

THE CLEVELAND MODEL



**Create Jobs for
the Underemployed**



**Generate Wealth for
Low-Income Residents**



Stabilize Neighborhoods

**BUILDING COMMUNITY WEALTH TO
TRANSFORM CLEVELAND AND CHANGE LIVES**

1. Cleveland Clinic

- New Heart Center **\$450 Million**
- New Alley Entrance **\$50 Million**
- Two new parking Structures **\$150 Million**
- Global Innovation / w Fairfax **\$60 Million**



5. UPTOWN

University Arts / Retail District

- 200 units housing **\$250 Million**
- 200,000 SF Retail
- MOCA/ CIA

2. CWRU – West Quad

Phase I - 500,000 SF

\$120 Million



3. Veteran's Affairs Medical Center

- New Bed Tower **\$100 Mi**
- New Domiciliary **\$50 Million**
- 2000 Car parking **\$100 Million**



4. Cleveland Museum of Art

- Renovation / Expansion

\$250 Million



7. CMSD JOHN HAY CAMPUS

- John Hay Renovation **\$40 Million**
- School of the Arts **\$60 Million**
- Landscaping Plan **\$1 Million**

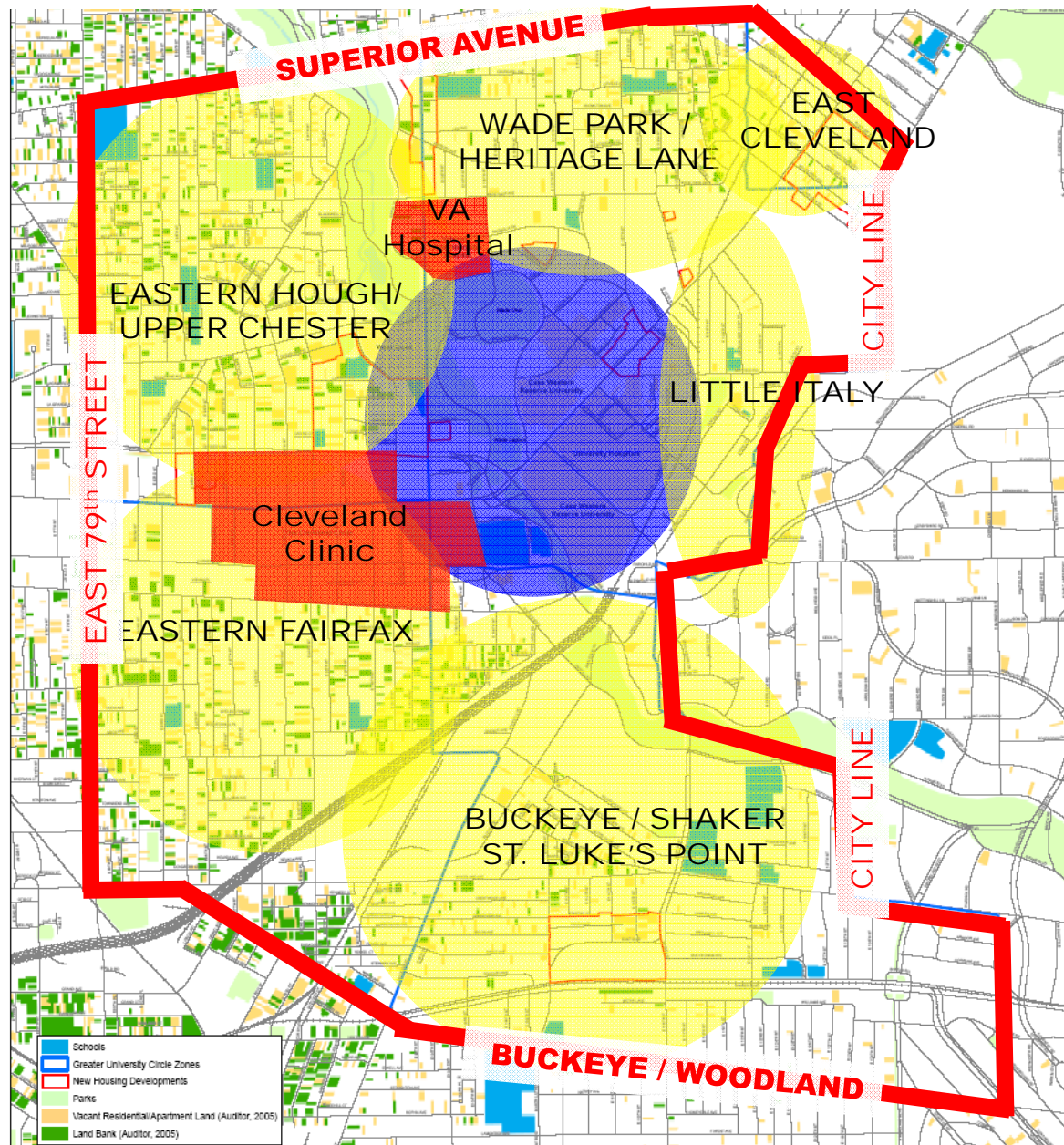
6. University Hospitals

- New Cancer Center **\$400 Million**
- New ER **\$250 Million**
- New parking Structure **\$150 Million**



GREATER UNIVERSITY CIRCLE

“New Geography of Collaboration”

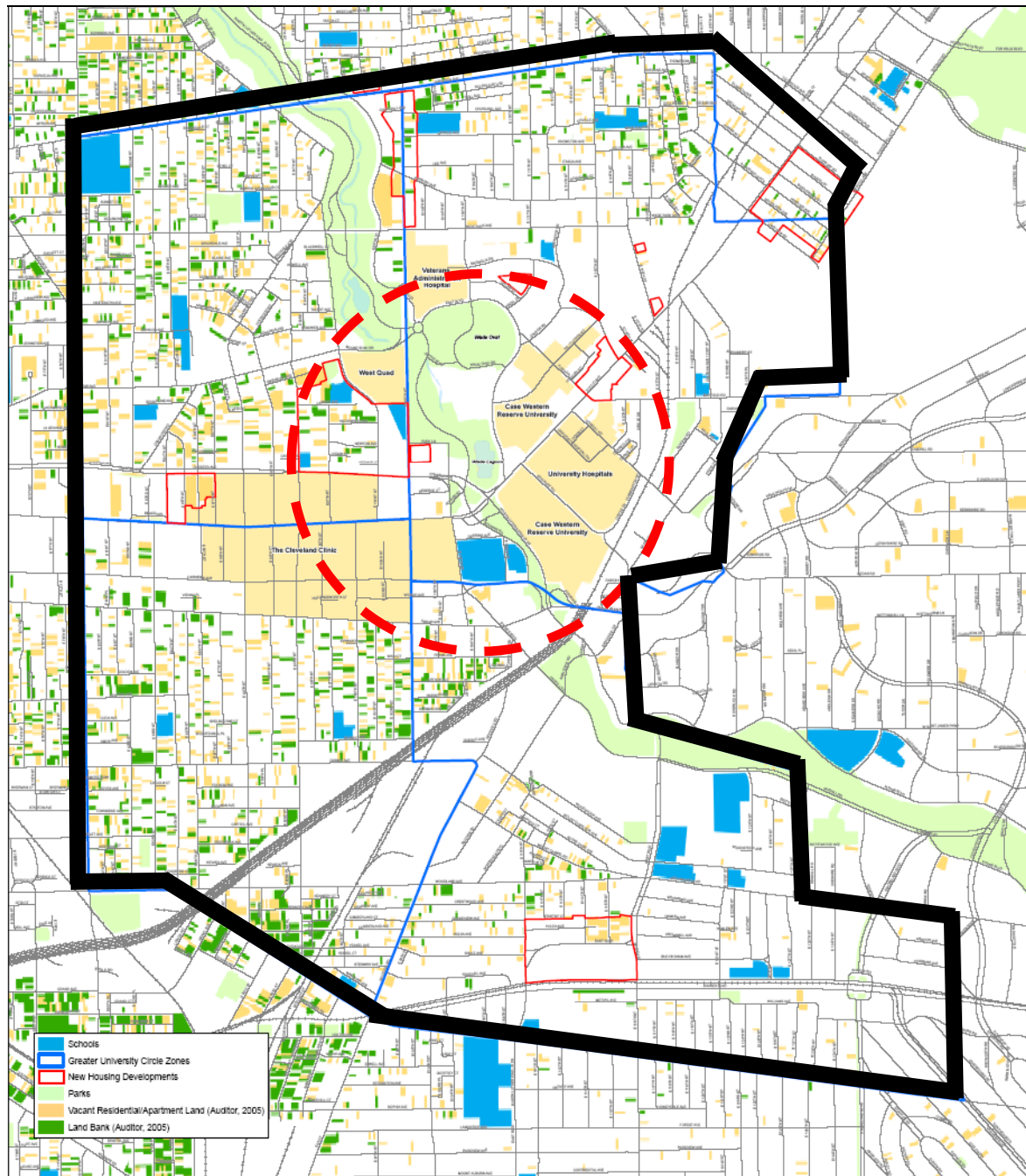




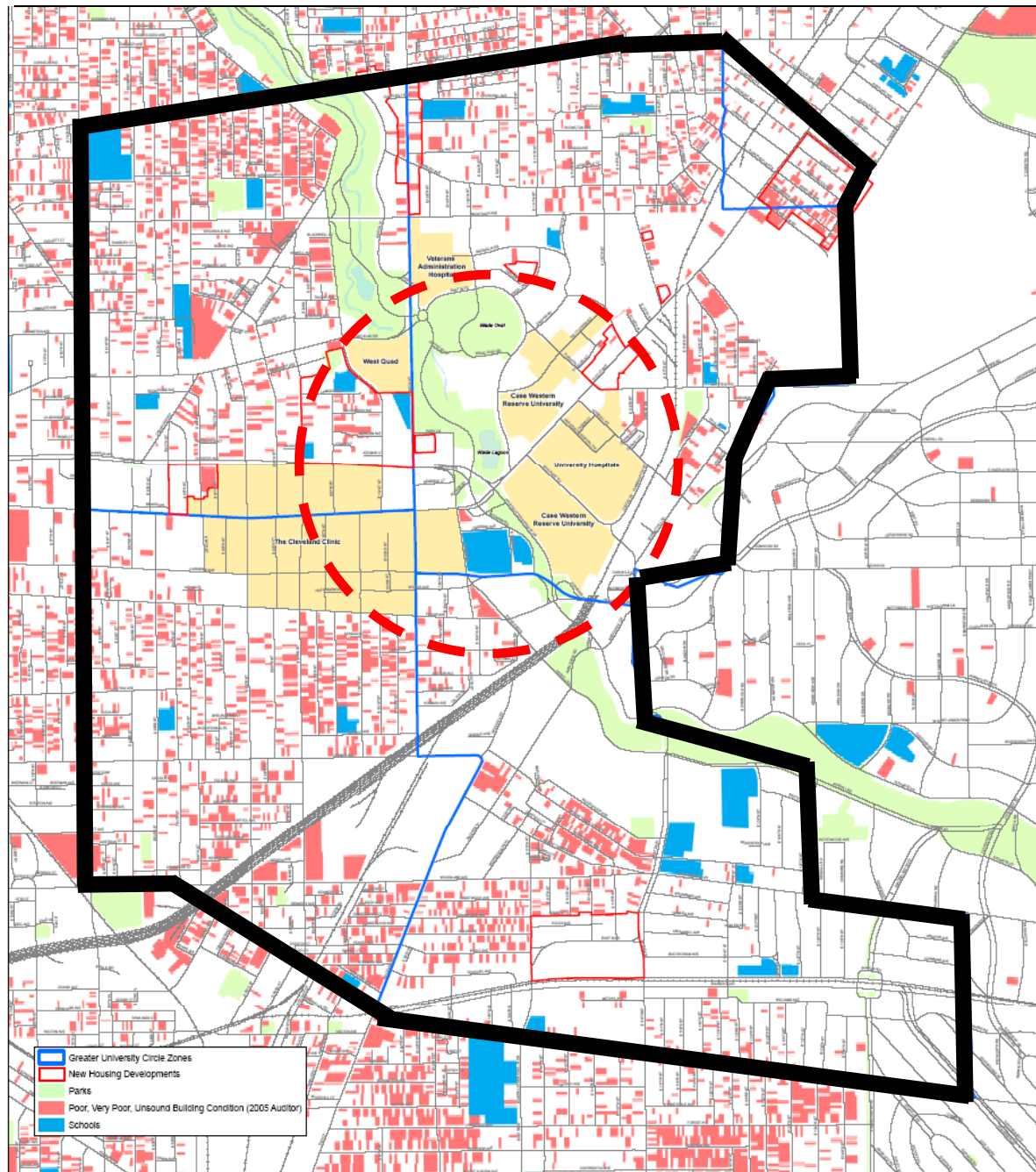
NEIGHBORHOOD CHALLENGES



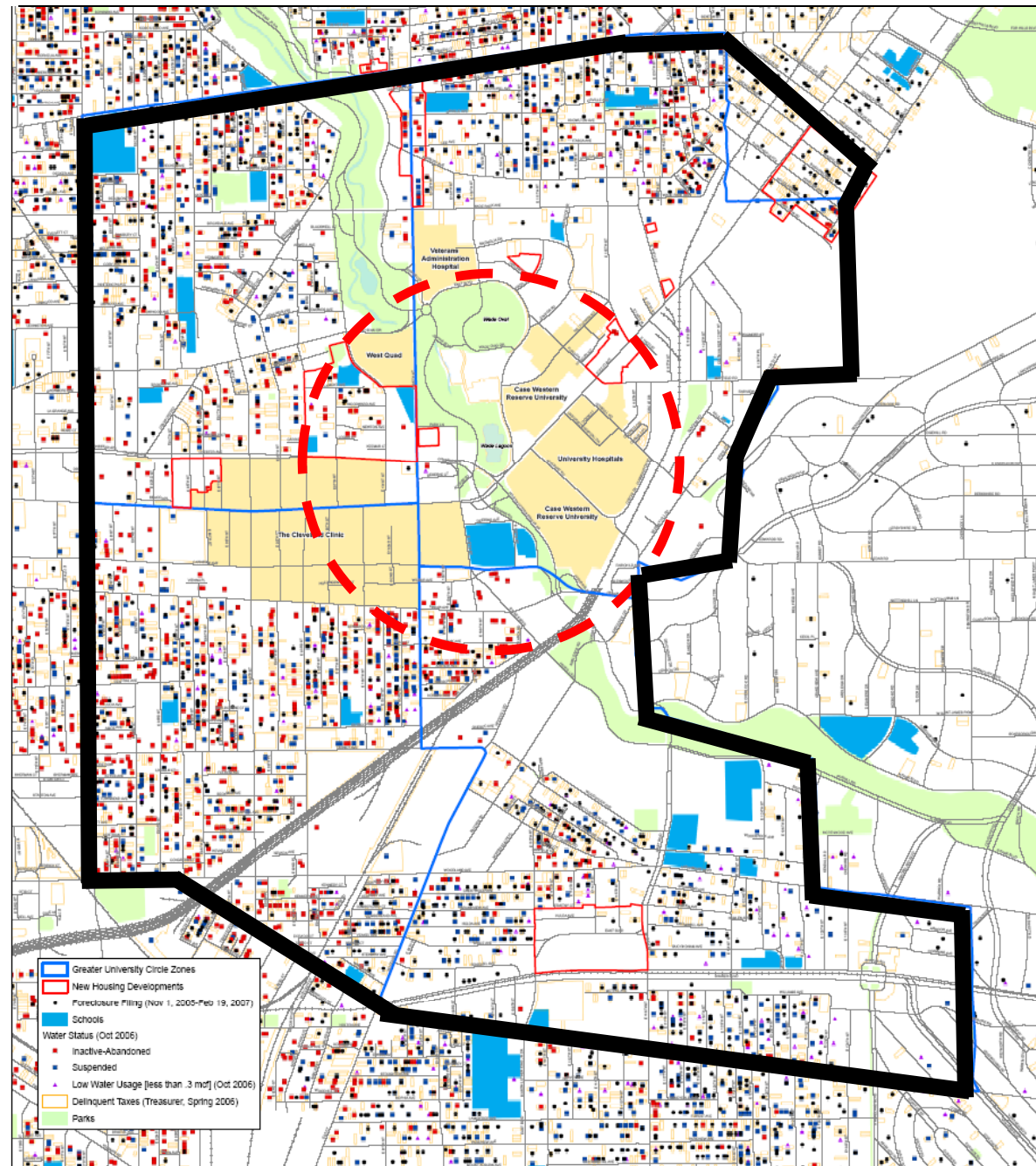
VACANT LAND



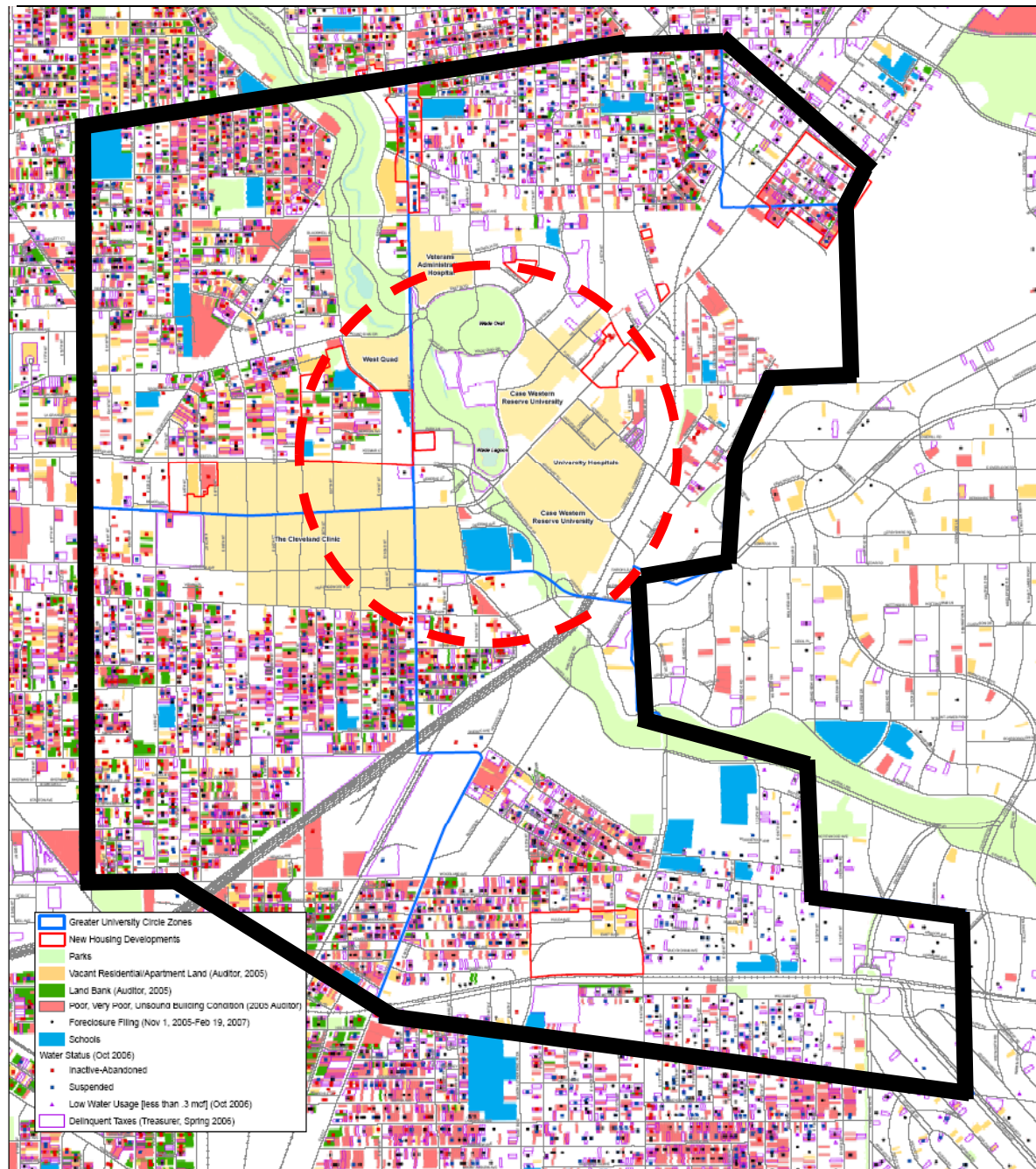
POOR & UNSOUND BUILDING CONDITIONS



WATER SHUT OFFS / TAX DELIQUENCIES / FORECLOSURES



NEIGHBORHOODS AT RISK



OUR STRATEGY

- 1. Focus anchor institution purchasing locally**
- 2. Create new community-based businesses**
- 3. GREEN**
- 4. Link to expanding sectors of the economy (e.g., health and energy)**
- 5. Ensure financing and management to move to scale**



Launching in 2009-2010

1. Evergreen Cooperative Laundry
2. Ohio Cooperative Solar
3. Green City Growers
4. Neighborhood Voice

Planning & Development

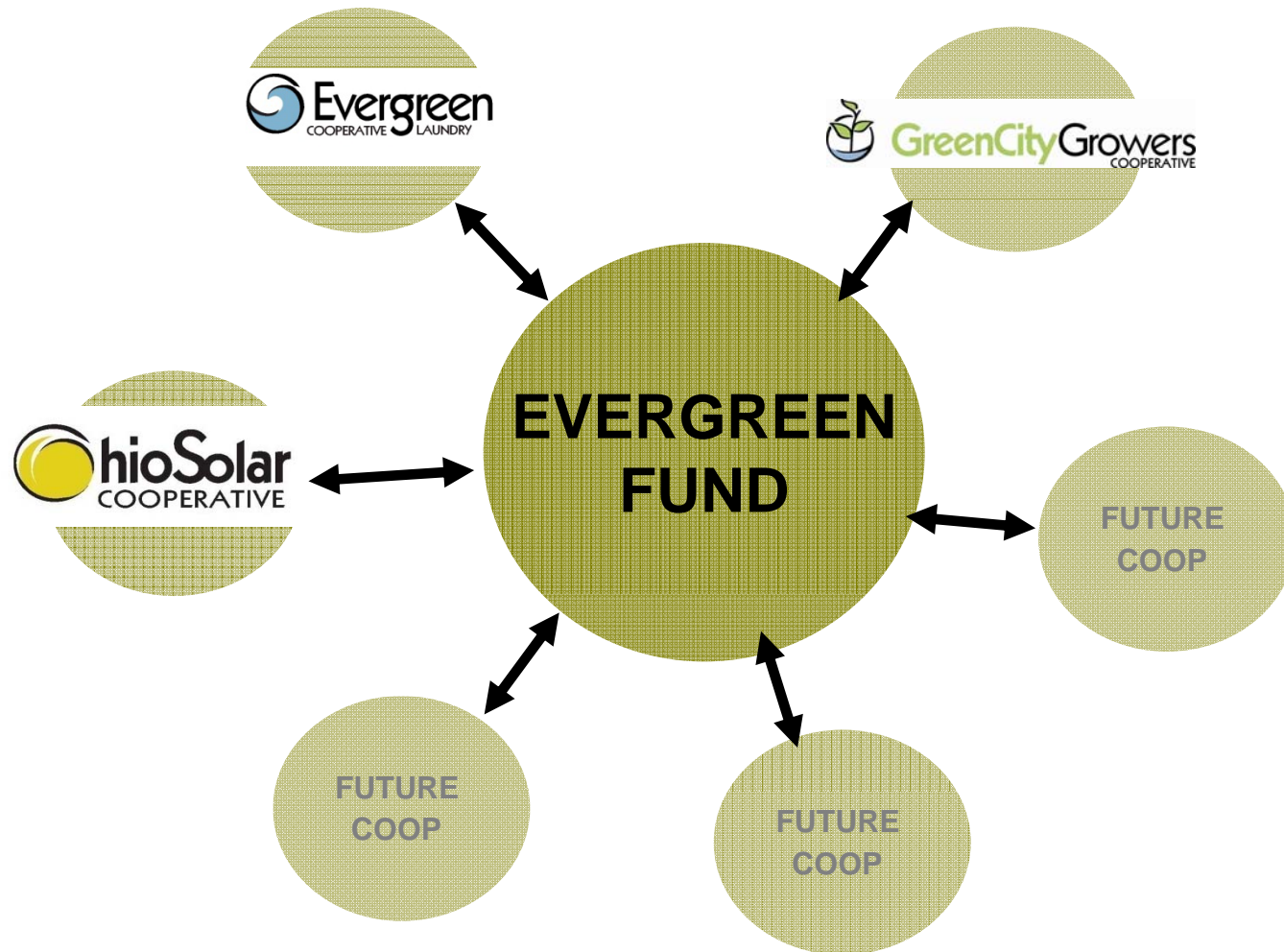
5. Three to Four (3-4) Next Generation Businesses (2-3 year launch window)





Evergreen

COOPERATIVE DEVELOPMENT FUND



EVERGREEN CRITERIA

- Profitable
- Hire locally
- Matched to anchor needs
- Living wage + benefits
- Green
- Employee-owned
- % of profits to Fund

GOALS

- Create new jobs for neighborhood residents
 - **500 > 5,000**
- Anchor productive capital within poor neighborhoods
- Promote asset accumulation for low- and moderate-income residents
- Stop \$\$ from leaking out of NE Ohio
- Build viable, locally-owned economic enterprises that can help stabilize the neighborhoods
- A growing Evergreen network of businesses

OUR EMPLOYEES



“Because this is an employee-owned business, it’s all up to us if we want the company to grow and succeed. This is not just an eight-hour job – this is our business.”

– *Keith Parkham*

“I never thought I could become an owner of a major corporation. Maybe through Evergreen things that I always thought would be out of reach for me might become possible. Owning your own job is a beautiful thing.”

– *Medrick Addison*