



# Request for Qualifications: Senior Housing Development

July 29, 2021

**CCH Development Corp.  
Cleveland, Ohio**

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## **CCH Development Corp. Cleveland, Ohio**

### **Invitation**

CCH Development Corporation (CCH Development) has issued a Request for Qualifications (RFQ) to select real estate development firms and service providers for conceptual senior housing development strategies for four prime development sites under control by CCH Development.

The deadline for questions regarding this RFQ is **August 13, 2021 at 4 p.m.**

The deadline for RFQ responses is **August 27, 2021 at 4 p.m.**

### **CCH Development Corporation**

CCH Development is a separate 501(c)(3) nonprofit development organization established by The MetroHealth System to promote, enhance, supplement, assist in the performance and further the mission of MetroHealth by acquiring, developing, owning and managing real estate and related facilities and the pursuit of other real estate-oriented activities, including housing and other activities related to or for supporting MetroHealth and the purpose of better providing for the health and welfare of the community which MetroHealth serves through economic and community development.

### **The MetroHealth System**

Founded in 1837, The MetroHealth System serves as an essential public healthcare system located in Cleveland, Ohio serving Cuyahoga County. MetroHealth operates four hospitals, four emergency departments and more than 20 health centers and 40 additional sites throughout Cuyahoga County. The system serves more than 300,000 patients.

MetroHealth is redefining health care by going beyond medical treatment to improve the foundations of community health and well-being: affordable housing, a cleaner environment, economic opportunity and access to fresh food, convenient transportation, legal help, and other services. The system strives to become as good at preventing disease as it is at treating it.

Knowing that good health is about much more than good medical care, MetroHealth has launched the Institute for H.O.P.E.<sup>™</sup> (Health, Opportunity, Partnership, Empowerment), which uses a coordinated, collaborative and strategic approach to help patients with non-medical needs such as healthy food, stable housing and job training.

The system's more than 600 doctors, 1,700 nurses and 7,800 employees go to work each day with a mission of service, to their patients and to the community. As Cuyahoga County's safety-net health system, MetroHealth plays an essential role in the region, caring for anyone and everyone, regardless of an ability to pay.

## Overview

MetroHealth is committed to transforming its care delivery to improve health equity for its patients and positively impact the community it serves. MetroHealth seeks to transform the overall health and wellbeing of the communities it serves through place-based development activities and community wellness programming leading to a holistic community revitalization.

To aid this effort, MetroHealth created CCH Development Corporation, a separate nonprofit 501(c)(3) organization devoted to positively impact and transform the health and wellness of the communities MetroHealth serves. CCH Development was created to promote, enhance, and supplement the mission of MetroHealth to uplift and create healthier, thriving communities.

CCH Development Corp. endeavors to build healthy communities and neighborhoods by developing real estate and working collaboratively with public, private, non-profit and civic partners. CCH Development seeks to collaborate with partners on planned and future development, public transportation, roadway infrastructure improvements and “place making” enhancements that will improve the quality of life for those who live, work, visit, shop and play in our neighborhood.

## Project Summary

CCH Development is seeking to partner with real estate development firms and services providers to develop four senior housing development projects adjacent to three MetroHealth medical facilities.

The senior housing projects will address the health and wellness for older people who want to stay in the same place through different phases of the aging process. CCH Development seeks developers and services providers that present innovative approaches to addressing the needs of this population and unique ways to integrate services of MetroHealth. The developer should address aspects that conventional housing options may lack, such as safety, accessibility, adaptability, and longevity.

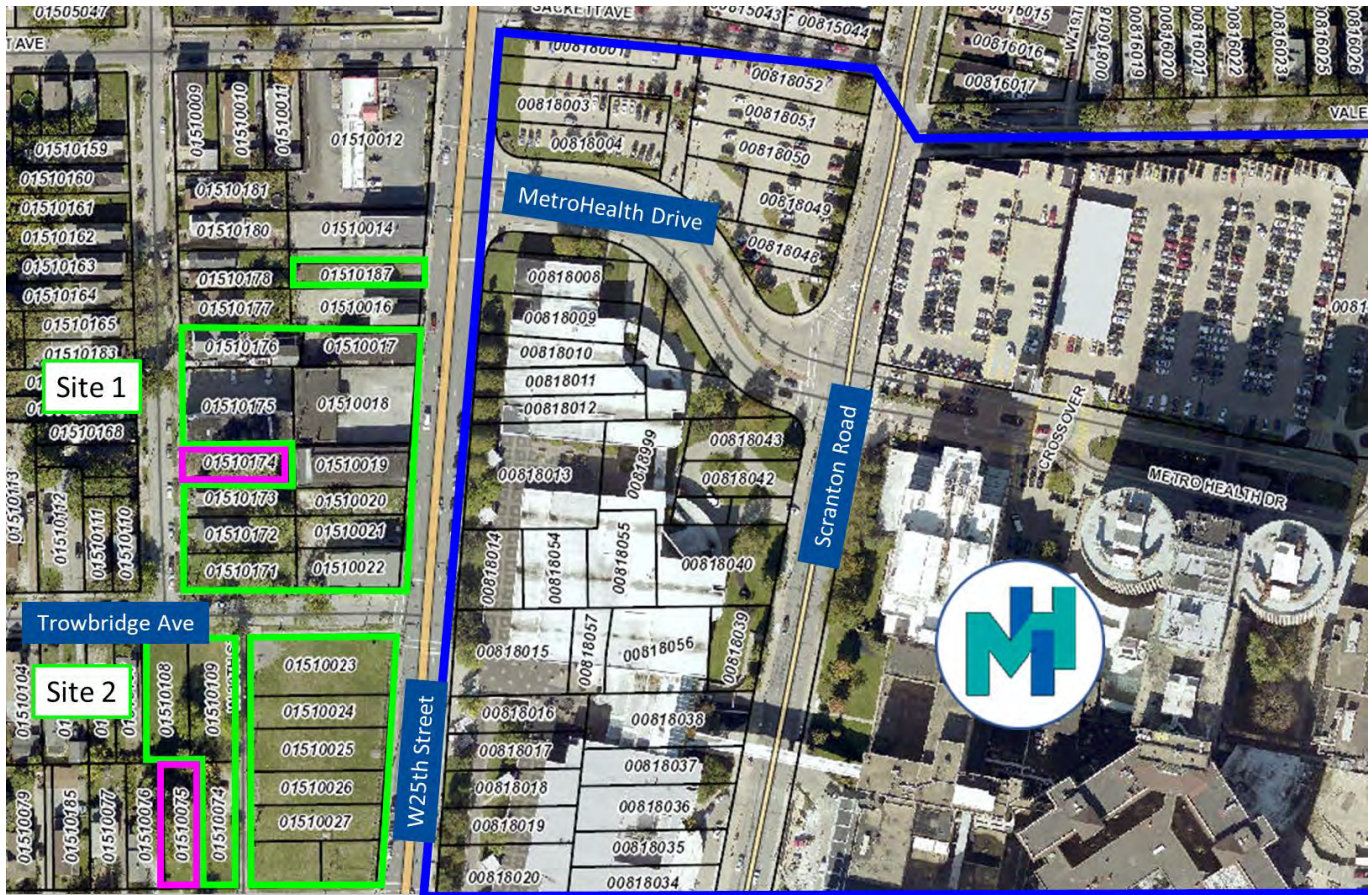
The development sites offer unique senior housing development opportunities. In addition to the primary development of senior housing, each site possesses distinctive qualities that can support ancillary uses that coincide with senior living. Respondents should provide innovative mixed-use proposals that prioritize senior housing and include opportunities for accessory uses. These sites individually and in the aggregate, represent an outstanding opportunity for a mutually beneficial redevelopment partnership between CCH Development Corp. and an experienced real estate development firm and/or service provider.

## The Development Sites

**West 25th Corridor** – Sites 1 and Sites 2 are located along the West 25<sup>th</sup> Corridor. The sites are across from the MetroHealth Main Campus, which is undergoing a \$1 billion transformation. The main campus project includes a new 11-floor, 370-bed, LEED certified hospital. The transformation also includes a new central utility plant, 1,500-space employee parking garage and plans for a new out-patient medical

office building. The transformed campus will be part of the first EcoDistrict anchored by a health care system in the U.S. ([MetroHealth/Clark Fulton EcoDistrict](#)).

Site 1 and Site 2 are also part of a broader redevelopment effort for the Clark Fulton neighborhood. The Metro West Community Development Organization, the City of Cleveland, The Office of Ward 14 Councilwoman Jasmin Santana, the Cleveland Foundation, and CCH Development partnered together to create a master plan for the Clark Fulton neighborhood. Among the findings, the Clark Fulton Together Plan calls for redevelopment of the W25th Street Corridor and the need for affordable senior housing.



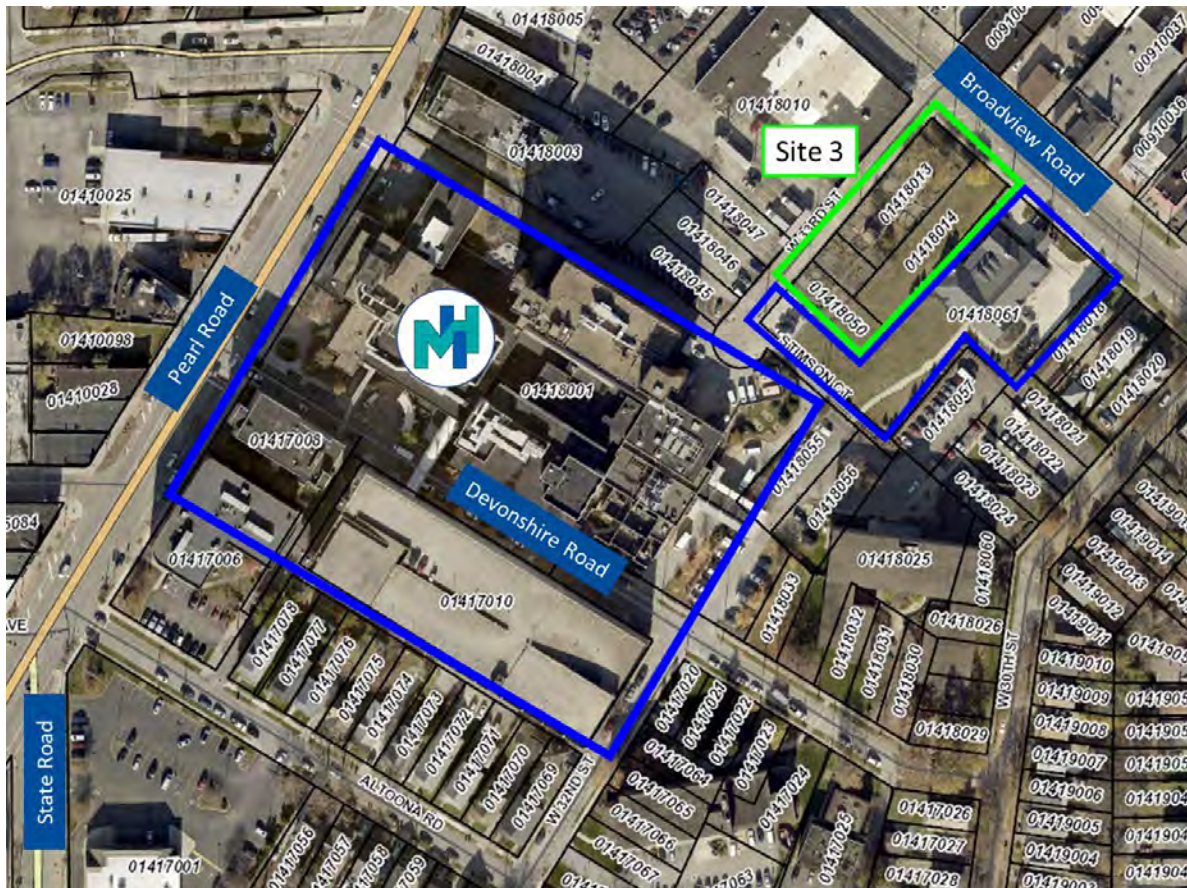
To help achieve the goals of the neighborhood master plan, CCH Development, in partnership with MetroHealth, proposed a \$60 million development along West 25<sup>th</sup> Street that is intended to catalyze the growth of the Clark Fulton neighborhood. The investment includes three mixed-use housing projects. The first, currently under construction is a 72-unit affordable housing project, which includes a workforce training center to be operated in partnership between MetroHealth and Cuyahoga County Community College. Site 1 and Site 2 are the second phase of the West 25<sup>th</sup> Street mixed-use development.

**Site 1:** The property is principally located at 3372 West 25<sup>th</sup> Street. The site includes permanent parcel numbers (PPN): 015-10-017, 018, 019, 020, 021, 022, 175, 174, 173, 172, and 171 between Sackett Avenue and Trowbridge Avenue. The site includes three (3) existing vacant buildings and is approximately 0.51

acres in area. The parcels along W.25th Street are zoned LR-C2 (Local Retail). During acquisition, a limited Phase I Environmental Assessment was conducted and is available for review. Site-1 is proposed as a multi-floor, mixed-use senior housing development project. The plan calls for senior housing on upper floors and approximately 11,000 gross square feet on the ground floor for the new MetroHealth Police Department station.

**Site 2:** The property is principally located at 3412 West 25th Street. The site includes permanent parcel numbers (PPN): 015-10-023, 024, 025, 026, 027, 028, 074, 075, 108, 109, and 184 along W.25th Street between Trowbridge Avenue and Woodbridge Avenue. The property is a vacant, graded property and is approximately 1.5 acres in area. The parcels located along W.25th Street are zoned LR-C2 (Local Retail). The parcels located between Trowbridge Avenue and Woodbridge Avenue are zoned 2F-B1 (Two Family). In addition to senior housing on upper floors, the proposed use for Site 2 includes 15,000 gross square feet on the ground floor for commercial/retail space that will complement the senior housing. MetroHealth has proposed a small-scale grocery store that would be integrated into MetroHealth’s Food-as-Medicine program.

**Old Brooklyn** – Site 3 is located along the State Road Corridor. The site is adjacent to the MetroHealth Old Brooklyn Campus, which is undergoing a multimillion-dollar enhancement. MetroHealth is investing \$9 million in the Old Brooklyn Campus to expand its nationally recognized Rehabilitation Center and the Physical Medicine and Rehab research program, which includes the Cleveland Functional Electrical Stimulation (FES) Center. The Old Brooklyn campus will also be home to a new 96-bed skilled nursing and rehabilitation center that is being developed in partnership with ProMedica.



**Site 3:** The property is principally located at 3205 Broadview Road. The site includes permanent parcel numbers (PPN): 014-18-013, 014, 049, and 050 between Broadview Road and Stimson Court. The site is approximately 0.61 acres in area is located next to the MetroHealth Zubizarreta House, a fully wheelchair-accessible house for out-of-town spinal cord patients of the nationally renowned MetroHealth Rehab Center. The site is currently used as a community garden. MetroHealth and CCH Development developed a plan and budget with the Old Brooklyn Community Development Corporation to relocate the community garden to enable development of the site.

**Westlake** – Site 4 is located at the corner of Center Ridge Road and Crocker Road in the City of Westlake. A portion of the site is reserved for a potential expansion of MetroHealth’s Westlake Health Center.



**Site 4:** The property is principally located at 29599 Center Ridge Road. The site includes permanent parcel numbers (PPN): 217-28-005, 004, and 006 at the corner of Center Ridge and Crocker. The site is approximately 11.1 acres in area. In addition to development of a senior housing project, the site is ideally

located for a possible expansion for the MetroHealth operation in the City of Westlake. Approximately 1.5 acres of Site 4 on the corner of Center Ridge and Crocker is reserved for the development a potential 21,000 square foot medical office building. A portion of the land is subject to a watershed easement with the City of Westlake.

## **Project Site Description**

CCH Development is seeking to partner with a real estate development firm and services providers to develop four senior housing development projects. CCH Development intends to retain site control over the four development sites. Each development site is strategically located adjacent to a MetroHealth medical facility, all of which are undergoing a multimillion-dollar investment. CCH Development will leverage these investments and MetroHealth as an anchor institution to support the development of senior housing at each site. Ancillary uses are anticipated as part of the senior housing projects.

Proposals for senior housing projects should address long-term care options for older people who want to stay in the same place through different phases of the aging process. CCH Development seeks developers and services providers that present innovative approaches to addressing the needs of this population and unique ways to integrate services of MetroHealth. The developer should address aspects that conventional housing options may lack, such as safety, accessibility, adaptability, and longevity.

Respondents may submit proposals for one or more of the development sites. In addition to identifying the development site and a description of the proposed senior housing develop, proposals should present mutually beneficial development partnership between CCH Development Corp. and the respondent.

## **Development Objective**

The development sites are part of a larger strategy that will catalyze the transformation of the neighborhoods and communities that MetroHealth serves. CCH Development's goal is to form a partnership with a development team and pursue a strategy that will include:

1. Senior housing development that addresses the continuum of care and aging-in-place. The development should integrate distinctive qualities of the site that can support a mixed-use senior housing project.
2. A pedestrian-friendly, revenue-generating mixed-use senior housing development strategy that blends accessory uses so a senior housing project which may include retail, commercial or other active ground-floor or adjacent uses.
3. Maximizing the density of development within what will be supported by market demand.
4. Increasing the supply of high quality, healthy and affordable housing in the neighborhood.
5. Following the EcoDistrict Protocol, a new comprehensive neighborhood redevelopment strategy that requires a commitment to equity, resilience, and climate protection and sustainability. ([www.ecodistricts.org](http://www.ecodistricts.org))

6. Integrating high quality architecture and design that promotes a safe and welcoming pedestrian experience.
7. Incorporating sustainable and innovative design and development principles.
8. Supporting and incentivizing alternative modes of transportation connecting to and through the site. Both sites are located along the GCRTA MetroHealth Line and are located in a federally designated Opportunity Zone.

## Proposal Elements

Developers interested in partnering with CCH Development are invited to submit a proposal for any one of the sites or for all of the sites. Responses should include the following information:

1. **Project Team:** Briefly highlight the firm profiles and experience of lead project team members, including Project Team Lead proposed design firm and general contractor.
2. **Relevant Experience:** Submit 2-5 examples of recently completed projects of similar program and scale to the one or more sites the respondent proposes to develop. Include overall budget, program, financing information, and timing, from design to completion. Also highlight how the projects demonstrate the team's ability to achieve the Site-1 and Site-2 Goals.
3. **Conceptual Site and Massing Plans:** Illustrate how you would propose to develop the two (2) sites, including building footprint(s), massing, circulation and access.
4. **Development Program:** Detail the number of floors, use by square footage per floor, and number and type of residential units, including percent of Area Median Income to be served, where applicable.
5. **Development Approach:** Provide a summary describing the team's approach to follow the EcoDistrict Protocol as well as meeting the development objectives for sites the respondent proposes to develop. Include a proposed timeline related to planning, design, approvals, financing, phasing, development, construction, and operation. Provide examples of processes employed in other projects as it relates to mixed-use projects on urban infill sites including experience with community engagement and public participation.
6. **Inclusion & Diversity:** Describe the approach or methods used to ensure equitable and inclusive participation of qualified local small, minority- and women-owned business enterprises and practices to employ/hire a diverse dimension of people; including their race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, physical or mental ability or disability, and others.
7. **Project Financing Strategy:** Outline your approach to financing the development, including any specific funding sources.
8. **Tentative Timeline:** Outline a rough timeline for development, considering your current development project and proposed financing.



9. **Deal Structure:** Propose a partnership structure with CCH Development Corp. to achieve a catalyst economic development project that builds upon the MetroHealth Campus Transformation. CCH Development seeks a development partnership that achieves two primary goals:
  - a. A development agreement that ensures successful completion of the project and long-term viability and performance of the project.
  - b. A development agreement that produces a financial return for CCH Development that can be leveraged to invest in future West 25<sup>th</sup> Street Corridor projects.

## Summation

CCH Development seeks to positively impact the community MetroHealth serves and transform the neighborhood through economic development. The initial goal of CCH Development is to identify a development partner to develop senior housing projects located near MetroHealth facilities. Leveraging MetroHealth's investments, these development sites are strategically located to catalyze on MetroHealth's efforts to spur positive development. These developments will promote, enhance, and further the mission of the MetroHealth and the health and welfare of the broader neighborhood.

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