

G | M | F The German Marshall Fund
of the United States
STRENGTHENING TRANSATLANTIC COOPERATION



B I L B A O
URBAN · INNOVATION
LEADERSHIP · DIALOGUES



2014



ABOUT THE ORGANIZERS

The German Marshall Fund



The German Marshall Fund of the United States (GMF) strengthens transatlantic cooperation on regional, national, and global challenges and opportunities in the spirit of the Marshall Plan. GMF does this by supporting individuals and institutions working in the transatlantic sphere, by convening leaders and members of the policy and business communities, by contributing research and analysis on transatlantic topics, and by providing exchange opportunities to foster renewed commitment to the transatlantic relationship.

In addition to its headquarters in Washington, DC, GMF has offices in Berlin, Paris, Brussels, Belgrade, Ankara, Bucharest, and Warsaw. GMF also has smaller representations in Bratislava, Turin, Bilbao, and Stockholm.

GMF Transatlantic Leadership Initiatives

To rise the top in today's world, leaders from all sectors must think and act globally. Successful leaders recognize the value of collaboration—both to meet their own professional objectives and to forge partnerships that develop sustainable solutions to global problems. For 40 years, the German Marshall Fund of the United States (GMF) has pioneered programs that offer rising leaders dynamic opportunities to hone their leadership skills. Three thousand alumni from 40 nations on both sides of the Atlantic count themselves as part of GMF's rich and engaged network.

GMF offers fellowship programs and leadership development opportunities managed by the Transatlantic Leadership Initiatives (TLI) team. TLI's initiatives have helped alumni expand their professional networks, gain unique access to GMF's policy expertise, and think, engage, and act globally.

GMF Urban and Regional Policy

GMF's Urban and Regional Policy program empowers local leaders to introduce innovative strategies to their communities by building networks of local and regional policymakers and practitioners who can share insights about policy successes and shared challenges; by providing in-depth research and analysis of challenges and solutions across multiple communities; and by providing means for both practitioners and policy experts to conduct first hand research on best practices in communities across the Atlantic.

The mission of the program is to facilitate a sustainable network of globally aware and locally engaged leaders by promoting the transatlantic exchange of knowledge and the incubation of innovative solutions for current urban and regional challenges

Bilbao



Bilbao Ekintza is a municipal entity that drives the generation of social and economic wealth for Bilbao, by positioning the city as an attractive destination for investment, setting up companies and business growth, along with enhancing job opportunities. Bilbao Ekintza seeks to head the economic drive and international positioning of the city:

- By fostering the growth of local companies, backing growth and access to new markets.
- By driving the development of the local economic activity that guarantees the quality of life of the city.
- By showcasing the city as a venue for hosting events, thus positioning it as an international benchmark for tourism and economic activity.



TABLE OF CONTENTS

INTRODUCTION	6
PARTICIPANTS	10
ENGAGEMENT	11
DAY ONE - WHAT'S NEXT, BILBAO?	
SCENE SETTER: IBONE BENGOETXEA	12
PANEL DISCUSSION	13
DAY TWO - URBAN TRANSFORMATION	
SCENE SETTER: ANGELA GLOVER BLACKWELL	14
PANEL DISCUSSION	15
PARTICIPANT POLLING	16
TABLE DIALOGUES	17
EXPLORE BREAKOUT SESSION - TENSIONS IN URBAN TRANSFORMATION	18
EXCHANGE BREAKOUT SESSION - IGNITING AN INNOVATION CULTURE	19
ENGAGE BREAKOUT SESSION - EQUITY: MOVING FROM TALK TO ACTION	20
DAY THREE - GLOBAL ENGAGEMENT	
SCENE SETTER: JANET LAMKIN	21
PANEL DISCUSSION	22
PARTICIPANT POLLING	23
TABLE DIALOGUES	24
EXPLORE BREAKOUT SESSION - EXAMINING THE DNA OF URBAN INNOVATION	25
EXCHANGE BREAKOUT SESSION - TRANSATLANTIC LEADERSHIP PIPELINES	26
ENGAGE BREAKOUT SESSION - CREATING A CITY'S GLOBAL BRAND	27
LIST OF SPEAKERS	28
LIST OF PARTICIPANTS	30
PARTICIPANT EVALUATION	33
BUILD SUPPORTERS	34

THE BILBAO URBAN INNOVATION AND LEADERSHIP DIALOGUES



The Bilbao Urban Innovation and Leadership Dialogues (BUILD) was the German Marshall Fund's first convening activity focusing exclusively on urban policy and leadership issues — two programmatic areas where the institution has over a 30-year history.

From June 11-14, 2014, BUILD brought together 115 civic leaders and urban practitioners from GMF's network in the United States and Europe to discuss strategies for leading transformative change in cities. Participants immersed themselves in dialogue sessions, workshops, and site visits to

explore the policy and leadership dimensions of two key themes:

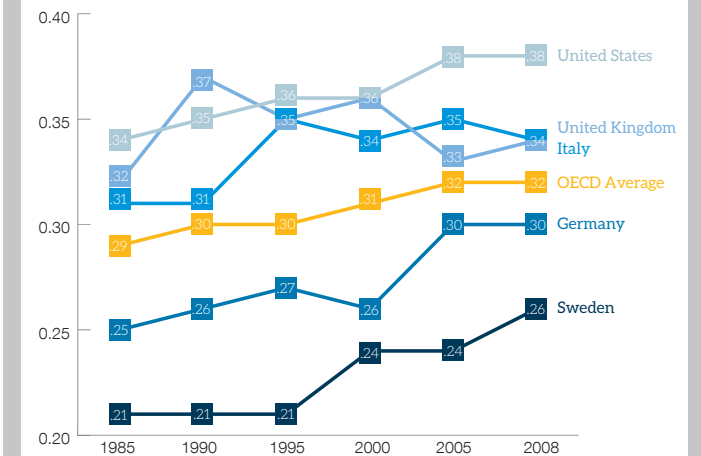
- Leading equitable and sustainable urban transformation initiatives
- Developing leaders and civic ecosystems to support a city's global engagement

BUILD's themes reflect GMF's strong belief that innovative urban leaders must pursue a holistic and integrated approach to cities that cuts across silos, sectors, and scales. Perhaps no other policy term has the potential to cut across these

silos, sectors, and scales than “sustainability,” especially in the urban context. Urban planning policies promoting compact development or smart growth, alternative transportation choices, and green infrastructure have created thriving cities in the United States and Europe. There is little doubt that implementation of these policies has made cities more livable and attractive in both the physical and economic sense. Yet these transformational acts and investments have had negative consequences for many communities in core urban neighborhoods. While intended to create opportunity, urban development and planning projects have often created both real and feared displacement pressures and stifled pathways of opportunity and inclusion for many. Both European and North American cities face intensifying social and economic segregation and rising income inequality.

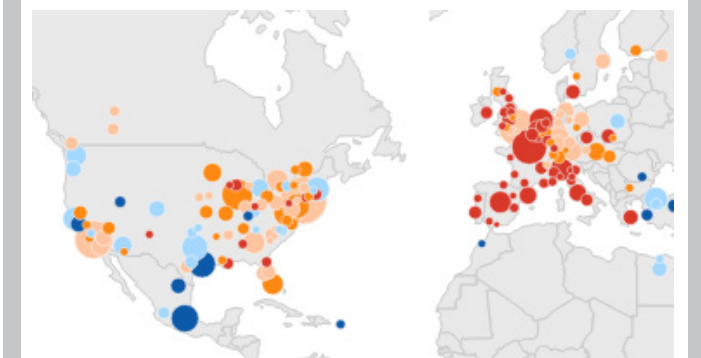
In 2012, Nobel Laureate economist Joseph Stiglitz asserted that the 2008 financial crisis stemmed from rising income inequalities in countries around the world. The protests in Birmingham, U.K.; Husby, Sweden; Istanbul, Turkey; and New York, United States, affirmed the critical importance of a transatlantic urban development agenda that focuses as much on equitable growth and shared prosperity as

Growing Inequality in the US and Europe



Income inequality has been rising rapidly, necessitating new dialogues around inclusion and equity. Data based on GINI rating. Source: OECD

Cities Drive the Global Economy



Cities in the US and Europe are outperforming their countries in terms of GDP per capita, and are increasingly important actors on the global stage. Source: The Brookings Institution.



on sustainability. A city cannot be sustainable unless all residents have access to opportunity. An emphasis on sustainable and equitable transformation is necessary to lead equity and inclusion into the planning, policy, and implementation approaches for U.S. and European cities.

BUILD encourages leaders to shift their perspectives from the local to the global in reflection of the reality that today's U.S. and European cities act on the local, national, transatlantic, and global stages. The comfort and fluency of local leaders in engaging in global issues is more critical now than ever before. A comprehensive global engagement strategy allows cities to leverage successes achieved at the local level to capture new audiences and markets that bolster the local economy. In turn, international success circles back to provide the resources and opportunities to support development at the local level, bolstering the case for immigrant inclusion, driving innovation, and forging durable ties to home countries for diaspora communities. Finding the support and networks to look outside of city limits can be challenging for many leaders. Creating the opportunity to enable leaders to begin thinking about their city's existing strengths and use these within a transatlantic and global

framework is a key objective of BUILD.

Underlying the themes of leading equitable development and global engagement is the idea of innovation. Innovation may be defined as an approach to change, a tool for growth, a product or a form of output, or an overall culture or mindset that enables citizens to forge new frontiers in their sector and the urban environment itself. All cities want to be labeled as "innovative." Various rankings and metrics exist that use different lenses to define and encourage innovation in an urban context. At BUILD, we are concerned with how transatlantic leaders can help foster a culture of innovation in their cities and apply the dividends of it to critical challenges such as leading global engagement and equitable urban transformation.

Our partner in BUILD, the city of Bilbao, not only provided an inspiring backdrop for the event, but offers an inspiring case study of leading through change and driving sustainable, globally minded innovation. BUILD showcases Bilbao's story as a backdrop, providing urban leaders with ideas and strategies that can be applied to their cities across the United States and Europe. This story of urban transformation offers important lessons in the power of leadership and effective partnerships in realizing a vision for change.

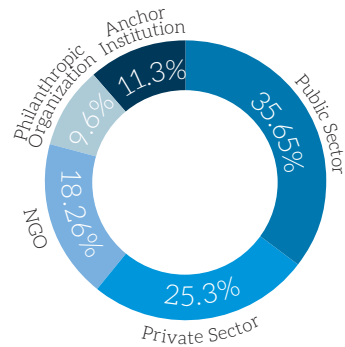
A vision for a new Bilbao emerged from an economic crash in the 1980s and created an inventive civic leadership and an engagement ecosystem that continues to drive the city today. This vision was cultivated and implemented by a diverse set of civic leaders from city government, the private sector, major institutions, and employers. Bilbao's own evolving strategy for urban transformation and global engagement captures the spirit of BUILD. But it is very much still a work in progress; the city is also constantly adapting its strategy to address new challenges and opportunities.

Using Bilbao as a living laboratory and backdrop for dialogue around these important issues, BUILD participants were able to reflect on the myriad dimensions of urban transformation and global engagement in their own cities. The diversity of voices and contexts represented in BUILD allowed for a deeper understanding of how cities can work toward building equitable, global futures. The next iteration of BUILD will further that conversation with outcome-oriented programming that strengthens this cohort of forward-thinking urban leaders.

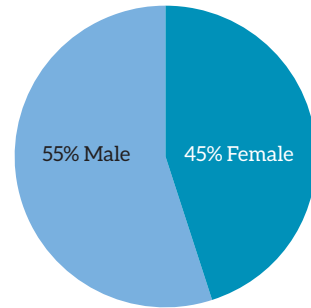
PARTICIPANTS

BUILD's 115 participants came to Bilbao from 16 countries, 57 cities, and 7 time zones. In keeping with the spirit of GMF's urban and leadership programming, participants represented many sectors and, as a group, were committed to advancing dialogue around the most important issues facing cities today. Participants were selected through a competitive application process, where they were asked to describe their personal and professional goals around the convening's two themes of urban transformation and global engagement. Many also served as speakers at the event and all participated in intense dialogue and knowledge exchanges with colleagues. A full list of participants and speakers can be found on Page 26 of this report.

By Sector



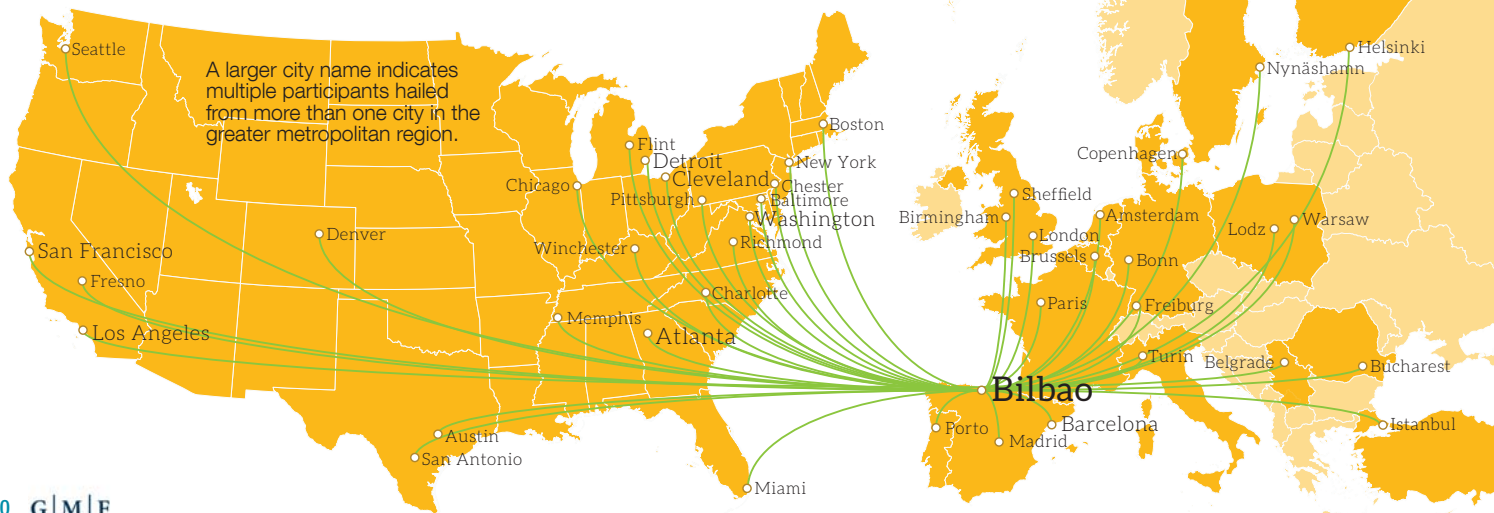
By Gender



By Seniority



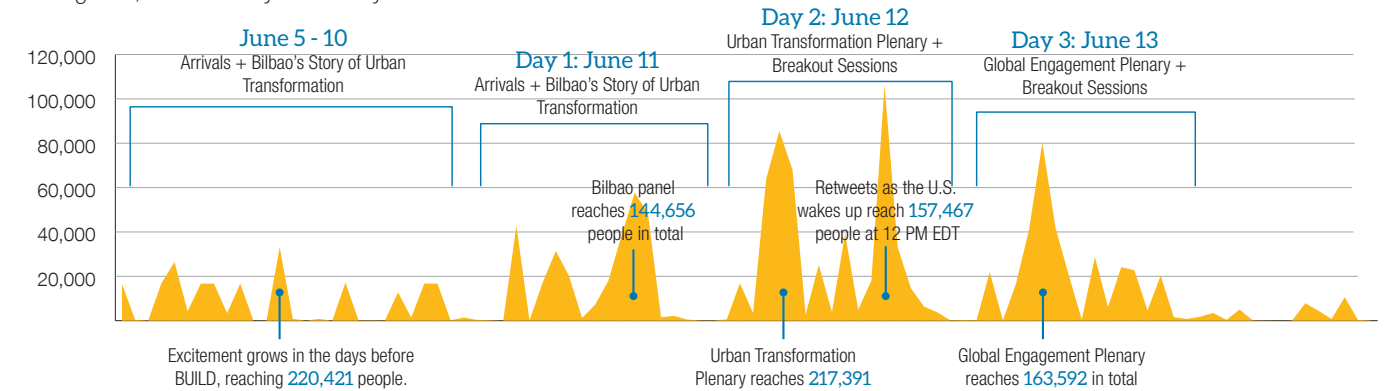
By Geography



ENGAGEMENT

Social Media

Many BUILD participants used Twitter before, during, and after the event to spread the word. Twitter "reach" represents the number of users who viewed tweets with the hashtag #GMFBUILD. This report features real-time tweets from participants throughout, identified by the symbol.



Keywords

Beyond the #GMFBUILD hashtags, participants' tweets indicated strong interest and enthusiasm for a variety of speakers and topics, as indicated in this word cloud showcasing the most commonly used keywords in tweets before, during, and after BUILD.



Participant Networking

To help connect participants to each other, the conference agenda, and related content, BUILD used a mobile device application called BUILDConnect. The app enabled business card exchange, note-taking, question-asking, survey-taking, and many other interactive features. Its popularity at BUILD added a new dimension to conference engagement and networking.

Business Cards Exchanges: **3693**

Messages Sent: **660**

Questions Asked: **273**

Documents Downloads: **804**

DAY ONE: WHAT'S NEXT, BILBAO?

SCENESETTER: IBONE BENGOETXEA



Ibone Bengoetxea, deputy mayor of the Bilbao City Council, answered “What’s Next, Bilbao?” at BUILD’s opening evening session by tracing the trajectory of Bilbao’s urban transformation. Bilbao emerged from a post-industrial economic crisis, she pointed out, by creating an innovative civic leadership and engagement ecosystem that continues to drive the city today — and will shape the future.

Bilbao’s story has origins similar to that of many former industrial cities in Europe and the United States. The city was deep in the troughs of economic crisis up until the 1990s. Deindustrialization led to economic collapse, which led to labor conflicts and exposed the city’s environmental degradation.

A diverse set of civic leaders from city government, the private sector, and major institutions invested in Bilbao’s transformation. Under the leadership of Mayor Iñaki Azkuna, these organizations and the City council led a dramatic economic evolution to a creative and knowledge and innovation-based economy. The city buttressed this transformation with significant investment in city systems, such as mobility infrastructure, storm-water management, rehabilitation of the historic center, extensive waterfront development and reclamation of industrial sites, and an extension of the city’s port. At the center of the city’s transformation is investment in cultural and human capital, not just through the Guggenheim Museum, but also deep investment in art, culture, the university system, and gastronomy.

Bilbao’s urban transformation succeeded in creating a new urban identity, generating the international attention it has received since the mid-1990s. Perhaps just as importantly, this revitalization has allowed for the emergence of a new internal confidence that feeds into its ongoing “urban diplomacy” with cities around the world. Bilbao has empowered its citizens to change the perception they have of their city, pioneering a new method of urban revitalization and global engagement for cities around the world.

DAY ONE: WHAT'S NEXT, BILBAO?

PANEL DISCUSSION

Panelists, Left to Right:
Simon Gilles, Smart Technology Strategy and Intelligent Cities Lead, Accenture,
Juan Alayo, Urbanist
Ibone Bengoetxea, Deputy Mayor, City of Bilbao
Alfonso Vergara, President, Fundacion Metropoli
Guillermo Dorronsoro, Dean, University of Dueste (not pictured)



“ If you are doing a good job in creating a good city, you are creating the basis of a knowledge economy.

Deputy Mayor Begnoetxea’s compelling presentation led into a dynamic panel discussion featuring four discussants who each play an integral role in both the past and future of Bilbao. They focused on Bilbao’s great success in economic transformation and its position on the global stage as a potential exporter of urban solutions.

With moderation by Pilar Kaltzada, the panel highlighted the delicate combination of citizen engagement and the leadership necessary to move big ideas forward, noting that to lead one’s own development, the capacity is required to take initiative, convene, promote, create consensus, and collaborate.

Dialogue Themes

- 1 Transatlantic practitioner exchanges and urban leader networks are invaluable to Bilbao’s continued success.
- 2 Focus on the future using the lessons of the past.
- 3 Convergence of interests, sectors, economies should serve as a leadership strategy.
- 4 The city is a living laboratory—small and medium-sized cities are “diamond clusters” and can spur the growth of urban solutions regionally.

SCENESETTER: ANGELA GLOVER BLACKWELL



“ If you get it right for the people who are most left behind, you will get it right for everyone.

Angela Blackwell, founder and CEO of PolicyLink, set the scene for BUILD's first day with a powerful statement. "Equity is the superior growth model for the future," she said,

because it enables citizens to participate, prosper, and reach their full potential. The stories of demographic change and geographies of inequality in the United States and Europe are calls to action for Blackwell. In her words, this has "implications for our democratic process and our economic growth as a nation." Blackwell's inspired address challenged BUILD participants to not only understand the full scope of these issues and but also to be champions for equity in their cities.

Key themes from remarks:

- 1 There is both a compelling moral and economic argument to solving inequality. An International Monetary Fund study, "Fiscal Policy and Income Inequality", of 100 countries found that for every 10 percent decrease in inequality, there was a 50 percent increase in growth. As Blackwell described, "when we help those who are most vulnerable, we help everyone."
2 Leadership from all sectors at the local level is critical. U.S. and European cities cannot wait for national governments to act, and must not be afraid to lead in creating opportunity for all.
3 Leading change to achieve equitable urban development is not just about "working on the issue." Leading change is about solving the issue through an intentional action, stoking a robust dialogue, and "bringing the equity lens to everything that you do."

PANEL DISCUSSION

Panelists, Left to Right: Angela Glover Blackwell, President and CEO, Policy Link

Jarmo Eskelinen, CEO, Forum Virium Helsinki

Rip Rapson, President, The Kresge Foundation

Allison Seabrooke, Chief Executive, Community Development Foundation

Mitchell Silver, New York City Parks Commissioner



Summing up the panel: philanthropy -scaffolding; public space/ services-vital; equity- non-negotiable; leaders - wanted.

Blackwell's address launched a robust discussion amongst a distinguished panel of local leaders that was moderated by Andrew Tuck, editor of Monocle Magazine. While the panelists represented a diverse cross-section of backgrounds and experiences, they shared a commitment to the importance of advancing an agenda that creates opportunity for all. Over the 90-minute session, Tuck skillfully guided the five panelists through a range of issues related to the challenges and opportunities for achieving equitable and sustainable urban regeneration. Throughout the session, Tuck used interactive features via the BUILDConnect app to poll the participants and field their questions. The rich dialogue onstage and online via social media highlighted the critical themes of leadership, civic engagement, and cross-sector collaboration.

Panel Insights: Leading Change

- 1 Urban leaders should be "enablers for regeneration" by empowering communities with data, information, and a platform for engagement that creates a shared vision for the city.
2 Innovation cannot thrive in an environment of negativity and fear. Urban leaders should find the highest points of agreement, plan with intention, and be brave!
3 Equity is about fairness. In the work that they do, leaders should ask one question for all the individuals they are engaging with: am I being fair?
4 Build critical leadership characteristics: focus of strengths and assets, be transparent, "fail forward," and scan the horizon in order to plan ahead.
5 Nourish the soul of your city by reaching into its history, its heritage, and its cultural traditions; build on that authenticity.

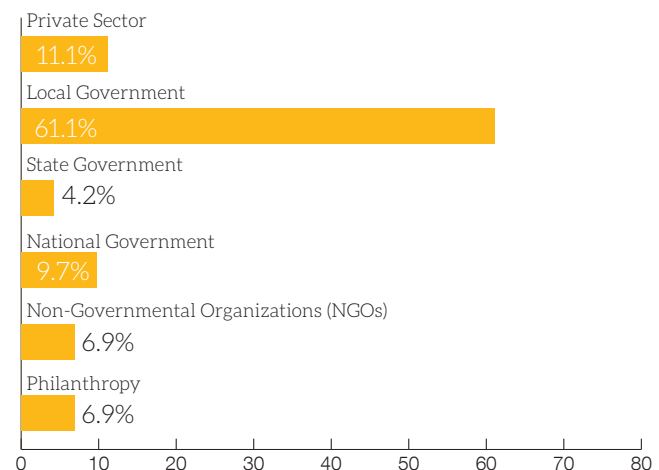
PARTICIPANT POLLING

Participants had the opportunity to engage with the speakers, panelists, and moderator through BUILDConnect. These real-time polls and wordcloud demonstrate the depth of that engagement. Results were used to drive conversation in both plenary and breakout session.

What two words describe “equity” to you?



Which of these sectors should take the lead in advancing urban equity?



Which of these ideas would be easiest to implement in your city?



Which of these ideas would make the biggest difference in your city?



TABLE DIALOGUES



“Equity is a fundamental value proposition that must be demonstrated at a region-wide scale in order to be effective.”

Emerging Themes from Dialogues

- 1 Communicate inspired, visionary, culturally competent leadership to get citizen buy-in.
- 2 Redefine success: make “failing forward” part of the process.
- 3 Improve political transparency.
- 4 Inclusive and thoughtful engagement of citizens.
- 5 Breakdown sector silos – use a holistic approach to tackle big issues.

After the panel dialogue, which inspired many questions from the audience, the participants became their own discussants during a “table dialogue” session. These conversations focused on how the big ideas and best practices discussed in the morning — leadership, innovation, inclusion — could be translated to each participant’s own context and community. With facilitators at each table, participants considered a series of questions and shared current best practices and examples of holistic urban transformation, how practices might improve both generally and in specific cities, and what was inspiring enough to take home and explore with local colleagues. Out of the plethora of insightful observations and new ideas collected, five key themes emerged.

EXPLORE WALKING THE LINE: TENSIONS IN URBAN TRANSFORMATIONS



Through its transformation, #city of #Bilbao has developed confidence to lead its region.

Whether monumental or incremental, urban transformation projects provoke certain tensions that require a balancing of often opposing factors such as top-down leadership decisions and meaningful civic engagement; public, private, and political interests; economic feasibility and aspirational goals in the public interest; and opportunities for local companies vs. multi-national corporations. In this “explore session,” participants examined the inherent tensions in urban transformation projects through an interactive discussion and a site visit to some of Bilbao’s signature projects.

Leading figures in Bilbao’s urban development process discussed their own experiences in managing these tensions while guiding participants on a tour of

Abandoibarra, Bilbao’s riverfront district and the focal point of post-industrial redevelopment; Ametzola, a new residential neighborhood built on former rail facilities; and Zorrotzaurre, a peninsula on the River of Bilbao that will be transformed into an island that will serve mixed uses.

Items for Further Exploration

- 1 What types of strategic partnerships can be pursued to ensure that transformation benefits all in a positive way?
- 2 Catalytic development can happen at a variety of scales, as was seen on the site tour. Can these projects be used as a model to determine the critical components that go into a catalytic urban transformation project?
- 3 Leadership and shared objectives can be the glue to hold important projects together. How can a city best facilitate this, especially among young adults?

EXCHANGE IGNITING AN INNOVATION CULTURE



To drive smart city growth, tech needs to be in service of community, meaning #design must be human-centered.

Innovation may be defined as an approach to change, a tool for growth, a product or a form of output, or an overall culture or mindset that enables citizens to forge new frontiers in their sector and the urban environment itself. More than a buzzword, innovation has become a critical tool for advancing urban priorities in the face of fiscal challenges.

Discussants in this “exchange dialogue” considered the different lenses that can be used to define and encourage innovation in an urban context. The delicate balance between the private and public sectors in leading civic innovation was brought to light, particularly when considering the process changes that need to happen in both government and in the financial sector

to truly bring new ideas to scale. Participants agreed that innovation’s goal should always be about generating benefit for citizens through community, people, and process — and warned against discounting practical innovation, noting that an innovation that streamlines complexity can be deceptively simple.

Items for Further Exploration

- 1 How can innovation be a transformative, useful, and repeatable tool that leads to bottom-up change?
- 2 Innovation and equity are intimately related. However, it is hard to be inclusive of those without access to capital. How can we ensure that investments in innovation play out for all citizens?
- 3 How can successful pilot projects be easily and systematically scaled up?



ENGAGE

EQUITY: MOVING FROM TALK TO ACTION



“Equity ambassadors must call into question low expectations at every moment, and must constantly dig deeper and ask the second question.”

PolicyLink partnered with GMF to deliver an intensive workshop focused on equity in an urban context, and on the tools necessary for participants to become “equity ambassadors” in their communities. This focus has become even more important as regions in both the United States and Europe grapple with the implications of demographic change.

Conversation focused on using data and community context to define terms like “inclusion” or “mobility” for the greatest real-world outcomes. Participants discussed how to use data for making the case and testing results, and in particular explored the idea of data-based mapping to make the issues come alive for citizens and

decision-makers. An atlas of this information can be used to build a regional equity agenda, create institutional partnerships, and craft and test new policy designed to lift up disadvantaged people and communities. Most importantly, data can be used as a tool by equity ambassadors to create empathy and build support for inclusive economic and social agendas.

Items for Further Exploration

- 1 How and when should race and ethnicity be talked about in an equity context?
- 2 How can success stories in specific contexts be translated to other communities while still respecting existing cultures and values?
- 3 Are there applications for data to help improve educational attainment rates among traditionally disadvantaged populations?

SCENE SETTER: JANET LAMKIN



“We need to make sure that the people who are going to be the future are ready for the future.”

Janet Lamkin, president of the Bank of America for California, began her address on global engagement by pin-pointing the sources of transformative change. Both the innovative

company and the globally engaged city must “define and solve problems from a customer-centric point-of-view” in order to create engaged ecosystems that nurture innovation. Encouraging a globally minded and innovative culture requires defining a strategy that encompasses business, NGOs, education, government, and leadership from the wider civil society — all of which must tap the potential of diversity and the next generation through deliberate engagement programs. Lamkin concluded her remarks with call to all participants to bring a globally engaged perspective to their cities and regions.

Key themes from remarks:

- 1 **Entrepreneurs of Silicon Valley are very focused on innovation and creation, as well as disruption. The local ecosystem nurtures innovation in the culture of institutions to allow the processes of big thinking and failure as a learning tool.**
- 2 **Successful regions rest on a four-legged stool: government, academia, business, and non-profits. In San Francisco, local government works with schools to ensure students are exposed to coding and other new media tools, which then feeds into jobs in local businesses and nonprofits.**
- 3 **Innovative cities need a diversity of thoughts and viewpoints. For example, San Francisco’s population is more than one-third Asian, 52 percent of companies in region were founded by immigrants, and the region experienced a 52 percent increase in immigration in 2013. This diversity of perspectives drives innovation and helps ensure value continues to be placed on diversity.**

DAY THREE: GLOBAL ENGAGEMENT PANEL DISCUSSION



Panelists, Left to Right:
 Janet Lamkin, President, Bank of America - California
 David Howard, Councilmember, City of Charlotte
 Mei Ling Leim, Strategic Advisor, City of Amsterdam
 Leigh Moran, Senior Officer, Strategic Initiatives, The Calvert Foundation
 Mateo Hernandez, CEO, Barcelona Global

 **City Halls, business, diaspora communities, and NGOs must collaborate and innovate to create global engagement for a city #GMFBUILD.**

Lamkin's remarks led into a powerful discussion between local leaders from across the United States and Europe, moderated by Andrew Tuck. The panelists included local government representatives, political advisors, and social entrepreneurs with demonstrated commitment to linking their cities to a global network. Panelists debated the best methods to engage diaspora communities, educate the next generation, and build cross-sector alliances. The dialogue, supplemented by challenging questions from the audience, yielded a number of insights ranging from the power of diaspora communities to the importance of leadership in creating globally engaged cities.

Panel Insights: Global Engagement

- 1 Leaders should use lessons from the technology sector to build globally connected cities. When you innovate, it is a journey. There are consequences, but partnerships with government can manage those effects and help to ensure that all boats rise together.
- 2 Cities need to engage their international communities by encouraging the use of multiple languages on their own streets – including the protection and celebration of local native languages.
- 3 The cities that will win will be the cities that tap into global networks, including those of diaspora communities, to connect with creators and innovators.
- 4 Leadership is critical to ensuring a city is globally engaged. Leaders must be strategic, know what they want to do, and find ways to make it happen.

DAY THREE: GLOBAL ENGAGEMENT PARTICIPANT POLLING

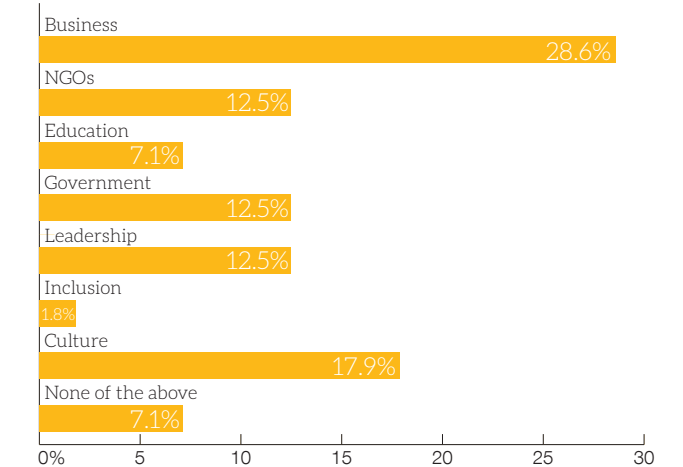
As in the second day's plenary session, participants used BUILDConnect to engage with BUILD's Global Engagement sessions. Participants were polled on the ten planks of globally engaged cities, while participant questions to the panel ranged from big picture considerations regarding immigration's impact on leadership pipelines to inquiries about best practices in creating awareness of transatlantic opportunities in city halls.

Participants agreed that the comfort and fluency of local leaders in engaging in global issues is more critical now than ever before. Whether it is immigration, climate change, or trade, there is an increasing demand for local leaders to transcend the limits of locally driven political agendas and pivot to a global point of view.

What are two words that come to mind as being important to globally engaged cities?



Of these planks, which is most active in your city's global engagement strategy?



Which plank of global engagement could you lead and advance in your city?

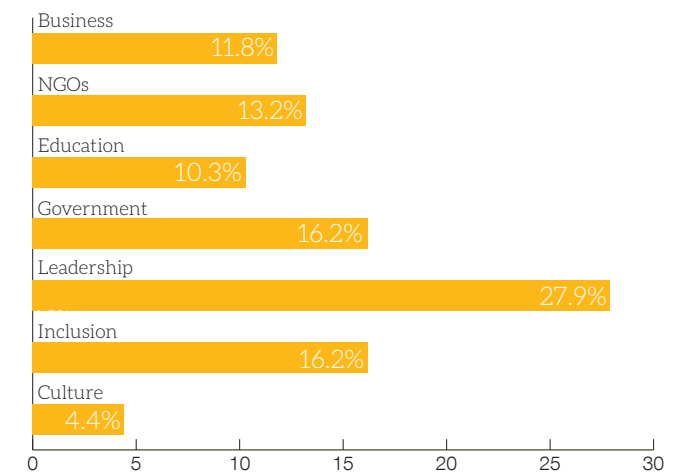


TABLE DIALOGUES



“ Global engagement must be front and center in youth leadership development - young people are engaged in global issues but often don't know how to advance global engagement.

Day Three's table dialogue session served as a testing ground for the global engagement planks introduced through GMF's introductory remarks and the real-time surveys. Participants used the planks as jumping-off points for discussion, considering how and when they are currently engaged and addressed in cities, and how they could potentially be made stronger to spur innovation, economic opportunity, and inclusion.

Education emerged as one of the most robust themes, both from a leadership pipeline perspective and through exploring ways to educate today's leaders on the importance of taking big leaps onto the global stage.

Emerging Themes from Dialogues

- 1 Capitalize on the curiosity and energy of youth by including them in a city's outward focus
- 2 Create platforms for entry to global engagement that are relevant to diverse populations in your city
- 3 Link global focus to education
- 4 Educate citizens and leaders by bringing in or embedding experts and people from other cities and countries for dialogue
- 5 “Create a culture of bravery”

EXPLORE EXAMINING THE DNA OF URBAN INNOVATION



“ Innovation can only develop in places where there is diversity, networking, and a shared cultural understanding of the way to do business.

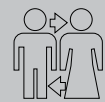
Innovation and change agents are buzzwords, and their meanings are lost without context. Places must have a culture that promotes calculated risk-taking leading to innovation. This site tour built on the discussions in day two's "innovation breakout session" with the added dimension of place through a series of site visits and conversations. Participants explored centers of innovation in the Basque region, including Tecnalia, an innovation center created through public-private partnerships, and Innobasque, a non-profit agency devoted to fostering innovation in the greater region.

Discussants shared their insights on the building blocks of urban innovation by describing common strategies,

tactics, and setbacks they overcame to create a culture of innovation in their local communities. Participants also shared different approaches to leading this change, and left the site visit with tangible ideas and strategies that they may use to drive innovation in their own organizations and cities.

Items for Further Exploration

- 1 The Basque region has tied its cultural heritage to its innovation efforts. How can this be replicated in other places to preserve identify while providing new opportunity?
- 2 Does the definition of “innovation” change from place to place? How can locations become places where both risk and failure are acceptable?
- 3 What tools exist to create innovation ecosystems that engage both citizens and institutions? How can institutions break down silos to allow for the free movement of talent and ideas?



EXCHANGE

WHO WILL LEAD NEXT?: CITIES + TALENT PIPELINES



ENGAGE

THINK DIFFERENT: CREATING A CITY'S GLOBAL BRAND

 Civil society creates the conditions to infuse a global context. #GMFBUILD

Civic engagement among youth in both the United States and Europe is reported to be at a historic low. The unemployment crisis threatens to create a generation disconnected from social and economic inclusion. In the United States, challenges in educational attainment and access continue to hamper workforce development for youth, especially those from high poverty communities. The confluence of these trends poses a leadership challenge for the transatlantic community.

Participants in this exchange session identified strategies and shared tactics for strengthening civic leadership capacity on transatlantic issues in the effort to halt the decline of civic engagement, which, over a prolonged period, could undermine the democratic process.

Items for Further Exploration

- 1 How can development opportunities among civic leaders help advance citizen engagement on themes such as participatory budgeting?
- 2 Can high school and college-aged youth be engaged in transatlantic leadership development through project-based exchanges or programs that start in schools?
- 3 How can toolkits be shared effectively to enhance civic participation and engagement for project implementation and governance?
- 4 Is there a way for leadership development programs to more directly address value and character development among young people to prepare them for the global stage?

 What's the brand of your city? Talking about disruptive urban brands at #GMFBUILD It's not about logos and taglines.

The challenges that cities face in attracting talent and tourists, appealing to new and expanding companies, and inspiring loyalty and engagement among their inhabitants are not unlike those faced by businesses seeking to grow their customer base and market share. Led by Kate Watts and Mike May, leaders in the field of city branding via their work at HUGE, Inc, participants examined the frameworks for creating a city's global brand, and learned how they are applied across several case studies.

Watts and May collaborated with participants to help them lay the foundation for polishing or re-imagining their own city's global brand, which can play a key role in talent retention, tourism, and economic development.

The importance of community engagement emerged as a key factor in ensuring the relevance of a brand to both citizens and visitors, along with the use of planning processes to create a common vision of what makes a community unique today and help it continue its potential into the future.

Items for Further Exploration

- 1 Branding takes what a city does well and creates a public framework around it. How do city planning and branding intersect?
- 2 What you have now vs. the vision: how can a city be marketed in a way that honors both what it is now and what it aspires to be?
- 3 How can cities ensure that a brand speaks to both existing residents and potential newcomers?

SPEAKERS



ANDREAS ADDISON
Civic Innovator, City of Richmond
Richmond, USA
"Igniting an Innovation Culture" Panelist



JUAN ALAYO
Urbanist
Gexto, Spain
"What's Next, Bilbao?" Panelist



IÑAKI AZKUNA
Mayor, City of Bilbao
Bilbao, Spain
Welcomes



IBONE BENGOETXEA
Deputy Mayor for Culture and Education
Bilbao, Spain
"What's Next, Bilbao?" Scen setter and Panelist



ANGELA GLOVER BLACKWELL
Founder and CEO, PolicyLink
Oakland, USA
"Urban Transformation" Scen setter and Panelist



MATTHEW CLAYSON
Director, Detroit Creative Corridor Center
Detroit, USA
"Igniting an Innovation Culture" Panelist



KEVIN COTTRELL
Director, Transatlantic Leadership Initiatives
The German Marshall Fund of the United States
Washington DC, USA



KAREN DONFRIED
President, the German Marshall Fund of the
United States
Washington DC, USA



GUILLERMO DORRONSORO
Dean, University of Duesto
Bilbao, Spain
"What's Next, Bilbao" Panelist



JARMO ESKELINEN
CEO, Forum Virium Helsinki
Helsinki, Finland
"Urban Transformation" Panelist



FERNANDO ESPIGA
Business Transformation Director, Technalia
Bilbao, Spain
"Examining the DNA of Urban Innovation" Speaker



MATTHEW FREEMAN
President and Senior Consultant, TMI Consulting
Richmond, USA
Facilitator



ANA GARCIA
Project Manager, European Network of Living Labs
Brussels, Belgium
"Igniting an Innovation Culture" Panelist



GERALDINE GARDNER
Director, Urban and Regional Policy
The German Marshall Fund of the United States
Washington DC, USA



SIMON GILLES
Smart Technology Strategy and Intelligent Cities Lead
Accenture, London, UK
"What's Next, Bilbao" Panelist



ANITA HAIRSTON
Senior Associate for Transportation Policy, PolicyLink
Washington DC, USA
"Equity: Moving from Talk to Action" Leader



MATEU HERNANDEZ
CEO, Barcelona Global
Barcelona, Spain
"Global Engagement" Panelist



DAVID HOWARD
At-Large Council Member, Charlotte City Council
Charlotte, USA
"Global Engagement" Panelist



TIFFANY JANA
CEO, TMI Consulting
Richmond, USA
Facilitator



PILAR KALTZADA
Director General PK, SLS
Bilbao, Spain
"What's Next, Bilbao?" Moderator



JANET LAMKIN
President, Bank of America California
Los Angeles, USA
"Global Engagement" Scen setter and Panelist



MEI LING LIEM
Strategic Advisor, City of Amsterdam
Amsterdam, the Netherlands
"Global Engagement" Panelist



MIKE MAY
Director, Business Strategy, HUGE, Inc.
Washington, DC
"Creating a City's Global Brand" Leader



LEIGH MORAN
Senior Officer, Strategic Initiatives, the Calvery
Foundation, Bethesda USA
"Global Engagement" Panelist



ANYA OGORKIEWICZ
Managing Director, the Keryx Group
Warsaw, Poland
"Igniting an Innovation Culture" Panelist



PABLO OTAOLA
General Manager, Zorootzaurre Mgmt Commission
Bilbao, Spain
"Tensions in Urban Transformation" Speaker



MARC POTARD
International Project Director, IDOM
Bilbao, Spain
"Tensions in Urban Transformation" Speaker



JESÚS DE LA QUINTANA
Strategic Initiatives, Technalia
Bilbao, Spain
"Examining the DNA of Urban Innovation" Speaker



SEAN RANDOLPH
President and CEO, Bay Area Council Economic
Institute, San Francisco, USA
Igniting an Innovation Culture Breakout



RIP RAPSON
President, the Kresge Foundation
Troy, USA
"Urban Transformation" Panelist



CHRIS SCHILDT
Policy Associate, PolicyLink
Oakland, USA
"Equity: Moving from Talk to Action" Leader



ALLISON SEABROOKE
Chief Executive, Community Development Foundation
London, UK
"Urban Transformation" Panelist



MITCHELL SILVER
Parks Commissioner, City of New York
New York, USA
"Urban Transformation" Panelist



ANDREW TUCK
Editor, Monocle Magazine
London, UK
Plenary Panel Moderator



ALFONSO VEGARA
President, Fundacion Metropoli
Madrid, Spain
"What's Next, Bilbao?" Scen setter and Panelist



KATE WATTS
Managing Director, HUGE Inc.
Washington, DC
"Creating a City's Global Brand" Leader



ASTRID ZIEBARTH
Director, Immigration and Society, the German Marshall
Fund of the United States, Berlin, Germany
"Equity: Moving from Talk to Action" Leader

PARTICIPANTS

Andreas Addison - Civic Innovator, City of Richmond (Richmond, USA)

Juan Alayo - Urbanist (Getxo, Spain)

Andoni Aldekoa - CEO, Bilbao City Council (Bilbao, Spain)

Jen Algire - President and CEO, The Greater Clark Foundation (Winchester, USA)

Tonya Allen - President & CEO, Skillman Foundation (Detroit, USA)

Dean Almy - Chair, City of Austin Design Commission, University of Texas (Austin, USA)

Ibon Areso - Mayor, Bilbao City Council (Bilbao, Spain)

Heather Arnold - Director of Research & Analysis, Streetsense (Bethesda, USA)

Igor Arrien - Coordinator, Bilbao Ekintza - Bilbao City Council (Bilbao, Spain)

Xabier Arruza - Head, Eco- Technologies and Urban Solutions Dept, Bilbao Ekintza - Bilbao City Council (Bilbao, Spain)

Iñigo Arzac - Business Development Director, SABEResPODER (San Antonio, USA)

Lorenza Badiello - Director of EU Liaison Office, Regione Emilia Romagna (Brussels, Belgium)

Joseph Bankoff - Chair of the Sam Nunn School of International Affairs, Georgia Institute of Technology (Atlanta, USA)

Ibone Bengoetxea - Deputy Mayor for Culture & Education, Bilbao City Council (Bilbao, Spain)

Angela Blackwell - Founder and Chief Executive Officer, Policy Link (Oakland, USA)

Amy Bliss - Cultural Affairs Officer, Embassy of the United States of America (Madrid, Spain)

Denis Bocquet - Researcher, Ecoles des Ponts Paris Tech (Paris, France)

Léa Bodossian - Secretary General, Airport Regions Conference (Brussels, Belgium)

Luther Brewster - Chief, Division of Policy & Community Development, Florida International University (Miami, USA)

Ander Caballero Barturen - Delegate, Delegation of the Basque Country in the United States (New York, USA)

Carrie Carpenter - Senior Vice President, Mid-States Director of Public Affairs, RBS Citizens Financial Group (Cleveland, USA)

David Carter - Head of Planning & Growth Strategy, Birmingham City Council (Birmingham, United Kingdom)

Donald Carter - Director, Remaking Cities Institute, Carnegie Mellon University (Pittsburgh, USA)

Joe Cimperman - Councilperson, City of Cleveland (Cleveland, USA)

Matthew Clayson - Director, Detroit Creative Corridor Center (Detroit, USA)

Ajenai Clemmons - Policy Director, National Black Caucus of State Legislators (Washington DC, USA)

Claudia Colla - Legal and Policy Affairs Officer, European Commission (Brussels, Belgium)

Martine Combal - Local Redevelopment Authority Director, District of Columbia Office of the Deputy Mayor for Planning and Economic Development (Washington DC, USA)

Kevin Cottrell - Director - Transatlantic Leadership Initiatives, The German Marshall Fund of the United States (Washington DC, USA)

Ben Curran - Cabinet Member for Finance and Resources, Sheffield City Council (Sheffield, United Kingdom)

Nicole de Beaufort - Vice President/COO, Excellent Schools Detroit (Detroit, USA)

Julie Dietrich - Director of Special Projects and Initiatives, Widener University (Chester, USA)

Simona Dobrescu - Urban Planner, Water & Environment, Atkins Consulting (London, United Kingdom)

Karen Donfried - President, The German Marshall Fund of the United States (Washington DC, USA)

Christopher Dorle - SC2 Fellow, Detroit Program Management (Detroit, USA)

Guillermo Dorronsoro - Dean, University of Duesto (Bilbao, Spain)

Kimberly Driggins - Associate Director, Citywide Planning, Government of the District of Columbia (Washington DC, USA)

Don Edwards - CEO and Principal, Justice & Sustainability (Washington DC, USA)

Jarmo Eskelinen - CEO, Forum Virium Helsinki (Helsinki, Finland)

Kathleen Fox - SC2 Fellow, City of Youngstown (Youngstown, USA)

Kimberly Freeman - Assistant Dean for Diversity Initiatives and Community Relations, University of California, Los Angeles (Los Angeles, USA)

Ana Garcia - Project Manager, European Network of Living Labs (Brussels, Belgium)

Geraldine Gardner - Director - Urban and Regional Policy, The German Marshall Fund of the United States (Washington DC, USA)

Stephen Gerritson - Vice President, Economic Development Council of Seattle and King County (Seattle, USA)

Simon Giles - Smart Technology Strategy and Intelligent Cities Lead, Accenture (Atlanta, USA)

Zaklina Gligorijevic - Adviser, Urban Planning Institute of Belgrade (Belgrade, Serbia)

Teresa Gonzalez - Corporate Director, INNOBASQUE (Zamudio, Spain)

Toni Griffin - Urban Planner, The City College of New York (New York, USA)

Colleen Haggerty - Senior Vice President, Media Relations, Bank of America (Manhattan Beach, USA)

Anita Hairston - Senior Associate for Transportation Policy, Policy Link (Washington, USA)

Kwanza Hall - City Council Member, Atlanta City Council (Atlanta, USA)

David Howard - At-Large Council Member, Charlotte City Council (Charlotte, USA)

Debbi Iwig - Chief Financial Officer, The German Marshall Fund of the United States (Washington DC, USA)

Wendy Jackson - Deputy Director, Kresge Foundation (Troy, USA)

Saunteel Jenkins - Council Member, City of Detroit (Detroit, USA)

Helen Johnson - Program Officer, Kresge Foundation (Troy, USA)

Rita Justesen - Head of Planning, BY & Havn (Copenhagen, Denmark)

Pilar Kaltzada - Director General PK. , SL, Strategic Communication Consulting, Digital Strategy, and Institutional Relations (Bilbao, Spain)

Janice Karcher - Vice President, Economic Development, Flint and Genesee Chamber of Commerce (Flint Township, USA)

Lisa Katz - Executive Director, Workforce Intelligence Network for Southeast Michigan (Detroit, USA)

Brian Kennedy - Vice President for Strategic Services, Pittsburgh Technology Council (Pittsburgh, USA)

Tony Kennedy - Councillor, Sparkbrook, Birmingham City Council (Birmingham, United Kingdom)

Daniel Kinkead - Director of Projects, Detroit Future City (Detroit, USA)

Wiebke Küpper - Director, Oberfinanzdirektion Karlsruhe (Freiburg, Germany)

Janet Lamkin - President, Bank of America California, Bank of America (Los Angeles, USA)

José Lemos - Journalist, Freelance (Porto, Portugal)

Mei Ling Liem - Strategic Advisor, City of Amsterdam (Amsterdam, Netherlands)

Eduard Lineros - Director of Innovation, Knowledge Society, Barcelona City Council (Barcelona, Spain)

Anna Ljungdell - Mayor, Government of Nynasham Municipality, Sweden (Nynäshamn, Sweden)

Katherine Locker - Program Director, Detroit, John S. and James L. Knight Foundation (Detroit, USA)

Susan Longworth - Senior Business Economist, Community Development and Policy Studies, Federal Reserve Bank of Chicago (Chicago, USA)

Estibaliz Luengo Celaya - Director of Internationalization, Bilbao Ekintza -- Bilbao City Council (Bilbao, Spain)

Veronica Marin - Associate Professor, Universitatea de Arhitectură și Urbanism Ion Mincu din București (Bucharest, Romania)

Oihane Martinez - Councillor, Bilbao City Council (Bilbao, Spain)

Mike May - Director, Business Strategy, Huge, Inc. (Washington, USA)

James Mejia - CEO, Mejia Associates (Denver, USA)

Joel Mills - Director, Communities by Design, American Institute of Architects (Washington, USA)

Toni Moceri - County Commissioner, Macomb County (Mount Clemens, USA)

Blazej Moder - Representative of the Mayor for the New Center od Lodz Program, The City of Lodz Office (Lodz, Poland)

Gretchen Moore - SC2 Fellow - Community Engagement, Fresno Downtown Partnership (Fresno, USA)

Leigh Moran - Senior Officer, Strategic Initiatives, Calvert Foundation (Bethesda, USA)

Samuel Morrissey - City Traffic Engineer, City of Santa Monica, California (Santa Monica, USA)

André Müller - Research Coordinator, Senior Adviser & Urban Energies Team Leader, Bundesinstitut für Bau- Stadt- und Raumforschung (Bonn, Germany)

Zoe Nubla - Spokeswoman Popular Party, Barakaldo City Council (Barakaldo, Spain)

Anya Ogorkiewicz - Managing Director, The Keryx Group (Warsaw, Poland)

Paul Ortega - Director, Agencia Vasca de Cooperación para el Desarrollo (Vitoria-Gasteiz, Spain)

Pablo Otaola - General Manager, Zorrotzaurre Management Commission (Bilbao, Spain)

Ali Ercan Özgür - Managing Director, IDEMA (Istanbul, Turkey)

Carlos Palacio - Public Sector-Head, Accenture (Madrid, Spain)

Sean Randolph - President & CEO, Bay Area Council Economic Institute (San Francisco, USA)

Rip Rapson - President, Kresge Foundation (Troy, USA)

Joel Ratner - President, Neighborhood Progress (Cleveland, USA)

Lynette Rawlings - Senior Consultant, The Urban Institute, Executive Office of Research, Urban Institute (Washington, USA)

Jay Readey - Attorney, Chicago Lawyers' Committee for Civil Rights Under Law (Chicago, USA)

Jon Recacoechea - Fund Manager, Fineco - Kutxabank (Bilbao, Spain)

Richard Roberts - Managing Director, Red Stone Equity Partners (New York, USA)

Matteo Robiglio - Founder and CEO, TRA srl (Turin, Italy)

Chris Ronayne - President, University Circle Incorporated (Cleveland, USA)

Eva Salcedo - Director Business Promotion & Trade, Bilbao Ekintza - Bilbao City Council (Bilbao, Spain)

Maria Jose Sanz Jimenez - Partner and Director of Bilbao Delegation, Accenture (Madrid, Spain)

Nora Sarasola - Director, Bilbao Ekintza - Bilbao City Council (Bilbao, Spain)

Nichole Saulsberry-Scarboro - Project Manager, City of Memphis (Memphis, USA)

Douglas Scarboro - Executive Director, Office of Talent and Human Capital, City of Memphis (Memphis, USA)

Chris Schildt - Program Associate, Policy Link (Oakland, USA)

Dru Schmidt-Perkins - Executive Director, 1000 Friends of Maryland (Baltimore, USA)

Alison Seabrooke - Chief Executive, Community Development Foundation (London, United Kingdom)

Gerard Segú López - Mayor, Santa Coloma de Cervello City Council (Santa Coloma de Cervello, Spain)

Mitchell Silver - Parks Commissioner, City of New York (New York, USA)

Nathaniel Smith - Director, Emory University Center for Community Partners (Decatur, USA)

Scot Spencer - Associate Director for Advocacy and Influence, Annie E. Casey Foundation (Baltimore, USA)

Matteo Tabasso - Project Manager, SiTI (Torino, Italy)

Andrew Tuck - Editor, Monocle (London, United Kingdom)

Alfonso Vegara - President, Fundación Metropoli (Madrid, Spain)

Jose Villate - General Manager, INNOBASQUE (Zamudio, Spain)

Anamaria Vrabie - Co-founder, Creative Room (Bucharest, Romania)

Arlene Watson - Principal and Creative Director, Mobius Grey (Cleveland, USA)

Kate Watts - Managing Director, Huge, Inc. (Washington DC, USA)

Astrid Ziebarth - Director - Migration and Society, The German Marshall Fund of the United States (Berlin, Germany)

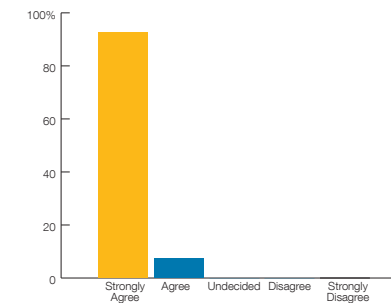
Jess Zimbabwe - Executive Director, Rose Center for Public Leadership in Land Use, Urban Land Institute (Washington, USA)

Alazne Zugazaga Rossi - Technician, Bilbao Ekintza -- Bilbao City Council (Bilbao, Spain)

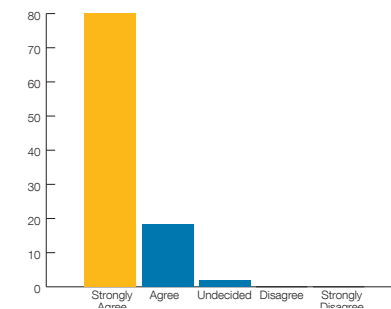
PARTICIPANT EVALUATION

All participants were asked to complete a post-convening survey via the BUILDConnect app. The results demonstrate the event's success in addressing important themes through GMF's transatlantic lens.

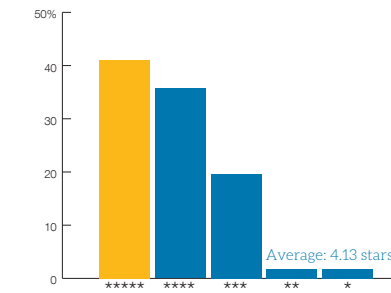
I would be interested in attending another BUILD event.



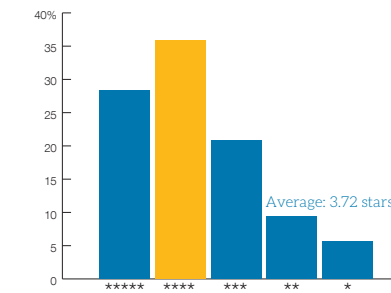
I benefited from the intellectual exchange during the event.



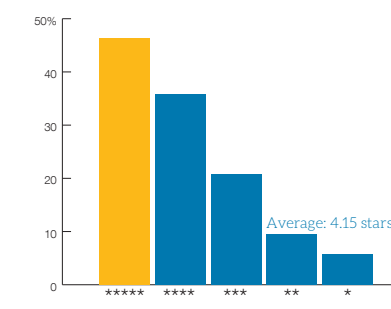
BUILD helped deepen my understanding of equity and inclusion



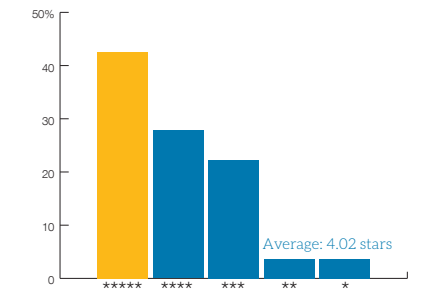
BUILD helped deepen my understanding of innovation.



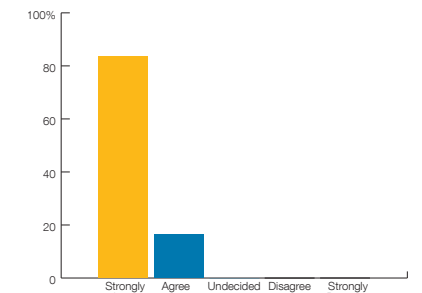
BUILD helped deepen my understanding of global engagement.



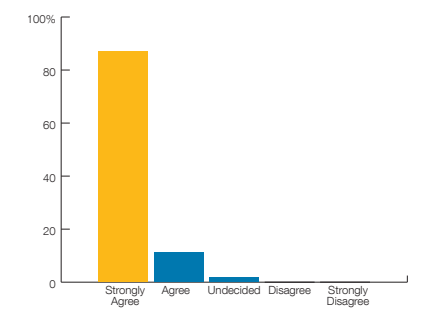
BUILD helped deepen my understanding of approaches to leadership



Transatlantic peer-to-peer learning was important to my experience



I developed contacts of value to my future work.



BUILD SUPPORTERS

GENERAL SUPPORT PROVIDED BY



TRAVEL SCHOLARSHIPS PROVIDED BY



