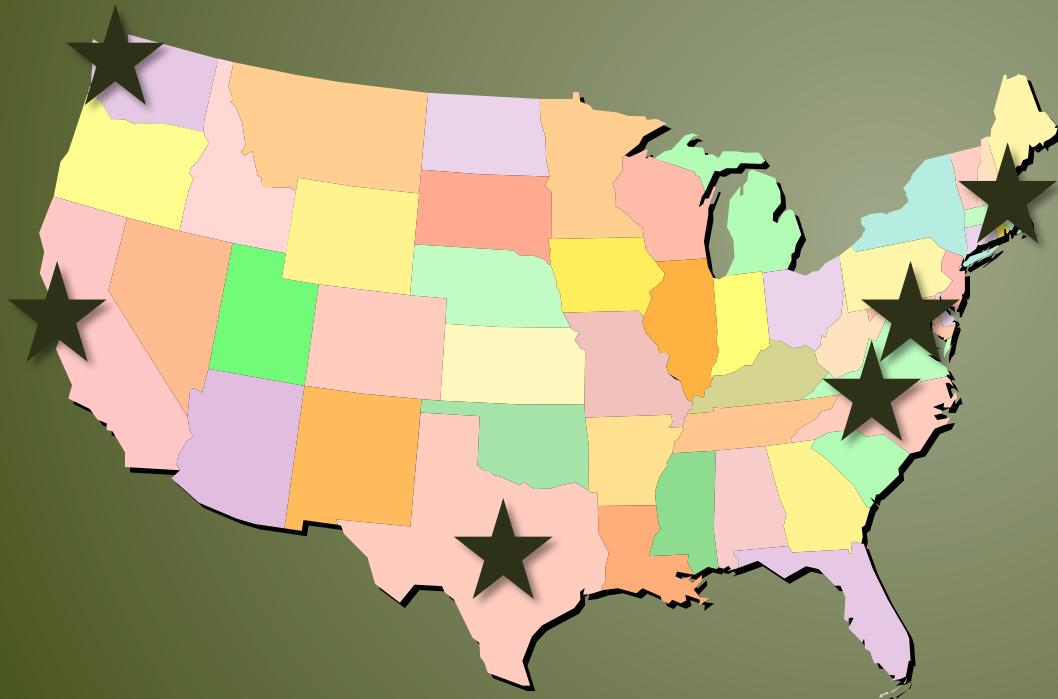


2532 Neighborhoods, 992 Cities, 1 Million People: How Innovation Clusters Are Reviving the Economies that “Urban Renewal” Destroyed

Christina Gabriel and Bomani Howze
The Heinz Endowments
June 3, 2009

Federal Policy and Funding Helped Create the Nation's Strongest Innovation Clusters



How Can We Create
More of These
Successful Economic
Engines in Regions
Across the Nation?

Federal Policy and Funding Helped Create the Nation's Weakest Economic Communities



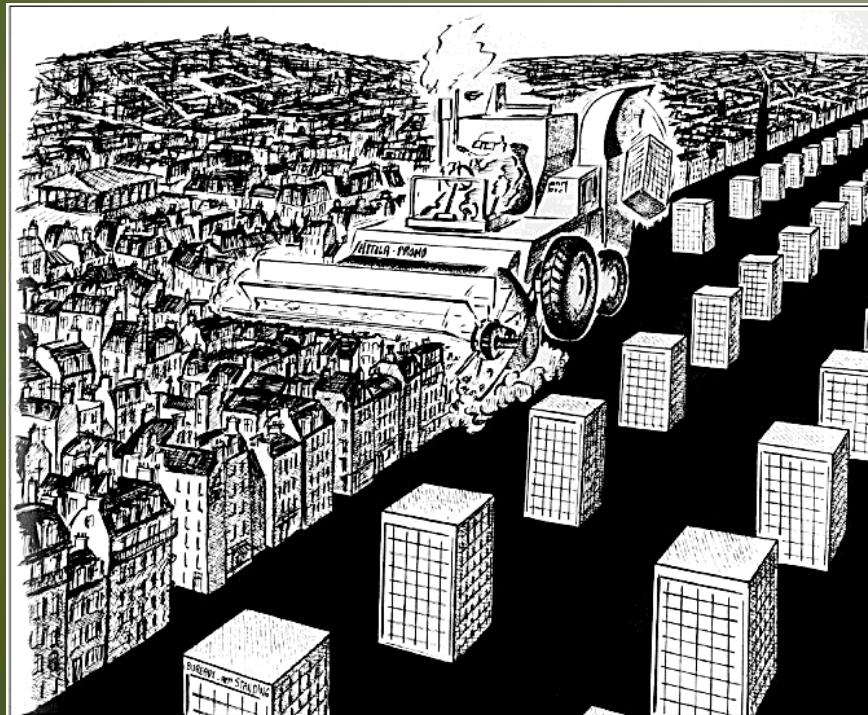
Root Shock by Mindy Thompson Fullilove, M.D.
Ballantine/One World, 2004

How Can We Use the Economic Engines of Innovation Clusters to Offer New Opportunity and Revitalize these Communities?

Policy Case Study: Urban Renewal

Post WWII Premise: Cities declining because of aging buildings & outdated street grid patterns

Federal Policy: Modernize whole sections of cities; cover 2/3 of cost



J-F. Batelier, "Corbu Combine," 1993. Reprinted in **Root Shock** by Mindy Thompson Fullilove, M.D. Ballantine/One World, 2004



Aggressive implementation

- Top-down leadership
- Little community input, little concern for dissenting experts (e.g. Jane Jacobs)
- 2532 projects in 992 cities
- 25 years and \$12.7 billion in federal subsidies

Pittsburgh Experience

- Large foundations enabled early experiments
- Strong local corporate and civic leadership
- First project: A New Downtown “Golden Triangle”



Pittsburgh's Failed Projects

#1: Allegheny City becomes Allegheny Center Mall



1961



1967

GRAPHIC: D. Suisman

Pittsburgh's Failed Projects

#1: Allegheny City becomes Allegheny Center Mall



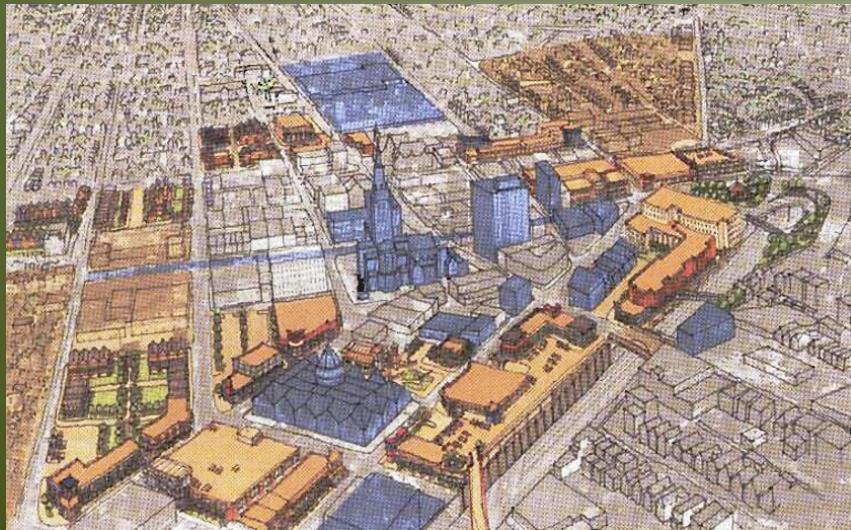
Pittsburgh's Failed Projects

#2: East Liberty becomes Penn Circle

1928



1970



Today:
A New
Plan

Pittsburgh's Failed Projects

#3: Hill District. August Wilson's Neighborhood is Bulldozed to Build a Civic Arena and Parking Lot



Economies that “Urban Renewal” Destroyed

- Increasing protest led to Nixon moratorium in 1973
- Many/most developments are now considered failures
 - 2532 bulldozed areas in 992 cities across the nation
 - 1 million people displaced (few new housing units created)
 - Communities and cultural life destroyed, with far-reaching ripple effects
 - Communities hit again with loss of manufacturing jobs, introduction of crack cocaine
- These economically distressed areas are often located exactly where we would like innovation clusters to aggregate.

Anchoring Innovation Clusters to Grassroots Communities Pittsburgh Illustration

Downtown “Golden Triangle” Business District

Hill District

Oakland - Universities & Medical Centers

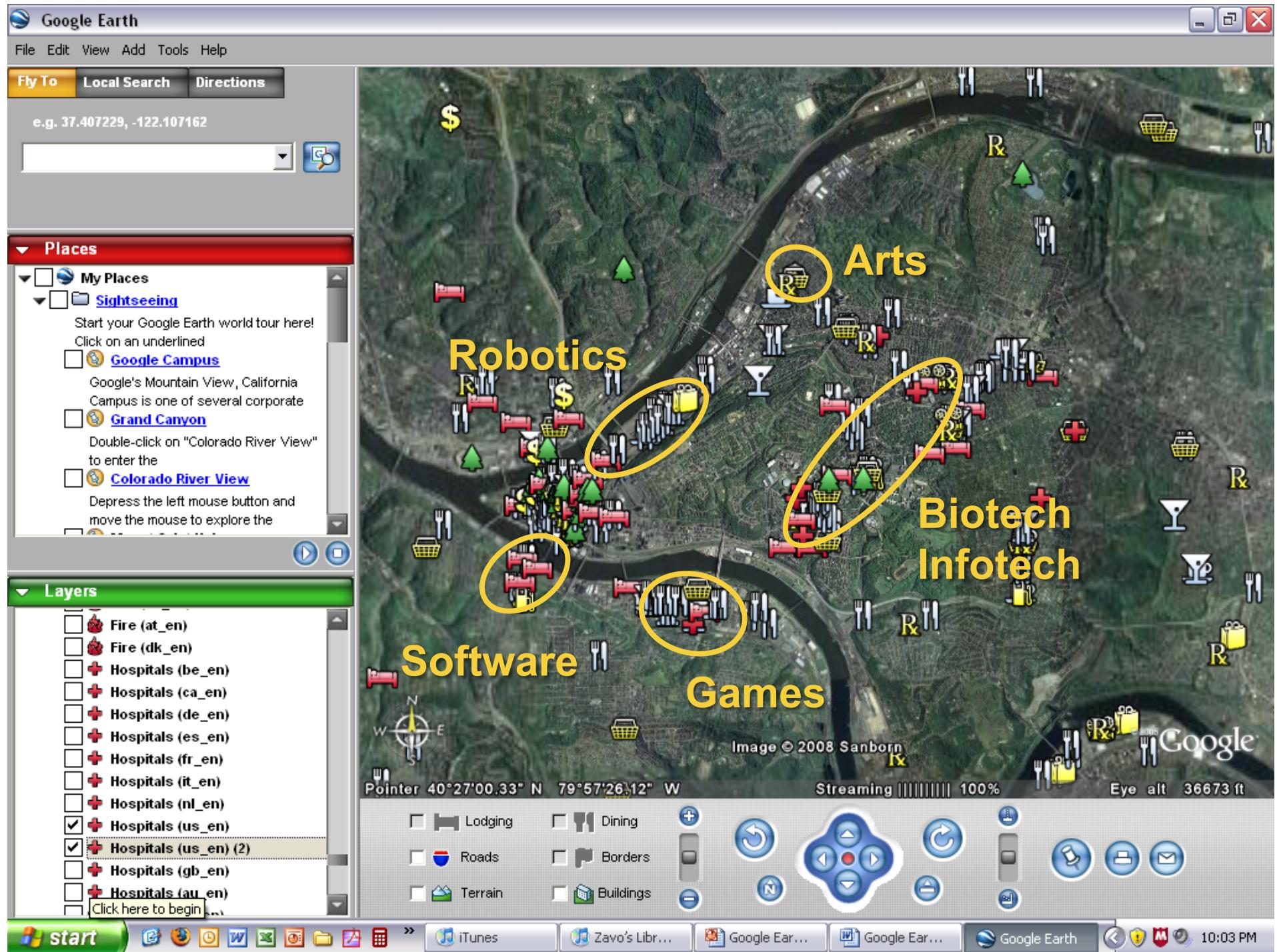


Pointe 40°37'00.33" N 79°57'26.12" W

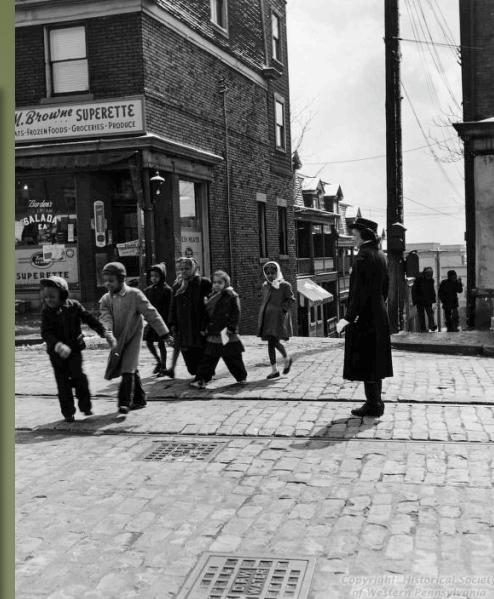
Image © 2008 Sanborn

Streaming 100%

Digitized by Google



Hill District Innovation Economy



Hill District Revitalization: Two Trains Running

1 Arena District

Pittsburgh Penguins are looking to develop 25 acres of property around and including the existing Mellon Arena into a new mixed use district. Plans include connecting the Hill to Downtown with new streets and 4.5 acres of park space including a new park, a new transit station, and a Expressway. The program will include 1,875 residential units, hotel space for 400 rooms and over 8,800 structured parking spaces.

New Arena Hotel
Estimated to open in 2013, the Pittsburgh Hotel will feature 200 guest rooms, 15,000 square feet of meeting space, and a 10,000 square foot event space. The hotel will be located on the site of the former Mellon Arena.

New Civic Arenas
The new Civic Arenas will be located on the site of the former Mellon Arena. The arena will accommodate 15,000 spectators and will be the home of the Pittsburgh Penguins and the Pittsburgh Steelers.

2 Centre Avenue

Urban Design Associates has assembled design guidelines for this 30 acre mixed use district. This will help guide critical investments in the Centre Avenue corridor while implementing a pricing strategy to support development.

3 Carnegie Library
Carnegie Library has announced plans to renovate the oldest at an anchor at Centre and Ellsworth. It opened in 2008.

4 YMCA
The YMCA is nearing completion of its new headquarters and a new facility to serve the Hill.

5 Hill Grocery
Planning continues to add grocery options to the corridor of Centre and Ellsworth along with new retail and housing.

6 Brooks Thrasher
Revitalization efforts continue on the former Brooks Thrasher building.

7 Duquesne University
Planning is moving forward to acquire the former Connally Tech facility, this 48 acre campus includes a 5,800 undergraduate student enrollment, employs over 1,500 full-time staff (total 2,700) and creates a \$217M annual operating budget with over \$135M in payroll. The university housing capacity is currently limited to 3,350 units.

8 Find the Rivers Initiative

Planning adjacent to the Monongahela River, this 48 acre campus includes a 5,800 undergraduate student enrollment, employs over 1,500 full-time staff (total 2,700) and creates a \$217M annual operating budget with over \$135M in payroll. The university housing capacity is currently limited to 3,350 units.

9 Pittsburgh Green Innovators

Planning is moving forward to acquire the former Connally Tech facility, this 48 acre campus includes a 5,800 undergraduate student enrollment, employs over 1,500 full-time staff (total 2,700) and creates a \$217M annual operating budget with over \$135M in payroll. The university housing capacity is currently limited to 3,350 units.

10 The Visioning Process for Uptown is underway and will involve institutional, development and community stakeholders.

Uptown
VERSION 1.0

Other Projects

11 New Street
Planning is underway for a new street connecting the Hill to the Monongahela River.

12 8a Avenue@Phase 1
Phase One (8a) is now sold out.

13 8a Avenue@Phase 2
Phase Two (8a) is now sold out.

14 8a Avenue@Phase 3
Phase Three (8a) is now sold out.

15 8a Avenue@Phase 4
Phase Four (8a) is now sold out.

16 8a Avenue@Phase 5
Phase Five (8a) is now sold out.

17 8a Avenue@Phase 6
Phase Six (8a) is now sold out.

18 8a Avenue@Phase 7
Phase Seven (8a) is now sold out.

19 8a Avenue@Phase 8
Phase Eight (8a) is now sold out.

20 8a Avenue@Phase 9
Phase Nine (8a) is now sold out.

21 8a Avenue@Phase 10
Phase Ten (8a) is now sold out.

22 8a Avenue@Phase 11
Phase Eleven (8a) is now sold out.

23 8a Avenue@Phase 12
Phase Twelve (8a) is now sold out.

24 8a Avenue@Phase 13
Phase Thirteen (8a) is now sold out.

25 8a Avenue@Phase 14
Phase Fourteen (8a) is now sold out.

26 8a Avenue@Phase 15
Phase Fifteen (8a) is now sold out.

27 8a Avenue@Phase 16
Phase Sixteen (8a) is now sold out.

28 8a Avenue@Phase 17
Phase Seventeen (8a) is now sold out.

29 8a Avenue@Phase 18
Phase Eighteen (8a) is now sold out.

30 8a Avenue@Phase 19
Phase Nineteen (8a) is now sold out.

31 8a Avenue@Phase 20
Phase Twenty (8a) is now sold out.

32 8a Avenue@Phase 21
Phase Twenty-one (8a) is now sold out.

33 8a Avenue@Phase 22
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34 8a Avenue@Phase 23
Phase Twenty-three (8a) is now sold out.

35 8a Avenue@Phase 24
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36 8a Avenue@Phase 25
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37 8a Avenue@Phase 26
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38 8a Avenue@Phase 27
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39 8a Avenue@Phase 28
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40 8a Avenue@Phase 29
Phase Twenty-nine (8a) is now sold out.

41 8a Avenue@Phase 30
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46 8a Avenue@Phase 35
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47 8a Avenue@Phase 36
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48 8a Avenue@Phase 37
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49 8a Avenue@Phase 38
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50 8a Avenue@Phase 39
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51 8a Avenue@Phase 40
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52 8a Avenue@Phase 41
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53 8a Avenue@Phase 42
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54 8a Avenue@Phase 43
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55 8a Avenue@Phase 44
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56 8a Avenue@Phase 45
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83 8a Avenue@Phase 72
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84 8a Avenue@Phase 73
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Phase One-hundred-three (8a) is now sold out.

265 8a Avenue@Phase 254
Phase One-hundred-four (8a) is now sold out.

266 8a Avenue@Phase 255
Phase One-hundred-five (8a) is now sold out.

267 8a Avenue@Phase 256
Phase One-hundred-six (8a) is now sold out.

268 8a Avenue@Phase 257
Phase One-hundred-seven (8a) is now sold out.

269 8a Avenue@Phase 258
Phase One-hundred-eight (8a) is now sold out.

270 8a Avenue@Phase 259
Phase One-hundred-nine (8a) is now sold out.

271 8a Avenue@Phase 260
Phase One-hundred-ten (8a) is now sold out.

272 8a Avenue@Phase 261
Phase One-hundred-one (8a) is now sold out.

273 8a Avenue@Phase 262
Phase One-hundred-two (8a) is now sold out.

274 8a Avenue@Phase 263
Phase One-hundred-three (8a) is now sold out.

275 8a Avenue@Phase 264
Phase One-hundred-four (8a) is now sold out.

276 8a Avenue@Phase 265
Phase One-hundred-five (8a) is now sold out.

277 8a Avenue@Phase 266
Phase One-hundred-six (8a) is now sold out.

278 8a Avenue@Phase 267
Phase One-hundred-seven (8a) is now sold out.

279 8a Avenue@Phase 268
Phase One-hundred-eight (8a) is now sold out.

280 8a Avenue@Phase 269
Phase One-hundred-nine (8a) is now sold out.

281 8a Avenue@Phase 270
Phase One-hundred-ten (8a) is now sold out.

282 8a Avenue@Phase 271
Phase One-hundred-one (8a) is now sold out.

283 8a Avenue@Phase 272
Phase One-hundred-two (8a) is now sold out.

284 8a Avenue@Phase 273
Phase One-hundred-three (8a) is now sold out.

285 8a Avenue@Phase 274
Phase One-hundred-four (8a) is now sold out.

286 8a Avenue@Phase 275
Phase One-hundred-five (8a) is now sold out.

287 8a Avenue@Phase 276
Phase One-hundred-six (8a) is now sold out.

288 8a Avenue@Phase 277
Phase One-hundred-seven (8a) is now sold out.

289 8a Avenue@Phase 278
Phase One-hundred-eight (8a) is now sold out.

290 8a Avenue@Phase 279
Phase One-hundred-nine (8a) is now sold out.

291 8a Avenue@Phase 280
Phase One-hundred-ten (8a) is now sold out.

292 8a Avenue@Phase 281
Phase One-hundred-one (8a) is now sold out.

293 8a Avenue@Phase 282
Phase One-hundred-two (8a) is now sold out.

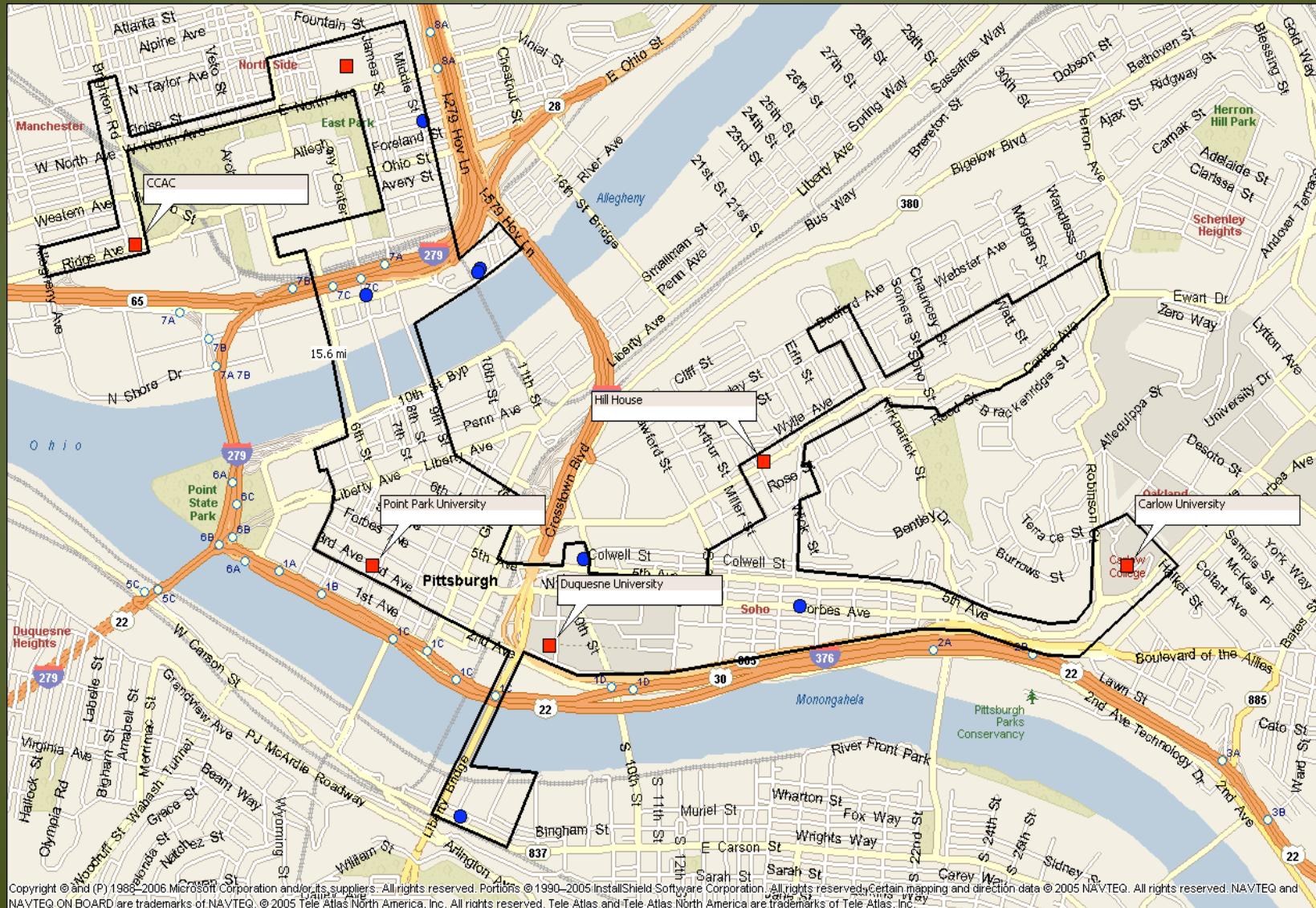
294 8a Avenue@Phase 283
Phase One-hundred-three (8a) is now sold out.

295 8a Avenue@Phase 284
Phase

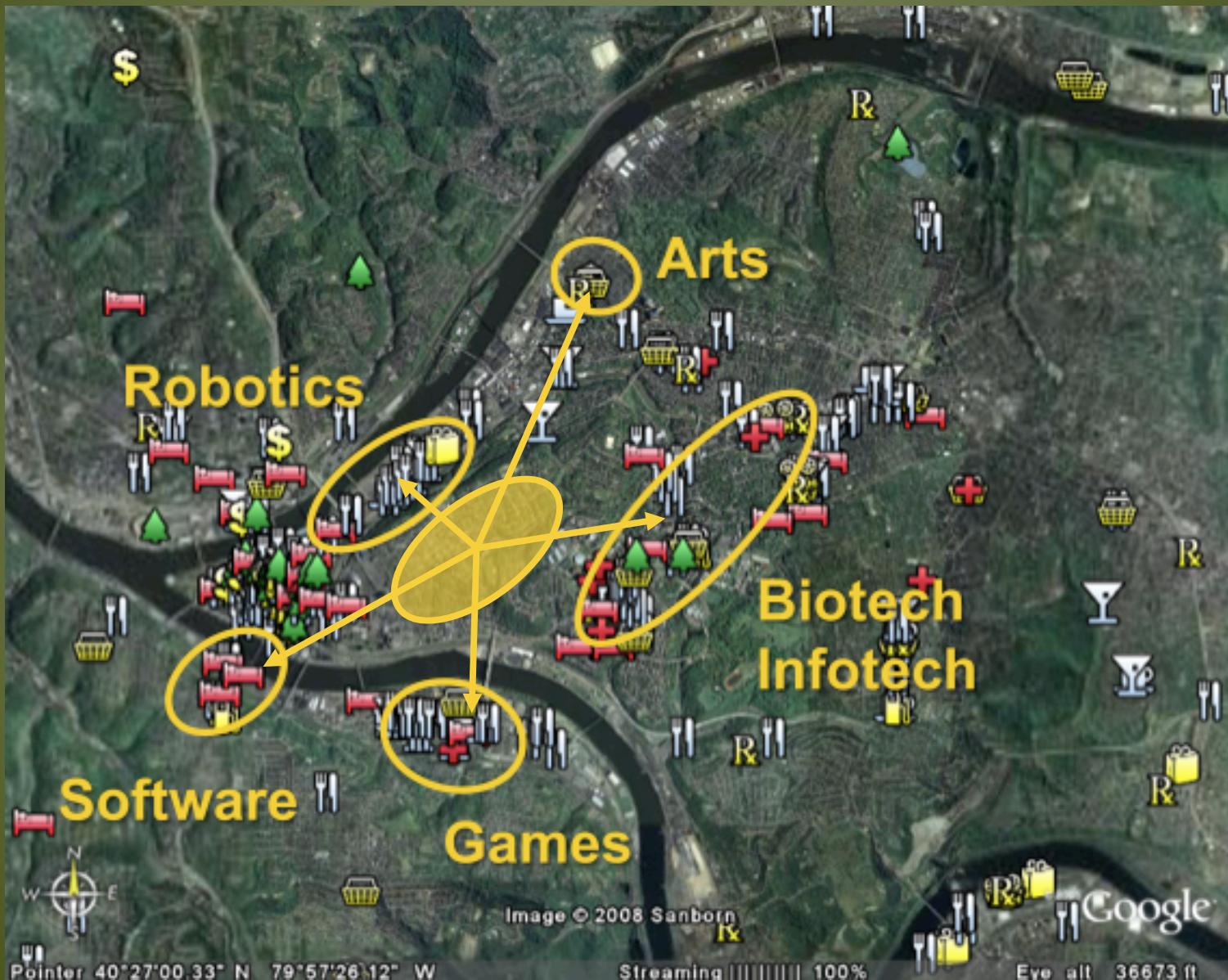
Issues and Tactics on the Ground

- Cultural lens
- Organic growth, positive network effects
- The decision-making table
- Collaboration and community organizing
- Community membership vs. corporate citizenship
- Recovery Act Initiatives
 - How to create a long-term stimulus – not only a short-term injection
 - How to ensure that green jobs now will lead to high-quality green careers for the future – pathway out of poverty

Pittsburgh Central Keystone Innovation Zone



PC-KIZ Connects the Hill and the Clusters

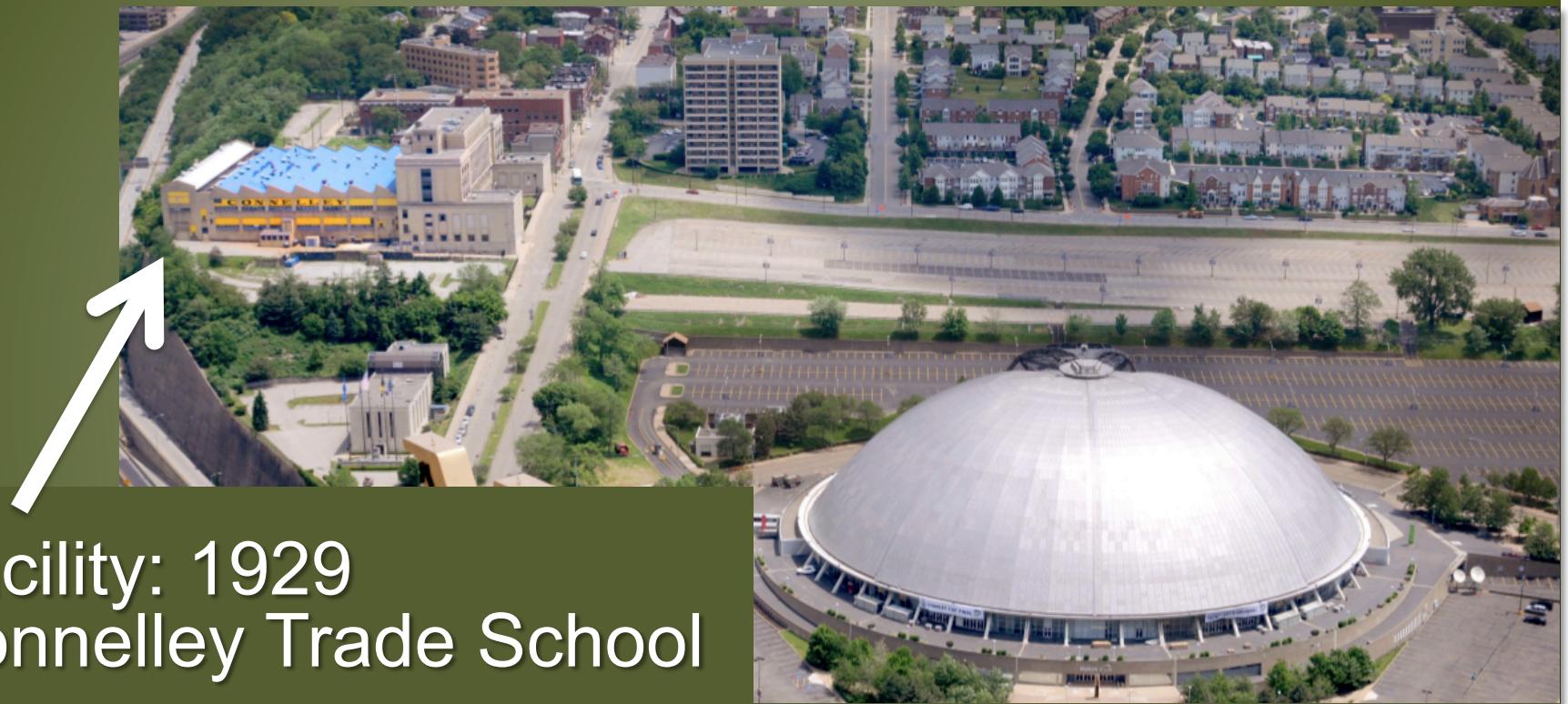


Direct and Deliberate Bridges Anchor Innovation Clusters in the Community



“Green Innovators” Hill District Initiative

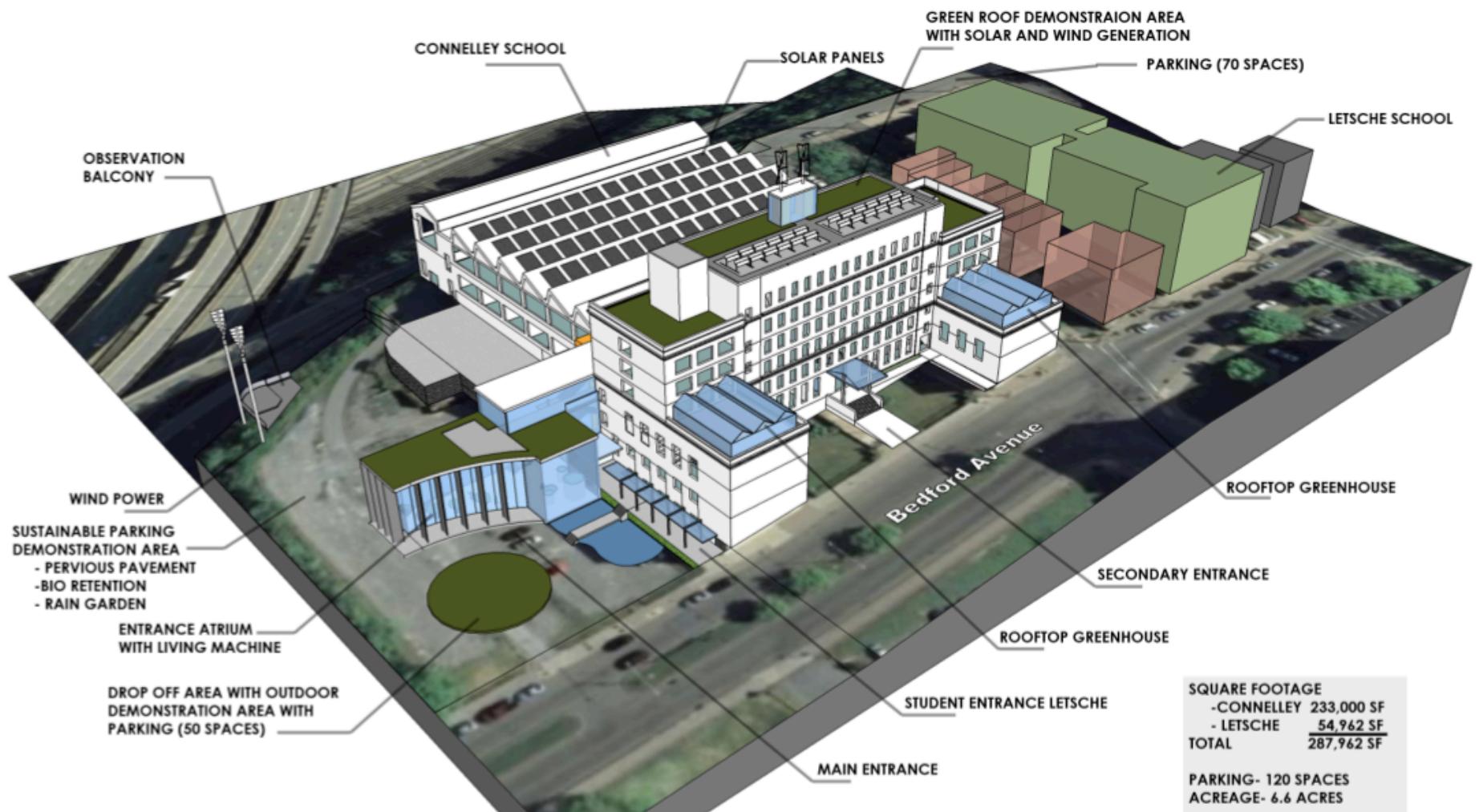
Connecting the Greentech Cluster & the Educational Pipeline



Facility: 1929
Connelley Trade School

290,000 sq ft Classrooms, Auditorium, High-Bay Shops, Views

Adjacent to Urban Renewal project, now 28-acre parking lot
and Pittsburgh Penguins Hockey Arena



PITTSBURGH GREEN INNOVATORS AERIAL VIEW





PITTSBURGH GREEN INNOVATORS FIRST FLOOR PLAN





DIASTORINO HORIZONS
ARCHITECTS



AVON DESIGN
ASSOCIATES, INC.



CJL ENGINEERING

“Green Innovators” Anchor Building Tenants

- Operating Engineers Union IUOE Local 95
- Pittsburgh Public Schools – possible new magnet high school
- Penn State University biofuels demonstration lab
- Greentech business incubator

Other partners – 29 Collaborating Organizations so Far

Heinz Endowments and other regional foundations

Allegheny County Community College
Smaller local colleges and universities
Workforce training organizations

Green Building Alliance

GTECH - Green For All

Pittsburgh Central Keystone Innovation Zone

State-funded technology-based economic development organizations

Duquesne University, Carnegie Mellon, University of Pittsburgh centers

Industry – large corporations & small tech companies

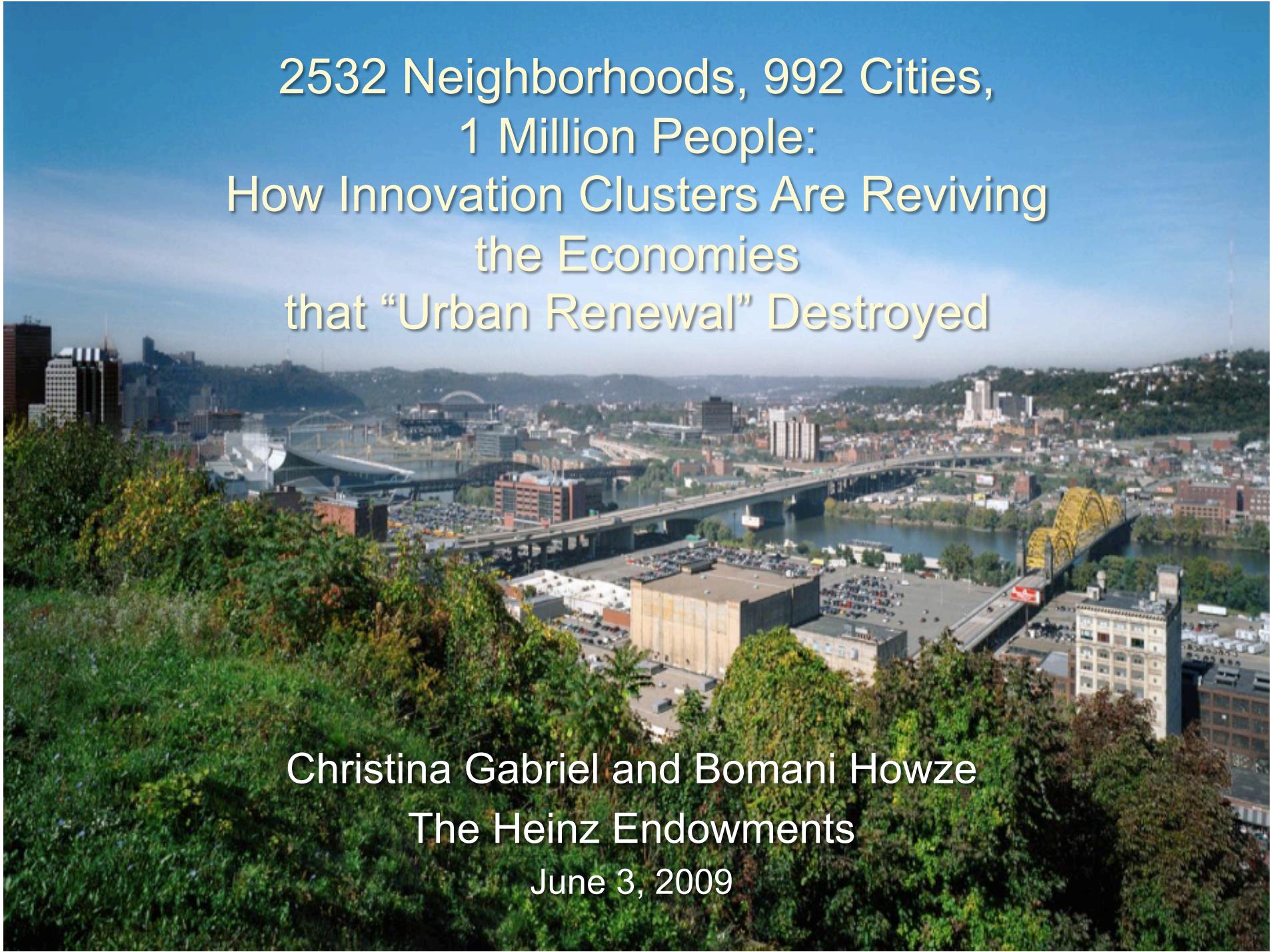
Federal, State, County, City, elected officials

Grassroots community organizations from the Hill District

Direct and Deliberate Bridges

Suggestions for Federal Implementation

- Link two new initiatives in FY2010 DOC/EDA request:
 - Regional Innovation Clusters Program
 - National network of public-private business incubators in economically distressed areas
- Joint execution of multiagency pilot
 - Temporary, immediate “project” to inform longer-term program planning
 - Commerce (EDA, NIST), HUD, DOE, SBA, DOT, DOL, EPA, NSF/NIH/DARPA & their SBIR programs
 - Collaborative program review; all funding decisions made jointly (1993 TRP precedent)



2532 Neighborhoods, 992 Cities,
1 Million People:
How Innovation Clusters Are Reviving
the Economies
that “Urban Renewal” Destroyed

Christina Gabriel and Bomani Howze
The Heinz Endowments
June 3, 2009