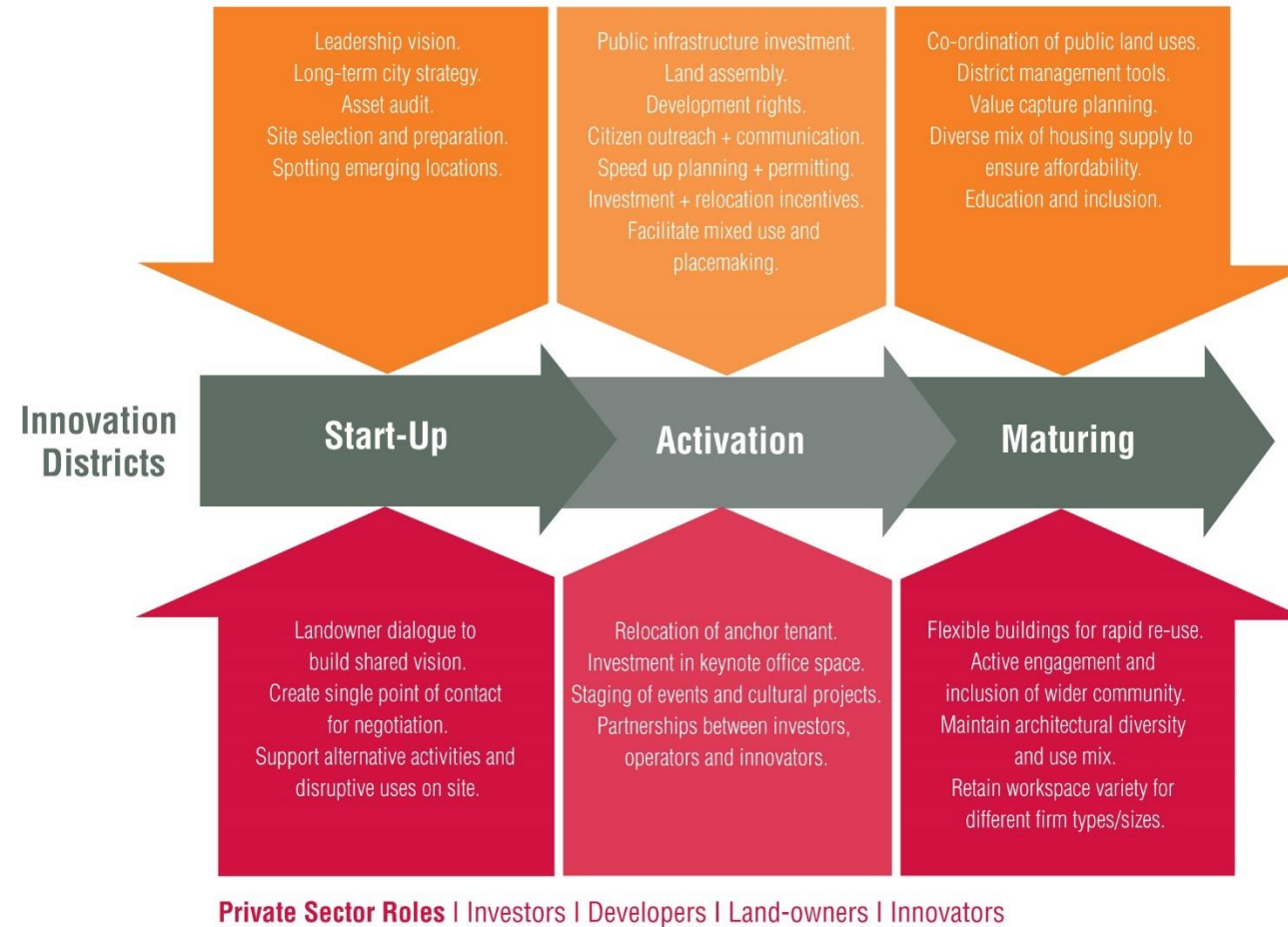
	Innovation sectors	Innovation assets
<b>Munich</b>	<ul style="list-style-type: none"> <li>• Advanced manufacturing (automotive, aerospace)</li> <li>• Biotechnology/ life sciences</li> <li>• IT – software, e-commerce</li> <li>• Media – advertising, digital media, TV and publishing</li> </ul>	<ul style="list-style-type: none"> <li>• 'Munich mix' of sectors and companies</li> <li>• Bavaria state government programmes in innovation and technology</li> <li>• Large network of research facilities, start up centres, university spin offs</li> </ul>
<b>Rotterdam</b>	<ul style="list-style-type: none"> <li>• Maritime and offshore</li> <li>• Cleantech (energy transition, climate adaptation, delta security).</li> <li>• Food</li> <li>• Medical</li> </ul>	<ul style="list-style-type: none"> <li>• Chain of innovation hubs linked by East-West metro line</li> <li>• Cambridge Innovation Center (CIC), co-working spaces</li> <li>• RDM Campus - Rotterdam University of Applied Sciences and the Makerspace</li> <li>• Erasmus Centre for Entrepreneurship</li> <li>• Strategic land freed up in inner city by Port relocation</li> <li>• Port focus on and investment in innovation (with SmartPort)</li> </ul>
<b>San Diego</b>	<ul style="list-style-type: none"> <li>• IT/telecoms/cyber security</li> <li>• Maritime – US Navy</li> <li>• Life sciences – oncology</li> <li>• Action sports</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative network of businesses, researchers, philanthropists, entrepreneurs</li> <li>• San Diego State University, UC San Diego, 80 research institutes e.g. Sanford Consortium, Scripps Hospital and Metabolic Institute, Salk Institute for biological studies.</li> <li>• Innovation support hubs, Economic Development Corporation (EDC)</li> </ul>
<b>Tel Aviv</b>	<ul style="list-style-type: none"> <li>• Internet/software</li> <li>• Computer security</li> <li>• Telecommunications</li> <li>• Smart technology and energy</li> </ul>	<ul style="list-style-type: none"> <li>• Strong presence of global technology firms</li> <li>• Highly supportive VC network</li> <li>• Mature incubator and accelerator programmes</li> <li>• Climate, open-ness and lifestyle appeal</li> </ul>

# The relationship between innovation ecosystems and innovation districts





# Positioning an innovation ecosystem and district through the cycle - the role of investors, developers and city governments



# Key success factors for innovation district development

## Strategy

### **Develop a Strategy as a City of Innovation**

Recognise and leverage the regional innovation context

Prioritise attention on city wide eco-system development and networking

Grow and support existing innovation firms and activity

Manage externalities that arise

Adapt through the cycles

## Tactics

### **Optimise Land Use and Placemaking**

Support district development with flexibility, responding to market preferences

Use infrastructure and land as platform for experimentation

Placemaking to achieve critical mass of real estate and commercial activity, and authentic sense of place

### **Build the City's Innovation Brand**

Leverage city DNA and expertise in promoting innovation

Develop innovation brand as a broad identity and shared narrative

Invite others to feel and experience the innovation culture



Thank you!



<http://europe.uli.org/research/>

# David Malmuth

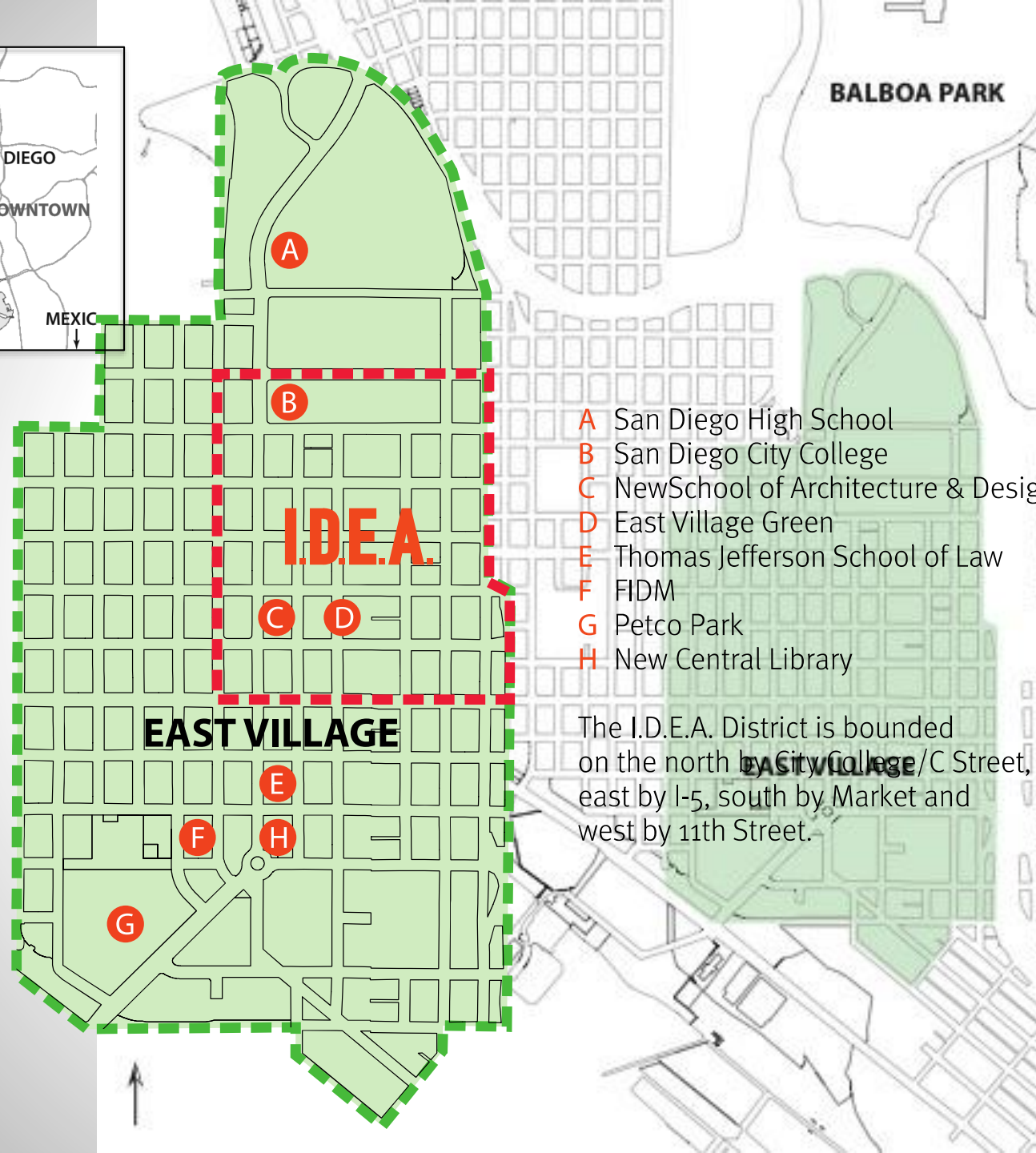
Partner [I.D.E.A. Partners, LLC](#)

San Diego, California





**THE  
POWER  
IS IN THE  
I.D.E.A.**



- A San Diego High School
- B San Diego City College
- C NewSchool of Architecture & Design
- D East Village Green
- E Thomas Jefferson School of Law
- F FIDM
- G Petco Park
- H New Central Library

The I.D.E.A. District is bounded on the north by City College/C Street, east by I-5, south by Market and west by 11th Street.













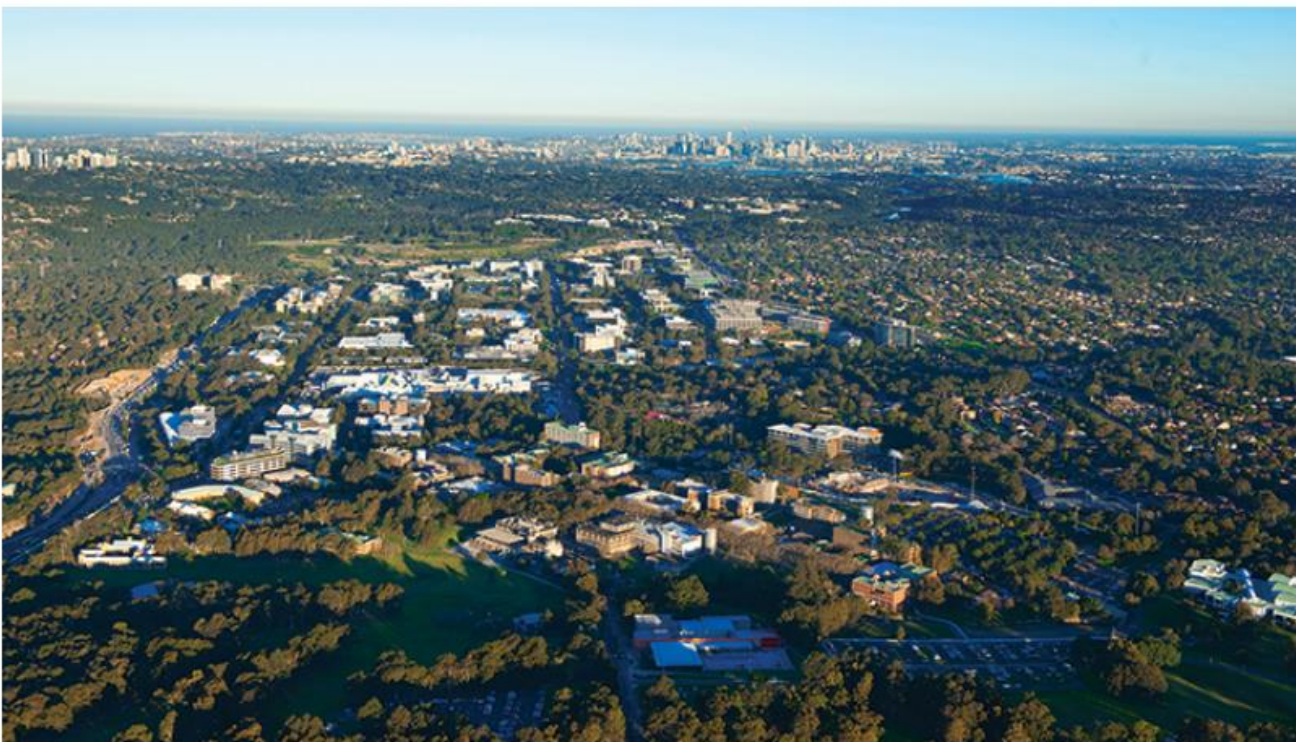


# James A. Moore, PhD

Principal, Jacobs







ECONOMICS, BUSINESS & MANAGEMENT



## Innovation districts: Pioneering a new approach to university-corporate engagement in Australia

4 August 2015

*Professor David Wilkinson*

*Deputy Vice Chancellor, Corporate Engagement & Advancement  
Macquarie University, Sydney.*





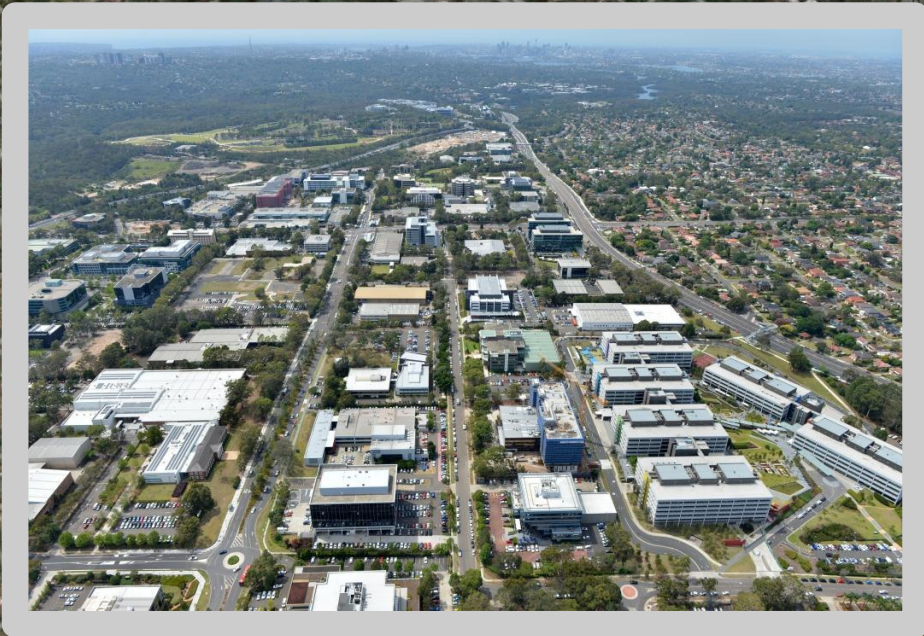
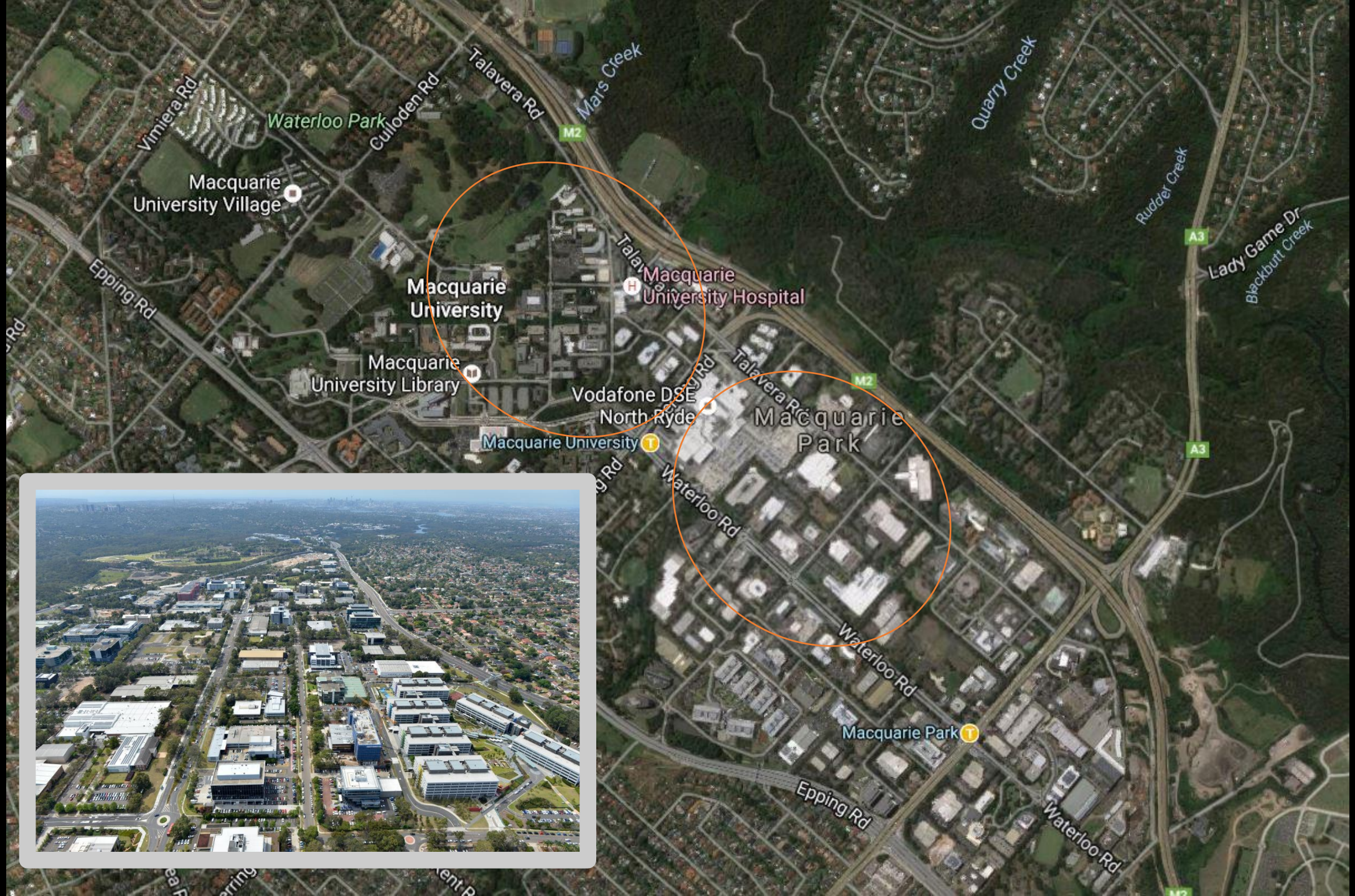
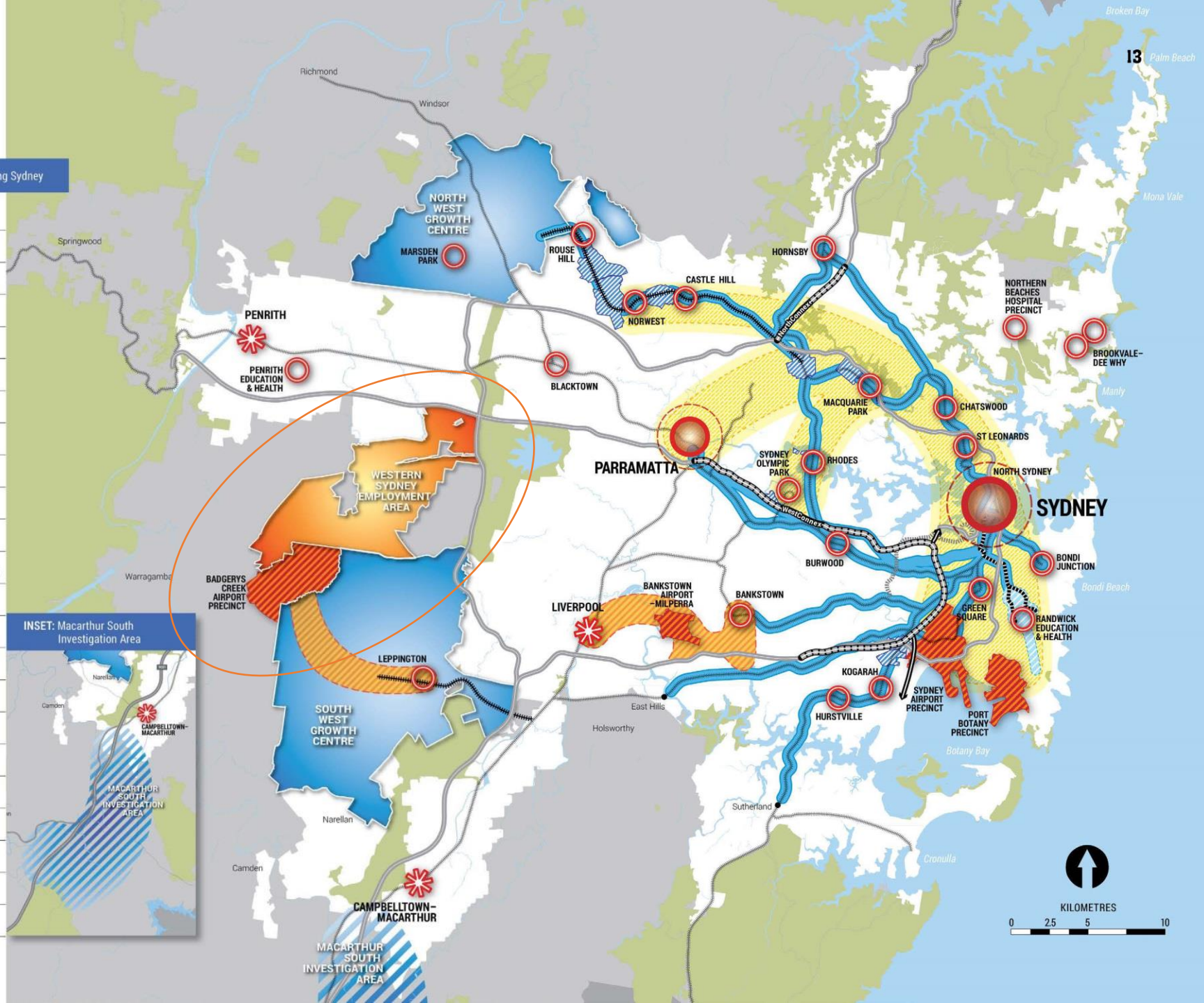








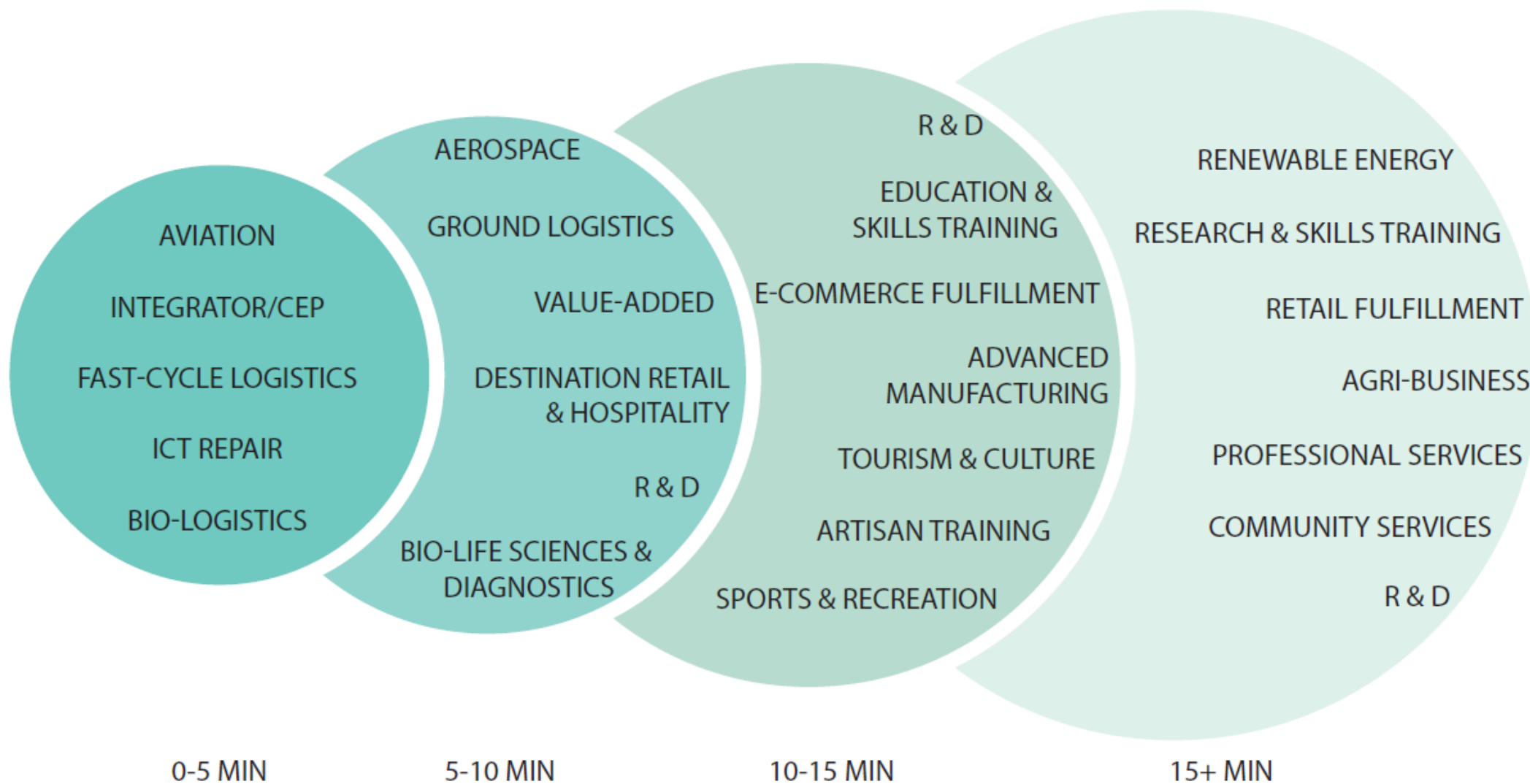
FIGURE 2: A Plan for Growing Sydney





















# John M. Walsh, III

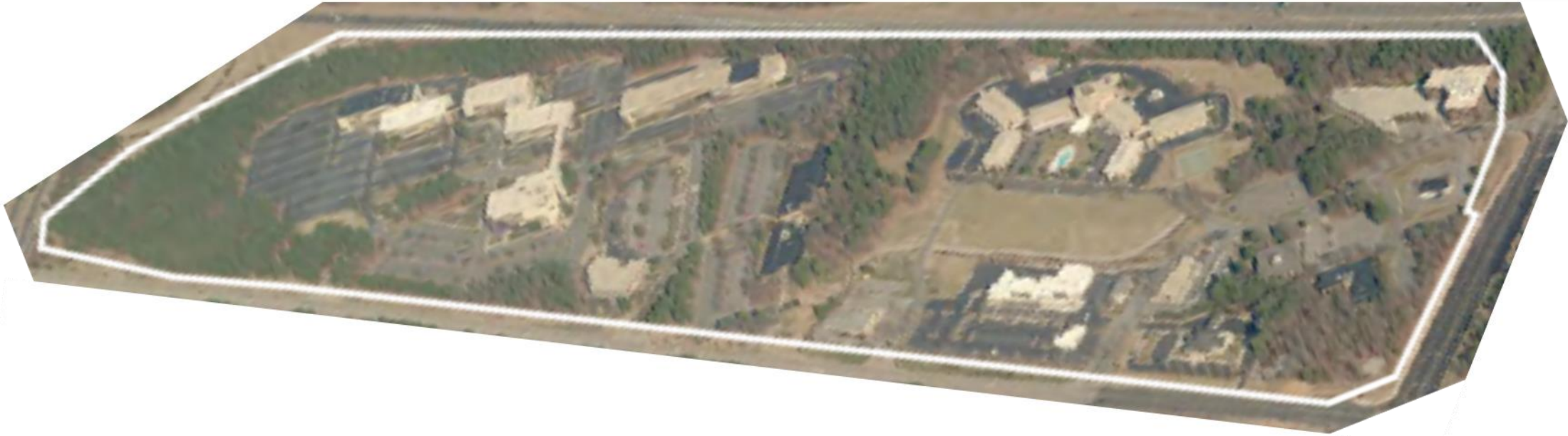
President

[TIG Real Estate Services, Inc.](#)





# Research Triangle Park Park Center Site (circa 1995)



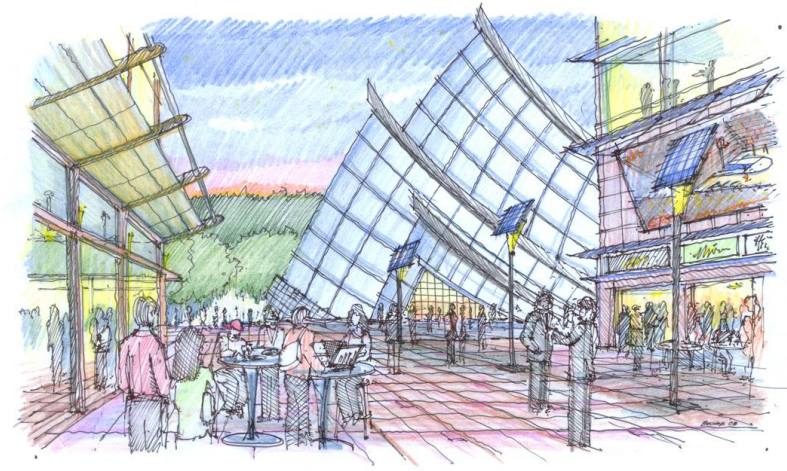
- Flex-Tech Buildings
- 2-3 star Hotel
- Small Strip Retail Center





## Park Center Site Plan | October 2015

- New Retail/New Hotel
- Residential
- Pedestrian Connectivity
- Recreation Areas
- Entertainment Venues
- Commons for Millennials





# Cleantech Corridor Los Angeles, California



With a nucleus centered in the Arts District, new transit connections and links to the streetscape and river offer a transformative opportunity for the entire Southern Industrial Area.



AN ADVISORY SERVICES PANEL REPORT

# St. Joseph Missouri



Urban Land  
Institute





## Lomas Corridor Albuquerque, New Mexico

November 6–11, 2011







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