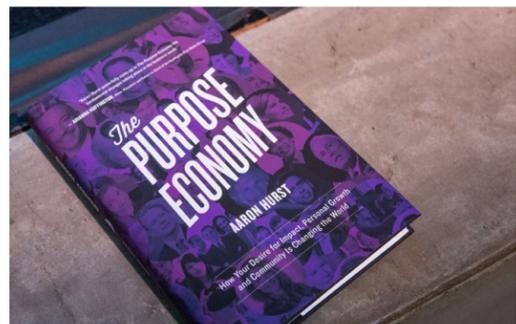




THE  
**PURPOSE**  
CITY

50 LEADERS AND CITIZENS  
CREATE A NEW URBAN VISION



# THE PURPOSE CITY

**Tim Leberecht**  
Chief Marketing Officer, NBBJ

**Dar Vanderbeck**  
Partner, Imperative

Cities have long been centers of innovation and economic might, and the information economy has coincided with a tremendous rise in urbanization around the world. The statistics are by now familiar: the world population years ago became 50% urbanized and is expected to exceed two-thirds urbanization by 2050. Even the United States, long noted for its suburban sprawl and automobile-dependent lifestyles, saw its major cities grow faster than their suburbs for the first time in 90 years.

Millennials and Baby Boomers alike are increasingly moving to cities for the opportunities they afford: for employment, active lifestyles, sustainable living, community and meaning. New generations of workers, consumers and citizens are increasingly looking for experiences that connect to a greater purpose, enabling them to have social impact and find like-minded communities. Many companies, too, are undergoing a fundamental shift from emphasizing profit to the exclusion of all else, to emphasizing sustainable growth, social good, environmental responsibility and individual purpose.

This raises a number of questions: How can cities prepare for this radical change in working and living priorities, amongst both their citizens and their local companies? What qualities will make a city successful at meeting the needs of these constituents? How can cities enable their residents to live lives filled with purpose and meaning?

To begin formulating answers, the New Cities Foundation, NBBJ and Imperative partnered to lead a workshop, appropriately titled “The Purpose City,” held on June 19, 2014, as a side event to the New Cities Summit. We convened 50 of the world’s most dynamic urban leaders – mayors, policy makers, entrepreneurs, business leaders, designers, planners, scientists, technologists, activists and citizens – to discuss and develop long-term visions and specific action plans for the Purpose City, using a combination of debates and hands-on design exercises.

We hope that the ideas generated in this workshop will help us build cities that are more dynamic, equitable and sustainable. But the greatest element of a Purpose City comes from the people who inhabit it, who imprint their hopes, dreams and aspirations on their neighborhoods and skylines. Just as a “typical” city provides the infrastructure – streets, buildings, power, water, government – necessary for people to live and work, the Purpose City will provide the foundation for citizens to choose a more meaningful lifestyle. Developing and sustaining this environment will be the primary challenge for successful cities in the 21st century.

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## KEYNOTES

“How can we  
turn our cities  
into hubs  
of purpose?”

### **The Purpose Economy**

**Aaron Hurst** on how cities must prepare for the next fundamental economic shift: the desire for purpose.

### **Cities, Stars & Serendipity**

**Greg Lindsay** on what cities can learn about entrepreneurship from slums and other “informal” places.

### **Youthful Cities**

**Sonja Miokovic** on why powerful cities are those that remain “youthful.”

# THE PURPOSE ECONOMY CAPITAL

**Aaron Hurst**

CEO, Imperative  
Founder, Taproot Foundation

I went to high school and college just outside Detroit in Ann Arbor, Michigan. It was a very different Detroit than the one my grandmother knew when she arrived as a refugee from Nazi Germany. She painted a picture of a city in its heyday flush with lavish homes, energy and optimism. It was the global hub of the Industrial Economy, not the ghost town it is today.

After college I moved to Silicon Valley and was struck by how much it resembled my grandmother's description of the Detroit she knew. It was a vibrant and innovative city with tremendous wealth and opportunity. Silicon Valley had replaced Detroit as the epicenter of the economy when we moved from the Industrial Age to the Information Age.

As we enter the fourth economic era, the Purpose Economy, Silicon Valley will likely be replaced as the global hub of innovation just as it replaced Detroit during the rise of the Information Economy. This is a historic opportunity for another city to lead and thrive.

## What is the Purpose Economy?

Over the years, I have been exploring the changes in our society that I first observed as the founder of the Taproot Foundation. In the past several years, we have witnessed a powerful shift in public desire, which has changed what we buy, how we buy, from whom we buy and how much we consume. We buy local food and share our cars and office space. New recruiting firms address workers' hunger for meaningful jobs. Companies from Etsy to Pepsi are integrating purpose with their bottom line. The desire for purpose is a universal need. Purpose is not about finding a cause, like saving the rainforest or ending animal cruelty; there are many people who have causes and yet have no purpose in their work or lives. On the other hand, many people work without a "cause," but have a deep sense of purpose. Nor is purpose a luxury only for those with money and security. We find even people

in challenging situations still make it a priority. Purpose is not a revelation, a bolt of lightning from above that tells us our life's calling. The reality is that we discover meaning in small moments, through our daily work and tasks. Purpose is created through relationships, doing something greater than ourselves and personal growth. This will be the currency of the new economy and will be core to the design of the "Silicon Valley" of the Purpose Economy.



## Five key drivers contributed to the rise of the Purpose Economy:

### 1) Human-Scale Technology

We are starting to see a return to a personal scale enabled by technology. The new generation is about delivering human-scale solutions. The Internet has created a platform that makes it easy to find people, products and services beyond the limits of our geography or social class. We can find services provided by people in our own neighborhood, read blogs by neighbors in our own community and borrow money from like-minded people rather than big banks. These new models make it possible to reconnect to ourselves, each other and our communities by harnessing the power of relationships.

### 2) Millennials

The Millennial generation (those born in the 1980s and 1990s) has become known as the purpose generation. It is increasingly a generation of people known for their desire to make a difference, grow and share their passions with the world. Millennial CEOs and founders from Reddit's Alexis Ohanian to Good Eggs' Rob Spiro and Alon Salant are changing the way we engage. Millennials have blurred the line between professional development and personal self-expression. They are entrepreneurial, ambitious and socially oriented. They are more likely to be anchored by purposeful learning and experience rather than one job or one company.

### 3) Environmental, Economic and Political Instability

The growing uncertainty in our society is moving people to find stability within themselves, to identify needs and to develop empathy for those affected by turmoil. Natural and economic disasters over the last fifteen years have profoundly impacted our priorities. The economic downturn and housing crisis of 2008 forced many people and companies to change their behavior as consumers and employers. It forced companies and cities to explore innovative solutions; new models are being tested, hybrid styles of organization are being invented and capital from both the private sector and the government is being redirected to the Purpose Economy.

### 4) Longevity

The increase in life expectancy has resulted in a fundamental shift in Americans' changing views of retirement and what it means to grow old. As they map out their next 30 years, Baby Boomers are designing their second careers and again prioritizing the purpose they sought in their youth. They see their second careers as an opportunity to make some of their most important contributions to themselves, to their families and to the world.

### 5) The Changing Family

82 percent of women in the United States now work, a 250 percent increase since the 1950s. This is a radical change in our households and lives. Both parents in most families now work, and one of the many consequences of this change is that we are hiring people in record numbers for the jobs highest in purpose – caring for our kids and aging parents. Women have risen to higher-level roles in steadily increasing numbers, and this has contributed to another core driver of the growth of the Purpose Economy.

The cities that inspire and support these changes will be well positioned to lead in the next economic era. There are dozens of cities around the world positioned to become the next Silicon Valley. The one that pulls it off will require significant vision, courage and resilience but will see rewards.

As a father, I am excited for my children. The Purpose Economy is going to make the adult world they enter more human and sustainable. It couldn't have happened a moment sooner.

Aaron Hurst is an entrepreneur and the author of "The Purpose Economy: How Your Desire for Impact, Personal Growth and Community is Changing the World." He is the CEO of Imperative, a career development platform that empowers professionals to discover, connect and act on their purpose in their work. He is also the founder and advisor to the Taproot Foundation, where he was the lead architect in developing the \$15 billion pro bono service market.

## PURPOSE COMES FROM:



RELATIONSHIPS



PERSONAL GROWTH



SOMETHING GREATER THAN OURSELVES

Aaron Hurst  
on  
THE PURPOSE CITY

Cities that thrive in this new economy will adopt ways to engage their communities and the industries – retail, real estate, education, healthcare, finance and others – that support them. What will the hub of the Purpose Economy look like? We don't have a full picture, but here are some clues to help cities develop a vision for the future.



ATTRIBUTES  
OF  
PURPOSE CITIES



**Measuring What Matters**

In the current Information Economy, the wisdom is “that which gets measured gets done.” Well, that is likely to bridge into the new economy, and it will be critical for cities to measure the well-being of their residents as a core barometer of city strength. Santa Monica has been a leader in this regard.



**Investment in Community**

San Francisco and Silicon Valley are known for many things, but not community. They haven't been designed to optimize for human interaction and communities. The best models appear to be places like Brooklyn where communities are built around schools and parks.



**Local Business/Manufacturing**

Purpose is greatest when we buy goods and services from neighbors and ideally create our own goods as well – or at least customize them to our tastes. This requires creating integrated communities where we can live, create and shop.



**Fluid Transportation**

Nothing kills community and purpose like driving a car alone. But we must be able to easily access and move about the city to become part of different ecosystems. A Purpose Economy capital will likely make life without a car easy and enjoyable.



**Lifelong Learning**

We are entering a time of disruption in our education system. Education in the Purpose Economy will be integrated into the community and be seen as a lifelong experience, not something from which we graduate and move on. This means making schools a much bigger part of the design of neighborhoods and partnering them with local business and organizations.



**Intergenerational Housing**

Families are vital to purpose and we will be moving back to creating housing where we can live side-by-side with multiple generations rather than running from them. The old-age home will become integrated into mainstream housing. This will be made easier with advances in technology for medical monitoring.



**Government of Volunteers**

The government of a Purpose Economy city will lead from behind and empower residents to become voluntary members of government programs and leadership. Through greater access and transparency, the Purpose Economy city will be more active in self-governing and in helping neighbors in need.



**Return of Humanities & Arts**

In the Information Economy the humanities and arts became a luxury, and our society narrowed our focus to science and engineering. To build communities of well-being, purpose and empathy, the humanities and arts will again become a priority in education and civic life.



**Self-Sufficiency**

While not completely off the grid, the Purpose Economy capital will likely generate much of its own food and energy within city limits or within 100 miles. Urban farming and energy generation will be integrated into buildings and city infrastructure.

# CITIES, STARS & SERENDIPITY

**Greg Lindsay**  
Author & Journalist

How should we think about the city? Metaphors are dangerous: choose the wrong one, and you'll wreck them for a century. Le Corbusier thought of the city mechanistically, as a "machine for living," producing the Ville Radieuse and destruction in its wake. Earlier, Patrick Geddes had thought of the city ecologically, with architects and planners playing the role of gardeners – we should prune cities, not tear them out by the roots. Although evocative, neither metaphor was correct. Perhaps a better one is a star – a metaphor proposed, appropriately enough, by the physicist Luis Bettancourt, who describes cities as "social reactors." Instead of combining hydrogen atoms under tremendous pressure to produce light and heat via fusion, they compress people in space and time. The fusion of social networks produces new relationships through which new ideas might flow, leading to what Jane Jacobs called "new work" in *The Economy of Cities*, written before mainstream economists had any language to describe how and why cities exist at all. And the more densely we can compress these networks, the faster and hotter the reaction.

Surprisingly, some of the places that do this best are "informal" ones, where people live and work off the books. We see it today in the slums of Dharavi, in Mumbai, and Lagos' Kibera. And we saw it in post-war Tokyo or

parts of New York City a century ago. All of these are or were places in which everything is an asset to be sold, traded or rented; every street is more than just a road, but also a market, and everyone is an entrepreneur by necessity. When we talk about the "sharing economy" – or the Purpose City – what we are really talking about is a slum economy. The Mumbai-based architecture collective CRIT investigated what makes these places white-hot social

reactors – and what they found was a much more intensive use of public place, especially the street. People's willingness to utilize every space for any activity – and to ignore the boundaries between the public-and-private and legal-and-illegal – created the conditions in which fusion can occur. From this research, CRIT identified two characteristics that make these districts special. The first is "the blur," the compression of living, working, moving and making into the same place and time. The second is the city's "transactional capacity," which doesn't just mean market transactions, but personal ones – the ability to meet and converse. Slums, of course, are terrifically (and horrifically) transactional, where simply using the toilet carries a price. But they're places of astonishing productivity as well. A few oft-cited statistics estimate Dharavi has an economic output of nearly \$1 billion each year,<sup>1</sup> and that 85% of India's jobs are in informal, unincorporated enterprises with fewer than ten employees.<sup>2</sup> Seen one way, Dharavi is a hopeless slum; seen another, it's the Lower East Side of New York a century ago.

No one wants to live in a slum, of course. But what can we learn from them in order to maximize the blur, and in turn maximize the output of a city's social reactor? At one extreme is Le Corbusier's radiant city of high-rises – modernist masterpieces with no blur. At the other is the slum, which lacks even the most basic services and as a result is constantly in motion. Where is the sweet spot between the two? Our goal should be to avoid over-formalizing the city, to create more interstitial spaces where human fusion can happen.

This is hardly a new idea. Jacobs reached the same conclusion when she wrote that "new ideas must use old buildings." Jurgen Habermas traced the beginning of such spaces to the London coffeehouses of the 17th century, his archetypal example of

the public sphere. That was the London of Samuel Pepys – the original mobile worker. He worked from home and his office next door, from court and the docks, and from the taverns and coffeehouses in an astoundingly blurry city. (Pepys' greatest lament – all the time he wasted waiting for no-shows – has at last been solved by texting.)

The challenge facing us is how to build these blurry spaces, especially in a time of austerity, where resources are not forthcoming. We will have to hack the cities we have. For example, Marcus Westbury is an Australian arts festival organizer who decided to help his hometown of Newcastle bring its boarded-up downtown back to life again. What he discovered is that downtown's landlords were perfectly happy to leave it that way – they couldn't be bothered to lease their empty storefronts to entrepreneurs or artists because tax laws and leases favored keeping them empty until someone with deeper pockets came along. Westbury's solution at Renew Newcastle was to deploy a new system of short-term, lightweight permits, hacking the existing regulations to put hundreds of people into spaces, thus increasing the blur downtown. Organizations in other cities are doing something similar, whether it's New York's Made in Lower East Side, or London's 3space, which won the most recent FT/Citi Ingenuity Award.

Through initiatives such as these, combined with the startups of the sharing economy, we've taken the dynamics of slums and recreated them using digital networks. This is what post-austerity America looks like – with Airbnb, every home is an unlicensed hotel, and with UberX and Lyft, everyone with a car is a cab driver. And with new apps like Breather, your apartment becomes someone's office for an hour.

If cities are composed of social networks moving through space in time, with nodes overlapping and fusing, then those nodes are becoming increasingly visible. Tinder is a crude but telling example. The reason Tinder is the fastest-growing dating app in the history of online dating is because it's proximity-based – the promise is that if you make a match, they're near you at that moment. If serendipity has traditionally been the spark igniting fusion, then an entire generation of apps is trying to engineer it. As we overlay more information, and more legibility on top of cities, we make the blur visible – and actionable. And manipulable.

The real test will be to implement these tools and networks in a place like Detroit, which has tens of thousands of abandoned, but still salvageable buildings, all of which have nominal owners, many of which are in foreclosure, but all of which exist as a purely

physical fact – which means they can be occupied, activated and used to restore the city's blur. We'll need new networks that enhance our ability to use these spaces by making them visible and usable – and do so as a public good, not a profit center.

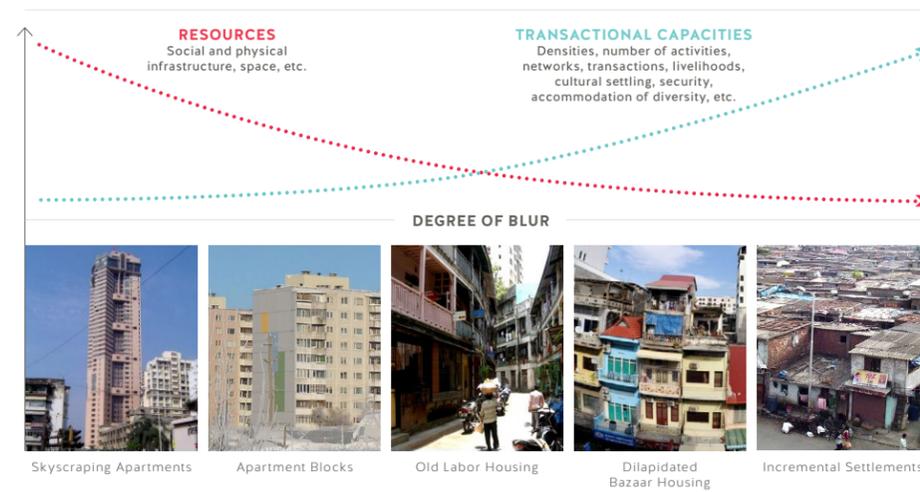
So when it comes to building the Purpose City, what we're really trying to do is accelerate the speed of its reactions. We're trying to build new spaces for encouraging serendipity and forging new relationships. We're trying to create public spaces that increase the density of interaction rather than just people. When we do that, we create a brilliant city as well.

This essay is adapted from *Engineering Serendipity*, a forthcoming book made possible by generous support from the John S. and James L. Knight Foundation.

<sup>1</sup> Bihar Patna, "Wasting time," *The Economist*, May 11, 2013.

<sup>2</sup> Jim Yardley, "In One Slum, Misery, Work, Politics and Hope," *The New York Times*, December 28, 2011.

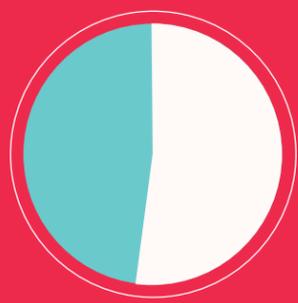
**"The challenge facing us is how to build these blurry spaces, especially in a time of austerity, where resources are not forthcoming. We will have to hack the cities we have."**



Credit: Collective Research Initiatives Trust (CRIT), Mumbai.

# YOUTHFUL CITIES

**Sonja Miokovic**  
Global Director & Co-founder,  
YouthfulCities



# 52%

52% of the world's population is under 30 years old.

Compelling statistics reveal that some 52 percent of the world's population is under the age of 30 years old and that roughly the same percentage currently resides in cities. The convergence of these two global trends, as youth migrate *en masse* to cities, has immense implications for the economic, social and political landscapes of these urban arenas.

Youth constitute a growing force in shaping cities and in determining their relative success, a fact that too often goes unnoticed and under-appreciated. In anticipation that such trends will intensify, there is a strong imperative for cities to understand and account for what is important to young people. Conversely, youth stand to profit greatly from understanding how well their city caters to their highly diverse needs.

Moreover, cities are key economic drivers, which generate an estimated 80 percent of global GDP. Each and every day upward of 200,000 people move or are born into cities. From a North American perspective this might seem like old news, as more than 75 percent of the population is already concentrated in urban areas. However, the scale of these developments globally is mind-blowing. We are currently experiencing what some thinkers are calling the final human migration – and cities are the last stop. It is estimated that by the end of the century nearly the entire global population will be urbanized, and young people (15-29 years old) will be at the center of it.

Young people build a city's competitive edge, stimulate development and find new solutions. They are smart, healthy, digital, diverse, influential, connected and above all citizens. They add energy, vibrancy, creativity and digital-age talent. So then why is their value to cities something which is largely overlooked? Just think of what comes to mind when someone says the word "youth" in contrast to the word "youthful." More often than not, the

former conjures up negative connotations – including notions of unemployment, idleness or violence – whereas the word "youthful" is bright and positive. The distance between these definitions points to an opportunity, to celebrate the many positive contributions and attributes of this demographic.

Cities that embody the many positive characteristics of youthfulness will be the ones that get ahead, the ones that succeed at attracting and retaining youth talent, and ultimately the ones that maximize the full potential of this globally untapped resource.

YouthfulCities is a global social venture that ranks cities from a youth perspective, amplifying the voice of urban youth globally while inspiring change locally. This initiative includes an expanding network of Urban Decoders, a Global Urban Youth Survey, the YouthfulCitiesINDEX and the 30Network Pop-up Think Tank. Currently YouthfulCities is active in 65 of the most populated cities<sup>1</sup> across five global regions. Through generating a rich and comprehensive reservoir of youth-centric knowledge, YouthfulCities seeks to empower and engage youth and civic leaders in the process of building better cities.

<sup>1</sup> Sao Paulo | Mexico City | Lima | Buenos Aires | Bogota | Rio de Janeiro | Santiago | Guatemala City | Quito | Caracas | New York | Dallas | Chicago | Los Angeles | Houston | Washington | Boston | San Francisco | Miami | Detroit | Toronto | Vancouver | Calgary | Halifax | Vancouver | Montreal | Ottawa | Cairo | Nairobi | Lagos | Johannesburg | Kinshasa | Accra | Dar Es Salaam | Addis Ababa | Casablanca | Durban | London | Paris | Rome | Berlin | Istanbul | Moscow | Amsterdam | Warsaw | Copenhagen | Madrid | Tokyo | Seoul | Mumbai | Shanghai | Manila | Karachi | Singapore | Bangkok | Hong Kong | Jakarta | New Delhi | Singapore | Bangkok | Dhaka | Sydney | Tehran | Beirut | Dubai | Tel Aviv | Jeddah

## CATEGORIES & INDICATORS

Through ongoing consultation with young people, the YouthfulCities team has conceived of a set of universal and some quantifiable indicators that directly reflect characteristics that youth look for and value in a city. Top indicators are listed below the category icon.

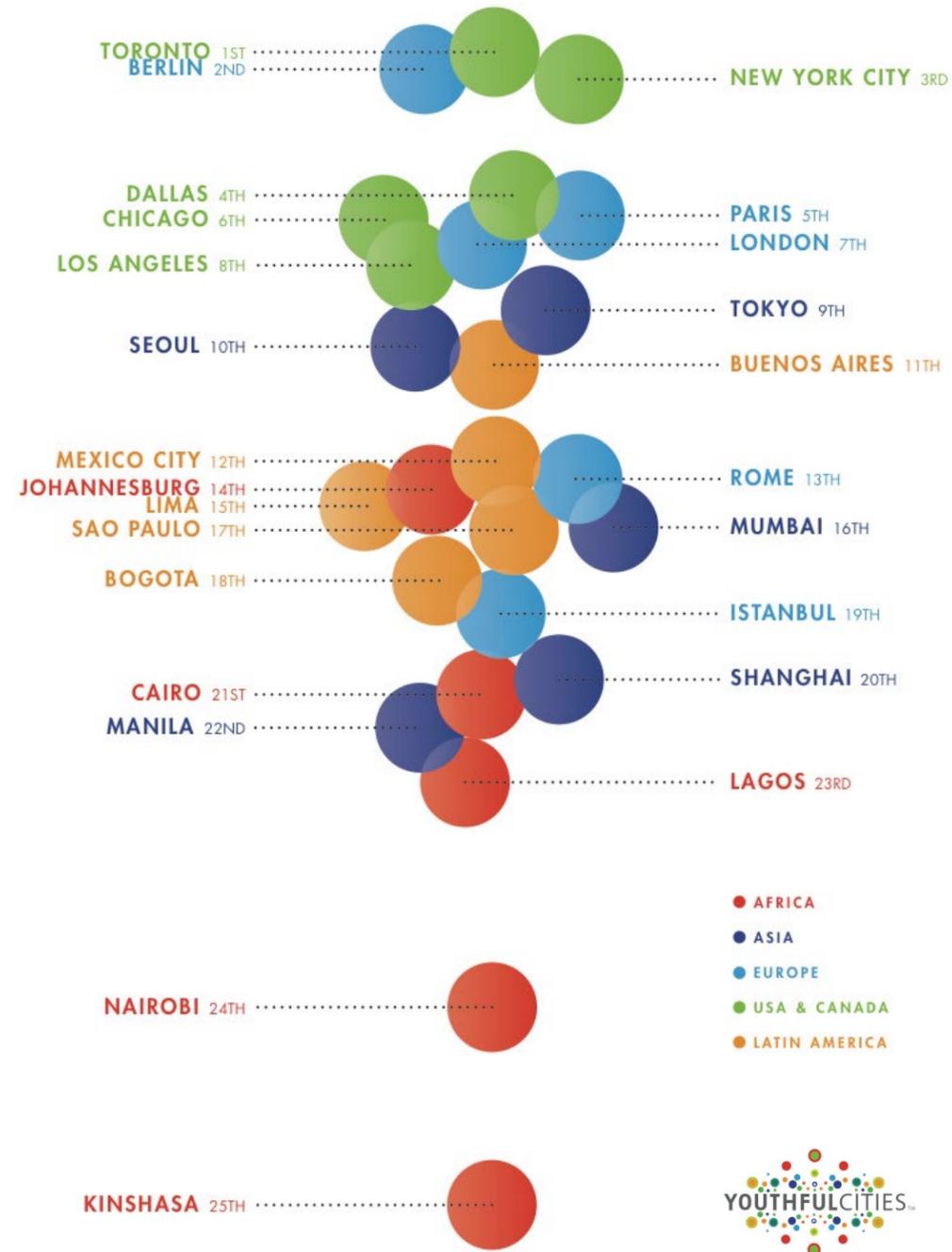
<p><b>CIVIC PARTICIPATION</b></p> <ul style="list-style-type: none"> <li>Percentage of 15-29 year-olds</li> <li>Voting age</li> <li>Average age on city council</li> <li>Youth voter turnout</li> <li>Volunteer opportunities</li> </ul>	<p><b>DIVERSITY</b></p> <ul style="list-style-type: none"> <li>Languages to vote in</li> <li>Diversity of food</li> <li>Openness to LGBT</li> <li>Openness to immigrants</li> <li>Openness to religion</li> </ul>	<p><b>INTERNAL TRANSPORTATION</b></p> <ul style="list-style-type: none"> <li>Kilometers of public transportation</li> <li>Hours/week dedicated transit</li> <li>Bike rentals</li> <li>Kilometers of bike paths*</li> <li>Driving age</li> </ul>	<p><b>DIGITAL ACCESS</b></p> <ul style="list-style-type: none"> <li>Cellular competitiveness level</li> <li>Average cost of baseline package with data</li> <li>Open data initiative seed funding</li> <li>Free WIFI scale</li> </ul>
<p><b>ENVIRONMENTAL SUSTAINABILITY</b></p> <ul style="list-style-type: none"> <li>Municipal water scale</li> <li>Smart cities initiatives scale</li> <li>Quantity of annual recycled materials</li> <li>Quantity of annual waste</li> </ul>	<p><b>HEALTH &amp; SAFETY</b></p> <ul style="list-style-type: none"> <li>Percent of population covered by health insurance</li> <li>Number of primary healthcare graduates</li> <li>Number of public health clinics</li> </ul>	<p><b>EDUCATION ACCESS</b></p> <ul style="list-style-type: none"> <li>Post-secondary institutions*</li> <li>Average cost of tuition</li> <li>Full-time undergrad enrollment</li> <li>Degrees, diplomas granted</li> </ul>	<p><b>YOUTH EMPLOYMENT</b></p> <ul style="list-style-type: none"> <li>Minimum wage</li> <li>Youth unemployment rate</li> <li>Long-term youth employment initiatives</li> <li>Youth employment programs</li> </ul>
<p><b>FINANCIAL ACCESS</b></p> <ul style="list-style-type: none"> <li>Business and personal banking availability</li> <li>Number of "chartered" banks</li> <li>Number of ATMs</li> <li>Mobile online/banking</li> </ul>	<p><b>ENTREPRENEURSHIP</b></p> <ul style="list-style-type: none"> <li>Age to register a business</li> <li>Number of incubators</li> <li>Number of post-secondary entrepreneurial programs</li> <li>Number of days it takes to get a business license</li> </ul>	<p><b>ECONOMIC STATUS</b></p> <ul style="list-style-type: none"> <li>Minimum wage</li> <li>Housing</li> <li>Student housing</li> <li>GINI coefficient</li> <li>Consumption tax</li> </ul>	<p><b>FOOD &amp; NIGHTLIFE</b></p> <ul style="list-style-type: none"> <li>Number of nightclubs*</li> <li>Number of restaurants*</li> <li>Cost of fast-food meal</li> <li>Cost of 12 large eggs</li> </ul>
<p><b>MUSIC &amp; FILM</b></p> <ul style="list-style-type: none"> <li>Film festivals*</li> <li>Number of cinema seats*</li> <li>Cost of movie ticket</li> <li>Music festivals</li> </ul>	<p><b>FASHION AND ART</b></p> <ul style="list-style-type: none"> <li>Graffiti and street art</li> <li>Youth fashion showcase</li> <li>Fashion incubators</li> <li>Number of design schools*</li> </ul>	<p><b>PUBLIC SPACE, SPORT &amp; GAMING</b></p> <ul style="list-style-type: none"> <li>Number of public libraries*</li> <li>Gatherings of gamers</li> <li>Municipally-maintained recreation facilities*</li> </ul>	<p><b>REGIONAL &amp; GLOBAL CONNECTIVITY</b></p> <ul style="list-style-type: none"> <li>Getaway city travel costs</li> <li>Getaway city travel distance</li> <li>Getaway city travel frequency</li> </ul>

\* per capita

# 2014 YOUTHFUL CITIES INDEX

## OVERALL RANKING

This first iteration of the index is a culmination of data on 25 of the world's most populated cities, five on each continent. The research took ten months with more than 75 people contributing to 16 categories, 80 global indicators and 2,000 data points.



# MOST YOUTHFUL CITIES

The results generated through these datasets are an articulation of each city's relative strengths and weaknesses from a youth perspective. This information serves as a set of reference points for identifying opportunities and enhancing the resources and strengths of those cities involved in the index.



TORONTO

1st in overall index



BERLIN

1st in overall internal transportation | 1st in film & music



NEW YORK

1st in North America and Europe region in civic participation



DALLAS

1st in overall public space, sport & gaming



PARIS

1st in overall digital access | 1st in fashion & art



CHICAGO

2nd in overall public space, sport & gaming

# THE WORKSHOP

“No matter the size of the Purpose City, it lives as a town. It changes ‘I’ to ‘we.’”

## Workshop Overview

The Purpose City workshop combined rapid ideation and prototyping, rich discourse and debate, and hands-on collaboration to think critically about the issues facing cities today.

## Ethics & Policy

How inclusive and socially responsible can and should the Purpose City be?

## Planning & Design

How does the Purpose City affect city planning and design?

## People & Products

What does the Purpose City mean to citizens and consumers?

# THE WORKSHOP

June 19th, 2014  
Dallas, Texas

Inspired by the principles of a design hackathon, The Purpose City workshop combined rapid ideation and prototyping, rich discourse and debate, and hands-on collaboration.

We designed the day, first, to explore opportunities and challenges and develop initial concepts, then, to think critically about and refine those concepts through dialogue and decision-making. It was a mix of generative and evaluative thinking, divergent and convergent ideation.

The day began with four keynote talks to frame the concept of the Purpose City, provide a contextual backdrop and spur new ways of thinking. Then the fifty participants divided into three smaller teams of about twenty people each, in order to address different aspects of the Purpose City in a more interactive setting. Two “town halls” were convened in the school’s black-box theater to cross-pollinate insights.

At the end of the day, the outcomes of each workstream were presented live on the main theater stage to attendees from the local community and from the two concurrent conferences, the New Cities Summit and the U.S. Conference of Mayors.



## PURPOSE CITY TEAMS

The three working teams explored specific aspects of the Purpose City: Ethics & Policy, Planning & Design, and People & Products. Participants selected their own workstream and remained with the group throughout the day to gain maximum traction and for the sake of continuity. Teams were given specific assignments and tools – including open debates, field research and graphic exercises – while also having ample freedom to design their own activities for the day.

### 1 BIG PICTURE GROUP: ETHICS & POLICY

How inclusive and socially responsible can and should the Purpose City be?  
 Identify inherent social and moral tensions in the city as we know it.  
 Debate emerging social and moral themes of the purpose-rich city.  
 Draft a manifesto/declaration for the purpose-rich city.

### 2 CHARRETTE GROUP: PLANNING & DESIGN

How does the Purpose City affect city planning and design?  
 Identify attributes of the Purpose City.  
 Place purpose in the city – the role of design and planning.  
 Deploy design concepts.  
 Measure the impact of Purpose City interventions on the Purpose Economy.

### 3 CLOSE-UP GROUP: PEOPLE & PRODUCTS

What does the Purpose City mean to citizens and consumers?  
 Understand what makes people feel a sense of purpose.  
 Collect and exhibit artifacts in the city that embody purpose.  
 Ideate and present product ideas that promote purposeful experiences.



### THE VENUE

The Booker T. Washington High School for the Performing and Visual Arts is one of the most progressive public arts magnet schools in the country. It is located in the heart of the downtown Dallas Arts District, next to the Meyerson Symphony Center, Winspear Opera House, Wyly Theater, Dallas Museum of Art and many other facilities. The workshop used the school’s 475-seat auditorium, gallery space, black box theater and classrooms.

# ETHICS & POLICY

**Kelly Lynema**  
Urban Planner, NBBJ

**Alan Mountjoy**  
Architect/Urban Planner, NBBJ

**Tom Sieniewicz**  
Architect/Urban Planner, NBBJ

The imperative of ancient hunter-gatherer societies was simple: survive. A host of cultural beliefs and governing structures developed to accommodate this imperative – beliefs and structures that varied according to space, place and peoples.

As society advanced through successive ages – agrarian, industrial, post-industrial, information – these cultural beliefs and governing structures kept pace, becoming equally complex as societies settled in towns, then cities and megacities. The social contract, while generally helpful in governing individual interactions, proved insufficient in modern cities and over time became augmented by policies oriented toward promoting well-being and ensuring equal access to the benefits of the city for all constituents.

During times of social and technological change, however, policy is the tortoise in the race: slow to advance, out of touch with the rapid pace of society. Citizens, particularly those at the margins, suffer as a result. Times like these, when cities are changing rapidly yet their benefits more and more seem to accrue to only a lucky few, require stronger – sometimes radical – attitudes, demands and actions. They require manifestos.

**“During times of social and technological change, however, policy is the tortoise in the race: slow to advance, out of touch with the rapid pace of society.”**

As society moves from the Information Age to an Age of Purpose, it is incumbent upon our urban leaders to rethink cities’ policies, evaluate their responsibilities to their constituents and identify areas where change is necessary. We believed that a workshop track specifically devoted to policy could address some vital questions and concerns:

- + In an increasingly global, networked world, is purpose geographically based? Can it be?
- + The pursuit of purpose could easily be construed as a higher-order activity – a luxury afforded to upper-class citizens who profit upon inexpensive goods and services provided by the low-wage labor of citizens of developing countries. Could a Purpose City be equitable, both within its borders and globally?

- + Does the Purpose City need a social and equitable dimension in order to be fully realized?
- + Does the creation of a Purpose City require more than design or products, but rather an ethical framework that engenders a purpose-rich culture for all individuals?

Given a group of diverse thinkers and doers, it can be difficult to develop a common language, a common platform and a singular shared vision for the Purpose City – and to do it in a few short hours. Essentially, we needed to develop a method for transforming strangers into revolutionaries in the course of a day.

Deriving inspiration from Walt Whitman’s “Song of Myself”, we sought a barbaric yawp – a singular, bold, ambitious statement of belief. It had to be broad enough to provide a framework for thinking about cities with purpose; it had to be visionary and capable of surmounting political distinctions or social boundaries. Working instinctively from a design process – understanding existing conditions, exploring alternatives and iterating to consensus – we would, starting from the ideas of many, iterate down to a singular ambitious, bold statement: a manifesto.

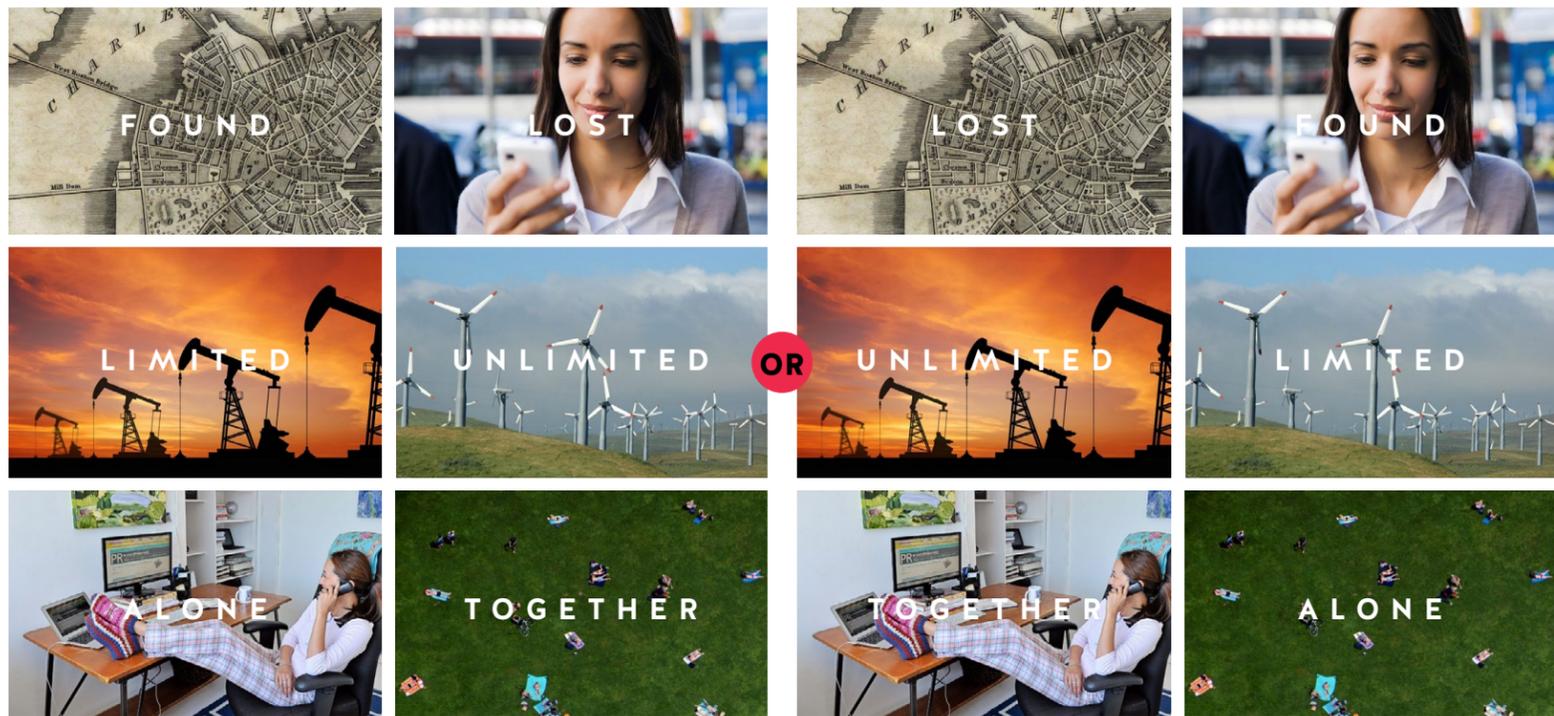
## SESSION 1:

**“I AM LARGE, I CONTAIN MULTITUDES.”**

**Can there be a “Purpose City” when cities are by nature marked by contradictions, tensions and dichotomies?**

We aimed to foster a dialogue on the existing conditions in cities today, with the conceit that, if cities work because they function on the continuum between opposing forces, the Purpose City could somehow thrive by achieving a similar balance between extremes. We knew that a diverse group of practitioners, designers and civic leaders would bring a multitude of ways to see and interpret the city. We therefore began working to resolve the inherent contradictions between these perspectives, to identify the most critical tensions or conflicts to address.

We started with examples. Looking at two images that seemed in direct opposition to each other, we labeled each with contrasting words. This provoked our desired conversations – about inequality, about access, about opportunity. Working in teams, we identified position statements around polarities that were neither positive nor negative, but urgent. Considering more than 30 pairs of dichotomies, we discussed which core principles were fundamental to a sense of purpose in the city, and how those principles could potentially be activated.



SESSION 2:

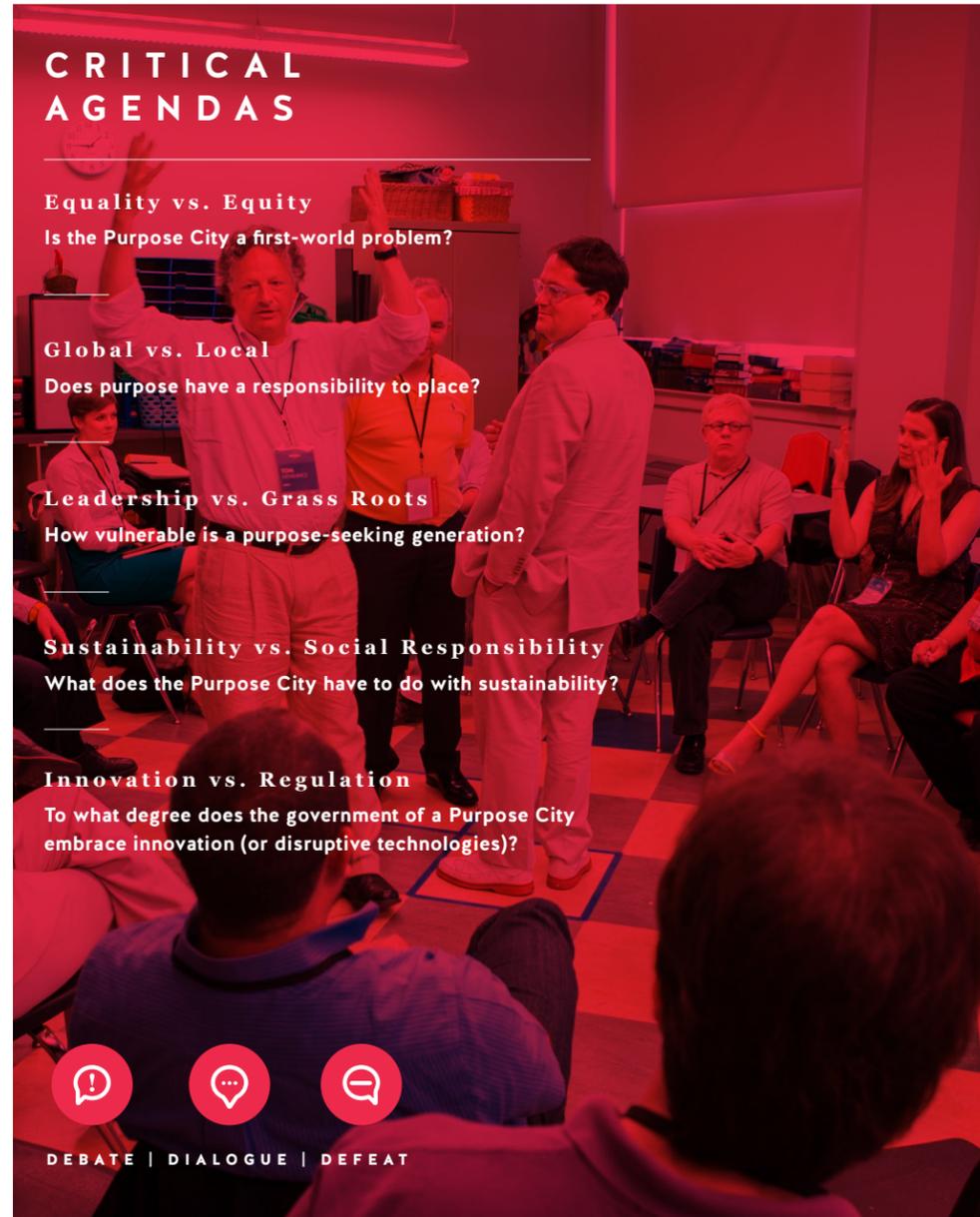
“THIS IS THE CITY, AND I AM ONE OF THE CITIZENS,  
WHATEVER INTERESTS THE REST INTERESTS ME.”

How can we organize ourselves around the  
concept of a Purpose City?

As we reviewed the image gallery and teased out ideas for discussion, several serious, sincere themes quickly emerged. Then, recognizing the difficulty in coercing a group of individuals – most of them strangers to each other, intent on being polite and agreeable – to argue passionately for or against polemical issues, we relied instead on the power of games to provide an arena for safe argumentation. We assigned teams a position to argue for, and one representative from each team stepped into the ring (a small box outlined on the ground) to engage in face-to-face combat, cage-match style – a scrappy fight to linguistic death, designed to surface unexpected arguments and ideas.

The key to the cage match was in each participant’s desire to “win” amidst a neutral subtext: teams had to force themselves to become passionate about their position, whether they supported it or not, thereby allowing participants to make incendiary statements completely detached from personal beliefs. A beautiful unspoken agreement emerged during each debate – we understood that the debaters’ words were not necessarily their own, but intended as moves in a game.

Through this intense debate, we determined which themes were less relevant to the concept of the Purpose City, and which had emerged as critical agendas.



# { PURPOSE CITY TOOL }

## CAGE MATCHES

### How to run a verbal cage match in your next workshop:

1. Identify the conflicting agendas/debate topics.
2. Mark out a space on the floor for people to stand two feet apart.
3. Divide participants into two sparring teams.
4. Assign each team one side of the issue to argue for and defend.
5. Allow two minutes for each team to prepare.
6. Invite two debaters into the “ring” to represent their teams.
7. Go! Debaters simultaneously talk for two minutes – loudly, with passion and persuasion!
8. Ask the group if they want to hear more.
9. If so, huddle again for two minutes to develop counterarguments.
10. Call debaters back to the ring to make their final cases in one minute.
11. Ask the group to vote for a winner with a show of hands.





## MANIFESTO

**WE HOLD THESE TRUTHS  
TO BE SELF-EVIDENT, THAT  
ALL PEOPLE ARE CREATED  
EQUAL, THAT THEY ARE  
ENDOWED WITH CERTAIN  
INALIENABLE RIGHTS, THAT  
AMONG THESE ARE LIFE,  
LIBERTY AND THE PURSUIT  
OF PURPOSE.**

## VISION

**THE PURPOSE CITY FOSTERS  
CREATIVITY AND PROMOTES  
EMPATHY.**

It blurs the boundaries, divisions, lines and definitions between school and community, parks and restaurants, businesses and streets, young and old, manufacturing and craft.

No matter the size of the city, it lives as a town. It changes “I” to “we.”

It is true to the characters of the communities that comprise it.

It creates an environment where its citizens can reach their full potential.

It consciously embraces the suburbs, connecting them with the center in recognition of lifestyle, preference and affordability.

The purpose-rich city says “hi” to people it does not know. It embraces otherness.

## PROBLEM

**PRESENTLY, THE CITY STRUCTURE DIVIDES INSTEAD OF CONNECTS. IT DIVIDES US FROM OUR NEIGHBORS, FROM COMMUNITIES, AND FROM OPPORTUNITY. THE CITY MUST PROVIDE AND SUPPORT:**

Quality and reliable resources to all citizens

A healthy, safe and inspiring environment

Shared inclusion and access

Human-centered, life-centered design

Community-led and individually-led design innovations

## ACTION

**THE PURPOSEFUL CITY WORKS AT ITS PURPOSE. THE CITIZEN OF A PURPOSEFUL CITY IS ACTIVELY ENGAGED. A CITY ACHIEVES PURPOSE BY:**

Being authentic to its people, its place, and its time

Measuring success in human terms, not purely economic ones

Providing an educational system that nurtures the whole child, teaches purposeful citizenship, and graduates purpose-driven citizens from its schools

Providing opportunities for meaningful interaction – in parks, schools, buildings and streets

Accepting “blur” as a zoning principle and encouraging public/private partnerships

Embracing urban design that encourages healthy lifestyles

Providing inclusive, affordable housing

# PLANNING & DESIGN

**Phu Duong**

Urban Designer, NBBJ

**Kim Way**

Urban Planner, NBBJ

There is no doubt that cities are extremely complex entities that behave like dynamic organisms in and of themselves. This complexity makes it challenging to come to terms with how to talk about the city. But whether they are properly considered organisms or inanimate machines, as Greg Lindsay addresses, much of the discourse on cities assumes the condition of constant motion and change. It draws from the past to project an imaginable future. It courageously provokes something yet unknown. This makes it incredibly challenging to plan any city, let alone the Purpose City.

## Inspiration re-Purposed

What role does planning and design have in the Purpose City? This central question was the charge of the Planning & Design charrette group. In the École des Beaux-Arts tradition, this group explored ideas in a design-oriented mode, because, in the field, the best ideas often emerge naturally from instinct when thinking and making artifacts. The charrette format offered the opportunity to “hash out” varying perspectives of what a Purpose City could mean and become.

With representation from local residents, planners, designers, academics, developers and community advocates, the group’s diversity suggested a contemporary community forum. As such, this “body public” productively turned a common ground of conversation into a space for contesting seemingly disparate ideas about urban life. The group contemplated how conceptual development of a “purpose economy” could transcend the physical dimensions of a city. What would urban space need to look like in order to host a purpose economy? What are the attributes of a Purpose City? What is the role of designers and planners? What are the new metrics for a Purpose City?

## Session 1: WORDS

### Identify the Purpose City

In the initial worksession, the group of 18 participants was invited to develop the idea of a Purpose City through a question: “What are the meaningful connections, informed by the idea of a purpose economy, in the Purpose City?” Members of the group penned ideas on note cards and pinned them to a wall. Very quickly, commonalities began to emerge: equity, transparency, inclusivity and access were overarching values important to our concept of the Purpose City.

In order to document this session of free association, we created a word cloud that would capture these values and attributes. We closed the session by asking the group how the topics from this exercise were different from those we value in existing cities as we know them today.

## Session 2: IDEAS

### Place the Purpose City

The second session explored the relationship of urban space to the precepts which emerged from the initial session. Here, group members were asked to attach imagery of activities and places to a large cross-sectional drawing of a typical city. This panoramic format framed a way to think about an urban center as a much larger entity reliant on urban systems and networked organizations. We asked, “How can design act as a catalyst in shaping the purpose economy? And what are the physical changes to the public realm in the purpose economy?”

As members of the work group attached images to the city section, the Purpose City came to life, on the street plane as well as below and above it. The opportunities for purpose could be visible all at once, all of the time. Inversions of spatial uses in buildings and open spaces were suggested during the

pin-up exercise. For instance, why not put a community garden mid-rise in a skyscraper? Why not convene raves in the suburbs? What if elementary schools, not just daycare centers, were closer to our downtown cores? Can co-working spaces thrive in the exurbs to eliminate commutes? The resulting dialogue questioned existing understandings of the city and promoted inclusionary actions.

The energizing remarks of the group during this session exhibited political agency. Topics of workplace, education, consumption, transportation, health and culture firmly found their places in the Purpose City cross-section. The Purpose City had all the components of a typical city, but the difference was the innate freedom to mix – the concept of blur. What strongly emerged was a desire to generate a diversity of people, places and activities that would break down physical and social barriers. The demands of our conversation suggested rethinking the current operational standards and practices that exist in cities today.

## Session 3: CONCEPTS

### Build the Purpose City

What are the most impactful things planning and design can do to engender the purpose-rich city? What roles are required to deploy design action? And what are the known hypocrisies or barriers? This final charrette session attempted to narrow down all the complexities to come to a consensus: that building a Purpose City would, in order of priority, enrich the lives of *people*, foster *access* and encourage *mixing* and diversity in order to yield *empowering* places of *great purpose*.

While we formed a group to investigate the physical fabric of the Purpose City, we were continually dancing around a

completely different, yet related, issue: the social fabric missing from our existing cities. The physicality of a Purpose City could be adopted; it could be satisfied in the existing city. But the city as we know it strives to fully be purpose-rich. And with all the discourse and judgment that happened in the Planning & Design charrette we wondered, can a city be too perfect, too organized, planned and controlled?

Towards the end of the workstream, we began to see how it wasn’t really about how purpose should be placed into the city, but rather how a sense of purpose could be seeded and sustained. Purpose wasn’t a thing; it was a sense of opportunistic engagement. For an urban area to be a Purpose City, it requires a dynamic form supported by the concept of transparency. It requires not a fixed form, but engagement – engagement with purpose.



## URBAN CORE

### THEME: BLUR

The Purpose City is a critique against the dispersed city pattern we know as sprawl. Purpose happens when products and services can be delivered and shared through engaged touch-points. It is an urban typology that affords “blurring” and spontaneous mixing.



### EXPERIENCE LEARNING



Mixed Agency:  
Civic & food education

### THE BODY PUBLIC



Citizenry: Diversity in neighborhoods and engaged citizens mixing with a new bottom-up government.

### NATURAL INCLUSION



Riverfront: Connected to the urban core, with improved amenities on both sides.

### VERTICAL NEIGHBORHOOD



Tall Ecologies: A diversity of functions, stacked, with the ability to spontaneously mix and engage.

### GETTING AROUND



City of Choice: Multi-modal transportation & neighborhood work/play options

SCHOOL

RESIDENTIAL

PRESERVE

RIVER

RIVERFRONT

WORSHIP

CENTRAL  
BUSINESS  
DISTRICT

PARK

TRANSPORT  
HUB

## URBAN PERIPHERY

### THEME: DENSITY, SPACE & TIME

The purpose city valorizes urban density. It thrives on short distances in both horizontal and vertical directions. It is about a sense of mobility that caters to increased interactions afforded by walkability and public transportation. Time is a scalable and mobile concept. We could do more with the buildings and open spaces we have today if we could tap scheduling in order to offer dynamic forms of engagement. We'd not only co-locate a mix of uses, we'd change the use of a single place over the course of a day.

### EMPOWERMENT



Culture in the 'Burbs: Empower the community by offering more flexible uses

### ALTERNATIVE OPTIONS



Expect Disruptions: Plan for more choices to alleviate potential impact, with bike highways and greenspace near highways.

### TEENS...SPIRIT



Young innovators bridging the gap

### WHAT ABOUT...?



One participant asked, "Where is the university in all of this?!"

### WELLNESS



Wellness: Bike long distances to work and events

## RURAL

### THEME: THE LAST MILE

The location of residential areas near the city center or far away no longer determines high-end or lower-income development. Both exist in and away from the urban core. However, access to functioning infrastructure, like basic utilities and transportation, is a strong determinant in citizen well-being. Extending transportation into "the last mile" is an essential component of the Purpose City, as discreet cities shift to urban corridors and as the fortunes of urban neighborhoods and suburbs.

### GETAWAY

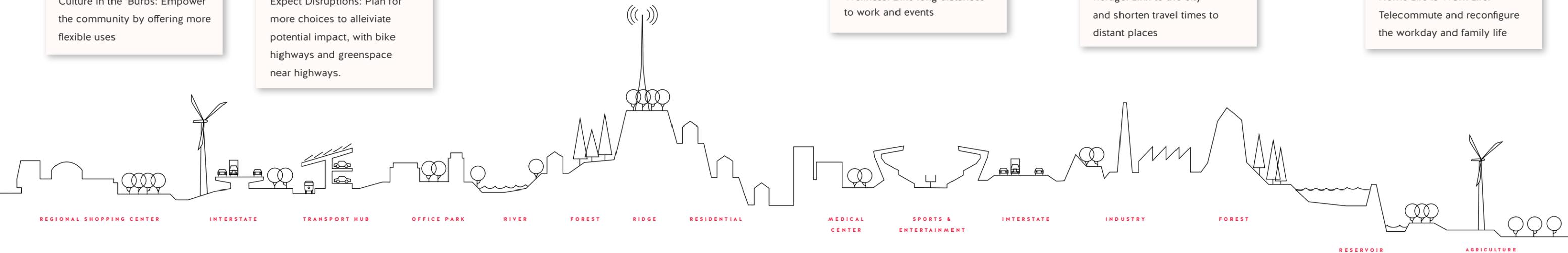


Refuge: Link to the city and shorten travel times to distant places

### CHANGING EXPECTATIONS



Home Life Is Work Life: Telecommute and reconfigure the workday and family life



# { PURPOSE CITY TOOL }

## CITY PIN-UPS

### Session 1: Identify

1. Establish broad goals for the Purpose City in the form of questions.
2. Use the questions to brainstorm and jumpstart conversation.
3. Record keywords on notecards and pin up for all to see.
4. Gather and organize thoughts by grouping the notecards into themes.

### Session 2: Place

5. Draw a section or map that depicts the city in full.
6. Collect images of activities and distribute to participants.
7. Take turns pinning images to the drawing to continue the dialogue.

### Session 3: Build

8. Invite participants to develop strategies for reporting their findings.
9. Converse, debate and compete to build consensus for the report.
10. Present the essential priorities of the Purpose City to the public.

#### \* CITYSCAPE ART

A complete cross-section allows participants to visualize the city's functions and experiment with new combinations. [Download](#) the drawing below for your workshop, or create your own.



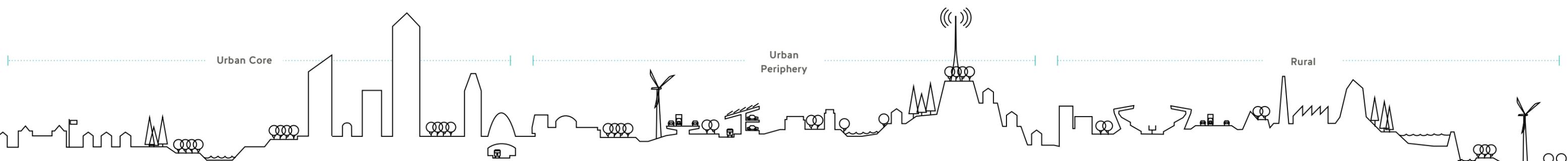
MAKE NOTES



SELECT PHOTO



PIN ON SECTION





# PEOPLE & PRODUCTS

## Sharon Lyle

Co-Founder, Public City

## Jacob Simons

Experience Design Director, NBBJ

## Dar Vanderbeck

Partner, Imperative

What if we designed our cities to enable self-expression and community for all people? What does values-based urban planning, policy and governance actually look like? And what if we thought about cities more like stars rather than fixed entities: gigantic social reactors made up of overlapping social networks that get hotter, more volatile and more creative the denser they get?

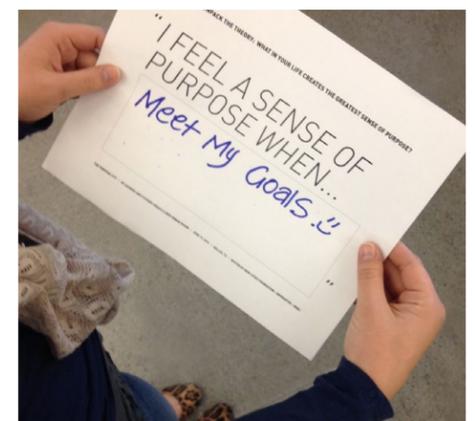
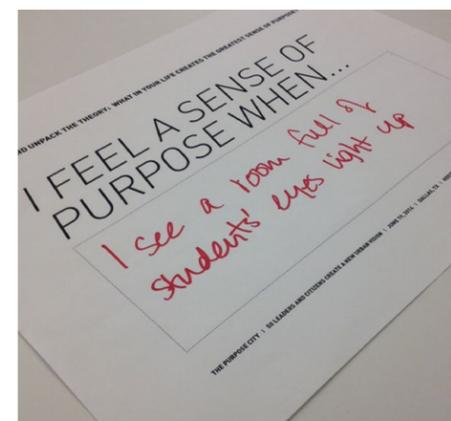
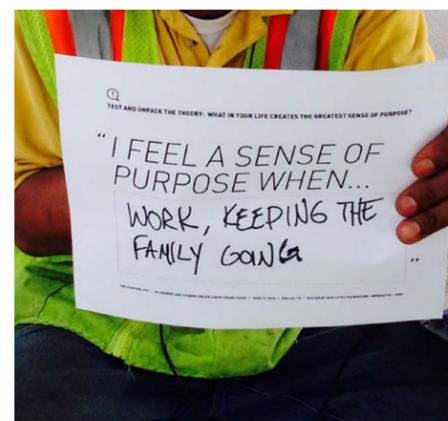
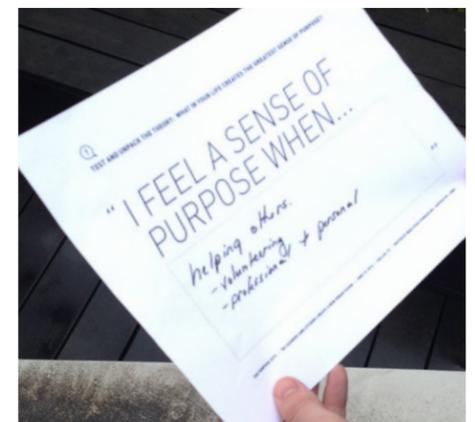
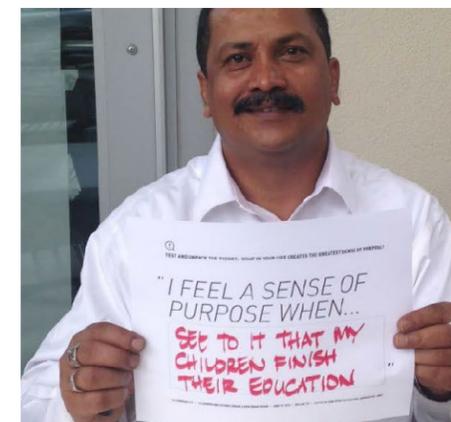
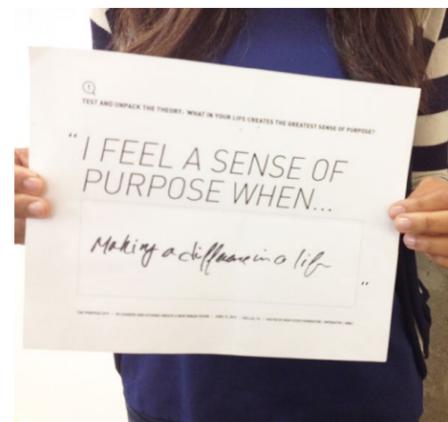
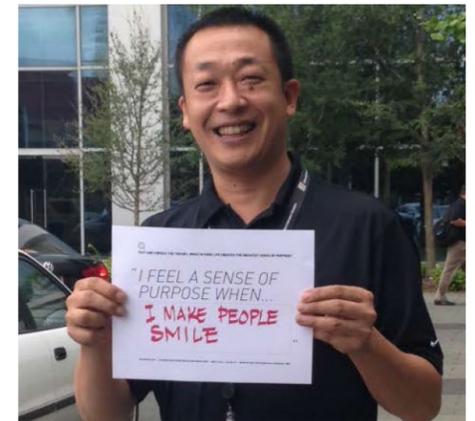
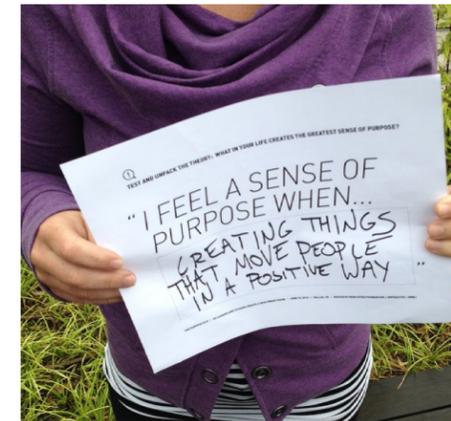
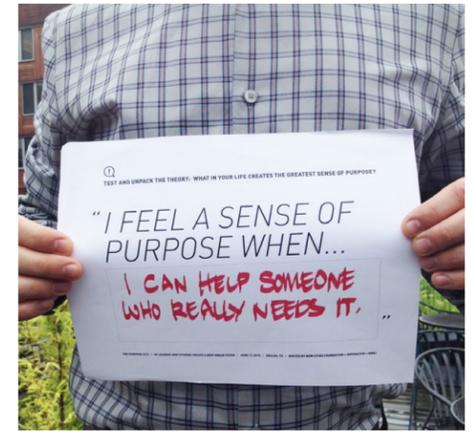
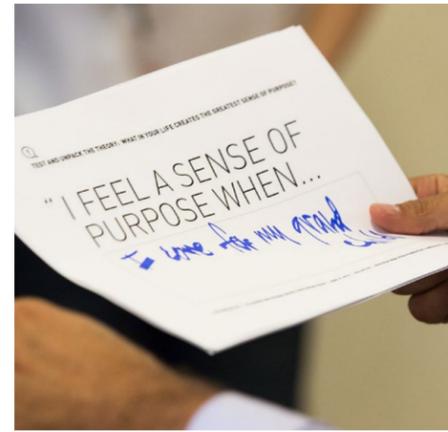
These were a few of the high-level questions that framed the work of the People & Products team during the Purpose City Workshop in Dallas. Distinct from the other tracks, we defined our unique vantage point as one ruled by a certain kind of “foot logic” – the behaviors, motivations and desires of the individual. The People & Products lens was a critical feature to our workshop, cast as a counterpoint to the temptation to interpret our cities in statistics and skylines. All too often we lose track of the scale at which people live, work, play and rest. As such, we determined as a team that our product must emerge from a human experience, a specific story we heard during our day together. With this charge in mind, we set out to create a blueprint for how product design could better connect people to the places they live.

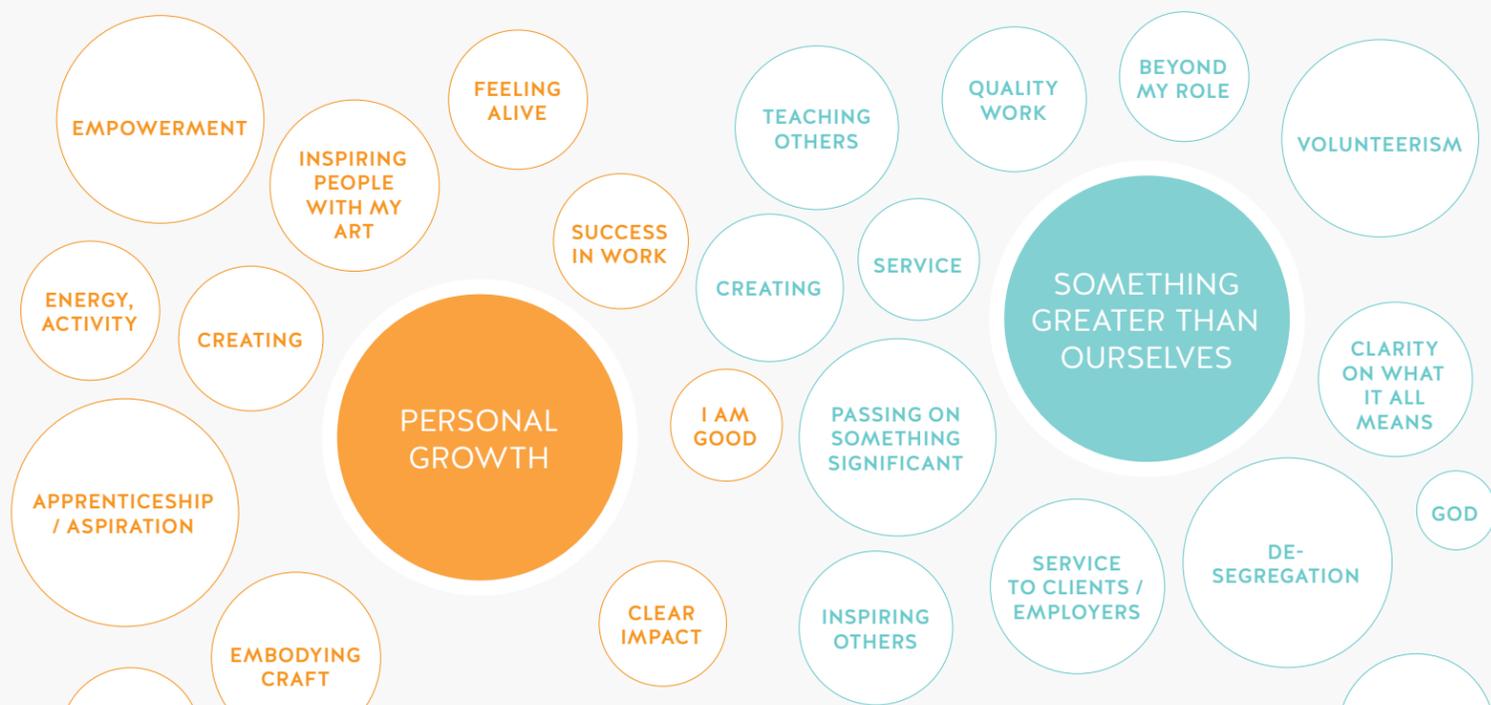
Our team hit the streets of Dallas to ask locals how they derived a sense of purpose in their lives. We were awed by the generosity of spirit of the folks we talked to. Coming back together as a team, we shared stories and kicked the tires of Aaron Hurst’s assertion in his new book, *The Purpose Economy*, that purpose is gained through three main categories: personal growth, the cultivation of meaningful relationships, and the ability to connect to something bigger than oneself. With more than 200 brief interviews, we

largely confirmed those three categories. We were also taken back by the emotional gravity of the request; asking people to reflect on how they derive purpose in their life can be extremely challenging.

As a group, we synthesized people’s purpose insights to see what patterns emerged. Then we dove deeper into thinking about how products could facilitate the awakening of individual purpose. Together, we came to a few significant revelations:

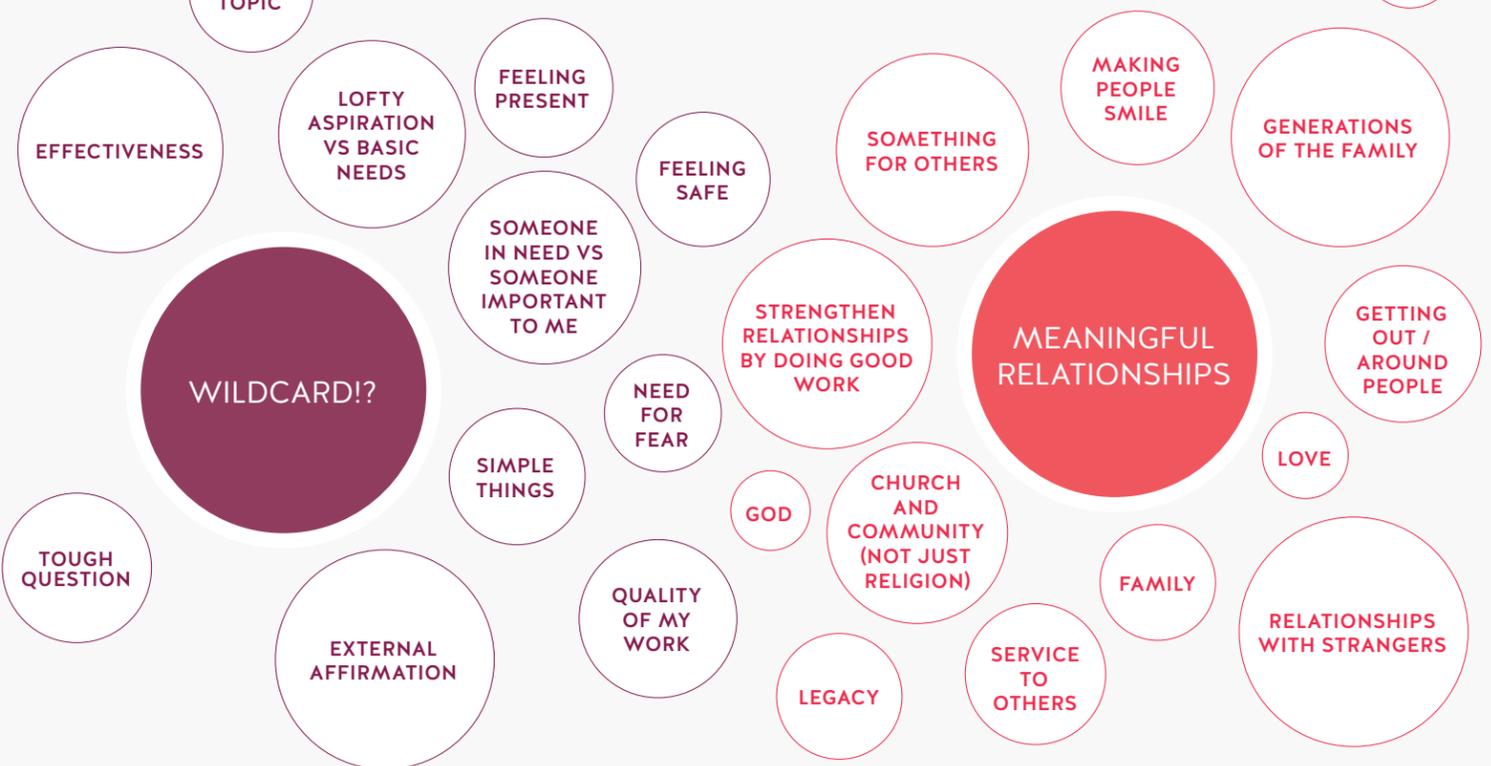
1. Products and processes should be designed to create access for all city residents. Technology best serves us when it enables people to discover, embody and grow their purpose.
2. We discussed the relationship between building leadership and how individuals see themselves in the context of the places we live. Drawing from the work of Marshall Ganz, we defined leadership as accepting responsibility for enabling people to achieve purpose in the face of uncertainty. As both the future of our cities and the very model for the future city are distinctly uncertain, we decided this was a ripe opportunity to re-envision our roles as residents and citizens.





## FOUND PURPOSE: COMMON THEMES

As we sorted through the responses from our field research, we discovered that many responses fit the categories of purpose identified by keynote speaker, Aaron Hurst: personal growth, the cultivation of meaningful relationships and the ability to connect to something bigger than oneself. Some themes overlapped across multiple categories; others didn't fit these categories exactly but were still incredibly meaningful to people. These we grouped into a "wildcard" category.



# { PURPOSE CITY TOOL }

## FIELD INTERVIEWS

Once they realize you aren't selling something, most people are happy to talk about themselves. Here's how to get the most out of your field research:

1. Get out into the community: meet people where they are and where they feel comfortable.
2. Approach people singly or in pairs: large groups of interviewers can be intimidating.
3. Smile. 😊
4. Be honest: explain what you're doing and why.
5. Ask open-ended questions: use *who*, *what*, *when*, *where*, *why* and *how*.
6. Don't be afraid to take "no, thank you" for an answer.
7. Be quick and efficient.
8. Thank people for their time!

## PRODUCT CONCEPTS

Moving from theory to practice, we began modeling some prototypes for products that would capture the spirit of the Purpose City. Breaking up into three teams, we presented three models for programs and applications to connect people to purpose.

At the end of the day, the team members traveled back to their respective cities with a common conviction; the world needs products that promote the discovery of purpose, catalyze and stimulate such purpose and connect personal purpose to other people and movements in our community. All of these elevate our personal and collective experiences and take us one step closer to purpose-rich lives.



### NETWORK

#### The Digital Town Hall

This focuses on how people identify shared interests and common experiences. It was conceived as an interface to strategically capture and visualize people's purpose-driven lives through their social personas and profiles.



### CAMPAIGN

#### The Purpose Activator

Based on the premise that connecting people to their purpose has the power to transform communities, this is conceived as a campaign committed to igniting people's hunger to connect with their purpose and providing outlets for them to translate it into action.



### PLATFORM

#### The Neighborhood Purpose Quotient

This is based on a yearning to build purpose-rich neighborhoods powered by people. It is conceived as a platform that would promote competition among neighborhoods and empower neighbors to find and build relationships through solving local problems together.



## APPENDICES

“A city achieves its purpose by being authentic to its people, its place and its time.”





### Helen Dimoff, Host

Helen Dimoff is a partner at global design and architecture firm NBBJ. She is an award-winning communications professional who has dedicated the majority of her career to the design and architecture industry. Since 2002, she has served as director of communications for NBBJ. Based in New York, she is responsible for the firm's global communication strategy and serves on the firm's marketing leadership team.



### Phu Duong, Facilitator

Phu Duong is a practicing urban designer based in the New York office of NBBJ. He is also an adjunct associate professor in Columbia University's Graduate School of Architecture, Planning and Preservation. He is also a coordinating committee member of New York's City Club, a citizen-led group of advocates that offers a broad, representative and trustworthy civic voice for issues related to policy and urban development issues such as subways, the environment and city government practices.



### Aaron Hurst, Keynote Speaker

Aaron Hurst is the CEO of Imperative and author of the book *The Purpose Economy*. He is the founder of and an active advisor to the Taproot Foundation, an organization that connects corporate volunteers with non-profit projects. A regular blogger for The Huffington Post, *Stanford Social Innovation Review* and LinkedIn, Aaron is a member of the *NonProfit Times*' Power & Influence Top 50 and has been recognized as a leading social entrepreneur by *Fast Company*, Ashoka, the Draper Richards Kaplan Foundation, the Manhattan Institute and the Commonwealth Club.



### Tim Leberecht, Host

Tim Leberecht is the chief marketing officer of NBBJ. Previously, he was the chief marketing officer of product design and strategy firm Frog Design. His writing has appeared in publications such as *Fast Company*, *Forbes*, *Fortune*, and *Wired*. He has spoken at venues including TEDGlobal, The Economist Big Rethink, and DLD. He serves on the World Economic Forum's Global Agenda Council on Values and on the board of Jump Associates, a strategy and innovation consultancy.



### Mathieu Lefevre, Host

Mathieu Lefevre is the executive director of the New Cities Foundation. Working closely with the foundation's trustees, Mathieu oversees the organization's strategy and its day-to-day operations. Previously, Mathieu worked for the World Bank in the area of governance and as a political officer for the UN Department of Peacekeeping Operations, serving in Afghanistan and the Middle East.



### Greg Lindsay, Keynote Speaker

Greg Lindsay is a journalist, urbanist and speaker. He is a contributing writer for *Fast Company* and an author of the international bestseller *Aerotropolis: The Way We'll Live Next*. He is also a visiting scholar at New York University's Rudin Center for Transportation Policy & Management, a senior fellow of the World Policy Institute, and a research affiliate of the New England Complex Systems Institute (NECSI).



### Kelly Lynema, Facilitator

Kelly is a senior planner and project manager in NBBJ's Boston office. Prior to completing a degree in Urban Planning/Design and Environmental Sustainability at Harvard University's Graduate School of Design, Kelly worked for ten years in marketing. She has been involved in planning a number of mid-sized cities in New England and the Midwest, including Hartford, Connecticut, and Worcester, Massachusetts, and has worked on a number of campus planning projects in Massachusetts.



### Sharon Lyle, Keynote Speaker/Facilitator

Sharon Lyle's early career as a fundraiser and her strong business background set the stage for her work as director and producer of TEDxSMU and TEDxKids @SMU, the first ever TEDx programming for youth. With Meredith Powell, she co-founded and leads Public City, a culture-driven public engagement consultancy and studio that works to impact the intellectual infrastructure and creative capacity of cities through consulting, investing in ideas and curating experiences.



### Sonja Miokovic, Keynote Speaker

Sonja is a long-time youth advocate with over 3,300+ hours clocked towards community development and engagement around the world. As DECODE's director of ventures, she is always on the search for innovative ways to include youth in creating meaningful solutions to the many complex challenges organizations face. Sonja is also an expert on cities and is co-founder and Global Director of DECODE's social venture, YouthfulCities. Sonja is responsible for engaging and activating thousands of youth in the world's largest urban centers in order to rank cities from a youth perspective.



### Alan Mountjoy, Facilitator

Architect and urban planner Alan Mountjoy manages diverse teams in architecture, landscape architecture, real estate economics, transportation planning and environmental engineering – successfully reaching consensus on design and planning issues, expediting approval processes, and gaining community support for both large- and small-scale projects in cities across New England and farther afield. He is based in NBBJ's Boston office.



### Tom Sieniewicz, Facilitator

Tom Sieniewicz is an architect and certified planner based in the Boston office of NBBJ. He is actively involved in community affairs in the Boston area, where he currently serves on the City of Cambridge Planning Board and has previously served on the City of Cambridge Board of Zoning Appeals. He is also the president of the Charles River Watershed Association.



### Jacob Simons, Facilitator

As a social scientist, strategist and designer, Jacob works at the intersection of design thinking, business and culture. He joined NBBJ to build a consulting practice and now serves as its Experience Design Director. He leads research, strategy and change management services for clients such as Amazon, Bill & Melinda Gates Foundation, Google, Kaiser Permanente and Microsoft.



### Dar Vanderbeck, Host/Facilitator

Dar Vanderbeck is a partner at Imperative and a community organizer, systems strategist and service designer who specializes in institutional transitions. Prior to Imperative, Dar served as a vice president at Resolute Consulting and as a strategist for McKinsey & Co. She has also worked at the USAID Office of Transition Initiatives, on the 2008 Obama-Biden Presidential Transition Team, as community organizer for Obama for America, and as a case worker for a human rights NGO in the prisons of coastal Kenya. Dar is a professor of social design thinking at the Maryland Institute College of Art in Baltimore.



### Kim Way, Facilitator

Kim Way, a principal and planner in NBBJ's Columbus office, has worked with major academic and healthcare institutions to help plan their campuses in cities as varied as New Orleans, Louisiana; Columbus, Ohio; and Karamay, China. He oversees NBBJ's Urban Design, Planning and Landscape Design practice. He is also a board member, appointed by Mayor Michael R. Coleman, of the East Franklinton Development Review Board, helping to shape the next major redevelopment area in Columbus.

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The New Cities Foundation is a leading global non-profit organization with a vision to build more inclusive, dynamic, and creative cities benefiting people and society. Its mission is to incubate, promote and scale urban innovations through collaborative partnerships between government, business, academia and civil society.

The New Cities Foundation hosts a number of leadership events on the most pressing urban issues, including its flagship event, the New Cities Summit. The organization also hosts smaller leadership events worldwide, such as Cityquest - KAEC Forum, a high-level event focusing on the conception and building of new cities around the world ([www.cityquest.net](http://www.cityquest.net)).

An independent, non-profit organization, the New Cities Foundation was created in 2010 and is financed by its members and partners. Its members include some of the most forward-thinking companies, universities, cities and city organizations from around the world.

## nbbj

NBBJ is a global design, architecture and planning firm that helps organizations drive innovation and meaningful change by creating highly productive, sustainable spaces that free people to live, learn, work and play.

Founded in 1943, NBBJ is an industry leader in healthcare and corporate facilities and has a strong presence in the commercial, civic, science, education, and sports markets. Named one of the most innovative architecture firms by *Fast Company* and the first architecture firm invited to the World Economic Forum's Community of Global Growth Companies, NBBJ has won numerous awards and has been recognized as one of the "greenest" architecture firms in the U.S. NBBJ has more than 750 employees in ten offices worldwide, including Beijing, Boston, Columbus, London, Los Angeles, New York, Pune, San Francisco, Seattle and Shanghai. Clients include Alibaba, Amazon, the Bill & Melinda Gates Foundation, Boeing, Cambridge University, Cleveland Clinic, GlaxoSmithKline, Google, Massachusetts General Hospital, Microsoft, Reebok, Salk Institute, Samsung, Stanford University, Starbucks, Telenor, Tencent and the Wellcome Trust.

## imperative :

Imperative is a social benefit corporation with a mission to connect people to purpose at scale. It provides a platform that leverages emerging research, patent-pending psychometrics and a network of certified coaches to give individuals greater self-awareness and career direction, to better connect teams and to provide leadership training for managers. Imperative is also supporting the U.S.' first purpose economy initiative: a grassroots project based in Atlanta that is bringing people together around dinner tables across the city to discover and activate the purpose of their city.





