

*Redevelopment Opportunity  
Request for Qualifications*

# Lee-Harvard Catalytic Sites

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*Virtual Information Session | April 10<sup>th</sup>, 2024 at 11 AM EST*



# Welcome

Marvin Owens, Jr., Senior Strategist, Southeast Side  
Office of Mayor Justin M. Bibb, City of Cleveland

# SOUTHEAST SIDE PROMISE

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A Vision for Hope. A Plan for the Future.



# Welcome

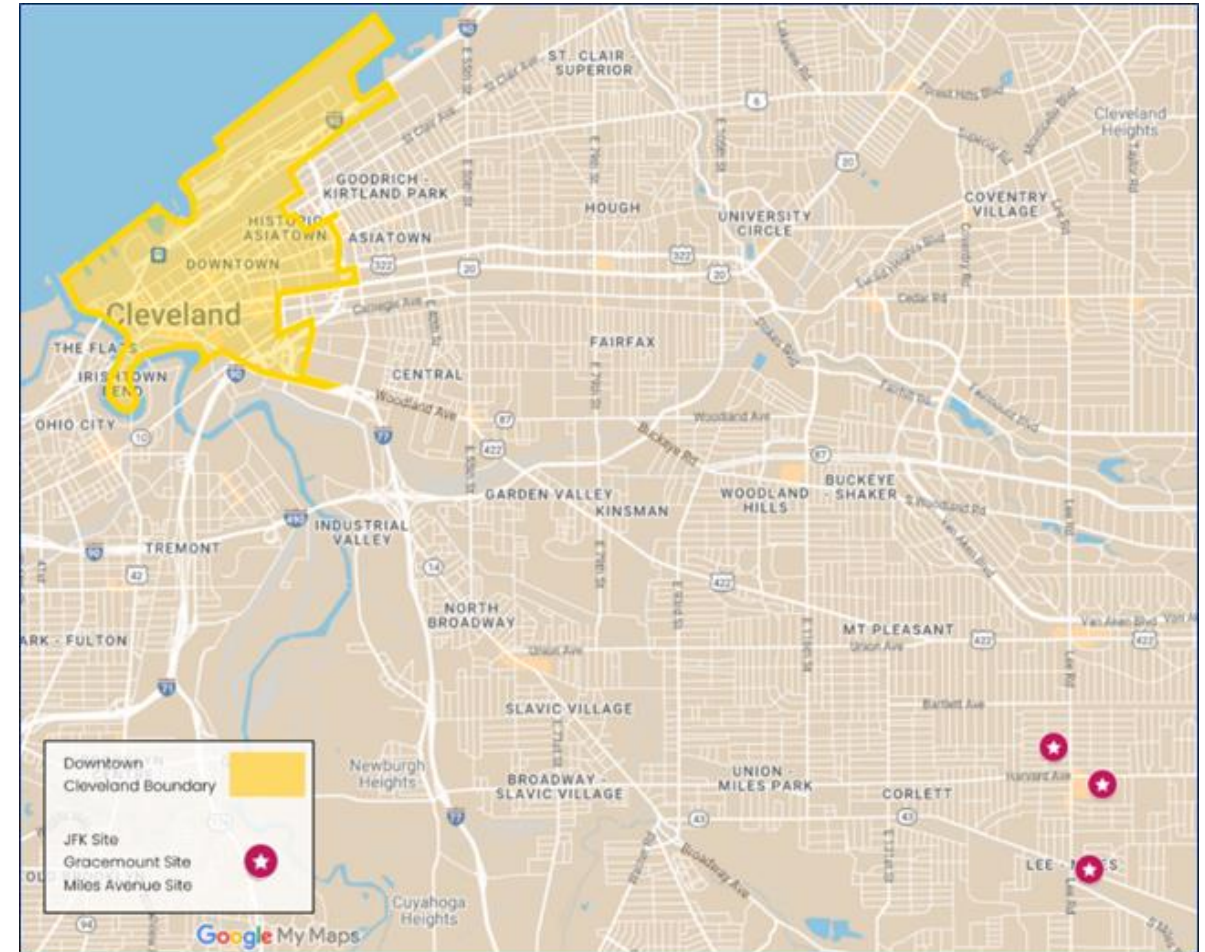
Elaine Gohlstin, President and CEO  
Harvard Community Services Center



# Investing in Cleveland, OH

## Downtown Cleveland Market Study

- [2023 Downtown Cleveland Economic Development Report](#) (Downtown Cleveland, Inc.)
- 37K+ Residents in Greater Downtown
- Approx. 10% residential growth over past 10 years
- 2K+ new residential rental units were added in the last 5 years, and approx. 2K under construction
- Corporate Headquarter projects including Sherwin-Williams Global HQ and Cross Country Mortgage



# Sites Overview

JFK | Gracemount | Miles Ave Land Bank



# Site Information

## Former Gracemount Elementary School

16200 Glendale Avenue | Lee-Harvard | Ward 1

*Approx. 3 Acres*



# Site Information

## Former John F. Kennedy High School

17100 & 17300 Harvard Avenue | Lee-Harvard | Ward 1

Up to 14 Acres

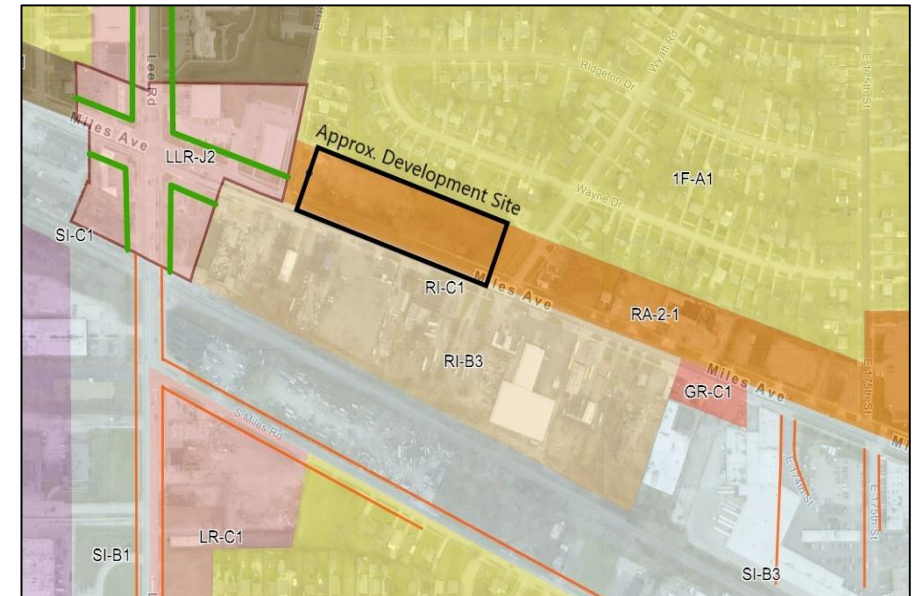


# Site Information

## Miles Avenue Land Bank Site

Approx. 16705 Miles Avenue | Lee-Harvard | Ward 1

1.7 Acres





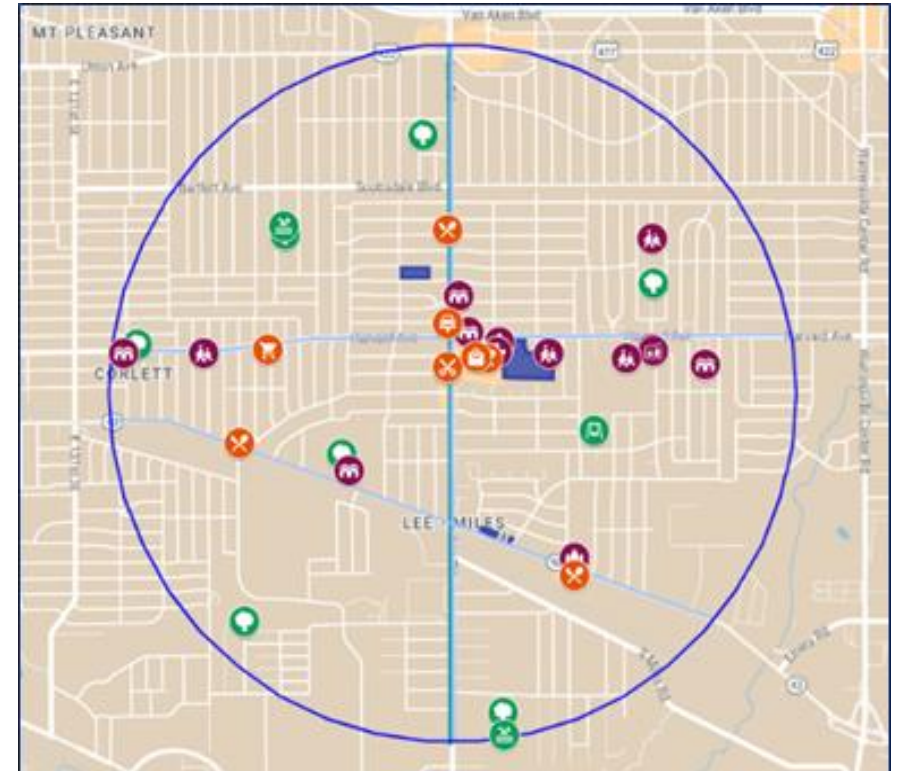
# Neighborhood Context

## Lee-Harvard Legacy



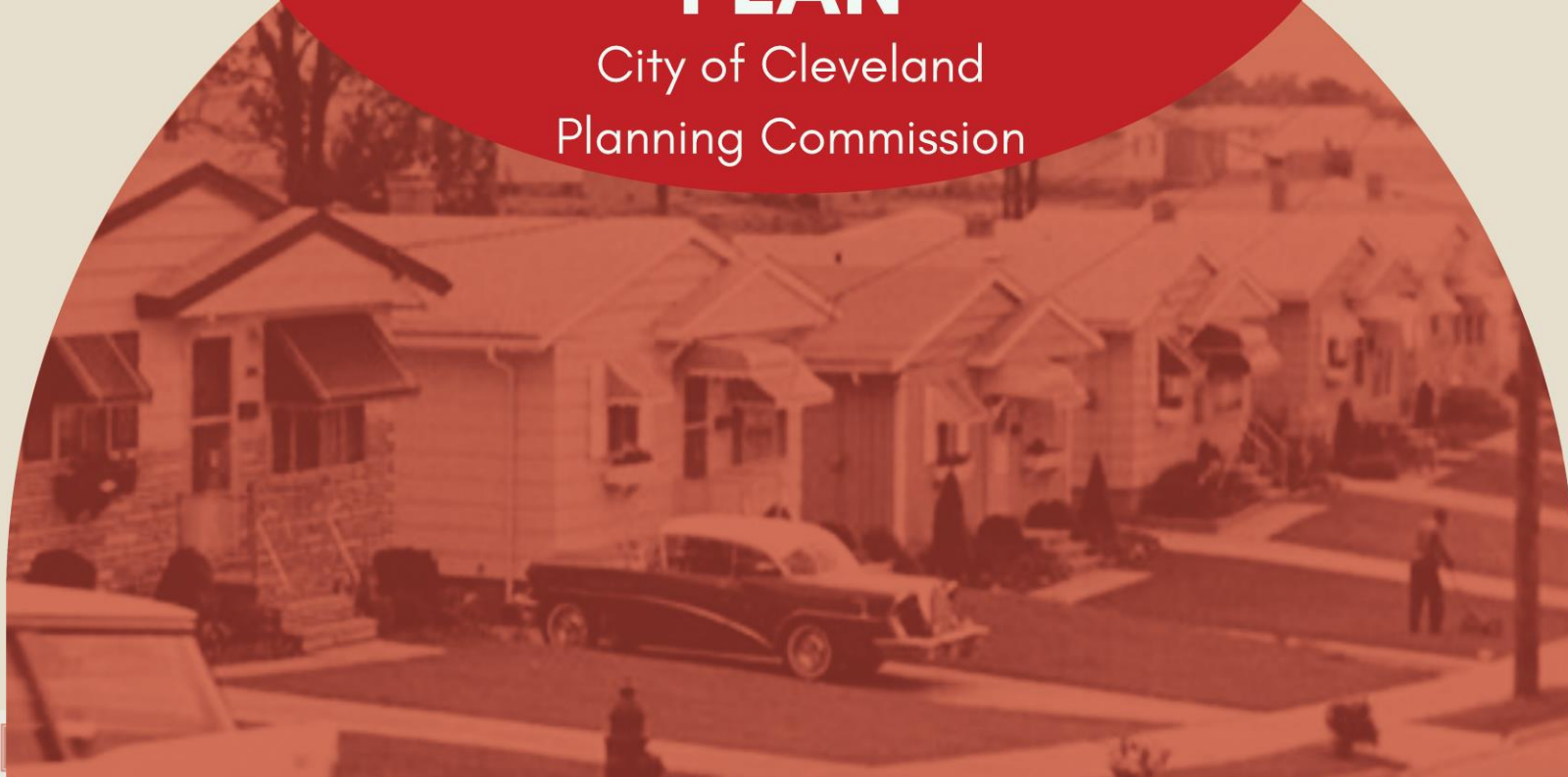
Images Courtesy Cleveland Restoration Society's [Suburb in the City](#) Project.

## Asset Map



# LEE-HARVARD COMMUNITY MASTER PLAN

City of Cleveland  
Planning Commission



LEE-HARVARD COMMUNITY  
MASTER PLAN 2023-2024



[harvardcommunitycenter.org](http://harvardcommunitycenter.org)

# STUDY AREA BOUNDARY

All property facing the Lee Rd, Harvard Ave, and Miles Ave corridors.

## Lee Road

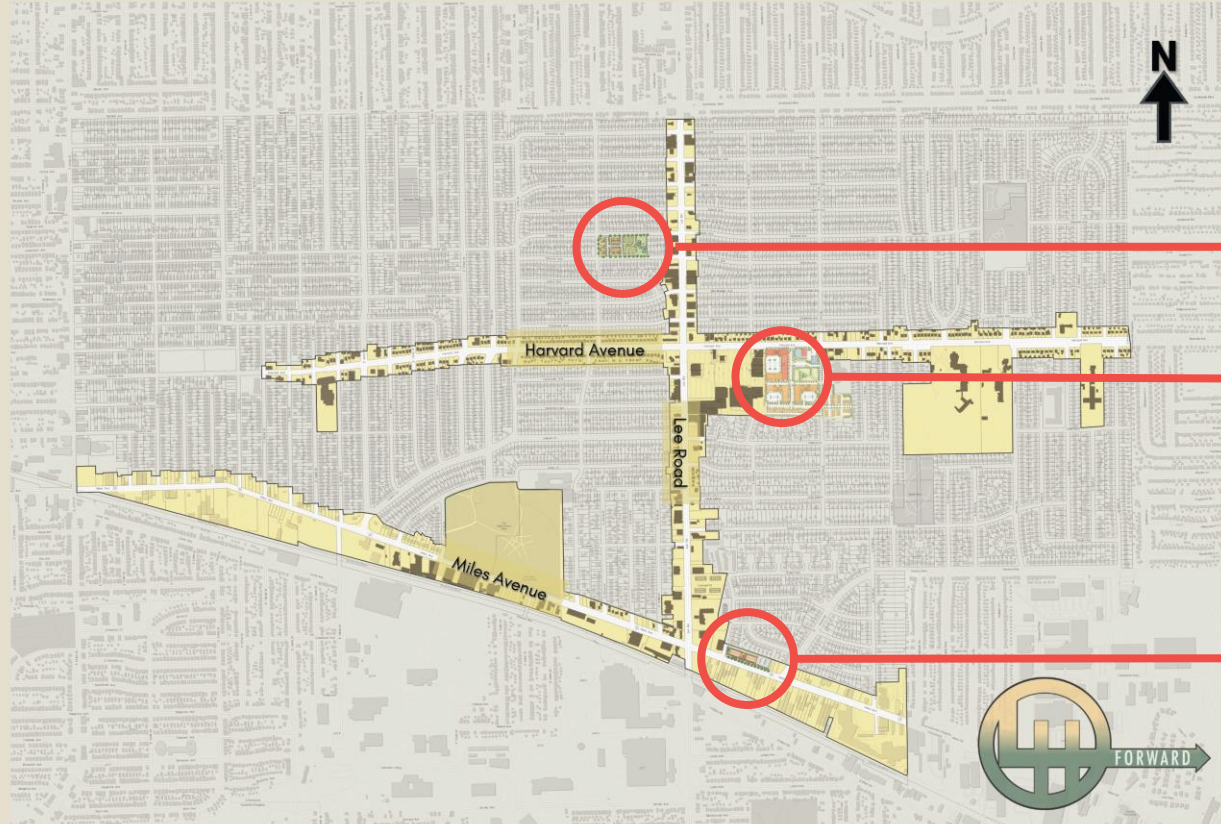
North: Invermere Ave.  
South: Miles Ave.

## Harvard Avenue

West: E 142<sup>nd</sup> St.  
East: Shadywood Ln.

## Miles Avenue

West: E 131 St.  
East: Lee Heights Blvd.



Gracemount Site

Former JFK Site

Miles Ave Site



# MAJOR TAKEAWAYS

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- Lee Harvard is an African American neighborhood with an aging adult population and a large representation of those under 18 years old.
  - **Opportunity: Generational transition is happening in Lee Harvard. There is a high potential to retain the next generation of homeowners.**
- Homes are affordable in Lee Harvard to those who are earning the median income.
  - **Opportunity: Attracts new residents to the neighborhood.**
- Homeownership is strong in Lee Harvard as compared to Cleveland.
  - **Opportunity: Leverage resident vested interest to promote and support new community development initiatives**
- The average household size is two; this signifies that most residents are empty nesters or young professionals without kids utilizing the affordable housing options in Lee Harvard.
  - **Opportunity: Expand the housing typologies offered to accommodate new growing families.**
- Rents in Lee Harvard are outpacing the City of Cleveland. 49% of Lee Harvard renters are cost-burdened.
  - **Opportunity: Create more housing options at various price points to accommodate all ranges of income.**



# COMMUNITY ENGAGEMENT PROCESS

Community engagement for the Lee Harvard Master Plan was conducted between August 2023 and February 2024.

- **Eight (8)** Project Management Team Meetings
- **Twenty-six (26)** Stakeholder Interviews/Meetings
- **Five(5)** Steering Committee Meeting
- **One (1)** Youth Focus
- **Five(5)\*** Public Meetings with the Lee Harvard Community
  - Total Attendance: **300+** participants

The meetings ensure residents understand the planning study's intent, process, and analysis results while gathering input on issues and opportunities around local commercial businesses, transportation, housing, and neighborhood concerns.

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## VISION

*“The vision for the Lee-Harvard Community Master Plan is to create a vibrant, welcoming, and safe walkable environment for residents of all generations with attractive commercial corridors that enhance the community’s unique character and foster economic growth.”*

## GUIDING PRINCIPLES



Enhanced Walkability and Safety



Vibrant Commercial Corridors



Community Engagement and Inclusivity



Preservation and Sustainability



Attractiveness and Growth





# CATALYTIC SITES



# FORMER JFK HIGH GUIDING PRINCIPLES

1. Develop the site as a town center mix of uses that provide housing, business opportunities, and institutional and cultural amenities.
2. Retain a real estate development team that is managed by the City of Cleveland to prepare a suite of predevelopment tools to attract developers to the Lee Harvard neighborhood.
3. Develop a financing strategy that provides community shareholding and resident investment into the redevelopment of the Former John F. Kennedy High School Site.
4. Community engagement activities with youth, residents, businesses, churches, industrial companies, and organizational partners should be conducted to ensure the proposed development aligns with community the community's vision.



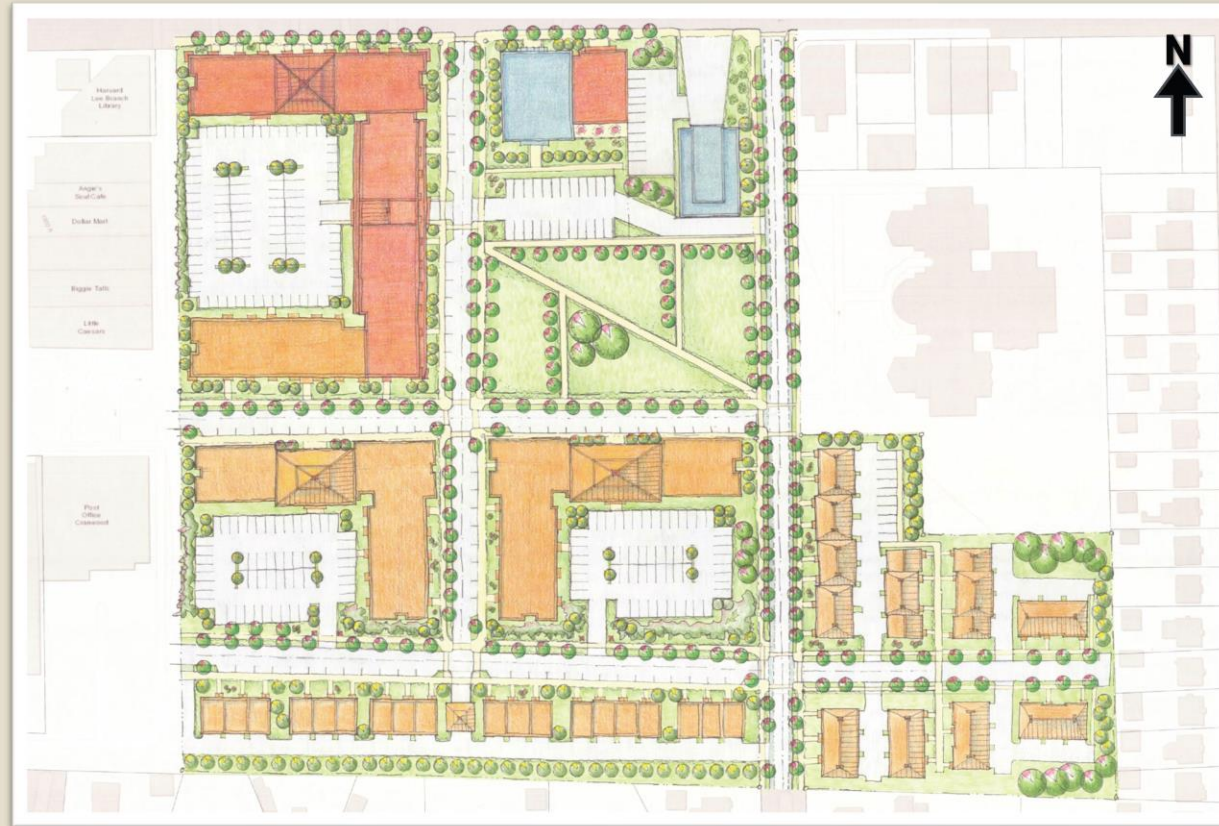


# FORMER JFK HIGH SCHOOL

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## DEVELOPMENT PREFERENCES

- Mixed Use
- Multifamily
- Community gathering space
- Neighborhood retail



## REDEVELOPMENT SCENARIO



# GRACEMOUNT GUIDING PRINCIPLES

1. Develop housing typologies that provide housing for various incomes, including single-family homes, townhomes, duplexes, and garages that range in size.
2. Public greenspace with amenities in a manner that complements the urban design of the area.
3. Explore innovative financial mechanisms to fund the development and long-term maintenance of the public park.
4. Community engagement activities with youth, residents, businesses, churches, industrial companies, and organizational partners should be conducted to ensure the proposed development aligns with community the community's vision.



# GRACEMOUNT

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## DEVELOPMENT PREFERENCES

- Single Family
- Duplexes
- Townhomes
- Greenspace



## REDEVELOPMENT SCENARIO



# MILES AVENUE

## DEVELOPMENT PREFERENCES

- Adaptive reuse of existing buildings
- Additional retail options



## REDEVELOPMENT SCENARIO



# LEE ROAD STREETScape GUIDING PRINCIPLES

1. Provide a comfortable sidewalk or clear zone to accommodate pedestrian flow and activity.
2. Strongly recommend pedestrian lighting.
3. Streetscape amenities should provide both rest and gathering spaces, trash receptacles, bike racks, public art, and neighborhood history and branding markers.
4. Building placement should be set back no more than 5' from the right-of-way to enclose the public realm.
5. Storefronts should be transparent glass to bring life to the street.

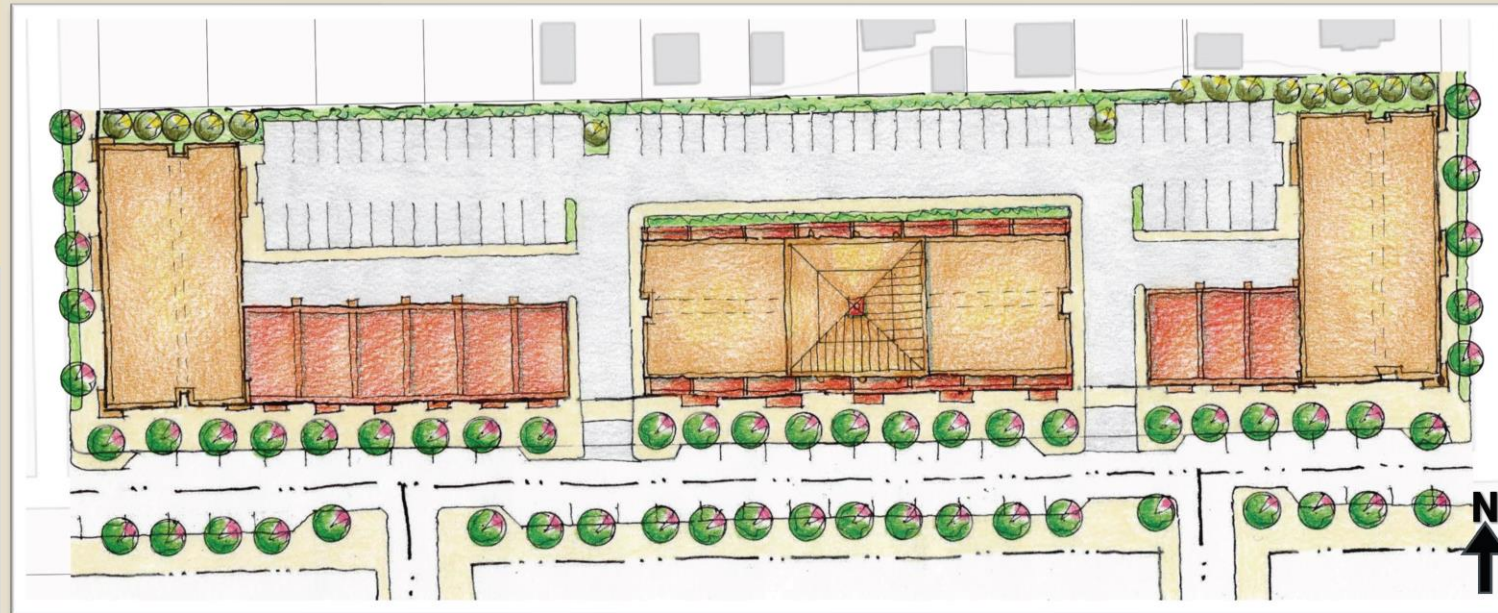


# LEE ROAD BUILDING TYPOLOGIES

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## DEVELOPMENT PREFERENCES

- Family Entertainment
- Mixed Use
- Neighborhood retail
- Restaurants
- Health Facility



## REDEVELOPMENT SCENARIO



# IMPLEMENTATION STRATEGIES

## **Economic Development**

- Streamline opportunities to access funding for new business
- Track and inventory available commercial space to market to potential businesses
- Work with the community to create a neighborhood brand identity and marketing strategy

## **Housing Strategies**

- Develop new housing types to increase access to housing
- Neighborhood-specific Homeowner Programs
- Enhance condition and usability of existing greenspaces

## **Lee Road Streetscape and Design**

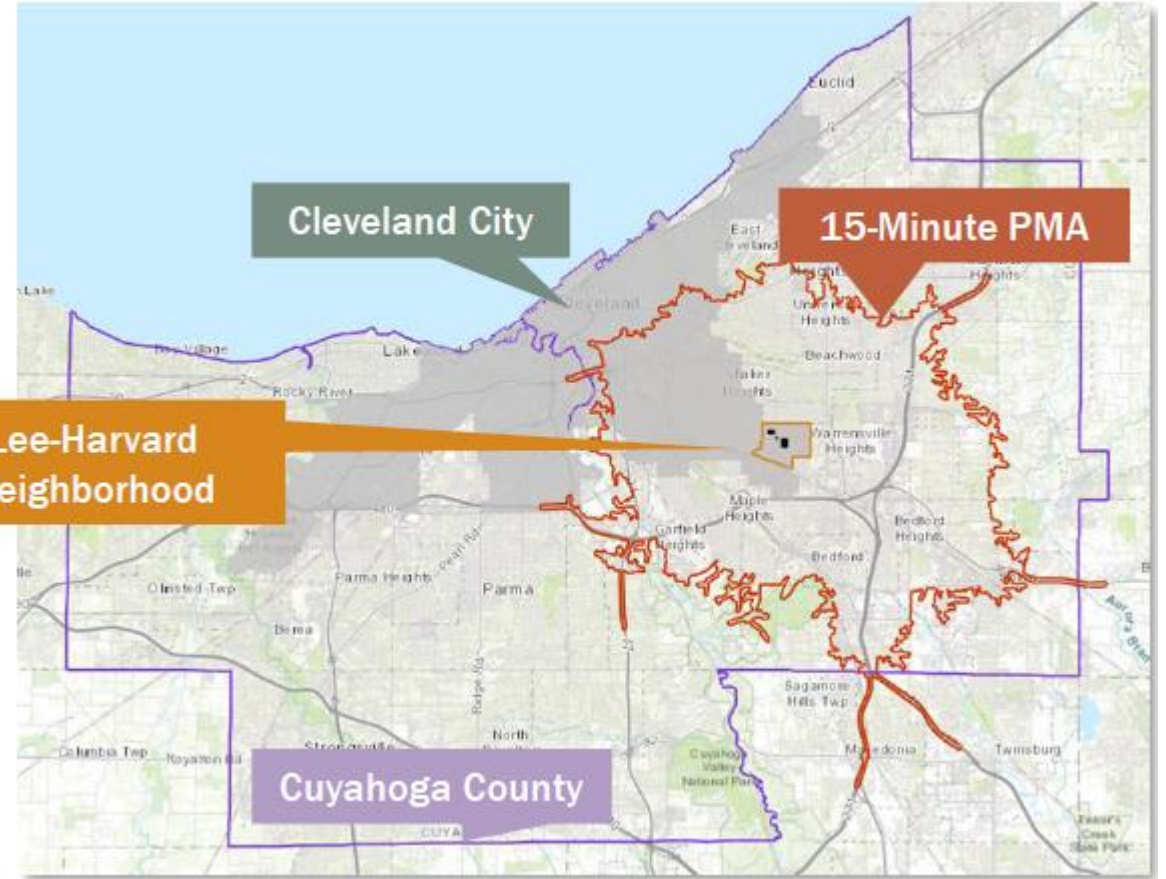
- Improve infrastructure along Lee Road to increase safety for all road users
- Improve/ Upgrade Transit Waiting Environments
- Place Enhancement strategies including planters, public art, and seating





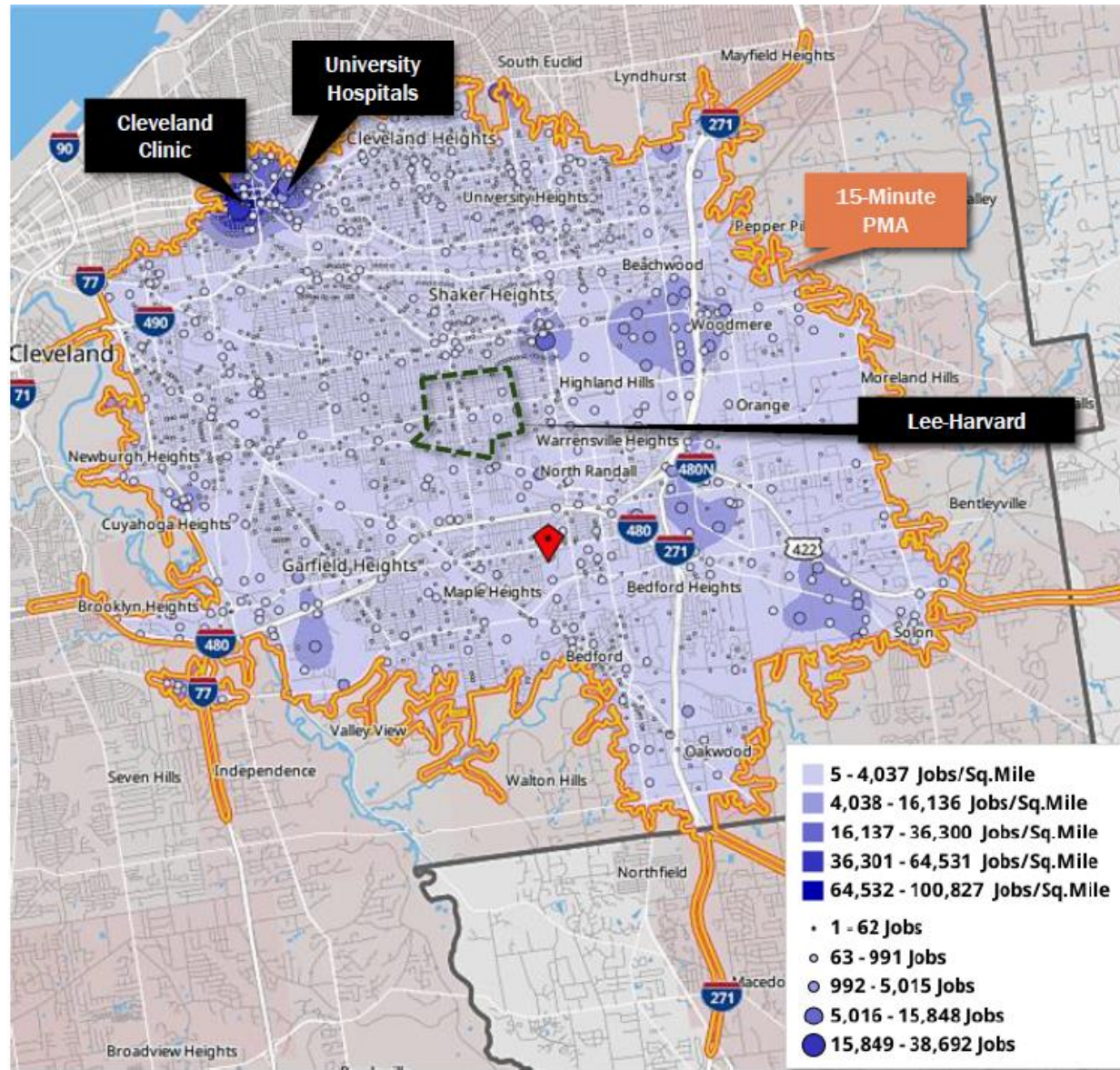


# Market Analysis



# Market Analysis

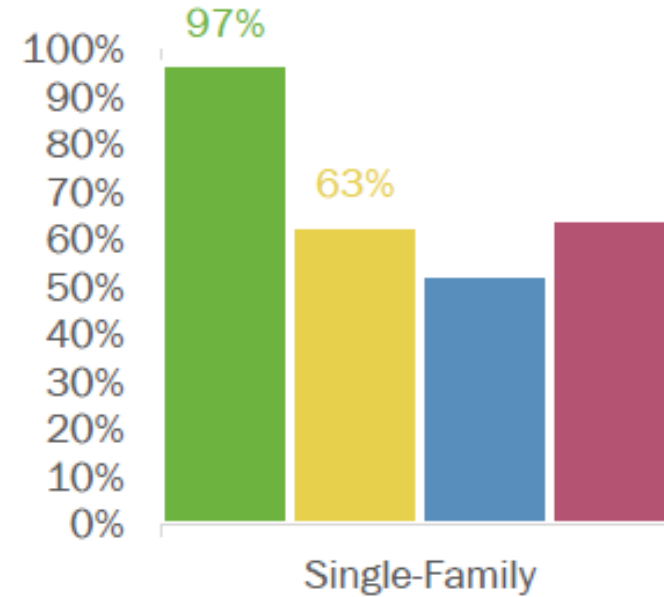
## Primary Job Clusters



# Market Analysis

## Housing Choice

- Limited Choice: Single-Family homes are the only option
- Mismatch between household size (1-2 persons) vs. unit size
- Larger Share of Residents 65 and Older
- One third of PMA earns \$75K+



Housing Units by Structure Type, 2021

■ Lee-Harvard    ■ 15-Minute PMA    ■ Cleveland City    ■ Cuyahoga County



# Financial Toolkit

## RFQ Pages 13–15

- \$5M Catalytic Redevelopment ARPA Funding
- Department of Community Development
- Department of Economic Development
- Partner Incentives



# Evaluation Criteria

## RFQ Pages 28-29

1. Cover Letter
2. Project Team Information
3. Project Vision
4. Benefits to the Neighborhood & Engagement Strategy
5. Completed Projects of Similar Scope and complexity
6. Firm Capacity
7. Project Benchmarks
8. Challenges



# Submission Requirements

## RFQ Page 27

- Due: May 20, 2024 at 4 PM EST
- Email to: [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)
- Subject Line: Lee-Harvard RFQ – [Project Team Name]
- Searchable, PDF Format
- Page Count: 30 pages on 8.5 x 11
- Font Size: 10+



# Accessing the RFQ Documents

## City Finance Department Request for Qualifications/ Proposal Webpage



LINK: <https://www.clevelandohio.gov/city-hall/departments/finance/request-qualificationsproposal>

### Lee-Harvard Catalytic Sites Redevelopment Opportunity

**Description:** The City of Cleveland is releasing a Request for Qualifications seeking professional real estate development project teams to reinvest in several catalytic development sites as part of Mayor Bibb's Southeast Side Promise Initiative. Sites are located in the Lee-Harvard Neighborhood of Ward 1 and range in size from 1.7 acres to 14 acres. Project Teams should review the recently adopted [Lee-Harvard Community Master Plan](#) before submitting their qualifications.

**Opening Date/Time:** March 28, 2024

**Closing Date/Time:** May 20, 2024

**Dep/Div:** Community Development

**Contact Email:** [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)

**Meeting Info:** April 10, 2024 at 11 AM EST. RSVP via [Microsoft Forms Link](#)

#### Documentation:

[Lee-Harvard Catalytic Sites RFQ](#) →

[Lee-Harvard Community Master Plan 2023-2024](#) →

[Lee-Harvard Economic Market Analysis](#) →

[Lee Road Complete & Green Streets Project Fact Sheet](#) →

[Gracemount Site Subdivision Plat certified February 2020](#) →

[Former John F. Kennedy Site Phase I Environmental Report](#) →

[Former John F. Kennedy Site Grading Plan](#) →

[Former John F. Kennedy Site Survey](#) →

# Accessing the RFQ Documents




## Asset Redevelopment Webpage

### — Current Redevelopment Opportunities



#### Lee-Harvard Catalytic Sites RFQ

The Lee-Harvard Catalytic Sites opportunity invites project teams to respond to a Request for Qualifications (RFQ) to redevelop several catalytic sites as part of Mayor Bibb's [Southeast Side Promise](#) initiative. The RFQ seeks professional real estate development project teams to reinvest in up to three vacant land sites in Cleveland's Lee-Harvard neighborhood: the former Gracemount School site (16200 Glendale - 3 acres); the former John F. Kennedy High School and Recreation Center site (17100 & 17300 Harvard Avenue - Approx. 14 acres); and a series of land bank parcels along Miles Avenue (Approx. 16705 Miles Avenue - 1.7 Acres.) Teams are invited to submit their qualifications, alongside brief site-specific redevelopment project visions no later than May 20, 2024.

-  [RFQ](#) →
-  [Lee Harvard Community Master Plan](#) →
-  [Market Analysis](#) →

LINK: <https://www.clevelandohio.gov/city-hall/departments/community-development/programs-services/asset-redevelopment>

## City Press Release

### City seeks project teams for three catalytic development projects on Cleveland's Southeast Side

Thursday, Mar 28, 2024

*Recently adopted Lee-Harvard Community Master Plan to guide resident-focused reinvestment*

**Thursday, March 28, 2024 - Cleveland** - Today, the City of Cleveland invites project teams to respond to a Request for Qualifications (RFQ) to redevelop several catalytic sites as part of Mayor Justin M. Bibb's [Southeast Side Promise](#) initiative.

The RFQ seeks professional real estate development project teams to reinvest in up to three vacant land sites in Cleveland's Lee-Harvard neighborhood: the former Gracemount School site (16200 Glendale Avenue - 3 acres); the former John F. Kennedy High School and Recreation Center site (17100 & 17300 Harvard Avenue - Approx. 14 acres); and a series of land bank parcels along Miles Avenue (Approx. 16705 Miles Avenue - 1.7 Acres).

Teams are invited to submit their qualifications, alongside brief site-specific redevelopment project visions for consideration by an evaluation team comprised of representatives of the City and Harvard Community Services Center ("HCSC"), the area's community development corporation. Project teams will be invited to commence due diligence for the selected site upon selection through the RFQ process.

"When Mayor Bibb established the redevelopment of the Southeast Side of Cleveland as a priority, he did so with a clear understanding that the more than three decades of disinvestment had eroded the quality of life of residents far too long," said Marvin Owens, Senior Strategist for the Southeast Side. "We are thrilled to offer this initial RFQ

LINK: <https://www.clevelandohio.gov/news/city-seeks-project-teams-three-catalytic-development-projects-clevelands-southeast-side>





# RFQ Schedule

March – June 2024

City of Cleveland Releases RFQ.	3/28/2024
Virtual Information Session. <i>RSVP via <a href="#">THIS LINK</a> by 4/9/24 at 12 PM EST for access information.</i>	4/10/2024 at 11 AM EST
Questions Due. <i>Submit via email to <a href="mailto:AssetRedevelopment@clevelandohio.gov">AssetRedevelopment@clevelandohio.gov</a></i>	5/1/2024
FAQ Responses Published.	5/10/2024
Responses Due. <i>Submit via email to <a href="mailto:AssetRedevelopment@clevelandohio.gov">AssetRedevelopment@clevelandohio.gov</a> See "Submission Process" and "Evaluation Criteria" for more information.</i>	5/20/2024 by 4 PM EST
Evaluation Period.	5/20-6/24/2024
Short List Notifications <i>(if necessary)</i> .	6/5/2024
Finalist Presentations <i>(if necessary)</i> .	6/10-17/2024
Selection.	6/21/2024

 We Are Here



# Question Period

## Questions due 5/1/2024

- Submit Questions and Requests in writing, via email
- All Questions and Inquiries related to the RFQ should be emailed to [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)
- FAQ will be published no later than 5/10/2024



# Helpful Links

- [City Press Release](#)
- [City's RFQ/RFP Webpage](#)
- [Asset Redevelopment Office Webpage](#)



# Questions?

**RFQ Submissions due May 20<sup>th</sup>, 2024 at 4 PM EST**

Email Questions & Submissions to [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)

