

## Tourism Planning & Community Quality of Place

Lee Fisher

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<https://scholarworks.umass.edu/ttra/2014marketing/Proceedings/20>

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The Secret Sauce for the  
City of Perfect Balance.





The City You

Can't Wait To Get To.....



And Never Want to Leave.



“If you don’t know where  
you’re going, any road will  
get you there.”

Cheshire Cat to Alice in Wonderland



Home - Fireplace, are in Parlor, Stoker furnace, Reception  
Basement, Porcelain Kitchen, do good CANNING, SMOKE  
PIPE at home. POKER GAMES with friends. Bridge.

WEINER, ROAST with FRIENDS. USE IMPERIAL FOR  
DRINKS - CALVERTS. KEEP SUPPLY FOR FRIENDS

MANNERISM - eat much but slow and polite. Visit  
Friends and treat all as you would.

Church - do everything possible - never too much. Pass  
the basket - CARRY statue - clubs - KOPF.

Mother - The day will come when this food will

V.F.W. Be Appreciated. - Found out while a  
P.W. NEVER WILL WASTE OCCUR IN MY  
HOUSE. (PIPE SMOKER)

Trips - NEVER REFUSE LUNCH BOX etc. for ride

Entertainment - All friends - go out with wife often.

Help wife as much as possible watch PERSONAL  
APPEARANCE and habits. NEVER sloppy - Health habits.

They HAVE A MASS, SAID ONCE A MONTH FOR GOD  
BUYING - FROM WAREHOUSES ONLY - AND

PASTRY FARMERS MARKET. Always cheaper. Places  
IN HOUSE ALWAYS. DAY old at MAC

if STILL IN ARMY AFTER LEAVING here the  
PX WILL BE SPENT MORE OFTEN.

TAKE MILK SHAKES AND EGG NALT daily. Night SNACK -  
CAKE AND ICE CREAM AT SUPPER MEAL ALWAYS

MONEY coming to me - RATIONS, MONTHLY PAY,  
OVERSEAS PAY, MONTHLY PAY SINCE NOV.

(A MUST) TAKE MY MOTHER OUT ON A DATE.

LET HER decide where.

INITIATIVE - THAT CERTAIN GO, DON'T LAG, BE  
FIRST ALWAYS.

HAVE RECEPTION FOR THOSE NOT AT wedding.

Buy A WAREHOUSE SET POKER (BRIDAL SET \$80) ALLOWING

CONTACT VET ADMINS MEN FOR ADVICE.

(COMMISSARY CARD while IN ARMY - Buy AS MANY  
CRATION CANS AS POSSIBLE - For STORAGE IN house)

Attend EARLY MASS ON SUN. HAVE REALLY BREAKFAST

(MAKE ME A XMAS dinner with PIES AS SOON AS

IN home) - Show how I ATE & how much AS P.W.

NO BREADED MEATS IN RESTAURANT. - BROKE UP EGG AS P.W.

(MY XMAS dinner - EASTER SUPPER - NEW YEARS NITE ALL IN  
ONE DAY  
TRY ALL FRESH FRUIT -





**Want to change the world?**  
**the world?**





Start with  
your City.

Want to Make Your City a  
Great Place to Visit?



Start with Making Your  
Your City a  
Great Place to Live,  
Work, Play, and Learn.

A City Where you can

Visit

Enjoy

Experience...



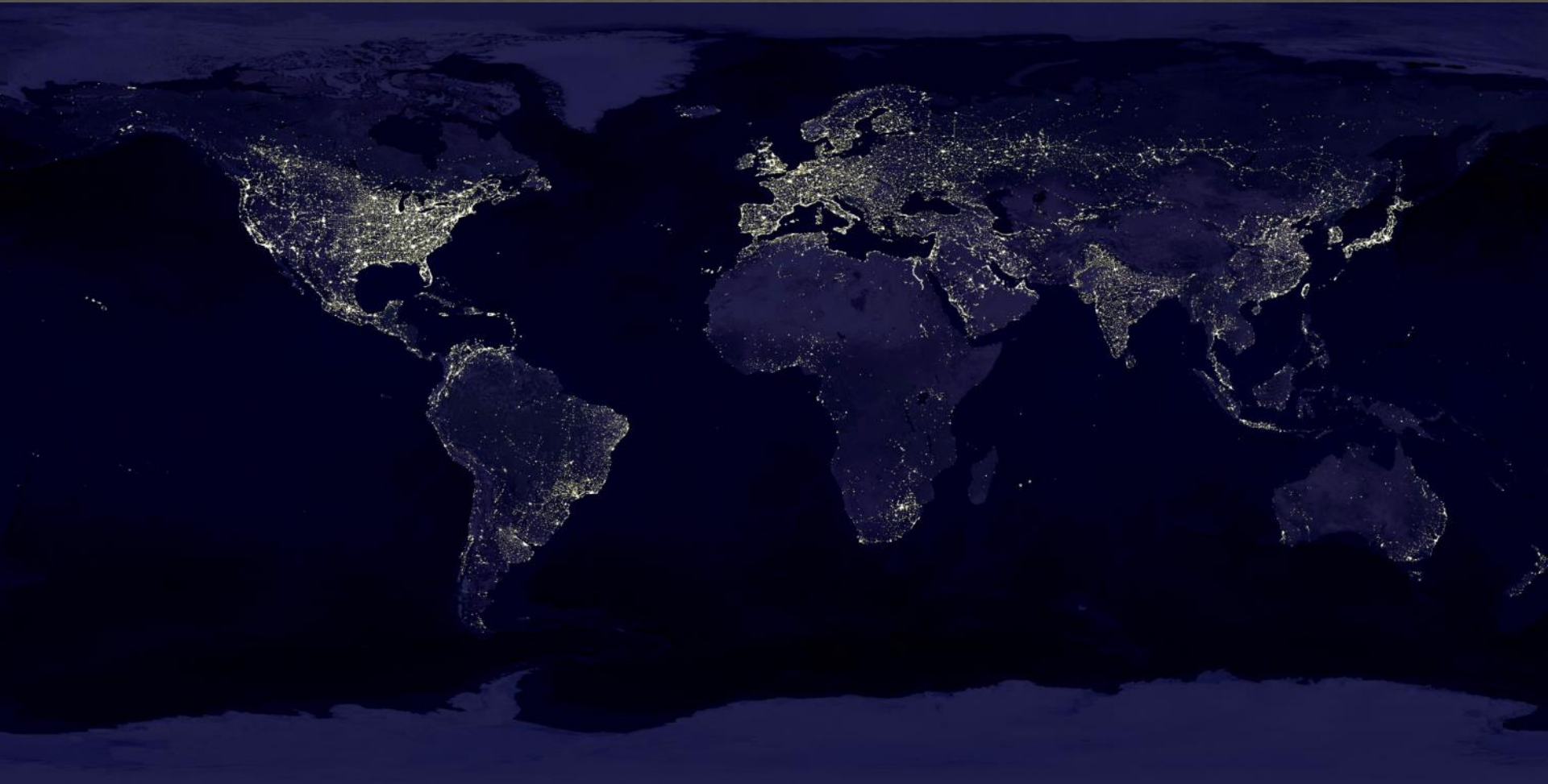
Build your Business...

And Love Your Life.



A City of  
Perfect Balance.

WE HUDDLE.



*243 Million*  
Americans live  
in the 3% of our  
nation that is  
*Urban.*







“If you change the way you look at things, the things you look at change.”

WAYNE DYER

Don't Let What  
You Know  
Limit What You  
Can Imagine.



“There is no reason anyone would want a computer in their home.”

Ken Olsen, Founder of Digital Equipment Corp. 1977

“There is no chance that the iPhone is going to get any significant market share. No chance.”

Steve Ballmer, CEO, Microsoft,  
2007





*"Today's lesson is about targets of opportunity."*

A green rectangular road sign with a white border and rounded corners. The sign is mounted on a wooden post with two visible screws. The text "ENTERING" is in a white, sans-serif, all-caps font. Below it, the word "Startup" is in a larger, white, sans-serif font, with the first letter "S" being significantly larger and more stylized. The background of the sign is a solid green color. The sign is set against a backdrop of green trees and a clear blue sky with some light clouds. A utility pole is visible to the right of the sign.

ENTERING  
Startup



SPECIAL ISSUE

# SCIENTIFIC AMERICAN

September 2011



Better

smarter



We have seen a brighter future, and it is urban

INSIDE

How Cities Boost Creativity

The Power of Cyber-Connected Crowds

New Heights for Skyscrapers  
10 Years after 9/11

ScientificAmerican.com



\$5.99 U.S.

A Great City  
is a “Room  
Without a  
Roof”.

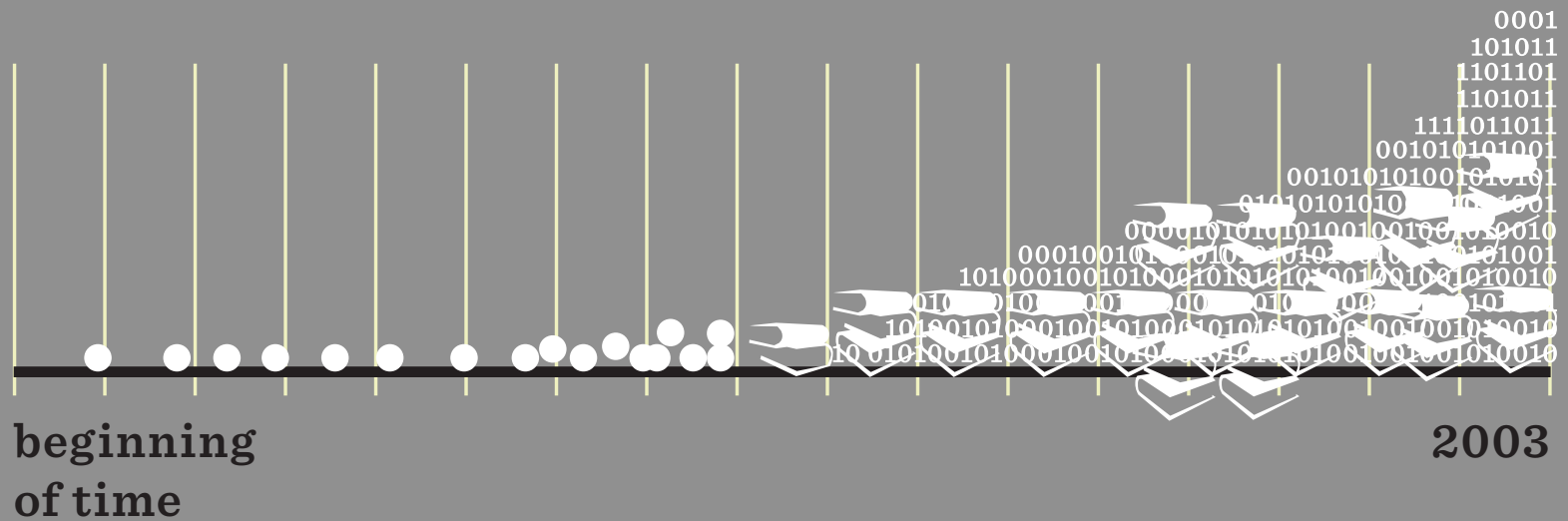
Pharrell Williams, “*Happy*”





*I just learned how to skate  
where the puck was going, not  
where it was.*

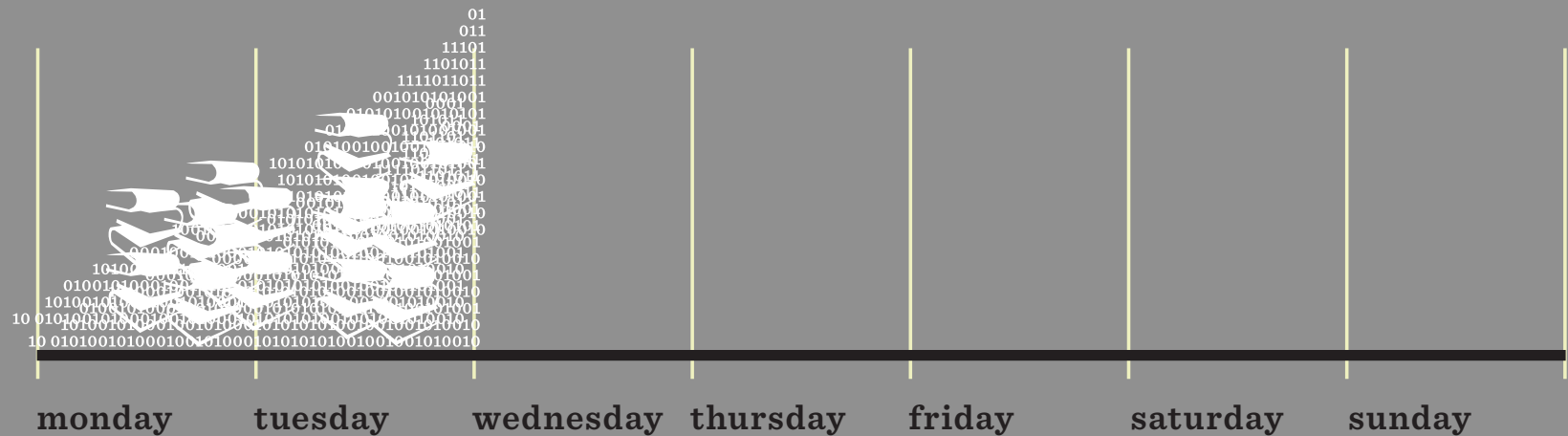
WAYNE GRETSKY



Think about all the information  
created from the dawn of civilization  
up until 2003



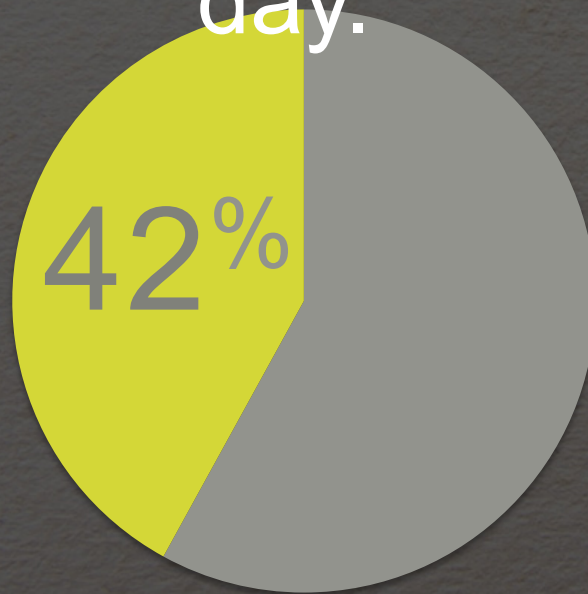
## Last Week



“ Every two days now we create as much information as we did from the dawn of civilization up until 2003”

ERIC SCHMIDT  
EXECUTIVE CHAIRMAN, GOOGLE

We send over  
8 billion text  
messages per  
day.



JESSICA





“What I want  
to do, hasn't been  
invented yet...”

JASON



CEOs  
FOR CITIES



# CITY VITALS 2.0

## Benchmarking City Performance



**CONNECTED CITY**



**INNOVATIVE CITY**



**TALENTED CITY**



**YOUR DISTINCTIVE CITY**

**Joe Cortright**, Senior Policy Advisor for CEOs for Cities, Impresa, Inc.

Made possible with generous support from **The Richard H. Driehaus Foundation**

City Vitals:



The **Connected** City

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

CEOs  
**FOR CITIES**



# PROBLEM







Smart People,  
Great Institutions,  
Beautiful  
Buildings  
*are never  
enough.*

# *The Connected City*





# The Power of 10











W. 1st St









2550

NO  
PARKING  
ANY  
TIME

MINA  
SHOES



WYNWOOD  
KITCHEN & BAR





# Oklahoma River

Before: Occasionally had to mow



# Oklahoma River

Today: U.S. Olympic Training Site





# Bricktown Canal

Before: California Street



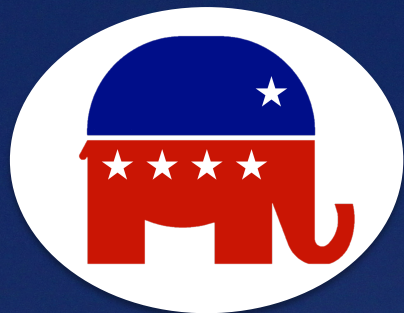


# Bricktown Canal

Today: Same “Street”







# 2016 Republican National Convention



# Healthline

Cleveland



[http://blog.cleveland.com/metro/2011/04/healthline\\_sees\\_a\\_healthy\\_clim.html](http://blog.cleveland.com/metro/2011/04/healthline_sees_a_healthy_clim.html)

**CONNECTED CITY**

INNOVATIVE CITY

TALENTED CITY

YOUR DISTINCTIVE CITY

**CEOs  
FOR CITIES**



**CLEVELAND  
PUBLIC SQUARE**

**JAMES  
CORNER  
FIELD  
OPERATIONS**







L A N D

landscape art neighborhoods development





E. 4<sup>TH</sup> STREET: A RETAIL & DINING HUB



# THIS IS NEW INVESTMENT: FLATS EAST BANK PHASE 2





City Vitals:



The **Innovative** City

Patents  
Venture Capital  
Self-employment  
Small Businesses

**“All successful cities have something in common: ...attract smart people and help them work collaboratively.”**

HARVARD PROFESSOR ED GLAESER  
TRIUMPH OF THE CITY



# GRid70

Grand Rapids, MI



CONNECTED CITY  
**INNOVATIVE CITY**  
TALENTED CITY  
YOUR DISTINCTIVE CITY



<http://www.gvsu.edu/cei/photo-gallery-tesa-grand-rapids-2011-115.htm>

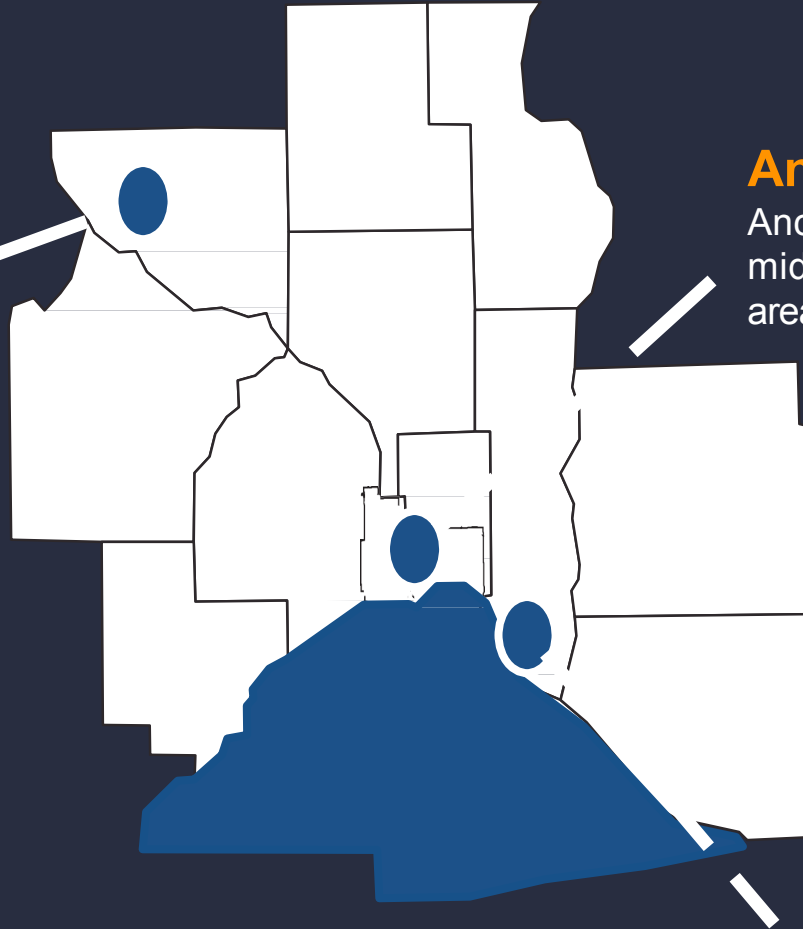
**CEOs**  
**FOR CITIES**

Compact.  
Transit-accessible.  
Wired.  
Mixed Use  
Housing, Office,  
Retail.



# Innovation District Models

**Urbanized Science Park** Outside city core where suburban parks are urbanizing



**Anchor Plus**  
Anchor-driven in  
midtown/downtown  
areas

**Re-imagined Urban Area**  
Within or near waterfronts  
or other old industrial  
areas

# Anchor Plus:

Cambridge- Kendall Square

Philadelphia- University City

St. Louis- Wash U., St. Louis U.,

Barnes Jewish Hospital

Pittsburgh- Carnegie Mellon,

Univ. of Pitt Medical Center

Detroit- Quicken Loans, Henry

Ford Health System, Wayne

State

Cleveland- Cleveland Clinic, UH,

Case Western Reserve



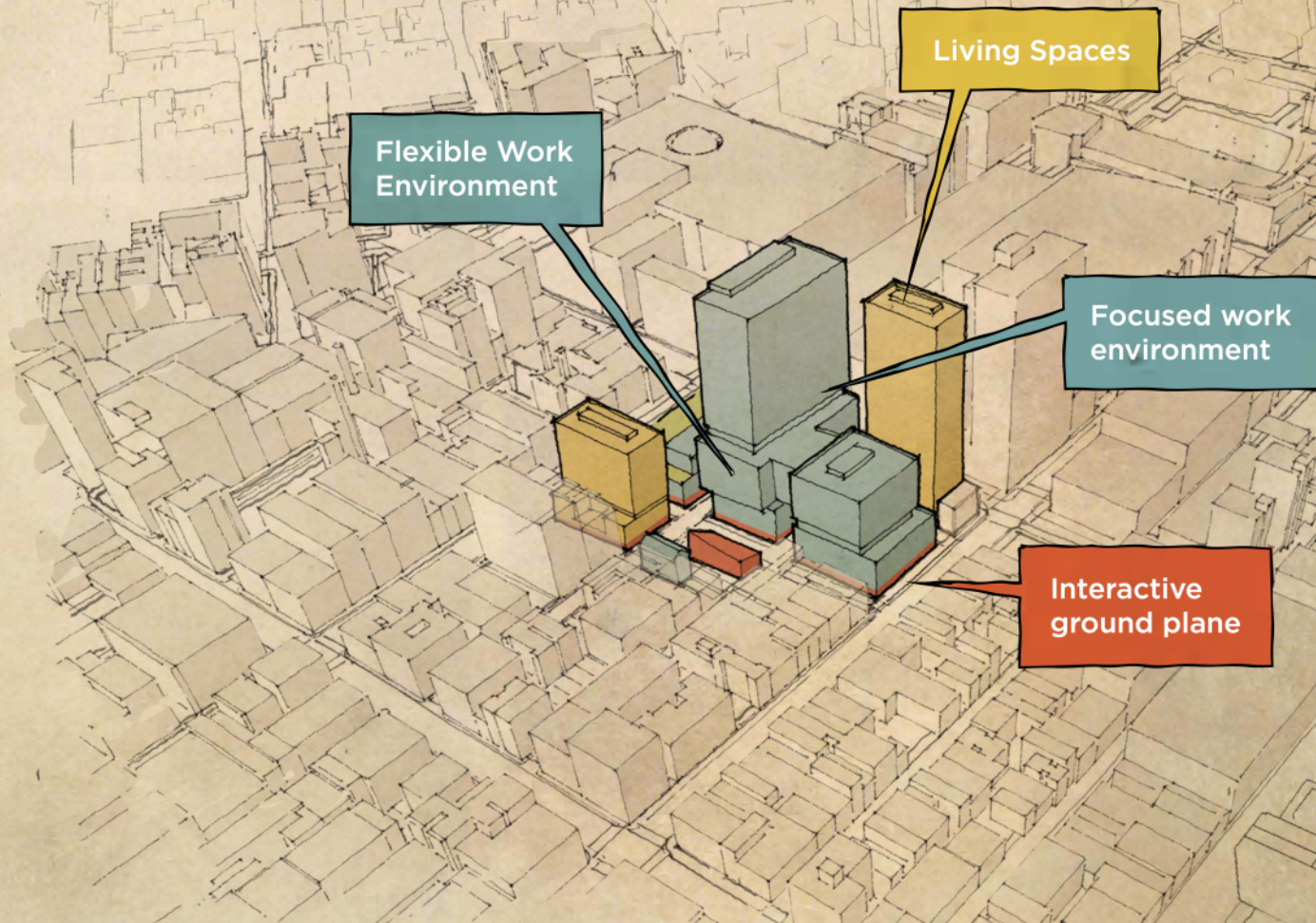
5M [REDACTED]

# A NEW TYPE OF MIXED USE

The 5M Project is a four-acre multi-phase, mixed-use development project in downtown San Francisco between 5th, Mission, and Howard Streets.

A place for working, living and gathering...

A safe place with the kind of density and diversity we want in our city.





# 5M PROJECT: CREATING THE GROUND PLANE

2,500+ organizations, 1,500+ events and programs, 500,000+ people:  
converging culture + economy

## LOCAL ECONOMIES

**MAKING  
TECH**

*Entrepreneurship*

SOCIALCHANGE

**ART Food**

## GROUND PLANE

**HUB // TECHSHOP**  
INTERSECTION FOR THE ARTS  
SF MADE // OFF THE GRID

**ANCHOR TENANT  
SQUARE**

## PHYSICAL ENVIRONMENTS

- » Workshops
- » Kitchens
- » Event spaces
- » Range of offices
- » Mobile restaurant
- » Classrooms
- » Cafés
- » Art galleries

## EXPERIENCES

THEATER, MUSIC  
LECTURES // CLASSES  
BUSINESS INCUBATOR PROGRAMS  
BUILD, TINKER, MAKE  
EAT // NETWORK // SOCIALIZE  
PUBLIC ART + FESTIVALS





# Re-imagined Urban Area


22@ Barcelona

Boston – South Waterfront

San Francisco- Mission Bay

Seattle- South Lake Union

NYC- Brooklyn Navy Yard



**DOWNTOWNPROJECT**



# DOWNTOWN PROJECT

## *A \$350 Million Investment*

\$ 50M Small Businesses

\$ 50M Tech Startups

\$ 50M Education, Arts, Culture

\$200M Residential & Real Estate

# Urbanized Science Park

Research Triangle

Madison - U of Wisconsin RP

Charlottesville- U. of Virginia RP

Tuscon- U. of Arizona Tech Park



## INDUSTRIAL DISTRICT



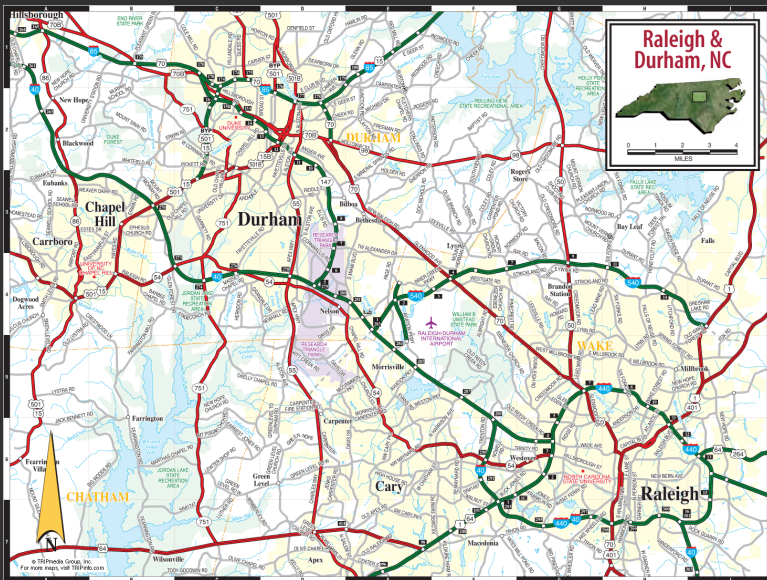
## RESEARCH PARK



## INNOVATION DISTRICT



## RALEIGH RESEARCH TRIANGLE



## BOSTON'S INNOVATION DISTRICT





City Vitals:



The **Talented** City

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

# CITY DIVIDENDS



TALENT DIVIDEND



**1%**  
*Point*

COLLEGE ATTAINMENT

\$143 billion



GREEN DIVIDEND



**1 mile**  
*Per Day*

VEHICLE MILES TRAVELED

\$31 billion



OPPORTUNITY DIVIDEND



**1%**  
*Point*

POVERTY

\$31 billion



BY 2018

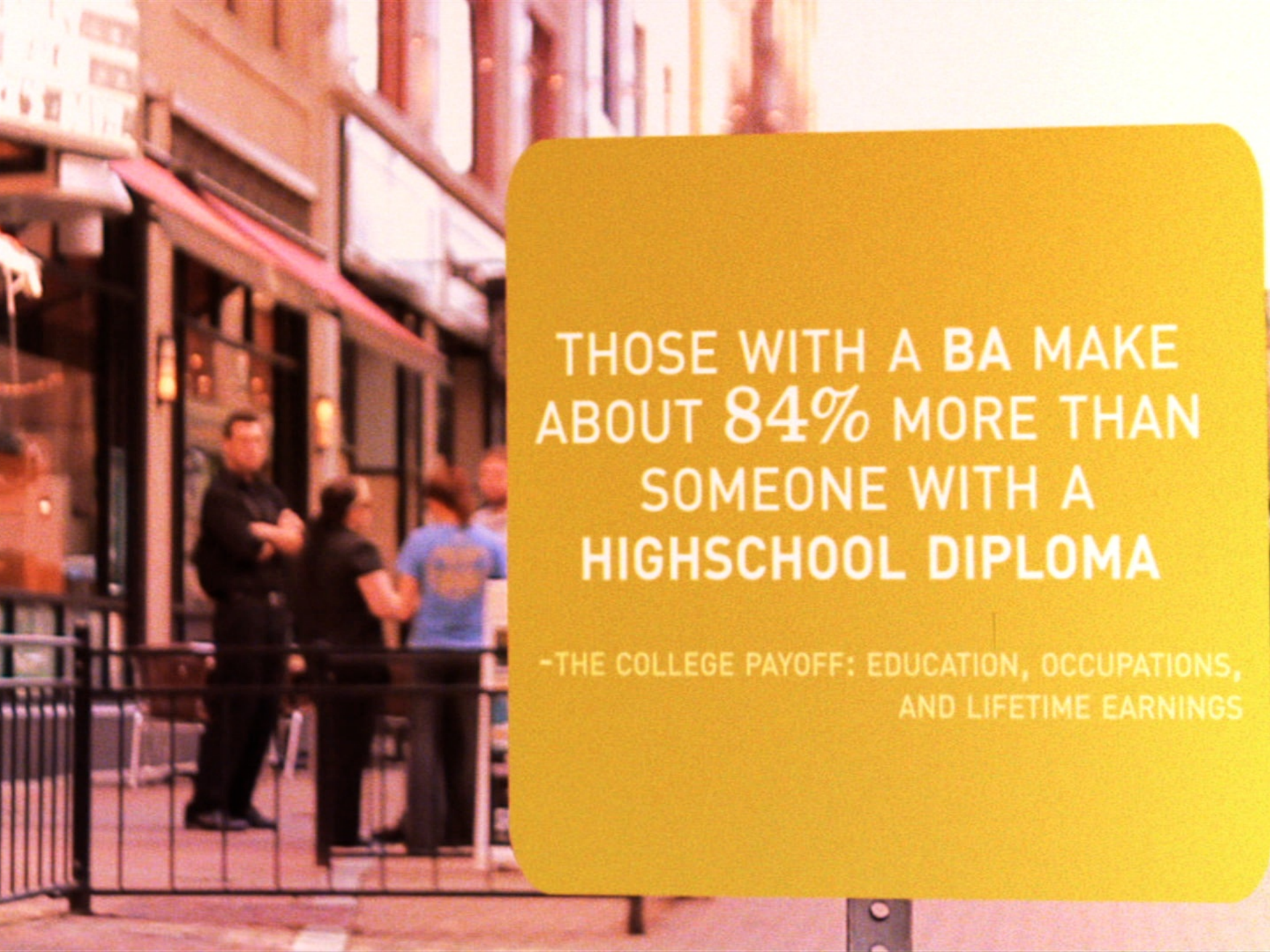
**63% OF JOBS**

WILL REQUIRE SOME

**COLLEGE EDUCATION**

-GEORGETOWN UNIVERSITY CENTER ON  
EDUCATION AND THE WORKFORCE





THOSE WITH A BA MAKE  
ABOUT 84% MORE THAN  
SOMEONE WITH A  
HIGHSCHOOL DIPLOMA

-THE COLLEGE PAYOFF: EDUCATION, OCCUPATIONS,  
AND LIFETIME EARNINGS



**COLLEGE ATTAINMENT  
IS THE  
BEST PREDICTOR OF  
INDIVIDUAL INCOME**

580%





A RISING TIDE  
LIFTS ALL  
BOATS

Your Neighbor's  
Education  
Affects Your  
Salary.



# Married Couples w/ Children

1970: 40%

*2014:*

*less than 20%*

Most Mobile  
But More Likely to Anchor after 35





**U.S. Mobility- 50-year low**  
**'60's- 1 / 5 moved homes**  
**Today- 1/ 10**





# YOUNG ADULTS ARE **MOVING** TO CITIES.

- Real estate reports show growing demand by young adults for more urban locations
- Our “Young and Restless” studies show the number of college-educated 25-34 year olds growing twice as fast in close-in urban neighborhoods





# GENERATIONAL CHANGE



- Young adults are driving less
- Young adults are buying fewer cars
- Technology and place are replacing driving



“I’m coming  
home.”







“I started thinking about what it would be like to raise my family in my hometown.”

City Vitals:



**Your Distinctive City**

Weirdness Index  
Culture-HDTV Ration  
Restaurant Variety  
Internet Search Variety





# Branding



**CEOs**  
**FOR CITIES**



# Guiding Principles

for branding a city

**Have a Purpose**

*Credibility is Key*

Be Specific

Be Resourceful

# Guiding Principles

for branding a city

**Grassroots Drive Word of Mouth**

*Make it more than a tagline*

Look Beyond Words

Make it Emotional



# Guiding Principles

for branding a city

It Takes Time

**Make it Consistent**

Ensure Stakeholders are Involved

*Keep Stakeholders Informed of Success*

Find Out Who  
You Are and  
Do It on  
Purpose.

*Dolly Parton*





Find Your  
Voice.  
Write Your  
Verse.



# SXSW

Austin, TX



CONNECTED CITY  
INNOVATIVE CITY  
TALENTED CITY  
**YOUR DISTINCTIVE CITY**

CEOs  
**FOR CITIES**



# Welcome to Asheville

## moogfest

PRIMUS 3D Santigold MIKE SNOW OCT. 26 & 27th 2012  
NAS Orbital Squarepusher Richie Hawtin GZA  
Black Moth Super Rainbow EL-P Explosions in the Sky And So  
Pantura Du Prince Gold Cave BEAR IN HEAVEN Killer Mike  
BLONDES Exitmusic Wick-In the Instigator Trust  
Four Tet The Magnetic Fields Carl Craig  
Mouse On Mars





# ART + PRIZE =

What happens when  
you combine an open art  
competition with cash  
prizes totaling \$449,000?

You tell us.

Attitude  
Determines  
Altitude.





**DES MOINES:  
HELL YES.**



Johnny Manziel...





*Welcome to*

**BELIEVE**  **LAND**



IT IS OUR LIGHT,  
NOT OUR DARKNESS  
THAT MOST  
FRIGHTENS US....

MARIANNE WILLIAMSON



Your playing small  
does not serve the  
world.

“Success is a journey, not a destination.”





If you think  
you're done,  
you're finished.

# SERENITY PRAYER FOR CITIES

God, grant my city the humility to accept  
that there's always something more to  
learn from someone else, somewhere else;

The speed to keep up with a world that's  
moving at lightning speed;

The flexibility to adapt and change  
as we learn...



And the Wisdom

to Make Your City

The City of Perfect Balance.

☆☆☆  
**COMING SOON TO MUSIC CITY, USA**

THE 2014

CEOs

FOR

CITIES

# NATIONAL MEETING

SAVE THE DATE AND SET YOUR SIGHTS ON

NASHVILLE, TENNESSEE

**NOVEMBER 4-6, 2014**

☆☆☆☆