



## Competing in a Changing Economy

# 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

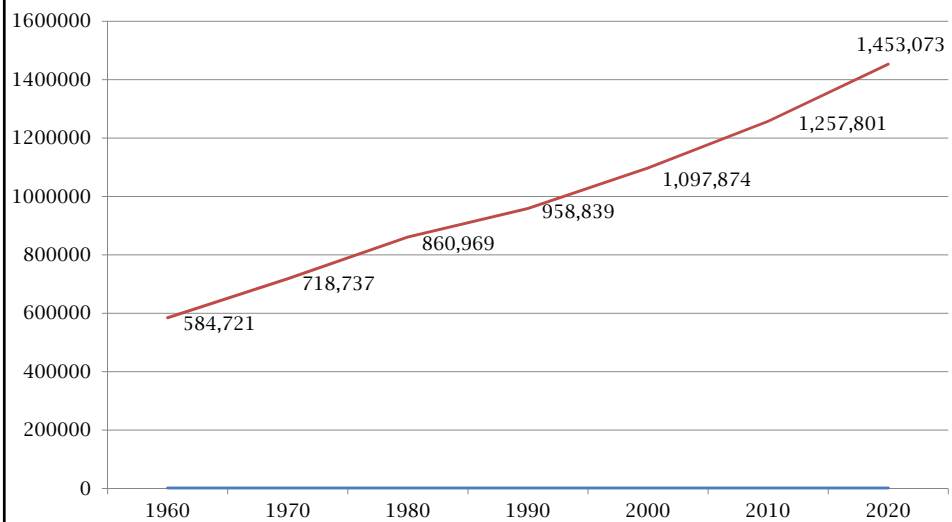


## Sweeping Away the Old Rules

- Globalization
- Technology
- Demographics



## Oklahoma City MSA Population, 1960-2020



Source: US Census Bureau

## 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



## Gen Y

- Late teens to early 30s - 83 million
- The largest generation in US history
- At the prime household formation age



## Employment Changes 1990 -2010

U.S. Metro	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2010	% Change	1990	2010	% Change	1990	2010	% Change
RESEARCH TRI.	76.9	62.1	-19%	62.4	121.4	95%	51.6	118.5	130%
SAN DIEGO	123.4	90.7	-26%	124.1	198.8	60%	84.1	147.4	75%
PHILADELPHIA	246.9	130.1	-47%	213.6	286	34%	278.3	434.5	56%
BOSTON	205.8	92	-55%	226.1	296.1	31%	267.2	378.5	42%
WASHINGTON	50.8	35.2	-31%	289.8	557.8	92%	152.7	280.6	84%
DENVER	84.8	59	-30%	129.5	202.6	56%	72	143.9	100%
BALTIMORE	128.5	59.5	-54%	123.1	191.4	55%	145.8	244.6	68%
SAN FRAN	170.5	113.4	-33%	275.7	339.8	23%	173.7	235.5	36%
PITTSBURGH	130.6	85.5	-35%	126.6	155.6	23%	160.2	239.8	50%
<b>OKLAHOMA CITY</b>	<b>47.7</b>	<b>31.0</b>	<b>-35%</b>	<b>37.7</b>	<b>70.6</b>	<b>87%</b>	<b>40.5</b>	<b>76.6</b>	<b>89%</b>
HOUSTON	201.5	221.8	10%	208.3	349.3	68%	161.3	309.5	100%
USA	17695	11743	-34%	10848	16991	57%	10984	19838	81%



Source: Bureau of Labor Statistics, Occupational Employment Statistics (OES)

## Building a 21st Century City

- Well Managed
- Vibrant
- Educated
- “Raw Materials”
- Entrepreneurial
  - Public-Private Partnerships
- Capital availability

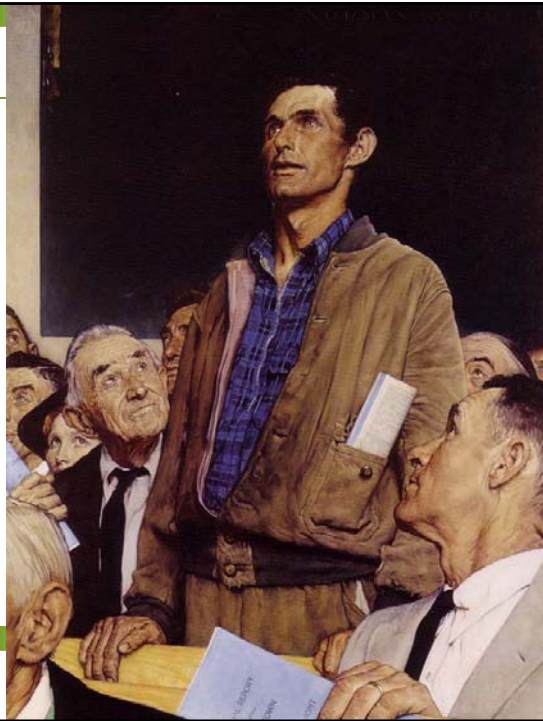


## The Foundation of Democracy: Local Government

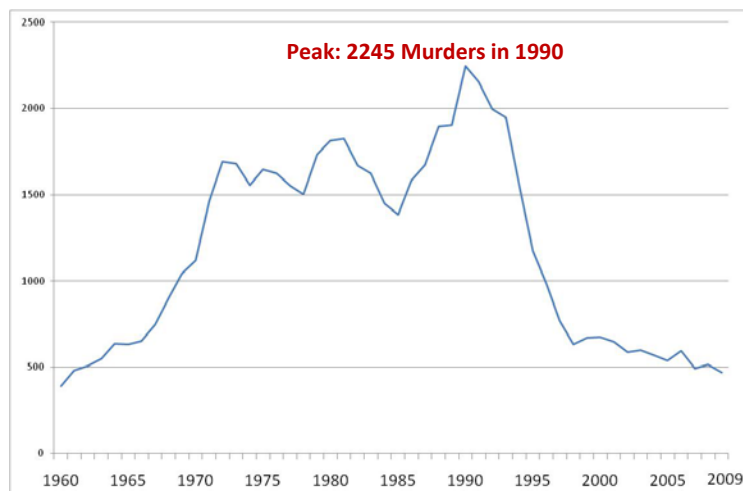
Thousands of Local  
Decisions

Local governments: **74,019**

School districts: **13,506**



## Well Managed New York City Homicides, 1960-2009



Sources: Police Department City of New York, CompStat; FBI



## Vibrant: *Parks, Culture & Design*



*Millennium Park, Chicago*

## Education:

### *Changes in Educational Attainment, 1990-2009*

	% HS Grad		% Bachelors		% Grad Degree	
	1990	2009	1990	2009	1990	2009
U.S. Metro						
Research Triangle	82%	88%	20%	26%	12%	18%
Greenville MSA	69%	82%	13%	18%	6%	9%
San Diego	82%	85%	16%	22%	9%	13%
Boston	81%	91%	17%	24%	11%	18%
Houston	75%	80%	17%	18%	8%	10%
Denver	86%	89%	20%	25%	9%	13%
Baltimore	75%	88%	14%	20%	9%	15%
San Francisco	82%	87%	22%	27%	13%	17%
Pittsburgh	77%	91%	12%	17%	7%	11%
<b>Oklahoma City</b>	<b>79%</b>	<b>87%</b>	<b>14%</b>	<b>18%</b>	<b>7%</b>	<b>9%</b>
U.S. Average	75%	85%	13%	18%	7%	10%

## Singapore and Jamaica, 1960-2011

### Per Capita income

	Singapore	Jamaica
1960	\$ 5,100	\$5,200
2011	\$ 43,000	\$8,000



## Entrepreneurial: *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.



## UC, San Diego *Torrey Pines Mesa*



**Torrey Pines Mesa**



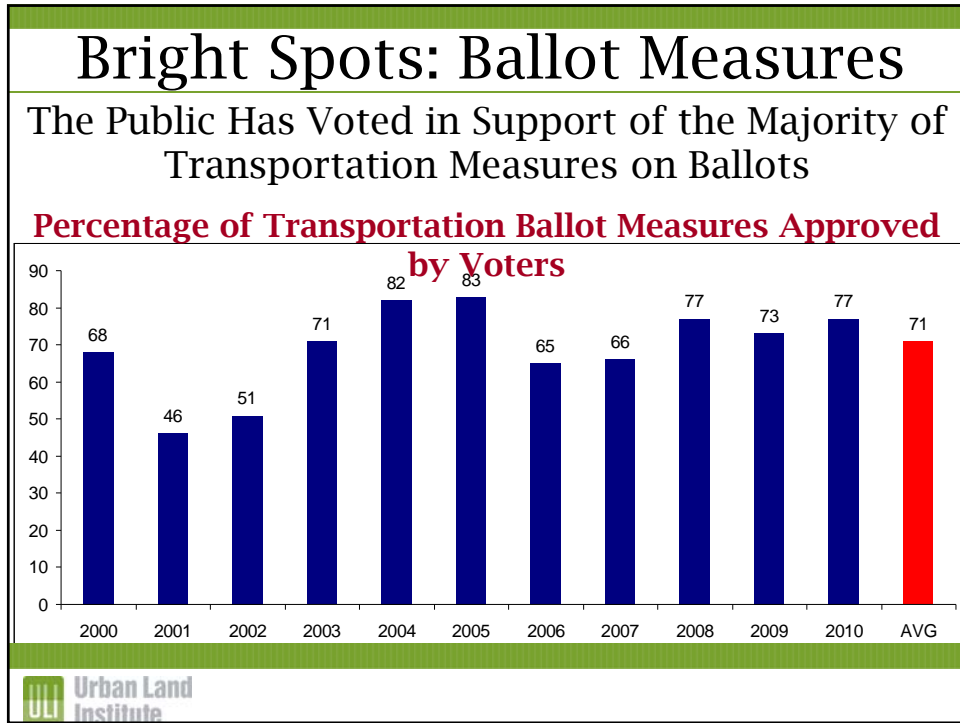


## Central Florida: “Medical City”

- Sanford-Burnham Research Institute biomedical research facility, Florida: \$310M Public Funds
- Since 2006, 5,000 jobs created
- University of Florida's Research and Academic Center
- Nemours Children's Hospital
- Orlando Veteran's Affairs Medical Center
- UCF College of Medicine







# 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...”

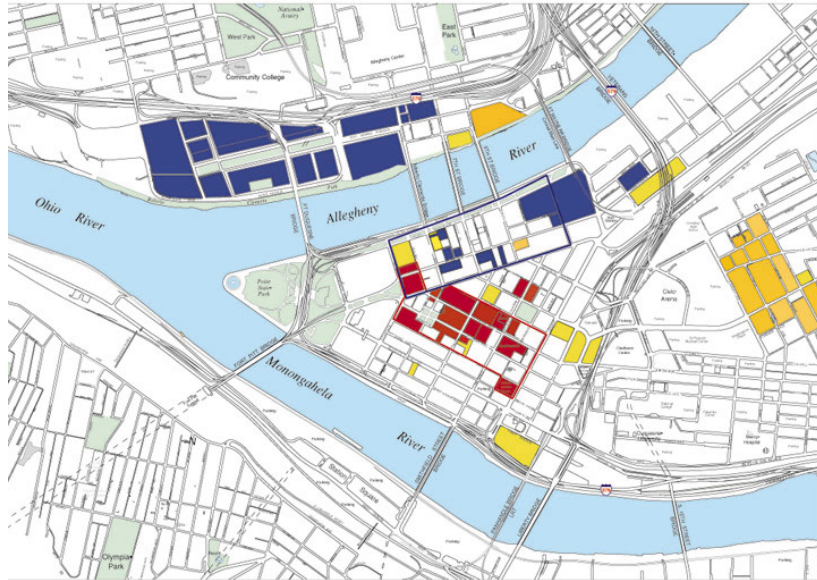
-*New York Times*, 01/07/2009



# Transforming Pittsburgh



## Downtown Pittsburgh



## The Cultural Trust





## Pittsburgh Performing Arts High School



## PNC Bank - Firstside Center



Development Cost:	\$140 Million
TIF Proceeds:	\$13.4 Million
Other Public:	\$26.35 Million
Private Investment:	\$100.25 Million



## Three Rivers Stadium



## Three Rivers Stadium



## Heinz Field



## PNC Park



## David L. Lawrence Convention Center



## North Shore Development





# Transforming Pittsburgh



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.*

# Transforming Pittsburgh



The *Summerset* development has transformed a former slag dump into a premier City neighborhood



## Summerset has become Pittsburgh's showcase market rate residential community



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Total Public Investment:	\$89,554,000
Total Private Investment:	\$151,900,000
Total Development Cost to date:	\$241,454,000

### Economic Impact:

- Residential sales prices in adjacent neighborhoods have increased between 44% and 132% from 2000—2007.
- Average increase City-wide was just 18% during the same time period.
- Green Building: Summerset's standards became instrumental in creating the base standards for both Energy Star and the EPA's "Build America" program
- Annual Property Taxes Realized: \$2.9 million currently; \$5.7 million at completion, plus an additional \$3.6 million in onetime transfer tax.



# Transforming Pittsburgh



## The Collaborative Innovation Center at Carnegie Mellon

**JOBS**

To be Created: 489

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

**NEW PROPERTY TAXES**

Collected During TIF: \$239,000

Collected After Expiration: \$598,000

- Attract Private technology firms to expand research and education collaborations

**SPURRED INVESTMENT**

\$55 Million



- Accelerate development of new technologies
- Support growth of region's technology industry base



# Transforming Pittsburgh



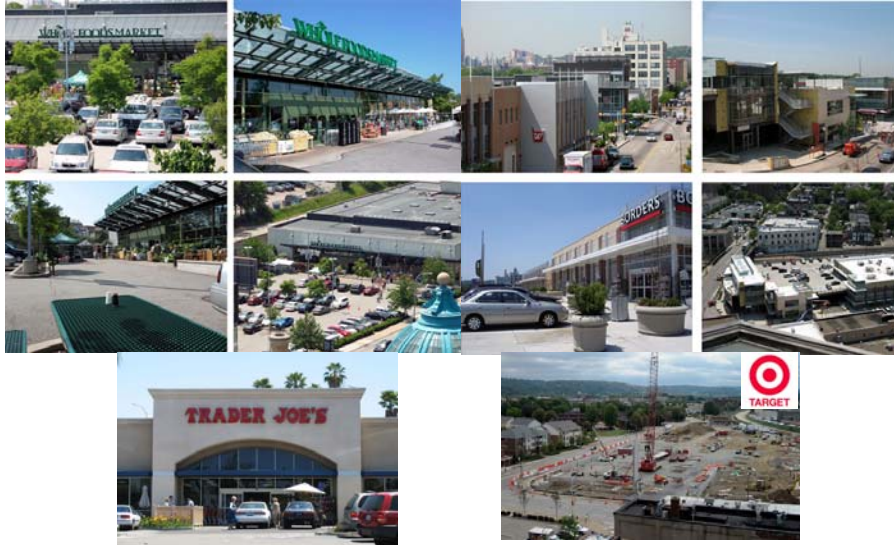
# Home Depot



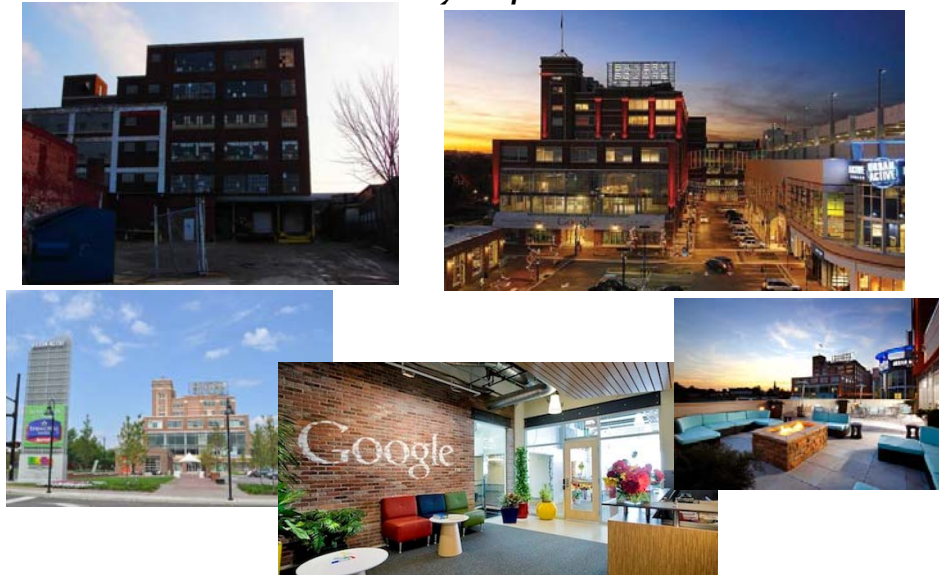
Development Cost:	\$11.35 Million
TIF Proceeds:	\$1.67 Million
Other Public:	\$4.35 Million
Private Investment:	\$5.33 Million

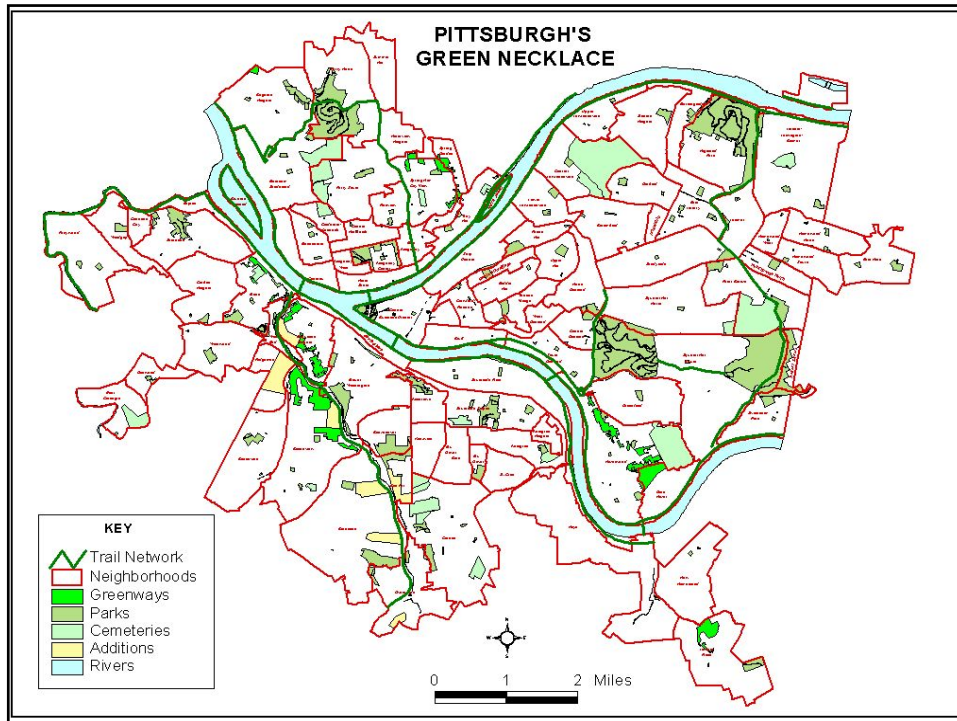
*One of the first inner city Home Depot developments*

## East Liberty *Whole Foods and More*



## East Liberty *Bakery Square*





## Riverfront Parks

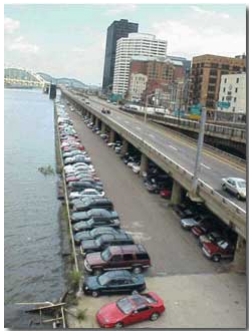




## *North Shore Water Steps*



## Downtown, Reclaiming Waterfronts





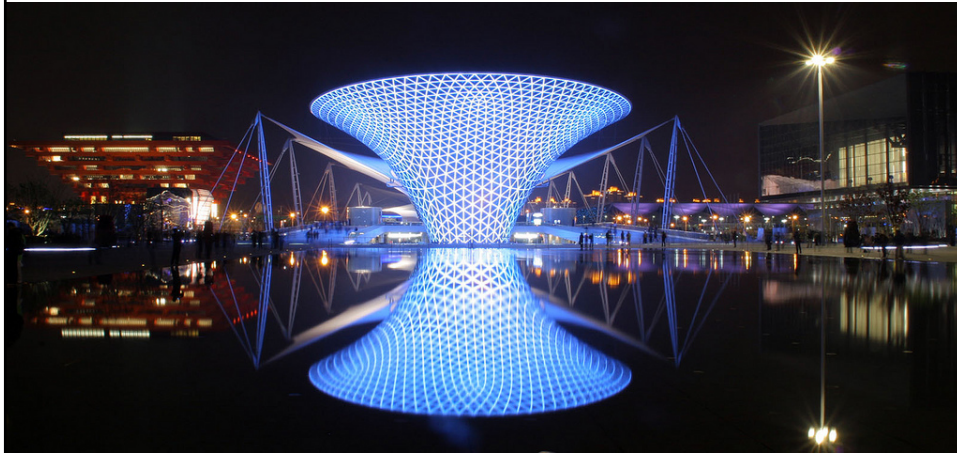


## Parks in Oklahoma City

- MAPs- factors for success
  - Political buy in
  - Strong oversight of project implementation
  - Good track record in delivering projects
  - Limited scope and duration (8-12 years)



# Lessons Learned



1. Leadership
2. Strategy
3. Institutional Capacity



*Chicago, Navy Pier*

4. Financing  
Infrastructure

5. Education

6. Design  
Excellence



*Seattle, Public Library*

Where Will the New Roads Lead...

