



# EVERMAN COMMUNITY DEVELOPMENT CORPORATION

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## Strategic Plan Working Outline

### 1. Executive Summary

- Brief overview of the purpose and scope of the plan
  - Summary of strategic priorities and intended outcomes
  - Message from the Executive Director(s) or Mayor
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### 2. Introduction

- Background on the Everman CDC (formation, purpose, role)
  - Need for strategic planning (first-ever plan, community development context)
  - Planning process overview (how the plan was developed, who was involved)
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### 3. Organizational Foundation

- **Mission Statement** (*Why we exist*)
  - **Vision Statement** (*What we aim to achieve long-term*)
  - **Core Values** (*The principles that guide our decisions*)
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### 4. Community & Economic Profile

- Overview of Everman's demographics, economic trends, and community assets
  - Summary of stakeholder input (if collected)
  - Key data and community challenges/opportunities
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## 5. SWOT Analysis

- **Strengths** (e.g., location, engaged leadership, available land)
  - **Weaknesses** (e.g., limited funding, aging infrastructure)
  - **Opportunities** (e.g., corridor redevelopment, partnerships)
  - **Threats** (e.g., regional competition, rising construction costs)
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## 6. Strategic Priorities & Goals

(Each priority includes a goal statement, objectives, and sample initiatives.)

### Priority 1: Business Growth & Retention

- Goals: Support existing businesses and attract new investment
- Sample Objectives: Launch incentive programs, improve permitting process

### Priority 2: Housing & Neighborhood Revitalization

- Goals: Promote quality housing and improve blighted areas
- Sample Objectives: Identify infill opportunities, partner on rehab projects

### Priority 3: Infrastructure & Site Development

- Goals: Prepare sites for development and improve key corridors
- Sample Objectives: Conduct site assessments, pursue infrastructure grants

### Priority 4: Community Engagement & Marketing

- Goals: Strengthen local identity and citizen involvement
  - Sample Objectives: Launch "Invest in Everman" brand, host community events
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## 7. Implementation Plan



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- Initiative matrix (who, what, when, how)
  - Timeline (short-term, mid-term, long-term)
  - Resource needs (funding, partnerships, staffing)
  - Accountability (assigned leads, reporting process)
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## 8. Performance Measurement

- Key Performance Indicators (KPIs)
  - Data collection and tracking methods
  - Annual review and progress reporting process
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## 9. Appendices

- Community Survey Results (if applicable)
- Stakeholder Interview Summaries
- Funding Source Inventory (TIRZ, 4B funds, grants, etc.)
- Maps or Site Readiness Inventory
- CDC Bylaws or enabling legislation excerpt



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## Strategic Plan Timeline

### Phase 1: Launch & Orientation

June 2025

- ✓ *Appoint strategic planning facilitator or lead (internal or external)*
- ✓ *Review and adopt planning timeline*
- ✓ *Begin drafting Mission, Vision, and Core Values*
- ✓ *Gather background documents, past project data, and demographic info*

#### ◆ CDC Meeting #1 – June

- Introduce strategic planning process
- Approve mission/vision drafting process
- Assign initial SWOT brainstorming homework

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### Phase 2: Environmental Scan & SWOT

July – August 2025

- ✓ Conduct SWOT survey of stakeholders and commission members
- ✓ Summarize Everman economic/demographic profile
- ✓ Identify development trends, gaps, and assets

#### ◆ CDC Meeting #2 – August

- Review SWOT findings
- Finalize mission, vision, values
- Discuss community input options (surveys, open house, etc.)



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## Phase 3: Define Strategic Priorities

September – October 2025

- ✓ Draft 3–5 strategic focus areas (with goals and objectives)
- ✓ Align focus areas with current and future funding capacities
- ✓ Host optional stakeholder meeting or community roundtable

### ◆ CDC Meeting #3 – Oct

- Review and refine draft strategic priorities
- Set direction for major initiatives under each priority

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## Phase 4: Build the Implementation Plan

November – December 2025

- ✓ Develop action plans: timelines, leads, and required resources
- ✓ Identify KPIs and tracking methods
- ✓ Draft initial funding alignment strategy

### ◆ CDC Meeting #4 – Dec

- Review draft implementation matrix
- Discuss resource gaps and partnership strategies

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## Phase 5: Draft and Review the Full Plan

January – February 2026



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- ✓ Prepare full draft Strategic Plan
- ✓ Share draft with CDC members for comment
- ✓ Circulate for stakeholder feedback (City Council, staff, partners)

## ◆ CDC Meeting #5 – Feb

- Conduct full review of draft plan
- Make final edits based on feedback

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## Phase 6: Adoption & Launch

### March – April 2026

- ✓ Final Strategic Plan presented for adoption
- ✓ Prepare Executive Summary and rollout materials
- ✓ Share with City Council and public

## ◆ CDC Meeting #6 – April

- Vote to adopt the Strategic Plan
- Launch implementation phase

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## ■ Annual Review

### Every April (Beginning 2027)

- Track progress on initiatives
- Review KPIs and update priorities as needed
- Publish annual progress summary



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## Organizational Foundation

### Mission Statement

*To foster sustainable economic development, enhance neighborhood vitality, and improve the quality of life for Everman residents by investing in strategic opportunities that grow our local economy and strengthen our community.*

### Vision Statement

*A thriving, inclusive, and resilient Everman where strategic investment, strong partnerships, and community pride drive continued growth and prosperity.*

### Core Values

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



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## Strategic Priorities

Each priority is aligned with the CDC's mission and grounded in local needs and opportunities.

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### Priority 1: Business Growth & Retention

**Goal:** Strengthen the local economy by supporting existing businesses, attracting new enterprises, and streamlining development processes.

**Key Objectives:**

- Develop a small business grant or façade improvement program
- Market Everman's development-ready sites and incentives
- Streamline permit and zoning assistance for new businesses

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### Priority 2: Housing & Neighborhood Revitalization

**Goal:** Promote vibrant neighborhoods through housing redevelopment, infill development, and property improvement initiatives.

**Key Objectives:**

- Identify and support redevelopment of underutilized properties
- Partner with housing nonprofits or developers to expand housing options
- Explore tools for land banking and infill development

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### Priority 3: Infrastructure & Site Development

**Goal:** Prepare Everman's infrastructure and real estate assets for future economic investment and population growth.

**Key Objectives:**

- Conduct a development site readiness assessment
  - Pursue funding for streets, drainage, and utilities in priority areas
  - Support corridor improvement efforts and public realm upgrades
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## **Priority 4: Community Engagement & Marketing**

**Goal:** Build community pride and external visibility by promoting Everman's assets, culture, and growth potential.

**Key Objectives:**

- Launch a "Grow with Everman" marketing campaign
- Engage residents through surveys, open houses, and listening sessions
- Create an annual report to highlight CDC accomplishments

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## **Priority 5: Organizational Capacity & Governance**

**Goal:** Strengthen the CDC's ability to lead development efforts with clear policies, transparency, and capacity-building.

**Key Objectives:**

- Adopt performance metrics and progress tracking tools
- Provide training for CDC members on development finance and incentives
- Review and update CDC bylaws, procedures, and project criteria



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## Sample Core Values

### ◆ Governance & Integrity

- **Accountability** – We take responsibility for our decisions and performance.
  - **Transparency** – We operate in an open and honest manner with the public.
  - **Ethics** – We uphold high standards of honesty and fairness in all actions.
  - **Stewardship** – We manage public resources responsibly and with care.
  - **Credibility** – We earn trust through consistent, principled leadership.
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### ◆ Community & Equity

- **Inclusivity** – We ensure all voices are heard and valued in our work.
  - **Equity** – We pursue fair outcomes and equitable access to opportunity.
  - **Respect** – We treat all individuals with dignity and consideration.
  - **Service** – We are driven by a commitment to serve our community's best interests.
  - **Empowerment** – We support people and neighborhoods to reach their full potential.
  - **Neighborhood Pride** – We celebrate and invest in the unique character of our community.
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### ◆ Economic & Social Impact

- **Opportunity** – We create conditions that allow people and businesses to thrive.
- **Prosperity** – We work toward broad-based, sustainable economic well-being.
- **Growth** – We support responsible development that benefits the entire city.
- **Revitalization** – We focus on renewing underutilized and distressed areas.
- **Resilience** – We invest in long-term solutions that withstand change and adversity.



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## ◆ Innovation & Progress

- **Vision** – We plan and act with a long-term, forward-thinking perspective.
  - **Creativity** – We value new ideas and bold thinking in solving community challenges.
  - **Adaptability** – We remain flexible and responsive in a changing environment.
  - **Excellence** – We pursue high-quality outcomes in all our efforts.
  - **Initiative** – We take proactive steps to create momentum and results.
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## ◆ Collaboration & Leadership

- **Partnership** – We believe in working together with others to achieve shared goals.
  - **Engagement** – We actively seek input and collaboration from residents and stakeholders.
  - **Leadership** – We guide, influence, and advocate for strategic growth.
  - **Communication** – We listen first and communicate clearly and consistently.
  - **Responsiveness** – We act quickly and effectively on the needs of our community.
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## ◆ Sustainability & Environment

- **Sustainability** – We promote environmentally and fiscally responsible development.
- **Balance** – We weigh economic growth, quality of life, and natural resources together.
- **Environmental Stewardship** – We support green infrastructure and responsible land use.