

Cleveland
Neighborhood
Progress



2021 Annual Report

Letter from the President & CEO

On a recent walk with a new member of Cleveland City Council, I was reminded of how complicated the work of community development can be. Economic and population trends of global and national scales – such as globalizing economies, the migration of people and jobs to other regions of the country, and the persistent effects of systemic racism – impact our city and its neighborhoods. From downtown to our outer-most neighborhoods like West Park, Lee-Harvard, and North Collinwood, these forces shape our world and our work.

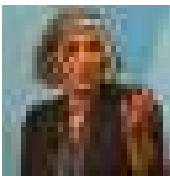
While the work of community development is place-based, its fundamental goal is to change the underlying conditions that fuel neighborhood decline and disinvestment. In that process, we must engage current residents and ensure that they are empowered to be active members of their communities. When reinvestment does happen, practitioners of community development must make sure that new development and opportunities benefit current residents and new members of the community.

This is no small task. We have to accept that we are talking about work that often takes years, if not decades, to achieve success. Despite the challenges and long timelines, we can borrow a line from our new Mayor: *Cleveland can't wait.*

That is why I am excited about the future of community development in Cleveland. We have a wealth of partners with expertise in housing, economic development, and resident engagement who are hungry to get to work. We have a new Mayor and City Council who understand the challenges and are ready to lead our city forward, building on the accomplishments of past leaders. And we have a network of community development corporations infused with talent and passion serving every neighborhood in Cleveland.

That is why we spent last year developing a new strategic plan for CNP, which is summarized in this report. It refocuses CNP's work and mission on strengthening Cleveland's community development industry, with a clear focus on our community development corporations. We will operate from a perspective that integrates racial equity and inclusion, economic opportunity, applied thought leadership throughout our work. From accessing capital dollars to CDC advancement to advocacy, you will see this shift and focus in everything we do – and how we do it.

We have big plans for 2022, and we are just getting started.



Tania Menesse
President & Chief Executive Officer

Our Mission

To foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem.

Our Vision

Cleveland's neighborhoods will be attractive, vibrant, and inclusive communities where together people from diverse incomes, races, and generations thrive, prosper, and choose to live, learn, work, invest, and play.

Our Values

CNP holds all of its work against three organizational imperatives:

- Racial Equity and Inclusion
- Economic Opportunity
- Applied Thought Leadership

These actionable organizing principles bolster CNP's mission. They demand that CNP's team work in cross-functional, collaborative ways that translate these values into action. Ownership of these values is shared across the organization by all team members.

OUR MISSION

- To foster equitable revitalization throughout
- Cleveland's neighborhoods by strengthening the **community development ecosystem.**

In developing *Impact: 2022-2027*, it became clear that CNP needed to update its mission to reinforce its focus on supporting CDCs and the community development ecosystem.

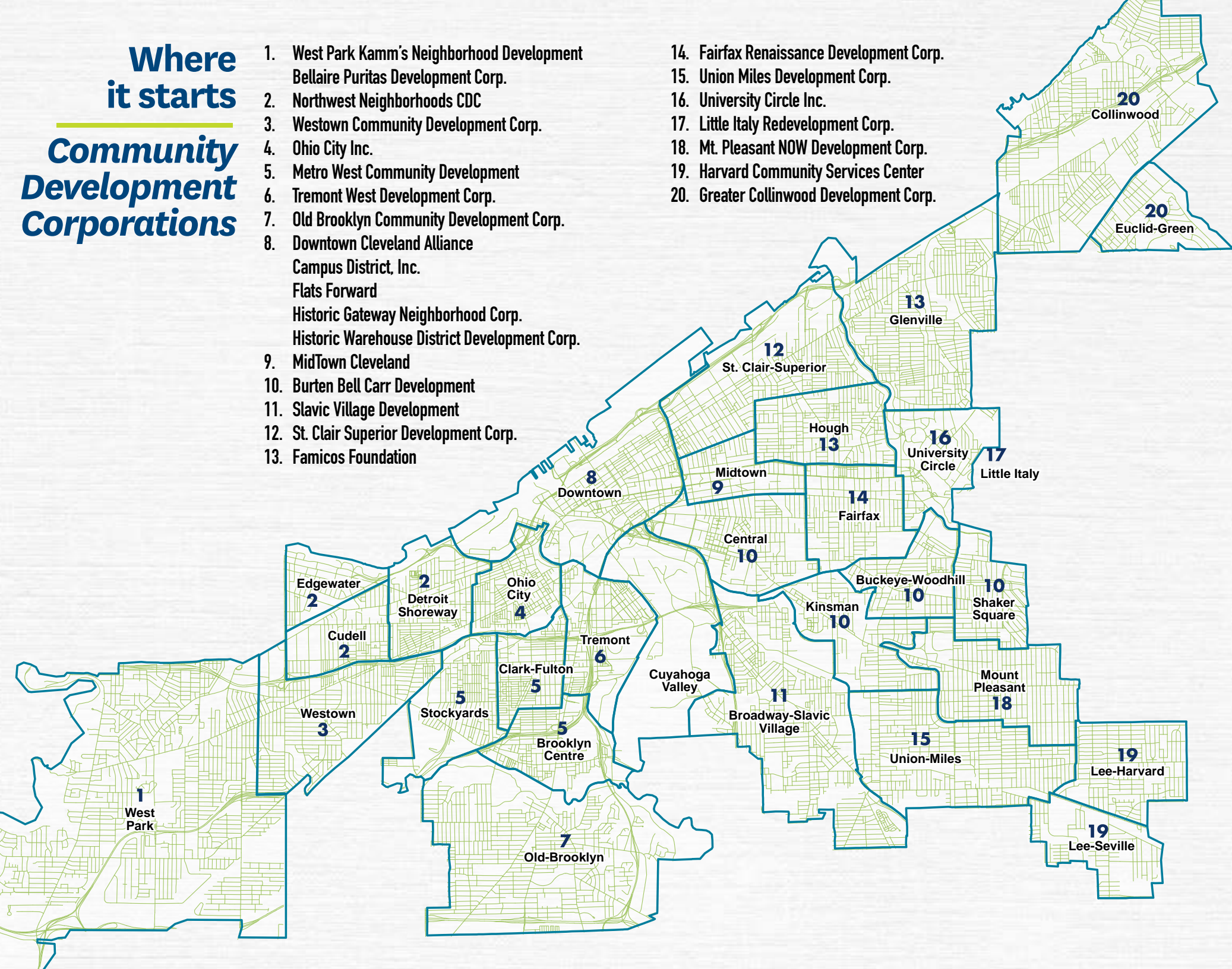
We define the community development ecosystem as the network of CDCs; city and government entities; housing providers; public space partners; economic and workforce development organizations, and intermediaries; public, private, and nonprofit funders and capital providers; real estate developers; and other local partners, including settlement houses, business improvement districts, and neighborhood associations.

Where it starts

Community Development Corporations

1. West Park Kamm's Neighborhood Development
Bellaire Puritas Development Corp.
2. Northwest Neighborhoods CDC
3. Westtown Community Development Corp.
4. Ohio City Inc.
5. Metro West Community Development
6. Tremont West Development Corp.
7. Old Brooklyn Community Development Corp.
8. Downtown Cleveland Alliance
Campus District, Inc.
Flats Forward
Historic Gateway Neighborhood Corp.
Historic Warehouse District Development Corp.
9. MidTown Cleveland
10. Burten Bell Carr Development
11. Slavic Village Development
12. St. Clair Superior Development Corp.
13. Famicos Foundation

14. Fairfax Renaissance Development Corp.
15. Union Miles Development Corp.
16. University Circle Inc.
17. Little Italy Redevelopment Corp.
18. Mt. Pleasant NOW Development Corp.
19. Harvard Community Services Center
20. Greater Collinwood Development Corp.



In October 2021, the CNP Board of Directors adopted *Impact: 2022-2027*, a new strategic plan to guide the work of the organization for the next five years. To inform and develop this plan, CNP sought feedback and consultation from CDC leaders, local and statewide elected officials, community and economic development partners, members of the CNP team, and the Boards of Directors for CNP, Village Capital Corporation, and New Village Corporation.



IMPACT: 2022-2027

A New Strategic Plan and Vision for CNP

Impact: 2022-2027 outlines four strategic priority areas and goals, including:

The Advancement and Resilience of CDCs

Goal: CDCs have access to the financial resources, talent, industry expertise, and technical assistance they need to effectively serve their neighborhoods, continuously improve, and sustain operations over time.

Equitable Neighborhood Revitalization

Goal: Equitable neighborhood revitalization efforts are effectively coordinated among CNP, NVC, VCC, CDCs, and other key partners and implemented in each neighborhood based on the particular needs and opportunities of residents and businesses.

Access to Capital

Goal: Access to capital is elevated to serve more disinvested Cleveland neighborhoods, support equitable neighborhood revitalization, and deliver enhanced value to CDCs and targeted businesses.

Advocacy, Marketing, & Collaboration

Goal: CNP is the leading voice and liaison for CDCs with government, philanthropy, and business; the coordinator of marketing and communications that promote the value of inclusive community and economic development; and a vision of all neighborhoods as communities of choice.

2021 IMPACT

▣ **Cuyahoga County Small Business Emergency Assistance Efforts:** At the height of the pandemic, CNP administered Cuyahoga County's Small Business Stabilization Fund to deliver emergency financial support to small businesses.

- Over 8 months, CNP distributed **\$8.68 million** in grant funding
- Supported over **1,300 small businesses** across Cuyahoga County

▣ **Eat & Explore CLE:** In partnership with Destination Cleveland, Downtown Cleveland Alliance, and Cleveland CDCs, CNP organized 16 weeks of Eat & Explore CLE, a wintertime initiative to boost business and outdoor activity in city neighborhoods at local shops, restaurants and other service sector companies.

Of the **93 businesses supported** by East & Explore CLE, we know that:

- 60.2% were minority-owned businesses
- 80% Experienced new customers
- 70% Saw increased foot traffic
- 66.7% Saw more people in the neighborhood
- 70% Experienced an increase in social media attention
- 70% Saw increases in sales

▣ **Community Financial Centers:** CNP concluded its last year of providing direct financial counseling to Cleveland residents by engaging over 1,000 people with hundreds of points of contact and support.

- 1,013 unique individuals served by:
 - * 2,574 Coaching sessions
 - * 29 Client completed homebuyer workshops
 - * 7 New homes purchased
- 776 businesses supported
- 66 workforce provider clients served

▣ **The 4th Annual Cuyahoga County Reentry Awareness Week**

CNP co-facilitated two events in April 2021 for Cuyahoga County's fourth annual Reentry Awareness Week:

- Ways to Build Wealth: Credit Building, Small Business Readiness & Real Estate Investing for Returning Citizens
- Virtual Cash Mob & Interview Tour

▣ **Cleveland Chain Reaction**

CNP launched the fifth year of Cleveland Chain Reaction, an economic development project focused on creating jobs, investment, and prosperity in Cleveland neighborhoods. In partnership with Huntington Bank, the Council of Smaller Enterprises (COSE), JumpStart, FOX 8, Cleveland Development Advisors, Bedrock Cleveland, and CoHatch, Cleveland Chain Reaction brought in 64 applications from small businesses across Cleveland. Twenty-four businesses participated in the Chain Reaction Boot Camp, with the goals of developing business plans and strong pitch decks. Cathy's Gourmet Ice Cream won first place, followed by Latino Taste To Go and Ready Set! Coffee taking second, and Vitiman Kandie, City Breaks, and Play Maysie all placing third. In 2022, Cleveland Chain Reaction will evolve to meet the new needs of small businesses as Cleveland neighborhoods continue emerging from the pandemic.

▣ **Strategic Investment Initiative:** Provided **\$1.5 million** to **12 CDCs** through CNP's Strategic Investment Initiative to support operations and capacity development.

Grantees included:

- Burten Bell Carr Development Inc.
- Detroit Shoreway Community Development Corporation and Cudell Improvement (now known as Northwest Neighborhoods)
- Famicos Foundation
- Greater Collinwood Development Corporation
- Metro West Community Development Corporation
- Midtown Cleveland Inc.
- Mt. Pleasant NOW Development Corporation
- Ohio City Inc.
- Old Brooklyn Community Development Corporation
- Slavic Village Development
- Tremont West Development Corporation
- Union Miles Development Corporation

▣ **CDC Salary and Benefits Report:** Collected, analyzed, and shared industry averages and information related to personnel, salary and benefits offered at Cleveland CDCs.

▣ **Neighbor To Neighbor Cleveland**

The program, launched in Fall of 2021, is designed to build community engagement and organizing capacity across Cleveland neighborhoods and to create a platform for collecting granular community-level data on the digital divide and housing instability across the city. The community engagement process is being led by Cleveland CDCs and community ambassadors working in proximity to residents in their respective neighborhoods. The program is being piloted through **5 CDCs:** Bellaire Puratis CDC, Famicos, Greater Collinwood CDC, Midtown Cleveland and Slavic Village Development and will expand in 2022.

▣ **Clean & Green Cleveland Program**

The resource, celebrating the **7th year of operation**, loans tools (from hand-shears to lawnmowers) to Cleveland residents to support their greening and clean-up projects. The program has fostered collaboration among residents, local council representatives, block clubs, schools, police departments, and others toward neighborhood beautification efforts all while building relationships and community.

▣ **CDC Capacity-Building through Educational Series and Workshops:**

- Understanding Community Development Block Grant
- Revitalizing Retail Districts in the Midst of COVID-19
- Amplifying Equitable Civic Engagement in Cleveland's Neighborhoods
- Understanding Fair Housing
- Middle Neighborhoods
- Elder Friendly Communities
- CDC Governance: What Makes A Great Board
- CDC Financial and Asset Management Workshop Series
- CDC Board Peer to Peer Program

Circular Cleveland

In June, the Circular Cleveland initiative awarded a total of \$34,771 to twelve community projects across the city and recruited 9 ambassadors across the city. In November, a draft Road Map and Landscape Analysis were generated for advancing a circular economy in Cleveland.

Middle Neighborhoods

CNP is participating in a research project with Cleveland State University in support of the City of Cleveland’s efforts to elevate the needs of middle neighborhoods. CNP was recently awarded, in partnership with CHN Housing Partners, the contract to administer the Middle Neighborhoods Loan Fund. CNP will leverage the Cleveland Foundation grant funding to provide the marketing, social capital and community engagement required to build the pipeline for new Cleveland homeowners.

LiveCLEVELAND! Activities

The 16th Edition of City Life magazine launched in summer 2021 to promote Cleveland neighborhoods, activities, and homeownership opportunities.

Enterprise Rose Architectural Fellow

In the Summer of 2020, CNP secured an Enterprise Rose Architectural Fellow (ERAF) slot for Cleveland. Landscape Architect Andrew Sargeant was selected for the position, with a focus on two parks:

- Rockefeller Park in the Glenville and St. Clair Superior neighborhoods, with a focus on increased access, ecological quality, and amenities for community building.
- Kingsbury Run, a potential 90-acre nature preserve in the Slavic Village/Kinsman neighborhood and home to the historic Sidaway Bridge.

Working with the CDCs in the neighborhoods where each of the parks is located, CNP’s ERAF is hosting hike shops, researching each park’s history and assisting with design concepts to advance both.

Supporting the \$35 million Choice Award from the U.S. Department of Housing and Urban Development to rebuild Woodhill Estates.

NVC continues to work with CMHA and The Community Builders on strategic site acquisition in the Buckeye Choice footprint.

2021 Neighborhood Platform

In response to the needs of Cleveland neighborhoods and the 2021 municipal elections, CDC leaders worked with CNP to develop the 2021 Neighborhood Platform, which articulates four principal areas of policy recommendations, including:

- Bolstering Housing Programs & Services,
- Leveraging Economic Development Products & Investments for Neighborhoods,
- Improving Neighborhood Infrastructure, and
- Municipal Modernization.

The 2021 Progress Institute

On September 30, 2021, Cleveland’s final two candidates for mayor — Justin Bibb and Council President Kevin Kelley — joined CDC leaders, CDC staff, the CNP team, and other partners in the community for a discussion about the 2021 Neighborhood Platform and their visions for community development’s role in their administration. This event gave professionals throughout the community development ecosystem an opportunity to learn more about the Neighborhood Platform and to ask questions directly to the candidates.

American Rescue Plan Recommendations

In partnership with CDCs and nonprofit stakeholders including Enterprise Community Partners and CHN Housing Partners, CNP developed recommendations for targeted, strategic use of American Rescue Plan Act funds at the municipal and county levels. During this process, CNP interpreted US Treasury guidance on the American Rescue Plan and helped elected officials and other coalitions understand eligible uses of these funds.

Building Equitable Communities Coalition

To advance shared priorities around equitable development, CNP joined the Gund Foundation, the Greater Cleveland Partnership, the Urban League of Greater Cleveland, and the Fund for our Economic Future to form the Building Equitable Communities Coalition.

State Budget & Earmark Requests

In partnership with elected officials representing Cleveland in the Statehouse, CNP secured state funds to support commercial corridor revitalization and small business capacity.

St. Luke’s Pointe Housing/Elevate project

New Village Corporation has partnered with Keystate Homes and Glimcher capital to develop 42 new market rate, high-quality, single family homes in the remaining 4.2 acres of the Legacy at St Luke’s Pointe project. The project is currently attaining approvals and has been well received by residents, City Planning and other public officials. The team anticipates breaking ground in Spring of 2022.

The LaSalle Theatre

New Village Corporation (NVC) operates the mixed-use theater complex that boasts 10,000 square feet of event space, two commercial storefronts, and five residential units. In the last year, NVC advanced installation of a green infrastructure parking lot adjacent to the theater.

Hough Community Land Trust

NVC provides staffing and real estate services to the Board of the Hough Community Land Trust (HCLT), whose mission is “to improve the quality of life for present and future residents of the Hough neighborhood through our long-lasting ownership of land, careful community guidance of development, and responsible stewardship of lands and buildings.”

Equity and Inclusion

In 2021, Village Capital Corporation (VCC) continued to embed racial equity and inclusion in its mission of investing in the revitalization of under-resourced communities. VCC was particularly focused on building generational wealth by helping small minority and woman-owned general contractors and real estate development firms increase their capacity, capital, and opportunities. VCC’s loan portfolio included credit facilities totaling over \$5,500,000, which were provided to 11 businesses owned by women and people of color. Additionally, VCC provided nearly 100 hours of technical assistance to this cohort.

Collectively, these businesses created or preserved over 70 units of housing, mostly consisting of workforce housing and other affordable units. These projects employed a labor force that was 60–85% minority-based, with an intentional focus on hiring residents from the neighborhoods where the projects are located.

-  Cleveland Neighborhood Progress Projects
-  New Village Corporation Projects
-  Village Capital Corporation Projects

Fiscal Year 2021

Cleveland Neighborhood Progress fiscal year 2021 audit

Including all subsidiaries.

	7/1/20-6/30/21	7/1/19-6/30/20
ASSETS		
Current Assets	20,085,276	17,532,769
Property, Plant and Equipment	796,881	13,265,354
Other Assets	10,526,093	16,902,368
Total Assets	\$31,408,250	\$47,700,491
LIABILITIES		
Current Liabilities	2,393,842	3,298,184
Notes Payable	13,746,495	28,774,366
Other Liabilities	68,906	137,797
Total Liabilities	\$16,209,243	\$32,210,347
NET ASSETS		
Unrestricted - Operating	8,216,473	7,718,985
Temporarily Restricted	6,983,534	7,771,159
Total Net Assets	\$15,199,007	\$15,490,144
Total Liabilities and Net Assets	\$31,408,250	\$47,700,491

Investing in Growth

In order to provide consistent and high-quality support services for smaller and emerging businesses, VCC augmented its organizational capital and capacity in 2021. The year marked a seven-year high in VCC's fund development activity. Among the financial awards received was a \$1,500,000 Rapid Response Program Grant from the U.S. Department of Treasury's CDFI Fund. The goal of this grant is to help businesses adapt and thrive through and beyond the COVID-19 pandemic. The JP Morgan Chase Foundation also generously provided a \$250,000 grant for VCC to participate in a lending and learning collaborative with three other Ohio-based CDFIs.

Supporting the Development System

VCC successfully applied for over \$2,500,000 in loan capital and operating grants to be recognized in 2022. These funds will be used to invest in and provide support services to small, minority, and woman-owned businesses. A portion of the new operating capital will allow VCC to create a new full-time staff position, the Development Services Manager, who will be responsible for providing training and coaching to small business borrowers and community development corporations to help ensure that their real estate and community-building projects are investment-ready and sustainable.

Fiscal Responsibility

In 2021, VCC reported revenues of \$1,415,000 and a net profit of \$292,000. VCC reported strong industry metrics of financial health to include its self-sufficiency ratio* and its net asset ratio**.

VCC Success Stories

The Legacy@Itasca: The 17-unit apartment building located at 11310 Itasca Street in Cleveland's Glenville neighborhood had been long abandoned and neglected. It was even on the City of Cleveland's condemnation list when New Frontiers Development rescued it. New Frontiers is a young, Black-led development firm whose principals centered the project in equity and inclusion values from inception. The Black-led general contractor selected for the project received a \$1,250,000 investment from VCC, and nearly 85% of the professional and skilled trade firms retained for the job were from minority communities.

Before starting the project, the developer launched a neighborhood engagement strategy to ensure that resident's voices were heard and that opportunities for partnerships and employment were created. The project produced needed workforce housing with high-end and eco-friendly finishes that merited a long list of interested applicants before the units were completed. This project also leveraged the tremendous public and private investment that Glenville has earned over the last five years.

ATNSC- Carmen MC Lane is an award-winning artist, healer, and community-builder, but the house located at 11808 Cromwell in Cleveland's Buckeye neighborhood has possibly been her greatest labor of love. The two-family home was on the Cuyahoga County Land Bank's demolition list when Lane claimed it as space for artists and holistic health practitioners to provide wellness, reflection, and restorative services to the African-American community. The first floor of the home is used as gallery, exhibition, and practice space while the upper unit acts as an artist-in-residence living quarters. Even the home's garage and garden have been activated as gathering and teaching spaces. Many philanthropic and private funders joined forces to launch this new nonprofit and its headquarters, with VCC providing \$16,000 in gap funding to bring the project to closure.

* A measure of extent to which operating expenses can be covered by earned income.

** A measure of solvency and the percentage of equity in a company relative to its total capital base.

CNP Staff

Leadership Team

Tania Menesse – CEO & President

Dione Alexander – President, Village Capital Corporation

Erskine Bevel – Chief Financial Officer & VP of Administration

Colleen Gilson – VP of CDC Advancement

Jason Powers – Sr. VP of CDC Advancement & Resilience

Edward Stockhausen – Sr. VP of Advocacy & Public Policy

Jeff Verespej – Chief of Staff and Operations

Linda Warren – Sr. VP of Placemaking

CNP Team

Kwame Botchway – Community Capital & Impact Manager

Aida Colon – Bookkeeper & Financial Administrator

Melinda Dang – Cleveland Foundation Public Service Fellow

Sheri Dozier – Director of Economic Opportunity & Community Financial Centers

Michael Elliott – Director of Economic Development

Justin Fleming – Director of Real Estate Services

Melinda Gigante – Sr. Manager of CDC Advancement

LaTina Hendricks-Call – Loan Portfolio Administrator

Nick Patrone – Sr. Manager of Marketing Design

Andrew Sargeant – ROSE Fellow Landscape Architect

Divya Sridhar – Manager of Climate Resiliency and Sustainability

Phillip Studmire – Real Estate Portfolio Manager

Jenny Swanson – Sr. Accountant & VCC Finance Manager

Adam Trumbo – Sr. Loan Officer

Peggy Waugh – Accounting Manager & Accounts Receivable

Lindsay Wheeler – Manager of Organizing and Community Engagement

Toni White – Executive Assistant/Office Manager

CNP Board of Directors

Jeffery K Patterson – **Board Chair**
Cuyahoga Metropolitan Housing Authority

Teresa Metcalf Beasley – **Vice Chair**
McDonald Hopkins

David J. Heller – **Vice Chair**
NRP Group

Angela Mago – **Treasurer**
Key Bank Real Estate Capital

Mark McDermott – **Secretary**
VP & Central Region Director,
Enterprise Community Partners (retired)

Dr. Roland V. Anglin
Cleveland State University

Fred Bidwell
FRONT International Cleveland

Ayonna Blue Donald
VP Enterprise Community Partners

Keith Brown
Progressive Urban Real Estate

Dr. Floun'say Caver
Greater Cleveland Regional Transit Authority

Will Dalman
Huntington Bank

Grace Gallucci
Northeast Ohio Area Areawide Coordinating Agency

Heidi L. Gartland
University Hospitals

Andrew Jackson
MAC Installations and Consulting

Sean McDermott
Cleveland Metroparks

India Pierce Lee
The Cleveland Foundation

Radhika Reddy
Ariel Ventures, LLC

Michiel Wackers, AICP
City of Cleveland Department of
Community Development

Alesha Washington
The George Gund Foundation

Kyle Dryfuss Wells
Northeast Ohio Regional Sewer District

Michael R. White
The Jack, Joseph, and Morton Mandel Foundation

Matt Zone
Western Reserve Land Conservancy



New Village Corporation Board of Directors

Sean McDermott – Board Chair
Cleveland Metroparks

Tania Menesse – Vice Chair
Cleveland Neighborhood Progress

Monique Winston – Secretary
WFG Lender Services

Isabel DeRoberts
CBRE

August L. Fluker
Fluker Consulting, LLC.

Dorivette Nolan
Cuyahoga Metropolitan Housing Authority

Jason Russell
RMS Investment Group

Sheila Wright
Frontline Development Group

Village Capital Corporation Board of Directors

David Eddy – Board Chair
PNC Bank

Tania Menesse – Vice Chair
Cleveland Neighborhood Progress

Emmanuel T. Glover – Treasurer

Patricia Ramsey – Secretary
Fifth Third Bank (retired)

Dorothy Curtis
Dollar Bank

William Dalman
Huntington Bank

David Ebersole
City of Cleveland

Keisha Gonzalez
The Cleveland Foundation

Yvette Ittu
Greater Cleveland Partnership

Mark McDermott
Enterprise Community Partners (retired)

Len Olsavsky
US Bank – Commercial Real Estate

Michael Shea
TOBER Building Company

Peter Snavelly, Jr.
Snavelly Group

Deepa Vedavyas
The Cleveland Foundation

Linda Warren
Cleveland Neighborhood Progress

Gordon B. Wean
The Raymond J. Wean Foundation

New Village



Village Capital



CNP's History

In 1988, major foundations in Greater Cleveland founded Neighborhood Progress, Inc., to better serve and support the diverse network of neighborhood-based nonprofits and community development corporations (CDCs) working to improve Cleveland neighborhoods. The New Village Corporation subsidiary was added in 1991 as the real estate development arm of CNP, and Village Capital Corporation was founded the following year as a community development financial institution to advance lending for CDCs and their projects in Cleveland. VCC's borrower base has subsequently grown to include private developers.

In 2013, Neighborhood Progress, Inc. merged with the Cleveland Neighborhood Development Coalition, an advocacy and trade organization for CDCs, and with LiveCLEVELAND!, a nonprofit whose mission was to market Cleveland neighborhoods to new residents and homebuyers. The new organization, Cleveland Neighborhood Progress, continues to serve Cleveland neighborhoods by investing in and strengthening the CDCs that continue advancing important work for residents, businesses, and the larger Cleveland community.



CNP Fiscal Year 2021 Donors

The Cleveland Foundation
The George Gund Foundation
The Jack, Joseph, and Morton Mandel Foundation
The Rocket Community Foundation
Enterprise Community Partners
The St. Luke's Foundation
US Bank
Citizens Bank
Huntington Bank
KeyBank Foundation
The City of Cleveland
The Robert Wood Johnson Foundation
Cuyahoga County
Dominion Energy
Ingalls Foundation
The State of Ohio

NVC Fiscal Year 2021 Donors

The Cleveland Foundation
The St. Luke's Foundation

VCC Fiscal Year 2021 Donors


The Cleveland Foundation
Dollar Bank
The George Gund Foundation
Huntington Bank
JP Morgan Chase Foundation
The Raymond John Wean Found
U.S. Bank
The U.S. Department of Treasury

notes: _____

Our mission is to foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem.

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