



Intentionality:

*Competing in the 21st
Century*



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



Employment: *Employment Trends, 1990-2016*

	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2015	% Change	1990	2015	% Change	1990	2015	% Change
U.S. Metro									
Baltimore	126	55.2	-56%	121	237.3	96%	151	270.7	79%
Denver	84	69.7	-17%	132	266.6	102%	74	187.9	154%
Philadelphia	342	182.9	-47%	306	472.6	54%	367	629.8	72%
Pittsburgh	130	85.3	-34%	127	186.1	47%	166	246.6	49%
Research Triangle	76	62	-18%	66	162	145%	54	138	156%
San Diego	121	105.5	-13%	128	239.5	87%	92	204	122%
San Francisco	173	126.6	-27%	280	483.8	73%	188	349.8	86%
Seattle	230	180.4	-22%	141	281.8	100%	129	269.2	109%
Charlottesville				5.8	15.1	160%	<ul style="list-style-type: none"> • University of VA employs over 16,000 • University of Virginia Health System employs over 11,000 		
U.S. Total	17,413	12,273	-30%	10,747	20,669	92%	11,380	23,145	103%

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



Intentionality

- **Intentionality:** The point at which a community decides to become *something other* than what is has been traditionally
- Sense of Place
- Diversity of Jobs



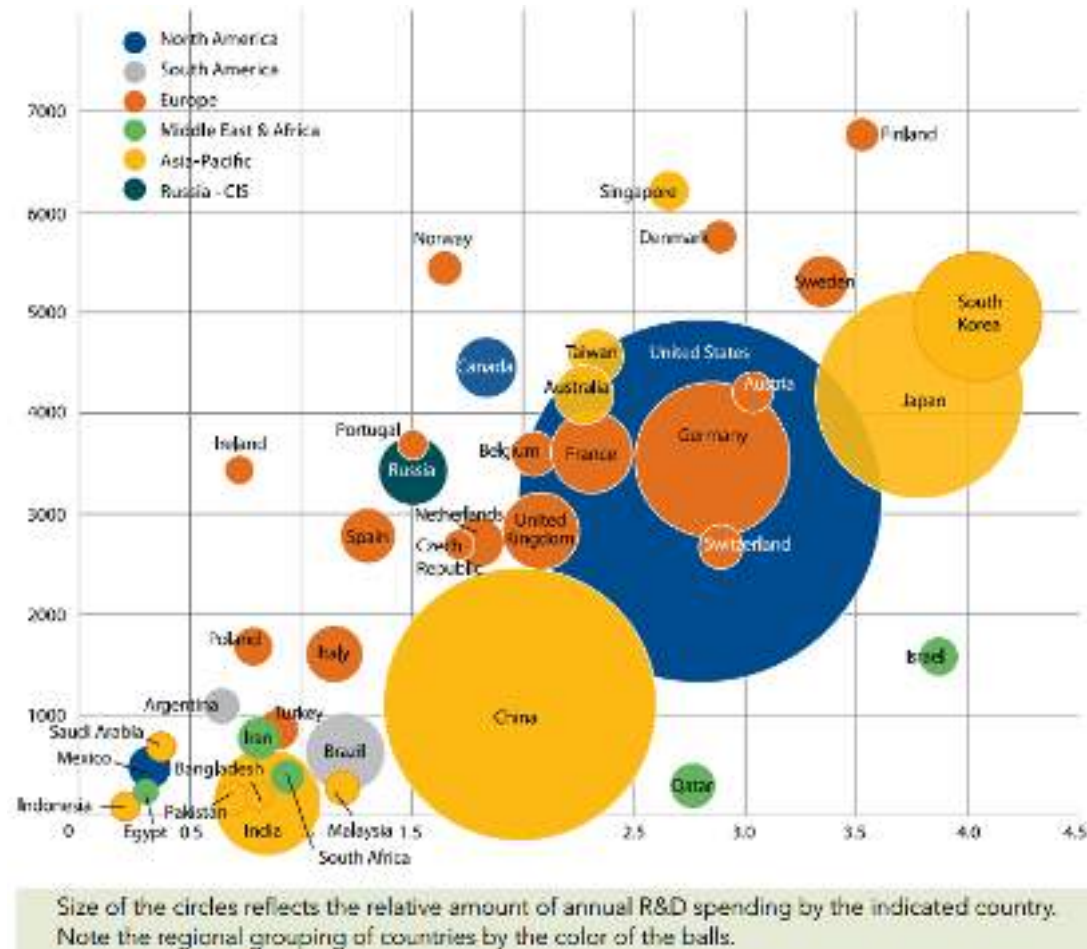
Building a 21st Century City

- Well Managed
- Vibrant
- Entrepreneurial
- Educated
- Partnerships



Growing Talent:

R&D as a percentage of Gross Domestic Product



Regional Venture Capital Growth

Region	Amount
Silicon Valley	27,422.2
NY Metro	7,341.0
New England	6,052.1
LA/Orange County	5,129.1
Southeast	2,243.9
Midwest	2,232.3
Northwest	1,502.9
DC/Metroplex	1,472.2
San Diego	1,266.6
Texas	1,170.8
SouthWest	909.5
Colorado	782.6
Philadelphia Metro	622.8
North Central	599.9
Upstate NY	159.7
South Central	106.4
Sacramento/N.Cal	44.4
Unknown	7.2
AK/HI/PR	-

Venture Capital Investment

- Charlottesville area has been the country's fastest-growing market for venture capital investment since 2010.
- Number of companies receiving venture capital funding increased roughly 55 percent annually from 2010 to 2015
- Amount of investment dollars grew by about 157 percent during the same time period, to about \$28 million in 2015.

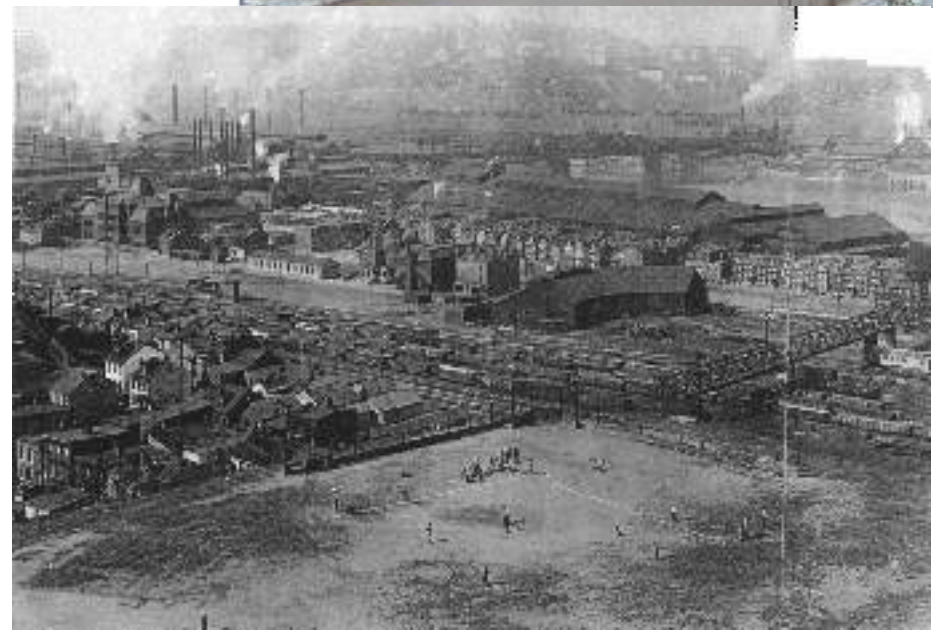
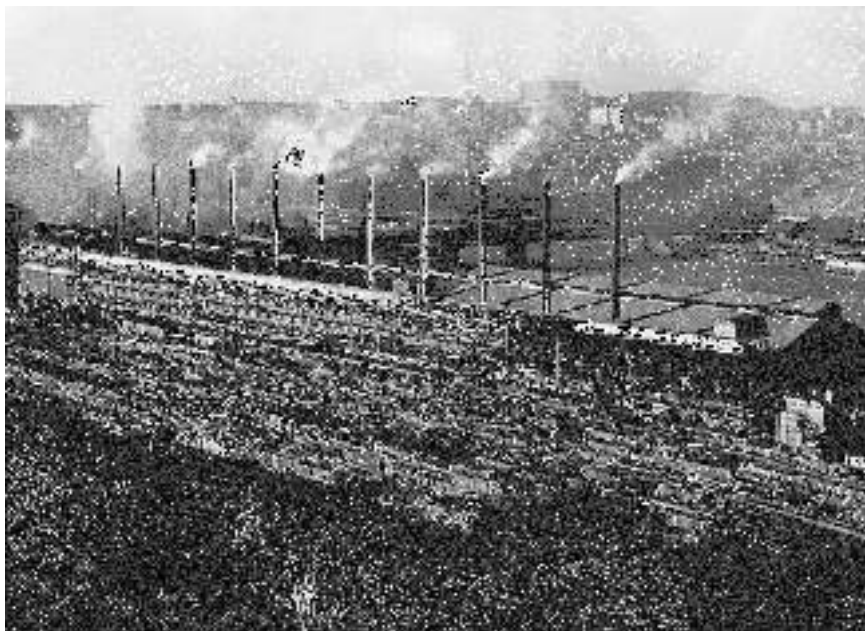
Pittsburgh



Transforming Pittsburgh: Jobs and Vitality



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.

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

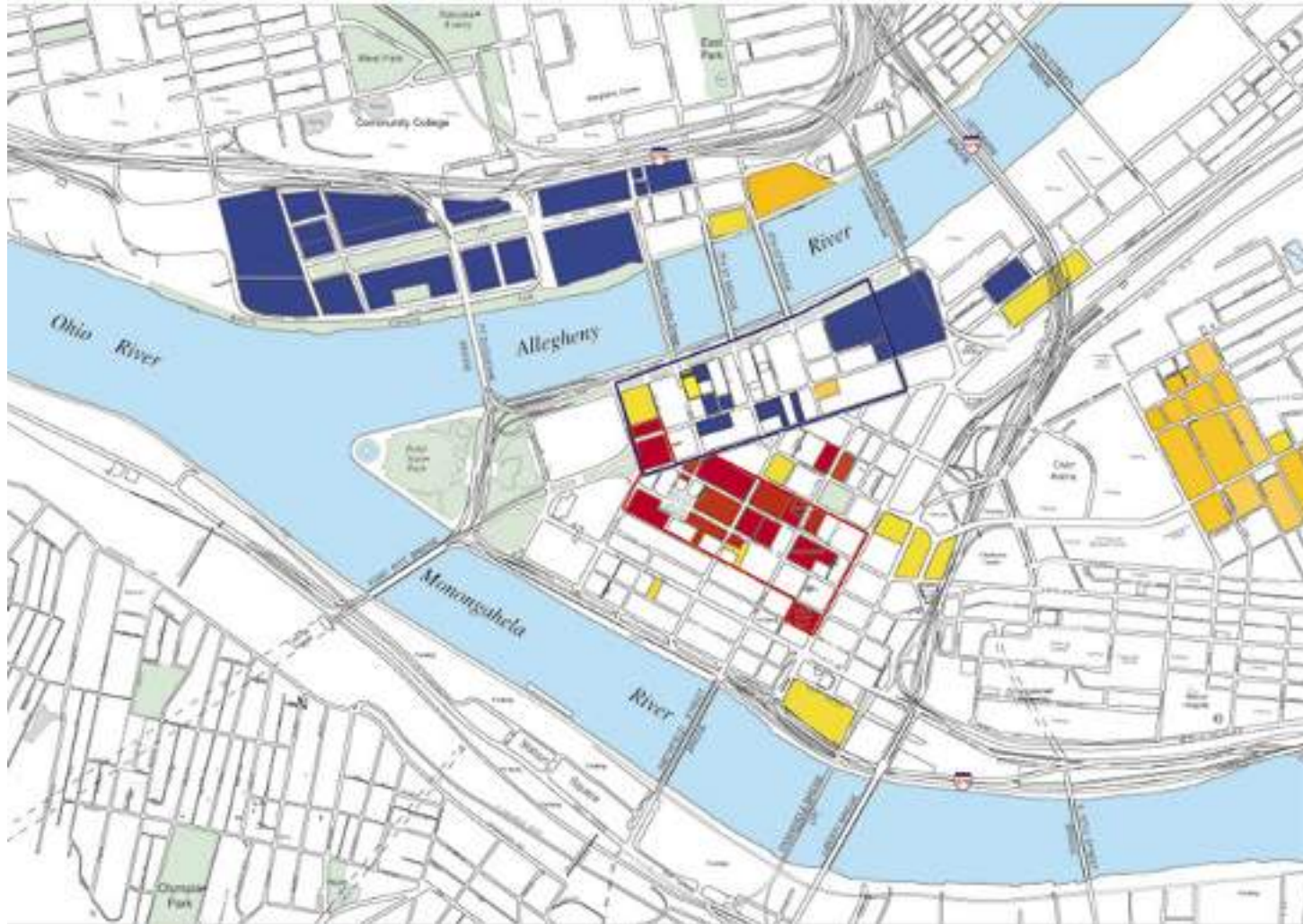
From Vacant Nabisco Building to Google Offices



Uber driverless car



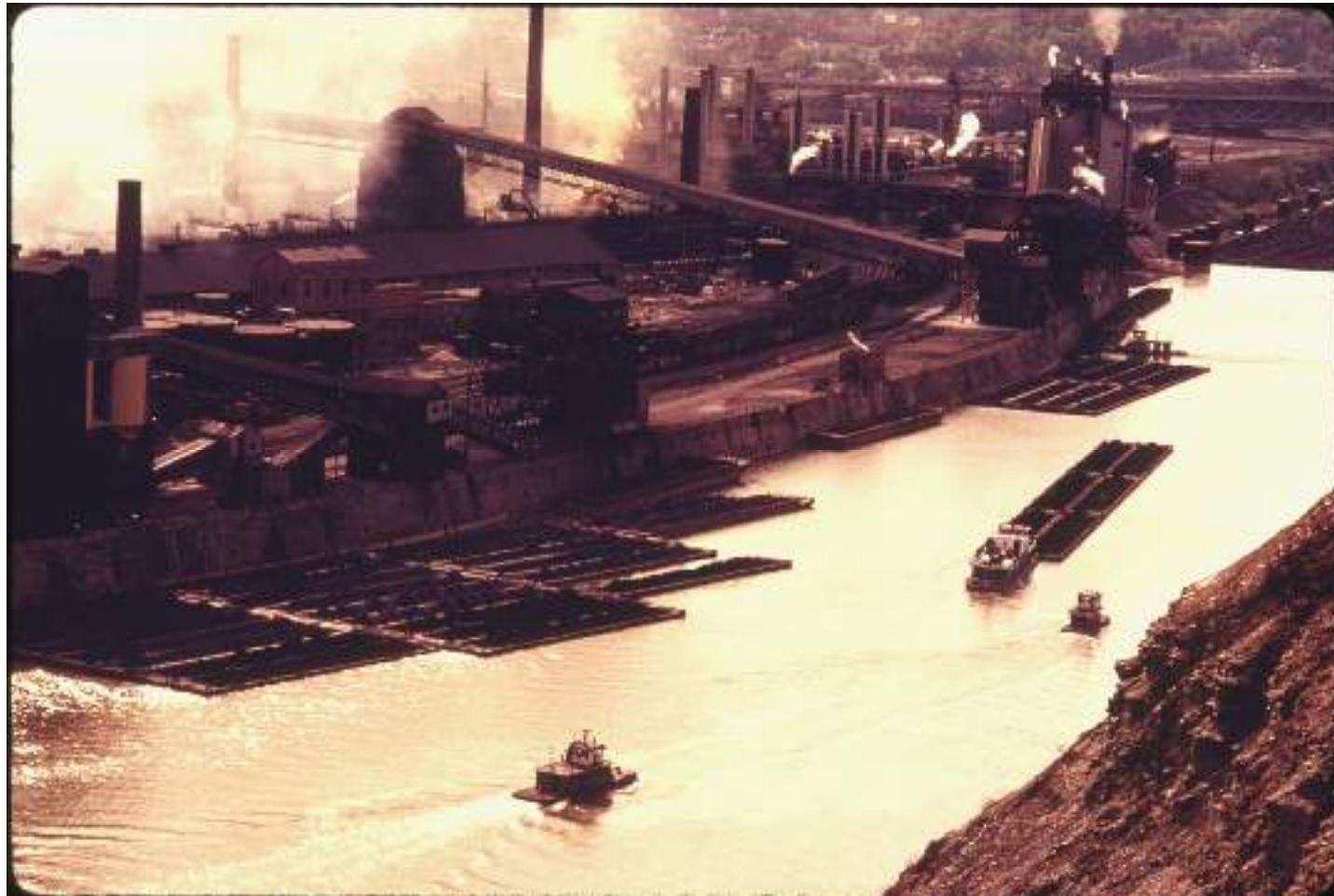
Downtown Pittsburgh



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



Riverfront Parks and Trails



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



Greenville, South Carolina



Before and After

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



KraftHeinz



MOTOROLA

Google



Placemaking and Design



Placemaking and Design



Where Will the New Roads Lead...

