

Sustainable Cleveland 2019

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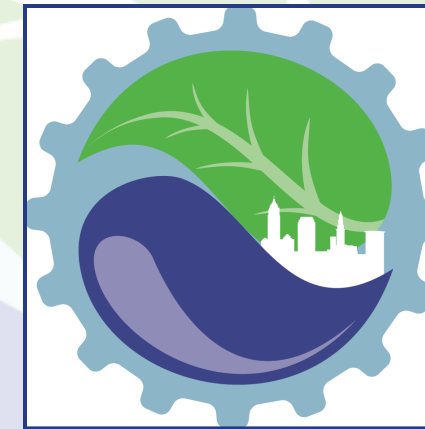
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SUSTAINABLE CLEVELAND 2019

*Building an Economic Engine to Empower
a Green City on a Blue Lake*

August 12-14, 2009

Participant Workbook

The Summit Design Team was convened in February of 2009 to help develop and organize Sustainable Cleveland 2019. Members met at Case Western Reserve University and divided the work into the following groups: Summit Task and Objectives, Stakeholders, Pre-Summit Analysis, Pre-Summit Communication, and Post-Summit Momentum. We thank them for their commitment and hard work.

Sustainable Cleveland 2019 Design Team Members

Dave Abbott	The George Gund Foundation
Diane Anderson	Great Lakes Institute for Energy Innovation
Christina Vernon Ayers	The Cleveland Clinic
David Beach	GreenCityBlueLake Institute
Evelyn Burnett	City of Cleveland
Douglas Brattebo	Cuyahoga Community College
Erin Christmas	Case Western Reserve University, Fowler Center
Irene Collins	YWCA
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David Cooperrider	Case Western Reserve University, Fowler Center
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Maureen Harper	City of Cleveland
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David Krueger	Baldwin-Wallace College
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Stephanie McHenry	ShoreBank
Randy McShepard	RPM International
John Mitterholzer	The George Gund Foundation
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Jon Ratner	Forest City Enterprises
Jennifer Ruggles	Ohio Department of Development
Leo Russo	Cuyahoga Community College
Ken Silliman	City of Cleveland
Pamela Smith	Cleveland Metropolitan School District
Richard Steubi	The Cleveland Foundation
Andrew Watterson	City of Cleveland
Lorna Wisham	Illuminating Company
Joe Wolfsberger	Eaton
Ann Zoller	ParkWorks

NOTES



CITY OF CLEVELAND
Mayor Frank G. Jackson



Welcome to Sustainable Cleveland 2019!

As Mayor, I have been implementing initiatives to lead Cleveland through the current economic downturn, create opportunities for individuals to prosper and position the City for the future. This summit and your participation are part of my strategy.

Sustainable Cleveland 2019 is about using our best assets, natural resources and human capital to benefit the City of Cleveland, area businesses and the 1.6 million people in this region. The benefits we seek are economic prosperity for businesses and individuals and an improved quality of life in the region, while at the same time minimizing our impact on the environment. By holding this summit now, we are taking advantage of both the current economic challenges and the growing emphasis on green technology and sustainability.

The City of Cleveland has worked collaboratively with organizations and companies on the local, regional, national and international level to set the stage for Cleveland to become a leader in the emerging green economy. Now, it is time to take these efforts to the next level. That is why we are here today. As you look around the room you will see hundreds of people from every sector of our community and from across the world. You will see CEOs, students and everyone in between. As a group, we have the political will, business acumen, technical expertise, entrepreneurial spirit, creative energy and community commitment to help rebuild our economy in a sustainable way.

We have assembled this diverse group to capture the different perspectives, experiences and ideas that are needed to create an action plan for the next 10 years. The work we will do over the next three days is complex, vital to our future and requires our commitment to make sure that the business development initiatives and sustainable practices we identify are implemented. This commitment defines the difference between this summit and other planning exercises and conferences.

I am pleased to have worked with Case Western Reserve University's Fowler Center for Sustainable Value and the Summit Design Team over the past several months, and I thank them for the many hours of preparation, analysis and focus they have given to this work. Now, it is up to you to help make this summit a success. Success will be achieved when we identify a course of action for moving our economy forward into a future that is sustainable and prosperous for all in our community. In ten years, we will be able to say that these three days made a great impact on our economy, and led to Cleveland becoming a green city on a blue lake.

Sincerely,

Mayor Frank G. Jackson



Our Summit Task

To Build an Economic Engine to Empower a Green City on a Blue Lake

Objectives:

- 1. Co-create transformative projects** that will: **(1)** Focus our energy on the best of “what is” by designing projects that leverage our strengths and most unique assets; **(2)** Hone our strategies on specific goals, projects, and policies that generate momentum in our local and global communities; and **(3)** Create social, environmental, and economic value to build a sustainable economy.
- 2. Respond as a whole community, engaging 1.6 million in Cleveland’s transformation** to realize a green city on a blue lake; we will empower people to take action towards the objectives, projects, and initiatives created as a community.
- 3. Enlist leaders to spur action.** A leader is anyone who is making change at this moment. We will leave this summit with concrete action plans and systems to start the transformation today.

NOTES

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Summit Agenda

Wednesday, August 12, 2009

Day One—DISCOVERY

*"But I've seen that there is no more powerful way to initiate significant change...
a community discovering what it cares about."*

- Margaret J. Wheatley

7.00 a.m. - 8.00 a.m.

REGISTRATION AND BREAKFAST

8.00 a.m. - 12.00 p.m.

WELCOME BY MAYOR FRANK G. JACKSON AND PRESIDENT BARBARA SNYDER

ADDRESS BY VAN JONES

INVESTING IN A TASK OF HISTORIC SIGNIFICANCE

OPENING APPRECIATIVE INQUIRY:

*- High points...Innovations in a sustainable Cleveland...Images of a better
Cleveland...Designing our sustainable future...*

PRESENTATION: PRE-SUMMIT RESEARCH AND CLEVELAND'S OPPORTUNITIES

DISCOVERY PART ONE:

Roundtable and Plenary Dialogues

- How do we empower a Green City on a Blue Lake?

12.00 p.m. - 12.45 p.m.

LUNCH AND YOUTH PRESENTATION

12.45 p.m. - 5.00 p.m.

SIGNS OF A TIPPING POINT

PLENARY ADDRESS: "THE NECESSARY REVOLUTION," DR. PETER SENGE, MIT

DISCOVERY PART TWO:

Roundtable and Plenary Dialogues

*- To identify unique strengths in your stakeholder group and determine how
those strengths can build an economic engine to empower a green city
on a blue lake.*

KEYNOTE ADDRESS: "BUILDING A SMART CITY,"

MARC LAUTENBACH, GENERAL MANAGER FOR IBM NORTH AMERICA

INNOVATION PANEL: MIQUELA CRAYTOR (SUSTAINABLE SOUTH BRONX), LYNETTE

YOUNG (CITY OF ATLANTA), JEFF BALDASSARI (THE TAYLOR COMPANIES),

RAY ANDERSON (INTERFACE), CATHERINE GUTOWSKI (GENERAL ELECTRIC)

GROUP REFLECTIONS AND CLOSE

7.00 p.m.

CLEVELAND INDIANS GAME AT PROGRESSIVE FIELD

Thursday, August 13, 2009
Day Two—DREAM & DESIGN

"The best way to predict the future is to create it."
- Peter Drucker

7.30 a.m. - 8.15 a.m.
BREAKFAST

8.15 a.m. - 12.00 p.m.

MUCH IS AT STAKE: PREVIOUSLY INCONCEIVABLE POSSIBILITIES FOR SUCCESS

SPEAKER: RAY ANDERSON, INTERFACE

DISCOVERY PART TWO, CONTINUED

Roundtable and Plenary Dialogues

- *Dreaming with our feet on the ground*

- *Envisioning and sharing what Cleveland will look like in 2019*

12.00 p.m. - 1.15 p.m.

LUNCH AND YOUTH PRESENTATION

1.15 p.m. - 5.30 p.m.

NOW THAT ANYTHING IS POSSIBLE...

DESIGN PART ONE:

Roundtable and Plenary Dialogues

- *Introduction to design: Lessons from top design firms*

- *Voting with our feet*

- *Holding a 'Brainstormer' in the area you have most energy for: to brainstorm as many ideas as possible related to your group's action initiative.*

DESIGN PART TWO: RAPID PROTOTYPING

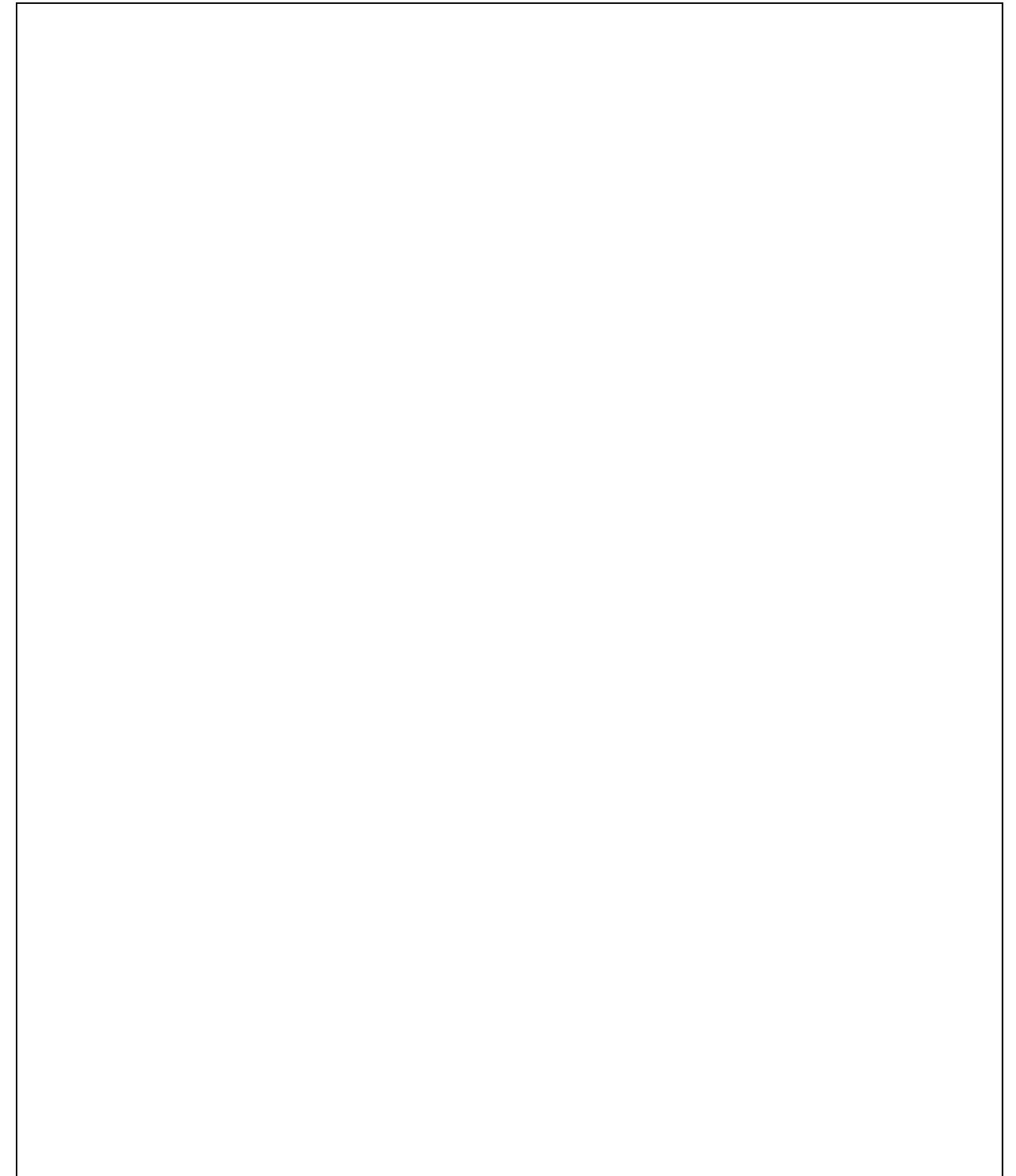
Roundtable and Plenary Dialogues

- *To take the most promising areas from the brainstormer and build and design a prototype to help us realize our visions. The goal is to prototype an initiative that can generate sustainable wealth in our region.*

KEYNOTE: HOLDEN SHANNON, CONTINENTAL

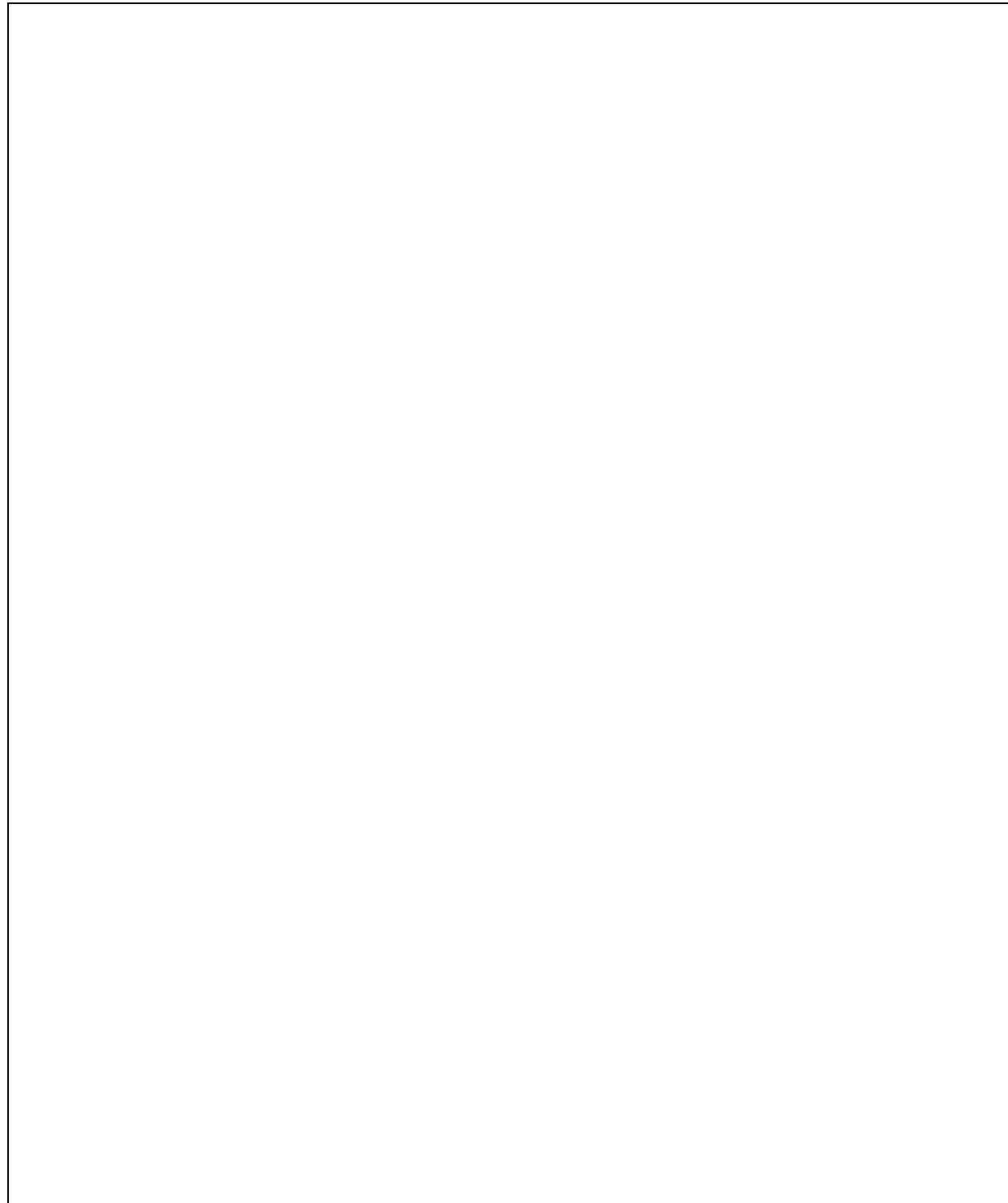
CLOSE

KEY MESSAGES AND THEMES
Innovation Panel



KEY MESSAGES AND THEMES

Keynote by Marc Lautenbach, IBM



Friday, August 14, 2009

Day Three—DESTINY: Moving to Action

"We would literally astonish ourselves if we did everything we are capable of doing."

- Thomas Edison

7.30 a.m. - 8.00 a.m.

BREAKFAST

8.00 a.m. - 12.00 p.m.

BUILDING STRENGTH UPON STRENGTH

DESIGN PART TWO, CONTINUED:

Roundtable and Plenary Dialogues

- *Group presentations*

- *Post-Summit Presentation: What happens after today? How will these efforts be carried forward?*

- *Action Planning*

12.00 p.m. - 1.00 p.m.

LUNCH

1.00 p.m. - 4.30 p.m.

A GREEN CITY ON A BLUE LAKE

HEADLINE PRESENTATIONS

REFLECTIONS & CLOSE

5.30 - 8.00 p.m.

CRUISE ON THE GOODTIME III

What is an Appreciative Inquiry Summit?

This is not your typical planning meeting!

The **WHOLE SYSTEM** participates—a cross-section of stakeholders in academia, business, civil society, and government—people and groups that care about and have a stake in Cleveland’s economy and future. This means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person and stakeholder group to be heard and to learn other ways of looking at the task at hand.

TASK FOCUSED — a summit is task-focused, not simply an educational event or a conference. We are here to leverage all the strengths and talents that exist within our community in order to build our vision and plan of action for accomplishing our summit task—to build an economic engine to empower a green city on a blue lake.

Future scenarios are put into **HISTORICAL** and **GLOBAL** perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

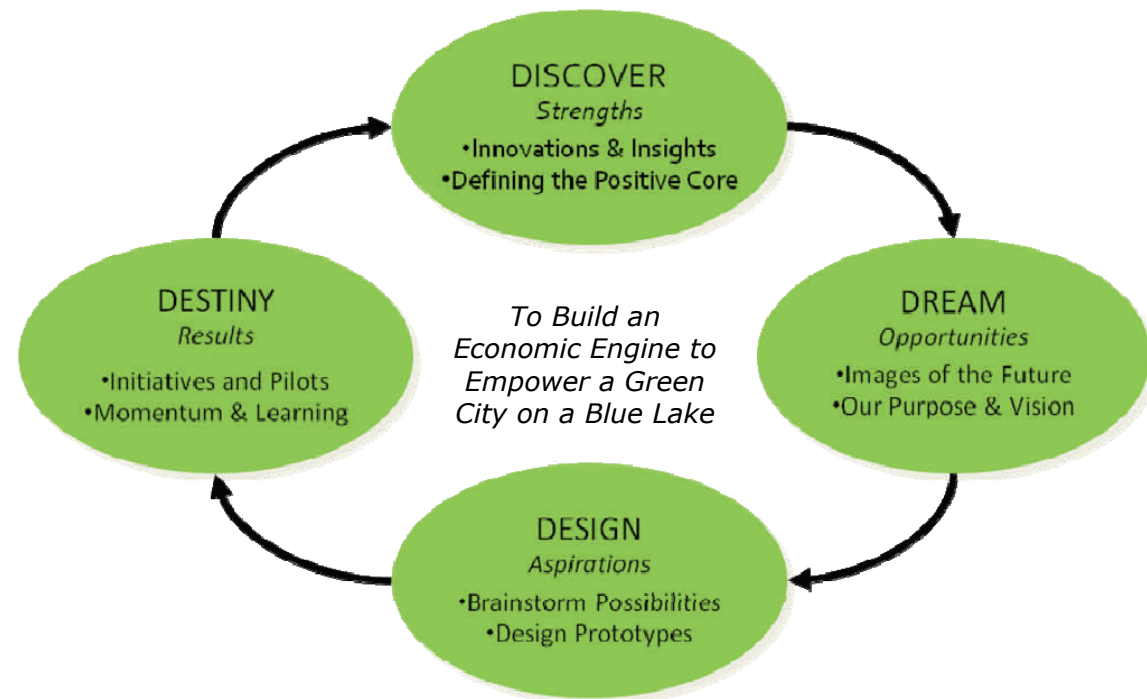
People **SELF-MANAGE** their work, and use **DIALOGUE and INQUIRY**—not “problem-solving”—as the main tool. That means helping each other do the tasks and taking responsibility for our perceptions and actions.

COMMON GROUND rather than “conflict management” is the frame of reference. That means honoring our differences and then discovering areas for action where we have strong common ground.

APPRECIATIVE INQUIRY (“AI”) — To **appreciate** means to value, to understand those things worth valuing. To **inquire** means to study, to ask questions, to search. **AI** is, therefore, a collaborative search to identify and understand an organization’s or a region’s strengths, the greatest opportunities, and people’s aspirations and hopes for the future.

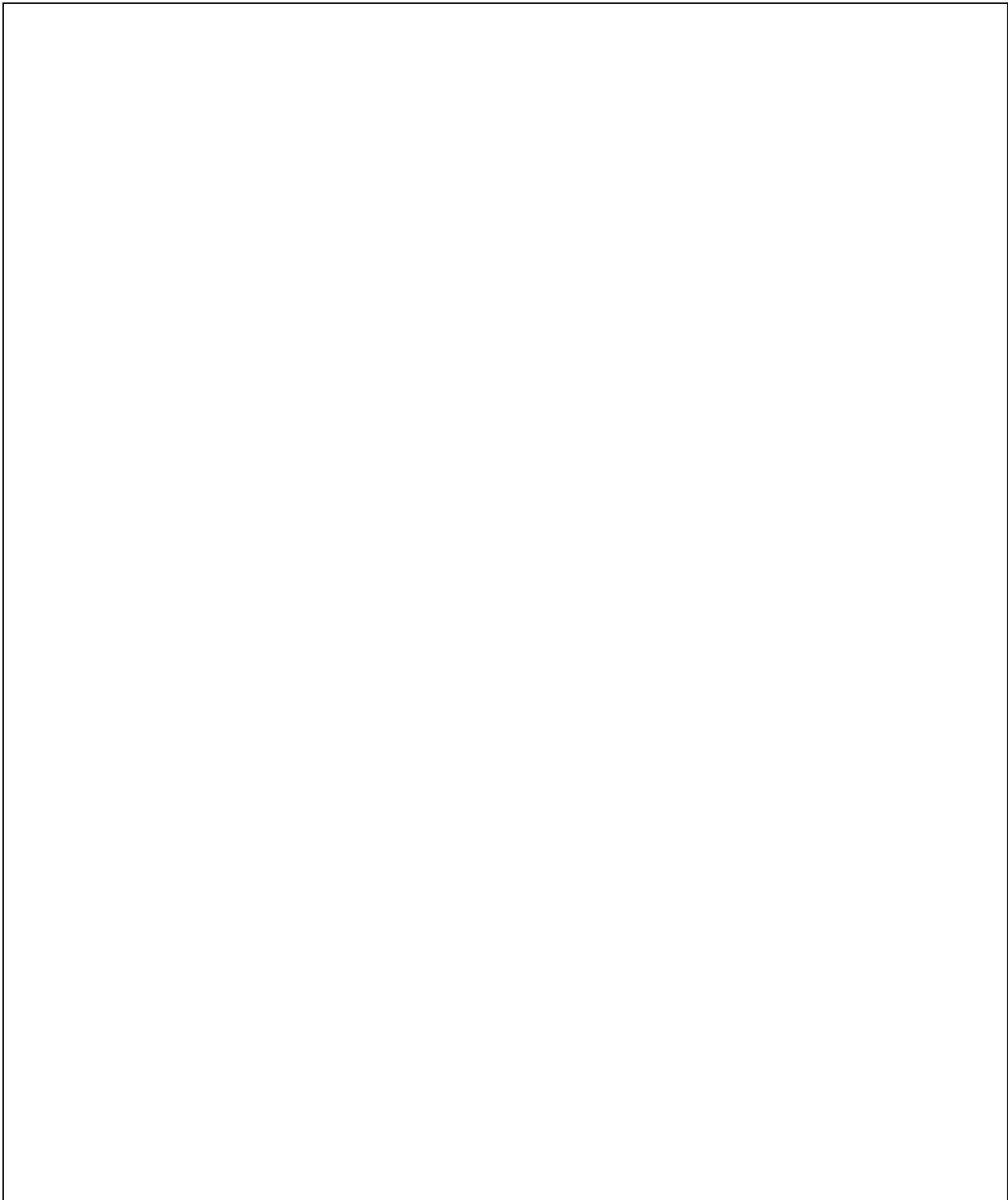
COMMITMENT TO ACTION — Because the “whole system” is involved, it is easier to make rapid decisions, and to make commitments to action in an open way that everyone can support.

The AI “4-D Cycle”



KEY MESSAGES AND THEMES

Address by Peter Senge, MIT



CLOSING REFLECTIONS & PLEDGES FOR ACTION

"You see, positive things do not happen by themselves. For positive things we have to make an effort...for a happier future if that is our wish. It is our responsibility."
- The Dalai Lama

Purpose:

To continue moving the work of the summit forward, building momentum and commitments for the future.

Overview:

With your original interview partner, discuss the following:

1. Name the 3 most exciting or important things that happened at this summit.

One area of insight or learning for me was ...

The high point in the summit for me was ...

One of the most important outcomes in my view was ...

2. Personal Pledges for Action

What is 1 message that you will communicate to ensure the success of moving our economic future to a more sustainable future?

- _____

The smallest things I will do that will have the largest impact include ...

- _____
- _____

The bolder things—the collective action initiatives—that I will help make happen include ...

- _____
- _____

One big hope as I leave this summit is ...

- _____

DISCOVERY PART I

AI Interviews: Paired Conversations (4 questions total)

- I. A High-Point Story about You as a Leader:

Meg Wheatley defined leadership in terms of leaving the world a better place than we found it. "A leader," she said, "is anyone who wants to make a difference at this time." By this definition all of us in this room are leaders. I'd like you to scan your life from the perspective of leading positive change—times when you collaborated and connected with others to bring about innovation, transformation, positive change.

Obviously, for all of us, there have been ups and downs, so let's focus on one of the most memorable "high-point" moments in leading positive change—a time that stands out when you felt most engaged, alive, and effective, and worked with others to build a better organization, community, or society.

A. Now tell the story. When and where did it happen? Describe what happened and how you contributed. What made this experience a high point for you? Can you remember your feelings? What were the challenges—and, more importantly, how were they overcome? What were the results?

B. Drawing on this story and others like it, what are your best qualities or strengths—or what would others who know and work with you—what would they say are your 3 best qualities or strengths?

II. Innovations in a Sustainable Cleveland: A search for innovation and insight within the Cleveland community.

From the start of the industrial era Cleveland has been an innovator. The industrial age was, in important ways, shaped by pioneering contributions from our region: railroads, steel, creating the first car, our role in the oil industry, and more. But now the economy and the planet are calling for a new green industrial age. Could Cleveland again play a central role?

Already, Cleveland has been recognized for its leadership in sustainability and progress toward becoming a green city on a blue lake. In 2008, Cleveland was ranked 16th in the national SustainLane rankings, and the city has been noted in international news for its work in advanced energy, design innovation, sustainability research, entrepreneurs for sustainability, bio-enterprise, local foods, exciting green city initiatives, and its exceptional natural resources, including freshwater. In many remarkable ways we are poised to build our economy based on our many assets and strengths: water, wind, access to shipping routes, our industrial and advanced manufacturing base, our stellar medical community, entrepreneurial spirit, research centers, and our strong neighborhoods.

If you could put the spotlight on Cleveland and our organizations—and you could tell one story of sustainable innovation that in your view helps exemplify some of Cleveland’s strengths, assets, and valued areas of leadership—what story would you share?.

A. Now tell the story. What happened? Results or outcomes? How has this benefitted Cleveland? Our greater community?

B. If your story is focused on the social or environmental benefits to our community, discuss how it can benefit our economy as well.

5. Timeline and action plan:

Short-term actions, milestones, and due dates—first 3 weeks

Moderate-term actions, milestones, and due dates—next 3 months

Long-term actions, milestones, and due dates— 1-3 years

6. Key success factors include ...

7. Key contact person(s) and email(s)

Note for report-out: In less than 30 seconds, provide a headline for the initiative, the most exciting element, the planned next step, and how others can connect with this initiative.

PRESENTATIONS ARE DUE AT _____ O’CLOCK

FROM DESIGN TO DESTINY

Strategies for Action

"We would literally astonish ourselves if we did everything we are capable of doing."
- Thomas Edison

Purpose:

To refine the prototype based on summit feedback and build an action plan to find the quickest, most effective ways of launching the rapid prototype or pilot.

Guidelines:

Select a Discussion Leader, Timekeeper, Recorder, and Reporter.

Steps:

1. The name of the initiative: _____
2. The Core Team: Provide names, emails, and phone numbers.
3. Other stakeholders: Name groups, organizations, sectors, and individuals you may want to include, including other initiatives that may be like this one.
4. Visions of the Initiative: What are the aims or mission? Big goals? Envisioned results?

III. Your Images of a Better Cleveland:

Tonight, after our session, you fall into a sound sleep. It's a good sleep. When you awake it is 2019, ten years from now. And while you were asleep Cleveland has created a green city on a blue lake. Our economy is thriving: clean manufacturing is saving and making money, natural resources are being used responsibly to great profit, and the dynamism is attracting up-and-coming businesses, new investors, and new citizens to Cleveland. You appreciate what you see. You are proud of Cleveland and the whole region—it has become what you most wanted. Cleveland has become the city that you believed it could be.

A. Now please describe what you see—remember it's 2019. What do you see happening in business and industry? What do you see happening in terms of people and relationships? What do you see ecologically and in our relationships with nature and natural resources? How about our community, our schools, and public life? Our reputation nationally and globally? Taken as a whole, what's happening that is new? Better? What has changed? Can you describe some of the more compelling, exciting innovations?

B. Finish this sentence: I will be most proud of Cleveland and our region when....

IV. Designing our Sustainable Future:

Anthropologist Margaret Mead famously said, "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." The outcomes of this summit, and the ripples of change that it will create, start with our individual intentions, commitments and personal leadership. As we launch this unprecedented summit, we each bring our hopes for desired outcomes.

A. What are three of the smallest things that could come out of the summit that might have the largest impact on our aim of building an economic engine to empower a green city on a blue lake?

B. What are three bolder projects that could come out of the summit—things that we may not have even considered yet?

C. Finally, what makes Cleveland special and unique or represents really key strategic assets or strengths? Which of these, if developed, could thrust our economy and communities into a sustainable and prosperous future?

Questions for active listening during prototyping presentations

Directions:

When listening to other groups present, consider the following questions and record your thoughts on Post-its. Your Post-it feedback will be delivered to each team, so be sure to write legibly.

- What is exciting to you about this initiative idea?
- If the sky is the limit, what might be possible?
- How might this idea be even stronger?
- What clarification/elaboration is needed?
- What might be simplified, combined, adapted, eliminated, rearranged, or put to other use?
- Where does this idea overlap or synergize with other prototypes or existing projects?
- What resources (people, organizations, tools, etc.) do you know of that would help this team be successful?

DESIGN PART II

Working with key opportunity areas: Rapid Prototyping

Purpose:

To take the most promising areas from the brainstormer and build and design a prototype to help us realize our visions. The goal is to prototype an initiative that can generate sustainable wealth in our region.

Group Roles:

Select a Recorder, Timekeeper, Discussion Leader, and Reporter.

Overview:

1. Do a quick read of the brainstormer's promising ideas. Think about ideas that can be designed into something tangible—a value-creation initiative. It might be the development of a new economic opportunity; it might be a program or service that is provided by a business, the government, or an alternative organization; it might be new initiatives started by businesses, government, and others; it might be the structure of a post-summit organization and how it will take these initiatives forward.
2. For the sake of building at least one prototype, prioritize the brainstormer list. One way to do this is to use the colored dot stickers to vote: have each group member take five dots and place them on the items they most want to work on (someone could put all five dots on one item, or they could vote for five different items).
3. If the prototype has several discrete elements, you might want to form subgroups to work on different pieces.
4. Build the prototype and make it visual, for example:
 - A drawing
 - A draft manual
 - A storyboard
 - A model
 - A headline story on CNN
 - A bodystorm (skit with props)

Presentations:

1. Be prepared to do a 3-minute presentation of the prototype to the whole group.
2. After your demonstration, we'll ask you to name the intricate design elements or big ideas you included. Be ready to make the case for the new initiative you are prototyping.

PRESENTATIONS ARE DUE AT _____ O'CLOCK

DISCOVERY PART I

Continued

1 Table Discussion

1. Select a Facilitator, Timekeeper, Recorder, and Reporter.
2. Go around the table and introduce your interview partner (in one minute) by sharing a couple of highlights from your interview—things from your partner's responses that stood out most for you.
3. Next, use the remaining time to go deeper into the one interview question assigned to your table based on the colored placard. Share your stories and observations, and listen for patterns and themes. The recorder will document group discussions on a flip chart modeled after the appropriate worksheet-template (which can be found on pages 14-17).
 - "Red Groups" focus on the high-point leadership experiences: Question I
 - "Blue Groups" focus on innovations and insights: Question II
 - "Yellow Groups" focus on images of a better future: Question III
 - "Green Groups" focus on hopes for summit outcomes: Question IV

2 Report-Out to the Whole Group

1. During Part 3, the recorder will have filled out the designated worksheet-template for your table's assigned question (see next pages) on a flip chart. Using this material, the reporter should be prepared to give a 3-5 minute report-out, being sure to include **one or two of the most powerful stories/examples** that came from your group. Reporters, please refer to the notes at the bottom of each template to guide your report-out. Tables may volunteer or be randomly selected depending on time.
2. While other groups are presenting their reports, use the worksheet-templates on the following pages to record the take-aways from each presentation that resonate with you.

TEMPLATE FOR QUESTION I: High-Point Leadership

"Red Groups" will use this template to organize their report-outs for Question I.

Other groups will use this template to take notes as the "Red Groups" give their report-outs.

High-Point Stories of Positive Change & Collaborative Leadership	Root Causes of Success	Implications for Our Work Here
List stories from group:	What are the key success factors?	What are the implications for approaching our task here?

Note for Reporters:

For column 1: Choose one or two of your group's best stories to share in the report-out to the large group.

For column 3: Looking at all the high-point moments in leading positive change, what story can you tell about us—the folks in this group?

MOVING FROM DISCOVERY AND DREAM TO DESIGN

DESIGN PART I

*Working with key opportunity areas:
Holding a "brainstormer" in the area you have most energy for*

Purpose:

To brainstorm as many ideas as possible related to your group's action initiative—ideas that can move Cleveland's economy in the direction of our future visions and dreams. The key question:

Assuming anything imaginable is possible, "How might we...."?

Brainstorming Rules:

- Defer judgment—don't dismiss any ideas
- Encourage wild ideas—be radical
- Build on the ideas of others—no "buts," only "ands"
- Stay focused on the topic
- Hold one conversation at a time
- Be visual
- Go for quantity

Overview:

Each breakout group manages its own discussion, data, time, and reports. Below are useful roles for self-managing this work. Leadership roles can be rotated. Divide work as you wish:

- **BRAINSTORMER RADICAL** – Assures that the group is challenged to contribute bold, wild ideas.
- **TIMEKEEPER** – Keeps group aware of time left.
- **BRAINSTORMER FACILITATOR** – Facilitates the brainstorming session by upholding the brainstorming rules and raises questions to keep the brainstormer moving. Challenges the group to go for quantity—tries to get as many ideas and Post-its as possible on the board.

PRESENTATIONS ARE DUE AT _____ O'CLOCK

THINGS I VALUE MOST IN THE IMAGES OF 2019

Elements of the Visions I Find Most Important or Exciting (The WHAT of the vision)	Opportunities and Possibilities for Action (The HOW of the vision)

TEMPLATE FOR QUESTION II: Innovations in a Sustainable Cleveland

“Blue Groups” will use this template to organize their report-outs for Question II.

Other groups will use this template to take notes as the “Blue Groups” give their report-outs.

Exemplary Stories List innovations/stories in Cleveland	Cleveland’s Strengths What strengths were leveraged?	Economic Benefit How has this or can this benefit the economy?
<p>Pull out the top 3 themes of what strengths/characteristics we need to keep and carry forward from our history to innovate around sustainability.</p>		
<p>1.</p> <p>2.</p> <p>3.</p>		

Note for Reporters:

Choose one or two of the group’s best examples to share, and report out the top 3 themes of strengths/ characteristics that we need to keep and carry forward.

TEMPLATE FOR QUESTION III: Your Images of a Better Cleveland

“Yellow Groups” will use this template to organize their report-outs for Question III.

Other groups will use this template to take notes as the “Yellow Groups” give their report-outs.

<p>What are the visions you have for Cleveland in 2019? We will be most proud of Cleveland when...?</p> <p>(Everyone shares their responses and listens for patterns and themes across the group.)</p>
<p>From the material above, create the front-page news headline of the June 22, 2019, edition of some great news outlet—<i>The New York Times</i>, CNN, <i>Time Magazine</i>, etc. What’s the exciting headline? What are some of the key elements at the heart of the story?</p>
<p>The news headline in 2019:</p> <p>Key elements in the story:</p>

Note for Reporters:

Report out 2-3 top examples of accomplishments that your group discussed, and highlight the 3 most relevant factors that made success possible.

vi. How are we attracting new people to the area? Do we have both a national and international strategy?

vii. How are we taking advantage of the different generations that live in Cleveland?

viii. How has the quality of life been enhanced?

c. What makes this vision exciting to you? What is the impact, the results?

d. How does this vision help us unlock hidden opportunities to create value (new economic sectors, new collaborations, better partnerships, lowered costs for businesses and governments, increased economic gain, improved health)?

2. Capture the key elements of your group’s visions for the future. Spend enough time to imagine concretely what your group wants to see. This is an exercise that builds on all earlier discussions of past innovations and strengths.

3. Choose a creative way to present your vision to the rest of us in a 3-minute portrayal—use as many members of your group as possible in the presentation. You could do a TV news report, a TV show, a “day in the life...”, a skit, a song, a headline in the *New York Times*, a panel presentation, etc.

Note for Reporters: During the discussion, listen for the “what” and “how” of the vision and record key insights on the template on the next page.

PRESENTATIONS ARE DUE AT _____ O’CLOCK

DREAMING WITH OUR FEET ON THE GROUND AND IMAGINING THE FUTURE WE WANT TO HELP CREATE

Future scenarios we want to work toward

"Every single social and global issue of our day is a business opportunity." - Peter Drucker

"The best way to predict the future is to create it." - Peter Drucker

Purpose:

To imagine and define the Cleveland you want to work toward—a city and region with a vibrant economy built from the region’s unique assets and enjoyed by the entire community.

Group Roles:

Select a Discussion Leader, Recorder, Reporter, and Timekeeper.

Overview:

1. Put yourself 10 years into the future. It is 2019. Visualize the type of economy that you really want to work toward. Be bold.

Share your visions based on statements and questions like these:

- a. I will be most proud of Cleveland in 2019 when....
- b. How is wealth being generated in Cleveland in 2019?
 - i. How does the economy of Cleveland embody sustainability?
 - ii. How does it integrate all sectors of the community—business, health, education, non-profit, government, etc?
 - iii. What are some of the challenges that have been identified, and how are people working to overcome these challenges?
 - iv. What types of jobs do people have? How are all socioeconomic groups included?
 - v. How are we attracting new businesses and maintaining and supporting existing businesses? What do people around the world say about our city?

TEMPLATE FOR QUESTION IV: Hopes for Summit Outcomes

"Green Groups" will use this template to organize their report-outs for Question IV.

Other groups will use this template to take notes as the "Green Groups" give their report-outs.

Smallest Things With Largest Impact What are three of the smallest things that could come out of the summit that could have the largest impact?	Bold Things What are three bold things that could come out of the summit—things we may not have yet considered?
Name 3 unique assets that we can leverage for our future:	
1. 2. 3.	

Note for Reporters:

Report (a) your group’s top 3 "smallest things" that could have a large impact, (b) your group’s top 3 "bold things" that could come out of this summit, and (c) the top unique asset that we can leverage.

DISCOVERY PART II

Strengths from the perspectives of our stakeholder groups

Purpose:

To identify unique strengths in your stakeholder group and determine how those strengths can build an economic engine to empower a green city on a blue lake.

Group Roles:

Select a Discussion Leader, Recorder, Reporter, and Timekeeper.

Steps:

1. When your organization is at its best, serving customers, employees, students, colleagues, communities, or constituencies in effective ways, what kinds of work and innovations is it providing? What are your organization's special strengths that we might learn from or leverage to create a sustainable economy?
2. Now turn your attention to the bigger picture. Move beyond your organization and list what your stakeholder group is doing—or has done—that you are most proud of. Name the strengths your stakeholder group brings to this work—strengths that can be leveraged or used advance a sustainable economy.
3. Identify one or two stories to share with the plenary—stories that illustrate your stakeholder group's "Strongest Strengths."
4. Select your "Strongest Strengths" as a group—those you are most proud about—and prioritize your top 3.
5. The Reporter should be prepared for a 2-3 minute report-out. Drawing on the above discussion: **What is unique and special about the stakeholder groups represented here—the collective strengths, assets, and underestimated capacities that we can leverage to build an economic engine to empower a green city on a blue lake?**

PRESENTATIONS ARE DUE AT _____ O'CLOCK

KEY MESSAGES AND THEMES

Discovery Report-Outs