



Severance Town Center RECOMMENDED ACTION PLAN



INTRODUCTION

The purpose of this Recommended Action Plan (RAP) is to detail the Severance Redevelopment initiative led by MPact Collective in collaboration with the Cleveland Heights Community and the City of Cleveland Heights. This RAP will cover various aspects, including a review of the site's historical planning activities, community engagement and crowdsourcing initiatives, as well as analyses of the market, infrastructure, and land use that MPact has conducted. Based on these diligent efforts, along with MPact's experience and success in comparable redevelopment projects, the RAP will present specific recommendations for actions and subsequent steps aimed at redeveloping the Severance site and its surrounding areas.

SECTION 1: SITE OVERVIEW



Severance Town Center is centrally located in Cleveland Heights and has the potential to enhance connections among the various unique segments of the community. Once a bustling retail hub, Severance served as a focal point for community gatherings for many years. The decline of shopping malls has undeniably presented significant challenges for communities nationwide, and the Cleveland area is no exception. Nonetheless, initiatives aimed at revitalizing these once lively spaces are underway across the region. Ultimately, Severance can only fulfill its potential and regain its significance through a collaborative approach that engages all stakeholders. The Recommended Action Plan outlines the initial steps of this effort. We look forward to partnering with the Cleveland Heights community as we work towards a brighter future for Severance Town Center.

Demographics and Historical Planning

Cleveland Heights at a Glance

The team has conducted analyses of demographic and historical planning efforts for Severance Town Center. The results of this analysis inform the recommended market and revitalization strategies outlined in later sections.

Basic Demographics

Population (July 23'):	43,908
Over 18:	11,284
Over 65:	8,299
Median Age:	36.7
Total Households:	19,669
Avg. Household Size:	2.23

INCOME:

Median Household Income:	\$72,302
Per Capita Income:	\$46,276
Poverty Rate:	14.7%

HOUSING:

Housing Units:	3,912
Median Home Value:	\$176,700
Owner Occupied Housing:	58%
Median Rent:	\$1,139
Vacancy Rate:	6.5%

EMPLOYMENT:

Population Employed:	30,800
Unemployment Rate:	2.7%
Average Commute Time (Minutes):	22.3

EDUCATION:

High School Degree:	96%
Bachelor's Degree:	58%

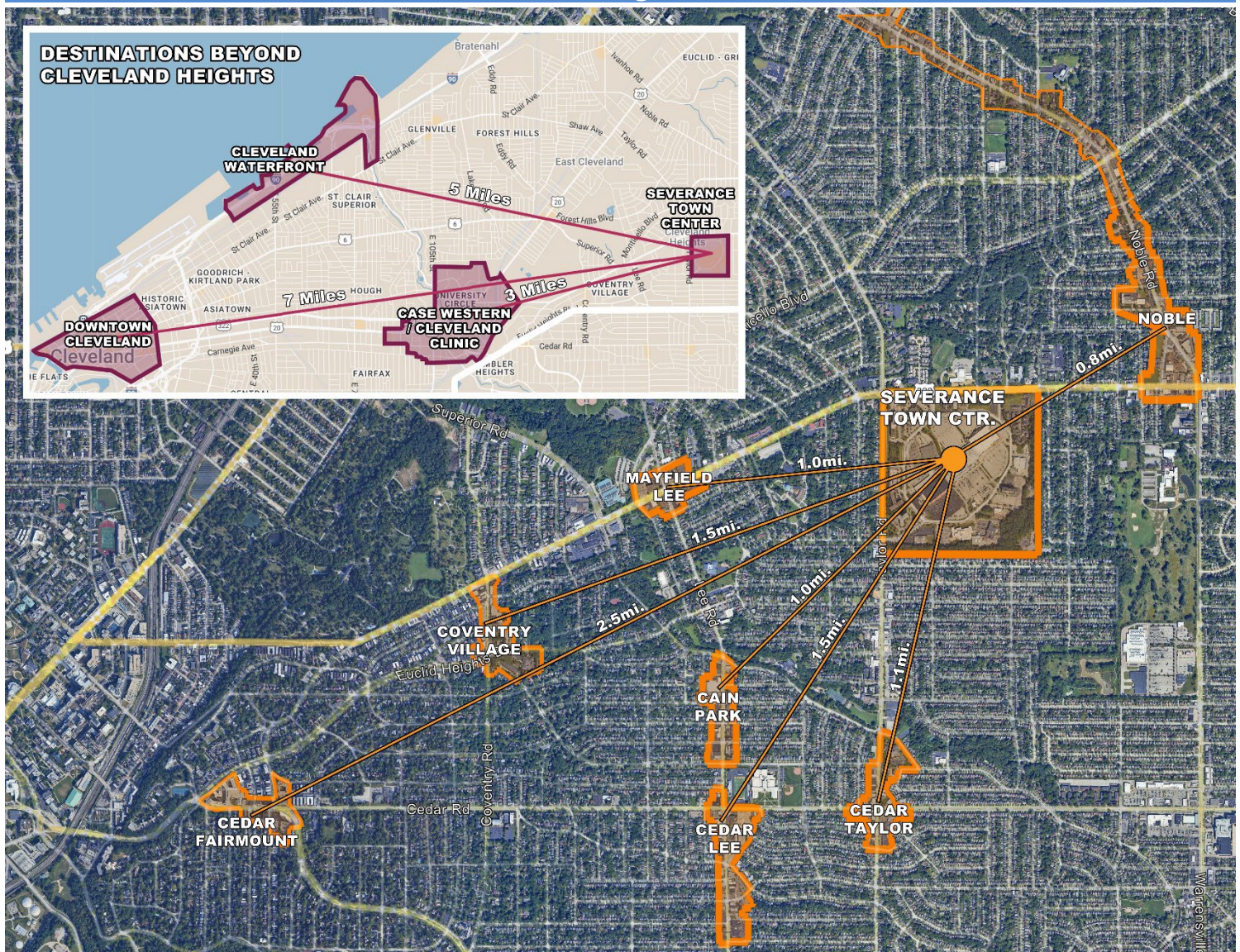
Severance Town Center in Cleveland Heights, Ohio, opened on October 17, 1963, on the former estate of philanthropist John L. Severance. As Ohio's first enclosed shopping mall, it originally featured anchors like Higbee's and Halle's. Over the years, it has seen various renovations and tenant changes, including the addition of a Gold Circle wing in 1981 and the later occupation by Horne's. Renamed Severance Town Center, it housed around 100 stores, including Woolworth and Dunham's Sports, before transitioning to a power center with major retailers like The Home Depot. In recent years, it has faced challenges with vacancies, prompting a local push towards a revitalization plan.

Also worth noting is the development that has occurred surrounding Severance on the exterior of the ring road. Several large and small housing developments, an office building, Metro Hospital, a church, a post office, a telecom office and a dental office all occupy significant sites. It is essential that collaboration with these users is considered.



Nested systems theories are valuable in the analysis of place in that they allow for a deeper understanding of the interaction between local and regional places. Severance is part of a larger ecosystem: the Cleveland Heights system, which in turn is a part of Cuyahoga County system, and that is ultimately a critical component to the Northeast Ohio Region. When making recommendations and taking action in a given area, it is critical to keep in mind how each approach will interact with and impact the larger system. Likewise, it is critical to understand how the changes being made in the overall region can flow downstream to the place itself. While this theory has its practical limits, looking at the revitalization of Severance through this lens can help create opportunity and avoid/mitigate challenges. On a more specific level, Cleveland Heights also has several hamlet centers. Members of the community have expressed varied opinions of which hamlet center should be considered the primary “Downtown” in Cleveland Heights. It is critical that the health of these centers is considered when designing and tenanting the future of Severance and understanding the opportunities that may exist for expansion of successful businesses. A conscious effort must be made to appropriately balance the goals of complementing these areas with the speed at which tenant commitments for Severance is needed.

Severance Town Center Regional Context at a Glance



SECTION 2:

MPACT PROCESS & NAMNDAR



Established in 2019, MPact Collective has focused on transforming underinvested suburban downtowns into vibrant, walkable mixed-use centers. Their Unified Development Approach (UDA) methodology combines community engagement with form-based zoning regulations to develop environments that cater to both infrastructural and social requirements. Through a distinctive crowdsourced placemaking approach, they utilize online platforms and face-to-face events to encourage robust community involvement throughout the development process.

The Severance project by MPact will prioritize iterative planning and community engagement, ensuring that the ultimate development aligns with the aspirations of residents and community stakeholders. The initial phase of the revitalization discovery process commenced in late June 2024, and included historical planning review, crowdsourcing commencement, comprehensive infrastructure analysis and initial market studies.

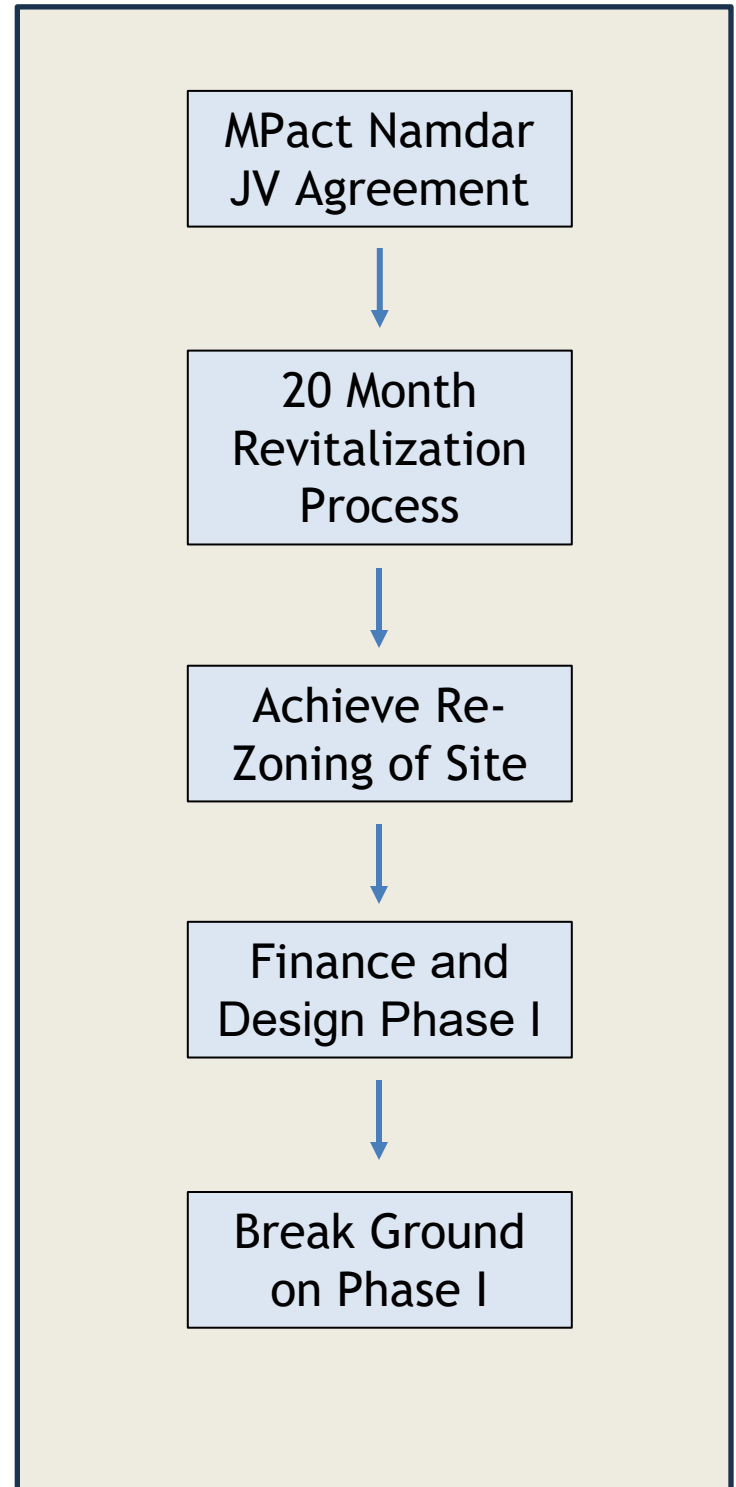
A Unique Partnership

Development Joint Venture

Understanding the presence of MPact in Cleveland Heights and its legal rights to the site is essential. In the summer of 2023, MPact was approached by Eric Zamft, the planning director for Cleveland Heights, through a mutual acquaintance. Director Zamft had previously collaborated with the MPact team while overseeing planning for the City of Port Chester, New York. They discussed the possibility of MPact applying its development strategy to the redevelopment of the Severance Town Center Site in Cleveland Heights. Although MPact did not have an existing relationship with the site's owner, Namdar Realty, the team expressed interest in the initiative and quickly established contact with Namdar's representatives.

Over the following year, MPact engaged in discussions with Namdar regarding the Severance opportunity while maintaining regular communication with Director Zamft. Initial talks revealed a significant gap between Namdar's asking price for the site and the amount MPact could feasibly offer given the associated risks. Consequently, MPact suggested a partnership arrangement that would involve a post-entitlement valuation (after obtaining new zoning approvals). In this structure, MPact would invest its human and financial resources at risk to collaborate with the community and the City in envisioning and rezoning the site. The pursuit timeframe for MPact was set at 20 months, and if successful, Namdar would be required to contribute the land incrementally for the development of new buildings.

MPact has a track record of achieving similar objectives in shorter timeframes on more complex projects in the past. While there are no guarantees, this approach appeared to be the most viable way to align interests for future development. After nine months of negotiations, MPact and Namdar formalized their arrangement via a Contribution Agreement in June 2024.



MPact Detailed Project Schedule

MPact has created a development timeline to steer the revitalization of Severance Town Center. Although this timeline may need to evolve in response to unexpected circumstances, MPact's strategy for real estate development in large-scale revitalization initiatives remains steadfast. The key steps to this Unified Development Approach include discovery, formulating a recommended action plan (RAP), conducting vital land and infrastructure assessments, exploring grants and subsidies, collaborating with private property owners, engaging in conceptual design, considering land use and zoning, securing financing, and crafting detailed phased designs. Throughout the entire development process, active community involvement and crowdsourced placemaking will be prioritized.

Below is the overall Severance redevelopment project schedule which currently calls for zoning adoption in Q4 2025. Phase I groundbreaking is projected for Q2 2026 with Phase I completion targeted for Q2 2028. Since MPact's revitalizations utilize a "process-before-a-plan" approach, it is unknown at this time what exactly will be built and therefore current projections are based upon past mixed-use developments for revitalized walkable downtowns. As uses are determined to meet public/private partnership goals and are proven financially viable, development timelines can be updated. The schedule to the right is a detailed breakdown of the discovery process that informed the RAP.

Severance Town Center			
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<input type="checkbox"/>	> Recommended Action P... 6	Working on it	
<input type="checkbox"/>	> Grant and Other Subsidy 1	Working on it	
<input type="checkbox"/>	> Solve for Lease Encumb... 4	Working on it	
<input type="checkbox"/>	> Collaborate with Private... 5	Working on it	
<input type="checkbox"/>	> Zoning Adoption 12	Not Started	
<input type="checkbox"/>	> Implement Phase IA De... 9	Not Started	
<input type="checkbox"/>	> Implement Phase IB Dev... 9	Not Started	
<input type="checkbox"/>	> Implement Phase IC De... 9	Not Started	
<input type="checkbox"/>	> Implement Phase 2A De... 9	Not Started	
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Severance Town Center			
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To-Do			
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<input type="checkbox"/>	> Discovery 20	Working on it	
Subitem			
<input type="checkbox"/>	Initial City Leadership Meetings	Done	
<input type="checkbox"/>	City Board and Commission Meetings	Done	
<input type="checkbox"/>	City Staff Meetings	Done	
<input type="checkbox"/>	Initial Community at large Meetings	Done	
<input type="checkbox"/>	Initial Stakeholder Group Meetings	Done	
<input type="checkbox"/>	Initial School District Meetings	Done	
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<input type="checkbox"/>	County Meetings	Done	
<input type="checkbox"/>	Metro Health Staff Meetings	Working on it	
<input type="checkbox"/>	State Meetings	Working on it	
<input type="checkbox"/>	Transit Authority Meetings	Working on it	
<input type="checkbox"/>	Higher Education Meetings	Working on it	
<input type="checkbox"/>	NOACA Meeting - NPO for Region	Working on it	
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<input type="checkbox"/>	Neighboring Religious Groups	Done	
<input type="checkbox"/>	Cleveland Foundation	Done	
<input type="checkbox"/>	Sewer District Meeting	Done	
<input type="checkbox"/>	Potable Water Infrastructure	Working on it	
<input type="checkbox"/>	Dentist Offices	Done	

Unified Development Approach

Paving the way for Revitalization



The Unified Development Approach provides a framework that facilitates a comprehensive mixed- use redevelopment strategy which brings together community stakeholders to collectively create and implement a shared redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.



Diagram of Unified Development Approach™ (UDA)

PARTNER WITH MUNICIPALITY

A collaborative framework has been established through a public-private partnership involving MPact, the Cleveland Heights community, and the City itself. This framework acknowledges the City's past and ongoing planning initiatives, while outlining a clear pathway for implementation. The partnership builds on the extensive planning and public engagement work that has already been undertaken.

MPact will spend significant time collaborating with each City leader. Many of these meetings will be presentations and question and answer sessions at regular City council meetings. Many will be one-on-ones with council members and the Mayor to garner critical insight into the ideas that constituents and the community have shared with these leaders. Elected officials have spent years hearing from residents about their concerns and aspirations. This knowledge can be extremely valuable to shaping the future of Severance Town Center.

Throughout this process, MPact will build a close relationship with City staff via regular meetings. This strong collaborative relationship will guide the planning efforts at every stage.

COLLABORATE W/ PRIVATE PROPERTY OWNERS

The team adopts a collaborative strategy to enhance property values for private property owners (PPOs), either by forming partnerships with them or facilitating their independent redevelopment efforts. This partnership model simplifies the land assemblage process by offering economic incentives that motivate PPOs to engage in the overall development initiative.

Although the team has only commenced preliminary discussions with neighboring property owners, the potential for collaboration is significant. In the process of rezoning Severance for development, it is essential to integrate the properties surrounding Severance Circle to allow for revitalization on both sides of the street. However, any zoning adjustments will likely include an optional overlay zone that promotes, rather than mandates, PPOs to embrace the new vision for Severance.

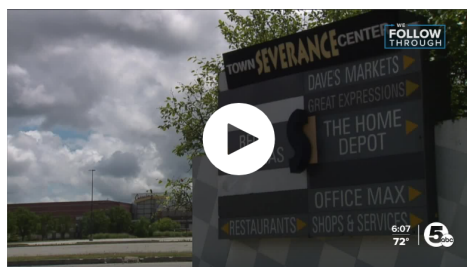


NEWS > LOCAL NEWS



Developer steps in at long-ailing Severance Town Center in Cleveland Heights

MPACT Collective of New York is launching a redevelopment effort through a joint venture with Namdar Realty Group, which owns the heavily vacant property



A breakthrough for Severance Town Center as MPACT Collective of New York is launching a redevelopment effort through a joint venture with Namdar, which owns the heavily vacant property.

By: Michelle Jarboe

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ENGAGE OTHER AGENCIES

The involvement of agencies is critical in ensuring community connectivity and sustainable development. As such, County and other agencies are included in the visioning process to ensure a positive outcome and buy-in from all parties.

MPact has or will engage agencies including:

- Schools
- County
- State
- Transit
- Infrastructure Agencies

Creating Opportunities for Local Contracting, Employment and Construction Jobs

One of the key aspects of the UDA is the focus on community benefits that make the primary beneficiaries of economic development, local residents and businesses. The team will look to work with the City to help local job seekers and companies be first at the table in regard to career and contracting opportunities that will arise from these redevelopment efforts.

The best way to accomplish these goals is to encourage community benefits throughout the development process. The team will support goals that prioritize:

- Construction Jobs for Local Residents
- Contracting Jobs for Local Companies
- Permanent Jobs for Local Residents

The challenge will be to match-up the economic feasibility of the vision, with the opportunities for local engagement.

ENGAGE KEY COMMUNITY STAKEHOLDERS

Effective public outreach and engagement play a crucial role in developing a vision that secures backing from both the municipality and the community. By employing the unique Crowdsourced Placemaking program, the team not only facilitates the collaborative creation of a unified development vision, but also encourages entrepreneurial activities and invites participation from members of the public, such as artists and young professionals, who are frequently excluded from conventional outreach initiatives. The team has been actively collaborating with important community stakeholders as well as engaging with the broader community. Although these efforts are just the beginning, the team has already included residents, business owners, and nonprofit organizations in its Crowdsourced Placemaking program. Perhaps most surprising and encouraging, was the extent to which the community has already taken an active role in Severance. Severance Acton Group (SAG) and Future Heights are 2 such examples.

SECTION 3: DISCOVERY & CROWDSOURCING



Established in 2019, MPact Collective has focused on transforming underinvested suburban downtowns into vibrant, walkable mixed-use centers. Their methodology combines community engagement with form-based zoning regulations to develop environments that cater to both infrastructural and social requirements. Through a distinctive crowdsourced placemaking approach, they utilize online platforms and face-to-face events to encourage robust community involvement throughout the development process.

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Building Upon Past Efforts

As with many revitalization initiatives, change does not occur instantly. Local governments and communities typically engage in several visioning processes as they address the numerous challenges associated with large-scale development. Obtaining entitlements and navigating land control can be time-consuming and involve various complexities. As is done with all of MPact's projects, the team dedicated time to evaluate previous efforts made for Severance. It is crucial to comprehend the advancements achieved, and to build on these past and ongoing initiatives to move forward in actualizing a vision for Severance. A sample of past and current efforts evaluated can be seen below.

STUDY	RELEVANCE
2017 Master Plan	The 2017 Master Plan provided an interesting backdrop into the thought progression for Cleveland Heights. Focus on sustainability and multi-modal transportation and walkability were largely consistent with current sentiments. Euclidian thoughts to land use have materially evolved over the last 7 years.
HR&A 2017 Redevelopment Feasibility Study	HR&A was engaged by the City in 2017, to perform a redevelopment feasibility study. The study included stakeholder engagement, market analysis and best practice comp analysis. The study identified many of the same constraints and opportunities seen today. The market has shifted significantly over this time for all product types. The study did not focus on infrastructure, underwriting or conceptual planning. MPact found the study to be informative for understanding market shifts that have occurred over the last 8 years.
Heights Regional Transportation Priority Plan - Comprehensive and Equitable Safety Action Plan	The Heights Regional ATP planning efforts did prioritize intersections/roadways adjacent to Severance as high priorities; namely Taylor and Mayfield were identified. The study focused mainly on complete streets efforts for active transportation. MPact believes that dieting for Mayfield and Taylor around Severance is essential as well. This is not only integral to expanding transportation options, but also for connecting neighborhoods.
Climate Forward Plan 2024	In December of 2024, the City finalized a comprehensive Climate Action and Resiliency plan. The plan took a deep dive into the City's existing conditions and made recommended actions to help improve everything from City facilities to transportation, from wastewater and stormwater management to air quality and beyond. Nearly all of the items identified for action are part of every MPact entitlement process. As always, the challenge will be to balance these actions with financial feasibility.
Various Local/Regional Funding Source Publications	As part of the MPact's review of potential funding and financing tools available in the Cleveland Heights market, the team reviewed several publications, including County and State publications on funding opportunities, as well as legal opinions and legislative language. The team began collaborating with several potential law firms to begin identifying potential partners that may be integral in structuring a financially feasible, long-term plan for the site's development.

Crowdsourced Placemaking (CSPM)

Overview of the Process

CSPM provides more than public engagement. It creates a community of local residents and stakeholders that are active participants in the planning and implementation of a development vision, including population segments that are often left out of, or do not feel invited into, the public process. The process can help the Developer and the City best meet the needs of its residents today and into the future, with a focus on arts, culture, the innovation sector, thereby retaining millennials, young professionals and retirees in the Cleveland Heights.

Crowdsourced Placemaking has become a nationally recognized “best practice” for community engagement, because it:

- Helps define the Community's vision;
- Helps refine and improve the site's vision in a manner that is consistent with community goals and objectives;
- Creates a framework to identify key market drivers and market opportunities, especially within the innovation, knowledge and cultural arenas;
- Fosters the inclusion of local stakeholders, including entrepreneurs, artists and students, throughout the process;
- Helps identify and launch new retail and commercial businesses that will enhance daytime and evening vitality throughout the City; and
- Shortens the development timeline by ensuring community input and buy-in from the outset in a manner consistent with both the City's vision and market realities.

How CSPM Works

Utilizing both in-person meetings and internet-based tools, the CSPM process allows community members to upload and vote on ideas, uses, retail concepts, types of commercial/retail tenants and amenities they would like to see within a redevelopment plan. CSPM participants are able to utilize online forums, and web-based and paper voting applications to create tremendous support for a redevelopment vision that the community wishes to see move forward.

2. SEED THE PROCESS

Current Status: Several in-person meetings have been conducted. The specifics of these meetings are detailed later in this RAP.

Before initiating the formal, public Social Networking Campaign, traditional grassroots outreach and meetings with essential stakeholders and community leaders are conducted. This approach helps establish a support base among constituents who grasp the Community's vision and appreciate the advantages of responsible, Triple Bottom Line development prior to engaging the wider public. Ultimately, a local representative may be appointed to oversee the CSPM program, and the developer may set up a public informational office in the redevelopment area.

A crucial element is recognizing that the purpose of gathering ideas is to concentrate on potential uses for the site. Whether these uses are residential, commercial, retail, hospitality, educational, light industrial, or recreational, the objective is to identify community needs and assess their feasibility. This distinguishes itself from traditional charrette-based approaches.

Ideas posted through the Crowdsourcing process must adhere to the “TRIPLE BOTTOM LINE” philosophy of Social, Environmental & Economic responsibility.

3. LAUNCH SOCIAL NETWORKING WEBSITE / WEB-BASED APPLICATIONS

Current Status: The team anticipates launching the website and related applications in Q1 2025.

The team launches a social networking website as an informational resource to accept member registrations and ideas, and engage local business leaders and entrepreneurs throughout the process.

1. DEFINE THE PRINCIPALS

Current Status: Step one of the process has kicked off through multiple meetings with community stakeholder groups and individuals in the community.

The CSPM process is guided by the principles of Social, Environmental and Economic responsibility. To ensure adherence to these principles, members who join the website will agree to a “Triple Bottom Line” approach before participating.

4. LAUNCH CAMPAIGNS

Current Status: The team plans to launch campaigns in Q2 2025.

Campaigns lie at the heart of CSPM activities, allowing residents and entrepreneurs to collaborate and build a critical mass of support for their ideas - ideas that help refine the vision while identifying potential market drivers and entrepreneurial opportunities that will arise from the development activity. By focusing on one interest area at a time (such as retail, public destinations and walkable living), each with its own time period for campaigning, members are motivated to work together. Each campaign lasts one to two months with the objective of having the top ideas receive a minimum number of “Likes/Upvotes,” thereby becoming eligible for a feasibility study to allow for the future implementation of ideas that prove feasible.

5. FEASIBILITY STUDIES

Once ideas have enough Likes/Upvotes to warrant feasibility studies, the team enlists the talents of national leaders in downtown retail and market feasibility to test the viability of community driven concepts. Upfront market analysis done as part of the RAP can help determine initial feasibility of many ideas.

6. FIND THE BEST IDEAS

Identification of small business, entrepreneurial and cultural ideas are fundamental to the Crowdsourced Placemaking process as they are critical to both the economic vitality of Severance and

the successful activation of the site. To reach the greatest number of participants, events and meetups are held to provide a forum in which local individuals and leaders can identify themselves and participate within their comfort zone.

7. MONTHLY MEETUPS

Every month, the local CSPM community can host a ‘meetup’, providing the best opportunity for members and interested residents to meet other Triple Bottom Line supporters face-to-face. Attendees brainstorm and develop ideas with the goal of building a market and support for them. Participants also work on planning upcoming programs and events, such as community festivals and other events to spur local business. Meetups also help inform the community via webpage and developer updates.

8. EVENTS

The development team participates in, and often generates community events, which allows community members to learn about how they can help shape their community. These events build tremendous momentum as local residents begin to fully understand the potential of the redevelopment vision that has been forwarded by the community, City and developer, and refined through the CSPM process. The result is often a shortened time frame to secure approvals and begin implementation of the plan.

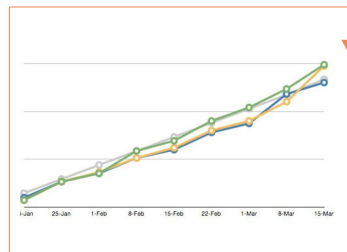
Ideas Campaign

CROWDSOURCED PLACEMAKING PROCESS

1. Seed Inspiring Ideas



2. Identify Top Ideas



RRAP

3. Analyze Feasibility of Top Ideas



4. Implement the Ideas



The ideas campaign lies at the heart of the Crowdsourced Placemaking process. The master developer, City leadership and the community at-large work together to co-create a vision and identify community desires for the project.

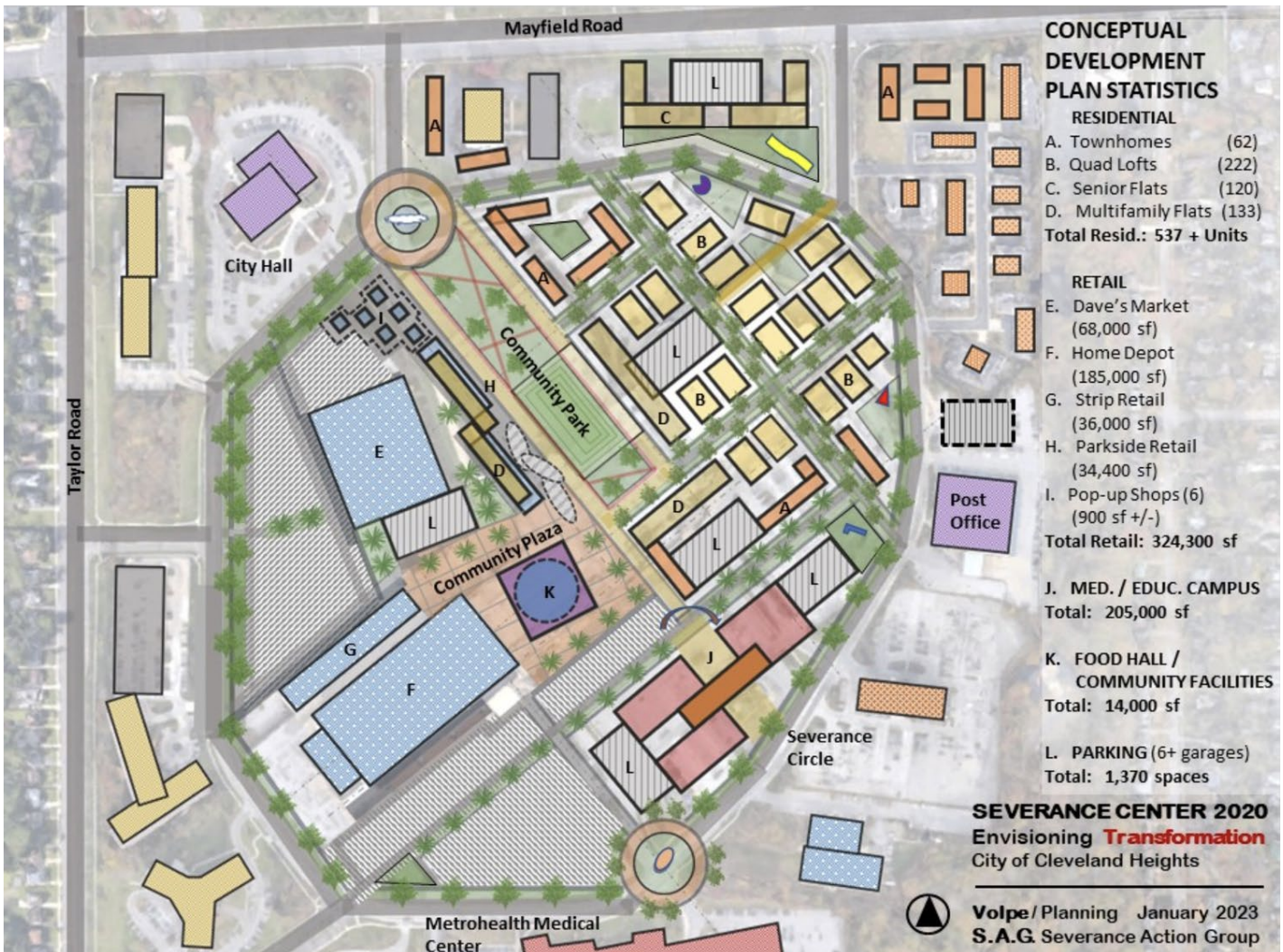
CSPM PROCESS TO DATE:

LAUNCHING THE CSPM PROCESS SAG COLLABORATION

MPact began its efforts of community engagement even prior to securing a deal with Namdar. Initial meetings with community members who actively participated in Severance, began in April of 2024, several months before even securing a deal with Namdar. Some of the first meetings were held with Severance Action Group (SAG) members. As described on their website which can be seen [here](#): *The Severance Action Group (SAG) was born in early 2021 as a sub-committee of the Future Heights CDC and has since evolved into an independent citizens committee. The mission of SAG is to work—ideally in close cooperation with the City of Cleveland Heights Mayor, his Staff, and City Council—to identify the most viable options and strategic partners for the transformation and redevelopment of Severance Town Center, a grossly underutilized and deteriorated retail mall site from the 1960s that now adversely impacts the community as a whole.*

Initial meetings with SAG members entailed gaining an understanding of the group's efforts thus far. While there remains some divergence of ideas, many of the SAG concepts align well with MPact's initial thoughts on the site, as well as feedback that MPact has received.

Seen below is a concept design produced by Volpe Planning in collaboration with SAG. The approach to scale, use mix, recreation, and walkability is commendable. SAG members have made connections to potential project contributors and will be valuable members of the team. MPact will continue to collaborate with SAG as part of its crowdsourcing and development efforts.



CSPM PROCESS TO DATE:



Heights High Crowdsourced Conversations November 12, 2024

FUTURE HEGIHTS COLLABORATION

For nearly 17 years MPact's team members have been implementing some form of Crowdsourcing, however, for the first time in all those years, MPact was pleasantly surprised to see a City that has community members already practicing crowdsourcing. Future Heights describes themselves on their website which can be seen [here](#) as: *FutureHeights seeks to inspire and facilitate collaboration and empowerment across our communities to ensure a vibrant and sustainable future for Cleveland Heights and University Heights. Since its grassroots inception in 2000, FutureHeights' board of directors, staff and members share a set of beliefs that guide the organization in making thoughtful, sound, and appropriate decisions. Using this shared set of beliefs for strategic decision-making guides the organization to identify priorities, set goals, and implement programs. By acting on these values, the shared vision then becomes a reality.*

MPact began collaborating with Future Heights on a crowdsourced survey about the future of Severance. Ironically, this Crowdsourced conversation topic was already selected by the community prior to MPact even being in the picture. MPact spent time working with the Future Heights team to understand the questions being asked, and analyzing the results of the survey. 734 respondents participated in the survey the results of which can be seen [here](#). Through several collaboration sessions with MPact, Future Heights and the City survey results were discussed with next steps of research determined. For example, participation gaps were observed for select demographics and the team is currently working to engage these members of the community to provide more feedback. Also, by way of example, over 60% of respondents consider the Cedar Lee business district as the most relevant "Downtown" area. This allows the development team to consider the uses and successes of Cedar Lee (and the other districts) in determining uses for Severance.

FUTURE HEGIHTS CROWDSOURCED CONVO

On November 12, 2024 Future Heights hosted the second part of the Severance Town Center Crowdsourced Conversation with an in person meeting at Heights High. At the meeting, MPact provided a brief 15 minute presentation to introduce attendees to MPact, provide an overview of the MPact approach, and summarize the relationship with Namdar. The remainder of the meeting was made up of exciting small group conversations, followed up by presentations by each group on what they discussed. Each group was led by a facilitator who stimulated discussion on multiple topics relating to the future of Severance. A summary of the group's conversations can be seen [here](#).

As with the survey results, MPact, Future Heights and the City reviewed the notes and discussed next steps of regarding the items highlighted by each group.

The Blue Group discussed the benefit of article writing to increase project transparency and thus MPact has engaged the Height Observer about working on regular article updates.

The Grey Group mentioned walkability and bikeability in the context of Mayfield Road. MPact and the City are already discussing how Mayfield Road can be calmed and the neighborhood barrier it creates.

The Lilac Group mentioned urban farming and MPact commenced conversations with an urban farming entrepreneur from the Heights who is looking to expand her business.

The ideas and next steps go on and on, as must the crowdsourcing conversations. MPact will continue to collaborate with the Future Heights team throughout each phase of the process and project.

CSPM PROCESS TO DATE:

COUNCILPERSON & COMMISSION MEETINGS

Forming a strong relationship with elected leadership is essential to any successful, large-scale revitalization effort. MPact understands that the Council and the Mayor are elected to represent the people and carry essential information that will help shape the future of Severance. Boards and Commissions similarly understand the community in which they serve. All real estate is local.

- INITIAL ONE ON ONE COUNCIL MEETINGS IN JULY 2024
- COUNCIL COMMITTEE OF THE WHOLE PROCESS PRESENTATION
- PLANNING COMMISSION MEETING NOV 2024
- ARB DECEMBER 2024
- COUNCIL COMMITTEE OF THE WHOLE UPDATE PRESENTATION JAN 2025

OTHER COMMUNITY COLLABORATIONS

MPact has been having extensive conversations with community collaborators, religious organizations and other active civic and cultural groups throughout the City. A snapshot of some of these groups is listed below;

➤ RELIGIOUS ORGANIZATIONS

- Start Right Church
- Christ Culture Church
- Various Rabi's and members of the Orthodox Jewish community

➤ PEACE CAMPUS ARTS ORGANIZATIONS

➤ CASE WESTERN STUDENTS' COLLABORATION

OTHER COLLABORATIONS

MPact has also collaborated with a host of other individuals and organizations since the fall of 2023, months before even having a deal in place with Namdar. A sample of these meetings is listed below.

- DEVELOPERS - PENNROSE, NRP (9/25/23)
- OTHER COMMUNITIES - VAN AKEN (SHAKER HEIGHTS PLANNING STAFF) (3/11/24)
- CLEVELAND FOUNDATION (7/17/24)
- WESTERN RESERVE LAND CONSERVANCY (8/6/24)
- METRO (8/19/24)
- THE SALTZMANS (9/3/24)
- TOUR OF OTHER PROJECT (COUNCILMAN COBB) - PINECREST, VAN AYKEN, RICHMOND MALL (9/24/24)
- KJK MEETING (9/25/24)
- DEVELOPERS FROM PARK SYNAGOGUE (10/3/24)
- FIRST NEORS D MEETING (10/30/24)
- PORT OF CLEVELAND (11/19/24)
- BWE FINANCING (12/5/24)
- PCFO (12/17/24)
- CONTRACTOR MEETINGS

Staff Collaborations

The Folks that Make the Wheels Turn

As Master Developer, MPact must act as the unifying force that brings all stakeholders to the table. Each piece of the puzzle is essential to the success of the whole. Developers often overlook the need to build a trusting working relationship with municipal staff. Each department plays a critical role in ensuring the machine keeps moving. While not every department will have a direct role in redevelopment of Severance, many will. MPact spends much of its time in Cleveland Heights meeting with, and collaborating with, staff. In fact, MPact works out of City Hall during each monthly visit. Departments that MPact has worked closely with thus far include:

- Mayor's Office
- Planning
- Economic Development
- Building
- Fire
- Public Works
- Communications
- Law Offices

Meetings cover a wide range of topics, such as past and ongoing planning efforts, projects that were successful, and/or how to approach the zoning with planning staff. Economic development staff provides insights on programs that the City offers to support businesses, community challenges and economic initiatives.

As conceptual plans and zoning for Severance are developed, this collaboration between MPact and the City staff will only become more critical. Unique insight by staff will ensure that no stone is left unturned when crafting the land use policy that will drive the redevelopment.

Ultimately the interaction between the private and public realm of each built phase will also require careful planning for both construction and ongoing maintenance. Over time, MPact will need to gain an understanding of staffing plans and capabilities. Identification of any gaps early in the development process will help ensure that forward thinking can be applied to any implementation plans.

MPact has also spent significant time with staff addressing the current challenges that exist on-site. Balancing the future of the intent for the site, with the current site conditions is delicate and requires collaboration and patience among many parties.

Building	Home > Government > Departments
Cain Park	
Community Services	DEPARTMENTS
Economic Development	Building The Division of Building works closely with residents and contractors to ensure safety and quality in new construction and repairs. By issuing permits, examining plans and monitoring construction throughout the city, Building promotes a structurally sound and architecturally pleasing environment.
Finance	Cain Park Cain Park is your summer arts park, complete with a fabulous art festival and other recreational events.
Fire Department	Community Services The Community Services Department's efforts are to provide quality programming that enhances the lives of Cleveland Heights residents.
Housing Programs	Economic Development
Human Resources	Finance The Department of Finance consists of the Divisions of Accounting, and Treasury. All financial transactions are monitored for accuracy and compliance with applicable federal, state and local laws.
Information Technology	Fire Department See information on the Fire department in Cleveland Heights.
Law Department	Housing Programs We pride ourselves on the fine craftsmanship with which our Cleveland Heights homes were built, and the maintenance of these homes is very important to us as a city.
Office on Aging	Human Resources Human Resources handles employment applications, interviews and other procedures, as well as employee files, health and workers' compensation benefits and employee relations.
Parks & Recreation	
Planning and Development	
Police Department	
Public Works	

Information Technology The Information Technology Department provides information technology services to all City Departments and the Municipal Court by coordinating strategic technological directions, developing common standards, architectures, and business solutions to deliver city services more efficiently and effectively.
Law Department The Cleveland Heights Law Department represents the City in all criminal prosecutions and civil litigation; acts as legal adviser and counsel to the Mayor, City Council and all City offices, employees, departments, boards and commissions; and prepares legislation at Council's request.
Office on Aging The Office on Aging serves thousands of residents of elderly age each year.
Parks & Recreation The department has seven full-time staff members. All full-time staff are located at the Community Center, located on the corner of Monticello and Mayfield.
Planning and Development The Department of Planning and Development is charged with the preservation and improvement of the city's residential neighborhoods, commercial districts and public areas.
Police Department Learn more about the Cleveland Heights Police Department (CHPD) in terms of staffing, contact information, mission, events, reporting, and more.
Public Works The Public Works Department is responsible for maintenance and repair of city streets, public grounds and parks; cleaning, repairing, maintaining and inspecting all sanitary and storm sewers, drains, culverts and watercourses; ice and snow removal, maintenance of public buildings; and the collection and disposal of solid waste and recyclables.

Challenges and Opportunities Infrastructure

An often underestimated yet crucial challenge for large-scale developments is infrastructure. While numerous projects may not involve community members in discussions on these matters, and may appear unexciting, it is essential for individuals to understand the basic principles behind these challenges. These improvements are often complex and require significant time. Without this foundational understanding, communities may experience frustration from delays linked to these issues. Important factors to consider include:

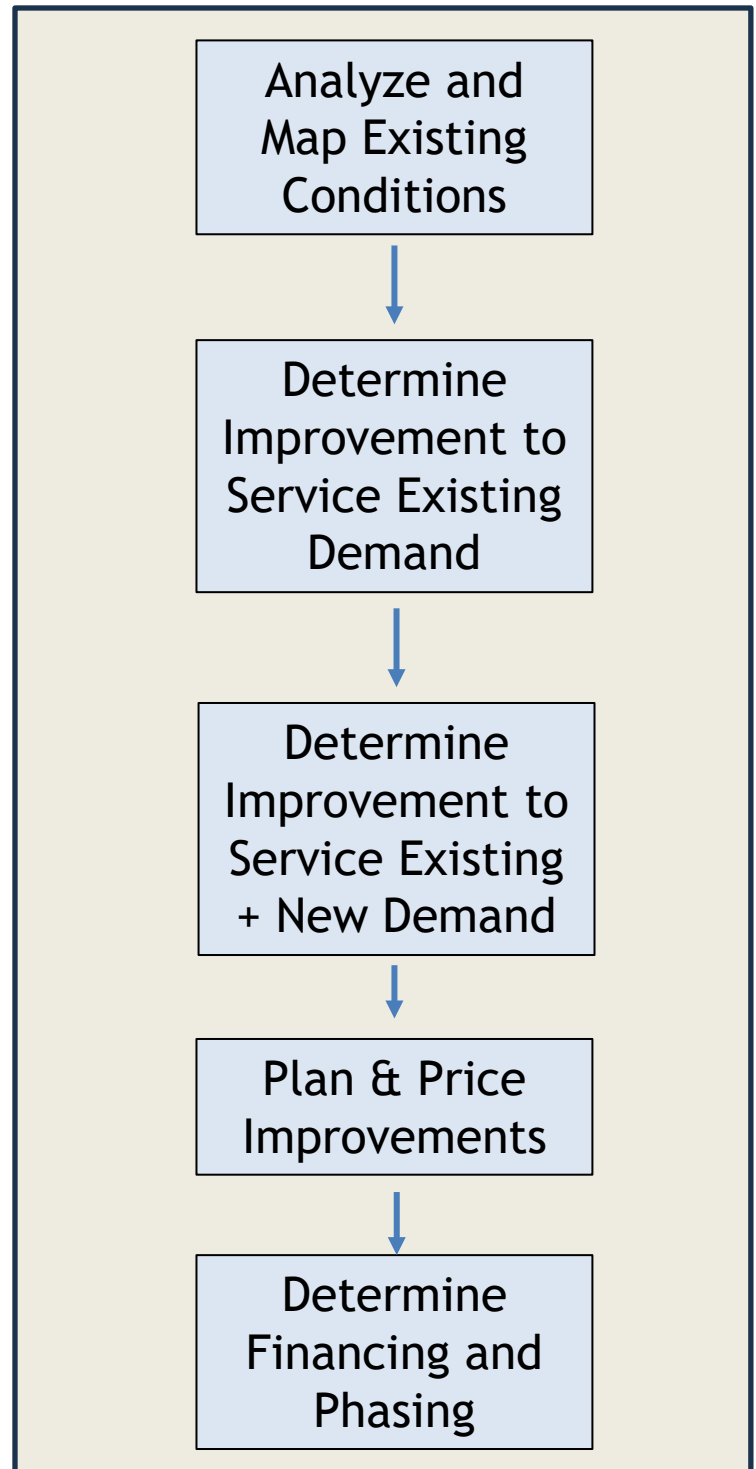
- Sewage and Drinking Water
- Traffic Management and Parking
- Stormwater Management
- Utility Services

Key infrastructure needs necessitate substantial initial investments, merely to prepare the site for construction. The inclusion of extensive public spaces and community amenities, results in further upfront and ongoing expenses that generate little revenue. To alleviate these costs, a considerable level of development is essential. The more development that takes place on the site, the more these costs can be spread out.

Re-zoning the site aims not only to facilitate the development of target uses in alignment with the area's intent, but also to allow for density and form that are economically viable for the development. Infrastructure costs may be funded through subsidies or supported by private sector initiatives. To evaluate the most feasible solutions, MPact has initiated the process of assessing the existing infrastructure conditions.

STEPS FOR INFRASTRUCTURE ANALYSIS

To assess the anticipated short-term and long-term infrastructure costs of the project, the following steps will be employed. The intricate coordination required for these tasks is significant and should not be overlooked. Ultimately, the solutions developed will contribute to the project's long-term viability.



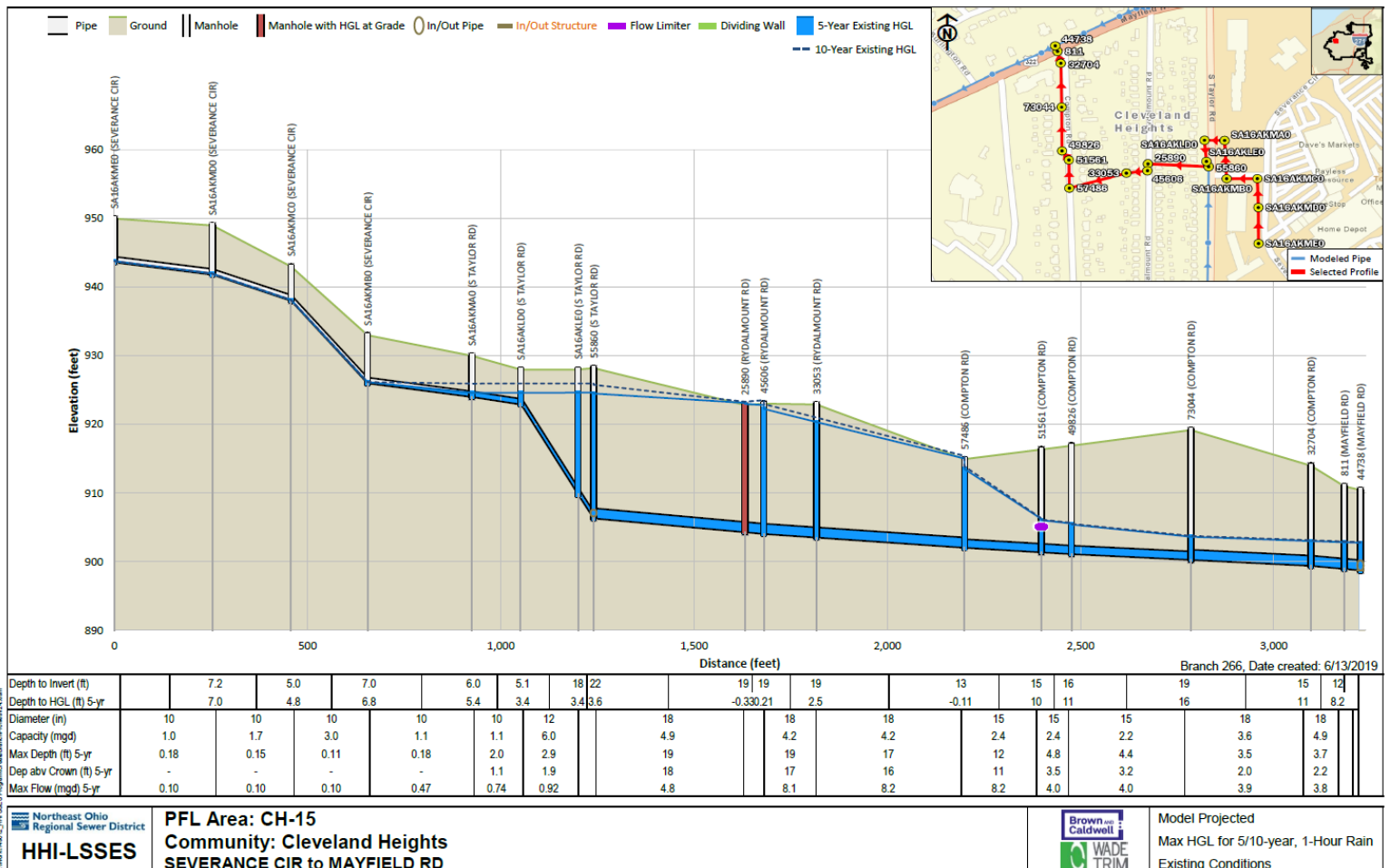
Challenges and Opportunities

Wastewater & Potable Water Infrastructure

A significant yet often overlooked obstacle for large-scale developments is infrastructure. While many projects tend not to engage community members on these topics, and they may lack excitement, it is vital for individuals to grasp the fundamentals of these challenges. Frequently, these improvements are intricate and time-consuming. When communities lack this foundational knowledge, it can lead to frustration due to delays caused by these issues. Key considerations include:

- Collection System limitations and age
- Supply constraints
- Treatment constraints
- Future demand generators

Initial discussions have indicated that a potential bottleneck of collection system capacity exists offsite in the Taylor Road area. While these constraints don't present an issue today, the team needs to plan for potential needed mitigations in the future as buildout occurs. Fortunately, the treatment facility capacity is robust and will not present an issue for the foreseeable future; however, the team is just beginning its investigations into potable water and will have more intelligence by Q2 2025.



Challenges and Opportunities

Transportation Infrastructure

Residents and leaders in Cleveland Heights tackle transportation issues with a progressive mindset. Effective planning is essential for addressing transportation matters comprehensively. The City has initiated efforts to assess current conditions and implement enhancements to expand multi-modal transportation options. In developing the conceptual plans and zoning/land use policy for Severance, MPact will collaborate closely with the City and the Community to ensure that the established regulations promote and necessitate complete streets concepts and pedestrian-friendly transportation infrastructure. MPact has initiated discussions with the RTA and various local organizations and advocates regarding community-wide transportation improvements that can benefit the interconnected system of the City, County, and Region. The transportation implications of any significant development must be taken into account. Once a conceptual plan is established, the team will partner with the City to evaluate the trip generation and level of service (example below) resulting from the development over time and assess any necessary mitigations.

Intersections	Approach	Movement	NO-BUILD		BUILD		BUILD MITIGATION	
			Delay	LOS	Delay	LOS	Delay	LOS
ROUTE 9W AT GURNEE AVENUE	EB	L	23.7	C	27.3	C		
		TR	8.4	A	8.3	A		
	WB	L	10.0	A	9.8	A		
		TR	7.8	A	9.4	A		
	NB	L	10.0	A	11.2	B		
		TR	17.8	B	20.6	C		
	SB	L	28.5	C	53.3	D		
		T	15.8	B	19.0	B		
R		3.3	A	3.8	A			
Intersection			14.8	B	18.6	B		

Notes: LOS = Level of Service, Delay = seconds/vehicle



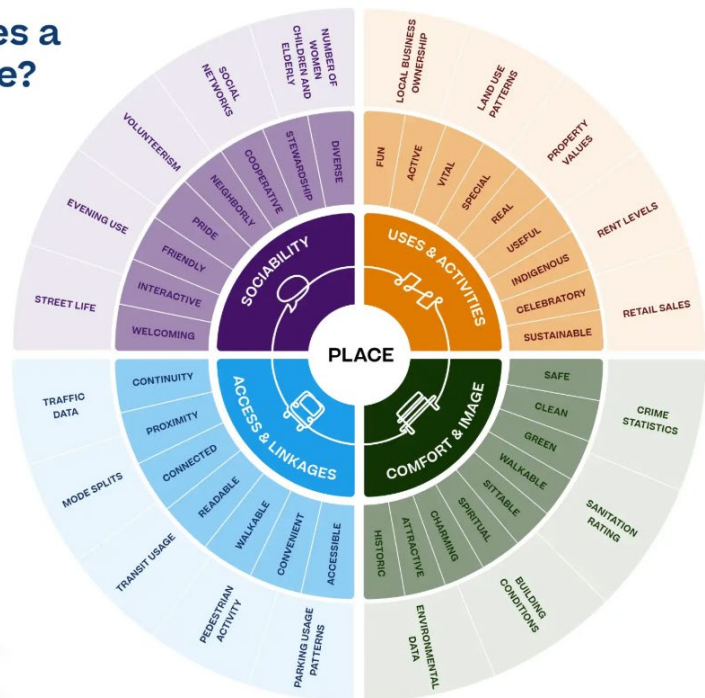
Challenges and Opportunities

Parks, Open Space & Natural Resources

Any effective, large-scale mixed-use development must incorporate well-integrated and thoughtfully designed public open spaces. These areas should provide a balanced combination of both active and passive recreational opportunities for residents and visitors. MPact's discovery initiatives in Cleveland Heights have uncovered a range of perspectives regarding the design and functionality of public spaces; however, a recurring theme is the vital role that public recreation and gathering areas play in the community. MPact aims to integrate both public and private open space requirements into the new zoning code to ensure that each phase fulfills this necessity, while remaining financially feasible. Although larger spaces can present financing challenges, they can be realized through innovative funding strategies, both linked to the development and from external sources. Several critical elements must be taken into account when planning public spaces to guarantee their success and practicality. These considerations include, but are not limited to:

- Creating programmed space - Un-programmed spaces can easily become a safety concern and management liability
- Creating right sized and varied sized space - Small pocket parks can be just as effective in many ways as larger open space
- Creating spaces that are surrounded by activity and commerce - Public spaces can provide a great give and take synergy with smaller convenience-based businesses.
- Integrate public art - Cleveland Heights has a strong arts community that can provide amazing opportunities for art to meet public spaces

What Makes a Great Place?



Project for Public Spaces



Cedar Lee Meadowbrook Development | View of Meadowbrook activity green space

Flaherty & Collins | City Architecture

Collaboration with City and State

Funding Opportunities & Tax Abatements

The greatest planning ideas often sit on a shelf and collect dust thicker than the plan, because they are not conceived with finance in mind. Ultimately, developments must be financially feasible in order to be built. MPact's process is unique in that it marries large scale planning and economic development visions that are community driven, with a financially engineered implementation approach. Projects of this size and scale are less successful if they are not looked at as a whole. The intent is to marry land use policy and economic incentives in a manner that addresses the long-term development potential of the site under a shared vision. Financing strategies that will be explored include but are not limited to:

➤ Real Estate Tax Abatement Programs

Early phases of the project will likely face significantly more financing challenges than later phases. Proof of concept for the redevelopment of Severance, combined with the challenge of covering outsized demolition/site costs and creating a true place with remaining legacy mall operations ongoing, will need to be overcome. MPact believes that to attract initial investment to the site, it will be necessary to structure a tax abatement program. Abatements will likely need to be deep discounts for long periods to start, but as the site is developed and uncertainty of the market subsides, abatement schedules should adjust gradually to reflect the need for less assistance.

➤ Fair Share Mitigation Fee

As was mentioned earlier on this RAP, large scale developments of this type often create impacts on municipal infrastructure. The team will work with the City to estimate these impacts and setup mitigation fee structures that will address issues that are created. Most issues will not occur in the early phases but as development increases it will be necessary to be prepared and have systems in place that both create future funding sources while not stymieing development along the way.

➤ Tax Increment Financing (TIF)

Many large projects require upfront infrastructure public financing tools, and the redevelopment of Severance is unlikely to be any different. Tax increment financing is a bond program that provides upfront dollars for larger improvements. These bonds are then serviced by the new taxes generated by the project. Balance between TIF and tax abatement programs must be carefully measured.

Below is a preliminary list of third-party funding sources that will also be explored as part of the project.

Program Name	Agency	Program Name	Agency	Program Name	Agency
PACE	AED	Our Town	NEA	TAP	ODOT
Asphalt Art	Bloomberg	Biodiversity Conservation Grant	NEEF	H2Ohio	OEPA
Love Your Block	Bloomberg	Sustain our Great Lakes	NFWF	Water Pollution Control Loan Fund	OEPA
CDBG	City	IIJA	NOACA	ArtSTART	Ohio Arts Council
CRA	City	TLCI	NOACA	Ignite	Ohio Humanities
HOME	City	ORLP/LWCR	ODNR	Spark Grants	Ohio Humanities
Revolving Loan	City	NatureWorks	ODNR	Other State Appropriations	Ohio Senate
Storefront	City	RTP / COTF	ODNR	Strategic Community Investment Fund	Ohio Senate
TIF	City	Urban Forestry	ODNR	Emergency Projects Program	OPWC
Grants Program	Cleveland Foundation	All Ohio Future Funds	ODOD	Capital-Lease Program	Port Authority
Federal Appropriations	Congress	Brightening Ohio	ODOD	TIF Bonds	Port Authority
CDSG	Cuyahoga County	JobsOhio	ODOD	Various	PUCO
Healthy Urban Tree Canopy	Cuyahoga County	Renewable Energy and Grid Resiliency	ODOD	Clean Ohio Greenspace	PWC
Community Planning Grant	Cuyahoga County PC	Single-Family	ODOD	SPARK	USDOE
NEVI	DriveOhio	State Brownfields	ODOD	ATIIP	USDOT
Various	GCRTA	State Demolition	ODOD	Build America Bureau	USDOT
Build for the Future	HUD	TMUD	ODOD	Reconnecting Communities Pilot	USDOT
Section 108	HUD	Water and Wastewater Infrastructure	ODOD	SMART	USDOT
Lake Erie Protection Fund	Lake Erie Commission	Active Transportation	ODOT	SS4A	USDOT
				Community Change Grant	USEPA
				USEPA Brownfields	USEPA
				Great Lakes Fish & Wildlife	USF&WS



Revitalization Strategies

A point of emphasis that runs throughout all of team's projects, is the need to ensure that a redevelopment vision is fully attuned to market realities. To this end, Crowdsourced Placemaking fosters community involvement that is guided by a Triple Bottom Line that includes economic responsibility. Ultimately, team members and market analysts conduct market analysis to ensure that ideas brought to the table are financially viable.



Sales Leakage

“A measure of retail sales lost by a community to a competitive market, indicating the need for more retail development in an area”

Retail specialists use the term “Sales Leakage” to describe economic activity that should remain within a community’s local economy, but occurs elsewhere due to factors such as a void within a certain business type, or a spatial mismatch between residential and commercial uses. New development can leverage this lost spending by tapping into undersupplied markets. Severance exhibits leakage due to the relative lack of places for residents to shop, dine and play. Accounting for the existing incomes of area residents, there is an opportunity for local entrepreneurs to capture spending that currently takes place outside of the community, bringing in additional income and job creation. Closing the retail and restaurant sales gap in Severance, could yield nearly 100,000 square feet of new commercial development creating direct/indirect permanent jobs and the incomes of new residents and employees would fuel

additional market opportunities. Base figures reflect the maximum that could be gained from capturing 100% of sales leakage and new demand. Realistically, it is virtually impossible to capture 100% of demand on-site. Capture estimates below are based on preliminary projections.

As concept plans are developed, the MPact team will conduct additional analysis and feasibility studies of both ideas posted and supported by the community, and larger concepts of uses such as hotel/hospitality, medical office, light industrial, maker space, recreational, intuitional and educational.



Category	Existing Demand	Existing Sales	Sales Leakage	Capture Rate	Demand from New Residents	Capture Rate	Demand Capture	Sales per SF	SF
Food and Beverage Retailers	\$110,629,054	\$39,165,000	\$71,464,054	20%	\$4,338,985	40%	\$16,028,405	\$500	32,057
Furniture, Home Furnishings, Electronics, and Appliance Retailers	\$15,040,491	\$69,302,000	(\$54,261,509)	20%	\$575,407	40%	\$230,163	\$300	767
General Merchandise Retailers	\$9,672,923	\$5,751,000	\$3,921,923	20%	\$383,372	40%	\$937,733	\$300	3,126
Health and Personal Care Retailers	\$15,526,644	\$41,170,000	(\$25,643,356)	20%	\$620,499	40%	\$248,200	\$300	827
Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	\$32,984,398	\$14,313,000	\$18,671,398	20%	\$1,290,034	40%	\$4,250,293	\$300	14,168
Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers	\$1,785,749	\$14,485,000	(\$12,699,251)	20%	\$69,630	40%	\$27,852	\$300	93
Arts, entertainment, and recreation	\$62,604,753	\$4,820,000	\$57,784,753	20%	\$2,516,666	40%	\$12,563,617	\$300	41,879
Accommodation and food services	\$63,277,866	\$84,400,000	(\$21,122,134)	20%	\$2,526,860	40%	\$1,010,744	\$600	1,685
Total	\$311,521,878	\$273,406,000	\$38,115,878		\$12,321,453		\$35,297,007		94,602

Source: U.S. Census Bureau American Community Survey 5-Year Estimates, U.S. Census Bureau Economic Census, Bureau of Labor Statistics Consumer Expenditure Survey,, Urban Land Institute

Residential Market Analysis

Mixed-use walkable development feasibility is always driven by residential density. It's easy to want a mix of shopping and restaurants, but the reality is people need to be in close proximity to support those businesses on the less frequented days such as a Tuesday afternoon. Housing needs to meet a range of typologies, from market rate and workforce rentals, to condos, 55 and older product and townhomes. New housing stock allow young people and downsizing older folks to live in the same vibrant neighborhood. Downsizing then helps free up larger format single family home stock, for growing families perpetuating a healthy housing cycle. With that in mind, the City commissioned a comprehensive housing market study. The absorption and price projections are outlined in the following pages. The full study can be found on both the City's and the Severance MPact's websites.

Optimum Market Position THE SEVERANCE TOWN CENTER *City of Cleveland Heights, Cuyahoga County, Ohio*

HOUSING TYPE	PERCENT MIX	UNIT CONFIGURATION	BASE RENT/PRICE	UNIT SIZE	BASE RENT/PRICE PER SQ. FT.
MULTI-FAMILY FOR-RENT					
..... Households With Incomes Between 30% and 60% AMI					
Apartments	30%	Studio/1ba	\$525	400	\$1.31
	30%	1br/1ba	\$600	600	\$1.00
	35%	2br/1ba	\$850	900	\$0.94
	5%	3br/1.5ba	\$1,000	1,100	\$0.91
..... Households With Incomes Between 60% and 80% AMI					
Apartments	35%	Studio/1ba	\$850	400	\$2.13
	30%	1br/1ba	\$1,100	600	\$1.83
	30%	2br/1ba	\$1,350	900	\$1.50
	5%	3br/1.5ba	\$1,425	1,100	\$1.30
..... Households With Incomes Above 80% AMI					
Apartments	35%	Studio/1ba	\$1,450 to	400 to	\$3.44 to
			\$1,550	450	\$3.63
	25%	1br/1ba	\$1,850 to	600 to	\$2.80 to
			\$2,100	750	\$3.08
	20%	2br/2ba	\$2,350 to	1,000 to	\$2.29 to
			\$2,750	1,200	\$2.35
	15%	2br/2.5ba/office	\$3,750	1,500	\$2.50
	5%	3br/2.5ba PH	\$5,000	2,000	\$2.50

NOTE: Base rents/prices in year 2024 dollars and exclude floor and view premiums, options, and upgrades.
For fiscal year 2024, Cleveland-Elyria, OH MSA Median Family Income for a family of four is \$97,200.

Sources: Zimmerman/Volk Associates.

Residential Market Analysis continued

Optimum Market Position
THE SEVERANCE TOWN CENTER
City of Cleveland Heights, Cuyahoga County, Ohio

HOUSING TYPE	PERCENT MIX	UNIT CONFIGURATION	BASE RENT/PRICE	UNIT SIZE	BASE RENT/PRICE PER SQ. FT.
MULTI-FAMILY FOR-SALE					
..... Households With Incomes Between 80% and 100% AMI					
Condominiums	35%	1br/1ba	\$225,000	750	\$300
	35%	2br/1ba	\$250,000	900	\$278
	30%	2br/2ba	\$275,000	1,000	\$275
..... Households With Incomes Above 100% AMI					
Condominiums	30%	1br/1.5ba	\$350,000	900	\$389
	35%	2br/2ba	\$400,000	1,200	\$333
	30%	2br/2.5ba	\$425,000	1,350	\$315
	5%	3br/2.5ba PH	\$550,000	1,750	\$314
SINGLE-FAMILY ATTACHED FOR-SALE					
..... Households With Incomes Between 80% AMI and 100% AMI					
Townhouses	60%	2br/1.5ba	\$295,000	1,050	\$281
	40%	3br/1.5ba	\$345,000	1,250	\$276
..... Households with Incomes above 100% AMI					
Townhouses	45%	2br/2.5ba	\$450,000	1,300	\$346
	35%	3br/2.5ba	\$500,000	1,500	\$333
	20%	3br/3.5ba end	\$650,000	2,000	\$325

NOTE: Base rents/prices in year 2024 dollars and exclude floor and view premiums, options, and upgrades.
 For fiscal year 2024, Cleveland-Elyria, OH MSA Median Family Income for a family of four is \$97,200.

Residential Market Analysis continued

Weighted Average Base Rents and Prices and Size Ranges
 THE SEVERANCE TOWN CENTER
City of Cleveland Heights, Cuyahoga County, Ohio

HOUSING TYPE	BASE RENT/PRICE	UNIT SIZE	BASE RENT/PRICE PER SQ. FT.
MULTI-FAMILY FOR-RENT			
Apartments			
HHs w/Incomes between 30% and 60% AMI	\$685	670 sf	\$1.02 psf
HHs w/Incomes between 60% and 80% AMI	\$1,104	645 sf	\$1.71 psf
HHs w/Incomes Above 80% AMI	\$2,341	863 sf	\$2.71 psf
Combined Weighted Averages:	\$1,899	802 sf	\$2.37 psf
MULTI-FAMILY FOR-SALE			
Condominiums			
HHs w/Incomes between 80% and 100% AMI	\$248,750	878 sf	\$283 psf
HHs w/Incomes above 100% AMI	\$400,000	1,183 sf	\$338 psf
Combined Weighted Averages:	\$324,375	1,030 sf	\$315 psf
SINGLE-FAMILY ATTACHED			
Townhouses			
HHs w/Incomes between 80% and 100% AMI	\$315,000	1,130 sf	\$279 psf
HHs w/Incomes above 100% AMI	\$507,500	1,510 sf	\$336 psf
Combined Weighted Averages:	\$411,250	1,320 sf	\$312 psf

SOURCE: Zimmerman/Volk Associates, Inc., 2024.

Residential Market Analysis continued

Annual Forecast Absorption
Renters With Incomes Above 30% AMI
Buyers With Incomes Above 80% AMI
THE SEVERANCE TOWN CENTER
City of Cleveland Heights, Cuyahoga County, Ohio

HOUSING TYPE	NUMBER OF HOUSEHOLDS	ANNUAL UNITS ABSORBED	CAPTURE RATES
Multi-family for-rent	674	135 - 169	20 – 25%
Multi-family for-sale	79	16 - 21	20 – 25%
Single-family attached for-sale	<u>84</u>	<u>16</u> - <u>21</u>	20 – 25%
Total	837	167 - 211 units	

SOURCE: Zimmerman/Volk Associates, Inc., 2024.

Sources: Zimmerman/Volk Associates.

SECTION 4: REVITALIZATION STRATEGIES





REVITALIZATION TOOLKIT

The Team utilizes the best planning practices for quality placemaking. The Team is well versed in urban design and understands how to transform a community's vision and existing context into great places that drive economic development and improved quality of life.

SUSTAINABILITY & ENTITLEMENTS

Once a final vision is articulated with full support from the stakeholders and community, that vision must be properly represented in project's entitlements. The Team is exceptionally well versed in creating zoning overlays, environmental review and sustainability requirements, enabling dreams to become reality in a very short period of time.

UNIFIED DEVELOPMENT APPROACH

The Team reaches out to Private Property owners, Key Community Stakeholders, the City, and involved transportation agencies.

CROWDSOURCED PLACEMAKING (CSPM)

The Team initiates CPM process of Community input.

ACTION PLAN (AKIN TO A COMPREHENSIVE PLAN)

Creation of a document that describes the initial development strategies that can achieve the goals and objectives of the Community and the Public-Private Partnership for a sustainable revitalization of Evanston.

IMPLEMENTATION STRATEGY

Outline of next steps to effectuate the above mentioned development strategies including necessary entitlements.

DEVELOPMENT PLANS & IMPLEMENTATION

Once the Development Strategy is adopted, the Public-Private Partnership will initiate implementation efforts, in collaboration with the community.

IMPLEMENTATION OVERVIEW CHART

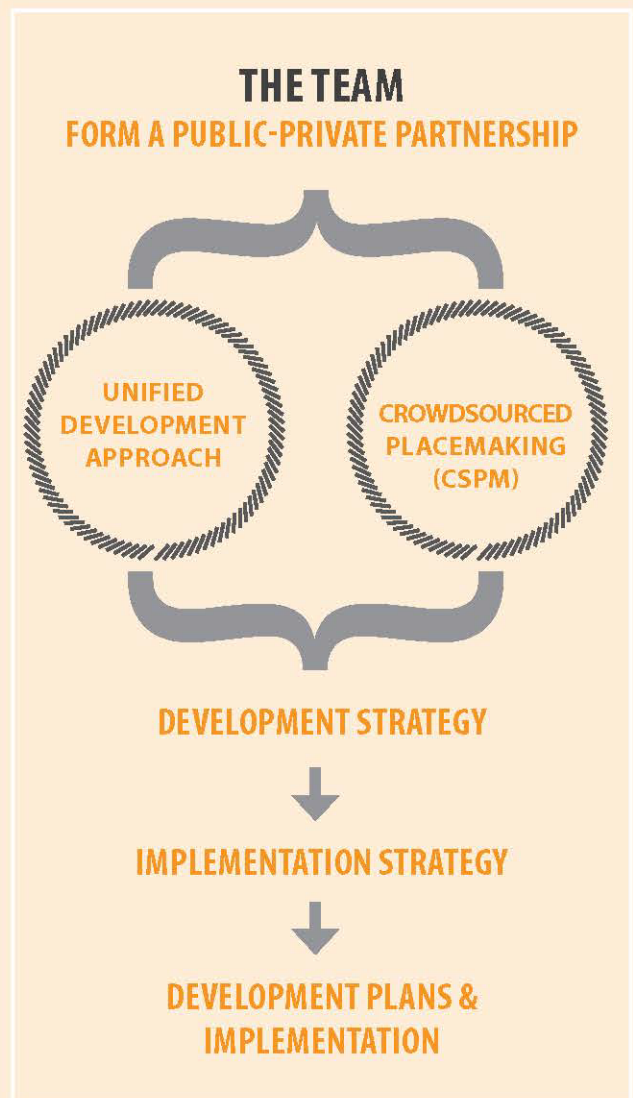


Diagram of the MPACT Implementation Chart



Revitalization Toolkit

The Revitalization Toolkit contains a series of best practices for planning and revitalization efforts that are carried throughout all of MPACT's projects.

Our toolbox of time-tested planning strategies has proven successful in other communities. These concepts provide the framework for a comprehensive plan and zoning code for the City. This demonstrates how municipal will, coupled with great community ideas, market insights and our development experience, come together to form a planning and zoning strategy.



A

TRANSIT FRIENDLY

Enhance transit connectivity between commuter rail, buses and compact, walkable neighborhood centers.



B

MIXED-USE BUILDINGS

Incentivize mixed-use buildings within neighborhood centers to promote economic sustainability.



C

COMPLETE STREETS

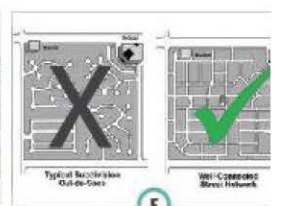
Establish street design standards that embrace the needs of pedestrians, vehicles, safety, emergency services and the environment.



D

CIVIC SPACES

Create civic spaces that encourage, gathering, community engagement and walkability.



E

CONNECTED NETWORKS

Promote a connected street and pedestrian network to achieve health walkable communities & reduce traffic congestion.



F

PROMOTE CENTERS AND ANCHORS

Establish neighborhood mixed-use centers based around anchor uses within a five minute walk from each other, promoting economic vitality & pedestrian



G

TRANSECT

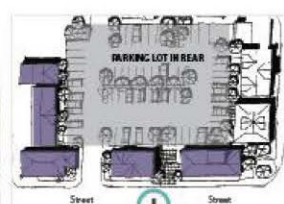
Utilize Transect techniques to address appropriate levels of intensity and massing of development.



H

ACTIVE FRONTAGES

Line commercial streets with storefronts and frequently spaced doors and windows to promote pedestrian activity, commerce and a safe, walkable environment.



I

PARKING STRATEGIES

Utilize shared parking and parking management strategies to maximize efficient use of parking.



J

QUALITY & SUSTAINABLE DESIGN

Set clear guidelines to set high standards for sites, civic spaces, green design, buildings and storefronts.

SECTION 5: RECOMMENDED ZONING CHANGES (RZC)



Unified
Development
Approach™
(UDA)

+

Crowdsourced
Placemaking™
(CSPM)

+

Market
Opportunities

+

Revitalization
Toolkit &
Strategies

+

Planning &
ZONING

= IMPLEMENTATION

Recommended Zoning Changes Form Based Code

Create a Form-Based Overlay Zone for the Site

The Recommended Zoning Changes will be guided by the five core placemaking principles:

- DIVERSITY OF USES
- DENSITY OF POPULATION & ACTIVITY
- DISTANCE TO TRANSPORTATION
- DESIGN
- DESTINATION ACCESSIBILITY

The MPact recommendations suggest the creation of a new Optional Overlay Form-Based Zone for the Severance site, marking a significant shift from the conventional zoning that presently directs the site's development. This optional overlay zone brings forth new development opportunities, while maintaining the existing underlying zoning regulations for the area should private owners not want to opt-in. Numerous property owners situated outside the ring road, may see the benefits of the Overlay Zone and choose to pursue development under this proposed zoning, considering the limitations imposed by the current zoning framework.

Form Based Zoning will be Specific to the Severance Site

The new Form-Based Zoning code will be developed specifically for the Severance Site to account for its unique conditions and possibilities. Future updates can add other neighborhoods as new districts with their own individualized parameters.

Area Potential of the Form Based Overlay Zone

The Form Based Overlay Zone will not only involve the rezoning of properties within the ring road of Severance, but will also extend to those outside this circle. To effectively develop the area, it is important to consider both sides of the ring road to enhance the streetscape on each side. The MPact partnership and the City possess some limited property beyond the ring road. Ultimately, the team may suggest expanding the zoning to encompass the old school property located to the southeast of Severance. While the infrastructure of the ring road is expected to remain, a new street grid should be established within the interior of the ring.

The Optional Nature of the Form Based Overlay Zone

An expanded overlay zoning district would be available to property owners for use as an alternative to their existing underlying zoning. The presently existing zoning would remain in place until, and if, a property owner decides to redevelop their property under the new Overlay District. The Overlay zoning option, if adopted, in no way limits the rights of the owner to develop their property under the rules, regulations, conditions and rights of the property as it is zoned.



What is a Form Based Code?

For Severance to reach its full potential, an overlay zoning district should be crafted to help realize community goals, placemaking goals & incentivize development around strategic centers and corridors using a Form Based Code.

"A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. A form-based code offers a powerful alternative to conventional zoning regulation.

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.

This approach contrasts with conventional zoning's focus on the micro management and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory. They are drafted to implement a community plan. Ultimately, a form-based code is a tool; the quality of development outcomes depends on the quality and objectives of the community plan that a code implements." -Form Based Code Institute.

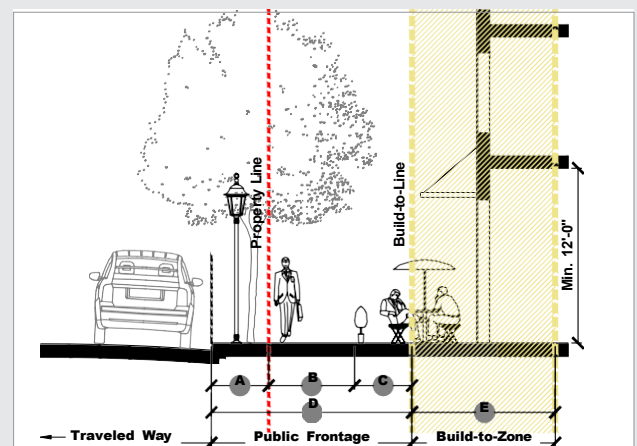
HOW FORM BASED CODES WORK

Form-Based Codes are composed of Building Form Standards and Public Space Standards mapped to a Regulating Plan.

Building Form Standards regulate simple things like: how far buildings are from sidewalks, how much window area at minimum a building must have, how tall the building is in relation to the width of the street, how accessible and welcoming front entrances and where a building's parking goes, etc.

Public Space Standards regulate the form of streets and squares. Effective standards create comfortable and useful spaces for many activities, including walking, bicycling, driving, public transit, and a community's social life. They ensure that public space works for everyone, not just for the movement and storage of cars.

The different Building Form Standards and Public Space Standards are assigned to streets and blocks in a Regulating Plan. A Regulating Plan plays a key role in a Form-Based Code. The zoning can regulate items like lighting and some architectural standards such as significant corners and setback but tries to limit the management of these decisions.

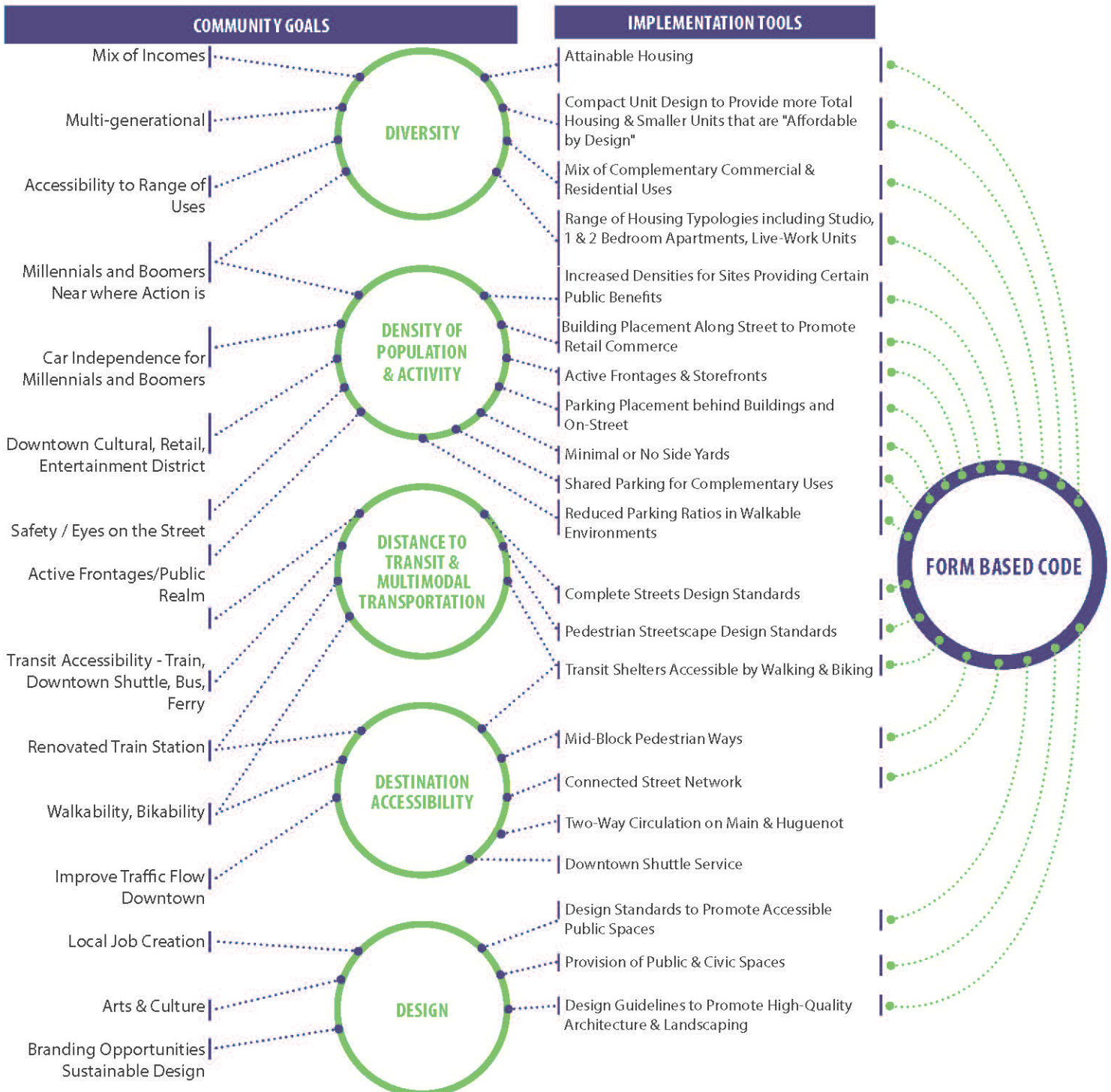


Storefront Frontage - Street Section

FORM BASED CODE ORGANIZING PRINCIPLE

There are many different approaches to regulating the type, scale, form, and intensity of allowable development in a form-based code. MPACT, whose experience is focused on revitalization of the existing downtowns with inherited networks and complexities, has found that the best way to balance the complications of the existing conditions with proposed changes is through the

combination of the Street-type and Frontage-type codes. The recommended Form Based Code is typically centered around five core placemaking principles and realized by applying specific implementation tools recognized as essential building blocks for creating a vibrant downtown.



Key Concepts for the Form Based Code

STREET TYPE AND PRIVATE FRONTAGE STANDARDS

Street Types define public frontage elements between the street curb and the building facade. Private Frontage Typologies define the interaction of the building facade with the pedestrian zone. These requirements work together to foster a harmonious intersection of public and private realms. More significant streets require more robust public frontages and greater activation of the private realm. The table below reflects frontage standards excerpted from another of the team's form based codes:

Public Frontage: The publicly accessible pedestrian realm from the curb to the the building facade

Private Frontage: The building facade and building elements that abut the public frontage

[illegible]

The Form Based Code permits Shared Parking, among other tools, as an option to manage parking requirements. Shared Parking permits different uses on the same site to utilize a communal parking facility, and leverage different activity cycles. An office building, for example, could utilize more parking during the daytime when it is most active, while residents could utilize the same spaces at night when the office is closed. The tables below depict initial proposed factors to calculate required parking under a shared parking system.

Shared Parking Table - Weekday

USE	12-6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Residential	100%	90%	85%	80%	75%	70%	65%	70%	70%	70%	75%	85%	9%	97%	98%	99%	100%	100%
Retail	5%	10%	20%	40%	70%	90%	95%	100%	95%	95%	95%	905%	95%	95%	55%	35%	15%	0%
Restaurant	0%	30%	40%	50%	60%	70%	90%	85%	65%	50%	50%	80%	90%	90%	80%	75%	65%	30%
Office	0%	30%	75%	95%	100%	100%	90%	90%	100%	100%	100%	50%	25%	10%	5%	5%	0%	0%
Hotel	100%	95%	90%	80%	70%	70%	65%	65%	70%	70%	75%	80%	85%	85%	90%	95%	95%	100%
Other Commercial	5%	10%	20%	40%	70%	90%	95%	100%	95%	95%	95%	905%	95%	95%	55%	35%	15%	0%

Shared Parking Table - Weekend

USE	12-6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Residential	100%	90%	85%	80%	75%	70%	65%	70%	70%	70%	75%	85%	90%	97%	98%	99%	100%	100%
Retail	5%	10%	15%	40%	60%	70%	85%	90%	100%	100%	95%	90%	80%	75%	65%	50%	40%	15%
Restaurant	10%	20%	30%	40%	55%	60%	80%	75%	60%	50%	50%	70%	85%	85%	85%	65%	60%	60%
Office	0%	5%	15%	20%	25%	25%	25%	20%	15%	10%	5%	5%	1%	0%	0%	0%	0%	0%
Hotel	100%	95%	90%	80%	70%	70%	65%	65%	70%	70%	75%	80%	85%	85%	90%	95%	95%	100%
Other Commercial	5%	10%	15%	40%	60%	70%	85%	90%	100%	100%	95%	90%	80%	75%	65%	50%	40%	15%

Recommended Zoning Parameters

Below is a summary of some preliminary zoning parameters recommended for the Form Based Code. Additional parameters will be detailed in the full overlay code and these recommendations are of course subject to change.

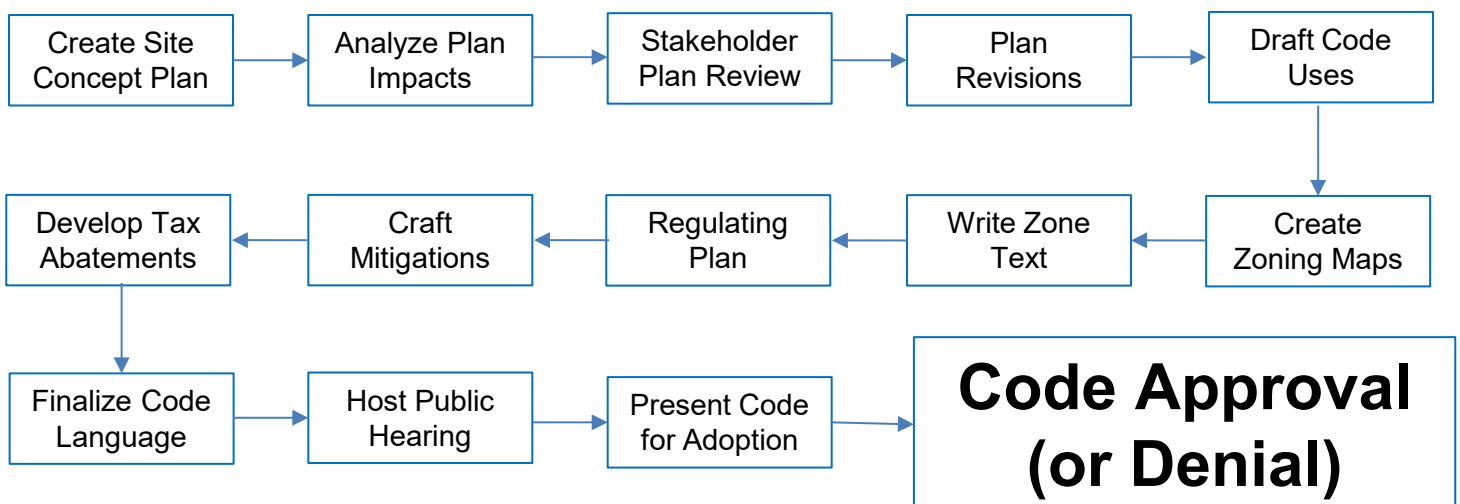
Recommended Key Zoning Parameters for Chair Factory Site							
		Development Standard 1		Development Standard 2		Development Standard 3	
Site Requirements		50 feet frontage 5,000 SF site area		100 feet frontage 10,000 SF site area		150 feet frontage 30,000 SF site area	
Building Height		2 stories min 4 stories max		2 stories min 5 stories max		2 stories min 6 stories max and 75 feet max	
Civic & Private Open Space		10% of Site Area Civic Space 5% of Site Area Private Open Space					
Permitted Uses		Multifamily	Retail/Rest.	Office	Hotel	Entertainment	Artisan/Light Ind.
Parking Required*		1 Space per Dwelling Unit	3 Spaces per 1,000 SF	3 Spaces per 1,000 SF	0.75 Spaces per Room	3 Spaces per 1,000 SF	3 Spaces per 1,000 SF
*Parking ratios are preliminary and conceptual. These will be finalized during the development of the overlay code based on feasibility.							

Proposed Street Types: The Form Based Code assigns street types to each street to regulate the appropriate frontage typologies, travelled way requirements, and other parameters. Initial proposed street types include:

- A Street:** The most important streets with maximum required activation, storefronts and continuous frontage occupancy
- B Street:** Secondary streets activated by residential and commercial frontages as well as civic spaces
- C Street:** Tertiary streets used for access and functional purposes, with limited frontage requirements and screening elements
- P Street:** Pedestrian-only ways activated by a mix of frontages, civic space & screening elements with flexible regulation

Zoning Code Process

Below is a graphical representation of the steps utilized to achieve a new zoning code. The team is targeting completion by year end 2025.



SECTION 6: IMMEDIATE NEXT STEPS



Unified
Development
Approach™
(UDA)

+

Crowdsourced
Placemaking™
(CSPM)

+

Market
Opportunities

+

Revitalization
Toolkit &
Strategies

+

Planning &
ZONING

= IMPLEMENTATION

Once the RAP is completed, MPact will focus on implementation. The overarching goal remains to adopt new zoning by the end of 2025 or early 2026. This will immediately be followed by financing of Phase I in Q1/Q2 2026, and ground-breaking late 2026. The following next major steps will take place over the coming months:

- Develop Conceptual Site Plan
- Conduct Impact Analysis
- Commence Zoning Code

CSPM community engagement and idea gathering will continue throughout the entire process. Below is a more detailed outline of the process involved in crafting the new zoning code along with estimated timeframes.

<input type="checkbox"/>	▼ Zoning Adoption 12			Not Started	<input type="radio"/> Dec 26	High
<input type="checkbox"/>	Subitem		Owner	Status	Date	+
<input type="checkbox"/>	Draft Uses			Not Started	Apr 26	
<input type="checkbox"/>	Draft Conceptual Plans			Not Started	Apr 26	
<input type="checkbox"/>	Buildout Analysis			Not Started	Apr 26	
<input type="checkbox"/>	Updated Impact Analysis			Not Started	May 30	
<input type="checkbox"/>	Draft Zoning Maps			Not Started	Jun 27	
<input type="checkbox"/>	Draft Regulating Plan			Not Started	Jul 31	
<input type="checkbox"/>	Draft Zoning Text			Not Started	Aug 29	
<input type="checkbox"/>	Compile Full Zoning Proposal			Not Started	Sep 26	
<input type="checkbox"/>	Submit Zoning for Comment			Not Started	Sep 26	
<input type="checkbox"/>	Present Zoning to Stakeholders			Not Started	Oct 31	
<input type="checkbox"/>	Refine Zoning			Not Started	Nov 15	
<input type="checkbox"/>	Adopt Zoning			Not Started	Dec 5	

An aerial photograph of a suburban area in Cleveland Heights, Ohio. The image shows a large, multi-story building complex, likely a hospital or medical center, surrounded by parking lots and green spaces. In the top left corner, there is a small icon of a house with a location pin and the text "Cleveland Heights City Hall". In the bottom center, there is a red location pin icon and the text "MetroHealth Cleveland Heights Medical...".

Cleveland
Heights City Hall

THANK YOU FOR READING.

**MPACT LOOKS FORWARD TO FURTHER PROGRESS IN
PARTNERSHIP WITH THE COMMUNITY AND THE CITY.**

MetroHealth Cleveland
Heights Medical...