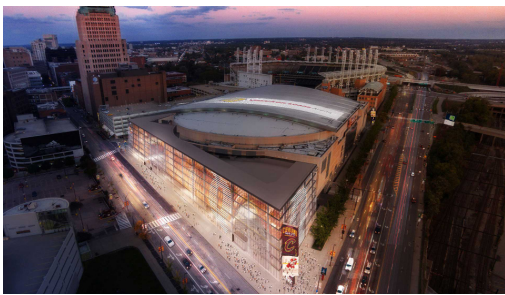


William T. Eberhard AIA, IIDA: ESSAYS ON ARCHITECTURE:

Living in Cleveland



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“Best Location in the Nation?”

Cleveland, unlike Paris, is not a city with an awareness or culture that is focused on beauty.

Paris – the “City of Light” – has a clear and positive identity. It is the Eiffel Tower, curbside cafes, the Louvre and Notre Dame.

London is known as a city of banking, commerce, royalty and governing.

New York is Broadway and Wall Street.

Chicago is known for its architecture, food and mob history.

Cleveland has no real identity of any consequence beyond its sports teams. In the 1950's and 1960's the Illuminating Company developed and advertised the slogan, “Cleveland – The Best Location in the Nation.” Then we got to be known as the city whose river caught on fire – 12 times total, but most memorably on 6-12-69 and then again on 11-1-69, and Johnny Carson didn't let anyone forget it. *Time* magazine published an article and the photo of the river on fire back in 1952. *National Geographic* put it on their cover in December 1970 in an issue titled “Our Ecological Crisis.” We became known as “The Mistake on the Lake.”

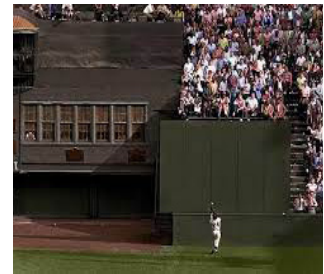
We now have the Rock and Roll Hall of Fame and Museum, but it only draws about 600,000 annually – on a good year. For context, the Jewel Changi Airport in Singapore had 600,000 visitors *on its second day of operation* and drew 50 million in its first six months. And the Rock Hall is and always has been a bullshit institution that is not really about Rock and Roll. It's about money made from music, so they have inducted many pop music artists who have nothing whatsoever – even foundationally - to do with Rock.

Dolly Parton even tried to remove herself from consideration when she was nominated in 2022 because at least she knew that she did not belong there, and the Rock Hall is so full of shit, they said it was “too late to remove her” from consideration. Other inductees who have no business being on the honor roll include ABBA, Louis Armstrong, Joan Baez, Harry Belafonte, Johnny Cash, Nat King Cole, Bobby Darin, Miles Davis, Neil Diamond, Eminem, The Four Seasons, The Four Tops – you get the idea.

Other than that, Cleveland is known for its remarkable and long legacy of inept government - and failed sports teams.



Above Left, Clockwise:
1. Rock-n-Roll Hall of Fame
2. “The Drive” - January 11, 1987 AFC Championship Game
3. “The Fumble” - Ernest Byner, AFC Championship Game, January 17, 1988
4. “Red Right 88,” - AFC Playoff Game, January 4, 1981
Below: Jewel Changi Airport in Singapore (L), Willie Mays 1954 World Series Catch (R)



In the past 70+ years, only the 1964 Browns and 2016 Cavaliers have won national titles. And in actual fact, Cleveland is sadly best known for its many epic failures in those opportunities to be in or able to win the top prize – or our simply boorish behavior. We have even given our failures names: “The Catch” by Willie Mays in the 1954 World Series, “Red Right 88,” “The Drive,” “The Fumble,” “10 Cent Beer Night” on 6-4-74 which required riot police, “2007” for the Epic Indians Collapse, “The Hit” referring to the 1997 Jose Mesa WS meltdown in 11th Inning, “Bottlegate” – the Browns’ December 16, 2001 loss to Jacksonville in one of the worst officiated games in NFL history, “The Shot” by Jordan in Game 5 in 1988, and losing the 1995 World Series to Tom Glavine.

Cincinnati Bengals coach Sam Wyche on December 10,



Above Left: Squires Castle, Metroparks Emerald Necklace

Above Right: Cleveland's undeveloped lakefront - Downtown Cleveland from east of Burke Lakefront Airport



1989, was trying to coach his Bengals against the Seattle Seahawks, and found himself with unruly fans throwing snowballs on to the field in response to poor officiating. He ran across the field, grabbed the PA microphone and told the crowd, "Will the next person that sees anybody throw anything onto this field, point them out, and get them out of here. You don't live in Cleveland, you live in Cincinnati!"

Cleveland does have one of the very best symphonies in the world and an excellent art museum, though the modern collection has needed a shoring up for decades.

Cleveland has an uneven history of respecting and preserving the rich parts of its architectural heritage. And when it 'preserves' an asset these days, it does so in a manner that typically lowers its architectural integrity and quality. Parisians have a fierce affection for their city. Not so in Cleveland. The Dog Pound does not count.

There are parts of the city that locals appreciate. Everyone loves the West Side Market, but few actually patronize it and are even aware of its roller coaster existence and operation over the last 50 years.

People will say that they really like Ohio City, but none of them have risen to defend the atrocious development that has been forced on historic districts during the Frank Jackson administration and his Gulag Board of Zoning Appeals that rubber-stamped every greedy developer's proposals which have been out of scale, excessive in density, and totally lacking in any respect for the architectural vernacular of the neighborhoods.

People will say that they love Severance Hall and University Circle, but they patronize the Orchestra infrequently at best. We can credit Case Western Reserve University for its sporadic attempts to develop a cohesive campus with architectural integrity, though the results are uneven at best. And after the Gehry Weatherhead

School of Management, they publicly stated that they were retreating from their former President's commitment to "seek architectural excellence with every new project" just because Gehry's \$26M project came in at over \$100M. Ironical for a graduate school of management.

And we must mourn the atrocious Museum of Contemporary Art for squandering an exceptionally legible site with an opaque and uninspiring piece of formal geometry that lacks any connection to art of any kind for the people of Cleveland and it fails to deliver a pleasant uplifting experience.

People will say that they love the Metroparks and its Emerald Necklace, and it is an admirable asset. People appreciate some of the city's neighborhoods – Old Brooklyn, Tremont, Little Italy.... And the inner ring suburbs – Cleveland Heights, Shaker Heights, University Heights, Lakewood, Rocky River.....

People used to be more appreciative of the city's ethnic concentrations. Food and faith were the common and vibrant anchors of those neighborhoods, but they are fading today.

For anyone who asserts that Cleveland has civic pride, I respectfully submit we are lambs to the slaughter. We have allowed people in positions of influence and authority – as distinguished from legitimate leaders – to usurp our authority to undertake projects that make rich white men richer at the expense of the public - and without our consent. The Medical Mart, Convention Center, Hilton Hotel, redo of Gund Arena, redo of the baseball park, redo of the Browns stadium, and now yet another redo of the baseball park suck up our public funds, all the while our roads and bridges are shit, our justice center and jails are a disgrace, our IT infrastructure has been a debacle – the list goes on.

Perhaps the best example of the evaporation of civic pride

Essays on Architecture: **Living in Cleveland**

is our train station. Compare Terminal Tower with its grand common areas and its architectural exclamation point at the city's Public Square that conveys welcome in an uplifting demonstration of civic pride with the insignificant, tiny, low-ceiling train station behind City Hall – in but sixty years. And the only two trains that come through that shithole of an Amtrak station arrive between 3:00 and 6:00 am. That compares to the five different railroads that once served Terminal Tower.

The city's medical institutions are busy spending lavishly in competition with one another to unnecessarily duplicate costly facilities throughout the region with our declining population that is increasingly ambulatory. This behavior will saddle our children and grandchildren with outlandish health care costs that are not justified by any real or imagined need.

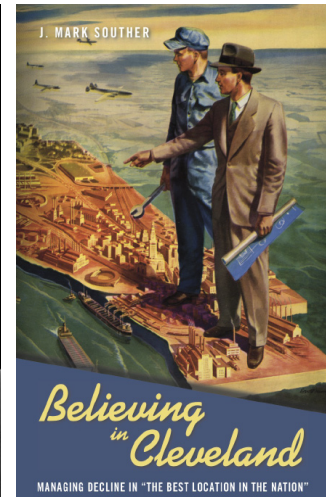
The city's sports teams have been given costly facilities at the expense of taxpayers and, before they are even paid for, locals are again, without voter approval, slammed with additional debt to upgrade them when such improvements are unjustified in a market our size with teams producing the kind of results we experience.

The city has lacked legitimate leadership in private and public sectors for decades.

Cleveland State history professor Mark Souther has chronicled expertly Cleveland's dismal leadership after WWII in his book, "Believing in Cleveland: Managing Decline in 'The Best Location in the Nation'". Souther puts forth the irrefutable thesis that for seven decades, the act of believing in Cleveland was a sign of "managing decline" by providing slogans or developments that deflected local and outside attention from the city's experience of its own deterioration/ transformation. I call that The Lie Machine – with a 70-year legacy.

Souther presents a chronological catalog of failed administrations, botched urban renewal opportunities, failed city services, racial unrest and riots, big plans after big plans, limited downtown revitalization, even more limited neighborhood renewal initiatives, deindustrialization, and transitioning from the nation's sixth largest city at the return of the last century to, during a period of robust national growth, what *Forbes* magazine has called the worst city in the US.

Clevelanders are routinely lied to by non-profit and elected officials in the 'selling' of 'improvements' when our legitimate needs for adequate criminal justice facilities, road and bridge repairs, etc., are



Above Left, Clockwise:
1. CSU Professor & Author Mark Souther
2. Believing in Cleveland Cover
3. Cleveland Smog in the 1970's
4. Deindustrialization in Youngstown: Demo of US Steel, 1983



overlooked in a Biblical example of malfeasance.

The city has not capitalized on its lakefront, which is cluttered with water treatment, salt storage, shipping, sports and a tiny under-performing airport instead of recreational, upscale housing and entertainment occupancies that celebrate the lake and enable citizens to access and appreciate it.

One of our most recent shameful examples of abject ineptitude involves the expenditure of nearly a billion dollars on an albatross project that was funded by taxpayer money without any vote that was never vetted by attorneys or leaders who were paid millions to do just that.

Cleveland Clinic's CEO talked local 'leaders' into building a Medical Mart here after seeing the 4-million square foot (three times the size of Key Tower) Merchandise Mart in Chicago, which serves the design industry with product showrooms for architecture and interior design professionals.

The problem was that there was absolutely no demand whatsoever for such a medical facility, and what was built was too small and poorly designed to be useful – for anything. It has been effectively vacant since its construction. This albatross was bought along with the idea that we needed a larger convention center to be competitive. So a larger center was initially designed along with the planned renovation of the adjacent Public Hall Auditorium and Music Hall.

But by the time the attorneys managing the project had assembled their hand-picked team for due diligence and told the public that they had negotiated a cap on construction costs, they came back a month later and said that they were 20% over budget even after eliminating the Public Hall Renovation altogether, and cutting the convention center project's size back to the same size of the very facility they had just demolished.

And we let them keep their fees. We even paid the Chicago Kennedy 'project managers' who managed absolutely nothing more money than they even asked for, and they eventually walked away - just before they would have had to pony up their \$20M for tenant construction.

Education

Unlike Philadelphia, Cleveland's educational institutions are not excellent, failing to match similar institutions in contributing to the city's intellectual capitol, and also functioning as robust economic development engines.



Top to Bottom

1. Proposed Medical Mart Expansion
2. Proposed Medical Mart Renovation
3. Cleveland State University Student Center
4. Cuyahoga Community College Metro Campus
5. Kent State University



Essays on Architecture: **Living in Cleveland**

The region's colleges and universities are sub-standard with a few notable exceptions (CWRU, Oberlin, John Carroll), and enrollment in the area's community colleges is down 43%-48% compared with the 7%-10% decreases at the nation's community college student bodies.

Cleveland State University is a mediocre university with an official enrollment of 17,260. According to *US News and World Reports*, it is ranked #331 out of the 440 universities ranked nationally. That would be the bottom quartile. CSU's FY 2022 revenue was \$317 million, and the university has an endowment of \$90 million. CSU claims a regional economic impact of \$897 million per year. That may have come from the Lie Machine.

For perspective, the University of Pennsylvania with an enrollment of 24,806 generates an annual economic impact for Greater Philadelphia of \$21.5 **billion**. That would be 67 times that of CSU. Penn is ranked #7 out of the 443 US universities. Penn's business and nursing programs are ranked #1 nationally and they are ranked in the top 25 for engineering and language, and in the top 10 in logistics, accounting, finance and management majors.

The only CSU programs ranked in the top 100 nationally are urban policy, nonprofit management, local government management, public affairs and occupational therapy.

CSU's notable alumni include Frank Lausche, Terry Pluto, Pamela Evette, Louis Stokes and Vlado Dimovski.

Penn's notable alumni include Noam Chomsky, Elon Musk, Elizabeth Banks, John Legend, William Henry Harrison, Doc Holliday, Bruce Dern, Candice Bergen, Lauren Powell Jobs, I. M. Pei, Tammi Terrell, Steve Wynn, John Sculley, Tory Burch, Gloria Allred, Hilary Putnam, John C. Lilly, and Zane Grey.

The University of Cincinnati has an enrollment of 46,798 and has a number of top-tier programs. The National Science Foundation places UC at No. 33 among America's public research universities, and UC is one of only 130 institutions classified as housing the very highest activity by the Carnegie Classification of Institutions of Higher Education.

U.S. News & World Report ranks UC in the Top Tier of America's Best Colleges, which places the university at No. 68 "most innovative among national universities." Reuters also named UC among the world's most-innovative universities, one of only 46 U.S. universities to make that prestigious list.

UC has dozens of academic programs ranked in the top 100 nationally, including business, education, engineering, law, medicine, nursing, architecture, interior design, audiology, biology, chemistry, criminology, paleontology, fine arts, pharmacy, physics, physical therapy, speech pathology, public health, sociology and statistics. UC is ranked #1 nationally for



Top to Bottom:
1. University of Pennsylvania, Philadelphia
2. University of Cincinnati
3. Ohio State University
4. The Horseshoe Stadium at The Ohio State University





its co-op programs.

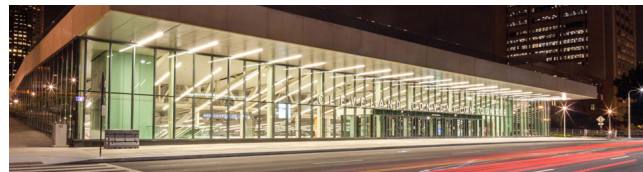
Powered by a total annual FY23 budget of \$1.656 billion and an endowment of \$1.8 billion placing it among the top 25 public universities in the U.S., UC has a regional economic impact of \$4.2 billion – and statewide, UC increases the economic base by \$13.4 billion. UC has a 19:1 student/ faculty ratio.

UC notable alumni include architect Michael Graves, William Howard Taft, Oscar Robertson, Sarah Jessica Parker, Urban Meyer, inventor Vinod Dham, Sandy Koufax, Chris Collinsworth, Travis Kelce, Greg Cook, Kathleen Battle, Al Hirt, Nipsy Russell, Hugh O'Brian, and Tennessee Ernie Ford.

Ohio State University has 44,500 undergraduate students and 14,250 graduate students on its main campus. The faculty-student ratio is 18:1. OSU's endowment is \$6.814 billion. Annual revenues are \$8.7 billion and annual expenditures are \$8.1 billion. OSU generates a regional economic impact of \$19 billion.

OSU's notable alumni include Roy Lichtenstein, Jack Nicklaus, Patricia Heaton, Lex Wexner, Jesse Owens, John Havlicek, Bob Knight, Sherrod Brown, Jean Peters, Curtis LeMay, Harlan Ellison, Joe Burrow, Bo Schembechler, R. L. Stine, George Steinbrenner, Kirk Herbstreit, Dwight Youkam and John Kasich.

The comparatively weak portrait of CSU is partly attributable to its young age. Started in 1964, CSU is an adolescent university. Nearby Kent State University



Left: OSU Endowment Medallions

Above Top: Medical Mart/ Greater Center for Health Innovation

Above: CLE Convention Center pushing above grade at lakeside Ave., fracturing The Mall's pedestrian green space from its terminus.

was begun in 1913 after starting as a teacher-training school in 1910. KSU reports 40,782 students, with an endowment of \$301 million. KSU's architecture program is ranked number 48 of the 96 accredited programs in the US.

KSU's notable alumni include Steve Harvey, Michael Keaton, Chrissie Hynde, Arsenio Hall, Drew Carey, Nick Saban, Joe Walsh, Lou Holtz, Mark Mothersbaugh, Tom Batiuk, Jack Lambert, Paul Warfield, Allison Krause, Ben Curtis and Thurman Munson.

Bad Government

Cleveland's history of truly bad government goes back to the 1950's.

The city's mayors squandered opportunities and millions of dollars offered by the Federal government for urban renewal. The city's inner neighborhoods were in earnest need of reinvestment because their housing stock was predominantly wood frame, which deteriorates quickly when neglected.

That is not to say that the city lacked for plans. Cleveland is known for plans that never amount to anything. Landscape Architect Lawrence Halprin who was brought here in the 1970's to re-imagine Public Square said, "The curious thing about Cleveland is that the more plans are devised to make it more interesting, the more it stays the same... No city in America has undergone such close scrutiny by so many planners for so many dollars for so few results."



Above Left: Original Approved North Coast Harbor Pedestrian Bridge; Miguel Rosales; Boston
Above Right: Revised North Coast Harbor Pedestrian Bridge; CDM Smith; Boston
Below: Public Square; James Corner Designs; New York
Bottom: Public Square entry from The Mall



Perhaps that is why Cleveland/ NEOH has done no substantive community or urban planning on any scale in the last two decades.

The Medical Mart Fiasco

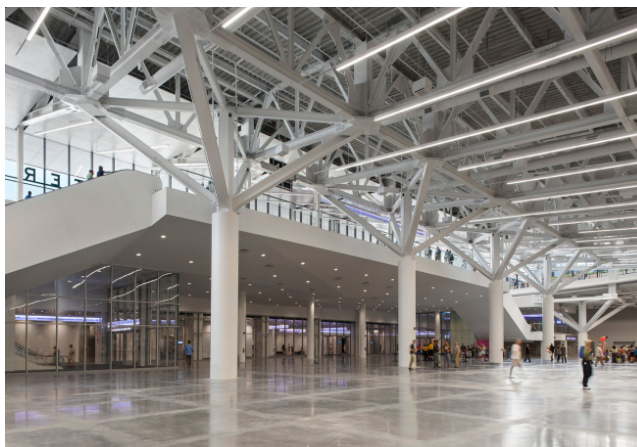
Living in Cleveland, one is exposed to a steady stream of contrived positivity for Cleveland's future. Every expression points to the impressive string of large public projects constructed in the past 30 years. But the shortcomings of these projects are never discussed. The only sanctioned voice, Steve Litt, the *Plain Dealer's* art and architecture 'critic,' has often proven himself to be a scribe for the institutional and political constituencies in residence so he can continue to maintain his flow of information so he can stay ahead of weekly *Crain's* and Stan Bullard and Michelle Jabhoe.

There is a potentially fatal flaw in Cleveland's pattern of 'improvement:' it has repeatedly been driven by a single big project external to any dogmatic, professional and responsible planning effort driven by a vision of how Cleveland as an urban organism can and should optimize its assets and connections to create the best possible experience for its constituents and visitors.

And these improvements are being paid for with taxpayer dollars – often without the vote of those being taxed - without real regard to “need” and the amortization of the capitol costs to build the facilities AND maintain them. Toby Cosgrove, then CEO of Cleveland Clinic, visited the Merchandise Mart in Chicago with his wife when renovating their suburban residence. The Merchandise Mart is a 4 million square foot limestone building on the north side of the Chicago River that runs from North



Top: Downtown Cleveland Hilton Hotel; Cooper Carry; Atlanta
Middle: Cleveland Convention Center; LMN Architects; Seattle
Bottom: Rock-n-Roll Hall of Fame & Museum; I. M. Pei; New York



Orleans Street all the way to North Wells Street. For context, Cleveland's 57-story Key Tower contains 1.3 million square feet. The Merchandise Mart is so large, it had its own zip code until 2008. At the time it was built in 1930, it was the largest building in the world. Originally built by Marshall Field & Co., it has been owned by over five decades by the Kennedy family as a centralized showroom, consolidating architectural and interior design showrooms under one roof.

It is typically busy only one week a year when the interior design and architecture professions descend for a three-day 'event' of showroom tours and seminars called NEOCON. The rest of the time, it's a graveyard. Apparently, Cosgrove thought that such a place dedicated to the medical field would be a home run for Cleveland. Various parties had explored this idea in the past and concluded that it was a bust because the medical market did not and does not evaluate and procure products via general showrooms. They rely on discipline-specific conferences, which are vender-supported and attended which are therefore far more relevant and efficient for both groups of attendees.

Cosgrove did not know this from the isolation of his executive position, and neither did any of the people to whom Cleveland paid millions to vet this idea. To say that these people failed to properly vet the idea is an understatement of Biblical proportions. They failed to vet it - in any way.

Taxpayers were forced into building a new showroom for the Cleveland Clinic so their doctors and purchasing people would not have to leave town to conduct their product analysis to equip their facilities. So for \$800 million, taxpayers funded a dysfunctional and unneeded multi-tenant showroom building, and demolished and rebuilt the convention center.

In the earliest stages of the project's planning, I had dinner with Jeff Appelbaum, Thompson Hine's \$800 per hour attorney who sells not only his legal services but project management oversight services, raking in millions and millions of dollars on each project. Appelbaum could not believe the high budgets for the project and thought something was bloated in the work of the team at that stage.

So the Medical Mart – an absurd idea that was never properly vetted, saw our county commissioners and Mayor Jackson stumble down a path that – again without a citizen vote, committed \$800 million in tax revenues to construct a facility that was unneeded that we were told would not cost a penny more than \$385 million to deliver a 235,000 sf medical mart for the health care industry, a new convention center and a

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renovated Public Auditorium.

Another key bullshit 'selling point' (Lie) was that we needed a new convention center because ours was too small to be competitive with others in the region (Pittsburgh-1.4M sf, Columbus-447k sf, Indianapolis-937k sf, Cincinnati-750k sf).

Thompson Hine attorney Jeff Appelbaum got himself hired as both attorney and project manager, with each contract worth millions. Appelbaum orchestrated a consultant team lead by a Seattle architect supposedly expert in convention centers that was also paid millions that totally botched the tasks of identifying the facility program requirements to meet phantom market needs and accurately forecasting project costs. These failures lead directly to the spectacular failure of the projects.

The Convention Center was constructed WITH NO PARKING WHATSOEVER. And then Appelbaum and his planners then made the same absurd and short-sighted mistake with another taxpayers gamble – the 650-room Convention Center Hotel.

That's right, Cleveland taxpayers spent \$240 million of taxpayer money to construct a hotel – WITH NO PARKING WHATSOEVER – so Hilton can run it and make money for Hilton, not the taxpayers who actually funded the facility! Planners said that they would somehow connect the hotel to the Huntington garage behind the County Courthouse.

These are disturbingly perfect examples of the results of Project Planning without appropriate strategic criteria to guide development design and connection with transit, public space and retail elements so that the urban center works together and we create neighborhoods instead of stand-alone megastructures that are not fully integrated with their context.

Find me a hotel developer in the US that would spend their own money to build a 650-room hotel in an urban center with no parking whatsoever. You will not find any that are that stupid. But our 'leaders' are – with our money.

Size:

Then-Commissioner Tim Hagan brought in family friend Chris Kennedy from Chicago's Merchandise Mart to oversee the project and manage the Medical Mart when it opened. Kennedy never opened his mouth that the proposed Medical Mart was too small to be even remotely successful. Kennedy was paid \$37.5 million to help vet the project's concept and



Top to Bottom:
1. Chicago's Merchandise Mart
2. Cleveland Downtown Hilton Hotel
3. Cleveland Medical Mart/ Global; Center for Health Innovation



line up tenants.

His team failed - and our team failed to recognize that he failed. There were other communities around the US looking at a medical mart at the time. They *all* concluded that it was a foolish idea and bailed. Not us. We even paid Kennedy millions he never even asked for.

We have been told for years that the Medical Mart was 235,000 sf, and even if that were true, it would be absurdly too small for its intended purpose. That's from our Lie Machine. But in fact, what we built actually has less than 100,000 sf of leasable space!

Parking:

Our former convention center had an embedded parking garage. The replacement was supposed to have an adjacent parking garage on the site of the former county administration building. When they screwed up the budget, they also



Above Left, Clockwise:

1. Global Center for Health Innovation First Floor Plan
2. Global Center for Health Innovation Upper Floor Plans (Orange = Vacant)
3. Global Center for Health Innovation Precast Concrete Facade
4. Global Center for Health Innovation Atrium

deleted the parking garage. Find me another convention center in the US without attached or contiguous parking. Another strike.

Design:

LMN's horseshoe-shaped Med Mart plan designed around a full-height atrium facing east appeared as an acceptable intrusion on the mall. But it negated any other use other than an open plan for a user who would take the entire floor or building. The layout is very inefficient. The team that built it has always claimed the building was 235,000 sf though it has only 97,000 sf of leasable area.

The time and energy expended on the exterior precast concrete panels and chopped ribbon windows was a luxury for an anticipated occupancy that did not require daylight or exterior views. But for any other occupancy, it is silly and non-functional. And it has limited its repurposing.

It should be noted that LMN's design of the Medical Mart-Convention Center connection was identified as totally unacceptable just after the team guaranteed the program and budget, necessitating a redesign. Our team of "experts" including Kennedy, Appelbaum and his staff of project managers and their architects who specialized in convention

facilities apparently did not know how food deliveries and trash removal needed to be configured to be separated from attendees.

Budget:

Along the way, Appelbaum and his team told us that the project costs would be capped at \$400 million and that the consultant/ operator MMPI from Chicago would assume the risk and responsibility of any additional costs. That same month, our 'leaders' and Appelbaum had the audacity to come back and tell us that they had discovered that the budget needed to be increased by 20% to \$480 million – none of which MMPI was going to be responsible for, AND they were cutting 40,000 sf from the Medical Mart **and** 40,000 sf from the convention center.

And, oh by the way, we would also *not* get a renovated Public Auditorium – 'who ever did the original assessment and cost estimate did not project the costs accurately' - it will be too costly, even with the increased budget and reduced construction area delivered. So in reality, *they missed their own budget by 40%, that they guaranteed would not be exceeded!* And they still got paid their millions in fees.

To confirm facts, on 9-14-08 *Plain Dealer* reporter Jean Dubail reported that County Commissioner Peter Lawson Jones stated that MMPI "must absorb cost overruns." But between the Commissioners and Appelbaum, that requirement somehow never made its way into MMPI's contract.

On 9-16-13, WKSU reported that two months after the facility opened, County Executive Ed Fitzgerald announced that they had fired MMPI because they did not believe MMPI could do the job – perhaps because they had not done a thing while they were getting paid \$9 million a year. Appelbaum would then explain that MMPI's termination was under consideration for some time because MMPI and parent Vornado had gotten out of the convention business.

Appelbaum acknowledged that MMPI was paid a staggering \$37.5 million – and that they had contributed none of the \$20 million they were supposedly obligated to contribute for tenant development of the showrooms - for basically doing nothing. "In essence, they paid nothing of the \$20 million," Appelbaum said.

So these evaporating budget guarantees are what is known as the "Old Bait and Switch."

It also raises unanswered questions regarding the efficacy of Appelbaum's efforts as being the taxpayer's

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attorney and overseeing the project to act in the taxpayers' interests. In the city's 224-year history, there is no other failure so flagrant – with no accountability for those responsible.

And the project delivered for the Medical Mart has failed completely - in part because it was a stupid idea from the onset that our leaders and the highly paid consultants failed to vet properly, AND because it is far too small to convince anyone with a brain that people from all over the country are going to come to Cleveland to see a handful of showrooms in a field where there are hundreds of providers in the hundreds of fields involved in the health care industry.

As constructed, the facility has less than 100,000 sf of space to lease! Published reports continued to claim the facility is 85% leased and has 235,000 sf, none of which was ever remotely true (Lie Machine). And now our 'leaders' have not known what to do with it.

After a few years with a 'rebranding' as the Global Center for Health Innovation – what the hell was that supposed to even mean? - that failure left a second lap of vacancies without sufficient income to even meet operating expenses, to say nothing of debt service.

GCHI's rental income rose from only \$953k in 2016 to \$1.1M in 2018. This is a paltry \$11/sf. The facilities' utilities expenses are \$5.63/sf alone, to say nothing of employee wages, contracted services, operations and repairs and maintenance. The CC and GCHI lost \$2.8 million in 2016, \$2.5M in 2017 and \$3.12M in 2018 – WITHOUT factoring in debt service for the staggering expenses incurred to build the white elephants.

Bookkeeping for the two facilities irresponsibly segregates income, but not expenses, which make it impossible to determine the degree to which GCHI has contributed to the deficit. Additionally – and most significantly, the financial summaries do not include the amortization of the costs to construct the facilities and pay debt service. Over the 40 years it will take to pay off the \$465M construction cost, the \$800M total cost means that the facilities are costing taxpayers a staggering \$23 million each year – before net additional improvements.

And now they are throwing more good money after bad by wasting another \$56 million (They originally told us \$21.6M) to add escalators and appendages to simply annex it to the convention center since they failed to properly develop a correct program of needs despite hiring the nation's so-called convention center experts from Seattle to plan and design it in the first



Above: GCHI Addition

place.

Even the normally tolerant *Plain Dealer* came out in Feb. 2022 with a scathing editorial, attacking the additional expenditures. The article allowed proponents to spew a number of outrageous lies about the cost of the Medical Mart – which have gone uncorrected - and revenue generated by the convention center. The authors of the PD article lacked data – which the proponents have withheld from the onset because it's all very bad and unfavorable – to correct the Lie Machine's misstatements.

The *PD* urged the County to face the reality of the failure and sell the facility:

"While the county is at it, it's time to end the quarter-percent sales tax increase that's being used to pay off bonds for the Global Center. What was intended to be a temporary tax increase to help pay for the then-projected \$425 million Med Mart and Convention Center rebuild was adopted in 2007 by the commissioners who then ran Cuyahoga County on a 2-1 vote -- without a vote of the people. The tax is currently set to expire in 2027."

Originally backers for this latest wasteful project asked for \$21.6M, then \$30M, then \$46M and finally \$56M! Let's see if the final costs continue to spiral up as they have repeatedly in the past with Appelbaum and his team 'in control.'

That is the history, legacy and culture of living in Cleveland: Taxes you never voted for extended without your approval, wasted on useless facilities that the 'leadership team' pays itself millions to fuck up.

Law Enforcement

Living in Cleveland means that you have to view the police as an adversarial mercenary force determined to function as judge, jury and executioner. And it is not just the audacious



Top: Malissa Williams & Timothy Russell
Below:
Williams' bullet-riddled car; 137 Shots
Michael Brelo
Judge John P. O'Donnell
Jayland Walker Protest



injustice of the murders of Timothy Russell and Malissa Williams. It is also the subsequent absence of accountability via the acquittal by Judge John P. O'Donnell of Michael Brelo who jumped on the hood of Russell's car and emptied three clips – 49 shots - into the two unarmed victims.

O'Donnell somehow managed to reason that Brelo was entitled to feel fear from Russell and Williams because words over the police radio during pursuit falsely alleged that the couple had a weapon. Whatever Brelo was feeling when he jumped onto the hood of the car – a violation of CPD policy – it was most certainly not fear. If he thought for a second that the two had a gun and was afraid, he would not have jumped on the hood of the car.

Judge John P. O'Donnell said prosecutors failed to prove beyond a reasonable doubt that bullets fired by Brelo were the cause of death of Malissa Williams and Timothy Russell (note the photo at left), or that Brelo had no fear for his own life during the volley of gunfire that ended a high-speed car chase on 29 November 2012.

In other words, because the police fired so many shots at the couple – 137! – that made it impossible to conclusively determine *which* shots that killed the couple came from *who*, so no one could be convicted of killing the two. You read that right. O'Donnell needs to go. He ran for the Ohio Supreme Court in 2014 and 2016 and was defeated handily. His term on the Cuyahoga County Common Pleas Court ends in 2025.

After the shooting, the US Department of Justice conducted a sweeping investigation into the Cleveland police department. The investigation found Cleveland police officers frequently used excessive force, including shootings and head strikes with impact weapons; unnecessary, excessive, and retaliatory force, including Tasers, chemical sprays, and their fists; and excessive force against people with mental illness or in crisis, including one situation in which officers were called exclusively to check up on someone's well-being.

Police officers also used "poor and dangerous tactics" that often put them "in situations where avoidable force becomes inevitable and places officers and civilians at unnecessary risk," according to the report. The Justice Department attributed many of these problems to inadequate training and supervision. "Supervisors tolerate this behavior and, in some cases, endorse it," the report said. "Officers report that they receive little supervision, guidance, and support from the Division, essentially leaving them to determine for themselves how to perform their difficult and dangerous jobs."

Subsequent news reports consistently indicate that the CPD has continued to fail to satisfy the Justice Department on the required reforms and training. What a surprise. The report requires the CPD to rehabilitate their culture and behaviors. Don't hold your breath.

Essays on Architecture: Living in Cleveland

It seems to not matter what community you live in – the cops will overstep their authority and lie – because they get away with it.

In Akron in November 2022, the *Akron Beacon Journal* filed suit, asking the Ohio Supreme Court to make the city of Akron and the Akron Police Department release the personnel records of officers involved in the police shootings of Jayland Walker, James Gross and Lawrence LeJames Rodgers.

“In short, in both its handling of public records requests and its recent protocol changes, Akron has taken the position that its uniformed civilian police officers can act with anonymity and in secret, even when using lethal force,” says the complaint, filed to the Ohio Supreme Court on Nov. 21, 2022. Akron police have declined to release the identities of officers, claiming the personnel files are confidential law enforcement investigatory records protected under Ohio’s Public Records Act.

In November, anonymous activists released the names of the eight officers they believe shot 25-year-old Jayland Walker 46 times and who were reinstated in October — to alleviate what Akron Police Chief Steve Mylett said were staffing shortages — following months of paid administrative leave. The activists cross-checked redacted files initially released by the city and with publicly available information such as resumes and salaries to come up with the list.

Akron has yet to confirm or deny the identities released by activists. The lawsuit notes that, in addition to the department’s redactions, it has allowed officers to now wear badges without their names. No accountability.

“The failure to wear name plates conveys a message to community members that, through anonymity, officers may seek to act with impunity,” it says. “Further, the lack of name plates makes it difficult or impossible for members of the public to identify officers if they engage in misconduct, or for police departments to hold them accountable.”

I had an experience where I was erroneously charged with failing to pay a ticket for an expired license plate – my secretary did not understand what was required when we transferred a personal car to a company car. They had gone so far as to impound the car, which adds an obscene expense to an oversight that is hardly major, and was properly reconciled by paying the first ticket.

While the officer who stopped and ticketed me admitted that something was not right that I was driving



Top to Bottom:
1. Jayland Walker
2. Akron Police Chief Steve Mylett
3. Jayland Walker Bodycam
4. Akron Police Headline
5. Akron Police Headline



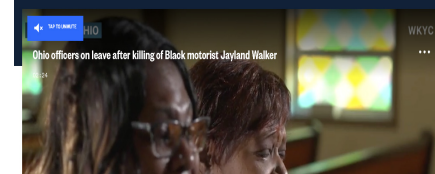
Video shows Akron police kill Black man in hail of gunfire

Associated Press July 4, 2022



8 Akron, Ohio, police officers placed on leave following killing of Black motorist

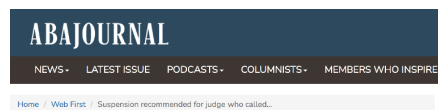
Large trucks and snow plows, meant to be street barriers, were moved downtown overnight as the city braces for protests in the wake of Jayland Walker's death.





Top to Bottom:

1. Retired Shaker Hts. Judge K. J. Montgomery
2. Judge Daniel Gaul
3. Gaul Headline
4. Gaul Headline



JUDICIARY

Suspension recommended for judge who called defendant 'Quick Draw' and police officer 'Mr. Know It All'

BY DEBRA CASSENS WEISS

DECEMBER 14, 2022, 11:32 AM CST



Image from Shutterstock

A longtime Ohio judge should be suspended for misconduct that included coercing two defendants to plead no contest and jailing a man for 30 days for commenting that the judge was making himself look stupid, according to an ethics board. The Ohio Supreme Court's Board of Professional Conduct recommended a one-year suspension for Judge Daniel Gaul in Cuyahoga County, Ohio, who has served on the bench since 1991.

The alleged misconduct happened in eight cases over five years, the board said in its [Dec. 9 recommendation](#).

SCENE

NEWS & VIEWS ARTS & CULTURE MOVIES FOOD & DRINK MUSIC CALENDAR BEST OF PROMOS-EVENTS SLIDESHOWS [SUPPORT](#)

NEWS FEATURE

Board Recommends Cuyahoga County Common Pleas Judge Daniel Gaul Be Removed From Bench by Ohio Supreme Court

The panel said the judge's "impartiality might be reasonably questioned"

By [Holt Clifton](#) on Tue, Dec 13, 2022 at 10:29 am



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After years of sharply criticizing defendants, Cuyahoga County Court of Common Pleas Judge Daniel Gaul himself was last week urged to be punished for his own misbehavior.

TRENDING

[Put-In-Bay Vice Shitty](#)
A Police Chief, a Florida Strip Club Mogul, a "Bribe" and the Grand Criminal Conspiracy That Didn't End

[Cleveland Play House Acknowledges Mistakes in How It Handled Assault on Actor](#)

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a car that would have still been in the impound lot had I *not* paid the ticket, he ticketed me again for the same offense – and impounded the car - a second time!

So I had to go to the impound lot, pay almost \$300 and again go to court. I waited through 49 defendants in front of me with 28 different policemen present – getting overtime pay, a genuine incentive to write tickets - to testify against them. In every case, despite compelling evidence to the contrary in half the cases, the judge always ruled in favor of the police. It was a sham.

The most egregious example was a black man who was charged with playing loud music from his car. The man took off work and had two other witnesses – unrelated, not his friends – who also took off work to testify against a cop who was clearly fabricating a story to justify his actions.

The defendant testified that his car, which was legally parked on the curb, had its windows up *and was not even running*. So no music was even coming from his car. His witnesses both testified that the defendant's car was not running or playing loud music, and that only another car nearby could have possibly been considered for such an offense, though in their opinion, the music from that vehicle was not loud. The judge found him guilty nonetheless and fined him \$150. He and his witnesses were incredulous, as they should have been. It's a scam with law enforcement and the judiciary approaching a Soviet vigilante squad.

Our receptionist's husband works for the FBI. He spent 10 years as a policeman here and grew increasingly uncomfortable and disgusted with the culture of his fellow officers. In her words, "They all came out of the military and felt that they had authority that the law does not give them, and a culture to apply and enforce it. They think nothing of falsifying police reports and lying. So he went to work for the FBI, thinking that he would encounter a different more respectable culture. It turns out it's the same."

Judiciary

Then there is the matter of the cesspool of judges on the Cuyahoga County Common Please Court bench. After John P. O'Donnell, the Ohio Supreme Court's Board of Professional Conduct in December 2022 issued a 63-page report, recommending that Judge Daniel Gaul be removed from office for making inappropriate comments to defendants. Gaul was given a six-month suspension by the Ohio Supreme Court in 2010. He didn't get the message. In one case from 2016, he allegedly coerced a guilty plea from a defendant who was later acquitted in a new trial.

Gaul's language, the board said, goes against expected

Essays on Architecture: **Living in Cleveland**

judicial practice. Besides noting Gaul violated a rule that “a judge shall be patient, dignified and courteous,” it also suggested his “impartiality might be reasonably questioned.”

The Cleveland Metropolitan Bar Association issued a statement supporting the report’s findings; “We support the Board’s recommendation which calls for accountability for the misconduct and will await the final determination by the Supreme Court of Ohio which represents the final step in the disciplinary process.”

Gaul’s violations, they explained, “can lead the public to question the evenhandedness of the administration of justice and the integrity of the judiciary.”

East vs. West

If you live in Cleveland, you immediately learn about a century-old stereotype regarding the east and west sides of Cleveland. You know what they say about stereotypes: “All stereotypes exist for a reason.”

The area to the west of the Cuyahoga River is called the West Side. It has historically been a collection of working class neighborhoods. Those neighborhoods start at the top of the western bluff adjacent to the Flats and the Cuyahoga River, which has been the city’s industrial zone since Rockefeller’s kerosine business and the 1800’s. Adjacent to the CBD, Ohio City is an historic residential district that has been transitioning to a more robust restaurant, entertainment and multi-family district over the past 30 years.

Under the despicable administration of Mayor Frank Jackson (2010-2022), greedy developers have been granted every variance they have requested to build over-scaled and incompatible apartment buildings throughout Ohio City, most notably along Franklin Blvd. in a designated historic district, violating the standards of the US Department of the Interior - without any accountability from the City’s Design Review Committee or the local chapter of the American Institute of Architects.

The Cleveland AIA chapter has eroded away to an organization that disconnected from its community and its members decades ago – and been called out for it by the Cleveland Foundation and the Gund Foundation. And in the eight years since, AIA Cleveland has done nothing - about anything. Even the tiny Akron and Toledo AIA chapters put ours to shame.

These same multi-family developers have pressed the City for new absurd townhouse ordinances and a Form-Based Code for which the City hired the same consultant that created the new FBC for Cincinnati that officials there profoundly regret. West Side neighborhoods include Ohio City, Old Brooklyn, Tremont and Clark-Fulton, which are the most contiguous to the Flats.



Top to Bottom:
1. Faulhaber Haus in Ohio City
2. South Hills subdivision in Old Brooklyn
3. Lemko Hall in Tremont
4. - 5. Glenville Homes





Top to Bottom:

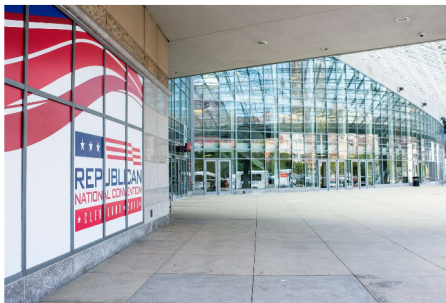
1. RNC Cleveland 2016
2. RNC Benefits Headline
3. RNC Benefits Headline

Why the Republican Convention Is a Risky Bet for Cleveland

By: Megan Leonhardt

Published: Jul 18, 2016 | 6 min read

SHARE

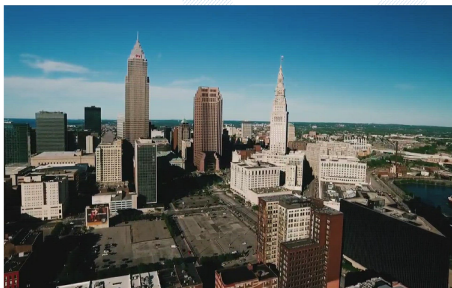


Windows of Quicken Loans Arena are decorated for the Republican National Convention on July 11, 2016 in Cleveland, Ohio. Angelo Merendino—Getty Images

CLEVELAND

Cleveland RNC economic impact falls below expectations: See the report

According to the report, which examined the economic impact of seven counties across the area, the RNC led to \$188.4 million in economic benefit.



Author: Stephanie Metzger and Ryan Haidet (WKYC)

Published: 8/3/2017 10:59:51 AM

Updated: 12:49 PM EDT August 3, 2017



It's been more than a year since the Republican National Convention made its mark in Cleveland, leaving residents and businesses wondering how the city fared economically during the convention.

On Thursday, the Cleveland 2016 Host Committee released the number

The city's East Side has now a more ambiguous starting point. Immediately east of the CBD, industrial and warehouse occupancies are now populated with a smattering of non-profits, industrial and warehouse operations up to East 55th St., previously known as Willson Ave. East of East 55th St. are the Hough, Glenville, Central and Kinsman neighborhoods which a century ago featured large impressive homes built mostly of wood.

Middle- and upper-middle income people moved up the hill to Cleveland Heights, Shaker Heights and University Heights in the 1950's and '60's when immigration brought more minority residents to town.

Cleveland's West Side is perceived as white while the East Side is perceived as black.

All Talk

In Cleveland, you must acclimate yourself to being regularly subjected to stories that lack efficacy. The subject may be anticipated benefits of a particular initiative, which turn out to be completely illusory – like the 2016 Republican National Convention. We were told our economy would receive a \$200 - \$300 million economic benefit. The *Columbus Dispatch* quoted GCP President Joe Roman as admitting it would cost \$100 million to put on the convention and asserting “benefits could be between \$200M and \$300M.”

So we had to spend a lot of our money to do things to receive this alleged windfall, like spend \$25 million, then \$37 million and finally \$50 million for a B- renovation of Public Square which was hatched without any of the ‘leaders’ even talking to our Regional Transit Authority which had 37 bus stops at Public Square, the city's primary multi-modal transit hub. That's the kind of deplorable leadership we deliver in Cleveland.

The final audits of the RNC reflected conflicting reports on the economic benefit to us, but the end result was a +/- \$40 million net, only 13% of what we were told we would experience. Other than the restaurants on East 4th Street, the list of people who benefitted was tiny.

The Medical Mart is possibly the biggest albatross and most glaring example of the Lie Machine, the mechanism of local talking heads who show up to bullshit us about some big plan that never happens at all or underperforms - like the Browns in the 1980's.

The Health Line:

The Health Line might come in Second Place.

The Euclid Corridor project has received an exceptional quantity of exaggerated hype regarding its alleged economic

benefit.

“Researchers” hired by GCRTA have stated that the Euclid Avenue Health Line generated \$114.54 in economic development for every dollar spent on the bus corridor. The statistic is far too absurd to be serious because:

The Health Line supposedly cost \$2 billion. It’s actual cost was \$331 million. So we supposedly received between \$3.8B and \$229 billion in benefit. That is \$163,571 for each citizen in Cuyahoga County. We can stop right there to appreciate the magnitude of the bullshit our Lie Machine and GCRTA’s researchers have piled on this particular shovel.

In a county with declining population and DECLINING employment, this press release from an organization with a bias in favor of public transit simply had no efficacy whatsoever. Living in Cleveland means that you have to learn to regularly put the bullshit in context – in this case, the waste basket.

Let’s remember how long the project took, tearing up the intersection of East 9th Street and Euclid through not one but two NBA playoff campaigns, and the fact that EVERY retail business but two between Public Square and CSU went out of business during the project because customers could not get to the stores.

And at a time in urban America where downtown retail struggles, the design of the Health Line takes pedestrians to the center of the street instead of along retail storefronts, which has been the basic urban form of “Main Street” in American and Europe since forever. And the design of the project squeezes passenger car traffic down to a single lane because of the restricted bus lanes. Traffic signal design and timing has made the Euclid Ave. corridor - the city’s “Main Street” - an artery to avoid driving along or crossing if at all possible, hardly an admirable outcome for such a costly and permanent project.

There are wagers on how long it will take before the restricted bus lanes are opened up to improve the tremendous degradation of passenger car travel time Euclid Avenue now suffers from because of the Health Line design. For many retail businesses, a key location criterion is how many cars pass a site in a day. The Health Line has taken Euclid Avenue completely off the radar screen of retailers, unlike the limited subway in downtown Pittsburgh, where downtown retail is staging a remarkable comeback thanks to dogmatic and persistent strategic planning from the Allegheny Conference.

SCENE

NEWS & VIEWS ARTS & CULTURE MOVIES FOOD & DRINK MUSIC CALENDAR BEST OF PROMOS+EVENTS SLIDES

NEWS FEATURE

The Worst of Cleveland: The Health Line

Wed, Apr 24, 2019 at 1:00 am

SEND A NEWS TIP



The HealthLine is the bus rapid transit service linking Public Square to University Circle and East Cleveland via Euclid Avenue. It was touted, when it launched in 2008, as an efficient transit option that combined the dedicated route (and presumed speed) of a train line with the affordability of city buses. Now, it flat-out sucks. It’s seriously the worst.

The numbers tell the story. People abandoned the HealthLine in record numbers last year. Nearly 15 percent fewer riders (3.6 million, down from 4.3 million the previous year) drove down RTA’s ridership decline across the system. The dramatic drop is due largely to the fact that the HealthLine has canceled its proof-of-payment fare collection system, in which you simply walked onto the bus when it arrived after you’d validated your ticket at the stop. So fast! So efficient!

Above: Scene’s HealthLine Headline

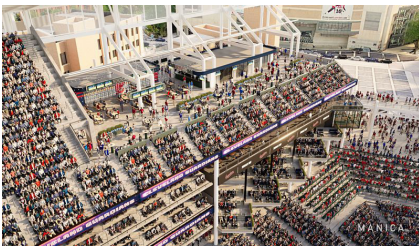
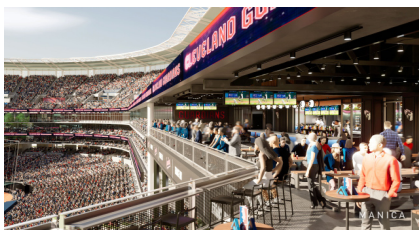
RTA’s ‘study’ characterized the land potential because of the Health Line to be “emerging,” a politically correct term to signify that except for the fact that the Geis project for the County and projects at CSU and Cleveland Clinic were already in development well before the Health Line was contemplated. Zero meaningful development has occurred *because* of the Health Line, unlike public transit projects in Kansas City, Seattle and Portland.

Scene reporter Sam Allard has termed the Health Line “The Worst of Cleveland” in his 4-24-19 Scene article:

“The HealthLine is the bus rapid transit service linking Public Square to University Circle and East



Top to Bottom:
Proposed Progressive Field Renovation Renderings



Cleveland via Euclid Avenue. It was touted, when it launched in 2008, as an efficient transit option that combined the dedicated route (and presumed speed) of a train line with the affordability of city buses. Now, it flat-out sucks. It's seriously the worst."

"The numbers tell the story. People abandoned the HealthLine in record numbers last year. Nearly 15 percent fewer riders (3.6 million, down from 4.3 million the previous year) drove down RTA's ridership decline across the system. The dramatic drop is due largely to the fact that the HealthLine has canceled its proof-of-payment fare collection system, in which you simply walked onto the bus when it arrived after you'd validated your ticket at the stop. So fast! So efficient!"

The 6.8-mile HealthLine run to get people from Public Square's multi-modal transit hub to University Circle's two hospitals cost \$331 million and tore up the heart of the city's east-west primary thoroughfare for three years. Of the project's cost, \$66.6 million was contributed locally.

Renovating the Ballpark – Again:

Cleveland's excuse for leaders in 2021 hatched – again in secret – another vulgar scheme to appropriate hundreds of millions of dollars from citizen taxpayers for an unnecessary lavish upgrade to an existing sports facility – again without our consent.

On August 5, 2021, local officials announced a \$435 million deal to make unnecessary improvements to the Indians' ballpark in exchange for an extension of the Tribe's cushy lease that expires in 2023.

There are at least eight reasons why this deal should have been quashed.

1. **Process:** Cleveland's profane legacy of elected officials crapping on taxpayers with irresponsible deals behind closed doors, spending and giving away hundreds of millions of dollars and driving our debt sky high has got to stop. The conduct of these 'leaders' betrays how democracy is designed to work. Both the City and County have councils who represent citizens who have been unforgivably repeatedly excluded from the process of hatching - and approving - these capitol projects.

2. **Abdication of the Needs and Interests of the Citizens:** This community's most pressing capitol need is for a new justice center. The City already blundered with a plan to initially move its jail to the essentially vacant Opportunity Corridor – another massive expenditure to let Cleveland Clinic staff get to work without seeing the poverty and decay of their neighbors – which would have increased annual costs for police to shuttle prisoners back and forth to courts by over \$6 million a year. Now the city will take an old deteriorated warehouse with no infrastructure just east of downtown to renovate for its jail.

We don't need another ballpark upgrade - and the debt that goes with it. We need a need a functional and appropriate justice center. Our deficit is apparently a lack of elected 'leaders' who know it and have the moral and intellectual aptitude to act on the social and economic interests of their citizens.

Essays on Architecture: **Living in Cleveland**

3. **Taxpayer Burden:** Extending the Sin Tax again and again is not how to manage capitol projects. This community's diseased culture of allowing officials to push projects that bind us to pay for their mistakes has already cost us dearly with our sports facilities, the albatross Medical Mart and Convention Center and the Downtown Hilton – and now a useless additional \$51.6M addition to the Medical Mart.

4. **Tenants Should Amortize Improvements:** In a real estate transaction – which is what the ballpark lease is – the tenant (the Team) amortizes the cost of constructing the facility and any and all alterations with his rent so that the Landlord (the community) is repaid their money for construction and related expenses. The mechanics of this deal, including the original debt service, have never been transparently reported to us taxpayers - because only the Team is the winner.

5. **The Stadium Is Not In Need of Improvements:** The proposed Wish List is lavish and unjustified. We have paid handsomely for decades for improvements at the ballpark thanks to the original lease, which favored only the team. The ballpark was already renovated with additional sin tax dollars in 2014 and 2015. Per the terms of the lease, the county is responsible for paying for major improvements - \$55M since 2008 alone.

6. **Dolans Should Pay:** The Dolans paid Jacobs \$323M in 1999 for the Indians. Today, the team is valued at over \$1.2B, so the Dolans have ample collateral to pay for improvements if they need to borrow. The Dolans are the cheapest owners in the Majors with the lowest payroll of all teams.

7. **Imbalanced Risk-Reward:** The Tribe/ Guardians pay only \$3.2 million a year in rent! Their revenue in 2019 was \$290 million. Their payroll in 2021 was only \$66 million! The Yankees 2021 payroll dropped \$80M from 2020 to \$265 million, four times the Guardians'.

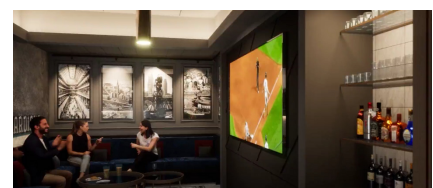
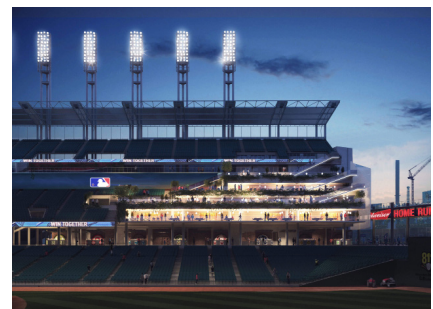
8. **The "Sell" is Coated with BS:** The supposed justification for this give-away to the Dolans – the cheapest owners with the lowest payroll in all of Major League Baseball – is that the ballpark is the 11th oldest ballpark in the Majors. Irrelevant.

The Leaders and Cavs BS'd us when they told us the Quicken Loans Arena was no longer competitive. The Dolans watched our so-called leaders take on \$280 million in debt for the Cavaliers - from another secret deal - to expand and upgrade an arena which ranked in the top 7% nationally in attendance and events, and was good enough for us to land the 2016 Republican National Convention – when Cavs owner Dan Gilbert, the NBA's second richest owner, had a net worth of \$6 billion. Instead of making good on ANY of his pledges to build a new \$600M casino here, Gilbert has kept the 'temporary' casino in the Higbee Building and instead pledged \$500 million to upgrade downtown Detroit.

County Executive Armond Budish said, "Updating Progressive Field is much less costly than building new (It's already been updated – repeatedly). New ventures typically cost about \$1 billion without



Top to Bottom: Proposed Progressive Field Renovations





Top to Bottom:
1. Progressive Field Aerial
2. Paul Dolan
3. Pickpocket
4. Pickpocket
5. Pickpocket



considering any maintenance or repairs over time. This is a responsible investment in a public asset to maintain its competitiveness.” Budish lied. Twice.

Excluding Yankee Stadium and Citi Field, the ten newest MLB ballparks cost an average of \$482 million – starting from nothing – less than half of Budish’s irresponsible claim. And there is nothing remotely responsible about suggesting that spending \$435 million on our ballpark is ‘responsible’ given the continuous expenditures and improvements throughout the park’s life. Fenway Park and Wrigley Field – the two oldest in the US! - are **the most popular in all of baseball**, indicating that age is irrelevant in assessing the suitability of sports facilities.

County Spokeswoman Mary Louise Madigan stated remarkably, “Progressive Field is more than the home to the Cleveland Indians (Guardians) - it’s jobs, it’s development and it’s a destination for Northeast Ohio and beyond. We’re in conversations with the city and the team, and when the discussions are complete, we’ll discuss it publicly.”

The Indians have 175 full-time employees. \$435M is \$2.5M per employee. Development around the ballpark has little to do with the Indians due to the seasonal nature of baseball. Nearby restaurants turn over repeatedly or are still vacant. The New York Spaghetti House – right across the street from the ballpark - closed over two decades ago in 2001 and sits vacant in disrepair over 22 years later. And the notion that private deals will not be presented to and vetted by the public until consummated is simply corrupt.

Additionally, the \$435 million price tag is simply absurd. The ballpark was renovated in 2014 and 2015. The cost of proposed renovations to Progressive Field has not been disclosed. So how could then parties possibly come up with the astronomical estimate of \$435 million?

Then-Mayor Jackson’s office declined to discuss details of the lease negotiations - no surprise. The Indians/ Guardians have paid only 1.15% of their revenue in rent. A real estate deal – which is what this is – is supposed to provide benefit to the landlord who funds improvements. The rent is supposed to amortize the owner’s investment. It has not!

The bonds for the original 1994 construction of Jacobs Field will be paid off by Cuyahoga County in 2023, which is when the current lease ends. The Dolans have said that they have no plans to move the Indians/ Guardians. Let them take their lowest-paid team in Major League Baseball and sign a new lease that gives SOMETHING financially appropriate back to the community in return for the obscene deal the team has had for thirty years.

The teams must pay for maintenance and repairs at the facilities that cost less than \$500,000. In 2013, the Cavs paid

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\$1.6 million toward Gateway's operating costs and \$966,000 in capital repair costs, so they paid nearly \$2.6 million in rent that year. Since the beginning of 2008, the Cavs have paid \$17.8 million toward Gateway's operating expenses and for capital repairs at The Q, an average of only \$1 million per year.

In 2013, the Indians paid \$2 million of Gateway's operating costs and \$2.4 million in capital repairs for a total rent payment of \$4.4 million. Since 2008, the team has paid \$22.5 million in rent. These payments do not include the money each team pays every year to keep the lights on and to run the facilities during games and events. Like the Browns, the teams enjoy all the profits from concessions, advertising, naming rights and from any facility fees.

Let's not forget the painful incompetence of our so-called leaders in hatching the Medical Mart and Convention Center projects. Our convention center was supposedly too small and too old to be competitive, so we assembled a team we paid millions that failed to manage the 'guaranteed maximum' budget they promised only to delete the parking garage and renovated Public Hall altogether and reduce the size of the new convention center to the same size of the one we tore down!

The Medical Mart was never properly vetted when every expert in the country predicted failure, and it failed because it was too small and there was no demand for it whatsoever. We were told the building was 235,000 sf but it has less than 100,000 sf of rentable area, and it was so poorly designed that it apparently cannot be adapted for any other purpose. It has gone from barely occupied to vacant despite name and program changes. Only half of the debt - \$519 million, will be paid off by 2027.

The 600-room Hilton deal - \$276 million in debt – with no parking capability – requires that taxpayers also pay Hilton a subsidy of \$8M - \$20M each year if they don't make any money! When the deal was announced in 2013, the *Scene* observed, "The fine people of Cuyahoga County front the risk, and Hilton Worldwide walks with the benefits." Our 'leaders' are, at best, fools.

This community desperately needs a new justice center, bridge and road repairs, not \$435 million pissed away on upgrades for a ballpark that has been lavishly maintained and repeatedly renovated, and another \$51.6M pissed away on the Medical Mart albatross. Our three publicly owned sports facilities were paid for with a sin tax that has twice been extended – without taxpayer approval – to pay for upgrades to facilities that are already in First Class condition.

It is time that the 'officials' who hatch these irresponsible schemes are dismissed for their malfeasance. Public improvements must be addressed in public with officials who have a covenant with their constituents to be responsible stewards of our money.

Rocket Mortgage Fieldhouse:

Rocket Mortgage Fieldhouse was opened in 1994 at a cost of \$100 million - \$175 million in today's dollars. The recent \$185 million renovation removed 1000 seats and added a beer pub in their place and added 42,530 square feet so Gilbert could sell more apparel, food and beverage – income which he gets to keep.



Top to Bottom:

1. TD Garden, Boston; \$160M
2. Wells Fargo Center, Philadelphia; \$210M
3. Verizon Center, Washington, DC; \$220M
4. Staples Center, Los Angeles; \$375M
5. American Airlines Arena, Miami; \$213M



The Cavalier's CIO assured us in 2019 that the project's technology upgrades "future-proof our building for the next 20 years." Cuyahoga County sold \$142 million of revenue bonds, which will take until 2034 to pay off and will cost taxpayers \$234 million. Gilbert claimed to contribute \$45 million, less than one percent of his assets. The Cavs have been a cellar dweller since LeBron James left for LA in 2018. Let's not forget that Gilbert promised to partially pay for the bonds with funds generated from Cavs playoff revenues until 2023, which has been an empty bucket.

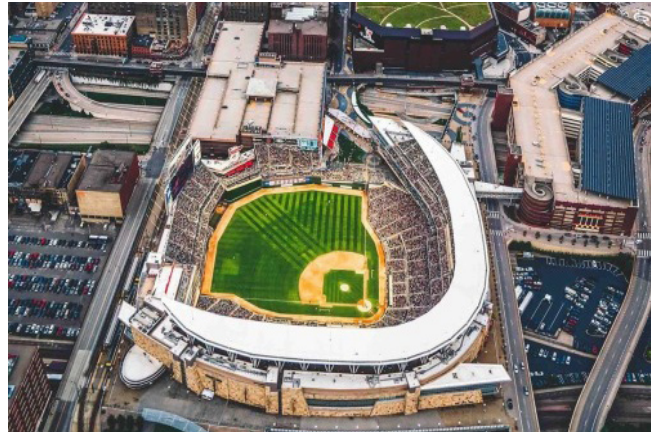
And that doesn't include the additional \$40 million the county contributed for bonds in 2019 to "reimburse" Cavs and Indians for improvements they make to the facilities - per their sweetheart leases. And let's not forget that in 2015, Cuyahoga County sold about \$60.5 million in bonds to finance \$23 million in work at then-Quicken Loans Arena and \$37 million in improvements at Progressive Field, according to Gateway chairman Ken Silliman.

The new lease will include funding for capital repairs, maintenance, operations costs and property taxes. The city of Cleveland and Cuyahoga County collectively will contribute \$17 million annually. The State of Ohio will contribute \$2 million annually, and the Guardians organization are to contribute \$10 million annually, \$4.5 million of that towards ballpark improvements.

For perspective, let's look at the Indians and Cavs' original leases crafted by Appelbaum, which were changed in 2004, when Gateway was receiving little rent and was nearly bankrupt. The original leases were lousy deals for taxpayers. The new ones aren't much of an improvement. The original rent payments were tied to attendance. This looked good for Gateway only briefly and only relative to the Indians. By the late 1990's, the team sold more than 3 million tickets a year.

Gateway was entitled to between 75 cents and \$1.25 per ticket if the team sold at least 1.85 million tickets during a season. But that wasn't happening in the 2000's. In 2003, the last year before the lease was renegotiated, the Indians sold just 1.73 million tickets. That meant no money for Gateway.

The original lease with the Cavs was much worse. Gateway was entitled to a small percentage of lodge and club seat sales during basketball games. The lease said Gateway was also entitled to some money from ticket sales to non-game events such as concerts, but only if the arena sold more than 1.85 million non-



Above: Target Field in Minneapolis. The Team paid \$175 million of the \$435M price tag and \$260 million was paid by Hennepin County through a 0.15% sales tax.

game tickets per year. The arena never sold that many.

A ridiculous loophole in the lease allowed the Cavs - then owned by the Gund brothers - to deduct from rent payments any capital expenses, including copy machines and light bulbs. By 2003, Gateway actually owed the Cavs more than \$9 million, a ridiculous debt that was dropped as part of the new lease deal - it was *that* ridiculous.

The lease deals in place today with the Guardians and Cavs are slightly better than the original deals. But the larger questions remains: Do the landlords of these facilities - the taxpayers - deserve more sin tax money to keep up the facilities for the teams whose rent obligations are abusive to taxpayers?

Yet, after a series of tempestuous public forums, the county and city councils caved and agreed to the Cavs deal, seemingly another narrative of "the billionaires winning again." But that's not where the story ends. It gets much worse and is even more indicative of Gilbert's disregard, if not outright contempt, for the public will.

A group of concerned citizens approached the Cleveland City Council to demand a referendum on this allocation of tax dollars for the arena 'transformation.' They arrived armed with petitions to get this \$200 million corporate-welfare bill on the ballot, knowing that they needed 6,000 signatures to trigger a referendum.

They showed up with 20,000 signatures, a remarkable show of popular resistance in a city where fewer than 300,000 people are of voting age. Yet the city council said it had already entered into a contract with Gilbert and was taking the case to the Ohio Supreme Court.

An attorney for the petitioners, Subodh Chandra, said to the *Cleveland Plain Dealer*, "People have decided that rules

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and fairness and democracy don't matter. This is the kind of thing that happens in banana republics that America mocks where politicians try to subvert the democratic process."

The community has completed an urban freeway – Opportunity Corridor - to connect the local north-south freeway with the Cleveland Clinic so his doctors and staffs will not have to travel sixty blocks through poor neighborhoods to reach their jobs. Another significant public expense - \$331.3 million.

That's what it means to be living in Cleveland.

Bedrock's Riverfront Master Plan:

The latest bullshit story is Bedrock's new master plan for 'their' contested site along the Cuyahoga River drawn up by starchitect David Adjaye which calls for 3.5 million square feet of new development and adaptive reuse: 2000 residential units, 850,000 sf of office space, plus hospitality, retail and entertainment venues at a time when we are bleeding surplus space downtown.

According to JLL, since 2007, Cleveland has shed 9.17 million square feet of office space, with 10% of that demolished and 90% converted to building standard apartments. That is what the real estate market refers to as negative absorption. More importantly, that represents a loss of 40,000+ office jobs from people who used to work in those office buildings that represent a negative economic impact of \$3.4 billion annually!

This also means that we do not need new office space - at all. We have a surplus, even after converting all of those multi-tenant office buildings to apartments. And now we will have to add the existing office space of Sherwin-Williams and Medical Mutual to the vacancy total when they complete their moves.

Progressive Insurance has put six of its east side office buildings up for sale after discovering that of their 50,000 employees nationally, on any given day, only 500 come to work! If they could sell off part of their main HQ west of I-271, they would.

Newmark has reported that downtown vacancies have risen to 22.5%, which in no way reflects the actual underutilization of office space. An illusion here is that when a vacant office building is converted to apartment or hotel occupancy, it is removed from the office inventory, which then causes the vacancy rate to decline, making things look better than they actually are.

Avison Young reports that Cleveland has lost 2,870,000 square feet of office space *just since Q1 in 2020 - 1.78M SF in 2022 alone!* The NEOTrans blog reported that since 2010, downtown Cleveland has lost 44% of its office space! And it correctly points out that 'leased' space is not necessarily 'populated' space.

Thus the office market in downtown Cleveland is hemorrhaging and on life support. So how are we supposed to care about Adjaye and



Top to Bottom: Bedrock Riverfront Master Plan





Top to Bottom: Bedrock Riverfront Master Plan



Above: Cleveland Browns Lakefront Proposal

Bedrock wanting to add another 850,000 sf of office space that is not needed in – of all places - the Flats? In the second quarter last year, Cleveland's office market reported positive absorption of only 4570 square feet. That is one fourth or one fifth of a floor in a typical downtown office building - half the size of a typical CVS store. If such absorption is sustained, it would take 47 years to fill Adjaye's office space – which is why his plan can't be taken seriously - because it will never be realized. Just like dozens of Big Plans that came before it.

CBRE reports that downtown leasing across the US lags behind the suburbs. Allegro Realty Advisors reports that office base rents have decreased to \$17.49 which is why owners of office buildings are willing to convert to apartments to get \$20+/sf.

The city's embarrassing history of bloated plans that never materialize is well known. But it doesn't seem to keep people from stepping up to the mike:

Adjaye: "Our redevelopment strategy for the downtown Cleveland Riverfront taps into the lost heritage of the city, establishing a new relationship between the urban core and the shore." The 'lost heritage' of Cleveland's shoreline along the Cuyahoga is Samsel's, the Powerhouse that stood flooded for 20 years, and gravel parking lots with no activity. Only the north part of the river's east bank has had any traction for the past 50 years.

Nothing in the renderings released with Adjaye's press release indicates how his plan successfully manages the 40'+ change in grade and crosses the train tracks to actually connect people and cars from the urban core with the river's shore in his plan.

As long as we continue to shed jobs and population, and waste the bulk of our money on building and rebuilding sports facilities while ignoring our needs for investment in our infrastructure and justice facilities, the demand for new commercial and residential construction will continue to dissipate.

The Lakefront

In 1976, Johnny Carson joked, "I hear Lake Erie is the place fish go to die." That may explain why in the latter part of the last century, optimizing access to Lake Erie was not a campaign issue in Cleveland, and why no one screamed when the shoreway was extended and widened in 1953, physically cutting off residents from the lake.

If you live in Cleveland, you get used to a discussion

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that goes nowhere every 15 years or so that talks about how tragic it is that Burke Lakefront Airport cuts us citizens off from our lakefront.

Communities east and west of Cleveland have managed to develop access to their lakefronts, though it must be acknowledged that these communities have not had an airport, port and industrial uses as obstacles. It appears that the new mayor and county executive have given lip services to accessing the lakefront – without committing or even hinting on the disposition of Burke Lakefront Airport (BLA).

County Executive Chris Ronayne skirts the BLA issue by his plan to promote water activities by building trails, public boardwalks and green space along the lakefront - none of which produce any revenue to pay for the improvements. He also mentions attracting water-related businesses to make Cleveland a “manufacturing center for water technology” – testing equipment? Not exactly a big market, Chris.

The 2011 Lakefront Master Plan from former mayor Frank Jackson left BLA completely in tact. Jackson was not known for his vision. Mayor Bibb has hired New York’s James Corner Field Operations to develop a lakefront master plan, due the end of 2024, as well as a consultant reviewing the “economic benefit analysis” of BLA which Bibb is now in favor of closing.

BLA was opened in 1949 on fill with its original purpose per the 1946 Cleveland Region Airport Plan to “cater primarily to amphibious plane operations and will have all the facilities for sea plane and hydroplane operations.” That never happened.

A major misperception of BLA is the Lie Machine’s assertion that Burke is a net economic benefit for the city. Not true.

According to the Federal Aviation Administration’s Air Traffic Activity Data Base System (ATADS), Burke had 100,321 takeoffs and landings in 2000, which was its all-time peak. By 2010, that number was down to 53,987. In 2017, it had basically dropped off to 38,571. So between 2000 and 2017, Burke’s flight numbers dropped by 62 percent. In 2021, BLA had 40,296 takeoffs and landings, the same as before the pandemic.

Those are striking numbers made even more striking by this fact: About a third of those takeoffs and landings are actually for the pilot flight schools located at Burke, which has nothing to do with business, travel or shipping of goods.

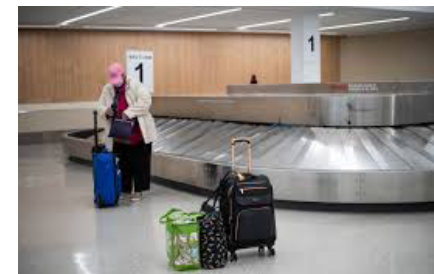
During that same time period, Hopkins and the Cuyahoga County Airport in Richmond Heights also saw significant declines. According to ATADS, Hopkins had 331,899 operations in 2000 and 122,392 in 2017 – down 63%! The Cuyahoga County Airport dropped from 65,177 to 20,106 in that same period – down 69%. To put it another way, the three airports in Cuyahoga County had 497,397 takeoffs and landings in 2000 and 181,069 in 2017.

That means 361,328 fewer planes landed in this area last year than in 2000, so the argument that Burke is needed as a “reliever” airport for Hopkins for when it gets too busy — a guffaw-inducing excuse Frank Jackson has trotted out time and time again — is a strange and foolish interpretation of basic numbers.



Top to Bottom:

1. Burke Lakefront Airport
2. Burke Lakefront Airport Vacant Terminal
3. Cleveland Hopkins Airport Ridership Down
4. Cleveland Hopkins Airport West Concourse now Vacant
5. Cuyahoga County Airport





Top to Bottom:

1. Burke Lakefront Airport Today
2. Burke Lakefront Airport Terminal Interior
3. Burke Lakefront Airport Terminal Interior
4. Burke Lakefront Redevelopment Proposal



One more small, but relevant, number has changed as well. The location of Burke Lakefront Airport in downtown Cleveland might have had some time advantages in 1970, when the city population was 750,000 and about double what it is now. Less population means less traffic, and the downtown airport has less advantages on the time scale than it once did. On any given day, BLA resembles a ghost town.

Driving time from Burke to Public Square is eight minutes, but from Hopkins to Public Square is only 17 minutes. The car time from Burke to the Cleveland Clinic's main campus near University Circle is 16 minutes, while Hopkins to the Cleveland Clinic comes in at 20 minutes.

This is not to diminish the advantages of short travel times. Sitting in a car for several hours instead of several minutes can be a difference maker. But that is not the case here. The differences are in minutes, and under 10 minutes at that.

One of the excuses used by Burke proponents is that University Hospitals and the Cleveland Clinic use Burke for the transportation of organs for transplant purposes. It is implied that patients will die if Burke is closed, because the organs will not be transplantable if the travel is too long between their surgical recovery and placing them in the bodies of the living.

The big problem with that argument? Organs last somewhere between four and 24 hours after recovery, depending on which ones you're talking about, and the difference in travel time between Hopkins, Burke and the County airport to UH or the Cleveland Clinic is four to eight minutes.

And speaking of transplants, there was some speculation that Cleveland might offer up Burke to get Amazon to move their secondary headquarters here. That speculation was preposterous on so many levels. The biggest problem is that in order to give Amazon the 450-acre Burke property as their new relocation campus space, the airport would have to be closed first by the Federal Aviation Administration. The FAA does occasionally close airports, but it often takes many years to do so.

In 2014, former city council member Zack Reed asked former Cleveland mayor Frank Jackson whether the city might want to close Burke for lakefront real estate development. His answer? "There are between 75,000 and 80,000 landings and takeoffs at Burke every year ... an alternative use for redevelopment at this time is not realistic."

As was often the case, there was a big problem with Jackson's comment. Burke hadn't had 75,000 to 80,000 takeoffs and landings since 2005. In reality, Burke had 54,000 flights in 2013. The second problem was that Hopkins and the county airport could easily absorb major added numbers, experts say. Jackson was off by 30 percent! He was either ignorant – definitely – or a liar, or possibly both.

In the long run, the main issue here is whether the city should do a responsible study to correctly lay out the pros and cons of closing

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versus keeping the airport open. In the past, the city has tended to pay for studies that have unrealistically predicted future growth and to keep Burke open.

In 1999, such a study predicted that Burke would have 132,000 flights by 2017. Another study in 2007 said Burke would have 90,000 flights by 2016, even though the numbers had fallen between 2000 and 2006. Both studies suggested the city would need more hangars and new runways to keep up with the big growth, and that closing Burke would mean the region would lose \$81 million in economic impact because of the closure. The facts demonstrate what utter nonsense these studies were.

Flight operations at the four airports in the area – Burke, Hopkins, Akron-Canton, and Cuyahoga County Airport – have all dropped by big numbers in the past decade or so. In 2000, those four airports had about 615,000 flights, including about 332,000 at Hopkins.

Last year, those four combined for about 287,000 flights. That is a drop of more than 50 percent. In other words, we have serious extra airport capacity in the region. So closing Burke would have little effect on our overall airplane service infrastructure system. And let's not forget that it costs the city \$2M - \$3M per year to keep BLA open.

Longtime Cleveland State University urban planning professor Norm Krumholz sees the BLA site differently now.

"I don't think there is any question that this is a good location for development, although either the (former) mayor's position or the FAA position is likely enough to keep it open as an airport," he told *Scene*. "But what is reasonable is to do an economic analysis of the comparative benefits of it remaining an airport or closing it and building on it. It is very reasonable to request to have that done at this time. And that includes the cost of each, the estimated cost of redevelopment versus the cost of maintaining it. And then a political decision can be made. That request is not only reasonable, it is necessary on this subject right now."

Ohio State University professor Ned Hill sees things the same way. "We might find out there are problems with building on some part of the 450 acres, and no problems on other parts," he said. "We might find out that there are some national real estate developers who think this is a great investment. And we might find out there is little market for a mixed-use development in Cleveland right now, and that a big park is all it could be. But we don't know what the answers to all those questions are until we look at them in a smart and open-minded way."

Burke did have a small passenger service that flew a small number of passengers to Cincinnati each week, an operation that closed in 2021.

One the other side of the coin, the city needs to quit lying about how important Burke is to the city economy. For example, Cleveland officials said Burke was going to draw extra flights into Cleveland during the Republican National Convention, the World Series, and the three NBA Finals. But the numbers say the opposite: The flights into Burke were fewer during those specials events than they were in the same months in

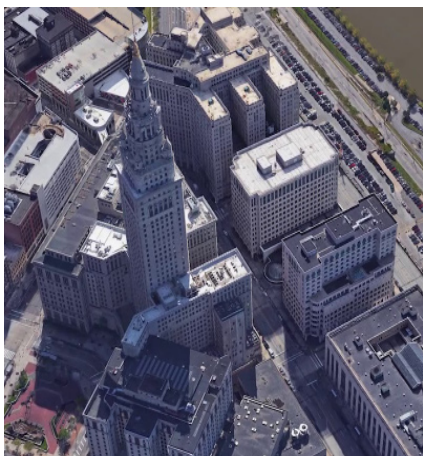


Top to Bottom:
1. Norm Krumholz
2. Ned Hill
3. Transplant Transport
4. Air Transport of Transplant Organs





Top to Bottom:
1. Cumberland's Dick Pace
2. Dick Jacobs
3. Rendering of Ameritrust Tower with Key Tower
4. Tower City



previous years.

At the very least, our new elected officials can solicit a comprehensive study, and then, as Krumholz says, make a political decision based on the results.

In the meantime, professor Hill suggested, "I say we should just close it on our own and build a Scottish links golf course," he says. "We can play golf while the FAA sorts it all out. Might be the best way to handle this."

In 2014, Cleveland City Council approved plans and a 50-year-option to lease for a \$700 million development on the largely undeveloped 20-acre piece of waterfront north of the Browns Stadium and Rock Hall by Trammel Crow Co. (Dallas) and Cumberland Development LLC of Cleveland. Dick Pace's Cumberland spent hundreds of thousands developing plans that included the sensitive renovation of some existing buildings, only to have major Jackson subsequently revoke the agreement without explanation. Cumberland and Trammel Crow will not work near the lakefront again. There are just some people and some cities you cannot trust.

It is in this context that the city is proposing a \$1 Billion upgrade to Hopkins "in the hopes that the airlines using the facility will pay for it." With these declining utilization statistics?!

We must look like morons to the airline industry.

Development

Cleveland no longer has a contingent of quality developers. We used to.

Dick and David Jacobs who made their fortunes developing shopping malls all over the US, had an aesthetic sophistication that finally became evident when they built what was originally called Society Center, now Key Tower, a 58-story multi-tenant office building on Public Square with an attached 28-story Marriott Hotel in 1991. The project also included the award-winning renovation of the original 1890 Society for Savings Building, designed by John Wellborn Root of the distinguished Chicago firm of Burnham and Root.

In 1990, the Jacobs brothers hired Kohn Pederson Fox, the top architectural firm in the world at the time, to design a dramatic sixty-story tower for the Ameritrust Bank HQ. Key Tower was a respectable B+ work of architecture – "world class" by Cleveland standards - by Caesar Pelli who had never designed a multi-tenant high rise before. KPF's tower was an A+ effort with articulated elements that respected the existing masses of Public Square and added a graceful sail-like curve to the towering façade facing the Square.

The Jacobs brothers then bought the Cleveland Indians and got Jacobs Field/ Progressive Field built in 1994. A significant developer during those years was Forest City Enterprises that made its millions developing residential subdivisions with its HQ over its bargain store on Brookpark Rd. FCE's efforts to upgrade their brand image took the form of purchasing Terminal Tower and finally moving their HQ downtown. They proceeded

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to renovate the Tower's concourse areas for retail – it was what they knew best – and add a hotel and multi-tenant office building to the southwest towards the Cuyahoga River, labeling the effort Tower City Center.

These projects by Baltimore's RTKL were acceptable but rather ordinary. Jacobs deserved an A, the Ratners a C. We were hired after FCE purchased the Terminal Tower complex to renovate the common areas of the tower, which were terrible. At the same time, we were renovating the common areas of the Tower at Erieview for the Jacobs brothers. Our best contributions to the Terminal renovation were dealing with the corridors, which had lay-in ceilings, terrible fluorescent lighting and cheap carpet with tall soiled white Georgia marble wainscot walls in all of the corridors and elevator lobbies. Much of the marble had been stained, damaged or removed.

We measured the marble and found that we could cut all of it in half and use it everywhere, which FCE approved. There were locations where steel angle bracing to stabilize the shaft of the tower angled through the public corridors and was exposed. We could find no photos or drawings of how this was addressed originally. We developed a design that created a transition element with an arched opening, mimicking the grand arches on Public Square at the entry to the complex.

Both projects had press conferences a week apart to announce the renovation designs where we presented our renderings and a description of the work to be performed. The Erieview project included adding air conditioning to the corridors and rest rooms which was considered a luxury in 1960, demolishing and rebuilding all of the rest rooms to ADA standards, new full height doors everywhere with European hardware, custom graphics and planters, new finishes and a public art program, none of which were included in the Terminal Tower project.

When reporters asked Dick Jacobs what he was spending, he wouldn't give a number and simply said, "We will do everything our team tells us is necessary to transform this property into a Class A multi-tenant office building." When reporters asked FCE CEO Albert Ratner what he was spending, he stated a number that was more than three times of the actual cost of the work, and one-third of what the Jacobs brothers were spending at Erieview Tower.

In the intervening years, the prominent developments in Cleveland have been publicly funded sports facilities and hospital projects.

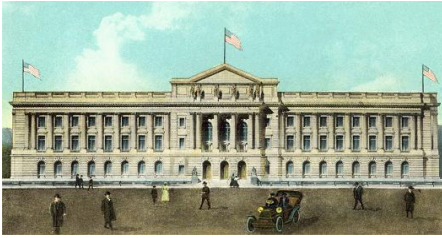
Since the Blossom Music Center design in 1969, not one prominent Cleveland project was awarded to a Cleveland architect to design. From my view, there are a number of factors, but most come down to a deterioration of our design culture in the region – at many levels – public, private, NGO



Top to Bottom:

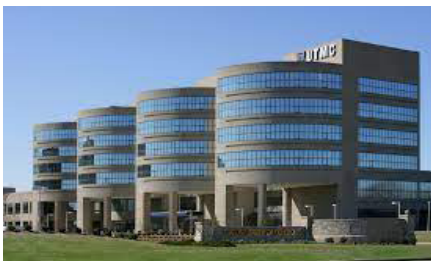
1. Left: Terminal Tower Common Area Renovation
2. Right: Tower at Erieview Management Office
3. Left: Federal Reserve Bank by Walker & Weeks
4. Right: Severance Hall by Walker & Weeks
5. Left: West Side Market by Hubbell & Benes
6. Right: AT+T Huron Building by Hubbell & Benes
7. Left: Pilgrim Congregational Church by Seymour R. Badgley
8. Right: Peerless Motors by J. Milton Dyer





Top Down:

1. Cuyahoga County Courthouse by Lehmann & Schmidt
2. Mansfield Art Center by Don Hisaka FAIA
3. Swink Advertising, Marion OH by Don Hisaka FAIA
4. University of Toledo Medical Center by Don Hisaka FAIA
5. Wright State University Library by Don Hisaka FAIA



sectors.

The community's leaders in the latter part of the 19th century and the first half of the 20th century were sufficiently educated and cultured that they were able and willing to trust Cleveland architects with important commissions.

They traveled to Europe and paid attention as they experienced top tier architecture. The results in Cleveland are exemplary – the Federal Reserve Bank, Cuyahoga County Courthouse, Cleveland Public Library, First Church of Christ Scientist, Severance Hall, Hope Memorial Bridge, the E. 9th St. Bond Store and St. Ann Church, all by Walker & Weeks; Wade Memorial Chapel, West Side Market, Cleveland Museum of Art, AT+T Huron Building by Hubbell & Benes; Lakewood United Methodist Church, the Jones Home for Children, Pilgrim Congregational Church by Sidney R. Badgley; the Caxton Building and Park Building on Public Square by Frank Seymour Barnum; Moreland Courts by Alfred Wilson Harris; US Coast Guard Station, Tavern Club, Central High School, Cleveland City Hall and the Peerless Motor Car Co. by J. Milton Dyer.

But as Cleveland's leaders and developers of large commercial projects became active after WWII, out-of-town architects were awarded most commissions without local firms even being considered. In the late 1960's and 1970's, Cleveland had a number of exceptionally talented modern architects who excelled at the commissions they were awarded. And perhaps because local firms were busy with the schools, fire stations, apartments, commercial space, hospitals and churches that were the post-WWII expansion, there was no real outcry from our architects about the many large projects lost to out-of-town firms.

Don Hisaka (1928 - 2013)

Don Hisaka FAIA settled here after graduating from Harvard and his Fulbright Fellowship travel. Hisaka had moved to Detroit after college to work with Miyoru Yamasaki, architect of the World Trade Center Towers in NYC. He was recruited to Cleveland to be the chief designer at Dalton Dalton, where he stayed only briefly. Hisaka was perhaps Cleveland's best architect in the second half of the 20th century. Sadly, he was here for only 25 years before he left for greener pastures.

Hisaka opened his practice here in 1960. His projects were meticulously conceived with program elements expressed and utilized to create bold forms with powerful sculptural quality. He grew less satisfied with his commissions here and began teaching at Harvard in 1978, moving there in 1985. Hisaka received the Cleveland Arts Prize for Architecture in 1970, and was honored with over 50 design awards for his work. At one point in the 1970's, Hisaka was the most published architect in America. His work included the linking of Thwing and Hitchcock Halls at Case Western Reserve University with a skylit atrium, Giddings Elementary School, the US Embassy in Guyana, Rocky River High School, the Ohio Savings Bank branch in Parma, The Medical College of Toledo, CCF CEO Toby Cosgrove's home in Hunting Valley, and the two Signature Square office buildings in Beachwood.

Hisaka is the only Cleveland architect to design a project in the US architectural Mecca, Columbus, IN, where he completed the

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Leadership

Cleveland, OH

Bartholomew County Jail. His elegant design for the Mansfield Art Center won local, state and national design awards. After leaving Cleveland, Hisaka lived in Cambridge, MA and Berkeley, CA where he continued his practice.

The developer of a new golf course outside Tokyo commissioned Hisaka to design a clubhouse that would reflect the look and feel of rural New England. Hisaka felt that plopping a clapboard-sided structure down amidst the rice paddies and cypress groves of Japan's Ibaraki Prefecture might seem more than a bit incongruous. Consequently, he refined the developer's vision by looking to the basic concepts that informed both classic New England and traditional Japanese architecture: simplicity of design and materials, precision, intimacy of scale, and a harmonious relationship with landscape and surroundings.

The 60,000-square-foot complex of concrete, courtyards, glass and gardens that was resonant of both colonial America and feudal Japan, earning Hisaka the accolades of multiple architectural publications as one of his typically ingenious blends of seemingly irreconcilable cultures. The Ibaraki project was also recognized by Hisaka's peers as yet another example of his unique ability to synthesize the best of disparate influences and deliver tasteful and charming buildings that complement rather than overwhelm their surroundings.

Hisaka's commitment to design excellence was extreme. He utilized poured concrete for his larger institutional commissions, seeking a monolithic architecture where the inside and outside were one. His Student Center for Cleveland State University gave students a central plaza and glass-enclosed atrium gathering place indoors, acknowledging the challenging climate here.

CSU demonstrated its ignorance and when it announced in 2006 that the facility was the most costly on campus to heat and cool, so instead of replacing the atrium glass with insulated glass and adding insulation to the roof and walls, they elected to demolish the structure and replace it with an awkward pastiche of Charles Gwathmey's customary forms with an interior of painted drywall that will itself fail the test of time. His Library-Resource Building for Wright State University in Dayton graced the cover of *Architectural Record* in August 1975. His Owen Young Library at St. Lawrence University in Canton, NY was given a nice spread in *Record* in October 1980.

Hisaka created a number of academic structures and libraries at Harvard University where he taught in the Graduate School of Design for many years, and at colleges in New York and Kentucky. He also designed the office building at 1150 18th Street, N.W., in Washington, D.C. Hailed by *Washington Post* architecture critic Benjamin Forgey as "an exclamation point that fits somehow into the middle of a ponderous sentence," the building defies the leaden indifference of most modern commercial structures by incorporating an airy, lattice-like grid facade and playful turrets at its crown. At the same time,



Top to Bottom:

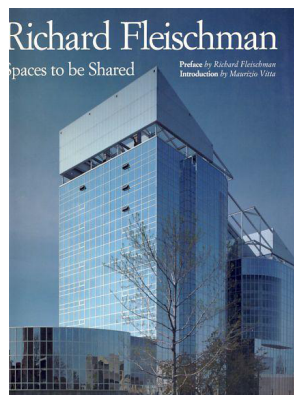
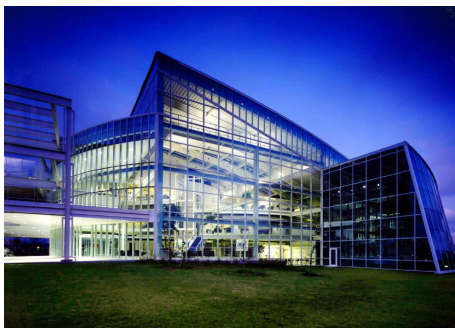
1. Ibaraki Country Club, Japan by Don Hisaka FAIA
2. Cleveland State University Student Center by Don Hisaka FAIA
3. Cleveland State University Student Center by Don Hisaka FAIA
4. 1150 18th St. NW, Washington DC by Don Hisaka FAIA





Top to Bottom:

1. Owen Young Library, St. Lawrence College by Don Hisaka FAIA
2. St. Pascal Baylon Church by Richard Fleischman FAIA
3. Ohio Aerospace Institute by Richard Fleischman FAIA
4. Akron Univ. Polymer Science Center by Richard Fleischman FAIA



it manages to enliven its neighbors on the block rather than overpower them. Hisaka's design earned him the Cornerstone Award for the best urban office building of 1991.

Dick Fleischman (1929 - 2020)

Dick Fleischman FAIA earned a scholarship to what is now Carnegie-Mellon University and went on to Columbia University for his master's degree and a fellowship to study architecture in Spain, Greece, Italy, Germany and Scandinavia.

Fleischman founded his own firm in 1961 and was made a Fellow of the AIA in 1974, earning the Cleveland Arts Prize the same year. His first project was the St. Martin of Tours Catholic Church in Maple Heights. He was known for his church designs, which included the Redeemer United Church of Christ in Westlake and the Holy Family Church in Parma.

His most noteworthy projects include the Villa Angela Academy which he later recycled into an award-winning branch library, St. Pascal Baylon church in Highland Heights, the Woodhill-Buckeye Rapid Transit Station, Akron University's Polymer Science Building, the green renovation of Scioto and Morgan Halls, two high-rise dorms at the University of Cincinnati, the North Royalton Cuyahoga County Library Branch, and the Ohio Aerospace Institute.

He executed over 480 projects – dozens of churches - and his work was honored with over 120 design awards, receiving the AIA Individual Gold Medal in 2001 after his firm received the Gold Medal in 1988. His work was known for its crisp geometry and abundant daylight.

His residential designs included his renovated 1905 mansion restoration in Bratenahl and the surrounding nine residences he crafted out of glass and stucco to create Breezy Bluff.

Norm Perttula (1927 – 2020)

After obtaining an undergraduate degree from the University of Minnesota and a master's degree from Harvard, Norm Perttula FAIA accepted a position at the great Eero Saarinen's office where he worked on the landmark TWA terminal projects. After finishing the Dulles TWA Terminal project as the project architect under Saarinen, Perttula came to Cleveland in 1961 to become the head of design at Dalton Dalton Newport, the largest firm in town at the time.

Perttula's best projects include the Ohio Bell HQ at Lakeside and East 9th St. (45 Erieview Plaza), Tower City Renovation and Expansion Master Plan, the Ohio Bell Processing Center in Brecksville, the Master Builders/ BASF HQ in Beachwood, Meyer Center MRI Facility at the Cleveland Clinic, the Park Center apartment complex downtown and the Glidden Research Labs in Strongsville. He also designed the Uniformed Services University of Health Sciences in Bethesda, MD and the Florida International University in Miami.

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After retiring, Perttula was brought back for a number of challenging addition and renovation projects at the US Military Academy at West Point in New York that took 11 years to complete. Perttula received the Cleveland Arts Prize in 1973 and was made a Fellow in the AIA in 1981.

Piet van Dijk (1929 – 2019)

Piet van Dijk FAIA studied engineering at Cornell University before transferring to the University of Oregon. He received his master's degree from MIT, where he studied with Louis Kahn and Pietro Belluschi, who introduced van Dijk to Eero Saarinen. He was a Fulbright Scholar in Italy before joining Eero Saarinen with whom he worked for four years, most notably with Caesar Pelli on the groundbreaking TWA International Terminal at JFK Airport.

Van Dijk was also recruited from the Saarinen office to move to Cleveland to head up the design for the Celebrezze Federal Office Building in 1961. The project had been awarded to three Cleveland firms who could not agree on who should take the design lead because each firm lacked a talent worthy of the assignment. In 1963, van Dijk joined the Schafer Flynn & Associates firm which Abram Garfield, son of President James Garfield, had founded in 1898 with Frank Meade.

At the age of 38, Van Dijk was tapped to undertake what became his most celebrated project, the Blossom Music Center, the best outdoor concert facility in the US.

Van Dijk developed a master plan for Playhouse Square in 1973 which saved Cleveland's theatres and led to the firm's developing a national specialization in preserving and renovating historic theaters. His other noteworthy projects included the Cain Park Amphitheater, the Temple Hoyne Buell Theatre in Denver and hospital projects for the Cleveland Clinic and University Hospitals.

At Cleveland State University, he designed the Physical Education Building and Natatorium and the school's Music Building, and he designed a number of outstanding smaller buildings for Ursuline College. His corporate projects included headquarters for B. F. Goodrich, Invacare and Parker Hannifan. His restoration portfolio included the city's finest historical buildings: Society Bank, Huntington Bank, M. K. Ferguson Plaza and the Soldiers and Sailors Monument at Public Square.

Van Dijk was awarded the Cleveland Arts Prize for Architecture in 1969, was a Fellow of the American Institute of Architects, and in 2000, van Dijk was awarded the AIA Gold Medal, its highest honor.

Fred Toguchi (1922 - 1982)

Fred Toguchi FAIA was a modern architect and environmentalist



Above: Ohio Bell/ ATT Regional HQ by Norm Perttula FAIA
Below: Glidden Royce Research Lab by Norm Perttula FAIA
Below: Blossom Music Center by Piet Van Dijk FAIA
Bottom: Ursuline College by Piet van Dijk FAIA





Above: Lausche State Office Building by Fred Toguchi FAIA
Below:
Ashtabula Arts Center by Fred Toguchi FAIA
Beck Performing Arts Center by Fred Toguchi FAIA
City Club Apartments by Vocon



long before we even experienced the Arab Oil Embargo. Toguchi studied at the University of California and St. Louis U. He opened his office in the Arcade in 1954. His key projects were the Burke Lakefront Airport Terminal and Tower (1963–70); the Clarke Tower dorm at Case Western Reserve University (1968); Lakewood's Beck Center for the Performing Arts (1978); the Frank J. Lausche State Office Building (1979); and St. Philip Christian Church (1968), a tiny inner-city church at 2303 East 30th Street whose spare, focused and determined presence won it official designation as a Cleveland landmark.

Other award-winning buildings designed by Toguchi Associates include Lakeland Community College, the new Commons at Gilmour Academy, Ashtabula Arts Center and Laurel School's Middle School and gym in Shaker Heights and the Mayfield Regional Library. Toguchi tragically died in Tokyo on vacation when hit by a car at the age of 60 in 1984.

The Illusion of Design Review

In the 1970's and 1980's, Cleveland had a Fine Arts Advisory Committee that was comprised of the better/ best architects in the city to review proposed projects in the hopes of assuring design excellence. The FAAC was empowered only to make recommendations to the Planning Commission on projects in and around the city center. The process was generally quite successful because the Planning Commission rightfully respected the FAAC and its members. The mayors were smart enough to appoint qualified individuals to the Committee back then.

But somewhere along the line, the name was changed to Design Review Committee and these committees were, like rabbits, multiplied to the various neighborhoods all over town. This permitted the mayor to appoint many more friends and contributors to their campaign chests, and the non-professionals came to greatly outnumber the mediocre design professionals on these committees.

Given the number of DRC's and the lack of awareness and/or sensitivity to design excellence and the qualifications of members asked to serve, mayor after mayor used these committees as resting places for the repayment of political favors. Relatives, ministers and campaign contributors were rewarded with standing and as a result, the effectiveness of these committees has eroded. Even the architects appointed in recent decades have been B and C tier practitioners with no genuine commitment to or awareness of design excellence.

As a result, little constructive input is provided to owners and developers to improve their projects to even a baseline of mediocrity. On a recent particularly disappointing high-rise residential project from Vocon proposed for the old Hippodrome site right on Euclid Avenue in downtown Cleveland, DRC member architect Jack Bialosky Jr. voted to approve the project's design but added a caution that the architects would regret their poor design in the future. Then why approve it?! If DRB members are incapable of understanding their roles and responsibilities, they need to be replaced with those who do.

Living in Cleveland means that you must accept that DRB's and the Landmarks Commission will not protect you from bad design, as is their responsibility.

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The Cleveland Architecture Foundation is currently developing an educational curriculum to train DRB members on fulfilling their obligations.

Our Design Culture's Death Spiral:

Cleveland's conservative design culture in the 1970's drove Don Hisaka to Boston. Steven Litt has politely called our culture "utilitarian" and pointed out how it is "haunting" that "Cleveland's conservative views on the arts have at least until now paralleled the city's economic decline."

"But it is true that throughout history, artistic breakthroughs have occurred most often in vibrant and growing cities where innovation and originality in the arts are related to breakthroughs in business, science, and technology. This makes it worth considering whether new and different approaches to the arts could help reverse Cleveland's decline by making it a place more open to fresh and innovative ideas it has traditionally disregarded or even shunned."

Litt in 2011 published an essay entitled, "Utility Versus Innovation: A Polemic on Art, Architecture and Cultural Conservatism in Cleveland," lays out what he calls the "perils of a pragmatic approach to the arts." He notes that funding for the arts was at an all-time high (pre-pandemic) as he viewed the \$350 million expansion of the Cleveland Museum of Art as the largest single cultural project in Ohio history – maybe in dollars but not necessarily in design quality.

Litt pointed out a key flaw in Cleveland's design culture: "What's problematic here is that arts funding is based primarily on a utilitarian view of cultural activity as a lifestyle amenity and as a generator of economic activity, not as an expression of the city's ability to foster original creative thinking of global significance. To say that artists and architects in Cleveland rarely attract much notice outside the city is an understatement. In architecture, local firms rarely win the large or prestigious assignments. Instead, clients prefer to hire what they perceive to be prestigious out-of-town firms, which often do less than their best in Cleveland."

Case Western Reserve University and Oberlin College have for thirty years shown a predisposition to hire East Coast firms for their buildings who consistently deliver mediocre results. One reason is that CWRU and OC are handing \$15M - \$30M projects to firms whose projects average \$75M+, so they get the C team every time.

Litt: "In painting and sculpture, most of the most famous artists associated with the city have left to pursue their ambitions elsewhere, a telling example of a creative brain drain."

Litt observed the city's history of conservatism: "Cleveland has certainly played a role in the history of modern and contemporary art and architecture, but not a big one, and it's





Above: Case Western Reserve University Smith Macro Molecular Building;
SBRA, Boston
Below: New York Armory Show of 1913
Marcel Duchamp, "Nude Descending a Staircase," NY Armory Show of 1913



important to understand why. The 20th century unleashed a concatenation of new ideas, movements, and artistic breakthroughs across Europe, but emanating primarily in the early decades from Paris, Berlin, Vienna, and other cities."

"These ideas, ranging from a plethora of art movements such as Cubism and Fauvism, to modernist architecture and design, were introduced to America first in the New York Armory Show of 1913, and the Museum of Modern Art's first exhibition on modern architecture, in 1932. Following the Depression and World War II, New York replaced Paris as the global center of the art world. Modernist architecture spread across the country, producing vibrant results, especially in Los Angeles and Chicago, but also in New York, Detroit, Philadelphia, and other cities. The same was not as true in Cleveland."

"While it's obvious that Cleveland has had a fairly conservative artistic climate for decades, scholarly work on local art history is fairly thin, which indicates a lack of interest among art historians—a negative comment in and of itself. There exists no large, single-volume historical survey providing a broad overview of local developments in the visual arts in Cleveland and relating them to political, social, and economic trends. Nor does there exist any large study relating the city's creative output with that of other cities in America and Europe. Such a study would create a clearer understanding of the place Cleveland truly occupies as an artistic and cultural center."

Litt observed that scholarly writings about Cleveland artists and architects have been "narrowly monographic books" that "though valuable, they don't provide the bigger picture." Litt correctly believes that a significant factor in the city's conservative culture is ethnic heritage: "After its initial settlement in the early 19th century, Cleveland's population grew quickly as waves of immigrants arrived from New England and, later, from countries across Europe. Often, immigrant communities wanted to preserve traditions from their homelands. 'Whatever was brought over in the late 19th century stayed that way,' scholar Holly Rarick Witchey, author of *The Fine Arts in Cleveland* told *The Plain Dealer* in an interview in 1996." When Greeks look for historical folk dances, they come to the U.S., where you are not allowed to innovate. You are preserving the homeland tradition."

"Elite taste also remained conservative throughout the city's rise to industrial prominence, from 1890 to 1930, and in the decades following. For much of the city's history, powerful backers of the arts were primarily members of the city's wealthy and white Anglo-Saxon families. Members of this group included the Severances, the Hannas, and the Mathers. They and others were extremely interested in art and culture, and were extremely generous. Through donations and bequests, they built a large collection of cultural institutions in the early 20th century, starting with the Music School

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Settlement in 1912, Karamu and the Cleveland Play House in 1915, the Cleveland Museum of Art in 1916, the Cleveland Orchestra in 1918, and the Cleveland Institute of Music in 1920.”

“The cultural largesse of the city’s leading industrial families was motivated by noblesse oblige, a desire to acculturate immigrants newly arrived from poor countries in central and Eastern Europe, and the impulse to compete in terms of prestige with other growing cities. Unlike arts patrons across the industrial Midwest, Cleveland’s wealthy appointed professional managers to guide major institutions, especially the museum and orchestra, to ensure high standards of performance and achievement. Even so, the museum, for example, largely pursued a conservative approach to art history, thereby honoring the tastes and preferences of trustees, who actively discouraged directors and curators from investing in modern and contemporary art.”

With the exception of a few contemporaries like Scott Mueller, Fred Bidwell, and Nancy and Joseph Keithley, the Mathers, Severances and Hannas have begun to fade into the background and their descendants appear to have no similar significant affection for art or architecture. Leonard Hanna Jr. put CMA on sound footing in 1958 with a donation of \$34 million, worth over \$349 million in today’s dollars.

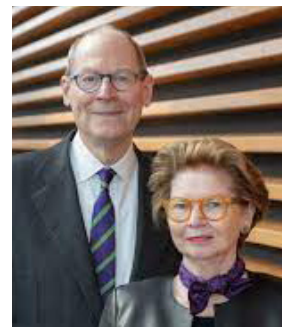
Peter Lewis underwrote the development of Frank Gehry’s polymorphic vocabulary by funding the design of a house that turned into a village and spiraled out of control in cost and scope, as well as a third of the Weatherhead School of Management at CWRU. Lewis also gave his wife/ ex-wife a leash and money to place contemporary art in his Progressive Insurance HQ facilities to stimulate employees.

But Lewis died in 2013, and his assets were distributed to Princeton (\$220M), the Guggenheim (\$77M), NORML (\$40M), the ACLU and the Center for American Progress. And Lewis pulled the plug on Cleveland when the CWRU Weatherhead went from \$24M to \$36M to over \$100M, with CWRU claiming the project’s cost was only \$61M. Anyone at any of the last six months of contractor meetings heard the approved cost rounding third base was \$77M with another \$10M in outstanding change order requests to be resolved. Fees, furniture and educational equipment took the cost to over \$100M.

Litt also points out that having Chicago architect Daniel Burnham design the Group Plan in 1903 on the heels of his success with the classical Chicago World Columbia Exposition in 1893 wedded Cleveland to Burnham’s Beaux-Arts version of classicism for decades, which kept the Art Deco movement from appearing here except in



Top - Down, Clockwise:
1. Leonard Hanna
2. Peter Lewis with Frank Gehry
3. Scott Mueller
4. Joe and Nancy Keithley



Below: The Weatherhead School of Management, Case Western Reserve University
by Frank Gehry FAIA





Above:
1. Daniel Burnham's Group Plan, 1908
2. Burnham's Group Plan Rendered Site Plan
Below: World's Columbia Exposition, Chicago, 1893



only the most limited examples – AT&T Huron Road Building by Hubbell & Benes in 1927 and Fenn Tower at Cleveland State University. Many have characterized the AT&T Tower as 'Modern American Perpendicular Gothic,' crediting Eliel Saarinen's Chicago Tribune Tower competition entry (1922) as its inspiration. Fenn Tower was authored by New York's George B. Post & Sons, completed in 1930. Post's other Cleveland projects include the late Williamson Building (1900), demolished for the Sohio/ BP Tower, the Cleveland Trust Building (1908) at E. 9th and Euclid Ave., the Statler Hotel (1912), Wade Park Manor (1923), and Fenway Hall (1923).

Cleveland's art market is small. Serious collectors go to New York, Chicago, Los Angeles, London or Paris. The small size of our art market means that there is no central art district. Local artists works rarely command prices above \$10k, meaning they will never achieve financial or artistic success here. Some artists resort to teaching, where salaries are low, tenure is elusive and health insurance is more rare.

Litt has observed, "A strong negative synergy exists between the modest size of the local art market, the conservative nature of local taste, and the annual drain of talent. The list of important artists who left Cleveland over the 90 years because the city failed to provide optimal conditions for a successful career have included such luminaries as Charles Burchfield, Hughie Lee-Smith, Roy Lichtenstein, Robert Mangold, Joseph Kosuth, Heidi Fasnacht, April Gornik, and Dana Schutz....Roy Lichtenstein, for example, graduated from Ohio State University in the late 1940s and spent close to a decade in Cleveland before moving to New Jersey to teach at Rutgers University. Soon, he was exhibiting at the Leo Castelli Gallery in New York the comic-style Pop Art paintings that would make him famous around the world."

Despite Peter Lewis' efforts to stimulate his employees at Progressive Insurance and the resulting success of the enterprise, Cleveland has failed to be positively nurturing to contemporary art. Even its Museum of Contemporary Art squandered its opportunity for a terrific facility on a wonderfully legible location, failing to make contemporary art even legible to citizens unless you fight your way in. And even then, the facility and contents disappoint, for it's not even a museum.

Litt narrates the conservatism at the Cleveland Museum of Art, attributing its roots to former director Sherman Lee who came on board in 1958, right when Leonard Hanna's \$34 million gift (\$349M today) made CMA the wealthiest museum in America. Litt observes, "Lee used the bequest systematically to build up the museum's collection of European Old Master paintings, acquiring important works by Francisco Zurbaran, Michelangelo Merisi da Caravaggio, Nicolas Poussin, Antonio Canova, and Jacques- Louis David. Simultaneously, he built a world-renowned collection of Asian art."

"Meanwhile, the museum spent relatively little on modern and contemporary art made after the first decade of the 20th century. The museum assembled a strong collection of Blue, Rose, and Cubist paintings by Pablo Picasso, but satisfied itself mainly with works of secondary importance by such important contemporaries as Arshile Gorky, Willem de Kooning, or Jackson Pollock. To this day, the seminal art movements of the 1950's and '60's, including Abstract Expressionism

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and Pop Art, remain under-represented in the museum's permanent collection, or are represented by works of secondary quality. Other significant gaps exist throughout the 20th-century collection, which is noticeably weaker than the museum's highly respected holdings in everything from ancient Greek and Roman art, through Medieval European and Asian art to 19th-century American paintings."

Another reason for Cleveland's cultural decline is the fate of its initial industrial giants and benefactors. Cleveland chased Rockefeller out of Cleveland. Pittsburgh kept their stars who became their city's patrons of art and architecture.

Telegraph pioneer Jephtha Wade donated the land at University Circle for the Cleveland Museum of Art, which was founded with contributions from prominent industrials Hinman Hurbut, John Huntington and Horace Kelley. The museum was completed in 1913, designed by Hubbell & Benes. The 1958 donation by Leonard Hanna was the last monster gift until Scott Mueller's in 2020.

In 1919, the Cleveland Museum of Art inaugurated its annual juried exhibition of the works of Northeast Ohio artists that came to be known as the May Show. The Museum discontinued the May Show in 1993, believing that the show had become stale. But locals have been quietly clamoring for its return. An online panel discussion by the non-profit Artist Archives of the Western Reserve in May 2021 resulted in a consensus that CMA should do more to engage the region's artists. The largest contributions to the Museum's 2005-2011 expansion came not from art patrons, but from the Gund Foundation and the State of Ohio.

Cleveland's Conservative Architecture:

In the late 1800's and early 1900's, Cleveland's industry created an immigration flow and a dimension of growth that produced a need for important public and private buildings. Cleveland architects were given opportunities to design buildings, often with which they had no experience, with outstanding results:

- Cleveland Museum of Art, Wade Memorial Chapel at Lakeside Cemetery, the Ohio Bell Telephone Building and the West Side Market by **Hubbell & Benes**.

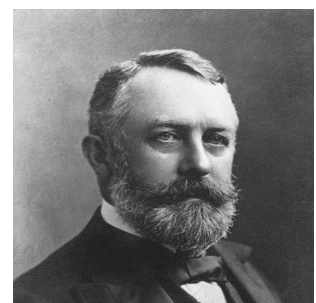
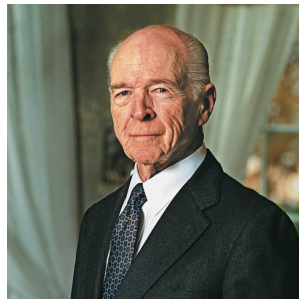
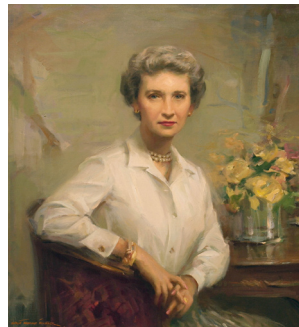
- Severance Hall, Public Auditorium, the Cleveland Public Library, Epworth-Euclid Methodist Church, St. Paul's Episcopal Church, the Cleveland Board of Education (Drury Hotel), the Allen Memorial Medical Library and the Federal Reserve Bank by **Walker & Weeks**;

- The Central Armory, Temple Tifereth Israel, Temple Anshe



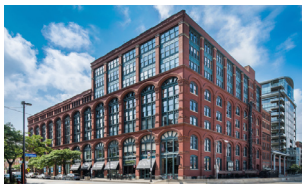
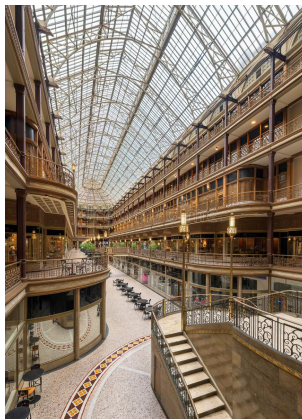
Clockwise from Above Left:

1. Andrew Carnegie
2. Paul Mellon portrait by William Franklin Draper
3. Alisa Mellon Bruce portrait by Philip Alexius de Laszio
4. Henry J. Heinz
5. Henry Clay Frick
6. Henry J. Hillman
7. Sarah Mellon Scaife





Clockwise from Above Left:
1. Cleveland Museum of Art; Hubbell & Benes
2. Federal Reserve Bank; Walker & Weeks
3. Central Armory; Lehman & Schmidt
4. Old Stone Church; Heard & Porter
5. Schofield Building by Levi Scofield
6. Trinity Cathedral by Charles Schweinfurth
7. Root-McBride/ Bradley Building by Cudell & Richardson
8. The Arcade by George H. Smith & John Eisenman
9. U. S. Coast Guard Station by J. Milton Dyer



Chesed, the Excelsior Club (Thwing hall) at CWRU and the Cuyahoga County Courthouse by **Lehman & Schmidt**.

- Old Stone Church, Case Block at CWRU, and Second Presbyterian Church by **Heard & Porter**;

- The Soldier & Sailors' Monument at Public Square, Central High School, the Schofield Building (Kimpton Hotel) and asylums in Athens, OH, Columbus, OH and state penitentiaries in Mansfield, OH and Raleigh, NC by **Levi Scofield**.

- The Sylvester Everett and Samuel Mather's Residences on Millionaires' Row, the Marcus Hanna residence on Lake Ave., and Mather Residences (Shoreby Club) in Bratenahl, the interiors of Old Stone Church, Calvary Presbyterian Church, the Union Club, the Adelbert and Mather College buildings, Haydn Hall and Harkness Chapel at CWRU, Trinity Cathedral and the four stone bridges over Martin Luther King Boulevard by **Charles Schweinfurth**.

- The George Worthington Building, the Root-McBride/ Bradley Building, Franklin Circle Christian Church, and the Perry-Payne Building by **Cudell & Richardson**.

- Collaborator on the Arcade with John Eisenman, the Samuel Andrews and Charles Brush Residences on Millionaires' Row, Lakeside Hospital, the Rose Building, White Sewing Machine Co. and the Colonial Arcade by **George H. Smith**.

- The Cleveland Grays' Armory, the Schellentrager, Trenkamp and Latham Brightman Residences, and Standard Lighting by **Fenimore C. Bate**.

- The Tavern Club, Cleveland City Hall, the Cleveland Athletic Club, Brown Hoisting Machinery Co., Peerless Motor Car Co., Longwood Estate, First Methodist Church at E. 30th & Euclid, Mooreland Mansion and the Lake County Courthouse, the Herrick Memorial Library in Wellington, the Summit County Courthouse and the Cleveland Coast Guard Station by **J. Milton Dyer**.

- The Rockefeller Building, St. James AME Church, McKinley Terrace, the Standard Building, the Engineers Building and the Hippodrome Theatre by **Knox & Elliot**.

With the exception of Dyer's 1940 Coast Guard Station, the works of these architects were neo-classical in design, owing in part to both the influence of the 1893 Chicago Columbian and Great Lakes Expositions and the conservative nature of Cleveland

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patrons. Litt finds it ironic that in the first half of the 20th century, the Great Lakes region was “a global hot-bed of architectural creativity. Chicago architects such as Louis H. Sullivan and Frank Lloyd Wright launched modern architecture with nature-based theories of “Organic” design. After World War II, the great German modern architect, Ludwig Mies van der Rohe, designed some of the most elegantly skeletal steel and glass buildings of his career in Chicago, including the campus of the Illinois Institute of Technology. In Detroit, the Finnish-born Eliel Saarinen fused inspirations from Finnish vernacular design, Art Nouveau, and modernism in his masterpiece, the campus of Cranbrook in Bloomfield Hills. The architect’s son, Eero Saarinen, rocketed to fame in the 1950s and ’60s with the swooping forms of his TWA Terminal at John F. Kennedy Airport in New York. Although these architects were active throughout the region in Detroit, Buffalo, Pittsburgh, and other cities around Cleveland, none ever received a single assignment in Cleveland.”

None of these prominent practitioners was ever given a project of substance in Cleveland. Only Wright was asked to do a tiny Usonian home for a high school art teacher (with a modest income), “Louis Penfield, in Willoughby late in his career. Litt aptly noted the contrast between Wright’s landmark home Fallingwater for Pittsburgh department store owner Edgar Kaufman “says a great deal about the skepticism with which business, political, and civic leaders in Cleveland viewed the latest ideas in art, architecture, and other areas of culture in the mid-20th century.”

By the time Cleveland’s landmark Terminal Tower was completed in 1930, the neoclassicism Cleveland had favored had become outdated as New York lead the way with Art Deco vocabularies for the Empire State Building, Rockefeller Center and the Chrysler and New York Daily News buildings. But in Cleveland, Litt fairly called it when he observed, “Neoclassicism, fundamentally a backward-looking style, was chosen for all major buildings in the city, from the Federal Reserve Building and Public Auditorium to the Cleveland Museum of Art, Severance Hall, and the Terminal Tower. Out-of-town firms designed some of the structures, but many were designed by some of the very fine local firms then operating in Cleveland, including Hubbell & Benes and Walker and Weeks.”

In what Litt bravely characterized as a “Tolerance for Mediocrity,” Cleveland’s conservative design culture proliferated; “The pattern continued after World War II, and in many ways, continues to this day. Architectural clients, including CEOs of the city’s largest banks, elevated the city’s skyline in the 1980s and ’90s with skyscrapers designed by some of the biggest names in contemporary architecture, including the national firms of HOK, SOM, Charles Luckman, Wallace Harrison, Hugh Stubbins, and Cesar Pelli. Local architects fumed at having been sidelined, even though most lacked the expertise to design skyscrapers. The local clients, however, weren’t able to coax the best work from the out-of-towners. Most of the postwar towers in downtown Cleveland are mediocre, grade B efforts by big, brand-name firms. Downtown gives permanent form to the impression that in architecture, Cleveland is a follower, not a leader. The Rock and Roll Hall of Fame and Museum, designed by I. M. Pei, is a prime example of the city’s conservatism. Designed relatively late in the architect’s career, it reprises themes he developed in earlier and better designs, such as the glass pyramid in the



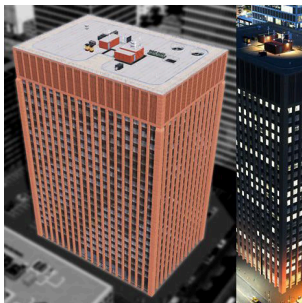
Top to Bottom”

1. First United Methodist Church; Charles Schweinfurth
2. Hippodrome Theatre; Knox & Elliot
3. 1893 Chicago Exposition
4. Cleveland’s 1936 Great Lakes Exposition
5. Chicago’s IIT Campus; Mies van der Rohe





Top to Bottom:
1. Diamond Shamrock/ 1100 Superior; SOM
2. Bond Court/ AECOM Center; SOM
3. National City Center/ PNC Tower; SOM
4. One Cleveland Center; Hugh Stubbins
5. Bank One Center/ Fifth Third Tower; Hugh Stubbins
6. 1717 East Ninth St.; Emory Roth & Sons
7. 800 Superior; Charles Luckman
8. Eaton Center/ 1111 Superior; SOM



courtyard of the Louvre Museum in Paris.”

Litt also noted that if and when Cleveland embraced an attempt toward progressive architectural design, it failed: “At times, Cleveland embraced innovation, but only at its most destructive. The 1961 Erieview plan, masterminded by a young I. M. Pei, led to the wholesale demolition of 200 acres of downtown fabric, and paved the way for the sterile towers erected in the 1970s and ’80s. Along Superior Avenue and East Ninth Street, large towers are interspersed with parking garages, creating streetscapes of deadly and long-lasting dullness. During the same period, the city allowed building owners to demolish half of the buildings in the Warehouse District, to make way for surface parking lots that would serve the new City - County Justice Center.”

This is evidence that the city lacked people in positions of authority or capable architects that understood what constituted design excellence. Piet van Dijk FAIA in his video interview with the Cleveland Architecture Foundation sharply criticized Pei for his Erieview plan for its failure to recognize our climate and craft a response that sheltered pedestrians to connect with the major movement splines like important European cities. Van Dijk noted, “After all, Pei saw the Arcade.”

Despite the lack of support from the Cleveland community, Cleveland architects from the latter half of the 20th century contributed outstanding work. From 1980 – 2000, the work Cleveland architects was honored with 54% of the design awards given annually by the Ohio American Institute of Architects, despite representing only 24% of AIA members in the state.

Leadership Vacuum:

Northeast Ohio has a tradition of poor leadership at municipal, regional and corporate levels dating back to the 1960’s.

This lack of performance and leadership includes the non-profit sector as well. The Greater Cleveland Growth Association – our chamber of commerce, previously lead by \$450,000/ year Joe Roman, has been an embarrassment. The GCGA’s public displays have been conspicuously lacking, from endorsing their landlord’s proposed site for the Rock and Roll Hall of Fame behind Terminal Tower, where it would have been invisible to everyone, to their claim that Cleveland would experience a \$200 - \$300 million economic benefit from the 2016 Republican National Convention.

Conflicting reports following the event indicated that

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the actual benefit was between \$48 - \$110 million, compared with the host committee's bullshit press release claiming a \$188 million economic benefit. Even the host committee acknowledged that direct spending was \$110 million, with much of that spent on out-of-state police shipped in where those dollars went back to Texas.

Cleveland has an entrenched Lie Machine that zealously overstates benefits and impacts from meager accomplishments. The RNC outcome was predictable for those looking at the matter objectively. The hosting of political convention is often a drain on local finances and productivity, warned Victor Matheson, an economics professor at the College of the Holy Cross in Worcester, Mass., who has examined decades of municipal hosting experiences.

"Hotels, limo drivers and police officers often fare well. And mayors who like to rub elbows with presidential candidates," he said. Beyond that, Matheson says, convention visitors crowd out other economic activity, creating losses that typically are not factored into economic impact studies. "We looked at the impact of such conventions on city economies from 1972 to 2004, and we couldn't find any positive economic benefit," said Matheson.

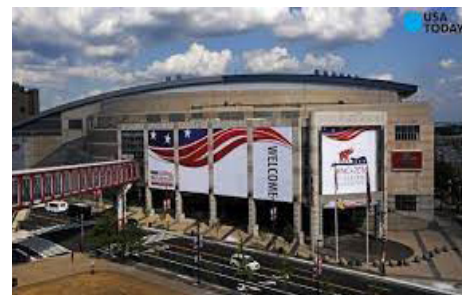
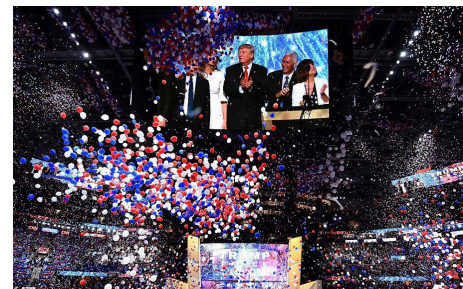
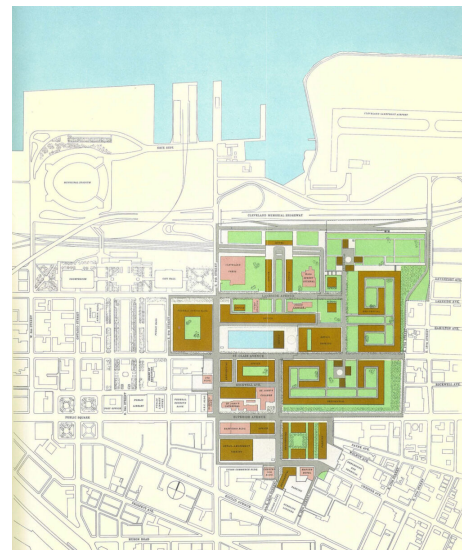
GCGA was also a big cheerleader for the \$180 million public money giveaway that local politicians – without the vote of its citizens – gave to Cavaliers owner Dan Gilbert – who had a net worth of \$6 billion at the time – for the renovation and expansion of the 20-year old arena. Cavalier CEO Len Komorowski was on GCGA's Board, which adversely impacted objectivity. The arena which ranked in the top 7% of all sports facilities in the country, and was good enough to enable Cleveland to beat out all of the other competitors for the 2016 RNC, was suddenly deemed not competitive by GCGA and the Cavs, despite its highly successful event schedule. It was more bullshit from our Lie Machine.

The Medical Mart – an absurd idea that was never properly vetted, saw our county commissioners and Mayor Jackson stumble down a path that – again without a citizen vote, committed \$800 million in tax revenues to construct a facility we were told would not cost a penny more than \$385 million that would deliver a 235,000 sf medical mart for the health care industry, a new larger convention center and a linked renovated Public Auditorium.

Along the way, they told us that the project costs would be capped at \$385 million and that the consultant/ operator MMPI from Chicago would assume the risk of any additional costs. That same month, our 'leaders' had the audacity to come back and tell us that they had discovered that the budget needed to be increased by 20% to \$480 million – none of which MMPI was going to be responsible for, AND they were cutting 40,000 sf from the Medical Mart and 40,000 sf from the convention center ballroom. And, oh by the way, we would



Top to Bottom:
1. I. M. Pei's Erieview Master Plan
2. I. M. Pei's Erieview Site Plan
3. 2016 RNC, Cleveland
4. 2016 RNC Cleveland





Top to Bottom:
1. Rocket Mortgage Fieldhouse 'Transformation'
2. Medical Mart/ Global Center for Health Innovation/ Lobby
3. Bait & Switch
4. Bait & Switch Lucy



Bait and Switch

In retail sales, when customers are lured by advertisements for a product at a low price, then find that the product is not available but a more expensive substitute is.



also not get a renovated Public Auditorium – ‘who ever did the original assessment and cost estimate did not project the costs accurately’ - it will be too costly, even with the increased budget and reduced construction area delivered.

That is what is known as the “Old Bait and Switch.”

The only cost MMPI was supposed to be responsible for was \$20 million to fund showroom construction for tenants, but MMPI left town just as those checks had to be written.

The leadership from the City of Cleveland under Mayor Frank Jackson was simply a joke of non-performance. Everyone knows it. While cities like St. Louis are exploring regionalization, Indianapolis and Louisville have already done it and are reaping the benefits. Greater Cleveland has 57 separate communities and there is not even a dialogue started about how and when to go about it and make it work. Our tax burden places us between 38th and 42nd in the country, meaning that, depending on which statistics you believe, only 8-12 states are worse than Ohio for taxes, which makes creating and increasing jobs difficult. Yet Columbus is managing and managing well.

The leadership shown by our key foundations also pales in comparison to those of Pittsburgh, Columbus and Louisville. The reports of revenues, economic output, direct and indirect jobs created improvements in crime prevention, successes in foster care, diminished re-arrest rates in Allegheny County/ Pittsburgh are staggering.

In June 2018, Jon Pinney, managing partner at the Korhman Jackson & Krantz law firm went public with his stinging critique of area leaders who have not performed and called on them to get out of the way for the next generation of leaders. Pinney pointed to the leadership community’s focus on glitter over substance, noting PR gains from the 2016 RNC while economic growth stalled.

The recent *Forbes*’ Best Cities for Jobs listing ranked Cleveland 71st out of America’s 71 most populous cities. The Economic Innovation Group, a bipartisan public policy organization based in Washington, D.C., recently called Cleveland the most distressed large city in the nation. In late April, *Business Insider* ranked the metropolitan economy last out of 40 major markets.

Area executives surveyed by *Crain’s* Jay Miller agreed with Pinney. More than a few ticked off the names, consistently the same names, of people who have been in jobs leading organizations whose mission includes working to improve the regional economy for a dozen years or more: David Abbott, executive director of the Gund Foundation; Cleveland Mayor Frank Jackson; Ray Leach, CEO of JumpStart Inc., the entrepreneur support nonprofit; Ronn Richard, president and CEO of the Cleveland Foundation; Joe Roman, CEO of the Greater Cleveland Partnership, the regional chamber of commerce; Barbara Snyder, president of Case Western Reserve

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University; and Brad Whitehead, president of the Fund for Our Economic Future, a coalition of philanthropies.

“There’s a vacuum. We’re not grooming the next generation of leaders,” said one early 50s business executive who has made a commitment to civic engagement. “The model needs to change for our city to move forward.”

As Miller noted in his June 2018 article, those who see the region as underperforming pointed to a few basic yardsticks, including the poverty rate and the lack of population growth. But most focused on the slow job growth that is underperforming the very modest goals set back in 2014.

That year, the Regional Competitiveness Council, an ad hoc group of leaders of businesses and philanthropy in Northeast Ohio, produced an economic blueprint to rejuvenate the stagnant 18-county regional economy. Among the council’s leadership were corporate executives such as Ward J. “Tim” Timken Jr., the chairman and CEO of Canton’s TimkenSteel Corp.; Anthony Alexander, then president and CEO of FirstEnergy; and Paul Clark, regional president of PNC Bank. The council also included Abbott, Richard and Deborah Hoover, president and CEO of the Burton D. Morgan Foundation.

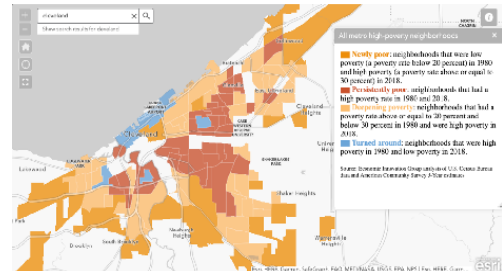
With the assistance of consultants like McKinsey and Co., they laid out a plan, called the Regional Economic Competitiveness Strategy (RECS), to get the disparate communities in the region to work better together and “get serious” about talent and workforce development. The report made several recommendations, such as a restructuring of Team NEO, the regional economic nonprofit, and making it the private-sector driver of economic and workforce development.

They set the modest goal for their effort of a 0.5% increase in jobs annually, about 10,000 jobs, in Northeast Ohio between 2015 and 2019, or 2000 jobs a year.

A few years earlier, Columbus 2020, the economic development nonprofit that works to boost the 11-county Central Ohio region — a region that has just half the population of the 18-county Northeast Ohio region — set a goal in 2010 of adding 150,000 jobs by 2020, or 15,000 a year.

So Northeast Ohio’s leaders set a meager goal of adding 2,000 jobs a year while Columbus set a goal of 15,000 jobs a year. 750% more.

Columbus reached their goal in 2018 - two years early. As for the Cleveland RECS goals, U.S. Census Bureau employment data compiled by the state of Ohio’s Labor Market Information center shows that the region actually lost 200 jobs between 2015 and 2017. A slightly longer look, from 2013 to 2017, shows a gain of 17,100 jobs, a little better than 0.2% a year, well short of the modest RECS goal.



Top to Bottom:

1. Cleveland's High Poverty Neighborhoods
2. Forces ranks Hopkins worst in the US for flight delays & cancellations

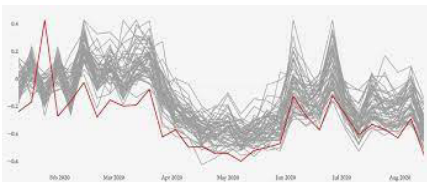
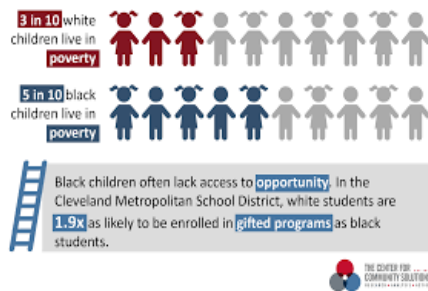
Left to Right Clockwise:

3. Ray Leach, Jumpstart
4. Ronn Richard, Cleveland Foundation
5. Joe Roman, Greater Cleveland Partnership
6. Barbara Snyder, CWRU
7. Brad Whitehead, Fund for Our Economic Future
8. Jon Pinney, Korman Jackson Krantz





Top to Bottom: Accountability or lack of it



The number one root cause for any drama is zero accountability.

—Nicholas Johnson

“We have underperformed in economic development for more than a decade,” said a 40-something entrepreneur looking at the names of the longtime leaders even before knowing about the specific lack of job growth. “My job is on the line every quarter, when I report to my board. Who (among the civic leadership) has been forced out of a job?” No one.

Living in Cleveland apparently means zero accountability.

Michelle Jarboe’s June 2018 *Plain Dealer* article confirmed dissatisfaction with the area’s lack of leadership. “We don’t have a bold, captivating vision of where we are trying to take this region in the next five to 10 years,” said Baiju Shah, chief executive officer of BioMotiv, a Shaker Heights-based company focused on speeding up development and delivery of medicines. “What I see, it’s so dilute. And there’s a lot of kind of motherhood and apple pie statements.”

Shah, who has a background in consulting and led the bioscience-focused nonprofit BioEnterprise for years, described our local culture in which leaders and organizations are so focused on pleasing funders, boards and partners that the result is milquetoast rather than motivating.

Other business and civic leaders said they’re fed up with “spin” and tired of trying to fight for seats at what feel like increasingly insular tables where decisions get made. One community development executive said it feels as though Northeast Ohio is experiencing an “existential crisis,” highlighting achievements while hiding systemic problems and failing to develop trust or unity among regional players.

“Sometimes, I wish I could pick Cuyahoga County up and shake it,” said Richey Piiparinen, a Cleveland State University demographer. “We’ve been hanging on, and we’ve been hanging on as a tribe. And there’s some changes, but it’s just such a slow go because of the lack of a visionary component.”

It is past time for a new team.

NGO Failures:

Living in Cleveland means that you have to accept that most of your non-profits and NGO’s have failed to sign on to a pact with citizens to actually do good things and act in their best interests. Look beyond the and hundreds of hundreds of millions of taxpayer dollars handed over to private interests to building a new baseball stadium, a new arena, a new football stadium, the Medical Mart, the downtown Hilton Hotel, and the hundreds of millions in additions and upgrades to all of these well before their initial debt service will be paid off.

Then there is the Cleveland Foundation.

Cleveland Foundation:

In 2019, the Cleveland Foundation announced that it was going to pursue constructing a headquarters building for its operation. The chapter advisor of the Cleveland chapter of the American Institute of Architects reached out to CF’s arts and culture officer Lillian Kuri to offer her a list of Cleveland architects that were felt to be appropriate for their

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consideration. Kuri stalled and rescheduled the meeting and never returned calls or emails. CF then released its HQ design from a New York architect, betraying their compact with the Cleveland community – at a Biblical level. And without ever even talking to AIA or any Cleveland architects – even to just cover their tracks!

CF started out on its HQ process by stubbing its toes, attempting to buy a site that the Dunham Tavern in MidTown had purchased with donor funds to expand their garden and education initiatives. A group of Dunham board members felt that selling this land to CF betrayed their mission and their prior fundraising representations to raise the money to acquire the land so they sued their fellow board members to block the sale. The parties negotiated a settlement with CF proceeding and ignoring editorials in the *Plain Dealer* about CF finding a better site.

CF, a non-profit donor-based organization committed to the community and – in its mission statement – the betterment of **all** Clevelanders - completely ignored the rich talent base of Cleveland architects and without justification or explanation, engaged a New York architect who, in fact, delivered a spectacularly uninspired design that fails to represent CF or the community in its form, articulation or materiality.

The Cleveland Foundation's mission: "The Cleveland Foundation's mission is to enhance the lives of all residents of Greater Cleveland, now and for generations to come, by working together with our donors to build community endowment, address needs through grantmaking, and provide leadership on key community issues."

How then is it in the interest of all residents to NOT work with a talented Cleveland architect on the CF Cleveland HQ? How is that leadership on a key community issue? It is not leadership. It is a complete betrayal of CF's own mission.

And the message it sends when the CF is paying lip service to leading the charge with its designated program areas of Education, Neighborhoods and Arts and Culture, is that CF itself refuses to invest in the design excellence of its city's architects. In their response to the criticism of my Opinion piece in *Crain's Cleveland Business*, CF issued a prepared statement that attempted to justify by asserting that the New York Architect it selected for the HQ design was distinguished, which was not exactly true. But dozens of architects right here in Cleveland certainly are.

Their prepared statement also claimed that they always intended to have a local architect function as an architect of record (AOR). It's a bit like claiming after the fact that you intended to pay for the cookies you took from the cookie jar and walked out of the store with.

1. Why should we believe them?



Top to Bottom:
1. Richey Piiparinen
2. Lilian Kuri
3. Cleveland Foundation HQ Design
4. Cleveland Foundation HQ Design





Top to Bottom:

1. Cleveland Foundation HQ Design
2. Cleveland Foundation President Ronn Richard, retiring
3. Crain's Article Criticizing Cleveland Foundation



On Friday, June 28, the Cleveland Foundation announced its planned relocation to Midtown to a building designed by a New York architect, providing one of the most glaring examples of attorney Jon Pinney's sobering attacks on the lack of leadership in Northeast Ohio. In hiring a New York architect for its Cleveland headquarters, the Cleveland Foundation abdicated its moral and fiduciary duty to our community.

At its May annual meeting, the Cleveland Foundation announced a plan to allocate \$150 million for "social impact investing" by the end of 2022. This was an exception to the Cleveland Foundation's typical pattern of spreading its annual contributions thinly around, keeping the status quo alive. As a local architect who has practiced here for 40 years, I anticipated a suitable example of stewardship from Cleveland Foundation when it came to their own facilities.

2. Why didn't their wordy press release announcing the design mention that?
3. Why did they not announced then who that architect-of-record is?

An AOR does the detailed construction drawings and specifications once the project is designed. Farming out the creative work to a New York firm and having a local firm do the grunt work says that we do not care that Cleveland's creative and talented architects are again shafted by the continuation of this established trend line – this time on a small and very simple building type! – as an indication that even donor-based community foundations will not look to their own community for design skills.

So the meaning of CF's actions is their message that if you have an ounce of talent and want to do projects here that matter, don't bother trying to make a living in Cleveland as an architect.

The city's elite do not respect or trust you to do anything but clean up and do the dirty work for someone they think is better from out of town. Except that CF's HQ design proves they are not better.

The CF follow-up press release also made the absurd statement that the majority of the project's monies would be spent here. Duh. The architect's total fees will amount to approximately only 8% - 10% of the project's cost. Of course the majority of the project's cost will be spent here – on construction. That is not the point. The point is that the CF had an opportunity and a civic, moral and ethical obligation to examine the architectural skills resident in the community - the very community where their mission statement says that they are to "enhance the lives of *all* residents of Greater Cleveland..." and they failed when they shirked on Cleveland's architects.

The prepared statement also referred to creating some sort of a civic district in MidTown. Preposterous. What civic assets will be located there, when and at whose expense? A fire station? It's a block away already. The new police station is already just west of East 55th Street on Chester. The assertion is a desperate attempt to suggest that the CF project – only a 40,000 sf \$7million building - now costing a reported \$20 million, will have some sort of transformational effect on Midtown.

It is a bit like claiming credit for the heavy lifting and meaningful initial risk-taking in MidTown which has already been started by Geis, Hemingway Development, UH, Dunham Tavern and Dave's Market. And a 'civic district' at East 66th and Euclid is simply not going to happen. We must now add dishonesty – or abject stupidity - to CF's actions and statements. The Cleveland Foundation has earned a front row seat on the Lie Machine board.

Cleveland's architects deserve a social compact with the community that involves investing in our own people as the

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human resources they are. If we continue to fail to provide quality opportunities for our talent as the CF has, that talent will continue to migrate to markets where those opportunities exist, and the deteriorating design culture of Northeast Ohio will continue its downward spiral. So we all need to see clearly the hypocrisy of chatter about ‘Saying Yes’ and workforce development concurrent with this time when the best and brightest in the design professions here are given the message time and time again, ‘If you want to design something important in Cleveland, move to New York or London.’

Retired Shaker Heights teacher Paul Springstubb in an August 2019 *Plain Dealer* letter to the editor nailed CF for distributing only 5% of its assets yearly. In actual fact, CF’s 2017 distribution was only 4.0%.

Springstubb identified that of the 19 foundations tracked by the Foundation Center with over one billion dollars in assets, CF placed 17th out of 19 in their giving. The survey indicated that the median distribution of all 19 foundations was 11%, more than double CF’s distribution. Springstubb also identified that all foundations in Ohio had distribution rates higher than CF. The Columbus Foundation whose assets are nearly identical to CF’s has a distribution rate of 11%, 275% that of the Cleveland Foundation.

Philanthropy consultant Bill Somerville, author of *Grassroots Philanthropy*, observes, “The justification of philanthropic sacrifice lies in the needs that surround us – the pain, suffering and injustice that can be denied only by those who shut their eyes against it.” Springstubb pointed out that Cleveland’s child poverty rate of 48.7% “is the worst of any large US city.”

CF founder Fred Goff in 1914 defined a simple mission for CF: to fund “such charitable purposes as will best make for mental, moral and physical improvements of the inhabitants of Cleveland.”

CF responded to Springstubb’s editorial with a prepared press release, claiming that the Foundation Center’s survey “is comparing apples to oranges” because an unspecified number of the foundations with the median distribution rates have a significant amount of their assets in donor-advised funds. CF failed to identify the number or identity of other foundations and their percentage of donor-advised assets. One imagines that if there were compelling examples, CF would have identified them instead of making an unverified generalization.

And when CF’s spokesman admitted that CF has only 11% of its assets in donor-advised funds, instead of



Top to Bottom:

1. University Hospitals, Midtown Cleveland
2. Dave's Market, Midtown Cleveland, Hemingway Development
3. Dunham Tavern Museum, Midtown Cleveland



creating an excuse for its paltry distribution as intended, he confirmed that CF has more freedom and latitude in its giving than the other foundations in the survey. The spokesman claimed that CF’s payout rate was comparable to the *one* other foundation surveyed that has a high percentage of trust assets. That single alleged other foundation was not identified, nor was its percentage of donor-advised assets – and/or how their giving compared to that of the CF.

The Scene reporter Allard reported in the 8-21-19 issue that CF’s spokesman also admitted that CF’s distribution



Above: Paul Springstubb

rate at five percent has remained constant for 20 years, recalling the late Peter Lewis' July 2002 moratorium on philanthropy with his *Cleveland magazine* indictment of area boards for their conservative and unimaginative conduct which he attributed to an over-population of conservative lawyers on those boards. Of CF's 15 board members, three are attorneys and five are from the banking, finance and investment industry. The CF website identifies 80 employees of the foundation.

The contours of CF's response to Springstubb's fact-based editorial is that, absent facts, CF expects to be forgiven for its dismal performance because it has more freedom than those foundations whose distributions are more than double that of the CF.

In this context, tolerance involves diverting one's eyes from the central fact that CF has by objective comparison been under-performing for 20 years, and, it appears, intends to continue to do so. This and the leadership vacuum that creates and enables it is intolerable.

CF needs to conduct an honest and deep self-assessment and accept the fact that it needs to completely re-scale its impact as an organization. Like the Silicone Valley Big Tech backlash after the 2016 election where *New York's* headline declared "Donald Trump Won Because of Facebook," CF's statements reflect a complacency that CF is making the world a better place. And while that is true, the comparative rate and degree of its efforts are sorely lacking, and CF is in denial about it, much the same way Facebook and Google were slow to take decisive action when it became clear that Facebook posts were fueling the Rohingya genocide in Myanmar.

CF's board and staff need to escape their smugness and expand their emotional repertoire to understand that they must play a larger and more significant role for the community. They need to spend more time out of their boardroom where everyone tells them what they want to hear, and spend more time out in public getting yelled at. People here are waking up. Some have never dozed off. Jon Pinney woke up hundreds, perhaps thousands.

The community needs conversations that acknowledge where things have gone wrong – and not gone right enough - and where people in leadership positions have not performed adequately. Those conversations need to examine how other Rust Belt cities like Cleveland are dealing effectively with the issues relevant here. The WVIZ program in 2018 that focused on Pittsburgh and Louisville were compelling and relevant. And those whose behavior and performance that has been sub-standard have got to go.

Cleveland vs. Pittsburgh

Pittsburgh has a 70+-year history of collaboration that Cleveland lacks.

Supported by a booming regional energy-production industry, rebounding manufacturing sectors, strong educational institutions, notable research-and-development capabilities, and a deep and stable corporate base, Pittsburgh has outstripped both national and Pennsylvania job-creation rates over the past years. With an unemployment rate below the national average, a growing base of human capital, and continued signs of economic growth, the region has become a leading metro area for job creation.

A great deal of Pittsburgh's success can be attributed to the region's collaborative approach to economic growth and job-creation efforts. Key public and private-sector stakeholders, including the Greater Pittsburgh Chamber of Commerce, the Pittsburgh Regional Alliance, and the Pennsylvania Economy League of Greater Pittsburgh work together through the Allegheny Conference on Community Development to develop and implement a unified **regional** agenda for job creation.

The Conference uses this unique structure to tap the leadership, vision, and commitment of CEOs and corporate executives throughout the region to drive regional advocacy, business investment marketing, project management, and public policy research and development activities in affiliation with its partners. This commitment to private-sector leadership is emphasized through the Conference's Regional Investors Council, comprising over 300 top regional employers contributing leadership and financial support to the organization.

The Allegheny Conference was launched in the 1940's to improve air quality in the then "Smoky City" and to better unify regional development efforts. The Allegheny Conference continues to build sustainable prosperity by making Pittsburgh a location of choice

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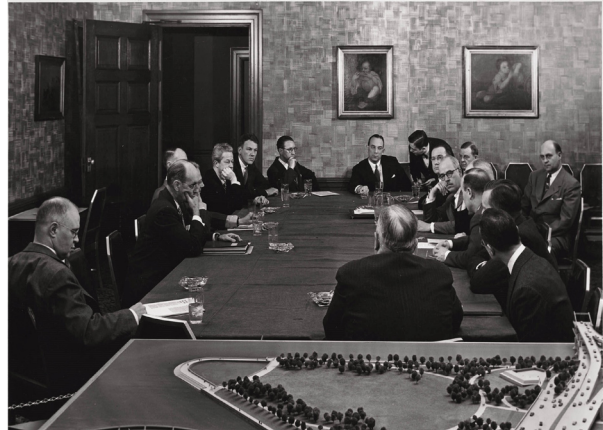
for workers and business investment, strengthening communities, and energizing tomorrow's economy. With 70 years of tangible public-private partnership results, today's Conference partnerships reach across state lines to build economic collaborations throughout the tri-state area (PA, OH, and WV). Major efforts include:

- The Tech Belt, an initiative to encourage investment across a region from northeastern Ohio to northern West Virginia.
- Joining with chambers of commerce from 11 other states and two Canadian provinces to support a federal agenda that recognizes the economic power and potential of the Great Lakes region.
- Partnering with leaders and citizens from a four-state, 32-county region surrounding Pittsburgh to envision a common future through the "Power of 32" initiative.
- Supporting Growth from Within by providing support to existing, stable local businesses is a key focus of Pittsburgh's efforts to promote economic growth. The Greater Pittsburgh Chamber of Commerce founded CompetePA, a statewide coalition of business organizations and employers, supporting business climate improvements.

The Pittsburgh Regional Alliance, which has been recognized as one of the top regional economic development organizations in the US, targets regional economic sectors for growth through market research, supply chain strategies, project management and national and global marketing. The Pittsburgh Regional Alliance's Pittsburgh Impact initiative offers businesses that have a track record of job creation and job retention expansion support services, helping small businesses in the region identify new markets, grow, and create more jobs. In 2011, businesses and developers in the Pittsburgh region announced 286 projects in the pipeline representing nearly \$1.5 billion in capital investment and a total impact of 17,000 jobs (new and retained).

Unlike Cleveland and Cuyahoga County where regionalism receives denial and disdain, public sector leaders from throughout the 10-county western PA region have taken an active role in promoting business growth and encouraging private-sector job creation.

Through the Tri-County Airport Partnership, the counties immediately surrounding Pittsburgh International Airport worked together with the Conference and other stakeholders to prepare 2,000 shovel-ready acres for



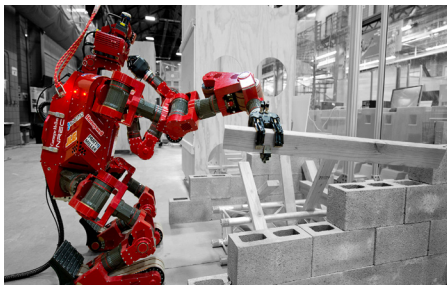
Top to Bottom:
1. Allegheny Conference meeting on Community Dev't in 1951 at the Duquesne Club
2. Downtown Pittsburgh
3. Allegheny Conference CEO Stefani Pashman





Top to Bottom:

1. Power of 32 Logo
2. Pittsburgh Status in Life Sciences
3. Carnegie-Mellon Robotics Lab
4. Carnegie-Mellon Robotics building



private investment. The Regional Air Service Partnership, another public-private effort, focuses on strengthening and expanding air service to critical markets, including the establishment of a direct international flight to Paris.

Both the City of Pittsburgh and Allegheny County have redevelopment authorities that offer a range of business-support programs, including initiatives focused on site development, entrepreneurship, small-business development, and financing and work in partnership with a strong network of community development organizations.

Most strikingly, since the steel industry's heyday in the middle of the last century, the Pittsburgh region has evolved to develop a more robust and diversified industrial base. A look at the region's most concentrated industries reveals strength in many manufacturing sectors, as well as in energy, business management, corporate headquarters, health care, education, and finance.

Unlike Cleveland, Pittsburgh has developed an Innovation Economy. Long a national hub for manufacturing, Pittsburgh has made development of advanced manufacturing and retention and expansion of existing industries a key focus. The region is now home to nearly 3000 advanced manufacturing firms, which, along with the existing strong research and development base at the region's leading universities and over 100 private sector R&D operations, provide a solid foundation for development, commercialization, and production of innovative new products.

In addition to providing skilled graduates and R&D output to regional industry, Pittsburgh's universities have also taken an active role in partnering with regional manufacturers to support job creation. The University of Pittsburgh's Manufacturing Assistance Program (MAC) offers technical assistance and job training support to regional companies, helping them increase productivity and efficiency. Carnegie Mellon University's world-class Robotics Institute also works with manufacturers, partnering on industry-sponsored research projects and providing companies with access to top-rate research resources and students with pathways to careers in the region.

In addition, the University of Pittsburgh, Carnegie Mellon University, and the University of Pittsburgh Medical Center have collaborated to foster creation of a nonprofit support and investment network to commercialize spin-off technologies and bring innovation to market.

Pittsburgh Growth is Fueled by Energy Development

It is ironic that Cleveland's initial ascent into prominence in the late 1800's was largely attributable to John D. Rockefeller's oil and kerosene enterprises here.

The unfolding boom in shale gas exploration and production in

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western Pennsylvania has been a major engine for economic growth in the Pittsburgh region in the past decade. As more gas capacity has come online, driven by new drilling technologies and increased world energy demand, job growth in energy-related industries has jumped by leaps and bounds.

The Allegheny Conference actively works to ensure that the Pittsburgh region reaps the economic benefits of the Marcellus Shale gas through an active energy supply chain initiative that reaches beyond drilling to downstream uses of natural gas as an alternative fuel and manufacturing feedstock, new targeted workforce deployment efforts and increased focus on public-private sector collaboration.

The Regional Alliance's energy supply chain initiative communicates with businesses already in the region about new energy-related opportunities and identifies supply chain gaps to be filled through business expansion and relocation. Early successes to date include new investments by Hunting Energy, BOS Solutions, and Valerus.

The Allegheny Conference is a founding partner with Innovation Works, the region's lead organization for supporting and funding start-ups and spin-offs, in creating the Energy Alliance of Greater Pittsburgh. The alliance is a public-private partnership with more than 100 members working to increase the scale of the region's energy industry, create and retain jobs and investment and advance our leadership in environmental sustainability.

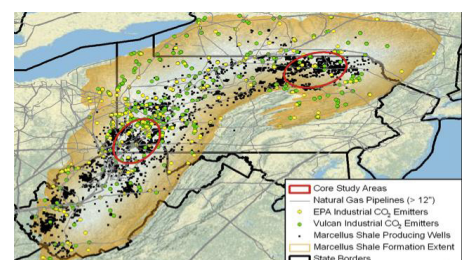
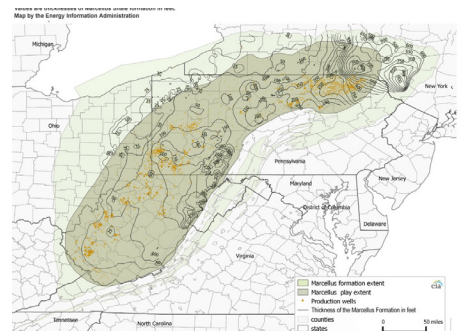
Regional collaborative efforts to encourage major energy developments have paid dividends. Shell Oil recently chose the Pittsburgh region as the preferred site for a multi-billion dollar ethane cracking facility, which will produce a range of chemicals from the region's natural gas reserves. In addition to creating hundreds of jobs building and operating the plant, the facility should unlock opportunities for associated petrochemical industry development and job creation in the region.

A tangible example of the value and benefits of the effective collaborative style of the AC can be seen in their 1984 initiative. Our parent company chairman (Oliver Realty), Ernie Buckman, came into our monthly management meeting and announced that the AC on which he sat had concluded that the US government's aversion to protective price supports for the steel industry and foreign competition from countries whose governments were providing steel manufacturers with price support meant that greater Pittsburgh would lose all of its 40,000 steel manufacturing jobs that paid an average of \$40k/ year in the next 10 years.

And Ernie reported that the AC had decided that it would act aggressively to replace those 40,000 steel jobs with 40,000 Artificial Intelligence jobs because Carnegie Mellon was already recognized at that time as the nation's leader



Above: Pittsburgh Innovation District
Below: Marcellus Shale Development in Western PA





Top to Bottom:
1. Richard Calliguri
2. Richard Cyert
3. David Roderick
4. Station Square today
5. Station Square historical photo
6. Station Square



in robotics and AI thanks to a series of large research grants from the US Defense Department. AC had created a series of three- and four-person SWAT teams and Ernie announced that his was headed to Boston the following day to pitch the tech giants there to lease space in the Station Square development on the south side of the river to launch this effort.

Buckman's team included Mayor Richard Caliguri, Richard Cyert, the president of Carnegie Mellon, and David Roderick, president of US Steel. Caliguri and Roderick were to explain that Pittsburgh was acting purposely to become the nation's capitol for AI and that everyone wanted and needed all of the tech giants to be a part of it and, in fact, *their* success depended upon their participation.

Buckman's job was to lay out the real estate – the city had identified large masonry warehouses originally constructed on the Monongahela River in the 1800's just south of the CBD for barge traffic storage that were being repurposed for loft-type office space. And Buckman brought with him leases for 25,000 sf with \$25/sf/yr. rent rates filled in – at a time (1984) when the Pittsburgh market in the CBD for Class A office space was \$18/sf.

Cyert's job was to humbly highlight C-M's significant achievements in robotics and AI which were well known throughout the tech industry already, at which point Roderick would break in and state that if anyone had any concerns about finding sufficient qualified personnel, he was to say, "Just tell us what kind of curriculum or workforce development initiative it's going to take to get you to commit, because the guy sitting right here is the person who can and will make that happen."

And they came back with signed leases! It took Pittsburgh slightly longer than 10 years to replace those 40,000 steel jobs with 38,000 AI jobs, but they did it by cooperating and collaborating and selling the region's well being. Admittedly, this response did not solve the pain suffered by the steel workers who lost their jobs and had their lives turned upside-down.

But that AC initiative has to be viewed as an impressive success in civic cooperation.

A tad over two hours from Cleveland and the lessons from the AC have never been imported to NEOH.

Eaton Corporation

Eaton Corporation, a diversified industrial manufacturer makes fluid power, electrical, automotive, and truck

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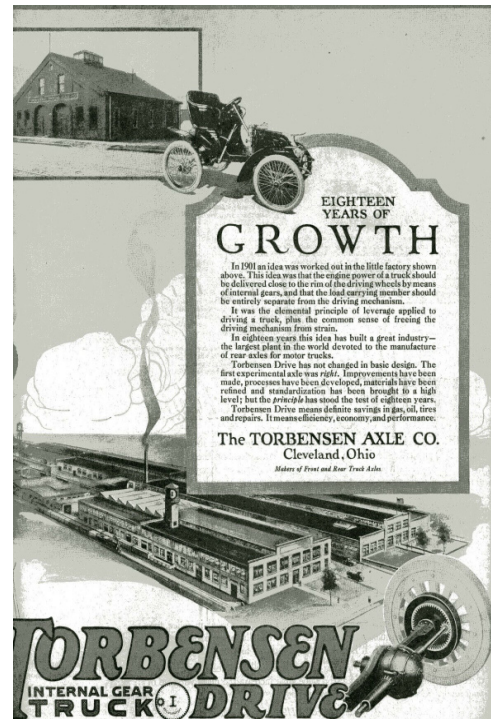
products, and was a strong corporate citizen when it moved to Cleveland. Eaton was birthed as the Torbensen Gear & Axle Co. to make truck axles, founded in 1911 by Viggo Torbensen, Joseph Oriel Eaton, and Eaton's brother-in-law, Henning O. Taube. The company moved from its original location in Bloomfield, New Jersey to Cleveland in 1915.

In 1918, Torbensen Axle became a subsidiary of the Republic Motor Truck Co., then the largest truck manufacturer in the U.S. and Torbensen's biggest customer. In 1919, Joseph Eaton left Republic to form the Eaton Axle Co., which soon became a leading firm in the field with a new plant in East Cleveland. Eaton bought control of Torbensen Axle in 1922, and with the acquisition of two spring manufacturers and a heater manufacturer, Eaton Axles and Spring Co. diversified its production to include automobile components. Acquisitions in the following decade expanded the company expertise in the manufacture of valves, pumps, and precision engine parts. With plants in several states, Eaton was then one of the largest automotive-parts manufacturers in the U.S. and its diverse product line enabled the company to survive the Depression.

After Joseph Eaton died in 1949, the company continued on its path of diversification through a continuing series of acquisitions. Eaton's earning and profits were strong thanks to the popularity of power steering and air-conditioning, which the company introduced in 1955. The 1963 merger with the local material-handling products maker Yale & Towne, Inc., moved Eaton into new markets. In 1966, the company changed its name to Eaton, Yale, & Towne, Inc., and again in 1971 to Eaton Corp. Throughout the 1970's, the company was adversely affected by the Arab Oil Embargo and the resulting decline in the sales of domestic vehicles.

Under the leadership of E. Mandell de Windt, Eaton Corp. carefully planned its future acquisitions with an eye to recession-resistant diversity and balance. As Eaton acquired firms in high-tech electronics industries, the company also sold off some of its vehicle divisions and closed unprofitable plants. Locally, Eaton sold its Industrial Drives Div. and closed the old Tinnerman fastener plant at 8700 Brookpark after the workers refused to agree to concessions. By 1984, this strategy was yielding greater profits from electronic products than from vehicle components, though the company sold its defense electronic business in the late 1980's.

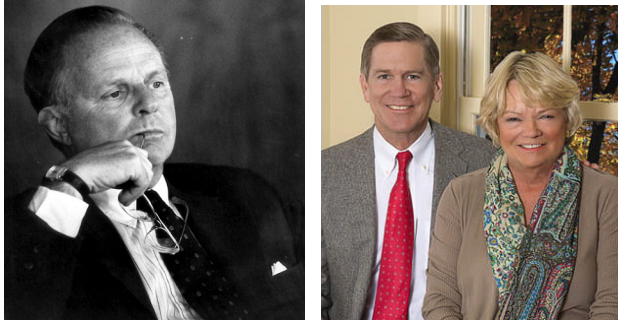
In 1982, the company reaffirmed its commitment to remain in the Greater Cleveland area by moving its headquarters from 100 Erieview to Eaton Center at 1111 Superior. By 1993, other Eaton operations in the area included its Airflex plant in Brooklyn, Telecomputer Center in Eastlake, and a Manufacturing Technologies Center in Willoughby Hills. Eaton Corp.'s acquisitions throughout the 1990's characterized a company equally committed to further diversification. In 1994, Eaton acquired Westinghouse Corp.'s power distribution and control business for \$1.1 billion, a move that increased Eaton's sales by \$1 billion in the first year and allowed the company to further consolidate its position in the industrial electronics industry.



Above: Torbensen Axle Ad

Below: Eaton Center, Eaton Corp. HQ from 1982 - 2013





Above: E. Mandel de Windt (L), Sandy & Sally Cutler (R)
Below: Eaton Corporation HQ, Beachwood, OH; Pickard Chilton Architects



In 1999, Eaton purchased Aeroquip-Vickers for \$1.7 billion, the company's largest acquisition. The purchase gave the company an increasingly strong position in the fluid products industry and, after purchasing the remaining interests in the Japanese and Chinese SEHYCO joint ventures, Eaton's fluid power segment was the largest of its four main divisions.

Alexander 'Sandy' Cutler became Eaton CEO in 2000. Cutler continued Eaton's expansion in high-tech electronics, automotive drivetrains and truck components, and steered Eaton to divest itself of several divisions, including its worldwide axles, brake, and automotive leaf spring businesses, which effectively ended Eaton's original two product lines.

By 2003, Eaton Corp.'s diversified industrial manufacturing operations served markets ranging from commercial aerospace, military defense, automobile, and truck components, to industrial machinery and electrical distribution and control equipment. Eaton Corp.'s diverse holdings led to sales totaling \$7.2 billion in 2002. In 2012 Eaton made a major expansion through the purchase of Cooper Industries, an Irish-based company, and moved part of the world HQ to Ireland, Cooper's home. *Business Week* stated that the move would save the combined company \$160 million a year in taxes by 2016. At the time, the US had the highest statutory corporate tax rate in the world at 35%. Ireland's top tax rate is 12.5%.

In 2013, the company moved its headquarters to a 580,000 square foot facility in suburban Beachwood with an enormous adjacent parking garage, much closer to Cutler's home in Moreland Hills. In its downtown HQ, Eaton had occupied 125,000 square feet. Until that time, Cutler pushed Eaton to be an excellent Cleveland Citizen, supporting numerous non-profits with money and the participation of its management personnel.

As Eaton's chairman and CEO, Cutler transformed Cleveland's largest industrial company from an old-line manufacturer that was heavily dependent upon a shrinking automotive market into a broadly diversified manufacturer that is a big player in the fields of hybrid vehicles, advanced electrical systems and other growing sectors. As chairman of the Greater Cleveland Partnership, Cutler combined the Greater Cleveland Growth Association, Cleveland Tomorrow and the Council of Smaller Enterprises into the leaner and more efficient Partnership. What he could not do was make GCP an effective economic development organization, which it has failed to become, because all he could do was draw its executives and board members from a shrinking and weakened corporate community.

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Cutler retired in 2016 when his final act of leaving the CBD removed his crown.

Health Care

If you live in Cleveland, you are supposed to believe that the sun shines out of the ass of the Cleveland Clinic. It does not.

You are supposed to believe that they provide the best care in the region. They are strong in some areas, but not all areas.

You are supposed to believe that they are the best heart hospital in the world. They are very good, but they are others.

You are supposed to be grateful that they employ so many people and are a regional draw for medical care. CCF seems to expect the same kind of loyalty and patriotism that coated everything after 9/11.

Technically, CCF is a non-profit organization. In order to be a non-profit, CCF has for decades been building lavish facilities all over the world because they could never spend it all here – it just got too obvious – so they can net out their balance sheet every year. So they have found it necessary to spread their ‘profit’ around to get back to zero every year. They have built all over NEOH and in Florida, Las Vegas, Abu Dhabi and even London.

They have built redundant facilities all over Northeast Ohio, trying to convince us that in doing so, they provide greater care and access. What it does is decrease the utilization of their massive main campus and drive up their costs, which we have been and will continue to pay for generations. And to remain ‘competitive,’ University Hospitals has adopted a ‘Me Too’ approach to their facilities, so the effect is compounded – on a decreasing population that is increasingly ambulatory.

On their main campus right now, in addition to having torn down the 1983 addition to the Cleveland Playhouse, home boy Philip Johnson’s only contribution to our urban landscape, they tore down Piet van Dijk’s bed tower from the mid 1970’s to make way for a new \$900 million, one million square foot Neurology Institute. The rendering looks like a post-WWII Brutalist office block from London’s Elephant & Castle district. It is architecturally incompatible with all other main campus buildings.

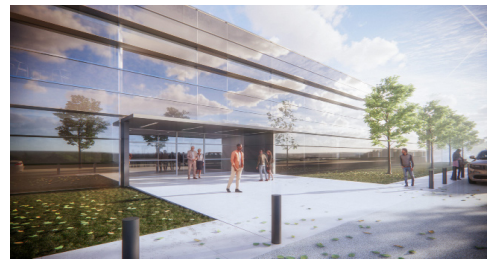
In December 2022, *Plain Dealer* art/ architecture critic Steven Litt laid out a comprehensive portrait of Cleveland Clinic’s performance. It was not flattering. Its headline reflected how CCF has utterly ignored its neighborhood and the opportunity to contribute to the community: “Cleveland



Above: Cleveland Clinic Main Campus

Below:

1. Cleveland Clinic Florida
2. Cleveland Clinic Lou Ruvo Center, Las Vegas
3. Cleveland Clinic Mentor
4. Cleveland Clinic Avon





Above: Cleveland Clinic London
Below: Cleveland Clinic Adu Dhabi
Cleveland Clinic/ CWRU Samson Health Education Pavilion, Sir Norman Foster
Bottom: Cleveland Clinic Twinsburg



Clinic needs to weave city life into its sterile, automobile-choked campus.”

The Clinic’s posture toward Cleveland also takes physical shape through the use of its property, the design of its buildings, and the public spaces around them. Observers say the Clinic has planned its campus to send subtle and not-so-subtle “keep-out” messages to its neighbors.

“They’re oblivious to the fact they’re having an impact on our community,” said August Fluker, an architect and a member of the city’s Planning Commission, who lives near the Clinic. “As long as they receive their accolades, it’s all fine and dandy. They could be part of the solution; they could build housing. But they don’t participate. It’s arrogance, in my opinion.”

In 1994, CCF opened its purpose-built emergency room building with Kaiser Permanente as a co-habiting partner. Shortly thereafter, our firm was called to attend a meeting with CCF and the short-list of architects, engineers and designers that CCF’s staff had selected from a year-long assessment of professionals to work with on their future projects. The meeting was held in the west section of the cafeteria right across the street from the new ER Building.

A CCF administrator began by stating that the CCF staff had for one year been researching design professionals in every relevant discipline to come up with a short list of ‘best of class’ professionals for its projects.

He stated that CCF viewed itself as a best-of-class provider and that while some of those in attendance had worked for CCF, some had not. So he stated CCF was a non-profit organization and that the new Emergency Room project would be a good example of the context in which we would all be working. He introduced the project manager for the CCF portion of the ER, who stood up and stated that CCF had constructed 28,000 sf for its ER, had a full-time staff of 34, saw an average of 9 patients a day and performed an average of 32 procedures per patient, and sat down.

The Kaiser project manager stood and reported that they constructed an 18,000 sf facility, had a full-time staff of 28, saw an average of 96 patients a day and performed an average of three procedures per patient. He then stated, “I don’t need an x-ray to treat your gunshot wound,” and sat down.

The silence that followed reflected the group’s realization that CCF’s purpose is to maximize procedures per patient and the attendant revenue recovery maximize revenue to to fund their extensive and lavish facilities.

Design

In the 1970’s and 1980’s, CCF developed a brand identify that

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reflected attempts at good design by local architect Piet van Dijk. These buildings were principally built with brick and reflected earnest efforts to articulate elements and give a human scale to a growing institution.

When heart surgeon Floyd Loop and Frank Lordeman lead CCF from 1989 to 2004, CCF had Caesar Pelli design its buildings. Starting with Building A that Pelli actually designed in 1980, CCF developed a more refined and costly brand identity with granite exteriors and animated aluminum and glass windows and framing.

Pelli's original Crile Building presents a taunt exterior and stepped back floors as it rises. His Cole Eye Institute adds spandrel glass, layered masses, projecting aluminum extrusions and a large sweeping semi-circular curve to reach out towards Euclid Avenue to give the building a human scale.

Pelli's Lerner Research Complex is his most animated composition on the campus around a wonderful landscaped courtyard, with curved aluminum and glass forms, projecting granite masses and a second level bridge along Carnegie to connect the east and west wings.

The massive Miller Pavilion and Glickman Tower designed by Columbus-based NBBJ do not fit the main campus materiality. Pelli's pink granite and van Dijk's ochre brick were replaced with green glass. Only the smaller north face of the Miller building has the pink granite. Glickman is entirely green glass with a sweeping curve except for an all aluminum face at its north extension. NBBJ resorted to horizontal bands of windows with no articulation anywhere to give scale to the massive structures.

For the Taussig Cancer Center designed by William Rawn of Boston, even *Architectural Record* stated that CCF "took a chance when it commissioned Boston-based William Rawn Associates (WRA) to be lead architect for its \$276 million Taussig Cancer Center. The firm had no prior experience designing medical facilities." Rawn's response is a scaleless glass facade facing south - a remarkable and irresponsible example of indifference to today's standards for minimizing solar heat gain and loss.

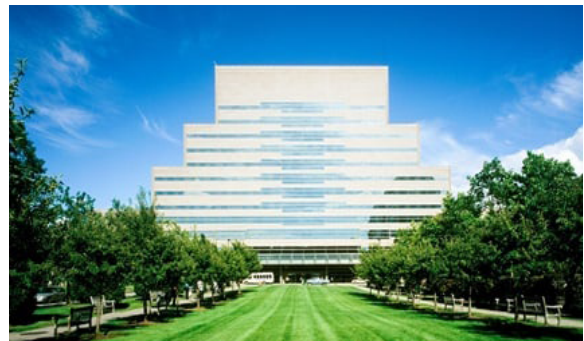
In his Dec. 2022 critique, Litt noted that while the hospital's medical performance is admirable, "when it comes to architecture and planning on its campus, the Clinic looks in many ways like a throwback to the urban renewal era of the 1950s and '60s," providing "fortress-like buildings and garages designed to attract commuters who would never have to set foot on a sidewalk."

"That approach is looking outdated at a time when educational and medical institutions across Cleveland and other U.S. cities — Eds and Meds — are making it part of their mission to remove barriers and embrace revitalization efforts



Top to Bottom:

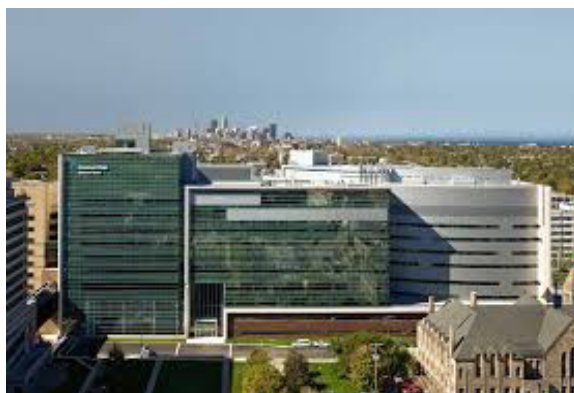
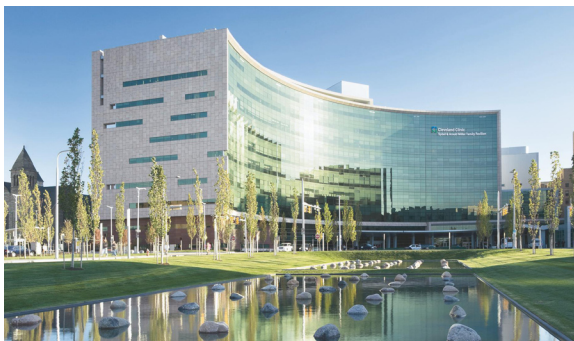
1. Cleveland Clinic Main Campus Neurological Institute, Michael Hopkins Architects, London
2. Cleveland Clinic Main Campus Crile Building A, Caesar Pelli
3. Cleveland Clinic Main Campus Lerner Research Center, Caesar Pelli
4. Cleveland Clinic Main Campus Cole Eye Institute, Caesar Pelli





Top to Bottom:

1. Cleveland Clinic Main Campus Cole Eye Institute, Caesar Pelli
 2. Cleveland Playhouse, demolished, by Philip Johnson
 3. Cleveland Clinic Main Campus Miller Pavilion, NBBJ
 4. Cleveland Clinic Main Campus Glickman Tower, NBBJ
- Right: Taussig Cancer Center, Wm. Rawn Associates



next to their campuses.”

“With another wave of construction coming soon, including four new buildings and a fifth big garage, residents, city planners, clergy, and other observers are raising perennial questions about whether the Clinic could do more to soften its hard edges and weave retail and neighborhood services into a vast campus that has become a chilly medical monoculture.”

Litt noted that after decades of the city’s laissez-faire behaviors with CCF, the city is now looking at whether the institution should be rezoned to require more oversight and collaboration. Litt noted that “Observers say the Clinic has planned its campus to send subtle and not-so-subtle “keep-out” messages to its neighbors.”



“They’re oblivious to the fact they’re having an impact on our community,” said Fluker.

The question for the Clinic, and Cleveland, is whether the institution’s physical growth can produce a stronger and more equitable city, not just a bigger and better hospital.

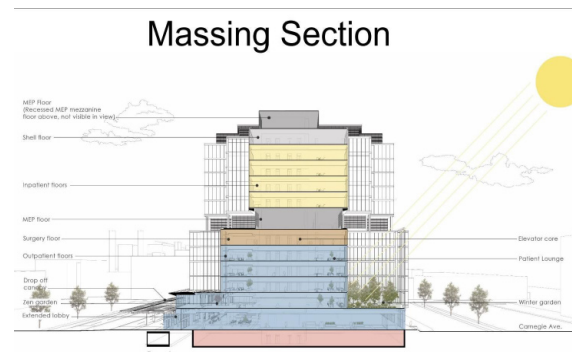
Planning consultant and former Cleveland city planning director states, “The fact is that the Clinic certainly had some desires over the years to create an island rather than a connected place. Hopefully they’re more enlightened these days.”

While CCF has hired top tier architects for its signature buildings, it has demolished churches and historic buildings and helped remove a once vibrant commercial and entertainment district that included many Black-owned businesses. CCF recently offered East Mt. Zion Church located in the center of CCF’s main campus \$9 million to vacate its historic green sandstone landmark to make room for CCF’s original preferred site for its Neuroscience Institute. Mt. Zion declined.

“As the Cleveland Clinic enjoyed its rise to the top, it has benefited from systemic racism, gentrification, and red-lin-



Left Above: East Mt. Zion Church
Right Top: Cleveland Clinic Neuroscience Institute Section



ing” said Rev. Brian Cash, pastor of East Mount Zion Church.

Rev. Cash said he sees signs that the Clinic is taking small steps toward becoming a better neighbor but that “it definitely needs to happen on a more strategic level.” He cites the history of his church as an example.

East Mount Zion became the first Black church on the former Millionaire’s Row portion of Euclid Avenue in 1955 when its congregation acquired the distinctive Romanesque Revival building, built in 1908. Today, it’s the last vestige of a once-thriving Black commercial district.

In October 2022, CCF received a lukewarm approval from the Cleveland Planning Commission for the schematic design for the Neuroscience Institute’s preliminary design.

Members of the planning commission criticized the design as the latest in a series of inwardly-oriented structures that fail to activate streets and public spaces around the Clinic. The design nevertheless won approval in a 4-1 vote. Commission member August Fluker cast the single “no” vote.

Responding to a query from cleveland.com and *The Plain Dealer* after the meeting, the Clinic sent an email saying: “We continually seek feedback from local leaders and residents to determine how our organization may contribute. This feedback is given significant consideration and implemented into our expansion plans.” There is yet no evidence of that.

Fluker said the design showed “no desire to improve the urban fabric of the community or the city.” He criticized the building’s lack of amenities directly facing surrounding streets.

“There are so many missed opportunities where you could actually extend the café into the green space and create something outside the four walls of the building” he said. “You elevate a

garden that quite frankly is insulting to me as a resident of 82nd and Euclid down the street from your institution because I can see it, but it’s not for me, it’s not for the community.”

Lillian Kuri, the chair of the committee, who is also an architect and the executive vice president and chief operating officer of the Cleveland Foundation, commented that in general, she believes the Clinic could do more in upcoming projects to create active uses, such as retail or cafes, on the ground floor of its buildings, noting that she sees a need for the Clinic to change the inwardly-focused nature of its campus.

Yet the Neuroscience Institute butts right up to Carnegie Ave. and its entry is on its inward north elevation, again turning its back on its community.

CCF, Cars and Parking:

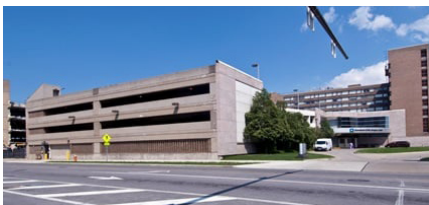
The Clinic has struggled to provide adequate parking for patients/ customers and its 21,000 staff on the main campus. Parking garages are massive and connected to patient care and research facilities with expensive elevated enclosed walkways. You would therefore think that CCF would embrace public transit.

But CCF balked at even allowing GCRTA to continue its Euclid Avenue bus service on the new HealthLine, necessitating the involvement of the passive former mayor Jackson to intervene and demand compliance with the community’s established needs. But CCF wants to keep its urban neighborhood out. Even their new master plan uses huge parking garages and ‘future development’ masses to separate its care delivery elements from Euclid and Carnegie Avenues



Top to Bottom:

1. CCF Neuroscience Institute Floor/ Site Plan
2. CCF P-1 Parking Garage at E. 93rd between Euclid & Chester
3. CCF P-4 Parking Garage & Surgery Suite-demolished for Neuroscience Institute
4. CCF E. 105th St. Parking Garage
5. CCF & Healthline Public Transit



and its neighborhoods. Litt describes the “canyon-like stretch along Carnegie Ave. where narrow sidewalks squeeze between massive buildings and five lanes of often heavy traffic.”

Sir Norman Foster’s master plan indeed proposes an inward focus with a center east-west green spline rather than an engaged streetscape with pedestrian paths and support and retail occupancies to acknowledge the primary thoroughfares and enliven the campus. Foster is the architect who, according to published reports, spent only three days knocking out the design of the new 450,000 square foot Samson Health Education Pavilion. The \$515 million facility looks like a jumbo suburban office building – with eyelashes.

On the city’s west side, Metro General is working to complete a \$1billion transformation of its previously horrible campus, which will include affordable housing, community services and retail.

A Design Review District has been proposed to subject CCF to a broader thought trajectory, but CCF isn’t interested. They want to do whatever they want whenever they want. They see a DRD as another layer of bureaucracy. It is, but there needs to be some means to hold CCF accountable to its obligation to be a citizen that respects its community.

Epilogue

Forbes magazine did a story that referenced “The Misery Index.”

It reported on a research endeavor that included 200 cities in the US with a population of over 245,000.

It subsequently did another story after ranking the top 71 cities in the country for jobs.

Guess who finished last - both times?

The Misery Index analysis considered population - Cleveland had lost 71,000 residents in the five years prior to the story - violent crime, inflation, high unemployment, high taxes, corruption by public officials, commute times, and the performance of pro sports teams. They also included weather and Superfund pollution sites.

Forbes: “Cleveland takes the top spot in our third annual ranking of America’s Most Miserable Cities. Cleveland won the position thanks partly to its high unemployment and lousy weather.”

The Misery Index was initiated by researcher Arthur Okun, which *Forbes* expanded based on research by Bert Sperling of Portland, OR. Author Kurt Badenhausen noted Cleveland’s “colorful history:”

“The Cuyahoga River, which runs through the city, famously caught fire in 1969 thanks to rampant pollution, and it wasn’t the first time.

In 1978 it became the first U.S. city to default on its debts since the Great Depression.

Essays on Architecture: Living in Cleveland

Why?

Why am I still here if I am so disappointed in Cleveland?

I have lived here since the age of three. My dad and I saw Vic Power steal home twice in 1958. I saw Rocky Colavito hit three home runs at Municipal Stadium. I saw Jim Brown play at his best. And Leroy Kelly, Ozzie Newsome, the Pruitts, Kevin Mack and Ernest Byner. And Frank Ryan, Vinny, Brian Sipe and Bernie. And Minoso, Colavito and Doby, Kenny Lofton, Many Ramirez, Jim Thome, C.C. Sabathia, Jose Ramirez, Sandy Alomar, Frank Robinson, Carlos Baerga, Omar Vizquel and Francisco Lindor. And LeBron, Larry Nance, Mark Price, Brad Daugherty, Craig Ehlo, Danny Ferry and Ron Harper.

I had season's tickets for The Cardiac Kids, Red Right 88, The Fumble and The Drive. I had Club Seats at the Jake and was here for the 1997 World Series - Jose Mesa's blown save, and the 2007 collapse against the Red Sox. We spent a week every summer renting a home from one of my father's parishioners at a protestant private beach association west of Vermilion to appreciate Lake Erie - a tremendous asset.

My youth was high in quality. I grew up on West Schaaf Road in Old Brooklyn, and went to Benjamin Franklin Elementary School on Spring Road. With 45 kids in my classes at Benjie, I can honestly say that was not an exemplary learning environment. We moved to Wickliffe in Lake County when I was a fourth grader so my father could start a new church for the synod.

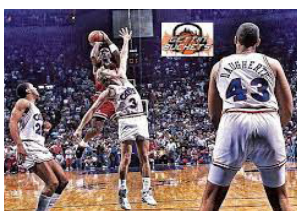
I suddenly had 22 in my classes in open, interactive and affirming environments. My parents suffered from the Bourgeois practices of the time and gave me art and percussion lessons at the Willoughby School of Fine Arts. I learned to draw and played in bands.

I learned some leadership skills from my teachers, had very good relationships with quality young people and was active in the church. We lived in a brand new house - a parsonage - that was immediately adjacent to 400 acres surrounding the high school with ball fields, basketball courts, topography, woods, creeks, a marsh and a 100-acre pond that provided year-round nature and recreation.

I attended the University of Cincinnati and landed a great co-op job after second year in a 22-person downtown Cleveland firm that had a very diverse and interesting practice. The office was staffed with a dozen graduates from Case Western Reserve University, which ironically lost its accreditation the month after I started working there. CWRU was not teaching design - which is why they lost their accreditation, but they *did* teach their



Left-to-Right, Top to Bottom:
1. Vic Power Stealing Home vs. Minnesota, 7-19-62
2. Jim Brown, 1957 - 1965
3. Brian Sipe, 1974 - 1983
4. Red Right 88, AFC Championship Game, 1-4-81
5. The Drive, AFC Championship Game, 1-11-87
6. The Fumble, AFC Championship Game, 1-17-88
7. Kenny Lofton,
8. Omar Vizquel
9. Cleveland Cavaliers of the 1990's
10. LeBron James & the 2016 NBA Championship





Left-to-Right, Top to Bottom:

1. Michael Jordan - The Shot, 5-7-87
2. Jose Mesa
3. Lake Shore United Methodist Church, Avon Lake
4. University of Cincinnati
5. The Architectural Association School of Architecture, Bedford Square, London
6. Terra State Community College, Fremont, OH
7. Merthe Building Renovation, Elyria, OH
8. Wayne Dalton Corporation HQ, Mt. Hope, OH; Oliver Design Group
9. Dollar Bank/ Renovation of the Galleria at Erieview, Oliver Design Group
10. Cafe Paradiso, Oliver Design Group



grads building science and how to put together a building and an excellent set of construction documents.

After a few months of detailing on a wide range of project types, I was paired with a partner who was a preservation enthusiast, and given the job of taking his tiny concept sketches on tracing paper and drawing them up to scale, flushing out the design and fixing what needed fixed. While my fellow students were running blueprints and doing door details, I was designing a small Methodist church in Avon Lake.

After a semester at the Architectural Association School of Architecture in London in the fourth year of my six-year BArch degree, I returned for my scheduled co-op experience and was made Director of Design. I then proceeded for my last two years to commute to and from UC and work in the office Tuesday to Thursday in Cleveland and attend classes in Cincinnati on Fridays and Mondays after getting an exemption for Wednesday classes. The Arab Oil Embargo at the time necessitated that I carry a full five-gallon gas can in my trunk and stop 70 miles outside of town to fill the 14-mpg Camaro up to make it to town since at that time, all gas stations were closed at night.

This provided me the opportunities to develop a campus master plan for a two-year technical college in northwest Ohio, design the first three buildings on the campus, do two mid-rise apartment buildings in Lima, OH, begin the renovation/ restoration of Cleveland City Hall, and a number of other interesting projects.

It also compelled me to work unreasonable hours each year without overtime pay because I was learning so much and having a great time. After completing the CD's for the third building at the technical college, I left the firm after 10+ years because I realized that promises made to me regarding compensation and partnership were simply not going to happen, and a client I had brought into the firm asked me to complete a fun historic renovation project in Elyria, OH.

I was recruited to open the Cleveland office of a Pittsburgh-based design firm that specialized in workplace projects in 1983. The marketing director - who had one of the two votes to hire me - and I married and we had two wonderful daughters in the early 1990's.

I was made responsible for all three of the firm's offices in 1988 and when a commercial real estate firm purchased our parent company, I was selected to work on the national accounts team with the top six real estate professionals in the country. The firm was doing excellent work and winning design awards. I purchased

Essays on Architecture: **Living in Cleveland**

the firm in 1990 – we were in three of the parent company's 133 US offices, and they really didn't know what to do with us.

My girls learned to play tennis and swim at Shaker Heights Country Club and my wife and I enjoyed taking clients to lunch at the Union Club.

In hindsight, I should have moved the family to Chicago in the mid 1990's, but there was no indication then – Key Tower topped out in 1991, Jacobs Field opened in 1994, the office market was absorbing 400k sf each year, etc. - that the profession and the town would start a sustained downward spiral that would last 30+ years - with no end in sight.

I was later offered important positions by three top tier Chicago firms (VOA, HOK, Perkins + Will), but the locations (Cleveland, Atlanta, Dallas) and the compensation just were not right. So I stayed here and we ran strong until the crash of 2008.

But living in Cleveland has sadly come to mean lowering your expectations for excellence.

February 2023

Appendix: Correcting GCHI's Math:

A 5-22-22 article by Ms. Durbin on cleveland.com endeavored to focus attention on the proposed additional investment of \$46 million (now \$50M) on the disastrous Global Health Center. Unfortunately, Ms. Durbin was reliant on 'information' provided to her by attorney Jeffrey Appelbaum whose hands are not the cleanest on the Convention Center/ Medical Mart/ Global Health Center debacle.

Leaving aside the failure of the project team's inability to vet the program for GCHI, size the facility properly, and manage the budget as they told us they would, Appelbaum's most egregious statement to Ms. Durbin was an unsubstantiated assertion that the GCHI portion of the project represented only 12% of the \$465 million project.

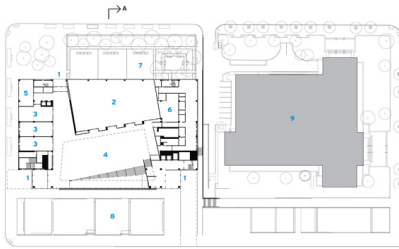
While it is understandable that everyone involved with the CC/ GCHI project from the beginning has attempted to downplay the magnitude of the GCHI disaster, its seeds lie in unsubstantiated assertions and a public unable to demand and receive accountability. It is one of the reasons why CC and GCHI share a single budget - so "Officials" can conceal GCHI's real initial construction, income and operating costs - because they are disgraceful and are worthy of public outrage, demanding accountability.

Now the unsubstantiated assertion is that we will lose money of we don't throw another \$46 million (\$50M) at the GCHI's programmatic, real estate and financial failures and its vacancy. The consultant's estimate for the same menu of alleged remedies was \$30 million in 2021. There has been no reputable analysis by any credible authority provided to substantiate this assertion which is the basis for the claim of need and corresponding expense, or a justification of an increase



Top to Bottom:
1. Key Tower
2. Jacobs Field/ Progressive Field
3. Sunset from Heidelberg Beach, west of Vermilion, OH
4. Jeffrey Appelbaum





Top Down:

1. GCHI Site Plan
2. Cleveland Convention Center Interior
3. Cleveland Convention Center Interior
4. GCHI Showroom
5. GCHI Atrium
6. GCHI East Glass Wall



of a 67% increase in the original request.

Durbin reports that Applebaum told her that GCHI's cost was only 12% of the \$465 million direct cost - \$800 million including debt service interest. It is easy to refute. Both the GCHI and CC are each reportedly 235,000 sf. If each were of comparable quality, then the GCHI's cost would be 50% of the total or \$232.5 million. But the GCHI's cost was quite a bit *higher* than the CC because:

Site Acquisition:

The GCHI sits entirely and exactly on the site of the former 113 St. Clair multi-tenant office building which the county had to acquire for \$17 million. The area to the north now occupied by the Hilton Downtown Hotel was the site of the former County Administration Building and the CC sits on the site of the former Mall A convention center. So \$17 million for acquisition was solely for the GCHI portion of the project.

Differences in Construction and Corresponding Cost:

The CC differs significantly in its construction cost from the GCHI. The CC is a large flat facility with exposed concrete floors and exposed structural steel ceilings in its large exhibit areas. Thus on balance, its level of finish materials in the CC is very low by comparison to GCHI. Its large ballroom and meeting areas feature a low percentage of walls.

The CC has poured concrete floors and a green roof. Its ceiling heights are not terribly significant which is why the architects - "to create a meaningful entry experience for users" - sloped the roof up to Lakeside Ave., eliminating the visual and physical connection from Mall A to the lakefront that we have previously enjoyed for 100 years.

GCHI on the other hand has had small tenant showroom areas with a large 70' high atrium and a full-height glass wall facing east, single-loaded corridors on its floors, hung glass bridges on its east elevation connecting the north and south sides of the building and primarily glass storefronts on its tenant spaces. Its percentage of walls per square foot is dramatically more significant than the CC.

CC, aside from its glass storefront on Lakeside where it rises out of the ground to welcome visitors, is underground. Its exterior walls on 3.5 sides are therefore basically foundation walls - poured concrete with only waterproofing and insulation as its exterior surface.

By contrast, the GCHI has a complex and costly custom textured precast concrete exterior envelope with glass that has a probable material cost of, in 2011 dollars, \$75/sf - \$100/sf of surface area in addition to its substrate that holds the precast and glass to the building. Cost including installation labor is estimated to entail \$150 - \$175/sf. With a perimeter envelope above the ground floor glass of approximately 47,500 sf, this amounts to \$6,000,000 more than the cost of the CC concrete foundation walls.

Additionally, the east exterior wall of the GCHI building's atrium is a full-height (70') monumental glass wall which had a probable cost in 2011 of \$175/sf+ of surface area vs. the CC's \$25/sf concrete foundation wall. The difference between the two amounts to roughly \$1,575,000.

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The interior construction off the CC involves a comparatively small percentage of partitions and doors with a correspondingly small portion of electrical outlets, air conditioning zones, etc. In 2011 dollars, the interior construction of the CC likely cost \$25/sf - \$35/sf, where the GCHI's smaller tenant spaces and glass storefronts entail an interior construction cost of at least \$100/sf in 2011 dollars. MMPI was holding a \$20 million allowance just for GCHI tenant construction.

These numbers are a product of referencing the nationally recognized RS Means Commercial Construction Cost Data book published yearly, referring back to the early 2010's. These numbers are thus responsible and squarely at the very least in the ballpark. Therefore the differences between the two facilities most likely *conservatively* reflect:

GCHI Exterior Precast Envelope Delta:	+\$ 6,000,000.
GCHI Monumental Glass Exterior Delta:	+\$ 1,575,000.
GCHI Atrium Glass Hand Rails:	+\$ 504,000.
GCHI Hung Glass Bridges:	+\$ 3,375,000.
GCHI Interior Construction Delta:	+\$15,750,000.
Land Acquisition Delta:	+\$17,000,000.
Sub-Total:	+\$44,204,000.

Therefore, half of the difference being \$22,102,000, in dividing the cost of the equally sized facilities by two, the \$465M project translates theoretically to \$232,500,000 for each, prior to any adjustments for qualitative and cost differences.

To arrive at a responsible comparative cost for each, one adds half of the cost difference to the GCHI and subtracts half from the CC half. Since the facilities ended up the same size, this also pro-rates the soft costs and fees equally between the two, though the GCHI took much more design and engineering time and higher fees than the Convention Center.

Therefore, absent a detailed cost segregation to indicate otherwise, the Convention Center cost \$210,398,000, while the GCHI cost \$254,602,000. Thus the GCHI required 56% of the project cost, 21.0% more than the CC, and of the \$465M total project cost, the CC required 44%.

Applebaum's specious assertion to the PD that the GCHI cost only 12% of the \$465M project cost implies that the GCHI somehow cost only \$55.8 million, making his unfounded statement apparently completely backwards and off by over \$198 million (42.7%). It also implies that the CC cost over \$409 million for its concrete floor and exposed steel ceilings.

May 2022



Top to Bottom:
1. GCHI Custom Precast Concrete Facade
2. GCHI Custom Precast Concrete Facade
3. GCHI Atrium
4. GCHI & Cleveland Convention Center

