

URBAN 2.0

NEXT GENERATION OF
JOBS AND BUSINESSES

INNER CITY ECONOMIC SUMMIT

OCTOBER 3-4, 2011

CHICAGO CULTURAL CENTER



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CREATING THE NEXT GENERATION OF JOBS AND BUSINESSES A NOTE FROM ICIC

Dear Summit Participants:

It is our pleasure to welcome partners, distinguished guests and sponsors to the 2011 Inner City Economic Summit in Chicago, Illinois. We believe that our inner cities represent some of America's best potential for creating sustainable job growth. By developing innovative, business-led solutions and partnerships, we can revitalize economically distressed communities and restore the overall vibrancy of the U.S. economy.

As the voice of urban opportunity, ICIC has catalyzed economic development and job creation in America's inner cities for 17 years. We have focused on supporting America's inner cities based on a core principle: private-sector engagement and investment are critical to creating jobs, income and wealth for inner city residents and ensuring economic prosperity for our distressed urban cores. As the U.S. looks to invest in its future, job creation is at the forefront of all discussions.

During this year's Summit, "Urban 2.0: Next Generation of Jobs and Businesses," we will discuss how to leverage preexisting urban assets to generate new jobs and cultivate emerging industries. We will also explore best practices for engaging the private sector and creating shared value between businesses and their communities. ICIC's ground-breaking research on industrial strategies, local clusters and regional equity, together with insights from some of the nation's leading experts and practitioners on today's panels, will guide our dialogue and discussions.

On behalf of the Board of Directors and staff of ICIC, we would like to thank this year's Summit partners for their efforts and support. We are also appreciative of ICIC's long-term sponsors including Bank of America, Chevron Corporation, Goldman Sachs Foundation and the Staples Foundation. Working together, we can leverage urban America's assets to generate economic opportunities for inner city residents and businesses.

More than any time in recent history, the competitive position of the nation is bound to the fate of our cities. With more Americans moving back to cities, an urban America is the future. We must create an urban growth agenda for the next generation of inner city businesses so future generations are not burdened with the same uncertainties our economy and transitioning industries face today.

Thank you for your active participation in this year's Inner City Economic Summit. We look forward to working with you as partners over the next year to generate a clear action-oriented agenda for supporting our inner city economies.

Warm regards,

Michael E. Porter
Chairman and Founder, ICIC

Mary Kay Leonard
President and CEO, ICIC



“We live in a world of cities. They are the future even more than they are the present. We have to get this right.”

DR. MICHAEL E. PORTER
ICIC FOUNDER AND
CHAIRMAN



URBAN 2.0: NEXT GENERATION OF JOBS AND BUSINESSES

AGENDA OVERVIEW

As headlines read “Jobs, Jobs, Jobs,” the country is looking for ways to create the next generation of jobs and jumpstart America’s economic recovery. Yet in this time of austerity, cities must look to the resources they have to generate economic opportunity. Leaders across the nation are recognizing that urban America—*Urban 2.0*—already holds the assets critical to fostering business growth. Interactive panel sessions will focus on repurposing industrial assets, cultivating emerging markets and engaging private-sector resources.

MONDAY, OCTOBER 3, 2011

2:00 a.m. – 8:00 p.m.

Welcome

Mary Kay Leonard, CEO, ICIC
2:00 – 2:15 p.m.

SESSION 1

Community-Based Capital for Small Business Financing
2:15 – 3:30 p.m.

Community-based financial institutions have become an increasingly important driver for urban business growth. An examination of financial institutions in Chicago will lay the groundwork for a roundtable discussion on the current status and future direction of community-based finance for urban businesses, with particular emphasis on CDFIs, community-based banks and innovative SBA lenders.

Featuring: Jonathan Brereton, Accion Chicago; Calvin Holmes, Chicago Community Loan Fund; Mary Houghton, Shorebank; Robert Ibanez, U.S. Community Development Finance Institutions Fund; Joe Neri, IFF; Mark Pinsky, Opportunity Finance Network

SESSION 2

Corporate Community Engagement in Chicago

3:45 – 5:00 p.m.

Chicago boasts a large number of successful and active corporate civic engagement organizations. This session will examine Chicago’s unique model of partnerships among the private, public and nonprofit sectors with a case study on the reinvention of City Colleges of Chicago.

Featuring: Brian Fabes, Civic Consulting Alliance; James Glerum, Chair, Civic Consulting Alliance Board; Chancellor Cheryl Hyman, City Colleges of Chicago; Terry Mazany, Chicago Community Trust; Michael Scimo, Accenture; Bill Zizic, KPMG

NATIONAL INNER CITY LEADERSHIP RECEPTION

5:30 – 8:00 p.m.

Join ICIC and World Business Chicago to meet, mingle and network with other civic, corporate and urban economic development leaders from across the country. ICIC will also present **Cincinnati Mayor Mark Mallory** with the Inner City Mayoral Leadership Award for his outstanding efforts to support inner city economic revitalization.

TUESDAY, OCTOBER 4, 2011

8:00 a.m. – 4:30 p.m.

OPENING KEYNOTE SESSION

Cluster-Based Approach to Inner City Economic Development

Michael E. Porter, Founder and Chairman, ICIC
8:30 – 10:00 a.m.

Industry cluster theory is a potent tool for economic development, particularly for the nation’s urban areas. During this presentation, Dr. Michael E. Porter will present new ICIC research on cluster-based approaches to job creation in inner cities. Porter will explain how clusters provide a framework for organizing the implementation of many public policies and investments to achieve greater effectiveness.

SESSION 1

Industrial 2.0: Rethink, Repurpose, Retrain
10:00 a.m. – 12:45 p.m.

Panel Discussion:

Lessons from Industrial Cities

In the U.S., it’s not the level of industrial activity that’s changing, it’s the mix... and Industrial 2.0 will be in the city. Industrial manufacturing, transportation and infrastructure account for 33 million jobs in the U.S.: this activity is not fading away – it’s evolving, requiring new skills and assets. The discussion will solicit best practice



examples and recommendations for how to position historically industrial cities for growth. Initiatives that leverage workforce skills, land and industrial real estate will be emphasized.

Featuring: Toni Griffin, Harvard Graduate School of Design; Steve Montle, Flint Mayor’s Office; Scott Page, Interface Studios; Lyneir Richardson, Newark Brick City Development Corp; John Stafford, Indiana University; Dan Swinney, Chicago Manufacturing Renaissance Council

Plenary Address:

Roland Martel, Executive Vice President, Illinois Tool Works
Illinois Tool Works is a Fortune 200 company headquartered in Chicago and about to enter its 100th year of operation. ITW is well-known for both its community engagement presence, as well as its ability to adapt to an ever-changing urban industrial cluster. Roland Martel will share his thoughts about the ways cities can rethink and retool their preexisting industrial assets in order to promote future economic growth.

Case Study:

Developing an Industrial Strategy for Detroit

How can industrial-focused cities leverage their assets—industrial land, firm capabilities, workforce skills—for economic growth? A case study on

how Detroit is repositioning its existing industrial assets to spur economic growth will be used as the basis of this interactive session.

Featuring: Jeremiah Boyle, Federal Reserve Bank of Chicago; Olga Stella, Detroit Economic Growth Corporation

NETWORKING LUNCH AND KEYNOTE ADDRESS

Kristin Groos-Richmond, Co-Founder and Chief Executive Officer, Revolution Foods
1:00 – 2:00 p.m.

Kristin Groos-Richmond will discuss Revolution Foods’ success in the emerging Oakland food cluster, as well as its partnership with Whole Foods and urban school districts.

SESSION 2

Food 2.0: Cultivate and Nourish a Growing Industry
2:15 – 3:30 p.m.

U.S. consumers are demanding more local and healthy food options, spurring a food renaissance in America’s urban communities. This discussion will examine how to leverage evolving food trends to create job and entrepreneurship opportunities for inner city residents. The panel will preview food-cluster strategies being developed in Boston and Detroit.

Featuring: Jon Aram and Adina Astor, Next Street Financial; Karen Karp, Karp Consulting; Teresa Lynch, ICIC

TOWN HALL FORUM

Targeting Distressed Economic Areas in the Age of Regionalism
3:30 – 4:30 p.m.

Regional growth can benefit inner city neighborhoods; however, regional growth is not always sufficient to “lift all boats” for inner city workers. Experts in economic and workforce development will discuss the merits and drawbacks of focusing efforts on a region as a whole versus targeting distressed areas. Issues of equity will be of particular importance.

Featuring: Diane Bell-McKoy, Associated Black Charities; Lavea Brachman, Greater Ohio Policy Center; Jack Litzenberg, Mott Foundation; Teresa Lynch, ICIC; Bob Weissbourd, RW Ventures

CLOSING AND THANK YOU:

Mary Kay Leonard, CEO, ICIC
4:45 – 5:00 p.m.

2011 NATIONAL MAYORAL INNER CITY LEADERSHIP AWARD

The Inner City Mayoral Leadership Award is presented to an outstanding mayor who has demonstrated strong support for inner city businesses through the economic development initiatives in his or her city. This year, ICIC recognizes Mark Mallory, Mayor of Cincinnati, Ohio.



Mayor Mark Mallory, City of Cincinnati

THE HONORABLE MARK MALLORY, MAYOR OF CINCINNATI

Since first taking office in 2005, Mayor Mallory has pursued bold projects to transform Cincinnati and build upon its preexisting assets. Under Mallory's leadership, Cincinnati has achieved economic growth and job creation from both large-scale projects and neighborhood efforts. The Banks' 18-acre downtown development and the award-winning Neighborhood Enhancement Program have helped to revitalize the city. In addition, Mallory has raised Cincinnati's global profile for conventions and meetings, driving convention-related revenues up by 33%. Throughout his tenure, Mallory has rallied residents and the private sector to improve Cincinnati's infrastructure. His GO (Growth and Opportunities) Cincinnati Project has helped retain and attract major corpora-

tions and grow existing businesses. Currently, Mallory is advocating for a modern streetcar that would connect the city's two largest employment centers and serve as a catalyst for a multi-modal transportation system. Mayor Mallory's efforts and achievements in Cincinnati should serve as an inspiration to other communities across the U.S.

PAST WINNERS:

- 2010:** Mayor Michael B. Coleman, City of Columbus
- 2008:** Mayor Manny Diaz, City of Miami
- 2007:** Mayor Shirley Franklin, City of Atlanta
- 2004:** Mayor William Johnson, City of Rochester
- 2003:** Mayor Wellington Webb, City of Denver
- 2002:** Mayor Thomas Menino, City of Boston



A view of the skyline of Cincinnati, Ohio

ICIC: THE VOICE OF URBAN OPPORTUNITY

The Initiative for a Competitive Inner City is a non-profit research and strategy organization and the leading authority on U.S. inner city economies and the businesses that thrive there. Founded in 1994 by Harvard Business School Professor Michael E. Porter, ICIC strengthens inner city economies by providing businesses, governments and investors with the most comprehensive and actionable information in the field about urban market opportunities.

ONE-OF-A-KIND RESOURCE FOR JOB AND WEALTH CREATION. ICIC helps cities make the most of their competitive advantage, including transportation hubs and anchor institutions, such as medical centers and universities, which can be powerful engines for local economies. ICIC is currently working with institutions such as the Cleveland Clinic to strengthen their role in improving local community health and economic vitality and to develop a model for other anchor organizations.

ICIC's sophisticated analytics discover which industry clusters will have the most energizing effect on local job creation and overall urban prosperity. ICIC teams have shaped the economic strategies that helped revitalize urban neighborhoods in Brooklyn, Newark, Oakland and West Louisville. ICIC is currently collaborating on a broad-based effort to revitalize Detroit by focusing on next-generation use of the area's industrial assets.

TRANSFORMING CHALLENGES INTO MARKET OPPORTUNITIES. ICIC's Inner City Economic Forum brings corporate and financial leaders together with public officials, civic groups and foundations to develop innovative, business-led solutions to practical challenges facing inner city economies, such as expanding access to capital and executive education for growing urban companies.

ICIC has identified investment-ready companies in more than 70 different inner cities for Bank of America and its private

equity partners. These companies have gone on to raise more than \$406 million in capital. ICIC is also partnering with Goldman Sachs to lead the application and selection process for the 10,000 Small Businesses initiative, a \$500 million commitment to provide education, mentoring, technical assistance and capital access to underserved businesses through community colleges and community development financial institutions.

Every year, ICIC identifies and promotes the 100 fastest-growing inner city companies. The Inner City 100 rankings are published in *Fortune Magazine* and evaluated to uncover the best practices that will encourage further business growth and job creation. In the last 13 years, 667 different companies have earned positions on the Inner City 100, collectively generating more than \$2.2 billion in annual revenues.

A BRIDGE BETWEEN PUBLIC INITIATIVE AND PRIVATE ENTERPRISE. As the leading authority on inner city economies and the companies that thrive there, ICIC plays a unique role in urban investment and public policy decisions. In mayor's offices, in state capitals and in Washington, ICIC is the public face of the urban private sector. Through a mix of on-the-ground research, formal programs and established networks, we work with officials and business leaders to formulate recommendations on how to strengthen the inner city business environment through cluster-led economic development.

1 We promote a dynamic urban marketplace powered by diversity, creative enterprise and untapped competitive advantages.

2 We determine the industry clusters with the highest market opportunity for inner city business growth and job creation.

3 We teach inner city businesses how to compete for capital and gain access to capital providers.

4 We guide financial institutions to new investment opportunities and some of the world's fastest-growing companies.

5 We identify critical factors for economic growth in urban environments and inform public officials about the best practices that produce the most significant effects.



ICIC

Initiative for a Competitive Inner City

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ICIC'S **MISSION** IS TO DRIVE ECONOMIC PROSPERITY IN AMERICA'S INNER CITIES THROUGH PRIVATE SECTOR INVESTMENT TO CREATE JOBS, INCOME AND WEALTH FOR LOCAL RESIDENTS. WWW.ICIC.ORG