Table of Contents

Letter to the Community ........................................ 3
About Avondale ....................................................... 4
Goals ........................................................................ 6
Communications ...................................................... 8
Community Engagement .......................................... 9
Real Estate Development .......................................... 13
Special Thanks ........................................................ 14
Letter from Russell Hairston (ADC Executive Director) and Henry Brown (ADC Board Chair)

2018 will be remembered as a pivotal year for the Avondale Development Corporation and the Avondale community it serves. After decades of neglect and disinvestment, Avondale has emerged as the City of Cincinnati’s hottest neighborhood, and the ADC has been repositioned to help the community take full advantage of opportunities and address the challenges that come with it.

Last year, our organization adopted a new name that better reflects its mission and welcomed new staff and Board of Trustees leadership to help realign and reimagine it. Perhaps most importantly, ADC adopted a new three-year strategic plan to guide its activities in support of Avondale residents and businesses. This annual report both outlines our progress in implementing that strategic plan and identifies key activities in the weeks and months ahead.

Avondale is on the cusp of a long-awaited revitalization, led largely by the growth of the Uptown Innovation Corridor. The Corridor is a 65 acre innovation and technology hub integrated into the Uptown Innovation District – the region’s center for future facing research and talent. More than 1.1 million square feet of new space totaling more than $1 billion of investment has been completed or is currently underway. When fully implemented, the Corridor master plan anticipates $2.5 billion of project investment, more than 2.5 million square feet of mixed-use development and 7,500 jobs. It will also bring new residents to Avondale and new economic opportunities to current Avondale residents and businesses.

ADC is committed to ensuring these and other opportunities are leveraged for the maximum benefit of the Avondale neighborhood, and we have found the Corridor developers and the Uptown Consortium, Inc. to be willing partners. In partnership with the Consortium, ADC is developing a data-driven housing strategy and working with residents to identify their visions for the neighborhood and turn their goals into achievable projects.

These and many other ADC activities are outlined in great detail in this annual report. We are excited about our progress, excited about the growth of the Avondale, and honored to be part of the team working for the betterment of our shared neighborhood.

Russell Hairston, Executive Director
Avondale Development Corporation

Henry Brown, Chair
ADC Board of Directors
About Avondale

Avondale, one of the City of Cincinnati’s 52 neighborhoods, is home to 12,466 residents and is the largest African American neighborhood in the City. Avondale is located in the Uptown area, less than a mile from the heart of downtown Cincinnati. Uptown is home to a variety of anchor institutions, including the University of Cincinnati, UC Health, Cincinnati Children’s Hospital and Medical Center and the Cincinnati Zoo & Botanical Garden.

About the Avondale Development Corporation

Avondale Development Corporation (ADC) is a nonprofit organization founded in 2011 to help improve the quality of life for residents of Avondale, the largest African-American neighborhood in Cincinnati. ADC addresses critical housing needs in Avondale through a real estate portfolio that covers rehab and new construction. We work with the area’s leading businesses and organizations to create jobs and economic opportunities for Avondale residents. And we lead organizing, engagement and advocacy efforts in Avondale to foster a community of neighbors who know each other and work together for common goals. Our many partners include Avondale Community Council, Cincinnati Public Schools, Children’s Hospital Medical Center, UC Health, Uptown Consortium and the City of Cincinnati.
Communicating with and Engaging Avondale Residents

Goal #1 of the Avondale Development Corporation’s strategic plan is to develop effective methods of outreach and communication with Avondale residents. We seek to invite residents to be a part of the 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.

2018 Measures and Outcomes
Through its Avondale Quality of Life neighborhood planning initiative, ADC staff engaged a broad spectrum of residents and identified residents’ values, needs and wants, including homeowners and renters, over a range of income and education levels. This diversity is represented in the steering committee of our QOL initiative and the broad selection of neighborhood analyses conducted by over 230 Avondale residents and stakeholders. Data collected is being used to support 2019’s Avondale visioning workshop and help shape how the next ten years look for Avondale residents.

- Convened Know Your Neighbor meetings with Avondale CHOICE residents to provide them access to assistance for energy bills, WI-FI and medical plans.
- ADC staff rebranded the organization (formerly Avondale Comprehensive Development Corporation), published a new website and established ongoing communications targeting Avondale residents via direct mail, email, door-to-door engagement, phone calls and social media advertisements.
- ADC staff helped connect 274 residents as advisors and participants in Avondale neighborhood planning efforts, including both the City of Cincinnati’s Neighborhood Enhancement program and Avondale’s Quality of Life Neighborhood Planning initiative.
- Produced hard copy (Hood Report) and electronic (Inside Avondale) newsletters to inform Avondale residents of events and resources, reaching a combined 10,000-plus residents.
The ADC Facebook page has 2,919 “likes.”

6,437 Avondale households are engaged through ADC’s direct mail effort.

1,600 residents received the ADC newsletter.

ADC revamped its LinkedIn page in 2018 and has grown connections by 17%.

ADC revamped its Twitter channel in 2018 and has grown followers by 3%.

Hosted Barbershop Talk focusing on African-American men and mental health.

Hosted 6th Annual Avondale Pitching for Peace in collaboration with the Cincinnati Police Department and community partners for 100 participants;

Participated in the Avondale Neighborhood Enhancement Project with City of Cincinnati and ADC staff worked with community partners, including the Avondale Community Council, The Community Builders, Greater Cincinnati Urban League, Cincinnati Children’s Hospital Medical Center, Avondale Community Engagement Committee, Center for Closing the Health Gap, City of Cincinnati, Cincinnati Police Department, LISC, Community Building Institute, Uptown Consortium Inc., Cincinnati Public Schools, Place Matters, Ronald McDonald House, Cincinnati Children’s Hospital, Cincinnati Zoo, the Urban League, Avondale Running Club, Fifth Third Bank.

Hosted the Avondale Feet in the Street run/walk (focusing on African-American Male Wellness) for 550 participants and co-sponsored the “Why are Black Men Dying?” Avondale Townhall with the Center for Closing the Health Gap (90 participants)

Convened six meetings of the Avondale Community Engagement Committee to address issues of safety and provide access to financial resources.

**Improving Housing and Increasing Economic Opportunity**

**Goal #2** of the Avondale Development Corporation’s strategic plan is to strengthen and expand the housing stock in Avondale, while leveraging partnerships that advance and sustain economic opportunities for residents. Our priorities are to address the need for new housing units, the rehabilitation of existing housing units, and creation of economic and job opportunities for residents, and minority- and women-owned businesses.

**2018 Measures and Outcomes**

- ADC completed exterior improvements of eight owner-occupied homes through the Avondale Home Improvement Program (AHIP) with a $355,000 grant
from Cincinnati Children’s Hospital and Medical Center (CCHMC) and in partnership with the Uptown Consortium, Inc. (UCI).

- During 2018, total grant funds to home owners totaled $273,035, an average of $34,130 per loan. Predevelopment work was also completed during the year for 17 units of housing (townhomes and single-family units) in Avondale. Groundbreaking for these units is planned for September 2019.

- ADC and CCHMC created the Avondale Property Enhancement Program (APEP), a matching-grant program designed to assist 50 homeowners located in the Neighborhood Enhancement Program (NEP) area to make critical exterior repairs identified by the City of Cincinnati in their targeted building code enforcement blitz. A $325,000 grant was provided by CCHMC to provide matching-grants of up to $5,000 to owners in the NEP area. During 2018 the APEP funds were used to complete three loans totaling $11,275 (an average of $3,758). The APEP loan program leveraged $21,645 City of Cincinnati’s Home Repair Services program.

- ADC achieved substantial completion of predevelopment activities for seven units of new workforce housing (Hale Avenue Townhomes) and four units of new affordable housing (Bogart Avenue/Glenwood Avenue Infill). We also secured over $1.364 million in financial commitments from CCHMC ($822K), LISC ($80K) and two City NOFAs ($562K) for the housing projects.

- ADC achieved an 80% MBE participation in project contracts issued for our Real Estate projects.

**Fundraising and Strengthening Partnerships**

*Goal #3* of the Avondale Development Corporation’s strategic plan is to help our organization increase capacity by building collaborative partnerships, generating funding opportunities and leveraging project support.
2018 Measures and Outcomes

- ADC continued to bridge the gap between institutions, the Avondale Community Council, residents, property owners and businesses, and to improve and maintain strong relationships with ADC partners and funders.

- Development of new partnerships and continuation of existing partnerships with the Uptown Consortium; the Port Authority; Children’s Hospital; The Community Builders; UC Health; Ronald McDonald House; The City of Cincinnati; Closing the Health Gap; the Cincinnati Zoo; the Urban League, and Powernet, just to name a few.

New ADC strategic partnerships in 2018 included:

- The Port Authority to support capacity building, community engagement and credit enhancement for Avondale and ADC’s Real Estate Initiatives ($100,000).

- The Community Builders Endowment Fund to provide community engagement services to the choice residents of Avondale ($56,000 annually; $168,000 over 3 years)

- Feet in the Street 5K Run Walk and Health Awareness Day ($50,000 with UC Health and Fifth Third Bank)

- ADC expanded its profile and that of its partnership through an aggressive media relations campaign.

Coverage included:

1/16/18 – Place Matters gives residents tools to transform their communities (Soapbox Cincinnati)

3/8/2018 - Local communities concerned with the link between development and displacement (Soapbox Cincinnati)

3/10/18 – Avondale kicks off historic enhancement (Cincinnati Herald)

4/9/18 - Uptown Consortium, Cincy Stories partner to build community through storytelling in Avondale (WCPO Cincinnati)

5/30/18 – Ronald McDonald House planning $42 million expansion (Cincinnati Business Courier)

6/28/18 – City of Cincinnati announces funding for affordable housing in multiple neighborhoods (CityBeat)

7/17/18 - Training communities to take the reins on revitalization (Soapbox Cincinnati)

8/3/18 - Urban League to expand tech programs to address racial disparities (Cincinnati Enquirer)

8/11/18 – Help for Avondale homes (Cincinnati Herald)

12/15/18 – Fifth Third Foundation announces 2018 Strengthening Our Communities Fund awards (Cincinnati Herald)

Communications

In 2018, communications for the Avondale Development Corporation centered on reimagining the ADC brand, sharpening its messaging and making more efficient use of its communications channels.

We worked with Ashley Bryant and Rachael Hardy, design consultants who helped us rebrand ADC with a new logo, color scheme, strategic plan presentation, stationery, business cards and other materials. The new ADC common look and feel was also to create templates for news releases, invoices, sign-in sheets, labels, email signatures and meeting agendas.
ADC also worked with Joe Shields (Room of Knowledge Consulting) to audit and make recommendations on how to make the ADC website and social channels more effective. We have since upgraded our website by publishing new bios for ADC staff and board; additional changes are in the works. We have also changed the focus of our Twitter feed and LinkedIn pages to better reflect ADC’s strategic focus areas. Our LinkedIn has grown connections by 17% and our Twitter channel followers have grown by 3%. Facebook likes are up more than 10%.

The ADC communications department worked with staff members and the City of Cincinnati to publish a comprehensive report of Avondale community engagement efforts in support of the Avondale Neighborhood Enhancement Program. In 2018, we published 28 newsletters and created new routes for Boost Marketing (our mailing vendor) which saved ADC more than $6,000 in delivery costs. Other measurables include:

- 1258 e-newsletter subscribers (24 new in 2018)
- 6,437 households engaged via direct mail (NEW)
- 1600 resident newsletter recipients (400 new in 2018)

Community Engagement

Avondale Development Corporation’s community engagement activities in 2018 were varied, aggressive and on-strategy. To meet the requirements for the Thriving Communities Grant from Interact for Health, ADC implemented and facilitated active living events and connected residents to ongoing opportunities to access physical activities. ADC worked to meet the requirements of the Place Matters initiative to address poverty through work with residents and stakeholders in schools, blocks and buildings throughout Avondale. We assisted residents and stakeholders in the promotion, community engagement, planning and facilitation of Community Block Parties and events. And we re-established resident associations with identified community liaisons at Colonial Village Apartments, Blair Avenue, Burton Avenue, Avonview Apartments, Haddon Hall Apartments and Maple Towers Apartments.

Specific community engagement events in 2018 included:

**The GoVibrant Million Step Challenge**
The Million Step Challenge is a competition among Cincinnati neighborhoods to see who can log the most walking/running steps. ADC coordinated with Artworks and Go Vibrant to complete phase 1 of trail enhancements – the creation of 1, 2, 3 and 5 mile routes through Avondale – and helped Avondale to a second place finish in 2018.

**The Taste of Avondale**
This event – produced by ADC in partnership with Gabriel’s Place, Powernet and American Heart Association – enabled residents to engage with other non-CHOICE residents, receive free crockpots and healthy cooking recipe books and a free cooking lesson from Gabriel’s Place Chef Mike Vinegar. Seventy-five Avondale residents engaged around health awareness and Avondale health disparities.

**Pitching for Peace**
Pitching for Peace was produced by ADC in partnership with Cincinnati Police Department, Ronald McDonald House and Children’s Hospital and featured a safety-themed community softball game featuring active living and other resource providers. Two hundred-plus Avondale residents connected to support services.
Community Wi-Fi & Tech 101
Thanks to a partnership with Powernet, ADC was able to host a login troubleshooting workshop for residents with questions and/or concerns about Avondale FREE Community Wi-Fi.

National Night Out
ADC partnered on this event with the Cincinnati Police Department to build relationships between officers and community members, and consisted of exhibits, displays and demonstrations with specialized police units and equipment.

Avondale Trunk or Treat
This Halloween themed safety event was designed to interrupt loitering and drug activity at the corner of Blair & Reading for 3 hours while providing Avondale children with a wonderful experience at the same time.

Avondale CHOICE Neighborhood Initiative
ADC deployed a multi-pronged approach to this initiative, including:

- Convening six resident meetings (the goal was four) and reaching 37 resident participants (near the stretch goal of 40). These meetings focused on getting residents to know each other and learn, discuss and strategize community safety data and concerns from Property Management and the City of Cincinnati (Police/PIVOT).

- Convening broader community meetings and connecting with the Avondale Community Council, reaching 15 resident participants, just shy of the goal of 20.

- Driving participation in Avondale workshops and seminars, reaching 49 resident participants - exceeding the stretch goal of 40.

Avondale Safety
ADC’s safety efforts centered on two programs:

- Avondale PIVOT featured a focused and increased police presence near the 3500 block of Reading Road, 600 block of Rockdale Avenue and 800 block of Blair Avenue. Shootings have declined substantially. Violence scores in each site have decreased as well. This time last year, the Avondale neighborhood had more shootings than any other
Cincinnati neighborhood. This year, Avondale is tenth when aggregating shooting victimization by neighborhood of occurrence.

- Avondale Anti-Loitering is a direct partnership with District #4 Cincinnati Police Department and District Captain Martin Mack to interrupt loitering and drug activity. It features a series of “Good Guys Loitering” initiatives supported by second shift officers for residents to engage positively in Avondale hot spots areas.

**Avondale Feet in the Street**

The Fifth Annual Avondale Feet in the Street took place in October 2018. It is designed highlight important health issues among African American males and bring together families from Avondale and across Cincinnati for a day of fun, exercise and companionship. Feet in the Street has a variety of components, including:

**The Avondale 5K**

Our annual Avondale 5K run/walk was held in partnership with the Avondale Running Club. This year’s event allowed for residents to be screened for blood pressure, prostate cancer, glucose cholesterol, HIV, hepatitis and other sexually transmitted diseases. An aggressive public relations effort that including television and radio opportunities drove increased awareness. Our community partners and committee members supported the event from start to finish. As a result, 2018 saw the highest event turnout since its inception, with nearly 500-600 competitive runners and walkers participating.

**Other highlights**

- Conducted 125 blood pressure & 24 prostate cancer screens (UC Health)
- Conducted 100 blood pressure screenings (Black Nurses Association)
- Conducted 68 HIV Screens (AIDS Healthcare Foundation)
- Conducted 7 STD & Hepatitis screens (Caracole)
- Avondale Running Club and community volunteers executed & adjusted ‘real-time’ priorities for event needs & requests

**“Why are Black Men Dying” Town Hall**

ADC co-planned and co-coordinated the “Why Are Black Men Dying” Men's Town Hall discussion with the Center for Closing the Health Gap’s Men’s Health Committee. The Town Hall saw 90-plus attendees and featured:

- Judge Fanon Rucker, Dr. Kenneth Davis (UC Health)
- Christopher Smitherman (Vice-Mayor, City of Cincinnati)
- Michael Fischer (CEO of Children's Hospital)
- John Gregory (CEO & Founder, The African Male Wellness Initiative)
- Dr. Keith Melvin (Mercy Health)
- Russell Hairston (Executive Director, Avondale Development Corp)

**Exhibitors**

Feet in the Street attendees had ample opportunity to learn more about a wide variety of organizations, including:

- Men of Courage
- Faith in Public Life
- Cincinnati Recycles
- Trivity Health Silver Sneakers
- Caracole, Inc.
- Urban League
- Cincinnati Children’s Comprehensive Sickle Cell Center
- CTI Clinical Trials and Consulting
- AFLAC Benefits Advisor
- Cincinnati Healing Arts - Chiropractic & Nutrition
Supporters and Volunteers
Feet in the Street would not be possible without our supporters and volunteers:

- UC Health
- Cincinnati Police Department
- Avondale Running Club
- Mercy Health
- University of Cincinnati
- Cincinnati Health Department
- Messer Construction
- Center for Closing the Health Gap
- Community Action Agency
- Pease Baptist Church
- Black Nurses Association
- Cincinnati Children’s Hospital

Avondale Quality of Life

Quality of Life (QOL) planning is one of the most important steps a neighborhood can take to become healthier, safer and more economically strong. By bringing together residents, leaders and comprehensive community development experts, a community can set goals for its future, decide on priorities and get the wheels turning on positive change.

In 2018 the Avondale Development Corporation began working toward the development of a QOL community plan for Avondale. In February of 2018, ADC along with 30 Avondale core residents met with Local Initiatives Support Corporation (LISC) staff and consultant Jim Capraro to hear about the QOL process. Residents agreed that the concept of a resident-lead initiative for Avondale was both timely and necessary. Of the 30 residents in attendance at the meeting a group of 12 residents stepped forward to participate in the QOL Steering Committee. Residents, ADC staff and LISC worked together to come up with a list of 12 stakeholders who would compromise an equal partnership for the committee.

During the months of April and May, Avondale core residents, ADC staff, ADC Interns and community stakeholders conducted one on one interviews with 230 individuals. Respondents were asked to describe what they believed were the strengths, weaknesses, opportunities and threats (a classic SWOT analysis) in Avondale. The age range for the respondents consisted of children from 8 to 12, teens, young adults, adults and seniors. Homeowners, renters, people currently experiencing homelessness, residents, business owners, stakeholders and people who worship and work in Avondale were all represented among the interviewees.

Data from the interviews was compiled, sorted and analyzed. Based on the data five themes emerged, which were winnowed down to four by the Steering Committee: Increasing Safety, Sharing Success, Strengthening Partnerships & Finding Strength Together and Improving Housing. These themes will provide the foundation for the Community Visioning Session and subsequent Working Groups formed to strategically build on personal and
neighborhood strengths and form a shared vision for the community. Residents partnered with ADC and community partners to embark on three Early Action Projects, each resident-led: Good Guy Loitering Initiative, Fair Housing Initiatives and outdoor living and trail enhancements.

The Community Visioning Session was held in February 2019. Working Group Meetings were held in April 2019. ADC will present the final QOL to the City of Cincinnati and Avondale Community Council in by September of 2019.

**Real Estate & Development Update**

In 2018, in partnership with Cincinnati Children’s Hospital and Medical Center (CCHMC) and the Uptown Consortium, Inc (UCI), ADC completed the second phase of the Avondale Home Improvement Program (AHIP), which was designed to support home ownership and improve housing conditions for 8 homeowners within a targeted area in Avondale.

In response to the City of Cincinnati’s building code enforcement program, the Neighborhood Enhancement Program (NEP), ADC in partnership with CCHMC designed and launched the Avondale Property Enhancement Program (APEP) to provide financial assistance to at least 50 homeowners in the NEP target area, make critical repairs identified through the City’s code enforcement initiative, when they lack sufficient resources to do so.

ADC has completed approximately 75% of predevelopment on both of its housing development projects, the Phase I - Hale Avenue Townhomes, which consist of 7 new workforce townhomes and the Phase I - Bogart Avenue/Glenwood Avenue Infill, which consist of 4 new affordable single family homes. Funding commitments have been obtained for all 11-units, with construction financing being obtained in 2019. The 11 new units will result in ADC’s first major housing product in Avondale since its inception in 2011, with plans to develop an additional 17 new homes as Phase II of these housing developments over the next two years.

ADC, in partnership with UCI and the Avondale Community Council (ACC), are creating an Avondale Housing Plan, which will be used as the guiding principles and framework for investments and development in Avondale in the future.

The Port Authority engaged ADC for it’s REACH Avondale program. The program entails both community engagement by ADC and real estate development. It will result in the rehabilitation of 4 homes and the construction of 16 new homes.
SPECIAL THANKS

Special thanks to the Avondale Development Corporation Board of Directors:

- Henry Brown, Board Chair
- Jennifer Goodin, Vice Chairman Executive Director of Ronald McDonald House Charities of Greater Cincinnati
- Patricia Milton, Secretary, Avondale Community Council President
- Jan Michele Lemon-Kearney, Esq., Publisher, Cincinnati Herald
- Christie Kuhns, Esq., Vice President of Operations and Community Relations, UC Health
- Rev. Dr. Robert E. Baines, Pastor, Southern Baptist Church
- Chara Jackson, Executive Director, Greater Cincinnati Urban League
- Daniel Luther, Executive Director, Coryville Community Development Corporation Neighborhoods of Uptown
- Rev. Ennis Tait, Pastor, Church of the Living God
- Belinda Tubbs-Wallace, Principal, Rockdale Academy
- Dr. Monica Mitchell, Clinical Psychologist, Cincinnati Children’s Hospital Medical Center
- Morag Adlon, Loan Officer, Cincinnati Development Fund
- Markiea Carter, Director Department of Economic Inclusion, City of Cincinnati
- Vada Hill, Creative and Versatile Marketing Leader
- Mark Fisher, Senior Director of Facilities, Planning and Sustainability, Cincinnati Zoo
- Antoinette Selvey-Maddox, Business Owner, Former Economic Developer, City of Cincinnati
- Royce Sutton, Senior Vice President CED Central Market Manager, Fifth Third Bank
- Vincent O. Terry, Senior Associate Director of Cincinnati Operations, Moody Nolan

Special thanks to the Avondale Development Corporation funders:

- The Community Builders Inc.
- Interact for Health
- Cincinnati Children’s Hospital & Medical Center
- LISC
- UC Health
- Fifth Third Bank
- Uptown Consortium
- First Financial Bank
- Ronald McDonald House Charities of Greater Cincinnati
- City of Cincinnati
- Homebase
  (formerly Community Development Corporation Association)

Special thanks to our partners:

- Avondale Community Council
- Rockdale Academy
- South Avondale Elementary School
- Greater Cincinnati Urban League
- The Center for Closing the Health Gap
- Avondale Running Club
- Community Building Institute
- Artworks
- Green Umbrella

Last but not least thanks to Audrey Scott, Jennifer Foster, Yvonne Howard and the residents of Avondale.