



Creative Cities Network
Meeting Three, 7 November 2008

CEOs for Cities

Transcript of Notes

Workshop Introduction:

SESSION TASK

To generate strategy ideas for developing individual creativity, collective creativity, and building the capacity for cities to tap that creativity.

PROCESS OVERVIEW

- I. Level Setting
 - Task
 - Carol Coletta's Introduction and Presentation: Fostering the Creative City
 - Driving to Evidence

- II. Diverging
 - Generating a broad range of beginning strategy ideas
 - Featured Catalyst Speaker, Josephine Ramirez: Active Arts at the Music Center
 - Wishing..., Headlines

- II. Converging
 - Developing a select subset of beginning strategy ideas into concepts
 - Concept Development
 - Report-outs & Builds

GROUND RULES

- No bazookas!
- Wish for the moon
- Headline your ideas
- Build on each others ideas
- Think and link
- Active listen

Discussion of Conditions for Creativity:

CONDITIONS

1. A culture of risk – taking
 2. Connections – people & ideas
 3. Diversity of skills & backgrounds
 4. Tolerance
 5. Role models of successful creative people
 6. A market for new ideas
 7. Restlessness or tension
 8. Stimulus for thinking differently
 9. Aspiration
 10. Investment in people
- Builds:
11. Celebrate Creativity
 12. Financial support/incentives
 13. Ability to manage through conflict
 14. Repair, Restore, Improve – Public call to service
 15. Meet Basic Needs
 16. Awareness

Josephine Ramirez Presentation – Key Learning’s Debrief:

1. Ownership / authorship
2. Opportunities to meet new people
3. Participation
4. Visible – Public “Validation”
5. Active – Engaging
6. Continuous learning – accepting failure & learning from it
7. Rapid Prototyping
8. Fascinated by analog of speaking
9. How people can capture value through innovation – powerful notion
10. Artist friendly code
11. Multi – generational
12. Forced a redefinition of public art – reactivating lapsed arts
13. Value of packaging
14. Maximizing value for individuals and community

Idea Generation:

Following the presentations, the group was led through a series of divergent exercises designed to help them generate ideas for strategies to develop the creative capacity of cities. These ideas are captured below.

DOT VOTING EXERCISE

6 BLUE = "Hits" – Appealing & Doable, Low hanging Fruit Ideas

6 Orange = "Hot Spots" – New & Intriguing, more of a stretch, longer term

1 Red = "Passion Play" – put your initials on the dot

BEGINNING STRATEGY IDEAS

<p>"Fast Company 2012" Visioning Exercise The group was asked to imagine that the year was 2012 and an article was written in Fast Company about a city that had been successful at developing its creative capacity. What was written about the city's achievements in headlines?</p>	Dot Voting		
	Blue	Orange	Red
<p>1. Education programs to foster creativity Doubling the number of college graduates who come back and stay in the city Detroit National model in pre - K to 20 Education Mainstream in all schools' curriculum programs to encourage creativity</p>	1	1	
<p>2. Communi - versity Communi - versity (There are learning opportunities throughout the city)</p> <ul style="list-style-type: none"> • Spanish on buses • Learning on Subway platform <p>City becomes platform for continuous learning</p>	1	6	1
<p>3. Sustainability Green as platform Vacant neighborhoods are now fields of switch grass. Now Detroit has a community harvest. Breakthrough H2 Trolley car Rolled out Portland celebrates 60% commuter milestone Arts Vision/plan/activities to integrate into City's green/environmental platform</p>	4	2	

<p>“Motor City to Energy City”</p> <p>Implemented self – sufficient system that produces energy for citizens and others - negative foot print.</p> <p>Became a beautiful sustainable city therein creating jobs for everyone (eliminating poverty)</p>			
<p>4. Encouraging I.P.</p> <ul style="list-style-type: none"> • Intellectual Property Development <p>Increased by 10 fold the number of patents coming out of the city in the past 5 years</p>		3	
<p>5. Fostering Entrepreneurship</p> <p>Talent from banking crisis redirected into Entrepreneurship</p>	1	1	
<p>6. Knowledge Management/ Intellectual Capital</p> <p>Develop a revolutionary system of community based sharing of information</p>			
<p>7. Civic Engagement</p> <p>Portland reaches 98% voter turn out. Subhead: Mayor disappointed</p> <p>Obama networks leveraged into community local civic engagement</p>		1	1
<p>8. Public Health</p> <p>Extraordinary model of improving public health via citizen involvement with nutrition/food preparation, production and consumption.</p>			
<p>9. Creative Cultural Transformation</p> <p>City-wide community celebrations of pride & distinctiveness</p>	2		
<p>10. 6 Native Detroiters receive Nobel prize for literature</p>			

<p style="text-align: center;">Open Wishing: I Wish (I/W)...</p> <p>The group was asked to offer their beginning ideas as “I Wish” statements. What did they wish cities would do to develop their creative capacity? Pairs of participants were also asked to pick a condition for creativity (discussed earlier) and generate some additional “I Wish” statements for how to foster that condition.</p>	Dot Voting		
	Blue	Orange	Red
11. I/W cities would lead us in healthy living	2	2	1
12. I/W cities employers would celebrate individual talent and create space & time in the workday for creativity	1	1	
13. I/W we could dismantle all old boy clubs			
14. I/W all public & private organizations were <u>aligned</u> in effort to create more livable cities, smart communities	2	2	3
15. I/W cities would engage citizenry more creatively, fully	4		
16. I/W cities would recreate the outdoor soapbox for political dialogue	3		
17. I/W cities could truly leave behind the “victim” complex. Make it a positive image.		2	1
18. I/W cities would bring in a whole new generation to city government	4	2	2
19. I/W cities could redefine quality of life differently in every city	1	1	
20. I/W cities could prioritize \$ for nurturing the public creative impulse	2		
21. I/W cities would encourage a culture of kindness to new ideas		2	
22. I/W people would understand their inherent connectivity			
23. I/W cities would eat their suburbs	1	1	

24. I/W that all cities were intentionally distinct in their built environment	2	4	1
25. I/W cities would explode their libraries into knowledge cafes	1	3	
26. I/W cities would figure out new models of engagement that would match "suits" with new thinkers, those bringing the new idea	4	3	
27. I/W that young families with children would stay in central cities	1	3	
28. I/W all cities could create wholesome neighborhoods for all its citizens	1	3	1
29. I/W citizens could find their role in life-long learning throughout the city	2	5	1
30. I/W cities would value public assembly opportunities as much as social networking	1	1	
31. I/W cities would expand diversity beyond traditional categories	1	1	
32. I/W cities could find partners beyond their borders	1	1	1
33. I/W we could better use the arts to engage citizens to input on civic issues	1	5	
34. I/W cities would adopt the technology utilized by the Obama Campaign to engage citizens in doing things that make their cities better	14	2	3
35. I/W that rust belt cities would aggressively facilitate & pursue international entrepreneurship	1		
36. I/W our cities would analyze less & act more quickly	2	2	
37. BLD: I/W that cities would tolerate failure / mistakes	1		
38. BLD: I/W political leaders can embrace creativity & invention to reinvigorate their impact	1		
39. BLD: I/W to stop tweaking what's broken - public		3	

school system – start fixing			
40. I/W creative city leaders were more supported by their local newspapers	3	2	
41. I/W cities would support the idea of a “ <u>third self</u> ”	3	8	
42. I/W we could teach all of our 70 year olds to ride a bike	1		
43. I/W we could have cities think more flexibly, less rigidly about liability	1	1	
44. I/W to create incentive dollars & access points for civic innovation – civic innovations lab	4	6	
45. I/W we could find new tools to communicate through symbols to citizens (not words) & have them communicate back to us	3	2	
46. BLD: I/W cities would unleash an army of activators, volunteers involved in that level of support	5	2	1
47. I/W to make public space available for gathering free	3		
48. I/W public gathering places could generate spontaneous activity, more chaos = more creativity	3	2	
49. I/W to change a system by playing with it, dislodge it, encourage it to flip			
50. I/W to find ways to engage CEOs in cities, give them economic benefit of what creativity means	5	1	
51. I/W society rewarded informed & visionary risk taking leadership	2	6	1
52. I/W for city recognition of a battle of amateur bands and other artistic activities			
53. I/W there were a call to public service ombudsman	3	1	
54. I/W The measures of success are # of patents, # of small businesses & self – employed, art in unexpected places	1	6	

55. I/W every school & workplace has a creative leader to keep us actively thinking all the time	3		
56. I/W communities would pilot more activities & measure results	1		
57. I/W our cities tolerated more competent failures			
58. I/W for employer-based incentives to participate in fun!	2		

Visual Explorer Excursion All participants were given an image and asked to jot down words, thoughts, emotions that came to mind when focusing on that image. They were then asked to use something from what they'd written to drive to an "absurd" wish for how cities could develop their creative capacity. After offering some absurd wishes, they were asked to pick an absurd wish and drive to a more concrete wish for a strategy idea.	Dot Voting		
	Blue	Orange	Red
59. I/W to create a frenzied mob of citizens in a public space all bumping into one another & generating ideas			
60. I/W the whole city is signaled to turn into a subversive community			
61. I/W for a no-blackberry afternoon		1	
62. I/W for a tax credit for service scheme	1	5	
63. I/W for speed dating for civic engagement	6	5	
64. I/W we could have all public servants to hug & kiss their citizens coming in to get building permits			
65. I/W local farmers would storm local groceries demanding sale of local foods		1	
66. I/W for a city-wide holiday to solve a city-wide problem in a central venue	2	4	
67. I/W for a city-wide open house day for people to showcase and exchange their interests/ talents/ passions	1	4	

68. I/W to get the most brilliant military minds & plan for the occupation of our cities to displace our enemies & replace with active/healthy art making			
69. I/W for organized chaos – once a year for a whole month: 20 – 30 year olds run city governments			
70. I/W to abolish all laws, all rules, all conformity			
71. I/W to break up the street grid to create a maze so that people find their way home different ways each night			
72. I/W we would clap & cheer when people design & redesign their spaces			
73. I/W every job required 1 day/ month you had to perform public service	1	2	
74. I/W for small spaces – big ideas drawn from locking people into a small space until they have a great idea			
75. I/W each city would hire lost artisans or craftsmen into every department	2	1	
76. I/W everyone cheered the most audacious idea of the year			
77. I/W we would save one lane on highways for green spaces			
78. I/W we could have idea holes throughout the city			
79. I/W to repurpose stadiums for arts & culture			
80. I/W for geo-caching for ideas about how to make the city better.		2	
81. I/W for speed dating for civic engagement around a particular task	1	2	
82. BLD – demonstrate the interaction of this engagement at the stadium			
83. I/W to use bus tickers, SMS to alert citizens to address specific solutions – flash mob for city problems & solutions	2	6	3

84. I/W to create new spaces in the city & channel people through them – small spaces as incubator spaces for people to work together	2	2	1 1(light blue)

Concept Development

Using the dot voting as input, Carol Coletta and the facilitators selected 6 beginning ideas to be more fully developed by small table groups. Small groups were given a strategy template to use in developing these ideas into concepts. The concepts were presented to the full group and ‘builds’ were offered. These six strategy concepts are captured below.

CITITXT

(Developed from #83 I/W cities would use bus tickers, SMS, Flash-mobs etc to signal the moment to solve a city problem.)

1. Core Idea

Using evolving communication tools for broad, diverse citizen participation and engagement.

2. Target Population

- Entire city
- Sub-areas; sub-populations

Examples: - car theft; graffiti in a neighborhood
- city budget deficit

3. Value Proposition

- a) Citizen engagement is valued and *implemented*
- b) Volume of participation is enhanced and broadened

4. Key Elements of the Strategy

- Tools already exist
- a) Intentional “ask” and participant targeting; b) Viral asks
- Fixed duration
- Embedded links for more info
- Use same system to provide feedback; top ten

5. Leverage Points

- Staff to manage and interpret results to decision makers
- Existing customer call centers – from fix *my* problem to solve *our* problems

6. Possible Partners

- Ben Self-like talent

- Big search companies, social network platforms
- Cell phone carriers

7. Success Measures

- Number of responses over time
- Participation/ per capita
- Number of ideas
- Implemented ideas

8. 'Builds' to CITITXT

- Consider non high-tech idea submission options for those that don't have access or aren't tech savvy
- Get the bus system to agree to collect ideas
- This could propel broadband access, like 1 laptop per child
- Multi-lingual idea engagement
- Use the 'mesh networks' idea
- Leverage libraries as knowledge cafes

Fabulous Failures

(Developed from #51 I/W cities rewarded informed and visionary risk-taking leadership, supported by newspapers; and #40 I/W creative city leaders were more supported by their local newspapers.)

1. Core Idea

Develop the means for rewarding visionary, risk-taking leaders of all kinds within a community.

2. Target Population

General public

3. Value Proposition

- Creativity stimulated
- New business start-ups
- Better education
- More connected communities
- Creation of a more interesting place
- Retain young people

4. Key Elements of the Strategy

- Use of broad-based media/communication to publicly profile the innovators (art, education, business, neighborhood improvement, technology)
- Assemble motley crew of citizen-innovators, sponsored/facilitated by some local organization/institution
 - a) Write the characteristics and profile of the "rewardee" (must include failure stories)

- b) Creatively solicit nominations drawing from not usual-suspect groups (“My Favourite Failure”)
- c) Select prize/award that reflects and promotes theme of risk-taking (more than one winner/ diverse category structure). Area businesses sponsor different categories.
- d) Awards given within a fun, crazy party and winners help plan it!
- e) Local media commit to publicize winners and their stories.

5. Leverage Points

Human capital, media, schools, businesses

6. Possible Partners

Human capital, media, schools, businesses

7. Success Measures

Depth and breadth of participation in entire process.

8. ‘Builds’ to Fabulous Failures

- “Go out and make some mistakes” should be downloaded into the school system.

Civil Corps

(Developed from #18 Cities bring a new, competent generation to city government; and #26 Match suits with new thinkers.)

1. Core Idea

Bring a new generation into city government.

2. Target Population

Young people in college and recent graduates.

3. Value Proposition

- a) Experience and possible career for associates.
 - b) Inserts new energy/ ideas into city government.
- New ← ---- → Old

4. Key Elements of the Strategy

- Report to Mayor’s Office
- Rotate associates through each department (monthly?)
- Meet and debrief weekly with other associates
- Two-year assignment with credit upon completion.

5. Leverage Points

Existing structures, real life duties, universities

6. Possible Partners

Business, NFO, Universities

7. Success Measures

Retention of associates

- a) for the entirety of the 2 years
- b) continue with government
- c) career in local government

New ideas implemented

Implemented in successful delivery

8. 'Builds' to Civil Corps

- Undo Robert Moses' civil service
- Bring city government to the new generation
- Must appear as something other than an intern program
- Build on the success of Teach for America
- Get them involved in city initiatives vs. formally joining city government. Tap their passion around a specific initiative. Action teams.
- CETA program – turn it back on
- Freshen a city bureaucracy by having city officials head into private sector
- Swapping worlds – public/private swap to enhance in both directions
- Look at the Coro Fellows as a model - expandability

Speed Idea-ing 4 U

(Developed from # 63 I/W we could engage citizens to solve problems using speed dating.)

1. Core Idea

Regularly scheduled events that engage citizens to solve problems using speed dating concept.

2. Target Population

Total citizen base, intentionally mixing political/government leaders with traditional and non-traditional thinkers and implementers to ensure traction.

3. Value Proposition

- New ideas through citizen engagement
- New expanded teams for implementation
- Higher level of creative thinkers/problem-solvers

4. Key Elements of the Strategy

- Pilot idea - focus on City Dividends
- Get agreement to participate from traditional implementers
- Engage a broad cross section strategically

5. Leverage Points

- Existing networks
- Community brain power

- Inter-agency
- ADD/ multi-tasking
- Energy infusion to problem solving

6. Possible Partners

- Churches
- School groups/ students of any level
- Social networks and clubs (online and others)
- Access political parties email lists
- Non-profits
- Government entities
- And more.

7. Success Measures

- Number of participants and growth over time
- Number of new ideas identified and developed
- Increased memberships in civic organizations
- Increased involvement and dialog with government and officials
- New connections made
- Creating fun and an 'aha' factor

8. 'Builds' to Speed Idea-ing

- Engage a series of high profile hosts to attract attention and feel more ownership by city governments
- Engage diverse people intentionally
- Find ways to make next steps happen

Skillit

[Developed from #2/29 Citizens find their role in life-long learning throughout the city – Communiversity. City as a platform for continuous learning everywhere.]

1. Core Idea

Using city and citizenry as a platform for unexpected learning.

2. Target Population

Citizens/ people who will share knowledge and skills

3. Value Proposition

- Validation/ chance to show off
- Exposure to new ideas and pathways
- Learning

4. Key Elements of the Strategy

- Cook up a festival as pilot; and Head Chef, Soux Chef
- Sushi Bar for raw ideas
- Tossed salad – throw ideas around

- Open bar

5. Leverage Points

Skills of the city; places in city.

6. Possible Partners

Everybody – the sky is the limit.

7. Success Measures

- Rate of participation
- Recognition
- People playing multiple roles
- Diversity of workshops
- Curiosity, Skill, Knowledge index

8. 'Builds' to Skillit

- All about the follow up on learning
- People's Academy – one credit for a class in classic brick and mortar
- Educating cities – reference
- Partner with associations for city festival; open doors with associations (dance/knitting) in exchange for a permit.

Mobilizing a Nation of Creative Cities: Creating Change

(Developed from #34 Cities adopt the technology utilized by the Obama campaign to engage citizens.)

1. Core Idea

Change to involve and empower urban creative thinkers to impact and own a creative city.

2. Target Population

Urban creative thinkers of all ages and backgrounds.

3. Value Proposition

- Richer idea exchange
- Investment in civic needs and solutions
- Resources
- Outlet for civic pride and disobedience

4. Key Elements of the Strategy

- Identify leadership
- Clear product with clear schedule
- Plan for developing army of activators
- Buy in to technology and tools

5. Leverage Points

- Success of Obama campaign and resulting inclusiveness
- Message of change
- Technology platform and communication channels
- Connecting city and federal agendas

6. Possible Partners

- Existing networks – city’s natural allies
- Business and civic leaders
- Higher education
- Cultural communities

7. Success Measures

- Online community census
- Individual ownership of people who use the city

8. ‘Builds’ to Creating Change

- If we start with the Obama campaign: how to bridge to non-Obama supporters?
- Figure out how to catalyze this idea: focal point, date, time, catalytic event

Workshop Conclusion: Plus and a Wish Exercise

At the conclusion of the idea generation workshop, participants were asked to offer up a “Plus” from the session and a “Wish” for going forward. These are captured below.

Pluses:

- Playing with the institution to start change
- Creativity is as normal as speaking and should be fostered as well
- Pipe-cleaners!
- Nov 6 and Nov 7 have actionable continuity
- Love the framework of a portfolio of innovation – incremental, evolutionary, revolutionary
- Process of the workshop was great

Wishes:

- I/W to upload this to the President and make for a great urban policy.
- I/W to implement these ideas.
- I/W to take this process and work with internationally diverse groups on problems.
- I/W that cities in our network would take up these ideas and partner with CEOs for Cities to realize them.