



“Intentionality”

Creating 21st Century Cities



America's First Road Trip

Horatio Nelson Jackson, Sewall K. Crocker & Bud

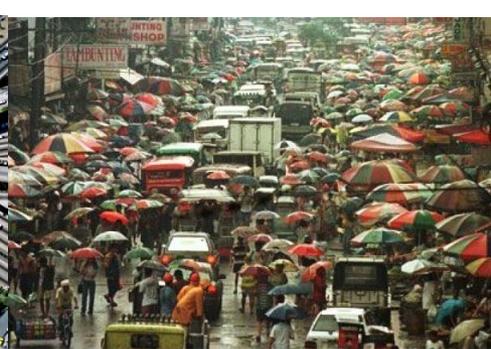


HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT"
PHOTO CREDIT: UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



Six Converging Forces

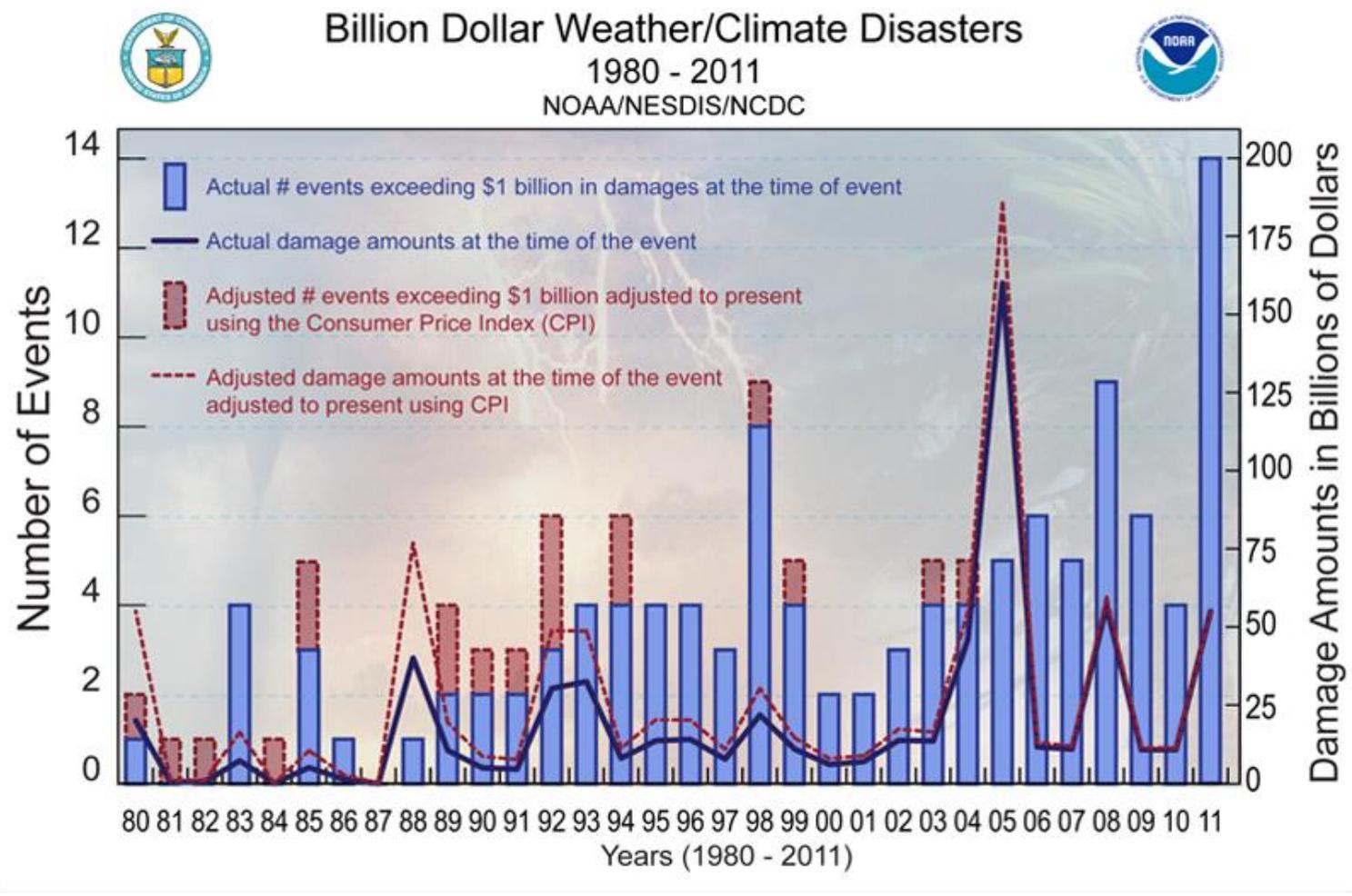
- Globalization
- Environmental
- Technological Innovation
- Demographics
- Financing the Future
- Talent



Globalization: *Ports*



Environmental: *Extreme Weather*



Environmental: *Pollution*



Employment: *Employment Trends, 1990-2015*

	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2015	% Change	1990	2015	% Change	1990	2015	% Change
U.S. Metro									
Baltimore	126	57	-55%	121	228	88%	151	268	77%
Denver	84	68	-19%	132	247	87%	74	179	142%
Philadelphia	342	178	-48%	306	457	50%	367	612	67%
Pittsburgh	130	88	-32%	127	177	40%	166	252	51%
Research Triangle	76	61	-19%	66	156	136%	54	132	146%
San Diego	121	99	-18%	128	244	91%	92	201	119%
San Francisco	173	124	-28%	280	484	73%	188	336	78%
Seattle	230	186	-19%	141	275	94%	129	261	102%
Tampa	81	62	-23%	50	213	324%	115	204	77%
U.S. Total	17,413	12,332	-29%	10,747	20,127	87%	11,380	22,553	98%

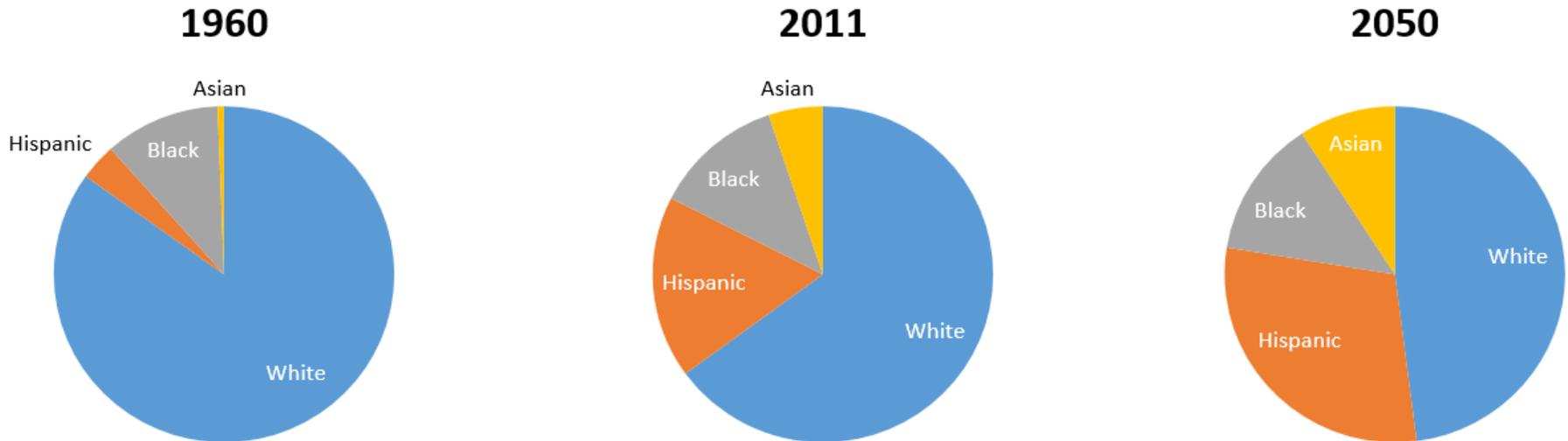
Percent Distribution of U.S. Households by Type, 1940-2010

Household Type	1940	1960	1980	2000	2010
Family Households	90.0	85.1	73.7	68.1	66.4
Married couples with children	42.9	44.3	30.7	23.5	20.2
Married couples without children	33.4	30.5	30.2	28.1	28.2
Single parents with children	4.3	4.1	7.2	9.2	9.6
Other family	9.4	6.2	5.6	7.1	8.5
Nonfamily Households	10.0	15.1	26.4	31.9	33.6
One person	7.8	13.4	22.6	25.8	26.7
Other nonfamily	2.2	1.7	3.8	6.1	6.8

Note: Percentages for subcategories may not sum to category totals due to rounding.

Source: U.S. Census Bureau, decennial censuses from 1940 to 2010.

Population by Race and Ethnicity 1960-2050*



Demographics: *Boomers*



- Seniors from 65-75 will be the fastest growing group this decade
- Will grow from 28 to 42 million - a 50% growth by 2020
- Children of the 60s, have redefined every age they entered
- When will they retire? For most, not for years



Demographics: *Millennials*

- Late teens to early 30s - 83 million
- The largest generation in US history
- At the prime household formation age
- Six times less likely to have a car than their parents



Millennial buyers

- For the second consecutive year, the largest group of recent buyers was the millennial generation, those 34 and younger, who composed 32 percent of all buyers.
- Although most purchases by all generations were in a suburban area, the share of millennials buying in an urban or central city area increased to 21 percent in the past year (19 percent a year ago), compared with only 12 percent of older boomers (unchanged from a year ago).

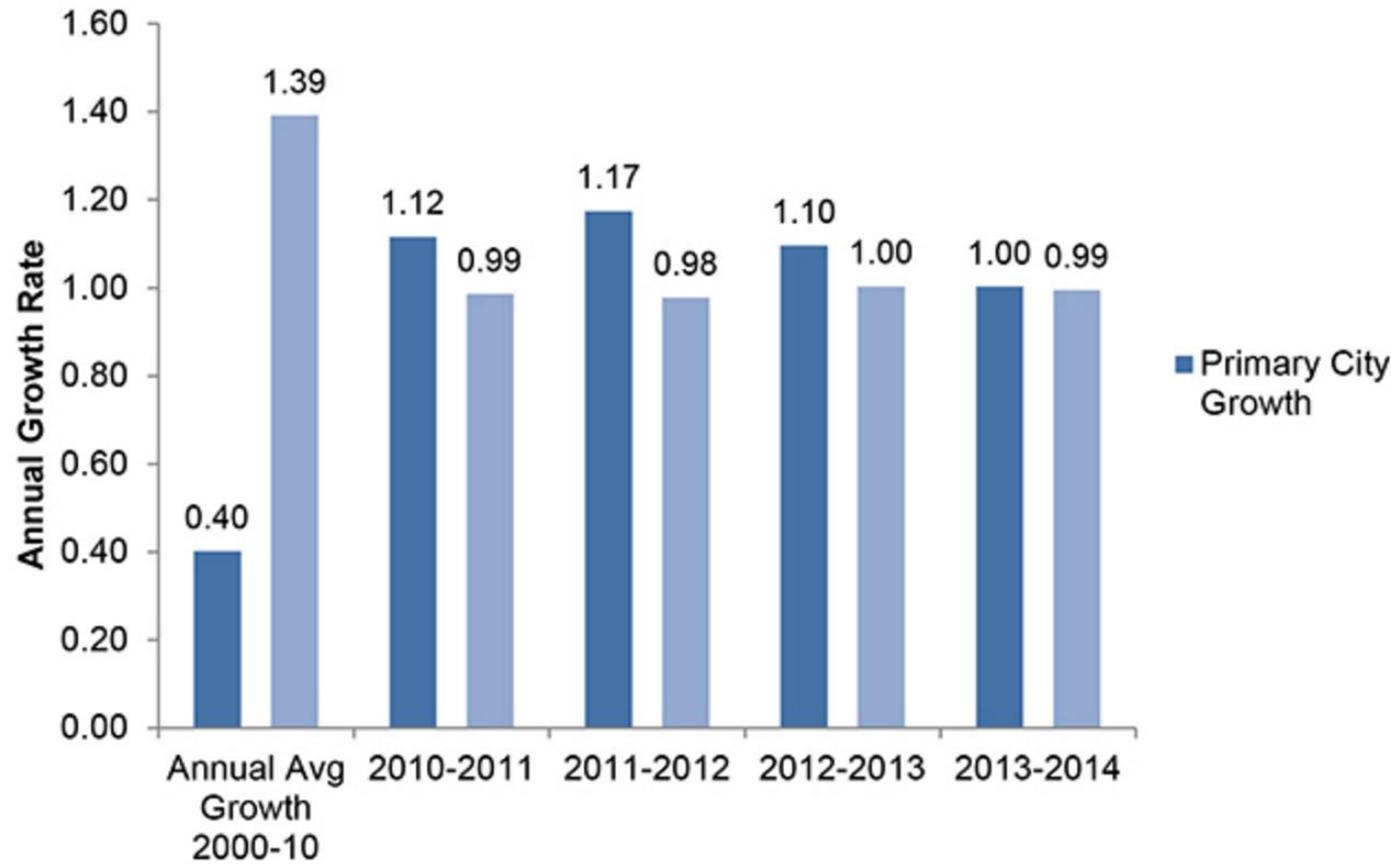


Walkable communities are in demand

- Over the past decade, values for properties located in central business districts have risen 125%, while values for suburban properties that are also considered highly walkable were up 43%.
- Prices were up only 21% to 22% for suburban properties that were either “somewhat walkable” or car-dependent.



City and Suburb Growth



* metropolitan areas over 1 million population

Intentionality

- **Intentionality:** The point at which a community decides to become *something other* than what is has been traditionally
- Creating a better future



An Appetite for Risk

- A Clear Understanding of a Community's Competitive Advantages
- Strong Leadership by both the Public and Private Sides
- A Strategic Vision
- An Entrepreneurial Culture
- A Public/Private Partnership Culture
- Knowledge of Public Financing Tools
- A Commitment to Design Excellence
- Organizational and Staff Capacity



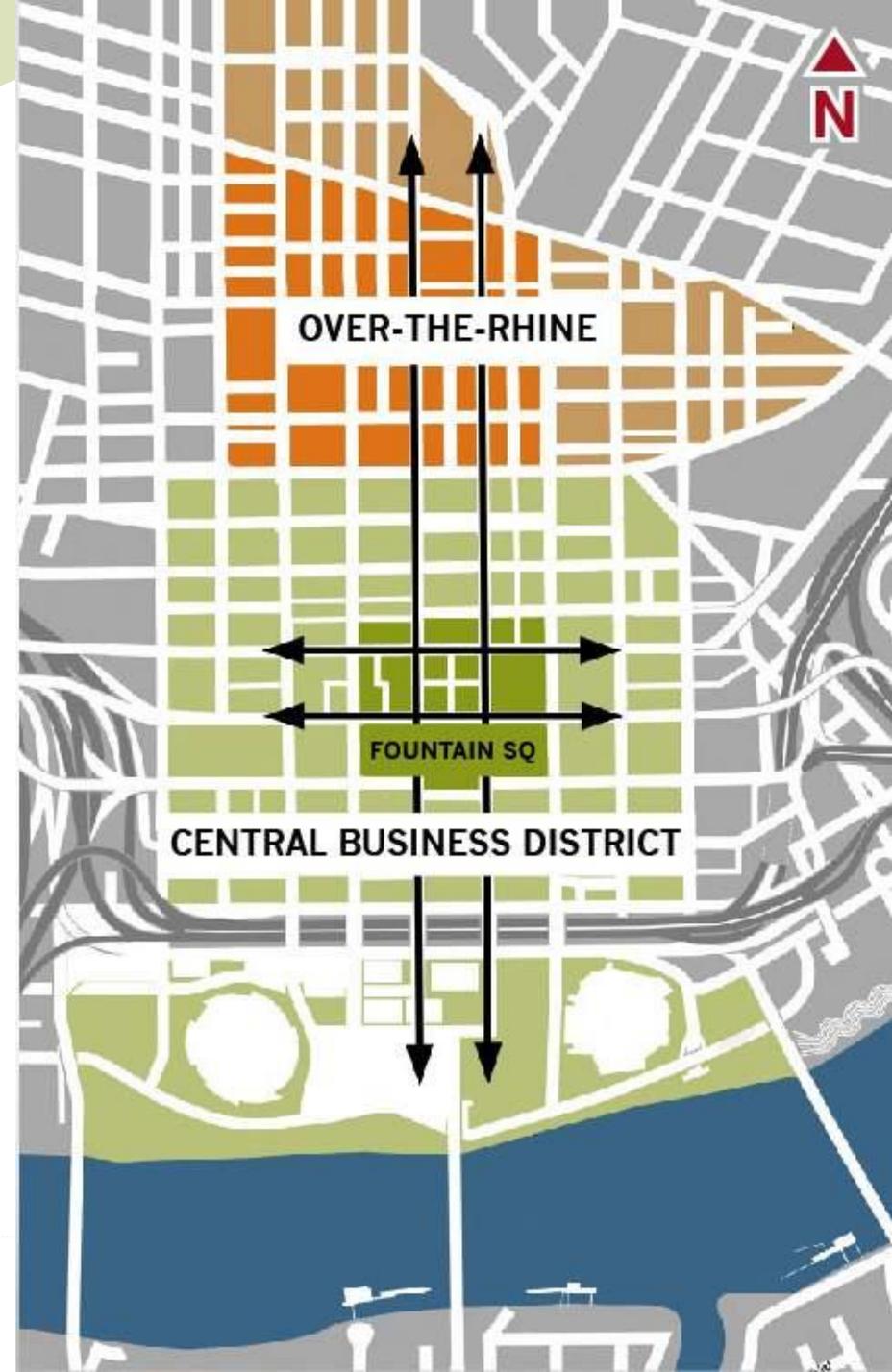
3CDC

CINCINNATI CENTER CITY DEVELOPMENT CORPORATION



OUR MISSION

- 3CDC is a non-profit, real estate development and finance organization focused on strategically revitalizing Cincinnati's downtown urban core in partnership with the City of Cincinnati and the Cincinnati corporate community. Our work is specifically focused on the Central Business District and in Over-The-Rhine.
- 3CDC manages The Cincinnati Equity Fund (CEF) and the Cincinnati New Markets Fund (CNMF). These investment funds play an important role by providing financial aid in downtown development activities.



3CDC | OVER-THE-RHINE



500
VACANT
BUILDINGS



700
VACANT
LOTS

1667

VACANT HOUSING UNITS





100A 10th

10th St

100A 10th

100A 10th

1300 VINE
1000 10th
1000 10th
1000 10th
1000 10th

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



Parks in Oklahoma City



- 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

Historic Preservation



Charleston, South Carolina

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

Home Depot in East Liberty



One of the first inner city
Home Depot developments

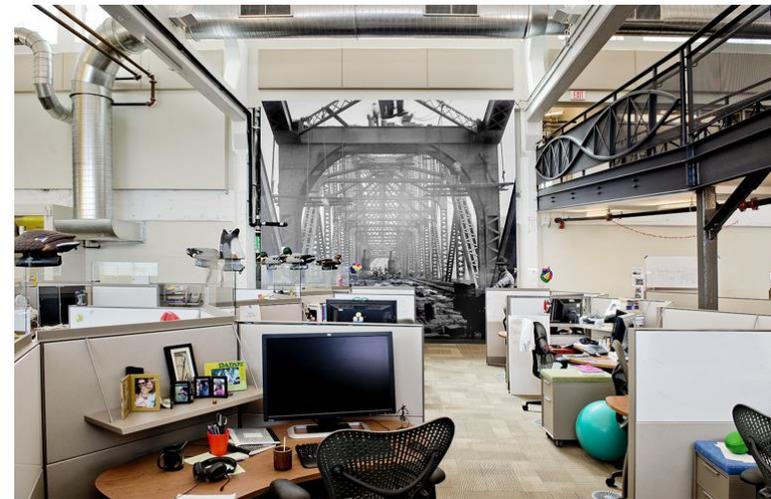
Development Cost: \$11.35 Million

TIF Proceeds: \$1.67 Million

Other Public: \$4.35 Million

Private Investment: \$5.33 Million

From Vacant Nabisco Building to Google Offices



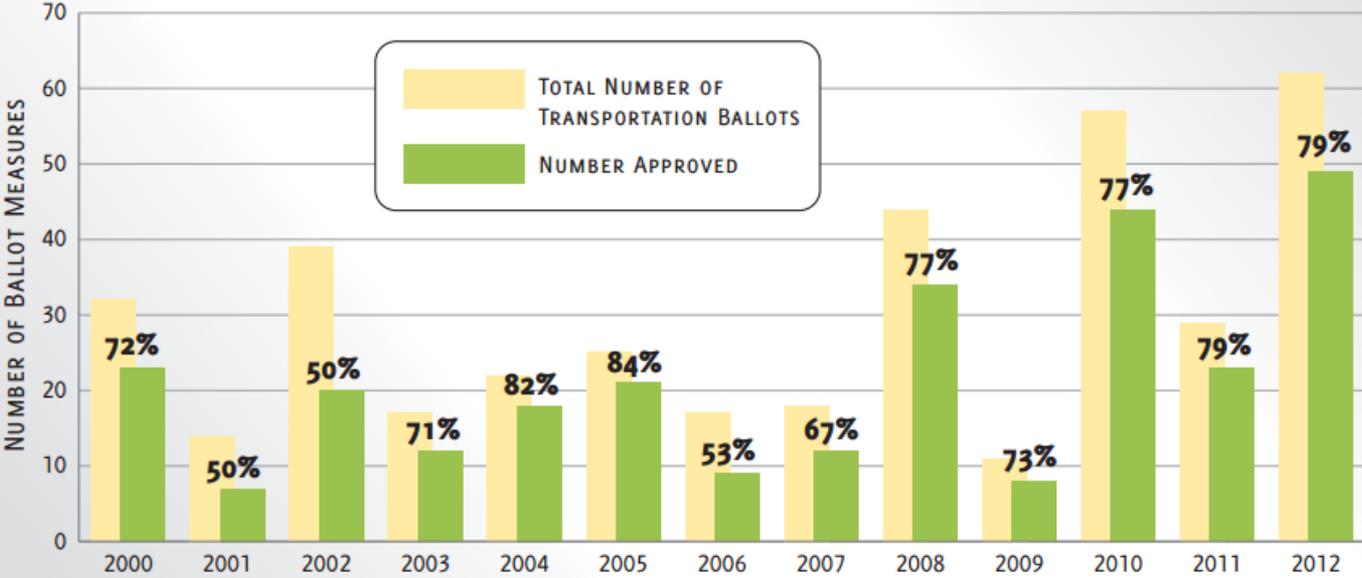
Google says of its several hundred employees in Pittsburgh, 15 to 20 percent currently bike or walk to work

Retail Development in East Liberty



Financing the Future: *Voting for Infrastructure*

Again in 2012, Transportation Ballots Overwhelmingly Win with American Voters
Percentages Represent Success Rate in Year



Source: Center for Transportation Excellence, 2012.

Tools

- Layering of financing



- Use every tool available

- Federal Grants
- City General Funds
- Tax Increment Financing
- City Bond Funds
- Hospitality Tax Funds
- Local Parking Tax Funds
- Sewer and Storm Water Revenue Bonds
- New Market Tax Credits
- Land Sales Proceeds
- State and Federal Highway Transportation Funds

The pieces of the puzzle



Think Strategically



Dynamic Leadership



Strong Partnerships

- Largest high-tech research park in North America
- 20 million sq. ft. of developed space
- Home to 157 companies
- Employs 39,000 people

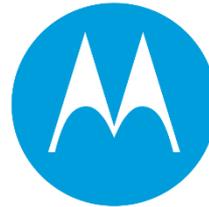


Talent

Panasonic



Kraft *Heinz*



MOTOROLA

Google



Placemaking and Design

The “Wow” Factor



Where Will the New Roads Lead..

