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Greater University Circle Initiative: Year 7 Evaluation Report

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The Cleveland Foundation

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July 2018

**GREATER UNIVERSITY
CIRCLE INITIATIVE:
YEAR 7 EVALUATION
REPORT**

**CENTER FOR
ECONOMIC
DEVELOPMENT &
CENTER FOR
COMMUNITY
PLANNING &
DEVELOPMENT**

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INTRODUCTION

The Greater University Circle Economic Inclusion (GUCl) Initiative has surpassed a decade of existence by connecting neighborhoods, businesses, and leaders throughout seven neighborhoods that encompass Greater University Circle (GUC) in Cleveland, Ohio. This initiative was first assembled by the Cleveland Foundation in 2005 to bring together the three major anchor institutions located in these neighborhoods (Case Western Reserve University, the Cleveland Clinic, and University Hospitals Health System) to convene and meet shared goals by harnessing their collective economic power. It is important to recognize that in many other anchor initiatives in other parts of the country, initiatives are brought by one major anchor with smaller organizations at the table. The GUCl is rather unique in that it convenes three major anchors, two of which are healthcare competitors in the region, to foster opportunities for economic inclusion of neighborhood residents and businesses. This cooperation points to the systemic change that this initiative seeks to foster and shepherd to increase neighborhood opportunity within each of the anchors, as well as collaboratively across partner organizations.

This seventh evaluation report examines the GUCl's major accomplishments, challenges, and the future of this initiative. Early in the initiative, the group sought to focus its efforts on four major work streams: Buy Local, Hire Local, Live Local, and Connect Residents. This report is organized and reports findings around these areas.

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 main 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

Since tracking data and metrics on EIMC goals began in 2010, the EIMC has made strides to understand their capacity within the four goal areas (Buy Local, Hire Local, Live Local, and Connect) as a baseline, and then set reasonable goals to work towards. This report also presents trend data where available.

Brief History of GUCI

The GUCI began in 2005 as a project of the Cleveland Foundation. This model grew out of The Cleveland Foundation's work to develop and support anchor-based redevelopment strategies through its Greater University Circle Initiative and the related Evergreen Cooperatives. From 2011-2013, capital and grant funding from Living Cities augmented the work through a pilot program in five cities across the country to promote economic inclusion. In 2014, the three-year affiliation with Living Cities concluded. In transitioning from Living Cities supported work, early in 2014, the EIMC and the Cleveland Foundation made the decision to continue the initiative. Yearly funding was provided by the Cleveland Foundation for program staff as well as for affiliated projects. A detailed history of the initiative can be found in earlier reports.¹

The Cleveland anchor-based redevelopment initiative, which became GUCI, aimed to transform the quality of life for the area's low-income residents and to become a national model for comprehensive community and economic development in older industrial, weak market cities. The model sought to leverage existing anchor institutions to benefit the communities in which they are located. Its goals were to create jobs, address poverty, build community wealth and family assets, and integrate into the development process a core commitment to environmental sustainability. In short, it sought to realign the systems by which anchor institutions interact with their surrounding communities, with one another and with other partners.

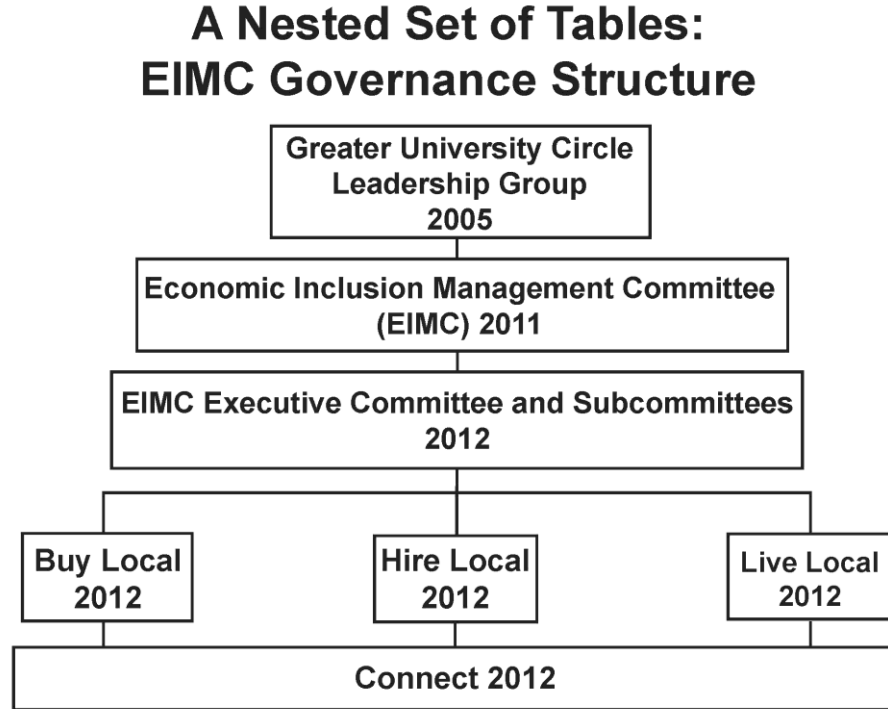
Structure and Funding

Today, the GUCI initiative uses a nested governance structure, which has evolved since its inception. The Economic Inclusion Management Committee (EMIC) provides leadership and direction to the subcommittees within the initiative (see Figure 1). The EIMC translates the goals of GUCI into projects and programs that benefit neighborhood residents. Over the years, the anchor partners have leveraged their internal talent and resources to implement GUCI goals and work across sectors.

EIMC committee members have developed new ways of working together, strengthened relationships and trust, and they have also invested time, finances, and ideas in meeting the shared goals. There are currently three subcommittees, one for each goal, with "connect" underlying all the work, as illustrated in Figure 1.

¹ Austrian, Ziona; Hexter, Kathryn W.; Clouse, Candi; and Baboosian, Serineh, "Living Cities: The Integration Initiative in Cleveland, Ohio- Greater University Circle Community Wealth Building Initiative: Evaluation Executive Summary Year 3" (2014). *Urban Publications*. 0 1 2 3 1170. https://engagedscholarship.csuohio.edu/urban_facpub/1170

Figure 1: EIMC Governance Structure, 2017



Designed as a collective impact model, the central question that focuses and guides the anchor work of the EIMC activities in the neighborhoods is:

“What can we accomplish together that we would find difficult to do on our own?”

In 2012, the EIMC identified four major goals that the group could seek to accomplish together: 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. In addition, members have sought to 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.

In 2017, the EIMC was co-chaired by Jon Utech, Senior Director of the Office for a Healthy Environment at the Cleveland Clinic and Dan Bucci, Director of Government Relations at University Hospitals. The Committee of the whole has 35 members, representing 15 organizations. A subset of 8 of these organizations had at least one member on the smaller Executive Committee, which has 15 members. In addition, another 66 people, representing 25 organizations, participate solely on one of the subcommittees or working groups. In total, 101 members representing 25 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 Human Resources/Information Systems (HR/IS) group, another subset of the work, has been meeting regularly since 2012 and is working with Cleveland State University 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 has contributed several streams of funding to support GUCI. In the beginning of the initiative, The Cleveland Foundation provided staff support and invested in specific projects including the Evergreen Cooperatives, the Health Tech Corridor, and Community Engagement efforts through Neighborhood Connections. Since 2015, the Cleveland Foundation has also provided consistent support for program staff housed at Cleveland State's Levin College of Urban Affairs with an annual grant of \$220,000. In addition, each anchor institution contributes to the overall initiative through financial support of individual projects and in-kind commitment of staff resources to EIMC committees.

Reflecting on the Value of the Collaboration

Each year, interviewees are asked to reflect on the value of participating in the EIMC. The most consistent response has focused on the benefits they see in the "One Table" collective impact approach. The anchor institutions, as well as other partner organizations, see great value in having a neutral place, the EIMC, where they can collaborate. Interviewees see the convening power of the Cleveland Foundation as a critical neutral convener, bringing partner organizations together in a safe and comfortable environment. Many feel it is important to have a place to exchange best practices and keep critical issues at the top of mind to leadership and executives of partner organizations.

Strategic Planning

In late 2017, the EIMC began a strategic planning process due to the belief among committee members and staff that the initiative was standing at an inflection point. EIMC committee members gathered and brainstormed on new ideas which were grouped into the following areas: business development, community building, economics, education, employment, environmental health, equity housing, health outcomes, healthy foods, marketing, public spaces, renewable energy, safety, systematic issues, and transportation.

In 2018, a group of self-selected strategic planning committee members is continuing to cull this data down into a manageable plan for the next ten years. Committee members involved in the strategic planning process understand that the power of this type of collaboration is diversity and inclusion, going the extra mile to include the gifts and commitments of each member. GUCI has garnered national attention and interest throughout the years, even being called the "Cleveland Model." This model emphasizes trust, relationship building, and commitment from anchor institutions with authentic engagement with others that care about what happens in their surrounding communities.

Many stakeholders wonder what would happen in GUCI and EIMC disbanded. There have been strides made within and among stakeholders and participants to help move the needle on neighborhood change through anchor intuitions' inclusion and investment in the surrounding neighborhoods. That being said, the trust and collaboration between institutions as large and complex as the GUCI anchors needs considerable amount nurturing and support. Recognizing that the primary mission of these intuitions is to provide quality health care to patients around the world; they could be singularly focused on this mission, but instead choose to invest and participate in this greater initiative in order improve the health of a place rather than the health of an individual patient.

LOOKING FORWARD

Overall, 2017 was a year of transitions for GUCI which included a number of staff retirements and promotions. These changes have contributed to perception that progress on the initiative has been held up. As a result, leadership and members have rightfully questioned the forward progress, movement, and goals of the initiative. Yet the need to reevaluate and question the initiative could be a natural outcome of having come to the decade milestone of the initiative. This section explores these issues and seeks to illuminate questions about future directions.

Staff Transitions

Over the last year, the primary champion of this work was India Pierce Lee of the Cleveland Foundation who was promoted to Senior Vice President of Programs, making her the second in command at one of the largest community foundations in the country. This promotion has moved her out of the inner workings of GUCI, leaving a perceived absence of leadership for a brief period time. In 2018, Nelson Beckford, who previously worked at the St. Luke's Foundation and the Cleveland Foundation, returned to the Cleveland Foundation as Program Director for Neighborhood Revitalization and Engagement. The appointment of Nelson can create positive momentum and leadership for GUCI to create a strong dialogue and continued bond with the Cleveland Foundation.

In addition, there have been retirements at Cleveland State University, an integral partner in program management and evaluation of GUCI. Walter Wright of the Cleveland State University retired in December 2017, and Kathy Hexter of the evaluation team retired in June 2017. Wright is expected to continue as a consultant CSU in the coming years of the initiative. To shepherd the GUCI program, Candi Clouse, Ph.D. has been promoted to Interim Director of the Center for Community Planning and Development. She will both lead the Center for Community Planning and Development as well as manage the GUCI program.

Beyond transitions at the Cleveland Foundation and CSU, a number of member organizations experienced staff transitions as well. First, Aparna Boyle, M.D. and formerly the Sustainability Manager at UH co-chaired the EIMC with John Utech for two years returned to clinical practice to be the Division Chief, Pediatrics and Adolescent Medicine within the UH System. Dan Bucci, the Director of Government Relations at UH, has now jointed the EIMC leadership team and is the current co-chair of the committee. Moreover, as Heidi Gartland has been promoted

through the UH ranks, Dan Bucci has taken a lead role for her on her behalf. At the Cleveland Clinic, the retirement of longtime CEO Toby Cosgrove, M.D. has brought in Tomislav Mihaljevic, M.D. to lead the institution. In his inaugural speech, "State of the Clinic Address," Dr. Mihaljevic indicated he was committed to fostering stronger connections to the Northeast Ohio community as well as noting that, "Care for patients requires that we care for our communities. Our roots in this region go deep. We've been on the same corner of Euclid Avenue for almost 100 years. Cleveland is in our name."² In addition, additional staff have or will have been brought on at Neighborhood Connections, Fairfax Renaissance Community Development Corporation, and University Circle Incorporated.

People or Place Based Strategy

There has been much discussion over the last few years on if GUCI should focus on a people-based strategy, a place-based strategy, or both. Conversations within the EIMC have emphasized the focus on a people-driven strategy to help those in the neighborhood and foster greater connection to the anchors. Much of the data available on neighborhood demographics over the last ten years have not changed and still shows a poor community, low laborforce participation and educational attainment, and overall disinvestment. However, as additional anchor money is being invested in people, the metrics to track goals and outcomes are placed focused.

It is important to remember that earlier evaluation documents in the planning of the GUCI focused on both a place-based strategy and a people-based strategy. It was noted in the first evaluation report in 2011 that this initiative was a place-based strategy focusing on harnessing the power of the anchor institutions.³

These neighborhoods are under growth and redevelopment pressure that could change them dramatically over the next decade based upon current trends. The increase in expensive residential housing construction and the lack of investment in the existing housing stock has pushed out those in the middle-income bracket creating large disparities in GUC communities. Suggestions have been made by EIMC members to focus Greater Circle Living housing incentive funds to only neighborhoods in need of investment, which may be a useful solution to make sure revitalization is happening in those GUC neighborhoods that need it most. At the same time, community development organizations are trying to focus some of their efforts on addressing the need for housing that is attractive and affordable to potential middle-income residents.

² Cleveland Clinic. (2018, Feb 28). Cleveland Clinic President and CEO Tom Mihaljevic, M.D., Delivers State of the Clinic Address. Retrieved from <https://newsroom.clevelandclinic.org/2018/02/28/cleveland-clinic-president-and-ceo-tom-mihaljevic-m-d-delivers-state-of-the-clinic-address/>

³ Austrian, Ziona; Hexter, Kathryn W.; Clouse, Candi; and Hrubey, Matt, "Living Cities: The Integration Initiative in Cleveland, Ohio - Greater University Circle Community Wealth Building Initiative: Year One Formative and Summative Evaluation Report" (2011). *Urban Publications*. Retrieved from https://engagedscholarship.csuohio.edu/urban_facpub/1261

Institutionalization of GUCI

Ideally, 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 with the same commitment to existing collaborative relationships as their predecessors. However, in reality, many of the bonds created at the EIMC and throughout its subcommittees are based upon individual trust and personal commitment to champion the work through their organizations. It is essential that the seeds of GUCI be sown in each organization to ingrain the goals of the EIMC so that the values and principals can continue. The tacit knowledge and skills on how to collaborate must reside within the culture of each institution as well as the people that work there.

Individual bonds can help external stakeholders navigate the large anchors more easily. For example, if someone needs to build relationships within the anchors, they may not know the right person to contact but they can reach out to an EIMC member for assistance. These personal connections are integral to the success of GUCI, but are difficult to institutionalize, especially when there is staff turnover. The interviewees also pointed out that as there were less meetings convened in 2017 and it has been more difficult to develop relationships with the many new faces on EIMC committees. That being said, there are many instances where GUCI work has been or is being institutionalized within the large anchors.

And yet, the same level of collaboration seen among and between EIMC member staff has not been fully institutionalized. In some instances, if certain EIMC member staff were not in their current roles within a given anchor, the depth and breadth of collaboration would decrease. This has been seen in the fact some organizations were once committed members of EIMC with internal champions of the work that have since dropped off in participating in meetings once those champions left the organization or changed roles in the organization. This reinforces that these relationships reside with the champion rather than being fully institutionalized within the anchor. Some of these absent members are integral to the success of GUCI and could play a stronger leadership role in gathering the necessary voices to the table. Therefore, it cannot be said that the idea that values of GUCI and EIMC are fully internalized within the organizations at the table.

Emphasis for 2018

Twenty eighteen (2018) marks an important time for the EIMC to re-evaluate itself, its goals, and the purpose of GUCI. The decade milestone, staff transitions, and change of EIMC co-chairs can encourage a fresh, new look at this existing collaboration. It is important at this stage in the initiative, that members re-affirm the collective impact model which rests on the commitment of a group or important actors or stakeholders from different sectors to a common agenda for solving a specific problem. Interestingly, many of the comments from interviewees on what the focus of 2018 might look like were around examining outcomes and measures (i.e. metrics, members, and processes) not the overarching collective agenda. Based upon these conversations, strategically aligning all shared goal and outcomes of GUCI are essential for continuous improvement.

Beyond this important theme going forward, there were three other points of focus suggested for 2018:

First, many interviewees discussed the idea of changing objectives and metrics to better understand what influences and affects neighborhood residents. Several interviewees discussed tracking metrics of individuals within the neighborhoods, whether it be social determinates of health, movement of residents and employees in and out of the neighborhoods, or real estate investment. That being said, metrics should always be tied to what the goal or outcome of a strategy. Therefore, a re-examination of metrics, should also take place hand-in-hand with the outcomes of GUCI.

Second, interviewees spoke to examining the membership of the EIMC and its subcommittees to make sure that the most appropriate individual(s) from each anchor and partner organization were at the table to achieve the outcomes of the GUCI. Therefore, along with the re-examination of goals and metrics, finding the appropriate individual at each organization who is already leading this charge and then fitting them with the EIMC is the best bet to foster synergies between the committee and member organizations. Several interviewees suggested expanding the membership of EIMC and its sub-committees. This included ideas of engaging or re-engaging members of Cleveland City Council, Cuyahoga County Council, neighborhood groups, and neighborhood businesses.

Third, many interviewees discussed that with these milestones of the GUCI, it was important for the Cleveland Foundation, the designated convener, to once again assemble C-level leadership at the major anchors to re-committee to the project as they did in the beginning of the work. Many members see another gathering of C-level leadership integral in fostering and sustaining GUCI. This can be an important event, which some even termed a re-commitment ceremony, to symbolically reassure staff who have been dedicated to this work and champion it into the future. Beyond this, there are other anchor initiatives in the Cleveland area that have gained traction since the advent of GUCI, and this recommitment by C-level leadership can inspire and grow these nascent collaborations. It is important to GUCI members to not underestimate the power of storytelling and this re-commitment ceremony can provide the perfect vehicle to tell the GUCI success story to popular press and to continue the work that is looked at as an international model.

BUY LOCAL

One major tenant of GUCI is to harness the buying capacity of the large anchors to funnel these dollars into local business to increase wealth in the neighborhoods. Increasing anchor purchasing from local businesses can provide employment, facilitate wealth creation, and add investment to these neighborhoods.

Over the last 10 years, the three anchor institutions have worked to identify opportunities where, through GUCI, they can engage in joint procurement activities to leverage their purchasing power. The result is intended to increase local economic activity and foster community wealth.

Beginning in 2012, BioEnterprise began to convene a working group to focus on procurement and supply chain issues among the anchor institutions. BioEnterprise also provided staff support to the group, which consisted of each anchor's supply chain director, other local anchor partners, and the Cleveland Foundation. While work on the first project, a joint mail hub for the three anchors is being completed, the group did not meet regularly.

In order to foster and sustain positive economic improvement for their surrounding neighborhoods, the anchor's share information on items such as best practices, contracts, and vendor lists. Furthermore, the EIMC members have been working collaboratively on business attraction efforts, increasing the level of peer trust and camaraderie among the participating institutions.

Health-Tech Corridor & MidTown Cleveland

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. The HTC stretches from Downtown Cleveland through MidTown into University Circle and 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. The importance of the HTC to the GUCI is that all of the anchors are geographically located along the corridor.

Midtown Cleveland Inc. is the Community Development Corporation (CDC) with a similar geographic footprint that encompasses a section of the HTC.⁴ Based on UH's successful Step Up to UH program Midtown piloted a hire local initiative in 2017. Midtown worked with a local manufacturer in the neighborhood to recruit and place new employees. Marketing and recruitment for the program proved to be difficult and resulted in only four people completing the training program. Of those four, two were hired but did not end up staying past the initial probation period. At this time, it is unclear whether or not Midtown's Hire Local initiative will continue.

⁴ The specific geography that Midtown focuses on supporting stretches from the Inner belt to East 79th Street, west to east, and from Payne Avenue to Carnegie Avenue, north to south. CDC's in Cleveland typically focus on business development, residential housing support and finding local jobs for residents.

Additionally, Midtown received funding from the AmeriCorps Vista program for their Hire Local campaign. Although the first year for the program proved challenging, lessons on outreach and recruitment, program implementation, and employer engagement were learned for future iterations.

In addition, the strategic plan of Midtown Cleveland was based around the hire and live local EIMC goals. As such they are actively working to recruit housing developers to the neighborhood. An example of success in this endeavor in 2017 was the One Midtown townhome development located at 7209 Euclid Ave. The first phase of townhomes is under construction and hope to be finished by the end of 2018. The City of Cleveland granted the developers a 15-year 100% tax abatement offer for prospective residents. Residents can also qualify for up to \$30,000 in purchase grants through the Greater Circle Living program which is an important incentive for housing developers.

City of Cleveland Investments in HTC

The City of Cleveland has made major investments in the HTC enabling new residential and commercial construction, rehabilitating commercial and residential buildings, initiating beautification efforts, and conducting brownfield assessment and environmental remediation. The City's investment in the corridor in 2017 was \$8,847,000. Investments made by the City of Cleveland in the past ten years totaled \$107,615,238 and leveraged \$847,228,613 in total project dollars.

Metrics

In 2013 Midtown and the HTC established a series of intermediate success metrics for the next several years (Tables 1 and 2) around job creation and neighborhood wealth creation. They are continuing to find success in their new business and tenant attraction. Since the success metrics were conceived in 2013, Midtown has consistently achieved their goals or has been very close to doing so. The goal of 15-20 new businesses a year is an example of a metric where Midtown is just falling below its goal. Attracting 15-20 new businesses over four years would be 45-60 new businesses; in that time Midtown has placed 42. Midtown has succeeded in reaching all its other success metrics by the third year of measurement. However, the total square footage absorbed decreased slightly from 2016 while new/renovated space under development and jobs created metrics have also slightly decreased.

Table 1: HTC New Business Success Metrics

Outcome Metric	Yearly Target	Results
New Businesses	15-20 /year	23 Open Leads, 42 Relocations since Mid-2014
Square footage absorbed –	50,000 – 100,000 SF/year	198,890 since Mid-2014
New or renovated space under development	50,000 SF/year	234,600
HTC occupancy	Above 70%	85-90%

Table 2: HTC New Tenants Success Metrics⁵

Outcome Metrics	Yearly Target	Year 1	Year 2	Year 3	Year 4	TOTAL
New Tenants	5-7/year	9	7	13	13	42
Square footage absorbed	50,000-100,000 SF/year	22,000	39,190	80,500	57,200	198,890
New/renovated space under development	50,000 SF/year	80,000	52,600	102,000*	50,000**	284,600
Jobs created	250 /year	34	49	369	252	704

Note: * This estimate does not include the UH Rainbow Center for Women and Children (est. 40,000) or the new Dave’s supermarket (est. 50,000)

** This is an estimate based upon average square feet of the One Midtown Townhomes. True Hotel is currently under construction sits on a 2.4 acre lot and should be complete in 2019 and is not included in this data.

Real Estate Projects

During 2017, University Hospitals (UH) broke ground on the UH Rainbow Center for Women and Children, a women’s and children’s primary care clinic in the HTC at East 59th Street and Euclid Avenue. It is expected that construction will be completed by the end of 2018. The site and project were created through a partnership with Hemingway Development, an affiliate of builder and developer Geis Companies. 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 environmentally cleaned by the city. Other organizations on the campus include the Link 59 and the Ace Fixtures office buildings. These sites have already completed their respective construction and renovations. Dave’s Supermarket will also be occupying a new building on the Link 59 campus, with construction planned for completion by the end of 2018. Two other main additions to the HTC during 2017 were the Children’s Museum of Cleveland and the Kids’ Book Bank. It is important to note that these sites were all vacant buildings or brownfields in a neighborhood that had long experienced significant disinvestment. All of these project and investments contribute to creating a vibrant and community focused neighborhood.

⁵ Received February 1, 2018 from Mike Lalich, HTC project manager; and follow up call on June 25, 2018

Goals for 2018

Midtown and the HTC will continue their push to connect local residents to other stakeholders in the neighborhood. This becomes especially important as more and more new businesses locate here and new opportunities arise. Racial equity and inclusion is a main component of this goal and Midtown will be exploring how to collectively disrupt structural racism. The Racial Equity and Inclusion trainings that Cleveland Neighborhood Progress hosts are a good first step but they wonder how to dig deeper into the institutional level issues.

Midtown believes that the work of the EIMC should be driven by community members as well as the anchor institutions. It is also critical for partner/non-anchor institutions to get together and come up with ways in which the work being done by the anchors can benefit them. A recommitment and refocus by leadership of the EIMC will be critical as the initiative moves into its second decade.

Anchor Procurement and Supply Chain Initiatives

Supply Chain Initiatives

In 2017, 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 picked 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 and an overall upskilling of the employees.

After years of discussion and planning, the mail hub opened in 2018 with a formal opening ceremony in September. With the objective of increasing efficiencies in mail service among the anchors, the mail hub is also expected to provide its employees transferable skills. There are also plans to reach out to other businesses in the neighborhood that could become future clients for the mail hub, thus expanding its potential for sustainability.

The mail hub represents the first truly collaborative procurement effort by the anchor institutions. This was the first joint Request for Proposals (RFP) that was put out by the anchors, including the provision that mail hub employees were to be hired locally. The mail hub project was able to preserve the workforces from the University Hospital, Cleveland Clinic and Case Western Reserve University mail rooms and will also add 3-4 new positions. The private vendor looks to leverage this relationship to add additional mail clients and potentially hire additional workers.

Local Procurement

In addition to identifying opportunities for joint purchasing of local goods and services, the three anchors have undertaken efforts to increase the local share of buying. To that end, the Cleveland Clinic's director of supplier diversity oversees efforts at increasing the Clinic's efforts to educate business unit leaders within the organization about potential opportunities for diverse spending, insight into current spending practices, and identifying new opportunities. The director leads quarterly meetings with select Cleveland Clinic vendors to review projects, examine performance measures, and update goals. Projects that engage local suppliers are featured in a monthly in newsletter; this is a mechanism to inform a broader stakeholder group and vendors on current initiatives in procurement. The Cleveland Clinic has amended its procurement processes to require a commitment from its large prime vendors to a targeted percentage of diverse Tier II spending. The Supplier Diversity Director has raised the awareness of diverse purchasing options across the institution.

Efforts to increase the use of local and diverse suppliers have also expanded to include a target for some sizeable Cleveland Clinic vendors. Select vendors contracting with them must now secure 10% of the total from local suppliers. In 2018 the Clinic plans to expand goals focused across a variety of project categories. They will continue to employ the help of the advisory committee to promulgate information about upcoming projects. The hope is that it will better prepare potential suppliers for project specific requirements, educate them on how to increase capacity, build relationships and assist bidders in submitting realistic project plans.

Beyond these efforts, the new director has increased the visibility of the Cleveland Clinic's leadership of Supplier Diversity initiatives, representing the organization for many community groups, active leadership in national and state organizations as well as reaching out to organizations in the neighborhood.

Beyond the new efforts at the Cleveland Clinic, overall, GUCI anchors have sought to identify opportunities for joint purchasing of local goods and services. The annual purchasing power of the anchors is immense. The three anchors combined spent over \$3.6 billion on goods and services in 2017 (Table 3). Of this amount, 12% was spent in the City of Cleveland and a 26% was spent in Cuyahoga County.⁶

Case Western Reserve University (CWRU) spent over \$452 million on procurement in 2017, an increase of \$25 million from 2016. Of this amount, more than \$71 million (16%) was spent in Cleveland and they purchased an additional \$46 million from businesses located in the suburbs of Cuyahoga County, for a total of \$118 million spent in the county (26% of all spending). CWRU's spending metrics fell slightly in terms of percentage of dollars spent in the City of Cleveland and Cuyahoga County overall from 2016 to 2017. Their spending outside of Cuyahoga County increased from \$296 million to \$334 million.

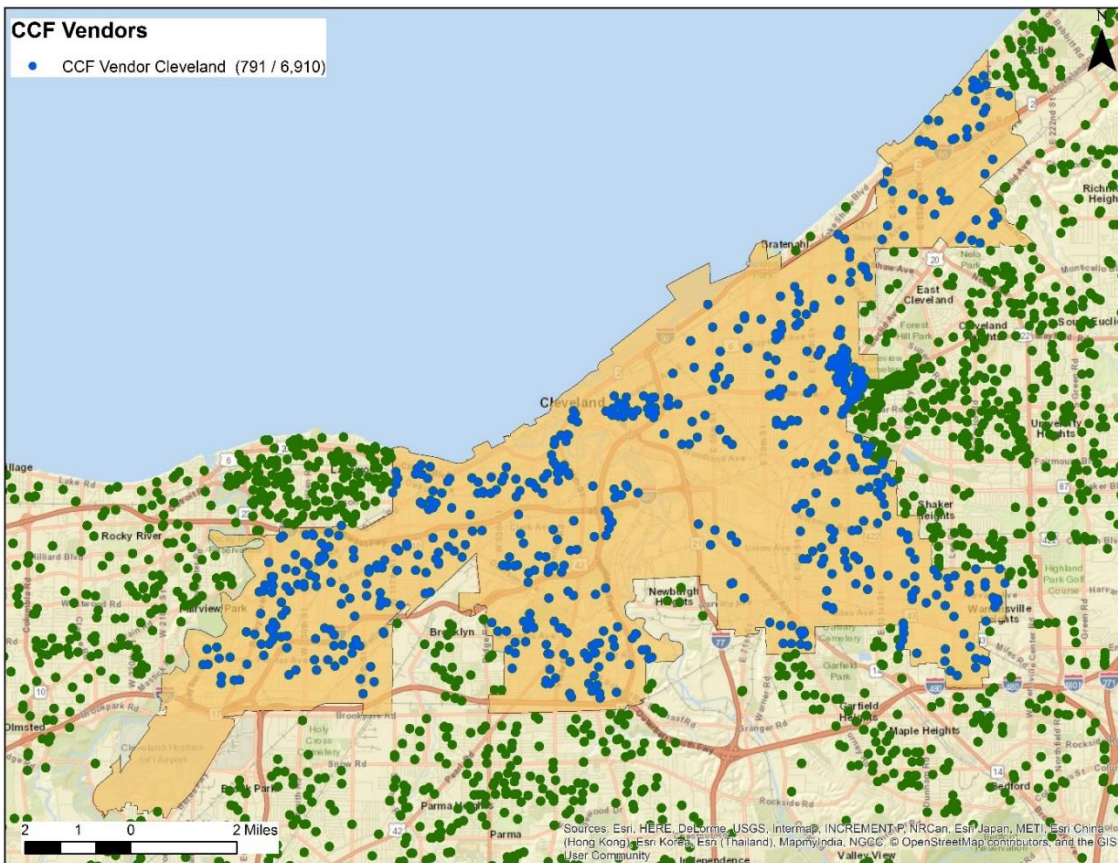
⁶ Procurement data was provided by each anchor institution.

Table 3: 2017 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	\$71 M	16%	\$227 M	10%	\$125 M	14%	\$425 M	12%
Cuyahoga County Suburbs	\$46 M	10%	\$280 M	13%	\$180 M	20%	\$507 M	14%
Cuyahoga County	\$118 M	26%	\$508 M	23%	\$306 M	34%	\$932 M	26%
Outside Cuyahoga County	\$334 M	74%	\$1,732 M	77%	\$605 M	66%	\$2,672 M	74%
Total Procurement	\$452 M		\$2,240 M		\$912 M		\$3,604 M	

The Cleveland Clinic spent over \$2.2 billion on procurement in 2017, with 23% (\$508 million) spent with vendors in Cuyahoga County, including nearly \$227 million (10%) with city vendors. This was an increase of 23% of spending with city vendors from 2016, however the overall balance of spending inside of Cuyahoga County and outside of it remained constant from 2016 to 2017. In 2017 the Cleveland Clinic purchased and now operates Akron General Hospital and for consistency in comparison, these procurement figures exclude the data on this new location. Figure 2 depicts Cleveland Clinic vendors by location in the City of Cleveland for 2017.

Figure 2: Cleveland Clinic Vendors in the City of Cleveland, 2017



University Hospitals had a total 2017 procurement of over \$912 million. (over \$929 million in 2016) They spent over \$306 million (34%) with Cuyahoga County vendors, including more than \$125 million (14%) with vendors in Cleveland. (\$332 million or 36% and \$126 million or 14% in 2016 respectively).

Overall anchor purchases in the city increased 7% over the last year (2016 to 2017) but the spending in the county overall decreased 5% and spending in the suburbs decreased by 13%. Between 2013 and 2017, total anchor procurement has increased by 27% and spending in the City of Cleveland increased 11%.⁷ The share of anchor procurement in the city, the county, and the suburbs of the county has changed dramatically since 2010. From 2010 to 2017, the total value of purchases in Cuyahoga County has increased 27%. However, the value of purchases from businesses located in the city of Cleveland have decreased 26% while overall value of purchasing has increased 20% (Figure 3 & 4).

⁷ All procurement figures are reported in 2017 dollars.

Figure 3: Procurement by Anchor Institution, 2013-2017

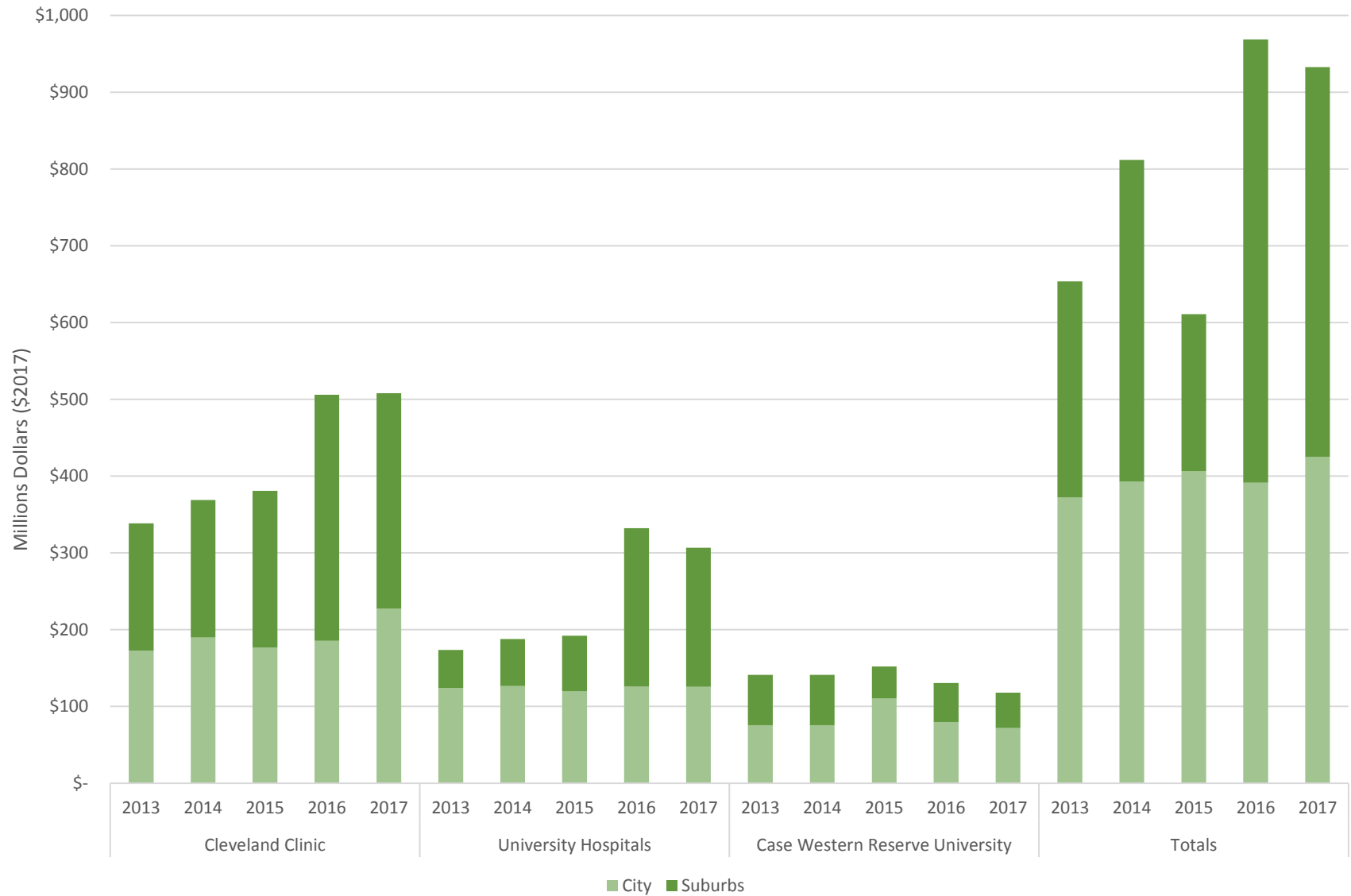
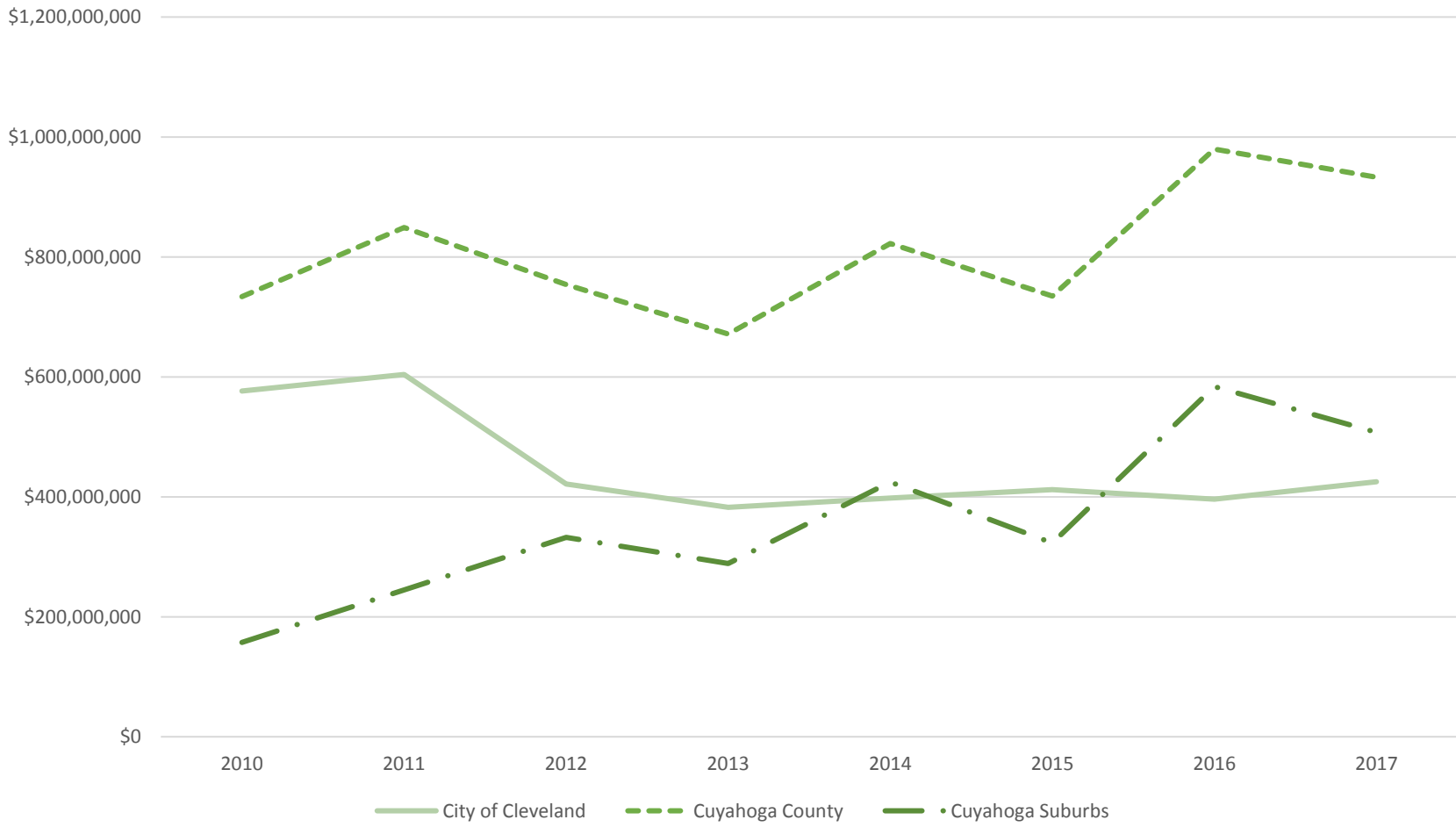


Figure 4: Anchor Spending by Geography, 2010-2017



Note: Data in 2017 Dollars

Evergreen Cooperatives Corporation and the Evergreen Cooperatives

Based on an alternative wealth-building and wealth-sharing business model, the Evergreen Cooperatives 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.⁸ The Evergreen Cooperatives are an initiative strategy geared toward promoting financial stability and job stability for residents of the Greater University Circle Initiative based on the successful work in Mondragon, Spain. There are three Evergreen Cooperatives: Evergreen Cooperative Laundry, Evergreen Energy Solutions, and Green City Growers. Evergreen Cooperative Laundry, through contracts with University Hospitals and Cleveland Clinic Foundation, provide laundry services to the anchor institutions. Evergreen Energy Solutions focuses on green energy solutions. Green City Growers sells sustainably grown gourmet greens to the anchors and local stores and food service companies.

Evergreen Cooperative Laundry

Evergreen Cooperative Laundry (ECL) was the first cooperative launched and has the largest number of employees in its profit sharing system. In 2017, ECL was pleased to add a contract for laundry from the Cleveland Clinic which allowed them to expand employment. ECL's growth over the last few years contributed to their ability to purchase their current building with favorable terms from their previous property owner. This acquisition will provide sustainability and capital investment for long-term success of the organization.

ECL's payroll was just above \$1.2 million in 2017, an increase of more than \$100,000 from 2016 (Table 4). The laundry's employee capital account, \$40,690 in 2015, fell almost 80% to \$8,102 in 2017. This was due to the employee/owners purchasing the land and building. This is a large investment in themselves and their work and should allow them opportunities to expand in the future. Less than half of the laundry's employees are member employees (19 of 51), and make an average of \$11.64 per hour, totaling \$24,207 per annum. Their tax bill only includes payroll taxes and stood at \$327,130 in 2017.

⁸ <http://evergreencooperatives.com/business/evergreen-laundry/>

Table 4: Cooperative Financial Overview, 2017⁹

	Evergreen Cooperative Laundry	Evergreen Energy Solutions	Green City Growers	Total
Company Payroll (2017)	\$1,234,570	\$240,496	\$987,218	\$2,462,284
Number of employees	51	8	46	105
Number of member employees	19	7	17	43
Value of benefits per month	\$56,989	\$85,492	\$116,027	\$258,509
Average Wage	\$11.64	\$14.45	\$10.32	\$11.27
Average Yearly Wage	\$24,207	\$30,062	\$21,461	\$23,450

(Benefit: Provide Health Insurance (\$400) and Holiday pay per Co-Op employee, PTO 10 days PTO FTE; 7 Holiday Members; \$400/mo healthcare FTE
Based on 2080 hours/year

Evergreen Energy Solutions (E2S)

The smallest of the Evergreen coops in terms of employees (7-member employees and 8 other workers), Evergreen Energy Solutions (E2S) nonetheless had the highest average yearly wage—\$30,062. This wage translated into a company payroll of \$240,496, which generated \$69,273 in payroll taxes. At \$4,572, E2S' capital account is about half of the dollar value of Evergreen Laundry's, however, E2S has an average of \$653 per employee which is \$227 more than the laundry business' average per employee.

For 11 consecutive months in 2016 and 2017, E2S employees worked at Cleveland Clinic properties retrofitting lighting. This was a great foundation for their businesses and helped to stabilize their workforce. Also, in 2017 University Hospitals and E2S were able to finalize a contract for E2S to retrofit two of their buildings. This is another example of anchors intentionally leveraging their buying power to foster community wealth creation.

Green City Growers

In many respects, Green City Growers' (GCG) finances situate it squarely between ECL and E2S. Company payroll at GCG stands at \$987,218, slightly lower than in 2016. The hourly average pay at GCG fell by more than \$2, from \$12.60 to \$10.32, which translates to \$21,461 per year. GCG added eight employees overall between 2016 and 2017 (38 to 46) and the number of member employees decreased slightly, from 24 to 17. This decrease in employee members did not negatively affect the employee capital account, as it jumped from \$6,999 in 2016 to a total of \$19,396 in 2017. The employee members were also able to purchase two delivery trucks and lease two more, for a fleet of 4, so they can have more control over their produce delivery.

⁹ This table only represents full time employees and does not reflect any temporary employees.

Small Business Development

One component of the Buy Local committee is the goal to foster small business development and connect these small businesses to the anchor supply chain. As mentioned previously, efforts have been made for supply chain diversity in many of the anchors

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 2017, ECDI loaned \$159,367 to Cleveland-area businesses. Of the 9 total loans, 4 were women-owned businesses and 6 were minority-owned; two were both minority and women-owned.

University Circle Inc.

University Circle, Inc. is a nonprofit community service corporation which seeks to create a vibrant neighborhood in the University Circle area. Since 2014, UCI has operated the NextStep program, which uses the Interise's StreetWise 'MBA'™ program giving small business owners in historically underserved and lower income areas the tools, training, and networks to turn plans into action. 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 commit time to the class. There has been some recruitment challenges with the program, but 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.

Beyond this, UCI has worked with University Hospitals to have vendor fairs at their locations. These small food and craft vendor fairs serve as a market where small business can sell their goods and products to anchor employees. UCI has also worked with vendors to encourage selling at their signature event series Wade Oval Wednesdays, which is a summer concert series in the neighborhoods.

Case Western Reserve University

Case Western Reserve University continues to hold its annual vendor fair and there are discussions among the other anchors to conduct similar fairs. Other efforts have focused more broadly on community outreach. A joint healthcare industry event was held in collaboration with the Greater Cleveland Partnership, MetroHealth System, the Cleveland Clinic, and University Hospitals.

Challenges

Although the number of businesses along the HTC continues to increase, the area still lacks appropriate amenities such as middle-income housing and associated retail. Midtown also faces

difficulties in helping to find jobs for the residents. The organization feels that in order to continue to improve the neighborhood the EIMC needs to become more robust and have clarity in its purpose. Midtown also feels it is necessary to have partners, but non-necessarily anchor institutions, that get together to discuss and suggest plans for the future of the EIMC and its goals.

Across members, the focus of overcoming the challenges faced by large institutions to foster local procurement is an ongoing issue. Strides have been made to inform all departments and units that buy goods and contract with vendors that supplier diversity and local procurement is a growing priority within each institution. Every 1% increase in local spending in the city totals \$36 million, which can have a significant impact on the local economy.

HIRE LOCAL

The GUCI has consistently emphasized local wealth creation and neighborhood stabilization. In order to foster these goals, it is important that residents have economic opportunity and access to quality jobs. The overarching goal of hiring local is to provide employment opportunities for GUC residents who face challenges to employment. EIMC engages in five strategies to accomplish this goal:

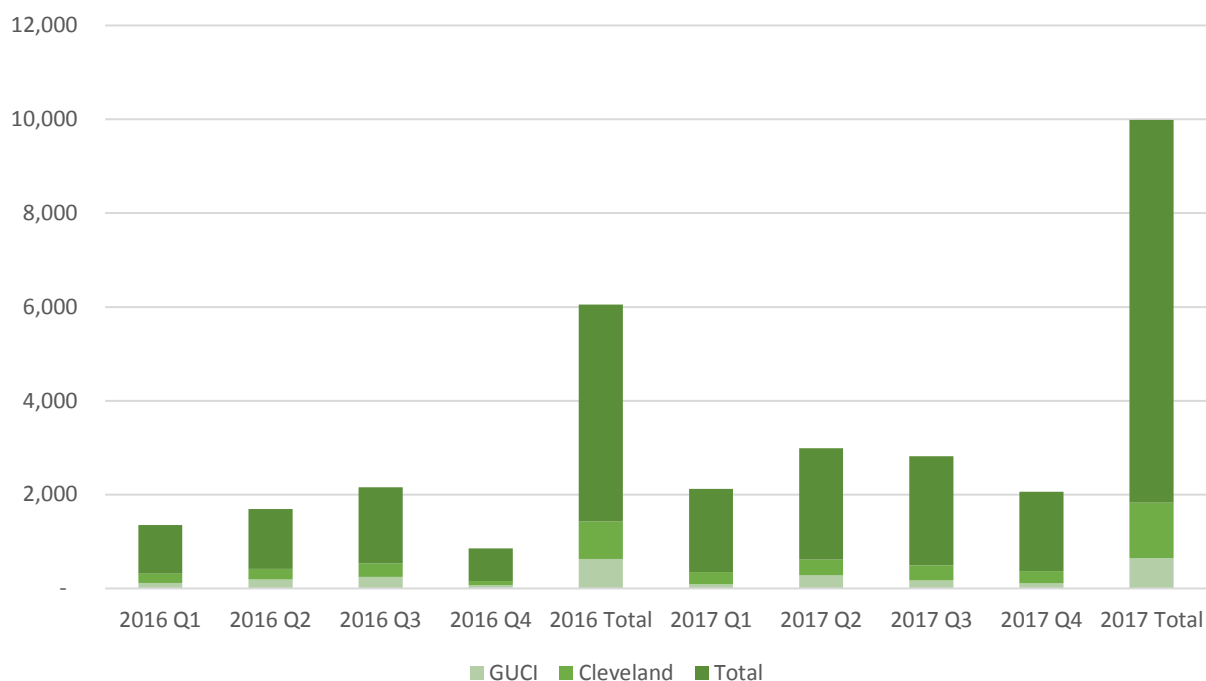
- Increase the three anchors' share of new hires that live in the GUC neighborhoods, retain them, and provide them with opportunities to further their careers
- Recruit, train, and maintain employees through the Step Up to UH program
- Provide employment opportunities through the Evergreen Cooperatives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

Anchor Hiring

New Hires

Each year, anchor institutions in Greater University Circle hire hundreds of new employees both to replace workers who have left and to fill newly created positions. In 2017, the anchors hired 9,990 workers at their main campuses. This represents the largest amount of new hires in the last three years.

Figure 5 shows quarterly hiring trends for new hires located at the main campuses of the three anchor institutions over the past two years. In the first three quarters of 2017, there was an increase in hiring from 2016 in both the GUCI neighborhoods and the City of Cleveland. Total hiring decreased in the first quarters between 2015 and 2016. Also, hiring in GUCI, the city, and overall (total hires minus those in Cleveland and GUCI) decreased in the fourth quarter of 2017, as in 2016. However, hiring in GUCI increased 4% between 2016 and 2017, while hiring in the city increased 47% and hiring overall increased 76%.

Figure 5: Anchor Main Campus New Hires, 2016-2017**Total Employment**

As Table 5 shows, the three anchors combined had a total of 72,135 employees at the end of 2017. Of these, 48% (34,450) were employed at the anchors' main campuses in Greater University Circle. With a large share of its employment concentrated in such a small geographic area, just over 1,900 employees choose to live close to where they work in a GUC neighborhood. These workers, combined with the 340 employees living in GUC but working at one of the other campuses of the two hospitals, account for 3.2% of the total employment of all three anchors. For the main campuses, 5.6% of the employees are GUCI residents.

Table 5: Anchor Employment by Campus and Geography, 2017

Geography	Main Campuses		Other Campuses		Total
	Count	%	Count	%	
GUC	1,913	6%	340	1%	2,253
Outside GUC	32,537	94%	37,345	99%	69,882
Total	34,450	100%	37,685	100%	72,135

An analysis of the occupations of main campus employees living and working in GUC reveals that *Medical Residents* account for the largest number; 382 out of a total of 2,632 (Table 6). After *Residents*, the top occupations of employees living in GUC were *Auxiliary Service* (16%), *Technical* (5%), and *Clerical/Cashier* (7%). The occupation with the largest percentage of employees that were also GUC residents was *Auxiliary Service*, at nearly 16%. *Food Service* had the second largest percentage, with 15%. It is important to note that many of the service and security staff work for vendors of the anchor institutions and are not counted in these totals; this undercounts the number of neighborhood residents who work for these vendors.

Table 6: Anchor Main Campus Employment by Occupation, 2017

Occupation	Total	In GUCI	% GUCI
Resident	2,632	382	15%
Auxiliary Service	1,826	291	16%
Technical	5,155	266	5%
Clerical/Cashier	3,241	230	7%
Aides	1,567	160	10%
Technical Professional	5,187	133	3%
Registered Nurse	6,779	104	2%
Professional	866	95	11%
Faculty	2,073	93	5%
Physician	2,786	70	3%
Food Service	267	40	15%
Student/Extern	181	21	12%
Administrative	668	18	3%
All Other	712	6	1%
Admin-Manager Supervisor	229	5	2%
Manager	189	3	2%
Admin Director-Head Nurse	92	2	2%
Total	34,169	1,914	6%

Cleveland Clinic Vendor Employment

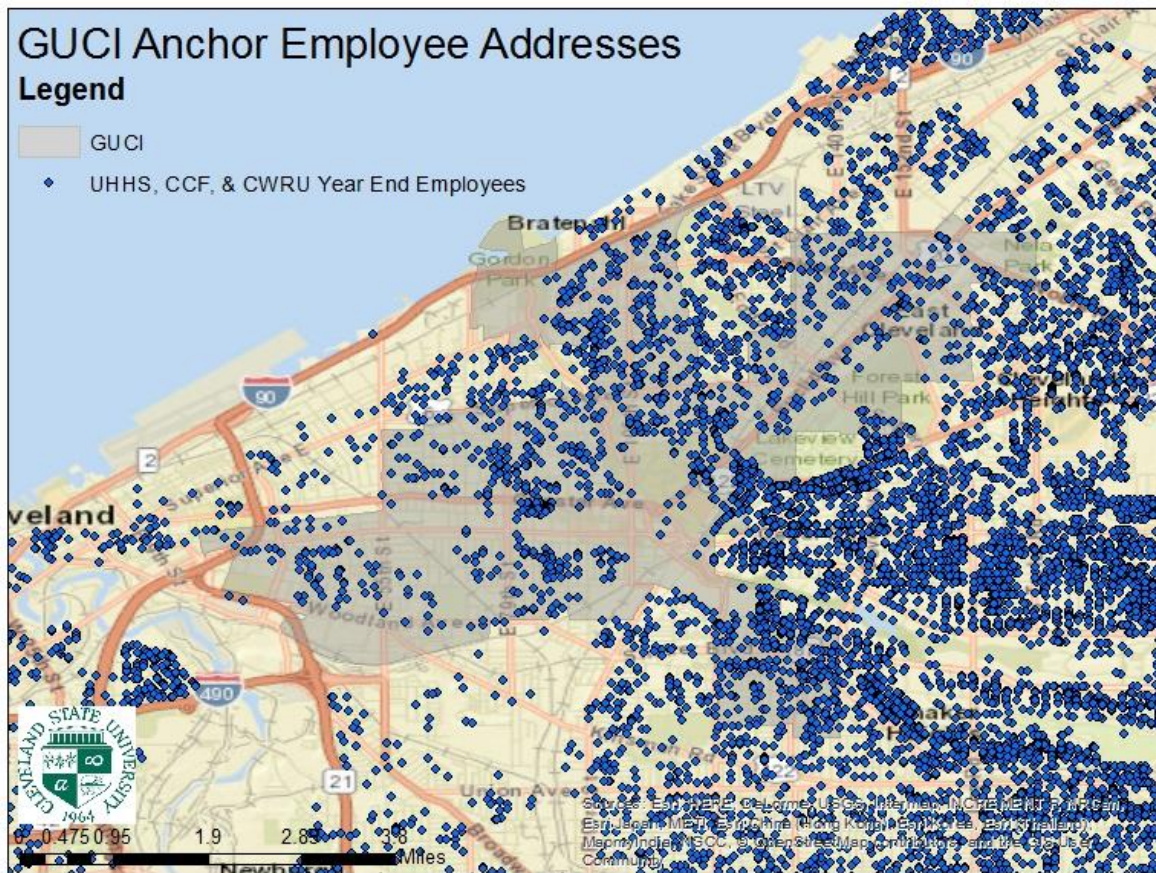
Out of the nearly 7,000 vendors the Cleveland Clinic utilizes for product supply, 791 (11.5%) are located in the City of Cleveland which includes 259 (3.75%) located in Greater University Circle (Table 7). The vendors supported by the Cleveland Clinic are included in the total employment metrics of the GUC Initiative as they display a part of the effects anchor institution supply chains have in employment. While they are not direct employees of one of the anchor institutions, the employees of these vendors benefit from their companies' partnerships with such influential institutions.

Table 7: Cleveland Clinic Vendor Locations, 2017

Geography	Vendor	%
East Cleveland	15	0.2%
GUCI	259	3.8%
Cleveland	791	11.5%
Cuyahoga	3,418	49.5%
NEO	5,762	83.4%
Ohio	5,944	86.0%
Outside Ohio	573	8.3%
Unclassified	393	5.7%
Total	6,910	100.0%

Figure 6 presents a map of where anchor main campus employees live. Although 1,914 live in the GUCI neighborhoods, a much larger number live in the suburbs of Cleveland Heights and Shaker Heights, immediately to the east of the GUCI neighborhoods.

Figure 6: Anchor Main Campus Employment in GUCI, 2017



Step Up to UH

The effort by the EIMC to increase the share of employees hired from surrounding neighborhoods has resulted in Step Up to UH (University Hospitals), a program that seeks to offer an employment pipeline for difficult-to-employ neighborhood residents to jobs at UH. Step Up to UH was created as a pilot program in 2013 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 Patient Care Assistants (PCA). It is a partnership between University Hospitals, Neighborhood Connections (NC), and Towards Employment (TE) which was originally supported by the Cleveland Foundation. Neighborhood Connections coordinates the outreach and recruitment for the program, TE designs and delivers training, works with UH recruiters, department heads and HR staff, and provides wraparound support and coaching to promote retention. In addition, UH is committed to providing preferred hiring status to candidates that successfully completed the training.

In 2017, 32 employees were hired through the program to work at the UH Cleveland Medical Center campus. Since 2013, Step Up to UH has placed 211 new hires (Table 8). 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 Cleveland Medical Center was 73%. The rate has held consistent since the 2015-2016 cohort (74%) and is higher than the standard 61-64% rate for Nutritional and Environmental Services hires. However, only a few hires for the new locations came from GUCI neighborhoods.

Table 8: Step Up to UH performance, 2013-2017¹⁰

Location	2013	2014	2015	2016	2017	TOTAL	30-Day Retention	90-Day Retention	180-Day Retention	360-Day Retention
EVS/NS¹¹ Cleveland Medical Center	21	40	29	44	32	166	98% (163/166)	91% (143/157)	82% (119/146)	73% (98/135)
Other locations	NA	NA	NA	27	NA	27	100% (27/27)	96% (26/27)	81% (22/27)	74% (20/27)
Total	21	40	47	71	32	211	99% (208/211)	93% (187/202)	83% (159/191)	76% (136/180)

¹⁰ Step Up to UH is currently operating only at the Cleveland Medical Center.

¹¹ Environmental Services and Nutrition Services

Evergreen Cooperatives

Through these coops, residents of the Greater University Circle area are able to build their wealth through obtaining joint ownership of the companies. Evergreen Cooperatives applied for a \$5 million grant from the Quality Jobs Fund from Federal Home Loan Bank of San Francisco and the New World Foundation to help employees of a company in qualifying neighborhoods buy the company from the owner (who is usually retiring); Evergreen will find in 2018 if they received the grant.¹² A stipulation of the investment from the New World Foundation is that the assistance must benefit low- to mid-income neighborhoods, provide a living wage and benefits to employees, and engage in profit-sharing. In addition, for every 100 jobs created, \$1 million of the investment is forgiven. This recent development for Evergreen Cooperative has helped them work towards their EIMC goals.

The payroll for the three cooperatives under the umbrella of the Evergreen Group totaled over \$2.4 million in 2017, a \$100,000 decrease over 2016. The companies increased employment by 6 positions to 105 employees, 43 of whom were full member employees of the businesses (60 in 2016). The average coop employee earned \$25,243 in 2017, which worked out to \$11.27 per hour, well above the Ohio minimum wage of \$8.15. Payroll taxes from the businesses totaled \$620,506 and property taxes amounted to \$142,886, for a total tax of \$763,392. Since the first reporting on the Evergreen Cooperative in 2011¹³ employment grew from 44 employees to the current employment of 105 in 2017; marking a 139% increase in employment over the six years. (Note: in 2011 Evergreen Cooperative consisted of only Evergreen Laundry and Evergreen Energy Solutions). Tracking changes from 2014, the first year Living Cities was no longer a funding mechanism of GUCl, employment in the cooperatives has increased from 84 in 2014 to 105 in 2017. The change in the number of member employees has had more variation, and over those 3 years increased slightly from 41 to 43. Simultaneously, the company payroll has increased from just over \$1.9 million to almost \$2.5 million. The average value of the member employee's capital account has also risen significantly from 2014-2017, from \$7,562 to \$32,070.

Towards Employment

Towards Employment is another nonprofit involved with the Greater University Circle Initiative. Their work within EIMC is to increase hiring of residents at the anchor institutions. Toward Employment is primarily involved with the Step Up to UH program, providing job coaching and support to hired residents. In addition to Step Up, Toward Employment is partnering with University Hospitals to use Bloom, a Towards Employment social venture to provide bakery goods to the hospital. Towards Employment has also worked with University Hospitals and Cleveland Clinic to recruit individuals for their apprenticeship programs.

¹² Scene Magazine. (2017, July 19). Brett Jones: President, Evergreen Energy Solutions. *Scene Magazine*. Retrieved from <https://www.clevescene.com/cleveland/brett-jones/Content?oid=8742695>

¹³ See Austrian, Z., Hexter, K. W., Clouse, C., & Hrubey, M. (2011). Living Cities: The Integration Initiative in Cleveland, Ohio - Greater University Circle Community Wealth Building Initiative: Year One Formative and Summative Evaluation Report. *Urban Publications*. Retrieved from https://engagedscholarship.csuohio.edu/urban_facpub/1261

NewBridge

NewBridge is a nonprofit with the mission to help people gain economic self-sufficiency for their families. They offer both youth and adult programs that provide students with skills to obtain jobs in specific fields. For youth, NewBridge provides three programs on the arts and creative media. For adults, NewBridge offers training courses in phlebotomy, state-tested nursing assistantship, and culinary arts. Most recently, through a partnership with Evergreen, NewBridge has provided HR training as well. As of 2017, NewBridge has partnered with OhioGuidestone, Toward Employment, and Y.O.U. to provide a case manager to each student going through their programs.

Table 9 displays the student and graduate figures reported by NewBridge. Both participation figures and graduation numbers remained constant between 2016 and 2017. The average starting salary of NewBridge phlebotomy and pharmacy technicians was reported to be \$27,305.¹⁴ Since the program's inception in 2011, 476 adults have enrolled in the training programs. To date, 345 have graduated: 216 have accepted job offers, 58 are not available to work, seven are working outside their field, five have enrolled in higher education, and 11 from the January 2017 class are still looking for jobs.¹⁵ By the end of 2017, there were 92 phlebotomy technician students and 47 Hospital Nursing Assistant students

Table 9: NewBridge Student and Graduate Data¹⁶

Student Information	2011-2016		2017	
	Count	Percent	Count	Percent
Number of Students	318		158	
Phlebotomy	182	57%	92	58%
Pharmacy Tech	106	33%	0	0%
STNA/Hospital Nursing Assistant	30	9%	47	30%
Culinary Arts	0	0%	19	12%
Number of Graduates	225		120	
Accepted Jobs	142	63%	74	62%
Attending Higher Ed	5	2%	0	0%
Placed Outside Field	7	3%	0	0%
Not available for placement	23	10%	35	29%
Looking for job	37	16%	11	9%

¹⁴ Data was gathered from NewBridge during an interview with Stephen Langel.

¹⁵ 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.

¹⁶ 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.

Goals for 2018

In 2018, Newbridge has goals to position itself as a nimble, market responsive, training provider that develops and implements training for at risk populations that culminate in employment and economic self-sufficiency. Newbridge also wants to expand its adult programming by number of students served and number of programs offered and also continue to partner with effective community agencies to eliminate duplication of services and increase the economic efficiency of Newbridge. Other goals are to increase the number of individual, foundational, governmental, and corporate funders and the amount of each donation; continue to increase student reimbursements as a portion of overall funding; and increase the balance of the existing endowment fund that is managed by the Cleveland Foundation.

Challenges

The Hire Local committee has sought to expand programming with other anchor institutions with incremental inroads. The straightforward metrics that the Hire Local committee can collect and report to the broader community is a compelling story which should be touted more in the popular press.

LIVE LOCAL

Greater Circle Living (GCL) is the signature program of the Live Local subcommittee and seeks to accomplish all of its goals under one umbrella. Overall, the goals are to increase the number of anchor employees living in GUCI, increase the marketing of GUCI neighborhoods, and improve the quality of available housing in the neighborhoods.

Greater Circle Living

Fairfax Renaissance Development Corporation (Fairfax) is another community development corporation working to revitalize a neighborhood within the Greater University Circle (GUC) area. Administered by Fairfax, Greater Circle Living (GCL), has goals aligned with those of the Live Local campaign: (1) to increase the number of people using the GCL program, (2) to increase the marketing of GUC neighborhoods, and (3) to improve the product in GUC area. In 2017, the GCL program invested \$745,000 into GUC neighborhoods. GCL allowed Fairfax to assist 90 people with achieving their housing goals. Fairfax was also able to expand their rental program in 2017 to create more opportunities for affordable housing. Notably, Fairfax was able to hire an additional GCL program staff member to address the high demand for the service. This allowed them to expand their capacity and further the goals of the EIMC.

Greater Circle Living (GCL) is an employer assisted housing program to encourage employees of anchor institutions and any nonprofit in the Greater University Circle area to live in GUC neighborhoods (Figure 8). Participating employers offer financial incentives to rent, purchase or repair homes in GUC neighborhoods. Funds are provided by each participating organization,¹⁷ 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 through homeownership, reduce commute times and costs, promote neighborhood stabilization, and enhance the quality of life by offering employees of eligible institutions an opportunity to live and work close to world-class cultural institutions and services.¹⁸

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 their 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.

¹⁷ 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.

¹⁸ <http://www.fairfaxrenaissance.org/gcl/index.html>

Figure 7: Greater Circle Living Designated Geographic Areas



The GCL program was significantly revamped in 2012 to encourage greater participation. This revamp included expanding support to include property rehabilitation and increase the amount of support an individual could receive. 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 2017).¹⁹ Eighty-six employees received funding in the first phase of the program and 373 employees received funding since the re-launch (Table 10).

Table 10: GCL Program Participants by Phase

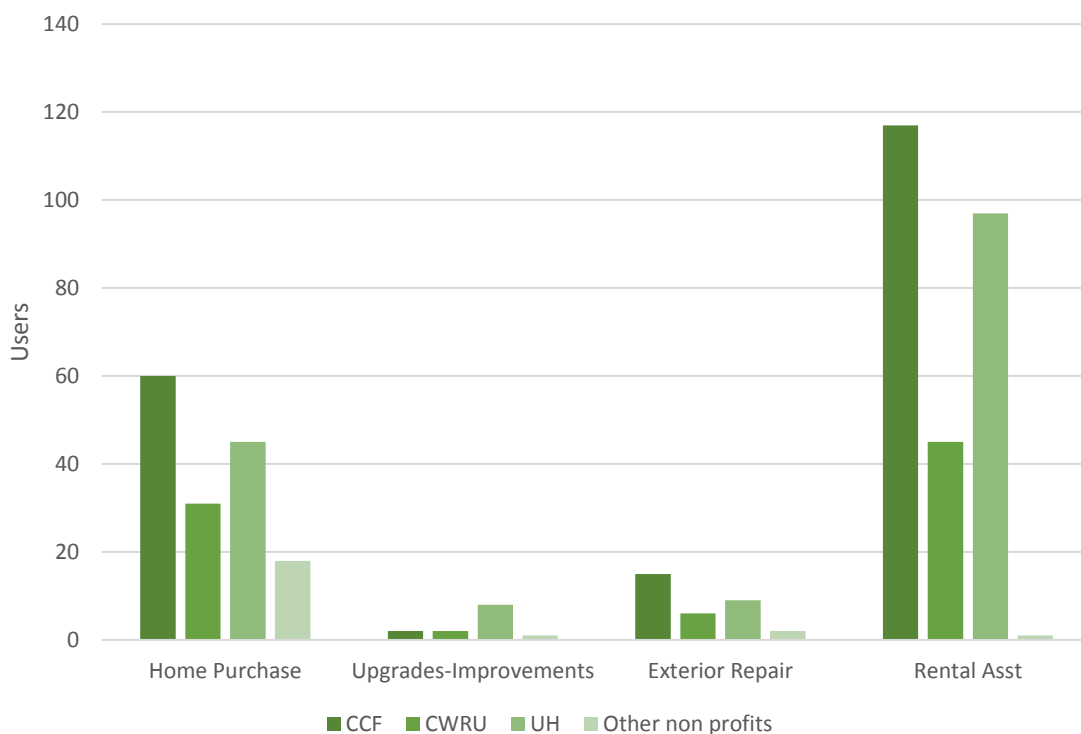
Student Information	Phase I (2008-2011)		Phase II (2012-2017)	
	Count	Percent	Count	Percent
Purchase	31	36%	123	33%
Rent	36	42%	224	60%
Rehabilitation	19	22%	26	7%
Total	86		373	

¹⁹ 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.

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 (Figure 8). Since 2008, the Cleveland Clinic has aided 194 employees, and University Hospitals has aided 159 employees. The Cleveland Clinic has had the highest participation in the home purchase program at 60 employees, as well as the highest participation in the rental program at 117 employees. CWRU has assisted a total of 102 employees, given the institution’s size relative to the hospital systems. All other employers in University Circle have assisted a total of 22 employees, mostly through the home purchase assistance program (18 participants). In addition to the three anchors, employees at 14 other GUCI nonprofits²⁰ have used the program.

Figure 8: GCL Program Usage by Employer, Total 2008-2017



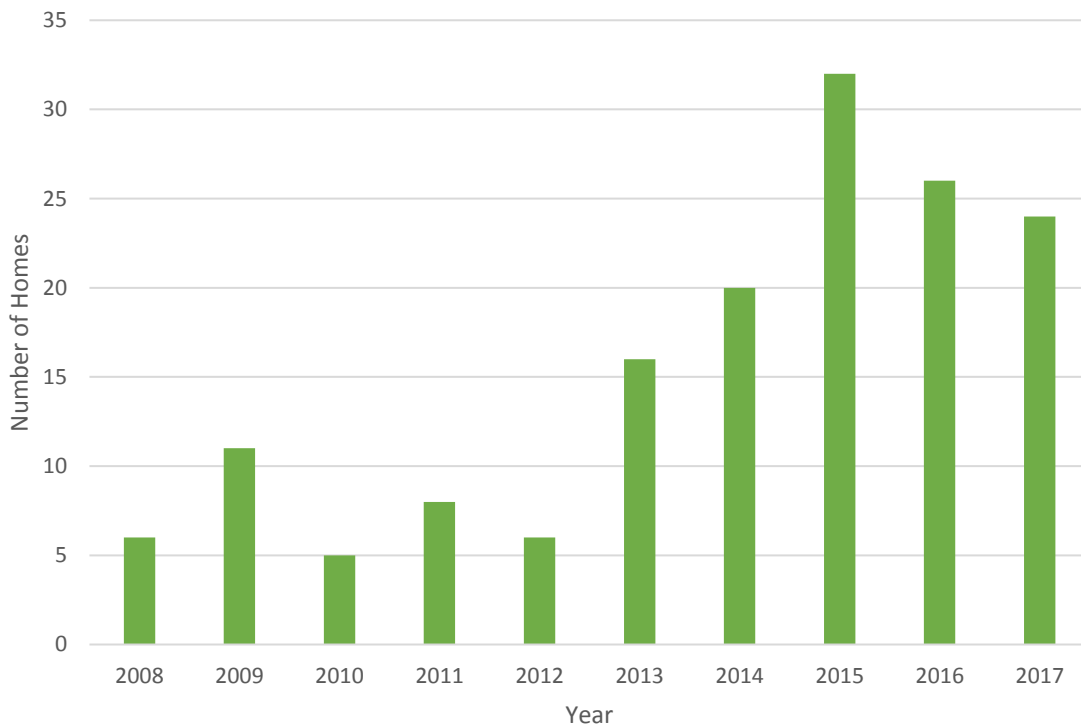
²⁰ Antioch Baptist Church, Botanical Garden, Buckeye Area Development Corporation, Cleveland Institute of Art, Cleveland Institute of Music, Cleveland Museum of Art, Cleveland Neighborhood Progress, Fairfax Renaissance Development Corporation, Famicos Foundation, Liberty Hill Baptist Church, Louis Stokes Cleveland VA Medical Center, Musical Arts Association/Cleveland Orchestra, University Circle Inc., and Western Reserve Historical Society.

Home Purchase Assistance

Since 2008, 154 out of all 459 program participants (34%) have used GCL funds to purchase homes. The number of homes purchased has been increasing dramatically since 2012, increasing from 6 homes to a peak 32 homes in 2015. In 2015, The Cleveland Clinic committed to provide another \$1 million in funding, which would become available in 2017. Therefore, the decline of home purchases from 2015 to 2017 does not indicate a decrease in demand. Rather, anecdotally, program officials suggest that the decline was a result of high demand for home purchases and a backlog of requests.

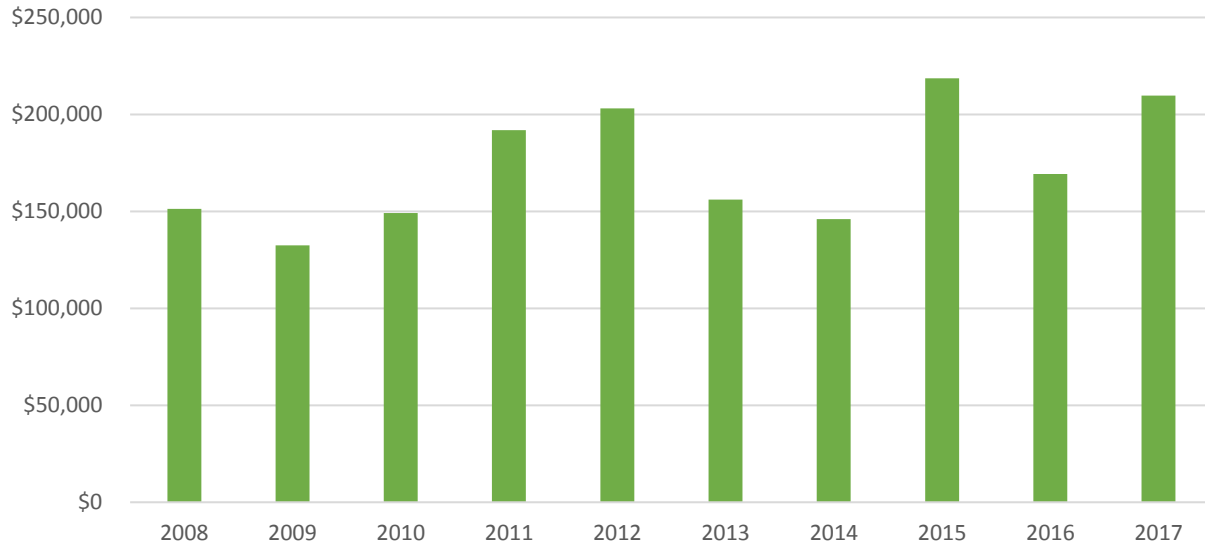
UH and CWRU were also very close to running out of funding by November 2016. Applicants wishing to purchase homes had to wait to utilize the program until 2017. The diminished funds did not affect the rental purchase assistance program. Figure 9 displays this increase.

Figure 9: Greater Circle Living Homes Purchased by Year



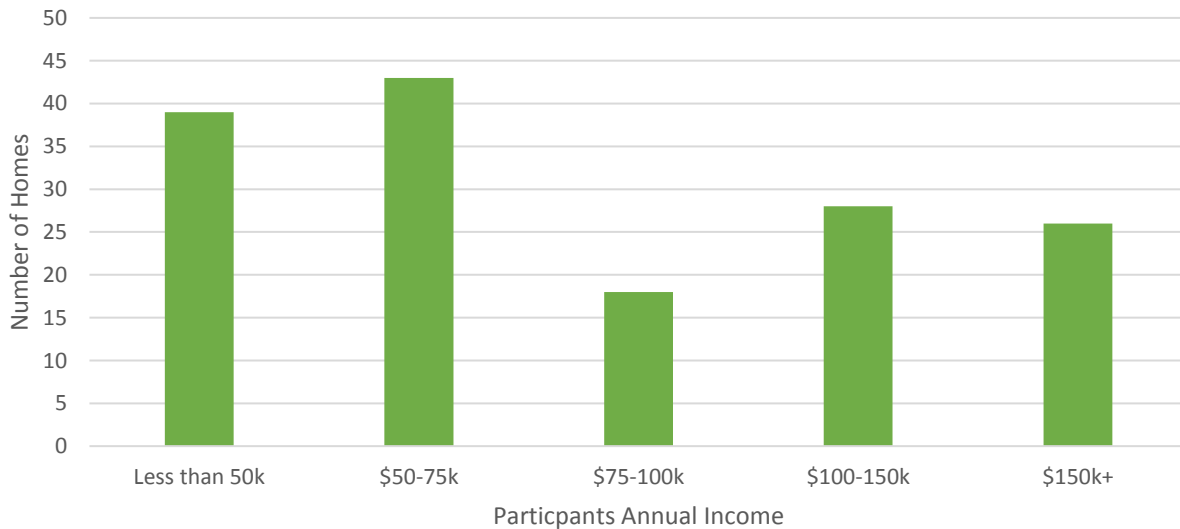
In 2017, purchase prices ranged from \$16,000 to \$549,000, indicating that individuals at all income brackets are taking advantage of the program, with the average purchase price equalling \$209,702 (Figure 10). The highest average purchase price of homes reported for GCL occurred in 2015 with an average sale price of just above \$215,000.

Figure 10: Greater Circle Living Average Purchase Price by Year



Participants' household incomes range from \$17,500 to \$486,000, with a median income of \$66,225. (Figure 11) The total combined reported income of homebuyers through GCL in 2016 was \$15.6 million.

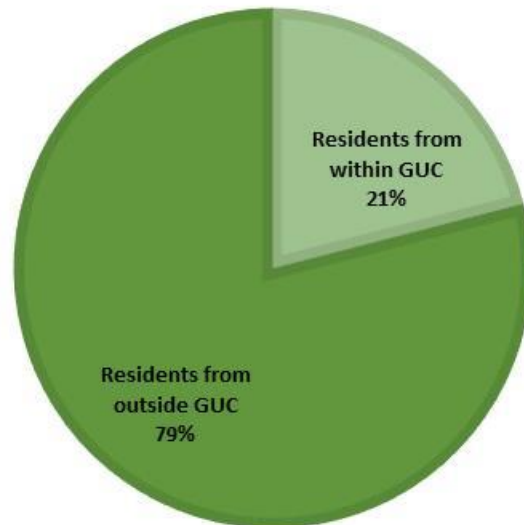
Figure 11: Greater Circle Living Homes Purchased by Participant Annual Income



GCL Program Participation by Neighborhood

It is important to investigate program participation by neighborhood, as well as existing residents and new residents to GUCI. Overall, the GCL program from 2008 to 2017 has been used by individuals who are new residents to GUC neighborhoods (79%), while 21% of GCL participants were GUC residents (Figure 12).

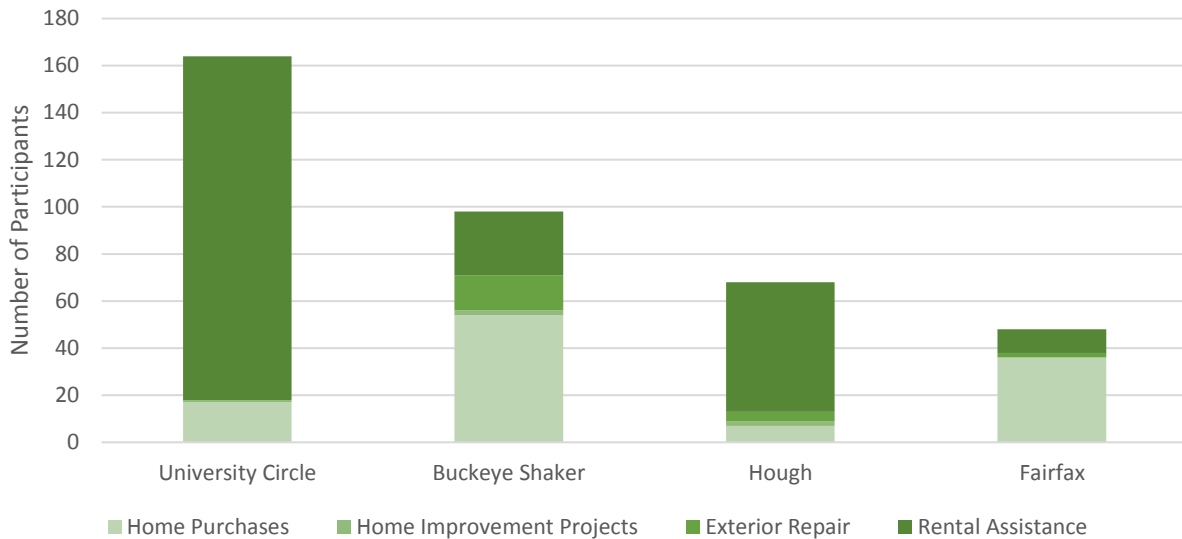
Figure 12: GCL Program Usage by Resident Location, 2008-2017



Most program participants have used the GCL's rental housing assistance program, a total of 260 individuals since 2008, or 57% of program users (Figure 13 & 14). Of the GUC neighborhoods, University Circle had the most users of the rental assistance program, at 146 users, with Hough (55), Buckeye Shaker (27) and East Cleveland (12) following.

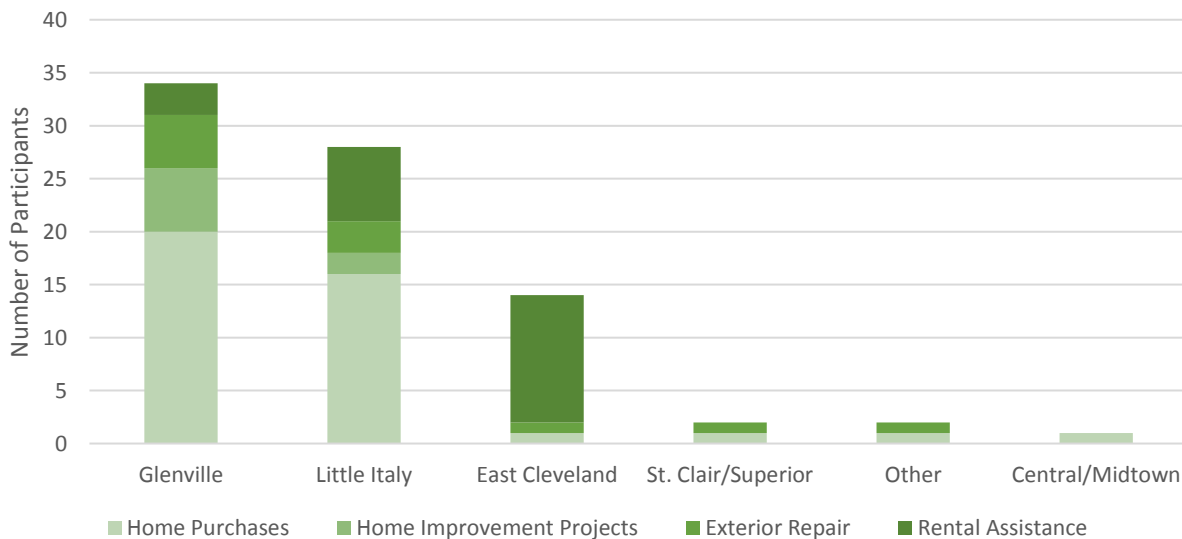
Home purchase assistance was the second highest used GCL program, with 154 users, or 34% of total users. Most homes purchased through the program have been in Buckeye-Shaker (54) and Fairfax (36), followed by Glenville (20), University Circle (17), and Little Italy (16) (Figure 13). Due to data confidentiality, the location of each house by address within GUCI is not available. This restricts the research team's ability to identify if homes were purchased in areas of the greatest disinvestment.

Figure 13: Number of GCL Participants by Program for University Circle, Buckeye-Shaker, Hough & Fairfax Neighborhoods



Note: Scale is to 180 Participants

Figure 14: Number of GCL Participants by Program for Glenville, Little Italy, the City of East Cleveland, St. Clair Superior, Central/Midtown and Other Neighborhoods



Note: Scale is to 40 Participants

GCL Program Participation by Race

Greater Circle Living has supported 632 new residents in GUC neighborhood, when including family members. 79% of those users relocated from outside of GUC, while 21% of users were existing GUC neighborhood residents (Figure 15). GCL program usage represents relocations from 166 cities, 38 states and 8 countries (14 international relocations) which reflects an ethnically and financially diverse population. Figure 14 describes GCL program usage by race. Overall, the program is mostly used by those individuals as characterized as *White* (36%) and *Asian/Pacific Islander* (24%).

Figure 15: GCL Program Usage by Race

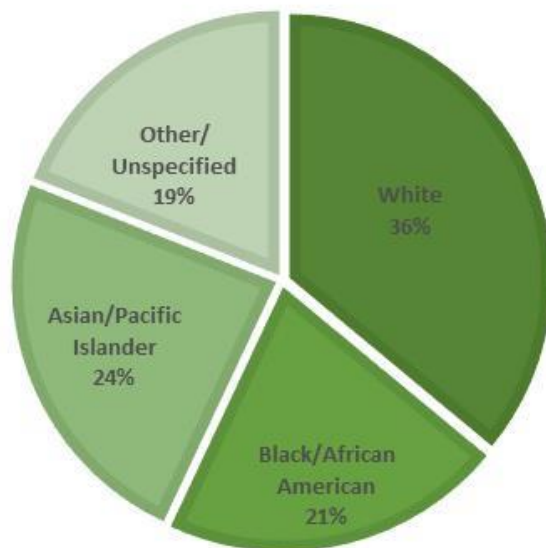
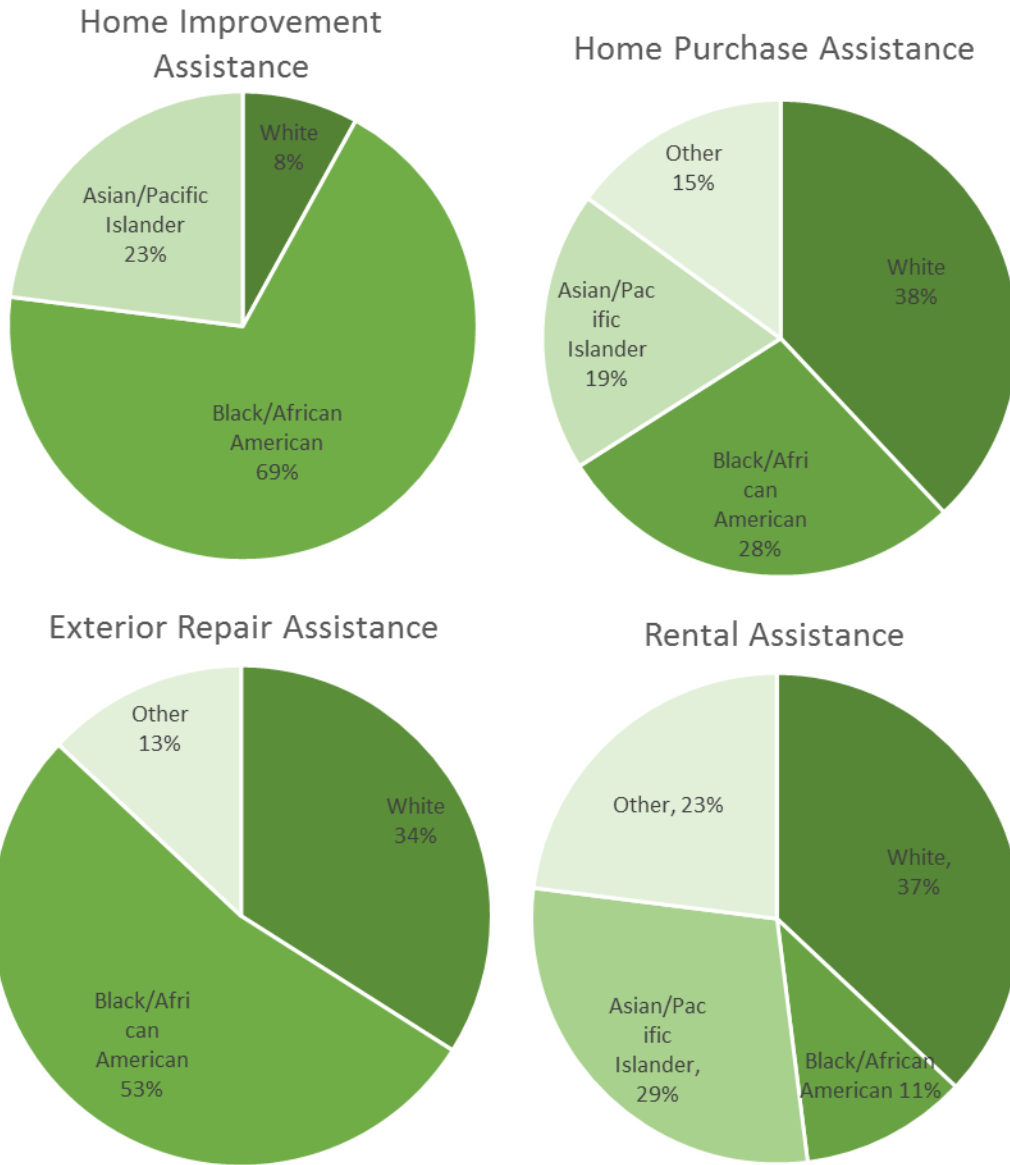


Figure 16 describes GCL program usage broken down by program type by race. When examined by program type, there are racial differences in who is buying and renting homes with support from GCL and those that are using funds for home repair and home improvement assistance. Home purchase and rental assistance is predominately used by individuals who report their race as white (38% and 37% respectively). Whereas, individuals using program assistance for home improvement and exterior repair are predominately African American (69% and 53% respectively).

Figure 16: GCL Assistance Type by Race



Cleveland Neighborhood Progress

Cleveland Neighborhood Progress (CNP) is a community development funding intermediary working to revitalize Cleveland's neighborhoods. Most, if not all of CNP's work aligns with the goals of the EIMC, including their Racial Equity & Inclusion Institute, Community Finance Centers, and LiveCLEVELAND!. CNP recognizes the LiveCLEVELAND initiative as most aligned with the Live Local campaign, which operates as a marketing and visiting guide for newcomers and long-time residents alike. Right now, CNP's biggest obstacle is the resistance of residents to accept newcomers different from them in the neighborhood. However, CNP is working with residents to dispel myths of neighborhood culture deviation and encourage more diverse neighborhoods.

Challenges

Overall, there is a significant discussion among EIMC members and GUC partners about the lack of affordable housing in the GUCI neighborhoods. Over the last few years, many new residential housing buildings have been constructed in the neighborhoods, but these have been targeted to individuals with higher incomes. Moreover, much of the existing housing stock in GUC neighborhoods is in significant disrepair and is on the lower end of the housing in terms of quality and desirability.

There is a growing concern among current community organizations and residents that, these high-end residential units may price out current residents who cannot afford these new units, change neighborhood dynamics and demographics, and shift neighborhood priorities. Furthermore, these new residential developments on one spectrum, and the large number of older houses in significant disrepair on the other spectrum, leave little options for middle-income individuals to find housing in the neighborhoods.

Beyond this, the research team has anecdotally heard that some residents who have found jobs with anchors (and some that have not) have increased their income and subsequently moved out of GUC neighborhoods. This movement out of the neighborhoods has been due to the long-standing structural issues within the neighborhoods (i.e. crime, schools, poverty, disinvestment, etc.) which the GUCI seeks to address. This mobility and movement out of the neighborhood is a customary idea within communities since moving out can be a marker of perceived success for individuals who come from low-income neighborhoods. Traditionally white suburbs have been as much of a status symbol as they are an opportunity for education and an increase in perceived safety. Therefore, with rising incomes comes an increase in housing opportunity and access to neighborhoods that were previously unattainable for some residents. Beyond that, a substantial body of research has documented that for the most part African-Americans prefer integrated neighborhoods, that is neighborhoods that are close to being equally made up of both whites and African-Americans.²¹ Expanded opportunities and residential preferences can lead some to leave their existing neighborhoods. The improved economic situation of individual

²¹ Changing Residential Preferences across Income, Education, and Age Findings from the Multi-City Study of Urban Inequality, William A. V. Clark, February 7, 2008.

residents, though employment and increased income, is not entirely bad for the overall health of the Cleveland economy. However, this cycle of persistent poverty replacement – when residents with greater means decide to move - contributes to the ongoing struggle of these neighborhoods.

When examining the challenges of the Live Local committee it is also important to examine the underlying desired outcomes of this committee. Currently, anchors consider GCL successful if all of the allocated program dollars are used and a waitlist is queued for the next year. However, the actual success of the program is the long-term goal of neighborhood stabilization, increased incomes, and affordable housing. With all conversations related to evaluation, a re-examination of the outcomes may be in order to properly determine the appropriate metrics to be used to identify success.

CONNECT

EIMC's community engagement goal is to improve the opportunities and quality of life of residents from different neighborhoods by connecting them with anchor institutions in Greater University Circle. Embedded within the all subcommittees and EIMC goals, Connect encourages dialogue and collaboration between residents and anchor institutions to increase individual and community relations.

The lead partner on promoting this collaboration is the nonprofit Neighborhood Connections. Connecting people together sparks an awareness of neighborhood issues for anchors, spawns collaboration and dialogue between residents, and provides an outlet for social change. One of the major focus areas is to identify the ways for people to interact and the neutral spaces for that to take place that would not otherwise occur.

Neighborhood Connections

The mission of Neighborhood Connections is to “ignite the power of everyday people to create, together, an extraordinary world right where they live.”²² They seek to achieve this mission through providing several programs and initiatives in Cleveland and East Cleveland that promote social equity and equal opportunity. They partnering with the Cleveland Foundation, St. Luke's Foundation, and Cuyahoga Arts and Culture, Neighborhood Connections.

Neighbor Up

Neighbor Up, Neighborhood Connections' main program, provides a network of individuals and institutions that collaborate and exchange ideas to eradicate systematic oppression and promote social and economic equity. Neighbor Up's wide range of programming provides ample opportunities to the communities it serves to become engaged in civic change. The most popular program of the five sub-programs, Neighbor Up Nights, provide a space for residents of a neighborhood to discuss ways to affect change and build social capital. In GUC, there are monthly meetings in Hough, Glenville, Buckeye, University Circle, and Central neighborhoods.

Neighbor Up also provides more specific trainings and workshops on business management and racial equity. The Neighbor Up Wealth Collective teaches business and marketing strategies to small business owners. Recently, Neighborhood Connections was able to open a storefront on Larchmere for the group to display and sell their goods. In addition to small business development, Neighbor Up hosts PRISM, a workshop series focused on racial equity and ways of alleviating inequalities. PRISM consists of five, eight-hour sessions over four weeks that cover different aspects of oppression led by Erica Merritt and Adele DiMarco Kious.

²² <http://www.neighborhoodgrants.org/about/>

Birthing Beautiful Communities

Birthing Beautiful Communities (BBC) began in 2014. This local nonprofit seeks to “eliminate birth inequalities through culture, education advocacy, support, and engagement.”²³ BBC hires residents of the Greater University Circle area to serve as doulas, giving expecting mother help from a neighbor with similar life experiences. In addition, the doula support, BBC provided life and goal planning, childbirth and parenting classes, and offers support groups in various health areas. BBC was formed by a group of doulas who reside in the neighborhoods of Cleveland most affected by high infant mortality rates and inadequate prenatal care. Doulas are provided at no cost and are geared toward providing continuous support to African-American women from pregnancy through the first year of a baby’s life.

Because of this program, the Hough neighborhood recently was awarded a “Best Baby Zone” designation from the multi-sector organization Best Baby Zone, funded by the W.K. Kellogg Foundation.²⁴ This status qualifies the neighborhood for nationally recognized assistance to develop and strengthen their community based work, convene partners, and establish a collaborative learning network. Moreover, there are synergies that can be aligned between the new UH Women and Children’s Center, previously discussed in this report, and BBC due to their proximity and service area.

Challenges

Overall there was limited discussion among interviewees as it relates to the Connect initiative, but this could be for a variety of reasons. The idea that Connect underpins all the EIMC works could mean that it is taken for granted as a formal stream of work. On the other hand, the lack of conversation regarding this work could indicate that it is sun setting as a stand-alone component of GUCI.

Lastly, the connections that take place between groups and the overall Cleveland community need to be celebrated and lauded for success. The research team could not find resources in the general media as to significant benchmarks that took place over 2017. That being said, the amount of practioners and academic conversations surrounding the “Cleveland Model” (i.e. GUCI) does not go unnoticed by those across the country seeking to find solutions to these common problems. This disconnect between sharing Cleveland’s story and experience over the last ten years to like-minded peers and interested institutions versus the Cleveland community at large is a stark comparison.

²³ Birthing Beautiful Communities see <https://www.birthingbeautiful.org/>

²⁴ <http://www.bestbabieszone.org/About-Us-2016>

TAKEAWAYS & CONSIDERATIONS

- ✓ Strong strides have been made in all work streams (Buy Local, Hire Local, Live Local, and Connect) to create further the objectives of EIMC.
 - The Supplier Diversity efforts at the Cleveland Clinic further institutionalizes the importance of buying from diverse and local vendors for the large anchor institution.
 - Hire Local saw great strides through Evergreen Laundry Cooperative adding an additional contract from the Cleveland Clinic and purchasing the building it was leasing.
 - Demand for GCL dollars exceeds supply with the money continually expended before the year end.
 - The opening of the Mail Hub in GUC is an important mark in anchors innovatively collaborating to seek new streams of hiring local talent.

- ✓ Seeking to re-examine GUCI and EIMC goals and metrics is a natural process of a decade milestone of an initiative. However, several considerations should be examined during this process:
 - GUCI money is being invested in people, the metrics to track goals and outcomes are placed focused. The EIMC should examine the alignment of goals, metrics, and outcomes for benchmarking.
 - With top-level and overall staff changes at member organizations, a reconvening to C-level leadership by the Cleveland Foundation is required to spur re-commitment to the goals and better tell the GUCI story to the popular press.

- ✓ Even with all of the great strides that have been made in 2017 and across the years in this initiative, serious issues still plague GUC neighborhoods.
 - The initiative has successfully fostered employment in these neighborhoods, which has fostered wealth creation. However, with this increase in income has come the opportunity of mobility. Anecdotally, the research team has heard that as neighborhood residents gain skills and employment their first thought is to leave the neighborhood either due a construct around what success looks like, or outright concerns over safety, schooling, and additional amenities. This is an opportunity for EIMC to create metrics around better understanding the movement and location choices of employees and residents and to potentially focus on removing barriers to keeping people in place
 - There is a lack of variety of housing choices in GUC neighborhoods. Currently, much of the existing housing stock is of low quality and in serious need of repair, while current residential development is geared toward high-end/luxury units. This leaves little options for middle-income buyers to reside in GUC. Existing community development organizations are looking to address these issues.

APPENDIX

Appendix A: List of Interviewees, 2017

Name	Organization
Aparna Bole	University Hospitals
Wyonette Cheairs	Fairfax
Jeff Epstein	Midtown - HTC
Andi Jacobs	Cleveland Clinic
Vickie Eaton Johnson & Berlon Hamilton	Cleveland Clinic
Heidi Gartland	University Hospitals
Laura Kleinman	University Circle Inc.
Pamela Marshall Holm	Cleveland Clinic
John McMicken	Evergreen Cooperatives
Aram Nerpouni & Tatyana Hower	BioEnterprise
Tom O'Brien	Neighborhood Connections
Arman Ochoa	NewBridge
Danielle Price	University Hospitals
Julie Rheem	Case Western Reserve University
Jill Rizika	Towards Employment
John Utech & Dan Buci	EIMC Co-Chairs
Linda Warren, Jeff Kipp & Joel Ratner	Cleveland Neighborhood Progress

Appendix B: Economic Inclusion Management Committee List, 2017

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
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
David Ebersole	Assisting Director of Economic Development	City of Cleveland
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
Pamela 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

Appendix B: Economic Inclusion Management Committee List, 2017

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
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
Adrienne Shadd	Sr. Workforce Development Strategist	University Hospitals Health System
Stephanie Strong-Corbett	Director of Sustainability	Case Western Reserve University
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 Member List, 2017

Name	Title	Organization
Aparna Bole	Sustainability Manager	University Hospitals Health System
Daniel Bucci, Co-Chair	Dir. Of Gov't. Relations	University Hospitals
Jon Utech, Co-Chair	Senior Director	Cleveland Clinic
Candi Clouse	Research Associate	Center for Economic Development Maxine Goodman Levin College of Urban Affairs
Jeff Epstein	Executive Director	Midtown Cleveland
Christin Farmer	Executive Director	Birthing Beautiful Communities
Ted Howard	President & CEO	Democracy Collaborative
Andrea Jacobs	Exec. Dir., Operations	Cleveland Clinic
Danielle Price	Director, Community Health Engagement	University Hospitals
Elaine Borawski, Ph.D.	Director, Prevention Research Center for Healthy Neighborhoods	Case Western Reserve University
Claudia Colton, Ph.D.	Lillian F. Harris Professor of Urban Research & Social Change	Case Western Reserve University
Walter Wright	Fellow	Maxine Goodman Levin College of Urban Affairs
Vickie Eaton Johnson	President	Cleveland Clinic
Justine Porter	Manager Advisory Services	Democracy Collaborative
Dave Zuckerman	Manager, Healthcare Engagement & Lead	Democracy Collaborative

Appendix D: Economic Inclusion Management Buy Local Subcommittee List, 2017

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
Eric Diamond	Proprietor	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
Kaela Geschke	Wealth Initiatives + Community Network Builder	Neighborhood Connections
Berlon Hamilton	Supplier Diversity Director	Cleveland Clinic
Tatyana Hower	Director, Business Development	BioEnterprise
Andrea Jacobs	Exec. Dir., Operations	Cleveland Clinic
Brett Jones	Director, Strategic Project Development	Evergreen Cooperative Corporation
Laura Kleinman	Vice President of Services	University Circle Inc.
Kumi Lane	Project Manager, Operations Administration	Cleveland Clinic
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, 2017

Name	Title	Organization
Dan Abraham	Community Employment Coordinator	Louis Stokes Cleveland VA Medical Center
Bishara Addison	Sr. Manager, Policy & Strategic Initiatives	Towards Employment
Laureen Atkins	Program Director for Adult Literacy & Career Pathways	The Literacy Cooperative
Manicka Collins Bryant	Employment Placement Manager	Youth Opportunities Unlimited
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
Joyce Huang	Urban Planner	Midtown Cleveland
Brett Jones	Director, Strategic Project Development	Evergreen Cooperative Corporation
Grace Kilbane	Executive Director	Workforce Investment Board
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
Arman Ochoa	Chief Operating Officer	NewBridge Cleveland Center for Arts & Technology
Robert Paponetti	Executive Director	The Literacy Cooperative
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.

Appendix E: Economic Inclusion Management Hire Local Subcommittee List, 2017

Name	Title	Organization
Adrienne Shadd	Workforce Development Professional	University Hospitals Health System
Kristen Tracy	HUD VASH Vocational Rehabilitation Specialist	Louis Stokes Cleveland VA Medical Center
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, 2017

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
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
LaVerne Peaks	Greater Circle Living Manager	University Circle Inc.
Matthew Pietro	Sustainability Specialist	University Hospitals Health System
Denise Siddiq	Human Resources Benefits Specialist	University Hospitals Health System
Stephanie Strong-Corbett	Director of Sustainability	Case Western Reserve University
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
Yvonne Yablonsky	Director of Planning	University Circle Inc.