

Phase 2 Report



Building the 21st Century City:

The Future is Now!



CITY OF CLEVELAND
Mayor Justin M. Bibb

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PROLOGUE:

Transition to a New City Administration

This project was conceptualized, and Phases 1 and 2 were carried out, with the hope and expectation that the results would inform and facilitate future decisions by the City of Cleveland and its community partners. With the transition to the administration of Mayor Justin Bibb, we have continued to work with the City Planning Department to bring this project forward, to complete this Phase 2 Report and to move ahead to Phase 3, the implementation phase. We look forward to working with the City and its community partners as the recommendations in this Phase 2 Report receive further consideration and are translated into policies and programs that benefit the residents of the City and our entire region, and add to the success and prosperity of the region.

INTRODUCTION:

A Brief Review of Phase 1

Phase 1 of *Building the 21st Century City: The Future is Now!* was presented by the City of Cleveland and the Cleveland District Council of the Urban Land Institute on March 2-3, 2021. The roots of the event go back to the 2014 Zoning Symposium that also was a combined initiative of the City and ULI. The Zoning Symposium provided an opportunity to consider alternatives to the existing, 100-year old Cleveland zoning code. It led to the City's decision to shift to form-based zoning, which is underway.

As we considered the approach necessary to build the 21st Century City, we recognized that the success of our City of Cleveland is directly tied to the competitiveness of our region. We must continue to become a community that develops and attracts the human and financial capital necessary to strengthen and grow our region. This development of our community and region occurs amidst mega trends that will shape our environment.

Phase 1 had as its goal identifying and prioritizing policies, programs and projects that could be undertaken by the City, surrounding communities, other governmental entities and/or community partners to leverage strategically contemporary tools and technologies. We hope this will occur towards the shared goal of creating a region that is more

diverse, equitable, and inclusive in the opportunities available to all stakeholders, whether residents or private or public entities.

We issued a Symposium Report, which captured takeaway points from each track and from the overall Symposium, as well as insights and suggestions from breakout groups. We encourage you to review the Symposium Report in full. Some of the takeaway points, insights and suggestions are strategy points, while others are tactics. We believe this information will be helpful to collaborators and stakeholders in our region.

A broad and engaged group of volunteers participated in the planning for the Symposium, serving on committees focused on each track. About 212 attendees participated in the Symposium. *[Please see the Symposium Report at Schedule A for a list of the committee members.]*

Focus of Phase 2

Phase 2 of the *Building the 21st Century City* project was held November 10, 2021. The purpose of Phase 2 was to identify, among the ideas discussed in the Symposium, actionable programs, policies and projects under the three main topics from the Symposium: technology, mobility and inclusive economic development, and to prioritize those that seem most promising in terms of feasibility and impact.

As we compare the recommendations set forth in the Symposium Report with the results of the Phase 2 discussions, it is important to keep in mind that the Phase 2 discussions focused greatly on the strategic value of identifying opportunities that would require or benefit from cooperation and coordination, as distinguished from some of those listed in the Symposium Report that can be initiated and implemented effectively by the City or a community partner working more independently. We adopted this focus based on the belief that the biggest impact on many challenges could be realized through the coordinated efforts of a coalition. For one example, in the mobility area, it is possible for the City to make changes to its approach to streetscapes, but a meaningful improvement in the overall user

experience on public transit would require a coordinated effort that involves NOACA and the RTA as well as transit agencies in adjoining counties.

About 105 people participated in Phase 2; each of these people also participated in Phase 1, the Symposium.

This report outlines the approach for Phase II of the *Building the 21st Century City* effort and reflects the strategic thinking and collective input of the Core Team and facilitators Sally Parker, Co-Founder, TimeZero Enterprises, LLC, and David Jurca, Principal, Seventh Hill Design; together, we co-created an approach that was uniquely tailored to engage participants in a manner that illustrates the culture needed to effectively address the strategies identified. We greatly appreciate their insights and guidance in developing the Phase 2 program.

WHAT'S HAPPENED SINCE PHASE 2

Many Promising Signs of Collaboration & Coordination Already!

Recognizing that time marches on, we recommend that you note some exciting developments that have been launched since Phase 2 occurred in November, 2021. We will particularly focus on projects centered on collaboration and coordination.

As we move further into the 21st century, we anticipate greater coordination among the many organizations throughout the City and Region, as well as at the State and federal level. For instance, the bipartisan infrastructure bill has created tremendous opportunities to drive implementation of mobility projects throughout the region. The Department of Labor is investing in human capital by providing financial resources to communities to create a workforce that is tech enabled, with increased access to apprenticeships that will provide equitable economic opportunities.

The alignment of priorities among these partners will be important for City, County and State offices to access our fair share of over one trillion dollars in federal resources available to help shape our region's future. We are in a unique position to take full advantage of these opportunities if we move in a unified fashion as the Greater

Cleveland Community.

Organizations throughout our region have put forth an aggressive set of strategies designed to ensure that we remain competitive among our peer regions. Our success requires a shift in the culture of our region to achieve shared outcomes. As Freddy Collier emphasized in both Phase 1 and Phase 2, a culture shift throughout the community is necessary to implement strategies that will drive outcomes.

Many agencies and partners across our community have initiated projects that will help to ensure that Cleveland and our region are competitive in the 21st century. We list below a sampling of the numerous initiatives that will impact the areas of focus recommended in Phase 2.

Each of these efforts requires partnerships and coordination at the level needed to move our City and Region forward. Some of these are major steps while others are smaller steps moving us in the right direction. Creating a 21st Century City will require federal and state money, local policy, strategic partnerships, and an all-in attitude.

Technology

- **Cleveland's Chief Technology Officer** - The City of Cleveland has created and hired a Chief of Technology and Innovation to modernize City Hall.
- **Modernizing Cleveland City Hall** - 311 Digital Government Software: To better provide essential City services, this initiative, using AARPA funds, will modernize 311 operations with a digital resident engagement platform and revamped call intake capabilities.
- **The City of Cleveland** released an RFP in February 2023 for the installation, operation, maintenance, and management of publicly accessible self-service electric vehicle charging stations in the public right of way and on City-owned property throughout the City of Cleveland. <https://www.clevelandohio.gov/node/168929>
- **Northeast Ohio Areawide Coordinating Agency** allocated \$3 million for electric vehicle charging stations. Electric Vehicle Charging Stations | Northeast Ohio Areawide Coordinating Agency (noaca.org)
- **Ford** invests \$1.5 Billion to expand EV production at its Avon Lake plant, adding 2,000 jobs. Ford's Ohio roots grow deeper with \$1.5 billion investment (news5cleveland.com)
- **Cleveland startups** raise \$578 million in new venture capital funding. Ohio startups raised \$500 million in Q2: See which Greater Cleveland companies made big deals - cleveland.com
- **Case Western Reserve University and Lorain County Community College** link up for semi-conductor partnership. Case Western Reserve University, Lorain County Community College form strategic alliance to fuel Ohio's emerging semiconductor economy The Daily

Equitable Economic Development

- City, County, and State make funding commitments of \$40 million to further expand affordable broadband in the region. Cleveland allocates \$20 million for broadband: [Closing the Digital Divide - Phase I RFP.pdf \(clevelandohio.gov\)](#) County and State funding: County Partners with State to Provide \$20 Million in Funding for Broadband Services from PCs for People Across Cuyahoga County - PCs for People
- Cleveland's Education for Everyone initiative allocates \$16.68 million in AARPA funds for education programs:
 - o Coordinated Supports to Catch Students Up: These initiatives serve to develop and scale innovative education practices that work, further engage families in their students' learning, and ensure all early learners have supports for reading.
 - o Education Pathways to Good Jobs: Education is a critical pathway toward family-sustaining wages for all Clevelanders. This initiative aims to re-engage residents whose educational pathway was disrupted during COVID and to establish stronger career pathway planning for Cleveland students in grades 6-12.

- Cleveland’s Inclusive Economic Recovery program allocates \$13.5 million for these programs:
 - o Built Environment Workforce Development: Grow the workforce pipeline in high-demand good jobs in “built environment” sectors (construction, transit, green infrastructure, broadband, lead and brownfield remediation), with specific metrics to bring more Black, Latinx, and women workers into the skilled trades and other occupations that build the community around us.
 - o Site Acquisition and Development: Acquire, remediate, and prepare commercial sites for business development and growth along Opportunity Corridor, ultimately attracting more jobs to the City.
- Cleveland has reestablished the internship program for high school and college students
- Team NEO’s Talent Development Council provides a forum through which higher education institutions, companies and workforce organizations advance initiatives related to Northeast Ohio’s talent development.
 - o The TDC does this by focusing on four key areas: pipeline, policy, pilots, and performance.
 - o The TDC is embarking on a new strategic program to proactively meet the workforce needs of the electric vehicle industry. The TDC’s Talent Supply Chain Initiative (TPI) will work with select driver companies in the electric vehicle and battery industry to accurately predict near and future talent demand to better address workforce supply with key NE Ohio higher education and workforce partners. The TPI will apply the principles of supply chain management to the talent needs of these industries, which includes demand planning, communicating competencies and credentials, analysis of talent flows, building talent supply chains and continuous improvement.
- MAGNET opened a new incubator and training facility in the Health-Tech Corridor. MAGNET to open manufacturing innovation center, new headquarters today - Cleveland Business Journal (*bizjournals.com*)
- COSE and Jumpstart presented the fifth season of “Cleveland Chain Reaction”. This pitch competition delivers capital and assistance to 20 small businesses. About - Cleveland Chain Reaction
- Greater Cleveland Partnership received a \$5.8 million grant from the U.S. Department of Labor to build Registered Apprenticeship Hub for tech-enabled positions. Greater Cleveland Partnership awarded \$5.8 million federal grant to create apprenticeship hub | Crain's Cleveland Business (*crainscleveland.com*)
- Through Greater Cleveland Career Consortium, more than 100 employers offer careers exposure to high school students. Cleveland Metropolitan School District and Cleveland Foundation started; dozens of partners among employers, funders, non profits. About — Greater Cleveland Career Consortium (*greaterclecc.org*)

- Team NEO developed the ESGP tool, which brings environmental, social, and governance (ESG) considerations into the site selection process through factors such as commuter emissions, racial demographics, concentration of job types and other data points to inform decision making for investments in new facilities. For this project, Team NEO worked with the Fund For Our Economic Future following the release of the Where Matters report
[cleveland.com](https://urldefense.com/v3/__https://www.thefundneo.org/wherematters/__;!!OdqygGz-7UHvSw!pQDImlL31hbSptV1VFY-v_oxdcjGrilL1g0-NMYGbiXjm5axJ7EHDFSdFityPNSzhFMWhGZ0Wh798CVzzhJ9WcEmIHSIulw$>
• First Clevelanders graduate from unique IT apprenticeship programs offered by GCP and Interapt. GCP and Interapt launch new initiative to bridge the IT talent and equity gap in Greater Cleveland – Greater Cleveland Partnership
• FutureLAND Conference and Tech Week conferences drew over 3,000 participants, amplifying diversity in tech. The community partners presenting this included the City of Cleveland, Greater Cleveland Partnership, the United Black Fund and Jumpstart Inc. The sponsor was MCPc, a Cleveland-based IT company. New ‘FutureLAND,’ conference will promote diversity in tech - <a href=) Greater Cleveland Partnership Tech Week starts Tuesday (freshwatercleveland.com)
- More than 140 companies participated in Greater Cleveland Partnership’s annual Equity & Inclusion assessment. Equity & Inclusion Organization Assessment – Greater Cleveland Partnership

Mobility

- Cleveland launches biggest civic effort in decades to make downtown-lakefront connection a reality. Cleveland, Greater Cleveland Partnership, launch biggest civic effort in decades to make downtown-lakefront connection a reality - [cleveland.com](#) -- A multitude of governmental, business and non-profit organizations are working on this plan, including, for example, from the City of Cleveland, both Bibb administration and Cleveland City Council representatives; Greater Cleveland Partnership; NOACA; Cuyahoga County; The Cleveland Foundation; the Gund Foundation; Downtown Cleveland Alliance; Amtrak; US Senator Brown's office; Bike Cleveland; Rock and Roll Hall of Fame and Museum; Cuyahoga Metropolitan Housing Authority; the Urban League of Greater Cleveland; the Cleveland chapter of the American Institute of Architects; Cleveland Browns Foundation; and LAND Studio. See [clevelandnorthcoast.com](#)
- Cleveland, Cuyahoga County and GCRTA are collaborating on a Transit Oriented Design strategy.
<https://neo-trans.blog/2022/09/06/greater-cleveland-tod-initiative-on-track/>
- Cleveland adopted Complete and Green Streets legislation in June 2022.
<https://www.cleveland.com/news/2022/06/cleveland-streets-to-include-more-multi-modal-environmentally-friendly-designs-under-strengthened-complete-and-green-streets-policy.html>
- Cleveland Metroparks levy renewal passes decisively by a margin of 77%. Cleveland Metroparks Levy Passes | Cleveland News | Cleveland | Cleveland Scene ([clevescene.com](#))

Send Us Your Initiatives!

We have posted the initiatives listed above on our Building the 21st Century City website. We know these are the tip of the iceberg, representing only some of the dynamic partnerships bringing to life the principles and goals of the Building the 21st Century City project.

We invite you to send us descriptions of projects and programs you and your community partners are tackling in the spirit of the Building the 21st Century City project. We'd love to add them to the website, so we all can stay aware of the collaboration and coordination that is moving our region forward.

OVERVIEW OF PHASE 2

Report

This report will summarize the activities of Phase 2 and, most importantly, share the recommendations of the participants for policies and practices that should be prioritized strategically by the City and its community partners to advance towards the goals of more opportunities for Cleveland and the region. It also includes, at Exhibit A, information on the participants in Phase 2. Exhibit B is the power point slide deck used to guide the discussions during Phase 2. Exhibits C – F operate as a summary of the discussions in the main sessions and across the three breakout tracks.

Exhibits

Exhibit A

A list of participants in Phase 2.

Exhibit B

Power point slides used for Phase 2

Exhibit C

Ecosystem Vision for each track, in word clouds; created from responses of participants in each track

Exhibit D

Benefits of Collaboration: Attributes of Desired Culture: What We Need to Stop, Sustain and Initiate Desired Culture

Exhibit E

Strategy Ranking by Track

Exhibit F

Draft of Ecosystem Mapping

OPENING SESSION

Culture & Strategy

To kick off the Phase 2 event, participants focused on cultural patterns and strategic priorities in the context of Cleveland comprising an ecosystem. The ecosystem analogy helps to emphasize the interdependency of the parts of the ecosystem and the mutual reliance of the parts: the whole is more than the sum of the parts.

To set a framework for the Phase 2 discussion, we asked participants in the opening plenary session to submit, in a word or phrase, their vision for Cleveland. This exercise helped us to identify shared values that can strengthen the community and help to guide us in setting strategic priorities for action. The responses are displayed in Exhibit C as a word cloud. These word clouds provide a visual depiction of the variety of visions identified by the participants, but also the common themes – shared visions - that can be a foundation for identifying the shared values that would help to optimize the likely success of strategies moving forward. The prominent words include innovative, healthy, inclusive, equitable, accessible and safe.

The same “vision” exercise was used for each track. Again, the responses are displayed in Exhibit C as word clouds. Here are the prominent words for each track

- Technology - universal, accessible, equitable, inclusive, digital, technology oriented.
- Mobility – safe, transit, sustainable, rail, free, public, interconnected, equitable
- Inclusive Economic Development – equitable, access, diverse

While there are some vision words that are distinct to each track, there are also some notable shared vision words, such as equitable, inclusive and diverse.

In establishing the framework for the strategic tasks in Phase 2, we also considered the impact of culture on strategy. As will be discussed below as to the Phase 2 program for each track, there was further discussion of the desired cultural attributes and how we might migrate to those shared cultural attributes.

For purposes of this Project, what do we mean by “culture”? We can think of “culture” as the mental models that underly our thinking and decisions. These mental models can include beliefs and assumptions, many of which often are unstated, yet still remain very influential in affecting and driving strategy. Culture affects the structures of our communities – the policies, regulations and budgets that are used. This insight on the impact of culture helps us to understand why we need to identify and evaluate our culture, and determine if we want to see change in elements of our culture, before we set strategies. If our strategies reflect a set of shared cultural values, the strategies are more likely to succeed. If our strategies are inconsistent with our culture, it will be more challenging, and perhaps impossible, to impact the changes we seek.

For our Project, strategy refers to the set of actions that the City, and/or any of its broad range of community partners in the public and/or private sectors, decides to take. In some cases, the City, or one or more community partners may elect to carry out a strategy as a solo endeavor. Our focus, however, was on identifying strategies that need the cooperation and coordination of more than just one actor, but it the City or another community partner.

Tactics are the steps to implement the selected strategy. As you will see below in this report, the Phase 2 participants identified some strategic priorities, but did not seek to identify the tactics for those strategies. Further collaboration and coordination among the City and its community partners, or among community partners, will be needed to establish the most effective tactics for each selected strategy.

It also is appropriate to note that some of the strategies identified for priority are indeed underway. One example is expanding access to broadband throughout the City. A coalition known as the Digital Equity Coalition has been hard at work seeking solutions to that problem for several years. There also are other providers interested in expanding coverage, as evidenced by recent bids for a significant County-funded project to install or improve broadband in a number of neighborhoods across the County by 2025. The funding for the County project comes from the federal ARPA programs, and the City of Cleveland also has announced that about \$20 million of its ARPA funding will be earmarked for broadband expansion. Obviously, however, considerable additional work is needed to carry out the solutions to the digital gap.

THE INCENTIVES & MOTIVATIONS FOR WORKING TOGETHER

Our region has a strong history of community partners working together with the City and other government entities to tackle public policy issues by developing and implementing strategies to address needs of the community. This history has been driven no doubt by considerable good will, but also by the perceived value of collaboration. The Symposium presentations and discussion reinforced the power – and necessity - of collaboration in achieving the transformative changes in policies and practices that are needed to make our region more successful for all its stakeholders, whether residents or private or public entities. Moreover, there was an emphasis on the significance of not just collaboration, but also coordination, to maximize the impact of these efforts.

Recognizing the importance of collaboration and coordination in advancing the goals of the Building the 21st Century City Project, we asked participants in Phase 2 to identify the incentives and motivations that lead stakeholders today to work together, beyond the assumption of good will. Their responses, developed in breakout groups for each of the three tracks, are summarized in Exhibit D, with each track's top choices identified.

These breakout discussions were free flowing, leading to a vibrant exchange of ideas. While there were some themes

across tracks, in other cases the tracks identified different motivations. For those seeking to encourage collaboration and coordination, we encourage a close review of the chart at Exhibit D as you plan to build your coalition to tackle a particular challenge.

While Exhibit D summarizes the discussions from the breakout groups in each track, the top-ranked incentives and motivations are briefly discussed below.

Competitiveness

Of the four top-ranked themes, we summarize the first incentive/motivation as improving the competitive position of the City and the region.

Mobility - Participants in the mobility track felt that collaborating helps to attract more talent and thereby improve Cleveland's competitiveness. For example, they felt that, by developing and promoting an image of Cleveland as "cool city" that is accessible and offers great opportunity and quality of life, the City and the region would be able to attract and retain more young people. The coordination aspect could take the shape of building on the work of Destination Cleveland to enhance the ability of our colleges and universities to attract and retain talent in the region and to enhance the efforts of organizations like Team NEO in attracting businesses to the region.

Technology - Participants in the technology track identified as motivations related to competitiveness the resulting better opportunities for growth, increased productivity and increased quality of life. Like the mobility participants, the technology participants also felt that collaboration and coordination assists in attracting and retaining more talent, which in turn leads to expansion of opportunities. Better coordination might be implemented by synchronizing training to the immediate and mid-term needs of businesses. Finally, by being adaptable, Cleveland can keep up with changing technology and support a workforce that is more flexible and productive.

Inclusive Economic Development

The participants in this track focused on collaboration as a way to increase opportunity and improve the quality of life, both of which would keep Cleveland nationally and even globally competitive. By being more adaptable, and more nimble, in addressing changing conditions and expectations, the City can become more responsive to the needs and wants of a larger segment of the population, improving inclusivity, which in turn creates more opportunity and improves the competitive standing of the City.

Coalition Building

The participants also identified the benefit of coalition-building as one of the top motivators. Participants noted that when individuals and organizations work in

“silos” their effectiveness is hindered. Stakeholders recognize that, by building coalitions, they can increase equitable access to data, knowledge and partnerships, and foster developing leadership. This deepens and strengthens the relationships among the players and makes Cleveland more proactive and less reactive. By aligning all the players on a focused mission, we can achieve a collective, and more meaningful, impact. For example, in the technology breakout, participants spoke about the need for those in the tech sector to have a seat at the table, in order to educate partners and civic leaders about technology and the barriers to broader access to technology, such as broadband. In both the mobility and inclusive economic development breakouts, the conversation focused on a recognized need to broaden coalitions, in order to achieve more equity and make a bigger collective impact. These two tracks also saw the opportunity to share a broader range of data as a motivating factor.

Healthier Community

Participants noted that a community that works together is a healthier community that enjoys greater levels of equity and quality of life, bound together by a stronger economic, social, and ecological fabric. In the mobility breakout, participants spoke about healthier communities having a higher quality of life, with better safety, recreational opportunities, and access to

healthcare. The inclusive economic development breakout also discussed the motivation among stakeholders of improving the quality of life, as well as the benefits of providing experiential learning opportunities for students in the Cleveland Metropolitan School District.

Economic Prosperity

All of the tracks noted the benefits of collaboration in increasing economic prosperity, through greater access to funding. Participants in the technology track noted that joint grant applications can garner extra funding for programs supporting community entrepreneurs. Participants also identified the opportunity to achieve cost savings for services and enhanced productivity in the workforce. In the technology breakout, participants also suggested as motivators the ability to develop stronger incentives programs to facilitate economic development. Participants in the mobility track highlighted the opportunity to achieve better access not only to jobs, but also to improved transit connectivity between cities.

They also saw collaboration as a way to ensure that economic development is not only environmentally conscious, but also takes into account legacy environmental and social harms that have been done. The mobility track participants also noted that collaboration is motivated by a desire to reduce transit costs. In the inclusive economic development track, participants thought that community partners see the value in cooperation as a way to produce better funding opportunities targeted at building wealth in underserved neighborhoods. In addition, cooperation in funding community programs is an avenue to leverage other existing initiatives, such as the Neighborhood Transformation Initiative begun by Mayor Jackson.

THE CULTURE WE WANT TO CREATE TOGETHER

and How We Can Attain that Culture

Having identified the benefits to working together, the discussion shifted to identifying the attributes of the culture that should be established to harness the power of working together most effectively. As a related exercise, the participants also discussed actions we should seek to stop, sustain, or initiate in order to create a more supportive culture.

Attributes of the Desired Culture

We collected insights from the participants on the desired cultural attributes. Additional detail about these attributes and how they were discussed in the breakout tracks can be found in Exhibit D.

Four top themes emerged from this discussion, with common threads being broad, inclusive collaboration with a mentality of looking forward.

Diverse, Equitable, and Inclusive

What did participants want our shared culture to be? The most often selected descriptor was actually a set of attributes: diverse, equitable, and inclusive.

This requires cultural competence among leadership and staff and community members, sharing cultural awareness and able to recognize that, in a collaborative environment, stakeholders will have diverse needs and bring perspectives from different backgrounds which can greatly contribute to the improvement and

prosperity of the community. Participants noted that to be culturally competent, beyond recognizing diverse needs and background, the community must recognize seeking social justice as part of the mindset.

Concomitantly, a culture that capitalizes on diversity is most effective when it is inclusive, which will ensure broad diversity. A successful culture would not simply accept new and different voices passively, but actively would seek them out and celebrate their unique perspectives. In the context of the 21st Century City, inclusivity means extensive community engagement which gives a voice to residents and other stakeholders whose voices have traditionally not been heard. Achieving this level of community engagement requires going beyond traditional efforts, like evening community meetings or completing on line surveys, by adding input options that are more convenient for and accessible to members of the community.

From an equity perspective, this culture would provide easier access to jobs and workforce training, broader economic opportunity, increased access to infrastructure, such as broadband internet, that is necessary to compete in the modern economy, and good, and, affordable, public transportation that is easier to use.

Collaborative & Coordinated

Participants pointed out that a collaborative culture in the 21st Century City involves all the stakeholders, from elected officials to community resident, from startups to established organizations. All these individuals and organizations must be able to work together throughout the community, meaning that political boundaries and organizational footprints cannot be inhibitors. Dialogue and communication are critical, and a free-flowing exchange of ideas, resources and information must be maintained throughout. Doing so builds trust, facilitates engagement and promotes transparency.

Participants in the technology breakout track noted that in a culture with strong collaboration and coordination, start-ups would work together to share resources and apply jointly for funding opportunities, thus reducing their time to market. Participants in the mobility track noted the need to fill the gaps in transit connections, including helping more people reach jobs efficiently and integrating the use of different modes of transit, such as the Rapid and shared mobility devices. Both the mobility and inclusive economic development breakout tracks discussed the importance of transparency in a collaborative culture.

Innovative

Across all three tracks, participants highlighted the importance of an innovative culture. The culture should be open to new ideas, while being flexible in its

approach to new opportunities. The culture should foster experimentation and creativity, and, importantly, even be open to a certain level of risk-taking. By investing in new ideas and learning, innovation will lead to the sharing of ideas, thus enhancing the collaborative aspect of the culture as well.

In the breakout tracks, the value of pilot projects was a common discussion point. Participants noted that new ideas of course may have risk, but we still need to allow for more thorough testing; even a failed pilot project still presents a learning opportunity that advances the overall goal. Pilot projects also allow for adopting best practices from other communities, while adapting them to our particular conditions and needs.

Smart

Finally, participants generally felt that the culture must be smart, meaning it leverages technology effectively. In addition to technological savvy, a 21st Century City would have a culture that is smart socially, economically, and ecologically. It would be transit-oriented, walkable, and safe. By being well-maintained and family friendly, the city would be able to attract and keep new residents.

In the breakout tracks, participants in the technology track discussed how libraries could enhance opportunities for workforce training based around new technologies. Discussions in the mobility track mentioned the importance of placemaking

and efficient design, as well as incentivizing the use of public transit. In the mobility track, participants advocated for a cultural emphasis on alternative transit uses, with education for the public on the benefits of non-car transit methods. Importantly, it was noted that technology is a tool, but not a solution in and of itself. The culture must embrace technologies that improve people's lives but can be deployed at a low cost, or even for free.

We also encourage you to review all of Exhibit D for comments relating to the other cultural attributes identified by the participants in Phase 2; those attributes include adaptive and agile; visionary humanistic; environmentally conscious; and "can-do-ism".

How to Create the Desired Culture

Having identified the desired cultural attributes, participants considered what we should advocate in order to achieve the culture we would like to have. What practices do we need to stop? What current practices should we sustain? What new initiatives should we adopt in order to achieve that culture?

Participants shared a number of preferred choices for each of those categories of activity. While several of the top choices are discussed below, additional detail about these and the other recommended actions, and how they were discussed in the breakout tracks, can be found in Exhibit D.

Actions to Stop

Participants' top choices among actions to stop included: impeding change, working

in silos, and being blind to inequity and disparity. It is interesting that the themes concerning actions to stop are quite consistent across the three tracks.

Among impediments to change, the overarching barriers identified were inflexibility, with an insistence on continuing to do things as they've always been done. Participants discussed a tendency to reinvent the wheel. They also identified a tendency to focus on large, "silver bullet" projects and projects that address symptoms rather than causes. They urged that we should not think small; we should think big about what we can accomplish.

Participants also expressed concern about looking to other cities for ideas, in the sense of taking that approach rather than developing ideas organically in the community, using robust community engagement.

Participants also pointed out that stakeholders in the community have a tendency to "work in in silos" and take a decentralized approach, lacking collaboration and coordination.

Participants in the inclusive economic development track noted insider versus outsider groupings, and east side versus west side versus downtown arguments over program resources. Participants in the technology track expressed concern about public data not being shared.

Participants in the mobility track reported that information and opportunities are not shared effectively, which leads to "creating walled gardens of technology." To remedy

this, stakeholders should stop prioritizing personal gain and maintaining control and rather focus on working together for the greater good.

Finally, participants brought up a lack of awareness on the part of decision makers to the diverse and unique needs of residents, who do not all have the same levels of access, support, or capabilities. Unfortunately, all too many people assume everyone has access to a computer and internet service, whereas a large percentage of households in Cleveland do not. For example, Digital C has proposed to install broadband access for 40,000 households in Cleveland, while the County plan for use of ARPA funding to expand broadband access, which was referenced above, aims to reach 25,000 households in the County. We can be too quick to accept disparities, as opposed to identifying them and devising strategies to overcome them. In particular, participants noted limited transit routes, the location of new jobs away from population centers and inequitable access to educational resources function as economic barriers. Participants proposed that funding practices be reviewed to determine if they are reinforcing these habits, rather than encouraging necessary changes to local policies and practices.

Actions to Sustain

While recognizing some characteristics of the current culture in our region that we'd like to see ended, participants also identified many positive attributes that we should seek to sustain.

Among existing elements in our community's culture to sustain, participants across the three tracks cited the region's history of successful collaboration and coordination, particularly across sectors and jurisdictions. Participants recommended that support be maintained for collective innovation, community engagement, and initiatives that could achieve outcomes addressing more than one issue at a time. Participants also felt that the region needs to continue seeking and accepting guidance and assistance, including from the global community, and to share resources as they are identified.

Participants in the technology and inclusive economic development tracks called for a continuation of efforts to strengthen diversity, equity, and inclusivity. Comments from the technology track participants encouraged continued widening access to capital, work towards universal broadband, including access to computers and WiFi for residents. The inclusive economic development participants also recommended improving the zoning code to be more equitable. Legacy barriers to equal opportunity can be removed by ensuring that the population as a whole has access to technology, capital, health, and opportunity.

Further, participants in the technology and inclusive economic development tracks encouraged ongoing efforts to enhance the ecosystem's capability socially, economically, and ecologically. They stressed the importance of supporting and

leveraging existing efforts to help prepare the next generation for leadership. These actions can span from high quality pre-K to high school and community programs to expand educational and economic empowerment opportunities.

From the mobility track, participants noted the existing bike/pedestrian network as an asset to leverage by continuing to employ smart, data-driven planning to expand the bike and pedestrian networks. This will assist in attracting high-quality alternative transportation opportunities to set the stage for a multi-modal region of the future.

Participants also applauded collective innovations, such as state and local innovation districts and programs like the Paradox Prize.

Actions to Initiate

Looking to the future and new efforts that we could initiate to achieve the culture we mutually desire, the conversation came back to how to build a robust social, economic, and ecological ecosystem.

In order for the culture to truly flourish, leaders will need to be cognizant of social wounds that still have not healed. Community engagement must be deeper and more consistent, with many more opportunities for community input. Participants in the inclusive economic development track recommended that residents with diverse backgrounds be given the same deference as recognized experts, suggesting this deeper

engagement can be supported in part by making data more transparent and publicly accessible, improving communication between decision makers and the community, and providing community support through workforce training opportunities, childcare, healthcare, and mentorship. Encouraging and incentivizing coordination across political boundaries to create a shared, regional economic development strategy are paramount.

Participants also called for a greater focus on, and support for, innovation, including making it easier for people to start a business in Cleveland. They also recommended experiential spaces and opportunities to pilot new ideas and technologies as avenues that would lead to new innovations, which in turn could be shared broadly to generate momentum.

With the theme of a “can do” spirit and enhanced economic development, participants encouraged tackling issues with a sense of urgency. This recommendation includes aggressive pursuit of more federal and state funding, and enhanced structures to support economic development.

DEVisING STRATEGIES FOR PRIORITY

The heart of the focus for Phase 2 was to identify those strategies that are most promising for attention by Cleveland and its community partners, or for community partners, to pursue. We provided a list of strategies for each track, based on the takeaway points and recommendations set forth in the Symposium Report. We asked participant for each track to assign a priority to the potential strategies using three criteria, with a score of 1 to 10 for each of the criteria:

- Does this strategy need broad constituent collaboration? Does it require the full weight of the ecosystem to address it?
- Will this strategy have high impact? Will it be a catalyst or provide leverage for greater change?
- Does this strategy address essential needs? Is there an urgency to move forward now with this strategy? Is there a risk in delay or is this essential for future work to proceed?

The highest possible score per strategy was 30; because of time constraints, we asked participants to focus first on the strategies they scored the highest. There were multiple breakout groups per track, and our chart at Exhibit E aggregates the scores for all the breakout groups for a track. If a strategy was selected by more than one breakout group, it appears higher in the ranking and on the chart.

You can review the entire list of potential strategies for each track and the score achieved by each at Exhibit E. We summarized below some highlights for each track.

Technology Track Strategy Ranking

Five strategies were selected by two of the four breakout groups in the technology track. Two of those are similar:

- (1) Cleveland should work with community partners to establish a platform similar to Smart Columbus (<https://smart.columbus.gov/>) to highlight the power of technological solutions.
- (2) Cleveland should create a public Smart City Catalog of projects to share successes and developments.

Each of these strategies involves encouraging innovation, including pilot projects, and providing transparent information about the results.

Another of the top five strategies focused on the City's own use of technology:

- (3) Cleveland should update its technology capacity throughout all departments. While this is a strategy that would be implemented by Cleveland itself, the collaboration element could involve grant funding for this investment.

The remaining two strategies are related:

- (4) Cleveland and its community partners should commit to expanding broadband infrastructure by investing in ongoing initiatives, such as Digital C, Evergreen and PCs for People and
- (5) Cleveland and its community partners should work with local digital literacy providers to coordinate training throughout the community on computer literacy, consumer IoT (Internet of Things), privacy, data security and data literacy.

The City is an active partner in the Digital Equity Coalition, which also includes Digital C and many other community partners. *[See the Symposium Report at page 16.]* Implementing broadband access throughout the City will be a terrific step forward, but the benefits of it will be hampered if there is not a broad based training program that helps residents learn how to effectively utilize computers and internet access to access educational information and programs as well as economic opportunities in the form of training, information on job openings and support for entrepreneurship.

Mobility Track Strategy Ranking

Five strategies also were selected by two of the four breakout groups in the mobility track.

The top ranked strategy as expressed in the chart is a broad one:

(1) Cleveland should assess the impact of any new mobility decision through a holistic lens, including environment, equity and economics. In the discussions at Phase 2, this was fleshed out as involving the incorporation of public transit review into consideration of all new development proposals and appointing a RTA representative to a City Design Review Committee. The City's upcoming development of a new ten-year Comprehensive Plan should include these recommendations.

Two of the top five strategies involve Cleveland using financial tools to provide incentives for public transit. These tools include:

(2) Cleveland should develop incentives to encourage transit-oriented development.

(3) Cleveland should create a tax increment finance district that funnels revenue back into public transit.

The final two of the top five strategies relate to Cleveland encouraging alternative transit options other than cars.

(4) Cleveland should develop right of way design standards that are not centered on cars, but rather on bicycles and pedestrians.

(5) Cleveland should assess special taxes on surface parking lots to disincentivize surface parking as a future use.

Inclusive Economic Development Track Strategy Ranking

There were three breakout groups for Inclusive Economic Development. All three agreed on the top ranked strategy:

(1) Cleveland should expand on the work of the Mayor's Neighborhood Transformation Initiative to offer more opportunities to build wealth for residents in all neighborhoods. This relates to greater opportunities for home ownership and improving neighborhoods so that the value of existing homes increases.

The second highest ranking strategy focuses on nontraditional entrepreneurs:

(2) Cleveland should work with nontraditional entrepreneurs – local retailers, YouTubers, makers of goods to sell - to provide opportunities to expand their businesses. This is based on the idea that Cleveland should provide investment

and financing tools that allow marginalized communities to building businesses and, in essence, define community wealth and empowerment on their own terms.

Another pair of highly ranked strategies promote two related ideas:

(3) 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 build career pathways for Cleveland Metropolitan School District scholars to access jobs in technology and high growth industries, including establishing a curriculum that meets the needs of jobs that are available now. While Cleveland can be a driving force for these strategies, a coalition approach is needed, involving community partners in the business and nonprofit sectors both to help develop new leaders and to identify the available jobs and skills needed and to provide better access for students and their parents to learn about those jobs and apply for them. There are some programs underway that are based on these strategies, but more work in this area is needed to improve training and economic opportunities in our region.

Our Top Five Recommended Strategies

Working from the top strategies of each of the three tracks, we recommend these as the most promising, using the criteria set forth above in this Section IV:

(1) Cleveland and its community partners

should commit to expanding broadband infrastructure by investing in ongoing initiatives, such as Digital C, Evergreen and PCs for People.

(2) Cleveland should work with community partners to establish a platform similar to Smart Columbus (<https://smart.columbus.gov/>) to highlight the power of technological solutions.

(3) Cleveland and its community partners should work with nontraditional entrepreneurs – local retailers, YouTubers, makers of goods to sell - to provide opportunities to expand their businesses. This is based on the idea that Cleveland and its community partners should provide investment and financing tools that allow marginalized communities to building businesses and, in essence, define community wealth and empowerment on their own terms.

(4) Cleveland and its community partners should build career pathways for Cleveland Metropolitan School District scholars to access jobs in technology and high growth industries, including establishing a curriculum that meets the needs of jobs that are available now. While Cleveland can be a driving force for these strategies, a coalition approach is needed, involving community partners in the business and nonprofit sectors both to help develop new leaders and to identify the available jobs and skills needed and to provide better access for students and their parents to learn about those jobs and apply for them. There are some programs underway that are based on these strategies, but more work in this area is

needed to improve training and economic opportunities in our region.

(5) Cleveland, along with its community partners, should expand on the work of the Mayor's Neighborhood Transformation Initiative to offer more opportunities to build wealth for residents in all neighborhoods. This relates to greater opportunities for home ownership and improving neighborhoods so that the value of existing homes increases.

You will note that in this list of the top five strategies, we reference in all cases not just Cleveland, but also its community partners. This recognizes the ecosystem-wide effort needed to make meaningful positive changes in our communities and the power of using collaboration to bring change more quickly.

MAPPING AN ECOSYSTEM

The final exercise for each track was to consider how to create a map of an ecosystem. Exhibit F includes a draft of a sample ecosystem map for each track. An ecosystem map is useful in identifying the various parties – public and private, business and nonprofit – who can and should be involved in tackling an identified project. This map template emphasizes the role of residents by placing them at the center of the map. It highlights the interconnectivity of the various parties, and the importance of their particular but different roles. Using an ecosystem map helps those organizing a team to tackle an issue by the power of the visual representation; it helps the potential partners see, at a glance, how the pieces fit together.

The sample ecosystem maps identify four categories of partners, with color coding: governments and other public agencies; non-profit organizations; academic and educational institutions; and private businesses. The samples use a four-quadrant approach, with the quadrants including capacity development, skills training and education; policy and regulations; funding; and infrastructure.

While there is some overlap in the parties shown on each map, the differences reflect the comments of Phase 2 attendees for each track. Technology track attendees

proposed the Internet of Things Collaborative and We Can Code It, Mobility track attendees suggested adding Bike Cleveland and Clevelanders for Public Transit, and the Inclusive Economic Development track attendees added the Cleveland Metropolitan School District and After School Programs.

It is important to recognize that each track's program allowed only a short time to discuss the ecosystem maps, so the examples at Exhibit F are works in progress. Even within the scope of a track, the map framework at Exhibit F of course can be modified as appropriate for a particular project. The samples are set forth as a starting point for application to many projects in each track.

NEXT STEPS PHASE 3 - BUILDING THE 21ST CENTURY CITY PROJECT

The Symposium certainly met our expectations in terms of delivering insightful and dynamic presentations by our keynote speakers and panelists, as well as engaged input from the many participants. We similarly enjoyed in Phase 2 robust discussion among participants who represented many perspectives and disciplines.

What follows for Phase 3?

From our initial planning for the Building the 21st Century City project, our plan has been that Phase 3 would include selecting the policies, programs and projects discussed in Phase 1, and then prioritized in Phase 2, that are most relevant for application here, in Cleveland and our region. We then plan to focus on what the City and the many community partners in our region should and can do to facilitate and accommodate the exciting and even daunting changes we are experiencing and of course will continue to experience, with the goal of accelerating economic development. There is much work to do. We are fortunate that Cleveland and our region is rich in community partners and community partnerships, so there are many hands to contribute to the work.

We invite the City and the community partners of the region to review the

recommendations in the Symposium Report and this Report, and to provide us with feedback on areas for collaboration. ULI plans to continue working to bring information to the community about partnerships that exist and coalitions that are in formation or should be formed, and about the results of those efforts. As noted above in this report, we invite you to send us information about your projects in the spirit of the Building the 21st Century City project. Some efforts will inevitably return benefits more quickly than others, and some may fail altogether, but the efforts in themselves are progress. We hope that our work will be a living and evolving set of recommendations, utilized by a broad segment of our region.

EXHIBIT A

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EXHIBIT B

Powerpoint slides used for Phase 2



EXHIBIT C

Ecosystem vision for each track, in a word cloud (as created from responses of participants in each track)



PLENARY SESSION

1. Innovative
2. Healthy, Inclusive
3. Equitable, Accessible, Safe



TECHNOLOGY TRACK

1. Universal, Accessible, Equitable
2. Inclusive, Digital, Technology Oriented, Smart
3. Adaptable, Transparent, Broadband, Dynamic, Edge, Seamless, Electrified, Affordable, Future, Cutting, Constant



MOBILITY TRACK

1. Safe, Transit
2. Sustainable, Rail, Free
3. Public, Fun, Car, Equitable, Interconnected, Seamless, Walkable, Environmentally Oriented



INCLUSIVE ECONOMIC DEVELOPMENT TRACK

1. Equitable
2. Access
3. Diverse

EXHIBIT D

Benefits of Collaboration; Attributes of Desired Culture: What We Need to Stop, Sustain and Initiate; Desired Culture

THE BENEFITS OF CONTINUING TO WORK TOGETHER

Top Themes



To increase the **COMPETITIVENESS** of the city and by extension, the region by expanding opportunities for growth, productivity, and improved quality of life. It will contribute to a “cool city factor”, making greater Cleveland a city of choice. It will continue to increase the city’s ability to keep current by being more adaptive and flexible.



To help **BUILD COALITIONS**, increasing equitable access to data, knowledge, and partners. It will deepen strengthen relationships between different players, creating more opportunities to lead, not just react. It will enable collective impact gained through joint partnerships and programming grounded in mission alignment.



To enable **HEALTHIER COMMUNITY**, with increased safety and quality of life, greater equity and access, and a healthier economic, social, and ecological fabric.



To foster and expand economic, social, and ecological **PROSPERITY** through increased access to funding, financial incentives, and federal grants; expanded access to jobs (locally and nationally); increased cost savings; and enhanced productivity. It will leverage and expand on current initiatives, such as the Mayor’s Neighborhood Transformation.

Summary of Themes

Top 4 Incentives for Continued Action

1. Competitiveness (12) & Coalition Building (12)
2. Healthier Community (10)
3. Economic Gain (9)

Other Incentives for Continued Action

4. Healthier Environment (4)
5. Reduced Risk (3)
6. Increased efficiency (2)

Incentive Categories	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Competitiveness (12)	<p>Opportunity (2): Growth & increased productivity</p> <p>Attraction (1): Helps recruit, train, and retain talent</p> <p>Adaptability (2): Keeping up with change; makes workforce more flexible and productive</p>	<p>Attraction (4):</p> <ul style="list-style-type: none"> • Cool factor (3): north star everyone sees themselves part of; “cool city” factor; more marketable - City of Choice • Attract and retain young people 	<p>Opportunity (2):</p> <ul style="list-style-type: none"> • Keep us globally competitive • Improving quality of life <p>Adaptability (1)</p>
Coalition Building (12)	<p>Seat at the table (2):</p> <ul style="list-style-type: none"> • Being understood by partners (especially in “tech translation”) and civic leaders (being heard, feeling ideas are prioritized and possible) • Opportunity to lead, not just react <p>Collective Impact (1):</p> <ul style="list-style-type: none"> • Self-interest, achieved through partnerships and programming, 	<p>Access (4):</p> <ul style="list-style-type: none"> • Equity and broader coalitions • Data sharing • Improved accessibility • Access <p>Collective Impact (1):</p> <ul style="list-style-type: none"> • Broader coalitions 	<p>Access (2):</p> <ul style="list-style-type: none"> • Sharing data - organizations can get access to more/different data • Access to knowledge so you are not out of the loop and aren't caught flat footed <p>Collective Impact (2):</p> <ul style="list-style-type: none"> • Mission alignment • Collective impact.

Incentive Categories	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Healthier Community (10)		Quality of Life (3): <ul style="list-style-type: none"> Increased safety Better personal health Better health (biking/walking/less cars) DEI (5): <ul style="list-style-type: none"> Equity Intersectionality (mobility hubs) Not leaving anyone behind Economic development and prosperity for all without incurring additional harms (environmental, cultural, social) and with intentional focus on addressing past/historic harms to people and the environment Access 	Quality of Life (2): <ul style="list-style-type: none"> Improving quality of life. Provide experiential learning opportunities for CMSSD
Economic Gain (9)	Prosperity (2): <ul style="list-style-type: none"> Financial incentives / federal grants Stronger economic development Applying for the grants with multiple players to be more attractive Cost Savings (1): Cost Savings; more productivity	Prosperity (3): <ul style="list-style-type: none"> Better prosperity through access to jobs and other cities Economic development and prosperity for all without incurring additional harm (environmental, cultural, social) and with intentional focus on addressing past/historic harms to people and the environment Access to funding with the imperatives of our time. Cost Savings (1): Reducing transportation cost as a key motivating factor	Prosperity (2): <ul style="list-style-type: none"> Improve funding opportunities Expand on work from the Mayor's Neighborhood Transformation Initiative to give more opportunities to build wealth in all neighborhoods.

Incentive Categories	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Healthier Environment (4)	<ul style="list-style-type: none"> Stewardship 	<ul style="list-style-type: none"> Curbing climate change Better environmental health Economic development and prosperity for all done without incurring additional harms (environmental, cultural, social) and intentional focus on addressing past/historic harms to people and the environment 	
Reduced Risk (3)	<ul style="list-style-type: none"> Divide labor and lessen risk for each individual player 	<ul style="list-style-type: none"> Increased safety 	<ul style="list-style-type: none"> Avoid future lawsuits
Increased efficiency (2)		<ul style="list-style-type: none"> Familiarity with rules and processes for approval Getting people where they need to go 	<ul style="list-style-type: none"> Efficiency

THE KIND OF CULTURE WE WANT TO CREATE

Top Themes



A culture that is DIVERSE, EQUITABLE, AND INCLUSIVE. Leadership is culturally competent and willing to understand diverse needs and experiences. Inclusivity fosters community engagement and encourages a diversity of voices including residents and those who have been traditionally marginalized. Difference is sought and celebrated and there is ease of access to jobs, economic opportunity, broadband, public transportation, and training.



A culture of COLLABORATION AND COORDINATION where players - *from startups to mature organizations* - work together across boundaries (including political and agency) to share resources, information, and ideas; expand funding opportunities; enhance productivity; and foster innovation. Interconnectivity expands job opportunities, builds trust, fosters engagement, and promotes transparency.



An INNOVATIVE culture characterized by openness to new ideas, flexibility in approach, creativity, experimentation, piloting, risk-taking, and learning. A culture that invests in new ideas and shares innovations.




A culture that is SMART socially, economically, and ecologically. There is a demonstrated commitment to building capability through a flexible, accessible, and equitable infrastructure of education, transportation, and technology. Policies and incentives are forward looking, promoting a transit orientated, walkable, safe, and family friendly city that is well-maintained.

Summary of Themes

Top Attributes of Desired Culture	Other Attributes of Desired Culture
1. Diverse, Equitable, Inclusive (33)	5. Adaptive and Agile (12)
2. Collaborative and Coordinated (32)	6. Visionary (11)
3. Innovative (24)	7. Humanistic (6)
4. Smart (23)	8. Environmentally Conscious (5)
	9. Can-do-ism (5)

Cultural Attributes	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Diverse, equitable, inclusive (33)	Inclusive (1): Community Engagement	Inclusive (5): Inclusive, Resident voices Equitable (19): <ul style="list-style-type: none"> Intersectionality, willingness to understand different cultures Expanded, affordable public transportation Ease of access, access to job locations, training, Universal farecards / tokens to access all forms transit Affordable broadband, accessible, easy to use technologies serves people and improves lives Culturally Competent: Leadership / Staff Diversification (1):	Inclusive (2): Equitable (3): <ul style="list-style-type: none"> Amplifies marginalized voices Fair and Equitable Expand opportunities for economic success Culturally Competent (3): <ul style="list-style-type: none"> Willing to understand needs Social Justice Culturally competent Diverse (1): Seeks & celebrates differences
Cultural Attributes	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Collaborative (32)	Collaborative (8): <ul style="list-style-type: none"> Teaming between start-ups (faster to market), Partnerships with providers Joint funding applications, shared resources, information, ideas, goals Inter-Connected (3): regionally connected, interdependence, Engaged (2): Community engagement Holistic (2): Serving greater good is the best way to achieve our own interests – rising tide lifts all ships. Accepting others as needed to function	Collaborative (4): <ul style="list-style-type: none"> Collaborative and efforts (2) (e.g., Mobility Hubs) Sharing, shared Innovation (2) Inter-Connected (7): <ul style="list-style-type: none"> Systems oriented (1); Integrated (2) Connectivity to people and jobs (2); RTA and Shared Mobility integration (1) TRUST Engaged (2): Public, sense of community Coordinated (2): across political / agency boundaries Transparency (1)	Transparent




Cultural Attributes	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Innovative (24)	Innovative (5): <ul style="list-style-type: none"> Innovate Risk taking Experimentation Allow ideas to be vulnerable Pilots are for learning, failing forward Creative (4):	Innovative (5): <ul style="list-style-type: none"> Open and flexible to mobility innovations Risk taking Pilot programs to test ideas Investment in new opportunities Shared Innovation 	Innovative (8): <ul style="list-style-type: none"> Innovative (3) Risk-taking (2) Openness to New Ideas Look at best practices Fund new economy ideas Creative (2): Creativity; creative thinking
Smart (23)	Vibrant (1): Historically Contextualized Equipped (4): <ul style="list-style-type: none"> Ramp up Library tech education capacity, Flexible workforce training, Community level training for residents Education for new technologies Data-driven (1): Commitment to facts and data	Vibrant (13): <ul style="list-style-type: none"> Intentional Mobility as placemaking Design with efficiencies in mind Convenient; walkable city Fun; family friendly, Safe; Transit oriented Safe; safe roadway infrastructure Policies embrace autonomous vehicles Incentives for alternative transit use Day to day maintenance & capital repairs Equipped (1): Education and awareness on impacts and benefits of different modes Data-driven (2): Data-driven, Information housed in one place Leverage Technology (3): <ul style="list-style-type: none"> Embraces technology Technologies serves people and improves lives – easy, free (or low cost) Technology is a tool, not a solution itself 	Vibrant (2): <ul style="list-style-type: none"> Committed to Cleveland Expand opportunities for economic success

Cultural Attributes	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Adaptive & Agile (12) 	Agile (4): <ul style="list-style-type: none"> Allow ideas to be vulnerable Piloting programs and staff capacity Pilots are for learning Failing forward Adaptive (2): <ul style="list-style-type: none"> Antifragile Adaptability 	Agile (2): <ul style="list-style-type: none"> Change of Mindset Open minded Adaptive (1): <ul style="list-style-type: none"> Antifragile 	Agile (2): <ul style="list-style-type: none"> Open-mindedness Willing to test, fail, and test again Adaptive (1): <ul style="list-style-type: none"> Adaptability
Visionary (11)	Risk tolerant (2): <ul style="list-style-type: none"> Risk tolerant funders Risk Taking 	Risk tolerant (3): Risk taking, Willing to experiment, Fearless Open Minded (2): open, changing Mindset Forward Thinking (1): Visionary	Risk tolerant (1) Open Minded (2)
Humanistic (6)			<ul style="list-style-type: none"> Humanistic; Values based initiatives Reparative / healing-centered Healthy relationships Patient; Thoughtful
Environmentally Conscious (5)		<ul style="list-style-type: none"> Environmentally conscious Ecological approach Sustainable; internalize externalities Clean transportation GHG emissions Inventory by mode/use 	
"Can-do-ism" (5)	<ul style="list-style-type: none"> Be proactive instead of reactive Less fear of change Urgency 	<ul style="list-style-type: none"> A sense of urgency Results oriented 	




WHAT WE NEED TO STOP, SUSTAIN, & INITIATE TO CREATE THAT CULTURE

Top Themes :



STOP :

-  **IMPEDING CHANGE** by overly relying on old, “tried and true” ways of doing things; re-inventing the wheel; being afraid of and resistant to new ideas; being inflexible; looking for silver bullets; over-valuing large projects; focusing on symptoms. Stop looking to other cities to copy, thinking small, and being complacent.
-  **WORKING IN SILOS** and undermining collaboration and coordination. Stop acting like “lone rangers”. Stop prioritizing personal gain and worrying about being in control. Stop hoarding information and opportunities, “creating walled gardens of technology.”
-  **BEING BLIND TO INEQUITY AND DISPARITY** by assuming everyone has similar access, support, and capability. Stop whole. Stop creating barriers through limited routes, jobs located far from workers, inequitable educational resources, and exclusivity. Stop funding practices that impede essential change.

SUSTAIN

-  **COLLABORATION AND COORDINATION** across sectors and jurisdictions. Keep supporting collective innovations, multi-purpose efforts, community dialogues and forums, and partnerships. Continue asking for and accepting help, sharing assets, and engaging with the global community.
-  Actions that cultivate Social, Economic, and Ecological **ECOSYSTEM CAPABILITY**. Continue supporting and leveraging existing actors, working with young thought leaders, and creating space for the next generation to lead. Continue smart, data-driven planning to leverage the existing bike and pedestrian network and support a balanced multi-modal future. Continue to focus on quality over quantity for alternative transportation modes and to support action on multiple fronts.
-  Efforts to strengthen **DIVERSITY, EQUITY, AND INCLUSIVITY**. Continue anti-racism efforts and efforts to achieve equitable access to technology, capital, health, and economic opportunities.

INITIATE

-  A greater commitment to strengthening Social, Economic, and Ecological **ECOSYSTEM CAPABILITY**. Lead in ways that create conditions for healing and for the desired culture to emerge and flourish. Strengthen collaborations and deepen engagement with the community. Encourage diversity in all ways and listen to marginalized citizens as intently as we listen to credentialed experts. Increase coordination across political boundaries and co-create a shared economic development strategy to leverage existing players in the ecosystem. Make data more accessible and public. Provide affordable and sustained community support such as training, childcare, and mentorship. Support public education and universal pre-K and improve access to healthcare. Increase transparency and improve communications. Make Cleveland a more open place to start a business, easier to work.
-  Greater focus on and support for **INNOVATION**. Try new things and approaches. Experiment. Create experiential spaces and opportunities to pilot new ideas. Have fun with technology and more effectively harvest new ideas. Share innovations broadly.

Summary of Themes

	STOP	SUSTAIN	INITIATE
Top Themes	<ol style="list-style-type: none"> 1. Impeding Change (24) 2. Working in Silos (23) 3. Being Blind to Inequity and Disparity (13) 	<ol style="list-style-type: none"> 1. Collaboration & Cooperation (15) 2. Actions that Cultivate Social, Economic, and Ecological Ecosystem Capability (14) 3. Efforts to Strengthen Diversity, Equity, Inclusion (8) 	<ol style="list-style-type: none"> 1. A greater commitment to strengthening Social, Economic, and Ecological Ecosystem Capability (34) 2. Greater focus on and support for Innovation (13)
Other Themes	<ol style="list-style-type: none"> 4. Judging, blaming, sabotaging (4) 5. Doing nothing (3) 6. Being dishonest (2) 7. Harming the place (1) 	<ol style="list-style-type: none"> 4. Funding/financial support (5) 5. Innovation (5) 6. Growth mindset (3) 7. Love of the “Land” (2) 	<ol style="list-style-type: none"> 3. Economic Development (4) 4. Marketability (4) 5. “Can-do-it-ness” (4) 6. Environmental consciousness (2) 7. Integrity (2)

STOP	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Impeding Change (24)	<ul style="list-style-type: none"> • Only the tried and true, old ways of doing things • Good ideas can only come from established orgs/players • Old ways of doing things • Not being open to changing systems • Missing the forest for the trees • Looking to other cities to "copy" • Stop not being a global or US leader! • Thinking small • Can't-do-ism • Complacency • Fear-based reactions to change 	<ul style="list-style-type: none"> • Being afraid of bus stops • Being afraid of Portland • Being paranoid • Refusing help • Being resistant to new ways and ideas • Being closed minded • Being inflexible and not being open to others' ideas • Thinking we have to look to other cities for what's can be done 	<ul style="list-style-type: none"> • Operating at the tip of the iceberg (focusing on symptoms) • Repeating Past Practices, only tried and true ideas • Looking for Silver Bullets • Placing emphasis on large projects • Re-inventing the wheel
Working in Silos (23)	<ul style="list-style-type: none"> • Working in silos (2) and silo-ing information • Seeing your organization as independent • "No more Lone Rangers • Lack of coordination • Worrying about having control • Keeping data of public nature away from others² • Prioritizing personal gains • Communicating to impress rather than to be understood 	<ul style="list-style-type: none"> • Working in silos, silo-ing data and conversations • Thinking you're in this alone • Focused on a single project or mode rather than integrated/systemic • Creating walled gardens of technology 	<ul style="list-style-type: none"> • Silos • Insider/outsider, Mine vs Yours • East vs. West vs. downtown • Hoarding information • Hoarding opportunities • Self-ambition • Crab in a barrel mentality

Stop	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Being Blind to Inequity & Disparity (13)	<ul style="list-style-type: none"> • Assuming everyone has access to computers • Accepting Disparities 	<ul style="list-style-type: none"> • Prioritizing convenience • Ignoring Marginalized Voices • Nimbyism • Locating new jobs far from workers. • Prioritizing individual vehicles • Funding public transit through sale tax and low state funding allocations • Limiting Routes 	<ul style="list-style-type: none"> • Different rules for different people • Over-incarcerating and under-educating • Inequitable educational resources • Exclusivity
Blaming, sabotaging (4)	<ul style="list-style-type: none"> • Blaming • Scapegoating 	<ul style="list-style-type: none"> • Judging modes against each other 	<ul style="list-style-type: none"> • Sabotaging
Doing nothing (3)			<ul style="list-style-type: none"> • Complacency • Nothing • Inertia. Complacency
Being dishonest (2)			<ul style="list-style-type: none"> • Lying • Under-handed deals
Harming place (1)		<ul style="list-style-type: none"> • Erasing natural environments 	

SUSTAIN	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Collaboration & Cooperation (15)	<ul style="list-style-type: none"> • Collaboration of shared assets • Cross-Sector • Engaging the global community 	<ul style="list-style-type: none"> • Collaboration across jurisdictions • Collaborative efforts: Multipurpose trails such as Cuyahoga Greenway Partners; Paradox Prize Multi-agency involvement in comprehensive and systems planning • Dialogues and forums like this one • Trusting partners 	<ul style="list-style-type: none"> • Cross-sector collaboration • Wholeness • Community driven • Partnerships • Collective innovations • Ask for & receive help

SUSTAIN	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Diversity, Equity, Inclusion (8)	<ul style="list-style-type: none"> • Anti-Racism Effort • Empowerment of minorities • Focus on equitable access • Continue widening access to capital, particularly with (activist) Foundations • Working towards universal broadband • Providing computers and WiFi for residents 		<ul style="list-style-type: none"> • Anti-racism efforts • Improving the zoning code to be more equitable
Ecosystem Capacity (7)	<ul style="list-style-type: none"> • Existing actors in the tech space • Working with young thought leaders • Empowerment of next generation 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Co-create a shared ED Strategy to leverage existing players in the ecosystem • Resources that already do the work • Create space for the other to speak and function • Breathe • High quality pre-K efforts
Smart planning and action (7)	<ul style="list-style-type: none"> • Commitment to facts and data 	<ul style="list-style-type: none"> • Leveraging existing bike/pedestrian network • Action on multiple fronts • Focus on quality over quantity for alternative transportation modes (transit service frequency, eg) • Plan for a balanced multi-modal future • Trail and recreational mobility e.g., expansion of Greenways planning and similar regionally coordinated efforts 	<ul style="list-style-type: none"> • Data-driven Decisions
Funding/financial support (5)	<ul style="list-style-type: none"> • Funding assistance from local foundations • Business incentives 	<ul style="list-style-type: none"> • NOACA's leadership on funding alternative modes of transportation • City's increased funding for roadway repairs 	<ul style="list-style-type: none"> • Support from Foundations

SUSTAIN	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Innovation (5)	<ul style="list-style-type: none"> • Innovation, particularly in relation to environmental sustainability (parks / natural environments) • Paradox prize (FFOEF) 		<ul style="list-style-type: none"> • Collective innovations; manufacturing innovation • State Innovation Districts • Positive think tanks with different people, different minds
Growth mindset (3)	<ul style="list-style-type: none"> • Focus on solutions • Open-minded 		<ul style="list-style-type: none"> • Desire to make us better
Love of the 'Land' (2)	<ul style="list-style-type: none"> • Love of CLE 	<ul style="list-style-type: none"> • CLE sense of being CLE 	

INITIATE	Technology Ecosystem	Mobility Ecosystem	Inclusive Economic Development Ecosystem
Ecosystem Capability (34)	<ul style="list-style-type: none"> • Sustained community training for residents • No-cost tech programs • Sharing knowledge - both ways (especially model cities) • Become comfortable with creating the conditions, but not knowing the outcomes • Antifragility • Healing-Centered Focus • Stronger collaborations • Intentionally put different actors in the same space • Partnerships with providers • Cooperative regionalism • Start supporting each other, especially public sector • Deeper engagement w/community • Greater transparency and communication 		<ul style="list-style-type: none"> • Mentorship and Growth • Supporting public education; Universal Pre-K • Leadership (2) • Family supports (childcare) • More coordination across political boundaries • Making it easier to work with City departments (e.g., permitting, access to records, filing documents ...) • Start listening to marginalized citizens, as intently as we listen to credentialed experts. People are the experts of their individual needs. • Add More Free Options • Improve access for health care trips

	<ul style="list-style-type: none"> Greater access to data; readily accessible high speed broadband access Making CLE a more open place for people to open businesses Genuinely welcoming, Celebrate CLE as exemplary Diverse in all ways Antifragility Healing-Centered Focus 		
Innovation (13)	<ul style="list-style-type: none"> Innovate (2) Better harvest new ideas Have fun with tech, use in unexpected ways Experiential spaces 	<ul style="list-style-type: none"> Try new things, like local loops Share innovation broadly (including outside of Downtown) Opportunities to pilot ideas 	<ul style="list-style-type: none"> Innovate (2) Try new approaches Dream Creative thinking
Economic Development (4)	<ul style="list-style-type: none"> More state/federal funding 	<ul style="list-style-type: none"> AGGRESSIVE pursuit of federal funds 	<ul style="list-style-type: none"> Better access to capital Change attitude and structures to support economic development.
"Can-do-it-ness" (4)	<ul style="list-style-type: none"> Urgency Taking action 		<ul style="list-style-type: none"> Urgency Finishing developing waterfront
Environmental consciousness (2)		<ul style="list-style-type: none"> Climate consciousness Environmental justice opportunities: define and incorporate 	
Integrity (2)			<ul style="list-style-type: none"> honesty integrity of word and deeds

SNAPSHOT OF ALL THEMES

Incentives for Continued Action		Desired Culture	
<ol style="list-style-type: none"> Competitiveness (13) Coalition Building (10) Healthier Community (10) Economic Gain (9) Healthier Environment (4) Reduced Risk (3) Increased efficiency (2) 	<ol style="list-style-type: none"> Diverse, equitable, inclusive (33) Collaborative (32) Innovative (24) Smart (23) Adaptive & Agile (12) Visionary (11) Humanistic (6) Environmentally Conscious (5) "Can-do-ism" (5) 		
To create the Desired Culture, We Need to:			
Stop	Sustain	Initiate	
<ol style="list-style-type: none"> Impeding Change (24) Working in Silos (23) Being Blind to Inequity and Disparity (13) Judging, blaming, sabotaging (4) Doing nothing (3) Being dishonest (2) Harming the place (1) 	<ol style="list-style-type: none"> Collaboration & Cooperation (15) Actions that Cultivate Social, Economic, and Ecological Ecosystem Capability (14) Efforts to Strengthen Diversity, Equity, Inclusion (8) Funding/financial support (5) Innovation (5) Growth mindset (3) Love of the "Land" (2) 	<ol style="list-style-type: none"> A greater commitment to strengthening Social, Economic, and Ecological Ecosystem Capability (34) Greater focus on and support for Innovation (13) Economic Development (4) Marketability (4) "Can-do-it-ness" (4) Environmental consciousness (2) Integrity (2) 	

EXHIBIT E

Strategy ranking by track

Technology Strategy Ranking

What strategies should we implement?

#	STRATEGY	Group 1 Score	Group 2 Score	Group 3 Score	Group 4 Score	AVG Score	Groups Selected	COMMENTS
7	Cleveland should work with community partners to establish a platform to allow for efficient, insight-driven technology testing in one comprehensive system, similar to Smart Columbus, to show the power of technological solutions.	29	28	N/A	N/A	28.5	2 of 4	
8	Cleveland should overhaul the City's technology capacity to bring current technology tools to all City departments.	30	27	N/A	N/A	28.5	2 of 4	
6	Cleveland should communicate information on technological developments and test publicly. 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.	27	28	N/A	N/A	27.5	2 of 4	
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.	29	N/A	N/A	25	27	2 of 4	Not exclusively through fed/cap funds.
2	Cleveland and its community partners should continue to invest in closing the digital divide: Work with local digital literacy providers to coordinate training throughout the community on consumer IoT, privacy, data security, and data literacy.	25	N/A	N/A	27	26	2 of 4	
4	Cleveland should create a regulatory framework that prepares the City for innovative technology: Establish data transparency standards.	28	N/A	N/A	N/A	28	1 of 4	
3	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 citizens from surveillance and data extraction.	23	N/A	N/A	N/A	23	1 of 4	
9	Residents need to be equal partners in the development of technologies that affect them (community-led technology innovations).	N/A	N/A	N/A	X	N/A	1 of 4	Did not complete scoring, but marked as one of three most important actions in Group 4.
10	Equal access to education pipeline (STEAM) to work in tech-based careers.	N/A	N/A	N/A	X	N/A	1 of 4	Did not complete scoring, but marked as one of three most important actions in Group 4.

Mobility Strategy Ranking

What strategies should we implement?

#	STRATEGY	Group 1 Score	Group 2 Score	Group 3 Score	Group 4 Score	AVG Score	Groups Selected	COMMENTS
	Cleveland should invest equitably in public transit and, in collaboration with other cities, advocate for federal and state policies that support public transit.							
12	Cleveland should assess impact of any new mobility decision through holistic lens: including environment, equity, and economics.	N/A	30	30	N/A	30	2 of 4	Love this idea, but need to reword this as a strategy—make specific and actionable
	Cleveland should encourage holistic planning with a mobility perspective:							
2	Transit should benefit from the development it creates. Cleveland should consider creating a linear tax increment financing district that runs along the transit line and directs revenue specifically back into upkeep and enhancement of transit.	N/A	N/A	30	29	29.5	2 of 4	How does this interact with tax abatement policy? Equity implications?
	Cleveland should encourage holistic planning with a mobility perspective:							
5	Cleveland should develop street right of way design standards that are not centered on cars, but rather on bicyclists and pedestrians, including those with special mobility needs.	N/A	30	N/A	27	28.5	2 of 4	
	The City should work with the RTA to make alternative transit options easier and more convenient than cars:							
7	The City should intentionally encourage more transit-oriented development through incentives.	N/A	25	30	N/A	27.5	2 of 4	This seems to fit with #2, 3, etc.
	Cleveland should encourage holistic planning with a mobility perspective:							
3	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 future use.	21	N/A	30	N/A	25.5	2 of 4	Many of these actions related to economic development, incentives for transit, etc. Could combine.
	Cleveland should lead the transition away from car dependency by repealing/replacing laws that mandate car dependence (mandatory parking minimums, zoning reforms)	N/A	30	N/A	N/A	30	1 of 4	While it is the city's role partners are needed—bike cleveland, CPT, Residents, Council
16	Electric charging stations in right of way as public good.	N/A	N/A	N/A	28	28	1 of 4	
16	Creates physically-buffered bike lanes, such as micro-mobility, scooters, and evolving technologies.	27	N/A	N/A	N/A	27	1 of 4	
	Cleveland should invest equitably in public transit and, in collaboration with other cities, advocate for federal and state policies that support public transit:							
11	Rethink economic development incentives—does Cleveland provide economic incentives to companies that locate on transit line?	26	N/A	N/A	N/A	26	1 of 4	
	The City should work with the RTA to make alternative transit options easier and more convenient than cars:							
8	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.	N/A	26	N/A	N/A	26	1 of 4	
	The City should work with the RTA to make alternative transit options easier and more convenient than cars:							
9	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.	N/A	N/A	N/A	26	26	1 of 4	

Inclusive Economic Development Strategy Ranking

What strategies should we implement?

#	STRATEGY	Group 1 Score	Group 2 Score	Group 3 Score	AVG Score	Groups Selected	COMMENTS
	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:						
4	Expand on work from the Mayor's Neighborhood Transformation Initiative to give more opportunities to build wealth for residents in all neighborhoods.	28	30	29	28	3 of 3	
	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:						
6	Work with nontraditional entrepreneurs (YouTubers, DoorDash drivers, etc.) to provide opportunities to expand their ideas and businesses.	27	N/A	23	25	2 of 3	Other examples include - makers, local retailers. If we can't solve the mentorship problem we can provide opportunities for nontraditional entrepreneurs? More differentiation we have in our economy the better!
	Leaders in Cleveland should share power with those who have traditionally been left out of decision-making circles.						
8	Cleveland should provide professional development and mentoring opportunities in government, business, and nonprofit sectors to help establish the next generation of leaders.	30	N/A	N/A	30	1 of 3	
11	Education - Build career pathways for CMSD scholars to access jobs in high growth industries/technology industries and having a curriculum that meets the jobs that are available. Experiential learning.	N/A	N/A	30	30	1 of 3	
10	Unlock career opportunities for people re-entering our community.	N/A	N/A	27	27	1 of 3	
	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:						
5	Work with the Democracy Collaborative and Evergreen Cooperatives to expand their employee-owned models to more businesses and sectors in Cleveland.	N/A	N/A	26	26	1 of 3	
	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:						
1	Cleveland should collaborate its marketing with other cities and agencies in the region, to market Cleveland in a more consistent and cohesive way to a broader audience that highlights the high quality of life in our region.	24	N/A	N/A	24	1 of 3	Targeting both internal and external audiences
10	The City should develop a platform, similar to Smart Columbus, to better market what is happening in Cleveland to the community and outside of the community.	N/A	21	N/A	21	1 of 3	

EXHIBIT F

Ecosystem maps by track

