

## **REQUEST FOR PROPOSALS:**

### **COMPREHENSIVE HOUSING DEMAND ANALYSIS**

**\*Please note highlighted sections to indicate changes from original RFP.**



**1010 Euclid Avenue, Third Floor**

**Cleveland, Ohio 44115**

The Downtown Cleveland Alliance, in collaboration with Cleveland Development Advisors, Cleveland Neighborhood Progress, the City of Cleveland, and Cuyahoga County, is soliciting proposals for a Comprehensive Housing Demand Analysis for Downtown Cleveland and the surrounding neighborhoods. The results of this study and analysis should provide Downtown Cleveland Alliance, Cleveland Development Advisors, Cleveland Neighborhood Progress, the City of Cleveland, Cuyahoga County, developers, and other stakeholders a meaningful sense of the housing market to formulate housing priorities and housing diversification strategies. The analysis should further provide future needs and demand, as well as a recommended housing type mix.

### **About the Downtown Cleveland Alliance**

Downtown Cleveland Alliance (DCA) is the only not-for-profit organization solely dedicated to building a dynamic Downtown. We're committed to making Downtown Cleveland the most compelling place to live, work and play. The Alliance's key initiatives are the Clean and Safe Ambassador Program, Business Development, Marketing, Urban Planning & Placemaking, and Strategic Initiatives.

The Alliance was formed in 2006 and is funded by property owners, corporate members, residents, businesses, and foundations. An alliance, by definition, is a network of strategic partners. Key among these strategic partners are the Alliance's founding neighborhood-based partners, Historic Warehouse District Development Corporation and Historic Gateway Neighborhood. The Alliance's other downtown neighborhood partners are Campus District, Inc. and Flats Forward. Further, DCA coordinates with Enterprise Community Partners, Cleveland Neighborhood Progress, and Cleveland Development Advisors on strategic initiatives.

In June 2017, the Downtown Cleveland Alliance convened an Advisory Panel from the International Downtown Association (IDA) to make recommendations related to workforce housing demand and social equity; physical connections in the central city; and opportunities for collaboration on housing issues among various community development organizations. More than fifty Cleveland civic leaders and stakeholders participated in the exercise, together representing all areas of the central city and including the public, private and nonprofit sectors to derive recommendations for a comprehensive housing strategy for downtown and the surrounding neighborhoods. The Panel's summary report recommended completion of a comprehensive housing demand analysis that will identify housing supply gaps and strategies for closing those gaps. A copy of the Panel's summary report is included as *Appendix A*.

### **The Study Area**

With over 100,000 jobs and more than 15,000 residents, Downtown Cleveland is Ohio's largest central business district in terms of employment and population. Downtown Cleveland Alliance projects its population will reach 20,000 residents by 2020 and that with the projects in progress or slated to begin that goal is achievable.

The geographic area of study for the IDA Panel's report included the following neighborhoods within the City of Cleveland: Detroit Shoreway, Ohio City, Tremont, the Flats, Warehouse District, Gateway District, Playhouse Square, Nine-Twelve District, Campus District, Midtown, St. Clair Superior, and Central. For ease of reference for this study, these neighborhoods will be

collectively referred to as the Center City and comprise the geographic limits of the study area. The group of community development organizations working together on economic development issues will be referred to as the Center City Collaborative. A map identifying the geography is included as *Appendix B*.

### **Existing Data and Studies**

1. 20,000 by 2020 Report
2. DCA 2016 Annual Report and Q1, Q2, Q3 2017 Reports
3. Step Up Market Assessment
4. Cleveland State University Center for Population Dynamics Studies
5. Progress Index Cleveland

This information is included as *Appendix C*.

### **Scope of Work**

The Center City Collaborative's housing and demographic data in Appendix C should be used as the starting point for the analysis. *At a minimum*, Respondent's proposed services and deliverables should include or address the following, **ranked in order of prioritization**:

- Identify depth and breadth of post-2020 Downtown Cleveland housing demand by housing type (income status, rental, senior, for sale, student etc.), size and price point.
- Identify impact of Center City neighborhoods on depth and breadth of downtown housing demand.
- Identify impact of outer-neighborhoods of Cuyahoga County on depth and breadth of Center City.
- Identify gaps in supply and projected demand.
- Identify financing, policy, practices and strategies to fill gap.
- Identify the amenities and/or infrastructure necessary to diversify the housing options in Downtown Cleveland and Center City neighborhoods.

### **Outcomes**

- Use new understanding of market demand to guide Downtown Cleveland and Center City neighborhood developers, financial institutions, the City of Cleveland and Cuyahoga County in strategizing and implementing long term (2020-2025) housing development potential.
- Data, market insight and strategies to support creating more diverse housing options in the Downtown and Center City neighborhood markets.
- Recommendations to Downtown Cleveland and Center City neighborhood developers, financial institutions, the City of Cleveland and Cuyahoga County regarding financing policies and developments practices to meet market potential for a diverse portfolio of housing options.

## **Process and Timeline**

The Downtown Cleveland Alliance will be responsible for discussing/finalizing the project scope, providing relevant demographic information, historic market reports and trends, identifying and coordinating meetings with relevant stakeholders to solicit input to the project, providing input to and approving final document drafts and other deliverables, and responsibilities as outlined in final project scope and contract agreement.

The primary contact(s) for the request for proposals will be:

Amanda Cramer, Manager, Executive Office and Special Projects  
Downtown Cleveland Alliance  
1010 Euclid Avenue, Third Floor  
Cleveland, Ohio 44115  
[acramer@downtowncleveland.com](mailto:acramer@downtowncleveland.com)  
216-325-0988

<b>Activity</b>	<b>Due Date</b>
RFP Release	January 19, 2018
Deadline for questions (email submissions, only to <a href="mailto:acramer@downtowncleveland.com">acramer@downtowncleveland.com</a> )	January 26, 2018
Responses to questions provided (posted on DCA website)	February 2, 2018
RFPs due	February 23, 2018
Contract Execution by	April 12, 2018
Targeted Completion by	June 29, 2018

The timeline will be flexible, but those applicants who are able to stay as close to the original timeline as possible, will be positively awarded points in the scoring process.

*The final report shall be delivered to DCA as both electronic and hard copies, consisting of six bound copies. Once completed and delivered, the final report and all associated documents and information shall become the property of DCA, and at their discretion, may copy, post, disseminate any part of the document and materials.*

## **Criteria for Evaluation of Proposals**

1. Qualifications of Consultant (20%)
2. Experience working with peer communities (10%)
3. Proposed methodology (30%)
  - a. Sources and timeliness of data
  - b. Interaction with community
4. Understanding of RFP (30%)

- a. Community context
- b. Goals and purpose of the study
5. Adherence to a timeline (5%)
6. Cost of Services (5%)

**A complete proposal will include:**

1. Cover Letter
2. Project Approach and Proposed Scope of Work
  - a. This section should include a detailed description of the consultant's understanding of the intent of the project and its objectives.
  - b. This section should demonstrate an understanding of the deliverables and a general approach to the project.
3. Proposed Timeline
  - a. Should depict all milestones, products and critical meetings.
4. Statement of qualifications
  - a. Please describe recent experience relevant to this project.
  - b. Include past project budgets and whether the consultant could stay within the estimated budget.
  - c. Emphasis should be placed on projects managed by the key personnel to be assigned to this project.
5. Contact information
  - a. Name, business address, telephone number, email address, federal tax i.d.
  - b. Brief history of consultant.
6. List of three references
  - a. Please provide names, addresses and phone numbers for references familiar with the consultant's ability, experience and reliability in the performance and management of projects of a similar nature.
7. Cost of completion to include travel, copies, incidentals.

*The Downtown Cleveland Alliance reserves the right to accept or reject all proposals.*

Only six sealed, hard copy, proposals received on or before **February 23, 2018** will be considered.

**Responses to the RFP are to be submitted to:**

**Amanda Cramer, Manager, Executive Office and Special Projects**

**Downtown Cleveland Alliance**

**1010 Euclid Avenue, Third Floor**

**Cleveland, Ohio 44115**

## ***Appendix A: IDA Advisory Panel Briefing on Downtown Housing Strategy***

### **Problem Statement**

DCA and CNP asked IDA to Identify best practices and recommendations to address the following issues:

- Meeting **demand** for workforce housing in a manner that addresses **social equity**.
- Promoting the **physical connections** between entry level and support staff, hospitality jobs and service workers and employees in Downtown and adjacent neighborhoods.
- Cultivating and improving **collaboration** around issues related to connecting jobs and housing among Downtown Cleveland Alliance; Downtown and neighborhood community development organizations; philanthropic institutions, and local and regional governmental entities.

The Advisory Panel's draft recommendations fall into the categories of the need for a comprehensive downtown housing strategy, physical connections, and collaboration

### **Background**

- IDA Advisory Panel members met with approximately 50 Downtown Cleveland stakeholders over two and half days
- Stakeholders were generally cautiously optimistic about housing market in Downtown Cleveland and nearby neighborhoods.
- Varying levels of concern among participants about affordability for entry-level and service workers.

### **Need for Comprehensive Strategy**

- Promote "housing for all" as a downtown goal
- People with average incomes should be able to live in downtown/neighboring communities.
- Without a comprehensive downtown housing strategy, this will become an increasing challenge.
- Complete a comprehensive downtown housing demand analysis to address long-term demand beyond 2020 and the existing housing pipeline
- Depending on the study's findings, best practices to consider might include:
  - Targeted incentives to fill gaps in the housing supply
  - Land banking in neighborhoods close to Downtown to preserve affordability
  - Increasing for-sale residential units
  - Residential assistance programs to help workers attain appropriate rental or for-sale housing
  - Support services such as transit, schools, childcare, and outdoor play space

### **Physical Connections**

- Ensuring it is easy to get from affordable housing to entry level and service jobs.

- Ohio City and Tremont have success with infill development and are becoming inaccessible
- East side neighborhoods: St. Clair-Superior, Central, and Midtown offer development opportunities that are or can be readily accessible to downtown jobs.
  - The challenge is connecting these neighborhoods with transit and housing incentives.
    - Healthline is prospering, but north south transit connections should be priority.
  - Targeted investments and incentives should focus on transit-oriented development

### **Collaboration**

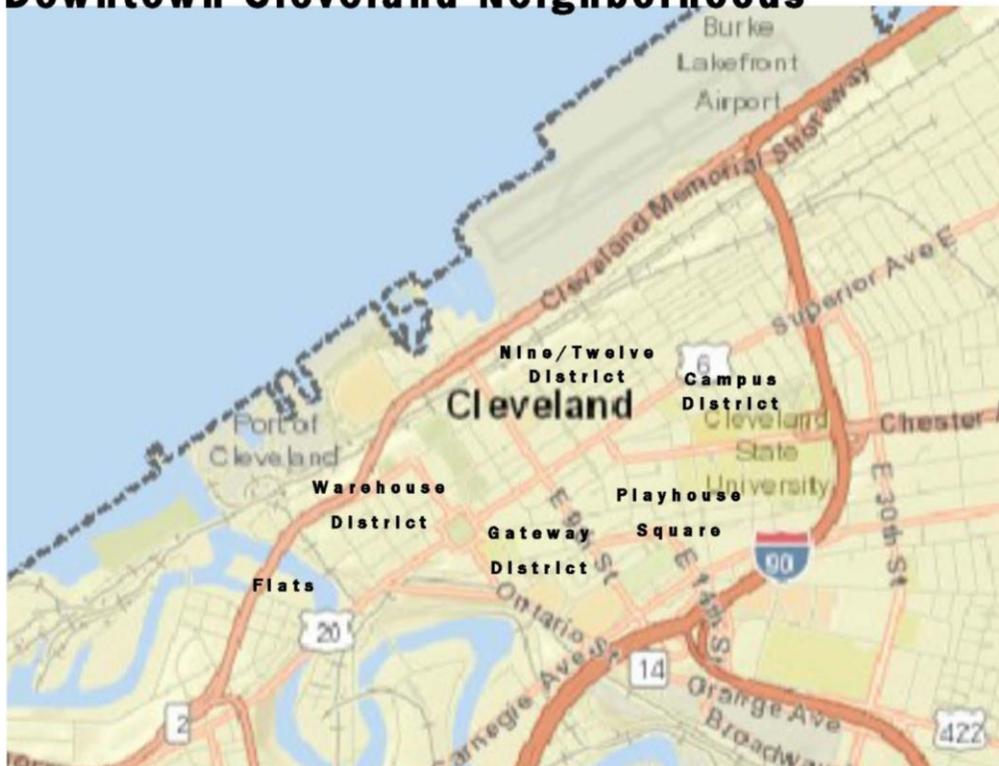
- The success of downtown is directly tied to the success of the neighborhoods.
- Cleveland Neighborhood Progress should continue to be a critical partner in this effort.
- Important that collaboration efforts with St. Clair Superior, Midtown, Tremont, Ohio City, and Central/Kinsman continue to strengthen (Downtown CDC's are already working closely together).

**Appendix B: Map**

**Cleveland Center City Neighborhoods**



**Downtown Cleveland Neighborhoods**



### **Appendix C: Existing Data and Studies**

1. 20,000 by 2020 Report
  - a. <http://www.downtowncleveland.com/news/september-2017/downtown-cleveland-celebrates-milestone-of-15-000>
2. DCA 2016 Annual Report and Q1, Q2, Q3 2017 Reports
  - a. [http://www.downtowncleveland.com/DCA/media/DCA\\_Media/Work/Reports/DCA\\_AnnualReport2016\\_Pages-compressed.pdf](http://www.downtowncleveland.com/DCA/media/DCA_Media/Work/Reports/DCA_AnnualReport2016_Pages-compressed.pdf)
  - b. [http://www.downtowncleveland.com/DCA/media/DCA\\_Media/Work/Reports/Q1-2017-Market-Update-2017.pdf](http://www.downtowncleveland.com/DCA/media/DCA_Media/Work/Reports/Q1-2017-Market-Update-2017.pdf)
  - c. [http://www.downtowncleveland.com/DCA/media/DCA\\_Media/Work/Reports/Downtown-Cleveland-Q2-2017-Office-Market-Update.pdf](http://www.downtowncleveland.com/DCA/media/DCA_Media/Work/Reports/Downtown-Cleveland-Q2-2017-Office-Market-Update.pdf)
  - d. [http://www.downtowncleveland.com/DCA/media/DCA\\_Media/News/2017%20News/Downtown-Cleveland-Q3-2017-Market-Update.pdf](http://www.downtowncleveland.com/DCA/media/DCA_Media/News/2017%20News/Downtown-Cleveland-Q3-2017-Market-Update.pdf)
3. Step Up Market Assessment
  - a. [http://www.downtowncleveland.com/DCA/media/DCA\\_Media/About%20DCA/step-up-downtown-vision-plan-2014.pdf](http://www.downtowncleveland.com/DCA/media/DCA_Media/About%20DCA/step-up-downtown-vision-plan-2014.pdf) (see page 8 for key market findings)
4. Cleveland State University Center for Population Dynamics Studies (Pay particular attention to letter H)
  - a. The Healing Economy: An Economic Development Framework for Cleveland  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2522&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2522&context=urban_facpub)
  - b. Repopulating Cleveland from the Inside Out  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2506&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2506&context=urban_facpub)
  - c. Preparing for Growth: An Emerging Neighborhood Market Analysis  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2473&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2473&context=urban_facpub)
  - d. Transportation's Role in the Economic Restructuring of Cleveland  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2431&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2431&context=urban_facpub)
  - e. Population Loss and Development Trends in Cleveland  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2370&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2370&context=urban_facpub)
  - f. Downtown Cleveland: The Dynamic Engine of a Talent-Driven Economy  
[http://engagedscholarship.csuohio.edu/urban\\_facpub/1349/](http://engagedscholarship.csuohio.edu/urban_facpub/1349/)
  - g. Cleveland Works: Employment Trends, 2014 to 2015  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2346&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2346&context=urban_facpub)
  - h. The Fifth Migration: A Study of Cleveland Millennials  
[http://engagedscholarship.csuohio.edu/urban\\_facpub/1338/](http://engagedscholarship.csuohio.edu/urban_facpub/1338/)
  - i. A Reason to Be-The "Upskilling" of Cleveland's Workforce  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2320&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2320&context=urban_facpub)

- j. Mapping Adult Migration in Cleveland, Ohio  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2302&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2302&context=urban_facpub)
  - k. From Metal to Minds: Economic Restructuring in the Rust Belt  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2281&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2281&context=urban_facpub)
  - l. Cleveland: A High Skilled Immigrant Destination  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2266&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2266&context=urban_facpub)
  - m. A Newer Geography of Jobs: Where Workers with Advanced Degrees Are Concentrating the Fastest  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2192&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2192&context=urban_facpub)
  - n. Ranking America's Top Young Adult Labor Forces: A Rust Belt Rising?  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2179&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2179&context=urban_facpub)
  - o. Globalizing Cleveland: A Path Forward  
[http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2166&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2166&context=urban_facpub)
5. Progress Index Cleveland (Neighborhood Data Tool)
- a. [www.progressindexcle.org](http://www.progressindexcle.org)