



CITY OF RIVERSIDE

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# INNOVATION DISTRICT



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## PREFACE

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“Riverside did not happen by accident. The City has a long, rich history of looking forward.” Every transformative moment, every significant milestone in Riverside’s history has started with a far-reaching vision that respects history and tradition, values community, and encourages entrepreneurship and innovation. In today’s complex world, implementing far-reaching visions benefits from a solid policy foundation.

The purpose of this report is to provide a public policy starting point from which Riverside can create a first Innovation District that—when the benefits manifest—can authentically and contextually be adapted and replicated across the City. This pilot Innovation District would build upon existing local assets to advance entrepreneurship and job development while respecting existing neighborhood and community attributes, including history, environment and culture.

Eliza Tibbet’s citrus-focused vision for Riverside ignited the “second gold rush” that made Riverside the nation’s most prosperous city in the 1900s. Riverside’s vision for an energy-secure future led to a “land-purchase-for-water-rights” in neighboring San Bernardino that even today provides residents and businesses with plentiful and affordable water. This vision also gave Riverside its most valuable asset, a City-owned electric and water utility. Similarly, a business vision from City, business and community leaders 70 years ago helped bring Pasadena garage start-up Bourns to Riverside. Today, Bourns is one of the world’s largest sensor manufacturers, with clients like NASA and Tesla.

As we move deeper into the 21st century, Riverside is at the cusp of another transformative moment when it needs to prepare its residents for the jobs and lifestyle of a sustainable “smart” economy of the future. One idea for empowering this transformation is the Innovation District, which seeks to provide focus on this opportunity. The Innovation District also serves as a catalyst for individual and collective efforts in the community to advance mobility solutions, high-speed connectivity to the Web, and expanded access and choices for all to entrepreneurship, employment, entertainment, living environments, and leisure-time activities.

On November 27, 2007, City Council adopted City of Riverside General Plan 2025. The State of California, as well as California counties and cities, have long recognized that, “The General Plan is more than the legal underpinning for land-use decisions; it is a vision of how a community will grow, reflecting community priorities and values while shaping the future.” It describes how residents will, “work to retain all of Riverside and the neighborhoods that make up the City, but at the same time, respond to the dynamics of development trends and meeting community needs.” Since the General Plan predates City Council approval of a new branding direction for Riverside as The City of Arts & Innovation, it is understandably silent on policy to advance innovation and entrepreneurship through an Innovation District.

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## PREFACE (CONT.)

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In his 2016 State-of-the-City address, Mayor Bailey proposed the idea of establishing an Innovation District in Riverside. Shortly after, he convened a committee led by Jack Clarke Jr. and Ted Weggeland to explore this idea and locate a space for it. The Committee identified a three-square mile area spanning Wards 1 and 2 between Downtown Riverside to the west, and UCR and the planned Air Resources Board facility to the east. Included in the area are the tradition-rich Northside and Eastside communities, the historic packinghouse district, and underutilized industrial spaces—contained within architecturally appealing warehouses—north of Third Street. The area recommended by the Committee should be considered as a pilot effort, which, once defined and implemented, will offer a framework adaptation and replication model for many other areas of the City of Riverside.

This report for consideration by City Council represents the work of the Committee over a 22-month period. It is an aspirational report that relies on extensive input from the community, and especially from the Northside and Eastside neighborhoods.

Riverside has long been a city where its residents and businesses identify a purpose, a cause, a goal, or a project (i.e., a desired “end”), and put into place the “how to” (or “means”) to make it happen. Riverside is a community of “dreamers” and “doers” who work together to pursue and achieve aspirations. Branding Riverside as The City of Arts & Innovation was the “end;” the Innovation District is one of many “means” that, once implemented, will reinforce the City’s identity and prosperity.

Council approval for this pilot Innovation District sets a policy direction that enables staff and the community: to develop and implement steps to brand and market the District; attract new businesses or grow existing ones; assist entrepreneurs to start-up and scale-up; implement mobility solutions; facilitate high-speed connectivity; celebrate culture and heritage; and, properly accommodate change that is authentic to the underlying neighborhoods.

Ultimately, the pilot Innovation District will serve as a template that can be adapted and applied to other parts of the City, and further reinforce Riverside as The City of Arts & Innovation.





## INTRODUCTION

Since 2009, community, business and civic leaders have been working together to create an even better quality of life in Riverside and tell Riverside's story. While Seizing Our Destiny has evolved over its almost decade-long existence, its vision and its mission hold true:

**OUR VISION:** Riverside, California is a city that honors and builds on its assets to become known as a location of choice that catalyzes innovation in all forms, enjoys a high quality of life and is unified in pursuing the common good.

**OUR MISSION:** Seizing Our Destiny is creating a prosperous future for Riverside, California through shared commitment. Our community, business and civic leaders work together to creatively tackle local issues, implement innovative solutions, and promote Riverside success stories. Together, we ensure that Riverside remains a place attractive to dynamic and diverse families, businesses, students and visitors.

In more straightforward terms, the Riverside community is focused on realizing outcomes pertaining to the four pillars upon which Seizing Our Destiny exists: **Intelligent Growth; Catalyst for Innovation; Unified City; and, Location of Choice.**

Within the context of Seizing Our Destiny, Riverside is very aware that cities are continually competing for investment – of all sorts – to ensure future stability and, ideally, prosperity for all. Many look to leveraging geographic, organizational, academic, human, cultural, and other local assets for advancing innovation through entrepreneurship, business attraction and expansion, and other forms of investment. As successful cities grow and mature, they turn to new strategies and tools to intelligently plan and reinvent their futures.

Applied research shows that innovation takes many forms in American cities. One strategy to encourage investment is the Innovation District. Cities are using the Innovation District platform to focus attention and encourage investment in areas that have the potential to become economic engines because of their proximity to established neighborhoods, schools and colleges, business districts, and other community assets and features. The end goal of proposing an Innovation District in Riverside is to authentically create a future that provides current and future residents with more jobs, better jobs and accessible jobs that support the community's future quality of life and offer increased opportunities to live, work, play, shop, create and learn within close proximity of one another. - *The Metropolitan Revolution* by Bruce J. Katz and Jennifer Bradley.

### FOUR PILLARS OF SEIZING OUR DESTINY



## WHAT IS OLD IS NEW

Historically, the City of Arts & Innovation has thought long and deep into the future to seize and secure its own destiny. More than 100 years ago, Riverside acquired land and the associated water rights in San Bernardino that still bring affordable and plentiful water via the Gage Canal to the City. Also, more than 100 years ago, the Riverside established its own utility and secured its energy independence for the future. And, more than 100 years ago, Riverside was the birthplace of California's "second gold rush" – spurred by the Washington Navel Orange – which made Riverside the wealthiest city in the United States at the start of the 20th century and launched a citrus experimental station that would become one of California's great universities: the University of California, Riverside (UCR). There are many such events like this in Riverside's history. For example,

Camp Hahn had a significant impact on the economic development of the Eastside community of Riverside, making the area a thriving community for African-American veterans returning from World War II. Camp Hahn became a focal point of employment, home ownership and business entrepreneurship for the veterans who educated their children in this area and built three of Riverside's oldest African-American churches. The benefits of these initiatives of innovation continue to this day.



## RIVERSIDE IS NO STRANGER TO INNOVATION. IN MANY WAYS, WHAT IS OLD IS NEW AGAIN IN RIVERSIDE.



In the early part of the 20th century, **Riverside planned its citrus packing houses** and associated businesses in close proximity to the railroad and to the homes of the people who owned and worked in the businesses. Schools, shops, and other amenities important to residents were also nearby. Through their understanding of human experience and historical precedence, Riversiders knew at that time about "connected communities" and the advantages of neighborhoods where residents could live, work, learn, shop, and play within close proximity to one another. While not dubbed "innovation district" at the time, the neighborhoods surrounding Riverside's packinghouses symbolically represent the synergies that can occur when people - through the course of everyday life - connect and pursue entrepreneurial opportunities for innovation.

Beyond its founding of California's prosperous citrus industry, Riverside has an abundance of examples of innovation and entrepreneurship. HotPoint Appliances started its business in Riverside, as did Hunter Douglas Blinds, the first company to bring to market energy-saving window blinds that are used around the world. Riverside became home to the first auto center in the United States, and cities throughout the country followed suit. It is home to Bourns, the global innovator of automotive and aerospace sensors and controls. An air pressure sensor used in Apollo program spacesuits as well as controls in the lunar landing module and Mars Exploration Rover were patented and manufactured by Bourns Inc.. Riverside is also home to UTC, an aircraft parts manufacturer. And, recently, scientists at UCR invented a type of paper that can be printed using just light, erased by heating, and reusable up to 80 times.

# SEIZING OUR DESTINY

Continuing that tradition, in 2009, City Council approved the following goals as a bold and far-reaching start to “Seizing our Destiny: The Agenda for Riverside’s Innovative Future,” “a visioning process that would guide Riverside to a leading position in the region, country and world.

## PRINCIPLES OF SEIZING OUR DESTINY



**CREATING A STRONG,  
ENVIRONMENTALLY FRIENDLY  
AND INNOVATIVE ECONOMY**



**FOSTERING AN  
ENTREPRENEURIAL CULTURE  
AND ECOSYSTEM**



**DEVELOPING A TRAINED  
AND SOUGHT AFTER  
WORKFORCE**



**ESTABLISHING  
A HOME FOR  
NEXT-CENTURY  
HEALTHCARE**



**BECOMING  
CREATIVITY  
CENTRAL**



**CREATING AN ENTERTAINMENT  
HUB ANCHORED IN NEW AND  
EXCITING ENTERTAINMENT  
OPPORTUNITIES AND VENUES**

The vision for prosperity that inspired “Seizing our Destiny” launched **Riverside Renaissance**, a \$1.5 billion citywide infrastructure overhaul. It bore fruit in the shape of a completely restored and revitalized Fox Performing Arts Center (now managed by Live Nation), a completely renovated Main Street with new and vibrant businesses populating it, a rejuvenated Convention Center, city-wide smart connectivity grounded in an initiative aimed at accelerating digital literacy, and an operational School of Medicine—California’s first in more than four decades—at UCR. New companies like the solar providers, SolarMax and SunSpark, and IT companies like Luminex are thriving innovation economy businesses. Workforce, jobs and entrepreneurship centers, maker and co-working spaces, and business accelerators like Riverside I/O and Excite, provide entrepreneurs with opportunities to bring innovation to market.

Seizing Our Destiny led to the City being recognized as a leader in sustainability, and **becoming California’s first “Emerald City.”** The City’s overall focus on innovation and smart growth also earned it the distinction of being named as the planet’s Intelligent Community of the Year in 2012. Riverside has, and continues to, shape and seize its own destiny. Now, it has another opportunity to continue the community’s legacy of innovation with a modern-day approach: the Innovation District. By creating an Innovation District, Riverside can plan and implement a tool that will help residents and businesses catapult the City to a new era of prosperity while valuing the history, tradition, heritage, culture, entrepreneurial spirit, and sense of community that has served the City so well.

# INNOVATION DISTRICT

Many cities like Atlanta, Baltimore, Philadelphia, Cleveland, Seattle, Nashville and San Diego, have turned to Innovation Districts to stimulate investment, entrepreneurship and innovation, as well as restore, revitalize and re-energize areas for the benefit of existing and future residents and businesses. The cities look to Innovation Districts not only for purposes of economy, but also to contribute to the higher quality of life they promote through opportunities to live, work, learn, and play in close proximity, ensuring that more time spent in the community with family and friends rather than commuting long distances. Riverside has always believed in neighborhoods that support the daily lives of their residents; the Innovation District offers a fresh approach to benefit from the community's existing fabric and channel authentic, appropriate new investment where existing and future residents can most benefit.

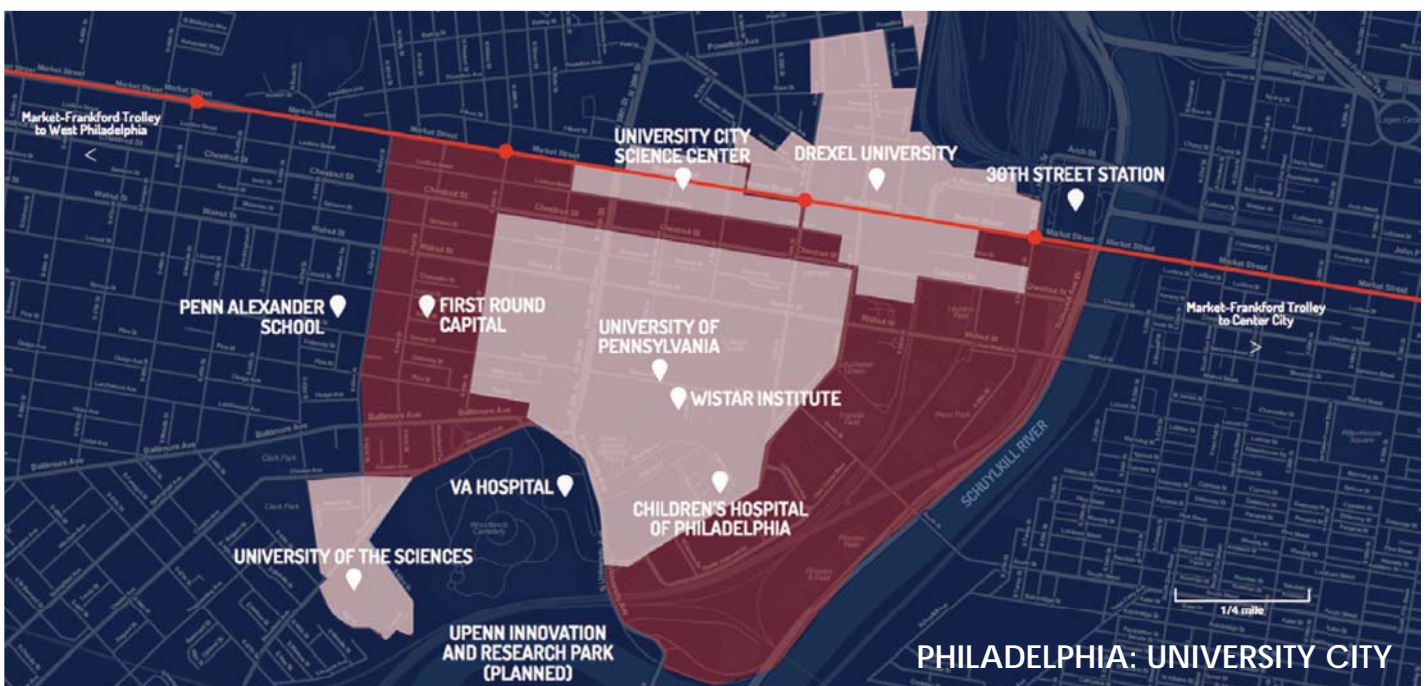
The Innovation District has been described as, "defined geographic clusters consisting of academic and research institutions, start-ups and enterprise companies (and businesses), incubators and accelerators located in an amenity-rich, mixed-use urban core." The Brookings Institute's Bruce Katz, the nation's leading expert on innovation districts, says that "Innovation Districts constitute the ultimate mash-up of entrepreneurs and educational institutions, start-ups and schools, mixed-use developments and medical innovations, bike-sharing and bankable investments—all connected by transit, powered by clean energy, wired for digital technology, and fueled by caffeine." In Riverside, this "mash-up" also includes respect for existing neighborhoods, celebration of local arts, culture, heritage and environment, commitment to health and locally produced food, and cooperatives, cottage manufacturing and home-based entrepreneurship.

There are many types of Innovation Districts. Regardless of how they are labeled, defined, or structured, they play off the strengths and assets of an area. A good example is Cleveland which optimized its many world-class hospitals, clinics and health care facilities into a health-tech corridor.



## ANCHOR-PLUS MODEL

As the name indicates, this type of innovation District is built around an anchor business or educational institution. A good example is the Massachusetts Institute of Technology anchored Kendall Square District (KSD) in Cambridge. MIT catalyzed the development of Kendall Square by using university land for developing a cluster of pharma and life science companies. Adding a mix of restaurants, retail outlets and housing units made KSD an ideal place to work, play and live.





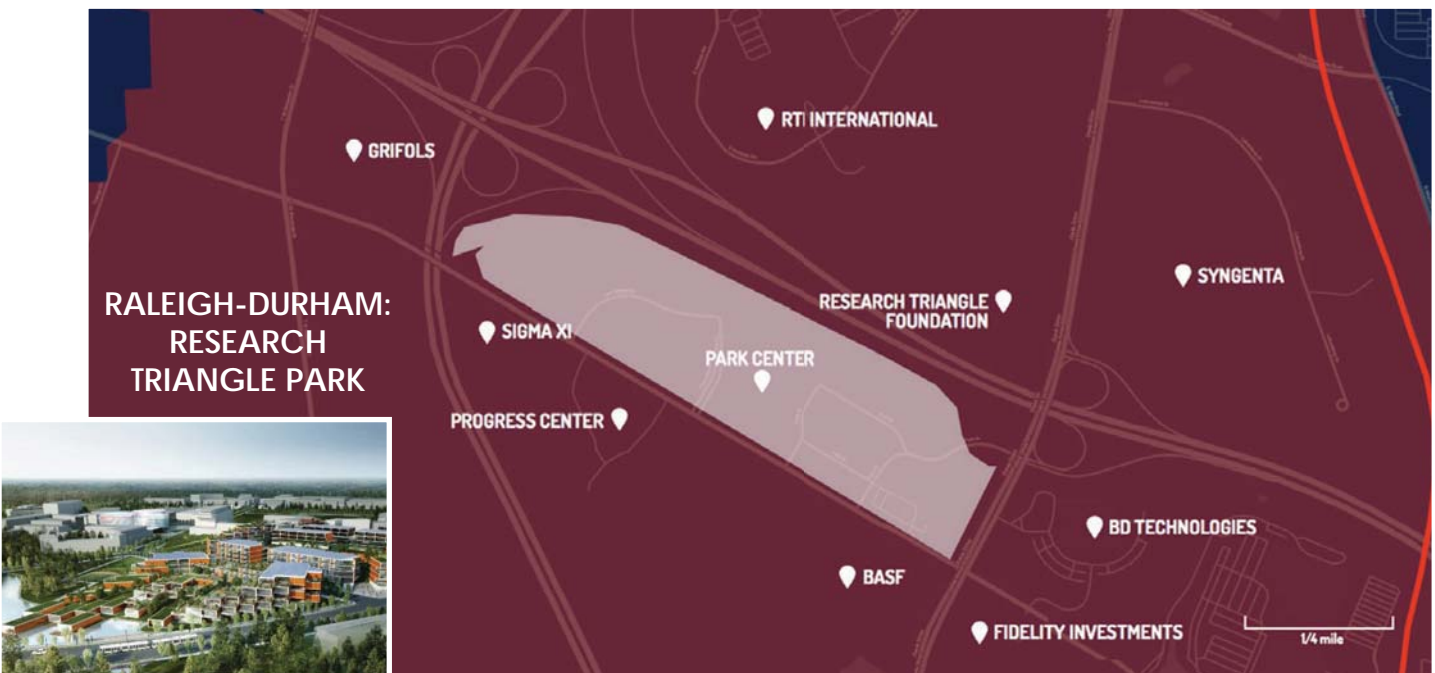
## RE-IMAGINED URBAN AREA MODEL

This type of Innovation District represents the transformation of a once prosperous but now underutilized industrial or warehouse area into a vibrant economic and lifestyle space. A prime example is Seattle's South Lake Union (SLU), which got a fresh start when the University of Washington moved its medical and bioscience campus there at the turn of the century. Health care and biotech companies soon followed. Businesses took notice and Amazon moved its global headquarters to SLU to complete what Bruce Katz from the Brookings Institute describes as one of the nation's most dramatic urban transformations. For Riverside, the Innovation District envisioned most closely aligns with this model (with dimensions incorporated from the anchor-plus and urbanized science park models) – where new investment respects the existing community fabric and benefits from the opportunities embodied in the immense array of community assets.



## URBANIZED SCIENCE PARK MODEL

The third model relies on organic growth around a traditionally isolated science and technology campus or cluster through an infusion of new retail, restaurant and housing facilities with transit connections to nearly urban areas. An excellent example of this type of Innovation District is The Raleigh Durham Research Triangle Park.





## MAKING INNOVATION DISTRICTS WORK

Whatever the model of Innovation Districts, cities have used out-of-the box thinking and tried-and-true tools to add vibrant economic and lifestyle value, and to encourage investment that benefits the community. Strategies such as public-private partnerships, federal and state funding, economic development incentives, tax captures and special taxes (Mello-Roos CFDs), seed funding, micro-lending, crowd-sourced funding, infrastructure investments, innovative land use and transit plans, high speed connectivity (e.g.: Chattanooga, Tennessee made investments in 10-gig Internet service and branded itself as The Gig City to attract high-tech companies.) and grants make Innovation Districts viable and successful. Following are examples of funding sources and strategies used by other Innovation Districts that could also be used in Riverside.

Based on a city's available resources, multiple methods of funding for innovation districts are possible. Districts use a variety of grants, tax captures, infrastructure development, seed funding, as well as other forms of investment, both private and public, and in some cases, international. Local institutions and state and federal governments also play a significant role in funding the development of innovation districts:

### FUNDING SOURCES CONSTRUCTION AND TRANSPORTATION FUNDS

#### DOT TIGER GRANTS

The U.S. Department of Transportation's (DOT's) Transportation Investment Generating Economic Recovery (TIGER) program is a competitive grants program that funds transit, planning, rail roads, ports, and bicycle and pedestrian projects. [Transportation.gov/tiger](https://www.transportation.gov/tiger)

#### DOT FTA CAPITAL INVESTMENT GRANTS PROGRAM

The DOT Federal Transit Administration (FTA) Capital Investments Grants Program funds major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. [Transit.DOT.gov/funding/grant-programs/capital-investments/capital-investment-grants-program](https://www.transit.dot.gov/funding/grant-programs/capital-investments/capital-investment-grants-program)

#### CONGESTION MITIGATION AIR QUALITY (CMAQ)

The CMAQ program was developed under the Clean Air Act Amendments of 1990 with the goal of supporting "surface transportation projects and other related efforts that contribute to air quality improvements and provide congestion relief." With the passage of the FAST Act, the CMAQ program now supports projects for Vehicle-to-Infrastructure (V2I) communication equipment. [FHWA.DOT.gov/environment/air\\_quality/cmaq](https://www.fhwa.dot.gov/environment/air_quality/cmaq)

#### EPA BROWNFIELDS

The Environmental Protection Agency (EPA) Brownfields program has a suite of competitive grant and loan programs to redevelop and clean brownfields. EPA provides funds to assess, clean, plan and develop implementation strategies for areas affected by several brownfield sites, and supports workforce development and job training for residents of communities with brownfields. [EPA.gov/brownfields/types-brownfields-grant-funding](https://www.epa.gov/brownfields/types-brownfields-grant-funding)

#### DOT PEDESTRIAN AND BICYCLE FUNDING

A list of all DOT pedestrian and bicycle funding:

[FHWA.dot.gov/environment/bicycle\\_pedestrian/funding/funding\\_opportunities.cfm](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/funding/funding_opportunities.cfm)

# FUNDING SOURCES

## RESEARCH FUNDS

### NATIONAL SCIENCE FOUNDATION (NSF)

NSF's Smart & Connected Communities (S&CC) effort aims to advance understanding of our cities and communities to improve their functioning and quality of life within them through innovations in computing, engineering, information and physical sciences, social, and learning sciences. An overview of the suite of programs and workshops is available at [NSF.gov/cise/scc](https://www.nsf.gov/cise/scc). There is overlap with a similar suite of programs that NSF has labeled the Smart Cities Initiative, which is available at [NSF.gov/news/news\\_summ.jsp?cntn\\_id=189882](https://www.nsf.gov/news/news_summ.jsp?cntn_id=189882).

### DOE CLEAN CITIES

The Department of Energy's (DOE) Clean Cities program is housed within the Office of Energy Efficiency and Renewable Energy's (EERE's) Vehicle Technology Office (VTO). Though the program has not offered grants for the past few years, it may do so upon agreement over language between the House and Senate. [CleanCities.Energy.gov](https://www.CleanCities.Energy.gov)

### DOT UNIVERSITY TRANSPORTATION CENTERS (UTCs)

DOT invests in the future of transportation through its University Transportation Centers (UTC) Program, which awards and administers grants to consortia of colleges and universities across the United States. Each new Transportation Bill provides funding and directions for a new competition of the UTC program. New UTCs will be competed and announced in 2021. [Transportation.gov/utc](https://www.Transportation.gov/utc)

### HOUSING AND URBAN DEVELOPMENT (HUD) RESEARCH AND EVALUATION, DEMONSTRATIONS AND DATA ANALYSIS AND UTILIZATION PROGRAM (HUDRD)

The HUDRD program provides competitive research awards related to HUD's other programs. It funds two areas of focus, one of which is the Social and Economic Impacts of the Community Development Block Grant Program (CDBG). The City of Riverside receives CDBG funds each year. Portal. [Hud.gov/hudportal/HUD?src=/program\\_offices/spm/gmomgmt/grantsinfo/fundingopps/fyHUDRD](https://www.Hud.gov/hudportal/HUD?src=/program_offices/spm/gmomgmt/grantsinfo/fundingopps/fyHUDRD)

## SPECIFIC IMPLEMENTATION STRATEGIES

### Cortex Innovation Community St. Louis, Missouri

**\$15M** - Washington University  
**\$4M** - University of Missouri St. Louis  
**\$5M** - St. Louis University  
**\$5M** - BJC HealthCare  
**\$12M** - Tax Credits awarded by the State  
**\$168M** - St. Louis Tax Increment Financing Commission

### Technology Square Atlanta, Georgia

The Georgia Tech Foundation partnered with private sector real estate developers and a nonprofit entity to raise equity for the project, with additional capital obtained from state appropriations, fundraising and project revenue bonds.

### Candlestick Point San Francisco, California

**\$618M** - Lennar Joint Venture – Development Contribution  
**\$823M** - Property Tax Increment Financing  
**\$597M** - Mello Roos  
**\$7.5M/year** - Operations and Maintenance District (Funds not available for the construction of the initial capital improvements)

### Mission Bay San Francisco, California

Over \$700M in new infrastructure has been financed through tax increment funding generated by the Mission Bay Projects and Mello Roos taxes paid by the private property owners in Mission Bay. 20% of the tax increment is set aside for Mission Bay affordable housing, with the remainder made available to help reimburse the primary developer for infrastructure costs.

### SkySong Scottsdale, Arizona

**\$81M** - Municipal Bonds. Transferred legal control of the site to the ASU Foundation through a 99-year lease, repaying the city's principal investment over time as the project generates positive cash flow. Plaza Companies became the center's master developer in 2006; USAA Real Estate was concurrently brought into the transaction as a joint venture equity provider.

# COPENHAGEN INNOVATION DISTRICT - A CASE STUDY

Copenhagen's approach deploys a publicly owned, privately run corporation to achieve the high-level management and value appreciation of assets more commonly found in the private sector while retaining development profits for public use:

National and local government transfer assets to CPH City & Port Development



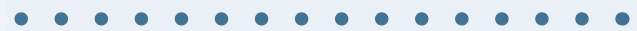
Local government rezones the land for residential and commercial use



The land increases in value



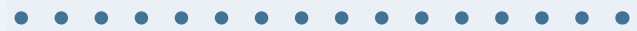
CPH City & Port Development borrows (generally with loans on favorable terms from the Denmark National Bank) based on the (increased) value of the land



This capital is either transferred to the metro construction company for broader transit investments and/or used by CPH City & Port Development to pay for local infrastructure that enables the development of the land



CPH City & Port Development facilitates development through a variety of mechanisms, including land sales to or lease agreements with developers and, in a limited number of cases, development by the corporation itself



This generates revenue that is used to service debt



Each city played to its particular strengths to develop a focus. Barcelona focused on high-tech industries, Cleveland on health care, and Toronto on the biomedical and financial sector.

Using the Innovation District as a focus, cities have transformed underutilized warehouses into high-tech companies, start-ups, indoor markets, and co-working and maker spaces; empty lots into urban farms or multi-generational parks; abandoned railroad spurs into walkable spaces and linear parks; and, historic buildings into workforce development centers. While there are innumerable funding strategies and techniques used within Innovation Districts, the most important ingredient to making this approach work in Riverside is respect for the existing community fabric (i.e. what occurs in the Innovation District is uniquely and authentically "Riverside").

## INNOVATION DISTRICT: A RIVERSIDE BLUEPRINT FOR FUTURE GROWTH

Riverside has historically been unique, relevant and ahead of its time because of its ability to adapt innovation to its culture, environment, and traditions. Working with its local assets and creating authentic approaches out of the best practices of others has served it well over time. Riverside's approach to its envisioned Innovation District is no different and borrows the best aspects of the three models to fashion and brand an Innovation District that is uniquely Riverside.

A thriving foundation of investment, innovation, and entrepreneurship is at the heart of Riverside's Innovation District. People, businesses, and organizations are right now collaborating, cooperating, and creating in new ways that are naturally and organically elevating Riverside as the City of Arts & Innovation. The envisioned Innovation District is recognizing and building upon efforts that have recently happened, are happening, or are about to happen in Riverside:

- A variety of Urban Living choices including: Mission Lofts, Imperial Lofts, and the Stalder Building.
- A Green Mobility network including car and bike sharing business models, hydrogen vehicles, electric vehicle charging stations, Metrolink stations, RTA routes, and autonomous vehicle infrastructure.
- Innovation & Entrepreneurship Networking, including Riverside Startup Week, 1 Million Cups, Mind and Mill, Riverside IO, CitrusHack, and Spirit of the Entrepreneur.
- Collaborative & Creative Spaces, including Downtown Library, Vocademy Makerspace, Riverside Excite incubator and accelerator, and RUSD STEM Academy.
- Information Infrastructure, including RivcoConnect countywide highspeed fiber, 5G Wireless, and Riverside Open Data Portal.
- CleanTech & Research Institutions, including California Air Resource Board, CE CERT (UCR Bourns College of Engineering - Center for Environmental Research and Technology), and SolarMax.
- Cultural food options, such as Food Labs, Chow Alley, University Village.
- Cultural inclusion, including HEAL Zone, East Side, Cheech Marin Chicano Art Museum, Civil Rights Institute of Inland Southern California, Riverside Academy of Arts.
- Capital access from private and grant-funded channels - UCR Highlander Venture Fund, Riverside Excite, SmartRiverside.
- An existing community of innovation-led companies:
  - Startups: Kids that Code, Stratosfuel, VNEnergy, MySutro, Sarcix, SystemsGoIT
  - Second Stage Companies : Ejay Filtration, K&N Engineering, 220 Labs, B



Riverside's Innovation District will be an ideal destination for entrepreneurs to start and scale their enterprise.

## OBJECTIVE AND FOUNDATIONAL PRINCIPLES

In addition, Riverside's Innovation District aims at **building the future** while **honoring the past, respecting the present** and **preserving heritage and tradition**. It will be designed to:

- Offer an innovative blueprint for compact, sustainable, mixed use, walkable, transit oriented developments with the community as the center of focus.
- Create marketing and branding focus to attract diverse, clean, non-polluting, living-wage jobs, especially smart blue and white collar jobs.
- Be a representation and best-of-practice of the Riverside motto of a healthy fit, fresh and fun community.
- Bring companies and workers, entrepreneurs and residents in close proximity so that ideas, jobs, workforce training, knowledge and opportunities can be created and transferred speedily and seamlessly.
- Reward collaboration and cooperation.
- Integrate innovation with convenience in its planning by incorporating everyday amenities, ranging from medical offices and clinics to grocery stores and nail salons.
- Respect the principles of diversity and inclusivity contained in the "Riverside as an Inclusive Community" statement that is affirmed by City Council each year.
- Respect Riverside initiatives like "Grow Riverside," and the City's commitment to clean, healthy eating and living.

Mayor Rusty Bailey first proposed the concept of an Innovation District in his January 2016 State-of-the-City address. Shortly thereafter, he convened an Innovation District Committee (IDC)— composed of business and community leaders, educators and entrepreneurs, and chaired by BB&K Partner Jack Clarke, Jr. and Raincross Hospitality Group CEO Ted Weggeland—to develop the concept and identify an area and path forward for City Council consideration and approval.

## INNOVATION DISTRICT COMMITTEE (IDC)

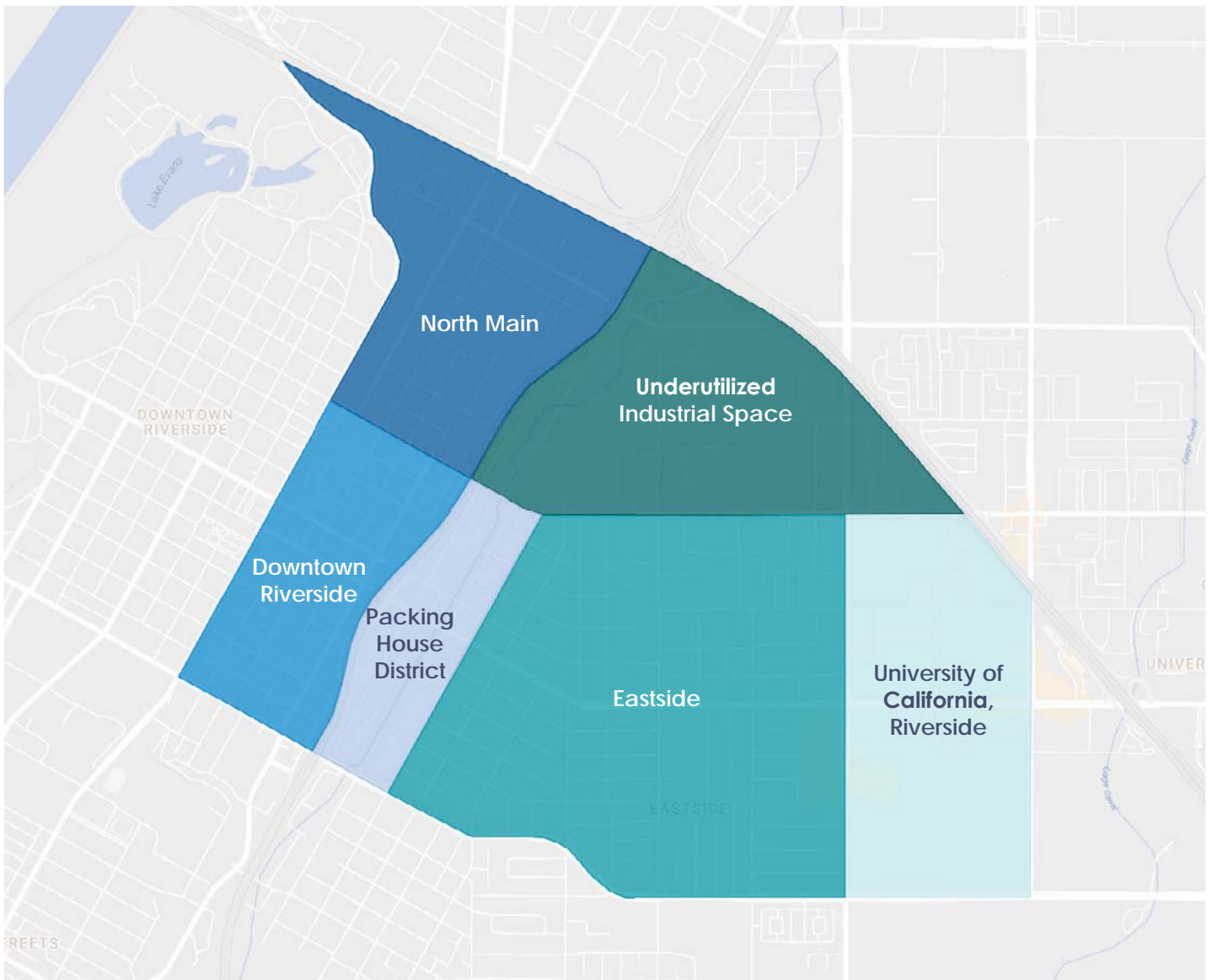
Co-Chairs	Affiliation
Ted Weggeland	Raincross Group
Jack B. Clarke, Jr.	Best Best & Krieger Law Firm
City Elected Officials	Affiliation
Mayor Rusty Bailey	City of Riverside Mayor
Council Member Gardner	City of Riverside Ward 1
Council Member Melendrez	City of Riverside Ward 2
Members	Affiliation
Marc Ang	Inland Empire Asian Business Association
Matt Barth	CE-CERT, University of California, Riverside
Kent Dacus	California Baptist University
Dina Esquivel	Greater Riverside Hispanic Chamber of Commerce
Angelov Farooq	Riverside Unified School District
Ronaldo Fierro	Local Business Owner, Salted Pig
Rebecca Goldware	University of California, Riverside
Eileen Hards	Art Pick Group
Pepi Jackson	Riverside County Black Chamber of Commerce
Richard Keeler	Riverside Community College District
Jeff Kraus	University of California, Riverside
Deborah Kristiano	Inland Empire Asian Business Association
Heidi Marshall	County of Riverside
Conrad "Radi" Miranda	Inland Empire Asian Business Association
Aaron Norris	Raincross Group
Drew Oberjuerge	Riverside Art Museum
Rosibel Ochoa	University of California, Riverside
Alexandra Orozco	Earthlogic Consulting
Cindy Roth	Monday Morning Group, Greater Riverside Chambers of Commerce
Bob Schwandt	Alvord Unified School District
Gene Sherman	Vocademy
John Thomas	La Sierra University
Maria Urena Esquivel	Greater Riverside Hispanic Chamber of Commerce
Seth Wilson	Riverside Food Systems Alliance
City Staff	Affiliation
Al Zelinka	City of Riverside, City Manager's Office
Lalit Acharya	City of Riverside, Office of the Mayor
Josh Maher	City of Riverside, Office of the Mayor
Philip Falcone	City of Riverside, Office of the Mayor
Rafael Guzman	City of Riverside, Community & Economic Development
Ted White	City of Riverside, Community & Economic Development
Joyce Jong	City of Riverside, Community & Economic Development
Steve Massa	City of Riverside, Community & Economic Development
Lea Deesing	City of Riverside, Innovation and Technology Department

## THE PROPOSED INNOVATION DISTRICT AREA

The area proposed by the IDC for Riverside's Innovation District is approximately three square miles and has a population of 22,971. It includes **Downtown Riverside, portions of North Main Street, an underutilized industrial area north of Third Street by the intersection of the 91 and 60 freeways, Eastside community and portions of UCR.** These assets circle, and provide a ring of accessible opportunity, for the historic Eastside community and the Downtown area neighborhoods. In addition to the area recommended by the IDC, UCR is recommending that the Research Park and areas adjoining its CE-CERT facility and Bourns Inc. be included in the Innovation District.

During the community outreach process, some community and university groups indicated a desire to expand the Innovation District to include all of North Main, the south end of University Avenue adjacent to the UCR campus, and the Hunter and Research parks. Other groups, such as The Pick Group, recommended shrinking the ID to a more manageable size.

The inclusion of the Eastside in the Innovation District was also questioned, with some arguing for including it, and others for excluding it. The driving concern for those wanting to exclude the Eastside from the Innovation District was gentrification, the threat of redevelopment of their residential neighborhoods, and dilution of the community's rich heritage and history. The driving concern for those wanting to include the Eastside was access to a diverse job market.



## RATIONALE FOR SELECTION

The proposed area was recommended by the IDC because of its ideal mix of elements needed to make a successful, inclusive, diverse, vibrant and sustainable Innovation District. It is an area of opportunity and assets with:

- A vibrant and dynamic downtown area;
- Two Metrolink stations—one in close proximity to the UCR campus—bordering two edges of the proposed area.
- Soon-to-be-developed transit oriented housing near the Downtown Metrolink station;
- Rich cultural roots, and proud, committed residents from the Eastside and Northside entrepreneurial communities, and Downtown area neighborhoods;
- Economic and education opportunities, anchored in UCR and the soon-to-arrive California Air Resources Board (ARB) headquarters and the proposed state-of-the-future RUSD STEM high school on the UCR campus;
- More than 1,700 business ranging from neighborhood barber shops and family-owned restaurants to international business like Luxfer, Solarmax and SunSpark; and,
- Underutilized industrial space and a historic packing house district with the potential to make over into business, workforce training, and leisure and lifestyle spaces of the future. As an interesting example, the proposed area has an abandoned railroad spur that could be developed into a walk-bike-transit linear park connecting Downtown Riverside and UCR.



## IDC ASPIRATIONS FOR THE INNOVATION DISTRICT

The IDC, which has met monthly since its inception, generated many ideas—some consistent with the aspirations for innovation districts in other cities—for the proposed Riverside Innovation District, ranging from 3-D printed small homes to seeding empty lots with wildflowers.



# COMMUNITY ENGAGEMENT

At the heart of the proposed ID is the historic community of Eastside with multigenerational families. Because of the potential impact of any development in surrounding areas upon the Eastside community—University Avenue which connects UCR to Downtown Riverside neatly bisects this community— as well as the North Main area, the IDC embarked on an extensive community engagement process. In particular, the IDC wished to learn the aspirations and concerns from residents, community leaders and visionaries, business organizations and chambers, university researchers and administrators, for the proposed ID.

The community engagement meetings were moderated by the community, business or professional group leaders, or, in the case of the Eastside, by the Ward 2 Council Member.

## COMMUNITY ORGANIZATIONS AND MEETINGS



### Community Groups

- Commission on Disabilities
- Downtown Riverside Partnership
- Downtown Area Neighborhood Alliance
- Eastside Community Forum
- Eastside Think Tank
- Eastside Reconciliation
- Homeowners of the Wood Streets Alliance
- Latino Network
- NAACP
- Neighbors of the Wood Streets
- Northside Improvement Association
- The Group
- University Neighborhood Group



### Innovation District Committee Meetings

- August 11, 2016** - Innovation District Committee
- September 1, 2016** - Innovation District Committee
- September 22, 2016** - Innovation District Committee
- January 5, 2017** - Innovation District Committee and City Leadership
- February 3, 2017** - Innovation District Committee
- March 8, 2017** - Innovation District Committee
- May 11, 2017** - Innovation District Committee



### Business Organizations

- Art Pick Group
- East Hills Business Council
- Greater Riverside Chambers of Commerce
- Riverside Business Minority Chambers
- Homeowners of the Wood Streets Alliance
- Latino Network
- NAACP
- Neighbors of the Wood Streets
- Northside Improvement Association
- The Group
- University Neighborhood Group



### Academic Institutions

- California Baptist University
- La Sierra University
- Riverside City College
- University of California, Riverside
- UCR Research & Technology Group



### Community Meetings

- February 6, 2017** - Community Group Meeting
- February 23, 2017** - Minority Chambers
- April 12, 2017** - Community Group Meeting
- April 24, 2017** - Community Group Visioning Session
- May 12, 2017** - Millennial Visioning Session
- July 5, 2017** - Young Professional Meeting
- July 6, 2017** - Community Group Meeting

## COMMUNITY VISIONING PROCESS

To help the community better understand the ID concept, the Mayor's Office held **three visioning sessions**, one for the leaders and representatives of community groups, one for minority business groups like the Asian, Black and Hispanic chambers, and one for millennials. Average attendance at the sessions was 25.

The model used was the **World Café Process** that involved a review of the process itself, the ID concept, and three rounds of small group brainstorming focused on five areas within the proposed ID: (a) Downtown Riverside; (b) the industrial area north of 3rd Street; (c) the North Main area; (d) Eastside; and, (e) the Packing House District. The small group brainstorming session included periodic debriefs.

The World Café model was based on the assumption that the people in the room had the passion, wisdom and creativity to provide the vision for the ID, and that “we are better together” than we are “alone.” Participants were encouraged to express how they would design a world class ID if there were no limitations, and what choices they would make to preserve the unique heritage of the area, enhance quality of life, weave arts and culture, and integrate people friendly transportation into the ID.

## IDC - COMMUNITY CONSENSUS ON VISION

The groups engaged through the community engagement process agreed with the IDC on the following vision for the Innovation District:

- Creation of living and high-wage and high value—preferably non-polluting jobs—with an emphasis on small manufacturing for smart blue-collar jobs, and start-ups and high technology companies for smart white and blue collar jobs.
- Creation of a strategy for branding the Innovation District to attract new businesses and new jobs, for example, in the high-tech, biotech, and logistics sectors into the Innovation District.
- Market the proposed high-density housing in Downtown Riverside and by the Downtown Metrolink Station as an Innovation District asset.
- Market the planned ARB facility to attract environmental companies and research entities to the Innovation District.
- Develop and market high-speed connectivity through expansion of the City's fiber optic network into the Innovation District as a means of attracting high-technology companies and start-ups.
- Help attract and establish neighborhood coffee shops, delis and restaurants with Internet connectivity.
- Create and promote a maker space ecosystem with fabrication facilities, tool shops, and living spaces for the makers.
- Invest in innovative transit options, including electrified and non-polluting buses and streetcars.
- Build walkable and bike-accessible streets and lanes connecting workers to jobs, and residents to entertainment venues and parks.
- Develop multigenerational parks that pay homage to the heritage of the residential community of the Innovation District.
- Invest in workforce training and job centers to connect jobs to the residents of the Innovation District and beyond.
- Transform food deserts into oases with healthy food shopping options from supermarkets and neighborhood grocery stores to indoor markets in repurposed packing houses.
- Display public art and create an artist's colony.
- Develop community gardens, edible landscapes and urban farms (including high-tech farms that can take advantage of UCR's agricultural heritage).
- Create an iconic Olvera Street type market along Park Avenue.



# EXAMPLES OF ADAPTIVE REUSE



## ADDITIONAL COMMUNITY ASPIRATIONS

In addition, the various community groups offered their own ingredients for a successful ID. They also articulated some concerns and fears. In general, they emphasized the value of community ownership of the ID concept, developing innovative zoning practices, creating a special utility district with energy incentives, and aligning the ID concept with the City's General Plan. The groups, especially the Eastside groups, raised fears of gentrification and emphasized the need for any ID plan to preserve and enhance the architectural and cultural heritage of the communities in the proposed ID area. The various groups also had concerns about issues such as cost projections, funding sources, and protection of the identity of the Eastside community.

- **Eastside Community:** In multiple meetings, Eastside groups like the Eastside Community Forum emphasized the need to protect, promote and enhance the history of the neighborhood. They wanted public art spaces for murals and open expression opportunity walls that are reflective of the culture and feel of the neighborhood. They wished for entertainment venues, people/bike friendly streets and sidewalks, and outlets for telling the stories and histories of the culturally diverse groups inhabiting the area.

A major concern was that the ID would bring in upscale residents and businesses, gentrify the area, and price residents out of their neighborhoods. This concern was mitigated by a desire for quality jobs and enhanced quality of life. Another was that the plans would remain just that and collect dust in City Hall.

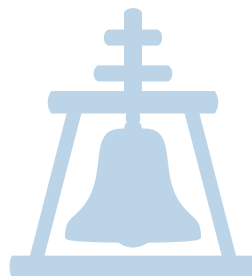
- **Northside Improvement Association:** The focus here was on affordable housing, transportation connecting the Northside with Downtown Riverside, artists lofts, farmers markets, community vegetable gardens, and a supermarket to replace the departed Stater Bros. facility. Northside residents wanted the ID planners to preserve the diverse architectural styles of the area. They also wanted to know how the ID aligned with the existing North Main specific plan. The Northside community wanted an expansion of the ID to include all of North Main.
- **Chambers of Commerce:** The Asian, Black and Hispanic chambers all emphasized the need to high value jobs in the ID. They agreed about the need for adequate housing with work, play and live spaces in close proximity to one another. They disagreed about the need for large companies to anchor the area. Some thought large companies—examples would include Solarmax—were necessary for the success of the ID. Others were in favor of clusters of neighborhood and small businesses.
- **Downtown:** The wish list for the Downtown groups such as Downtown Area Neighborhood Alliance (DANA) and the Riverside Downtown Partnership (RDP) included incubator spaces, experiential retail spaces, pop-up shops, outdoor concert spaces, piazzas beyond Main Street, condos and apartments, more open-air markets, bike lanes, meandering sidewalks, teacher villages, and innovative transportation (electronic jitneys, zip lines, trollies, etc.).
- **Young Professionals:** This cohort represented by groups like the Pick Group encouraged the City to downsize and tighten the ID into an innovation corridor. They were of the opinion that the ID as conceptualized was too big to be successful, and that a more compact district could better reflect and demonstrate progress. They recommended that the City pursue new funding streams such as EB5 Investor Visa Program to build infrastructure and bring businesses into the ID.
- **Millennials:** This group wanted green spaces, community hangout spaces, spaces for artistic expression, innovative public and personal transportation (bike share) choices, and funky architecture and minimalist housing spaces suited to their generation.
- **Educators:** Principally from UCR, this group focused on opportunities arising from the proposed ARB facility, UCR's CE-CERT and other centers of research excellence, and the growing School of Medicine. They proposed a 21st century ecosystem centered on sustainable mobility solutions using renewable energy generation, connected vehicles, and other forms of urban automation. The Riverside County Office of Education suggested affordable teachers' villages as a means of attracting qualified schoolteachers. The educators wanted an expansion of the ID to include the Research park/Hunter Park areas, as well as the inclusion of University Avenue by UCR campus to accommodate a film production campus.

## NEXT STEPS: A BLUEPRINT FOR SUCCESS

Implement	Lead	Time
Develop and implement a brand and marketing campaign for the Innovation District.	CEDD/Marketing	March 2018
Building upon existing groups, create an implementation-focused working group consisting of representatives from Riverside's universities and community college, community and business leaders from the proposed area, ARB, RTA, RCTC, and City and County Staff.	Mayor / City Manager	March 2018
Develop and implement an incentives package tailored to attracting investment to unique areas within the Innovation District (e.g. North Main, Packinghouses, Downtown, etc.).	CEDD / Finance / RPU	April 2018
Procure business recruitment/brokerage services for targeted-industry businesses in coordination with UCR and Riverside County.	CEDD / Finance	May 2018
Develop and implement a land use plan and zoning which integrates mobility, fiber optics, high-speed connectivity and heritage preservation, as well as facilitates the potential of the Innovation District through private investment and public/private partnerships.	CEDD/PW/RPU	On-going

## CONCLUSION

The Innovation District could serve as a model for other innovation districts in the City. There is the potential to take lessons learned from the Innovation District to other areas of the City, thereby creating transformative change and prosperity across Riverside.





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