

CHLOE CONEY
URBAN ENTERPRISE CENTER

1907

SBA DISASTER ASSISTANCE

Imagine the Possibilities

STRATEGIC
PLAN

2023 - 2028



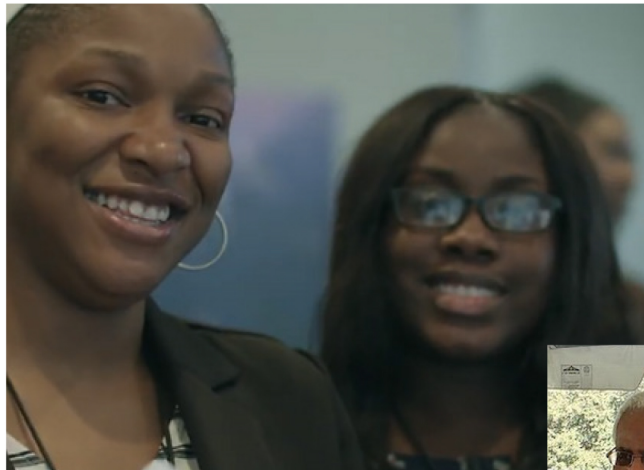


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East Tampa History

East Tampa is a district within the city limits of Tampa, Florida. Its regional boundaries are located between Hillsborough Avenue to the north, 15th street to the west, Interstate 4 to the south and 40th street to the east.

East Tampa's history is marked by its diverse and resilient community that continues to evolve as a neighborhood that can thrive in the 21st century.



Introduction

Created in 1992, the Corporation to Develop Communities of Tampa, Inc. (CDC of Tampa) builds prosperous futures and vibrant communities in Tampa Bay. We are a dynamic organization that takes pride in creating opportunities for the residents and community of East Tampa as well as other areas of need throughout the Tampa Bay region. By taking a holistic view of the strengths and challenges within communities, the CDC of Tampa actively empowers people to pursue opportunities leading to a higher quality of life and provides resources to communities through valued relationships and collaborative partnerships.

In this five-year strategic plan, we honor the legacy of our past and look forward to expanding our impact in the future. We imagine the possibilities of our comprehensive community development strategies that connect people, places, partnerships and programs.

Our strategic objectives advance our vision and mission through our programs by prioritizing helping people thrive, making places vibrant and cultivating productive partnerships.

We focus on:

- Improving economic prosperity of East Tampa residents.
- Improving opportunities for youth living in East Tampa.
- Collaborating with others to make East Tampa a destination district for living, working and playing.
- Improving communities through residential and commercial real estate projects.
- Developing and maintaining strategic partnerships.

By creating positive communities that offer residents robust support systems, the CDC of Tampa is helping reduce disparities in the areas of affordable housing, youth development, workforce development and generational wealth. We value residents, our supporters, collaborators and donors.

Together, we will turn possibilities into reality -

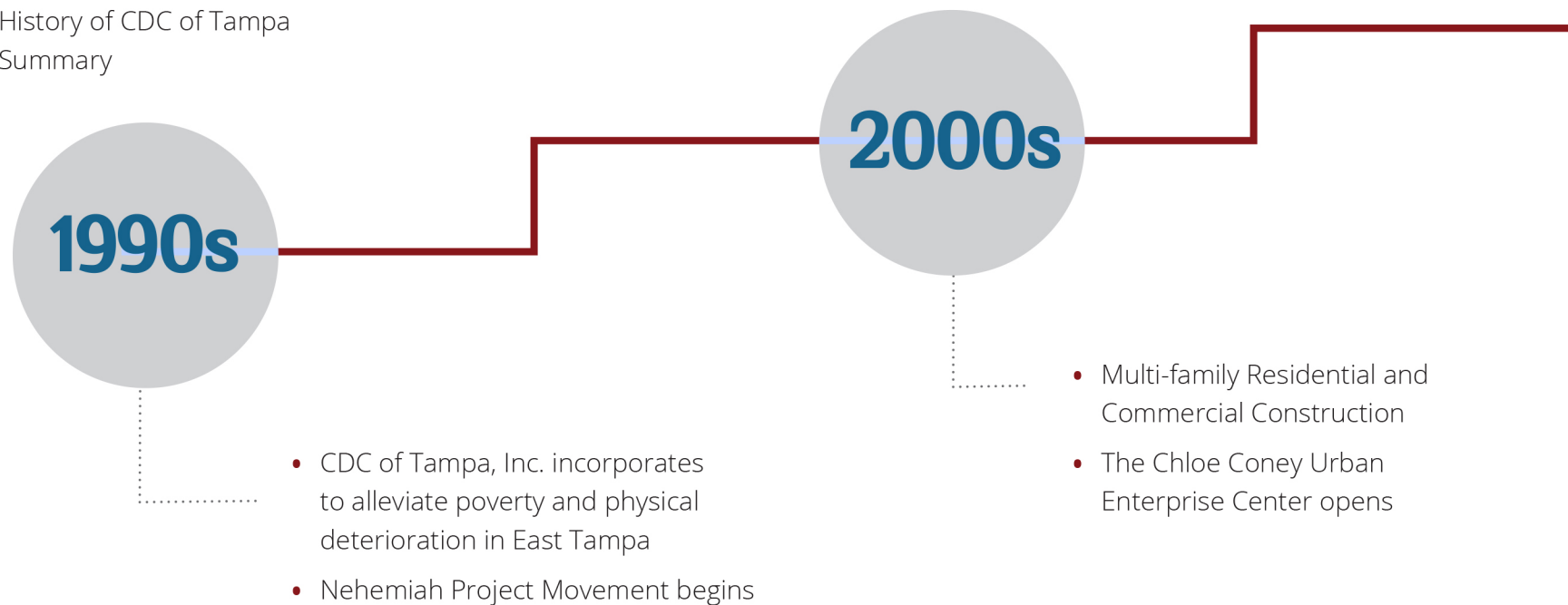
We are the CDC of Tampa!

About CDC of Tampa

Since our inception in 1992, we have created opportunities for East Tampa residents through comprehensive community development strategies that connect workforce development, housing and real estate development, resident leadership, community safety and education to drive economic prosperity.



History of CDC of Tampa Summary



Through our programs, we help the residents of East Tampa break the cycle of poverty by assisting individuals obtain career readiness skills, access certification training, and receive job coaching and placement assistance. We revitalize neighborhoods through commercial and residential development, rehabilitation, and other community investments. We assist youth achieve high school graduation and college matriculation around the country. We develop confident leaders through mentorship, academic support, career readiness skill-building, financial literacy and volunteer opportunities.



2010s

- Residential construction continues
- Real estate development beyond East Tampa
- Ernest Coney, Jr. becomes President and CEO



2020s

- Commercial and affordable housing development in Tampa Heights with economic impact of \$18 million



Guiding Principles

This strategic plan aligns with the CDC of Tampa's vision, mission and core values.

Vision

A thriving Tampa Bay region in which every community is equitable, diverse and engaged.

Mission

To create opportunities for people to build prosperous futures and vibrant communities.

CDC of Tampa creates these opportunities by deploying comprehensive community development strategies that connect workforce development, housing, and real estate with education, resident engagement, and community safety to drive economic prosperity.



Core Values

Loyalty

Faithful to our commitments and obligations; we demonstrate this by being reliable, respectful, and trustworthy.

Excellence

Driven to provide quality, as well as superior results, we demonstrate this by being persistent, determined and not easily satisfied.

Adaptability

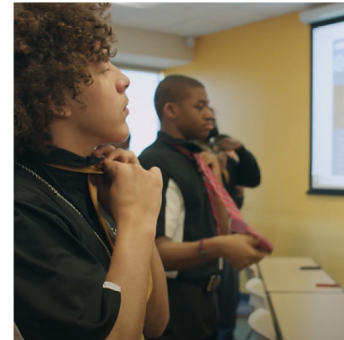
Able to easily adjust to different conditions; we demonstrate this by being open to change to achieve results.

Diversity

Inclusive of distinctive backgrounds, experiences, and perspectives; we demonstrate this by embracing our differences.

Service

Accountable to each other and those we serve.



Strategic Planning Process

To develop this strategic plan, CDC executives, internal leaders, staff, board members, funders and community representatives provided input during multiple listening sessions led by a third-party consulting group of local nonprofit, marketing and communications professionals. This input focused on the value that CDC of Tampa provides to the residents of East Tampa, the purpose and impact of CDC programs and the aspirations for CDC of Tampa's impact on people and communities in East Tampa and throughout the Tampa Bay region. This input, combined with analysis of other CDC of Tampa information, created the basis for this strategic plan. Each CDC of Tampa department's annual goals and outcome measurements will support the strategic objectives detailed in this plan.

Strategic Priorities

As we imagine the possibilities of continuing the CDC of Tampa legacy, we focus on five strategic priorities. These priorities were recurring themes from the input of strategic planning process participants. Establishing these priorities will help us ensure our initiatives and projects add value to those we serve and to our organization.



People – We connect the people of East Tampa with resources and opportunities to give hope. We help people achieve their dreams and reach their potential.

Places – We desire to transform East Tampa into a neighborhood of choice – a destination district for living, working and playing within the Tampa Bay region. We also enhance other communities through thoughtful and affordable real estate developments.

Partnerships – Partners are critical to our success in bringing hope and resources to the residents of East Tampa. We value our partners that enable us to enhance East Tampa and other communities throughout Tampa Bay.

Programs – We deliver programs focused on workforce development, real estate development, and youth and family success to promote and protect economic prosperity in East Tampa and beyond.

Possibilities – When we make what’s possible a priority, we allow ourselves to not only imagine the future, but to seek out and apply those tools necessary to build it. We help the people of East Tampa find and engage their possibility mindset and we apply it to our strategic initiatives to ensure East Tampa is a thriving community.



Strategic Objectives

We focus our strategic objectives on People, Places and Partnerships. We aim to help more people, provide best-in-class programs and services and realize exceptional outcomes for the people and communities we serve. Through partnerships, we channel resources to our programs, making them robust and effective.

Foundational to everything we do are Programs. Through our programs, we create opportunities for people to build prosperous futures and vibrant communities. Our programs and services are the energy and actions advancing our people, places and partnerships strategic objectives – turning Possibilities into reality.

Our five strategic objectives focus our efforts on helping people thrive and making places vibrant with the support of strategic partnerships.



People

Objective 1

Improve the **economic prosperity of residents** participating in CDC of Tampa programs through employment, entrepreneurship and wealth building programs.

Employment - Expand opportunities for residents to position themselves to increase and stabilize income through employment.

Entrepreneurship - Expand opportunities for residents to position themselves to increase and stabilize income through entrepreneurship.

Wealth Building - Expand opportunities for residents to position themselves to build and protect wealth.

Key Performance Indicators

- Average income growth of clients participating in economic prosperity focused programs
- Average income growth of East Tampa residents compared to Greater Tampa Bay
- Number of unique workforce development program participants
- Average number of CDC of Tampa workforce development program engagements per participant
- Number of corporate training partners and trainings through the Tampa Vocational Institute
- Number of entrepreneurs/businesses participating in entrepreneurship programs
- Growth of businesses participating in entrepreneurship programs (e.g., employees, revenue, locations, sales outlets, client base, etc. as appropriate for participating businesses)
- Number of wills and trusts prepared for clients
- Property ownership transfers within families

Objective 2

Improve **post-secondary opportunities** for youth living in East Tampa by helping prepare them for high school graduation, post-secondary education, post-secondary employment and community leadership.

Education – Encourage and help prepare youth to graduate from high school.

Employment – Prepare youth for post-secondary employment and education through employment and mentoring programs.

Community Leadership – Develop leadership skills of youth through retreats and mentoring programs.

Key Performance Indicators

- Number of students participating in youth programs
- Number and percentage of students graduating from Tampa Vocational Institute with immediate job placement
- Percentage of participating students graduating from high school
- Percentage of participating students engaged in post-secondary employment or education
- Youth program participant post-secondary experiences, 0-3 years after high school
- Level of partnership and engagement with high schools
- Percentage of youth program alumni returning as community mentors



People

Places

Objective 3

Collaborate with others to **make East Tampa a destination district for living, working and playing** by promoting community pride and economic impact.

Community Pride - Collaborate with others and support events that promote community pride through existing programs and services.

Economic Impact - Contribute to creating an environment in East Tampa that is attractive to entrepreneurs and businesses that provide employment opportunities, add to the tax base and serve the needs of residents and visitors in a culturally relevant way.

Key Performance Indicators

- Change in property tax base
- Length of generational homeownership
- Number of large employers relocating to East Tampa
- Growth of East Tampa Business Asset Map Resources (e.g., listings, distribution, technology advancements, usage, etc.)
- Number of free and accessible community events
- Number of positive news stories about East Tampa, its residents and the CDC of Tampa

Potential collaboration partners include other East Tampa organizations, East Tampa residents and businesses, the City of Tampa, Hillsborough County, funding partners and media.



Objective 4

*Improve communities by collaborating with partners to develop **residential and commercial real estate projects** which serve the housing and business needs of East Tampa and beyond.*

Residential Development – Develop residential properties to alleviate housing shortages and provide affordable housing options.

Commercial Development – Develop commercial properties to accommodate additional commerce and jobs in target areas.

Key Performance Indicators

- Number and value of residential and commercial projects in the pipeline, under construction and completed by type and location
- Number and value of new residential projects completed in East Tampa and in other areas
- Number and value of commercial real estate projects completed in East Tampa and in other areas
- Revenue generated by real estate development projects



Places

Partnerships

Objective 5

Develop and maintain **strategic partnerships** to enhance funding, program delivery and communication.

Funding – Build upon existing partnerships and establish relationships with individuals, organizations and CDC of Tampa champions who have access to unrestricted funding.

Program Delivery – Enhance program quality, offerings and accessibility by collaborating with the right partners to meet the content and delivery needs of participants.

Communication – Identify, foster and maintain strategic partnerships to ensure the value of CDC of Tampa is communicated effectively with internal stakeholders, active and potential program participants, potential funders and the community at large.

Key Performance Indicators

- Number and type of funding partners
- Number and type of program delivery partners
- Number and type of communications partners
- Change in annual funding level by type (e.g., grants, individual donations, foundation contributions)
- Number and type of new funding, program delivery and communications partners
- Growth and expansion of existing partnerships
- Retention of partners



Supporting Programs, Services and Resources

Below is a list of the programs, services and resources offered by the CDC of Tampa. These programs will help us meet the objectives detailed within this plan.

Career Assessments	Income Tax Assistance	Suit Up and Show Up
Computer & Internet Access	Industry Sector Roundtables	Summer Youth Employment Training
Downpayment Assistance	Job Fairs	Tampa Vocational Institute
Employability Skills Training	Job Search Assistance	Vocational Skills Training
Empowering Black Futures – East Tampa Asset Map	Leading in Times of Change	W.E. Mean Business
Estate Planning	On the Job Training	Wisdom Wednesdays
Hiring Hour	Pre-Apprenticeships	Workforce Development
Homeownership Preparation	Real Estate Development	Youth F.I.R.E. Academy
HOPE Initiative	Safe and Sound	Youth Leadership Movement
Impact Mondays	Sisterhood Summit	Youth Leaders of Tomorrow
	Stepping Stones	

Closing

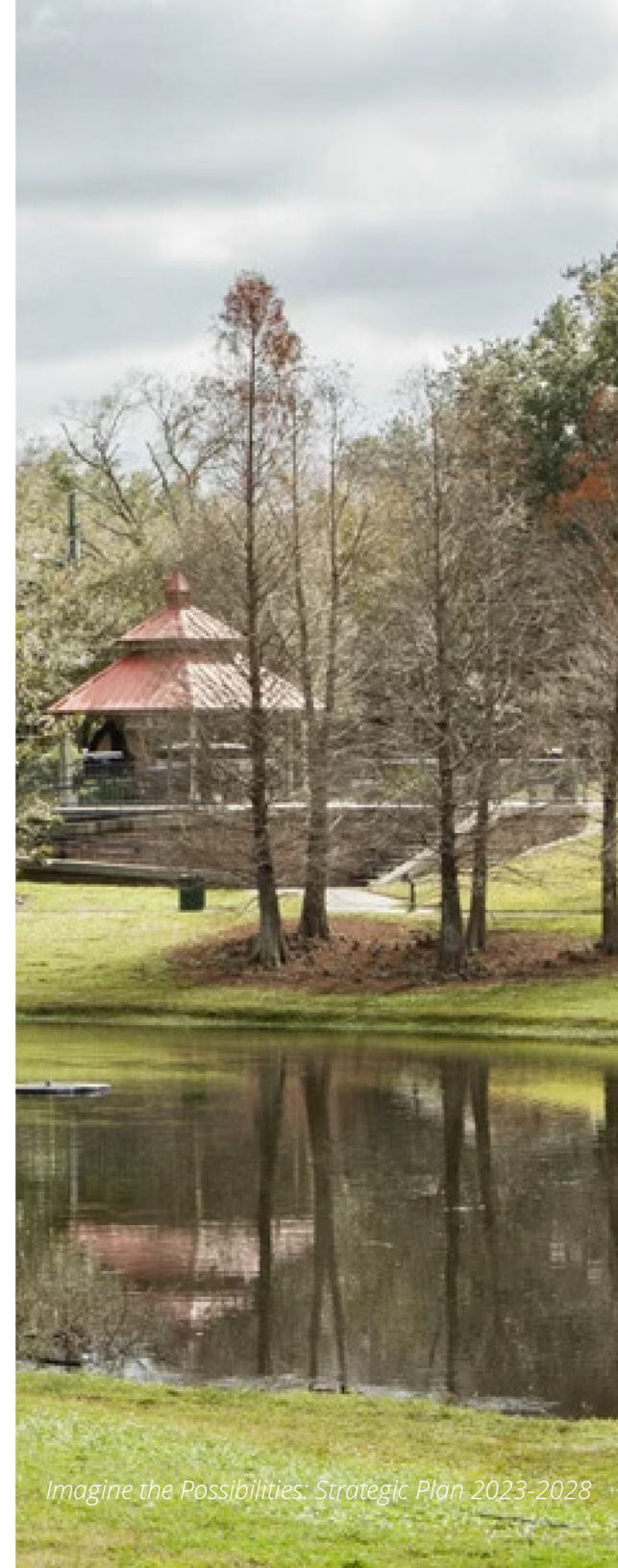
As CDC of Tampa looks to the future and considers expanding our impact in East Tampa and beyond, we aim to turn possibilities into reality. Our strategic priorities focus on people, places, partnerships and programs. We work toward accomplishing our mission through our programs with resources provided in collaboration with our partners.

Over the next five years, we will prioritize helping **people** thrive and making **places** vibrant with the support of strategic **partnerships** and **programs** by focusing on:

- Improving economic prosperity of East Tampa residents
- Improving opportunities for youth living in East Tampa
- Collaborating with others to make East Tampa a destination district for living, working and playing
- Improving communities through residential and commercial real estate projects
- Developing and maintaining strategic partnerships to enhance funding, program delivery and communication

As each department and program supports these objectives with measurable goals, we expect to see more people thriving, more vibrant communities and more productive partnerships in alignment with our vision and mission.

The endless possibilities will become reality.





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