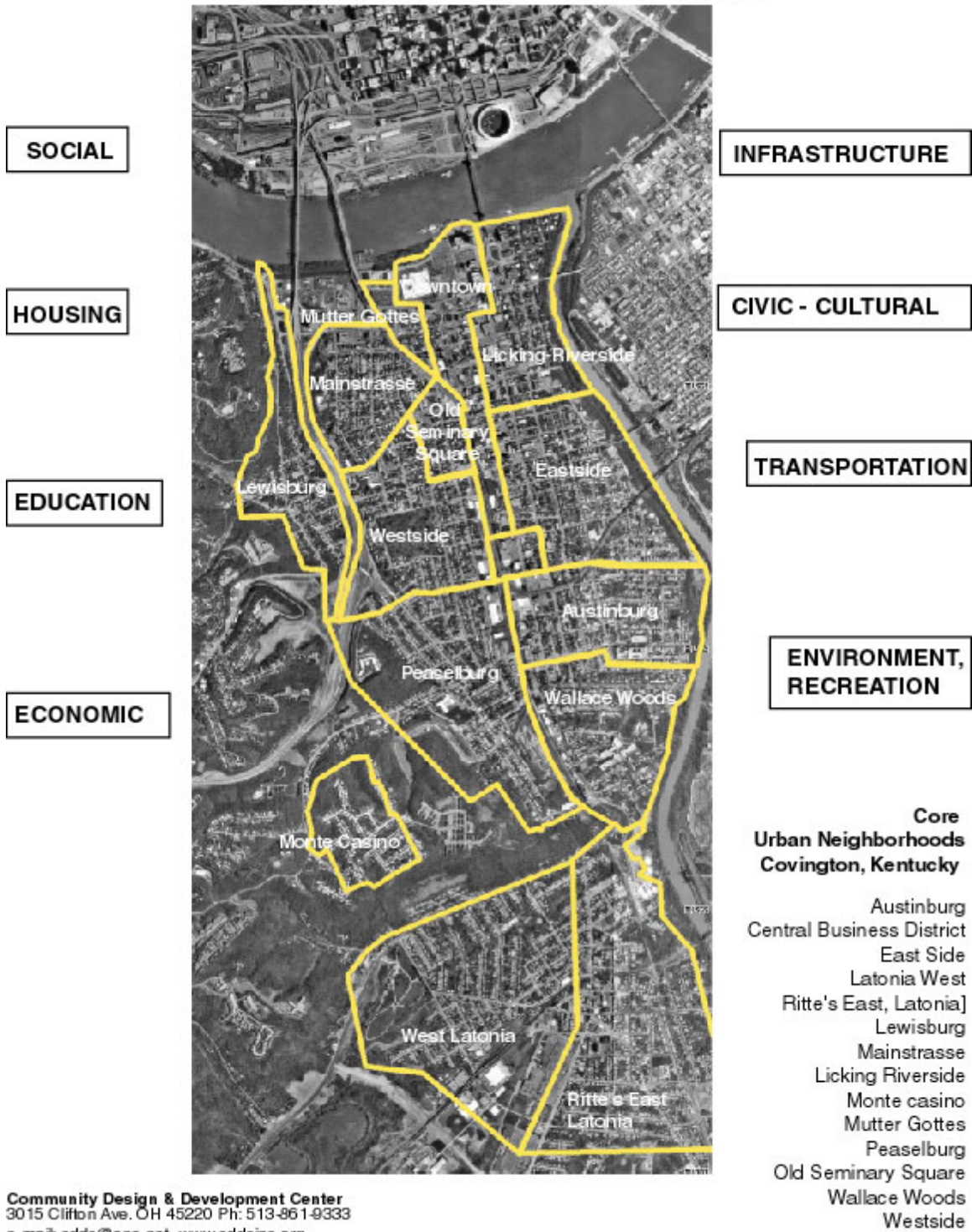


STRATEGIC GOALS AND OBJECTIVES

COVINGTON COMMUNITY CENTER



Picture 4. Strategic Goals & Objective

The Center Strategic Initiatives are organized around three main categories:

Civic/Cultural/Social/Neighborhood plan

Under this category, CCC initiates four innovative programs area 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

The Covington Community Center proposes the redevelopment of the targeted area on the northwest quadrant of the Austinburg neighborhood. The northwest quadrant was targeted in reference to the 1998 Austinburg Neighborhood Plan. The targeted redevelopment plan focuses on the five abandoned/dilapidated properties along Oakland Ave.

CCC also aims to facilitate:

- Small business development;
- Job training and job placement;
- Commercial/Real Estate.

All objectives and strategies outlined within the plan will ultimately accomplish the following goals.

1. Civic/Cultural/Social/Neighborhood Plan

Goal 1: Community School Initiative.

Objective 1: Accessible school.

Strategies: Partnership between education board, school, teachers, resident, parents, businesses.

Objective 2: Ensure the partnership programs respond to the community needs.

Strategies: Link the partnership to the available resources.

Objective 3: Enable the youth to contribute to the community.

Strategies: Engage the youth on the community service.

Objective 4: Open the opportunities to become tomorrow leaders.

Strategies: Youth leadership council.

Goal 2: Community/Neighborhood Organizing & Development.

Objective 1: Community organization.

Strategies: Support and identify Austinburg leadership for implementation.
Develop consensus for Austinburg targeted revitalization area.
Convene and coordinate Housing Committee meetings.
Assure and revisit the Austinburg Association's members, residents and plan.
Maintain a newsletter, mail to all members.
Update Neighborhood Association on all proposed development.
Begin community-wide cleanup program.
Develop diverse schedule of events to involve all residents.
Implement a community pride program.
Improve the neighborhood's streetscape aesthetics.
Work with the city to improve park at Thomas & Glenway.
Coordinate and update Housing Committee progress.
Develop consensus on priority and options.

Objective 2: Neighborhood Services.

Strategies: Revise/ Finalize Community Resource Manual.
Distribute Manual.
Community organization strategize for service provision.
Meetings with Department of Parks and Recreation to work on Licking River and park activities.
Community school initiatives.
Family support.
Community arts.

Objective 3: Environment & Land Use.

Strategies: Promote Oakland Ave. as primary north/south route.
Develop "green team" to establish tree plantings.
Plan Trees along the streets.
Improve the neighborhood railroad properties with plantings.
Work with city to upgrade Thomas & Glenway Park.
Ensure that the city commits to supporting only park and recreation uses for the east side of flood wall, develop long term plan that provides for understanding of possible uses and cost along with preliminary schedule to implement.
Develop a long-term plan for all neighborhood open-spaces.
Develop value and assets of neighborhood schools, churches & hospital.
Designate corridor between Thomas, Oliver, and Oakland St.. for neighborhood commercial use.
Remove blighting influences from the neighborhood.
Install pedestrian light fixtures.
Repair sidewalks.

Install traffic control measures
Install neighborhood entrance portals/ gateways.

Objective 4: Safety.

Strategies: Publicize neighborhood watch programs.
Work with police to integrate cops into neighborhood.
Create community events that involve young people.
Increase the number of police and fireman living in Austinburg.
Improve pedestrian safety.

Goal 3: Family support.

Objective 1: Build healthy and self-sufficient family.

Strategies: Help parents identify and use available resource to support and strengthen their family.
Parenthood training programs.
Youth training program.

Objective 2: Investigate and implement measures to promote income mixing community by assuring access for lower income families into higher income developments and verify legislative possibilities.

Strategies: Research the legislative possibility of creating incentives to encourage families whose income classification would help to meet de-concentration goals of a particular development.

Objective 3: Implement community security improvements.

Strategies: Study physical/environmental designs and make changes to improve safety.
Partner with Board of Education to teach parents and children about drugs.
Increase cooperation with police.
Hire more police.

Objective 4: Designate development or buildings for particular resident groups (elderly, persons with disabilities).

Strategies: Provide more accessible buildings and units for families with disabled or elderly members.

Goal 4: Community Arts.

Objective 1: Community building through the development of the sense of identity.

Strategies: Community mural project, community playground, gateways.
Involve the youth in community mural painting.

2. Affordable Housing/ Commercial Real Estate Development

Goal 1: Develop new housing in the targeted area.

Objective 1: Housing development.

Strategies: Develop and manage a marketing plan for Austinburg.
Request city to develop single-family homes on suitable lots.
Reduce opportunity for multifamily development.
Work with city Housing Development Dept. (HDD) inspection staff to ensure code enforcement.
Work with HDD to reduce abandoned houses via current city programs.
Develop partners for an Employer Assisted Housing program in Austinburg.
Work with investment property owners on maintaining value.
Create options to on street parking.
Increase investment in infrastructure and improve aesthetics.
Maintain diversity of housing with priority on single family.
Support and maintain a neighborhood association.

Objective 2: Reduce housing vacancies.

Strategies: Demolish or dispose of obsolete houses.
Redevelop vacant properties as new single-family or recreation facility.
Leverage private or other public funds to create additional housing opportunities.
Acquire or build units or developments.
Develop scattered site infill housing.

Objective 3: Create a redevelopment plan for Austinburg

Strategies: Introduce design guidelines.
Resurface streets and alleys.
New playgrounds/recreation facilities on vacant sites.

Goal 2: Increase housing opportunity in the city.

Objective 1: Implement homeownership programs.

Strategies: Develop partnerships with Community Ventures Corporation, Home Ownership Center of Greater Cincinnati, Covington Community Center in targeted areas.

Objectives 2: Implement voucher homeownership programs.

Strategies: Develop working relationship with City of Covington through the Section-8 Home Ownership program.

Goal 3: Assume housing management role.

Objective 1: Property Management Counseling.

Strategies: Initial Owner Outreach.
Prepare management resource manual.
Conduct counseling sessions with multi-family owners.
Working sessions with resident managers.
Follow-up calls to owners and resident managers.

Objective 2: Concentrate on efforts to improve specific management functions.

Strategies: Develop partnerships with National intermediaries i.e., LISC, Enterprise, KHC, etc.

Goal 4: Promote small business development, retention, expansion, and attraction efforts in the city.

Objective 1: Develop plan to promote small businesses in the City.

Strategies: Identify financial resources that area available from every level (federal, state, local).
Market the city as a site location for small and up-start businesses.

Objective 2: Develop an economically viable neighborhood business district.

Strategies: Make business development services available for City residents interested in starting their own business in Covington.
Improve business retention efforts for successful current businesses.
Encourage and assist business expansion efforts in the city.
Initiate targeted business recruitment efforts for the neighborhood business district.
Locate commercial anchors to increase consumer traffic.

Objective 3: Work with the Chamber of Commerce to implement business and workforce development programs.

Strategies: Develop consensus among existing businesses.
Develop communication with the Northern Kentucky Chamber of Commerce.

Objective 4: Target industries for economic development that provide services to existing businesses.

Strategies: Target businesses that provide goods and services that are used by existing businesses.
Target businesses for economic development that build on the existing strengths of the city's industrial make up.

Help companies that provide special materials to other businesses in the city expand into the regional market.

Goal 5: Create jobs and improve job-training programs for residents.

Objective 1: Decrease the barriers that the residents face in training for and acquiring employment.

Strategy: Develop a childcare infrastructure for working and job seeking families in the city.

Objective 2: Provide residents with proper training that will increase their opportunity for employment.

Strategies: Train residents in basic employability skills.
Create programs that provide residents with hands-on job experience as a way to increase skills.
Train residents in transferable job skills that will meet the needs of businesses having difficulties hiring employees.
Develop incentives for businesses to offer practical and advanced service and retail job training.
Develop programs to keep young people in school, such as scholarships for education.
For all strategies listed above, link with local welfare-to-work programs.

Objective 3: Match job opportunities.

Strategies: Create a job referral service that introduces current neighborhood business owners to residents looking for employment opportunities.
Find currently unemployed residents that meet the following job requirements and work with them to fill open positions in business.

Objective 4: Create new job opportunities in the city that build on the current strengths of city's labor resources.

Strategy: Develop new businesses, staffed by residents, that offer childcare and other services for employees of neighborhood and downtown businesses.

Objective 5: Provide opportunities for residents to complete professional and managerial training programs.

Strategies: Provide information to residents about the professional and management training opportunities that are available to them.
Encourage training to take place by making sure transportation and childcare services are available for training classes.

Objective 6: Foster a strong work ethic and positive education and career objectives in young people.

Strategies: Develop a mentoring program based on the models that matches young people and teens with motivated adults. Create incentives, rewards, and/or scholarships to keep enterprising young people.

Objective 7: Develop skills in residents that will allow them to meet the requirements for a successful career.

Strategy: Develop a mentoring program based on the models that matches young people and teens with motivated adults with emphasize put on developing motivation for a long-term career choice.

Goal 6: Commercial/Real Estate.

Objective 1: Redevelop vacant/abandoned properties in the targeted area.

Strategies: Design feasibility studies to:

- Develop and evaluate the profile of the housing market within our development area (includes an assessment of potential buyers, physical environment and political climate);
- Assess existing housing development options (i.e. availability of property for development);
- Identify financial and marketing resources;
- Quantify development cost;
- Assess property management capability.

Conduct feasibility study.

Evaluate strategies identified in feasibility study.

Implement development.

Objective 2: Redevelop vacant/abandoned properties in the city.

Strategies: Identify financial and marketing resources.

Introduce and reinforce housing guidelines.

Objective 3: Establish collaborative relationship with other community organizations to assess options for economic stability within the city.

Strategies: Identify appropriate external resources and collaboratively develop a plan to market redeveloped properties within the community.

Evaluate the feasibility of developing commercial property (job opportunities) in the city.

Objective 4: Raise targeted funds to support planned activities.

Strategies: Plan/execute fundraising events.

Explore/assess the value the value of marketing Housing Development Process.

Goal 7: Board and Staff Development.

Objective: To build staff capacity in the areas of Commercial and Real Estate development, Board oversight and development, outreach diversification of funding partners.

Strategies: Create a CCC staff development activities.

Build staff and board consensus for the future.

Bi-annual staff and board retreats.

Create staff incentives for long term commitment.

