



URBAN AGENDA

THE INITIATIVE ALIGNMENT TOOL.

The working document partners use to map and align their initiatives.

DOCUMENT 3

June 2026

Cleveland & Cuyahoga County | PolicyBridge



ABOUT THIS DOCUMENT

This is the third of three Urban Agenda documents. It is a living working tool. Organizations across the ecosystem use it to add their initiatives to a shared database, and it is updated on an ongoing basis.

1. The Framework. What the Urban Agenda is and how it works.
2. The Progress and Alignment Update (this document). Where the work stands now and what comes next.
3. **The Initiative Alignment Tool.** The working document partners use to map and align their initiatives.

From Planning to Action

Once priority strategies have been identified, partners move from planning to action by working collaboratively to design and launch systems change initiatives. This phase brings together cross-sector partners committed to advancing the shared goals of the Urban Agenda. Through a co-creation process, partners align their expertise, resources, and roles to develop projects that address root causes, strengthen coordination across the ecosystem, and move the Urban Agenda priorities forward.

Significant work is already occurring across organizations, but much of it has not yet been systematically mapped or aligned to the Urban Agenda framework. Capturing and aligning that work is now underway as an ongoing effort.

A Living Initiative Database

This alignment work was launched at the April 17, 2026 partner session and now continues as a rolling, ongoing effort. PolicyBridge is reaching out to organizations and individuals across the ecosystem, inviting each to document the initiatives they lead. Every completed entry is added to a shared Initiative Database. As the database grows, it becomes a living record of where action is happening, how it aligns to the Urban Agenda, and where gaps remain.

How the Process Works

- **Identify** organizations and people leading relevant work across Homeownership, Workforce Preparedness, and Business Ownership.
- **Reach** out and invite each to complete their initiative entry, using the dashboard in Section 2 and the completion guide in Section 3.
- **Add** each completed entry to the Initiative Database.
- **Align** entries to Urban Agenda goals and system levers.
- **Review**, track, and update entries over time as initiatives progress.

Purpose of the Initiative Alignment Process

- **Identify** cross-sector partners and the initiatives they are currently leading.
- **Map** those initiatives to Urban Agenda goals and system levers.
- **Co-create** partnership agreements defining clear organizational commitments and governance structures.
- **Identify** shared systems change goals and measurable targets.
- **Define** project roles, responsibilities, tasks, timelines, and milestones.
- **Surface** gaps where additional strategies or resources may be needed.

What This Produces

This process produces a living Initiative Database. It gives the board and partners ongoing visibility into where action is occurring, how each initiative aligns to Urban Agenda goals, how partner efforts contribute to system-level outcomes, and how progress is tracked across the ecosystem. The database is never final. It grows as new organizations are reached and new initiatives are added.

Now Underway: Add Your Initiative to the Database

Leading work that advances economic mobility in Cleveland and Cuyahoga County? Use Section 2 to enter your initiative and Section 3 as your guide.

SECTION 2 | Initiative Alignment Dashboard

Early Database Entries - Examples

The initiatives below are early entries in the database, identified by Urban Agenda partners as work already underway that aligns with the Urban Agenda goals and systems change framework. The database continues to grow as more organizations are reached.

Initiative	Lead Organization(s)	Focus Areas	Closes Wealth Gap	Reduces Poverty	Increases Income	Stage Related to the UA	Status	Strategic Contribution
The Benefits Cliff	UW / TCF	Homeownership; Workforce	✓	✓	✓	Producing Results	In Progress	Systems Change
ALL-In	GCP	Workforce Preparedness	✓	✓	✓	Early Implementation	In Progress	Systems Change
Office of Small Business	Cuyahoga County	Business Ownership	✓	✓	✓	Early Implementation	In Progress	Direct Impact
Increasing Literacy	Literacy Collaborative	Workforce Preparedness		✓	✓	Identified	Planning	Systems Change
Southside Housing Strategy	City of Cleveland	Homeownership	✓	✓	✓	Early Implementation	In Progress	Direct Impact

Status key: In Progress (terracotta), Planning (gold). A check mark indicates the initiative advances that goal.

The Initiative Database

Each initiative is one entry in the database. New entries are added on an ongoing basis as organizations are reached and complete their information. Add one row per initiative, using the completion guide in Section 3 for what to enter in each field.

Initiative	Lead Organization(s)	Focus Areas	Closes Wealth Gap	Reduces Poverty	Increases Income	Stage Related to the UA	Status	Strategic Contribution	Next Milestone

SECTION 3 | Field-by-Field Completion Guide

Use the reference below when completing the Initiative Alignment Dashboard. Each entry you complete becomes one row in the Initiative Database. The guide explains what each field means, the input type, the available options, and example responses.

Field	Input Type	Select Options / Format	What to Write / Example Responses
Initiative	Free Text	Open entry	The full name of your program, project, or effort. Be specific enough that others can identify it. Examples: First-Time Homebuyer Assistance Program, Workforce Credentialing Pipeline, Small Business Lending Initiative, Eviction Prevention Fund.
Lead Organization(s)	Free Text	Open entry (list multiple if co-led)	The organization(s) primarily responsible for running this initiative. If co-led, list all lead organizations. Examples: Cuyahoga Land Bank, UW/TCF, GCP, City of Cleveland, Cuyahoga County, Literacy Collaborative.
Focus Areas	Dropdown <i>Select one or more</i>	▶ Homeownership ▶ Workforce Preparedness ▶ Business Ownership ▶ All	Choose the focus area(s) this initiative addresses. Select all that apply. If the initiative spans all three areas, select All. Examples: a down payment assistance program is Homeownership; a job training program is Workforce Preparedness; a micro-loan fund is Business Ownership; a broad economic mobility initiative is All.
Closes Wealth Gap	Checkbox	Mark X if yes. Leave blank if no.	Mark X if this initiative builds assets or reduces the racial wealth gap, through homeownership equity, business ownership, savings, or inheritance pathways for Black and Brown families. Examples: down payment assistance, small business capitalization. Job training alone, leave blank unless it leads directly to asset building.
Reduces Poverty	Checkbox	Mark X if yes. Leave blank if no.	Mark X if this initiative moves individuals or families out of poverty or prevents them from falling into it, through income support, benefits access, stabilization, or economic security pathways. Examples: benefits cliff navigation, eviction prevention, literacy programs that lead to employment.
Increases Income	Checkbox	Mark X if yes. Leave blank if no.	Mark X if this initiative results in higher wages, employment, or earnings for Black and Brown residents, through workforce training, job placement, wage advocacy, or business revenue growth. Examples: credentialing programs, small business development, workforce pipeline initiatives.
Stage Related to the UA	Dropdown <i>Select one</i>	▶ Identified ▶ Early Implementation ▶ Producing Results	Select the stage that best describes where this initiative sits relative to the Urban Agenda. Identified: recognized as relevant, but formal alignment work has not yet begun. Early Implementation: underway and beginning to engage with the framework. Producing Results: generating measurable outcomes that contribute to Urban Agenda goals.
Status	Dropdown <i>Select one</i>	▶ Planning ▶ In Progress ▶ Complete ▶ On Hold	Select the current operational status. Planning: still in development, not yet launched. In Progress: actively running and advancing the work. Complete: concluded. On Hold: temporarily paused.

Field	Input Type	Select Options / Format	What to Write / Example Responses
Strategic Contribution	Dropdown <i>Select one</i>	▶ Direct Impact ▶ Systems Change	Select whether this initiative primarily delivers direct services or drives broader systems change. Direct Impact: delivers services, resources, or support directly to individuals or families (for example, housing counseling, job placement, small business loans). Systems Change: seeks to change policies, practices, resource flows, or other structural conditions that affect many people (for example, policy advocacy, ecosystem coordination, institutional practice change).
Next Milestone	Free Text	Open entry	Describe the next concrete step or milestone for this initiative in relation to the Urban Agenda. Be specific and time-bound where possible. Examples: Launch pilot cohort by Q3 2026, complete policy brief by Q3, convene lender working group in May, finalize partnership agreement by April 30.

