



Building on Innovation:
*Competing in the 21st
Century*

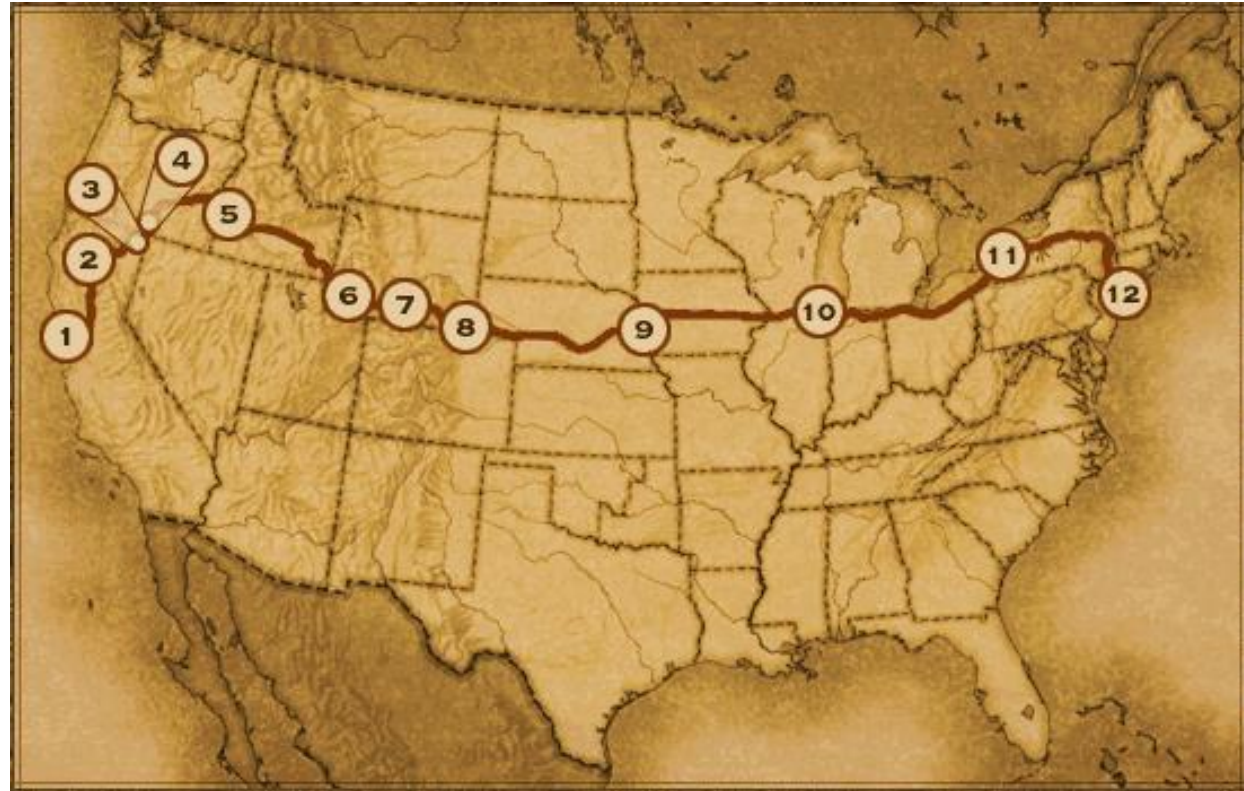


America's First Road Trip

Horatio Nelson Jackson, Sewall K. Crocker & Bud

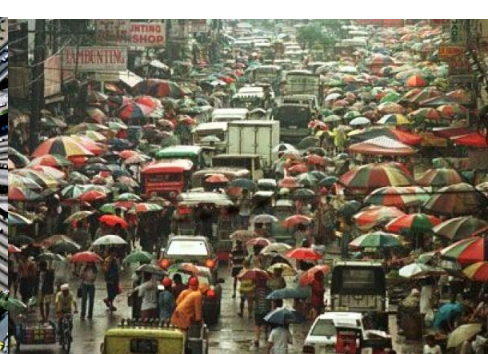


HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT"
PHOTO CREDIT: UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



Six Converging Forces

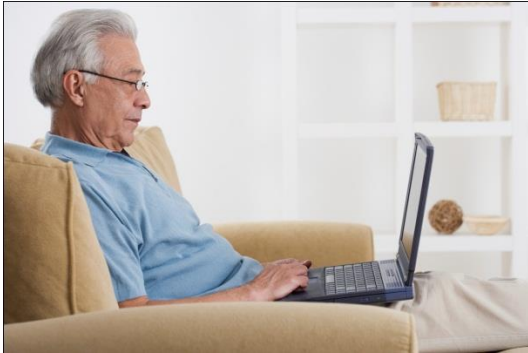
- Globalization
- Environmental
- Technological Innovation
- Demographics
- Financing the Future
- Talent



Employment: *Employment Trends, 1990-2015*

	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%
Washington D.C.	51.6	36.4	-29%	289.9	605.6	109%	157.1	331.9	111%
U.S. Total	17,413	12,332	-29%	10,747	20,127	87%	11,380	22,553	98%

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

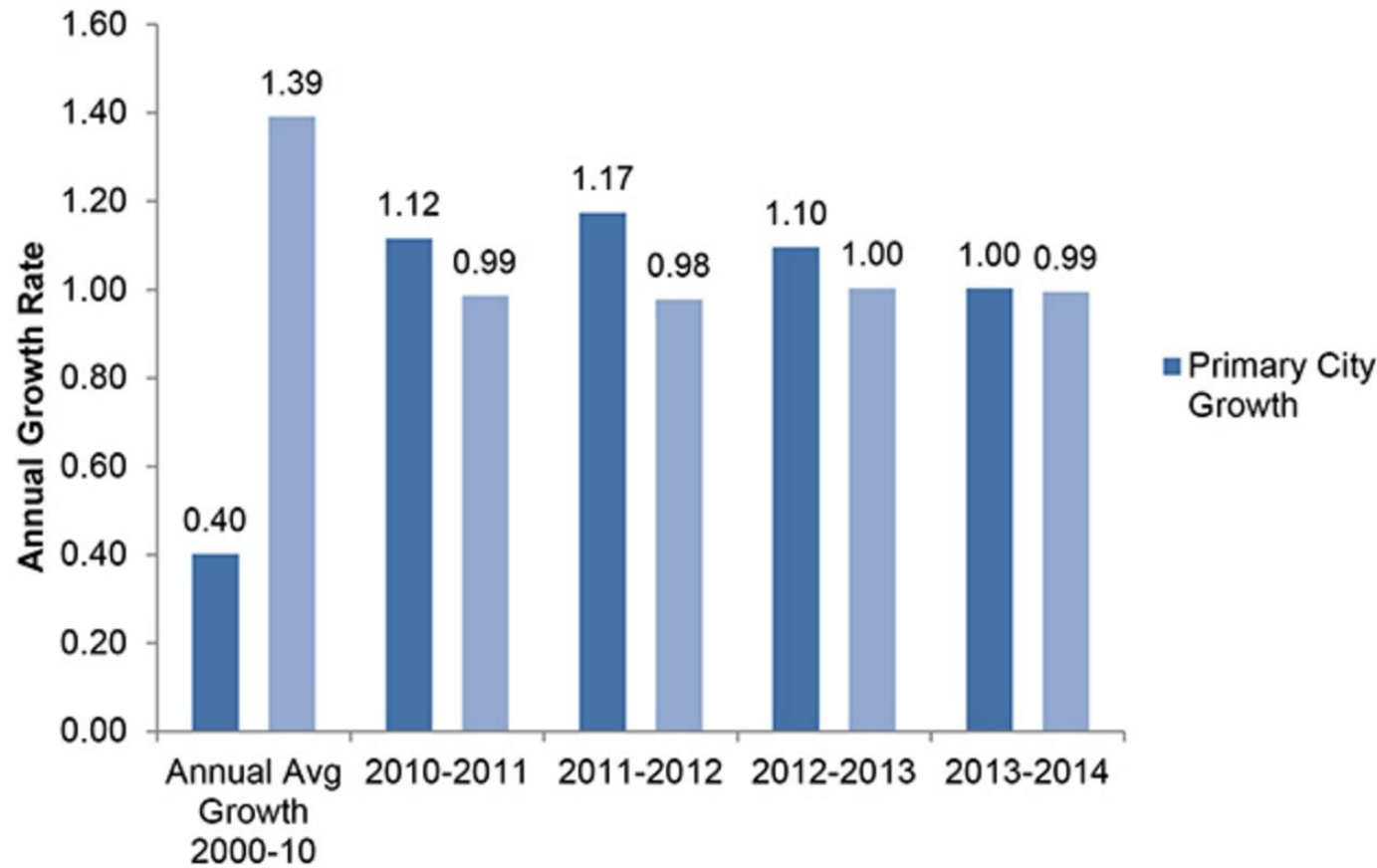


Demographics: *Millennials*

- 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



City and Suburb Growth



* metropolitan areas over 1 million population

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



Minneapolis Region

Fiscal Disparities Program

- Seven-counties, 179 local governments
- The program shared \$594 million in tax revenue for 2015.^{ta}
- This represents nearly 35% of total commercial, industrial, and public utility property tax base and 11% of total tax base in the seven-county metro area.

CONTRIBUTION TO SHARED POOL

Equals 40% of growth in commercial, industrial, and public utility property tax base since 1971



SHARED POOL OF TAX BASE FOR METRO AREA



DISTRIBUTION FROM SHARED POOL

Depends on population and market value of all property per person compared to average market value per person for metro area

Denver

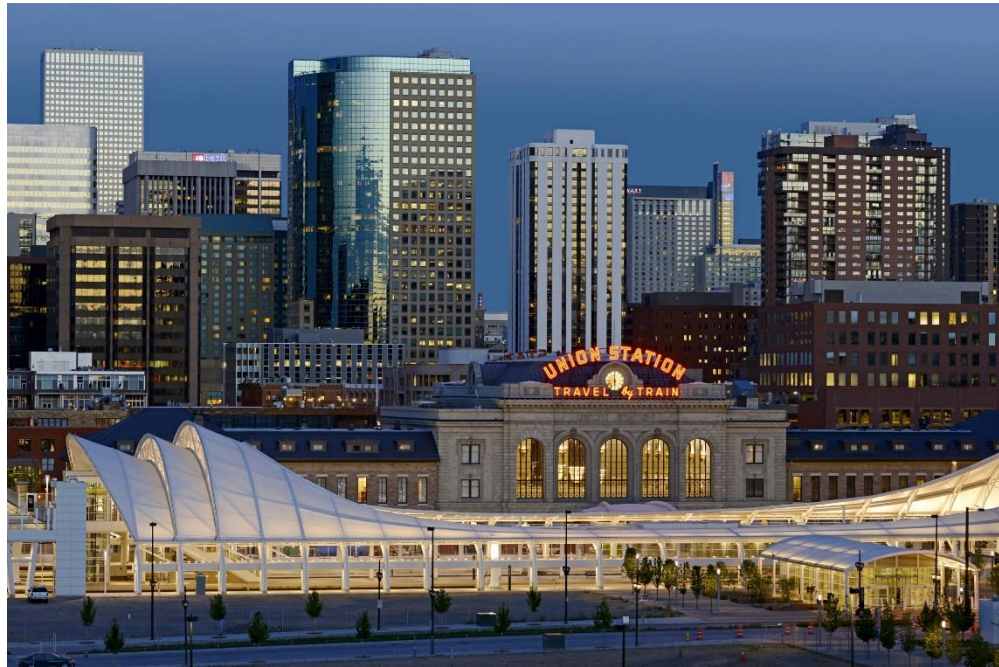
Link infrastructure and development

- 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



Cleveland: Metroparks

- Tax district includes 5 counties

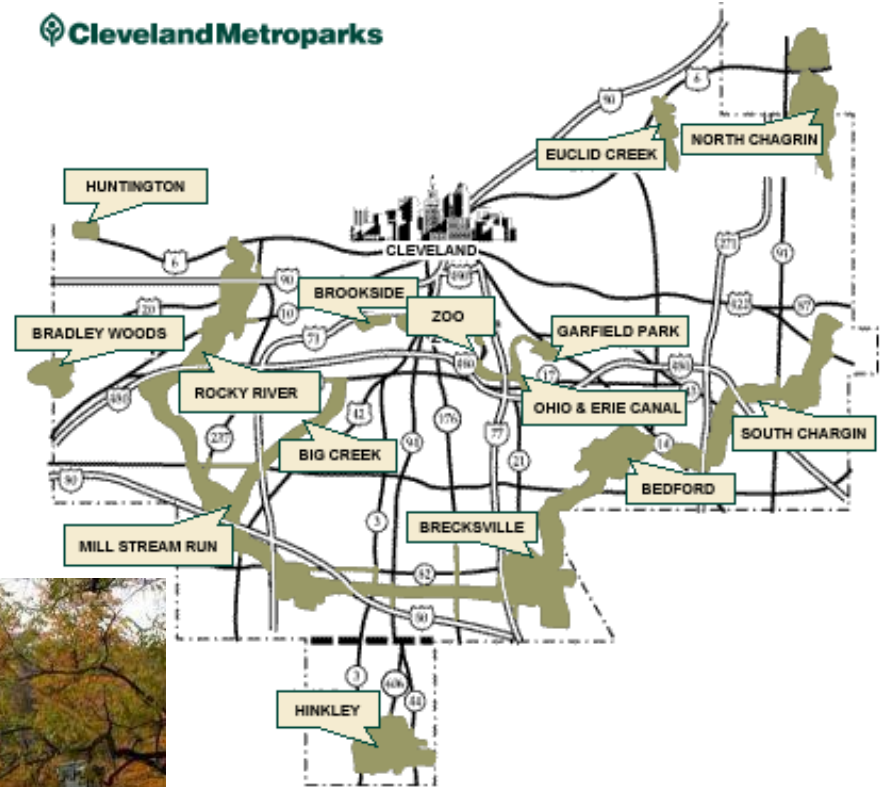


North Chagrin Reservation



Squires Castle

 ClevelandMetroparks



Allegheny County/ Pittsburgh *Regional Asset District*

- Regional Asset sales tax .5%
- Used for regional amenities



Heinz Field

Pittsburgh Zoo



David L. Lawrence Convention Center



Historic Preservation



Charleston, South Carolina

Research Triangle

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



Partnerships:

Central Florida: “Medical City”

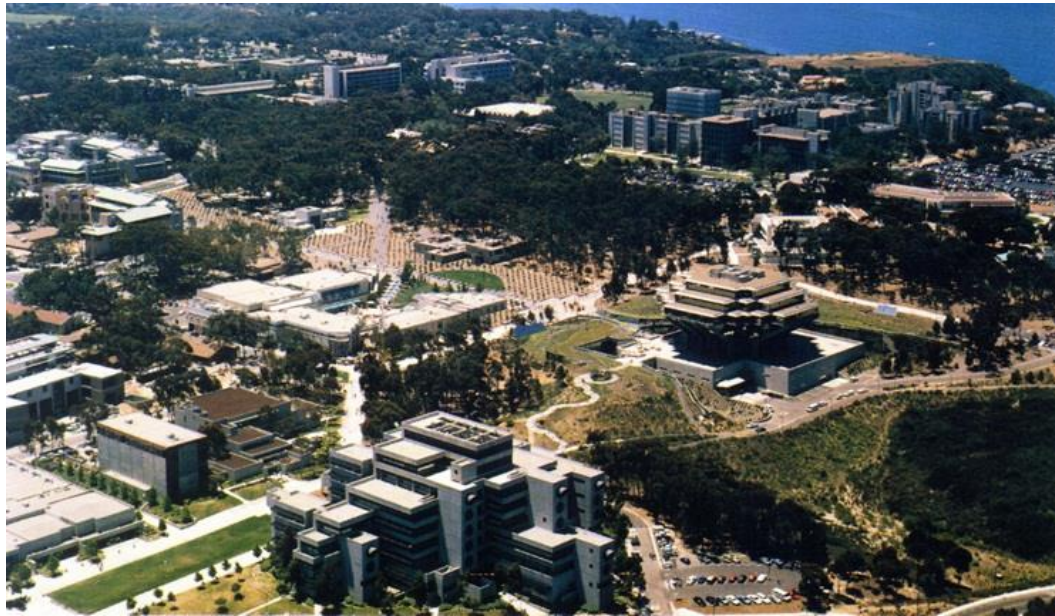
- Sanford-Burnham Research Institute biomedical research facility, Florida: \$310M Public Funds
- Since 2006, 5,000 jobs created
- University of Florida's Research and Academic Center
- Nemours Children's Hospital
- Orlando Veteran's Affairs Medical Center
- UCF College of Medicine



Partnerships: UC, San Diego

Torrey Pines Mesa

**Torrey
Pines
Mesa**



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 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

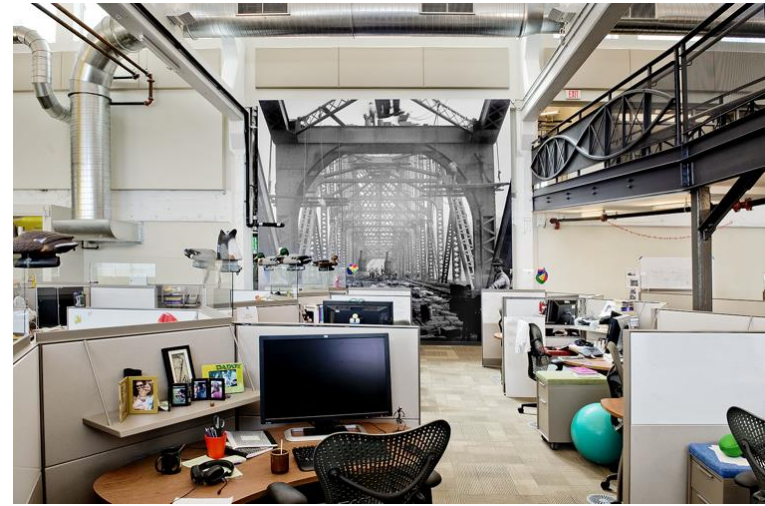
\$55 Million

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



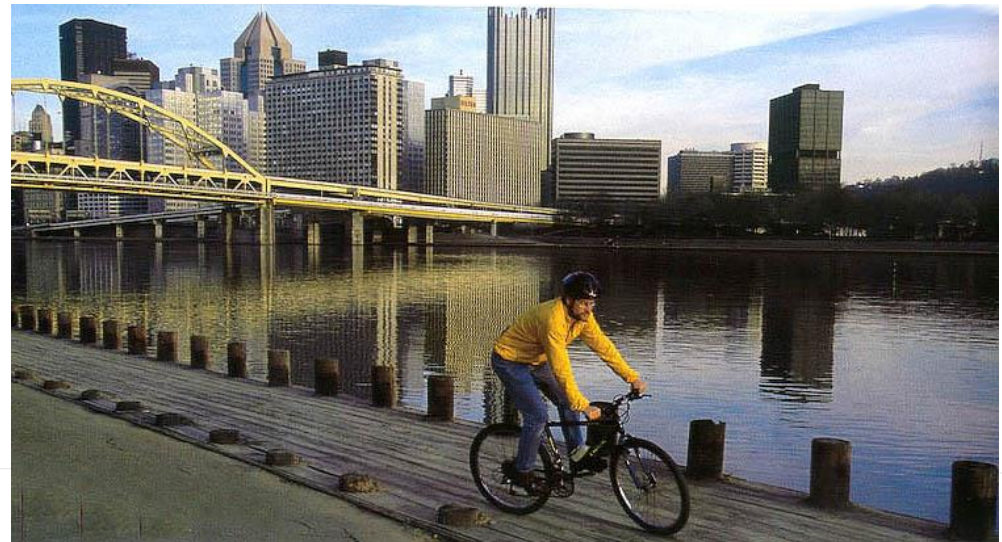
From Vacant Nabisco Building to Google Offices



The Cultural Trust

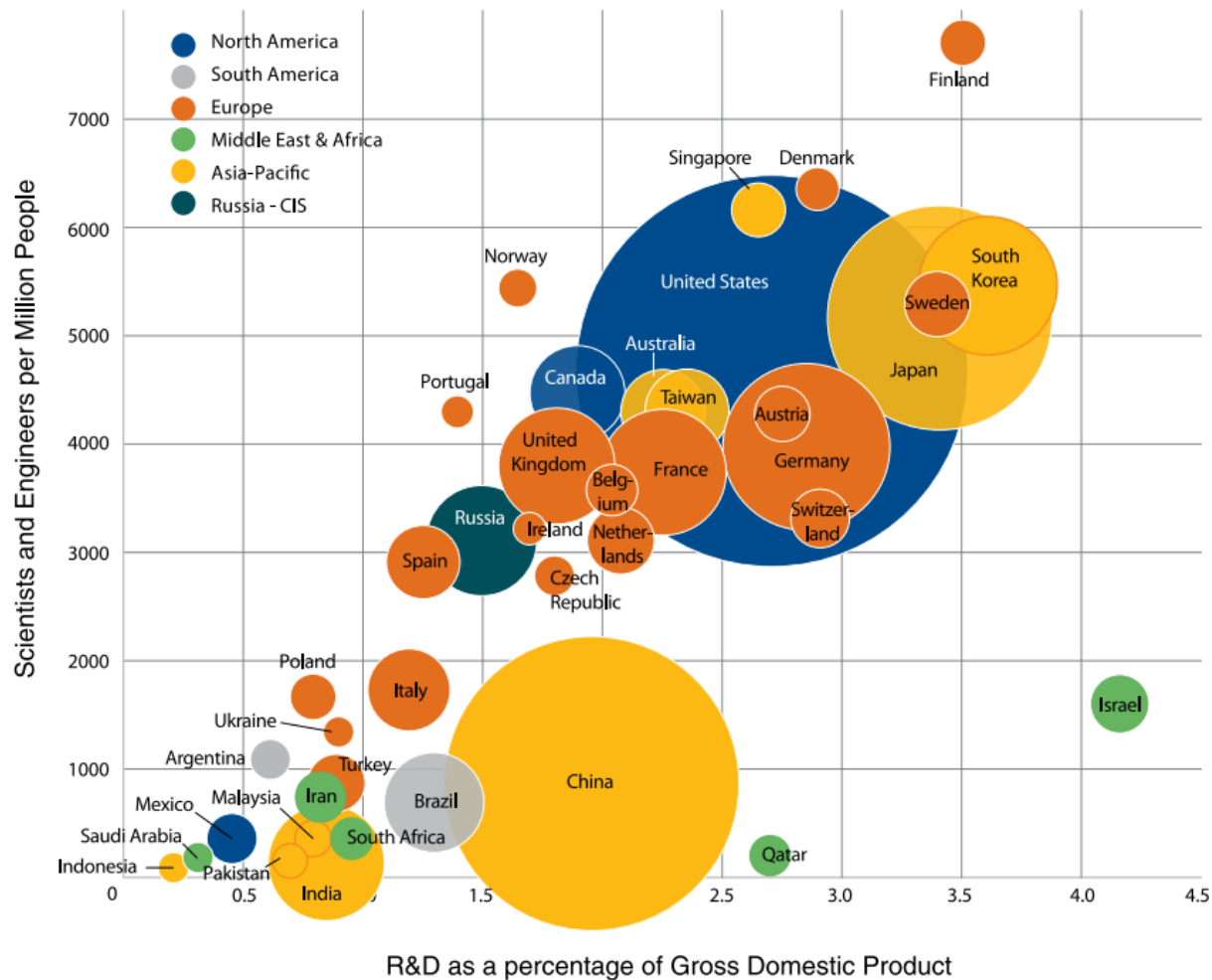


Riverfront Parks and Trails



Raw Materials

2013 R&D Spending by Country



Entrepreneurial: *Regional Venture Capital Availability 2015*

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	-

The pieces of the puzzle



Think Strategically



Dynamic Leadership

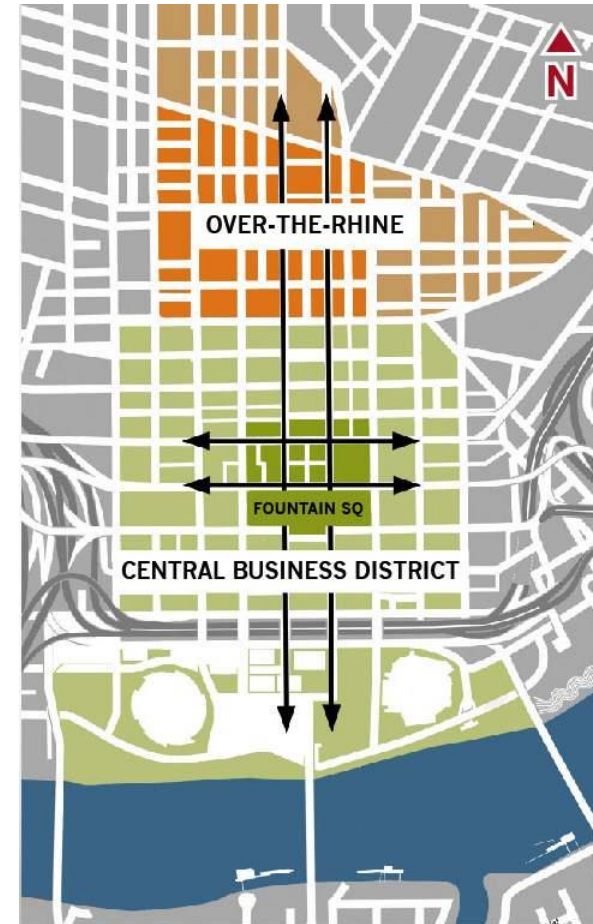


Strong Partnerships



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.



Talent

Panasonic



Kraft *Heinz*



MOTOROLA

Google



Placemaking and Design

The “Wow” Factor



Where Will the New Roads Lead...

