



Reaching for the Future:

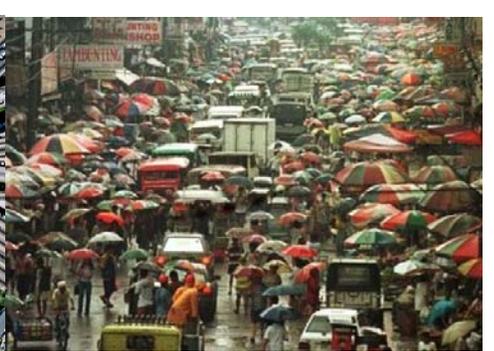
Cities Competing in the 21st Century

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



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

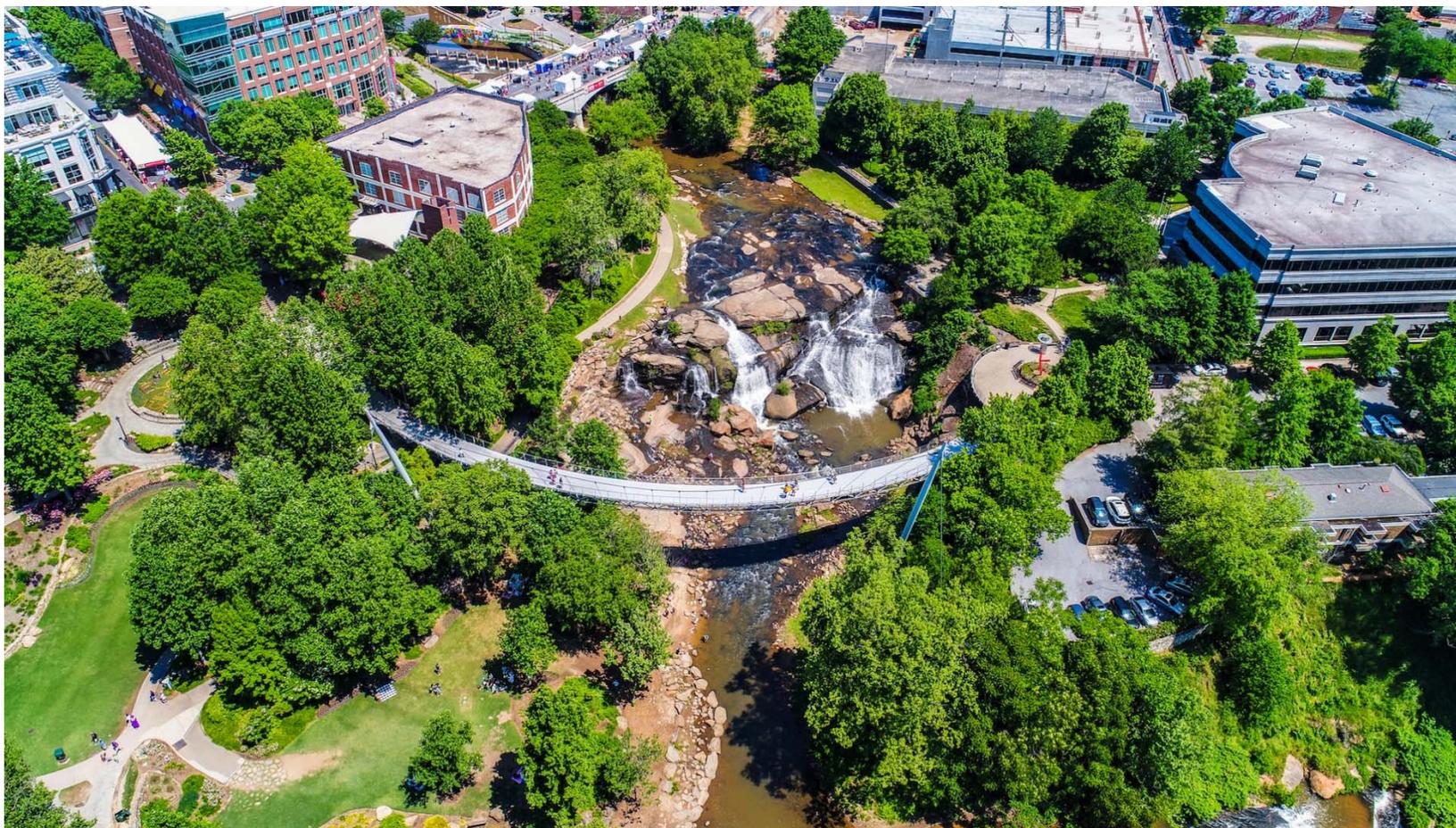


Greenville, South Carolina



Before and After

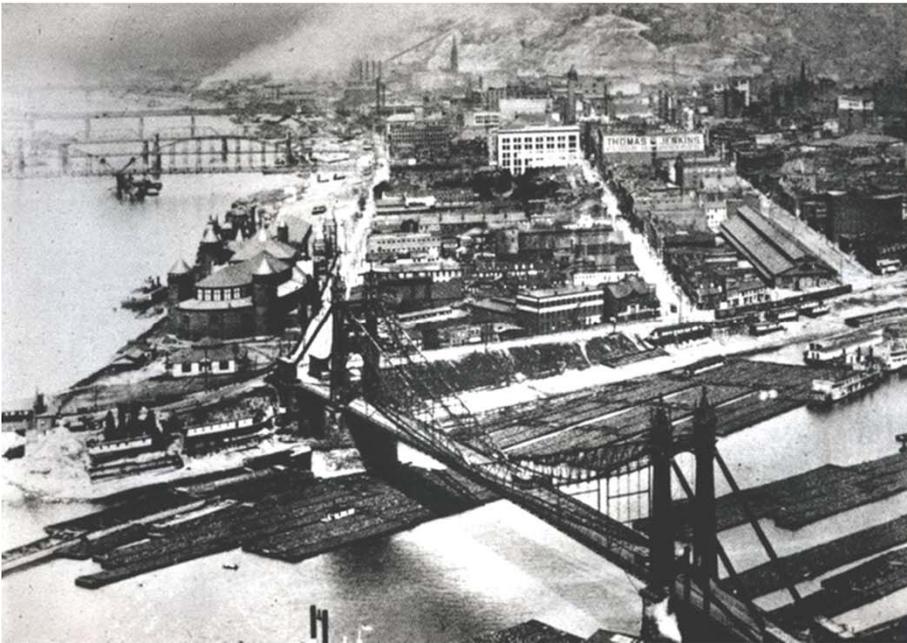
Greenville revitalization



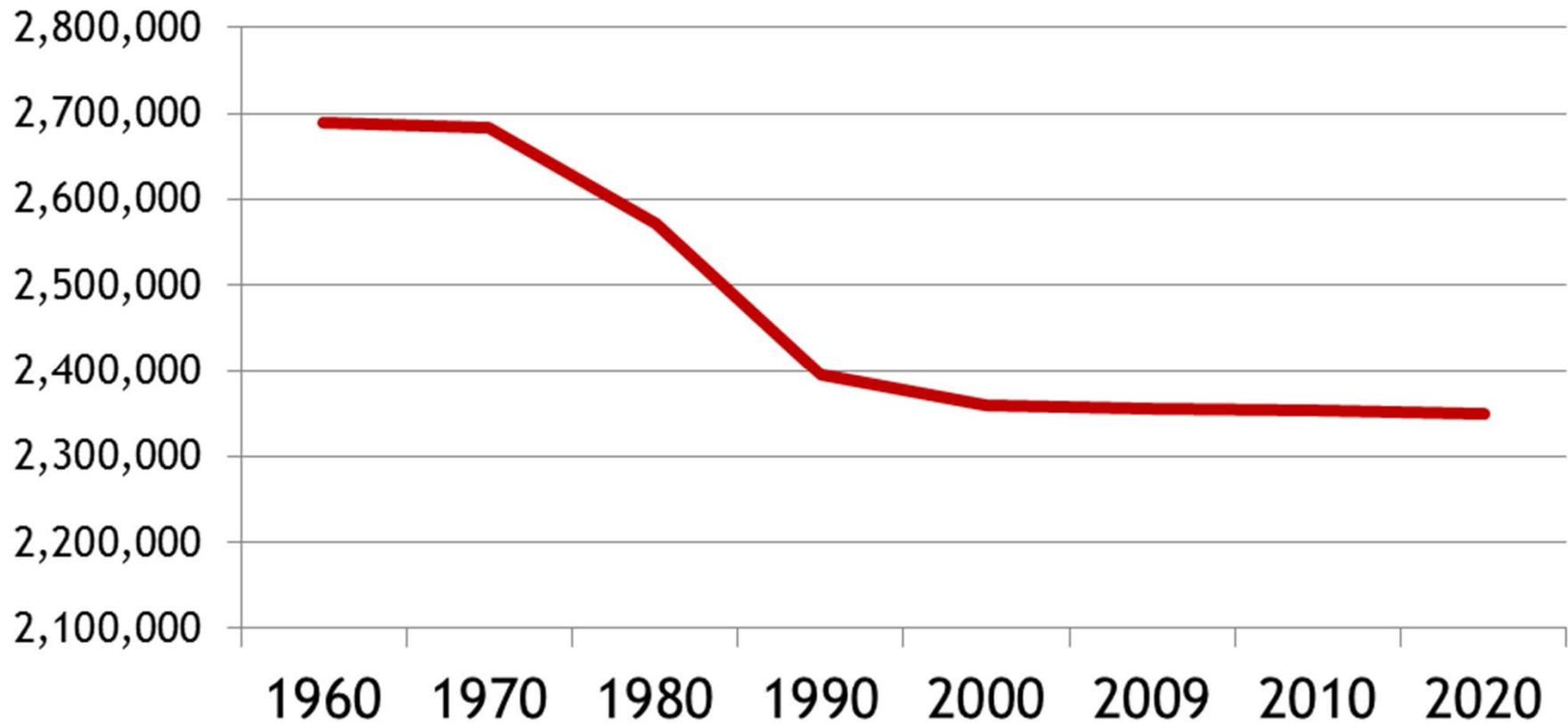
Pittsburgh



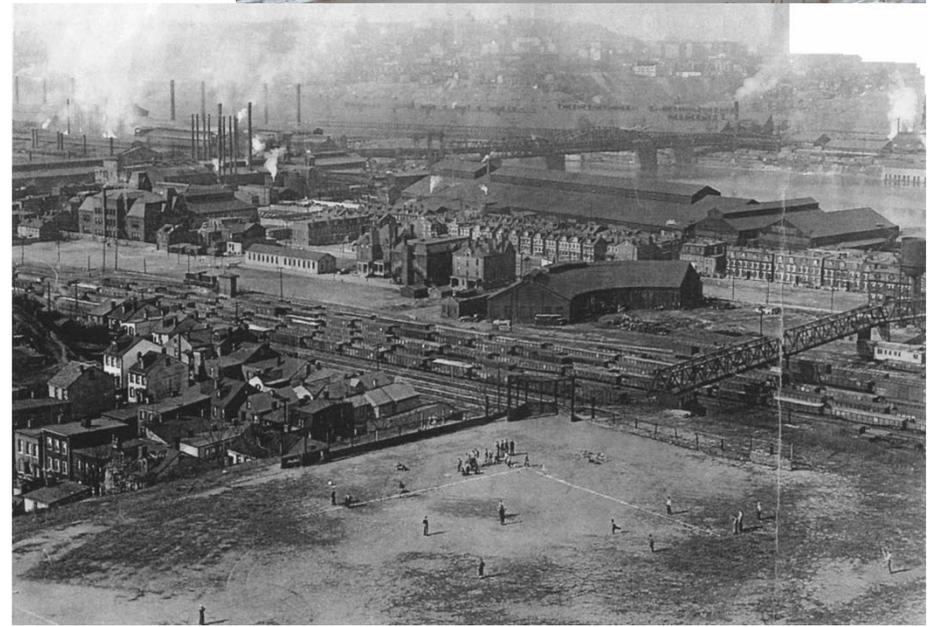
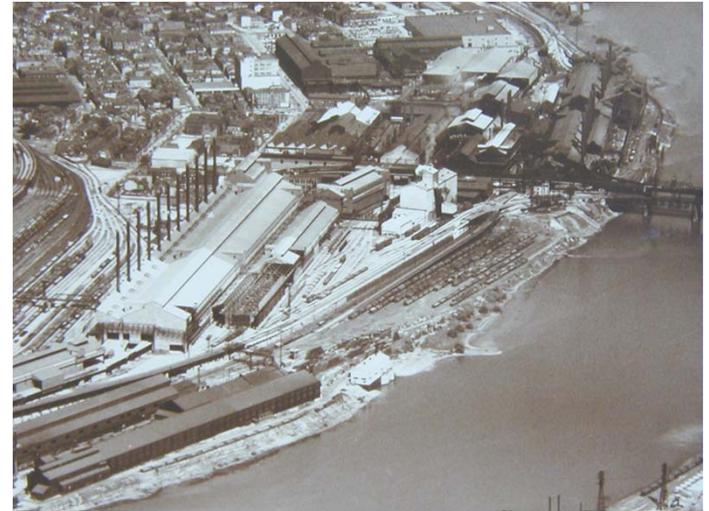
Transforming Pittsburgh: Jobs and Vitality



Pittsburgh MSA Population, 1960-2020



The South Side Works was a steel mill



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



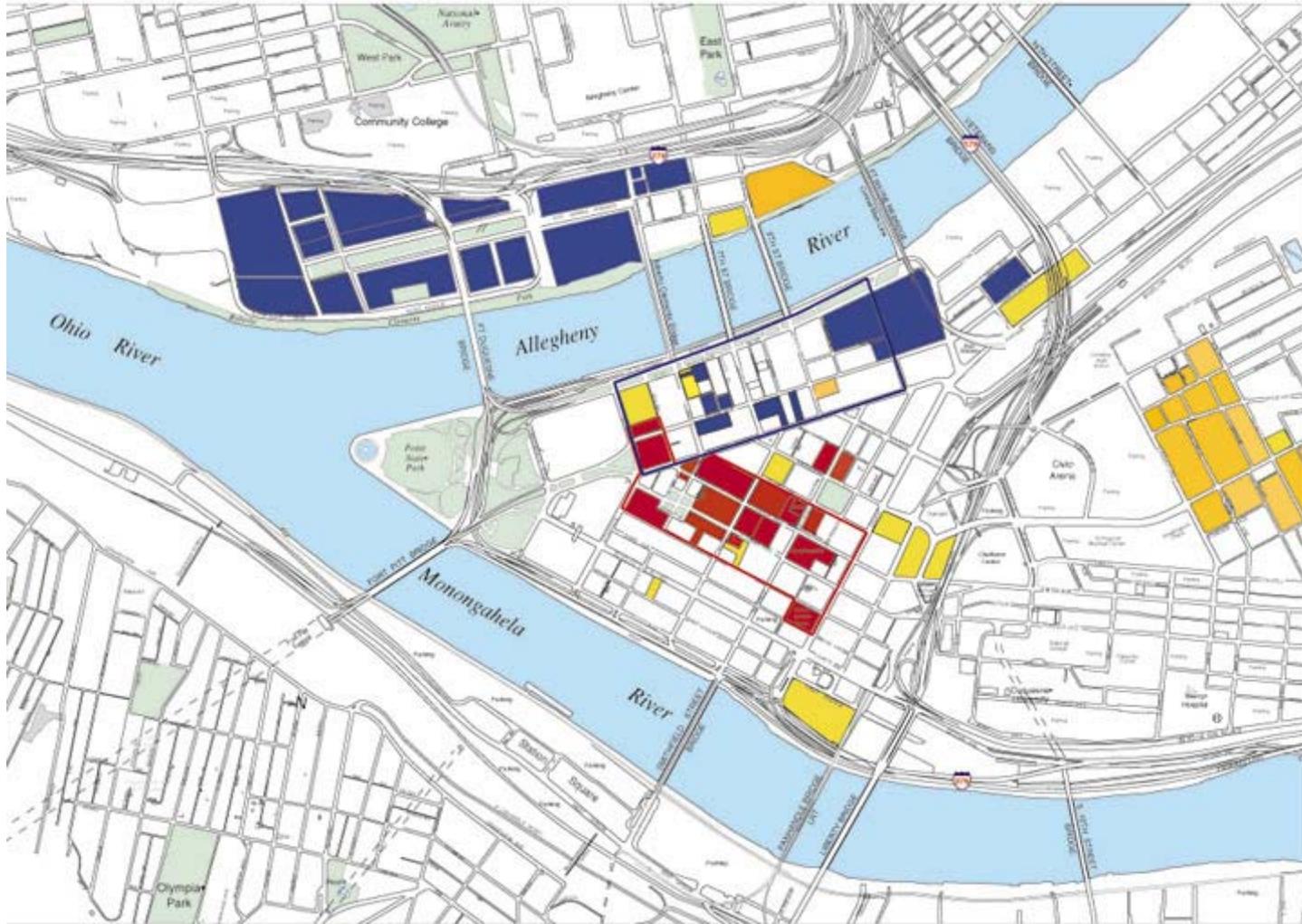
The mixed-use site masterplan has reconnected the neighborhood to the river



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



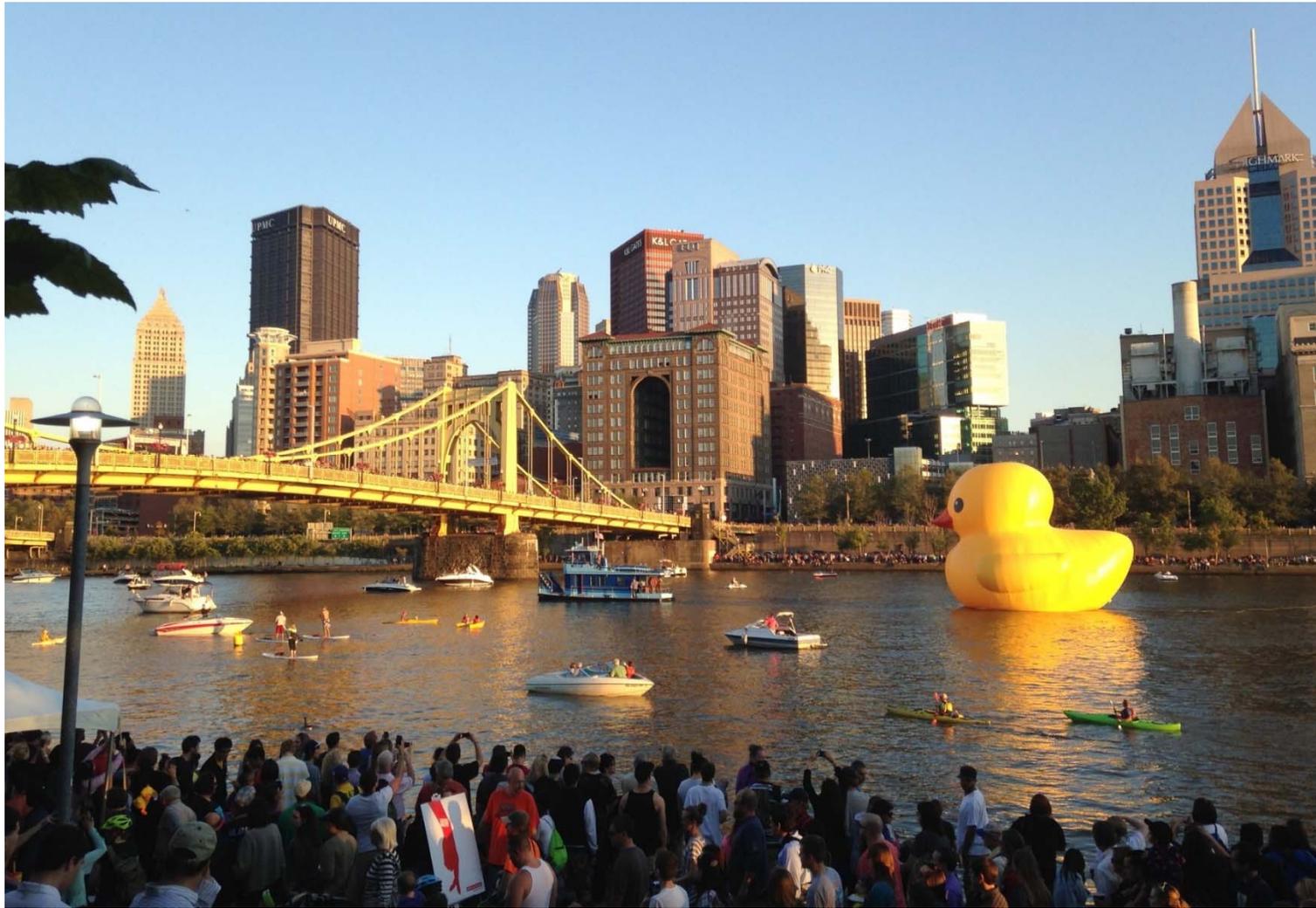
The Cultural Trust



Pittsburgh Rivers--Then



Pittsburgh Rivers--Now



North Shore--Then



Three Rivers Stadium



Heinz Field



PNC Park



David L. Lawrence Convention Center



North Shore Development



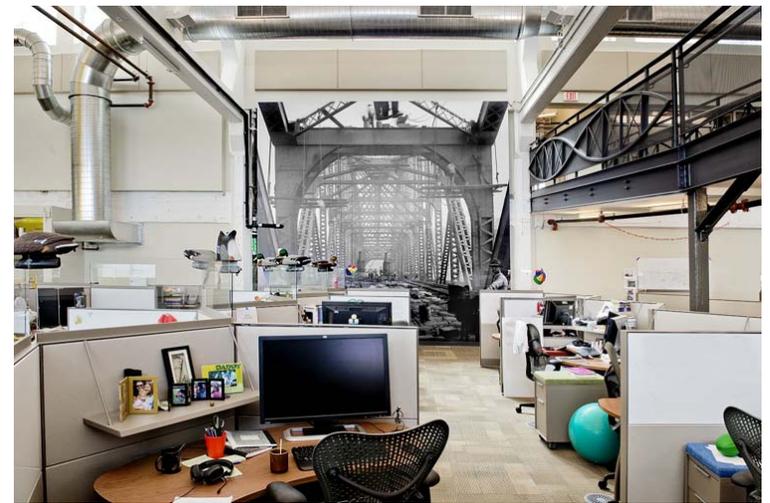
Development in East Liberty



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.



Pittsburgh University Research & Development Expenditures, 2018

- University of Pittsburgh: \$881 million
- Carnegie Mellon University: \$304 million



Syracuse University Research & Development Expenditures, 2018

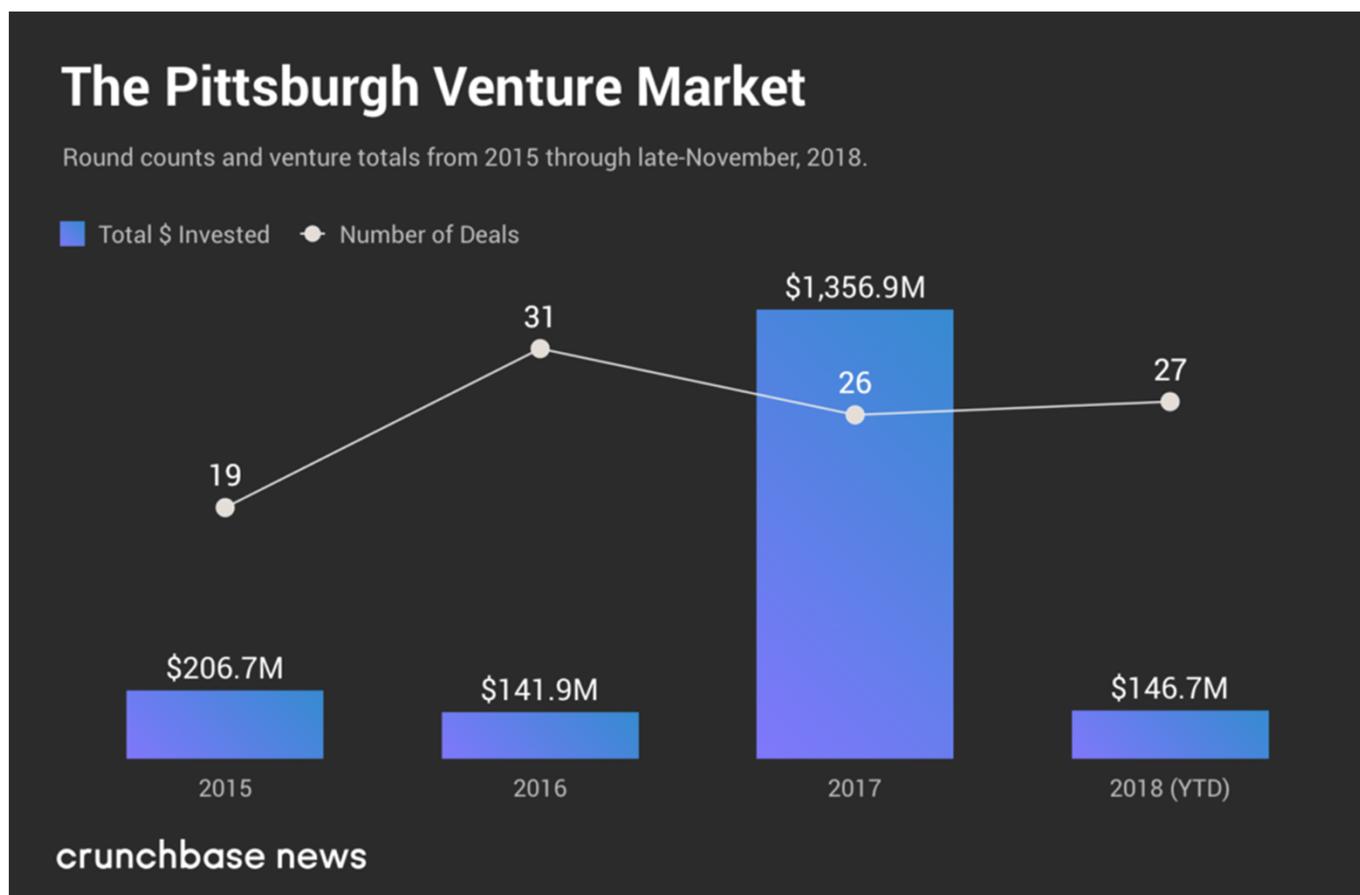
Syracuse University: \$147 million

Cornell University: \$588 million

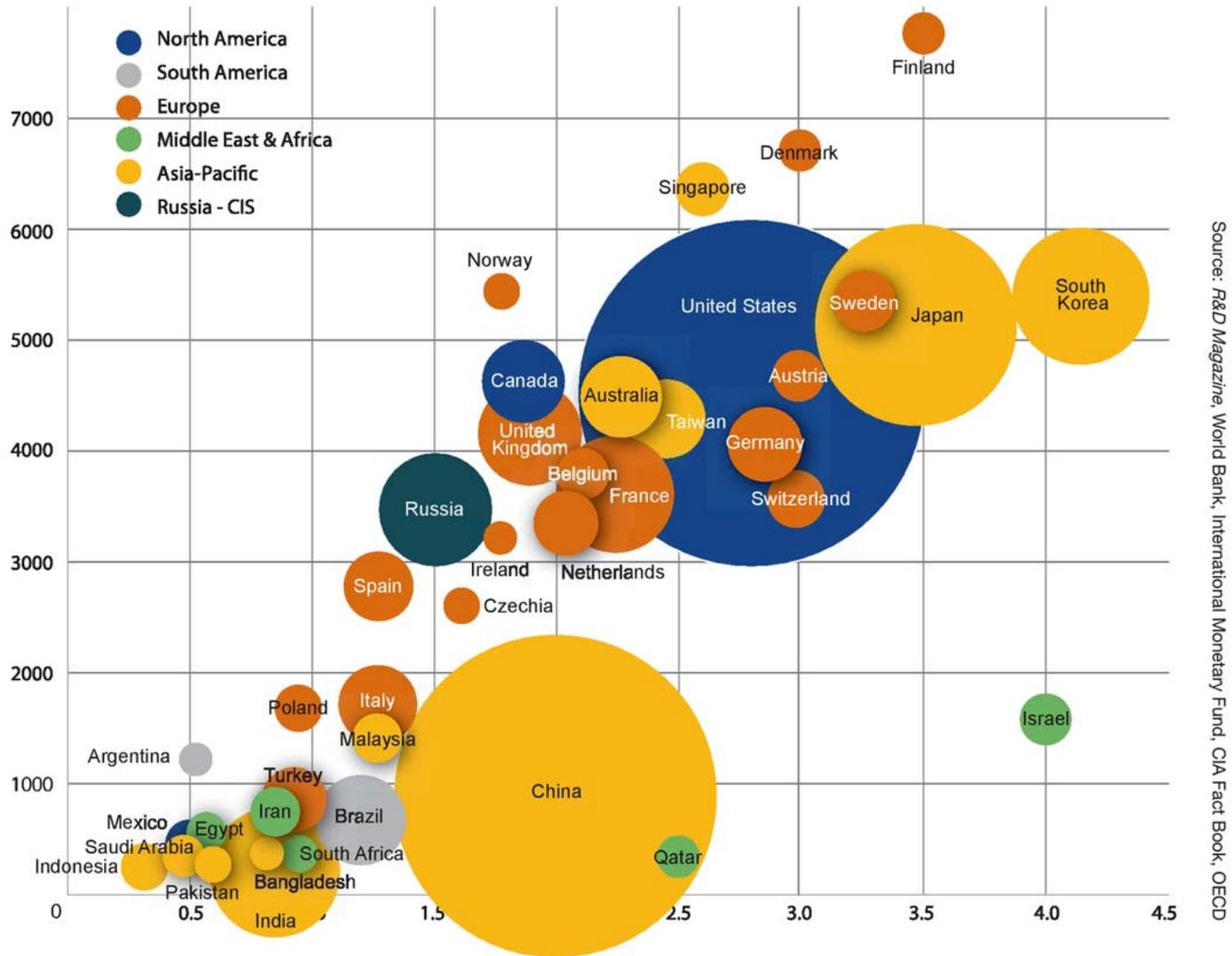
SUNY Upstate Medical University: \$40 million



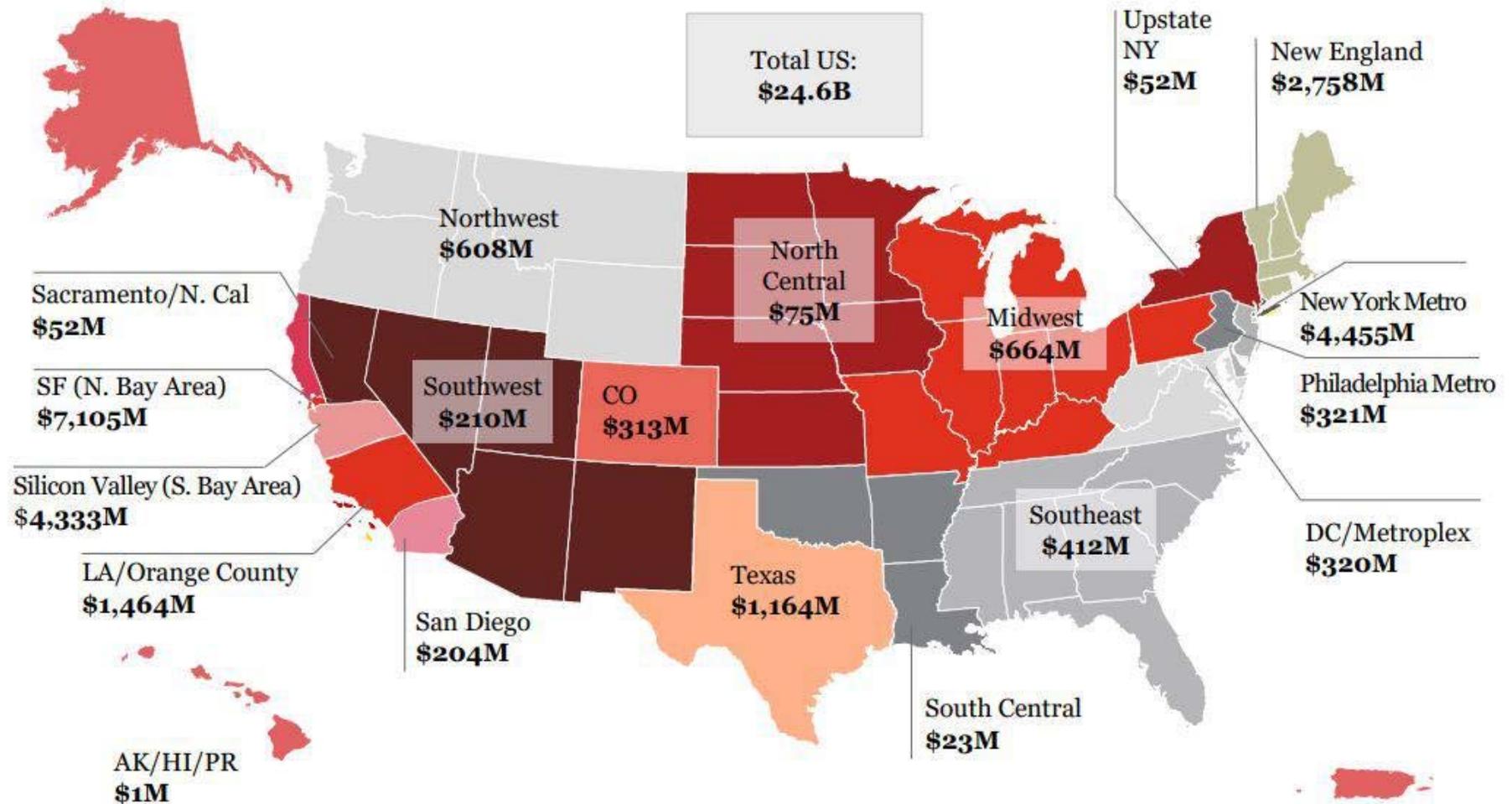
Funding for Pittsburgh companies from venture capital firms (\$ millions)



R&D Spending by Country



Venture Capital Funding Report Q1 2019



The pieces of the puzzle

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



Where Will the New Roads Lead...

