

## MacArthur Foundation Final Report

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### BACKGROUND

Seventy years ago GM's Futurama generated a compelling vision for a new American ideal: a spacious, car-centered good life. That ideal dominated public policy for 50 years, literally paving the way for Americans to spread out by increasing homebuyers' access to credit and supporting development patterns that relied on cheap land and cheap gas. As a result, core cities throughout the U.S. appeared destined for permanent decay and decline.

That way of life is no longer sustainable. The circumstances on which the old model was built have changed, and the unintended negative consequences on our quality of life are now apparent.

Today, Americans spend more than half of their household incomes on housing and transportation, making the cost of commuting a very real factor in home buying decisions, thus driving down premiums on suburban homes. Our May 2008 study *Driven to the Brink* foretold what we now see playing out across American communities: homes in neighborhoods that require lengthy commutes and provide few transportation alternatives to the private vehicle are falling in value more precipitously than those in more central, compact and accessible places.

A permanent shift has taken place in the U.S. economy. Now, places that generate ideas are thriving, and those that do not are getting left behind. And because of their density, which we now know fosters the best conditions for idea sharing, most of this knowledge creation is happening in central cities.

The Urban Land Institute's 2010 *Emerging Trends in Real Estate* report reveals just how out of step the old model is, pointing confidently toward a post-recession future where pedestrian-friendly 24-hour cities will come out on top. Real estate investors are already favoring urban areas with mass transit systems and convenient access to office, retail, entertainment and housing while shying away from auto-centric fringe areas "where getting a quart of milk means taking a 15-minute drive."

In short, the American dream is changing.

## **NEXT GENERATION CITIES ARE THE SOLUTION**

CEOs for Cities has been on the frontline of city advocacy since it was founded in 2001. Realizing that new partnerships were required for urban success, we were the first (and still the only) organization whose partners work across issues and sectors to develop responses to the opportunities and challenges cities face. Today, cities are back on the national agenda, and the content of that agenda reflects insights from our research and our work. Our partner cities are grappling with the issues we raise, adopting insights and recommendations generated by our work and committing to strategic goals in order to realize increased economic competitiveness.

As dramatic shifts continue to impact our cities and economy, CEOs for Cities and its national network of urban leaders remain steadfastly committed to building and sustaining the next generation of great American cities. Next generation cities are the ones that will be best positioned to address the challenges and capitalize on the often-unrealized opportunities present in urban areas today. Becoming a next generation city requires that urban leaders focus on the four key dimensions of urban success: Talent, Connections, Distinctiveness and Innovation.

To drive these themes home, CEOs for Cities has embarked on a number of initiatives that are changing the way urban leaders respond to the forces shaping cities today. Our work plays out in four ways: through development of original, groundbreaking research leading to actionable insights for urban leaders; organizing for action; hosting cross-sector and cross-issue convenings and through passionate advocacy on behalf of cities including the use of viral communication tools such as social networking that enable emerging, next generation leaders to have a voice in shaping the national urban agenda.

## **SUMMARY OF ACHIEVEMENTS**

During the period of this grant, CEOs for Cities has been working in overdrive to engage a broad cross-section of urban leaders with our cause: cities are the solution. Our work has never been more urgent. The country's economic woes have put a sharp point of focus on the need for cities to quickly develop solutions to the problems our nation (and our world) faces. Following is an overview of the work we have done over the past three years to build and sustain the next generation of great American cities.

### **Membership & Funding**

The following membership and funding goals were set forth in our original proposal:

- *Achieving a 90% annual member renewal rate.*
- *Growing the network by a minimum of 30% each year.*
- *Achieving a sustainable funding strategy.*

- Since the original proposal date, CEOs for Cities partner network has expanded from 87 members representing 26 cities to 215 members representing 45 cities. The network achieved a growth rate of 35% per year over this three-year period.
- This growth in membership also encompasses an expansion into new sectors including entrepreneurs, architects, design professionals and nonprofit leaders, thus activating a new set of change agents for cities.
- Due to the unforeseen economic downturn, renewal rates have not been as high as anticipated. However, the creation of the City Cluster model of partnership has provided a sustainable growth opportunity for expanding partnerships and more importantly engaging cross-sector groups of urban leaders on issues that matter most to city success. Through the City Cluster up to 12 organizations from a single city join at one time. Since launching this model in 2007, we've established City Clusters in Boston, Cincinnati, Detroit, Indianapolis, Pittsburgh and San Jose.
- Throughout the grant period our revenue sources have expanded to include not only foundation and partnership support, but also corporate sponsorship of programs and convenings as well as significant earned income from multiple sources including speaking fees, consulting fees and book sales.

## Communication & Convenings

The following communication goals were set forth in our original proposal:

- *Communicating bi-weekly or more with members.*
- *Receiving a minimum of 24 press mentions a year.*
- *Communicating quarterly with influentials in the field.*

### *Communication*

CEOs for Cities has developed a strong suite of communication tools with which to regularly communicate with our network of partners weekly (even daily if they follow us on Twitter). Over the course of this grant period, we have:

- Refreshed the CEOs for Cities brand, including a re-design of our logo, report templates and website.
- Re-built ceosforcities.org to accommodate new media resources (photos, video, audio, etc.) and take advantage of evolving social media tools, including Facebook, Twitter and live blogging.
- Grown our weekly ReThink e-newsletter from 80 subscribers to more than 2,300
- Launched MyCity, the first social networking site dedicated to “urban enthusiasts” working to bring positive change to their cities

## *Media*

CEOs for Cities and its president Carol Coletta have been cited in hundreds of newspaper articles, magazines, blogs and broadcast networks during this grant period, including: The New York Times, The Wall Street Journal, USA Today, Fast Company, National Public Radio and CNN. Our *Walking the Walk* and *Driven to the Brink* reports, timely as they were, garnered national media attention, while the Talent Dividend tour received local media coverage throughout the country. A summary of media highlights follows.

### Walking the Walk

"Putting a price on walkability" CNN Money (08/22/09)

"Misdirected Stimulus: Smarter Money Would Be on Main Street" Courant.com (12/27/09)

"Street Corners vs. Cul de Sacs" New York Times (01/10/10)

"High 'Walkability' Rating Boosts Home Values" AOL Money (01/28/10)

"As jobless rate surges, flood of newcomers slows. Affordability, hope for upturn still draw thousands to region" Charlotte Observer (03/04/10)

"Introducing The Master Plan: A Chronicle of New Urbanism and Exurban Decay" Fast Company (02/01/10)

### Driven to the Brink

Fast Cities – Fast Company Magazine (July/August 2007)

"Gas Prices Impact Suburban Housing Markets" MuniNetGuide (06/03/08)

"Where housing bust hits hard." Christian Science Monitor (05/22/08)

"Suburbs a mile too far for some" WSJ (06/17/08)

"Growing Smart: What will development look like when growth finally returns to the region?" Washington Business Journal (02/19/10)

### City Dividends

"Executives know the value of 1 percent" Tampa Bay Times (1/04/09)

"How to add \$1.6 billion to the region's economy" Cincinnati Soapbox (04/28/09)

"Education vital to region's economy" Atlanta Journal Constitution (05/13/09)

"National civic leaders set to meet here today" Pittsburgh Post-Gazette (06/16/09)

"America's Got Talent" Interview with Carol Coletta in Next American City (09/01/09)

"How the Presence of Talent in Cities Could be Worth \$124 Billion" Op-ed by Carol Coletta in GOOD Magazine (09/03/09)

"One percentage point: Want to revitalize the Northeast Ohio economy? Focus on increasing the number of college graduates" Akron Beacon Journal (09/27/09)

"The 1.7 billion question" Op-Ed in the Miami Herald by Eduardo Pedron, President of Miami-Dade College (10/10/09)

"CEOs for Cities gathers Denver leaders to discuss college graduation rates" Denver Business Journal (10/20/09)

"Group touts benefits of educated work force" Tulsa World (10/27/09)

“More education equals more pay which equals stronger local economy” St. Petersburg Times (11/05/09)

“Calling all businesses: Help city high school kids make big leap to college” Baltimore Business Journal (11/06/09)

“Degrees boost cities' economies, group says” Columbus Dispatch (11/18/09)

“Consultant: Fighting brain drain could mean big bucks” Business First Columbus (11/18/09)

“Denver’s talent dividend” Op-Ed in the Denver Post by Kelly J. Brough, President and CEO of the Denver Metro Chamber; Tamra Door, President and CEO of the Downtown Denver Partnership and Stephen M. Jordan, President of Metropolitan State College of Denver (11/20/09)

“A promise worth keeping: The Pittsburgh Promise is changing the lives of our children and the prospects for our region” Pittsburgh Post-Gazette (12/16/09)

“Payne: How we can improve our Talent Dividend” Indiana Business Journal (12/19/09)

“Reasons to be jolly.” Tampa Bay Times (12/23/09)

“Universities provide \$2.1 billion Talent Dividend for the region.” St. Louis Commerce (01/10)

“Civic group wants Milwaukee region to produce more college graduates” Milwaukee Journal Sentinel (02/08/10)

The Phoenix Talent Dividend” video on Schooltube.com (02/22/10)

“Growing a talent dividend” Op-Ed on Forbes.com by Carol Coletta, President and CEO of CEOs for Cities, and Beth Wnuck, Regional President of PNC Financial Services (02/23/10)

“Charters for Adults?” Michigan Economy blog (03/04/10)

### City Vitals & Creative Cities

“Bleak dating scene for educated singles imperils Toledo's future:

Loss of young professionals who can't find mates could hurt Toledo” Knight Ridder Tribune Business Journal (04/08/07)

“THE OBSERVER FORUM” Charlotte Observer (04/16/07)

“Pace quickens for joint graduate program in art, design” The Cleveland Plain Dealer (04/25/07)

“Landry back to help us build on capital ideas” The West Australian (06/21/07)

“Showcase creativity in Detroit to grow region” The Detroit News (06/27/07)

“Liven up Perth or lose leading lights: Landry” The West Australian (06/29/07)

“Timid Perth could miss out on talent” The Australian Financial Review (07/06/07)

“There's nothing wrong with being weird; St. Louis should try it” St. Louis Post-Dispatch (08/02/07)

“Magazine puts N.O. on list as 'slow city'; Talent, technology, diversity measured” The Times-Picayune (08/08/07)

“What Do Young Jobseekers Want? (Something Other Than the Job)” The New York Times (09/06/07)

“Safe, clean and green – But maybe not 'hot' enough?” Pittsburgh Post-Gazette (09/07/07)

“Chamber making planto enliven area by '20” The Cincinnati Enquirer (09/07/07)

“Boom baby boom” The West Australian (09/08/07)  
“Cincinnati needs more self-esteem to compete” The Cincinnati Enquirer (10/07/07)  
“Let's stop deep-rooted habits from paralyzing Metro Detroit” The Detroit News (10/10/07)  
“Not weird enough: Cultivate your inner oddball and then share with Pittsburgh” Pittsburgh Post-Gazette (10/14/07)  
“Economist: Curb Sprawl And Tampa Grows” Tampa Tribune (10/24/07)  
“A new generation reinvents Chicago; Our city's future hinges on more talented young people flocking to town” Chicago Sun Times (11/11/07)  
“A great city; Houston keeps asking whether it has what it takes to be great. In increasing ways, the answer is yes” The Houston Chronicle (11/17/07)  
“On N.Ky's wish list for 2008: \$51M” The Cincinnati Enquirer (11/25/07)  
“Grow Miami's middle class” The Miami Herald (12/17/07)  
“Why Houston? Ask Beyoncé, Brian Ching or Bush; City hopes our stars - not slogans - can better tell the world why we Shine” The Houston Chronicle (12/28/07)

#### Portland's Green Dividend

“Green transportation pays a big dividend; Portland's policies save money, enhance livability” Minneapolis Star Tribune (08/12/07)  
“EDITORIAL: How green was (and is) our city” The Oregonian (08/23/07)  
“Less driving is more cash for Portland” The Oregonian (08/20/07)

#### Other

“Making Cape Town an entrepreneurial city” Op-ed co-penned by Carol Coletta in the Cape Times (02/20/09)  
“Road to the Future: Interview with Mayor Sam Adams” PBS.org Blueprint America (05/20/09)  
“Cities ramp up kid-friendly hospitality” USA Today (11/16/09)  
“Good ideas for cities” Governing Magazine (12/17/09)  
“Panetta: Forget why, ask what the arts can do for you” pjstar.com (12/27/09)  
“Detroiters press for real renaissance” USAToday.com (02/21/10)  
“Bringing Local Government into the 21st Century” Huffington Post (01/25/10)  
“Poverty summit eyes job skills, more” Crain's Detroit Business (03/07/10)  
“Inner City Housing Alternatives Growing Attractive for Young Professionals” HousingWire (03/08/10)  
“CEOs for Cities: What is Halifax's brand?” Spacing Atlantic (03/29/10)

#### *Strategic Alliances*

We have developed strong alliances in Washington in order to more directly influence federal policy impacting cities. Chief among these relationships are those we now enjoy with the White House Offices of Urban Affairs and Intergovernmental Affairs. Both David Agnew, White House Deputy Director of Intergovernmental Affairs, and Michael Strautmanis, Chief of Staff to the Assistant to the President for Intergovernmental Relations and Public Engagement, have been featured presenters at national

convenings hosted by CEOs for Cities. We have also built strategic relationships within the following federal agencies: U.S. Department of Housing & Urban Development, U.S. Department of Transportation, U.S. Department of Education and U.S. Department of Labor.

So strongly do we believe in this moment in history as the best opportunity to re-orient federal policy in favor of cities, that in January 2010 we opened a satellite office in Washington, DC. This proximity has already served to strengthen our federal partnerships and seek more meaningful collaborations with organizations like Transportation for America.

### *National Meetings*

In addition to our biannual national meetings – one in the spring, one in the fall – CEOs for Cities has convened strategic, national conversations around some of the most salient issues impacting the creation of next generation cities, including creativity and economic integration. During the grant period, CEOs for Cities also hosted its first ever Urban Next Summit to identify and mobilize the next generation of city leaders. Summaries of events hosted between April 1, 2007 – March 31, 2010 follow.

#### **1. CEOs for Cities National Meeting: Leveraging Anchor Institutions for Urban Success**

San Jose, CA – May 1-2, 2007

CEOs for Cities, the City of San José and San José State University co-hosted this national conversation to shape next generation strategies for engaging universities, community colleges, parks, libraries, performing arts centers, museums, and hospitals as engines for a city's competitive advantage. A special luncheon was hosted by Google at the Googleplex, providing attendees with a rare and exciting tour of Google's headquarters, complete with solar panels, Segways, state-of-the-art gyms, beach volleyball courts, lava lamps, fantastic food, even a dinosaur skeleton. Support for the event was provided by the City of San José, the San José Redevelopment Agency, San José State University, Google, Adobe, eBay and the Annie E. Casey Foundation.

#### **2. CEOs for Cities National Meeting: The Global City**

Chicago, IL – September 25-26, 2007

This national meeting, held at Chicago's Navy Pier, explored the most difficult challenges of globalization — how to connect undereducated, under-skilled Americans to the global economy. CEOs for Cities was joined by 30 mayors from Canada, the United States and Central and South America for a reception at the Adler Planetarium hosted by Mayor Richard M. Daley, co-founder of CEOs for Cities. Two publications were released: *City Advantage* and *Remixing Cities*. Featured speakers included Ralph Alvarez, President and Chief Operating

Officer of McDonald's Corporation, Robin Chase, Founder of Zipcar and GoLoco, and Sadhu Johnston, Commissioner, Department of Environment, City of Chicago, and the City's first green strategist. Wal-Mart provided sponsorship for this meeting.

### **3. CEOs for Cities National Meeting: Next Generation Cities**

Pittsburgh, PA – May 13-14, 2008

CEOs for Cities partners gathered in Pittsburgh over two days to engage in conversations around building next generation cities. Panelists included "Sustainable Urbanism" author Doug Farr, Urban Economist Joe Cortright, San Jose's Chief Development Officer Paul Krutko, Forrest City Enterprises President and CEO Chuck Ratner, Philadelphia Center City District President and CEO Paul Levy, Cleveland Foundation President Ronn Richard, "The Big Sort" author Bill Bishop and former World Business Chicago Executive Director Paul O'Connor among others.

### **4. Creative Cities Network Meeting I: Deciphering Creative Cities**

Pittsburgh, PA – May 15, 2008

CEOs for Cities' Creative Cities Network was launched during this kickoff meeting in Pittsburgh during which rich discussions were held around the true meaning of a "creative city." What emerged was a compelling new idea about the definition and role of creative cities that offers all cities the opportunity to succeed. "Between two existing paradigms for cities expressed by Tom Friedman's 'race-to-the-bottom', flat world view versus Richard Florida and Bill Bishop's spiky world, perhaps a third paradigm emerges in the creative cities world view. In this view, a city's success depends on the ability to tap or unleash the creative potential that exists in its people, connections and assets."

### **5. Creative Cities Network Meeting 2: Unlocking Your City's Potential**

New Orleans, LA – July 24, 2008

The second CCN meeting centered on how cities can unlock potential to unleash creativity and innovation.

### **6. CEOs for Cities Urban Next Summit**

New Orleans, LA – July 24, 2008

CEOs for Cities convened the first-ever Urban Next Summit aimed at engaging emerging urban leaders in our work and mobilizing this group of passionate individuals to act on behalf of cities. The meeting also marked the launch of CEOs for Cities' social networking site, MyCity. To date, we have more than 900 members on the network involved in conversations about urban issues. Plans are in the works for a second Urban Next Summit in 2010.

**7. CEOs for Cities National Meeting: A New President, a New Direction and Big New Opportunities for Cities – Capturing the City Dividends**  
Chicago, IL – November 6, 2008

CEOs for Cities partners convened just two days after the historic election of President Barack Obama to discuss specific steps cities can take to increase their own and the nation's wealth by billions of dollars annually. The focus of the meeting was on CEOs for Cities highly anticipated work titled City Dividends, which calculates the monetary value to cities and the nation of making modest improvements in three key areas: increasing college attainment rates by one percentage point (Talent Dividend); decreasing Vehicle Miles Traveled by one mile per person per day (Green Dividend); and reducing poverty rates by one percentage point (Opportunity Dividend). This meeting marked the beginning of a comprehensive multi-year campaign to engage urban leaders in strategies for realizing the multi-billion dollar dividends available to their cities.

**8. Creative Cities Network Meeting 3: The Third Way**  
Chicago, IL - November 7, 2008

The third meeting of the CCN looked more deeply at the evolving definition of the Creative City as a "Third Way," in which all cities have the inherent potential to succeed in today's social and economic context by tapping the potential that exists in their assets, connections and people. The key differentiator for cities and their success will depend on how a city unleashes, connects and grows this creative capacity.

**9. CEOs for Cities Strategy Session 2009: The Upside of Down**  
San Diego, CA - March 18-20, 2009

CEOs for Cities and the University of California San Diego co-hosted Strategy Session 2009: The Upside of Down, which featured a series of provocative conversations around the opportunities for cities to innovate and come out of the economic crisis stronger than before, and the new leadership models required both to inform ideas for innovation and carry them out.

**10. Creative Cities Network Meeting 4: Creativity in Practice**  
San Diego, CA - March 18, 2009

The fourth and final CCN, held at the art-filled home of architect and political activist, Christine Forester, examined how city leaders can put the network's insights into practice. Leaders learned how to develop the conditions and capacity for creativity in their cities and begin to articulate strategies for cultivating these conditions.

**11. CEOs for Cities Urban Leaders Summit 2009: How Next Generation Cities Win**

Washington, DC – September 29-30, 2009

Just as Congress returned to Washington to tackle revolutionary legislation affecting cities, CEOs for Cities hosted more than 200 urban leaders in our nation's capital for two days to take a fresh look at the unprecedented possibilities for inventing the next generation of great American cities. The event was sponsored by Bank of America and featured remarks by: Michael Strautmanis, Chief of Staff to the Assistant to the President for Intergovernmental Relations and Public Engagement; Polly Trottenberg, Assistant Secretary for Transportation Policy at the U.S. Department of Transportation; and James Shelton III, Assistant Deputy Secretary for Innovation and Improvement at the U.S. Department of Education.

**12. Opportunity Dividend Summit**

Detroit, MI – March 1-2, 2010

National experts on the challenges of poverty convened in Detroit at the invitation of CEOs for Cities and the United Way for Southeastern Michigan to engage in a renewed dialogue on one of the nation's most intractable problems. The Opportunity Dividend Summit was aimed at capitalizing on our City Dividends research that indicates a one percentage point reduction in poverty rates in the nation's 51 largest metropolitan areas would yield a \$13 billion savings to public benefits programs. Experts presented their best recommendations on how to achieve the Opportunity Dividend within 24 48 months using the unique Pecha Kucha method of 20 slides in six minutes.

**Research & Publications**

In our original proposal, CEOs for Cities committed to producing a minimum of 3 major research reports during each of the three years of the grant period. We have met, and in fact exceeded, this goal, producing 14 major reports, including five that were professionally published and distributed as books (101 Wacky Ideas, City Success, City Vitals, Remixing Cities and City Advantage). Brief summaries of each of these reports follow, and all publications listed below may be downloaded from our website at <http://www.ceosforcities.org/work>.

**1. 101 Wacky Ideas: Reclaiming a Nation of Pre-Graduates**

KvJ & Company and CEOs for Cities, 2010

Through ethnographic research on pre-graduates and interviews with experts, *101 Wacky Ideas* explores opportunities for increasing access to college and college attainment with particular emphasis on those who have some college

education but who did not complete their degree. From this research ideation salons were held to develop 101 new ideas for reclaiming a nation of pre-graduates.

## 2. **Walking the Walk**

Joe Cortright, 2009

*Walking the Walk* reveals that homes in more walkable neighborhoods are worth more than similar homes in less walkable neighborhoods. Using data from 94,000 real estate transactions in 15 major markets provided by ZipRealty, *Walking the Walk* found that in 13 of the 15 markets higher levels of walkability, as measured by Walk Score, were directly linked to higher home values. *Walking the Walk* has received substantial attention from the media, including *The New York Times*.

## 3. **Economic Integration**

Swanstrom & Jargowsky, 2009

*Economic Integration* reports on the extent to which people in different income levels live near one another in cities. This measure of connectedness is critical to urban success because research has shown that economic segregation compounds societal ills such as poverty, crime and failing schools. CEOs for Cities commissioned two experts on the topic, Drs. Paul Jargowsky and Todd Swanstrom, to examine both the drivers of economic segregation as well as new and imaginative recommendations for combating it. Key recommendations included developing policies for mixed-income development through inclusionary zoning, which requires developers to set aside a percentage of housing for low-income individuals in exchange for density bonuses, and Transit Oriented Development (development within a half mile of transit. TOD is particularly important for poor households who depend on transit to get to good jobs).

## 4. **City Dividends**

Joe Cortright, 2008

*City Dividends* may be CEOs for Cities' most important work to date. *City Dividends* calculates the monetary gains the top 51 metros could realize if they increase their college attainment by one percentage point (The Talent Dividend), reduce VMT by 1 mile per person per day (The Green Dividend) and reduce the number of people in poverty by one percentage point (The Opportunity Dividend). If each of these goals were reached, it would result in \$166 billion in dividends to cities and the nation. *City Dividends* was designed to help urban leaders make the case for public policies that will help raise incomes, encourage citizens to drive less and increase opportunities for bringing people out of poverty.

In April 2009, CEOs for Cities launched its Talent Dividend Tour, underwritten by the Lumina Foundation for Education. To date, we have visited 26 cities on The Talent Dividend Tour, engaging local leaders on strategies for increasing college attainment in their cities and realizing local dividends. More information on the tour can be found at [www.cesforcities.org/talentdividendtour](http://www.cesforcities.org/talentdividendtour).

## **5. City Success: Theories of Urban Prosperity**

Joe Cortright, 2008

There has always been a little mystery associated with economic development. CEOs for Cities sought to remove at least some of the uncertainty with its publication of *City Success: Theories of Urban Prosperity*. This comprehensive work seeks to answer the questions: What is your point of view on how your city will succeed economically? Do you have a theory of success? Is it stated or unstated? And are your decisions consistent with your beliefs about what it will take to succeed? For the first time, urban policymakers have an easy-to-follow description of all the theories at work today in urban economic development. They are organized by firms, people and place. The 18 paths to success are accompanied by recommendations on how to use them, as well as a matrix that shows in which areas cities must possess strengths to successfully pursue each path.

## **6. Fostering the Creative City**

Carol Coletta, 2008

*Fostering the Creative City*, a paper commissioned by The Wallace Foundation and written by CEOs for Cities President and CEO Carol Coletta, traces the evolution of the creative city movement worldwide and begins to explore alternative futures for creative cities concepts. It also, for the first time, proposes a new paradigm for defining the creative city as one that recognizes the potential creativity in all assets. *Fostering the Creative City* outlines five possibilities for future approaches to creative cities and explores some initial opportunities for developing a culture of creativity.

## **7. Driven to the Brink**

Joe Cortright, 2008

While predatory lending and sub-prime mortgages took the blame for the dramatic decrease in housing prices and the glut of foreclosures nationwide, *Driven to the Brink* showed that rising fuel costs played a significant role in the collapse of America's housing bubble. The analysis found that while there is overall weakness in housing prices, price declines are generally far more severe in far-flung suburbs and metropolitan areas with weak central cities. The reason for this shift is rooted in the dramatic increase in gas prices over

the past five years. Cities and neighborhoods that require lengthy commutes and provide few transportation alternatives to the private vehicle are falling in value more precipitously than more central, compact and accessible places.

## **8. Cities and Political Donors**

Lake Research Partners, 2008

In an effort to better understand the evolving perceptions of cities, CEOs for Cities with Living Cities commissioned Lake Research to conduct a survey of political donors. What they found was 72 percent of political donors strongly agree that America cannot be strong without strong cities, and they view cities as the solution for some of the country's most pressing problems, including job growth and development. In fact, donors – including urban, suburban and rural residents – see cities as critical to the future of the country and favor investment in cities.

## **9. City Vitals**

Joe Cortright, 2007

Building on the four dimensions of urban success outlined in our original proposal – talent, innovation, connections and distinctiveness – CEOs for Cities commissioned *City Vitals*, which lays out the rationale for the things cities must be really good at doing in the knowledge economy. It presents a framework of factors for success and a set of 20 measures to gauge the progress of the nation's largest 50 metros on each of the four dimensions. *City Vitals* garnered much attention from urban leaders and the national media, including Fast Company magazine. CEOs for Cities is currently working on an updated version of *City Vitals*, which is scheduled to be released in Summer 2010. You can download *City Vitals* from our website [here](#).

## **10. Remixing Cities: Strategy for the City 2.0**

Charles Leadbeater, 2007

*Remixing Cities* examines the predicament facing city leaders today of increasingly complex challenges coupled with decreasing resources and less effective institutions. The report proposes that collective innovation through shared infrastructure provides an opportunity to tackle shared challenges. Public services are most effective when they enlist people as participants to do more for themselves. *Remixing Cities* outlines a number of considerations for adapting Web 2.0 strategies for cities and avoiding the problems of transferring such a model to a city context. *Remixing Cities* can be downloaded from our website [here](#).

## **11. City Anchors: Leveraging Anchor Institutions for Urban Success**

David Maurrasse, 2007

*City Anchors* summarizes key themes that emerged from a meeting of urban leaders convened by CEOs for Cities in San José, California in 2007 to discuss strategies to leverage anchor institutions for urban success. Most U.S. cities have extensive civic, cultural and intellectual assets – assets often embodied in what we know as anchor institutions – that can be put to work on behalf of cities. Universities, community colleges, museums, libraries, municipal enterprises, hospitals, parks, performing arts centers and sports arenas are all included in the array of institutions that can contribute to the culture, economy and vitality of cities. These so-called “anchor institutions” represent “sticky capital” in cities. They cannot easily pick up and leave the community. So they have special importance to the re-making of a city and its future, and they have special reason to want to be instrumental in shaping their city’s future.

## 12. Strengthening Portal Neighborhoods

Paul Brophy & Joy Borkholder, 2007

As *Strengthening Portal Neighborhoods* identifies, immigration is dramatically changing cities. With immigrants fueling a projected population increase in the U.S. of 130 million over the next four decades, portal neighborhoods, the first place of arrival for newcomers, are increasingly recognized as an important tool for integration and economic opportunity. Any given foreign-born ethno-racial group in the U.S. has 10 to 20 percent higher self-employment rates than their native-born counterparts (Light, 2001), making immigrants important contributors to the economy through entrepreneurship. *Strengthening Portal Neighborhoods* offers strategies for successfully integrating immigrants into the economic and social mainstream in America.

## 13. City Advantage

Joe Cortright, 2007

*City Advantage* sought to analyze the economic advantages cities – or more accurately, good urbanism – provide for consumers. These advantages are:

- a. **Variety** – Cities offer a wide range of choices of the goods, services and amenities that people value, raising their satisfaction and standard of living.
- b. **Convenience** – Density means more goods, services and people are close at hand, allowing people to travel less and more efficiently achieve their tasks.
- c. **Discovery** – Cities expose people to more opportunities and help them discover consumption opportunities. They provide markets for new and innovative products that give rise to new industries and drive economic progress.

- d. **Opportunity** – Cities offer a wider variety of jobs, easier opportunities to acquire skills and education, and more chances to move among jobs.

These attributes underpin urban success, and strengthening these assets helps build metropolitan economies. This work has informed the subsequent studies *Driven to the Brink* and *Walking the Walk*, which further explore how spreading too few people over too much land is detrimental to cities.

#### 14. Portland's Green Dividend

*Joe Cortright, 2007*

*Portland's Green Dividend* proved being 'green' no longer means sacrificing economic success in the name of saving the environment. Being green means people save a bundle on cars and gas, and local residents have more money to spend on other things they value, which in turn stimulates the local economy. The green dividend is established by calculating the savings on costs of transportation and calculating the productive time saved from commuting. In Portland's case, the average daily miles spent in commute are 20.3, which is 4 less than the median of the 33 most populous metros. The total savings for Portland from driving 4 fewer miles per day amounts to a green dividend of \$2.6 billion annually. Following release of *Portland's Green Dividend*, green dividend studies were commissioned by Chicago and San Diego.

### WHAT'S NEXT?

This year, CEOs for Cities is launching the US Initiative – an initiative to create cities that are of, by and for *us*. We are launching this national initiative now for one reason: we continue to build too many of our communities – physically, economically, and socially – on an outdated set of beliefs. This is expensive, wasteful and puts us way over due for a new version of the American dream.

Unfortunately, we don't yet have a coherent, compelling narrative of what the next American dream might include. We typically describe where we need to be going as a society either in policy wonk terms or with an "eat your spinach" approach – wagging our fingers warning others about what they "ought" to do – when what we really need is a wonderful description of what the new American Dream can be – something that makes us say, *I want that*.

The purpose of the US Initiative is to bring into very clear focus how communities can deliver on five big (very big) ambitions that, together, can define a new American dream.

- **Opportunity:** We can develop our talents and put them to use.
- **Livability:** We can enjoy beauty, art and nature every day.

- **Connectivity:** We can go where we need to go without a car.
- **Community:** We can engage in a robust public life.
- **Optimism:** We can imagine a better future for everybody

Programming for the US Initiative includes:

- A Declaration of Interdependence that wraps the five ambitions together into a single statement of values
- A set of essays illuminating each of the ambitions
- A series of Brain Trusts organized around the nation to consider the Declaration and what it could mean to their communities
- Five Challenges, each of which tackles a single ambition with a national expert team, a local host committee and citizens working together over 2.5 days to produce 12 big ideas to achieve the vision, a “quick start strategy” of what must happen in the next 18-24 months to achieve the visions, and a series of quick wins to gain momentum and scale
- Extensive public engagement campaigns to invite productive citizen participation in all phases of the work designed by Local Projects
- A policy platform to support the work recommended in the Challenges
- A book to document all of the work and promote the outcomes