

MEETING
OF
THE
MINDS
2011
Sept. 21-23
Boulder, CO USA
@ the St. Julien Hotel

Final Report

September 21-23, 2011
Boulder, Colorado
St. Julien Hotel



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Welcome

Dear Conference Attendees

Welcome to *Meeting of the Minds 2011*. On behalf of the many people who worked hard to make this year's event possible, I'd like to express our excitement about having you here with us in beautiful Boulder, Colorado.

You were invited to this meeting because, as a "change-maker," you're adept at rolling up your sleeves and joining a conversation that now stretches over five years of *Meeting of the Minds* events—a conversation that links innovators of multiple persuasions and orientations. Based on discussions with many of you over the past few months, it's clear that we have a few important things in common—one being our mutual enthusiasm for fresh insights into "how to get it done."

This got me thinking about Keith Sawyer's argument in his thought-provoking book, *Group Genius: The Creative Power of Collaboration*:

"Innovation today isn't a sudden break with the past, a brilliant insight that one lone outsider pushes through to save the company. Just the opposite: innovation today is a continuous process of small and constant change."

A commitment to the constant process of innovation—the process of finding workable solutions to real and sometimes lasting problems—is being built into successful organizations of all kinds, including some of the government agencies, companies, and private-sector institutions represented at this meeting.

As this event approached, I pulled out a copy of *Einstein's Mistakes: The Human Failings of Genius*. The book's author, Hans

Ohanian, describes how innovation, as a team sport, makes breakthroughs possible in seemingly impossible places. Ed Catmull (president of Walt Disney Animation Studios and Pixar Animation Studios) discovered inside his own company that "creativity involves a large number of people from different disciplines working together to solve a great many problems. Creativity must be present at every level of every artistic and technical part of the organization."

Our team has worked hard to find superb thought leaders who'll stand before you and share what's working (and, in some cases, what's not working). As we constructed this year's program, we were mindful of one key fact: You're making critical judgments every day, and many of these can become consequential decisions. We therefore assumed that you'd be looking for practical insights that you can put to use right away. We designed this meeting to provide greater access to tools that will expand your options and help you make the best choices.

I have one more "Big Thought" to offer before we begin our first session together: This hotel's elevation is 5416.666666666667 feet above sea level, which means we're perhaps high enough to have an easier time seeing the Big Picture. This wide-angle lens might just help clarify our view of the many challenges facing our cities, regions, and nations.

Once again, welcome, and thank you for participating.

Gordon Feller

Co-Founder, Meeting of the Minds
Director, Urban Innovations
Internet Business Solutions Group
Cisco Systems
San Jose, California

Summary

Where

The 2011 Meeting of the Minds convened in Boulder (Colorado-USA) at the St Julien Hotel September 21-23, 2011.

Conference Organizers

These three partners co-organized and produced MotM 2011:

- **Regional Plan Association** (based in New York, New York)
- **The Deming Center of Entrepreneurship**, University of Colorado Boulder, Leeds School of Business (based in Boulder, Colorado)
- **Gordon Feller** – Cisco Systems and Urban Age Institute (based in San Jose, CA)

Sponsors

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Bryan Cave
Golder Associates
Jones Lang LaSalle
Renewable and Sustainable Energy Institute (RASEI)
Silicon Valley Bank

Program

The conference program is available at: <http://www.meetingminds2011.org/files/MotM-Program.pdf>

Attendance

Meeting of the Minds 2011 sold out almost a week before the event. There were an estimated 240 attendees at the St. Julien Hotel in Boulder Colorado. Only twenty two paid attendees did not show up – approximately 10% as expected.

We were fortunate to have both a large group of private sector entrepreneurs and an equally larger group of the executives from companies and government agencies that make investments with such SMEs.

Media/Press Coverage

Meeting of the Minds 2011 received more press and media attention than ever before in the history of the five years of the event. All stories have been and continue to be collected here: <http://www.meetingminds2011.org/media/>

Fourteen media pieces have been published to date (more are on their way including Alec Appelbaum's coverage from The New York Times)."

Media pieces published to date:

- "Automakers Debate Visions of the Future of Clean Urban Transport" by *Charles Redell* of **greenbiz.com**
- "Exploring Cities of the Future — and the Future of Cities" by *John Davies* of **greenbiz.com**
- POLL: ReNew Canada's Poll: Will Car Always Be King? Renew Canada Magazine.
- "Creating More Sustainable and Innovative Cities, Regions, and Nations" by *Allison Swanson* of **cisco.com**
- "Boulder to Host Meeting of the Minds" by *Esteban L. Hernandez* of **dailycamera.com**
- "Taking Stock of Progress on Smart Cities" by *Matthew Wheeland* of **greenbiz.com**
- "Mind Meld" by *Mary Allen* of IT in Canada Magazine
- "EV and other approaches to car carbon reduction" by *Mary Allen* of IT in Canada Magazine
- "Companies Embrace Telecommuting as a Retention Tool" by *Rob Reuteman* of **CNBC.com**
- "Meeting of the Minds for Resilient Cities" by *Gordon Feller*. Guest blog post on NRDC's Switchboard.
- "Cloud-Based Services Infrastructure Transforms Busan Metropolitan City" by *Alicia Swanson* of **Cisco**.
- "Meeting of the Minds was a Sustainable Success" by *Martha Young* of Planet-Profit Report.
- "Meeting of the Minds Co-Founder Talks About the Conference" by *Martha Young* of Planet-Profit Report.

- "Deutsche Bank Building Sustainability Leadership" by *Mary Allen* of IT in Canada.

In attendance at the event were the following reporters:

Alec Appelbaum - The New York Times
Courtney Holden - BigGreenBoulder blogger, a Daily Camera blog
Frank Amoroso - Automotive Journalist, KWGN-TV
John Davies - GreenBiz Group
Mary Allen - IT Canada
Mira Shenker - ReNew Canada
Rob Reuteman - **CNBC.com**

The following reporters watched via webcast and have said they will write articles:

Anne Schweiger - Next American City Magazine
Michael Kanellos - **GreenTechMedia**

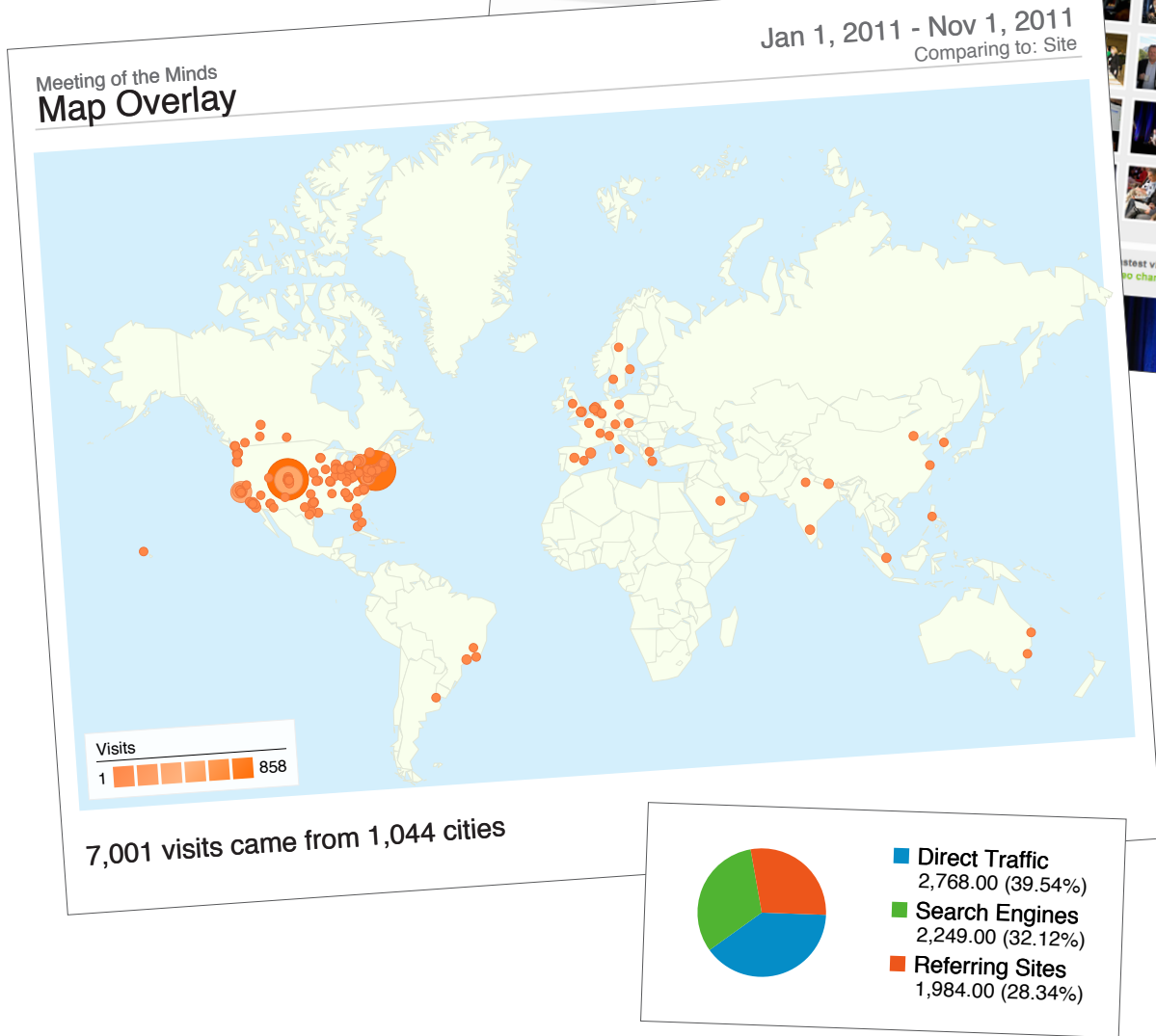
Website

Meeting of the Minds created a website for the conference: <http://www.meetingminds2011.org>

Visitor Stats

(Jan 1, 2011 – Nov 1, 2011)

- 3,963 unique visitors
- A total of 7,001 visits
- 15,816 page views
- An average of 2.26 pages per visit
- 56.58% were new visitors
- 43.41% were returning visitors



Stats for @motm2011

- We tweeted 170 times
- We currently have 67 followers
- We are following 121 accounts
- We are being followed by 4 lists

We created a hashtag for Meeting of the Minds 2011:

#motm2011

@bakerjake: This tweet used 0.025 watt hours. 1 billion tweets per week use equivalent of 2 nuclear power plants' output. - From Massoud Amin #MotM2011

@renewcanada: Should we give up on fully integrated transportation systems and accept the car as our main mode? Vote now! <http://t.co/25i0m0ph> #motm2011

@renewcanada: Massoud Amin on digital society's electricity needs: 1 billion tweets are tweeted each week = 2,500MWh (0.025 watt-hours per tweet) #motm2011

@marcmusgrove: 40% of gas use in congested urban areas is spent on looking for parking. Kent Larson of MIT #motm2011 <http://t.co/G2ilqWAe>

@ciscosystems: Meeting of the Minds 2011: Creating More Sustainable and Innovative Cities, Regions, & Nations <http://t.co/4tkEN4rW> #motm2011

@renewcanada: Mike Siminovitch re smart grid techs: be careful what you ask for and what you promise; it's not a panacea. #motm2011

@renewcanada: Ben Berkowitz with @seeclixfix says: "Potholes are the gateway drug for civic engagement." #motm2011

@open_cities: Nice to see hi-definition live international videoconferencing integrated on stage at #motm2011 via Cisco @TelePresence #telepresence

@open_cities: Bill Soards, President of @ATTBusiness Colorado says @LivingCityBlock "is exactly the kind of lab we need in urban areas." #motm2011

Video & Photography

Global Webcast Audience

The Meeting was webcast live to the public who were invited to register for free and view the Meeting in real-time from their computers.

- Sept 22: There were 301 unique visitors (global) who attended the broadcast sessions
- Sept 23: There were 229 unique visitors (global) who attended the broadcast sessions
- Total number of names registered in advance: 273

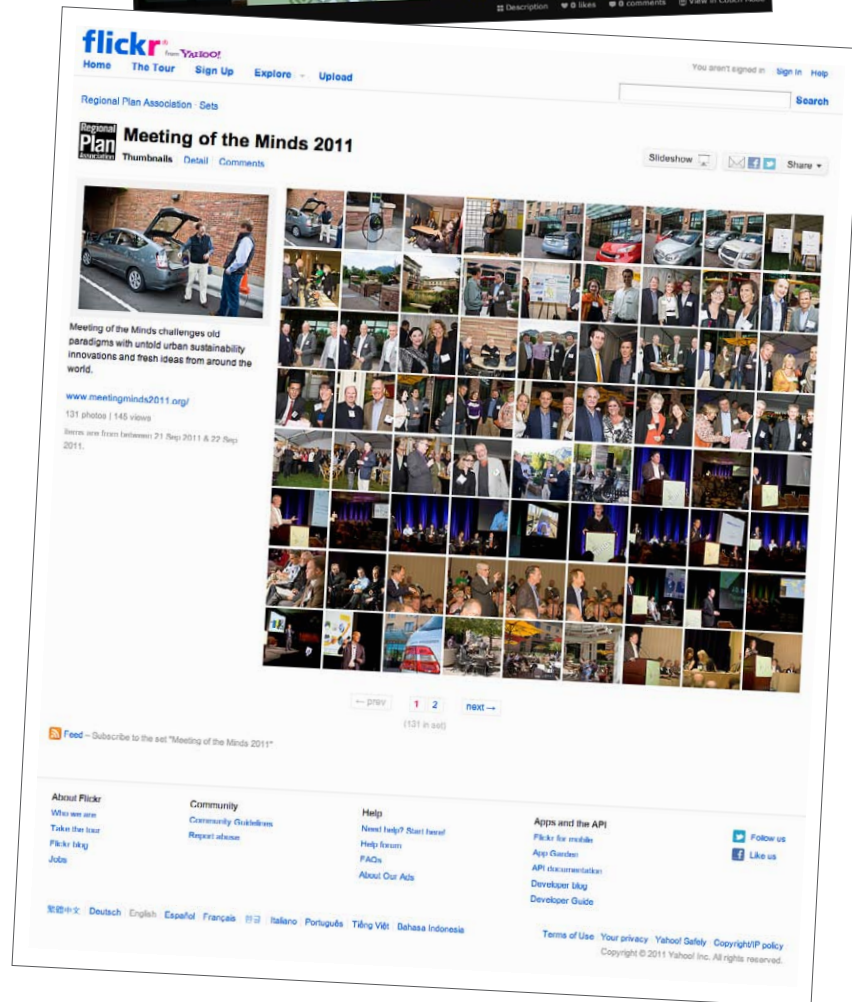


Video

Video footage of every session from the large room is posted on the MotM2011 vimeo channel here and linked to on the homepage of the MotM2011 website: <http://vimeo.com/channels/motm11>

Photos

Over 100 photos from the event are posted here on the RPA flickr site and are linked to on the homepage of the MotM2011 website: <http://www.flickr.com/photos/27979354@N02/sets/72157627822531691/>



Survey

	Poor					Excellent						
	1	2	3	4	5	1	2	3	4	5		
Day 1		1	1	5	2						Tour 1: Renewable and Sustainable Energy Institute	
			1		2						Tour 2: Boulder EV Project	
		1		4	1						Tour 3: Denver Sustainability Walking Tour	
Day 2		3	3	13	11						Session 1: Great Urban Design - A Radical Act that Can Transform Cities Bill Moggridge	
			3	10	18						Session 2: Changing Cities - Changing Cars Moderator: Bill Reinert; Larry Burns, Chris Borroni-Bird, Sascha Simon, Michael Austin	
	1	1	5	13	9						Pecha Kucha 1: Breaking Through the Financial Hurdles for Building Cities Mark Fulton	
	2	2	8	10	4						Pecha Kucha 2: Water & the Sustainable City Footprint Paul Lander	
	1	4	8	5	9						Session 3: Is IT Innovation the Sustainability Game Changer? Moderator: Nicola Villa; Emilio Frezza, Josep Roig, Ger Baron	
	2	4	6	5	10						Pecha Kucha 3: Planetary Skin J.D. Stanley	
		1	5	9	13						Keynote 1: The Future of Smart Cities: Connected, Sustainable and Resilient Nicola Villa	
	1	1	4	9	5						Session 4: New Urban Revitalization Strategies Moderator: Relina Bulchandani; Bas Boorsma, Edmund Woodbury, Mayor Susan Osborne, Michael Ohm	
		2	3	8	5						Pecha Kucha 4: Towards a Self-Reflection Framework for Livable Cities Reon Brand	
		2	3	9	3						Session 5: Measure It, Manage It, and Change It Moderator: Gordon Feller, Lauralee Martin, Petra Todorovich, Uwe Brandes	
	1	1	2	7	3						Pecha Kucha 5: Terawatt – Issues of Scale Mike Knotek	
	1	2	5	7	5						Session 6: How Far Will Energy Efficiency Take Us?: Implementation Roadmaps for the Coming Retrofit Revolution Moderator: Alison Peters; Harry Verhaar, Chuck Leitner, Jane Pater Salmon	
	1	3	6	4	3						Pecha Kucha 6: Global Becomes Local: Two Cases Where Knowledge Sharing is Working to Advance Solutions Jeanette Southwood	
			2	6	12						Keynote 2: First-Hand Report: Prototyping and Testing Smart City Innovations Kent Larson	
	Day 3	1	3	5	8	8						Pecha Kucha: What's Driving the Driving in Denver? Visualizing Urbanization Trends in US Metro Regions Ken Laberteaux
		1	3	6	7						Session 7: City Learning Moderator: Tim Campbell; Benjamin del la Pena, Andre Herzog, Anki Dellnas	
		1	1	10	6						Pecha Kucha 7: 5 Big Lessons from New York in Building a More Competitive and Sustainable World City Region Bob Yaro	
			5	1	5						Session 8: Smart Grids Moderator: Matt Futch; Adrian Tuck, Mary Barber, Massoud Amin	
		1	2	4	2						Pecha Kucha 8: Smart City Integration Practice – Getting Org-Ware Right John Williams	
1		2	3	10	5						Keynote 3: TJ Deora TJ Deora	
			2	6	9						Session 9: Sourcing Urban Innovations from the Bottom Up + from the Top Down Moderator: Bill Shutkin; Ben Berkowitz, Mayor Ron Littlefield, John Williams	
1			6	1	2						Session 10: Creating the Conditions for Cleantech Innovation Moderator: Chris Shapard; Eyal Aronoff, Roxy Podlogar, Frank Amoroso	
			4	7	2						Session 11: Transforming Physical Assets of the City – A Big Step on the Path to Sustainability Moderator: Manuel Oomen; Nancy Clanton, Bill Soards, Cees Bijl	
			4	2	2						Session 12: Regional Policy Strategies: Will They Really Help to Create Cleaner and Greener Economies? Moderator: Tom Wright; Lesa Mitchell, Morey Wolfson	
Overall Impressions				1	12	14						Overall experience at the event
					12	16						Timeliness of the topics
			2	16	10						Overall quality of the speakers	
				7	21						Level of service received	
			2	6	20						Opportunity for networking with peers	
		1	3	7	15						Overall Cisco Telepresence Experience	
			14	13						Efforts to produce an environmentally responsible event		
		1	5	22						Overall quality of the St. Julien Hotel venue		

We received 36 responses to the online and printed survey. The survey was referred to in the program, from the podium three times, highlighted in the powerpoint show during breaks, and available in print version in the hallway outside session rooms.

The survey is available here:
<http://www.meetingminds2011.org/survey/>

Comments & Suggestions

- Music on the patio is a nice touch but makes it hard to converse
- I thought the event was very good, the only negative comment I would make is networking time and quality question time.
- Also I don't think it is a good idea to have music at breaks as it makes networking very hard if you can't hear each other.
- Over all very well done hope to be at the next
- Great hotel. Less bongos (it blocked networking conversation time). Allison Peters was great on the fly. More time for Q/A and a more direct way for questions to be asked from outside.
- The main area for improvement would have been more time fore questions. It's hard to get speakers to stick to time, so maybe fewer people per panel would help? (But then even the smaller panels had the issue), so hard to fix especially when, e.g. panel 7 - it was the moderator who talks so long, they use all the time. But this was the main thing. But overall interesting speakers.
- Needed to make time for people's questions. I think the water variable was missing.
- Kept schedule on time throughout. Flagstaff House provided excellent networking enjoyment.
- Greater opportunity for dialogue & debate would have been valuable.
 1. Establish a mechanism to help delegates connect with each other. It was to find some of the folks I wished to meet.
 2. Eliminate noisy entertainment. People are here to converse - the band at the welcoming reception & the drummer at lunch makes interaction very hard.
 3. Excellent venue for dinner.
- Biggest problem: Please! Fix This! The company names on the nametags were too small a print, making it impossible to see quickly what sector someone was with when walking pass a person. Otherwise you have to go out of your way to stop the person to read their nametag. Most people stopped doing this at some point because it's embarrassing.
- As learning from speakers is as important as questions, perhaps in "sessions" there could be one less speaker per session to allow for more Q/A.
- Would appreciate hearing more disagreement among speakers. Missing perspective from small startups, which many speakers referenced.
- Conference was academically oriented, what it lacked was financial component. You can't create the future without capitol. Extraordinary networking event. Very nice smart people attended.
- Very good conference.
- Tour 1: lab very good, smarthome demo poor, opening talks Knotec very good, his associates not so – the guy who spoke on water had little but inaccurate academic nonsense: dehydrating potatoes as an urban water sources? When potatoes are an extremely water-consumptive crop, grown in parts of the west (northern California) only because they get subsidized water, often from Native American waters the tribes are forced to relinquish, and then the potatoes are left to rot in the field because they can't compete against more efficiently grown Idaho potatoes. Session 10 was an embarrassment: Aronoff was misinformed about technology, blamed the world's problems on big corporations suppressing technology, whined about compliance with environmental standards. And, face it, big attendance and full agenda makes this like all other conferences, any real intellectual ferment happens on the bus or in the hallway/restaurant/bar, not within the program itself. That said... had more enriching discussion with people at this meeting than at any conference, ever – particularly with people from Cisco, Phillips, Mercedes, the New York Regional Plan. Am so glad that Bill Reinert told me to come. Thanks...
- I was so impressed with the caliber of the participants, hosts, sponsors and speakers. Thank you for the great networking and information event. We look forward to implementing elements of this program into our Sustainable Communities Programs.
- Excellent conference!
- I loved being in Boulder but would have been just as happy in a more affordable hotel in a central city. If you do go somewhere as gorgeous next year, please integrate more walking/hiking directly into the program by making it a way to get to dinners or events. Thanks for inviting me!
- There was insufficient lighting in the tent during the networking reception on the first night. It made it difficult to see people's name tags or find who you were looking for.
- The live music performance during lunch on the first day of the conference was entertaining, but unnecessary and made it difficult to converse with and hear other people. Since networking time was quite limited, it would've been better to allow the lunch time to be another opportunity for speaking more in-depth with other participants.
- Aside from the reception the first evening, the networking breaks were too short. There was barely enough time to get refreshments and return to the next session, let alone scope out the individuals I was interested in meeting and getting a chance to speak to them. In the future, it might be better to do away with one or two Pecha Kuchas and to extend networking times instead.
- Please take the following consideration for future meetings:
 1. Possibility of utilisation of experiences of the developed countries to help cities in the developing countries.
 2. Put capacity building and institutional strengthening as the major component for each and every initiatives.
 3. Incorporate the experiences of the cities from the developing countries so that they can benefit from the approaches in sustainability.
 4. Organise a "Pilot Initiatives" to support cities from the developing countries.
 5. Give opportunity to present the cases regarding the practices and experiences in the meeting from the developing cities.

Testimonials

Thank you for such an amazing event! It was an experience of a lifetime. The organization and flawless conference production was incredibly impressive. It was our honor being in attendance. We truly appreciate ALL that you did to make the event a huge success. We will put all of the information to good use toward improving our planet.

All the best.

Carpe Diem, Sheri
Sheri Woodsgreen
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Thanks for inviting me to the Meeting of the Minds - I thought the event was very useful and quite well run. A lot of effort clearly went in to making the event work as well as it did, so you and your team should be congratulated on a first rate effort. Looking forward to future collaborations -
Regards

- Jim

James Aloisi
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mobile: 617.794.5931

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Joe Browder | Dunlap & Browder
W 202.546-3720 | M 202.246-0846

First off, thank you so much for inviting me to attend the conference last week - it was an eye-opening experience and has my head spinning with all the possibilities to make a difference in these crucial areas. Gordon, I will follow up separately with you and Nic to discuss possible future opportunities for collaboration.

- Paulo Gaudiano

Dear Colleagues,

Good evening and many thanks for making the meetings at the MotM 2011 stimulating and our panel on smart grids informative and successful.

My hat is off to Gordon, Jessie and the colleagues who organized terrific panels, the panelists, the sponsors and to you for your participation.

Thanks to you and the engaged participants, the remarks, questions and interactions were superb! and I hope that it met your expectations.

- Massoud Amin

Gordon - Impressive individuals, substantive conversation, and hospitable venue. I enjoyed my time because I learned a great deal. Thank you again for including me in this dialogue.
Mijo

Mijo Vodopic
MacArthur Foundation
(312) 920-6251

St Julien Hotel

Meeting of the Minds is dedicated to practicing what it preaches — and especially so when it comes to our sustainability. We chose the St. Julien Hotel because of its dedication to environmental stewardship. A full list of St. Julien's many and varied initiatives is available on the Meeting of the Minds website.

But we've worked with the Hotel to go above and beyond. We decided to take a few additional steps to ensure that this Meeting is truly low-impact:

- All of our waste is sorted back of house into trash, compost and recycling.
- We use locally sourced food for receptions, breaks and lunches wherever possible.
- Our special Friday luncheon features a local farm-to-table menu.
- Removing plastic water bottles from sleeping rooms and break areas.
- To replace plastic bottles, Toyota provided reusable water bottles.
- Verterra plates are used at receptions and lunches. These plates are environmentally friendly because they're made entirely from two products: fallen leaves and water. They're non-toxic, biodegradable and compostable.



Sponsors

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Toyota



Toyota presents Meeting of the Minds each year. As the world's largest automaker, Toyota operates under a global earth charter that promotes environmental responsibility throughout the entire company, and recognizes the need for comprehensive approaches to the effective use of resources and to the reduction of pollution and global warming. For more than a decade, Toyota has pursued development of an "ultimate eco-car" that satisfies the needs of a mobile society and is friendly to both people and the earth. Toyota is the recognized leader in hybrid technology, having pioneered the world's first mass-produced gas/electric hybrid car, the Prius, which launched in Japan in 1997 a full two years before any other manufacturer. While hybrids remain at the forefront of Toyota's "ultimate eco-car" development, the company is researching and developing many alternative fuel and vehicle powertrains, such as fuel cell hybrid and plug-in hybrid vehicles. Beyond the vehicles themselves, Toyota's environmental commitment extends to every stage of producing and selling vehicles. For example, many of Toyota's manufacturing plants have achieved zero landfill, their Sales and Marketing headquarters campus in California has one of the largest commercial Gold LEED certified buildings, and their Vehicle Distribution Center in Oregon is not only Gold LEED certified, but has also received a "Salmon Safe" certification. <http://www.toyota.com/esq/>

Our Global Sponsors

Cisco



Cisco's Internet Business Solutions Group (IBSG), the company's global consultancy, helps leaders from the world's largest public and private-sector organizations solve their most pressing challenges. By combining strategy, process, technology, and innovation,

Cisco IBSG industry experts work with customers to take their visionary ideas from concept to reality. We achieve this by designing innovative solutions and then integrating them with advanced technologies to develop strategic roadmaps that optimize results and increase efficiency. We draw on a unique combination of extensive industry experience, business acumen, and technical knowledge to advise many of the world's leading organizations on how to achieve their strategic objectives. IBSG comprises more than 200 industry experts and business strategists who have deep experience in 10 global industry sectors. Cisco believes that cities must stay in step with dynamic global changes to improve quality of life for its citizens—for example, providing them with seamless access to public services and information or enabling them to reduce their carbon footprints. Public-private partnerships can forge blueprints, policies, and practices that help create connected, attractive, and sustainable 21st-century cities. IBSG is helping leaders and organizations understand how these new realities—destined to be among the most positive and strategically significant trends in the next 5-10 years—will forever change the way we work, live, play, and learn in urban communities.

DB Climate Change Advisors

Deutsche Bank Group
DB Climate Change Advisors



Overview

Five years ago, Deutsche Asset Management (DeAM) identified climate change as one of the mega-trends that will drive the global asset management business for the next generation and beyond. To enhance our leadership position, DB Climate Change Advisors (DBCCA) was formed in 2008 as a global in-house climate change research team and is an investment industry thought-leader on a broad range of climate change dynamics, with representatives in the US, UK, and China. The group has published more than 25 whitepapers and research notes since October 2007. DBCCA supports multiple climate change investment teams across DeAM and briefs the firm's clients on the top of climate change investments.

Industry Commitment

DBCCA has taken an active role in evaluating the development of climate and energy policies and emerging technology developments, with participation in groups such as US Partnership for Renewable Energy Finance, the US National Renewable Energy Lab, UNEPFI Climate Change Investment group, the UK Capital Markets Climate Initiative (DECC), the Massachusetts Institute of Technology's Joint Program on Global Change, Ceres / Investor Network on Climate Risk and is also a signatory to the UN Principles for Responsible Investment (PRI). DeAM was featured as a "Best Practice" case study in the UN PRI Report on Progress 2010.

Philips Lighting

PHILIPS

Philips Lighting is dedicated to simply enhancing life with light. Philips is the leading provider of lighting solutions and applications both for professional and consumer markets, transforming how lighting is used to enhance the human experience in the places where people live and work. With the remarkable transformation currently taking place in the lighting industry, we see that the future is brighter than ever. LED technology and its novel applications is gaining ground as the new source of lighting which gives us ample opportunity to create innovative value propositions and business opportunities in all market segments. As society focuses more and more on the importance of climate protection and sustainability in general, energy efficient lighting solutions are increasingly demanded and often enforced by legislation. This creates enormous opportunity for the lighting industry. Other trends such as urbanization and globalization, as well as consumer empowerment also positively contribute to the growth of the global lighting market. Strong economic development and growth in emerging markets will also fuel future growth of the lighting market.

Some facts and figures:

- Headquarters: Eindhoven, The Netherlands
- CEO: Rudy Provoost (1959, Belgian)
- Number of employees: approx. 51,000 (April 2010)
- Turnover in 2009: EUR 6.6 billion

- Principal markets: Europe, North and South America and Asia Pacific

Our Silver Level Sponsors

The Ewing Marion Kauffman Foundation

KAUFFMAN

The Foundation of Entrepreneurship

The Ewing Marion Kauffman Foundation was established in the mid-1960s by the late entrepreneur and philanthropist Ewing Marion Kauffman. Based in Kansas City, Missouri, the Kauffman Foundation is among the thirty largest foundations in the United States with an asset base of approximately \$2 billion. Our vision is to foster “a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities.” In service of this vision, and in keeping with our founder’s wishes, we focus our grant making and operations on two areas: advancing entrepreneurship and improving the education of children and youth. We carry out our mission through four programmatic areas: Entrepreneurship, Advancing Innovation, Education, and Research and Policy. Our vision is to foster “a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities.” In service of this vision, and in keeping with our founder’s wishes, we focus our grant making and operations on two areas: advancing entrepreneurship and improving the education of children and youth. We carry out our mission through four programmatic areas: Entrepreneurship, Advancing Innovation, Education, and Research and Policy.

HDR, Inc.



HDR was established in 1917. Headquartered in Omaha NE, HDR is a global leader in integrated multidisciplinary design. We are ranked No. 5 in Architectural Record’s 2010 “Top 25 Design Firms” and No. 11 in Engineering News-Record’s 2010 “Top 500 Design Firms”. We serve clients in all 50 states, Europe, Asia, South America, Canada, and Africa.

HDR is an employee-owned company with almost 8,000 employee-owners in more than 170 offices worldwide; every one of us has a personal and professional commitment

to furthering the company’s success. Our corporate culture encourages creativity, innovation, efficiency, and entrepreneurship. At HDR, we strive to be trusted advisors and develop long-term, mutually beneficial partnerships with our clients.

Our operational philosophy is to use our national expertise to deliver client-specific solutions through a strong network of local offices. HDR has extensive experience working with cities, counties, and regional government agencies around the country, and we are leaders in emerging fields such as community sustainability, renewable energy, zero-waste, and transit. We have developed and advanced innovative strategies including Sustainable Return on Investment (SROI), SMART Communities, and the Integrated Community Planning (ICP) approach to planning and designing resilient and sustainable communities.

HDR’s depth and breadth of technical expertise, combined with our extensive local and regional presence, and our culture of innovation and integration makes us leaders in helping clients address the challenges of creating more livable, more efficient and more sustainable communities, now and into the future.

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ranked No. 1 in the telecommunications industry on FORTUNE magazine’s list of the World’s Most Admired Companies.

The Annie E. Casey Foundation

The Annie E. Casey Foundation

The Annie E. Casey Foundation is one of the largest private foundations in the nation, with total assets (fair market value) at the end of 2010 at more than \$2.7 billion. The Foundation provides about \$122 million in grants each year and is ranked among the top philanthropies for charitable giving. The Foundation’s primary mission is to foster public policies, human services, and community supports that more effectively meet the needs of vulnerable children and families.

Headquartered in Baltimore, Maryland, the Annie E. Casey Foundation has been working to promote the well-being of our nation’s most vulnerable children for more than 60 years. Established in 1948 by UPS co-founder Jim Casey and his siblings in honor of their mother, the Foundation’s first grants supported a camp for disadvantaged children near the Casey family home in Seattle. Later, Jim Casey steered the Foundation’s efforts toward finding more stable, permanent homes for children—reflecting his belief that the future chances of kids depend largely on what their parents and families are able to provide emotionally and financially.

In pursuit of that goal, Jim Casey established programs throughout New England that later became Casey Family Services. Operating today as the Foundation’s direct services agency, Casey Family Services works directly with families and child welfare professionals to ensure that every child has a safe, nurturing, and permanent family. The agency has divisions in Connecticut, Maine, Maryland, Massachusetts, New Hampshire, Rhode Island, and Vermont.

The Annie E. Casey Foundation makes grants that help states, cities, and neighborhoods create more innovative, cost-effective responses to these needs. Grant making is limited to initiatives in the United States that have significant potential to demonstrate innovative policy, service delivery, and community supports—especially investments that encourage long-term strategies and partnerships to strengthen families and communities.

For more information, please visit www.aecf.org.



Bryan Cave LLP is a leading business and litigation firm with global reach, a strong reputation and a long history of success. We do interesting and challenging work for a diverse client base, including businesses, financial institutions and not-for-profit organizations, government entities and individual clients. With more than 1,000 lawyers and consulting professionals in 19 offices worldwide, we pride ourselves on proactive, solution-oriented work in every major area of interest to clients.

Golder Associates



Golder Associates - Now a global, employee-owned, ground engineering and environmental services firm of 7,000 around the world, Golder Associates was founded in 1960. Golder's Sustainable Cities team works across many sectors including Transportation, Energy & Power, Real Estate, Finance, Insurance and Legal, Land Development, Manufacturing, Infrastructure, and Waste. One area of focus for the team is the strategic integration of cutting-edge international innovation and knowledge into economical and effective local solutions. Golder's broad range of skills is applied in the world's leading cities for public and private clients responding to emerging issues including climate, water and food security, and densification.

GoldSET© is a sustainability decision support tool that has been used by the public and private sectors to evaluate the strengths and weaknesses of projects with respect to the environmental, social, economical as well as technical dimensions. It allows for an unbiased comparison of different options on the basis of sustainability principles. As such, it can help identify optimal solutions in a decision-making process based on the principles of sustainable development. This results in a "triple-bottom-line" assessment, incorporating environmental, social and economic performance.



Jones Lang LaSalle is a financial and professional services firm specializing in real estate services and investment management. More than 30,000 employees in 750 locations in 60 countries serve the local, regional and global real estate needs of those clients, growing our company in the process. In response to changing client expectations and market conditions, Jones Lang LaSalle assembles teams of experts who deliver integrated services built on market insight and foresight, sound research and relevant market knowledge. We attract, develop and reward the best, and most diverse, people in our industry, challenging them to develop enduring client relationships built on quality service, collaboration and trust.

The Renewable and Sustainable Energy Institute



The Renewable and Sustainable Energy Institute (RASEI) was launched as a University of Colorado-Boulder (CU) campus initiative in early 2006 to become an international force in solving the energy challenge through research, education and technology commercialization. Based on extensive faculty input, CU determined that a successful initiative must be highly interdisciplinary, integrating the University's extensive research in renewable and sustainable energy with its strengths in climate and environmental science, behavioral studies, policy analysis, and entrepreneurship. RASEI reflects this integration with a three-pronged approach that emphasized discovery, transformation, and entrepreneurship.

Silicon Valley Bank



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Silicon Valley Bank is the premier commercial bank for companies in the technology, life science, venture capital, private equity and premium wine industries. SVB provides a comprehensive suite of financing solutions, treasury management, corporate investment and international banking services to its clients worldwide. Through its focus on specialized markets and extensive knowledge of the people and business issues driving

them, Silicon Valley Bank provides a level of service and partnership that measurably impacts its clients' success. Founded in 1983 and headquartered in Santa Clara, Calif., the company serves clients around the world through 26 U.S. offices and international operations in China, India, Israel and the United Kingdom. Silicon Valley Bank is a member of global financial services firm SVB Financial Group (Nasdaq: SIVB), with SVB Analytics, SVB Capital, SVB Global and SVB Private Client Services. More information on the company can be found at www.svb.com.

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Conference Organizers

The Deming Center for Entrepreneurship



The Deming Center for Entrepreneurship at the Leeds School of Business advances the University of Colorado at Boulder's nationally-known program in entrepreneurship education through collaborative initiatives with the business community and across campus. The Deming Center is at the heart of why the Leeds School is consistently ranked among the top 25 programs for entrepreneurship. Deming Center students get cutting-edge business and entrepreneurship courses; access to specialty programs in cleantech, bioscience, and natural/organic products; a rich connection of cross-campus opportunities; and engagement with the Boulder region's network of successful, innovative entrepreneurs. <http://Leeds.colorado.edu/deming>

The Regional Plan Association



The Regional Plan Association is an independent, not-for-profit regional planning organization that improves the quality of life and the economic competitiveness of the 31-county New York-New Jersey-

Connecticut region through research, planning, and advocacy. For more than 80 years, RPA has been shaping transportation systems, protecting open spaces, and promoting better community design for the region's continued growth. We anticipate the challenges the region will face in the years to come, and we mobilize the region's civic, business, and government sectors to take action. The nation's most influential independent regional planning organization since 1922, RPA has a storied history but is more relevant than ever in the 21st Century. RPA's current work is aimed largely at implementing the ideas put forth in the Third Regional Plan, with efforts focused in five project areas: community design, open space, transportation, workforce and the economy, and housing. Its newest program – energy policy – is focused on transitioning the tri-state region to a clean energy economy. <http://www.rpa.org/>

Urban Age Institute

URBAN AGE INSTITUTE

Urban Age Institute is an international non-profit organization with a special focus on linking urban leaders and innovators with one another and with key partners: smart businesses, concerned foundations, effective national government agencies, and multilateral institutions. Organizing and managing this conference is one of several channels through which Urban Age offers leading ideas and innovations on sustainable city development. Urban Age Magazine was founded inside the World Bank in 1992, and became an independent non-profit organization 2000. Some of Urban Age's pioneering research was sponsored by the Gordon and Betty Moore Foundation. Contracts and others grants have been received from Rockefeller Borthor Fund, Teijin Ltd. (Tokyo), CityNet, World Health Organization, UN-Habitat, the Government of Canada, the German Government's GTZ, Mercedes and many others. <http://www.urbanage.org/>

Partners

The New York Academy of Sciences



The New York Academy of Sciences is the world's nexus of scientific innovation in the service of humanity. For nearly 200 years

— since 1817 — the Academy has brought together extraordinary people working at the frontiers of discovery and promoted vital links between science and society. One of the oldest scientific organizations in the United States, the Academy has become not only a notable and enduring cultural institution in New York City, but also one of the most significant organizations in the international scientific community. The Academy has a three-pronged mission: to advance scientific research and knowledge, support scientific literacy, and promote the resolution of society's global challenges through science-based solutions. One way the Academy accomplishes this mission is by convening — in New York and throughout the world — leading and emerging experts in scores of meetings, seminars, and interdisciplinary conferences annually. To drive scientific progress, the Academy disseminates the speakers' insights through both print media, including its prestigious Annals of the New York Academy of Sciences and innovative electronic media including "eBriefings" and podcasts.

Urban Land Institute



Urban Land Institute's mission is to provide leadership in the responsible use of land, and in creating and sustaining thriving communities worldwide. In ULI's New York District Council, the Sustainable Building Council, comprised of a select group of large New York City landlords, investors, managers and sustainable development consultants, has as its primary purpose the "greening" of New York's existing building inventory. The Council's focus is to share sustainable best practices, explore ways to reduce our carbon footprint and engage industry and governmental groups with the goal of creating useful and practical sustainable programs and goals.

Media Partners

Next American City



Next American City is a national quarterly magazine about making cities better. We observe, document and conceive realistic solutions about how to improve cities—how to ensure that future generations' lives are improved, and not made more dangerous or unnecessarily complicated by the decisions

we make. In each issue of the magazine you'll find investigative features, thoughtful essays and interviews from the front lines of urban change and innovation. Next American City is published by The Next American City, Inc., a 501(c)3 non-profit organization dedicated to promoting socially and environmentally sustainable economic growth in America's cities and examining how and why our built environment, economy, society and culture are changing. We achieve this goal through the publishing of a print and online magazine, events across the country, and advocacy on issues central to the future of cities. <http://americacity.org/>

ReNew Canada



ReNew Canada is the national infrastructure renewal magazine. Through exclusive interviews and a contributors list that reads like a who's who of industry insiders, ReNew Canada has become the number one source of industry news. More than news, the magazine also offers insight into the industry's varied sectors: financing, asset management, brownfield remediation, funding, policy, construction, engineering and more. ReNew Canada, in both its print and online medium, provides a forum for an open and measured dialogue about Canada's most important industry. Our readers and contributors discuss topics like sustainable development and planning, alternative financing models and project delivery, new technologies, and the legal and political frameworks that support it all.

Sessions

The Meeting of the Minds 2011 program consists of three styles:

- **Keynotes** – world-class speakers followed by Q&A with the rest of us.
- **Expert Panels** – moderators will lead panelists in a candid and friendly debate on the big and pressing choices before us.
- **Pecha Kucha** – leading thinkers and practitioners get ten minutes to share their most innovative ideas in this engaging and fast-paced session style. These sessions are interspersed between panels.

Last minute changes to the program were the following:

- TJ Deora (Governor Hickenlooper's Energy Office Director) replaced Governor Hickenlooper as a keynote
- Jon Coleman from Ford Motor Company was added to Session 2
- Stuart Schare from Navigant Consulting was added to Session 6: Energy Efficiency panel
- Jane Pater Salmon replaced Michael Siminovitch in Session 6
- Session 12: Regional Policies - was made up of: Tom Wright, Lesa Mitchell and Morey Wolfson
- John Williams replaced James Moore in Session 9: Empowering Urban Dwellers from the Bottom-Up

Final presentations from all presenters (who used powerpoint – a handful of presenters did not use any visuals) are posted on the website in PDF form for all participants and the public to access: <http://www.meetingminds2011.org/media/>



Keynotes

Keynote 1: The Future of Smart Cities: Connected, Sustainable and Resilient
Nicola Villa

Keynote 2: Prototyping and Testing Smart City Innovations
Kent Larson

Keynote 3: Governor Hickenlooper's Energy Office
TJ Deora

Expert Panels

Session 1: Great Urban Design – A Radical Act That Can Transform Cities
Bill Moggridge

Sustainability is a design challenge when it comes to a community's key infrastructure assets (water, power, and transport), its buildings and neighborhoods, and the patterns of efficient /inefficient resource consumption. Can great design solutions help us break through barriers to reach our urban/regional sustainability and livability goals? Hear from some of the leaders in this field discuss how urban design and sustainability have come together in new ways and what's ahead.

Session 2: Changing Cities – Changing Cars
Moderator: Bill Reinert
Larry Burns
Chris Borroni-Bird
Sascha Simon
Micheal Austin
Jon Coleman

Hear from the world's leading car manufacturers on the future relationship among and between cities, cars and fuel. How are Toyota, GM, BYD and Mercedes transforming their products, services and business models for a post-carbon world? What trends do they foresee for urban driving, and what vehicles and new mobility

solutions are being developed?**Session 3: Is IT Innovation the Sustainability Game Changer? (via Telepresence)**

Moderator: Nicola Villa
Emilio Frezza (via Telepresence from Rome)
Josep Roig
Ger Baron

Unlike some of the essential elements of life such as sanitation and transportation, energy use in the city is inherently invisible to the naked eye. That's rapidly changing as energy management services are quickly improving by making better use of new tools and technologies. New information and communications technology solutions make it possible to visualize and quantify sustainability — in energy, transport, infrastructure etc. — in ways that were unthinkable just a few years ago. What are these new IT innovations? How, through public use and attention, are they helping cities address their seemingly intractable challenges?

Session 4: New Urban Revitalization Strategies (via Telepresence)

Moderator: Relina Bulchandani
Bas Boorsma (via Telepresence from Amsterdam)
Edmund Woodbury
Mayor Susan Osborne
Michael Ohm

As they search for a different and more livable future, city leaders — from public and private and independent sectors — experiment with strategies to revitalize and renew their urban communities. Speakers from the US and beyond will share their strategies and innovative projects that are pushing the envelope in urban design, new work/life arrangements, and new brownfield redevelopment strategies. How well are these experiments progressing? Which ones are moving beyond the experimental phase? Are lessons learned replicable, scalable, transferable?

Session 5: Measure It, Manage It, and Change It

Moderator: Gordon Feller
Lauralee Martin
Petra Todorovich
Uwe Brandes

Given the reality of limited resources in North America and the EU, investment decisions are being driven by three key differentiators: efficiency, demand, and performance. How are cities and regions using smarter tools, including performance metrics, to make smarter decisions around transit, building and urban investments? What are the most viable options, now available,

that will enable sustainable infrastructure — both environmentally and fiscally? And which options are in development?

Session 6: How Far Will Energy Efficiency Take Us?: Implementation Roadmaps for the Coming Retrofit Revolution (via Telepresence)

Alison Peters
Harry Verhaar (via Telepresence from Amsterdam)
Chuck Leitner (via Telepresence from New York City)
Jane Pater Salmon
Stuart Schare

Cities are seeking greater energy efficiency and fiscal sanity by transitioning to cleaner and greener physical systems — from the big building assets to the smaller lighting solutions, both indoor and outdoor. What are the financing solutions coming out of the private sector? Hear from the lessons learned in CA, the East Coast, and Europe. What policy drivers are successfully driving energy efficiency? Where are the case studies that reveal key lessons that are replicable and scalable and transferable? Which technologies haven't yet been scaled, but could be so? And which ones are in the pipeline?

Session 7: City Learning (via Telepresence)

Moderator: Tim Campbell
Benjamin de la Peña
Andre Herzog (via Telepresence from DC)
Anki Dellnas

Cities are increasingly on the prowl looking for insights, practices and policies in other cities that solve problems and establish a competitive edge. This session will tap into the experience of selected players from

across the globe to share their observations about how learning takes place and under what conditions new knowledge gets translated into innovations back home.

Session 8: Smart Grids

Moderator: Matt Futch
Adrian Tuck
Mary Barber
Massoud Amin

For most of the US, the grid is 80-90 years old. Some utilities are only able to assess the extent of blackouts by driving through neighborhoods and counting blackened windows. In the lifetime of technology, our grid is light years behind other technology innovations. What are the major policy, institutional, technology hurdles to the smart grid? Asian cities have succeeded. What's keeping the US behind?

Session 9: Sourcing Urban Innovations from the Bottom Up + from the Top Down – Empowering City Dwellers Through Open Source/Smart Apps

Moderator: Bill Shutkin
Ben Berkowitz
Mayor Ron Littlefield
John Williams

Innovative organizations — government agencies, companies and NGOs — are finding ways to tap into the collective knowledge of city dwellers to solve both the simple and the seemingly intractable urban problems (monitoring traffic, tracking and reducing pollution, finding pot holes, etc.). At the end of the day, it's the city dwellers that know the exact locations and extent of the problems facing their cities. City governments are employing these new technologies to outsource costly data gathering and, in the



process, are engaging the public in ways that promote sustainability, smarter planning and action-oriented policy dialogue.

Session 10: Creating the Conditions for Cleantech Innovation

Moderator: Chris Shapard
Eyal Aronoff
Roxy Podlogar
Frank Amoroso

Looking over the horizon towards the cleantech revolution's next phase, what's the right mix of policies, financing mechanisms and institutional arrangements which can provide a solid framework for emerging technologies to reach scale in our city-regions? Each panelist will shed light on the different "barrier-busters" which can facilitate the commercial viability of companies working on these challenges, especially as they 'cross the chasm' and move through the valley of debt and the valley of death. Panelists will be speaking to different dimensions based on their unique vantage points.

Session 11: Transforming Lighting/ Physical Assets of the City – A Big Step on the Path to Sustainability

Moderator: Manuel Oomen
Nancy Clanton
Bill Soards
Cees Bijl

Can new lighting and control technologies enable cities to manage their assets in ways that increase economic development, reduce crime and enhance the livability of neighborhoods, downtowns and suburbs? What can companies, cities, and governments do to transition to smarter physical assets/ devices? Communities are beginning to use street lighting as a new strategy to recognize energy, maintenance and economic savings. In addition, this infrastructure may be used to assist with telecommunications and Smart Grid infrastructure to deliver added benefits. How can smarter lighting solutions and other efficient technologies be adopted more quickly? Hear from experts who are working in communities around the world: Boston, China, England, California, Alaska, among others.

Session 12: Regional Policies and Strategies: Will They Really Help to Create Cleaner and Greener Economies?

Moderator: Tom Wright
Lesa Mitchell
Morey Wolfson

Energy and sustainability policy is currently approached from a state-by-state or city-by-city basis. Should we be rethinking the spatial



and institutional approach to effective policy? Neither economies nor greenhouse gases stop at borders and boundaries. Rather than fighting for the same resources, metropolitan regions may be the most appropriate scale for implementing smart, clean energy policies – especially given the federal energy policy void. What regional policy models already exist that can be applied to energy and sustainability policy? What policy and market levers can be pulled at the state and regional scale to overcome current regulatory and market barriers which will make the difference in the coming decades?

Pecha Kuchas

Pecha Kucha 1: Breaking Through the Financing Hurdles for Buildings in Cities

Mark Fulton

Pecha Kucha 2: Water & the Sustainable City Footprint

Paul Lander

Pecha Kucha 3: Planetary Skin

J.D. Stanley

Pecha Kucha 4: Towards a Self-Reflection Framework for Livable Cities

Reon Brand

Pecha Kucha 5: Terawatt – Issues of Scale

Mike Knotek

Pecha Kucha 6: Global Becomes Local: Two Cases Where Knowledge Sharing is Working to Advance Solutions

Jeanette Southwood

Pecha Kucha 7: 5 Big Lessons from New York in Building a More Competitive and Sustainable World City Region

Bob Yaro

Pecha Kucha 8: Smart City Integration Practice – Getting Org-Ware Right

John Williams

Pecha Kucha 9: What's Driving the Driving in Denver? Visualizing Urbanization Trends in US Metro Regions

Ken Laberteaux

Speakers

<http://www.meetingminds2011.org/speakers/>



Massoud Amin
Professor, Chairman
of IEEE Smart Grid

S. Massoud Amin holds the Honeywell/H.W. Sweatt Chair in Technological Leadership, is the director of the Technological Leadership Institute (TLI), a University Distinguished Teaching Professor, and a full professor of electrical and computer engineering at the University of Minnesota. Before joining the University of Minnesota in 2003, he served as head of mathematics and information sciences, directed all infrastructure Security RD&D after the tragic events of 9/11, Grid Operations/Planning, and Energy Markets at the Electric Power Research Institute (EPRI) in Palo Alto. At EPRI he pioneered RD&D in smart grids, is considered the “father of the smart grid” and led the development of over 24 technologies transferred to industry.



Frank Amoroso
Senior Relationship
Manager, Silicon
Valley Bank

Frank Amoroso, as Senior Relationship Manager of Silicon Valley Bank (SVB) is responsible for Cleantech business development in the Northwest, Southwest and Midwest regions of the United States. Amoroso has twenty years of banking experience with Silicon Valley Bank, working with emerging technology, bioscience and cleantech companies nationwide. Prior to his current position, Frank was responsible for new business development and ongoing portfolio management of early stage, hightech, bioscience, and cleantech companies in Colorado. In 1996, he helped find SVB's Colorado office, and was named the Central Division Cleantech Coordinator for the company's nationwide Cleantech Practice in 2006.



Eyal Aronoff
Co-Founder, Quest
Software / Co-Founder,
Fuel Freedom Project

Eyal Aronoff is co-founder of Quest Software, one of the largest independent software vendors in the world. Although Eyal's background is in software, he has since become a practitioner and a prominent speaker on investments, entrepreneurship and philanthropy. Over the past few years Eyal, through his work with the Set America Free coalition, and his recent co-founding of the Fuel Freedom Project, has become a major contributor of funds and strategy to the effort to decrease the world's dependence on oil by removing barriers to fuel competition via grass root efforts.



Micheal Austin
Vice President,
BYD America

Micheal Austin received his degree in Design Engineering and completed a Masters in Mechanical Engineering from BYU. He worked for Motorola 15 years in functions including ODM Director for the Mobile Devices Business responsible for over \$3B in purchases annually and serving as Motorola's Global Energy Commodity Manager purchasing Motorola's battery products. He was selected as Motorola's Distinguished Innovator (with 22 US patents) in 1999. He has considerable Asian International business experience which proves invaluable in his current role as Vice President for BYD America. BYD is a \$40B Chinese company listed on the HKSE and has over 200,000 employees.



Mary Barber
Campaign Director,
New York Region
- Environmental
Defense Fund

As the campaign director of the Environmental Defense Fund's New York region, Mary Barber, leads EDF's work in: scoping smart grid development, energy efficiency measuring and verification (M&V), and financing efforts in New York City. She also leads the NYC Clean Heat Campaign, which seeks to phase out the use of dirty heating oil throughout the city. She is responsible for the oversight of legislative and policy campaigns in the New York State Legislature, New York City Council and other decision-making bodies and also leads nationally-focused projects. Prior to he served as chief of staff for a New York City Council Member, where she directed policy and legislative work.



Ger Baron
Cluster Manager
ICT, Amsterdam
Innovation Motor

As Cluster Manager for Amsterdam Innovation Motor (AIM), Ger Baron develops information and communication technology (ICT) projects. Baron is responsible for founding the Amsterdam ICT-cluster and initiated several public-private partnered projects. Previously Ger worked on the national campaign team of the Dutch Social Democratic Party (PvdA) as an analyst in the consulting department at Accenture.



Ben Berkowitz
CEO and Co-Founder,
SeeClickFix.com

Ben is CEO And Co-Founder at SeeClickFix and a proud resident of New Haven, CT. The inspiration for SeeClickFix.com came from a desire to improve his own community with his neighbors and his government. Ben was named one of Huffington Post's 8 2010 Technology Game Changers and Government and one of Technology magazine's top 25 Dreamers and Innovators for 2011.



Cees Bijl
Global Segment Leader,
Outdoor Market,
Philips Lighting

Cees Bijl is the Global Segment Leader for the Outdoor segment of Philips Lighting which addresses all the business Philips Lighting has with customers in the Outdoor market segment. Before, Cees was the Chief Strategy Officer of Philips Lighting. He joined Philips in the Corporate Strategy Department from a long career in Strategy consulting with Roland Berger and Arthur D. Little, for which he held several managerial posts in the Netherlands and USA.



Bas Boorsma
Urban Innovations
Specialist, Director
Internet Business
Solutions Group, Cisco

Bas Boorsma currently serves as Cisco's Urban Innovations Specialist and Director of the Internet Business Solutions Group. Bas has coordinated and overseen the implementation of global Urban Innovations projects that address the ways we work, live, consume, learn and play – and how this can help communities to become more resilient – environmentally, socially and economically. Bas has helped various cities articulate and implement Smartwork strategies, including a national Smartwork strategy in Korea, and Amsterdam's Double U Smartwork. Bas is the global team leader of Cisco's WorkLife Innovations program, and a member of the board of Amsterdam's Double U Smartwork Foundation.



Chris Borrioni-Bird
Director of Advanced
Technology Vehicle
Concepts and EN-V
Program, GM

Chris Borrioni-Bird is GM's Director of Advanced Technology Vehicle Concepts and EN-V Program. He was named one of Automotive News' Electrifying 100 in 2011. Prior to EN-V he

led GM's Autonomy, Hy-wire and Sequel fuel cell by wire "skateboard" concepts. He received the Technology, Innovation and Achievement Award from Automation Alley and ConneCTech Detroit in 2008. Before joining GM, he led Chrysler's gasoline fuel cell vehicle development and was inducted into the Automotive Hall of Fame as a Young Leader in 2000. He is co-author of the ground-breaking book "Reinventing the Automobile: Personal Urban Mobility for the 21st Century."



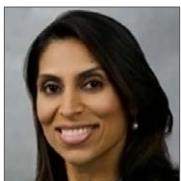
Reon Brand
Senior Director of Company Design Research at Philips Design, Eindhoven, The Netherlands (specializing in Foresight and Socio-cultural change)

Reon's role is to work with multiple stakeholders to explore future directions for the Philips Strategic Company Innovation program. Previously Reon worked in the New Product Development group of Vodacom, the leading South African mobile telephony network, as business consultant responsible coordination collaborations with external partners for innovation and service development. He is a member of an independent think tank on "Livable Cities" sponsored by the Philips Center for Health and Wellbeing, and he has published a positioning paper on the subject: "Rejuvenate Cities" (2010).



Uwe S. Brandes
Vice President, Initiatives at the Urban Land Institute (ULI)

Uwe Brandes leads ULI's Climate Change, Land Use and Energy (CLUE) and The City in 2050 initiatives. Prior to ULI, Uwe was Vice President at the Anacostia Waterfront Corporation in Washington D.C and Associate Director of the D.C. Office of Planning where he managed the award winning Anacostia Waterfront Initiative, an unprecedented inter-governmental partnership between the District of Columbia, the U.S. General Services Administration, the U.S. Navy and the National Park Service to redevelop the shores of the Anacostia River in the nation's capital.



Relina Bulchandani
Global Lead, Connected Real Estate Practice Internet Business Solutions Group, Cisco

Relina Bulchandani is the Global Lead in the Cisco Internet Business Solutions Group (IBSG) Connected Real Estate Practice. She focuses on real estate solutions, technologies, and systems for the real estate sector, helping companies transform their user experience, streamline the design/build processes, and promote sustainability. Prior to IBSG, Bulchandani was Senior Vice President of Strategic Projects at Forest City Enterprises

where she created the outsourcing strategy for strategic relationships and reduced total cost of ownership for the CIO and CTO with third-party partners in India. Prior to Forest City, Bulchandani managed client services for Realm Business Solutions.



Lawrence D. Burns, Ph.D.
Professor - University of Michigan
Director - Roundtable on Sustainability Mobility at Earth Institute / Senior Advisor - Hess Corporation / Consultant - Google

Lawrence D. Burns is currently a Professor of Industrial and Operations Engineering at University of Michigan, Director of the Roundtable on Sustainable Mobility at The Earth Institute, Senior Advisor to the Chairman at Hess Corporation, Consultant to Google Inc, Vice Chairman of MRIGlobal, Contractor of National Renewable Energy Laboratory, CleanTech Advisory Council member, and GreenTech Capital Advisors Advisory Council member. Lawrence is a major voice for the "reinvention of the automobile" and the diversification of transportation energy and has championed vehicle electrification, "connected" vehicles, fuel cells, bio-fuels, advanced batteries, autonomous driving, innovative concept vehicles, and operations research.



Tim Campbell
Author, Consultant, and Former Head of the World Bank Institute's Urban Programs

Tim Campbell has worked for more than 35 years in urban development with experience in scores of countries and hundreds of cities in Latin America, South and East Asia, Eastern Europe, and Africa. His areas of expertise include strategic urban planning, city development strategies, decentralization, urban policy, and social and poverty impact of urban development. Tim Campbell retired from the World Bank in December of 2005 after more than 17 years working in various capacities in the urban sector. Mr. Campbell recently published *Beyond Smart Cities: How Cities Network, Learn and Innovate, The Quiet Revolution*, and many papers and articles on decentralization and urban policy.



Nancy E. Clanton
Founder and President, Clanton & Associates

Nancy E. Clanton is founder and President of Clanton & Associates, a sustainable lighting design firm. Nancy is a National Science Foundation committee member, IESNA Outdoor Environmental Lighting Committee and Mesopic Committee chairperson, chair of the Model Lighting Ordinance IESNA and IDA joint task force, and on the Board of Directors of the International Dark Sky Association. Nancy

was a topic editor for the IESNA Lighting 9th Edition Handbook and a lighting group leader for Greening of the White House, led the lighting workshops for the C40 conference in Seoul, and was awarded the IESNA Presidential Award in 1990 and 2006.



Benjamin de la Peña
Associate Director for Urban Development, The Rockefeller Foundation

Benjamin de la Peña is Associate Director for

Urban Development at The Rockefeller Foundation. Benjamin has extensive expertise in urban planning, change management, leadership development communications and innovation technologies. He grew up in the Philippines and has worked on urban slum, urban planning and infrastructure projects internationally. Previously he served as Associate Director for Implementation at Smart Growth America and worked with communities across the U.S. to implement progressive and innovative development strategies.



Anki Dellnas
Director of the Centre of Knowledge at the International Centre for Local Democracy (ICLD), Sweden

Dr. Dellnas has been working as a knowledge management and capacity building professional during the past 15 years. Her areas of expertise are research project management, program curriculum development, administration, result based management and policy implementation. In her capacity as the Director of the Centre of knowledge at the International Centre for Local Democracy (ICLD) Sweden, she has been, directing global research teams and capacity building programs for local governments in developing countries in Africa and Asia. Prior to her current job, Dellnas was a senior researcher at the Swedish Institute of Studies of Education and Research (SISTER) and a Senior Faculty Administrator at Gothenburg University. For the moment Dellnas is working with SKL International and SKL International on capacity building programs on Urban sustainability and Strengthening of Local Governments in Southern and Eastern Africa.



TJ Deora
Director, Colorado Governor's Energy Office

TJ is the Director of the Governor's Energy Office (GEO). Prior to joining the GEO, TJ led policy advocacy efforts as Senior Manager in Horizon Wind Energy's government affairs team where he focused on promoting investment-friendly environments at the state and regional level across the eastern US. Earlier he led Horizon's market and transmission development in New England and early stage project development efforts in the Rockies. In that role, TJ developed

projects in Kit Carson, Cheyenne, and Baca counties, and he helped found and served as co-chair of the Colorado Renewables and Conservation Collaborative, a voluntary industry working group. TJ has served on the boards of the Interwest Energy Alliance, the Colorado Independent Energy Association, and Renewable Energy New England.



Gordon Feller
Director, Urban Innovations, Public Sector Practice, Internet Business Solutions Group, Cisco

Gordon Feller is a director of the Cisco Internet Business Solutions Group's Urban Innovations team within the Public Sector Practice where he supports Cisco's numerous China initiatives, while simultaneously leading Cisco's new City Leader Program for Chinese mayors and city-based party secretaries. Prior to joining Cisco IBSG, Feller was CEO of the Urban Age. For nearly 30 years, Feller has advised on urban development issues with leaders of multinational companies, cities, NGOs/foundations, and national governments. His clients have included World Bank, United Nations, German and Canadian



Emilio Frezza
CIO, City of Rome

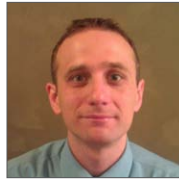
Since 2008, Mr. Frezza has held the position of the Chief Information Officer for the City of Rome (Roma Capitale, Italy) at the Technology Resources and Delegated Services Department. The Department manages e-government projects and applicative cooperation with other public institutions with the aim of ensuring interactive communication between citizens and enterprises. Since 1988, he has been a member of the Board of Directors in many ICT companies. From 2004 to 2008, he held the position of Infrastructure Area Director coordinating Sistema Pubblico di Connettività. Mr. Frezza is also a Member of Pepsco Committee of EU IDABC for e-government.



Mark Fulton
Managing Director, Deutsche Bank Group - DB Climate Change Advisors

In his role as Global Head of climate change investment research based in New York, Mark Fulton co-ordinates a team of analysts who publish white papers on key industry, policy, and strategic topics that advise investment managers on climate change based strategies across the asset management platform. Mark has taken on senior roles at Citigroup in the US, Salomon Smith Barne and NatWest in Sydney, and James Capel in London. Mark is Co-Chair of UNEP FI Climate Change Working Group and Member of Steering

Committee, Capital Markets Climate Initiative, UK Department of Energy and Climate Change.



Matt Futch
Global Policy Lead, Energy & Utilities S&D, IBM

Matt is responsible for assessing worldwide markets for governmental and regulatory policies that enable IBM's Smarter Planet initiatives and revenue targets. Matt's primary focus areas will be to leverage IBM's country teams on Smart Grid issues throughout the world and to assist executive leadership on strategic policy initiatives that best fit with the corporate mission. Previously, Matt as the Senior Policy Manager at the Colorado Governor's Energy Office, worked with the State's electric and gas power sector. Over five years, Matt helped negotiate and craft the clean energy policies including renewable energy, smart grid, and energy efficiency bills.



Andre Herzog
Senior Urban Specialist, World Bank Institute

As the World Bank Institute's Senior Urban Specialist, André Herzog is responsible for WBIUR Global Program on Urban Services to the Poor ("Inclusive Cities"), WBI Urban Program in India, and managing the South Africa National Upgrading Support Program funded by Cities Alliance. Under the Inclusive Cities Program, Andre' established global partnerships with Cities Alliance, UNHabitat, GTZ, and the InterAmerican Development Bank to support the development of an e-learning course on designing and managing slum upgrading projects, and a 15 country case study on policies and programmatic approaches in scaling up upgrading.



Michael Knotek
Director, Renewable and Sustainable Energy Institute (RASEI)

Michael Knotek brings more than forty years of energy science and technology expertise to the University of Colorado Boulder. Knotek formerly served as senior science and technology adviser to the Secretary of Energy at DOE; distinguished science executive at Argonne National Laboratory; chief technology officer with the Battelle Memorial Institute; chairman of the National Synchrotron Light Source research facility at Brookhaven National Laboratory; and associate laboratory director for Environmental and Energy Sciences at Pacific Northwest National Laboratory. Knotek is a fellow of the American Association for the Advancement of Science and the American Physical Society.



Ken Laberteaux, PhD
Senior Principal Scientist, Toyota Research Institute - North America

Ken Laberteaux is a Senior Principal Scientist for the Toyota Research Institute-North America in Ann Arbor, MI. In his nineteen years in the automotive and telecommunication industries, Ken has produced twenty-five scholarly publications, eight patents, and fourteen additional invention disclosures. Ken's current research focus is sustainable mobility systems, including grid-vehicle interactions, vehicle electrification feasibility, security and privacy issues of smart grid, battery lifetime modeling, and US urbanization and transportation patterns. Before joining Toyota, Ken spent ten years as a researcher at the Tellabs Research Center, working on echo cancellation, data networking protocols, call admission control, and congestion control.



Paul Lander, PhD
Principal, Dakota Ridge Partners

Paul W. Lander, PhD, ASLA, LEED A.P. has worked in the fields of water, energy and land conservation for over 28 years. For 16 years, he led the City of Boulder's Water Conservation Office, directing the city's award-winning program for a community of over 100,000 people. He teaches courses in Western Water, and Landscape Sustainability at CU-Boulder and Denver. He is Chair of the ASLandscape Architects Water Conservation Professional Network, the Alliance for Water Efficiency Outreach and Education Committee, and the AWWA WaterWiser Committee, and is on the advisory board of the Lane Community College, OR Water Conservation Technician Program.



Kent Larson
Director, Changing Places, MIT Media Laboratory and MIT Living Labs

Kent Larson directs the Changing Places research group at the MIT Media Laboratory and the MIT Living Labs initiative in the School of Architecture and Planning. Larson practiced architecture for 15 years in New York City, with work published in Architectural Record, Progressive Architecture, Global Architecture, the New York Times, A+U, and Architectural Digest. His book, *Louis I. Kahn: Unbuilt Masterworks* was selected as one of the Ten Best Books in Architecture, 2000 by the New York Times Review of Books. Related work was selected by Time magazine as a "Best Design of the Year" project.



Charles B. Leitner III
Chief Executive Officer,
Greenprint Foundation
/ Chairman, RREEF

Mr. Leitner is Chief Executive Officer for

the Greenprint Foundation, a non-profit organization created by a global alliance of leading real estate investors to spearhead the industry's drive to reduce greenhouse gas emissions while creating value in property portfolios. In addition, Mr. Leitner is Chairman of RREEF and a member of Deutsche Asset Management's Global Operating Committee. He is a Trustee of the Urban Land Institute, on the Board of Directors of the Pension Real Estate Association, a member of the National Association of Industrial and Office Parks, and a member of the Real Estate Roundtable.



Ron Littlefield
Mayor of Chattanooga,
Tennessee

Ron Littlefield began his second term as Mayor of Chattanooga

in Spring 2009. Mayor Littlefield has served as Commissioner of Public Works, two terms as the District 6 Councilperson, and twice as council chair. Mayor Littlefield also held positions as Chattanooga's Economic Development Coordinator and Director of Planning and Operations for the Chattanooga-Hamilton County Regional Planning Commission. He has been an instructor at the University of Tennessee at Chattanooga and has served as a board member for the Southeast Tennessee Development District, Partners for Livable Communities, Community Impact, and the Chancellors Round Table at the University of Tennessee.



Lauralee E. Martin
Executive Vice President
and Chief Financial
and Operating Officer,
Jones Lang LaSalle

As Chief Financial and Operating Officer, Lauralee Martin is responsible for all global finance functions including accounting, tax, treasury, internal audit and investor relations together with information technology and all aspects of the firm's operational platform. Prior to joining Jones Lang LaSalle, Ms. Martin was CFO of Heller Financial Inc., where she was involved in both the company's initial public offering in 1998 and its successful sale of the company to General Electric Capital in 2001. Ms. Martin also served as Heller's Group President. She is a member of the Executive Club, the Chicago Network, and a Trustee of the Urban Land Institute.



Lesa Mitchell
Vice President, the
Kauffman Foundation

Lesa Mitchell is a vice president with the Kauffman Foundation.

Lesa was instrumental in the founding of the Kauffman Innovation Network/ iBridge Network, the Translational Medicine Alliance, the National Academies-based University-Industry Partnership and leader in the replication of innovator-based mentor programs across the U.S. In addition, Lisa serves on the boards of Gazelle Growth in Denmark, the University of Kansas Institute for Commercialization and is an advisor to the Institute for Pediatric Innovation. Prior to joining Kauffman, Mitchell spent twenty years of her career in global executive roles at Aventis, Quintiles, and Marion Laboratories.



Bill Moggridge
Director, Smithsonian's
Cooper-Hewitt, National
Design Museum

Bill Moggridge is the Director of the

Smithsonian's Cooper-Hewitt, National Design Museum. Bill designed the first laptop computer, the Grid Compass, launched in 1982. He describes his career as having three phases, first as a designer with projects for clients in ten countries, second as a co-founder of IDEO where he developed design methods for interdisciplinary design teams, and third as a spokesperson for the value of design in everyday life, writing, presenting and teaching, supported by the historical depth and contemporary reach of the museum. He has authored *Designing Interactions* and *Designing Media*.



Russell Moore, PhD
Provost and Executive
Vice Chancellor for
Academic Affairs,
University of
Colorado Boulder

Russell L. Moore is Provost and Executive Vice Chancellor for Academic Affairs and Professor of Integrative Physiology and an adjunct professor in the Department of Medicine at the University of Colorado Denver. Prior to joining the University of Colorado, he was on the faculty of the Departments of Medicine and Cellular & Molecular Physiology at The Pennsylvania State University College of Medicine. His research focuses on adaptations of the heart to physiological and pathological stress. At CU-Boulder, he has served as a department chair and co-chaired the Flagship 2030 Task Force on Research, Scholarship, and Creative Works.



Michael Ohm
Partner and Office
Managing Partner,
Bryan Cave LLP

Michael Ohm's practice is highly diverse ranging

from traditional environmental counseling, permitting and defense to emerging areas of environmental, energy and natural resource law. His twenty years in private practice are founded upon prior public service first with the United States Environmental Protection Agency at EPA's Midwest Region 5 office followed by service as an environmental Assistant Attorney General to the Illinois Attorney General. An experienced public speaker, Michael has addressed numerous organizations on a variety of environmental legal subjects, including: wetlands regulation CERCLA cost recovery, RCRA closure procedures, OSHA health and safety requirements and Clean Air Act permit planning.



Manuel Oomen
Senior Director Innovation
Alliances, Philips Lighting

Manuel Oomen has been with Philips more than 20 years, of which more than 15 years in Philips Lighting. He held various technical and management positions in Philips; and has been working and living in the Netherlands, Germany and USA. Recently he became responsible for Innovation Alliances at Philips Lighting. In this role he is defining and managing partnerships with other companies and institutes with the objective to learn about and deliver innovative integrated solutions to customers. Partnering with others is one important instrument for Philips Lighting to become a full lighting solutions provider.



Susan Osborne
Mayor of Boulder,
Colorado

Susan Osborne is currently the mayor of Boulder and a member of the Boulder

City Council. She has an interest in energy as it relates to climate change, in affordable housing and land use planning. Susan was director of long range planning, energy and environment director, Community Development Block Grant assistant director and director, and neighborhood and historic preservation planner for the city of Boulder from 1977 until 1999. Post-retirement and pre-council, Susan was an adjunct planning professor at the University of Colorado while earning a PhD, was on Boulder's Parks Board, and was president of Historic Boulder.



Alison Peters
Managing Director of the Deming Center for Entrepreneurship at CU-Boulder's Leeds School of Business

Alison Peters oversees development and implementation of the Center's strategic plan, including student programs, communications, and financial management. She also oversees the Center's sustainable entrepreneurship program, managing business partnerships and developing student programs with cutting-edge industries such as clean-tech, natural products and sustainable venturing. She provides project management for cross-campus research activities in the area of alternative vehicles. Ms. Peters has also held positions as a business consultant, and as Environmental Affairs Director for the City of Boulder.



Roxanna Podlogar
Vice President of Product Strategy, Green Energy Corp.

Roxanna 'Roxy' Podlogar is responsible for Product and Alliance Strategy at Green Energy Corp. Roxy has held marketing and sales roles in software consulting companies and in the storage area network market. She has leadership experience in developing and deploying leading edge software technologies, which contributed to the evolution of the Telecom industry. She is a founding member of the Colorado CleanTech Industry Association and co-inventor on eight broadband patents.



Bill Reinert
National Manager of Advanced Technology for Toyota Motor Sales, USA

As National Manager of Advanced Technology for Toyota Motor Sales, Bill Reinert's primary function is to coordinate Toyota's development and marketing activities related to alternative-fueled vehicles and emerging technologies. He is currently working on several advanced hybrid electric products, direct hydrogen fuel cell vehicles, reformed fuel approaches for hydrogen, full-featured electric vehicles, advanced biofuels and sustainable transportation systems. Bill has testified before the U.S. House of Representatives Subcommittee on Energy and Air Quality, The National Science Foundation and is currently the Chair for the Electricity sub-group of the National Petroleum Council's Future Transportation Fuels study for the Department of Energy.



Josep Roig
Secretary General, United Cities Local Governments

Mr. Roig is a founding member of Metropolis and has been an active member since 1985. Prior to becoming the Secretary General in 1999, he held the position of Deputy Secretary as well as the Executive Director of Metropolis'99 from 1997-1999. Josep was also the secretary of Barcelona Quality Network until 1997 and the Quality Coordinator of Barcelona 2000 Strategic Plan. At Barcelona Metropolitan Corporation (CMB) he led economic promotion, asset management, financing and planning, first as the Coordinator of Technological and Industrial State Parks, then as Deputy Director and finally as a Financial Director and Deputy Director General.



Christine Shapard
Founding Executive Director, Colorado Cleantech Industry Association

Christine (Chris) Shapard is the Founding Executive Director of the Colorado Cleantech Industry Association. In addition to her role with CCIA, Christine is also an ex-officio member of Governor John Hickenlooper's Venture Capital Investment Advisory Committee and she chairs the Colorado Department of Labor's Green Jobs Colorado Advisory Council. Prior to her role with the CCIA, Chris was Deputy Director of the Colorado Bioscience Association. Before joining the bioscience association, Shapard was Director of Emerging Technologies for the Colorado Office of Economic Development and International Trade.



Bill Shutkin
President, Presidio Graduate School; former Executive Director of the Rocky Mountain Land Use Institute and Lecturer at the University of Denver Sturm College of Law

Bill Shutkin is a global leader in sustainability and social entrepreneurship. He is the President of Presidio Graduate School and former director of Rocky Mountain Land Use Institute. He is a Visiting Scholar at the Renewable and Sustainable Energy Institute at the University of Colorado and a founding Partner of Urban Sustainability Associates. Bill has served on the faculty of the Department of Urban Studies and Planning at MIT and was an Adjunct Professor at Boston College Law School. He is the author of the award-winning book, *The Land That Could Be: Environmentalism and Democracy in the Twenty-First Century*, and *A Republic of Trees: Field Notes on People, Place, and the Planet*.



Sascha Simon
Director, Advanced Product Planning, Mercedes-Benz USA

As the Head of advanced product planning for Mercedes-Benz USA (MBUSA), Sascha Simon is responsible for long-term planning functions in the strategic planning area of product management. Prior to joining MBUSA in 2004, Simon worked at Daimler-Benz Aerospace in Munich where he was head of business development and strategy for the Satellite Constellation branch of the then newly formed European Aeronautics, Defense and Space Corporation (EADS). He was instrumental in building the early case for the European Navigation Constellation Galileo and spearheaded satellite-based telematics and satellite radio initiatives.



Bill Soards
President, AT&T Colorado

Bill Soards is President of AT&T Colorado. Appointed in April of 2009, Bill is responsible for all external affairs for AT&T in Colorado. Prior to becoming AT&T Colorado President, Bill was Assistant Vice President of Public Affairs for AT&T's Midwest region working in Chicago, IL. In 2006, Bill helped lead the state effort to deregulate the telecom industry and establish a statewide system for cable franchising and video competition. That legislation, The Indiana Telecom Reform Act, was signed into law in March of 2006 by Indiana Governor Mitch Daniels and continues to attract jobs and investment across the state.



Jeanette Southwood
Principal and Global & Canadian Sustainable Cities Leader, Golder Associates Ltd.

Jeanette is a Principal and Global & Canadian Sustainable Cities Leader at Golder Associates. For more than 20 years, she has directed and participated in numerous urban intensification and sustainable revitalization projects for a variety of private and public clients. She is a registered Professional Engineer in the Province of Ontario, and a Qualified Person for Risk Assessment and Environmental Site Assessment. Since 2001, she has been listed in the Women in the Lead Directory. Jeanette received the PEO Young Engineer Medal in 1997 and has received several honors over the years, most recently becoming a Fellow of Engineers Canada.



Petra Todorovich
 Director of America
 2050, Regional Plan
 Association (RPA)

Petra Todorovich is
 Director of America 2050,

RPA's national urban planning initiative to develop an infrastructure and growth strategy for the United States. Prior to the launch of America 2050, Petra directed RPA's Region's Core program and coordinated the Civic Alliance to Rebuild Downtown New York, a network of organizations that came together shortly after 9/11 to promote the rebuilding of the World Trade Center site and Lower Manhattan. Petra is also an Assistant Visiting Professor at the Pratt Institute Graduate Center for Planning and the Environment and a member of the Board of Advisors of the Eno Transportation Foundation.



Adrian Tuck
 Chief Executive
 Officer, Tendril

As CEO of Tendril, Adrian
 Tuck focuses on expanding
 Tendril's customer base

through multiple sales and marketing channels, including alliances with leading companies. Adrian is also the vice-chair of the ZigBee Alliance, an association of companies working together to enable reliable, cost-effective, low-power, wirelessly networked, monitoring and control products based on an open global standard. Prior to Tendril, Adrian served as both interim CEO and executive vice president of Ember Corporation, a leading semiconductor provider to the Smart Grid, where he guided the company's market strategy through its critical early-growth stage.



Harry Verhaar
 Sr. Director Energy
 & Climate Change
 and Head of Strategic
 Sustainability Initiatives,
 Philips Lighting

Harry Verhaar has over 20 years of experience in the lighting industry. He has in the past seven years been the architect of the lighting strategy on energy and climate change, which has resulted in a global momentum on phasing out of old lighting technologies for cities, non-residential buildings and homes. He is an active member of a number of partnership networks, among which The Climate Group; WBCSD; World Green Building Council; Prince of Wales Corporate Leadership Group on Climate Change, and a member of the Advisory Board of The Lisbon Council.



Nicola Villa
 Senior Director, European
 and Emerging Markets
 Public Sector Practice,
 Internet Business
 Solutions Group, Cisco

Nicola Villa is a Senior Director working in the Cisco Internet Business Solutions Group (IBSG). He leads IBSG's local government and broadband government activities across EMEA and emerging markets. He also focuses on working with central governments to develop national innovation strategies and broadband initiatives. Nicola is an executive member of the ComOnline eBoard, Italy's most successful e-government shared-services program, based in Como. Nicola contributed to the work of the Dutch national broadband commission, and he recently co-published Broadband Government 2010, a broadband strategy guide for city executives, distributed in 36 countries and translated into four languages.



John F. Williams, II
 Senior Vice President,
 HDR Engineering Inc.

John Williams is a SVP with HDR Engineering, Inc. based in NYC. As Adjunct Assistant Professor of International and Public Affairs at Columbia University John teaches a capstone course on Public-Private-Partnerships. A supporter of The Climate Group, member of the Clinton Global Initiative, advisor to the US Conference of Mayors, Urban Design Institute Fellow, John, has received the ASLA Certificate of Honor and national acclaim. He sits on the advisory board for the Partnership for New York City and NY PolyTech High School and on the board of trustees as treasurer for the New York Foundation for the Arts.



Edmund Woodbury
 President, McCaffery
 Interests

As President of McCaffery
 Interests, Edmund
 Woodbury is responsible for

leading the firm's executive management team in executing the McCaffery Interests' vision and strategic direction. Ed has 25 years of experience in the real estate industry and has developed \$1.5 billion of urban mixed-use projects. A registered architect, Ed practiced for 7 years in the Chicago office of Skidmore, Owings and Merrill. He also held senior positions in Oxford Properties and BCE Development (now Brookfield) before joining McCaffery Interests. A local leader, Ed has served on his zoning board, plan commission and as Trustee and President of his local village.



Tom Wright
 Executive Director,
 Regional Plan
 Association (RPA)

As Executive Director of
 Regional Plan Association,

Tom Wright manages a staff of 30 planners and researchers, oversees budgeting and fiscal planning for a \$5 million organization, and coordinates a 65-member Board of Directors. Tom is a Visiting Lecturer in Public Policy at Princeton University's Woodrow Wilson School of Public and International Affairs. As Deputy Executive Director of the New Jersey Office of State Planning, Tom coordinated adoption of the 2001 New Jersey State Development and Redevelopment Plan. Previously, he was Coordinator of the award-winning Mayors' Institute on City Design, sponsored by the National Endowment for the Arts.



Robert D. Yaro
 President, Regional Plan
 Association (RPA)

Robert D. Yaro is the
 President of Regional Plan
 Association, America's

oldest independent metropolitan policy, research, and advocacy group for the New York Metropolitan Region. Mr. Yaro co-chairs the Empire State Transportation Alliance and the Friends of Moynihan Station, and is Vice President of the Forum for Urban Design. He serves on Mayor Bloomberg's Sustainability Advisory Board, which helped prepare PlaNYC 2030, New York City's current long-range sustainability plan. Since 2001, Mr. Yaro has been Professor of Practice in City and Regional Planning at the University of Pennsylvania. He has also taught at Harvard University and the University of Massachusetts.

Attendees

Meeting of the Minds 2011 sold out almost a week before the event. There were an estimated 240 attendees at the St. Julien Hotel in Boulder Colorado. Only twenty two paid attendees did not show up – approximately 10% as expected.

Nava Acharya
Member, All Party
Mechanism, Kathmandu
Metropolitan City Office

Mary Allen
Editor, IT in Canada Magazine

James Aloisi
Director, Transportation
Innovations, AECOM

Ann Althoff
Senior Vice President, HOK

Massoud Amin
Director, Chair,
Professor, University of
Minnesota, Technological
Leadership Institute

Frank Amoroso
Senior Relationship Manager,
Silicon Valley Bank

Alec Appelbaum
Freelance contributor,
The New York Times

Kristi Audette
Event Planner - MotM,
Executivevents

Mary Austin
Principal, Corporate
Partnerships

Micheal Austin
Vice President, Build
Your Dreams (BYD)

Jonathan Bahe
Managing Director, Design
Futures Council

Jake Baker
Associate, Deutsche Bank

Mary Barber
Campaign Director,
Environmental Defense Fund

Jim Barclay
Chief Information Officer,
Logan City Council

Ger Baron
ICT Cluster Manager,
Amsterdam Innovation Motor

Richard Baron
Chairman & CEO, McCormack
Baron Salazar

David Baum
Vice President Sales &
Marketing, Philips

Robert Beadling
CATIA Brand Manager,
Dassault Systemes

Benjamin Berkowitz
CEO, seeclickfix.com

Andrew Bermingham
CEO, Montreux Energy LLC

Brad Bernthal
Associate Clinical Professor,
Law School, CU-Boulder

Hardik Bhatt
Director, Cisco Systems

Cees Bijl
Global Segment Leader
Outdoor, Philips Lighting

Eugenie Birch
Nussdorf Professor of Urban
Research & Education,
University of Pennsylvania

Gillian Blake
Associate Principal -
Infrastructure, ARUP

Charlie Bloch
Managing Consultant,
Navigant Consulting

Bhairab Bogati
Chief, Chamati, Manahara
and Naya Bazar Land
Pooling Project, Kathmandu
Metropolitan City Office

Bas Boorsma
Director, IBSG, Cisco

Christopher Borroni-Bird
Director, Advanced
Technology Vehicle Concepts,
General Motors

KC Boyce
Deputy Executive Director,
Membership & Regional
Impact, ICLEI - Local
Governments for Sustainability

Reon Brand
Senior Director, Philips

Joe Browder
Partner, Dunlap & Browder, Inc.

Relina Bulchandani
Global Lead, Connected
Real Estate, IBSG, Cisco

Cathleen Burns
Director, Executive
Education, Leeds

Lawrence Burns
Dir. of Roundtable on
Sustainable Mobility,
Columbia University

Eric Campbell
Environmental Survey
Analyst, DOE

Tim Campbell
Chairman, Urban Age Institute

Linda Capuano
Company Vice President,
Technology, Marathon
Oil Corporation

Yiwei Chen
Program Development
Manager, NextEnergy

So-Min Cheong
Assistant Professor,
University of Kansas

Jaycie Chitwood
Future Fuels and Environmental
Strategy Manager, Toyota

Kendall Christiansen
Principal, Gaia Strategies

Nancy Clanton
President, Clanton & Associates

Susan Clarke
Professor/Faculty Director
Social Entrepreneurship/
Equitable Development/
Sustainability program,
University of Colorado-Boulder

Helen Clarkson
Head of Forum for the Future,
US, Forum for the Future

Jon Coleman
Sustainability & Technology
Manager, Ford Motor Company

Cam Collyer
Director, National
Programs, Evergreen

Nancy Connery
Consultant, Writer,
Consultant/Writer

Chip Crawford
Director, The HOK
Planning Group, HOK

Joseph Danko
Global Director, Sustainable
Solutions, CH2M HILL

John Davies
Vice President, Senior
Analyst, GreenBiz Group

Gerry de Klerk
CEO, Rampart Capital Corp

Melanie de Klerk
Vice President, Rampart
Capital Corp

Richard de Klerk
Vice President, Rampart
Capital Corp

Benjamin de la Pena
Associate Director,
Urban Development,
Rockefeller Foundation

Thomas Delaney
Vice President for Global
Technology Services,
New York University

Anki Dellnas
Director, Swedish International
Centre for Local Democracy

Ron Dembo
Founder and CEO, Zerofootprint

Lorna den Daas
Director, Smarter Solutions
Business Development,
IBM Corporation

TJ Deora
Director, Colorado
Governor's Energy Office

TJ DiCaprio
Senior Director, Energy
& Carbon, Microsoft

Kimberly Dickey
Director of Communications,
Un-Coil

Peter Dignan
Executive Director, CORE

David Driskell
Executive Director, City
of Boulder, Community
Planning and Sustainability

Alan DuBois
Mechanical Engineering,
CU-Boulder

Marc Duchesne
Writer, Collectiv-IT

Reyes Etta
Sustainable Solutions
Program Coordinator, HDR

Kerry Evans
Strategic Marketing Director,
GE Digital Energy

Barbara Farhar
Renewable and Sustainable
Energy Institute, CU-Boulder

Gordon Feller
Co-Founder, Meeting of the
Minds /Director of Urban
Innovation, IBSG, Cisco,
Meeting of the Minds / Cisco

Jessie Feller
Senior Planner, Regional
Plan Association

Anders Ferguson
Partner, Veris Wealth Partners

Jeff Ferzoco
Creative and Technology Director,
Regional Plan Association

Deborah Fisher
Director, Alcatel-Lucent

Maryantonett Flumian
President, Institute
on Governance

Teresa Forst
Executive Vice President,
ES Energy, LLC

Stacey Frost
Founder, Urban Re:Vision

Mark Fulton
Managing Director,
Deutsche Bank

Peter Fusaro
Chairman, Global
Change Associates

Matt Futch
Global Policy Lead, IBM

David Gagliano
Director, Smart+Connected
Communities, Cisco

Dave Gallon
Trends & Innovation
Strategy Manager, Toyota
Motor Sales, USA, Inc.

Cathy Garner
CEO, Knowledge
Economy Innovations

Paolo Gaudiano
President and CTO,
Icosystem Corporation

Kevin George
President, Articulate Design

Stela Goldenstein
Advisor, Sao Paolo
State Government

Will Goodman
Special Assistant to
the President, Jonathan
Rose Companies

Blair Grabinsky
Strategic Partner
Development, Pulse Energy

Stephanie Grippe
Director, Institute for
Sustainable Development,
Associate Professor Adjunct,
CU Real Estate Center,
Leeds School, CU-Boulder

Michael Gurin
CTO, QueView

Ricki Hadow
Senior Project Manager,
Renewable and Sustainable
Energy Institute (RASEI) -
University of Colorado Boulder

John Hanson
National Manager,
Environmental, Safety
& Quality, Toyota

Jana Hartline
Environmental Communications
Manager, Toyota

Suzanne Hatty
Professor, Ohio University

Steven Hauser
Vice President, Grid Integration,
National Renewable Energy
Laboratory (NREL)

Courtney Holden
Journalist, BigGreenBoulder

John Horn
President, RACO

Scott Huffman
Senior Engineer, National
Renewable Energy Laboratory

Gregory Hummel
Partner, Bryan Cave LLP

Douglas Humphrey
Chief Executive, CityAbility

Andre Ivanov
Professor and Head, University
of British Columbia

Arun Jain
Urban Designer/Urban
Strategist, Consultant

Rebecca Jaime-Brown
Program Manager, Un-Coil

Paul Jerde
Director, Deming Center for
Entrepreneurship, Leeds
School, CU-Boulder

Pamela Jones
Director of the Office of Grants
and Contracts, CU Foundation

Stephen Jordan
Senior Vice President and
Executive Director, Business
Civic Leadership Center

Naureen Kabir
Senior Program Manager,
New Cities Foundation

Mahesh Kafle
Senior Administrative
Officer, Kathmandu
Metropolitan City Office

Shankar Kandel
Chief, City Planning Commission
Secretariat, Kathmandu
Metropolitan City Office

Tanya Kelly-Bowry
Vice President for Government
Relations, University of Colorado

Bret Kerlin
Strategy Consultant, Icosystem

Martin Kernbichler
Managing Director, Illumination
Network Systems

Joanne Keys
Executive Director, Alliance
for Sustainable Colorado

Julia Klaiber
Director of External
Affairs, CEOs for Cities

Kevin Krizek
Associate Professor of Planning,
Design, and Civil Engineering
College of Architecture and
Planning, CU-Boulder

Michael Kruklinski
Chief Strategy Officer, Siemens

Hari Kunwar
Senior Administrative
Officer, Kathmandu
Metropolitan City Office

Dennis Kyle
Strategic and New Market
Development, Tendril

Ken Laberteaux
Senior Principal
Scientist, Toyota

Paul Lander
Principal, Dakota
Ridge Partners

Gary Larson
Global Design Leader,
MulvannyG2 Architecture

Kent Larson
Director Changing Places,
Senior Research Scientist,
MIT Media Lab

Steve Lawrence
Leeds School of Business,
CU-Boulder

Yvon Le Roux
Vice President, Global Public
Sector, Smart Connected
Communities, Cisco

John Leahey
Mechanical Engineering,
Mechanical Engineering,
CU-Boulder

Charles Leitner
Chief Executive Officer,
Greenprint Foundation

Jiping Li
Vice president, Beijing
East Dawn Inc.

Ron Littlefield
Mayor, Mayor, Chattanooga

Hunter Lovins
President and Founder,
Natural Capitalism

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Cam Collyer - Evergreen
Kimberly Dickey - Un-Coil
Peter Dignan - CORE
Marc Duchesne - Collectiv-IT
Peter Fusaro - Global Change Associates
John Horn - RACO
Rebecca Jaume-Brown - Un-Coil
Cathy Garner - Knowledge Economy Innovations
Paolo Gaudiano - Ico-system Corporation
Kevin George - Articulate Design
Blair Grabinsky - Pulse Energy
Michael Gurin - QueView
Bret Kerlin - Icosystem
Martin Kernbichler - Illumination Network Systems
Dennis Kyle - Tendril
Martin Mendez Falcato - BITCARRIER, S.L.
Mark Monroe - Energetic Consulting, Inc.
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Reuben Munger - Vision Ridge
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Riccardo Romano - Renova
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Naveen Sikka - Ter-Viva BioEnergy
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Adrian Tuck - Tendril
Ian White - Urban Mapping, Inc
Sheri Woodsgreen - One Globe Corporation
HAN YU - Beijing East Dawn IT Co., Ltd.
Luis Zambrana - One Globe Corporation
Ron Dembo - Zerofootprint

We had a group of participants (approx. 50) who were from organizations that are actively developing partnerships with entrepreneurs, including:

Sascha Simon - Mercedes-Benz USA
Bill Soards - AT&T
Jeanette Southwood - Golder Associates
Micheal Austin - BYD
Ger Baron - Amsterdam Innovation Motor
David Baum - Philips
Robert Beadling - Dassault Systemes
Jake Baker - Deutsche Bank
Cees Bijl - Philips Lighting
Charlie Bloch - Navigant
Christopher Borroni - Bird - General Motors
Linda Capuano - Marathon Oil Corporation
Jaycie Chitwood - Toyota
Jon Coleman - Ford Motor Company
Chip Crawford - HOK
Harry Daglas - Dassault Systems
Lorna den Daas - IBM Corporation
TJ DiCaprio - Microsoft
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Deborah Fisher - Alcatel-Lucent
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Matt Futch - IBM
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Michael Kruklinski - Siemens
Lois Macklin - Alberta Innovates – Technology Futures
Ted Maulucci - Tridel Corporation
Steven Morton - HOK
Drew Murphy - NRG Energy
Adam Newton - Shell
Terry Penney - National Renewable Energy Laboratory
Robert Sturtz - United Airlines
Steph Stoppenhagen - CH2M HILL

Thank You ---

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