

CityVitals

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CEOs for Cities

CityVitals:

DIMENSIONS OF SUCCESS



The **Talented** City



The **Innovative** City



The **Connected** City



The **Distinctive** City



The **Talented** City

**THE INDISPENSABLE ASSET IN A
KNOWLEDGE ECONOMY IS SMART PEOPLE.**

CityVitals:

DIMENSIONS OF SUCCESS



The **Talented** City

College Attainment
Creative Professionals
Young & Restless
Traded Sector Talent
International Talent

The **Innovative** City

The **Connected** City

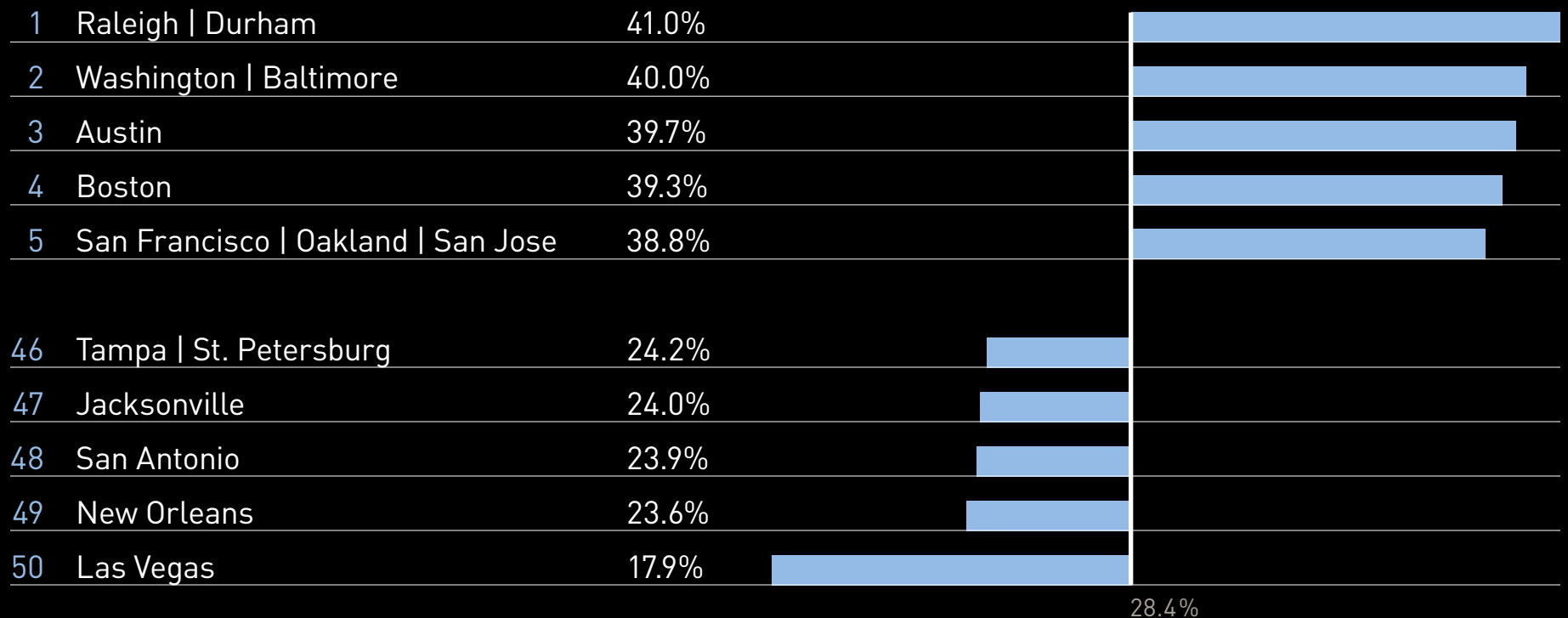
The **Distinctive** City

COLLEGE ATTAINMENT

BROADEST MEASURE OF HUMAN CAPITAL

CLOSELY ASSOCIATED WITH OVERALL PER CAPITA INCOME

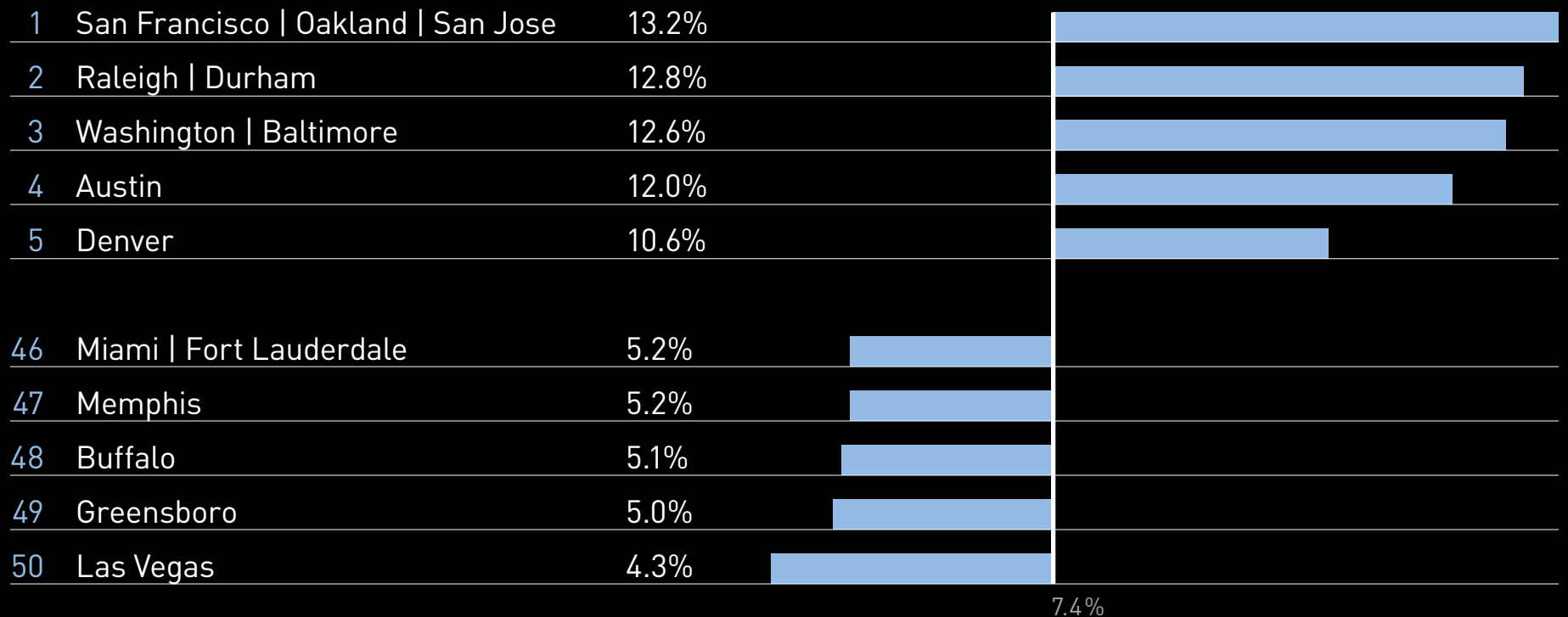
Percent of the metro population 25 years old or older who have completed a four-year college degree.



CREATIVE PROFESSIONALS

A MEASURE OF THE “CREATIVE CLASS”
CORRESPONDS TO “SUPER CREATIVES”

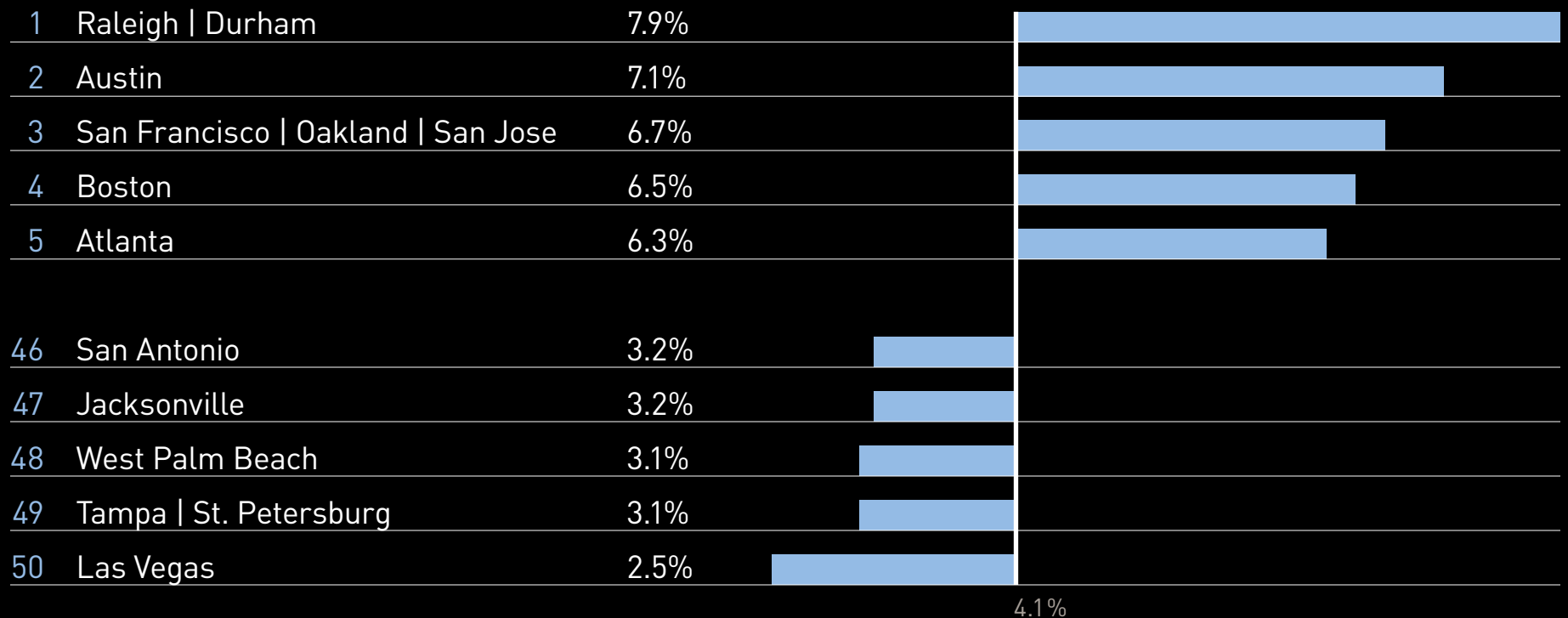
Percent of workers employed as Mathematicians,
Scientists, Artists, Engineers, Architects and Designers.



YOUNG & RESTLESS

MOST MOBILE, FLEXIBLE, TALENTED WORKERS
AN INDICATOR OF FUTURE TALENT

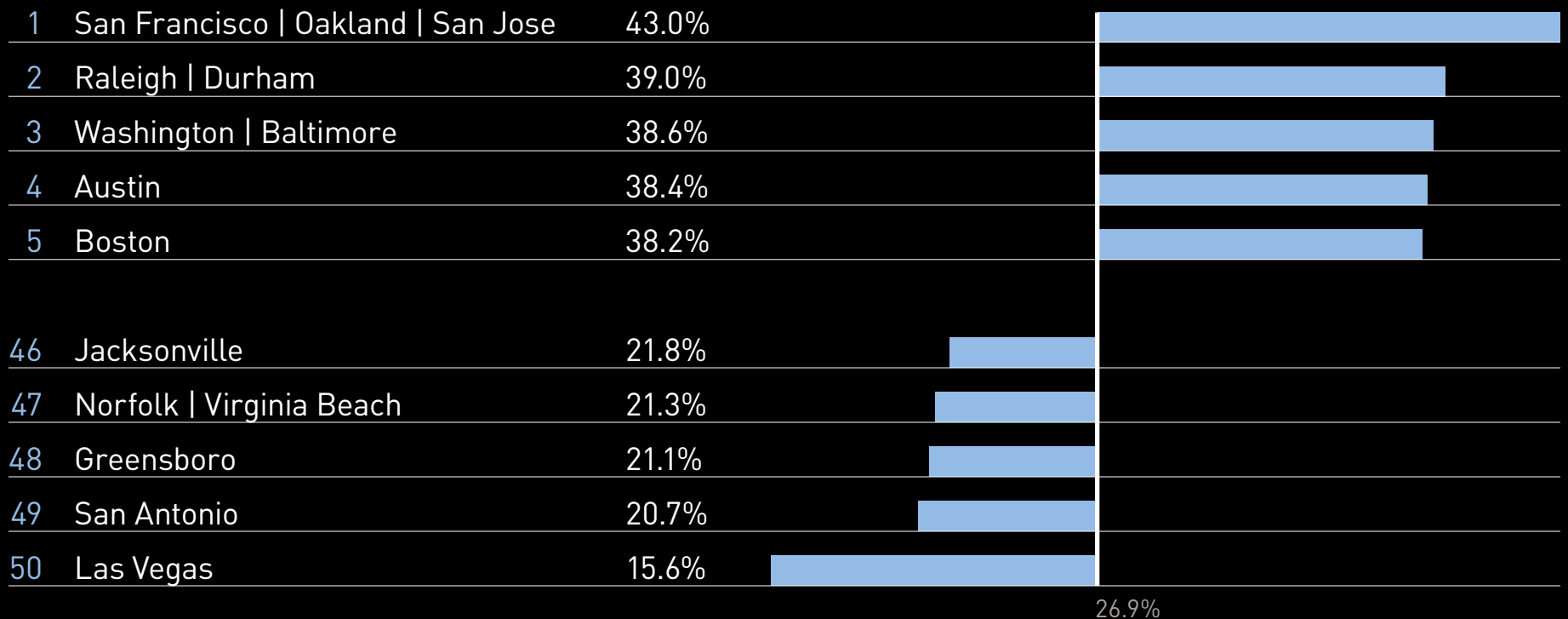
Percent of the metro population that is 25 to 34 years old and who have completed at least a four-year college degree.



TRADED SECTOR TALENT

TRADED SECTOR: BUSINESSES THAT SELL OUTSIDE THE REGION
EXCLUDES HEALTH CARE, EDUCATION AND GOVERNMENT WORKERS

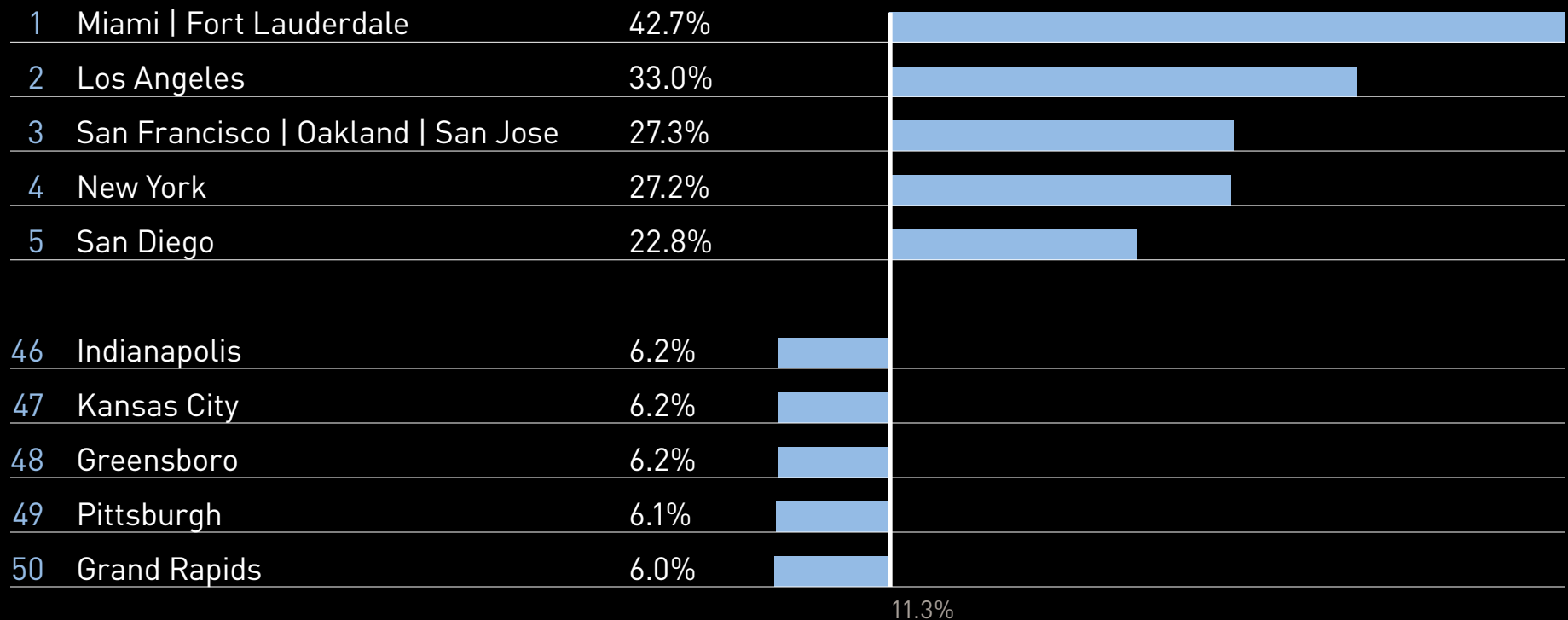
Percent of metro workers who have a college degree and are employed in private sector businesses excluding health care and education.



INTERNATIONAL TALENT

COMPETITION FOR TALENT IS NOW GLOBAL
SHOWS DIVERSITY AND ABILITY TO ASSIMILATE

Percent of metro population 25 years and older who have completed a college degree and were born outside the United States.





The **Innovative** City

**THE ABILITY TO GENERATE NEW IDEAS
AND TO TURN THOSE IDEAS INTO REALITY
IS A CRITICAL SOURCE OF COMPETITIVE
ADVANTAGE NOT JUST FOR BUSINESSES,
BUT FOR REGIONS, AS WELL.**

CityVitals:

DIMENSIONS OF SUCCESS



The **Talented** City



The **Innovative** City

Patents
Venture Capital
Self-Employment
Small Businesses



The **Connected** City



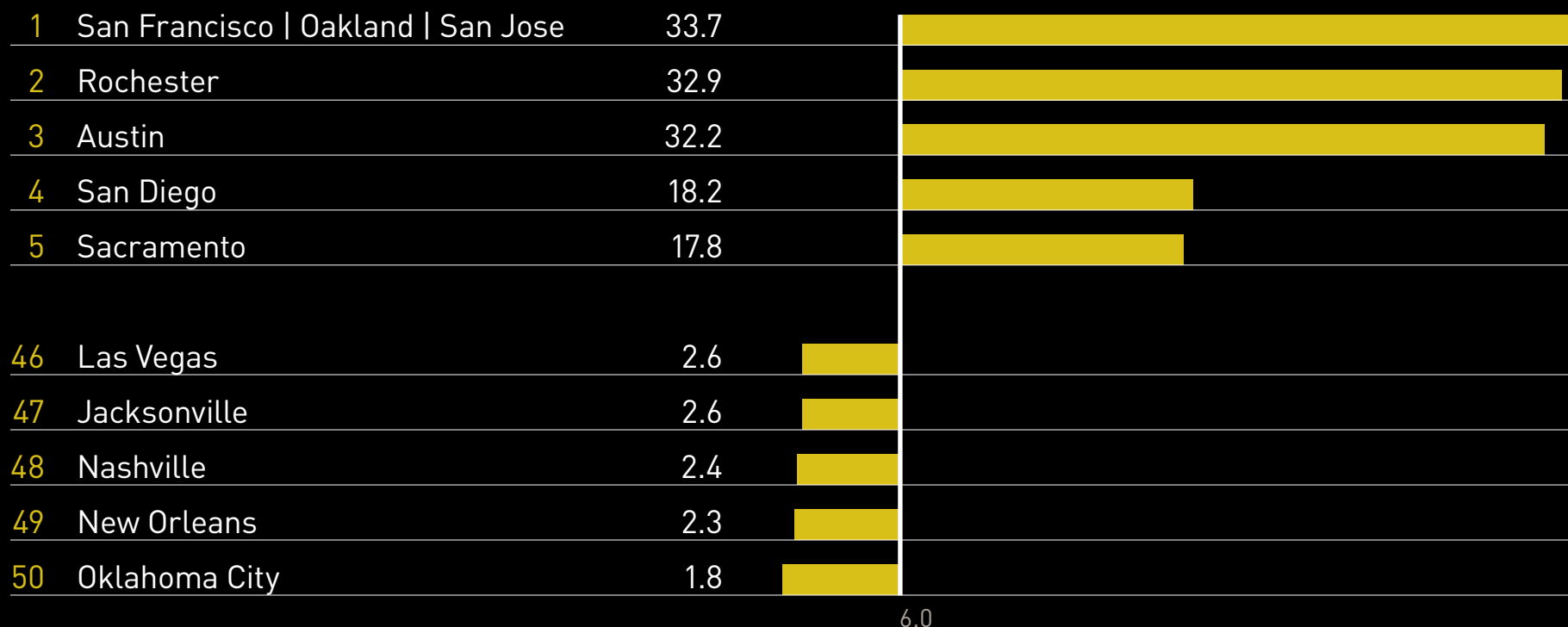
The **Distinctive** City

PATENTS

A BASIC INDICATOR OF NEW IDEA CREATION

PATENTS REFLECT LOCAL TECHNOLOGICAL PROWESS

Number of patents issued per 1,000 population.

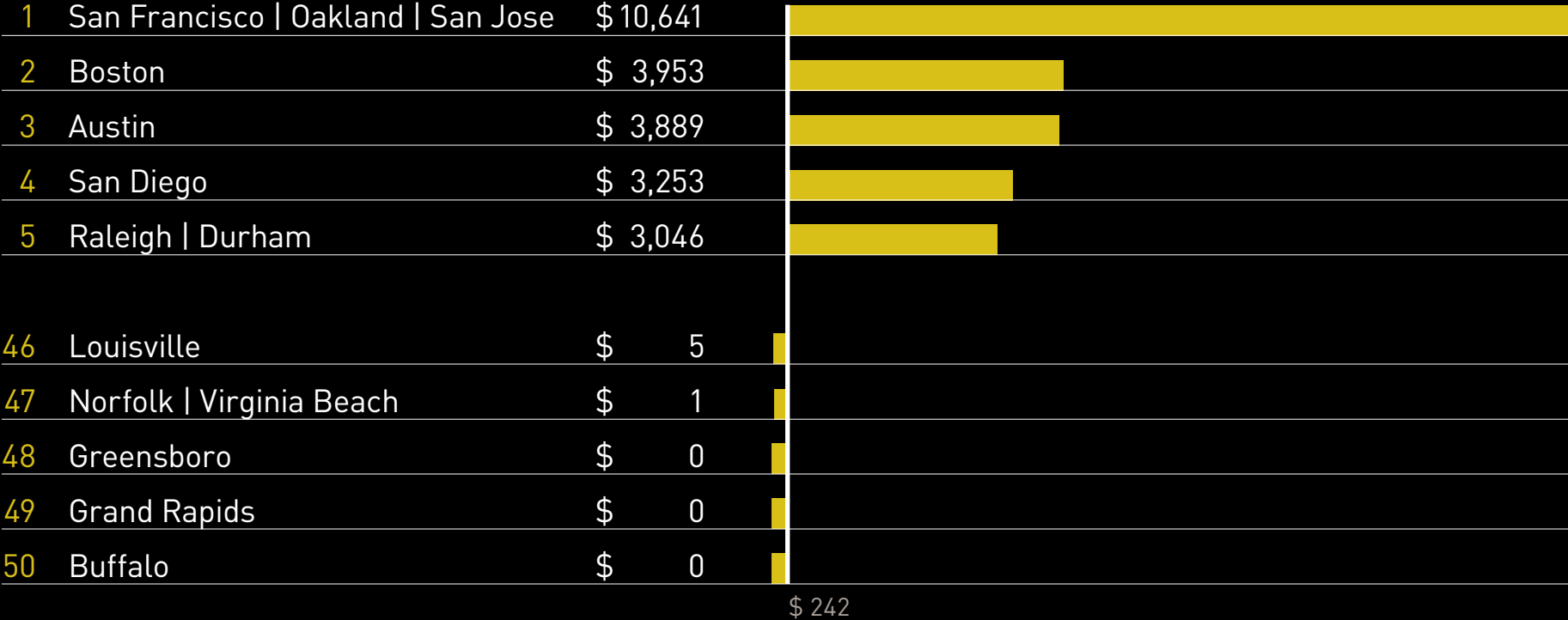


VENTURE CAPITAL

VENTURE CAPITAL ESSENTIAL TO FAST-GROWING BUSINESSES

MOST VC INVESTMENTS ARE IN ELECTRONICS, SOFTWARE, WEB & BIOTECHNOLOGY

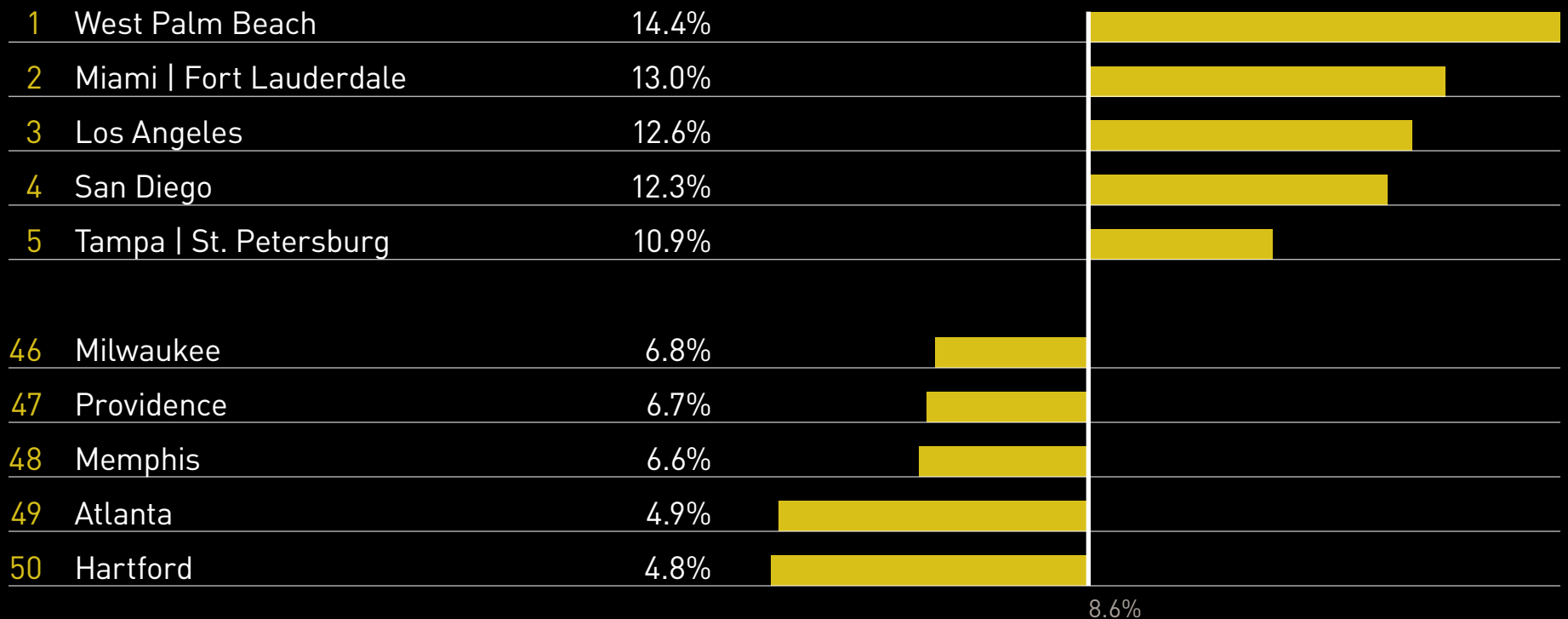
Amount of venture capital raised per 1000 population.



SELF-EMPLOYMENT

A MEASURE OF ECONOMIC RISK-TAKING
CAPTURES THE ENTREPRENEURIAL TENDENCY OF THE COMMUNITY

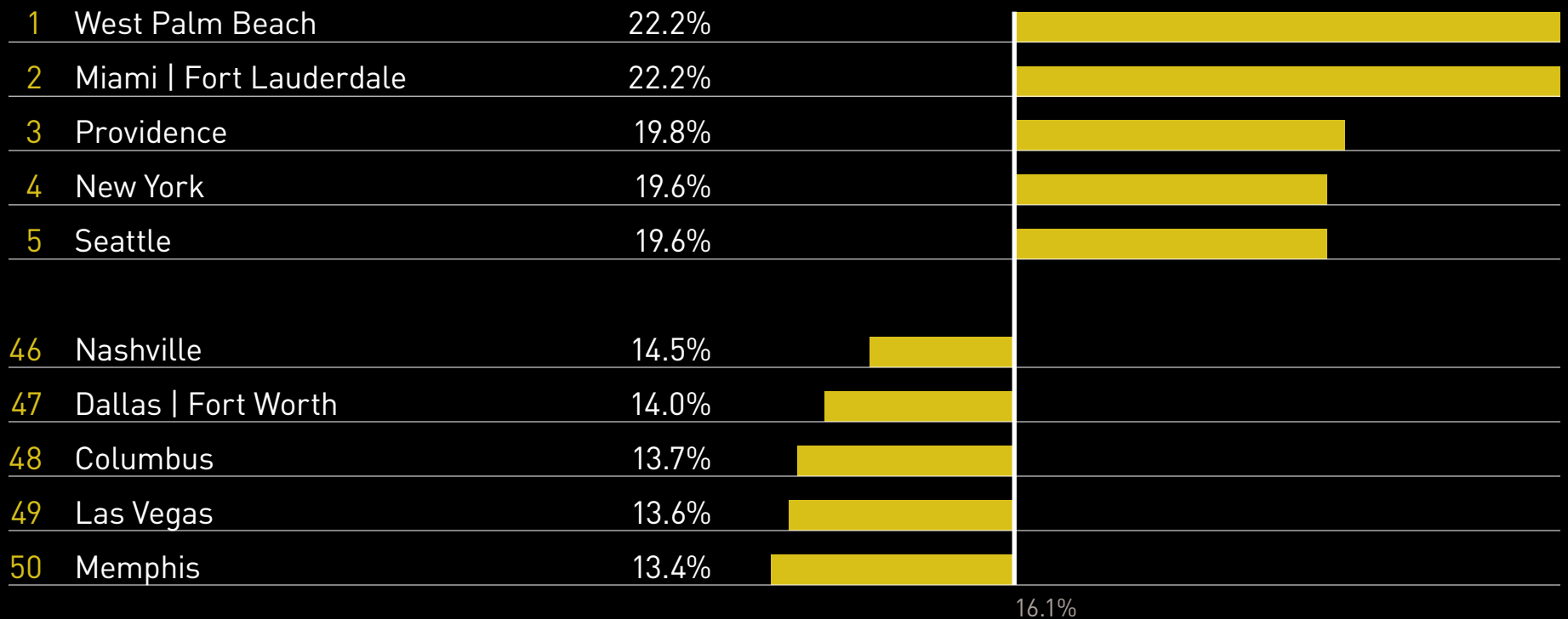
Percent of the adult population who are self-employed.



SMALL BUSINESSES

DOES A PLACE HAVE MANY SMALLER BUSINESSES?
SMALLER MAY BE MORE NIMBLE AND FLEXIBLE

Number of firms with fewer than 20 employees
per 1000 population.





The **Connected** City

**CITIES THRIVE AS PLACES WHERE PEOPLE
CAN EASILY INTERACT AND CONNECT.**

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Voting
Community Involvement
Economic Integration
Transit Use
International Students
Foreign Travel
Internet Connectivity

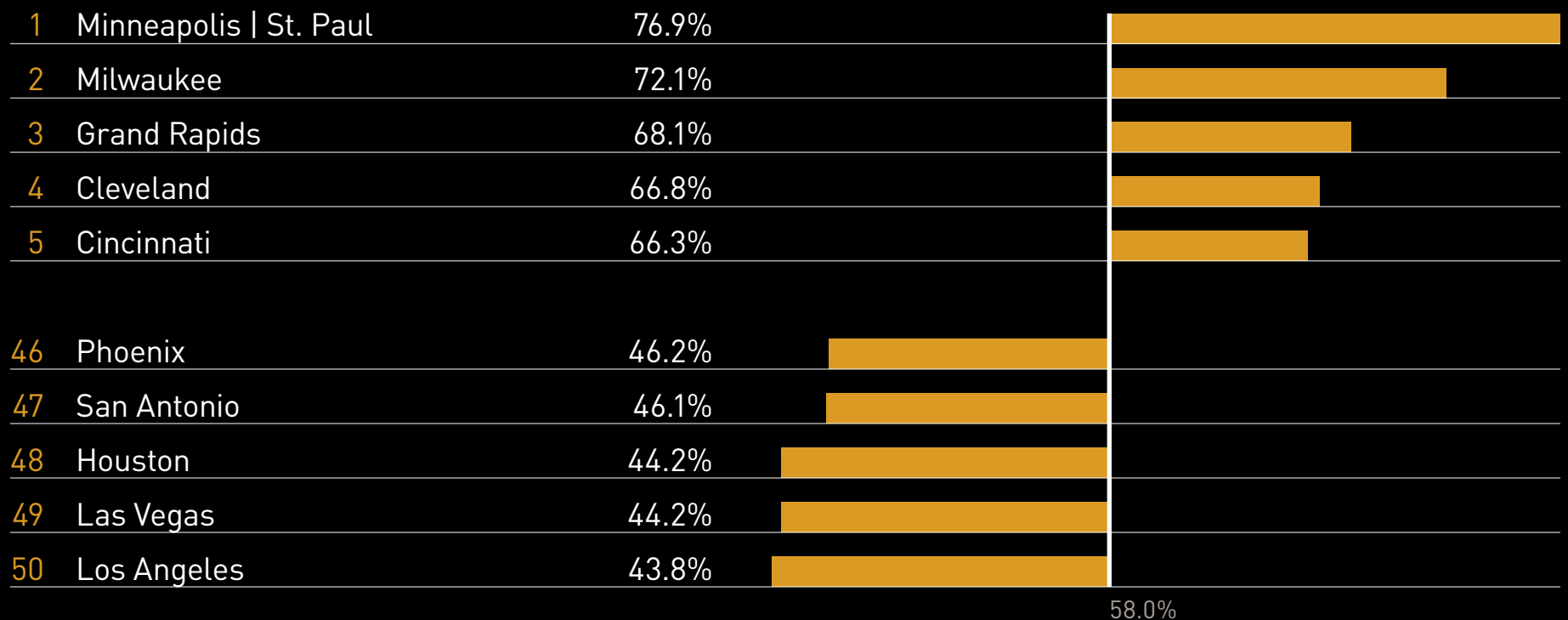


The **Distinctive** City

VOTING

A FUNDAMENTAL MEASURE OF CIVIC ENGAGEMENT
INCLUDES EFFECTS OF CITIZENSHIP PLUS VOTER TURNOUT

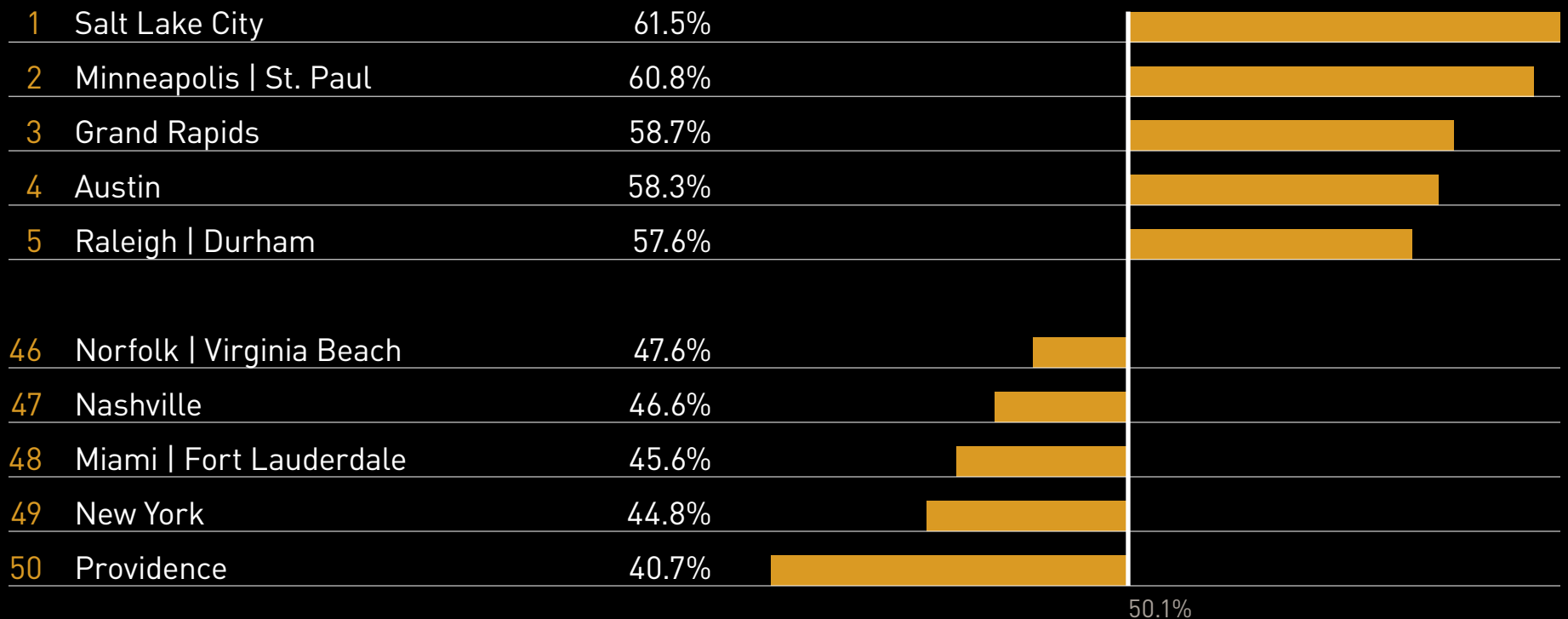
Number of votes cast in the November 2004 presidential election divided by the voting age population of the metro area.



COMMUNITY INVOLVEMENT

SELF-REPORTED PARTICIPATION IN VOLUNTEER ACTIVITY
A KEY INDICATOR OF SOCIAL CAPITAL

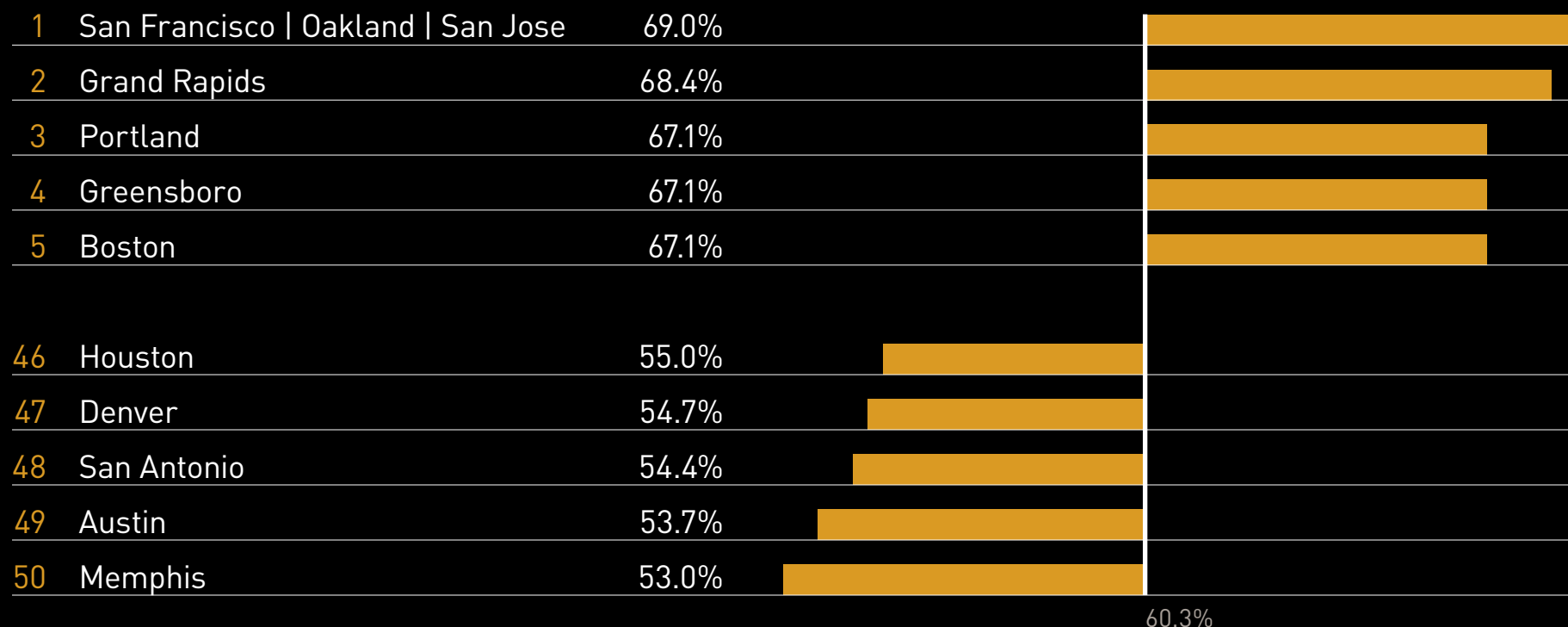
Percent of the metro area population who reported volunteering for a community activity in the past year.



ECONOMIC INTEGRATION

MEASURES WHETHER RICH AND POOR LIVE TOGETHER OR SEPARATELY
ECONOMIC INTEGRATION CAN FACILITATE OPPORTUNITY AND GROWTH

Percent of the population who would not have to move from their current neighborhoods in order to equalize the distribution of high income and low income households across all neighborhoods in the metro area.

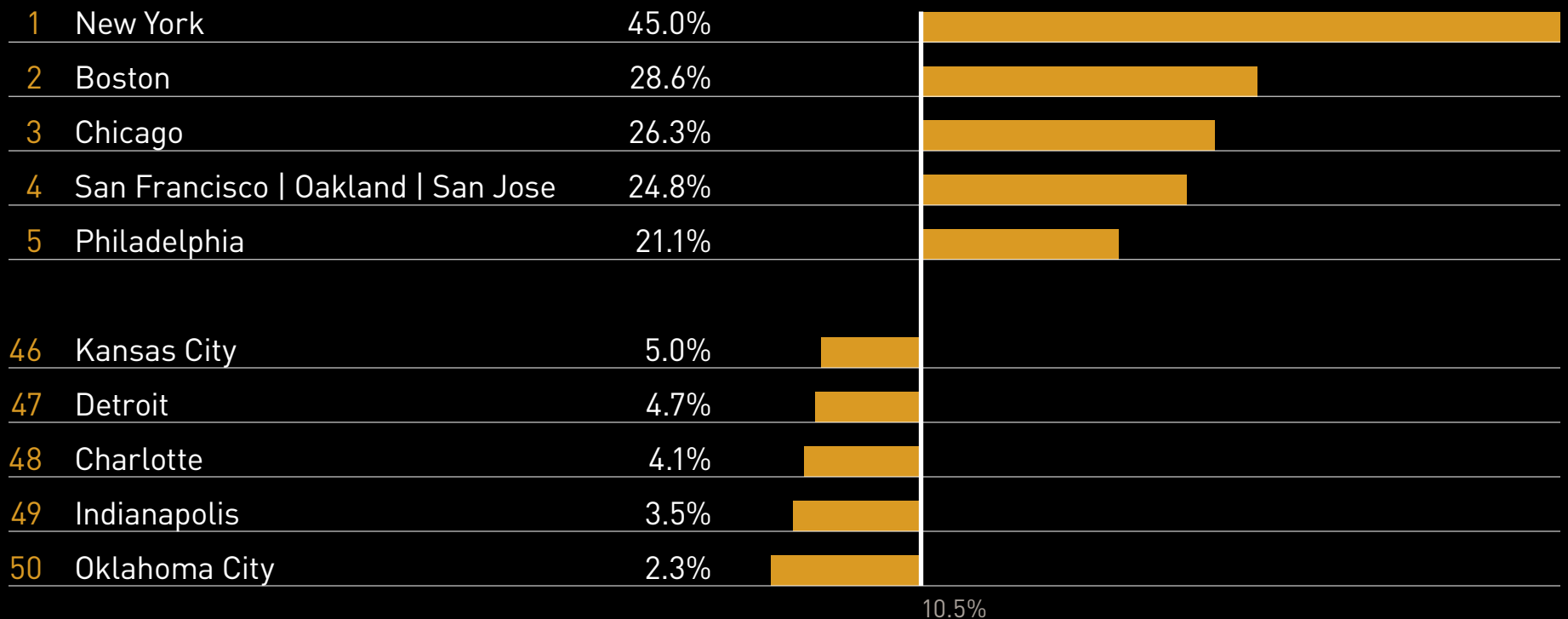


TRANSIT USE

IS PUBLIC TRANSIT A MODE OF CHOICE OR NECESSITY?

STRONG PUBLIC TRANSIT SYSTEMS BETTER CONNECT EVERYONE IN THE COMMUNITY

Percent of non-poor households that use public transportation at least once per week.

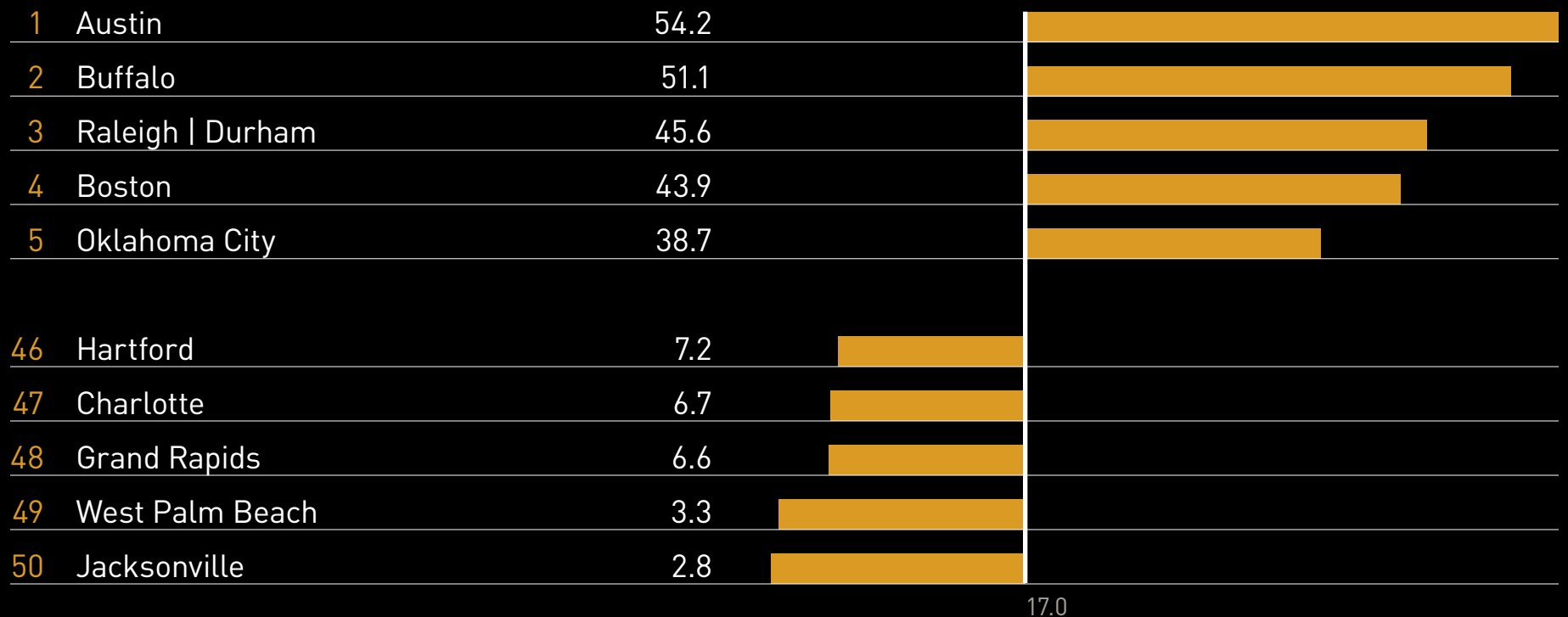


INTERNATIONAL STUDENTS

A POST-9/11 MEASURE OF OPENNESS TO GLOBAL TALENT

FOREIGN STUDENTS OFTEN MAKE LIFE-LONG CONNECTIONS TO U.S. CITIES

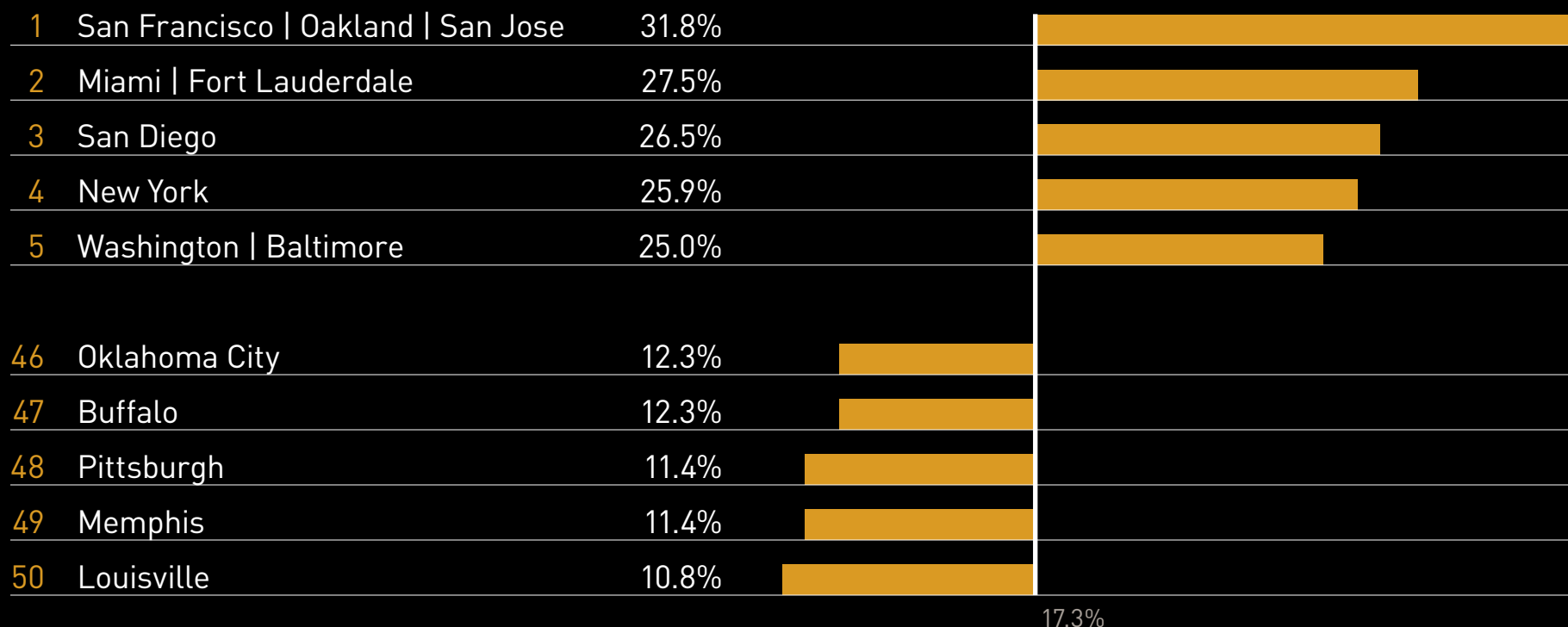
Number of foreign students enrolled in institutions of higher education in the metro area per 1000 population.



FOREIGN TRAVEL

TRAVEL PROVIDES PERSONAL EXPOSURE TO OTHER COUNTRIES AND CULTURES
PERSONAL EXPERIENCE OFTEN PROVIDES A BASIS FOR ECONOMIC OPPORTUNITIES

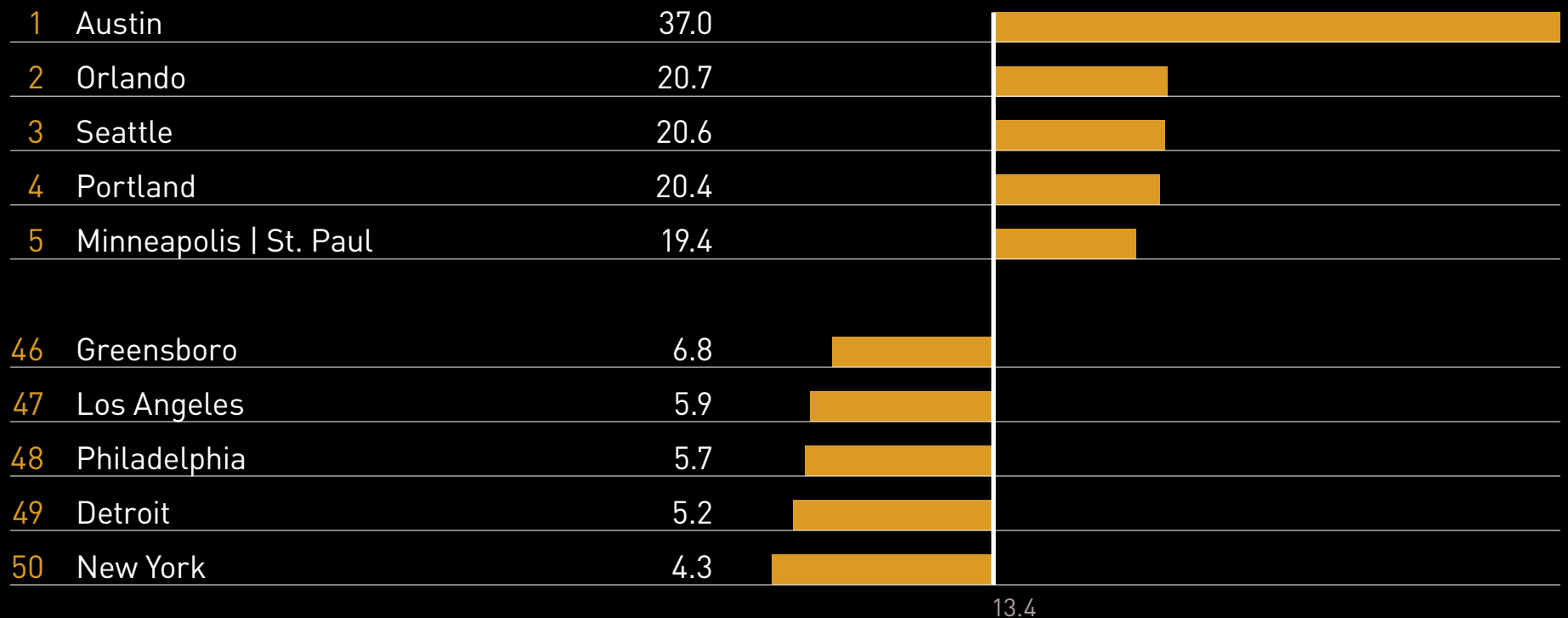
Percent of the population reporting taking a trip outside the U.S.



Wi-Fi HOTSPOTS

WIRELESS INTERNET PROVIDES “ALWAYS ON” CONNECTIVITY, AND DRIVES INNOVATION (WIRED INTERNET ACCESS IS NOW NEARLY UNIVERSAL IN MOST CITIES)

Number of Wi-Fi hotspots per 100,000 population.





The **Distinctive** City

**THE UNIQUE CHARACTERISTICS OF PLACE
MAY BE THE ONLY TRULY DEFENSIBLE
SOURCE OF COMPETITIVE ADVANTAGE
FOR REGIONS.**

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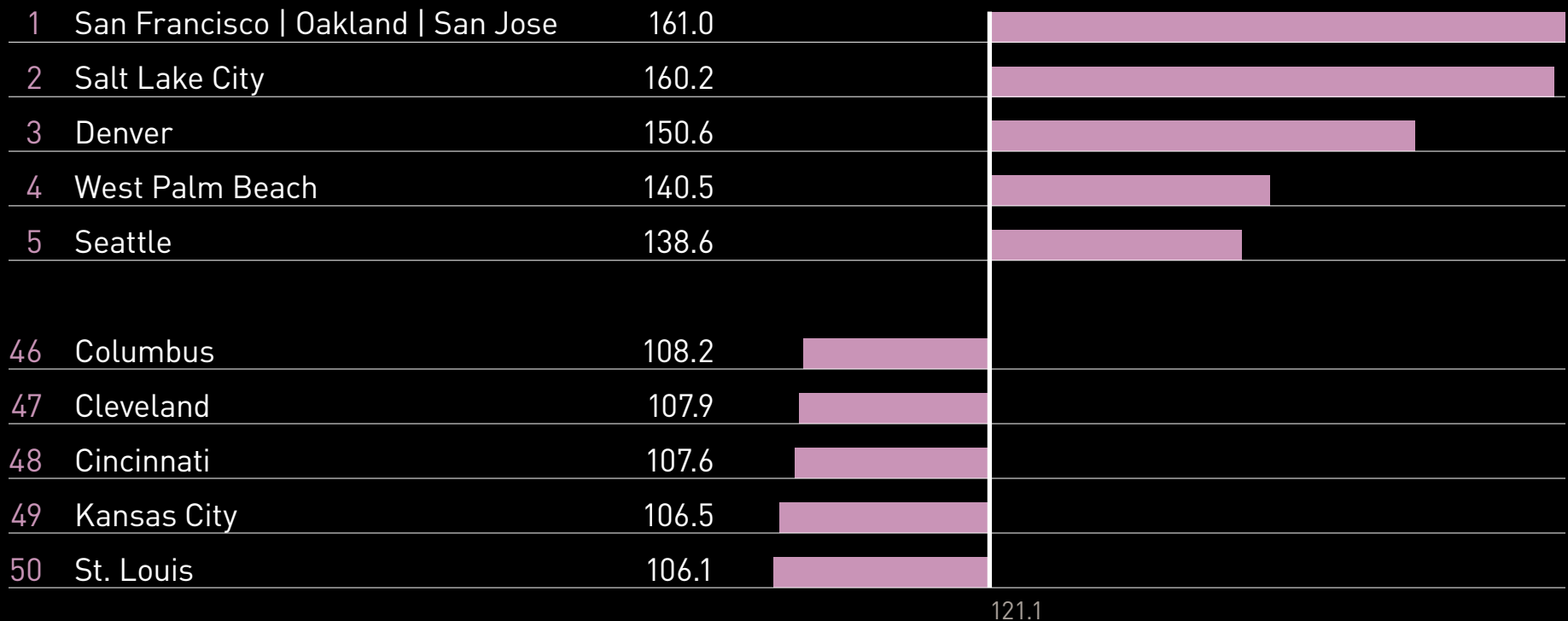
The **Distinctive** City

Weirdness Index
Culture/Cable Ratio
Restaurant Variety
Movie Variety

WEIRDNESS INDEX

A COMPOSITE MEASURE OF “ABOVE AVERAGE” ACTIVITIES AND BEHAVIORS
COMPILED FROM MARKET RESEARCH DATA COVERING 75 DIFFERENT ACTIVITIES

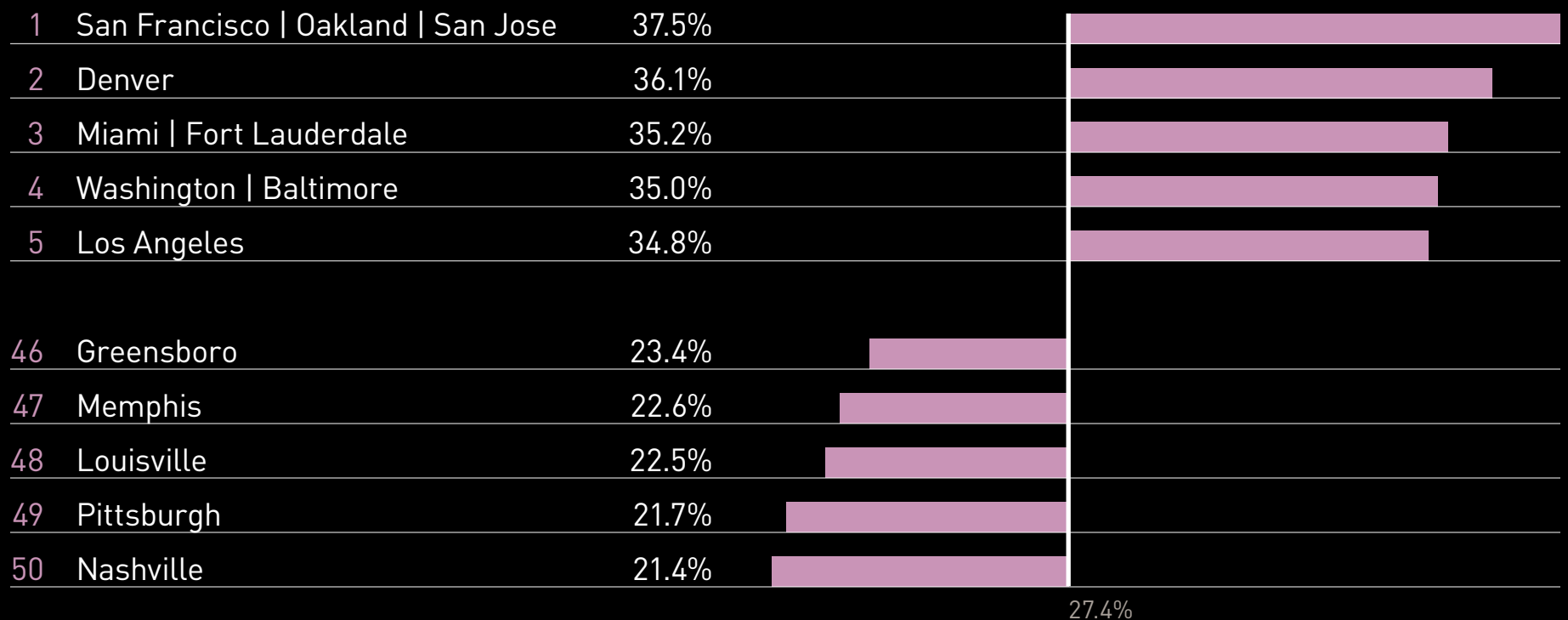
Average of the extent to which the metro area’s
10 most distinctive consumer behaviors exceed the
national norm for each behavior.



CULTURE/CABLE RATIO

MEASURES RELATIVE PREFERENCE FOR PUBLIC VS PRIVATE ENTERTAINMENT
CULTURAL AND ARTS EVENTS CAPTURE A WIDE RANGE OF EXPERIENCES

Ratio of persons that reported attending a cultural event past year to the number of persons who subscribe to cable television.

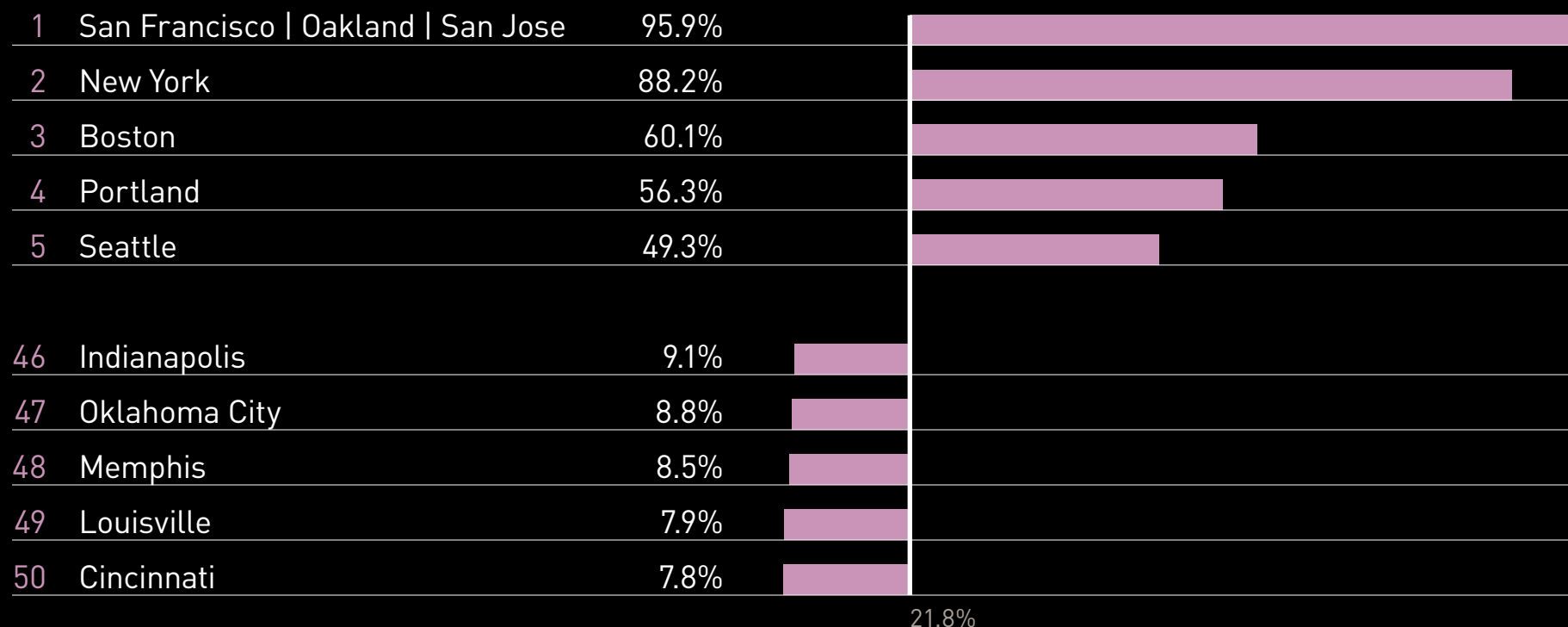


RESTAURANT VARIETY

RESTAURANTS CATER TO LOCAL MARKETS AND LOCAL DEMAND

MEALS AWAY FROM HOME ACCOUNT FOR NEARLY HALF OF FOOD BUDGETS

Ratio of ethnic restaurants to fast food restaurants in the metro area.

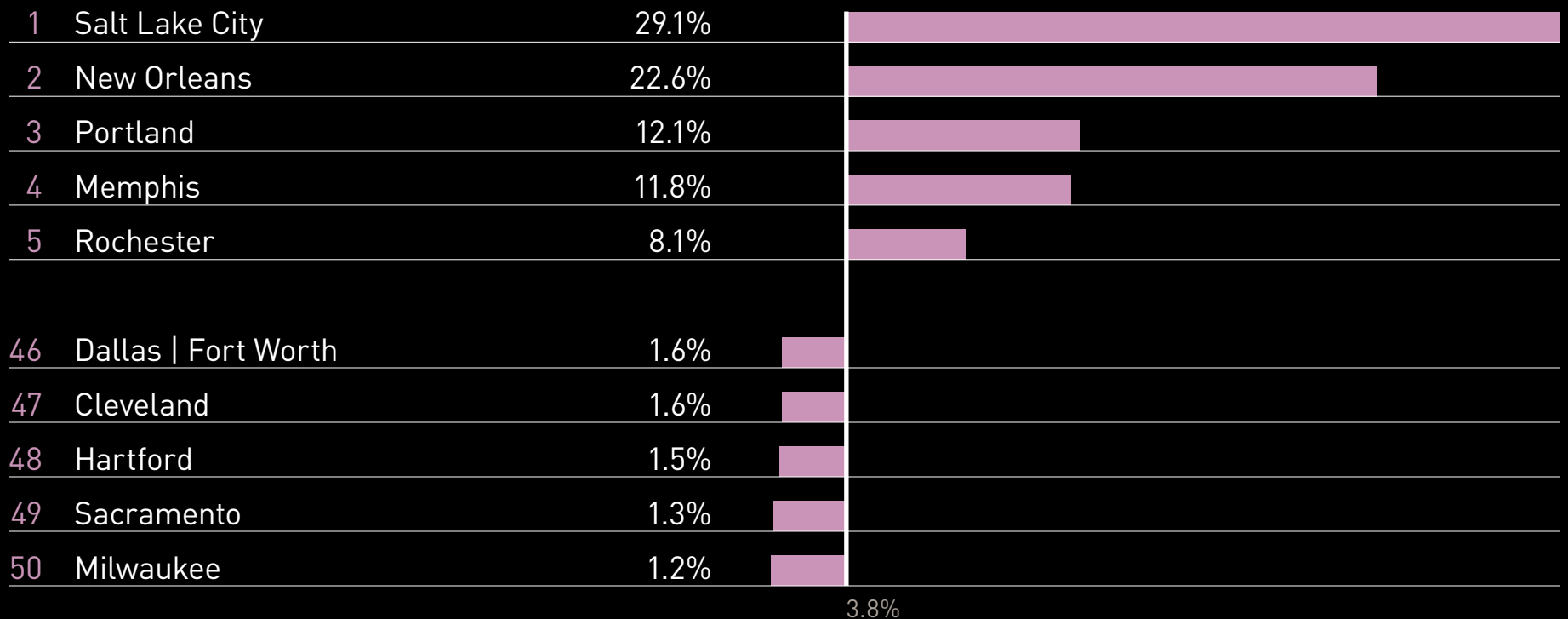


MOVIE VARIETY

MOVIES REMAIN AN IMPORTANT SOURCE OF ENTERTAINMENT,
ESPECIALLY FOR YOUNG ADULTS

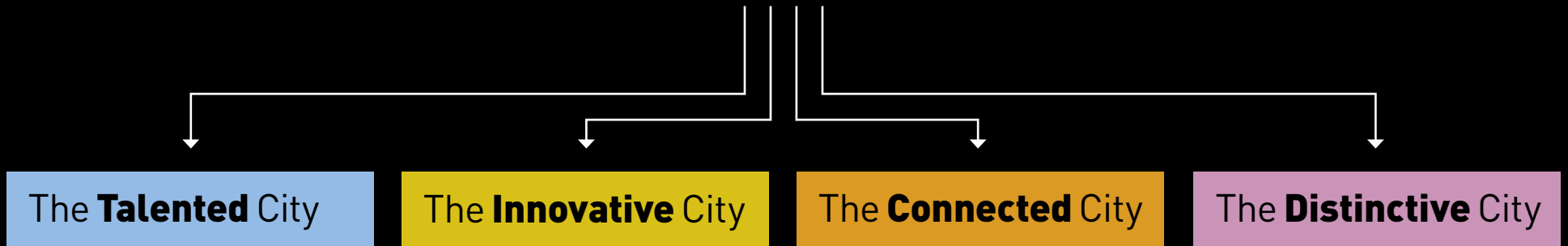
TOP TITLES APPEAR EVERYWHERE, BUT DRAW VERY DIFFERENT AUDIENCES
IN DIFFERENT CITIES

Variance of local movie attendance from national
movie attendance for the top 60 motion pictures
nationally in 2005.



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Metro Performance

Per Capita Income

Core Vitality

Absolute / Average



Metro Performance + Core Vitality

VITAL URBAN CORES ARE A KEY ASSET FOR METROPOLITAN PROSPERITY.

THE URBAN CORE PLAYS A DECISIVE ROLE AS ICON, CONNECTING POINT AND NERVE CENTER FOR THE METROPOLITAN ECONOMY.

A STANDARDIZED DEFINITION OF THE URBAN CORE: THE AREA WITHIN 5 MILES OF THE CENTER OF THE CENTRAL BUSINESS DISTRICT.

ABSOLUTE CORE VITALITY

INCOME, EDUCATION AND POVERTY LEVELS IN THE URBAN CORE

		Per Capita Income	College Attainment	Poverty Rate
1	New York	35,831	42.8% [4]	19.4% [20]
2	San Francisco Oakland San Jose	34,812	45.0% [3]	11.4% [1]
3	Seattle	32,686	49.9% [1]	13.3% [4]
4	Washington Baltimore	31,334	45.3% [2]	16.6% [12]
5	Chicago	29,891	42.1% [5]	22.4% [31]
46	Cleveland	13,779	12.9% [46]	30.1% [45]
47	Detroit	13,224	10.6% [49]	33.0% [50]
48	San Antonio	12,961	11.3% [48]	26.5% [41]
49	Phoenix	12,381	12.1% [47]	30.3% [46]
50	Los Angeles	11,662	13.2% [44]	32.1% [48]

RELATIVE CORE VITALITY

URBAN CORE INCOME, EDUCATION AND POVERTY AS A PERCENT OF METRO LEVELS

		Per Capita Income	College Attainment	Poverty Rate
1	New York	135%	140% [4]	150% [4]
2	Seattle	127%	156% [1]	156% [8]
3	Chicago	122%	146% [3]	213% [34]
4	Portland	114%	148% [2]	125% [1]
5	San Francisco Oakland San Jose	113%	121% [7]	131% [2]
46	Cleveland	62%	55% [45]	285% [48]
47	Philadelphia	62%	63% [41]	280% [46]
48	Phoenix	57%	48% [49]	252% [44]
49	Los Angeles	55%	54% [46]	205% [31]
50	Detroit	54%	45% [50]	310% [50]

Using CityVitals

Using CityVitals

EMBRACE THE FOUR DIMENSIONS OF VITALITY

USE THE INDICATORS AS A DIAGNOSTIC FIRST STEP

BENCHMARK YOUR CITY AGAINST PEERS

IDENTIFY STRENGTHS, WEAKNESSES, & POSITIONING

ASSESS YOUR CORE VITALITY

CUSTOMIZE VITALS FOR YOUR CITY

What are your
own **indicators**
of **success?**

What makes
your city **different?**

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