



**YOU HAD  
ME AT  
TOLEDO**



**Want to change the world?**

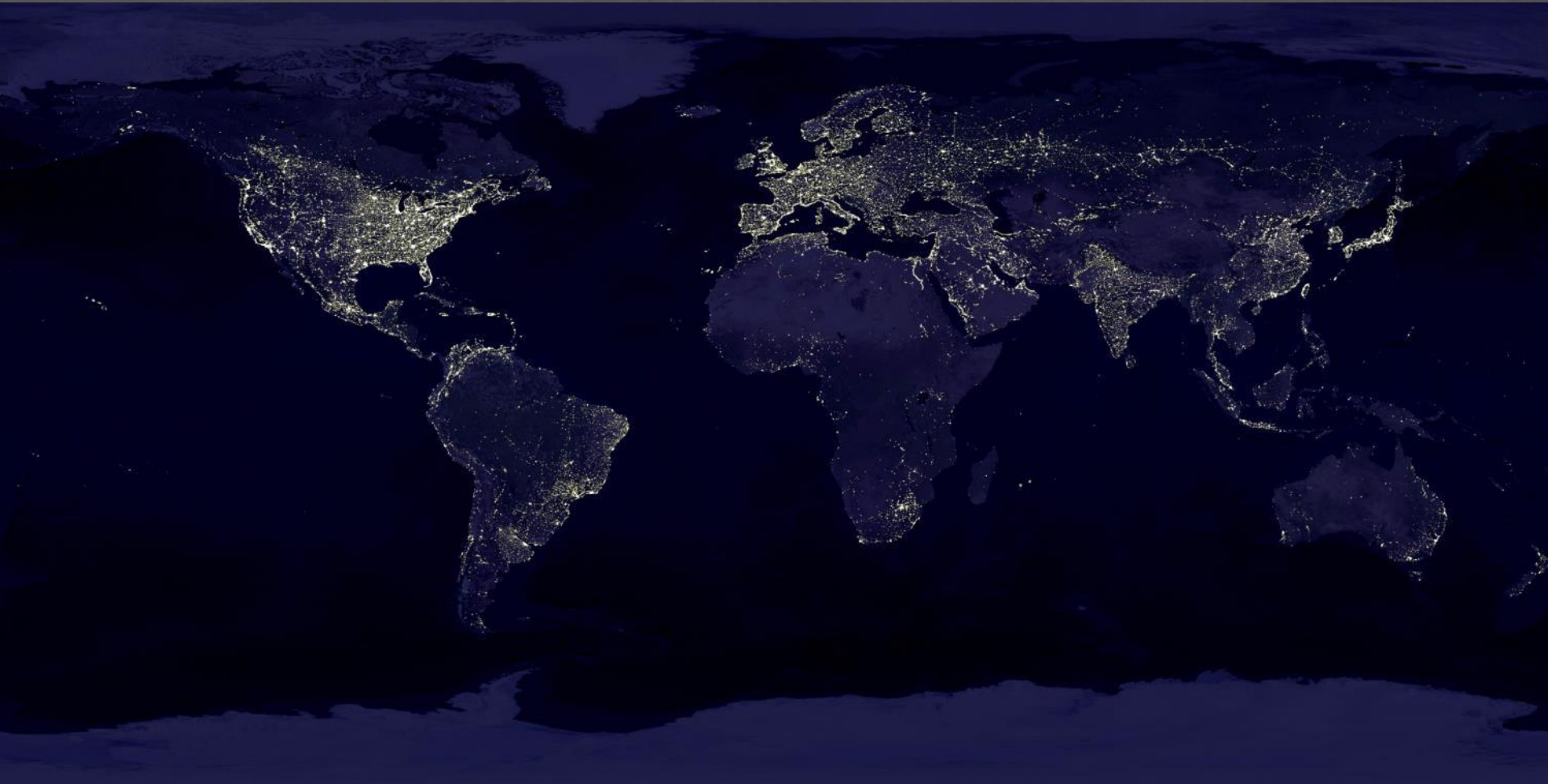




Start with  
**your City.**



WE HUDDLE.











*243 Million*  
Americans live  
in the 3% of our  
nation that is  
*Urban.*

# Global Urban Population Growth.

65



Million Annually



A large, stylized number 7 in a vibrant yellow-green color. The number is positioned on the left side of the image, partially overlapping a silhouette of the Chicago skyline. The background is a dark, textured grey.

New Chicagos Each Year

# INCUBATORS OF INNOVATION

75%

of nation's GDP



80%

of world's GDP



Want to Change  
**your City ?**



Start with

**your Vision.**





Home - fireplace are in Parlor, stoker furnace, Reception  
Basement, Porcelain Kitchen, do good CANNING, SMOKE  
PIPE at home. POKER GAMES with friends. Bridge.

WEINER ROAST with FRIENDS. USE IMPERIAL FOR  
DRINKS - CALVERTS. KEEP SUPPLY FOR FRIENDS

MANNERISM - eat much but clean and polite. Visit  
friends and treat all as you would.

Church - do everything possible - never too much. Pass  
the basket - carry statue - clubs - rope.

Mother - The day will come when this food will

V.F.W. Be appreciated. - Found out while a  
P.W. NEVER WILL WASTE OCCUR IN MY  
HOUSE. (PIPE SMOKER)

Trips - NEVER REFUSE LUNCH BOX etc. for ride

Entertainment - All friends - go out with wife often.

Help wife as much as possible watch PERSONAL  
APPEARANCE and habits. NEVER sloppy - Health habits.

They HAVE A MASS, SAID ONCE A MONTH FOR GOD  
BUYING - FROM WAREHOUSES ONLY - AND

PASTRY IN HOUSE ALWAYS. DAY old at MAC

if still in ARMY after LEAVING here the  
PX WILL BE SPENT MORE AFTER.

TAKE MILK SHAKES AND EGG NALT daily. Night SNACK -  
CAKE AND ICE CREAM AT SUPPER MEAL ALWAYS

MONEY coming to me - RATIONS, MONTHLY PAY,  
OVERSEA PAY, MONTHLY PAY SINCE NOV.

(A MUST) TAKE MY MOTHER OUT ON A DATE.

LET HER decide where.

INITIATIVE - THAT CERTAIN GO, DON'T LAG, BE  
FIRST ALWAYS.

HAVE RECEPTION FOR those NOT AT wedding.

Buy A WAREHOUSE SET POKER (BRIDAL SET \$80) ALLOWING

CONTACT VET ADMINS MEN FOR ADVICE.

(COMMISSARY CARD while in ARMY - Buy AS MANY  
CRATION CANS AS POSSIBLE - For STORAGE IN house)

ATTEND EARLY MASS ON SUN. HAVE REALLY BREAKFAST

(MAKE ME A XMAS DINNER with PIES AS SOON AS

IN HOME) - Show how I EAT & how much AS P.W.

NO BREADED MEATS IN RESTAURANT. - BROKE UP EGG AS P.W.

(MY XMAS DINNER - EASTER SUPPER - NEW YEARS NITE ALL IN  
ONE DAY  
TRY ALL FRESH FRUIT -



## Cleveland Vet Enjoys Mom's Version Of Recipes in His Nazi-Prison Diary

To the 103-page diary of hunger and suffering in a German prison camp, a Cleveland soldier today added this concluding sentence:

"I had some of Mom's spaghetti, finally—it's what I've been tasting for three and a half months."

The soldier is Staff Sergeant Michael Zone, 25, former John Carroll pre-dental student, home today on a 60-day furlough to recover 65 pounds he lost on a Nazi PW's camp diet. In the kitchen of his home at 1333 W. 65th St., his mother, Mrs. Betty Zone, and his wife, Mary, are collaborating on his favorite dishes.

### Recipes in Diary

A prisoner from December 19 of last year to March 30, Zone detailed in a secretly-kept diary the highlights of his incarceration.

Under the influence of hunger pangs, the most frequent entries are about food. Zone, who admits he can hardly fry an egg, said he experienced peculiar comfort in writing recipes of dishes he hoped to try after his liberation. Two-score such recipes are tightly written as a preface to his diary.

In scattered notations he made reminders of good Cleveland restaurants to visit, plans for a home he hoped to build, business opportunities he intended to explore, books he should read, a place to go on the honeymoon he missed, and rules of conduct he intended to follow at home, in church, in public.

### Contains Resolutions

These are random notes taken from the diary:

"Have Xmas dinner, Easter supper, New Year nite all in one day the first day home."

"A must—Take Mom out on a date. Let her decide where."

"Go out with wife often."

"Raise children on games, rest, good food. Help them with their school work and play with them."

Regular dated entries included these thoughts:

December 21—Loaded in box cars, 60 men in each which should hold only 40. No food and very cold.

December 22—Still in box car. Received one-sixth loaf of bread and a little molasses. Started daily rosary.

February 5—Delousing today after 46 days. Men look bony. Have all lost 40 to 60 pounds. Real 4F's!

### Buried Jerries

March 24—At 10 p. m. Jerries awaken boys to form detail of 300 men. Thought we were being evacuated. Turned out to be detail to bury Jerries who were killed by our planes which flew overhead all day.

Zone's entry of March 29 gives the first hint of the approach of liberating Allied forces. It reveals how the prisoners feigned sickness so that they would not be evacuated



Sergeant and Mrs. Zone, together again

with the fleeing Germans.

When liberation armies marched in, Zone's diary remarks that nearly everyone became sick from over-eating. "Had my first taste of real GI food—chicken," he wrote on April 6, and on April 7 he added,

"Back to the same good old G routine."

Reaching an American port of May 5, Zone commented in his diary:

"Called Mary, and honestly I just couldn't remember anything to say."





Want to Execute  
**your Vision?**



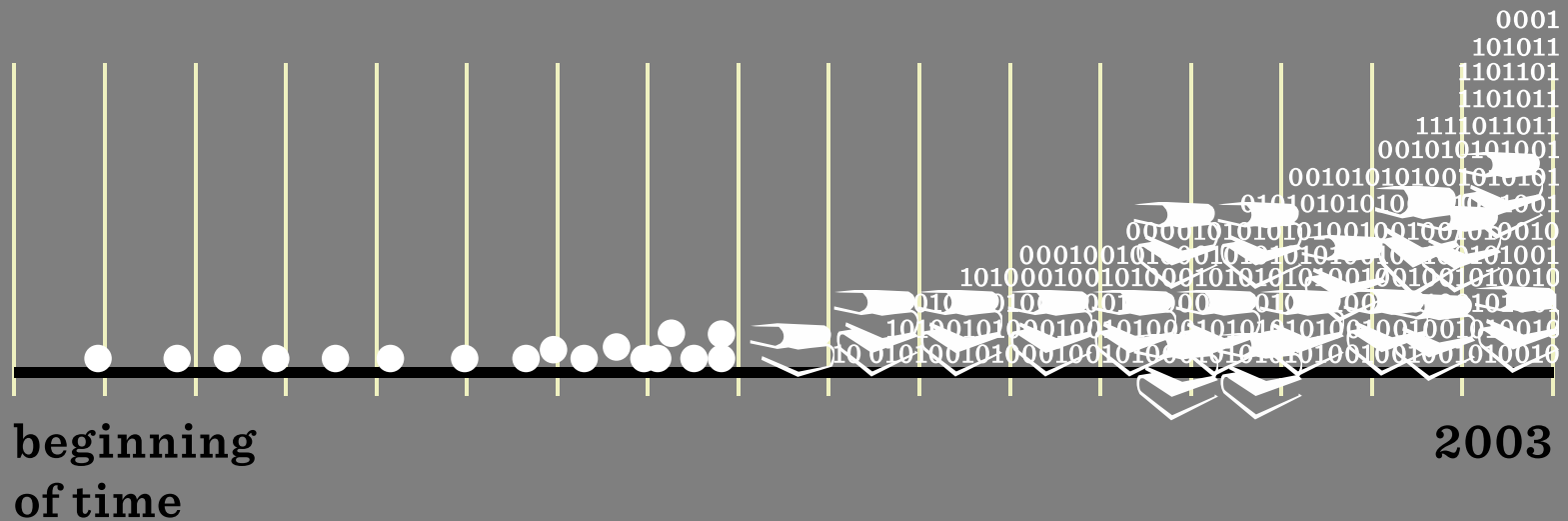


*I just learned how to skate where  
the puck was going, not where it  
was.*

WAYNE GRETSKY

**Skate Fast.**

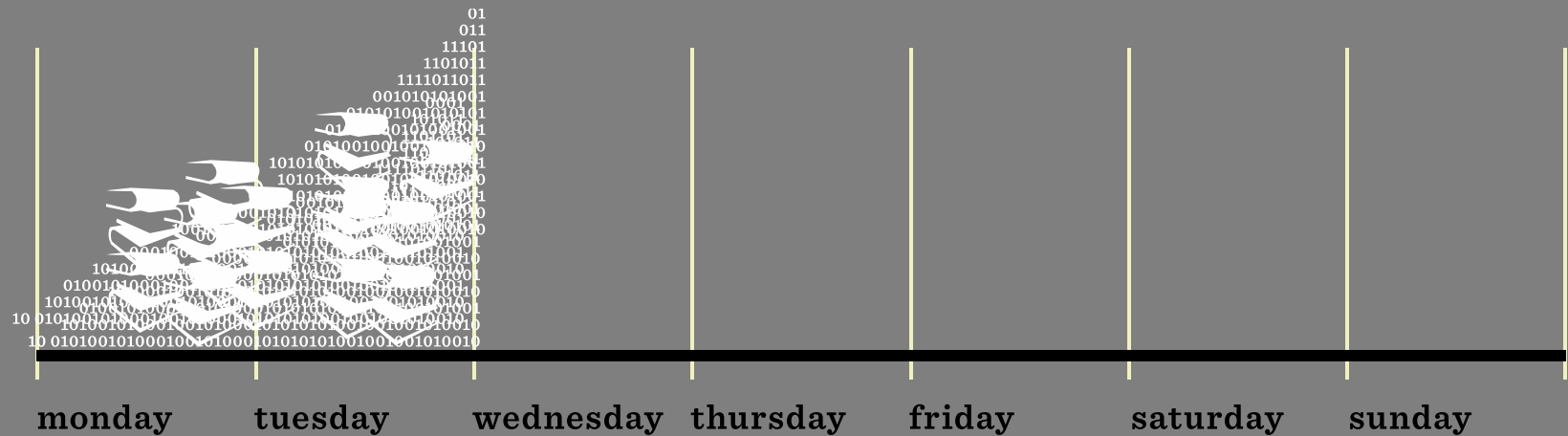
**Skate Ahead.**



Think about all the information  
created from the dawn of civilization  
up until 2003



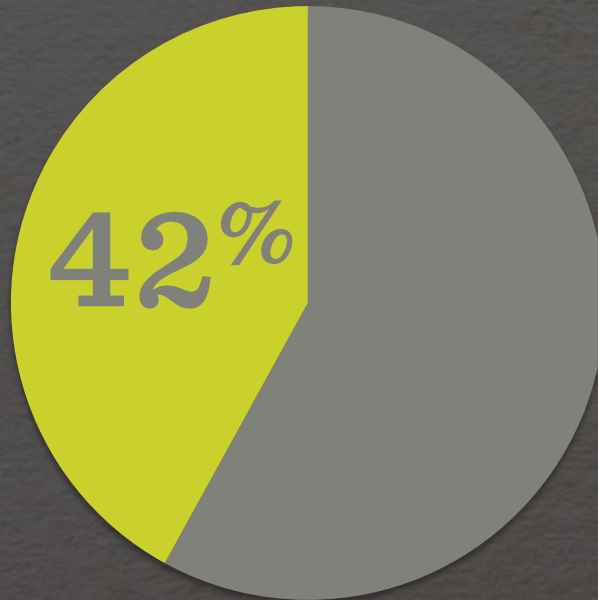
## Last Week



“Every two days now we create as much information as we did from the dawn of civilization up until 2003”

ERIC SCHMIDT  
EXECUTIVE CHAIRMAN, GOOGLE

We send over  
**8 billion** text  
messages per day.



JESSICA



“What I want  
to do, hasn’t been  
invented yet...”

JASON





CEOs  
FOR CITIES

**Skate With  
New Eyes.**





“If you change the way  
you look at things, the  
things you look at  
change.”

-WAYNE DYER



*"Today's lesson is about targets of opportunity."*

SPECIAL ISSUE

# SCIENTIFIC AMERICAN

September 2011



Better

smarter



We have seen a brighter future, and it is urban

INSIDE

How Cities Boost Creativity

The Power of Cyber-Connected Crowds

New Heights for Skyscrapers  
10 Years after 9/11

ScientificAmerican.com



\$5.99 U.S.





**RISE**  
**OF THE**  
**REST**



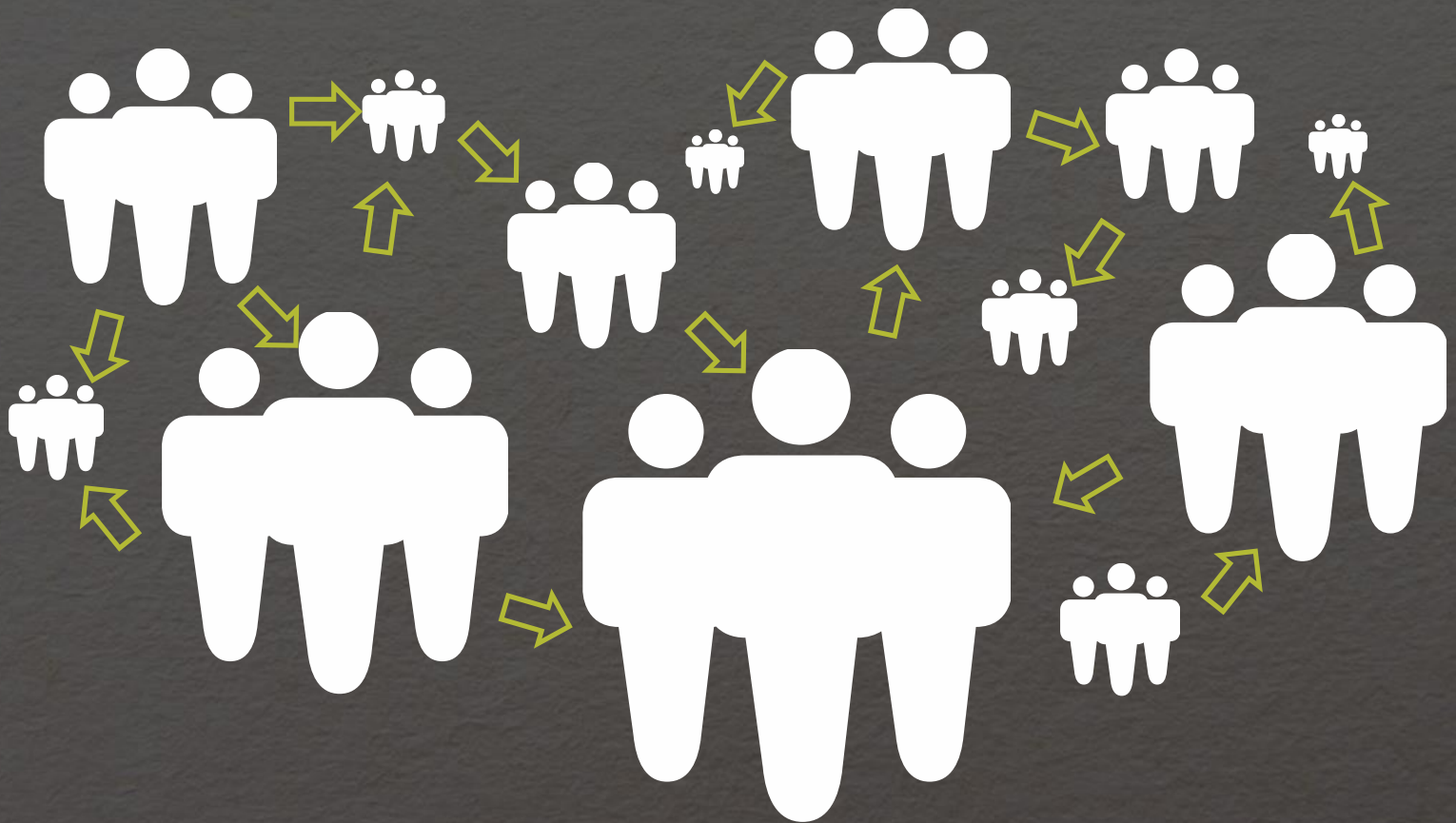
ENTERING  
Startup

A green rectangular road sign with a white border and rounded corners is mounted on a wooden post. The sign features the word 'ENTERING' in white, uppercase, sans-serif font, and the word 'Startup' in a larger, white, lowercase, sans-serif font below it. The sign is secured with two visible screws. The background shows a clear blue sky, green trees, and a utility pole with wires.

**Skate Together.**



# THE POWER OF COLLECTIVE IMPACT



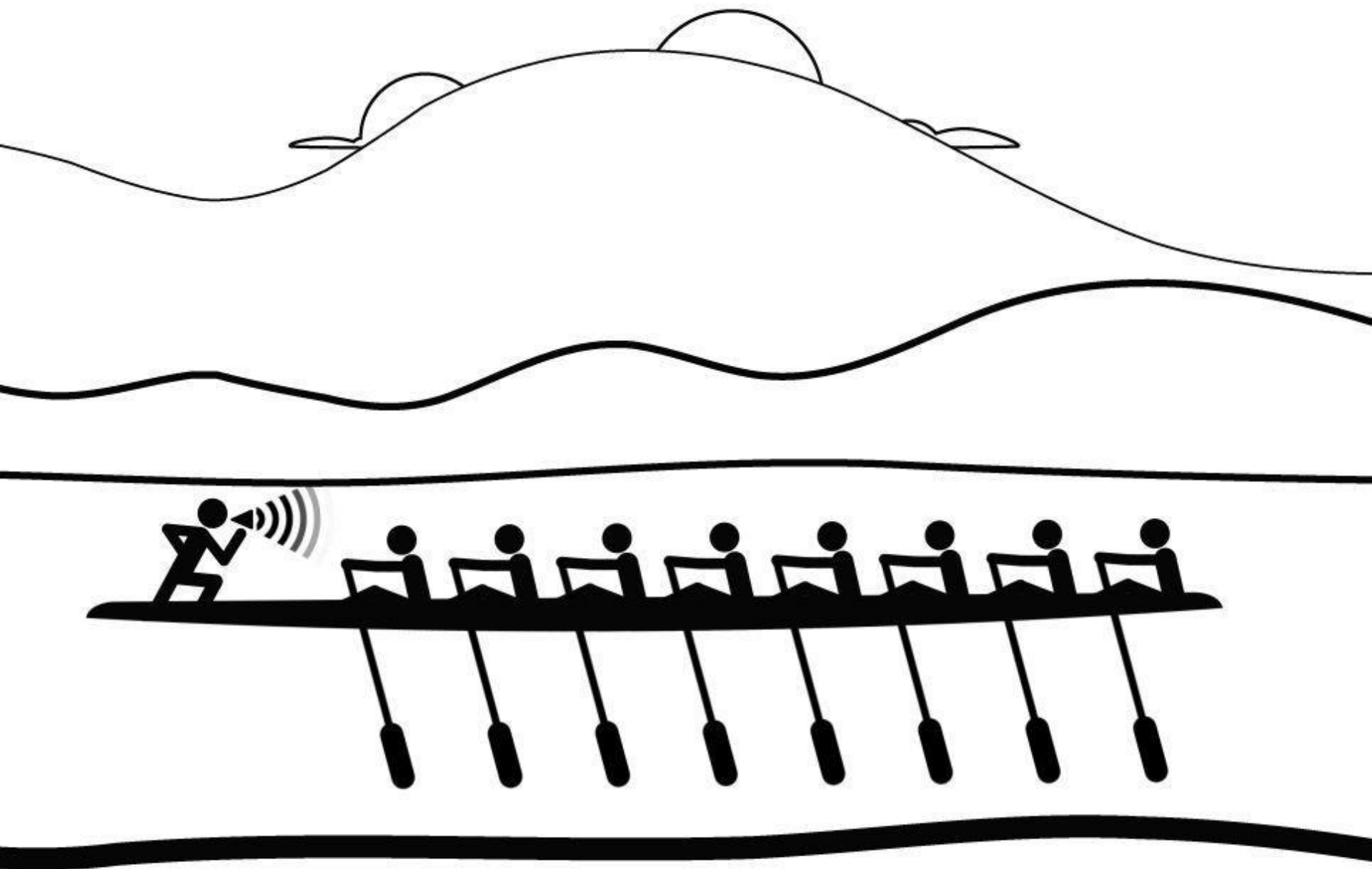




Tear down walls,  
build bridges,  
light fires.

PARAPHRASING STEVE JOBS





Change  
Happens At  
the Speed  
Of Trust.

## Connected City



## Innovative City

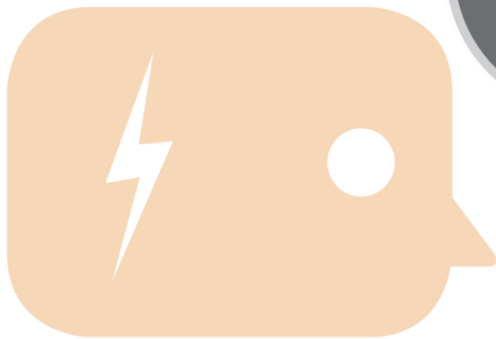


MEASURABLE  
PROGRESS

COLLECTIVE  
IMPACT

CROSS-SECTOR  
NETWORK

ECONOMIC  
INCLUSION



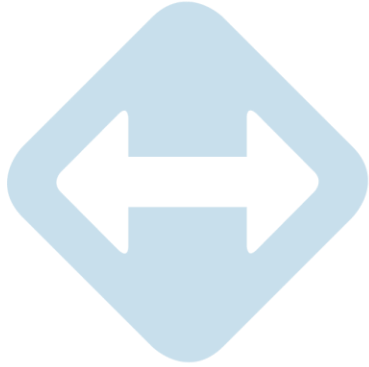
## Talented City



## Your Distinctive City



## Connected City



## Innovative City

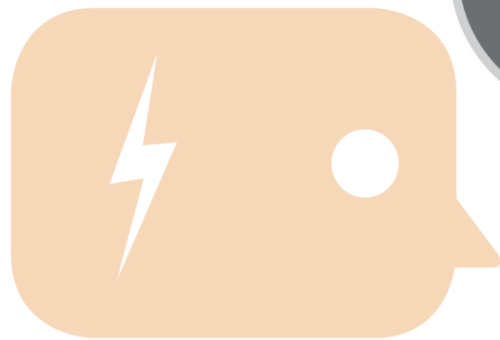


CITY VITALS

CITY CLUSTERS

CITY  
DIVIDENDS

CITY DIVIDEND  
PRIZE  
CHALLENGES



## Talented City



## Your Distinctive City

# CITY VITALS 3.0

## Benchmarking City Performance



CONNECTED CITY



INNOVATIVE CITY



TALENTED CITY

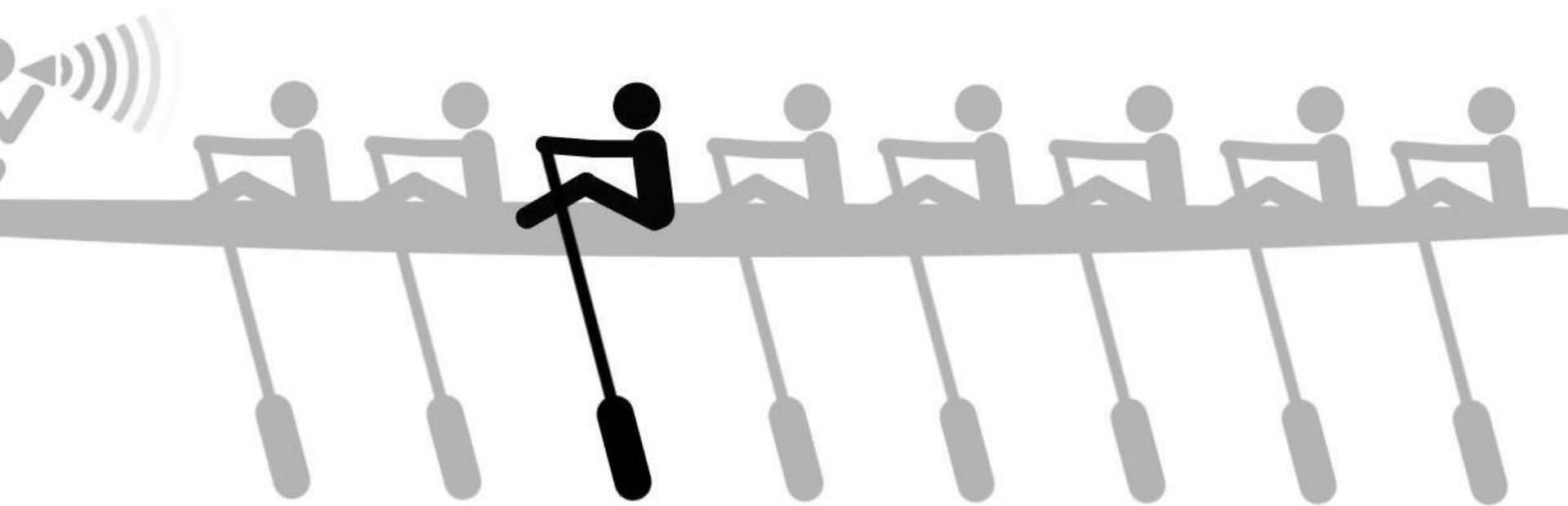


YOUR DISTINCTIVE CITY

# City Dividends.







INDIVIDUAL

COMBINED

# CITY DIVIDENDS



TALENT DIVIDEND



**1%**  
*Point*

COLLEGE ATTAINMENT

**\$143 billion**



GREEN DIVIDEND



**1 mile**  
*Per Day*

VEHICLE MILES TRAVELED

**\$31 billion**



OPPORTUNITY DIVIDEND



**1%**  
*Point*

POVERTY

**\$31 billion**





# The Connected Dividend.



City Vitals:



The **Connected** City

Voting

Community Involvement

Economic Integration

Transit Use

Walkability

International Students

Foreign Travel

Internet Connectivity

CEOs  
**FOR CITIES**







# *The Connected City*













An aerial photograph of a city street featuring a prominent white-striped crosswalk. Several pedestrians are walking across the crosswalk, including a person with a blue umbrella, a person on a bicycle, and a person pushing a stroller. A yellow taxi is partially visible in the top right corner. The title 'WALKABLE CITY' is printed in large, white, sans-serif capital letters across the middle of the crosswalk.

# WALKABLE CITY

HOW DOWNTOWN  
CAN SAVE AMERICA,  
ONE STEP AT A TIME

JEFF SPECK

COAUTHOR OF *SUBURBAN NATION*

# The Power of 10





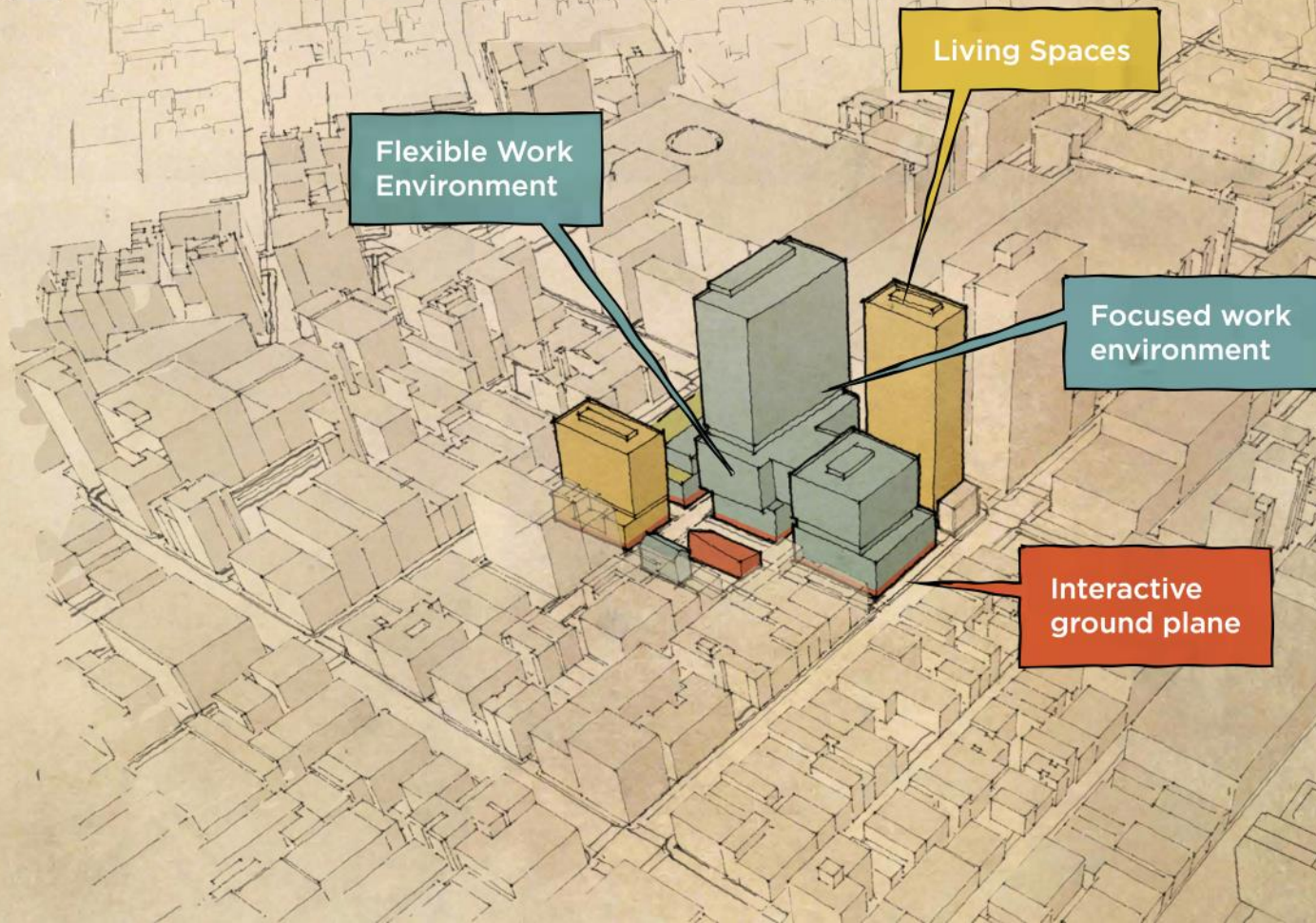
5M

# A NEW TYPE OF MIXED USE

The 5M Project is a four-acre multi-phase, mixed-use development project in downtown San Francisco between 5th, Mission, and Howard Streets.

A place for working, living and gathering...

A safe place with the kind of density and diversity we want in our city.











ARP 10

© The Office of James Burnett









BRIDGE ST



# Oklahoma River

Before: Occasionally had to mow





# Oklahoma River

Today: U.S. Olympic Training Site



# Bricktown Canal

Before: California Street

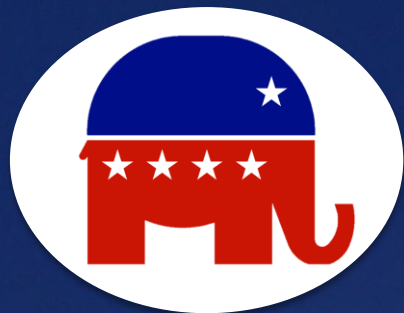




# Bricktown Canal

Today: Same “Street”





# 2016 Republican National Convention





**CLEVELAND  
PUBLIC SQUARE**

**JAMES  
CORNER  
FIELD  
OPERATIONS**







L A N D

landscape art neighborhoods development



# THIS IS NEW INVESTMENT: FLATS EAST BANK PHASE 2







**E. 4<sup>TH</sup> STREET: A RETAIL & DINING HUB**



# Healthline

Cleveland



[http://blog.cleveland.com/metro/2011/04/healthline\\_sees\\_a\\_healthy\\_clim.html](http://blog.cleveland.com/metro/2011/04/healthline_sees_a_healthy_clim.html)

**CONNECTED CITY**

INNOVATIVE CITY

TALENTED CITY

YOUR DISTINCTIVE CITY

**CEOs  
FOR CITIES**

# City Vitals:



The **Innovative** City

Patents

Venture Capital

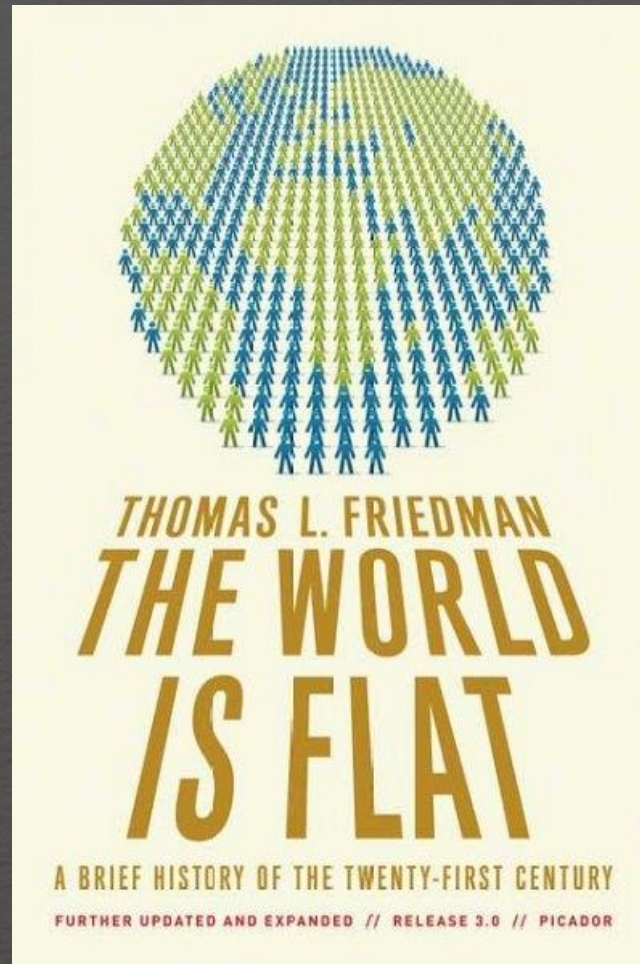
Self-employment

Small Businesses



# The Innovation Dividend.





DISTANCE IS DEAD?

Innovation  
Districts:  
*New Geography  
of Innovation.*

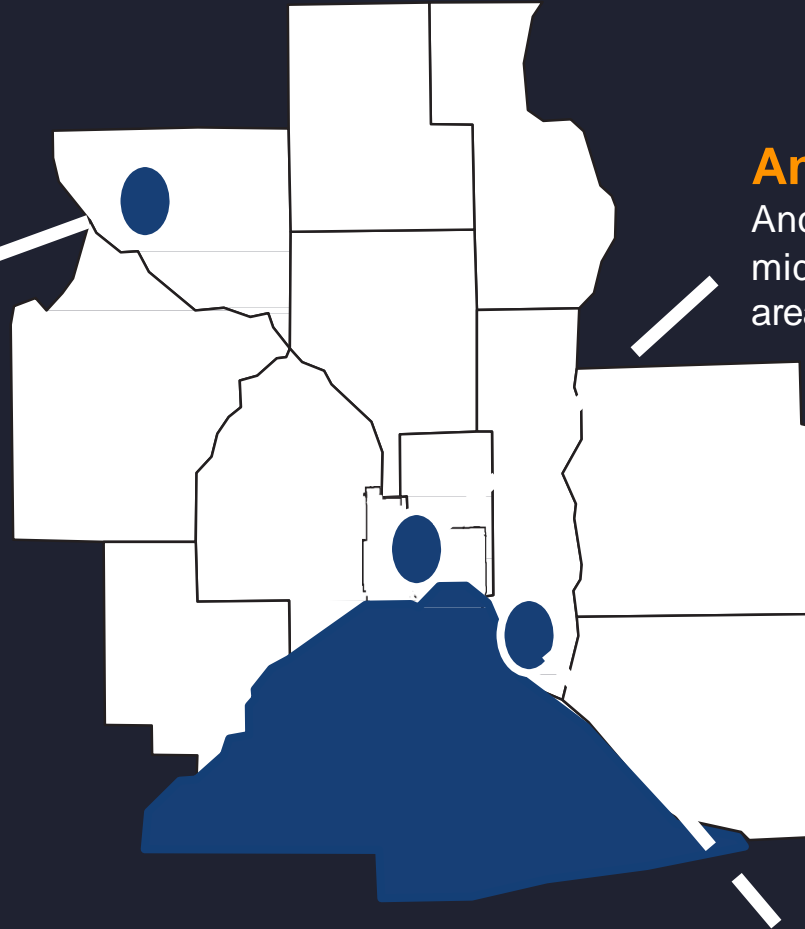


**“All successful cities have something in common: ...attract smart people and help them work collaboratively.”**

HARVARD PROFESSOR ED GLAESER  
TRIUMPH OF THE CITY

# Innovation District Models

**Urbanized Science Park** Outside city core where suburban parks are urbanizing



**Anchor Plus**  
Anchor-driven in  
midtown/downtown  
areas

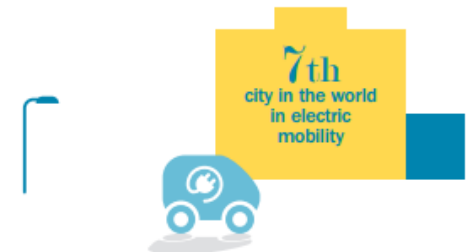
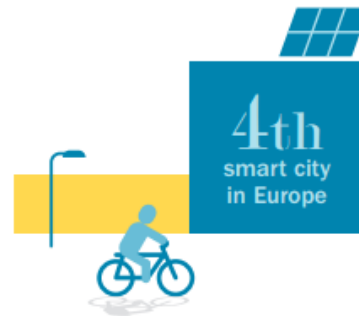
**Re-imagined Urban Area**  
Within or near waterfronts  
or other old industrial  
areas

If you lose  
your job,  
you don't lose  
your parking  
place.





European I-Capital  
Innovation Award



# Las Vegas – Downtown Project



# The Talent Dividend.





City Vitals:



The **Talented** City

College Attainment  
Creative Professionals  
Young and Restless  
Traded Sector Talent  
International Talent



The AMYLIN STORY



BY 2018

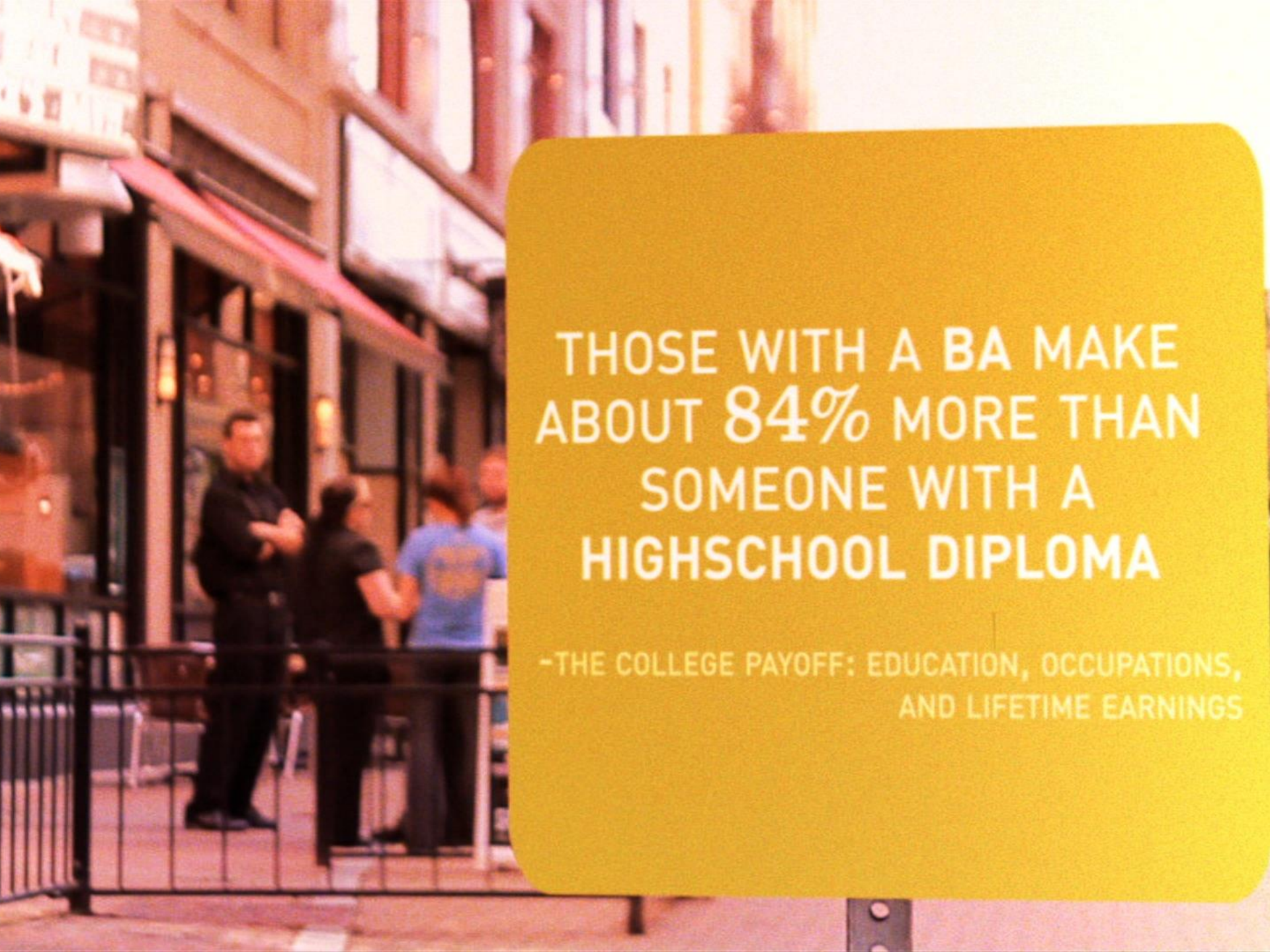
**63% OF JOBS**

WILL REQUIRE SOME

**COLLEGE EDUCATION**

-GEORGETOWN UNIVERSITY CENTER ON  
EDUCATION AND THE WORKFORCE





THOSE WITH A BA MAKE  
ABOUT 84% MORE THAN  
SOMEONE WITH A  
HIGHSCHOOL DIPLOMA

-THE COLLEGE PAYOFF: EDUCATION, OCCUPATIONS,  
AND LIFETIME EARNINGS



**COLLEGE ATTAINMENT  
IS THE  
BEST PREDICTOR OF  
INDIVIDUAL INCOME**

64%





# The Demographic Earthquake.

# YOUNG ADULTS ARE **MOVING** TO CITIES.

- Real estate reports show growing demand by young adults for more urban locations
- Our “Young and Restless” studies show the number of college-educated 25-34 year olds growing twice as fast in close-in urban neighborhoods





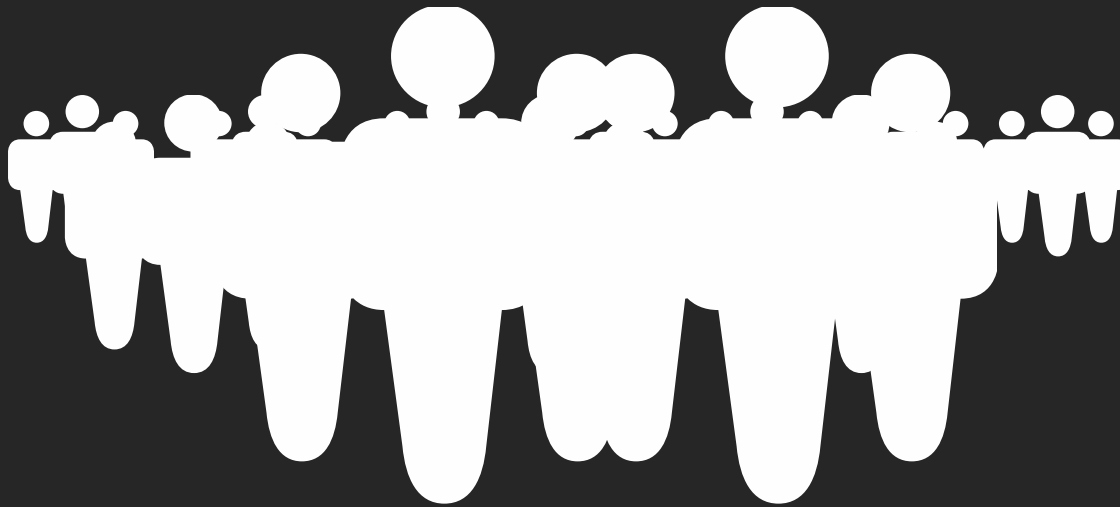
# GENERATIONAL CHANGE



- Young adults are driving less
- Young adults are buying fewer cars
- Technology and place are replacing driving



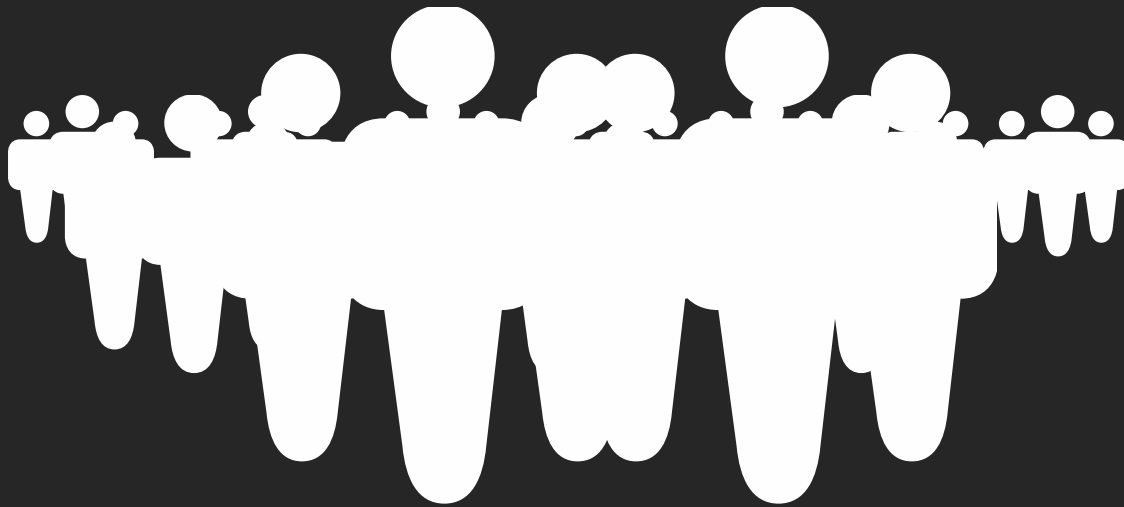
**Married Couples w/Children**  
**1970- 40%**  
**2020- less than 20%**



**U.S. Mobility- 50-year low**  
**'60's- 1 / 5 moved homes**  
**Today- 1 / 10**

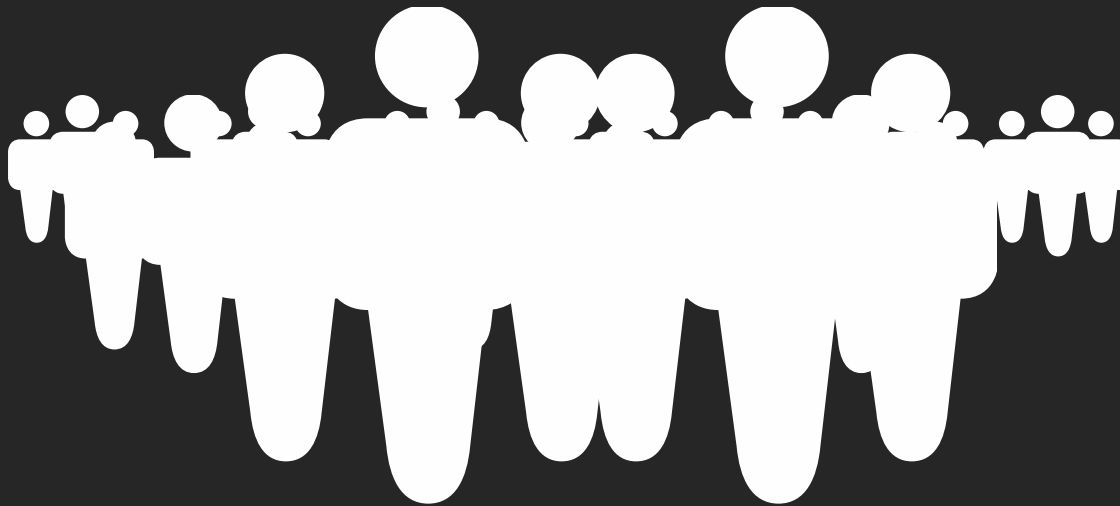


**Millienials**  
**36% of Workforce**  
**2020- 50% of Workforce.**

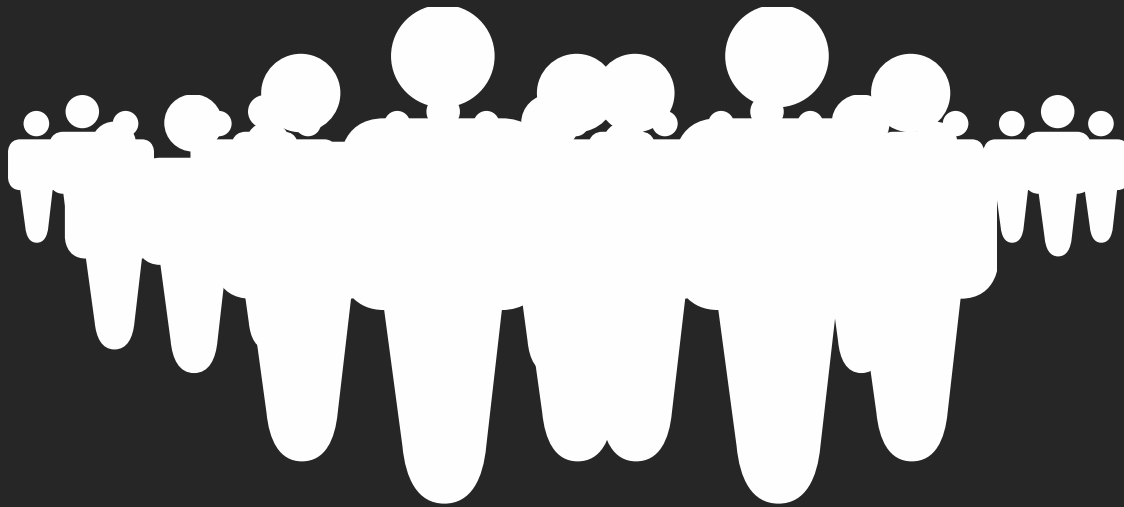




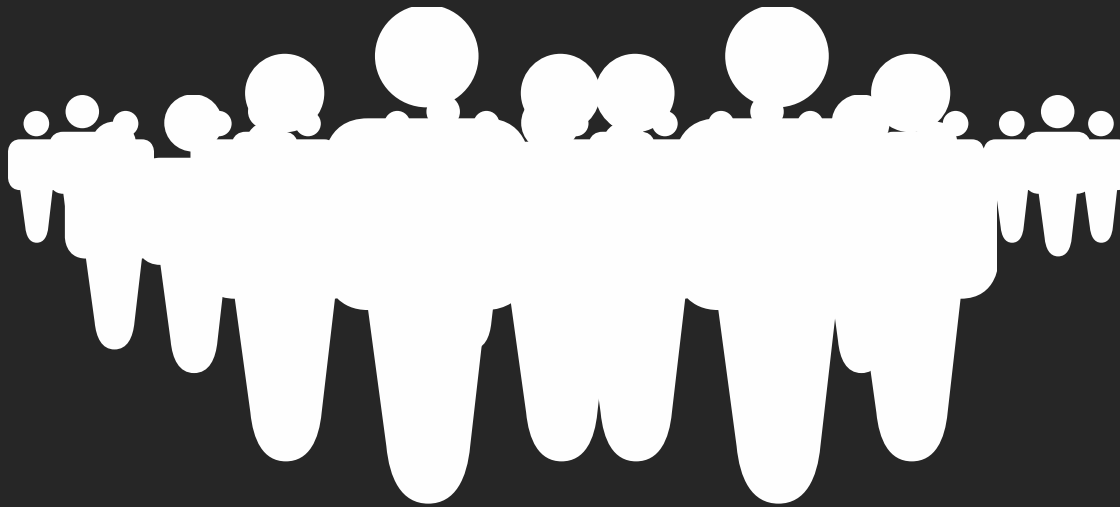
**Young and Restless**  
**(25-34 w/ B.A.)**  
**Most Mobile**



**1 Million Y&R Move  
Across State Lines Every Year.**



**Most Mobile  
But More Likely to Anchor after 35**





City Vitals:



Your Distinctive City

Weirdness Index

Culture-HDTV Ration

Restaurant Variety

Internet Search Variety

# Your Distinctive Dividend.





***Find out  
who you are  
and do it  
on purpose.***

—DOLLY PARTON







# Welcome to Asheville

## mooqfest

PRIMUS 3D Santigold MIKE SNOW OCT. 26 & 27th 2012  
NAS Orbital Squarepusher Richie Hawtin GZA  
Black Moth Super Rainbow EL-P Explosions in the Sky And So  
Pantha Du Prince Gold Cave BEAR IN HEAVEN Killer Mike  
BLONDES Exitmusic Wick-In the Instigator Trust  
Four Tet The Magnetic Fields Carl Craig  
Mouse On Mars





# ART + PRIZE =

What happens when  
you combine an open art  
competition with cash  
prizes totaling \$449,000?

You tell us.



Attitude  
Determines  
Altitude.







*Welcome to*

**BELIEVE**  **LAND**



IT IS OUR LIGHT,  
NOT OUR DARKNESS  
THAT MOST  
FRIGHTENS US....

MARIANNE WILLIAMSON

Your playing small  
does not serve the world.

If you think you're done,  
You're finished.





# SERENITY PRAYER FOR TOLEDO

God, grant Toledo the vision not to let  
what we know limit what we can imagine.

The speed to skate where the puck is  
going.

The spirit to skate together.

**And the Wisdom to  
Read Dan Johnson's  
*Leading Economic  
Development***