



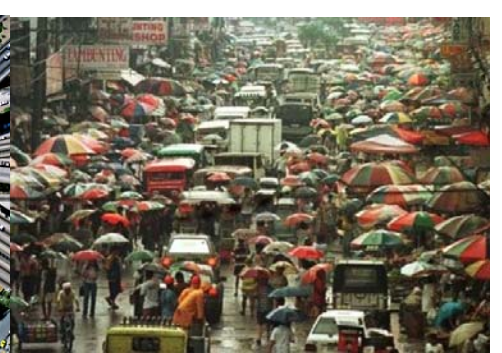
*Reaching for the Future:*  
*Cities Competing in the 21<sup>st</sup> Century*

# NUMBER OF YEARS IT TOOK FOR EACH PRODUCT TO GAIN 50 MILLION USERS:



# Six Converging Forces

- Globalization
- Environmental
- Technological Innovation
- Demographics
- Financing the Future
- Talent



## Need:

- Vision
- Land Control
- Public-Private-University Partnerships
- Money
- Institutional Capacity
- Leadership





# Vision



*Highline Park, New York City*

# Land Control: Denver

*Link infrastructure and development*

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



# Denver: *Union Station Development*

- \$1.7 billion project, funded with public and private money
- 3,500 residential units
- Two grocery stores
- 1.5 million square feet of office space





# Public-Private Partnerships: Hudson Yards, New York City





# *Arizona State University, Downtown Phoenix Campus*

Since 2006 bond :

- 12,000 students
- 32 buildings
- 2.7 million square feet



# *Jacobs School of Medicine and Biomedical Sciences, Downtown Buffalo*

- \$375 million investment
- 628,000-square-foot building





# Greenville, South Carolina



Before and After



# Greenville revitalization



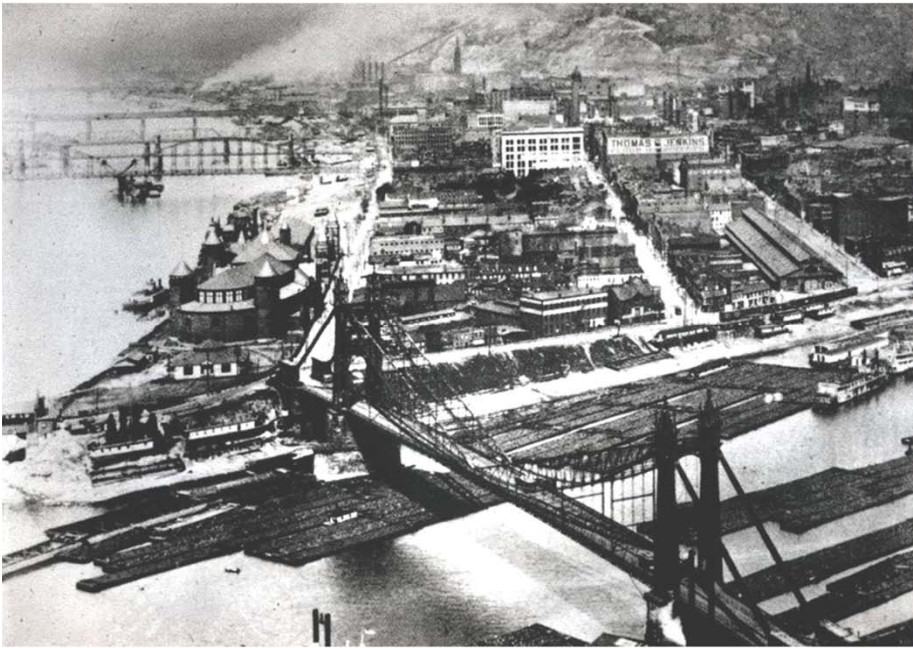


# Pittsburgh



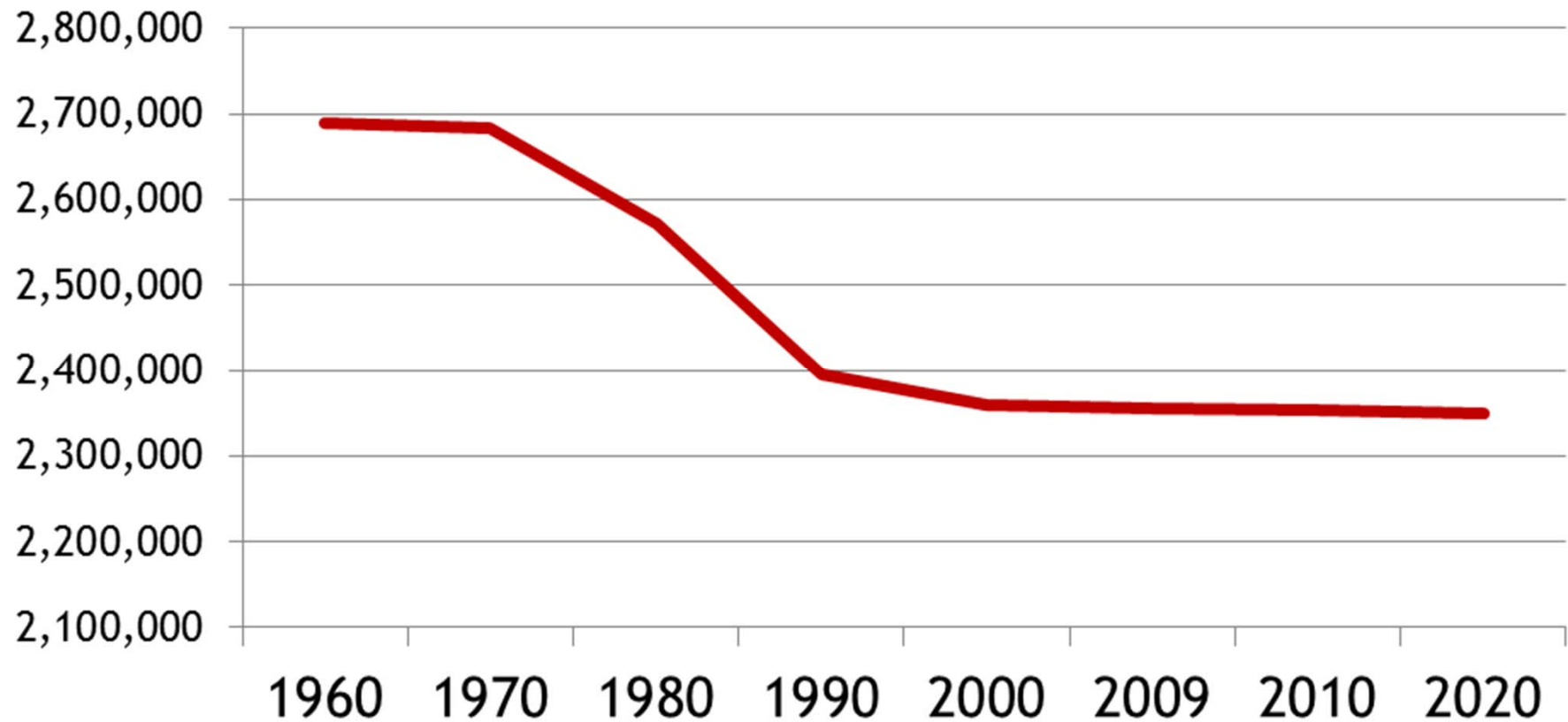


# Transforming Pittsburgh: Jobs and Vitality

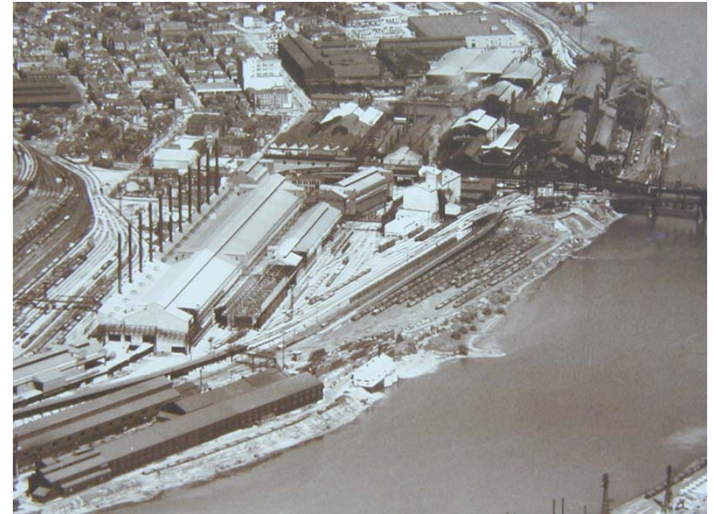




# Pittsburgh MSA Population, 1960-2020



# The South Side Works was a steel mill



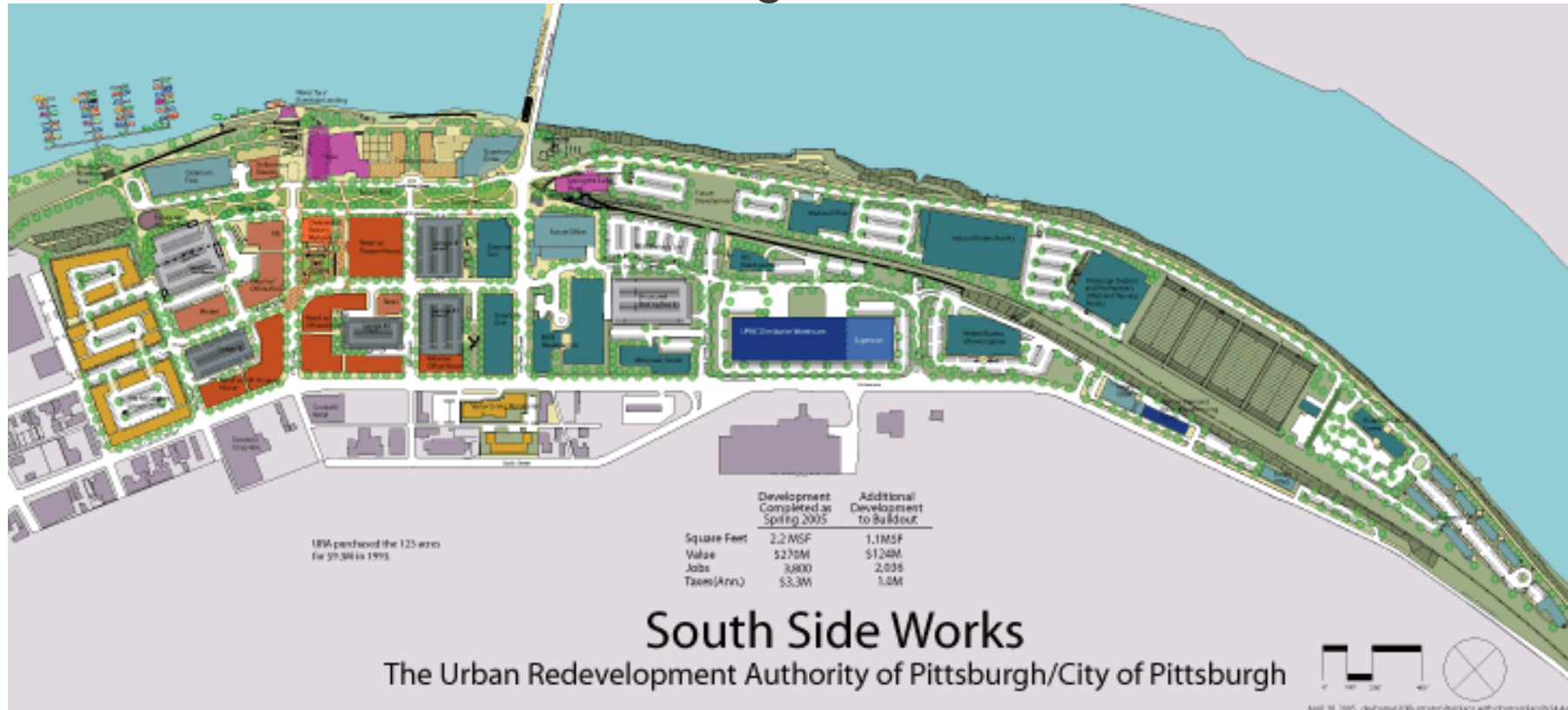


Now you can go to the movies, eat, shop...





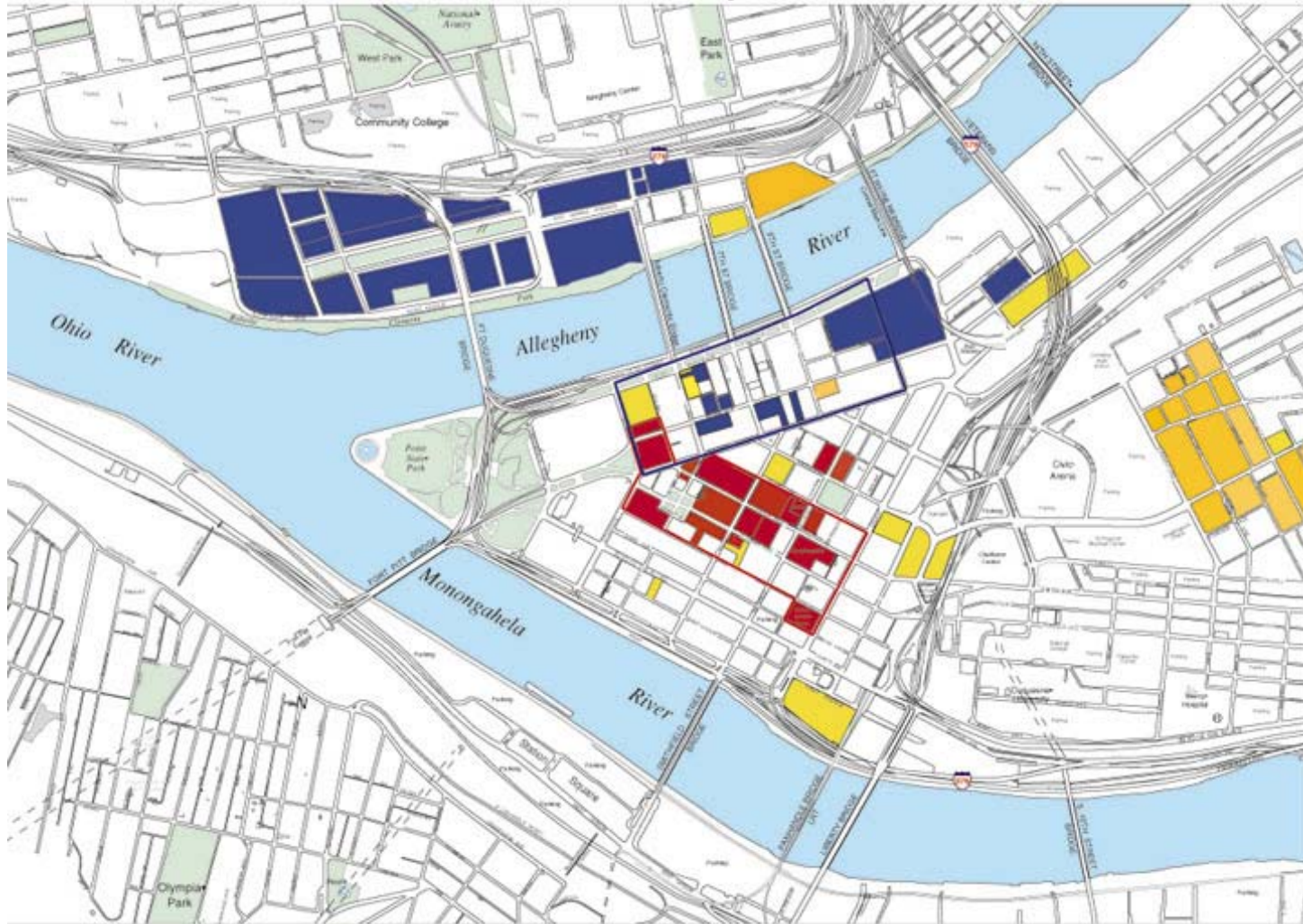
# The mixed-use site masterplan has reconnected the neighborhood to the river



Development Cost: \$650 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





# Pittsburgh Rivers--Then



# Pittsburgh Rivers--Now





# North Shore--Then





# Three Rivers Stadium



# Heinz Field



# PNC Park





# David L. Lawrence Convention Center



# North Shore Development





# Development in East Liberty



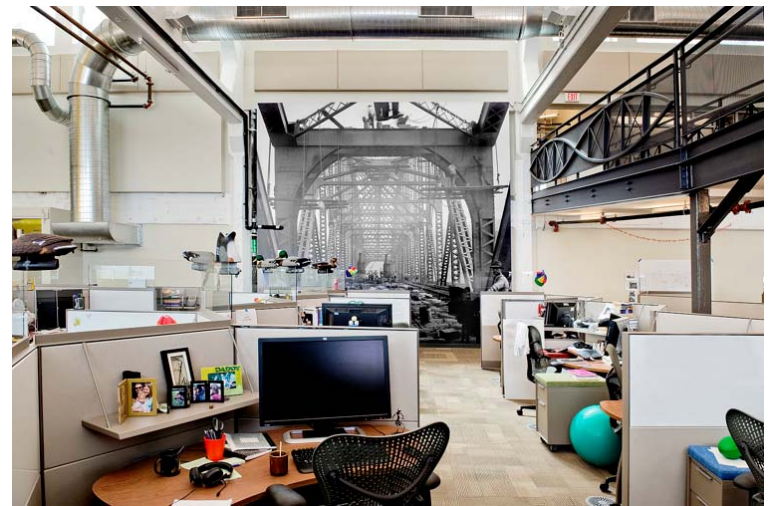


# *Affordable Housing in East Liberty*





# From Vacant Nabisco Building to Google Offices





# Uber driverless car



# Makerspace



*Carnegie Mellon University*



# Ben Franklin Partnership

- At 25, Ben Franklin Technology Partners is one of the nation's longest-running technology-based economic development programs.
- BFTP has provided both early-stage and established companies with funding, business and technical expertise and access to a network of innovative, expert resources.
- Goal: To accelerate technology development and commercialization in the state of Pennsylvania, and to create high-paying, sustainable jobs for Pennsylvanians.
- Serve as catalysts for economic growth.
- Launched with high hopes in 1983, BFTP has a 3.5-to-1 return on investment that the organization has yielded for every state dollar invested.



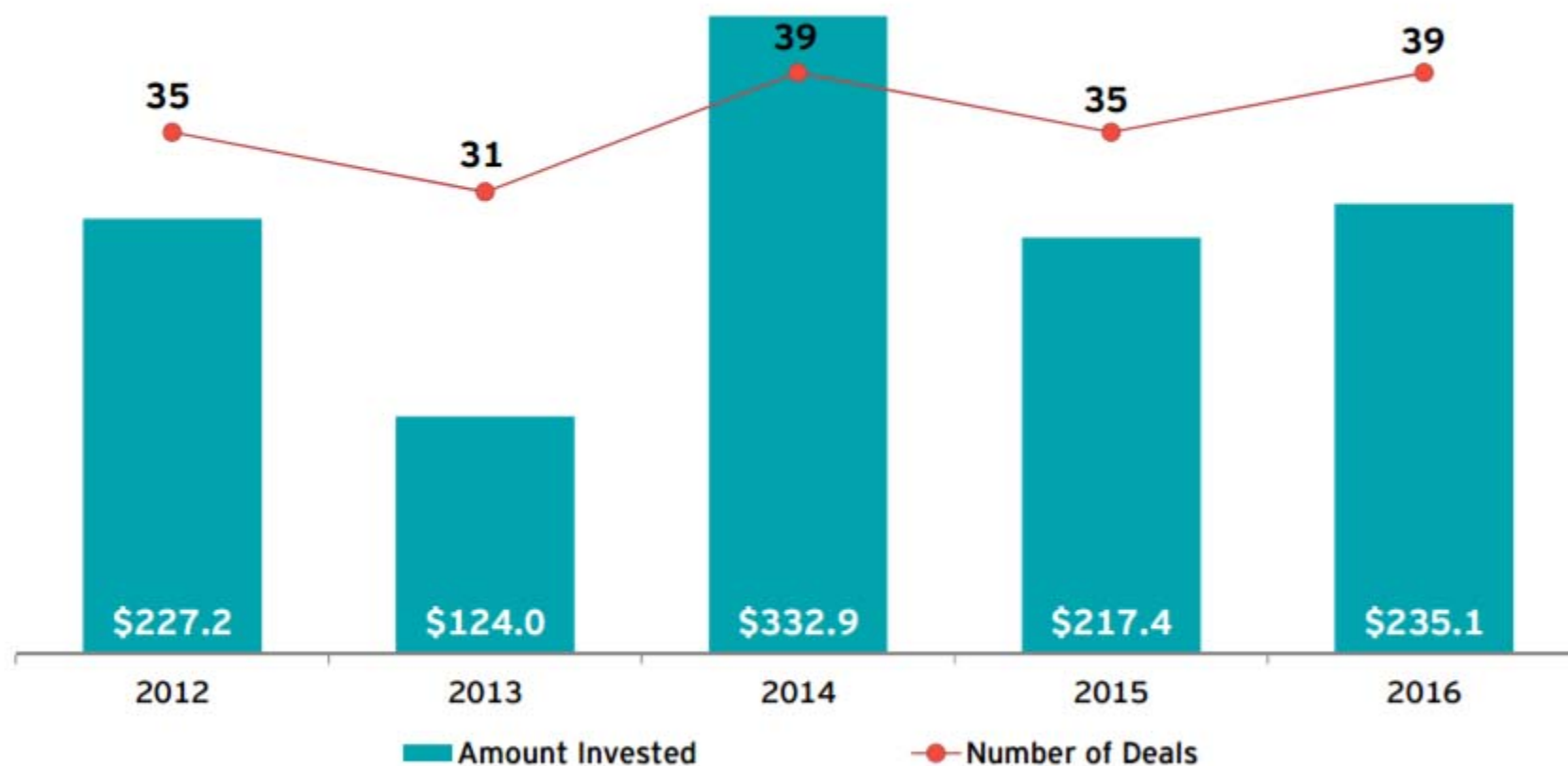
# University Research & Development Expenditures, 2017

- University of Pittsburgh: **\$939 million**
- Carnegie Mellon University: **\$328 million**

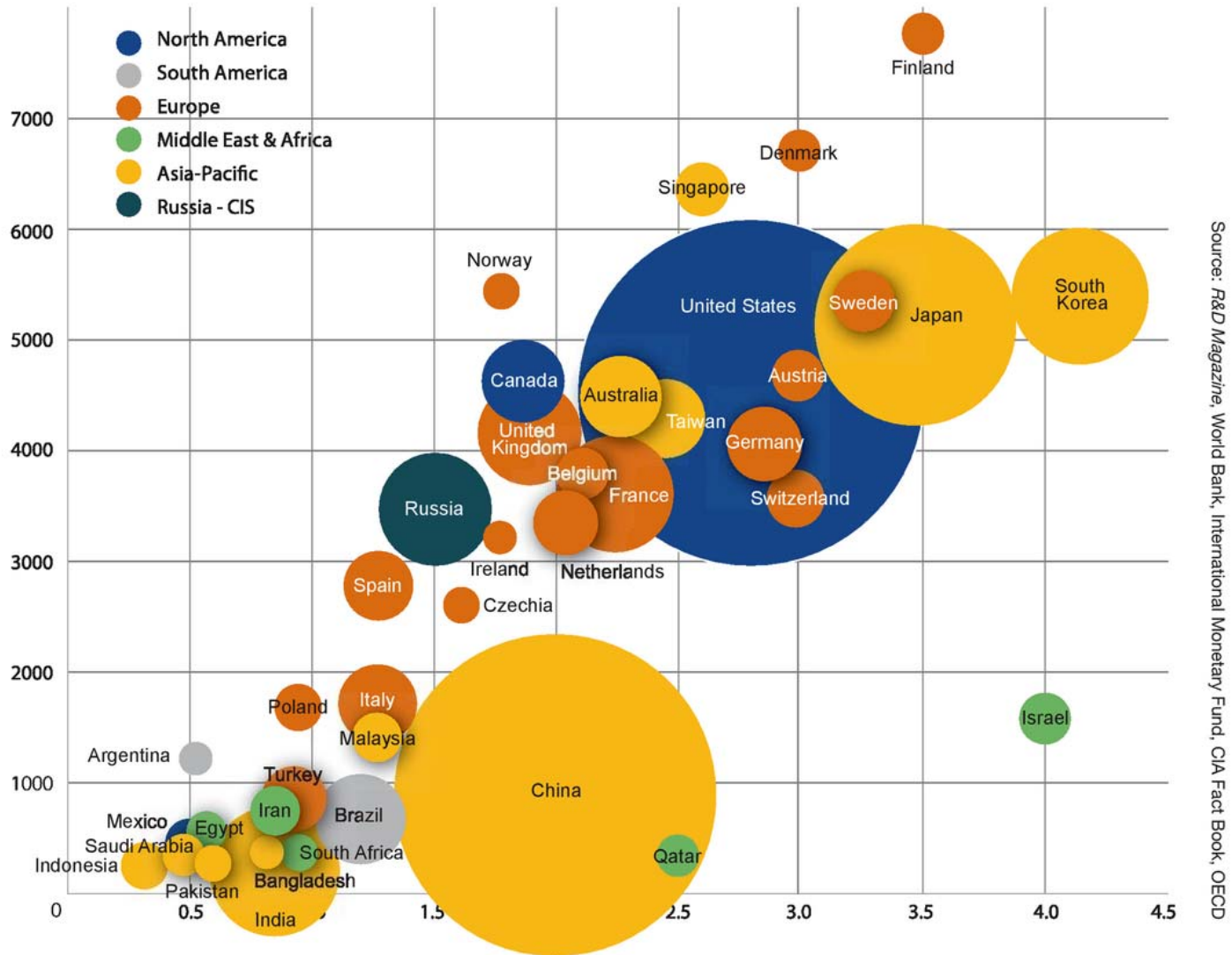




## Funding for Pittsburgh companies from venture capital firms (\$ millions)

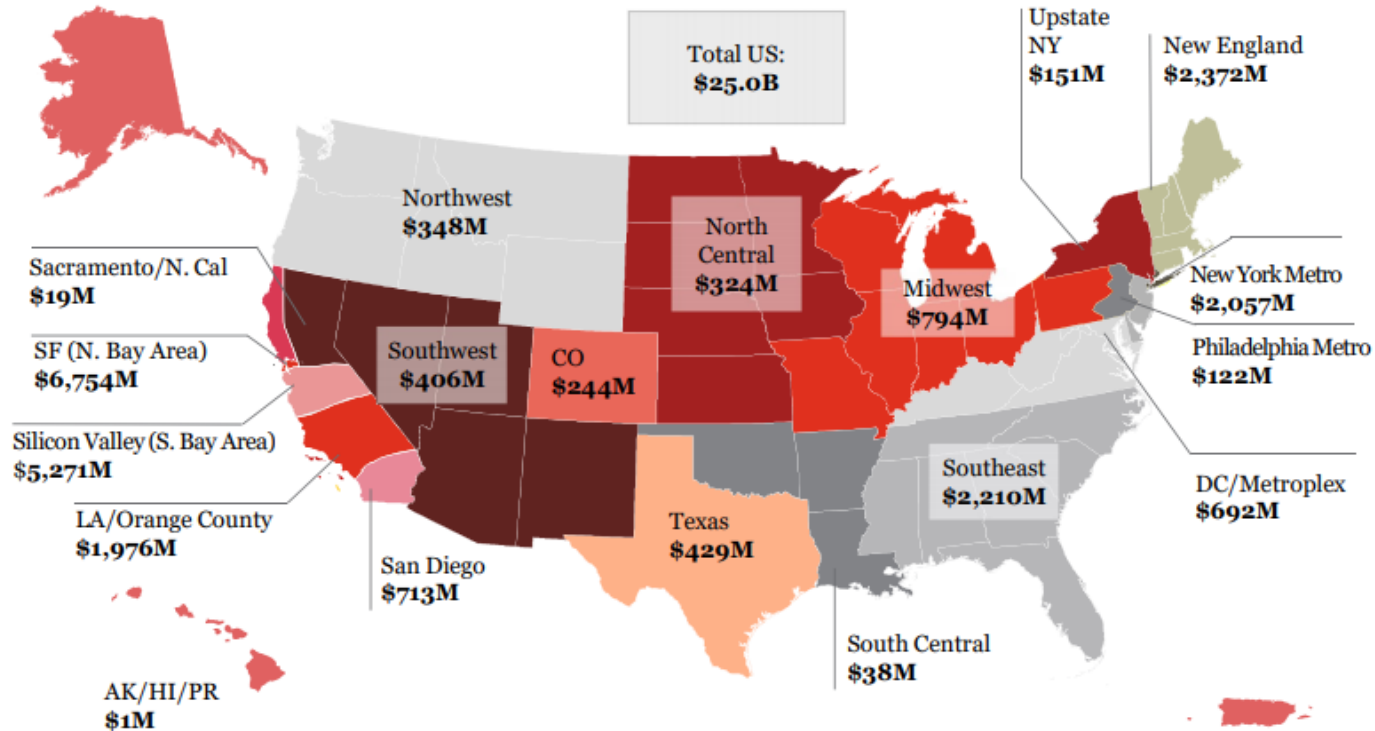


# R&D Spending by Country





## US: Q4'18 funding by region



# The pieces of the puzzle

- Think Strategically
- Dynamic Leadership
- Strong Partnerships
- Talent
- Placemaking and Design





*Where Will the New Roads Lead...*

