



Cleveland Metropolitan School District Sites - ARO/#06/2026

Michael R. White School
1000 E. 92nd St. Cleveland, OH 44108

Submitted by:

thirdspace[®]
ACTION LAB

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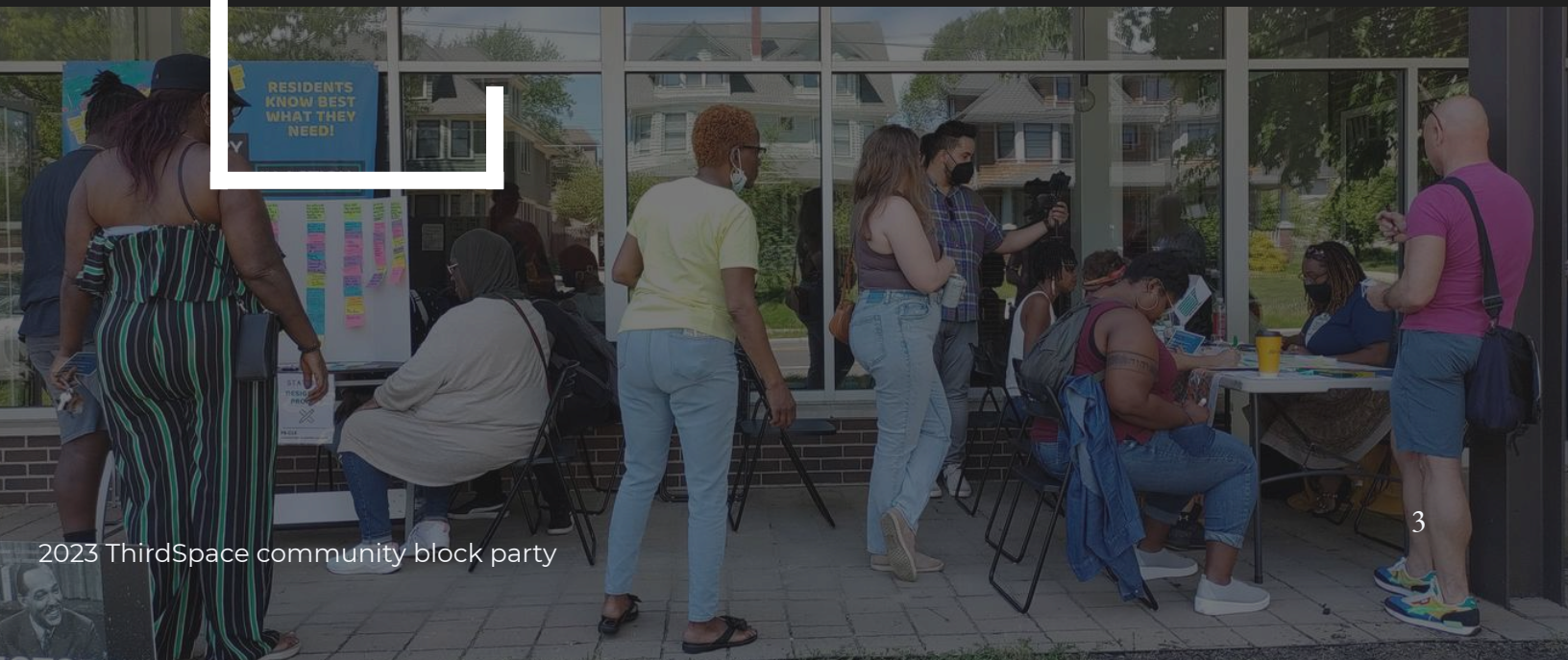
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I. Cover Letter



2023 ThirdSpace community block party



In 1921, Miles Standish Elementary School (now the Michael R. White School) opened its doors to Glenville's children. In 2026, ThirdSpace Action Lab is asking the City to let it open its doors again — this time to the whole neighborhood. Our vision for the Michael R. White School site responds directly to community voices gathered through the City's engagement process: a community event venue, flexible nonprofit and small-business office hub, boutique restaurant and community kitchen, coffee shop, dedicated youth after school programming space, recreation space, permanent home for ThirdSpace Reading Room and ThirdSpace Action Lab operations. This model integrates a multigenerational shared programming hub, co-working and nonprofit office space, arts and culture uses, and health and food access services that Glenville residents requested, while preserving the opportunity to adapt a 1921 school building into a durable neighborhood asset.

ThirdSpace Action Lab is a Cleveland-based civic innovation and grassroots solutions firm focused on anti-racist community development. Since our founding, we have dedicated ourselves to activating underutilized community assets through place-based programming, equitable economic development, and resident-centered co-design. Our work is rooted in the conviction that "Third Places", social spaces distinct from home and work, are essential infrastructure for healthy, resilient neighborhoods.

As architects of The People's Practice, an Anti-Racist Community Development research + field-building initiative, we are putting these principles into practice in how we shape the built environment. This framework also guides our co-developed for-sale, market-rate residential real estate project in the St. Clair Superior neighborhood, located less than one mile from the Michael R. White School site. We distinguish this work from completed comparable models: TSAL brings community development, engagement, and operational capacity, and will pair that with development, finance, architecture, historic rehabilitation, and construction expertise required to execute the Michael R. White redevelopment. Together, these projects reflect our ongoing commitment to centering the community in development and expanding access.

To further cement this commitment, ThirdSpace Action Lab recently launched a new nonprofit organization, ThirdSpace Futures Fund (TFF). TFF exists because communities historically excluded from civic and economic power deserve permanent, community-controlled institutions accountable to them. It stewards physical spaces that anchor community identity, protects intellectual frameworks that advance equitable practice, and builds civic infrastructure that communities own and govern. The Project Team for this response includes (see appendix for additional team roles, resume + references):

ROLE	NAME / FIRM	CONTACT
Lead Developer / Project Director	ThirdSpace Action Lab	chavone@3rdspaceactionlab.co
Real Estate Attorney	Teresa Metcalf Beasley, McDonald Hopkins	tmbasley@mcdonaldhopkins.com
Project Manager	Deshea Agee, Emem Group	realstate.agee@gmail.com
Owner's Representative	August Fluker, Fluker Consulting	august@flukerconsulting.com
Historic Preservation Tax Credit	Diana Wellman + Wendy Naylor, Naylor Wellman, LLC	wellman@naylorwellman.com
Community Engagement Lead	ThirdSpace Action Lab	chavone@3rdspaceactionlab.co

ThirdSpace Action Lab consents to have this interest shared with complementary respondents, should the City identify alignment opportunities, provided that no proprietary programmatic, financial, or design details from this response are disclosed without TSAL's prior written consent. We are enthusiastic about this opportunity to build on our service to Glenville and the City of Cleveland. We look forward to the evaluation process.

Respectfully submitted,

Evelyn Burnett

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II. Executive Summary

Site Selection | Project Vision
Mission Alignment



Mordecai Cargill + Robert Edwards at The City Club of Cleveland

**Project Vision and Mission Alignment:**

ThirdSpace Action Lab proposes the adaptive reuse of the Michael R. White School as the Global ThirdSpace Campus, a community-owned, financially self-sustaining hub that transforms a beloved historic district asset into one of Cleveland's most dynamic and inclusive neighborhood-based institutions. Led by ThirdSpace Action Lab, the project will proceed through Cleveland Landmarks Historic District design review, 2F-B1 zoning/entitlement review, utility due diligence, historic tax credit evaluation, and permitting with experienced partners.

ThirdSpace Action Lab: Already Doing This Work

ThirdSpace Action Lab is not proposing an untested concept; we are proposing to scale a model already operating in Glenville. Today, ThirdSpace is actively convening community through consistent, resident-driven programming that brings neighbors together across generations, backgrounds, and needs. Our current footprint serves community members through regular programming, drop-in gathering space, food access initiatives, and cultural events, demonstrating sustained demand for the kind of space this project would expand.

Among our most successful and beloved offerings is our intergenerational lunch program, which brings together elders and youth from across the neighborhood for shared meals, storytelling, and relationship-building. This programming has become a cornerstone of our community calendar, reflecting the kind of cross-generational connection residents consistently say they want more of, and it is a direct model for the kind of gathering, food access, and intergenerational programming we intend to scale significantly within the new campus. The opportunity to steward the Michael R. White School represents a natural and necessary next step for this work. Rather than starting from scratch, this project allows ThirdSpace to expand services, deepen programming, and launch key new projects that our current space simply cannot accommodate.

The vision centers on six integrated program pillars:

- **The Legacy Hall:** A multi-purpose community event venue with approximately 250–400-person customizable event space for performances, weddings, markets, community assemblies, and cultural programming.
- **Flexible Office Hub:** Mission-aligned nonprofit, small-business, and co-working suites that generate stable revenue while anchoring the Glenville economy.
- **The [Soul Check Kitchen](#):** Inspired by a TSAL community engagement practice that humanizes interactions with an introspective, *grounding* question; this boutique restaurant and community kitchen focused on food-access-forward dining, training, and catering enterprise operated in partnership with local culinary entrepreneurs. The concept can include elevated soul food and neighborhood-history-inspired beverages, subject to operator selection, licensing, and community review.
- **[ThirdSpace Reading Room](#) + [Cafe](#):** Blends coffee culture with the spirit of the neighborhood library, a place to linger, read, work, or connect. Featuring locally roasted coffee, light bites, and shelves stocked with community history and contemporary voices, it's designed as a true "third place": not home, not work, but somewhere in between where neighbors, students, and visitors alike can slow down and belong.
- **Mission-aligned Anchor Tenants:** Permanent home for ThirdSpace Action Lab and planned anchor space for the Cleveland Freedom Dreams Coalition, with tenant commitments and letters of support to be finalized/provided as part of the appendix package.
- **Out-of-School Programming:** Dedicated space for after-school and out-of-school youth-centered programming, learning, and engagement, building on the intergenerational and food-access programming ThirdSpace already runs in the neighborhood.

Inspired by Community Engagement Feedback:

Glenville residents who participated in the City's engagement process called for a shared programming hub, co-working and nonprofit office space, arts and culture uses, an intergenerational gathering space, health and food access services, and community-driven development. Every element of our program responds directly to these stated desires and will be refined through continued resident engagement rather than imposed as a fixed, top-down plan. Critically, this is not a hypothetical response to feedback. It is a continuation and expansion of programming, including intergenerational lunches and community gatherings, that residents are already participating in and asking us to grow.

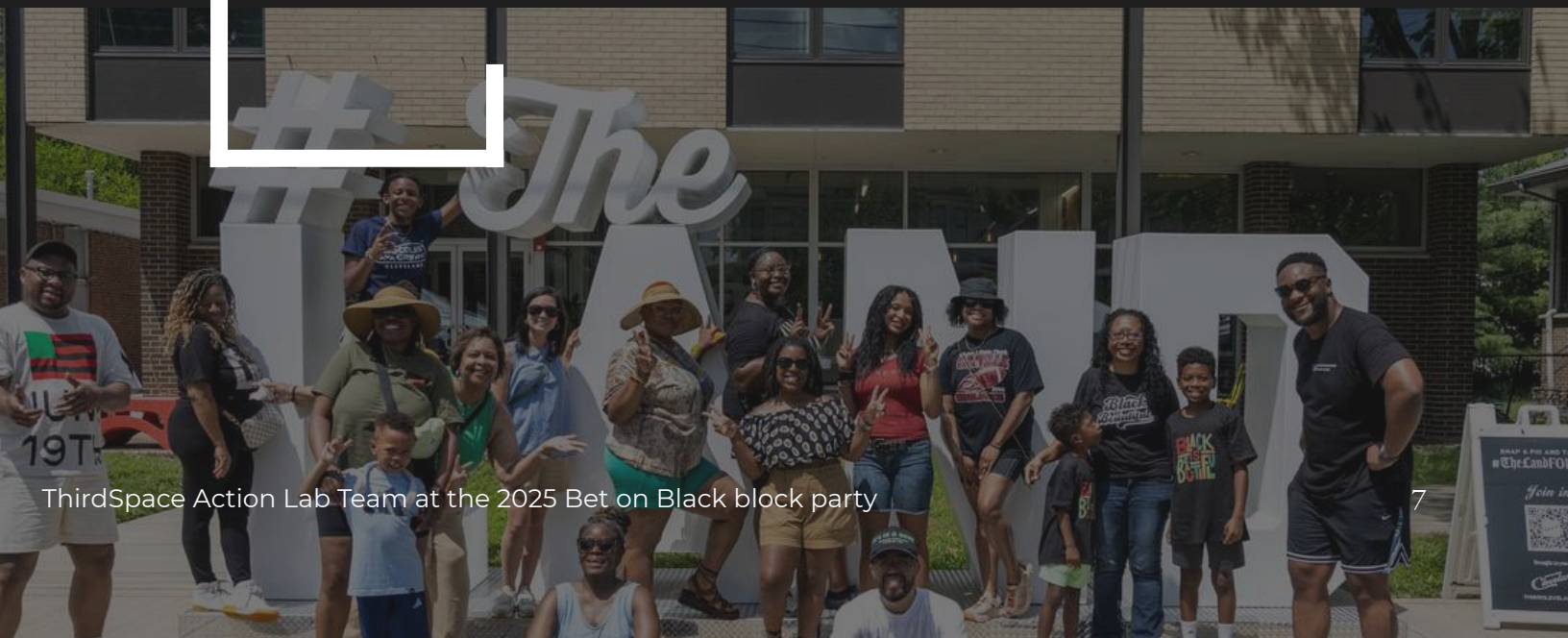
Alignment with City Plans and DEIB Principles:

This proposal advances Cleveland's 2030 Housing Equity Plan goals (community ownership models), the Cleveland Climate Action Plan (adaptive reuse of existing structure, reduced embodied carbon, tree canopy expansion), Vision Zero and 15-Minute City principles (walkable, bikeable campus with active ground-floor uses), and Health Equity priorities (food access, mental wellness programming, intergenerational services). ThirdSpace Action Lab is an MBE firm and anti-racist development organization. DEIB is the framework for engagement, governance, tenancing, hiring, contracting, and long-term stewardship.



III. Development Team Qualifications

Project Summary + Team Role
Images | Innovative Practices



ThirdSpace Action Lab Team at the 2025 Bet on Black block party



Organization Overview: ThirdSpace Action Lab (see appendix for team bios)

ThirdSpace Action Lab (TSAL) is a Cleveland-based civic innovation and grassroots solutions firm specializing in anti-racist community development, place-based programming, and equitable economic activation. TSAL occupies a distinctive position in Cleveland's development ecosystem: we are simultaneously a convening organization, a real estate activation entity, a programming operator, an anchor tenant, and a cultural tastemaker bringing both vision and operational staying power to every project we undertake. For Michael R. White, TSAL will pair this local operating and community-development capacity with qualified development, architecture, finance, historic rehabilitation, and construction partners (see cover letter or appendix for detailed list) so that the final award team has both neighborhood credibility and execution depth. Final partner scopes, support letters, resumes/headshots, references, and financial capacity materials will be provided or updated as they are finalized through award and due diligence.

TSAL's qualifications aren't only organizational — they're structural. The People's Practice keeps ThirdSpace connected to a national network of anti-racist community development practitioners; the Cleveland Freedom Dreams Coalition (CFDC) tests those ideas locally before they reach the public; TSAL applies what works at commercial scale; and ThirdSpace Reading Room proves it can operate, in person, every day, three-quarters of a mile from this site.

TSAL's core competencies directly relevant to this RFQ include the following, to be supplemented by finalized partner credentials, résumés/headshots, references, and financial-capacity documentation in the appendix package:

- Community-driven placemaking and co-design processes with Glenville and Cleveland residents.
- Co-developer on St. Clair Superior residential project, leading site acquisition, market analysis, feasibility study, environmental assessment, and community engagement.
- Strategic and collaborative stakeholder engagement across nonprofit, government, philanthropic, and private sectors.
- Mission-aligned real estate activation, including operator and tenant-side development experience.
- Historic building programming and adaptive activation.
- Resident hiring and MBE/FBE contracting practices are embedded in all project work.
- Capital fundraising, including philanthropic, CDFI, and other public funding streams.
- TSAL's competencies in community-driven programming and anti-racist community development research and application, demonstrated through the East 79th residential project and strategic work with the Cleveland Freedom Dreams coalition.
- Thirdspace's unique curation of programming and projects, including national and local author talks and community-centered events that activate space for dialogue, culture, and connection.

see appendix for innovative comparable projects



Completed Project



Project 1: [ThirdSpace Reading Room](#) Activation (Cleveland, OH)

Project Team Role	Lead Organizer, Developer, Programming Director, Anchor Tenant
Location	1464 E. 105th Street, Suite 302, Cleveland, OH - Glenville Neighborhood
Project Type	Adaptive Reuse / Community Space Activation
Relevance	TSAL completed project. Located in the historic Madison building in the Glenville neighborhood. Demonstrates community engagement, activation, scale and implementation.
Status	Operational

Project Summary: ThirdSpace Reading Room is TSAL's flagship civic gathering space in the heart of Glenville's East 105th Street corridor, in the historic Medical Associates Building. TSAL activated an underutilized commercial suite into an independently operated Black owned full-service bookstore, event venue, and community gathering hub. The space hosts literary events, civic dialogues, youth programming, small-business pop-ups, and community assemblies, providing evidence of operating demand and community use relevant to the Michael R. White campus concept.

Innovative Practices: The Reading Room combines rentable event space with regular monthly intergenerational lunches, author talks, the Indie Ink series (dedicated to local authors), movie screenings, co-working, book clubs, and literary dialogues. An intergenerational community accountability table drawn from eastside residents helps govern programming priorities. The space serves as a proof of concept for the larger Michael R. White vision.

Funding Sources: ThirdSpace Reading Room was capitalized through a combination of owner-contributions, friends-and-family investments, sweat equity, philanthropic grants from the Cleveland Foundation, Famicos Foundation, Family and Friends investment, and earned revenue from book sales, on-site bookseller/vendor activity, event rentals, and membership fees.



ThirdSpace Reading Room



Photos Courtesy of ThirdSpace Reading Room



USES	COST	% OF TOTAL
Construction Hard Costs (Construction Cost, Permitting)	100,000	39.4%
Construction Soft Costs (signage, cleaning, art, wayfinding)	\$11,000	4.3%
Contingencies (Owner Design & Construction)	\$40,000	15.8%
Approved Change Orders (Extended Patio Pavers)	\$1425	0.6%
Forecasted Change Orders (CMU wall painting)	\$3900	1.5%
Owner FF&E (incl. inventory + POS systems)	\$26,526	10.5%
Professional Service Fees (Design/Rep, Thread Consulting)	\$43,925	17.3%
Administrative Costs (marketing, insurance, utilities)	\$27000	10.6%
TOTAL	\$253,803	100%

SOURCES	AMOUNT	AWARD DETAIL
Co-founder Contributions	\$50,000	Bookstore concept to execution, purchase of initial book inventory
Friends + Family Investment (in-kind + hard)	\$72,000	In-kind staff support and \$40,000 family investment
Famicos Foundation	\$28,000	Fiscal sponsor, programmatic support, first year rent holiday, in-kind support for physical space buildout
Cleveland Foundation	\$100,000	Grant award and 50% match from state capital budget via Front International Triennial
Total	\$250.000	



Completed Project



Project 2: Comparable Model - **Thrive on MLK** (Milwaukee, WI)

Project Type	Mixed-Use Community Corridor Anchor - Flexible Office + Event Space
Location	Milwaukee, Wisconsin - Martin Luther King Drive Corridor
Building	Adaptive reuse of an underutilized community building
Relevance	Development management by project manager Deshea Agee. Demonstrates community-anchored mixed-use feasibility in an urban corridor analogous to E. 105th/Glenville; not presented as a TSAL-completed project
Status	Operational

Project Summary: Thrive on MLK is presented as a comparable model, not as a TSAL-completed project. The project management development was led by project co-developer Deshea Agee. It anchors a mixed-use community corridor with flexible office space for nonprofits and small businesses, a community event venue, and resident-facing programming. The project serves as a stabilizing institution for its neighborhood, drawing investment and activity to a corridor that had experienced disinvestment. Its operational model combines stable anchor-tenant revenue with flexible programming space. This closely parallels the financial structure that TSAL proposes for Michael R. White.

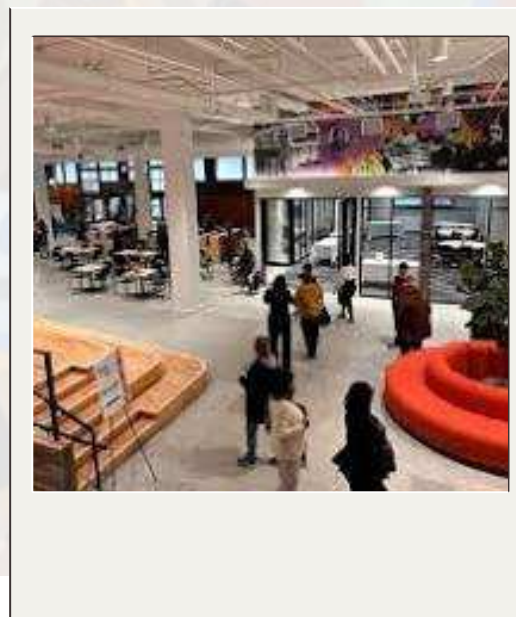
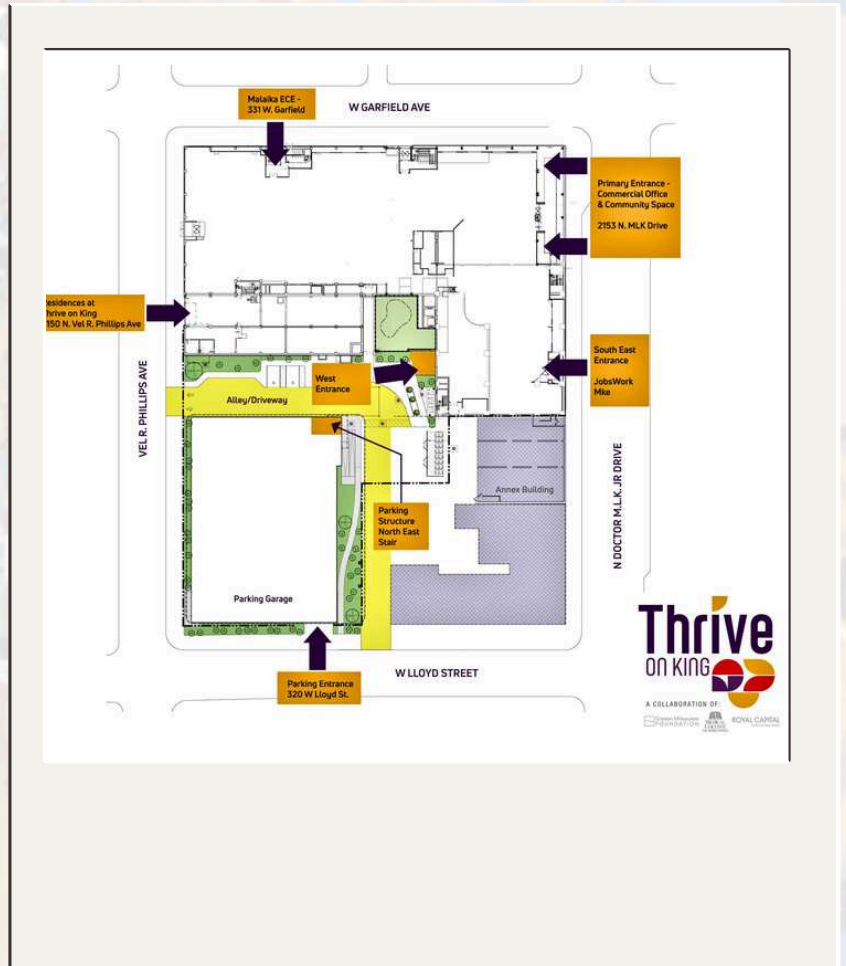
Innovative Practices: Resident co-governance of the building's programming calendar; embedded wraparound services including financial coaching and workforce development; intentional curation of tenants from the surrounding community.

Capital Stack Elements: New Market Tax Credits, CDFI equity, foundation grants, City of Milwaukee TIF and community development funding, and earned event and rental revenue.

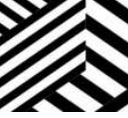
SOURCES	ESTIMATED AMOUNT	STATUS / DETAIL
Commercial Loans (lender(s) not named in available sources)	\$48.5 million	Reported as of the Nov. 2021 revised term sheet; largest single source (46% of total)
Federal Historic Preservation Tax Credit Equity	\$22.5 million	Reported as of Nov. 2021 term sheet; tied to historic rehabilitation of 1907 Schuster's/Cimbels building
City of Milwaukee Tax Incremental Financing (TIF)	\$12.6 million (up to \$15 million)	Approved Nov. 2019 (\$12.6M); developer-financed, functions as a property-tax rebate; grows to \$15M if property is assessed at 2543M; revised term sheet required construction start by Feb. 28, 2022 and substantial completion by June 30, 2023
Low-Income Housing Tax Credits	\$9.4 million	Supports 74 of 89 apartments reserved as below-market-rate units, income-tied at 30/50/60/80% AMI
Developer Equity (Royal Capital Group)	\$8.5 million	Reported as of Nov. 2021 term sheet
Deferred Developer Fee	\$3.5 million	Reported as of Nov. 2021 term sheet
TOTAL	\$105 million	Grew from an \$84.5 million project (Nov. 2019) to \$105 million (by Nov. 2021), reflecting revised unit counts and rising construction costs.



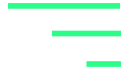
Thrive on MLK



Photos Courtesy of thriveoncollaboration.org



Project in development



Project 3: Co-Developed Project - St. Clair Superior Residential (E.79th + St. Clair)

Project Type	Residential Infill Development / Equitable Developer Pipeline Initiative
Location	East 79th & St. Clair Avenue (between Crumb Ave. and Maud Ave.), St. Clair-Superior Neighborhood, Cleveland, OH
Building	Undeveloped parcels; market competitive for sale residential properties.
Relevance	TSAL's role leading site acquisition, market analysis, feasibility studies, environmental assessment, and community engagement across 27 parcels on the St. Clair-Superior residential project demonstrates the same complex, multi-stakeholder development execution capacity, technical due diligence, entitlement navigation, and coordinated delivery.
Status	Progressed beyond pre-development into active execution, with a lead developer selected, a shortlist of architects, and a capital campaign underway, led by the selected developer rather than TSAL.

Project Summary: The St. Clair-Superior Residential Infill Development is a 27-parcel housing initiative led by the [Cleveland Freedom Dreams Coalition](#) (CFDC), with ThirdSpace Action Lab (TSAL) serving as lead strategist and co-developer. Sited in one of Cleveland's most culturally diverse lakefront neighborhoods, home to AsiaTown, Goodrich-Kirtland Park, and a century of immigrant and Black community history, the project pre-qualifies emerging, historically underrepresented developers to build market-competitive infill housing on parcels that TSAL and CFDC have already de-risked through site due diligence, boundary and topographic surveys, zoning review, and environmental analysis. TSAL led the site acquisition, market analysis, feasibility study, environmental assessment, and community engagement work that cleared the parcels for development, in partnership with the St. Clair-Superior Development Corporation (SCSDC), the neighborhood's long-standing community anchor.

Innovative Practices: A developer-pipeline model that pairs land access with shared learning, selected developers co-design with CFDC and one another, split architect fees to lower individual cost burden, and pilot nontraditional typologies (modular, incremental, courtyard, and missing-middle housing) alongside community-centered ownership structures such as community land trusts, limited-equity cooperatives, and rent-to-own pathways. The initiative is structured as a proof-of-concept: developers document costs, outcomes, and lessons for replication citywide, while committing to deep affordability tiers, flexible household-adaptive unit design, and semi-monthly progress reporting and community engagement throughout construction.

Funding Sources: Pre-development work was capitalized through CFDC and TSAL's own strategic and technical investment, with parcel acquisition, market analysis, and environmental clearance completed in advance of developer selection. Vertical construction financing will be secured independently by the selected lead developer, with CFDC facilitating access to blended capital, impact investment, and community-backed capital stacks to reduce reliance on market-rate financing.





IV. Project Narrative + Design Concept

Development Strategy | Programmatic Use
Site Plan | Implementation Schedule





4A. Development / Adaptive Reuse Strategy (see appendix for site plan layout)

ThirdSpace Action Lab proposes the adaptive reuse and historic rehabilitation of the Michael R. White School building, with no demolition of the primary structure. Built in 1921 and located within a designated Cleveland Landmarks Historic District, the building is ideally suited for *preservation-first* redevelopment, subject to Landmarks design review, zoning/entitlement review under the site's 2F-B1 zoning, utility-capacity confirmation, and standard building-permit approvals. Adaptive reuse honors the community's stated preference for building reuse and unlocks Federal and Ohio Historic Preservation Tax Credits that will be central to our financing strategy.

Our strategy involves the following broad phases:

- **Phase 1:** Stabilization and Pre-Development (Months 1–12): Comprehensive building assessment, hazardous material abatement, structural stabilization, Historic Tax Credit certification applications, community co-design process, and tenant identification.
- **Phase 2:** Design and Permitting (Months 10–18): Schematic and design development with MBE/FBE architect and community input; Cleveland Landmarks design review and approval; zoning/entitlement confirmation for the 2F-B1 district; utility coordination for power, water, and sewer service; and building permit submission.
- **Phase 3:** Construction (Months 18–30): Phased construction beginning with code-required stabilization, building systems, anchor tenant spaces and event venue, followed by office suites and community kitchen.
- **Phase 4:** Activation and Lease-Up (Months 28–36): Tenant move-in, programming launch, community grand opening, and post-opening performance tracking tied to community-benefit commitments.

This strategy draws on a small set of outside precedents ThirdSpace has studied closely — adaptive-reuse and community-governed models built by peer organizations elsewhere, remixed here for Glenville's own history and needs (see Innovative Comparable Projects, appendix).

Disposition Type: ThirdSpace Action Lab's preferred disposition structure is a long-term ground lease or a sale to a related community land trust entity, as these structures best support Historic Tax Credit eligibility and community ownership goals. TSAL is open to discussing alternative disposition structures with the City, provided they preserve community governance mechanisms, long-term affordability commitments, and Historic Tax Credit eligibility. We welcome negotiation with the City on the optimal structure.



4B. Programmatic Use

The Glenville ThirdSpace Campus will activate 72,686 square feet across the following program areas:

PROGRAM AREA	EST. SQ. FT.	COMMUNITY ALIGNMENT
The Legacy Hall: Community Event Venue (flexible, 250-400 capacity)	12,000	Arts, culture, intergenerational gathering, community assemblies, public rentals
ThirdSpace Reading Room bookstore + Cafe	10,600	Civic programming hub, nonprofit anchor
TSAL + CFDC Anchor Space	4,000	Leadership Development program for Black + Brown leaders
Flexible Co-Working + Nonprofit Office Suites	18,000	Co-working, nonprofit office, small business incubation + permanent office space
Soul Check Kitchen: Boutique Restaurant + Community Kitchen	5,000	Food access, culinary entrepreneurship, and catering
Health + Wellness Partnership Space	4,000	Health equity, preventative wellness, and social services
Youth Programming + After-School Space	6,000	Legacy of youth service, after-school, cradle-to- career
Circulation, Lobby, Common Areas	6,086	Vibrant pedestrian realm, public amenity
Mechanical / Support / Outdoor Amenity Space	7,000	Sustainability systems, public gathering, green space

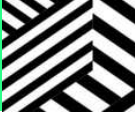


The program integrates the community-identified desired uses from the Michael R. White engagement report: shared community hub, co-working and nonprofit space, arts and culture innovation, intergenerational programming, health and food access, and youth development.

4C. Conceptual Site Plan

The Michael R. White site encompasses approximately 6.69 acres with 585 feet of frontage on E. 92nd Street and 284 feet on Parkgate Avenue. The historic 1921 school building will be preserved and adaptively reused as the campus centerpiece, subject to due diligence, Cleveland Landmarks design review, 2F-B1 zoning/entitlement review, utility coordination, and permitting. Initial utility diligence will confirm power service, water-main capacity, sewer service, and any infrastructure upgrades required for the proposed use. Conceptual site and floor-plan exhibits should accompany this response package or be provided promptly as an appendix during the City's evaluation/due-diligence process; final layouts will be refined with the selected architecture and historic rehabilitation partners. Key site design elements include:

- **Active Ground Floor:** Ground-floor program areas (restaurant, event lobby, bookstore, office, youth space) will use transparent, historically compatible facade treatments where approved through Landmarks review to animate the streetscape and create a vibrant pedestrian experience consistent with Vision Zero and 15-Minute City principles.
- **Public Amenity Space:** A target 1-acre portion of the site will be studied for publicly accessible campus green space with landscaped gathering areas, outdoor recreation and performance space, community garden plots (honoring residents' expressed interest in urban agriculture), and safe, continuous pedestrian connections to E. 92nd Street and Parkgate Avenue, with potential integration with the Stonebrook campus to be explored through due diligence and community engagement.
- **Tree Canopy Enhancement:** TSAL will seek a qualified tree-canopy or landscape partner and will target meaningful new tree planting on campus as a health equity and climate adaptation measure, with final quantities and any partner commitments to be confirmed through survey, design review, utilities review, budget, due diligence, and support letters as applicable.
- **Accessibility and Multimodal Connectivity:** All building entrances and site pathways will be fully ADA-accessible. The campus will include dedicated bicycle parking and connect to the adjacent RTA bus lines (#1 St. Clair, #3 Superior, #10 E. 105-Lakeshore).
- **Sustainability Systems:** Where feasible, the adaptive reuse will incorporate energy-efficient mechanical systems, high-performance windows (within Landmarks Commission guidelines), and rooftop- or ground-mounted renewable energy systems. A stormwater management system will be integrated into the campus green design, with utility service assumptions confirmed against existing power, water, and sewer capacity during due diligence.



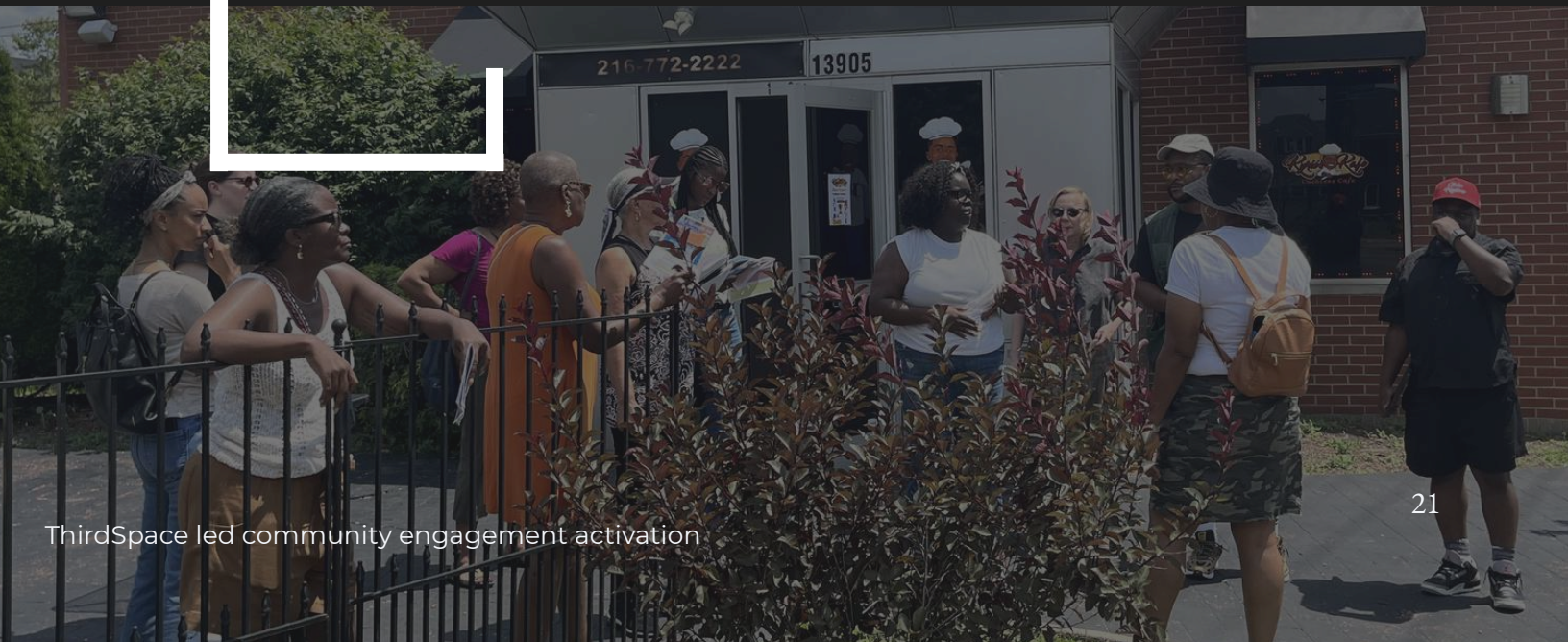
4D. Implementation Schedule

PHASE	TIMELINE	KEY MILESTONES
Award + MOU Execution	Sep–Nov 2026	Site Access Agreement; MOU signed within 60 days of selection; community engagement kickoff
Due Diligence / Feasibility	Oct 2026 – Oct 2027	Building assessment, environmental studies, structural analysis, title/survey review, utility-capacity confirmation, 2F-B1 zoning/entitlement review, Historic Tax Credit pre-certification, HTC Part 1 application
Design + Community Co-Design	Nov 2026 – Jul 2027	Schematic design; conceptual site and floor-plan exhibits; community co-design sessions (quarterly); Landmarks Commission pre-application meeting; preliminary zoning and code review
Permitting + Entitlements	Apr 2027 – Sep 2027	Landmarks Commission approval; zoning/entitlement confirmation for proposed uses; utility coordination; building permit submission and approval; HTC Part 2 application
Financial Closing	Jan 2027 – Dec 2027	HTC investor equity closing; CDFI/lender loan closing; equity, philanthropic, and funder commitments; supplemental City incentive commitments, if available and not relied upon as the primary gap source
Construction: Phase 1	Jan 2028 – Sep 2028	Core building systems, envelope, structural; event venue and public lobby; anchor tenant fit-out (TSAL, CFDC)
Construction: Phase 2	Sep 2028 – Mar 2029	Office suite build-out; restaurant and community kitchen; youth space; exterior campus amenities
Lease-Up + Activation	Jan 2029 – Jun 2029	Tenant move-in; programming soft launch; community grand opening, targeted for June 2029, post-opening performance reporting to community stakeholders.



V. Community Impact

Economic Inclusion | Community Benefit
Community Engagement Strategy



5A. Economic Inclusion - MBE/FBE/CSB Participation and Cleveland Resident Hiring

ThirdSpace Action Lab is itself a Minority Business Enterprise and an anti-racist community development organization. Economic inclusion is not a compliance requirement for us; it is a core value embedded in every aspect of how we work. Our commitments for this project include:

CATEGORY	COMMITMENT
MBE Contracting: Design + Professional Services	Minimum 40% of design, architecture, and professional service contracts awarded to MBE firms, subject to availability of qualified certified firms
FBE Contracting: Design + Professional Services	Minimum 15% of design and professional service contracts awarded to FBE firms, subject to availability of qualified certified firms
MBE/CSB Contracting: Construction	Minimum 35% of construction subcontracts awarded to certified MBE and CSB firms, subject to availability and final procurement requirements
Cleveland Resident Hiring: Construction	Minimum 40% of construction labor hours for Cleveland residents, with priority outreach to Ward 9 and adjacent wards and final commitments aligned with applicable law and project funding requirements
Cleveland Resident Hiring: Permanent Operations	Minimum 60% of permanent on-site positions (event staff, office management, restaurant, youth programming) targeted for Cleveland residents, with preference for Glenville, East Cleveland and adjacent neighborhood residents to the extent permitted by law
Anchor Tenant Priority	Preference given to Glenville and adjacent neighborhood-based and Cleveland-based nonprofits and small businesses for office and commercial tenancy
Community Ownership	TSAL will explore Community Land Trust, cooperative ownership, or community investment structures during the due diligence period to maximize resident investment opportunities

5B. Community Benefit (see appendix for job growth projections)

The Global ThirdSpace Campus will deliver direct, tangible community benefits to Glenville and Ward 9 residents:

- **Public Amenity Space:** A target 1-acre publicly accessible campus green, with final size, hours, and operations confirmed through design, security, budget, and community-engagement review.
- **Free and Low-Cost Community Programming:** A minimum of 40 free public events per year hosted in the campus venue, prioritizing Glenville, East Cleveland, and adjacent neighborhood community organizations.
- **Affordable Office Space:** Below-market office and co-working suites for Cleveland-based nonprofits and small businesses, with a sliding-scale pricing model.
- **Youth and Out-of-School Time Programming:** Dedicated youth space targeted to serve at least 50 City of Cleveland youth per week through out-of-school, arts, and workforce development programming, subject to operator capacity and funding.
- **Food Access:** The community kitchen will support at least two Cleveland-based food entrepreneurs and serve as a resource for community food access programming, directly responding to food-access needs identified by residents and neighborhood stakeholders. Food accessibility remains a critical need and this space is designed to help fill.
- **Health and Wellness Services:** Target partnership with a local healthcare provider and fitness or wellness partner to offer preventative health and wellness services on-site, with commitments and letters of support to be finalized/provided as applicable
- **Workforce Pipeline:** Construction-phase employment for a minimum of 20 Glenville and adjacent neighborhood residents, transitioning where possible to permanent on-site employment.



5C. Community Engagement Strategy: The 105 Method

By the 1960s, the East Boulevard Historic District, the neighborhood that surrounds the site, became known as Glenville's own "Gold Coast" — proof that this neighborhood has built beauty and prosperity for itself before, on its own terms. The **105 Method** exists to make sure it gets to do that again, designed and governed by the people who live here, not for them. TSAL's engagement approach is not a one-time consultation; it is an ongoing, iterative, resident-led co-design process that will shape every aspect of the project from design decisions to tenant selection to programming priorities.

Phase 1: Expanded Community Outreach (Oct 2026–Feb 2027)

- Launch a dedicated Global ThirdSpace Campus community engagement series: three in-person town halls, two walking site tours, and ongoing digital engagement.
- Partner with CDCs (prioritizing Famicos, St. Clair Superior Development and adjacent neighborhood CDCs), churches, schools, and community organizations, including Glenville-serving and adjacent-neighborhood institutions to be
- confirmed during due diligence, to reach residents beyond typical engagement participants.
- Conduct targeted outreach to historically excluded voices: renters, youth, elderly residents, and non-English speakers.
- Deliverable: Global Campus Community Vision + Accountability Document, ratified by resident advisory body.

Phase 2: Design Co-Creation (Feb 2027 – Aug 2027)

- Convene a Community Design Advisory Committee of 10-15 Glenville residents with quarterly meetings through the design phase.
- Host two design review sessions in which residents can review and respond to schematic and design development drawings. These sessions may be held during TSAL's monthly intergenerational lunches or other accessible community gatherings.
- Conduct a community survey with at least 100 responses to validate design and program decisions.
- Deliverable: Community-informed design concept prepared for presentation to the Landmarks Commission process.

Phase 3: Tenant and Programming Co-Governance (2027–ongoing)

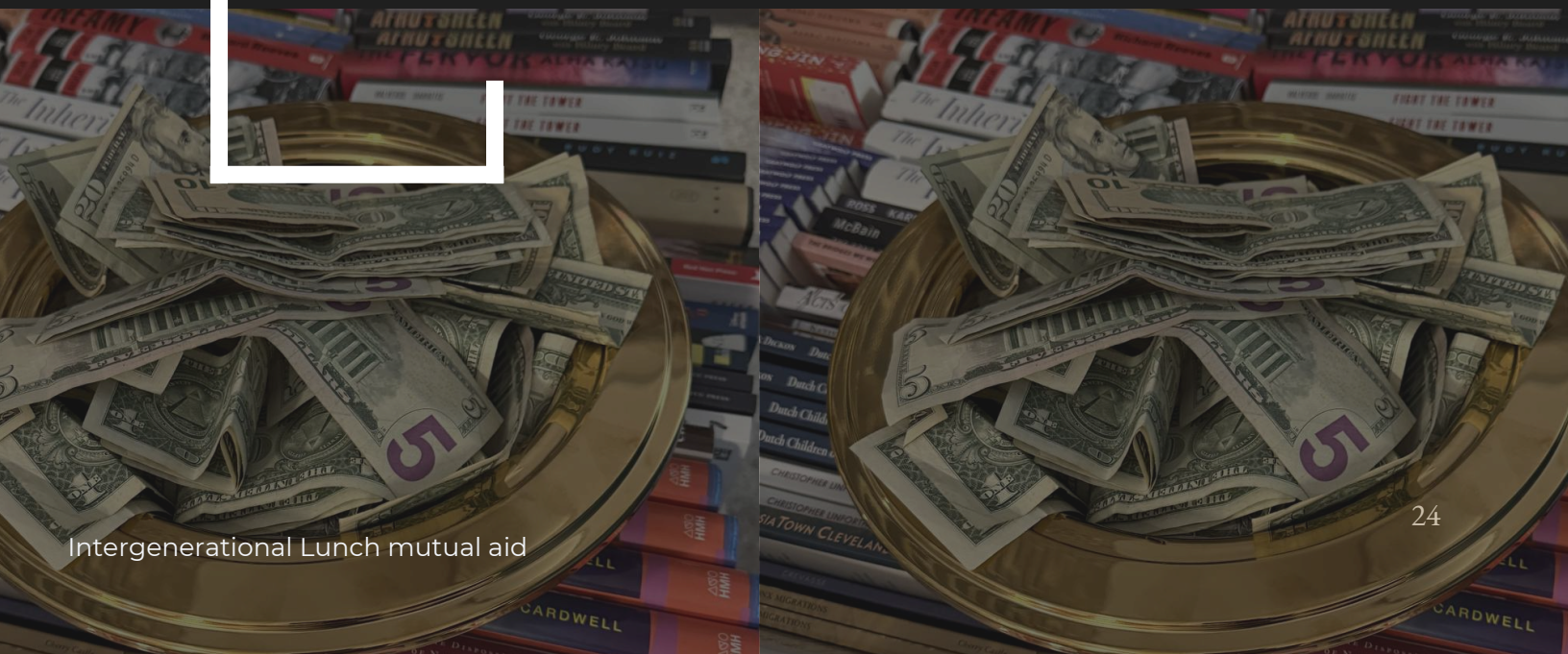
- Establish a resident-majority Community Program Board that governs the event programming calendar and reviews tenant applications.
- Publish a public community report annually detailing tenant demographics, hiring outcomes, programming metrics, community-benefit commitments, and project financial performance.
- Provide business development, marketing, and other business supports for local entrepreneurs, tenants, and vendors
- Deliverable: Annual Community Stewardship Report, publicly available.

TIMELINE	ENGAGEMENT ACTIVITY	DELIVERABLE / BENCHMARK
Sep–Oct 2026	Community Engagement Launch Series (3 town halls)	Target 200+ total participants; Glenville Vision Document
Oct–Nov 2026	Walking Site Tours; Digital Survey	Target 100+ survey responses; Community Advisory Committee formed
Dec 2026	Community Advisory Committee Inaugural Meeting	Committee charter ratified; priorities documented
Feb 2027	Design Review Session 1 (Schematic)	Resident feedback incorporated into design development
May 2027	Design Review Session 2 (Design Development)	Community-informed design prepared for Landmarks Commission process
Aug 2027	Tenant Interest Community Forum	Community input on tenant priorities; MBE/CSB tenants prioritized
Jan 2028	Pre-Construction Community Briefing	Resident construction hiring pipeline activated
Quarterly	Community Program Board Meetings (Ongoing)	Programming calendar, tenant review, annual report



VI. Financial Plan + Capacity

Conceptual Development + Operating
Proforma | Experience with Funding
Sources | Proof of Funds



6A. Conceptual Development Proforma - Sources and Uses

The following represents a conceptual capital stack for the Global ThirdSpace Campus. All figures are preliminary estimates to be refined during the 12-month due diligence period following award. Note: The City of Cleveland is not anticipated to be a primary project funder; City tools are sought as gap financing and incentive layers only. A detailed capital-stack, including sources and uses, proposed source names, proof-of-funds documentation, and lender/equity/funder letters are included in this section and the appendix..

6B. Conceptual Operating Proforma - 5-Year Projection

The following 5-year operating projection reflects initial operations beginning in Year 1 (calendar year 2030, approximately 12 months post-opening), with stabilization projected by Year 3. All projections are preliminary and should be supported in an appendix with leasing assumptions, comparable rent/event-rate data, operating-expense detail, and letters of interest from anchor tenants or program partners as available.

6C. Experience with Funding Sources

ThirdSpace Action Lab and the selected project finance manager and Historic Preservation Tax Credit consultants bring demonstrated experience with the following financing mechanisms directly relevant to this project:

- **Historic Preservation Tax Credits:** TSAL's proposed development of the Michael R. White School appears to be a strong candidate for Federal (20%) and Ohio (10% - 25%) Historic Preservation Tax Credits, subject to formal eligibility review, Part 1 certification, and final rehabilitation scope. The building's 1921 construction and Cleveland Landmarks Historic District context create a strong basis for a preservation-first strategy. TSAL has identified qualified HTC counsel/advisers to support certification strategy and will finalize that role and pursue Part 1 certification immediately following award or during due diligence.
- **CDFI and Mission-Aligned Lending:** TSAL has identified and shortlisted Cleveland-area CDFIs, mission-aligned lenders, and public finance resources that may be appropriate for structuring senior debt. This group includes, but is not limited to, LISC, Cleveland Development Advisors, the Cleveland-Cuyahoga Port Authority, and national resources with which TSAL has working relationships. Specific lender roles, term sheets, and letters of interest will be finalized at award or during due diligence and should be included as appendices when available.
- **Supplemental Community-Development Capital:** TSAL will evaluate CHIF and other community-development capital sources for eligibility, fit, and timing, and will submit applicable inquiries or applications concurrent with RFQ award or due diligence.
- **Philanthropic Capital:** TSAL has identified prospective Cleveland-area philanthropic and mission-aligned funders for pre-development, capital, and operating support. This group includes, but is not limited to, The Cleveland Foundation, the Gund Foundation, and the St. Luke's Foundation, as well as national philanthropic resources with which TSAL has strong working relationships. Any funder letters, grant commitments, or program-related investment indications should be included in the appendix package when available.
- **City of Cleveland Incentive Tools:** TSAL intends to evaluate available City incentive tools, including soft loans, forgivable loans, tax abatement, grants, tax incentives, TIF, and other gap-financing resources if eligible. These tools will be treated as supplemental layers only and not as the primary source of project feasibility.

6D. Proof of Funds

- To comply with the RFQ, ThirdSpace Action Lab has provided the following in the appendix:
- Bank statements, proof-of-funds documentation, or letters of creditworthiness demonstrating sufficient organizational equity or committed partner equity for site acquisition and pre-development cost coverage.
- Letters of intent or interest from lenders, equity partners, philanthropic funders, or mission-aligned funders confirming preliminary interest in pre-development, acquisition, construction, or operating support, as available.
- Statement of financial capacity from TSAL's financial institution or other qualified financial-capacity documentation.
- TSAL is not in default on any prior projects and is current on all applicable obligations.

6E. Statement of Good Standing

ThirdSpace Action Lab certifies that it is not in default on any prior real estate or development projects and is current on all property taxes and organizational financial obligations. Supporting documentation will be provided upon request.

6F. Proof of Funds

To comply with the RFQ, ThirdSpace Action Lab has provided the following in the appendix:

- Bank statements, proof-of-funds documentation, or letters of creditworthiness demonstrating sufficient organizational equity or committed partner equity for site acquisition and pre-development cost coverage.
- Letters of intent or interest from lenders, equity partners, philanthropic funders, or mission-aligned funders confirming preliminary interest in pre-development, acquisition, construction, or operating support, as available.
- Statement of financial capacity from TSAL's financial institution or other qualified financial-capacity documentation.

TSAL is not in default on any prior projects and is current on all applicable obligations.

6G. Statement of Good Standing *(complete letter available in appendix)*

ThirdSpace Action Lab certifies that it is not in default on any prior real estate or development projects and is current on all property taxes and organizational financial obligations. Supporting documentation will be provided upon request.

INCOME / EXPENSE LINE	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Office + Co-Working Rental Revenue	\$240K	\$280K	\$320K	\$350K	\$380K
Legacy Hall Event Venue Rental Revenue	\$180K	\$220K	\$260K	\$300K	\$320K
Soul Check Kitchen / Community Kitchen Revenue	\$120K	\$160K	\$200K	\$240K	\$260K
Anchor Tenant Rents (TSAL, CFDC, Partners)	\$96K	\$96K	\$108K	\$108K	\$120K
Programming / Membership Revenue	\$40K	\$60K	\$80K	\$90K	\$100K
TOTAL REVENUE	\$676K	\$816K	\$968K	\$1.1 M	\$1.2 M
Operating Expenses (Facilities, Staff, Programs)	\$520K	\$580K	\$640K	\$700K	\$740K
Debt Service (est.)	\$120K	\$120K	\$120K	\$120K	\$120K
NET OPERATING INCOME	\$36K	\$116K	\$208K	\$268K	\$320K

(Note: Year 1 reflects conservative lease-up assumptions. TSAL has identified potential philanthropic operating support, operating reserves, and/or deferred developer fee capacity to backstop any early-year shortfall, subject to final underwriting.)

Revenue assumptions (all preliminary, subject to final market analysis and underwriting): Office and co-working suites estimated at \$18–22/sq. ft. NNN (below-market, with escalations), to be validated against Glenville and comparable Cleveland community hub market data. Event venue at estimated \$1,500–3,500/event day, to be tested against comparable Cleveland venues. Soul Check Kitchen at estimated \$2,500–4,000/month operator lease plus revenue share. Anchor tenant rents at estimated \$8–12/sq. ft. (community-discounted). Programming and membership revenue conservatively projected. All figures are subject to final operating diligence and may be adjusted based on market conditions at the time of lease execution.

USES	ESTIMATED COST	% OF TOTAL
Land Acquisition	\$500,000 – \$1,000,000	4–6%
Pre-Development and Due Diligence	\$350,000 – \$500,000	2–3%
Historic Rehabilitation / Construction (Hard Costs)	\$9,000,000 – \$11,000,000	60–65%
Soft Costs (Architecture, Engineering, Legal, Permits)	\$1,500,000 – \$2,000,000	10–11%
Furniture, Fixtures & Equipment (FF&E)	\$600,000 – \$900,000	4–5%
Environmental Abatement	\$300,000 – \$600,000	2–3%
Tenant Improvement Allowances	\$500,000 – \$800,000	3–5%
Financing Costs and Reserves	\$750,000 – \$1,200,000	5–6%
TOTAL	\$14,500,000 – \$18,000,000	100%

SOURCES	ESTIMATED AMOUNT	STATUS
Federal Historic Preservation Tax Credit Equity (20%)	\$2,500,000 – \$3,500,000	To be applied for post-award
Ohio Historic Preservation Tax Credit Equity (10% - 25%)	\$1,000,000 – \$3,000,000	To be applied for post-award
CDFI / mission-aligned senior loan or credit facility (specific lender to be finalized)	\$4,000,000 – \$5,000,000	Pre-application conversations initiated. Shortlisted financing sources; letters of support/term sheets to be included/provided as appendix support when available.
Bank financing (amount to be determined based on final capital stack structuring during the due diligence)	TBD within total capital stack	Pre-application conversations initiated.
Cleveland Housing Investment Fund (CHIF) and other Supplemental public/community-development incentive sources (eligibility to be confirmed)	\$1,000,000 – \$1,500,000	To be applied for
Supplemental City incentive / gap financing, if available	\$750,000 – \$1,000,000	Subject to eligibility, underwriting, and City approval; not assumed as a primary source
City Tax Increment Financing (TIF) and other incentives, if available	\$500,000 – \$750,000	Subject to eligibility, underwriting, and City approval; not assumed as a primary source
Philanthropic grants and program-related investments (specific funders to be finalized)	\$1,000,000 – \$1,500,000	Prospective sources identified; funder letters should be included as appendix support when available
Developer / TSAL Equity and Pre-Development Capital	\$500,000 – \$750,000	To be documented with proof-of-funds, bank, equity, or creditworthiness letters in the appendix; final amount subject to award/due diligence
Naming Rights of four building locations (e.g.vLegacy Hall, Youth-dedicated space, co-working space, etc)	\$500,000 – \$750,000	To be marketed to philanthropy, community members and organizations during Phase 2 of the project commitments to be documented if secured
TOTAL/ GAP MANAGEMENT	\$14,500,000 – \$18,000,000	(Note: Any remaining gap to be addressed through additional philanthropic grants, value engineering, or supplemental CDFI financing additional equity, or scope phasing during the due diligence period.)



Appendix

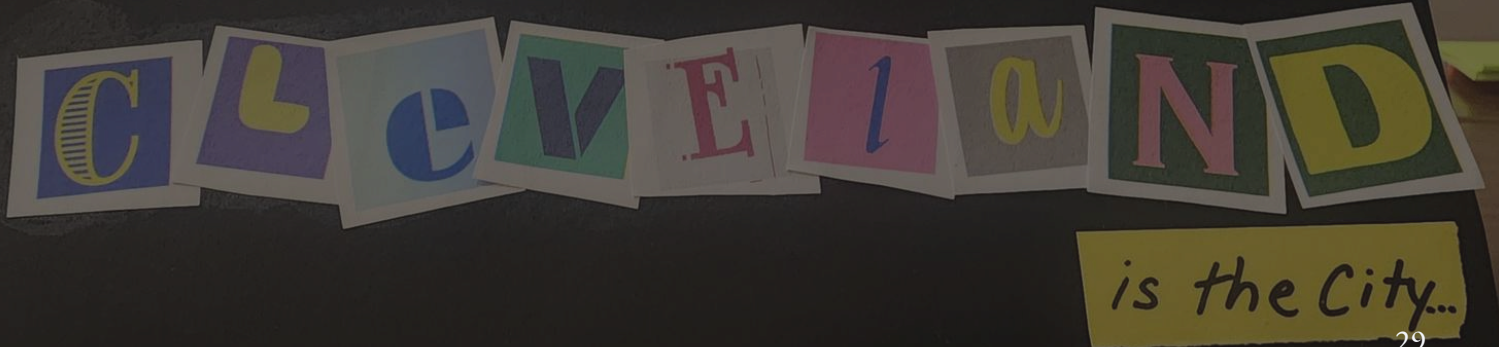


ThirdSpace Reading Room at moCa



Closing Statement

Anti-Racist Community Development
Framework | Closing Statement





ThirdSpace Action Lab submits this response with deep conviction that the Michael R. White School can become a significant community asset for Glenville and Cleveland, a building that was once a school for greater Glenville's children and can become a home for greater Cleveland's future.

We are a Cleveland organization. We live and work in the neighborhoods we are asking to develop. We are accountable not just to funders and the City, but to the residents who attended this school, who walk past it, who come into our bookstore and attend our events, and who have told the City what they want to see happen here. We are accountable to our neighbors, our elders, and our future. Our entire model is built on the belief that the people closest to a place know best how to shape it, and our job is to provide the structure, resources, and staying power to help make their vision real.

Chocolate City Cleveland and Anti-Racist Community Development as Guiding Frameworks

This project will be shaped, in practice, by two frameworks central to ThirdSpace's identity and work: Chocolate City Cleveland and anti-racist community development.

Chocolate City Cleveland is both a historical reference point and a living cultural framework, honoring Glenville and the broader Cleveland East Side as historically significant centers of Black culture, commerce, music, and civic life. Rather than treating that history as a nostalgic backdrop, the Global ThirdSpace Campus will use Chocolate City Cleveland as a design and programming lens: naming spaces, menu items, and cultural programming after figures and institutions core to that where appropriate, curating exhibits and events that celebrate the neighborhood's Black cultural and entrepreneurial history, and ensuring that the building's future is explicitly built in conversation with, and in tribute to, its past. This is not branding; it's a commitment to ensuring the campus tells an honest, celebratory story of who has always been here.

“Communities of color deserve a design framework that is inspired by all residents—especially those who have called these places home long before revitalization began”

-ThirdSpace Action Lab



Anti-racist community development principles + frameworks will guide the project's decision-making processes, ownership structures, and economic outcomes. In practice, this means: prioritizing Black-owned and neighborhood-based businesses, contractors, and vendors throughout construction, renovation, and ongoing operations; structuring governance so that Glenville residents, a majority-Black community, hold real, not symbolic, decision-making power over programming and long-term direction; ensuring revenue generated by the campus recirculates within the neighborhood rather than extracting wealth from it; and remaining vigilant against the patterns of disinvestment and displacement that have historically shaped redevelopment in Black neighborhoods across Cleveland and the country. Every partnership, hiring decision, and vendor relationship will be evaluated not just for quality and cost, but for whether it builds power and equity within the community it serves.

Together, these frameworks ensure that the Global ThirdSpace Campus is not simply located in Glenville, but is *of Glenville* — designed, staffed, and stewarded in ways that enhance the neighborhood's physical + cultural landscape, and build wealth within a community that has too often been asked to bear the costs of development without sharing in its benefits.

The Global ThirdSpace Campus will be:

- Deeply rooted in Glenville's history and identity, preserving the historic fabric of the 1921 building while filling it with new life, and honoring its place within the Chocolate City Cleveland legacy.
- Built to foster community ownership and community governance, with residents holding meaningful power and accountability over programming and the future through mechanisms finalized during due diligence.
- Financially self-sustaining, with a diversified revenue model that does not depend on public subsidy indefinitely.
- Grounded in anti-racist community development practices, from procurement and hiring to governance and revenue-sharing.
- A catalyst, not an island, designed to connect with and amplify the investments already happening in Glenville, St. Clair-Superior, and the broader East Side.

We are ready to begin. We welcome the opportunity to discuss this proposal further, answer any questions from the Evaluation Team, and demonstrate our commitment to this community and this city.



***Prototyping creative
place-based solutions
to socioeconomic
problems using
human-centered
insights.***



References





SCHEDULE OF MATERIAL FOR FINISH ON SECOND FLOOR PLAN

ROOM	FLOOR	CASE	BASE	WALLS	CEILING	CHAIR	PICTURE	WALL	STOOL	MISCELLANEOUS
TEACHERS LUNCH ROOM	MAPLE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
KITCHEN	*	*	*	*	*	*	*	*	*	
PANTRY	*	*	*	*	*	*	*	*	*	
LANTERN ROOM	TILE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
LOGGIA	MAPLE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
STAIR HALLS	TILE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
SUPPLY ROOM	MAPLE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
UNASSIGNED ROOMS	MAPLE	TILE	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	
FAN ROOMS	CEILING	PLASTER	PLASTER	PLASTER	PLASTER	OAK	OAK	OAK	MARBLE	

Jeff Epstein

President + CEO

Port of Cleveland

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Jennifer Coleman

Program Director, Creative Culture + Arts

The George Gund Foundation

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Donovan Duncan

Senior Vice President

Urban Strategies

314-421-4200

Donovan.Duncan@usi-inc.org

Irwin Lowenstein

President

ReThink Advisors

irwin@rethinkadvisors.com



Financial Statements





6/24/26, 5:20 PM



TRADE SECRET

External accounts

Link your external accounts to better organize your money, budget and plan for the future.

Link account



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Disclosures

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Deposit Account Balance Summary

07/10/2026

Requestor information:

THIRDSPACE ACTION LAB LLC

1464 E 105TH ST STE 302
CLEVELAND, OH 44106-1100

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ACTIVATING SPACE. ACTIVATING PEOPLE.

Statement of Good Standing

July 14, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227
 Cleveland, OH 44114

RE: Statement of Good Standing
 2026 CMSD School Sites RFQ | ARO/#06/2026
 Site: Michael R. White School | 1000 E. 92nd St, Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

ThirdSpace Action Lab (TSAL) submits this Statement of Good Standing in response to Section 6(e) of the 2026 CMSD School Sites RFQ.

TSAL hereby certifies the following:

1. No Default on Prior Projects: ThirdSpace Action Lab is not in default on any prior development projects, contracts, or grant agreements. TSAL has fulfilled all obligations under its existing agreements with funders, partners, and government entities.
2. Current on All Property Taxes: ThirdSpace Action Lab does not currently own real property in the City of Cleveland or Cuyahoga County and therefore has no outstanding property tax obligations. TSAL is current on all applicable tax filings and obligations.
3. Organizational Standing: ThirdSpace Action Lab is in good organizational and financial standing. TSAL has no pending or unresolved legal judgments, liens, or enforcement actions against the organization.

This statement is made to the best of the knowledge and belief of ThirdSpace Action Lab's authorized representative and is submitted in good faith as part of TSAL's Comprehensive Response to the 2026 CMSD School Sites RFQ.

Respectfully submitted,

ThirdSpace Action Lab
 Evelyn Burnett, CEO & Co-Founder

A handwritten signature in black ink, appearing to read "Evelyn Burnett", written over a horizontal line.

Signature



ACTIVATING SPACE. ACTIVATING PEOPLE.

Financial Statement of Capacity

June 30, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227
 Cleveland, OH 44114

RE: Financial Capacity Statement
 2026 CMSD School Sites RFQ | ARO/#06/2026
 Site: Michael R. White School | 1000 E. 92nd St, Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

ThirdSpace Action Lab (TSAL) submits this statement in response to Section 6(d) of the 2026 CMSD School Sites RFQ, confirming our financial capacity and approach to delivering the proposed redevelopment of the Michael R. White School site.

TSAL is an organizationally solvent, mission-driven entity with active operating accounts and no material outstanding debt obligations in default. Bank statements, proof-of-funds documentation, or letters of creditworthiness should be included/provided to demonstrate capacity to support early-stage pre-development activities, including site assessment, architectural feasibility, and stakeholder engagement.

TSAL does not anticipate funding this project through organizational reserves alone. The Michael R. White School redevelopment is designed as a layered, multi-source capital stack consistent with community-oriented adaptive reuse projects of comparable scale. Our financing strategy is built around the following identified sources:

- Ohio Historic Preservation Tax Credits and Federal Historic Preservation Tax Credits — The site's designation within the Cleveland Landmarks Historic District and its 1921 construction make it a strong candidate for both state and federal historic tax credit equity, which we expect to serve as a cornerstone of the capital structure.
- New Markets Tax Credits (NMTC) — TSAL will evaluate eligibility and allocation fit based on the final ownership, use, census-tract, and financing structure; NMTC will be treated as a potential layer rather than an assumed source.
- CDFI and Mission-Aligned Lending — TSAL is actively cultivating relationships with community development financial institutions, including Local Initiatives Support Corporation (LISC) and Cleveland Development Advisors, as sources of patient debt capital for predevelopment and construction.



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- **Philanthropic and Foundation Capital** — TSAL has an established track record of securing program-related and grant funding from regional and national foundations. We are identifying foundation partners whose mission areas align with the programmatic vision for this site.
- **Cleveland Housing Investment Fund (CHIF) and City Incentive Tools** — To the extent applicable, TSAL intends to pursue available City tools identified in the RFQ Incentive Toolkit.
- **Anchor Tenant Revenue Commitments** — TSAL's model includes TSAL occupancy planned Cleveland Freedom Dreams Coalition space, and mission-aligned nonprofits and small businesses whose letters of interest and lease commitments will be pursued to support project feasibility and debt service.

TSAL understands that the City is not in a position to fund significant project gaps and does not rely on City funding as a primary source. We are committed to assembling a capital stack that demonstrates feasibility prior to any site transfer.

A more detailed proforma and funder engagement timeline should be included/provided with the financial capacity appendix or shared promptly during evaluation and due diligence.

Respectfully submitted,

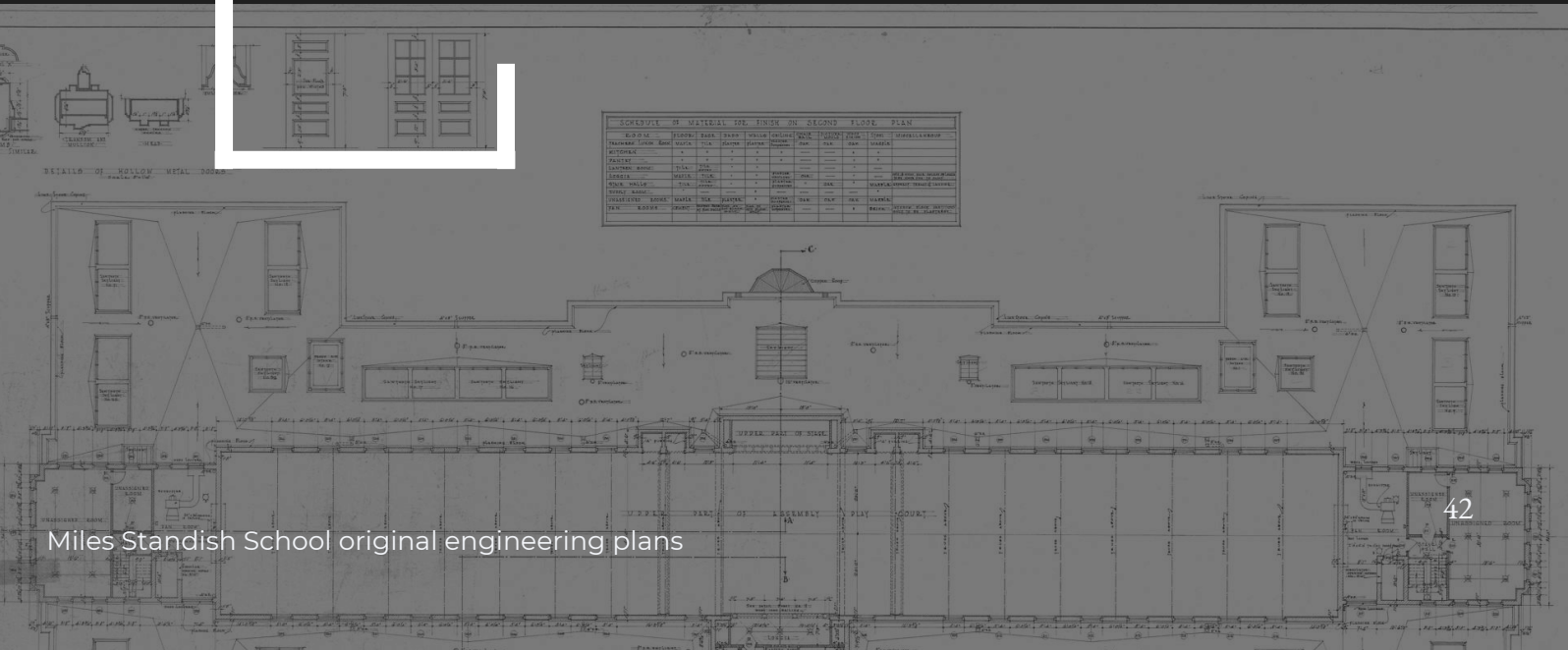
A handwritten signature in black ink, appearing to read "Evelyn Burnett", is written over the printed name.

ThirdSpace Action Lab

Evelyn Burnett, CEO & Co- Founder

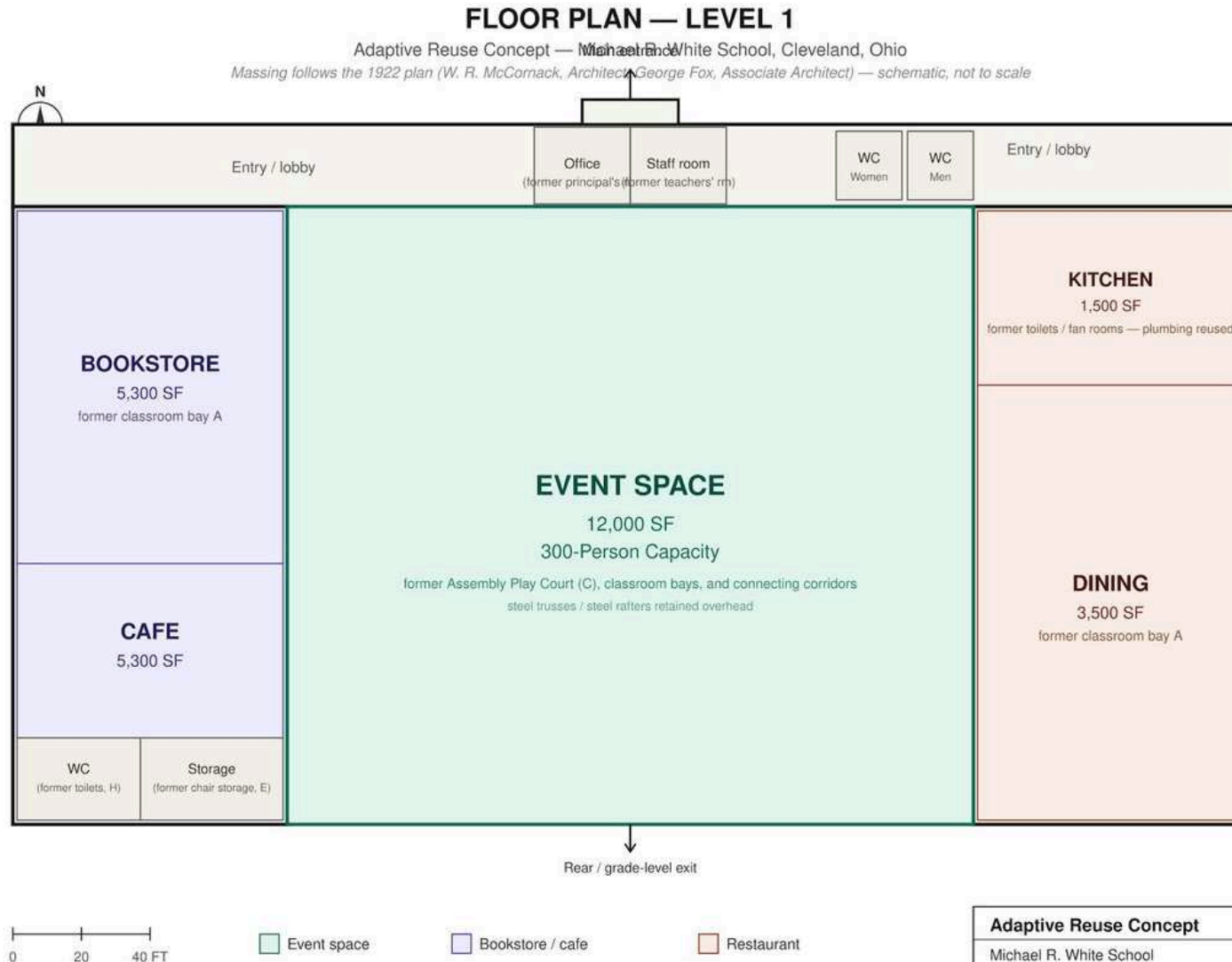


Conceptual Site Plan (drawing)





Conceptual Site Plan



Adaptive Reuse Concept

Michael R. White School
 Cleveland, Ohio

*Base plan: The Architectural Forum, Aug. 1922
 Sheet A-1 - Level 1 floor plan*

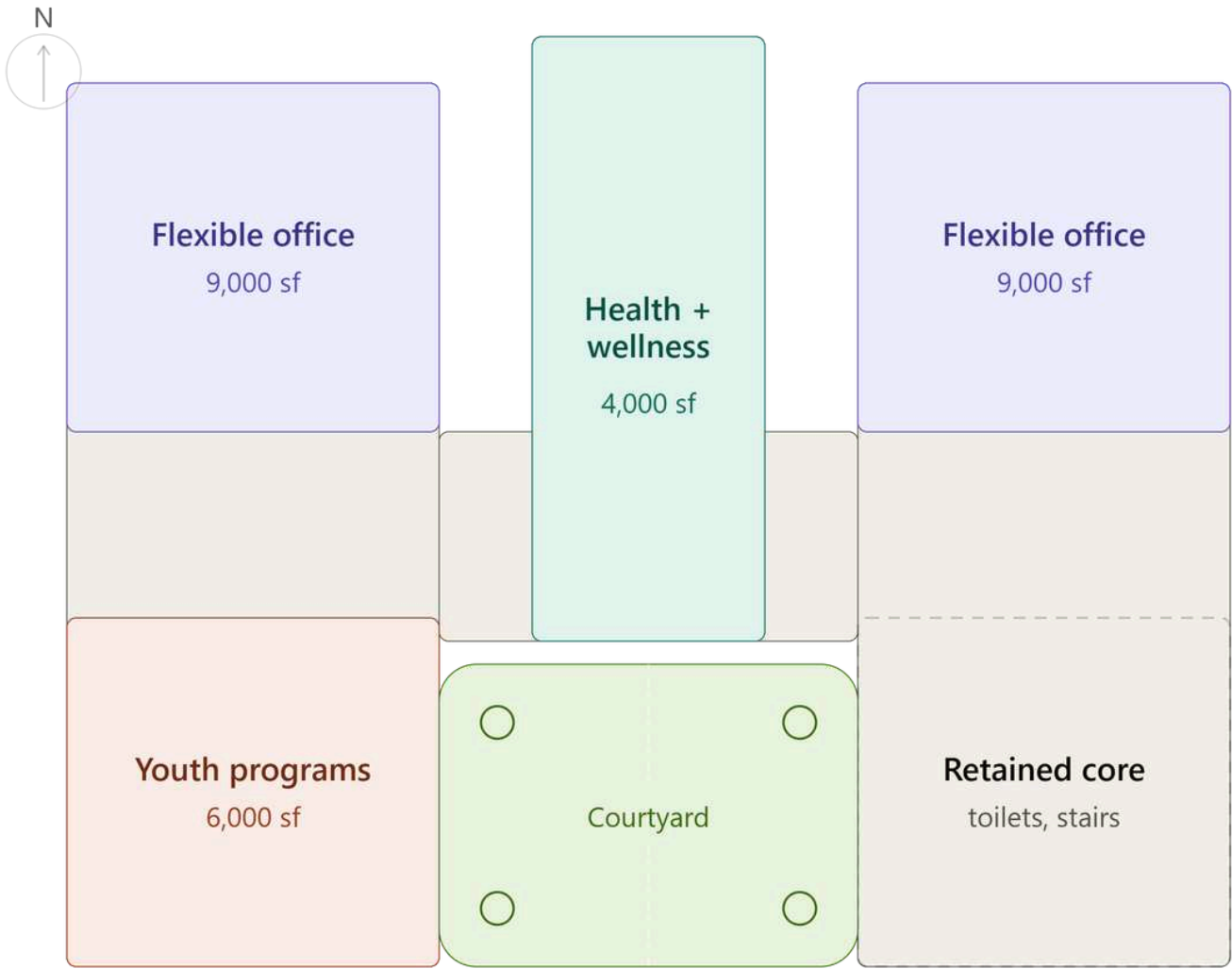
*Not drawn to scale.





Conceptual Site Plan

FLOOR PLAN – LEVEL 2

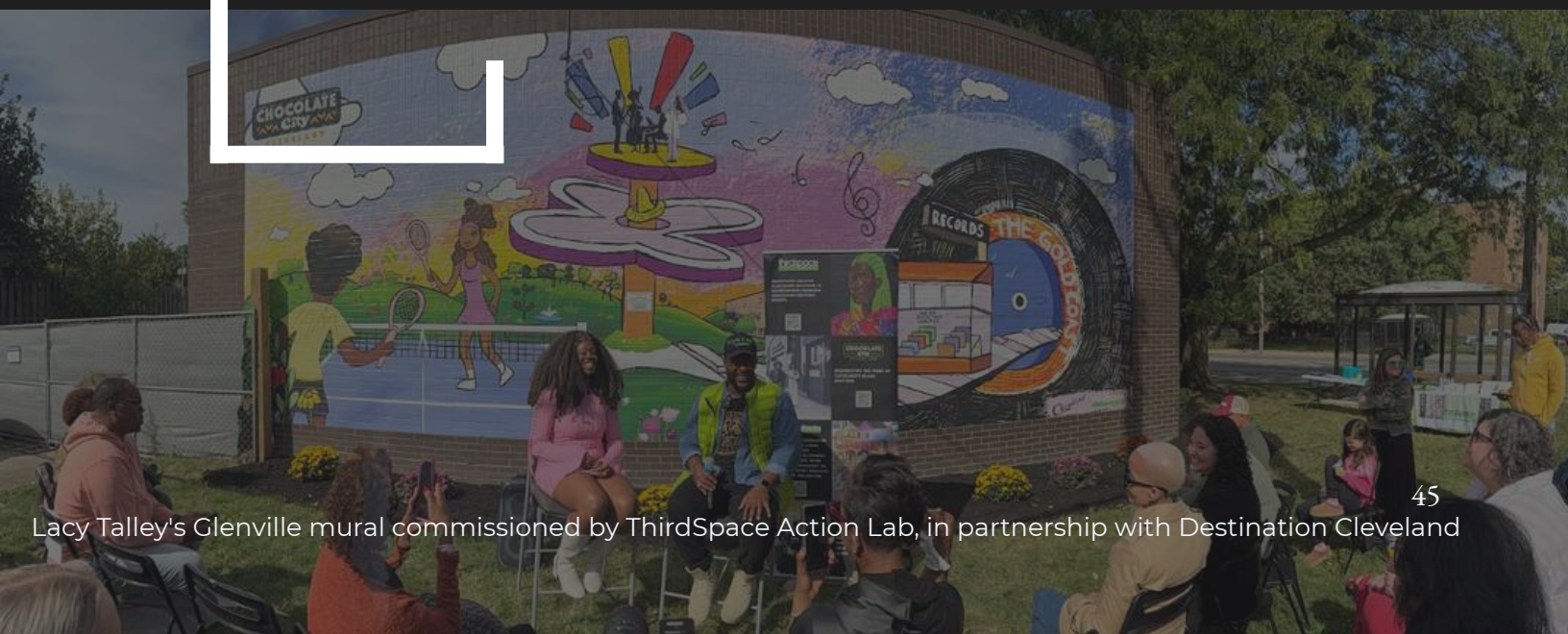


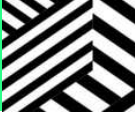
*Not drawn to scale.





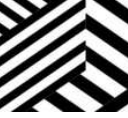
Project Team Bios





Project Team Roles

ROLE	NAME / FIRM	CONTACT
Lead Developer / Project Director	ThirdSpace Action Lab	chavone@3rdspaceactionlab.co
Architect (MBE)	Shortlisted Cleveland-based MBE architecture / historic rehabilitation partner; final scope to be confirmed by award/due diligence., including Landmarks design review and adaptive-reuse feasibility.	Identified/shortlisted; to be finalized by award or due diligence in collaboration with project team
Construction Team	Shortlisted Cleveland-based MBE general contractor / historic rehabilitation construction partner; final scope to be confirmed by award/due diligence, including existing building, code, and cost-validation work.	Identified/shortlisted; to be finalized by award or due diligence in collaboration with project team
Finance Manager	Shortlisted mission-aligned CDFI, lender, equity, and/or funder partner; final scope to be confirmed by award/due diligence, with proof-of-funds and capital-stack support to be included/provided as required.	Identified/shortlisted; to be finalized by award or due diligence
Real Estate Attorney	Teresa Metcalf Beasley, McDonald Hopkins	tmbeasley@mcdonaldhopkins.com
Project Manager	Deshea Agee, Emem Group	realestate.agee@gmail.com
Owner's Representative	August Fluker, Fluker Consulting	august@flukerconsulting.com
Historic Preservation Tax Credit	Diana Wellman + Wendy Naylor, Naylor Wellman, LLC	wellman@naylorwellman.com
Community Engagement Lead	ThirdSpace Action Lab	chavone@3rdspaceactionlab.co



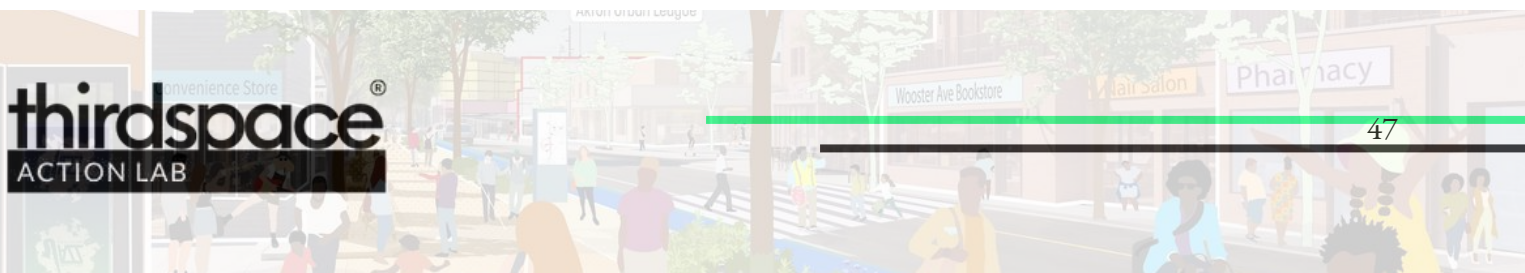
Lead Developer + Community Engagement Strategist



Brief Firm Overview:

ThirdSpace Action Lab (TSAL) (CSB, MBE, LPE, VSB with the City of Cleveland) was founded in 2018 to disrupt the vicious cycle of disinvestment that exploits low-income communities of color. TSAL is a Black-owned, Black woman-led small business based in Cleveland's Glenville neighborhood. We work locally, regionally, and nationally. As a grassroots solutions studio creating innovative approaches to complex socio-economic problems, we turn multidisciplinary research into evidence-based strategies. Through our clients and partners, we are activating "third places" to co-create more liberated spaces for people of color.

Racial equity is a central, non-negotiable element of our work and in our belief, any viable growth and development strategy. Our multiracial, multidisciplinary team has decades of combined experience in economic and community development, public-private partnerships, public and stakeholder engagement and collaboration, urban planning, and philanthropic strategy.





Estimated Job Growth

The Global ThirdSpace Campus is projected to generate an estimated 30-35 new direct and contracted positions across direct hires and supporting contracts, anchoring workforce growth in food service, culinary entrepreneurship, community research, retail, and hospitality within Glenville.

Soul Check Kitchen - As a full-service boutique restaurant and catering enterprise, the kitchen is expected to create an estimated 8-10 new jobs, including a head chef, sous chef/kitchen manager, line cooks, prep staff, front-of-house servers, and a beverage lead for with additional seasonal or catering-event staff during peak periods.

ThirdSpace Action Lab (Project Coordinators) - Two new Project Coordinator positions will be added to TSAL's staff to serve as the connective tissue between the organization's anti-racist community development research and day-to-day programming at ThirdSpace Reading Room, ensuring research findings directly inform community-facing events, dialogues, and curriculum.

ThirdSpace Reading Room + Café - Scaling the flagship space adds five new hires: a Café Manager, a Bookstore Manager, one additional bookstore staff member, and two new café workers, expanding both the retail bookselling operation and the café's daily service capacity.

Supporting Contracts - Beyond direct hires, the campus will generate ongoing contracted positions for services such as security, facilities/janitorial, and event support staff, adding an estimated 10-15 contracted roles tied to the Legacy Hall's event volume and extended campus hours.

Altogether, this represents roughly 30-35 direct and contracted positions, reinforcing the campus's role as both a cultural anchor and a meaningful local employer in the Glenville economy.


Brittany Priest

Director of Finance


Evelyn Burnett

Chief Executive
Officer

Mordecai Cargill

Chief Creative
Officer

Sean Clark

Marketing Director


Dr. Chavone Nash

Project Director



TSAL's organizational structure is intentionally circular rather than hierarchical, reflecting a leadership model where decision-making, knowledge, and accountability flow in shared loops among staff, partners, and community stakeholders rather than cascading top-down. This design honors the collaborative, capacity-building ethos at the heart of TSAL's work. Ensuring that no single role sits "above" community voice or partner expertise, and that learning circulates back into the organization rather than terminating at the top.


Monica Copeland

Project Director


Evan Green

Consultant


Curtis Minter Jr.

Senior Fellow


Jenn Short

Executive
Coordinator

New Hire

Program
coordinator

New Hire

Program
coordinator



Brittany Priest

Director of Finance



Evelyn Burnett

Chief Executive Officer



Mordecai Cargill

Chief Creative Officer



Sean Clark

Marketing Director



New Hire

Cafe Manager



New Hire

Bookstore Manager

thirdspace[®]

READING ROOM

TSRR's organizational structure is intentionally circular rather than hierarchical, reflecting a leadership model where decision-making, knowledge, and accountability flow in shared loops among staff, partners, and community stakeholders rather than cascading top-down. This design honors the collaborative, capacity-building ethos at the heart of TSRR's work. Ensuring that no single role sits "above" community voice or partner expertise, and that learning circulates back into the organization rather than terminating at the top.



New Hire

Cafe Staff



Savannah

Bookstore Staff



New Hire

Cafe Staff



Celia Williamson

Director of Events + Programs



Dr. Martha Potts

Bookstore Staff

EVELYN BURNETT | Chief Executive Officer

Biography | Evelyn Burnett leads ThirdSpace Action Lab. Prior to this co-founding venture in 2018, she served as vice president for economic opportunity at Cleveland Neighborhood Progress, a community development intermediary fostering communities of choice and opportunity throughout Cleveland. She previously held roles at Living Cities, the City of Cleveland's Office of Sustainability. Evelyn is a 2018 German Marshall Fellow and a 2007–2008 Cleveland Foundation Executive (Coro) Fellow. She serves on the boards of regional and national organizations including ioby (vice chair), Rid-All Green Partnership, and Teach for America Ohio. Evelyn earned her bachelor's degree with a double major in business and organizational communications & public relations, and a double minor in sales & marketing and dance from The University of Akron, where she studied in Ghana; and a master's degree in public administration from The University of Akron. Select Project Experience Robert Wood Johnson Foundation, racially equitable community development research + strategy development (national, 2022–present) Holden Forests & Gardens, master plan (Cleveland, 2021–2022) Miami University Center for Community Engagement and Department of Architecture + Interior Design, guest lectures + workshops (Cincinnati, 2021) Living Cities, Year of Reckoning + Closing the Gaps Network cohort management (national, 2020–present) MidTown Cleveland, Inc., equitable development framework + neighborhood vision plan, space activation + cultural programming, and strategic plan (Cleveland, 2018–2022)

Education | The University of Akron, Master of Public Administration + The University of Akron, Bachelor of Arts

Professional Experience | Co-founder + CEO, ThirdSpace Action Lab (2018–present) Vice President, Economic Opportunity, Cleveland Neighborhood Progress (2013–2018) Associate Director of Program Strategies, Admiral Center, Living Cities (2009–2013) Project Director, Office of Sustainability, City of Cleveland (2009) Project Manager, Commission on Cuyahoga County Government Reform (2008–2009) Fellow, LeBron James Family Foundation (2008)



MORDECAI CARGILL | Chief Creative Officer

Biography | Mordecai Cargill leads the creative + consulting teams at ThirdSpace Action Lab. Prior to co-founding this venture in 2018, he served in strategy + fund development roles at Cleveland Neighborhood Progress (CNP), a community development intermediary whose mission is to foster communities of choice and opportunity throughout Cleveland. Mordecai is a 2017 Funders Network PLACES Fellow and currently serves as board chair of Cleveland Owns (a racial justice-focused cooperative ownership incubator) and board member of Assembly for the Arts, and was an Equity in Action committee member with Cleveland Mayor Justin Bibb's transition team. Mordecai earned his bachelor's degree in African American Studies from Yale University with a concentration on Black Culture in the 20th century. He was awarded the William Pickens Prize for his senior thesis, "The Black Arts Iconography of John Coltrane."

Select Project Experience | Robert Wood Johnson Foundation, racially equitable community development research + strategy development (national, 2022–present); The Kresge Foundation Arts & Culture Program, Culture of Justice Initiative learning partner (national, 2021–2024); Hough Cultural Preservation Project (2025–2026); MidTown Cleveland, Inc., equitable development framework + neighborhood vision plan, space activation + cultural programming, and strategic plan (Cleveland, 2018–2022)

Professional Experience | Co-founder + Chief Creative Officer, ThirdSpace Action Lab (2018–present); Director of Strategy, Research & Impact, Cleveland Neighborhood Progress (2014–2018); Loaned Executive, Resource Development, United Way of Greater Cleveland (2013)

Education | Yale University, Bachelor of Arts

Project Experience

Advancing an Anti-Racist Community Development Paradigm (The People's Practice)

National

Research to increase understanding of how structural racism shows up in the community development sector and to begin to identify specific ways to increase the sector's embracement of explicitly anti-racist approaches in order to achieve health equity.

MidTown Cleveland, Inc.

Cleveland, Ohio

Plan for neighborhood vision, space activation, cultural programming, and strategic plan; included an equitable development framework.

Hough Cultural Preservation Project

Cleveland, Ohio



EVAN GREEN | Senior Consultant

Biography | Evan is a senior consultant at ThirdSpace Action Lab. Prior to joining TSAL, he built a strong career in higher education, serving as a Dean of Students and a diversity, equity, and inclusion (DEI) practitioner. His work focused on intercultural programming, fostering inclusive environments, advancing racial equity initiatives, and developing initiatives that empowered students and communities alike. Evan earned a Master of Arts in Theology from Fuller Theological Seminary, specializing in Black Theology and Black Church Studies, shaping his approach to justice-centered community engagement and development. Evan lives in Cleveland, Ohio with his wife, Kayla Griffin-Green.

Education | Cornerstone University, Bachelor of Science; Fuller Theological Seminary, Master of Arts

Project Experience**Thriving Communities**

Cleveland, Ohio

Training municipal staff working in community development in Cleveland on equitable community engagement strategies and how to enhance their practices to be more effective and impactful.

Hough Cultural Preservation Project

Cleveland, Ohio

MetroHealth

Cleveland, Ohio

Led community engagement efforts, in partnership with Ernst & Young, for development of the strategic plan for MetroHealth systems to ensure community input, particularly from marginalized communities, was represented in the strategic plan.



Dr. CHAVONE NASH | Project Director, Cleveland Freedom Dreams Coalition

Biography | Dr. Chavone Nash, serves as the Partnership for Equitable + Resilient Communities Project Director with ThirdSpace Action Lab. In her capacity, she leads Cleveland's arm of this national project and the Cleveland Freedom Dreams Coalition. Through their efforts, The Coalition has a results driven goal that All BIL (Black, Latino + Indigenous) people in Cleveland will lead thriving lives, and work and age with dignity. Dr. Nash heads this work with the Coalition's focus on Housing, Civic Infrastructure, Equitable Democracy Building and Economic Development.

Dr. Nash has a deep history of work in community development and curation, specifically in the Cleveland area, advocating in housing, public education and the legal profession. Through this, her work has focused primarily on historically under-resourced communities in Northeast Ohio.

She obtained her Doctorate in Education in Organizational Leadership and Policy at the University of Dayton. Additionally, she holds a Master's in Urban Studies and Development from University of Akron and a Bachelor's in Political Science from Alabama A&M University. Dr. Nash is also a 2025 Black Professional Association Charitable Foundation 40 under 40 Emerging Legend, 2023 Leadership Ohio Fellow, a Who's Who in Black Cleveland inductee and member of Delta Sigma Theta Sorority, Inc.

Education | Alabama A&M University, Bachelor of Arts; University of Akron, Master of Arts; University of Dayton, Doctorate

Project Experience

Cleveland Freedom Dreams Coalition

Cleveland, Ohio

Research to increase understanding of how structural racism shows up in the community development sector and to begin to identify specific ways to increase the sector's embracement of explicitly anti-racist approaches in order to achieve health equity.

Partnership for Equitable and Resilient Communities

Cleveland, Ohio

Coalition of seven organizations creating the necessary conditions for distributive, community-centric leadership to emerge from within Black, Latinx, Indigenous + AAPI communities.



MONICA COPELAND | Project Director, The People's Practice

Biography | Monica Copeland is a Project Director at ThirdSpace Action Lab where she leads [The People's Practice](#), a multi-strategy initiative to advance anti-racist practice and policy in the community development sector. Prior to working at ThirdSpace, Monica was the Minority Depository Institutions (MDI) Network Director at Inclusiv. In that role she managed initiatives providing technical assistance and resources to help strengthen and grow MDI credit unions. Monica has worked on financial inclusion and asset building for low- and moderate-income families for two decades with organizations such as Prosperity Now, New York City Office of Financial Empowerment, Baltimore CASH Campaign, IDA and Asset Building Collaborative of North Carolina, and Self-Help.

Education | Duke University, Bachelor of Arts; Columbia University, Master of Science in Social Work

Project Experience

Advancing an Anti-Racist Community Development Paradigm (The People's Practice)

National

Research to increase understanding of how structural racism shows up in the community development sector and to begin to identify specific ways to increase the sector's embracement of explicitly anti-racist approaches in order to achieve health equity.

Professional Experience | The People's Practice Project Director, ThirdSpace Action Lab (2024 - present); MDI Network Director, Inclusiv (2020-2024); Senior Program Manager, Prosperity Now (2015-2020); Senior Program Officer, NYC Department of Consumer Affairs (2011-2015)



BRITTANY D. PRIEST | Director of Finance, ThirdSpace Action Lab

Biography | Brittany D. Priest serves as the Director of Finance at ThirdSpace Action Lab, where she leads financial planning, analysis, and budgeting across the organization's business units. In this role, she partners closely with senior leadership to define and execute financial strategies, work that contributed to a 21% revenue increase in a single year. She has also expanded the firm's business development capacity through the acquisition of federal, state, and local business certifications and contracts, while building automated systems that streamline accounts payable and receivable across departments.

Brittany brings ten years of combined experience in financial and technical business operations, with a career built around a central goal: helping organizations build sustainable, efficient processes backed by clear, data-driven evidence. Before stepping into her current role, she served as ThirdSpace Action Lab's Finance and Admin Manager, where she established the firm's monthly closeout procedures, aligned payables with cash flow projections, and reduced the organization's accounts receivable collection period by 15%.

Her background spans both nonprofit and entrepreneurial finance. As founder and Director of Operations of Select Virtual Administrative Services, she built internal automation systems supporting accounting, onboarding, and operations for scaling businesses, including a referral program that drove a 300% revenue increase for a real estate investment client over two years. She currently also serves as Operations Manager at Cap Soc Agency, where she supports a team of contractors through workflow management, KPI tracking, and agile project delivery. Earlier in her career, she worked as an Anti-Money Laundering Compliance Analyst at AML RightSource, monitoring high-risk accounts and applying BSA/OFAC compliance measures to mitigate financial crime risk.

Education | Cleveland State University, Bachelor of Business Administration in Business Administration & Information Systems

Project Experience |
ThirdSpace Action Lab
Cleveland, Ohio

Led financial strategy, planning, and process automation for a racial equity-focused research, strategy, and design cooperative, driving revenue growth and strengthening the organization's public-sector contracting capacity.

Select Virtual Administrative Services

Founded and operated a virtual administrative services firm supporting scaling businesses with automation systems for accounting, onboarding, document management, and operations.



CURTIS MINTER, JR. | Senior Fellow, ThirdSpace Action Lab

Biography | Curtis Minter, Jr. serves as a Senior Fellow at ThirdSpace Action Lab, where he leads a national effort cultivating communities of practice for The People's Practice, an initiative devoted to anti-racist community development supported by the Robert Wood Johnson Foundation. In this role, he has driven a regional action planning effort engaging more than 120 community development practitioners across four targeted regions, convening nine virtual learning sessions that reached over 3,000 viewers, and has stewarded brand partnerships totaling \$105K with organizations including Next City, Community Opportunity Alliance, Shelterforce, PolicyLink, Center for Community Progress, and Opportunity Finance Network.

Curtis is an award-winning professional with deep experience in community development, affordable housing, economic development, placemaking, and the operations of complex organizations with budgets up to \$4.5M. Alongside his work at ThirdSpace, he is the Owner and Principal of Talented Xth Consulting, a freelance consulting practice he founded to deliver innovative organizational solutions to Black-led and grassroots clients. His consulting work centers on integrating African principles into organizational infrastructure to distribute decision-making power more evenly across nonprofit organizations.

Curtis is the recipient of the 2021 30 for the Future Award from the Greater Akron Chamber, recognizing him as a catalyst for growth and impact in his community. He is an active member of Alpha Phi Alpha Fraternity, Inc., and serves in numerous civic leadership roles across Akron, including as Vice President of the Board of the Akron Roundtable, a Commissioner on the Akron Bicentennial Commission, and former Vice Chair of the city's Racial Equity & Social Justice Task Force.

Education | University of Akron | Urban Leadership Development Center, Fellowship in Nonprofit Management and Organizational Leadership (accredited by North Park University)

Project Experience |

ThirdSpace Action Lab

Cleveland, Ohio

Leads national coalition-building and convening efforts for The People's Practice, advancing anti-racist approaches within the community development sector in partnership with the Robert Wood Johnson Foundation.

Talented Xth Consulting

Akron, Ohio

Delivers consulting services to Black-led and grassroots organizations, helping integrate community-driven governance principles into nonprofit infrastructure.



JENN SHORT | Executive Coordinator

Biography | Jennifer Short is the Executive Coordinator at ThirdSpace Action Lab, where she provides high-level administrative and operational support to the organization's two co-founders (CEO and Chief Creative Officer) and serves as a strategic partner in complex organizational restructuring. She builds and manages TSAL's organizational planning infrastructure from the ground up, including strategic priority documents, leadership playbooks, performance evaluation frameworks, and partnership alignment tools modeled after PERC methodology. Jennifer brings 8+ years of progressive experience providing executive and administrative support to senior leaders across mission-driven, nonprofit, and professional services organizations, with a proven ability to manage complex, shifting priorities with discretion and sound judgment. Prior to joining ThirdSpace, she supported the Chief Content Officer at Ideastream Public Media and the President & CEO at the Cleveland Institute of Art, where she coordinated Board of Trustees meetings and produced executive-level presentations for board meetings, commencement ceremonies, and institutional events. Her earlier experience includes administrative support to a fourteen-provider clinical team at Cleveland Clinic and visitor services at the Cleveland Museum of Art.

Education | Morgan State University, Master of Arts in Journalism; Elizabeth City State University, Bachelor of Arts in Communication Studies; County College of Morris, Associate of Arts in Fashion Merchandising

Project Experience

Organizational Infrastructure & Leadership Support (ThirdSpace Action Lab)
Cleveland, OH

Builds and manages strategic priority documents, leadership playbooks, and partnership alignment tools to support TSAL's co-founders through organizational restructuring; coordinates bi-weekly executive strategy sessions and all-hands meetings, and cultivates relationships with external partners and stakeholders including public institutions and community organizations.

Professional Experience | Executive Coordinator, ThirdSpace Action Lab, LLC (Nov 2024–Present); Content Support Coordinator, Ideastream Public Media (Jan 2024–Nov 2024); Visitor Services Associate, Cleveland Museum of Art (Aug 2023–Feb 2025); Executive Assistant, Cleveland Institute of Art (Jul 2022–Jan 2024); Administrative Assistant, Cleveland Clinic (Jul 2021–Jul 2022); Medical Front Desk Associate, Elman Retina Group, P.A. (Sep 2019–Jul 2021)



**CELIA WILLIAMSON | Community Manager, ThirdSpace Reading Room**

Biography | Celia Williamson serves as Community Manager at ThirdSpace Reading Room, Cleveland's Black-owned bookstore and event space, where she brings a background in fashion merchandising and production together with a hands-on approach to interior design and physical space curation. Since 2023, she has led the curation and purchasing of all merchandise for the bookstore, work that has driven a 20% revenue increase each year since 2024, while also managing a four-person in-person team responsible for day-to-day store operations. Beyond merchandising, Celia has taken on the interior design and shelf curation of the Reading Room itself, shaping how the space looks, feels, and functions as both a bookstore and a community gathering place. She extends this same design sensibility to event and physical space curation across ThirdSpace Action Lab's broader footprint, handling the scheduling, communications, and logistics for events hosted at the space while ensuring the physical environment reflects and reinforces the brand identity shared across ThirdSpace's various arms — the Reading Room, ThirdSpace Action Lab, and the community relationships that connect them.

Prior to joining ThirdSpace, Celia spent nearly a decade at Brooks Brothers in New York City, progressing from Merchandising Coordinator to Styling Assistant to Production Assistant. Earlier in her career, she built the company's sample directory and reservation system from the ground up and styled products for e-commerce photography, developing the same close attention to detail and space that now defines her work curating the Reading Room.

Celia holds a Bachelor of Arts in Fashion Merchandising from The University of Akron, with a minor in Sales and Marketing.

Education | The University of Akron, Bachelor of Arts in Fashion Merchandising, Minor in Sales and Marketing

Project Experience

ThirdSpace Reading Room
Cleveland, Ohio

Curates merchandise, interior design, and shelf presentation for a Black-owned bookstore and community event space, driving consistent year-over-year revenue growth.

ThirdSpace Action Lab
Cleveland, Ohio

Leads event and physical space curation and design for community programming, ensuring event spaces align with ThirdSpace's brand identity and community mission.



**SEAN CLARK | Marketing Director, ThirdSpace Action Lab**

Biography | Sean Clark is a digital-first marketing leader with ten years of experience building brand presence and driving measurable engagement across both large agencies and in-house brand teams. He currently serves as Marketing Director at ThirdSpace Action Lab, a Cleveland-based racial equity research, strategy, and design cooperative, where he leads brand storytelling and digital marketing strategy for the organization and its affiliated ThirdSpace Reading Room bookstore and event space. In this role, he brings his cross-industry experience building campaigns for brands like Samsung, VEVO, Marriott, and Microsoft to a mission-driven, community-centered context, supporting the organization's digital presence and public visibility as it works to advance racial equity in Cleveland and beyond.

Earlier in his career, Sean served as Director of Social Media at Jimmy Jazz Stores, where he led social strategy that generated over \$10 million in revenue, oversaw a four-person community management team that grew engagement 50% year-over-year, and coordinated sneaker launch programs with Nike, Puma, Reebok, and Timberland. As a Social Strategist at Edelman PR, he led strategy for Samsung Mobile and Samsung Electronics' social channels, increasing purchase-page clicks by 10% while reducing negative brand sentiment. He began his marketing career as Social Media Manager at Vevo, where he built content strategy for artists' music videos and live performances, grew the platform's social following organically by 2 million, and increased post volume by 123% through new team processes.

Education | Morehouse College, Bachelor of Arts in Business Administration

Project Experience

ThirdSpace Action Lab

Cleveland, Ohio

Leads digital marketing and brand storytelling strategy for a racial equity-focused research, strategy, and design cooperative and its affiliated Reading Room bookstore.

The Hoffman Agency

San Diego, California

Directed digital strategy and team execution across six client accounts spanning SEO, content, and brand relaunch work.



Project Manager



Deshea D. Agee, M.S., EDFP

Real Estate and Economic Development Professional

Milwaukee, WI | (414) 234-7450 | realestate.agee@gmail.com

Summary

Results-driven Executive skilled in commercial real estate development life-cycle management. Adapt at cultivating relationships and leading cross-functional teams of architects, general contractors, and consultants from site selection through project delivery. Trusted liaison to municipal and state agencies.

Core Expertise

- Preconstruction Management
- Property Development
- Negotiation & Incentive Structuring
- Strategic Planning
- Real Estate Financial Analysis
- Government & Regulatory Relations
- Stakeholder Engagement
- Real Estate Brokerage

Professional Experience

EMEM GROUP LLC - Vice President

2021 - Current

- Serve as Owner's Representative for multifamily, mixed-use, and office projects totaling \$50M+.
- Direct cross-functional teams including architects, engineers, contractors, consultants, and legal counsel.
- Lead negotiation with municipal agencies and regulatory bodies to secure entitlements and development support.
- Conduct feasibility review of underwriting assumptions and risk exposure prior to acquisition and construction.
- Drive portfolio growth through opportunity identification and strategic public-private partnerships.
- Manage reporting of public finance incentives and grants for the company and its clients.
- Lead community and stakeholder engagement for the company and its clients.
- Advise President on strategic growth, new opportunities and company branding efforts.
- Lead lease structuring for clients (as needed) and directs marketing of projects (as needed).
- Manage sustainability and infrastructure integrations (solar, green infrastructure, WELL standards) on projects.

HISTORIC KING DRIVE BUSINESS IMPROVEMENT DISTRICT No. 8 -

Executive Director

2016 - 2021

- Led strategy and fiscal oversight for the commercial district driving \$250M+ in public and private real estate investment.
- Structured and advanced public-private partnerships to catalyze development and attract institutional capital.
- Directed business recruitment and expansion initiatives resulting in the growth of 50+ businesses.
- Negotiated and presented priorities before Common Council, municipal agencies and the public to secure support.
- Increased district operating revenue by over 100% through boundary expansion and strategic funding alignment.
- Established and capitalized a revolving loan fund to support small business development and corridor revitalization.
- Built and managed multi-agency partnerships with government, lenders, philanthropy, and corporate stakeholders.
- Developed and executed plans repositioning King Drive as a nationally recognized Main Street district.
- Oversaw compliance, budgeting, staffing and performance reporting to ensure financial sustainability and accountability.

**CITY OF MILWAUKEE DEPARTMENT OF CITY DEVELOPMENT –
Economic Development Specialist**

2007 - 2016

- Structured and administered \$20M+ in Tax Increment Financing (TIF/TID) to support private real estate development.
- Managed more than a dozen business improvement districts (BIDs), assisting in successful BID operations.
- Negotiated and executed public-private development agreements, incentive packages, loans, and cooperation agreements for public-private projects with developers, attorneys, and municipal leaders.
- Conducted financial underwriting review of developer pro formas, assessing feasibility, gap financing, and returns.
- Drafted and secured Common Council approval of TID project plans and incentive frameworks.
- Managed commercial revitalization grant totaling \$3M across more than 100 projects; supervised staff and interns.
- Served as liaison to Common Council, Redevelopment Authority, Planning Commission, and Zoning Appeals Board.
- Coordinated multi-agency infrastructure and public improvement investments tied to development incentives.
- Led community engagement efforts, aligning organizational, neighborhood, municipal and private sector goals.

Early Real Estate & Development Experience (2005 – 2007)

CROSS MANAGEMENT SERVICES, INC. ---- PABST FARMS DEVELOPMENT INC.

Supported development finance, owner's rep functions, supplier diversity, reporting and project coordination.

Education

UNIVERSITY OF WISCONSIN-STOUT | Master of Science | Construction Management

MARQUETTE UNIVERSITY | Bachelor of Science | Business Administration

License

Real Estate Broker (Wisconsin), 2006 - Present

Board of Directors - Volunteer

- Main Street America Inc., 2020 - Present
- Employ Milwaukee Inc., 2018 - Present

Awards

Diversity in Business Award, Milwaukee Business Journal, 2018

Power Broker, Milwaukee Business Journal, 2019

Certifications

- Economic Development Finance Professional (EDFP), Grow America (formerly NDC)
- Historic Real Estate Development Finance Professional (HREDFP), Grow America
- ACRE Certificate, Marquette University
- Certified Commercial Investment Member (Core Coursework completed)

Professional Affiliations

- Wisconsin Realtors Association, 2006 - Present
- National Association of Realtors, 2006 - Present
- Greater Milwaukee Association of Realtors, 2006 – Present

Real Estate Attorney

McDonald Hopkins



Teresa Metcalf Beasley

MEMBER; CHAIR, PUBLIC FINANCE AND PUBLIC LAW; CHAIR, CIVIC ENGAGEMENT AND COMMUNITY RELATIONS

Cleveland

216.348.5713 | tmbeasley@mcdonaldhopkins.com

OVERVIEW

Teresa is the chair of the firm's Public Finance and Public Law Practice Group, leader of the firm's Civic Engagement and Community Relations, a member of the Real Estate Group, and has 30 years of legal experience. She is experienced in bond transactions, economic development incentives, and real estate development and financing. She has served as bond, underwriter's, borrower's as well as placement agent counsel. She has represented private sector for profit and non-profit entities and local, county and state governmental agencies, including municipalities, port authorities, higher education, commercial financing real estate matters, construction, and government relations.

Teresa counsels with respect to all real estate acquisitions, divestitures, leasing, financing and development. She has represented individuals, corporations, non-profits and governmental bodies with all aspects of real estate development including land assembly, planning, zoning, environmental and financing, economic development incentives, including public-private partnerships. Teresa's diverse real estate experience allows her to advise on all types of real estate transactions.

She also works with clients in developing and maintaining strong relationships with local and state officials, as well as community stakeholders, to advance clients' legal and legislative matters, particularly for non-profit, and real estate development clients.

Teresa represents small business owners on various legal matters including but not limited to contracts, employment matters, intellectual property matters, litigation, and construction matters.

Teresa is a graduate of the University of Alabama and Cleveland State University College of Law.

Practice Focus

Public finance | Public finance and public law | Economic development incentives and project financing | Real estate | Special Improvement Districts | Commercial finance | Land use | Mergers and acquisitions

Industries

Colleges and universities

Teresa Metcalf Beasley

Credentials

EDUCATION

Cleveland State University College of Law

University of Alabama

ADMISSIONS – COURT

U.S. Supreme Court

U.S. District Court for the Northern District of Ohio

ADMISSIONS – STATE

Ohio

Professional & Civic

PROFESSIONAL ACTIVITIES

Cleveland Neighborhood Progress, Inc. – Board Chair, and Advocacy Committee (June 2018 - Present)

Playhouse Square Foundation – Board of Trustees; Executive Committee; Chair, Real Estate Committee

University Hospitals of Cleveland Medical Center – Board of Trustees; Vice Chair, Governance Committee

Rock & Roll Hall of Fame – Board of Trustees; Executive Committee, Member of Expansion Committee

In Counsel With Women – Board Chair (2023-2025); Member of the Executive Committee (2016-Present); Membership Selection Committee

National Association of Bond Lawyers – Member; Model Trust Indenture, Letter of Disclosure Counsel, and Model Bond Opinion Committees

Commercial Real Estate Women (CREW) – Member; Past Presidents Committee

Women In Public Finance – Member

Executive Women's Leadership Forum – Member (2016-Present)

Bluecoats, Inc. – Member (2015-Present)

Karamu House – Board of Directors; Chair of Governance Committee and member of Executive Committee (2017 – 2021)

Teresa Metcalf Beasley

5805 Euclid, Inc. (a.k.a. University Hospitals Women's and Children's Center) - Board of Directors – Member (2017-2021)

Leadership Cleveland – Class of 2007

American Bar Association – Member

National Bar Association – Member

COMMUNITY INVOLVEMENT

Current Public Service and Volunteerism

Team NEO RightSites Council

The Links, Incorporated (Western Reserve Chapter) - President

Delta Sigma Theta Sorority, Inc. (Greater Cleveland Alumnae Chapter) – Member

Past Public Service and Volunteerism

Ohio Treasurer's Office Northeast Ohio Regional Advisory Board

The Cleveland Foundation – Board of Directors; Chair of the Social Impact Investment Committee; Member of the Audit, Finance and Administration Committees and the Grant Making and Community Engagement Committee (2015-2019)

DigitalC Board of Trustees (June 2020 - 2023) – Board of Trustees; Chair, Advocacy Committee

Downtown Cleveland Alliance – Board of Directors and Executive Committee (2017-2023); Vice-Chair

Laurel School for Girls – Board of Trustees; Member of the Governance and Executive Committees (2009 - 2018)

Cleveland Business Connects Magazine – Advisory Board Member (2008-2017)

Cleveland Botanical Garden – Board of Directors, Chair, Committee on Governance (2011 - 2017)

YWCA Circle of Women Committee

Jack and Jill of America Foundation (Cleveland Chapter)

Cleveland Foundation – Board Member

Village Capital Corporation

Cleveland Metropolitan Bar Association

Black Professionals Association Charitable Foundation

Owner's Representative



August L. Fluker retired in July 2021, following a 36-year career in architecture as principal at the Cleveland-based firm City Architecture. He has served as Principal/Managing Member at Fluker Consulting LLC since its inception in August 2021.

In Cleveland, as well as state-wide, Mr. Fluker has been recognized for his leadership and achievements. In 2009, he was appointed to the Board of Architects by Governor Ted Strickland. He has served on the city of Cleveland's Planning Commission since 2018.

Mr. Fluker serves as board member of Cleveland Institute of Art, Baseball Heritage Museum, and New Village Corporation.

Prior to forming Fluker Consulting LLC, Mr. Fluker was responsible for client contact, project management, and the administration and production of projects at City Architecture for 26 years. His experience and involvement range from large institutional projects to intimate storefront projects, and complex public transportation and infrastructure efforts, and neighborhood redevelopment implementation.

Mr. Fluker has dedicated the next chapter of his life to focus on people, context, and intentionality. His philosophy is to: **Lead now. Steward critical conversations that promote responsive and responsible planning and design.** One of the best parts about collaborating with Mr. Fluker is his dedication to teaching. His devotion to helping people around him be better is achieved in his own, unique way. Integrity is at his core in everything he does. His sense of humor, personal stories, and honest sharing collectively emphasize his knowledge while making friends and instilling confidence in



those who work with him. **He challenges the people and processes around him, challenging them to be better, to be more inquisitive and to be bold.**

One of Mr. Fluker's first steps in his new role included serving as a coach for the first two cohorts of the Community Development Corporation Leadership Program, through the Jack, Joseph, and Morton Mandel Foundation. **He always starts by asking: How do you change a place?**

HONORS & INVOLVEMENTS

- Cleveland Institute of Art & Design, Chairman - 2026-2029, Board Member - 2021- Present
- MAX Housing, Board of Directors, 2021 – 2026
- City of Cleveland Planning Commission, Member, 2018 – Present
- New Village Corporation, Board Member, 2017 – Present
- Baseball Heritage Museum, Board Member, 2017 – Present
- Partnership for a Safer Cleveland, Board Member, 2007 – 2026
- Cleveland Restoration Society, Board Member, 2019 – 2022
- St. Clair Superior Development Corporation Board Chairman, 2022 – 2023
- Board of Architects, State of Ohio, 2009-2014

EDUCATION AND REGISTRATION

- Miami University
 - Bachelor of Environmental Design (1985)
 - Minor in Interdisciplinary Studies
- Registered Architect
 - State of Ohio
- LEED Accredited Professional

PROJECTS AS OWNER'S REPRESENTATIVE

- Innovation Square Phase I (Aura), Cleveland, Ohio
McCormack Baron Salazar
New Construction, Mixed Income Workforce Housing
82 units
- Pebble Brooke, Milford, Ohio
April Housing
Renovation/Affordable Housing (LIHTC)
260 units
- Lakota Pointe, Liberty Township, Ohio
April Housing
Renovation/Affordable Housing (LIHTC)
204 units
- Birthing Beautiful Communities Birth Center and Headquarters, Cleveland, Ohio
Birthing Beautiful Communities



-
- Foot Soldiers Park Memorial, Community Hub and John R. Lewis Memorial Playground, Selma, Alabama
Foot Soldiers Park
 - East Mount Zion Baptist Church Roof and Stone Façade Replacement, Cleveland, Ohio
East Mount Zion Baptist Church



VISION

ARCHITECTED, SYSTEMIC EQUITY.

MISSION

LEAD NOW. STEWARD CRITICAL CONVERSATIONS THAT PROMOTE
RESPONSIVE AND RESPONSIBLE PLANNING AND DESIGN.

CORE VALUES

RECEIVE & GIVE:

LISTEN, LEARN, OFFER CONTEXT FOR NECESSARY
CONVERSATIONS, BELIEF IN PEOPLE

ELEVATE & ADVANCE:

CHALLENGE, SERVE, REACH BACK, FOSTER EMPOWERED VOICES,
PEOPLE AND COMMUNITIES

Historic Preservation Tax Credit Support/Application Pathway

NAYLORWELLMAN, LLC
HISTORIC PRESERVATION CONSULTING
RETAIN ■ RESTORE ■ REVIVE

NAYLORWELLMAN CLIENT SERVICE PLEDGE

1. WE WILL KNOW YOUR

PROJECT. We make it our business to understand your project and provide the knowledge and resources towards the significant matters that impact your project.

2. WE WILL MANAGE THE PROJECT AS IF WE WERE THE

CLIENT. We will deliver the highest quality of service on time and in the most effective manner.

3. WE WILL BE ENGAGED.

From the beginning, we will work with you to develop a plan that meets your strategic goals and will be available whenever necessary to adjust those goals as the project develops.

4. WE WILL COMMUNICATE

OFTEN. We will provide regular updates on the progress of your project, including significant developments, and offer approaches to address changes that affect your project.

TEAM APPROACH

We ask that you share your objectives, so we can manage our services to help you obtain them, and inform us as your goals change.

We want to know your preferred methods of communication, so we can deliver our services to you effectively.



NAYLORWELLMAN, LLC is a State of Ohio certified Women-Owned Business Enterprise (WBE) located in Northeast Ohio. The firm was established in 2013 and specializes in historic building preservation and adaptive-use, architectural history, and historic preservation planning and experience spanning 50 years with projects in Ohio, Connecticut, Illinois, Indiana, Kansas, Michigan, New York, Pennsylvania, West Virginia, and Wisconsin.

Principals **WENDY HOGE NAYLOR** and **DIANA WELLMAN** are registered Preservation Consultants qualified under the Federal Historic Preservation Professional requirements as described in the *United States Secretary of the Interior's Standards for Archeology and Historic Preservation* (48 FR 44716).

Together, they have listed **54** individual buildings and **29** historic districts on the National Register, encompassing **4k+** historic resources, and have assisted clients in securing **\$184k** in awards from the Ohio Pipeline Pilot Initiative Grant and **\$225k** in CLG Grants. Since **2009**, their portfolio of rehabilitation projects has secured Federal tax credits valued at **\$227M+** and **91** OHPTC awards at **\$158M**. During their careers, they have completed **70+** successful historic tax credit projects.

Services offered include National Register Nominations, Federal and State Historic Tax Credit Applications, Local Historic Building Surveys, Historic American Building Surveys, Historic American Engineering Records, Section 106, Preservation Planning, and Historic Design Guidelines.



Registered Preservation Consultant
qualified under the Federal Historic Preservation Professional requirements as described in the U.S. Secretary of the Interior's Standards for Archeology and Historic Preservation (48 FR 44716).

ORGANIZATIONAL WORK

2012 – 2022, 2024 to present

Board Member

Chair, Buildings & Grounds Committee
Western Reserve Historical Society

2016 to Present

Board Voting Member, Chagrin Falls
Architectural Board of Review

2008-2018

Board Member, Your HomeTown
Chagrin Falls

2000-2002

Founding Member, Board of Trustees,
Heritage Ohio

1993-98

Co-Founder, Chair, Board of Trustees,
Chagrin Falls Preservation

NAYLOR WELLMAN, LLC
HISTORIC PRESERVATION CONSULTING

WENDY H. NAYLOR - *Principal*

NAYLOR WELLMAN, LLC
HISTORIC PRESERVATION CONSULTING
RETAIN ■ RESTORE ■ REVIVE

naylorwellman.com

CREDENTIALS

Over Twenty-Five (25) years of experience in Historic Preservation:
Preservation Tax Credit, Section 106 Review, National Register Nomination process, Design Guidelines, Historic Architectural Building Survey.

Advocate for Historic Preservation Community Initiatives: *Feasibility plans and marketing strategies for redevelopment and reuse of historic properties; Involvement in the formation of local and statewide historic preservation and Main Street groups.*

Section 106 Certification: *Historic Projects and Historic Preservation Law.*
Attorney, Admitted to Ohio Bar

Member: *National Trust for Historic Preservation, Ohio Historical Society, Heritage Ohio, Cleveland Restoration Society, and Cleveland Museum of Art Associate's Program graduate.*

EXPERIENCE

Principal and Co-Founder • Naylor Wellman, LLC • May 2013 to present

Principal and Founder • The Naylor Company • May 2011 to present

EDUCATION

2009 Maxine Goodman Levin College of Urban Affairs, Cleveland State University • Masters in Urban Planning, Design and Development; Specialization in Historic Preservation, GPA 4.0

1985 Admitted to Ohio Bar

1984 Wake Forest University School of Law • Juris Doctorate, Law Review

1979 St. Lawrence University • B.A., Government

1975 Hawken School



Registered Preservation Consultant
qualified under the Federal Historic Preservation Professional requirements as described in the U.S. Secretary of the Interior's Standards for Archeology and Historic Preservation (48 FR 44716).

AWARDS

2009 Community Improvement Award for Historic Preservation
City of Cleveland Heights

2013 Legacy Award
Western Reserve Historical Society

ORGANIZATIONAL WORK

2024 – present Greater Northeast Historic Design Review Advisory Committee

2023 – 2024 Little Italy Design Review Committee

2011-2015 Citizen Advisory Commission, City of Cleveland Hts.

NAYLOR WELLMAN, LLC
HISTORIC PRESERVATION CONSULTING

DIANA L. WELLMAN - Principal

NAYLOR WELLMAN, LLC
HISTORIC PRESERVATION CONSULTING
RETAIN ■ RESTORE ■ REVIVE

naylorwellman.com

CREDENTIALS

Over Twenty Five (25) years of experience in Historic Preservation:
Preservation Tax Credit, Section 106 Review, National Register Nomination, Building Surveys, Historic HABS/HAER documentation Design Guidelines, Preservation Planning, & Conservation Easements.

Experience working with the National Park Service and State Historic Preservation Offices in: *Ohio, Michigan, Pennsylvania, New York, Connecticut, Indiana, Illinois, and Wisconsin.*

Proficient in Design Software and Design Skills: *Emphasis in Adaptive-Use, Historic Preservation, Secretary of the Interior's Standards for Rehabilitation and alternative compliance code sections of the International Building Code.*

Member: *National Trust for Historic Preservation, Heritage Ohio, Western Reserve Historical Society, Cleveland Restoration Society, Future Heights, & Cleveland Hts. Home Resource Center.*

EXPERIENCE

Principal and Co-Founder • Naylor Wellman, LLC • May 2013 to present

Principal and Founder • Preservation Principles Consulting, LLC • May 2009 to present

Preservation Specialist • Sandvick Architects • Jan. 1998 to May 2009

EDUCATION

1999 Maxine Goodman Levin College of Urban Affairs, Cleveland State University • Masters of Urban Studies, ABT

1997 Belmont College • A.A.S., Building Preservation and Restoration, Cum Laude

1996 Kent State University • M.F.A., Art History 20CH, GPA 3.75

1995 Ohio University • B.F.A., Art History, Cum Laude



State of Ohio Historic Preservation Tax Credit application schedule

Round 38 Schedule: Spring 2027

SHPO Pre-App Meeting Request Deadline: Jan. 29, 2027 by 5 p.m. EST

Must contact SHPO to confirm and finalize the pre-application meeting schedule no later than Feb. 5, 2027, by 5 p.m. EST

Deadline to Hold SHPO Pre-Application Meeting: Feb. 12, 2027 by 5 p.m. EST

Intent to Apply Submission Deadline: Feb. 16, 2027 by 4 p.m. EST

Historic Documentation (Part 1 and 2) Deadline: Feb. 26, 2027 by 5 p.m. EST

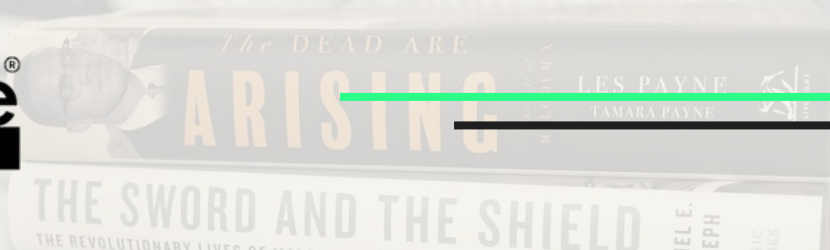
SHPO Documentation Review Period: March 1 - June 1, 2027

Application/Fee Submission Deadline: March 31, 2027 by 4 p.m. EST

Development Application Review Period: April 1 - June 1, 2027

Approved Applications Announced: On or before June 30, 2027

*Provided by Naylor & Wellman





Innovative Comparable Projects



Children's Corner at ThirdSpace Reading Room



Project Comparable Model - [House Three Thirty](#) (Akron, OH)

Project Type	Historic Adaptive Reuse, Community Event + Co-working Destination
Location	Akron, Ohio
Building	Historic commercial building adaptively reused for community-anchored mixed-use
Relevance	Comparable model informing ThirdSpace's Michael R. White vision; not presented as a TSAL-completed project
Status	Operational

Project Summary: House Three Thirty is presented as a comparable model, not as a TSAL-completed project. It transformed a historic structure in Akron into an events and co-working destination that anchors neighborhood creative-economy activity. The project demonstrates that historic preservation tax credits, event revenue, flexible office leasing, and food and beverage operations can be integrated into a financially self-sustaining community hub.

Innovative Practices: House Three Thirty illustrates a community-ownership-adjacent model in which anchor tenants share governance over programming priorities, and the physical design was co-created with neighborhood stakeholders. This approach is a direct inspiration for TSAL's proposed governance and programming model at Michael R. White.

Capital Stack Elements: Historic Preservation Tax Credits (Federal and Ohio), CDFI lending, earned revenue from events and office rentals, and philanthropic pre-development support.



House Three Thirty



Photos Courtesy of HouseThreeThirty.com



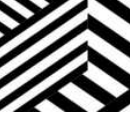
Project Comparable Model - [The Obama Presidential Center](#) (Chicago, IL)

Project Type	Presidential Library + Museum, Community Anchor Institution, Public Parkland Redevelopment
Location	Jackson Park, Chicago, Illinois
Building	Four buildings on a 19.3-acre campus: a museum tower, forum building, and library centered around a plaza, with a separate athletic center and modern playground, plus a 5,000-square-foot Chicago Public Library branch
Relevance	Case study in siting a major cultural/civic institution intentionally in a historically disinvested urban neighborhood rather than a more "convenient" or affluent location, and in the tensions that model creates around park land, gentrification, and community benefit. Not presented as a TSAL-completed project
Status	Operational; not presented as a TSL-completed project

Project Summary: The Obama Presidential Center is presented as a comparable civic-anchor model, not as a TSAL completed project. The transfable lesson for Michael R. White is the deliberate siting of a cultural and civic institution in a historically significant urban neighborhood, paired with public realm investment, community programming, and measurable local-benefit commitments. For TSAL, the relevance is not scale-for-scale replication; it is the disciplined combination of place-based identity, public access, cultural programming, and accountability to surrounding residents.

Innovative Practices: The model pairs structured public input with measurable local-hiring, subcontracting, and anti-displacement commitments. The clearest transferable lesson is combining specific, measurable commitments with sustained openness to community critique throughout the process, rather than a one-time consultation followed by a vague promise of "community benefit."

Capital Stack Elements: Private philanthropic funding, public infrastructure investment, public-agency partnership, negotiated community benefit set asides, and earned revenue from admissions, event space, and food service.



Obama Presidential Center



Photos Courtesy of Obama.org



Letters of Support



Glenville mural



CITY OF CLEVELAND

Office of the Council

www.clevelandcitycouncil.gov**Kevin Conwell** COUNCIL MEMBER, WARD 9

July 20, 2026

To Whom It May Concern:

I am writing to express my strong support for the Third Space Action Lab, a transformative project that will provide lasting benefits to the residents of Cleveland and the Glenville neighborhood.

As the Councilman for Ward 9, I have seen firsthand the need for investments that bring vacant, underutilized properties back to life as vibrant, productive community assets. The Global ThirdSpace Campus represents exactly that kind of investment, transforming the historic Michael R. White School into a community-owned, financially self-sustaining institution that will serve Glenville for generations to come. ThirdSpace Action Lab's vision for this campus combines a community event venue, flexible office space for local nonprofits and small businesses, a boutique restaurant supporting culinary entrepreneurs, and a civic anchor space. This aligns with our shared vision of building stronger, more equitable communities where residents can access opportunity close to home. By preserving a beloved neighborhood landmark, creating local jobs and business opportunities, and providing free public programming and green space for residents, this initiative will have a meaningful and lasting impact on the quality of life for current and future residents of the Glenville neighborhood. I proudly support this project.

I am especially encouraged by their dedication to ensuring that existing residents benefit from the revitalization of their neighborhood. Their focus on providing home repair opportunities and supporting long-term homeowners demonstrates a thoughtful and inclusive approach to community development. This commitment helps ensure that neighborhood improvements uplift current residents while fostering long-term stability and pride in the community.

I am especially encouraged by their dedication to ensuring that existing residents benefit directly from the revitalization of their neighborhood. Their focus on hiring Glenville residents for permanent on-site positions, prioritizing Cleveland labor for construction, and offering below-market space for local nonprofits and small businesses demonstrates a thoughtful and inclusive approach to community development. This commitment helps ensure that neighborhood improvements uplift current residents while fostering long-term stability and pride in the community.

Thank you for your consideration of this important initiative. Should you have any questions or require additional information, please do not hesitate to contact my office at (216) 664-4252.

Sincerely,

Kevin Conwell
Councilman, Ward
9 City of Cleveland

City Hall 601 Lakeside Avenue N.E., Room 220, Cleveland, OH 44114 • **Phone** (216) 664-4252 • **Fax** (216) 664-3837

Email kconwell@clevelandcitycouncil.gov



July 10, 2026

City of Cleveland
Department of Community Development
RFQ ARO/#06/2026 Review Committee
601 Lakeside Avenue
Cleveland, Ohio 44114

RE: Letter of Support for ThirdSpace Action Lab, Global ThirdSpace Campus at the Michael R. White School (RFQ ARO/#06/2026)

To the Review Committee:

On behalf of Care Alliance Health Center, I am pleased to offer our full support for ThirdSpace Action Lab's qualifications submission to redevelop the historic Michael R. White School at 1000 East 92nd Street in Cleveland's Glenville neighborhood.

Care Alliance Health Center is a nonprofit Federally Qualified Health Center serving vulnerable populations across Cuyahoga County. Our mission depends on strong, healthy neighborhoods, and we know from daily experience that health outcomes are shaped as much by community conditions as by clinical care. Access to gathering spaces, economic opportunity, youth programming, and trusted local institutions are all determinants of health. The Global ThirdSpace Campus speaks directly to each of them.

ThirdSpace Action Lab has already demonstrated what it can do. The ThirdSpace Reading Room on East 105th Street is a proven model of community activation, hosting dozens of public events each quarter and creating the kind of welcoming, resident-centered space that Glenville residents deserve. The proposed campus builds on that proof of concept at a transformative scale: a community event venue, affordable office space for mission-aligned organizations, a community kitchen supporting local culinary entrepreneurs and food access, and a permanent civic anchor for the neighborhood.

We are equally impressed by the project's community impact commitments, including meaningful MBE and FBE participation, priority hiring for Ward 9 and Glenville residents, weekly youth programming, and more than 40 free public events annually. These commitments align closely with Care Alliance's own work in outreach, health education, and prevention across Cleveland's East Side. Preserving a beloved 1921 landmark while returning it to community ownership is exactly the kind of equitable, catalytic development Cleveland needs, and ThirdSpace Action Lab brings the vision, neighborhood roots, and track record to deliver it.

Care Alliance Health Center enthusiastically supports this submission and welcomes the opportunity to serve as a community health partner as the project advances. Please contact me directly with any questions.

Sincerely,

Ken J.A. Griffin

Ken J.A. Griffin, DHA, MA, RMC
President and Chief Executive Officer
Care Alliance Health Center



BIRTHING BEAUTIFUL
COMMUNITIES

July 10, 2026

City of Cleveland — Asset Redevelopment Office
Department of Development
601 Lakeside Ave., Rm. 227, Cleveland, OH 44114
AssetRedevelopment@clevelandohio.gov

RE: Letter of Support — ThirdSpace Action Lab Comprehensive Response, 2026 CMSD School Sites RFQ ARO/#06/2026 | Michael R. White School, 1000 E. 92nd St., Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

Birthing Beautiful Communities (BBC) is pleased to offer this letter of support for ThirdSpace Action Lab's (TSAL) Comprehensive Response to the 2026 CMSD School Sites Request for Qualifications for the adaptive reuse of the Michael R. White School at 1000 E. 92nd Street. As the community development corporation serving the Glenville neighborhood, BBC is uniquely positioned to affirm the strength, relevance, and community alignment of this proposal.

Our Relationship with ThirdSpace Action Lab

BBC has worked alongside ThirdSpace Action Lab since its founding. TSAL's ThirdSpace Reading Room on East 105th Street sits at the heart of our shared service area and has already demonstrated what community-centered adaptive reuse looks like in practice. Over the past two years, TSAL has participated in community planning tables, contributed to the Glenville neighborhood investment strategy, and shown consistent commitment to resident voice, anti-displacement principles, and equitable economic development. These are daily operational realities.

Alignment with Glenville Community Needs

The Michael R. White School site has been a source of deep community attachment and, since its announced closure, deep concern. Glenville residents have been explicit in their desires: they want a building that stays active, that serves multiple generations, that provides co-working and nonprofit office space, and that centers arts, culture, food access, and youth programming. TSAL's proposed Global ThirdSpace Campus responds directly to every one of these priorities. Famicos Foundation participated in community engagement sessions and can confirm that the program described in TSAL's response reflects what residents actually asked for — not a developer's approximation of it.

We believe TSAL brings something rare to this opportunity: they are not an outside developer seeking to extract value from Glenville. They are Glenville. Their roots, their accountability, and their vision are firmly planted in this neighborhood. The Michael R. White School deserves a developer of exactly that character, and we are proud to stand behind this proposal.



BIRTHING BEAUTIFUL
COMMUNITIES

Please do not hesitate to contact me at jlong@birthingbeautiful.org or (216) 400-4090 if you have questions or require additional information.

Regards,

Jazmin Long, MSSA/MNO
President & CEO



July 15, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227, Cleveland, OH 44114
assetredevelopment@clevelandohio.gov

RE: Letter of Support — ThirdSpace Action Lab Comprehensive Response, 2026 CMSD School Sites RFQ ARO/#06/2026 | Michael R. White School, 1000 E. 92nd St., Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

Urban Strategies, Inc. (USI) is proud to provide this letter of support for ThirdSpace Action Lab's (TSAL) Comprehensive Response to the 2026 Cleveland Metropolitan School District School Sites Request for Qualifications for the adaptive reuse of the historic Michael R. White School in Cleveland's Glenville neighborhood.

For nearly five decades, Urban Strategies has partnered with communities across the country to advance equitable neighborhood revitalization through resident-centered programming, economic mobility, workforce development, housing stability, and community engagement. Our work is grounded in the belief that transformative neighborhood investments must be driven by the aspirations of residents and supported through long-term partnerships that build opportunity, strengthen local institutions, and preserve community identity.

Our Relationship with ThirdSpace Action Lab

Urban Strategies has worked alongside ThirdSpace Action Lab for the last 3 years and has witnessed the organization's commitment to community-driven development firsthand. Through the ThirdSpace Reading Room on East 105th Street and its growing network of civic partnerships, TSAL has demonstrated that neighborhood investment can be both economically viable and deeply rooted in community ownership.

Alignment with Glenville Community Needs

The adaptive reuse of the Michael R. White School represents a significant opportunity to preserve an important community landmark while creating new pathways for economic opportunity and neighborhood vitality. This proposal reflects a thoughtful understanding of Glenville's history, strengths, and future aspirations while ensuring that redevelopment remains accountable to the people who call the neighborhood home.

Partnership Commitments

Urban Strategies is prepared to partner in advancing the long-term success of the Global ThirdSpace Campus by providing strategic support in areas aligned with our national expertise. Specifically, USI is positioned to:

- **Mission-Aligned Capital and CDFI Financing:** Through our affiliated Community Development Financial Institution (CDFI) and lending partners, USI is prepared to explore financing tools that can strengthen the project's capital stack.



- **Neighborhood Planning and Urban Design Expertise:** USI will bring an urban planning and community development perspective to help ensure the redevelopment strengthens Glenville's existing neighborhood fabric, while creating spaces that reflect the aspirations of current residents and future generations.
- **Economic Mobility and Community Wealth Building:** USI will provide technical assistance and programmatic support related to workforce development, entrepreneurship, financial wellness, small business development, and wealth-building for Glenville residents.
- **Equitable Development and Investment Strategy:** Drawing on decades of experience supporting mixed-income redevelopment, Choice Neighborhoods, affordable housing, and catalytic community investment projects across the country, USI will provide strategic guidance on project structuring, capital stack development, funding alignment, and public-private partnerships.

The Global ThirdSpace Campus has the potential to become a regional model for equitable adaptive reuse, demonstrating how historic preservation, community ownership, economic opportunity, and cultural investment can work together to strengthen neighborhoods. Urban Strategies is honored to support ThirdSpace Action Lab's proposal and looks forward to opportunities to collaborate in advancing this transformative investment in Glenville.

Please do not hesitate to contact our office if you have questions or require additional information from USI.

Respectfully,

Donovan C. Duncan

Donovan Duncan
Executive Vice President & Chief Operating Officer
Urban Strategies Inc.
100 N Broadway, Suite 1110, St. Louis, MO 63102
donovan.duncan@usi.inc.org



July 16, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227, Cleveland, OH 44114
AssetRedevelopment@clevelandohio.gov

RE: Letter of Support — ThirdSpace Action Lab Comprehensive Response, 2026 CMSD School Sites RFQ ARO/#06/2026 | Michael R. White School, 1000 E. 92nd St., Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

Enterprise Community Partners, Inc. is pleased to offer this letter of support for ThirdSpace Action Lab's (TSAL) Comprehensive Response to the 2026 CMSD School Sites Request for Qualifications for the adaptive reuse of the Michael R. White School at 1000 E. 92nd Street. As a thought partner in the community, Enterprise Community Partners, Inc. is uniquely positioned to affirm the strength, relevance, and community alignment of this proposal.

Enterprise Community Partners, Inc. has worked alongside ThirdSpace Action Lab since its founding. TSAL's ThirdSpace Reading Room on East 105th Street sits at the heart of our shared service area and has already demonstrated what community-centered adaptive reuse looks like in practice. Over the past two years, TSAL has participated in community planning tables, contributed to the Glenville neighborhood investment strategy, and shown consistent commitment to resident voice, anti-displacement principles, and equitable economic development. These are daily operational realities.

The Michael R. White School site has been a source of deep community attachment and, since its announced closure, deep concern. Glenville residents have been explicit in their desires: they want a building that stays active, that serves multiple generations, that provides co-working and nonprofit office space, and that centers arts, culture, food access, and youth programming. TSAL's proposed Global ThirdSpace Campus responds directly to every one of these priorities.

We believe TSAL brings something rare to this opportunity: they are not an outside developer seeking to extract value from Glenville. They are Glenville. Their roots, their accountability, and their vision are firmly planted in this neighborhood. The Michael R. White School deserves a developer of exactly that character, and we are proud to stand behind this proposal.

Please do not hesitate to contact our office if you have questions or require additional information.

Respectfully,

A handwritten signature in black ink that reads "A. Blue Donald".

Ayonna Blue Donald
 Vice President, Midwest Region
 Enterprise Community Partners, Inc.

Enterprise Community Partners

812 Huron Road E, Suite 880, Cleveland, OH 44115 | 216.631.0280 | enterprisecommunity.org



July 17, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227, Cleveland, OH 44114
 AssetRedevelopment@clevelandohio.gov

RE: Letter of Support — ThirdSpace Action Lab Comprehensive Response, 2026 CMSD School Sites RFQ ARO/#06/2026 | Michael R. White School, 1000 E. 92nd St., Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

Montessori Development Partnerships (MDP) is pleased to offer this letter of support for ThirdSpace Action Lab's (TSAL) Comprehensive Response to the 2026 CMSD School Sites Request for Qualifications for the adaptive reuse of the Michael R. White School at 1000 E. 92nd Street. As the community development corporation serving the Glenville neighborhood, MDP is uniquely positioned to affirm the strength, relevance, and community alignment of this proposal.

Our Relationship with ThirdSpace Action Lab

MDP has worked alongside ThirdSpace Action Lab since its founding. TSAL's ThirdSpace Reading Room on East 105th Street sits at the heart of our shared service area and has already demonstrated what community-centered adaptive reuse looks like in practice. Over the past two years, TSAL has participated in community planning tables, contributed to the Glenville neighborhood investment strategy, and shown consistent commitment to resident voice, anti-displacement principles, and equitable economic development. These are daily operational realities.

Alignment with Glenville Community Needs

The Michael R. White School site has been a source of deep community attachment and, since its announced closure, deep concern. Glenville residents have been explicit in their desires: they want a building that stays active, that serves multiple generations, that provides co-working and nonprofit office space, and that centers arts, culture, food access, and youth programming. TSAL's proposed Global ThirdSpace Campus responds directly to every one of these priorities.

Partnership Commitments

MDP is prepared to serve as a collaborator, advocate, and neighbor, as our property is adjacent to the Michael R. White property. Specifically, we commit to:

- Helping to promote and participate in TSAL's community engagement process.
- Working collaboratively to develop community-centric programming in the Michael R. White building and community garden.

We believe TSAL brings something rare to this opportunity: they are not an outside developer seeking to extract value from Glenville. They are Glenville. Their roots, their accountability, and their vision are firmly planted in this neighborhood. The Michael R. White School deserves a developer of exactly that character, and we are proud to stand behind this proposal.

Please do not hesitate to contact our office if you have questions or require additional information from Montessori Development Partnerships

Respectfully,



Martha Loughridge
Director of Philanthropy and Partnerships
mloughridge.mdp@gmail.com



June 17, 2026

City of Cleveland — Asset Redevelopment Office
 Department of Development
 601 Lakeside Ave., Rm. 227, Cleveland, OH 44114
 AssetRedevelopment@clevelandohio.gov

RE: Letter of Support — ThirdSpace Action Lab Comprehensive Response, 2026 CMSD School Sites
 RFQ ARO/#06/2026 | Michael R. White School, 1000 E. 92nd St., Cleveland, OH | Ward 9

Dear Members of the Evaluation Team,

LISC Cleveland is pleased to offer this letter of support for ThirdSpace Action Lab's (TSAL) Comprehensive Response to the 2026 CMSD School Sites Request for Qualifications for the adaptive reuse of the Michael R. White School at 1000 E. 92nd Street. As a community development support organization serving the Glenville neighborhood, LISC Cleveland is uniquely positioned to affirm the strength, relevance, and community alignment of this proposal.

Our Relationship with ThirdSpace Action Lab

LISC Cleveland has worked alongside ThirdSpace Action Lab since its founding. TSAL's ThirdSpace Reading Room on East 105th Street sits at the heart of our shared service area and has already demonstrated what community-centered adaptive reuse looks like in practice. Over the past two years, TSAL has participated in community planning tables, contributed to the Glenville neighborhood investment strategy, and shown consistent commitment to resident voice, and comprehensive community and economic development principles that serve all. These are daily operational realities.

Alignment with Glenville Community Needs

The Michael R. White School site has been a source of deep community attachment and, since its announced closure, deep concern. Glenville residents have been explicit in their desires: they want a building that stays active, that serves multiple generations, that provides co-working and nonprofit office space, and that centers arts, culture, food access, and youth programming. TSAL's proposed Global ThirdSpace Campus responds directly to every one of these priorities.

Partnership Commitments

LISC Cleveland is committed to being a community partner that will help attract resources and support to advance this effort.

We believe TSAL brings something rare to this opportunity: they are not seeking to extract value from Glenville. They are Glenville and have consistently poured into its redevelopment and vibrancy. Their roots, their accountability, and their vision are firmly planted in this neighborhood. The Michael R. White School deserves a developer of exactly that character, and we are proud to stand behind this proposal.

Please do not hesitate to contact our office if you have questions or require additional information.

Sincerely,



Kandis Williams
Executive Director



ACTIVATING SPACE, ACTIVATING PEOPLE

The Madison
1464 E. 105th Street #302
Cleveland, OH 44106



Redaction Log

Total Number of Redactions in Document: 5

Redaction Reasons by Page

Page	Reason	Description	Occurrences
35	TRADE SECRET	Records constituting "trade secrets" have been withheld under O.R.C. 1333.61(D).	1
36	TRADE SECRET	Records constituting "trade secrets" have been withheld under O.R.C. 1333.61(D).	2
37	TRADE SECRET	Records constituting "trade secrets" have been withheld under O.R.C. 1333.61(D).	1
38	TRADE SECRET	Records constituting "trade secrets" have been withheld under O.R.C. 1333.61(D).	1

Redaction Log

Redaction Reasons by Exemption

Reason	Description	Pages (Count)
TRADE SECRET	Records constituting "trade secrets" have been withheld under O.R.C. 1333.61(D).	35(1) 36(2) 37(1) 38(1)