



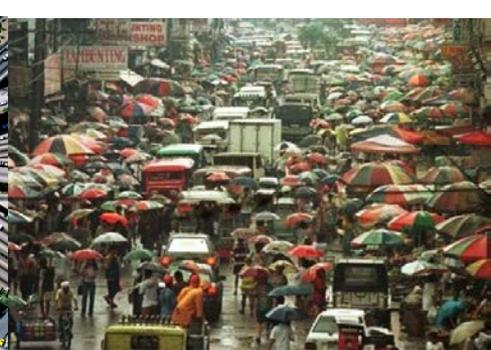
“Intentionality”

Creating 21st Century Cities



Six Converging Forces

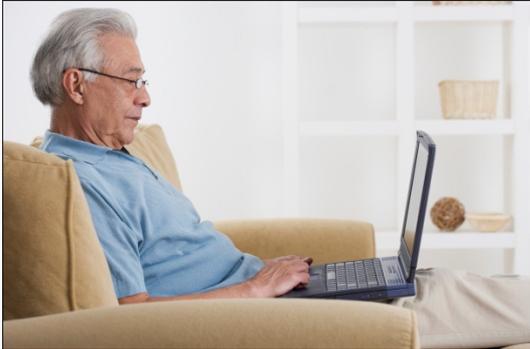
- Globalization
- Environmental
- Technological Innovation
- Demographics
- Financing the Future
- Talent



Employment: *Employment Trends, 1990-2014*

	Manufacturing			Professional and Business Services			Education and Health Services		
	1990	2014	% Change	1990	2014	% Change	1990	2014	% Change
U.S. Metro									
Baltimore	128.5	56.1	-56%	123.1	226	84%	145.8	258.2	77%
Denver	84.8	68.4	-19%	129.5	242.3	87%	72	171.5	138%
Philadelphia	348.6	179	-49%	308.6	446	45%	354.2	588.3	66%
Pittsburgh	130.6	87.6	-33%	126.6	175.3	38%	160.2	245.8	53%
Cleveland	207.7	124	-40%	111.6	148.9	33%	123.7	197.7	60%
Research Triangle	76.1	59.6	-22%	62.4	158.1	153%	51.6	129.1	150%
San Diego	123.4	94.6	-23%	124.4	222.6	79%	87.2	179.3	106%
San Francisco	171.8	115.8	-33%	268.9	416.9	55%	182.9	314.9	72%
Seattle	232.1	187.7	-19%	139	248.3	79%	124.5	245.2	97%
U.S. Total	17695	12239	-31%	10848	19,574	80%	11024	21,724	97%

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



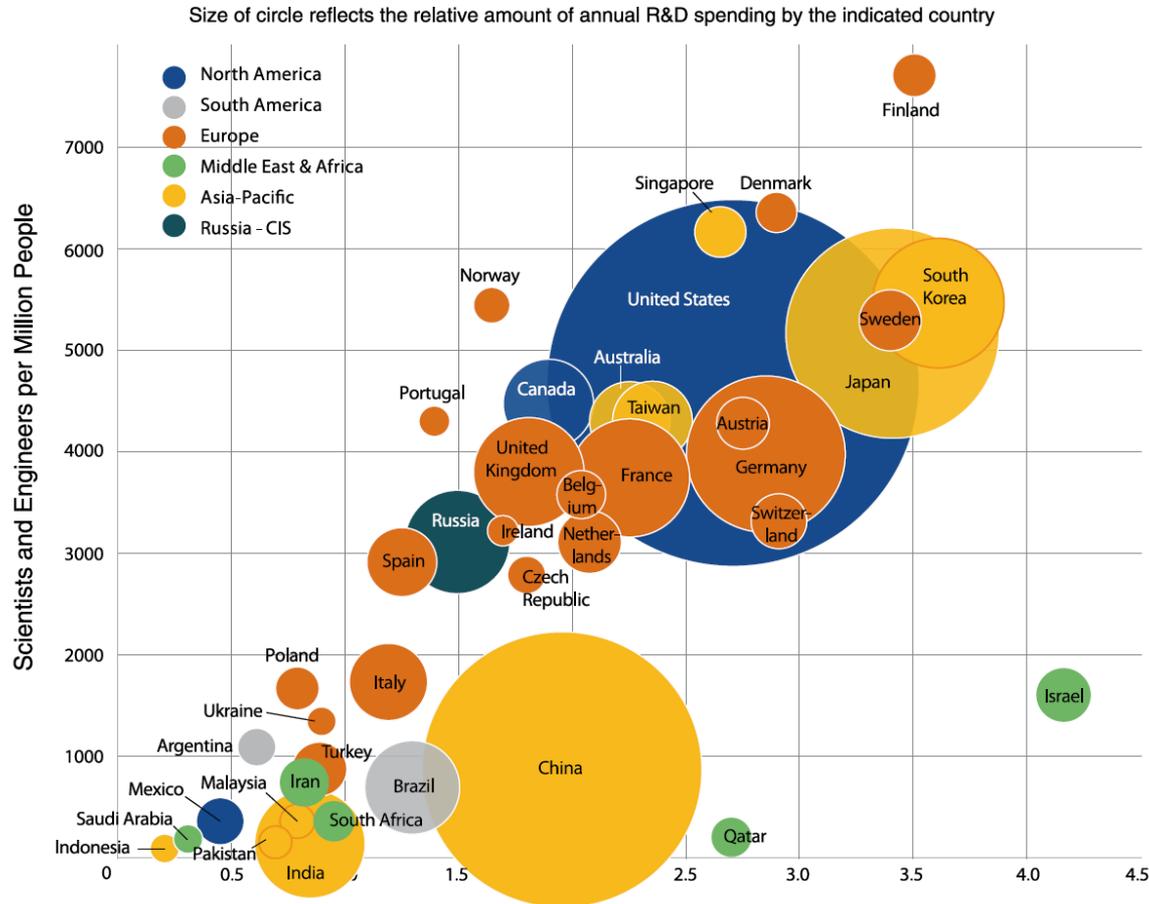
Demographics: *Millennials*

- 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



Growing Talent:

R&D as a percentage of Gross Domestic Product



High-tech industry is a bright spot in an otherwise gray economic picture



High-tech jobs have grown nearly four times faster than overall economy during the past 18 months.

Pittsburgh



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

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



Investing in Talent

Singapore and Jamaica

Gross National Income (GNI) per capita

	Singapore	Jamaica
1968	\$750	\$620
2014	\$55,150	\$5,220



Placemaking and Design

The “Wow” Factor



Where Will the New Roads Lead...

