The Rules are Changing:
Building 21st Century Communities
America’s First Road Trip
Horatio Nelson Jackson, Sewall K. Crocker & Bud

Source: www.pbs.org
Five Converging Forces

- Globalization
- Climate Change
- Technological Innovation
- Infrastructure Needs
- Demographics
Globalization:

*Ports*
Climate Change

US Greenhouse Gas Emissions by Sector, 2010

U.S. Greenhouse Gas Emissions by Sector 2010

- Electric Power Industry: 34%
- Transportation: 27%
- Industry: 21%
- Agriculture: 7%
- Residential & Commercial: 11%

The Trend Setters

- Seniors from 65-75 will be the fastest growing group this decade
- Will grow from 28 to 42 million – a 50% growth

- Children of the 60s, have redefined every age they entered
- When will they retire? For most, not for years
Millennials

- Late teens to early 30s - 83 million
- The largest generation in US history
- On average texts 1,300 times a month
- Six times less likely to have a car than their parents
## Employment Changes 1990 - 2013

<table>
<thead>
<tr>
<th>U.S. Metro</th>
<th>Manufacturing</th>
<th>Professional and Business Services</th>
<th>Education and Health Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
<td>2013</td>
<td>% Change</td>
</tr>
<tr>
<td>TOLEDO</td>
<td>58</td>
<td>40.9</td>
<td>-29%</td>
</tr>
<tr>
<td>Research Triangle</td>
<td>76.1</td>
<td>61.4</td>
<td>-19%</td>
</tr>
<tr>
<td>Seattle</td>
<td>232.1</td>
<td>190.4</td>
<td>-18%</td>
</tr>
<tr>
<td>San Diego</td>
<td>123.4</td>
<td>91.6</td>
<td>-26%</td>
</tr>
<tr>
<td>Boston</td>
<td>205.8</td>
<td>92.4</td>
<td>55%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>246.9</td>
<td>127.6</td>
<td>-48%</td>
</tr>
<tr>
<td>Denver</td>
<td>84.8</td>
<td>63.4</td>
<td>25%</td>
</tr>
<tr>
<td>Baltimore</td>
<td>128.5</td>
<td>56.9</td>
<td>56%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>171.8</td>
<td>115.8</td>
<td>33%</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>130.6</td>
<td>90.6</td>
<td>31%</td>
</tr>
<tr>
<td>U.S. Total</td>
<td>17395</td>
<td>11965</td>
<td>-31%</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics, Occupational Employment Statistics (OES);
High-tech industry is a bright spot in an otherwise gray economic picture.

High-tech jobs have grown nearly four times faster than overall economy during the past 18 months.
Building a 21st Century City

- Well Managed
- Vibrant
- Entrepreneurial
- Talent
- Partnerships
Denver: Bond Issue

- In 2004, Fastrak Referendum
- $2 Billion Bond Approval
- 119 miles of light rail
- 7 Counties & 32 Municipalities
Vibrant

Millennium Park, Chicago
• MAPs3:
  – Passed with 54% of vote in Dec 2009
  – Funds new central park, 27 miles of new trails, other projects
  – $777 million, collected over 8 years

• Third in MAPs series

Parks in Oklahoma City
## Talent:

### Changes in Educational Attainment, 1990-2012

<table>
<thead>
<tr>
<th>MSA</th>
<th>% HS Grad/Higher 1990</th>
<th>% HS Grad/Higher 2012</th>
<th>% Bachelors 1990</th>
<th>% Bachelors 2012</th>
<th>% Grad Degree 1990</th>
<th>% Grad Degree 2012</th>
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</thead>
<tbody>
<tr>
<td>Toledo</td>
<td>57%</td>
<td>90%</td>
<td>11%</td>
<td>14%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Research Triangle</td>
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<td>89%</td>
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<td>26%</td>
<td>12%</td>
<td>16%</td>
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</tr>
<tr>
<td>San Diego</td>
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<td>22%</td>
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**Source:** American Community Survey, U.S. Census Bureau
Raw Materials:

Toledo

UNIVERSITY RESEARCH DOLLARS:

- University of Toledo- $66,839,000M
- BGSU - $30,000,000M

Source: The Center for Measuring University Performance, 2011 Annual Report
Partnerships: 
Research Triangle

It is now the largest high-tech research park in North America, boasting 20 million sq. ft. of developed space, and home to 157 companies, employing 39,000 people. It is a center of innovation.
Transforming Pittsburgh

“Pittsburgh is certainly not going to escape a national recession. But it can provide lessons for how to survive it: invest in knowledge, compete globally, rewrite the old rules of business.” - *Time* Magazine “Finding One Economic Bright Spot on Main Street”, 10/09/2008

“Deindustrialization in Pittsburgh was a protracted and painful experience. Yet it set the stage for an economy that is the envy of many recession-plagued communities…”

-New York Times, 01/07/2009
Pittsburgh
The Collaborative Innovation Center at Carnegie Mellon

**JOBS**
To be Created: 489

**NEW PROPERTY TAXES**
Collected During TIF: $239,000
Collected After Expiration: $598,000

**SPURRED INVESTMENT**
$55 Million

State of the Art facility adjacent to Carnegie Mellon University that will:

- Attract Private technology firms to expand research and education collaborations
- Accelerate development of new technologies
- Support growth of region's technology industry base
From Vacant Nabisco Building to Google Offices
Transforming a University Campus: *Schenley Plaza Before and After*
The *South Side Works* has expanded an historic neighborhood and created a regional destination.
South Side Works is a walkable mixed-use Live-Work-Play Environment
The mixed-use site masterplan has reconnected the neighborhood to the river.

Development Cost: $450 Million
TIF Proceeds: $21 Million
Other Public: $128 Million
Private Investment: $301 Million

Public investment funded site remediation, roads, parking garages, bridges, trails, and parks.
Downtown Pittsburgh
The Cultural Trust
Three Rivers Stadium
Three Rivers Stadium
Heinz Field
PNC Park
David L. Lawrence Convention Center
North Shore Development
Riverfront Parks
North Shore
Water Steps
Downtown, Reclaiming Waterfronts
Principles of Success
1. Leadership

2. Strategy

3. Institutional Capacity
4. Financing Infrastructure

5. Education

6. Design Excellence

Highline Park, New York City
Where Will the New Roads Lead...