

Transparency Builds Trust

2024 Annual Report

Over the last three years, our most important achievement has been **building trust with Cleveland's community development corporations.**

To do that, we made the first move by reorganizing our team and resources around CDCs. We prioritized understanding their needs and goals. We gathered unprecedented data on their challenges and successes. We brought new investments to their communities. We built ways to amplify their stories to larger audiences across Greater Cleveland.

Most importantly, we have invested more in CDCs than ever before. In fact, half of every dollar we spend is a direct investment in CDCs, and another 20% enables expertise and talent that supports their teams and their work.

CDCs could have kept us at arm's length, but their leaders and staff gave us a chance. Because of our new approach, CDCs have invited us deeper into their work. I'm proud to share that CDCs have engaged us in their most important decisions, including leadership transitions, staff restructuring, conflict resolutions, and board governance issues.

These invitations are evidence that CNP's relationship with CDCs is fundamentally different today than it was in the past. CNP is no mere funder in an ivory tower. CDCs trust us as a true partner in neighborhood-based work.

One thing is clear: CDCs are our priority. And we're doing everything in our power to raise more support for them as we continue to move Cleveland's neighborhoods forward.

Onward together,



Tania Menesse
President & Chief Executive Officer



Transparency Builds Trust

Cleveland Neighborhood Progress

Trust builds revitalization.

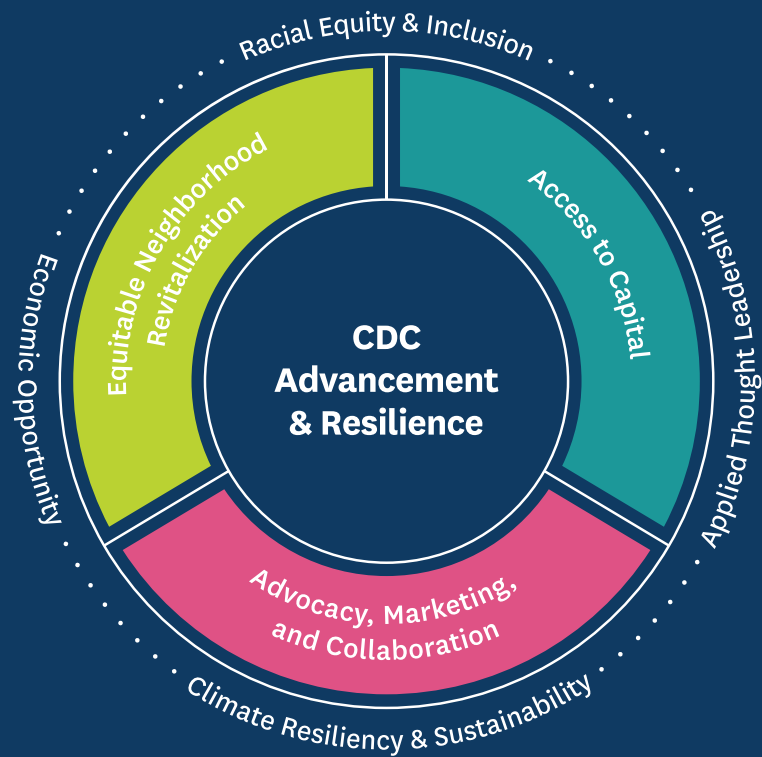
Our **mission** is to foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem.

Cleveland Neighborhood Progress (CNP) is a local community development intermediary with more than 35 years of experience investing in community revitalization.

To help advance its mission, CNP has two subsidiaries. **Village Capital Corporation**, a community development financial institution, provides mission-based lending to nonprofits, entrepreneurs, minority contractors, and developers who seek capital and technical assistance to help their projects succeed in Cleveland neighborhoods. **New Village Corporation** serves as CNP's development arm, bringing to life projects that spark private investment in neighborhoods.

Strategic Focus Areas

CNP believes that community development corporations are best positioned to advance equitable revitalization in the neighborhoods they serve. That is why they are at the center of our work. Our strategic focus areas and organizational values embrace this vision and magnify our impact.

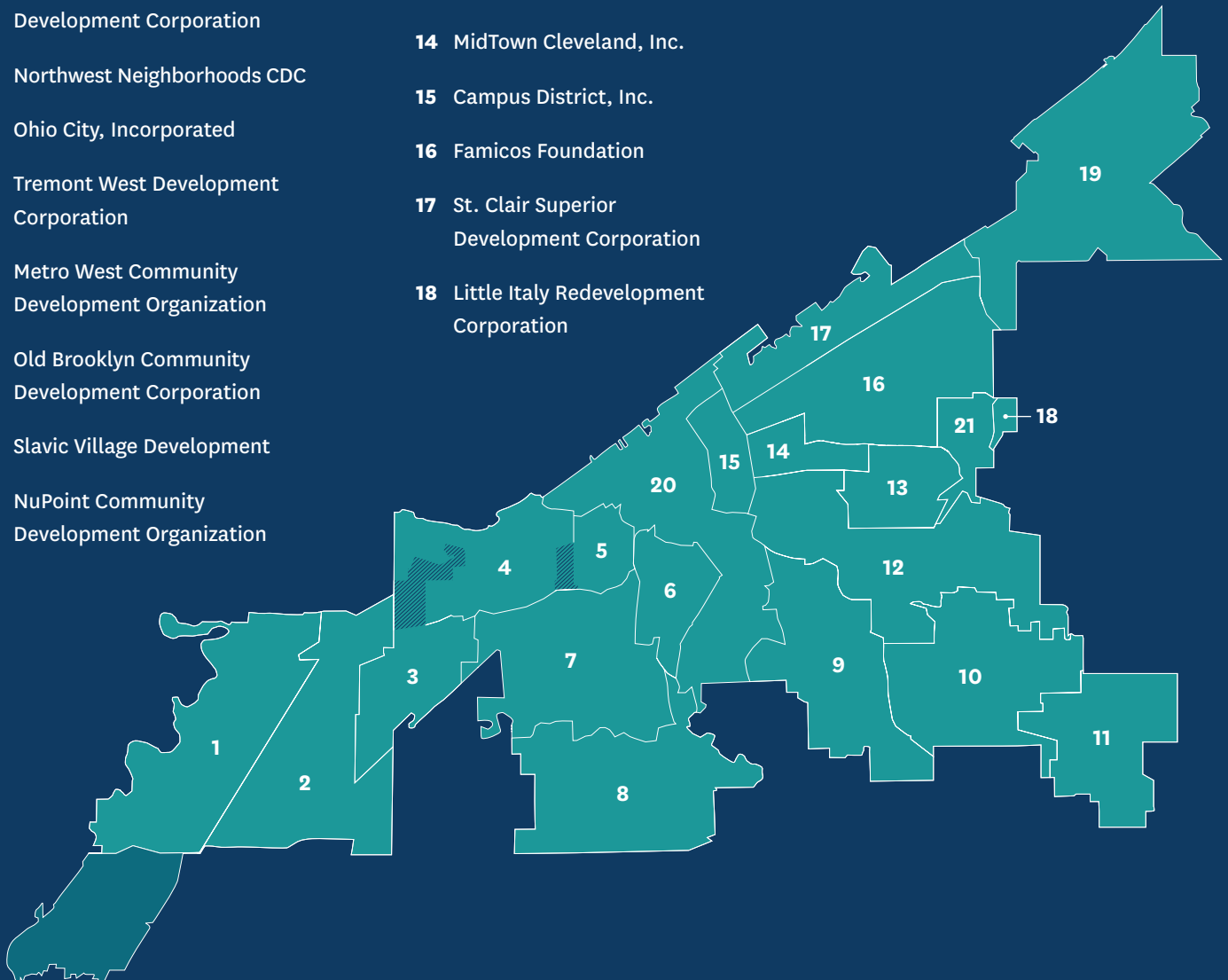


Trust builds community.

Cleveland Neighborhood Progress strengthens the community development ecosystem to foster inclusive communities and economic opportunity throughout Cleveland. **Strong community development corporations and neighborhood organizations lead equitable revitalization efforts, connect people to programs and services, and raise positive awareness about the neighborhoods they serve.**

Community Development Corporations and Other Place-Based Organizations

- | | | |
|---|---|--|
| 1 West Park Kamm's Neighborhood Development | 11 Harvard Community Services Center | 19 Greater Collinwood Development Corporation |
| 2 Jefferson-Puritas West Park CDC | 12 Burten, Bell, Carr Development, Inc. | 20 Downtown Cleveland Incorporated |
| 3 Westown Community Development Corporation | 13 Fairfax Renaissance Development Corporation | 21 University Circle, Inc. |
| 4 Northwest Neighborhoods CDC | 14 MidTown Cleveland, Inc. | |
| 5 Ohio City, Incorporated | 15 Campus District, Inc. | |
| 6 Tremont West Development Corporation | 16 Famicos Foundation | |
| 7 Metro West Community Development Organization | 17 St. Clair Superior Development Corporation | |
| 8 Old Brooklyn Community Development Corporation | 18 Little Italy Redevelopment Corporation | |
| 9 Slavic Village Development | | |
| 10 NuPoint Community Development Organization | | |



Improving neighborhoods by strengthening CDCs.

Cleveland Neighborhood Progress (CNP) supports Community Development Corporations (CDCs) so they can **improve the quality of life in the neighborhoods they serve**. We do that through strategic grantmaking. Through advocacy. Through ecosystem building. And through strong, honest partnerships. Our intentional support leads to outcomes that residents and local businesses can see and feel.

A new model of support.

For a decade, CNP funded CDCs through traditional grantmaking cycles. This approach became less effective as CDCs faced local and national challenges to their neighborhoods' quality of life. To ensure CDCs and their community members can sustain their work for the next generation, we needed to be more responsive and collaborative with them. Together, we created a fresh and transparent model that supports each CDC's goals and needs.

2022 Began our **Advancement & Resiliency Initiative** in collaboration with the CDCs.

2023 Published the CDC Advancement Model to define **six core functions** of CDCs.

2024 Invested **\$2.013 million** in 17 CDCs—with ongoing technical assistance.

CORE FUNCTIONS OF CDCs

Engagement

Community organizing, print and digital communications, and events

- 38 community events held each month
- 100,000 print communications circulated annually

\$403,366

Development

Business technical assistance, home repair, and real estate

- 100 small businesses assisted per month
- Over 5,000 households engaged annually for housing programs

\$472,630

Partnering

Network weaving, social service brokering, and city engagement

- 20% of Clevelanders receive social services via CDC connections

\$130,000

Planning

Neighborhood plan implementation, pre-development, and placemaking

- \$61 million leveraged for placemaking in 2023
- 104 developers engaged in projects with CDCs

\$281,220

Marketing

Resident & business attraction, neighborhood branding, and organization marketing

- 50,000 e-newsletter subscribers
- 163,000 social media followers
- 136,000 visitors reached in 2023

\$193,720

Operations

Board governance, fiscal responsibility, and human resources

- 91 volunteers worked on CDC boards in 2023

\$277,738

Grants from CNP*

CNP supports the six core functions of CDCs through grantmaking, city-wide initiatives, and professional development.

SUPPORT FROM CNP

- Community Engagement Working Group
- Organizers & Allies Working Group
- **Built Environment Initiative:** Increasing CDCs' connections to workforce development

- Economic Development Working Group
- Real Estate Working Group
- **Equitable Development Initiative (Village Capital Corporation):** Funding and coaching for emerging minority developers
- **Contractors on the Rise (Village Capital Corporation):** Funding and technical assistance for minority and women contractors to grow
- **Middle Neighborhoods Initiative (New Village Corporation):** \$10.3 million investment in main streets and housing rehabilitation
- **Stabilization of Shaker Square (New Village Corporation):** \$12 million acquisition and more than \$5 million in capital improvements with CDC co-owner Burten, Bell, Carr Development, Inc.

- Workforce Development Working Group
- Collaboration with City of Cleveland departments
- **Lead Safe Initiative:** Empowering CDCs with staff, grants, and contractors
- **Built Environment Initiative:** Increasing CDCs' connections to workforce development

- Property acquisition and land assembly
- Financial and technical support to develop neighborhood plans

- Neighborhood Marketing Working Group
- Collaboration with Destination Cleveland
- **Love Cleveland Neighborhoods Initiative:** Multimedia marketing to promote every neighborhood in the city

- Third-party financial assessments
- CDC leadership meetings
- Best practices for board governance
- Executive director coaching
- Staff retreats
- Organizational behavior assessments

*Fiscal Year 2025

CNP was instrumental in the success of hiring an executive director for Metro West Community Development. Without their guidance and financial support, we would not have been able to attract a qualified candidate.

DR. NICK MAYS, BOARD CHAIR OF METRO WEST COMMUNITY DEVELOPMENT ORGANIZATION

Relationships start with people.

CNP hired a team of four Relationship Managers for more frequent and responsive engagement with Cleveland's network of CDCs. CNP's impact relies on the trust that our Relationship Managers have developed with CDCs as they diagnose organizational issues and system-wide challenges. Since 2022, they have built strong relationships with CDC leaders and staff, helping them navigate the joys and challenges of neighborhood development.

Our Relationship Managers unify our approach to equitable community development across a city that represents many different peoples, histories, heritages, and cultures. Community development is the actualization of residents' voices, and CDCs are accountable to those residents' values, needs, and dreams. Likewise, CNP centers our relationships with CDCs to foster improved quality of life in Cleveland's neighborhoods.

Where people live has an outsized impact on their health. The social determinants of health account for more than half of a person’s health outcomes—which is why CNP is working with Cleveland CDCs and other partners to improve the neighborhoods Clevelanders call home.

It’s simple: Strong neighborhoods mean better health.

The neighborhoods we call home dictate our access to food and jobs, to housing and healthy environments, and to high quality schools and community connections. **These social determinants of health** have everything to do with zip codes, not genetic codes, and are more important factors in a person’s life than healthcare or lifestyle choices. Studies consistently show that between 50–80% of someone’s health outcomes are driven by the social determinants of health, which are often driven at the zip code level. Community development is the zip code improvement business.

That’s why CNP supports community development corporations to improve the physical and social conditions across Cleveland neighborhoods. That includes advancing strategies for workforce development, like the Union Miles Agriculture & Green Landscaping Incubator, to connect people to jobs and career pathways.

It includes securing funds to reconnect people and neighborhoods by breathing new life into historic assets like the Sidaway bridge between Kinsman and Slavic Village. And it includes working with the State of Ohio and the City of Cleveland to improve the main streets so that groceries,



day cares, salons, and barbershops have doors to open and customers to serve.

Leading neighborhood revitalization targets the root causes of health and can greatly improve the well-being of residents. Community growth and healthier residents go hand in hand. Working on economic, social, and environmental problems at the community level creates better conditions for people to live and to thrive.

The Social Determinants of Health

Income and social protection	Food insecurity	Social inclusion and nondiscrimination
Education	Housing, basic amenities, and the environment	Structural conflict
Unemployment and job insecurity	Early childhood development	Access to affordable health services of decent quality
Working life conditions		

Since its founding in 1992, Village Capital Corporation's mission has been focused on investing in the revitalization of under-resourced communities in Northeast Ohio. VCC's Contractors on the Rise program advances that mission by investing capital and capacity-building support in women- and minority-owned construction firms.

Bringing capital and capacity-building support to local businesses with deep roots and family ties.

Growing up in East Cleveland, Daaiyah Sabir-Ross recalled visiting construction sites with her father and uncles, who were contractors working in the community to rehab houses. These visits sparked her passion for real estate and her drive to honor her father's legacy. Today, it's still a family affair: Daaiyah, her husband Cory, and her mother-in-law Sadie are the family team behind D.C. Renovations, a residential rehabilitation and home improvement company.

Daaiyah's vision for the company is both personal and professional. She uses the firm to create quality, affordable housing and generational



wealth-building opportunities for families. She also aims to be a model for other Black female entrepreneurs, showing them how to learn, grow, and collaborate in the male-dominated construction industry. Her advice to new entrepreneurs is to be persistent, patient, and professional.

Prior to joining Village Capital's second cohort of Contractors on the Rise program, Daaiyah couldn't find the

financing needed to scale her business. But that is exactly what Contractors on the Rise was designed to do: grow and strengthen women- and minority-owned construction firms by investing capital and capacity-building supports in them. With the assistance of VCC, D.C. Renovations is taking on more and bigger jobs, employing subcontractors, and contributing to the vibrancy of Cleveland neighborhoods.

Village Capital 2024 Accomplishments

63% of loans made to
BIPOC-owned businesses
100% grant making to
women-owned businesses

225 hours of coaching provided to
50 small businesses in our Grow U
Program

15 new emerging minority contractors
graduated from our Equitable
Development Initiative

\$7 million in loan capital deployed
\$75 million in private investments
leveraged

Leveraging the currency of trust in Lee-Harvard to build Black ownership and wealth.

Are neighborhoods stronger when residents own the commercial real estate and businesses there?

We're betting yes.

Lee Road runs north and south through Lee-Harvard, a historically Black, middle-class neighborhood on the far edge of Cleveland's southeast side. Heavy with quick-moving traffic and lined with one-story commercial buildings, fast food restaurants, and chain stores, it feels and looks very different than the bustling and beautiful main streets in other communities. But that is about to change.

Lee Road and the Lee-Harvard neighborhood are perfect places to

test a new strategy, championed by Brookings Institution and Dr. André Perry, to transform historically Black communities by focusing on Black ownership of commercial real estate.

The strategy is a two-pronged approach that leverages assets from the local nonprofit community and the region's network of Black developers. CNP will be working hand in hand with the Harvard Community Service Center, a place-based nonprofit that has built trust with residents over the course

of decades. To fuel this project, CNP invested in capacity-building support for the Harvard Community Services Center, and it is leveraging local and state resources to target investment across the Lee-Harvard neighborhood and the surrounding southeast side community.

Brookings, CNP, and the Harvard Community Services Center expect that the investment in and transformation of these properties will spark interest in other commercial properties along Lee Road. Goals include installing pedestrian-oriented landscaping and streetscapes that slow down traffic, creating more commercial spaces where people can spend money and time, and attracting Black developers to build housing on vacant land.

Our partnership in this project began in earnest in 2023. We cannot wait to look back and mark progress towards this vision.



The slow decline of “middle neighborhoods” can be attributed to multiple factors, but CNP and its partners in government and in community development have launched a new effort to stave off stagnation and attract new investment.

A two-pronged approach focused on main streets and side streets could be enough to tip Cleveland’s middle neighborhoods in the right direction.

Cleveland’s middle neighborhoods do not get the attention of “hot” markets, where the housing market and main streets are healthy and attract private development, nor do they get large public investments like disinvested neighborhoods, which need massive intervention to reverse unhealthy market conditions. Middle neighborhoods sit between investment and disinvestment—but their position is uncomfortable and tenuous because they are in slow decline.

That decline can be reversed—and CNP is leading that work.

Working with the community development corporations serving Cleveland’s middle neighborhoods, the State of Ohio, and Cleveland City Council, CNP assembled \$10.3 million to fund targeted, strategic interventions for these neighborhoods. The plan focuses on main streets and side streets. Main street interventions include rehabbing storefronts for entrepreneurs and small businesses and improving streetscapes for pedestrians and customers. Side street investments include renovation and rehab of homes to create the type of housing product—including updated kitchens, baths, and other details—that new homebuyers are looking for but can’t find in these markets.

These investments will benefit residents by stabilizing home values, improving the main streets that serve their needs, and bringing renewed attention to these neighborhoods.

This approach to working in neighborhoods that typically don’t see investment will have several immediate benefits. It will reverse slow decline, stabilize development, and move neighborhoods towards healthy, market-ready conditions. Investments today will have a threefold impact:

1. Provide a quicker return on investments,
2. Increase the tax base, and
3. Prevent larger, more expensive government interventions in the future.

By partnering with state and local government and private funders, CNP is leading the nation’s single largest investment in middle neighborhoods. The success and learnings from this program will guide our work in the future and can serve as a blueprint for interventions in other middle neighborhoods elsewhere in Ohio and the rest of the country.



Bringing our team and talent every day.

Leadership Team

Tania Menesse

President & Chief Executive Officer
(Pictured)

Dione Alexander

President, Village Capital Corporation

Briana Perry

President, New Village Corporation;
Senior Vice President of Equitable
Neighborhood Revitalization

Jason Powers

Senior Vice President of CDC
Advancement & Resilience

Mel Sanders

Chief Finance Officer

Edward Stockhausen

Senior Vice President of Advocacy
& External Relations

Jeff Verespej

Chief Operating Officer



Our Staff

Jody Bonhard

CDC Relationship Manager

Ron Byrd

Construction Manager

Tory Coats

CDC Relationship Manager

Aida Colón

Accounts Payable Manager
& Financial Administrator

Diana Dawson

Grants & Accounts
Receivable Manager

Alex Deliz

Lead Safe Workforce Manager

Sheri Dozier

Director of Workforce Development

Michael Elliott

Vice President of Neighborhood
Economic Development

Belle Espinal

Commercial Corridor Manager

Melinda Gigante

Director of CDC Advancement

Sarah Green

Marketing Manager

Quinton Green

Real Estate Transactions
Coordinator

Josh Gross

Real Estate Operations Manager

Jensen Hanna

CDC Relationship Manager

Kimberly Hurt

Middle Neighborhoods
Initiative Director

Josh Jones Forbes

Director of Marketing
& Communications

Doniella Ligon

Office Manager & Executive
Assistant to the President & CEO

Kate Oney

Development Manager

KC Petraitis

Vice President of Real Estate

Cory Riordan

Neighborhood Investment Strategist

Jenny Swanson

Senior Accountant
& VCC Finance Manager

Jeremiah Triplett

Manager of Business Assistance

Adam Trumbo

Senior Loan Officer

Dominic Verdell

Lead Safe Program Director

Lindsay Wheeler

Manager of Organizing
& Community Engagement

Rachel Williams-Eke

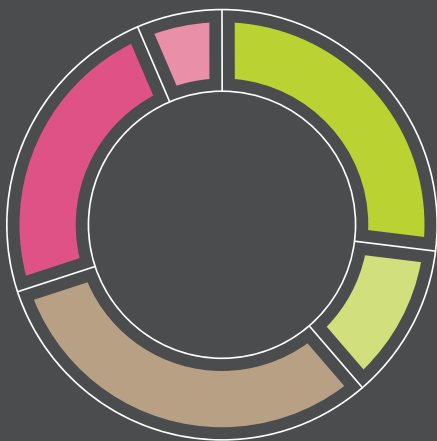
CDC Relationship Manager

Investing with intent.

At our core, CNP supports community development corporations (CDCs) that lead the revitalization of Cleveland neighborhoods. The majority of our expenses are grants to CDCs and our staff and sponsored programs that support them.

These investments are intentional. Since 2021, we have increased both the total dollars and the percentage of organizational dollars directly supporting CDCs.

CNP’s second largest area of spending—investments within neighborhoods—complements and augments CDCs’ role in neighborhood revitalization. Those investments brought CDC staff together to form working groups focused on specific issues within the arena of community development. They solidified CNP’s role as a lead partner in the revitalization of Cleveland’s southeast side neighborhoods. And they launched the nation’s largest investment in middle neighborhoods.



CNP Fiscal Year 2023

◆ CDC Grants, Programs, and Professional Services	\$1,664,282
◆ CDC Advancement and Resilience Team	\$723,153
◆ CNP Operations	\$1,932,461
◆ Equitable Neighborhood Revitalization	\$1,453,537
◆ Advocacy and External Relations	\$395,939
Total Expenses	\$6,169,373

CNP has two subsidiary organizations with independent budgets and expenses.

Village Capital Corporation is a federally certified community development financial institution with over \$24 million in assets, in the forms of loans and capital investments.

New Village Corporation leads development projects where CNP has a specific role to own and develop property.

Village Capital Corporation

● FY23 Expenses	\$1,101,536
Total Assets	\$24M

New Village Corporation

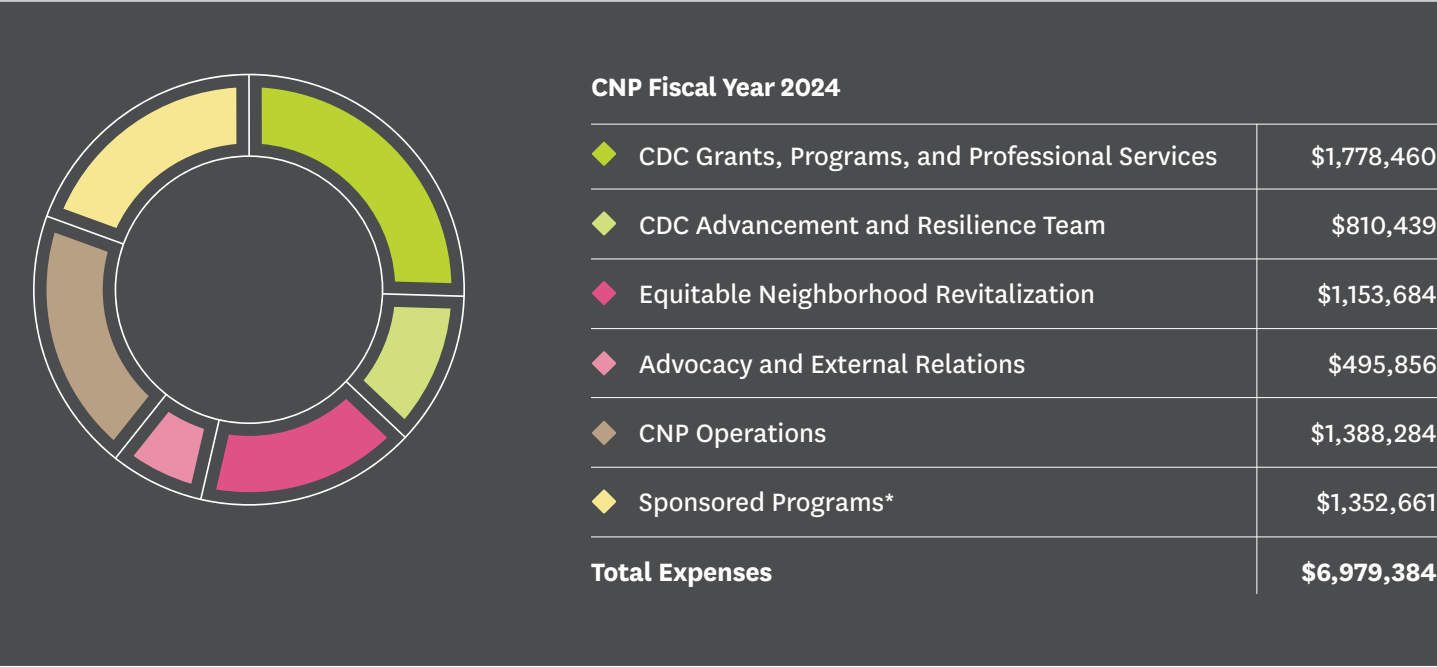
● FY23 Expenses	\$2,904,344
Total Assets	\$21.7M

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Village Capital Corporation	
FY23 Expenses	\$1,159,423
Total Assets	\$23.6M
New Village Corporation	
FY23 Expenses	\$3,658,187
Total Assets	\$24.7M

*This new category consolidates programs with external sponsors that support CDCs as well as neighborhood revitalization: Middle Neighborhoods Initiative, Southeast Side Promise, Lead Safe Cleveland, etc.

Trust builds a shared vision.

\$500,000 +

* The Cleveland Foundation

The City of Cleveland

Cuyahoga County

* George Gund Foundation

* Jack, Joseph and Morton Mandel Foundation

The State of Ohio

\$100,000 +

African American Alliance

Bank of America Foundation

Deaconess Foundation

Dollar Bank

Enterprise Community Foundation

Fifth Third Foundation

Huntington National Bank

Key Bank Foundation

Rocket Community Fund

Saint Luke's Foundation

Third Federal Foundation

\$25,000 to \$99,999

Arminius Foundation

Brookings

Citizen Bank

The City of Shaker Heights

Cleveland State University

Haslam Sports

Louise and David Ingalls Foundation

Ohio Community Finance Fund

PNC Bank

UVAS Foundation

Verizon

\$10,000 to \$24,999

Anonymous

Economic Growth Foundation

George W. Codrington Charitable Foundation

NRP Group

RMS

Sears Swetland Foundation

US Bank

\$5,000 to \$9,999

Anonymous

Cuyahoga Community College

Jed & Jill Davies

Kyle Dreyfuss-Wells

First Interstate

Emily Garr Pacetti

Andrew Jackson

Jay Lucarelli

Sean McDermott

Next Gen Construction

Snavelly Group

Thompson Hine

Western Reserve Land Conservancy

\$1,000 to \$4,999

Allegro

American Council

Anonymous

Bialosky

Fred Bidwell

Jennifer Brunkow

Kevin Clayton

Cleveland Development Advisors

Cosgrove Jonhenry LLC

Jan Devereaux

David Eddy

Heidi Gartland

Global Philanthropy

Greater Cleveland Partnership

Jonathan & Karry Hatch

Family Fund

Eric Hoderson

Huntington Bank

Carl James

Dwight Jordan

Clark Khayat

Kohrman Jackson & Krantz LLP

Gilbert & Carol Lowenthal

Angela Mago

McDonald Hopkins

McMaster Carr

Teresa Metcalf Beasley

Osborn Engineering

India Pierce Lee

Rea & Associates

The Finch Group

Michael Wolf

Matt Zone

\$500 to \$999

Tom Adler

Anonymous

Orion & Beth Bell

Joe Ferenczy

Holly Glanville

Brian Andrew Jasinski

Sandra Kiely

Lisa Kious McGovern

Amy Morgenstern

William and Lynn

Ondrey Gruber

Zach and Debbie Paris

Jeffery Patterson

Alec Pendleton

Mary R. Powell

Radhika Reddy

Laura Rosenbaum

Enid Rosenberg

Bill Schiavone

Up to \$499

Nancy Adams

Roland Anglin

Anonymous

Richard Arnstine

David Beach

Kim Bixenstine

Ayonna Blue Donald

Terri Hamilton Brown

Floun'say Caver

Robert Certner

Tamara Chappell

Lee Chilcote

Sarah Dave

Nicole Davis

Neeky Dennis

Kelsi DeSimone

Wendy Deuring

Henry Doll

Susan Downie Wheeler

Art Falco

Paul and Barbara Feinberg

Kathleen Fitzsimons

August Fliker

Char & Chuck Fowler

Shelley Freed

Peggy Gallagher

Grace Gallucci

Scott Garson

Marlene Gatewood-Allen

Pam Gill

Alison Goebel

Leslie Graf

Burt Griffin

Sally J. Guzik

Debra Hamelin

Doc Harrill

Kathryn Heidemann

Alyssa Hernandez

Rachel Hohe

Mark Joseph

Laura Junglas

Elizabeth Kravanya

Diane Lavin

Ellen Lazarus

Emily Lee

Earl Leiken

Allison Lukacsy-Love

Lynn M Winkelman

Gaylee McCracken

Arin Miller-Tait

Vincent Monnier

Judy Montfort

Christopher Nance

Mary Norris-Pack

Catondra Noye

The Ohio CDC Association

Bernard & Jo Owens

Kyle Pearce

Lydia Pope

Lisa Rapaszky

Michael Rastatter

Judy & Bob Rawson

Sergio E. Robles, PhD

Marcela

Rodriguez-Gonzalez

Josh Rosen

Jason Russell

Roshawn Sample

Leanne Sauerland

Jeanne Shatten

& Larry Oscar

Kevin Slesh

Charles Slife

Smith Group

Sharon Sobol Jordan

Jacob Spiegler

Stephen Strayer

Sharon Swagger

Edward Towns

Deepa Vedavyas

Jeffrey Verespej

Lori Wald

Meg Weingart

Tyniece Wingfield

Kim Woodford

Rose Zitiello

Trust builds unity.

Cleveland Neighborhood Progress—Board of Directors

Leadership	Teresa Metcalf Beasley, <i>Chair</i>	Andrew Jackson, <i>Vice-Chair</i>	Kyle Dreyfuss-Wells, <i>Secretary</i>
	Fred Bidwell, <i>Vice-Chair</i>	Dr. Floun’say Caver, <i>Treasurer</i>	
Members	Ronald Anglin	Joe Jones, <i>Councilman, Ward 1</i>	Radhika Reddy
	Kevin Clayton	Clark H. Khayat	Sergio Robles, PhD
	Ayonna Blue Donald	Angela Mago	Marcela Rodriguez-Gonzalez
	David Eddy	Sean McDermott	Charles J. Slife, <i>Councilman, Ward 17</i>
	Grace Gallucci	Emily Garr Pacetti	Michael R. White
	Heidi L. Gartland, MHA, FACHE, CDM	Jeffery K. Patterson	Matt Zone
	David Heller	India Pierce-Lee	
	Alyssa Hernandez	Lydia M. Pope	

Village Capital Corporation—Board of Trustees

Leadership	David Eddy, <i>Chair</i>	Tania Menesse, <i>Vice-Chair</i>	John Hairston III, <i>Treasurer</i>
Members	Sean Apicella	Kyle J. Kolesar	Morton D. Stanfield, Jr.
	Terry Coyne	Kayleigh M. Musil	Kandis Williams
	Keisha Gonzalez	Peter Snavely, Jr.	
	Yvette Ittu	Adam Stalder	

New Village Corporation—Board of Trustees

Leadership	Sean McDermott, <i>Chair</i>	August Fluker, <i>Treasurer</i>	Dorivette Nolan, <i>Secretary</i>
	Tania Menesse, <i>Vice-Chair</i>		
Members	Isabel DeRoberts	Jason Phillips	Scott Skinner
	Lisa Kious McGovern	Jason Russell	Sheila Wright