

## **Covington Community Center Strategic Plan (2002-2007) Executive Summary**

Since its inception in 1976, the Covington Community Center (CCC) has provided and facilitated comprehensive community development services throughout City of Covington and its neighborhoods. CCC has been the catalyst for active resident involvement in the city – developing and supporting resident leaders; furthering the development of neighborhood associations; and strengthening vehicles for united action by citizens across neighborhood boundaries. Through efforts to mobilize residents to revitalize neighborhoods the CCC has developed long-term sustainable collaborative partnership with various public and private sector agencies. Capitalizing on the city's numerous assets – including residents, neighborhood associations, businesses, city officials- and the assets of regional and national intermediaries, has directly contributed to CCC's civic efforts and successes.

The CCC has been able to overcome some of the urban challenges through their strategic alliances and collaborative partnerships that leverage public and private investment. The CCC is highly regarded on a State, regional, and local level as a well-organized and trusted organization with the capacity to implement comprehensive neighborhood services and build civic leadership.

The CCC recognizes the economic and social challenges the City of Covington has been facing for decades and more importantly since the September 11 catastrophe. To that extent, CCC has strategically reevaluated the impact and outcomes of its services to more effectively address these challenges through collaborative implementation of targeted neighborhood development initiatives. The Austinburg revitalization initiative has been developed as a pilot to be duplicated in other neighborhoods in Covington upon proof of measurable success.

CCC values strategic alliances and partnerships as key components of successful community building efforts. A Critical evaluation of CCC's City-wide comprehensive programs and services has lead to a more strategic and targeted repositioning. CCC's five year Strategic Initiatives fall under two categories:

### **Community Building, Civic/Cultural/Social/Neighborhood planning;**

CCC developed four innovative program areas to foster healthy families, youth, and neighborhoods in the City of Covington:

- The Community School Initiatives;
- Neighborhood Development;
- Family Support;
- Community Arts.

### **Affordable Housing/ Commercial Real Estate Development**

Based on the 1998 Austinburg Neighborhood Plan, the targeted revitalization plan focuses on the redevelopment of vacant and abandoned properties into new housing, commercial, and park/recreation facilities.

CCC aims to facilitate small business development; job training and job placement; and commercial/real estate.

To achieve CCC's strategic initiatives as outlined, it is imperative that the capacity of CCC's staff and Board is strengthened and broadened to sustain the programs and services the neighborhoods need. Maintaining the collaborative spirit and partnerships throughout the implementation of all the CCC activities is critical. Diversifying investment and funding partners will be an on going challenge.

As CCC maintains its foundation in providing social, cultural, and civic programs, it is also expanding and broadening CCC's comprehensive implementation and partnership for physical and economic development opportunities.

The CCC five year Strategic Plan is setting the course for entrepreneurial changes in the organization's future operation and the way it impacts the City and its neighborhood's needs.