

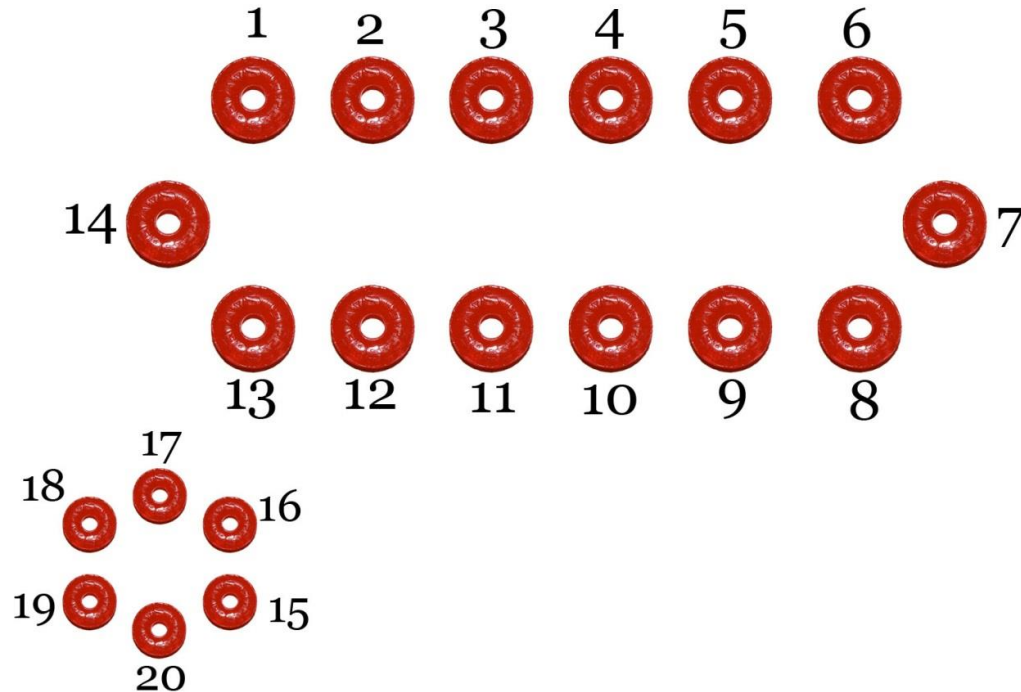


**“At the Table” or “On the Menu” – Where would YOU rather be?**  
Baton Rouge, LA – January 15, 2025

Maura Allen Gast, FCDME












# SEATING CHART



Seats 1-14: You WANT to sit at.

Seats 15-20: You DON'T WANT to sit at.

| Industry  |                            | GDP<br>(\$US billions) | % of<br>Global GDP |
|---|----------------------------|------------------------|--------------------|
|    | Automotive Manufacturing   | \$914                  | 1.2%               |
|    | Chemicals Manufacturing    | \$1,590                | 2.1%               |
|    | Travel & Tourism           | \$2,365                | 3.1%               |
|    | Banking                    | \$2,436                | 3.2%               |
|    | Education                  | \$2,605                | 3.4%               |
|    | Agriculture                | \$3,111                | 4.0%               |
|    | Mining                     | \$3,897                | 5.1%               |
|  | Retail (without wholesale) | \$4,261                | 5.5%               |
|  | Financial Services         | \$4,796                | 6.2%               |
| Total   |                            | \$77,085               | 100%               |

Source: SKIFT



**The Industrial Revolution**  
**The Railroad Revolution**  
**The Panic of 1893**





Associate, Associates, Associations





# THE JOURNAL

OF THE  
American Medical Association

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OCTOBER 12, 1946

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## Announcing Hyman's Integrated Practice of Medicine

W. B. Saunders Company announces with pleasure one of the most significant publishing events in many years. For this is more than a new work; it is a new kind of work... a unique achievement in medical writing... an accomplishment long anticipated by forward-looking medical thinkers who have envisioned through such a work the attainment of a great and vital gain in the advance of medicine with its resulting benefit to those who require medical care.

This work, by Dr. Harold Thomas Hyman, is titled "An Integrated Practice of Medicine." And it is just that and all that the title implies. Centered around the patient and the complaint that causes him to consult his physician, it cogs together all the factors—diagnostics, therapeutics, internal medicine, surgery and the specialties—that go to make up the practice of medicine as it is actually practiced in the office and at the bedside.

In this one continuous work, in four volumes, is a full coverage of every phase of general medical practice. Each of the 25 constituent sections can function as an independent text or reference, yet the subject matter of each section is interwoven with such simplicity and dexterity with the subject matter of every other section that the whole work functions as a coordinated unit. A separate—and fifth—volume contains three indexes... an index of subject matter, an index of illustrations, and the key to the entire plan, an index of principal complaints that bring patients to you for treatment. Truly, it is an *Integrated Practice of Medicine*.

**Additional Details in Saunders Advertisement, Pages 2 and 3**





Civil War Veterans at the Baptist Church, ca 1890s  
Source: VFW, Bryon, Michigan

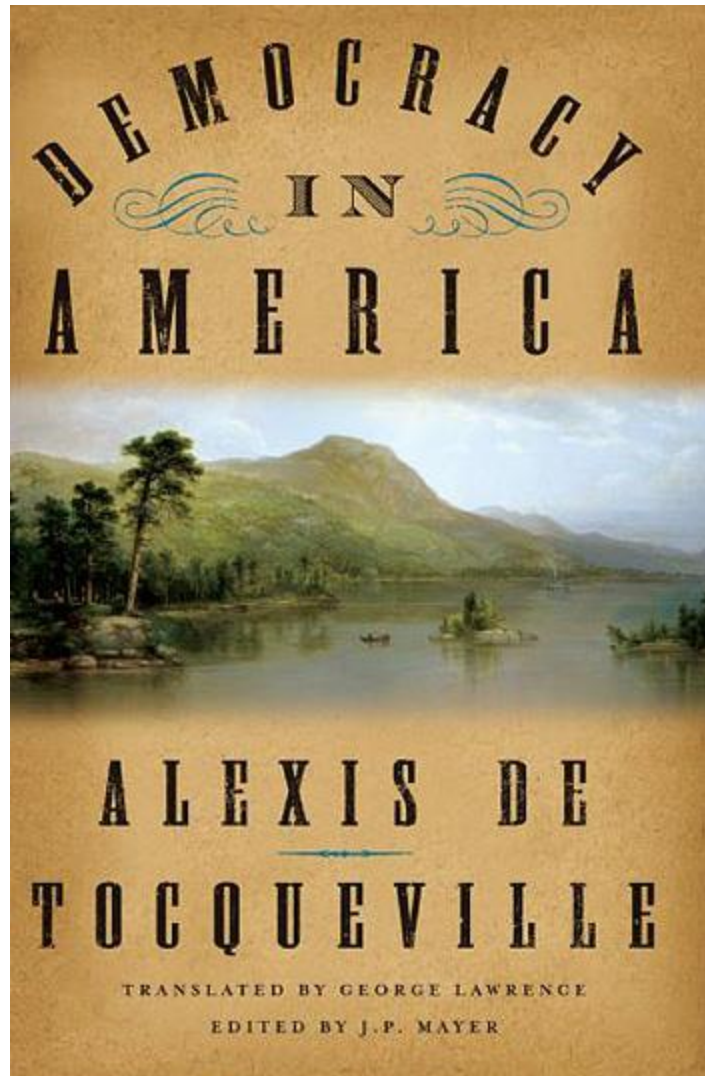


William J. Lathum  
Paid \$5.00



Wallace Edge  
Secretary to Mr. Dorney,  
Sacramento;  
Cal.

over  
the  
road



*“...They have not only commercial and manufacturing companies in which all take part, but associations of a thousand other kinds...”*



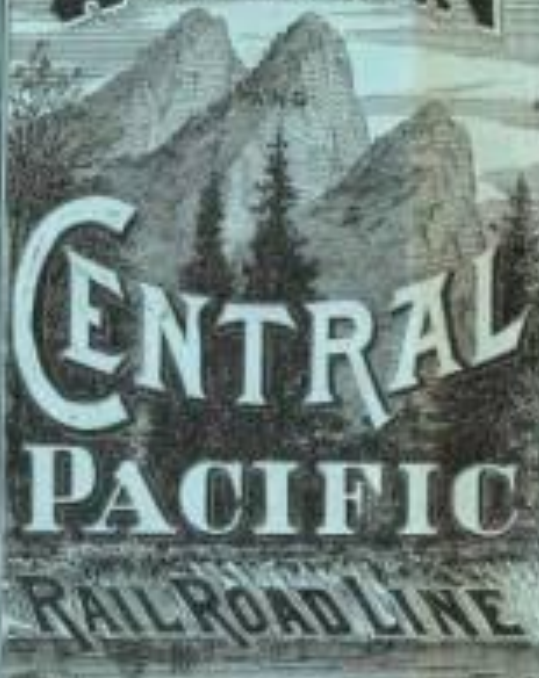








**UNION**



**CENTRAL**  
**PACIFIC**  
**RAILROAD LINE**

THE  
**GREAT AMERICAN**  
**OVER-LAND ROUTE.**

**AVOID THE DELAYS**  
—AND—  
**DANGERS OF NAVIGATION**  
—BY TAKING THE—

**UNION AND CENTRAL**



**PACIFIC R.R. LINE**  
VIA  
**OMAHA**

**SAVE TIME, MONEY**  
—AND—  
**226 MILES IN DISTANCE TO**  
**SAN FRANCISCO**  
AND ALL POINTS ON THE PACIFIC COAST.

**SPEED! COMFORT! SAFETY!**  
**STEEL RAILS,**  
**Miller Platforms, Air Brakes.**

|  |  |
|--|--|
| <p><b>THOS. L. KIRKALL,</b><br/>Gen'l Pass. and Ticket Agt.<br/><b>S. H. H. CLARK,</b><br/>Gen'l Supt.<br/><b>UNION PACIFIC R.R.</b><br/>Omaha, Nebraska.<br/>S. 27-33-111-112</p> | <p><b>T. R. GOODMAN,</b><br/>Gen'l Pass. and Ticket Agt.<br/><b>A. V. TOWNE,</b><br/>Gen'l Supt.<br/><b>CENTRAL PACIFIC R.R.</b><br/>San Francisco, Cal.</p> |
|--|--|



# THE BOTTOM OUT



EVERY THING COMING DOWN

STATE OF

NEW YORK

# THE PROVIDENT FIDELITY & SECURITY SOCIETY OF NEW YORK



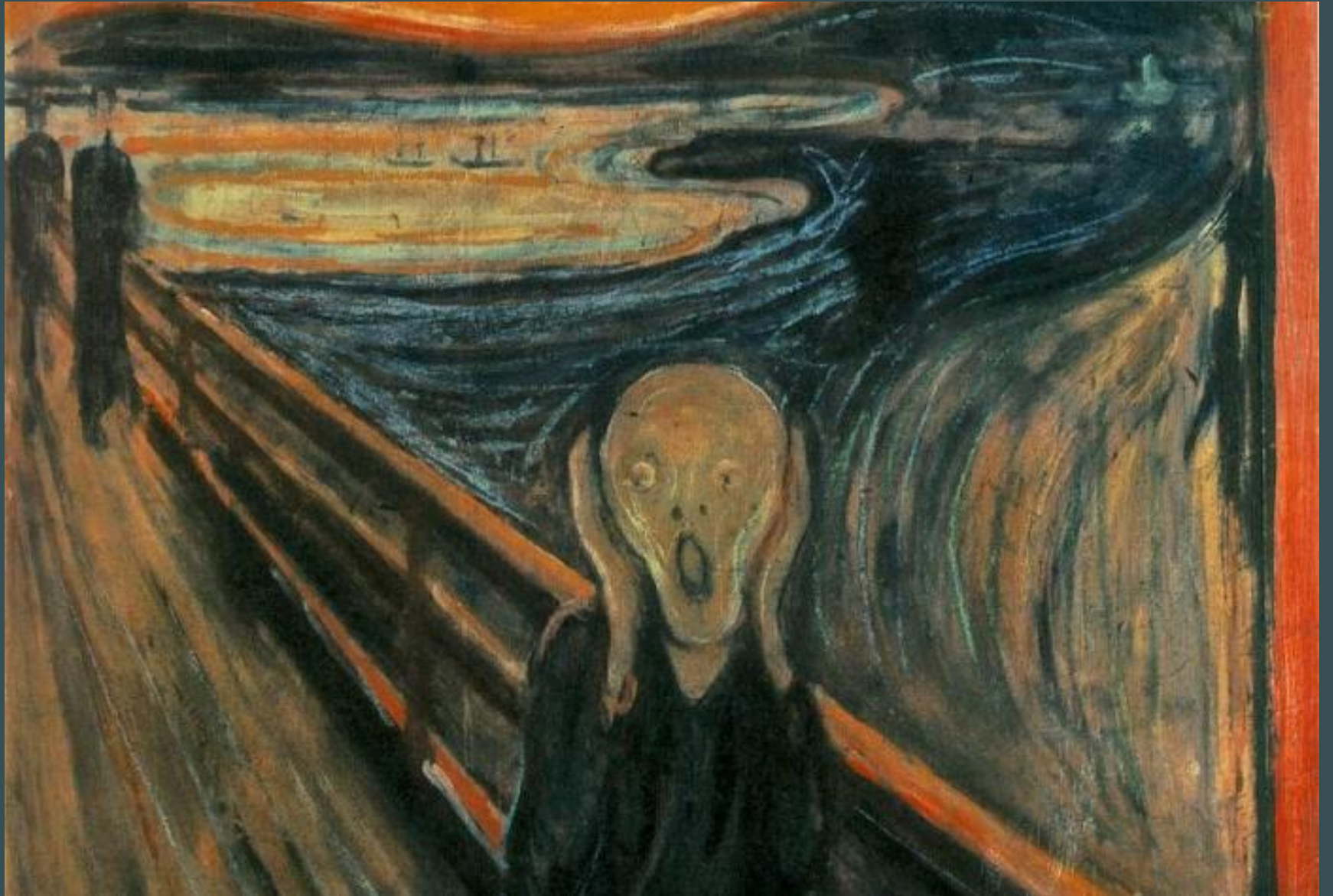
Twenty Year, Four and One-Half Per Cent, Gold Bond











“Those who fail to  
learn from history  
are doomed to repeat it”

- Winston Churchill



MICHAEL  
LEWIS

THE BIG SHORT

INSIDE THE DOOMSDAY MACHINE







## **BHAG** **(Big Hairy Audacious Goal)**

In their landmark bestseller, *Built to Last*, Jim Collins and Jerry I. Porras describe a BHAG as a “clear and compelling unifying focal point for visionary organizations. A BHAG engages people - it reaches out and grabs them in the gut. It is tangible, energizing highly focused. People “get it” right away; it takes little or no explanation.”

- Source: *Built to Last: Successful Habits of Visionary Companies* by Jim Collins & Jerry I. Porras





# THE DETROIT JOURNAL

- *During the past few years, Detroit has built up a name as a convention city, delegates coming from hundreds of miles, manufacturers holding their yearly consultations around our hotels, and all without any effort on the part of the citizens, or any special attention paid to them after they got here. They have simply come to Detroit because they wanted to...*
- *Can Detroit, by making an effort, this year secure the holding of 200 or 300 of these national conventions during the year of '97? It will mean the bringing here of thousands and thousands of men from every city in the union...and they will expend millions of dollars with the merchants and the people of the City of the Straits.*

VISITORS Welcome



*GREETINGS FROM*



**MICHIGAN**





*Come in*

WE'RE

OPEN

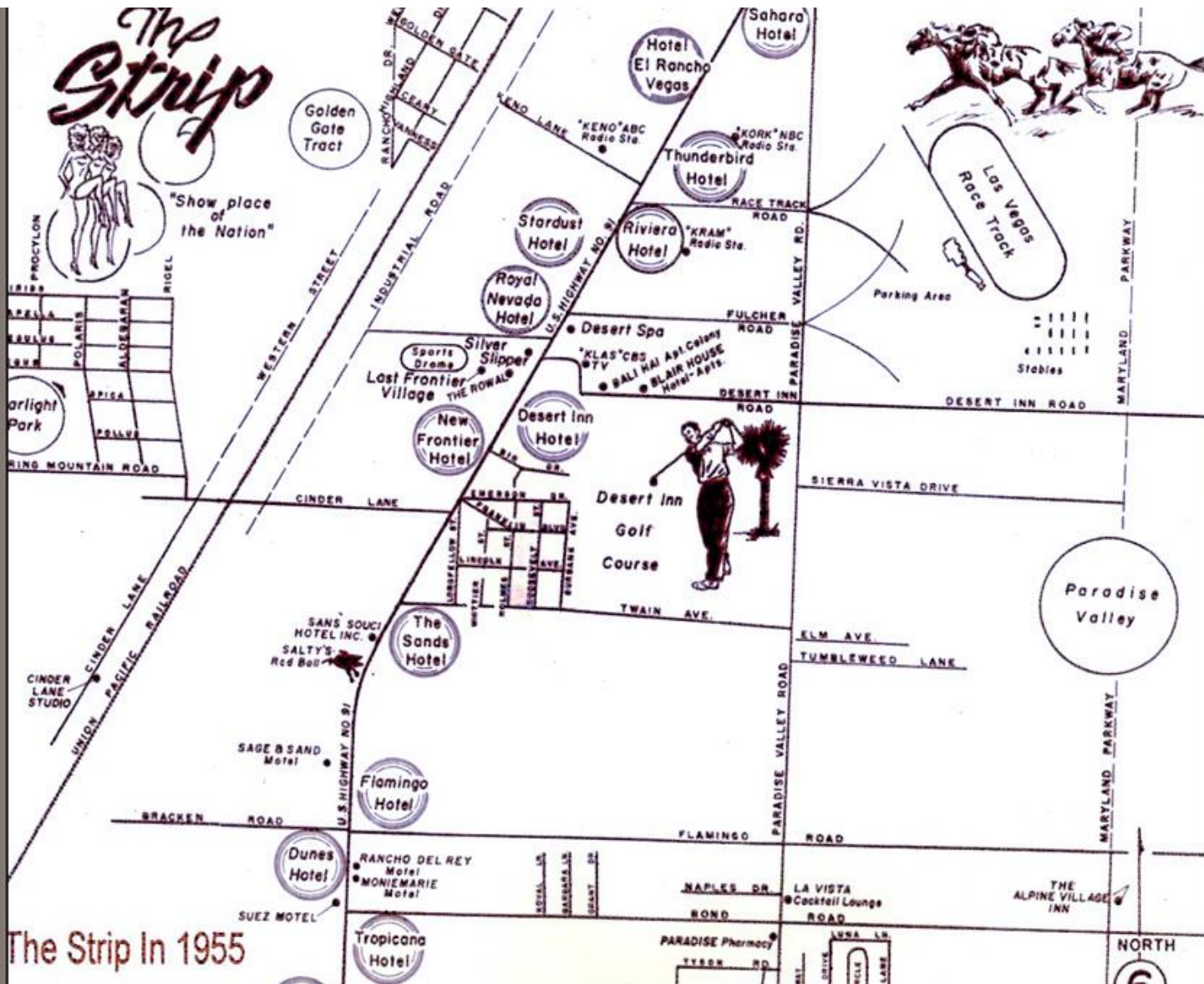




# The Strip

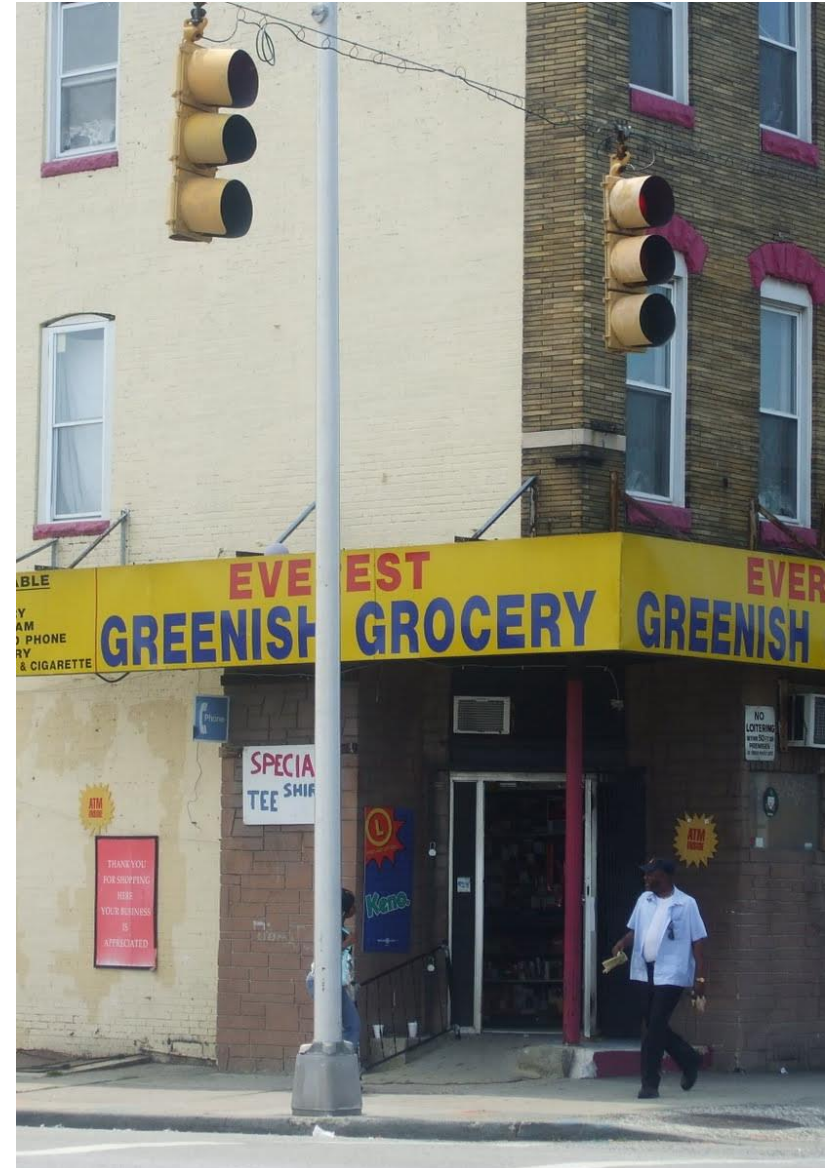


"Show place of the Nation"



The Strip In 1955





**BUT FOR**





FOCUS ON  
MINDS.

NOT  
"BRAIN DRAIN"  
BUT  
"BRAIN CIRCULATION"



U.S. DOMINANCE  
DEPENDENT UPON  
ABILITY TO ATTRACT  
& INSPIRE THE BEST  
TALENT FROM AROUND  
THE WORLD.



"FREAKS  
GO HOME!"

BUT THAT  
IS CHANGING.

OTHER MARKETS  
HAVE FIGURED  
IT OUT!

CHINA

INDIA

NEW  
ZEALAND

TECHNOLOGY

PEOPLE  
WHO AN'T  
IN ARE PISSED!!

AESTHETIC

POLITICAL

SOCIAL



ALL CREATIVE PISTONS  
OF ECONOMIC DEVELOPMENT

- SCIENTISTS
- + TECHIES
- + ARTS + ENTERTAINMENT
- + ARCHITECTS + ENGINEERS
- + SOFTWARE
- + DESIGNERS
- + ENTREPRENEURS

LESSON  
4

LOW SKILL  
PEOPLE TURN INTO  
HIGH SKILL  
PEOPLE!

LESSON  
3

DON'T  
FOCUS ON  
ATTRACTING  
BUSINESS, BUT

= 30% (THE OTHER 70%  
ARE UNTRAPPED TALENT)



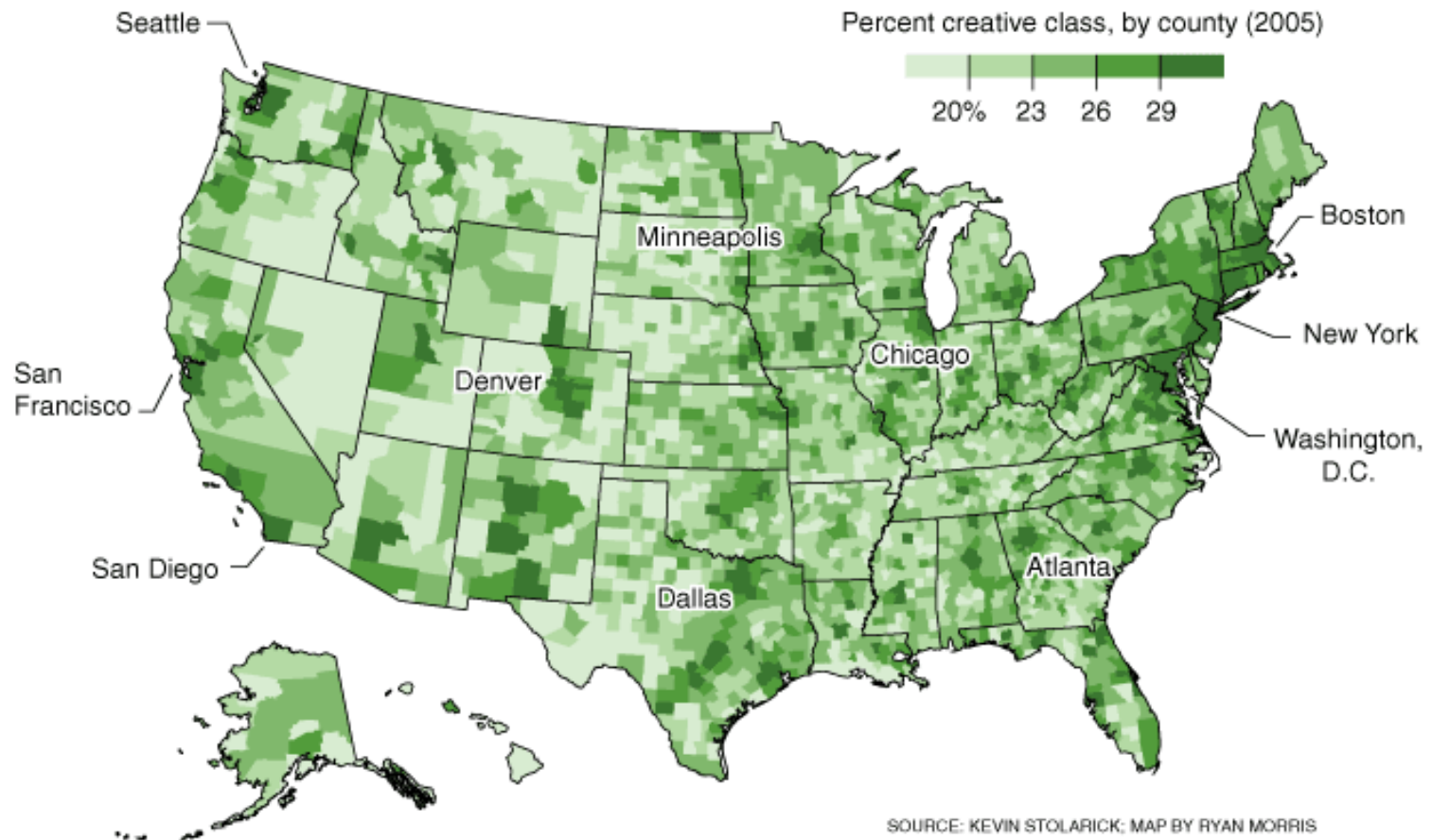
**THERE'S HOME.  
THERE'S WORK.**

**AND**

**THERE'S  
STARBUCKS.**







[www.WhosYourCity.com](http://www.WhosYourCity.com)



## Building in 'Creative Class' cities

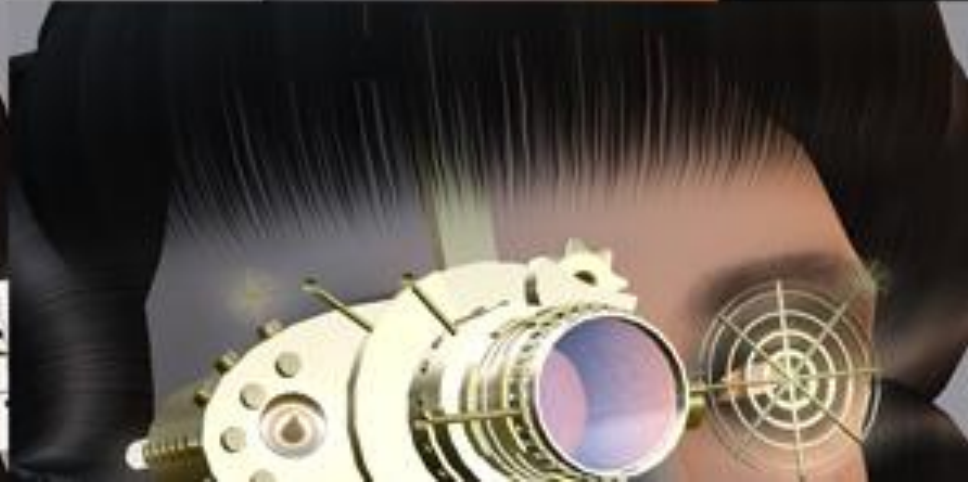
| City                             | Permits<br>2012 | Permits<br>2011 | Permits<br>2010 | Change in<br>Permits<br>2010-2012 | %<br>Multifamily<br>in 2012 |
|----------------------------------|-----------------|-----------------|-----------------|-----------------------------------|-----------------------------|
| Boston, MA                       | 1,776           | 785             | 351             | Up 405%                           | 98                          |
| Washington, DC                   | 3,823           | 4,612           | 739             | Up 390%                           | 93                          |
| San Francisco, CA                | 3,317           | 1,818           | 779             | Up 325%                           | 99                          |
| Raleigh, NC                      | 5,010           | 2,307           | 1,250           | Up 300%                           | 82                          |
| Durham, NC                       | 2,593           | 1,243           | 1,168           | Up 122%                           | 67                          |
| San Jose, CA                     | 3,498           | 1,045           | 2,422           | Up 44%                            | 95                          |
| Charlottesville, VA <sup>1</sup> | 331             | 672             | 631             | Down 48%                          | 0                           |
| Manhattan, NY                    | 2,320           | 2,535           | 704             | Up 229%                           | 100                         |
| Ann Arbor, MI                    | 14              | 309             | 141             | Down 90%                          | 14                          |
| Minneapolis-St. Paul, MN         | 4,072           | 691             | 900             | Up 352%                           | 97                          |
| <b>Total</b>                     | <b>26,754</b>   | <b>16,017</b>   | <b>9,085</b>    | <b>Up 194%</b>                    | <b>88</b>                   |

<sup>1</sup>Figures not available for Charlottesville, so these are for Albemarle County as a whole. Source: US Census

**BUT FOR**

**BIG  
LOTS!** <sup>TM</sup>





# A Community-Facing Strategic Map For Destination-Defining Organizations



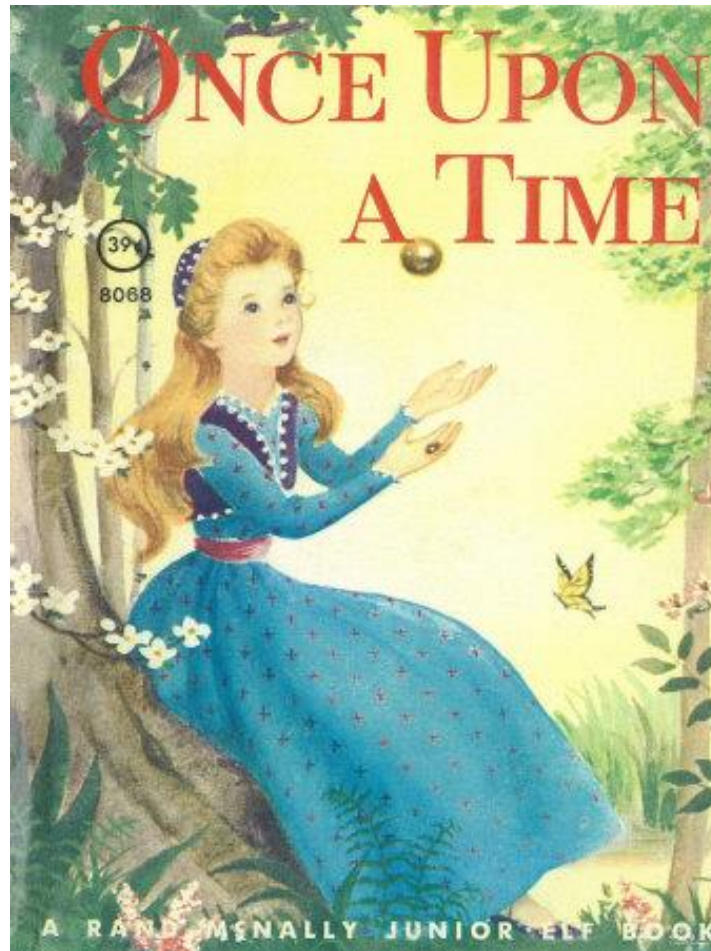
Respect what The Community Wants and Is. Hold Those Ideals Up By:

- Informing, Educating and Advising The Visitor About The Community.
- Marketing and Selling The Community to The Visitor.
- Servicing & Advocating for The Visitor in The Community.

VISITORS Welcome

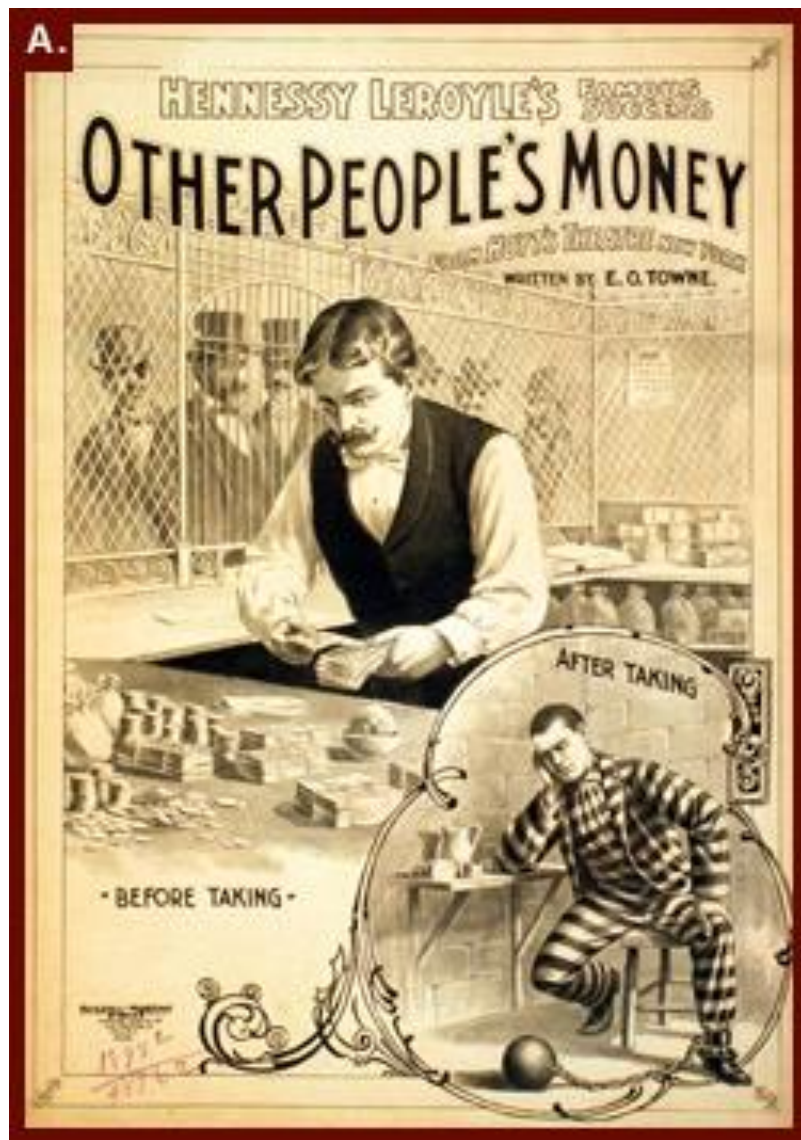








A.





VISITORS Welcome









**Ain't no reason to Come Back**



# Maura's Building Blocks

Build a place where  
people want to VISIT, and  
you'll build a place where  
people want to LIVE.

**It all starts  
with  
the VISIT.  
And the Visit  
starts  
with US.**

Build a place where  
BUSINESS has to be,  
and you'll build a place  
where people have to  
VISIT.

Build a place where  
people want to LIVE, and  
you'll build a place where  
people want to WORK.

Build a place where  
people want to WORK,  
and you'll build a place  
where BUSINESS has to  
be.