

# Clark-Fulton/ MetroHealth Ecodistrict

Declaration of  
Collaboration





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# Clark-Fulton/MetroHealth EcoDistrict Declaration of Collaboration

FINAL Version 1.5: First review (v1.4) June 4, 2020; Submitted for Final review September 4, 2020

## Intent

This Declaration of Collaboration, while not a binding legal contract, is nonetheless a statement of the good faith and commitment of the undersigned parties. The parties pledge their collaboration in advancing the Clark-Fulton/MetroHealth EcoDistrict certification process which began with a commitment to key imperatives and is now integrated with a bold, resident-focused Clark-Fulton Neighborhood Master Plan. This holistic planning process capitalizes on the collaboration of the many agencies and organizations involved in the neighborhood plan and will serve as an organizing framework for an implementation plan among the many actors, both stakeholders and residents. The paramount purpose of this and all the projects the community undertakes in the future is to become a healthier, more equitable and more sustainable neighborhood for all. The Clark-Fulton Neighborhood Master Plan will, when complete, form the basis of the Clark-Fulton/MetroHealth EcoDistricts Roadmap.

## The District

The Clark-Fulton neighborhood is a thriving community full of vibrancy and diversity. Located on Cleveland's near West Side and with over 11,000 residents, Clark-Fulton is home to the densest population of Hispanic and Latino residents in the State of Ohio<sup>1</sup>. The Clark-Fulton Statistical Planning Area is small geographically (roughly one square mile) bounded roughly by I-90 to the north, I-71 to the east and south and West 44th Street to the west.



## District and Backbone Organization Description

A diverse group of cross-sector leaders, currently designated the Clark-Fulton Core Team, is seeking a paradigm shift in how to create systems level change to foster inclusion, equity and greater health and wellbeing in the Clark-Fulton neighborhood. The Clark-Fulton neighborhood is positioned to benefit both from the Mayors Transformation Initiative championed by Cleveland's Mayor Frank G. Jackson and the MetroHealth Transformation along with its emerging \$1B investment in its main hospital campus which has anchored the Clark-Fulton neighborhood for over 150 years. The group has adopted the EcoDistrict Protocol as a process and implementation framework to guide these and other initiatives and to ensure positive social change and equitable economic development. Consequently, the members of the Core Team are engaged in a Neighborhood Master Plan and are seeking to establish Clark-Fulton as a certified EcoDistrict through an adaptable, integrated process.

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<sup>1</sup> Encyclopedia of Cleveland History, Case Western Reserve University

The Clark-Fulton neighborhood is a subset of Ward 14 of the City of Cleveland and a further subset of the service area of MetroWest Community Development Organization (MWCDO), the area's non-profit Community Development Corporation. MWCDO serves as the CDC for five neighborhoods and much of Ward 14, currently represented in Cleveland City Council by Councilwoman Jasmin Santana. The Clark-Fulton Core Team seeking EcoDistrict certification for the geography described in the Interim District Boundary Map [see attachment]. The interim district boundary corresponds to the principal focus area of the Clark-Fulton Master Plan.

In an effort to foster collective impact and propel the connected Neighborhood Master Plan, the Clark-Fulton Core Team seeks to establish district organizational capacity and a framework for collaborative governance. Recognizing that new processes and structures are required to address challenges that cannot easily be solved by any one organization, a new platform will serve to foster shared leadership and cultural power-sharing as well as provide multiple avenues for engagement for residents and stakeholders within the neighborhood system.

In collaboration with the MWCDO, the Clark-Fulton Core Team will serve as the Backbone Organization for the district as defined in the EcoDistricts Protocol. The team representing five organizations and three residents representing the Clark-Fulton Neighborhood Ambassadors was formed over the past year and has been meeting regularly. The Clark-Fulton Core Team will further serve to align member organizations and local residents with a common set of policy goals and metrics and can serve as a resource for the MWCDO Board of Directors and the MWCDO Executive Director on plans, programs and projects.

**The Clark-Fulton Core Team will initially include eight (8) members as follows:**

- The elected Ward 14 City Council member
- The Executive Director of the MetroWest Community Development Organization
- Three (3) residents representing the Clark-Fulton Neighborhood Ambassadors.
- One (1) representative each from MetroHealth, the local anchor institution in the community, the City of Cleveland and the Cleveland Foundation.

The Clark-Fulton Core Team believes engaged participation drives transformation. They will therefore create a platform to regularly seek input and feedback from Clark-Fulton residents and local businesses. Such participation will come from, among others, the Clark-Fulton Neighborhood Ambassadors, a network that includes resident Community Stewards and

“...engaged participation drives transformation...”

Focus Groups as well as from area Stakeholders, Subject Matter Specialists and Consultants in pursuit of consensus on the community's common interests and shared values. Groups as well as from area Stakeholders, Subject Matter Specialists and Consultants in pursuit of consensus on the community's common interests and shared values.

**Neighborhood Ambassadors** - A group of Clark-Fulton residents and business owners identified through a process approved by MWCD and the Ward 14 Council member. Their role is to promote community cohesion and neighborhood engagement through ongoing communication and leadership development as well as to represent and address the community's common concerns.

**Focus Groups** - A diverse collection of interested individuals organized by specific subject areas and priorities. Their role is to gather for moderated discussions to provide reactions and feedback that could be expected from the wider community on specific topics.

**Stakeholders** - A collective of partner organizations and community groups with a unique focus and relevance for the Clark-Fulton neighborhood. Based in the neighborhood and around the City, Stakeholders will leverage their subject matter experience to guide and inform the Core Team. These Stakeholders will collaborate with the Core Team to coordinate strategic opportunities and partnerships to benefit the Clark-Fulton Neighborhood. The Stakeholders include a group of individuals and organizations that participated in prior Working Groups established by the Ward 14 Council member and the MetroHealth System.

The Clark-Fulton Core Team, a collaborative of district organizations and local residents, will provide leadership and decision making. Because the Clark-Fulton Core Team is not a legal entity, the MWCD, a 501c3 and member organization of the Core Team, will serve as the organizational sponsor and backbone.



## Backbone Organization Roles and Responsibilities

As an alliance of member organizations including MWCD and local residents, the Clark-Fulton Core Team will provide strategic guidance, vision, communications and technical advice and/or assistance for the development and implementation of Clark-Fulton plans, programs or projects. In this regard, the Core Team will serve the following essential functions for the neighborhood:

- Cultivate effective community collaboration, a sense of ownership, robust engagement, leadership development and social cohesion for and among neighborhood residents
- Guide vision and strategy towards common interests and shared values
- Mobilize and coordinate investment and resources to avoid duplication and identify and address potential gaps
- Foster innovation, adaptation, design thinking, lean thinking, localism and local decision making
- Support aligned activities and district planning, champion the efforts and, where appropriate, assist in the coordination of neighborhood activities
- Advance policy
- Advise on shared measurement practices based on objective standards

The Core Team will regularly seek input and guidance through inclusive and authentic outreach to residents, particularly those

most

vulnerable

to change,

and from

Clark-Fulton

Neighborhood Ambassadors,

Stakeholders, Subject Matter Experts and Consultants.

“...seek input and guidance through inclusive and authentic outreach to residents...”

The Clark-Fulton Core Team member organizations will advise and align their respective organization’s strategy in the Clark-Fulton neighborhood and coordinate their work on the Neighborhood Master Plan and other emerging projects and programs in an effort to enhance impact. The primary objective is for member organizations to align their organizations’ investment of time, talent, and resources in the neighborhood towards a common neighborhood agenda.

MWCDO, a 501c3 and member organization of the Core Team, as the organizational sponsor and backbone will serve as the legal and fiscal agent for the Clark-Fulton Core Team as well as provide staffing and overhead support for the team. MWCDO will furthermore coordinate and support community engagement, the preparation and execution of all plans beginning with the connected Neighborhood Master Plan and regular measurement and communication.

### **Decision-Making Body**

The Clark-Fulton Core Team will endeavor to align resources, plans, programs and projects in the Clark-Fulton neighborhood and develop common metrics to measure improvement and impact. The initial focus of the Core Team will include but not be limited to the following efforts:

- Clark-Fulton Neighborhood Master Plan
- Mayor Frank G. Jackson’s Transformation Initiative
- Clark-Fulton Neighborhood Ambassadors
- EcoDistricts Certification in particular the EcoDistricts Roadmap
- FHAct50 Development
- LaVilla Hispana and Centro Villa 25 (El Mercado)
- Clark-Fulton Neighborhood Master Plan implementation.

The members of the Clark-Fulton Core Team will serve for a minimum two years and there is no term limit. The members of the Core Team are expected to play an active, participatory role and contribute as follows:

- Attend and participate in-person at regular Clark-Fulton Core Team meetings.
- Review pre-read materials prior to meetings and come to meetings prepared for engaged discussion, active listening and respectful dialogue.
- Participate in ad-hoc focus groups and/or other efforts outside regularly scheduled meetings.

Should it be necessary to replace or add members of the Clark-Fulton Core Team, the MWCDO ED and the Ward 14 Council Member will together nominate new or additional members to the Core Team who will, by consent, appoint such new or additional members to serve in vacant or added seats.

The Clark-Fulton Core Team will meet at least twelve (12) times per calendar year. Meetings will be scheduled by and meeting agendas will be developed by the MWCDO ED and the Ward 14 Council Member initially with the assistance of LAND Studio, Lesic & Camper Communications and ReThink Advisors and, when ready, with the assistance of the MWCDO and City Council Ward 14 staff.



## Decision-Making Procedures

Discussions and communications of the Clark-Fulton Core Team will, at all times, be consistent with the established and previously agreed upon Principles and Practices [see attachment]. Advice and recommendations by the Core Team will be made by consensus. In accordance with the EcoDistricts Protocol, advice and recommendations by the Core Team will be based on and informed by measurement of performance relative to agreed-upon indicator results wherever and whenever possible. Acknowledging that the Clark-Fulton

neighborhood is culturally and ethnically diverse with a significant Latinx population including both recent Latinx and West African immigrants and other people with limited English proficiency, all outreach, public presentations and communications, to the greatest extent possible, will be authentic, relevant and translated, at minimum, into Spanish. Furthermore, any and all communications especially decisions that will impact local residents in particular the most vulnerable residents will be distributed through multiple channels, both digital and non-digital and in both English and Spanish, to insure all such information is shared equitably.



## Stakeholder Resources

In addition to the aforementioned core functions, roles and responsibilities, members of the Clark-Fulton Core Team will support the neighborhood by contributing the following:

- Assist MWCDO and Ward 14 staff in organizing and coordinating Focus Groups and sub-committees for focused work to develop and implement Clark-Fulton initiatives.
- Advocate on behalf of the Clark-Fulton neighborhood within personal and professional spheres of influence considering how those in each member’s individual network can align to the common agenda and champion collective impact in the neighborhood.
- Recruit community leadership including from groups vulnerable to shocks and stresses and shape the necessary leadership, collaboration and governance to support effective action in all phases of all projects.

Each of the five district organizations are committing to contribute significant resources to the Clark-Fulton Core Team in particular technical expertise and project support. MWCDO has committed to provide administrative staffing support and meeting space. Underwritten by MetroHealth, initial technical assistance and project support are being provided by LAND Studio, Lesic & Camper Communication and ReThink Advisors.

## Imperatives Commitment Alignment

The Clark-Fulton Core Team will serve as the overseer and upholder of the EcoDistricts Imperatives Commitment and the EcoDistricts Work Plan and Roadmap described therein. In this regard the members of the Clark-Fulton Core Team will:



- Relentlessly pursue racial, economic and other forms of equity and actively seek meaningful and relevant public participation by local residents especially those affected by decisions.
- Recruit and develop leaders from historically underrepresented groups.
- Exercise the commitment to procedural and structural equity in engagement and decision-making and evaluate the distributional and cross-generational impacts of plans, programs and projects.
- Ensure the feasible participation of vulnerable groups including language translation a pre-meeting orientations.
- Include residents in designing the “how” of public participation to make participation meaningful and provide training and education when and where necessary.
- Represent diverse community interests in shaping and updating the vision, goals and projects of and in the neighborhood and track progress toward achieving its goals using agreed-upon indicators.
- Include equity screening of all proposed plans, projects and programs during strategy ranking.
- Commit to understand the stresses and anticipate the shocks likely to impact Clark-Fulton residents, minimize and avoid them when possible, and, when unavoidable, mitigate their negative effects.
- Make climate justice fundamental, commit to zero carbon and radically reduced consumption.
- Integrate health and wellbeing into all design decisions, focus on health outcomes, and make active design fundamental.
- Reimagine connectivity, advance a human centric street network, focus on last mile mobility solutions and attack the digital divide.
- Integrate performance and measurement into all investment decisions, uncover community wisdom, focus on outcomes using evaluation of indicators for adaptation and adjustments.
- Choose performance indicators that reflect a commitment to equity and address historic inequities that may have subordinated vulnerable populations.

## Signatories

We, the undersigned, have read and agree, both individually and collectively, with the foregoing Declaration of Collaboration.

The members of the Clark-Fulton Core Team as of August 28, 2020.

By \_\_\_\_\_ Date \_\_\_\_\_  
Councilwoman Jasmin Santana, Councilwoman, Ward 14, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Ricardo León, Executive Director, MetroWest Community Development Organization

By \_\_\_\_\_ Date \_\_\_\_\_  
Eunice Cabrera, Resident and Ambassador

By \_\_\_\_\_ Date \_\_\_\_\_  
Luis Cartagena, Resident and Ambassador

By \_\_\_\_\_ Date \_\_\_\_\_  
Neil Mohney, Resident and Ambassador

By \_\_\_\_\_ Date \_\_\_\_\_  
Freddy Collier, Director of the Planning Commission, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Keisha Gonzales, Program Officer, Cleveland Foundation

By \_\_\_\_\_ Date \_\_\_\_\_  
Greg Zucca, Director, Economic and Community Development, MetroHealth System

## Attachments

Interim EcoDistrict Boundary  
Community Asset Map  
Principles and Practices, agreed and dated June 26, 2020

# Community Asset Map

## Community

- Cuyahoga River
- Lake Erie
- Riverside Cemetery
- Towpath Trail

- Bike Cleveland
- Canalway Partners
- Center for Health Affairs
- City of Cleveland Government
- Cleveland Department of Public Health
- Cleveland Division of Fire
- Cleveland Division of Police
- Cleveland Food Bank
- Cleveland Foundation
- Cleveland Housing Network
- Cleveland MetroParks
- Cleveland Municipal School District
- Cleveland Museum of Art
- Cleveland Neighborhood Progress and REI
- Cleveland Public Library
- Cleveland Public Power
- Cuyahoga County Government
- CWRU Mandel School of Applied Social Sciences
- CWRU School of Medicine
- Digital C
- First Energy

- Better Health Partnership
- Community Trauma Initiative
- Dave's Supermarket
- Diversity Recruitment
- ECDI
- Education
  - Bereavement Conference
  - Pastoral care Conference
  - Boot Camp for New Dads
  - Breastfeeding Clinic
  - Childbirth Prep Classes
  - Community Health Advocacy Initiative
  - Diabetes self-Management
  - Doula Volunteer
  - Language Access and Communications
  - Library Cards for Newborns
  - Institute of Burn Ethics
  - MetroHealth Research Institute
  - Mother Nurture Project
  - Reach Out and Read
  - Renee Jones Empowerment Center
  - Safe Sleep Initiative
  - Sibling Classes
  - Simulation Center
  - Smoking Cessation
  - St. Martin DePorres
  - CWRU School of Medicine
- Food Service Training
- Lutheran and other Area Hospitals
- MetroHealth Programs
  - Aamoth Family Pediatric Wellness
  - Asia-International Community Health
  - BREAST/Amigas
  - Care Alliance
  - Center for Reducing Health Disparities
  - Community Advocacy
  - Compass Services
  - Comprehensive Care Practice
  - Correctional Health
  - Cuyahoga County Healthcare Council
  - Cuyahoga County Women's, Infants and Children
  - Cuyahoga Health Access Partnership
  - Doctors on the Streets
  - Easier Access for All
  - Elisabeth's House

- Freshly Rooted
- Global Cleveland
- Greater Cleveland RTA
- Levin College Cleveland State University
- National Digital Inclusion Alliance
- NE Ohio Regional Sewer District
- Neighborhood Connections
- Neighborhood Housing Services
- Northeast Ohio Areawide Coordinating Agency
- Rustbelt Riders
- Slow Roll Cleveland
- Towards Employment
- Trust for Public Land
- Unify Project
- US Environmental Protection Agency
- West Creek Conservancy
- Western Reserve Land Conservancy

- Employee Giving
- Enrollment Van
- Healthcare at Juvenile Detention Center
- Healthcare for Recovery Resources
- Healthy Cities Cleveland
- Healthy Eating and Active Living
- HIP-Cuyahoga
- Home-based Primary Care
- Infant Mortality
- Kidz Pride Clinic
- MDA Care Center
- Medical Home for Children in Foster Care
- Medication Assistance
- Mother and Child Dependency
- Nurse-Family Partnership
- Oscar Hispanic Clinic
- Pride Clinic
- Project DAWN
- SANE
- School Health
- Shower Clinic
- Tuberculosis Clinic
- Volunteer Services
- Weight Loss and Weight Management
- Window of Health
- Young Adult Clinic

- Other
  - Burn Survivor Support Group
  - Arts in Medicine
  - Build Health Grant
  - Burn Music Therapy
  - Clinics in Discount Drug Marts
  - Public Library at LaPlacita
  - Farm Stand
  - Friends of Mothers and infants
  - Healing Hearts
  - Hearts Against Hunger
  - Holiday Grants
  - Injury Prevention Initiatives
  - MetroHealth care Partners Medicare ACO
  - Mi MetroHealth at LaPlacita
  - Northern Ohio Trauma System
  - Ebola Treatment
  - Open Streets Cleveland
  - STANCE
  - Survivor Recovery Service
  - Ohio State Extension
  - The Center for Health Affairs
  - The MetroHealth Foundation
  - Training for Adults with Developmental Disabilities
  - Transgender Job Fair
  - Voter Registration
  - West Side Market

## District

- Cleveland MetroParks Zoo
- Community Parks
- Jones Home National Historic District
- Loft at Lion Mills
- Lower Big Creek
- MetroHealth Central Utility Plant
- MetroHealth Hospital and Campus
- MetroHealth Line BRT
- MetroHealth Police Headquarters
- Mixed Use Redevelopment
- Proposed 12-acre Community Park
- Streetscaping and Gateways
- Wagner Awning Apartments

- Boys and Girls Club
- CCH
- Cleveland Public Library Fulto Branch
- Cleveland Public Library South Branch
- Community Engagement Center
- Esperanza
- Family Ministries
- Hispanic Alliance
- Hispanic Business Center
- Hispanic Pastors Association
- Julio de Burgos Cultural Arts Center
- La Villa Hispana
- MetroHealth Police
- MetroWest CDC
- Prince of Peace ODM
- Refresh Collective
- Scranton Road Ministries
- Second District Station, Cleveland Division of Police
- Ward 14 Council Office

- Churches
- Faith based institutions
- Clark Rec Center
- District Faith-based Institutions
- El Mercado and Plaza
- Employee Housing Initiative
- La Mega Radio Station 87.7
- La Placita Festival
- MetroHealth Programs
  - VIDA and MAS VIDA
  - Neighborhood Innovation Center
- MetroHealth System
  - Hospital
  - Health Centers
  - Emergency Department
  - Pharmacies
  - Clinics
  - Zubizarreta House
  - Express care
  - In-School Clinics/Mobile Van
- MetroHealth Transformation
  - Campus
  - Neighborhood
- Nueva Vida
- Open Table
- Opportunity Zone Funds
- Opportunity Zone Designations
- Private and Charter Schools
- Public Schools
  - Lincoln West High School
  - Lincoln West Science and Health
  - Denison Middle School
  - Luis Munoz Marin Junior High School
  - Buhler Language Academy
  - Clark Elementary
  - Walton Elementary
- Save-A-Lot Grocery Store

## Physical/Environmental Assets

## Organizational Assets

## Socioeconomic Assets

# Interim EcoDistrict Boundary

