

REQUEST FOR PROPOSALS



Broadway-Slavic Village Neighborhood Master Plan
& SVD Strategic Plan

Posted: February 5, 2025

Proposals Due: March 7, 2025



To Prospective Firms:

Slavic Village Development (SVD), in partnership with the City of Cleveland Planning Commission, Cleveland Department of Economic Development, Greater Cleveland RTA, The Cleveland Foundation, and the Mandel Foundation's Community Development Corporation Leadership Program (CDCLP), is seeking proposals to develop an urban planning and investment strategy for the North and South Broadway neighborhoods in the City of Cleveland, Ohio. The community holds a strong Eastern European, African American, and Latino legacy and continues to be a stable community with committed residents, businesses, and stakeholders.

The neighborhood has come to a pivotal moment in its history. There are several development and public improvement opportunities that need guidance to align and converge our neighborhood vision and priorities. Greater Cleveland RTA will draft and implement an engagement plan for the Broadway Transportation-Oriented Development (TOD) Plan beginning in January 2025. The Broadway TOD Plan will consider form-based zoning, real estate development, and recent legislation that supports housing and commercial development along the Bus Rapid corridor. The Broadway-Slavic Village Master Plan will adopt and expand the Broadway TOD Plan to our entire North Broadway-South Broadway service area and connect with major transportation corridors downtown and to the north, south, and east of the city's urban core.

The Broadway-Slavic Village Master Plan will include intensive community engagement to co-design land use & zoning for the North and South Broadway Statistical Planning Area. It will also include market analysis, housing and commercial real estate planning, scenario planning, parks & open space planning, and a capital schedule to make it all happen. We expect to host at least 12 community meetings and 6 steering committee meetings over 12 months to make sure that the Broadway-Slavic Village Master Plan is developed with community at its core. Design and construction of major housing projects, solar development, and trail network projects may be underway during the study period for this project. We want City Hall to adopt our neighborhood plan upon its completion so that our work is codified for future generations, regardless of change at the top. It's an exciting time to be planning for Broadway-Slavic Village – we invite prospective firms to roll up their sleeves to take part in it.

The Broadway-Slavic Village Master Plan should encompass a place-based, collaborative approach with a focus on catalytic sites that will attract robust real estate investment and inspire high quality design in housing, commercial, and green development. Firms will be asked to develop a SVD Strategic Plan alongside the neighborhood master plan as a second deliverable.

Firms and/or teams wishing to be considered in the selection process must submit a proposal electronically by (March 5th at 5:00 PM EST). Questions and proposal submissions will be handled by Krystal Sierra, Director of Neighborhood Sustainability at Krystals@slavicvillage.org.

We look forward to reviewing the proposals and collaboratively moving our community forward towards a sustainable, equitable and bright future.

Respectfully,

Shauna Player Sanders

Shauna Player Sanders, Executive Director
Slavic Village Development



Table of Contents

I. Neighborhood Context 4

II. Cleveland’s North Broadway & South Broadway Neighborhood 4-6

III. Project Team, Value, and Goals 7-8

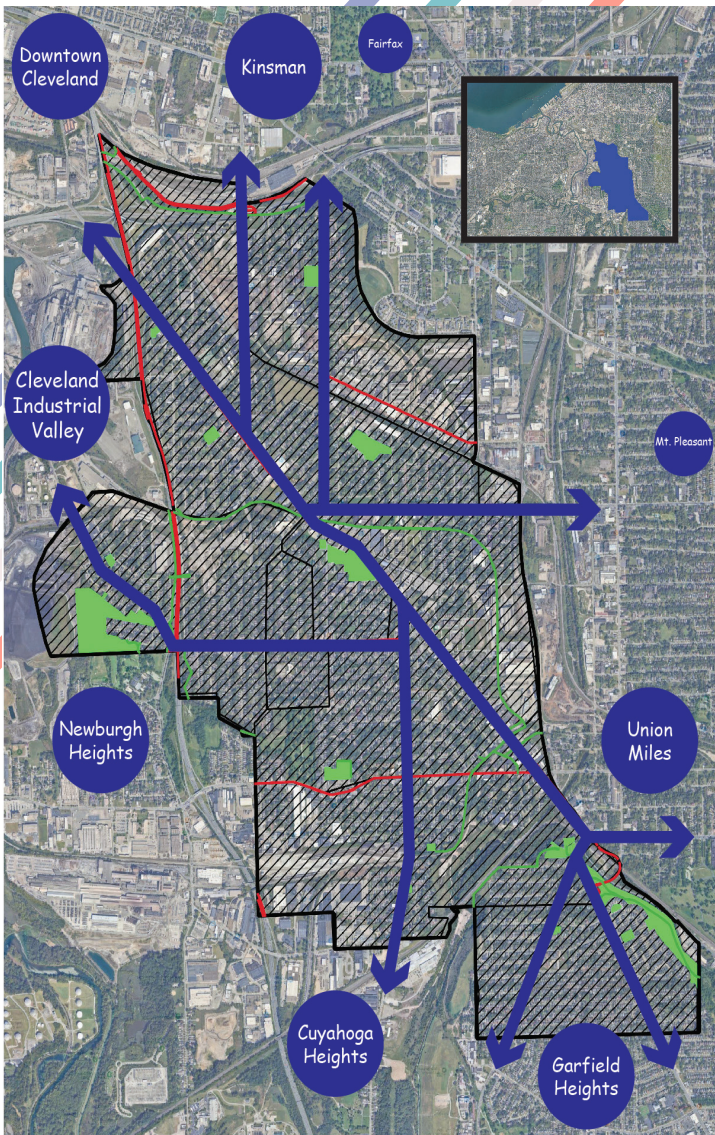
IV. Scope of Work 10-16

V. Task, Deliverables, Qualifications & Budget 17-18

VI. Proposal Requirements 18

VII. Evaluation Criteria, Submission Requirements, & Budget 19

VIII. About Slavic Village Development 20



Focus Area: [SVD Service Area, North and South Broadway SPAs, connecting to surrounding communities]

Neighborhood Context

Broadway-Slavic Village is one of Cleveland’s oldest and most well-known neighborhoods located two miles southeast of downtown and is a five-square mile urban community. Encompassing the North Broadway, South Broadway, and Cleveland Industrial Valley neighborhoods of Ward 2, Ward 5, Ward 6, and Ward 12, Broadway-Slavic Village is home to a diverse population of 20,000+ residents. It contains an array of valuable assets that contribute to the area’s enduring vitality and position it for future growth. The geography, corresponding to the North and South Broadway Statistical Planning Areas and the service area of Slavic Village Development, is also the focus area boundary. While the focus area spans 12 overlapping census tracts

and 9 sub-neighborhoods, it represents a distinct identity and character recognized by the wider City and region and recently became the ninth EcoDistrict worldwide certified by the Partnership for Southern Equity.

Broadway-Slavic Village Background

The Broadway–Slavic Village neighborhood, with a population of 20,000+ residents, is a historic community in Cleveland with a strong sense of identity and pride. However, it faces significant socioeconomic challenges that impact residents’ quality of life. From disparities in education and income to housing affordability and health outcomes, the neighborhood reflects both resilience and opportunities for growth. Addressing these challenges requires a collaborative approach to improve access to resources, strengthened economic stability, and to foster a thriving community.

History to Present Day

The North and South Broadway communities, now known as Broadway-Slavic Village, were originally part of Newburgh Township, organized in 1814 as one of the earliest settlements in Cuyahoga County. Settlers from New England were first attracted to this area in 1796 by the fresh water and power provided by the fast-flowing Mill Creek. In the 1820s, the Ohio & Erie Canal construction led to commercial and industrial growth, and the area soon became a manufacturing center for iron and steel. First, immigrants from England, Scotland, Ireland, and Wales filled these jobs, creating close-knit neighborhoods within walking distance of the factories where they worked. From the late 19th to mid-20th centuries, subsequent immigrants from Bohemia, Poland, and Slovenia created many of the durable institutions for which our neighborhood is named and play a vital role in our community today.

Commercial development occurred primarily along Broadway and Fleet Avenues. At its peak in the 1920s, the intersection of E. 55th Street and Broadway was rivaled only by downtown

Avenue developed with Polish-owned businesses intermingled with residential housing. Starting in the 1980s, the area became home to increasing numbers of African Americans, who now comprise over half of the population and who bring new life to our community and our institutions. Broadway-Slavic Village has more recently welcomes a growing Hispanic/Latinx population centered around Our Lady of Lourdes Catholic Church. As with all the groups that preceded them, these new neighbors seek a safe, affordable, and community-oriented place to call home and are actively involved in building a more vital neighborhood.

Today, Broadway-Slavic Village is a national leader in reimagining urban land use to meet 21st century quality standards. In addition to new parks and greenspace that are home to numerous concerts, festivals and neighborhood events, in 2006 Slavic Village Development opened the Morgana Run Trail, which connects to the Ohio and Erie Canal Towpath and has public art installations. Since 2009, over \$60 million in projects have been completed or are currently under construction, including the \$10 million Mound Elementary School, the \$6 million Stefanski Stadium and the \$9 million E. 55th GCRTA Rapid Station. In 2023, Broadway-Slavic Village became the 9th EcoDistrict worldwide, committing to racial justice and environmental protection as pillars to neighborhood revitalization.

Demographics

According to the ACS 2019 5-Year Estimate, the neighborhood’s population is ~64% Black, Indigenous, and People of Color (BIPOC). This

includes ~54% Black or African American (alone or in combination), ~36% White, ~10% Hispanic, ~8% identifying as another race (alone or in combination), 1.5% American Indian, and less than 1% Asian (alone or in combination).

Education, Economic Support, Employment, and Income

Educational attainment in Broadway–Slavic Village remains below city averages, with only 1 out of 10 residents holding a bachelor’s degree or higher, compared to ~20% citywide. Economic struggles are evident, with nearly 6 out of 10 residents living in or near poverty and ~18% of residents living in deep poverty. Approximately 42% of families with children in Broadway-Slavic Village live in poverty. Nearly 15% of residents aged 16+ are considered working-poor, and ~38% aged 16-64 were unemployed during the previous 12 months.

Although ~76% of residents are food secure, reliance on public support programs is high, with ~42% of households receiving SNAP benefits and ~63% relying on public health coverage. Additionally, ~27% of residents are food insecure. The mean household income is \$45,123, falling short of Cleveland’s average of \$55,045. Nearly ~37% of households earn less than \$25,000 per year, illustrating the need for targeted economic redevelopment that neighborhood planning can bring about.

Housing Burden

Housing is a mixed picture, with ~57% of residents renting and ~43% owning their homes. Nearly 3 out of 10 homeowners and 1 out of

every 2 renters are considered housing burdened spending over 30% of their income on housing. This gap highlights the need for a robust housing and real estate analysis that serves as the foundation for a real estate development plan including affordable housing options that support the neighborhood's diverse population.

Health and Environment

Health metrics show progress, with ~89% of residents insured and ~77% having seen a doctor for routine check-ups in the past year. However, participation in physical activity remains relatively low at ~62%, and the average life expectancy is slightly below the state of Ohio's, at ~76 years. Approximately 14% of residents indicate that they suffer from asthma, and ~32% indicate they are in fair or poor health. On the environmental front, the neighborhood tree canopy is relatively low at ~18% which can exasperate health and environmental issues such as respiratory & cardiovascular disease, poor indoor and outdoor air quality, urban heat island effect, and flooding.

Despite these challenges, Broadway–Slavic Village has the potential for transformative growth through investments in education, workforce development, housing, green space and health. With a committed focus on addressing systemic issues and leveraging community assets, the neighborhood can foster a brighter future for its residents while preserving its unique character and history.

Current and Recent Relevant Development, Plans, and Initiatives

- Broadway TOD Plan
- EcoDistrict Roadmap and neighborhood certification
- Cleveland Housing Plan
- Cleveland Climate Action Plan
- Lead Safe Cleveland
- Ward 12 Commercial Corridor Program
- SVD 2016 Strategic Plan
- 2015 Hyacinth TOD Plan
- Kingsbury Run Nature Preserve Vision: <https://kingsburyreserve.com/vision>
- Vibrant NEO 2040
- Burton, Bell, Carr Development's Master Plan
- Thrive 105-93 Plan
- E. 55th Safety Action Plan
- North Broadway Neighborhood Plan
- Fullerton School Redevelopment Project
- Oasis Housing Development Project
- Veda Development Plan
- 5115 The Rising
- Turney Road TOD Plan
- 2023 CPC Thriving Communities Pilot
- Cuyahoga Greenways Plan
- City of Cleveland Parks & Rec 15-Year Master Plan
- Safe Routes to School
- 2023 RAISE East Side Trails Project
- Harvard Refuse Solar Development Project

Project Team, Values, & Goals

It is paramount that the work results in a neighborhood master plan that is co-designed with community at the center of technical planning work. As such, SVD and our partners are committed to supporting the consultant in all community engagement activities to ensure robust, timely, and effective input and diverse perspectives.

The consultant team will work with the following groups to guide and inform their work:

- **Core Project Team** with representatives from SVD; City of Cleveland departments of City Planning, Community Development, Economic Development, and Capital Projects; Greater Cleveland RTA; Councilmembers Rebecca Maurer (Ward 12), Richard Starr (Ward 5), Kevin Bishop (Ward 2), Blaine Griffin (Ward 6); and Cleveland Neighborhood Progress.
- **Steering Committee** – staffed by Core Project Team – community members including residents, business owners, institutions, churches, and property owners.
- **Community Stakeholders** – community meetings, focus groups, survey, meeting people where they are.

Values

Slavic Village Development values the creation and support of a vibrant, healthy community that celebrates its resilience, rich cultural heritage, and inclusiveness. The organization prioritizes fostering connections across its unique neighborhoods, from the historic charm of the Warszawa district to the family-friendly atmosphere of the Mill Creek neighborhood. SVD strives to preserve the tight-knit, welcoming character of these communities, ensuring they remain appealing to both residents and visitors. This commitment to inclusivity and cultural celebration serves as the foundation for its efforts to create a thriving and cohesive neighborhood. The following values will help to guide the development of the Broadway-Slavic Village Master Plan and SVD's Strategic Plan.

- Level power dynamics among participants and lower barriers to participation by engaging stakeholders where they are, including with existing neighborhood-level networks.
- Equity of access and participation is important, recognizing that residents, businesses, property owners, and other stakeholders are integral, expert partners in the process and project.
- Planning work must be firmly rooted in racial equity and inclusion and seek to reverse the impacts of past racial injustices in the community that have resulted in neighborhood disinvestment.
- Co-design of future land use and zoning so that community priorities are baked into neighborhood revitalization.

Goals of the Plan

The Master Plan for the Broadway-Slavic Village neighborhood is a strategic framework designed to guide sustainable investment and development over the next 15 years. Covering a 5-square-mile service area, the plan will include comprehensive zoning recommendations utilizing the City of Cleveland's form-based code, a conceptual land-use map, market analysis, real estate development plan, alternative planning scenarios, parks & open space plan, a 15-year capital schedule, and an early implementation plan. These elements aim to enhance key infrastructure, including the Greater Cleveland RTA Broadway corridor, enabling robust housing and commercial real estate development. By fostering active resident and stakeholder co-creation, the neighborhood master plan ensures community-driven solutions that align with local needs, expertise, and aspirations.

A central component of the Broadway-Slavic Village Master Plan is the prioritization of healthy green space and optimized neighborhood land use. Enhancing these spaces not only supports environmental sustainability but also promotes recreation, wellness, and community engagement. The neighborhood master plan will also identify opportunities for expanding manufacturing facilities, creating a balance between residential and economic growth. This approach encourages economic revitalization while preserving the neighborhood's character and livability.

Through this multifaceted approach, the Broadway-Slavic Village Master Plan aspires to co-design a thriving, inclusive, and resilient community. By addressing immediate development needs while laying the groundwork for

long-term growth, the plan seeks to create an environment where residents and businesses can flourish together. This commitment to collaborative, comprehensive development ensures that Broadway-Slavic Village is not only prepared for today's challenges but is also poised to seize future opportunities.

The goals of the plan seek to:

- Meet the Broadway-Slavic Village community in meaningful and purposeful conversations to arrive at solutions that benefit residents and businesses and the generations that follow.
- Bring a fresh perspective to a disinvested neighborhood that builds upon the Broadway-Slavic Village legacy.
- Reimagine the Broadway Corridor and connector corridors to be friendly and accessible to pedestrians, bicyclists, and transit riders in coordination with the GCRTA Broadway TOD Plan, Thrive 105-93, and Turney Road TOD Plan.
- Develop a land-use strategy that balances innovative and practical thinking building from previous planning work such as the EcoDistrict Roadmap to provide Broadway-Slavic Village residents with an enhanced built environment including quality housing and neighborhood amenities including parks & greenspace.
- Develop an investment strategy that can be used to guide public and private funds to support the development envisioned in this plan.
- Attract new community-minded investments in high quality and innovative development.
- Develop an action plan to transform the Broadway-Slavic Village business areas into vibrant districts where businesses thrive.

SCOPE OF WORK

Scope of Work

The selected project team will coordinate with other work that will be occurring concurrently including the Greater Cleveland RTA Broadway TOD Plan. We are seeking a qualified firm to develop a neighborhood master plan that builds from previous neighborhood plans and the EcoDistrict Roadmap, adopts the Broadway TOD, expands the study to the rest of our service area, and models alternative planning scenarios like those explored by “Vibrant NEO 2040”. Additionally, The Planning Commission is very interested in enacting Form Based Code changes across the Broadway-Slavic Village neighborhood and will be consistently engaged in that effort.

The Broadway-Slavic Village Master Plan will include:

1. Intensive Community Engagement

- Meet with SVD Core Project Team, key stakeholders, and GCRTA to align engagement priorities.
- Collaborate with SVD on at least 12 community-facing events and/or activities and 6 steering committee meetings, culminating in the release of the Broadway-Slavic Village Master Plan.
- Develop meeting content utilizing various methods of interactive engagement.
- Incorporate authentic and creative feedback methods at a series of workshops, public meetings, small group conversations, etc., recognizing that some meetings and interactions will be hybrid or virtual.
- Develop a suite of interactive tools that can be used to conduct stakeholder and resident engagement.
- Prepare an outreach and communications plan, including print materials and social media/web content that supports resident, business, & stakeholder engagement and co-creation.
- Implement a robust process to gather input from stakeholders including diverse residents, block clubs, business owners, and property owners. The engagement work must include activities that specifically engage neighborhood youth.
- Co-create a neighborhood vision and identity statement.
- Summary of engagement conversations including community goals, values, and needs.

2. Comprehensive Zoning & Land-Use Plan

- Analyze the current land use policy and zoning framework
 - Identify current zoning & land-use barriers to equitable development, and opportunities to remove these barriers.
 - Provide recommendations for how zoning can be used to support new affordable housing and continued investment in existing housing stock, and to support existing and locally owned businesses in Broadway-Slavic Village corridors.

- Co-create a conceptual urban design plan for Broadway-Slavic Village that builds from the EcoDistrict Roadmap, adopts the Broadway TOD Plan and expands to the entire study area. The urban design plan should build from the City Planning Commission 15-Minute City Index and Thriving Communities groundtruthing pilot to respond to resident and stakeholder needs, priorities, and expertise, as well as the Market Analysis, Real Estate Development Plan, and the Parks & Open Space Plan.
 - Review and incorporate existing community plans and their recommendations, such as the EcoDistrict Roadmap, Broadway TOD Plan and the Kingsbury Run Vision into the urban design plan.
 - The urban design plan should explore strategies to increase the potential for low-income residents to access food, healthcare, shopping, jobs, outdoors and other daily needs, without the expense of a car. It should identify gaps in assets, amenities, public resources and essential services that are critical to creating healthy, equitable neighborhoods.
 - The urban design plan should differentiate land use strategies for different parts of the Broadway-Slavic Village neighborhood. As a starting point, to be refined through community input, the study area can be divided into distinct planning areas that align with our business districts, each containing clusters of bus stops and access to daily amenities:
 1. Broadway & East 55th Historic District
 2. North & South Broadway Business Districts
 3. Fleet Avenue/ E. 65th Street District
 4. E. 71st Street/ Harvard Avenue District
 5. Warner Road District
 - In coordination with the market analysis and real estate development plan, identify key properties at the onset of the study period that represent opportunities for development or redevelopment and provide recommendations for developing these sites. The preliminary identified catalytic sites for this project include:

<ol style="list-style-type: none"> 1. Village 55 2. 5115 The Rising – Phase 3 3. Myers Dairy 4. Cuyahoga Valley Industrial Center 5. Hyacinth Neighborhood 6. Trailside 	<ol style="list-style-type: none"> 7. Warner/Turney Neighborhood 8. CEP Harvard Refuse Solar Development 9. New Fullerton Redevelopment 10. Fleet Ave & E. 55th 11. Corlett Movers 12. Morabito 13. E. 55th & Bragg
---	--
 - Building on current efforts, identify affordable housing at key sites and potential locations for affordable and market-rate housing.

- Identify existing and future areas of dense, mixed use development and retail nodes.
- The study deliverables will include broad recommendations for site-specific redevelopment strategies to be defined at the onset of the study period.
- Working collaboratively with the City Planning Commission, make recommendations for utilizing the existing form-based zoning code. Map the zoning districts into the Broadway-Slavic Village study area as a tool to implement the urban design plan.
 - Engage the community in a discussion of the usefulness of the form-based code to implement the Broadway-Slavic Village Master Plan.
 - Identify any areas where the form-based zoning code falls short of creating the desired results of the urban design plan. If necessary, collaborate with The Planning Commission to make recommendations for additional form-based code and apply to these areas, particularly industrial zones.
- Coordinate land use and zoning recommendations with the Broadway Ave TOD Plan, Turney Road TOD, and Thrive 105-93 Plan.

3. Alternative Scenarios Plan

- Using 4 scenarios of alternative planning modeled in Vibrant NEO 2040, develop an Alternative Scenarios Plan adopting the Broadway TOD and expanding to the Broadway-Slavic Village Study area. Alternative scenario planning should explore development and redevelopment scenarios on a continuum of neighborhood growth and policy change. The following scenarios can be explored:
 - “Trend”: What if growth remains flat and current policy and development patterns remain the same?
 - “Grow the Same”: What if there are significantly more people and jobs in BSV, but current development patterns and policies continue?
 - “Do Things Differently”: What if growth remains flat but policies and development patterns change?
 - “Grow Differently”: What if there are significantly more people and jobs and if current policies and development patterns change?
- The alternative scenarios should explore the impact of growth and policy change on themes that are identified during the existing conditions analysis.

4. Market Analysis

- Expanding on the Broadway TOD Plan, analyze existing conditions in residential, commercial, and industrial areas to identify emerging trends & themes, including:
 - Inventory and typology of existing housing, commercial, and industrial stock utilizing current city-wide building and parcel survey data.

- Inventory and ownership typology of vacant parcels utilizing current citywide building and parcel survey data.
- Assess housing, commercial, and industrial needs and strategic investment opportunities through rehab and new construction.
- Expand upon the Broadway TOD Plan to analyze the current financial policy framework for the neighborhood as a whole.
- Incorporate the Broadway TOD Plan’s market assessment and expand to the entire neighborhood to access demand for:
 - New, affordable, and market rate housing including information on unit demand and types of units needed, price points for rental and ownership, and recommendations.
 - New commercial/retail space including information on unit demand and types of units needed, price points per square footage, and recommendations. Market conditions may be different for different parts of the study area and if so, multiple analysis may be needed.
 - Redevelopment and rehabilitation of industrial sites that can be used for catalytic development along key corridors.
- Identify gaps in assets, amenities, public resources, and essential services that are critical to creating healthy, equitable neighborhoods.
- Identify tools for racial equity in real estate processes with strategies that foster social and economic belonging and inclusion.

5. Real Estate Development Plan

- Expanding on the Broadway TOD Plan & building on the market analysis, identify a phasing plan for commercial and industrial redevelopment and strategies to preserve and create affordable housing.
- Building from the City’s Thriving Communities work, explore alternative housing models such as modular and pre-fabricated homes and the city’s “social housing model”.
- Identify catalytic projects that have the potential to create new market demand for housing, commercial, and industrial development.
- Identify tools for racial and social/class equity in real estate processes with strategies that foster social and economic belonging and inclusion.
- Expanding on the Broadway TOD Plan and urban design plan, identify 3-5 vacant or redevelopment priority sites for housing, commercial, and industrial development.

- For the 3-5 sites, propose development types. Provide sketches and layouts of proposed development types. Indicate the financial assumptions for the sites including development costs, rents, potential sources of capital, public subsidies needed, and ROI.
- Create marketing fact sheets to provide potential developers and investors with key information about the 3-5 sites in housing, commercial, and industrial real estate development.
- Coordinate with the Broadway TOD team to create an affordable housing plan for Broadway-Slavic Village, based on a comprehensive housing analysis.

6. Parks & Open Space Plan

- Identify existing City of Cleveland parks, Cleveland Metroparks regional parks, nature preserves, greenways & neighborhood greenspaces like community gardens & pocket parks in the Broadway-Slavic Village study area.
- Building on the Urban Design Plan and the City’s Parks & Rec Master Plan, identify opportunities to preserve and conserve natural functions, wildlife, and habitat and to provide buffers between the natural and built environments.
- Adopt the level of service standards for parks & recreation established by the City of Cleveland.
- Identify future park acreage needs using neighborhood population projections and the general investment strategies/ planning scoreboards outlined by the citywide Parks & Rec Plan for the “Flats & South-east Side”.
- Conduct a Development Impact Analysis for the 3-5 key development sites using the “level-of-service standard” and population projection.
- Using the City’s equity-based prioritization model, rank investment priority for all Broadway-Slavic Village parks & greenspace.
- Building from the EcoDistrict Roadmap, the Cleveland Tree Plan and the Cleveland Climate Action Plan, establish climate resiliency goals related to parks, open space and urban tree canopy for the Broadway-Slavic Village neighborhood.

7. 15-Year Capital Schedule & Early Implementation Plan

- Research capital income streams such as LIHTC, HUD, ARPA, and IRA to build out a 15-year capital schedule with short, interim & long-term actions indicated by responsible parties, source (federal, state and local), and intended results.
- Building on the Market Analysis and the Real Estate Development Plan, rank community priorities and develop estimated budgets and funding roadmap for top priority projects.
- Create an implementation strategy including an Early Action Plan with cost parameters and benchmarks for the next 3-5 years.

8. Engagement Card Deck & Poster

- Design a card deck and poster after the Broadway-Slavic Village Master Plan that can be used to engage residents and stakeholders long after the neighborhood master plan has been issued.

9. Full report, infographic suite, & presentation slide deck

The project team will also develop the SVD Strategic Plan concurrently with the Broadway-Slavic Village Master Plan and coordinate with other work, including the EcoDistrict recertification/ transition to Just Communities. All engagement for the 2nd deliverable of this project should distinctly contribute to the formation of SVD's organizational strategic plan.

The SVD Strategic Plan will include:

1. Intensive Community Engagement

- Meet with SVD Core Project Team, key community stakeholders, and GCRTA to align engagement schedule; priorities & scope of engagement should be distinctly related to SVD's current & future work that supports the neighborhood master plan and Broadway TOD Plan.
- Develop meeting content utilizing various methods of interactive engagement for at least 12 community-facing meetings and 6 steering committee meetings, culminating in the release of SVD's strategic plan.
- Incorporate authentic and creative feedback methods at a series of workshops, public meetings, small group conversations, etc., recognizing that some meetings and interactions will be hybrid or virtual.
- Develop a suite of interactive tools that can be used to conduct stakeholder and resident engagement.
- Prepare an outreach and communications plan, including print materials and social media/web content that supports resident, business, & stakeholder engagement.
- Implement a robust process to gather input from stakeholders including diverse residents, block clubs, business owners, and property owners. The engagement work must include activities that specifically engage neighborhood youth.
- Summary of engagement conversations including community goals, values and needs.

2. Deep Organizational and Programmatic Assessment

- Research organizational history, activities, and core areas of work.
- Identify strategic areas of influence (ie through connections with City of Cleveland, activities in the housing market, engagement with neighborhood businesses and property owners, etc.).

- Develop a strategic analysis of SVD’s past & current programming
 - i. Recommend decision pathways for allocating resources and identify opportunities for increased effectiveness.
- Building on Intensive Community Engagement, reinforce or redefine the organizational vision, mission, and values utilizing organizational and community goals.
- Transition EcoDistricts certification to Just Communities certification, adopting Racial Equity and Environmental Justice priorities and metrics.

3. Organization Name & Logo Exploration

- Explore the historical identity of SVD and changes through the years.
- Explore organizational name and logo change as it relates to SVD’s vision, mission, and values.

4. 10-Year Real Estate Development Action Plan

- Building on the Market Analysis, Real Estate Development Plan and Broadway TOD, fully develop SVD’s strategic role, strategies, and tactics for housing, commercial, industrial and green real estate development.
- Building on the Real Estate Development Plan and Broadway TOD, develop a strategic 10-year strategic real estate development plan that supports the 3-5 redevelopment sites for housing, commercial, and industrial development.

5. 10-Year Fundraising Action Plan

- Building on the Real Estate Development Plan, Parks & Open Space Plan, and the 15-Capital Schedule, create a 10-year strategic fundraising plan that supports the Broadway-Slavic Village Master Plan and SVD’s strategic programming from 2025-2035.

6. Full report, infographic suite, & slide deck

Tasks, Deliverables, Plan Format & Qualifications

Tasks

1. Project coordination and kick-off meeting to align core project team on communication expectations, project budget and timeline, plan outline.
2. Co-create an innovative process for community engagement with SVD staff, core project team, and the community including existing community groups, residents, small businesses, and institutions.
3. Analysis and neighborhood understanding by quantitative and qualitative means. Sources may include data, interviews, source documents, existing plans and studies, and neighborhood tours.
4. Preparation of neighborhood master plan concepts in accordance with ideas from the community and best practices. This will include a draft, a final draft, and a final plan for approval.
5. Preparation of organizational strategic plan concepts in accordance with ideas from the community and best practices. This will include a draft, a final draft, and a final plan for approval.
6. Presentation of neighborhood master plan for formal adoption at City of Cleveland Planning Commission and the SVD Board of Directors meeting. Select members of the team may also be present for final presentation of the neighborhood master plan to the public at a community meeting.

Deliverables and Plan Format

1. Two distinct planning documents: (1) Broadway-Slavic Village Master Plan and (2) SVD's Strategic Plan.
2. Full documents of all aspects of the planning process, including all meeting materials, minutes, presentations (.pptx and .pdf), public feedback, and attendance from steering committee and public meetings in digital format.
3. Executive summary of findings and priority actions.
4. Aesthetically pleasing graphic representation of the plan inclusive of photo documentation from steering committee and public meetings.
5. Analysis of the neighborhood using maps and brief explanations.
6. Key findings from exploration of neighborhood identity.
7. Appendix of data analysis and other databases.
8. A slide deck for use in community, internal SVD meetings, and Planning Commission meetings.
9. A card deck and poster building from the neighborhood master plan for resident and stakeholder engagement after the plan is issued.

Qualifications

The consultant team must meet the following qualifications:

- Considerable experience in nonprofit, community-based land use planning and strategic planning
- Demonstrated experience in research and analysis
- Commitment to racial equity and inclusion
- Experience in developing and conducting deep and meaningful community outreach

Budget

The budget for this project shall not exceed \$110,000.00. Competitive offers will be considered and scope of work can be negotiated. Interested firms should develop their proposals accordingly.

Proposal Requirements

Proposals may be submitted by qualified and responsible firms or teams. Please submit a proposal that includes items 1-10, in the order listed below. The proposal should not exceed 30 pages total.

1. Firm profile(s) and contact information; identify primary firm/team contact for this project.
2. Outline of the proposed project methodology and public process; indicate recommended changes/additions to the Scope of Work.
3. Proposed timeline/project schedule.
4. List of deliverables.
5. Fee schedule showing price for each of the elements described in the Scope of Work. Total fee shall be stated as a “not to exceed” amount, with reimbursable expenses listed separately. Please include hourly rates for project team members.
6. List of project team members; include qualifications for each and identify project manager.
7. List of any subcontractors; identify project role and references.
8. List MBE/WBE/SBE status for each firm included on project team. Inclusion of minority-owned, women-owned, veteran-owned, and EDGE-certified business enterprises is encouraged.
9. List a minimum of three similar previously prepared plans that illustrate your experience with the type of work requested in this RFP. Include web links to complete plans that we can review.
10. Three references, preferably for those projects listed in item #9 above. References will be contacted; contact information must be current.

Upon receipt of responses to this RFP, the Core Project Team will review and determine which firms and/or teams, if any, will be interviewed for further consideration. Additionally, the Core Project Team reserves the right to waive this step and proceed with selection based on the above-noted qualifications. Alternatively, the Core Project Team reserves the right to reject any and all responses. All respondents will be notified of these decisions at the appropriate time.

Evaluation Criteria and Submission Requirements

Scoring Weights

Proposals will be evaluated based on quality and budget with the following criteria:

- 20% - Methodology in community engagement activities, analysis, and recommendation development
- 20% - Demonstrated experience working with diverse communities and creative engagement strategies
- 20% - Demonstrated ability and capacity of team to successfully complete the project within the anticipated timeline
- 15% - Specific experience & technical competence of the project manager and other team members related to the performance of this project
- 15% - Firm/Team diversity
- 10% - Total cost of the project

Anticipated Timeline

- Feb 5th – RFP issued
- Feb 5th to Feb 17th - Q&A sessions
- March 7th - RFP closes
- March 7th- March 14th - Proposal review
- March 17th to March 21st – Firm interviews
- March 31st - Decision
- March 31st – April 11th - Contract negotiations
- April 18th - Contract signed
- April 18th, 2025 to April 18th, 2026 – Anticipated contract period

Submission Instructions

Please direct questions and requests for clarification to Krystal Sierra, Director of Neighborhood Sustainability krystals@slavicvillage.org or (216) 429-1182 x. 1104.

Electronic Submissions (Preferred): Please email proposal as a single PDF to krystals@slavicvillage.org

Hard Copy Submissions: Deliver ten (10) hard copies to 5620 Broadway Avenue, Suite 200, Cleveland, OH 44127

All proposals are due no later than 5:00PM EDT on March 7th, 2025.

About Slavic Village Development

Slavic Village Development works with and for its residents, businesses, and institutions to promote civic engagement, community empowerment, and neighborhood investment. We are a forward-looking service-driven organization which honors its neighborhood's resiliency, diverse cultural heritage, and inclusiveness. We are committed to building a community defined by its high quality of life, unique identity, and healthy and active living.

We pride our work on ensuring that residents and stakeholders are at the center of our neighborhood development practices and believe that the strongest neighborhood is a stable neighborhood: one in which every household and small business feels ably supported, and where people who have specific needs or questions can be paired with the assistance or guidance most narrowly matching to their situation. We ensure that residents can remain in their homes through our housing stabilization services, including our 50/50 home repair program, vacant & distressed property investigation, housing court intervention, homeowner property tax payment plan assistance, and side yard expansion assistance. We also believe in developing safe and vibrant places for people to gather and building resident power and self-determination to advocate for their community and future. Our Slavic Village ReDiscovered and Neighbors Invest In Broadway programs aim to build intergenerational wealth through homeownership and housing redevelopment opportunities. Our commercial development team works to ensure vibrant and resilient commercial corridors by assisting businesses of all sizes with business plan development, commercial and industrial real estate marketing, RFP development, financial packaging, and assisting projects through federal, state and local Economic Development programs, applications, and processes.