Thanks to Cleveland Neighborhood Progress, Pennrose, LLC, The Saint Luke’s Foundation, the Intergenerational Schools, The Boys & Girls Clubs of Cleveland and other neighborhood stakeholders whose support and willingness to share information made this report possible. Thanks to the many Enterprise staff who contributed to this report, including Erin Buckley, Stephany De Scisciolo, Lindsay Duerr, Christopher Pitts and Rachel Reilly.

For more information about Enterprise Community Loan Fund, please contact Rachel Reilly at 410.884.8419.

Notice to readers: This report was prepared by the Knowledge, Impact & Strategy team at Enterprise Community Partners, Inc. Many of the figures presented are based on estimates or information from third parties. The information presented herein has not been independently verified by Enterprise, and there may from time to time be instances of inaccurate information for which Enterprise disclaims responsibility.

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Design by Aaron Geis

Photography by David Schwartz

Additional photos provided by project partner Cleveland Neighborhood Progress and obtained from the Cleveland Memory Project at Cleveland State University.
Communities that suffer from a lack of investment often leave residents with little opportunity to access safe and affordable homes, good schools, quality health care and decent jobs. Without access to these essential resources, people can struggle to reach their goals.

Enterprise Community Loan Fund provides critical impact capital to these communities, often leveraging additional public and private investment to bring greater opportunity to the communities that need it most. Since 1990, we have invested more than $1.72 billion in urban, suburban and rural communities across the country.

Working together with committed local partners, neighborhood organizations, residents, and other mission-focused investors, we strategically align our investments alongside Enterprise’s other financing capabilities and local expertise. We bring a suite of financing, policy and programmatic solutions to bear when addressing complex problems. By marrying together these three critical drivers, we are able to create transformative change.

This year’s social return on investment report illustrates how we leveraged this strategy to help rehabilitate a local landmark in Cleveland, Ohio — Saint Luke’s Hospital. Today, it is a thriving mixed-use and multi-generational campus. The transformation of the long-vacant, multi-acre property into a catalyst for community change is a testament to what strategic investment and committed community partnerships can achieve.

Our continued thanks to investors and community partners who join Loan Fund in creating opportunity for the people who need it most.

Sincerely,

Lori Chatman
President, Enterprise Community Loan Fund
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Opportunity is a critical ingredient for people to reach their goals in life, yet it remains elusive for many. At Enterprise Community Partners, Inc. (Enterprise), we believe that all communities are communities of opportunity and that by leveraging local strengths while making targeted investments, we can help communities thrive. Enterprise has drawn on over 35 years of expertise to create the OPPORTUNITY360 platform, a framework that defines what opportunity looks like in communities across the country.1

As a national Community Development Financial Institution, Enterprise Community Loan Fund (Loan Fund) is committed to building opportunity in neighborhoods across the country through strategic investments in housing, healthcare, education and community facilities or businesses. By creating new financial products to fill market gaps, aggregating capital from numerous sources and structuring investments in ways that mitigate investor risk, Loan Fund has a rich history of strengthening local communities.2
Complementing Loan Fund’s investment strategy is a robust evaluation framework to measure the difference that Loan Fund investors are making in communities and in people’s lives. This case study features the historic Saint Luke’s Hospital campus (Saint Luke’s) in Cleveland, Ohio. Our analysis uses both quantitative and qualitative data to explore the transformative impact of Loan Fund’s investments.

In preparing this case study, we integrated primary and secondary research and economic impact multipliers with data from the OPPORTUNITY360 platform. We recognize that the impact of our investments is often best communicated through the first-hand accounts of people who live and work in and around the projects that we help to support. In this year’s report, we feature the stories of senior residents, elementary school students and nonprofit staff to help convey the impact of Saint Luke’s on its residents and community members. These stories are based on in-person interviews conducted during the summer of 2018.

ENTERPRISE HAS INVESTED MORE THAN $42 MILLION, INCLUDING $5.25 MILLION FROM LOAN FUND, TO HELP TRANSFORM THE BLIGHTED SAINT LUKE’S PROPERTY INTO A THRIVING MIXED-USE NEIGHBORHOOD HUB.
Earl Ingram, director of the Saint Luke’s Boys & Girls Club, walks through the lobby of the Intergenerational School with Club members Malia and Santana.
THE SAINT LUKE’S HOSPITAL CAMPUS

COMMUNITY DEVELOPMENT PARTNERS: Cleveland Neighborhood Progress and Pennrose, LLC
- 137 Affordable Homes Created
- 64,000 Square Feet of Community Space Created
- $42 Million in Total Enterprise Investment
- $5.25 Million in Loan Fund Investment
- Location: Cleveland’s Buckeye-Woodhill neighborhood, just two miles from the vibrant cultural, educational and employment center at University Circle.

TRANSFORMING A NEIGHBORHOOD

For over 100 years, Saint Luke’s Hospital was a vital component of Cleveland’s regional healthcare system and anchored the Buckeye-Woodhill neighborhood on the city’s east side. However, the hospital was forced to close its doors in 1999, leaving behind a legacy of charitable work and a physical campus that would stand vacant, falling into disrepair and blight, for over a decade.³

Through the dedicated commitment of community partners and investors such as Enterprise, Saint Luke’s is now a thriving, mixed-use neighborhood hub. While the many positive effects of Saint Luke’s are diverse and far-reaching, this case study focuses on its impacts on housing stability and education, as well as the broader community impact resulting from this remarkable transformation.

SAINT LUKE’S MANOR: 137 AFFORDABLE HOMES FOR SENIORS WITH LOW INCOMES + 2 MARKET-RATE HOMES

INTERGENERATIONAL SCHOOL, BOYS & GIRLS CLUB AND NONPROFIT OFFICE SPACE

INTERGENERATIONAL PLAYSCAPE

RAPID TRANSIT STATION

SAINT LUKE’S HOSPITAL

HARVEY RICE ELEMENTARY SCHOOL

CIVIC CENTER

Cleveland Public Library: Rice Branch

OHIO
SAINT LUKE’S TIMELINE: 1927-2007

FROM PROMINENCE TO BLIGHT

Saint Luke’s Hospital grew in size and prominence as Buckeye-Woodhill’s population peaked in the first half of the 20th century. The neighborhood began to steadily lose population in the latter part of the 1900s and Saint Luke’s Hospital struggled to compete with other hospitals in a changing economic landscape. After closing its doors in 1999, the hospital sat vacant amidst a neighborhood struggling with poverty and lack of investment. Throughout the early 2000s, Cleveland Neighborhood Progress, Enterprise and other community partners began investing in the neighborhood in an effort to spark revitalization.4

1927:
Saint Luke’s Hospital relocates to Cleveland’s Buckeye-Woodhill neighborhood to meet increasing demand from a growing population.

1960-1973:
Saint Luke’s Hospital continues to expand and serves as an institutional anchor in the working-class Buckeye-Woodhill community.

2006: Cleveland Neighborhood Progress pursues redevelopment of the vacant hospital campus, seeing its revitalization as key to a larger community plan. By redeveloping the hospital campus, it hopes to catalyze additional development in the neighborhood and provide a symbol of change for the community.

After acquiring the site, Cleveland Neighborhood Progress begins essential predevelopment activities, including demolition and environmental remediation.


Buckeye-Woodhill: A Neighborhood in Transition

After reaching its peak in the early 1950s, the population of the Buckeye-Woodhill neighborhood steadily declined, mirroring a similar trend for the city as a whole. Between 1950 and 2010, the neighborhood lost 56 percent of its population and the unemployment rate increased from 3 percent to 23 percent. Buckeye-Woodhill was characterized by abandoned buildings and vacant lots—troubling signs of a continued lack of investment. However, Cleveland Neighborhood Progress and other community partners saw the potential in the neighborhood, with its convenient access to transit and its landmark institution, the Saint Luke’s Hospital. Enterprise shared their vision for the community and invested more than $6 million in seven different properties in the neighborhood between 2000 and 2008.
SAINT LUKE’S TIMELINE: 2008-2018

FROM BLIGHT TO LANDMARK OF OPPORTUNITY

In order to catalyze revitalization and additional investment in the Buckeye-Woodhill neighborhood, Cleveland Neighborhood Progress, Enterprise and other partners focused on preserving and rehabilitating the empty Saint Luke’s Hospital into affordable homes for seniors, an award-winning school and workspace for nonprofits. The renovation of the once-blighted multi-acre property has brought a renewed vibrancy to the neighborhood. Saint Luke’s again stands proudly as a beacon of hope for the community.5

2008-2009:
Cleveland Neighborhood Progress convenes Enterprise, Pennrose LLC (Pennrose), the Saint Luke’s Foundation and other partners around its ambitious revitalization plan for the vacant Saint Luke’s.

2008:

2010 2012 2013

2011:
Enterprise supports Phase 1 of the Saint Luke’s revitalization through $13.9 million in investment, including:
- $3.1 million bridge loan from Enterprise Community Loan Fund
- $7.5 million Low Income Housing Tax Credit equity investment
- $3.3 million in Historic Tax Credits

2012:

2013:
EARLY 2013:
Phase II of the Saint Luke’s Hospital renovation is complete, with an additional 65 affordable homes for seniors, developed by Pennrose. Enterprise invested $12.3 million in Low Income Housing Tax Credit equity in this phase of the renovation, along with $2.6 million in Historic Tax Credits.

FALL 2013:
The most ambitious portion of the Saint Luke’s Hospital renovation is undertaken, including a new campus for the Intergenerational School and nonprofit office space. Enterprise invested a total of $13.2 million in Phase III, including:
- $2.15 million bridge loan from Enterprise Community Loan Fund
- $11 million in New Markets Tax Credit equity

2014-2016:
Phase III of the renovation is complete, as the hospital’s historic auditorium is converted into a gym and dining room for the Intergenerational School. Cleveland Neighborhood Progress and the Saint Luke’s Foundation move into the site’s new office space.

FALL 2017:
Cleveland Neighborhood Progress opens the Intergenerational Playscape for students, Saint Luke’s Manor residents and the community on the front lawn of the campus, adding to the ways in which the site has become a neighborhood hub.
Enterprise, Cleveland Neighborhood Progress and Pennrose saw potential in the Buckeye-Woodhill neighborhood, believing that the rehabilitation of Saint Luke’s would be the linchpin of a larger long-term neighborhood redevelopment plan. However, transforming a vacant neighborhood landmark into a thriving mixed-use neighborhood hub required significant financing and a strong long-term commitment from neighborhood partners and investors.

At 400,000 square feet, this complex renovation was divided into three distinct phases with multiple funding sources and strong community partners supporting each phase. Enterprise deployed both capital investments and other expertise throughout the project to help bring the vacant site to life. In the throes of an economic recession, Enterprise’s $42 million investment in Saint Luke’s was an important signal that increased the confidence of other investors, bringing the resources necessary to make this neighborhood vision a reality.

Enterprise’s support of the Saint Luke’s redevelopment extended beyond financing. The Enterprise-supported Rose Architectural Fellowship program embedded a fellow within Cleveland Neighborhood Progress to support the project throughout the design and construction process.6

### ENTERPRISE INVESTMENT IN SAINT LUKE’S

<table>
<thead>
<tr>
<th></th>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Income Housing Tax Credits</td>
<td>$7,500,000</td>
<td>$12,300,000</td>
<td></td>
<td>$19,800,000</td>
</tr>
<tr>
<td>Federal Historic Tax Credits</td>
<td>$3,300,000</td>
<td>$2,600,000</td>
<td></td>
<td>$5,900,000</td>
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<tr>
<td>Loan Fund Bridge Loan</td>
<td>$3,100,000</td>
<td></td>
<td>$2,150,000</td>
<td>$5,250,000</td>
</tr>
<tr>
<td>New Markets Tax Credits</td>
<td></td>
<td></td>
<td>$11,000,000</td>
<td>$11,000,000</td>
</tr>
<tr>
<td>TOTAL ENTERPRISE INVESTMENT</td>
<td>$13,900,000</td>
<td>$14,900,000</td>
<td>$13,150,000</td>
<td>$41,950,000</td>
</tr>
</tbody>
</table>
According to Linda Warren, senior vice president of placemaking at Cleveland Neighborhood Progress, “The fact that Loan Fund stepped up and said ‘we’re in,’ that they acknowledged the importance of this project and were willing to take on the risk really encouraged other investors and partners to engage with it. Enterprise’s confidence, expertise and industry clout went a long way towards seeing this project to fruition.”

Part of the financing for this neighborhood landmark relied on Historic Tax Credits. Redeveloping a large site, such as Saint Luke’s, with Historic Tax Credits can prove a challenging endeavor, particularly as the tax credit equity is not released until the project is complete and meets historic preservation requirements. This delay in tax credit equity created a financing gap during the construction work on Saint Luke’s, which Loan Fund filled with bridge loans during Phases I and III of the redevelopment. These bridge loans were critical to allowing the complex project to move forward.

THE POWER OF PARTNERSHIP

The transformation of Saint Luke’s was possible only because of the commitment of strong community and financial partners. Development partner Pennrose brought significant expertise in historic preservation and provided a guarantee for the Historic Tax Credits, taking on part of the project’s financial risk to ensure the creation of the senior housing in Saint Luke’s Manor. Pennrose continues to support the project by serving as the property manager for the senior housing in Saint Luke’s Manor.

The strong relationships and high levels of trust between the development partners and the community partners were critical to the project’s success.
LANDMARK OF OPPORTUNITY: Transformative Investments Spark Community Change
The revitalization of the vacant Saint Luke’s Hospital into a thriving multi-generational campus has created a positive impact that transforms lives and will continue to reshape the community for generations to come.

<table>
<thead>
<tr>
<th>HOUSING STABILITY</th>
<th>EDUCATION</th>
<th>COMMUNITY IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>137</strong></td>
<td><strong>250</strong></td>
<td><strong>$62.8M</strong></td>
</tr>
<tr>
<td>affordable homes have been created for seniors with low incomes.</td>
<td>students attend the Intergenerational School at Saint Luke’s.</td>
<td>has been invested in community development projects in Buckeye-Woodhill since the Saint Luke’s renovation began.</td>
</tr>
<tr>
<td><strong>95%</strong></td>
<td><strong>90%</strong></td>
<td><strong>3 FREE</strong></td>
</tr>
<tr>
<td>of Saint Luke’s residents remain stably housed since moving in.</td>
<td>of 8th graders at the Intergenerational School passed English and math state exams in 2017.</td>
<td>concerts at Saint Luke’s brought residents together with community members from the neighborhood and beyond during the summer of 2018.</td>
</tr>
<tr>
<td><strong>$2,100</strong></td>
<td><strong>11</strong></td>
<td><strong>2+ ACRES</strong></td>
</tr>
<tr>
<td>is estimated to be saved per household on rent each year.</td>
<td>Boys &amp; Girls Club fieldtrips provided intellectual and cultural enrichment during the summer of 2018.</td>
<td>of public green space has been added to the neighborhood through the Saint Luke’s project.</td>
</tr>
</tbody>
</table>
EVERYDAY of my life ... I am BLESSED
The term “aging in place” captures an important ideal for most Americans – the ability to live in your own home or community safely and independently as you age, regardless of income or ability level. In fact, the AARP found that 77 percent of people aged 65+ expressed a desire to age in place.

Many older adults struggle to age in place, either because their fixed incomes limit their ability to pay for growing healthcare costs or because their home does not accommodate their physical needs and limitations. This puts many at risk of housing instability, forcing them to either move or make significant financial sacrifices in order to stay in their home. This challenge is significant in Cleveland, where 53 percent of renters and 31 percent of homeowners over the age of 64 were already spending more than 30 percent of their income on housing between 2012 and 2016.

Saint Luke’s Manor provides high-quality apartments to adults aged 55 and over with incomes below 60 percent of the area median income (AMI), or $29,700 for an individual. For a senior with an extremely low income of $14,850, the benefit of affordable housing is significant. Affordable rents free up resources for other critical needs and make it easier to remain in their homes longer.

LIVING IN AN AFFORDABLE HOME AT SAINT LUKE’S CAN HELP A RESIDENT EARNING LESS THAN $14,850 SAVE MORE THAN $3,600 EACH YEAR ON RENT.

This translates to:

- **Almost 3 years** of out-of-pocket healthcare costs for the average person over the age of 65
- **16 months** of daily hot meal delivery from Meals on Wheels
- **2.5 years** of monthly paratransit passes with the Greater Cleveland Regional Transit Authority
HOUSING STABILITY

HIGH-QUALITY HOMES CREATE HOUSING STABILITY

The homes at Saint Luke’s Manor also help to create housing stability by providing design features that accommodate the needs of older adults, even as their physical requirements change over time. Residents who use wheelchairs or need other mobility assistance particularly benefit from open floor plans and wide hallways.

The intentional design and construction of Saint Luke’s Manor ensures that all of the homes include key “universal design” elements that are proven to help adults age in place. 13 This is a valuable and unusual benefit of Saint Luke’s. One study found that only 3.8 percent of homes in the United States are appropriate for people with mobility concerns. 14

UNIVERSAL DESIGN FEATURES AT SAINT LUKE’S MANOR

Many of Saint Luke’s residents are lifelong Clevelanders who value the opportunity to stay in their community and retain independence as they age. Resident Stephanie Roberts highlights the importance of the housing stability afforded by Saint Luke’s, saying that “people want to stay independent for longer, and not have to move in with family or into a care home.”

By enabling residents to remain in their community and facilitating the activities of daily life through design, Saint Luke’s Manor helps residents stay engaged and supported by their existing social networks. In addition, living at Saint Luke’s provides residents with a built-in community of neighbors and numerous public spaces for socializing and community activities, as well as opportunities to volunteer with students at the Intergenerational School. These opportunities help to fight loneliness and social isolation, which can have long-term health consequences. 15

Leonard Ford, a retired U.S. veteran, is grateful that Saint Luke’s Manor allowed him to move into a home that meets both his physical and financial needs as he ages. “Anytime you can save on a fixed income is a blessing. My bills are much lower here. Everything I need is right here, and it’s comfortable too. I use the gym, take the train right outside… they’ve got good people in this neighborhood.”
Katherine Jones has lived in Cleveland for every one of her 93 years and has strong ties to the community and to Saint Luke’s. She gave birth to two sons at Saint Luke’s Hospital in the 1940s, when the hospital maternity ward was segregated by race. Today, Katherine enjoys living in a beautiful home in the old hospital where she was once required to enter through the back door.

Katherine believes that without the option of living in Saint Luke’s Manor, she would have to move out of state to live with her daughter, leaving behind her church community, doctors and strong support system. Moving to Saint Luke’s has other benefits for her. “I feel safe. I wasn’t safe at [my previous apartment], there were always fights.”

Katherine plans to remain at Saint Luke’s for as long as possible and sees the importance of independent living. “It seems that seniors are living longer and want to live independently. I’ve always lived by myself and I want to continue doing so.”
A quality education is one of the most important factors contributing to an individual’s career trajectory. The rehabilitated Saint Luke’s is providing students access to a positive learning environment by creating space for the Intergenerational School, a high-performing charter school serving grades K-8.16

Before moving into Saint Luke’s, the Intergenerational School was located in a community center and was spread across different parts of the building. Many of the classrooms lacked a window. The students now benefit from a space that is both functional and beautiful. On the first day of school in 2013, the students stood in awe of the regal building with its marble lobby.

The Intergenerational School offers an innovative approach to learning that includes a focus on adult mentors who regularly meet with students and work with them on their reading skills. This encourages a lifelong appreciation of learning and helps set students up for success.17

“A STEPPING STONE FOR SUCCESS

BY creating this beautiful space and preserving the Saint Luke’s Hospital campus, we have shown the community that we care. For our students, it shows them that we value them, that they are important. That means a lot.”

— BROOKE KING,
EXECUTIVE DIRECTOR OF THE INTERGENERATIONAL SCHOOLS

PERCENT OF 3RD GRADERS SCORING PROFICIENT OR BETTER IN READING IN 2017:

69%
Intergenerational School

36%
Cleveland Municipal School District

BEING ABLE TO READ BY THE END OF GRADE 3 IMPROVES A STUDENT’S CHANCES OF GRADUATING HIGH SCHOOL

HIGH SCHOOL GRADUATION IS KEY TO FUTURE EARNINGS.

Graduates are expected to make

$350,000
more than their peers who dropped out.
EDUCATION

EDUCATION DOESN’T STOP AT THE LAST BELL

Saint Luke’s is also home to the Boys & Girls Club, which offers strong educational benefits and positive life skills to students at no cost. Students benefit from programming during school holidays, after-school programming, engagement in extracurricular activities and the opportunity to take educational field trips outside of school. These resources can have long-term positive impacts for student success.18

STUDIES HAVE SHOWN THAT STUDENTS WHO ATTEND THE BOYS & GIRLS CLUB AT LEAST ONCE A WEEK EXPERIENCE IMPROVEMENTS IN...

- School attendance and performance
- Academic confidence
- Volunteering and community engagement

Students participating in the Boys & Girls Club’s leadership program, Torch, spent part of their summer learning about the water crisis in Flint, Michigan. They took the initiative to organize a drive to collect donations of water for a Boys & Girls Club in Flint and delivered the donations themselves. Santana Bugg, one of the participating students, says the project was transformative for him. “It taught me not to take anything for granted.”
Malia Harris is an 8th grader attending the Intergenerational School and a resident of the Buckeye-Woodhill neighborhood. She lives only five minutes from Saint Luke’s.

As a member of the Boys & Girls Club at Saint Luke’s, Malia takes full advantage of the opportunities afforded to her through the program. With the dream of one day becoming a photographer, she is currently a writer and photographer for the newsletter published by the Boys & Girls Club. Malia also participates in the Club’s Torch program focused on leadership development and works as an intern at the Boys & Girls Club, gaining important skills and helping to ensure her future success.

“[Being a member of the Boys & Girls Club] has taught me social skills. It has given me a community and role models. Now I know the people I can reach out to for help doing what I want with my life.”
Saint Luke’s continues to be a landmark in the Buckeye-Woodhill community. The transformation of the vacant hospital into a thriving mixed-use neighborhood hub has contributed to broader community impact by catalyzing both economic activity and community engagement.

A BOOST FOR THE LOCAL ECONOMY

The redevelopment of the historic Saint Luke’s Hospital has created economic activity through its construction and ongoing operations, including the creation of jobs, local spending and the generation of local and state taxes. Saint Luke’s currently supports 73 full-time jobs and generated over $38,000 in property taxes in 2017. The revitalization of a local landmark also brought significant economic benefits to the wider Buckeye-Woodhill community by attracting additional resources to the neighborhood.

THE RENOVATION OF SAINT LUKE’S HELPED GENERATE AN ESTIMATED:

- 195 construction jobs
- $23.7M in local economic activity
- $2M in local taxes
COMMUNITY IMPACT

SAINT LUKE’S AS A CATALYST FOR COMMUNITY INVESTMENT

The renovation of Saint Luke’s has helped the local landmark to once again serve as a center of the community, attracting other investors who saw the new potential in the Buckeye-Woodhill neighborhood.

Since the Saint Luke’s redevelopment began in 2011, the neighborhood has seen an increase in investor and developer interest. Linda Warren, senior vice president at Cleveland Neighborhood Progress, believes that much of this investment can be attributed to the success of the Saint Luke’s project. The investment of Enterprise and its partners in Saint Luke’s helped spark this community change.

FIVE YEAR SNAPSHOT OF NEIGHBORHOOD INVESTMENT WITHIN A HALF MILE OF SAINT LUKE’S

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>TOTAL INVESTMENT</th>
<th>PROJECT TYPE</th>
<th>PROJECT DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy at Saint Luke’s Pointe</td>
<td>$26 million+</td>
<td>Housing</td>
<td>This new residential community will provide 27 affordable homes and up to 60 market-rate homes for families and is expected to begin construction in 2019.</td>
</tr>
<tr>
<td>Buckeye Square</td>
<td>$12.6 million</td>
<td>Housing</td>
<td>Opened in 2013, this development provides permanent supportive housing to a formerly homeless population in 65 affordable homes.</td>
</tr>
<tr>
<td>Habitat for Humanity</td>
<td>$200,000</td>
<td>Housing</td>
<td>The Saint Luke’s Foundation is supporting Habitat for Humanity’s efforts to transform 25 vacant and blighted properties into high-quality housing.</td>
</tr>
<tr>
<td>E116th Street RTA Station</td>
<td>$4 million</td>
<td>Transit</td>
<td>This renovation to the rapid transit station located in front of Saint Luke’s will provide necessary system updates and add a ramp to increase accessibility for senior residents and other community members facing mobility challenges.</td>
</tr>
<tr>
<td>Thriving Communities Institute</td>
<td>$1.4 million</td>
<td>Community Improvement</td>
<td>The Thriving Communities Institute at the Western Reserve Land Conservancy, with funding from the Saint Luke’s Foundation, is working to demolish blighted properties, assist community members with acquiring the land and help them to green the property.</td>
</tr>
</tbody>
</table>
COMMUNITY IMPACT

PUTTING FEET ON THE GROUND

The renovation of Saint Luke’s created the opportunity for strong nonprofit organizations to move into the neighborhood to better serve residents. One of these, the Saint Luke’s Foundation, contributed $500,000 to the redevelopment efforts and believes that the move into Buckeye-Woodhill has made a significant difference in its ability to help facilitate a community-driven process of revitalization.

According to Anne Goodman, president and CEO of the Saint Luke’s Foundation, “Saint Luke’s has become a real beacon for the neighborhood,” and moving into the renovated Saint Luke’s property has changed the organization’s “intellectual commitment to Buckeye into deep community engagement.”

Through the engagement of strong neighborhood organizations and the activity created by Saint Luke’s, the transformed campus is now a neighborhood hub offering benefits to hundreds of Buckeye-Woodhill residents.21

SAINT LUKE’S STRENGTHENS ITS ROLE AS A HUB OF ACTIVITY IN BUCKEYE-WOODHILL

The Saint Luke’s Foundation hosts community forums that allow neighbors to meet and discuss issues important to them, including police relations and the re-use of a former grocery store to best support the community.

Cleveland Neighborhood Progress opened the Intergenerational Playscape in 2017, offering an innovative recreation space that is available to everyone in the community.

Cleveland Neighborhood Progress hosted the Saint Luke’s Summer Concert Series in 2018, bringing together residents and other community members and attracting visitors from surrounding neighborhoods.

The Rice Branch of the Cleveland Public Library, adjacent to Saint Luke’s, draws community members to the campus by offering a variety of educational opportunities, including free K-8 tutoring, basic computer classes, resume workshops, book readings and discussions.
Kim Fields spent 12 years working at the Saint Luke’s Foundation, an organization committed to continuing the legacy of Saint Luke’s Hospital to serve the community.

A lifelong resident of Buckeye-Woodhill, Kim has had a front row seat in watching the neighborhood change over time. She recognizes the renewed hope that the revitalized Saint Luke’s campus has brought to the community.

As both a resident and an employee of a mission-driven neighborhood organization, Kim has noticed a change in her neighbors as they become more active and engaged in their own community. She says that “10 years ago, there was no sense that there were opportunities to make change... now community members are engaged and demanding what they need.”
MARK MCDERMOTT | ENTERPRISE COMMUNITY PARTNERS

Mark McDermott is vice president and Ohio market leader for Enterprise Community Partners. Mark believes that the success of Saint Luke’s is the embodiment of Enterprise’s strategic plan and work to increase access to opportunity. “The transformation of Saint Luke’s Hospital from a vacant property into an intergenerational community hub demonstrates the power of integrating multiple community development strategies at once. More specifically, Saint Luke’s success is owed not only to providing housing security for seniors, but also offering excellent public education and out-of-school opportunities for children, while also providing office space for community and nonprofit anchors. Saint Luke’s has led the way as a model for public and private investment. Saint Luke’s is growing into its role as a center of community in the Buckeye-Woodhill neighborhood and the city more broadly, giving living proof to Enterprise’s belief in building communities of opportunity.”

JOEL RATNER | CLEVELAND NEIGHBORHOOD PROGRESS

Joel Ratner is president and CEO of Cleveland Neighborhood Progress, a community development intermediary in Cleveland, Ohio. In addressing the catalytic transformation of the once vacant Saint Luke’s Hospital in the city’s Buckeye-Woodhill neighborhood, Ratner states, “the $64M renovation that was completed in 2014 would have never happened if not for so many tremendous partners, including Enterprise, which supports our organization and our development subsidiary.” The Saint Luke’s redevelopment has spurred additional investment in the areas immediately surrounding the hospital. “Due to this development, Buckeye residents now benefit from two newly constructed schools, a new library branch, an improved train station, enhanced public green space and new residential opportunities - including soon-to-be-built affordable and market-rate homes,” Ratner adds. “We’ve created new opportunities in the neighborhood that will continue to positively impact residents for decades to come.”

RICHARD K. BARNHART | PENNROSE, LLC

Richard K. Barnhart is chairman and CEO of Pennrose, LLC. Mr. Barnhart oversaw the Saint Luke’s redevelopment for Pennrose and, speaking of the project, says “The impact that Saint Luke’s Manor has had on the neighborhood and its residents is a perfect reflection of our mission to transform communities through high quality real estate development. From the outset of the project, we relied on the strength of our partnership with Cleveland Neighborhood Progress. By working cooperatively, we were able to transform a decaying, vacant building into a thriving, multigenerational living and learning campus. We are proud to have played a role in maintaining the historic integrity of the original structure, while transforming it into a modern senior apartment community.”
ANNE GOODMAN | SAINT LUKE’S FOUNDATION

Anne Goodman is president and CEO of the Saint Luke’s Foundation, which is housed in the former Saint Luke’s hospital campus on the east side of Cleveland. Anne reflects on the project, which “took a beautiful, historical dilapidated building and turned it into a beacon for the struggling Buckeye-Woodhill neighborhood. It now has affordable, safe and attractive apartments for senior living, a community development organization, a day care center, a charter school and a Boys & Girls Club. The project turned the whole block into a campus shared by a broad range of stakeholders. The transformation of the building was only one factor in impacting the community. The mixed use and diverse stakeholders are what make it a tremendous accomplishment for the neighborhood.”

EARL INGRAM | SAINT LUKE’S BOYS & GIRLS CLUB

Earl Ingram is director of the Saint Luke’s Boys & Girls Club, providing support to more than 120 children each day. Speaking about Saint Luke’s, he says: “Our time here at Saint Luke’s has been great thus far, and we’re starting to see past seeds we’ve planted begin to grow. The renovation of the facility gave the community a boost of energy initially, and we must all do the ongoing work of cultivating the culture we want to establish. As we continue to form strong and sustainable partnerships, the impact we can have in the community has unlimited potential. We’re looking forward to being part of the new era here and are committed to doing our part to help continue to move things in the right direction. When residents, students and community members all pull in the same direction, anything is possible.”

BROOKE KING | THE INTERGENERATIONAL SCHOOLS

Brooke King is executive director of the Intergenerational Schools in Cleveland. The Buckeye-Woodhill neighborhood Intergenerational School, their flagship K-8 public charter school, moved into the renovated Saint Luke’s building in the fall of 2013. “The move to Saint Luke’s signified more than just a new school building for our students. It conveyed a message to them that their learning is important, and they are significant members of the community. We operated for so many years in a dated, shared space with several small, windowless classrooms. Our students and families came into their new Saint Luke’s environment with awe and inspiration, as they experienced the natural light pouring into the classrooms, the spacious science lab and their beautifully restored auditorium/gym, among other features of the school. The Saint Luke’s project is such a critical piece of a broader community revival in this area and we are proud to be a part of it.”
1 Please visit www.opportunity360.org to access OPPORTUNITY360 to learn more about communities of opportunity.

2 Please visit www.enterprisecommunity.org/financing-and-development/community-loan-fund to learn more about Enterprise Community Loan Fund.


4 Sources for data on pages 9-10:
   • Historic photos (1927 and 1960-1973) obtained from the Cleveland Memory Project, Cleveland State University, Michael Schwartz Library, special collections in the Cleveland Hospital’s digital collection. http://images.ulib.csuohio.edu/cdm/search/field/subjec/searchterm/Saint%20Luke’s%20Hospital/mode/exact

5 Sources for data on pages 11-12:

6 Please visit https://www.enterprisecommunity.org/solutions-and-innovation/design-leadership/rose-architectural-fellowship/fellows to learn more about Wayne Mortensen, the Cleveland Rose Fellow, along with the fellowship program and its other recipients.

7 Sources for page 16:
   • Cost savings estimate based on Enterprise internal discretionary income calculator.


12 Citations for infographic on page 18:


16 Please visit [www.intergenerationschools.org](http://www.intergenerationschools.org) for more information on the Intergenerational School.

17 Sources for infographic on page 22:
ENDNOTES

18 Source for infographic on page 23:


20 Economic impact estimates generated by Enterprise’s Economic Impact Calculator, which was created for Enterprise by the National Association of Home Builders, 2013.

21 Sources for neighborhood information on page 27:

Any data not cited in these endnotes (investment amounts, units created, etc.) come from Enterprise’s internal proprietary data, data obtained from project partners or from interviews conducted with project partners during July 2018.
Enterprise Community Loan Fund builds opportunity in neighborhoods across the country by providing critical capital to high-impact affordable housing and community development projects. Through Enterprise’s catalytic investments and strong neighborhood partnerships, the historic Saint Luke’s Hospital campus in Cleveland, Ohio, was transformed into a mixed-use neighborhood hub. The revitalized Saint Luke’s campus offers affordable housing for seniors with low incomes, a high-performing charter school, a local Boys & Girls Club and offices for local nonprofits. Now a center of neighborhood activity, Saint Luke’s is a powerful example of strategic investment and deep partnerships coming together to spark community transformation and create positive impact for years to come.