

The Rules are Changing: *Building 21st Century Communities*



America's First Road Trip

Horatio Nelson Jackson, Sewall K. Crocker & Bud



HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT"
PHOTO CREDIT: UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



Five Converging Forces

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



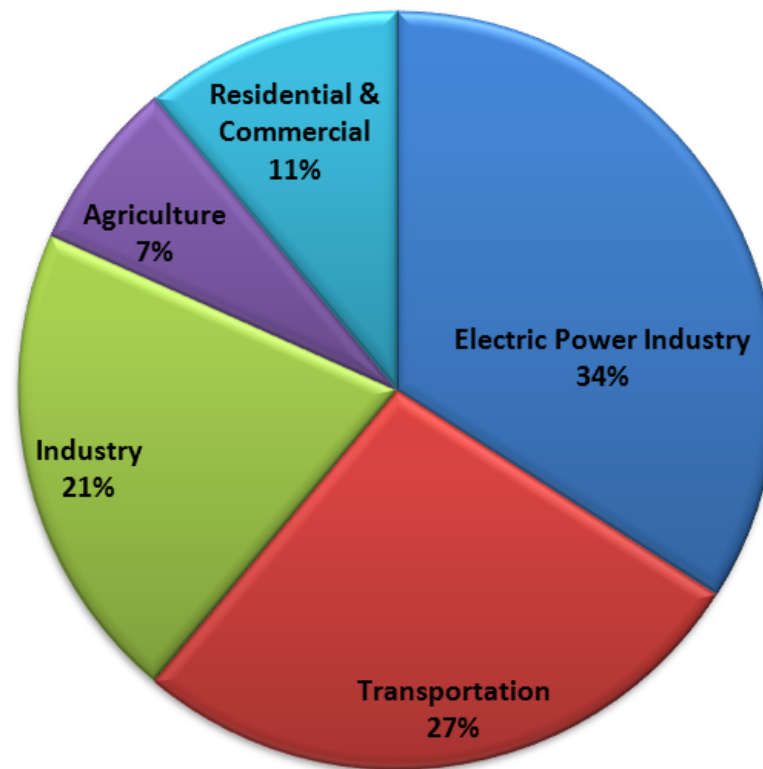
Globalization: *Ports*



Climate Change

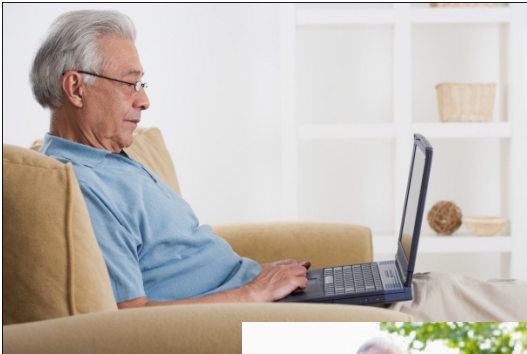
US Greenhouse Gas Emissions by Sector, 2010

U.S. Greenhouse Gas Emissions by Sector 2010



The Trend Setters

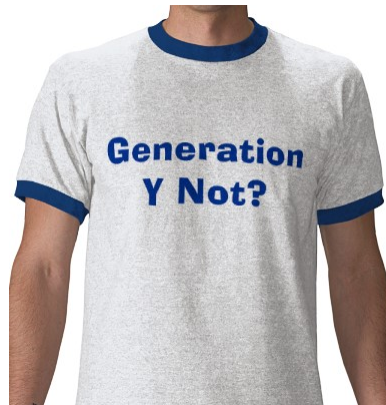
- Seniors from 65-75 will be the fastest growing group this decade
- Will grow from 28 to 42 million – a 50% growth



- 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

	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2013	% Change	1990	2013	% Change	1990	2013	% Change
U.S. Metro									
TOLEDO	58	40.9	-29%	28	34.8	24%	37.9	53.1	40%
Research Triangle	76.1	61.4	-19%	62.4	137.5	120%	51.6	122.3	137%
Seattle	232.1	190.4	-18%	139	249.2	79%	123.6	222.3	80%
San Diego	123.4	91.6	-26%	124.4	221.3	78%	84.1	157.5	87%
Boston	205.8	92.4	-55%	226.1	330.4	46%	267.2	293.2	10%
Philadelphia	246.9	127.6	-48%	213.6	331	55%	278.3	437.1	57%
Denver	84.8	63.4	-25%	129.5	238	84%	72	156.8	118%
Baltimore	128.5	56.9	-56%	123.1	217.9	77%	145.8	249.2	71%
San Francisco	171.8	115.8	-33%	268.9	405.4	51%	177.1	254.4	44%
Pittsburgh	130.6	90.6	-31%	126.6	180.2	42%	160.2	241.4	51%
U.S. Total	17395	11965	-31%	10764	18553	72%	11230	20669	84%

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

- 
- The background image is a composite graphic. The top portion shows a night sky with several colorful fireworks exploding in shades of purple, red, and green. Below the sky, a white bridge with a distinctive arch is visible, spanning a body of water. The lower portion of the image is an aerial view of a large park area. It features a large green lawn, a winding blue path or stream, and numerous trees. In the foreground, there's a circular structure that looks like a fountain or a large planter. The overall scene is vibrant and celebratory.
- 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

MSA	% HS Grad/Higher		% Bachelors		% Grad Degree	
	1990	2012	1990	2012	1990	2012
TOLEDO	57%	90%	11%	14%	6%	9%
Research Triangle	82%	89%	20%	26%	12%	16%
Seattle	88%	92%	21%	24%	9%	14%
San Diego	82%	86%	16%	22%	9%	13%
Boston	81%	91%	17%	24%	11%	19%
Houston	75%	81%	17%	19%	8%	10%
Denver	86%	90%	20%	26%	9%	14%
Baltimore	75%	89%	14%	21%	9%	16%
San Francisco	82%	88%	22%	27%	13%	18%
Pittsburgh	77%	92%	12%	19%	7%	12%
U.S. Total	75%	86%	13%	18%	7%	11%

Raw Materials:

Toledo

UNIVERSITY RESEARCH DOLLARS:

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



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

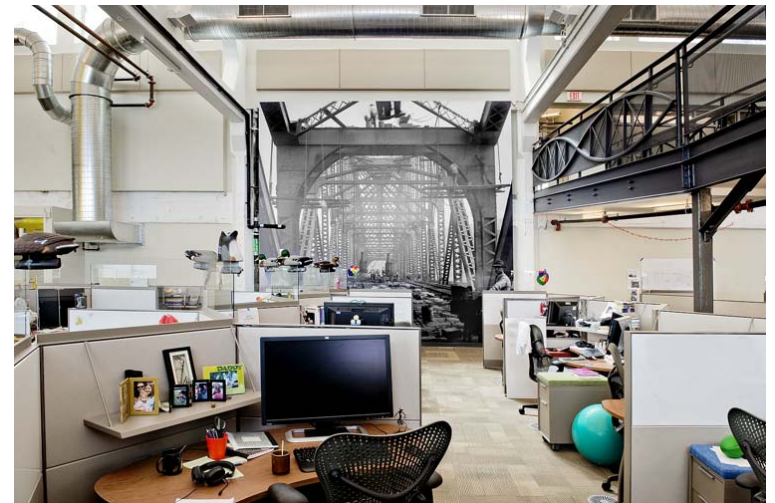
\$55 Million



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

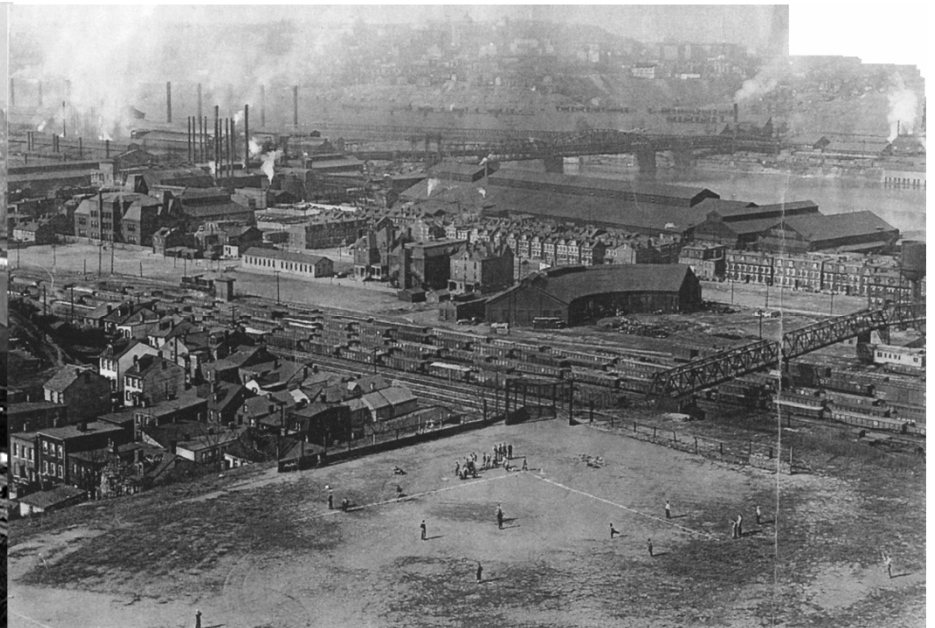
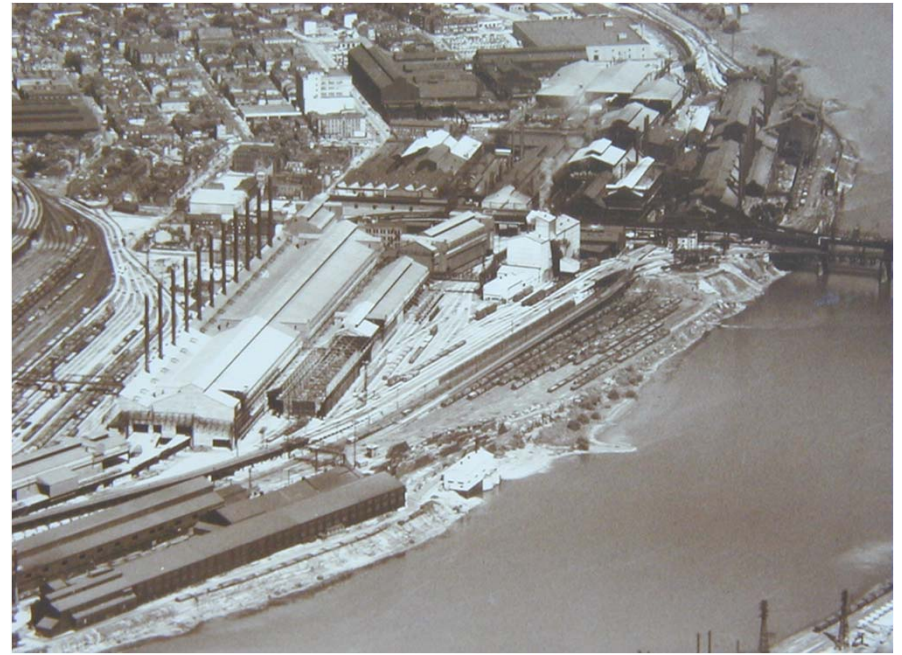


Transforming a University Campus: *Schenley Plaza Before and After*



Urban Land
Institute

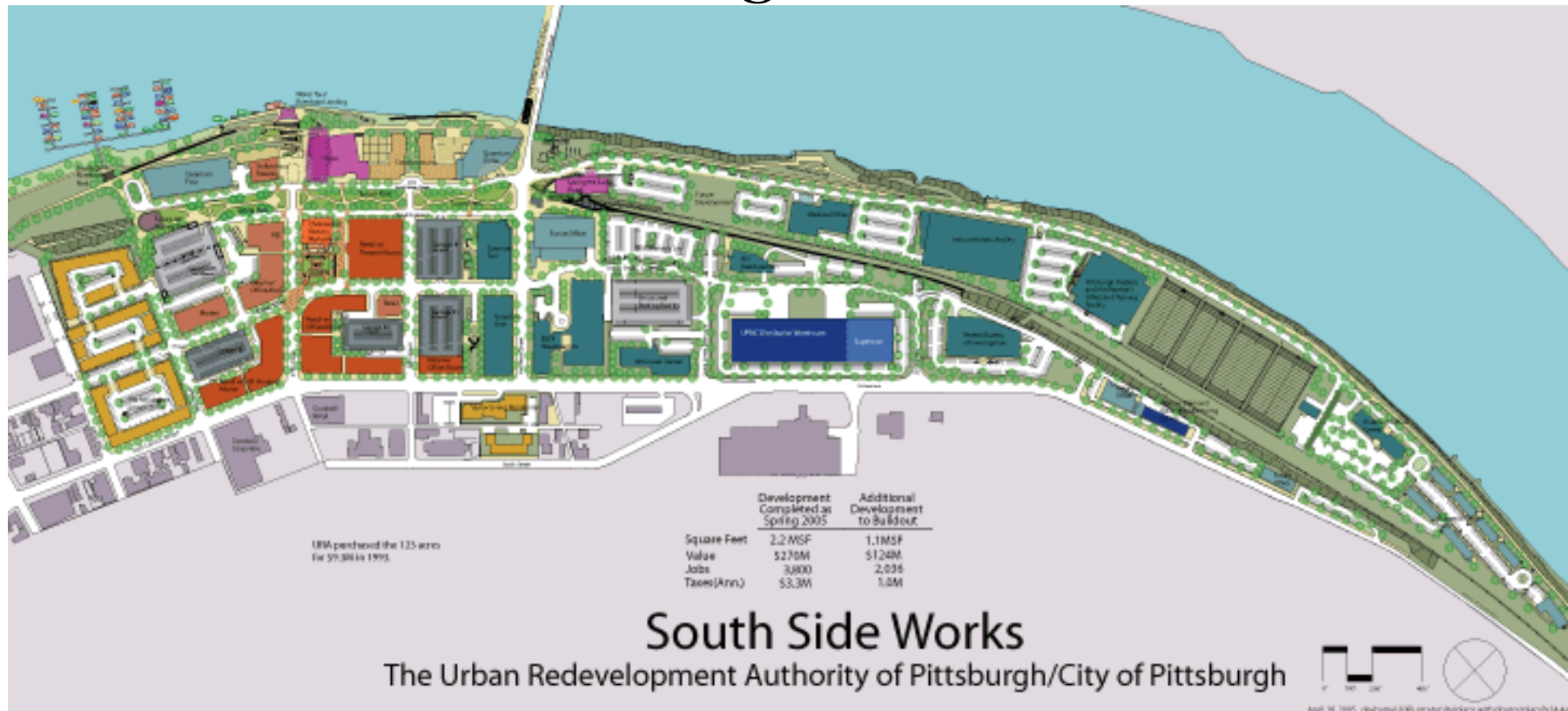
The *South Side Works*
has expanded an
historic neighborhood
and created a regional
destination



South Side Works is a walkable mixed-use *Live-Work-Play* Environment



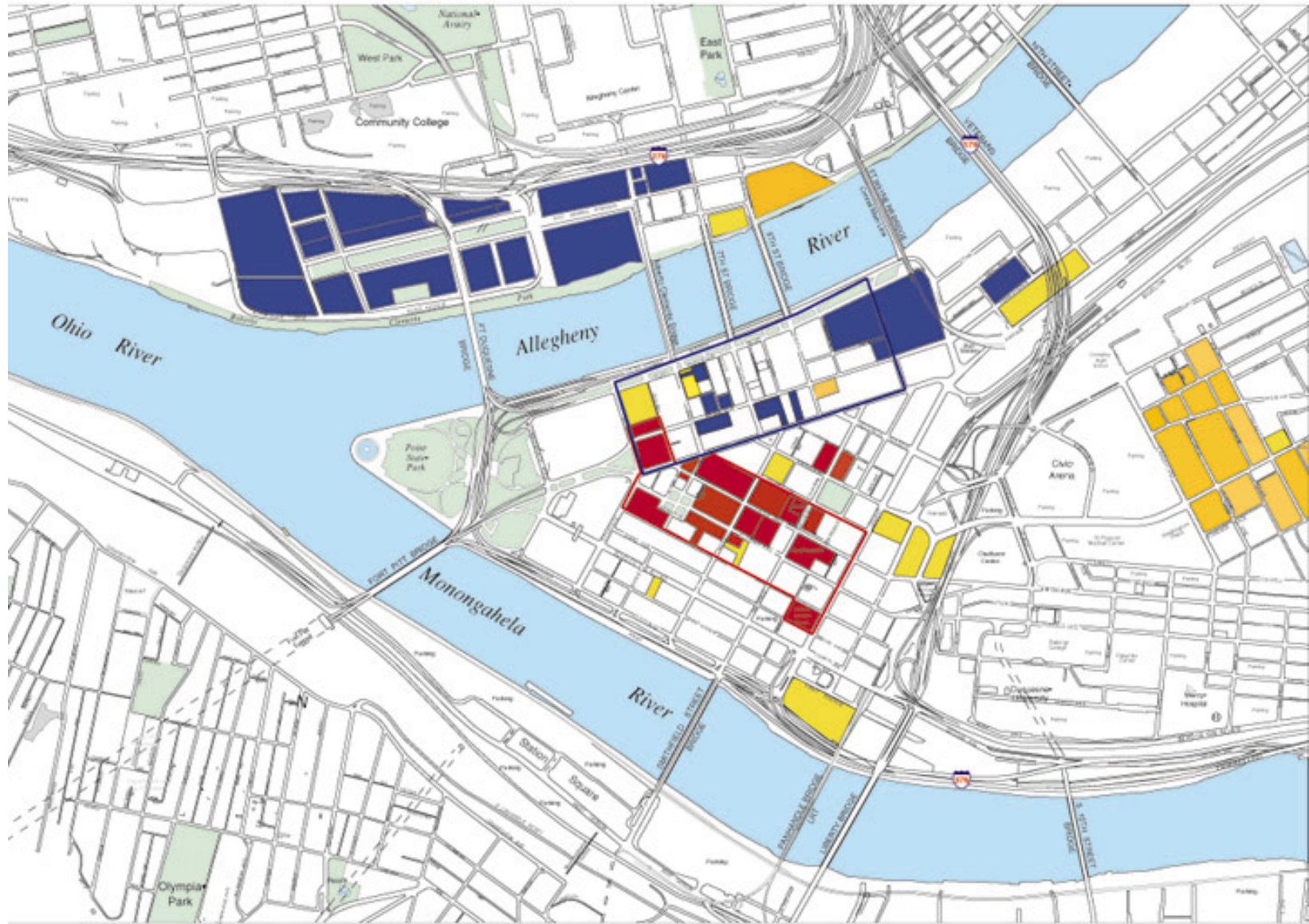
The mixed-use site masterplan has reconnected the neighborhood to the river



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



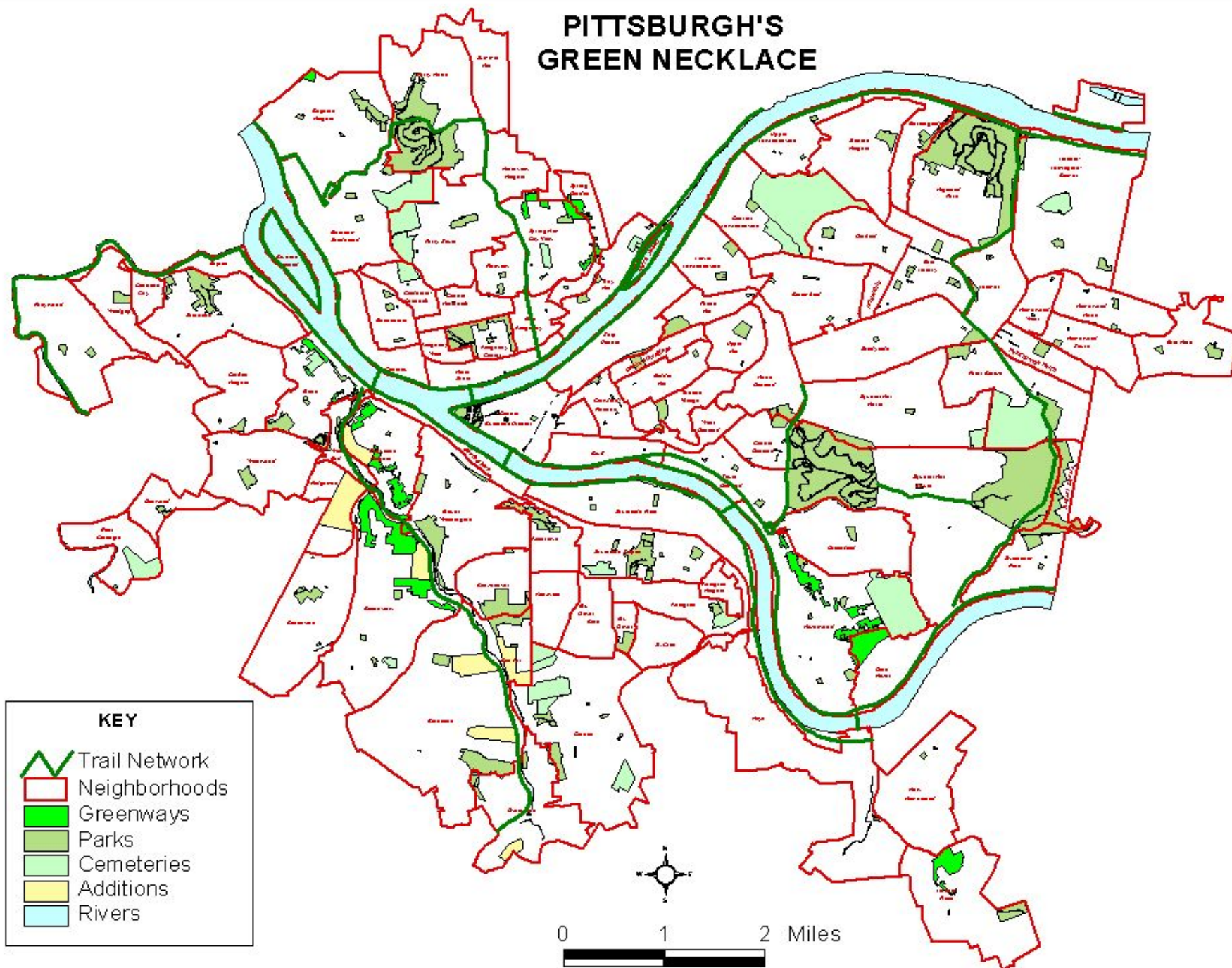
David L. Lawrence Convention Center



North Shore Development



PITTSBURGH'S GREEN NECKLACE



Riverfront Parks



North Shore Water Steps



Downtown, Reclaiming Waterfronts



Principles of Success



Urban Land
Institute

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...

