IN PARTNERSHIP

The Cleveland Foundation's mission is to enhance the lives of all residents of Greater Cleveland, now and for generations to come, by working together with our donors to build community endowment, address needs through grantmaking, and provide leadership on key community issues.

CLEVELANDFOUNDATION.ORG

JumpStart's mission is to unlock the full potential of diverse and ambitious entrepreneurs to economically transform entire communities.

JUMPSTARTINC.ORG

MidTown is a connected community in the center of it all, an inclusive place for people to innovate, create, prosper, and live.

MIDTOWNCLEVELAND.ORG

VERSION 5.2 | UPDATED 18 FEBRUARY 2020
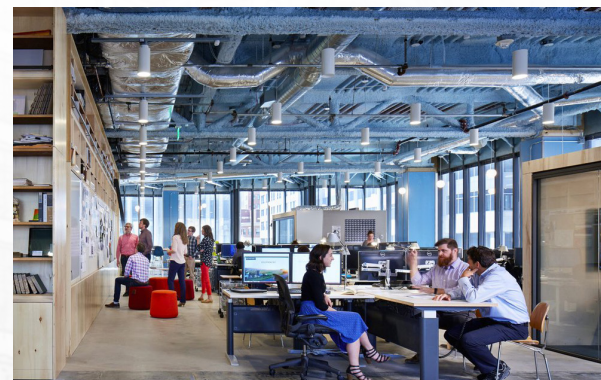
MIDTOWN CLEVELAND INNOVATION COMMUNITY

MIDTOWN CLEVELAND INNOVATION COMMUNITY

A catalytic project to spark collaborative innovation and promote economic growth in the heart of the city.
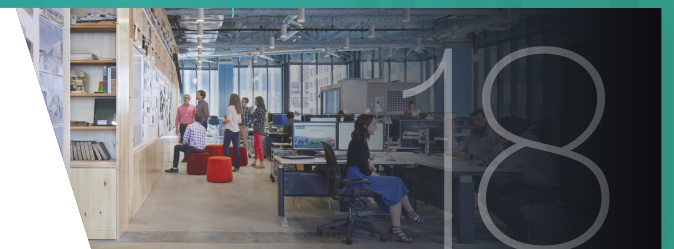
ENVISIONING A CONNECTED
Innovation Community

OUR VISION A community which fosters intentional interaction between students, researchers and scientists, faculty, community residents, entrepreneurs, and businesses for the purpose of catalyzing economic growth and creating economic opportunity for all. The community is a natural evolution of Cleveland's primary innovation district, the Health-Tech Corridor, and will build on the growth of the HTC and MidTown by adding a critical mass of development, innovation-related uses, and public space to the area.

GUIDING PRINCIPLES & PLATFORM

COLLISIONS & CONNECTIVITY

Project design will encourage organic interactions and collisions between people of different backgrounds to foster collaboration and advancement of innovative ideas.

ACCESSIBILITY

The site will be easily accessible along transit routes and by car, bike, or foot, proximate to residential density, and close to downtown and University Circle. Building design will be welcoming to people of all backgrounds.

COMMUNITY & PROGRAMMING

JumpStart, MidTown/HTC, the Cleveland Foundation and others will coordinate a robust slate of programming aimed at building community and fostering connections to people, resources, capital, and talent. Additional programming partners will be added as needed.

CURATION OF USES

A carefully curated group of tenants and uses spread across several multi-use buildings within a defined geographic area will help the district achieve its goals. The project's financial structure will allow the team to select users which are additive to the community and fit the key principles and focus areas.

PROJECT USERS MAY INCLUDE A MIX OF THE FOLLOWING

University / Hospital Tech Commercialization & Innovation
From a combination of higher-ed and health partners, with potential focus on digital health and regenerative medicine

Heavily Programmed Coworking and Event Space

Shared Wet Lab – Incubator Space

Entrepreneur / Early Stage Company Counseling & Assistance
Services and Programs

Digital Workforce Development Programs
Focused on coding, technology, digital literacy, professional certifications in related fields

Highly Specialized High School or Trade School

Venture Capital Firms

Private Sector Innovation – R&D Offices
Of major Northeast Ohio corporations

Scale-up space for growing startups

EQUITY

Racial equity and economic opportunity will be core values of the community, which will utilize local residents in the design and conception of the project. Educational, training, and entrepreneurship programs to prepare residents for jobs will be a core element of the first phase and commitments from the anchors to these programs are essential. Community land trust models will be utilized to guard against displacement in adjacent neighborhoods.

SCALABILITY

Site control will allow the project to grow to up to 2.5 million square feet in a tight geographic area and add complementary retail, mixed-income residential, and green space to create a dynamic and scalable neighborhood.
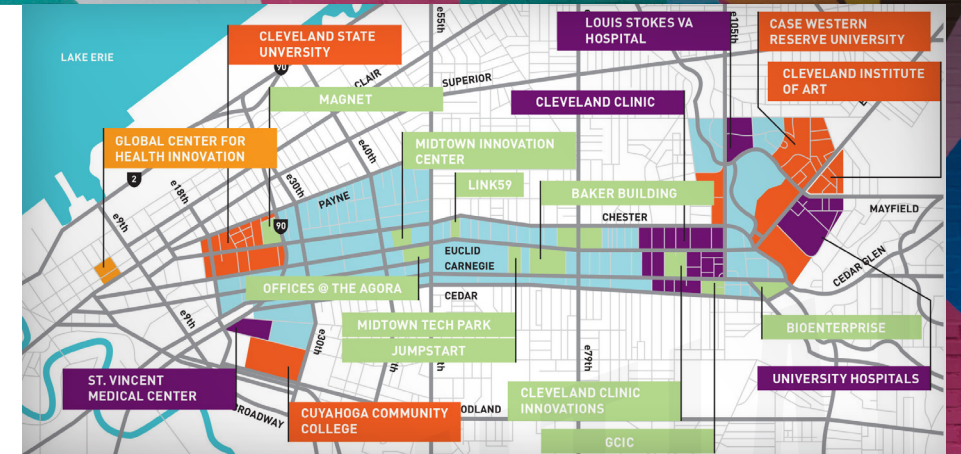
HISTORY

Different threads of neighborhood history – from the Dunham stagecoach tavern to Millionaire's Row and industrial invention to the legacy of African-American music – will be reflected through design and programming. Residential and green space amenities will create a dynamic and scalable neighborhood.

DISTRICT LOCATION

At the Center of It All

The center of Cleveland's Innovation Community, at East 66th and Euclid, will establish the heart of the Health-Tech Corridor, 29 blocks (4 minute drive) from the new Case Western Reserve University-Cleveland Clinic Health Education Campus, 44 blocks (6 minute drive) from the Cleveland State University Innovation in Health Professions building, and 7 blocks (3 minute walk) from the new University Hospitals Rainbow Center for Women and Children. The Innovation Community's MidTown location is is centrally located between the anchors, and the district spans approximately 50 acres along Euclid Avenue between East 55th and East 75th streets. More than 50,000 students attend classes within the Health-Tech Corridor, providing easy access to high quality talent

CONCEPTUAL RENDERING

AREA GROWTH

The Health-Tech Corridor has seen tremendous growth in the last decade, with the HealthLine helping to stimulate over $5 billion of real estate development. Over 180 health-tech and high-tech companies now occupy the HTC, with a concentration in MidTown in more than 650,000 sq. ft. of new or renovated office and lab space now over 90% occupied; a new Dave's supermarket; a Hilton Tru hotel; two renovated historic performance venues with capacity over 2,000; the Children's Museum of Cleveland; two coffee shops; and hundreds of units of new market rate housing.

NEIGHBORHOOD PROXIMITY

MidTown has a residential population of 2,000 and a median household income of just over $20,000. The surrounding Hough neighborhood has a population of just under 11,000 with a median household income under $16,000 and substantial unemployment. MidTown and Hough saw high concentrations of foreclosure and tax delinquencies in the recent housing crisis and were victimized by FHA redlining maps which have made it difficult to obtain loans and capital to this day. This project will directly address these challenges, building on the Greater University Circle Initiative to be deliberate and intentional about economic opportunity for residents of the surrounding neighborhoods and wealth creation opportunities for existing residents.

ROOM TO SCALE

There is enough vacant or underutilized land and buildings in the twenty block district for growth over time to over 2.5 million square feet of new office, residential, and retail development.

ECOSYSTEM PARTNERS

MidTown is not starting from square one – the area is already home to high growth startups such as Dealer Tire, MCPc, Abeona, and Cleveland HeartLab as well as entrepreneurship / tech organizations such as JumpStart, DigitalC, ECDI, and Tech Elevator. At the same time, nonprofits have flocked to MidTown with more than 60 currently in the neighborhood. This mix of ecosystem partners will help accelerate the growth of the district.

CLEVELAND FOUNDATION PARTNERSHIP

The Cleveland Foundation's decision to locate to MidTown, will be catalytic to the neighborhood, bringing community connections and ties to the city's most innovative and dynamic nonprofits.
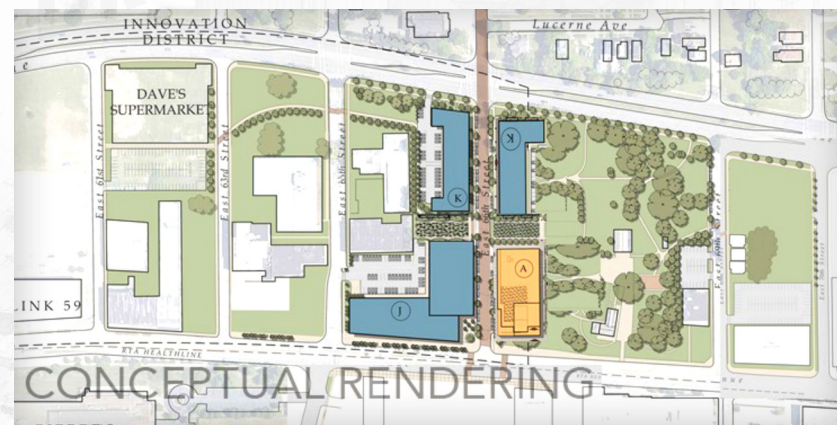
CLEVELAND'S
Economic Growth Opportunity

Cleveland has had many noteworthy economic successes in the last decade: startup growth with several $100 million-plus exits, a rapid growth in health care employment, particularly in the Health-Tech Corridor, and substantial increases in biomedical investment.

Yet there is still much opportunity to dramatically accelerate the level of collaboration between corporations, universities, institutions, startups, researchers, and individuals, with the outcomes of this collaboration driving the creation of new products and markets, globally-competitive jobs, and a more innovative culture. There's also the opportunity for Cleveland's next actions to reflect our commitment and intention to build a more inclusive innovation economy, leveraging the skills and creativity of all.

What can we do next to address these opportunities, to make an even greater impact on our regional economy and our local community? To meet the needs of corporations and institutions, enabling them to achieve their goals for innovation and commercialization, and build s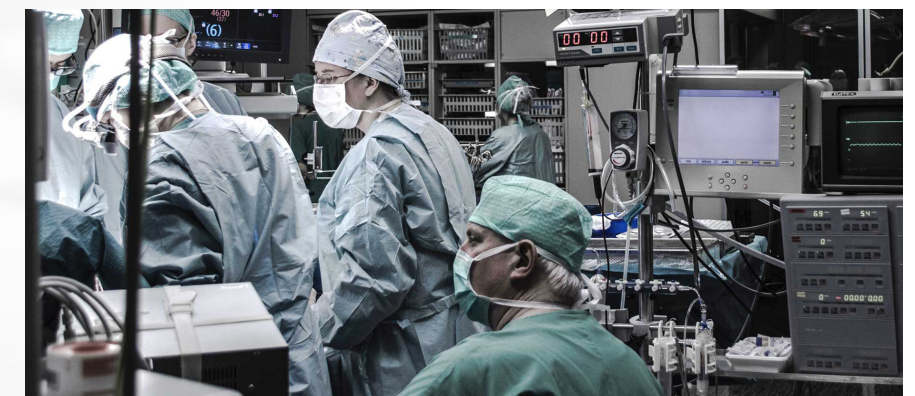tronger collaborations between industry, the universities, and other assets in the region? What can be truly innovative, leveraging existing investments and strengths so our region and its companies can continue to scale and grow?

We believe that creating a collaborative, inclusive, and equitable innovation community in the center of MidTown can move the needle on these fronts, creating significant incremental value for those organizations and individuals which choose to locate in and actively participate in the District and for the city and its residents. The vision builds on existing assets — including $500+ million investment in infrastructure and real estate over the past decade — to create an dynamic and unique community for our region's leading innovators, entrepreneurs, researchers, and digital workers. This new innovation district offers all the benefits needed for corporates and startups to capture new economic value: geographic proximity between critical actors in building new products and addressing new markets, a physical hub with a culture which attracts the talent needed to accomplish these activities, and the "software" (programs and space management) as a mechanism to ensure these benefits occur.

The region stands poised for catalytic change that will spark collaboration and bring greater income equality.

EMBRACING A
SPIRIT OF INNOVATION
TO CREATE
ECONOMIC STRENGTH
AND FOSTER
COMMUNITY INITIATIVES

[1] *2019 Growth and Opportunity Scorecard*, The Fund for our Economic Future

REALIZING THE PROJECT

The Path Forward PHASE ONE

The Cleveland Foundation moving to MidTown Cleveland is the first step toward creating a catalytic heart of the Health-Tech Corridor, built around a vision for a vibrant and innovative community in MidTown. With construction beginning in 2020, their new headquarters will be the first new building at the center of the innovation community. The second new building is a proposed four story 100,000 square foot Center for Innovation *(working name)*, anchored by JumpStart Inc. and other key institutions.

The new energy will provide a profound boost to the heart of the city's growing innovation network.

Additional proposed buildings will include a variety of office types to suit a diverse set of users ranging from corporate innovation teams to community based entrepreneurs to R&D labs, along with event, classroom and programming space, retail, a parking deck and apartments, adding 250,000 square feet or more to the core of the innovation community. ›

JUMPSTART AND A

CENTER FOR INNOVATION

Already a core member of MidTown Cleveland's growing business ecosystem, JumpStart will move its proposed headquarters to the Center for Innovation and co-locate with innovation centers for other important organizations; the aim is to inject new energy into MidTown and provide essential business connective tissue between downtown Cleveland and University Circle.

JumpStart's decades-plus of experience in entrepreneurial and innovation-oriented programming and community building, combined with the trust, expertise and connections of the many partners in the new Center for Innovation building, creates a recipe for success. A calendar filled with activities nearly every day will expand the level of community, entrepreneurial activity and engagement already present in MidTown and inspire more activity across the city.

Planning and fundraising are also underway to implement the streetscape and amenity recommendation, from the League Part Transportation for Livable Communities Initiative Plan, to improve East 66th from Euclid up to League Park in Hough. This community approved plan, developed several years ago, will add streetscape and roadway improvement that will improve access, safety in the neighborhood and enhance the identity of the Innovation District.

The interior design of the buildings and the look and feel of common spaces will help create an anchor to Euclid Avenue and the greater MidTown neighborhood that feels unique, inclusive, welcoming and energetic.

The conceptual design for the Cleveland Foundation and Center for Innovation buildings is by the celebrated S9 architectural firm, which has substantial experience designing innovation spaces for WeWork and others. A local team including Vocon, Ubiquitous Design, Regency Construction Services, and Gilbane is in place to design and build the Foundation building.

JumpStart, Midtown, the Cleveland Foundation and several anchor institutions are working to define their space in the project, select a developer, recruit additional users, and identify additional community uses with an eye to the future for additional development opportunity. While still in the planning stages, the goal is to start construction of the new Center for Innovation as soon as possible in order to coincide with the construction of the new Cleveland Foundation space. Project partners will engage with the MidTown community to collaboratively design the spaces and programming, so the new Center for Innovation will fit seamlessly into the neighborhood and serve as a magnet for diverse and talented innovators and groups. A diverse range of ideas are on the table, community-focused programming, arts and cultural uses which reflect the history of the neighborhood, workforce development programs, and a restaurant/brewery.

Local talent will catalyze inclusive economic growth, with new programs and community-building elevating engagement.
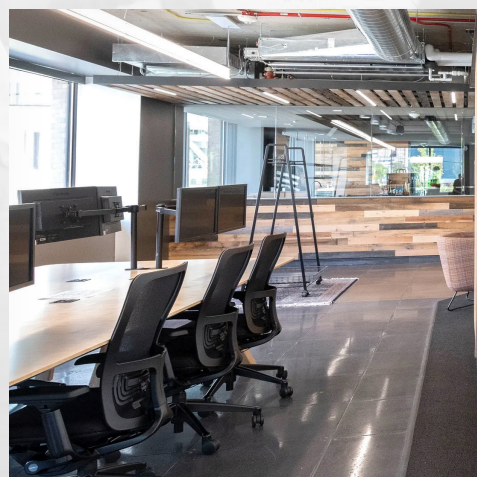
THE EVOLUTION OF
Innovation Districts

is a term coined by Brookings Institution's Bruce Katz and Julie Wagner in a widely read report[2] "The Rise of Innovation Districts," are loosely defined in the report as "geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail."

These districts, in cities like St. Louis, Baltimore, Philadelphia, and Boston, are driven by proximity and the intentional creation of "collisions" between innovators in different fields and sectors which foster a highly networked district in which startup activity and economic productivity are amplified. Longer term benefits of the Innovation District strategies include economic growth and job creation, accelerated commercialization, talent attraction, and urban redevelopment.

Anchor institutions play a key role in driving these districts, and anchors across the country are recognizing the benefits of creating collaborative, highly networked and accessible places for innovation: increased enrollment, higher student and faculty satisfaction, better tech commercialization outcomes, and stronger neighborhood and regional economies. These innovation districts work best when they create collaboration between multiple institutions and "combine and activate physical assets in ways that create vibrant places."

It is increasingly common for these districts to be "de-anchored" or moved to a neutral site away from the home institution to seek out new areas to gain competitive advantage and create stronger innovation output. >

Strategies include economic growth, job creation, accelerated commercialization, talent attraction, and urban redevelopment.

[2] https://www.brookings.edu/essay/rise-of-innovation-districts/

KEY CHARACTERISTICS OF

SUCCESSFUL INNOVATION DISTRICTS

Distilled by William Fulton of Rice University [3]

1 Serve as platforms for all kinds of activity — not just research

2 Have a critical mass of people and innovators

3 Are ecosystems as much as places

4 Have long-term agendas; may take time to blossom

5 Require civic visionaries as well as business entrepreneurs to help them grow

6 Feature a mix of "big moves" like major buildings and anchors and "small wonders" like gathering places and small-scale restaurants or neighborhood entrepreneurship opportunities

7 Are geographically bounded to spur collective action and nurture economic growth in an intense way

8 Act as an anchor for the regional and state economy

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Innovation districts can be organized around different types of common elements— a shared technology or technology area (e.g., EcoInnovation in Pittsburgh); a shared cluster focus (e.g., plant sciences for Plant Science Innovation District in Creve Coeur, MO); a shared set of specialized and expensive assets (e.g., biotech labs at LabCentral in Kendall); or a common focus on stage of innovation (e.g., prototyping and clinical trials at UMass Lowell).
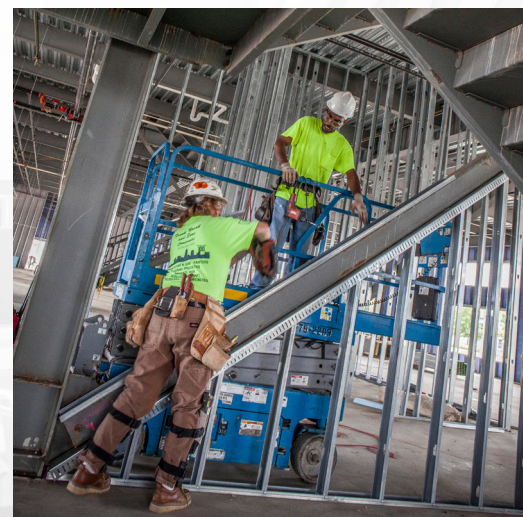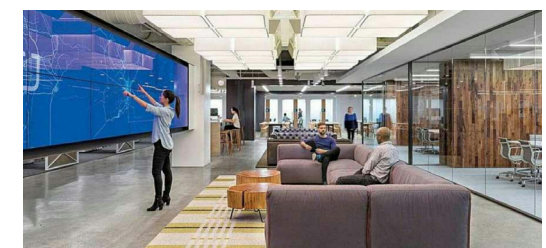
CASE STUDY

Cortex | St. Louis, Missouri

Located west of downtown St. Louis between two major universities, the Cortex Innovation Community is a 200-acre technology district that is designed to create density around innovation and a 24/7 knowledge community. Cortex is a 501(c)(3) spearheaded by five sponsoring anchor institutions, including Washington University in St. Louis (WUSTL), St. Louis University (SLU), and the Barnes-Jewish Center Healthcare.

The team developed a research-oriented speculative building in the mid-2000s but was unsuccessful in recruiting technology businesses and startups. The anchors and Cortex pivoted their plans, moving WUSTL and SLU tech transfer off campus to create a centralized "front door", bringing Cambridge Innovation Center and Venture Café into the building to offer coworking, programming, and community building, and layering in innovation space from multinational companies in the area such as Boeing, DuPont, and AB Mauri.

An amenity-rich environment that functions as an accessible front door for strategic partnerships

A domino effect of recruitment followed as businesses such as Square, Pandora, Microsoft and Uber moved into the district. Multiple innovation commons, restaurants/cafes, living space, shops, and proximity to light rail make Cortex an amenity-rich environment while functioning as an accessible front door for strategic partnerships. Over the last 15 years, Cortex has completed nearly 2 million square feet of development leading to the creation of 400 companies with 5,100 jobs and $275 million of annual payroll.

[3] https://kinder.rice.edu/2018/04/13/eight-elements-successful-innovation-district

Four Key Messages

FROM COMPARABLE DISTRICTS

STRUCTURE

ANCHOR LEADERSHIP IS CRITICAL

Anchor institutions must be bought in at the highest level and see the project as advancing their strategic priorities.

The vice-chancellor of WUSTL told us on our visit that the university was "all-in" on Cortex because it was good for WUSTL and advanced its strategic goals – the civic impact was a side-benefit.

PROGRAMMING

COMMUNITY IS MORE THAN BUILDINGS

While the buildings and space itself are important, programming, activation of the space, and community are key to innovation district success.

At Cortex, Cambridge Innovation Center has hundreds of programs annually, including a weekly happy hour that regularly draws 500 attendees. The district didn't take off until the programming did.

INCLUSIVITY

INCLUSION & EQUITY UPFRONT

Inclusive innovation must be targeted upfront in a way that makes technology accessible to the broader community and creates economic opportunity.

It isn't apparent that any other districts have meaningfully thought about this question from the start and designed projects with an eye towards equality. We can set a new standard for equity and inclusion.

TENANTS

CURATION & THOUGHTFUL FOCUS

A selective approach to tenant and user mix is essential, structuring a project to reject users that aren't additive to the project's goals.

Many districts focus their strategy and energy on several target sectors. As these districts develop, they consciously direct programming and tenancy to support those sectors.