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## The Forward Cities Cleveland Experience: Overview and Analysis

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**Urban Institute**  
**The Aspen Institute**

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January 2016

**THE FORWARD CITIES  
CLEVELAND EXPERIENCE:  
OVERVIEW AND  
ANALYSIS**

**CENTER FOR  
ECONOMIC  
DEVELOPMENT**

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## INTRODUCTION

The city of Cleveland is part of *Forward Cities*, a four-city initiative focused on inclusive innovation and entrepreneurship. Forward Cities is a national learning collaborative, and its two-year pilot project includes the cities of Cleveland, Detroit, Durham, and New Orleans.

“Forward Cities gives participating cities an opportunity to:

- Explore issues of inclusive innovation (so that the city/region’s current entrepreneurial boom does not leave the most vulnerable behind);
- Identify the most effective ways for supporting and developing leaders, entrepreneurs and businesses, in low income neighborhoods; and
- Discuss strategies to build innovative leadership and an entrepreneurial workforce, especially in traditionally disconnected communities (as well as developing the capacity of high-growth enterprises to recruit/train opportunity youth).<sup>1</sup>”

Each city established an Innovation Council that includes representatives from cross-sector organizations and individuals.<sup>2</sup> The Cleveland Council includes 31 members from 24 organizations. Council members represent economic development organizations, community development, funders, small business lenders, business leaders, entrepreneurs, media, research/data/policy, and city government. Over 20 members are active and attend many of the council meetings. The Council has been meeting monthly to more clearly define its objectives and build trust and collaboration among its members. Since this is a place-based initiative, the council members were involved in the selection of four corridors where very specific, locally-based programs are happening. Some council members indicated that they were unaware of how the targeted geographies would function before the work in these four corridors began, but as this work progressed, this initiative sparked new, positive thinking about these geographies.

The Center for Economic Development at Cleveland State University’s Levin College of Urban Affairs was asked to join the Council as a research and data partner. In addition to providing data and insights in support of the discussion of the corridors, the Center assembled a catalogue of support organizations that assist entrepreneurs in the city of Cleveland and a directory of minority-owned and women-owned companies located in the city.

The catalogue of entrepreneurial support organizations includes information on the organization name, website address, physical address, phone number, email address, and geography covered. It also provides details on the type of services provided by each organization such as business planning and strategy, research and product development, sales and marketing, legal assistance, financial management, access to capital, workforce/talent, real estate assistance, export assistance, networking, workshops and classes, and one-on-one

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<sup>1</sup> <http://www.forwardcities.org/about/missionstatement.aspx> (as of January 11, 2016)

<sup>2</sup> See Appendix A for a listing of Cleveland Innovation Council Members

mentorship. Also, the catalogue indicates the business stage of entrepreneurs helped by these organizations from the idea stage, to startup, and existing businesses, as well as indicating whether the organizations serve specific categories of clients such as those with minority status, females, immigrants, veterans, or the disabled. Finally, the catalogue specifies whether each organization serves entrepreneurs from all industries or focuses on specific industries such as tech, healthcare, retail, or food.

The Center also assembled a directory of minority-owned (MBE) and women-owned (FBE) enterprises located in the city of Cleveland. Since various organizations in the city have their own lists, the Council suggested that a more comprehensive and inclusive directory would be critical to the initiative. Since the cost of purchasing such data from commercial sources was high and restrictions were imposed on distribution, the Center was asked to assemble such a directory. Data were collected from 16 different organizations, and duplicate entries for the same companies were excluded.<sup>3</sup> For each company we included the following variables: Company Name, Owner First and Last Name, Physical Address, Zip code, Email Address, MBE and/or FBE status, and industry. The Center geo-coded the company addresses provided and identified 949 companies that are located within the Cleveland city boundaries. Of these, 499 are minority male-owned companies, 224 are minority female-owned businesses, and 226 are white female-owned businesses. Using maps, the report displays the location of these MBEs and FBEs in the corridors and in the neighborhoods that surround the corridors. See Appendix C for a listing of businesses within each corridor.

In addition to this introduction, the report describes each of the corridors and their surrounding neighborhoods, the role of the public sector, and the role of the talent pipeline and youth entrepreneurship in encouraging minority entrepreneurship and small business growth. For each neighborhood, the report describes demographic characteristics, economic indicators, the number of minority and women owned companies, and real estate conditions. This data was included in a strategic effort to assist readers in understanding the corridor/neighborhood composition provide baseline metrics. We conducted interviews and roundtables to gather qualitative details on the next steps of each corridor, the role of the public sector, and the role of the talent pipeline and youth entrepreneurship. This report is not comprehensive, and it does not offer an evaluation or assessment of this initiative, nor its impact. However, it does provide a brief overview snapshot of what is happening in the corridors.

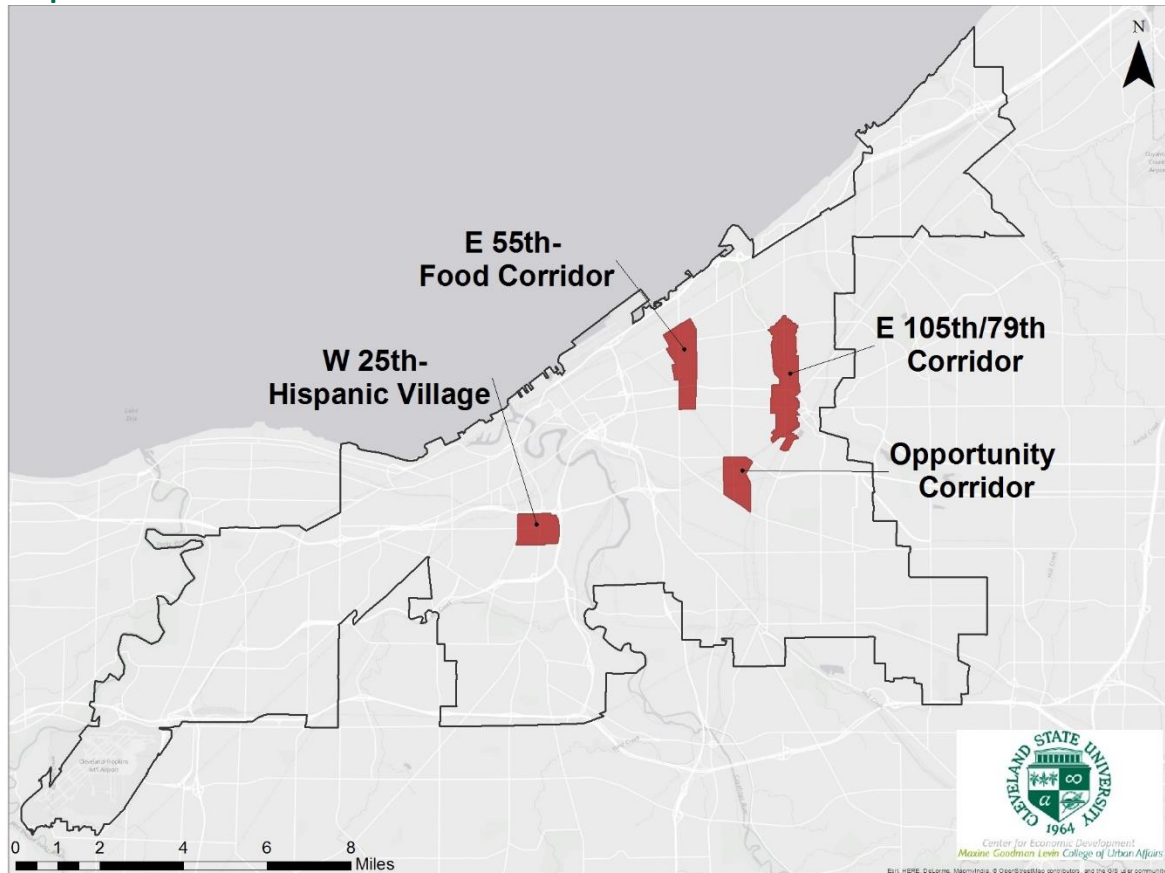
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<sup>3</sup> The following organizations provides their lists to help in the assembling the directory: Case Western Reserve University, City of Cleveland, Cleveland Clinic, Cleveland State University, Crain's Business Cleveland, Cuyahoga County Community College, Cuyahoga County, Cuyahoga Metropolitan Housing Authority, Famicos Foundation, Greater Cleveland Partnership Commission on Economic Inclusion, JumpStart, Metro Health System, Neighborhood Connections, Northeast Ohio Regional Sewer District, Ohio Aerospace Institute, and Ohio Department of Administrative Services. It should be noted that many business were listed by more than one of these organizations.

## CORRIDORS

The Cleveland Innovation Council selected four corridors: one on the west side of the city – the Hispanic Village Corridor– and three on the east side of Cleveland – the E. 55<sup>th</sup> Food Corridor, the Opportunity Corridor-E. 79<sup>th</sup>, and the E. 105<sup>th</sup> Corridor (Map 1).

**Map 1: Four Forward Cities Corridors**



Source: Center for Economic Development, Cleveland State University

The corridors are in different phases of development, but all of the neighborhoods that surround these corridors face high levels of poverty and disconnection from the economic engines of the city and the region. This report highlights the distinct characteristics of each corridor, and it seeks to draw attention to the strengths, barriers, and opportunities in each area. Qualitative information was gathered through interviews and roundtable discussions with several people working in each corridor.

The goal of Forward Cities in Cleveland is to increase awareness about these corridors, increase community focus and coordination related to economic opportunities in these areas, and introduce new training and investment tools. It is important to acknowledge that there is ongoing work related to inclusive entrepreneurship in each of the corridors beyond the



Forward Cities initiative as well as other place based development efforts in the city beyond the four corridors

### **E. 55<sup>TH</sup> FOOD CORRIDOR**

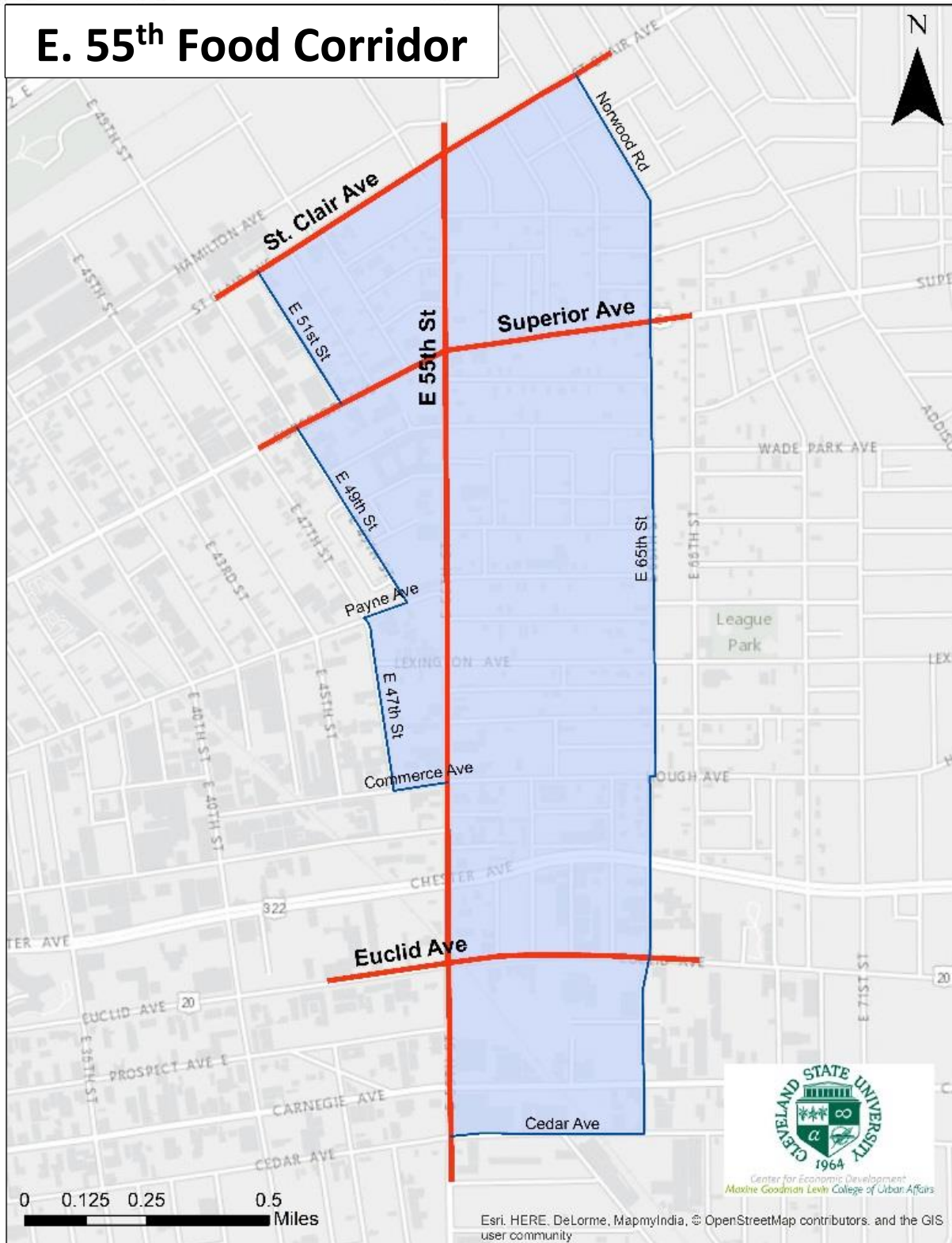
There has been a concerted effort in the E. 55<sup>th</sup> Food Corridor to transform a neighborhood that had been devastated by the housing foreclosure crisis into a food district. Due in part to a large grant that the St. Clair Superior Development Corporation (SCSDC) received from the U.S. Department of Health and Human Services, the area that extends from St. Clair Avenue to Cedar Avenue along E. 55<sup>th</sup> Street is undergoing a transformation (Map 2). A recent major achievement was the development and opening of Hub 55, with a goal to improve food security and create employment and business development opportunities that did not previously exist for low-income residents of the neighborhood.<sup>4</sup> A recent cleveland.com article noted that “Hub 55 is literally shining new light on the St. Clair-Superior area around East 55<sup>th</sup> Street. Gone are the glass block and ugly brick facades that once fronted the 42,000-square foot building....In their place are airy, almost floor-to-ceiling windows, rustic wood paneling, sleek shades and cleaned-up brick.”<sup>5</sup> A strategic study exploring the best uses of Hub 55 – as primarily retail or food production space – is expected in February 2016.

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<sup>4</sup> St. Clair Superior Development Corporation (2013). Hub 55. <http://www.stclairsuperior.org/neighborhoods/st-clair-neighborhood/hub-55/>

<sup>5</sup> [http://www.cleveland.com/entertainment/index.ssf/2015/03/hub\\_55\\_project\\_in\\_clevelands\\_s.html](http://www.cleveland.com/entertainment/index.ssf/2015/03/hub_55_project_in_clevelands_s.html)

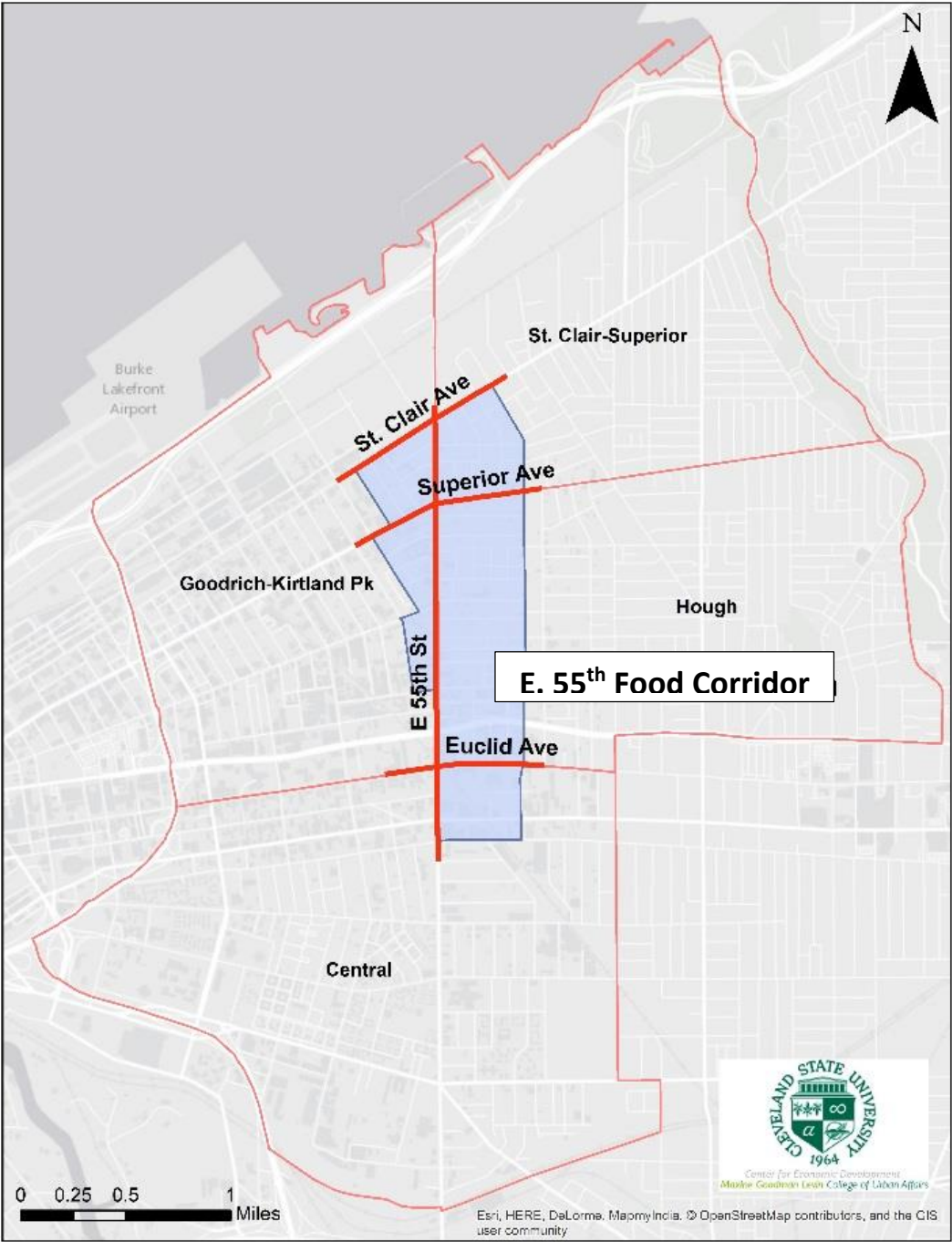
Map 2: E. 55<sup>th</sup> Food Corridor



Source: Center for Economic Development, Cleveland State University

The E. 55<sup>th</sup> Food Corridor touches four different Cleveland neighborhoods: Goodrich-Kirtland Park, St. Clair Superior, Hough, and Central. Map 3 shows the geographic footprint of the Food Corridor as well as the neighborhoods surrounding it. It is important to examine all aspects of the neighborhoods surrounding the Food Corridor, since the main objective is to help residents to start and grow small businesses as a way to create wealth and build communities.

**Map 3: E. 55<sup>th</sup> Food Corridor and Its Neighborhoods**



Source: Center for Economic Development, Cleveland State University

## Neighborhood Demographics

Examining who lives in these areas, and what their households look like, can assist in the decision-making process for the Food Corridor. Overall, the four neighborhoods have higher poverty rates, lower income levels, and lower levels of education compared to the city of Cleveland average. Of the four neighborhoods, Goodrich-Kirtland Park is the best-off in terms of income, education, unemployment, and poverty metrics; however, there is room for improvement (Table 1).

According to the five-year annual average data from the American Community Survey (2008-2012), the neighborhood demographics show some differences and similarities. Goodrich-Kirtland Park is the smallest of the four neighborhoods with only 3,873 residents. The neighborhood is racially and ethnically diverse; 20.3% of the population identify themselves as *Black* and 12.6% as *Hispanic*. The St. Clair Superior neighborhood is the second smallest with a total population of 6,605, while Central and Hough neighborhoods have nearly double population (11,576 and 12,594, respectively). St. Clair Superior, Central, and Hough are all majority minority neighborhoods; 81%, 89%, and 95% of the population are *Black* and 5%, 3%, and 1% are *Hispanic*, respectively.

All of the four neighborhoods are predominantly occupied by renters. Only 12% of Central's 4,304 households reside in owner-occupied housing units. Out of the 1,938 households in Goodrich-Kirtland Park, 22% live in an owner-occupied housing unit. St. Clair Superior and Hough have the highest percent of owner occupied housing units (38% and 34%, respectively).

Housing ownership is consistent with poverty status. The poverty rate is highest in the Central neighborhood at 72%, while it is less than 50% in the other three neighborhoods. The median household income is about \$20,000 for Goodrich-Kirtland Park, St. Clair Superior, and Hough. However, Central has a much lower median household income of close to \$9,000. The very low household income is consistent with Central's high poverty and very low rate of home ownership.

Educational attainment in these neighborhoods, measured for adults aged 25 and over, is very low. At least 32% of the adult population in all four neighborhoods are without a high school degree. Central and Hough have similar percentages of persons with no higher than a high school degree (32%-33%), while in Goodrich-Kirtland Park and St. Clair Superior 28% of adults have a high school degree. Although it has a lower share of high school graduates, the Goodrich-Kirtland Park neighborhood has the highest share of adults with at least a bachelor's degree (18%), while only between 6% and 8% of adults have a bachelor's degree in the other three neighborhoods.

All of the neighborhoods suffer from very high unemployment rates. The unemployment rate for individuals 16 years and older is highest in Central, where nearly 40% of its residents are unemployed. Hough and St. Clair Superior register unemployment rates around 30%. In contrast, the unemployment rate in Goodrich-Kirtland Park (the neighborhood with the highest educational attainment rate) is about half of the other neighborhoods (17%).

**Table 1: E. 55<sup>th</sup> Food Corridor Demographics Data, 2008-2012**

	Goodrich-Kirtland Park	St. Clair Superior	Central	Hough
<b>Total Population</b>	3,873	6,605	11,576	12,594
<b>Black, Alone, Percent</b>	20%	81%	89%	95%
<b>Hispanic, percent</b>	13%	5%	3%	1%
<b>Number of Households</b>	1,938	2,816	4,304	5,058
<b>Percentage of owner occupied housing units</b>	22%	38%	12%	34%
<b>Poverty Rate</b>	43%	46%	72%	44%
<b>Median household income</b>	\$21,547	\$19,059	\$8,866	\$17,174
<b>Percentage without high school degree</b>	33%	33%	33%	32%
<b>Percentage with high school degree</b>	28%	28%	33%	32%
<b>Percentage with bachelor's degree or more</b>	18%	6%	6%	9%
<b>Labor force participation rate</b>	61%	63%	50%	51%
<b>Unemployment rate</b>	17%	31%	39%	32%

Source: Census American Community Survey, 2008-2012

### Economic Indicators

To determine the economic health of the neighborhoods that surround the E. 55<sup>th</sup> Food Corridor boundary, the Ohio Quarterly Census of Employment and Wages data (QCEW) for the 1<sup>st</sup> quarter of 2013 were used. The highest numbers for establishment, employment, and wages are in the Goodrich-Kirtland Park neighborhood, but the highest average wage can be found in St. Clair Superior (Table 2). Hough has by far the lowest number of establishments, employment, wages, and average wages of all four neighborhoods, suggesting that it is primarily residential and it lacks any economic base. According to Table 3 – which identifies the top five industries in each of these neighborhoods – Health Care and Social Assistance, and Manufacturing are among the top five industries in three of the neighborhoods: Goodrich-Kirtland Park, Central, and Hough.

**Table 2: E. 55<sup>th</sup> Food Corridor Economic Indicators, 2013 Q1**

	<b>Goodrich-Kirtland Park</b>	<b>St. Clair Superior</b>	<b>Central</b>	<b>Hough</b>
<b>Establishments</b>	488	118	343	64
<b>Employment</b>	9,265	2,104	9,059	1,184
<b>Wages</b>	\$118,926,188	\$29,185,155	\$93,730,889	\$8,798,208
<b>Average Wages</b>	\$51,342	\$55,490	\$41,387	\$7,431

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1

Note: Average wage is calculated as follows: quarterly wages times 4 divided by employment, based on first quarter data.

**Table 3: E. 55<sup>th</sup> Food Corridor Top Five Private Sectors Based on Employment, 2013 Q1**

	Rank	Industry	Establishments	Employment	Wages	Average Wages
<b>Goodrich-Kirtland Park</b>		<i>All industries</i>	488	9,265	\$118,926,188	\$51,342
	1	Manufacturing	84	1,767	\$23,654,637	\$53,558
	2	Wholesale Trade	71	1,213	\$14,673,710	\$48,401
	3	Construction	46	1,142	\$17,349,042	\$60,767
	4	Health Care and Social Assistance	17	985	\$9,156,342	\$37,171
	5	Professional, Scientific, and Technical Services	47	781	\$9,608,655	\$49,233
<b>Central</b>		<i>All Industries</i>	343	9,059	\$93,730,889	\$41,388
	1	Health Care and Social Assistance	64	3,961	\$39,400,637	\$39,785
	2	Administrative and Support and Waste Management and Remediation Services	13	1,142	\$7,020,520	\$24,597
	3	Wholesale Trade	39	774	\$13,329,909	\$68,888
	4	Other Services (Except Public Administration)	51	615	\$4,488,950	\$29,196
	5	Manufacturing	22	554	\$5,614,459	\$40,562
<b>Hough</b>		<i>All Industries</i>	64	1,184	\$8,798,208	\$29,724
	1	Health Care and Social Assistance	20	702	\$5,171,023	\$29,465
	2	Manufacturing	7	144	\$1,226,196	\$34,140
	3	Real Estate and Rental and Leasing	6	77	\$557,146	\$28,943
	4	Retail Trade	14	71	\$406,438	\$22,898
	5	Management of Companies and Enterprises	NA	NA	NA	NA

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1

Notes: Average wage is calculated as follows: wages times 4 divided by employment, based on first quarter data.

NA indicates data are not available because of suppression.

Industry data for St. Clair Superior could not be broken out due to disclosure limitations.

### **The existence of Minority-Owned and Women-Owned Business Enterprises (MBEs/FBEs)**

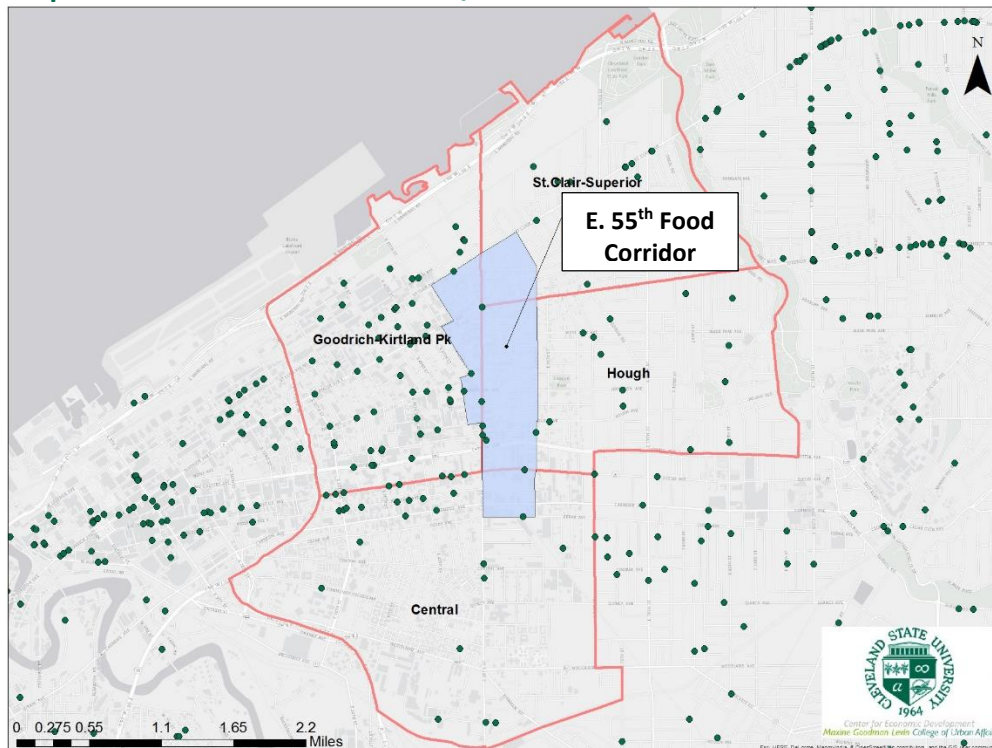
The Center for Economic Development assembled a directory of MBEs and FBEs located in the city of Cleveland. This directory is not comprehensive and may exclude many of the small lifestyle businesses that are located in the corridors.

Ten of the businesses on the collected directory fall within the E 55<sup>th</sup> Food Corridor. The breakdown of the male-minority, female-minority, and white female owned businesses in this corridor is:

- 8 male-minority owned businesses
- 3 female-minority owned businesses
- 1 white female owned business

However, many more companies are located in the four neighborhoods in which the corridor is located (Map 4). There are 162 MBEs and FBEs in the four neighborhoods combined.

**Map 4: E. 55<sup>th</sup> Food Corridor MBEs/FBEs**



Source: Center for Economic Development, Cleveland State University

### Real Estate Inventory

The Cleveland 2015 Citywide Parcel Survey report prepared by the Cleveland’s Western Reserve Land Conservancy and Detroit’s Loveland Technologies and published in November 2015<sup>6</sup>, provides data on the external conditions and the percentage of all structures coded as vacant for each Cleveland neighborhood. This data gives a greater insight into the real estate conditions of the neighborhoods surrounding the E. 55<sup>th</sup> Food Corridor.

Out of the 1,408 structures surveyed in Goodrich-Kirtland Park, 10% were coded as vacant, and 18% of the 2,061 parcels were coded as vacant lots (Table 4). The vacancy rates in the other three neighborhoods are much higher. In St. Clair-Superior, 24% of all structures are coded as

<sup>6</sup> <https://makeloveland.com/reports/cleveland>



vacant, and 34% of all parcels surveyed are coded as vacant lots. Although only 13% of all structures in Central are coded as vacant, 49% of all parcels are coded as vacant lots. Lastly, 18% of all Hough structures are coded as vacant, and 43% of all parcels are coded as vacant lots.

The results of the property inventory survey provided A (Excellent) or B (Good) ratings to 76% of all parcels with occupied structures surveyed in Goodrich-Kirtland Park. In St. Clair Superior, 62% of their parcels with structures were rated as A or B. In Hough, the survey gave an A or B rating to 71% of the parcels with structures surveyed. In Central, 80% of parcels with structures surveyed were rated as either A or B. The high percentage of A and B rated parcels in these three neighborhoods is important to the development of entrepreneurship in this corridor, because businesses could have well-maintained physical structures to move into that need few improvements (if any).

**Table 4: E. 55<sup>th</sup> Food Corridor Real Estate Inventory, 2015**

	Vacant Structures	Vacant Lots	Percent of Structures Rated A & B
<b>Goodrich-Kirtland Park</b>	18%	10%	76%
<b>St. Clair Superior</b>	24%	34%	62%
<b>Hough</b>	18%	43%	71%
<b>Central</b>	13%	49%	80%

Source: Cleveland Citywide Survey by Western Reserve Land Conservancy and Loveland Technologies, November 2015

### The Corridor and Next Steps

The E. 55<sup>th</sup> Food Corridor is an area where entrepreneurial “foodies” can have a chance to foster their ideas for sustainable business. A roundtable discussion with the subcommittee working in this corridor gleaned insight into the entrepreneurial atmosphere of this corridor. Food naturally emerged as a topic of focus because of the Hub 55 project and the Cleveland Culinary Launch & Kitchen (CCLK), two food-related initiatives already occurring around the corridor.

The mission statement of the corridor is “stimulating food entrepreneurship by residents of St. Clair-Superior and Hough neighborhoods by leveraging the assets: food entrepreneurship near and around the E. 55<sup>th</sup> corridor.”<sup>7</sup> Two significant entrepreneurial and small business activities are happening in and around the corridor; the first includes the work of the Economic Community Development Institute (ECDI) and their Culinary Launch & Kitchen (CCLK), a shared kitchen and food business incubator. The second major activity is the Hub 55 project, a mixed-use building along E. 55<sup>th</sup> that includes a brewery, café, market and rentable flex, retail and

<sup>7</sup> Interview with Jeff Epstein, Director of Health-Tech Corridor on October 20, 2015.

office space. An upcoming study regarding Hub 55, to be released in February 2016, aims to discover if the project should be more retail- or production-focused.

The corridor's main strengths and assets include this creative place-making, which brings people who value food into the corridor with the hope that they will be inspired to develop a business there. The Ohio State University's Agricultural Extension provides the corridor with a vast knowledge base and with urban agriculture training programs. Another asset is growing employment along Euclid and Superior Avenues, which improves the business climate in the corridor. Most importantly, the diversity of the corridor is welcoming to all people and sparks inclusive entrepreneurship.

A barrier to increasing small business activity in the corridor is the inability of entrepreneurs to raise capital, especially among low income business owners. The corridor's future growth and success depend on continuous support from organizations such as ECDI, CCLK, the city of Cleveland, and SCSDC. These support organizations work with Cleveland Neighborhood Progress, a local community development funding intermediary, to increase the number of minority and low-income entrepreneurs that live in the corridor. However, more efforts are needed to increase the involvement of local entrepreneurs; for example, only about 15% of participants in the CCLK are from Hough and are low income. Many local residents are hesitant to become "entrepreneurs" because of the uncertainties regarding cost, risk, complexity, and other unknown difficulties. In order to break down barriers, the SCSDC has begun to organize cooking clubs where individuals come together to cook. Along the way, participants learn about how starting their own businesses may not be as difficult as they believe. Changing the language around entrepreneurship and engaging residents one-on-one can create a safe environment for individuals to branch out into new lines of work.

## OPPORTUNITY CORRIDOR-E. 79<sup>TH</sup>

The Opportunity Corridor as a whole is a planned boulevard that will run from East 55<sup>th</sup> Street at Interstate 490 to East 105<sup>th</sup> Street in University Circle—connecting the western suburbs of Cleveland to University Circle, where major employers such as the Cleveland Clinic, University Hospitals, and Case Western Reserve University are located.<sup>8</sup> The area between I-490 and University Circle has become known as the “Forgotten Triangle” due to the lack of economic activity.<sup>9</sup> The corridor embodies the private, public, and nonprofit partnership between the Ohio Department of Transportation, the City of Cleveland, Greater Cleveland Partnership, and the Opportunity Corridor Partnership Office. Forward Cities decided to focus on a section of the Opportunity Corridor along E. 79<sup>th</sup> street to open opportunities for new economic development, new jobs, and a new identity for the community.

It is important to note that the construction on the project will begin in the fall of 2017 (the E. 79<sup>th</sup> Street Portion) and continue through 2019.<sup>10</sup> With that, business development is preceded by the construction of the road, and ground breakings for new businesses are 4-5 years in the future.

Map 5 shows the boundaries of the Opportunity Corridor-E. 79<sup>th</sup> corridor in detail.

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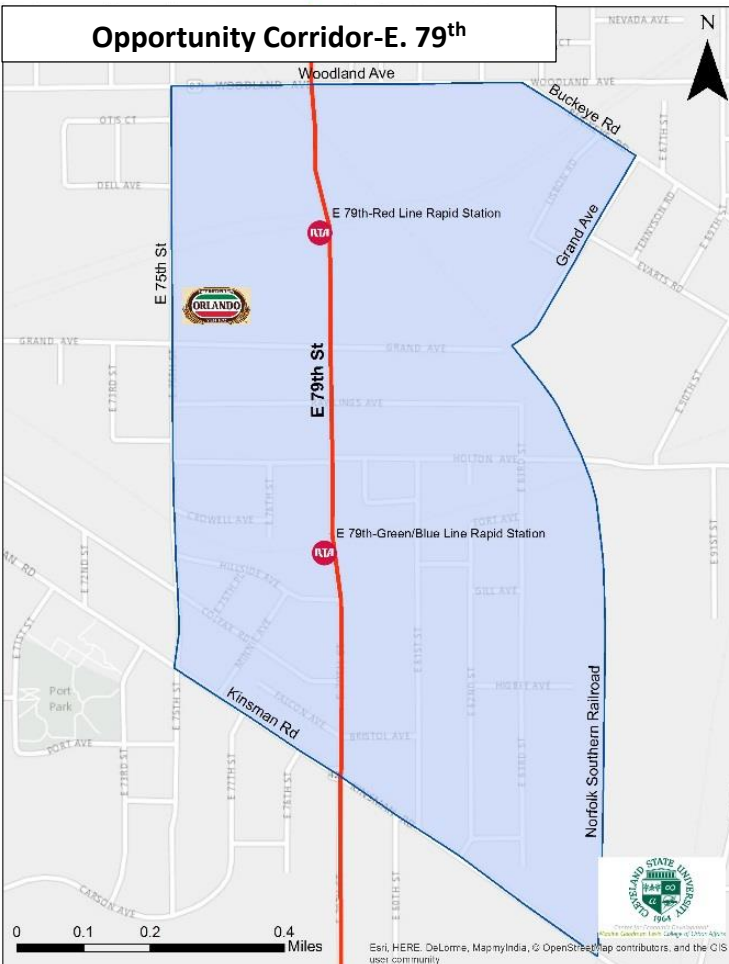
<sup>8</sup> Greater Cleveland Partnership (2016). Opportunity Corridor. <http://www.gcpartnership.com/See-What-We-Do/Infrastructure-and-Physical-Development/Opportunity-Corridor>

<sup>9</sup> <http://www.dot.state.oh.us/projects/ClevelandUrbanCoreProjects/OpportunityCorridor/Pages/default.aspx>

<sup>10</sup> Ohio Department of Transportation. (2016).

<http://www.dot.state.oh.us/projects/ClevelandUrbanCoreProjects/OpportunityCorridor/NewsandInformation/Pages/Construction-Sections.aspx>

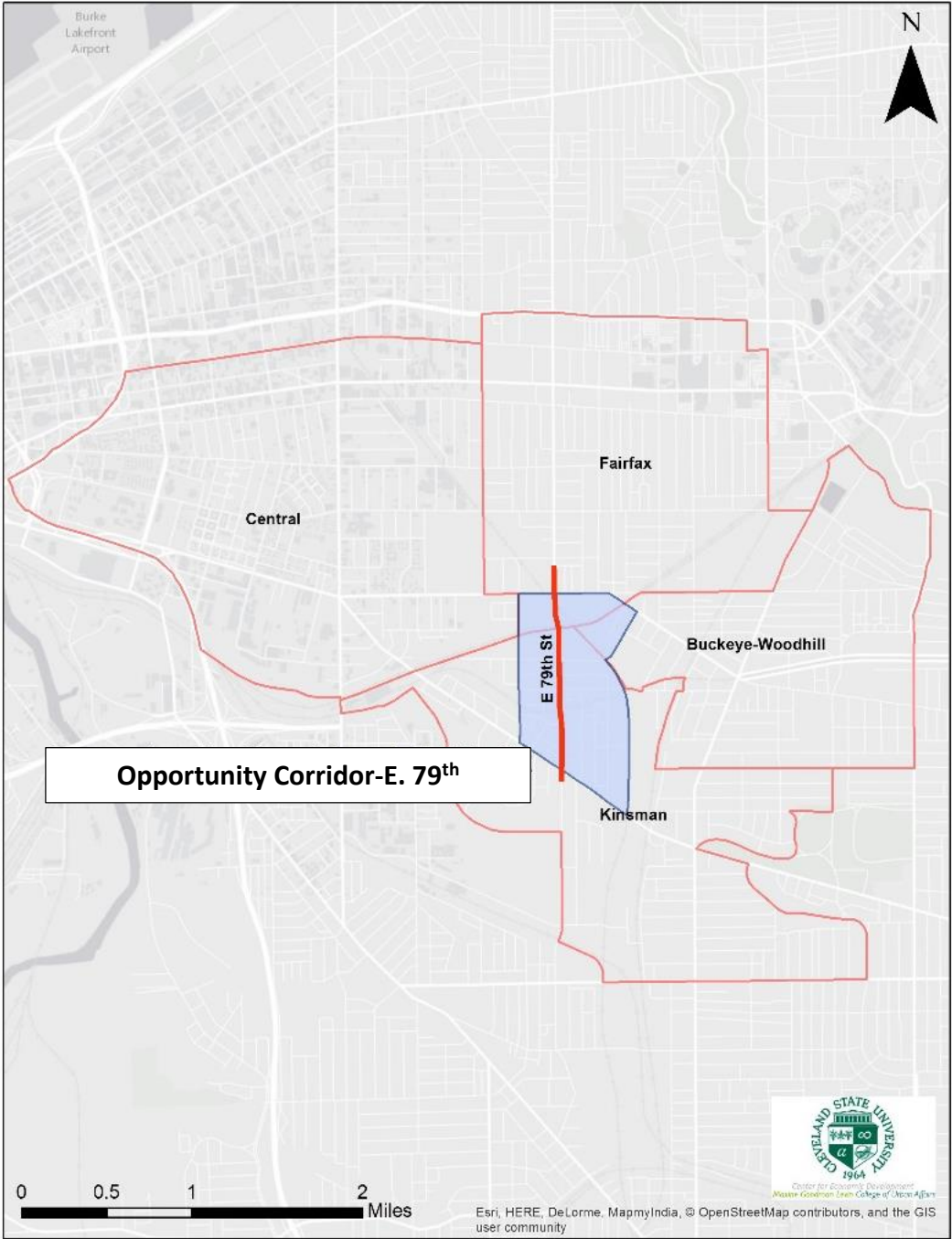
## Map 5: Opportunity Corridor-E. 79th



Source: Center for Economic Development, Cleveland State University

The Opportunity Corridor-E. 79th is part of four different Cleveland neighborhoods: Central, Fairfax, Buckeye-Woodhill, and Kinsman. Map 6 shows an overview of the Opportunity Corridor-E. 79th and the surrounding neighborhoods. It is important to examine all aspects of the neighborhoods surrounding Opportunity Corridor, since the main objective is to transform the “Forgotten Triangle” into an area full of economic activity.

**Map 6: Opportunity Corridor-E. 79<sup>th</sup> and Its Neighborhoods**



Source: Center for Economic Development, Cleveland State University

**Neighborhood Demographics**

Examining demographic data provides a better understanding of who is most likely to start a business in the corridor. The largest of the four neighborhoods is Central with 11,576 residents, according to a five-year average data from the Census American Community Survey (2008-

2012) (Table 5). Fairfax, Buckeye-Woodhill, and Kinsman have total populations of 6,078, 7,445 and 6,971, respectively. All of these neighborhoods have a majority minority population. In Central, 89% of the population identify themselves as *Black* and 3% as *Hispanic*. In Fairfax, Buckeye-Woodhill, and Kinsman, more than 94% of the population identifies itself as *Black* while one to four percent identify as *Hispanic*.

Home ownership data give insight into who has stakes in the neighborhood. Unfortunately, these four neighborhoods are all predominantly occupied by renters who may only be residing in the neighborhood temporarily. Only 12% of Central's 4,304 households reside in owner-occupied housing units. Out of the 2,909 households in Buckeye-Woodhill, 27% live in an owner-occupied housing unit. Fairfax and Hough have the highest percent of owner-occupied housing units (40% and 33%, respectively). We assume that neighborhoods with higher percentages of owner-occupied houses are more stable.

The four neighborhoods have a higher poverty rate and lower income compared to the city of Cleveland average. The poverty rate is highest in the Central neighborhood at 72%, while Fairfax has the lowest poverty rate at 37%. Over half of the residents that live in Buckeye-Woodhill and Kinsman live in poverty (54%).

Median household income for the four neighborhoods varies greatly from \$15,558.66 and \$17,300.17 to \$20,977.66 (Buckeye-Woodhill, Kinsman, and Fairfax). Central has a much lower median household income of close to \$9,000. Median household income in Central is less than half the income in Fairfax.

Education attainment, measured for adults aged 25 and over, in these neighborhoods is very low. The percent of persons without high school degrees ranges from 27% in Fairfax to 34% in Central. The percent of persons with only a high school degree ranges from 27% in Buckeye-Woodhill to 37% in Kinsman. The percent of adults with bachelor's degree or more is highest in Fairfax at 10%, while only between 5% and 6% of the adult residents in the other three neighborhoods have attained a bachelor's degree or more.

All of the neighborhoods have very high unemployment rates. The unemployment rate for individuals 16 years of age and older is highest in the Central neighborhood, where nearly 40% of the residents were unemployed. Buckeye-Woodhill has the next highest unemployment rate at 33%, while Fairfax and Kinsman have unemployment rates of 28% and 30%, respectively.

**Table 5: Opportunity Corridor-E. 79<sup>th</sup> Demographics Data, 2008-2012**

	Central	Fairfax	Buckeye-Woodhill	Kinsman
<b>Total Population</b>	11,576	6,078	7,445	6,971
<b>Black, Alone, Percent</b>	89%	95%	94%	95%
<b>Hispanic, percent</b>	3%	1%	2%	4%
<b>Number of Households</b>	4,304	2,519	2,909	2,840
<b>Percentage of owner occupied housing units, percent</b>	12%	40%	27%	33%
<b>Poverty Rate</b>	72%	37%	54%	51%
<b>Median household income</b>	\$8,866.07	\$20,977.66	\$15,558.66	\$17,300.17
<b>Percentage without high school degree</b>	33%	27%	33%	28%
<b>Percentage with high school degree</b>	33%	36%	27%	37%
<b>Percentage with bachelor's degree or more</b>	6%	10%	6%	6%
<b>Labor force participation rate</b>	50%	49%	54%	54%
<b>Unemployment rate</b>	39%	28%	33%	30%

Source: Census American Community Survey, 2008-2012

### Economic Indicators

The Ohio Quarterly Census of Employment and Wages data (QCEW) for the 1<sup>st</sup> quarter of 2013 is used to analyze the health of the economy in these neighborhoods. The Central and Fairfax neighborhoods both have considerably more establishments, employment, and wages than Buckeye-Woodhill or Kinsman; however, Fairfax has the highest average wages (Table 6). The reason for the higher wages in Fairfax is because the Cleveland Clinic's main campus is located in the Fairfax neighborhood. Both Buckeye-Woodhill and Kinsman have only 56 establishments each, suggesting that these neighborhoods have a very small economic base and are primarily residential. Both neighborhoods have close to 1,200 employees working in them, with average wages ranging from \$37,000 to \$45,000.

**Table 6: Opportunity Corridor-E. 79<sup>th</sup> Economic Indicators, 2013 Q1**

	Central	Fairfax	Buckeye- Woodhill	Kinsman
<b>Establishments</b>	343	379	56	56
<b>Employment</b>	9,059	42,512	1,195	1,176
<b>Wages</b>	\$93,730,889	\$684,544,176	\$11,103,282	\$13,303,062
<b>Average Wages</b>	\$41,387	\$64,409	\$37,166	\$45,261

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1.

Notes: Average wage is calculated as follows: quarterly wages times 4 divided by employment, based on first quarter data.

Economic Indicators for Fairfax include both Fairfax and University

Table 7 analyzes employment in the four neighborhoods by major industry. Only Health Care and Social Assistance emerges as a top industry in all four neighborhoods. Wholesale Trade and Manufacturing are top ranked industries in three of the neighborhoods (all except for Fairfax). Fairfax is the only neighborhood that includes the Professional, Scientific, and Technical Services industry among its top industries. Again, this can be explained by the proximity to the Cleveland Clinic and other large institutions in University Circle.



**Table 7: Opportunity Corridor-E. 79<sup>th</sup> Top five private sectors based on employment, 2013 Q1**

	Rank	Industry	Establishments	Employment	Wages	Average Wages
<b>Central</b>		<i>All Industries</i>	343	9,059	\$93,730,889	\$41,388
	1	Health Care and Social Assistance	64	3,961	\$39,400,637	\$39,785
	2	Administrative and Support and Waste Management and Remediation Services	13	1,142	\$7,020,520	\$24,597
	3	Wholesale Trade	39	774	\$13,329,909	\$68,888
	4	Other Services (except Public Administration)	51	615	\$4,488,950	\$29,196
	5	Manufacturing	22	554	\$5,614,459	\$40,562
<b>Fairfax</b>		<i>All Industries</i>	NA	NA	NA	NA
	1	Health Care and Social Assistance	NA	NA	NA	NA
	2	Accommodation and Food Services	26	895	\$5,566,992	\$24,880
	3	Other Services (except Public Administration)	14	271	\$1,231,035	\$18,148
	4	Professional, Scientific and Technical Services	19	194	\$3,076,992	\$63,443
	5	Wholesale Trade	6	182	\$2,152,134	\$47,386
<b>Buckeye-Woodhill</b>		<i>All Industries</i>	56	1,195	\$11,103,282	\$37,168
	1	Health Care and Social Assistance	9	496	\$5,784,477	\$46,618
	2	Educational Services	3	175	\$1,154,763	\$26,455
	3	Manufacturing	NA	NA	NA	NA
	4	Retail Trade	NA	NA	NA	NA
	5	Wholesale Trade	NA	NA	NA	NA
<b>Kinsman</b>	0	<i>All Industries</i>	64	1,184	\$8,798,208	\$29,724
	1	Health Care and Social Assistance	20	702	\$5,171,023	\$29,465
	2	Manufacturing	7	144	\$1,226,196	\$34,140
	3	Real Estate and Rental and Leasing	6	77	\$557,146	\$28,943
	4	Retail Trade	14	71	\$406,438	\$22,898
	5	Management of Companies and Enterprises	NA	NA	NA	NA

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1

Notes: Average wage is calculated as follows: wages times 4 divided by employment, based on first quarter data.

NA indicates data are not available because of suppression.

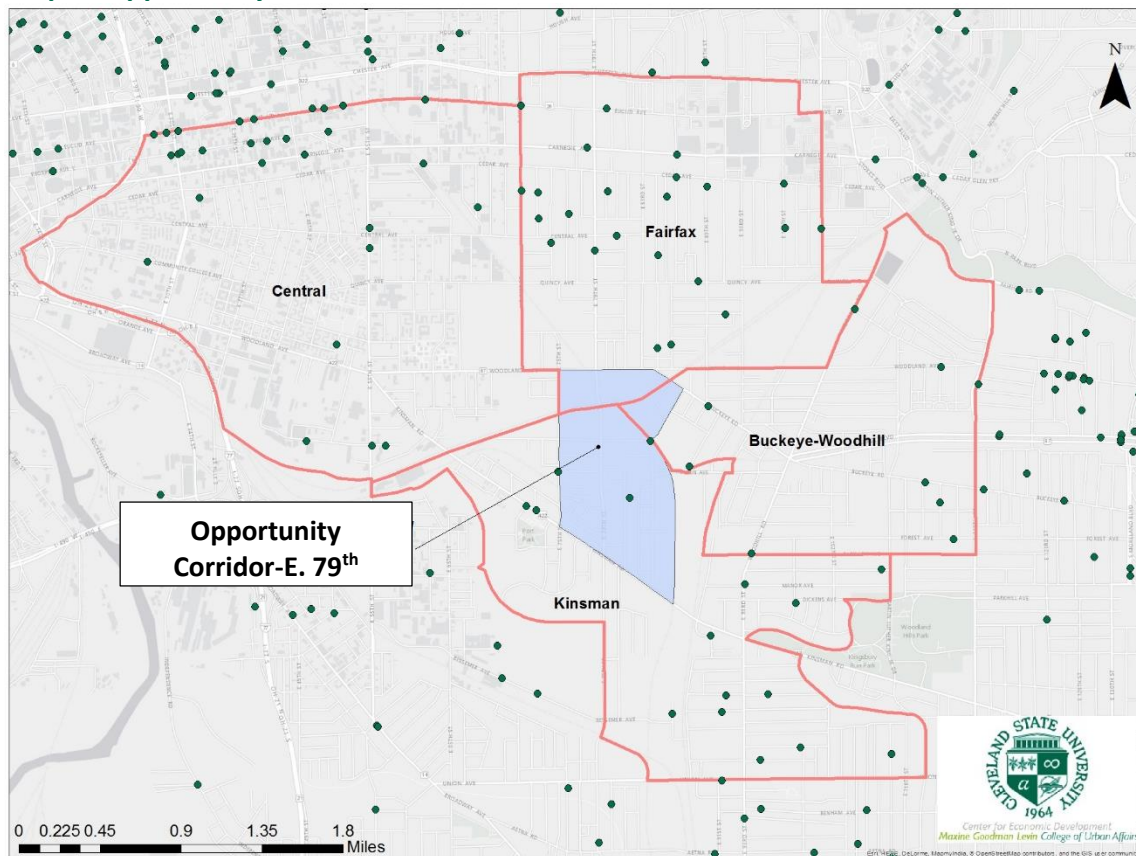
### The existence of Minority-Owned and Women-Owned Business Enterprises (MBEs/FBEs)

Four of the businesses on the assembled directory of MBEs and FBEs located in the city of Cleveland fall within the Opportunity Corridor-E. 79<sup>th</sup>. The breakdown of the MBEs/FBEs in this corridor is:

- 3 male-minority owned business
- 1 female-minority owned business

Slow business development activity in this area may be due to the delay that businesses will open in this area after the completion of road construction. However, many more companies are located in the four neighborhoods in which the corridor is located (Map 7). There are 103 MBEs and FBEs in the four neighborhoods combined.

**Map 7: Opportunity Corridor-E. 79<sup>th</sup> MBEs/FBEs**



Source: Center for Economic Development, Cleveland State University

## Real Estate Inventory

Data from the Cleveland 2015 Citywide Parcel Survey by Western Reserve Land Conservancy and Loveland Technologies published in November 2015<sup>11</sup> provides a clear sense of the real estate inventory. This data provides the external conditions and the percentage of all structures coded as vacant for each Cleveland neighborhood.

The vacancy rates in the four neighborhoods were all very similar. Of the 1,187 structures surveyed in Central, 13% were coded as vacant, whereas 49% of the 2,927 parcels surveyed were coded as vacant lots (Table 8). In Fairfax, 14% of all structures are coded as vacant, and 45% of all parcels surveyed are coded as vacant lots. Although only 10% of structures in Buckeye-Woodhill are coded as vacant, 38% of all parcels are coded as vacant lots. Lastly, 19% of all Kinsman structures are coded as vacant, and 43% of all parcels are coded as vacant.

In all four neighborhoods, less than half of the occupied structures were deemed to be in excellent or good condition. In the Central neighborhood, only 34% of total parcels with structures surveyed received either an A (Excellent) rating or B (Good) rating—needing only basic improvements (if any) and appearing to be well-maintained and cared for. Similarly, in Fairfax only 36% of parcels with structures surveyed received either an A or B rating. Buckeye-Woodhill has 40% of parcels with structures rated either A or B. Finally, 38% of the parcels with structures surveyed in Kinsman are rated either A or B.

**Table 8: Opportunity Corridor-E. 79<sup>th</sup> Corridor Real Estate Inventory, 2015**

	Vacant Structures	Vacant Lots	Percent of Structures Rated A & B
<b>Central</b>	13%	49%	34%
<b>Fairfax</b>	14%	45%	36%
<b>Buckeye-Woodhill</b>	10%	38%	40%
<b>Kinsman</b>	19%	43%	38%

Source: Cleveland Citywide Survey by Western Reserve Land Conservancy and Loveland Technologies, November 2015

## The Corridor and Next Steps

The Opportunity Corridor-E. 79<sup>th</sup> Street has entrepreneurial opportunities close to the construction of the Opportunity Corridor roadway. The development of this roadway has sparked interest amongst developers and entrepreneurs concerning how new traffic in the area can aid in building new and better businesses.

Current initiatives include about 10 urban agricultural ventures such as Green City Growers, an Evergreen Collaborative, and the Urban Agriculture Innovation Zone (home to the Rid-All Green Partnership). This Urban Agriculture Innovation Zone is considered to be the greatest asset within the corridor. This corridor is also home to several small businesses and two very large

<sup>11</sup> <https://makeloveland.com/reports/cleveland>

legacy businesses, the Miceli Dairy Product Company and Orlando Bakery. Small businesses within the corridor include a hardware store, a daycare facility, a carry-out restaurant, and a café. These small businesses are attempting to cater to the nearby health and education institutions located just north of the area.

Capacity builders and support organizations such as the City of Cleveland, the Urban League, Small Business Development Centers, and Score are working to increase entrepreneurial activity in the corridor. One strength of this corridor is that most of the corridor is available for future business development, so there is space for businesses to break ground and start anew. Another strength lies in the fact that the corridor has easy transit access through two light-rail rapid transit lines at East 79<sup>th</sup> near Kinsman and East 79<sup>th</sup> near Woodland (Map 7).

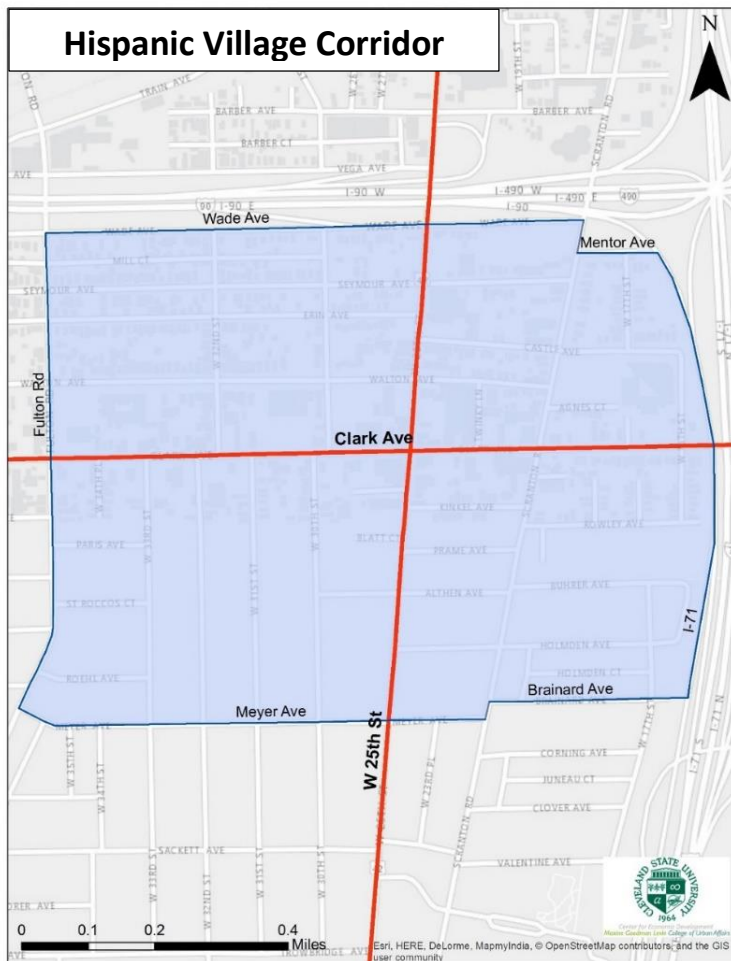
Barriers exist on both the demand and supply side. Current barriers to increasing business activity on the supply side include access to capital, technical assistance, startup costs, and recruitment. Demand-side barriers include a lack of understanding of current needs and the limited purchasing power of people living and working in these neighborhoods. This will lead to determinations as to what sort of businesses the present market can support along the corridor.

The Opportunity Corridor-E. 79<sup>th</sup> subcommittee has developed goals and strategies for 2016. The Rid-All Strategy will leverage Rid-All Green Partnership's location and Phase 1 success by assisting them in their next growth phase(s). The subcommittee hopes to use best practice technical assistance to help and deliver resources to 5-10 local businesses that need help. They hope to leverage services provided, bring the right people together, and seek creative solutions to have a larger impact. Through outreach and engagement, target-specific information will be collected and shared that will help current or potential entrepreneurs grow business opportunities. Lastly, the committee will try to leverage large employers in the Opportunity Corridor vicinity, such as the Cuyahoga Metropolitan Housing Authority, the Justice Center, and University Circle institutions, to bring people to and through their doors.

## HISPANIC VILLAGE CORRIDOR

Hispanic Village —also known as *La Villa Hispana*—located at the intersection of West 25<sup>th</sup> and Clark Avenue on the Near West Side of Cleveland, boasts the largest concentration of Latinos in the state of Ohio. Roughly 5,000 Latinos call the neighborhood home. Over the last 25 years, La Villa Hispana has centralized the economic vitality of the Latino community.<sup>12</sup> Organizations advocating for this corridor have 290 collective years of service in the community, and they feel that now is a prime opportunity to make strides in fostering the entrepreneurial ecosystem in this unique corridor. The Hispanic Village Corridor is shaped like a large square around the intersection of Clark Avenue and W. 25<sup>th</sup> St. It is bordered by Fulton Road to the west, I-71 to the east, Wade and Mentor Avenue to the north, and Meyer and Brainard Avenue to the south (Map 8).

Map 8: Hispanic Village Corridor

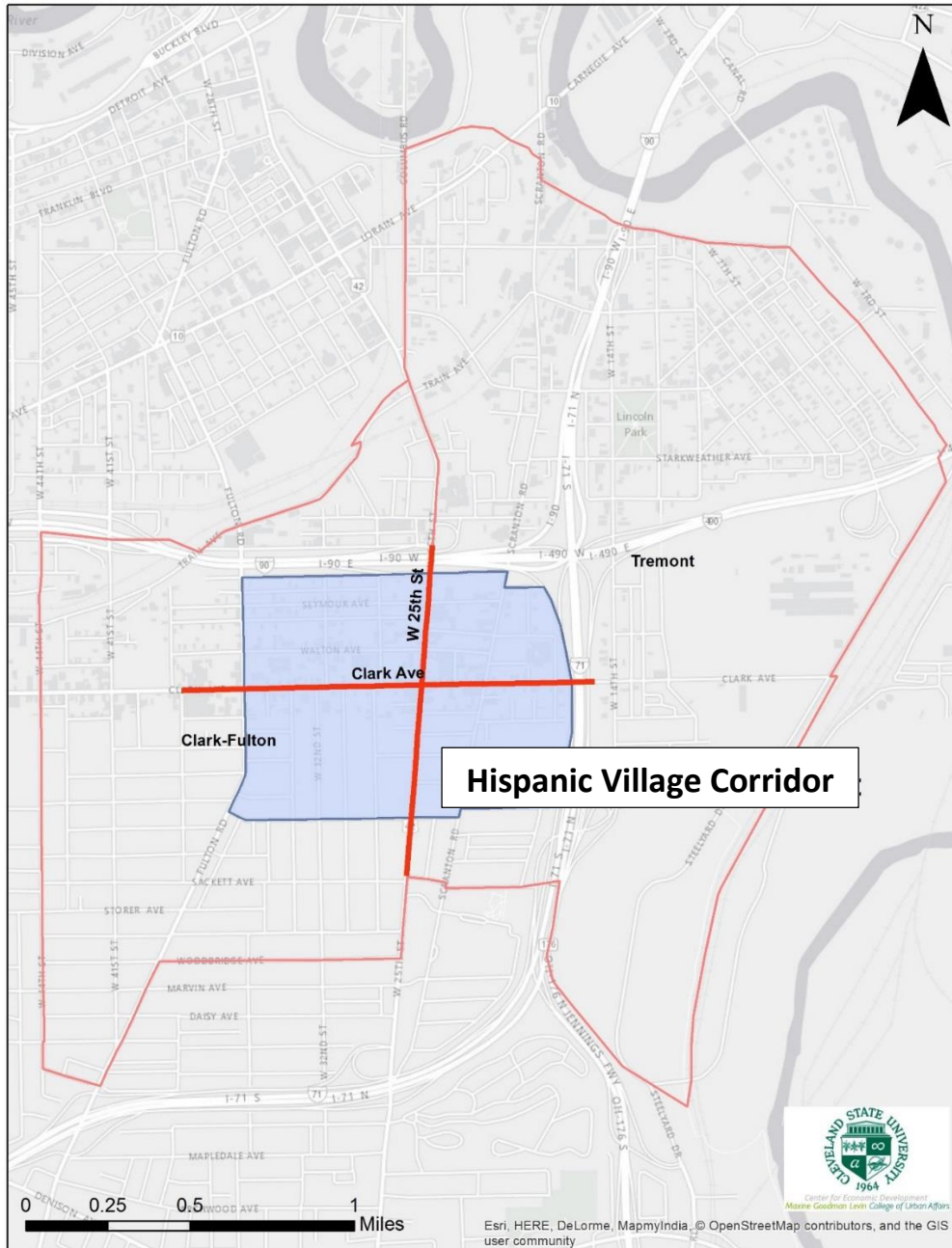


Source: Center for Economic Development, Cleveland State University

<sup>12</sup> Guth, Douglas, J. (2014, July 31). What's Working: Agencies Boost Prospects of Cleveland's Rising Number of Latino Entrepreneurs. *Fresh Water Cleveland*.  
<http://www.freshwatercleveland.com/features/latinoentrepreneurs073114.aspx>

The Hispanic Village Corridor is part of two west-side Cleveland neighborhoods: Clark-Fulton and Tremont. Map 9 shows an overview of the Hispanic Village Corridor and the neighborhoods in which it falls. Understanding all the aspects of the neighborhoods surrounding the Hispanic Village Corridor is necessary in assisting residents and support organizations to grow and start small businesses as a way to create wealth and build this community.

### Map 9: Hispanic Village Corridor and Its Neighborhoods



Source: Center for Economic Development, Cleveland State University

## Neighborhood Demographics

The two neighborhoods that surround the Hispanic Village Corridor have very unique demographic characteristics compared to the city of Cleveland, as reported by the five-year average annual data from the American Community Survey (2008-2012). The population for both neighborhoods is relatively similar, with Clark-Fulton reporting 7,866 residents and Tremont reporting 7,850 residents (Table 9). The total population in both neighborhoods is very similar; however, there are approximately 700 more households in Tremont than in Clark-Fulton. This suggests that, on average, the households in Tremont are smaller, which is consistent with young professionals moving into the neighborhood. The percentages of household units that are owner-occupied in each neighborhood are very close: around 35%.

The most notable observation from this data is the large percent of that population that identifies as *Hispanic* in Clark-Fulton (41%) as compared to Tremont (21%). This high percentage of Hispanics in Clark-Fulton is what provides La Villa Hispana its authentic neighborhood identity.

The two neighborhoods suffer from high poverty rates: 48% in Clark-Fulton and 41% in Tremont. The median household income in Tremont is \$25,794, while in Clark-Fulton it is \$21,345; this is again consistent with newcomers into the neighborhood who have higher incomes.

Tremont is significantly more educated than Clark Fulton. Of its adult population, 23% hold a bachelor's degree or higher, compared to only 4% in the Clark-Fulton neighborhood. However, showing the dichotomy in Tremont's population is the fact that 27% of its adult population is without a high school degree. Clark-Fulton has even a larger percent of its adult population without high school degree at 37%. Similarly, Tremont's labor force participation rate is 66%, higher than Clark-Fulton's 51%. The unemployment rate in Clark-Fulton is 22%, which is twice Tremont's unemployment rate of 11%.

**Table 9: Hispanic Village Corridor Demographics Data, 2008-2012**

	Clark-Fulton	Tremont
<b>Total Population</b>	7,866	7,850
<b>Black, Alone, Percent</b>	24%	19%
<b>Hispanic, percent</b>	41%	21%
Number of <b>Households</b>	2,929	3,751
Percentage of <b>owner occupied housing units</b>	37%	34%
<b>Poverty Rate</b>	48%	41%
<b>Median household income</b>	\$21,345	\$25,794
Percentage <b>without high school degree</b>	38%	27%
Percentage <b>with high school degree</b>	31%	26%
Percentage <b>with bachelor's degree or more</b>	4%	23%
<b>Labor force participation rate</b>	51%	66%
<b>Unemployment rate</b>	22%	11%

Source: Census American Community Survey, 2008-2012

### Economic Indicators

Using the Ohio Quarterly Census of Employment and Wages data for the 1<sup>st</sup> quarter of 2013, economic indicators are used to analyze the two neighborhoods that surround this corridor. Tremont has an overall larger economy than Clark-Fulton, as indicated by Tremont having double the establishments and triple the amount of employment and wages (Table 10). This data shows that there is a much stronger business climate in Tremont. In contrast, the average wage in Tremont is slightly below that of Clark-Fulton. This can be explained by the prevalence of service jobs in Tremont, which pay lower wages.

**Table 10: Hispanic Village Corridor Economic Indicators, 2013 Q1**

	Clark-Fulton	Tremont
<b>Establishments</b>	101	200
<b>Employment</b>	986	3,029
<b>Wages</b>	\$7,560,367	\$22,626,043
<b>Average Wages</b>	\$30,671	\$29,879

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1.

Note: Average wage is calculated as follows: quarterly wages times 4 divided by employment, based on first quarter data.

Table 11 analyzes economic indicators by major industries. Both Clark-Fulton and Tremont have a high level of Retail Trade, Health Care and Social Assistance, Accommodation and Food Services, and Manufacturing.

All of the data presented in the tables for the Tremont and Fulton Clark neighborhoods show the changes occurring in the Tremont area. The influx of younger, higher income, and highly educated individuals into the Tremont area is beginning to affect the metrics and points to the gentrification that is happening in the neighborhood. These trends are not occurring yet in the



Clark-Fulton area, and the West 25<sup>th</sup>/Clark Hispanic Village Corridor activities are designed to maintain the authenticity of this corridor.

**Table 11: Hispanic Village Corridor Top five private sectors based on employment, 2013 Q1**

	Rank	Industry	Establishments	Employment	Wages	Average Wages
<b>Clark-Fulton</b>		<i>All Industries</i>	101	986	\$7,560,367	\$30,658
	1	Manufacturing	20	294	\$3,215,690	\$43,751
	2	Health Care and Social Assistance	10	195	\$1,248,485	\$25,610
	3	Retail Trade	28	180	\$1,124,789	\$25,042
	4	Accommodation and Food Service	10	111	\$345,046	\$12,397
	5	Wholesale Trade	6	59	\$778,396	\$52,476
<b>Tremont</b>		<i>All Industries</i>	200	3,028	\$22,626,043	\$29,886
	1	Retail Trade	45	918	\$4,804,094	\$20,925
	2	Accommodation and Food Services	40	799	\$3,643,227	\$18,231
	3	Manufacturing	21	407	\$6,066,413	\$59,670
	4	Other Services (except Public Administration)	18	282	\$1,946,950	\$27,649
	5	Health Care and Social Assistance	15	198	\$1,866,830	\$37,777

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1

Notes: Average wage is calculated as follows: wages times 4 divided by employment, based on first quarter data.

NA indicates data are not available because of suppression.

Industry data for St. Clair Superior could not be broken out due to disclosure limitations.

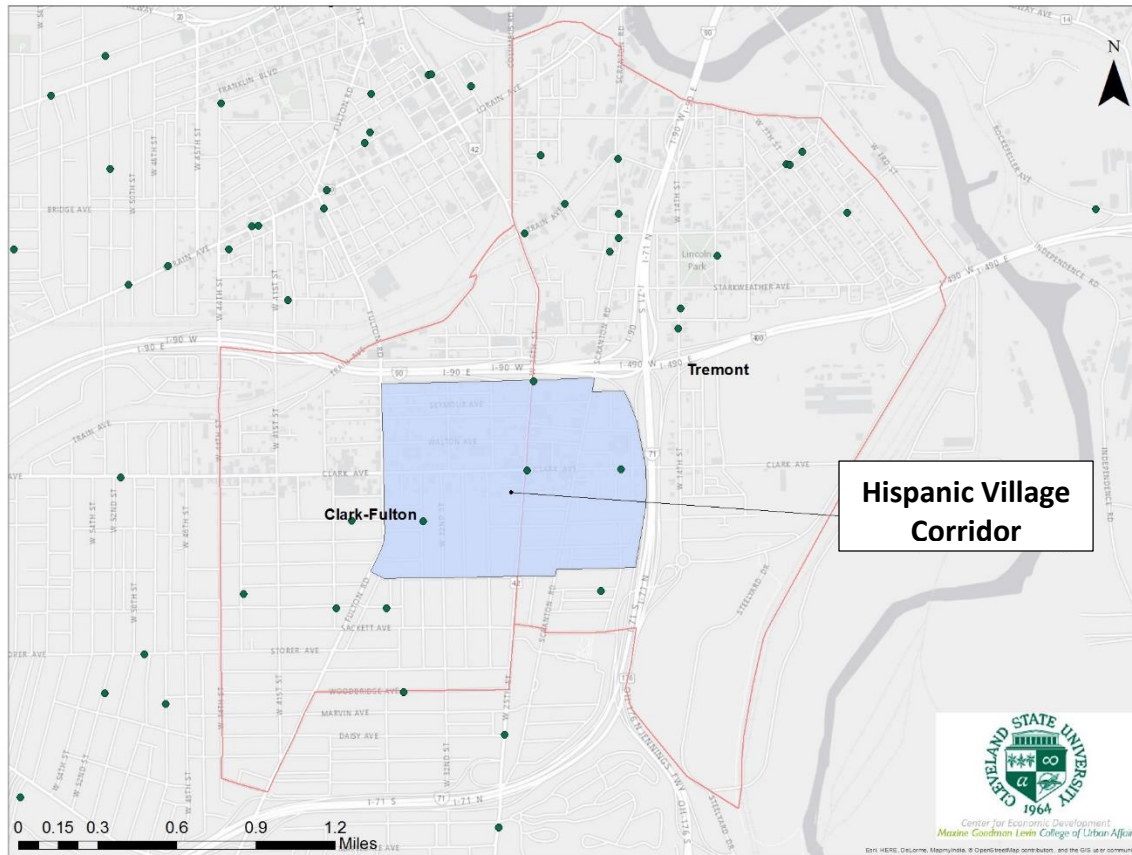
### The existence of Minority-Owned and Women-Owned Business Enterprises (MBEs/FBEs)

There are 25 businesses on the collected directory of MBEs and FBEs located in the city of Cleveland that fall within the Hispanic Village Corridor. The breakdown of the male-minority, female-minority, and white female owned businesses in this corridor is:

- 13 male-minority owned businesses
- 1 female-minority owned businesses
- 11 white female owned business

However, more companies are located in the four neighborhoods in which the corridor is located (Map 10). There are 23 MBEs and FBEs in the four neighborhoods combined.

## Map 10: Hispanic Village Corridor MBEs/FBEs



Source: Center for Economic Development, Cleveland State University

### Real Estate Inventory

The Cleveland 2015 Citywide Parcel Survey by Western Reserve Land Conservancy and Loveland Technologies published in November 2015<sup>13</sup> provides data on the external conditions and the percentage of all structures coded as vacant for each Cleveland neighborhood. This data gives a greater insight about the real estate conditions of the neighborhoods that the Hispanic Village Corridor is in.

A smaller percentage of structures and parcels are vacant in these neighborhoods in comparison to the city's east side neighborhoods surrounding the other corridors. Out of the 2,403 structures surveyed in Clark-Fulton, 8% were coded as vacant; 19% of the 3,173 parcels were coded as vacant lots. In Tremont 2,311 structures were surveyed, and 5% of these were coded as vacant. A total of 3,292 parcels in Tremont were surveyed, and 23% of these were coded as vacant lots. According to the survey, Clark-Fulton has more vacant structures but less vacant land than Tremont.

<sup>13</sup> <https://makeloveland.com/reports/cleveland>

The property inventory survey indicates the number of well-maintained physical structures that need few (if any) improvements. In Clark-Fulton, the survey rated 667 parcels as A (Excellent) and 1,151 parcels as B (Good), which combined accounts for 75% of the parcels with occupied structures surveyed. Around 85% of parcels with occupied structures surveyed in Tremont received either an A or B rating (1,222 and 770, respectively).

### **The Corridor and Next Steps**

Hispanic Village, or La Villa Hispana, has historically been Cleveland's Hispanic neighborhood. This area has the highest concentration of Latino population in the state of Ohio.<sup>14</sup> Entrepreneurial support organizations involved in the area include the Hispanic Business Association, Esperanza, the Minority Business Development Agency of the U.S. Department of Commerce, and Hispanic Alliance, Incorporated. These support organizations have been working in the neighborhood for many years. However, it was not until a town meeting at Lincoln West High School with a turnout of over 100 residents that momentum was gathered to officially turn La Villa Hispana from a concept to a recognized place. These support organizations continued the conversation with local merchants (including franchises such as McDonalds and Family Dollar) to help catalyze efforts.

In order to create a sense of place at the corner of West 25<sup>th</sup> and Clark and transform the area into La Villa Hispana, a "Halloween on Clark Avenue" event was organized, where the neighborhood partnered with local merchants to have young people trick-or-treat at local merchants to provide a safe place and a sense of community. From this event, a larger event was born: La Placita. La Placita Market was a pop-up summer open-air market to help Latin micro-businesses sell their wares. It was held on five Saturdays in the parking lot behind the Hispanic Business Alliance and put the spotlight on Cleveland's Latino community and culture. More than 3,000 visitors attended La Placita.

La Placita was an experiment to see if the grander idea of El Mercado, a permanent marketplace with small, startup businesses as vendors, could be launched in La Villa Hispana; the resounding community response was that it could thrive in the neighborhood. El Mercado was a vision of Jenice Contreras, Executive Director of the Hispanic Business Alliance, as a result of a visit to a similar market in Minneapolis. El Mercado would allow vendors to cohabitate the same space and share accounting and other business services. The goal of the Hispanic Business Center in leading the initiative is to not allow businesses in El Mercado to leave because they have failed; rather, businesses should be able to leave because they have outgrown the space and are ready to move to a storefront of their own. El Mercado will serve the needs of low-income residents, refugees, and immigrants with previously unregistered businesses as well as entrepreneurs who have had difficulty accessing other programs throughout Cleveland. El Mercado is a significant catalyst for future development in La Villa Hispana.

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<sup>14</sup> Juan Molina Crespo, Hispanic Alliance, Incorporated

The large Latino population in this corridor is an enormous asset. They value their identity and would like to protect and validate the neighborhood in the process of expanding La Villa. With the growth of Metro Health and the transformation of Tremont and Ohio City into large entertainment and residential districts, the proponents of La Villa are more motivated than ever to prevent the gentrification of their neighborhood and to make this project a reality. Local entrepreneurial support organizations are able to do programming in Spanish, which makes it easier for Spanish-speaking entrepreneurs to learn from workshops and training sessions. This project also has the backing of the City of Cleveland, Catholic Charities, and Global Cleveland. Metro Health is also helping to bring wealth into the neighborhood through workforce training, and they are making an effort to hire locally.

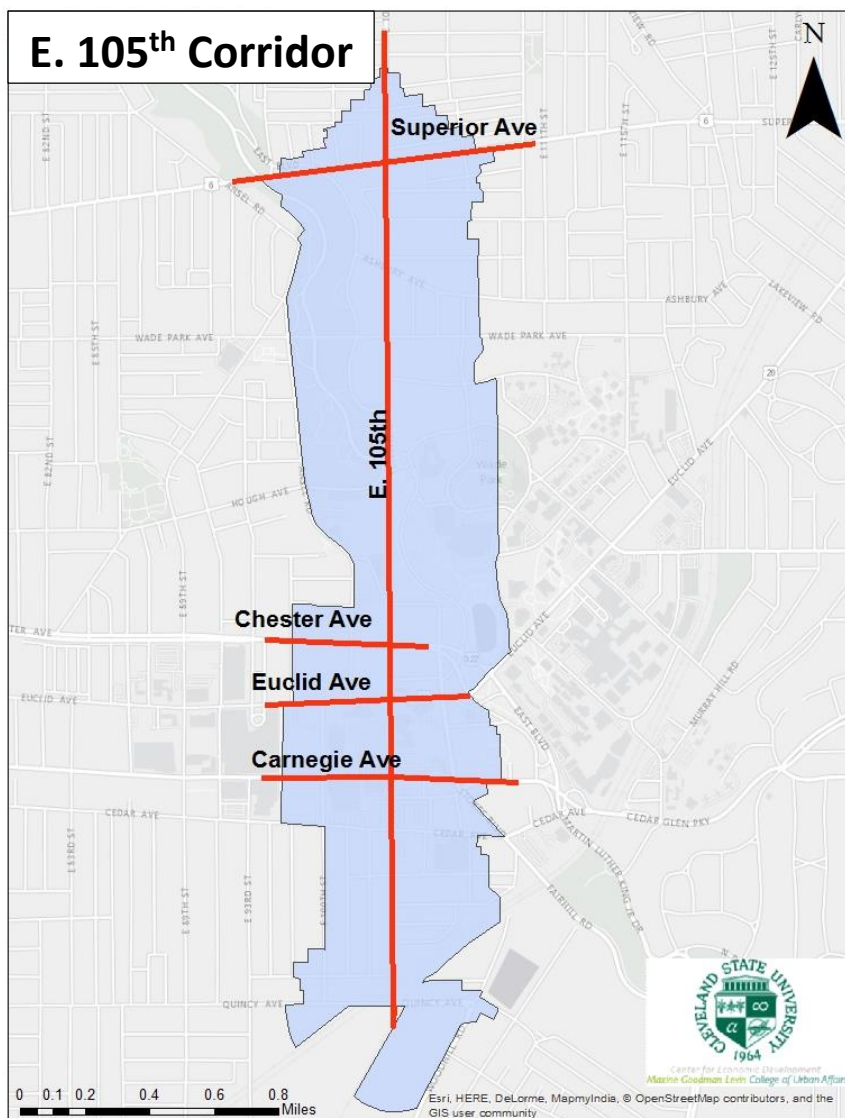
Barriers include those of other corridors such as access to capital, technology, and other resources. The largest barrier that this corridor is facing is the lack of available expansion space and a poor physical building stock. There is a low amount of move-in ready storefronts and spaces for businesses to expand. In fact, a tortilla manufacturer already had to move out of the corridor when they needed a larger manufacturing and distribution space for their products. As the corridor gets more and more attention, the support organizations hope that developers will come into the neighborhood and put in new mixed-use developments with space for entrepreneurs to open businesses with storefronts.

The corridor has gotten help from the Latino Economic Development Center in Minneapolis (LEDC-MN), which has already acted as a consultant to many communities across the country in the planning process for other mercados. The next step for the Hispanic Village Corridor is to develop a concrete plan for La Mercado and submit it to financiers and attorneys for input. The corridor leaders have already had a two day planning meeting with LEDC-MN with a steering committee to discuss goals and develop a clear mission. Corridor leaders would like to have a tangible plan to take to city planning meetings and make a case for the El Mercado project. Currently, the Hispanic Chamber of Commerce is applying for grants to raise around \$1.2 million dollars to purchase a space for El Mercado, including warehouse space, office space, and attached land for future expansion.

## E. 105<sup>TH</sup> CORRIDOR

The E. 105<sup>th</sup> Corridor is the newest Forward Cities corridor. The Corridor will focus its inclusive entrepreneurial efforts on the major intersections along E. 105<sup>th</sup> from Superior Avenue to Chester Avenue (Map 11). E. 105<sup>th</sup> on the southern end touches the main campus of the Cleveland Clinic and on the north end touches the Wade Park Campus of the Louis Stokes Cleveland VA Medical Center. Moreover, the corridor is in close proximity to University Circle, the campus of Case Western Reserve University, and cultural anchor institutions such as the Cleveland Museum of Art, the Cleveland Museum of Contemporary Art, the Cleveland Symphony, and others. This corridor hopes to build on the successes of University Circle and ensure that neighborhood residents and students are connected to and benefit from significant investments around the E. 105<sup>th</sup> corridor.

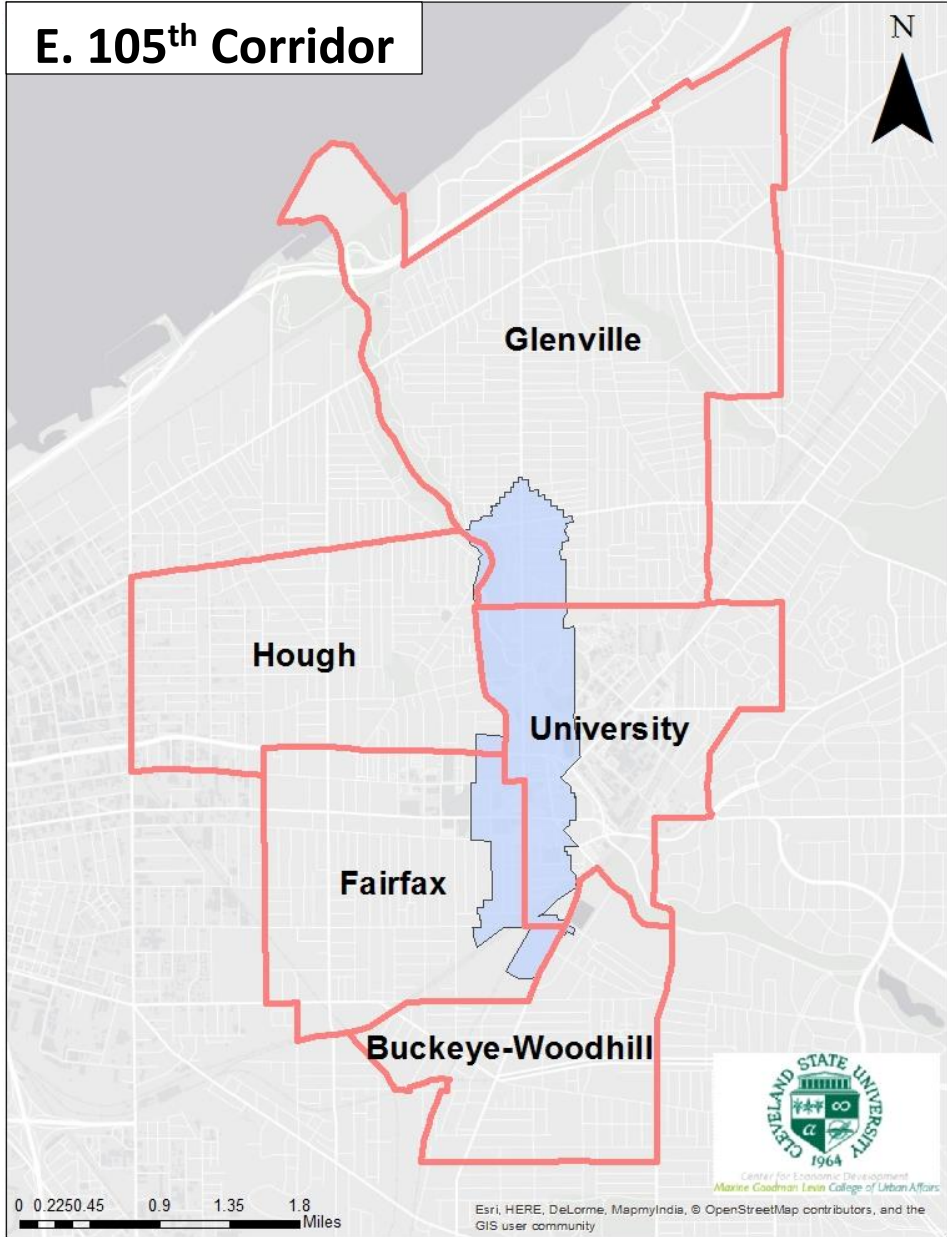
Map 11: E. 105<sup>th</sup> Corridor



Source: Center for Economic Development, Cleveland State University

The E. 105<sup>th</sup> Corridor is a part of five different Cleveland neighborhoods: Glenville, University, Buckeye-Woodhill, Fairfax, and Hough. Map 12 shows the location of the corridor and its proximity to the five neighborhoods. It should be noted that only very small portions of the corridors are in Hough and Buckeye-Woodhill. By examining the demographics and economy of the neighborhoods surrounding the E. 105<sup>th</sup> Corridor, decisions can be made on how to best assist the residents in starting up small businesses to generate wealth and build a strong, healthy community.

**Map 12: E. 105<sup>th</sup> Corridor and Its Neighborhoods**



Source: Center for Economic Development, Cleveland State University

## Neighborhood Demographics

A closer look at who lives in these areas, and what their households look like, can aid in decision-making for the E. 105<sup>th</sup> Corridor. Overall, the five neighborhoods have a higher poverty rate, lower income levels, lower education, and lower labor participation rate than the City of Cleveland.<sup>15</sup> Of the five neighborhoods, University is the best off in terms of education attainment (higher percentage with bachelor's degree or more) and has the lowest unemployment rate (Table 12).

According to the five-year annual average data from the American Community Survey (2008-2012), the neighborhood demographics show some different and some similar trends. Glenville is by far the largest neighborhood, with 27,701 total residents. University, Buckeye-Woodhill, and Fairfax have similar populations – between six and eight thousand total residents – while Hough has 12,594 total residents. Glenville, Buckeye-Woodhill, and Hough are all majority minority with over 94% of the residents identifying as *Black* (less than 2% of the residents in these neighborhoods identify as *Hispanic*). University is the outlier, with only 29% of their residents identifying as *Black* and 4% identifying as *Hispanic*.

All of the five neighborhoods are predominantly occupied by renters, but to different degrees. Glenville has the highest percent of owner-occupied housing among all five neighborhoods; it has 11,064 households and 45% of the housing units are owner-occupied. University, with 3,189 households, has the lowest percent of owner-occupied housing units at 14%, consistent with the University neighborhood being home to many students from Case Western Reserve University (CWRU), and the Cleveland Institute of Art and Cleveland Institute of Music. Fairfax has the lowest number of households at 2,519, with 40% of housing units occupied by owners. Buckeye-Woodhill and Hough have 2,909 and 5,058 households, which are 27% and 34% owner-occupied, respectively.

The poverty rate is high in all five of the neighborhoods, but it is highest in Buckeye-Woodhill at 54%. Glenville and Fairfax have similar poverty rates (38% and 37%), while University and Hough have higher similar poverty rates (45% and 44%). The poverty rate of these neighborhoods is consistent with income, so that neighborhoods with higher poverty rates have lower median household incomes. The highest median incomes are found in Glenville at \$22,010 and in Fairfax at \$20,977. University, Fairfax, and Hough have lower median household incomes of approximately \$16,000-\$17,000. The Fairfax and Hough neighborhoods are different in this respect from the University neighborhood, because many of University's residents are full-time students, which explains the lower household income.

Educational attainment in these neighborhoods, measured for adults aged 25 and over, is very low except for within the University neighborhood. In the University neighborhood, 22% of individuals have a high-school degree as the highest level of educational attainment, but an even higher percentage of individuals have bachelor's degree or more (40%). Again, this neighborhood is home to many undergraduate and graduate students due to Case Western

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<sup>15</sup> University has higher education and a lower unemployment rate than Cleveland.

Reserve University and other academic institutions, as well as due to medical residents working in nearby hospitals. In contrast, about one third of adults living in Buckeye-Woodhill and Hough have a high school degree (33% and 32%, respectively), and Glenville and Fairfax have a similar percent of adult residents with a high school degree (36%-37%). Glenville, Buckeye-Woodhill, Fairfax, and Hough all have a low percentage of residents with bachelor's degree or more (6%-10%).

Most of these neighborhoods suffer from very high unemployment rates. This data also seems to be consistent with educational attainment; University has the lowest unemployment rate at 17%. Once again, Glenville and Fairfax have nearly the same unemployment rate at 25% and 28%, respectively, while Buckeye-Woodhill and Hough have the highest unemployment rate of 33% and 32%, respectively; this is again consistent with the large percent of adults without a high school education.

**Table 12: E. 105<sup>th</sup> Corridor Demographics Data, 2008-2012**

	Glenville	University	Buckeye-Woodhill	Fairfax	Hough
<b>Total Population</b>	27,701	7,691	7,445	6,078	12,594
<b>Black, Alone, Percent</b>	97%	29%	94%	95%	95%
<b>Hispanic, percent</b>	0.4%	4%	2%	1%	1%
<b>Number of Households</b>	11,064	3,189	2,909	2,519	5,058
<b>Percentage of owner occupied housing units, percent</b>	45%	14%	27%	40%	34%
<b>Poverty Rate</b>	38%	45%	54%	37%	44%
<b>Median household income</b>	\$22,010	\$16,194	\$15,558.66	\$20,977.66	\$17,174
<b>Percentage without high school degree</b>	23%	20%	33%	27%	32%
<b>Percentage with high school degree</b>	37.4%	22%	27%	36%	28%
<b>Percentage with bachelor's degree or more</b>	8%	40%	6%	10%	9%
<b>Labor force participation rate</b>	56%	47%	54%	49%	51%
<b>Unemployment rate</b>	25%	17%	33%	28%	32%

Source: Census American Community Survey, 2008-2012



## Economic Indicators

Economic indicator data from the Ohio Quarterly Census of Employment and Wages (QCEW) for the 1<sup>st</sup> quarter of 2013 are used to help determine the health of the neighborhoods that surround the E. 105<sup>th</sup> Corridor. The number of establishments, employment amount, wages, and average wages are the highest in University/Fairfax; however, this data may be skewed because of the combination of the two neighborhoods due to data confidentiality restrictions (Table 13). It is not surprising that University/Fairfax has the highest employment amount, wages, and average wages, because these two neighborhoods are home to the main campuses of University Hospitals and the Cleveland Clinic (in additions to CWRU). Of the three other neighborhoods, Glenville has the next highest number of establishments, employment, and average wages.

**Table 13: E. 105<sup>th</sup> Corridor Economic Indicators, 2013 Q1**

	Glenville	University/Fairfax	Buckeye-Woodhill	Hough
<b>Establishments</b>	134	379	56	64
<b>Employment</b>	1,362	42,512	1,195	1,184
<b>Wages</b>	\$11,097,007	\$684,544,176	\$11,103,282	\$8,798,208
<b>Average Wages</b>	\$32,572	\$64,409	\$37,166	\$29,724

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1.

Notes: Average wage is calculated as follows: quarterly wages times 4 divided by employment, based on first quarter data.

Economic Indicators for University and Fairfax are combined.

Table 14 analyzes employment by major industries for Buckeye-Woodhill, Fairfax, and Hough. These three neighborhoods all have a large amount of Health Care and Social Assistance, which reflects the fact that both the Cleveland Clinic and University Hospitals are anchored in this area. Not many other conclusions and comparisons can be made about these neighborhoods due to data suppression.

**Table 14: E. 105<sup>th</sup> Corridor Top five private sectors based on employment, 2013 Q1**

	Rank	Industry	Establishments	Employment	Wages	Average Wages
<b>Buckeye-Woodhill</b>		<i>All Industries</i>	56	1,195	\$11,103,282	\$37,168
	1	Health Care and Social Assistance	9	496	\$5,784,477	\$46,618
	2	Educational Services	3	175	\$1,154,763	\$26,455
	3	Manufacturing	NA	NA	NA	NA
	4	Retail Trade	NA	NA	NA	NA
	5	Wholesale Trade	NA	NA	NA	NA
<b>Fairfax</b>		<i>All Industries</i>	NA	NA	NA	NA
	1	Health Care and Social Assistance	NA	NA	NA	NA
	2	Accommodation and Food Services	26	895	\$5,566,992	\$24,880
	3	Other Services (except Public Administration)	14	271	\$1,231,035	\$18,148
	4	Professional, Scientific and Technical Services	19	194	\$3,076,992	\$63,443
	5	Wholesale Trade	6	182	\$2,152,134	\$47,386
<b>Hough</b>		<i>All Industries</i>	64	1,184	\$8,798,208	\$29,724
	1	Health Care and Social Assistance	20	702	\$5,171,023	\$29,465
	2	Manufacturing	7	144	\$1,226,196	\$34,140
	3	Real Estate and Rental and Leasing	6	77	\$557,146	\$28,943
	4	Retail Trade	14	71	\$406,438	\$22,898
	5	Management of Companies and Enterprises	NA	NA	NA	NA

Source: Ohio Quarterly Census of Employment and Wages, 2013 quarter 1

Notes: Average wage is calculated as follows: wages times 4 divided by employment, based on first quarter data.

NA indicates data are not available because of suppression.

Data for Glenville and University are not available.

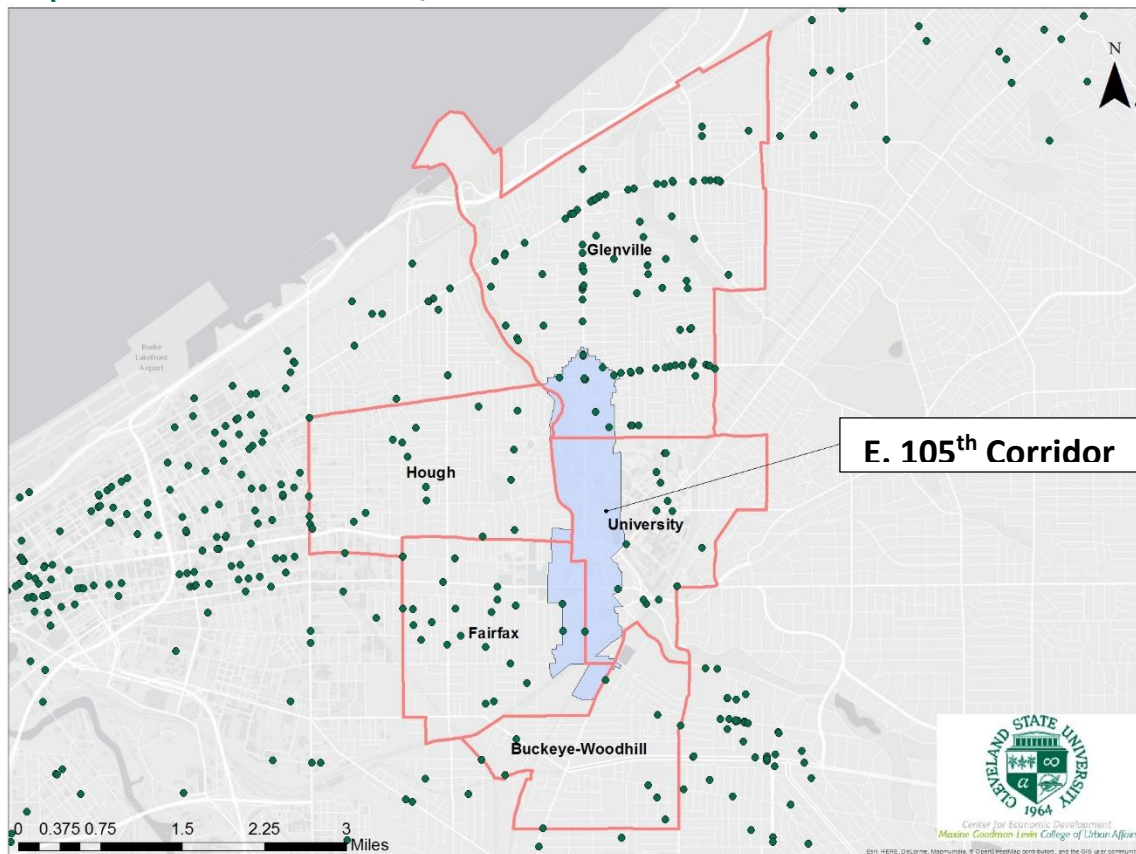
## The existence of Minority-Owned and Women-Owned Business Enterprises (MBEs/FBEs)

There are 17 businesses on the directory of MBEs and FBEs located in the city of Cleveland that fall within the E. 105<sup>th</sup> Corridor. The breakdown of the MBEs/FBEs in this corridor is:

- 11 male-minority owned business
- 6 female-minority owned business

However, many more companies are located in the four neighborhoods in which the corridor is located (Map 13). There are 196 MBEs and FBEs in the four neighborhoods combined.

### Map 13: E. 105<sup>th</sup> Corridor MBEs/FBEs



Source: Center for Economic Development, Cleveland State University

## Real Estate Inventory

Data from the Cleveland 2015 Citywide Parcel Survey by Western Reserve Land Conservancy and Loveland Technologies published in November 2015<sup>16</sup> provide a clear sense of the real estate inventory. This data provide the external conditions and the percentage of all structures coded as vacant for each Cleveland neighborhood.

The vacancy rates in the four neighborhoods were all very similar. All of these neighborhoods had high rate of lot vacancies, and all experienced higher rates of vacant lots than the rate of

<sup>16</sup> <https://makeloveland.com/reports/cleveland>

vacant structures. Fairfax and Hough had the highest rates of vacant lots (45% and 43%, respectively), followed by 38% in the Buckeye-Woodhill area (Table 15). These high rates of vacant lots may be the result of already-demolished structures (due to foreclosures and abandonments). The highest rates of vacant structures are in Glenville (19%) and Hough (18%). University has the lowest rate of vacant structures (6%), although 22% of its parcels are vacant lots.

In University, there were 594 parcels with occupied structures rated A (Excellent) and 190 rated B (Good), which accounts for 90% of the 867 surveyed structures. This is the highest rate of combined A and B ratings among the five neighborhoods, and it suggests that almost all of the structures are well-maintained and cared for. In Fairfax and Hough, many of the occupied structures received A and B ratings (70% and 71%, respectively), while in Buckeye-Woodhill only 40% of the occupied parcels received A and B rankings, suggesting the most of the occupied structures in this neighborhood require significant improvements.

**Table 15: E. 105<sup>th</sup> Corridor Real Estate Inventory**

	Vacant Lots	Vacant Structures	Percent of all Structures Rated A & B
<b>Glenville</b>	22%	19%	60%
<b>University</b>	22%	6%	90%
<b>Buckeye-Woodhill</b>	38%	10%	40%
<b>Fairfax</b>	45%	14%	70%
<b>Hough</b>	43%	18%	71%

Source: Cleveland Citywide Survey by Western Reserve Land Conservancy and Loveland Technologies, November 2015

### The Corridor and Next Steps

As note earlier, the E. 105<sup>th</sup> Corridor is the newest of the four Forward Cities corridors in Cleveland. The City of Cleveland is behind most of the initiatives in this corridor. Because of timing, the Center did not hold a roundtable conversation with members of the subcommittee to gain additional knowledge about challenges, assets, and future opportunities in the corridor. The E. 105<sup>th</sup> Corridor committee held their first meeting in December 2015. The purpose of this meeting was to collect socio-economic data and present it on maps. Their goal is to brainstorm how to link distressed communities in the corridor to the bordering areas of significant investment (University Circle, Opportunity Corridor). Long-term goals include more equitable investment and the creation of innovation districts, which are compact geographic areas with mixed-use opportunities. The key will be leveraging investment already occurring around the corridor to benefit neighborhood residents.

## PUBLIC SECTOR INCLUSIVE INNOVATION

At the suggestion of the Urban Institute, the research partners were also asked to look into the role of the public sector in inclusive innovation. The following information was gathered from separate interviews with Freddie Collier Jr., Director of the Cleveland City Planning Commission, Tracey A. Nichols, Director of Economic Development, and Natoya J. Walker Minor, Chief of Public Affairs for the City of Cleveland. Collier Jr. spoke of using planning and development to create innovative places and also of economic development to make those places inclusive. Nichols emphasized the hard work the Department of Economic Development is putting into creating an inclusive atmosphere for startups in Cleveland. Walker Minor discussed the work that the Office of Economic Opportunity does to boost inclusive innovation throughout the City of Cleveland.

To help recruit small businesses to the City of Cleveland, economic development incentives are used to fill in funding gaps through loans and grants and by providing financing for additional neighborhood parking through targeted programs.<sup>17</sup> Internet presence in the form of an online system called Businesses to Government gives potential business owners an idea of what is happening in Cleveland in relation to business support and upcoming events. The Office of Equal Opportunity (OEO) hosts minority-owned, female-owned and small business open houses that serve as a 'meet and greet' opportunity between participants and representatives of the City of Cleveland's Division of Purchasing and Supplies assigned to purchase their type of products. Additionally, one of the primary goals of the Mayor Jackson administration is to ensure that local development projects create direct benefits for residents through community benefit agreements. The focus has been on hiring diverse residents and paying workers a living wage. This is best shown by University Hospital's initiative to hire locally, along with ordinances within the City for minority and female-owned business quotas for development projects.

Through the Department of Economic Development, the City of Cleveland is making the funding of minority businesses a policy priority. Since the city views minority entrepreneurship as a priority, it was involved in the start of the Core City program being conducted by JumpStart and funded by the Small Business Administration and Cleveland Foundation. The city also assisted in arranging funding for the Urban League to work with minority businesses to help with taxes, credit issues and even in attaining a driver's license. Moreover, the Urban League also helps minority contractors attain a computer to participate in the city's all computerized system. The city has also been granted Economic Development Administration funding for equipment such as rolling trucks for minority contractors. The city of Cleveland offers the neighborhood retail assistance program, one of the only municipal programs in the nation for both retail and restaurants. This loan program funds businesses and entrepreneurs who want to expand with a \$40,000 loan at 3% interest. If green or sustainable products are used in the business, \$3,000 of the loan becomes forgivable. In total, the City of Cleveland helps around 10,000 small businesses by working with a banking program called Community Advantage that provides funding to small businesses that are typically turned down by banks.

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<sup>17</sup> <http://www.rethinkcleveland.org/About-Us/Our-Services/Small-Business-and-Retail.aspx>

The city's Department of Economic Development also leveraged the support of the private sector to start co-working spaces throughout Cleveland such as Start Mart and the Beauty Shoppe. These two co-working spaces are located just outside of downtown for drive up convenience and to accommodate the needs of business owners to access this space to work day or night. Beyond this, the city has been working with the Great Lakes Science Center to highlight maker spaces around the City for a two week period close to the up-coming Republican National Convention (summer of 2016).

The City of Cleveland helps small businesses grow through the Office of Economic Opportunity and the Cleveland City Planning Commission. The Office of Economic Opportunity holds quarterly contract meetings that discuss trends to see what professional service industries are growing. They then reach out to minority- and women-owned businesses in Cleveland that specialize in those services and urge them to certify their business so they will have priority when competing for City work contracts. OEO participates in marketing events with the Northeast Ohio Regional Sewer District, Cleveland Metropolitan Housing Authority, Regional Transit Authority, and Cuyahoga County to help businesses get certified. The Cleveland City Planning Commission holds Design Review Committee meetings for different districts in Cleveland where there is significant business activity. They also sponsor a Storefront Renovation Program which helps neighboring retail districts become more attractive, economically viable, and diverse places to visit and shop by assisting in the design and funding of signage and the rehabilitation of traditional storefront buildings.<sup>18</sup>

Cleveland is currently exploring the creation of innovation districts for the convergence of ideas. These districts will be vibrant urban places where young people can come to exchange ideas. Urban planning techniques, such as high density development and walkability, are vital to the successful creation of innovation districts. These spaces will allow highly-educated and motivated people to mix. The time to act on this idea is now, as millennials are more able to mix with diverse groups, another key to success. Updated zoning codes and form-based zoning are planning tools that will be utilized to change districts into innovation districts. For example, Aero-zone is a zoning tool used among the airport and several cities that flank the airport; it helps nearby businesses to leverage the airport and NASA to help increase economic potential. Another example is Form-based zoning, which is a regulatory tool to control density; as development is happening in an area, form-based zoning creates a type of walkable character that creates efficient, usable spaces. The Cleveland City Planning Commission will pilot this tool in two neighborhoods (to be selected, but one site will definitely be near the new Opportunity Corridor roadway project.)

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<sup>18</sup> <http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/CommunityDevelopment/StorefrontRenovation>

## TALENT PIPELINE AND YOUTH ENTREPRENEURSHIP

At the suggestion of the Urban Institute, the research partners were asked to look into the topic of talent pipelines and youth entrepreneurship. In Northeastern Ohio, a key player in these areas is the Burton D. Morgan Foundation. An interview with leaders of the Burton D. Morgan Foundation and Jumpstart, Inc. yielded the following information. A diagram of Northeast Ohio's Youth Entrepreneurship Ecosystem can be found on the Burton D. Morgan Foundation website.<sup>19</sup>

There are many programs throughout the city of Cleveland that encourage entrepreneurship in grades K-12. These programs can either be featured in public schools during school hours or as after-school programs. Junior Achievement of Greater Cleveland is a popular in-school program which features volunteer role models from the community teaching courses to promote financial literacy, work readiness, and entrepreneurship. Lemonade Day, a Cleveland Metropolitan School (CMSD) district-wide event, is a free, fun, experiential learning program teaching youth how to start, own, and operate their own business – a lemonade stand.<sup>20</sup> Hundreds of students throughout CMSD are already involved in the program, and the hope is for it to grow to be around 8,000 students. The Western Reserve Historical Society (WRHS) provides another prominent program for approximately 5,000 students in grades 4, 5, and 6 at CMSD schools. Their specialty is youth outreach and extended education about entrepreneurship; their programs build off each other year after year. University Circle Incorporated has been successful at creating connections between museums and schools. They also have a program for students, in collaboration with Hale Farms of the WRHS, to teach students about business practices while Ohio was being settled. Lastly, Youth Opportunities Unlimited (Y.O.U.) is a leading youth workforce development organization that provides workforce preparation, job placement, and youth development programs to at-risk youth, ages 14-19, who live with families at or below poverty in Cuyahoga County.

There are a remarkable number of after-school entrepreneurship programs that take place across Cleveland. Many are focused around cultivation of gardens and selling of produce to teach entrepreneurship. Some of the most notable of these programs and organizations include the Boys and Girls Club of Slavic Village on Broadway, the Cleveland Botanical Garden, and Young Entrepreneurship Market. Science and technology programs and groups that promote entrepreneurship in youth include Camp Invention, the Great Lakes Science Center, and the Science, Technology, Engineering and Mathematics (STEM) High School. Boy Scouts and Girl Scouts promote entrepreneurial activity through Girl Scout cookie sale financial literacy programming and a Boy Scout entrepreneurship badge which is difficult to achieve. Think[box] at Case Western Reserve University and the Cleveland Public Library also have resources for students such as maker spaces and smart business programming.

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<sup>19</sup> [http://www.bdmorganfdn.org/Data/Sites/1/assets/images/diagram\\_youth.jpg](http://www.bdmorganfdn.org/Data/Sites/1/assets/images/diagram_youth.jpg)

<sup>20</sup> [https://northeastohio.lemonadeday.org/about?doing\\_wp\\_cron=1452715383.4067089557647705078125](https://northeastohio.lemonadeday.org/about?doing_wp_cron=1452715383.4067089557647705078125)

Training programs are a way for entrepreneurship educators to create new innovative programs that will capture the interests of students and foster an entrepreneurial spirit. The Young Entrepreneurship Institute at University School has a consulting arm that works with educators and schools who want to learn to incorporate entrepreneurship in lessons. Lean LaunchPad is a nationally recognized program that was adapted for high school students by Hawken High School, a private school in Cleveland. Enspire2015 was a conference organized by the Burton D. Morgan Foundation and Young Entrepreneur Institute held at University School brought together around 200 entrepreneurship educators to learn how engage students about entrepreneurship. This conference runs parallel to the Teen Tech Tank competition where high school students are judged on a submitted 90 second pitch. The winners of the competition are featured at the conference.

Entrepreneurship is also encouraged in colleges and universities in Cuyahoga County through a number of programs. The Entrepreneurship Education Consortium of Northeast Ohio is a collaboration with 11 schools that promotes both the concept and the realities of entrepreneurship. NEOLaunchNet, powered by Burton D. Morgan Foundation, helps students and alumni at the following universities start new companies: Case Western Reserve University (CWRU), Baldwin Wallace (BW), Lorain County Community College (LCC) and Kent State University (KSU). The Northeast Ohio Student Venture Fund (NEOSVF) works with the University of Akron (UA), Notre Dame College (ND), CWRU, KSU, College of Wooster, and Walsh University to teach due diligence and startup funding. There are also many competitions for college and graduate students such as LaunchTown, a competition for advanced graduate school ventures, and MAGNET ProtoTech Pitch Competition that connects student to businesses and corporations in the venture startup world. Kent State University holds Hack-a-thons sponsored by companies as part of their startup weekend. Similarly, KSU has a hack-a-thon called INNOV8 Paint!, sponsored by Sherwin Williams. The Fashion Tech Hackathon is held at KSU and is open to college students in the region and to college students across the country. Bad Girl Ventures puts on programming for female student entrepreneurs where participants are coached for judged or juried events.

In addition to the aforementioned college and university programs, internship opportunities are available to connect students and recent graduates to startup companies in Cuyahoga County. Some of these include Venture for America, Summer on the Cuyahoga, Entrepreneurs EDGE, BioEnterprise, MAGNET, the Software Craftsmanship Guild, Tech Elevator, TechPint Startup Summit, and many other programs put on by local colleges. BioEnterprise and Jumpstart have programs to match talent directly to startup companies in Cuyahoga County.

Our interviewees suggest that much improvement still needs to be made in connecting minority and low-income entrepreneurs to education and training programs. There is currently a significant disconnect between education/training programs and entrepreneurship, because funders measure success by the number of participants getting jobs and not only starting their business. Moreover there may be a cultural barrier for minorities in connecting with the programs and starting their own enterprises. Intermediaries (council people, minority radio



stations, churches) are necessary to connect minority and low-income candidates to entrepreneurial support organizations.

## APPENDIX A: LIST OF CLEVELAND COUNCIL MEMBERS

Name	TITLE	COMPANY/ORGANIZATION
<b>David Abbott</b>	Executive Director	The George Gund Foundation
<b>Jackie Acho</b>	President	The Acho Group
<b>Ziona Austrian</b>	Director for Economic Development	Cleveland State University
<b>Cathy Belk</b>	President	JumpStart Inc.
<b>Vikki Broer</b>	Program Officer	Burton D. Morgan Foundation
<b>Gregory L. Brown</b>	Executive Director	PolicyBridge
<b>Evelyn Burnett</b>	VP of Community Engagement	Cleveland Neighborhood Progress
<b>Fred Collier</b>	Chief, City of Cleveland Planning Department	City of Cleveland
<b>Eric Diamond</b>	Executive Vice President of Lending	Economic Community Development Institute
<b>Jeff Epstein</b>	Director	Cleveland Health Tech Corridor
<b>Michael Fleming</b>	Executive Director	St. Clair Superior Development Corporation
<b>Dierdre Gannon</b>	Vice President for Strategic Development	BioEnterprise
<b>Brian Hall</b>	Director	Commission on Economic Inclusion
<b>Courtney Hodapp</b>	Vice President Global Philanthropy	JPMorgan Chase
<b>Deb Hoover</b>	President and CEO	Burton D. Morgan Foundation
<b>Maxie C. Jackson, III</b>	Station Manager	WVIZ/PBS IdeaStream
<b>Robert Jaquay</b>	Associate Director	The George Gund Foundation
<b>Shilpa Kedar</b>	Program Director, Economic Development	The Cleveland Foundation
<b>Marie Kittredge</b>	Executive Director	Opportunity Corridor Partnership
<b>Adrian Johnson</b>	Forward Cities Strategy	Opportunity Corridor Partnership
<b>Trey Johnson</b>	Program Officer	Burton D. Morgan Foundation
<b>Bill Leaman</b>	Managing Director	The Business of Good Foundation
<b>Christine Mayer</b>	President	GAR Foundation
<b>Randy McShepard</b>	Vice President, Public Affairs	RPM International Inc.
<b>Tim Mueller</b>	Principal	Martin Wolf M&A Advisors
<b>Aram Nerpouni</b>	President and CEO	BioEnterprise
<b>Victor Ruiz</b>	Executive Director	Esperanza, Inc.
<b>Merissa Piazza</b>	Program Manager	Cleveland State University
<b>Gloria Ware</b>	Principal, Inclusion	JumpStart Inc.
<b>Natoya Walker</b>	Chief, Public Affairs	City of Cleveland
<b>Brad Whitehead</b>	President	Fund for our Economic Future
<b>Greg Zucca</b>	Vice President-Lending and Lending Operations	Economic Community Development Institute

## APPENDIX B: LIST OF FUNDERS

Organizations and foundations that funded the Cleveland Innovation Council:

- Burton D. Morgan Foundation
- The Business of Good Foundation
- The Cleveland Foundation
- GAR Foundation
- The George Gund Foundation
- JP Morgan Chase & Co.
- RPM International, Inc.

## APPENDIX C: MINORITY & WOMEN OWNED BUSINESSES WITHIN THE CLEVELAND FORWARD CITIES CORRIDORS

E. 55 <sup>th</sup> Food Corridor		
Business Name	Street Address	Industry
Ace Taxi Service, Inc.	1798 E. 55th St.	Taxi Service
Anthony Flooring, LLC	5318 St. Clair Ave.	Flooring
Bradley demolition	1867 E. 55th St.	Construction
Bradley Metal Fabrication	6211 Cedar Ave.	Metal Fabrication
Bruce Clinkscale Goodwin, Inc.	6211 Cedar Ave.	Other
Clark Insulation SVC Inc.	1893 E 55th St.	Drywall and Insulation Contractors
David Gibson Inventions	5710 Curtis Ct.	Consumer Products & Services
Express Business Services, Inc.	1764 E. 65th St.	Offices of Real Estate Agents and Brokers
Friendly Delivery Corp	4901 Payne Ave.	Delivery Services
Minority Electric Company Inc.	4730 Lexington Ave.	Electricians/Wiring
Pierre's Ice Cream Co.	6200 Euclid Ave.	Ice Cream Company
Timbuktu Bookstore	5508 Superior Ave.	African Bookstore
Opportunity Corridor-E. 79 <sup>th</sup>		
Business Name	Street Address	Industry
McTech Corp.	8100 Grand Ave.	General Contractor
Nusurge Electric, Inc.	8100 Grand Ave.	Construction
Rid-All CSA and Talapia Farm	8129 Otter Rd.	CSA
TMG Services, Inc.	8100 Grand Ave.	General Contractor
Hispanic Village Corridor		
Business Name	Street Address	Industry
American Family Title Agency, INC	3101 W. 25th St.	Real Estate Agency and Title Agency
Green Rock Lighting, LLC	3175 W. 33rd St.	Lighting Fixture Manufacturing, LED Streetlights
M. Rivera Construction Co.	3101 W. 25th St.	Construction
Torres & Son Travel	2833 W. 25th St.	Travel Agencies
Vrettos & Associates, Inc. dba SVA Communications	1615 Clark Ave.	Consulting

Note: Directory listing of businesses may not be complete. See p. 2 for information on directory compilation

## APPENDIX C: MINORITY & WOMEN OWNED BUSINESSES WITHIN THE CLEVELAND FORWARD CITIES CORRIDORS (CONTINUED)

E. 105 <sup>th</sup> Corridor		
Business Name	Street Address	Industry
Jonell Centre	10518 Superior Ave.	Floor Laying Contractor
Kama Tantra, LLC	2265 E. 100th St.	Other
Legion, LLC	10716 Hathaway Ave.	Other
Q & A Desserts	10610 Lee Ave.	Food & Beverage
Superior Pizza	10502 Superior Ave.	Restaurant
Vet-to-Support Line, LLC	1259 E. 101st St.	Consumer Products & Services
Big Daddy's	1206 E. 105th St.	Restaurant
Elwynn International Corp	10518 Superior Ave.	Human Services
K H Construction	2265 E. 100th St.	General contractor specializing in carpentry, renovation, remodeling and rehabilitation.
Lassiter Tax Service	10836 Superior Ave.	Accounting Services
Lu Jon Beauty Salon	1212 E. 105th St.	Beauty Salon
Nerve Access, Inc.	10000 Cedar Ave.	Healthcare
SironRX Therapeutics	10000 Cedar Ave.	Pharmaceuticals
SRM Group, LLC	1494 E. 108th St.	External Affairs/Community Relations Support
Sterling Fence & Building, LLC	2250 E. 105th St.	Construction (Commercial)
Tune Palace	1208 E. 105th St.	General Merchandise Store
Volume Beauty Supply	10507 Superior Ave.	Cosmetics & Beauty Supply

Note: Directory listing of businesses may not be complete. See p. 2 for information on directory compilation