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Living Cities: The Integration Initiative in Cleveland, Ohio - Greater University Circle Community Wealth Building Initiative: Programs and Projects Report, Year 3

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March 2014

**LIVING CITIES
INTEGRATION
INITIATIVE:
CLEVELAND, OHIO**

**GREATER UNIVERSITY
CIRCLE COMMUNITY
WEALTH BUILDING
INITIATIVE**

**YEAR THREE PROGRAMS &
PROJECTS REPORT**

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INTRODUCTION

In Cleveland, The Living Cities' Integration Initiative (TII) was part of the Greater University Circle Initiative (GUCI) for a three-year period, 2011-2013, as the GUCI Community Wealth Building Initiative. The GUCI initiative began in 2005 and will continue beyond the TII. In this report we will refer to the initiative as the GUCI/TII.

This is one of two reports evaluating the third and final year of TII in Cleveland, Ohio conducted by the Center for Economic Development and the Center for Community Planning and Development at Cleveland State University's Levin College of Urban Affairs.¹ This report has been prepared for the Cleveland Foundation and Living Cities (LC) by the team of local evaluators.

This report outlines program and project outcomes related to the four goals of the GUCI: Buy Local, Hire Local, Live Local, and Connect, as well as the cross-cutting programs. The report covers the programs and projects that have been funded through the TII or that support the goals of the TII, including the work of three anchor institutions Case Western Reserve University, The Cleveland Clinic Foundation, and University Hospitals Health System; the Evergreen Cooperatives (Evergreen Cooperative Laundry, Evergreen Energy Solutions, and Green City Growers Cooperative); and the Evergreen Cooperative Corporation; the Health Tech Corridor; NewBridge Cleveland Center for Arts & Technology; Neighborhood Connections and Neighborhood Voice; and Greater Circle Living. The information presented in this report derives from interviews with the members of the Greater University Circle Community Wealth Building Initiative's Economic Inclusion Management Committee (EIMC) and other key stakeholders, meeting agendas and minutes for the EIMC and its sub committees, briefings with GUC principals at the Cleveland Foundation, reviews of background documents related to the GUC Initiative, and primary data collected from stakeholders working on the initiative.

The GUCI is an "anchor-based economic development" strategy based on the three anchor institutions in the University Circle neighborhoods: Case Western Reserve University, The Cleveland Clinic Foundation, and University Hospitals Health System. These institutions are "anchored" in the neighborhoods because they cannot easily move and, as such, they have a large stake in the well-being of the community.

¹ Year 2 Programs & Projects Report can be found here:

http://urban.csuohio.edu/publications/center/center_for_economic_development/LC_Programs_Projects_Report_Year2_final.pdf

Year 2 Formative Report can be found here:

http://urban.csuohio.edu/publications/center/center_for_economic_development/LC_Formative_Report_Year20_Final.pdf

Year 2 System Changes Report can be found here:

http://urban.csuohio.edu/publications/center/center_for_economic_development/LC_System_Change_Report_Year2_Final.pdf

OPERATING EXPENDITURES

2013 BUDGET

The total budget for the third year of the Living Cities Integration Initiative in Cleveland was \$1,085,000 (Table 1). The GUCI is administered by The Cleveland Foundation, which hired a full-time project director and program assistant to staff the program. GUCI management and administrative expenses were \$180,000 (17%). In both 2012 and 2013, Neighborhood Connections received the largest portion of the program-related grant money at 24% (\$262,500). Towards Employment received 16% (\$171,000) for their work on the *Step up to UH* (University Hospitals) program and screening applicants. BioEnterprise, the City of Cleveland, and University Circle, Inc. each received 9% of the funding. The remaining organizations and projects make up 16% of the total budget for year three.

THREE-YEAR BUDGET

The three-year total budget of the Living Cities Integration Initiative (TII) in Cleveland was \$3,120,300 spread almost evenly over each year (Table 1). Neighborhood Connections received the largest portion—21%, \$655,000—of the money over the three-year grant period. The Cleveland Foundation used 17% (\$527,600) for TII operations and related expenses. Meanwhile, the City of Cleveland and BioEnterprise each received 10% (\$325,000 and \$300,000, respectively). While The Evergreen Cooperatives received \$275,000 (9%) of the total budget in 2011; this funding was disallowed in years two and three.

Table 1: Cleveland TII Living Cities Budget 2011-2013

Goal/Organization	Program Area	2011	2012	2013	Total
Cross Cutting					
City of Cleveland	Support for Staff, Training, Electronic Permitting, etc.	\$50,000	\$135,000	\$100,000	\$285,000
City of Cleveland	Flexible Support	\$40,000	\$0	\$0	\$40,000
Sub-total, Cross Cutting		\$90,000	\$135,000	\$100,000	\$325,000
Buy Local, Small Business					
Evergreen	Support for Consultants, Training, Capacity	\$125,000	\$0	\$0	\$125,000
Evergreen	Evergreen Cooperative Development Fund	\$150,000	\$0	\$0	\$150,000
BioEnterprise	Anchor Procurement	\$0	\$50,000	\$50,000	\$100,000
BioEnterprise	Marketing HTC	\$50,000	\$50,000	\$50,000	\$150,000
ECDI	Loan origination in GUC	\$0	\$50,000	\$0	\$50,000
University Circle Inc	Planning & review Interise partnership	\$0	\$25,000	\$100,000	\$125,000
Sub-total, Buy Local		\$325,000	\$175,000	\$200,000	\$700,000
Hire Local					
Towards Employment	UH Incumbent worker & pipeline program	\$0	\$50,000	\$171,000	\$221,000
Workforce Investment Board	Launch of Workforce Alignment Group	\$0	\$10,000	\$0	\$10,000
Workforce Investment Board	SWAG work, Council of Governments	\$0	\$0	\$65,000	\$65,000
Cleveland State University	New Bridge Cohort Evaluation	\$0	\$25,000	\$0	\$25,000
Sub-total, Hire Local		\$0	\$85,000	\$236,000	\$321,000
Connect					
Neighborhood Connections	Community Engagement	\$122,500	\$187,500	\$0	\$310,000
Neighborhood Connections	Community wealth creation in GUC	\$0	\$82,500	\$262,500	\$345,000
Neighborhood Voice	Knight/LC to support website development	\$0	\$30,000	\$0	\$30,000
Sub-total, Connect		\$122,500	\$300,000	\$262,500	\$685,000

Other					
Cleveland Foundation	Capacity Building for Project Director	\$0	\$11,000	\$0	\$11,000
Cleveland Foundation	Project Director and Program Assistant	\$120,000	\$160,000	\$160,000	\$440,000
Cleveland Foundation	Travel	\$25,000	\$31,600	\$20,000	\$76,600
Cleveland State University	Evaluation	\$77,500	\$100,500	\$70,000	\$248,000
Consultant	Land Trust & Local Procurement	\$60,000	\$0	\$0	\$60,000
Corp. for Enterprise Development	Support for Assessment of Community Asset Building	\$15,000	\$0	\$0	\$15,000
Miscellaneous	Media: Print & Video	\$10,500	\$10,000	\$10,000	\$30,500
Miscellaneous	Meeting supplies: Room, Food, Supplies	\$5,000	\$5,200	\$6,500	\$16,700
Miscellaneous	Legal fees and loan documents	\$7,952	\$0	\$0	\$7,952
Unallocated Funds		\$56,548	\$5,000	\$10,000	\$71,548
Sub-total, Other		\$377,500	\$323,300	\$276,500	\$977,300
Total		\$915,000	\$1,018,300	\$1,075,000	\$3,008,300

CROSS-CUTTING PROGRAMS

This section provides a brief description of the three cross-cutting activities. The Formative and System Change report includes a more in-depth discussion.

THE TABLE AND CIVIC INFRASTRUCTURE

Across the board, the value of the Economic Inclusion Management Committee (EIMC) “table,” or group of initiative leaders, has been cited as one of the best outcomes of The Integration Initiative (TII) in Cleveland. The EIMC table was cited as beneficial in making and maintaining connections across organizations and disciplines. Members felt comfortable reaching out to each other, which allowed for efficient processes that increased awareness of current projects and potential within each organization.

All members interviewed said they would continue participating in the EIMC table after Living Cities. One member referred to it as an “unprecedented collaboration” that was more substantial than previous workgroups.

The table added three subcommittees, each with a different focus: Buy Local, Hire Local, and Live Local. Each of these subcommittees meets quarterly and created a SMART matrix to outline strategies and measure progress. The subcommittees have also added new faces to the EIMC numbers have grown as organizations have sent department heads to each of the subcommittees, resulting in stronger relationships within each subcommittee.

INCREASED CAPACITY OF THE CITY OF CLEVELAND DEVELOPMENT CLUSTER

Improvements and upgrades to the online permitting system in the Building and Housing Department continue. The two interns who started the transition to the new system were hired as full-time employees, and they indicate that the system will be online by January 2014. Software upgrades were completed, and the remaining Living Cities funds will pay for purchasing new monitors, upgrading software and hardware, and bringing other city departments online.

The position in the city’s economic development department that was funded by Living Cities will continue after the departure of Daniel Budish. Although he was not able to stay on, the position will continue past him thanks to the Living Cities investment.

Additionally, the Department of Economic Development is working with a consultant on their logo, brand, and image, as well as new content for the city’s website.

INCREASED CAPACITY OF CLEVELAND’S COMMUNITY DEVELOPMENT FINANCE

National Development Council

The mission of National Development Council (NDC) is to increase capital flow to underserved urban and rural areas. NDC members worked in Cleveland as part of GUCI/TII to grow the investment capacity

within the city. NDC is an integral part of the TII work, and they stay connected to the initiative through the EIMC and through India Pierce Lee of the Cleveland Foundation sitting on the NDC board.

In 2013, five loans were completed for two separate projects under GUCI. Ohio Knitting Mills received two loans, while the Contract Transportation Services received the other three loans. NDC worked with the city of Cleveland in an attempt to use LC money from the deal that brought Owens & Minor, a distribution company with a long-term contract with University Hospitals, to Cleveland. Unfortunately, the LC money was not the best fit for the project. All of the Living Cities Catalyst Fund money will be returned so that, in early 2014, the Cleveland Foundation and NDC can free up funds currently tied to the initiative. The plan is to repay the LC senior lenders by selling off some loans and refinancing others. Additionally, in Cleveland, NDC underwrote the Tudor Arms hotel and Marriot Courtyard in University Circle.

National Development Council also currently oversees the Evergreen Development Fund. At this time, plans are being made for the management of this fund to switch to the Evergreen Cooperative Corporation in 2014.

Economic Community Development Institute

Economic Community Development Institute (ECDI) is a micro-lender that provides capital, training, and technical assistance to help start and/or expand very small businesses in the Greater University Circle (GUC) neighborhoods and Greater Cleveland. ECDI likes to focus on loans less than \$25,000 – but they have an overall average loan size of \$38,000.

The work in the GUC area is ECDI's first place-based initiative, which works closely with the Cleveland Foundation and MidTown Cleveland. In 2013, ECDI dispersed only two loans in GUC: Hypersonic Beverage (coffee shop) and Alja (a composting company). Additionally, they financed \$400,000 for the Evergreen Cooperative Green City Growers. ECDI provided 41 loans for the rest of the county and five loans in the remainder of Northeast Ohio. In their last fiscal year (7/1/12-6/30/13), ECDI handled \$1.4 million in loans, and, as of November 2013, they have given out \$680,000. At this point, no one has defaulted on a loan, which shows that there was considerable need for this level of financing in the Cleveland market.

The development of the Cleveland Culinary Launch and Kitchen is one of the most exciting MidTown projects that ECDI has contributed to. This kitchen incubator space allows start-up caterers and restaurateurs to rent low-cost space and perfect their business model before committing to their own space. The room contains donated fixtures from Cleveland State University and kitchen members partner with Hospitality Sales & Marketing for food distribution. Opened in June 2013, the kitchen has seen 35 unique tenants rent the space and the endeavor broke even in October—only four months after its inception.

ECDI's relationship manager for the GUC area works with representatives from the city of Cleveland's Department of Economic Development and reaches out to small businesses in the target neighborhoods. The relationship manager's goal is to increase business owners' awareness of different programs that may benefit them.

BUY LOCAL

ANCHOR INSTITUTIONS

Anchor Procurement

One of the GUC's main goals is to harness the three anchor institutions' purchasing power. In 2013, the anchors combined spent almost \$2.8 billion on goods and services (Table 2). Of this amount, 13% was spent in the city of Cleveland and 24% in Cuyahoga County.²

Table 2: 2013 Anchor Procurement

Vendors	Case Western Reserve University		Cleveland Clinic		University Hospitals	
	Dollar Amount	% of Total	Dollar Amount	% of Total	Dollar Amount	% of Total
Total Procurement	\$464,675,832		\$1,710,601,209		\$584,138,230	
Vendors in Cuyahoga County	\$141,223,218	30%	\$338,552,727	20%	\$173,720,237	30%
Vendors in the City of Cleveland	\$75,748,823	16%	\$172,558,538	10%	\$124,023,194	21%
Vendors located outside Cuyahoga County	\$323,452,614	70%	\$1,372,048,483	80%	\$410,417,993	70%

Case Western Reserve University alone spent over \$464 million on procurement 2013. Of this amount, \$141 million (30%) was spent in Cuyahoga County and almost \$76 million (16%) in Cleveland. Additionally, both total spending and local spending at CWRU have increased since 2011. The share of their purchases in Cleveland increased from 15% to 16% and the share of their purchases in Cuyahoga County increased from 26% to 30% of their total spending.

The Cleveland Clinic spent \$1.7 billion on procurement in 2013, with 20% (nearly \$339 million) spent with Cuyahoga County vendors and 10% (nearly \$173 million) with city vendors. The overall spending of the Cleveland Clinic has decreased between 2011 and 2013, and their share of local spend has decreased as well (9% decrease in Cuyahoga County).

University Hospitals had a total 2013 procurement of \$584 million. They spent almost \$174 million (30%) in Cuyahoga County and \$124 million (21%) in the city. Similar to the Cleveland Clinic, the overall spending of University Hospitals decreased between 2011 and 2013. Their share of spending in Cuyahoga County hovered around 30% in all three years and their share of spending in Cleveland decreased from 24% in 2011 to 21% in 2013.³

² Procurement data was provided by each anchor institution.

³ The percentages of local procurement underestimate the impact of the anchors on the local economy. The location of vendors or suppliers is identified by the location of the companies' billing address. However, in some services, the supplier is a national company located outside of Ohio, but local labor is employed to provide the

The Cleveland Clinic, University Hospitals, and Case Western Reserve University are working with BioEnterprise to identify potential supply-chain leads to target for combined purchasing. BioEnterprise is working with the anchors on a project to combine the purchasing power of the anchors to contract their individual mailing needs. This may increase the local employment and reduce costs to the anchors. The mailing contract would be the first example of the anchors working together to attract businesses to the area.

CLEVELAND HEALTH-TECH CORRIDOR

Program Description

The Health Tech Corridor (HTC) is the transit corridor served by the RTA HealthLine, Cleveland's Bus Rapid Transit, which stretches from Downtown Cleveland through University Circle and into East Cleveland, connecting nine city neighborhoods over 1,600 acres. TII grant money helped market and brand the HTC in the past three years, and its loan funding helped expand local small businesses. The HTC's efforts have positioned it as a prime location for attracting and growing health and technology businesses and it "demonstrates that focused community-wide collaboration rooted in market fundamentals can redevelop the urban core."⁴

In 2013, BioEnterprise received \$50,000 in TII grant money to support their investment in several areas related to the HTC. The funding enabled a staff person at BioEnterprise to lead the marketing and branding effort, including updating the website and producing marketing materials for a newsletter, as well as social and national media platforms. BioEnterprise also invested \$25,000 in 2013 in attraction and expansion work with a dedicated staff member that works with TeamNEO and JobsOhio. They are developing a biomedical showcase and conference room in the Global Center for Health Innovation. Finally, they worked on supply chain attraction efforts in the HTC. BioEnterprise worked to identify outside-the-area suppliers that could be regional business attraction candidates.

The HTC Today

The HTC is a prime location for biomedical, healthcare, and technology companies looking to take advantage of four world-class healthcare institutions and their auxiliaries, including, The Cleveland Clinic, University Hospitals, eight business incubators, four academic centers, and more than 123 high-tech companies engaged in the business of innovation.⁵

MidTown Cleveland, an economic development corporation, has wholeheartedly embraced their home in the heart of the HTC. Featured stories in their 2013 annual report highlight the excitement surrounding new developments in the HTC. While MidTown only represents a section of the HTC, they are working closely with BioEnterprise on attracting, incubating, and marketing supply chain businesses.

direct services. Examples include security, parking, and food services. The employment created by these companies is excluded from the estimates of "buy local" and "hire local."

⁴ <http://www.midtowncleveland.org/health-tech-corridor.aspx>

⁵ <http://www.healthtechcorridor.com/who-we-are>

In the last twelve months, BioEnterprise has brought 13 companies through the HTC to show properties. The majority were smaller medical/biohealth companies coming from out of state; four of these companies are still considering the HTC. BioEnterprise representatives noted that newer companies looking to hire young professionals are more interested in the HTC because of its proximity to downtown living. Representatives also note that the HTC is becoming “the place to be” for healthcare companies.

Furthermore, anchor partners are working more closely with BioEnterprise to attract companies to the HTC. Representatives from Case Western Reserve University and the Cleveland Clinic have presented opportunities for potential HTC tenants, while University Hospitals brought one of their suppliers to the HTC last year. As a result of the collaborative efforts of JobsOhio, BioEnterprise, Team NEO, the City of Cleveland, Case Western Reserve University, and the Global Center for Health Innovation, Siemens Healthcare is in the final stages of establishing its first brick-and-mortar facility in Ohio in the Global Center for Health Innovation in downtown Cleveland, creating 20 new jobs.

Other sites are being transformed along the corridor. A third building was added to the MidTown Tech Park at 6555 Carnegie Avenue, which brought 242,000 square feet of new space to the HTC in 2013 at a value of \$9 million with \$4.5 million in low-interest loans from the city. According to Jim Haviland at MidTown Cleveland, the building is 78% leased.

Another development, the Victory Building—with its \$26 million price tag—will add another 150,000 square feet of office space to the HTC. The financing included private equity, a \$720,000 loan from the city, \$2.5 million in tax increment financing, federal and state historic tax credits, and \$1 million State of Ohio Job Ready Sites Grant. Also, the Victory Building will be certified LEED silver.⁶ Other new real estate projects include the new Third District police station that broke ground in the HTC⁷ and the Greater Cleveland Regional Transit Authority that broke ground on the new Little Italy-University Circle station in 2013.⁸

Base funding for attracting development along the HTC comes from BioEnterprise, which counts the HTC among its portfolio of initiatives. Additional funding is collected on a real estate project-by-project basis from a variety of public, philanthropic, and private organizations.

As of December 2013, a number of businesses and organizations were located along the HTC, including 30 pharmaceutical companies, 11 venture capital firms, 40 medical device companies, 12 healthcare technology companies, 39 non-healthcare technology companies, as well as other businesses not related to the mission of HTC. The total number of companies being tracked by BioEnterprise increased by 35% between September 2011 and December 2013. The largest percent change was in Health IT firms with a 300% increase (9 firms). Pharmaceutical companies also increased by 9 firms (43%). Figure 1 shows the growth along the corridor from 2011 to 2013.

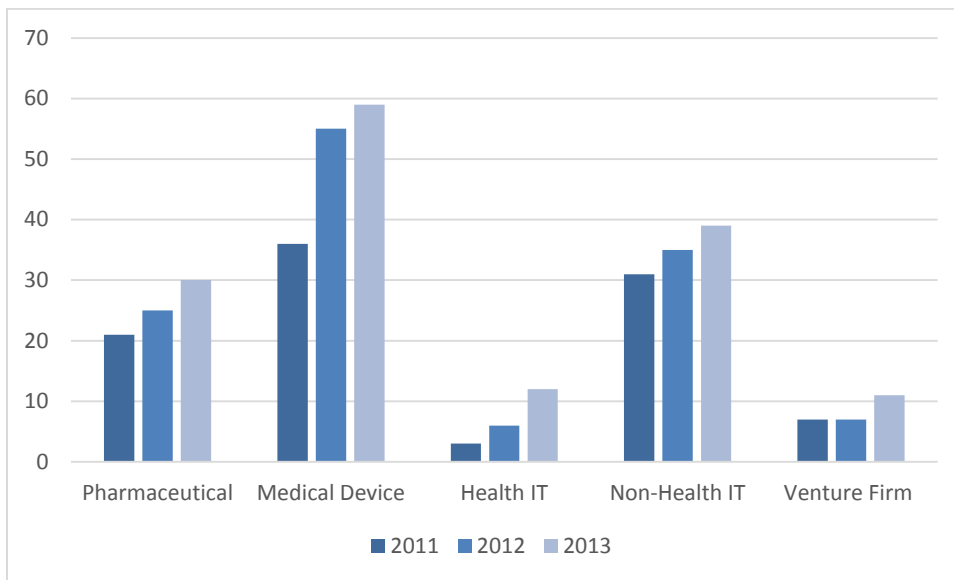
⁶ http://www.freshwatercleveland.com/devnews/victorycenter091913.aspx?utm_source=Health+Tech_2013-10-29&utm_campaign=HTC+eNews&utm_medium=socialshare

⁷ <http://www.midtowncleveland.org/third-district-police-station.aspx>

⁸ <http://thedaily.case.edu/news/?p=21769>

The HealthLine BRT continues to receive accolades from across the world as economic developers flock to see the successful redevelopment. Experts describe the HealthLine as a great transportation model, largely because it transformed the corridor from vacant lots to thriving development.

Figure 1: Number of Companies in Specific Industries on the HTC, 2011- 2013



City of Cleveland Investments

The TII brought together the GUCI with the HTC and generated a team of public, private and philanthropic sectors to improve Cleveland. The city of Cleveland has made major investments in the HTC by rehabilitating buildings, assisting tenants, enabling new construction, initiating general beautification efforts, and conducting brownfield assessment and environmental remediation.

Since 2008, the city was involved in 44 acres of brownfield assessment and almost 29 acres of brownfield remediation for 18 different sites. The city spent \$9.8 million on brownfield-related activities, which represented 71% of the total brownfield remediation costs. In 2012 alone, the city worked on two brownfield projects assessing 4.7 acres and cleaning 3.6 acres at a cost of \$244,147. Also, three multi-tenant buildings were approved in 2012: The Agora (completed), the Victory Building (under construction), and MidTown Tech Park Building 3 (under construction). These three projects house 287,778 square feet of space with 62,744 already leased. Moreover, they are estimated to retain 16 jobs and create 180 new jobs. The city invested over \$5.4 million in these projects or 14% of the buildings' total costs. Since 2008, the city has invested \$20.8 million dollars renovating 538,748 square feet of space. Additionally, the city has financially supported seven new construction projects totaling \$42.9 million in investments. Of the 1.3 million total square feet created as a result of this investment,

64% of the new commercial space has been leased. These projects created 1,292 new jobs and retained 1,788 jobs in the city.

Furthermore, the city supports the creation of new businesses and the expansion of existing businesses. The city invested \$36,689 in 2012 to support two businesses in 2013: Improve Consulting and Texcell, Inc. This investment resulted in retaining four jobs and creating 20 new jobs. Since 2008, the city financed 13 projects, opening up 288,350 square feet of space. Of the total \$24.2 million, the city provided \$3.5 million. In addition, the city financially supported four new tenants in multi-tenant buildings with \$77.8 million worth of investment (36% of the total project costs). These companies created 86 jobs and retained 28 jobs. The companies include Solar Systems Networking, Proxy Biomedical, Inc., Cleveland Heart Lab, and Chamberlain College of Nursing. Additionally, The Chesler Group has signed a letter of intent with the city of Cleveland to purchase the historic Stager-Beckwith Mansion and is working with the developer to identify potential tenants.

Overall, the investment that the city of Cleveland has made over the past five years in the corridor totals over \$154 million. This helped leverage an additional \$275 million in investment in the corridor.

EVERGREEN COOPERATIVE MODEL IN CLEVELAND

The Evergreen Cooperatives, a group of worker-owned businesses, were launched in 2009 by Cleveland's largest foundations and the GUC anchor institutions.⁹ In 2013, there were three Evergreen Cooperatives operating in Cleveland: Evergreen Cooperative Laundry, Evergreen Energy Solutions, and Green City Growers. Evergreen Cooperative Corporation governs the cooperatives.

The cooperative structure has evolved in response to the challenges of creating this innovative wealth-building model. Finding the appropriate balance between social, business and environmental goals has been challenging at times, contributing to the many management changes at ECC as well as the individual cooperatives since they were launched.

Evergreen Cooperative Corporation

The Evergreen Cooperative Corporation (ECC) was created as a nonprofit umbrella organization to oversee and support the work of the three cooperatives and the pipeline of potential new cooperatives. The ECC strengthens the business practices of the cooperatives through Evergreen Business Services (EBS), a subsidiary that handles human resource and accounting needs, aids with contacts and sales leads, and assists in raising capital. In 2014, the ECC will become the fiscal agent of the Evergreen Development Fund, taking the reins from NDC. Some interviewees suggested that a strong ECC may allow the Cleveland Foundation to reduce and eventually eliminate its subsidy, which has kept the cooperatives viable during the start-up period.

Steve Standley, the Chief Administrative Officer for University Hospitals, now leads the Board of Directors for ECC. Representatives from Case Western Reserve University, the Cleveland Clinic, and other business and foundation leaders join him. The role of the anchors has been formalized on the board as each anchor holds one seat.

Another strengthening effort for the cooperatives is a new Evergreen Training Program, which began in 2013 under the leadership of Ted Howard, the Steven A. Minter Fellow at the Cleveland Foundation and the creator of the Evergreen model. A trainer was hired and sessions were conducted throughout the year. Training includes role-playing, understanding a coop, learning to be a good supervisor, and appreciating the various member roles.

Changes have also been made to the structure of the cooperative businesses. Under the new structure, the ECC has a CEO and each cooperative has a president that is employed by Evergreen Business Services (EBS). This structure enables more centralized control of the operations of the cooperatives and stabilizes the management of the individual cooperatives.

There has also been a shift from calling employees "worker-owners" to "members." This change occurred due to some unfulfilled expectations associated with the term "owner." The new structure encompasses the members' rights and responsibilities more accurately. Finally, the length of time for employees to achieve membership status has changed from six months to one year, per member request.

⁹ <http://evergreencooperatives.com/business/evergreen-laundry/r>

Employing Clevelanders

The three cooperatives total 81 employees. One of the ECC's goals is to provide living-wage jobs with benefits for GUC residents. An analysis of employee residency found that the majority, 86% (70), live in the City of Cleveland (Table 3). However, only 21% (17) employees live in the target GUC neighborhoods: eight in Glenville, five in Central, three in Fairfax, and one in East Cleveland. It should be noted that 15 employees live very close to GUCI's neighborhood boundaries. None of the employees live in the Hough, University, or Buckeye-Shaker neighborhoods. Figures 2 and 3 show maps of GUC neighborhood and Cleveland/East Cleveland to show where the cooperative employees lived in 2013.

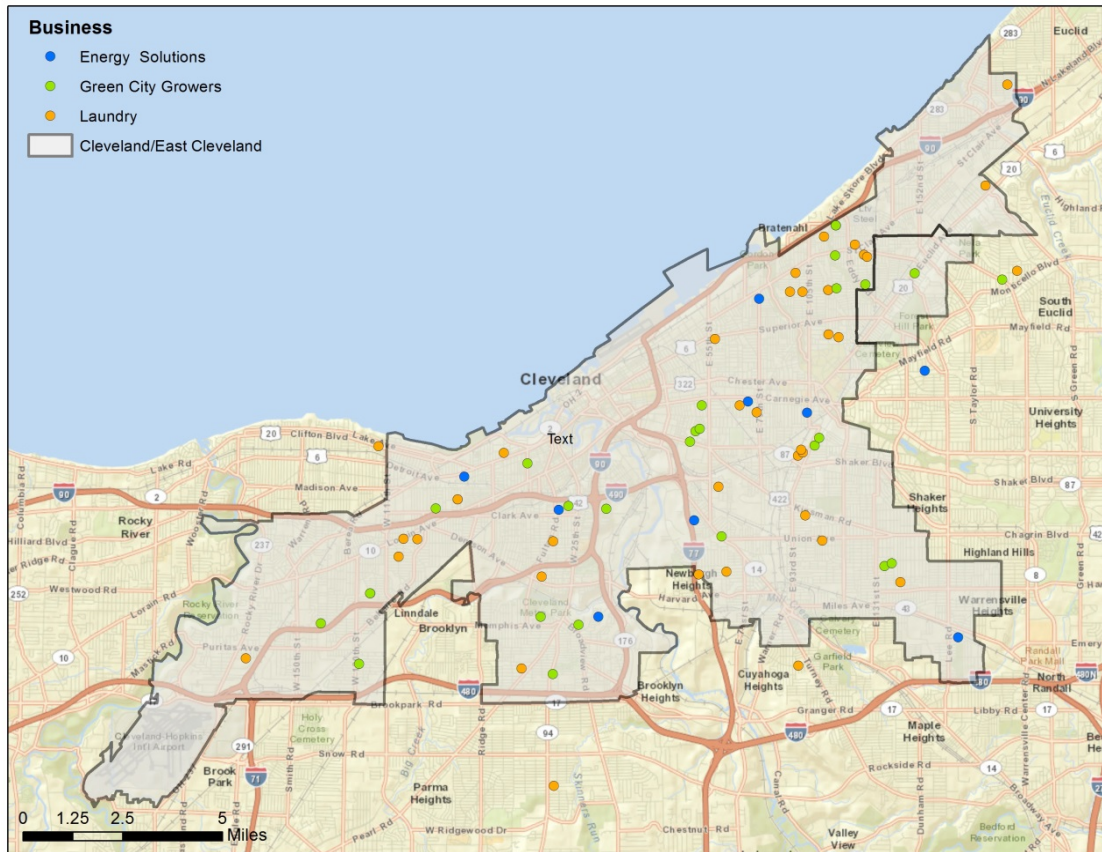
Table 3: Residential Location of Cooperative Employees, 2013

Location	Number of Coop Employees	Percent of Coop Employees
Glenville	8	10%
Central	5	6%
Fairfax	3	4%
East Cleveland	1	1%
University	0	0%
Buckeye-Shaker	0	0%
Hough	0	0%
Total in GUCI	17	21%
Total in Cle/E Cle	70	86%
Total Employees	81	100%

Figure 2: Cooperative Employees Living in the GUC Neighborhoods, 2013



Figure 3: Cooperative Employees Living in Cleveland and East Cleveland, 2013



Individual Cooperatives

Evergreen Cooperative Laundry

The Evergreen Cooperative Laundry (ECL) houses a staff with over 50 years of commercial laundry experience. They serve hospitals, nursing homes, hotels, and restaurants. ECL helps companies improve efficiency and meet their sustainability goals because ECL's equipment uses less water and heat, meaning less energy and waste. The facility is certified LEED Gold, the highest certification awarded by the U.S. Green Building Council.¹⁰

Although the Laundry has operated in the red from its inception, the future of ECL shows promise. The cash-burn rate is the smallest in the history of the cooperative. Furthermore, they are a finalist for a job with the Veteran's hospital and are working on a contract with University Hospitals and their supplier, Paris, for a two-million pound carve-out of the hospital's laundry service contract.

¹⁰ <http://evergreencooperatives.com/business/evergreen-laundry/our-services/>

Evergreen Energy Cooperative

The second cooperative, Evergreen Energy Solutions (E2S) designs, installs, and develops PV solar panel arrays for institutional, governmental, and commercial markets. In addition, they provide energy efficiency and home performance services to increase efficiency in residential and commercial buildings. E2S is committed to helping local institutions lower electric bills by deploying generators of safe, clean, and reliable electricity. E2S has worked with Case Western Reserve University, the city of Cleveland, the city of Euclid, the Cleveland Clinic, the Cleveland Housing Network, and University Hospitals.¹¹

This cooperative has just started the installation of a megawatt solar project on Euclid Avenue. Moreover, they just finished a solar installation on the Case Western Reserve University student center and will complete some additional work for CWRU and University Hospitals. They also are continuing to do some home rehabilitation work. This cooperative has been the most resilient of the Evergreen businesses and has consistently worked to tweak their business model based on market needs.

E2S is expanding and recently hired six new workers. At this time, this is the only profitable cooperative.

Green City Growers Cooperative

The Green City Growers cooperative (GCG) has a three-fold mission. First, it aims to employ GUC residents of the Hough, Central, Fairfax, Kinsman, Glenville, Buckeye-Shaker, East Cleveland, and Woodland Hills neighborhoods. Second, the GCG intends to build wealth, along with the other two cooperatives, for cooperative members. Finally, it sustainably grows high-quality, year-round fresh produce.¹² Green City Growers operates in a 3.25-acre greenhouse which harvested its first crop in February 2013. The greenhouse uses a hydroponic float bed growing system to grow living lettuce, including, basil, curly, arugula, butterhead, lolla rosa, baby lettuces, spring/mesclun mix, red and green leaf, and red and green oakleaf. The products are sold to grocery stores and foodservice companies.¹³

Mary Donnell leads this cooperative. Unfortunately, two head growers have left the cooperative: one for another greenhouse and one that oversold his credentials which left him unprepared for the work involved. Consequently, the coop is working on adjusting their overall model.

Barriers & Lessons Learned

Balancing the business and social missions is the largest challenge that the cooperatives face. While the project could not have started without the Cleveland Foundation, its initial focus on the social mission tended to overshadow the business side of the cooperatives.

There were also growing pains associated with the operation of individual cooperatives. Managers with specific industry experience running the companies without interference would have served the cooperatives better.

¹¹ <http://evergreencooperatives.com/business/evergreen-energy-solutions/about/>

¹² <http://evergreencooperatives.com/business/green-city-growers/about/>

¹³ <http://evergreencooperatives.com/business/green-city-growers/our-products/>

Also, obtaining work from the anchors proved to be more difficult than originally thought. The supply chain culture at the anchors is difficult to change and, even when successful, took longer than anticipated. The entire Evergreen initiative is very dependent on key players within each anchor, which have a deep commitment to the model.

After a few years of growth and change, the cooperatives are currently stable, professionally managed, and appropriately focused on procurement and identification of local opportunities. With the ECC in place, there is a greater balance among the business, social, and environmental missions.

Employee-Owner Demographics

Evergreen Cooperative Laundry

Evergreen Cooperative Laundry employs 56.7% of the total employment for all three cooperatives. They employ 38 workers—15 members and 23 non-owners. Based on employee survey responses (37/38 workers responded), these employees have been with the cooperative for almost two years, on average.¹⁴ Forty-nine percent of the employees did not have full-time employment before working at the cooperative. Most of the employees are male (27, 73%) and are between ages 25-54 (31, 86%). The employees have an average household size of just over four people. Two of the Evergreen Cooperative Laundry employees were in the military. Nineteen (51%) were once incarcerated and 23 have a criminal record (62%).

Eleven (30%) of the Evergreen Cooperative Laundry employees own their own homes, and eight (22%) have taken advantage of the Evergreen Housing Program. Twenty-one employees (57%) have their driver's license and one has taken advantage of the Evergreen Car Program. Ten of the employees were receiving government assistance before working at the coop. Since working there, only six continue to receive assistance.

Evergreen Energy Solutions Cooperative

Evergreen Energy Solutions (E2S) employs 11.9% of the total employment for all three cooperatives. E2S has 11 employees, seven of whom are owners. The average tenure with the cooperative is over two years, based on survey responses (100% workers responded). Thirty-six percent of the employees did not have full-time employment before E2S. Of the 11 employees, only one is female. Fifty-five percent are between the ages of 25-34. The employees have an average household size just over three. One of the E2S employees was in the military. Three (27%) were once incarcerated and four (36%) have a criminal record.

Five of the Evergreen Energy Solutions employees (45%) own their own homes, and five (45%) have taken advantage of the Evergreen Housing Program. Nine employees (82%) have their driver's license, and two have taken advantage of the Evergreen Car Program. Two of the employees were receiving government assistance before working at the coop, but since employment began, only one currently receives assistance.

Green City Growers

¹⁴ Data is based on responses from a survey of the cooperative employees administered by Evergreen staff.

Green City Growers (GCG) employs 31.3% of the total employment for all three cooperatives. GCG employs 21 workers of which three are owners. The employees have been with the cooperative an average of about 11 months (based on responses by 15 of 21 employees). Sixty-seven percent of the employees had full-time employment before working at GCG. Fifty-three percent of the employees are male and ages range from 18-54. The employees have an average household size of three people. One of the employees was in the military, and one employee was incarcerated and has a criminal record.

Only four of the Green City Growers employees owns their own homes and none have yet taken advantage of the Evergreen Housing Program. Eleven employees have their driver’s license, but none have yet taken advantage of the Evergreen Car Program. Only two of the employees was receiving government assistance before working at the coop, and, since starting with GCG, no longer receives assistance.

Cooperative Employee Financial Picture

In 2013, Evergreen Cooperative Laundry (ECL) had an annual payroll of \$842,642 with an average wage of \$11.34 (Table 4). This translates to an average wage of \$22,175 for the 38 employees. Of ECL’s 38 employees, 15 are worker-owners. There is currently \$18,660 in the employee capital account, an average of \$491 per employee.

All 8 employees of Evergreen Energy Solutions are owners. They had a total payroll of \$355,841 in 2013. Hourly wages are much higher for E2S workers; the average wage is \$15.65. Currently, there is \$6,430 in the employee capital account, an average of \$804 per employee.

Green City Growers has 21 employees, none of whom are worker-owners yet. Their yearly payroll is \$398,737, which translates to an average yearly wage of \$18,987 or \$10.64 per hour in 2013. Due to the recent inception of this cooperative, there is nothing in the employee capital account as of yet.

Table 4: Evergreen Cooperative Employee Financial Overview, 2013¹⁵

	Evergreen Cooperative Laundry	Evergreen Energy Solutions	Green City Growers	Total
Company Payroll (for entire year)	\$842,642	\$355,841	\$398,737	\$1,597,220
Number of employees	38	8	21	67
Number of employees owners	15	8	0	23
Total value of benefits per month	\$3,475	\$2,780	\$348	\$6,603
Average Wage	\$11.34	\$15.65	\$10.64	\$13.36
Average Yearly Wage	\$22,175	\$44,480	\$18,987	\$23,839
Value of employee capital account	\$18,660	\$6,430	\$0	\$25,090
Average per employee	\$1,244	\$804	\$0	\$1,091

¹⁵ This represents only the 67 members that completed the survey.

In all, the cooperatives paid \$229,513 in payroll taxes and \$37,533 in property taxes (all for GCG) in 2013. The total tax payments were \$267,046.

Cooperative Pipeline

The pipeline of potential businesses includes two potential cooperatives. One is E-Central, a developing furniture and equipment storage facility. Second, a model for an Evergreen Materials Recovery Facility is moving forward with the city of Cleveland. Evergreen's goal is to open one new cooperative per year.

Evergreen Housing

The Evergreen Housing Program launched in conjunction with a local nonprofit housing developer, the Cleveland Housing Network, to address coop members' inability to access quality, affordable housing, which impeded employee retention. Qualified employees purchase homes that have become available through CHN's lease-purchase program, typically for \$15,000 or less, with monthly mortgage payments under \$500 per month on a 4- or 5-year term. The model includes a "barn-raising" component in which cooperative members help one another update and maintain the homes. An employee must be a member in good standing of an Evergreen Cooperative to be eligible. Because many of the employees have poor credit scores, without this program they would not qualify for a home loan. By the end of 2013, twelve current and former cooperative members purchased homes through this program; three applications are pending, while five applications are being processed.

The housing program helps members build wealth faster, keeping them in the target neighborhoods, and linking the *people* strategy to the *place* strategy of the initiative.

Drive to Succeed

The Drive to Succeed program, a partnership between the Cleveland Foundation and Collection Auto Group's Nissan of Middleburg Heights store, offers low-cost 2013 Nissan Sentra or Versa models to employees of the Evergreen Cooperatives and NewBridge graduates. The program provides a new car at a reduced cost with only nine \$200 payments. This money can then be used as a down payment for the depreciated purchase price of the car or on a completely new car. Collection Auto Group is also paying for up to \$150 of insurance per month for each new driver. This program solves the transportation problem facing many Evergreen employees and offers assistance in establishing credit and financial coaching.¹⁶ So far, three Evergreen employees have taken advantage of the program.

NEXTSTEP

In 2013, TII grant dollars to University Circle, Inc. were used to explore the feasibility and lay the groundwork for bringing NextStep, a small business development program, to Cleveland. The presenting sponsor is KeyBank. The program administered by UCI, uses the Streetwise MBA program developed by Interise, a Boston-based non-profit specializing in small business economic development. The 7-month program combines classroom learning with real-world case studies. Instructors, industry

¹⁶http://www.cleveland.com/automotive/plaindealer/index.ssf/2013/08/collection_auto_group_encourages_young_professionals_to_drive_to_succeed.html

experts, and business peers provide insights, strategies, motivation, and accountability.¹⁷ Participants need to have a business with annual revenue between \$250,000 and \$10 million, at least one full-time employee, and they must have been in business over three years. The fee is \$1,200 per business. Priority will be given to businesses located in the Hough, Fairfax, Midtown, Glenville, Buckeye-Shaker, Little Italy, University Circle, and neighborhoods.

The NextStep program is administered by University Circle, Inc. and will be run by Michael Obi, who has provided business growth assistance with The Urban League, President's Council, and Civic Innovation Lab, in addition to running his own business. University Circle, Inc. held a launch event for the program on January 28, 2014 and classes are scheduled to begin in April.

¹⁷ <http://www.universitycircle.org/live-here/service/nextstep>

HIRE LOCAL

ANCHOR HIRING

One of the primary goals of GUCI is to increase the number of neighborhood residents that work at the anchor institutions. In the grant’s second year, the three anchor institutions agreed on a common goal of 500 new hires over 10 years from GUC neighborhoods, and the evaluators were asked to monitor progress toward this goal. In 2013, the anchors agreed to share annual information about the residential location of their active employees as well as quarterly information on new hires. Moreover, the two healthcare systems agreed to use common occupational categories. For the first time, the anchors are examining their GUC, Cleveland, and Cuyahoga County employment data to compare across all three anchors. The analysis showed that the goal was set too low. In 2013 alone and with data submitted from only two of the three anchors (the two hospital systems), 539 neighborhood residents were hired, easily exceeding the ten-year goal of hiring 500 residents.

Currently, 58,276 people are employed by the two anchor hospitals (Table 5). Overall, they have 2,051 employees who live in GUC and 7,679 employees who live in the City of Cleveland.¹⁸

The Cleveland Clinic employs 41,470 people throughout its system. Of these, 26,149 (63.1%) live in Cuyahoga County and 5,373 (13%) live in Cleveland. Over 3% (1,296) live in GUC neighborhoods.

University Hospitals employs 16,806 people throughout the hospital system. Of these employees, 10,261 (61.1%) live in Cuyahoga County, 2,306 (13.7%) live in the city, and 755 (4.5%) live in GUCI neighborhoods.¹⁹

Table 5: Anchor Institution Employment Data, 2013²⁰

Geography	CCF Employment	CCF % of Total	UH Employment	UH % of Total	All Anchors Employment	All Anchors % of Total
GUCI	1,296	3.1%	755	4.5%	2,051	3.5%
Cleveland	5,373	13.0%	2,306	13.7%	7,679	13.2%
Cuyahoga	26,149	63.1%	10,261	61.1%	36,410	62.5%
NEO	41,112	99.1%	16,634	99.0%	57,746	99.1%
Ohio	41,275	99.5%	16,666	99.2%	57,941	99.4%
Outside Ohio	156	0.4%	90	0.5%	246	0.4%
Unclassified	39	0.1%	50	0.3%	89	0.2%
Total	41,470		16,806		58,276	

¹⁸ Following confidentiality agreements, data on the residences of individual employees was given to CSU for geocoding. Then, CSU evaluators analyzed this data.

¹⁹ Data for CWRU was unavailable at the time of the completion of this report and will be added when it becomes available.

²⁰ For some services purchased by the anchors, the supplier is a national company located outside of Ohio, but local labor is employed to provide direct services. Examples include security, parking, and food services. Employment created by these companies is excluded from the local hire estimates shown in Table 5.

Figure 5 shows the number of new hires at the two hospitals by occupation for 2013. Medical Residents were the largest occupational category hired by both hospitals. Following that, Aides, Auxiliary Services, and Clerical/Cashiers had the next highest number of new hires in 2013.

Figure 1: Number of GUCI Anchor Hires by Occupation, 2013

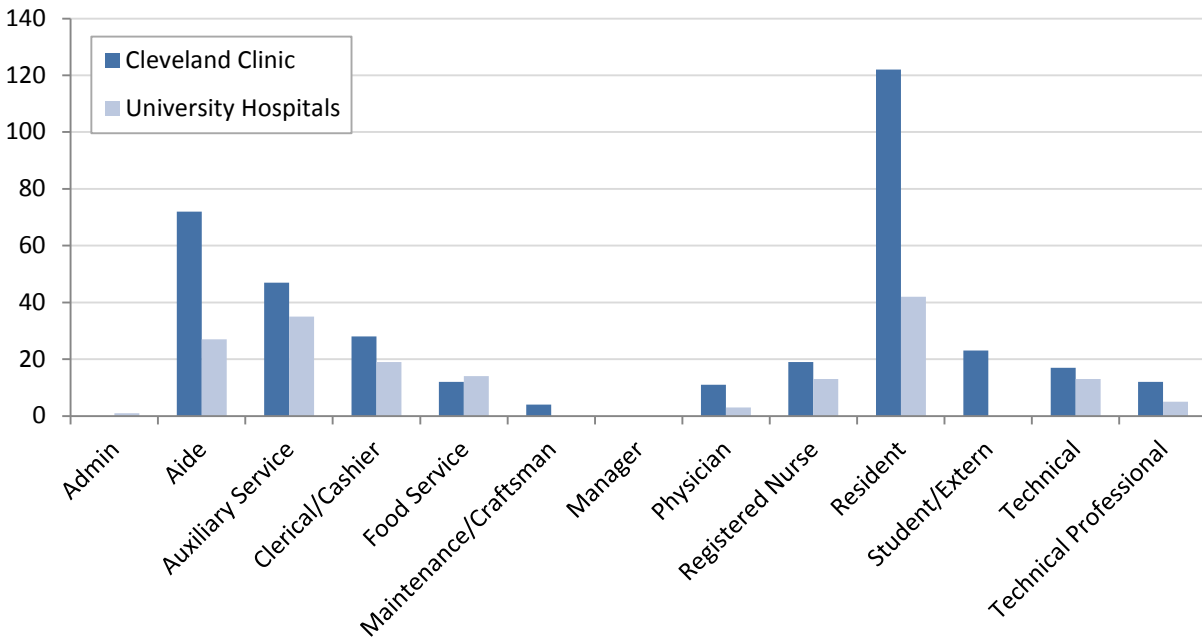


Table 6 shows the number of entry-level hires in the first quarter of 2013 from the GUC neighborhoods that were retained by the hospitals through the end of 2013. In each job category, over 50% of the employees remained on the job through the year. The lowest job retention rate was in Aides (57.9%), while the highest rate was in Maintenance/Craftsman (100%). Overall, 75.0% of the employees hired in the first quarter of 2013 remained on the job throughout the year.

Table 1: Entry-Level GUC Hires in Q1, Retained through Q4

Job Description	Cleveland Clinic			University Hospitals			CCF & UH		
	Yes	No	Total	Yes	No	Total	Yes	No	Total
Aide	7	7	14	4	1	5	11	8	19
Auxiliary Service	9	3	12	5	0	5	14	3	17
Clerical/Cashier	3	1	4	4	0	4	7	1	8
Food Service	2	2	4	6	0	6	8	2	10
Maintenance/Craftsman	2	0	2	-	-	-	2	0	2
Total	23	13	36	19	1	20	42	14	56

TOWARDS EMPLOYMENT

Towards Employment (TE) is a local non-profit specializing in helping low-income and disadvantaged adults, including ex-offenders, in Greater Cleveland obtain and maintain employment as they advance up the career ladder. Towards Employment has become an integral part of the GUC's workforce development strategy. TE received a Living Cities grant to serve as a key partner in the Pathway to PCA (Patient Care Assistant) program, an incumbent worker advancement program at University Hospitals. Cuyahoga Community College is also a partner in the program. The program started in 2012 and, to date, 10 entry-level employees have participated in the program and successfully moved on to new PCA jobs. These candidates completed their training at Cuyahoga Community College and their job readiness and soft skills training with Towards Employment. After moving on to new jobs, an advancement coordinator with Towards Employment provided intensive onsite job coaching. All ten participants were still employed after six months. Nurse Managers at University Hospitals have approved a second round of new trainees with some program adaptations based on lessons learned from the first-round.

A companion program, Step up to UH, is a neighborhood pipeline aimed specifically at GUC residents to backfill entry level positions in three areas: Patient Transport, Nutrition Services, and Environmental Services. Outreach for the Bridge to the Future program was conducted by Famicos Foundation, Neighborhood Connections, University Circle, Inc., Cuyahoga Metropolitan Housing Authority, Fairfax Renaissance Community Development Corporation, and Burton Bell Carr Community Development Corporation. Towards Employment conducts the screening and training program for neighborhood residents, University Hospitals committed to providing preferred hiring status to candidates that successfully complete the training. The first cohort had 13 participants, with 12 hired. After the first 90 days, the retention rate was 92%. The second cohort had nine hires and, currently, the third cohort has seven participants.

Towards Employment, working off of their success with University Hospitals, is also working on other programs that would place and retain employees with the anchors and other institutions. These programs include: Career Exploration Workshops, an Employee Resource Group for GUC neighborhood residents, and the Sherwin-Williams HomeWork Cleveland program for painters. Additionally, the Step up to UH program is being considered for use by Case Western Reserve University, the Cleveland Clinic, and MetroHealth System.

WORKFORCE INVESTMENT BOARD

Workforce Investment Board (WIB), using Living Cities' resources, hired a consultant to identify strategies guiding the implementation of the alignment process and facilitating the implementation process of the new Strategic Workforce Alignment Group (SWAG). Work has taken place on aligning the county and city WIBs and strategies were developed to address three gaps areas. The first was the information gap, so steps are being taken to market programs and engage more residents in the WIB services. The second issue area was the skills gap, and work in this area focuses on soft-skills training and creating a cross-industry talent pipeline for middle-skills jobs. The last area of concern is the location gap, inspiring WIB and SWAG to collaborate with public transit to improve access to jobs for residents.

NEWBRIDGE CLEVELAND CENTER FOR ARTS & TECHNOLOGY

Program Description

NewBridge Cleveland Center for Arts & Technology, located on the HealthTech Corridor, exposes youth to the digital arts and ceramics with after-school programs and trains unemployed and underemployed adults for careers in the healthcare sector. Two career training paths are offered for adults: pharmacy and phlebotomy technicians.

The NewBridge adult programs use a market-based approach. Both of the career training paths selected by the local anchor hospitals heavily involved in the curriculum design. The coursework is co-designed with the hospitals to ensure that the students are fully prepared for the workplace. The focus is on careers with good pay, health insurance, and opportunities for advancement.²¹ Beyond coursework, the programs also include externships at the health care institutions.²² It is the hope of program creators and funders that after graduation from the program, the anchor institutions and other health care organizations will hire trainees.

Classes at NewBridge are offered at no cost to students. This arrangement is made possible through funding from multiple sources including KeyBank, the Lennon Trust, the Cleveland Foundation, University Hospitals Health System, the Kelvin & Eleanor Smith Foundation, and others. The Cleveland Foundation was also responsible for contributing 100% of the seed capital for NewBridge (\$3 million).

Program Success

Since the program's inception in 2011, 108 students have enrolled in the programs. To date, 62 students have graduated from the training programs: 42 have accepted job offers, 8 are not available to work, 5 are working outside their field, and 1 is enrolled in higher education. Currently, there is a class of 16 in the phlebotomy program and 17 in the pharmacy technician program.

Moreover, NewBridge graduates are eligible to participate in the Drive to Succeed program outlined in the Evergreen Cooperatives section, which helps newly trained technicians obtain access to jobs. So far, seven NewBridge graduates have taken advantage of the program.²³

²¹ <http://www.newbridgecleveland.org/about/>

²² <http://www.newbridgecleveland.org/history/>

²³ http://www.cleveland.com/automotive/plaindealer/index.ssf/2013/08/collection_auto_group_encourages_young_professionals_to_drive_to_succeed.html

LIVE LOCAL

GREATER CIRCLE LIVING

Program Description

Greater Circle Living (GCL) is a housing assistance program for people working in the Greater University Circle area. Participating University Circle employers funds the program,²⁴ including the TII anchor partners and the Cleveland Foundation. Fairfax Renaissance Development Corporation and University Circle, Inc. administer it. Although the program receives no funding from the Living Cities grant, it is considered part of the EIMC's live local strategy.

The program offers forgivable loans to improve access to affordable housing, assist individuals in building wealth, reduce commute times and costs, and enhance quality of life by offering employees of eligible institutions an opportunity to live and work close to world-class cultural institutions and services.²⁵

The geographic area encompasses seven GUCI neighborhoods: Hough, Fairfax, Glenville, Buckeye/Shaker, Little Italy, University Circle, and a portion of the City of East Cleveland (Figure 6).

Figure 6: Greater Circle Living Neighborhoods²⁶



²⁴ Cleveland Clinic, University Hospitals, the Cleveland Museum of Art, Judson at University Circle and Case Western Reserve University

²⁵ <http://www.fairfaxrenaissance.org/gcl/index.html>

²⁶ <http://www.fairfaxrenaissance.org/gcl/index.html>

In 2012, Greater Circle Living was revamped to offer a more consistent incentive package to draw more employees to University Circle neighborhoods. In 2013, the revamped program became fully operational and now offers three types of incentives: (1) a forgivable loan for down payment and/or closing costs for the purchase of an owner-occupied home; (2) matching funds for exterior renovations; or (3) one month's rental payment in Greater University Circle. In addition to financial assistance, the program also requires homeownership training for all homebuyers. Program staff members at Fairfax are available to help with the application process, provide education on housing options, and assist with budgeting and managing personal finances.

Greater Circle Living offers a \$10,000 forgivable loan for down payment or closing costs on owner-occupied home purchases by full-time, nonprofit employees in the designated area. With increased support from the four anchor institutions,²⁷ employees with total household income below \$150,000 can receive an additional \$10,000 for a total of \$30,000 in forgivable loans (\$25,000 for employees of Cleveland Museum of Art). Loans are forgiven after five years of occupancy if the employee works for a participating Greater University Circle nonprofit institution. Employees of participating anchor institutions may be eligible for up to \$8,000 in matching funds for exterior renovations, or one month's rental payment of up to \$1,400. Employees of Judson at University Circle may be eligible for an additional \$5,000 forgivable loan for down payment and/or closing costs for the purchase of an owner-occupied home.

Program Success

Since the program's inception, 178 loans or subsidies have been originated (Table 7). Fifty-two loans have been made for the purchase of a new home. Of those, 17 represent relocations from within the area, nine from outside the area but from within Cleveland, 19 from outside Cleveland but within Northeast Ohio, and seven from outside Northeast Ohio. A total of 30 loans have been made for external home repairs and renovations for employees; 21 already lived in GUC and 9 moved into GUC.

Ninety-six rental subsidies have been awarded: 13 for people relocating from within GUC, 16 to people relocating from outside the area but within Cleveland, 28 from outside the city but within Northeast Ohio, and 39 from outside Northeast Ohio.

²⁷ Case Western Reserve University, Cleveland Clinic, Cleveland Museum of Art, and University Hospitals

Table 7: Number That Received GCL Financial Assistance by Former Area of Residence, 2008-December 2013

Type of Financial Assistance	# That Received Assistance	# Relocated from Within GUC	# Relocated from Outside GUC but Within City	# Relocated from Outside City but Within NEO	# Relocated from Outside NEO
Funds to Purchase a New Home	52	17	9	19	7
Funds for External Home Repairs & Renovations*	30	1	4	1	3
Subsidies for Rental Assistance	96	13	16	28	39
TOTAL	178	31	29	48	49

*21 of the 30 people that received funds for external repairs and renovations did not relocate because they already lived in a GUC neighborhood.

In June 2012, a new memorandum of understanding (MOU) was signed with the University Circle nonprofits, which changed and relaxed the rules surrounding the Greater Circle Living program. In the first four years of the program, 86 employees received funds. In the last year and a half with the new MOU, 92 employees have received funds. The number of employees that purchased new homes or repaired existing homes in the last year and a half has not surpassed the first four years of the program; however, the number of rental subsidies has almost doubled. Table 8 shows the number of employees that received funds before and after the programmatic changes.

Table 8: Number That Received GCL Financial Assistance: Before and After Changes in Program Requirement

Type of Financial Assistance	May 2008-May 2012	June 2012-December 2013	TOTAL	
Funds to Purchase a New Home		31	21	52
Funds for External Home Repairs & Renovations		19	11	30
Subsidies for Rental Assistance		36	60	96
TOTAL		86	92	178

There are currently eight employees with executed purchase agreements, and several others have been preapproved for mortgages and are searching for homes. There are two employees working to get the home improvement dollars and five employees working on rental assistance.

Program Funding

In 2013, the Cleveland Foundation and Greater Circle Living Partner organizations spent almost \$500,000 on the program (Table 9). Since the beginning of the program, just shy of \$2 million has been invested in Greater Circle Living housing.

Table 9: Total Greater Circle Living Program Dollars Spent by Institution

	Since Program Inception	2013
Case Western Reserve University	\$215,942	\$84,200
Cleveland Clinic Foundation	\$292,505	\$118,547
University Hospitals	\$314,017	\$173,999
Cleveland Museum of Art	\$28,033	\$1,400
Judson	\$0	\$0
Cleveland Foundation*	\$589,735	\$211,863
Kent H Smith Charitable Trust	\$200,000	\$19,422
Surdna Foundation	\$300,000	\$0
TOTAL	\$1,940,231	\$609,431

*The 2013 total for The Cleveland Foundation only includes assistance for the program and excludes the costs for the program administration.

Overall, Greater Circle Living has financed approximately \$1.9 million. This money has leveraged an additional \$8.9 million worth of investment in the neighborhoods through the home purchase, home improvement, and rental assistance programs.²⁸

²⁸ Data received from Fairfax Renaissance Development Corporation.

CONNECT

NEIGHBORHOOD CONNECTIONS

Program Description

Neighborhood Connections (NC) was a small grant program established by the Cleveland Foundation in 2003 to embolden Cleveland residents city-wide by encouraging them to become more engaged with each other and the city. NC received Living Cities grant funding in all three years of the initiative, which enabled it to add staff and play a bigger role in community engagement in the GUCI/TII. NC and Neighborhood Voice (NV) have become the primary communication and engagement tools of the GUCI/TII to foster resident engagement and strengthen the GUC residents' resiliency. Through various methods, NC connects residents from different neighborhoods and backgrounds with each other and anchors; NC is based on the idea that strengthening human capital in the GUC neighborhoods through an active and engaged community is an essential component of building and sustaining wealth over time.

NC works with the GUCI/TII initiative to empower residents and involve the community in all of the GUC neighborhoods. NC also works with the TII partners to bridge the long-standing divide between the GUC neighborhood residents and organizations, as well as the anchor institutions. NC provides various opportunities for residents to become involved and stay involved, connecting with one another and opportunities for a stronger economic future. NC has been involved in many of the facets of the GUCI/TII initiative including: health hubs, Step up to UH, neighborhood health initiatives, Neighbor Up at Network Nights, affinity groups for residents that work at anchor institutions, Cleveland Neighborhood Progress Asset building, and welcome wagons with UCI and Huntington Bank. NC is also organizing around the Commodore, Circle North, and Northeast Ohio Regional Sewer District redevelopment, as well as operating their traditional small-grants program.

Program Success

Beginning in August of 2012, NC administered a survey to participants of various events in the GUC neighborhoods to measure its impact. NC advertised the questionnaire at Network Nights and other events they hosted. As an incentive for participation, survey respondents—whether online or on paper—became eligible to win a gift card. Over 200 surveys were submitted to the organization, but only 86 were completely finished by respondents. Nonetheless, GUC residents made up a large share of those surveyed: 95 residents from Hough, Central, Fairfax, Glenville, Buckeye-Shaker, East Cleveland, and University Circle provided feedback and demographic information.

Respondents reported that they were well informed about GUC initiatives. Of the 89 respondents, 84% were familiar with NC and the Health Line, 54% were familiar with the housing program of Greater Circle Living, 44% were familiar with the Evergreen Cooperatives, 42% were familiar with NewBridge, and 36% were familiar with the Health Tech Corridor. When asked how they had heard about the above initiatives, 57% indicated word of mouth and 54% indicated the *Neighborhood Voice*. When asked how respondents had participated in NC activities, 42% had applied for a grant, 29% had contributed to the *Neighborhood Voice*, 18% had participated in a Neighbor Circle, and 17% had attended a Network Night. Respondents also participated in Innovation Teams, neighborhood tours, the Ambassador program, and the Grant Making Committee.

Sixty-four percent of respondents felt they had access to institutional resources at least most of the time while only 8% believed that they never had access. Seventy-three percent of respondents believed University Circle institutions at least somewhat considered the community's best interests.

In another survey administered by NC, 27 participants of Network Night had the opportunity to provide feedback on their experiences. Six people indicated that Network Night was the first large community event they had ever attended. Nearly all surveyed (25 of 27) felt more powerful and more valued after the exercise. Respondents indicated that they each made connections with people as a result of the event and 26 people indicated that they had greater expectations for what was possible in their neighborhoods.

NEIGHBORHOOD VOICE

Publication Description

Neighborhood Voice is a community newspaper and website serving University Circle and the surrounding communities of Hough, Central, Fairfax, Glenville, Buckeye-Shaker, Little Italy, and East Cleveland.

Neighborhood Voice began publishing in September of 2010 with the intent of informing and inspiring the residents, organizations, and businesses of GUC by providing a forum for the exchange of information and ideas. *Neighborhood Voice* also connects with residents and institutional readers through their responsive website which can be viewed via a mobile phone or computer.

To reduce cost in 2014, the printed edition of the paper will change from a monthly distribution to a quarterly distribution.

Publication Content

Because the *Neighborhood Voice* is a crucial component of the overall communication and engagement strategy for the initiative, the evaluation team conducted a content analysis to better understand the content and tone of the articles and to determine who is writing for the newspaper. In total, the team analyzed 37 issues and over 1,260 pieces published from September 2010 through December 2013.²⁹ During this time period, *Neighborhood Voice* had 12 staff writers (people who were paid at some point to write for the paper). It also had 244 contributing, unpaid writers including "citizen journalists": residents, employees, or affiliates of the anchor institutions.

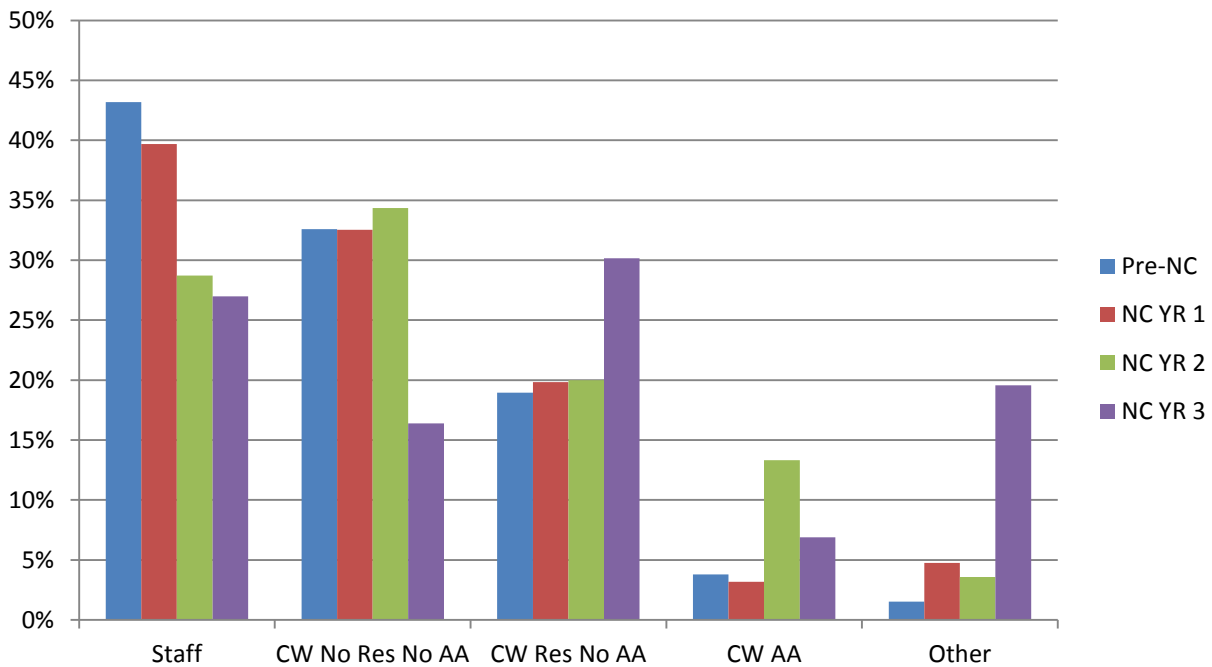
In 2013, writers authored a total of 145 articles; Twenty-five confirmed GUC residents wrote 72 articles (50%). Thirty-three writers whose addresses could not be confirmed wrote the remaining half of the articles. Still, a full 43% percent of writers were confirmed to live in GUC. Regular columns were submitted by seven people in 2013, and three were considered *Neighborhood Voice* staff. Four regular columnists were confirmed residents of GUC, representing Buckeye-Shaker, University Circle, and East Cleveland. One additional regular columnist was an affiliate of the Cleveland Clinic. In total, these regular writers were responsible for 60% of total articles.

²⁹ This excludes the October 2010 and January 2011 issues.

Twenty-four percent of the 145 articles written in 2013 mention anchor institutions, and 60% of them describe the institutions in a positive light. The remaining 40% of the articles mentioning anchors are neutral in tone. Cleveland Clinic and Case Western Reserve University were far more likely to be mentioned than University Hospitals; nearly three and five times more likely, respectively. Additionally, about one-third of the articles related to broad themes that are essential to the GUC I/TII initiative (health, education, local workforce, local purchasing, and community engagement) mention at least one anchor institution, reinforcing the connection between residents and anchors.

Figure 7 illustrates the percentage of articles written by different types of authors over time. The percentage of articles written by paid staff has consistently declined since NC took over the paper. Before NC, about 43% of articles were written by staff. By the publication’s third year, staff was writing just above a quarter of all articles, while contributing writers with confirmed residence in GUC have consistently written more articles over time. There is a notable leap in the percentage of such articles between year two and year three—from 20% to 30%. Contributing writers affiliated with anchor institutions wrote a lower percentage of articles from year two to year three, most likely due to Cleveland Clinic’s “Ask your Doctor” column, which contributed to a large spike in the second year. 2013 also saw a large increase in articles without an identified author, which contributed to a large increase in percent of articles written by others.

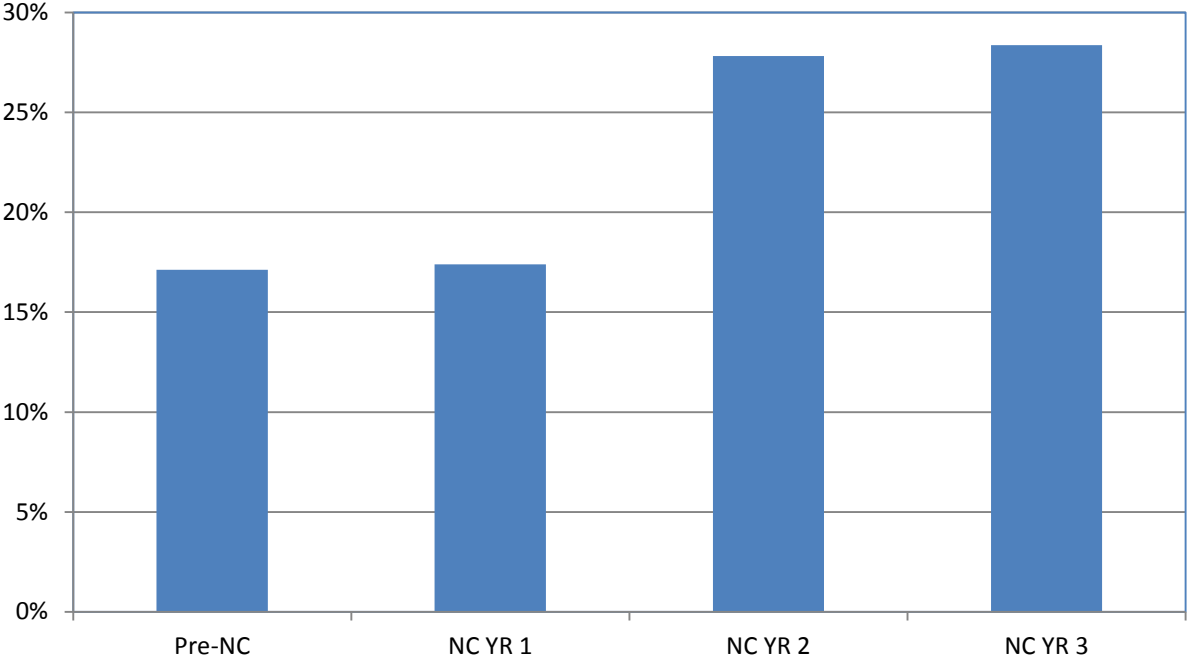
Figure 7: Percentage of Articles by Author Type



CW= Contributing Writer, Res= Confirmed Residence, AA= Confirmed Anchor Affiliation

Figure 8 shows that articles relating to community engagement have consistently made up a higher percentage of all articles over time.

Figure 8: Percentage of Articles Mentioning Community Engagement



The Future

The *Neighborhood Voice* website has been showing positive traffic and that, coupled with social media, has become more of a focus than the print newspaper. One of the regular features highlights the schools that are available in the neighborhoods. They have also added stories about what it is like to live in the neighborhood and overall community engagement.

APPENDICES

Appendix Table 1: List of Interviewees, 2013

Name	Organization	Date
Jennifer Ruggles	Case Western Reserve University	10/21/2013
Dick Jamieson	Case Western Reserve University	10/21/2013
John Wheeler	Case Western Reserve University	10/21/2013
Aram Nerpouni	BioEnterprise	10/22/2013
Tatyana Hower	BioEnterprise	10/22/2013
Bob Baxter	BioEnterprise	10/22/2013
Daniel Budish	City of Cleveland	10/25/2013
Tracey Nichols	City of Cleveland	10/25/2013
Andrea Grodin (Jacobs)	Cleveland Clinic	10/30/2013
Joel Ratner	Cleveland Neighborhood Progress	10/31/2013
Linda Warren	Cleveland Neighborhood Progress	10/31/2013
Walter Wright	The Cleveland Foundation	11/4/2013
Bethia Burke	Fund for our Economic Future	11/4/2013
Jill Rizika	Towards Employment	11/4/2013
Danielle Price	Neighborhood Connections	11/6/2013
Tom O'Brien	Neighborhood Connections	11/6/2013
Lisa-Jean Sylvia	Neighborhood Connections	11/6/2013
Lila Mills	Neighborhood Connections	11/6/2013
Gayle Agahi	Cleveland Clinic	11/12/2013
Scott Doak	Cleveland Clinic	11/12/2013
Laura Kleinman	University Circle, Inc.	11/13/2013
Tom Jackson	National Development Council	11/7/2013
Ted Howard	The Cleveland Foundation	11/7/2013
Heidi Gartland	University Hospitals	11/7/2013
Aparna Bole	University Hospitals	11/7/2013
Deb Perkul	University Hospitals	11/7/2013
Eric Diamond	ECDI	11/11/2013
Jim Haviland	MidTown Cleveland	11/15/2013
Kim Shelnick	University Hospitals	11/18/2013
India Pierce Lee	The Cleveland Foundation	11/20/2013
Lillian Kuri	The Cleveland Foundation	12/4/2013
Karma Topor	Case Western Reserve University	12/10/2013

Appendix Table 2: Evaluation Team Meeting List, 2013

Name	Date
Framework for Evaluation Meeting	1/9/2013
EIMC Executive Session Meeting	1/24/2013
NewBridge Focus Group	1/31/2013
EIMC Subcommittee Meeting	2/19/2013
Green City Growers Open House	2/25/2013
TII Evaluator Discussion: Common Questions	3/21/2013
HTC Advisory Committee Meeting	3/26/2013
EIMC Subcommittee Meeting	3/28/2013
GUCI Leadership Meeting	4/3/2013
Meeting with Walter Wright	4/10/2013
EIMC Executive Session Meeting	4/11/2013
Meeting with Walter Wright	5/16/2013
Interview with Devon: Aram & Tatyana	5/22/2013
Interview with Devon: Jim Doyle and Fred Geis	5/22/2013
Interview with Devon: Larry Benders	5/23/2013
Interview with Devon: Greg Zucca	5/22/2013
EIMC Meeting	5/22/2013
Interview with Devon: Natoya, Shanelle, and Lynn	5/22/2013
Meeting with Walter Wright	6/19/2013
Living Cities Site Visit	6/21/2013
Living Cities Evaluator Day	6/24/2013
Living Cities Evaluator Day	6/25/2013
EIMC Meeting	6/27/2013
EIMC Executive Session Meeting	7/17/2013
Evaluation Call with Devon Winey	8/8/2013
Meeting with Walter Wright	8/21/2013
EIMC Subcommittee Meeting	8/22/2013
Anchor HR Meeting	8/29/2013
NewBridge Roundtable	9/4/2013
HTC Tour	9/12/2013
Learning Community Meeting	10/7/2013
Learning Community Meeting	10/8/2013
Learning Community Meeting	10/9/2013
Learning Community Meeting	10/10/2013
Anchor HR Meeting	10/21/2013
EIMC Meeting	10/31/2013
EIMC Executive Session Meeting	11/20/2013
Anchor HR Meeting	12/10/2013
EIMC Subcommittee Meeting	12/18/2013

Appendix Table 3: Economic Inclusion Management Committee List, 2013

Name	Title	Organization
Chris Abood	Director, Community Partnership Community Outreach	Cleveland Clinic
Aparna Bole	Sustainability Manager	University Hospitals
Wyonette Cheairs	Program Administrator Greater Circle Living Housing & Program Specialist	Fairfax Renaissance Development Corporation
Stephanie Strong- Corbett	Director of Sustainability	Case Western Reserve University
Deirdre Gannon	Vice President, Strategic Development	BioEnterprise
Heidi Gartland	Vice President, Government Relations	University Hospitals
Andrea Grodin Jacobs	Executive Director of Operations	Cleveland Clinic
James Haviland	Executive Director	Midtown Cleveland, Inc.
Tom Jackson	Director	National Development Council
Lillian Kuri	Program Director for Architecture, Urban Design and Sustainable Development	The Cleveland Foundation
India Pierce Lee	Program Director for Neighborhoods, Housing and Community Development	The Cleveland Foundation
Aram Nerpouni	CEO & President	BioEnterprise
Tracey Nichols	Director of Economic Development	City of Cleveland
Tom O'Brien	Program Director	Neighborhood Connections
Donnie Perkins	Vice President for Diversity and Inclusion	University Hospitals
Joel Ratner	President/CEO	Cleveland Neighborhood Progress
Jill Rizika	Executive Director	Towards Employment
Jennifer Ruggles	Executive Director of Government Relations	Case Western Reserve University
Linda Warren	President of New Village Corporation	Cleveland Neighborhood Progress
Jon Utech	Senior Director, Office for a Healthy Environment	Cleveland Clinic
Gregory Zucca	Strategic Program Officer	Cuyahoga County Department of Development
Walter Wright	Director, Living Cities Integration Initiative	The Cleveland Foundation

Appendix Table 4: Economic Inclusion Management Committee Advisory Members List, 2013

Name	Title	Organization
Sheldon Bartel	Loan Officer	National Development Council

Dryck Bennett	Chief Credit Officer	National Development Council
Andrea Grodin Jacobs	Executive Director of Operations	Cleveland Clinic
Tatyana Hower	Director, Business Development	BioEnterprise
Shilpa Kedar	Program Director	The Cleveland Foundation
Corey Leon	Director	National Development Council
Lila Mills	Editor & Publisher	Greater University Circle Neighborhood Voice
Kristen Morris	Chief Government and Community Relations Officer	Cleveland Clinic
Danielle Price	Program Coordinator, GUC Community Engagement	Neighborhood Connections
Lisa-Jean Sylvia	Community Network Builder	Neighborhood Connections

Appendix Table 5: Economic Inclusion Management Committee Executive Committee List, 2013

Name	Title	Organization
Chris Abood	Director, Community Partnership Community Outreach	Cleveland Clinic
Aparna Bole	Sustainability Manager	University Hospitals Health System
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
James Haviland	Executive Director	Midtown Cleveland, Inc.
Lillian Kuri	Program Director for Architecture, Urban Design and Sustainable Development	The Cleveland Foundation
India Pierce Lee	Program Director for Neighborhoods, Housing and Community Development	The Cleveland Foundation
Aram Nerpouni	CEO & President	BioEnterprise
Tracey Nichols, Chair	Director of Economic Development	City of Cleveland
Joel Ratner	President/CEO	Cleveland Neighborhood Progress
Jennifer Ruggles	Executive Director of Government Relations	Case Western Reserve University
Jon Utech	Senior Director, Office for a Healthy Environment	Cleveland Clinic
Linda Warren	Vice President	Cleveland Neighborhood Progress
Walter Wright	Director, Living Cities Integration Initiative	The Cleveland Foundation

Appendix Table 6: Economic Inclusion Management Buy Local Subcommittee List, 2013

Name	Title	Organization
Bob Baxter	Vice President	BioEnterprise
Eric Diamond	Vice President – Cleveland Market	ECDI
Deirdre M. Gannon	Vice President	BioEnterprise
James Haviland	Executive Director	Midtown Cleveland, Inc.
Tom Jackson	Director	National Development Council
Shanelle M. Johnson	Mayor’s Office of Equal Opportunity	City of Cleveland
Tracey Nichols	Director of Economic Development	City of Cleveland
Shilpa Kedar	Program Director	The Cleveland Foundation
Lillian Kuri	Program Director for Architecture, Urban Design and Sustainable Development	The Cleveland Foundation
Corey Leon	Director	National Development Council
Hermione Malone	Project Manager, Supplier Diversity	The Cleveland Clinic
Aram Nerpouni	President & CEO	BioEnterprise
Joel Ratner	President/CEO	Cleveland Neighborhood Progress
Jon Utech	Senior Director Office for a Healthy Environment	The Cleveland Clinic

Appendix Table 7: Economic Inclusion Management Hire Local Subcommittee List, 2013

Name	Title	Organization
Gayle Agahi	Director, External Partnerships Talent Management	Cleveland Clinic
Sheri Dozier	Director of Economic Opportunity	Cleveland Neighborhood Progress
Latisha James	Senior Director, Local Government & Community Relations	Case Western Reserve University
India Pierce Lee	Program Director for Neighborhoods, Housing and Community Development	The Cleveland Foundation
Robert E. Paponetti	Executive Director	The Literacy Cooperative
Helen Brown	Internal Experience & Strategic Partnership Manager – Talent Acquisition, Human Resources	Cleveland Clinic
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Pam Holmes	Senior Director	Cleveland Clinic
Shilpa Kedar	Program Director	The Cleveland Foundation
Lila Mills	Editor	Neighborhood Voice
Debbi Perkul	Workforce Development Professional	University Hospitals Health System
Danielle Price	Program Coordinator, GUC Community Engagement	Neighborhood Connections
Jill Rizika	Executive Director	Towards Employment
Judy Simpson	Consultant	Cleveland/Cuyahoga County WIB
Andreana Williams	Career Coach	
Kim Shelnick	Vice President, Recruitment & Staffing Dept.	University Hospitals Health System
Karma Topor	Director, Compensation & Employment Human Resources Department	Case Western Reserve University

Appendix Table 8: Economic Inclusion Management Live Local Subcommittee List, 2013

Name	Title	Organization
Chris Abood	Director, Community Partnership Community Outreach	Cleveland Clinic
Aparna Bole	Sustainability Manager	University Hospitals Health System
Wyonette Cheairs	Program Administrator, Greater Circle Living Housing & Program Specialist	Fairfax Renaissance Development Corporation
Freddy L. Collier	Assistant Director City Planning Commission	City of Cleveland
Christin C. Farmer	Community Partnerships Coordinator Greater Circle Living Program Manager	University Circle Inc.
Jeff Kipp	Director of Neighborhood Marketing	Cleveland Neighborhood Progress
Lila Mills	Editor & Publisher	Greater University Circle Neighborhood Voice
Tom O'Brien	Program Director	Neighborhood Connections
Jennifer Ruggles	Executive Director of Government Relations	Case Western Reserve University
Stephanie Strong-Corbett	Director of Sustainability	Case Western Reserve University
Linda Warren	Vice President	Cleveland Neighborhood Progress
Toni White	Program Assistant	The Cleveland Foundation

Appendix Table 9: Greater University Circle Leadership Team, 2013

Name	Title	Organization
David Abbott	Executive Director	The George Gund Foundation
Debbie Berry	Vice President of Planning and Development	University Circle Incorporated
Russell Berush	Vice President for Community Development	Case Western Reserve University
Aparna Bole	Sustainability Manager	University Hospitals Health System
Brad Bond	Vice President of Treasury	University Hospitals Health System
Robert Brown	City Planning Director	City of Cleveland
Joe Calabrese	CEO & General Manager	The Greater Cleveland Regional Transit Authority
Margaret Carney	Associate V.P. for Campus Planning & Design	Case Western Reserve University
Carrie Carpenter	Vice President of Public Affairs	Charter One, Ohio
Jennifer Cimperman	Public Relations Officer	The Cleveland Foundation
Delos (Toby) Cosgrove	CEO and Chairman of the Board of Governors	The Cleveland Clinic
Mark Cottichia	Vice President, Economic Development, Research & Technology Management	Case Western Reserve University
John D'Angelo	System Facility Manager	The Cleveland Clinic
Pamela Davis, M.D., Ph.D.	Dean and Vice President for Medical Affairs	Case Western Reserve University
Ron Dzedzicki	Senior Vice President and General Manager of Operations	University Hospitals Health System
Bob Eckardt	Executive Vice President	The Cleveland Foundation
Maribeth Feke	Director of Planning	The Greater Cleveland Regional Transit Authority
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Ted Howard	Steven A. Minter Senior Fellow for Social Justice	The Cleveland Foundation
Oliver (Pudge) Henkel	Chief External Affairs Officer	The Cleveland Clinic
Anne Hill	Office of the Governor	State of Ohio
James Ireland	Managing Director	Early Stage Partners
Bob Jaquay	Associate Director	The George Gund Foundation
Shilpa Kedar	Program Director for Economic Development	The Cleveland Foundation
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	The Cleveland Foundation
William LaPlace	President	The Kent H. Smith Charitable Trust
India Pierce Lee	Program Director for Neighborhoods, Housing and Community Development	The Cleveland Foundation

Ken Marblestone	President & CEO	Charter One, Ohio
Pamela Marshall Holmes	Senior Director of Community Service	The Cleveland Clinic
Ellen Mavec	President	Kelvin and Eleanor Smith Foundation
Tracey Nichols	Director of Economic Development	City of Cleveland
Bill Peacock	Executive Director, Facilities and Construction Management	The Cleveland Clinic
Phillip Ranney	Secretary	The Kent H. Smith Charitable Trust
Joel Ratner	President	Cleveland Neighborhood Progress
Ronn Richard	President and CEO	The Cleveland Foundation
Christopher Ronayne	President	University Circle Incorporated
Mike Schipper	Deputy General Manager	The Greater Cleveland Regional Transit Authority
Brian Smith	Administration Director, Construction Management	The Cleveland Clinic
Barbara Snyder	President	Case Western Reserve University
Anthony Stallion	Pediatric Surgeon/Chief Community Relations and Diversity Officer	The Cleveland Clinic
Steve Standley	Senior Vice President	University Hospitals Health System
Thomas Stanton	Chairman of the Board and Executive Committee	University Circle Incorporated
Gayle Thompkins Agahi	Director of Government Sponsored Programs	The Cleveland Clinic
Chris Warren	Chief of Regional Development	City of Cleveland
Linda Warren	President of New Village Corporation	Cleveland Neighborhood Progress
John Wheeler	Senior Vice President for Administration	Case Western Reserve University
Walter Wright	Director, Living Cities Integration Initiative	The Cleveland Foundation
Thomas Zenty	President and Chief Executive Officer	University Hospitals Health System

Appendix Table 10: HTC Advisory Group Members, 2013

Name	Title	Organization
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
James Haviland	Executive Director	MidTown Cleveland
Deb Janik	SVP Real Estate/Business Development	Greater Cleveland Partnership
Shilpa Kedar	Program Director for Economic Development	The Cleveland Foundation
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	The Cleveland Foundation
India Pierce Lee	Program Director for Neighborhoods, Housing and Community Development	The Cleveland Foundation
Stephanie McHenry	Vice President for Business Affairs and Finance	Cleveland State University
Tracey Nichols	Director of Economic Development	City of Cleveland
Bill Peacock	Executive Director, Facilities and Construction Management	The Cleveland Clinic
Jenn Ruggles	Executive Director of Government Relations	Case Western Reserve University
Brian Smith	Administration Director, Construction Management	The Cleveland Clinic
Steve Standley	Senior Vice President	University Hospitals Health System
Alan Wilde	VP System Service	University Hospitals Health System
Greg Zucca	Senior Development Finance Analyst	Cuyahoga County