

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



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



2015



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.



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, increasing their policy expertise, and developing their leadership skills.

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. More than 3,000 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.

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.





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INTRODUCTION



The German Marshall Fund of the United States (GMF), in partnership with the City of Bilbao, was pleased to host the second edition of the Bilbao Urban Innovation and Leadership Dialogues (BUILD) from September 16-18, 2015.

At BUILD's inaugural convening 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 contexts represented at BUILD allowed us to identify the common challenges and the potential for shared solutions between

U.S. and European cities and local, regional, and subnational leaders. Participants discussed the common elements of leading change, establishing cross-sector coalitions and thoughtfully engaging communities.

BUILD 2015 continued the discussion from the previous year by focusing on three main pillars:

- **Linking sustainable and equitable urban transformation agendas with the need to bolster global engagement.** Sessions dug deeper into how leaders can link and

leverage these agendas to establish more sustainable, inclusive, and globally engaged cities, thereby allowing participants to deepen their understanding of an integrated approach to leading change that cuts across silos, sectors, and scales. This included a one-on-one interview with Antonio Villaraigosa, who served as mayor of Los Angeles from 2005 to 2013 and led L.A. into a phase of robust global engagement and advanced inclusion and equity for its 4 million residents.

- **Focusing on the elements of global engagement that U.S. and European cities should act on now.** Two breakout sessions examined how a comprehensive global engagement strategy can pay dividends for cities, including capturing new audiences and markets and forging durable ties between diaspora communities and their homelands. A first session focused on the specific policy innovations and tactics that can advance leadership, business networks, and civic engagement to understand and activate the eight assets of a city's global engagement, through GMF's original leadership development curriculum "Leading Toward Greater Global Engagement." A second breakout workshop built on these insights by focusing on the

pressing challenge of engaging local elected officials and developing global engagement capacity among policymakers.

- **Introducing innovative urban development concepts.** This includes the importance of breaking down silos between policy areas and stakeholders and effectively engaging diverse communities in dialogue to craft a shared agenda for change. These themes played out in several parallel breakouts, including one that explored systems of community wealth building and another on how the circular economy can boost a city's social and economic systems.

Finally, BUILD 2015 also focused on strengthening the leadership skills that are essential to creating the transatlantic BUILD cohort of forward-thinking urban leaders represented at this year's event. In a plenary session, GMF led participants through a "Strengthsfinder" exercise that allowed participants to discover their unique combination of talents and then coached them on using these strengths to advance the BUILD goals within their organization and community at large.

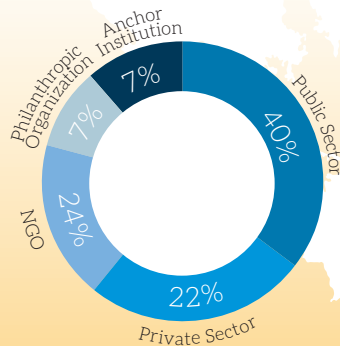
The events of the past year have brought the BUILD themes into sharper focus. Headlines today in the United States and Europe continue to be dominated by topics strongly linked to equity,



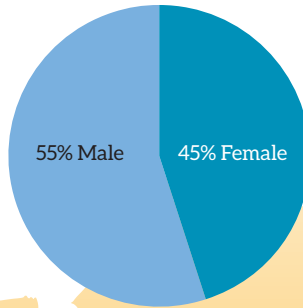
PARTICIPANTS

BUILD's 137 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. Sixty percent of the 2015 participants returned to Bilbao after having attended BUILD in 2014. GMF selected the remainder of the attendees from its transatlantic network for the additional perspective they could make to the dialogue throughout the event.

By Sector



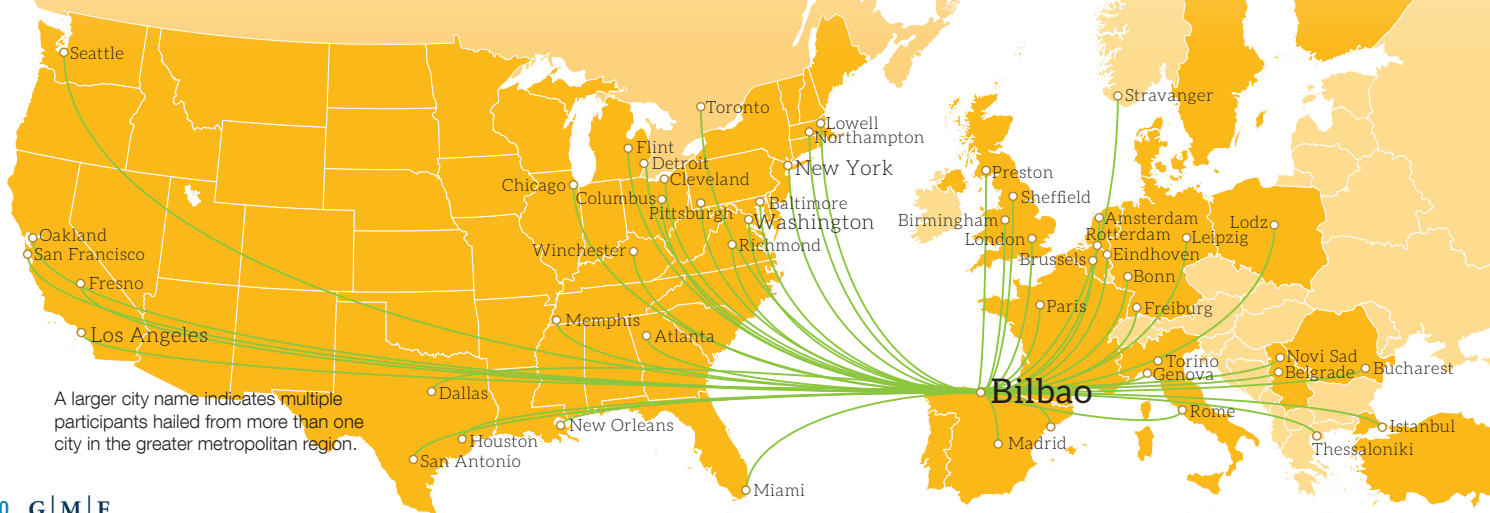
By Gender



By Seniority




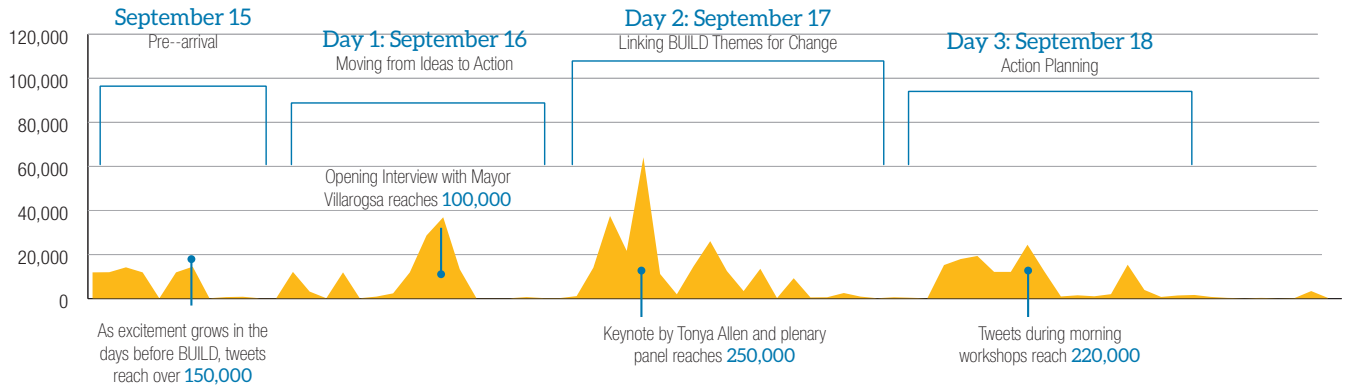
By Geography



ENGAGEMENT

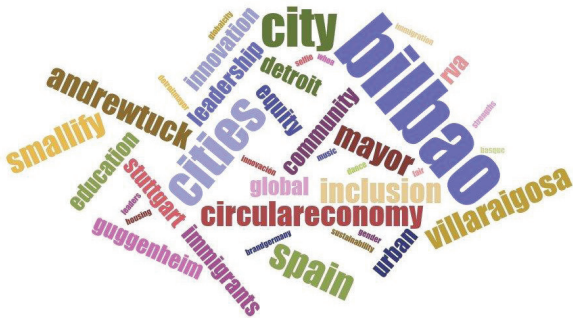
Social Media

Twitter reach represents the number of users who viewed tweets with the hashtag #GMFBUILD. This report features real-time tweets from participants, identified by the .



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 business card exchange, notetaking, question-asking, survey-taking, and other interactive features. Its use added greatly to conference engagement and networking.

Business Cards Exchanged: **2,846**

Messages Sent: **3,267**

Notes Written: **169**

Documents Downloaded: **974**

BUILDING BIG IDEAS: INSIGHTS



Throughout the BUILD 2015 program, speakers focused on how they put the BUILD themes into action in their home communities. Top strategies identified by speakers include:

- The value of communicating this shared agenda for cities. Community engagement must be a priority for policymakers as they create local change agendas that are responsive to the needs of citizens.
- Strategic alliances can help to achieve this shared agenda. Building consensus among different partners and learning how to build this consensus based on areas of agreement should be a top priority for leaders. Regardless of the size of a city, this will help build capacity and allow a city to pursue goals in areas that were previously seen as unattainable. The experience of Bilbao confirms the merit of this strategy.
- It is important to establish a leadership agenda and culture of change. This sometimes means making tough decisions, but more importantly, it means empowering those around you to be leaders and active participants in your city's story.

Top strategies identified by local speakers include:

Efficient and innovative public management: based on political and active citizenship participation to achieve high quality services through a smart and efficient administration.

Environmental and urban regeneration: a competitive city must be efficient in the use of public resources with sustainability criteria.

Accessibility and mobility: external accessibility and internal mobility has been key in Bilbao's transformation and is key for a city to remain globally competitive.

FROM PLENARY SPEAKERS



Xabier Ochandiano, Councilor for Economic Development, Trade and Employment, Bilbao City Council (Opening Speaker)

“Bilbao's success is the result of a holistic economic, urban, and environmental transformation, led by the municipal government with an innovative, holistic, and shared approach” and relies on “public, private, and citizens [that are] jointly committed to the transformation of the city.”

Antonio Villaraigosa, Mayor of the City of Los Angeles, CA (2005-13)

“You don't have to be big to think of yourself in the global context. Bilbao understood this is, alongside the high potential and importance of culture, art, and architecture in allowing yourself to establish a strong global presence. Similarly, in my time in L.A., I saw L.A. as an international city, and I was not afraid of international engagement. To be a great city you first have to see yourself as a great city.”



BUILDING BIG IDEAS: INSIGHTS



Tonya Allen, President, Skillman Foundation, Detroit, MI

"Urban leaders should try to make their cities magnetic. Magnetic cities possess a power to attract the interest of their residents and people around the world...the qualities that make people think of your cities as a dynamic city. Magnetic cities are global but embedded within the place that they exist."



@Gretchenm14

If you want to do something, do it.
If you can't afford to do it, make it smaller until you can't afford not to do it.

FROM PLENARY SPEAKERS



Panelists, Left to Right:

Tonya Allen,
President, Skillman Foundation, Detroit, MI

Michael Münter,
Policy Director, City of Stuttgart, Germany

Ibone Bengoetxea,
Minister of Public Administration and Institutional
Relations, Government of Biscay, Spain

Jeff Johnson,
Partner and Chief of Strategy, JJJ Communications
(Baltimore, MD)

Kevin Acklin,
Chief Development Officer, City of Pittsburgh, PA

Andrew Tuck, (*not in picture*)
Editor, Monocle (moderator) (London, U.K.)

“A true magnetic city causes ‘lifers’ to say wow, I never thought we would be here. But to get there, cities need to examine their ecosystems of poverty and find levers to unlock opportunity.” — Jeff Johnson, Partner and Chief of Strategy, JJJ Communications (Baltimore, MD)

Bulelwa Makalima-Ngewana, CEO Capetown Partnership, South Africa

“There’s something about hosting a global event that is quite powerful at the local level. . .it creates competition and fosters collaboration because there a sense in Cape Town that we saw with the World Design Capital and the World Cup. . .it allowed us to be quite innovative in the way we approach our day-to-day business.”



EMBRACING INCLUSIVE AND



The relevance of inclusion and sustainability continue to be amplified across the transatlantic stage. From the migration crisis and security concerns in Europe to unrest in U.S. cities over racial tension, recent events have brought into focus what is actually a longstanding phenomenon. A recent **OECD survey** found that income inequality is now at its highest level in the past half century, a phenomenon playing out in large U.S. and European cities that continues to exhibit **worsening economic segregation**. At the center of the problem are long-marginalized communities that are often not considered in traditional investment strategies, or that have been adversely affected by recent investments in core urban neighborhoods. Reaching these communities requires comprehensive action and the use of new engagement and economic tools. In effect, what is needed is a transformational approach.

Without question, sustainability must be part of that approach. New paradigms for resource use, physical

design, and integrated planning strategies show us that these approaches could have both social and environmental benefits. The imperative to act on climate change, and to see cities as international leaders to mitigate and adapt to expected climatic changes, is driving many of these efforts. However, sustainability also undoubtedly offers us the potential to see cities as a compilation of systems. This enables us to seek out policy actions that might make our cities more sustainable, e.g. investment in public transit, but to do so in a way that also provides a holistic set of benefits to our cities, e.g. investment in public transit that provides access to the greatest swath of the population possible. This is part of an approach that focuses as much on equitable growth and shared prosperity as on sustainability.

What is the place of inclusion and sustainability agendas in cities in 2015? As our BUILD 2015 speakers stated, inclusion is an imperative within the context of rapidly diversifying cities. In his opening remarks, former Mayor Antonio Villaraigosa remarked that this was particularly

SUSTAINABLE CITIES



the case in Los Angeles, where more than 40 percent of the population was not born in the United States. Villaraigosa focused his time in office on a few large efforts to physically connect these groups, including through massive investment in public space and transportation, and on outreach efforts so that different ethnic communities could see the mayor as someone they could voice their concerns to. As Michael Munter described in his efforts in Stuttgart, such integration efforts were also undoubtedly a necessity — 80 percent of those under six years old in that city have a migration background, prompting a hard look at how these migrant communities can be fully integrated into the city's civic life. The Stuttgart story tells us that some innovation must internally, and in particular, how important it is for public administrations themselves to be improved before engaging with external actors.

Transformational change can also occur through non-traditional pathways. As part of the closing session,

for example, Bulelwa Makalima-Ngewana described how the designation of Cape Town as a global design capital brought a sense of collective excitement and action and accomplished a host of objectives that would otherwise have been extremely difficult for city leaders to reach on their own. On a broader level, this includes seeing a non-traditional sector — in this case, design — as part of the economic fabric of the city. But more importantly, design became a way to stitch together different groups, create new networks, encourage collaboration, and accelerate innovation city-wide. In doing so, the event also reduced some of the long-standing and simmering tension between the city's racial groups.

Bilbao shows us that with the right ideas, mix of actors, and high willingness to act, a complete urban transformation toward a better ideal is possible. A host of ideas and tools can accelerate the transition toward a city that is more sustainable and equitable and ready to be put in practice.

BREAKOUT SESSIONS



From Waste to Wealth: Unleashing the Circular Economy

In this session, Metabolic, a systems consulting firm based in Amsterdam, provided insights on the circular economy (CE) and how it can be applied within the urban context. CE is an alternative to the linear economy (make, use, dispose) in which resources are kept in use for as long as possible. At the same time, the principles of CE — such as renewable energy, biodiversity, cultural and societal diversity, and health and well-being — are also intricately linked to the BUILD themes. Drawing on a few of their existing projects in Amsterdam, including De Ceuvel and Circular Buiksloterham, Metabolic showed that the CE includes a number of useful urban development principles that can be applied to pilot projects and later scaled up to larger neighborhoods and districts. Further, they argued that CE offers a powerful economic opportunity of which businesses and cities should take full advantage.


After an introduction to the CE, representatives from the city of Pittsburgh outlined a local case study that was later used in a group exercise. Session participants broke up into small groups and worked through performance targets for each of the different aspects of a “circular” neighborhood. At the end of the session, the group concluded that the CE is a useful framework for thinking through the systems and flows within a city. But as Metabolic has shown in their activities in Amsterdam, it is also a paradigm that citizens, NGOs, and the private

sector can adopt in their local activities and transform into a community-building and grass-roots process.

Location Motion: Community Wealth-Building Systems

This session offered alternatives to status quo economic models, where money and profit drives development and demand. Led by Ted Howard of Democracy Collaborative, participants were introduced to new concepts and strategies to drive local economic system change through engagement with local anchor institutions. Howard’s systems-change approach challenged participants to examine both their local economies and what was valued by that local community. Once the foundations of the systems-approach model were explained, GMF and TMI Consulting took participants through a tool-building exercise in order to begin to put these concepts into their local contexts. The design of this session enabled participants to see local economies in new ways and encouraged engagement with anchor institutions. Participants were led beyond simply creating a new business development strategy, and were challenged to act as agents of change for the direction of their communities.

As this breakout showed, keeping assets and capital local can create a multiplier effect. This was seen in the primary case studies that were used during the breakout, particularly the benefits of Cleveland’s anchor institution engagement strategy through the



Greater University Circle initiative, and the long-term benefits of the worker-owned Mondragon Cooperative in the Basque Country. Both of these also show that new institutional structures based on systems-change strategies have consistently produced positive outcomes for communities. Nonetheless, understanding these cases and scaling and adapting them to fit local models will take some planning, strategizing, and creativity. Solutions must be built from the ground up and tailored to the specific context of communities.

Dialogue for Change: Talking about Equity and Inclusion

In this breakout, participants enhanced their interpretations of how to define equity, inclusion, and equality, which led to an open discussion on how to best approach these issues in each participant's community. The participants became aware not only of their own misconceptions and notions of race, ethnicity, and identity, but also how enmeshed these cultural and political tropes can be in equity and inclusion policy outcomes. As participants actively examined these policy issues in small peer groups during the session, many of their observed notions of race, ethnicity, socioeconomic status, and nationality evolved and shifted based on engagement with their peers. By breaking down these invisible socially constructed barriers, participants began to solidly identify how to better engage their communities to create more equitable and inclusive cities.



Europe and the United States are rapidly becoming more diverse; and statistically, diversity fuels conflict. Creating effective dialogue in high-risk areas and fostering understanding can help to alleviate tensions and misconceptions. As this session also showed, definitions of equity and inclusion are not static from one neighborhood, city, or country to the next. Therefore, engaging with citizens and understanding their hopes and fears is vital for the health of the community.

THE IMPERATIVE OF GLOBAL ENGAGEMENT



Global engagement has never been more crucial for communities around the world. As terrorist threats rock both European and U.S. cities, as nations come together to negotiate shared solutions to global threats like climate change, and as recovery from economic crisis involves acknowledging our shared economic ties, leaders must transcend their local perspectives and access shared resources and agendas. The peaceful and prosperous future of both U.S. and European communities lies with their ability to recognize and leverage the trend of increased global connectivity. Local and regional leaders stand at the forefront of efforts to link the local and global, which means the success of the transatlantic community's efforts to adapt to ever-changing global events pivots on city, state, and regional leaders.

A comprehensive global engagement strategy allows city, state, and regional leaders to leverage successes achieved at the local level to capture new audiences and markets to bolster the economy. In turn, international

success circles back to provide the resources and opportunities to support development at the local level. A number of factors suggest the importance of global engagement. Trade ties, use of natural resources, increased labor mobility, and wide-scale demographic change all affect a community's economic health, ability to create thriving schools and cultural centers for diverse populations, and ability to innovate.

The metrics supporting the economic case for global engagement are perhaps most striking. To state it simply, thriving economies capitalize on global investment opportunities. The average large metro area in the United States, for example, contains foreign direct investment (FDI) from 33 different countries and 77 different city-regions worldwide. Similarly, the EU is the largest recipient of foreign direct investment in the world, at approximately US\$246 billion. Jobs, moreover, depend on global economic links. Foreign-owned U.S. affiliate companies directly employ some 5.6 million

workers spread across every sector of the economy. In the European Union, 14 percent of the total working population is employed by foreign-controlled enterprises. Leaders who want to ensure their communities retain jobs and continue to grow must seek global connections.

In addition to the economic imperatives for global engagement, threats to natural resources point towards an increasingly global future. As natural resources diminish and the dangerous effects of emissions become apparent, nations are increasingly working together to develop renewable energy resources. Major expansion of solar installations and record investments in offshore wind projects helped propel global 2014 investments to \$270 billion, a 17 percent surge from the 2013 figure of \$232 billion. Climate change also either affected — or is affected by — global issues, including poverty, economic development, population growth, sustainable development, and resource management. At the very heart of the response to climate change, the UN argues, lies the need to reduce emissions. In 2010, governments around the world agreed that emissions need to be reduced so that global temperature increases are limited to less than 2 degrees Celsius. Water scarcity poses yet another problem to communities around the world. Some 1.1 billion people worldwide lack access to clean water, and a total of 2.7 billion find water scarce for at least one month of the year. Many of the water systems that keep ecosystems alive and feed a growing human population are stressed. At the current consumption rate, by 2025, two-thirds of the world's population may face water shortages.

Both U.S. and European communities increasingly possess resources within their borders that are both pushing them to engage globally, and giving them



the tools to do so. These resources are people themselves, many newly arrived, part of the sweeping demographic change remaking Europe and the United States. Increased mobility of populations means that communities are increasingly diverse. In the United States for example, 9.2 percent of public school students — approximately 4.4 million students — are learning English as a second language. In large U.S. cities, students come from hundreds of different language backgrounds; the New York City Department of Education reports that there are 180 different languages spoken in the homes of students citywide. In the EU at large, an estimated 33.5 million people born outside the EU now live in an EU member state. Globally engaged communities that are inclusive, recognize the realities of demographic change, and encourage global economic ties demonstrate the highest rates of growth, lowest unemployment, and highest rates of social stability.

Effective global engagement strategies are essential for any leader and community that aspires to remain on the cutting edge of international trends for the coming decades. Participants who attended GMF's global



engagement breakout workshops noted the crucial importance of acting globally — and particularly in working with elected leaders at the state, city, and local levels to advance global agendas. Many typically think of global engagement as the exclusive province of national foreign policy specialists, or of multinational corporations. But as BUILD participants are keenly aware — and they themselves embody as they travel internationally to gain new insights to apply locally — the greatest number of international ties are forged at local and regional levels.

Elements of Global Engagement

This session introduced GMF's toolkit to strengthen a city, state, or region's global engagement. For each asset, participants explored how to conduct a capacity scan, visioning exercise, and identification of cross-sector synergies. Then participants were able to focus on organizing this information into an overarching strategy to increase global engagement, using strengths in their localities' portfolios.

This toolkit includes a balance of eight essential assets:

Elected leadership: Nurture a leadership pipeline and political culture that supports the engagement of elected leaders in global affairs.

Social and civic inclusion: Bring communities, including traditionally underrepresented communities, into the discussions. Maximize reach across social, economic, faith, race, ethnicity, and other diversity factors.

Business and labor: Diaspora populations, including new immigrants, bring intercultural and language skills and social capital. Legacy underserved populations also have global social capital that is less trumpeted but nonetheless valuable. Be aggressive in bringing business on board, especially those that are small and medium sized, minority, and female-owned.

NGOs: NGOs can play an important convening role. NGOs that are internationally connected are already likely to exist in most communities.

Media: At best, the media can seed empathy in the global arena. Bring the media along — “You can't just sneak out of town.” You need the media to accompany you as you travel and build relationships for your city, state, or region.

Education: See what is emerging as school-based leaders start to shift strategy and curriculum into a more global context. One of the longest-standing assets for global connections is institutions of higher education, which are often hubs for international exchange.

Arts and culture: Know the power of the arts in creating opportunity on the international stage and awareness of the role of culture in nurturing global awareness. Use what you have to bring people together in the arts, from cuisine to horticulture.



Strategies for Cross-Sector Collaboration to Build Capacity Among Elected Leaders

Participants were introduced to GMF's tool to build the capacity of elected leaders for global engagement.



@FoxCmh

City aspiration should be to be great for the people who are there. The by-product is others will want to come.

Antoinette Samuel, deputy executive director of the National League of Cities, offered additional insights from her experience in persuading elected leaders to take the leap into international engagement and to do so within the context of community support and engagement. Participants gained persuasive and concise language to build support for global engagement and gained a clear understanding of capacity scanning for global engagement across the eight assets.

As we increasingly understand the strength, power, and vibrancy of globally engaged cities and regions, this session showed that community engagement is essential for elected leaders in order to design and implement a successful global engagement strategy. Community leaders must also set a timetable and develop a go-forward work plan that includes strategically targeting a select taskforce of stakeholders to work with elected leaders on designing the strategy.

SPOTLIGHT ON BILBAO

As in 2014, Bilbao served as a fitting host for BUILD. From venues to speakers and breakout sessions, the city was also an integral part of the program itself.

BUILD kicked off with an opening plenary by Xabier Ochandiano, councilor for economic development, trade, and employment at the Bilbao City Council. Ochandiano stressed that Bilbao is not resting on its laurels and is actively working in the following areas:

- People: through the creation, retention, and attraction of talent and human capital by boosting education and training;
- Innovation: through the creation of the necessary conditions to favor knowledge, innovation, and creativity;
- Entrepreneurial spirit: through the consolidation and development of the sectors of opportunity that

can guarantee the economic future of Bilbao and its human and social capital; and

- Identity: international visibility of the city in a way that maintains the local identity.

Ochandiano stressed that Bilbao's transformation is not over yet, and called for participants at BUILD to be part of the city's next chapter.

The new mayor of Bilbao, Juan María Aburto, welcomed the 2015 cohort at a reception at city hall. Like Ochandiano, he challenged the 2015 BUILD cohort to put the BUILD themes of sustainable and equitable transformation and global engagement for cities into practice. He also mentioned in his welcoming letter to the participants that one of the particularly innovative aspects of Bilbao's transformation is the "parallel journey of innovation" and "preservation of our cultural identity." He explained how Bilbao is a good example for BUILD





participants to use to achieve innovative solutions to urban challenges. Finally, he encouraged BUILD participants to strive to connect international leaders to exchange ideas and best practices with the common goal of making territories more inclusive and more balanced from the environmental and social point of views.

Bilbao was also featured in the breakout session “Connecting Bilbao’s Art District to the World.” During this interactive lab, led by the civic innovation firm Smallify, participants explored the idea of scale by helping the Bilbao City Council formulate a plan to attract international visitors to their newly formed and burgeoning Arts District and to help foster an overall artistic image of the city.

To “smallify” is a method of rapid, creative problem-solving that empowers participants to find the smallest, basic core or root of problems. This process encourages participants to explore different angles of looking at the world. By breaking down the bigger question of how to attract visitors to the Arts District, participants were able to share innovative solutions with representatives of Bilbao that could thereafter be implemented by the Bilbao City Council in their efforts to attract visitors to the district. For instance, one group devised a “choose your own adventure” solution to the question of how to attract more international visitors to Bilbao’s Arts District — suggesting the design of a custom app that allows participants to blaze their own trails that integrate all arts and consumption sites.

To showcase different architectural features and activities of different sectors, BUILD took place in venues across the city. The main venue, the Deusto University Library, is representative of the investments made in the education and the university system and the involvement of universities in the cultural and economic development of Bilbao and the Basque Country. Breakout sessions were hosted in a range of different sites, including the Auzo Factory, a facility that provides spaces for startups and young entrepreneurs and that provides services for the surrounding neighborhood. Another breakout site, the Hario Panadera, now hosts departments of the Bilbao City Council but was formerly a bread factory. Finally, the Guggenheim Museum, a venue that is certainly most representative of Bilbao’s transformation but also its international standing and reach, hosted BUILD’s closing dinner.



@kwanzahall

Citizens in most
challenged communities
have to be empowered
to define the future for
themselves.

MOVING FORWARD



BUILD 2015 ended with a panel of participants nominated by their peers. These distinguished panelists spoke about their experience in Bilbao and their main takeaways. Alison Seabrooke said that during BUILD, she learned that there are “two elements to the democratic process. There must be elected leadership that are visionaries and that can inspire their constituencies to take action after their elected period is done. At the same, there has to be grassroots action” that can round out the action from the top and search for new and innovative opportunities.

Another common learning theme was how important it is to carefully choose your language when discussing concepts such as equity and inclusion. This is especially important in the transatlantic context, where we cannot assume that the terms we use translate well across groups. At the same time, and as Kristopher Smith stressed, the most important thing is to return home and talk to people who discount ideas of diversity and equity.

It is important to get skeptics to understand and buy into some of the themes discussed throughout BUILD.

BUILD 2015 Closing Panel

- Bulelwa Makalima-Ngewana, CEO, CapeTown Partnership
- Andreas Addison, Civic Innovator, City of Richmond
- Miren Estensoro Garcia, Researcher and Specialist in Territory, Innovation and Clusters, Basque Institute of Competitiveness
- Allison Seabrooke, Chief Executive, Community Development Foundation
- Kristopher Smith, Program Director, Funders Network for Smart Growth and Livable Cities



Finally, the importance of the transatlantic exchange was highlighted throughout BUILD. Bulelwa Makalima-Ngewana noted, that she was inspired by meeting the Detroit delegation. The idea of telling an authentic story of who we are at the city level, being able to own our problems, turn them into assets, and be inspired to sell ourselves bigger than we are — is the frontier of translating leadership lessons learned at BUILD into advancement at home.

What's Next for BUILD?

BUILD will continue for the next two years, and engage another participant cohort across both of those years, once more in Bilbao and finally in another yet-to-be-named U.S. city.

Though BUILD will continue to focus on its main themes of sustainable and equitable transformation and global engagement, GMF polled BUILD participants at the end of the event to gauge which of the themes that future

iterations of BUILD should focus on. Participants selected the following two themes:

- Building cities for the future that are resilient and livable
- Developing neighborhoods and cities from a system approach

At BUILD 2016, GMF will focus on the key factors that can elevate the unique characteristics of U.S. and European cities. By developing a holistic approach to global engagement, sustainability, and equity, BUILD cities can position themselves to attract the investment, talent attraction, and innovation needed to compete on a global stage.



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