

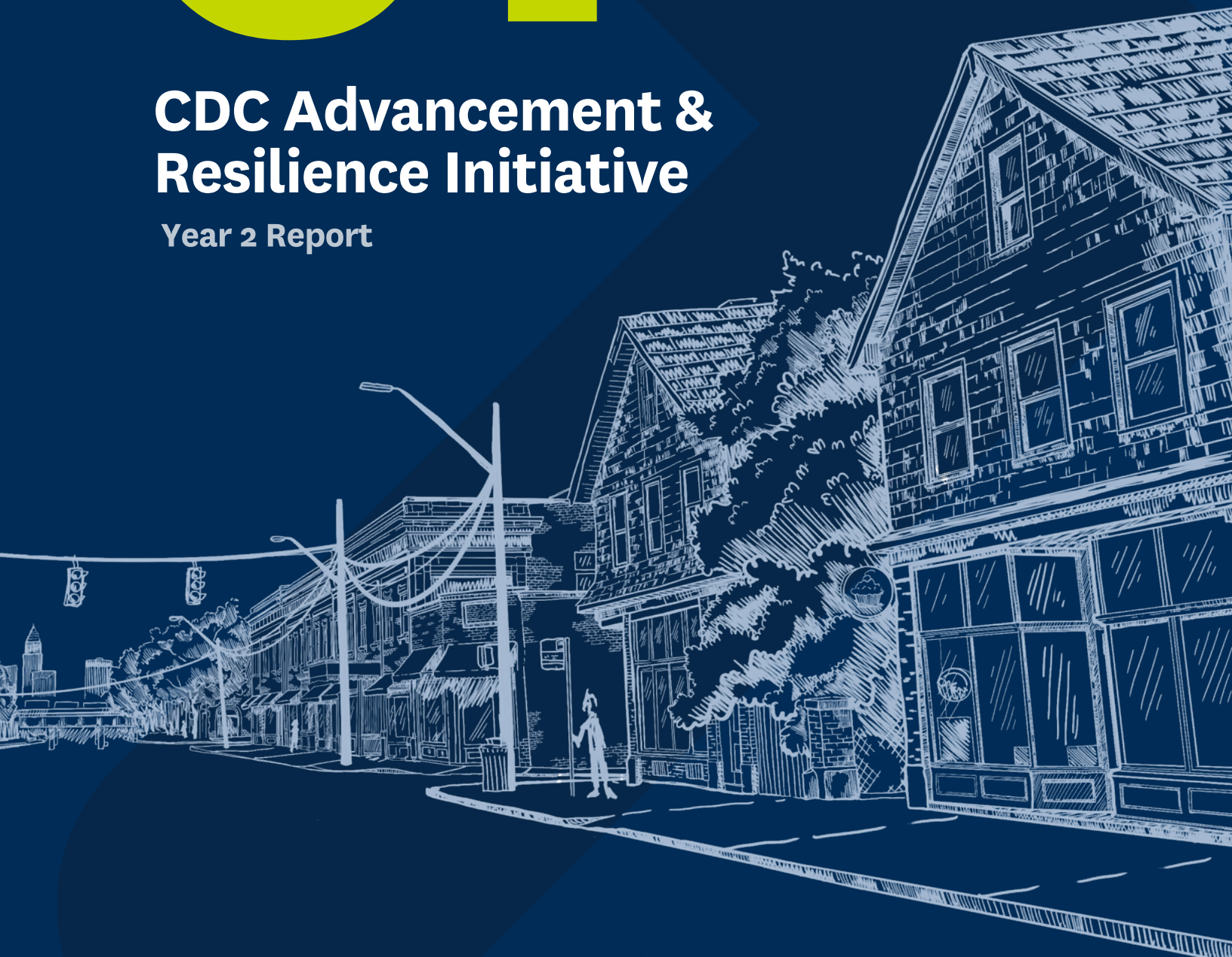


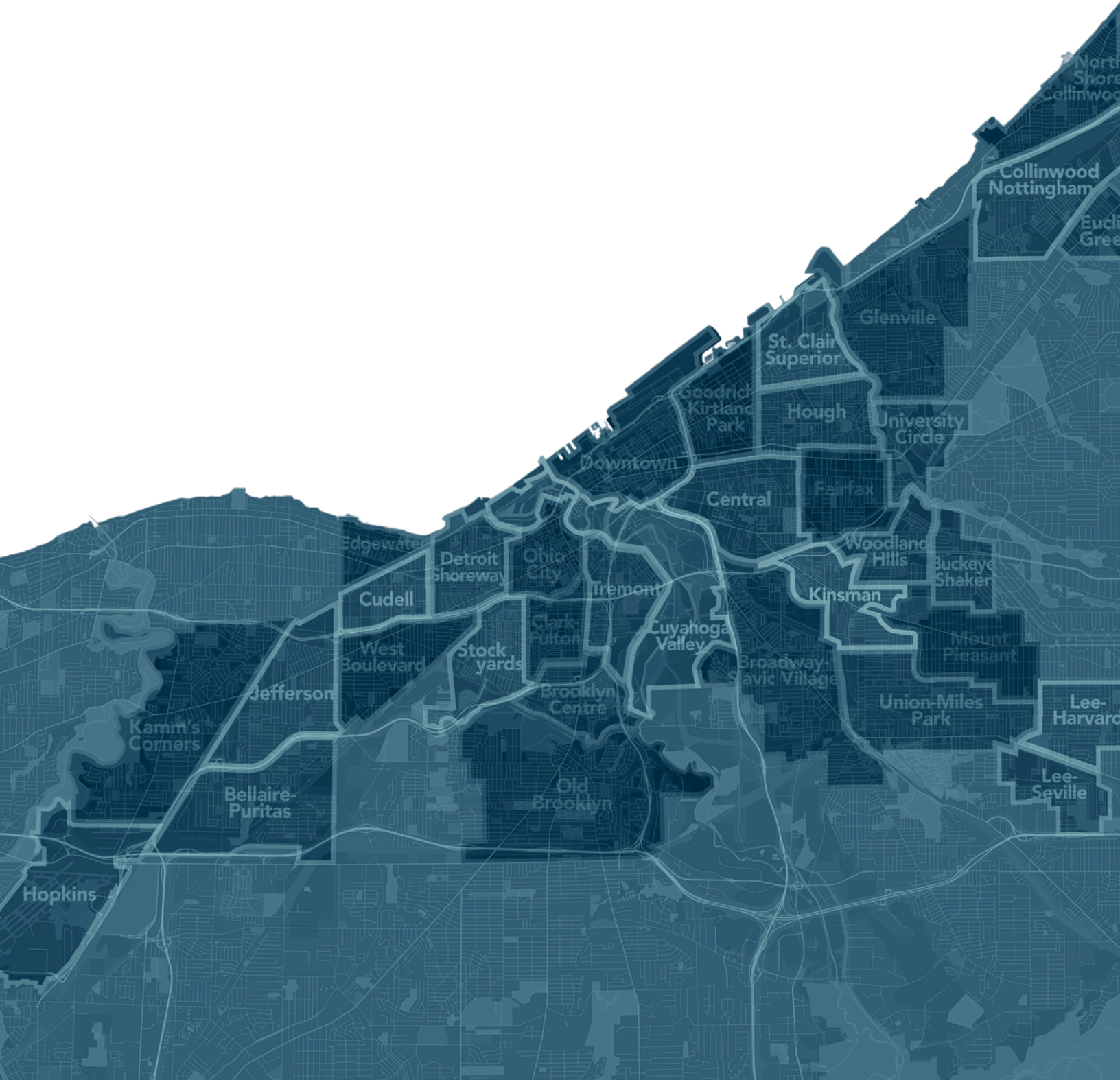
Cleveland
Neighborhood
Progress



CDC Advancement & Resilience Initiative

Year 2 Report





Hopkins

Kamm's
Corners

Bellaire-
Puritas

Jefferson

Cudell

West
Boulevard

Stock
yards

Detroit
Shoreway

Ohio
City

Brooklyn
Centre

Old
Brooklyn

Tremont

Clark-
Fulton

Cuyahoga
Valley

Broadway-
Savic Village

Central

Downtown

Goodrich-
Kirtland
Park

Hough

St. Clair
Superior

Glenville

University
Circle

Woodland
Hills

Kinsman

Buckeye
Shaker

Mount
Pleasant

Union-Miles
Park

Lee-
Harvard

Lee-
Seville

Collinwood
Nottingham

Euclid
Green

North
Shore
Collinwood

Letter from Leadership

We believe vibrant neighborhoods are the result of tireless work by neighbors and that equitable development starts with the voice of community at its center.

That is why we designed the Advancement and Resilience Initiative (ARI) to support the operations and resilience of neighborhood-based organizations. Within each neighborhood of Cleveland partnerships are critical to the success and support of community. These ecosystems provide social support, economic development and community engagement, but without collaboration these efforts lose impact. Community Development Corporations (CDC) provide neighborhoods with a central convener and planner that can bring together programs and move the neighborhood forward collectively.

Over the last three years Cleveland Neighborhood Progress has focused on deepening trust and partnership with neighborhood CDCs. During this time, we consistently heard a request for support in financial oversight, board development and talent attraction or retention. When positioned for success CDCs can bring about unparalleled investment and advancement in their neighborhoods, but the costs and challenges of operating in the nonprofit development space hold organizations and Cleveland neighborhoods back.

In response, this year's ARI investments were intentionally focused on strengthening the foundations that make long-term impact possible. We invested in the operational backbone of CDCs—the systems and structures that allow organizations to perform consistently over time. This includes modern technology, sound financial practices, strong governance, and effective human resource systems. While often unseen, these functions are what allow organizations to stay steady, build trust, and create the conditions for meaningful, lasting progress.

At the same time, we made a significant investment in the people who carry this work forward every day. Community development is, at its core, human work, driven by individuals who choose to stay, to lead, and to believe in the future of their neighborhoods. Attracting and retaining that talent is not easy, but by investing in people, we are investing in continuity, leadership, and the long-term strength and possibility of Cleveland's neighborhoods.

Thank you to our funders who make this possible and to the organizations who continue to show up for Cleveland neighborhoods.

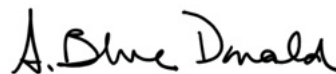
Sincerely,



Jason A. Powers

Sr. Vice President

CDC Advancement & Resilience



Ayonna Blue Donald

Vice President, Ohio

Enterprise Community Partners

Chair, CDC Advancement & Resilience

Committee



Table of Contents

The Cleveland Context	4
Executive Summary	5
Ecosystem Analysis	6
Grant Summary	7
How We Support the Network	9
The Advancement Model	10
Year 2 Capacity Analysis	
<i>Community Engagement</i>	11
<i>Neighborhood Development</i>	13
<i>Neighborhood Planning</i>	15
<i>Neighborhood Marketing</i>	17
<i>Community Partnerships</i>	19
Two Cities, One Case for Resilience	21
Acknowledgements	22

The Cleveland Context

A Legacy That Still Shapes the Work

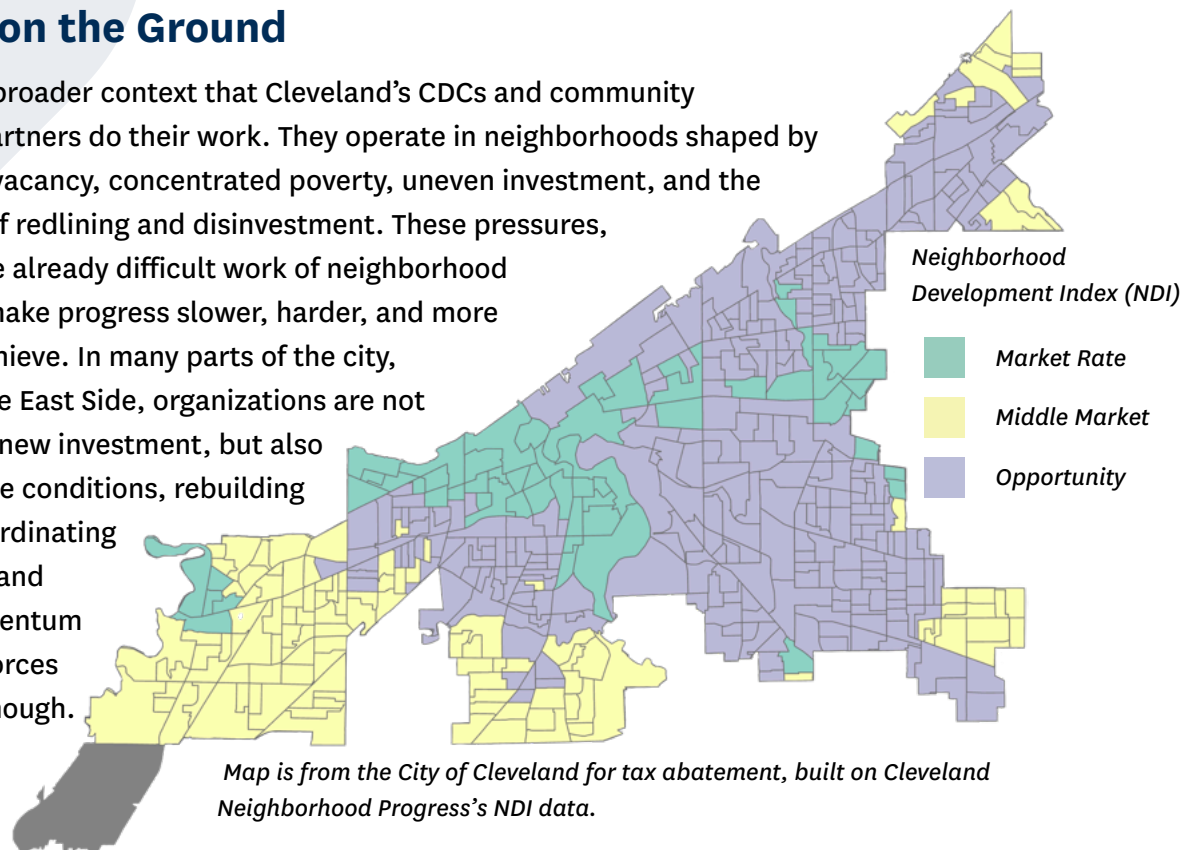
Cleveland is home to approximately 362,000 residents and anchors the Northeast Ohio region of more than 3.7 million people. Once a fast-growing industrial city, Cleveland lost more than half its peak population through deindustrialization, suburbanization, and long-term disinvestment. Redlining, the foreclosure crisis, and concentrated poverty left the city caring for infrastructure and neighborhoods built for far more people than live there today. These conditions have made neighborhood revitalization slower, more costly, and more fragile than surface-level outcomes often suggest.

Neighborhood Conditions Do Not Exist in a Vacuum

There are dynamics that help explain why reinvestment can be difficult to sustain and why modest visible gains in disinvested neighborhoods often reflect major unseen effort. As you read this report, it is important to keep in mind the broader environment in which Cleveland's CDC network operates. Neighborhood outcomes are shaped not only by the work of local organizations, but also by weak markets, vacancy, underused land, and the decline of working-age households. When working-age residents leave, neighborhoods lose income, consumer demand, tax base, homeownership stability, labor force strength, and everyday civic capacity, even as service needs often rise.

The Work on the Ground

It is within this broader context that Cleveland's CDCs and community development partners do their work. They operate in neighborhoods shaped by weak markets, vacancy, concentrated poverty, uneven investment, and the lasting effects of redlining and disinvestment. These pressures, layered onto the already difficult work of neighborhood development, make progress slower, harder, and more expensive to achieve. In many parts of the city, especially on the East Side, organizations are not just supporting new investment, but also stabilizing fragile conditions, rebuilding confidence, coordinating across sectors, and sustaining momentum where market forces alone are not enough.



Executive Summary

Introduction

In Year 2, the Advancement and Resilience Initiative showed a clearer shift in how CDCs understand and pursue capacity-building investments. Compared with the prior year requests, Year 2 reflected stronger alignment around the systems, staffing, and operational functions that sustain long-term performance. In Cleveland's high-need, underinvested neighborhoods, these investments are not secondary to impact; they make durable impact possible.

Investing in Operations & People

Finance, human resources, technology, and management form the operational backbone of effective organizations. While less visible than direct program work, these functions are essential to managing risk and sustaining strong performance over time. For Year 2, ARI invested nearly \$1 million in these core operational areas reflecting a clear understanding that nonprofit health depends not only on program funding, but on the internal systems that make consistent, high-quality delivery possible.

The ARI process also encouraged CDCs to assess staffing strain and identify gaps in core operational roles, an important focus given CNP's survey showing a notable gap between CDC compensation and opportunities in other sectors. In Year 2, ARI responded with more than \$770,000 in retention and hiring support, helping retain 14 staff and add 6 new community engagement or marketing employees, alongside \$150,000 in professional development. Together, these investments recognize that strong neighborhood organizations depend not only on programs, but on the people and systems that carry them forward.

Assessing Strengths and Weaknesses

In Year 2, the scoring assessments continued to surface important trends across the CDC network and proved to be an invaluable tool for identifying where and how to invest resources. This year's findings show that community engagement remains a core strength of CDCs, but is still under-resourced; neighborhood development capacity is closely tied to the availability of capital for programs and projects; neighborhood marketing can be effective when supported by strong partners and high-quality promotion and communications; and CDCs continue to work with a diverse range of partners, reinforcing their critical role as conveners and backbone organizations for neighborhood services and investment.

Why it Matters

ARI's Year 2 investments reinforce a central lesson from the assessment process: CDC impact depends on the strength of the people, systems, and partnerships that make neighborhood work possible. In a city where CDCs operate in high-need, low-investment environments, their ability to sustain community engagement, advance development projects, manage complex partnerships, and remain trusted neighborhood conveners requires more than program funding alone. By investing in operations, talent, professional development, and targeted capacity needs identified through the scoring assessments, ARI is strengthening the organizational backbone CDCs need to adapt, grow, manage risk, and deliver consistent, high-quality impact in the neighborhoods that depend on them.

Learnings & Themes

These themes are drawn directly from CDC assessments and represent the central findings of the ARI process. More than isolated observations, they capture the big-picture realities that surfaced over the course of a year and point to the structural conditions shaping both the performance and the pressures of Cleveland’s CDC network. Together, they show that capacity is not simply a matter of organizational quality, but of workload, operating environment, and the strength of the systems that support complex neighborhood work. In doing so, they provide important context for understanding the significance of investing in their long-term resilience.

Neighborhood development requires more than projects.

1

Complex Work, Limited Infrastructure

Today’s CDCs manage broad portfolios that may include real estate development, community engagement, housing stabilization, corridor work, and neighborhood programming. Yet the systems required to sustain that work—finance, human resources, technology, planning, and management—are chronically underfunded.

What this means:

- *CDCs tackle complex work without fully funded infrastructure*
- *Back-office systems are critical to frontline success*
- *Program setbacks often begin as operational strain*

2

Trust, Time, and Stabilization

Cleveland’s CDC network has consolidated from roughly 40 organizations to 17 serving the same geography, often with expanded expectations. While this is improved coordination in some cases, it also left individual organizations responsible for larger service areas, more complex portfolios, and deeper community need.

What this means:

- *Invisible work*
- *Building trust*
- *Holding partnerships together*
- *Maintaining momentum*
- *Stabilizing conditions for future recovery*

3

A Smaller Network, Greater Burden

In disinvested neighborhoods, development depends on belief as much as investment. CDCs not only manage projects; they also sustain trust, continuity, and visible local presence over long timelines. The efforts behind this work are often overlooked. Progress is rarely linear, setbacks are public, and lower outputs may not fully capture the substantial stabilization efforts required in challenging market conditions.

What this means:

- *Larger geographies*
- *More complex responsibilities*
- *Greater system strain*

Grant Making Summary

In Year 1, ARI funding was intentionally broad, designed to align with all components of the CDC Advancement Model.

As the program evolved and CNP worked closely with CDCs to analyze outcomes and feedback, it became clear that the greatest and most consistent needs across the system were concentrated in two core areas:

- ▶ **Human Capital**
- ▶ **Organizational Operations**

Investing in CDC Board Leadership

Launching this year, the Community Development Board Leadership Institute will strengthen governance and board leadership across Cleveland's CDC network. The inaugural cohort of CDC board members will deepen their understanding of roles, governance, and long-term strategy. Through peer exchange and shared learning, participants will build on best practices to guide their organizations, reflecting continued investment in effective boards as a foundation for strong CDCs and neighborhoods.

Why the Year 2 Focus Shift

- ▶ Persistent staffing instability and operational gaps
- ▶ Barriers to long term planning and implementation
- ▶ Historically underfunded capacity areas
- ▶ Stronger foundations to advance the full model

Focus of Year 2 Investments



Investing in Operations

- \$188,500 HR and Legal
- \$220,000 Financial Oversight
- \$65,000 IT Systems



Investing in Human Capital

- 10 Community Engagement Staff
- 8 Real Estate Development Staff
- 6 Marketing Staff



Investing in Staff Capacity

- \$513,000 General Operations
- \$20,000 Professional Development

Organization	Year 2 (FY26)	Year 1 (FY25)
NuPoint Community Development Corporation	\$178,500	\$125,000
Famicos Foundation	\$167,000	\$125,000
Metro West Community Development Organization	\$152,500	\$121,328
MidTown Cleveland, Inc.	\$150,000	\$90,000
Slavic Village Development	\$145,000	\$120,000
Burten, Bell, Carr Development, Inc.	\$135,000	\$165,000
St. Clair Superior Development Corporation	\$135,000	\$165,000
Old Brooklyn Community Development Corporation	\$123,500	\$152,096
Northwest Neighborhoods CDC	\$121,000	\$126,250
Greater Collinwood Development Corporation	\$100,000	-
Tremont West Development Corporation	\$105,000	\$97,000
Jefferson-Puritas West Park CDC	\$90,000	\$165,000
West Park Kamm's Neighborhood Development	\$90,000	\$120,000
Westtown Community Development Corporation	\$82,813	-
Ohio City, Inc.	\$75,000	\$77,000
Little Italy Redevelopment Corporation	\$45,000	\$105,000
Harvard Community Services Center	\$30,000	\$130,000
University Circle, Inc.	-	\$90,000
Campus District	-	\$40,000

Year 2 Investments

\$1,925,313



Categories

25%	Community Engagement	23%
6.5%	Development	27%
14.8%	Planning	16%
10.2%	Marketing	11%
1.9%	Partnering	7%
41.7%	Operations	16%

Year 1 Investments

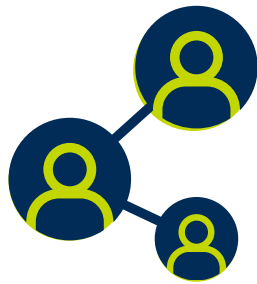
\$2,013,674



Efforts That Support The Network

Working Groups

CNP working groups bring together Marketing, Economic Development, Housing and Community Engagement staff from across the network to learn about initiatives, funding opportunities, best practices and share technical assistance across organizations.

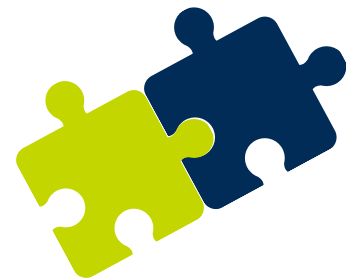


Staff Development

We support CDC staff through facilitated retreats that create space for reflection, alignment, and stronger team dynamics. Using tools like DISC, we help teams better understand communication styles, strengthen collaboration, and build more effective working relationships across roles and departments.

Civic Engagement

Disinvestment and distrust are key factors in what keeps our neighborhoods behind. Working with partners at CDCs and various other institutions across Cleveland, we provide strategies and tools to build trust and power in our communities.



Leadership Development Initiatives

Culture Building

We help organizations strengthen internal culture, communication, and collaboration by clarifying roles, supporting staff development, and addressing challenges that affect morale and performance.

Succession Planning

We support proactive planning for leadership transitions to preserve momentum, institutional knowledge, and community trust while reducing risk and ensuring continuity.

Board Development

Through our Board Leadership Institute, we support boards in strengthening governance, best practices, and growing as partners to leadership, emphasizing recruitment, stewardship, and accountability.

Advancement Model

Capacity Scoring

The following pages provide network-wide data reported by CDCs through the Advancement Model assessment. These data show a snapshot of CDC capacity and broad quantifiable metrics.

Score	Label	Details
0.00	Does not exist	Activity is not currently performed. It may be outside their mission or a future goal, not a deficiency—simply non-active.
1.00	Reactive	Performs some elements informally, without dedicated staff or repeatable programs, responding to urgent needs or one-time funding, lacking standard structure.
2.00	Limited	Partial dedicated staffing and some programming, but capacity is inconsistent. Needs aren't fully met, relying on split roles, volunteers, or interns.
3.00	Sufficient	Dedicated staff, programs, and policies to deliver this activity reliably. Most capacity is in-house, performance is adequate, and sometimes strategic.
4.00	Advanced	Full capacity with trained staff delivering this activity predictably and effectively. Performance is adaptable, strategically managed, and may exceed minimum staffing.
5.00	Scalable	Scalable expertise, producing consistent quality and expanding outputs with added capital—not added capacity—able to deliver this work for other partners.

Core Functions of a CDC

Developed by CDC staff, the Advancement Model assesses the following to provide an image of capacity.



Community Engagement

Community Building, Engagement, Community Engagement Strategy



Marketing

Resident & Business Attraction, Neighborhood Branding, Events



Neighborhood Development

Business Technical Assistance, Home Repair, Real Estate



Partnering

Network Weaving, Social Service Brokering, City Engagement



Planning

Neighborhood Plan Implementation, Pre-Development, Placemaking



Operations

Board Governance, Fiscal Responsibility, Human Resources, Technology

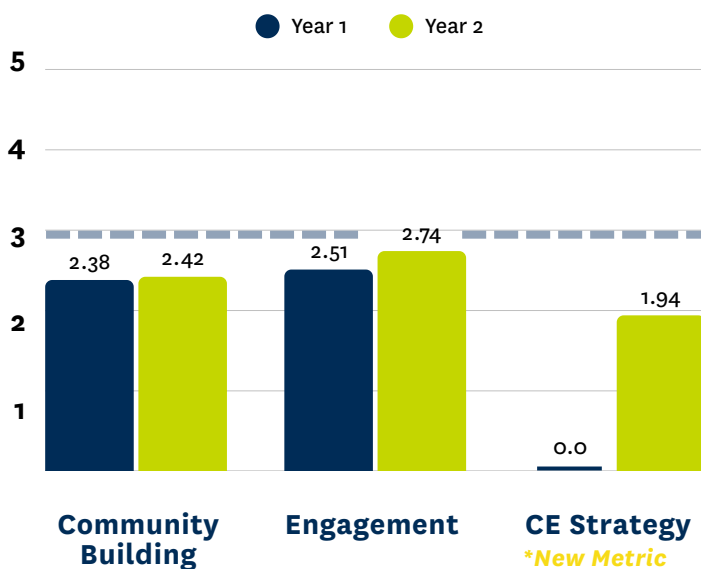
Community Engagement

Community engagement is an intentional, ongoing practice of relationship-building and shared decision-making that enables residents to own neighborhood change.

Why it Matters

When well-supported, it is consistent and inclusive, with resident input clearly shaping priorities, decisions, and outcomes. This work is essential because it grounds development in lived experience, builds trust, and leads to lasting, community-supported investments.

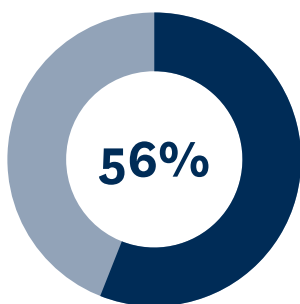
Network Capacity Data



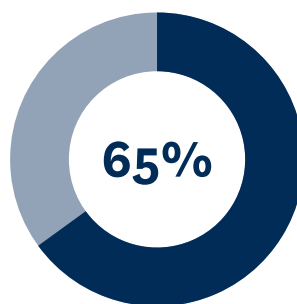
Community Engagement is measured through:

- Documented resident participation
- Leadership development reflected in attendance at resident groups, events, and trainings
- Number and scope of resident-led initiatives supported by the CDC
- Integration of resident input into strategy and practice
- Resources dedicated to elevating and sustaining community voice

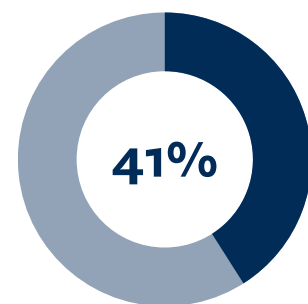
CDCs at or Above Satisfactory Capacity



Community Building



Engagement



Community Engagement Strategy

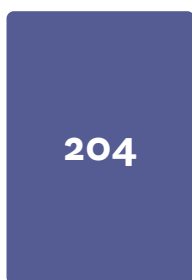
Community engagement is strong but under-resourced.

What CDCs are Doing

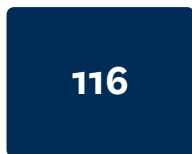
- ▶ Operating resident leadership programs.
- ▶ Building local engagement pipelines.
- ▶ Investing in long-term relationships.

Challenges CDCs Encounter

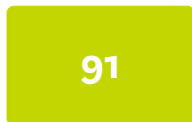
- ▶ Sustaining ongoing engagement is labor and time-intensive.
- ▶ Difficult to capture story of deeper impact in short-term metrics.
- ▶ Trust-building work requires sustained presence and consistency.
- ▶ Community engagement funded as ancillary rather than core infrastructure.



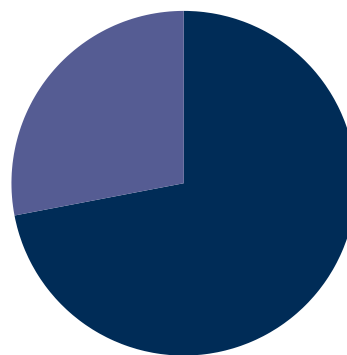
Developments with CDC-facilitated community engagement processes



Civic engagement activities managed by CDC



Community visioning sessions led by CDC



72% of CDCs participate in Resident Leadership Development



From Investment to Impact

Growing Community Engagement Capacity in AsiaTown

The ARI invested **\$75,000** in MidTown Cleveland to strengthen community engagement in AsiaTown. The funding sustained initiatives and developed resident leaders to identify assets and connect resources. Midtown's Year 2 Advancement Model showed growth to "sufficient" engagement capacity, reflecting the people, systems, and strategy to respond consistently to neighborhood priorities.

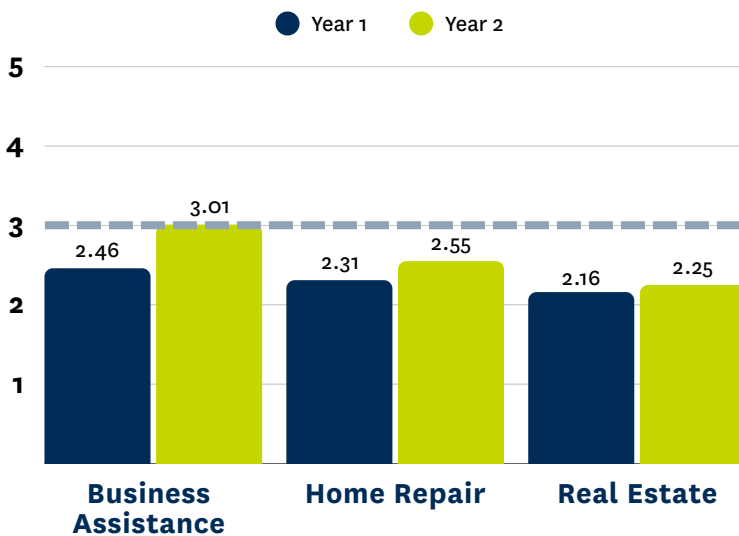
Neighborhood Development

Neighborhood Development is defined as the intentional investment in housing, real estate, and local businesses to stabilize communities, strengthen neighborhoods, and expand opportunity for current and future residents.

Why it Matters

Effective Neighborhood Development looks like thoughtful, community-informed investments that improve quality of life, strengthen local economies, preserve affordability, and create visible, lasting improvements to neighborhood places and systems. Strong housing, businesses, and physical environments are essential to economic stability, community pride, and long-term neighborhood resilience.

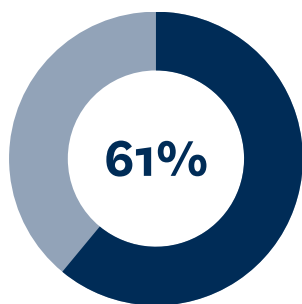
Network Capacity Data



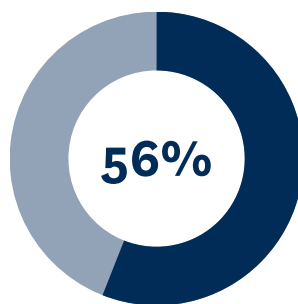
Neighborhood Development is measured through:

- Small businesses receiving technical assistance and capital
- Home repair investments and completions
- Contractor capacity
- Properties acquired or rehabilitated
- Commercial projects advanced
- Total capital accessed to support neighborhood revitalization

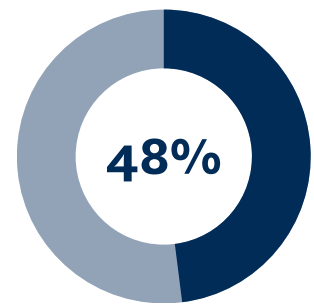
CDCs at or Above Satisfactory Capacity



Business Technical Assistance



Home Repair



Real Estate

Nearhood development is directly correlated to the availability of capital.

Why Capacity Is More Consistent

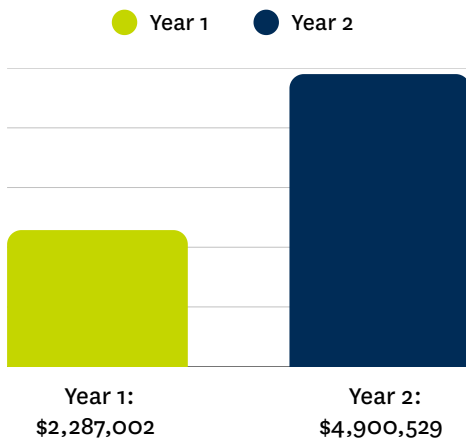
- ▶ Neighborhood development capacity remains the most consistent CDC core function because it is anchored by relatively reliable federal funding streams.
- ▶ This reliability allows CDCs to plan, staff, and complete projects with greater stability.

What Drives Changes in Outputs

- ▶ Housing and business development outputs rely on available capital.
- ▶ Outputs increase when CDCs or city partners can deploy flexible funds.

Capital invested for home repairs

↑ +114%



Home Repair and Rehabilitation

Home repairs completed



Unique commercial projects CDC is engaged in



Homes acquired by CDC for purpose of rehabilitation



From Investment to Impact

Strengthening Development Capacity in St. Clair Superior

St. Clair Superior Development Corporation strengthened its development capacity by deploying ARI funds to support a new Assistant Director role. This position advanced a commercial corridor initiative, deepened engagement with local business owners, and helped entrepreneurs access resources and navigate City systems. ARI funding also supported their launch of a Storefront Sign Grant Program, while expanding housing efforts through eight home repairs strengthening support for businesses and residents.

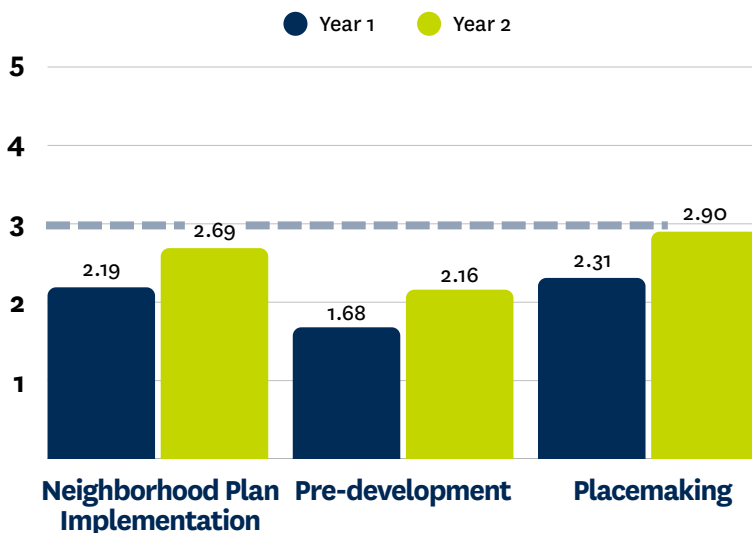
Neighborhood Planning

Neighborhood Planning is the long-term, community-led process of building a shared vision for a neighborhood's future and translating it into coordinated strategies for land use, development, and public spaces.

Why it Matters

Planning creates clarity, alignment, and readiness, which ensures future development reflects community priorities, attracts investment, and results in vibrant, authentic places. When done well, it can support more inclusive and sustained efforts, helping residents, stakeholders, and partners align around a shared vision and inform how investment, public spaces, and development evolve over time.

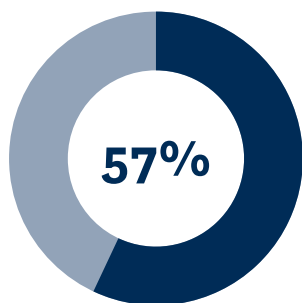
Network Capacity Data



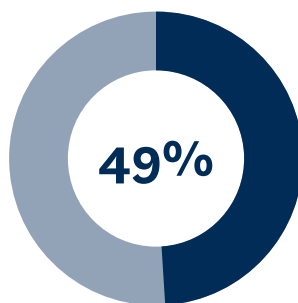
Neighborhood Planning is measured through:

- Advancement of plan-aligned projects
- Investment in the public realm and placemaking
- Developer engagement and financing readiness
- Staffing capacity
- Number, scale, and use of parks and public spaces
- Plan-driven community activities (number, scale, and participation/use)

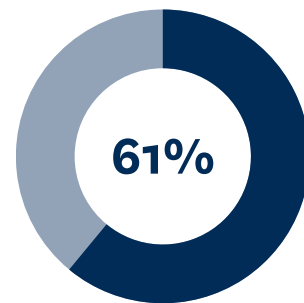
CDCs at or Above Satisfactory Capacity



Neighborhood Plan Implementation



Pre-development



Placemaking

Planning projects require long-term investment.

What Neighborhood Planning Requires

- ▶ Long-term vision and coordination across multiple stakeholders.
- ▶ Senior-level staff with real estate development expertise.
- ▶ Strong relationships with property owners
- ▶ Patient capital to support extended project timelines.

Capacity Gaps and Constraints

- ▶ CDCs continue to lead planning and community engagement, but capacity constraints persist.
- ▶ Large real estate projects often take a decade or more to complete.
- ▶ Most CDCs lack the resources to sustain specialized development capacity over that timeline.

72% of CDCs have active projects from Neighborhood Plan



83% of CDCs have active developers hired



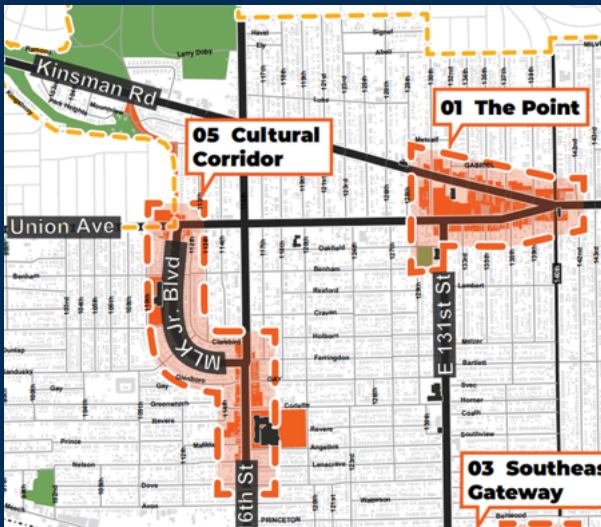
Pre-Development

Projects in pre-development **57**

Developers actively working with CDC on neighborhood project or engaged in planning **94**

Public space oriented events **114**

Community meetings hosted focused on parks, greens and open space development **94**



From Investment to Impact

NuPoint CDC Advances Neighborhood Planning Efforts

NuPoint Development strengthened its neighborhood planning capacity, launching a process to guide expansion into Mount Pleasant. ARI funding supported a unified plan connecting Union-Miles and Mount Pleasant, grounded in resident input. This effort aligns NuPoint’s work with the City of Cleveland and establishes a clearer, coordinated path for future neighborhood development and investment.

Neighborhood Marketing

Neighborhood Marketing is the strategic promotion of a neighborhood's identity, assets, and opportunities to building community pride and attract residents, businesses, visitors, and investment.

Why it Matters

Visibility builds demand, demand attracts investment, and a strong, positive identity helps neighborhoods compete for residents, businesses, and resources. Good neighborhood marketing achieves this through consistent branding, authentic storytelling, targeted outreach, and events that reflect neighborhood character while engaging locals and drawing regional interest.

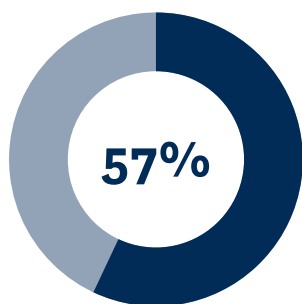
Network Capacity Data



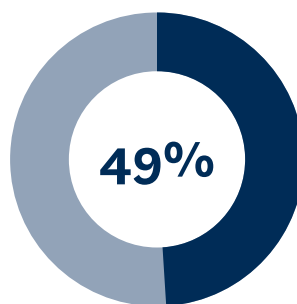
Neighborhood Marketing is measured through:

- Resident and business attraction reach
- Social media engagement and follower growth
- Experiential event frequency and attendance levels
- Non-resident outreach
- Marketing investments
- Branded communications
- Digital campaign performance

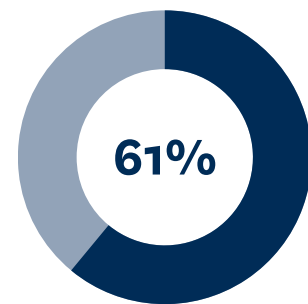
CDCs at or Above Satisfactory Capacity



Resident & Business Attraction



Neighborhood Branding



Events

Expert-level marketing of neighborhoods is critical to attraction and retention.

What CDCs Do Well Today

- ▶ Most CDCs perform at the “adequate” measure in core communications (social media, newsletters, events, digital presence).
- ▶ Neighborhood marketing draws on diverse skills, and CDCs manage the core functions effectively.

What’s Needed for Sustained Impact

- ▶ Advanced marketing is key to sustaining neighborhood attraction and retention.
- ▶ Beyond basic communications, strategic branding and outreach require specialized expertise, data, and broader reach.
- ▶ These capabilities are challenging for individual CDCs to sustain alone, and shared services can provide scale and consistency across multiple neighborhoods.

328

Local community events *produced* by the CDC

162

Local community led events *supported* by the CDC

98

Permits secured for CDC and partners

Resident Attraction

Non-residents engaged through various marketing efforts **162,000**

Dollars invested in Neighborhood Marketing activities **\$271,000**

Neighborhood meetings focused on neighborhood brand **94**



From Investment to Impact

Strengthening Market Presence in Old Brooklyn

The Advancement and Resilience Initiative invested \$35,000 in Old Brooklyn Community Development Corporation to strengthen resident attraction through coordinated event marketing and execution. Funding supported targeted outreach, branded materials, and coordinated promotion for the Old Brooklyn Farmers Market, OB Street Fest, and volunteer activation positioning the neighborhood to attract new residents and businesses while increasing visibility and participation.

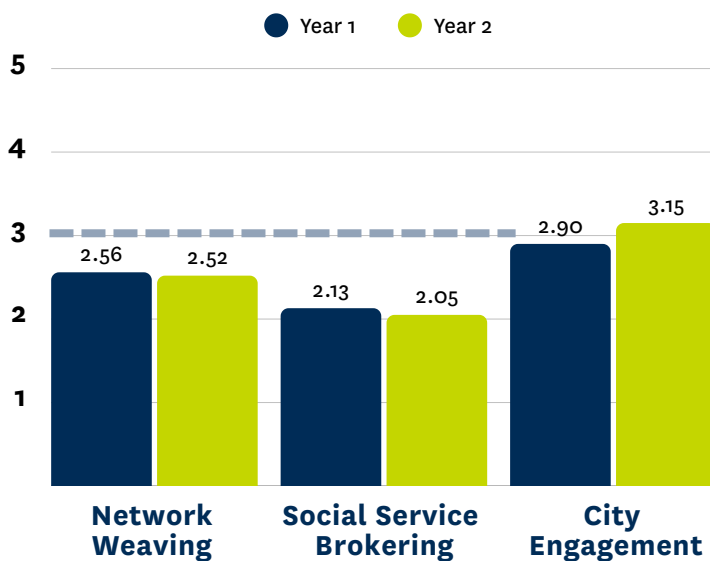
Community Partnerships

Community Partnerships are defined as strategic relationships with organizations that allow a CDC to extend social, educational, health, and support services by coordinating, not duplicating, community resources.

Why it Matters

Neighborhood needs are complex and often extend beyond the capacity of any single organization. Collaborative partnerships can strengthen impact, improve efficiency, and build trust within the community. When partners establish shared goals, clarify roles, and work with mutual accountability, they can expand access to services while ensuring responsibilities are shared across the network.

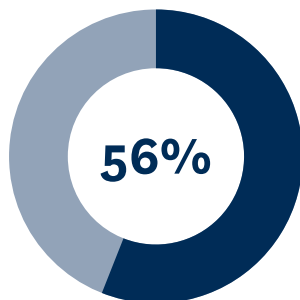
Network Capacity Data



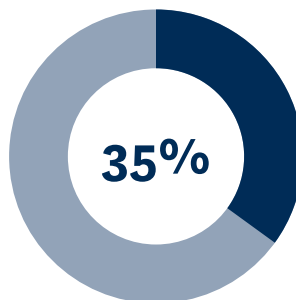
Community Partnerships are measured through:

- Number and strength of active partners
- Resources leveraged into the neighborhood
- Residents served through partner programs
- Coordination of social services
- Measurable outcomes achieved through collaboration (e.g., health, safety, compliance improvements)

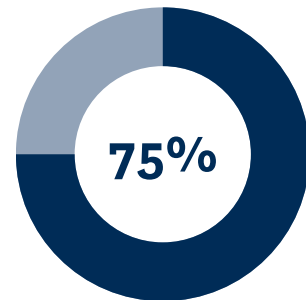
CDCs at or Above Satisfactory Capacity



Network Weaving



Social Service Brokering



City Engagement

Ecosystem partnerships are critical to meeting community needs.

What CDCs Do Well Today

- ▶ CDCs are strong partnership builders across the community development ecosystem.
- ▶ Differences in capacity appear less in staffing and more in the depth and maturity of partnerships.
- ▶ Strong relationships enable CDCs to coordinate programs, share resources, and sustain work over time.

Key Constraints and What Drives Variation

- ▶ The availability and stability of neighborhood partners varies widely by neighborhood.
- ▶ Partner instability is driven largely by broader nonprofit volatility—funding uncertainty, staffing turnover, and service delivery disruptions—especially in recent years.
- ▶ Variation reflects ecosystem conditions more than neighborhood-level commitment or effort.

94% of CDCs have partnerships with social service providers.

Weaving networks of social service partners

Unique partnerships operating programs in the neighborhood

169

Total partners providing social services in community and working directly with CDC for support

244

Estimated number of residents engaged by partnership run programs

76k

\$1,877,237

Total budget of programs brought into community through partnerships



From Investment to Impact

Enhancing Partnerships and Resident Support in Northwest Neighborhoods

Northwest Neighborhoods utilized \$25,000 in Year 2 ARI funding to strengthen partnerships and expand organizational capacity to better serve residents. The investment increased capacity for youth programming, along with partnerships that strengthened workforce and career pathways and improved coordination with social service providers addressing housing instability and displacement.

Case Study

Two Cities, One Case for Resilience



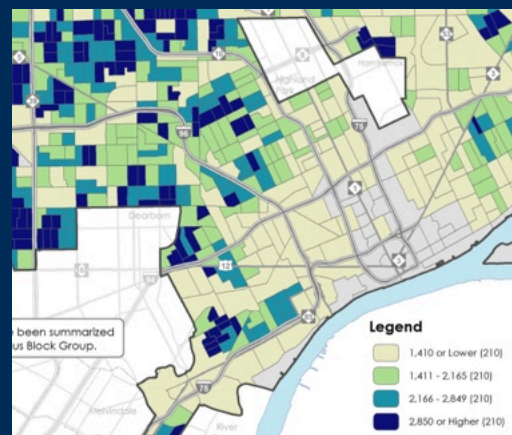
The Detroit Community Development Organization (CDO) Fund, administered by Enterprise Community Partners, is a multi-funder initiative providing flexible operating support, technical assistance, and peer learning to Detroit CDOs, with a focus on BIPOC-led and BIPOC-serving organizations. Designed to streamline a previously fragmented support system, the Fund reduces administrative burden and strengthens

organizational resilience, allowing CDOs to focus on operations, collaboration and neighborhood impact. To date, the Fund has mobilized roughly \$30 million, \$11 million in Phase 1 and \$19.1 million in Phase 2, supporting dozens of organizations in staffing, sustainability, program growth, and operational efficiency.

The Detroit CDO Fund helps neighborhood organizations overcome patchwork funding, limited resources, and inequitable access by providing flexible, multi-year support and capacity-building to strengthen operations and sustain impact.

Different Cities, Similar Challenges

Detroit's CDO Fund and Cleveland's ARI Model address similar challenges in legacy cities: neighborhood organizations are expected to achieve significant outcomes in disinvested markets while operating with limited resources and fragmented funding. Both models recognize that lasting community impact requires strengthening organizations, not just funding projects. While Detroit uses a pooled "single front door" approach and Cleveland leverages an intermediary-led framework, the goal is the same: stabilize the ecosystem, reduce administrative burden, and build strong local capacity so CDCs can plan, collaborate, and deliver sustained results. The long-standing relationship between CNP and Enterprise Detroit has allowed both organizations to share best practices and lessons learned in operating these funds. This exchange reflects how essential on-the-ground organizations are, and why intermediaries focus so intentionally on creating effective pathways for resources to reach and strengthen them.



Acknowledgements

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The George Gund Foundation

CDC Advancement and Resilience Team

The CDC Advancement & Resilience Committee supports CNP staff in achieving the first priority of the CNP strategic plan: To ensure that CDCs have the financial resources, talent, industry expertise and technical assistance they need to effectively serve their neighborhoods, continuously improve, and sustain operations over time.

CDCAR Board Committee >

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Eric Fiala, *KeyBank Foundation*

Keisha Gonzalez, *The Cleveland Foundation*

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