

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



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



2016



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) consists of the letters G, M, and F in a dark blue serif font, separated by vertical bars. The logo is centered within a white square that has a thin dark blue border.

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; and
- 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 NGO 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.

Bilbao Ekintza

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 and 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;
- Driving the development of the local economic activity that guarantees the quality of life of the city; and
- Showcasing the city as a venue for hosting events, thus positioning it as an international benchmark for tourism and economic activity.

The logo for Bilbao Ekintza features a white capital letter 'B' inside a white circle, which is set against a solid red square background. Below the circle, the word 'Bilbao' is written in a white, bold, sans-serif font.



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INTRODUCTION – URBAN TRANSFOR

The German Marshall Fund of the United States (GMF), in partnership with the City of Bilbao, was pleased to host the third edition of the Bilbao Urban Innovation and Leadership Dialogues (BUILD) from October 26-28, 2016.

At the inaugural convening of BUILD in 2014, GMF launched a unique forum for leading transformative change in cities that supports greater sustainability, inclusion, and global engagement. The diversity of voices and experiences represented at BUILD facilitated a rich transatlantic policy dialogue, while also focusing on the specific leadership tools needed to advance change at a local level. This combination of policy and leadership dialogue shaped two cohorts of BUILD participants and created a transatlantic learning bridge between cities on both sides of the Atlantic. BUILD 2014 introduced these themes and established a transatlantic framework for understanding the opportunities and challenges of leading sustainable, inclusive, and globally engaged cities. At BUILD 2015, the exploration of these themes deepened by exchanging concrete policy tools and leadership tactics to move from ideas to action.

BUILD 2016: Urban Transformation in the Digital Age

At BUILD 2016, GMF added a new dimension to the exploration of urban transformation — the impact of the digital age on the people, places, and economies of transatlantic cities. The ability for transatlantic cities to be sustainable, inclusive, and globally engaged is



simultaneously shaped and challenged by the reality of our interconnected, digital age. From new technologies to new attitudes, the range and rate of change can be overwhelming, forcing local leaders to adapt. The most recent BUILD unpacked the trends pushing urban transformation to the next level and challenged the paradigm of how local leaders can leverage the digital age to lead a change agenda in their cities.

BUILD 2016 continued to utilize GMF's transatlantic urban and regional policy framework that calls for an integrated, cross-sector agenda to activate people-place-economy for sustainability, inclusion, and global engagement. As such, BUILD focused on three policy themes that were the primary lenses to explore the complex topic of urban transformation in the digital age.

People: The future of work in our cities is rapidly changing — are we prepared or behind the curve?

Place: How can technology build better cities for people, and not just better cities for data?

Economy: The new economy is here to stay, but does it offer any hope for inclusive and equitable growth?

INFORMATION IN THE DIGITAL AGE

The 2016 agenda offered a mix of inspiring plenary dialogue, policy and leadership breakout sessions, casual networking, and an exploration of the City of Bilbao. New this year were BUILD Briefs — mini sessions designed to share critical facts on pressing issues in the transatlantic agenda and how they are impacting cities.

At BUILD 2016, participants:

- Increased their fluency in the global trends impacting transatlantic cities in the digital age;
- Unpacked and discussed policy themes related to urban transformation in the digital age;
- Engaged in a 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;
- Helped us identify opportunities to dive deeper into the theme of urban transformation in the digital age at BUILD 2017, which will be hosted in Detroit, Michigan.

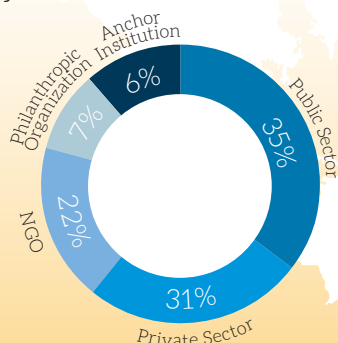
BUILD offers GMF's transatlantic network a platform for navigating this increasingly complex era of political, social, and economic change. Despite tensions at the national and international levels, cities and their metropolitan regions on both sides of the Atlantic are getting to work. From U.S. mayors offering to accept additional Syrian refugees in their cities to European mayors leading their local energy transition, cities are leading the way. The Bilbao Urban Innovation and Leadership Dialogues served its highest purposes as a venue where like-minded innovators can exchange, learn, and grow.



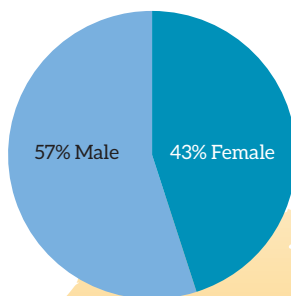
BUILD NETWORK

BUILD's 144 participants came to Bilbao from 13 countries, 60 cities, and 8 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 impact of the digital age on the people, places, and economies of transatlantic cities. Fifty Six percent of participants were first time BUILD participants.

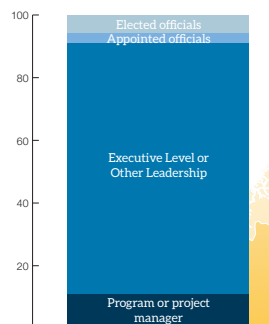
By Sector



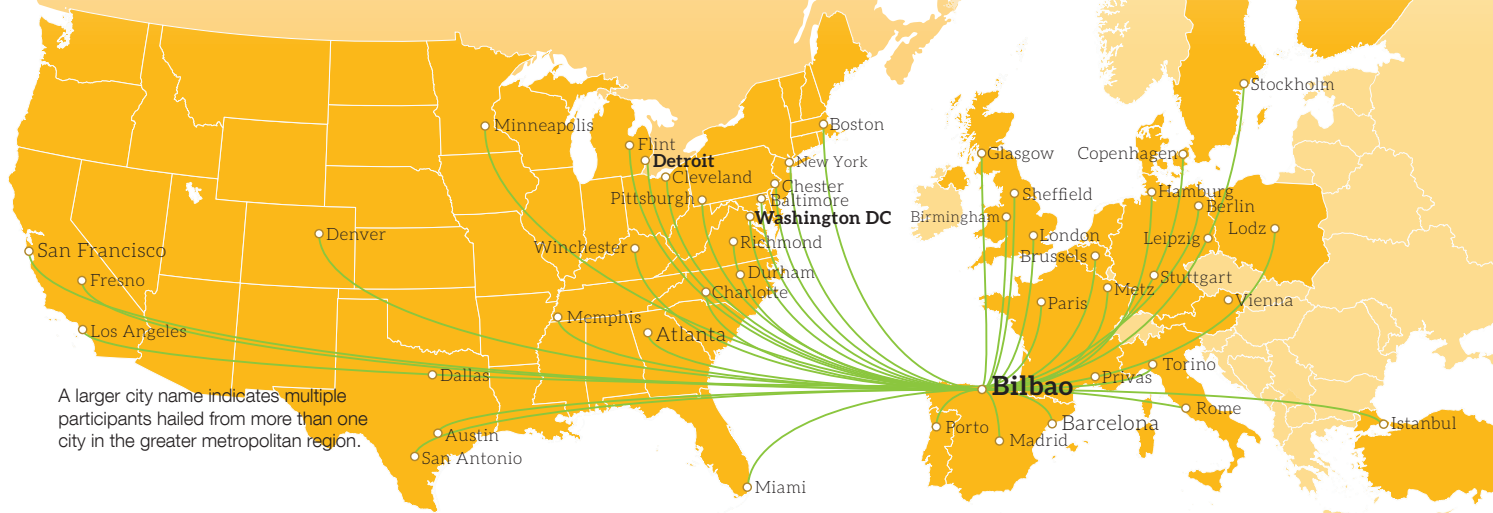
By Gender



By Seniority



By Geography



ENGAGEMENT

Social Media

Many BUILD participants used Twitter and Instagram before, during, and after the event to spread the word. Through engaging in social media, participants shared their thoughts and perspectives on the policies, ideas, and processes shared throughout the sessions at BUILD.

Christopher Alvarado: People-centered work is what gov't must focus on. #gmfbuild #Bilbao

Alison Seabrooke: Smart cities - controversial term that implies dif. quality of life. It's a way of dev. that's about putting people first" #GMFBUILD

Sam Whitley Schwarze: 'The battle ground for urbanization will be cities,' the need for urban design sensibilities is greater now more than ever" #GMFBUILD #Bilbao

Gretchen Moore: Never in our shared history have we been so connected. That creates tension. To manage tension requires strong social capital. #GMFBUILD

Eddy Adams: Fear of the Other. Candid exchanges on the need for collaborative platforms & tools in cities @URBACT #GMFBUILD

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, to the conference agenda, and to related content, BUILD used a mobile device application called BUILDConnect. The app 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: 3,077

Messages Sent: 3,069

Notes Written: 67

Documents Downloaded: 998

BUILDING BIG IDEAS: INSIGHTS

Throughout the BUILD 2016 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 digital era. The complexity of the BUILD 2016 theme of Urban Transformation in the Digital Age unfolded throughout conversations where speakers unpacked the role of technology in transatlantic cities. Speakers stressed the importance of collaboration in the wake of challenges for the future of cities. Geraldine Gardner, GMF's director of Urban and Regional Policy kicked off the BUILD 2016 Official Welcome and Opening Remarks. She challenged the BUILD cohort to decide how they will make their city more inclusive, more sustainable, and more globally engaged in this digital

age. Ivan Vejvoda, GMF's former senior vice president, continued the opening remarks as he summed up the challenges urban centers are facing at the political, economic, and social levels.



Juan Mari Aburto, Mayor of the City of Bilbao, expanded upon urban challenges stressing that they are grounds for concern, but also indicate hope. Instead of competing, cities can collaborate for greater achievement.

"There is no economic development if there is no social cohesion—real development is one that includes all citizens."

FROM PLENARY SPEAKERS

Wednesday, October 26

SCENE SETTER: Jaana Remes, McKinsey Global Institute Partner, introduced four urban trends of disruption:

1. Urbanization across emerging markets
2. Relentless technological change
3. Aging cities
4. Increased global connectedness

Many cities part of the rise of urban market cities are in the Pacific. Atlantic cities need to be aware and well connected to emerging global centers.

“There has never been a time when the pipeline of technology has been stronger than it is today”

Lower fertility rates, aging, and the decline of rural to urban migration are decreasing the population of cities

Even though globalization is not a new concept, the increase in digital flows have changed global connectedness for governments and businesses.



PLENARY: Moderated by Richard Lui, MSNBC Anchor

Plenary speakers began the conversation on the importance of BUILD and its 2016 theme discussing globalization, technology, and quality of life. Through discussing people, place, and economy, arguments centered on:

- Whether globalization will survive
- Cities needing to be steps ahead of technological innovation
- How to make cities places where everyone can thrive
- Drivers of the talent pool in the transatlantic economy



BUILDING BIG IDEAS: INSIGHTS



Wednesday, October 26

Tonya Allen, President, Skillman Foundation,
Detroit, MI

"We are leaving untraditional, communities of color in the U.S., and migrant communities in Europe out, we are not making the kinds of investments that actually allow them to be considered these innovators and the drivers of our economic growth. If we don't engage them, we won't win."

Ansgar Baums, Head of Government Relations Europe,
Middle East, Africa, HP, Berlin, Germany

"Cities that had a difficult history because they bet on an industry that was declining in the rust belt, like rubber in Akron or material sciences, now they are back, now they are interesting, now they are sexy again, and these are really the places we look for talent"



FROM PLENARY SPEAKERS

KEYNOTE: Digital Master Planning: A New Strategic Toolkit for Aspiring, Anthony Townsend

On the Thursday of BUILD, Dr. Anthony Townsend, founder of Bits and Atoms and author of *Smart Cities: Big Data, Civic Hackers and the Quest for A New Utopia* provided the Keynote Address. He discussed his high-level perspective on the past, present, and future of the smart cities movement.

Townsend shared the numerous ways in which smart city technology manifests, from the Dorothy App to call an uber with three clicks, to sensors to track sewage, to surveillance to help keep cities safe. He stressed that there is a big turning point coming given the open data efforts that smart city technology has achieved.

"The next big challenge is taking some of the successes and some of the ideas that have been used in smart cities to fix infrastructure and fix the built environment and start applying them to the big items which are education, criminal justice, and healthcare. That is going to require rethinking service systems."

Some of the tools that smart cities could use involve the use of Digital Master Plans. Similar to the Sustainability plans cities created years ago to detail their sustainability initiatives, smart city plans are beginning to emerge. They involve understanding skills, internet engagement, and stakeholder involvement and functions as a great first step for cities.

"It is extremely important for cities to be thinking about bringing some strategy to this, thinking about their vision, thinking about the goals that they have, and some of the ways of getting there."



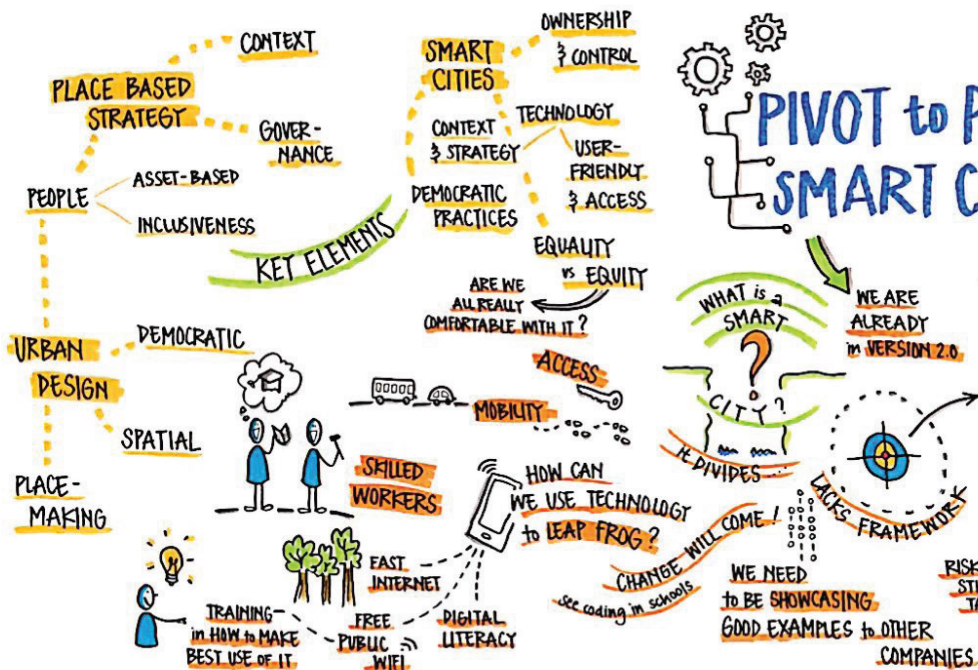
POLICY DIALOGUES

Pivot to Place: Anchoring Smart Cities in Community

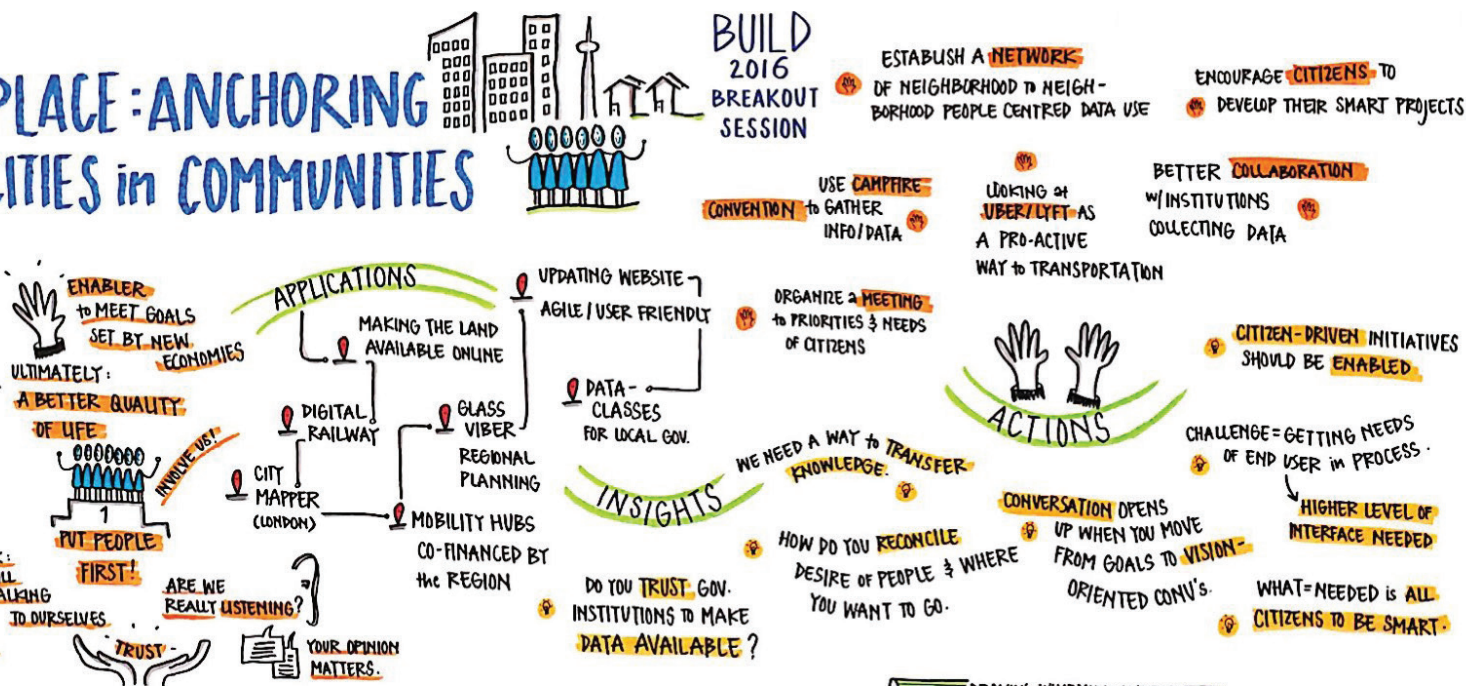
Thursday, October 27

Cities and regions are striving to be sustainable, inclusive and globally engaged while simultaneously trying to adapt to the reality of an interconnected and digital age. In a rush to earn the moniker of smart cities, cities and regions oftentimes overlook the existing assets in place

of shiny, new technology and innovation. As cities grapple with the tensions associated with rapid urbanization and transformation, they are rapidly becoming more accessible, efficient, and resilient as technology fosters a new landscape of policies and solutions to address urban challenges such as climate change, demographic change, and housing and infrastructure demands. In the Pivot to Place: Anchoring Smart Cities in Communities break-out session, participants and experts grappled with the question



PLACE: ANCHORING ITIES in COMMUNITIES



of how can leveraging place-based strategies ensure cities are becoming smarter in a more inclusive, equitable and innovative way?

The session launched with an effort to develop transatlantic definitions for: smart cities, urban development and place-based strategies. After discussing a common definition amongst the group, the panel moderator Geoff Anderson from Smart Growth America framed the challenges faced

by cities and regions in Europe and the United States around becoming smarter. Smart city is a term and that can act as a divider, rather than a bridge. There is a need for the value of inclusive and equitable engagement as cities move to being smarter; that technology can help solve a lot of quality of life issues in cities, but that it should not be regarded as the ultimate panacea to citizen's challenges.

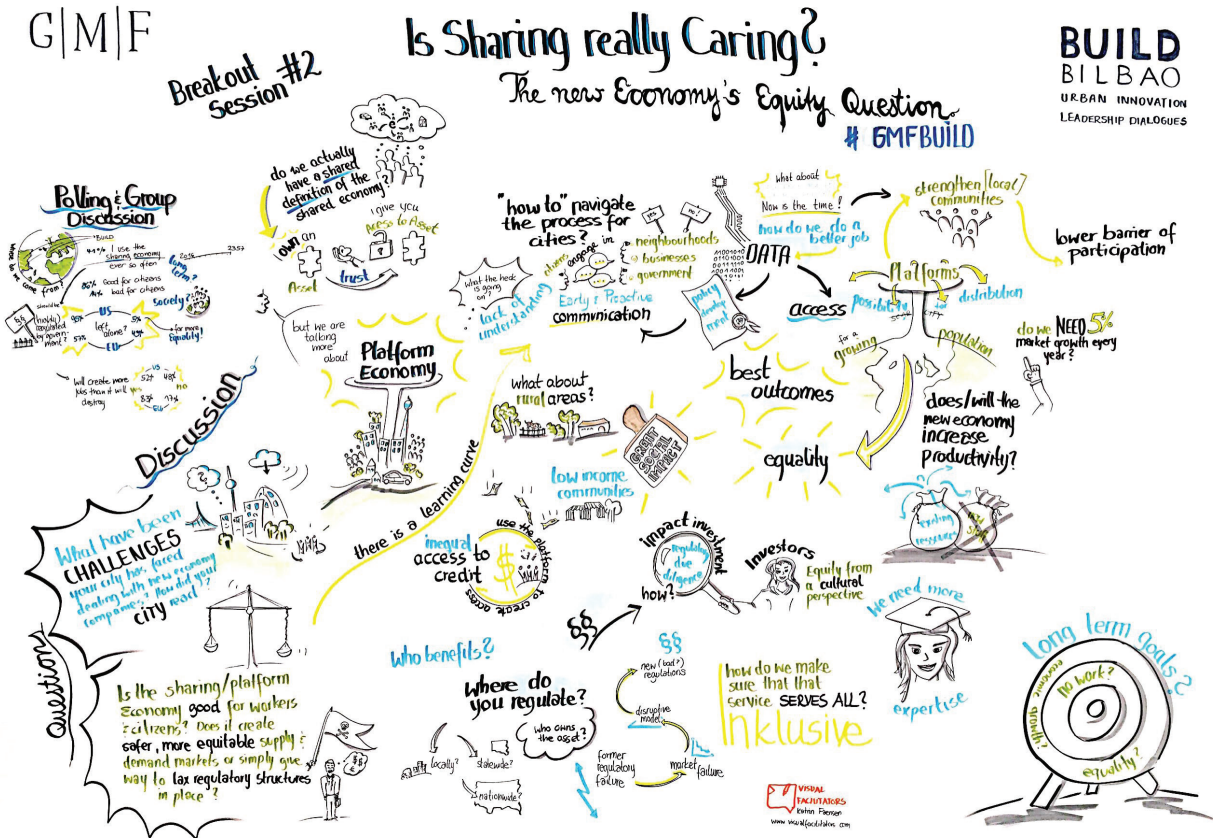
Y DIALOGUES

Sharing Vs. Caring: The New Economy's Equity Question

Thursday, October 27

The sharing economy is coming under strict scrutiny from cities, states, and countries in both the United States and Europe as platforms like Uber, Airbnb, and Lyft gain in

economic importance and challenging regulation. Cities by their nature are sharing spaces. Urbanites share limited space with lots of people, must address challenges head on at a community level, and live with tolerance and empathy for other cultures. But what cities are struggling with now is the intensification and commodification of sharing brought on by market shifts.





Breakout participants agreed that the existing set of rules and regulations are not yet equipped to manage this new reality, and cities are struggling with how to adapt. They discussed whether regulation should happen at the local, state, or national level. The conversation unfolded as participants shared how their cities have reacted to new economy companies and whether the sharing economy is good for workers and citizens. The sharing economy is not automatically a path to inclusive growth. Participants discussed a need for expertise and an understanding for city engagement to navigate how this new market shift can serve all. As the sharing economy becomes more

mainstream, governments and companies must work together and share the responsibility of creating safe, equitable, and efficient policies for consumers.

City governments must be more vigilant about adapting to market disruptions and economic change in a world of constant technological change. Private-public understanding among companies and governments should be more widespread and should be high atop the policymaking agenda at a local level. Sharing is not going away, and will become more engrained in the mainstream economy as citizens tap into their own sets of physical assets like cars and homes to increase their household incomes.

POLICY DIALOGUES

The Future of Work

Thursday, October 27

Over 30 cross sector urban leaders came together at the Basque Country Automotive Intelligence Center to discuss the changing future of work, and more importantly, how cities can address these challenges and leverage them to better educate, attract, and enable the next generation workforce to thrive. Brooks Rainwater, senior executive and vice president, National League of

Cities, and Gregory Randolph, deputy director, JustJobs Network launched the session moderated by Richard Lui, MSNBC and NBC News, on how technological change and digitalization are revolutionizing our societies and reconfiguring the world of work in urban economies. Local leaders also presented case studies of innovative practice from Pittsburgh and the Basque region.

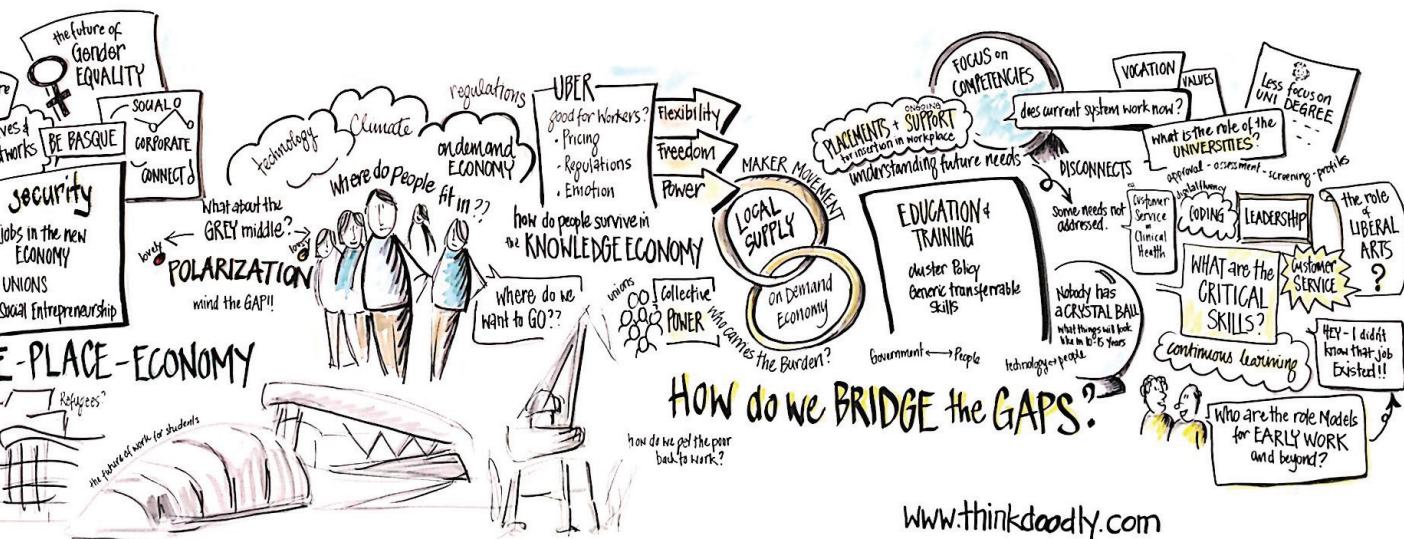
We are seeing technology transform labor in almost every sector. On one hand, within cities, platform apps are enabling anyone with a phone to hire out their services,



be a driver, or host tourists, while on the other hand, a web designer in Paris, France must now compete with a counterpart in Surat, India. Moreover, automation and artificial intelligence increasingly threaten the long-term viability of both of these workers' employability. Through the discussion, education, skills, workforce development, talent attraction, and institutional flexibility emerged as the key policy areas where the negative impacts of these challenges could be mitigated most effectively in the long-term.

What are frequently labeled as 'soft' skills such as critical thinking, teamwork, leadership, creativity, and the ability to continuously learn, will undoubtedly be more useful to a worker looking to thrive in future world of work. Cities themselves need to set the example in the hybridization of fields and adapt their administrative structures to integrate inherently linked but effectively separate fields. More importantly, cities are where workers, employers, and educators from both the public and private sector must come together to design development strategies. This should not preclude efforts at making traditionally less-desirable jobs better for workers, because despite the expanding size and distribution of the knowledge economy, not all workers can be a part of it – but those whose employment and earning capacities are threatened cannot just be left behind.

The future of Work global trends local realities -



BUILD BRIEFS: GLOBAL TRENDS TO



Cities are critical actors in responding to the national and supranational hot-button issues making headlines, like the European refugee crisis, the rise of populism and mainstream xenophobia, and the implementation of major global agreements like COP21 and the New Urban Agenda. But how do local stakeholders engage and inform each other and actors at other levels of government about the local impacts of global issues?

Recognizing the importance of global-local (glocal) dynamics, BUILD 2016 provided a new type of session called BUILD Briefs. These sessions gave participants key information and discussion points in order to become better informed on key global and local trends in urban discourse in the form of shorter breakout sessions. Participants voted for the session they wanted to attend live at the conference. The sessions included:

Habitat III and the Future of the Transatlantic Urban Agenda

Thursday, October 27

Attendees investigated the global political commitment to the sustainable development of towns, cities and other human settlements, both rural and urban under the third in a series of conferences by The United Nations that began in 1976. The product of that reinvigoration in human settlements, along with pledges and new obligations, is being referred to as the New Urban Agenda. GMF's Emily Yates helped to guide the session as participants explored some ways that U.S. and European cities can lead this new urban agenda and how emerging cities are surpassing U.S. and European cities.

LOCAL PRACTICES



The Refugee Crisis: from (inter)national policies to local responses

Thursday, October 27

Participants dove into the highly political and often politicized issue of migration and integration. As the refugee crisis in Europe has shown, migration can lead to confrontations between and within countries. But it is below the national level that societal changes and frictions materialize, and it is cities that face the complexity of new migration realities head on. The session, led by GMF experts Ivan Vejvoda, Jessica Bither, and Charlotte Brandsma, examined how cities can act as policy innovators for national migration plans and narratives at a time when the discourse on international migration is highly politicized and even toxic. Contributors discussed how cities are reacting to the arrival of refugees in the United States and Europe, commonalities and differences in the way local governments have responded, and innovative solutions to managing the integration of newcomers in the future.

The Fear of the Other, Populism, and the New Normal

Thursday, October 27

The session focused on how European and U.S. cities are diversifying – and as a result are experiencing more and more bias incidents. While national politicians pontificate on building walls or exiting the EU, cities are on the front lines of where people from different backgrounds live and work together. Session facilitators, Matthew Freeman and Tiffany Jana of TMI Consulting moderated attendees of the session as they conversed over what policy levers do cities have in order to encourage integration of different groups through looking at examples from both sides of the Atlantic. Participants also learned a few concrete examples of how to overcome divisiveness in communities.

BUILD BRIEFS: GLOBAL TRENDS TO

Local Transportation Investment and Equitable Economic Growth

Thursday, October 27

Participants discussed about how to link local economic benefits of investments and procurement with global companies. While strengthening local economic and environment impacts of public investments through hiring and training of women and people of color and disadvantaged business procuring remain important public policy objectives for many transatlantic cities, some are unaware of trends by many large cities that link equitable economic and sustainable growth

and infrastructure investment agendas. Furthermore, many global corporations employ strategies in their home countries, such as vocational training programs and high environmental standards to combat climate change, which could be incorporated into their business practices in the United States. Helen Chin of the Surdna Foundation and Madeline Janis of Jobs to Move America lead the session. They provided an opportunity to share lessons and discuss emerging trends such as the model procurement tool developed by Jobs to Move America for transportation projects and public utilities for water infrastructure projects.



LOCAL PRACTICES

A New Strategic Toolkit for Aspiring Smart Cities Deep Dive Follow-up Exercise with Anthony Townsend

Thursday, October 27

The session served as a follow up on Dr. Townsend's keynote, and explored the growing trend of global cities that in recent years have developed long-range, comprehensive public plans for digital technology.

These digital master plans have gone beyond traditional IT functions, linking tech investments and policy to economic development, long-term physical planning, and social policy and governance reform. Session attendees explored in more detail the cases presented in the keynote - Chicago Technology Plan and the Smart London Plan, both published in 2013, and compared the content, planning and stakeholder engagement process used to create them, and implementation approach.



LEADERSHIP DIALOGUES



Street to C Suite: Leading Change with Social Capital

Friday, October 28

Social capital comprises the benefits that result from trust, reciprocity, information, and cooperation within social networks. The potential for collective action, mutual assistance, and sharing of knowledge and information each are exponentially increased for urban leaders who have the motivation and skill to expand their social capital beyond 'the usual suspects.' Both 'bonding' social capital that links us to those who share our diversity markers, and 'bridging' social capital that stretches us to connect with those different from ourselves, are essential in bolstering leadership performance. In this session, facilitators offered strategies drawn from their unique

experiences as diverse leaders in the United States and Belgium. Norma Vega, chief strategist for the Red Cross in the Los Angeles Region has led the Red Cross to reach across seemingly unbridgeable social divides in order to accomplish its core mission. Omar Ba, a leading activist with expertise on inclusive policymaking and diaspora transnational networks across Europe brings strategies to strengthen social cohesion in times of increased tension. GMF Senior Fellow Lora Berg facilitated goal setting for augmented social capital toward specific leadership objectives. During the workshop, participants engaged in table top exercises to define social capital and map their current social capital capacity and assets. They learned from case studies of failure and success, gained new strategies and a social capital tool kit, and developed an action plan.



BUILD Lab: Planning for Investment: Real Estate Insights for Large Scale Redevelopment (Zorrotzaurre Case Study)

Friday, October 28

In 2014 BUILD, participants explored Bilbao's physical transformation projects, including the Abandoibarra district, Ametzola, and Zorrotzaurre, the latest major urban renewal project to commence in Bilbao. At the time, Zorrotzaurre Island was simply a masterplan designed by architect, Zaha Hadid. Today, the masterplan is in the process of being implemented, signaling the island's transformation into a vibrant and accessible community for Bilbao's citizens. However, even the most visionary planning and economic development efforts must be based in the practical

science of market analysis in order to be successful. This interactive BUILD Lab explored the strategies of planning for investment by applying concepts to support the city of Bilbao's ongoing effort to implement the Zorrotzaurre project. International real estate market analysts Heather Arnold and Abigail Ferretti framed the session by sharing with participants the value of understanding real estate markets role within large scale developments. Bilbao City Councilor Asier Abaunza, presented the Zorrotzaurre: A Public-Private Innovating Project, citing in detail the history of the development, the environmental role it plays in managing flooding issues, and the vision the City has for the Island to become a 'Knowledge Island.' Following the presentation, participants broke up into smaller groups to apply the concepts and test ideas in the context of the Zorrotzaurre project.

LEADERSHIP DIALOGUES



Leading Global Engagement through Arts & Culture

How have cities harnessed the power and potential of arts and culture to reach global audiences — and to bring visitors to their doors? At BUILD 2015, GMF introduced the “8 Assets of Global Engagement” with practical strategies to increase the global connectivity of cities and regions. This year’s breakout session lead by GMF’s Kevin Cottrell focused on one of the eight assets — arts and culture — using Bilbao, Los Angeles and Detroit as case studies. Participants discussed how these cities successfully leveraged their unique local assets, cultural institutions, and burgeoning creative economies to further their global engagement goals the session concluded with a table top dialogue to turn ideas into action. From Europe to the Pacific Rim, participants uncovered the best practices to link audiences to global trends, and for the benefits of local communities.

Lean and Limber Cities: Entrepreneurial Thinking for City Leaders

How are today’s entrepreneurs tackling challenges and hacking for solutions? Some of the new generation’s brightest leaders are giving us insights into how to create better companies by creating and fostering out-of-the box thinking. These leaders have founded companies like Google, Twitter, and Tinder, and have revolutionized the way we live our lives. This session asks if these ‘lean startup’ approaches and leadership principles can be applied to cities by city leaders, in order to tackle tough challenges. Session facilitators, David Zipper of 1776DC and Sascha Haselmayer of CityMart unpacked how young entrepreneurs have altered the game by changing the way they think about business, culture, and society, and provided participants with several tools to adopt new ways to think like an entrepreneur. The session explored these topics and moved participants to think individually about how they can engage stakeholders in innovative lean and limber approaches to city challenges.



Let's Talk: The Role of Deliberation in Community Problem Solving

Today's elected and appointed officials are experiencing record levels of community mistrust while concomitantly attempting to address challenges and issues that don't lend themselves to traditional solutions or easy fixes. Increasingly, they are expected to fix "wicked" community problems (problems that are difficult or impossible to solve in the midst of fiscal constraints, questions of legitimacy and accountability, and growing citizen expectations and demands. The session led by Valerie Lemmie and Maxine Thomas of the Kettering Foundation began with a discussion on the Foundation's research on democracy and deliberation practice. Participants then explored how cities

engage citizens as co-producers and are able to identify, build, and develop shared ownership and responsibility for these problems in ways that promote democracy and add value to community life. Specifically, they examined how citizens and government officials work together to name and frame community problems, find common ground for action through deliberation, and decide on the complementary actions they might take to solve these problems that implicate everyone in the solution — not just government alone. The session demonstrated deliberative decision-making, examined the role of deliberation in community problem-solving, and explored ways to provoke deliberation. Participants from this breakout were later invited to the Foundation's international training program to explore these ideas in greater depth.

ACKNOWLEDGMENT OF SPEAKERS,

Official Welcome & Opening Remarks

- **Geraldine Gardner**, Director, Urban and Regional Policy, GMF
- **Mayor Aburto**, Mayor, City of Bilbao
- **Ivan Vejvoda**, Senior VP, Programs, GMF

Panel and Keynote Discussion

- **Harriet Tregoning**, Principal Deputy Assistant Secretary, Community Planning and Development, HUD
- **Tonya Allen**, President and CEO, Skillman Foundation
- **Ansgar Baums**, Head of Government Relations Europe, Middle East, Africa, HP
- **Xabier Ochandiano**, Councilor for Economic Development, Trade and Employment, Bilbao City Council
- **Jaana Remes**, Economist and Partner, McKinsey Global Institute
- **Anthony Townsend**, Founder and Author, Bits and Atoms

Breakout Session #1 – Pivot to Place:

Anchoring Smart Cities in Community

- **Julie Alexander**, Director, Urban Development, Siemens
- **Geoff Anderson**, President and CEO, Smart Growth America
- **Maurice Cox**, Planning Director, City of Detroit, Michigan
- **Debra Lam**, Chief Innovation & Performance Officer, City of Pittsburgh, Pennsylvania
- **Nicola Schelling**, Regional Director, Verband Region Stuttgart & President of METREX

Breakout Session #2 – Sharing Vs. Caring:

The New Economy's Equity Question

- **Story Bellows**, Chief Innovation and Performance Officer, Brooklyn Public Library
- **Videesha Kunkulagunta**, Principal, Redstone Digital and Digital Policy Fellow, German Marshall Fund
- **Ron Thaniel**, Consultant and Former Deputy Secretary for Transportation, Office of New York Governor Andrew M. Cuomo

- **Harriet Tregoning**, Principal Deputy Assistant Secretary for the Office of Community Planning and Development, United States Department of Housing and Urban Development

Breakout Session #3 – The Future of Work

- **Laura Fisher**, Senior Vice President, Special Projects & Workplace, Allegheny Conference on Community Development
- **Tiffany Jana**, CEO and President, TMI
- **Ivan Jimenez**, Managing Director, Bizkaia Talent
- **Stefani Pashman**, CEO, Three Rivers Workforce Investment Board
- **Brooks Rainwater**, Senior Executive & Vice President, National League of Cities
- **Gregory Randolph**, Deputy Director, JustJobs Network
- **Aitor Ruiz**, Director of Knowledge Management, Automotive Intelligence Center
- **Sudha David-Wilip**, Deputy Director, The German Marshall Fund of the United States

BUILD Brief: Habitat III and the Future of the Transatlantic Urban Agenda

- **Emily Yates**, Senior Program Officer, The German Marshall Fund of the United States

BUILD Brief: The Refugee Crisis and Isolationism

- **Ivan Vejvoda**, Former Senior Vice President, GMF
- **Jessica Bither**, Program Officer, The German Marshall Fund of the United States
- **Charlotte Brandsma**, Program Officer, The German Marshall Fund of the United States

BUILD Brief: The Fear of the Other, Populism, and the New Normal

- **Matthew Freeman**, Founding Principal and Senior Consultant, TMI Consulting
- **Tiffany Jana**, CEO and President, TMI Consulting

FACILITATORS, AND MODERATORS

BUILD Brief: A New Strategic Toolkit for Aspiring Smart Cities Deep Dive Follow-up Exercise with Anthony Townsend

- **Anthony Townsend**, Founder and Author, Bits and Atoms

BUILD Brief: Local Transportation Investment and Equitable Economic Growth

- **Helen Chin**, Program Director, Surdna Foundation
- **Madeline Janis**, Executive Director, Jobs to Move America

Breakout Session #4 – Street to C Suite: Leading Change with Social Capital

- **Omar Ba**, Diversity Leader & Consultant
- **Norma Vega**, Chief Strategy and External Relations Officer, American Red Cross Los Angeles; President, Navigate Social Equity Consulting

Breakout Session #5 – Planning for Investment: Real Estate Insights for Large Scale Redevelopment (BUILD Lab: Zorrotzaurre Case Study)

- **Asier Abaunza**, City Councilor for Urban Planning at Bilbao City Hall
- **Heather Arnold**, Director of Research & Analysis Streetsense
- **Abby Ferretti**, Principal, Partners for Economic Solutions

Breakout Session #6 – Leading Global Engagement through Arts & Culture

- **Jordi Albareda**, Director, Fair Saturday Initiative, Bilbao
- **Julie Egan**, Deputy Director, White House Detroit Working Group at Executive Office of the President, and Founder of Salonnière
- **Juan Ignacio Vidarte**, Director for the Guggenheim Museum Bilbao, and Director for the Global Strategy of the Solomon R. Guggenheim Foundation
- **John Rice**, Director of Marketing & Audience Strategy, Los Angeles County Museum of Art

Breakout Session #7 – Let's Talk: The Role of Deliberation in Community Problem Solving

- **Valerie Lemmie**, Director of Exploratory Research, Kettering Foundation
- **Maxine Thomas**, Vice President, Secretary, and General Counsel, Kettering Foundation

Breakout Session #8 – Entrepreneurial Thinking for Policy Makers

- **Sascha Haselmeyer**, CEO, CityMart
- **David Zipper**, Managing Director, 1776

Breakout Session Facilitators and Moderators

- **Eddy Adams**, EA Consulting
- **Andrew Chrismer**, Program Officer, Urban and Regional Policy, The German Marshall Fund of the United States
- **Kevin Cottrell**, Director, Transatlantic Leadership Initiatives, German Marshall Fund
- **Matthew Freeman**, Founding Principal and Senior Consultant, TMI Consulting
- **Tiffany Jana**, CEO and President, TMI Consulting
- **Richard Lui**, Anchor, MSNBC and NBC News
- **Emily Yates**, Senior Program Officer, The German Marshall Fund of the United States

BUILD 2017 PREVIEW

What's next for BUILD?

For the past three years, the incredible city of Bilbao has been a gracious host of BUILD and compelling backdrop for exploring the frontiers of urban innovation and leadership. In 2017, BUILD will travel for the first time to the dynamic city of Detroit, Michigan for a new phase of transatlantic dialogue on the future of cities.

The fourth edition of BUILD will take place in Detroit, Michigan from November 15-17, 2017. At BUILD, GMF will host the top urban innovators and leaders from the United States and Europe for an interactive dialogue and exploration of urban transformation in the digital age. The decision to host BUILD in Detroit has been endorsed by our founding partners, the City of Bilbao and supported by Detroit's Mayor Mike Duggan, our partners the Kresge Foundation and the Skillman Foundation, as well as, GMF's rich cross sector network of Detroit area leaders.

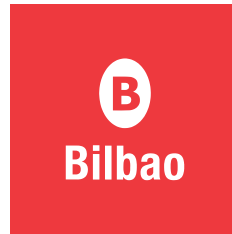
BUILD 2017 continues exploring urban transformation in the digital age by diving deeper into core policy issues aligned with sustainability, inclusion and global engagement. BUILD 2017 also illuminates disruptive trends that will push transatlantic cities in new directions. The program may include the following themes

- The future of smart cities and mobility
- Getting to inclusive economic growth
- Civic capacity and neighborhood transformation
- Innovative philanthropic, community collaborations
- The multi-generational city



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