



 AVONDALE
DEVELOPMENT
CORPORATION

CONNECT. BUILD. GROW AVONDALE.

2018-2020 STRATEGIC PLAN

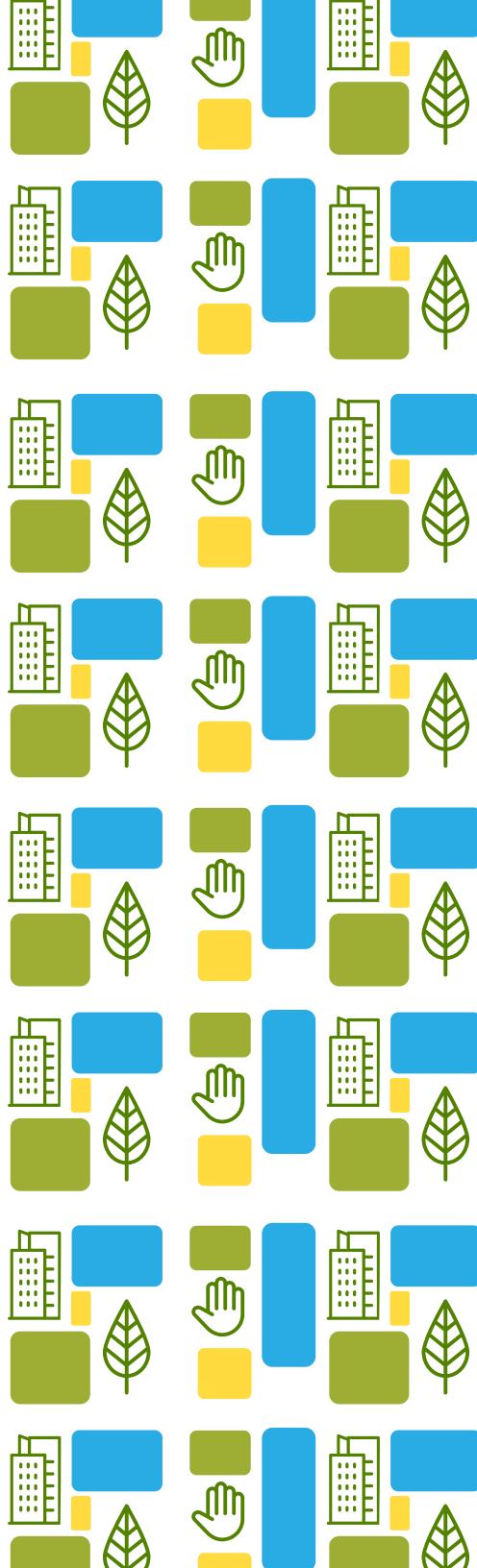


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EXECUTIVE SUMMARY

SHARPENING OUR FOCUS

2017 has been a year of change and transition for the Avondale Development Corporation (ADC). New leadership was appointed by the ADC Board in 2017, affirming a renewed commitment for the betterment of Avondale residents and community. To that end, the ADC Board, executive director and staff have prepared this strategic plan to focus our efforts, guide operations and ensure that outcomes and accomplishments are achieved over the next three years - 2018 to 2020 that address the needs of current and future residents and community stakeholders.

WHY A STRATEGIC PLAN?

The ADC strategic plan articulates the organization's vision, mission, values, goals and strategies for community engagement and community development and will serve as the blueprint for programs, projects and internal operations. The development of a strategic plan is based on a purposeful look at factors and conditions that have contributed to the current state of the neighborhood, and developments (in Avondale, the Uptown area and other communities) that are proposed in the next three to five futures. A primary motivator for the development of a strategic plan at this time is the volume and value of construction that is planned along the Innovation Corridor of Uptown. Specifically, the developments that are soon to be constructed at, and around the Martin Luther King (MLK)/Reading Road intersection, and the recently completed I-71-MLK interchange (along the southern edge of the neighborhood) will have a sustained and lasting impact upon the character and quality of life in the Avondale community. We believe that the pending changes to the neighborhood resulting from these and other planned development in and around the community could potentially have an adverse impact on our low-income resident and renter populations. These changes give rise to a need for a strategic approach to change and redevelopment pressures that will impact Avondale in the years to come.

The ADC Board and staff, with input from community residents, partners and stakeholders have prepared this plan that articulates a clear direction for the future, and it outlines the actions ADC will take over the next three years to achieve our vision. The goals and strategies of the plan will be the bases for budgeting and resource allocation. Additionally, success indicators that accompany the goals and strategies, provide a tool for monitoring the status of projects and activities until they are completed.

LOOKING AHEAD

In the next three years we anticipate many positive changes and new developments in the Avondale community. Our success depends upon closely following the goals that we have set, so that substantial progress is made in 2018 and subsequent years, in a way that engages Avondale residents in the ongoing revitalization of the community. We are excited about the future of Avondale and look forward to our continuing role as advocates for residents and businesses in the community.

Russell Hairston, ADC Executive Director
Henry Brown, ADC Board Chair



Russell Hairston, ADC Executive Director



Brandon Holmes, Director of Business Operations & Real Estate



April Gallelli, Community Organizer



Patrick Cartier, Communications Manager



Maria Collins, Real Estate & Community Development Manager



Rafiq Jihad, CHOICE Community Organizer

ABOUT ADC AND THE AVONDALE COMMUNITY

The Avondale Development Corporation (ADC) is a nonprofit entity created in 2011 to serve the community of Avondale as a community development corporation. ADC was created to improve the quality of life in the neighborhood through real estate development and resident centered community engagement. ADC is devoted to serving the needs of the largest African-American neighborhood in Cincinnati.

The organization is staffed by seven full-time employees, including an executive director, a director of real estate and business operations, a real estate program manager, three community organizers, and an executive assistant. From 2011 to 2016 ADC focused on community engagement and relationship building with Avondale residents, property owners and neighborhood serving organizations.

In the years since 2011, ADC has established collaborative partnerships with the Avondale Community Council, Cincinnati Public Schools, The Community Builders, Local Initiative Support Corporation, Children's Hospital Medical Center, UC Health, Interact for Health, Uptown Consortium, CDC Association of Greater Cincinnati, Place Matters, and the City of Cincinnati. Other partnerships and collaborative initiatives are in development to support the activities of the organization in accordance with the goals and strategies of the strategic plan.

The Avondale Community

Avondale is strategically positioned in the City, with the southern-most gateway of the neighborhood -- Reading Road and Burnet Avenue just two miles from downtown Cincinnati. The neighborhood is home to the Greater Cincinnati Zoo and Botanical Garden (Zoo), Cincinnati Children's Hospital Medical Center (Children's Medical Center) and one of five neighborhoods that make the Uptown Innovation Corridor. As such, the neighborhood is central to the redevelopment, investment, and change that is occurring and will continue over the next three to five years. The pending redevelopment associated with improvements along the Innovation Corridor, coupled with investments around the Children's Medical Center and the Zoo are likely to also stimulate private investment in the community.

Avondale had a 2010 U.S. census population of 12,466, of which 91% was African-American, as compared to the City of Cincinnati, which was 44% African-American in 2010. The 2015 population estimate for the neighborhood was 11, 959, a decrease of 4%, with African-Americans comprising 87% of the population. According to the 2010 U.S. census there was a total of 7,498 housing units, including 1,363 (18%) that were owner occupied; 1,902 (25%) that were vacant; and 4,233 (57%) that were renter occupied. Other characteristics of the neighborhood is that it includes 1,383 acres of land, 4,106 properties and 2,334 land owners, with 21 major property owners holding 1,035 or 25.2% of the properties in the neighborhood.

2017, A Year of Transition and Change

ADC was created to be an advocate for residents of Avondale community. The ADC Board and staff work on behalf of current residents and property owners to ensure that change occurs responsibly and with input from owners, renters and community stakeholders in a way that is fair and equitable. In 2017, in response to the major improvements underway in the neighborhood, the ADC Board hired a new executive director and director of real estate and operations to increase the capacity of the organization, to undertake real estate redevelopment initiatives, and lead community engagement and outreach efforts.

Beginning in 2017 ADC renewed its commitment to maintaining strong connections with Avondale residents and stakeholders by:

- Continuing to bridge the gap between institutions, the Community Council, residents, property owners and businesses.
- Improving and maintaining strong relationships with ADC partners and funders.
- Upgrading and expanding communication methods for outreach and education.
- Connecting residents with housing and community resources.
- Developing a strategic plan.

During the last quarter of 2017, the ADC Board and staff developed this three-year strategic plan. It includes the organization's vision, mission, values, goals and strategies. These elements will direct the use of ADC resources and establish clear areas of focus when collaborating with existing and new partners. Additionally, the strategic plan includes success indicators for assessing the progress and outcomes of our work.

The ADC Board adopted the following strategic plan elements on January 22, 2018.



VISION

A vision is a clear and concise statement of where ADC wants to be in the future. All goals and strategies are directed toward achieving an established vision for the future. Most importantly, a vision is aspirational.

Avondale is a community of choice where residents are empowered, healthy and thriving.

MISSION

The mission defines the business of the organization and the work it will do. It directs the daily actions and projects of the organization and its employees.



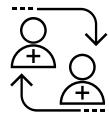
ADC leads residential and economic development initiatives and works collaboratively to address priorities that promote the well-being of Avondale residents.

VALUES

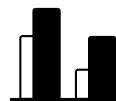
Values are the core operating principles of the organization. Values govern the actions and behaviors of the ADC Board and staff in carrying out the vision and mission. Values drive the organizational culture and express how the ADC Board and staff treat Avondale residents, community stakeholders, and one another.



Accountability



Collaboration



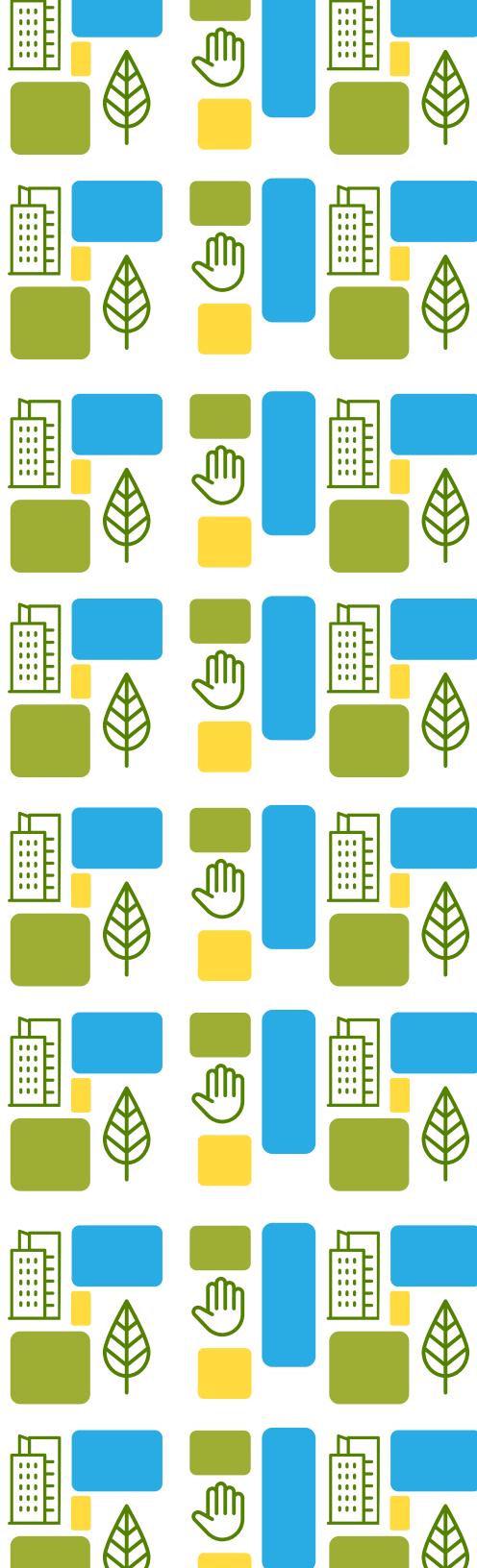
Results



Transparency



Trust



GOALS AND STRATEGIES

Goals are what ADC will focus on to achieve the stated vision by 2020. Goals provide guidance, direction and focus, and identify the outcomes to be achieved.

Strategies are the actions that are necessary to achieve the goals. Each strategy is supported by a list of activities and actions that are aligned with the goals.

During 2018 to 2020 ADC will focus on three goal areas:

1. Community Organizing and Engagement.
2. Housing Development and Economic Opportunity.
3. Fundraising and Strengthening Partnerships.



Goal 1:

Actively communicate with and engage Avondale residents.

Intent: The purpose of this goal is to develop effective methods of outreach and communication with Avondale residents in a way that invites them to be a part of redevelopment initiatives by using various forms of messaging to connect and engage with owners, renters and businesses, using community engagement sessions, print and electronic forms of communication.

Strategies:

1. Identify a broad spectrum of residents' values, needs and wants, including homeowners and renters representing a range of income and education levels
2. Facilitate a series of dialogues to explore the most important values, needs and wants using existing quantitative data (socio economic and survey information) to support the dialogues.
3. Organize a comprehensive group of residents to analyze the data and information and prioritize residents' values, needs and wants.
4. Create an action plan and measures to address priority needs.
5. Engage resident groups to implement the action plan.
6. Report on implementation outcomes achieved and the number of residents engaged.
7. Create and implement a communications plan.

Recommended Success Indicators:

- # of resident participants in neighborhood planning efforts.
- # of residents connected to Avondale communication channels
- Development and implementation of a comprehensive and resident-led neighborhood Quality of Life plan



Goal 2:

Strengthen and expand the housing stock in Avondale, while leveraging partnerships that advance and sustain economic opportunities for residents.

Intent: The purpose of this goal is to address the need for new housing units, the rehabilitation of existing housing units, and developing economic and job opportunities for residents, and minority- and women-owned businesses.

Strategies:

1. Develop and construct market-rate and affordable housing units for occupancy by current and future Avondale residents.
2. Acquire and rehabilitate residential units for home ownership.
3. Develop a utilization rate for MBE/WBE business participation in development activities in Avondale.
4. Develop a utilization rate for construction-related workforce participation by Avondale residents.

Recommended Success Indicators:

- Completion of at least 8 AHIP homes (Avondale Home Improvement Program)
- Remedy 50 homes in need of critical repairs as part of the NEP (Neighborhood Enhancement Program) target enforcement blitz.
- Completion of Hale Avenue Townhomes & Bogart/Glenwood Avenue Infill Housing Developments
- Completion of twelve (12) workforce/affordable newly constructed homes/condos
- Completion of fifteen (15) market rate homes/condos
- No less than 20% participation in ADC Real Estate & Construction project contracts issued to MBE/WBE companies.



Goal 3:

Propel ADC by building collaborative partnerships, generating funding opportunities and leveraging project support.

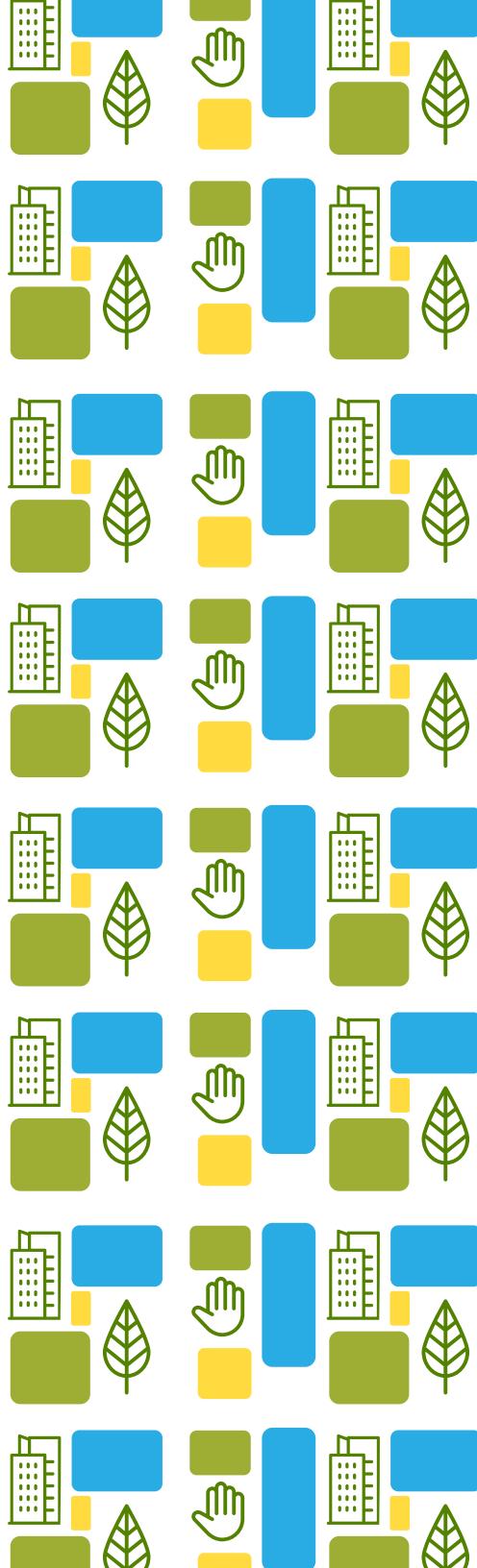
Intent: The purpose of this goal is to build upon existing and forge new partnerships that can be used to support accomplishment of the ADC vision.

Strategies:

1. Share the ADC story, vision and mission in a compelling way with current and prospective donors, investors and developers.
2. Create and implement a development plan.

Recommended Success Indicators:

- Launch of rebranding initiative and new communications plan
- # of times ADC is mentioned in mainstream local news/media
- # of new strategic partnerships formed
- Raise \$750,000 of new operating sources



Conclusion

ADC has formulated this plan to address the existing needs of the community, and to addresses the need for redevelopment in a manner sensitive to the needs of current residents for housing rehabilitation and development, communication and community engagement and maintaining and creating partnerships. ADC will use this strategic plan to focus its efforts and limited resources on the goals adopted by the Board to improve the Avondale community and the families that live, work, worship and are educated in Avondale. Conversely, the Avondale community should use the plan to measure and track ADC's progress toward carrying out the strategies articulated in this plan.

ADC will assess its progress toward making our vision for Avondale a reality, at least annually. Prior to the end of the strategic planning period (December 2020), the Board and staff will begin the process of assessing the achievements that have been made by the organization on behalf of the neighborhood as we continue our path forward.

ADC Board of Directors

Robert Baines	Southern Baptist Church, Avondale Town Center
Henry Brown	Resident, Avondale Running Club
Jennifer Goodin	Ronald McDonald House Charities of Greater Cincinnati
Chara Jackson	Urban League of Greater Cincinnati
Joyce Kinley	Kinley & Associates
Christie Kuhns	UC Health
Jan Michele Lemon-Kearney	Coldwell Banker West Shell, The Cincinnati Herald
Daniel Luther	Corryville CDC, Neighborhoods of Uptown (NOU)
Patricia Milton	Avondale Community Council
Monica Mitchell	Cincinnati Children's Hospital & Medical Center
Ennis Tait	New Beginnings Church of the Living God, Project Nehemiah
Belinda Tubbs-Wallace	Rockdale Academy

Creative Partners



Confluency Consultants prepared the 2018-2020 Strategic Plan for Avondale Development Corporation.



Rachael Hardy and Ashley Bryant led the rebranding, and website development for Avondale Development Corporation. Find more of their work [here](#).

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Visit Us.

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