# TOWER GROVE NEIGHBORHOODS COMMUNITY DEVELOPMENT CORPORATION ORGANIZATIONAL STRATEGIC PLAN 2015-2019

#### **MISSION**

Tower Grove Neighborhoods
Community Development Corporation
(TGNCDC) promotes and improves
quality of life by attracting public and
private investment and providing real
estate and other community services.

### **VISION**

Tower Grove neighborhoods are safe and diverse places, with a strong sense of community, offering a vibrant urban environment where all residents and stakeholders are vested in the long range future of the community.

#### VALUES

We place great value on making strategic investments that are responsive to a diverse community and are accomplished with integrity.

#### GENERAL STRATEGIES

- 1. Real Estate Development and Operations
- 2. Tenant Screening and Landlord Training
- 3. Community Engagement
- 4. Marketing and Branding
- 5. Commercial Corridor Improvements
- 6. Quality of Life Improvements
- 7. Infrastructure Improvements
- 8. Neighborhood Beautification
- 9. Support Resident Services

#### FIVE YEAR BIG PICTURE GOALS

- 1. Revitalize and Strengthen the Long-term Stability and Growth of the TGNCDC Service Area (Area-Wide Improvements)
- 2. Focus Particular Attention on the Gravois/Chippewa/South Grand Wedge Area (Wedge Area Improvements)
- 3. Coalition Building



#### GOAL 1

## Revitalize and Strengthen the Long-term Stability and Growth of the TGNCDC Service Area (Area-Wide Improvements)

**Real Estate Development and Operations:** Complete 50 affordable rentals and 22 for sale units in the service area; Develop affordable and market-rate properties in city and privately-owned foreclosed lots and buildings (target Shaw, DeTonty, Brannon, Arsenal and south of McDonald); Promote, facilitate and complete construction Low Income Housing Tax Credit (LIHTC) projects; Lead development on commercial buildings on Morganford and Southwest Garden neighborhood; Create buzz by working with developers to promote Kingshighway and industrial areas; Attract large development to area.

**Tenant Screening and Landlord Training:** Procure grant each year and complete landlord training seminars; Develop and expand tenant screening business with new marketing; Identify other areas to grow; Increase application volume to 2,800 by 2019.

**Community Engagement:** Hold public engagement open houses for projects; Present progress on our framework, vision plan and strategic plan at annual meeting; Attend annual public meetings in each of the three neighborhoods to report on progress; Evaluate neighborhood plan.

**Marketing and Branding:** Promote Tower Grove Neighborhood (TGN) activities; Create marketing material with brochures; Build website and social media presence; Publish regular updates of TGNCDC's work; Actively fundraise; Promote development incentives.

**Commercial Corridor Improvements:** Improve Community Development Block Grant (CDBG) South Grand Priority (streetscapes); Expand Community Improvement Districts (CID)/Special Business Districts (SBD).

**Quality of Life Improvements:** Monitor/reduce Citizen Service Bureau (CSB) calls; Lower crime and improve safety; Complete quality units for rent; Complete quality and affordable properties for sale; Catalog vacant and abandoned properties; Promote, facilitate and focus on corner and highly visible properties.

**Infrastructure Improvements:** Improve public spaces, infrastructure, signage and landscaping; Work with Neighborhood Association and Alderperson on infrastructure improvements; Promote commercial facade, 50/50 sidewalk, LED lighting and ADA improvement programs.

**Neighborhood Beautification:** Continue and enhance beautification programs.

**Support Resident Services:** Develop an online directory of service providers and community resources; Promote and educate energy efficiency programs.

#### GOAL 2

## Focus Particular Attention on the Gravois/Chippewa/South Grand Wedge Area (Wedge Area Improvements)

**Real Estate Development:** Acquire residential buildings for stabilization; Stabilize rental properties through development and working with Neighborhood Stabilization Officer (NSO); Develop new and renovate homes to increase ownership; Assist other developers; Catalog vacant and abandoned properties; Promote, facilitate and focus on corner and highly visible properties.

**Tenant Screening and Landlord Training:** Identify and offer services to problem landlords; Promote and continue tenant screening and landlord training.

**Community Engagement:** Hold two or more Wedge area neighborhood charrettes; Improve Neighborhood Ownership Model (NOM) presence in Wedge area; Create National Register historic district for Wedge area (if consultant determines eligible).

**Marketing and Branding:** Improve Wedge marketing and branding; Create and promote incentives; Work with others to improve Gravois commercial area; Enhance Gravois commercial corridor identity; Promote and facilitate commercial storefront improvements with the commercial facade grants.

**Commercial Corridor Improvements:** Procure grants for street lighting and pedestrian improvements; Create and expand CID/SBD in Wedge area.

**Infrastructure Improvements:** Use CDBG priority on Grand for improvement projects; Make CDBG a priority on Grand.; Work with Alderperson and others to enhance Wedge area; Work with Greater Gravois Initiative and Missouri Department of Transportation (MODOT) to improve Gravois.

**Quality of Life Improvements:** Enforce physical standards; Increase CSB calls to decrease violations.

**Neighborhood Beautification:** Organize neighborhood (sustainable) clean up initiatives such as landscaping, crosswalk programs and tree planting; Promote vacant lot maintenance and shielding parking lots.

Support Resident Services: Assist homeowners with home improvements.

#### GOAL 3

#### **Coalition Building**

**Community Engagement:** Lay the groundwork for coalition-building; Take Framework and Vision Plan (FVP) on the road to inform the public, identify partners and build awareness; Meet and work with all neighborhood associations and business districts to share vision, mission and progress on projects; Create relationship with Cortex and BJC Healthcare leaders to discuss value of TGN residential to support Cortex growth; Identify and partner with other CDCs; Promote and collaborate with other organizations to further the objectives outlined in the FVP; Build coalition to enhance accessibility into TGP; Obtain commitments; Formalize structure with a leadership entity; Divide work; Create an accountability plan.