



Camp Washington  
Urban Revitalization  
Corporation



Strategic Plan

2022-2027

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# Executive Summary

## Letter for Board of Trustee President:

Dear Camp Washington Community,

It is with great excitement that we present the 2022-2027 Strategic Plan for the Camp Washington Urban Revitalization Corporation (CWURC). This plan has been two years in the making led by Executive Director, Sidney Nation, the CWURC team and the Board of Trustees. As you will see, the organization has undergone a rebrand, including a name change from the Camp Washington Community Board to the Camp Washington Urban Revitalization Corporation. Today, we are unveiling a new mission and vision statement created by the Board of Trustees, which consists of people living and working in the neighborhood. Each of the committees have outlined their top priority goals to be rolled out over the next five years that come from direct neighborhood experience and your feedback. These goals are in consideration of the growth, health, and sustainability of the organization.

CWURC's new mission and vision statements work towards building equal opportunities and services within the neighborhood to benefit residents and businesses. As such, our approach is creating a diverse, social, and economic ecosystem as the community grows. We are highly focused on keeping a balance between open market development and affordable living options by increasing our partnerships for equitable development, promoting pathways for homeownership and infrastructure stabilization and beautification.

The 2022-2027 Strategic Plan is a working document to be revisited annually, making sure we are responding to and serving needs of the community as Camp Washington neighborhood develops. Throughout the report, you will see our organization mention a variety of terms that we have clearly defined in the glossary. We are an open ear and an open door. We invite you to join us at any of our community events such as the Annual Picnic in Valley Park, Camp Washington Farmers Market, Made in Camp, Halloween Hoopla, Mad Max Bingo, Annual Golf Outing or any other CWURC sponsored events. Be sure to sign up for our newsletter to keep up to date on what's happening in this incredible neighborhood.

In service and gratitude,

Lacey Haslam

# Organization Summary

## **Purpose:**

The purpose of Camp Washington Urban Revitalization Corporation (CWURC) is to serve as the community development corporation for Camp Washington. CWURC will plan, design, implement, and promote business, civic, housing, and land use programs in Camp Washington. CWURC will act as allies with the Camp Washington Business Association and the Camp Washington Community Council concerning issues that affect Camp Washington residents, businesses, and investors.

## **Mission:**

Building a framework for quality development through community-based strategies that enhance economic opportunities, promote social engagement, and create a safe, blight free physical environment.

## **Slogan:**

“Building a neighborhood of industry, artistry and community.”

## **Vision:**

A community where all people hold the power to create opportunity.

To partner with and empower the people of Camp Washington to create a diverse, socioeconomic ecosystem as it relates to our built environment.

## **Values:**

### **1. Collaborative**

We must work together to meet our goals. We must actively collaborate with the community to design, implement, and sustain programs to fulfill our mission.

### **2. Respectful**

All of our work is centered on the value of respect. We must respect ourselves, our coworkers, the Camp Washington community, and all those employed by CWURC.

### **3. Empathetic**

We will uphold our values of empathy by understanding, being aware of, being sensitive to: the feelings, the thoughts, and experiences of others in all decisions and actions.

#### **4. Mission Driven**

Our mission drives all of our work at CWURC.

#### **5. Professional**

Maintain a professional workplace.

#### **6. Present**

We must all strive to be present to our work. To be present, we must remove outside distractions and issues in order to truly focus on our mission and be mindful in our work.

#### **7. Flexible**

The corporation will maintain a flexible and understanding atmosphere.

#### **8. Open Communication**

In order to maintain a healthy and happy workplace, we must all participate in open communication about our work.

# Committees

## Executive

The Executive Committee is in place to facilitate decision making between board meetings or in urgent and crisis circumstances.

### Goals:

1. All strategies connect to our mission
2. Better structure for our board to operate
3. Improve Board communication

## Governance

The Governance Committee is responsible for handling conflict of interests, nominating new members and updating operating documents (by-laws, articles of incorporation, etc.). This committee is also responsible for tracking the success of the strategic plan and ensuring that our legal documents are in place.

### Goals:

1. Establish succession planning in our executive board roles
2. Evaluate our staff functions and tools. How easy can we put other people in place once our staff leave for other opportunities? Are we prepared?
3. Annual revisits and potential amendments to operating documents

## Finance

The Finance Committee provides financial analysis, advice, and oversight to the organization's budget. This committee ensures that the organization is operating with the financial resources it needs to provide programs and services that support CWURC's mission. This committee takes responsibility for confirming Bingo financials.

### Goals:

1. Support other committees by presenting the accurate and timely financial position of CWURC
2. Identify and research other revenue streams and financial avenues to support the sustainability of CWURC's development goals.
3. Continue to evaluate current and potential Bingo processes to ensure efficiency.

## Community Growth & Engagement

The Finance Committee provides financial analysis, advice, and oversight to the organization's budget. This committee ensures that the organization is operating with the financial resources it needs to provide programs and services that support CWURC's mission. This committee takes responsibility for confirming Bingo financials.

### Goals:

1. Review and update Camp Washington's zoning
2. Successfully renovate the gateway
3. Create a vision map for the Camp Washington Business District
4. Create unified communication with the Camp Washington Community Council & Camp Washington Business Association.
5. Partner, engage, and hold leadership roles on community events & engagement activities.
6. Make Camp Washington more pedestrian & bicycle safe through traffic calming mechanisms.
7. Increase the overall health of Camp Washington

## Real Estate

The purpose of the Real Estate committee is to assist the Executive Director in their oversight of CWURC's real estate and development assets. They also assist with future real estate decisions.

### Goals:

#### Residential

1. Create a repair/maintenance/beautification schedule for CWURC properties
2. Create a plan of promoting homeownership in Camp Washington

#### Commercial

1. Finish the renovation of 2963 Colerain Avenue and figure out the future use of the building
2. Activate the Camp Washington Business District

#### Vacant Lots

1. Consolidate data and mapping on vacant lots to create a vision for how these lots can be developed through equity and affordability.

# Glossary

## Community Development

Community Development is the work of building and sustaining communities by bringing opportunities and services for residents and businesses.

## Affordable Housing

Low income for the City of Cincinnati (AMI = Average Median Income) pre-tax income and household income for a family of four.

**Cincinnati Average Median Income = \$84,400**

**80% AMI = \$68,320**

**60% AMI = \$51,240**

**50% AMI = \$42,700**

**30% AMI = \$25,620**

*\*household income for family of four*

According to the U.S. Department of Housing and Urban Development, affordable housing is generally defined as housing on which the occupant is paying no more than 30% of gross income for housing costs, including utilities.

## Diversity

According to the HUD website, diversity is defined as respect for and appreciation of differences. Diversity encompasses the range of similarities and differences each individual brings to the workplace, including but not limited to national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

## Social Inclusion

The United Nations defines social inclusion as the process by which efforts are made to ensure equal opportunities -- that everyone, regardless of background, can achieve their full potential in life.