

Reinventing Stamford
Strategy Source Book
September 24, 2009

The Vision

- Stamford must continuously reinvent itself
- If we become a Learning Community and a Green City, we will prosper and our children will stay here, or come back to seek opportunity
- Stamford will be a magnet for talent, a center of innovation and a model of green living

Structure of Reinventing Stamford

- A Civic Conversation
- A Platform for Innovation to Achieve the Vision
- Organized as An Ad Hoc Partnership of Organizations and Individuals
- A *Core Group* of 10 key partner organizations, a *Stewards Council* of individuals who occupy the key nodes in Stamford's communication network, and a larger *Community of Reinventors*
- Led by the next Mayor, the Stamford Partnership and the URC
- Need to identify a point person/organization for each project, as well as a captain for clusters of projects (e.g., education, entrepreneurship, transportation, place-making)

How Change Happens

- A set of parallel, self-organized innovations that coalesce overtime into a system
- Projects become aligned when there is a shared understanding of conditions, and of the capabilities needed to exploit them

Strategy Formulation:

Conditions → Capabilities → Projects

- What are the key existing and emerging conditions that will shape Stamford's competitiveness?
- What capabilities does Stamford need to exploit the conditions?
- What catalytic projects will create the capabilities?

Overall Condition:
Increasing Uncertainty &
Accelerating Change

Other Conditions

- **Financial Turmoil**
- **Global Connectivity**
- **Immigration**
- **Climate Change**
- **Resource Scarcity**
- **Sclerotic Government**
- **Demand for Whole Places**

Financial Turmoil

Global/National

- Political will to re-regulate financial services industry is weakening, despite populist backlash to the bank bailout

Local/Regional

- Financial stress cuts two ways: hurts us because of our concentration in financial services; helps us because our space is less expensive than NYC or London
- For example, UBS is consolidating functions here, especially support functions; RBS is up to 2,300 and growing...both are looking at possibility of sharing surplus trading floor space, which could serve as a magnet for new firms
- Connecticut raised income tax on high earners less than New York did

Global Connectivity

Global/National

- Global connectivity makes us more productive, but also more vulnerable
- High skill/high cost areas like Stamford can play in management of global networks and in innovation

Global Connectivity, cont.

Local/Regional

- Stamford has been better at management of global networks than at innovation; need to strengthen entrepreneurial sector
- Some current niches include marine, digital media, and precision manufacturing
- Lack of a strong higher education capacity to produce STEM workers, today's shortage...but what will the need be 5, 10, 20 years from now?
- Lack of basic research function...in what niche/niches could we build a world-class research function?
- Resistance to expansion of UConn...is new role/impact of Jud Saviskas at UConn-Stamford Business School an opportunity for growth in that function?
- NCC is more flexible and willing to address needs of our businesses, and connect students to experiential learning opportunities at regional workplaces

Immigration

Global/National

- Slowing due to recession

Local/Regional

- Immigration is bi-polar
- Immigration of college grads balances domestic out-migration of college grads
- Low literacy immigrants and their children still a major challenge for workforce development
- Children born abroad of undocumented immigrants cannot access higher education: must pay out of state tuition; cannot get Pell grants

Climate Change

Global/National

- Need to *adapt* to sea level rise, while working to minimize it
- Growing alignment around sustainability, but is mostly an application of old ways of silo-ed thinking to a new goal...problem requires release of industrial thought models, adoption of whole systems thinking, embrace of complexity

Local/Regional

- Our key ecological and recreation assets (Sound, river, forest) are not visible or very accessible
- We have one of the few hurricane barrier-protected waterfronts on the East Coast...but is it high enough?

Resource Scarcity

Global/National

- Oil prices will rise again once recession ends; need to plan around higher prices
- Interesting development by firms in Portland/Seattle around monetizing energy savings from retrofit of inefficient buildings
- Water will be the next oil

Local/Regional

- The Northeast's response to High Speed Rail stimulus money lacks strategic focus and leadership...we are being outplayed and out-gunned by the Midwest and California
- Amtrak's growth assumptions are based on low oil prices
- We are water rich if we manage it wisely

Sclerotic Government

Global/National

- Our models of government at local, state and federal levels are ill suited for times of uncertainty and change; need to adopt more flexible, more networked, more entrepreneurial structures

Local/Regional

- Connecticut also suffers from diseconomies of scale at the local level
- Need to create incentives for government innovation
- Stamford has the right scale and culture to serve as a test bed for government innovation

Demand for Whole Places

Global/National

- The best, most mobile talent wants to live in whole places

Local/Regional

- Required integration of housing, transportation, energy and environmental policy will not come as a result of interdepartmental cooperation at the federal level; it will come of whole place making at the local level
- Requires a new private/public partnership

Capabilities

- **Ubiquitous Experiential Learning**
- **Leveraged Economic Geography**
- **Entrepreneurial Ecosystem**
- **Whole Systems Thinking**
- **Focused Political Clout**
- **Networked Foresight**
- **Whole Place Making**
- **Rapid Execution**

Ubiquitous Experiential Learning

- K-16 system is currently focused on teaching rules-based thinking; we need it to develop the pattern recognition skills essential for innovation, through expansion of experiential learning
- Stamford has great opportunities for experiential learning in its workplaces
- Need to tie high schools, colleges and working learners more closely to them such that we produce a larger innovation-capable workforce

Leveraged Economic Geography

- Stamford needs to explicitly leverage its favorable position in the New York metro and the Northeast megaregion
- Key opportunity is more frequent, more integrated, more extensive and higher speed commuter and inter-city rail
- Creates larger, more productive regional innovation networks

Entrepreneurial Ecosystem

- Stamford needs to create an ecosystem that fosters entrepreneurial enterprise as well as government and non-profit innovation

Focused Political Clout

- Both at Fairfield County level to influence Hartford, and at Northeast Corridor level to influence Washington
- Example of the former would be expansion of UConn - Stamford; example of latter would be increased rail capacity and speed on the Northeast Corridor
- Requires proactive leadership to convene players, a compelling vision to align them around common objectives, and competent institutional support to sustain effort over time

Whole Systems Thinking & Whole Place Making

Private/public partnership to make places that are:

- healthy
- dense, mixed-use, and mixed income
- transit-connected, walkable and bikable
- distinctive and full of life in their built form, public spaces and natural environment
- climate positive in water and energy use
- learning communities and centers of ideas and exchange
- rich in social networks
- enabling of creativity, innovation, entrepreneurship and civic engagement
- anticipatory of emerging conditions
- resilient in the face of climate change, sea level rise and freak weather

Foresight and Rapid Execution

- Ability to constantly monitor complex, emerging conditions and distill data about them into actionable intelligence for rapid execution by an extensive network of partners
- Ability for workers and residents to self-organize and rapidly execute initiatives, to quickly and continuously assess progress and to immediately translate learning to action
- Ability to network and collaborate with other people and organizations with complementary capabilities

Possible Projects

A core platform of closely sponsored projects with links to aligned projects sponsored by others:

Sponsored Projects

Projects Already Bubbling Up

Springdale and Glenbrook Transit Villages

Eastside Project

Stamford Innovation Center

Bike Path Project

Other Projects We Need to Launch This Fall

Experiential Education Project

Reinventing the Region Project

Projects We Might Want to Launch Early Next Year

Community Whiteboard

Network of Listening Posts

Projects We Might Want to Launch Later

Resilience Institute

Government Reform Experiment

Aligned Projects

Aligned Projects Underway

Mill River Project

Downtown Rezoning Project

Energy Improvement District

STC Master Plan

NCC/Gates Reform of Developmental Education

SHS/IBM “Medical Home” Project

Business Alliance for Northeast Mobility

Other?

Other Potential Aligned Projects

Master Plan Update

UConn Expansion Project

Other?

Key Next Steps

- Draft strategy, *October 2009*
- Mayoral buy-in, *November 2009*
- Half-Yearly Report, *November 2009*
- Category captains in place, *November 2009*
- First wave of catalytic projects launched, *December 2009*
- Entrepreneurship/Innovation Event, *December 2009*
- First progress report/event on initiatives, *January 2010*

Possible Metrics

- **Overall Economic Growth/Reduced Disparity:** Median Household Income, Poverty Rate, Job Growth By Type and Wage
- **Foresight:** #High Quality Listening Posts Actively Engaged in Network
- **Entrepreneurial Culture:** #Start-Ups getting “Series A” Funding, #Serial Entrepreneurs, #City Departments Engaged in Reform Experiments
- **Innovation-Capable Workforce:** #Workers with Pattern Recognition Skills, College Attainment Rate
- **Green City:** Mode Share of Transit/Walkers/Cyclists, Net Clean Energy Production, LEED Certified Buildings and Neighborhoods, Reserve Water Supply, Water Quality, Recycling Rate
- **Wellness:** Infant Mortality, Emergency Room Visits, Deaths By Disease

Possible Funding Sources

- Existing Partners (FCCF, GE, Pitney, SHS)
- Clinton Foundation
- Gates Foundation
- Kauffman Foundation
- Kellogg Foundation
- Urban Land Institute
- Federal Sustainable Communities Act
- Melville Charitable Trust
- Knight Foundation
- Others?