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## CHAPTER 5.0

5.1 SC2019 COLLABORATIVE

5.2 INITIATIVE DESIGN

5.3 MEASURING PROGRESS

5.4 COMMUNICATION

# IMPLEMENTATION



## IMPLEMENTATION TOOLS

*“There are many ways of going forward, but only one way of standing still.”*

- Franklin D. Roosevelt

The Implementation Tools in the following section will support the process of moving theory and strategy into action. Developed within the time scope of the first version of the SC2019 Resource Guide, these structures are starter-kits with recommendations for next steps.

A full-scale SC2019 organizational structure, a final prioritization framework, an on-going system for measuring progress, and a branding and community engagement plan will be developed over the next year and throughout the SC2019 process.

In order to be effective, these structures must be developed with the full participation of the SC2019 Stewardship body, and with the input of key stakeholder groups. The details must be fully owned and understood by stakeholders.

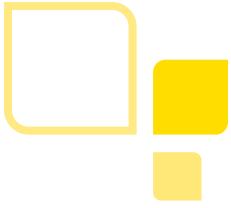
### FOUR IMPLEMENTATION TOOLS:

5.1 SC2019 Collaborative

5.2 Initiative Design Framework - Shaping & Prioritizing

5.3 Measuring Progress - Metrics Recommendations

5.4 Communication: Brand & Outreach



## 5.1

## SC2019 COLLABORATIVE

### LEADERSHIP FOR SUSTAINABLE CLEVELAND 2019

In order to accomplish the Sustainable Cleveland 2019 mission—*engaging people from all walks of life to create a new sustainable economic engine*—we must collaborate and harness the energy, commitment, and focus of Cleveland’s diverse public and private stakeholders. The following section outlines an organizational structure called the **SC2019 Collaborative**. The Collaborative’s primary goal is to implement effective and engaging leadership that will integrate, focus, and align the efforts of diverse stakeholders and activities. It will support and encourage both formal initiatives and the creative chaos of thousands of informal experiments.

#### THE SC 2019 COLLABORATIVE

To ensure leadership and governance, SC2019 will establish the Sustainable Cleveland 2019 Collaborative (SC Collaborative) to support both the formal and informal structures of the Sustainable Cleveland Network. Acting as a hub, the SC Collaborative will provide guidance for the diverse range of stakeholders, networks, and actions that will implement steps toward a sustainable economy over the next ten+ years. The SC Collaborative will model leadership and governance that is inclusive, bringing together champions from government, business, and non-government organizations (NGOs), leveraging resources, and focusing action towards the establishment of Cleveland’s sustainable economic foundations.

# SC2019 COLLABORATIVE



## Stewardship Council

Leaders from Cleveland / Region  
(City, Business, Institutions, Foundations/NGOs)

Delegates from SC 2019 Network

**EXECUTIVE  
LEADERSHIP  
TEAM**

## Integration Team

Management & Coordination  
Integration & Implementation Support

## SC 2019 Initiative Compact

Principles, Protocols & Practices

### SC 2019 Initiative Network

Comprised of: Sustainability Foundations  
Communities of Practice, Celebration Councils,  
Volunteer Corps, Ambassador Teams & Local  
Sustainability Services Brokerage

Organizations abide by the principles, protocols  
and practices of the Compact

### SC 2019 Projects

Align with SC Project Prioritization Framework

Advance the SC 2019 Action Plan

Build the Four Foundations Areas

Projects abide by the principles, protocols and  
practices of the Compact

The purpose of the SC Collaborative is threefold: to promote, steward, and support the implementation of the SC Action Guide as follows:

#### PROMOTE

##### TO PROMOTE AND LEGITIMIZE SC2019 WITHIN THE COMMUNITY

Communicating progress and stories

Fostering a culture of celebration and positive self-image

#### STEWARD

##### TO STEWARD AND GUIDE EFFORTS OF THE SC2019 NETWORK

Fostering collaboration, alignment, and momentum among all stakeholders, enhancing, expanding and cross-pollinating supporting networks to leverage existing organizations and institutions

Encouraging and supporting creative chaos and experimentation outside "official" strategies

#### SUPPORT

##### TO HELP IDENTIFY, COORDINATE, ATTRACT, AND MOBILIZE RESOURCES FOR TRANSFORMATIVE AND PRIORITY SC 2019 ACTION INITIATIVES

Attracting resources and guiding and coordinating utilization

Coordinating and guiding implementation

## PROPOSED STRUCTURE

To address the above, the SC Collaborative will be structured to include a Stewardship Council, an Executive Stewards Team, and an Integration Team. Each are further described as follows:

### STEWARDSHIP COUNCIL MEMBERSHIP

A 25 to 30 member Stewardship Council will provide the leadership / governance arm of the SC Collaborative. The Stewardship Council will operate like an Advisory Board with its members representing all key sectors that have a stake in creating a sustainable economy. Membership on the Stewardship Council will rotate alternatively every three years and include:

- Sustainability leaders from the City of Cleveland, the business community (both large and small), major institutions, and the NGO community. These sustainability leaders on the Stewardship Council will either be CEO level leaders or sustainability chiefs with a direct report to CEOs.
- SC 2019 network delegates drawn from the various SC2019 Action Initiative teams, communities of practice/interest from each of the “Foundation Themes”, Celebration Councils, the Volunteer Corps, and Ambassador teams.

### ACCOUNTABILITIES

As with any member of the SC Collaborative, the Stewardship Council is accountable for promoting, stewarding, and supporting SC 2019. More specifically, members of the Stewardship Council are expected to:

- Establish and promote the SC 2019

Vision, Action Plan, and Compact within the community

- Ensure a balanced portfolio of SC Action Initiatives to advance the SC Project Plan
- Provide advice, leadership coaching, and overall guidance and stewardship to the SC2019 community
- Attract new funds and resources to support larger-scale priority SC Action Initiatives

### FORMATION PROCESS

This fall, the Mayor’s SC2019 Advisory Council will transform into the SC2019 Stewardship Council. Additional members will be appointed by the Mayor to strengthen the four sustainability foundations and to more accurately reflect the stakeholders engaged in SC2019.

### EXECUTIVE STEWARDS TEAM MEMBERSHIP

A twelve-member Executive Stewards Team will lead the SC Collaborative Stewardship Council, acting much like an executive committee for a non-profit board. Its membership will be drawn from the Stewardship Council and will include:

- 1 representative from the Mayor’s Office of the City of Cleveland
- 3 representatives from the business community (representing large and small business),
- 2 representative from non-profit organizations.
- 1 representative from academia
- 1 representative from health care (or other major institutions)

- 4 representatives from the four Sustainability Foundations Communities of Interest and Practice (1 for each of the 4 foundation areas-- Human and Social Assets, Built Environment, Natural Assets, Business Environment)

### ACCOUNTABILITIES

The Executive Stewards Team will be accountable for:

- Executive decisions and direction for the implementation of the SC Action Guide.
- Providing oversight of and leadership for the Integration Team
- Establishing priorities to ensure an effective, balanced portfolio of SC Action Initiatives
- Ensuring funds and resources to support larger-scale priority SC Action Initiatives

### FORMATION

The Stewardship Council will nominate Executive Stewards Team members for 2-year terms, with terms organized so that half the team would rotate each year providing overlapping leadership. Ideally, the Executive Stewards would be true sustainability champions (individual leaders) from business, government, and community, not merely representatives designated by institutions.

### INTEGRATION TEAM TEAM

The Integration Team runs SC Collaborative operations, providing day-to-day management and supporting the implementation of the SC 2019 Action Guide through the SC Network and Action Initiatives. The team will report to the Stewardship

Council working most closely with the Executive Stewards Team.

The Integration Team will work with and through the Cleveland Office of Sustainability. The team will be housed with the Office of Sustainability and will work with other key sustainability leadership non-profit organizations. This relationship will foster innovation, teamwork, and collaboration by being co-located and integrated with the work of the office of sustainability. This team will also work closely with representatives of the four Sustainability Foundations Communities of Interest and Practice (one from each Foundation area) who will provide an advisory body for the team.

#### ACCOUNTABILITIES

Operationally, the Integration Team manages the day-to-day management of the SC2019 process. In general, the Integration Team is accountable for:

- Coordinating, connecting, and integrating the actions and actors of the broader network to accomplish the SC Action Plan
- Support and Promote SC 2019 Compact
- Helping to mobilize resources around priority projects
- Communicating progress, stories
- Supporting organizational learning and knowledge management
- More specifically, the Integration Team is accountable for:
  - The SC 2019 Collaborative Website
  - Marketing and PR and Brand dissemination

- Training and equipping SC2019 “ambassadors” (multiple groups of two SC2019 representatives who understand the whole SC2019 Action Plan and how it is relevant to different stakeholders and go out and act as ambassadors in the community)
- Tracking and communicating metrics (dashboard)
- Celebration points
- Compiling a comprehensive list of projects
- Maintaining the SC 2019 Project Prioritization Framework
- Capacity development / building within the Alliance

#### OPERATIONAL AND LEGAL STRUCTURE, AND FUNDING FOR THE SC COLLABORATIVE

##### OPERATIONAL AND LEGAL STRUCTURE

Initially the SC Collaborative will not be established as a formal legal entity, although it may evolve into one (e.g., a 501(c)3) should that make sense down the road. This start up phase will support organizational autonomy and will encourage collaboration and partnerships among the SC20109 Network. During this start-up phase, the SC Collaborative would operate and be funded per an agreement (M.O.U. or charter) between key collaborators.

##### FUNDING

Funding for the first three years of the SC Collaborative of are estimated between \$150,000 and \$250,000 per year to cover staff salaries and operational expenses for the activities of the organization. Funding would come from stakeholder companies and

organizations from the SC Stewardship Council. Additional funding of an estimated \$250,000 per year would be needed to support the implementation of priority projects. This “seed capital” fund would be used to provide limited support (\$2-20K) for early stage implementation activities (feasibility studies, benchmarking, study visits, pilot activities, etc.) of priority projects in order to help them be better positioned to leverage additional implementation funding and support.

#### ATTRIBUTES

SC Collaborative is designed as a learning organization, with an evolving, adaptive leadership and execution structure to match the rapidly changing emergent future in the new age of sustainable economy. The SC Collaborative is also designed to ensure that the whole of the SC 2019 Initiative advances while supporting focused and concrete action, and that informal emerging forms and activities (grassroots/self-organizing) are integrated with the more formal (structured, top-down, corporate/institutional) forms and activities.

#### PROPOSED EVOLUTION OF THE SC COLLABORATIVE

During the fall of 2010 the current advisory council and the mayors office will develop a transition plan to transform the current organizational structure.



## 5.2

# INITIATIVE DESIGN FRAMEWORK

*In order to align SC2019 initiatives with a common language and a common definition of what is important, the Initiative Design Framework offers a useful starting place. It provides a structure that can be used by individuals and organizations to develop their projects in-line with SC2019 values and priorities. It can help existing projects expand their perspective of what is possible.*

*SC2019 emphasizes not only the “what” of projects, but also the “how.” This focus is key to facilitating the mindset shift that will underpin Cleveland’s transition to a high performance economy that works hand in hand with creating a high quality of life for all.*

The purpose of this framework is two-fold. First, the Initiative Design Framework can give stakeholders some simple, shared criteria and a common language to use for designing new projects and for aligning existing projects to the goals and achievements of SC2019. Second, it can provide transparency, shared understanding, and a tool to support consensus decision making in any evaluation process.

**THIS SECTION ADDRESSES THE FOLLOWING TOPICS:**

.....  
Overview (Where is the action?)  
.....

.....  
Planning Action  
.....

.....  
Communicating action  
.....

.....  
Prioritizing action  
.....

### OUTSIDE THE BOX

There are many exciting projects that are vital to Cleveland’s future and quality of life, but don’t fit neatly into strategic priorities of this project. In no way is this Initiative Design framework meant to hinder these ideas or initiatives. A vibrant future depends in large part on the type of creative chaos and innovation that doesn’t fit into preconceived strategies.

SC2019 is focused specifically on sustainability as economic development - on finding direct economic value and opportunities from sustainability solutions. Projects outside the purview of the Strategic Framework, but in the spirit of a vibrant high quality of life for all, should be endorsed in the SC2019 family projects, and should be celebrated and acknowledged as a vital part of the greater transformation.

## THE FRAMEWORK CAN HELP INITIATIVES:

### CONNECT

Connect with potential collaborators or resources

### LEARN

Learn from others involved and engaged in complimentary activities

### DO

Become more energized and empowered to implement projects.<sup>1</sup>

<sup>1</sup> "Connect, Learn, Do" is an effective action network process designed and implemented by social entrepreneur Holly Harlan of E4S. (E4S.org)

Cleveland is home to a plethora of economic development organizations defined by many characteristics such as geographic region, industry type, business size and stage of operation (e.g. JumpStart, Bio Enterprise, COSE, GCP, Beachwood Chamber, etc.). The region also has a robust group of non-profit organizations that hold sustainable economic development, restoration of the natural environment, promotion of the sustainable built environment and focused on quality of life as their missions (e.g. E4S, GreenCity Blue Lake Institute, Northeast Ohio Chapter of the US Green Building Council). Among the initiatives in the appendix are a few illustrations of the programs these non-profits operate that support SC2019 goals.

## WHERE IS THE ACTION

Central to the SC2019 plan is the notion of action – action towards goals that support the sustainable economy. The breadth of opportunity and need compels everyone to find a role in the sustainable economy – among people at home, on the neighborhood level, through community & social organizations and at work. Within the SC2019 framework and action plan there are many types of initiatives that will lead to positive outcomes.

## THE SC2019 STEWARDSHIP CAN INTERACT WITH THREE TYPES OF ACTION-INITIATIVES:

- a) Aligned Initiatives - projects that are created, championed, and implemented outside SC2019, but which are aligned with SC2019 mission, vision, and values. These projects can be endorsed as a part of the SC2019 Family of Initiatives.
- b) Championed Initiatives - projects that are supported and created outside SC2019 formal structures, but are championed within SC2019 networks. This could include leveraging connections to create new opportunities, endorsing the project to aid in fund-raising from other sources, promoting the project to raise its public profile and attract media attention, etc.
- c) Supported Initiatives - SC2019 Supported Initiatives are projects that SC2019 deems to be essential for its continued success - these projects could include organizational development and capacity building, catalytic projects, projects that support the government in creating the conditions for sustainability, etc. SC2019 Executive Team would brokerage funding for these projects and possibly oversee implementation.

## ROLE OF THE DESIGN FRAMEWORK

In order to be endorsed or aligned with SC2019 any initiative can be described using the basic language and structure of the Design Framework. This will allow projects to be organized and communicated within the SC2019 framework and action plan. This process can help clarify how projects and initiatives are related to each other and to the common goal of growing the sustainable economy. It will also help SC2019 in its mission to coordinate, integrate, and communicate progress across sectors and traditional boundaries.

By creating a central clearing house of all projects in the spirit of SC2019, projects can be connected with other like projects, and can be promoted both within Cleveland and to the outside world. Initiatives that would like a specific type of support can describe the project in more depth using the framework to both shape and explain the project. This will help determine what type of support the project can receive.

An illustrative list of initiatives communicated in the format of the Design Framework can be found in Initiative Post Card Appendix . The list included was primarily derived from projects proposed by the SC2019 Summit Working Groups, and others were gathered from a variety of other SC2019 aligned sources (see sidebar).

## PLANNING & ALIGNING THE ACTION

Carefully designed and thoughtfully led projects and initiatives are the cornerstone of sustainable economic transformation. Using the Initiative Design Framework, SC2019 initiatives can develop a business plan that explains the project, how it works and why it matters. As a starting point, the business plan should address four main elements of the project's design: Alignment, Impact, Return on Investment, and Leadership.

## INITIATIVE DESIGN FRAMEWORK OUTLINE

*The primary questions that need to be asked and answered when designing and evaluating a project or initiative are the following:*

### 1) HOW WELL DOES IT ALIGN WITH SC2019?

- a. Does it align with the Celebrating Progress Year?
- b. Does it fit into our strategic framework?
  - i. Does it support an economic foundation?
  - ii. Is it in alignment with one of the priority areas?
  - iii. Does it help us to achieve a stated goal?

### 2) WHAT IS THE OVERALL IMPACT ON A SUSTAINABLE ECONOMY?

- a. What is the environmental impact?
- b. What is the social impact?
- c. What is the economic impact?
- d. How is the project/initiative transformational?

### 3) WHAT IS THE RETURN ON INVESTMENT?

- a. Investment: time, money, energy, effort, reputation
- b. Return: What is the impact of the project?

### 4) DOES IT HAVE COMMITTED LEADERS AND GOOD PARTNERSHIPS?

- a) Does it have a technical leader and an influence leader?
- b) Does it leverage interesting partnerships?

## INITIATIVE DESIGN FRAMEWORK OUTLINE:

- 1) How well does it align with SC2019?
- 2) What is the overall IMPACT on a Sustainable economy?
- 3) What is the return on investment?
- 4) Does it have committed leaders and good partnerships?

### 1) ALIGNMENT WITH SC2019 ACTION PLAN

There are two ways that projects can align with SC2019 Action Guide: A) Through SC2019 yearly celebrations points and B) through the Strategic Framework. Understanding the Strategic Framework and the Year of Celebrations clarifies where the work needs done. Any initiative should begin with clear articulation of alignment with SC2019.

### 2) PROJECT IMPACT

We have identified four main components to consider when evaluating a project's impact. What are the economic impacts, environmental impacts, social impacts and does it embody transformational change?

All initiatives should be based upon delivering positive outcomes and the design should clearly articulate where impact is likely to occur.

The project should also be transformational in its design. It is important to ask: Is the project changing the culture of Cleveland for the better? Does it energize people? Is it getting away from business as usual?

The four main points for consideration in this section reflect the design of our sustainable economic model, which balances economic, environmental and social factors, and also recognizes

the importance of embedding transformational process design into projects so that action and change are embedded. This is in order to model the way. Transformational projects will garner support and resources and thus everyone is encouraged to consider how all initiatives can create transformational change.

### 3) RETURN ON INVESTMENT

The third element that should be considered is the project's return on investment. This element looks at the worth of investing time/money/effort/energy in a project for the level of impact it has on the SC2019 goals. While the second element considers level of impact, this third element considers level of investment required to achieve that impact. When referring to "investment" we are also considering energy, time, reputation, not simply a monetary value. How much energy does it take to get a low impact? High impact? Is this a high effort low impact project? If so, it may not be worth funding. If it is low effort but low impact, it may be an easy win or low hanging fruit and thus can be considered as such. Being able to articulate the return on investment, in language that is consistent with the Alignment Framework, will make it easy for people and organizations to decide if they will support an initiative.

### 4) CLEAR TECHNICAL AND INFLUENTIAL LEADERSHIP

Each initiative should have two kinds of leaders. One leader should be a technical leader and the other should be an influential leader. Having two leaders underscores the importance of a "Culture of Collaboration" that is part of the SC2019 Strategic Framework. Technical leadership can be provided by a person or organization that understands the nuts and bolts of a project – the "what" of the initiative. An influential leader is a co-leader of the initiative whose job it is to develop support and partnership around the idea. Influential leaders focus on finding ways to leverage other resources, initiatives and efforts for mutual, beneficial gain. Projects that have only one type of leader should first focus on finding the other – initiatives that are led without technical savvy or without influential leaders are likely to miss opportunities for strategic connection.

# POSTCARDS

## POST CARD FORMAT

<b>FOUNDATION</b>	Which Foundation or Foundations does it fall under?
<b>CELEBRATION POINT</b>	Does it relate specifically to a Celebration Point?
<b>PRIORITY AREA</b>	What priority Area or Areas does it address?
<b>INITIATIVE SUMMARY</b>	Short Description (up to 300 characters)
<b>PRIMARY GOAL AREA</b>	What goal or goals does it address?
<b>UPFRONT COST</b>	Initial Start-up cost
<b>ANNUAL COST</b>	Yearly Maintenance
<b>TYPE</b>	What initiative types is it? (see Descriptions)
<b>TIME FRAME</b>	When will benefits be realized? Quick-win, Medium term, Long term, On-going?(see Descriptions)
<b>EFFORT REQUIRED</b>	Soft Effort (not money) (See Descriptions)
<b>CHAMPIONS</b>	Technical Leader, Leader of Influence
<b>PARTNERS/ COLLABORATORS</b>	Partnerships
<b>POTENTIAL FUNDING</b>	Creative Sources of Funding
<b>CO-BENEFITS</b>	Priority Areas or Goals
<b>TRANSVERSAL</b>	Equity, Carbon, Health
<b>POTENTIAL IMPACTS</b>	(See Descriptions)
<b>BUSINESS OPS</b>	Potential for Entrepreneurial Activities
<b>ADDITIONAL QUESTIONS</b>	Longer Descriptions of how it effects the following areas:
<b>SOCIETY</b>	How does it improve the strength of the community?
<b>ECONOMY</b>	How does it improve the economy?
<b>ENVIRONMENT</b>	How does it improve the environment?
<b>PROCESS</b>	How is the process transformational?

### EXAMPLE POST CARD

## COLLABORATIVE CAMPUS NEIGHBORHOOD PROJECT

<b>FOUNDATION</b>	Personal & Social Environment
<b>PRIORITY AREA</b>	Culture of Learning
<b>INITIATIVE</b>	Facilitate sustainability awareness, applied learning opportunities, school-to-career and policy enrichment in the Preschool, K-12 and 12-16 education sector in order to create sustainable neighborhoods.
<b>GOAL</b>	Sustainability learning for all
<b>TYPE</b>	Learning
<b>TIME FRAME</b>	Up to 5 years with milestones to be met every 12-months
<b>EFFORT REQUIRED</b>	As an idea, this initiative requires significant commitment among leaders to fully develop a business model for this idea – and then to implement the plan.
<b>CHAMPIONS</b>	Michael Schoop, Tri-C Metro Compus and Terrell Pim, CWRU
<b>PARTNERS/ COLLABORATORS</b>	Roger Saillant, Fowler Center for Sustainable Value, Peter Whitehouse CWRU, Nancy Meyer-Emerick CSU
<b>POTENTIAL FUNDING</b>	County/state/federal government and foundation grants
<b>CO-BENEFITS</b>	Vibrant Downtown & Neighborhoods; Agile Workforce
<b>TRANSVERSAL</b>	Equity, Carbon, Health
<b>BUSINESS OPS</b>	Curriculum that can be resold

# DEFINITIONS

SOCIETY	CO-BENEFIT	Culture of Collaboration	Creates linkages between people, organizations, thoughts and networks
	CO-BENEFIT	Culture of Learning	Builds knowledge and skills among people
	CO-BENEFIT	Improves Neighborhoods	Focuses on improving the quality of life in neighborhoods
	IMPACT	Increases Access	Equity Centered Infrastructure Development, Access to Sustainable Mobility, Nature, ect.
	IMPACT	Encourages mindshift	Causes people to think in a new way about what is possible, needed or happening
	TRANSVERSAL	Optimizes human health	Improves the mental and physical health stakeholders
	TRANSVERSAL	Fosters inclusion/equity	Creates an environment where all voices are part of the work, leadership and decision making
ECONOMY	CO-BENEFIT	Discover New Business Opportunities	Grows New Businesses, Implements Sustainable Strategies, Strengthens Local Economy
	CO-BENEFIT	Re-aligns Incentives and Regulations	Government structures, legislation, regulation and taxes are aligned with sustainable economic goals
	IMPACT	Whole Systems Accounting	Encourages whole system accounting, which takes into consideration traditional costs and benefits that are not recognized in traditional accounting processes
	IMPACT	Encourages private sector solutions	Encourages business to solve and identify social need
	IMPACT	Good Jobs	Develops career pathway, Creates potential for job longevity (jobs that are community-vested by way of ownership or compensation structures)
	TRANSVERSAL	Innovation & Entrepreneurship	Spurs or incentivizes innovation and entrepreneurship in product, process or service
ECOLOGY	CO-BENEFIT	Restore & Regenerate	Restores and regenerates ecosystem functioning and improves quality of the environment
	CO-BENEFIT	Radical Resource Efficiency	Shifts use to renewable resources where possible and encourages high levels of efficiency.
	CO-BENEFIT	Smart Growth Infrastructure	Infrastructure that leverages ecosystem services and is designed to foster equitable, mixed-use growth and increase urban density.
	IMPACT	Reduces Ecological Footprint	Lowers negative impact on ecosystems at any point in a product or project lifecycle
	IMPACT	Improves access / use of nature	Improves opportunity for people to use nature in a way that creates benefit for all
	TRANSVERSAL	Reduces Carbon Foot Print	Activities that reduce carbon foot print

# DEFINITIONS

<b>PROCESS</b>	<b>IMPACT</b>	Includes fun factor	Concept is alluring and interesting and helps to strengthen the Cleveland's story
	<b>IMPACT</b>	Encourages leadership	Helps others see the way to their leadership potential, and emphasizes leading by example
	<b>IMPACT</b>	Scalable	Has the potential to rapidly scale-up and effect many people
	<b>IMPACT</b>	Accelerates systemic or catalytic change	Spurs other initiatives to achieve higher results because it removes barriers to action or it creates new conditions fertile for transformation
	<b>IMPACT</b>	Inspires followership	Inspires many people to get involved and contribute to the shared vision
	<b>IMPACT</b>	Engages new voices	Includes promising practices and ideas from people not traditionally part of the dialogue
	<b>IMPACT</b>	Enhances organizational capacity	Builds capacity for organizations (profit, government or non-profit) to do more of what they do best in a sustainable way
	<b>IMPACT</b>	Leverages feedback loops	Creates opportunity for transparency by building in feedback among all parties involved for continuous learning and improvement
<b>TIMING</b>		On-going	Results are realized through on-going efforts
		Quick Win	Results realized in <24 months or requires urgent attention to to other factors
		Medium Term	Results realized 2-5 years
		Long Term	Results realized >5 years
<b>EFFORT</b>		Financial commitment required	Significant financial resources are required to launch project and/or significant on-going funding required
		Self Funding potential	Project has built-in opportunity to generate funds to take care of more than 50% of annual operating costs or reduces cost to operate or offsets operational costs
		Ease of implementation	Implementation is void of red tape, bureaucracy, significant politics, policy hurdles, inertia
		Social capital commitment required	Requires social capital outlay by leaders to get project off the ground
		Person hour commitment required	Requires significant person hours to start and maintain project
		feasibility (political, economic)	Policies / market already in place to launch project
		pilot	First of its kind project
		take advantage of current momentum	Builds upon current activities
		simplicity	Is easy to understand and relatively simple to get started (small acts)
		Strong champion present	Is led by a champion with passion, skills and social capital

## INITIATIVE TYPES

### LEAD BY EXAMPLE

*Some initiatives will form when people take bold action in a new direction for the purpose of inspiring others to follow suit. Example: Setting a Zero Waste goal.*

### AGGREGATE DEMAND

*To spur economic growth in emerging industries and markets, some initiatives will center around connecting buyers more favorable buying conditions. Example: Collaborating with neighbors, competitors and collaborators to buy sustainable products and services.*

### EXPERIMENT

*The sustainable economy requires new process, product and services. Some initiatives will promote new ways of solving problems. Example: Installing wind turbines on Lake Erie.*

### POLICY/LEGISLATION

*Some initiatives will involve the design and advocacy of new policies and legislation that remove barriers to sustainable economic development. Example: Changing zoning and building codes to support green building improvements and renewable energy installations.*

### CATALYST

*In some cases, certain actions and efforts will benefit from sparks of progress that encourage desired outcomes, and some initiatives will be the sparks of progress needed to drive change. Example: Launching “Year of” Celebrations to focus attention and activity towards common goals.*

### OPERATIONS

*Changing the way business is done and homes are managed and governments are run to facilitate sustainable outcomes. Example: Focusing buying power on local providers of goods and services.*

### RESEARCH

*Continuous learning and discovery are the foundations of sustainable economies and some projects. Example: Mapping industry trends to identify emerging markets and economic strength.*

### LEARNING

*With the call to action for everyone to find a role in sustainable growth, many initiatives will focus on providing the basic information that moves people into action. Example: Webinars that explain how to evaluate and implement energy efficiency improvements in business.*

*“Every social and global problem and issue of our day is a business opportunity in disguise - just waiting for the innovation, the pragmatism, and the capacity of great companies to think higher.”*

– Peter Drucker

One of the key outputs of a sustainable economy is new business formation. Initiatives are likely to spur business development because they will involve people and organizations coming together to test ideas about how to solve problems. Several of the Initiatives captured in the appendix are new ideas to solve social (economic) problems – but are headed towards the formation of non-profit solutions. Sustainable job creation comes from the private sector, not from the non-profit / government sectors.

It will be incumbent upon every person working to advance the sustainable economy to watch out for the opportunity to create business, and resist the idea to form new non-profit organizations. Growing socially responsible business is a priority area of SC2019. Growing the number of government programs and non-profit organizations is not.

## COMMUNICATING THE WORK

If you have a great idea that will lead to sustainable economic growth, people need to know! With a basic business plan in hand, especially one that is crafted using the Design Framework, it will be much easier for leaders to communicate their ideas. In crafting their initiative, leaders take responsibility for finding ways to connect with other SC2019 initiatives, resources and activities. These connections present opportunities to learn more about how to improve the initiative and how it relates to the greater community of effort. Three questions should be central to initial communication about an initiative:

### 1. IS IT UNIQUE?

Maybe someone else has the idea or already tried it. By testing the idea for its uniqueness with others, initiative leaders can uncover opportunities for collaboration and alignment with other like-minded people. Initiative leaders should frame a question such as, “Have you heard of any idea like this before or do you know anyone who has tried something like this?”

### 2. HOW CAN IT BE IMPROVED?

Inviting other people in to the process of shaping an initiative creates opportunity for co-learning and collaboration. When people learn and collaborate together, people create community. When community is formed, collective action is easier to build and sustain. Initiative leaders should ask everyone they know, “What would you do to make this initiative stronger or to take it to the next level?”

### 3. WHO ELSE SHOULD KNOW?

Because there are so many people committed to sustainable economic growth, it is important to keep people abreast of new ideas and new momentum. Inviting people to make connections about an idea helps to foster connections among people and resources. Initiative leaders should be specific in next steps and ‘immediate needs’ that can inform a question such as, “Who else should know about this idea if we are really in need of start-up capital?”

*Initiative leaders are likely to feel pressure to find funding to get an idea off the ground. Often, emerging ideas lose track of the opportunity to engage people and other organizations and initiatives in the collective action as they work tirelessly (and sometimes unsuccessfully) to find start-up funds. In forming an SC2019 initiative, consider how to accomplish the work – and invite others to design it with you – in a way that values all of the resources people and organizations can bring to the table (time and talent). In other words, recognize that financial resources are not the only resources valued in SC2019 initiatives.*

*A Weighted Decision-making matrix is a good tool for building consensus and for choosing between complex options. It creates a decision process where there are no “winners” and “losers.”*

## PRIORITIZING THE WORK

When it comes to making decisions about supporting initiatives with SC2019 resources, a “Prioritization Framework” is needed. The Prioritization Framework follows the same logic and asks the same questions as the Design Framework, but it allows people to assign values to different criteria, thereby making a tool for decision-making and prioritization. The specific criteria can be adjusted, as can the weighting. Especially in group decision making, a weighted prioritization can be a good tool though which to create consensus and compare options in an objective framework that considers all members opinions to be equal. The tool it can be an effective tool for focusing conversation and maximize productive dialog. It is flexible and should be used as an important input in decision making.

The example Prioritization Framework holds constant the elements of the Alignment Framework, yet provides a place for people to assign values to each criteria. In this way, the Prioritization Framework is a tool for decision-making. The process of assigning a value to criteria allows people and organizations to customize the Prioritization Framework in a way that suits their needs and overall strategies. The process of assigning values will have to be done by each organization or person using the Prioritization Framework and not all organizations or people will create the same values for each criterion. That is okay! What is most important is that there is some level of consistency among the various people and organizations who are deciding to engage with SC2019 initiatives so initiative champions can be strategic and thoughtful about where to go for help and support. This consistency feeds the notion of a Culture of Collaboration because it allows people to quickly convey a message such as, “We share information about any SC2019 initiative that has to do with Radical Resource Efficiency in our weekly e-blast. If your SC2019 initiative is about Radical Resource Efficiency, email us so we can include it!”

Document prepared by: ←insert organization name→											
Document date: ←insert date submitted→											
Funding Source: ←insert institution(s)→											
		KEY		TRANS		CO-BEN		IMPACT		Initiative Types	
				Transversal - a factor identified that cuts across strategic framework categories		Co-Benefit [relates to other priority areas and goals]		Increases/ Accelerates Impact		Policy, Legislation, Education, Institutional, Operations, Research, Catalyst, Organizational Development	
Score alternatives based on criteria in each goal area using the following three (5) point scale and attached worksheet "Criteria ID Chart."											
SCORE: 1 - 2 - 3 - 4 - 5				Project A	Project B	Project C	Project D	Project E	Project F		
Low Average High				←insert brief alternative description→	←insert brief alternative description→	←insert brief alternative description→	←insert brief alternative description→	←insert brief alternative description→	←insert brief alternative description→	←insert brief alternative description→	
(Weighting is on 1-5 scale)				Foundation Theme							
				Initial Project Construction Cost =							
				Project Maintenance [per year]=							
				[quick win, medium, long term]							
				Time Frame							
				Initiative Type							
				Effort rating							
				Potential Funding Sources							
				Initiative Champions							
				Partnerships							
ID #	Quality type	Criteria	Weight								
Factor 1: Society											
1.1	Co-Benefit	Culture of Collaboration	5								
1.2	Co-Benefit	Culture of Learning	3								
1.3	Co-Benefit	Improves Neighborhoods	7								
1.4	Impact	Increases Access to Resources	6								
1.5	Impact	Encourages Mindshift	3								
1.6	Transversal	Optimizes Human Health	3								
1.7	Transversal	Fosters Equity	2								
			Total								
Factor 2: Economy											
2.1	Co-Benefit	Discover New Business Opportunities	4								
2.2	Co-Benefit	Re-aligns Incentives and Regulations	4								
2.3	Impact	Whole Systems Accounting	7								
2.4	Impact	Encourages private sector solutions	5								
2.5	Impact	Good Jobs	3								
2.6	Transversal	Innovation & Entrepreneurship	3								
			Total								
Factor 3: Natural Environment											
3.1	Co-Benefit	Restore & Regenerate	4								
3.2	Co-Benefit	Radical Resource Efficiency	3								
3.3	Co-Benefit	Smart Growth Infrastructure	4								
3.4	Impact	Reduces Ecological Footprint	3								
3.5	Impact	Improves access / use of nature	3								
3.6	Transversal	Reduces Carbon Foot Print	7								
			Total								
Factor 4: Process											
4.1	Impact	Encourages leadership	6								
4.2	Impact	Scalable	6								
4.3	Impact	Accelerates systemic or catalytic change	2								
4.4	Impact	Inspires followership	2								
4.5	Impact	Engages new voices	3								
4.6	Impact	Enhances organizational capacity	7								
4.7	Impact	Enhances organizational capacity	7								
4.8	Impact	Leverages feedback loops	3								
4.9	Impact	Includes Fun Factor	2								
			Total								

The numbers shown here are only examples - the actual weights must be determined by the SC2019 Stewardship Group or by whomever is interested in using the matrix.

**DOES IT FILL OUT THE APPROPRIATE PORTFOLIO OF PROJECTS?**

- a. Is it a quick-win, medium-term, long-term, or is it on-going?  
.....
- b. Does it balance the priority areas and goals?  
.....

When funders, organizations and leaders use the Prioritization Framework to make decisions about how or if they will communicate, connect or support SC2019 initiatives, transparent decision-making is possible. Transparency in decision-making is a requirement of a Culture of Collaboration, and critical to SC2019 success. The Prioritization Framework provides the basis for people and organizations to be clear about how they will make decisions about how to engage with SC2019 initiatives. For example, a foundation could decide to support only projects that have Natural Environment as the core benefit area or as the primary co-benefit area.

The City could decide to place special emphasis on supporting initiatives with immediate benefit (“quick-wins”). Business leaders could decide to promote to their employees initiatives that have high need for volunteer support. Leadership organizations that have the attention of hundreds and thousands of Alumni could choose to launch signature projects that correlate to SC2019 goals. Each of those criteria – a foundational area, timeline for impact and volunteer support needs are elements of the Alignment Framework and thus part of the Prioritization Framework.

**NEXT STEPS**

- .....  
Conduct a Short training session on Prioritization Framework with SC2019 Stewardship Group  
.....
- Validate Criteria with SC2019 Stewardship Group  
.....
- Identify options within particular portfolio areas<sup>1</sup>  
.....
- Test matrix, make adjustments if necessary  
.....
- Create a how-to guide that can be distributed to stakeholders  
.....

<sup>1</sup> For example - quick wins with low effort, that are focused on sustainable mobility



## 5.3

# MEASURING PROGRESS

*“Not everything that can be counted counts, and not everything that counts can be counted.”*

### METRICS : KEEPING SCORE ON PROGRESS

In baseball, the scoreboard defines the game. Most people agree that what gets measured gets done. It is also true that you can't manage what you don't measure.

In a complex adaptive system, such as the SC2019 Action Guide, how do you pick the most powerful measures that help keep the everyone on the team inspired, that drive good decisions, and that encourage better performance? As Einstein reminds us, “Not everything that can be counted counts and not everything that counts can be counted.” First you must choose indicators, and then you must construct and maintain a display that is accessible to everyone who needs to know what is expected, what resources are and how well we are doing to meet expectations.

Even after selecting the most promising ideas in the coming years, how will SC2019 participants know that initiatives are indeed achieving intended outcomes and strengthening the foundations for a vibrant city and economy? A system for monitoring and reporting will be needed to track progress and provide feedback for future decisions.

The SC2019 Action & Resources Guide recommends three levels of measurement to track progress towards a sustainable economy:

#### APPENDIX X INCLUDES:

Sustainable economy metrics Starter Kit

SC2019 Strategic Framework Indicator Examples

References for Sustainable Metric Systems

Sample Dashboards

Sample Questions for a SC2019 Survey

#### 1) REGION-WIDE SUSTAINABLE ECONOMY “MACRO” INDICATORS

Is the economy improving, are peoples lives improved, is the environment improving, is Cleveland’s carbon footprint decreasing? Are Cleveland businesses reporting on their progress towards sustainability? How does Cleveland communicate its progress?

#### 2) SC2019 STRATEGY FRAMEWORK INDICATORS

Is Cleveland making progress towards achieving goals within each priority area of the strategic framework? What types of indicators make sense? How is progress towards each goal linked to the big picture? How does SC2019 communicate progress?

#### 3) SC2019 PROJECT PROGRESS INDICATORS

Are SC2019 projects successful by their own criteria? How many projects have been completed, how many have been successful? What are the lessons learned? How are the successful projects impacting SC2019 goals and priorities?

Choosing the right indicators and the right targets must be a participatory process and must be convened and finalized by the SC2019 Stewardship structure. The next step is to collect and display the data in easily accessible form for multiple audiences.

### 1) REGION-WIDE SUSTAINABLE ECONOMY “MACRO” INDICATORS

Macro-indicators of the economic, social, and environmental health of the city and the region are important, and there are a number of existing and emerging sets of sustainability indicators. For example, one of the most promising new systems for local governments is the STAR Community Index, which is being developed by ICLEI – Local Governments for Sustainability in conjunction with the U.S. Green Building Council.<sup>1</sup>

In particular, it’s recommended that Cleveland develop a rigorous capacity for tracking carbon emission, both for city operations and the largest community organizations that can track data through their supply chains. In addition, the SC 2019 process should encourage more businesses to participate in voluntary sustainability reporting using tools such as the Global Reporting Initiative (GRI). They should be looking at not just Comprehensive Utility data including Electricity, Natural Gas, Other Energy Sources, Water, Waste Diversion, Carbon Footprint, Business Travel, employee commute travel.

<sup>1</sup> The STAR Community Index is a national, consensus-based framework for gauging the sustainability and livability of U.S. communities. Much as [HYPERLINK “http://www.usgbc.org/DisplayPage.aspx?CategoryID=19”](http://www.usgbc.org/DisplayPage.aspx?CategoryID=19) LEED™ transformed the building industry, STAR will transform the way local governments set priorities and implement policies and practices to improve their sustainability performance. It will become the definitive means by which local governments measure and “certify” their achievements. [www.icleiusa.org/programs/sustainability/star-community-index](http://www.icleiusa.org/programs/sustainability/star-community-index)

In the Metrics Starter-Kit Appendix is a recommended “starter kit” of sample indicators that could measure the overall progress towards achieving Cleveland’s Sustainable Economy. This starter kit is offered in advance of what will be coming through the ICLEI “STAR Community Index. The starter kit has three basic categories of indicators:

#### A) OVERALL PROJECT SUCCESS OF SC2019

Measures of how successful is the execution and progress of the SC2019 project process, for instance, number of people involved, public visibility and perception of SC2019, overall community satisfaction, and number of outreach events. For example, one key measure of overall project success is growth in the number of people involved with SC2019. While the starter kit identifies a handful of indicators of project success, additional measures can and need to be determined.

#### B) OVERALL ECONOMIC HEALTH OF CLEVELAND

Measures of job growth, income growth, average wages, and unemployment rate. For example, increasing income growth is an important measure of overall health of the Cleveland economy.<sup>2</sup>

<sup>2</sup> The work by Cleveland economists on the “Regional Dashboard of Economic Indicators 2009: Comparative Performance of Leading, Midwest, and Northeast Ohio Metropolitan Areas” will provide useful inputs to refining the indicators measuring Cleveland’s overall economic health.

#### C) STATUS OF FOUNDATIONS OF SUSTAINABLE ECONOMY

Measures of growth and development for each of the four foundations (Personal and Social Environment, Natural Environment, Built Environment, and Business Environment). For example, in the Foundation of Personal and Social Environment the indicator of community college certificates awarded reflects the degree to which all Clevelanders, especially the disadvantaged, have access to training and jobs with advancement potential.

The starter kit proposes the development of a “dashboard” for these macro indicators, such that the indicators within each of these categories may be combined to create an index for 1) overall project success; 2) overall economic health of Cleveland, and 3) for each Foundation – The Personal and Social Environment, the Natural Environment, the Built Environment, and the Business Environment. This dashboard will enable very quick assessment of year-to-year changes in SC2019 progress. Many of these indicators can be found in the sample “starter kit” of macro indicators for SC2019 project, but many others will need to be aggregated from other sources. A more detailed set of suggested indicators relating to the priority areas and goals of the SC2019 strategic framework is shown in the metrics appendix.

## 2) SC2019 STRATEGIC FRAMEWORK INDICATORS

In addition to macro indicators, SC2019 must be able evaluate and make course adjustments based on specific progress made within the Priorities, Goals, and Strategies of the Strategic Framework.

In order for these measurement to be meaningful and communicate well, the indicators should be selected by an open, participatory process. They should be easy to understand, have data readily available, and should be reliable bellwethers of key sustainability trends. Ideally, it will be possible to collapse the indicators into a single index or number, so the public can easily track progress being made towards each goal.

In the Metrics Starter Kit Appendix, a set of indicators is suggested for each priority area and goal of the SC2019 Strategic Framework. These are merely examples to begin the conversation, and they are by no means comprehensive. Establishing indicators is often a lengthy and delicate process that should not be done hastily behind closed doors.

The sample below illustrates suggested indicators for goals of optimizing renewable energy, systematic energy efficiency, and zero waste related to the priority area of Radical Resource Efficiency within the Natural Environment Foundation strategies. Many of the SC2019 Summit Working Groups have already made progress towards identifying key indicators, and their input should be solicited and incorporated.

## 3) INDIVIDUAL SC2019 INITIATIVES PROGRESS INDICATORS

Initiatives and projects that are included in the overall SC2019 portfolio of actions will be measured against each project’s stated goals and objectives. Not every project will have perfect “success” – a key part of success will be the ability to learn from mistakes and communicate lessons learned. SC2019 actively encourages experimentation and innovation, the ability to recognize a wrong turn, to self-correct, to learn, and to communicate. High levels of innovation within an organization are directly linked to a top-down tolerance and support for risk taking and honesty.

NATURAL ENVIRONMENT	
PRIORITY AREA	Radical Resource Efficiency
GOAL	Optimize Renewable Energy
INDICATOR	# of kWh of Energy sold back to the Grid (assumes policy change)
INDICATOR	% of Energy from Renewable Resources (RPI)
INDICATOR	# Zero Energy Buildings
GOAL	Systemic Energy Efficiency
INDICATOR	# Public Buildings Retrofitted
INDICATOR	# Homes tested / Retrofit and Certified as performing efficiently
INDICATOR	Utility, City and Federal incentives are integrated
GOAL	Zero Waste
INDICATOR	% Landfill Diversion
INDICATOR	# businesses employing recycled materials
INDICATOR	R&D investment for advanced “cradle-to-cradle” materials

## RECOMMENDATIONS/NEXT STEPS

The following activities are recommended as next steps in tracking and communicating progress with SC2019:

### 1) SELECTING RELEVANT INDICATORS FOR SC2019 (HOW-TO)

### 2) DESIGN A DISPLAY AND REPORTING MECHANISM (DASHBOARD)

### 3) SUPPORT AND INCENTIVIZE GOVERNMENT, BUSINESSES, INDUSTRIES TO CREATE PUBLIC SUSTAINABILITY REPORTING PROCESSES

#### 1) SELECTING RELEVANT INDICATORS FROM THE DATA STEW

Indicators, in and of themselves, are not enough to drive change. For indicators to be useful, the indicator presented in the starter kit must be further developed with the active participation of those that will use and learn from them and be easily accessible. Every initiative/project has outcome targets that may affect one or more goals in the framework. Every strategy, goal, priority and foundation area needs some measures – all of which add up to Sustainable Cleveland. People won't pay attention, however, to more than a few targets – preferably ones they understand. How can we support the selection of the key set?

Select a cross-functional technical advisory team from stakeholders (many of whom will be data partners) to define Cleveland's relevant indicators and systems for data collection. The Starter Kit provides an entry port for the team. (Right)

#### GOOD INDICATORS

- Are consistent with our Sustainability principles
- Legitimize interests and concerns of all stakeholders
- Are simply understood and value related
- Are bellwethers that reflect fundamentals of long-term regional health
- Link economic, social and/or ecological factors
- Measure outcomes rather than inputs
- Will trigger action and can be seen to move
- Are responsive to interventions
- Are reliably available
- Have cost effective collection processes
- Are comparable to other reference points and standards

Bring a refined Starter Kit set to stakeholders through a democratic tool – a briefing/training strategy designed to engage citizens in informed discussions about goals, priorities and indicators. Begin with the stakeholders at the 2010 Summit.

Select a set of indicators and perhaps prepare some indices that are aggregates of several indicators that give insight and inspiration for the Public. The Genuine Progress Indicator (GPI), which is being developed by the GreenCityBlueLake Institute, is an example of an index that will most certainly be included.<sup>3</sup> Keep data that allows for information that can be used to guide strategic and operational decision makers. (Below)

Design the data collection system. Who will be accountable to keep track of and submit information to a central location

<sup>3</sup> <http://www.gcbi.org/state-sustainability-2009/genuine-progress-indicator-northeast-ohio>

**2. DESIGN A DISPLAY AND REPORTING MECHANISM**

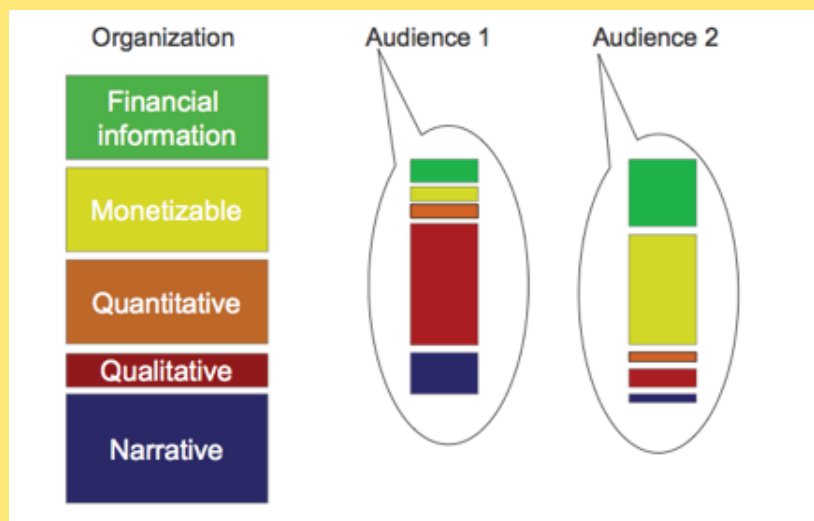
Include a display as part of the SC 2019 interactive website that is accessible to data partners and to citizens who can contribute stories and suggestions.

Communicate results through periodic reports and/or updates for individual indicators in the data commons. Use it not only to document progress, but as a way to influence how citizens think, talk and plan for SC 2019.

Compare results with other cities. The city is engaged with International Council for Local Environmental Initiatives (ICLEI) who is developing the STAR Index for Local Governments. Benchmarking is a great way to get people motivated.

**DATA FOR DIFFERENT STAKEHOLDERS**

*Communicating progress can vary depending on stakeholders or audience, including City staff, community, business, academia and beyond. Although the final index would be consistent, the data extracted to address the specific interests of different stakeholders could vary. The graphic below is intended to show that you can extract different pieces of information from a common data bank to create audience appropriate presentations*



**3) SUPPORT AND INCENTIVIZE GOVERNMENT, BUSINESSES, INDUSTRIES TO CREATE PUBLIC SUSTAINABILITY REPORTING PROCESSES**

a) Support Government Collaboration Towards Comprehensive Sustainability Reporting

The process of creating an effective sustainability reporting system can be a catalyst for increasing collaboration at several levels. Cleveland can create a collaborative process across departments, and it can also use the opportunity to collaborate across scales (from Neighborhood to City to County), and across multiple boundaries – between local regional

governments. A strong regional sustainability reporting system can position Cleveland to receive state and federal funds, and it will be attractive to cutting-edge businesses. Furthermore, the process itself can be leveraged to create more communication and establish connections and buy-in that will set the precedent for collaboration on other regional and bioregional issues in the future.

## SAMPLE DASHBOARD SC2019 "GOAL: SUSTAINABLE MOBILITY"

This sample dashboard shows how sc2019 can tell the story about Cleveland's progress in achieving its goal of Sustainable Mobility.

Personal & Social Environment

Natural Environment

Built Environment

Business Environment

**SHARE YOUR EXPERIENCE**  
and thoughts on why this matters <click here>

**TAKE ACTION**  
by discovering what others are doing and actions to take <click here>

---

**GOAL: SUSTAINABLE MOBILITY**

LEARN <click here to learn more>  
The more we drive, the further we move away from sustainability. In the past we strongly favored an auto-dependent lifestyle more than walking, biking or public transit.

**VEHICLE MILES TRAVELED.**  
Cleveland-Elyra-Monitor ranked 31 of the top 100 cities in 2006 with 8,140 miles per capita - a rise of 4.3% over 2002.

---

**STRATEGY: INCREASE CLEVELAND'S BIKABILITY**

LEARN <click here to learn more>  
Creating bicycling as a serious form of transportation is slowly becoming a concept with traction. Nonetheless, bicycle commuting is increasing slowly.

READ MORE:  
<http://www.gcbl.org/transportation/bikes/cycling>

WHY IS IT HAPPENING?  
Bicycle transportation is increasing around the world. Cleveland has a very active bicycle community dedicated to making bicycling a practical means of daily transportation. They are working to convince planners to take it seriously planning safe routes connected to activity centers, seamlessly linking them to public transportation and creating security at transit areas. The bicycling community is composed of people with quite varied interests and has no common agenda or unified voice. People are inspired by the a vision of restoring the environment and health by choosing alternatives to cars.

BIKE RELATED BUSINESSES: <click here>

Vibrant Downtown Neighborhoods

Smart growth and Infrastructure

Integrate Natural Systems  
Healthy Buildings  
Sustainable Mobility

---

**INDICATORS**

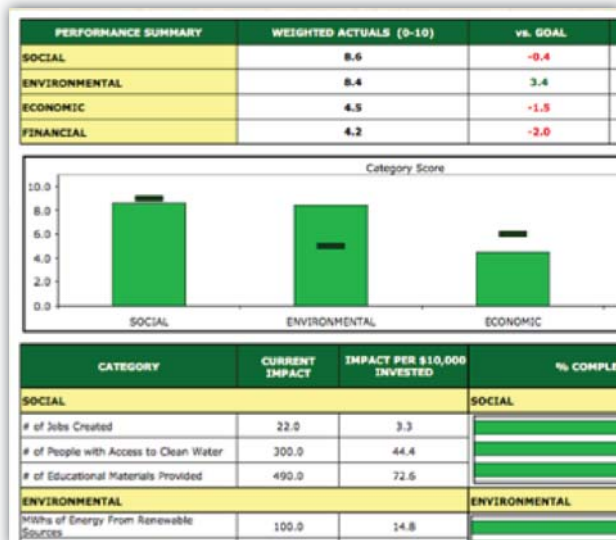
STATUS INDICATOR:  
↓ **VEHICLE MILES TRAVELED\***  
8,140 per capita in 2006

STATUS INDICATOR:  
↑ **BIKE COUNTS ENTERING THE CITY DURING COMMUTE HOURS**  
Bike counts on Euclid Ave rose from 22 to 76 in an equivalent period in the 2006-2010 time period.

DRIVERS:  
↑ **NO. OF COMPANIES GIVING INCENTIVES TO BIKE COMMUTERS**

↑ **NO. MILES OF BIKE LANES**

## ANOTHER EXAMPLE DASHBOARD



SVT Group (copyright 2009). B. Galimidi and S. Olsen.

b) Support Organizations developing their own Environmental Management Systems.

The probable future is that companies and organizations will be mandated to develop management systems that systematically embed doing the right thing into standard practice. International Organization for Standardization (ISO) 14000 series provides a framework and certification for organizations to chart their environmental impacts. Companies who develop an Environmental Management System (EMS) will be ahead of this standardization process. Wisely used, not as mere compliance, reporting has intrinsic value for driving innovation, continuous improvement and business value. Providing some technical assistance will help move this process quickly.

c) Tracking Carbon Emissions through the Supply Chain

In the probable future, Carbon will be counted and taxed. We recommend that the City, the Utility and a representative group of local corporations and NGOs consider providing rigorous quantitative carbon emission results for a wide variety of environmental impacts through a hybrid life-cycle analysis system leading to an environmental dashboard. Such an analysis, currently being undertaken by the California Utility, PG&E with The University of California and the contractor, Climate Earth. Numerical results for environmental impacts are contextualized and made practical by comparing them with financial and other data sources. For example, by processing the City of Cleveland's procurement data it will be easy to

review environmental impact by suppliers, materials, departments, geographic areas, tax base/revenues, or almost any other useful metric supported by the City's existing data sources.<sup>4</sup>

d) Promote Corporate Social Responsibility Reporting

Survey the number of large businesses in Cleveland that are using a voluntary Corporate Social Responsibility Rating Systems to leverage increased use and as a basis for providing technical assistance. The two most commonly used systems are Global Reporting Initiative (GRI) and the Carbon Disclosure Project (CDP). Interestingly, the two initiating organizations are working to combine their systems. A survey of top California Bay Area companies done by the EcoStrategy Group took a close-up look at publically available information to determine trends, practices, transparency and how well companies were addressing the concerns of stakeholders in terms of reporting the results of their environmental practices.<sup>5</sup>

**GOOD METRICS PROVIDE...**

**COMMUNITY ENGAGEMENT AND COMMUNITY STRENGTHENING**

*Discussing Community wellbeing indicators provides a concrete focus to engage local citizens and strengthen communities in discussions about what matters to them.*

**SUPPORT FOR CITY COUNCIL DECISION-MAKING**

*Metrics help ensure that the decisions that elected leaders make about policies and budgets are based on the best local evidence. This includes evidence on community priorities, as well as the key social, economic, environmental, cultural and governance trends.*

**INTEGRATED POLICY AND PLANNING**

*The SC 2019 metric framework is an integrated map of key community priorities. It shows how different issues fit together and how progress in one key area of concern to local communities is related to another and supports the integrated or 'triple bottom line' approach.*

**A FOCUS ON RESULTS**

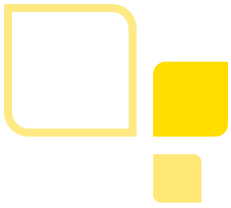
*Metrics can help the city and their key partners shift the focus from inputs (for example dollars spent on recreational facilities) and outputs (e.g. new parks and sporting facilities) to outcomes and practical results (e.g., improved participation in sporting and recreational activities, health benefits).*

**INCREASED ACCOUNTABILITY AND TRANSPARENCY**

*A good system of wellbeing indicators will give city leaders the basis for better informed and more comprehensive reporting. Examples of administrative and democratic benefits include: better and more meaningful progress reports to local citizens; better policy; and good local data to attract state and federal funds.*

<sup>4</sup> See ClimateEarth.com for more information

<sup>5</sup> <http://ecostrategygroup.com/reports/>



5.4

COMMUNICATION :  
OUTREACH & BRAND

*It has been said that a great speech only needs to do three things: tell people what you are going to tell them; tell them; and, then tell them what you said.*

Sustainable Cleveland 2019 is an opportunity to involve more people in shaping the future of the city, as well as an opportunity to redefine Cleveland’s image and dispel the negative images of the past.

To succeed in reaching out to a broad audience, it will require a compelling brand identity that resonates with people’s vision for a new city, and a web-based clearinghouse of information about all the activities related to the 2019 process, and a creative outreach plan that communicates with a wide range of stakeholder groups. The complete strategic plan report provides guidance on the development of each of these items.

**KEY ACTION STEPS FOR COMMUNICATION:**

**1. ESTABLISH CLEAR AND EFFECTIVE PORTALS FOR COMMUNICATION AND RESOURCES**

Create community dashboards to communicate progress

Improve a website for communication

**2. DEVELOP AND LAUNCH A BOLD PR CAMPAIGN (INCLUDING A MULTICULTURAL FOCUS)**

**3. ALIGN & MOBILIZE CHAMPIONS AND AMBASSADORS**

Design & Host Action Alignment workshops to align stakeholder groups with the SC2019 Action guide

Continue to update and compile 2019 Aligned Initiatives

Recruit and train Ambassadors

**4. DEEPEN & INTEGRATE BRANDING**

**5. DEVELOP AND IMPLEMENT COMPREHENSIVE PLAN FOR CELEBRATING PROGRESS**

# COMMUNICATION : OUTREACH

## PRINCIPLES OF OUTREACH AND COMMUNICATION

Maximize interactivity - opt for communication over processes and tools

Invite contribution at every possible point

Maximize diversity and inclusiveness

Use targeted multi-cultural marketing strategies

Create champions

Use play, fun and surprise

Give imprimadas or seals to champions and endorsers

Give rewards

Schools create curricula at all levels

Create a movement

Collect stories from all levels: individual, family, organization, business, government, neighborhood, community

Keep what works, respond to change

Archive what works and what doesn't work

Notice where the energy wants to go

Be agile in supporting "hop spots"

## OUTREACH STRATEGY

One often neglected element of the larger need to directly communicate a more positive image is the need to bring in as wide an audience as possible and to provide specific attachment points where everyone can play a part and see themselves in the new Cleveland "story". To do this, it's essential to craft a communication strategy on a number of levels that will resonate with a wide array of stakeholders.

While more traditional, mainstream marketing techniques are usually employed to begin framing up new brands, the outreach Cleveland will need includes new ways of directly and indirectly approaching and reaching as broad an audience as possible. Given Cleveland's diverse populations, unique neighborhoods and wide cultural fabric, the communication approach must include newer ways to reach a widely multi-cultural audience at a variety of different levels.

As part of the overall communication strategy, the direct action of being involved in person-to-person and group-to-group outreach will be critical to reach all elements of

Cleveland's diverse mix. There is nothing quite so compelling as volunteers on the ground, in the neighborhood, leading the way by example. The power of personal persuasion by example and in the simple act of doing, not just "preaching", will solidify the SC2019 goals and vision in more concrete ways than any traditional marketing campaign alone could ever accomplish.

The types of community outreach could include things like an SC2019 neighborhood "extension agent" that helps locals turn an abandoned block into an urban garden; or a volunteer who could act as a liaison to help a community to achieve better energy

efficiency; or facilitators that could hold meetings with local leaders to develop hyper-locally focused neighborhood organizations to tackle areas within the SC2019 goals.

Any number of mini-initiatives, represented by a “boots on the ground” army of volunteers, all working to a common vision, would go a long way to setting concrete examples of what SC2019 is and its direct impacts on Cleveland. Think of it as those “thousand points of light” once championed by G.H. Bush, but this time focused on Cleveland in a real and tangible way. Nothing is so powerful as a concrete example. SC2019 can use this to bring its message home.

These types of concrete outreach-by-example, coupled with more traditional marketing methods, mass media and new media techniques, spread over time and area can have a deep impact on Cleveland’s image of itself, and the image others have for the region. This image and the techniques for achieving it should be coordinated where possible with other organizations who also have in interest in how Cleveland communicates its message.

One suggestion would be to form a regional “image council” that would be made up of representatives of all the organizations who market various aspects of Cleveland. The purpose would be to coordinate efforts and devise mutually beneficial strategies for telling the larger story, while each group also hones its more direct pitches in ways that harmonize with the efforts of others. This type of strategic alignment and leveraging on the efforts of others can have a powerfully positive effect.

## OUTREACH STRATEGY ACTIONS

### 1. DEVELOP AND LAUNCH AGGRESSIVE PR CAMPAIGN

Develop and launch an aggressive Public Relations campaign as soon as is feasibly possible. Public Relations can be conducted at a relatively low cost and the return on investment (ROI) is substantial because it allows you to reach your target audience in masses. Building in a Public Relations component for Sustainable Cleveland will immediately:

- Stimulate awareness about sustainability among all residents, ethnic groups, businesses and individuals
- Create an image of a movement that is active and innovative
- Strengthen people’s understanding of sustainability
- Create more credibility than paid advertisement alone
- Promote engagement
- Build community ownership
- Creates the steady drum beat of attention needed to make it real

The PR campaign should include Social Network Marketing and traditional PR activities. **Social network marketing** is a technique that uses pre-existing social networks to produce increases in brand awareness, by encouraging people to pass the word on. This strategy creates the potential for exponential growth in the marketing messages exposure and influence. Social network marketing for Sustainable Cleveland might include the following strategies:

Implement the SC 2019 Communication Working Group plan to take social media to the next level. Continually update the Facebook account/profile for Sustainable Cleveland every time something happens in Greater Cleveland that promotes sustainability and economic development. Friends of Sustainable Cleveland can comment on the project’s progress.

Expand use of the SC2019 Twitter account. Twitter is the social networking and micro blogging service that enables its readers to send and read messages known as “tweets”. There are currently more than 100 million users worldwide.

Continue a SC2019 Blog. Green City Blue Lake has a blog and developed many stories. E4S will have one soon and CWRU Fowler Center has a database of stories from around the world. Ensure that stories and materials are stored for easy access

Continue the on-line newsletter sponsored by the Mayor’s office and the Stewardship Council with updates, ideas, promotions etc.

### Traditional PR strategies should include:

Telling Cleveland’s story of sustainability through relevant stories that will be pitched to local, regional and national print media to change the mindset of how Clevelanders and the nation view local strides towards sustainability. An Oral History Project can be one source of personal stories. A central storage site for stories will be helpful.

Booking radio and television interviews with local, regional and national media

to discuss trends in the Cleveland area, highlight the City’s progress towards 2019 (strengthening networks, governance, leveraging assets synergies, policies, innovation, etc.), and promote the points of celebration.

Identifying promotional opportunities that promote the sustainability message (festivals, concerts, community events, etc.).

Developing web-based contests encouraging individuals, businesses and organizations to post best case practices with examples that can be incorporated into everyday life at home, work or in the community.

**2. ALIGN AND MOBILIZE SC2019 CHAMPIONS AND AMBASSADORS**

Develop a communication workshop for SC2019 “champions”—Train a “spearhead” group of champions including members of the current Advisory Council as well as key City Department leaders, corporate

sustainability advocates, University sustainability programs and youth leaders to communicate the objectives, content and spirit of the plan, maximize understanding, acceptance, and application in their organizations.

Create an SC2019 Ambassadors Corp. Train diverse group of volunteers to make presentations to organizations and organize or volunteer for activities. Speakers’ bureaus and public involvement volunteers serve the community in a variety of ways. Speakers can be organized to address civic groups, social clubs, professional organizations, neighborhood associations, and other groups.

The entity chosen to coordinate marketing for Sustainability Cleveland should have the capacity to recruit, thoroughly screen and train a corps of well-respected individuals (SC2019 Ambassadors) to support efforts related to community education, business involvement, and individual participation.

Identify youth and young adults with leadership potential and develop a “youth strategy.”

**The SC2019 youth leadership activities could include the following:**

Create a youth-led squad of urban garden installers

Create mascots that go into the neighborhoods to raise visibility.

Ambassadors go into neighborhoods to pitch the annual theme.

Ambassadors staff a hot line.

Hire a Volunteer Coordinator to effectively manage all of the requests and promises

**3. DEVELOP CITYWIDE PROMOTION OF SC2019 “CELEBRATION POINTS”**

Sustainable Cleveland has identified nine areas related to sustainability as focal points in which to measure progress:

ENERGY EFFICIENCY

LOCAL FOODS

RENEWABLE RESOURCES

WASTE

CLEAN WATER

TRANSPORTATION

GREEN SPACES

VITAL NEIGHBORHOODS

TBA

**COMMUNICATE SC2019 IN WILD AND CREATIVE WAYS**

*The Portland “City Repair Project T-Horse is a striking mobile van that goes to neighborhood events. SC2019 might develop their unique version.*



The comprehensive communications plan should incorporate these “Points of Celebration” into every aspect of the plan by connecting them to everyday practical activities for individuals, green practices for businesses and potential business, and improvement projects for communities, including:

Organize the Sustainability Cleveland website in a way that highlights the nine points of celebration:

#### **ENERGY EFFICIENCY**

*Individuals* – turn off lights, unplug appliances, etc.

*Business* – buy recycled office supplies and reusable products, offer perks (special parking space) to employees that car pool, etc.

*Communities* – Organize neighborhood clean-ups, build community gardens, etc.

Annual Celebration—Utilize a marketing firm to coordinate a 1-2 week celebration that awards the high achieving “green” individuals, groups, and businesses. Each year could highlight and commemorate one of the ten points of celebration.

The two-week count down to the annual event would be a time to reinvigorate the entire community around the issue of sustainability and why it matters. During that period that period there would be more television and radio interviews, newspaper stories, representatives at festivals, etc. The Annual Celebration and awards dinner will be the finale.

#### **KEY RECOMMENDATION : CREATING SC2019 CHAMPIONS**

A great way to accelerate plan acceptance is to immediately develop a workshop for Champions that will allow them to convey the plan to their own constituencies. This workshop can be replicated for other groups of champions including new Advisory Board Members and representatives of diverse audiences not included in the first round of trainings. Initial Champions may become part of a team of ambassadors. Several Advisory Board Members included in workshop development will be able to replicate it for other audiences. This strategy would give leaders and employees in companies a way to inform their employees and supply chains as well as to recruit volunteer teams of corporate volunteers. Ultimately, by implementing train-the-SC2019 Champions, the message of SC2019 will be disseminated to many Clevelanders through existing structures including businesses, schools, neighborhood associations, churches, etc. Broadening the group of champions will spread the task and ease the burden on the existing champions and non-profit organizations.

#### **ROLE OF PAID ADVERTISEMENT**

Traditional marketing can play an important role. SC2019 should run a series of paid advertisements to promote the yearly goals, tips, and progress of SC2019. The advantage of paid advertising is that you have complete control. Unlike public relations efforts, you determine exactly where, when and how often your message will appear, how it will look, and what it will say. You can target your audience more readily and aim at very specific geographic areas and demographic markets.

Chosen marketing should have strong ties to local, state and national advertisers, and be capable of developing a media calendar that includes print, online, network and cable options that will effectively promote and further the goals of Sustainable Cleveland.

# INSPIRATION FROM ATLANTA'S NATIONAL BLACK ARTS FESTIVAL

The National Black Arts Festival was founded in 1987 after the Fulton County Arts Council commissioned a study to explore the feasibility of creating a festival dedicated to celebrating and advancing the work of artists of African descent. The study provided compelling reasons why the Atlanta community was the right place for such a festival. With Fulton County Government as the major sponsor, joined by additional corporate and foundation sponsors, the Festival's first biannual summer festival was held in 1988.

Over the years of the festival, artists and attendees alike have come to expect the emerging and renown artists to grace the stages and exhibition spaces of the city; collectors look eagerly to the Artists' Market for their next opportunity to buy from some of the best artist in the country; film fans flock to the screenings of known and unknown work; concert halls are filled with the voices and instruments of those who are considered to be the standard bearers in jazz, gospel and everything in-between; the masters of the stage and screen have joined in over the years; and the writers who have preserved the African American voice in literature have with their

participation. People of all ages and races have gathered together to bask in the presence of: Maya Angelou, Charles Dutton, Wynton Marsalis, Amiri Baraka, Avery Brooks, Nancy Wilson, Sweet Honey in the Rock, Spike Lee, Ousmane Sembene. Peal Cleage, Kenny Leon, Carrie Mae Weems, Radcliffe Bailey, Sonia Sanchez and literally thousands of other artists from this country and beyond.

As the festival firmly established itself as one of the most important festivals in the World presenting the art and culture of the African Diaspora, it seized the opportunity to expand to year round educational and humanities programming and hosting the Festival every year. With a regular presence the festival looks forward to continuing and strengthening its important ties with its many local, national and international partners. The Festival's success has been anchored by the willing and creative collaborations of local cultural institutions. This year alone there are over 40 independently produced programs; without them side by side, the festival's energy and ability to reach so many—the young and old in every corner of the county—would be dramatically diminished.

But none of this is done without volunteer leadership. The Festival has a history of attracting volunteers from every sector from government to corporate to university professor to art collector and young entrepreneurs; all dedicated to ensuring that the festival remains financially stable and artistically relevant and connected.

# WHY INVEST IN MULTICULTURAL MARKETING FOR SUSTAINABLE CLEVELAND?

Multi-cultural approaches to communicating both the SC2019 brand, as well as a “new story” for Cleveland represent an exciting new day and new way for Cleveland to reach people, on their terms, at an emotional level that begins to reverse decades of less than positive perceptions. The ability to change minds and perspectives of both Clevelanders themselves, and outsiders which we would like to attract, is critical to the Cleveland’s success in becoming a truly sustainable city. Communication is key to this strategy. Cleveland is long overdue for a new story that leads to a new self-image.

- 1) With a 15.3% population decrease since the 2000 census, the City of Cleveland’s population is 35.8% White (non-Hispanic White alone), 52.5% Black or African American, 9.0% Hispanic or Latino of any race and 1.5% Asian. These demographics underscore the need to engage and involve minorities in Sustainable Cleveland. Given the diverse racial/ethnic make-up of the Cleveland area, it will be crucial to engage these populations to discuss perspectives, develop collective strategies and communicate a target message that promotes change towards sustainability at all levels and across every domain.
- 2) In the dominant environmental movement, ethical and conceptual frameworks driving ecological initiatives are based on a well elucidated, widely shared ecological philosophy. Yet there

is much we don’t know about minority (African-American and Latino-American) perspectives on environmental sustainability and economic development. If the concept of sustainability is to be incorporated into/and well received by historically underrepresented segments of the community, including minority businesses; organizations; and individuals, then these audiences must be segmented and their perceptions analyzed. Efforts to influence participation in Sustainable Cleveland will be more effective if they are based on an understanding of the target audience’s own perceptions of the issue.

- 3) There is often a misconception that targeting minority populations can be achieved merely by including racially diverse images in a general market promotion. The reality is, the only way to determine whether your message resonates with a particular audience is to research by demographics and test that message with the intended groups. A key component of multicultural marketing is determining the interests, needs, and motivations of diverse target markets; these are determined through market research methods that aim to learn as much about the target audience and how it thinks, feels and behaves in relation to the issue, program or product- in this case sustainability. The methods should include quantitative research, such as knowledge attitudes and behavior surveys, which reveal

how groups of people think or do something; and qualitative research (such as focus groups and individual interviews), which provides insight into why people think or do what they do.

## DEVELOPING AN EFFECTIVE MULTICULTURAL MARKETING/ COMMUNITY ENGAGEMENT PLAN

Multicultural marketing, as with other forms of marketing has the greatest impact when conducted at multiple levels simultaneously, i.e. grassroots (community engagement), business to business, and mass media. Developing an effective multicultural campaign involves research at every stage, with continuous assessment to determine whether the message is on target.

The process consists of five general stages, each of which involves several different types of activities:

- 1) Research & planning
- 2) Message and material development
- 3) Testing and refining the message
- 4) Launching and saturating the message through grassroots outreach and promotional tactics
- 5) Evaluating effectiveness of the message

This process, however, is not necessarily a clear set of linear steps, but rather a process of feedback and adjustments based on new information.



## COMMUNICATION : BRAND

Brands, “branding” and brand equity have become increasingly important components of culture and the economy, now being described as “cultural accessories and personal philosophies.” The prevalence of brand in our society has changed the way people think insofar as we use brand qualities and messages to sort and organize information with our computer-brains.

A critical part of any communication strategy is Brand. Developing a consistent and recognizable look and feel to communications materials helps people readily identify the source and content of the communication. It helps them ferret out the messages they want to pay attention to away from the clutter.

### DEFINING BRAND

**Brand** is a symbolic embodiment of all the information connected to a product, company or place, and serves to create associations and expectations around it. A **Brand Image** is the collective perception, planned or incidental, of a product, company or place and is the result of interactions with the people, environment, materials, and messages associated with the product, company or place.

A **Brand Identity** is not a logo alone, but the collective look and feel of the communications materials, as well as the key messages and tagline. This often includes a logo, fonts, color schemes, patterns, photo style, symbols and even sound, which may be developed to represent implicit values, ideas and personality.<sup>1</sup>

Effective brands invoke positive emotions or experiences and have adequately aligned perception, reality and goals. They are authentic and yet they are aspirational and inspirational.

### BRAND FRAMEWORK

The following pages outline the foundation of a Brand Framework that can serve as a guide through the

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<sup>1</sup> Brand definitions by Studio Graphique, Inc.

design and implementation phases of this project. It provides criteria to measure progress and a touchpoint to ensure objectives aren't lost.

For the City of Cleveland, the brand identifying a Sustainable Cleveland and the messages and initiatives that surround it needs to serve many functions and meet many objectives. This is the Brand Framework that should be considered.

- At best, the SC2019 Brand should resonate with large and diverse constituents, including government, business, non-profit, religious groups and residents. At minimum, it should not repel or exclude any of those groups nor any ethnic/racial groups. Not everyone needs to “get on the bus” right away, but the invitation should be open to create opportunities to meet people where they are.
- In order to resonate, there needs to be aspects to the Brand that are authentic to the nature of Cleveland and Clevelanders\*\*, ties to our culture and our sense of identity.
- At the same time, it needs to push our definition of Cleveland and push ourselves forward, emphasizing the Strategic Vision for a Sustainable Cleveland 2019 and carrying us through 2019 and beyond. We cannot settle.
- The Brand needs to be defined enough to associate with the goal of a Sustainable Cleveland and strong regional economy. And yet it needs to be open and flexible enough for various groups to adapt and evolve the brand to their own initiatives and projects, allowing the People to internalize and Own the concept.

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.....  
 CLEVELANDERS IS USED AS A LOOSELY REGIONAL TERM FOR ANYONE WHO IDENTIFIES THEMSELVES AS LIVING IN, NEAR OR OTHERWISE BEING A PART OF THE GREATER CLEVELAND AREA.  
 .....

## BRAND PALETTE



### COLOR

A vivid palette of bright hues sets the stage for the Brand, symbolizing the act of imagining a brighter future, full of color and life and vitality. This palette moves away from the current overusage of soft greens and blues in the sustainability movement so as to not become dated. However, a bright green and true blue are a part of the overall color scheme. Other primary colors include regal purple, inventive magenta and enlightened gold.

These colors are complemented by a palette of neutrals. Falling in the warm gray/beige category, they speak to the overwhelming vote from survey respondents that Cleveland is best represented by the color brown, and is used as a foundation to allow the bright palette to pop.

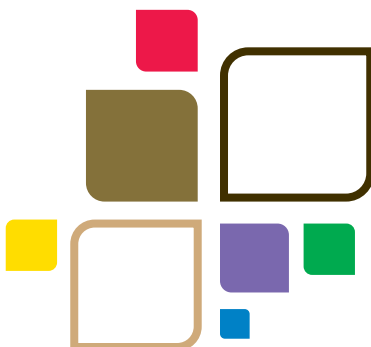
Color trend forecasts into the next year support these decisions.

**Aa Bb Cc** Aa Bb Cc  
*DIN*

*Aa Bb Cc Aa Bb Cc*  
*Georgia*

### FONT

Clarity is key when the messages are broad and complex. Fonts were chosen for their high readability. Georgia, a commonly available font as it was designed for Microsoft in 1993, provides clarity on a computer monitor, even at small sizes. Din is a sans serif font created in the 1930s that has a technological appeal. Both fonts convey a good balance of traditional type forms and modern qualities and both are available as a broad font family.



### BRAND ELEMENTS

The Brand Elements are the cornerstone of the Sustainable Cleveland brand. The iconic shape is symbolic of both the seeds we plant and the life that emerges from them. Working together, they can create endless combinations, depicting root systems, plantlife, ecological systems, urban plans. They can work together to describe life, growth, creativity and expressions of freedom.

The Brand Element system may take on one primary form to become the SC2019 Initiative logomark, or it may choose to work freely, allowing the power of the color and shapes to represent the brand while remaining in a state of constant evolution.



### PHOTOGRAPHY

They sky's the limit with photography as images will be necessary to illustrate a variety of concepts. Some suggestions to convey the brand in a sensible way:

#### OUR CITY, THE PROUD AND STRONG HERO OF OUR STORY

*Cleveland skyline, especially from lake  
Lakefront and riverfront images  
Metroparks, our countless assets and attractions*



#### IMAGES THAT CONVEY BRAND CONCEPT

*Roots, soil, earth, planet Earth  
Nurturing/growing with water; care, love  
Connections, values, tradition, community, family  
Hard work, innovation, creativity, thrift, responsibility  
New possibilities, dream, teamwork, openness*



#### QUALITY OF LIFE PHOTOS

*Depicting people of all backgrounds and ages enjoying the assets of the city  
Past-present connection photos  
Photos that can be interpreted as contemporary or from decades past at the same time, such as fishing, walking near water*

#### TRADITIONAL VALUES PHOTOS

*Activities demonstrating traditional values and knowledge that are sustainable in practice even today such as canning, reusing, teaching, crafting, building, inventing, maintaining, sewing, conserving  
Intergenerational photos showing family relationships  
Local food, farmer's markets, backyard gardens*



#### IMAGES THAT CONVEY INNOVATION AND A POSITIVE FUTURE

*Biotechnology, the transformative educational model, healthcare, design, creativity at work*

#### NATURE RESTORED AND RECONSIDERED

*The lake and river and their tributaries, forest/woodlands, properly landscape residential yards  
Green roofs, living walls, native plant life, urban gardens/community gardens*





### ILLUSTRATION

Illustration allows abstract or yet-unrealized concepts to come to life and tell a story. To keep consistency in Brand, limitations should be made to style and colors should follow the established color palette when possible.

- Primary style should be vector art and be largely monochromatic within each illustration.
- Illustrations focusing on nature elements can be emphasized: roots, flowers, trees, soil, streams.
- Hand drawn sketches convey a sense of creativity and imagination.
- Architectural and urban landscape renderings help people envision possibilities

### ICONS

Simple, graphic icons can help to create quick associations between concepts, initiatives and events. Specifically, it is recommended that a system of icons are developed to represent the Celebration Points described in this report. These will represent the nine Celebration Themes and can be used by a great number of people to support any conceivable project.



# THE BRAND SYSTEM

## A PLAN TO GO FORWARD

### RECOMMENDATION

It is strongly recommended that the key messages emerge from and/or are strengthened through an in-depth public engagement process. It is critical that these messages resonate with all Clevelanders, but especially those identified as “Catalyst Groups” or a “Catalytic Network.” Various constituent groups should be engaged including:

*SC2019 core group members who have been a part of this process to date (this is to both ensure we don't drive the leaders “off the bus” and to ensure resonance with SC2019 Strategic Vision)*

*Government, business leaders*

*Small business owners, non-profit leaders*

*Religious groups and residents*

*People of all backgrounds - gender, race, ethnicity, sexual orientation, age*

*It is also recommended that the logo **not** be subjected to public process. It is impossible to achieve consensus on design decisions and it will only lead to discontentment and frustration by all parties. Rather, the logo should be born out of the Brand work done to date and the discoveries learned from the key message engagement described above. It is advisable that the Brand Committee will oversee this work and have authority to decide on the final identity as well as tagline.*

The elements of Brand that are described herein are a starting point. In order to create an implementable Brand system, the following things should happen as near-term next steps.

### CREATE A BRAND COMMITTEE

This group should be comprised of about 10 individuals who have various expertise in branding, marketing, multi-cultural marketing, sustainability, economic development and outreach strategy, as well as 1-2 representatives from the City of Cleveland or other funding entity.

### CONSIDER MARKETING AND OUTREACH STRATEGIES

Identify the strategies needed for success; outline mechanisms/tools required to understand and implement the strategies. This will help define deliverables and aid in selecting an appropriate branding partner.

### BRAND DEVELOPMENT

Engage a professional Brand Consulting Firm/Team to drive the process from public engagement for key messaging through campaign implementation.

### DEVELOP A LOGO

As described on the previous page, the Brand Elements, either loosely or in

one defined configuration, may work as the logo to represent the project. If it is determined a singular mark is needed, it is recommended that the logo be modern and very simple in design and complements these flexible elements. The mark should be easy to understand at a first glance but also able to support various uses, meanings and messages that may be attached to this initiative over the next 10 years.

### DETERMINE THE KEY MESSAGES

It is generally recommended that you keep to 3-5 key messages that will serve as the overarching principles that need to be communicated about this project. However, the depth and breadth of this initiative will require dozens of sub-messages that speak to various audiences and serve various purposes.

### DEVELOP A TAGLINE OR SLOGAN

Many have been suggested and the right tagline may or may not be among them. Once key messages are established, it will be easier to select a tagline that flexes for the situations but also allows people to take ownership of the phrase and make it their own. The tagline should be fun and compelling enough to want to be worn on t-shirts and the bumpers of cars. *It needs to catch on.*

## CREATE A GRAPHIC STANDARDS GUIDELINES

This document details the items outlined in this report, what they are, why they were created, their purposes for use and how to use them properly to maintain Brand integrity. The Graphic Standards Guidelines will need to strike a delicate balance of identifying what things should be maintained in order to protect the integrity and impact of the Brand, while still allowing “the people” to have ownership and evolve the Brand as they’d like to in order to serve their own positive purposes. This can be an online document and/or pdf.

## CREATE A WEBSITE

A website should communicate the Strategic Vision and Action Plan to the regional community (and beyond). This may be an evolving tool, starting first as a place to simply post the Plan, but growing into a tool that promotes and facilitates transformation into a truly sustainable Cleveland. The website needs to have a “Tool Box,” “Best (Promising) Practices” (biz, community, policy) and “Resources” (local, national). It should be a site that anyone can add to and people could vote up or down on best practices and best resources. It is also recommended that there is an area for Brand where users could review graphic standards, download artwork and images, review messages and methodologies and learn creative ways they can adopt the SC2019 Vision and Plan into their own thinking and activities.

## ESTABLISH CENTRAL PORTAL

Also consider a single-source resource Warehouse and/or Portal Website that can serve as place where anyone

can go to post their projects, activities and events as well as learn “promising practices” from others. Think GreenCityBlueLake.com taken to a more robust level of data collection/storage/retrieval/dissemination. The Cleveland Public Library has offered their assistance and could be considered as an agent or keeper of this website. It is important to note that they were extremely successful in outreach as they generated 263 leads to the online survey in just over 2 weeks with nothing more than a banner ad. They have the added benefit of being neutral and accessible to nearly all people in the region.

## DEVELOP A MARKETING PLAN

Address a diversity of audience communication access and preference. Consider multiple levels and a wide array of media to reach the most people in the most ways.

## CREATE AN OUTREACH / MARKETING CAMPAIGN

Translate key messages into headline copy that grabs attention and support messaging that drives action.

## FINAL WORDS

In a world inundated with marketing messages, choices and fierce competition for your attention, thoughtful implementation of the SC2019 Brand and associated components can make the difference between success and obsolescence. Brand serves as the foundation for communication, the touchstone for ensuring objectives are met and the catalyst for the intangibles, such as sense of community pride and belonging. Most importantly, a well-executed Brand strategy can inspire, incite action and drive change. And in order to BE a Sustainable Cleveland in 2019, we must communicate well.