

July 20, 2026

Joevrose Bourdeau Small
Director of Economic Development
City of Cleveland
601 Lakeside Avenue
Cleveland, OH 44114

**Re: Redevelopment Opportunities for 2026 School Sites
ARO/#(05)/2026**

Director Bourdeau Small

The Cuyahoga Metropolitan Housing Authority (CMHA) is submitting this response to the City of Cleveland's RFQ for Redevelopment Opportunities for 2026 CMSD School Sites. Upon reviewing the RFQ and list of CMSD school sites, the Dike School of the Arts property was identified by our team as a potential asset to CMHA's upcoming initiatives.

CMHA is partnering with TFG Housing Resources (TFG) to develop a master planning and reinvestment plan for an important public housing site within our portfolio, the King Kennedy Estate in the Central Neighborhood. The school lies at the center of CMHA's King Kennedy Estate. CMHA and TFG are in the early stages of planning for the King Kennedy master plan and as such the Dike School site could become an important property for new housing construction or other uses that will be identified in the upcoming master plan for the property. CMHA would be interested in taking ownership of the land the Dike School occupies if the school were to be demolished prior to taking ownership.

Primary points of contact for our development partnership include:

Cuyahoga Metropolitan Housing Authority
Matthew Schmidt
Chief of Modernization and Development
schmidt@cmha.net
216-271-2734

TFG Housing Resources
Wesley Finch
Founder and Chairman
wfinch@thefinchgroup.com
561-289-4958

CMHA and TFG are currently evaluating architectural and engineering consultants. Selected firms will undertake a comprehensive study of the different housing types throughout the site,



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engage residents to identify challenges and opportunities, and create a vision for renovation and redevelopment across the site. As further outlined below, the Dike School of the Arts property would be a important asset to the redevelopment planning.

CMHA would welcome additional conversation about the school site, building demolition plans, and other pertinent issues before reaching an agreement on the property should this use of the land be of interest to the City of Cleveland and Cleveland Metropolitan School District. CMHA continues to appreciate and value the long-term partnership with both the City of Cleveland and the Cleveland Metropolitan School District to ensure the needs of Cleveland residents are respected and prioritized.

Sincerely,



Jeffery K. Patterson
Chief Executive Officer



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Executive Summary

CMHA, in partnership with TFG Housing Resources, would like to engage in conversations with the City and School District for the potential integration of the Dike School of the Arts site into an ongoing investment and redevelopment master plan for CMHA's King Kennedy Estate. The master plan will be envisioned over the coming months in collaboration with residents and partners.

The Dike School of the Arts property lies at the center of the King Kennedy Estate. As such, the land itself is a valuable asset to the neighborhood, providing the opportunity for new housing, parks, streets, and pedestrian connectivity, unifying the development typologies that make up King Kennedy today. The school building itself is not an asset to the planning, and CMHA would be interested in further discussing taking ownership of the land following demolition of the building.

Planning for greater connectivity and enhanced residential opportunities at the King Kennedy Estate is in alignment with the City of Cleveland's goals and objectives for the neighborhood. Located at the nexus of the Mid-Line, East 55th Street corridor planning, Opportunity Corridor redevelopment, and redevelopment planning in the Woodland-Kinsman blocks, investment in this CMHA property will align with the City's goals for greater neighborhood stabilization, economic growth, and investment.

Development Team Qualifications

The development team for the renovation and redevelopment of the King Kennedy Estate will be a partnership between CMHA and TFG Housing Resources (formerly The Finch Group).

Both TFG and CMHA have deep experience in developing affordable housing. Each have implemented large-scale demolition and new construction revitalization initiatives.

Cuyahoga Metropolitan Housing Authority: Established in 1933 as the first chartered public housing authority in the country, CMHA owns and manages property and administers rent subsidy programs to provide eligible low-income individuals and families quality, safe, affordable housing in Cuyahoga County. Our vision is to be the leader in cultivating safe, sustainable, dynamic communities of choice where everyone can strive for success. The Housing Authority owns and operates over 10,000 housing units, utilizing a comprehensive investment strategy known as the 2045 Plan to plan for greater physical and financial sustainability across our portfolio. The 2045 Plan provides a framework for different housing developments, including renovation and redevelopment across portions of our oldest and largest family properties. In alignment with the plan, creating a vision for the King Kennedy Estate will begin in the coming months.



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Through previous redevelopment efforts, neighborhood revitalization has been a hallmark of our decision making and investment strategy. CMHA has been committed to working with partners to bring catalytic transformation to Cleveland neighborhoods, understanding that the housing we provide is only one component of a healthy community.

This has been evident other large-scale redevelopment efforts we've completed such as Tremont Pointe or the recently completed Carver Park renovations. At Heritage View Homes the redevelopment plan included a land swap with CMSD, allowing the district to build a new Anton Grdina School on former CMHA land prior to demolishing the original building. With the Sankofa Village project, a land swap with the City of Cleveland provided a new park and outdoor play areas for the historic Central Recreation Center. The ongoing Woodhill Homes Choice Neighborhoods development utilized vacant land obtained from the City of Cleveland to bring new mixed-income housing and retail to the first transit-oriented development site at the Woodhill RTA Station.

TFG Housing Resources: Since its inception in 1981, The Finch Group has successfully established an impressive track record by applying its vast experience in evaluating, developing, marketing and managing affordable multi-family residential, mixed-use, high-end, commercial and hospitality properties. Drawing from an entrepreneurial attitude to implement well thought out business plans that realistically reflect the strengths and weaknesses of each individual situation, expertise, experience, ability and commitment make The Finch Group uniquely qualified in all aspects of real estate. The Finch Group, is a full service, vertically integrated real estate firm with 30 plus years of hands on experience in asset management, consulting evaluating, developing, rehabilitating, marketing and managing multifamily residential, commercial, hotel and mixed used properties.

The Finch Group led the redevelopment of Arbor Park Village in the Central Neighborhood, the historic preservation of Park Lane Villa in University Circle, development of Glenville Center North and the Hitchcock Center for Women in Glenville, and most recently the renovation of Carver Park Village with CMHA.

Project Narrative and Design Concept

CMHA and TFG will be undertaking a master planning study of the King Kennedy Estate in 2026 and 2027. The property on which the Dike School of the Arts currently occupies has the potential to be a key site within the future master plan.

Development / Adaptive Reuse:



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CMHA would like to further the discussion of CMHA taking ownership of the former Dike School of the Arts property following demolition of the school building to facilitate the comprehensive redevelopment of the King Kennedy neighborhood. The school site is centrally located within CMHA's King Kennedy housing community, and CMHA controls the surrounding land, creating a unique opportunity for coordinated, neighborhood-scale planning. Removal of the obsolete school building will eliminate a significant physical barrier within the community and allow for the implementation of a unified master plan that integrates new affordable housing, thoughtfully designed green spaces, and modern infrastructure improvements. Redevelopment of the site will enhance connectivity, improve pedestrian and vehicular circulation, and create greater continuity between residential areas and community amenities. This transformative investment will support CMHA's long-term vision of creating a safe, vibrant, and sustainable neighborhood for current and future residents.

Programmatic Use:

Resident engagement will be a critical component of the master plan's development. Through this iterative process neighborhood challenges and needs will be identified, opportunities for investment and partnerships will be explored, and a vision will be created with residents for the King Kennedy neighborhood's future. The Dike School property will offer the planning team the opportunity to introduce new housing typologies and supportive neighborhood uses into the plan, as well as create new street and pedestrian connections to break down the 1970s superblock design of the site.

Site Plan:

CMHA's King Kennedy property is in the Central neighborhood on a large 30-acre site. The site is bordered by Scovill Avenue to the north, Woodland Avenue to the south, East 66th Street to the east, and East 59th Street to the west.

Between 1930s to the 1970s large-scale changes took place throughout the Central neighborhood with the construction of multi-block public housing complexes. What's known today as the King Kennedy Estate opened in 1971 as part of these efforts. The property consisted of uniform, repetitive walk-up family buildings and towers. Like many similarly designed public housing developments, over the subsequent decades this style of development didn't prove to be sustainable.

Beginning in the 1990s CMHA utilized a HOPE VI funding award to begin the first phase of a comprehensive modernization of King Kennedy. Work was completed in phases over the following 15 years that included the modernization of many of the family properties, and the replacement of most of the larger apartment towers with new townhome units.

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Today, the King Kennedy site includes the following grouping of units and community buildings as depicted on the attached map of the site:

King Kennedy North High-Rise: This two-tower, six-story elevator building was constructed in 1971. It consists of 184 senior designated one-bedroom units. A one-story entrance with community amenities links the two towers. A previous modernization converted a mix of unit sizes into consistent one-bedroom units in the 1990s. Through this effort, it is anticipated that the North Tower will undergo an assessment of renovation needs and future reserves project planning.

South Family / Renaissance and Delaney Villages: The portion of the site known as Renaissance and Delaney Villages was built in 1971 and renovated in the 1990s. Twenty-two 3-story walk up buildings on two large blocks make up this portion of the site. Renaissance Village consists of 66 units, including 36 three-bedroom units, 20 four-bedroom units, and 10 five-bedroom units. The buildings that constitute Delaney Village include 126 units, including 18 two-bedroom units, 90 three-bedroom units, 12 four-bedroom units, and 6 five-bedroom units. Through this effort, it is anticipated that a complete building assessment be undertaken to determine renovation vs redevelopment potential.

Phoenix Village: In 2005 obsolete housing units were demolished on the site to create what is now known as Phoenix Village. This portion of the development consists of 98 family units in townhomes constructed to better align with the surrounding neighborhood. The units include 20 two-bedroom units, 58 three-bedroom units, and 20 four-bedroom units. Through this effort, it is anticipated that Phoenix Village will undergo an assessment of renovation needs and future reserves project planning.

Community Facilities: The King Kennedy plan included the construction of additional community facilities. Two stand-alone community centers exist with one occupied by the Boys & Girls Club and a second to become the property's management and leasing office. CMHA also owns a baseball diamond and basketball courts that are utilized by the adjacent Dike School of the Arts. Through this effort, it is anticipated that these facilities be included in site master planning efforts.

Implementation Schedule:

Resident engagement for the King Kennedy master plan will begin in the fall of 2026, and continue into 2027. Through this process, renovation and/or redevelopment schedules for each of the housing components outlined above will be identified. An implementation plan and key milestones will be tied to funding strategies.



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It is anticipated that implementation will occur in phases related to each of the housing components at the property, likely including both renovation and redevelopment initiatives. The potential integration of the Dike School of the Arts site into the planning at this early stage would allow phasing on that site and surrounding land to be scheduled at a time that would align with a future demolition plan for the building.

Community Impact**Economic Inclusion:**

CMHA is committed to providing access to economic opportunities for Minority-owned Business Enterprises (MBEs), Woman-owned Business Enterprises (WBEs) and Advancing Community Employment (ACE) program businesses. CMHA strives to spend at least 20% of expenditures for goods and services on MBEs and at least 10% with WBEs. When a contractor subcontracts any portion of a CMHA contract, the contractor must use their best efforts to subcontract at least 20% of the CMHA contract price to MBEs and at least 10% to WBEs. Contractors for CMHA are required to ensure that at least 25% of all labor hours are worked by ACE workers and Targeted ACE workers. CMHA maintains and promotes (internally and to its contractors) a directory of self-certified MBEs, WBEs and ACE businesses.

Community Benefit:

The King Kennedy and Dike School sites are key components of a broader effort to revitalize Cleveland's Central neighborhood and surrounding Ward 5 communities. Strategically located at the intersection of the Mid-Line Corridor, the East 55th Street planning area, the Opportunity Corridor, and ongoing redevelopment initiatives in the Woodland-Kinsman neighborhoods, these sites are positioned to build upon significant public and private investments already transforming the area.

The goal of the Master Plan is to create a new vision for the former King Kennedy site, replacing the outdated 1970s-era housing development with housing and community assets designed to meet the needs of 21st-century families. The initiative also presents an opportunity to reimagine and better connect existing community assets, including the Boys & Girls Club, recreational facilities, ball fields, and surrounding green spaces, creating a more cohesive, accessible, and vibrant neighborhood destination.

Engagement Strategy:

Resident and community partner engagement will be a critical determination of the outcomes of the master plan. Should the land currently occupied by the Dike School of the Arts become a part of the master plan, future uses at the site will be determined through this engagement. It is anticipated that unique engagements with each group of King Kennedy residents will occur in person, as well as through other online and virtual outlets. Engagement with the City of

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Cleveland and surrounding stakeholders will be critical at various stages to ensure integration with surrounding development plans and priorities.

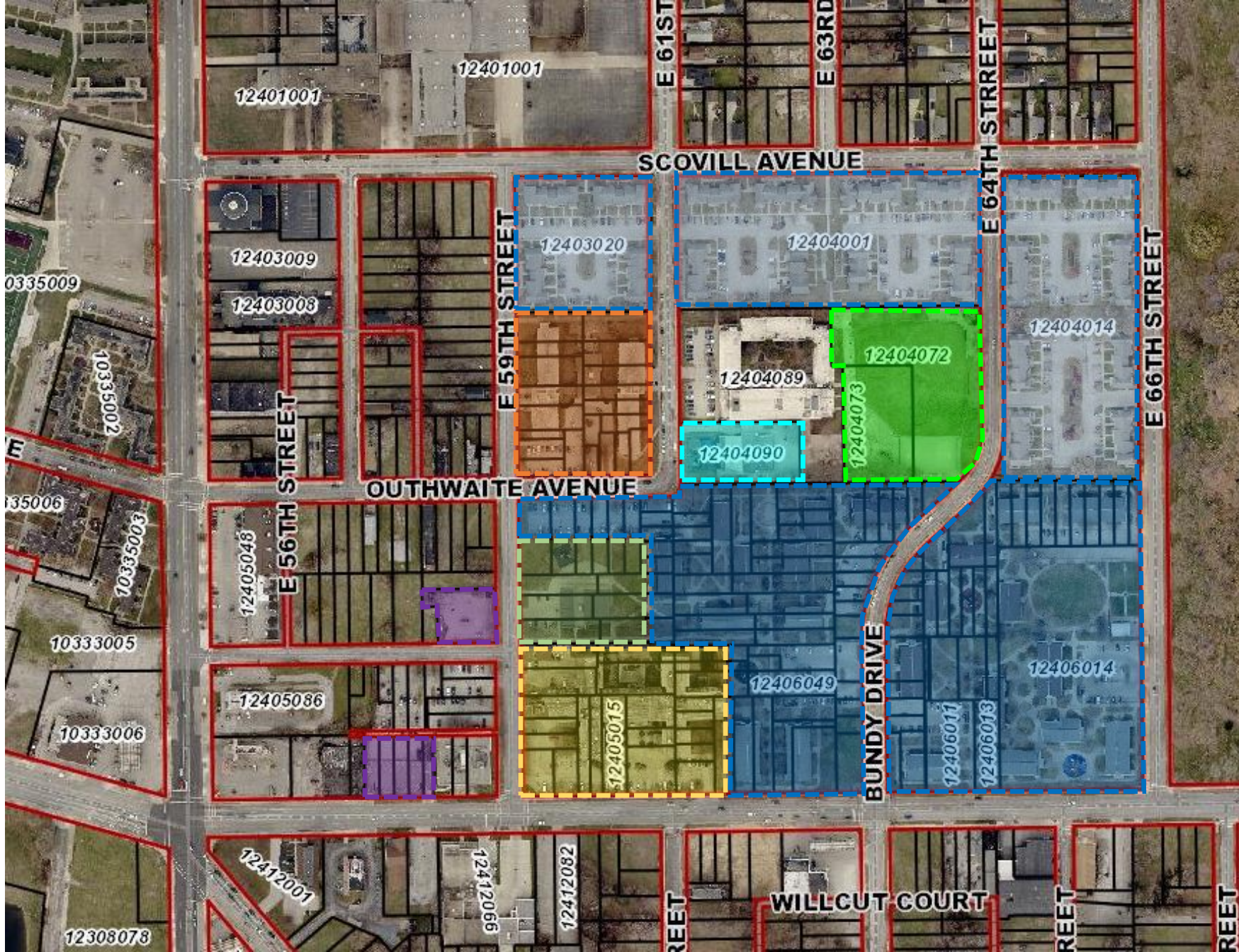
Financial Plan and Capacity

While no final development plans and proformas have been developed at this time, initial projections for each of the various building types across the King Kennedy Estate have been part of early conversations between CMHA and TFG. As A&E consultants begin building assessments, renovation plans, and redevelopment options, a more accurate indication of costs and related funding strategies will be determined.

Both CMHA and TFG have a long history of funding low-income housing developments. This includes utilizing various HUD programs and loans, FHA loans, 4% and 9% Low-Income Housing Tax Credits, CMHA issued general revenue bonds, grant funds, HOME funds, and conventional loans amongst others.

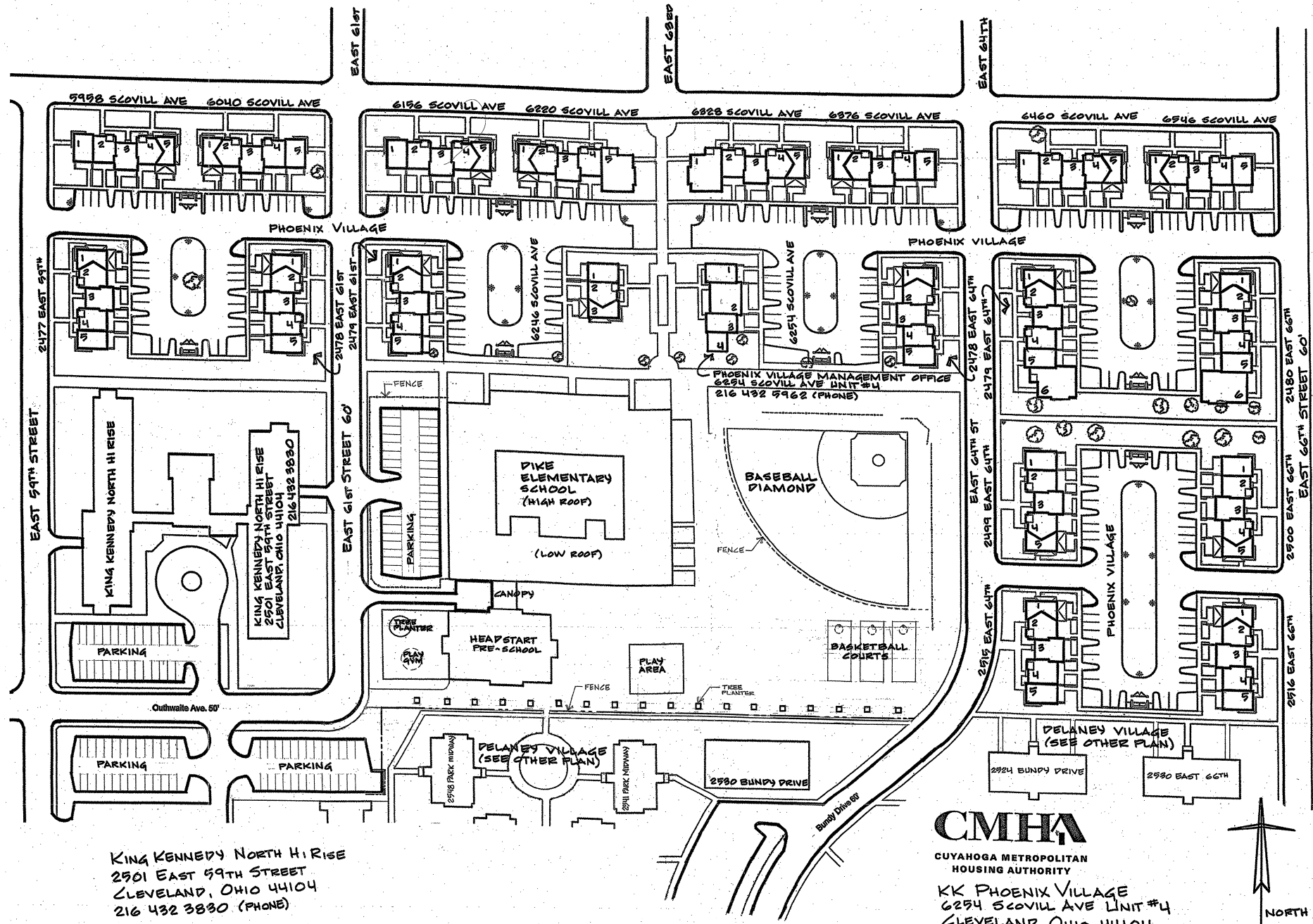


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- Phoenix Village
- Renaissance & Delaney Village
- North High-Rise
- South High-Rise / Stokes Mall
- Management Office
- Boys & Girls Club
- Playfields
- CMHA PD Parking Lots

CMHA King Kennedy AMP



CMHA King Kennedy AMP – Site Plan - North

