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Greater University Circle Initiative: Year 6 Evaluation Report

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The Cleveland Foundation

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May 2017

**GREATER UNIVERSITY
CIRCLE INITIATIVE:
YEAR 6 EVALUATION
REPORT**

The Center for Economic
Development
&
The Center for Community
Planning and Development

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INTRODUCTION

The Greater University Circle Economic Inclusion Initiative is a unique multi-anchor, place-based effort to revitalize the seven neighborhoods that comprise Greater University Circle (GUC) in Cleveland, Ohio. Convened in 2005 by the Cleveland Foundation, it involves three anchor institutions: The Cleveland Clinic, Case Western Reserve University and University Hospitals Health System, along with the city of Cleveland and many other partners. This sixth evaluation report highlights the group's major accomplishments and challenges, and looks to the future of this unique initiative. The report also tracks progress toward meeting the goals set forth at the outset: Buy Local, Hire Local, Live Local, and Connect. It points to significant system changes underway in one of the largest employment centers in the city, region, and state to increase opportunities for economic inclusion of neighborhood residents and businesses within each of the partner organizations, as well as collaboratively across partner organizations.

This report has been prepared for the Cleveland Foundation by a team of evaluators from the Centers for Economic Development and Community Planning and Development at Cleveland State University's Levin College of Urban Affairs. It is based on qualitative and quantitative information collected from four sources:

1. Direct observations of meetings and a review of meeting minutes
2. Interviews with the members of the Economic Inclusion Management Committee (EIMC) Executive Committee members and other key informants (see Appendix A for a list of interviewees)
3. Measures of progress (indicators) toward meeting the EIMC goals and objectives identified in the SMART matrices of the subcommittees
4. Program data gathered from anchor institutions and other partners

A detailed history of the initiative can be found in earlier reports.

In 2016, many of the early efforts hit their stride. The anchors expanded efforts to hire more neighborhood residents and the system for tracking and reporting new hires from the neighborhoods across all three anchors was working smoothly. The neighborhood workforce pipeline was expanded beyond health care to include hotels and other area businesses. The first major joint purchasing effort, a mail hub that will be shared by all three anchors, came to fruition. Over 500 new employees and their families have moved into the GUC neighborhoods using incentives offered by Greater Circle Living, an employer assisted housing program. Developers broke ground on 400 new homes and 645 new apartments in GUC neighborhoods. The Evergreen Cooperative businesses saw increased use of their products and services by the anchors. They employ more than 110 people and are poised for new growth. Within the anchors, resource groups for employees living in the GUC neighborhoods took root and flourished.

This past year also saw an interest in broadening the thinking around anchor based neighborhood redevelopment. The level of trust among the EIMC members had increased to

the point that they felt comfortable beginning a discussion of race, power, and privilege in relation to the work. The CSU evaluation team began to explore meaningful measures of neighborhood change, particularly in the areas of employment and housing quality.

In early 2017, the subcommittees will begin the process of revisiting the SMART matrices that they have developed outlining their goals, objectives and measures.

STRUCTURE AND FUNDING¹

The Economic Inclusion Initiative is managed by the Economic Inclusion Management Committee (EIMC) and led by an Executive Committee. In 2016, these committees were co-chaired by Aparna Bole, MD, pediatrician and Director of Sustainability for University Hospitals and Jon Utech, Senior Director of the Office for a Healthy Environment at the Cleveland Clinic. Dr. Bole completed the second year of her two-year term as co-chair at the end of 2015, but her term was extended through the end of 2016. Jon Utech continued in 2016 for the second year of his term. He will continue as co-chair in 2017, with Dan Bucci, Director of Government Relations at University Hospitals, who was appointed to replace Dr. Bole. The Committee of the whole has 37 members, representing 16 organizations. A subset of 14 of these organizations had at least one member on the smaller Executive Committee, which has 19 members. In addition, another 47 people, representing 14 organizations, participate solely on one of the subcommittees or working groups. In total, 85 members representing 30 organizations participate in the EIMC in some fashion. (A list of members of all the EIMC-related committees and sub-committees can be found in Appendices B-F)

The committees work through a collective impact model and are focused on a central question that guides their work in the neighborhoods: “What can we accomplish together that we would find difficult to do on our own?” Early on, the Committee identified four goals: Buy Local, Hire Local, Live Local, and Connect. Members have worked together to increase the share of goods and services that they purchase from local suppliers, build the capacity of small businesses in the area, hire more people from the neighborhoods, retain them, and offer them a path to a career either within the anchors or at other businesses in the area, increase the number of anchor employees who live in the neighborhoods, and improve the quality of life for neighborhood residents all while better connecting with current residents.

The EIMC is charged with translating the goals into projects and programs that benefit neighborhood residents. The anchor partners have reached deep within their organizations to implement GUCI goals and the number of cross-sector partners engaged in the work has grown.

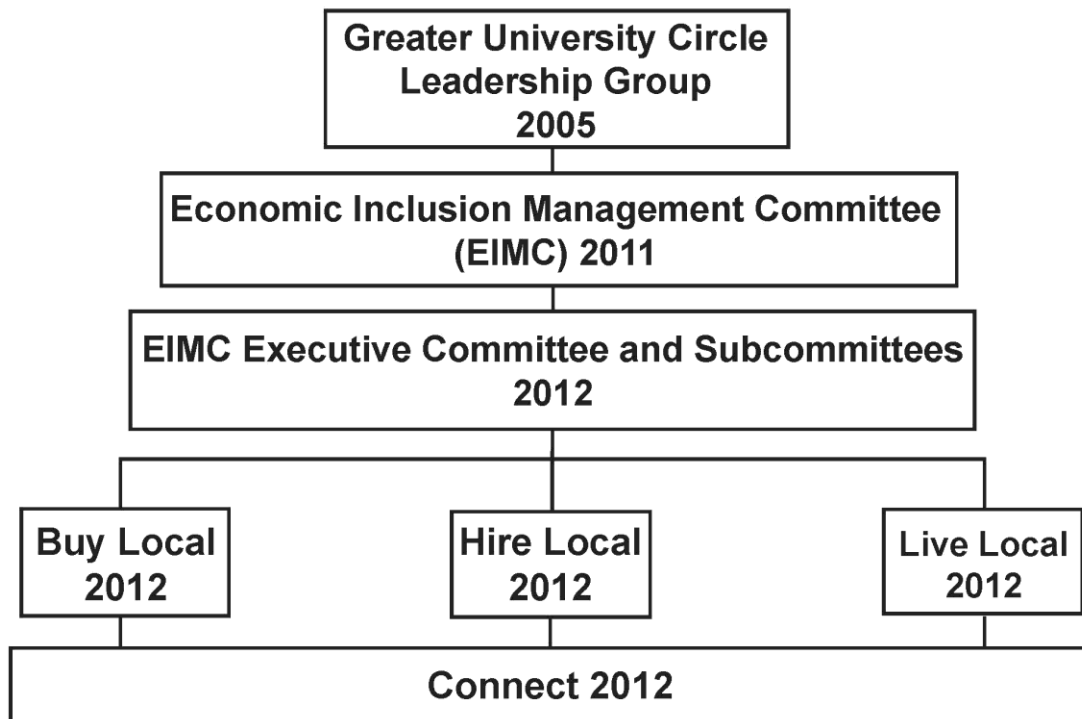
EIMC committee members have developed new ways of working together, strengthened relationships and trust, and invested time, finances, and ideas in meeting the shared goals. A structure has evolved over the 11-year period, with committees that guide the programs and

¹ At the time of publication of this report, financial numbers for 2016 were not available.

projects related to the goals. By 2016, there were three subcommittees, one for each goal, with “connect” underlying all the work, as illustrated in Figure 1.

Figure 1: EIMC Governance Structure, 2016

A Nested Set of Tables: EIMC Governance Structure



During 2016, the Thrive Local and Serve Local subcommittees, added in 2014 and 2015 respectively, were disbanded. The Thrive Local group had a very broad focus on economic inclusion, neighborhood stabilization, and community engagement that overlapped with the work of other committees and proved hard to sustain on its own. The Serve Local committee was added at the suggestion of one of the EIMC members to communicate to neighborhoods the many ways that each of the anchors serve the needs of the residents in GUC and beyond. The committee disbanded in 2016 after its champion on the committee, Latisha James, left her position at Case Western Reserve University (CWRU) and was no longer involved in the EIMC.

Several ad hoc working committees have grown out of the sub-committees to address priority initiatives. These include the Anchor Local Food committee and the Anchor Supply Chain Initiative, both related to the Buy Local goal, and the Human Resources/Information Systems

(HR/IS) group, related to the Hire Local goal. The Anchor Supply Chain Initiative began meeting in 2011; it is hosted by BioEnterprise and is comprised of purchasing managers from the anchor partners. Its focus is on increasing local jobs and economic activity by creating a process for anchor institutions to jointly issue RFPs for goods and services that are currently purchased from non-local suppliers.

The Anchor Local Food Committee began meeting in 2014. It is comprised of the sustainability officers from the anchor partners, their food service contractors, and local food system representatives. It is working to increase the share of local food through joint purchasing. The group held a very successful, day-long workshop in February 2016, which was organized by OSU Extension and Cleveland State University. The workshop brought together local farmers, food producers, and distributors to brainstorm ways to meet the anchors' growing demand and interest in purchasing local food.

The Human Resources/Information Systems (HR/IS) group has been meeting regularly since 2012 and is working with the CSU evaluation team to track local hiring and retention efforts at the anchors. This group continues to improve the metrics analyzed and keeps a watch upon how overall anchor hiring and specific programmatic hiring (Step Up to UH) are impacting the number of employees living in the neighborhoods.

The Cleveland Foundation continued to provide strong leadership through India Pierce Lee, Program Director for Community Development, and Lillian Kuri, Program Director for Arts and Urban Design. The program staff, Walter Wright, Program Manager for Economic Inclusion, and Toni White, Program Coordinator for Economic Inclusion, are housed at Cleveland State's Levin College of Urban Affairs and are funded by the Foundation through the end of 2017 with an annual grant of \$220,000. In September 2016, Wright was asked to step in as interim executive director of New Bridge Center for Arts and Technology. (New Bridge is a member of the EIMC.) He continued to serve as staff for the EIMC, but most his time was spent at New Bridge. This proved to be a challenge for keeping the EIMC work on track. This illustrates how important it is to have a full-time staff person dedicated to maintaining momentum and keeping participants at the table. At the end of 2016, Lee was named Senior Vice President, Program and Kuri was named Vice President, Strategic Grantmaking, Arts & Urban Design Initiatives at the Cleveland Foundation.

Reflecting on the Value of the Collaboration

Each year, interviewees are asked to reflect on the value of participating in the EIMC. The benefits they see are consistent in the "One Table" collective impact approach. First and foremost, the partners continue to place a high value on having the Cleveland Foundation serve as the neutral convener, giving them a safe space to work together. The commitment to collaboration among the anchors and other partners is both institutional and personal; even though individual staff may move on, they are replaced by new representatives.

The anchor partners see great value in having a neutral place, the EIMC, where they can collaborate.

Central to the anchor mission

Notably, representatives of all three anchor institutions observed that the work is increasingly being seen by senior levels of management as central to the mission of their organizations, especially in the areas of community benefit and local health. The two health care anchors, CCF and UH, are increasingly focused on improving population health management along with treating disease. The co-chairs see the EIMC as central to their mission:

The EIMC “provides the population health lens that the anchors need. Collaboration in the delivery of population health is paramount. It enables them to leverage their work: 2+2=6.”
(Jon Utech, CCF)

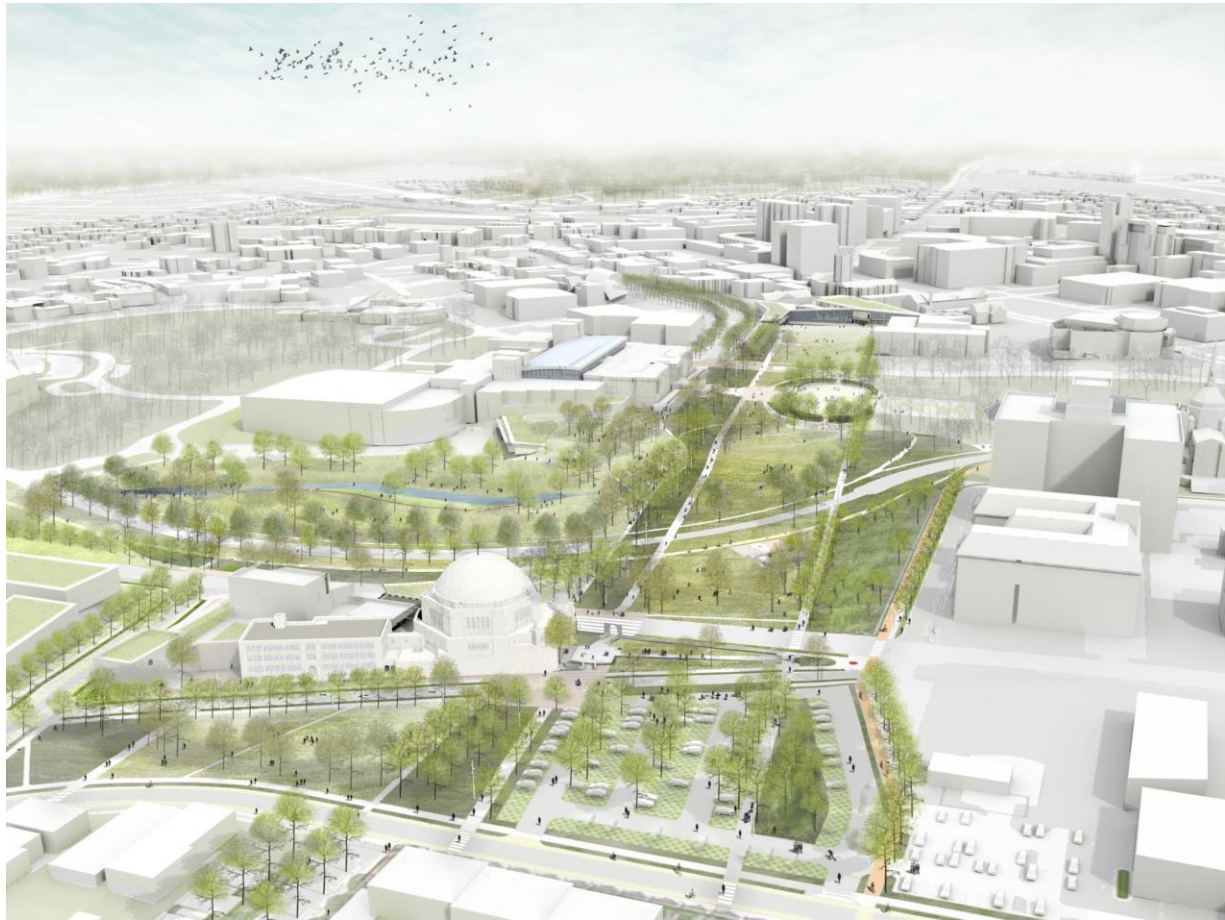
“The EIMC is an avenue to positively impact our patients’ health beyond the exam room.”
(Aparna Bole, M.D. UH)

“The anchors have invisible walls around them and this (the EIMC) is one way of getting people over the wall. Being a good neighbor is just the right thing to do.” (Daniel Bucci, UH)

Increasingly, the health care institutions are recognizing the importance of vibrant, stable neighborhoods to their ability to attract patients and staff, thus impacting their bottom line. There was a sense that senior management understands the value even more today than they did when the leadership group, comprised of the top executives of the organizations, was first convened 11 years ago.

For example, Case unveiled its Master Plan which included plans for a new Nord Family Greenway connecting the University to the neighborhoods (Figure 2). The University held numerous community meetings seeking input and the University’s President was intentional about creating access, permeability and a welcoming feel for the campus. The Nord Family Greenway connecting the campus with the neighborhoods makes an important statement and opens the University to the community.

Figure 2: Nord Family Greenway²



It is not only the senior management that has become more aware of the benefits of the EIMC; there is a sense that all levels of staff are becoming more aware of the programs and their benefits. Interviewees reported that they have been actively sharing information about the work within their own organizations. In addition, the Greater University Circle 10-year anniversary celebration hosted by the Cleveland Foundation helped to raise awareness within the anchors and in the community. At UH, Heidi Gartland, Vice President of Government and Community Relations, reported that involving people throughout the UH structure in the EIMC work is part of her job. She also uses the data from the evaluation in a dashboard that she presents to the UH board.

² Courtesy of CWRU.

Provides a safe space for collaboration

Participants value the trust and the relationships that have developed and strengthened over the years. The EIMC “table” is viewed as a safe space where the members can share ideas, engage in dialogue and find out what others are doing. It was described as a “think tank” for idea generation. (Vicky Eaton Johnson and Kumi Lane, CCF).

The EIMC “table” as well as its goals and programs provide a necessary structure for the work. Several interviewees commented that without the structure of the EIMC, the work would likely not continue. It helps the individual anchors identify opportunities for improvement in what they do. Further, it provides the anchor partners with a place where they can work together on areas of common interest. The work and the collaboration have taken on even greater value in light of the new federal administration. Non-anchor participants also see value in the relationships, the trust and the brainstorming about how best to assist neighborhoods. (W. Cheairs, Fairfax Development Corporation). The network itself has value in terms of knowing who to call for example to increase local procurement. (Jeff Epstein, Midtown/HTC)

It captures the best of the competitive nature of the organizations; we want to make sure we are contributing and having the biggest impact possible. (Andrea Jacobs, CCF)

It’s an opportunity to compare notes and best practices; it leverages talent. (Julie Rehm, CWRU)

It’s a place to learn what other anchors are doing. It opens their eyes to what is beyond their walls. It’s a place where they can tell their story. (Debbi Perkul, Step Up to UH).

Leverages Resources and Talent

In promoting an integrated approach to benefit neighborhoods, the EIMC brings together people that otherwise would not necessarily have a reason to work together, e.g. the anchors, the city, organizations working to attract businesses along the HTC, community development, and neighborhood organizations. Together, they are able to set goals and develop programs that leverage the strengths and resources of the different organizations and benefit both anchor and non-anchor partners.

For example, both health care anchors are facing a shortage of skilled employees in facilities management. They joined together, and with Max Hayes High School and the Mayor’s Office, have created a program to train and mentor high school students for future work in facilities management.

In another example, the Cleveland Clinic needed a local entity that could recover upholstered furniture on the main campus. A good working relationship had been established with Evergreen’s E2S around installing energy efficient lighting in Clinic garages and the Clinic was interested in expanding the business relationship. E2S was able to provide the upholstery services at a cost savings to the Clinic. This created a new work stream for E2S.

It's great to have Evergreen at the table, the anchors need as many conduits on the ground to help them meet their goals. (John McMicken, Evergreen)

Tracks Progress

The participants continue to state that they value the data and reporting by CSU. It offers accountability and a checkpoint on progress toward the goals set forth in the SMART matrices that have been created by the committees. Additionally, it helps the anchors to see what progress they are making in terms of hiring local and encouraging their employees to live local.

CSU brings rigor to the work. (Nelson Beckford, Saint Luke's Foundation)

LOOKING TO THE FUTURE

The EIMC collaboration has yielded significant benefits. Despite progress, the goal of turning around neighborhoods that have suffered from decades of systemic disinvestment remains elusive. Collaborative ventures present unique challenges in terms of sustaining the partner commitment. The literature suggests that a collective impact model such as the EIMC needs a 10-year commitment.³

FOCUS

With 85 members and 30 different organizations involved in one or more of the EIMC committees or subcommittees, it is important to ask whether the right people are at the right tables. This question prompted a needed reexamination and refocusing by each committee of its goals, objectives, and membership that began that began at the end of 2016 and will continue into 2017.

SUSTAINABLE FUNDING

During the first 4 years of the EIMC, the participants launched a number of pilot programs (documented in previous reports) that received significant grant funds. These funds were used to build capacity and hire staff at partner organizations to implement pilot programs. As the pilot programs prove their effectiveness, the challenge is to sustain them going forward. For example, the Step Up to UH pilot workforce initiative was so successful that in 2015, UH decided to roll out the program system-wide, based on an internal assessment and a strategic plan for their own workforce. Now, the health system plans to fund Step Up for 2017. The program relies on partners, including Towards Employment and Neighborhood Connections, both of which must sustain their operations with grant funds. The model is also being expanded beyond health care to include hospitality and hotels.

³ Nancy Martin, *Advancing the Anchor Mission of Healthcare on behalf of the Healthcare Anchor Network*, The Democracy Collaborative, March 8, 2017. <http://democracycollaborative.org/content/advancing-anchor-mission-healthcare-report>

LEARN FROM OTHER CITIES

The Greater University Circle model has been the subject of intense interest from cities across the country that would like to implement a similar program. While the Cleveland model offers lessons for other places, EIMC members are interested in what they can learn from other models. For example, what are other anchor based initiatives measuring how sustained are their programs? Can the committee benchmark the work in Cleveland with these other cities?

EMPHASIS FOR 2017

Executive Committee members were asked what they thought should be the focus of the EIMC in 2017. Their responses are summarized below:

Strengthen the EIMC

- Continue to have robust and focused discussions on goals and parameters for the EIMC as a whole
- Re-energize meetings, shift from reporting to problem solving. Tactical decisions need to come from the top. Bring in guest speakers.
- The uncertainty in health care funding at the state and federal levels will make everything more challenging in 2017. The economic inclusion work will be a competing priority. It will be important to redefine the relevance of the initiative and to reinvest and reinvent it in light of the current political climate.
- Continue to reconnect the work back to the core missions of the anchors
- Consider adding other anchors (Cleveland State, Metro Health, Tri-C, KeyBank, others)
- Longer term, 2018, consider inviting developers like Geis and K & D to join the EIMC or committees.

Maximize Benefit to the Neighborhoods

- As EIMC looks to attract businesses to the neighborhoods and the Opportunity Corridor, the anchors would benefit from having good data on neighborhood demographics and a retail market analysis.
- Consider a role for the EIMC partners in addressing the large numbers of boarded up and substandard housing in the neighborhoods
- New housing developments are generating concerns about displacement and gentrification among long-time residents. Develop a plan to welcome and accommodate new residents while retaining the neighborhood character and avoiding displacement and gentrification.
- The new health education building on the Cleveland Clinic campus will open in 2019 and it will house 2,000 people daily. Combined with the Opportunity Corridor completion, how will this impact the neighborhoods—housing, retail,

transportation, safety, jobs? There is need to plan for change, rather than react to change.

- Need to address safety issues
- Prioritize marketing GCL
- Expand anchor use of Evergreen Cooperative businesses

Benchmark work with other anchor-based initiatives in other cities

- As EIMC plans for its future, there is a need to benchmark progress with other anchor initiatives. Where does the initiative go from here? What is the next level of the work? What do the next two years look like?
- Visit other cities that have used anchor based development initiatives to move the needle on neighborhood change. (For example: South Providence Development Corporation in Providence, Rhode Island; George Kaiser Family Foundation in Tulsa, Oklahoma; Gunderson Lutheran in La Crosse, Wisconsin; Nationwide Children's Hospital in Columbus, Ohio; East Baltimore Development in Baltimore, Maryland.)

Healthy Neighborhoods

- Work on improving health outcomes needs to be included in the EIMC mix. There is public health money available focusing on the built environment. Could the group consider creating an anchor-community based partnership to attract funds that can be used to improve the built environment and improve the health of neighborhood residents?

PROGRESS TOWARD GOALS

Since we began tracking data in 2010, the EIMC has made significant progress in all four goal areas: Buy Local, Hire Local, Live Local and Connect. This section presents the progress made by the EIMC partners in 2016 toward meeting these goals. It is organized by the four goal areas. Where available, it also presents trend data over the six years of the initiative. Underlying all of this are the relationships and trust that have been developed among the EIMC partners and the deepened understanding of the barriers presented by systems, both internal and external to the anchors. Thus, the data indicates that these systems are slowly beginning to shift toward greater economic inclusion.

BUY LOCAL

Several initiatives continued in 2016 to increase the share of local goods and services used by the anchors. Increasing local purchasing is a way of providing additional employment opportunities for residents from GUCI neighborhoods and attracting additional investment to the areas surrounding the main campuses of the anchor institutions. The five main strategies include:

- Business attraction, retention, and development along the Health-Tech Corridor (HTC)
- Increased anchor procurement and joint procurement initiatives of the anchors
- Increased anchor support to and purchasing from the Evergreen Cooperatives
- Small business microloan financing through the Economic and Community Development Institute (ECDI)
- Capacity building for small businesses through the training provided by Next Step, administered by University Circle Inc.

HEALTH-TECH CORRIDOR & MIDTOWN

The Health-Tech Corridor (HTC) is the transit corridor served by the Greater Cleveland Regional Transit Authority's HealthLine, Cleveland's first bus rapid transit line. It stretches from Downtown Cleveland through University Circle and into East Cleveland, connecting nine city neighborhoods over three miles. The EIMC has helped brand the HTC and attract companies to locate along the Corridor since 2010.

In March, 2016, Jeff Epstein, the Director of the Health-Tech Corridor, was named as the Executive Director of Midtown Cleveland Inc., the long standing economic development corporation serving a portion of the HTC area. He holds both positions. In addition, an HTC Project Manager, Executive Assistant, and Urban Planner/Cleveland Industrial Retention Program were hired.

The HTC is a prime location for biomedical, healthcare, and technology companies looking to take advantage of world-class healthcare institutions and their auxiliaries (including The Cleveland Clinic and University Hospitals). It is also home to seven business incubators, four

academic centers, and more than 145 high-tech companies engaged in the business of innovation.⁴

MidTown Cleveland, the economic development corporation serving a large portion of the HTC, has wholeheartedly embraced its home in the heart of the HTC. Featured stories in its 2016 annual report highlight the excitement surrounding new developments in the HTC.⁵ In 2016, two Cleveland architecture firms joined the nine already located in Midtown. Bialosky Cleveland decided to relocate its offices into an 8,000 square foot space in Midtown Tech Park, located at 6555 Carnegie Avenue. Due to its central location, the firm felt it was an ideal move for employees and clients alike. This move also creates 40 new jobs in the corridor. Wanix also moved into the historic Kies-Murfey mansion, joining two other professional firms located in the building. In the past year, more than 30 health tech and high tech businesses have expressed interest in starting or moving their business to the Midtown region of the HTC. Examples include CMC Pharmaceuticals, a pre-formulation, formulation and drug product consulting and contract lab services organization utilizing existing lab space in the Baker Electric Building and Custom Orthopedics, which uses 3D printing to develop patient-specific surgical planning and custom instrumentation. Custom Orthopedics grew out of its space at the Global Cardiovascular Innovation Center's incubator facility and is looking to expand to somewhere in Midtown/HTC. Another tenant, Crescent Digital, acquired a building at 32nd and Euclid and moved its operations into Midtown from the suburbs. Crescent Digital is an electronics integrator company who serves both businesses and residences in system design and hardware integration to implementation and support. Other companies that moved into the corridor in 2016 are LorkTech, Fund for our Economic Future, Securable.io, and RelateCare, bringing in 3, 10, 10, and 10 jobs respectively.

During 2016, University Hospitals advanced its plans to move its women's and children's primary care clinic to the HTC at East 59th Street and Euclid Avenue, through a partnership with Hemingway Development, an affiliate of builder/developer Geis Companies. The partners plan to break ground in spring of 2017. The UH Rainbow Center for Women and Children will anchor a larger, 11-acre campus between Euclid and Chester Avenues from East 55th to East 63rd on vacant land assembled and cleaned by the city. The development is expected to be open by 2018. Two other main additions to the HTC are the Children's Museum of Cleveland and the Kids' Book Bank.

IBM's purchase of Explorys, a healthcare data analytics firm whose office is on the HTC, was a success story from the 2015 report. In 2016, IBM unveiled a plan for a new office building at Cedar Avenue and East 105th Street, just south of the Cleveland Clinic. City of Cleveland Council members signed off on legislation allowing the city to provide a low-interest loan and partial property-tax abatements for the building with construction slated to begin Spring 2017. Explorys currently has 170 employees and has reported that the new space will allow for an additional 125 positions, hoping to be filled by the end of 2018.

⁴ Data provided by HTC.

⁵ <http://www.midtowncleveland.org/media/documents/mtc-2016annualreport.pdf>

The HTC Investment and Attraction Fund was conceptualized in 2015 and activated in 2016 to provide financial capital for businesses with unique or breakthrough ideas that agree to relocate to the HTC. The \$2 million fund, administered by JumpStart, Inc., had 327 applicants in its first year, with 22 under consideration. It's first investment was in Monarch Teaching Technologies to assist in the development of its innovative software, VizZle®, a web based special education program. HTC works in partnership with Jumpstart to identify and follow up follow up on leads. HTC continues to market the fund through LinkedIn and Facebook.

City of Cleveland Investments

The City of Cleveland has made major investments in the HTC through assisting tenants, enabling new construction, rehabilitating buildings, initiating beautification efforts, and conducting brownfield assessment and environmental remediation. The City's investment in the corridor in 2016 was \$8,660,270. Investments made by the City of Cleveland in the past nine years total \$99,118,238 and has leveraged \$771,958,613 in total project dollars.

Real Estate Projects

In 2015, MidTown broadened its focus to include residential development, a significant shift for MidTown and the HTC. It signals a recognition of the importance of residents in creating a vibrant neighborhood in the overall development of the corridor. During 2016 this shift resulted in plans for over 100 units of multi-family housing as well as preliminary discussions on a market rate townhouse development in the HTC.

Two major residential real estate projects began in 2016 aimed at combating the statistic that Midtown's daytime population is about nine times greater than its residential population. One is the 56-unit Innerbelt Lofts project at 28th St. and Euclid Avenue, a conversion of a long vacant office building. The building is located directly adjacent to a RTA Healthline stop, providing future residents with proximity to Downtown Cleveland. Another vacant building at 3101 Euclid Avenue will undergo a \$12 million conversion to a mixed-use building housing 80-unit apartments and about 5,000 square feet of retail space on the first floor.

Knowing that the ultimate metrics for the HTC revolve around job creation and neighborhood wealth, the HTC director has established a series of intermediate success metrics for the HTC for the next several years (see Table 1 and 2).

Table 1: HTC New Business Success Metrics

Outcome Metric	Yearly Target	Results
New Businesses	15-20 /year	48 Open Leads, 14 Relocations since Mid-2014
Square footage absorbed –	50,000 – 100,000 SF/year	53,703 since Mid-2014
New or renovated space under development	50,000 SF/year	132,600
HTC occupancy	Above 70%	92% ⁶

Table 2: HTC New Tenants Success Metrics⁷

Outcome Metrics	Yearly Target	Year 1	Year 2	Year 3	TOTAL
New Tenants	5-7/year	9	7	9	25
Square footage absorbed	50,000-100,000 SF/year	22,000	39,190	80,500	141,690
New/renovated space under development	50,000 SF/year	80,000	52,600	-	132,600
Jobs created	250 /year	34	49	369	452

Challenges

Although the number of businesses along the HTC continues to increase, the area still lacks appropriate amenities. HTC/Midtown has historically been a commercial/industrial center and pass-through corridor, disconnected from adjacent residential neighborhoods. More recently, recruiting neighborhood and business-serving retail like restaurants and coffee shops has become a priority for infill development. There is also the issue of frustration being felt by some about how the mission of the HTC fits into the overall work of the EIMC.

Goals for 2017

In 2017, the HTC has several goals. First, it is working to expand the investment fund for HTC businesses. This fund should make it easier to achieve their target of adding 15-20 businesses each year. There is a desire to develop more office space in the district, create lab space, and develop more amenities for businesses. Second, the HTC hopes to continue to create and build on community connections between businesses and residents. The third goal is to increase neighborhood marketing for Midtown and to focus on place-making projects related to HTC and Midtown. As more in-fill development occurs in the HTC, new opportunities will reveal themselves, challenging HTC/Midtown Cleveland to continue to expand local procurement opportunities and utilization of local businesses.

ANCHOR PROCUREMENT AND SUPPLY CHAIN INITIATIVES

A central focus of the Buy Local committee has been to identify opportunities where the three anchor institutions can engage in joint procurement to leverage their purchasing power,

⁶ This occupancy rate includes the move by Dealer Tire into the Victory Building.

⁷ Received 3/27/17 from Mike Lulich, HTC project manager.

thereby increasing local economic activity and building community wealth. To that end, BioEnterprise convenes, facilitates, and provides staff support for an anchor procurement and supply chain working group, which began meeting in 2012. The working group is composed of each anchor's supply chain director, other local anchor partners, the Cleveland Foundation, and BioEnterprise.

The anchors' common goal of fostering and sustaining positive economic improvement for their surrounding neighborhoods has led them to share information on best practices, contracts, and vendor lists. Additionally, the working group members have been collaborating on business attraction efforts, increasing the level of peer trust and camaraderie among these institutions.

Supply Chain Initiatives

In 2016, after 2 years of planning, the three anchors' supply chain leaders drafted a memorandum of understanding to delineate roles and responsibilities related to the creation of a stand-alone, scalable, state-of-the-art mail hub facility which will be used for processing both external and interoffice mail for all three institutions. This effort, which began in 2014, includes an understanding of the importance of hiring local and retaining jobs; the vendor chosen to handle the new facility was chosen due to its ability to achieve economies of scale, but also because its plan calls for a net increase in jobs associated with the facility.

The mail hub is slated to open in 2017 and will act to increase efficiencies, give employees transferable skills, and achieve other positive outcomes, all while operating as a scalable business with the potential to add other clients in the future. Cost savings associated with the implementation of the mail hub are expected to be in the range of \$150,000 to \$500,000 on an annual basis-most which will be allocated towards efforts aimed at increasing local procurement and hiring local.

In addition to the mail hub, the supply chain committee is in talks with University Hospitals and MetroHealth to join forces and create a joint sterilization facility. Initially, the committee discussed the possibility of locating the facility at Link59, near the new UH Rainbow Babies and Children hospital branch at East 59th Street and Euclid along the Health Tech Corridor. Unfortunately, the timing did not work out and the committee is exploring other spaces, including a location that would be offsite for both hospitals.

The committee's 2017 goals include opening the mail hub and finding a viable space for the sterilization facility.

Local Procurement

In addition to identifying opportunities for joint purchasing of local goods and services, the three anchors have undertaken efforts to increase their local share of purchasing. The annual purchasing power of the anchors is immense. The three anchors combined spent over \$3.5 billion on goods and services in 2016 (Table 3). Of this amount, 11% was spent in the city of Cleveland and a 27% was spent in Cuyahoga County.⁸ Every 1% increase in local spending in the city totals \$39 million, which can have a significant impact on the local economy.

⁸ Procurement data was provided by each anchor institution.

Table 3: 2016 Anchor Procurement

	Case Western Reserve University		Cleveland Clinic		University Hospitals		TOTAL	
	<i>Dollar Amount</i>	<i>% of Total</i>	<i>Dollar Amount</i>	<i>% of Total</i>	<i>Dollar Amount</i>	<i>% of Total</i>	<i>Dollar Amount</i>	<i>% of Total</i>
City of Cleveland	\$80 M	19%	\$186 M	8%	\$126 M	14%	\$392 M	11%
Cuyahoga County Suburbs	\$51 M	12%	\$320 M	15%	\$206 M	22%	\$577 M	16%
Cuyahoga County	\$131 M	31%	\$506 M	23%	\$332 M	36%	\$969 M	27%
Outside Cuyahoga County	\$296 M	69%	\$1,679 M	77%	\$597 M	64%	\$2,571 M	73%
Total Procurement	\$427 M		\$2,184 M		\$929 M		\$3,540 M	

Case Western Reserve University alone spent over \$427 million on procurement in 2016. Of this amount, more than \$80 million (19%) was spent in Cleveland and they purchased an additional \$51 million from businesses located in the suburbs of Cuyahoga County, for a total of \$131 million spent in the county (31% of all spending).

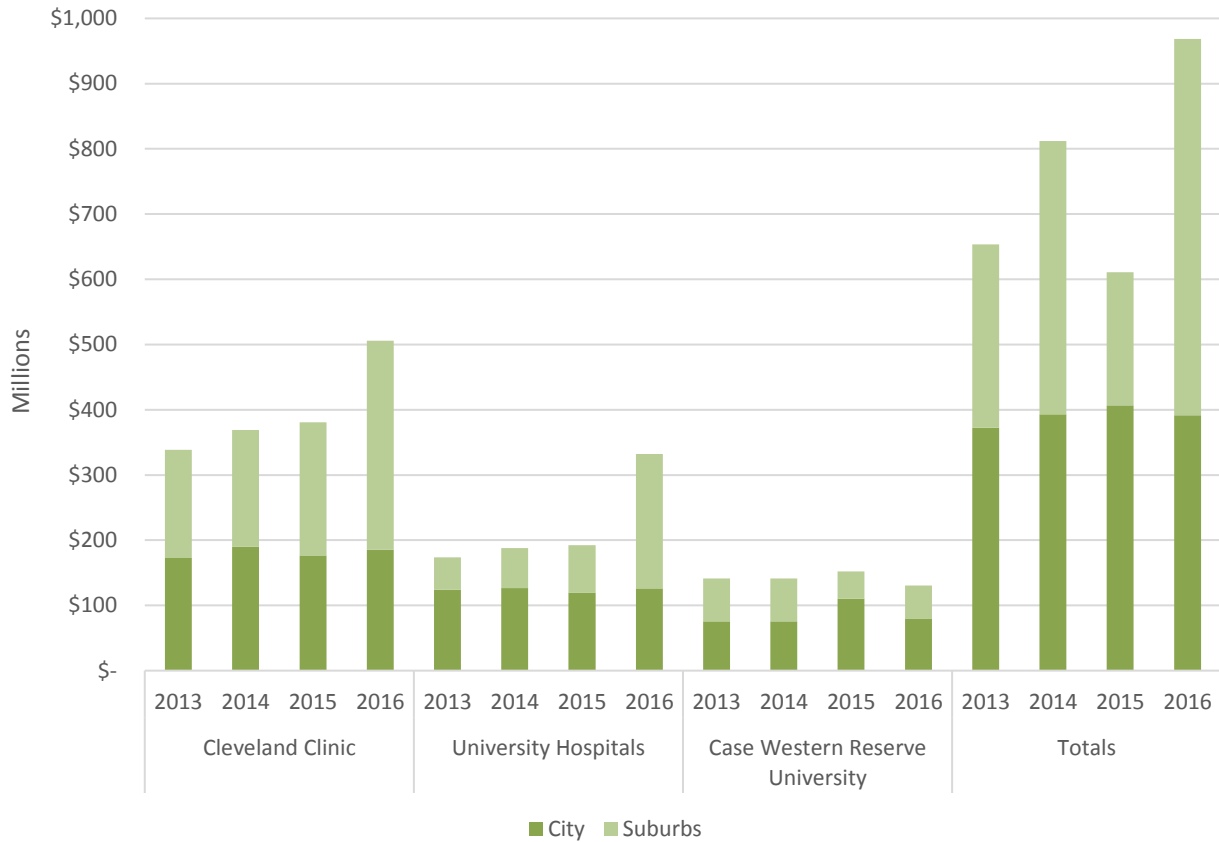
The Cleveland Clinic spent over \$2.1 billion on procurement in 2016, with 23% (nearly \$506 million) spent with vendors in Cuyahoga County, including nearly \$186 (8%) million with city vendors.

University Hospitals had a total 2016 procurement of over \$929 million. They spent over \$332 million (36%) with Cuyahoga County vendors, including more than \$126 million (14%) with vendors in Cleveland.

The total purchases in the city declined 4% over the last year (2015-2016), but the spending in the county increased 34%; spending in the suburbs increased by 81%. Between 2013 and 2016, total anchor procurement in Cuyahoga County has increased by 48% in nominal dollars, while the increase in the City of Cleveland was only 5%.⁹ The percentage of total spending done in the county has increased from 24% to 27% but in the city, has decreased from 13% to 11% (Figure 3).

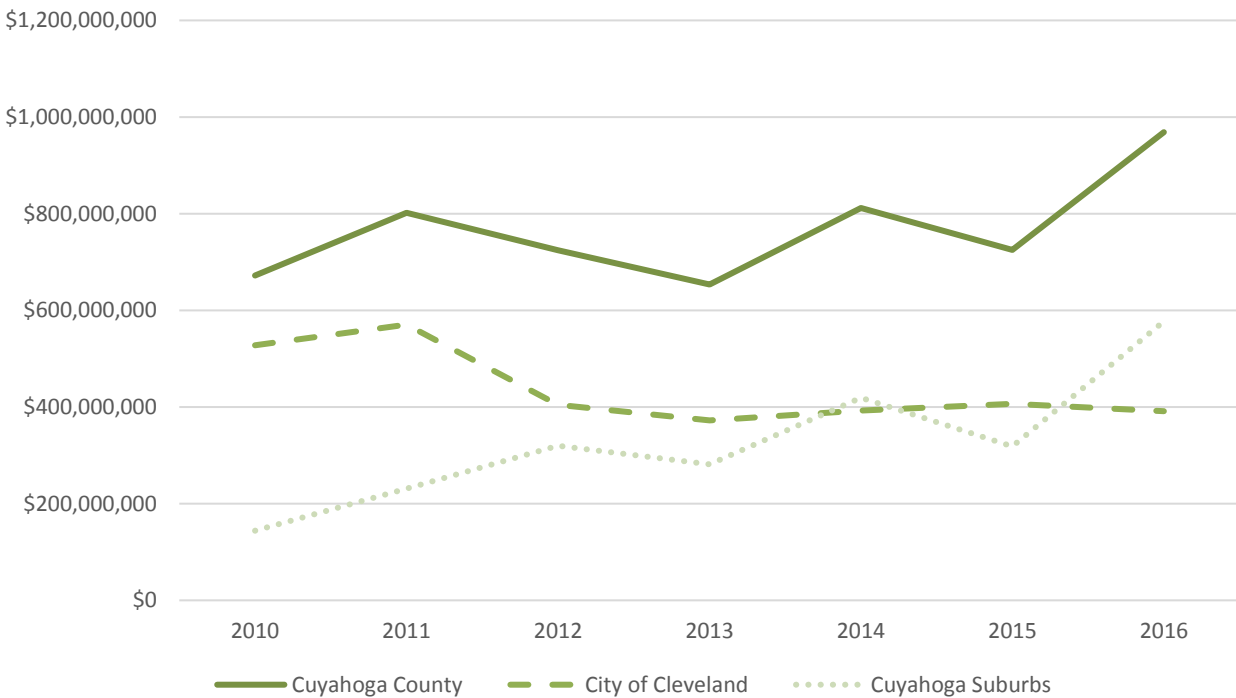
⁹ All procurement figures are reported in that year's dollars. For example, 2013 data is reported in 2013 dollars.

Figure 3: Procurement by Anchor Institution, 2013-2016



The share of anchor procurement in the city, the county, and the suburbs of the county has changed dramatically since 2010. From 2010 to 2016, the total value of purchases in Cuyahoga County has increased 44%. However, purchases from businesses located in the city of Cleveland have decreased 26%, overall purchasing has increased 29% (Figure 4).

Figure 4: Anchor Spending by Geography, 2010-2016



EVERGREEN COOPERATIVES CORPORATION AND THE EVERGREEN COOPERATIVES

The Evergreen Cooperatives, based on an alternative wealth-building and wealth-sharing business model, have been an important part of the GUCI’s Buy Local efforts since their launch in 2009 by the Cleveland Foundation and the GUC anchor institutions.¹⁰ There are currently three Evergreen Cooperatives operating in Cleveland: Evergreen Cooperative Laundry (ECL), Evergreen Energy Solutions (E2S), and Green City Growers (GCG). Evergreen Cooperative Corporation (ECC) governs the cooperatives and Evergreen Business Services (EBS) maintains the overall functionality of the cooperatives. The Evergreen cooperatives are a very tangible link to the anchors and the entire work of the initiative. Two additional cooperatives are still being discussed as potential future endeavors: central furniture/equipment and medical record archiving.

In 2016, ECC hired a full-time personnel director to work on human resources across all the cooperatives and to help solidify the mission. Additionally, a partnership with NewBridge was launched. NewBridge will do most the training for the cooperatives and a dedicated instructor will teach both “off the shelf” training as well as Evergreen-specific training.

Building wealth takes time. Currently, the initial goals of the cooperatives are not being met in terms of profits. However, the payroll for the three cooperatives under the umbrella of the Evergreen Group totaled over \$2.5 million in 2016, a \$0.5 million increase over the previous

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

year. The companies had 99 employees, 60 of whom were full member employees of the businesses. The average coop employee earned \$26,118 in 2016, which worked out to \$12.56 per hour, well above the Ohio minimum wage of \$8.15. Payroll taxes from the businesses totaled \$544,481 and property taxes amounted to \$143,086, for a total tax of \$687,567.

Evergreen Cooperative Laundry

Evergreen Cooperative Laundry (ECL) was the first cooperative launched and has the largest number of employees in its profit sharing system. Their payroll was nearly \$1.1 million, an increase of almost \$300,000 from 2015 (Table 4). The laundry's employee capital account, \$13,858 in 2015, grew almost 300% to \$40,690 in 2016. Over half of the laundry's employees are member employees (27 of 44), and make an average of \$11.66 per hour, totaling \$24,250 per annum. Their tax bill only includes payroll taxes, and stood at \$203,270 in 2016.

Table 4: Cooperative Financial Overview, 2016¹¹

	Evergreen Cooperative Laundry	Evergreen Energy Solutions	Green City Growers	Total
2016 Company Payroll	\$1,067,016	\$522,510	\$996,124	\$2,585,651
Number of employees	44	17	38	99
Number of member employees	27	9	24	60
Value of benefits per month	\$17,645	\$6,961	\$15,256	\$39,863
Average Wage	\$11.66	\$14.78	\$12.60	\$12.56
Average Yearly Wage	\$24,250	\$30,736	\$26,214	\$26,118
Value of employee capital account	\$40,690	\$14,589	\$6,999	\$62,278
Average per employee	\$1,507	\$1,621	\$184	\$1,038
Payroll Taxes	\$203,270	\$108,397	\$232,813	\$544,481
Corporate Taxes	\$0	\$0	\$0	\$0
Property Taxes	\$0	\$0	\$143,086	\$143,086
Total Taxes	\$203,270	\$108,397	\$375,899	\$687,567

The laundry has enough business to consider expanding. It could expand at its current site or potentially add an additional location. However, either expansion option would require the purchase of an additional piece of equipment totaling \$300,000. Its current home is the Glenville Enterprise Center, a county land bank-owned building that is managed by Fred Geis, a local developer who is working to improve the building and lease out more of the space.

¹¹ This table only represents full time employees and does not reflect any temporary employees.

Evergreen Energy Solutions (E2S)

The smallest of the Evergreen coops in terms of employees (9 member employees and 8 other workers), Evergreen Energy Solutions (E2S) nonetheless had the highest average yearly wage-\$30,736. This wage translated into a company payroll of \$522,510, which in turn generated \$108,397 in payroll taxes. At \$14,589, E2S' capital account is significantly smaller in dollar value than Evergreen Laundry's, however, E2S has an average of \$1,621 per employee which is \$114 more than the laundry business' average per employee.

For 11 consecutive months in 2016, E2S employees worked at Cleveland Clinic properties retrofitting lighting. This was a great foundation for their businesses and helped to stabilize their workforce. Hopefully, the work will continue well into 2017. CWRU and University Hospitals are also looking to contract with E2S on some retrofitting projects. One issue that comes with working on site at hospitals was the high number of E2S employees that were once incarcerated, which prohibits these employees from on site.

Green City Growers

In many respects, Green City Growers' (GCG) finances situate it squarely between ECL and E2S. Company payroll at GCG stands at \$996,124, 30% higher than 2015. The hourly average pay at GCG fell slightly, from \$12.74 to \$12.60, which translates to \$26,214 per year. While GCG added only two employees overall between 2015 and 2016 (36 to 38), the number of member employees increased dramatically, from 3 to 24, an important step in ensuring continuity in the business. This increase in employee members resulted in the employee capital account jumping from nothing in 2015 to a total of \$6,999 in 2016.

Sales at GCG continued to increase although they did not reach a break-even point. The hope is that the cooperative will break-even by the middle of 2017. As of September, 2016, Nestle has become a consistent buyer of basil. Additionally, GCG nearly doubled its sales to local distributors (Sysco, Premier, Sirna & Sons, etc.) and grocery stores. GCG is also in talks with Wal-Mart for the distribution of their products.

Challenges

One of the biggest challenges that faces the cooperatives is their inability to access traditional lending. While there is a need to scale up the businesses, they are not able to use bank financing. Work is underway to increase assistance from the foundation community.

Additionally, maintaining a quality workforce through the growing pains of the cooperatives has been a challenge. Evergreen is working on keeping people engaged and challenged in their roles.

Finally, keeping the anchors engaged both in terms of purchasing goods and services and providing base funding is key to the future of the cooperatives. The support offered by the anchors in terms of financing, business, and high-level executive support could all be augmented in the future.

ECONOMIC AND COMMUNITY DEVELOPMENT INSTITUTE

Economic and Community Development Institute (ECDI) is a statewide nonprofit lender affiliated with the Small Business Administration, with locations in Columbus, Akron, and Cleveland, with field offices in Toledo and Cincinnati as well. ECDI's Cleveland office is located along the Health Tech Corridor. Since its inception in 2004, ECDI has disbursed over \$33 million in loans ranging from \$500 to \$350,000 to a range of entrepreneurs across Ohio. ECDI focuses on coaching, training, and access to capital as a three-pronged strategy for small business assistance.

In the second quarter of 2016, ECDI loaned \$530,000 to Cleveland-area businesses. Of the 21 total loans, 12 were women-owned businesses and nine were minority-owned; two were both minority and women-owned. ECDI facilitated 40 instructional sessions and taught 256 entrepreneurs, totaling 656 hours of coaching and training work.¹²

Carrie Rosenfelt, ECDI's new executive director in 2016 is taking a more place-based approach to its efforts, focusing on meeting potential clients in neighborhoods, rather than waiting for the clients to come to them. This renewed focus on community access and partnering with area community development corporations is the point at which ECDI aligns with EIMC's goals and mission.

ECDI serves businesses that are not quite ready to join the supply chain of the anchor institutions participating in GUCI and helps them grow to the point where they can compete for anchor business. Whether that means a loan for equipment expenses, more specialized coaching and training, or anything else ECDI can offer, the goal is to get these businesses, including those in GUCI, to a place where they can plug into the surrounding economic ecosystem and become profitable.

In 2017, ECDI plans to continue its work helping businesses fit into the anchor institutions' supply chains. It believes that its presence at EIMC will serve as a reminder to the other participants, who will refer businesses in need of the types of assistance they provide to the organization. ECDI hopes to continue supporting small businesses around Ohio, including in the greater University Circle area.

SMALL BUSINESS DEVELOPMENT

A third focus area of the "Buy Local" goal is small business development. NextStep and the Neighbor-Up Wealth Collective (support for home-based businesses) were a focus in 2016 to support small businesses.

As part of its broader efforts to support small businesses in the GUC neighborhoods, University Circle, Inc., the community service corporation providing development, service and advocacy services for its members and partners in the immediate area around University Circle, proposed

¹² <http://www.craigslist.com/article/20160802/NEWS/160809957/ecdi-loans-more-than-530000-to-small-businesses?X-IgnoreUserAgent=1>

a pilot program to bring the national Interise program to Cleveland. Interise's mission is to stimulate economic revitalization in lower income communities by providing a diverse group of small business owners with entrepreneurial education, new networks, and access to markets. This mission aligned well with the EIMC's small business development goal to increase the capacity of small businesses in the GUC neighborhoods.

In 2014, UCI obtained a license to operate Interise's StreetWise 'MBA'[™] program which gives small business owners in historically underserved and lower income areas the tools, training, and networks to turn plans into action. The Cleveland model is called NextStep and it offers seven months of intensive classroom instruction provided by one dedicated instructor.

The Cleveland Foundation provided the funding to UCI for the original, three-year license. Additional funding was received from the KeyBank and Charter One Foundations. Businesses that wish to participate pay a fee of \$1,250 and must have annual sales of \$250,000-\$10 million. They must have been in business for several years, and they have to commit time to the class. The program enables participants to interpret their financial statements, better understand their business, and make better decisions. Before graduating, each participant presents a business growth plan to a panel of industry experts and other business leaders and receives feedback, advice, and connections.

Since the inception of the program, 26 total participants have graduated. Of these, ten were women-owned businesses and 15 were African-American owned businesses. Five of the participants were both women and African-American. Also, one of the businesses in 2016 is a certified Minority Business Enterprise (MBE).

In 2016, nine business owners enrolled, and all nine owners graduated. However, despite efforts to recruit GUC-area businesses, only three of the nine graduates had businesses in GUC neighborhoods. Two were from Central, while one was from University Circle. The other businesses were in other parts of the city of Cleveland (downtown and St. Clair-Superior) and two were in suburbs of Cuyahoga County (Beachwood, and Brooklyn Heights). Each graduating class is asked to fill out end-of-year evaluations. Eight of the 9 2016 graduates responded. All eight indicated they were either satisfied or very satisfied with the program. All eight also indicated they are very likely to recommend the program to a fellow business owner. The course covers 4 business modules. Six of the 8 respondents indicated that the modules were "very valuable". When asked, what would be most helpful to ensure the success of their Strategic Growth Action Plans, the most highly rated areas included: creating an advisory group, having a mentor, and guidelines and structure to continue the CEO mentoring group meetings. Overall, the comments from the evaluations indicate the businesses benefitted from lessons on human resources management, bookkeeping, and communications strategies.¹³

By the end of the class some 2016 graduates had accomplished several of their Action Plan Goals, including landing work with Cleveland Clinic and University Hospitals, implementing new

¹³ From University Circle Inc.

accounting and financial management software, utilizing monthly financial statements and meeting with leaders to obtain capital. The \$1,250 program fee can be a barrier to enrollment, as a similar program offered by Goldman Sachs is free. However, combined data from the 2014 and 2015 graduating classes indicates that participants believe the fee is worth paying.

Responses from the 2016 survey described improvements in their company's performance over 2015. Five out of eight respondents indicated they had maintained or added positions; 63 total jobs were created or retained with 18 net new jobs were created; 2.25 net new jobs were created per business; 4/8 respondents indicated their business had maintained or increased its revenue and 71% reported being profitable; 3/8 secured new financing, and 22% reported securing contracts with University Circle anchors.

In 2017, NextStep plans to continue the program with two cohorts of business owners and determine whether to apply for a license renewal. An issue for the Buy Local subcommittee will be to determine whether the program should continue and if so, how to promote the program to businesses in the GUC neighborhoods or that serve the anchor institutions, including ways to increase the number of businesses referred by the anchor and other community partners.

HIRE LOCAL

The Hire Local goal is to provide employment opportunities for GUC residents who face challenges to employment. There are five strategies to accomplish this goal:

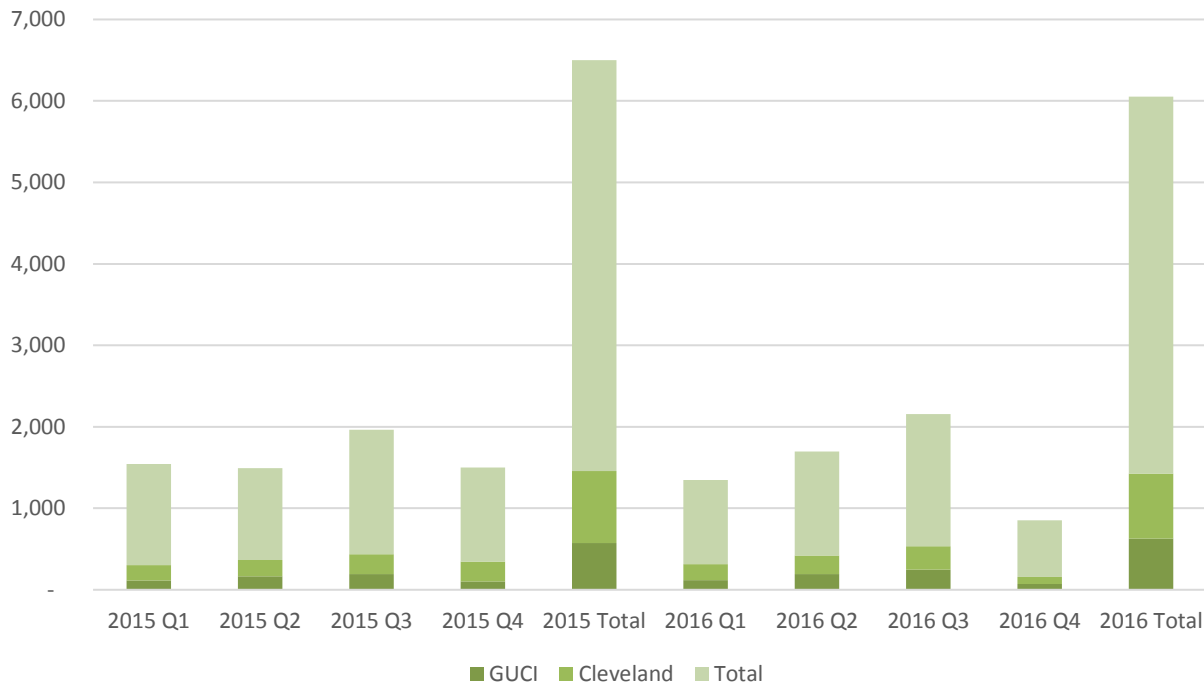
- Increase the three anchors' share of new hires that live in the GUC neighborhoods, retain them, and provide them with opportunities to further their careers
- Recruit, train, and maintain employees through the Step Up to UH program
- Connect residents to jobs at the anchors and surrounding businesses through the Welcome to Fairfax program
- Provide employment opportunities through the Evergreen Cooperatives
- Deliver demand-driven training to residents through NewBridge

ANCHOR HIRING

Each year, the anchor institutions in University Circle hire hundreds of new employees both to replace workers who have left the systems and to fill newly created positions. In 2016, the anchors hired 7,847 workers at their main campuses, more new hires than in either 2014 or 2015.

Figure 5 shows quarterly hiring trends for jobs located at the main campuses of the three anchor institutions over the past two years. In the first three quarters, there was an increase in hiring in both the GUCI neighborhoods and in Cleveland. Total hiring decreased in the first quarters between 2015 and 2016. Also, hiring in GUCI, the city, and overall decreased in the fourth quarters. Overall, hiring in GUCI increased 9% between 2015 and 2016, while hiring in the city and hiring overall decreased.

Figure 5: Anchor Main Campus New Hires, 2015-2016



Total Employment

As the Table 5 shows, the three anchors combined had a total of 72,252 employees at the end of 2016. Of these, 48% (34,673) were employed on the anchors’ main campuses in Greater University Circle. With so much employment concentrated in such a small geographic area, it makes sense that a significant portion of employees working at one of the main campuses would choose to live close to where they work; in fact, more than 2,000 employees do so. These workers, combined with the 378 employees living in GUC but working at one of the other campuses of the two hospitals, account for 3.3% of the total employment of all three anchors. For the main campuses, 5.8% of the employees are GUCI residents.

Table 5: Anchor Employment by Campus and Geography, 2016

Geography	Main Campuses	%	Other Campuses	%	Total	%
GUC	2,023	5.8%	378	1.0%	2,401	3.3%
Outside GUC	32,650	94.2%	37,201	99.0%	69,851	96.7%
Total	34,673		37,579		72,252	

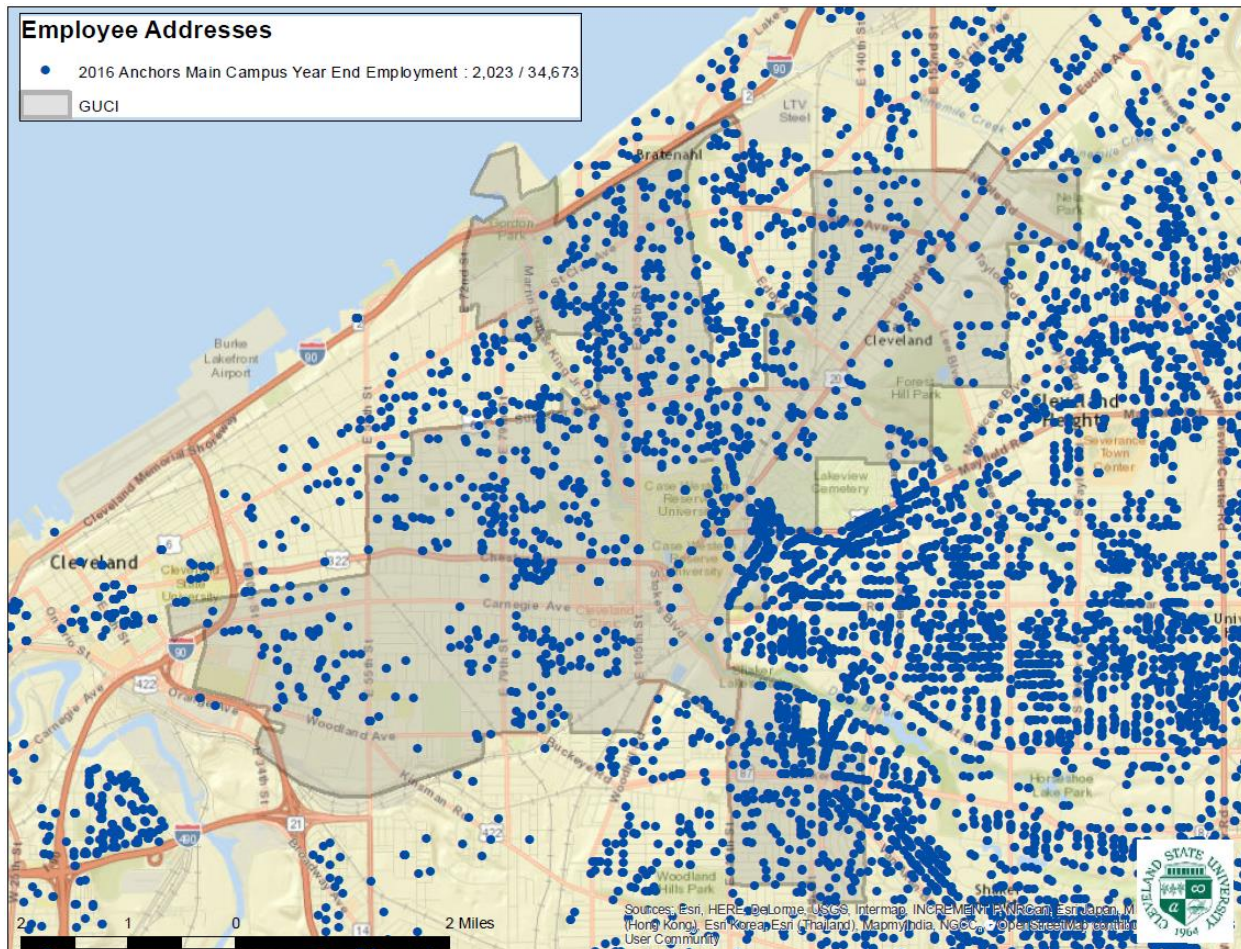
An analysis of the occupations of main campus employees living and working in GUC reveals that Medical Residents account for the largest number; 396 out of a total of 2,594 (Table 6). After Residents, the top occupations of employees living in GUC were Auxiliary Service (296 out of 1,831), Technical (255 of 4,862), and Clerical/Cashier (241 of 3,271). The occupation with the largest percentage of employees that were also GUC residents was Food Service, at 20%. Auxiliary Service had the second largest percentage, with 16%.

Table 6: Anchor Main Campus Employment by Occupation, 2016

	Total	In GUCI	% GUCI
Resident	2,594	396	15%
Auxiliary Service	1,831	296	16%
Technical	4,862	255	5%
Clerical/Cashier	3,271	241	7%
Aides	1,761	188	11%
Technical Professional	5,320	147	3%
Registered Nurse	7,000	120	2%
Faculty	2,340	113	5%
Professional	941	98	10%
Physician	2,784	72	3%
Food Service	269	53	20%
Administrative	707	23	3%
Student/Extern	109	7	6%
Manager	194	5	3%
Admin-Manager Supervisor	193	5	3%
Admin Director-Head Nurse	103	2	2%
All Other	394	2	1%
Total	34,673	2,023	6%

Figure 6 presents a picture of where anchor main campus employees live. Although 2,023 live in the GUC neighborhoods, a much larger number live in the suburbs of Cleveland Heights and Shaker Heights, immediately to the east of the GUC neighborhoods.

Figure 6: Anchor Main Campus Employment in GUC, 2016



In addition to its full and part time employees, the Cleveland Clinic supports the paychecks of more than 19,000 individuals who work at the Clinic's main campus but are employed by outside vendors (see Table 7). Of these, 1,100 live in one of the seven GUC neighborhoods. As Table 7 shows, Environmental Services represents the largest number of workers contracted by the Cleveland Clinic in 2016-16.6%. Other significant numbers of employees work for Hospitality and Parking Services contractors, which make sense-the Clinic contracts out the responsibilities of operating the parking garages and lots around the main campus, as well as the on-site hotels used by guests of patients and visiting doctors and professionals. The Clinic's data also includes a count of the volunteers enrolled through the hospital's office of Volunteer Services, who technically qualify as contractors. While they do not receive pay for their actions, it is still interesting that roughly 7% of all volunteers across the Clinic's system live in the GUC area.

Table 7: Cleveland Clinic Vendor Employment by Title and Geography, 2016

Occupation	GUC	Total
Environmental Services	199	1,200
Hospitality	171	1,038
Volunteer Services	109	1,500
Parking Services	83	585
Medical Education	81	830
Nursing Education	55	2,027
Education	29	1,111
Innovations	27	388
Buildings & Properties	20	1,466
Protection Services	19	119
Supply Chain Management	15	391
Research Education	9	105
Patient Support	9	50
Pharmacy	9	587
Phlebotomy	9	135
Global Patient Services	8	95
Health Information Management	8	199
Training and Support	8	69
Center for Spine Health	6	20
Clinical Engineering	6	54
Other	165	7,115
Total	1,100	19,084

STEP UP TO UH

The effort by the EIMC to increase the share of employees hired from surrounding neighborhoods has resulted in two new anchor-based efforts that offer an employment pipeline for difficult-to-employ neighborhood residents to jobs at UH and the Cleveland Clinic. The first, Step Up to UH, was created as a pilot program in 2013. Step Up to UH began as a pilot jobs pipeline program aimed specifically at GUC residents to backfill entry level positions in three areas of need identified by UH: Nutrition Services (NS), Environmental Services (EVS), and more recently in 2015, Patient Care Assistants (PCA). It is a partnership between University Hospitals, Neighborhood Connections (NC), and Towards Employment (TE) and has been supported by funding from the Cleveland Foundation through 2016. Neighborhood Connections specializes in building networks of neighbors to respond innovatively to challenges in their neighborhoods and coordinates the outreach and recruitment for the program. TE is a local non-profit that helps low-income and disadvantaged adults, including ex-offenders, in Greater Cleveland obtain and maintain employment as they advance up the career ladder. Its role in Step Up to UH is to design and deliver the training, work with UH recruiters, department heads and HR staff, and provide wraparound supports and coaching to promote retention. UH

committed to providing preferred hiring status to candidates that successfully completed the training.

In 2016, UH expanded the NS/EVS/PCA hiring model to two more of their locations: Bedford Medical Center in Bedford and Richmond Medical Center in Richmond Heights. In 2016, 9 employees were hired through the program to work at these two new locations. In total, 71 new employees were hired through the program at all locations. (See Table 8). Since 2013, Step Up to UH has placed 179 new hires. However, only a few hires for the new locations came from GUCI neighborhoods.

Table 8: Step Up to UH performance, 2013-2015

	2013	2014	2015	2016	TOTAL	30-Day Retention	90-Day Retention	180-Day Retention	360-Day Retention
EVS/NS¹⁴ Case	21	40	29	44	134	98% (131/134)	88% (99/112)	86% (77/90)	74% (67/90)
EVS/NS Bedford-Richmond	NA	NA	NA	6	6	100% (6/6)	100% (6/6)	100% (6/6)	
EVS Ahuja	NA	NA	NA	8	8	100% (8/8)	100% (8/8)	67% (4/6)	
PCA Case	NA	NA	10	6	16	100% (16/16)	100% (16/16)	94% (15/16)	80% (8/10)
PCA Ahuja	NA	NA	8	4	12	100%(12/12)	92% (11/12)	83% (10/12)	100% (8/8)
PCA Bedford-Richmond	NA	NA	NA	3	3	100% (3/3)	100% (3/3)	100% (3/3)	
Total	21	40	47	71	179	98% (176/179)	91% (143/157)	86% (115/133)	77% (83/108)

The retention rates for employees hired through Step Up to date are impressive. The one-year retention rate for the Environmental and Nutritional Services division at Case was 74%. This is an improvement over the 2014-2015 cohort (71%) and is higher than the standard 61-64% rate for Nutritional and Environmental Services hires. The one-year retention rate for PCA positions at Case Medical Center was 80% and at Ahuja Medical Center (both on main campus) it was 100%.

WELCOME TO FAIRFAX

In 2016, the Cleveland Clinic increased the capacity of the Welcome to Fairfax program, their partnership with Fairfax Renaissance Development Corporation (FRDC), hoping to continue their formal presence in the community to hire GUC residents. There were 68 GUCI residents placed through the Welcome to Fairfax program in 2016. Of the participants who completed the program and applied for jobs, 5 were hired as full-time employees at the Cleveland Clinic; 7 were hired full-time by Cleveland Clinic vendors; and 47 found full-time and 9 found part-time jobs outside of the Clinic.

¹⁴ Environmental Services and Nutrition Services

There is now a new team in place at Cleveland Clinic in charge of this work in 2017. The work of Welcome to Fairfax will continue but with a focus on revamping the strategy and partners. CCF will continue to work with FRDC in this specific program as well as continue to partner on job readiness programs in GUCI.

EVERGREEN COOPERATIVES EMPLOYMENT

The number of Evergreen company employees continues to grow as the businesses move closer to profitability. By the end of 2016, they employed 105 total workers. The detailed information reported in the next three sections is drawn from surveys of employees. It is important to note that 87 of the 105 workers completed the surveys, an 83% response rate.

Of the three companies, the Evergreen Cooperative Laundry continues to employ the largest number of people (46), or just under half (44%) of all Evergreen company employees. Based on survey responses (41), these employees have been with the cooperative for an average of 2.1 years, and 31% did not have full-time employment before working at the cooperative.¹⁵ The employees are evenly split by gender, (51% female/49%male) and the majority are between the ages of 35-54 (58%). The employees have an average household size of 3.1 people. Three of the Evergreen Cooperative Laundry employees have served in the military, 10 (26%) were once incarcerated and 20 have a criminal record (51%).

Sixteen (40%) of the ECL employees own their own homes, and four (10%) have taken advantage of the Evergreen Housing Program¹⁶. Of the employees, less than half 17 (43%) have their driver's license. Ten of the employees were receiving government assistance before working at the coop; since working there, only six continue to receive assistance.

E2S employs 21 people, or 20% of the total employment for the three cooperatives. The average tenure with the cooperative is over one and a half years, based on survey responses. Sixty nine percent of the employees did not have full-time employment before E2S, the majority of the employees are male (83%), and 28% are between the ages of 25-34. The employees have an average household size of 3.1. Three (17%) were once incarcerated and six (50%) have a criminal record.

Four of the Evergreen Energy Solutions employees (24%) own their own homes, and two have taken advantage of the Evergreen Housing Program. Thirteen employees (72%) have their driver's license. Four of the employees were receiving government assistance before working at the coop; since employment began, only one currently receives assistance.

¹⁵ Data is based on responses from a survey of the cooperative employees administered by Evergreen staff and therefore the total number of members in each cooperative is different between sections. For example, only 41 ECL employees responded to the survey.

¹⁶ For a description of the Evergreen Housing Program see the 2015 report: http://engagedscholarship.csuohio.edu/urban_facpub/1370/

Green City Growers employs 38 people or 36% of the total employment for all three cooperatives. The employees have been with the cooperative an average of 2.0 years, with 57% of them having full-time employment before working at GCG. Fifty-seven percent of the employees are male, and 53% of employees are between the ages of 25 and 44. The employees have an average household size of 3.6 people. Nine of the employees were previously incarcerated (24%), and seven have a criminal record (18%).

Three of the Green City Growers employees own their own home (8%). Fourteen employees have their driver's license (37%). Fourteen of the employees were receiving government assistance before working at the coop (37%); since starting with GCG only ten receive assistance (26%).

NEWBRIDGE

NewBridge Cleveland Center for Arts & Technology, located along the HTC, offers after-school programs that expose youth to the digital arts and ceramics and trains unemployed and underemployed adults for careers in the healthcare sector. Two career training programs for adults were originally offered, providing instruction and on-site training for potential pharmacy and phlebotomy technicians. A third adult training program for Hospital Nursing Assistants (HNA) was added in 2015 and the first group began training in 2016.

The NewBridge adult career training paths are identified by the local anchor hospitals, which are heavily involved in the curriculum design. The coursework is designed 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.¹⁷ The recently added HNA training program is an example of this collaboration. HNAs are individuals trained like State Tested Nursing Assistants, but have a few additional weeks of training on acute care. The hospitals originally anticipated the need for 1,000 HNAs per year – a position that pays on average \$25,000 per year with full benefits. NewBridge expects to graduate 100 HNAs per year for each of the next three years. Beyond coursework, the programs also include externships at healthcare institutions.¹⁸ It is the hope of program creators and funders that after graduation from the program, the trainees will be hired by anchor institutions and other healthcare organizations.

Since the program's inception in 2011, 318 adults have enrolled in the training programs. To date, 225 have graduated: 142 have accepted job offers, 23 are not available to work, seven are working outside their field, 5 have enrolled in higher education, and twenty-one from the January 2016 class are still looking for jobs.¹⁹ By the end of 2016, there were 66 phlebotomy

¹⁷ <http://www.newbridgecleveland.org/about/>

¹⁸ <http://www.newbridgecleveland.org/history/>

¹⁹ As of February 7, 2017, 21 of the graduates had not found jobs. They have until June 2017 to find employment. For purposes of this report they have been counted as looking for a job.

technician students, 35 pharmacy technician students and 30 Hospital Nursing Assistant students.

Table 9 displays the student and graduate figures reported by NewBridge. Both participation figures and graduation numbers increased between 2015 and 2016. The average starting salary of NewBridge phlebotomy and pharmacy technicians was reported to be \$27,305.²⁰

Table 9: NewBridge Student and Graduate Data²¹

Student Information	2011-2015		2016	
	Number	Percent	Number	Percent
Number of Students	187		131	
Phlebotomy	116	62%	66	50%
Pharmacy Tech	71	38%	35	27%
Hospital Nursing Assistant			30	23%
Number of Graduates	155		70	
Accepted jobs	91	59%	51	73%
Attending Higher Ed	5	3%	0	0%
Placed Outside Field	6	4%	1	1%
Not available for placement	22	14%	1	1%
Looking for job	21	14%	16	23%
Information not available	10	6%	1	1%

In 2016, the anchor hospitals began sharing retention data on the people hired through NewBridge. Finally, NewBridge hopes to continue their contract with Towards Employment to provide soft skills training and wrap around services that are needed to help people get and retain jobs.

Significant new training partnerships were being pursued at the end of 2016 including Evergreen, YOU, Ohio Means Jobs, and the Shooting Without Bullets program in East Cleveland. Further, from July to December 2016, Walter Wright served as interim executive director of New Bridge, in addition to his duties at CSU working with the EIMC.

²⁰ Data was gathered from NewBridge during an interview with Stephen Langel.

²¹ 2016 data may not reflect the accurate numbers of those graduates that have accepted jobs, are attending higher education, placed outside of the field, not available for placement, or looking for work. This data does not include information gathered in 2017 on their statuses.

LIVE LOCAL

The Live Local subcommittee has three goals which are all accomplished through one signature program: Greater Circle Living (GCL). The goals are to increase the number of anchor employees living in the GUCI, increase the marketing of GUCI neighborhoods, and to improve the housing product in GUCI.

GREATER CIRCLE LIVING

Greater Circle Living (GCL) is an employer assisted housing program to encourage employees of the anchor institutions and other nonprofits in the Greater University Circle area to live in the GUC neighborhoods. Participating employers offer financial incentives to rent, purchase or repair homes. Funds are provided by each participating organization,²² with additional support from the Cleveland Foundation. The program and the funds are administered by Fairfax Renaissance Development Corporation and University Circle Inc. 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.²³

Employees who wish to purchase a home can apply for a \$10,000 forgivable loan for down payment and/or closing costs to purchase a home (some employers offer additional down payment assistance up to \$20,000). For employees who wish to repair a home, the program provides up to \$8,000 in matching funds for approved exterior renovations. Employees who wish to rent can receive one month's rental payment up to \$1,400.

GCL Program Success

Approximately \$4.4 million of incentives were awarded through the GCL since the program's inception in 2008. These incentives have leveraged an additional \$30.2 million in Greater University Circle through home purchase, home improvement, and rental assistance programs. A total of 368 employees have received funding through the program to date.

The program was significantly revamped in 2012 to encourage greater participation. To account for program changes, this report tracks program utilization during two phases of the program: phase one (May 2008- May 2012) and phase two (June 2012 – December 2016).²⁴ Eighty-six employees received funding in the first phase of the program and 282 employees received funding since the re-launch (Table 10). The average annual participation increased

²² The anchors that provide additional assistance beyond the commitment of the Cleveland Foundation are the Cleveland Clinic, University Hospitals, the Cleveland Museum of Art, Judson at University Circle, and Case Western Reserve University.

²³ <http://www.fairfaxrenaissance.org/gcl/index.html>

²⁴ In June 2012, a new memorandum of understanding (MOU) was signed with the University Circle nonprofits, which changed and relaxed the rules surrounding the GCL program.

from 21.5 employees per year in phase I to 63 employees per year in phase II. The total combined reported household incomes of participating employees was \$33.2 million.

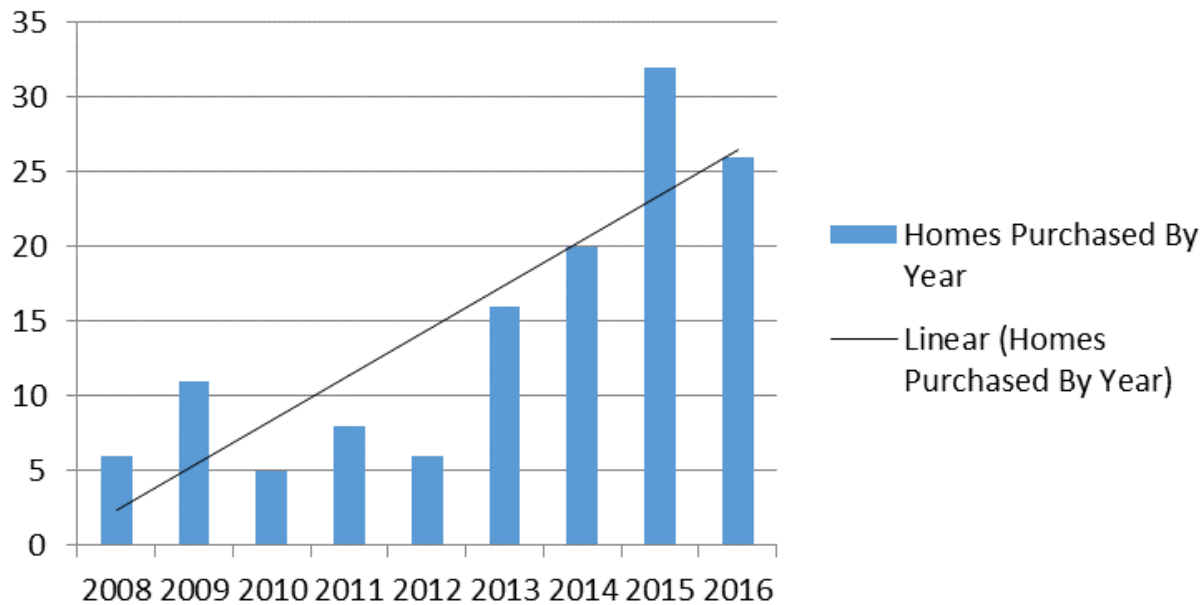
Table 10: GCL Program Participants by Phase

	Phase I (2008-2011)		Phase II (2012-2016)		Total period (2008-2016)	
	Number	Percent	Number	Percent	Number	Percent
Purchase	31	36%	99	35%	130	35%
Rent	36	42%	161	57%	197	54%
Rehabilitation	19	22%	22	8%	41	11%
Total	86		282		368	

Home Purchase Assistance

Since 2008, 130 out of all 368 program participants (35.3%) have used GCL funds to purchase homes. The use of the GCL home purchasing option has ranged from one third to one half of annual participants. However, the number of homes purchased has been increasing dramatically since 2012, increasing from 6 homes to 32 homes purchased in 2015. The number of home purchases peaked in 2015 and then declined to 26 in 2016. The decline does not indicate decreased demand for purchasing a home. Rather, program officials suggest that the decline was a result of high demand for home purchase support in 2016 by CCF employees. Funding for CCF employees was fully utilized before the end of the year. In 2015, CCF committed to provide another \$1 million in funding, but that money will not be available until 2017. The other 2 anchors were also very close to running out of funding by November 2016. Therefore, applicants wishing to purchase homes had to wait to utilize the program until 2017. We expect that these purchases will be reflected in next year’s data. The diminished funds did not affect the rental purchase assistance program. Figure 7 displays this increase.

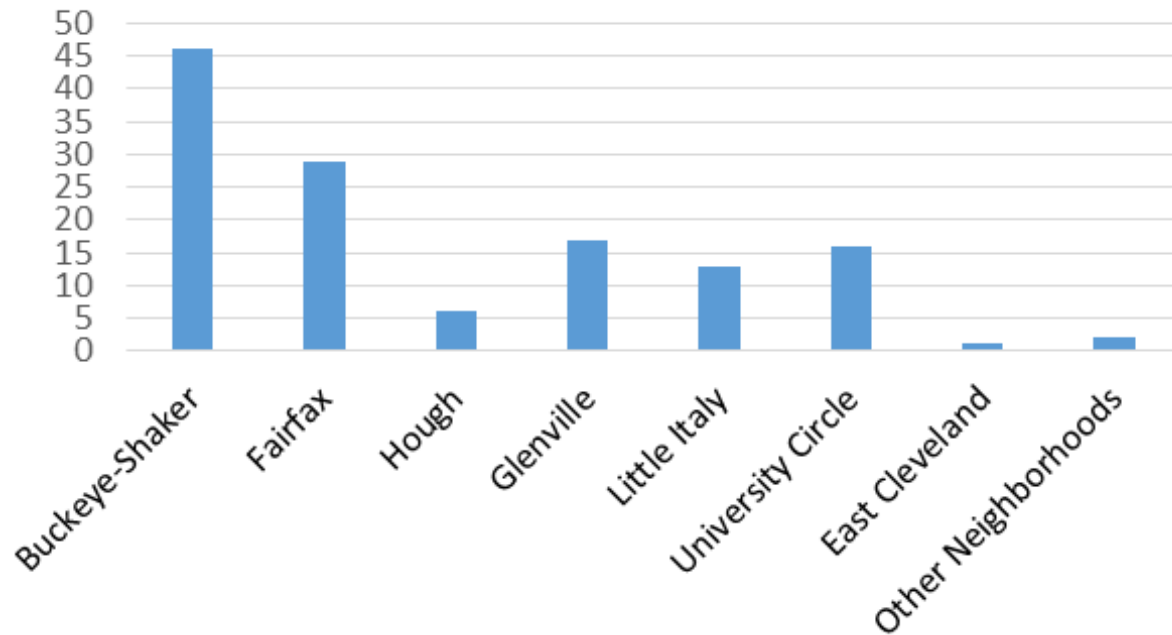
Figure 7: Greater Circle Living Homes Purchased by Year



In 2016, purchase prices ranged from \$16,000 to \$549,000, which indicates that employees at all income levels are utilizing the program to purchase housing. Participants' household incomes range from \$17,500 to \$486,000, with an average of \$100,630. The total combined reported income of homebuyers through GCL in 2016 was \$13.1 million.

In 2016, the average purchase price was lower than in 2015, at \$174,833 per home. This is again due to GCL running out of funding towards the end of 2016. 2016's combined home purchase values were more than \$4 million, which is more than the total purchase price of GCL-financed homes in any other year besides 2015. Most homes purchased through the program have been in Buckeye-Shaker (41) and Fairfax (28), followed by Glenville, University Circle, and Little Italy (Figure 8).

Figure 8: Home Purchases by Neighborhood

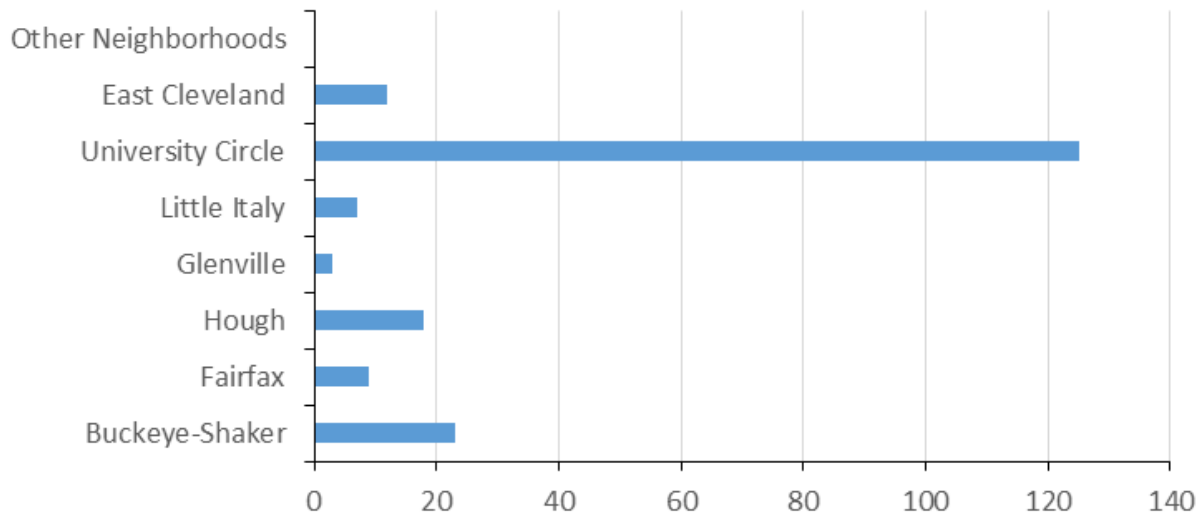


Rental Assistance

Most program participants have used the GCL's rental housing assistance program. The percentage has steadily increased from 41.8% participation in Phase I to 56.9% in Phase II. A total of 197 employees have received rental assistance from GCL. The more flexible eligibility criteria for rental assistance in Phase II has more than tripled the average annual usage of the program in phase II from years in phase I.

The number of employees receiving rental assistance grew from 36 in 2008-2011 to 161 in 2012-2016. The household income of renters ranged from \$19,500 to \$647,000, with an average of \$76,994. The total combined income of employees using the rental assistance was \$15.1 million. The monthly rent covered ranged from \$425 to \$2,900, with an average rent of \$1,349. The clear majority of rentals have been in the University Circle neighborhood, followed by Buckeye-Shaker, Hough and East Cleveland (Figure 9).

Figure 9: Rental Assistance by Neighborhood



Rehabilitation

41 employees, or 11.1% of participants, have used the program to rehabilitate their home in one of the GUCI neighborhoods, the smallest percentage of the three programs. The percentage declined from 22.1% (19/86) in phase I to 7.8% (22/282), in phase II.

Program Usage by Employer

Of the three anchor institutions participating in Greater Circle Living, the Cleveland Clinic and University Hospitals provide the largest share of housing assistance. The Clinic has aided 140 employees, and University Hospitals has aided 133 employees (Table 11). The Clinic has had the highest participation in the home purchase program at 49 employees, while UH has had the highest participation in the rental program at 81 employees. CWRU has assisted an impressive total of 76 employees, given the institution's size relative to the hospital systems. All other employers in University Circle have assisted a total of 19 employees, mostly through the home purchase assistance program (16 participants). In addition to the three anchors, employees at 14 other GUCI nonprofits²⁵ have used the program.

²⁵ Antioch Baptist Church, Botanical Garden, Buckeye Area Development Corporation, Cleveland Institute of Art, Cleveland Institute of Music, Cleveland Museum of Art, Cleveland Neighborhood Progress, Fairfax Renaissance Development Corporation, Famicos Foundation, Liberty Hill Baptist Church, Louis Stokes Cleveland VA Medical Center, Musical Arts Association/Cleveland Orchestra, University Circle Inc., and Western Reserve Historical Society.

Table 11: GCL Program Participation by Institution

	Cleveland Clinic		Case Western Reserve University		University Hospitals		Other GUC Nonprofits		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%
Purchase	49	35%	29	38%	36	27%	16	84%	130	35%
Rent	76	54%	39	51%	81	61%	1	6%	197	54%
Rehabilitation	15	11%	8	11%	16	12%	2	10%	41	11%
Total	140		76		133		19		368	

Most anchor employee participants have utilized the rental assistance benefit. The purchase option was the second most popular option. However, among all other GUC nonprofit participating employees, the majority used the purchase option (84% of their 19 participants).

Increasing the Greater University Circle Population

The Greater Circle Living program is successfully increasing the number of anchor institution employees who live in Greater University Circle (Figure 9). Including family members, the program has supported 533 new residents in these neighborhoods, which does not include those using the program that moved from within one of the neighborhoods. Seventy-nine percent of these residents moved from outside Greater University Circle into the neighborhoods. Additionally, the program participants are quite diverse: 38% Caucasian, 23% African American, 22% Asian, 1% Middle Eastern, and 16% identifying as other non-Caucasian (Figure 10). Figure 11 shows the dramatic difference of the diversity of GCL participants compared with the overall diversity in the neighborhoods.

Figure 9: Total Greater Circle Living Program Usage by Year

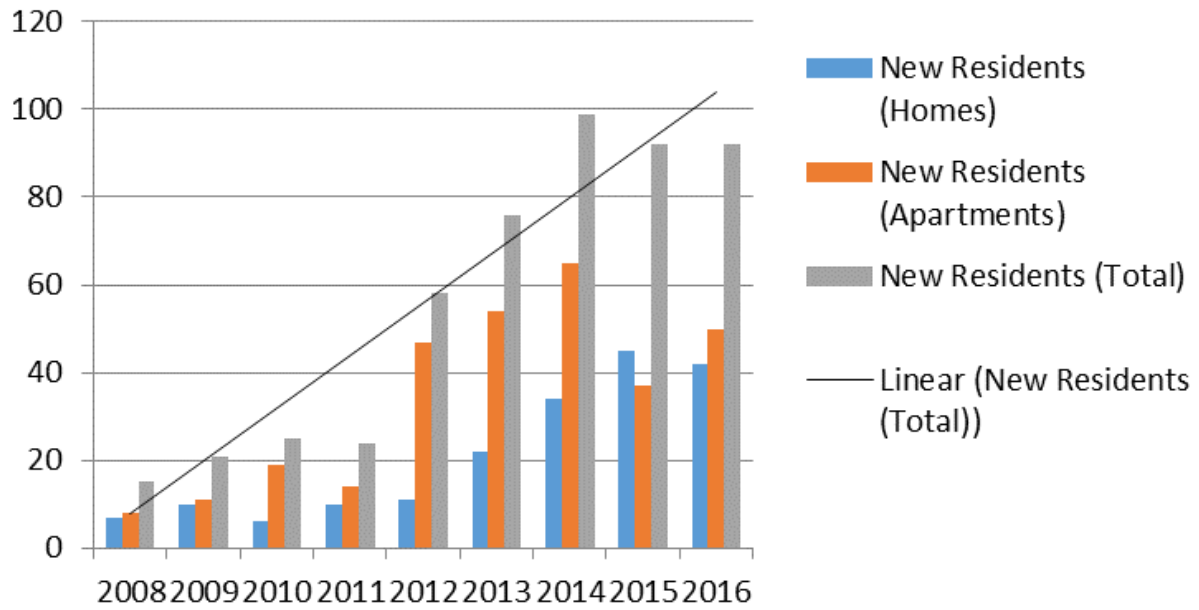


Figure 10: Greater Circle Living Program Diversity

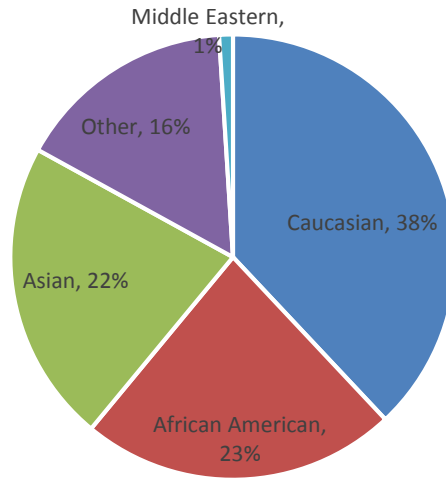
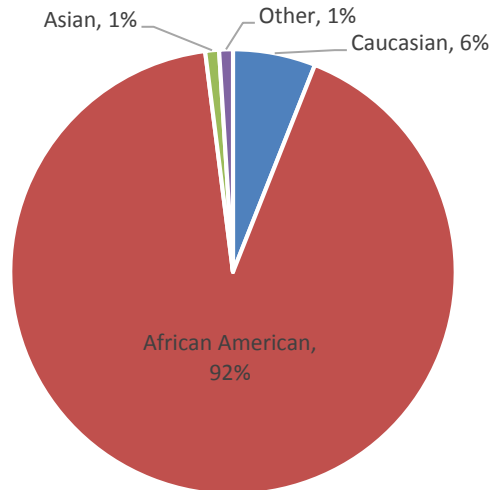


Figure 11: 2010 GUCI Neighborhood Diversity²⁶



²⁶ Data from Northeast Ohio Community and Neighborhood Data for Organizing, 2016.

As noted above, in 2016, increased usage and interest in the GCL resulted in the program exhausting its previous, 5-year round of funding. Once that funding was exhausted, Wyonette Cheairs, the program administrator at Fairfax Renaissance Development Corporation, created a waiting list for users to receive their subsidies. New program dollars have been committed and the necessary Memoranda of Understanding are being put in place. Once the new round of funds is released, applicants will be notified. Each anchor is on a slightly different timeline for releasing the new round of funds. Their employees were still put on waiting lists and some can work to improve credit to be ready.

Issues for 2017

GCL has been responding to increasing demand for housing in the GUC neighborhoods. Now, the question is one of supply. The anchors remain committed to the program, as evidenced by their renewed commitment of funding. They view having employees living near campus as an important part of their sustainability and resilience planning. For example: in cases of adverse weather, or natural or manmade disaster, employees living nearby are better able to get to work.

However, barriers remain. First is the issue of staffing. The program was staffed by one full time person at FRDC and part of the time of a marketing person at University Circle, Inc. In 2015, the marketing staff person left her position at UCI to found the Birthing Beautiful Communities to improve the health of pregnant mothers in the GUC neighborhoods. Her position was not filled. As demand increased in 2016, the workload increased without any additional staff. Current staff is stretched thin trying to respond to applications in a timely manner, and there is no time to reach out to smaller non-profits in the area to increase program usage. Purchases are a priority due to the time-sensitive nature of assembling financing, but it has been challenging at times to respond to all applicants in a timely manner. There has been some discussion of adding another full-time staff member at FRDC and UCI to help handle the increased usage and workload.

For employees who would like to own or rent, there is a limited supply of affordable, quality housing. For potential homebuyers, there is very little quality housing in the price range of \$80,000-150,000. There is also a very small inventory of new housing available for homeownership (since most new housing is expensive rental). The new Legacy at St. Luke's development in the Buckeye-Shaker neighborhood will add at least 40 new market rate homes in this general price range. Per Joel Ratner of Cleveland Neighborhood Progress, the availability of GCL down payment assistance was one of the factors contributing to the viability of this development. Rental property managers promote the availability of rental assistance from GCL to market their units and there is new rental housing coming on the market in the University Circle and Hough neighborhoods. However, in many parts of the neighborhoods, safety is a concern, along with the quality of schools.

In an effort to ease the difficulty in searching for residences within the GUC footprint, in 2016 GCL was able to refer potential homebuyers to a new search engine developed by LiveCleveland, directed by Jeff Kipp of Cleveland Neighborhood Progress. LiveCleveland uses

the Zillow search to provide listings of homes for sale and rent by neighborhood. GCL is working with LiveCleveland to delineate the GCL boundaries on the website, which should make it even easier. However, this is complicated by the fact that different participating institutions use different boundaries (Figure 12).

Figure 12: Greater Circle Living Designated Geographic Areas



Looking forward to 2017, as the rental market strengthens, some Live Local committee members have suggested revisiting the rental housing component of GCL, to determine if the incentives are still necessary or perhaps prioritizing among the rental, ownership and rehab options for how the dollars are used based on the income of the employee. Other ideas to improve the program are to refine the Zillow list of homes for sale to come up with a smaller list of quality housing by price range and neighborhood. GCL has a database of approximately 1,000 people who have expressed an interest in the program. An e-mail campaign to highlight each neighborhood would give people useful information about schools (public, private, charter), safety, housing and other neighborhood characteristics.

GCL is also hoping to expand conversations with the CSU evaluators on data mapping for the GUC footprint, again in the hopes of making searching for new residences simpler. GCL also wants to develop a network of current employee-participants and have them help market the program with flyers and materials inside the institutions. While the anchors do a great job in getting information about GCL to new employees, longer-term employees are also eligible and may not know about the program. To better market the program within each of the participating anchors, it was suggested that at least one marketing employee from each anchor institution attend the Live Local meetings. Another suggestion was for the anchors to promote the program on public monitors at their main campus locations to increase its visibility. GCL's goal for 2017 is to build on 2016's success and increase participation even further.

Other issues on the Live Local sub-committee's agenda include marketing the neighborhoods to the public and improving health outcomes and safety for residents. In 2016, several efforts were underway in the GUC neighborhoods to improve health outcomes. UHHS and the Fatima Center are working in Hough. The Cleveland Clinic is working with Hough officials on a new dental clinic, as part of the Clinic's new health education campus. They are also working on a playground and intergenerational space with CWRU across from the new campus. The campus will bring an estimated 2,000 people a day to the eastern end of the Cleveland Clinic's main campus. The Clinic is also partnering with Case on health, wellness and education programs in Hough, Glenville and Fairfax. Christin Farmer and Birthing Beautiful Communities are working through the Burton Bell Carr Community Development Corporation in the Central neighborhood to improve outcomes for expectant mothers and newborns. Efforts to reduce the high rates of lead poisoning are being led by the Cleveland Foundation and Environmental Health Watch. Their focus is on the Glenville neighborhood where they plan to remediate 100 homes.²⁷

²⁷ Greater University Circle Live Local Subcommittee meeting notes, October 18, 2016.

CONNECT

The goal of the EIMC's community engagement work is to strengthen the neighborhoods and increase opportunity by connecting residents from different neighborhoods and backgrounds with each other and with the anchor institutions. This work is closely tied to all the EIMC goals and forms the foundation for providing neighborhood residents with access to jobs, building wealth and sustaining that wealth over time. Connecting residents is a way to spark social innovation leading to system change. A core objective of this work has been reweaving community networks, improving the quality of life in surrounding neighborhoods, and giving residents a greater voice. The community-building work being done in the GUCI neighborhoods is centered on the key issues of wealth-building and health.

NEIGHBORHOOD CONNECTIONS

Neighborhood Connections (NC) is the lead partner on the goal of connecting residents. NC's focus is on building community capacity to effect positive social change through community network organizing and grassroots funding. The Cleveland Foundation awarded \$1.1 million to NC for their community engagement work and small grant program. Over the six years, NC has become a trusted partner in the implementation of many of the EIMC's goals and objectives. In 2016, NC had 8 program areas underway in the EIMC neighborhoods:

- Neighbor Up Art Collective, which focuses on individual public art pieces
- Neighbor Up Urban Farmers, which gives lessons on gardening/urban farming
- Neighbor Up in Greater Buckeye, which was a monthly gathering of residents
- Neighbor Up's City Repair, which hosted place making meetings in Larchmere, Kinsman, Buckeye, and Glenville as well as painted an alley in Stockyards. They had legislation passed in Cleveland to allow them to paint alleys and courts.
- Neighbor Up Community of Practice, which teaches residents the Neighbor Up strategy
- How Are the Children Campaign, which is a local health campaign concerning infant mortality and lead poisoning? In the Glenville neighborhood volunteers are going door-to-door to let people know about lead poisoning and to help them sign up for lead abatement programs. By the end of 2016, they had contacted over 1,000 homes. They are also doing training with Environmental Health Watch and Policy Bridge around these issues. They are also working with UH and CWRU law school to push for legislative change to allow state Medicaid dollars to pay for doulas.
- CHATS: Community Health Action Teams comprised of residents, the three anchor institutions and neighborhood organizations working on issues related to population health.

- Prism, whose goal is to shine light on institutional racism and what can be done to combat it. Prism is a 5-session program on racial equity in which participants develop greater self-awareness and a plan to dismantle racism in their neighborhood or organization. Prism is now on its third cohort.

Neighbor Up Network

The Neighbor Up Network continues to be the centerpiece of NC work in GUC, and many of the program areas noted above are spin offs of Neighbor Up. The network has more than 1,400 registered members and over 2,000 active participants. They have a team of 210+ Neighbor Up leaders facilitating the various initiatives. Monthly Neighbor Night meetings regularly attract more than 100 people. Attendees can participate in the Marketplace (a timed event to make an offer, a request, or a proclamation), a speed-dating exercise to connect people with jobs, and Community Conversations. Participants come from Greater University Circle neighborhoods and beyond. They are diverse in age, race, gender and income, and they include institutional representatives as well as neighborhood residents.

Neighbor Up on Wealth

The primary wealth-building activity of Neighborhood Connections is Step Up to UH's jobs pipeline which continued in 2016.²⁸ The number of candidates greatly increased in 2016 due to more recruitment by new NC staff members. Expanding the candidate pool is important because it typically requires 10 job candidates to hire 1 employee. The group held consistent meetings throughout the year and is exploring several expansion models. The first is a new pipeline for both the hospitality and manufacturing industries. The second is to hold information sessions at New Bridge to identify applicants that were not accepted into the New Bridge training programs and to connect them with Step Up.

In addition to Step Up, the Neighbor Up Network has developed other wealth-building opportunities for residents. For example, the newly formed Neighbor Up Wealth Collective served 12 small home-based business members earning combined sales of \$5,500 in 2016. Members benefitted from successful crowdfunding campaigns, marketing, signage, logos, presence on social media and overall exposure, resulting in new product/merchandising contracts and orders. Participating businesses gained access to several area festivals where they could sell their goods including Wade Oval Wednesdays, Gathering Glenville, Larchmere Festival, and Night Market. NC is looking to expand sales opportunities by starting a pop-up shop for the holidays in Shaker Square as well as by introducing members to support organizations for small entrepreneurs like ECDI and JumpStart.

NC will continue to work with participating businesses to help them improve marketing and branding and to address persistent barriers to growth including the lack of business acumen, the lack of insurance and prohibitive costs. In the short term, the Wealth Collective is working to add new members and provide additional opportunities for current members. Monthly

²⁸ Additional information on Step Up is in the Hire Local section.

gatherings will continue as well as the ongoing planning for a mini-retreat to identify strategic places for the group members to showcase their products and services. Long term, the Wealth Collective hopes to continue to grow participation and develop a book featuring members, their businesses and other businesses or organizations that rehabilitate members of the community or offer training in GUCI neighborhoods. All this work supports the Buy, Hire and Live Local goals of the EIMC.

Neighborhood Grants

NC funded 65 projects in GUC, with the total grant amount invested equaling \$160,117 in 2016. This support accounted for a large portion of all their 192 grants in Cleveland and East Cleveland (totaling \$500,000 invested) (Table 12). These figures are increases over their 2015 counterparts.

Table 12: Neighborhood Connections Statistics, 2016

Category	GUC	Overall
Neighbor Up Members	1453	2072
NC Grant Amount Invested	\$160,117	\$500,000
NC Grant Amount Leveraged	\$544,398	\$1,700,000
# of NC Grants	65	192
# of participants in grant projects leadership roles	210+	576+
Network/Neighbor Nights	4	6
Acts of Mutual Exchange thru NN (approximate)	1100	1500
Step Up to UH Hires	53	74
# of Neighbor Up WC Businesses	10	12
# of NUp WC events	9	10
Amount Raised – NUp WC	\$5300	\$5500
# of doors knocked on regarding Lead Poisoning	1100	NA
# of Resident Leaders Trained in Doorknocking	10	NA
# of Lead Surveys completed	111	NA
# of HUD Applications Completed	TBD	NA
# of touches with people on Lead Poisoning	2400	NA
# of community health workers trained by BBC	10	18
# of women supported by BBC*		42
# of healthy births with BBC Support*		21
# of touches with people on Lead Poisoning (at events, via social media, one-on-ones, doorknocking)	3700	3900
# of policy issues working on regarding lead	2	2
# of policy issues working on regarding IM	2	2
# of Neighbor Up Fellows & Stewards	35	61
Neighbor Up University Trainings-Skill Shares*		39
Neighbor Up University Participants		975

* Cleveland statistics. No stats for GUC.

Goals for 2017

NC hopes to see more connection to the work around employment in terms of Hire Local, potentially in terms of an expansion of the Step Up program outside of University Hospitals. Expanding the health work is also a focus, as NC believes the work can be bigger and broader in scope.

APPENDICES

Appendix A: List of Interviewees, 2016

NAME	ORGANIZATION	INTERVIEW DATE
Laura Kleinman	UCI - Interise	11/4/16
Wyonette Cheairs	Fairfax - GCL	11/7/16
Aram Nerpouni & Deirdre Gannon	BioEnterprise	11/7/16
Tracey Nichols	City of Cleveland	11/7/16
Julie Rheem & Marilyn Mobley	CWRU	11/8/16
John McMicken	Evergreen	11/9/16
Walter Wright	NewBridge	11/10/16
Tom O'Brien	Neighborhood Connections	11/10/16
Jeff Epstein	Midtown - HTC	11/10/16
Nelson Beckford	St. Luke's Foundation	11/28/16
Jill Rizika	Towards Employment	11/29/16
Linda Warren & Joel Ratner	Cleveland Neighborhood Progress	11/30/16
Vickie Eaton Johnson & Kumi Lane	Cleveland Clinic - HR & Diversity	11/30/16
Carrie Rosenfelt	ECDI	12/1/16
Lillian Kuri & India Pierce Lee	Cleveland Foundation	12/2/16
Debbi Perkul	UHHS	12/2/16
Andi Jacobs	Cleveland Clinic	12/7/16
Jon Utech, Aparna Bole, & Daniel Bucci	EIMC Co-Chairs	12/19/16
Heidi Gartland	UHHS	1/9/16

Appendix B: Economic Inclusion Management Committee List, 2016

NAME	TITLE	ORGANIZATION
Nelson Beckford	Sr. Program Officer for Strong Communities	Saint Luke's Foundation of Cleveland, Ohio
Aparna Bole	Sustainability Manager	University Hospitals Health System
Dionne Broadus	Exec., Dir., Local & Community Relations	Case Western Reserve University
Brianna Bulter	Development Specialist	City of Cleveland
Daniel Bucci	Dir. Of Gov't. Relations	University Hospitals
Wyonette Cheairs	Program Administrator, GCL Housing & Program Specialist	Fairfax Renaissance Development Corporation
Candi Clouse	Research Associate	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Stephanie Strong-Corbett	Director of Sustainability	Case Western Reserve University
Eric Diamond		Culinary Launch Kitch
Jeff Epstein	Executive Director	Midtown Cleveland
Christin Farmer	Executive Director	Birthing Beautiful Communities
Deidre Gannon	Vice President	Bioenterprise
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Berlon Hamilton	Supplier Diversity Manager	Cleveland Clinic
Kathy Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Pamel Marshall Holmes	Sr. Dir. of Local Govt. Relations	Cleveland Clinic
Tatyana Hower	Director, Business Development	Bioenterprise
Andrea Jacobs	Exec. Dir., Operations	Cleveland Clinic
Vicke Johnson	Sr. Dir. of Community Relations	Cleveland Clinic
Shilpa Kedar	Program Director for Economic Development	Cleveland Foundation
Jeff Kipp	Dir., Neighborhood Marketing	Cleveland Neighborhood Progress
Lillian Kuri	Program Director for Architecture, Urban Design, and Sustainable Development	Cleveland Foundation
India Pierce Lee	Program Director of Community Development.	Cleveland Foundation
John McMicken	Chief Executive Officer	Evergreen Cooperative Corporation

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NAME	TITLE	ORGANIZATION
Chelsea Mills	Director of Business Services	Towards Employment
Lila Mills	Editor & Publisher	Neighborhood Connections
Marilyn Mobley, Ph.D.	V.P. Office for Inclusion, Diversity, and Equal Opportunity	Case Western Reserve University
Kristen Morris	Chief Govt. & Community Relations Officer	Cleveland Clinic
Aram Nerpouni	Vice President	BioEnterprise
Tom O'Brien	Program Director	Neighborhood Connections
Arman Ochoa	CFO/COO	NewBridge Cleveland Center for Arts & Technology
Debbi Perkul	Workforce Development Professional	University Hospitals Health System
Danielle Price	Director, Community Health Engagement	University Hospitals Health System - Mather Pavilion
Joel Ratner	President	Cleveland Neighborhood Progress
Julie Rehm, Ph.D.	V.P. Gov't. and Foundation Relations	Case Western Reserve University
Jill Rizika	Executive Director	Towards Employment
Carrie Rosenfelt	Executive Director	ECDI
Jon Utech	Senior Director	Cleveland Clinic
Linda Warren	Sr. VP Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Center for Economic Development Maxine Goodman Levin College of Urban Affairs

Appendix C: Economic Inclusion Management Committee Executive Committee List, 2016

NAME	TITLE	ORGANIZATION
Aparna Bole	Sustainability Manager	University Hospitals Health System
Daniel Bucci	Dir. Of Gov't. Relations	University Hospitals
Candi Clouse	Research Associate	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
David Ebersole	Assisting Director of Economic Development	City of Cleveland
Jeff Epstein	Executive Director	Midtown Cleveland
Deidre Gannon	Vice President	Bioenterprise
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Kathy Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Andrea Jacobs	Exec. Dir., Operations	Cleveland Clinic
Lillian Kuri	VP, Strategic Grantmaking, Arts & Urban Design Initiatives	Cleveland Foundation
India Pierce Lee	Sr. VP Program	Cleveland Foundation
John McMicken	Chief Executive Officer	Evergreen Cooperative Corporation
Marilyn Mobley, Ph.D.	V.P. Office for Inclusion, Diversity, and Equal Opportunity	Case Western Reserve University
Kristen Morris	Chief Govt. & Community Rela. Officer	Cleveland Clinic
Aram Nerpouni	Vice President	Bioenterprise
Tom O'Brien	Program Director	Neighborhood Connections
Joel Ratner	President	Cleveland Neighborhood Progress
Julie Rehm, Ph.D.	V.P. Gov't. and Foundation Relations	Case Western Reserve University
Jill Rizika	Executive Director	Towards Employment
Carrie Rosenfelt	Executive Director	ECDI
Jon Utech	Senior Director	Cleveland Clinic
Linda Warren	Sr. VP Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Center for Economic Development Maxine Goodman Levin College of Urban Affairs

Appendix D: Economic Inclusion Management Buy Local Subcommittee List, 2016

NAME	TITLE	ORGANIZATION
Briana Butler	Economic Development Specialist	City of Cleveland
Mandy Carte	Director, Strategic Sourcing Office of Procurement & Distribution Services Campus Services	Case Western Reserve University
David Ebersole	Assisting Director of Economic Development	City of Cleveland
Eric Diamond		Culinary Launch Kitchen
Jeff Epstein	Executive Director	Midtown Cleveland
Simon Fritz	Assistant Director, Strategic Sourcing Office of Procurement & Distribution Services Campus Services	Case Western Reserve University
Deirdre Gannon	Vice President	BioEnterprise
Berlon Hamilton	Supplier Diversity Director	Cleveland Clinic
Tatyana Hower	Director, Business Development	BioEnterprise
Andrea Jacobs	Exec. Dir., Operations	Cleveland Clinic
Laura Kleinman	Vice President of Services	University Circle Inc.
Aram Nerpouni	Vice President	BioEnterprise
Sarah O'Keeffe	Sustainability Specialist	University Hospitals Health System
Joel Ratner	President	Cleveland Neighborhood Progress
Carrie Rosenfelt	Executive Director	ECDI
Joel Savoca	Director Purchasing & SC Systems	University Hospitals Health System
Philena Seldon	Outreach and Education Coordinator	Mayor's Office of Sustainability
Chris Smith	Business Development Coordinator	Operation Hope
Jon Utech	Senior Director	Cleveland Clinic
Walter Wright	Program Manager for Economic Inclusion	Center for Economic Development Maxine Goodman Levin College of Urban Affairs

Appendix E: Economic Inclusion Management Hire Local Subcommittee List, 2016

NAME	TITLE	ORGANIZATION
Dan Abraham	Community Employment Coordinator	Louis Stokes Cleveland VA Medical Center
Cassandra Burrows	Assist. Dir. H.R.	Intercontinental Hotel
Deborah Copeland	Program Manager for Workforce Development	Fairfax Renaissance Development Corporation
Sheri Dozier	Director of Economic Opportunity	Cleveland Neighborhood Progress
Angie Eichelberger	Program Manager, Office of Diversity & Inclusion	Cleveland Clinic
Heidi Gartland	Vice President, Government Relations	University Hospitals Health System
Kathy Hexter	Director	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs
Joyce Huang	Urban Planner	Midtown
Brett Jones	Director, Strategic Project Development	Evergreen Cooperative Corporation
Stephen Langel	Chief Development Officer	NewBridge Cleveland Center for Arts & Technology
India Pierce Lee	Sr. VP Program	Cleveland Foundation
Eric Methany	Vice President of Employment Services	Youth Opportunities Unlimited
Chelsea Mills	Dir. Bus. Services	Towards Employment
LeJoyce Naylor	Chief Diversity and Inclusion Officer	Cleveland Clinic
Kimberly Peavy	Program Mgr. II Talent Acquisition	Cleveland Clinic
Robert Paponetti	Executive Director	The Literacy Cooperative
Debbi Perkul	Workforce Development Professional	University Hospitals Health System
Danielle Price	Director, Community Health Engagement	University Hospitals Health System - Mather Pavilion
Jill Rizika	Executive Director	Towards Employment
Dave Robinson	Vice of President of Planning and Real Estate Development	University Circle, Inc.
Kristin Tracy	Vocational Rehabilitation Counselor	Veterans Administration
Gloria Ware	Principal, Inclusion	JumpStart
Atoine Wislon	Student Employment Specialist	NewBridge Cleveland Center for Arts & Technology
Walter Wright	Program Manager for Economic Inclusion	Center for Economic Development Maxine Goodman Levin College of Urban Affairs

Appendix F: Economic Inclusion Management Live Local Subcommittee List, 2016

NAME	TITLE	ORGANIZATION
Chris Abood	Dir., Community Partnership Community Outreach	Cleveland Clinic
Aparna Bole	Sustainability Manager	University Hospitals Health System
Cassandra Burrows	Assistant Director, Human Resources	Intercontinental Hotel
Wyonette Cheairs	Program Administrator, GCL Housing & Program Specialist	Fairfax Renaissance Development Corporation
Candi Clouse	Research Associate	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Freddy Collier	Director	City Planning Commission - Cleveland City Hall
Stephanie Strong- Corbett	Director of Sustainability	Case Western Reserve University
Kathleen Daberko	Benefits Specialist	University Hospitals Health System
Justin Fleming	Director - Real Estate Services	Cleveland Neighborhood Progress
Vickie Johnson	Sr. Dir. of Community Relations	Cleveland Clinic
Shilpa Kedar	Program Director for Economic Development	Cleveland Foundation
Jeff Kipp	Dir., Neighborhood Marketing	Cleveland Neighborhood Progress
Lila Mills	Editor & Publisher	Neighborhood Connections
Tom O'Brien	Program Director	Neighborhood Connections
Matthew Pietro	Sustainability Specialist	University Hospitals Health System
Denise Siddiq	Human Resources Benefits Specialist	University Hospitals Health System
Linda Warren	Sr. VP Placemaking	Cleveland Neighborhood Progress
Walter Wright	Program Manager for Economic Inclusion	Center for Economic Development Maxine Goodman Levin College of Urban Affairs