

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



URBAN • INNOVATION • LEADERSHIP • DIALOGUES



2017



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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 contributes research and analysis and convenes leaders on transatlantic issues relevant to policymakers. GMF offers rising leaders opportunities to develop their skills and networks through transatlantic exchange, and supports civil society in the Balkans and Black Sea regions by fostering democratic initiatives, rule of law, and regional cooperation.

Founded in 1972 as a non-partisan, non-profit organization through a gift from Germany as a permanent memorial to Marshall Plan assistance, GMF maintains a strong presence on both sides of the Atlantic. 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, and Stockholm.

The logo for the German Marshall Fund (GMF) is displayed within a thin black rectangular border. It consists of the letters 'G', 'M', and 'F' in a dark blue, serif font, separated by vertical bars.

GMF Urban and Regional Policy Program

GMF's Urban and Regional Policy Program (URP) supports leaders, policymakers, and practitioners in the United States and Europe by facilitating the transatlantic exchange of knowledge for building inclusive, sustainable, and globally engaged cities. URP works to:

- Connect local leaders in a transatlantic network that exchanges knowledge and innovative solutions;
- Coach the network in translating new ideas to their city's unique context;
- Champion the successes of the network by highlighting individual innovations and new models.

URP works in selected cities in the United States and Europe that share a set of common challenges and desire to explore solutions through transatlantic exchange. URP actively stewards transatlantic initiatives that explore key issues through high-impact gatherings, peer exchanges, and applied research. URP has an extensive and successful history of working cooperatively with public, private, and nongovernmental leaders to apply these insights to improve local and regional policies and programs. In addition to supporting policy innovation, URP activities also support individual participants in expanding their transatlantic network, growing their policy expertise, and developing their leadership skills.

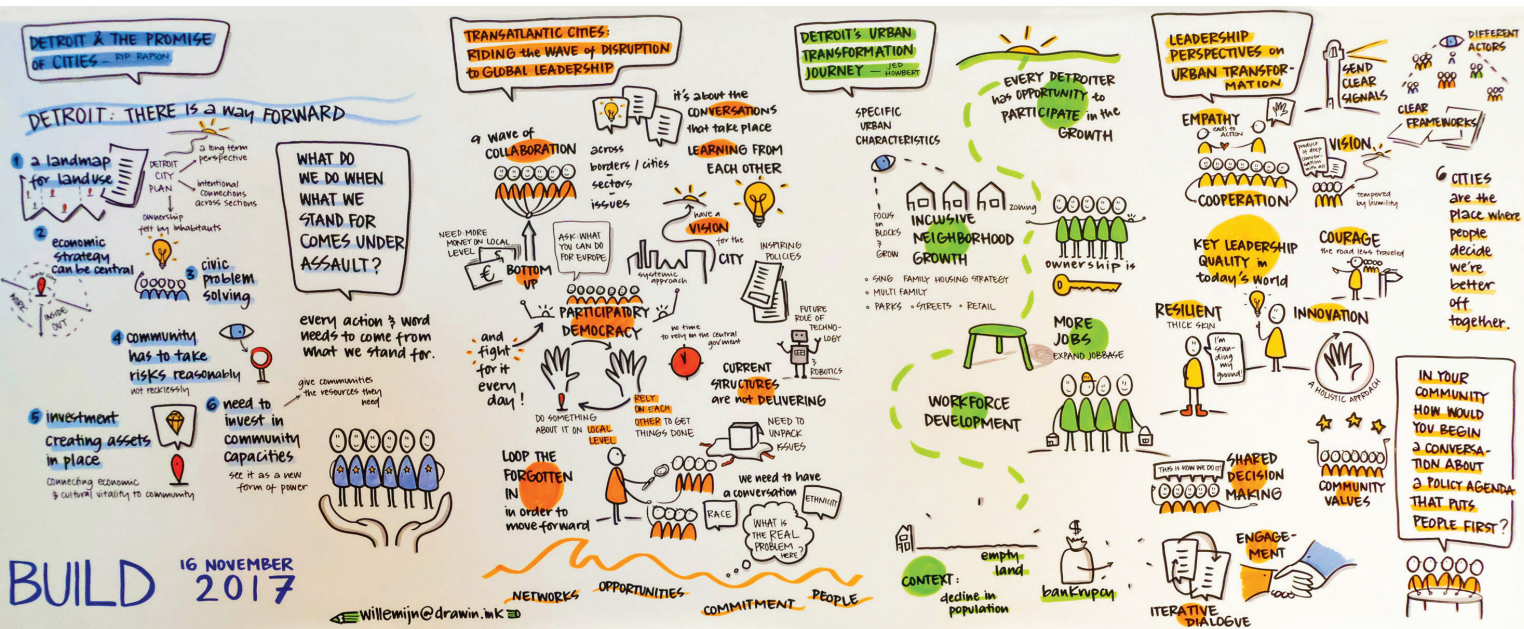
Efficient

Seamless

Lessons

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INTRODUCTION

The German Marshall Fund of the United States (GMF), in partnership with the City of Bilbao, the Kresge Foundation, and the City of Detroit was pleased to host the fourth edition of BUILD from November 15-17, 2017 in Detroit, Michigan.



BUILD 2017

BUILD 2017 highlighted how transatlantic cities have proven resilient despite disruptive dynamics challenging established paradigms in the global political and economic order. While there is a greater urgency to respond to challenges at home, there is also an increased opportunity for cities to play a more prominent role on the global

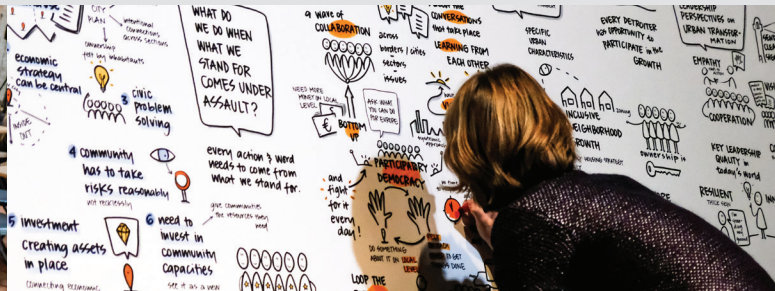
stage by advancing sustainability, economic inclusion, security, and democracy. BUILD 2017 reflected on the role that cities and regions can play in the broader transatlantic relationship via new local diplomacy efforts and by reflecting our transatlantic values of democracy, freedom, and justice. The dialogue at BUILD continued to explore the intersection of policy and leadership in urban transformation by lifting up breakthroughs in transatlantic cities and stewarding in-depth discussions of pressing policy issues from inclusive and sustainable growth to mobility and demographic change.

Agenda Overview

At BUILD 2017, participants:

- Increased their fluency in the global trends impacting transatlantic cities in the wake of disruptions
- Unpacked and discussed policy themes related to urban transformation on a multitude of topics
- Engaged in leadership practice sessions designed to impart new skills to enhance their professional and personal ability to lead change
- Built their transatlantic network through structured peer learning and casual networking
- Submitted plans of action as a result of lessons learned from BUILD sessions.

The 2017 agenda offered a mix of inspiring plenary dialogue, policy and leadership breakout sessions, casual networking, and an exploration of the City of Detroit.



BUILD 2017 began with a reception held at the Detroit Institute of Arts, Rivera Court. The room features a 27 panel fresco mural of Detroit's manufacturing history and labor force of the 1930s by Mexican artist, Diego Rivera. The venue served as the perfect setting for starting the conversation about urban transformation at BUILD. The City of Detroit's Chief of Staff, Alexis Wiley; President of GMF, Karen Donfried; and General Director of Bilbao Ekintza, Nora Sarasola gave opening remarks on the vision for Detroit and the transatlantic relationship of cities respectively.

The plenary sessions provided a space for critical discussion on how transatlantic cities can rise above the wave of disruption to global leadership while delivering on a local agenda of sustainability, inclusion, and innovation. Daily breakout workshops dove deeper into the frontline issues and addressed both the policy dimensions and leadership practices to support participants in translating ideas into action. BUILD's host city of Detroit provided a compelling case study of urban transformation that is driven by a people-first agenda, rooted in the city's DNA of innovation, and is ready for global engagement. Tabletop dialogues

throughout the conference encouraged BUILD participants to think critically and realistically about what it means for cities to be the drivers of change. After two and a half days of dialogue and exchange, BUILD concluded with a closing celebration in the heart of Detroit's downtown.

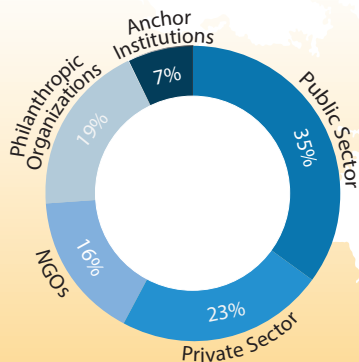
BUILD 2017 included Locally Hosted Dinners and the BUILD Breakfast for the first time. The BUILD Locally Hosted Dinners provided the opportunity for participants to sign up for small, themed breakout dinners hosted by Detroit locals on the evening of Thursday, November 16. The dinner themes included an exploration of ways that citizens can rebuild their own communities in cities with very few resources, cities as working labs for multi-modal transit, and strategies currently in place in Detroit to include communities of color in Detroit's economic revival.

Friday's BUILD Breakfast offered additional opportunities for participants to share innovations and best practices with their colleagues. Six BUILD participants hosted table discussions and shared information about their work on affordable housing dispatches, deliberative democracy, adaptive reuse, smart cities, community based waste disposal, and micropolitan workforce development.

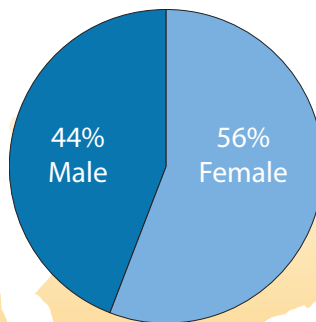
BUILD NETWORK

BUILD's 160 participants came to Detroit from 15 countries, and 60 cities, our largest BUILD yet. 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 impact of urban innovation on the people, places, and economies of transatlantic cities. BUILD 2017 hosted the largest representation from the philanthropic sector in comparison to past years of BUILD. Women were also in the majority at BUILD with 56 percent in attendance in comparison to 44 percent men. Of all the participants, 64 percent were new to BUILD.

By Sector



By Gender



By Seniority



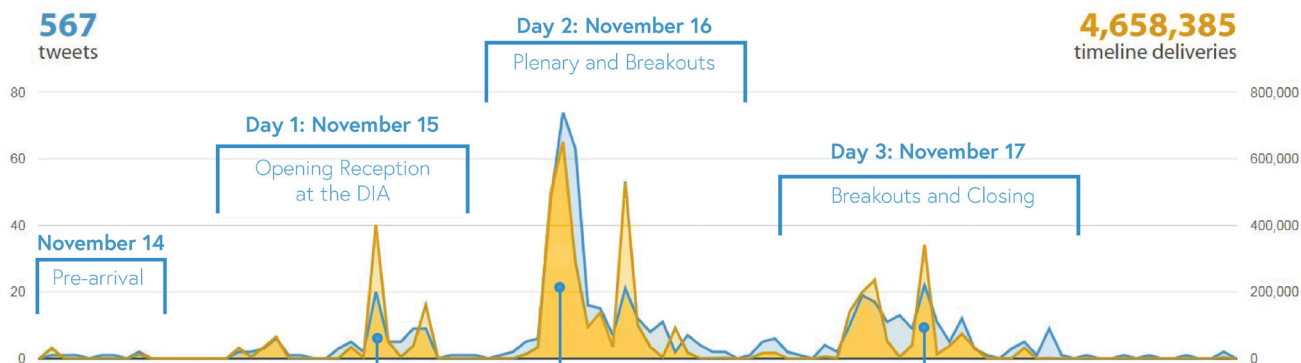
By Geography



BUILD 2017 SOCIAL FOOTPRINT

Social Footprint

Many BUILD participants used Twitter and Instagram before, during, and after the event to spread the word and share insights. Through social media, participants shared the multiple venues of BUILD 2017 in Detroit, echoed powerful statements from speakers, and expressed their thoughts and perspectives on the policies, ideas, and processes shared throughout the sessions. Over the course of BUILD, participants generated 567 tweets that reached 4,658,385 timelines. A total of 141 unique contributors posted using #GMFBUILD with over 20 tweets with over 400,000 timeline deliveries on Day 1 of BUILD. Day 2 picked up additional energy with 75 tweets at its peak with over 650,000 timeline deliveries. Day 3 closed out with multiple waves of 20 tweets with timeline deliveries around 300,000. The most influential tweeters included The Washington Posts' Jonathan Capehart and MSNBC's Richard Lui, and top tweeters included Stewart Sarkozy-Banoczy and Kim Driggins each tweeting on more than 25 separate occasions during the course of BUILD.



Rodney Harrell, PhD: "Learning from mistakes can be as valuable as learning from best practices" This quote from a European community leader is my favorite one so far. #GMFBUILD

Ethan Guy: Great Day 2 of #GMFBUILD thanks @gmfus for discussion on the importance of race, equity, & engagement in sustainability planning.

Participant Networking

To help connect participants to each other, to the conference agenda, and to related content, BUILD used a mobile device application called BUILDConnect through SpotMe. The application enabled engagement for participants through business card exchanges, access to documents, message exchanges, notifications, notetaking, question-asking, survey-taking, and many other interactive features. The use of the application further contributed to a modern dimension of engagement and networking.

Business Cards Exchanged: **3,504**

Messages Sent: **1,306**

Notes Written: **52**

Total Session Views: **4,804**

BUILDING BIG IDEAS: INSIGHTS

Throughout the BUILD 2017 program, speakers discussed the challenges and disruptions cities are facing as they tackle economic development, social cohesion, and global connectivity within the current political climate. While the level and types of disruption across transatlantic cities have varied, BUILD's 2017 theme of focusing on cities as agents of change unfolded into applicable lessons and a need for engagement across cities in Europe and the United States



Geraldine Gardner, Director of Urban and Regional Policy at the GMF began BUILD 2017 with her Official Welcome and Opening Remarks.

"We started BUILD four years ago as an experiment to bring together two of GMF's core competencies: leadership development and policy analysis and to focus this on cities and regions. We have proven that BUILD is a valuable gathering and there is a need to for this type of dialogue and exchange."

She argued that working toward meaningful outcomes and action is a cornerstone of the approach to BUILD and the Urban and Regional Policy Program at GMF. Ultimately, BUILD is a venue to discuss, debate, and learn from each other.

Plenary Panel Transatlantic Cities: Riding the Wave of Disruption to Global Leadership

The first plenary session of BUILD 2017 reflected on the 70th anniversary of the Marshall Plan and the shared values across cities that underpin the transatlantic relationship. Most importantly the dialogue explored how cities are on

the frontlines of the challenges to our democratic values while being the best opportunity to defend of them. The conversation delved into the events over the last few years that have given way to disruptive forces within



FROM PLENARY SPEAKERS

global leadership, particularly the rise of populism. Throughout the conversation, panelists alluded to the impact of momentous events in recent transatlantic history that are brewing national level conversations about major issues, but are furthermore causing reactionary change at the local level. The speakers across the panel discussed the limitations of national politics and political structures to serve citizen needs, and stressed the need for participatory democracy and the reality of globalization's pervasiveness at the national level. As the conversation shifted to the role of local leaders, panelists highlighted the ability of cities' to collaborate in order to drive "change by exchange" and take advantage of stronger citizen engagement to make sure forgotten populations are not left behind.

Throughout the BUILD 2017 program, speakers focused on discussing the challenges and disruptions cities are facing as they tackle economic development, social cohesion, and global connectivity within the current political climate. While the level of

types of disruption across transatlantic cities have varied, BUILD's 2017 theme of focusing on cities as agents of change unfolded into applicable lessons and a need for engagement across cities in Europe and the U.S.

Karen Donfried, President of The German Marshall Fund of the United States

"I think all of us are trying to understand this phenomenon of populism and what is really fueling these trends across all of our countries. ... Across all of our countries something is happening and we have wide swaths of our citizens who feel that current structures are not delivering for them."

Emil Boc, Mayor of Cluj-Napoca, Romania

"From my point of view there is a need to move from representative democracy to participatory democracy, what does that mean? Not to give voice to the people every one or two years for elections, let's do it everyday."

Jonathan Capehart,

Journalist and Editorial Board Member, Washington Post and Contributor, MSNBC

"What election results across the country are showing, that after Election Day 2016, a lot of Americans realize that you have to fight for democracy everyday. People are realizing that if they don't like what's happening at the national level they can do something about it at the local level."

Lenio, Myrivili,

Deputy Mayor, City of Athens, Greece

"Cities are reaching across borders more and more to try to find support for each other and create networks that can pull resources, teach, and share knowledge in policy making."



FROM PLENARY SPEAKERS

Bettina Van Suntum, Head of Leipzig 2020 Strategy Implementation Project, City of Leipzig

"Our vibrant growth now exists because all of the people that had responsibility for the city believed in long term vision, that the city is a place for creative people which has a good future."



Nora Sarasola, General Director, Bilbao Ekintza

"Concrete action must also have a common vision of different stakeholders of the city and social economies. Cohesion must be done with good governance, which remains a key point in our case."

Maurice Cox, Director, Planning and Development Department, City of Detroit

"We are faced with some really audacious challenges, that don't have easy answers, so it requires courage on all parts- the courage of civic government and community leaders and residents to be courageous. We know that a lot of things that we have tried haven't been up to the challenge. Everyday we have to muster up the courage to dare to try something different."



Ashley Swearengin, President and CEO, Central Valley Community Foundation, Former Mayor of Fresno, California

"We knew we needed to institutionalize change and the way we did that was through policy. It took seven years, but it was a community driven process and we adopted a new massive general plan that then required rewriting our 60 year old development codes to be in alignment with that plan and then rezoning the entire city."



TABLE TOP DIALOGUE INSIGHTS



After listening to two panel discussions, GMF turned over the dialogue to the participants in the form of a tabletop dialogue during the opening plenary session. The opportunity for small group dialogue is a key aspect of the BUILD approach in order to share insights and

build relationships. Using conference technology by SpotMe, participants typed discussion notes into the conference application and then GMF staff synthesized insights from across the individual discussion groups. Here are a few impressions from the dialogue:

From a transatlantic perspective, what can we realistically expect from cities and regions in delivering a progressive agenda that has a global influence?

Commitment to sharing experiences, outcomes and lessons learned from both success and failure

Transformational platforms and networks for global leaders to collaborate and share best practices.

Connecting neighborhoods to neighborhoods to find, replicate, and scale up success strategies

Cross national opportunity to tee up and pooling resources

Development of transferable policies

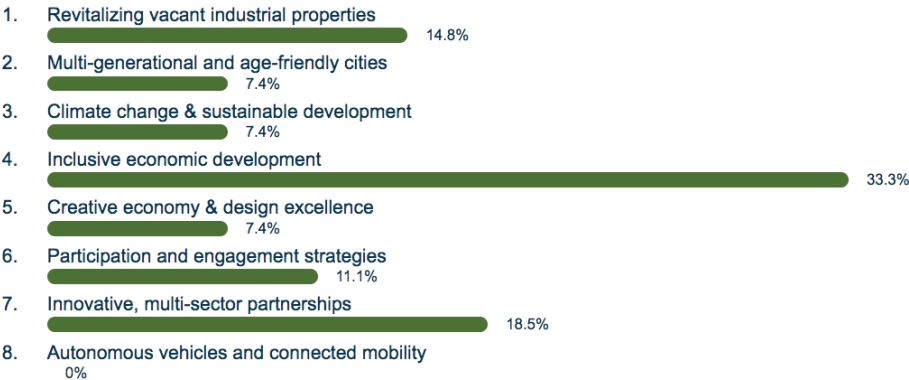
Function as laboratories for innovation, awareness, policy-making, and change



In your community how would you begin a conversation about a policy agenda that puts people first? Who would you engage in the process?

How?	Shared decision-making, with formal and informal strategies to involve people	Participatory budget and community input: Starting where people are	Providing education of the role each party plays in accomplishing change
With Whom?	Private sector & civil society	Multi-generations & underserved populations	Rural and urban facilitators and activists

Which of the following BUILD breakout session topics should we prioritize for transatlantic dialogue?



SPOTLIGHT ON DETROIT

The city of Detroit served as an ideal host for the first BUILD in the United States: a city with a history that reflects the challenges and the triumphs shared by cities on both sides of the Atlantic. A city that is willing to take risks and make bold decisions to shape its future. And a city still facing many pressing challenges on how to grow equitably and sustainably. Plenary speakers from Detroit set the scene for our engagement by highlighting the city's journey from a thriving economic engine during World War II to the population loss in the post war period that shaped the city's decline and now its emerging comeback. The plenary remarks gave participants a glimpse into the recent successes of philanthropic innovation and government action to guide the city's transformation. The conversation deepened in locally themed breakout sessions, called BUILD Labs, that were co-developed with the city of Detroit and challenged participants to roll up their sleeves, explore, and brainstorm.



Alexis Wiley, Chief of Staff, Mayor's Office, City of Detroit

Alexis Wiley welcomes the BUILD cohort and gives opening remarks on the recently re-elected Mayor Duggan's vision for Detroit.

Rip Rapson, President of the Kresge Foundation kicked off the conference with his opening keynote to frame Detroit's journey within the BUILD themes of urban transformation – sustainability, equity and inclusion, and global engagement. He shared the lessons learned from Detroit and Kresge's experience as a first impulse into the discussions of BUILD 2017.

"All too often Detroit is dismissed as *sui generis*, one of a kind, with little to teach other cities either here or in Europe. I would suggest however that is just too easy of a response. It is a place with powerful lessons to impart to other cities."

Jed Howbert, Group Executive Planning, Housing and Development, City of Detroit, Mayor's Office

"The challenge here is in the midst of stimulating growth and creating a more stable environment with city provided services, can we get the water to boil without boiling over and leading to some of the displacement issues that other cities are seeing."



LABS

BUILD Lab: Tactical Preservation for Detroit's Industrial Legacy

Today there are more than 66,000 vacant buildings scattered across the city of Detroit and over 6.1 square miles of vacant industrial sites. Too readily associated with conditions of blight and urban decline, high vacancy rates have led local governments to consider a "Tactical Preservation" approach. If managed properly, these innovative, phased, and temporary approaches can serve as a catalyst to reactivate sites and reimagine the city's industrial legacy. This BUILD Lab session, in partnership with the City of Detroit and DTE Energy, focused on the iconic Conners Creek Power Plant, a decommissioned power plant with 400,000 square feet of re-developable space and underutilized 75-acre industrial property along the Detroit riverfront. The Lab leveraged an international network of 42 policymakers, architects, urban planners, and practitioners to reimagine one particular space in the Conners Creek Power Plant and brainstorm on-site tactical preservation strategies that could spur further development throughout the main buildings and the site in general. Through an ideation exercise, BUILD Lab participants, divided into six groups, identified different strategies, with converging and overlapping ideas on many aspects and attributes. Through weighing strengths and weaknesses of the site, participants found that tactical preservation can be a way to focus on and honor the past, and capitalize on the assets and opportunities in the present to move to the future. Concepts from the ideation

exercise included using the structure for the training and production of renewable energy, activating the site and promoting start-ups and the green economy, event space for concerts and festivals, a panoramic restaurant, a brewery or distillery, indoor sports, makerspace, and co-working and manufacturing space among others. As these inputs from the session are shared with the property owner in their ongoing exploration of options, it is clear a destination like this could become a source of identity and local pride for the area and the city residents.



- **Kimberly Driggins**, Director of Strategic Planning, City of Detroit Planning and Development Department
- **Kirk McGinn**, Manager Construction, DTE Energy
- **Cassi Meitl**, Program Manager Public Affairs, DTE Energy
- **Nancy Moody**, Vice President of Public Affairs, DTE Energy
- **Matteo Robiglio**, Architect and Researcher, Politecnico di Torino
- **Jacqueline Taylor**, Lead Historian/Cultural Landscape Specialist, Department of Planning and Development, City of Detroit
- **Matthew Freeman**, Founding Principal and Senior Consultant, TMI Consulting
- **Irene Garcia**, Program Officer, The German Marshall Fund of the United States

SPOTLIGHT ON DETROIT

BUILD Lab: Using Design to Drive Change

Design and innovation are fundamental to Detroit's past, present and future. In recognition of this, it has become the first U.S. city to receive the "City of Design" designation from the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2015; one of the main initiatives is the creation of creative economy strategy to achieve sustainable urban development, social inclusion, and cultural vibrancy. The session provided exploration through experiential site visits, expert engagement, and group discussion in order to learn more about Detroit's process for building a strategy around the UNESCO designation and how creative businesses and institutions are working towards equitable growth in Detroit. Participants toured Platform, a private real estate

firm focused on equitable development within the famed Fisher Building in Detroit. After Platform, participants explored the pipeline for education at the College for Creative Studies and the Henry Ford Academy. The final site visit was a small scale manufacturing business called Shinola. The conversation unfolded into the ways that arts, culture and the creative economy create opportunity, community, and innovation in different transatlantic cities.

- **Jordi Albareda**, Founder, Fair Saturday
- **Abir Ali**, Director of Design and Culture at the Platform
- **Kimberly Driggins**, Director of Strategic Planning, City of Detroit Planning and Development Department
- **Jen Guarino**, Manufacturing Vice President, Shinola
- **Maria Luisa Rossi**, Chair MFA Integrated Design, College for Creative Studies
- **Olga Stella**, Executive Director, Detroit Creative Corridor Center (DC3)



BREAKOUT DIALOGUES



FLOWS

Inclusive Economic Development: Aligning Jobs, Skills, and Pay

The transition to an inclusive economy, society, and built environment in transatlantic cities has been a cornerstone of BUILD programming. This session extrapolated on GMF's prior work in this area by exploring how metro regions can develop a more inclusive and equitable economic development model that takes into consideration not just the development of jobs and the skills needed to fill the jobs, but quality work and pay as well. Using Detroit and Bilbao as case studies, this session presented original analysis by JustJobs that explored key employment, wage, and skill indicators for each city to better understand the challenges in aligning jobs, skills and pay. Participants then joined in an interactive discussion about whether (and how) the JustJobs data findings relate to their local context; for example how cities can better align jobs, skills, and pay in their economic development initiatives taking into consideration limitations

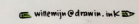
associated with governance, regulations, and capacity. While participants acknowledged the need to address these three issues collectively, they were keen to point out that ultimately, when thinking about the intersection of jobs, skills, and wages, we must also include health, housing, education, childcare and transportation in promoting inclusive economies. Inputs from this discussion have informed GMF's new transatlantic task force on inclusive economic development.

- **Greg Randolph**, Executive Vice President, JustJobs Network
- **Jed Howbert**, Group Executive Planning, Housing and Development, City of Detroit, Mayor's Office
- **Jeff Donofrio**, Executive Director of Workforce Development, Jobs and Economy Team, City of Detroit, Mayor's Office
- **Nora Sarasola Irizar**, General Director, Bilbao Ekintza
- **Dr. Anne Marie Brady**, Program Officer, The German Marshall Fund of the United State

BREAKOUT DIALOGUES

Cities around the world are becoming pioneers in promoting sustainable development and equitable economic growth. The commitment to ambitious local sustainability agendas involves moving away from a framework of top-down processes and vertical business-models to engagement with a range of stakeholders relevant to local climate and energy actions such as civil society, academia, the private sector, and local governments. Such engagement allows for the development of new principles and business models which address basic needs for the energy transition such as transport, energy, health, and housing in a sustainable and inclusive way. In this session, BUILD participants reflected on what cities need to take into account to meet their ambitious sustainability goals in a successful way. Organized around the three building blocks, the session was divided into understanding the tactical, operational, and reflexive elements of climate and energy action at the local level through insights and storytelling from experts in the field. For the tactical block of establishing a vision, participants concluded that there is a need for political leadership to align goals and strategies, an approach with intermediate steps towards such goals, an analysis of capacity with an emphasis on equity and resilience, and active engagement to sustain momentum for a cultural shift. For operationalizing vision,

- **Ethan Guy**, Acting Chief Resilience Officer, City of Oakland, California
- **Steffen Lenze**, Senior Land-Use Planner, Department of Planning, City of Essen, Germany
- **Lykke Leonardsen**, Head of Program, Resilient and Sustainable City Solutions, City of Copenhagen, Denmark
- **Dale Medearis**, Senior Environmental Planner, Environmental and Planning Services, Northern Virginia Regional Commission
- **Camilla Seth**, Executive Director of Sustainable Finance at JP Morgan Chase & Co.
- **Irene Garcia**, Program Officer, The German Marshall Fund of the United States





How Autonomous Vehicles can Improve your Urban Life

With all the buzz around autonomous vehicles (AV), city leaders in Europe and the United States are in the midst of navigating how this technology can positively shape their city's mobility future. From cars and shuttles to trains and street sweepers, U.S. and European cities are looking at creative ways to deploy this technology in safe and manageable ways. This session explored ways in which AV can support city priorities around congestion, climate change, equity, and safety. Participants gained an understanding of AV deployments in European and U.S. cities as well as various strategies that urban leaders can adopt in order to achieve specific policy goals tied to AV adoption. The session first provided BUILD participants with an overview of the state of AV technology through case studies from both sides of the Atlantic that emphasizes deployments in rideshare, shuttles, and other urban modes. A panel of city leaders further built on the discussion by presenting their own city's approach to

identifying the specific policy priorities including safety, congestion, and mitigation and sharing the approaches they have taken toward AV adoption. Through roundtable discussions participants explored how they would structure their city's AV strategy to achieve their particular policy goal, and identified stakeholders who would need to be involved. Participants debated between the role that private and public sectors currently play and should play in terms of risk bearing, the digital divide, and labor markets. The insights from this breakout workshop will inform GMF's approach to developing new transatlantic programming at the intersection of urban mobility and technology.

- **Alisyn Malek** COO, May Mobility
- **Leah Treat**, Transportation Director City of Portland, Oregon
- **Henriette Van Eijl**, European Commission DG Move
- **Mark de la Vergne**, Chief of Mobility, City of Detroit, Michigan
- **David Zipper**, Fellow, The German Marshall Fund of the United States

BREAKOUT DIALOGUES

VOICES

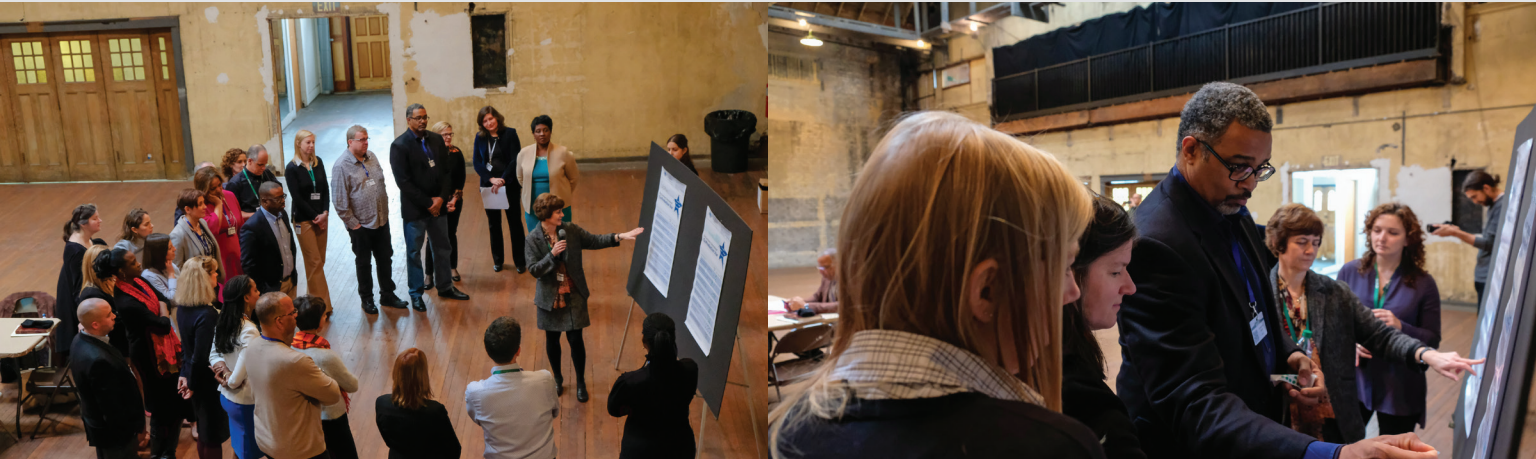
Joining Forces: Philanthropic Partnerships for Transformative Change

Cross-sector collaborations that engage philanthropy are key to advancing sustainable, resilient, and inclusive growth in transatlantic cities of all types. Yet, effective and innovative partnerships that lead to transformative change are still too scarce and can seem undefined or vague. Leveraging the insights of BUILD participants the session built upon findings related to the challenges and success factors behind effective partnerships. The breakout furthered the discussion initiated at a recent European Foundation Centre Funders Forum on Sustainable Cities (FFSC) workshop around cross-sector partnerships at the local level. Participants took part in two consecutive “hybrid hacks” to rethink and define what they understand as a partnership and then operationalized on their shared understanding of a partnership. Through the first hybrid hack, partnerships were understood to be composed of units that have different shapes and capacities that willingly come together to achieve an overarching goal or vision. One of the key features highlighted as essential to a partnership and often insufficiently addressed, was the difference and tension in the size, capacity, and roles of the different members of a partnership. While such differences are inherent to partnerships, these often relate to power dynamics that often go unaddressed and can impact the effectiveness of joint efforts. In the second hybrid hack, participants were challenged to come up with concrete tools, processes, and structures that

could contribute to their understanding of an effective partnership. Some groups designed comprehensive recipes and matrices for effective partnership building, while others focused on more specific initiatives around which they ideated reinforcing processes or structures. Within these broader ideas participants highlighted small process tools or practices that can help make partnerships more effective. The ideas, designs, and discussions are being carried forward by GMF and the European Foundation Centre’s Funders Forum on Sustainable Cities (FFSC) in future convenings, where these will be refined and explored further, with the aim of turning ideas into action through pilot initiatives involving the cross-sector participants and organizations who have contributed to the process.

- **Jennifer Fitzsimons**, Thematic Networks Coordinator, Funders Forum on Sustainable Cities, European Foundation Centre
- **Neal Hegarty**, Vice President of Programs, Charles Stewart Mott Foundation, and Member, Funders Forum on Sustainable Cities
- **Stewart Sarkozy-Banoczy**, Principal, Precovery Labs





Neighborhoods Rising: Co-collaboration as an Antidote to Apathy?

The exclusion of neighborhood voices from city-level decision-making processes is an all too familiar reality in both U.S. and European cities, leading in some cases to apathy, mistrust, and disengagement from civic life. Drawing on models of co-collaboration—in this instance co-production, co-creation and co-city—this session explored how each model works and whether the underlying mechanisms are in place to counter apathy and lack of trust in neighborhoods through new forms of engagement. It is uncontested that cities need to include citizens in policymaking and the decision-making process. But this is typically done through meetings hosted by city offices and officials to inform citizens of planned changes with the opportunity for residents to comment. The problem with such approaches is that they seek participation through input from local residents but do

not seek to foster a co-creation environment where the resident is a central part of the design and implementation process for budgets, programs, and policies. The three models discussed were not about "participation" by local residents, but about how cities work with residents to co-create solutions to social disadvantage in neighborhoods from a transatlantic perspective. Through discussion, BUILD participants reflected on how the different co-collaboration models could be implemented in their cities, including exploring limitations and challenges with such approaches to civic engagement.

- **Tanya Renee James**, Executive Director, Central City Renaissance Alliance
- **Dr. Elke Loeffler**, Chief Executive, Governance International
- **Alicia Bonner Ness**, Senior Advisor and Designer, Co-City
- **Dr. Anne Marie Brady**, Program Officer, The German Marshall Fund of the United States

BREAKOUT DIALOGUES

Multigenerational Cities: Aging as Innovation

In order to thrive in the 21st century, transatlantic cities need to adapt to, and harness, the intersecting global trends of demographic change and urbanization. This BUILD session in collaboration with AARP, helped local leaders disrupt their understanding of aging in the context of city space, economy, and society. Participants learned about the importance of building multigenerational cities, shared examples and thoughts around policies, plans, and practices that contribute to age-friendly cities, and challenged each other to visualize how they could disrupt aging in the context of their own cities. AARP's Livability Index, an innovative framework, was showcased to participants as a practical and adaptable tool to understand and find policy solutions to contribute to making more livable communities from a multigenerational perspective. Based on an integrated, comprehensive, and adaptable understanding of livability, the tool allows residents, stakeholders, and policymakers alike to measure the livability of a city or neighborhood, and inform themselves of policy solutions for improvement. An interactive panel discussion further engaged experts in the different key facets of multigenerational livability in cities, such as the economy, planning, socio-spatial impacts, built environment, and the potential for transatlantic learning and cooperation. Participants engaged with speakers on a broad range of topics such as the inclusion older adults in innovation districts, intergenerational solidarity, lifelong



housing, rights to the city, with examples and cases from West Philadelphia and Chattanooga to Manchester and Copenhagen. The discussion concluded with how cities can disrupt the narrative around aging in the media and how local leaders and stakeholders start to address the issue effectively and in integrated ways.

- **Stephanie Firestone**, Senior Strategic Policy Advisor, International, AARP
- **Rodney Harrell**, Director, Livability Thought Leadership Public Policy Institute, AARP
- **Karin Morris**, Associate Director of Planning, Delaware Valley Regional Planning Commission
- **Deane Alan Simpson**, Associate Professor, The Royal Danish Academy of Fine Arts
- **Jennifer Vey**, Senior Fellow, Brookings Institution
- **Matthew Freeman**, Founding Principal and Senior Consultant, TMI Consulting

MOVING BUILD FORWARD

Plenary Panel: BUILD 2017 from Ideas to Action

The final plenary of BUILD had representatives share insights on breakout sessions and bring together themes from two days of deep dive discussions. Panelists discussed ideas that they learned from a colleague on the other side of the Atlantic and themes that resonated with their line of work. With breakout topics covering sustainability, economic development, mobility, partnerships, multigenerations, neighborhood co-collaboration models, tactical preservation, and the value of design, the panelists highlighted the inclusivity and equity lens that ran through all eight breakouts. The synthesis from the panelists across the sessions led to the final BUILD session on action planning.

- **Dorothy Siemon**, Vice President, Office of Policy Integration, AARP
- **Cindy Campbell**, Director of International and Philanthropic Innovation, U.S. Department of Housing and Urban Development
- **Dr. Oliver Weigel**, Director of National Urban Development Policy, German Ministry of the Environment and Building
- **Ibon Zugasti**, International Projects Manager, LKS S. Coop – Mondragon
- **Moderator: Geraldine Gardner**, GMF



MOVING BUILD FORWARD

What's next for BUILD?

For the past four years, GMF has convened leaders from across Europe and the United States to discuss pressing topics in a transatlantic urban agenda that grows sustainable, inclusive, and globally engaged cities. For three years the incredible city of Bilbao, Spain was the host of this dialogue on the urban innovation landscape and this past year GMF brought the dialogue to the dynamic city of Detroit. The two cities have illustrated a history that reflects the challenges and the triumphs shared by cities on both sides of the Atlantic. Both cities have been gracious hosts of BUILD and have provided compelling backdrops for the exploration of the frontiers of urban innovation and leadership.

In 2018, BUILD will depart from its traditional convening to focus on the theme of "Ideas to Action" which will focus on supporting projects and follow-up activities generated by BUILD participants from all four years. The initiative will include specific follow up projects led by GMF in partnership with AARP on multi-generational cities and with the European Foundation Centre on city-philanthropic partnership models for sustainable urban development. GMF will also continue to implement projects that were launched at BUILD 2017, including the Inclusive Economic Development Task Force and new transatlantic mobility programming. GMF will issue a "Call for Collaboration" to its BUILD network, soliciting



proposals for mini-grants, technical assistance, and access to GMF experts that help to implement ideas in local communities that were generated as a result of BUILD 2014-2017. The BUILD 2018 Ideas to Action initiative will provide urban leaders the support to take action in their communities and show the tangible benefits of transatlantic exchange.

BUILD has become an important programmatic activity of the URP program and GMF's suite of major conferences. During 2018, URP will reflect on the lessons learned from the initial four- year BUILD engagement and make strategic changes to the program in preparation for a new series of transatlantic convenings beginning in 2019.

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