

FINAL REPORT

Meeting of the Minds 2014

SPOTLIGHTING INNOVATIONS IN
**urban sustainability &
connected technology**



Meeting
of the
Minds

An initiative of Urban Age Institute

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TABLE OF CONTENTS

Meeting Overview	Page 4
Delegate Overview	Page 8
Statistics	Page 10
Media Coverage	Page 18
Survey Results	Page 20
Session Archives	Page 24
Delegate List	Page 50

Tomorrow's Schedule

7:00am	Shuttles begin departing the Westin Book Cadillac for CCS
7:30am-8:30am	Networking Breakfast at CCS
8:30am-Noon	Plenary Sessions
Noon-1:15am	Networking Lunch
1:15pm-5:00pm	Workshop Tours
7:00pm-9:00pm	Cocktail Reception at Westin Book Cadillac (4 th Floor Venetian Ballroom)



MEETING OF THE MINDS

Meeting of the Minds is a global knowledge sharing platform based in San Francisco, CA.

Since it was founded, Meeting of the Minds has been dedicated to a singular proposition: bring together a carefully chosen set of key urban sustainability and technology stakeholders and gather them around a common platform in ways that help build lasting alliances. We believe that such a platform is a vital ingredient for smart, sustainable and equitable urban (re)development strategies.

Meeting of the Minds focuses on the innovators and initiatives at the bleeding edge of urban sustainability and connected technology. Through our blog, magazine, webinars, monthly meetups, workshops, roundtables, and an annual summit held each fall, we invite international leaders from the public, private, non-profit,

academic and philanthropic sectors to identify innovations that can be scaled, replicated and transferred from city-to-city and across sectors.

Among the thousands of international leaders who participate in the Meeting of the Minds network are innovators scaling-up practical urban solutions in infrastructure, policy, design, equity, technology, energy, mobility, water, finance, and more.

In 2014, our annual summit brought together 375 opinion-shapers, policy-makers, leading thinkers and innovators from all over the world for 2+ days of intensive immersion in thought leadership and industry development at the College for Creative Studies in Detroit, MI.

Meeting of the Minds is an initiative of Urban Age Institute, a 501(c)3 non-profit based in San Francisco, CA.

 CityMinded.org

MEETING HISTORY

2014

DETROIT
September 30-October 2

2013

TORONTO
September 9-11

2012

SAN FRANCISCO
October 9-11

2011

BOULDER
September 21-23

2010

OMAHA
June 16-18

2009

NEW YORK CITY
June 2-3

2008

PORTLAND
July 30-31

2007

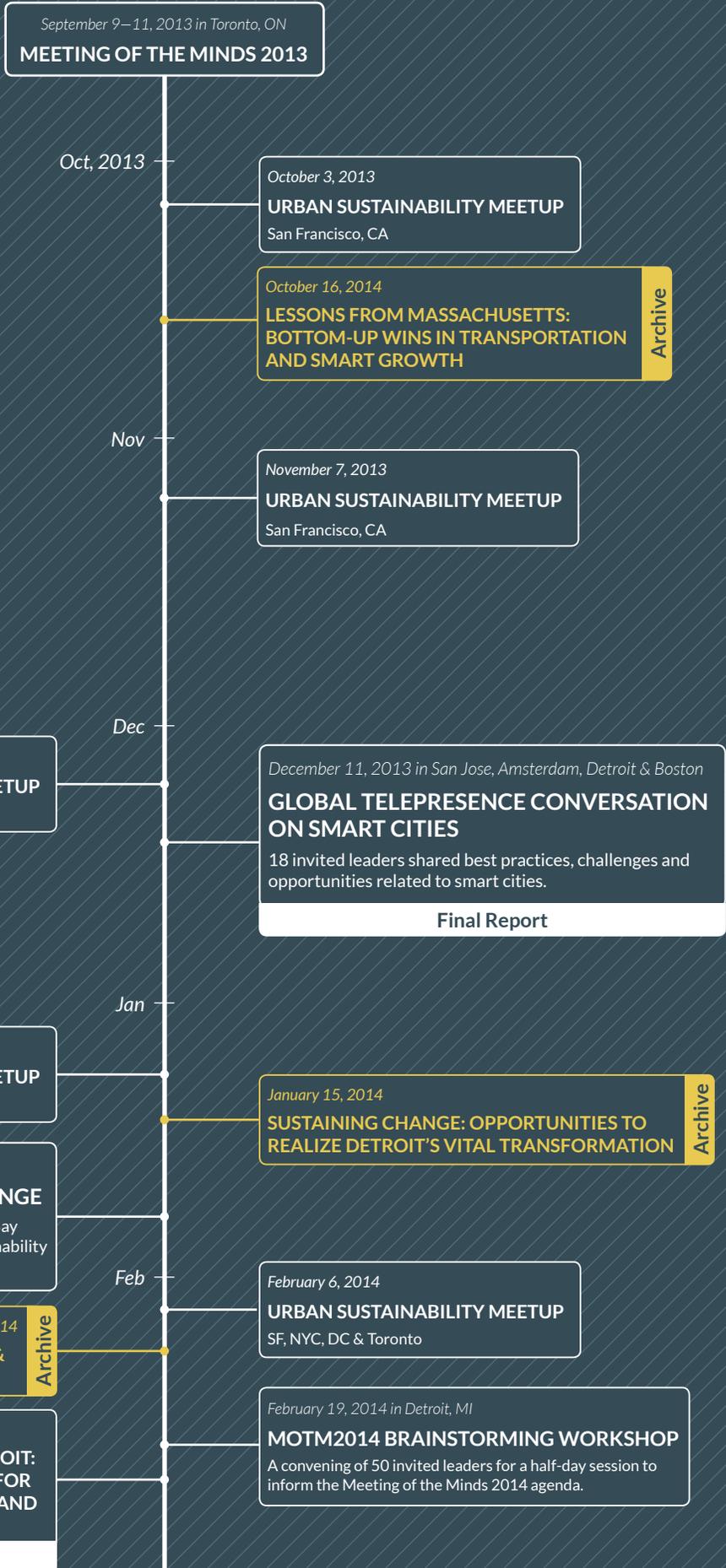
OAKLAND
September 13-14

TIMELINE

More than just a conference, Meeting of the Minds is a year-long knowledge sharing platform. Through our online webinars, blog, monthly meetups and small, roundtable workshops, we spotlight innovators in urban sustainability throughout the year.

Included here is a detailed timeline of our in-person and online events in the 2013-2014 season.

- IN-PERSON EVENTS
- ONLINE EVENTS



September 9–11, 2013 in Toronto, ON
MEETING OF THE MINDS 2013

Oct, 2013

October 3, 2013
URBAN SUSTAINABILITY MEETUP
 San Francisco, CA

October 16, 2014
LESSONS FROM MASSACHUSETTS: BOTTOM-UP WINS IN TRANSPORTATION AND SMART GROWTH
 Archive

Nov

November 7, 2013
URBAN SUSTAINABILITY MEETUP
 San Francisco, CA

Dec

December 5, 2013
URBAN SUSTAINABILITY MEETUP
 San Francisco, New York City

December 11, 2013 in San Jose, Amsterdam, Detroit & Boston
GLOBAL TELEPRESENCE CONVERSATION ON SMART CITIES
 18 invited leaders shared best practices, challenges and opportunities related to smart cities.
Final Report

Jan

January 2, 2014
URBAN SUSTAINABILITY MEETUP
 San Francisco, CA

January 15, 2014
SUSTAINING CHANGE: OPPORTUNITIES TO REALIZE DETROIT'S VITAL TRANSFORMATION
 Archive

Feb

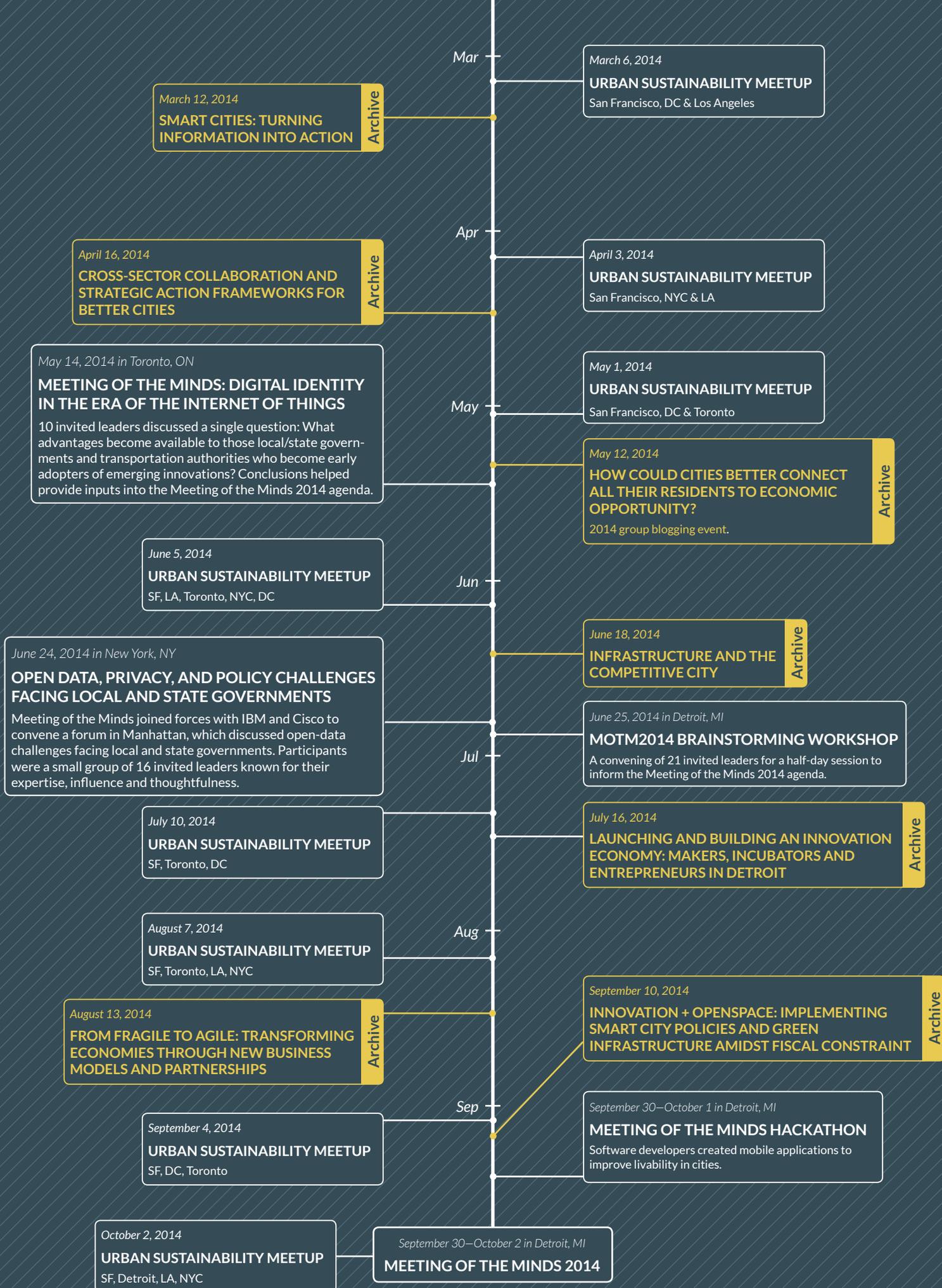
February 3, 2014 in San Francisco, CA
UK-US FUTURE CITIES KNOWLEDGE EXCHANGE
 The day-long event featured talks by US leaders from the SF Bay Area, Portland (OR), and other cities working on urban sustainability and smart city strategies as well as UK leaders.

February 12, 2014
STARTUPS & THE CITY
 Archive

February 6, 2014
URBAN SUSTAINABILITY MEETUP
 SF, NYC, DC & Toronto

February 20, 2014 in Detroit, MI
VISUALIZING THE FUTURE OF DETROIT: CREATING ACTIONABLE INSIGHTS FOR URBAN INFRASTRUCTURE DESIGN AND OPERATION
Event Page

February 19, 2014 in Detroit, MI
MOTM2014 BRAINSTORMING WORKSHOP
 A convening of 50 invited leaders for a half-day session to inform the Meeting of the Minds 2014 agenda.



MEETING OF THE MINDS DELEGATES

375
DELEGATES

Including:

62
SPEAKERS

41
SCHOLARSHIP
RECIPIENTS

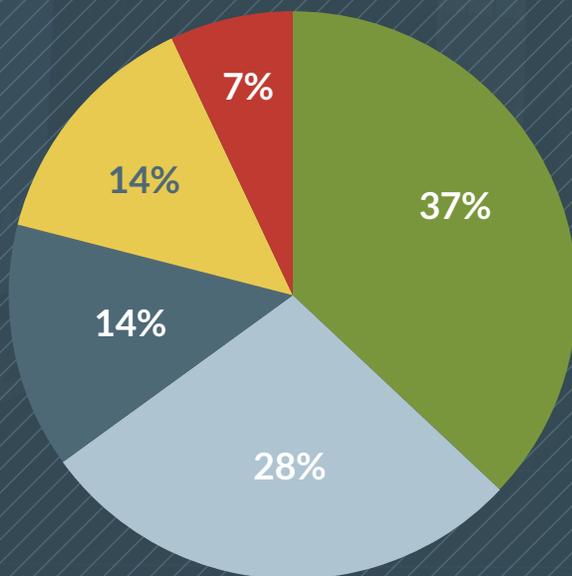
23
MEDIA



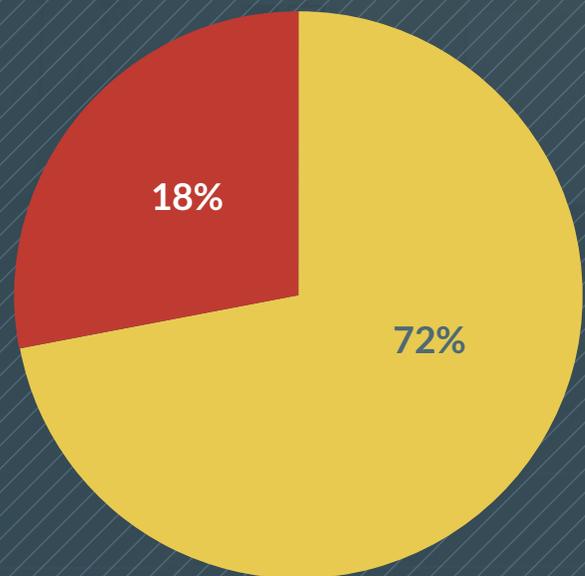
39% FEMALE

61% MALE

SECTOR



SENIORITY



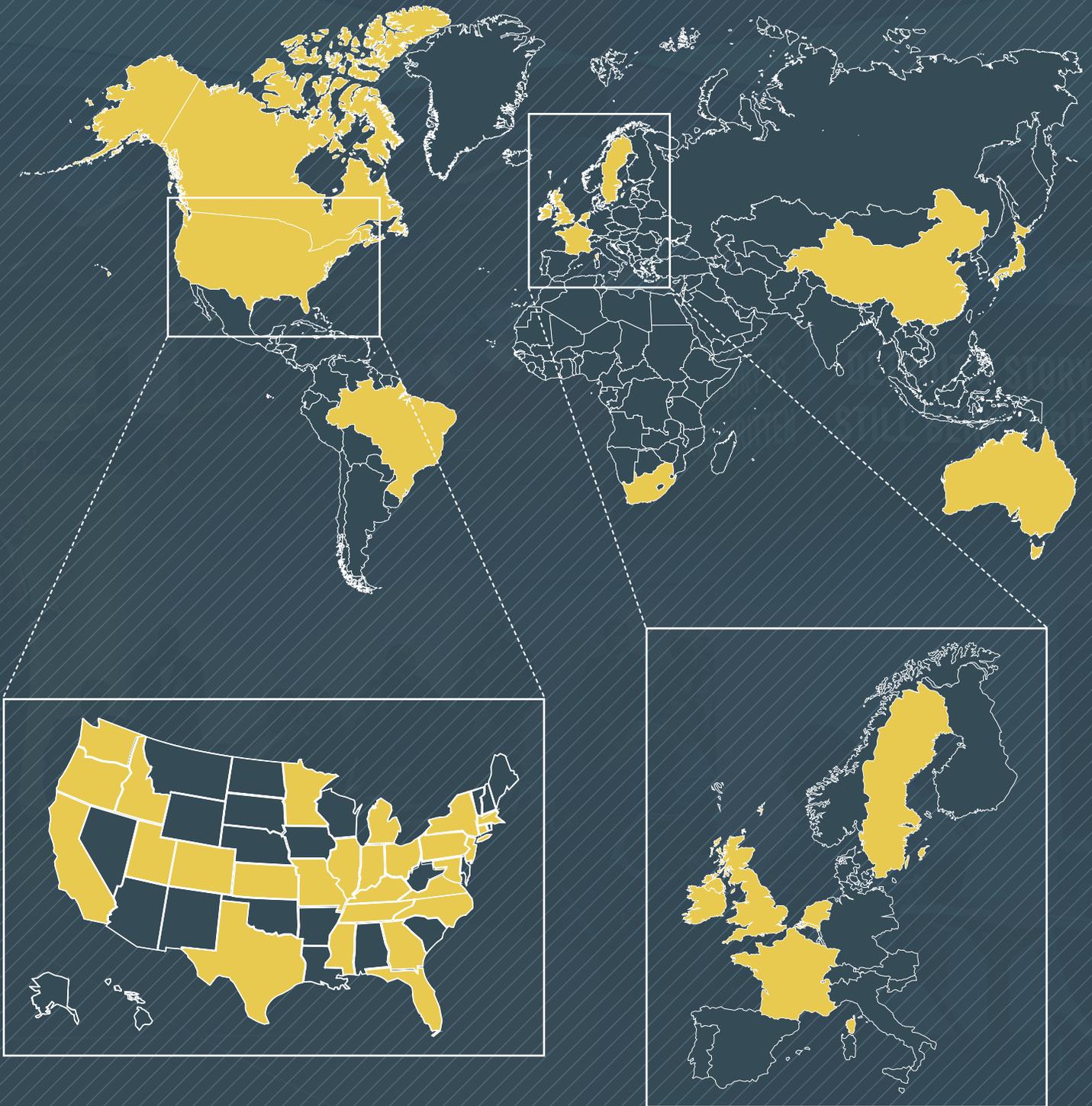
DELEGATE GEOGRAPHY

122
CITIES

6
CONTINENTS

16
COUNTRIES

28
US STATES



WEBSITE TRAFFIC

UNIQUE VISITORS 82,651

REACH

+42%
2013-2014

193
COUNTRIES

7,356
CITIES

3,963

12,605

57,866

82,651

2011

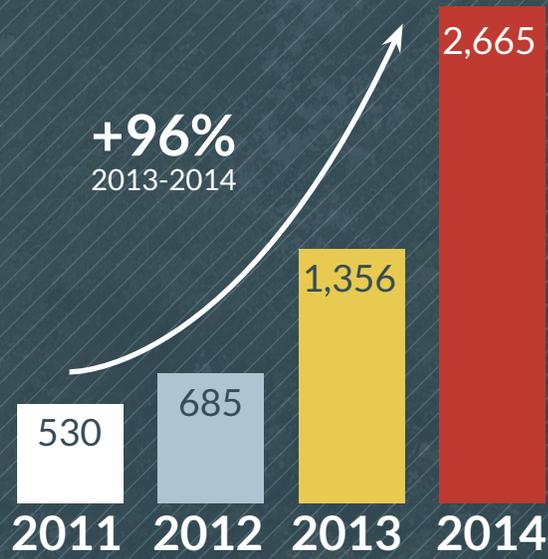
2012

2013

2014



WEBCAST VIEWERS



132 COUNTRIES



BLOG

The CityMinded.org Blog continued to grow in 2014 and now hosts over 300+ articles from 140 different authors. Our group blogging event, co-organized with Living Cities, attracted over 60 bloggers and 1,500 visitors in a single day.

Some of the most popular articles from the 2013-2014 season:

[🔗 Innovations in Public Space: Designing for Community](#)
Shaina Kandel

[🔗 Rethinking Engagement in Cities: Ending the Professional vs. Citizen Divide](#)
Blair A. Ruble

[🔗 Cities as a Lab: Designing the Innovation Economy](#)
Brooks Rainwater

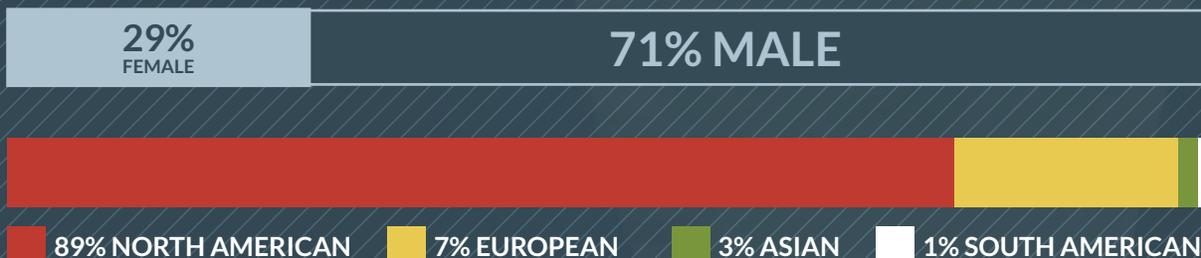
[🔗 From Digital Divide to Digital Equity](#)
Anne Schwieger

[🔗 Down Dudley: Designing the Resurrection of an Inner City Neighborhood](#)
Gilad Rosenzweig

[🔗 The Biggest Public Policy Opportunity of Our Lifetimes](#)
Steven Tiell

[🔗 To Find Big Opportunities in Smart Cities, Go Small](#)
Brian Cotton

BLOGGER BREAKDOWN



GROUP BLOGGING EVENT

On May 12th, 2014, Meeting of the Minds and Living Cities invited civic-minded leaders across sectors to participate in a group blogging event ([link](#)) focused on the question: *How could cities better connect all their residents to economic opportunity?*

Over 60 bloggers published their responses on May 12, 2014. By May 13th, over 1,500 people had visited the event web page, and thousands of tweets had included the event hashtag, #urbanopportunity.

EVENT PARTICIPANTS

- David Auerbach, *Sanergy*
- MarySue Barrett, *Metropolitan Planning Council*
- Jesse Berst, *Smart Cities Council*
- Justin Bibb, *Morris Strategy Group*
- Matt Carmichael, *Livability.com*
- Margie Caust, *Urban Collaboration, Ltd*
- Amy Chung and Juan Sebastian Arias, *Living Cities*
- Sarah Craft, *Michigan Municipal League*
- Sean Daniel Murphy, *Fund Good Jobs*
- Kim Davis, *Future Cities*
- Ian Delaney, *Here.com*
- Greg Delaune, *UIX Global*
- Lisa Donovan, *Michigan Municipal League*
- Chris Dorle, *Detroit Future City*
- Marsha Druker, *Mircom*
- Gordon Feller, *Cisco*
- Jessie Feller, *Meeting of the Minds*
- Julie Fossitt, *City of Kingston, Ontario*
- Bradford Frost, *Detroit Corridor Initiative*
- Dan Gilmartin, *Michigan Municipal League*
- Heidi Goldberg, *National League of Cities Institute for Youth, Education, and Families*
- Josh Harman, *CleanTECH San Diego*
- Charles A. Hayes, *Research Triangle Regional Partnership*
- Ben Hecht, *Living Cities*
- Kristen Jeffers, *The Black Urbanist*
- Shaina Kandel, *CityMinded.org*
- Margot Kane, *Calvert Foundation*
- Neil Kleiman & Stephen Goldsmith, *New York University & Harvard's Kennedy School of Government*
- Fares Ksebati, *Challenge Detroit*
- Anne Laure Desjardins, *Paris Region International Mission Enterprise (PRIME)*
- Zach Leverenz, *EveryoneOn*
- Cathy Lewis Long, *The Sprout Fund*
- Jorge Luis Lopez, *Miami*
- Leslie Lynn Smith, *TechTown Detroit*
- Michael Mehaffy, *Sustasis Foundation*
- Rich Michos, *IBM*
- Alan Mountjoy, *NBBJ*
- Claire Nelson, *UIX Detroit*
- Doug Newcomb, *DougNewcomb.com*
- Jason Perkins-Cohen, *Job Opportunities Task Force*
- Ilana Preuss, *Smart Growth America*
- Brooks Rainwater, *National League of Cities*
- Jonathan Reckford, *Habitat for Humanity International*
- Aaron M. Renn, *Urbanophile.com*
- Matthew Roling, *Rock Ventures*
- Hollie Russon-Gilman, *Laurenellen McCann & Georgia Bullen, Open Technology Institute*
- Charles Rutheiser, *Annie E. Casey Foundation*
- Stewart Sarkozy-Banoczy, *Context Partners*
- Pete Saunders, *Chicago-based Consultant*
- Anne Schwieger, *Digital Equity Project*
- Susanne Seitinger, *Philips Color Kinetics*
- Mark Skinner, *Regional Innovation Acceleration Network (RIAN)*
- Ben Starrett, *Funders' Network for Smart Growth and Livable Communities*
- Kirk T. Steudle, *Michigan Department of Transportation (MDOT)*
- Katherine Takai, *International City/County Management Association (ICMA)*
- Meghna Tare, *University of Texas at Arlington*
- Ken Thompson, *Bill & Melinda Gates Foundation*
- Margery Turner, *Urban Institute*
- Russ Vanos, *Itron*
- Todd Vogel, *Loom, a foundation*
- Edmundo Werna & Andres Mella, *International Labor Office*
- Kim Zeuli, *Initiative for a Competitive Inner City*

WEBINARS

Meeting of the Minds convened regular webinars throughout the 2013-2014 season with key influencers working on urban sustainability initiatives. Short presentations preceded interactive Q&A sessions with each audience. Click the titles to access archive video from each event.

OCTOBER

[Lessons from Massachusetts: Bottom-Up Wins in Transportation and Smart Growth](#)

Kristina Egan, *Director, Transportation for Massachusetts*

JANUARY

[Sustaining Change: Opportunities to Realize Detroit's Vital Transformation](#)

Bradford Frost, *Director, The Detroit Corridor Initiative*

FEBRUARY

[Startups & the City](#)

Julie Lein, *Co-founder and President, Tumml*

Rose Broome, *Founder and CEO, HandUp*

Snir Kodesh, *Co-founder, Hitch*

MARCH

[Smart Cities: Turning Information into Action](#)

Russ Vanos, *Vice President, Strategy and Business Development, Itron*

Jesse Berst, *Chairman, Smart Cities Council*

Jason Zogg, *Urban Planner, DTE Energy*

APRIL

[Cross-Sector Collaboration and Strategic Action Frameworks for Better Cities](#)

Andre Leroux, *Director, Massachusetts Smart Growth Alliance*

JUNE

[Infrastructure and the Competitive City](#)

John M. de Yonge, *Director, Account Enablement, Global Cleantech Center, EY*

Jay Gillespie, *Vice President, Infrastructure Advisory, EY*

Rachel MacCleery, *Senior Vice President, Building Healthy Places Initiative, Urban Land Institute*

WEBINARS

JULY

🔗 Launching and Building an Innovation Economy: Makers, Incubators and Entrepreneurs in Detroit

Leslie Lynn Smith, *President and CEO, TechTown Detroit*

Matt Clayson, *Director, Detroit Creative Corridor*

AUGUST

🔗 From Fragile to Agile: Transforming Economies Through New Business Models and Partnerships

Riz Khaliq, *Director, Marketing and Communications, IBM Global Public Sector and Smarter Cities*

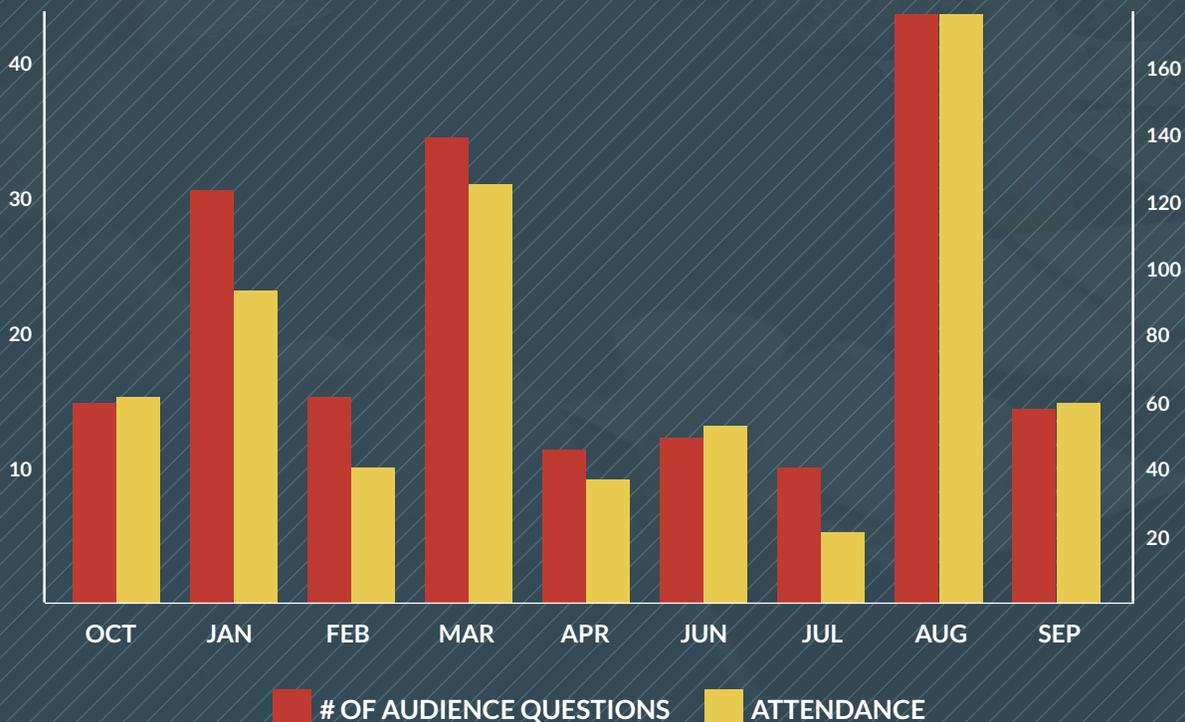
SEPTEMBER

🔗 Innovation + Openspace: Implementing Smart City Policies and Green Infrastructure Amidst Fiscal Constraint

Erin Kelly, *Program Manager, Detroit Future City*

Chris Dorle, *Strong Cities, Strong Communities Fellow, Detroit Future City*

ATTENDANCE & ENGAGEMENT



TWITTER

Traction & Interaction

In 2014, we increased our posting frequency on both Twitter and Facebook, promoting the growing library of thought leadership on the CityMinded.org blog. Our international reach via Twitter increased steadily through 2014, and for the first time, the majority of our Twitter followers are now from outside the USA.

GENDER OF FOLLOWERS

30% FEMALE

70% MALE

LOCATION OF FOLLOWERS

45% USA

11% CA

8% UK

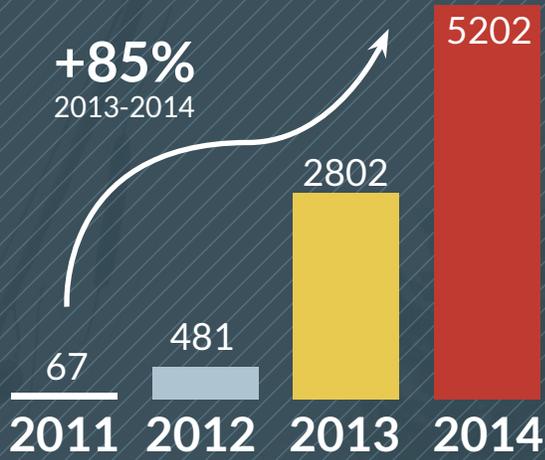
3% NLD

28% OTHER



TWITTER

NUMBER OF FOLLOWERS



#HASHTAG USAGE



2014 MEDIA COVERAGE

🔗 *Vitamin Y: Minds Meeting in Detroit*
Mary Allen
InsightaaS.com

🔗 *Meeting of the Minds – Smart City Lessons from Detroit to San Diego*
Jim Waring
Cleantech San Diego

🔗 *Conference Circuit: Meeting of the Minds Heads to Detroit*
Morgan Little
AssociationsNow.com

🔗 *Meeting of the Minds: NextEnergy's Cutting-Edge Research in Detroit*
Doug Newcomb
C3 Report

🔗 *Key policy roles for businesses, foundations in Detroit*
Louis Aguilar
The Detroit News

🔗 *'Meeting of the Minds' Explores Detroit's Transformation*
Matt Roush
Technology Century

🔗 *Biometric Car To Make Appearance In Detroit*
Peter O'Neill
FindBiometrics.com

🔗 *Toyota To Discuss Connected Vehicles At Meeting of the Minds 2014*
Philippe Crowe
HybridCars.com

🔗 *Itron, Detroit Utility Showcase Smart City Tech*
EnvironmentalLeader.com

🔗 *Urban Concept Car on Display at National Conference*
Scott Halasz
xeniagazette.com

🔗 *Toyota To Discuss Connected Vehicles At Meeting of the Minds 2014*
RawVehicle.com

🔗 *Hackathon Leads to Innovative Hacks to Improve City Life*
Nicole Johnson
MITechNews.com

🔗 *Internet of Everything: Hype or Hyper Progress?*
Wim Elfrink
Cisco Blog

🔗 *Entrepreneurs Are Target Of Four Events in Detroit This Month*
Deadline Detroit

🔗 *Toyota to Show Driver Awareness Research Vehicle 1.5 at Meeting of Minds in Detroit*
Green Car Congress

🔗 *Behind every crumbling downtown is a billionaire who wants to save it*
Heather Smith
Grist

🔗 *Today, "Made in Detroit" is a label in search of a story*
Heather Smith
Grist

🔗 *What makes a city 'smart,' anyway?*
Nina Bianchi and Kat Hartman
Model D

MEDIA PARTNERSHIPS

GOVERNING

InsightaaS.com

citiscop

F R O S T & S U L L I V A N

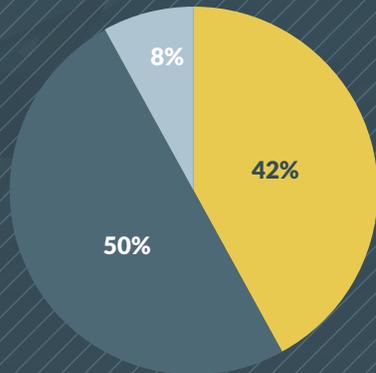
detroit
URBAN
INNOVATION
EXCHANGE



SURVEY RESULTS

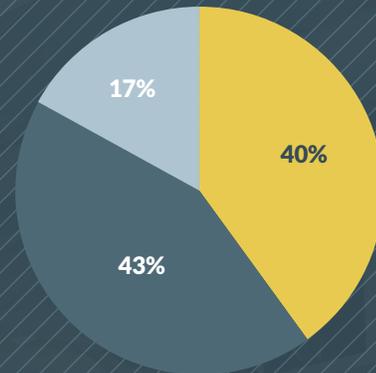
Meeting of the Minds delegates were surveyed after the event and we received 102 responses. Results are below.

Overall, how would you rate Meeting of the Minds 2014?



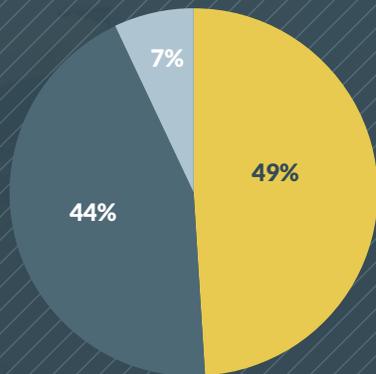
■ Excellent ■ Very Good
■ Fairly Good

How likely are you to recommend Meeting of the Minds to a friend?



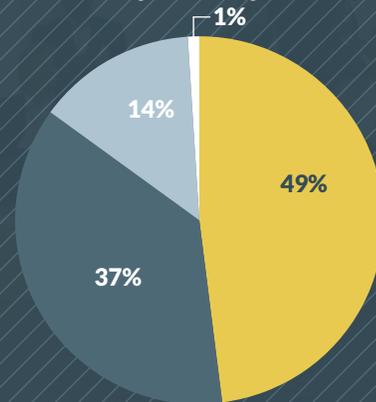
■ Extremely Likely ■ Very Likely
■ Moderately Likely

How organized was Meeting of the Minds 2014?



■ Extremely Organized ■ Very Organized
■ Somewhat Organized

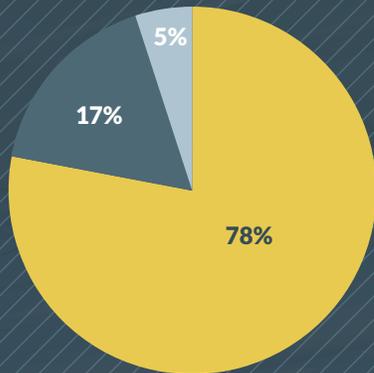
Did you come away from Meeting of the Minds with a new idea or a new approach that you will pursue further?



■ Definitely ■ Most Likely
■ Perhaps ■ Not Likely

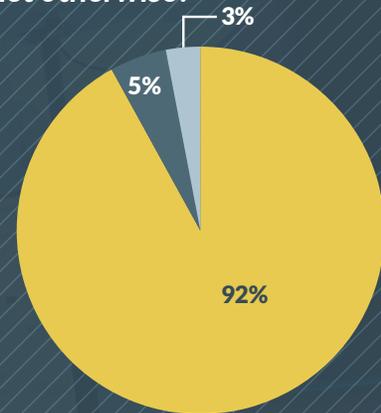
SURVEY RESULTS

Do you feel a renewed sense of urgency or excitement as you return to work?



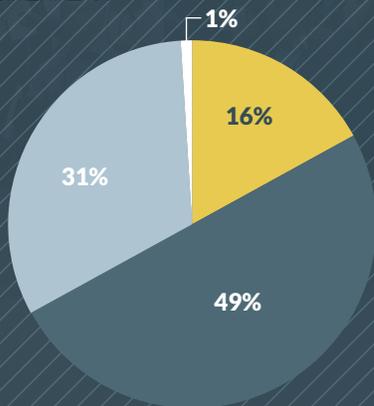
■ Yes ■ Maybe ■ No

Did you meet new friends and allies at Meeting of the Minds that you would not have met otherwise?



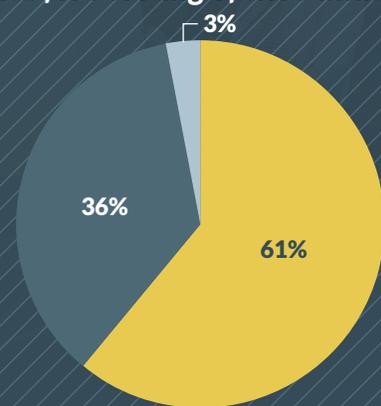
■ Yes ■ Maybe ■ No

How unique was Meeting of the Minds 2014?



■ Extremely Unique ■ Very Unique
■ Fairly Unique ■ Not at all Unique

How easy was the online registration process for Meeting of the Minds 2014?



■ Extremely Easy ■ Quite Easy
■ Moderately Easy

DELEGATE FEEDBACK

” *I loved networking with other professionals that I would normally not have the opportunity to meet.*

” *The event was very well organized and included relevant and engaging presentations. I liked how many presenters spoke about current trends and programs in the host city of Detroit. It was also wonderful to see people from many different industries and various age groups come together for this meeting!*

” *I enjoyed the conference immensely and made many great contacts. I learned a lot and am already thinking of new ways to engage in the community from ideas taken from this event.*

” *I found the whole experience incredible. It gave me a chance to participate in the conference; see a city I would probably never had chance to visit; meet and talk to people I would not have had chance to meet; and I learned a huge amount overall. We had a couple of extra days in the city and were able to visit the art institutions, explore downtown, walk around midtown, and generally see a lot. Thanks to you we were able to get out widely into the different communities of the city. I can't begin to thank you for this chance.*

” *The mix of people and backgrounds was unique in my conference experience. I left with many new ideas. Needless to say change on the level of “smart” is extremely difficult. Unfortunately, there are no quick fixes. So the change will need to become baked into systems over time. Being around people with shared goals helps re-energize for this long, unpredictable effort.*

” *Thank you again for inviting me to MotM 2014. I found the conference stimulating, with a strong mix of experts across the board. I appreciated the practical site visits and and panel discussions that went beyond introduction.*

” *What an event! The content was excellent, and I made so many great contacts. We'll surely be back!*



DELEGATE FEEDBACK

”

I enjoyed the calibre of the speakers, the approachability of the speakers (they hung around and socialised for the most part), the complete engagement and congeniality of the organisers, the relative intimacy of the event (small enough that one got a sense of getting to know people), the stand-up meals that encouraged milling about and networking, the excellent printed program, the informality and congeniality of the whole show.

”

Great group of people doing good things. Not just talking about things that could possibly be done, but things that have already been accomplished. I found at least 10 people that I am able to collaborate on existing projects today. It's not just thought leadership, it's action facilitation. Facilitated serendipity.

”

I think MotM was successfully able to mesh the global to the local as well as the tech-for tech sake perspective to the people aspect. Broad range of views. Strong thinkers. Well done. I also like that the conference hotel was not the venue for the conversation. It forced people to go out.

”

Good opportunity to meet a wide set of people would not otherwise have gathered. Good combination of business, technical, municipal, research. Most conferences I have attended are much less balanced. Enjoyed opportunity to meet folks and network during social events. Most people in attendance were very approachable. Also enjoyed having some younger folks around. Good for them, good for us.

”

It felt like a conference where people wanted to exchange ideas.

”

I want to thank the organizers for putting on the event and making these sessions and interactions possible. I think many people will come back to their jobs with new visions for what is ahead, reminded of the large, diverse network of peers around the world that are working to make cities better, more exciting places for all.

SESSIONS



Watch Video



1

WELCOME TO MEETING OF THE MINDS 2014

Gordon Feller

Director, Cisco & Board Co-President, Meeting of the Minds

Watch Video

Download Slides



2

LEADING FROM LOCAL CIRCUMSTANCE: LESSONS FROM DETROIT

Rip Rapson

President and CEO, Kresge Foundation

Underlying Detroit's current transformation is an extraordinary reinvention of its civic ecology. Traditional roles and responsibilities have shifted, merged, and migrated, creating a new model for public, private, and philanthropic collaboration. The Detroit model is a direct response to shifting fiscal and political circumstances and a radical departure from the old way of doing business in American cities. An examination of the principles and strategies underpinning Detroit's new blueprint for civic change offers lessons for many other cities in transition.

A man in a dark suit and glasses, identified as Jeremy Bentham, is speaking at a conference. He is holding a small device in his hands. The background shows a large screen with text, including "Global Business Environment" and "Royal Dutch Shell".

Watch Video

Download Slides

3

A GLOBAL CHALLENGE: HOW DO WE MAKE THE RIGHT DECISIONS?

Jeremy Bentham

Vice President, Global Business Environment, Royal Dutch Shell

By 2050, about three-quarters of the world will live in cities. To house all of these people, we will need to build the equivalent of a new city of more than 1.4 million people every week. But this urban growth will place enormous stress on our resources – water, food and particularly energy. To better understand the issues that will shape our energy future, Shell uses scenario-based analysis to identify a number of areas for action – all of which rely on strong city leaders to answer tough questions and make smart decisions. What are we learning that may lead to more or less effective outcomes? How can a mix of top-down and grassroots initiatives contribute to better outcomes? What steps can we take to improve resource efficiency, and can these be combined with liveability? How do the decisions we make today affect how we will live in the future?

Watch Video



4

HOW URBAN ENTREPRENEURS ARE LAUNCHING AND SCALING UP DESPITE RED TAPE

Moderator: Julie Lein, *Co-Founder, Tumml*

David Estrada, *VP of Government Relations, Lyft*

Marlin Page, *Founder, Sisters Code*

Christine Boyle, *Founder and President, Valor Water Analytics*

Urban entrepreneurs are changing the way we live, work and play in cities. Despite bureaucratic obstacles, they continue to innovate and find solutions by working with the public sector and citizens. But what does this really look like? What major obstacles still lie in the way to scaling up start-ups and innovative companies popping up in cities? How can urban entrepreneurs have an even greater impact?

Watch Video



5

HOW CITY-REGIONS CAN BETTER ATTRACT AND RETAIN URBAN TALENT

Moderator: : Ned Staebler, *Vice President for Economic Development, Wayne State University*

Darrin Redus, *President & CEO, MainStreet Inclusion Inc.*

Tanya Heidelberg-Yopp, *CEO, Linked Learning Detroit*

What is the role of talent in revitalizing our cities? Urban environments are challenged by the disconnect between opportunity in 21st century jobs and a population who's not been given the tools they need to access those emerging careers. This dichotomy is particularly acute in Detroit with the significant growth of jobs in technology fields, and at companies in the greater downtown area. Research shows that only one in four of Detroit's public and charter schools are preparing children to succeed in college and beyond. What is the experience in other cities around the country? Educated and talented professionals, attracted to the opportunity of being part of revitalizing urban areas, are forced to ask themselves whether or not living in and around cities will be the right choice to prepare their future families for success. How do we attract, retain and nurture the talent needed to lead our cities' future generations?

Watch Video



6

MEETING OF THE MINDS HACKATHON

Hackers:

Michael Evans, *Ourselves* ♦*
Macklin Underdown, **Jeff Sibbold**,
Bryan Kelley, *Come Together* ♦
Olivia Walch, *Walkable* ♦
Shane Schulte, **Sean Acker**, **Aaron Barber**, **Michael Ray**, *My City*
Andre Lipke, **Katt Mitchell**, *DDOT tracker*

Hackathon Judges:

Aidoo Osei, *Strategic Business Development, Qualcomm Technologies*
Chris Thomas, *Founder, Fontinalis*
Marlin Page, *Founder, Sisters Code*
Chuck Gulash, *Director, Collaborative Safety Research Center, Toyota*
Sean O'Sullivan, *Managing Director, SOSVentures and Carma*

After having spent all night developing apps to improve the livability of cities, Meeting of the Minds delegates heard the top three hackathon finalists pitch their solutions. The winning team, Ourselves, received a \$5,000 cash prize.

♦ Finalists

* Winning team

Watch Video



7

TURNAROUND: REMAKING LEGACY CITIES

Moderator: Anthony Flint, *Fellow and Director of Public Affairs, Lincoln Institute of Land Policy*

Mayor Rob van Gijzel, *Eindhoven, The Netherlands*

Mayor Bill Peduto, *City of Pittsburgh*

Some *legacy cities* are succeeding where others are not. Why? Which transformation programs are shifting local economies, rebalancing communities, and rebuilding the social fabric? Specific policies and strategies are focused on such areas as real estate, taxes, financing, neighborhood revitalization and quality of life initiatives. A growing consensus is that a more incremental approach – as opposed to the silver bullet of a casino or a ballpark – is a winning one, beginning with taking advantage of existing assets such as downtowns and town centers. Which strategies are enabling successful legacy cities to achieve their revitalization goals?

Watch Video

Download Slides

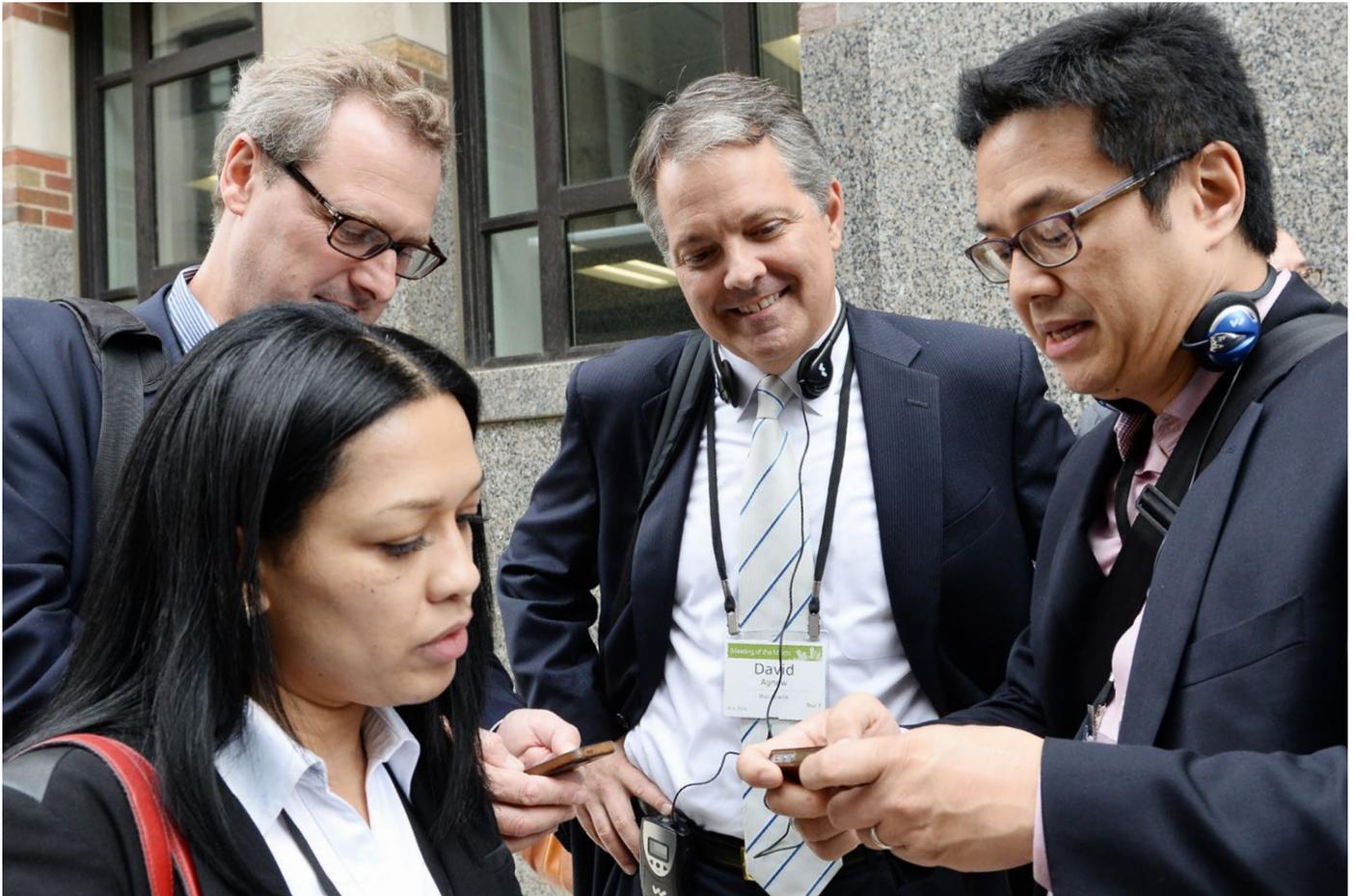


8

BREAKING DOWN THE SILOS: DTE ENERGY'S PARTNERSHIP WITH TECH INNOVATORS

Russ Vanos, *Senior Vice President, Strategy and Business Development, Itron*
Steven Baker, *IT Strategist and Innovation Enabler, DTE Energy*

DTE Energy and Itron have developed a partnership to provide new technologies to the energy industry. DTE Energy partners with private companies and public agencies on customer and employee mobile apps, visual inspections with UAVs, and advanced collaboration platforms - each with a sharp focus on improving services for customers, engaging employees, and activating the region. Itron is working with utilities around the world, implementing next-gen technologies - big data, sensors, Internet of Things, etc. - to where it's most needed with the goal of accelerating the transformation of key services.



WORKSHOP TOUR 1: TRANSFORMATIVE URBAN INTERVENTIONS – THE IMPACTS OF SMALL-SCALE REVITALIZATION EFFORTS IN SOUTHWEST DETROIT

The geography colloquially referred to as Southwest Detroit includes a number of the City's most vibrant, distinctive and diverse mixed-use neighborhoods, where small-scale, community-based and community-oriented initiatives are furthering revitalization efforts and informing broader city-wide strategies, including those of Detroit Future City. Against this backdrop of old industrial infrastructure and tight-knit immigrant neighborhoods, this workshop tour will showcase a number of transformative, urban interventions and developments from Corktown to Springwells Village, including efforts around urban agriculture, arts and culture, neighborhood retail investment, deconstruction, and entrepreneurial development. The tour will end with an hour-long discussion with local leaders and practitioners on small-scale, creative change in Detroit and its impacts on communities and neighborhood residents. The conversation will explore creative placemaking, what we mean by lean and tactical urbanism, and the long-term impacts of such work. We'll also explore the role of urban entrepreneurs and artists challenging long-held notions of urban redevelopment.

- **George Jacobsen**, Program Officer, Community Development/ Detroit, Kresge Foundation

WORKSHOP TOUR 2: RETROFITTING LEGACY INFRASTRUCTURE WITH SMART CITY SOLUTIONS

Which projects inside Detroit are making the smart city a reality, and not just a slogan or a goal? At Meeting of the Minds, DTE Energy, Itron and Cisco will unveil some remarkable smart city demonstration projects via a Smart Home tour. This project supports bridging silos of smart technologies (smart meters, sensors, distributed intelligence, communication) through analytics and the integration of innovative technologies for cohesive engagement between citizens, community and corporations. It also highlights the importance of energy and water as the lifeblood of any thriving city or community. Visitors to the Smart Home will engage with smart cities experts on a guided tour to understand the important role that citizens play in creating more interactive, empowering, efficient, livable and workable environments. These include an educational kiosk, electric vehicle charging station, intelligent street lighting, citizen engagement applications, and other pilots. This workshop tour will explore some remarkable smart city demos, explore innovations and discuss the transition from legacy infrastructures to smart city systems. Another component of this workshop features Rock Ventures' real estate company - Bedrock Real Estate. They're implementing real-time monitoring and integration systems in all forty of their downtown buildings. As a result, Rock Ventures saves upwards of \$1 million/year. Bedrock's VP of Construction will be on hand to show us how they've turned high-rises (some built in 1910) into some of the most efficient buildings in the country – all with a simple

touch of the iPad. Embedded sensors are enabling buildings (and critical building functions) to connect with broadband networks. This is the Internet of Everything: it's empowering large and small companies to innovate, retrofit and turn "dumb" assets (e.g., water infrastructure, street lighting, parking) into smart technologies of the future. Following a two-hour tour, participate in an in-depth group discussion during the third hour. Discuss the transition from legacy infrastructures to smart city systems. Compare and contrast the experience of your city with leaders from other cities.

- **Scott Collins**, *Construction Project Director, Bedrock Real Estate Services*
- **Jason Zogg**, *Urban Planner, DTE Energy*
- **Russ Vanos**, *Senior Vice President, Strategy and Corporate Development, Itron*
- **Scott Anderson**, *Global Marketing Director, Cleantech, Ernst & Young LLP*

WORKSHOP TOUR 3: HOW FUTURE MOBILITY SOLUTIONS CAN CO-EXIST: THE COMPLETE STREET OF 2030

A variety of urban mobility solutions are beginning to roll out onto our streets. These will need to co-exist within a more complete transportation infrastructure network. Hydrogen fuel cell vehicles are being deployed alongside EVs. Driverless vehicles are visible on our roads. BRT lines are being built alongside new kinds of car lanes and bike lanes. How exactly will all these solutions co-exist? When and where might they be in competition? What will mobility really look like in 2030? What do we need to do now in order to prepare our cities? This workshop/tour will visit some key mobility projects underway in the Detroit region: Get a briefing on Toyota's latest hydrogen fuel cell vehicle. Visit Qualcomm's connected vehicle and NextEnergy's wireless charging demo. Visit with one of the student teams that participated in the Shell Eco-marathon Americas challenge in which student teams design, build and compete to achieve the highest possible miles per gallon. See the latest plans and designs for the Woodward Corridor and bike networks. During the third hour discuss the many ways that cities around the world are grappling with big challenges, creating new mobility systems and embracing infrastructure opportunities.

- **Chuck Gulash**, *Director of Toyota's Collaborative Safety Research Center, Toyota Technical Center*
- **Jean Redfield**, *President & CEO, NextEnergy*
- **John Currie**, *Manager, Technical Marketing, Qualcomm*
- **Chris Borroni-Bird**, *VP Strategic Development, Qualcomm*
- **Niel Golightly**, *Vice President, External Affairs, Americas, Shell*
- **Sharmila Mukherjee**, *Supervising Planner and Project Manager, Parsons Brinckerhoff*

WORKSHOP TOUR 4: MESH NETWORKS AND DIGITAL STEWARDSHIP

Given acute challenges to livelihoods and quality of life in parts

of Detroit -- and the growing importance of digital connectivity -- the development and use local communications infrastructure has emerged as an effective community revitalization tool. The Detroit Digital Justice Coalition and the Allied Media Projects, with support from the Open Technology Institute, have pioneered a training program called „Digital Stewards“ which helps local residents become the custodians of their local digital ecosystems. The Detroit Digital Stewards use open source technologies, including wireless mesh, to provide affordable Internet access in their neighborhoods via home-grown communications infrastructure. These rapidly deployed, ultra-low-cost networks are real-world examples of how to use innovative technologies and business models to extend broadband access and strengthen community ties. They support community problem-solving, allowing neighbors to share Internet connections or functioning as local "Intranets" with standalone applications like local chat or shared digital libraries. On this tour we will visit two new wireless mesh networks in River East Neighborhood of Detroit to see how technology is being used to strengthen long-standing educational and organizing efforts and relationships within that community. We will visit the Boggs Center for Nurturing Community and the Grace Lee and Jimmy Boggs Education Center, two major anchor institutions for the networks, to hear stories about how these projects are being built and used to uplift local visionary grassroots solutions and ongoing, citywide digital justice initiatives. An excerpt from the Detroit Digital Justice Coalition's statement of principles: „The Detroit Digital Justice Coalition is comprised of people and organizations in Detroit who believe that communication is a fundamental human right. We are securing that right through activities that are grounded in the digital justice principles of: access, participation, common ownership, and healthy communities.“

- **Greta Byrum**, *Interim Field Operations Director, Open Technology Institute at New America Foundation*
- **Diana Nucera**, *Digital Stewards/AMP Camp Program Coordinator, Allied Media Projects*

WORKSHOP TOUR 5: LAUNCHING AND BUILDING AN INNOVATION ECONOMY

This walking workshop tour will visit Midtown Detroit's innovation district. Sites include entrepreneurial and commercialization spaces, accelerators, factories, research labs and multidisciplinary advanced technology institutes. Hear from the innovators behind these projects. How is Detroit defining an innovation district? How do stakeholders within its technology-based entrepreneurial ecosystem work together to develop the pipeline: creating, attracting and retaining technology-minded entrepreneurial talent; mining and developing innovative technologies; moving high-potential startups to market; and supporting the on-going growth of sustainable enterprises. What have been the key drivers for the development of the innovation district, and what challenges have emerged along the way? Visits within Detroit's innovation district will include: Henry Ford Innovative Institute, Shinola Detroit watch factory, Dlectricity's highway underpass installation, Wayne State University's new Multidisciplinary Biomedical Research Building, a community gathering space linking the institutions, NextEnergy and TechTown Detroit.

- **Sue Mosey**, *President, Midtown Detroit Inc.*
- **Leslie Lynn Smith**, *President and CEO, TechTown Detroit*

WORKSHOP 6: MAKERS, INCUBATORS AND THE NEW ECONOMY

Detroit has a burgeoning entrepreneurial sector made up of makers, designers, artists, techies, coders, urbanists and social entrepreneurs. The bootstrap mentality in Detroit is alive and well. There seems to be demand around every corner -- start-ups are being created locally or moving to Detroit for the first time to set up shop. New shared, co-working and creative spaces in Detroit are popping up every month. Visits will also include: The College for Creative Studies workshops and studios, the Detroit Creative Corridor Center and A. Alfred Taubman Center for Design Education. These are just some of the incubation and co-working spaces that are filling a gap in Detroit. Visit these spaces, hear from local entrepreneurs launching and scaling their businesses in them, and sit-down for an in-depth discussion on the future of the maker movement, entrepreneurial spaces and the people behind them. How do cities support entrepreneurs and build out a strong ecosystem of partners, resources and talent? How have other cities fared? What's the real potential of this sector to change cities now and in the future?

- **Matt Clayton**, *Director, Detroit Creative Corridor Center*

WORKSHOP 7: THE FUTURE OF DOWNTOWNS: PEOPLE, PLACE AND SPACES

Downtown Detroit is undergoing massive redevelopment and urban design changes. Building vacancies are so far down that wait-lists for apartments are now the norm. What may appear an abandoned or dilapidated building does in fact have plans and a future. How are lean urbanism and new urbanism processes shaping downtown? What does the future hold? How is downtown attracting tenants and residents? What social equity issues are at play? What key anchors and public spaces are key to its success? Learn from two of Detroit's most admired urbanists what the future holds for downtown Detroit. During the last hour, discuss with leaders from cities around the world how their downtowns are faring. What policies are working in other cities? What practices need to be revisited? Are certain policies and public realm projects replicable and transferable city-to-city?

- **Doug Kelbaugh**, *Professor and Former Dean, University of Michigan's Taubman College of Architecture & Urban Planning*
- **Mark Nickita**, *President, Archive DS*

WORKSHOP TOUR 8: DECONSTRUCTION, DEMOLITION, VACANT LAND, AND GREEN INFRASTRUCTURE STRATEGIES

Detroit has 114,000 vacant properties, which account for almost 20 square miles, the size of many cities. Deconstruction and demolition are both key strategies for Detroit's revitalization and rebirth. New deconstruction strategies are being employed to decrease runoff and localized pollutants and avert the landfill. This vacant land also presents opportunity. Following deconstruction/demolition, innovative treatments can be applied to vacant properties to harness their ability to manage stormwater runoff. Visit some of the key neighborhoods and sites in Detroit where vacant property is being transformed and green infrastructure/stormwater management is being integrated into the fabric of the city such as the Springwells neighborhood, where deconstruction and vacant lot treatment is being piloted, as well as the Lower East Side, where vacant lots are being transformed at scale as part of the Great Lakes Shoreline Cities initiative.

- **Erin Kelly**, *Program Manager, Detroit Future City*

WORKSHOP TOUR 9: HOW THE NEXT GENERATION OF INNOVATORS ARE SOLVING THE MOBILITY AND ENERGY CRISIS

The next generation of innovators is being trained and challenged to solve the mobility and energy crisis. This workshop tour will visit with three different groups of young innovators who are pushing the boundaries of design, technology, and innovation in the mobility space. The Shell Ecomarathon challenges young leaders from around the world each year to compete in the ultimate adventure: build and test the fastest, lightest vehicle. With annual events first in the Americas, then Europe and Asia, the winners are the teams that go the furthest using the least amount of energy. The events spark debate about the future of mobility and inspire young engineers to push the boundaries of fuel efficiency. This workshop tour will include a special briefing and tour of the latest winning Ecomarathon vehicles as well as Square One vehicles and College for Creative Studies Transportation Design Studio prototypes. Hear from the competitors and innovators themselves as well as the creators and organizers of these programs. Square One Education Network high school teachers, students, and staff will share the Innovative Vehicle Design program and the excitement of engaging in vehicular engineering projects. This includes student-built electric vehicles and connected vehicle technology. The IVD programs include four types of engineering challenges, including underwater robotics. How can these vehicles be scaled into public use? What do these vehicles teach us about our energy and mobility options? What technology is available today that we are not incorporating on a larger scale? What can other industries learn from the creative process and design-build aspects of the Ecomarathon, Square One, and CCS programs? Jump into a lively debate on the future of mobility, energy, and how we might all learn something from the next generation of leaders and industry experts.

- **Dave Dudek**, *Fuels Technology Manager, Shell Technology Center Houston*
- **Alexander Klatt**, *Chair of MFA Transportation Design & Associate Professor, College for Creative Studies*
- **Karl Klimek**, *Executive Director, Square One Education Network*

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9

MORE THAN JUST DIRT: FOOD, COMMUNITY AND THE NEW ECONOMY

Pashon Murray

Founder, Detroit Dirt & MIT Media Lab Fellow

Detroit's urban landscape offers a new economic development, community and agriculture opportunity. Detroit Dirt is pioneering the composting and waste reduction revolution in Detroit. Dirt offers more than just a food solution. It also offers a new way to engage the community, create jobs, and build a localized economy in Detroit's neighborhoods. How has Detroit transformed abandoned plots into productive economic clusters? What can other cities learn from Detroit's experience?

A photograph of Ilana Preuss, a woman with shoulder-length dark hair, wearing a black top and a purple bag. She is gesturing with her right hand raised and her left hand holding a small device. The background is a stage with blue and red lighting.

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10

THE COMING REVOLUTION: SMALL-SCALE URBAN INDUSTRIAL DEVELOPMENT

Ilana Preuss

Vice President and Chief of Staff, Smart Growth America

New technology and the American manufacturing base are colliding to create amazing opportunities for small-scale industrial businesses in our cities. Startups can reach an international market with the clink of a new website, and the demand for locally produced goods grows each day. This session will highlight cutting edge models of urban redevelopment for small-scale producers to grow our urban job base and key steps for cities to harness the power of this revolution.

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11

CLIMATE PREPAREDNESS AND RESILIENCY IN URBAN AMERICA

Mayor Dawn Zimmer

City of Hoboken, New Jersey

Urban areas face unique challenges in adapting to a changing climate. Hoboken, New Jersey is a coastal city on the front lines of climate change that was severely flooded by Superstorm Sandy. Due to its geography and topography, Hoboken also regularly experiences the impacts of rising seas and strong storms that other coastal communities will face with increasing frequency in the years ahead. Mayor Dawn Zimmer will discuss her city's challenges – including regulatory, engineering, social, and financial obstacles – as well as a comprehensive approach to resiliency that can serve as a model for other urban areas.

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12

GOVERNANCE WITHOUT GOVERNMENT: FUNDING + IMPLEMENTING SMART CITY POLICIES AMID FISCAL CONSTRAINT

Moderator: Chris Dorle, *Strong Cities and Strong Communities Fellow, Detroit Future City*

Jennifer Bradley, *Fellow and Senior Advisor, Brookings Metropolitan Policy Program*

Wendy Lewis Jackson, *Deputy Director, The Kresge Foundation*

Garlin Gilchrest II, *Deputy CIO for Technology and Community Engagement, City of Detroit Mayor's Office*

Jessica Robinson, *Market Launch Manager, Zipcar*

With federal dollars at a trickle and state and local funding drying up or unattainable, how do cities innovate and implement new policies that improve the lives of their residents? How have civic groups stepped up to fill the gap of government in ailing cities? How have new public private partnerships formed to solve intractable urban financing challenges such as transit and smart city infrastructure? How has the role of the foundation changed and how is it projected to change in the next 30 years?

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13

THE INTERNET OF EVERYTHING CHANGES EVERYTHING: DRIVING NEW BUSINESS MODELS FOR URBAN SERVICES

Wim Elfrink

Executive Vice President, Industry Solutions & Chief Globalisation Officer, Cisco Systems

The Internet of Everything is no longer a distant vision. Cisco calculates that the Public Sector can realize up to \$14.4T in economic value from IoE by 2024 and IDC recently predicted IoE technology and services revenue will grow worldwide from \$4.8T in '12 to \$7.3T by '17. The epicenter of these seismic shifts is originating and accelerating in cities on nearly every continent. Connecting people, processes, data and things is transforming how cities deliver urban services, collaborate and become more relevant to their citizens. Big Data analysis is driving more efficient, faster and cost-effective processes that improve traffic, parking and waste management while reducing energy consumption, costs and even crime. Synergies with business, healthcare providers and education have a multiplier effect that enhances quality of life in our metropolitan centers. More and more real-world use cases emerge weekly. It's clear that the Internet of Everything is proving to be the most innovative and beneficial disruption to how we live, work, play, and learn than the Internet itself. In this talk, we will learn how the value of the Internet of Everything can be unleashed today and tomorrow.

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14

SUSTAINABILITY DIRECTORS AROUND THE COUNTRY TACKLE THE RESILIENCY CHALLENGE AND INNOVATION OPPORTUNITY

Moderator: Shelley Poticha, *Director, Urban Solutions, Natural Resources Defense Council*

Denise Quarles, *Director of Sustainability, City of Atlanta*

Katherine Gajewski, *Director, Mayor's Office of Sustainability at City of Philadelphia*

Melanie Nutter, *Former Director of the Department of Environment, City of San Francisco*

Cities are the incubators for problem solving and are charting the way for the cultural, social, and political innovations shaping our planet. Chief Sustainability Officers and Directors around the country are retooling their cities to respond to and prepare for natural disasters while at the same time recovering from the economic downturn. They are ignoring traditional approaches to work smarter, more effectively and more collaboratively. How is city X preparing its neighborhoods and downtown for future extreme conditions? How is city Y funding its resiliency strategy? How is city Z retrofitting and implementing across the commercial, residential and public spaces? The Sustainability Directors from each of these cities will share their challenges and their strategies for overcoming them.

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15

TRANSFORMING TRANSPORT: CONVERGING DIGITAL AND PHYSICAL

Moderator: Ralph Menzano, *Executive Director, Global Transportation Industry Solutions, Oracle*

Rick Lemberg, *Vice President Sales, Industry Solutions Worldwide, SQLstream*

Jaime Ballesteros, *IT Project Director, San Francisco Municipal Transportation Agency*

Two facts are changing the future of transport: higher levels of interconnectivity across industrial and operational devices and fast growth in the number of smart mobile devices. Taken together, these two forces are changing every city in the world. What advantages become available to those transportation authorities and their local governments who become early adopters of the emerging innovations commonly referred to as the Internet of Things? Among the many technologies now reshaping transport are four which this session will examine: 1) digital identity 2) vehicle-to-infrastructure, vehicle-to-vehicle communications, and autonomous vehicles 3) enhancements in broadband networks and 4) sensor-based computing.

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16

DANCING WITH GIANTS: TWO OF THE WORLD'S BIGGEST COMPANIES EMBRACE THE FUTURE

Moderator: Gordon Feller, *Director, Cisco & Board Co-President, Meeting of the Minds*
Niel Golightly, *Vice President External Affairs, Americas, Shell*
Nihar Patel, *Vice President, North American Business Strategy, Toyota Motor Sales, U.S.A., Inc.*

Some of the fundamentals in urban transport and urban energy are shifting. Dramatic changes are already underway in some of the world's major cities. Many of those changes could, in time, help to create a positive future. Under what conditions could government policies and corporate practices accelerate a beneficial outcome at the other end of the transition? How can we make sure that the impending urban transformation becomes a net positive for all citizens, up and down the socio-economic spectrum?

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17

INNOVATIONS IN CITY SERVICE DELIVERY: QUICKER, FASTER, CHEAPER

Moderator: Brooks Rainwater, *Center, Director, City Solutions and Applied Research, National League of Cities*

Stephen Goldsmith, *Professor of Government and Director of Innovations in Government, Harvard Kennedy School and former Mayor of Indianapolis*

Debra Lam, *Chief Performance and Innovation Officer, City of Pittsburgh Mayor's Office*

Efficient, fast, and affordable: this could be the future of city service delivery. But getting to that promised land continues to baffle. At a time of scarce public resources, manifesting that vision is difficult. What strategies are cities like Pittsburgh, NYC, Chicago and others using? How well are they faring in the push to break down barriers? As a result of advanced data analytics and open data, cities are now able to better predict service level needs and proactively provide services to residents. Local governments are using data to positively affect city operations from trash collection to pothole repair. Are we getting closer to a world where service providers are more accountable and more responsive?

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18

UNLEASHING OPEN DATA: CIVIC HACKING FOR MORE LIVABLE CITIES

Moderator: Gordon Feller, *Director, Cisco & Board Co-President, Meeting of the Minds*
Steven Adler, *Information Strategist, IBM*
Jerry Paffendorf, *Co-Founder and CEO, LOVELAND Technologies*
Erica Raleigh, *Director, DataDrivenDetroit*
David Edinger, *Chief Performance Officer, City of Denver*

The opening up of urban data and public access into city data portals have unleashed new opportunities for a multitude of stakeholders including government managers, entrepreneurs, citizens, and hacktivists. New questions keep emerging: Which intermediary organizations are playing larger roles in the way raw data gets analyzed, shared, displayed? Can urban data help when communities decide to repurpose valuable but underutilized assets? What obstacles prevent open data from being harnessed in ways that make positive change possible? Which government policies make it easier for some cities to excel in the innovation race? What methods for barrier-busting have helped some cities to successfully leverage the power of their data?



19

MANDELA'S UNFINISHED BUSINESS: HOUSING NEEDS AND THE SPATIAL LEGACY OF APARTHEID IN SOUTH AFRICA

Nicolette Naylor

Senior Program Officer, Human Rights and Governance, Ford Foundation, Office for South Africa

South Africa's deteriorating housing stock is putting pressure on the nation's growing cities, many of which have started programs to move residents into emergency housing alternatives. The challenge is enormous. The Ford Foundation is working with partners in Johannesburg and Cape Town to develop out-of-the-box solutions based on new policies that promote collaboration with government and private developers who take over substandard buildings. Cities have also been busy developing town planning policies that aim to respond to apartheid's spatial legacy. Is it working? What methods are being used to break through hurdles?

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20

TAKING IT TO SCALE: SHIFTING THE CONVERSATION ABOUT RENEWING THE PUBLIC SECTOR

Moderator: Ben Hecht, *CEO, Living Cities*

Don Chen, *Acting Director, Ford Foundation*

Michael A. Finney, *President & CEO, Michigan Economic Development Corporation*

Reinventing government: two words resounding across the globe, especially in Detroit, one epicenter of a growing movement to “reset” local government for the 21st Century. Even while local government resources remain scarce, new innovations and capabilities are emerging inside and outside government, helping cities achieve better results, collaborate more deeply, and promote transparency, accountability and fiscal and environmental sustainability. As the municipal innovation movement grows, elected and appointed leaders are looking to places where the experience of re-engineering and re-thinking have paid off, most notably from the private sector. Where, inside specific cities and counties and state agencies, are we seeing good news on government innovation and performance? How is the public sector working differently with the private sector and philanthropy to renew cities, especially in ways that impact lower-income constituents?

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21

INVENTING NEW FUTURES: REAL LIFE LESSONS FROM SCIENCE & TECH-BASED BUSINESS INNOVATION

Sean O'Sullivan

Co-Founder and Managing Director, SOSVentures and Carma

From his humble beginnings to his standing today as one of the world's most prolific tech company builders – Sean's personal story parallels some of the amazing transitions under the spotlight during Meeting of the Minds. Through widely varied roles, Sean has discovered a set of vital innovation principles that he's applied in the US, Ireland and China. His biggest credits include co-coining the term "cloud computing" (at NetCentric) and inventing street mapping on personal computers (at MapInfo), but he's also founded and backed successful growth companies and social enterprises including: Carma, Haxlr8r JumpStart International, Khan Academy and CoderDojo. A few decades of hard work have made it possible for Sean to formulate a veritable „cookbook of ingredients." Certain accelerator models are not necessarily sustainable. What are the elements that can create an emerging ecosystem of leaders who constitute a community of risk-takers learning from one another?



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22

MEETING OF THE MINDS 2015 ANNOUNCEMENT AND NEXT STEPS

Jessie Feller, *Executive Director, Meeting of the Minds*

Mayor McLaughlin, *City of Richmond, CA*

Adam Lenz, *Environmental Manager, City of Richmond*

Located in the San Francisco Bay Area in the East Bay, Richmond will serve as the location for Meeting of the Minds 2015. Like Detroit, Richmond is at a crossroads and is implementing cutting-edge urban revitalization strategies and policies including the use of eminent domain to bail out underwater mortgages, a new crime reduction strategy, and the nation's first community choice aggregation program. It's also the future site of Lawrence Labs and UC Berkeley's next campus. The Meeting will take place at the Craneway Pavilion – an adaptive reuse project on the water's edge. Formerly a Ford factory plant, it has won numerous sustainability awards and embodies the Meeting of the Minds mission.

DELEGATES



DELEGATE LIST

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Tim De Vries

Infrastructure Senior Engineer, Ford
Dearborn

John de Yonge

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