

# Report on Virtual Symposium



## Building the 21<sup>st</sup> Century City: The Future Is Now!



**Urban Land  
Institute**  
Cleveland



**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

# Contents

Partners and Sponsors .....	01
Symposium Keynote Speakers and Panalist .....	02
Message From The Symposium Core Committee .....	03
Executive Summary .....	06
Background and Structure .....	08
Symposium Keynote: Thinking about the Future..... Keynote Speaker: Ben Hammersley	10
Symposium Tracks.....	14
Technology Track.....	14
Keynote: Debra Lam.....	14
Session 1: Broadband Access – Methods, Financing and Equity.....	19
Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure.....	22
Track Breakout Groups: Insights and Recommendations.....	25
Session 1: Broadband Access – Methods, Financing and Equity.....	25
Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure.....	26

# Contents

---

Mobility Track.....	28
Keynote: Gabe Klein.....	28
Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way.....	32
Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility.....	35
Track Breakout Groups: Insights and Recommendations.....	38
Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way.....	38
Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility.....	39

---

Inclusive Economic Development Track.....	42
Keynote: Tawanna Black.....	42
Session 1: Business Location Decisions, Including Workforce Recruiting and Development.....	47
Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive .....	50
Track Breakout Groups: Insights and Recommendations.....	53
Session 1: Business Location Decisions, Including Workforce Recruiting and Development.....	54
Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive .....	55

# Contents

---

Closing Discussion: Embracing a Culture of Diversity, Equity, Inclusion and – yes! – Innovation.....	60
---	----

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Recommendations.....	63
Overall.....	63
Technology.....	64
Mobility.....	64
Inclusive Economic Development.....	66

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Special Thanks/Acknowledgements.....	67
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## PARTNERS AND SPONSORS





## SYMPOSIUM KEYNOTE SPEAKERS AND PANELISTS



# MESSAGE FROM THE SYMPOSIUM CORE COMMITTEE

Beginning in the summer of 2019, the Core Committee for the Symposium commenced our planning for this project, Building the 21st Century City: The Future is Now!. As noted below, the foundation for this effort was the 2014 symposium on zoning that ULI and the City of Cleveland presented.

Both the 2014 Zoning Symposium and the 21st Century City Symposium are decidedly in ULI's core mission. The mission of ULI is "to shape the future of the built environment for transformative impact in communities worldwide". Accordingly, ULI of course was eager to continue working with the City on this effort to launch Cleveland into its future as a city that identifies and embraces its shared values of diversity, equity and inclusion, and works with purpose, using all the modern tools at its disposal, to expand prosperity to all of the City and its residents. These efforts will benefit the region as well. Cleveland has a long history of philanthropy and collaboration to improve our community, but there is growing acknowledgement and enthusiasm for the need of the leaders of the region – whether in the public, private or nonprofit sectors – to collaborate in their efforts to make our region attractive as a place for investment and prosperity. Moreover, there is serious attention and priority now on emphasizing the kind of prosperity that is widely shared among all of the community.

As we present our Report on the Symposium, ULI, the City and this Core Committee look forward to continuing to work with the City of Cleveland to advance the goals discussed at the Symposium. The Symposium was envisioned as Phase 1 of a multi-phase project, a phase that would provide an opportunity for robust discussion and exchange of ideas. The Symposium certainly lived up to that expectation, as the day and a half of the Symposium flew by. As we prepared this Report, the review of recordings of the various speeches and panel presentations, as well as the breakout discussions, only served to reinforce the depth and breadth of input that the Symposium has given to the City and all of us.

We are eager now to move on to Phase 2, which will focus on distilling the results of the symposium into a short list of viable policies, projects and programs that the City should consider as it works towards the bright future of a true 21st Century City for all its residents.

Mayor Jackson's leadership has created an opportunity for this important collaboration between ULI and The City of Cleveland. Planning Director, Freddy Collier has been the driving force in our work on the Symposium and beyond. But the lessons of the Symposium are not limited to this year, or this Mayor and City administration; they will provide guidance far into the future. We look forward to witnessing the implementation of many exciting, innovative policies, program and projects that spring from this coordination. Some will emerge quickly – perhaps innovative streetscape design - while some will take more time, such as completing access to affordable broadband for all residents and businesses in the City. Some are within the power and budget of the City to implement, while others will demand coordination of various organizations and multiple funding sources. Throughout it all, it is important for those concerned about the future of the City and our region – which we hope includes everyone who attended or helped plan the Symposium, or who is reading this Report – to consider the compelling message of diversity, equity and inclusion as the cornerstones for the future prosperity of Cleveland and our region.

## MESSAGE FROM THE SYMPOSIUM CORE COMMITTEE

The Core Committee, which planned the project and the Symposium, consists of City Planning Director Freddy Collier and a group of ULI members who volunteered their time for this effort. All of the members are listed below. On behalf of the Core Committee members from ULI, I express our appreciation for the opportunity to plan and present the Symposium. We are grateful to the City, The Cleveland Foundation and the City Club for their generous support for this project. We also appreciate the tremendous assistance provided by Melanie Kortyka, Manager of ULI Cleveland, who was tireless in her many contributions to the success of the Symposium.

Linda Striefsky  
Co-Chair, Core Committee



## The Core Committee for the 21st Century City: The Future is Now!

Symposium includes:



**Core Committee Chair**  
**Freddy Collier**, Director of Planning, City of Cleveland



**Core Committee Co-Chair**  
**Co-Chair - Inclusive Economic Development Committee**  
**Linda Striefsky**, Retired Partner, Thompson Hine LLP



**Core Committee Co-Chair**  
**Co-Chair - Technology Committee**  
**Robert Weeks**, R-Weeks Consulting LLC



**Co-Chair - Technology Committee**  
**David Waxman**, Attorney, McGlinchey Stafford



**Co-Chair - Mobility Committee**  
**Steve Ross**, Vice President, CBRE; Immediate Past Chair ULI Cleveland



**Co-Chair - Mobility Committee**  
**Peter Zahirsky**, Director of Site Strategies, Team NEO



**Inclusive Economic Development Committee**  
**Ali Karolczak**, Director of Projects, Redwood Living



**Melanie Kortyka**, Manager, ULI Cleveland District Council

## EXECUTIVE SUMMARY

The City of Cleveland and the Cleveland District Council of the Urban Land Institute (ULI) presented a symposium, entitled Building the 21st Century City: The Future is Now!, over the course of two days in early March 2021. From the inception of the planning for the symposium, in the summer of 2019, Cleveland and ULI saw the symposium as a vehicle to develop a framework for Cleveland's approach to a dynamic future. They recognized that the pace of changes in technology and the economy demanded a vibrant, flexible approach and that equity and inclusion must be the foundation of any approach. By the time the symposium occurred, we had seen a tumultuous year in the history of Cleveland – indeed, of the world - due to reckoning with patterns of racial disparities, economic uncertainty, and a public health crisis. These events only serve to re-emphasize the importance of the symposium's goals.

Attendees of the symposium heard futurists, other local and national experts, and each other set forth ideas and actions that can move the City forward. First, framing the entire symposium, futurist Ben Hammersley, shared a philosophy that Cleveland can take to guide its path into the future. This philosophy involves radical self-awareness, flexible leadership, and identifying guiding principles and values for the City's culture. These values include, importantly, embracing diversity and inclusion. Next, participants had the option to attend morning and afternoon sessions dedicated to specific components upon which Cleveland can build to be ready for the future: technology, mobility, and inclusive economic development.

In the technology track, participants attended panel discussions focused on gaps in access to broadband and technology for underserved residents and businesses and how to ensure Cleveland is ready, as a living city, to embrace technological change. They were also able to develop and share their own ideas in small breakout groups following the panel sessions. Several themes that emerged from this track included the imperative for the City to establish and/or support more competition in the local broadband market in order to close the digital divide; to establish a platform to incubate and test new technologies; and to introduce proactively a flexible regulatory framework that facilitates faster introduction of innovative technology.

In the mobility track, the panel sessions focused on improving mobility options for all citizens and improving logistics and commercial mobility. Participants were also able to develop and share their own ideas in small breakout groups following the panel sessions. Several themes that emerged from this track included the need to have a mobility perspective in all planning decisions in the City; to make public transit a seamless experience that is convenient and easier to use than a car; and to change public perception of transit options besides cars, so that the other transit options are more widely used and valued.

## EXECUTIVE SUMMARY

In the inclusive economic development track, the panel sessions focused on business location decisions, including the role of workforce recruiting and development in driving location decisions, whether those decisions relate to growing a business or relocating one. Another focus was growing sectors of the economy, including the role of innovation districts in meeting the needs of businesses and expanding economic opportunity into the neighborhoods in which innovation districts are located. Participants were also able to share their own ideas in small breakout groups following the panels. Several themes that emerged from this track included that Cleveland should create a more cohesive sense of place, with investments in various neighborhoods; Cleveland should facilitate community discussion to define wealth and empowerment on the community's own terms and provide the investment and financing tools for marginalized communities to start and grow businesses; and leaders in Cleveland should enlist and empower members of the community in order to advance inclusive economic development.

At the conclusion of the track sessions, all participants came together to hear a summary of the discussions conducted in each track. The symposium closed with a discussion between news reporter and radio/television host Rick Jackson, of Ideastream Public Media, and Freddy Collier, Cleveland Director of City Planning. Collier highlighted some steps for Cleveland to take to use technology to improve everyday life for residents and make the community more prosperous. As the City works on the upcoming, periodic update to its Comprehensive Plan, and recognizing that a new Cleveland mayor will be elected later in 2021, he advocated that needed changes should be identified and launched, without any pause due to the political cycle.

This report includes for each segment of the Symposium some valuable takeaway points from the keynote presentations, observations and suggestions from the breakout sessions for each track, and over all recommendations for further action.

## BACKGROUND AND STRUCTURE

The City of Cleveland and ULI Cleveland have a strong history of collaboration, as evidenced by a zoning symposium they co-presented in 2014. The outcome of that zoning code and the City's decision to shift to [form-based zoning](#). In 2019 and 2020, the City piloted rezoning ordinances in its Detroit Shoreway, Hough, and Opportunity Corridor neighborhoods.

Now, the City of Cleveland and ULI seek to build on that momentum, recognizing that Greater Cleveland is on the precipice of incredible opportunity. In 2021, following a time of a concurrent global health crisis, with accompanying economic disruption, and nationwide racial reckoning, the City of Cleveland and ULI Cleveland are prepared to channel the energy for change into action. They hosted the Building the 21st Century City Symposium to solicit ideas, programs, and policies that build on the values of inclusivity and equity. The symposium is part of an overall project which seeks to put into action in Cleveland the most feasible and practical ideas identified through the symposium.

The Building the 21st Century City Symposium and overall project have been two years in the making. While there was hope for an in-person symposium in the Fall of 2020, leaders worked to ensure a comparable virtual experience in the Spring of 2021. Volunteers from the community served on committees and met multiple times with the planning committee for the symposium. With the support of the Cleveland Foundation and the City Club, several City Club forums set the stage for the symposium.

- In an October, 2020 City Club Friday Forum, entitled “[Building the 21st Century City: Applying Technological Innovation to Foster Inclusion, Diversity, and Resilience](#),” Director of City Planning Freddy Collier and Brookings Institution Fellow Adie Tomer discussed how technologies can create a more resilient and inclusive city.
- In December, 2020, the City Club hosted Enrique Peñalosa in a forum entitled “[Equity by Design](#)”. Mr. Peñalosa, former Mayor of Bogota, Columbia, discussed thoughtful urban design that enables equitable transportation access.
- Beth Noveck, who is the Director of The GovLab, Professor at New York University, Chief Innovation Officer of the State of New Jersey, and formerly Deputy Chief Technology Officer in the White House under President Obama, spoke at a February, 2021 City Club Friday Forum. entitled “[Innovation Revolution: Building a 21st Century City](#)”. Her remarks focused on open governance and the role of technology in a modern government.

“[The Symposium] is designed to lead to tangible actions and policies that will help ready our city to move forward into a competitive future.”

Mayor Frank Jackson

## BACKGROUND AND STRUCTURE

In setting the tone for this symposium, organizers declared their intentions to use it to identify policies and programs that will influence impactful, lasting change to benefit the City of Cleveland for decades to come.

Welcoming remarks and the keynote address on Tuesday, March 2nd shared the key stresses that frame the necessity for this symposium. This symposium addresses not only the leaders of Cleveland and the community, but also includes those directly responsible for innovating in their respective organizations and communities. This group carrying out innovation shares the burden of creating systems change. The symposium facilitated the sharing among leaders and managers that is needed to create lasting change.

This symposium was a discovery phase, focused on information gathering, including as to how Cleveland can build on current and past successes. This report follows the structure of the event, first outlining the overall keynote, which framed the structure of how Cleveland might think about the 21st Century City. Next, it follows the individual tracks. Each track began with a subject matter keynote, which primed the ideas in technology, mobility, or inclusive economic development. Specific panel discussions broke the track down into approachable pieces. Following the panels, symposium attendees participated in breakout groups, offering the opportunity for discussion and formulating feedback on actions Cleveland can take in each of these areas.

To assist readers of this report, we have included tools for finding key ideas:

- Keynote Takeaway Sections include bullet points summarizing the main points of the keynote presentations
- Breakout Group Insights and Suggestions for each track include a summary of the main ideas discussed by attendees and practitioners in the breakout groups following expert panels.
- Track Takeaways Sections include bullet points that summarize the main points of the entire track. These are summaries provided by the authors of the report to highlight the most important parts of each section of the symposium.
- Final Recommendations include various points brought up by keynote speakers, panel experts, attendees, and organizers throughout the symposium. Some of the suggestions are in other sections of the report, but authors of the report collected here policies and programs that are potentially actionable by the City of Cleveland and key partners.

For more detailed information on the event, including session information as well as biographies of the speakers and panelists biographies, please refer to the [Symposium Agenda](#).

This report is advisory, and themes presented will require further deliberation by public officials and other stakeholders.



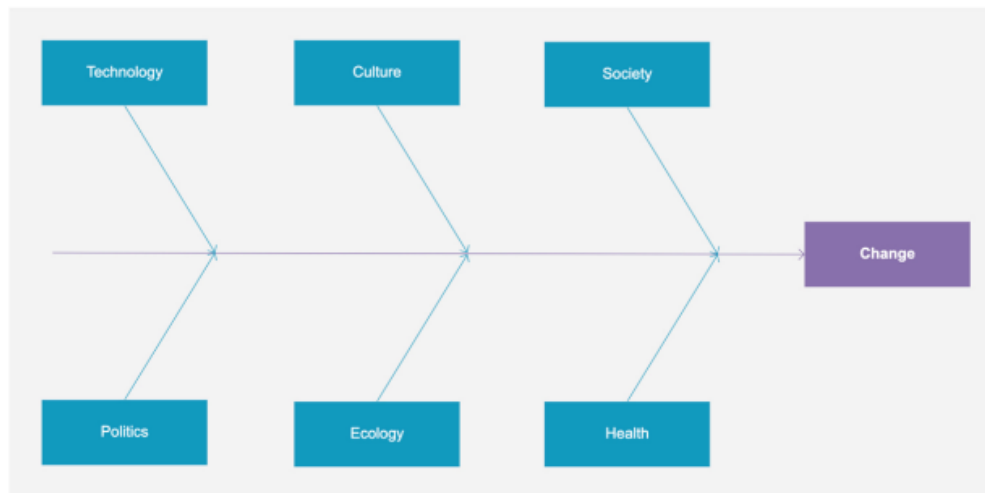
## **SYMPOSIUM KEYNOTE: Thinking about the Future**

### **Ben Hammersley**

The symposium keynote was presented by Ben Hammersley, futurist and leading thinker on how urban areas can embrace technical and philosophical innovation while maintaining an ethical lens towards diversity, equity, and inclusion. This keynote provided symposium attendees a framework through which to think about the future, not focusing on the specific actions that they must take, but how our shared principles and values lead to collective prosperity.

### **The Co-Arising of Innovation Addresses Everything**

Hammersley  
Futures/



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23

The presentation captured the turbulence of 2020 and how the current situation can enable leaders to think about what they want the future of Cleveland to be. Before understanding how Cleveland should prepare for the future, leaders need to capture thinking from “The Before Times.”

Pre-2020, any advancements could theoretically be described by an exponential growth graph, especially in technological capacity.

Any growth that occurred compounded and built on itself, hypothetically eventually solving all problems. In many cases, people saw in this exponential growth the first indications of power and prosperity that new technologies could, and would, enable.

However, this approach was misleading and disempowering. There is no future technology messiah that will pave a path to prosperity. There is no silver bullet. There is no panacea.



# SYMPOSIUM KEYNOTE: Thinking about the Future

Ben Hammersley

Rather, to avoid misleading assumptions and false characterizations, leaders will benefit from “Futurism Training,” the process of understanding the factors and constraints of progress, so that they are prepared to embrace innovation and change. First, transformation occurs simultaneously and in a cyclical fashion. Any change in one sector of society affects all other areas, reflected in today’s interdependent culture. Technology affects policy, which affects business, which affects culture, and so on. Positive innovation in one sector may negatively affect another sector, so leaders must minimize negative impact on all sectors and strive to take all effects of innovation into account. Next, leaders must understand that, while they may hear about incredible breakthroughs constantly, no single company, organization, or city operates on the cutting-edge. Rather, everyone must understand the “time” in which their respective community or organization operates. Is it operating with technology from 1990 or 2020? We must then work from this understanding to update that community or organization. Next, potential futurists must ask what causes poverty and other societal ills to remain, even though change brings improvement in so many other aspects of our lives. From there, they can update assumptions and find ways to slowly battle persistent, seemingly intractable problems. Finally, leaders must reassess every action their organizations take. For example, why do they operate the way they do, why does a hierarchical structure exist, and so on? What problem are they trying to solve by taking a certain action? How would they solve this problem if it was brand new and they had no prior menu of solutions? If they are not satisfied with any of the answers, they must work to adjust their organization’s actions.

## The Best Things Enable Other Things

Hammersley  
Futures

- New technologies enable us to do new things
- New practices enable us to do things in new ways
- New ways of looking at infrastructure enables less waste
- New ways of collaborating enables network empowered talent
- New ways of distributing work enables better colleagues
- What does leadership enable?

# SYMPOSIUM KEYNOTE: Thinking about the Future

**Ben Hammersley**

The pandemic allowed space and time to reassess where we are as a society and to employ many of the tactics of “Futurism Training.” While we discovered that we had the capacity to create 10 years of change in 10 days when forced to do so by the lockdowns, we also learned that every decision made, even temporary decisions, sets a precedent for future behavior and has long-term implications. For example, many workplaces shifted quickly to a largely remote operation. As pandemic restrictions have been lifted, we have seen that, at least in some cases, the workplace has not just shifted back to the practices pre-pandemic; rather, remote working will remain as a major force for many businesses. It remains to be seen whether remote working will become a significant component of our economy. We can harness what was learned into real, impactful, positive change if we create a strong culture, ask ourselves the right questions, and employ new leadership styles that enable the people they serve to flourish.

This is a once-in-a-lifetime opportunity to try new things and allow Cleveland to thrive. We must embrace it. And everyone has a hand in creating change because, as mentioned before, change in any one sector affects change in all other sectors. Hammersley asserts that positive change requires human and intellectual diversity, radical empathy in understanding others’ experiences, and a synthesis mindset in all individuals, meaning the ability to cohesively understand the world from many interconnected perspectives. The old ways of doing things will only lead to the same outcomes to which many have grown accustomed. If Cleveland seeks a different result, Cleveland should radically embrace the willingness to try new things, even if they sound off the wall – especially if they sound off the wall – in a post-pandemic world.

After his presentation, Hammersley took questions surrounding leadership, reinvention, and change. His answers provide substantial food for futurist thought:

- The best leaders are adaptable leaders. They are constantly prepared for change.
- First, consider the problem you need to solve, then consider the possible ways new technology can assist. The latest technological innovation is not necessarily the right tool for the job.
- Reconsider default decisions. Update habits if they are not serving a specific, positive purpose.
- The density of cities drives the pace of innovation: cities enable spontaneous, face-to-face interactions with many people, which facilitates innovation.
- Similarly, people tend to have a narrow view of the world based on their own experiences. Leaders must surround themselves with diverse thinkers to gain a fuller understanding of the world.
- Successful organizational cultures promote the ongoing personal intellectual growth of their people. Continual learning is needed to adapt to the problems at hand.
- Responding to a comment that change seems like an opportunity to those not in control, but a risk to those who are in control, Hammersley noted that, in his view, not changing is a risk to those in control. Considerable organizational energy can be devoted to not changing, which can result in an organization failing to survive because it did not adapt to changes.

# SYMPOSIUM KEYNOTE: Thinking about the Future

Ben Hammersley

## KEYNOTE TAKEAWAYS:

1. IN CONSIDERING HOW TO USE TECHNOLOGY TO IMPROVE THE LIVES OF RESIDENTS, CLEVELAND SHOULD START WITH PRINCIPLE AND VISION. THEN, THE CITY CAN TAKE ACTIONS AND TEST TECHNOLOGIES THAT ALIGN WITH PRINCIPLES. USING THE LATEST TECHNOLOGY SHOULD NOT BE THE STARTING POINT.
  - SELF-AWARENESS – STAYING TRUE TO PRINCIPLES, AND EXAMINING THE WHYS BEHIND EACH ACTION - IS VITAL.
  - TECHNOLOGY IS A TOOL TO SOLVE PROBLEMS, NOT AN END IN ITSELF, AND SHOULD BE USED TO SUPPORT A COMMUNITY'S VISION AND VALUES
2. CHANGE WILL HAPPEN REGARDLESS, BUT CLEVELAND CAN EITHER ELECT TO PREPARE FOR AND GUIDE CHANGE, OR WILL FIND CHANGE THRUST UPON THE CITY.
  - BECAUSE CHANGE IS OFTEN DISRUPTIVE, CITIES MAY BE SLOW TO REACT TO INNOVATION. TO MINIMIZE THE DISRUPTION THAT COMES FROM CHANGE, CLEVELAND SHOULD BE MORE NIMBLE REGARDING HOW IT ADJUSTS TO INNOVATION.
3. ADAPTABLE LEADERSHIP IS ONE OF THE MOST VITAL QUALITIES THAT WILL FACILITATE A PROSPEROUS FUTURE. EFFECTIVE LEADERS SEEK OUT AND WELCOME DIVERSE VIEWPOINTS.
4. LOCAL LEADERS FROM THE PUBLIC, PRIVATE, AND NON-PROFIT SECTORS SHOULD SEE THEMSELVES AS CONTRIBUTORS AND PARTNERS TO ACCOMPLISH BROADER COMMUNITY GOALS.
  - NEW REVENUE STREAMS FROM THE FEDERAL GOVERNMENT OFFER A UNIQUE OPPORTUNITY TO ESTABLISH COALITIONS TO CO-CREATE AND IMPLEMENT STRATEGIES TO BEST LEVERAGE RESOURCES.
5. TRUST SHOULD BE ESTABLISHED THROUGH TRANSPARENCY AND EXECUTION OF SHARED GOALS.

## SYMPOSIUM TRACKS

The three focus areas for the Building the 21st Century City Symposium are Technology, Mobility, and Inclusive Economic Development. Under each of the track headings below, there will be descriptions of the track keynote, which provides a primer for the thinking behind that particular track; summaries of two panels, which featured as panelists local and regional subject matter experts; and insights and recommendations from breakout sessions, in which symposium participants brainstormed policies that the City of Cleveland should consider or enact. Additionally, the report highlights current projects that provide starting points as Cleveland considers priorities for investment and new projects when tackling the transition to a 21st Century City.



### TECHNOLOGY TRACK

Keynote: Debra Lam

In her Technology Track Keynote presentation, Debra Lam opened the discussion by outlining technology's role in building the 21st Century City, what some may refer to as a "smart" city. Lam stressed that technology is a tool, not an end in itself. To ascertain the utility of technology as a tool, leaders must ask guiding questions before rushing into employing an alluring technology to solve a problem. What type of tool does a certain problem need? How do principles and values align with the solution promised by a given technology?

To understand technology deployment in an urban setting, leaders must understand infrastructure layers needed in a 21st Century City.

"Smart is a continuous improvement process that aims to foster a higher quality of life."

Debra Lam

# TECHNOLOGY TRACK

## Keynote: Debra Lam

First, cities need physical infrastructure. This is what society typically classifies as infrastructure. It exists in the built environment, and we can see it: pipes, cables, roads, bridges, and so much more, notably including broadband wiring. Broadband has become a particularly important infrastructure category because it facilitates the communication tools and innovative industries of the 21st century. Just like railroads and highways facilitated increased levels of communication and new waves of innovation in the past, broadband has changed, and will continue to change, the social fabric of what can be done and where people can go – teleworking being one example. Unfortunately, the United States currently has no clear picture of where broadband infrastructure exists. Lam noted that the Federal Communications Commission (FCC) publishes a map of connectivity across the United States, but [the map overestimates the extent of connectivity](#) because of poor oversight and faulty data collection practices. She explained [the efforts Georgia has taken at the state level to bypass the FCC maps and obtain an accurate representation in that state](#). The federal and state governments must collect and publish this data so that governments at all levels can make smarter investments in infrastructure. The pandemic has accelerated appreciation of the importance of improving connectivity, but leaders must collectively acknowledge that broadband access is necessary to facilitate an equitable future.

The second category is virtual infrastructure. This includes the vast troves of data that are collected at a massive scale using everything from a streetlight to a social media platform. Virtual infrastructure has a huge economic impact because it allows data owners to make extensive insights about people, places, and things. Lawmakers are still grappling with how the United States should treat data collection, but development of public policy starts with asking questions to understand how data collection impacts society, especially those most at risk of being monitored: Who owns the data? Where is data collected? How is it stored? For how long? We require new expertise, vigilance, and training if we want to use this virtual infrastructure to facilitate a more equitable future.

The third category of infrastructure is social infrastructure, which includes basic services and structures that support the quality of life in the city. This involves user integration and how people interact with other infrastructure. Social infrastructure requires more agile and innovative means of virtual and physical engagement. City leaders are often drowning in data, but don't know exactly how to use it to gain valuable insights – they are starved of the knowledge that this data has the potential to unlock. Therefore, we must improve data literacy, minimize biases that are so often found in data applications, and increase understanding of what data can contribute to society.

Lam also provided three examples of Public-Private Partnerships, a collaboration structure that can be helpful in solving community problems. Her first example was the use of Community Improvement Districts (CIDs). CIDs enable commercial property owners within a self-identified geographic boundary to tax themselves to fund maintenance and repairs of existing infrastructure, as well as new infrastructure. [CIDs can boost the local economy substantially](#) – in the Georgia example she cited, every \$1 invested generated \$5 in economic activity for surrounding businesses. CIDs can also serve as testing grounds for innovation, providing pilot programs for a variety of initiatives, then assessing which should be replicated in other areas. [The ATL Airport Community Improvement District](#) is one such area.

## TECHNOLOGY TRACK

### Keynote: Debra Lam

Crucially, because of their unique structure, CIDs implement decisions quickly, with efficient implementation of plans and policies.

The next example of a Public-Private Partnership is Georgia's [Partnership for Inclusive Innovation](#), which Lam leads. It is a statewide effort to foster social and economic development that is funded by the State of Georgia, Georgia Tech, and private sector entities. The Partnership is a collaborative investor in projects, allowing it to take risks on transformational projects that a single organization in the public or private sector simply does not have the ability to take. Lam stated that the [foundational principle of this initiative is shared success](#), rather than corporate extraction at the expense of others. If the potential investment does not lead to prosperity for all people involved, it will not be considered.

Finally, Lam touched on [Community Research Co creation](#), which develops multi-disciplinary applied research projects for community impact. This method starts with a problem identified by the grassroots community and uses the institutional power of research universities to empower practical solutions, starting from the ground up.

Lam concluded by discussing important principles that Cleveland should embody if seeks to operate successfully in the 21st century. First, that technology is a tool – it should not replace the centrality of principles and values in planning. Next, similarly to Hammersley's keynote, Cleveland should think holistically about technology. Developments in technology will affect all aspects of the city, so Cleveland should prepare accordingly. Lastly, all parties must understand that no single entity can do it all. Collaboration is essential to successfully implementing a 21st Century City in which all feel empowered.



PROJECT SPOTLIGHT:  
DIGITALC



# TECHNOLOGY TRACK

Keynote: Debra Lam

## TECHNOLOGY TRACK KEYNOTE TAKEAWAYS:

1. TECHNOLOGY IS A POWERFUL AND ALLURING TOOL, BUT IT IS ONLY A TOOL; PRINCIPLES AND VALUES MUST GUIDE ITS DEPLOYMENT.
  - EXAMPLE: BROADBAND ACCESS SHOULD BE USED TO CREATE OPPORTUNITY AND EQUITY. WE CAN ENSURE THAT INDIVIDUALS HAVE ACCESS TO EDUCATION, HEALTHCARE, AND ECONOMIC OPPORTUNITIES USING BROADBAND TECHNOLOGY.
  - EXAMPLE: PUBLIC SAFETY IS IMPORTANT FOR ANY COMMUNITY. TECHNOLOGY CAN BE USED TO HELP ENSURE THAT COMMUNITIES ARE SAFE. EXAMPLES INCLUDE TECHNOLOGIES SUCH AS LED LIGHTING TO IMPROVE VISIBILITY, SHOT SPOTTER TO IDENTIFY GUNFIRE, AND KIOSKS WITH SAFETY CALL BOXES. AT THE SAME TIME, PRECAUTIONS ARE NEEDED TO ASSURE THAT NEW TECHNOLOGY TOOLS DO NOT TARGET SURVEILLANCE ON MINORITY POPULATIONS OR COMMUNITIES.
2. INVESTING IN ALL 3 LAYERS OF INFRASTRUCTURE – PHYSICAL, VIRTUAL, AND SOCIAL – IS NECESSARY FOR A 21ST CENTURY CITY.
  - THE PHYSICAL EXAMPLES ARE BROADBAND INFRASTRUCTURE (INCLUDING MUNICIPAL FIBER OPTIC LINES), ELECTRONIC DEVICES, CHARGING STATIONS FOR ELECTRIC VEHICLES, AND MUNICIPAL FIBER. WE SHOULD ENSURE THAT OUR LOCAL BUSINESSES HAVE ACCESS TO THE PHYSICAL INFRASTRUCTURE, EQUIPMENT AND KNOWLEDGE TO TRANSACT BUSINESS ACTIVITY IN THE VIRTUAL MARKETPLACE.
  - AS TO SOCIAL INFRASTRUCTURE, WE HAVE TO ENSURE THAT OUR RESIDENTS AND BUSINESS OWNERS, AS WELL AS OUR SENIORS AND STUDENTS, HAVE THE CAPACITY TO CAPITALIZE ON THE INFRASTRUCTURE INVESTMENTS MADE TO ADVANCE EQUITY AND INCLUSION. THIS REQUIRES PROGRAMS TO BRING AFFORDABLE EQUIPMENT AND EFFECTIVE TRAINING TO THEM.
  - VIRTUAL INFRASTRUCTURE – THE VAST AMOUNT OF DATA COLLECTED, STORED AND MAINTAINED – MUST BE ANALYZED IN TERMS OF HOW THE VIRTUAL PLATFORM OR INFRASTRUCTURE THAT IS REQUIRED TO SUPPORT AND STORE THAT DATA IS BEING PROTECTED AND UTILIZED.

# TECHNOLOGY TRACK

Keynote: Debra Lam

## TECHNOLOGY TRACK KEYNOTE TAKEAWAYS:

3. COLLABORATION, PARTICULARLY ACROSS SECTORS, OFFERS FAR-REACHING OPPORTUNITIES TO MAKE SIGNIFICANT PROGRESS ON SEEMINGLY INTRACTABLE ISSUES, SUCH AS LEAD PAINT, POPULATION HEALTH, GUN VIOLENCE AND OTHER SOCIAL DETERMINANTS OF HEALTH.
4. PILOT PROJECTS IN DISCRETE AREAS OFFER COST-EFFECTIVE METHODS TO IDENTIFY QUICKLY THE BEST INNOVATIONS TO DEPLOY MORE WIDELY.
  - TARGET INNOVATIVE PROGRAMS AND INITIATIVES STRATEGICALLY TO DEMONSTRATE THE EFFICACY OF THE PROGRAM OR INITIATIVE. ONCE DEMONSTRATED, UTILIZE THIS AS THE RATIONALE FOR SCALING AND PROVIDING RESOURCES TO THAT PROGRAM OR INITIATIVE.

## Session 1: Broadband Access – Methods, Financing, and Equity

In this session, panelists expanded upon Debra Lam's Track Keynote by discussing infrastructure and partnerships as they pertain to broadband technology. For a detailed description of the panelists' biographies, please refer to the [Symposium Agenda](#).

- Moderator: **Debra Lam**, Founding Executive Director at Partnership for Inclusive Innovation and Managing Director, Smart Cities and Inclusive Innovation
- Panelist: **Leon Wilson**, Chief of Digital Innovation and Chief Innovation Officer at the Cleveland Foundation
- Panelist: **Paul Vasington**, Director of Public Policy at Verizon Wireless
- Panelist: **Lev Gonick**, Chief Information Officer at Arizona State University
- Panelist: **Mark Patton**, Vice President, Smart Cities at the Columbus Partnership

Moderating this panel, Lam transitioned from her keynote by asking panelists to recommend the best methods for expanding broadband access. Patton and Gonick both acknowledged that universal affordable broadband is an absolute necessity to build a 21st Century City. First and foremost, if Cleveland is to be an equitable city of the future, broadband must be as accessible as water for even the most disadvantaged resident. Broadband can empower people to break the cycle of poverty because of the information and opportunity it makes readily available. Second, if there is spotty broadband availability, many of the other 21st century technologies discussed elsewhere in the symposium will be rendered useless. Reliable, quality broadband is a prerequisite.

“We can't afford, as a country, to have the 'haves' and the 'have nots'”

.....

Lev Gonick

The panelists focused on the digital divide, or the chasm between those who have full access to technology needed to participate in the digital economy and those who do not. All panelists agreed that the issue of the digital divide can be primarily explained by three factors: access, affordability, and adoption. Access involves whether infrastructure (pipes, wiring, cables, modems) reaches a household; affordability is the cost of the service balanced with the ability to pay; and adoption is whether a household decides to pay for and use the service. Adoption is driven by an interaction of many factors, primarily those of cost; user comfort with technology, which often relies on the availability of training to use the technology; and need, which can be affected by the potential user's understanding of the technology. Since the federal Telecommunications Act of 1996 enabled market consolidation and indirectly decreased government involvement in infrastructure deployment and regulation, the United States' strategy has been to rely upon market forces to address access, affordability, and adoption. As a result of the Act, broadband in the United States is [more expensive than most other peer countries](#).

## Session 1: Broadband Access – Methods, Financing, and Equity

“Cleveland is uniquely positioned to show that there can be a win-win scenario. Creating a digital economy where none has existed previously with public-private investment and deep community commitments.”

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Lev Gonick

Due to the cost of delivering access to individual homes and businesses, there is no existing commercial provider who can provide service at a rate affordable to low-income Americans. Creative, bold public policy will be a necessary intervention to bring broadband technology, and digital literacy, to all residents and businesses at an affordable price.

The digital divide is particularly acute for Cleveland. In 2020, it was awarded the notorious distinction of being the [worst big U.S. city for home broadband connections](#), based upon American Community Survey data. Lev Gonick suggested that there is reason for hope, given the unique combination of nonprofits, anchor institutions, and foundations in Cleveland that have shown their willingness to tackle the issue. Mark Patton shared that Columbus experiences the same issues and pain points as Cleveland, but at a less extreme level due to a lower poverty level in Columbus. Channeling Lam’s framing thoughts, panelists laid out the model for Cleveland to tackle the issues presented by the digital divide – issues highlighted by our reliance on broadband during the 2020 pandemic – by working across sectors to bridge the digital gap. Fortunately, in Cleveland, many organizations, governments, and anchor institutions have been involved with this issue for several years and are beginning to make progress. They have been meeting as the [Greater Cleveland Digital Equity Coalition](#), determining the needs and gaps while identifying the assets that Cleveland can employ to its full advantage. Now, they are ready to implement solutions through collaboration. Already, they are propping up creative digital literacy training to increase adoption and supporting the work of DigitalC to bring low-cost broadband to Cleveland, among other projects.

“Providing great service in a wealthy area and poor service in a low-income area shows where our values are as a society.”

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Technology Track Participant

Panelists discussed various actions that should be taken to bridge the digital divide. First, as it pertains to broadband, affordability must be central. One of the best ways to reduce the exorbitant price of broadband is to introduce competition. Currently, Cleveland and many other cities face the prospects of a duopoly between a franchised cable provider and the monopoly telephone utility (Charter and AT&T, respectively, in Cleveland).

## Session 1: Broadband Access – Methods, Financing, and Equity

The lack of choice allows these providers to charge exorbitant prices while conducting the bare minimum maintenance needed to run the networks. Introducing quality competitors would force these legacy companies to provide better, more affordable service or risk losing customers. Next, we must address availability of affordable devices. Without a computer, tablet, or smartphone, broadband connectivity is irrelevant. Cleveland has many public community centers and libraries in which people may access computers and it already has several refurbishers, [including PCs for People](#), that give low-income consumers options to buy affordable computers. Panelists suggested investing more in these community and nonprofit assets to scale them. Finally, people must understand how to use computers and how computers are relevant to their daily lives. [There are many nonprofits and libraries that currently provide this training](#) in Greater Cleveland, but availability of the training has been disrupted during the pandemic, just at the time when more and more people needed the assistance. Panelists suggest continuing to help this ecosystem of nonprofits thrive and to expand the services offered to reach more people. Panelists noted that, if these trainers are not trusted in the community, people will not attend classes and learn from them to their full potential.

“Subsidized service [cannot be] a subpar product, creating an inequitable solution.”

.....

Leon Wilson

Focusing back strictly on broadband, panelists discussed the challenges of maintaining a sustainable network. While philanthropic dollars can allow for testing riskier solutions to deliver broadband access, the organization providing broadband must be deeply committed in the long-term to providing excellent service. This involves understanding the true cost of a network – operational, maintenance, and upgrade costs – but also understanding the benefit equitable broadband access brings to the community served. Scaling an equitable solution is difficult, but if it starts from a shared understanding of values and principles driving the work, then the panelists believe it is possible. While panelists disagreed on whether broadband should, or even legally could, be classified as a utility under current law, all agreed that we must urgently deploy universal service. The classification merely affects how universal service is achieved.

Ultimately, the panelists agreed that we must come together as a community and look at the digital divide as an interrelated, interdependent issue that centers around poverty. This is not just a technology-driven issue; it is a societal issue. A diverse group of people and organizations committed to addressing this locally has the power to bridge this gap by creating pathways for citizens into the digital economy through access, affordability, and adoption. At the same time, while many communities are addressing this at the local level, we should lobby for a national framework to bolster the patchwork of important local work.

## Session 1: Broadband Access – Methods, Financing, and Equity

### A NOTE FROM THE CORE COMMITTEE:

Since the Symposium, there have been some important developments in federal and State of Ohio funding for broadband infrastructure. In May 2021, Ohio created the [Residential Broadband Expansion Grant program](#) and allocated \$20 million in funding. The program is designed to help internet service providers with the cost of expanding into areas that lack service. The grants are designed to help with the infrastructure costs of projects and to support the addition of networks that will serve Ohioans who do not have affordable access to high-speed internet, and therefore currently cannot participate in the modern economy or take advantage of education and training offered on line. In June 2021, the state allocated an additional \$250 million to the program in its [2022-2023 biennium budget](#). While this funding doubles down on the policy of relying on commercial internet service providers, it does at least recognize the digital gap and the importance of filling it.

In March 2021, Congress enacted the [American Rescue Plan Act of 2021](#), which directs over \$11 billion to Ohio. This funding may be used for investments in infrastructure, including broadband infrastructure. Additionally, the United States Senate recently voted to approve a [\\$1 trillion infrastructure improvement plan](#), which includes directing \$40 billion of broadband funding to states (each state to receive not less than \$100 million) to offset costs of expanding broadband access to underserved or unserved areas (branded the “Broadband Equity, Access and Deployment Program”). The United States House of Representatives has not yet acted on this bill.

“Even if we have a free service... people won’t just show up in droves.”

Mark Patton

## Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure

The second technology session explored how Cleveland can harness technology to build a 21st Century City. Cities are a natural testing ground for new ideas at scale. For a detailed description of the panelists’ biographies, please refer to the [Symposium Agenda](#).

- Moderator: **Adie Tomer**, Fellow, Metropolitan Policy Program and Metropolitan Infrastructure Initiative Lead at Brookings
- Panelist: **Lauren Isaac**, Director of Business Incentives, EasyMile
- Panelist: **Mark Zannoni**, Transportation and Smart Cities Consultant and Principal, Zannoni & Co. Ltd.
- Panelist: **Nigamanth Sridhar**, PhD, Program Director at National Science Foundation and Professor at Cleveland State University
- Panelist: **Jordan Davis**, Director, Smart Columbus at the Columbus Partnership



## Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure

The panelists initially touched on several rapid-fire topics that illustrated how they, at their respective institutions, use technology to build a smarter, more equitable city. While they are all in some way working with technology, the tools they use are broad and can be applied in many different ways: autonomous vehicles can help bridge transportation gaps, and the “internet of things [IOTC]” can facilitate a more efficient “operating system” for a city to make it more efficient and responsive to people who may otherwise be unheard. But all panelists agreed that “smart” is a process in which all cities are already engaged and that most of the “technology of the future” is already here. We must only ask, “How can we use this to increase quality of life for everyone in the city? What are the barriers to deploying this?”

A significant barrier, according to the panelists, is proving that an unproven technology is worth the use of precious municipal budget dollars. Several solutions were offered to overcome this barrier. Most promisingly, Jordan Davis of [Smart Columbus](#) shared her city’s structure for providing a fertile testing ground for new technologies. Smart Columbus is a nonprofit with funding and oversight by the City of Columbus and by the Columbus Partnership, the city’s chamber of commerce. It is given leeway to research regulatory framework and conduct small scale pilot projects to give new technology a chance to be proven. The structure that eventually became Smart Columbus [helped the City win a \\$40 million grant from the US Department of Transportation](#) to test smart city infrastructure.

“Success begets success”

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Technology Track Participant

A separate barrier is the lack of a consistent regulatory structure needed to introduce the technology. For example, when some dockless scooter companies released scooters in Cleveland in 2018, the City had no regulations in place to govern their use. Following a fatal accident, the City banned scooters for nearly a year until it could provide robust rules for the technology. Having an indication of standard protocol could not only give the technology room to operate, it would also guide users and potentially avert future accidents. Relatedly, technology is often less effective than intended when it is used in the “real world” by people who may not be using it correctly.

How can cities resolve the perceived technology/regulatory dichotomy? A common theme among panelists was the importance of convening stakeholders (i.e., companies, community and government) to design systems that will be “future-ready”, by understanding how technologies actually work and are used on a daily basis. \*A standard set of rules and regulations with incentives and/or penalties can help overcome this barrier. Regulatory structures and testing for new technologies MUST be iterative and agile, evaluating how the technology works in a city and updating rules and

## Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure

mindsets based on experience. This is a significant break from the traditional slow, unresponsive city processes with which many people are familiar. Smart Columbus is a great example of a compromise to allow for the needs of new technologies. The partnership allows for technologies to “fail fast,” which does not necessarily mean simply unleashing a new technology on the public to see what works, but rather [allowing for controlled experiments](#) to learn what will and will not work.

“If we don’t pay attention to where we are deploying [technology], then we are going to continue to propagate the redlining mistakes of the past.”

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Nigamanth Sridhar

While panelists discussed the opportunities and barriers for implementing technology generally, equity was a key theme of the session. If technology is deployed in the same way that it was in the past – to wealthy areas first and other areas later (and only if the return on investment is worthwhile!), technology will only exacerbate existing inequities instead of bridging them. In fact, cities must intentionally focus resources to areas of concentrated poverty, in part because these areas are usually formerly redlined areas, burdened with a history of concentrated, government-sponsored discrimination and disinvestment and the aftermath of such actions. Now, government-sponsored reinvestment can help spark innovation that empowers area residents to use technology to increase their quality of life. Any investment must integrate experiences of marginalized people who live in the neighborhoods to ensure that technology will be useful and meaningful to them, rather than thrust upon them. Ultimately, we must reexamine our assumptions and where we allocate resources if we truly hope to be a 21st Century City.



PROJECT SPOTLIGHT:  
INTERNET OF THINGS COLLABORATIVE

## Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing and Infrastructure

Finally, panelists touched on cybersecurity and data-sharing, two topics that are undergirded by concerns of equity. Too often, data is disproportionately collected on marginalized people and the data is used without consent. Thus, any 21st Century City must have cybersecurity and privacy research and action at the forefront of planning for data collection. Data should be collected only if and to the extent that it has clear utility and reason. Cities must ask themselves questions that lead them to understanding the utility in each case: Why is the data being collected? Who can access the data? How is data being used to improve quality of life? Panelists offered the [Mobility Data Specification Standard](#) as a framework for managing data and privacy. This reemphasizes a previously discussed point: it is vital to implement city planning and regulation before technology is deployed. Otherwise, there will be detrimental unintended consequences.

With strong City leadership that understands what it can and should do (flexible regulatory framework) and what it should empower others to do (fund and scale technology pilot projects), Cleveland can build a resilient, equitable 21st Century City that supports technological innovation. With smart communications strategies that manage expectations of companies and citizens alike, the City and its people will be prepared to embrace technology as it is introduced.

## Technology Track Breakout Groups: Insights and Recommendations

Breakout groups from both panels in the Technology Track featured perspectives and ideas that built upon the discussions of the panelists. Recommendations and insights below are the ideas that go beyond the panels and offer valuable suggestions and comments.

## Session 1: Broadband Access – Methods, Financing and Equity

- One participant suggested that Cleveland reach out to Starry, a Boston-based fixed wireless provider, as another service provider for Cleveland. Starry focuses on extending broadband to underserved neighborhoods. This approach is similar to DigitalC, a provider in Cleveland that offers similar service at an affordable price, with local customer service and a commitment to the City.
- While the City cannot change federal policy itself, one participant suggested that it advocate for more inclusive Universal Service Fund (USF) structure. The USF is a regressive tax on telephone service, charged to the consumer, that subsidizes universal broadband through programs like E-Rate (for libraries and schools) and Lifeline, for people with low-income. With a more inclusive funding structure, the USF could result in access to affordable broadband for many more Cleveland residents.
- Many participants simply reiterated the urgency of closing the digital divide. One stated, “you cannot be a smart city if you are not a connected city.” **Participants urged the City of Cleveland to take action to encourage more equitable broadband infrastructure.**

## Session 1: Broadband Access – Methods, Financing and Equity

- Other participants specifically touched on the importance of increasing competition in Cleveland's broadband market. Many citizens currently have one option. Providing public incentives to support infrastructure of new competitors in the Cleveland market will drive down prices and provide citizens the power to choose their provider.

## Session 2: Preparing for New Technologies - Electric and Autonomous Vehicles, Digital Signage and Media – Methods, Financing, and Infrastructure

- Many participants in these breakouts expanded on the importance of a way to test technology, such as mobility services, smart kiosks, or internet of things devices, in the City by means of testing, evaluating what works, and deploying innovations that work in other areas quickly. The City may not be the best facilitator of this because of regulations surrounding procurement.
  - Several suggestions emerged. First, the City could work more intentionally with the Internet of Things Collaborative, described above, to pilot test areas. Second, the City could partner with Cleveland Innovation Project or a similar initiative to establish a partnership similar to [Smart Columbus](#). Third, the City could model a program after [Startup in Residence](#), an innovative program pioneered by the City of San Francisco to connect the startup community with public agencies to build and test innovative solutions to city-wide issues.
  - Advancing this idea, one participant suggested that the Opportunity Corridor also could be a great physical location to test technology.
- Several participants reiterated the importance of transparency in communication and managing expectations. The City should explain that certain technology may have the ability to solve problems, and therefore is being tested, but that not all tested solutions will be successful or effective.
  - Successful communication can facilitate grassroots support, which provides political cover for the City to take bold action with innovative technology.
- Participants hope the City will use technology pilots to go further than providing “equal” access to everyone. They expressed the hope that the City can target technology to areas of historic disinvestment – previously redlined areas – to truly target invest in areas that have been historically left out and, thus, justly deserve more.
- One participant provided a great example of technology that could be tested: Virtual Reality experiences. For example, this could allow leaders and policymakers to virtually experience a day in the life of a CMSD student from Kinsman, building empathy. Another application could allow residents and leaders to gain a better understanding of the impact of changes, whether a different approach to the design and use of streets or changes to neighborhood planning. For instance, the Lincoln Institute has a pilot project using virtual reality for community planning.

# TECHNOLOGY TRACK

## TECHNOLOGY TRACK OVERALL TAKEAWAYS:

1. CLEVELAND SHOULD COMMIT TO EXPANDING EQUITABLE BROADBAND ACCESS TO ALL – THIS IS POWERFULLY DONE THROUGH LOCAL COLLABORATION AND PARTNERSHIPS, WITH SUBSIDIZED FUNDING FROM THE FEDERAL LEVEL AND OTHER SOURCES.
  - CONSIDER APPROACHES AND COLLABORATION TO ACHIEVE STRONGER FEDERAL SUPPORT, BOTH FINANCIAL AND REGULATORY, TO ACHIEVE UNIVERSAL BROADBAND ACCESS.
  - WORK WITH NATIONAL CONFERENCE OF MAYORS, NATIONAL LEAGUE OF CITIES, ULI, LINCOLN INSTITUTE AND OTHERS TO HIGHLIGHT THE THREAT OF LACK OF BROADBAND ACCESS ON NATIONAL SECURITY.
  - WORK WITH FEDERAL GOVERNMENT TO ENSURE THAT MONEY ALLOCATED FOR BROADBAND ACCESS IS EFFECTIVELY SPENT. ADVOCATE FOR A NATIONAL BROADBAND PLAN TO CREATE ACCESS FOR BOTH URBAN AND RURAL COMMUNITIES.
2. CLEVELAND SHOULD ESTABLISH A PLATFORM TO ALLOW FOR EFFICIENT, INSIGHT-DRIVEN TESTING OF TECHNOLOGY, SIMILAR TO SMART COLUMBUS, TO DEMONSTRATE THE UTILITY OF TECHNOLOGICAL SOLUTIONS AND THEN DEPLOY SUCCESSFUL PROJECTS.
  - EXAMPLES INCLUDE: SMART GRID TECHNOLOGY ([HTTPS://WWW.SMARTGRID.GOV/](https://www.smartgrid.gov/))
3. CLEVELAND SHOULD PROACTIVELY INTRODUCE A FLEXIBLE REGULATORY FRAMEWORK THAT ALLOWS FOR THE INNOVATIVE INTRODUCTION OF TECHNOLOGY, BUT ALSO PROTECTS ITS CITIZENS FROM UNWARRANTED SURVEILLANCE AND DATA EXTRACTION, AS OTHER CITIES SUCH AS SEATTLE OR SAN FRANCISCO HAVE BEGUN TO DO
  - EXAMPLES INCLUDE: ANNUAL INNOVATION REPORT DETAILS SEATTLE'S GROWING TECH AND SCIENCE ECOSYSTEM ([HTTPS://WWW.GEEKWIRE.COM/2020/ANNUAL-INNOVATION-REPORT-DETAILS-SEATTLES-GROWING-TECH-SCIENCE-ECOSYSTEM/](https://www.gEEKWIRE.COM/2020/ANNUAL-INNOVATION-REPORT-DETAILS-SEATTLES-GROWING-TECH-SCIENCE-ECOSYSTEM/))
  - SAN FRANCISCO TO ESTABLISH OFFICE OF EMERGING TECHNOLOGY ([HTTPS://WWW.SFEXAMINER.COM/NEWS/SF-TO-ESTABLISH-OFFICE-OF-EMERGING-TECHNOLOGY/](https://www.sFEXAMINER.COM/NEWS/SF-TO-ESTABLISH-OFFICE-OF-EMERGING-TECHNOLOGY/))



## MOBILITY TRACK

### Keynote: Gabe Klein

In his Mobility Track keynote presentation, Gabe Klein provided a framework for understanding how mobility and transportation affects the 21st Century City. Through his role at [Cityfi](#), Klein advises governments around the world on issues relating to mobility.

Klein noted that transportation affects all sectors of modern society, and in particular impacts vital climate, economic, and health outcomes.

Echoing other symposium keynote speakers, Klein stressed the importance of beginning the change management process by asking questions. What kind of city do we want to live in? What infrastructure and/or services are needed to lead to this type of city? What policies can facilitate this? The answers to these questions will lead Cleveland to the actions that it must take.

“Mobility should be a right, not a privilege.”

Gabe Klein

In conjunction with asking these questions, Cleveland should also understand the American history of mobility. He noted that, in the past, Cleveland, as with much of the rest of the United States, had a balanced transit system that utilized walking, cycling, streetcars, and automobiles for different types of trips; however, the Federal Highway Act of 1956 destroyed that equilibrium, uprooting options and ensuring a reliance on personal automobiles. While this brought about new industry and opened suburban living to many people, it also had unintended consequences with which we are still grappling. As it stands today, the local and national transportation ecosystem and infrastructure are crumbling because of a myopic reliance on a single form of transportation. Klein noted that the U.S. is now a leader in undesirable indicators -- with high rates of traffic deaths and healthcare costs, and low readiness to adapt to climate change -- largely due to poor transportation planning and tension between businesses, which focus on short-term profits, and government, which should be more focused on long-term prosperity. The disruption of historic transportation usage during the pandemic gives us an opportunity to change the way we operate and to plan more effectively for the future.

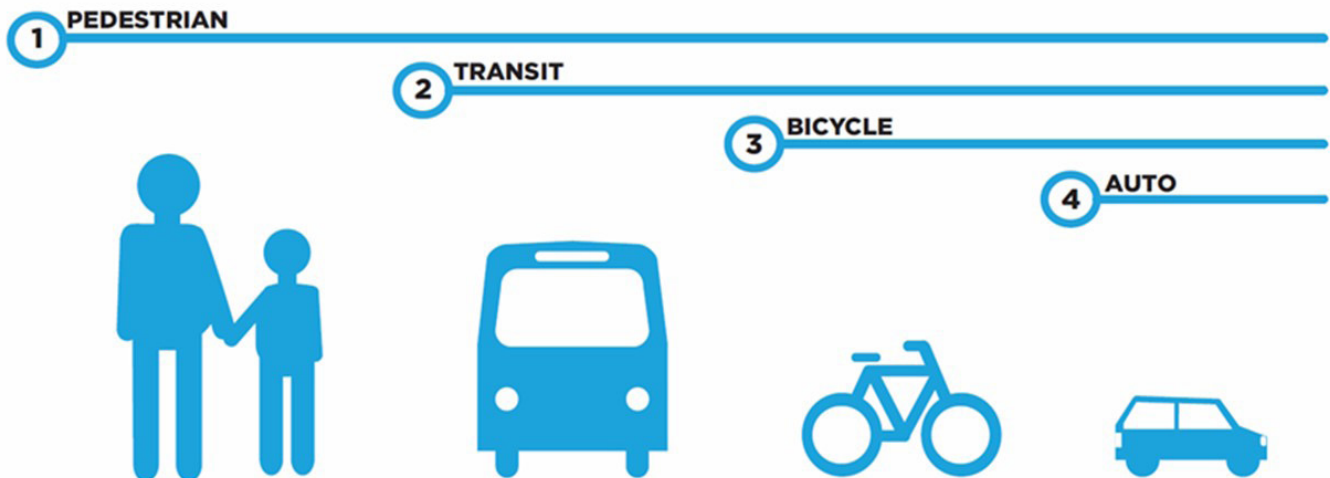
First and foremost, leadership will be vital to move this work forward. Locally, we must have leaders who are willing to take the risk of prioritizing long-term planning over short-term, nominal victories, even if it means that current leaders do not receive credit for the prosperity they will have enabled.



# MOBILITY TRACK

Keynote: Gabe Klein

Complete Streets Policy, Chicago  
People Come First.



In these long-term planning efforts, transportation must be at the forefront. We must decide what comes first in our environment: pedestrians, bicyclists, public transit, or cars. [Chicago inverted its priorities](#) from cars to people and saw myriad economic, social, and environmental benefits from this decision. Leaders should look at land-use patterns – specifically parking, zoning, and transit-oriented development – and how they affect the ways people build their habits. Should we facilitate individual consumption, in the form of single-family homes and single-family cars? Or should we encourage collaborative consumption, in the form of multi-family housing and public transit, with shared costs? These are the questions that effective city leadership should ask in order to enact effective policy that corresponds with answers that reflect our shared values.

“We need to spend less. We need to invest more.”

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Gabe Klein



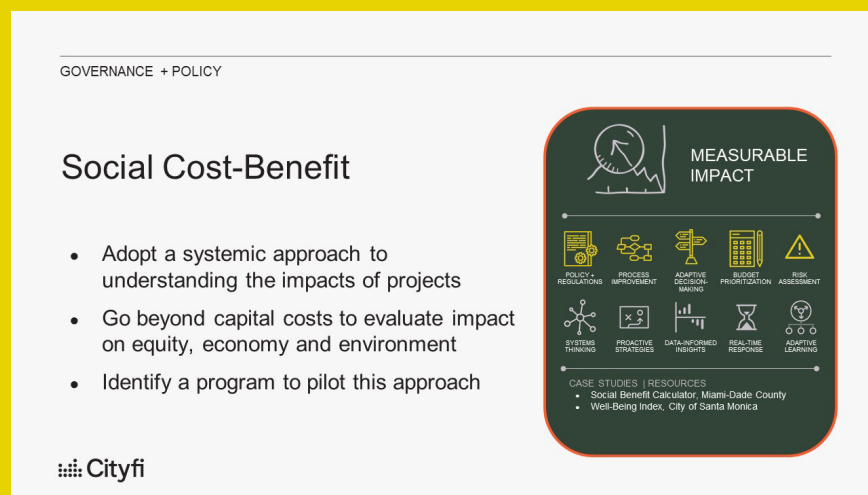
DON'T FEAR  
FAILURE  
TAKE CALCULATED  
RISKS



# MOBILITY TRACK

## Keynote: Gabe Klein

Klein urges implementation of innovations to test long-term, scaled policy proposals, which he has demonstrated can be easily accomplished. Among other innovations, Klein suggests testing streets with no left turns, streets with no through traffic, superblocks (in which space is made available for pedestrians rather than cars), closing streets to auto traffic completely, and implementing different speed lanes (on roads with multiple lanes, having a faster lane for cars and a slower lane for bikes and scooters). In fact, studies have proven that many of these practices do not only promote an active urban environment, but they also have high return on investment, [leading to skyrocketing economic activity for surrounding businesses](#). Our current infrastructure makes people uncomfortable to walk and ride bicycles. Changing the built environment will change citizen perception, which will ultimately change culture, creating buy-in for these changes. Leaders should boldly and intentionally create an environment where these changes are embraced.

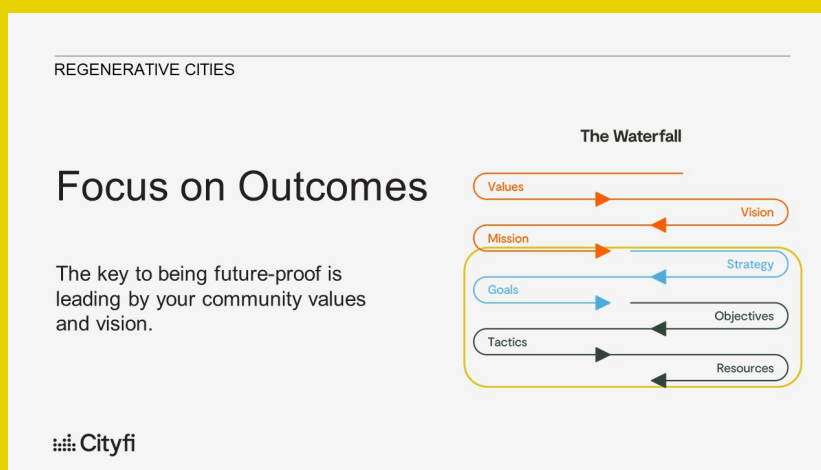


To implement these decisions before making a long-term commitment, Klein suggests testing all new policies on a small scale, quickly, nimbly, and iteratively, before implementing them long-term and on a wide scale. These small scale tests, which Klein refers to as “Tactical Urbanism”, allow for calculated risks and can prove the efficacy of a given innovation. In conjunction with small scale tests, Cleveland should adopt a systemic approach through which to understand impact. Many people too often examine impact through a single dimension and for the short-term (i. e. cars are the quickest means to travel from place to place). Instead, leaders should holistically examine impact on equity, environment, and economics as displayed in the Social Cost-Benefit graphic. Within these pillars of examination, leaders should help the public to understand internal and external costs. For example, the public may look at the internal cost of crashes, vehicle operation, or parking as the costs of car ownership. But leaders could and should encourage the public to look at the impact of cars on land use patterns, pollution, water, congestion, traffic, noise, waste, and other external costs. These factors may seem small or easy to overlook, but in the aggregate, the impacts can be burdensome and should be addressed.

# MOBILITY TRACK

## Keynote: Gabe Klein

Echoing the opening keynote presentation by Ben Hammersley, Klein emphasized that change and opportunity are imminent. Luckily, there may be opportunities through the federal government to tap into loans and grants for innovative ideas in Cleveland. Leaders in Cleveland should be prepared to seek out the opportunities, and to manage the opportunities when they are presented. The best way to do that is have community vision and values fleshed out by answering the questions with which Klein opened: What kind of city do we want to live in? What infrastructure and/or services are needed to lead to this type of city? What policies can facilitate this? While tactics and resources may change regularly, and strategies and goals may change over time, vision and values should guide this work well into the future.



## MOBILITY TRACK KEYNOTE TAKEAWAYS:

1. SOCIAL VALUES AND AN UNDERSTANDING OF SHARED HISTORY MUST GUIDE LONG-TERM COMMUNITY CHANGE.
  - CLEVELAND SHOULD HELP THE COMMUNITY UNDERSTAND THE HISTORICAL EVOLUTION OF TRANSPORTATION FROM THE TURN OF THE 20TH CENTURY TO PRESENT DAY.
  - CLEVELAND SHOULD HELP THE COMMUNITY UNDERSTAND AND EMBRACE HOW PEOPLE ARE CHOOSING TO MOVE THROUGH CITIES AND THEN CREATE THE CONDITIONS FOR PEOPLE TO EXERCISE THEIR CHOICE.
2. WHILE DEVELOPING A LONG-TERM PLAN, CLEVELAND SHOULD DEVELOP A PLATFORM TO TEST SMALL SCALE MOBILITY PILOTS, INCLUDING TECHNOLOGY TOOLS AND CHANGES IN LAND USE, TO HARNESS NEW APPROACHES FOR THE LONG-TERM.
  - AN ANALYSIS OF THE VALUE OF PILOT PROJECTS MUST INCLUDE AN ASSESSMENT OF THE IMPACT ON EQUITY, THE ECONOMY, AND THE ENVIRONMENT WHEN INNOVATIONS ARE SCALED.
3. LEADERS MUST EMBRACE CALCULATED RISKS OFTEN IF THEY WANT TO CREATE A THRIVING 21ST CENTURY CITY.

## Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way

In this session, panelists expanded upon Gabe Klein's Mobility Track Keynote presentation by discussing inclusive and equitable transportation innovations and actions that Cleveland can take to foster a more accessible city. For a detailed description of the panelists' biographies, please refer to the Symposium Agenda.

- Moderator: **Homa Bash**, Reporter at News Channel 5
- Panelist: **Will Burns**, Head of Government Partnerships US East at Spin
- Panelist: **Jerome Horne**, Ridership Experience Specialist at IndyGo, former Chicago Alderman and Illinois State Representative
- Panelist: **India Birdsong**, General Manager and Chief Executive Officer at Greater Cleveland Regional Transit Authority

"Equity needs to be at the forefront, not an afterthought."

Jerome Horne

The panel opened with a discussion of the most immediate and important transportation options Cleveland streets should accommodate. While all agreed that people – not cars – should be at the center of street design, the panelists offered nuanced, differing opinions of how streets can serve people best. The panelists built on Klein's proposal of shaping the built landscape to incentivize people to use more urban-friendly transportation options for small- and medium-length trips:

- building dedicated lanes for bikes, scooters, and other micromobility options;
- connecting public transit routes to micromobility options to ensure a seamless transit experience as riders transition from longer bus or train routes into the last mile; and
- making driving a car more expensive by taxing parking and/or enforcing parking violations.

The last point is particularly poignant, as cars have enabled unencumbered sprawl, which has led to disinvestment and poor land use patterns in central cities for over 50 years. Encouraging mobility beyond cars is particularly vital in Cleveland, where the infrastructure was built to accommodate more than double the amount of people who currently live in the core city and the City now struggles to maintain this overbuilt environment. The panelists suggested that, if Cleveland is to truly prosper, it should invest in mobility outside of single-occupant automobiles, which will in turn lead to reinvestment in the core city.

The panelists pointed to Chicago and Portland as examples of cities that are making prudent and innovative mobility decisions. [Chicago has installed](#) numerous dedicated bike lanes in recent years, but city leadership has made a particularly strong impact by communicating widely and clearly why bike lanes are important and how they impact all members of the community. Cleveland could learn from the ability of other cities to effectively manage citizen expectations and drive public opinion on transit options. [Portland has successfully encouraged](#) a strong bike and pedestrian culture by intentionally planning for the long-term and incorporating citizen needs into designs. Cleveland can similarly encourage such a culture by using long-term street designs that make it easier to bike and walk.

## Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way



### PROJECT SPOTLIGHT: BUS RAPID TRANSIT - HEALTHLINE

When looking at what Cleveland and the State of Ohio can do right now to encourage similar investment and buy-in from community stakeholders, the panelists provided several recommendations. First, Greater Cleveland Regional Transit Authority (RTA) should work with micro mobility companies to implement one platform that allows riders to access and pay for trains, buses, bikes, scooters, and any other form of mobility, something [Pittsburgh does well](#). Doing so will make it easier for riders to choose these options over a car more often. Second, the City should clearly state the importance of funding public transit and alternative mobility devices. The current State of Ohio budget reflects incredible investment in auto-supporting infrastructure and minimal investment in other modes. The City should work with other large Ohio cities to encourage the state to invest in infrastructure that is vital for the future. Similarly, with a potential large influx of dollars from a federal infrastructure program, Cleveland should position itself to show that it is prepared to receive these dollars with an explicit plan. Lastly, in the short-term, Cleveland should implement small-scale practices that slowly shift public perception and habits. Among other actions, the City and RTA should collaborate:

the City could enforce parking violations and make parking more expensive, and RTA could remove barriers that make use of public transit complicated, resulting in members of the public shying away from using public transit. These steps to increase ridership could include clear announcements at transit hubs and better maps and navigation materials.

“Leadership is so, so crucial.”

.....  
Gabe Klein

# Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way

In the longer-term the panelists offered several other suggestions. RTA should maintain and replace aging infrastructure, investing in the vital options that already exist here. Cleveland should also work more intentionally with the private sector, to encourage employers to provide transit benefits and reduce parking benefits, as the private sector has a large role to play in shifting culture. Regionally, leaders, including those in Cleveland, other cities, the County, and at NOACA, must demonstrate for the public how sprawl and transit options affect everyone. Leaders should communicate the importance of equity in access to physical locations and demonstrate the return on investment of a robust public transit system. Finally, the City should include a transit perspective when evaluating all future development proposals, or consider adjusting requirements for all new developments, such as evaluating access to public transit, requiring bike racks, and/or reducing allowable parking spaces. Panelists acknowledged the necessity of planning in the long-term to encourage transportation practices that will lead to better transit habits among citizens.

“Our budgets reflect our priorities.”

Jerome Horne

The panelists also discussed several limitations to the ability of Cleveland, other cities, the County and RTA to encourage a more efficient transit system. First, RTA does not have the technology or data to understand route effectiveness. While this would be a huge boost to making transit more responsive to the needs of the rider, RTA would need funding to implement new systems to collect the data. Next is the multiplicity of municipalities in Cuyahoga County. There are over 50 different municipalities, complicating coordination of public transit and presenting too many different laws and frameworks with which companies supporting new modes of transit (such as scooters) and transit systems must work. Similarly, Cuyahoga County is not as dense as it needs to be for widespread transit options; the lack of density was caused and exacerbated by car-centric lifestyles. Finally, Cleveland and other cities face a lack of funding and a lack of will at the state level to support alternative transit options. Many of the recommendations above begin to address these limitations. Nevertheless, the influx of federal transit investment, growing popularity of transit-oriented development, and effective communication can serve to encourage a more effective multi-modal transit system in Cleveland.

GOVERNANCE + POLICY

### Universal Basic Mobility

- Recognize mobility not only as a human right but as a foundation of a healthy economy
- Establish a system of partnerships to provide a minimum level of mobility to all
- Pilot a monthly subscription service with access to various modes

FOCUS ON EQUITY

POLICY + REGULATIONS

CAPACITY-BUILDING

ADAPTIVE DECISION-MAKING

BUDGET PRIORITIZATION

SYSTEMS THINKING

PROACTIVE STRATEGIES


DATA-INFORMED INSIGHTS

REAL-TIME RESPONSE

ADAPTIVE LEARNING

CASE STUDIES | RESOURCES

- Pittsburgh/Spin e-Scooter for Essential Workers
- rideKC Free Transit and Blue Cross Partnership





## Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way

While the entire conversation occurred through a lens of equitable access of transit for all people, the panelists explicitly touched on equitable access at the end of the conversation. They discussed paratransit and how it demonstrates the possibilities of dynamic trips – picking someone up from a specific location and dropping them off at a specific location – as opposed to the fixed trips that buses generally follow. Bike and scooter companies are researching how to facilitate access to their bikes and scooters without a smartphone and other ways of opening their products to unbanked people. These companies also are making bikes and scooters more adaptable, with balance enhancement for people who may otherwise not be able to ride them. Finally, the panelists discussed the importance of prioritizing a commitment to equity by first clearing sidewalks and bike lanes in the winter, before clearing roads, in order to help people who do not use a car. This would demonstrate community values, as discussed above.

All in all, the panelists discussed the primary importance of the City's leadership in encouraging alternative modes of transportation. While leaders should encourage innovation, they must carefully understand all implications of a given technology or policy. Equity must be at the forefront of all future planning. But as it stands, Cleveland has an inequitable transportation system, encouraging car ownership and discouraging public transit use. City leaders have a promising role to play in flipping the transportation status quo and promoting Cleveland as an equitable city of the future.

## Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility

While the first Mobility Track session focused on equitably moving people from one place to another, the second session outlined the opportunity for Cleveland to enable more efficient movement of goods and services and funding for alternative mobility options. For a detailed description of the panelists' biographies, please refer to the [Symposium Agenda](#).

- Moderator: **Mike McIntyre**, Executive Editor at Ideastream Public Media
- Panelist: **Michael Peters**, CEO & Founder at Sway Mobility Inc.
- Panelist: **Howard Wood**, Executive Director at DriveOhio
- Panelist: **Grace Gallucci**, Executive Director and CEO at Northeast Ohio Areawide Coordinating Agency (NOACA)

The panel started with a discussion of how Cleveland can leverage its unique assets to lead in the fields of distribution and logistics. The panelists noted Cleveland's geographic advantages of being in the heart of the country, on Lake Erie, and the lack of physical barriers such as mountains. Additionally, Cleveland has a strong history of industrialization, an expansive street network (built to accommodate many more people than currently live here), and decently maintained pavement and signals. As a result of the overbuilt network, Cleveland has ample unused space that could be creatively used to enhance logistics, such as freight-only lanes or retrofitting space for autonomous drones and robots that deliver packages.



## Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility

The most vital piece of the logistics puzzle that drones could solve, according to the panelists, is the last mile. Drones that can deliver packages, via air or on dedicated sidewalks to make last mile deliveries, would allow people to reclaim streets that cars and trucks have clogged for deliveries. One panelist suggested that the [proportion of freight moved by trucks is too high](#) – drones helping to deliver some of this freight would ease the burden on city streets and allow the City to invest in other vital infrastructure beyond accommodating cars and trucks.

The panelists also focused on issues of allocation of resources and transportation funding. The panelists acknowledged that the current tax structure presents a lot of transportation funding challenges. State and local governments rely on federal dollars for big projects. Obtaining funding at the federal or state level through tax increases is a difficult process. Drivers are currently double taxed on toll roads, paying both the toll plus a gas tax. Howard Wood noted that, in the future, when we start to see a significant shift to autonomous and electric vehicles, there will need to be a different method of funding, such as mileage-based taxes, to replace the current reliance on the gas tax. Methods of taxing electric vehicles also raise new equity issues, as up-front fees for electric vehicles contrast with “pay as you go” for drivers paying the gas tax. Fees derived from other sources, such as parking fees or other user fees, should be considered to fund more sustainable transit modes such as public transit or bicycles, since other existing funding sources are not being applied sufficiently for those modes. When looking at state budgets, it is clear that the use of cars and highways is unfairly subsidized compared to public transit and other alternative modes of transportation. If a state, region, or municipality is truly committed to equitable access to opportunity, it should treat alternative modes of transportation, particularly public transit, as a public good, just as it treats the highway system and roads as a public good. And if public transit is a public good, then it should be funded fairly. Therefore, it is important for leaders to explain to the public both the costs of public transit, and who bears that cost, and the costs of cars and other individually owned passenger vehicles, and who bears that cost, when determining allocations of funding.



PROJECT SPOTLIGHT:  
E. 4TH STREET  
CLOSURE

## Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility

The panelists agreed with Klein's keynote presentation as to how political leaders should approach fair funding for transit. Particularly, they echoed his sentiments that leaders must consider, and clearly communicate, the holistic benefit of public transit versus the social costs of individual passenger vehicles by highlighting external costs such as pollution and safety, as well as the expense of maintaining the expensive infrastructure that car-enabled urban sprawl dictates. A potential model for funding alternative modes of transportation locally is a [Mobility Improvement District \(MID\)](#). An MID imposes a fee on owners or renters within a geographic area to fund car-sharing, bike-sharing, and other alternative forms of collective transportation. According to panelists, MIDs have significant positive impact on the microeconomy, as well as having the positive effect of encouraging alternative transportation. Cleveland has several ripe locations for MIDs, particularly in areas of Transit Oriented Development.

While this conversation focused on equity in access to transit, panelists also discussed equity in logistics and environmental impacts. Cleveland has had [several recent examples](#) of environmental injustice in low-income communities – occurring because the transportation system enabled them. Many of these decisions were made without considering equity, but rather focusing solely on efficiency. The panelists suggested implementing Klein's Social Cost-Benefit framework so that decision makers do not consider only costs and time when making logistics decisions, but also exclusion, pollution burdens to the surrounding community, and other factors. Using this type of analysis in every decision will force leaders to confront the question of what they truly value: do they explicitly allow injustice to occur because the cost of addressing it is too great? Or can they find other solutions that more fairly balances benefits with the needs of the community?

“Anything worth doing is going to be controversial.”

.....  
Gabe Klein

In closing, the panelists provided some words of advice. They emphasized the need to highlight Cleveland's strengths, reinvest in existing infrastructure, and build on strengths incrementally. They praised the RTA because of its size and history, noting that integrating it into a comprehensive, multi-modal transit system would be transformative. Additionally, panelists discussed the importance of being willing to try a new approach if analysis shows that it emphasizes equity in access, economics, and environmental impact. Leaders can communicate the benefit of these changes to the public through simple, compelling messages and stories. This will change minds and perspectives, giving leaders the political support to implement controversial, yet worthwhile, policies.

## Breakout Groups Insights and Recommendations:

Breakout groups from both Mobility sessions included lively discussion on how to improve transit options. The recommendations and insights outlined below are ideas that go beyond the content of the panels and provide valuable input for determining priorities within the City of Cleveland.

### Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way

- The City should encourage holistic planning with a mobility perspective.
  - The City should appoint a representative from the RTA to one of the Planning Commission's Design Review Committees, so that projects are being examined through a transit lens from the very beginning and mobility is optimized in the project's design. The City also should assure that the upcoming revision to the Comprehensive Plan incorporates these priorities.
  - Transit should have the opportunity to benefit from the development that it creates. One way to facilitate this would be the creation of a linear tax increment financing district that runs along the transit line and directs revenue specifically back into the upkeep and enhancement of that transit line.
- The City should take a strong look at assessing special taxes (akin to a congestion toll rate) on surface parking lots, particularly those along major roadways and transit corridors, to disincentivize surface parking as a land use.
- The City should collaborate with RTA to make public transit more user-friendly to encourage ridership:
  - RTA is seeking to better serve populations outside the typical workday commuter, such as shift workers and families. One recommended change is a new policy for strollers. Currently, RTA requires that strollers be folded up, which is cumbersome and discourages using transit, particularly for a single parent with one or more young children in tow. A Family Section could be added on transit vehicles, allowing a parent to keep a young child in a stroller without obstructing other users from entering and exiting.
  - Intentionally encourage more transit-oriented development.
  - Consider that every transit user is a pedestrian, and many are also cyclists. There must be investment to ensure that transit provides a pleasant experience that people will want to choose. This means considering every aspect of the user experience – including the transit waiting environment, access to restrooms, and clearing snow in accessways to transit stations. Addressing these concerns should not be the sole purview of the RTA; the community and stakeholders must also be involved.
  - Transit planning in Cleveland should include making walking, the use of bicycles, and other alternative modes safer.

## **Session 1: Improving Transit for All Modes & Developing the 21st Century City Right of Way**

- Cleveland should invest equitably in public transit and lobby state and federal funding sources to adopt this policy.
  - The City should rethink economic development incentives. Can Cleveland provide economic incentives to companies that locate on a transit line? This will require coordination between the City's Department of Development, community development corporations, the RTA, and private-sector developers.
- The City and other government leaders and community partners should rethink communication of public transit and be courageous in trying new things.
  - Cleveland should enlist elected officials at all levels of government as champions for transit by educating them and helping them make the case for transit to their constituents.
  - The City and other stakeholders must be prepared to invest in pilot projects with the understanding that some will achieve their goals and some will not, but that it is only by trying new approaches that we can make progress.
  - The City should make simple improvements to existing infrastructure, such as painting curbs, closing unnecessary streets to reduce maintenance costs, and making more streets unidirectional, all to better manage traffic flow and create a better environment for pedestrians and cyclists.

## **Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility**

- The City should establish a transportation office to ensure transit and transportation resources are better utilized.
  - This office could be within the City's Department of Development, to coordinate communication, resource deployment, and planning as it relates to logistics and distribution, transportation, and transit. The office would work with other City departments, such as Building and Housing and Public Works, as well the RTA.
  - The City should ask the business community to take a stronger role in fostering collaboration among communities to address transit issues; this will provide the businesses with better access to the labor pool through improved transit options.
  - Recognizing that multiple funding sources are usually needed for pilot projects and wider scale deployment of transit alternatives, the City should add staffing to focus on grant and other funding sources for transit alternatives. This staffing should pay for itself by obtaining additional funding for projects.

## Session 2: Logistics and Distribution and Funding Alternatives for 21st Century Mobility

- The City should prioritize investment in resources that will encourage alternative modes of transportation.
  - The City should look at [smart transit hubs](#) in Columbus and Minneapolis as ways to integrate multiple modes and reduce car usage.
  - The City should develop street and right of way design standards that are not centered on cars, but rather on bicyclists and pedestrians, including those with special mobility needs.

# MOBILITY TRACK

## MOBILITY TRACK OVERALL TAKEAWAYS:

1. CLEVELAND SHOULD ENCOURAGE HOLISTIC PLANNING FROM A MOBILITY PERSPECTIVE.

- INCORPORATE PUBLIC TRANSIT REVIEW INTO CONSIDERATION OF NEW DEVELOPMENT PROPOSALS
- CONDUCT PILOT TESTS OF MOBILITY IMPROVEMENT DISTRICTS.

THE SHARE MOBILITY PROGRAM AND IKE KIOSK ARE EXAMPLES OF THE CITY BEING ENTREPRENEURIAL IN ITS APPROACH TO SERVICE DELIVERY LEVERAGING PARTNERSHIPS (PARTNERSHIP SERVICE REVENUE)

2. CLEVELAND SHOULD ENCOURAGE AND SUPPORT RTA IN STEPS TO MAKE PUBLIC TRANSIT MORE CONVENIENT AND EASIER TO USE FOR RIDERS.

- CREATE SEAMLESS PLATFORM INTEGRATION FOR LAST-MILE TRAVEL, GOING FROM THE BUS OR TRAIN TO HOME. WORK WITH RTA TO CONSIDER A MORE DIVERSE SET OF TRANSPORTATION OPTIONS BEYOND BUSES AND THE RAPID, SUCH AS BICYCLES AND SHARED MOBILITY DEVICES.
- PROVIDE MORE FREQUENT SERVICE FOR ACCESS TO JOBS AND DAILY NEEDS
- IMPROVE SERVICE THAT ALLOWS RIDERS TO TRAVEL TO AND FROM JOBS. WORK WITH ADJOINING COMMUNITIES TO FACILITATE ACCESS FOR EMPLOYEES TO JOBS OUTSIDE THEIR HOME CITY.

3. THE CITY AND ITS LEADERS AND PARTNERS SHOULD COMMUNICATE THE IMPORTANCE OF TRANSIT CHOICE IN WAYS THAT ADDRESS THE NEEDS AND CONCERNS OF RESIDENTS, COMMUTERS, OFFICIALS, AND OTHER STAKEHOLDERS. THE MESSAGES MAY ENCOMPASS ENVIRONMENTAL JUSTICE, EQUITABLE ACCESS, HIGH RETURN ON INVESTMENT, OR OTHER STRATEGIES TO CONVINCE PEOPLE OF THE IMPORTANCE OF ALTERNATIVE TRANSIT OPTIONS. FOR EXAMPLE, MESSAGES SHOULD INFORM PEOPLE ABOUT THE HIDDEN SUBSIDIES FOR PRIVATE CARS COMPARED TO THE SUBSIDIES FOR PUBLIC TRANSPORTATION.



## INCLUSIVE ECONOMIC DEVELOPMENT TRACK

### Keynote: Tawanna Black

In her keynote presentation on inclusive economic development, Tawanna Black provided a framework through which Cleveland can approach its history of segregation and disparate opportunities for minority populations, and lack of inclusive growth. Her insights are drawn from leading Minneapolis-St. Paul's [Center for Economic Inclusion](#), "a cross-sector organization committed to strengthening the ... civic infrastructure and collective capacity to disrupt systems and influence market forces to catalyze shared prosperity and advance an inclusive economy." In short, to fuel inclusive economic growth, Cleveland should learn new ways of dismantling systemic racism.

"We must be in relentless pursuit of an inclusive economy."

.....  
Tawanna Black

First, leadership matters. It matters not just in the government, but also in the private sector. In the leadership and management of large corporations, there are huge gaps between their current state and what is truly representative of society. Organizations and think tanks have studied the importance and positive impact of representative leaders, so why haven't companies caught up? Additionally, why is there still a wage gap among workers who hold the same positions? The Center for Economic Inclusion works with companies to answer these questions and influence the people who wield hiring power. The Center makes clear that growth and inclusion in a region are inextricably linked. Tawanna Black hopes to help Cleveland reckon with the fact that, even when it devotes so much time and resources to training and education for minority communities, there is still a gap; Cleveland should face that there is a cultural problem. Employers must be at the table and be committed to inclusion, with the commitment extending beyond branding and statements. The Center's analysis shows that even partially experiencing true economic inclusion would lead to over \$1 trillion in profits for U.S. businesses. While many leaders know that inclusion is the morally correct thing to do, The Center advocates that sharing data on the economic benefits of inclusion, such as the \$1 trillion statistic, will help close the gap faster. Inclusion and economic growth must be perceived as complementary proposals and NOT mutually exclusive.



# INCLUSIVE ECONOMIC DEVELOPMENT TRACK

Keynote: Tawanna Black



## Characteristics of an Inclusive Economy

What does an inclusive economy look like? It embraces, and not just acknowledges, three key concepts:

### 1. Access to Opportunity

Access to opportunity should be defined by the people who have been most marginalized in the past. They should be able to say, "This is what it looks like for me to make a living," not just as a worker or consumer, but as an entrepreneur with an opportunity to build something of their own. For the local market to continue to grow and for Cleveland to compete effectively, our economy needs to bring to bear the creativity of all people.

### 2. Upward Mobility

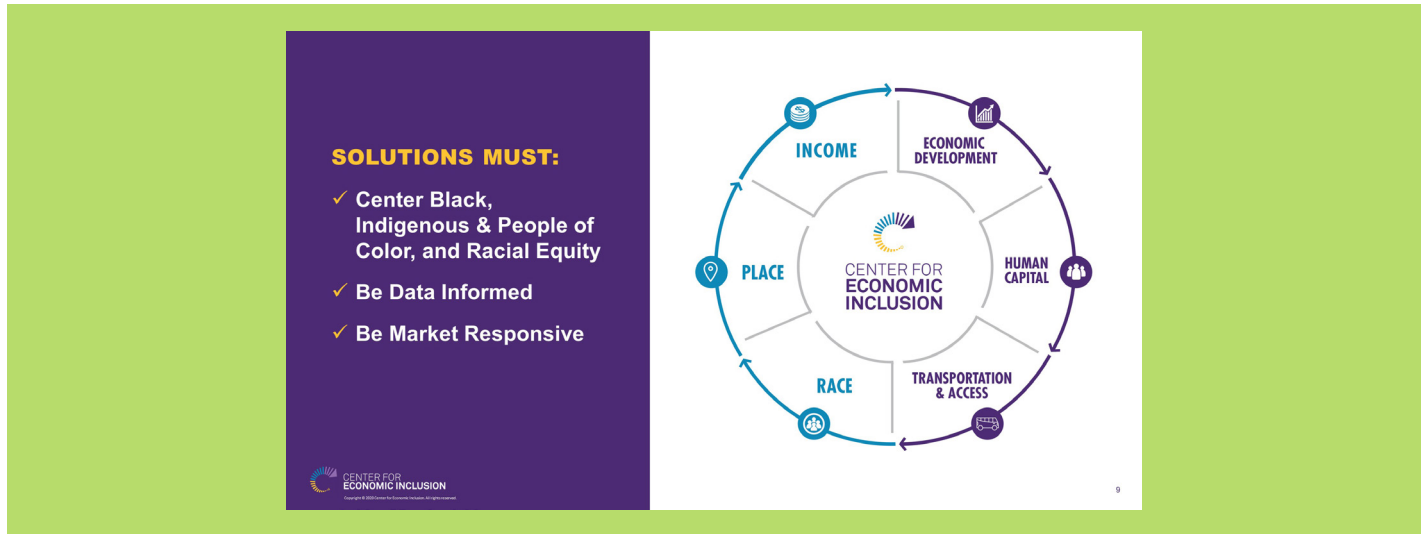
All people should be able to advance their own careers, but also, vitally, to accumulate wealth and make investments in their future. Cleveland should recognize that many minority communities have been locked out of wealth-building opportunities throughout history. Then, it must enact intentional policies, practices, and behaviors to help marginalized people build wealth. Therefore, Cleveland should rewrite the narrative, not based on charity, but on the economic benefits of diversity and inclusion. It should recognize that communities should define community wealth and be self-sustaining on their own terms.

### 3. Increased Empowerment

All people should be able to drive economic growth in their own communities. Cleveland should create the investment and financing tools for nontraditional businesses to grow and flourish. Each community must be able to define what economic growth looks like for itself.

# INCLUSIVE ECONOMIC DEVELOPMENT TRACK

Keynote: Tawanna Black



## Strategies for Impact

While many current systems in which we operate are based on exclusion – working for those who have been and remain in power due to historical inequities – Cleveland should take steps to foster shared accountability, which will facilitate an inclusive economy. Particularly, Cleveland should center the experiences of excluded populations, meaning that, rather than only adjusting existing policies to allow for inclusion, it should create brand new policies. The new policies must be data informed and be market responsive to the impact of career and business pathways to ensure a link to economic growth and diversity. Agencies focused on this work should be accountable to a set of goals and indicators that guide their work.

Strategies must go beyond opening seats at the metaphorical table for excluded populations; there must be a true sharing or transfer of power. Excluded populations should not just have a title, as exemplified by Chief Diversity Officers with no budget and no accountability; rather they should be truly empowered to effect change by intentional executive leadership that makes resources available.

Employers, whether of the public, private, or nonprofit sectors, can employ a set of changes that can be sustained over time to drive an inclusive economy forward. First, they must co-create talent, procurement, and investment strategies. Employers must get comfortable with discomfort, building new relationships and allowing new people and ideas to take hold within their domains. Next, employers must share and transfer power with marginalized communities to create wealth equity. Finally, employers must also establish transparent, measurable, and meaningful goals. These goals should keep inclusion at the forefront, understanding how effective each entity truly is in achieving shared prosperity.

# INCLUSIVE ECONOMIC DEVELOPMENT TRACK

Keynote: Tawanna Black

Economic development groups can support employers in taking these actions in several ways. First, they should equip employers with the tools, practices, and consulting support to dismantle institutional racism. Second, they should activate narrative change, changing how we speak about workforce and economic development. Leaders must be willing to elevate racism, and not its symptoms, as the cause of disparities. They must clearly communicate the proven impact of an inclusive economy. Lastly, these groups must connect and build relationships across the economy. All actors in a region must be able to trust each other to have inclusive conversations and create lasting change.

Black powerfully ended her presentation with a question: “Do we want to still be having these conversations in 50 years?” Future generations are counting on us to embrace inclusive economic development in solidarity with one another, so that they have more equitable opportunity than past generations. The choice to do this work together is ours.

“where we’re not simply mitigating for diversity, but where we’re embracing that diversity and realizing that it is the greatest asset that we have towards our future prosperity?”

Tawanna Black

## Characteristics of an **Inclusive Economy**

### **Access to OPPORTUNITY**

People access and participate in markets as workers, consumers, and business owners



### **Upward MOBILITY**

People advance in their careers, accumulate wealth, and make long-term investments with confidence in the future



### **Increased EMPOWERMENT**

People drive economic growth in their community through innovation and new business creation

# INCLUSIVE ECONOMIC DEVELOPMENT TRACK

Keynote: Tawanna Black

## INCLUSIVE ECONOMIC DEVELOPMENT TRACK KEYNOTE TAKEAWAYS:

1. INCLUSIVE ECONOMIC DEVELOPMENT REQUIRES DISMANTLING SYSTEMIC RACISM. THIS MEANS THAT EFFORTS MUST GO BEYOND TINKERING AROUND THE EDGES; RATHER, NEW APPROACHES MUST COMPLETELY UPROOT POLICIES THAT CURRENTLY MARGINALIZE BLACK, INDIGENOUS, AND PEOPLE OF COLOR (BIPOC) POPULATIONS. OUR GOAL SHOULD BE TO CREATE FREEDOM AND CHOICE FOR INDIVIDUALS IN OUR COMMUNITIES.
2. CLEVELAND SHOULD PROVIDE THE INVESTMENT AND FINANCING TOOLS FOR MARGINALIZED COMMUNITIES TO BUILD BUSINESSES AND, IN ESSENCE, DEFINE COMMUNITY WEALTH AND EMPOWERMENT ON THE COMMUNITY'S OWN TERMS.
3. LEADERS AT POWERFUL INSTITUTIONS MUST SHARE POWER AND ALLOW IDEAS FROM NEW PEOPLE TO TAKE HOLD.
4. ORGANIZATIONS SHOULD MOVE FROM DIVERSITY TO INCLUSION, AND INTO EMPOWERMENT.

“Continuing to grow a sense of place and inclusive economy will help strengthen the value proposition for companies looking to relocate to Cleveland.”

.....  
Didi Caldwell

## Session 1: Business Location Decisions, Including Workforce Recruiting and Development

In this session, panelists expanded upon Tawanna Black's Track Keynote by discussing inclusive economic development from a business perspective. The panelists focused on factors driving businesses' decisions on location, as well as on the importance of workforce recruiting, and workforce development in attracting and retaining businesses. For a detailed description of the panelists' biographies, please refer to the [Symposium Agenda](#).

- Moderator: **Michelle Jarboe**, Enterprise Reporter at Crain's Cleveland Business
- Panelist: **Christine Nelson**, Vice President, Project Management, Site Strategies and Talent at Team NEO
- Panelist: **Michael O'Donnell**, Vice President of Operations at MAGNET: Manufacturing Advocacy & Growth Network
- Panelist: **Didi Caldwell**, President and Founding Principal at Global Location Strategies
- Panelist: **Tony Antonelli**, Vice President of Finance at Tiger Pistol

Panelists began this session by discussing Cleveland's economic development strengths – a rich legacy in manufacturing, its central location for logistics – and weaknesses – unmitigated population decline, poor growth in clustered sectors. Conflicting visions of Cleveland's future from various economic development groups confuse people who have never been to Northeast Ohio. Ultimately, what is externally stated and marketed should reflect Cleveland's culture. Organizations in Cleveland should do a better job of communicating its strengths and telling its story in a cohesive, straightforward narrative.

This means cultivating data to show that Cleveland always belongs on companies' short lists when they are considering relocating or opening new offices. Tiger Pistol, a company which recently decided to open an office in Greater Cleveland, cited proximity to other companies in the industry as an important factor for relocation. Companies shopping for a new location tend to think in terms of the region (rather than the city) to which they may move, because they recognize that employees, supply chains and commerce occur across political boundaries. Cleveland should highlight regional strengths to attract further development. Didi Caldwell recommended that various marketing efforts by different governmental entities and agencies across the region should better coordinate and collaborate as to their messages and recruiting efforts, as companies seeking a new location prefer a single point of contact.

The topic of government incentives has been in the news lately, as regional governments have been using them to lure businesses to the region, or to encourage businesses to remain and expand their operations, but there has been debate over whether incentives are effective policy in this context.

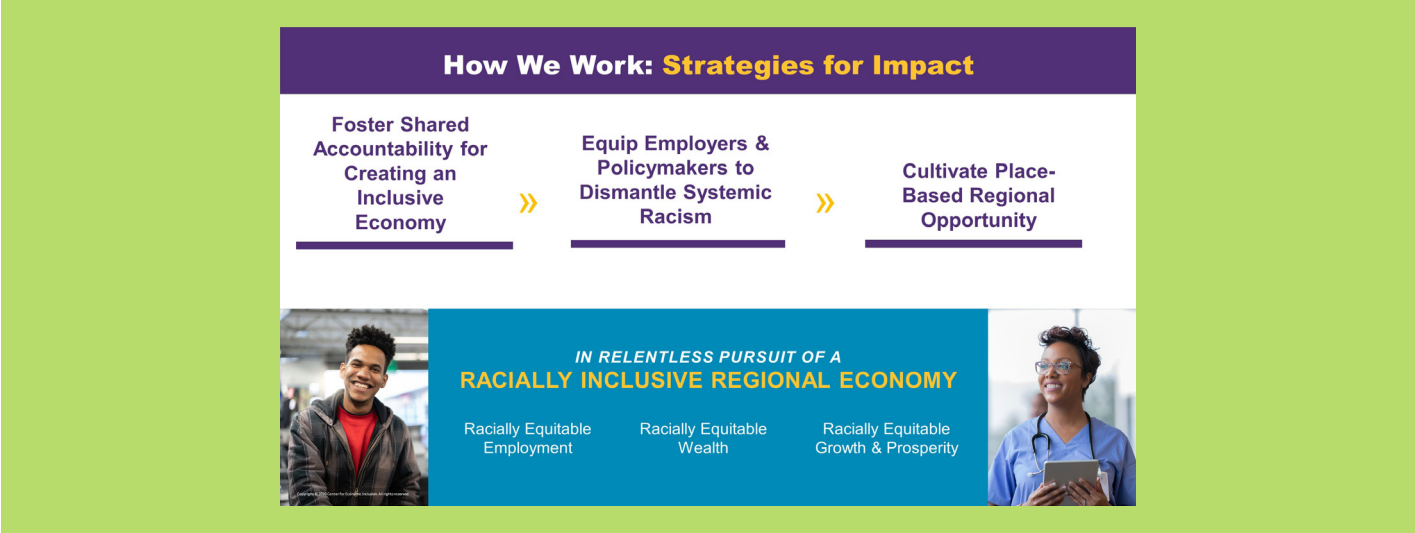
# Session 1: Business Location Decisions, Including Workforce Recruiting and Development

While incentives can be important for companies choosing between competitive sites or for those operating on thin profit margins, panelists urged local governments to be thoughtful when considering incentive decisions. Government incentives should flexibly address shortfalls in vital projects, but governments should not be providing excessive incentives to businesses where they are not needed. For instance, the most valuable incentive to a business may relate to job training. Depending on the project, tax dollars that could be used for incentives may be better applied to advance some of the policies Black advocated, such as creating wealth-building tools in underserved neighborhoods, including more effective job and career training.

“Cleveland should be able to pitch itself.”

Tony Antonelli

Transportation gaps are a hurdle for many businesses, especially as Cuyahoga County continues to have more dispersed residents. Many in-demand jobs are in outlying areas of Cuyahoga County, while workers to fill the jobs reside in the City of Cleveland. Cleveland leaders should encourage business investment in job hubs that are easily accessible to workers, pushing the region to incremental improvements in economic justice.



Upskilling and preparing the available talent pool are two of the most important economic development strategies for a legacy city like Cleveland. Michael O’Donnell suggested that, first, employers should change the perception of what some jobs are. Training programs should work with employers to introduce to students the opportunities and skills necessary for jobs in manufacturing, as an example. Currently, many manufacturing jobs involve working on computers and having digital skills, as opposed to manual labor that many may associate with manufacturing as conducted in the past. Programs that market these jobs should empower future workers to hone their crafts and find fulfillment in them, with opportunities to advance and be given decision-making power.

## Session 1: Business Location Decisions, Including Workforce Recruiting and Development

When speaking about talent development, representation and mentorship are also vital. People must be able to envision their success; seeing people who look like them, who are succeeding and are encouraging them, can make the difference in a person's career. Ultimately, incentivizing talent development and training for in-demand skills will attract companies looking for a strong talent pool.

The panelists recognized that businesses want to operate in locations with a talent pool available. A positive quality of life will drive strong economic development, by attracting a quality workforce. Panelists shared examples of several cities that are offering worker incentives to help build a stronger talent pool. Tulsa, OK is offering \$10,000 to remote workers who move to the city; Decatur, AL will pay portions of STEM graduates' student loans; Greenwood, SC will pay state supported university tuition for local school attendees (not unlike Cleveland's Say Yes to Education). Other cities provide networks to help veterans assimilate into the community.

At the same time it seeks to attract new employees to the area, Cleveland should invest in the workforce that is already here. Mentoring and a more balanced support network for underserved communities can help people to find, and keep people in, attractive, well-paying jobs, leading to longer-term wealth-building opportunities. Building an inclusive culture where talented people want to thrive is one of the greatest economic development tools. Michelle Jarboe shifted the conversation to attracting and keeping small- and medium-sized businesses, which are the lifeblood of local economies. Particularly, the City of Cleveland should support its entrepreneurial base and ensure a strong culture that gives these companies no reason to leave. Cleveland also must understand the ecosystem in which it operates. While being the anchor city of a fractured region with many municipalities is difficult, a thriving economy in any area of the region will help the entire region. Various governments in Cuyahoga County should have a more cohesive marketing strategy for the entire region. For example, marketing could focus on various Opportunity Zones, playing on the strengths of different areas, to be more attractive. The region is currently locally competitive to the point that companies relocate mere miles across municipal lines. Breaking down communication barriers among different cities within the region would help clarify the region's strengths to outside companies.

"Innovation is a process to improve the human condition."

.....  
Travis Sheridan



## Session 1: Business Location Decisions, Including Workforce Recruiting and Development

The COVID-19 pandemic and the readjustment of the supply chain may give the Greater Cleveland region an opportunity to test a new strategy, by attracting companies that hope to fill locally supply chains that had previously been outsourced off-shore. Having open conversations with companies that are already operating here may illuminate new opportunities for filling supply chain gaps.

All in all, this session discussed the need for a more cohesive, regional narrative and approach to economic development; incentives and investments in people and neighborhoods to build a stronger quality of life in Cleveland; and what Cleveland can do to support businesses at a variety of sizes, including minority-owned businesses, as they locate in Cleveland and grow.

## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

While the first inclusive economic development track session was dedicated to development from a business and workforce perspective, the second session focused on Cleveland's opportunity to grow an inclusive economy. For a detailed description of the panelists' biographies, please refer to the Symposium Agenda.

- Moderator: **Baiju Shah**, Senior Fellow at the Cleveland Foundation and Project Lead at Cleveland Innovation Project
- Panelist: **Gloria Ware**, Director at Jumpstart – KeyBank Center for Technology, Innovation, and Inclusive Growth
- Panelist: **Lance Hill**, Chief Executive Officer at Within3
- Panelist: **Travis Sheridan**, Senior Vice President, Chief Community Officer at Wexford Science & Technology, LLC
- Panelist: **Phyllis Ellison**, Director of Entrepreneur Services and Institutional/Corporate Partnerships at Cortex Innovation Community and Executive Director at InvestMidwest

This session was framed by the thought that inclusive growth can be expedited by physical space and an inclusive culture.

## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

The discussion started with the value and role of innovation districts. [Innovation districts](#) are distinct geographic areas, hosting co-located businesses, training programs, and related nonprofits, with the goal of attracting entrepreneurs, startups, investors, and other elements of a strong economy. To advance an inclusive economy, first and foremost, innovation districts must intentionally be inclusive.

Developers must ensure they build a physical landscape that encourages pathways for people of all walks of life to be engaged. This narrative must be clearly defined from the beginning, to create accurate and positive reflection of the neighborhood and to avoid any preconceptions often associated with new development that displaces residents. Further, many jobs located in innovation districts do not require a 4-year degree. Districts should create clear access points and communication programs to attract people who qualify for these positions.

Ultimately, innovation districts should be inviting to everyone who lives in and around the district. Cleveland does not necessarily need to attract new talent to provide workers or entrepreneurs for an innovation district. Rather, it must intentionally invest in the talent already here by making a welcoming environment, which will encourage other people to relocate here. Even without creating an entire innovation district, Cleveland has had success with neighborhood revitalization efforts concentrating on multiple prongs of investment to effect significant improvements. One example of this is the Neighborhood Transformation Initiative; see the side panel for more information.

Cleveland can certainly learn from the panelists involved with innovation districts in other cities. [Cortex, in St. Louis, Missouri](#), intentionally includes contrary voices in planning discussions to ensure they are not overlooking details or people in the community who otherwise may not feel welcome in the innovation district. It aims to foster a culture where everyone feels empowered to have their voice heard.

### PROJECT SPOTLIGHT: MAYOR'S NEIGHBORHOOD TRANSFORMATION INITIATIVE



Mayor Frank G. Jackson's Neighborhood Transformation Initiative (NTI) takes Tawanna Black's principles for inclusive economic development and focuses them on several key neighborhoods in Cleveland. The NTI "is aimed at providing healthy, sustainable and equitable opportunities to build wealth and stabilize historically fringed neighborhoods."

In Glenville, the NTI leveraged existing public and private sector investments and gave historically marginalized entrepreneurs spaces and resources to spark businesses. GlenVillage is a mixed-use development with retail and restaurants on the first floor and mixed-income housing on the upper floors. After an incubation period in which businesses should find success, new businesses will rotate through the program.

Read more about the Mayor's Neighborhood Transformation Initiative at <http://www.city.cleveland.oh.us/nti>

## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

Additionally, it programmatically engages in surrounding neighborhoods to solicit opinions about the work of the district, deliberately bringing people to the table to discuss critical topics. Locally, panelists mentioned [MidTown Cleveland](#) as an example of great community engagement surrounding the burgeoning innovation district on E. 66th street. See the sidebar for more information.

Panelists also discussed how growing companies should recruit to support a more inclusive local economy. First, companies must acknowledge that diverse voices are vital to a company, enabling it to reexamine assumptions, gain insights that may not otherwise be highlighted, and lead people to be more empathetic. To find diverse voices, companies may need to adopt new recruitment and hiring techniques. They should interview for more attitudinal, rather than technical, qualities, such as empathy, and skills such as change management. They should also avoid filtering applicants by credentials and degrees except to the extent absolutely necessary, because there could be myriad qualified applicants who were unable to pursue a degree. To find unconventional but qualified candidates, companies must work with organizations that train and prepare minority workers. Further, they must ensure that communities know about the employment opportunities and can be excited about them. Companies should listen to and identify community needs and then show how their opportunities reflect the needs of the community in terms of benefits and structure.

“Being a better Cleveland tomorrow than it is today.”

Travis Sheridan

### PROJECT SPOTLIGHT: MIDTOWN CLEVELAND



MidTown Cleveland is a community development corporation for the area between the downtown Cleveland and University Circle job hubs. As public and private investment is pouring into the neighborhood, MidTown Cleveland has facilitated conversation with the residents and small businesses that call it home.

Recently, MidTown Cleveland has been planning around the E. 66<sup>th</sup> Street Corridor. This corridor is being envisioned as an inclusive innovation district that will connect Hough residents back to the job and transportation hubs that excluded them in times of urban renewal.

They aim to “create a national model public space that emphasizes seamless connectivity and accessibility – promoting physical, social, and technological links – with an overarching commitment to justice and equity.”

Read more about MidTown Cleveland at <https://midtowncleveland.org/east-66th-street-tlci/>

## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

Next, panelists discussed how physical development should foster open and inclusive conversations. The opportunity for serendipitous conversation is vital to this, which cities often offer simply because they gather so many different people in one space. Cities and developers can invest in “[third spaces](#)” that facilitate opportune meetings, such as bookstores, coffee shops, libraries, or parks. Public art that recognizes a community’s heritage and culture can harness energy that allows people to feel a sense of belonging. When physical development recognizes and reflects the needs of a community, it can spark innovation and prosperity that would otherwise be unrealized. Cleveland should set expectations based on why an innovation district is being built, who it is being built for, and how the innovation district plans to be a good neighbor.

Finally, panelists discussed diversity, equity, and inclusion and entrepreneurship. One panelist made clear that equity does not replace diversity. While diversity of people and ideas is important, Cleveland should also strive to intentionally make up for past failures and ensure that those who have traditionally been marginalized have the opportunity to catch up to those who have been traditionally included. If people are included but still poor, it does not mean much. We must channel Tawanna Black’s framework of power-sharing to ensure inclusive prosperity. This is especially vital for inexperienced entrepreneurs. Cleveland and local organizations should build exposure and know-how early for someone who may not otherwise receive formal training. [Innovation Works in Pittsburgh](#) provides a great model for this type of exposure and training through its program, Startable Pittsburgh. Cleveland should also target boomerangs, people who left Cleveland and have returned or are considering coming back. Finally, Cleveland should acknowledge that there are many entrepreneurs from underrepresented backgrounds whom it may overlook because of an institutional definition. The YouTube creator, graffiti artist, or DoorDash driver could all have their passions and talents channeled into strong businesses if provided more equitable opportunities. To include them, Cleveland should develop programs to provide capital for businesses beyond educational and medical institutions, expand grants and open doors for microbusinesses, and ensure untraditional entrepreneurs are aware of expanded resources.

### Breakout Groups Insights and Recommendations:

Breakout groups from both Inclusive Economic Development panels offered interesting ideas on how Cleveland can improve economic prosperity for all of its residents. Insights and recommendations below are the ideas that go beyond the panels and provide valuable input for determining priorities within the City of Cleveland.



# Session 1: Business Location Decisions, Including Workforce Recruiting and Development

- Cleveland should continue to work to improve the quality of life to attract talent, and more effectively market a high quality of life to potential citizens:
  - Cleveland has already positively changed attitudes/opinion both externally and within our own community over the past decade. One additional suggestion is emphasizing in marketing that Cleveland is a four-season city. There are many cities that are colder than Cleveland but are known as winter cities. The marketing focus perhaps could be on the winter activities that Cleveland can offer to tourists from areas that do not have four distinct seasons.
  - Cleveland should improve access to Lake Erie.
  - Cleveland should partner with other governments and industries to address air quality issues that make Cleveland unmarketable to certain manufacturing/industrial sectors.
  - We need to create a sense of place in more neighbors, with additional investments in housing and neighborhood amenities. This includes investing in quality of place, such as community amenities like public transit, public schools, parks, etc. Providing better quality of life for talent can convince them that they want to live in our city, and businesses will respond to this.
  - Cleveland should be a leader in supporting a living wage (increase the minimum wage).
- Cleveland should collaborate with partners in the region to attract small- and mid-sized businesses by establishing strengths.
  - Many needs in the medical industry were highlighted as a result of COVID. We have an opportunity to take advantage of that by attracting biotech companies and other manufacturing companies that support the medical industry.
  - Companies look at places on a more regional basis; cities in Northeast Ohio should cooperate, not compete.
- Cleveland should work with partners to improve Job training.
  - Training programs should engage with students early about opportunities in manufacturing and include their parents in the discussion. It is important to share information about newer manufacturing jobs in terms of working conditions and opportunities for advancement, to dispel notions of dusty, noisy factories and dead-end jobs.
  - Programs should focus training on jobs that are available, and train to the number of openings.
- Government incentives should be targeted to the business needs. Incoming businesses may need training incentives, while real estate development needs real estate tax incentives.
- In addition to seeking better ways to coordinate among cities in the region, the wards within the City of Cleveland need to better coordinate efforts to revitalize neighborhoods in a systematic way, and to minimize competition among the wards.

## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

- Challenges we face are not unique – we need to take successful ideas from other communities that are making progress on these challenges.
- Cleveland should engage with citizens more intentionally on economic development projects.
  - It takes time to build trust with community members. Outreach should start very early and provide genuine opportunity for input on the design of a development.
  - Cleveland should use more purposeful outreach to attract community engagement beyond those who attend block club meetings. The City and developers may need to make a more intensive effort to obtain input from those who are not able to take the time for those meetings. Also, if, for example, engaging youth is truly valued, then the City should invest time to reach young people in recreation centers and other spaces where they congregate.
    - .. A Pittsburgh organization, Innovation Works, is an initiative that works with kids as young as 13, offering them the opportunity to work at startups, including encouraging them to work on their own startups.
    - .. Cleveland and other regional economic development agencies should tap into colleges and universities, to help bridge students to the corporate community. This will help to retain talent in the region.
  - Cleveland should expect developers to build into design the preservation of community culture and heritage.
  - Cleveland should build on the engagement work underway in MidTown (E. 66th corridor) and Clark-Fulton (W. 25th corridor) and expand it to other key areas of the City that have not historically attracted investment.
  - It's important to have a lot of communication with the community about plans, status and progress. It's very hard to over-communicate!
- Cleveland should use an approach to physical development of innovation districts that welcomes the neighborhood.
  - Often physical environment is built for efficiency, not effectiveness. To encourage neighborhood involvement and interaction among those in an innovation district, it's best to foster serendipitous meetings of lots of people. Elements may include using the ground floor to draw in traffic, including ample green space and public art, creating opportunities for people to hang out; and making people feel welcome.
  - Interactions outdoors and on first floors are crucial. Activities may include food trucks, yoga, and other programs to lure people out of buildings so they interact with others.
  - It is important that all people feel welcome and safe. An innovation district should educate employees about the community and respecting the history of the community.



## Session 2: Growing Sectors of the Economy: Areas of Focus and How to Make Growth Sectors More Inclusive

- Achieving equity requires recognizing gaps in opportunity for home ownership and wealth creation.
  - The City and other community leaders need to foster uncomfortable conversations about access to equity and to develop programs to improve access to personal capital.
  - The City should provide programs to assist entrepreneurs with training and access to capital.
- The City and other community leaders need to continue to highlight, and to develop solutions to fill, the digital gap for businesses and homes.

## **INCLUSIVE ECONOMIC DEVELOPMENT TRACK OVERALL TAKEAWAYS:**

1. INCLUSIVE ECONOMIC DEVELOPMENT MUST INCLUDE DISMANTLING SYSTEMIC RACISM. CLEVELAND MUST BE A LEADER IN EDUCATING THE COMMUNITY ABOUT THE SHARED BENEFITS OF EXPANDED ECONOMIC OPPORTUNITY.
  - THE CITY SHOULD SUPPORT POLICIES AND PRACTICES THAT EDUCATE OUR YOUTH, PARTICULARLY AT THE HIGH SCHOOL LEVEL, ABOUT THE TRUE HISTORY OF OUR NATION AND ITS DEVELOPMENT, TO ENSURE THAT THEY HAVE THE OPPORTUNITY TO CLEARLY UNDERSTAND ISSUES OF STRUCTURAL RACISM AND IMPLICIT BIAS.
2. CLEVELAND SHOULD EXPAND PROGRAMS THAT PROVIDE INVESTMENT AND FINANCING TOOLS TO ASSIST UNDERSERVED COMMUNITIES TO BUILD THEIR OWN BUSINESSES AND TO DEFINE COMMUNITY WEALTH AND EMPOWERMENT ON THE COMMUNITY'S OWN TERMS.
  - CLEVELAND SHOULD CREATE OPPORTUNITIES FOR POTENTIAL HOME OWNERS TO HAVE FINANCIAL TOOLS THAT ALLOW THEM TO LEVERAGE THEIR ASSETS, SUCH AS LINES OF CREDIT, A STRONG EQUITY POSITION AT THE TIME OF PURCHASE OF A HOME, AND THE ELIMINATION OF UNNECESSARY FEES RELATED TO BUYING A HOME, SUCH AS MORTGAGE INSURANCE. FOR MINORITY OWNED BUSINESSES, THESE PROGRAMS SHOULD FACILITATE TO ACCESS CAPITAL AND THE TOOLS TO TRANSACT BUSINESS VIRTUALLY.
  - CLEVELAND SHOULD DEVELOP A COMMUNITY LAND TRUST MODEL THAT CAN BE UTILIZED CITY WIDE.
  - CLEVELAND SHOULD SUPPORT MINORITY OWNED MOM-AND-POP BUSINESSES IN NEIGHBORHOODS THROUGH AFFORDABLE BROADBAND ACCESS AND TRAINING ON HOW TO TAKE ADVANTAGE OF OPPORTUNITIES TO TRANSACT BUSINESS VIRTUALLY.
  - CLEVELAND SHOULD WORK WITH THE DEMOCRACY COLLABORATIVE AND EVERGREEN COOPERATIVES TO EXPAND THEIR EMPLOYEE-OWNED MODELS TO MORE BUSINESSES AND SECTORS IN CLEVELAND.
  - THE CITY SHOULD LOBBY OUR FINANCIAL INSTITUTIONS, LEVERAGING ITS OWN RELATIONSHIPS, TO ADVOCATE FOR THE AVAILABILITY OF CAPITAL TO HISTORICALLY UNDERSERVED INDIVIDUALS AND ORGANIZATIONS, MEETING THEM WHERE THEY ARE FINANCIALLY.

- THE CITY SHOULD CONTINUE TO INNOVATE WITH RESPECT TO NEW TOOLS AND POLICIES THAT REVERSE THE HISTORIC AND CONTINUING EXISTENCE OF SYSTEMATIC MARGINALIZATION OF CERTAIN GROUPS.
  - CLEVELAND SHOULD CONDUCT ALL DEVELOPMENT PLANNING AND STRATEGY WITH THE COMMUNITY AT THE TABLE. IT IS ESSENTIAL FOR THE CITY TO PROVIDE A PLATFORM FOR VARIOUS NEIGHBORHOOD STAKEHOLDERS TO ARTICULATE THEIR NEEDS AND GOALS FOR THEIR COMMUNITY IN ORDER FOR THE CITY TO WORK WITH STAKEHOLDERS TO MEET THOSE COMMUNITY NEEDS AND FACILITATE A STRONG, INCLUSIVE ECONOMY. CREATING SUCH A PLATFORM REQUIRES CREATIVE APPROACHES TO OUTREACH, BEYOND A SINGLE METHOD APPROACH (I.E., WARD MEETINGS), IN ORDER TO INCLUDE A VARIETY OF NEIGHBORHOOD PERSPECTIVES.
3. GIVEN THAT THERE ARE FEW MINORITY REAL ESTATE DEVELOPERS IN THE CITY OF CLEVELAND, CLEVELAND AND ITS COMMUNITY PARTNERS MUST INTENTIONALLY CULTIVATE AND DEVELOP MINORITY FIRMS AND STARTUPS THAT ARE INTERESTED IN THE DEVELOPMENT INDUSTRY.
  4. CLEVELAND SHOULD CREATE A MORE COHESIVE SENSE OF PLACE, WITH INVESTMENTS IN HOUSING AND NEIGHBORHOODS THAT MAKE PEOPLE WANT TO STAY AND MAKE PEOPLE FROM OTHER REGIONS WANT TO MOVE TO CLEVELAND.
    - CLEVELAND SHOULD CONTINUE TO CAPITALIZE ON ITS LOW COST OF LIVING AND EMPHASIZE ITS TREMENDOUS COMMUNITY ASSETS
    - CLEVELAND COMPANIES SHOULD PROVIDE FLEXIBILITY FOR EMPLOYEES TO HAVE WORK-LIFE BALANCE. CLEVELAND SHOULD TAKE ADVANTAGE OF THE CURRENT INTEREST OF EMPLOYEES TO WORK REMOTELY FOR THE PURPOSES OF WORK-LIFE BALANCE, BY MARKETING CLEVELAND AS A REGION THAT OFFERS A LIVABLE AND AFFORDABLE COMMUNITY WITH A GREAT QUALITY OF LIFE.
    - CLEVELAND SHOULD CONTINUE TO ENCOURAGE DEVELOPERS TO BUILD HOUSING AND NEIGHBORHOODS AROUND THE CLEVELAND METROPARKS AND OTHER OUTDOOR AMENITIES.
  5. INNOVATION DISTRICTS CAN PROVIDE A POWERFUL TOOL TO BRING INVESTMENT AND JOBS TO NEIGHBORHOODS, WHILE ENGAGING THE NEIGHBORHOOD RESIDENTS IN PLANNING AND IN THE OPPORTUNITIES FOR JOBS AND ECONOMIC ADVANCEMENT.

6. LEADERS IN CLEVELAND SHOULD SHARE POWER WITH THOSE WHO HAVE TRADITIONALLY BEEN LEFT OUT OF DECISION-MAKING CIRCLES. THIS GOES BEYOND GIVING PEOPLE A SEAT AT THE TABLE OR HAVING VOICES HEARD. IT MEANS ALLOWING NEW PEOPLE TO MAKE REAL DECISIONS. IT MEANS MOVING FROM DIVERSITY TO INCLUSION, AND INTO EMPOWERMENT.

- LEADERS OF ORGANIZATIONS – WHETHER GOVERNMENT, CORPORATE OR OTHER INTERESTS - SHOULD THINK ABOUT THE LONG-TERM SUSTAINABILITY OF THEIR ORGANIZATIONS BEYOND THEIR TENURE.
- THE BEST ORGANIZATIONS ARE ONES THAT SERVE THE INTERESTS AND WELCOME THE IDEAS OF THOSE AT THE TOP AND THE BOTTOM, DEMONSTRATING OPENNESS AND A WILLINGNESS TO LISTEN TO THOSE WITH ALTERNATIVE POINTS OF VIEW AND EXPERIENCES.

7. WITH RESPECT TO EMPLOYMENT POLICIES AND PRACTICES, THE CITY AND OTHER EMPLOYERS LOCALLY SHOULD BE INTENTIONAL ABOUT DIVERSITY. FURTHER, DIVERSITY SHOULD GO BEYOND THE PROMOTED BRAND OF AN ORGANIZATION AND BECOME PART OF THE ORGANIZATION'S DNA, EXTENDING TO EMPOWERING MINORITIES WITHIN THE ORGANIZATION.

- THE CITY SHOULD, AND SHOULD ENCOURAGE OTHER EMPLOYERS TO, NOT ONLY HIRE MINORITIES AND OTHER UNDERREPRESENTED PERSONS, BUT ALSO TO MAKE A COMMITMENT TO INVESTING IN THE CONTINUED SUCCESS OF EACH EMPLOYEE AND TO FOLLOW THROUGH ON THAT COMMITMENT.
- EMPLOYERS SHOULD BE INTENTIONAL IN EDUCATING EMPLOYEES ABOUT THE VALUE OF EQUITY IN ACHIEVING GREATER PROSPERITY AND THE HISTORIC POLICIES THAT HAVE LED TO INEQUITABLE OUTCOMES IN THEIR SPECIFIC SECTOR.

## CLOSING DISCUSSION: Embracing a Culture of Diversity, Equity, Inclusion and – Yes! – Innovation

To wrap up the symposium, Rick Jackson, Senior Host and Producer at Ideastream and frequent host of its daily, interactive radio show, The Sound of Ideas, interviewed Cleveland Director of City Planning Freddy Collier regarding the conversations sparked by the event and what Collier envisions for Cleveland's future. As Planning Director, Collier speaks from a well-informed place, having been in the Planning Department for over 20 years. He has led and has been intimately engaged with various city and regional initiatives.



The guiding question of the conversation, and by extension, the entire symposium, was whether Cleveland is ready to embrace a culture of innovation. Ultimately, Cleveland's collective culture will dictate its readiness, according to Collier. He advocates for Cleveland a culture of diversity, equity, and inclusion that is baked into its everyday operations, both internally and externally. Vitally, diversity, equity, and inclusion are not simply branding opportunities: if Cleveland does not build these values into its culture, it will not succeed. With diversity, equity, and inclusion guiding every action, the City should work more explicitly with local partners to achieve systems change and collective, coordinated impact. Additionally, these values and principles will allow Cleveland to leverage technology in its everyday processes to empower its citizens.

"Culture will eat strategy for breakfast."

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Freddy Collier

## CLOSING DISCUSSION:

### Embracing a Culture of Diversity, Equity, Inclusion and – Yes! – Innovation

This technology will not simply be a shiny tool that Cleveland implements just to say it is “a city of the future”. Technology must demonstrate its utility in adding to the quality of life of the community. Any smart city must have linked efforts to test technology, giving it an opportunity to display the value added to the community, as outlined in the technology and mobility tracks. In conjunction with tests of technology, cities must share a narrative around how technology fits into its culture and overall framework, empowering citizens beyond disjointed efforts. Transparency in City Hall, utilizing open data and more efficient public records systems, will allow Cleveland leaders to communicate how technology and innovation will benefit the community. With the backdrop of recent data showing Cleveland in the worst position among big cities in so many categories – poverty, outcomes for Black women, broadband – City leaders can and should explicitly show that technology improves daily living conditions of its citizens. Systems change will occur only if all public servants, from the executives to the entry level, embrace this mindset of using technology to solve problems.

Drilling down to specific examples, Jackson and Collier discussed the role of streets. Collier imagines streets as flexible public spaces that enable transportation, commerce, leisure, and other activities that define a thriving city. Some streets should be transformed into greenways, while others should have different uses depending on the time and day. While changes in people’s habits due to the pandemic, due to car-free lifestyles, and/or due to more multimodal options from private companies will continue to support the evolution of streets, the City should redesign streets to incentivize more flexible behavior sooner. The City is engaged in ongoing work with NOACA regarding 21st Century streets and regarding development of trails and parks. There is an update of the City’s Comprehensive Plan underway, which is another opportunity to capture the lessons of the Symposium for continued applicability to the City’s planning and development. Regardless of the political cycle, these innovations are important to residents and will remain important even when City leadership changes due to the elections this year. A culture of flexibility and openness to innovation would allow these changes to occur.

How do we move forward as a community to advance systems change? Collier laid out step-by-step guidelines for this work. We should:

1. **Rethink how we work together.**  
Emphasis must be on coordination, not just collaboration. This involves moving from just meeting to working together.
2. **Get over our differences.**  
Some groups refuse to work together because of past baggage. If we allow these remnants of the past to be a barrier to progress, we will not move forward as a city.
3. **Share information openly.**  
The only way we will build trust is by communicating intentions and priorities.  
Our region has been historically poor at this, but technology makes it easier to share more



## CLOSING DISCUSSION:

### Embracing a Culture of Diversity, Equity, Inclusion and – Yes! – Innovation

4. **Enlist and empower the community (beyond statements on diversity and inclusion).**  
This is difficult because power sharing is uncomfortable. We need humble leaders who acknowledge the benefits of more input from more sources.
5. **Increase resiliency and independence in each community.**  
This involves wealth-building and opportunity in each neighborhood. Collier believes that there should be a micro economy everywhere. All areas of the City should be dense and have walkable amenities to create economic opportunity.
6. **Automate City Hall.**  
Lean into technology – City processes should be accessible and digestible to the public. A shift in technology use by City Hall will be directly tied to a shift in technology use in all households of the community. We must all make the transition together, so that all people are included. This will require investment in expanding access to broadband and other tools of technology, such as personal computers, and educating people on how to use technology.

We cannot just set a goal and then strive towards it in the separate ways we have followed in the past. All stakeholders must come together and prioritize working together under an umbrella approach, led by the City of Cleveland. The goal must be systems redesign and systems change.

“The community as a whole must drive our collective vision and establish a collective value proposition.”

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Freddy Collier

Jackson asked Collier to elaborate on the 5th point, regarding opportunity in each neighborhood of the City, one that is vital to rebuilding Cleveland’s economy after the pandemic. Collier stressed that if Cleveland is to have a truly inclusive economy, there must be opportunity in all areas of the City. Therefore, Cleveland is empowering wealth creation in several ways. First, through the Mayor’s Neighborhood Transformation Initiative in Glenville, the City is helping underserved entrepreneurs to access affordable housing and build up equity so that they can start businesses and monetize their ideas. Second, the City must enable small- and medium-sized businesses by helping “hustlers,” such as gig workers at Grubhub and content creators working for YouTube, to scale their efforts to a sustainable business. Third, Cleveland can encourage the current collaborations on Innovation Districts to further cultivate a sense of place that allows people to live, work, and play together in camaraderie, sparking synergy through shared spaces. All actions the City is taking should reflect the culture and vision that it hopes to establish.

## **CLOSING DISCUSSION:**

### **Embracing a Culture of Diversity, Equity, Inclusion and – Yes! – Innovation**

Collier concluded by answering Jackson's initial query: "Where do we go from here?" The City, with input from all stakeholders, will seek to confirm the collective values of the City and its residents. The City will use the learnings from the symposium, captured in this report, to inform a coordinated vision. The coordinated vision will start with collective values, to inform the goals, strategies, and actions that transform Cleveland into a 21st Century City.

## **CLOSING DISCUSSION TAKEAWAYS:**

1. ANY CHANGE MUST START WITH CULTURE AND VALUES.
2. TRANSPARENCY AND COORDINATION MUST BE VALUED OVER ALL ELSE.
3. TECHNOLOGY IS VALUABLE ONLY AS A TOOL TO IMPROVE LIVES.
4. SYSTEMS CHANGE SHOULD EMPOWER INDEPENDENCE, RESILIENCE, AND OPPORTUNITY THROUGHOUT THE CITY.

## **RECOMMENDATIONS**

### **Overall:**

1. Cleveland should start the process of transforming to a 21st Century City by determining principles and values. Then, the City can take actions and test technologies that align with its principles:
  - Establish and publicly state principles and visions that guide the planning process for building the 21st Century City.
2. Cleveland should build a culture of innovation:
  - Re-examine and update all assumptions and actions that do not align with principles and goals.
  - Elect and appoint flexible public and private leaders that are prepared to adapt to change.
3. Cleveland should build a culture of diversity, equity, and inclusion in the City:
  - Surround leaders with diverse people and voices.
  - Welcome active involvement by organizations and people not traditionally included in institutions of power.
  - Communicate clearly and openly about all work processes.
  - Share information transparently.

# RECOMMENDATIONS

## Technology:

1. Cleveland and its community partners should continue to Invest in closing the digital divide:
  - Commit to expanding broadband infrastructure by investing in ongoing initiatives such as DigitalC, Evergreen, and PCs for People through use of federal stimulus and capital funds and other funding sources.
  - Work with local digital literacy providers to coordinate training throughout the community on consumer IoT, privacy, data security, and data literacy.
2. Cleveland should create a regulatory framework that prepares the City for innovative technology:
  - Develop a flexible regulatory framework that allows for the innovative introduction of technology, but also protects its citizens from surveillance and data extraction.
  - Establish data transparency standards.
3. Cleveland should communicate information on technological developments and tests publicly:
  - Publish accessible information on the state of connected technology, including both the benefits and the risks to residents, such as those related to privacy, security, fairness, and equity.
  - Create a public Smart City Catalog of projects and pilots from across the City to share successes and developments with the public, non-profits, and other cities and governments.
4. Cleveland should work with community partners to establish a platform to allow for efficient, insight-driven testing of technology in one comprehensive system, similar to Smart Columbus, to show the power of technological solutions.
5. Cleveland should overhaul the City's technology capacity to bring current technology tools to all City departments.

## Mobility:

1. Cleveland should encourage holistic planning with a mobility perspective:
  - Cleveland should appoint a representative from the RTA to one of the Planning Commission's Design Review Committees, so that projects are being examined through a transit lens from the very beginning and mobility is optimized in each project's design.

# RECOMMENDATIONS

- Transit should have the opportunity to benefit from the development that it creates. Cleveland should consider, as one way to facilitate this, the creation of a linear tax increment financing district that runs along the transit line and directs revenue specifically back into the upkeep and enhancement of that transit line.
  - The City should take a strong look at assessing special taxes (akin to a congestion toll rate) on surface parking lots, particularly those along major roadways and transit corridors, to disincentivize surface parking as a future use.
  - The City should work with the RTA on smart transit hubs, such as those in Columbus and Minneapolis as ways to integrate multiple modes of transit and reduce car usage.
  - Cleveland should develop street and right of way design standards that are not centered on cars, but rather on bicyclists and pedestrians, including those with special mobility needs.
2. The City should work with the RTA to make alternative transit options easier and more convenient than cars:
- The City should work with the RTA to create a seamless platform that integrates RTA transit options with last-mile transit options such as bicycles or scooters.
  - The City should intentionally encourage more transit-oriented development through incentives.
  - The City should work with RTA to prioritize everything from the transit waiting environment, to access to restrooms, to clearing snow, so that more people find public transit to be a convenient, pleasant alternative.
  - Cleveland should make bicycles, walking, and other alternative modes safer than they currently are by expanding bike lanes, painting streets, and/or establishing more curb bump-outs.
  - Cleveland should work with major employers to have them reward employees who use alternative methods from cars to get to work.
3. Cleveland should invest equitably in public transit and, in collaboration with other cities, advocate for federal and state policies that support public transit:
- Rethink economic development incentives – does Cleveland provide economic incentives to companies that locate on a transit line?
  - Cleveland should assess impact of any new mobility decision through holistic lens: including environment, equity, and economics.
4. The City's leaders should rethink the way Cleveland communicates concerning mobility:
- Cleveland should enlist elected officials at all levels of government as champions for transit by educating them and helping them make the case for transit to their constituents.
  - The City and other stakeholders must be prepared to invest in pilot projects with the understanding that some will succeed, and some will not, but that it is only by doing things differently that we can advance and be successful.

# RECOMMENDATIONS

## Mobility:

5. Cleveland should establish a City transportation office to coordinate communication, resources, and planning for logistics and distribution.
  - Cleveland should encourage the business community and the RTA to take a stronger role in fostering collaboration among communities and other transit agencies to address transit issues that cross political boundaries.

## Inclusive Economic Development:

1. Cleveland should create a more cohesive sense of place with investments in housing and neighborhoods that make people want to stay and lure people from other regions:
  - Cleveland should collaborate its marketing with marketing of other cities and agencies in the region, to market Cleveland in a more consistent and cohesive way to a broader audience that highlights our successes and opportunities due to the high quality of life in our region.
  - Cleveland should look to examples from other cities (mentioned in this report) that can attract new citizens to Cleveland.
2. Cleveland should provide the investment and financing tools for marginalized communities to build businesses and, in essence, define community wealth and empowerment on their own terms:
  - Look to examples from other communities, such as Minneapolis-St. Paul's Center for Economic Inclusion, to establish these tools.
  - Expand on work from the Mayor's Neighborhood Transformation Initiative to give more opportunities to build wealth for residents in all neighborhoods.
  - Work with the Democracy Collaborative and Evergreen Cooperatives to expand their employee-owned models to more businesses and sectors in Cleveland.
  - Work with nontraditional entrepreneurs (Youtubers, DoorDash drivers, etc.) to provide opportunities to expand their ideas and businesses.
3. Leaders in Cleveland should share power with those who have traditionally been left out of decision-making circles.
  - Cleveland should appoint underrepresented people to positions of power in City Hall.
  - Cleveland should provide professional development and mentoring opportunities in government, business, and nonprofit sectors to help establish the next generation of leaders.
4. Cleveland should work with employers to eliminate unnecessary credentials for entry-level positions.

## Special Thanks/Acknowledgements

In the planning for the Symposium, the Core Committee began in the summer of 2019 to seek out to community volunteers who were interested in the goals of the Symposium.

There was a robust response. Schedule A to this report lists the many subject matter experts and community leaders who participated in the planning committees.

During the Symposium, the Core Committee again called for volunteers, from the City, ULI and the community, to assist by facilitating breakout sessions and taking notes at the sessions. These generous volunteers are listed on Schedule B.

We have endeavored to include on Schedule A and B all of our volunteers, so we apologize in advance if we omitted anyone. The contributions of the committee members and the Symposiums were significant in making the Symposium a success.

## Schedule A

# Symposium Planning Committee Members

## Core Committee

### Core Committee Chair

**Freddy Collier**, Director of Planning, City of Cleveland

### Core Committee Co-Chair

#### Co-Chair - Inclusive Economic Development Committee

**Linda Striefsky**, Retired Partner, Thompson Hine LLP

### Core Committee Co-Chair

#### Co-Chair - Technology Committee

**Robert Weeks**, R-Weeks Consulting LLC

### Co-Chair - Technology Committee

**David Waxman**, Attorney, McGlinchey Stafford

### Co-Chair - Mobility Committee

**Steve Ross**, Vice President, CBRE; Immediate Past Chair ULI Cleveland

### Co-Chair - Mobility Committee

**Peter Zahirsky**, Director of Site Strategies, Team NEO

### Inclusive Economic Development Committee

**Ali Karolczak**, Director of Projects, Redwood Living

**Melanie Kortyka**, Manager, ULI Cleveland District Council



## Schedule A

# Symposium Planning Committee Members

### Technology Committee Members

Nick Barendt, Executive Director, Case Western Reserve University

Jeremy Brooks, Senior Manager, Public Sector Verizon

Terrell Cole, Information Systems Coordinator, City of Cleveland

Marcus Glanton, Growth Opportunity Partners

Shilpa Kedar, Program Director, CSU

Nate Kelly, Cresco Real Estate

Kim Kimlin, Information, Technology & Research Manager, Cuyahoga County Land Reutilization Corp.

Adam King, Director of Neighborhood Partnerships & Equity, Digital C

Ken Loparo, Nord Professor of Engineering, CWRU

Obed Pasha, Professor, CSU

Greg Peckham, Executive Director, LAND Studio

Donald Phillips, Chief Information Officer, City of Cleveland

Brent Polimene, Account Executive, Public Sector Verizon

Brian Ray, Professor, Cleveland State University

Kim Scott, District Planner, City of Cleveland

Nicole Sims, Sims Consulting Group

Nigamanth Sridhar, Dean, Cleveland State University

Taras Szmagala, Eaton

Ben Ward, Director, Cleveland State University

Gloria Ware, Jumpstart Inc.

Leon Wilson, Chief of Digital Innovation & Chief Information Officer, The Cleveland Foundation

Nick Zingale, Director, Institute of Applied Phenomenology in Science and Technology, CSU

## Schedule A

# Symposium Planning Committee Members

### Mobility Track Planning Committee

Dana Beveridge, Lead Organizer, Clevelanders for Public Transit

Debbie Berry, Vice President of Planning and Real Estate, University Circle

Will Burns, Director of Government Partnerships, Spin

Barb Clint, Director of Community Health & Advocacy, Clevelanders In Motion

David Ebersole, Interim Director of Economic Development, City of Cleveland

Grace Gallucci, Executive Director, NOACA

Calley Mersmann, Bike and Pedestrian Coordinator, City of Cleveland

Andy Palanisamy, Sr Engagement Manager, Midwest Ford

Annie Pease, Mobility Coordinator, University Circle Inc Transportation

Angie Schmitt, Community Mobility Advocate

Jeff Sleasman

Trey Johnson, Federal Reserve Bank

Arthur Schmidt, OHM Advisors

Michael Deemer, Downtown Cleveland Alliance

Michael Peters, Sway Mobility

## **Inclusive Economic Development Committee Members**

Richard Barga, Program Manager, City of Cleveland

Angela Bennet, Digital C

Kwame Botchway, Cleveland Neighborhood Progress

Michael Deemer, Downtown Cleveland Alliance

Nicholas Faehnle, Associate Design Director, Vocon

Marka Fields, Chief District Planner, City of Cleveland

Justin Fleming, Director of Real Estate Services, Cleveland Neighborhood Progress

Gus Frangos, President and General Counsel, Cuyahoga County Land Bank

Deb Janik SVP, Real Estate Greater Cleveland Partnership

Trey Johnson, Federal Reserve Bank

Jacqui Knette'sl, Cuyahoga County Land Bank

Lillian Kuri, Vice President, Strategic Initiatives, Arts & Urban Design, Cleveland Foundation

Cynthia Leitson Vice President, Capital Construction and Facilities, Cuyahoga County Community College

Marty Mordaski, Campus Director, Tech Elevator

Richard Morehouse, Director of Real Estate Valuation, GBX Group

Dan Moulthrop, Chief Executive Officer, City Club of Cleveland

Kevin Nowak, Executive Director, Cleveland Housing Network

LaRese Purnell, Managing Partner, CLE Consulting

Radhika Reddy, Partner Ariel Ventures

Antonin Robert, President of Community Development, GBX Group

Valerie Savage, Pathway Program Director, Tech Elevator

Nicole Sims, Sims Consulting Group

Pete Snavely, Vice President, Snavely

David Swentor, President of Real Estate, GBX Group

Sharonda Whatley, City of Cleveland

## Schedule B

# Volunteer Facilitators and Notetakers

Larry Apple, Omni Senior Living

Ed Asher, President, Weston Development

Paul Beegan, Owner, Beegan Architectural Design

Debbie Berry, Vice President of Planning and Real Estate Development, One University Circle

Erin Blaskovic, Client Development Manager, Cleveland Construction Inc.

Briana Butler, City of Cleveland

Nickol Calhou, City of Cleveland

Terrel Cole, Project Manager for IT and Operations, City of Cleveland

Adam Davenport, Neighborhood Planner, City of Cleveland

Rank Dawson, Vice President, Investment Strategy, Boyd Watterson Asset Management

Marka Fields, City Planner, City of Cleveland

Chris Garland, Community Development Manager, National Community Stabilization Trust

Cathryn Greenwald, Partner, Thompson Hine LLP

Suzanne Hamilton, Senior Vice President, Commercial Real Estate at ErieBank

Ali Karolczak, Director of Acquisitions at Redwood Living

Andrew Kinney, Associate, Colliers

Mackenzie Makepeace, Development Director, The Max Collaborative

Eileen McConville, Asset Manager, Weston Inc.

Calley Mersmann, City of Cleveland

Hunter Morrison, Director of Campus Planning, Youngstown State University

Matthew Moss, City Planner, City of Cleveland

Bailey Mulholland, Student, Case Western Reserve University

Jack Newton, Project Manager, GBX Group LLC

Annie Pease, Mobility Coordinator, University Circle Inc Transportation

Tammy Polenz, LevelHeads

Erin Ryan, Rycon Construction Inc.

Anthony Santora, Architect, Cleveland City Planning Commission

Adam Saurwein, Benesch Law

Liesel Schmader, Allegro Realty

Michael Smith, Principal, Green Harvest Capital LLC

Sharonda Whatley, District Planner, Cleveland City Planning Commission

## **Schedule B**

# **Volunteer Facilitators and Notetakers**

Anthony Whitfield, Principal, Milestone Partners

Kirstyn Wildey, Real Estate Attorney, McDonald Hopkins, LLC

Peter Zahirsky, Director of Site Strategies, Team NEO

