

Changing Tampa's Economic DNA

Moving from Recession to Prosperity

Introduction:

Now more than ever we need a Mayor that is focused on the future and not the past. A Mayor who understands that the jobs of the future will never be created by the policies of the past. Mayor Buckhorn's goal is to make Tampa the city that everyone in America talks about as a place that is on the move. A city whose future is brighter than its past and a place where our sons and daughters will raise their families.

It starts with a commitment to economic development and a laser-like focus on moving Tampa forward as a place that is open for business and aggressive about growing existing businesses and recruiting and nurturing new ones. It is an attitude, a can-do spirit, a process that encourages success and celebrates entrepreneurship. It is what Tampa can be.

Mayor Buckhorn's approach is two-pronged. The first phase of his plan contains the steps that he will take immediately upon assuming office. These are things that have been started immediately and will result in a transformation of the internal culture of Tampa's government and the launch of a longer-term strategy for economic competitiveness.

In order to have a City of robust neighborhoods and safe streets, Tampa's government must espouse a pro-business, pro-growth, small government philosophy and must be guided by political leaders who are determined to translate those principles into action. Mayor Buckhorn is that leader. As Mayor, he continues to fight against anti-competitive taxes, fees and regulations. He emphasizes a smaller and more accessible Tampa government, creating a livable city and supporting policies that enable a well-educated workforce.

The second phase is a long-term effort designed to move Tampa into the new economy and to fundamentally shift priorities for city government toward ensuring our economic future. This will not be accomplished in one year or even eight years but we must begin the process now.

Sincerely,



Phase One

- ✓ Mayor Buckhorn believes that enhancing Tampa's business community requires that the City take three steps to advance economic development: **attract new businesses, grow entrepreneurship, and grow and retain existing businesses.** In order to assure that these changes are implemented expeditiously, Mayor Buckhorn will create the position of **Deputy Mayor for Economic Opportunity.** This individual, who will report directly to the Mayor, will be responsible for the implementation of programs and initiatives targeted at all three economic development steps and will supervise the agencies and departments involved in business regulation and economic development. This position will come as a result of the consolidation of existing positions and will not come at an additional cost.
- ✓ Mayor Buckhorn has pulled together a task force of respected leaders representing every segment of the business community as well as neighborhood and community leaders to look at our regulatory and bureaucratic processes to help us streamline and expedite plans, permits and regulations.
- ✓ Mayor Buckhorn is reorganizing city government to focus on assisting and growing our economy. All agencies involved in the permitting and regulatory process, community redevelopment, housing, construction services, the Tampa Convention Center and related City entities will be consolidated into a single mission under the Deputy Mayor for Economic Opportunity.
- ✓ During Mayor Buckhorn's first year, he has begun the formation of a master plan that will engage the Downtown, Ybor City, Channelside, Tampa Heights, Riverside Heights and North Hyde Park areas to guide future urban growth. This master plan will include design guidelines, amenities, funding strategies, connectivity between major public projects, zoning and land use, particularly those centered on the Hillsborough river, among other concepts.
- ✓ Mayor Buckhorn will modernize land development codes to incorporate New Urbanism concepts and form based zoning in order to encourage the development of our urban neighborhoods.
- ✓ Mayor Buckhorn's administration will create incentive packages targeting high tech industries identified by the Tampa Hillsborough Economic Development Corporation (EDC). Mayor Buckhorn is taking whatever steps are necessary to attract businesses to Tampa.
- ✓ The Buckhorn administration will develop a marketing initiative to provide public programs in our downtown parks on a frequent and ongoing basis.

- ✓ Mayor Buckhorn and his team will develop a financing plan to complete the unfinished segments of the Riverwalk.
- ✓ The question of affordable housing for first-time homebuyers and the rehabilitation of existing homes is a priority for a Buckhorn Administration. Together with our lending partners, our housing initiative will build a program modeled after the successful Challenge Fund.
- ✓ City staff will be focused on outputs, not processes, under Mayor Buckhorn's leadership.

Phase Two

- ✓ Because of his 16 years of experience serving the City of Tampa, Mayor Buckhorn knows the importance of supporting our area's business community. Many of Tampa's most significant economic contributors are businesses that have graced the City's skyline for decades. Others, either of newer vintage or with roots in other parts of the country, add immeasurably to the opportunities and lifestyles within our community. In order to assure a strong and prosperous Tampa, the City government must enable these businesses to sustain themselves, to grow, and to remain in Tampa and Tampa Bay. As Mayor, Bob Buckhorn's plan includes:
 - Provide continued support for research sponsored by the University of South Florida through assistance with zoning, land use and regulatory changes necessary to facilitate the development and clustering of spin-off companies. This includes development of additional opportunities around the USF Center for Advanced Medical Learning & Simulation (CAMLS) in Downtown Tampa.
- ✓ Mayor Buckhorn's administration proposed an economic development package that will offer targeted high-technology industries a reduction in property tax based on the number and types of jobs they create. This incentive is targeted to the industries identified by the EDC as value-added and in which Hillsborough already has a strategic advantage. Mayor Buckhorn has proposed that this economic development package be placed on the election ballot in the spring of 2011. On May 5th, Tampa City Council passed the ordinance. Targeted industries will include:
 - Life sciences and medical service,
 - Financial service,
 - Cyber security, defense, and national security,
 - Information technology,

- Research and engineering.

✓ Mayor Buckhorn believes that business expansion and job creation will enhance the City's efforts to make our neighborhoods more livable and sustainable. In order to encourage **economic expansion in all areas of Tampa**, Mayor Buckhorn will support policies that encourage urban infill. This will include:

- Providing support for modifying City zoning and building codes as well as modifying taxes and impact and usage fees to favor rehabilitating older and historic buildings;
- Developing tax incentives that favor urban renewal and encourage mixed use, pedestrian-friendly and residential property development in urban areas;
- Working with local business and non-profit leaders to develop and effectively implement public-private partnerships in order to bring redevelopment efforts to fruition in targeted areas;
- Working with private landowners and the state and federal governments to develop innovative resources for the rehabilitation and development of polluted areas of our city;
- Making the most of the City's federally-designated Enterprise Zone;
- Encouraging strategic investments in small and minority-owned business through Enterprise Florida, the Governor's office of Trade, Tourism and Economic Development and the Federal Small Business Administration;
- Strategically using federal and state Brownfields redevelopment programs to redevelop areas of the City damaged by past pollution;
- Leveraging the state's Urban Job Tax Credit program;
- Working with Federal and State officials to assist law enforcement and economic development through the Weed and Seed program;
- Continue to support the Qualified Target Industry (QTI) Tax Incentives, the QTI Tax Refund Program, the Quick Response Training Program, Capital Investment Tax Credit and the Economic Development Transportation Fund;
- Work to support and grow the Bay area's film industry and to brand Tampa as an alternative to other filmmaking locations such as California, Detroit, and Vancouver, Canada. This includes incentives similar to those recently passed in Sarasota that are tied to the number of jobs created.

✓ Mayor Buckhorn believes that international trade offers a large and growing economic development opportunity to Tampa's economy. Equipped with a deep water port, a major international airport and access to both I-75 and I-4, Tampa has all of the attributes necessary to provide businesses with the "just in time" delivery they require and the potential to significantly grow its position as a center of international trade and "Gateway to the Americas." In order to do this, he will appoint a **Director of Protocol, International Trade and Commerce** who will report directly to the Mayor. This person will be charged with the following responsibilities:

- Serve as the Mayor's point person for all international commerce activities;
- To reenergize the partnership of TIA, the Port of Tampa, the City of Tampa, Hillsborough County and the Greater Tampa Chamber of Commerce to develop and expand our regional international trade efforts;
- Work to attract and identify locations for foreign consulates;

- Work with the Tampa Port Authority and the Florida Ports Council to expand the Port of Tampa's infrastructure in order to allow the Port to actively pursue significant container business;
 - Work more closely with the Governor's Office of Tourism, Trade and Economic Development and Enterprise Florida to participate in statewide international trade initiatives;
 - Aggressively target, pursue and schedule trade missions led by the Mayor and accompanied by regional partners and local Tampa Bay businesses;
 - Assist the new director of Tampa International Airport (TIA) in pursuing more international flights for TIA.
- ✓ Development of each of the City's landmark neighborhoods including Ybor, Channelside and Tampa Heights are critical to the success of the whole city. If Tampa intends to make its waterfront a central focus of downtown urban planning, the development of the entire waterfront must be a coordinated, citywide effort. Mayor Bob Buckhorn will immediately bring together economic development, business, housing and environmental stakeholders to develop a complete **Development Master Plan** designed to make the best possible use of all of Tampa's waterfront areas and the surrounding neighborhoods. A financing plan to complete the Riverwalk and an aggressive marketing plan to program the use of our riverfront venues will be included.
- ✓ In order to increase the City's economic competitiveness, Tampa must conduct policy with the recognition that the City doesn't operate in a vacuum. Mayor Buckhorn meets with other regional leaders like Mayor Bill Foster, Mayor Gow Fields and Mayor Frank Hibbard to discuss regional goals. As Mayor, Bob Buckhorn supports the expansion of a **Regional Approach to Economic Development**. Working with area Mayors, the Tampa Bay Partnership, the relevant economic development corporations, Chambers of Commerce, the Tampa Bay Technology Forum and other business development groups throughout the Tampa Bay region, Mayor Buckhorn is reaching out to the leaders of Tampa's neighboring cities and counties to fulfill Tampa's economic development objectives and to explore innovative strategies for enhancing economic opportunity throughout Tampa Bay.
- ✓ Major arteries into and through Tampa, such as Columbus Drive, Nebraska Avenue, Florida Avenue, Hillsborough Avenue, Busch Boulevard, Kennedy Boulevard, and Martin Luther King, Jr. Boulevard, represent critical economic development opportunities and deserve the City's attention. In order to encourage economic development in these areas, Mayor Buckhorn will work with business and neighborhood leaders to identify "**Opportunity Corridors**." Working in partnership with the state Department of Transportation and the Hillsborough County Commission, these corridors will be designated for beautification, infrastructure improvement and enhanced economic development efforts.
- ✓ Mayor Buckhorn is truly committed to providing all of Tampa's citizens with a "seat at the table in City hall." Mayor Buckhorn has long been an advocate for strengthening **Women and Minority – owned Businesses in Tampa**. Mayor Buckhorn plans to work with the area's minority entrepreneurs and businesspeople to ensure that their voices are heard on issues affecting Tampa's business community. In addition, Mayor Buckhorn is

working with the Women and Minority Owned Business Enterprise program, the Black Business Investment Corporation, the Hispanic Chamber and minority and women's business organizations to create wealth by growing and expanding minority-owned businesses in Tampa.

- ✓ In order to have a thriving business community, Tampa must have a well-educated workforce. Mayor Bob Buckhorn will work with the Hillsborough County Board of Education and Tampa-area business leaders to provide **Support to Tampa's Schools**. Throughout the U.S., the involvement of business leaders in the enhancement of educational programs has had a measurable impact on improving the quality of education. Mayor Buckhorn is working with area business leaders to increase the interaction between the City's businesses, its government and the Hillsborough County school system. In addition, Mayor Buckhorn will work to assure greater collaboration between City services, such as parks and recreation, and the county's school system in order to increase the number of students who are ready and able to secure jobs with Tampa's employers.
- ✓ **One-Stop Licensing Program**. Starting a new business can be a confusing process. There is a wide variety of permits and licenses that are required by the City, the County and the State. Mayor Bob Buckhorn will establish a "**One-Stop Licensing Program**," available in person and on-line. The **One-Stop Licensing Program** will streamline the licensing process, providing business owners with a complete list of all licenses and permits required by the City and providing assistance in obtaining the licenses and permits applicable to their business. In addition, the **One-Stop Licensing Program** will streamline the multiple layers of business regulation by acting as a resource for City businesses to identify and interact with the appropriate County and the State regulators.
- ✓ In December 2000 the Treasury Department's Community Development Financial Institutions (CDFI) Fund opened the competition for **New Markets Tax Credits**. New Markets Tax Credits are intended to bridge financing gaps, create new partnerships among investors, communities, businesses and government, and generate jobs, services and physical revitalization in distressed urban and rural areas. Mayor Bob Buckhorn is working with Tampa's Community Development Entities and private developers to attract and leverage the federal New Markets Tax Credit program in order to provide financing for business development in the economically underserved areas of Tampa.
- ✓ In order to grow the volume of business conducted in Tampa and increase its diversity, the City and the region must work collaboratively to expand our infrastructure. Mayor Bob Buckhorn is working with state, city, and regional economic development leaders to enhance Tampa's infrastructure (transportation, utility and connectivity) and to fight for additional state and federal funding for those efforts. This includes mass transit and other multi-modal forms of transportation.
- ✓ Technology will play a critical role in the economic future of our City. Mayor Bob Buckhorn will appoint a **Chief Technology Officer (CTO)** for the City of Tampa. The

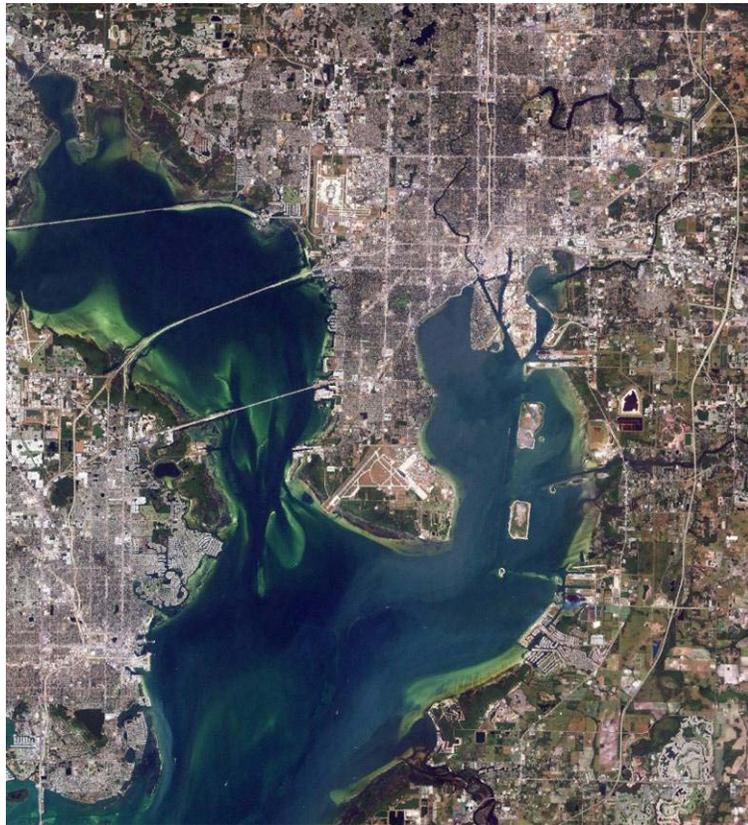
CTO will serve as a member of the Mayor's senior staff and will be the point person for all of the City's tech-related activities, including:

- e-Services - Tampa's response to our customer and constituents needs
- e-Business - The use of technology to modernize how government works
- e-Management - Coordinating organizational changes inside city government.

Strong Neighborhoods

Introduction:

Tampa's strength lies in the strength of its neighborhoods. From West Tampa to New Tampa, from Carver City to Ybor City, from Old Seminole Heights to Old Hyde Park, Tampa's neighborhoods represent a varied quilt of styles and cultures, one that will be preserved and enhanced with Bob Buckhorn as Mayor. Mayor Buckhorn knows neighborhoods that are engaged are neighborhoods that thrive. For 16 years, Mayor Buckhorn worked hard to make sure that neighborhoods had a seat at the table. He will assure that quality of life crimes are taken seriously and prosecuted, that every neighborhood receives timely and effective code enforcement and nuisance abatement, and that neighborhood leaders get the training and support they need to continue to make Tampa great.



The Buckhorn Plan

- ✓ Neighborhoods are one of Mayor Bob Buckhorn's top priorities. Under the Buckhorn Administration, City government will be reorganized to reflect that priority. Mayor Bob

Buckhorn plans to appoint a **Deputy Mayor of Neighborhoods and Community Empowerment** whose primary mission will be to advocate for and address the needs of each of the City's neighborhoods. This Deputy will increase the City's responsiveness and accountability to its neighborhoods by providing a single point of access to all City programs and services related to Neighborhoods. Departments under the authority of the **Deputy Mayor of Neighborhoods and Community Empowerment** will include (among others): Community Affairs, Code Enforcement, Parks and Recreation, The Office of Women/Minority Business Enterprises, The Office of the Neighborhoods, Clean City and the Office of Community Technology, to name a few. This new position will come as a result of the elimination of existing redundant positions and will remove a layer of bureaucracy.

- ✓ The strength of our City's neighborhoods is enhanced by the effectiveness of their leaders. Mayor Bob Buckhorn wants to further empower existing neighborhood leaders and support the development of new leaders through the establishment of a **Neighborhood University**. The **Neighborhood University** will provide a formal leadership-training program for neighborhood leaders modeled on the Tampa Chamber's successful Leadership Tampa program. In addition, the **Neighborhood University** will house and build upon the existing City's Neighborhood Empowerment program offering enhanced technical support services for the City's neighborhoods.
- ✓ Tampa's Nuisance Abatement Board can be a vital tool in the fight for cleaner, safer neighborhoods. Mayor Bob Buckhorn plans to strengthen the role of the Nuisance Abatement Board and will use the nuisance abatement process aggressively against slum landlords and chronic neighborhood problems. Mayor Buckhorn will instruct city attorneys to make referrals to the Board on chronic nuisance complaints and will give the Board additional enforcement authority to effectively enforce against violators. In addition, the Code Enforcement and the Tampa Police Department will work more closely together to target quality of life code violations.
- ✓ Creating a city that is bicycle and pedestrian friendly is important to enhancing quality of life. The Buckhorn administration has been working to foster and codify bike and walkable urban policies in both land development codes and in internal infrastructure planning. In addition, the Buckhorn administration is in the process of launching a public service campaign to educate and alert motorists to bicycle safety rules.
- ✓ Making neighborhoods the City's top priority means meeting our neighborhoods' most basic needs: sidewalks, flooding, streets, potholes, waterlines, and parks. Mayor Bob Buckhorn plans to establish **Accountability Standards** for each of the City's departments and their functions, from filling potholes to clearing storm water ditches. The City will know what the City's pressing problems are and how long it should take to fix them. The Mayor and City employees will stand accountable to City residents if the timetables established for resolving these issues are not complied with. As a first step in this process, Mayor Buckhorn will complete a full **City-wide Infrastructure Assessment** to identify our neighborhoods' needs and begin to address them.

- ✓ Tampa's condemned properties are blights on our neighborhoods and a threat to public safety. Currently, the City has a backlog of condemned buildings. The Buckhorn Administration will not only classify properties as condemned, but will actually have them destroyed. Mayor Buckhorn will make the necessary resources available to take possession of and demolish abandoned and dilapidated buildings before they become fire hazards, producers of illegal drugs, or neighborhood eyesores. Given the City's limited resources, Mayor Buckhorn is seeking out partners on the federal, state and local level, including the county Sheriff and state Department of Corrections, to assist Tampa in this effort.

- ✓ In order to assist landlords in preventing code violations from occurring, Mayor Buckhorn will establish a **Landlord Training Program**, which will train the City's landlords on code requirements, code enforcement procedures, and techniques for maintaining their properties in a manner that will help prevent code violations in our rental communities. Public housing and publicly-supported housing is a privilege, not a right.

- ✓ To build strong neighborhoods, we must continue to encourage people to purchase homes under the first-time homebuyer incentive programs of the Tampa Housing Authority. We must recognize that owning a home can be challenging for anyone, particularly a first time homebuyer. Through the Office of Neighborhood Empowerment, the Buckhorn Administration will provide technical support for first time homebuyers to help them learn about the rights and responsibilities of home ownership and neighborhood participation.



Seminole Heights

- ✓ Mayor Buckhorn believes that parks and open spaces add immeasurably to the quality of life in Tampa. In order to facilitate the development of safe, enjoyable public parks, Mayor Buckhorn will create a series of **Parks Initiatives**. These will include:
- The development of a **Parks Advisory Board** made up of residents and businesses in neighborhoods surrounding City parks to advocate for and help support those venues.
 - A commitment to identify corridors for the development of a **City-wide Greenway/Trail** from MacDill Air Force Base to New Tampa using existing rail lines and new development partnerships.
 - Developing **Parks Partnerships** with existing parks advocacy groups such as Parks Forever and the Mayor's Beautification Committee.
 - Encouraging the effective use of the City's undeveloped open lots for the development of **Community Open Spaces** such as playgrounds, pocket parks and community gardens.
- ✓ Mayor Buckhorn believes strongly in Tampa's reclaimed water program, the "STAR program." He fought for it in the City Council and will fight for it as Mayor. In order to assure that the program can meet its potential and effectively use of the City's limited water resources, Mayor Buckhorn will fight in Washington and Tallahassee to obtain funding for the expansion of the STAR program to each of the City's neighborhoods.



Ybor City

- ✓ Each neighborhood in Tampa has a distinct look, feel and culture. Mayor Buckhorn will encourage neighborhoods to work together in their efforts to maintain and enhance their uniqueness by encouraging them to complete the development of Neighborhood Plans and Overlay Districts.
- ✓ Tampa's inner city neighborhoods are enhanced by our old-growth canopy trees but, while they add to the look and feel of our neighborhoods, they challenge public safety and security efforts by blocking street and natural light. Mayor Buckhorn will work with TECO to conduct a City-wide lighting assessment to determine where City lights need to be updated, repaired or replaced.



West Tampa

Safe Streets

Introduction:

The cornerstone of Mayor Buckhorn's campaign was an improvement in the quality of life for all of Tampa's citizens. A critical part of that effort is **personal safety**. Mayor Buckhorn is committed to **tackling crime before it happens**. As Mayor, Bob Buckhorn is leading the fight to make our streets safer, our neighborhoods less open to violence and our businesses less vulnerable. For the last 8 years the work of the Tampa Police Department has been nothing less than exceptional. Since 2003 Tampa has seen a reduction of more than 50% in the crime rate, which translates to approximately 100,000 less victims. This comes as a result of a Police Department that is focused on self-initiated crime reduction, aggressive tracking of career and habitual offenders, both adult and juvenile, and a targeted and quantifiable law enforcement strategy.

Mayor Buckhorn is committed to making sure that this department remains focused on the future and continues to be aggressive about incorporating new crime fighting tactics in its arsenal.

The Buckhorn Plan

- ✓ Since 2003 the Tampa Police Department has focused on four crimes that are barometers of future criminal activities. They are: auto theft, auto burglary, robbery and burglary. The Focus on Four initiative has proven to be successful and would remain in place in a Buckhorn Administration.
- ✓ The COPPER (Comprehensive Police Performance Effectiveness Review) program which measures and tracks crime trends down to the street level is an extremely valuable tool for the TPD. Not only does it identify emerging patterns, it also allows supervisors to measure and hold accountable the initiatives of the officers and supervisors on the street. This program needs to be expanded and exported to other City Departments.
- ✓ The Tampa Police Department has identified a small number of career criminals who are the most dangerous and the most prolific. As such TPD has initiated three squads aimed at targeting repeat and violent offenders. The Criminal Tracking Unit, the Fugitive Apprehension Unit and the Strategic Enforcement Unit are particularly effective.



- ✓ Each month, close to 250 individuals are released from jail or prison into the City of Tampa. Some have conditions attached to their release. As far back as 1999, Mayor Buckhorn initiated a collaborative program between the Tampa Police Department and the Probation Officers of the Florida Department of Corrections to monitor individuals on probation through collaboration between Probation officers and TPD. As Mayor, Bob continues to work to strengthen the Tampa Police Department's relationship with their State counterparts.
- ✓ Mayor Buckhorn believes that technology is a critical component in leveraging the talent of our Police officers. As Mayor, he continues to evaluate best practices around the country to take advantage of new technologies and their deployment in the fight against crime.
- ✓ Mayor Buckhorn recognizes that the Neighborhood Watch program is a valuable tool in combating crime. As Mayor, Bob is working to enhance and grow neighborhood groups and their role in assisting the Tampa Police Department.
- ✓ Ybor City continues to pose a law enforcement challenge. The Buckhorn administration will have zero tolerance for disruptive behavior in our historic district. This includes bars and other establishments serving alcohol that continue to flaunt the codes and zoning laws currently in place.





- ✓ The Buckhorn administration will work to ensure that the Tampa Police Department will reflect the community it serves by emphasizing the recruitment of minority and Spanish-speaking officers.
- ✓ Mayor Buckhorn believes in proactive community-oriented policing. The difficult budget situation of recent years has vastly diminished the community affairs component of the TPD. This program should be strengthened with both uniformed and non-uniformed personnel to ensure that ties to the community remain strong.
- ✓ In Hillsborough County alone there are over 60,000 outstanding arrest warrants. In the City of Tampa we have close to 8,000. Mayor Buckhorn will work with the Police Department and the Sheriff's Office to prioritize these warrants, identify the most dangerous and prolific criminals, and take the steps necessary to get them off the streets.
- ✓ As a City Councilman, Mayor Buckhorn established himself as a leader in tackling emerging drug crimes. Today, prescription drugs have become the drugs of choice among our young people and Methamphetamine, a common street drug, has been called "the worst drug to ever hit America" by the former "drug czar" General Barry McCaffrey. Aggressive law enforcement aimed at "pill mills" will be enhanced and pursued. As Mayor, Bob Buckhorn will work with the Tampa Police Department, State Attorney Mark Ober, neighboring law enforcement agencies and federal and state officials to tackle these issues before they become crises.
- ✓ Having public safety officers, our police and firefighters, living in our neighborhoods bolsters community security, decreases neighborhood crime, improves the residency base, enhances the neighborhood economy, reduces response time in emergency situations and improves officers' loyalty to "their" community. As Mayor, Bob Buckhorn plans to encourage public safety officers to reside in the City by implementing a residency incentive program. This program will provide police officers incentives such as low interest loans, or down payment assistance.
- ✓ Since 1995, Mayor Bob Buckhorn has consistently voted for, and has been a vocal advocate for, allowing officers to take home their police cars. This policy reduces

neighborhood crime and increases employee morale at very little cost to the City. As Mayor, Bob is continuing this policy.

- ✓ As a City Councilman Bob has consistently supported the Tampa Police Department's current pursuit policy. As Mayor he will continue to vigorously support that policy.
- ✓ Mayor Buckhorn believes that citizens will only use the City's major parks if the parks are safe and secure. As Mayor, Bob is working to strengthen the security in our major parks.
- ✓ Mayor Buckhorn will work with the Tampa Housing Authority to strengthen enforcement of the "One Strike and You're Out" policy in public housing. In addition, there will be increased attention focused on Section 8 housing to ensure that residents are maintaining high community standards.

