



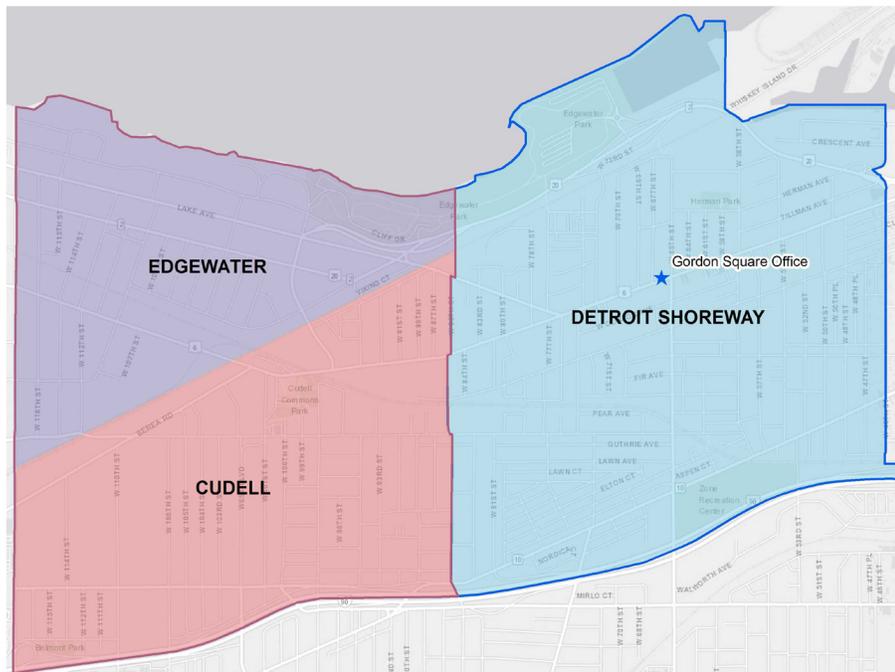
Northwest Neighborhoods

2021 Annual Report



Introduction

Northwest Neighborhoods CDC provides comprehensive community development services to nearly 28,000 residents in Cudell, Detroit Shoreway, and Edgewater on the west side of Cleveland, Ohio. Through collaboration, our organization guides the physical, economic, and social development of the neighborhoods we serve toward improved quality of life. Northwest Neighborhoods (NNCDC) is the recently unified nonprofit resulting from the merger of Detroit Shoreway Community Development Organization (DSCDO) and Cudell Improvement, Inc.



Our three neighborhoods are among the most racially and socioeconomically diverse in Cleveland. Because our value of equity, we focus our work on the southern parts of our full service area. We know from both relationships and data that systemic racism, poverty, and social isolation disproportionately affect our residents here.

Our Neighborhoods Office provides community involvement, safety, housing, economic development, marketing, and events services to our three neighborhoods. We also provide management and marketing services for the Gordon Square Arts District through its Special Improvement District organization.

Our Real Estate department develops affordable housing and mixed-use projects within a five-county service area, with current projects in the works in the Detroit Shoreway, Clark-Fulton, and Stockyards neighborhoods of Cleveland. Our Property Management department provides stewardship and maintenance for the 16 local buildings owned by Northwest Neighborhoods, including the 100-year-old Capitol Theatre. More than 300 units in our buildings provide housing to low-to-moderate income households. Our Accounting staff manages finances with specialties in tax credits and affordable housing programs.

Merger Background

DSCDO and Cudell Improvement previously found success in maintaining high levels of staff expertise and performance after executing shared service agreements beginning in 2018. The boards of each organization created a joint committee to explore forming a unified entity, dedicating large amounts of time to investigating issues, performing analysis, and gathering feedback. During this process, a survey of DSCDO and Cudell Improvement members showed that a large majority (70%) were open to unifying. The joint committee recommended a merger and negotiated a formal proposal, which the boards of each organization reviewed, edited, and ultimately voted to recommend to the full membership to adopt.

In 2021, the members of both DSCDO and Cudell Improvement voted to approve a merger effective July 1, with an overwhelming 91% of all votes cast in favor of unifying. A naming committee of both organizations selected our new, inclusive name: Northwest Neighborhoods CDC. Our new organization's service area is bounded by Lake Erie on the north, West 45th Street on the east, Interstate 90 on the south, and West 117th Street on the west. The organizational merger does not affect the names of the three neighborhoods we serve, and we continue to promote Cudell, Detroit Shoreway, and Edgewater as distinct but interconnected communities. Our services to our neighborhoods continued uninterrupted throughout the merger process.

Community Involvement & Engagement

Our Community Involvement staff supports neighborhood leaders and resident-led initiatives while responding to changing needs. As COVID-19 continued to put our community at risk, our Community Resources Coordinator secured and distributed thousands of free masks and hundreds of free test kits. We also organized health providers for 12 pop-up vaccination clinics (*pictured below*), primarily in the southern parts of our service area, to make it more convenient for residents to protect themselves from illness. This work contributed to a 14% increase in vaccination rates in our service area over six months. We also began a new partnership with Global Cleveland to provide translated vaccination signage and an interpreter for our Vietnamese-speaking residents.

By the numbers:

Free masks distributed: **30,000+**

COVID-19 rapid tests distributed: **900**

COVID-19 vaccine shots administered: **200+**

Welcome Packets for new residents: **31**

Restorative Justice Working Group meetings: **12**

Community clean-ups: **3**

Street lights & signs reported for repairs: **3**

Graffiti tags removed: **28**





We provided safe, summertime fun with seven free Recess events (**pictured above**) in Cudell and Detroit Shoreway to benefit residents, especially those with children. We also supported a free, resident-led cookout at Dudley Triangle Pocket Park (West 73rd Street & Elton Avenue). The summer programming culminated in our large back-to-school giveaway at Joseph M. Gallagher School with free meals, COVID vaccinations, backpacks, haircuts, and loc tightening.

In our proactive approach to safety work, we organized groups of stakeholders to find solutions together. For example, our Safety Coordinator organized “West 80s Stakeholders” meetings every two months and provided mediation to support the ongoing restoration of Dindia Terrace and improvements at American Food Market. We continuously provided updates about events and resources to our block clubs and resident groups and often hosted their virtual or in-person meetings.

We partnered with the Cuyahoga Earned Income Tax Credit (EITC) Coalition to provide free tax preparation services at the Gordon Square Arcade, ensuring 386 households received their full refunds. We also served as fiscal agent for residents’ fundraising projects, including the “Let’s Daffodil Desmond” beautification campaign, which purchased the 5,000 bulbs planted by volunteers. We continued to sponsor Near West Recreation to provide affordable sports programs to youth in our neighborhoods.

MyCom, Youth, & Education

Our full-time MyCom Regional Coordinator continued to promote youth development opportunities in our service area. This work, supported by MyCom Cleveland, included our Recess and back-to-school events as well as granting more than \$8,000 to local youth-serving programs. “Art as a Career,” a new summer program by Northwest Neighborhoods, taught 10 youth participants about creating public art, using the Gordon Square Arts District as a learning laboratory, and enabled five participants to earn paid work with muralists.

Northwest Neighborhoods provided a Youth Leadership Council for 20 young leaders from Cudell, Detroit Shoreway, and Edgewater in 2021. The Council completed curriculum and volunteer hours focused on serving their community. They took on projects of their choosing, including designing and constructing an original mural (**pictured right**), driving a mental health awareness campaign, and organizing a Youth Union to advocate on behalf of their peers.



Infrastructure, Tree Canopies, & Greenspace



In 2021, the City of Cleveland completed the rehabilitations of West 65th Street and Lake Avenue, two projects that underwent many years of community planning with our organization's assistance. Northwest Neighborhoods advocated throughout construction for improvements to the street designs and tree lawns. Both projects included new resurfacing, crosswalks, and bike lanes as well as the transition of blocks of double sidewalk to greenspace. Lake Avenue received several new pedestrian crossings protected by medians (*pictured left*).

Northwest Neighborhoods also provided advocacy and community engagement as the City continued planning its rehabilitation projects for Franklin Boulevard (2022-2023) and Lorain Avenue (2024 or later). To meet the community's traffic calming needs on Franklin, the City proposed installation of curb extensions, vertical delineators, and mini roundabouts. The City's plans for Lorain include a new streetscape with sidewalk-level bicycle lanes.

Northwest Neighborhoods assisted the Friends of Cudell Orchards group with creating a publicly accessible orchard at Neal Terrace (8811 Detroit Avenue) with eight fruit trees from the former, nearby, fenced orchard. The new orchard beautified the streetscape and allowed residents to hold a tree care workshop (*pictured right*) and a Recess children's event there.



Northwest Neighborhoods secured over \$25,000 for tree plantings and maintenance in the Detroit Shoreway and Cudell neighborhoods, continuing our participation in the Cuyahoga County Health Urban Tree Canopy Program. More than 60 trees will be planted on West 65th Street and Lake Avenue beginning in 2022.

Lake Park, a public park and pool located on West 85th Street, will soon receive \$850,000 of improvements from the City. This important space connects our Cudell and Detroit Shoreway communities. Northwest Neighborhoods facilitated community planning with residents for a new playground, a shelter, dozens of shade trees, and a proper entrance from West 83rd Street.



We coordinated lots of care for our pocket parks in 2021. We provided new community information boards to Dudley Triangle Pocket Park (*pictured left*), Simmons Park, and EcoVillage Gateway. EcoVillage Gateway also received a "Little Free Pantry" to combat food insecurity, thanks to members of the EcoVillage Neighbors group. Lawn Avenue Park received a community recycling bin in partnership with Clean Garbage Recycling of Tremont. CHN Housing Partners completed a major cleanup and landscaping of Dudley Triangle Pocket Park in the fall.

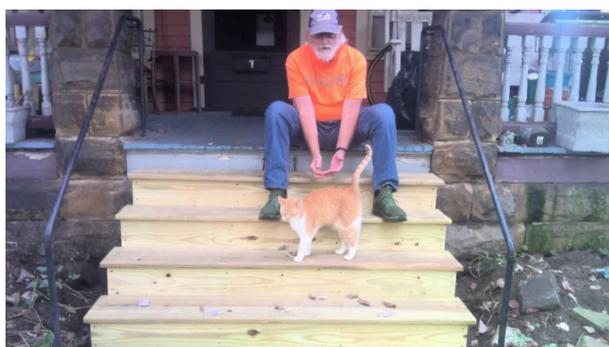


Neighborhood Housing

To grow our diverse, mixed-income neighborhoods, we work through relationships and partnerships to improve our housing stock. We respond to the needs of our existing (and often long-time) residents by connecting them to resources. We also encourage affordability measures and aging-in-place features in new housing and vacant property redevelopment.

"I became aware of the senior help program in reading [the newsletter]... After having provided the details for my project in September to Kena, I received a grant in the amount of \$500. Cleveland Lumber was given the task to construct my new front stairway. The steps turned out great. I would like to express my thanks to the Foundation, the City of Cleveland and Northwest Neighborhoods."

-Richard, resident of West 48th Street



Senior Home Repair Assistance

With support from the McGregor Foundation and Citizens Bank, Northwest Neighborhoods established a Senior Home Repair Assistance Program in late 2020. Our program provides grants of up to \$500 to homeowners ages 60+ for minor exterior repairs, and we often pair this assistance with other programs. In 2021, we served nine senior households, with dozens more in the process of receiving assistance in 2022. Repairs included new gutters, porch steps, and paint. This program has enabled us to directly assist residents who had never before received our services. Our staff even "got our hands dirty" and demolished a collapsed garage to help a third-generation resident clear a Building & Housing violation.

Detroit Shoreway & Cudell Lease-Purchase Partnership

In partnership with Northwest Neighborhoods, CHN Housing Partners successfully received tax credits to construct 60 new Lease-Purchase homes (**pictured above**) on vacant lots located primarily in the southern part of our service area. The Lease-Purchase program provides leases for low-income residents with a 15-year pathway to purchasing a home. Northwest Neighborhoods helped our local residents apply for the first phase of 30 homes constructed in 2021. We also created and delivered "welcome packets" to the homes' residents upon move-in. Construction for the second phase of homes will begin in 2022.

Healthy Homes Initiative

Northwest Neighborhoods was a very active participant in the second year of the City of Cleveland's Healthy Homes Initiative (HHI) to help residents afford to maintain and remain in their homes. Our Healthy Homes Coordinator reached more than 2,000 residents in the Cudell, Detroit Shoreway, Edgewater, and West Boulevard neighborhoods by surveying, attending community events, and sending mailings in English and Spanish. Our Coordinator proactively connected residents to existing programs and provided step-by-step assistance with applications. This helped residents receive resources they would have otherwise missed. For example, an elderly Cudell resident received a new roof, and six property tax-delinquent homeowners received thousands of dollars of relief.

Paint Program & Lead Awareness

Our Healthy Homes Coordinator assisted dozens of households with the City's Paint Program, which seeks to address lead hazards with free paint supplies and training for homeowners and tenants. We also frequently educated residents and stakeholders about Lead Safe Certification as the City rolled out resources and enforcement for this new requirement in 2021.

For additional affordable housing work, see our Property Management and Real Estate sections on pages 10-11.

Economic Development



Our three neighborhoods experienced the growth of many local businesses in 2021 despite the uncertainties of COVID-19. The pandemic made our economic development work especially important for connecting entrepreneurs and employers with resources, so we provided hundreds of check-ins and one-on-one consultations.

We deeply value diversity in the ownership and offerings of businesses in our commercial districts. We frequently provide assistance to women-owned (designated FBE) and African American-, AAPI-, Hispanic-, Latino/a/x-, or Native American-owned (designated MBE) businesses. We also provide affordable storefronts and office spaces for tenants in our Northwest Neighborhoods-owned properties (labeled NNCCDC).

Pictured left: Stina Aleah

New or expanded businesses/organizations in 2021:

The Blender Barber Studio (MBE, NNCCDC)

Cent's Pizza + Goods

Cool World (FBE, NNCCDC)

Current Cleveland (FBE, MBE)

The Fancy Kernel (FBE, MBE)

Hush Beauty Lounge (FBE)

Il Rione

Keep the Change Kitchen Collective

Martha on the Fly

Max Level Gaming

Molly Taylor & Co. (FBE)

My Cuzin Vintage (NNCCDC)

Nueva Luz Urban Resource Center (MBE, NNCCDC)

P.E.A.R.L.S. Community Closet (FBE, MBE, NNCCDC)

Ready Set! Coffee (FBE)

Recreational Pots & Plants (FBE)

Reverie Gifts (FBE, NNCCDC)

Stina Aleah (FBE, MBE)

Twice Blessed Free Store



Haley Himiko Morris (Cool World)

Events & Marketing

Northwest Neighborhoods is the producer of two community festivals designed for all ages, and we adapted each to our communities' changing goals this year. For example, we organized COVID-19 vaccination sites at both events to help make our communities safer.



Edgewater Sidewalk Fest (**pictured below**) fostered meaningful connections in the Edgewater neighborhood on August 8. When COVID-19 caused delays with City permitting from 2020 into 2021, our board, staff, businesses, and volunteers rallied together to fill sidewalks and parking lots with games, music, art, and shopping. Our passports and "selfie stations" guided attendees to discover the unique Clifton Boulevard and Detroit Avenue commercial districts.

Snow Day in Detroit Shoreway (**pictured above**) on December 11 provided arts-infused festivities for residents and visitors to embrace winter and the Gordon Square Arts District. We created a new event name, many more free activities and giveaways, and a Miriam Ortiz-Rush Park pop-up and shuttle stop to make this event even more welcoming. Following the five-year tradition of our WINTERTIDE event, we held free performances by local artists at the three anchor theatres. We highlighted the LGBT Center, our Gordon Square Arcade, and 78th Street Studios as hubs for resources and shopping.



Northwest Neighborhoods fostered a Common Ground community discussion on July 18 with our Restorative Justice Working Group at Good Earth Farm in Cudell. Residents and advocates shared outdoor conversations and meals to learn how to address harms while building relationships.

Our team also supported a new, citywide event in March called Eat & Explore to encourage COVID-safe visiting and dining. We set up a pop-up park and organized business promotions and free meals to help attendees "eat and explore along the shore."

By the numbers:

Website views: **83,326**

Newsletters & postcards mailed: **70,168**

Text message alerts sent: **5,418**

Cudell &
Edgewater

@cudelledgewater
cudell.com

detroit
shoreway

@detroitshoreway
detroitshoreway.org

Additional events supported in 2021:

DSCDO Virtual Annual Meeting, Cudell Improvement Virtual Annual Meeting, We Are Northwest Neighborhoods benefit, GardenWalk Cleveland, Clifton Boulevard Trick-or-Treat, Día de Muertos, Pride Ride, Glo Up, Near West Theatre Historic Haunts, Friends of Cudell Orchards Tree Care Workshop, Talespinner Outdoor Summer Shows, Cleveland Public Theatre Free Summer Season, Cleveland International Film Festival, Small Business Saturday, Gordon Green Family Fun Day, Queer the Halls at the LGBT Center, Third Fridays at 78th Street Studios

Northwest Neighborhoods continues to provide marketing to connect our community members with opportunities, events, and each other. To counteract the digital divide and language barriers, we expanded our newsletter and postcard mailings to reach our full service area with bilingual (English and Spanish) information.

As residents and visitors reconnected in 2021, we operated our six social media accounts, two websites, and three e-newsletters to share updates about our neighborhoods. We continued to distribute flyers, signage, and press releases for community events and programs.

Gordon Square Arts District



Northwest Neighborhoods is proud to manage the Gordon Square Arts District-Cleveland Improvement Corporation, a separate, nonprofit organization referred to as a Special Improvement District (SID). The SID provides additional services for property owners along Detroit Avenue between West 58th and West 74th Streets, and 2021 saw the first expansion of the district in the SID's history.

The SID provides holiday lighting, flowerbed and tree maintenance, safety escorts and patrols, litter clean-up, sidewalk and parking lot snow removal, marketing, and support for special events including Día de Muertos and Snow Day in Detroit Shoreway. In 2021, our SID team also assisted with new installations of two upgraded bus shelters (*pictured left*), 13 planters, three trash cans, and one public bench. Northwest Neighborhoods also continued providing social media, website, and graphic design services for the SID to promote the Gordon Square Arts District.



By the numbers:

Pounds of trash removed: **64,400**

Weeds abated: **111**

Graffiti tags removed: **97**

Visitor interactions: **265**

Business check-ins: **833**

**GORDON
SQUARE.**
ARTS DISTRICT

@gordonsquare
gordonsquare.org

Capitol Theatre

Northwest Neighborhoods is the owner of the Capitol Theatre (1390 West 65th Street), the last remaining movie theatre on the city of Cleveland's west side. This anchor theatre of the Gordon Square Arts District is operated by Cleveland Cinemas. Beginning in March of 2020, the COVID-19 pandemic required the Capitol to close for nearly 17 months.

In April of 2021, the Capitol Theatre turned 100 years old, and our team launched the \$100,000 Centennial Campaign to help reopen the theatre and sustain it through future needs. Community members attended our outdoor birthday celebration (*pictured right*), purchased commemorative posters and shirts, and donated over \$20,000. With this help, our team was able to safely reopen the Capitol in August and secure a federal Shuttered Venue Operators Grant. New and classic movies have resumed at the theatre, and we are planning a Centennial Gala to serve as the grand finale of our Centennial Campaign in October of 2022.



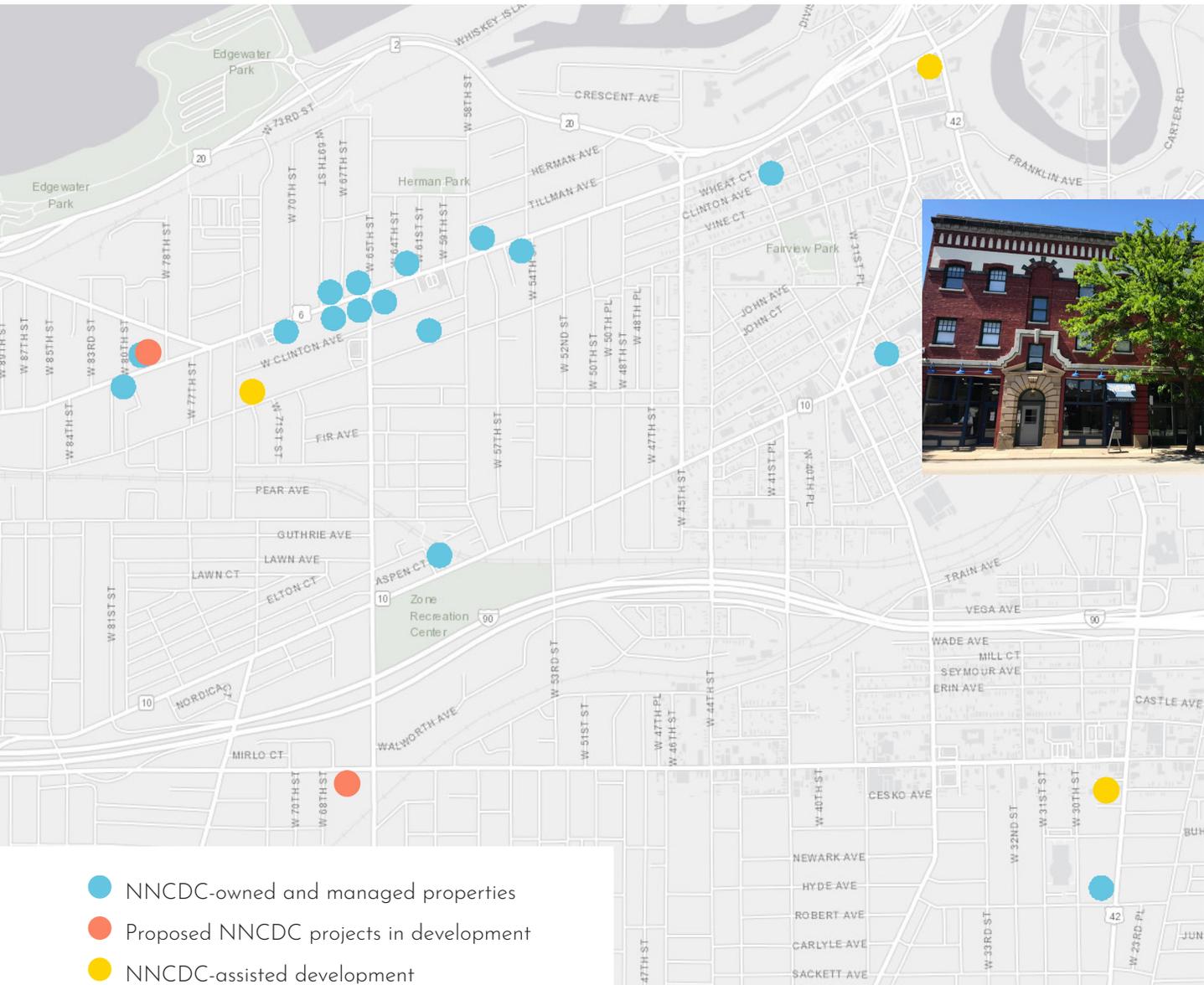
Property Management

Northwest Neighborhoods manages its own portfolio of affordable housing - 16 properties containing over 330 units. Our residents have household incomes at or below 60% of area median income, with a third of our portfolio serving very low-income families.

Our Property Management staff continuously builds and maintains strong, supportive relationships with our residents. Our Resident Services Coordinator conducts needs assessments at move-in and connects residents to local services. The staff actively assists residents with meeting their basic needs and breaking the cycles of eviction and poverty.

“My family lives out of state, so over the years you all have become like family to me. I really appreciate everything you all have done for me...for real.”

-James, who previously experienced homelessness before moving into Northwest Neighborhoods properties and using bus lines to access employment





Real Estate Development

Unlike many similar organizations, Northwest Neighborhoods is a developer of multi-family, affordable housing buildings, and our staff provides core competencies in Low-Income Housing Tax Credits (LIHTC) and historic preservation. Northwest Neighborhoods also provides expertise to local partners by acting as co-developer or consultant.



Throughout 2021, Northwest Neighborhoods continued to collaborate with Cleveland Public Library on Karam Senior Living (**rendered above**), a new housing development at West 80th Street & Detroit Avenue for low-income seniors. This catalytic project will incorporate “universal design” to allow residents to age gracefully and will include a new Walz library branch on the ground floor. In May of 2021, Northwest Neighborhoods secured LIHTC funding from the Ohio Housing Finance Agency for this project and continued to apply for other financing, with construction planned to begin in the summer of 2022.



Northwest Neighborhoods is developing an adaptive reuse of a former industrial building in the nearby Stockyards neighborhood. “Pilsener Square Apartments” would be a historic renovation of the former Pilsener of Cleveland Bottleworks building (West 65th Street and Clark Avenue, **pictured left**) for low-income households. Northwest Neighborhoods is also acting as co-developer with the Hispanic Business Center to create CentroVilla25, a project that will provide micro-retail spaces and a hub of culture, community, and commerce in La Villa Hispana.



Northwest Neighborhoods is working closely with the Cuyahoga Metropolitan Housing Authority to complete a Rental Assistance Demonstration (RAD) conversion at four of our properties to bring in additional funds for upkeep of our aging, historic buildings. Because of delays caused by the pandemic, our staff also began applications for Low-Income Housing Tax Credits to renovate an additional nine of our existing apartment buildings.

2021 Award Winners

Irene Catlin Awards



Karlie Hale (One Love Community Church)



Kelcie Dugger (St. Luke's Episcopal Church)

Sean Kilbane Award



Scot! Cold Brew

Zone Family Public Service Award



Amanda Hedenberg (Cudell Fine Arts)

Community Spirit Award



Youth Leadership Council

Neighborhood Improvement Awards



Ready Set! Coffee



Brittney Smith (P.E.A.R.L.S. Community Closet)

Sustainability Awards

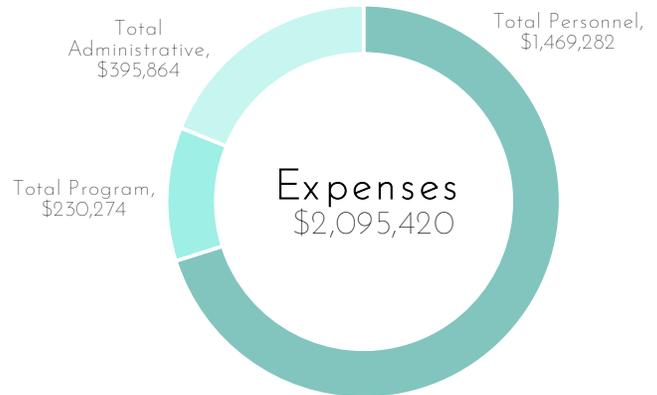
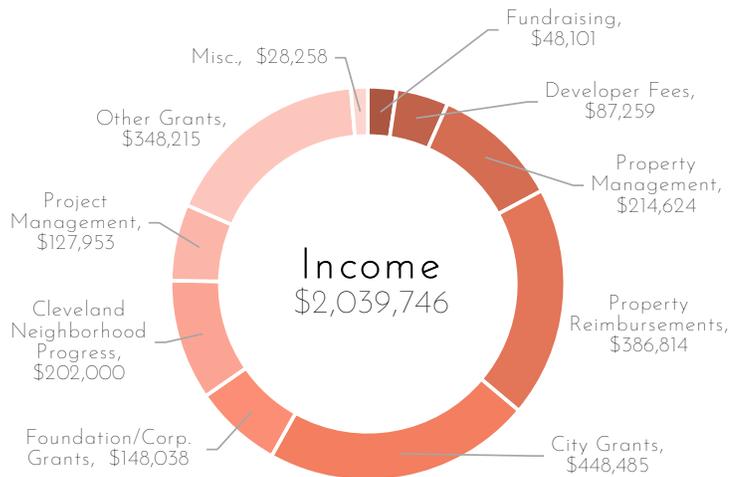


Jeanette Toms (Good Earth Farm)



Crystal Tancak (Lorain library branch)

2021 Financial Report



Net Income: \$(55,674)

2021 Board of Directors

Residential Representatives

Armand Accordino (SW sector)
 Jeff Blazek (SW sector)
 Austin Boxler (NE sector)
 Moneeke Davis (SE sector)
 Michael Flickinger, **Voting Executive Committee Member** (NW sector)
 Paula Furst (SE sector)
 Paterson Gauntner (NC sector)
 Nikki Hudson (NC sector)
 Patty Jurca (Immediate Past President)
 Wendell Krauss (NE sector)
 Tim Krueger, **Treasurer** (NC sector)
 Terry Metter (SE sector)
 Claire Posius (NW sector)
 Luciana Salles, **Secretary** (SE sector)
 Jonathan Steirer, **Co-Vice President** (SW sector)
 Morgan Taggart (NC sector)
 Matthew Thomas (SW sector)
 Camilo Villa (NC sector)
 Christina Znidarsic (NE sector)

Commercial Representatives

Dan Bush (78th Street Studios)
 Gary McNamara (McNamara's Pub)
 Anna Perlmutter, **Co-Vice President** (Cleveland Housing Solutions)
 Charles Slone, **President** (Slone & Co. Funeral Directors)
 Chalana Williams (First Federal Lakewood)

Institutional/Nonprofit Representatives

Fr. Joseph Eddy (Our Lady of Mount Carmel Church)
 Caitlin Lewins (Cleveland Public Theatre)
 Teresa McCurry, **Voting Executive Committee Member** (New Beginning Ministries)
 Dean Van Farowe (Calvary Reformed Church)

Appointed Members

Millie Caraballo
 Anshawn Ivery
 Lisa McGovern
 Trish Parham (NNCDC Tenant Representative)
 Nick Stroup
 Chris Warren

Donors & Supporters

Corporate Partners

The Charles M. and Helen M. Brown Memorial Foundation

ThirdFederal Savings & Loan

PNC

Marous Brothers Construction

First Federal Lakewood

Enterprise Community Partners

Surety Title Agency, Inc.

Business Partners & Individual Supporters

Astoria Cafe & Market

Avenue Partners

Bialosky Cleveland

Breakwater Storage

CHN Housing Partners

Cirino & Son Landscaping

Civic Builders

Cleveland Public Theatre

Clifton Cleaners

Corina Dumitrescu Architect

Craciun Berry Funeral Homes, Inc.

Dimit Architects

Emerald Environmental Services, Inc.

The Fancy Kernel

Flight Cleveland

Full Color Printings

Gordon Green

Grand Avenue Properties, LLC

Great Clips

Ground Works Land Design

HKM Direct Marketing Communications

Horizon Education Centers

Luscious, Nibbles and Nosh by Lisa Rice Styles

Make & Model Marketing

Neighborhood Family Practice

Oceanne Jewelry

PACE Converting Equipment

Progressive Urban Real Estate, Inc.

The Project Group

Pulp Juice and Smoothie Bar

Racek And Associates LLC

Ready Set! Coffee

Remixx Ice Cream + Cereal Bar

Shape Cleveland

Randall B. Shorr, Attorney at Law

Spice Kitchen + Bar

Spindrift Management

Strategy Design Partners

Studiothink

Toast

Urban Planting Cleveland

Venia Media

Yourkvitch & Dibo, LLC



Staff

Adam Stalder
Executive Director

Neighborhoods Office

Emily Bischoff
Director of Community Involvement

Christopher Brown
Safety & Community Outreach Coordinator

Kena Chappell
Healthy Homes Coordinator

Josh Jones
Marketing Director

Bridget Kent Márquez
Housing Director

Phil Kidd
Special Projects Manager

Chelsey Kovar
Director of Economic Development

David Ramsey
MyCom Regional Coordinator

Evelyn Smith
Events & Membership Coordinator

Rhonda Sneed
Receptionist

Property Management

Glendie Rivera
Director of Property Management

Lakisha Love
Assistant Director of Property Management

Dolores Lozada
Property Manager

Tasha Thompson
Leasing & Marketing Coordinator

Diane Norman
Resident Services

Belinda White
Maintenance Coordinator

Cynthia Estremera
Administrative Assistant

Russ Harris
Lead Maintenance Tech

Eddie Walker
Groundskeeper

Real Estate Development

Anya Kulcsar
Chief of Real Estate

Brittany Senger
Multi-Family Project Manager

Accounting

Tynise Cephus
Senior Accountant

Maryana Melnichuk
Accounting/Administrative Assistant

Pat Konopka
Accounting Assistant

**Northwest
Neighborhoods
CDC**

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