

Case Study

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A Strategy for Collaboration: Integrating the Landscapes of Academia and Community Development

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Lillian A. Kuri, RA, LEED AP, The Cleveland Foundation

SCUP 42 International Conference
Chicago, Illinois
July 10, 2007

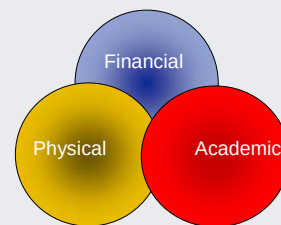
SCUP 42 Conference Theme

Shaping the Academic Landscape: Integrated Solutions

How do we, as planners, work together to shape
integrated strategic solutions?

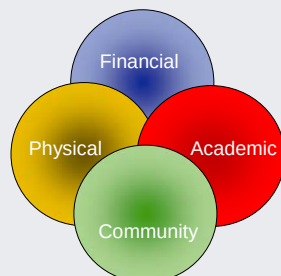
CASE WESTERN RESERVE UNIVERSITY

Integrated Planning



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Integrated Planning



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A Strategy for Collaboration:

- Community Planning Initiative
- Led by Community Foundation
- Participation of Community Leaders, Foundations
- Brought together institutions, neighborhoods, individuals to
 - identify priority projects
 - develop solutions in a public process
 - secure funding
 - implement

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Cleveland, Ohio



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- Population of 2.9 million in Consolidated Metropolitan Statistical Area
- Population of 1,363,800 in Cuyahoga County
- Most heavily populated county in Ohio
- Population of 500,000 in City of Cleveland
- 40th largest city in the country (30th largest in 2005)
- 15th largest consumer market in the U.S.
- Poorest City in the US: 2006, 2007

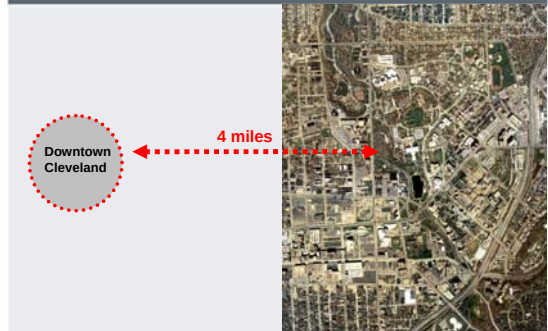
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University Circle



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University Circle One square mile in size: 550 acres



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University Circle Cultural Destination

- Over 3 million visitors annually
- Home to major community festivals:
 - Parade the Circle Celebration
 - Fall for the Circle
 - Holiday CircleFest
 - Wednesdays on Wade Oval
 - Hessler Street Fair



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University Circle 50 Non-Profit Institutions

Educational
Case Western Reserve University
Cleveland Institute of Art
Cleveland Institute of Music

Cultural
The Cleveland Orchestra
Cleveland Museum of Art
Cleveland Museum of Natural History
Cleveland Botanical Garden
Case Western Reserve Historical Society

Healthcare/Research
University Hospitals of Cleveland
Veterans' Administration Hospital



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University Circle Economic Force

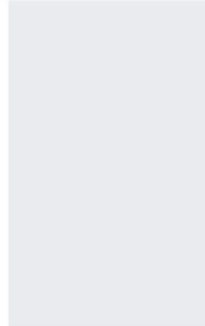


More than 40,000 employees and 18,000 students come to the Circle daily, making the Circle an economic force that is vital to Northeast Ohio.



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Case Western Reserve University Within University Circle



University Circle Cleveland Orchestra



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University Circle Cleveland Museum of Art



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University Circle Cleveland Botanical Garden



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Rockefeller Park
Fredrick Law Olmstead



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University Circle
Fine Arts Garden

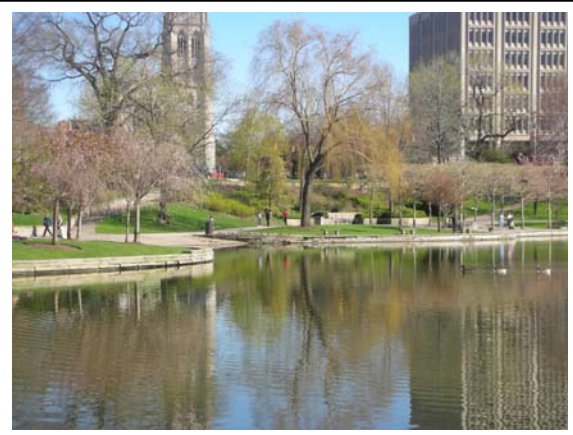


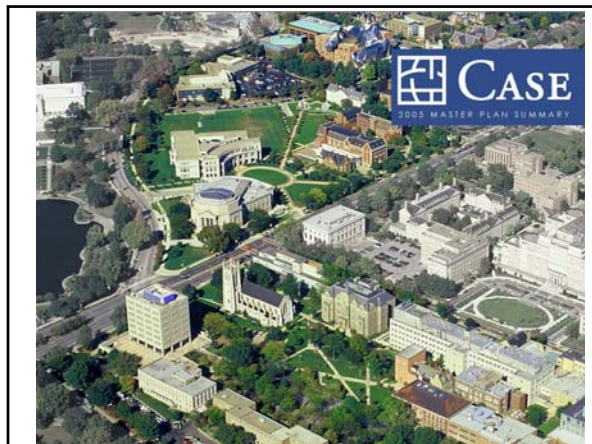
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Case Campus within University Circle



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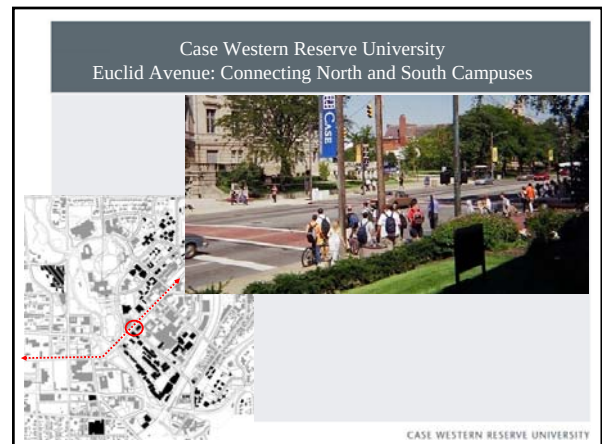
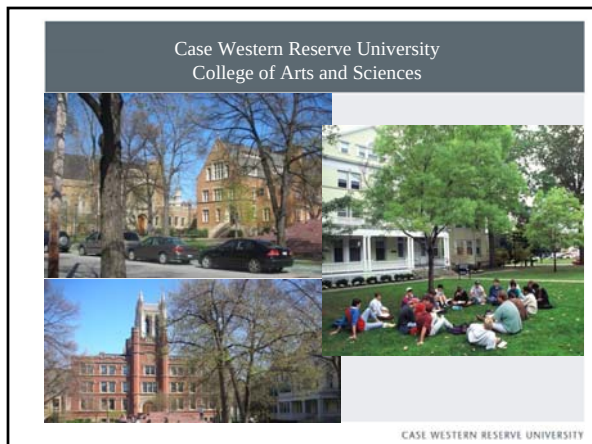
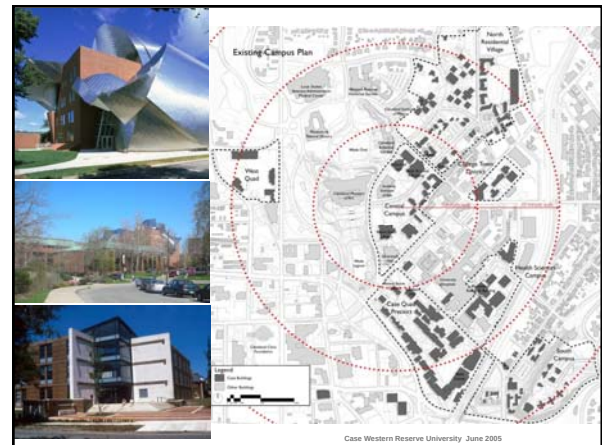
Case Western Reserve University

Enrollment: 9,927 Total headcount, all programs, Fall 2006
 Undergraduate: 4,305
 Graduate and Professional: 5,622
 States represented: 50
 Countries represented: **80**

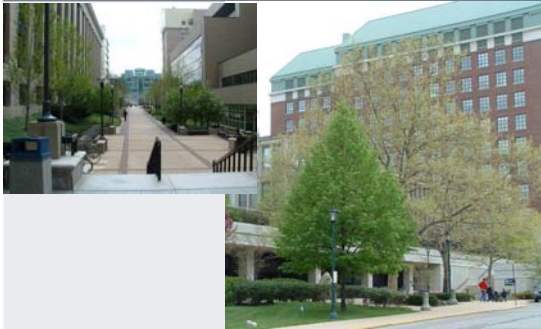
Faculty: 2,607 FT
Staff : 3,325 FT
Alumni: 100,000

Operating budget : \$853.7 million
Endowment funds: \$1.864 billion
Gifts from private sources (2005-06): \$69.4 million
External support for research (all sources, 2005-06): **\$418.9 million**
Full-time undergraduate tuition (2006-07): \$32,800
Campus size: 155 acres
Campus buildings: 101; **GSF: 6.3 million**
Institutional type (Carnegie classification): Research University (Very High Research Activity)

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Case Western Reserve University
Health Sciences Campus



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Case Western Reserve University
School of Engineering



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Case Western Reserve University
Case Quad



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Case Institute of Technology
Western Reserve University



The Federation:1964

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Case Western Reserve University



CASE WESTERN RESERVE UNIVERSITY



1988 Campus Master Plan

- First Campus Master Plan after Federation
- Primary objective:
Identify expansion opportunities
- Secondary objective:
Unify the campus



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2001 Campus Master Plan Ayers Saint Gross

Objectives

- Update 1988 Plan
- Identify opportunities for expansion
- Unify the campus
- Improve quality of student life



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2005 Campus Master Plan Planning Principles

- Unify The Campus
- Create Campus Identity
- Foster Environment of Living, Learning, and Discovery
- Focus Outward



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2005 Master Plan Precincts

1. Case Quad
2. Central Campus
3. Uptown
4. Health Sciences Campus
5. South Campus
6. West Campus



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Case Quad Major Initiatives

Objectives
Strengthen campus identity through creation of threshold landscapes.

Strengthen visual and pedestrian connectivity between north and south sides of campus.

Create new interdisciplinary research space for Engineering and Arts and Sciences.

Improve landscape of MLK Jr. Drive edge and open west edge of campus to connect campus interior to context of University Circle.



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Case Quad Projects

	2005
A Remove the Baker Building and create a landscape that visually and physically connects Case Quad with the Central Campus	Under Construction
B Improve campus identity improvement program with new landscape signage, lighting and new furniture	In Progress
C Build new interdisciplinary Engineering Facility	In Progress
D Repair Pillsbury Building and renovate Olver Hall/Gilman in various utilities	In Progress
E Remove surface parking lot between Avenue Stone Chapel and Crawford Hall and create a threshold landscape	New
F Restore the historic grading and planting of Case Quad and adjacent to park space. Use case the entry system in the Quad to better connect existing buildings and open the grounds	Intermediate
G Redevelop MLK Jr. Drive and adjacent Doan Brook. Restore and beautify landscape along MLK Jr. Drive	Intermediate Planning/Design/Construction
H Reopen that Hall with a new academic building and better quality parking structure	Long-term
I Build new Natural Science Building. Replace or renovate A.M. Doan and Henry Buildings. Redevelop program in Olver Hall	Long-term
J Build a bridge at Euclid Avenue and MLK Jr. Drive connecting to other direct connection between the Case Campus and Rockefeller Park	Long-term

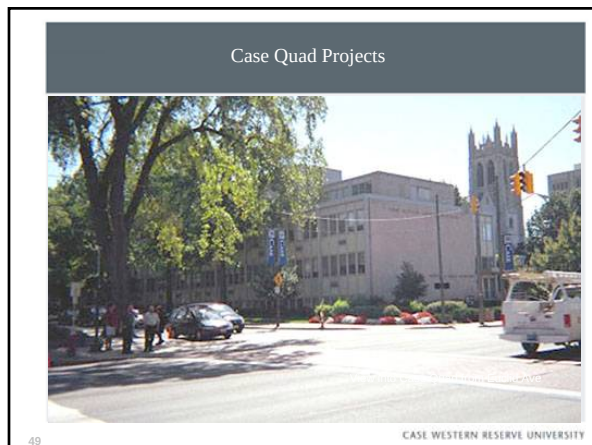
Near-term Projects



Intermediate and Long-term Projects



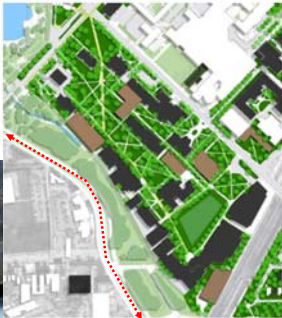
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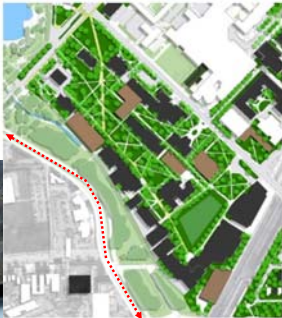


Case Quad Major Initiatives

Intermediate-term Initiatives
Restore and beautify landscape along MLK Jr. Dr.

Long-term Initiatives
Reconfigure MLK Jr. Drive and daylight Doan Brook.



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Central Campus Projects



Objectives:

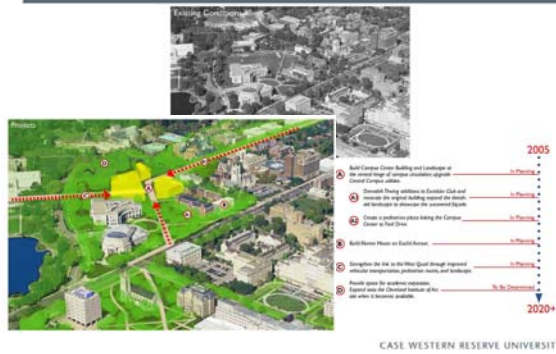
- Create a vibrant center to the campus; a "hub" for student, faculty, staff and alumni interaction, activities, etc.
- Create an iconographic symbol of the Case campus.
- Enhance space for performing arts
- Expansion space for Law School Library and MSASS.

Projects:

- Construct a Campus Center
- Construct New Mandel Center
- Construct a new Alumni Center

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Central Campus Projects



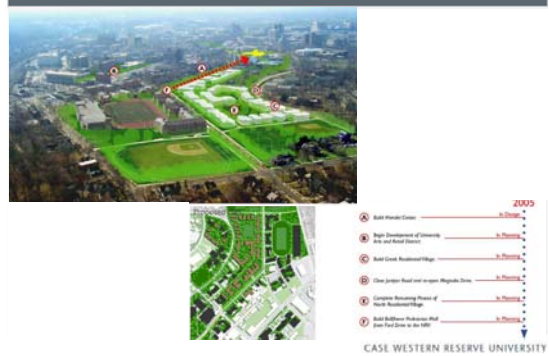
Central Campus Major Initiatives:
University Center



Case Western Reserve University
Student Center



Uptown



Uptown: North Residential Village and University Arts & Retail District

[NRV](#)
Undergraduate Housing
Greek Housing
Athletic Facilities

[Arts and Retail District](#)
Retail/Entertainment
Market Rate Housing
Graduate Student Housing
Offices
MOCA
CIA



North Residential Village

Objectives

- Consolidate all undergraduate housing in one location.
- Develop an integrated Living and Learning environment.

Projects:

- **NRV Phases I & II** under construction
- **Field House and/or Rec Center**
- **Greek Village**—11 new houses
- **NRV Phase III**—freshman housing
- **NRV Phase IV**—sophomore housing and new dining hall
- **Acquire properties on Bellflower Road**
- **Mandel Center**
- **Acquire properties on East 118th Street**



North Residential Village Phase I: Completed



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North Residential Village Phase I: Completed



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NRV Phase I : Completed



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NRV Phase I : Completed



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North Residential Village: Future Phases

In Planning

Build Greek Residential Village

Related Projects

- Close Juniper Road and re-open Magnolia Drive
- Acquire Bellflower Properties
- Finalize land swap with CIM

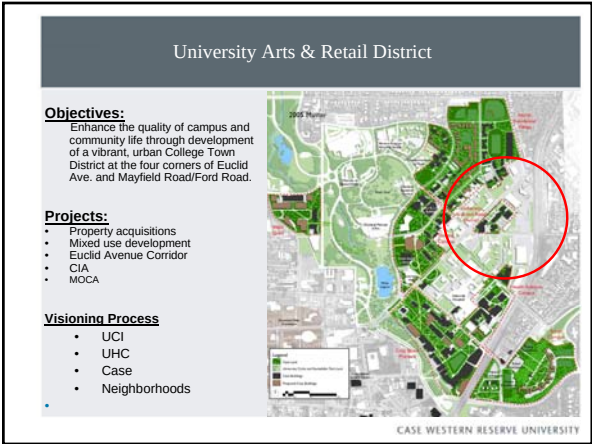
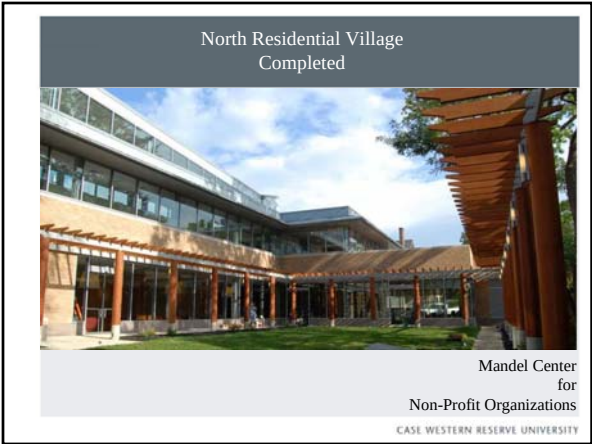
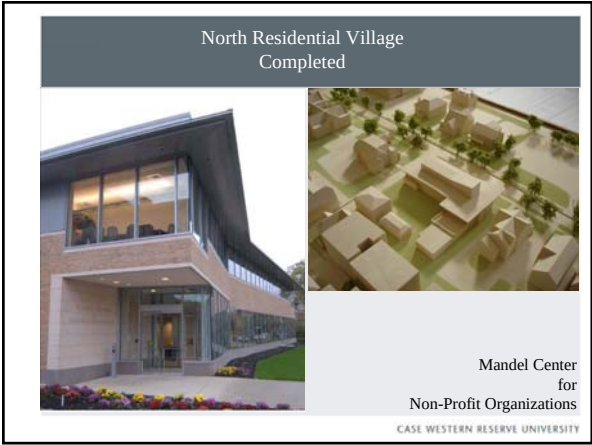
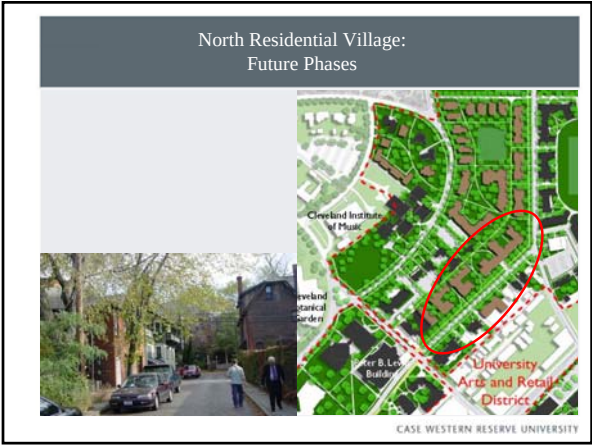
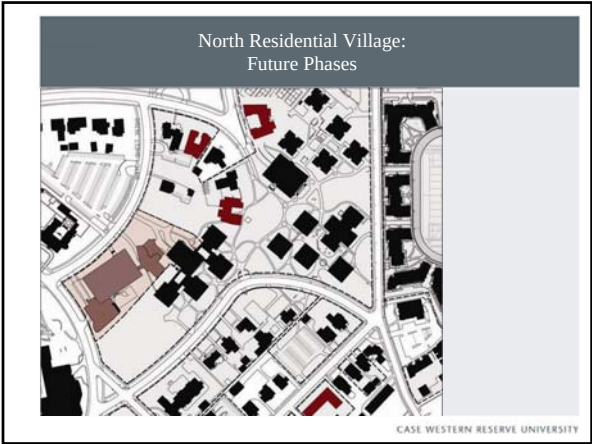


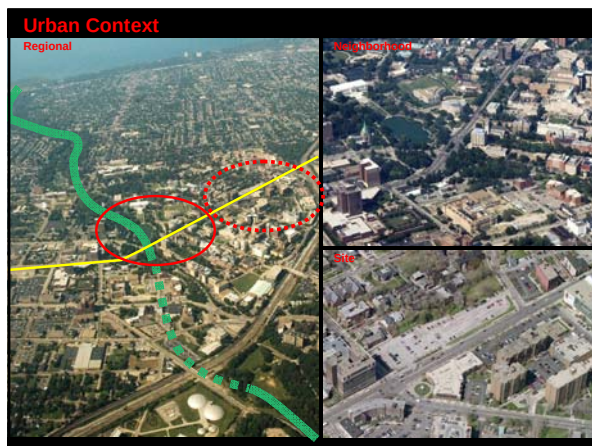
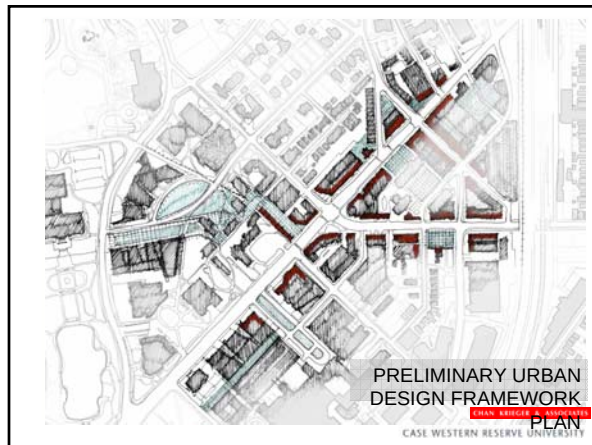
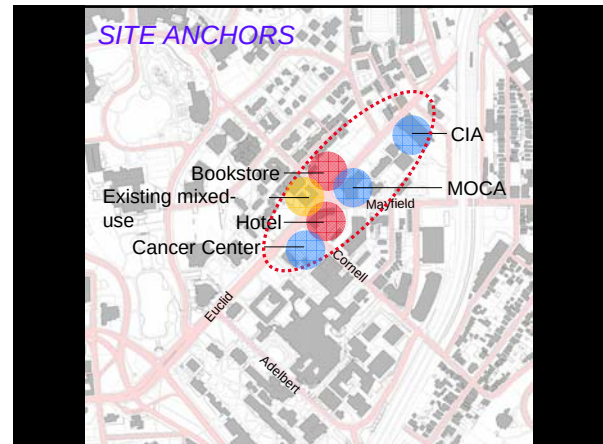
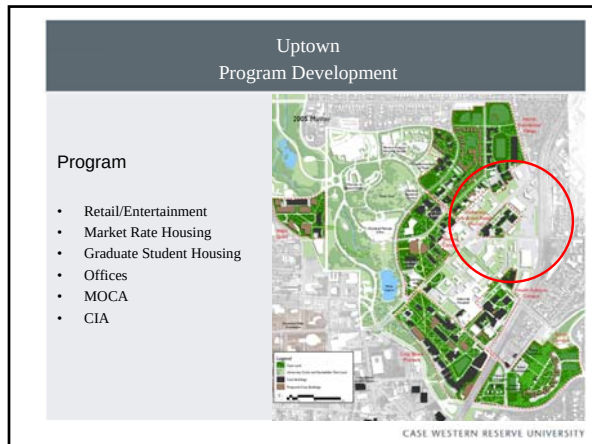
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North Residential Village: Future Phases



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Goals for a University Arts & Retail District include:

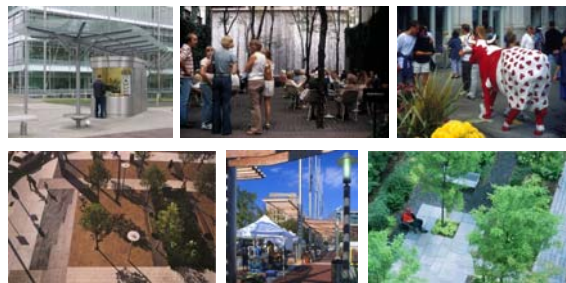


CONNECTED in a number of ways
CONVENIENT for quick errands & to get away
SEDUCTIVE not instantly consumable
FULL but not congested
INFORMAL non-institutionalized
DISTINCT not an extension of its surroundings
MULTI-FUNCTIONAL in uses and scales of activity
A LOCAL HANGOUT and a regional draw
MULTI-GENERATIONAL not just for college kids
INTRIGUING & FUN

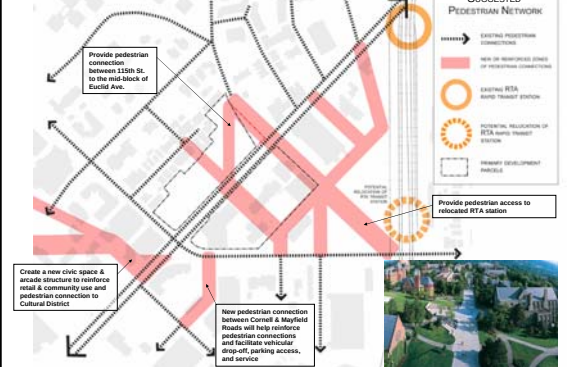
1. The proposed development must provide a **dynamic mixed-use site plan & massing solution** that avoids uniformity or the generic character of conventional commercial development.



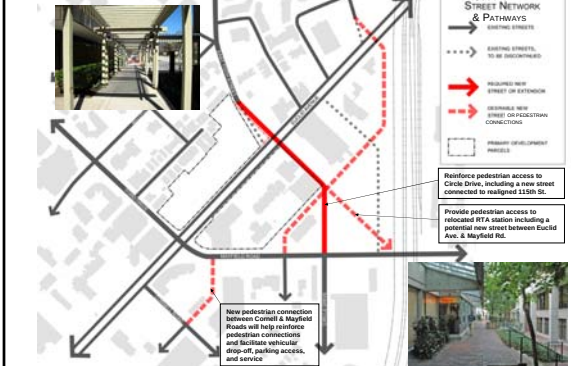
2. The overall environment should be **pedestrian friendly, beautifully landscaped, & street-furnished**, not dominated by the presence of the automobile.



3. Minimize 'superblock' aspects of the development parcels by drawing into and through the parcels with **connecting pedestrian rights-of-way**.



4. Minimize the 'superblock' aspects of the development parcels by drawing into and through the parcels with **connecting streets & pathways**.



5. Recommended new street right-of-way to reinforce connections.



-
- emblems of this important urban node.
- ICONS & ANCHORS**
- EXPECTED FUTURE ANCHORS
 - POTENTIAL FUTURE ANCHORS
 - SPECIAL DISTINCTIVE ARCHITECTURAL ELEMENT
 - ICONIC ARCHITECTURE
- SPECIAL ARCHITECTURAL ELEMENT TO BRING SCALE UNIFORMITY
- UNIVERSITY EAST
- UNIVERSITY HOTEL
- NEW BECCA MUSEUM (NEW ICONIC PRESENCE AT BECCA/UNIVERSITY INTERSECTION)
- MUSEUM OF CONTEMPORARY ART (10,000 SF TOTAL)
- PREFERRED LOCATIONS FOR ARCHITECTURALLY DISTINCTIVE RESIDENTIAL TOWERS
- CLEVELAND INSTITUTE OF ART
- CONTEMPORARY TOWER OF CENTER OF THE FLOORED

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- RTA TRANSIT STATION RELOCATION**
- EXISTING STATION
 ■ PROPOSED NEW STATION
 — ROUTE OF ACCESS TO NEIGHBORHOODS
 (---) RTA TRANSIT LINE
 (---) IMPACT TRANSIT LINE
- EARLY 12TH STREET STATION**
- UNIVERSITY CIRCLE STATION**
- 90 PERCENT CORNER**
- RTA TRANSIT LINE**
- IMPACT TRANSIT LINE**
- UNIVERSITY CIRCLE STATION**
- RTA TRANSIT STATION RELOCATION**
- THE DEVELOPMENT MUST ANTICIPATE A FUTURE RTA STATION. STRATEGICALLY LOCATED TO SERVE THE BROADEST POSSIBLE POPULATION OF RESIDENTS, STUDENTS, AND EMPLOYEES IN THE AREA.
- THE STATION'S DESIGN AND LOCATION MUST CREATE A TRANSPORTATION HUB WITH A SENSE OF CONVENIENCE, SAFETY, AND SECURITY.

-

18. Recommendations and design suggestions for **adjacent off-site development** are encouraged, both to amplify on the goal of creating a first-rate, attractive, vital college town experience, and to postulate how this area might expand and improve further over time.

COMMUNITY ARCADE

HOSPITAL EXPANSION

HOTEL

RECREATION & EMPLOYMENT

GARAGE

HOUSING

University Arts & Retail District All About Connections !!

Making Connections Between:

- Neighborhoods
- The University
- CIA
- MOCA
- The Hospitals
- The Museums
- Cultural venues
- The parks
- Little Italy
- Undergraduate Housing
- Eastern Suburbs
- The City
- The Region

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2005 Master Plan Precincts

1. Case Quad
2. Central Campus
3. Uptown
4. **Health Sciences Campus**
5. South Campus
6. West Campus

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Health Sciences Campus

Objectives:

- Develop identifiable gateway to the Health Sciences Campus.
- Improve and increase space for Medical Education.
- Improve "connectivity" of the Health Science campus with the Case Quad, North Campus, College Town.
- Improve and increase research space for all Health Sciences.

Projects:

- Design and construct new "gateway" on Adelbert Road.
- Provide expansion space for Education.
- Enhance Cornell Road as link between Health Sciences and Professional schools on North Campus
- Provide expansion space for Schools of Nursing and Dental Medicine.

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Health Sciences Campus

Create a highly visible entry and gateway from Adelbert Road to The School of Medicine

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Health Sciences Campus

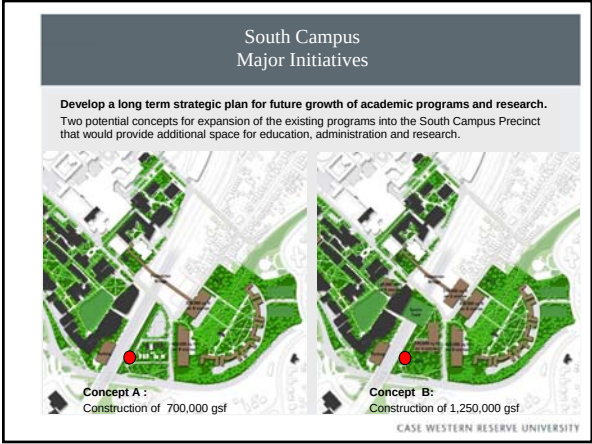
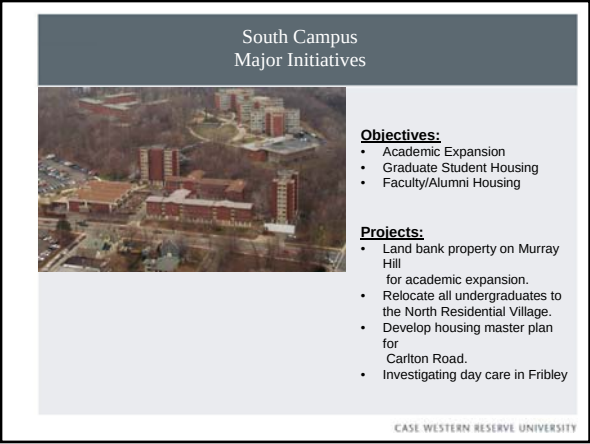
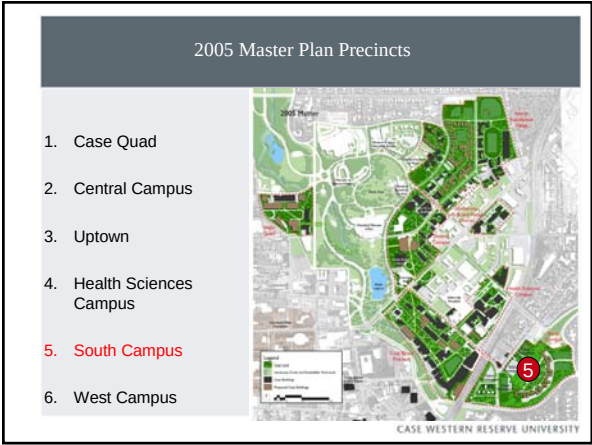
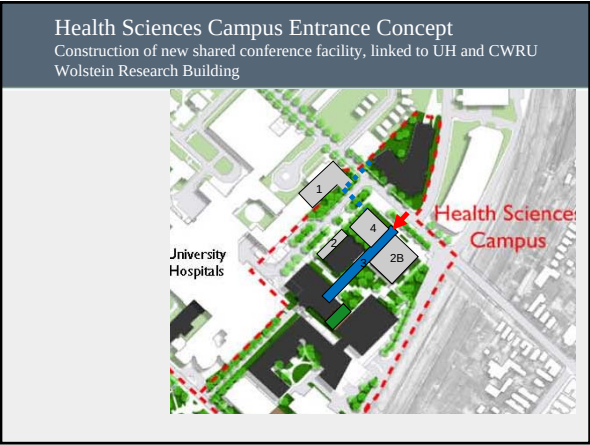
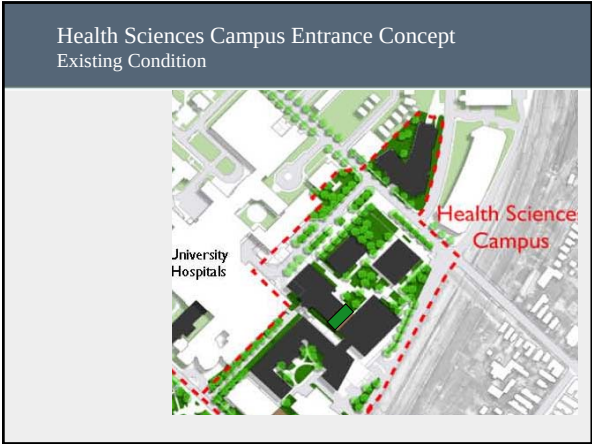
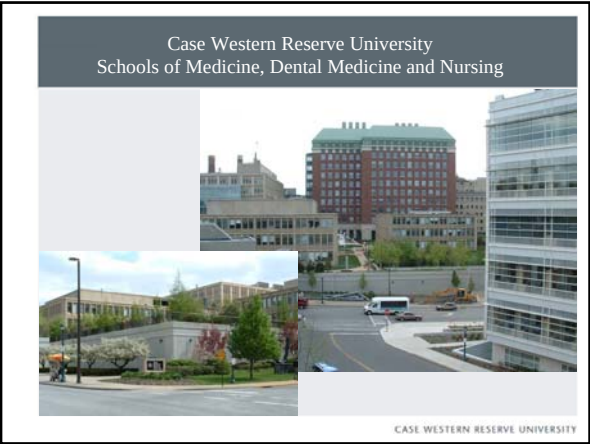
Make aesthetic Improvements to Cornell Road as a Pedestrian Route

Arts and Retail

Wolstein Research Building

Little Italy

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2005 Master Plan Precincts

1. Case Quad
2. Central Campus
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5. South Campus
6. **West Quad**



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West Quad Development

Goal:
Create a world-class Biomedical Research Park to support partnerships between the region's top research entities:

- Case
- University Hospitals
- The Cleveland Clinic
- Metro Health
- The VA Hospital
- Industry partners



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West Quad Major Initiatives

In Planning
Develop a precinct master plan for research space expansion to serve academic and industry partnerships in research.

Related Projects
Improve landscape of the adjacent Rockefeller Park, in conjunction with other UC institutions.

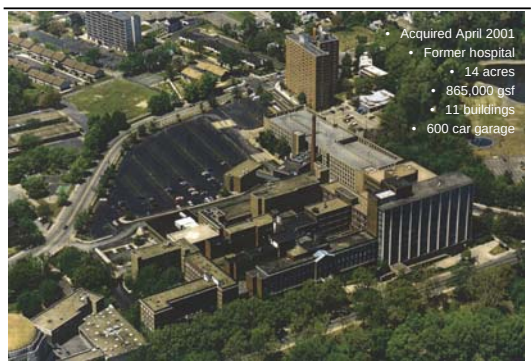
Create a stronger visual and pedestrian linkage between the West Quad Development and the campus core.

Conduct Transportation Study



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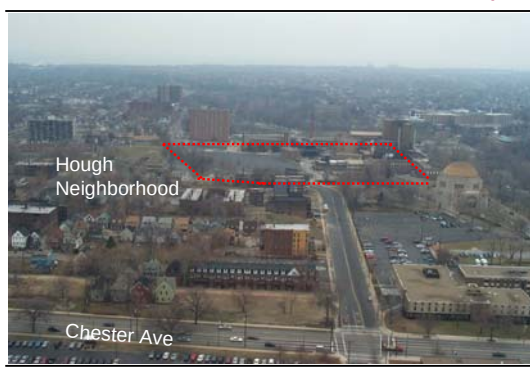
West Quad



- Acquired April 2001
- Former hospital
- 14 acres
- 865,000 gsf
- 11 buildings
- 600 car garage

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West Quad



Hough Neighborhood

Chester Ave

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West Quad



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West Quad: Existing Context

Cleveland Center for Structural Biology/Power Partnership of Ohio



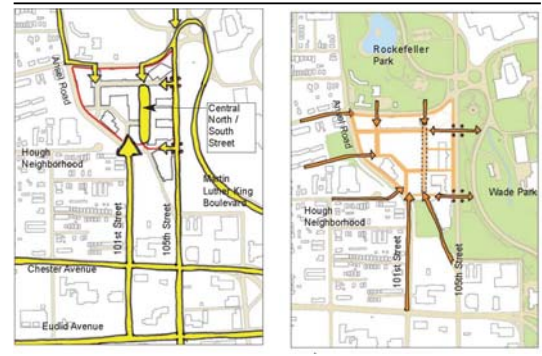
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West Quad: Existing Context



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1. Access and Transportation



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2. Open Space



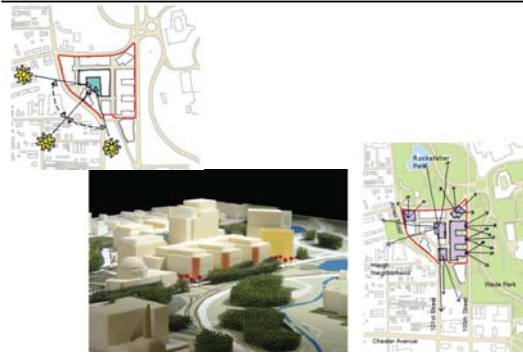
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4. Use Program



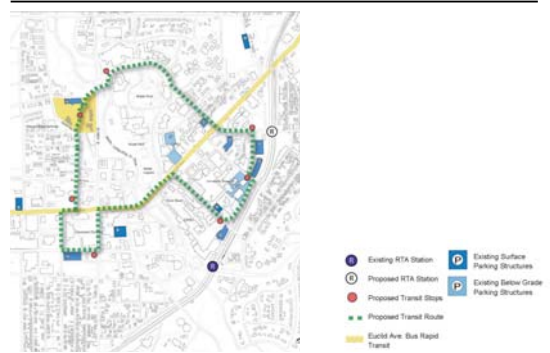
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5. Orientation and Views



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Potential Transportation Routes



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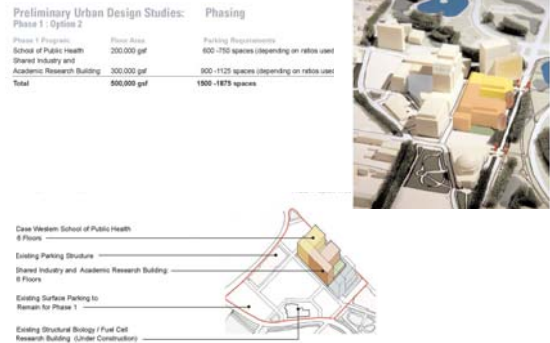
Floor Area and Parking Calculations

Option C:
2.0 Million gsf



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Preliminary Urban Design Studies: Phasing



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Building Massing



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Central Campus Major Initiatives: Linkage to West Campus

In Planning

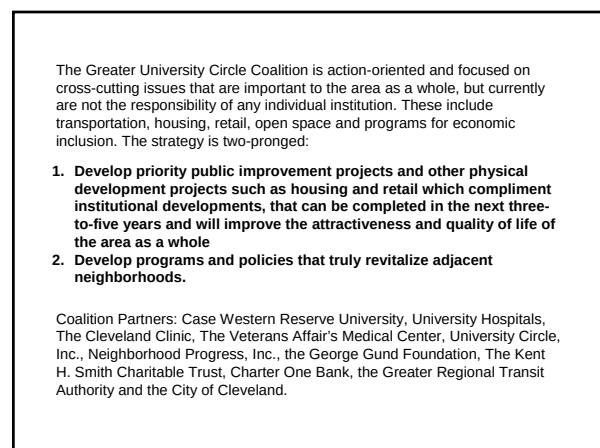
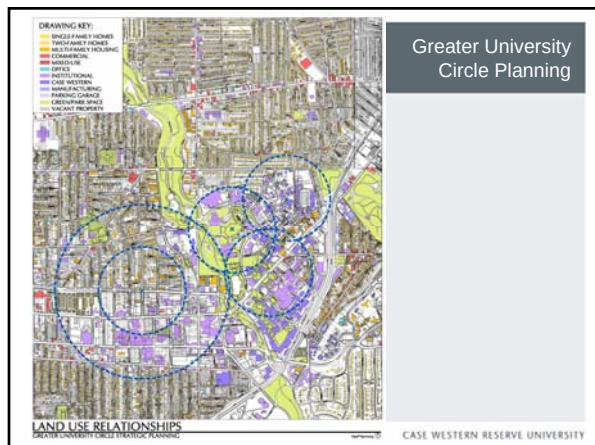
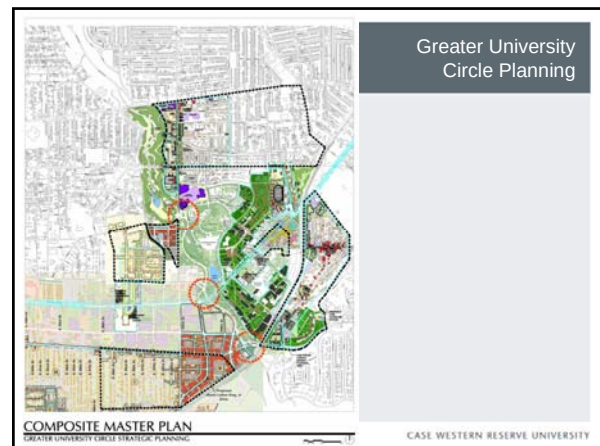
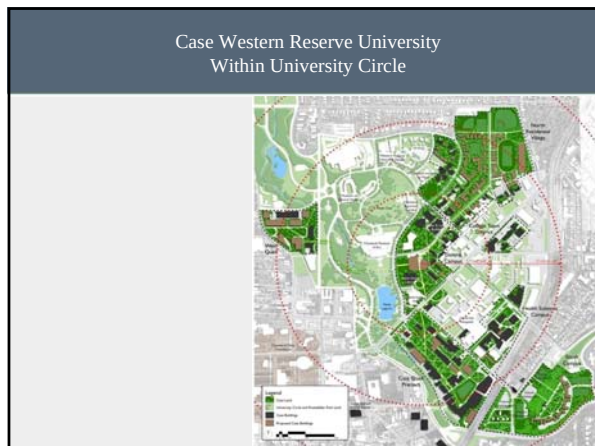
Strengthen pedestrian and vehicular link to West Campus through improved vehicular transportation, pedestrian routes and landscape.

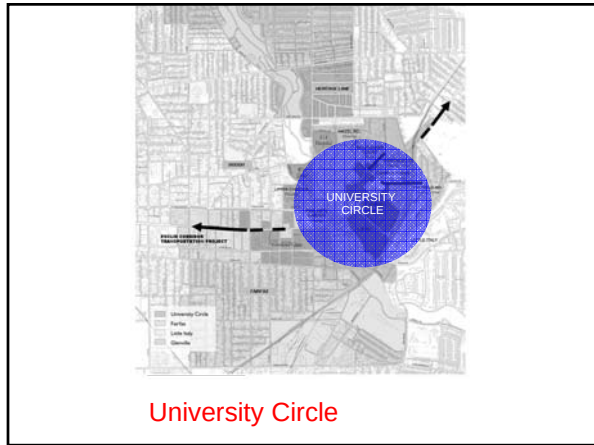
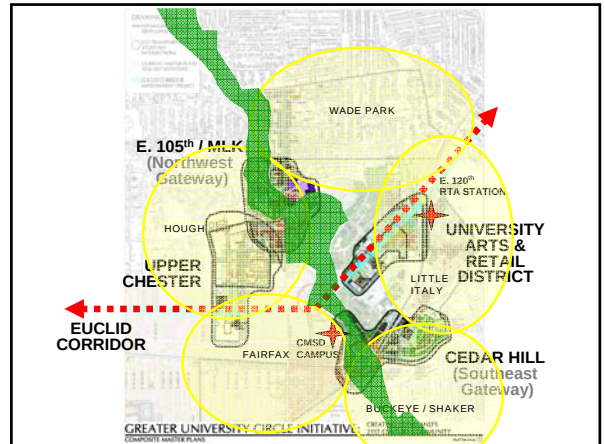
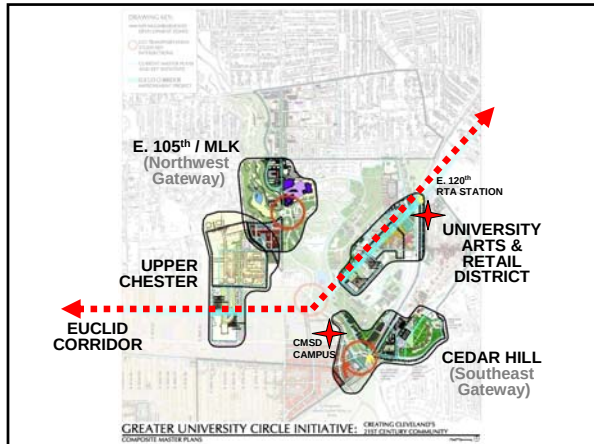
Related Projects

- Initiate West Campus Development Planning.
- Transportation Study
- Extend "Case-net" backbone to West Campus. (Plans completed)

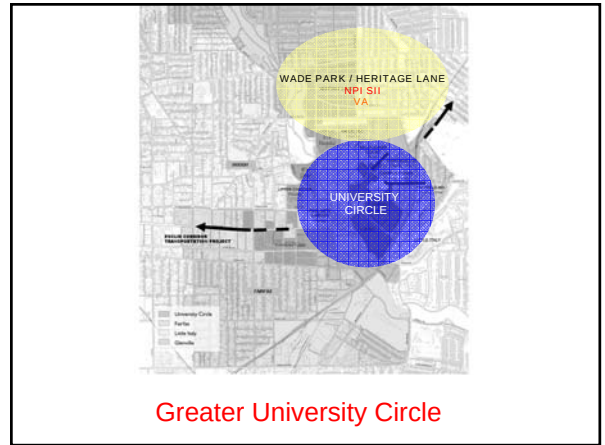


CASE WESTERN RESERVE UNIVERSITY

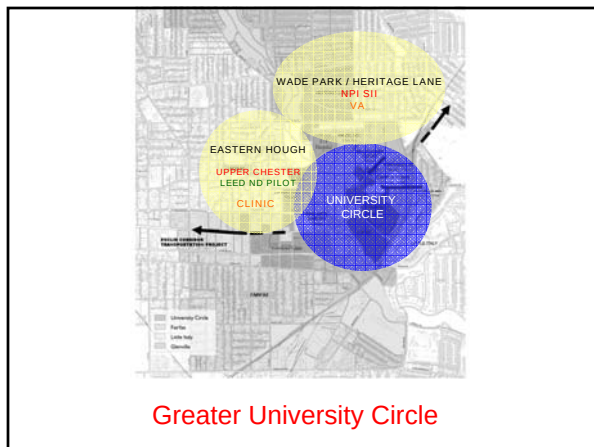




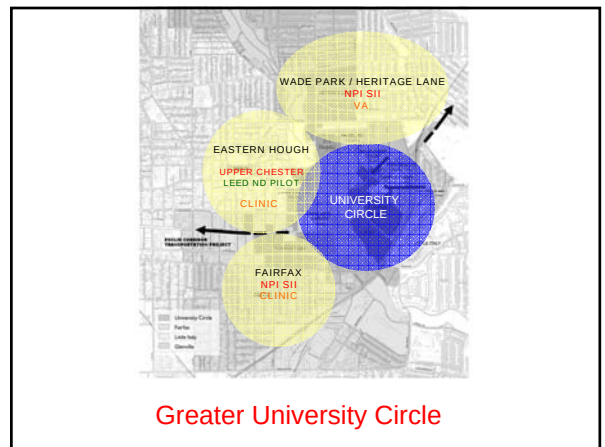
University Circle



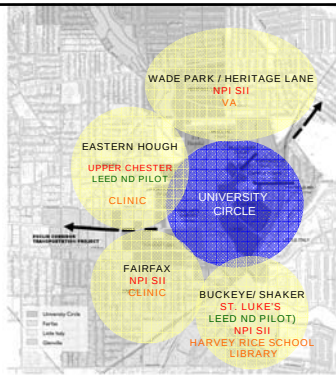
Greater University Circle



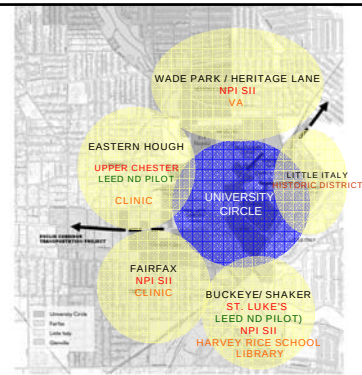
Greater University Circle



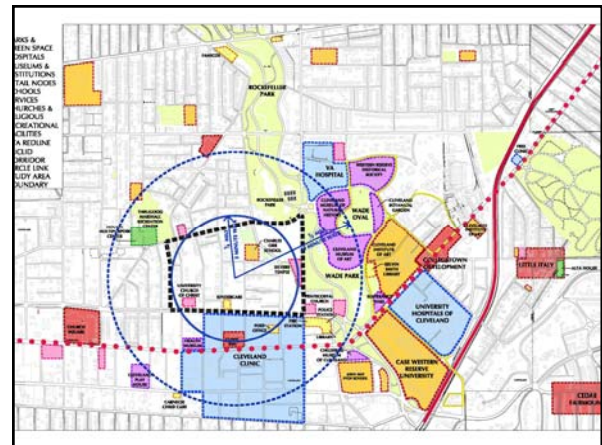
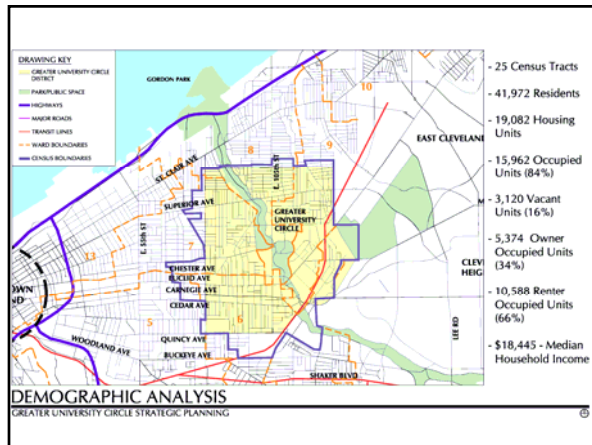
Greater University Circle



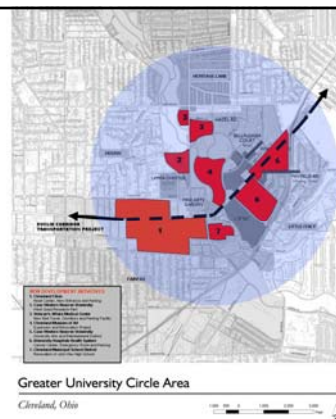
Greater University Circle



Greater University Circle



Institutional Developments



1. Cleveland Clinic

- New Heart Center \$400 Million
- New Alley Entrance \$50 Million
- Two new parking Structures \$150 Million
- Global Innovation Center / with Fairfax \$60 Million





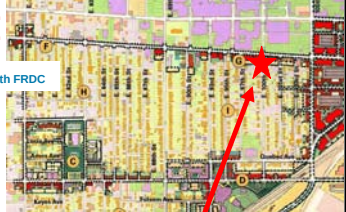
Institutional Development

1. Cleveland Clinic

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

Global Cardiovascular Innovation Center with FRDC

The GCIC Accelerator will be a 60,000 sq ft new building housing selected GCIC member companies, located across from the heart of Cleveland Clinic's research and clinical operations. The GCIC Accelerator will incubate CV companies




Institutional Development

2. CWRU – WEST QUAD

Phase I - 500,000 SF \$120 Million




Institutional Development

3. Veteran's Affairs Medical Center

- New Bed Tower \$100 Million
- New Dormitory \$50 Million
- 2000 Car parking \$100 Million




Institutional Development

4. Cleveland Museum of Art

- Renovation / Expansion \$250 Million






Institutional Development

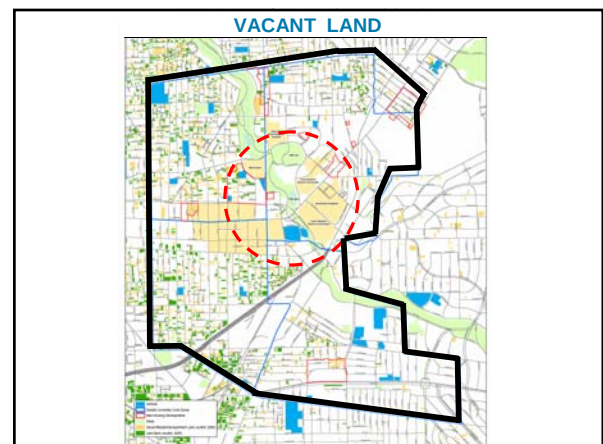
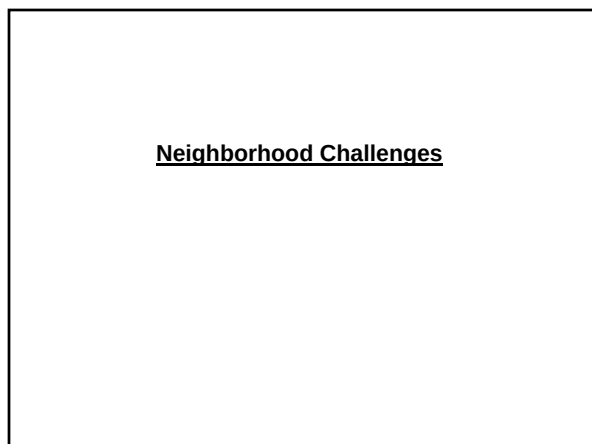
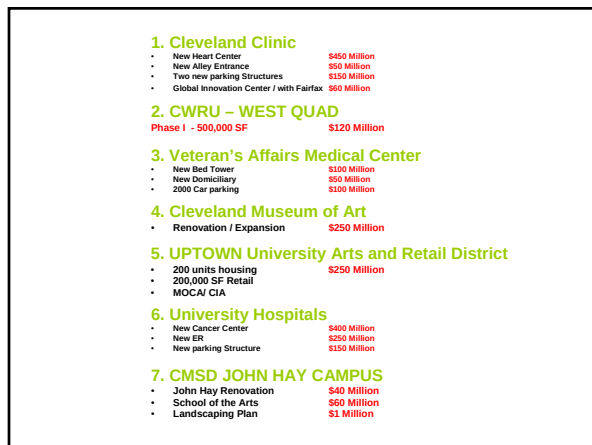
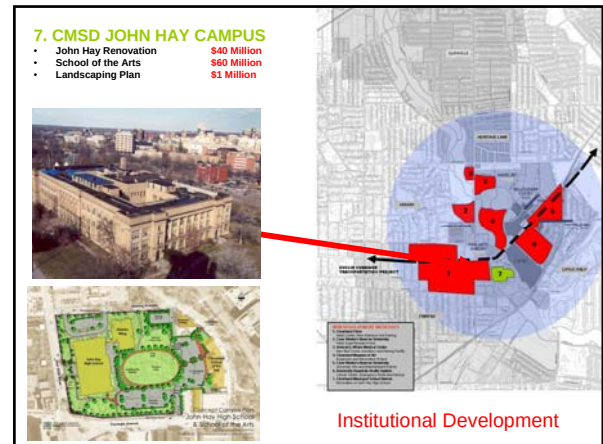
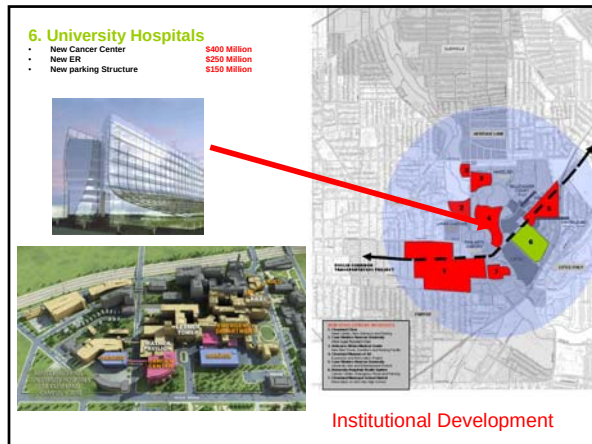
5. UPTOWN University Arts and Retail District

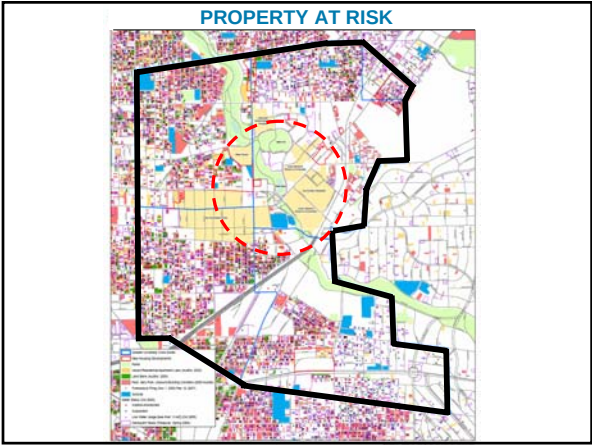
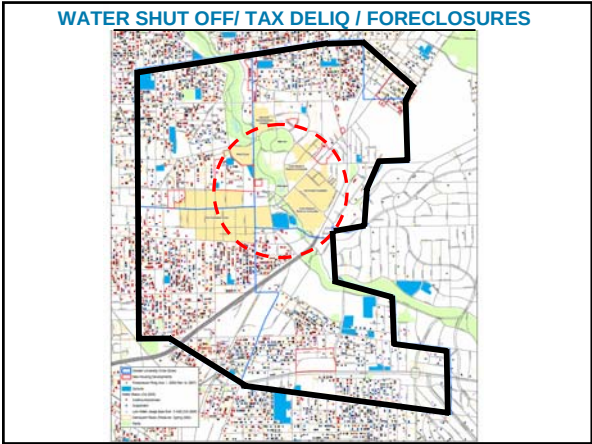
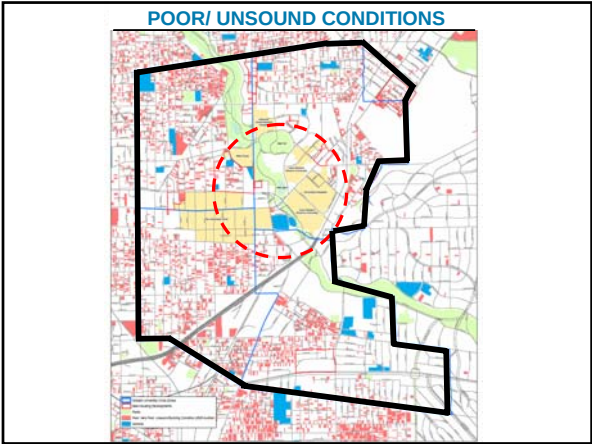
- 200 units housing \$250 Million
- 200,000 SF Retail
- MOCA/ CIA



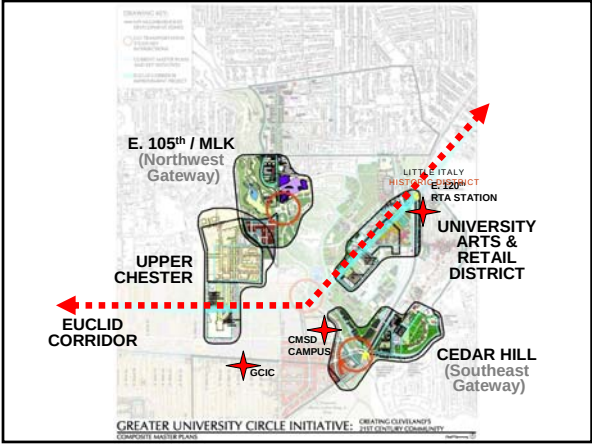


Institutional Development

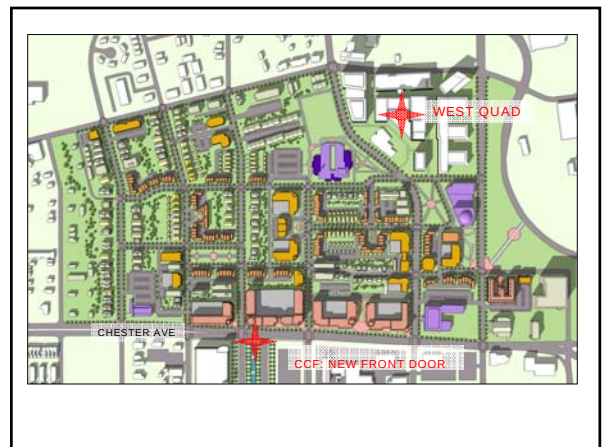
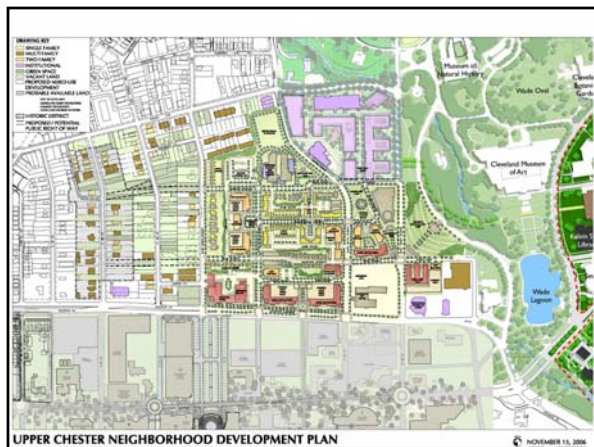
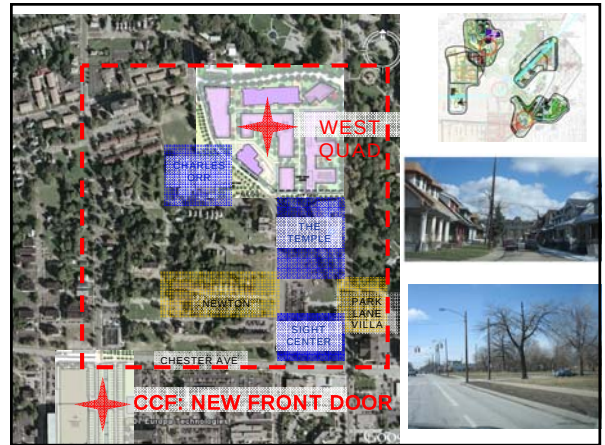
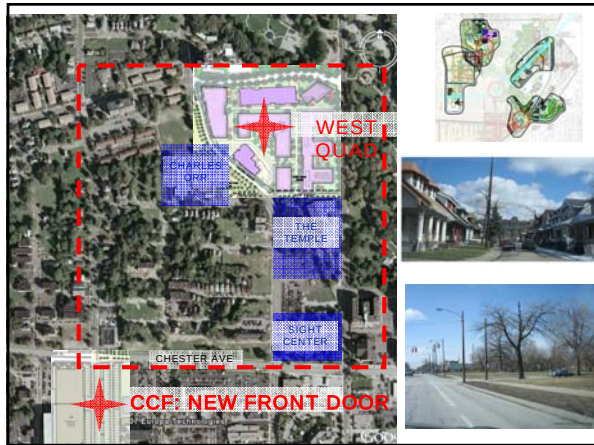
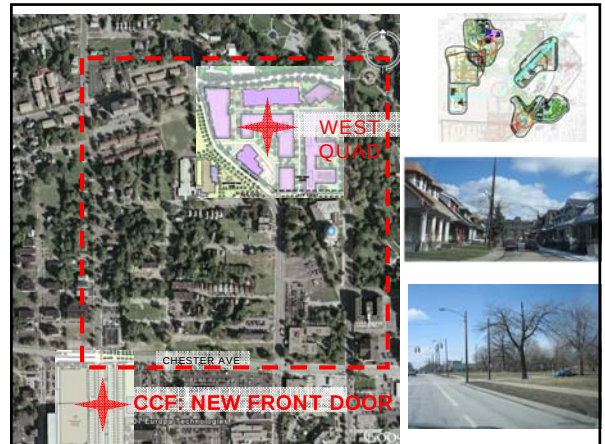


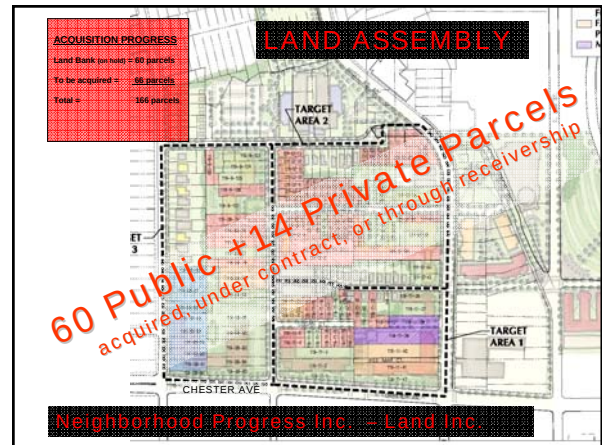
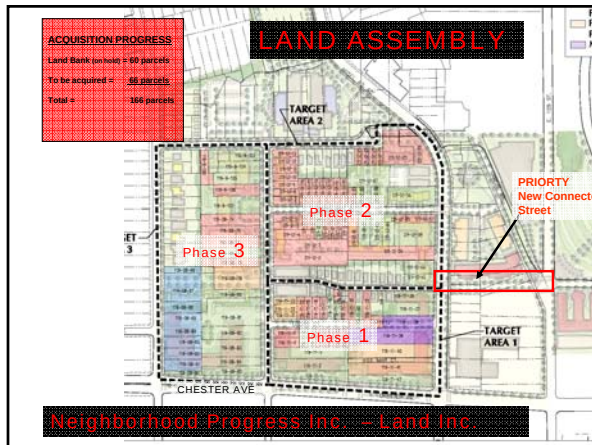
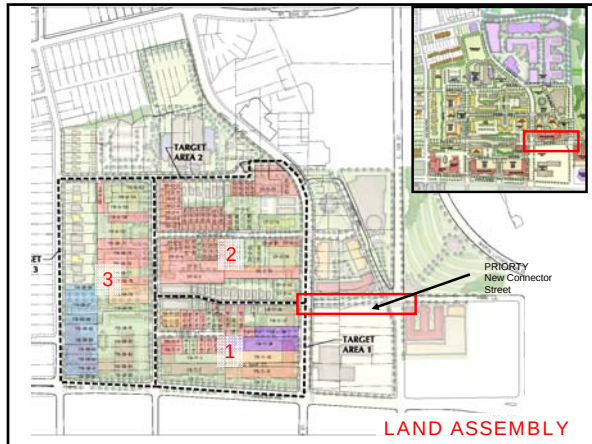


SHARED DEVELOPMENT
IMPACTING THE ENTIRE DISTRICT

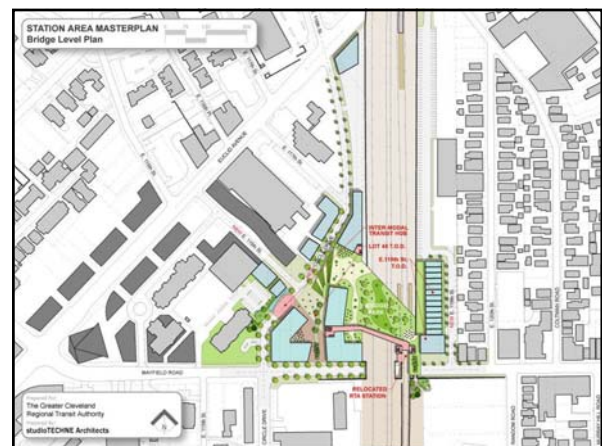
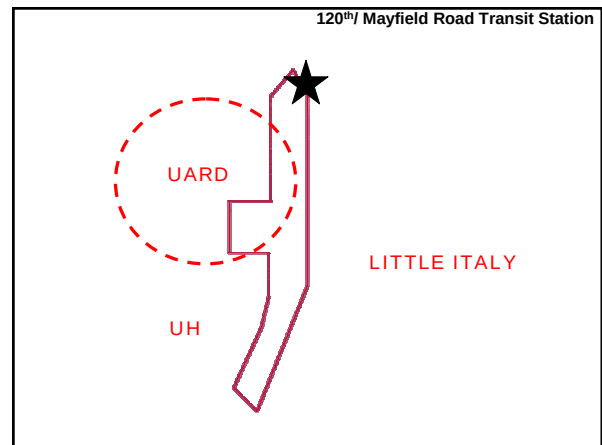
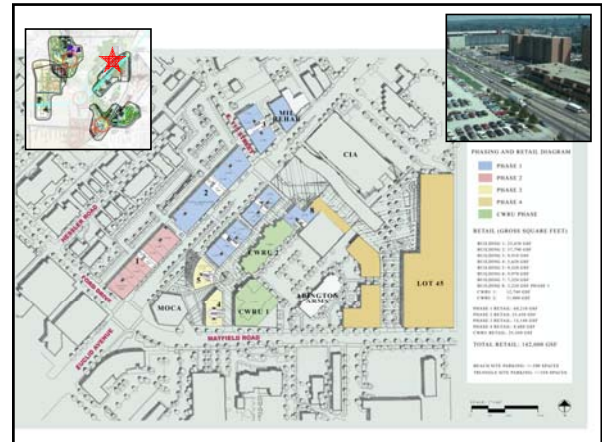


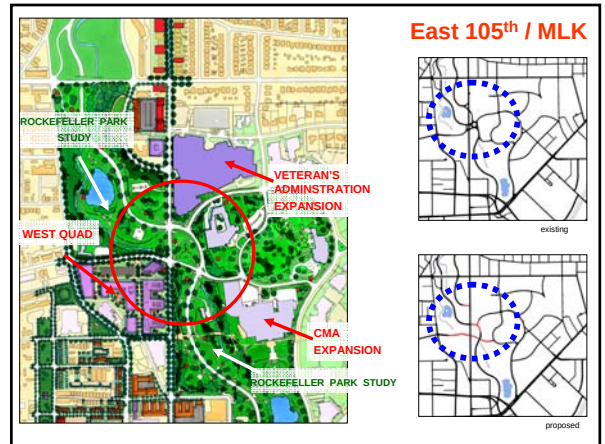
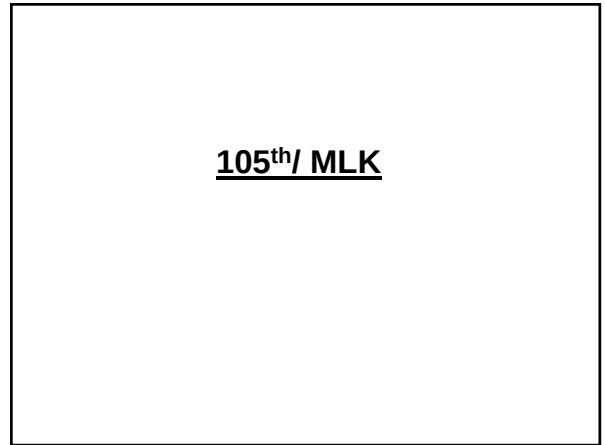
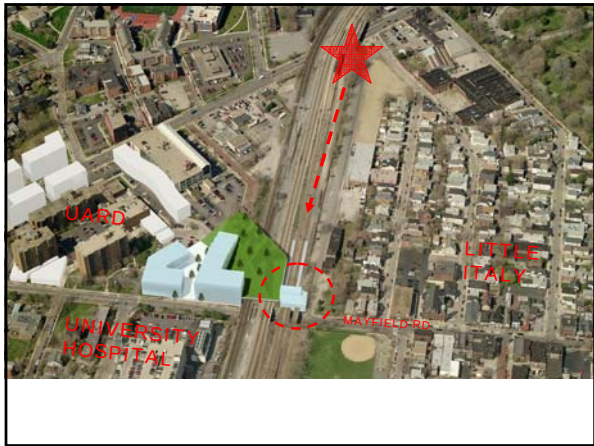
UPPER CHESTER
NEIGHBORHOOD STRATEGIC PLAN

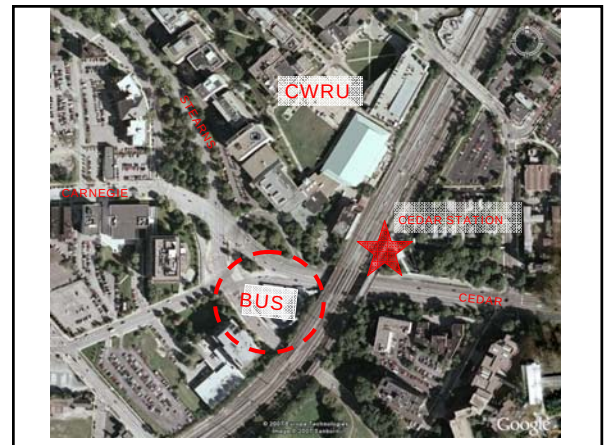
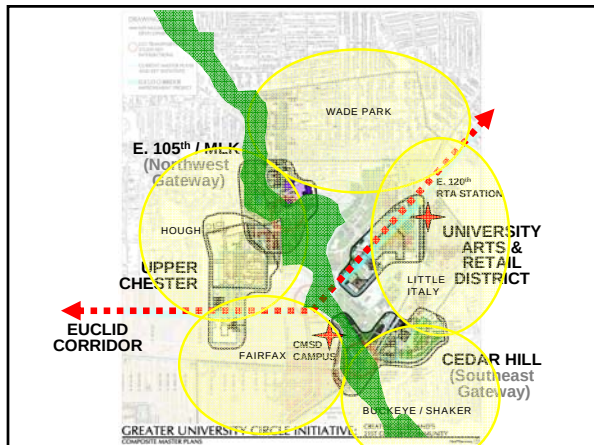
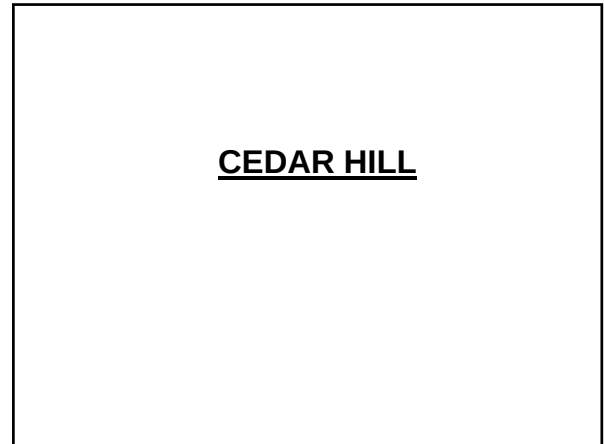




University Arts & Retail District









TRANSPORTATION FUNDING

2006 + 2007 ENGINEERING COSTS

120 th Street RTA Station	\$115,000
E.105 th / MLK	\$450,000
(to deliver construction documents)	
Cedar Hill (Phase 1 Design)	\$450,000
TOTAL	\$1,015,000

SOURCES OF FUNDS

GRTA	\$215,000
CWRU	\$105,000
University Hospitals	\$100,000
The Cleveland Clinic	\$100,000
UCI/ Holden Parks Trust	\$100,000
NOACA	\$75,000
Cleveland Foundation	\$310,000
TOTAL	\$1,015,000

TRANSPORTATION FUNDING

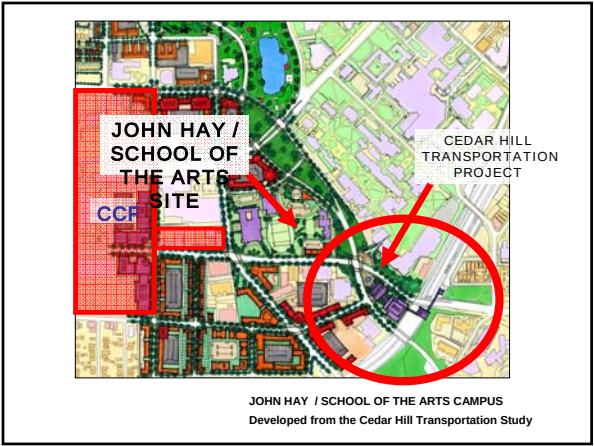
2006 + 2007 ENGINEERING COSTS

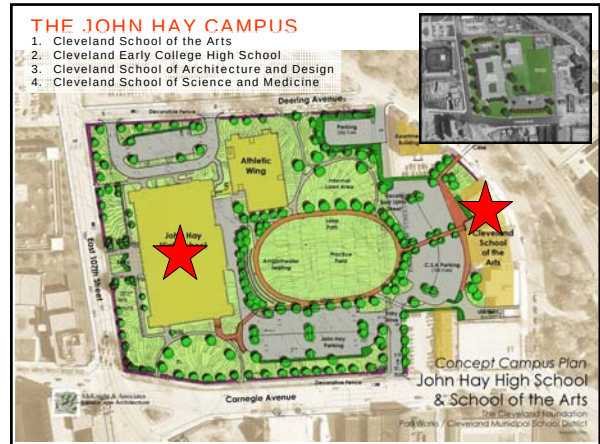
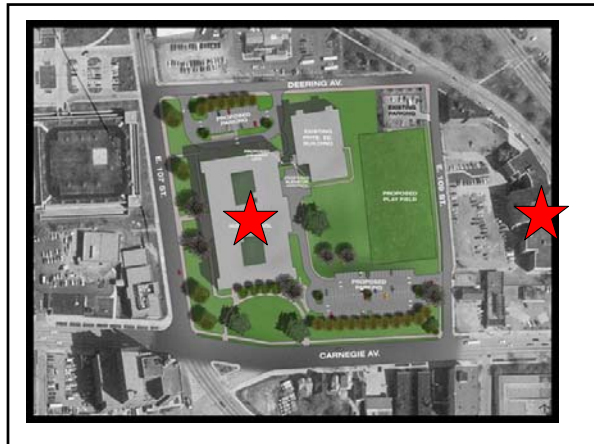
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JOHN HAY / SCHOOL OF THE ARTS
“Campus Plan”





Selection Committee:
Chris Ronanye, UCI
Hollie Deisanti, CMSD
Barbara Walton, CSA
Kathleen Freilino, John Hay
Greg Peckham, CPA
David Bowen, John Hay Architect
Margaret Carney, CWRU

John Hay Fence Project Concept Message Board

creativity RESPECT
art education
science health
+ FUTURE

CAMPUS PLAN BUDGET

COSTS

Interior Grading	\$ 100,000
Fencing and Perimeter Landscaping	\$ 300,000
Street Vacation	\$ 100,000
Interior shared space and pathways	\$ 510,000
<u>Project Management & Design fees</u>	<u>\$ 95,000</u>
Total Project Cost	\$1,105,000

SOURCES OF FUNDS

Cleveland Municipal School District	\$ 100,000
City of Cleveland	\$ 125,000
Cleveland Foundation	\$ 300,000
Kent Smith Charitable Trust	\$ 100,000
The George Gund Foundation	\$ 100,000
St. Luke's Foundation	\$ 100,000
The Bruening Foundation	\$ 100,000
John P. Murphy Foundation	\$ 50,000
Frank Sullivan	\$ 15,000
The Abington Foundation	\$ 75,000
<u>Sears Swetland Foundation</u>	<u>\$ 40,000</u>
Total	\$1,105,000



PROGRAMS FOR THE PEOPLE
DEVELOPING A NEIGHBORHOOD FOCUSED AGENDA

FOUR NEIGHBORHOOD FOCUS AREAS

1. HOUSING - EMPLOYER-ASSISTED HOUSING STRATEGY

Creating a strong, standardized incentive program that provides mortgage assistance and home repair to employees of ALL employees in the Greater University Circle District.

2. EDUCATION

Developing a place-based strategy for enhancing local schools options in the Greater University Circle Area. Continuing to create a magnet school campus at John Hay and the School of the Arts that might reserve a percentage of enrollment for GUC residents.

3. ECONOMIC INCLUSION

Workforce: Creating strategies for providing job training and "preferred" access to GUC job openings for qualified neighborhood residents

Purchasing and Procurement: Creating strategies for leveraging institutional relationships to facilitate enhanced purchasing opportunities. Identifying opportunities to purchase products and services from GUC district vendors while also helping new vendors and business to locate in the GUC area.

4. SAFETY

Creating a strategy for enhanced sense of safety and security in the neighborhoods.

FOUR NEIGHBORHOOD FOCUS AREAS



HOUSING ASSISTANCE PROGRAM



EDUCATION



ECONOMIC INCLUSION



SAFETY

FOUR NEIGHBORHOOD FOCUS AREAS



HOUSING ASSISTANCE PROGRAM

• National Model for a Collaborative Program



EDUCATION

• Place Based Strategy for High Quality Choice that Leverages Housing Investments



ECONOMIC INCLUSION

• Access to jobs & business opportunities for residents



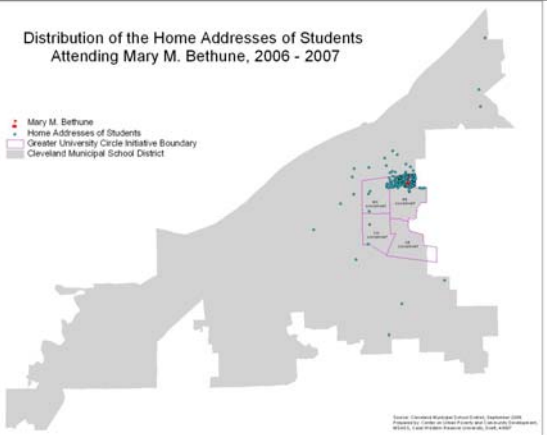
SAFETY

• Expanded security

EDUCATION STRATEGY

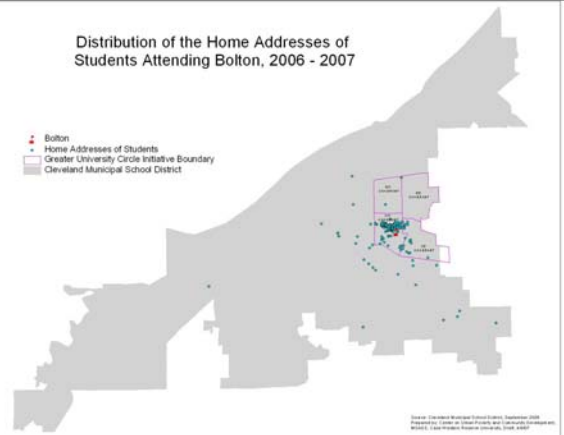
Distribution of the Home Addresses of Students Attending Mary M. Bethune, 2006 - 2007

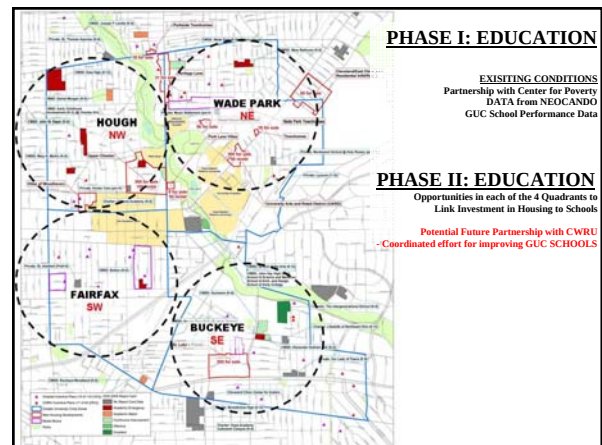
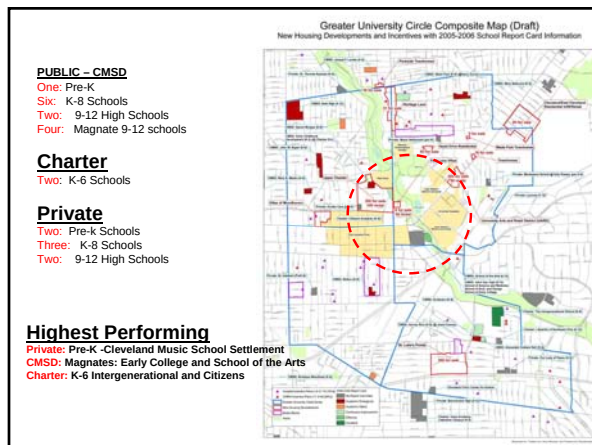
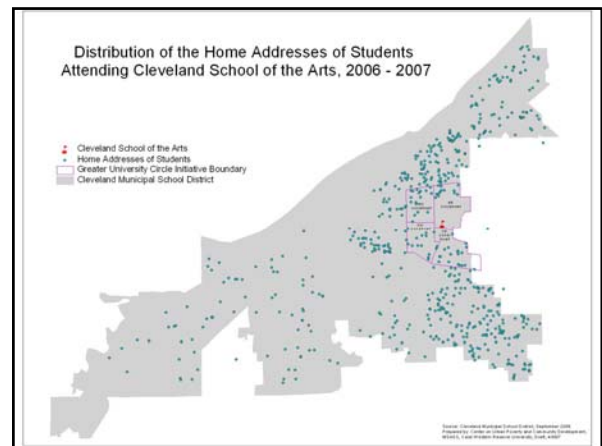
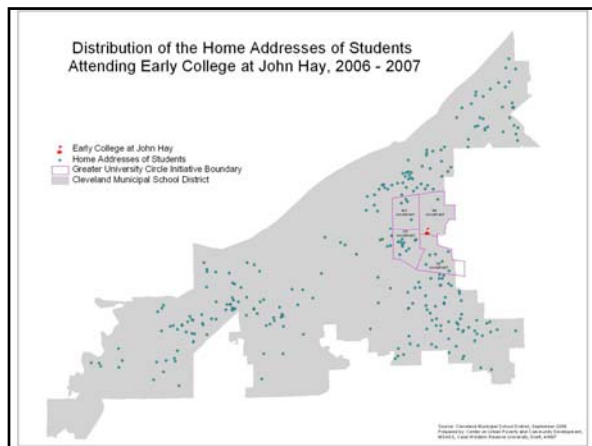
- Mary M. Bethune
- Home Addresses of Students
- Greater University Circle Initiative Boundary
- Cleveland Municipal School District



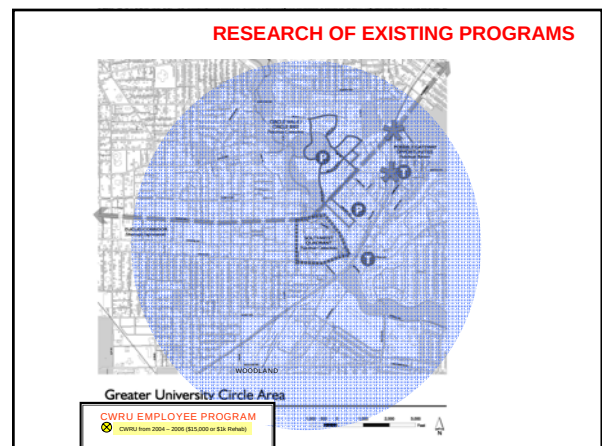
Distribution of the Home Addresses of Students Attending Bolton, 2006 - 2007

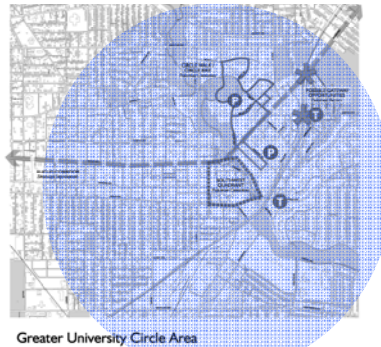
- Bolton
- Home Addresses of Students
- Greater University Circle Initiative Boundary
- Cleveland Municipal School District





GREATER UNIVERSITY CIRCLE HOUSING ASSISTANCE PROGRAM



[illegible]**FAIFAX - CLINIC/ UHHS EMPLOYEE PROGRAM**

KEY CLINIC/ UH 1996 – 2006 (\$2,500)

[illegible]

- **Five-Year Program**
- **Proposed to create up to a \$5 million pool**
- **Program will be managed by Fairfax in partnership with UCI**
- **Institutional Partners**
 - Cleveland Clinic
 - Case Western Reserve University
 - University Hospitals of Cleveland
- **Philanthropic Partners**
 - The Cleveland Foundation – *Committed*
 - Kent H. Smith Charitable Trust -*Pending*
 - The George Gund Foundation – *Pending*
 - Surdna Foundation – *Pending*

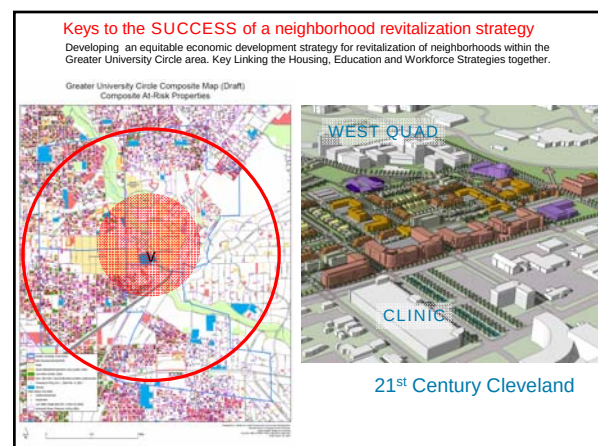
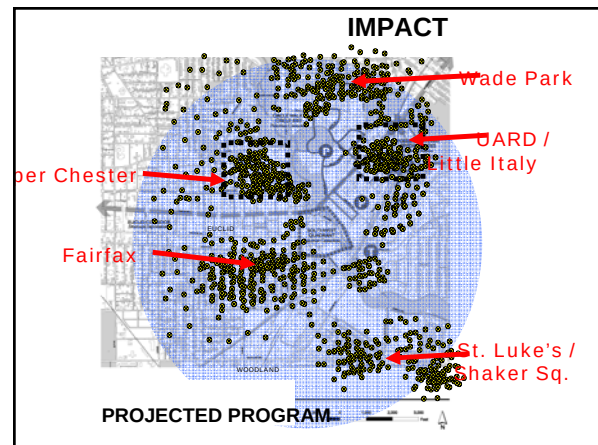
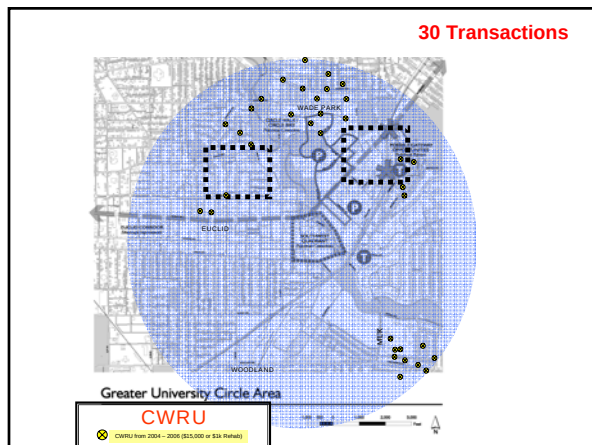
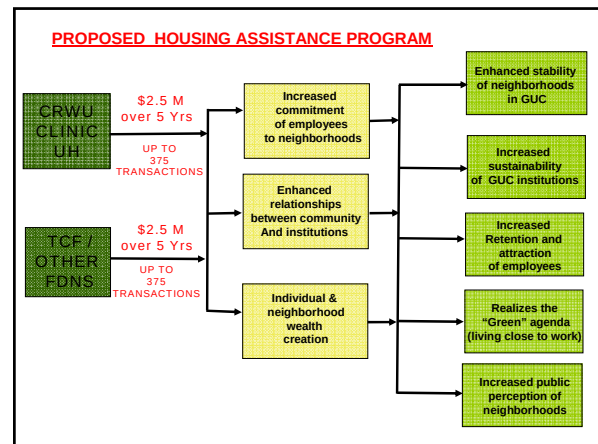
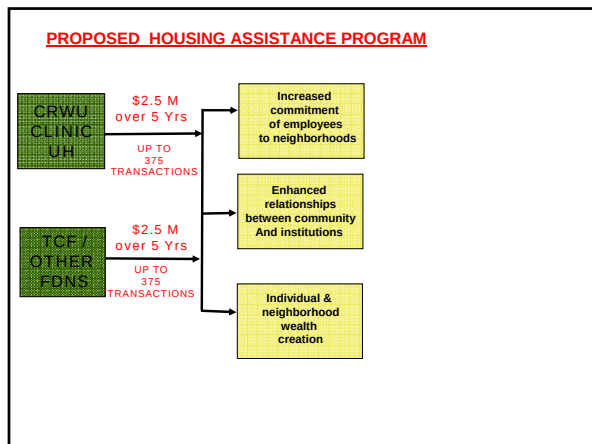
Funds from Cleveland Clinic, CWRU, and University Hospitals of Cleveland will provide the following:

- **HOME OWNERSHIP:** A forgivable loan of \$10,000 to eligible employees for home purchase in the GUC target area.
- **REHABILITATION:** Up to \$4,000 of matching funds for exterior improvements for eligible employees who currently own homes in the GUC target area.
- **RENTAL:** One month's rental reimbursement for eligible employees upon execution of a lease contract in the GUC target area.

Funds from Philanthropic sources will be used for the following:

- **HOME OWNERSHIP:** A forgivable loan of \$5,000 to working families employed full-time in any Greater University Circle non-profit or governmental institution located in the designated area.
- Marketing, staffing, financial literacy training and housing assistance to potential buyers from any non-profit institution in the GUC target area.

The diagram consists of two green rectangular boxes, one above the other. The top box contains the text "CRWU CLINIC UH" in white. To its right, an arrow points from the box to the text "\$2.5 M over 5 Yrs" and "UP TO 375 TRANSACTIONS". The bottom box contains the text "TCF / OTHER FDNS" in white. To its right, an arrow points from the box to the text "\$2.5 M over 5 Yrs" and "UP TO 375 TRANSACTIONS".



3 TAKE-AWAYS

- What is Greater University Circle?
- Shared Development
- Programs for People



GREATER UNIVERSITY CIRCLE INITIATIVE CREATING CLEVELAND'S 21ST CENTURY COMMUNITY

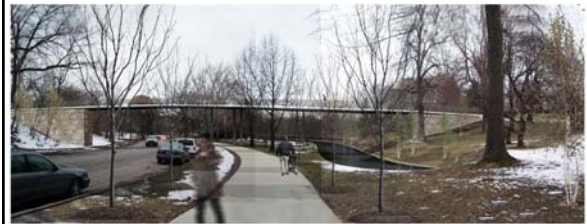


Linkage between Central Campus and West Campus



Option 1
CWRU West Quad Linkage
June 15, 2008
\$1.5

Linkage between Central Campus and West Campus



Option 1 - View of Bridge at Park Lane
CWRU West Quad Linkage
June 15, 2008

Linkage between Central Campus and West Campus

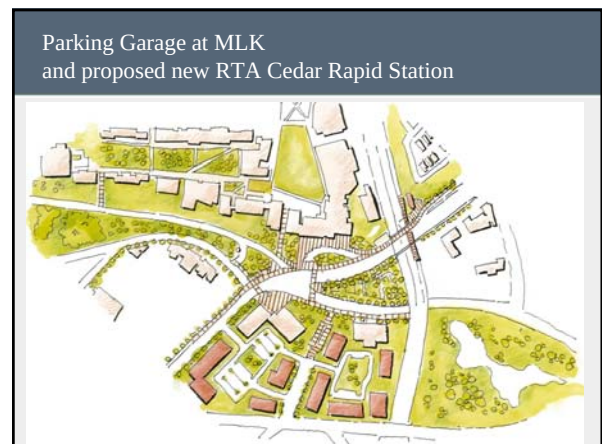
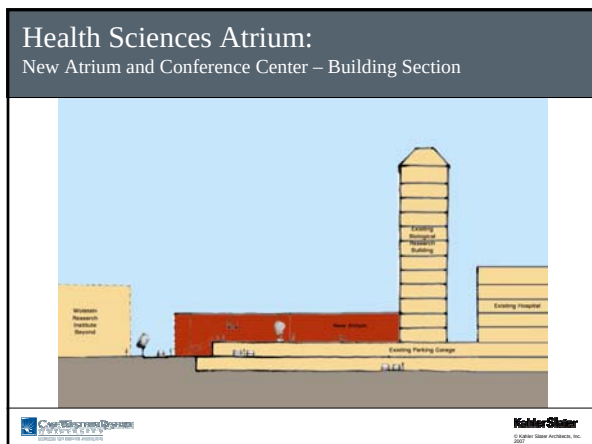
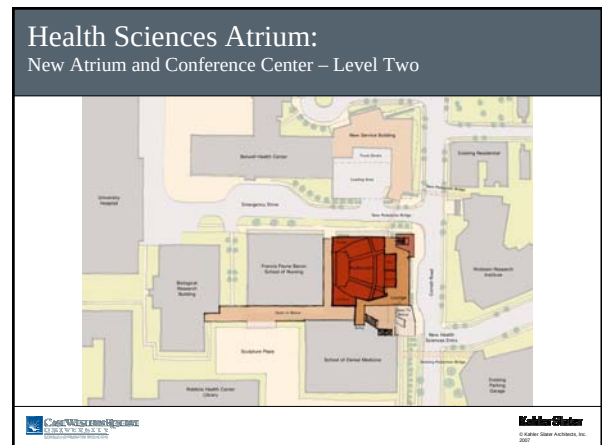
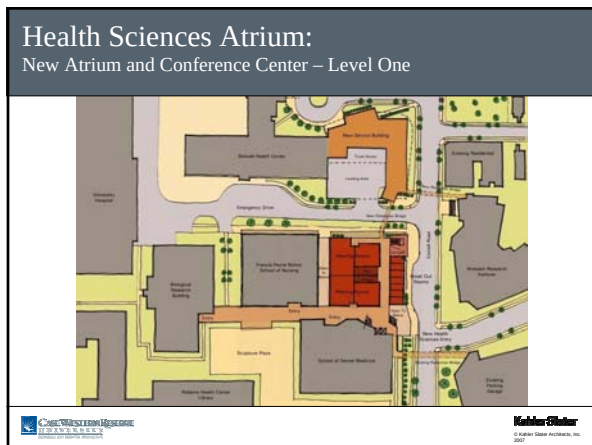


Option 2
CWRU West Quad Linkage
June 15, 2008
\$6.8

Linkage between Central Campus and West Campus



Option 2 - View of Bridge over H.K.
CWRU West Quad Linkage
June 15, 2008



Parking Garage at MLK
and proposed new RTA Cedar Rapid Station



Parking Garage at MLK
and proposed new RTA Cedar Rapid Station

