

Changing the Rules: Competing in a Changing Economy



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

Source: www.pbs.org

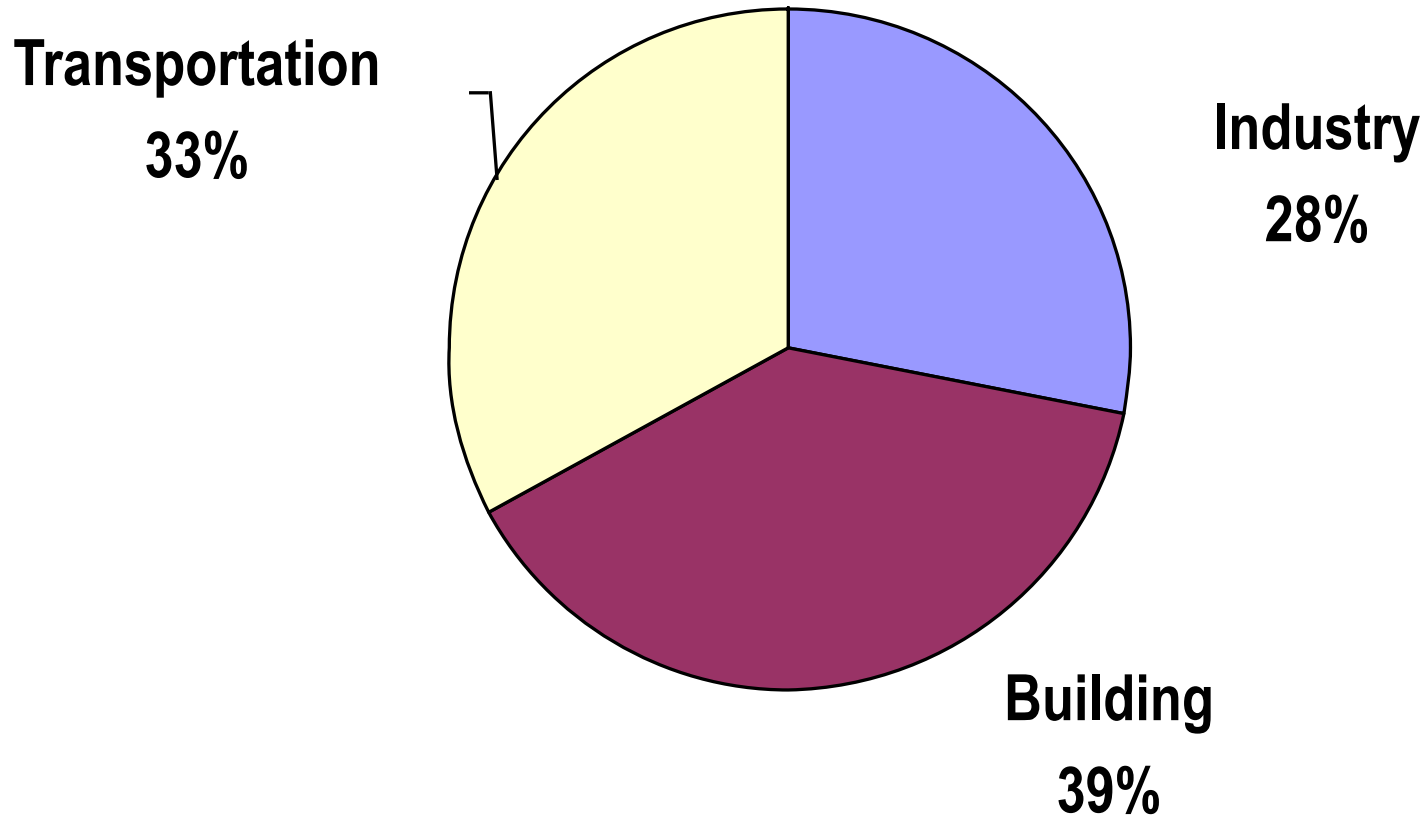


Four Converging Forces

1. Climate Change
2. Globalization
3. Infrastructure Investment
4. Development Trends

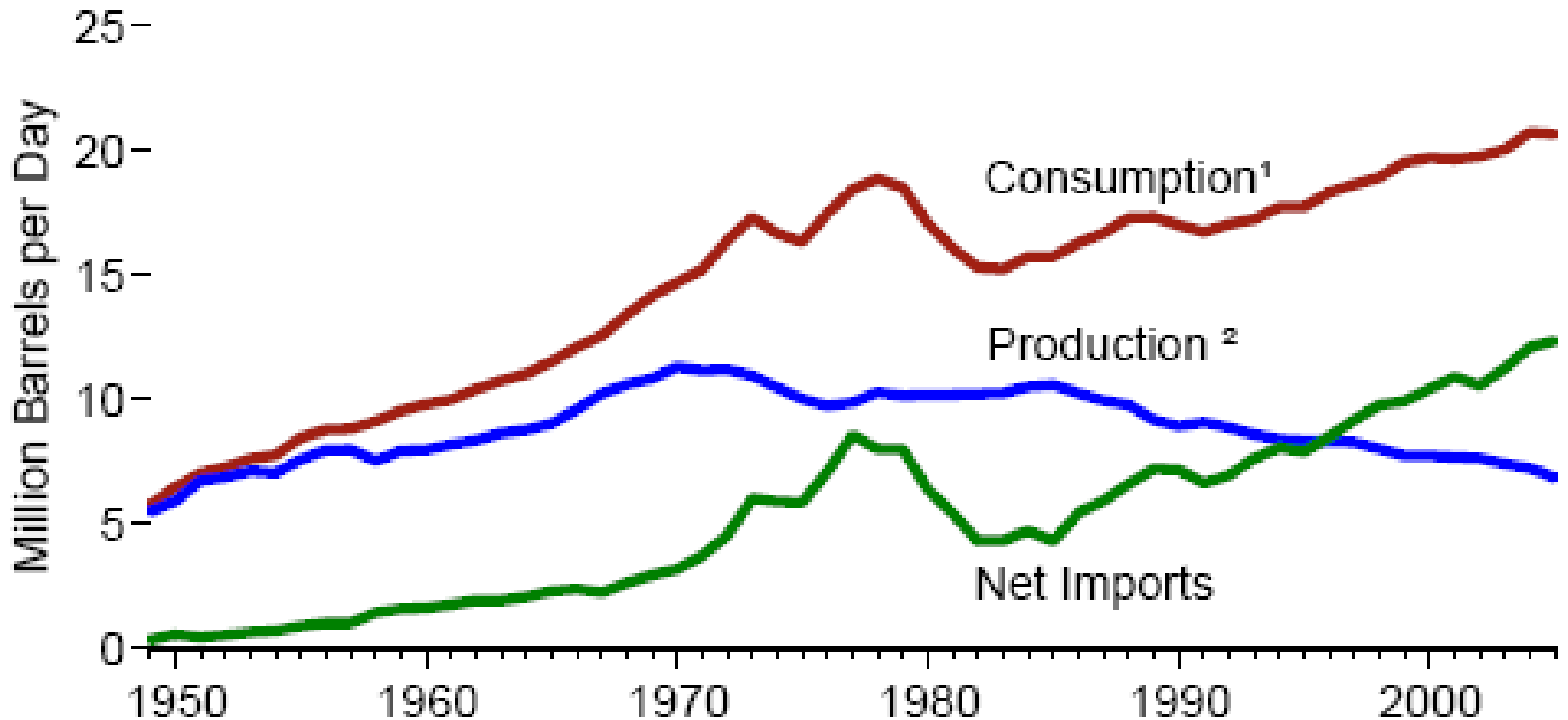


U.S. CO₂ Emissions by Sector (2005)



2. Competing Demand for Energy

Petroleum Overview



¹ Petroleum products supplied used as an approximation for consumption.

² Crude oil and natural gas plant liquids production.

Many Oil Exporting Nations are Unstable

	2000	2007	Change	Country's Stability Rating
U.S. Domestic Production	2,130,707	1,862,441	-12.6%	
Total U.S. Imports	4,194,086	4,905,234	17.0%	
Top 10 U.S. Import Sources				
Canada	661,351	885,366	33.9%	Sustainable
Mexico	502,509	559,676	11.4%	Warning
Saudi Arabia	575,274	543,508	-5.5%	Warning
Venezuela	565,865	496,984	-12.2%	Warning
Nigeria	328,079	413,184	24.9%	Alert
Algeria	82,345	244,590	197%	Warning
Angola	110,321	185,130	67.8%	Warning
Iraq	226,804	177,009	-22.0%	Alert
Russia	26,382	150,594	470.8%	Warning
United Kingdom	133,799	101,570	-24.1%	Moderate

3. Infrastructure Investment

Aging and Stressed Infrastructure

- ASCE: U.S. roads, public transit, aviation and water systems in bad shape
- Estimate: \$2.2 trillion needed over five years to repair the nation's infrastructure
- Local infrastructure decisions are key

Aviation	D
Bridges	C
Dams	D
Drinking Water	D-
Energy	D+
Inland Waterways	D-
Levees	D-
Rail	C-
Roads	D-
Transit	D
Wastewater	D-

3. Infrastructure

1950s: Connecting America

- Dwight Eisenhower National System of Interstate and Defense Highways, authorized in 1956 by Congress, now encompasses 46,837 miles built at a cost of \$114 B over 35 years.

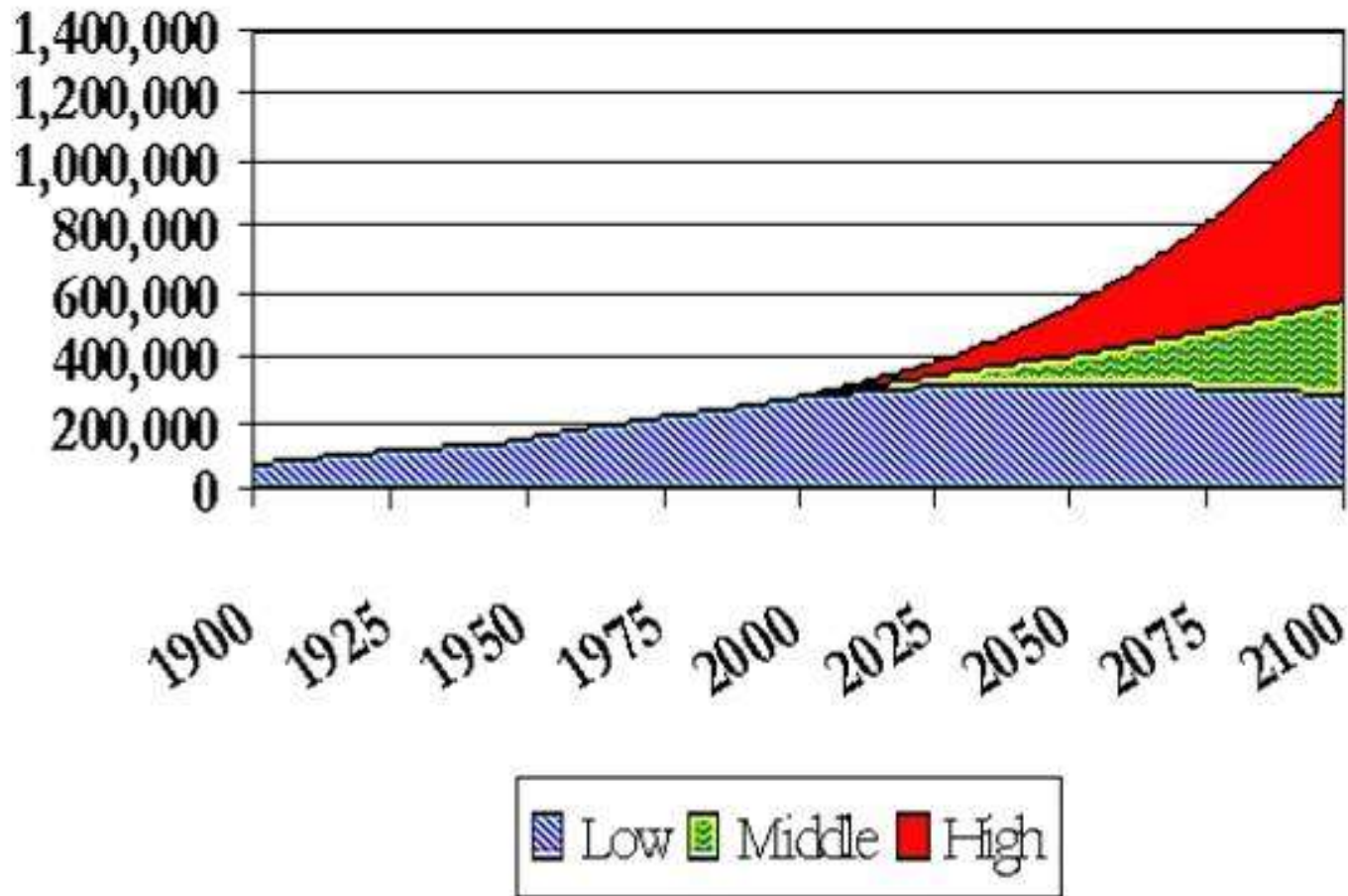
“When we get these thruways across the whole country, as we will and must, it will be possible to drive from New York to California without seeing a single thing”

--John Steinbeck, “Travels with Charley”

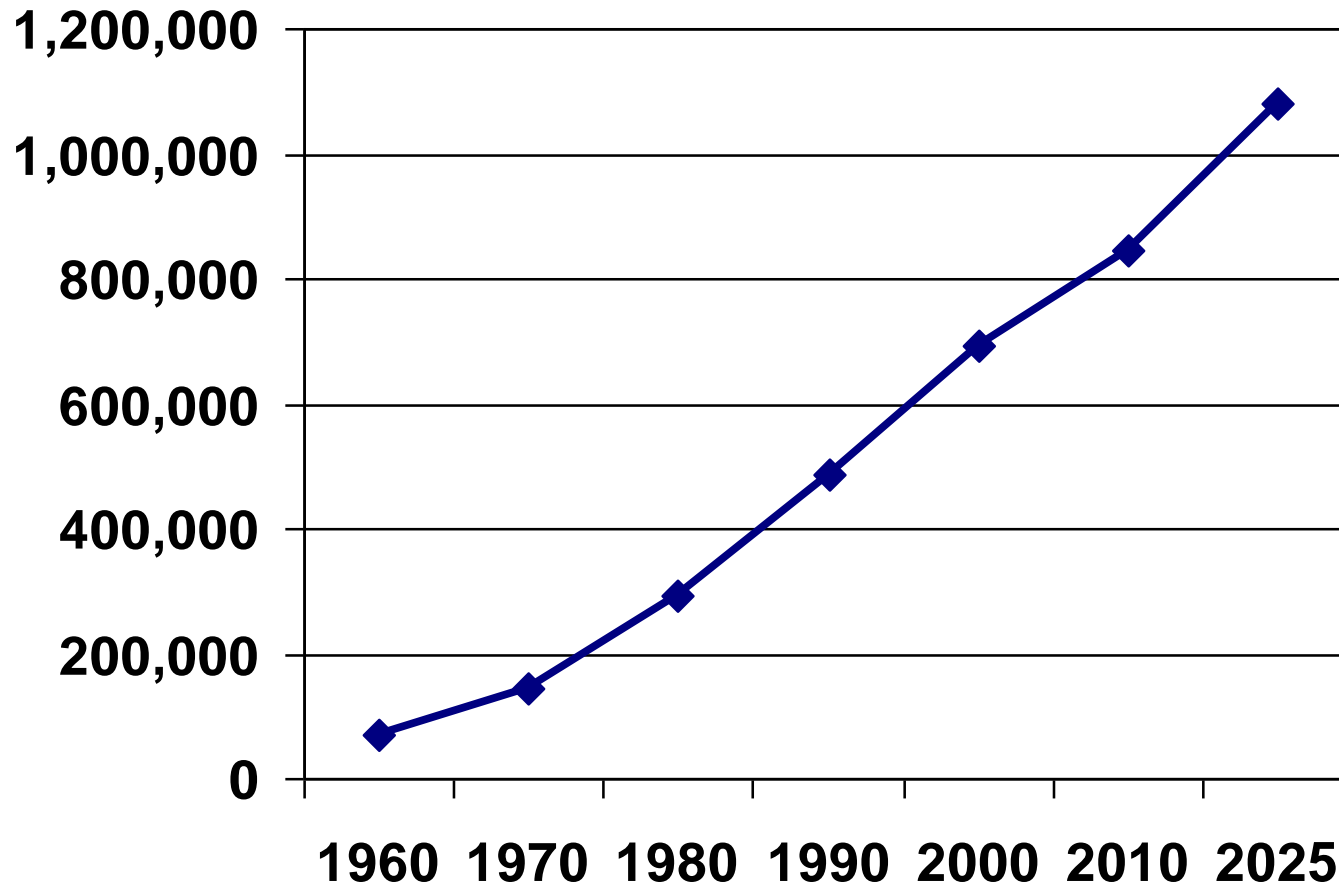


Breezewood, PA Commercial Corridor

US Population 1900-2100



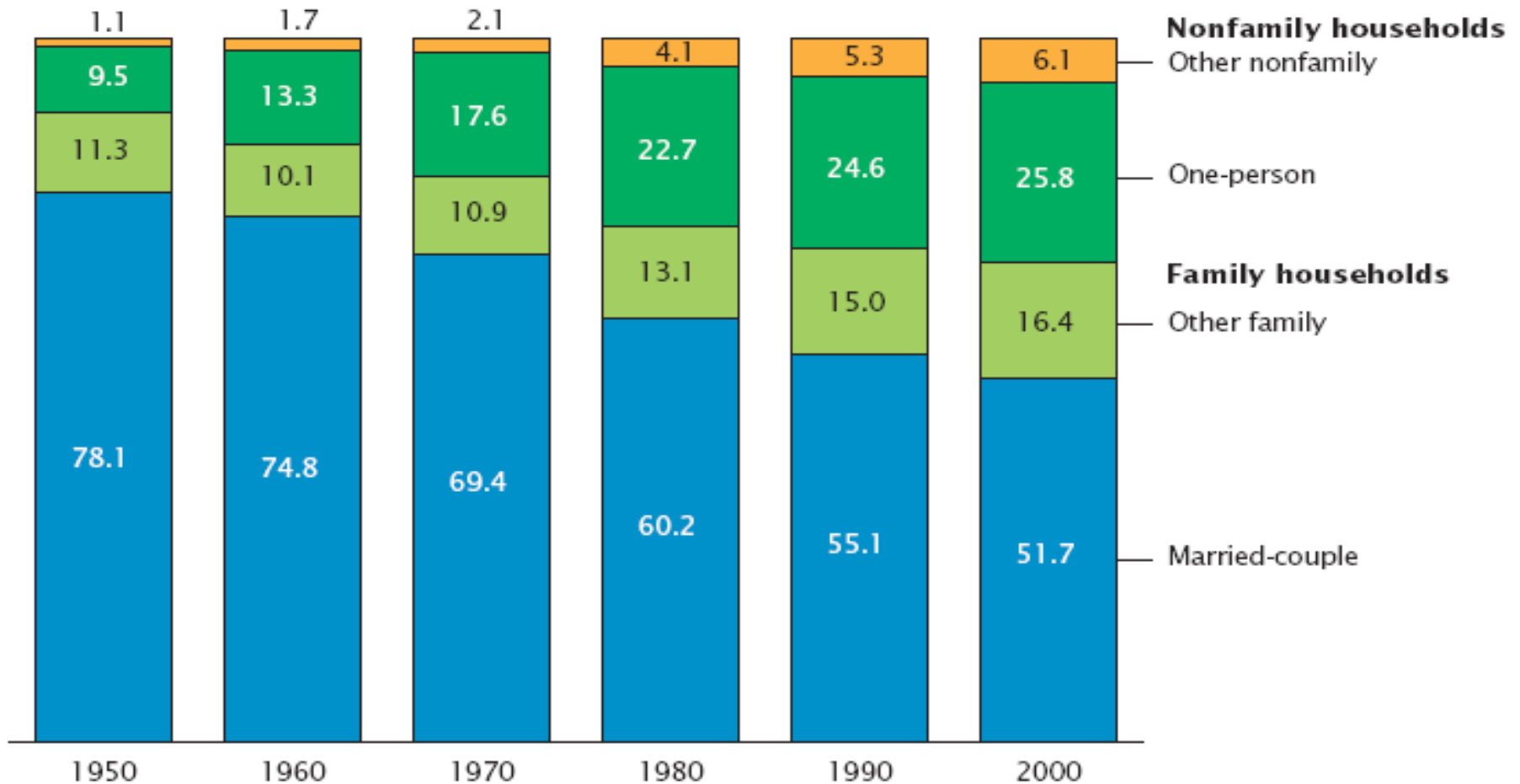
Naples-Fort Myers MSA Population Projections



Diversity in America:

Distribution of Households by Type, 1950-2000

(Percent)

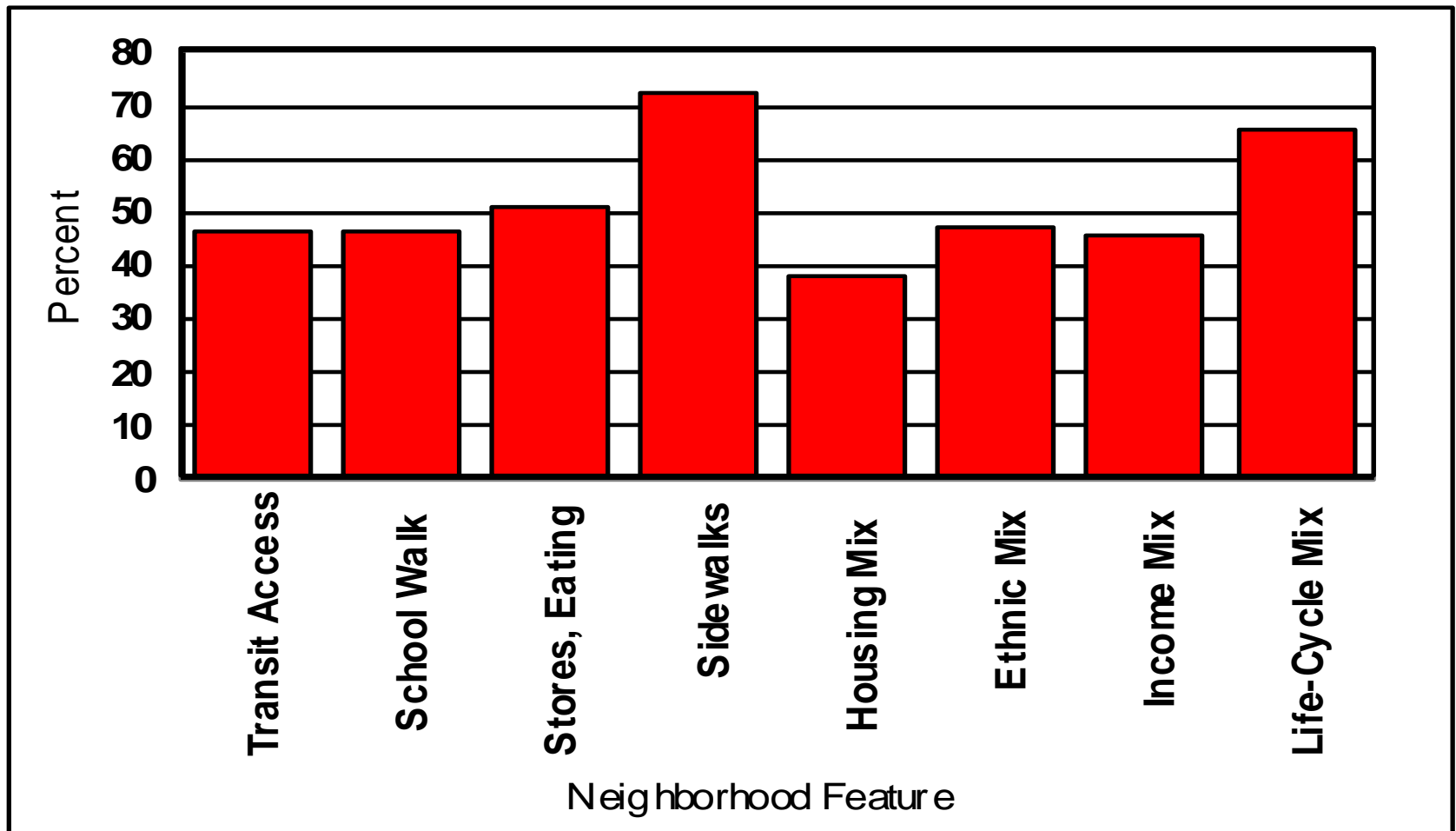


Source: U.S. Census Bureau, decennial census of population, 1950 to 2000, and decennial census of housing, 1950 and 1960.

Residential Construction Trends in America's Metropolitan Areas

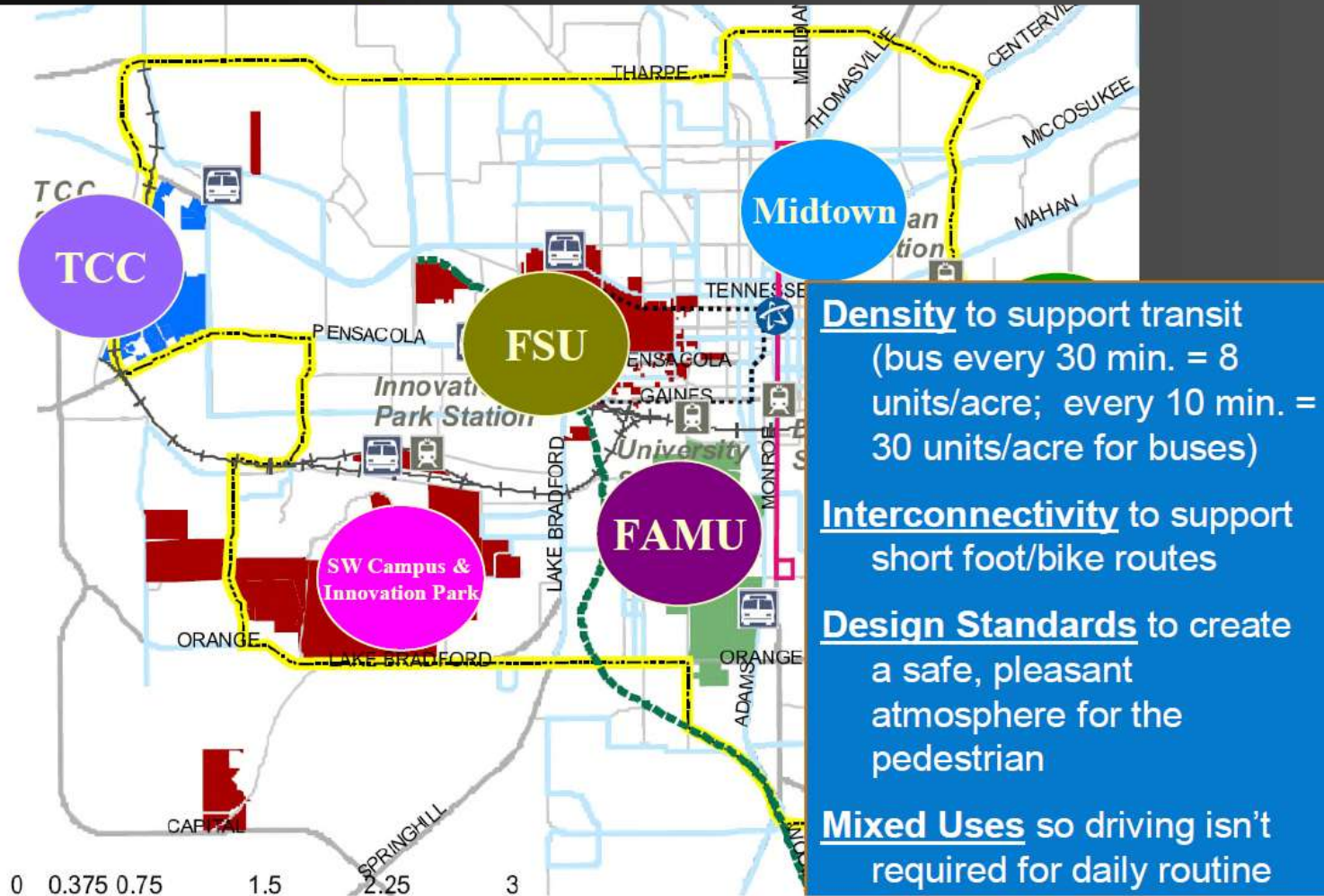
- Bldg. Permits in 1990's
 - NYC 5%
 - Chicago 7%
 - Denver 5%
 - Portland 9%
 - Sacramento 9%
- Bldg Permits Since 2000
 - NYC 63%
 - Chicago 45%
 - Denver 32%
 - Portland 38%
 - Sacramento 27%

“New Urbanity” Preferences



Tallahassee: Connections

Connecting Infrastructure to Land Use



Density to support transit
(bus every 30 min. = 8 units/acre; every 10 min. = 30 units/acre for buses)

Interconnectivity to support short foot/bike routes

Design Standards to create a safe, pleasant atmosphere for the pedestrian

Mixed Uses so driving isn't required for daily routine

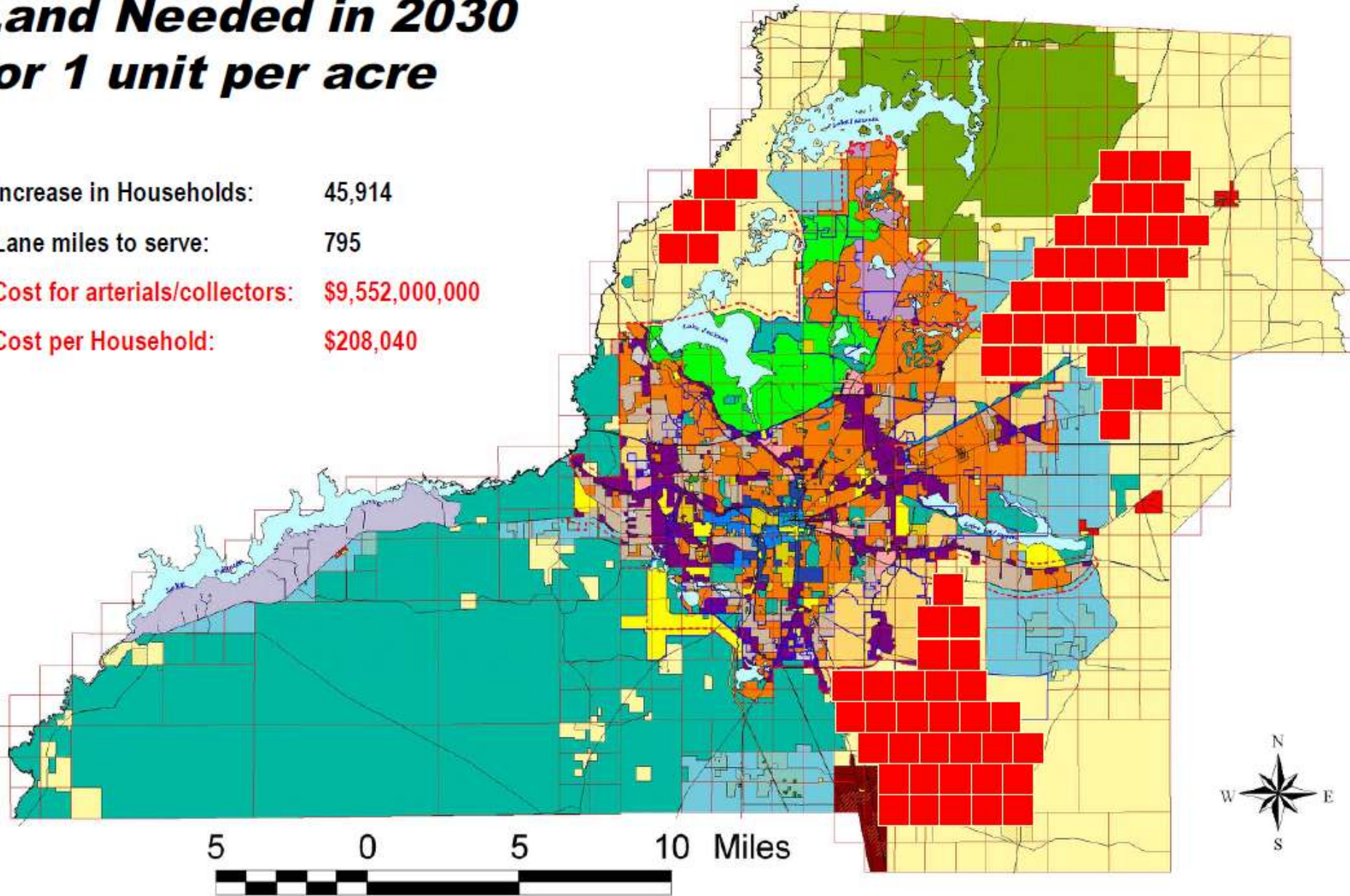
Source: "Connecting People & Places: Multimodal Transportation and Regional Mobility in Tallahassee and the Capital Region", Tallahassee-Leon County Department of Planning

What The Past Strategies Got Us:



Land Needed in 2030 for 1 unit per acre

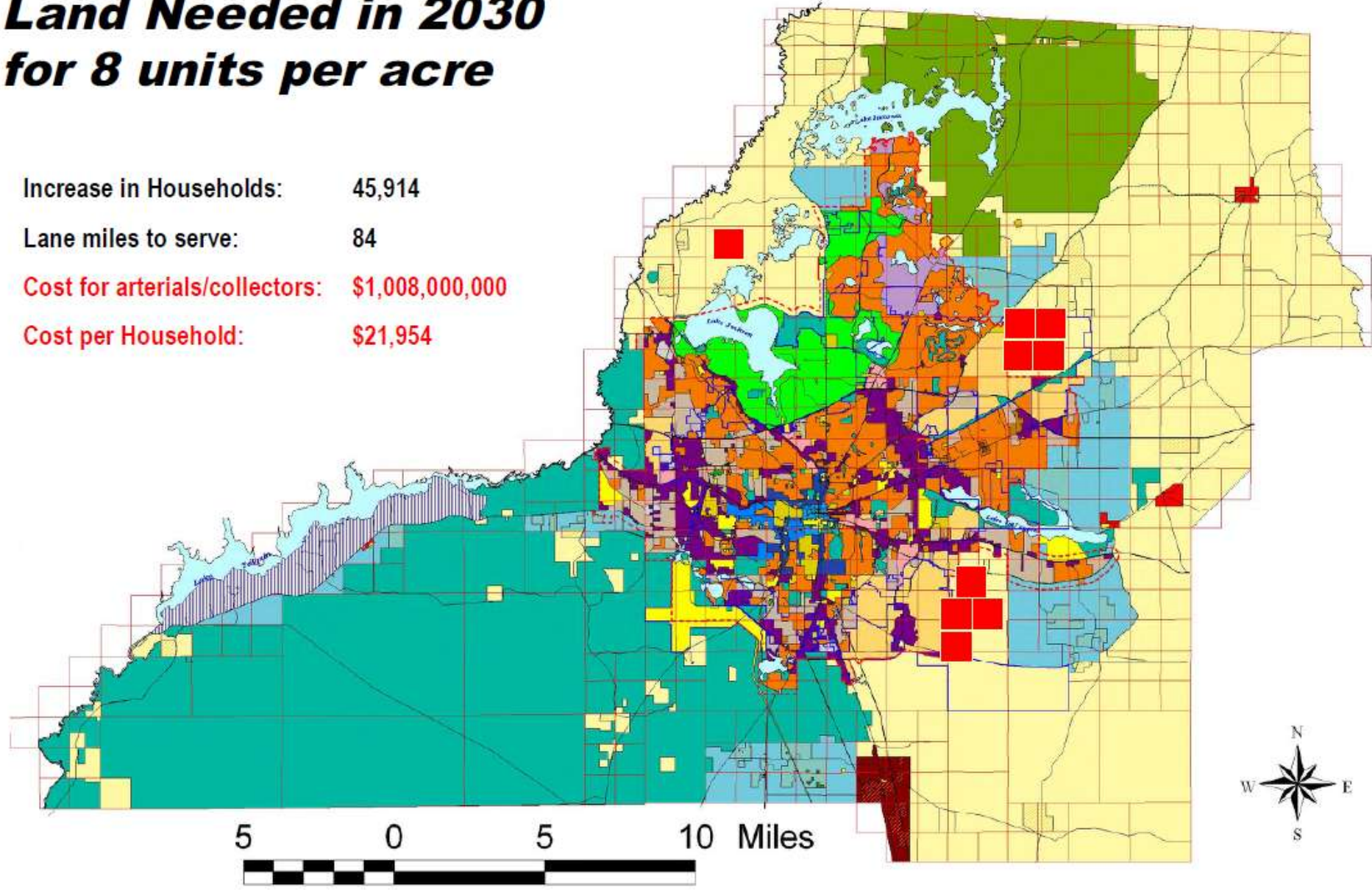
Increase in Households: 45,914
Lane miles to serve: 795
Cost for arterials/collectors: \$9,552,000,000
Cost per Household: \$208,040



Source: "Connecting People & Places: Multimodal Transportation and Regional Mobility in Tallahassee and the Capital Region", Tallahassee-Leon County Department of Planning

Land Needed in 2030 for 8 units per acre

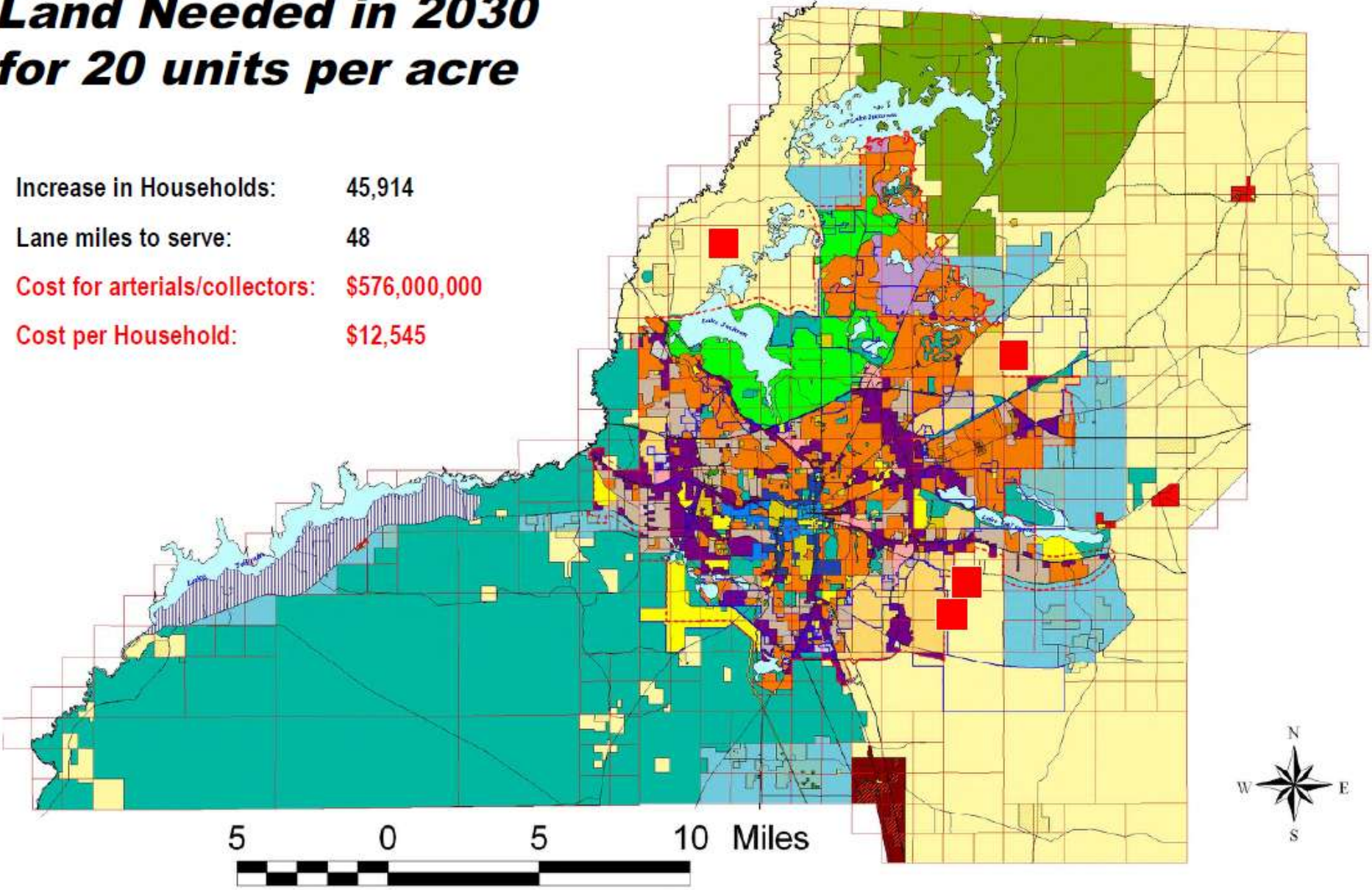
Increase in Households: 45,914
Lane miles to serve: 84
Cost for arterials/collectors: \$1,008,000,000
Cost per Household: \$21,954



Source: “Connecting People & Places: Multimodal Transportation and Regional Mobility in Tallahassee and the Capital Region”, Tallahassee-Leon County Department of Planning

Land Needed in 2030 for 20 units per acre

Increase in Households: 45,914
Lane miles to serve: 48
Cost for arterials/collectors: \$576,000,000
Cost per Household: \$12,545



Source: "Connecting People & Places: Multimodal Transportation and Regional Mobility in Tallahassee and the Capital Region", Tallahassee-Leon County Department of Planning

Transforming Pittsburgh



“Indeed, Pittsburgh's art scene, job prospects, safety and affordability make it the most livable city in the country, according to measures studied. The city has rebounded from its manufacturing past. Disused steel mills have been repurposed into multimedia art centers, and amid a struggling national economy...”,
“*America's Most Livable Cities*”, 4/29/2010, **Forbes Magazine**

Transforming Pittsburgh



The *Summerset* development has transformed a former slag dump into a premier City neighborhood



Summerset has become Pittsburgh's showcase market rate residential community



Transforming Pittsburgh



The South Side Works has expanded an historic neighborhood and created a regional destination



South Side Works is a walkable mixed-use Live-Work-Play Environment



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



Public Funding: \$103,000,000 (9 Sources)
Private Financing: \$220,000,000 (*To date*)
Total Development Cost: **\$323,000,000** (*To date*)

Transforming Pittsburgh



Washington's Landing highlights the possibilities of contaminated site reclamation



Washington's Landing



The new development includes residential, office, and light industrial uses



Public Funding: \$26,505,000 (11 sources)

Private Financing: \$44,178,000

Total Development Cost: **\$70,683,000**

Transforming Pittsburgh



The Collaborative Innovation Center:

JOBS

To be Created: 489

NEW PROPERTY TAXES

Collected During TIF: \$239,000

Collected After Expiration: \$598,000

SPURRED INVESTMENT

\$55 Million

IMPACT

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



University Research Expenditures, 2005



Pittsburgh

U of Pittsburgh	\$510,000,000
Carnegie Mellon U	\$210,000,000

University Research Expenditures, 2005



Pittsburgh	2007	1997	% change
Startups	44	12	267%
Venture investments	\$198	\$32	513%

Forging Public/Private Partnerships



Lessons Learned

1. Leadership

Navy Pier, Chicago



National Aquarium, Baltimore

2. Vision



*PNC Baseball Park,
Pittsburgh*



Piccolo Spoleto Festival, Charleston

3. Clear Public benefits/goals/values



Density and greenspace, New York

*Promoting the Waterfront,
Chattanooga*



Chattanooga Riverfront District

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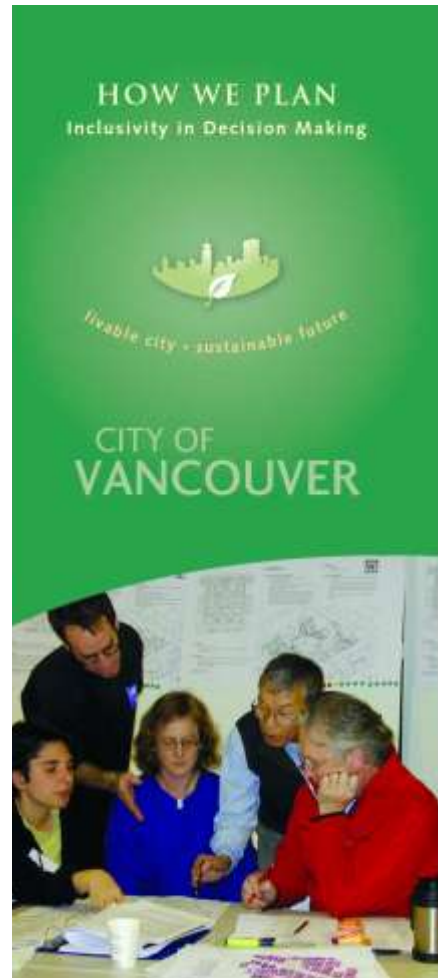
[Event Calendar](#)

[Gallery](#)

CHATTANOOGA
A GREAT CITY BY NATURE
Visitor Information

4. Institutional capacity

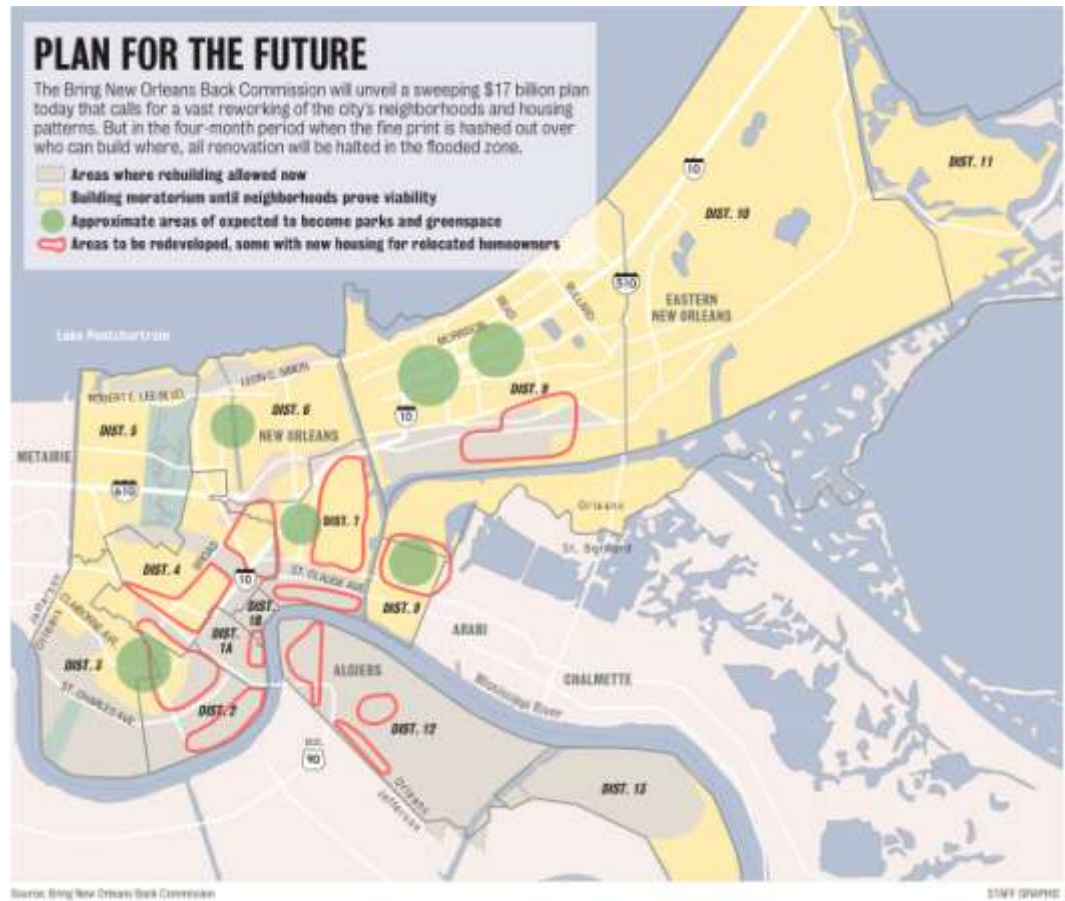
Lower Ninth Ward, New Orleans four years after Katrina



Vancouver Planning Department

5. A transparent public process

Planning is not an end in itself



Public engagement is crucial for success

6. Financing

Sample Financial Menu, URA Pittsburgh



*PNC Building
Pittsburgh*

- CDBG (allocated through the City)
- HOME (HUD)
- Brownfield Economic Development Initiative Grants (BEDI):
EDA (Public Works and Economic Development Program)
- EPA (Brownfield Assessment and Clean-Up grants)
- Redevelopment Capital Assistance Program (RACP)
- Business In Our sites (BIOS)
- Industrial Sites Reuse Program (ISRP)
- Infrastructure and Facilities Improvement Program (IFIP)
- Infrastructure Development Program (IDP)
- Housing Redevelopment Assistance Program (HRA)
- URA and City Bonds
- Tax Increment Financing (TIF)
- Pittsburgh Development Fund (PDF)
- Urban Development Fund (UDF)
- Pittsburgh Business Growth Fund
- Pennsylvania Industrial Development Authority Loans (PIDA)
- Streeface Program
- Community Development Investment Fund (CDIF)
- Pittsburgh Housing Construction Fund (PHCF)
- Neighborhood Housing Program (NHP)
- Housing Recovery Program (HRP)
- Multi-Family Revenue Bond Program (MFRBP)
- Rental Housing Development & Improvement Program (RHDIP)

7. Land Control



Battery Park Infill, 1960s, New York



Inner Harbor, 1960s, Baltimore

8. Design Excellence

*New Green
Condo
Development,
New York*



Historic Charleston



Convention Center, Pittsburgh

9. Trust and confidence



One of many ribbon cuttings celebrating the success of a partnership

Collier County

