

Community Redevelopment

A G E N C Y



2006 ANNUAL ACTIVITY REPORT

Tampa, Florida

FOR THE YEAR ENDED SEPTEMBER 30, 2006

Cover Photo
Sunrise Over Tampa Bay by Peter Stewart
City of Tampa Public Art Program



March 29, 2007

Fiscal year 2006 was an active and successful year for all of Tampa's Community Redevelopment Areas (CRAs). Each redevelopment area has made significant progress, much of which is highlighted in this report. Three key highlights are particularly notable:

Unprecedented private sector investment of approximately \$850 million in Downtown and the Channel District, including the Embassy Suites hotel and over 2,500 residential units under construction.

The creation of the Central Park CRA now offers us the opportunity to attract private investment to this strategic area between our Central Business District and Ybor City.

Completion of the development agreement and related public approvals to support The Heights vision for a new urban neighborhood of nearly 2,000 units.

Our city now has nine CRAs representing seven redevelopment communities. Each is unique with different strengths, weaknesses and challenges. However, they all share the common commitment of the Community Redevelopment Agency, the dedication of active citizen participants and the support of this Administration.

This report reflects the impact of our shared commitment to partner with residents and the private sector to make our redevelopment communities more economically vibrant, safe and attractive.

Pam Iorio, Mayor



Pam Iorio

Mayor



Gwen Miller



Linda Saul-Sena



Shawn Harrison

*Community
Redevelopment
Agency
Board*



Frank Reddick



Charles "Chip" Fletcher



John Dingfelder
Vice Chairman



Mary C. Alvarez
Chairwoman

Community Redevelopment Agency Board

Our goal is to improve the blighted areas in Tampa through continuous economic redevelopment and the investment of Tax Increment Financing (TIF) funds. Our success will yield areas that are not only thriving economically but are also safe, vibrant and attractive, offering an improved quality of life to residents.

We focus on three key redevelopment tools – investing tax increment financing resources; creating effective incentive programs; and shaping the regulatory environment. By using these tools wisely, we can lay the foundation for quality, private investment that is both sustained and widespread.

Along with these redevelopment tools, we uphold five key principles that guide our efforts:

Community Collaboration - proactively engage the talents and energies of citizens and key stakeholders throughout the revitalization process.

Financial Stewardship - ensure that sufficient public returns exist to support the required public investment.

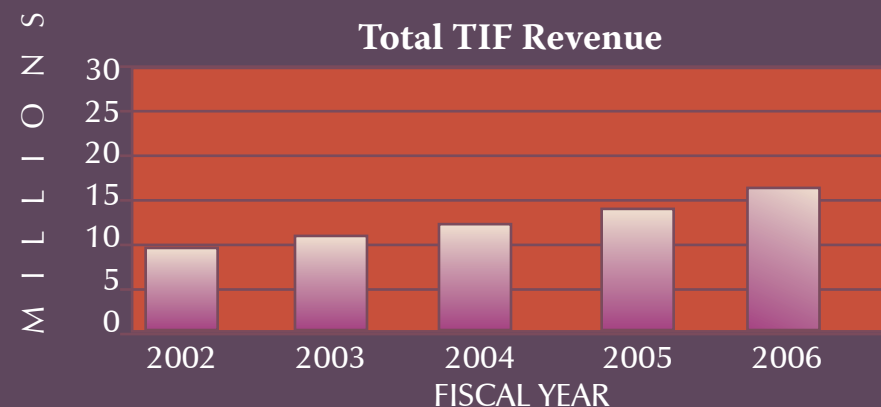
Inspiration - utilize the best talent possible for urban planning and design review efforts to inspire and create attractive, livable areas.

Market Perspective - allow the private sector to gainfully respond to market demands with reasonable risk.

Outcome Accountability - measure success based on results such as improved community aesthetics, quality of life and tax revenues.

Community Redevelopment Agency Overview

In the past three years, the Agency has established five new redevelopment areas and tax increment financing districts: East Tampa, Channel District, Drew Park, Ybor II, and Central Park. Additionally, the Agency approved the creation of a tax increment financing district to support the previously established CRA for The Heights (Old Police Department Site). Under the Agency's stewardship, these new commitments, combined with strong growth in existing CRAs, have caused total TIF revenues to increase 62 percent over the last four years.



Downtown

Downtown has two redevelopment areas. The Non-Core CRA was established in 1983 and expires in 2013. Approximately 688 acres, it extends from Harbour Island to North Franklin Street. The Core CRA, 182 acres including the waterfront Cultural District, was established in 1988 and expires in 2018.

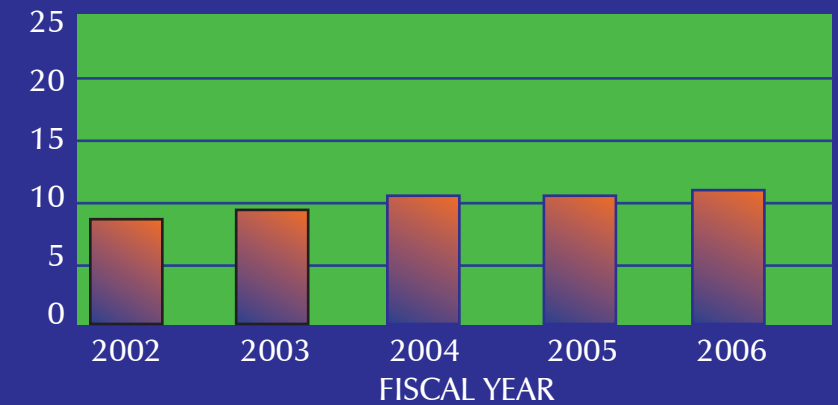


T H O U S A N D S

DOWNTOWN	CORE	NON CORE
REVENUES: Increment revenues from taxing authorities and interest	\$ 1,314	\$ 9,982
EXPENDITURES: Debt Service	1,315	9,982
ENDING FUND BALANCE	\$ (1)	\$ (0)

M I L L I O N S

Downtown TIF Revenue



Past year highlights

- Residential projects completed or under construction represent nearly 1,000 new units with a value in excess of \$302 million.
- Residential projects approved, but not yet under construction, represent over 4,900 new units with a value in excess of \$1.92 billion.
- A variety of public realm enhancements to improve the attractiveness and pedestrian friendliness of our downtown are underway including improved signage and crosswalk enhancements.
- Madison Street was officially opened for two-way traffic in 2006. This is the first of four east/west streets in downtown to be converted from one-way to two-way traffic flow. The two-way configuration improves the overall efficiency of downtown traffic and creates a more pedestrian-friendly environment.
- The Residences of Franklin Street and the Arlington have opened in the North Franklin Street area bringing residential pioneers.
- A multiyear project to design and install signage to provide better connectivity and direction throughout the greater downtown was initiated.
- The Embassy Suites Hotel nears completion and the Floridan Hotel is undergoing renovation and is scheduled to reopen by the end of 2008.
- Fly, a new restaurant on Franklin Street, opened in July. Malio's restaurant at Rivergate Tower was announced and construction is expected to begin in spring 2007.
- Conceptual design to redevelop and expand Curtis Hixon Park along the riverfront is nearing completion. The park will be home to the Tampa Museum of Art, the Children's Museum, leisure activities and the site for many community celebrations.

Looking forward to next year...

- The city will develop and execute a land disposition strategy for city-owned land in downtown.
- The city will underwrite and implement a Tax Increment Financing funding strategy to allow near-term completion of key capital projects including Curtis Hixon Park and Ashley Drive.
- The city will initiate a downtown transportation study to address the needs of the area as it continues to grow as a residential community. The study will address access and capacity as well as identify strategies for parking and intermodal transportation centers.
- Planning for the redevelopment of Zack Street as an Avenue of the Arts will continue.
- An advisory committee with broad community representation for the Downtown Community Redevelopment Areas will be established.
- The conversion of Twiggs Street from one-way to two-way traffic flow will begin.

Ybor City

Ybor City has two redevelopment areas. Approximately 193 acres, the Ybor CRA was established in 1988 and expires in 2015. The CRA includes Seventh Avenue and the commercial core of this national landmark historic district. Since its inception, the Ybor CRA tax base has grown from \$17,606,000 to \$157,272,000, a cumulative growth of 793 percent.

Established in 2004, Ybor II is approximately 216 acres including residential and warehouse districts. The Ybor II CRA has grown from an original tax base of \$41,516,000 to \$63,301,000, a cumulative growth rate of 52 percent.

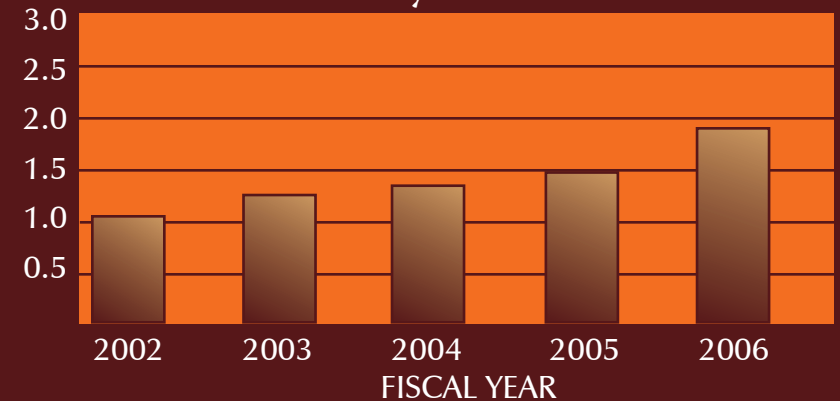


T H O U S A N D S

YBOR CITY	I	II
REVENUES:		
Increment revenues from taxing authorities and interest	\$ 1,571	\$ 280
EXPENDITURES:		
Operating – staff, contracts and professional services	774	126
Debt Service	332	0
Capital Outlay	897	0
Transfers	198	3
Total expenditures	2,201	129
REVENUES LESS EXPENDITURES	(630)	151
BEGINNING FUND BALANCE	1,496	56
ENDING FUND BALANCE	\$ 866	\$ 207

M I L L I O N S

Ybor City TIF Revenue



Past year highlights

- Ybor had significant residential and commercial private sector investment in 2006, including three new restaurants and the expansion of two existing restaurants; two major office relocations with 300 employees; and three new multifamily residential development projects (120 units) in addition to 38 smaller infill projects.
- The area saw improved enforcement of regulations for businesses serving alcoholic beverages by Wet Zoning Ordinance revisions and the establishment of a full-time inspector monitoring all wet zonings.
- The environment and safety of the CRA improved through the Ybor Task Force's coordinated enforcement of life safety, noise and other city codes including opening Seventh Avenue to traffic, reducing illegal signs, and creating a permit and enforcement process for queuing and sidewalk cafes.
- A district marketing and public relations program was initiated utilizing billboards, radio endorsements, e-newsletters, print ads, web portal–YborOnline.com, development folders and brochures for Ybor City.
- Capital improvement initiatives this year have included the Centennial Park Master Plan, the East Seventh Avenue Streetscape Plan, opening of East Ybor Park, and design for replacement of the 16th Street public restrooms.



Looking forward to next year...

- The timely construction and maintenance of basic service improvements, including construction of the 15th Street stormwater project, construction of the East Seventh Avenue streetscape project, and maintenance of streetscapes, pavers, historic amenities and landscaping, is a priority.
- A marketing program emphasizing the positive economic, social and cultural aspects of Ybor City is underway and will be continued.
- The city will assist in improving the positive economic impact of Centro Ybor by working closely with the project's new owners.
- Safety and aesthetics in Ybor City will continue to be maintained through the operation of the YES team.
- To ensure a positive experience for visitors, the Ybor Ambassador Program will continue.

Channel District

Approximately 200 acres, the Channel District CRA was established in 2004 and expires in 2034. Since its inception, the Channel District CRA tax base has increased from \$39,869,000 to \$87,894,000, a cumulative growth of 120 percent.



T H O U S A N D S

CHANNEL DISTRICT	
REVENUES:	
Increment revenues from taxing authorities and interest	\$ 780
EXPENDITURES:	
Operating – staff, contracts and professional services	250
Capital Outlay	1
Transfers	5
Total expenditures	256
REVENUES LESS EXPENDITURES	524
BEGINNING FUND BALANCE	138
ENDING FUND BALANCE	\$ 662

M I L L I O N S

Channel District TIF Revenue



Past year highlights

- Projects completed or under construction since the inception of the Channel District CRA in 2004 include over 1,500 new residential units and 155,000 square feet of retail, representing a value in excess of \$405 million. Additionally over 1,200 units have been approved for construction.
- The Channel District Strategic Action Plan, which will guide the area's redevelopment efforts in the coming year, was completed and approved. Land development regulations are being finalized as recommended in the adopted plan.
- The design and engineering of the Tampa Riverwalk segment, running along the west edge of the right-of-way connecting with Channelside Drive, is underway and will be completed by early summer 2007.
- Stageworks has completed their agreement with Grand Central at Kennedy and their new theater space is under construction.



Looking forward to next year...

- Engineering of the public improvements identified in the Strategic Action Plan will begin. These public improvements are estimated to cost approximately \$100 million.
- A multiyear project to design and install signage to provide better connectivity and direction throughout the area will be initiated.
- The CRA will create a formal mechanism to reimburse developers who complete infrastructure improvements as part of their project, which would otherwise have to be done at a later time by the city and private utilities.
- An arts study and a branding study for the district will commence.
- In cooperation with the Florida Aquarium, the CRA will initiate a redevelopment plan for adjacent city land.

Drew Park

The Drew Park CRA, approximately 811 acres, was established in 2004 and expires in 2034. Since its inception, the Drew Park CRA tax base has experienced a cumulative growth of 28 percent increasing from \$168,033,000 to \$215,673,000.



T H O U S A N D S

DREW PARK

REVENUES:

Increment revenues from taxing authorities and interest	\$ 620
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EXPENDITURES:

Operating – staff, contracts and professional services	206
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Capital Outlay	6
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Transfers	4
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Total expenditures	216
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REVENUES LESS EXPENDITURES

404

BEGINNING FUND BALANCE

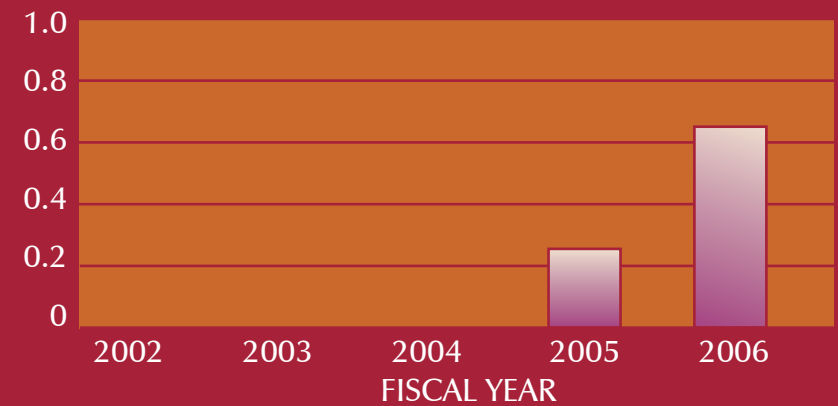
231

ENDING FUND BALANCE

\$ 635

Drew Park TIF Revenue

M I L L I O N S



Past year highlights

- URS Corporation was contracted to develop the community-based Drew Park Strategic Action Plan and produced a preliminary draft plan in 2006.
- The Tampa Bay Boulevard and Lois Avenue roundabout was constructed to improve traffic flow as well as pedestrian and motorist safety.
- A portion of the Drew Park CRA was designated as a state Enterprise Zone, effective January 2006, allowing for additional tax incentives.
- Hillsborough Community College announced plans to develop a \$17.3 million student housing project. Plans were announced for additional educational facilities and a request for proposal for commercial development of vacant property along Dale Mabry Highway.
- Tampa International Airport continues to develop their Master Plan to significantly expand terminal and other airport facilities including additional road improvements that will benefit the area's redevelopment.



Looking forward to next year...

- The Drew Park Strategic Action Plan will be completed and adopted by the Community Redevelopment Agency. Implementation of the plan will include land use changes, design of recommended public improvements and the initiation of neighborhood projects.
- The Stormwater Department will initiate planning and design of a major stormwater system upgrade for Drew Park. The estimated construction cost for the complete project is \$30 million. This first phase of the project may also include some land acquisition activity.
- Quality affordable housing is needed in Drew Park and funding will be provided for land acquisition, construction or rehabilitation.
- Hillsborough Community College is expected to break ground on a new housing project. Once completed, Hawk's Landing will house up to 400 students.

East Tampa

Encompassing over 7.5 square miles, the East Tampa CRA is the largest redevelopment community. It was established in 2004 and expires in 2034. Since its inception, the East Tampa CRA tax base has grown from \$492,472,000 to \$701,860,000, a cumulative growth of 43 percent.



T H O U S A N D S

EAST TAMPA

REVENUES:	
Increment revenues from taxing authorities and interest	\$ 2,697
EXPENDITURES:	
Operating – staff, contracts and professional services	628
Capital Outlay	874
Transfers	25
Total expenditures	1,527
REVENUES LESS EXPENDITURES	1,170
BEGINNING FUND BALANCE	1,005
ENDING FUND BALANCE	\$ 2,175

M I L L I O N S

East Tampa TIF Revenue



Past year highlights

- Meridian Pointe Apartments, a \$32 million private investment, were completed. The development includes 360 multifamily units and 20,000 square feet of new commercial space.
- The land sale agreement with Fast Lane Clothing, Inc. for development of a sportswear manufacturing facility was completed, creating new jobs for the area.
- Construction for Tampa Police Department's District III Station located at North 22nd Street and East 31st Avenue is underway.
- The Lake Avenue Enhancement Project, from North 22nd Street to North 29th Street, will soon be completed. It includes lighting, landscaping and pedestrian improvements.
- Twenty-five homes were rehabilitated under the Tax Increment Financing Housing Improvement and Rehabilitation Program.
- The first year of the Clean City Division's Summer Youth Program was a success, employing 20 East Tampa youths.
- The Tampa Housing Authority's Hope VI redevelopment, Belmont Heights Estates, completed its final phase of construction with 238 units of affordable rental housing at Lake Avenue and North 22nd Street.
- The new Cyrus Greene Community Center on North 22nd Street and Dr. Martin Luther King Jr. Boulevard opened. The 10,000 square-foot facility has a multipurpose room, computer lab, game room and kitchen.



Looking forward to next year...

- The 34th Street retention pond enhancement pilot project will be completed. Additionally, design for the enhancement of the pond at Dr. Martin Luther King Jr. Boulevard and 19th Street will be completed.
- An investment of \$1.2 million for neighborhood improvements will be initiated. Projects include installation of speed tables; restoration of the retention pond; sidewalks, resurfacing, little league field and park/playground improvements.
- A commercial business facade improvement program will be developed and implemented.
- The East Tampa Strategic Action Plan will be completed and will move toward adoption by the Community Redevelopment Agency.
- Concurrent with the strategic planning process, large-scale improvement projects that could be funded through a Tax Increment Financing program will be identified.

The Heights

Established in 1999, the Old TPD Headquarters Site CRA, commonly known as The Heights, consists of approximately 28 acres and expires in 2029. The Tax Incrementing Financing District that supports redevelopment in the CRA was established in 2005. Since its inception, The Heights CRA tax base has grown from \$8,464,000 to \$11,498,000 a cumulative growth of 36 percent.

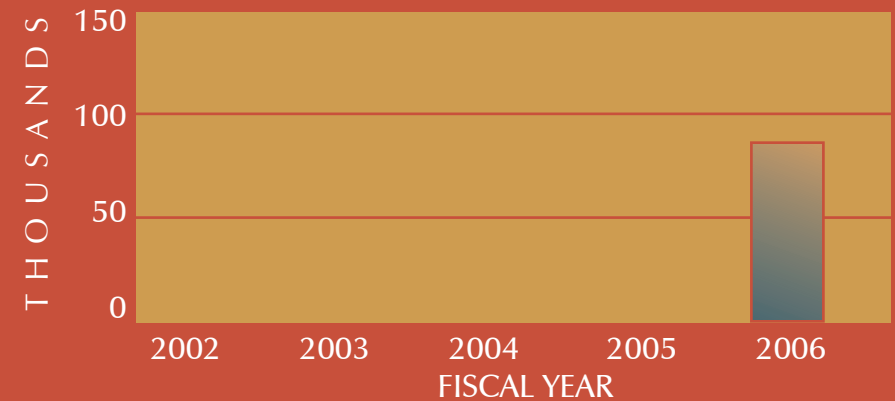


T H O U S A N D S

THE HEIGHTS

REVENUES:	
Increment revenues from taxing authorities and interest	\$ 88
EXPENDITURES:	
Operating – staff, contracts and professional services	64
Capital Outlay	0
Transfers	0
Total expenditures	64
REVENUES LESS EXPENDITURES	24
BEGINNING FUND BALANCE	0
ENDING FUND BALANCE	\$ 24

The Heights TIF Revenue



Past year highlights

- City Council approved The Heights, a 2,000 residential unit master-planned urban neighborhood. Approvals included rezoning, a vacating petition, a Community Development District designation and a development agreement with the city.
- The design and approval process for The Heights' portion of the Tampa Riverwalk from Cass Street to North Boulevard was accomplished.
- A request for proposal to sell city-owned land to support The Heights development was issued.
- Enhanced diversity of The Heights CRA Community Advisory Committee was accomplished by inviting additional members to broaden the nature and scope of interests that are represented.



Looking forward to next year...

- The city will play a key role in redevelopment activities by coordinating the timely execution of a number of tasks including the TECO Trolley Barn site environmental remediation, Water Works Park improvements, seawall repair, Riverwalk construction, affordable housing program implementation and the sale of city-owned land.
- The city will promote The Heights' project successes and positive economic impact in an effort to attract additional private development investment in the surrounding area.
- Construction of the Bush/Ross law offices will commence. The project is the result of the city initiating a request for proposal for disposition of the parcel immediately north of the Stetson University College of Law.

Central Park

Strategically located between the CRAs for Downtown and Ybor, the Central Park CRA and Tax Increment Financing District were established in 2006 by the City of Tampa and Hillsborough County. It consists of approximately 143 acres and expires in 2036.



Past year highlights

- The Tampa Housing Authority selected the Bank of America to lead the redevelopment of Central Park Village.
- City Council approved the Bank of America Central Park Village rezoning petition – a necessary step in order to move the project forward.
- The city began negotiations with EDAW Inc., for the creation of the Central Park Strategic Action Plan.
- The mayor appointed 15 members to the Friends of Perry Harvey Park Advisory Committee to refine the cultural and historical elements that will be included in the newly reconstructed Perry Harvey Park.



Looking forward to next year...

- The Central Park Village development agreement will be completed and approved.
- The Friends of Perry Harvey Park Advisory Committee and the Central Park Village development team are scheduled to complete a design scheme and recommend elements to include for the reconstruction of the park.
- The Central Park Strategic Action Plan will be completed and adopted by the Community Redevelopment Agency.
- Tampa Park Apartments will submit an application for a Comprehensive Plan Future Land Use Amendment.
- A Central Park community advisory board will be established to act as liaison between the community and Economic and Urban Development Department.

(In Thousands)	Downtown (1)									Total
	Ybor	Core	Non Core	East Tampa	Drew Park	Channel District	Ybor II	The Heights		
REVENUES										
Tax increment revenues:										
Hillsborough County	\$ 628	\$ 660	\$ 4,658	\$ 1,344	\$ 312	\$ 470	\$ 140	\$ 44	\$ 8,213	
City of Tampa	868	586	4,462	1,301	296	298	135	42	8,031	
Hillsborough Transit Authority	0	0	341	0	0	0	0	0	341	
Children’s Board of Hillsborough County	0	45	341	0	0	0	0	0	386	
Tampa Port Authority	34	23	178	52	12	12	5	2	318	
Total tax increments revenues	1,530	1,314	9,980	2,697	620	780	280	88	17,289	
Interest Earnings	41	0	2	0	0	0	0	0	43	
Total revenues	1,571	1,314	9,982	2,697	620	780	280	88	17,332	
EXPENDITURES										
Current:										
City staff	197	0	0	258	60	67	30	25	637	
Economic and physical environment	577	0	0	370	146	183	96	39	1,411	
Debt Service:										
Principal and interest	332	1,315	9,982	0	0	0	0	0	11,629	
Capital outlay:										
Road improvements	502	0	0	289	6	0	0	0	797	
Landscaping	51	0	0	0	0	0	0	0	51	
Signage	222	0	0	0	0	0	0	0	222	
Streetlighting	95	0	0	0	0	0	0	0	95	
Park development	27	0	0	6	0	0	0	0	33	
Buildings	0	0	0	565	0	0	0	0	565	
Furniture and equipment	0	0	0	14	0	1	0	0	15	
Total expenditures	2,003	1,315	9,982	1,502	212	251	126	64	15,455	
Excess of revenues over expenditures	(432)	(1)	0	1,195	408	529	154	24	1,877	
OTHER FINANCING USES										
Transfer to agency fund	0	0	0	(25)	(4)	(5)	(3)	0	(37)	
Transfer to capital projects fund	(198)	0	0	0	0	0	0	0	(198)	
Total other financing uses	(198)	0	0	(25)	(4)	(5)	(3)	0	(235)	
Net change in fund balances	(630)	(1)	0	1,170	404	524	151	24	1,642	
Beginning fund balance	1,496	0	0	1,005	231	138	56	0	2,926	
Ending fund balance (2)	\$ 866	\$ (1)	\$ 0	\$ 2,175	\$ 635	\$ 662	\$ 207	\$ 24	\$ 4,568	
Outstanding encumbrances	\$ 696	\$ 0	\$ 0	\$ 685	\$ 215	\$ 51	\$ 27	\$ 24	\$ 1,698	

Notes: (1) The remaining principal outstanding on the City of Tampa 1991 Utility Tax and Special Revenue Refunding Bonds, the 2001 Utilities Tax and Special Revenue Refunding Bonds, and the 2001B Utilities Tax and Special Refunding Bonds, to which tax increment revenues of this fund are pledged is \$99,015,000 as of September 30, 2006.

(2) By September 30th of each fiscal year, all funds have either been expensed, encumbered or appropriated towards a specific redevelopment project/program specified in the approved Community Redevelopment Plan.

What is a Community Redevelopment Area (CRA)?

- A CRA is a geographic area which meets the physical and/or economic conditions of a blighted area as defined in the Community Redevelopment Act of 1969 (Florida Statutes, Chapter 163, Part III).
- The area has to be formally designated by the local government as appropriate for redevelopment.
- It has to be determined that dedicated resources should be used to reduce or eliminate these conditions and to stimulate community and economic revitalization.
- Once the CRA is established, Tax Increment Financing (TIF) programs may be implemented.
- TIF programs are generally long-term, 30 year commitments.
- CRAs have been created in other states throughout the country – Florida has over 140.
- The Community Redevelopment Act specifies that the governing body of the CRA is separate from the governing body of the jurisdiction in which the area is located.
- A five to seven member Board, created by the local government, administers the activities and programs within a CRA.
- Each CRA district must maintain separate trust funds and expend those funds only in that district.
- Advisory committees, public meetings and city staff provide input to the CRA Board.
- Annual budgets, financial reporting and activity reports are also required by the Community Redevelopment Act.

How is a CRA created?

The Community Redevelopment Act outlines the complete process for creating a CRA. Listed below are the major phases:

- The first step is to adopt the Finding of Necessity, a field study that formally identifies the blight conditions within the established boundaries of the area.
- Next, a Community Redevelopment Plan must be developed and then adopted. The plan should address the unique needs of the targeted area and include overall goals as well as identify programs and projects.
- Once a Redevelopment Trust Fund is established, it enables the CRA to direct the increase in real property tax revenues to the targeted area's needs.
- Optional strategic action plans can be produced which are multiyear plans identifying specific projects, programs and implementation timelines.

Are there any special funding sources associated with a CRA?

- The Community Redevelopment Act allows for the creation of a Tax Increment Financing (TIF) district within a CRA.
- The Annual TIF Contribution is the increment value multiplied by the millage rate. A base value is established when the Property Appraiser assesses the property values within the CRA. The Increment Value is the difference between the annual value and the base value.
- The TIF Contribution is captured in a trust fund to be spent within the district, as authorized by the CRA Board, on projects and programs identified in the Redevelopment Plan.
- The Community Redevelopment Act provides for the TIF contributions of various other jurisdictions' taxes to also be captured in the trust fund.

Importance of CRAs

- TIFs are a significant redevelopment tool available to CRAs.
- Thirty years is the usual term for both a TIF and a CRA.
- TIF revenues are isolated for uses that directly impact the CRA in which they are generated.
- Typically the needs of a CRA cannot be met with only TIF funds on a pay-as-you-go basis. Alternative financing techniques that can be utilized include bonding, developer partnerships and government front-ending of costs.

What happens at the end of the fiscal year with the remaining balances?

By September 30 of each fiscal year, funds identified for each of the individual CRAs have to be spent, encumbered or appropriated. These funds must be for the specific redevelopment projects specified in the approved Community Redevelopment Plan and the projects or programs are set to be completed within three years from the date of the appropriation.



City of Tampa

Economic and Urban
Development

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Ybor City

Development
Corporation, Inc.
Executive Committee

Veronica Swiatek, Chair
Joe Amon, Vice Chair
Steve Yturriaga, Secretary
Gil Hernandez, Treasurer

Channel District

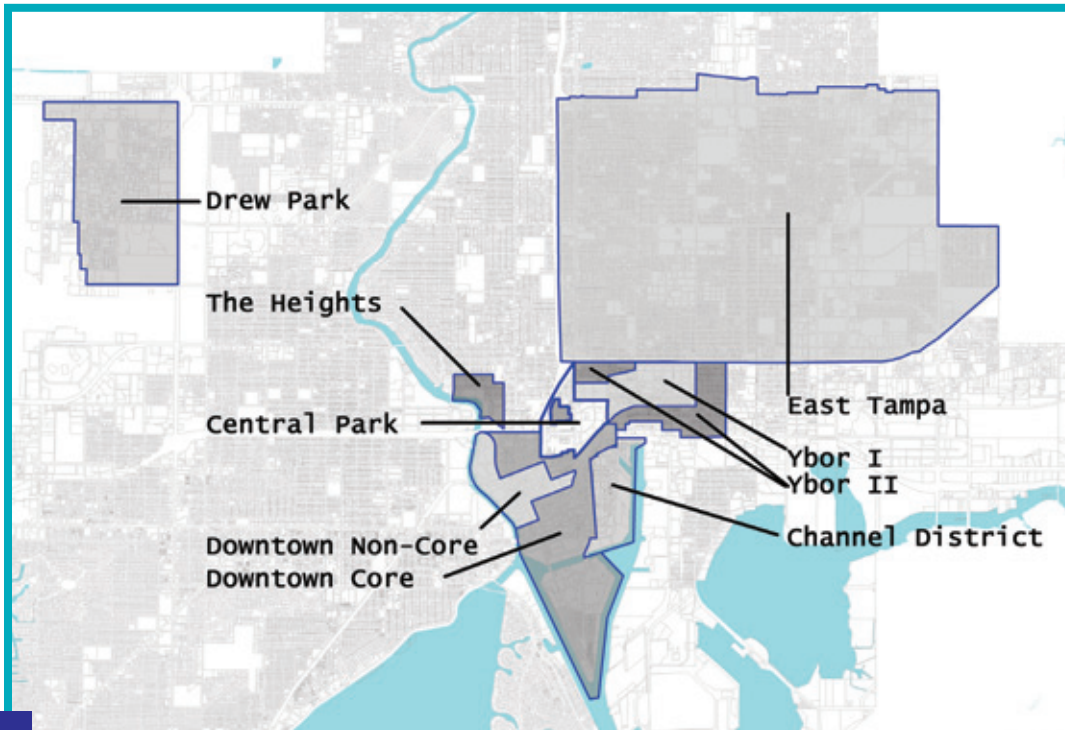
Council Members

Genie White
Henry Lewis
Darian Johnson
Jean DeFries
Ken Stoltenberg

Drew Park

Executive Committee

Ron Rotella, Chair
Maritza Astorquiza
Susan Poole
Daleen Siegert
George Adams Sr.
George Adams Jr.
Wes Willyoung
Dr. Robert Chunn
Henry Saavedra
Louis Miller
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East Tampa

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Partnership
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