

THE NEW LOCALISM



@Bruce_Katz
#NewLocalism

Metro Solutions Symposium
Salt Lake City, Utah
January 23rd, 2018



Everything has changed





Convergence of global and local

STRUCTURAL EFFECT

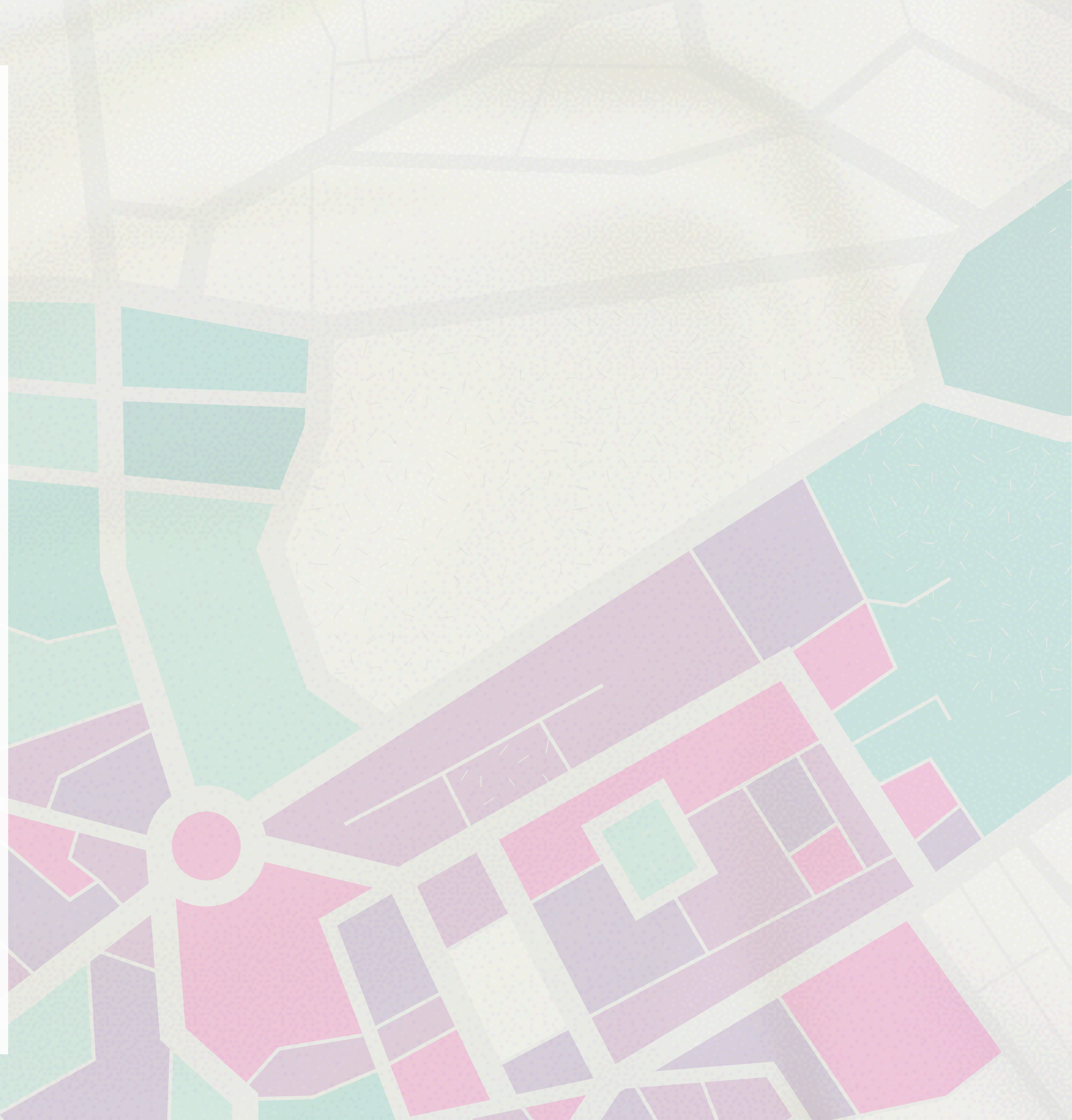
A common global system of rules and norms is diminishing the role of nation-states, while enabling sub-national units to express more autonomy.

LEVELING EFFECT

Economic advantages between places are leveling out as a result of technology, capital access, and the diffusion of production.

SPATIAL EFFECT

The global economy is increasingly an urban economy and dominant urban regions comprise the most dynamic parts of the economy of their nations.



INNOVATION & PRODUCTIVITY



DIVERSITY & DEMOCRACY



ECONOMIC OPPORTUNITY



SUSTAINABLE DEVELOPMENT



“

Power is shifting: downward from national governments to cities and communities; horizontally from the public sector to networks of public, private and civic actors; and globally along circuits of capital, trade, and innovation.

This new locus of power—**this new localism**—is emerging by necessity to solve the grand challenges characteristic of modern societies: economic competitiveness, social inclusion and opportunity; a renewed public life; the challenge of diversity; and the imperative of environmental sustainability.



The background image is a cityscape at dusk or dawn. The sky is a mix of blue and orange, with some clouds. The city is reflected in the water in the foreground. The text is overlaid on a large white rectangular box that covers the middle portion of the image.

NEW LOCALISM

A governing philosophy and
practice for the 21st century.

The background image is a wide-angle photograph of a city skyline at dusk. The sky is a mix of deep blue and orange from the setting sun. The city lights are visible, reflecting on the water in the foreground. A large, semi-transparent white rectangle is centered over the image, containing the text. The text is in a bold, black, sans-serif font. The title 'NEW LOCALISM' is at the top, and the subtitle 'Solving hard problems means working in cities.' is below it.

NEW LOCALISM

Solving hard problems
means working in cities.

We need a new set of norms and tools.



Growth models that are innovative, inclusive, and sustainable.



Governance structures that are multi-sectoral and entrepreneurial.



Financial tools that enable cities to raise local revenue and benefit from growth.



Who is inventing the new norms of
growth, governance and finance?



Pittsburgh, PA



Pittsburgh 1973





York County e

THE 1980 NATIONAL DEFENSE UNIVERSITY STUDENT CONGRESS, held in Washington, D.C., from May 11-13, 1980, was a landmark event in the history of the Department of Defense. It was the first time that a large group of students from across the country had the opportunity to meet and hear from top military and civilian leaders. The event was organized by the Department of Defense and the National Defense University. It was a unique opportunity for students to learn about the defense industry and the military, and to meet with top officials from both. The event was a success, and it was a landmark in the history of the Department of Defense.

the city, which is the home of the famous "Museum of Modern Art" (MOMA). The city is also the home of the famous "Lincoln Center" and the "Rockefeller Center".

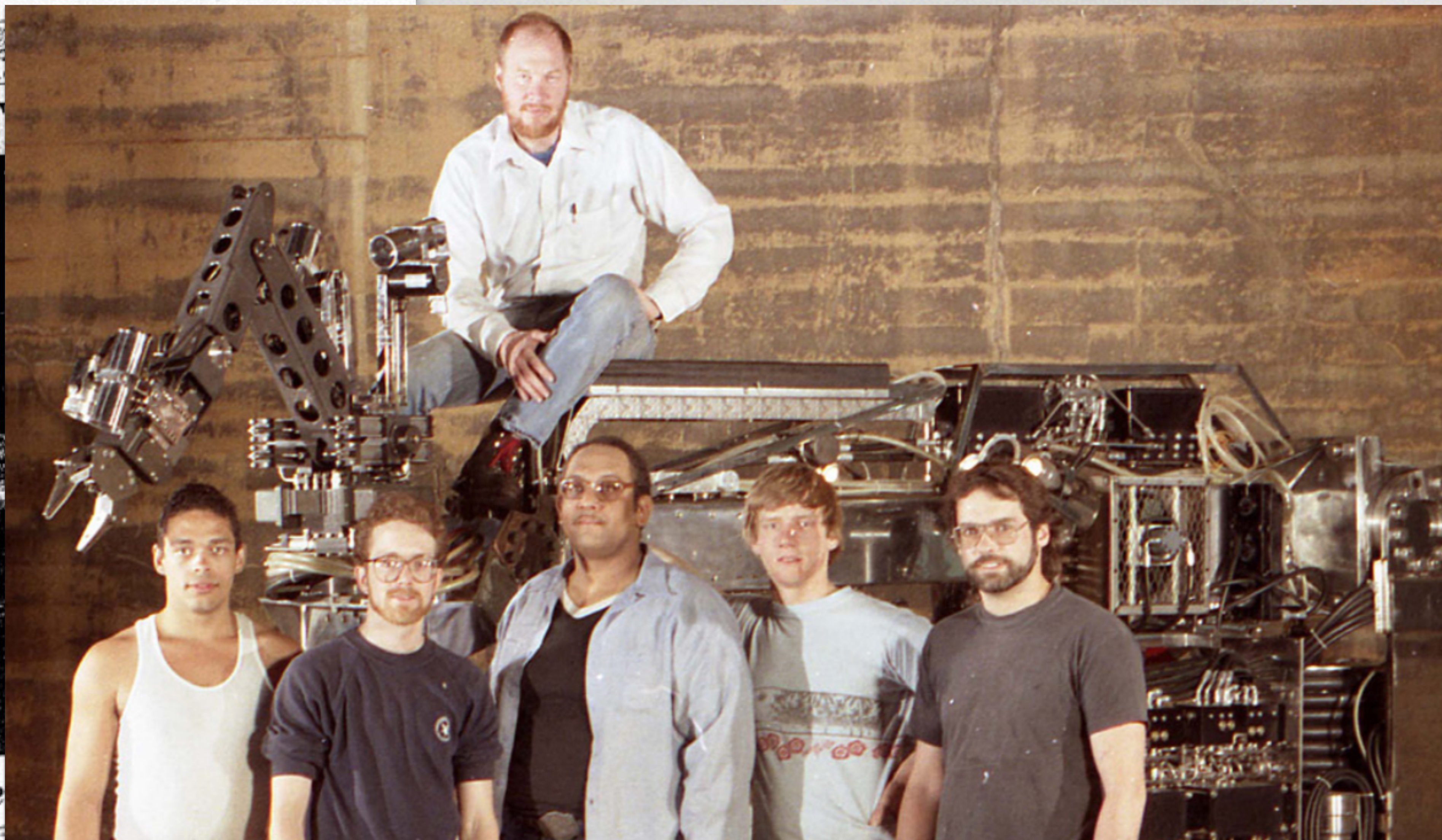
The book illustrates a series of experiments designed to demonstrate the effects of various factors on the rate of reaction. The experiments are arranged in a logical sequence, starting with the effect of concentration, then temperature, and finally the effect of a catalyst. Each experiment is described in detail, and the results are presented in a clear and concise manner. The book is a valuable resource for students and teachers alike, and it is highly recommended for anyone interested in the study of chemistry.

Shirley and Eugene, and finally in continuing speaking in several national magazines, have become recognized as national and international authorities.

—*Annexes* (Book 1, Ch. 4, Speech 10) and *Ch. 10* (Book 1, Ch. 10) are the two most important materials that are being used in the course. The first is a speech by Shirley and Eugene, and the second is a speech by Shirley and Eugene.

The greatest material source

Some of these operations provide a means of controlling the flow of traffic and the timing of the signals. The system is designed to be flexible and adaptable to changing traffic conditions.

[illegible]

OAKLAND INNOVATION DISTRICT





Automation



Advanced Robotics



Autonomous Vehicles



3D Printing

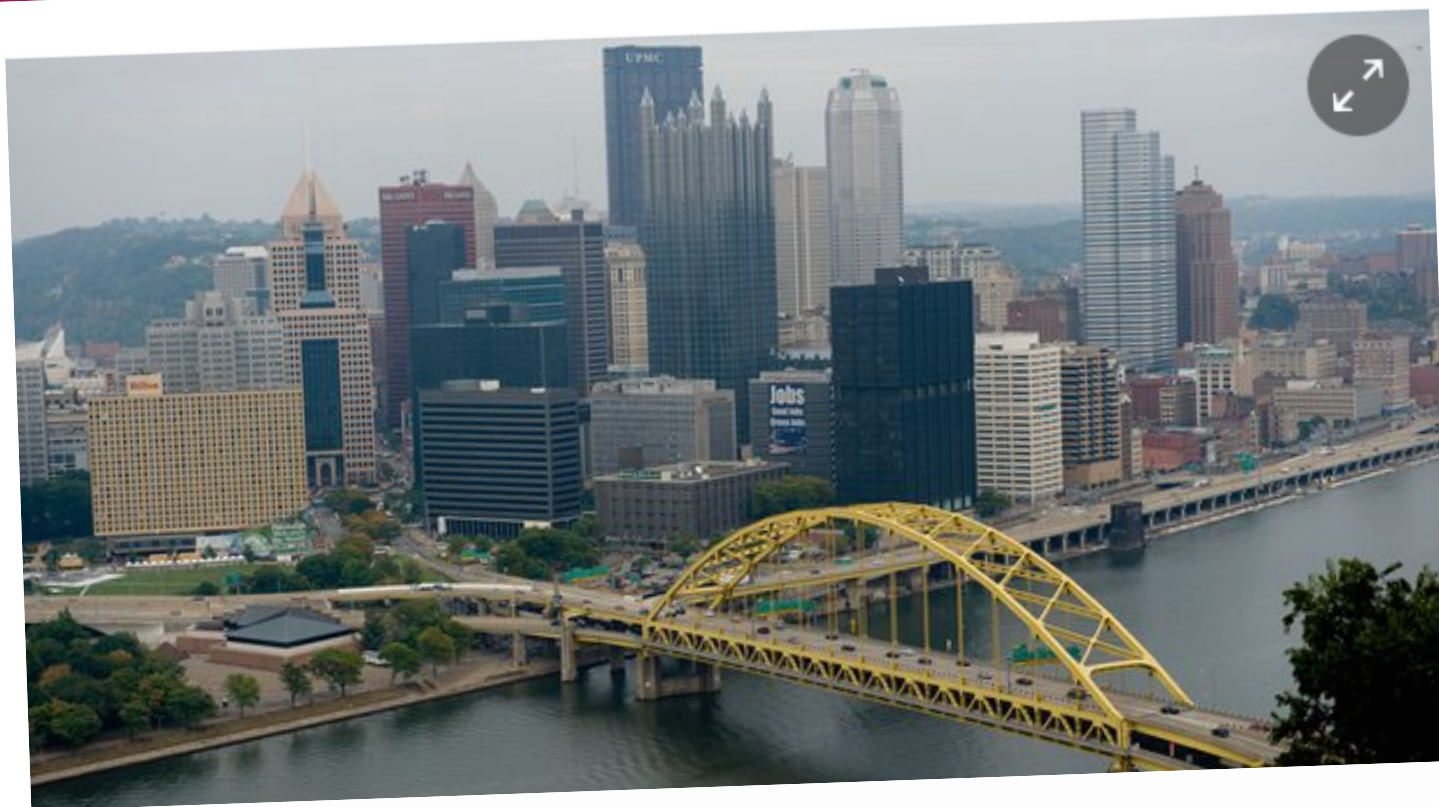


Genomics

theguardian

website of the year

Pittsburgh's thriving tech sector brings new life to post-industrial city



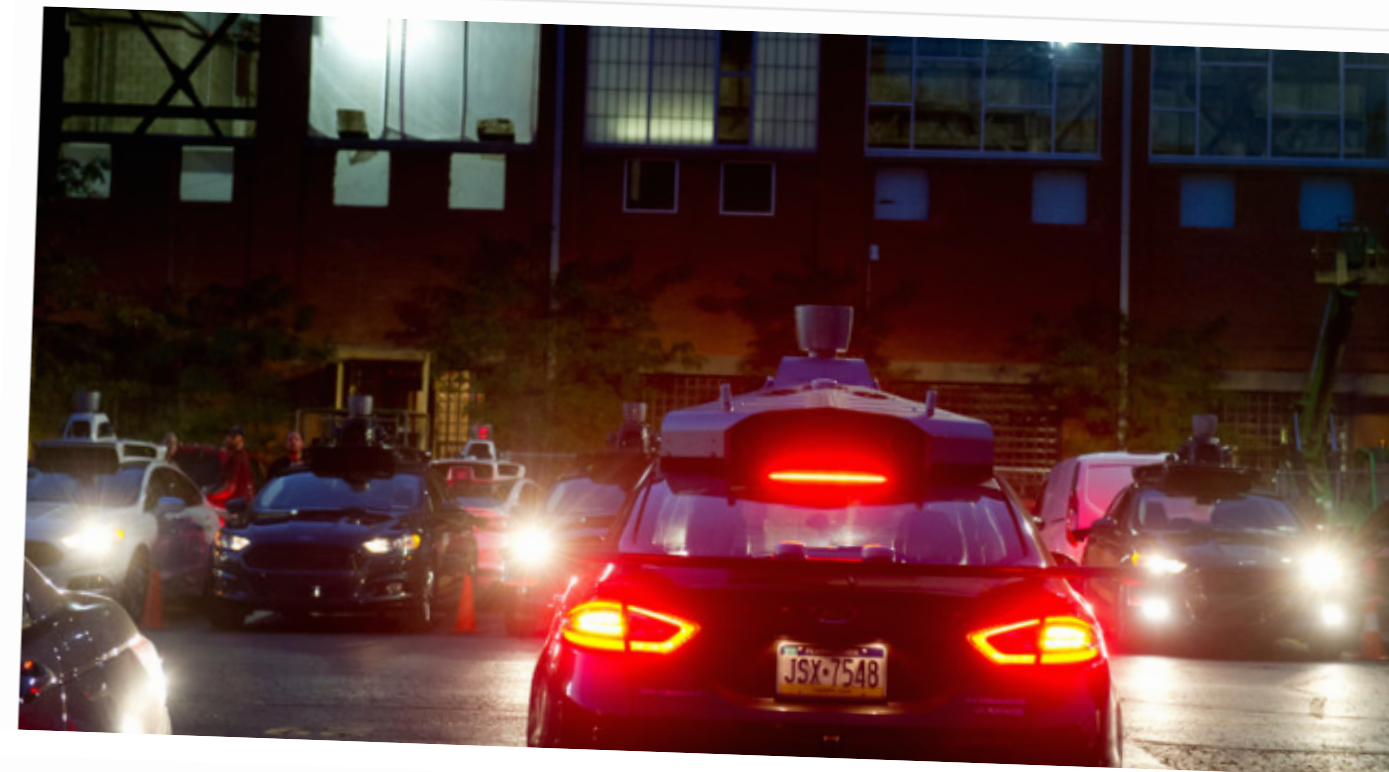
When [Uber](#) chose to test its robot-driven taxis in Pittsburgh, some may have wondered why the tech company had chosen America's former capital of steel for its road test into the future. But for those in the know, Pennsylvania's second city is well on its way to establishing itself as the Silicon Valley of the east - and even its roads are helping.

Unlike many American cities, Pittsburgh road system is literally off the grid, its origins dating back to twisty, pre-revolution forest trails. Then there are the city's 446 bridges to navigate. More importantly Pittsburgh boasts the robotics department at Carnegie-Mellon University, recognized as the leading academic institution in the field.

The New York Times

No Driver? Bring It On. How Pittsburgh Became Uber's Testing Ground

By CECILIA KANG SEPT. 10, 2016



PITTSBURGH — Any day now, Uber will introduce [a fleet of self-driving cars in Pittsburgh](#), making this former steel town the world's first city to let any passenger hail an autonomous vehicle.

So with the world watching, what has the city of 306,000 done to prepare for Uber's unprecedented test? The answer is not much.

There have been no public service announcements or demonstrations of the technology. Except for the mayor and one police official, no other top city leader has seen a self-driving Uber vehicle operate up close.

POLITICOMAGAZINE



The Robots That Saved Pittsburgh

How the Steel City avoided Detroit's fate.

By GLENN THRUSH | February 04, 2014

It's hard to pinpoint the moment Pittsburgh began its three-decade climb back from the dead, but Red Whittaker marks the comeback from the instant he heard the ominous clack of a door closing behind him when he entered a secured building near the melted heart of Three Mile Island back in 1983.

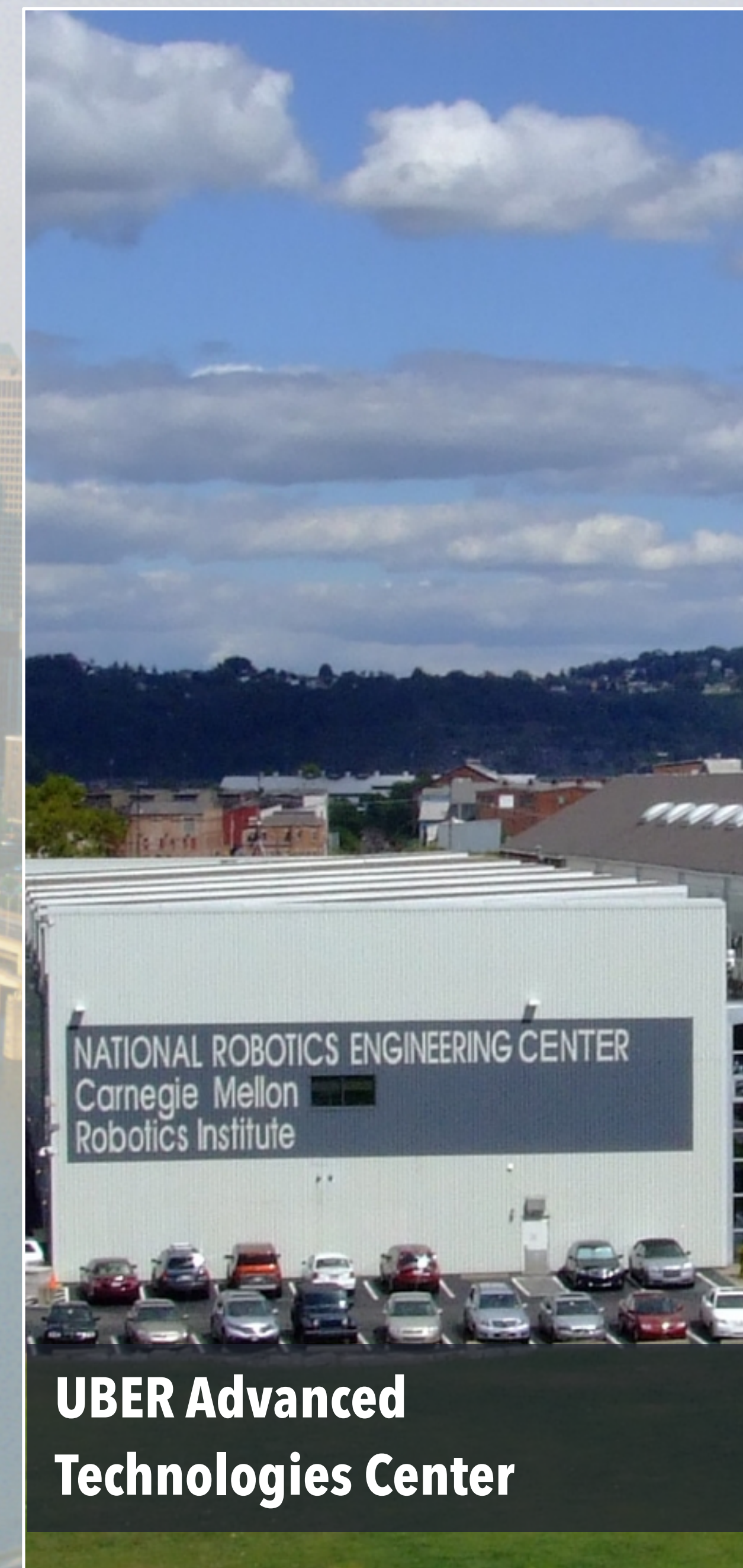
Whittaker—then a ferociously ambitious former marine building a nascent robotics program at Pittsburgh's Carnegie Mellon University that would become the world's best—was about to test out the ungainly, joy-stick-guided contraption he had designed with a \$1.5 million grant to plumb the deadly *terra incognita* of the basement in Unit 2, the reactor that had partially melted down four years earlier, nearly setting off a nuclear disaster. He'd built the device over six months with a group of 20-



**GE Center for Additive
Technology Advancement**



**GOOGLE
Bakery Square**



**UBER Advanced
Technologies Center**

Lessons from Pittsburgh

“ A city must think like a system and act like an entrepreneur.

- Matthew Taylor, RSA



Lessons from Pittsburgh

“BRAINBELT” DEVELOPMENT

Cities must strengthen multisectoral collaborations and make their innovations visible to the world

HISTORIC LEGACY

A city must build on its past strengths rather than discarding them.

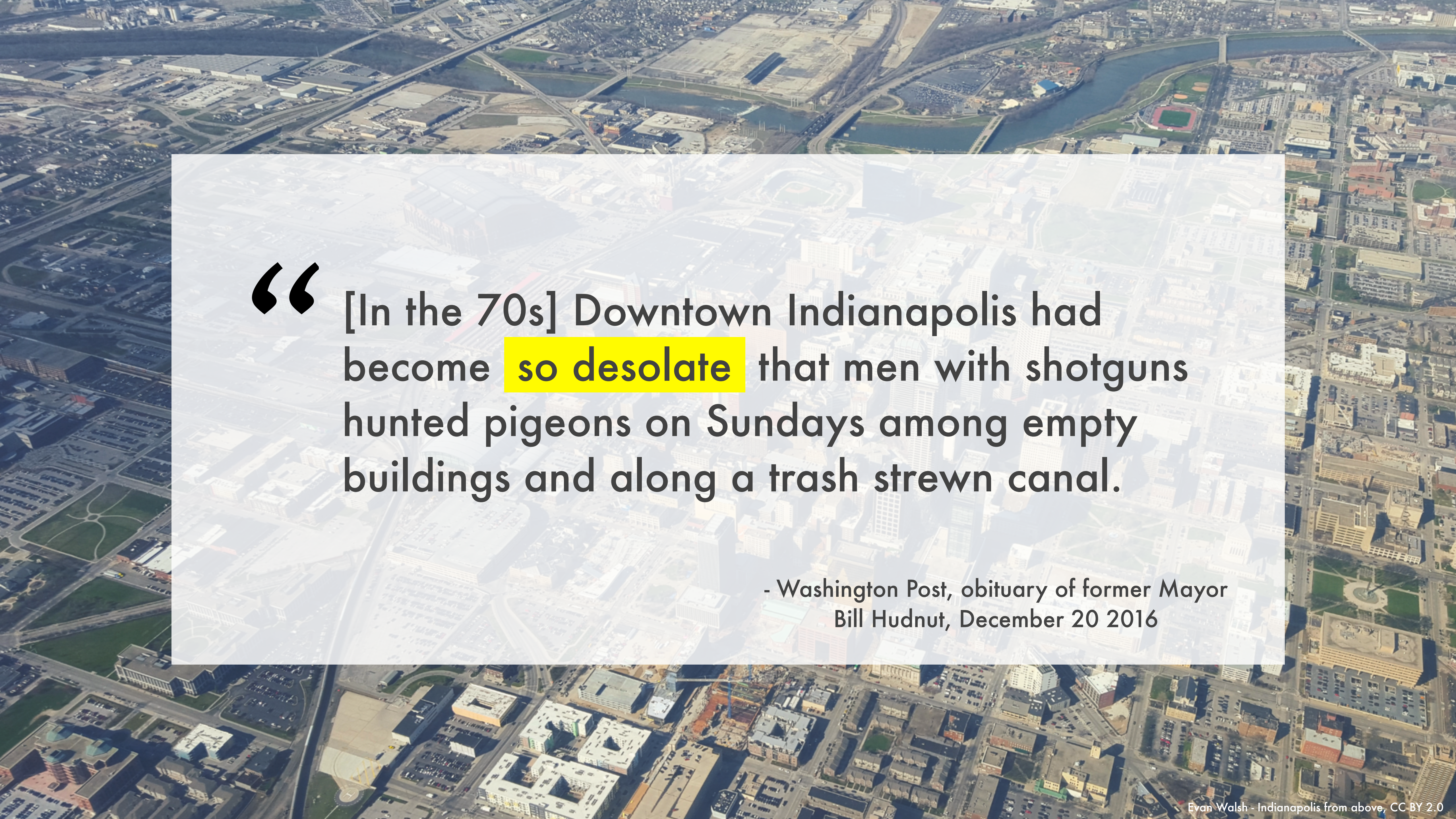
PHILANTHROPIC INVESTMENT

Investments must be a part of broader political, business, civic, and university alliances.



INDIANAPOLIS, IN



An aerial photograph of downtown Indianapolis, showing a mix of urban development, including parking lots, commercial buildings, and green spaces. A semi-transparent white rectangular box is centered over the image, containing a quote. The quote is in a large, black, sans-serif font. The words "so desolate" are highlighted in a yellow rectangular background. The quote describes the state of downtown Indianapolis in the 1970s.

“ [In the 70s] Downtown Indianapolis had become **so desolate** that men with shotguns hunted pigeons on Sundays among empty buildings and along a trash strewn canal.

- Washington Post, obituary of former Mayor
Bill Hudnut, December 20 2016



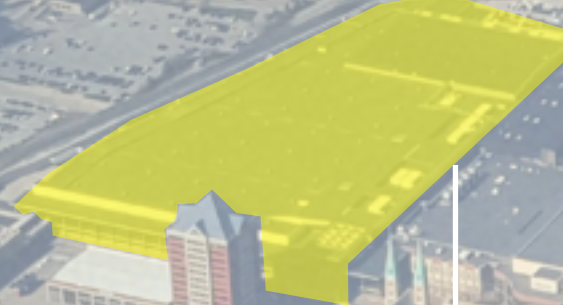


Victory Field
Opened: 1996



National Institute for
Fitness and Sport
Opened: 1988

Lucas Oil Stadium
Opened: 2008



RCA Dome
Opened: 1984



NCAA Hall of Champions
Opened: 2000



Bankers Life Fieldhouse
Opened: 1999

Market Square Arena
Opened: 1974





From Basketball to Biotech: A Governance Process





An aerial photograph of downtown Indianapolis, Indiana. Several buildings are highlighted with semi-transparent yellow and blue overlays. A large yellow box highlights a building in the upper left. A smaller yellow box highlights a building in the upper right. A small blue box highlights a building in the center. A yellow box highlights a building in the lower left. A yellow box highlights a building in the lower right. The background shows a dense urban landscape with streets, parking lots, and other buildings.

\$73 million

The Indiana Future Fund

\$12 million

The Indiana Seed Fund

\$150 million

The Indiana Biosciences
Research Institute

Lessons from Indianapolis

“Be an ecosystem
rather than an
ego-system.”

- Chris Cabaldon, Mayor
of West Sacramento

Lessons from Indianapolis

MECHANICS OF COLLABORATION

Leaders meet to decide rather than meet to discuss. Formal structures can enable collaboration.

MULTIPLE GEOGRAPHIC LEVELS

Governance networks can operate at the regional, metropolitan, city, greater downtown, and district levels.

ORGANIZE PRIVATE AND CIVIC WEALTH

Dedicate new capital and investments toward innovation and placemaking.



Copenhagen, Denmark





Population:
600,000+ in the
municipality
2 million+ in the
metro area

Nearly **50%** bike to
work or school

Global leader in
sustainability

Decentralized
governance
Over **60%** of
spending is by local
governments



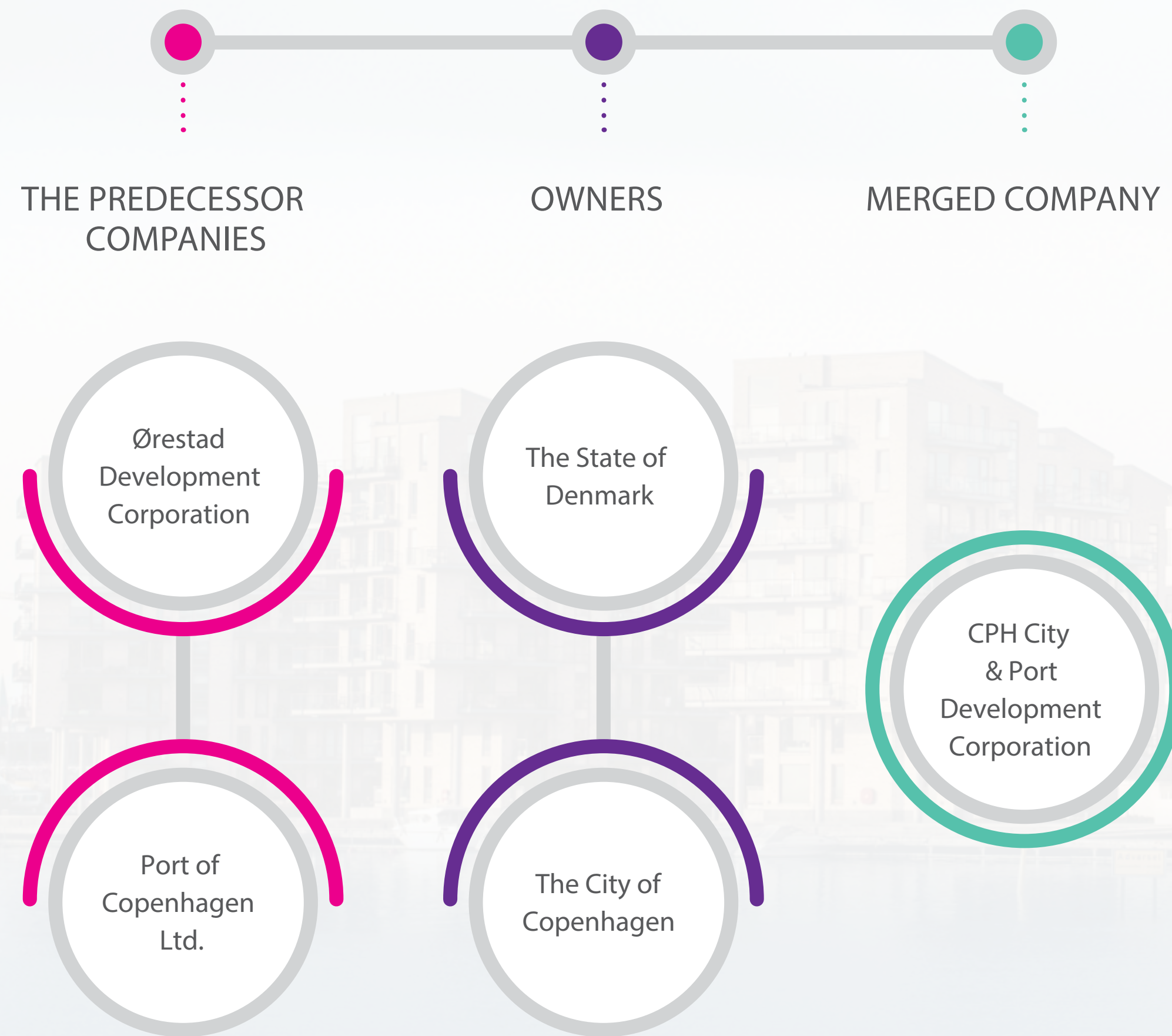
Mid 1980s

17.5%
unemployment

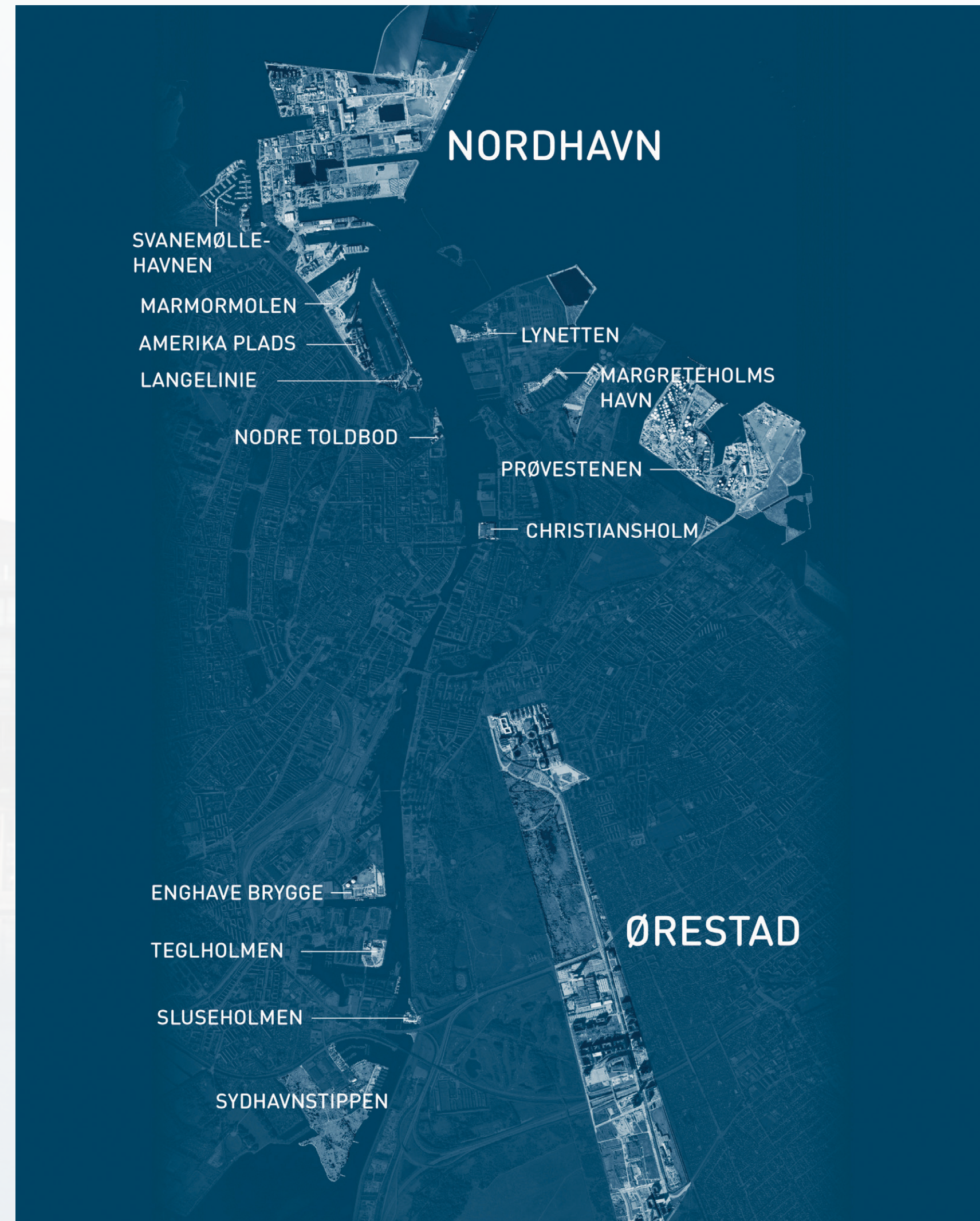
\$750 million
annual budget deficit

An historic alliance was formed in the early 90s: leaders from two political parties sought to develop idle land, regenerate the city, and finance new infrastructure through a publicly-owned, privately managed corporation

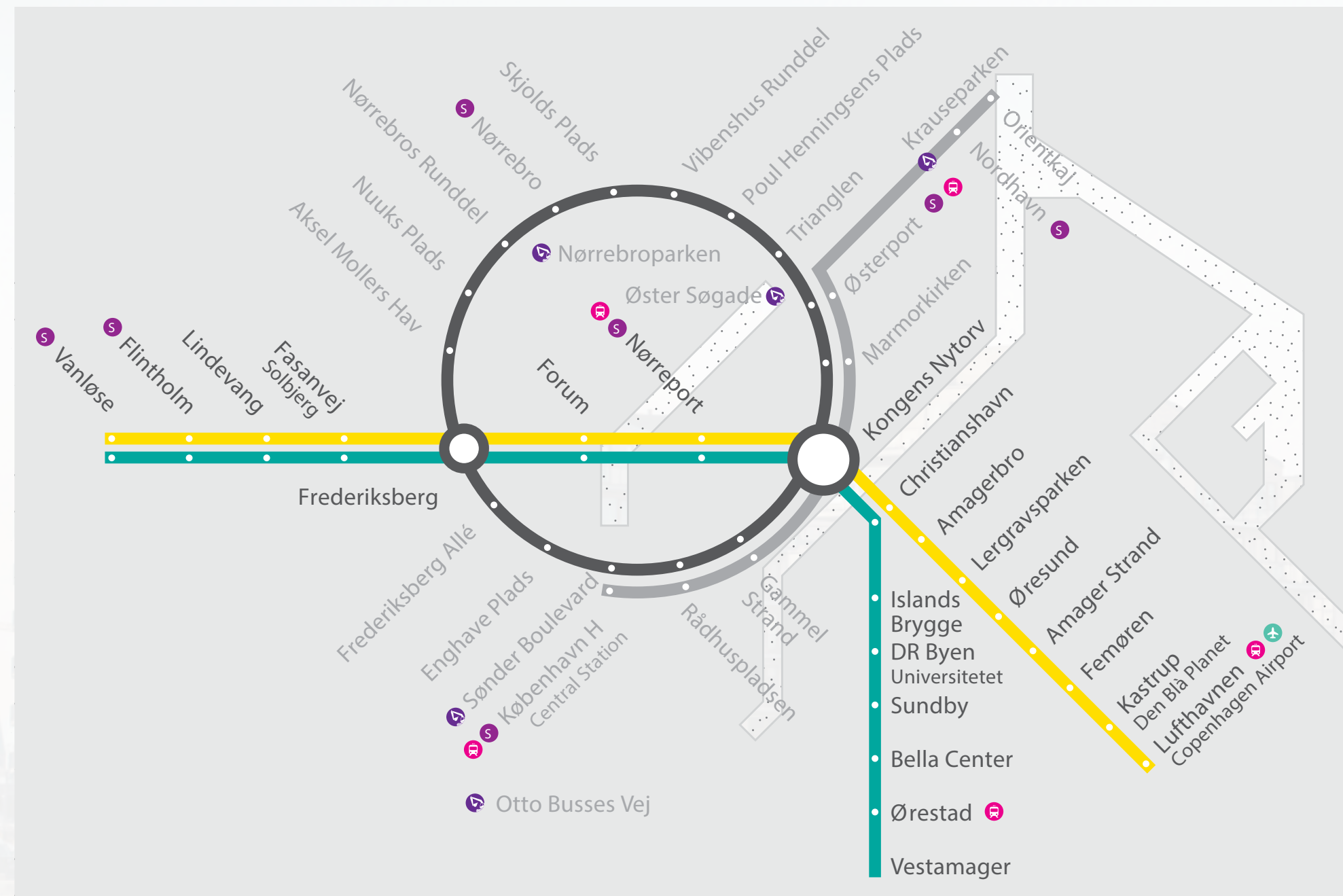
Reclaiming Public Wealth



Reclaiming Public Wealth



Reclaiming Public Wealth



Complete metro system, with in-progress city circle metro line





Lessons from Copenhagen

“ We are not here for a quick fix: We are here for the long haul.

- Jens Kramer Mikkelsen,
CEO, Copenhagen City
& Port Development



Lessons from Copenhagen

TRANSPARENCY

Public ownership should be made apparent. Cities must know what they own as well as what they owe.

MERGED PUBLIC ENTITIES

Public assets should be aligned and merged so their value can be leveraged for public good.

PUBLIC/PRIVATE MANAGEMENT MODEL

Hybrid institutions can combine the efficiency of market discipline with the benefits of public direction and legitimacy.

Towards a nation of problem solvers



“ For every Pittsburgh, there are dozens of cities subsidizing consumption rather than investing in innovation.



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For every Indianapolis, there are hundreds of cities where collaboration is informal, unstructured and underfunded.



“ For every Pittsburgh, there are dozens of cities subsidizing consumption rather than investing in innovation.

For every Indianapolis, there are hundreds of cities where collaboration is informal, unstructured and underfunded.

For every Copenhagen, there are thousands of cities leaving the value of their public wealth on the table.





WHAT'S YOUR EDGE?

Identify your place in the new economy.

WHO'S IN CHARGE?

Define the leaders who make up your network.

WHERE'S YOUR POWER?

Audit and stress-test your local institutions.



“ For New Localism to thrive, we need to get serious about building a **new class of city and metropolitan leaders** and establishing new institutions in our communities that enable leaders to flourish. We have no other choice.



THE NEW LOCALISM

