

**Broadway-Slavic Village EcoDistrict  
Navigation of EcoDistricts Process  
Formation Phase**

**DECLARATION OF COLLABORATION**

Version 1.5 FINAL, Adopted: June 30, 2021

**1/ INTENT**

This Declaration of Collaboration is a statement of good faith and commitment among the members of the Broadway-Slavic Village District Team. While this is not a binding legal document, the District Team members signing this document are committed to:

- Recognizing bedrock imperatives (equity, resilience, climate protection)
- Using the EcoDistrict protocol to guide plans for our neighborhood
- Making sure that all planning processes are focused on residents and their concerns.

This Declaration of Collaboration is also a statement of optimism but, at the same time, a recognition of the hard work we must do together. Among the many issues we, as a community, face in these challenging times, deeply rooted racism and racial bias is of the utmost importance for us as a neighborhood just as it is for us as a city and a nation. The District Team acknowledges that our individual and collective past experiences and trainings may not have sufficiently prepared us for addressing the many unjust inequities based on race and racism. Nevertheless, we commit to create a more equitable Broadway-Slavic Village by noticing and reflecting on the inherent tensions, complexities, and uncertainties in striving toward greater equity. The District Team's work will undoubtedly also require noticing and reflecting on existing power structures and to foster greater power sharing going forward.

This work further demands that the District Team continue to build trust, with each other as well as with and among the wider community. The District Team's ability to plan for change will be strengthened provided we, as a collective, create the infrastructure, strategic thinking and trusting relationships to do so. If we do this successfully, we will be ready for the many opportunities that will inevitably emerge.

The planning efforts we advise - a forthcoming Neighborhood Development Master Plan being but one example - will have substantial impact on the look and feel of Broadway-Slavic Village in the future through countless tangible projects both large and small. Our work will also have an outsized impact, through many new and existing programs, on all the people that call Broadway-Slavic Village home and place of work.

This holistic effort will build on the earnest collaboration of numerous stakeholders, both past and present, who have already been engaged in various community planning efforts and involved with the Broadway-Slavic Village EcoDistricts certification process. The fuller, more equitable and diverse governance process The District Team creates together will form the structure and social processes that we, the District Team, will use to create and shape our collective activities now and in the future. A holistic approach will also serve as an organizing framework for all plans that this District Team helps to create and implement. If we do this well, our neighborhood will be more equitable, more prosperous, and more sustainable for all its residents.

This Formation Phase process will, when complete, form the basis of the Broadway-Slavic Village EcoDistricts Roadmap. An EcoDistricts Roadmap is an action plan describing our context and conditions, our aspirational goals and objectives, our strategies to achieve those goals and objectives, the funding required, and a timeline for the work.

## **2/ THE DISTRICT**

Broadway-Slavic Village is a five-square-mile urban community located two miles southeast of downtown Cleveland. Encompassing the South Broadway, North Broadway, and Industrial Valley neighborhoods and parts of Ward 2, Ward 5, Ward 6, and Ward 12 of Cleveland, this community is home to a diverse population of nearly 22,000 residents. It contains an array of valuable assets that contribute to the area's enduring vitality and position it for future growth. The residents of Broadway-Slavic Village are served by Slavic Village Development (SVD), the non-profit Community Development Corporation.

## **3/ THE PEOPLE**

The community's most significant assets are the people who make Broadway-Slavic Village their home and the rich legacy left by the generations who preceded them. We acknowledge that this land is the un-ceded territory of the Mississauga and Erie people among others, past and present, currently known as Northeast Ohio. We honor with gratitude the land itself and the tribes who brilliantly stewarded a temperate climate and a beautiful productive landscape. Their legacy became the foundation of the modern age. The district was occupied in the 1790s by New Englanders attracted to the fresh water and power provided by the Mill Creek. In the 1820s, the Ohio & Erie Canal construction led to commercial and industrial growth, and the area soon became a manufacturing center for iron and steel. First, immigrants from England, Scotland, Ireland, and Wales filled these jobs, creating close-knit neighborhoods within walking distance of the factories where they worked. From the late-19<sup>th</sup> to the mid-20<sup>th</sup>

centuries, subsequent immigrants from Bohemia, Poland, and Slovenia created many of the durable institutions for which our neighborhood is named and play a vital role in our community today. Starting in the 1980s, the area became home to increasing numbers of African Americans, who now comprise over half the population and bring new life to our community institutions. Broadway-Slavic Village has recently welcomed a growing Hispanic/Latinx population centered around Our Lady of Lourdes Catholic Church. As with all the groups that preceded them, these new neighbors seek a safe, affordable, and community-oriented place to call home and are actively involved in building a more vital neighborhood.

#### **4/ BROADWAY-SLAVIC VILLAGE DISTRICT TEAM – ROLES AND RESPONSIBILITIES**

The Broadway-Slavic Village District Team, a group of resident leaders, neighborhood organization leaders, elected officials, and other vital stakeholders, seeks a strengthened community path toward equity, resilience, and sustainability. The goal of this approach is a community that is more inclusive, more secure, and more prosperous now and for generations to come. The District Team has adopted the EcoDistricts Protocol to help guide its planning and development efforts to reach its goal.

The work of the District Team requires the members to embrace whole systems thinking, seeking the root causes behind the problems we face. Even so, we will undoubtedly have diverse and often conflicting perspectives on challenges and solutions. This will require us to better understand each other and work together collaboratively across such differences.

The District Team is optimistic that working together will encourage participation from many neighbors and other stakeholders across the community. The reality is that many folks have not felt encouraged to get involved in the past. Whether they felt disconnected from their neighbors, unheard by community leaders (including Slavic Village Development), or ignored by City Hall, many community members have believed their voices did not matter.

The District Team understands that it must demonstrate that every neighbor's concern, ideas, and opinions do matter. This can be accomplished by:

- Building trust and increasing empathy as a foundation for cooperation
- Helping each resident feel a sense of ownership in the neighborhood
- Building leadership and connections among neighborhood residents
- Figuring out what members of the community have in common, what they value, and what they prioritize

- Coordinating across the district so that problems can be addressed
- Using resources wisely
- Working together to determine what the neighborhood needs, what should be kept, what should be strengthened – this could refer to places (parks, stores, schools, churches) or activities (after-school programs, outdoor concerts, block clubs, or cultural activities)
- Agreeing on what progress looks like. This could include:
  - The number of 3<sup>rd</sup> graders who pass reading and math tests
  - The number of people who feel good about the direction of the neighborhood
  - The number of people who volunteer in community groups
  - The rates of crime and other activities that keep people from feeling safe in their neighborhood

The District Team further understands that to be successful, it must commit attention to both its mission, that is the goals and outcomes it seeks to achieve, and, equally as important, the process used to accomplish the mission. To that end, the District Team has together discussed and collectively commits to work in accord with the following Principles and Practices:

The District Team commits to work in accord with the following **Principles:**

- Always work in a collaborative, iterative way and be willing to navigate the tensions inherent in the work.
- Promote sustainable decisions by seeking consensus and recognizing the needs and interests of all participants.
- Take the time necessary to understand differences in context, goals, and power.
- Speak one’s own truth and seek understanding of truths that differ from one’s own, with awareness of power dynamics.
- Be aware of how we each use our privilege: whether taking up too much emotional and airtime space or disengaging. Honor the power of consent and ask for it (rather than assuming you have it).
- Practice and experience humility—each of us may not have all the answers.
- Appreciate the arc of local history as part of the story of our neighborhood.
- Elicit, value, and respond to what really matters to residents in our neighborhood.
- Facilitate and support the sharing of power including building the capacity to use it and acknowledge the existing power imbalances.
- Accept that this is long-term, iterative work.
- Embrace uncertainty, tension, and missteps as sources of success.

- Measure what matters including the process and experience of the work.
- Learn from experience and, through regular group reflection, review successes and failures.

The District Team commits to work in accord with the following **Practices**:

- Build trust through communicating with honesty and integrity, owning one's mistakes, forgiving the honest mistakes of others, respecting confidentiality, acting in good faith and being mindful of conflicts of interest.
- Find ways to respectfully challenge others and be open to challenges of one's own views. Think about how to question ideas without personal attacks.
- Foster openness and transparency through setting clear expectations, respecting boundaries, avoiding judgement, and disclosing all relevant information.
- Respect each other's experiences and feelings by taking responsibility for the effects of one's own words. On the other side, if one has a strong reaction to something, let the group know.
- Rather than searching for the guilty, give others the benefit of the doubt; have a clean slate process
- Cultivate fair and equal access through maintaining a single point of contact and providing equal opportunity for all to influence decisions.
- Foster respect through listening to understand, avoiding conversations that polarize, meeting intentions with generous interpretations and focusing on solutions more than problems.
- Uphold accountability and honor commitments through doing what you promise, treating this work as a priority and being prompt around meetings and communications.

Slavic Village Development, a 501c3 and a member organization of the District Team, will serve as the organizational sponsor, act as legal and fiscal agent, and provide staffing and overhead support to the District Team as it proceeds through this process.

## **5/ DECISION-MAKING BODY AND PROCEDURES**

The District Team are the key stakeholders who registered the district for certification with EcoDistricts, developed the Imperatives Commitment, and are now becoming an advising and decision-making body. In accordance with the EcoDistricts Protocol, the District Team is and will remain broadly representative of the Broadway-Slavic Village neighborhood. The District Team seeks continuity while also remaining open to new voices and new ideas. Some members are established leaders and influencers. Some are trailblazers and newcomers. That is by design.

Initially, the District Team will comprise twenty-three (23) members, with residents representing a slight majority (12 residents). Resident District Team members will serve two-year terms. Resident District Team members will be nominated and confirmed by Resident members and the Executive Director of Slavic Village Development. To the greatest extent possible, Resident District Team members should be geographically diverse and include representatives of local churches, businesses, schools, cultural institutions and block clubs or other grassroots organizations.

The remaining spots on the District Team will, subject to future amendment, be made up of the following permanent stakeholders:

- The four (4) members of Cleveland City Council representing Ward 2, Ward 5, Ward 6, and Ward 12
- The Executive Director of Slavic Village Development
- One (1) representative each from the City of Cleveland, Elizabeth Baptist Church, Third Federal Savings Bank, University Settlement, Cleveland Metropolitan School District, and MetroHealth System

The District Team's success depends on its members' collaborative, thoughtful, and honest participation, so the group expects that each member will be an active participant in the process. Those who are not paid for this work as part of their employment should be compensated for their time and effort.

If it becomes necessary to replace or add members of the District Team, all active current members will together nominate new or additional members to the District Team and who will, by consent, appoint new or other members to serve in vacant or added seats.

The District Team will meet at least six (6) times per calendar year and may schedule additional community meetings or events as needed. Meetings will be organized by, and meeting agendas will be developed by the Slavic Village Development Executive Director in collaboration with the District Team. When scheduling meetings, the District Team will prioritize the accessibility of such meetings to all its members. This approach includes but is not limited to:

- Being thoughtful about meeting times and locations
- Considering virtual attendance options
- Distributing communications via digital and non-digital methods
- Making sure all materials are available in English and additional languages

Any recommendations made to Slavic Village Development and local government representatives will be made once the District Team has reached a decision by consensus. Nevertheless, while consensus or unanimous consent will always be the goal, in cases of decisions that are not unanimous or by consent, such decisions shall allow Resident District Team members decisions added weight. In this latter case and especially when decisions will impact residents, a criteria matrix shall be developed, and the relative weighting of resident decisions shall be 1.5 and stakeholder decisions shall be 1.0.

If decisions or recommendations by the District Team impact specific groups directly, especially the community's most vulnerable groups, the District Team will seek additional input from impacted residents and stakeholders. Following the EcoDistricts Protocol, the District Team will strive to make decisions and recommendations based on information gathered from the performance metrics the group collectively determines are essential.

The District Team shall report to the community regularly through multiple channels throughout the implementation process. Such reports shall include all actions implemented and decisions made, updates to indicators if any, tracking progress toward goals and targets, revisions to strategies and inviting community feedback on opportunities for improvement and lessons learned. The District Team will foster complete and full openness and transparency in all communications by always disclosing all relevant information. Any communications from the District Team to others will be made readily available to all community members, including distribution by multiple platforms and with language translation whenever required.

**6/ STAKEHOLDER RESOURCE SUPPORT**

The District Team will support the neighborhood by assisting local elected officials in organizing and coordinating Focus Groups and subcommittees, advocating for Broadway-Slavic Village, and recruiting other community leaders. Slavic Village Development will provide staffing support and physical or virtual meeting space for the District Team.

**7/ IMPERATIVES COMMITMENT ALIGNMENT**

The District Team will own the EcoDistricts process, the certification, and the work required to create equity, resilience, and climate protection for the people of Broadway-Slavic Village. As outlined in the Imperatives Commitment, the District Team will:

- Build trust in the community through active listening, transparency, and delivering on its promises to residents
- Relentlessly pursue racial, economic, and other forms of equity
- Actively encourage public participation by residents
- Recruit and develop leaders from vulnerable and marginalized groups
- Remain committed to procedural and structural equity in engagement and decision-making
- Think about the impact of plans, programs, and projects on all groups - now and for generations to come
- Ensure vulnerable groups can participate in the process through language translation and introductory orientations
- Include residents in decisions about how to make public participation meaningful
- Provide training and education to residents so they can be engaged in the process
- Represent the diverse interests of the community when developing and updating the vision, goals, and individual projects pursued
- Use indicators the group collectively agreed-upon to track progress
- View all proposed plans, projects, and programs through an equity lens
- Create resilience by understanding stresses and shocks likely to impact the community, minimizing, or avoiding them where possible, and mitigating them when unavoidable
- Make environmental and climate justice fundamental, commit to zero carbon emissions, and radically reduce consumption within the district
- Reimagine the street network so that pedestrians, bicyclists, public transit riders, and others have access to safe and reliable transportation
- Reduce the digital divide by expanding access to the Internet
- Make community investment decisions based on sound performance metrics
- Learn from the lived experiences of residents and use that knowledge to inform the decision-making process moving forward
- Choose performance indicators based on a commitment to address the historic legacies of racism and discrimination equitably

## **8/ AMMENDMENTS**

This Declaration of Collaboration may, from time to time, be amended or altered, in whole or in part, with the written consent of a two thirds majority of the members of the District Team. Nevertheless, unanimous consent will always be the goal.



**SIGNATORIES**

We, the undersigned, have read and agreed, both individually and collectively, with this Declaration of Collaboration.

The members of the Broadway-Slavic Village District Team as of June 30, 2021:

By \_\_\_\_\_ Date \_\_\_\_\_  
Councilman Kevin L. Bishop, Councilman, Ward 2, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Councilwoman Delores L. Gray, Councilwoman, Ward 5, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Councilman Blaine A. Griffin, Councilman, Ward 6, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Councilman Anthony Brancatelli, Councilman, Ward 12, City of Cleveland

By \_\_\_\_\_ Date \_\_\_\_\_  
Christopher Alvarado, Executive Director, Slavic Village Development Corporation

By \_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_, Broadway-Slavic Village Community Steward

By \_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_, Broadway-Slavic Village Community Steward

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\_\_\_\_\_, Broadway-Slavic Village Community Steward

By \_\_\_\_\_ Date \_\_\_\_\_  
Nickol Calhoun, City of Cleveland, City Planning Commission

By \_\_\_\_\_ Date \_\_\_\_\_  
Pastor Richard Gibson, Elizabeth Baptist Church

By \_\_\_\_\_ Date \_\_\_\_\_  
Emily Thome, Third Federal Savings Bank

By \_\_\_\_\_ Date \_\_\_\_\_  
Earl Pike, University Settlement

By \_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_, Cleveland Metropolitan School District

By \_\_\_\_\_ Date \_\_\_\_\_  
Greg Zucca, MetroHealth System

**ATTACHMENTS**

Interim EcoDistrict Boundary

Broadway-Slavic Village Community Asset Matrix