



CORRECTED AGENDA

**AGENDA
BUSINESS AND ECONOMIC DEVELOPMENT COMMISSION
Davis Joint Unified School District Administration Building
East Conference Room, 526 B Street
Monday, January 24, 2011
7:00 PM**

Commission Members: Chair Robert Agee, Vice-Chair Michael Faust, Sydney Vergis, Dave Robert, Jim Smith, Steve Boschken, Tracy Harris, Brian Horsfield, Alternate
Ex-Officio Members: Chamber of Commerce, DDBA, YCVB
Finance and Budget Commission Liaison - vacant
City Council Liaisons: Rochelle Swanson, (Alternate – vacant)
City Staff: Sarah Worley, Economic Development Coordinator
Xzandrea Fowler, Economic Development Specialist

Amount of time for each item is approximate and subject to change.

1. **Determination of Quorum and Seating of Alternates** (1 min)
2. **Approval of Agenda** (2 min)
3. **Public Comment** (5 min)
This is the time for the public to address the Commission on matters not listed on the agenda. Presentation time will be at the discretion of the Chairperson.
4. **Approval of Minutes** (2 min) – December 13, 2010
5. **DDBA Quarterly Update** (15 min)
6. **Comprehensive Economic Development Strategy – Work Session** (90 min)
7. **“Great City” Article – Discussion** – (10 min)
8. **Business Walk – March 9, 2011 – Informational** (15 min)
9. **UC Davis Collaboration – Discussion** (10 min)
10. **Communication/Updates** (2 min)
11. **Future Agenda Items** (2 min)
12. **Adjourn**

Future Meetings: February 28, 2011, March 28, 2011

Any writing related to an agenda item for the open session of this meeting distributed to the Commission less than 72 hours before this meeting is available for inspection at City Hall, 23 Russell Blvd., Davis. Meeting facilities are accessible to persons with disabilities. Requests for alternative agenda document formats, meeting assisted listening devices or other considerations should be made through Sarah Worley by calling 530-757-5610 (voice) or 757-5666 (TDD).



MINUTES
BUSINESS AND ECONOMIC DEVELOPMENT COMMISSION
Monday, December 13, 2010

Commission Members: Chair Robert Agee, Vice-Chair Michael Faust, Sydney Vergis, Dave Robert, Jim Smith, Steve Boschken, Tracy Harris, Brian Horsfield (Alternate)
Ex-Officio Members: Chamber of Commerce, DDBA, YCVB
City Council Liaisons: Rochelle Swanson, Don Saylor (Alternate)
City Staff: Sarah Worley, Economic Development Coordinator
Xzandrea Fowler, Economic Development Specialist

1. Determination of Quorum and Seating of Alternates

Quorum confirmed

Absent: Vice-Chair Michael Faust, Dave Robert, Ex-Officio for Chamber of Commerce, DDBA and YCVB

2. Approval of Agenda

Motion to approve agenda made by Smith, seconded by Horsfield, passes unanimously.

3. Public Comment

No public comment.

4. Approval of Minutes

Motion to approve minutes made by Boschken, seconded by Smith, passes unanimously.

5. Election of New Chair and Vice-Chair

Worley introduced the item and gave a brief overview of the nomination process. Smith nominated Agee for Chair, the nomination was accepted unanimously. Agee nominated Faust for Vice-Chair, the nomination was accepted unanimously.

6. Business of the Year Award

Worley and Fowler gave an overview of the process. Subcommittee Chair Smith announced the selections, Nugget Markets for Extended Excellence in Local Economic Development, and David Taormino and Doug Arnold, Coldwell Banker Doug Arnold Real Estate for Individual, Business or Organization Contributions to Local Economic Development. Sub Committee Chair Smith thanked Boschken and Vergis for their service on the subcommittee.

7. Comprehensive Economic Development Strategy

Chair Agee gave an overview of the process and the meeting that was held on Friday, December 10, 2010. Chair Agee, Commissioners Smith and Harris were in attendance. Commissioners discussed the project work plan and timeframe and reached consensus regarding next steps. The commission will develop a clear vision statement that is supported by the identified elements of the plan. Separate strategy elements will be assigned to commissioners. Each Commissioner will edit the actions statements, update the spread sheet and will report back to the Chair Agee.

8. Communications/Updates

Worley announced that the City of Davis was the front runner for location of the Mori Seki Manufacturing facility. Worley gave an update on the status of Ex Officio members. Boschken reported on the first City sponsored Cannery Park project informational meeting.

9. Future Agenda Items

No future agenda items discussed.

10. Adjourn

Meeting was adjourned at 9:50 pm.

Draft

A Comprehensive Economic Development Strategy For the City of Davis

A Proposal from the Business and Economic Development Commission

Draft
January 2011

A Comprehensive Economic Development Strategy

A Proposal from the Business and Economic Development Commission

INTRODUCTION

The Business and Economic Development Commission (BEDC) is charged by the City Council with advising the Council and City Staff on “matters relating to business development and economic development.” In carrying out this responsibility, the BEDC recently issued the 2009 Davis Business and Economic Development and Prosperity Report. This report is an analysis of recent economic and demographic data that measure how well Davis is doing compared to other jurisdictions and itself. Collectively, this data represents a baseline from which to measure future change. Now we are ready to focus on the future. Development of a Comprehensive Economic Development Strategy represents the next step.

Some members of the community may ask, “why do we need an economic development strategy? I like Davis just the way it is” (or the way it was at some point in the past). The Commission believes there are at least two important reasons for developing and acting on a concrete action plan now. First, change is inevitable. We are surrounded by other jurisdictions that are interested in expanding their local economies plans, and as a result of their actions our community that will directly or indirectly affected by their actions whether we like it or not. Consequently, it is far better for Davis to move forward with the development of its own economic development plan that is driven by our community values rather than simply reacting to the changes made by our neighbors. This will ensure that implementation of the plan will help preserve all that makes Davis special. Second, the current economic recession that grips our state and nation will end, and when it does economic growth is very likely to occur rapidly all around us. Will we be ready to take advantage of new opportunities when they arise? The Commission believes that developing and implementing a comprehensive strategy puts Davis in the best position to do so.

This proposal has two parts: Part 1 is a vision of Davis in the year 2025. This is a critical component in the city’s economic development planning. Without a clear statement of the range of possible successful outcomes, it is impossible to specify the steps that must be taken to achieve these ends. The vision statement is described in a series of vignettes that lay out the Commission’s vision of how Davis might look in 2025 if a comprehensive strategy is adopted and implemented; Part 2 is a set of goals and specific action steps that will move Davis forward toward making the 2025 vision statement a reality. The following provides more detail on each component:

Davis 2025 – A Vision Statement – Both the vision statement and the specific action steps were largely developed based on documents that already exist. These documents are:

- City Council Goals 2010-12
- Economic Development Strategic Goals 2006-2010
- The 2009 Economic Health and Prosperity Report
- Meeting notes from the Designing a Sustainable and Innovative Davis Economy conference

Our goal is to describe, not only what could be, but our hopes for the community in which we would like to live. The vision statement uses seven organizing elements, all of which are interdependent. The elements are:

- Business
- Downtown
- People
- Quality of Life
- Collaboration with UC Davis and the Region
- Davis as a Destination

Understanding the interdependency of the elements is important to understanding the vision for Davis 2025. For example, more upscale downtown retail is unlikely without increasing the number of shoppers with disposable income. Increasing numbers of such shoppers is dependant, in very large part, on expanding the workforce employed downtown or for whom downtown is easily accessible. Simultaneous action on all objectives may be unrealistic, but success will require policy makers to view this plan as holistic and to consider interdependencies when addressing any element. The vignettes are written in the present tense, vintage 2025, in an effort to convey a sense of accomplishment.

Comprehensive Economic Development Strategy – Part 2 of this proposal is a set of specific goals and action steps that the Commission believes are critical to moving Davis closer to the vision described in Part 1. This part is organized around the same seven elements used to define the 2025 vision. In addition, the goals and most of the action steps for each element come from the four source documents noted above. In some instances where achievement of a given goal is not associated with an existing action step, the Commission has proposed the steps that should be taken and identified these steps with the term “new.”

The action steps noted for each goal in each element are proposed for completion within an 18 month to 5-year time frame. Clearly achievement of some of the goals will require months and in some cases years beyond this time horizon. Consequently, this portion of the Comprehensive Economic Development Strategy will need to be updated periodically.

The Responsibility component of each action step is critical to achievement of our vision. This is a comprehensive proposal, meaning that its scope extends well beyond the purview of the BEDC. The Commission envisions that primary responsibility for leading the work involved in completing each action step will be spread across the entire community.

NEXT STEPS

This document is a draft. It represents the initial views of the Business and Economic Development Commission. Over the next several months, the Commission recommends that this document be thoroughly vetted and periodically modified as appropriate by the City Council, stakeholder groups (e.g., Davis Chamber of Commerce, Downtown Business Association), and interested members of the public. As part of this discussion period, those entities and organizations with lead responsibility for each action step need to confirm their acceptance of primary responsibility to complete their tasks within the specified timeframe.

In subsequent years BEDC recommends that the Council conduct regular reviews of progress on action steps and, when appropriate, make changes to reflect the changing environment, new information, and unanticipated opportunities. These Council reviews should include a continuing commitment by the Council to the strategic plan and the planning process.

First Draft

Davis 2025 – A Vision Statement

Business

Davis enjoys a robust economy, comprised of businesses, large and small, start-ups and mature, retail, research, manufacturing and support services such as legal and accounting. Firms are attracted to Davis by a high quality workforce, proximity to UCD, quality of life, good schools, abundant space for offices, laboratories and production, and appropriate housing for employees in and around Davis. Conversion of underperforming retail space to incubator space for start-ups has significantly increased the level of entrepreneurial activity in Davis. Diversity of the economy, and lack of over-reliance on any sector, ensures stable revenues for city services. City policies are “business friendly.” Taxes and regulations are competitive with those in communities that compete with Davis. Developers and entrepreneurs are guided through the creation or relocation process by city staff. Legal and regulatory constraints on development or business creation are unambiguous and dependable.

Downtown

Downtown, the face of Davis, is a vibrant hub of retail, entertainment, culture, employment and residences. It has expanded somewhat to its natural boundaries, and includes Olive Drive, Nishi, etc. The vitality of downtown has been sustained by the dramatic increase in the number of people employed in Davis. The critical mass of high technology firms downtown and elsewhere in Davis has turned downtown into a regional innovation center. People living and working in Davis, as well as out of town visitors, are attracted to downtown by the upscale boutique retail, art galleries, restaurants, and entertainment. Farmer’s Market continues to serve residents and visitors. The Bicycle Hall of Fame has matured into a national destination with adequate cash flow to be comfortably self-sustaining. Local and regional artists find ample non-profit and for-profit venues to show and sell their art. Ground floor retail is diverse and fills a niche that competes more with upscale malls and department stores than with big box stores. Upper floors house professional offices and residences of sufficient size and quality to attract active professionals and retired couples to live downtown. Adequate off-street parking accommodates extensive foot traffic.

Development policies encourage innovative modernization and replacement of dated and inefficient properties. Developers know conditions and constraints, as well as potential before they propose projects. Over time intensification policies have resulted a city with multi-story, flexible-use structures with a coherent architectural theme.

People

Davis encourages and embraces diversity. Because of the proximity of UCD, the population remains predominantly professional, middle class and highly educated. The demographics of the population are attractive to knowledge industry, high tech

employers. As a result of more employment there are young families whose children attend Davis schools and who provide the impetus that Davis Schools remain among the best in the state. Also, as a consequence of growing employment there is a healthy balance of youth and older citizens, both groups finding activities and services appropriate for their well-being. The growing number of jobs has increased the number of technical employees and high-level professionals and executives. A substantial number of employees reside outside Davis, but housing for a broad spectrum of tastes and incomes is available.

Quality of Life

A big draw for employers is the quality of life offered in Davis. Greenbelts, bike paths, access to cultural events downtown and at UCD, excellent schools, exceptional restaurants for diverse tastes, and unique shops all make Davis a great place to live and work. Commuting to work on a bicycle, or a short drive is a feature used to recruit employees from larger cities. The long tradition of organizations and activities for Davis citizens with a vast range interests continue to enrich the lives of community members. Voters continue to support playing fields, golf courses and venues for activities offered to a wide range of citizens. Non-profit organizations such as Pence Gallery, Davis Musical Theatre Company, Davis Art Center, and many others provide opportunities for citizens of all ages to participate and be entertained by the arts. Revenues to support these and other city services are largely dependent on a healthy business sector. An important consequence of increased employment has been more consumers with disposable income spending money in Davis resulting in a dramatic improvement in sales tax revenue capture.

Collaboration with UC Davis

UCD is a major source of new job creation in Davis. City and university officials collaborate formally and informally to encourage university initiated start-ups to locate in Davis. The city and university work cooperatively to nurture start-ups by ensuring adequate office, laboratory and manufacturing space for firms of various sizes and stages of maturity. They actively seek venture capital support for promising enterprises. City taxation and regulations are competitive with those in communities also seeking to attract start-ups. Davis and UCD, in collaboration with regional business development organizations, work to encourage compatible and supporting businesses to locate in Davis. More UCD graduates choose to live and work in Davis, and thereby making the local work force all the more attractive to potential employers.

Davis as a Destination

Picnic Day, Farmer's Market, Mondavi Center, Bicycle Hall of Fame, Aggie sports, and the California Conference for the Advancement of Ceramic Art were among the established attractions that drew and continue to draw visitors from around California to Davis. Ethnic and cultural street festivals, film festivals, and bicycle related events make Davis bring visitors year round. Building on a strong arts program at UCD, a large and

productive community of artists, and high quality art galleries, Davis has become a regional center for visual and performing arts, regularly attracting large numbers of visitors. The diverse and unique offerings of retail establishments, and fine restaurants also provide ample reasons for visitors to spend time and money in Davis.

First Draft

Comprehensive Economic Development Strategy

First Draft

First Draft

BUSINESS

Goals, Action Steps and Responsibilities

Davis enjoys a robust economy, comprised of businesses, large and small, start-ups and mature, retail, research, manufacturing and support services such as legal and accounting. Firms are attracted to Davis by a high quality workforce, proximity to UCD, quality of life, good schools, abundant space for offices, laboratories and production, and appropriate housing for employees in and around Davis. Conversion of underperforming retail space to incubator space for start-ups has significantly increased the level of entrepreneurial activity in Davis. Diversity of the economy, and lack of over-reliance on any sector, ensures stable revenues for city services. City policies are “business friendly.” Taxes and regulations are competitive with those in communities that compete with Davis. Developers and entrepreneurs are guided through the creation or relocation process by city staff. Legal and regulatory constraints on development or business creation are unambiguous and dependable.

Insert sidebar statistics from Economic Indicators and other sources here

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Retain and expand existing businesses	BEDC and city	Retail - Plan and conduct _____Metropulse visits annually and feedback to the community	
	New	All businesses - develop a strategy for identifying business that are considering leaving Davis and options for keeping them in the city	
	New	All businesses - increase jobs and payrolls of existing businesses by ____% annually.	

BUSINESS

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Attract new businesses	Economic Indicators	Retail - Hold ___ public workshops regarding poor sales tax capture rates in certain retail areas and what if anything should be done to close the gaps	
	New	All businesses - increase jobs and payrolls of new businesses by ___% annually.	
	New	Commercial - Develop an accurate land and space inventory for new business use and update it quarterly	
	City Council	Commercial - identify, develop, and promote low cost incubator space	
		Commercial - Identify land and space in the city, and in the area immediately surrounding the city that is suitable for start ups and medium size businesses	

BUSINESS

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
		Commercial - develop and implement a marketing plan to attract national and international small to medium-size knowledge based businesses to come to Davis	
Increase the number of UCD start ups that stay in Davis		Work collaboratively with key UCD staff to identify research clusters that are most likely to produce spin offs in the next 10 years	
		Examine start up issues in detail and develop an action-plan for addressing their most common problems	
		Work closely with UCD and its chancellor in the creation of an innovation center	
Identify Business Park options consistent with city land use policies and growth of knowledge-based business		Commercial - Form a task force to explore business park options in the city and (including the Hunt Wesson site) in areas immediately outside current city boundaries	

BUSINESS

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Maintain Fiscal Stability	City Council	Link future economic development, housing expansion, and new city revenues needed to support new infrastructure needs resulting from growth	

First Draft

DOWNTOWN

Goals, Action Steps and Responsibilities

Downtown, the face of Davis, is a vibrant hub of retail, entertainment, culture, employment and residences. It has expanded somewhat to its natural boundaries, and includes Olive Drive, Nishi, etc. The vitality of downtown has been sustained by the dramatic increase in the number of people employed in Davis. The critical mass of high technology firms downtown and elsewhere in Davis has turned downtown into a regional innovation center. People living and working in Davis, as well as out of town visitors, are attracted to downtown by the upscale boutique retail, art galleries, restaurants, and entertainment. Farmer’s Market continues to serve residents and visitors. The Bicycle Hall of Fame has matured into a national destination with adequate cash flow to be comfortably self-sustaining. Local and regional artists find ample non-profit and for-profit venues to show and sell their art. Ground floor retail is diverse and fills a niche that competes more with upscale malls and department stores than with big box stores. Upper floors house professional offices and residences of sufficient size and quality to attract active professionals and retired couples to live downtown. Adequate off-street parking accommodates extensive foot traffic.

Insert sidebar statistics from Economic Indicators and other sources here

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
More efficient use of existing space and structures	New	Develop an inventory of available retail and commercial space and amenities that is updated at least quarterly. Create an expedited permitting process for downtown improvements and redevelopment.	City Council, and Community Development

DOWNTOWN

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Increase diversity of available space	New	Consider options for creating some high quality office space downtown that could be rented out. Development more vertical, mixed-use buildings and encourage façade improvements to existing buildings.	CC, Property owners, Community Development, RDA
Increase parking availability	DDBA, City Council	Explore parking lot options including development of one modest-sized lot and a proposal for a city-owned structure on 1st & F (Boy Scout lot), the Amtrak parking lot, and E, F, 3rd & 4th Streets parking lot, and the adding of floors to the Holiday Cinema parking structure.	CC & RDA
Improve and coordinate the overall look and feel of downtown	DDBA, City Council	Design, finance, and construct E Street Promenade improvements and LED lighting. Create a uniform look to all of the crosswalks with bulb-outs.	CC & RDA

DOWNTOWN

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Streamline city regulatory processes and timeline	City Council	Consider streamlining processes of build-outs and renovations	CC & Community Development
Increase visitor access	City Council	Develop a consolidated visitor center (concierge or one-stop) in the downtown, Create a Multi-model Transportation Center on Olive Drive with a bridge over the railroad tracks into downtown.	CC & RDA
Focus redevelopment resources	City Council	Evaluate and prioritize projects in the Redevelopment plan, with emphasis on creating a specific strategy for a specified time period	CC & RDA
Explore development of major infill options	City Council	Continue outreach to PG&E for development of the 5th and L property	CC & PG&E
Consider options for a hotel conference center	City Council	Present options to the City Council for the development of a hotel/conference center within or adjacent to the downtown	CC, RDA, & Property Owner

PEOPLE

Goals, Action Steps and Responsibilities

Davis encourages and embraces diversity. Because of the proximity of UCD, the population remains predominantly professional, middle class and highly educated. The demographics of the population are attractive to knowledge industry, high tech employers. As a result of more employment there are young families whose children attend Davis schools and who provide the impetus that Davis Schools remain among the best in the state. Also, as a consequence of growing employment there is a healthy balance of youth and older citizens, both groups finding activities and services appropriate for their well-being. The growing number of jobs has increased the number of technical employees and high-level professionals and executives. A substantial number of employees reside outside Davis, but housing for a broad spectrum of tastes and incomes is available

Insert sidebar statistics from Economic Indicators and other sources here

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Increase the number/proportion of employees in knowledge-based businesses who work and live in Davis	Economic Health and Prosperity Report	Develop and implement a city marketing strategy that advertises the availability of skilled job openings in Davis and emphasizes the value of hiring qualified Davis citizens to new knowledge-based business employers	City Staff

PEOPLE

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Increase the number/proportion of recent UCD graduates who live and work in Davis after graduation	2006-10 Strategic Goals (5. Economic Climate)	Develop and implement a marketing plan to connect recent UCD graduates in knowledge-based fields with prospective Davis employers	City Staff, UCD Placement Office
Promote population diversity in: age, race and ethnicity, education, economic status, and household composition	General Plan (section III)	Report periodically to the City Council on basic demographic characteristics of the city's population as part of updating the Davis Economic Development and Prosperity Report	BEDC
Increase public participation in civic activities and planning efforts, particularly economic planning	General Plan (section III) and Council Goals 2010-2012 (Community Strength and Effectiveness)	Develop and implement a plan to expand communication with the public on an ongoing basis, particularly with respect to economic development issues and planning	City Staff, BEDC

PEOPLE

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
	General Plan (section III)	Annually estimate the number of community members who participate in a sample of civic activities/events	City Staff
Increase access to skilled worker training programs	DSIDE	Plan and implement a local entry-level worker training curriculum on the SCC West Village campus reflecting the skilled jobs of businesses that Davis plans to recruit.	UCD, Sacramento City College District

QUALITY OF LIFE

Goals, Action Steps and Responsibilities

A big draw for employers is the quality of life offered in Davis. Greenbelts, bike paths, access to cultural events downtown and at UCD, excellent schools, exceptional restaurants for diverse tastes, and unique shops all make Davis a great place to live and work. Commuting to work on a bicycle, or a short drive is a feature used to recruit employees from larger cities. The long tradition of organizations and activities for Davis citizens with a vast range interests continue to enrich the lives of community members. Voters continue to support playing fields, golf courses and venues for activities offered to a wide range of citizens. Non-profit organizations such as Pence Gallery, Davis Musical Theatre Company, Davis Art Center, and many others provide opportunities for citizens of all ages to participate and be entertained by the arts. Revenues to support these and other city services are largely dependent on a healthy business sector. An important consequence of increased employment has been more consumers with disposable income spending money in Davis resulting in a dramatic improvement in sales tax revenue capture.

Insert sidebar statistics from Economic Indicators and other sources here

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Build on existing cultural experiences and arts	2006-10 Strategic Goals	Work with private non-profit groups to expand and/or create new venues for visual and performing arts, museums, and cultural centers within the city	DCOC, DDBA, BEDC, YCVB

QUALITY OF LIFE

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
	2006-10 Strategic Goals	Partner with art galleries and entertainment groups to expand the number of events that attract local and regional visitors	DCOC, DDBA, BEDC, YCVB
	2006-10 Strategic Goals	Support efforts to promote significant cultural and historical aspects of Davis and the surrounding area.	Council, YCVB
Davis as a destination for dining/social events	2006-10 Strategic Goals	Market and promote Davis' culinary diversity.	DDBA, DCOC, YCVB
	2006-10 Strategic Goals	Enhance and attract new restaurants to compliment existing cuisines and support arts and entertainment.	City, DDBA, DCOC
Conserve resources and improve environmental quality (Sustainability)	Council Guiding Principle 2010-12	Promote reduced use of automobiles and energy	Council, City

QUALITY OF LIFE

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Build on Existing public transportation and look at other options	Council Guiding Principle 2010-12, DSIDE, ED Strategy	Provide adequate and affordable public transportation throughout Davis, outlining Cities and Sacramento Airport. Look at extending Light Rail to Davis and SMF	Council, UCD,
Promote and support local Schools and educational programs,	Council Guiding Principle 2010-12 DSIDE	Promote the quality of Davis's educational institutions and programs. Work with other organizations to identify existing and future workforce needs and help develop training opportunities in areas identified as needed by the business community. Publicize existing job training and employer resources.	Council, YCVB, City, Davis School District

QUALITY OF LIFE

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Improve and connect Greenbelts and Parks	Council Guiding Principles 210-12, DSIDE, ED Strategy	Finish the connection of Greenbelts and Parks and continue to improve and add parks and bike paths.	Parks Commission, City, Council
Provide Affordable and Adequate housing for all demographics	Council Guiding Principles 210-12, DSIDE, ED Strategy	Consider Rent Control as a means for providing housing for local employees. Offer an adequate supply of Affordable Housing. Vary house sizes and models to meet the needs and desires of a wide range of demographics and multiple income levels.	Council

COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
<p>-1. Create & Drive a Unified Vision and Sense of Purpose.</p>	<p>CC Goals 2010 EDSG 2006-2010</p> <p style="text-align: center;">DSIDE</p> <p style="text-align: center;">DSIDE/NEW</p>	<p>-Create and adopt a Comprehensive Economic Development Strategy (CEDs) for city that includes a clear and compelling vision for the future of Davis.</p> <p>-Create CEDs-based alignment within city council and city staff <i>by intentional design</i>- mean it and do it.</p> <p>-Create an Economic Development Corporation with a single executive-level leader who is charged with the task and given the authority to implement key elements of the CEDs and who is accountable to a board of directors. Board of Directors to operate within framework of CEDs and City Council is accountable to CEDs (otherwise why bother creating and adopting CEDs?). The economic development corporation executive director is a key leadership position within the community.</p> <p>-Develop and nurture an environment within city staff & council where collaborative efforts flourish.</p>	<p>City Council; BEDC</p> <p>City Council; City Manager & Staff</p> <p>City Council; City Manager & Staff; BEDC</p> <p>City Council; City Manager & Staff</p>

COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

		<p>week (or less) period. Outcome of second meeting is 5 key clusters to pursue.</p> <ul style="list-style-type: none"> -Bioscience -High-Tech design & advanced manufacturing (Toyota, Schilling, Apple, HP, Intel, etc.). -Agricultural and Food Sciences (Designer foods→ the next “Clif Bar” to be born in Davis; Slow Food- the next Alice Waters to grow from Davis, etc.) -Viticulture & Enology (Davis vs. Napa- why go all the way to Napa for wine-making and grape growing?). -Textile Sciences and Activewear (the next Patagonia, the next Nike to be born in Davis). -Medical -Arts & Entertainment -Sports & Outdoor Recreation- we can become a national destination for elite-level athletic events and on-going training, facilitating, learning, and technological advancement, etc. -Clean Tech <p>The list of opportunities that are in alignment with the spirit of our</p>	<p>BEDC; City Council; City Manager & Staff</p>
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COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

		community is a long one. Choose the top 5, and then focus.	
-3. Actively Pursue Partnerships with Key Stakeholder & Interest Groups with the intent to understand objectives, seek alignment, and establish foundation for successful collaboration.	CC GOALS 2010/NEW/DSIDE	<p>-Establish a consolidated regional business and visitor center in the core area of downtown that acts as a critical point of contact for collaborative, entrepreneurial efforts and serves Chamber, DDBA, Council, Business, and community and regional interests and celebrates Davis and regional communities. This is the entrepreneurial, start-up, spin-off physical and virtual meeting point. Make Davis the launching pad for the region.</p> <p>-Set goals jointly with various key stakeholder and interest groups. Clearly articulate and broadcast our collaborative network of key partnerships and stakeholders to the community at large- these may include:</p> <ul style="list-style-type: none"> -Community of Davis -UCD -DDBA -Chamber of Commerce -YCVB 	<p>BEDC; City Council; City Manager & Staff; DDBA, Chamber, YCVB; Economic Development Corporation (EDC)</p> <p style="text-align: center;">EDC; City Council</p>

COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

		<ul style="list-style-type: none"> -State of Ca -SARTA -Local, regional, state, national, international business forums- show-up, be present, be active, support, lead. -Local K-12 governance- establish and maintain clear, purposeful communications with local K-12 system as the long-term success of the local public schools is closely tied to the long-term success of the community. -Recognize Davis as a community of thriving nonprofits and establish a regional nonprofit resource center to help nonprofits start-up, grow, and connect with the community/world at-large. -Recognize, establish, and grow Davis as a potential site for regional, national, and international policy summits. -Recognize, establish, and grow Davis as a potential site for both elite and recreational athletic events (cycling, running, triathlon,etc...). -Recognize, establish, and grow Davis 	<p style="text-align: center;">EDC; City Council</p> <p style="text-align: center;">EDC; City Council</p> <p style="text-align: center;">EDC; City Council</p>
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COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

		as a potential site for local, regional, national arts celebrations.	
-4. Collaboratively develop an innovation park with UC Davis.	DSIDE/UCD/NEW	<ul style="list-style-type: none"> -Create city-lead task force to engage UC Davis. -Immediately establish contact with key players at UCD to seek alignment of purpose relevant to innovation park. -Jointly create foundation/objectives for innovation park and create the assumption, by intentional design, that the city and UCD will partner to create an innovation park to our mutual benefit. -Don't assume that spin-off, tech transfer will be a precipitate of this effort- make it intentional- design it as such. -Bring other players into the mix that may benefit UCD and city in this effort. 	<p style="text-align: center;">City Council; City Manager & Staff; BEDC</p> <p style="text-align: center;">City Council; City Manager & Staff; BEDC</p>

COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

<p>-5. Pursue Key Clusters within UCD.</p>		<ul style="list-style-type: none"> -Medical -Biotech -High-tech design & advanced manufacturing -Clean tech -Agricult. & food science -Viticulture & Enology -Textile Sciences 	<p>EDC; City Council</p>
<p>-6 Pursue Key Clusters within local, regional, national, international community.</p>	<p>DSIDE/CC Goals/NEW</p>	<ul style="list-style-type: none"> -Pursue partnerships with other cities, counties, states, national, international. -Pursue partnerships with arts and entertainment industry -Pursue partnerships with sports and outdoor recreation industry. -Pursue partnerships with local, regional, national, international businesses and relevant organizations. -Host regional, state, national, international events (elite-level sporting events, arts & entertainment, political/policy, green technology (e.g., Pacific Coast Building Conference), slow food, wine 	<p>EDC; City Council</p> <p>EDC; City Council</p> <p>EDC; City Council</p>

COLLABORATION WITH UC DAVIS AND THE REGION
Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility

COLLABORATION WITH UC DAVIS AND THE REGION

Goals, Action Steps and Responsibilities

First Draft

DAVIS AS A DESTINATION

Goals, Action Steps and Responsibilities

Picnic Day, Farmer’s Market, Mondavi Center, Bicycle Hall of Fame, Aggie sports, and the California Conference for the Advancement of Ceramic Art were among the established attractions that drew and continue to draw visitors from around California to Davis. Ethnic and cultural street festivals, film festivals, and bicycle related events make Davis bring visitors year round. Building on a strong arts program at UCD, a large and productive community of artists, and high quality art galleries, Davis has become a regional center for visual and performing arts, regularly attracting large numbers of visitors. The diverse and unique offerings of retail establishments, and fine restaurants also provide ample reasons for visitors to spend time and money in Davis.

Insert sidebar statistics from Economic Indicators and other sources here

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Increase patronage and sustainability of the bicycle museum	DDBA Museum board of directors	Find a permanent home for the museum	City Staff Museum board of directors DDBA
	Museum board of directors	Develop and implement a plan for increasing annual cash flow to support the museum	City Staff Museum board of directors DDBA
Market Davis as a destination	DSIDE	Form a Davis/Yolo County partnership to develop a brand and implement a marketing plan	City Staff Yolo county visitors bureau

DAVIS AS A DESTINATION

Goals, Action Steps and Responsibilities

Goals (measurable)	Source	Action Steps (measurable) 18 Months and 5-Year Horizons	Responsibility
Increase access to available tourist and business accommodations	Council goals 2006-10	Design and develop a hotel conference center	City Staff DDBA University
Increase local tourism through planned special events	Council goals 2006-10	Create an Arts task force of all community arts organizations for the purpose of coordinating existing art events and implementing new ones	University Arts Commission Pence Gallery Commercial art dealers
	Council goals 2006-10	Create a slow food task force to develop and implement a plan to take advantage of local slow food interests and increased restaurant business (dine about town in SF)	Davis Farmer's Market Local restaurant owners
	Council goals 2006-10	Create a dramatic arts and film task force to develop and implement a plan to coordinate existing dramatic arts events and implement new ones such as one or more film festivals	University Local theater groups Local theater owners

Charles Landry Knows What Makes Cities Great: Distinction, Variety, and Flow

From Amsterdam to Adelaide, this unorthodox thinker has divined the connections between economic prosperity and creative achievement, and their implications for the future of the city.

[by Sally Helgesen](#)

What sustains great organizations over time? Great talent. And what do talented people want? Most want influence, money, personal fulfillment, and the chance to make a difference. But more and more, talented people also want a great place to live.

The answer seems obvious, but the phenomenon is fairly recent. In the past, the attractions of working for the right company often trumped the desire to live in a great place. No longer: A landmark study by the Chicago-based CEOs for Cities released in 2008 found that 64 percent of highly mobile global knowledge workers said they were more likely to choose a job because of *where* an organization was located than because of the organization itself.

The reason is not surprising. Talented knowledge workers — people who have choices — know that companies can no longer guarantee their own survival, much less offer their employees a safe harbor in an unpredictable economic environment. To secure a prosperous future, individuals need to put themselves in settings that enhance their ability to build both the relationships and the skills they will need to support themselves over the course of a lifetime. Less dependent on companies than they were in the past, knowledge workers have increasingly come to recognize that putting place first works to their advantage.

Business leaders have been slow to recognize the key role of place in attracting talent and stirring its innovative potential. As a result, many companies continue to over-focus on building internal capacity rather than seeking to strengthen the regions to which they need to attract skilled people. Given the shift in what top people are looking for, leaders who follow the conventional strategy may end up shortchanging themselves in the talent sweepstakes and also undermining the long-term economic viability of their resource base.

But what exactly constitutes a great place in today's environment? What precisely is it that 64 percent of knowledge workers seek? Charles Landry, an independent consultant, writer, and thinker based outside Oxford, England, has spent his life considering the complex blend of elements that most effectively draw talented people to specific cities

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and regions. Landry also studies the myriad ways in which place can provide the emotional and sensory stimulation required to stir creative thought and translate it into action.

As founder of the consultancy Comedia, and as an author and peripatetic speaker, Landry works with regional authorities and private-sector clients around the globe to identify and build the systems of support that knowledge-based global capitalism both demands and rewards. He sees his mission as nothing less than to help develop the physical and civic infrastructures that can powerfully support innovative practice.

Landry's encyclopedic books, such as *The Art of City-Making* (Earthscan Publications, 2006), *The Creative City: A Toolkit for Urban Innovators* (2nd ed., Earthscan Publications, 2008), and *The Intercultural City: Planning for Diversity Advantage* (with Phil Wood; Earthscan Publications, 2008), offer powerful insights about the role place can play in attracting, retaining, developing, and inspiring world-class people in today's fast-changing global business environment. The highly original and often spellbinding lectures that Landry delivers in venues ranging from Bali to Abu Dhabi to Bilbao provide a crash course for business and civic leaders seeking to create a regional advantage. He shows them how to align an understanding of what spurs creative effort with relentlessly practical insights about what talented people consider when choosing where to live — the down and dirty basics of transport, livability, and connection to the global grid.

Landry's own unique career trajectory exemplifies the practices he advocates. Starting in his 20s, he pioneered intellectual entrepreneurship, making a living by moving unexpected and highly original contributions from the margins into the mainstream. Some of the practices for which he is a passionate advocate are innovation rooted in a strong European intellectual tradition, wealth creation balanced with social cohesion, and local distinction reconciled with a global context. By pursuing his self-invented path and ignoring the conventional boundaries that separate culture and economics, Landry has developed a fresh and powerful understanding of what spurs talent to be creative.

The Intellectual Wildcatter

Landry was born in bleak postwar London in 1948 to parents who had fled Germany in the 1930s. His father, Harald Landry, had been a professional philosopher, a cohort of Ludwig Wittgenstein and Friedrich Nietzsche; his political activities against the Nazi regime made staying in his native Berlin dangerous. Although Harald managed to secure asylum in Britain, he came under suspicion as a German national, Britons being skeptical about how to regard refugees from that country who were not Jewish. When the war came, he was sent to an internment camp as a suspected spy, an experience that his son believes broke his spirit.

After Harald Landry's release, the family struggled in north London, supported primarily by Landry's mother, who ran a toy factory. Then in the early 1960s, the German government began offering restitution to citizens forced to flee, and the family decided to return to its home country to stake a claim. Charles went from being a German boy in

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English schools to being an English boy in German schools, which gave him both the outsider's perspective that a writer's life seems to require and a deeply pan-European outlook. This was intensified when his parents decided to relocate to Italy, to a seaside village near Genoa, where the restitution paid out in strong German marks would go further.

Charles matriculated at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies in Bologna, where he would also do his postgraduate work in political economy. Inspired by his polyglot experience, he developed an intellectual curiosity about how Europe was changing and what the political and economic future of a united continent might look like. Living in Bologna and traveling around the great central Italian cities of the Renaissance also stirred in him a passion for culture and aesthetics — art, architecture, great music, and other monuments of creative achievement. But this passion seemed at the time a side interest, unrelated to the field of economic development upon which his academic course work focused.

While in Bologna, Landry served as an assistant to Robert Skidelsky, the economic historian whose biography of John Maynard Keynes is recognized as a classic. Skidelsky hired him to help identify the emerging problems of postindustrial society, a charge that by Landry's account mostly involved "arguing with the master — arguing in the best sense — while also playing a lot of chess." Though a skilled player, Landry came to dislike the game, which struck him as epitomizing a world view that admitted only black and white, whereas his interest was in exploring the subtleties of gray. In a similar vein, he began to develop a belief that economic challenges could not be addressed except in a cultural context — a belief with which Skidelsky's great biographical subject would certainly have concurred.

Landry's work with Skidelsky brought him unusual prominence as a graduate student, and upon receiving his degree he was hired by Lord Kennet, one of Britain's envoys to the European Economic Community (EEC), now the European Union. The year was 1973. Kennet wanted him to coordinate a massive study aimed at determining what Europe would look like 30 years in the future. The opportunity put Landry on the fast track to influence and success, and also landed him a comfortable sinecure in Brussels.

But Landry, still in his mid-20s, quickly perceived that life in a structured bureaucracy would not suit his restless imagination. "The job was extremely well paid, very prestigious, with a huge expense account," he says, "but I felt trapped in the layers of the organization. Every idea I had seemed to get reduced or compromised. I knew if I stayed inside that kind of structure I would be frustrated for the rest of my life."

He was particularly frustrated by the distinction the EEC made between economic and cultural activity. Influenced by the rich entrepreneurial history of the towns around Bologna, and deeply inspired by the cultural ferment that dominated university towns in the early 1970s, Landry was coming to view economic prosperity and creative achievement as strongly linked. Although excited by what he thought a more integrated Europe could do in fostering open markets, Landry also believed that markets were social

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and cultural vehicles that offered people a means of creative expression, which he saw as the true engine of prosperity. He longed for work that would enable him to connect the dots between economic development and creativity, a pursuit the EEC then had no structure to support.

Deciding to follow his own path, he horrified friends and family by not accepting a new contract with the EEC when it was offered. As one of his classmates at Johns Hopkins, American journalist Elizabeth Bailey, observes, “It was the early ’70s, when there wasn’t much potential in being a free agent. But even then Charles was a wildcatter, an intellectual entrepreneur. I also think his passion to explore the role of creativity in cities and regions evolved because creative freedom was so important in his own life.”

Landry’s tenure in the EEC convinced him, he later recalled, that “the single biggest problem in the world is not finding great ideas but getting great ideas to move, to flow. New ideas need decentralized channels so that people who might implement them can find them and create the kind of systems needed to put them into practice. In the early ’70s, there were lots of brilliant ideas, but they had no way to capture the world’s attention or move from the margins into the mainstream. So everything felt kind of stuck.”

Trying to address this problem, Landry helped to found a distribution service for the many innovative small journals, studies, and manifestos that were being published in the U.K. and Europe at the time. He particularly sought out work that blurred boundaries between culture, economy, and governance. His goal was to disseminate the commodity he loved and understood best — new ideas — with maximum exposure and minimal filtering. His interest in distribution was fueled by the same kind of “open source” enthusiasm then spurring proponents of computers as community billboards in Berkeley and Boston. Landry stuck with his venture through the ’70s, and although it would ultimately prove a detour for him, it served his evolution by giving him hands-on experience in creating a market for new ideas. It also put him in touch with cultural innovators across Europe, in whose work he saw untapped economic potential. At the end of the decade, he decided he wanted to exercise the practical talents he had developed by helping cities and regions apply the kind of creative ideas he had been involved in distributing.

A Platform and a Haven

In 1978, Landry applied for a grant from a British foundation focused on strengthening regional and community development. With money in hand, he founded Comedia, a cultural planning consultancy that would provide him with a platform for writing, consulting, and setting up collaborative ventures over the next 30 years. At the same time, he moved to the Cotswolds area of west-central England. Magnificently set with mellow stone churches, tightly hedged fields, fantastical topiary, and roaming sheep, the Cotswolds region had historically been a center of industry and commerce, but it fell by the wayside during the Industrial Revolution. More recently, the region has undergone a resurgence, offering global citizens who can work where they please a pastoral

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experience of deeply rooted community life, along with close proximity to London and Bristol and easy access to Heathrow. By every criterion, it qualifies as a great place to live.

When he's home, Landry works from the busy kitchen office of a rambling 17th-century farmhouse set amid well-designed gardens. But he has spent most of the 30 years since he founded Comedia on the road:lecturing, persuading, informing, researching, hustling up work, spinning value from the thin air of original thought. Working with all manner of public and private enterprises — infrastructure providers, civic groups, mall developers, and design firms — he has found many novel ways to pursue his central quest of helping to identify and develop the infrastructures that enable creative people to put the best of what they imagine into practice.

And so one year finds him taking up the post of thinker in residence in Adelaide, Australia, helping the city address the talent leakage that has traditionally plagued it, by positioning itself as an incubator for innovative ventures in the wine trade. The next year he's working with a Japanese retailer trying to inject a sense of life into a massive new shopping and residential complex in Seoul by attracting the sort of one-of-a-kind shops that typically avoid such developments. Then he's on to Dubai to host a session aimed at bringing together the highly compartmentalized baronies that control life in that city-state, provoking controversy as he demonstrates how the physical and civic infrastructures they have put in place are choking the possibility of creative development.

Landry's work is often identified with the creative cities movement, which is perhaps best known through the work of Richard Florida, a professor at the University of Tampa and author of *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life* (Basic Books, 2002). Yet Landry differs from many colleagues in that field because he defines creativity more broadly. Creative cities proponents have tended to advocate strengthening urban and regional centers by attracting artists, designers, filmmakers, writers, and performers. The operative assumption is that those groups constitute a kind of advance guard whose mere presence acts as a spur to enterprise.

Landry sees the focus on a specific "creative class" as a manifestation of industrial-era thinking — an outdated, siloed approach to evaluating human assets that misunderstands the comprehensive role talent plays in today's economy. He notes that creativity is needed at every point in the value chain, because fast product cycles and global competition vest ever-greater value in innovation. He defines creativity as "imagination allied to tangible expression." Imagination that remains unexpressed is sterile, he argues, while expression devoid of imagination is lifeless and dull. And so instead of distinguishing specific professions or subgroups as creative, he advocates cultivating conditions that enable people to express imagination even in occupations that have traditionally been considered mundane.

Creative Bureaucracy

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Landry's conviction that creativity must be broadly vested was influenced by Comedia's involvement throughout the 1980s in helping European cities such as Helsinki and Glasgow reinvent themselves as cultural centers. Glasgow, for example, had been known for its rotting industrial base, desolate stretches of abandoned housing, and persistent talent flight; then, in the late 1980s, it secured status as a European City of Culture, an official E.U. designation. Comedia was hired to help the city attract arts festivals, but Landry's work on the project convinced him that a vibrant entrepreneurial base was the key to maintaining a sustainable cultural environment. If this base were to develop, political and commercial interests had to be engaged.

"Glasgow showed me that you can't support creativity just by supporting creative professions," Landry says. "People in the arts provide content, of course, but content is just one aspect of what makes a place attractive and prosperous. The right infrastructures are the real key." Landry notes that this kind of infrastructure is rarely controlled by people who have what is conventionally defined as creative talent. "If content is to have any effect, you need creative logistics analysts, creative engineers, creative educators. Above all, you need creative bureaucrats."

Creative bureaucrats, in Landry's lexicon, are high-level functionaries skilled at countering rigidities in their organizations and opening them up to more information. They are thus important points in the infrastructure, performing the essential if unglamorous work of distribution — and so reflecting Landry's belief that great content means little if it has no way to flow. Although people tend to use the word *bureaucracies* in a pejorative sense, they are necessary for coordinating efficient action across complex systems. Landry points out that bureaucracies have gotten a bad name because they have a tendency to become self-reinforcing, reliant on compartmentalized expertise and unable to accommodate fresh information. This rigidity can be broken up only by creative individuals who know how to operate inside the structure; finding ways to support them has become one of Landry's defining missions.

It's ironic, given that his original impulse was to flee the legendary bureaucracies of Brussels, that Landry should end up advocating for the potential of such systems, to the point where his work has become widely associated with the phrase *creative bureaucracy* (it's the name of a Comedia blog). He notes that he tends to gravitate toward concepts "that have a certain tension, seem paradoxical, give people a subtle jolt by confounding expectations." The paradoxical notion of creative bureaucracy came to him when he himself received a subtle jolt while working on a project in Calgary.

Calgary is a big, diverse city that retains its frontier flavor; above all, it is an oil town, subject to the booms and busts of any resource economy. It first caught the world's attention with the hugely successful Winter Games of 1988, for which the city, with great fanfare, had built a handsome Olympic plaza at the heart of downtown, adjacent to a large Olympic park. Unlike, for example, Atlanta, which tore down most of its Olympic facilities the minute the games were over, Calgary wanted to use the large spaces so proudly erected at its symbolic heart to improve the quality of life in the city. To help it do so, the city hired Comedia.

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Landry was asked to begin the project in what seemed to him a very bureaucratic way, by meeting with its director of bylaws. He says, “When the guy — his name was Bill Bruce — showed up, he was wearing a brown suit, and we were meeting in this restaurant that also seemed very brown. I thought, this is going to be incredibly boring. But the guy turned out to be the most creative person in Calgary.”

Bruce had assumed his position some years before, at a time when the city had 14 volumes of regulations, rendering any decision making dauntingly complex. He decided that at 62, he had little to lose if he ignored the web of regulations. He began by inviting civic and business leaders to articulate the city’s major objectives, focusing on general principles rather than codified rules. The result was a simple, commonsense list of intentions: *In general*, we’re interested in less noise; *in general*, we want less garbage; *in general*, we want people to use alternative transportation.

Working from these principles, Bruce experimented with hundreds of small-scale innovations involving everything from bicycle bells to traffic routes. His goal was to assist people who wanted to solve civic problems rather than imposing solutions on them. He especially sought to involve citizens in decisions that affected them directly, for example, by assisting the park patrol along bike paths. One result of involving citizens in decisions was that Calgary developed a creative and progressive tradition.

This tradition of citizen involvement proved useful when Landry argued that paving over swaths of open space in order to expand traffic would do nothing to improve Calgary’s livability. His point of view, he says, would have been “an easy sell in Toronto, but Calgary is an oil town, a city full of engineers. It’s always going to be partial to metrics and to solutions that look efficient on paper.” And so Landry developed a process for calculating the economic costs of ugliness in terms of talent leakage, diminished quality of life, the discouragement factor for local shops, even depression.

He says, “Rather than accept the idea that the impact of ugliness or homogeneity can’t be measured, we tried to figure the cost of *not* considering culture, creativity, and design in any given project — we called it the asphalt currency.” And so attributes like beauty, ease of access, flexibility of use, and the promotion of civic involvement became criteria for developing the former Olympic space into a rich landscape that provided parkland, athletic fields, grounds for festivals and gatherings, support for innovative local shops, and a hub for multiple modes of transport that helped link the downtown with the residential community.

Landry is pleased that the city has continued to take aesthetics into account. He learned recently that one of the groups he worked with has been instrumental in an effort to replace the dull and unsightly traffic bridge adjacent to the parkland with a commission from architect Santiago Calatrava, known for designing the most beautiful bridges in the world. “This is a sign of a resource city being aspirational,” Landry says.

The city’s oil-town heritage is clearly being transformed as the region seeks to expand its economy beyond petroleum. Like Arab city-states with similar goals, Calgary is

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recognizing the vital role that cultural icons play in branding a region. But because of a networked culture put in place by a creative bureaucrat, the push to attract such icons does not necessarily need to come from the top. The symbiosis between an active citizenry and a bureaucracy able to accommodate new ideas exemplifies the systemic creativity that Landry seeks to promote.

What Makes a Hub

Landry believes that innovation flourishes in places and in organizations that provide people with multiple means of connecting. Just as the psychological state known as flow heightens an individual's ability to generate new ideas, so do infrastructures that facilitate flow across boundaries enable people to bring forth new products, ideas, and services. Since Calgary, Landry has begun to evaluate the success of a given project in part on the basis of how many new links or connections within a community have been forged in the process of working on the project.

He points to a highly successful venture in Mantua, Italy, where he was charged with helping the city recapture its sense of history and distinctiveness. Since the town had ancient roots as a publishing center, Landry advised the civic leaders to begin by supporting a series of book festivals. Involving a wide network of people in the effort resulted in an unusual number of entrepreneurial ventures linked to books, with the result that Mantua has emerged as a center for quality book publishers, printers, designers, editors, and dealers. As a hub, the town now serves as a place where people seeking to establish themselves in the field can access a global network of professionals who share their interest.

Becoming a hub for this industry has made Mantua far more attractive to talent. Carol Coletta, president of CEOs for Cities, notes that talented people today gravitate to places that they perceive to be hubs. Coletta defines hubs — organizational as well as civic — as sharing four key characteristics. They facilitate a robust talent churn, they offer tangible support for innovative ventures, they provide the physical ground where people can connect across divisions and cultures, and they offer an undeniable sense of distinctiveness.

Landry's work is aimed at augmenting each of these characteristics, with a special emphasis on claiming distinction. "People don't feel rooted — in an organization or a region — unless they have a clear sense of what makes it different," he observes. This is the underlying reason, he feels, that culture must play a defining role in regions that are intent on drawing talent. Culture is a richly symbolic means of establishing distinctiveness in a complex interconnected system. It's precisely the desire for distinction that leads a city like Calgary to commission a Calatrava.

Of course, creative individuals have always gravitated toward hubs in search of sufficient scope to exercise their talents. Successful hubs historically have been either great trading centers (London, Amsterdam, Hong Kong, New York) or vibrant frontier outposts (Sydney, San Francisco, Mumbai) that throw diverse people together in an open market.

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By providing a common ground for interactions that would never occur in more bounded circumstances, hubs offer a mechanism for generating, distributing, and leveraging wealth in the service of fulfilling evolving forms of human need. Although the primary market for many enterprises has now moved into virtual space, people still seek out physical harbors that they perceive will support their ability to make connections, access resources, and make a mark. As creativity becomes more broadly vested, more and more contributors will seek to establish their value in hubs.

Landry also notes that as the mainstream global economy expands to include more cultures, more cultural zones claim centrality by organizing around hubs. This is why such cities as Shanghai, Guangzhou, Mumbai, Abu Dhabi, Dubai, and Sao Paulo gain ever more importance in the global system, even as established cultural centers such as New York, Moscow, Paris, San Francisco, Frankfurt, and London remain viable and vital. All these hubs dominate communications and commerce within their cultural zones, and help integrate smaller cities into the global system. Because their importance serves a cultural role, Landry says, “They do not increase their value by becoming more like other hubs, but by emphasizing what is unique about them.”

But distinctiveness requires constant refinement. As Landry points out, “Regions in the global economy must constantly move higher on the value chain if they are to remain economically attractive. A manufacturing center such as Taiwan tries to move from mass production to inventing goods and services that provide a larger knowledge component. Oil producers in the Middle East use sovereign wealth funds to invest oil revenues in research centers so they can keep their best people and develop their talents. Third-tier cities today — Dubai is a good example — recognize they can’t remain in place but need to keep honing their strength as a travel and entertainment hub that links East and West. A second-tier city, like Paris has become, knows it must seek a higher rung or risk becoming a museum — a great place to visit but of declining economic importance. A first-tier city like London has to constantly maintain its edge or it will lose talent to places that offer greater livability along with cultural power.” Although this competitive jockeying can be reduced to caricature in website lists of continually changing “cool places,” the imperative behind it reflects real concerns.

Landry maintains that hubs thrive when social and physical infrastructures are fluid enough to support experiment, serendipity, and invention; they decline when infrastructures become rigid. Rigidity occurs when cultural or legal restrictions hamper development (consider the decline of New York shipping), when diverse populations are pushed out (think of African cities expelling Indian traders in the 1970s and ’80s), or when the physical environment becomes so cumbersome that people no longer wish to negotiate it (think of traffic in Cairo). To sustain energy, urban hubs must attract a broad mix of players: investors, entrepreneurs, culture-makers, patrons, developers, researchers, shoppers, support professionals, visitors. Hubs cannot flourish (nor can they really be hubs) if they draw from a limited pool. This, Landry believes, is why a creative class strategy often fails to spur sustained development, as do master plans that look to technology parks or giant shopping arenas to inject economic juice.

The Basic Unit

But how is a physical infrastructure created? Where does it start? For Landry it all starts with the street. I catch up with him one morning in central London, where he has come to preach to an eclectic mix of retailers, company heads, cultural entrepreneurs, and city officials. The venue is a hard-to-find storefront gallery in an elegant back alley filled with inviting shops and pubs behind Old Bond Street, and the title of his talk is “Reimagining Commerce, Reinventing the Commercial Street.” Landry paces the floor as he delivers a steady stream of insights accompanied by spontaneous observations and philosophical asides, his lecturing style providing a demonstration of flow in action. He speaks in a hushed, dramatic tone that compels attention, his crisp British articulation infused with the excitement of high purpose. His intellectual pyrotechnics are brought down to earth by the homemade quality of his slides, assembled from snapshots he takes in far-flung parts of the globe.

The importance of the street is one of Landry’s great passions. He sees it as the basic infrastructural unit, and notes that people are drawn to (or repelled by) places according to their physical, aesthetic, and emotional experience of the street. The street is how we process place, and it provides the image we carry with us. If we think of ourselves in Rome, we see ourselves in the Via Condotti — we don’t envision the abstract entity of “Rome.” If we think of ourselves in Sydney, we remember the view of the Opera House as we walked along George Street, the central artery that winds through the Rocks. The street provides the central building block of our place memory, reconciling a larger entity with the scale of human perception.

And just as talent is drawn to hubs and the patterns of links they enable, so are hubs in essence a great collection of streets. For a hub to succeed at drawing the best people and unleashing their talents, therefore, its collection of streets must be aspirational, world-beating, irresistible — a draw. London, he tells his audience, cannot maintain its status in the first rank of the world’s hubs unless it becomes more skillful and intentional about managing and improving the experience that its streets provide.

Landry recognizes that cyber-commerce is changing how people buy their goods, expanding consumer choice while reducing and homogenizing the experience of transaction. Yet he insists this only makes it more important that commercial streets provide a compelling experience and also fulfill their traditional function of bringing people together. If we feel at home in the streets, we will feel at home in the local culture, and if we feel at home in the culture, we will aspire to participate by investing our time or money in its precincts.

But what makes a street desirable? What makes people feel culturally at home? What constitutes a positive experience at the most basic unit of place? Landry describes the three characteristics that distinguish great collections of streets: distinction, variety, and flow.

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Distinction means avoiding sameness, offering an experience that cannot be had somewhere else. Most places accomplish this by means of an iconography that lets you know that *here* is not the same as *there*. This is the problem with global brands, Landry says; although the streets that welcome such brands may aspire to exclusivity, the brands' ubiquity undermines that principle. As soon as a great street like rue Saint-Honoré or Calle de la Reina becomes colonized by global retailers, people looking for an individual experience start to avoid it. Sameness creates boredom, and a hub cannot afford to be boring: It exists in order to stimulate.

Variety means creating a way for the small and large to exist together, a well-known company next to a quirky enterprise, a café alongside an art store adjoining a market. Variety exists when an extraordinary, remarkable destination is webbed within an ordinary, expected urban environment. Zoning codes kill variety, Landry reminds his listeners, as does the constant turnover that results from a focus on maximizing rents; the demise of a beloved institution will undermine every business on the street.

Flow, the key concept of the hub, is also essential to the street, being manifested in a particular and idiosyncratic way. Flow results from giving people the ability to control their pace and to stop at will to consider what might be available. “This is what flow does *not* look like!” Landry cries, showing a flurry of pictures taken around the corner on Oxford Street, where a cavalcade of signage supplemented by concrete barriers attempts to direct pedestrians along a specific route. “People resist directions that attempt to control their movements,” he points out. “And the smarter they are, the more they resent it. Urban engineers who come up with signage like this are just trying to keep things moving. They work from a traffic metaphor — the goal is to move people along and out.”

Landry points out that some cities dominated by old-line industries, such as Glasgow, Perth, and Boise, have reinvented themselves in a dramatic fashion by focusing on cultural strengths rooted in their own historical uniqueness and by building on the distinctiveness of their streets. Other regions can make this leap if they stop focusing on generic livability indexes based on quantitative measures, like the number of hospital beds per resident or the frequency of trash pickup. He explains that great talent magnet cities of the world — London, New York, and Shanghai, for example — routinely come up short by these livability measures. But they claim status as vital hubs because people flock to their streets.

“Distinction, variety, and flow — these are the physical manifestations of best talent practice,” Landry declares, his voice dropping to a hush. “Any company or region serious about talent must create infrastructures that reflect these qualities. This is what’s required to support the evolution of knowledge-based global capitalism. You can’t *control* the system, you can only open it up. The street provides the logical starting point.”

Landry’s consulting work is in great demand today, as cities and regions compete for talent and dollars by committing ever-greater resources to cultural and physical renewal. It’s significant that Landry’s first job out of school in 1978 was to think about what Europe might look like 30 years down the road, because today his ideas are helping to

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shape Europe’s future. Cities such as Copenhagen, Madrid, Amsterdam, and Barcelona — global talent draws — have brought him in to share his gospel of distinction, variety, and flow, and to find ways to implement these concepts at the level of the street. Smaller hubs such as Mantua and Savannah are applying his lessons about the cultural rewards of entrepreneurial efforts. By finding a way to address the future of place that links wealth creation to culture, Landry has created a body of work with startling relevance for the decades still to come.

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Author Profile:

- [Sally Helgesen](#) is an author and leadership development consultant. Her books include *Thriving in 24/7: Six Strategies for Taming the New World of Work* (Free Press, 2001) and *The Female Vision: Women’s Real Power at Work* (with Julie Johnson; Berrett-Koehler, 2010).

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Resources

1. DeAnne Aguirre, Laird Post, and Sylvia Ann Hewlett, “[The Talent Innovation Imperative](#),” *s+b*, Autumn 2009: Why companies that compete on the global stage must, in light of today’s changing workforce, rethink the way they manage people.
2. Richard L. Florida, *The Rise of the Creative Class: And How It’s Transforming Work, Leisure, Community and Everyday Life* (Basic Books, 2002): How the creative ethos is increasingly dominating society, and how it is changing everything from our values and tastes to our choices of where to live.
3. Charles Landry, *The Art of City-Making* (Earthscan Publications, 2006): An analysis, aided by international case studies, of how to reassess urban potential so that cities can strengthen their identities and adapt to the changing global terms of trade and mass migration.
4. Charles Landry, *The Creative City: A Toolkit for Urban Innovators* (2nd ed., Earthscan Publications, 2008): Revised version of this influential text, which shows how to think, plan, and act creatively in addressing urban issues, with additional examples of innovation and regeneration from around the world.

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5. For more thought leadership on this topic, see the *s+b* website at: www.strategy-business.com/global_perspective.

(via [Instapaper](#))



Memorandum

DATE: January 20, 2011

TO: Business Economic Development Commission

FROM: Sarah Worley, Economic Development Coordinator
Xzandrea Fowler, Economic Development Specialist

RE: Metro Pulse Program and Business Walk

The City of Davis is a new Strategic Partner in the Sacramento Metro Chamber's Metro Pulse Business Retention Program. Metro Pulse is the International-Award Winning Regional Business Retention and Expansion program and business database designed to assist local jurisdictions and business organizations in providing local businesses with the information and resources to grow and succeed.

This community based program brings together economic development agencies and companies throughout the Sacramento Region. Together they help identify barriers and then seek solutions for the survival and growth of local business and sustainability and expansion of the region's economy.

The database portion of the program enables data and responses from business outreach meetings to be input, prioritized, tracked, and summarized by specific authorized program administrators. The database tool is supplemented with possible use of a "business walk" approach, in addition to individual business outreach meetings, to gather information about a larger group of businesses more quickly.

The business walks can vary in size, but essentially consist of organizing a group of 40 - 50 volunteer city and business organization and business representatives. These volunteers work in pairs covering different commercial districts within a community and try to conduct as many impromptu business outreach visits as possible within a single morning. A typical outreach target for such a group would be to speak with representatives of local 200 businesses.

Over the last few years, over 5,000 business visits have been conducted in the region using the business walk approach where economic development and business representatives meet directly with owners and managers of retail, commercial, service and manufacturing businesses of any size. These annual Business Walks are conducted in districts throughout the region, and the first Business Walk in the City of Davis will take place on Wednesday, March 9, 2011. Visited businesses will be asked three questions: How's business? What do you like about doing business in the area? How can business be made better? Responses asking for specific needs for assistance or information will be forwarded to the appropriate City Department or service

provider such as the City for building permit assistance, or Small Business Development Center business assistance consultants.

We believe the Metro Pulse program will be a valuable business retention tool as it will allow Davis to create a more systematic, consistent business outreach program and reporting mechanism (provide evidence of results, key issues of concern, trends, etc.) As we become more familiar and experienced with the program its value can be broadened. The program allows for data entry from multiple city departments and other program partners allowing more points of business contact to convey assistance needs back to the City staff or other business organizations, such as the Greater Sacramento Small Business Development Center. Funds allowing Yolo County cities to participate in this program have been provided via a grant from Yolo County Department of Employment and Social Services, thru the County's federal ARRA funding. The Yolo Co. grant also provides some funding for the Small Business Development Center to provide local business consulting services.

The City is conducting outreach to business organizations in the community to inform them about the program and invite them to join in the scheduled business walk. All BEDC members are encouraged to participate in the Business walk and other smaller business outreach efforts, formal and informal.

If you wish to register for the Davis Business Walk you can do so with the following link:
<http://www.metrochamber.org/CWT/External/WCPages/WCEvents/EventDetail.aspx?EventID=8242>

January 2011

2011 BEDC DATES	Agenda Items	Event
2011 BEDC DATES		
Jan. 24	DDBA	
February 17		SARTA Power Surge Clean Tech Mixer Kemper Hall UCD
Feb. 28	Chamber	
March 28		
April 25	DDBA	
May 23	Chamber	
June 27		
July 25	DDBA	
August 22	Chamber	
Sept. 26		
Oct. 24	DDBA	
Nov. 28	Chamber	
Dec. 12 or 19*		

* Dates changed from 4th Monday of month due to holidays.