

THE PULSE

A LOOK AT GREATER CLEVELAND BY THE NUMBERS

EDUCATION

HOUSING

JOBS

ENVIRONMENT

SAFETY

TRANSPORTATION

HEALTH

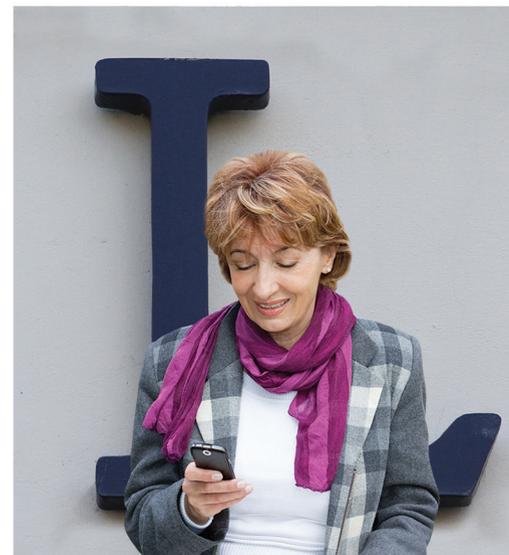
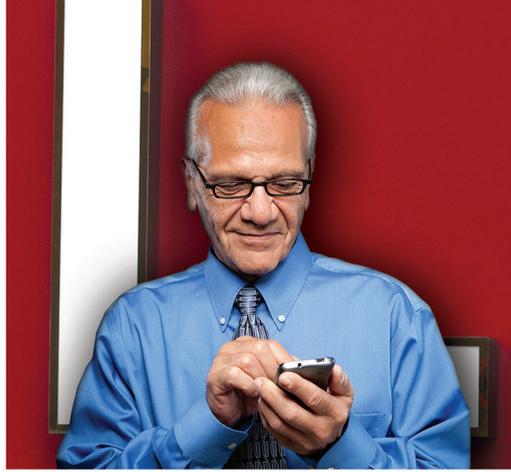
POPULATION

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Greater Cleveland
caucus
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THE PULSE

A SUPPLEMENT OF



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INTRODUCTION

More than just numbers, *The Pulse* is a call to action and leadership

Dear friends,
Welcome to the 2016 issue of *The Pulse*, a comprehensive look at life in Greater Cleveland, by the numbers. The Cleveland Foundation is proud to partner for the second year in a row with *Crain's Cleveland Business* to take this "pulse" of our community.

This year, as we navigate the frenzy of an election year and host a likely contentious Republican National Convention, *The Pulse* becomes more important than ever. It's a beacon to bring our attention back to the real issues that matter most to our community.

The Pulse uses extensive data to inform how we're doing in different spheres of life, including education, housing, jobs, safety, health, transportation, population and the environment.

Across every sector you will see progress that should make us all proud to call Cleveland home. Perhaps most importantly, you will also see disheartening statistics that we can learn from as a community. The numbers themselves become clear calls to action. Greater Cleveland's future depends on how well we respond in the face of these challenges.



Ronn Richard
PRESIDENT AND CEO
Cleveland
Foundation

The Pulse is also meant to inspire leadership. Each one of us needs to step up. Parents, teachers, business owners, residents and employees of nonprofits and companies can unite around these issues to help us better meet the measures of a happy, healthy, productive community.

This kind of collaboration is already happening as part of the Cleveland Foundation's Greater Cleveland Caucus series, a lineup of events throughout the year to convene residents on these most pressing issues and begin building meaningful solutions. Visit us at www.clevelandfoundation.org/caucus to learn more.

When it comes down to it, our region's success is more than numbers. Now is the time to take the pulse of your own passions and priorities. What can you do to enhance the lives of others? How can you help improve our community? We're here to help.



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A YEARLONG COMMUNITY CONVERSATION

In a year when the idea of a caucus dredges up images of fierce campaigning by firebrand candidates, it's easy to forget the real power that a caucus can have in convening a community to discuss its most pressing challenges and opportunities.

That was the goal of the inaugural Greater Cleveland Caucus Town Hall on Community Solutions, convened on March 12 at Public Auditorium by the Cleveland Foundation and its partners, The City Club of Cleveland and its CEO Dan Moulthrop; the Cleveland Young Professional Senate; *Crain's Cleveland Business*; ideastream; and Neighborhood Connections. The event drew more than 400 Greater Clevelanders, who were invited to select an issue they consider to be most pressing to our region and take part in meaningful discussions about solutions.

"When people come together, we can make real change in our community – that's at the very heart of the community foundation model," said Ronn Richard, the foundation's president and CEO. "We believe this kind of collaboration will move the needle toward progress and build on Cleveland's renaissance."

The event kicked off with a series of "Fred talks" – the foundation's take on TED talks and named for the organization's founder Frederick Goff – featuring leaders sharing their visions from each caucus area:

- Education and youth development
- Environment

Greater Cleveland caucus 2016

Incorporated throughout *The Pulse* is coverage of the March 12 inaugural Greater Cleveland Caucus, as well as the community priorities decided on by those in attendance.

More photos and videos of the speakers can be found at www.CrainsCleveland.com/Pulse2016.

- Health
- Housing and neighborhoods
- Inclusion: Population and demographics
- Jobs and economy
- Safety
- Transportation and infrastructure

Attendees broke into small groups to discuss what they consider to be the top priorities in each area, which were then brought to a vote by the larger group.

The event drew more than 70 nonprofit organizations working on each of these



critical community issues, ranging from Breakthrough Schools and LAND Studio to the Partnership for a Safer Cleveland and the Famicos Foundation.

"This was one of the most diverse crowds I've seen in Cleveland – different ages, races and genders," said Richard. "It connected and established new and important relationships between groups."

Such a diverse crowd discussing such a wide range of topics illuminated the interweaving nature of the community's greatest challenges.

"The challenges we face are inextricably linked," said Richard. "A good education, for example, is the foundation for happy, healthy and productive individuals. Investing in quality education connects in the long term to increased employment, reduced demand for social services, and stronger neighborhoods for all residents."

The event was the first in a series of caucus events, including the Giving Caucus held as part of the 2016 African-American Philanthropy Summit April 23 and the upcoming Millennial Caucus, which will be held May 14 at the Young Professional Civic Leadership and Empowerment Conference. The Women's Caucus will be May 25 as part of the *Crain's Cleveland Business* Women of Note Summit and Awards, presented by the Cleveland Foundation.

"There's real interest in continuing the dialogue. Getting people interested and involved in public policy is so important," Richard said. "I'm proud of the role that the Cleveland Foundation can play."

For years, Cleveland's schools have been plagued by low achievement rates in the face of urban challenges, particularly those related to inequity. With on-time high school graduation rates of Cleveland Metropolitan School District (CMSD) students lagging behind the national average by nearly 30 percentage points throughout the decade, obstacles to success seemed at times to be insurmountable.

But according to CMSD CEO Eric Gordon, the numbers sometimes serve to obscure what's really going on rather than to reveal trends, thanks in part to the state's implementation of a third new set of metrics in as many years.

In fact, Cleveland's Plan for Transforming Schools — signed into law in 2012 — has resulted in significant improvements in educational outcomes in a few short years.

"We were one of only three districts in the nation that grew in all four subjects

subjects [math, science, reading and writing] this year. And we're really, really proud of that, because the last time the nation's report card was given, we were dead last," said Gordon. "Our graduation rate is 66.1% — that doesn't sound great, but it's a 14 percentage point increase since we started the Cleveland Plan."

"It is a reinvention of public education," said Helen Williams, program director for education at the Cleveland Foundation, which helped develop the initial draft of the plan along with Mayor Jackson and his staff, the CMSD, the George Gund Foundation, Greater Cleveland Partnership and Breakthrough Schools. "(It) just goes to show that if you change your strategy and stick with it that you will get the results you're seeking."

In particular, these results are coming from the creation of new and innovative high schools focused on college- and career-readiness, deliberate intervention services for at-risk students (especially historically underperforming Hispanic populations) and the expansion of quality preschools, which are proven to raise third-grade

reading levels and keep young students on track for high school graduation.

"The goal of the Higher Education Compact, a community collaborative led by Mayor Jackson focused on postsecondary readiness, access and completion is to raise the high school graduation rate to 71% by 2017," Williams explains. "And it's on track to happen."

That's not to say that CMSD is not still facing significant challenges. For one, decision-making is still too bureaucratic to nimbly adapt to individual school conditions. Much-needed wraparound services such as free lunch programs and counseling are particularly resource-intensive. And the renewal of a 15-mill levy in November can make or break the district. Without constant attention, the progress made under the Cleveland Plan could very well backslide.

"We have a long way to go. It's going to rely on the community's continued support," Gordon says. "All the evidence is that education is the only pathway out of poverty. It only heightens the responsibility and that task that we face."

CAUCUS PERSPECTIVE

The numbers speak for themselves.

That's what Eric Gordon emphasized to the participants of the Greater Cleveland Caucus when he shared the state of education in our region. As CEO of the Cleveland Metropolitan School District, he's on the front lines of battling the biggest challenges facing our schools, and he also has a unique perspective on the impact of those challenges on the rest of the region.

He started with the number 2,040 — that's how many students in Cuyahoga County should have graduated last year but instead dropped out.

The lifetime loss to the community of those high school dropouts is significant, he says, including \$2.3 million in lost state and local taxes, \$21 million lost in annual spending locally and \$29 million in lost earnings.

Community Priorities

Equitable access to quality schools that focus on the whole child	32%
Robust community and education support model so all students can succeed	23%
Positive out-of-school opportunities	14%
Provide resources so engaged adults can guide a student's educational path	12%
Quality, accessible, holistic, early childhood education, ages 0-5	11%
Cultivate a culture of lifelong learning for stakeholders	8%

But then he emphasized a more hopeful number — 1,112. "That's the number of additional CMSD students who have graduated since we started our efforts," Gordon said, noting that the number represents an all-time district high.

To sustain that progress, 32% of caucus-goers selected as the highest priority providing equitable access to quality schools

that focus on the whole child. That was followed by building a community and education support model that allows all students to succeed (23%) and providing positive out-of-school opportunities (14%).

"I believe we can graduate every kid in Cuyahoga County and every kid in Cleveland," were Gordon's parting words. "The numbers speak for themselves."

Go to www.CrainsCleveland.com/Pulse2016 for videos of Greater Cleveland Caucus speakers, as well as for expanded, interactive and downloadable data.

GRADUATION RATES

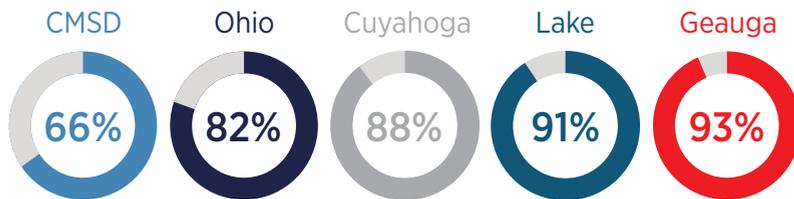
Cleveland Metropolitan School District high school graduation rate over time

By Group	2011-2012	2012-13	2013-14	2014-15
Asian/Pacific Islander*	71%		80%	
Multiracial	48%	52.5%	75%	79.7%
White	51.8%	59.7%	65.4%	67.6%
African-American	57%	60.4%	64.4%	66.4%
All students	56%	59.3%	64.4%	66.1%
Students below poverty line	56.8%	59.4%	64.5%	66.1%
Students with disability	56.4%	58.5%	62.2%	64.3%
Hispanic	53.7%	52.2%	61%	60.3%
Limited English proficiency students	45.5%	39.8%	51.3%	50.3%

* Not available in all reports.

SOURCE: Ohio Department of Education, school report cards

Four-year high school graduation rate - 2014-2015



SOURCE: Ohio Department of Education, school report cards

PRE-K EDUCATION

Students enrolled in high-quality Pre-K programs, city of Cleveland

2013-14: **2,857** | 2014-15: **4,080**

SOURCE: Pre4Cle Annual Report, 2015

EDUCATIONAL ATTAINMENT

Educational attainment, ages 25 to 34

City of Cleveland (2014)	Male: 26,452	Female: 28,564
High school or higher	80.9%	82.4%
Bachelor's or higher	23.5%	23.8%
United States (2014)	Male: 21,302,939	Female: 21,007,243
High school or higher	86.5%	90.1%
Bachelor's or higher	28.5%	36.5%
State of Ohio (2014)	Male: 718,855	Female: 721,522
High school or higher	89.3%	91.8%
Bachelor's or higher	27.7%	34%
Cuyahoga County (2014)	Male: 78,250	Female: 83,368
High school or higher	90%	91.3%
Bachelor's or higher	35.8%	39.2%
Geauga County (2014)	Male: 3,616	Female: 3,762
High school or higher	83.7%	87.3%
Bachelor's or higher	26.1%	33.3%
Lake County (2014)	Male: 13,308	Female: 12,820
High school or higher	91%	93.4%
Bachelor's or higher	30.4%	36.5%

SOURCE: U.S. Census Bureau

Degree attainment 25 and older by race in Ohio (2013)

White: 37.8%
Black: 24.7%
Hispanic: 23.6%
Asian: 68.3%

(Includes bachelor's, associate's, doctoral and professional degrees)

Adults 25-64 with at least associate's degree (2013)

Cuyahoga: 40.4%
Geauga: 47.2%
Lake: 37.3%

SOURCE: Lumina Foundation annual report, 2015

College completion rate, Northeast Ohio

2009: 39%
2014: 40.6%

SOURCE: Northeast Ohio Council on Higher Education

THIRD-GRADE READING

CMSD third-grade reading proficiency rate over time (vs. state average)

2011-12: 56.2% (Ohio 79%) 2013-14: 57% (Ohio 81%)
2012-13: 59.5% (Ohio 81.4%) 2014-15: 54% (Ohio 78.5%)

SOURCE: Ohio Department of Education, school report cards

CAREER TECH UPDATE

According to the "Building Opportunities for Cleveland Residents: Aligning Demand and Supply of Professional and Technical Education" study commissioned by the Cleveland Foundation in September 2014, 64% of Ohio jobs will require a postsecondary credential by 2020. According to the same study, only 20% of Cleveland residents have an associate's degree or higher and another 23% have taken some college courses, which could include industry certificates.

That's a disconnect that the Cleveland Metropolitan School District (CMSD) is seeking to close through a focus on college- and career-readiness initiatives launched under the Cleveland Plan.

CMSD now includes five career centers, each offering distinct career pathways: Max Hayes (construction, automotive and manufacturing trades); Washington Park (horticulture, small-animal care and greenscaping); Jane Addams (business career and hospitality); Martin Luther King Jr. (medical, dental and municipal); and Garrett Morgan (leadership).

"What we're doing is ... to really examine every single one of those programs just to see which programs are still relevant and highly marketable at the end of the career path and which of the programs has to be redesigned," says district CEO Eric Gordon.

Using data and feedback from public and private partners, and with the support of the Greater Cleveland Partnership and the Cleveland Foundation, the district is redesigning any program that does not include quality, relevant instruction; in-the-field internship experience; and rigorous professional mentoring.

Gordon gives the example of the construction trades school, which funnels students directly into an apprenticeship after graduation, the only program of its kind in the state and one that ensures a better supply of motivated and skilled young tradesmen.

"A construction trades program done right is really expensive," Gordon said. But, thanks to community partnerships that allow a steady supply of surplus materials, CMSD students are better prepared to walk onto better jobs.

"That's the kind of robustness that we expect in these partnerships at the end of the day," he says.

Our region's quality of life depends on the health of our environment, which is especially vulnerable to dramatic changes in weather. Water and air pollution, unsafe buildings, aging stormwater pipes, crumbling infrastructure and urban blight all exacerbate the effects of severe weather events, such as flooding and extreme temperatures.

Throughout Greater Cleveland, the seeds for neighborhood stabilization have been planted. Repurposed land, urban gardens, green energy programs and clean water initiatives are among citywide projects that are sprouting healthier, climate-resilient communities. But there's still work to be done.

A variety of green initiatives are underway to prepare the region for erratic weather events, while positioning Cleveland as a global leader in sustainability.

Cleveland Neighborhood Progress and a bevy of other stakeholders are identifying strategies and initiating projects that bolster climate-resilient efforts for four low-income neighborhoods — Glenville, Slavic Village,

Central and Detroit-Shoreway. This newly launched Cleveland Climate Resiliency and Urban Opportunity Initiative augments other citywide green infrastructure projects, including stormwater management and urban agriculture.

The Western Reserve Land Conservancy and the city of Cleveland in 2015 conducted a survey — funded in part by the Cleveland Foundation — that examined the condition of 158,000 residential, commercial and industrial structures. This comprehensive look provides a framework for community development corporations and other neighborhood constituents when it comes to reducing urban blight through judicious vacant land reuse, tree canopy replacement and other urban greening opportunities.

“It ultimately comes down to our core mission of improving the quality of life for residents in Northeast Ohio and that starts with the environment in which we all live,” said Stephen Love, a program officer at the Cleveland Foundation.

The Mayor's Office of Sustainability and a diverse 50-member committee in 2013 created the Cleveland Climate Action Plan identifying 33 actions related to such efforts as increasing energy efficiency and advancing renewable energy.

The broader goal is to reduce greenhouse gas emissions to 80% below 2010 emissions by 2050, which would have sweeping implications for the region's economic prosperity and health. Most of the 15 initiatives are on track or need to be scaled up.

Among the successes is Cleveland's Energy Saver program, which offers homeowners a low-cost, high-impact energy efficiency package that can reduce energy bills by 30%.

Building owners representing 40 million square feet of commercial space between downtown and University Circle have committed to reducing water, energy and transportation emissions 50% by 2030, according to Jenita McGowan, the city's chief of sustainability.

A key part of sustainability begins within the schools. Ohio leads the nation in green-built schools, McGowan said, because of state-level policies that mandate new schools be built to U.S. Green Building Council LEED certification standards. Currently, Cleveland has 16 LEED-certified educational facilities, while Ohio has 255.

“The Cleveland Metropolitan School District is in the middle of a capital-improvement plan to build many schools, so the fact that we're building better, high-
continued on next page”

CAUCUS PERSPECTIVE

When Jenita McGowan asks Cleveland residents to identify their top concerns when it comes to our local environment, they predictably express worries about air and water quality, sewage and sanitation, and waste and recycling.

But the local impacts of climate change rank high too, as Cleveland becomes hotter and wetter. In her address to the Greater Cleveland Caucus, McGowan, who serves as chief of sustainability for the City of Cleveland, cited new research that Cleveland's average temperatures have risen 2.4 degrees over the last 50 years, faster than the national average. Precipitation over that time is up by 25.8%, much of it a result of more intense storms.

“What does this mean? This means

Community Priorities

Repurposing existing infrastructure to create livable communities	41%
Translate issues into scalable neighborhood solutions	18%
Strategically restore tree canopy to improve air and water quality	15%
Enrich and increase access to Lake Erie green spaces	14%
Increase installation of green infrastructure	12%

more high heat days that can result in deaths and illness,” McGowan told the attendees. “It means more flooding and erosion such as Lake Erie algae blooms and sewage overflow.”

Caucus-goers ranked as their highest environmental priority repurposing existing infrastructure to create livable communities

(41%), followed by translating issues into scalable neighborhood solutions (18%) and strategically restoring the tree canopy to improve air and water quality (15%).

“If we do this, Cleveland will amaze and surprise the world with its transformation into a green city on a blue lake,” concluded McGowan.

Go to www.CrainsCleveland.com/Pulse2016 for videos of Greater Cleveland Caucus speakers, as well as for expanded, interactive and downloadable data.

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quality, clean schools is tremendously important for children,” she says.

Meanwhile, the nation’s first offshore wind turbine project is edging closer to fruition. If and when the Lake Erie Energy Development Corp., or LEEDCo, wind pilot project materializes as planned, the initial phase would provide about 10% of electricity needs for 55,000 homes. Cleveland Public Power has committed to buying 25% of the output. The project also would attract new investments tied to engineering, manufacturing and installation.

“This is not only about creating renewable energy here, but leveraging our assets to position Cleveland’s economy as a global success in the future,” McGowan says.

The Climate Action Plan goals tied to meeting energy efficiency and renewable standards, and supporting businesses that reduce industrial emissions are lagging in progress. McGowan points toward stalled or weak policies at the state and federal level that have hampered those efforts.

LAKE ERIE

BY THE NUMBERS:

- Length:241 miles
- Breadth: 57 miles
- Entire coast:871 miles
- Ohio’s coast:312 miles
- Ohio’s public access miles: ... 56.2 miles
- Average depth: 62 feet
- Maximum depth:210 feet
- Volume:127 trillion gallons
- Surface area: 9,910 square miles
- Drainage area:30,140 square miles

SOURCE: Ohio Department of Natural Resources, Department of Coastal Management

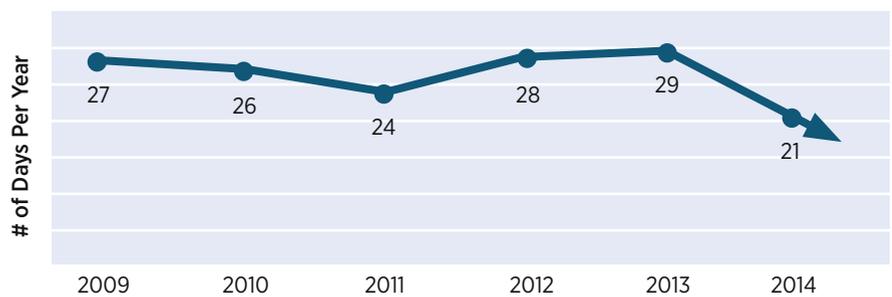
IMPACT:

- Visitors to Ohio’s Lake Erie region spend more than **\$10.7 billion annually** — nearly 30% of Ohio’s total tourism dollars.
- Regional tourism also supports more than **100,000 northern Ohio jobs** and generates \$750 million in state and local taxes.
- Hunting and fishing annually attracts an estimated **1.5 million hunters and anglers** who spend \$2 billion.
- The recreational boating industry supports more than **26,000 jobs** with an economic impact of \$3.5 billion annually.
- The lake provides **drinking water for 3 million** Ohio residents.

SOURCE: Great Lakes Commission, March 2014

WATER QUALITY:

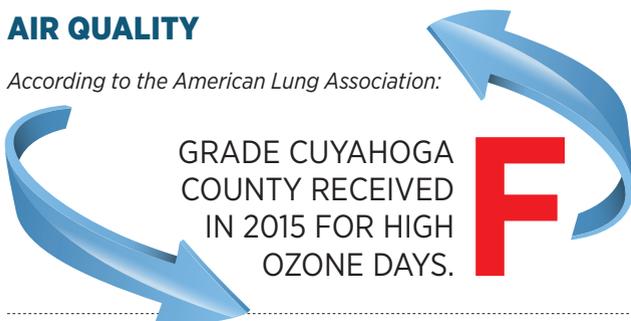
Annual average number of water advisory days per beach in Cuyahoga County



SOURCE: Sustainable Cleveland’s Dashboard on Water Quality

AIR QUALITY

According to the American Lung Association:



GRADE CUYAHOGA COUNTY RECEIVED IN 2015 FOR HIGH OZONE DAYS.

#10 Cleveland’s ranking out of 23 metro areas by year-round particle pollution as of 2015.

Cuyahoga County air quality advisory days

	2010	2011	2012	2013	2014	2015
Good	106	90	100	162	189	203
Moderate	228	251	221	196	166	157
Unhealthy for Sensitive Groups	30	23	42	7	9	5
Unhealthy	1	1	3	0	1	0
Very Unhealthy	0	0	0	0	0	0
Hazardous	0	0	0	0	0	0

SOURCE: Cleveland Department of Public Health

We will not be satisfied until all Cleveland residents are living in a Neighborhood that meets their needs. This is how we measure Progress.

Cleveland Neighborhood Progress



Visit us at www.clevelandnp.org to learn more about our organization and mission, events, and community development job postings around the great city of Cleveland.

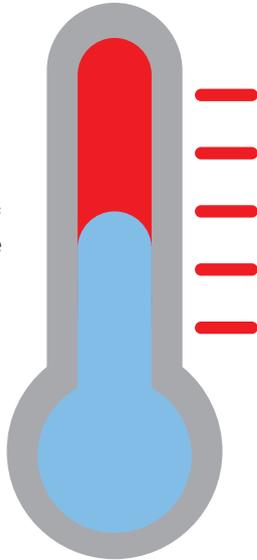
A RECORD-BREAKING 2015

2015 was a record-setting year for cold, warm and hot days.

A record cold average monthly temperature of 14.3 degrees was set at Cleveland Hopkins Airport for the month of February. This breaks the old record of 15.2 degrees set in 1875. This also was the second-coldest month ever recorded.

The beginning of November, however, was warm with high temperatures in the mid- to upper 70s across the area. Mid-November also was well above average with high temperatures still in the mid- to upper 60s. The average temperature of 48.2 made November the third-warmest on record.

From May 7 to 11, many locations experienced temperatures 15 to 25 degrees above average, which resulted in high temperature records being broken. Cleveland tied the record on May 7-9, and then on May 11 set a new record high of 88 degrees.



SOURCE: National Weather Service

URBAN AGRICULTURE

For the City of Cleveland, urban agriculture has become a viable way to encourage local food access and address vacant lot challenges.

URBAN AGRICULTURE DENSITY IN CUYAHOGA COUNTY:



URBAN AGRICULTURE PROJECTS INCLUDE:

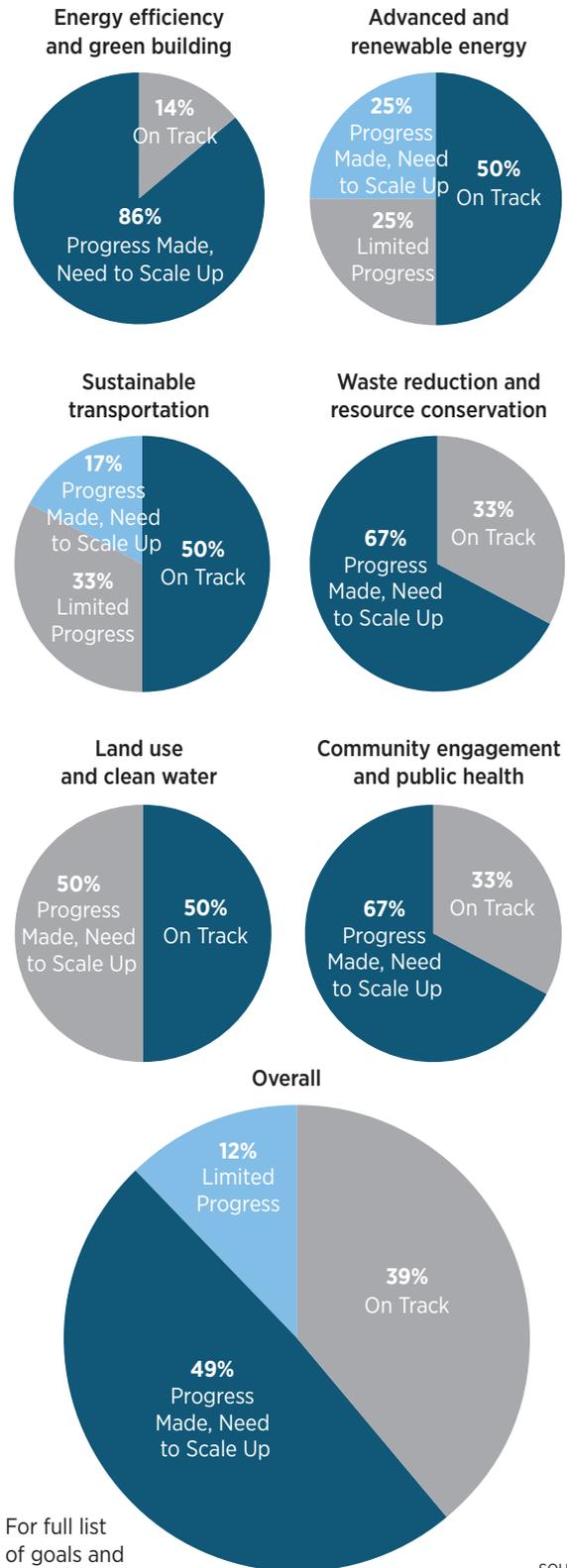
- Ohio City Farm — 6 acres in Cleveland
- Kinsman Farm — 6 acres in Cleveland
- Cleveland Crops locations (outside of Ohio City Farm)
- Refugee Response locations (outside of Ohio City Farm)
- Green City Growers — 3.25 acres under glass in Cleveland
- Koinonia Homes, which includes Rising Harvest Farm
- Community Greenhouse Partners
- Cavotta's Garden Center



CLEVELAND CLIMATE ACTION PLAN

PROGRESS UPDATE 2015

Mayor Frank Jackson, the Mayor's Office of Sustainability and a 50-member committee released the Cleveland Climate Action Plan in September 2013.



For full list of goals and benchmarks, go to www.CrainsCleveland.com/Pulse2016

SOURCE: Sustainable Cleveland



A is the case in most major cities, Clevelanders are facing a myriad of health issues. But local public health officials and nonprofit leaders are working together to focus on the “Big Three” — obesity, lead poisoning and infant mortality — which are issues that disproportionately affect the urban poor and minorities.

“It’s important to understand the root causes of the health issues we face,” explained Cleveland Foundation executive vice president Bob Eckardt. “They arise from a complex interplay of personal and societal determinants. Therefore, they require complex medical and societal interventions, in harmony.”

To that end, the Cleveland Foundation is approaching the region’s gravest health outcomes by partnering with community organizations to support those interventions.

CAUCUS PERSPECTIVE

In Dr. Sonja Harris-Haywood’s address to attendees of the Greater Cleveland Caucus, she challenged them to consider what the response might be like if the public health crises facing the city of Cleveland were to happen in the suburbs.

“What if 485 kids in Solon had elevated lead levels like they do in Cleveland?” said Harris-Haywood, who leads the Partnership for Urban Health between Cleveland State University and the Northeast Ohio Medical University. “Is that health equity? Are we providing the best health outcomes? Or are we in a state of crisis? I say it’s a crisis.”

One of the most pressing threats to the health of Greater Cleveland residents is the shortage of primary care physicians, Harris-Haywood said, with only 200,000 practicing in the U.S. today. If the trend of increased demand and dwindling supply persists as expected,

“It’s important to understand the root causes of the health issues we face.”

BOB ECKARDT,
Cleveland Foundation
executive vice president

“If we can fix things at the root cause and prevent a lot of the environmental hazards that cause all those poor health outcomes, we would definitely save costs down the road, whether you’re talking about human or economic costs,” said Cleveland Foundation program officer Kimalon Meriweather.

For instance, the recent news cycle has been dominated by the debate over who is responsible for the high levels of lead found in the municipal water supply of Flint, Mich. Yet, the blood-lead levels of Cleveland’s youngest and most vulnerable residents are higher

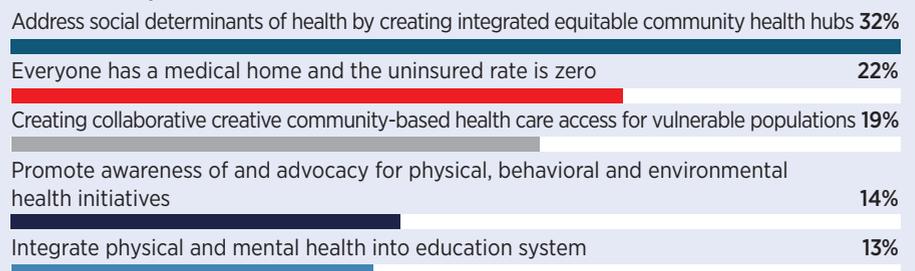
than that of Flint, with 13.7% of children younger than 72 months testing positive for elevated lead (primarily from paint sources) in 2014 compared to 4.6% in Flint after last year’s crisis.

Meriweather says the city and county boards of health both received federal lead hazard abatement grants last year, and combined with the efforts of a handful of community partners, are working hard to get these numbers under control.

Specifically, the Greater University Circle Initiative — a decade-long partnership including Case Western Reserve University, University Hospitals, Cleveland Clinic and the Cleveland Foundation — is working to reduce blood lead levels and infant mortality in children who live in the seven neighborhoods surrounding University Circle, including Glenville, Hough and Fairfax, which have alarmingly high rates of both.

“The ultimate community impact will be neighborhoods where babies live healthy lives well beyond their first birthdays in lead-safe homes,” said Meriweather.

Community Priorities



research indicates that the shortfall in primary care practitioners will reach 90,000 by 2025.

Participants in the caucus agreed that equity is a pressing issue for our community; 32% selected as their highest community priority addressing social determinants of health by creating integrated, equitable community health hubs. Another 22% selected making sure everyone has a medical home and bring-

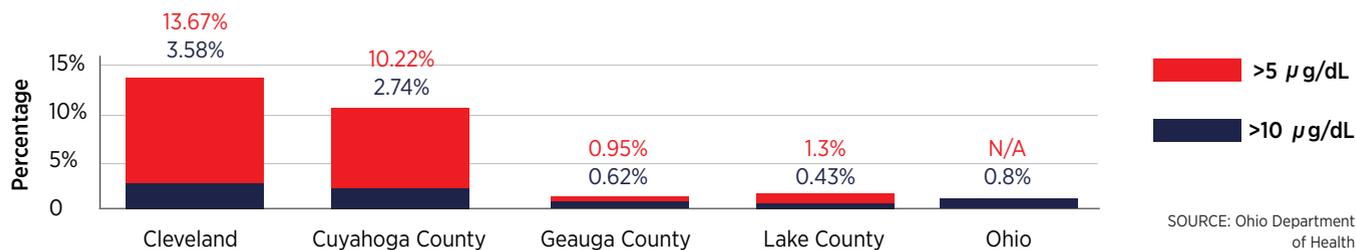
ing the number of uninsured to zero, and 19% pointed to creating collaborative, creative community-based health care access for vulnerable populations as a top priority.

Through the Partnership for Urban Health, “we’ve developed a way to flood this community with primary care physicians,” said Harris-Haywood. “We recruit them, train them and send them back to serve this community.”

Go to www.CrainsCleveland.com/Pulse2016 for videos of Greater Cleveland Caucus speakers, as well as for expanded, interactive and downloadable data.

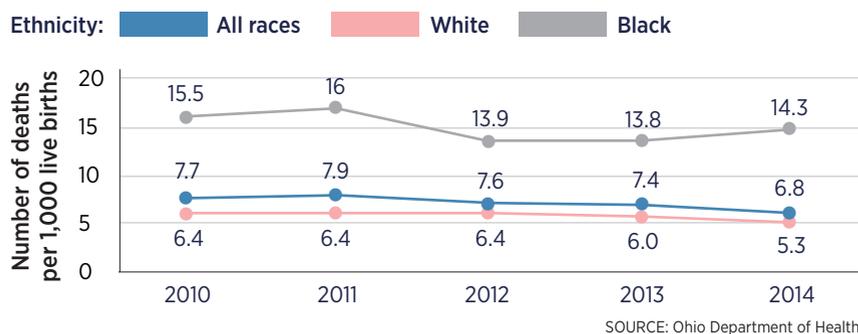
LEAD LEVELS

Rate of elevated lead levels in children under 72 months (2014)



INFANT MORTALITY

Infant mortality in Ohio over time

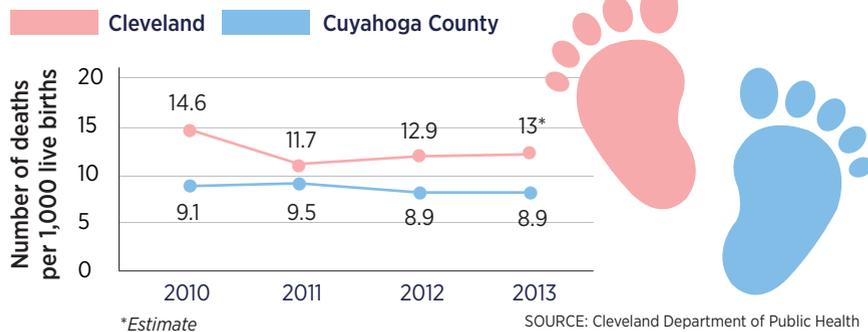


Infant mortality rates (2013)

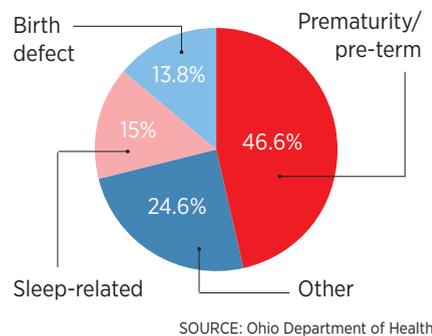
	Hispanic	White	Black
Cleveland	7.7	4.8	18.1
Cuyahoga	6.4	5.0	15.6
Geauga (2012)	N/A	5.87	14.1
Ohio	6.9	6.0	13.8
U.S.	5.1	5.1	11.2

SOURCE: Ohio Department of Health; Kaiser Family Foundation

Infant mortality over time



Leading causes of Ohio infant mortality (2013)



DRUGS

Drug Overdose Deaths

	Ohio	Cuyahoga	Lake	Geauga
2011	1,765	211	43	10
2012	1,914	230	48	8
2013	2,110	255	43	11
2014	2,482	254	52	11

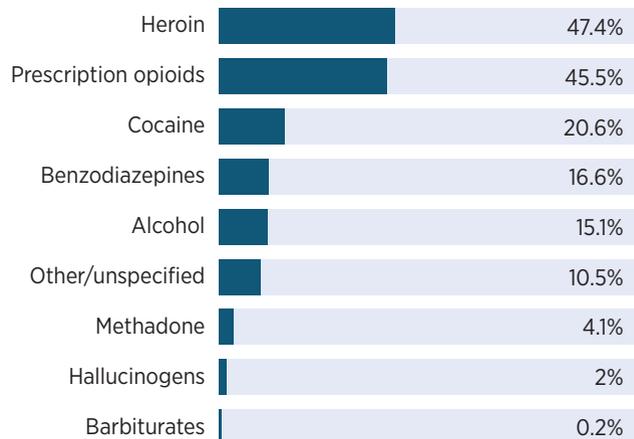
SOURCE: Ohio Department of Health

DEATHS INVOLVING HEROIN, CUYAHOGA COUNTY

Key findings from the Cuyahoga County Medical Examiner's Office, April 2015 briefing

- From 2007-2013, heroin deaths nearly quintupled from 40 to 194. Most significant increases have taken place since 2011.
 - Non-Hispanic whites, ages 45-60, are the largest age group of heroin-involved deaths, but the fastest-growing age group is 19-29.
 - The number of drug poisoning deaths involving heroin is split nearly evenly between City of Cleveland residents and residents of suburban communities.
- SOURCE: Cuyahoga County Medical Examiner

Specific drugs involved in accidental drug overdose deaths in Ohio (2014)



OBESITY

Obesity rate (2015)

	Black	White	Latino
U.S. (adult)	47.8	32.6	42.5
Ohio (adult)	38.6	30.4	29.1

- U.S. overall rate: 34.9%
- Ohio obesity rate: 32.6% (8th in the nation)
- Ohio overweight and obese: 66.7%
- Ohio diabetes: 11.7% (9th in the nation)
- Ohio physical inactivity: 25% (14th in the nation)
- Ohio hypertension: 33.5%

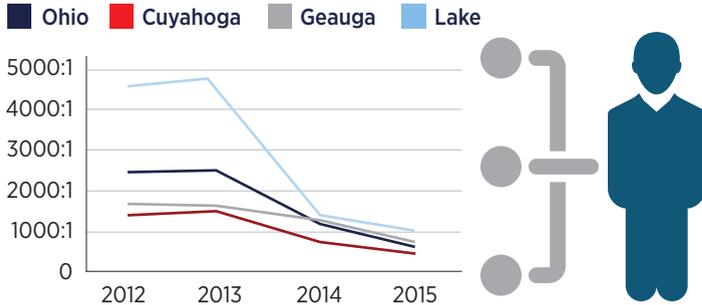
1 IN 4

ADULTS IN CUYAHOGA COUNTY IS OBESE

SOURCE: "State of Obesity: Better Policies for Healthy America, 2015," Trust for America's Health

MENTAL HEALTH

Ratio of mental health providers to total population over time



SOURCE: County Health Rankings & Roadmaps, a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute

Behavioral health measures among persons 12 and older (2010 data reported in 2014 study)

	Cleveland MSA	Ohio	U.S.
Illicit drug use in past year	14.3%	14.1%	14.7%
Illicit drug/alcohol dependence in past year	9.4%	9.5%	9.0%
Major depressive episode (at least two weeks) in past year*	5.7%	7.0%	6.6%

*Ages 18 and up

SOURCE: U.S. Department of Health and Human Services

Suicide fatalities in Cuyahoga County (2014)

Deaths investigated by medical examiner
TOTAL: 151/6.7%

WHITE
121

BLACK
27

HISPANIC
3

ASIAN
2

SOURCE: Cuyahoga County Medical Examiner

A GROWING COMMITMENT

Benesch continues to grow, both in bench strength and geographically. We have recently welcomed 40 new attorneys throughout the firm and opened a new office in Chicago. And there's more to come. It's all part of our ongoing commitment to continuously enhance the quality of service we provide to our clients. They deserve it—and so do you.

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The influx of college-educated adults into the urban core and its surrounding neighborhoods is a compelling narrative, and rightfully so. As Richey Piiparinen, director of the Center for Population Dynamics at Cleveland State University's Maxine Goodman Levin College of Urban Affairs, says, "The city only has about 17% of residents with a college education, so the brain gain migration is extremely important, especially from a middle-income standpoint."

Civic interests, governments, institutions, nonprofit leaders and other community stakeholders are keeping a careful watch on the region's in-migration and suburbanization patterns. The larger issue — one that cannot be emphasized enough — is fostering mixed-use, mixed-income and culturally inclusive strategies that encourage sustainable neighborhood stabilization.

CAUCUS PERSPECTIVE

There was much concern among Northeast Ohio residents about a study released in February by the Economic Innovation Group that called Cleveland the most distressed big city in the nation. The negative media attention was a blow to Cleveland boosters, but it led organizations like Cleveland Neighborhood Progress to think carefully about the study's results.

"Are we distressed? I think we are," said Erika Anthony, the organization's senior director of advocacy, policy and research, in her address to the Greater Cleveland Caucus. "If we aren't honest with each other, we can't move forward to solutions. Elements of that report are true and others are false, but our city is pretty resilient."

Too often, said Anthony, conversations about housing and neighborhoods focus primarily on infrastructure issues, "but physical infrastructure alone doesn't make up the value of a neighborhood,"

According to a 2015 Cleveland Neighborhood Progress study that analyzed adult migration in Cleveland, downtown Cleveland is the top gainer in brain gain within the city and Cuyahoga County, with a 138.6% change in college graduates between 2000 and 2013. The main draw is amenities in terms of entertainment, walkability and proximity to retail and restaurants.

"For us, the opportunity and challenge is to build housing that will continue to capture the brain gain trend," said Joel Ratner, president and CEO of Cleveland Neighborhood Progress. "We know educated millennials want either new construction or high-quality rehabbed historic construction. Community leaders understand how important this is, but how do we catch young families who want to move out of downtown and into Old Brooklyn, Detroit-Shoreway, West Park or Collinwood, and ensure they have the amenities they want?"

While the so-called "consumer migration" patterns are a notable trend because of their impact on neighborhood

development, attention must be paid to broader migration patterns of race and age.

"We're at the beginning of some pretty seismic changes," Ratner says. "The Cleveland of tomorrow is not the Cleveland of today and is very different from Cleveland of yesterday. The biggest mistake is to plan around what has been instead of what can be."

Where former migration patterns centered on moving up and out, they have pivoted toward moving up and in.

"We're seeing a break-up of a traditionally segregated Cleveland, and it's exciting to see," Ratner says. "The traditionally African-American makeup on the east side is every day less so, and the traditionally white west side every day is less so."

Community development corporations need to be ready to comfortably integrate neighborhoods and engage residents around successful transformation, he says.

Ratner and Piiparinen reference Old Brooklyn and Lakewood as two examples of communities that are growing

continued on next page

Community Priorities

Mixed-use, mixed-income neighborhoods by eliminating absentee landlords and vacant homes	39%
Regional housing approach that is sustainable, healthy, accessible, affordable, multigenerational	23%
Inclusive/connected community with access to capital and resources	16%
Providing housing security through safe, quality, accessible homes connected to opportunity	8%
"Know your neighbor" events to engage communities	8%
Connecting Cleveland's social and institutional systems across communities	5%

she said. "We cannot solve the issues of neighborhood development if we don't address the issues of equity and poverty."

Nearly 40% of caucus participants ranked as their top community priority creating mixed-use, mixed-income neighborhoods by eliminating absentee landlords and vacant homes. Another 23% encouraged a regional housing approach that is sustainable,

healthy, affordable and multi-generational, followed by 16% who selected creating inclusive and connected communities with access to capital and resources.

Her final words were an appeal for help from residents regionwide: "Neighborhood and community development cannot be done in isolation," she said. "Each of us is critical."

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HOUSING & NEIGHBORHOODS

continued from previous page

organically, representing a residential mix of incomes, lifestyles and cultures. Quality-of-life amenities such as schools, recreational sports, community gardens, shopping, restaurants and public transportation are part of what is driving interest into these neighborhoods.

The goal is to focus on strategic, purposeful reinvestment that attracts or retains lower and middle-income families, while mitigating gentrification, which displaces lower-income residents.

“Gentrification can engender really hard core divisions about wealth,” Piiparinen says.

India Pierce Lee, program director for community development at the Cleveland Foundation, references Greater Circle Living, an employer-assisted housing program, as one example of an initiative that encourages mixed-income living.

That program, which the Cleveland

Foundation helped launch in 2008, encourages eligible employees of Greater University Circle institutions to live close to where they work instead of fleeing to the suburbs. More than 300 employees have received funding for home purchase, home improvement and home rental, with their income levels ranging from \$17,000 to \$486,000.

Greater Circle Living has supported 518 new residents in Greater University Circle neighborhoods, and has attracted residents from 25 states, 27 cities and six international relocations.

“We need to look at what other policies we can grandfather in to keep people living in their neighborhoods instead of being forced out when rents double and triple,” Lee says.

Meanwhile, migration into Cleveland for individuals

ages 35 to 44 has plateaued; those individuals are flocking to the western outer-ring suburbs. The intention is not so much to discourage younger individuals who want to raise a family from moving to the suburbs — again, it’s more about developing the inner-ring neighborhoods to offer the same types of amenities, so the younger generation can “age in place,” Piiparinen says.

CLEVELAND'S NEIGHBORHOODS



SOURCE: Cleveland City Planning Commission

Neighborhoods with highest total gain in adults 18 and older with a bachelor's or higher, 2000-2013

Community	Total change in college graduates, 2000 to 2013	Total college graduates (BA or plus) 2013	Percent change in college graduates, 2000 - 2013
Downtown	1,950	3,357	138.6%
Kamm's	1,214	5,657	27.3%
Cuyahoga Valley	718	1,437	99.9%
Tremont	565	1,344	72.5%
Ohio City	509	1,155	78.8%
Detroit Shoreway	377	1,355	38.6%
Goodrich-Kirtland Pk	366	735	99.5%
Jefferson	301	1,683	21.8%
Union-Miles	237	1,052	29.1%
West Boulevard	218	1,272	20.7%

SOURCE: 2000 Census, 2013 ACS 5-Year, as published in "Mapping Adult Migration"

Neighborhood growth by race (age 15 to 64), 2000-13

White	Black	Asian	Hispanic
Downtown 2,665	Old Brooklyn 1,993	Downtown 473	Old Brooklyn 1,527
University 808	West Boulevard 1,756	Kamm's 389	Jefferson 662
Hopkins 650	North Shore 703	University 369	Kamm's 622
Kamm's 630	Jefferson 598	North Shore 203	Bellaire-Puritas 507
Central 568	Cudell 574	Old Brooklyn 201	University 302
Tremont 467	Edgewater 477	West Boulevard 197	Central 229
Glenville 316	Kamm's 394	Buckeye 128	Buckeye 213
Union-Miles 233	Bellaire-Puritas 289	Jefferson 124	Downtown 204
Hough 206	Stockyards 215	Clark-Fulton 85	Kinsman 164
Goodrich 185	Goodrich 198	Hough 82	North Shore 155

SOURCE: 2000 Census, 2013 ACS 5-Year, as published in "Mapping Adult Migration"

NEIGHBORHOOD SPOTLIGHTS

UNIVERSITY CIRCLE

- Only 3,000 square feet — or 2.3% — of Uptown's 126,575 square feet of total retail area is **vacant**.
- In the pipeline is 127,400 square feet of **commercial space**, and 11,200 square feet of **loft-style office space**.
- Since 2010, **710 units (apartments, townhomes or dorm rooms)** have been built in the Greater Circle area.
- It is projected that **1,443 units (apartments, townhomes or dorm rooms)** will be constructed in the Greater Circle area in next three years.
- Roughly 1,827 University Circle businesses are **supported by anchor institution activity**.
- The University Circle area has more than **4 million visitors** a year.
- The neighborhood has been home to **\$3.72 billion in development projects** since 2002.
- There are **1,339 hotel beds and 161 hotel rooms** in the pipeline.
- **Additional housing projects proposed, planned or underway:** Intesa University Circle, mixed-use development with 206 apartments; One University Circle, 280 units on a 1.3-acre site; Innova apartments/ Residence Inn hotel, 70 housing units and 160-unit hotel.

SOURCE: University Circle Inc.

DETROIT SHOREWAY

- More than **500 market rate rental units** are expected to be built in the Detroit Shoreway/ Gordon Square area in the next three years.
- In addition to these units, the Detroit Shoreway Community Development Organization continues to work with developers to provide **income-assisted apartments and living quarters** in the neighborhood.
- Roughly **80 businesses have opened** since 2006 in the Gordon Square Arts District.
- Construction on for-sale, new housing continues, with **100 new units** expected within the next two years.
- **In 2015, several new businesses and entities opened or expanded:** Near West Theatre; Superelectric Pinball Parlor; Banter; Trunk; The Black Market; Local West; and Guide to Kulchur.
- Construction has started on the **Citizens Bank Tiny House Experiment**. These are two 600-square-foot tiny houses in the EcoVillage neighborhood and are a housing pilot to explore the viability of sustainable, affordable housing.
- **Lorain Avenue** saw the opening of Andrew Blank's interior design company and the expected opening of Cleveland Coffee Co.
- In 2016, a number of **new businesses are expected to open**, including the Arcadian, an upscale bar and eatery with two stories and 100 seats; Astoria, a new 4,000-square-foot Mediterranean café and market; and Brewnuts, a donut shop.

SOURCE: Detroit Shoreway Community Development Organization

Age cohort gain or loss from 2000 to 2013 by City of Cleveland neighborhood

Community	Ages 15-24	Ages 25-34	Ages 35-44	Ages 45-54	Ages 55-64
Bellaire-Puritas	-92	401	-60	-3	-17
Broadway-Slavic Village	-2,375	-983	-2,162	-1,691	-403
Brooklyn Centre	-304	100	-586	-84	-298
Buckeye-Shaker Square	-546	-159	-1,364	-456	-537
Buckeye-Woodhill	-848	-355	-550	-293	65
Central	-135	-467	-38	-113	73
Clark-Fulton	-747	-136	-469	-363	-195
Collinwood-Nottingham	-1,080	-863	-1,077	-778	-560
Cudell	-262	-187	-487	-262	-183
Cuyahoga Valley	24	519	-351	-58	-163
Detroit Shoreway	-594	17	-894	-389	-417
Downtown	2,375	1,628	-802	-93	161
Edgewater	232	1,076	-453	-382	-2
Euclid-Green	-375	-114	-214	-265	-276
Fairfax	-436	-467	-160	-326	-71
Glenville	-3,038	-2,550	-1,705	-1,724	-1,322
Goodrich-Kirtland Pk	243	292	-248	170	-6
Hopkins	60	156	184	170	182
Hough	-1,005	-548	-245	-212	157
Jefferson	-548	340	-115	-634	-373
Kamm's	-53	1,604	-147	-18	648
Kinsman	-1,086	-629	-613	-360	-133
Lee-Harvard	-274	-400	-168	48	82
Lee-Seville	-76	-202	-61	21	-178
Mount Pleasant	-1,527	-1,579	-1,469	-1,275	-312
North Shore Collinwood	-341	246	-135	-427	-182
Ohio City	-284	396	-351	-180	-152
Old Brooklyn	-198	1,337	-1,040	-86	673
St.Clair-Superior	-1,373	-844	-719	-526	-501
Stockyards	-634	-313	-470	-152	-415
Tremont	-202	718	-365	-161	-78
Union-Miles	-2,110	-1,142	-1,168	-1,213	-285
University	2,951	-302	-1,138	-215	-124
West Boulevard	24	74	-424	264	-169

■ Red: Biggest Gain ■ Blue: Biggest Loss

SOURCE: 2000 Census, 2013 5-Year ACS

DOWNTOWN

- After adding more than 400 units since fourth quarter 2014, Downtown Cleveland's **residential occupancy is holding steady at 97%**. Weston/Citymark has announced plans to build more than 1,200 apartments on a surface parking lot in Downtown's Warehouse District.
- Since the first quarter of 2011, Downtown Cleveland has **added 1,700 apartments** to the residential rental market, during which time occupancy increased from 91% to 97%.
- Between 2010 and today, there has been nearly **\$5.5 billion of development planned**,

under construction or already online in Downtown Cleveland.

- Of that nearly \$5.5 billion, more than **\$800 million worth of investments** came online in the past 12 months, including phase two of the Flats East Bank project.
- The Cleveland Convention Center will host **more than 400 events** between the beginning of 2014 and the end of 2022, including the 2016 Republican National Convention.
- Downtown Cleveland will **add 900 hotel rooms** by July 2016 and will boast some 6,000 rooms by that time.

SOURCE: Downtown Cleveland Alliance



Even as Cleveland and Cuyahoga County have lost population steadily since the 1950s, the recent influx of highly educated millennials, specifically those aged 25 to 34, into Cleveland has been so steady that the city now ranks eighth nationally in rate of growth for this population.

“Normally in census data you’d look every 10 years and see some change, but in this cohort the change is so rapid that we really had to break it down in three-year increments. And that, to me, is telling,” says Lillian Kuri, program director for arts and urban design at the Cleveland Foundation, which last year commissioned a study on millennial migration patterns.

“The Fifth Migration: A Study of Cleveland Millennials” was conducted by the Center for Population Dynamics at Cleveland State University.

Rapidly shifting demographics make it hard to say just how much or for how long this will boost the region’s brain gain, but

it’s clearly an indication that highly skilled jobs — often in the sciences, technology, engineering and math — are available.

That’s great news, right?

“Even though we’re gaining many people with advanced degrees, we’re losing millennials without advanced degrees, and that’s not good,” Kuri said. “If we don’t keep and don’t find opportunities (for non-college-educated millennials), that will not turn into sustainable, long-term growth.”

What’s happening is a national phenomenon that Richey Piiparinen, study author and director of the Center for Population Dynamics at Cleveland State University’s Maxine Goodman Levin College of Urban Affairs, calls “aspirational geography.” As young, white suburbanites move into and community development corporations invest in revitalizing urban centers such as Fairfax, minority groups — primarily Hispanics and African-Americans in Cleveland — are migrating out to suburbs like Euclid in a quest to fulfill the conventional American Dream.

It may be great for tax bases and shaking up some of the more stubbornly segregated ZIP codes, but “if anyone

deserves to cash in on equity or change, it’s the existing residents,” says Piiparinen.

The other significant sector of the population that may ultimately contribute to a reversal in the shrinkage of Cleveland is the boomer generation. Proportionally, Cleveland and Cuyahoga County have a higher percentage of boomers than national and state averages (nearly 18% of the total population of the city).

“That empty-nester generation has so much potential to be part of the force of the next wave of this migration into cities,” explains Kuri, as they trade large houses for more modest apartments, cars for access to public transportation.

In fact, the two groups are not as disparate as they may outwardly seem, which is good news for Cleveland.

“In terms of a powerful force of repopulation and revitalization, (boomers) actually have more aligned (with millennials) than they don’t,” she says. “When you think about things millennials care about, they care about social issues, they care about making change ... and this retiring generation’s now looking back and saying, ‘How do I make my mark? How do I make a difference?’”

CAUCUS PERSPECTIVE

Inclusion is just as much a part of Cleveland’s legacy as its industrial past and history of philanthropy, said Joe Cimperman, former member of Cleveland City Council and the new president of Global Cleveland.

“Cleveland was a place that was the last terminus of the Underground Railroad. Our city was a city where futures were made,” said Cimperman in his address to the Greater Cleveland Caucus.

He pointed to the Fifth Migration study by CSU’s Center for Population Dynamics that documented the influx of millennials moving toward the urban core, a trend he said would never have happened in his father’s generation.

Caucus goes agreed; 41% said that our top inclusion priority should be institutional

Community Priorities

Institutional change to create welcoming and equitable opportunities for all	41%
Purposeful and targeted multigenerational training and opportunities	18%
Brand Greater Cleveland as safe, inclusive and welcoming	16%
Commits to increase and retain immigrants	15%
Foster regional cultural empathy	10%

changes to create welcoming and equitable opportunities for all, while 18% encouraged purposeful and targeted multi-generational training and opportunities, and 16% want to see Greater Cleveland branded as safe, inclusive and welcoming.

An important part of that, said Cimperman, is a willingness to accept and integrate refugees and immigrants.

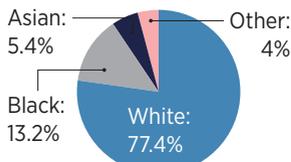
He said that the U.S. Department of State has authorized 1,000 refugees to come to Cleveland next year, but that the city could accommodate 3,000.

“For every one immigrant who arrives, five jobs are created. This is the story of Cleveland,” he said. “If there’s anything I learned from being on City Council, it’s to bet on the people who other people forget.”

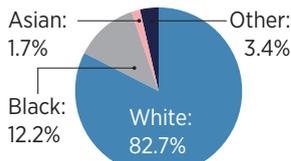
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POPULATION BY RACE

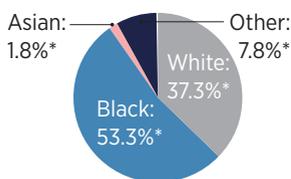
U.S.: 321,418,820 (2015)



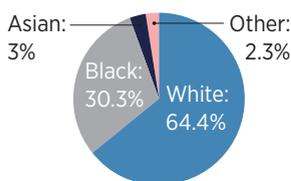
Ohio: 11,613,423 (2015)



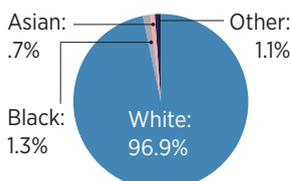
Cleveland: 389,521 (2014) vs. 396,697 (2010)



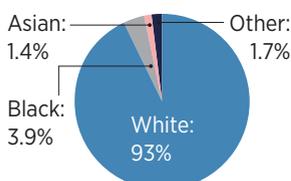
Cuyahoga County (2014):



Geauga County (2014):



Lake County (2014):



NOTE: * Percentage breakdowns for city of Cleveland reflect 2010 Census data

SOURCE: U.S. Census Bureau

FIFTH MIGRATION

A recent study commissioned by the Cleveland Foundation, "The Fifth Migration: A Study of Cleveland Millennials," noted this about the region's millennials:

"The Cleveland metro's gains of college-educated, young adults since 2007 is quickening at a faster pace than the nation as a whole. Importantly, these young adults are choosing to live in Cleveland's urban core.

Today, 16% of the region's college-educated young adults live in the City of Cleveland, up from 10.6% in 2006. Moreover, it is not just college-educated young adults having higher concentrations in the city proper, but young adults in general. In 2006, only 20% of Greater Clevelanders aged 18 to 34 lived in the city, compared to 24% in 2013."



Most change in the number of adults aged 25 to 34 from 2000 to 2013

Community	Total	White	Hispanic	Black	Asian	Total Change in College Graduates, 2000 to 2013
Downtown	1,628	1,376	23	-186	415	3,357
Kamm's	1,604	1,314	93	123	74	1,214
Old Brooklyn	1,337	320	478	495	44	139
Edgewater	1,076	893	5	178	0	85
Tremont	718	731	-69	40	16	565

SOURCE: 2000 Census, 2013 ACS 5-Year, as published in "Mapping Adult Migration"

POPULATION BY AGE (2015)

	U.S. (2014)	Ohio	Cuyahoga	Geauga	Lake
19 and under	8,326,756	2,953,640	297,290	24,140	55,140
20-34 / Millennials	42,687,848	2,228,390	240,600	14,560	38,470
55-69/Baby Boomers	36,482,729	2,197,390	245,910	21,350	48,650

SOURCE: U.S. Census Bureau; Ohio Department of Development

Cleveland-area neighborhoods with highest percentage of each race

Race	Neighborhood	Percentage
White	Chagrin Falls Village	98.03
	Bay Village	96.97
	Valley View	96.85
	Independence	96.62
	Hunting Valley	96.61
American Indian	North Randall	0.88
	Cudell	0.73
	Stockyards	0.71
	Detroit-Shoreway	0.64
Other race	Clark-Fulton	26.66
	Stockyards	22.04
	Brooklyn Centre	21.21
	West Boulevard	18.19
	Cudell	16.73
Black	Mt. Pleasant	97.72
	Corlett	97.47
	Forest Hills	97.46
	Lee-Miles	97.28
	Fairfax	97.1
Asian/Pac Islander	Goodrich-Kirtland Park	31.1
	University	18.1
	Glenwillow	10.62
	Solon	10.04
	Downtown	7.77
Hispanic	Clark-Fulton	44
	Stockyards	34.74
	Brooklyn Centre	31.54
	West Boulevard	26.9
	Detroit-Shoreway	25.12

SOURCE: NEO CANDO system, Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University (based on 2010 census)

FOREIGN BORN/REFUGEES

Foreign-born population (2014)

U.S.: 13.1%

Ohio: 4.1% Minneapolis: 15.1% New York: 37.1%
 Cleveland: 4.7% Austin: 18.4% Pittsburgh: 7.5%
 Los Angeles: 38.6% Chicago: 20.9% New Orleans: 6%

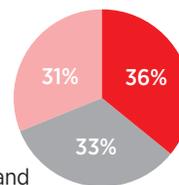
Language other than English spoken at home (2014)

U.S.: 20.9% | Ohio: 6.7% | Cleveland: 12%

SOURCE: U.S. Census Bureau

Refugee point of origin:

- **Asia: 1,752** of total refugees resettled in Cleveland since 2000
- **Europe: 1,587** of total refugees resettled in Cleveland since 2000
- **Africa and the Middle East: 1,501** of total refugees resettled in Cleveland since 2000



SOURCE: Economic impact report prepared for Refugee Services Collaborative of Greater Cleveland, 2012

Top cities of residence for refugees arriving in Cuyahoga County since 2000

Cleveland: 47%
 Lakewood: 31%
 Cleveland Heights: 7%

The narrative along jobs, wages and the economy reflects a blend of positive and negative news. Employment overall in the state is expected to grow 6.9% between 2012 and 2022, headed up by positions tied to health care, a bastion industry in Northeast Ohio. Meanwhile, grim disparities between race, gender and class continue to prevail.

According to the Bureau of Labor Statistics, most employees in the Cleveland Metropolitan Statistical Area are employed in professional and related industries. More men than women work in these jobs, and most are white. More African-American employees are in sales, and more Hispanic employees work in the service industry.

Statewide, unemployment for black men and women is more than double the statewide average.

“Nobody wants to say it out loud, but part of this is institutional racism

toward minorities and women,” says Eric Diamond, executive vice president of lending for the Economic and Community Development Institute. Diamond sees the trend of inequity manifest during ECDI’s entrepreneurial courses.

“When we began looking at our classes, what we saw was pretty eye-opening,” he says. “Men dominated the discussions. They start businesses for different reasons than women, like power and money. Women were starting businesses for family reasons or to pursue accomplishment. It started to feel icky.”

Diamond says he hopes ECDI, which regrouped its focus surrounding entrepreneurialism in Cleveland, is playing a role in leveling the playing field.

“We’re teaching entrepreneurs how to grow ethical, diverse businesses that are committed to equitable wages,” he says. “I’m a big believer that if you can remove the barriers of access to capital for minorities, you can go a long way in curing poverty.”

Access to capital for African-American women, which is the fastest-growing

sector of entrepreneurs, is particularly troubling. Diamond says that nationally, white women have about \$111,000 at their disposal — whether through home equity or a guarantor — to seed their business. African-American women on average have a mere sliver, or about \$6,500.

ECDI is planning to shore up its lending portfolio to help fund more women- and minority-owned businesses. “We see big potential in Glenville, Fairfax and Hough,” Diamond says. “There’s a lot of work tied to development along MidTown and Health-Tech Corridor, and we’d like to see that level of excitement and capital bleed into the surrounding neighborhoods.”

One of the long-term strategies to redistributing both employment opportunities and access to higher-paying jobs for women and minorities is exposing young people to good, in-demand careers as early as possible, says Shilpa Kedar, program director for economic development at the Cleveland Foundation. Several initiatives are underway to develop programs that lead

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CAUCUS PERSPECTIVE

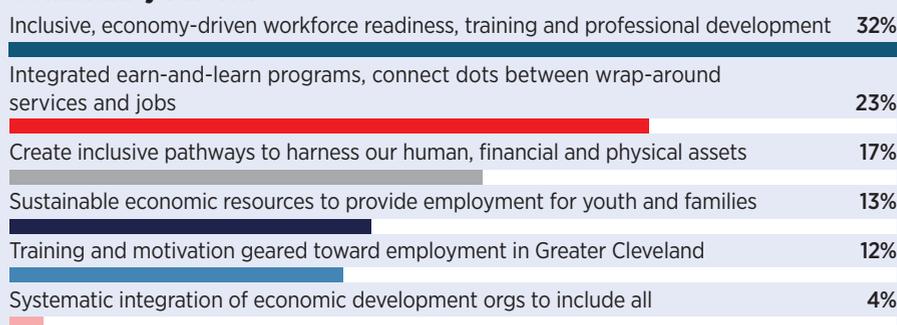
When many people think about entrepreneurs, they picture Apple’s Steve Jobs or Facebook’s Mark Zuckerberg. “Our view of entrepreneurship is white guys in tech,” said Eric Diamond, executive vice president of lending for ECDI, a nonprofit organization that provides funding and education to small businesses.

To improve the local job market and economy, he said, that mindset has to change.

“If you want to cure poverty in Cleveland, increase jobs and create true economic development, we need to eliminate barriers between access to capital and the African-American community,” he said.

As evidence of that problem, Diamond cited research that shows a 322% increase in entrepreneurship between 1995 and 2015 among African-American women, making them the fastest growing

Community Priorities



demographic of entrepreneurs in the U.S.

“Yet this is the same group that has the hardest time accessing capital,” he said.

Nearly a third of caucus-goers said they wanted to see the community create inclusive, economy-driven workforce readiness, training and professional development. Another 23% support creating integrated earn-and-learn programs that connect the dots between

wrap-around services and jobs, and 17% ranked as their highest priority creating inclusive pathways to harness our human, financial and physical assets.

Diamond said entrepreneurship can be an important part of achieving these goals.

“The fastest way to get a job is to create one yourself,” he said. “We can rebuild neighborhoods and create economic development one entrepreneur at a time.”

Go to www.CrainsCleveland.com/Pulse2016 for videos of Greater Cleveland Caucus speakers, as well as for expanded, interactive and downloadable data.

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to career pathways in industries such as advanced manufacturing, health and information technology.

Organizations such as BioEnterprise, MAGNET and WireNET are identifying ways they can plug talent gaps in Cleveland's growth industries by developing demand and employer-driven programs that target youth through early career exposure and work-based learning, Kedar says. At the same time, Towards Employment is spearheading Talent NEO, a demonstration project for adults that promotes a skills-based approach to hiring.

"All of these efforts are intentionally targeting the urban core to open opportunity to residents who are disconnected from the

labor force," she says.

While conversations tied to future employment, inclusion and economic development tend to orbit around Northeast Ohio's "next" economy, attention must also be paid to developing career paths of some of the state's fastest-growing, lower-wage occupations.

In the Cleveland Metropolitan Statistical Area, home health aides and personal care aides are the top two fastest-growing jobs through 2022, but their average wages hover a little over \$9 an hour.

"We as a community need to work together to help individuals connect to existing opportunities, but also ensure that they have a clear and achievable pathway to family sustaining wages," Kedar says.

The opportunities certainly are there

— of the approximately 640,000 job openings projected through 2025, about 85,000 are in health care.

Meanwhile, wage inequities lag equitable economic growth, according to Policy Matters Ohio.

The top 1% of Ohioans had an average income of more than \$852,000 in 2012, while the bottom 99% had a combined average income of just over \$40,000. Men still earn \$3.30 more each hour than women do at the median in Ohio, according to a 2015 Policy Matters report called "Left Behind: State of Working Ohio 2015."

The racial wage gap also has worsened over the last couple of decades. Black workers earned over 99% of what white workers earned per hour in 1979. By 2014, black workers earned 75% of white workers.

JOBS + ECONOMY CENSUS DATA

	CLEVELAND CITY	CUYAHOGA COUNTY	LAKE COUNTY	GEAUGA COUNTY		
Economy	In civilian labor force, total, percent of population age 16 years+, 2010-2014	58.8%	63.5%	67%	65.5%	
	In civilian labor force, female, percent of population age 16 years+, 2010-2014	56.4%	59.6%	62.5%	58.7%	
Income and Poverty	Median household income (in 2014 dollars), 2010-2014	\$26,179	\$44,203	\$56,809	\$70,487	
	Per capita income in past 12 months (in 2014 dollars), 2010-2014	\$17,436	\$27,892	\$29,556	\$35,407	
	Persons in poverty, percent	35.9%	19.6%	8.9%	7.8%	
Employment	Total employment, percent change, 2012-2013	N/A	1.5	0.6	0.6	
	Men-owned firms, 2012	15,119	61,483	12,263	7,428	
	Women-owned firms, 2012	14,927	42,859	5,763	3,137	
	Minority-owned firms, 2012	15,729	30,216	1,043	211	
	Nonminority firms, 2012	15,181	79,802	18,008	11,424	
	Veteran-owned firms, 2012	3,033	11,003	2,023	1,228	
Nonveteran-owned firms, 2012	27,655	97,913	16,825	9,971		

SOURCE: U.S. Census Bureau

INDUSTRIES

Top five industries with the highest percent of projected employment growth, 2012-2022, Ohio

1. Construction
27.9%
(with building construction the highest at 32.4%)

2. Education and health services
15.6%
(with ambulatory health care services the highest sub-category at 28.4%)

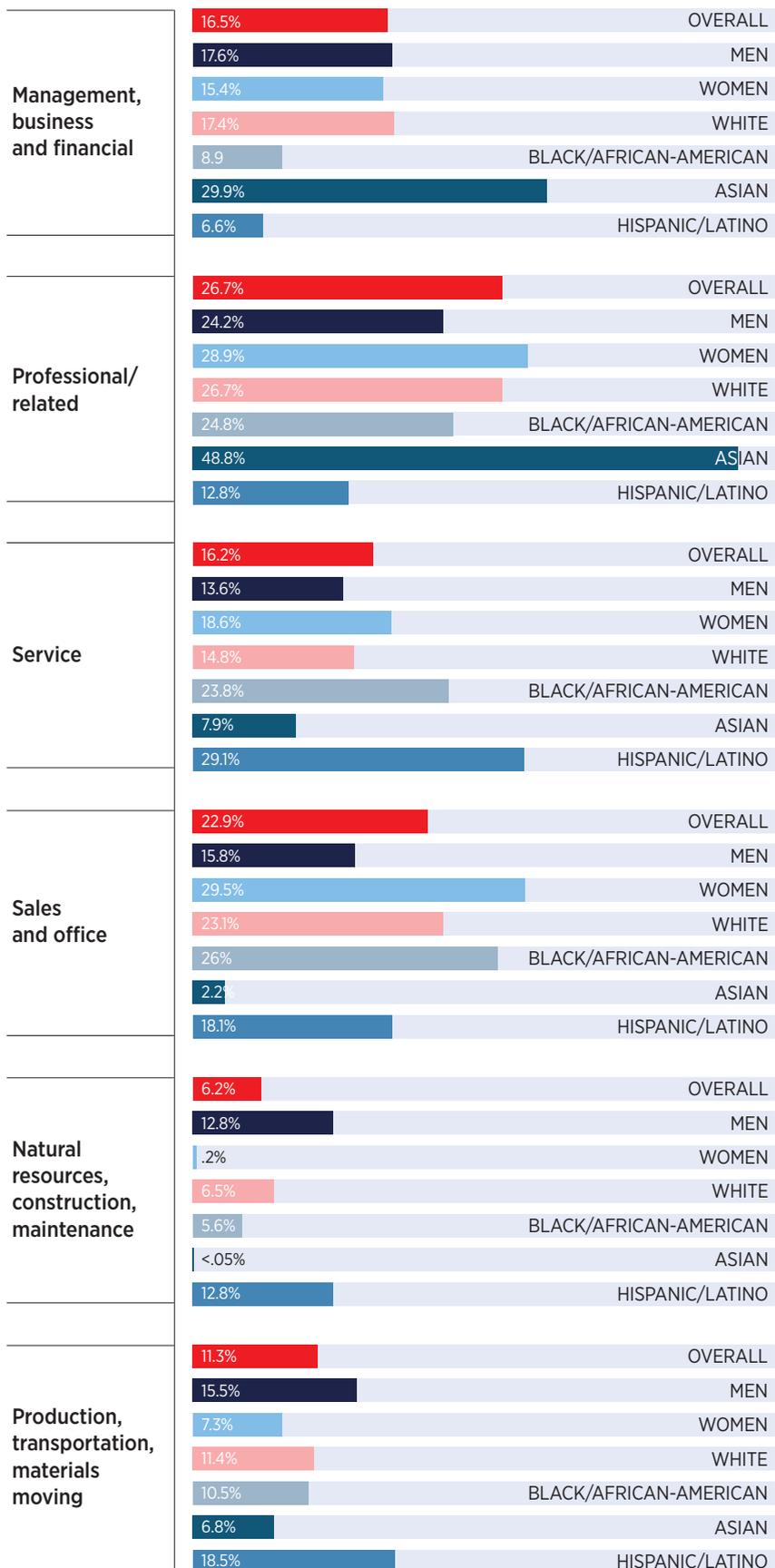
3. Professional and business services
12.4%
(with management, scientific and technical consulting the highest at 36.1%)

4. Leisure and hospitality
7.7%
(with performing arts, sports and related industries at 9.1%)

5. Services
7%
(with repair and maintenance at 9.6%)

SOURCE: Ohio Department of Job and Family Services

CLEVELAND METROPOLITAN STATISTICAL AREA EMPLOYMENT BY GENDER AND RACE (2014)



SOURCE: Bureau of Labor Statistics

GREATER CLEVELAND-AREA BUSINESS INCUBATORS AND ACCELERATORS

A sampling of the region's business incubators and accelerators:

- Akron Global Business Accelerator
- Bad Girl Ventures
- BioEnterprise Corp.
- Bizdom
- Cleveland Culinary Launch & Kitchen
- Cleveland Flea
- ECDI
- Flashstarts Inc.
- JumpStart
- LaunchHouse
- MAGNET: The Manufacturing Advocacy & Growth Network
- Minority Business Development Center
- Partnership for the Minority Business Accelerator
- Platform Beer Co.
- SEA Change of Northeast Ohio
- SmartMart
- TBEIC-The Tech Belt Energy Innovation Center
- The Bit Factory
- The Great Lakes Innovation and Development Enterprise
- Tremont Storefront Incubator

SOURCE: Crain's Cleveland Business research; Cleveland+

SOME OF CLEVELAND'S BUSINESS CORRIDOR INITIATIVES

OPPORTUNITY CORRIDOR: According to an Ohio Department of Transportation project overview, the purpose of the Opportunity Corridor Project is to improve the transportation system and support planned economic development in the areas between I-490/I-77 and University Circle. The area between I-490 and University Circle includes a part of Cleveland known as the "Forgotten Triangle" due to the lack of economic activity.

HEALTH-TECH CORRIDOR: This three-mile, 1,600-acre corridor connects University Circle, MidTown and downtown. It is located along the Greater Cleveland Regional Transit Authority's Health Line.

WEST 25th: MetroHealth is a primary anchor for the corridor, a five-mile stretch extending from the Shoreway on the north to Brookpark Road on the south.

EAST 22nd: This project is focused on revitalizing East 22nd Street between Orange and Euclid avenues. The \$4.3 million project is intended to build off improvements made by Cleveland State University, St. Vincent Charity Medical Center, CMHA and Cuyahoga Community College.

There's a transformation happening within the City of Cleveland's approach to public safety, according to Deputy Chief Deon McCaulley, and it's one that doesn't always get the attention it deserves in the wake of controversial trials and a high rate of homicides.

"We're shifting the mindset in the front-line officer from thinking that community policing is something that's done in a separate unit to thinking, 'Community policing is me,'" McCaulley said. "We're pushing our officers to get out of the car, get back on foot and walk the neighborhoods. ... Get to know the people so they don't just see you when you are writing a ticket or are in an adversarial situation."

The city's in the early stages of complying with the May 2015 consent decree agreement with the Department of Justice designed to address its pattern of excessive force.

Today's approach to public safety — within the city and throughout the region — is all about partnerships, McCaulley said. As an example, he described strategy meetings between his department and

safety forces for the Cuyahoga Metropolitan Housing Authority, Greater Cleveland RTA, the Cleveland Metropolitan School District and the Cleveland Public Library.

"Because when a problem happens at school, it's going to get on the transit to go home, it may stop at the library, and then ultimately it will end up in the neighborhood," McCaulley said.

Officers can increasingly be found reading to kindergartners, organizing football clinics and carting around grills in an old U-Haul truck to host pop-up barbecues in the neighborhoods. The number and strength of block clubs and community activists are on the rise, and such groups are partnering up with officers to address the city's toughest public safety challenges.

There's also an increased focus in Northeast Ohio on serving ex-offenders returning to communities with housing and — most importantly — jobs.

"When someone is gainfully employed, the recidivism rate goes way down," said Cleveland Foundation program director for human services and child and youth development Lisa Bottoms. "It's a preventative tool but it's also a survival tool. If you can take care of yourself and your family then you don't need to go back to the

life that landed you in jail."

Bottoms pointed to examples like Lutheran Metropolitan Ministry and its Central Kitchen, a program that employs ex-felons in providing food services to the area's homeless shelters.

Another public safety success story, said Bottoms, is the Cuyahoga Metropolitan Housing Authority's Police Assistance Referral (PAR) program, which distributes cards to residents during each interaction, providing a phone number where they can access a variety of help.

"Eighty percent of police calls are non-arrest situations," said Bottoms. "Before PAR, they didn't have anything in their tool belt to help people where it wasn't an arrest or safety situation. ... The police are now seen as first responders and helpers."

As strategies for compliance with the consent decree continue to develop, McCaulley and Bottoms agreed that the city's approach to public safety will be increasingly one of prevention and partnership.

"We have to work together with the community, with residents, with businesses, with government to align the resources we have," said Bottoms, "so that enforcement is just one piece of the public safety puzzle."

CAUCUS PERSPECTIVE

Of the 94 Clevelanders who were shot and killed in 2014, 11 were children who were involved at the Boys & Girls Clubs of Cleveland, said the organization's president, Ron Soeder, in his address to the Greater Cleveland Caucus.

"I'm tired of seeing kids killed in Cleveland and we need to change it," said Soeder. "People are starting to talk about violence as a public health crisis, and that's a positive thing. We need to think about how we can help each other and what causes this to happen."

Among participants in the caucus, 37% believe the highest safety-related community priority should be supporting an interdisciplinary police and community approach. Another 28% support holding

Community Priorities

Support an interdisciplinary police and community approach	37%
Mini-caucuses in neighborhoods to bring police and community together	28%
Invest in local opportunities to replace guns with good jobs	23%
Promote rigorous, inclusive representative police recruitment	12%

mini-caucuses in neighborhoods to bring police and community together, while 23% ranked as a highest priority investing in local opportunities to replace guns with good jobs.

Among kids, there's a lack of hope: "Kids don't think they will live past the age of 18," Soeder said. "We need to be educating and caring about our kids from the time they are born."

As an example from his own life, he told the story of a young woman whom he mentors who gave him a birthday card recently. Fatherhood is just a noun, she wrote, and often has nothing to do with biology.

She thanked him for doing for her what her own father couldn't.

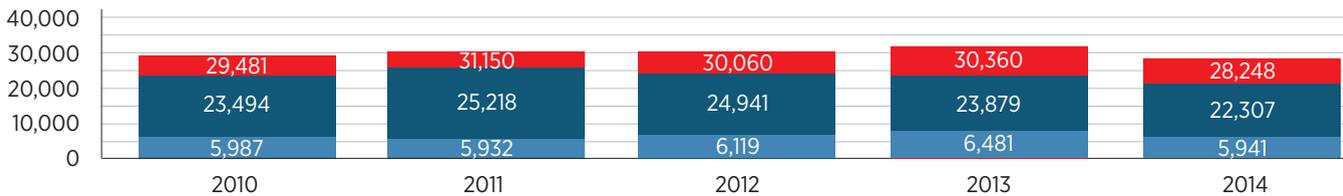
He challenged the audience: "All of us can lift someone up."

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CLEVELAND CRIME OVERALL

City of Cleveland Crime 2010-2014

■ Total Crimes ■ Property Crimes ■ Violent Crimes



SOURCE: Northeast Ohio Data Collaborative (NEO CANDI), Case Western Reserve

CRIME BY COUNTY

Violent crimes (2013)

Counties	MURDER		FORCIBLE RAPE		ROBBERY		AGGRAVATED ASSAULT	
	Rate*	Total	Rate	Total	Rate	Total	Rate	Total
Cuyahoga	5.5	70	42.4	535	314.5	3,972	170.3	2,151
Geauga	4.3	4	3.2	3	6.4	6	25.5	24
Lake	0.0	0	23.9	55	26.1	60	94.8	218
Ohio	4.0	468	33.3	3,853	120.7	13,962	114.8	13,282
U.S.	4.5	14,319	25.9	82,109	102.2	325,802	229.6	726,777

Property crimes (2013)

Counties	BURGLARY		LARCENY THEFT		MOTOR VEHICLE THEFT		ARSON	
	Rate*	Total	Rate	Total	Rate	Total	Rate	Total
Cuyahoga	839.1	10,599	1,494.2	18,874	395.2	4,992	28.3	357
Geauga	78.7	74	622.5	585	12.8	12	2.1	2
Lake	240.6	553	1,099.4	2,527	40.9	94	4.8	11
Ohio	735.3	85,081	1,794.6	207,652	160.7	18,593	19.7	2,279
U.S.	610.5	1,932,139	1,901.9	6,019,465	221.3	700,288	N/A	N/A

*Per 100,000 population

SOURCE: Ohio Office of Criminal Justice Services

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STEP 2



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10 W. Broad Street
One Columbus Center, Suite 1900
Columbus, Ohio 43215



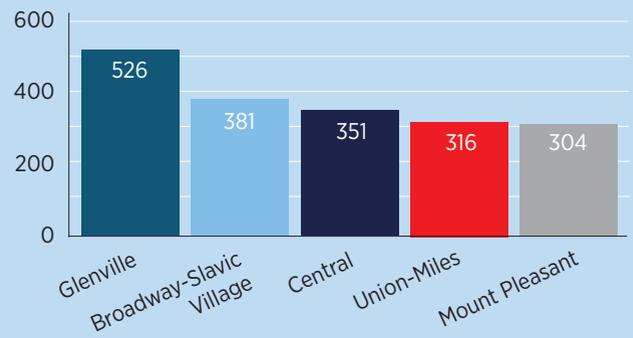
Crime, by Cleveland neighborhood

Neighborhood	Total violent crimes, number, 2014	Total property crimes, number, 2014
Bellaire-Puritas	102	526
Broadway-Slavic Village	381	1,455
Brooklyn Centre	179	475
Buckeye-Shaker Square	141	708
Buckeye-Woodhill	153	421
Central	351	795
Clark-Fulton	170	500
Collinwood-Nottingham	242	697
Cudell	176	553
Cuyahoga Valley	15	111
Detroit Shoreway	208	662
Downtown	216	1,022
Edgewater	52	261
Euclid-Green	65	241
Fairfax	165	439
Glenville	526	1,486
Goodrich-Kirtland Pk	110	375
Hopkins	3	109
Hough	196	447
Jefferson	150	1,001
Kamm's	101	776
Kinsman	108	396
Lee-Harvard	102	439
Lee-Seville	37	226
Mount Pleasant	304	925
North Shore Collinwood	175	638
Ohio City	151	528
Old Brooklyn	161	1,215
St.Clair-Superior	152	390
Stockyards	147	592
Tremont	80	409
Union-Miles	316	1,070
University	86	463
West Boulevard	216	1,021

SOURCE: Northeast Ohio Data Collaborative (NEO CANDO), Case Western Reserve

CRIME IN CLEVELAND'S NEIGHBORHOODS

Top 5 neighborhoods for violent crimes (2014)

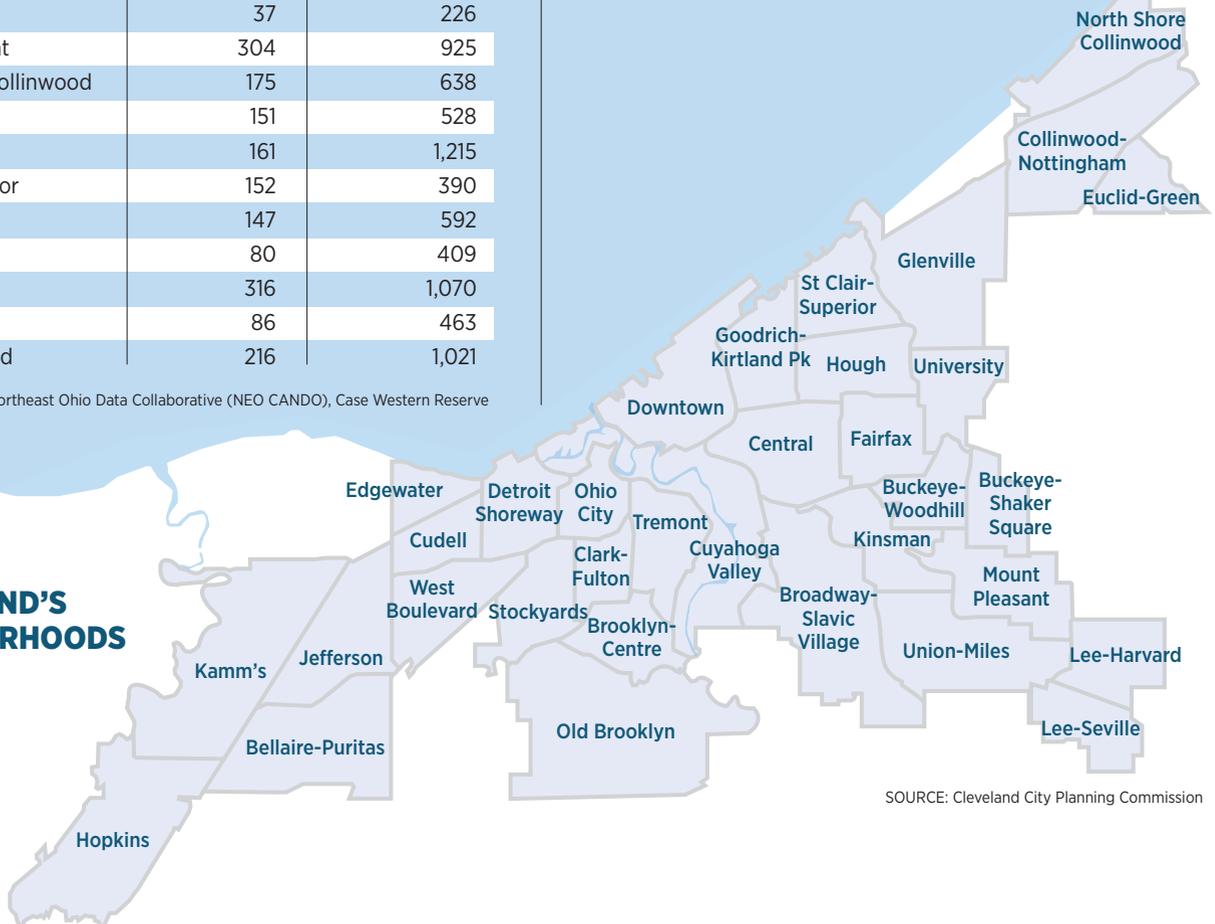


Top 5 neighborhoods for property crimes (2014)



SOURCE: Northeast Ohio Data Collaborative (NEO CANDO), Case Western Reserve University

CLEVELAND'S NEIGHBORHOODS



SOURCE: Cleveland City Planning Commission

TRANSPORTATION

Whether it's getting to work, school, doctor appointments or the grocery store, for many in Northeast Ohio public transit is the only option for getting from here to there. In fact, a full 40% of Greater Cleveland RTA riders are reliant on public transportation to reach jobs, schools and critical social services.

"I don't think there are too many more important things to quality of life than getting Clevelanders to work and school," said RTA CEO and general manager Joe Calabrese. "Public transportation is important in driving the economy by educating residents for the jobs of the future and getting them to their jobs."

As integral as public transportation is to public health, job growth, neighborhood revitalization and educational attainment, it faces the dire challenge of what officials say is inadequate state funding. Rider fees cover only 20% of RTA's operating budget, Calabrese said. That budget has increased in recent years, but it's most often applied

toward Ohio's \$23 million backlog of infrastructure repairs and maintenance, rather than expanding services. Currently, RTA is considering a number of options to bring its budget into balance. The organization has to trim \$7 million.

Though Ohio ranks 13th in public transit ridership — RTA transports 200,000 on an average workday — it ranks 38th in funding for public transportation. Take a look at neighboring states of comparable size such as Pennsylvania, Illinois and Michigan, said Calabrese, and you'll find an average of about \$57 in state public transit funding per capita. Ohio receives 63 cents per capita.

Even among the 60% of residents who have other options for getting places, there are an increasing number who want greater access to quality public transportation as well, says Cleveland Foundation program director of arts and urban design Lillian Kuri. She cites research that shows millennials are driving less, and they want to live in places where they can walk, bike or get around by public transit.

"If we want to attract and keep the next generation, we have to invest in public

transportation," Kuri said. "They are demanding it."

Cleveland's neighborhoods are increasingly responding to that desire for walkable and bikeable communities. Of WalkScore's ranking of the most walkable areas in the U.S., downtown Cleveland earned 87 out of 100 points, while Ohio City achieved 78 points and University Circle 71 points. The city of Cleveland now has 81 miles of bike lanes, sharrows and trails with an additional 26.9 planned for 2016.

And it's not just millennials themselves speaking up for better public transportation.

"Now the calls I get are from employers saying, 'For me to attract the workforce I need, I need good public transit access,'" said Calabrese, who's also looking to regionalization to ease its funding crises, which he estimates could cut expenses by 8% to 14%.

Kuri said the funding challenges that our public transportation systems are experiencing today have a wide-reaching impact on so many other pressing community needs.

"It's an economic development issue," she said, "and it relates to quality of life and equity."

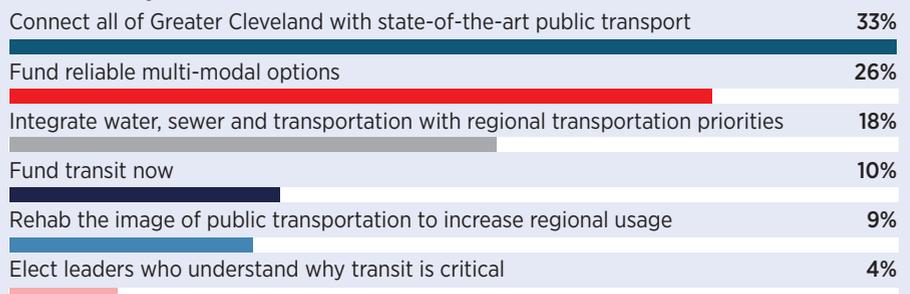
CAUCUS PERSPECTIVE

While \$10 billion in federal transportation funds are headed to Northeast Ohio over the next 20 years, \$2 billion of that will be needed just to bring our existing infrastructure into good repair.

"Our highway system was conceived when we were the fifth or sixth largest metro area in the country," said Grace Gallucci, executive director of the Northeast Ohio Areawide Coordinating Agency (NOACA), to the attendees of the Greater Cleveland Caucus. "We added 25% more development in 50 years without population growth. We built more roads, needed more infrastructure, and now we can't maintain it."

That's why NOACA is taking a strategic approach to prioritize how funds should be allocated by creating a 20-year transportation plan, and Gallucci is encouraging residents across NOACA's

Community Priorities



five-county service area to get involved.

"We're developing an aggressive engagement plan to give everyone an opportunity to participate in the spending of those dollars," she said. "This is your funding, you need to help decide how to spend it."

One-third of caucus attendees believed connecting all of Greater Cleveland with state-of-the-art public transport should be a top community priority, followed

closely by funding for reliable multi-modal options (26%) and integrating water, sewer and transportation with regional transportation priorities.

"We are over capacity in automobiles but underserved in mass transit, bike and pedestrian. These are the modes we need to better consider," she said. "We need to make sure quality of life is improved by transportation options."

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PUBLIC TRANSPORTATION

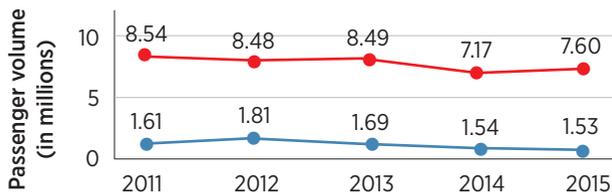
Greater Cleveland Regional Transit Authority

	2011	2012	2013	2014	2015
Ridership (in passenger trips)	46.2 million	48.2 million	49.2 million	49.2 million	47 million
Operating budget	\$260.5 million	\$268.1 million	\$278.7 million	\$268.8 million	\$308 million
Revenue miles (rail)	2.5 million	2.7 million	3.2 million	3.4 million	3.3 million
Revenue miles (bus)	19.7 million	17.6 million	14.4 million	13.9 million	14 million

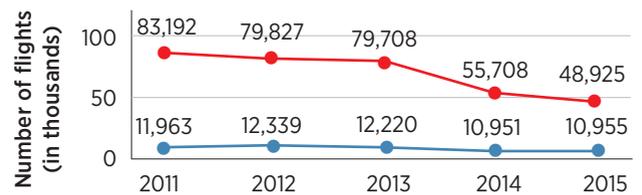
SOURCE: Greater Cleveland RTA

AIRPORT

■ Cleveland Hopkins ■ Akron Canton



■ Cleveland Hopkins ■ Akron Canton



CURRENT USAGE (U.S. FLIGHTS ONLY)

CLEVELAND HOPKINS

3.812 million (up 4.38% from 2014)	Number of passengers — arrivals
3.788 million (up 3.73% from 2014)	Number of passengers — departures
48.9 million (down 16.03% from 2014)	Number of scheduled flights
4,000	Scheduled flights monthly average
134	Scheduled flights daily average
165 million pounds (up .63% from 2014)	Air freight
United (21.8%), Southwest (14.23%), Frontier (12.12%) ExpressJet (11.65%) Spirit (7.06%)	Top five carriers
Chicago O'Hare (408,000), Atlanta (331,000), Chicago Midway (217,000), Las Vegas (203,000), Orlando (197,000)	Top five destination airports

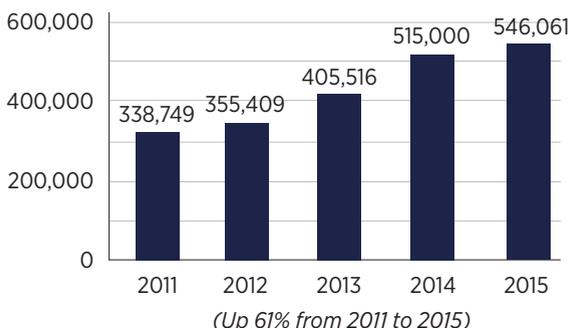
AKRON CANTON

762,000 (down 0.74% from 2014)	Number of passengers — arrivals
764,000 (down 0.93% from 2014)	Number of passengers — departures
10,955 (down .04% from 2014)	Number of scheduled flights
913	Scheduled flights monthly average
30	Scheduled flights daily average
386,000 pounds	Air freight
Southwest (46.8%), Delta (20.2%), PSA (18.0%), ExpressJet (8.0%), Endeavor (3.0%)	Top five carriers
Atlanta (230,000), Charlotte (103,000), New York LaGuardia (65,000), Orlando (57,000), Chicago O'Hare (53,000)	Top five destination airports

SOURCE: U.S. Department of Transportation Bureau of Transportation Statistics

PORT OF CLEVELAND

International cargo (in metric tons) over the last five years



WALKABILITY/BIKE PATHS

WALKABILITY

Five most walkable Cleveland neighborhoods as ranked by WalkScore

- Downtown: 87 out of 100 points
- Ohio City / Near West Side: 78
- University Circle: 71
- Detroit-Shoreway: 71
- Buckeye-Shaker: 69

BIKE LANES, SHARROWS AND TRAILS

- City of Cleveland: 81 miles (additional 26.9 miles planned for 2016)
- Cuyahoga County: 157 miles
- Lake County: 17 miles
- Geauga County: 15 miles

SOURCE: Sustainable Cleveland, NOACA

35th CLEVELAND'S RANKING ON WALKSCORE CITIES

SOURCE: WalkScore

We can turn your passion INTO PURPOSE.



KATHERINE E. COLLIN



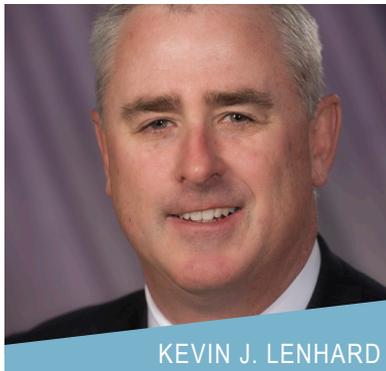
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CRAIN'S WOMEN OF NOTE SUMMIT & AWARDS: THE WOMEN'S CAUCUS

Introducing a new and enhanced format for 2016!

Join us for the Women of Note Awards Luncheon to hear the inspiring stories from this year's honorees, and stay for our second annual Summit, featuring Cleveland's very own "Women's Caucus." The Summit and Caucus, presented by the Cleveland Foundation, will be a can't-miss afternoon of thoughtful conversations, centered on sharing your own experiences, acquiring new contacts and creating new ideas through interactive table facilitation and dialogue.

PANEL DISCUSSION

"Rise to the Top: A frank discussion on women in leadership and equality in the workplace"

MODERATOR



Barbara Snyder
president,
Case Western Reserve University



Julie Boland
managing partner, Cleveland,
Ernst & Young



Robyn Minter Smyers
partner-in-charge, Cleveland,
Thompson Hine



Michele Connell
managing partner, Cleveland,
Squire Patton Boggs

IGNITE SPEAKERS & TOPICS

1. Caregiver conundrum

Dr. Sara Laskey

vice president, chief patient experience officer,
MetroHealth System

Dr. Sonja Harris-Haywood

director, NEOMED-CSU Partnership for Urban Health

2. Financial empowerment

Sandra Gontero

founder & CEO, EPOCH Wealth Management LLC

Nan Cohen

founder & CEO, Creekside Financial Advisors LLC

3. Making the world a better place

Phyllis Harris

executive director, LGBT Community Center of Greater Cleveland

Erika Anthony

senior director, advocacy, policy & research, Cleveland
Neighborhood Progress

4. A united front: working together at work

Armond Budish

Cuyahoga County Executive

Sharon Sobol Jordan

chief of staff, Cuyahoga County

May 25, 2016 | Huntington Convention Center of Cleveland

Luncheon: 11:30 a.m. - 1:30 p.m. | Women's Organization Expo & Networking: 1:30 - 2:30 p.m. | Summit: 2:30 - 6 p.m.

Tiered ticket pricing is available for both programs at CrainsCleveland.com/WON

Questions? Contact Kim Hill at kehill@crain.com or 216-771-5182

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