



CITY OF CLEVELAND  
Mayor Justin M. Bibb

## *Request for Qualifications*

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Redevelopment Opportunity for

# **Lee-Harvard Catalytic Sites**

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601 Lakeside Ave, Room 320 | Cleveland, OH 44114 | [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)





**RFQ Schedule:**

**RFQ Released:**

March 28, 2024

**Virtual Information Session:**

April 10, 2024 at 11 AM  
(RSVP for Access Information)

**Questions Due:**

May 1, 2024

**RFQ Responses Due:**

May 20, 2024

**Final Selection:**

June 21, 2024

**CONTACT**

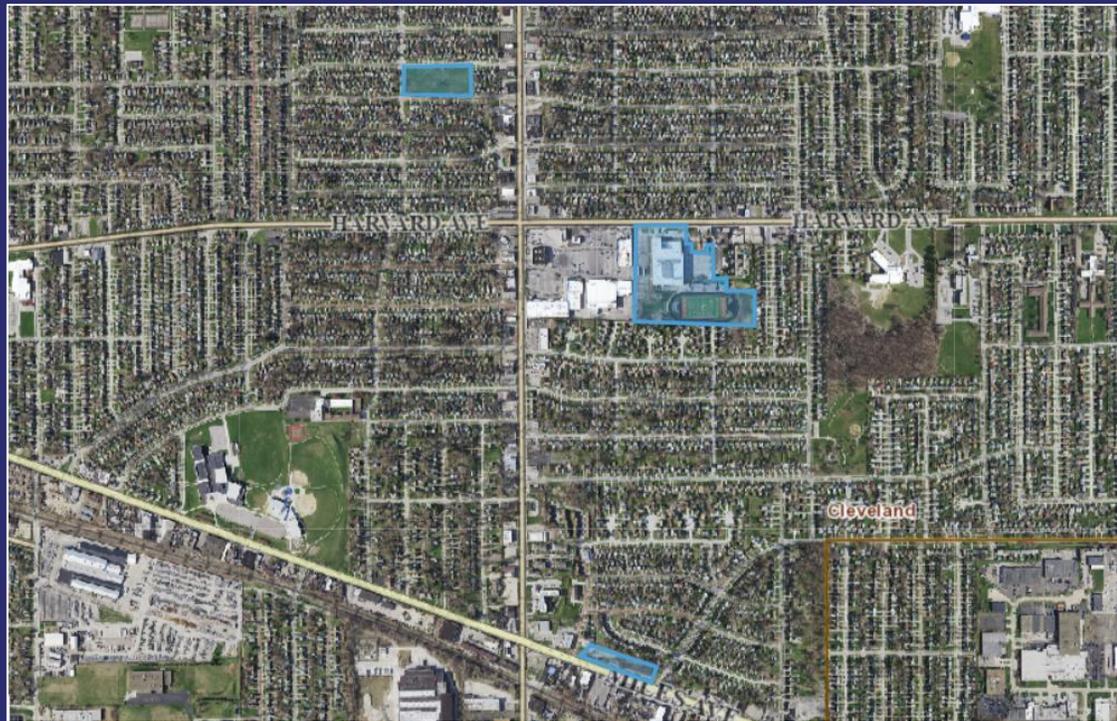
[AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov)

City of Cleveland, Dept. of  
Community Development  
601 Lakeside Ave., Rm. 320  
Cleveland, OH 44114

# REQUEST FOR QUALIFICATIONS

## Lee-Harvard Catalytic Redevelopment Opportunities

- I. Gracemount – 3 Acres
  - II. Former JFK – Up to 14 Acres
  - III. Miles Avenue – 1.7 Acres
- Project Teams must submit separate responses for each site of interest*



FOR RELEASE MARCH 28, 2024



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## **Mission and Vision Statements**

### ***City of Cleveland Mission Statement***

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play and grow old.

### ***Department of Community Development Vision Statement***

The Department of Community Development envisions a Cleveland where stakeholders are empowered to build the pathway to equity. This vision is realized by creating quality housing and vibrant neighborhoods that serve as the foundation for generational wealth and community prosperity.

### ***Asset Redevelopment Office Mission Statement***

The Asset Redevelopment Office is dedicated to fostering community-centered neighborhood investment through proactive, equitable, and place-based development strategies. We aim to preserve and enhance all Cleveland neighborhoods by increasing access to development opportunities through collaborative partnerships with residents and stakeholders.

### ***Lee-Harvard Master Plan 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.

## Letter from Marvin Owens, Senior Strategist

Dear Project Teams:

When Mayor Justin 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 life of residents for too long. Our plan to address blight and neighborhood deterioration; to increase the quality of housing and homeownership; and to change the narrative by coming alongside residents with both public and private investments on the Southeast Side has already begun.



We are thrilled to offer this initial RFQ (Request for Qualifications) for prospective partners, investors, developers, builders, and leaders to join us in this process of redevelopment and revitalization of the Southeast Side. We look forward to your responses and we are committed to working in partnership, as we make the Southeast Side Promise a reality.

All the best!

Marvin Owens, Jr.

Senior Strategist, Southeast Side, Office of the Mayor

## SOUTHEAST SIDE PROMISE

A Vision for Hope. A Plan for the Future.

## Letter from Councilmember Joseph T. Jones, Ward 1

Over the last several years, Ward 1 has been growing. There has been over \$160 million in new investment in our community, for example: \$42 million John F. Kennedy High School; \$15 million Frederick Douglass Neighborhood Resource and Recreation Center; and over \$35 million in infrastructure work. Property values have risen three times in the last several years, making our community a very attractive neighborhood and a great place to work, live, play, and invest in housing development. I am honored to have the opportunity to serve as Councilman of one of the greatest communities in the southeast side of the City of Cleveland.



Joseph T. Jones

Cleveland City Council



## Letter from Director Alyssa Hernandez

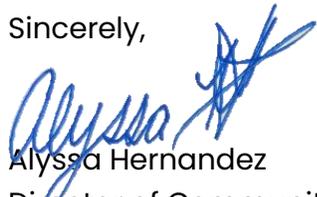
Dear Project Teams:

On behalf of the City of Cleveland, the Department of Community Development is pleased to present this Request for Qualifications seeking professional real estate development teams to enhance several publicly owned properties in Cleveland's Lee-Harvard neighborhood.

This RFQ is a direct response to our work on the Lee-Harvard Community Master Plan in partnership with Harvard Community Services Center. With a plan and vision that is rooted in community voice and value, we are now taking direct steps to implement the plan by structuring these proactive, catalytic redevelopment opportunities.

Thank you for your interest in advancing equitable, place-based development on our City's Southeast Side. We look forward to answering your questions along the way, and to reviewing your submissions in the weeks to come.

Sincerely,



Alyssa Hernandez

Director of Community Development, City of Cleveland



## Letter from Elaine Gohlstin, Harvard Community Services Center

With Mayor Bibb's priority on the Southeast Side, it has never been more important to ensure that residents and businesses have a voice in how funds are invested in their neighborhood. HCSC initiated the Lee-Harvard Community Master Plan to create a community-driven vision for the neighborhood and guide the developments in this Request for Qualifications. I want to take a moment to express my sincere gratitude to our partners for the incredible work we have accomplished together on the Community Plan for the benefit of the residents of Lee Harvard. Further, to the Lee-Harvard community – the dedication and unwavering commitment each one of you showed during the process is truly commendable.



Elaine Gohlstin

President and CEO, Harvard Community Services Center

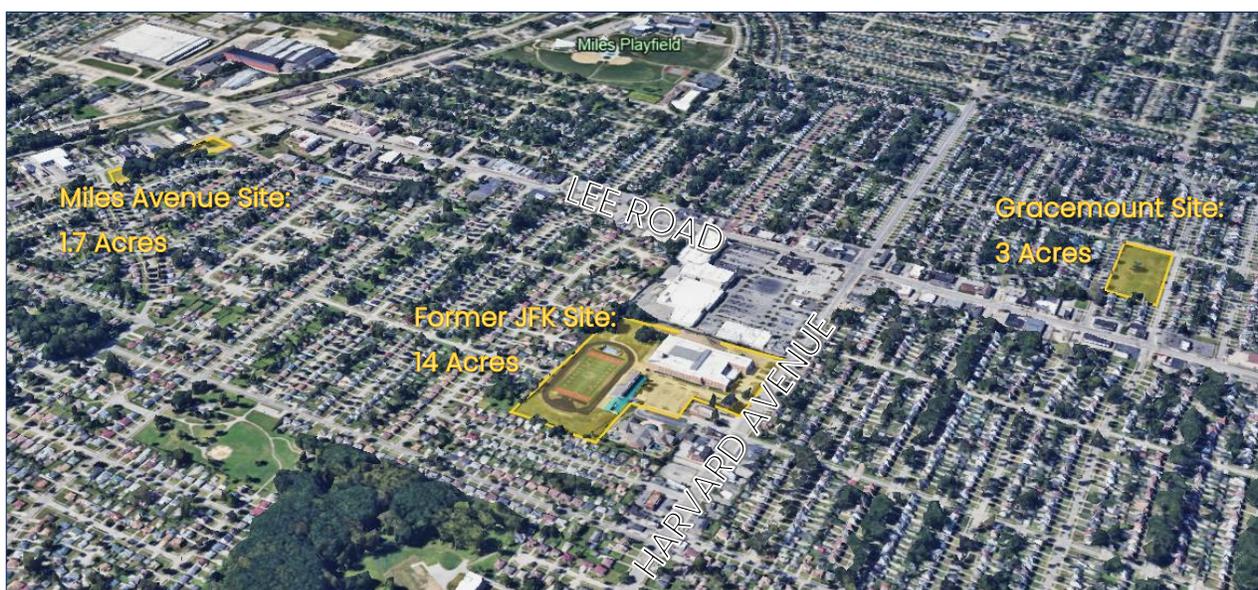


## Lee-Harvard Catalytic Sites RFQ: Context

### Opportunity

The City of Cleveland (“City”) is releasing a Request for Qualifications (“RFQ”) seeking professional real estate development project teams (“Project Teams”) to reinvest in up to three catalytic, vacant land sites in Cleveland’s Lee-Harvard neighborhood: the former Gracemount School site (3 acres); the former John F. Kennedy High School and Recreation Center site (up to 14 acres); and a series of land bank parcels along Miles Avenue (1.7 acres).

Project 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. Upon selection, project teams will be invited to commence due diligence for the selected site. The City of Cleveland will facilitate the RFQ and selection process. The City reserves the right to accept or reject any or all submissions, or to discontinue the RFQ process at any time.



The Lee-Harvard Catalytic Sites RFQ (“Lee-Harvard RFQ”) creates an important opportunity to reinvest in the engaged and established legacy neighborhood of Lee-Harvard on Cleveland’s southeast side. The preferred redevelopment projects will align with the [Lee-Harvard Community Master Plan](#) and complement the surrounding neighborhood. Redevelopment should build off existing assets and strengths while addressing current housing needs and/or other identified market gaps. Ideally, the first phase of a community-centered investment will be brought to fruition within a two-year timeframe.

This redevelopment opportunity also advances several City of Cleveland priorities and initiatives:

- Mayor Bibb’s [Southeast Side Promise](#) takes a multi-faceted approach to address the issue of concentrated disinvestment in the neighborhoods of Cleveland's southeast side. Initially focused on Wards 1, 2 and 4, the mission is to provide residents with a safe, equitable, and vibrant community they rightfully deserve. The City has dedicated \$15 million in American Rescue Plan Act Funding to advance programs including home rehabilitation, commercial corridor revitalization and large-scale site redevelopment. Additionally, multi-million dollar infrastructure improvements along Lee Road are under design development and slated for construction in 2027.
- The recently adopted [Lee-Harvard Community Master Plan](#) centered on robust community engagement to align proposed infrastructure improvements with residents’ lived experiences and develop a community-supported vision and investment strategy to guide the growth and development of the Lee-Harvard neighborhood.
- Through *Putting Assets to Work*, the City of Cleveland is taking a proactive and strategic approach to putting underutilized publicly-owned real estate assets back to use prioritizing community investment and revenue generation.
- We envision that these redevelopment opportunities also have the potential to advance other key initiatives including [15-Minute City](#), [Transit-Oriented Development](#), [Vision Zero](#), the [Cleveland Climate Action Plan](#), [Health Equity & Social Justice](#), and the [Cleveland 2030 Housing Plan](#). More broadly, this project also aims to support Vision Recommendations identified through the collaborative [Vibrant NEO 2040](#) framework.

Project Teams must identify which specific site they would like to develop. If interested in more than one site, project teams must submit a separate RFQ response for each site of interest. The selected project team(s) will be responsible for leading the development process, including creating a site plan and design development package, securing project financing, managing all permitting submittals and approvals, assuming all costs, and administering construction on the site leading to a Certificate of Occupancy. The project team(s) must be committed to working collaboratively with the City and neighborhood partners and meeting project benchmarks, and will be responsible for delivering a community and stakeholder engagement process throughout the design and development of the project site. Community partners, including the Harvard Community Services Center, will support the selected Teams' engagement efforts.

## Lee-Harvard Neighborhood

The legacy of Cleveland’s Lee-Harvard neighborhood is inspiring and enduring. A destination of choice for black middle-class families as early as the 1960s, the neighborhood has been recognized as a beacon of community activism for more than six decades. From 1927 to 1932, the neighborhood existed as its own municipality, known as Miles Heights. During this time, voters elected the first African-American mayor in the State of Ohio, Arthur Johnston. In 1932, the City of Cleveland annexed Miles Heights, but its dynamic character and leadership remained. Due to redlining in the mid-1930s, the neighborhood became primarily White until Wendell and Genevieve Stewart, an African-American couple, bought a house in the neighborhood in 1953. Despite backlash from neighbors, their decision to build a life for themselves in Lee-Harvard was a catalyst in creating the community that exists today. Over the next few years, more African-American families began to settle in the area, and in 1957, the Lee-Harvard Community Association was founded, providing an established organization through which to build social and political capital.

By the 1970s, Lee-Harvard was the highest-income area inhabited by African Americans in the state of Ohio<sup>1</sup>. Today, active associations and block clubs, high homeownership rates, and the highest voter turnout in the City of Cleveland are just some of the examples that prove the care and commitment that Lee-Harvard residents have to the place they call “home.” To ensure this legacy continues, the City has classified Lee-Harvard as a Middle Neighborhood,<sup>2</sup> placing it in a ripe position for investment and opportunity. The Middle Neighborhood Initiative seeks to preserve resources for neighborhoods that have historically fallen through the cracks. Through this initiative along with focused investments from Mayor Bibb’s Southeast Side Promise and collaboration with community members and stakeholders, the City of Cleveland hopes to build from this important legacy to preserve and enhance the Lee-Harvard community for the next generation.

### Lee-Harvard Community Master Plan 2023-2024

The City of Cleveland partnered with the Harvard Community Services Center (HCSC) and other stakeholders to commission a community master plan to build from the neighborhood’s legacy and guide future development in the Lee Harvard neighborhood. Project-managed by HCSC, the study area focuses on

<sup>1</sup> Michney, Todd. *Surrogate Suburbs: Black Upward Mobility and Neighborhood Change in Cleveland, 1900-1980* (University of North Carolina Press, 2017).

<sup>2</sup> [Middle Neighborhoods](#) are identified as areas within cities that hover on the edge between growth and decline. Home to high concentrations of middle and working class families, strategic investments can sustain these long-standing communities as affordable, accessible, safe and welcoming places to call home.

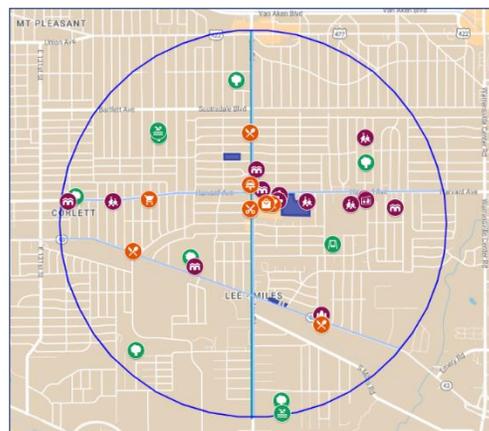
the Lee Road corridor from Invermere Avenue to Miles Avenue, as well as portions of Harvard and Miles avenues. The primary goal for the plan is to contextualize community development and improvement preferences from Lee Harvard residents, property owners, and business owners. From extensive community engagement efforts, the following guiding principles emerged:

- Enhanced Walkability and Safety
- Vibrant Commercial Corridors
- Community Engagement and Inclusivity
- Attractiveness and Growth

The final Lee Harvard Community Master Plan document can be found [here](#).

### Building from Existing Assets

In collaboration with community stakeholders, the City of Cleveland created an asset map containing information within a 1-mile radius surrounding the Lee-Harvard intersection. This map may be used to provide context of existing assets within the area and supplement the information in this RFQ.



[https://www.google.com/maps/d/edit?mid=lewamnl3wLon00\\_K6J\\_ykxdm-rYK6AU&usp=sharing](https://www.google.com/maps/d/edit?mid=lewamnl3wLon00_K6J_ykxdm-rYK6AU&usp=sharing)

### Transportation and Connectivity

- **Lee Road:** Each of the three development sites is located under 0.25 miles from Lee Road, a major commercial corridor on Cleveland's east side. Lee Road connects to the suburb of Shaker Heights to the north and Maple Heights to the south and boasts dozens of small businesses. GCRTA's #40 Bus Route runs at 30-minute frequency along the corridor. The Lee Road corridor will receive an estimated \$12M rehabilitation by 2027. The project will focus on improved road safety, streetscape enhancements, greening strategies, and accessibility for pedestrians and other multi-modal users. More information can be found in the "Lee Road Complete & Green Streets Project Fact Sheet" in the Appendix.
- **Interstate Access:** All development sites are located under two miles from Interstate-480, with on and off ramps channeling traffic directly onto Lee Road. I-480 provides access to downtown and eastern suburbs. Interstate-271 is also directly accessible from Harvard Avenue.

- **Additional Connections:** Harvard Avenue and Miles Avenue provide east-west connections within the City and to surrounding communities. Harvard Avenue is largely residential and institutional in use, while Miles Avenue boasts light industrial uses and is home to the new John F. Kennedy High School and Frederick Douglass Neighborhood Resource and Recreation Center. GCRTA's #19 and #15 Bus Routes run along each corridor at 15 to 30-minute frequencies.
- **Proximity to Major Job Hubs:** Lee-Harvard is centrally located between three major employment centers: Rockside Road, Beachwood/Chagrin Highlands and University Circle. Information on the primary market area and access to employment opportunities is highlighted in the attached Market Analysis.

### Resident Demographics<sup>3</sup>

The population of Lee-Harvard is 10,901, consisting of 2,259 under the age of 18, 6,089 ages 18-64, and 2,553 over the age of 65. The racial and ethnic makeup consists of 92.5% African American/Black, 3.1% White, 2.0% Asian-American/Pacific Islander, 2.4% Other race reported, and 2.1% Hispanic/Latino (of any race). The Median Household Income is \$40,298 with a labor force participation rate of 58.1%. The poverty rate of Lee-Harvard is 21.6%. Additional Demographic information is highlighted in the attached Market Analysis.

### Continued Reading

In order to more fully understand the Lee-Harvard neighborhood's history and legacy, we encourage project teams to review additional resources including the Cleveland Restoration Society's [Suburb in the City](#) project.

## Investing in Cleveland, OH

The development sites are located about 9 miles from Cleveland's downtown core. Regional and national assets including Lake Erie, the Rock & Roll Hall of Fame and three professional sports venues are within a 20-minute drive from the sites, while "Eds & Meds" institutions including the Cleveland Clinic, University Hospitals, the Cleveland VA Medical Center, Case Western Reserve University and arts and culture institutions at University Circle are all less than 7 miles away. Each of these assets are easily accessible by various modes of transportation including public transit infrastructure, the local road network, and Lee Road's direct access to Interstate-480 and Harvard Avenue's connection to Interstate-271.

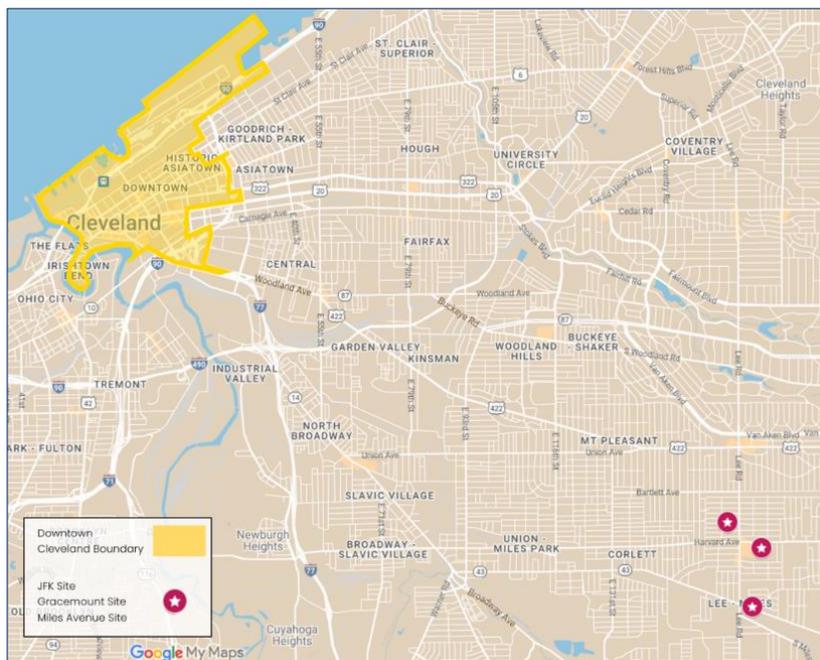
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<sup>3</sup> This data was retrieved from [The Center for Community Solutions](#).

As of the 2020 Census, the population of the City of Cleveland is 372,624 residents.<sup>4</sup> The population of Cuyahoga County is 1,264,817.<sup>5</sup> Median household income in the County is \$55,105, while the City's is \$33,678. As of 2019, 197,421 private, primary jobs were located in the City with 53.5% of the workforce aged 30 – 54 years. 55.5% of workers employed in the City earned more than \$3,333 per month.<sup>6</sup>

Downtown Cleveland has experienced 62% population growth since 2010. In that time, nearly \$9 billion in investment has transformed the central business district into a diverse and thriving urban neighborhood. Between 2015–2020, over 1,500 new apartments were added. Current developments include:

- the 36-story Sherwin-Williams Global Headquarters;
- the new corporate headquarters for Cross Country Mortgage;
- an expansion of the Rock & Roll Hall of Fame;
- the redevelopment of 55 Public Square to include 205 apartments and six floors of office suites;
- the Erievue Tower rehabilitation to include a 210-room W Hotel and 227 new apartments;
- 130 new apartments at 700 Prospect Avenue;
- the 304-unit City Club Apartments;
- the 97-room Fidelity Hotel;
- and the addition of 203 apartments at the Bolivar Avenue parking garage.



A 2023 Downtown Cleveland Economic Development Report, as well as recent market research and housing studies, are available through Downtown Cleveland, Inc. [here](#).

<sup>4</sup> United States Census Bureau Quick Facts, Cleveland city, Ohio – Census Data as of April 1, 2020.

<sup>5</sup> United States Census Bureau Quick Facts, Cuyahoga County, Ohio – Census Data as of April 1, 2020.

<sup>6</sup> United States Census Bureau OnTheMap, Cleveland city, Ohio – Work Area Profile Analysis as of 2019.

The City of Cleveland along with the State of Ohio recently invested in a low-cost broadband internet plan.<sup>7,8</sup> Infrastructure is being set up to use existing fiber optics to provide internet to all Cleveland residents for \$18/month. The existing network is also being upgraded over the next seven years to increase speeds for the whole city.

The City is also maximizing on its waterfronts. The City recently established the North Coast Development Authority with \$3M in seed funding to advance the proposed North Coast Connector project: a land bridge that will provide access from the downtown core directly to Lake Erie. Construction is also underway to create a 25-acre park along the Cuyahoga River in Ohio City, colloquially called Irishtown Bend. Back Downtown, the City is partnering with private property owners and community stakeholders on a \$3.5B riverfront transformation project. All three sites are less than a 25 min drive away from the Lee Harvard Neighborhood.

Lastly, Cuyahoga County's "Greenways Plan," envisions a network of bicycle facilities and all-purpose trails that could surmount to 800 miles of greenways and urban trails throughout the region. The current plan lists 5 miles of an on-street biking trail to be added to Harvard Avenue.

### Incentive Toolkit

Through the Departments of Community Development and Economic Development, the City can provide subsidy resources to support successful redevelopment projects at each of the Lee-Harvard catalytic redevelopment sites. Tools listed below can reduce cost and risk to a development team and improve the efficiency and quality of a project through the pre-development, construction, and closeout phases. Project Teams will be responsible for submitting applications for each incentive or entering into direct negotiations with the City as needed. The availability of any incentive is contingent upon application and approval by the applicable governing bodies and may or may not be available at the time of application.

- **REDUCED LAND VALUE:** Through this competitive process and in compliance with the Ohio Revised Code, the sale or lease value of land may be negotiated below fair market value. Special consideration will be given to affordable housing projects and projects that align with Cleveland's 2030 Housing Plan. Land Value is subject to approval by Cleveland City Council and the City's Board of Control.

<sup>7</sup> Cleveland City Council, Ordinance No. 585-2023 – Legislation adopted September 25, 2023.

<sup>8</sup> [Governor DeWine, etc. Announce Support for Citywide Broadband Expansion in Cleveland](#) – January 9, 2024.

- **RESIDENTIAL TAX ABATEMENT:** All project parcels are located in a “Middle Market” zone. Single-Family New Construction is eligible for 100% Tax Abatement for a term of up to 15 Years and a unit cap of \$400,000 per unit. Multi-Family New Construction is eligible for 90% Tax Abatement for the same term and requires a 15% set-aside for affordable units. 100% Abatement is also available for single-family developments that meet Age-in-Place building criteria. Green Building Standards are required for all projects. To learn more, visit [Residential Tax Abatement’s webpage](#).
- **TAX INCREMENT FINANCING (TIF):** The City will be willing to discuss the utilization of non-school tax increment financing following the expiration of residential tax abatement. [Click here](#) to learn more about the City of Cleveland’s TIF strategy.
- **CONSTRUCTION GAP FINANCING:** This program may subsidize up to \$75,000 per unit of total development and construction costs. It is available for both new construction and rehabilitation projects and prioritizes projects that make a strong, positive visual impact in a neighborhood. Funding availability is limited and subject to change. To learn more, visit [Housing Development’s webpage](#).
- **HOUSING TRUST FUND COMPETITIVE FUNDING:** Loans and grants are available to support affordable housing projects that serve low- and moderate-income households, including market-rate projects that contain affordable units. This program can provide support for projects in the form of a low-interest, soft loan for 20% of the total development costs of a given project (8% for LIHTC projects). An annual RFP through the City’s Department of Community Development is circulated to determine which projects will receive funding. To learn more, visit [Housing Development’s webpage](#).
- **SOUTHEAST SIDE CATALYTIC REDEVELOPMENT FUND:** \$5M in American Rescue Plan Act funding has been allocated to support catalytic redevelopment opportunities on Cleveland’s Southeast Side. (An additional \$10M is being invested to support commercial corridors and home rehabilitation programs on the Southeast Side.) The City will work with project teams to structure this funding to best meet each project’s needs, which may include support for predevelopment activities, soft costs, and/or infrastructure improvements.
- **CRA COMMERCIAL TAX ABATEMENT:** The State of Ohio’s Department of Development authorized the City of Cleveland to create Reinvestment Act Areas in which property owners can apply for tax exemption on real property in order to support construction and rehabilitation projects. The City will evaluate partial commercial tax abatement for any retail or commercial space built as part of new development.

- **DEPT. OF ECONOMIC DEVELOPMENT TOOLS.** Economic Development provides programs and incentives to support small businesses and neighborhood retail. More information can be found at the [Department's website](#).
- **PARTNER PROGRAMS:** Numerous lending partners may be approached to provide additional, creative financing solutions to help support projects in the Cleveland area. Project Teams will need to work directly with partner agencies to apply for these incentives. Project Teams are expected to pursue partnerships with additional funders beyond those listed below.
  - [The Cleveland-Cuyahoga Port Authority Financing Options](#) include fixed-rate loans, sales tax exemptions, and infrastructure funding.
  - [Local Initiatives Support Corporation \(LISC\)](#) provides predevelopment, acquisition, construction, and mini-permanent loan products with below-market rates and terms. Permanent, Bridge, and Working Capital Lines of Credit are also available.
  - [Cleveland Development Advisors \(CDA\)](#) invest in "catalytic, strategic and transformational projects that promote Inclusive, thriving neighborhoods and economic growth." Review completed projects to learn more about ways that CDA has helped support projects and fill gaps.
  - Cleveland Neighborhood Progress's [Village Capital Corporation](#), [Enterprise Community Partners, Inc.](#), and other local lending institutions can also be approached regarding programs and tools to support projects on Cleveland's Southeast Side.

## Lee-Harvard Catalytic Sites RFQ: Site Details

### I. Former Gracemount Site



#### Site Information

- *Address:* Formerly 16200 Glendale Avenue, Cleveland, Ohio 44128
- *Site Type:* Vacant Land
- *Acreage:* Approximately 3 acres
- *Ownership:* City of Cleveland Department of Community Development. All parcels are under jurisdiction of the City of Cleveland's Department of Community Development. Interested parties will work with Department staff on the disposition of these parcels.
- *Background:* The Site is formerly known as 16200 Glendale Avenue / Permanent Parcel Number 140-06-035. The Cleveland Metropolitan School District's Gracemount Elementary School previously stood at this location. The school closed in 2011 and was demolished in 2013. The site transferred to the City of Cleveland in 2020.

- **Configuration:** The site is rectangular in shape, with frontage of approximately 570 feet along Glendale and Biltmore Avenues, and a depth of approximately 230 feet. In 2020, the site was platted into 22 single-family parcels. 20 of the parcels have 50-foot frontage with a depth of 116 feet, totaling approximately 0.13 acres each. Two corner parcels along East 161st Street are slightly larger, with 55-foot frontage and a depth of 116 feet, totaling approximately 0.18 acres each.

- **Connectivity:** The site is located 0.1 miles from the #40 bus line on Lee Road. GCRTA's Van Aken rapid stop is located 1 mile from the site.

- **Design Review:** The site is located in the [Central/Southeast Design Review Region](#). Parcels are located immediately outside of the Lee-Harvard Design Review District. New construction proposals will be required to go through local design review and Cleveland Planning Commission for project approvals. Project Teams can learn more about the design review process and requirements here: [Cleveland Planning Commission: Design Review](#).

- **Zoning:** The parcels are zoned 1F-A1, in a One Family Use District. Per the zoning code, Dwelling Houses, each occupied by not more than (1) family are permitted on these parcels. Playgrounds and parks are also permitted. More information on Cleveland's Zoning Code and allowable buildings and uses can be [found here](#). Project Team(s) will work with the City's planning staff on any necessary zoning changes, appeals or variances during the design and due diligence phase of the project.



- **Utilities:** This section includes preliminary information and suggestions for utility capacity. Complete analysis, engineering and approval processes for all utilities is the responsibility of the development team.
  - **Cleveland Public Power (CPP)** has primary and secondary electrical distribution poles in the south treelawn of Glendale Avenue and the north treelawn of Biltmore Avenue. CPP is positioned to provide electrical service to residential units that may be constructed at this site and will be available to enter into conversations with the selected project team.
  - **The City of Cleveland, Water Division (CWD)** has reviewed the site and indicated that any new development will require the installation of new connections. 2,500 GPM of fire flow is available at the existing water main.
  - **The City of Cleveland's Division of Water Pollution Control (WPC)** will provide information on existing and proposed sewers/discharge. Existing public sewers in the area are combined; there are no public sewers or associated easements on the property. The existing public sewers are within the right-of-way and are expected to be able to accommodate all storm and sanitary flow generated by new development; however, WPC may require stormwater management based on the amount of sewer discharge associated with a proposed project.



PARCEL ID	ADDRESS	LOT DIMENSIONS (approx.)	ACREAGE (approx.)
140-06-091	0 Glendale Ave.	55 FT x 116 FT	0.18 ACRES
140-06-092	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-093	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-094	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-095	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-096	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-097	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-098	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-099	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-100	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-101	0 Glendale Ave.	50 FT x 116 FT	0.13 ACRES
140-06-102	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-103	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-104	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-105	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-106	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-107	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-108	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-109	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-110	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-111	0 Biltmore Ave.	50 FT x 116 FT	0.13 ACRES
140-06-112	0 Biltmore Ave.	55 FT x 116 FT	0.18 ACRES



## II. Former John F. Kennedy High School Site

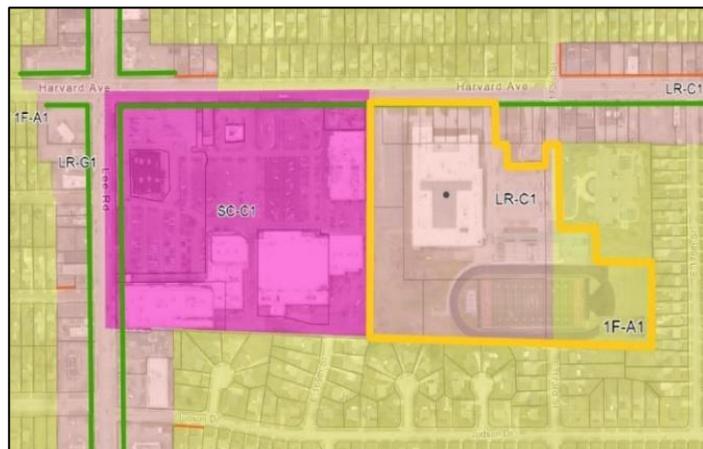


### Site Information

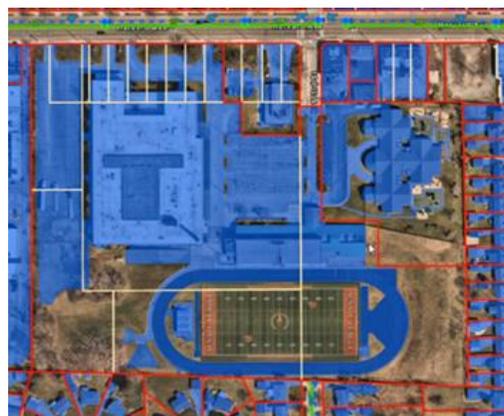
- **Address:** 17100 & 17300 Harvard Avenue, Cleveland, Ohio 44128
- **Acreage:** Up to 14 Acres Available for Ground Lease
- **Site Type:** Vacant Land; Demolition slated for completion by May 2024
- **Ownership:** Cleveland Metropolitan School District. The site will transfer to the City of Cleveland upon completion of demolition. The City will pass transfer legislation to enter into a ground lease and development agreement with the selected project team.
- **Background:** The development site is comprised of multiple contiguous parcels that previously served as the campus for the Cleveland Metropolitan School District's John F. Kennedy High School, Football Stadium and Track, and City Recreation Center. In October 2020, the majority of the facilities relocated to Miles Avenue. In Winter 2023, abatement and demolition of the vacant facilities commenced. Demolition activity and site preparation are slated for completion by May 2024. On March 19, 2024, the School Board approved relocation of the existing track and field; that project is now in process.

- Configuration:** The site is located 0.2 miles from the prominent intersection of Harvard Avenue and Lee Road on Cleveland’s Southeast Side. The boundaries of the project are defined by Parcel 141-11-004 thru -013; 141-11-019; 141-11-052 thru -053; and 141-11-063.

The site features direct access to Harvard Avenue, with street frontage of approx. 450 ft. The site varies in depth, with approx. 800 ft. at the western half as its longest. Depths range from 290 ft. – 590 ft. across the remainder of the site.
- Transit-Oriented Development:** The site is in an area currently ranked 35 out of 35 in the City’s [15-Minute City index](#). It is walkable and well-connected to public transportation, though significant improvements are needed to create safe and welcoming pedestrian and multimodal conditions. The site features a Walk Score of 76, indicating that most day-to-day errands can be accomplished on foot. High-frequency public bus lines run adjacent to the site on both Harvard Avenue and Lee Road. The City’s [Transit Oriented Development and Transportation Demand Management ordinance](#) was recently adopted and will be in effect starting 4/15/2024.
- Design Review:** The site is located in the [Central/Southeast Design Review Region](#). Parcels are located in the Lee-Harvard Design Review District. New construction proposals will be required to go through local design review and Cleveland Planning Commission for project approvals. Project Teams can learn more about the design review process and requirements here: [Cleveland Planning Commission: Design Review](#).
- Zoning:** An Urban Form Overlay exists along Harvard Avenue. The site’s zoning is split. The bulk of the site, situated adjacent to the Lee-Harvard Shopping Plaza, is zoned LR-GI in a Local Retail Businesses Use District. The remainder of the site is zoned 1F-A1 in a One Family Use District. Project Team(s) will work with City staff on any zoning approvals during the design and due diligence phase of the project.



- **Utilities:** This section includes preliminary information and suggestions for utility capacity. Complete analysis, engineering and approval processes for all utilities is the responsibility of the development team.
    - **Cleveland Public Power (CPP)** has primary electrical distribution poles along Harvard Avenue as well as two lines running north-south into the site. A 138kV to 13.8 kV substation with available capacity is located within close proximity to the site. CPP will be available to enter into conversations with the selected project team to provide electrical services for a new development.
    - **The City of Cleveland, Water Division (CWD)** has reviewed the site and indicated that there is a water main in the short section of East 173<sup>rd</sup> Street near Harvard Avenue as well as a main along Harvard Avenue. CWD anticipates there will be ample water available off that main to support a future development at the site.
    - **The City of Cleveland's Division of Water Pollution Control (WPC)** will provide information on existing and proposed sewers/discharge. Existing public sewers in the area are combined; there are no public sewers or associated easements on the property.
- The existing public sewers are within the right-of-way and are expected to be able to accommodate all storm and sanitary flow generated by a new development; however, WPC may require stormwater management based on the amount of sewer discharge associated with a proposed project.
- **Northeast Ohio Regional Sewer District (NEORS)** will review and comment on proposed development plans for the site specific to stormwater management. NEORS can also be contacted regarding potential incentives related to green infrastructure and fee credits. Overall, projects that reduce the square footage of impervious pavement (shown in blue) that previously existed on the site are preferred.





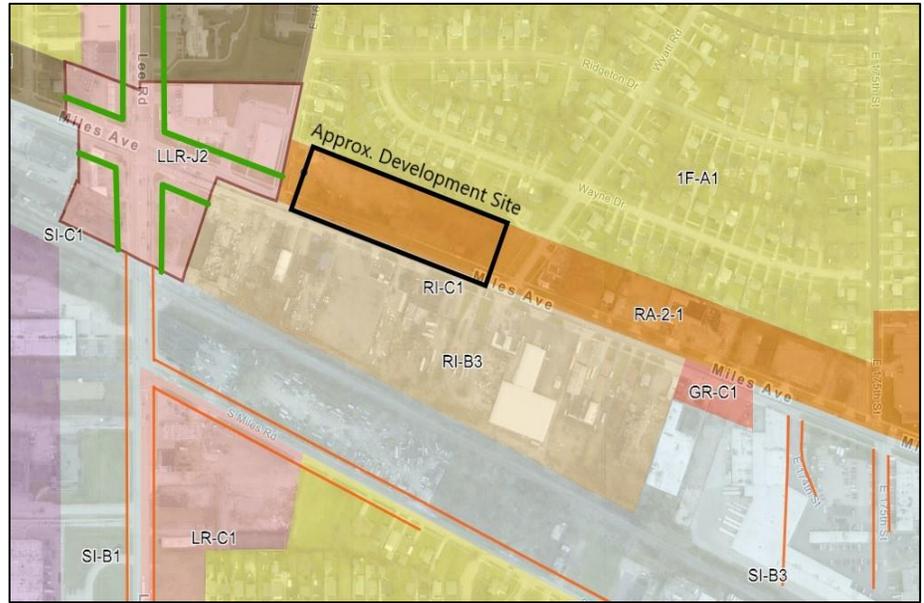
### III. Miles Avenue Land Bank Site



#### Site Information

- **Address:** Approx. 16705 Miles Avenue, Cleveland, OH 44128 (Parcel IDs: 143-06-002 through 143-06-010; -013 and -015)
- **Acreage:** 1.7 Acres
- **Site Type:** Vacant Land
- **Ownership:** Cleveland Land Reutilization Corporation (CD Land Bank)
- **Configuration:** Site is rectangular in shape with a 450-foot frontage along Miles Avenue. The site is approximately 135 feet deep. Additional, non-contiguous parcels are under site control and available to the selected project team.
- **Design Review:** The site is located in the [Central/Southeast Design Review Region](#). Parcels are located in the Lee-Harvard Design Review District. New construction proposals will be required to go through local design review and Cleveland Planning Commission for project approvals. Project Teams can learn more about the design review process and requirements here: [Cleveland Planning Commission: Design Review](#).

- Zoning:** The site is zoned RA-21 in a Townhouse Use District. The remainder of the site is currently zoned 1F-A1 in a One Family Use District. The immediate area features various land uses, including single-family to the north and Residence-Industry and General Retail to the immediate south. Limited Retail Business uses are in place immediately west at the Lee-Miles intersection.



Project Team(s) will work with City staff on any necessary zoning approvals during the design and due diligence phase of the project. Additional information on site zoning can be found [here](#).

PARCEL ID	ADDRESS	LOT DIMENSIONS (approx.)	ACREAGE (approx.)
140-06-002	0 Miles Ave.	50 FT x 135 FT	0.15 ACRES
140-06-003	0 Miles Ave.	50 FT x 135 FT	0.15 ACRES
140-06-004	0 Miles Ave.	74 FT x 135 FT	0.23 ACRES
140-06-005	0 Miles Ave.	25 FT x 135 FT	0.08 ACRES
140-06-006	0 Miles Ave.	50 FT x 135 FT	0.15 ACRES
140-06-007	0 Miles Ave.	74 FT x 135 FT	0.23 ACRES
140-06-008	0 Miles Ave.	25 FT x 135 FT	0.08 ACRES
140-06-009	0 Miles Ave.	50 FT x 135 FT	0.15 ACRES
140-06-010	0 Miles Ave.	50 FT x 135 FT	0.15 ACRES
140-06-013	0 Miles Ave.	25 FT x 135 FT	0.08 ACRES
140-06-015	0 Miles Ave.	33 FT x 135 FT; 91 FT x 112 FT	0.22 ACRES

## Lee-Harvard Catalytic Sites RFQ: Scope

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### Development Requirements

The selected Project Team(s) will be responsible for all aspects of the project development, adhering to all City approval processes. Through project conceptualization, the selected Project Team(s) will be required to collaborate with City and community partners in the design, negotiation and execution of the following project components:

- **ALIGNMENT WITH LEE-HARVARD COMMUNITY MASTER PLAN:** Project Teams are required to review the [Lee-Harvard Community Master Plan](#), adopted by the Cleveland Planning Commission on March 1, 2024. Proposals should be aligned with, but are not required to be identical to, the redevelopment scenarios published in the plan. In addition to redevelopment scenarios specific to each catalytic site, projects must further the Vision and Guiding Principles established in the plan.
- **ENGAGEMENT.** Project Team(s) must address community priorities defined in the Lee-Harvard Community Master Plan. Project teams will be responsible for expanding on engagement from the Community Plan process to develop and deliver community and stakeholder engagement that informs the final proposed project(s). Harvard Community Services Center and other community stakeholders will support the Project Team's engagement efforts.
- **SALE OR GROUND LEASE.** The Development Site(s) may be offered as a direct sale to a developer, or ownership will be structured as a Ground Lease, with the City of Cleveland maintaining ownership of the land while the developer(s) enter into a long-term lease to construct, manage and own the development. Cleveland City Council must legislatively approve property sales and ground leases. Appraisals will be ordered following the selection of a project team, and the cost of land *may be* negotiated below fair market value with special consideration for affordable housing projects that are aligned with Cleveland's [2030 Housing Plan](#).
- **PUBLIC AMENITY SPACE.** Developer(s) will be responsible for designing, constructing and maintaining a public amenity space at each development site that provides opportunities for the public to gather part of the project scope.
- **CSB/MBE/FBE Participation.** The City of Cleveland is firmly committed to assisting Minority Business Enterprises (MBEs), Female Business Enterprises (FBEs), and Cleveland-area Small Businesses (CSBs) by providing and enhancing economic opportunities in City contracts. The successful Project Team(s) for this RFQ will share that commitment.
- **Other City Regulations Apply.**



## Development Preferences

In addition to the Development Requirements stated above, the following themes and concepts are preferred in order to generate optimal outcomes for the Lee-Harvard Community and City of Cleveland.

- **Innovative Approaches to Implementing Guiding Principles.** The Lee-Harvard Community Master Plan identified five guiding principles through their planning and engagement work. Preferred projects identify meaningful and innovative approaches to incorporate those guiding principles into their proposed redevelopment project.
- **Vibrant Pedestrian Experience.** All blocks and all building and property entrances should be served by safe, continuous walkways, connected in all possible directions to the adjacent pedestrian network. The pedestrian realm should be active and vibrant.
- **Generational Wealth Building.** Create opportunities for community ownership of property located in the neighborhood, real estate investment trusts, land trusts, and/or opportunities for direct and accessible resident investment in commercial real estate projects.
- **Exceeding General Sustainability Approaches.** Overall design should embrace concepts of sustainability and living buildings by creating positive impacts on the human and natural systems that interact with them. Project Team(s) should consider partnering with organizations such as the Cleveland Tree Coalition to exceed the City's Tree Preservation requirements and enhance the tree canopy in Lee-Harvard. Project should generate positive and equitable public health outcomes as a key component of the project investment.

## Submission Process

Project Teams are invited to submit Qualifications for any or all of the Lee-Harvard Catalytic Redevelopment sites. Respondents must submit separate responses for each site of interest. Qualifications shall be sent electronically and formatted in a searchable .pdf format. Pages shall be 8.5 x 11 inches. Font shall be no smaller than 10 point. Qualifications should not exceed 30 pages in length.

Submissions must be emailed to [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov) no later than **May 20, 2024 at 4 PM EST**. Only emailed, PDF submissions will be accepted. Use "Lee-Harvard RFQ" followed by the Project Team Name in the subject line.



## Virtual Information Session

Project Teams interested in responding to the RFQ are invited to participate in a Virtual Information Session. The Information Session will be hosted via Microsoft Teams on Wednesday, April 10, 2024, at 11 AM EST. RSVP at [this link](#) or scan the QR Code to complete the RSVP Form. Please RSVP no later than 4/9/24 to attend. If you are unable to access the link, please email [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov) for further instructions.

## Lee-Harvard Catalytic Sites RFQ: Virtual Information Session RSVP



## Evaluation Process

This RFQ invites professional real estate development project teams to submit responses describing in detail their technical, management, and financial qualifications to design, finance, permit, construct, and close out the future project. Site-specific Project Visions are also requested. The issuance of this RFQ is the first phase of the process. An Evaluation Team comprised of City of Cleveland and Harvard Community Services Center leadership and staff will review all proposals and rank them based on the Evaluation Criteria described below.

## Evaluation Criteria

Submissions will be ranked based on the Evaluation Criteria. Project Teams should refer to the specific criteria components as they structure submissions to this RFQ. A total of 125 points are available.

Points	Category	Content
5	Cover Letter	<ul style="list-style-type: none"> <li>Contact Information</li> <li>Specify Site(s) of Interest</li> <li>Statement of Interest</li> <li>3 References with Contact Information (<i>references cannot be from HCSC, City of Cleveland, or other government staff members</i>)</li> </ul>
10	Project Team Information	<ul style="list-style-type: none"> <li><b>3 PTS:</b> Project Team Structure including a brief overview of each firm and their proposed role</li> <li><b>3 PTS:</b> Key Team Member Resumes accompanied by a brief paragraph outlining the responsibilities of individuals expected to lead the project and/or manage daily tasks</li> <li><b>4 PTS:</b> Exemplify Team's approach to Diversity, Equity, Inclusion &amp; Belonging</li> </ul>



15	Project Vision	<ul style="list-style-type: none"> <li>• <b>10 PTS:</b> Describe the Team’s vision for the site. Review the Lee-Harvard Community Master Plan to develop a comprehensive vision for the site that aligns with the Southeast Side Promise and other community priorities</li> <li>• <b>5 PTS:</b> Identify and describe catalytic redevelopment possibilities at and around the site</li> </ul>
25	Benefits to the Neighborhood and Engagement Strategy	<ul style="list-style-type: none"> <li>• <b>5 PTS:</b> Define how the Team will incorporate the Lee-Harvard Community Plan Guiding Principles and Implementation Strategies in the project</li> <li>• <b>5 PTS:</b> Describe how the project will align with and implement components of other relevant plans/initiatives such as the 2030 Housing Plan, Cleveland Climate Action Plan, Health Equity, TOD/TDM, Vision Zero, 15-Minute City, etc.</li> <li>• <b>10 PTS:</b> Identify the Team’s Equitable Development Strategy. Outline how the community will benefit from this project in any or all of the following areas: housing, health (personal and public), education, employment (short-term project employment), economic (long-term economic impact), community safety, and arts/culture</li> </ul> <p><b>5 PTS:</b> Provide a plan with clear benchmarks and deliverables outlining how the Team will build from the Lee-Harvard Community Master Plan to further engage residents and stakeholders in meaningful, collaborative engagement that informs the design and details of the project</p>
25	Completed Projects of Similar Scope and Complexity	<ul style="list-style-type: none"> <li>• <b>10 PTS:</b> Describe the Team’s work on recent projects of similar scope and complexity, including a clear explanation of the Team’s specific role on the project; <b>Include images of completed projects</b></li> <li>• <b>10 PTS:</b> Highlight innovative practices in construction, sustainability, social impact, financing, etc.</li> <li>• <b>5 PTS:</b> Review any issues or problems experienced in similar projects and how they were resolved</li> </ul>
25	Firm Capacity	<ul style="list-style-type: none"> <li>• <b>15 PTS:</b> Provide capital stacks from three completed projects including evidence of specific sources of funding the Team secured (source name, amount, date, commitment/award letters)</li> <li>• <b>5 PTS:</b> Identify the proposed project’s potential sources of funding</li> <li>• <b>5 PTS:</b> Provide evidence of Team’s creditworthiness and the amount of equity the Team intends to bring to the project</li> </ul>
10	Project Benchmarks	<ul style="list-style-type: none"> <li>• <b>5 PTS:</b> Outline potential project schedule including but not limited to design development, engagement, funding applications, design reviews, permitting, and construction phasing</li> <li>• <b>5 PTS:</b> In the project schedule, provide details on stakeholders including specific City Departments, governing bodies, and community partners you anticipate working with during the project</li> </ul>
10	Challenges	<ul style="list-style-type: none"> <li>• <b>5 PTS:</b> Outline expectations of challenges the Team anticipates</li> <li>• <b>5 PTS:</b> Provide solutions to how the Team may approach or overcome them</li> </ul>

## RFQ Schedule

The City intends to process proposals received according to the following schedule:

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
<b>Responses Due.</b> <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>	<b>5/20/2024</b> <b>by 4 PM EST</b>
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

## Post-Selection Process

The selected Project Team(s) will have the opportunity to enter into a Memorandum of Understanding (MOU) and 12-month Site Access Agreement with the City (or CMSD) within 60 days of final selection through the RFQ process. Details of the post-selection process for each development site will be finalized in the MOU.

Generally, it is anticipated that project teams will perform due diligence, at their own cost, for up to twelve months and will include site due diligence, community engagement, conceptual design, financial feasibility, and financing strategy. At the end of the 12-month Due Diligence Period, the City of Cleveland and Project Team(s) will determine if the project is feasible and can proceed into additional predevelopment work, or be terminated.

Project Team(s) will be fully responsible for completing the Final Design, Financing, Construction Plans, Permitting, and Construction for the project. Generally, sites are anticipated to proceed with transfer and/or execution of a development agreement or ground lease following the project team securing at least 75% of their total project funding; receiving final design review and zoning approvals; and legislative approval from Cleveland City Council and associated required administrative approvals.

## Contact Information

The Lee-Harvard Catalytic Sites RFQ is being facilitated by the City of Cleveland's Department of Community Development, with leadership from the Southeast Side Senior Strategist and neighborhood partners. Other Departments are also engaged in the process. Questions related to the RFQ should be directed to [AssetRedevelopment@clevelandohio.gov](mailto:AssetRedevelopment@clevelandohio.gov).

Southeast Side Promise inquiries should be directed to [MOwens@clevelandohio.gov](mailto:MOwens@clevelandohio.gov).

Media Inquiries should be directed to [mzickefoose@clevelandohio.gov](mailto:mzickefoose@clevelandohio.gov).

## Disclaimers

**Communications** – Project Teams considering responding to this RFQ are required to conduct preparation of their submissions with professional integrity and are prohibited from communicating with any member of City staff, the Evaluation Team, or other project representatives outside of the formal process outlined in this RFQ.

**Expenses** – The City accepts no liability for the costs and expenses incurred by firms or project teams responding to this RFQ.

**City Rights** – The City reserves the right to cancel the RFQ process at any time and reject any and all submissions. The City shall have no liability to any firm arising out of such cancellation or rejection. The City reserves the right to waive minor variations in the selection process. The City reserves the right to contact references who are not listed in the firm's submission and investigate the qualifications of the firms or individuals identified in the submission.

**Public Disclosure** – All documentation and submittals provided to the City may be considered public documents under applicable laws and may be subject to disclosure. Firms recognize and agree that the City will not be responsible or liable in any way for any loss firms may suffer from the lawful disclosure of information or materials to third parties.

## Appendix

- I. Lee-Harvard Community Master Plan 2023-2024
- II. Lee-Harvard Economic Market Analysis
- III. Lee Road Complete & Green Streets Project Fact Sheet
- IV. Gracemount Site Subdivision Plat certified February 2020
- V. Former John F. Kennedy Site Phase I Environmental Report
- VI. Former John F. Kennedy Site Grading Plan
- VII. Former John F. Kennedy Site Survey

