

# *Drew Park*

## *Strategic Action Plan*



*March 2007*

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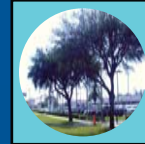
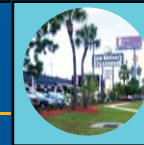
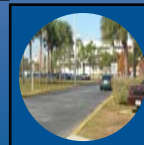
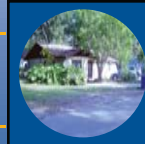
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# Acknowledgements

## Mayor Pam Iorio, City of Tampa

### Tampa City Council / CRA Board:

Gwen Miller, District 1 At-Large, Chairperson  
Shawn Harrison, District 7, Chairman Pro-Tem  
Charles Fletcher, District 2 At-Large  
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Redevelopment Manager  
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City Attorney  
City Clerk  
Clean City  
Code Enforcement  
Community Affairs  
Contract Administration  
Economic & Urban Development  
Growth Management & Development Services  
Housing & Community Development  
Neighborhood & Community Relations  
Parks & Recreation  
Public Works Transportation Division  
Revenue & Finance  
Solid Waste  
Stormwater  
Tampa Fire Rescue  
Tampa Police  
Wastewater  
Water

## Community Stakeholders

Residents, Business, and Property Owners of Drew Park  
The Drew Park Advisory Committee  
The Westshore Alliance  
Tampa International Airport  
Hillsborough Community College  
New York Yankees

## Consultant Team

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# *Executive Summary*

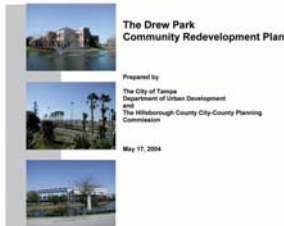




# Executive Summary

## Vision Statement

The fundamental goal of this plan is to identify what strategic public actions are necessary in Drew Park in order to guide the redevelopment of the area in a positive direction and facilitate increased private investment. To accomplish this, the plan identifies:



- Strategic public investment needs
- Necessary regulatory actions
- Incentives that the City may establish to further attract private investment.

Many costly, large-scale and near-term infrastructure improvements are required in Drew Park. As a result, it is recommended that the majority of funds in the initial years of the CRA's TIF (Tax Increment Financing) budget focus on their repair/upgrade. Repair of the infrastructure will increase the quality of life of the existing residents/business owners and make the area more desirable to outside private investment. However, to help make infrastructure improvements more feasible in a shorter time frame, concurrent economic redevelopment will be necessary. Consequently, TIF fund usage to leverage strategic private investment opportunities will be an important tool in facilitating redevelopment momentum within Drew Park.

## Location

The Drew Park Community Redevelopment Area (CRA) is comprised of approximately 829 acres. It is bounded by Tampa Bay Boulevard, North Dale Mabry Highway, Hillsborough Avenue and the Hesperides Street/Lauber Way road alignment (See Figure 1).

## Purpose

It is the intent of this plan to follow directives set forth by the previously adopted **Drew Park Community Redevelopment Plan**. The **Strategic Action Plan** is intended for use as a guide to activities identified by that document as fundamental to area redevelopment. This includes the following:

- Development of comprehensive building and zoning code changes
- Implementation of necessary infrastructure improvements, including gateway identification, area signage, stormwater, roadway, sidewalks, street lighting, landscaping in the right-of-way, as well as subsurface utility replacement
- Development of incentives and assistance programs to supplement a variety of market-oriented efforts to stimulate private sector investment and area redevelopment



Figure 1: Drew Park CRA Boundaries

# Executive Summary

## Why invest in Drew Park?

### Location

Westshore is home to 11 million square feet of office space, as well as some of Tampa's finest restaurants, shopping, and hotels. It is the largest office submarket within the state of Florida. Drew Park is one of the four subdistricts of Westshore. Currently, approximately 2,000 residents reside within Drew Park boundaries. As the area continues to redevelop, there will be increasing levels of demand for residential and commercial development.

In addition, geographically, Drew Park is located centrally within City of Tampa. It has good access to and from I-275 and I-4, as well as Tampa International Airport. It is a convenient location to both live and work. As the City and County continue to develop the demand for readily accessible businesses and housing will continue to increase.

### Major Employers

There are several major employers in the immediate region including Tampa International Airport, St. Joseph's Hospital, and St. Joseph's Women's Hospital, which serve to generate substantial traffic and demand for complementary/supportive retail and commercial services.

### Major Sport Venues

Legends Field (home to the Tampa Yankees and the spring training venue of the New York Yankees) is located within Drew Park while Raymond James Stadium (home of the Tampa Bay Buccaneers) is located immediately adjacent to the CRA. Both attract a significant number of visitors to the area. There is great opportunity for additional retail and commercial establishments designed to capture the crowds that attend these events with complementary services.

### Hillsborough Community College (HCC), Dale Mabry Campus

The largest of HCC's campuses resides within the southeast corner of Drew Park. The college is one of Drew Park's most significant internal employers. The current campus master plan calls for increased student demand in the future. Student housing is planned adjacent to the campus within CRA boundaries. The creation of additional housing and related services geared towards students presents another future investment opportunity in Drew Park.



### Park Proximity

Tampa's largest urban park is directly adjacent to the Drew Park CRA. The park is composed of approximately 126 acres. Amenities such as playgrounds, trails, dog park, and a fishing pond are a short drive or walk from the CRA. It is one of the recommendations of this plan that better linkages be established to and from the park, to better make use of park services.

### Business Incentives

Drew Park is a designated CRA located within the State Enterprise Zone. The Enterprise Zone program offers financial incentives to businesses and property owners located in designated areas. These incentives are offered to encourage private investment in the zones as well as employment opportunities for the area's residents. Such incentives include jobs tax credits, property tax credits, sales tax refund for building materials, machinery and equipment and the Community Contribution Tax Credit program. A large portion of the CRA is also eligible for participation in the Urban Job Tax Credit Program. This program provides up to \$5 million of tax credits to eligible businesses that are located within the 13 designated Urban Areas. An urban job tax credit ranges from \$500 to \$2,000 per qualified job. It can be taken against either the Florida Corporate Income Tax or the Florida Sales and Use Tax.

# Executive Summary

## Community Input

During community meetings that were held in 2006, participants were asked to identify what they felt were community issues that required change. The following responses are ordered by the frequency of which they were recorded:

- Drainage
- Sidewalks and lighting
- General clean up of the area
- Additional effort to minimize or clean up the adult uses in the area

A final community meeting took place in February of 2007. During this meeting, information and ideas contained within this plan was presented. Final comments and CRA Board approval will be necessary for completion and adoption of this plan.



## Methodology

### Inventory & Analysis

An inventory of land use, zoning, public infrastructure and housing was conducted in order to identify any opportunities and/or constraints of the existing conditions as well as to determine any potentially beneficial modifications that would facilitate plan implementation.

### Community Involvement

A series of three community meetings were conducted in order to discuss project goals, solicit public input and present incremental findings of the planning process. Select large/special interest stakeholders, as representatives of more narrowly defined special interests within the area, were consulted separately from the general public in order to determine their particular issues and concerns. Three newsletters were distributed to residents by mail, prior to each community meeting, informing them about project status and encouraging their involvement in the strategic planning effort.

### Economic/Market Assessment

An analysis of economic, demographic, and real estate market conditions that would impact redevelopment opportunities within Drew Park was completed. The methodology for evaluating the area's development opportunities included analyzing the current and future demand for key real estate land uses including rental and "for sale" residential, commercial retail, office and industrial.

### Financial Strategy

Based upon the collection and analysis of economic and market evaluation information, a strategy for how to position Drew Park best for economic growth was established. In addition, a strategy for prioritizing economic redevelopment was devised. Finally, a budget for the CRA was developed.

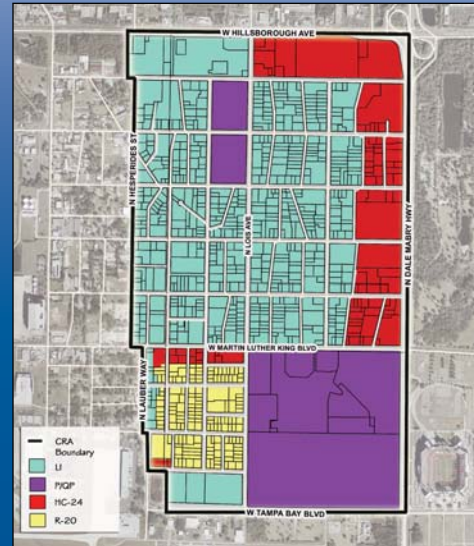


# Executive Summary

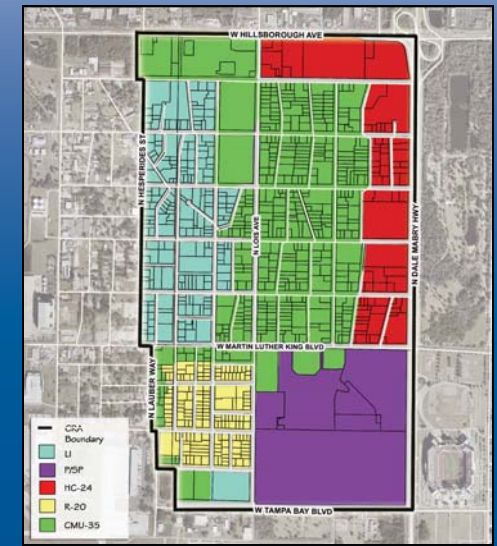
## Future Land Use & Zoning

### Future Land Use Recommendations

In order to promote a more cohesive community form and attract a broader range of redevelopment interest in Drew Park, changes to the Comprehensive Plan are recommended. Specifically, this plan calls for a reduction in the amount of available industrial land use, which is currently permitted in approximately half (49%) of Drew Park. It is believed that while industrial use should remain in Drew Park, a lesser degree of it, more strategically positioned within the CRA, would better serve redevelopment efforts within the community. The incorporation of a mixed-use land use category, such as Community Mixed Use-35 (CMU-35) is encouraged within much of the current industrial area east of Lois Avenue in order to promote more sustainable, smart growth, live/work growth pattern. Proposed changes should coincide with the City's Comprehensive Plan Update, which is scheduled to be completed in 2008.



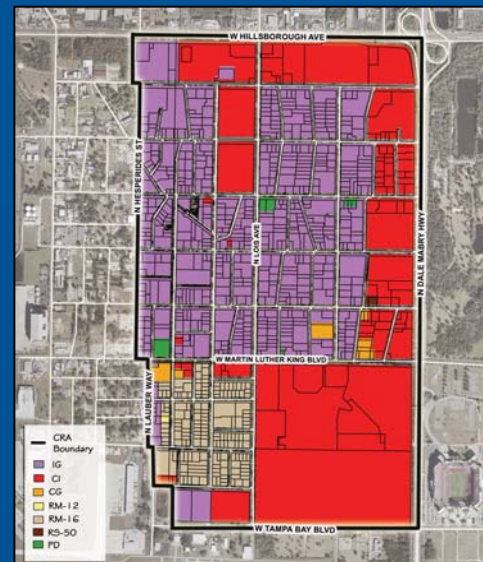
Existing Land Use



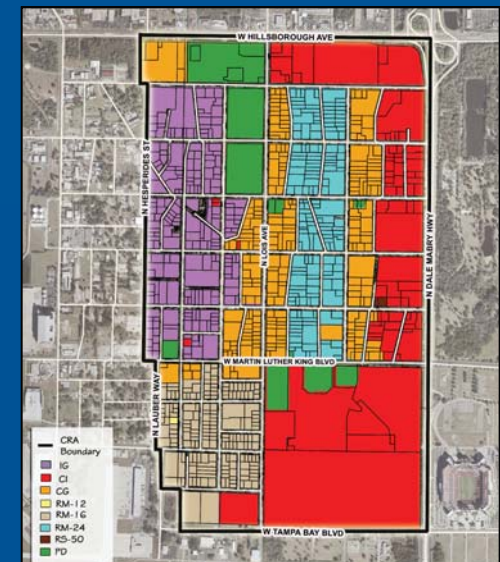
Proposed Land Use

### Zoning Recommendations

Zoning within the Drew Park CRA is primarily Industrial General (IG) or Commercial Intensive (CI), aside from a small residential pocket in the southwestern corner of the CRA. A Residential Multi-Family (RM-24) zoning district is proposed east of Lois Avenue. To insulate the residential use from Industrial and Commercial Intensive land use (which are not compatible with residential land use) the provision of Commercial General (CG) zoning is recommended as the adjacent zoning designation. To further alleviate the degree of compatibility issues, which have resulted from many non-conforming uses throughout much of Drew Park, form-based codes for regulating scale and form of new development are recommended for further study and incorporation. Zoning changes are anticipated to occur in 2009.



Existing Zoning



Proposed Zoning

# Executive Summary

## Infrastructure & Services Findings

### Transportation: Roadways

Existing Level of Service (LOS) along Drew Park's two major internal roadways is good, and consequently no capacity upgrades are required at this time. Although there are many misaligned roadways within the CRA, there also exists a well-functioning underlying grid to the existing roadway pattern. All future significant roadway and right-of-way improvements, such as roadway repaving to repair some of the severely damaged roadways, are recommended to occur along grid-system roadways (as defined and illustrated on Page 22).



### Transportation: Sidewalks/ Landscaping

Drew Park does not have an adequate amount of sidewalks and landscaping. The plan recommends incorporating pedestrian upgrades focused along roadways in the following locations: the area currently zoned residential in the southwest corner of the CRA, the area proposed for future residential land use east of Lois Avenue and north of Martin Luther King Jr. Blvd., and along orthogonal grid-system streets. Continual funding is recommended under "neighborhood improvements" over the life of the TIF.



### Transportation: Lighting

Drew Park suffers from having too few functioning street lights. Increased lighting levels are recommended to reduce illegal dumping opportunities and increase the perception of safety during evening and nighttime hours. The addition of aesthetically-pleasing light poles, as opposed to the current provision of wooden utility poles, will assist in developing a more consistent and pleasing character for the area and will upgrade the overall streetscape appearance of the CRA.



### Water

The inventory of Drew Park's water infrastructure revealed a water distribution system in need of a number of upgrades related to the following: asbestos cement main replacement, hydraulic looping, undersized main line replacement, unlined cast iron main line replacement, and delivery or grid system projects. However, overall grid flow capacity is adequate and can accommodate growth. The type and extent of necessary upgrades will depend on the scale of positioning of future development. So as not to deter potential small business investors, the development and provision of an Infrastructure Redevelopment Incentive Program (as described on Page 65) is recommended to assist required water system upgrade costs.

### Stormwater

A substantial portion of the CRA is prone to flooding. If not addressed, major prospective area investors are less likely to take interest in the area. Efforts by the City of Tampa Stormwater Department are currently underway to help alleviate flooding concerns. Upgrading the stormwater system is a critical plan component that, once complete, will substantially improve the quality of life of area residents and business owners. It is the recommendation of this plan to implement the Stormwater Department strategy beginning on Page 32 of this document. The prevention of future flooding, via the restoration of a functioning stormwater system is the top priority of the plan.



### Wastewater

The majority of pipes for the wastewater system in Drew Park are less than 25 years old and are estimated to have an additional 25 years of life left. No system-wide deficiencies or capacity problems currently exist, and none are anticipated taking into account potential growth from redevelopment.



# Executive Summary

## Infrastructure & Services Findings Continued

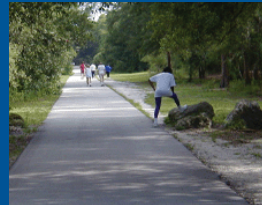
### Solid Waste

The solid waste collection system for Drew Park is adequate. The needs for the Department of Solid Waste's assistance in Drew Park relate more towards programmatic needs with increased code enforcement within the right-of-way, (which falls under the jurisdiction of the Code Enforcement Department) and clean-up of the area.



### Parks & Recreation

Following the relocation of Hunt Park facilities to Al Lopez Park, the CRA has been left devoid of any park and recreation facilities. Acquisition of land adequate for two neighborhood parks, and the funding of necessary park equipment costs, is recommended. Following implementation of these recommendations, there would be a sufficient amount of parks (based on some growth to current population projections and City of Tampa level of service requirements). Opportunities to partner with Hillsborough Community College (HCC) on provision of parks and recreation service should continue to be explored, in order to better serve both the CRA and student populations. In addition, better access to Al Lopez Park from the existing neighborhood, with future connectivity to new residential areas, through HCC, connecting to the Legends Field Bridge is recommended.



### Private Utilities & Police/Fire Rescue

**Power (Tampa Electric Company TECO):** The construction of an additional substation is recommended by TECO in order to accommodate any substantial future growth. Coordination between the City and TECO is recommended to facilitate proper siting as well as timely permitting/construction.

**Telecommunications (Verizon):** No current telecommunication deficiencies within the CRA were identified. The primary conduit route for telecommunications follows Dale Mabry Highway. Along this corridor, high capacity DS3 Service is available to businesses. The expansion of this type of service into the area is recommended.

**Gas (TECO People's Gas):** Drew Park residents and business owners are served by natural gas. Currently the capacity of the system is adequate, however, if necessary TECO will expand its service.

**Tampa Police Department:** There is currently a police substation on Tampa Bay Boulevard along the southern boundary of the CRA. Police service overall is currently adequate for the area. However, to promote the downward trend of crime in the area, establish positive community relations and promote a high quality of life within the CRA a crime reduction strategy is proposed for the CRA (see page 57).

**Fire Protection:** There are four fire stations within a one mile radius of the CRA. Fire officials estimate that, with the exception of the planned Hillsborough Community College dorm, future call volumes can be accommodated by the current system.

## Housing Recommendations

Given the CRA's proximity to large employment nodes and its central geographic position within the City it is believed that there is potentially a strong market for affordable housing in Drew Park. Because this would require a substantial annual TIF contribution for subsidy, the provision of funds for this purpose will not be available in the near-term. Near-term TIF funds instead will be concentrated to help implement necessary infrastructure upgrades.

Beginning in year 7 of the TIF, (2010) it is recommended that special development incentives should be considered for implementation to attract affordable housing investment. A variety of programs, that are anticipated to be at least partially funded by the CRA's TIF, include the following:

#### Developer Incentives:

- Availability of a publicly-owned/vacant land inventory
- Partial waiver of parking/set-back requirements
- Fee Waivers
- Permit expedition
- The willingness of the City to work individually with developers to make affordable housing development more feasible

#### Buyer Incentive

- First time homeowner down payment assistance (income qualified)



# Executive Summary

## Tax Increment Financing

Tax increment financing is a valuable tool promoting redevelopment efforts within the City and County. It is used to leverage public funds to promote private sector activity in the targeted area. The dollar value of all real property in the Community Redevelopment Area is determined as of a fixed date, also known as the “base value.” Taxing authorities, which contribute to the tax increment, continue to receive property tax revenues based on the frozen value.

These base value revenues are available for general government purposes. However, any tax revenues from increases in real property value, referred to as “increment,” are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area. TIF funds are anticipated as a significant funding source to recommended improvements within the Drew Park CRA.

## Bond Financing

It is estimated that by 2015 more than \$40 million will be required to fund proposed improvements within Drew Park. While some improvements such as sidewalk construction may be able to be funded directly from TIF revenue on an incremental basis, large scale infrastructure improvements that are needed more immediately (such as proposed stormwater improvements) will require bond financing. It is anticipated that this bond will be issued in Year 7 of the TIF. (2010/11)

## Key Redevelopment Incentives

A mix of business sizes and types are present in Drew Park. To assist both large and small business development/retention a variety of incentive programs are recommended. Some are geared more particularly toward small business, such as the facade and site grant improvement program and infrastructure redevelopment incentive program. Other programs, such as the following, are potentially equally beneficial to both small and large businesses:

- Affordable Housing Assistance
- Enterprise Zone
- Environmental/Brownsfield Assistance
- Stormwater Retention Waiver
- Community Development Block Grant Program
- Urban Job Tax Credit
- Proximity to a Foreign Trade Zone

Details of these incentive programs are provided in the “Key Incentive” section of this document beginning on Page 61.

## Economic Development

It is anticipated that CRA TIF funds will be allocated annually for economic development. In addition to assemblage of parcels, the City is willing to work with individual developers to help facilitate and structure project specific incentives, as appropriate.

## Community Improvements

A variety of programs have been developed to facilitate redevelopment in Drew Park. Specifically these programs are meant to address crime, aesthetics and adult use. Included programs are as follows:

- Crime Reduction Program (to reduce crime and the perception of crime)
- Code Enforcement/Solid Waste Coordination Program (to reduce trash and debris in the right-of-way and to improve the appearance and safety of structures)
- Clean City Beautification (full-time litter control and environmental cleanup)
- Adult Use Compliance Program (increased monitoring of establishments to assure no illegal activities are taking place)

A complete discussion of these programs begins on Page 57 of this document.

## Executive Summary

## Proposed CRA Budget

### Revenue

Anticipated revenues were calculated for the first eleven years of the CRA designation (FY 2004-2015).

#### YEARS 1-3 (FY 2004-2007) Historical

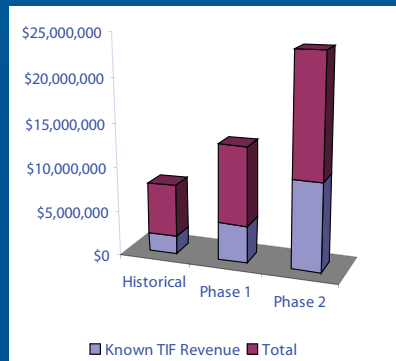
Known TIF Revenue: \$2,010,838  
 Projected TIF Revenue: \$0  
 TIF Roll-Over: \$397,738  
 Projected TIF Available: \$2,194,471  
 Other Funding (Non-TIF): \$3,700,000  
 Total: \$5,894,471

#### YEARS 4-6 (FY 2007-2010) Phase I

Known TIF Revenue: \$4,211,354  
 Projected TIF Revenue: \$0  
 TIF Roll-Over: \$0  
 Projected TIF Available: \$3,703,890  
 Other Funding (Non-TIF): \$5,200,000  
 Total: \$8,903,890

#### YEARS 4-6 (FY 2007-2010) Phase II

Known TIF Revenue: \$10,021,492  
 Projected TIF Revenue: \$4,775,245  
 TIF Roll-Over: \$0  
 Projected TIF Available: \$13,797,186  
 Other Funding (Non-TIF): \$0  
 Total: \$13,797,186



### DEFINITIONS & ASSUMPTIONS

Known TIF Revenue: Actual recorded TIF revenue for years 1-3. The assumed rate of annual escalation is as follows: Year 3-4 = 16%; Year 4-5 = 12%, and 8% annual growth in the years following.

Projected TIF Revenue: Assumes TIF value escalation resulting from development/redevelopment

Projected TIF Available: Known TIF revenue + Projected TIF Revenue - CRA Management Costs

Other Funding (Non-TIF): Assumes funds from City CIP, Legislature, and Southwest Florida Water Management District (SWFWMD) specifically

### Expenditures

As stated under the review of the infrastructure & services findings, funding to implement a stormwater strategy to alleviate flooding within the CRA is the top priority of this plan. The actual program costs (estimated at approximately \$25-\$30 Million) exceed the known TIF revenue during that time period. As a result, bonding and use of non-TIF revenue will be required to implement needed stormwater system upgrades. The following is an overview of the first eleven years of the CRA expenditures:

#### YEARS 1-3 (FY 2004-2007) Historical

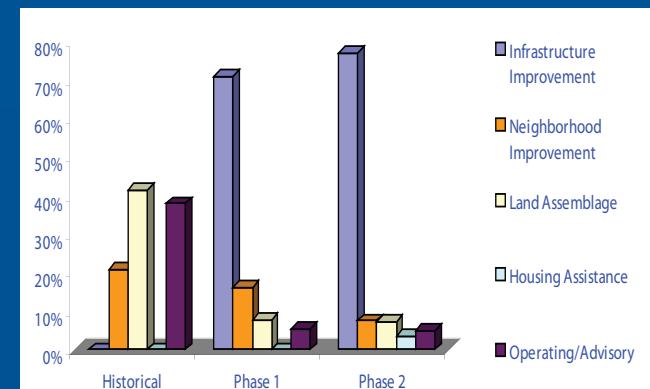
Infrastructure Improvement: \$0  
 Neighborhood Improvement: \$500,00  
 Affordable Housing Assistance: : \$0  
 Economic Development/Land Assemblage: \$995,476  
 Operating/Advisory: \$913,100

#### YEARS 4-6 (FY 2007-2010) Phase I

Infrastructure Improvement: \$9,003,350  
 Neighborhood Improvement: \$2,038,730  
 Affordable Housing Assistance: : \$0  
 Economic Development/Land Assemblage: \$990,000  
 Operating/Advisory: \$672,464

#### YEARS 4-6 (FY 2007-2010) Phase II

Infrastructure Improvement: \$21,011,736  
 Neighborhood Improvement: \$2,015,000  
 Affordable Housing Assistance: : \$975,000  
 Economic Development/Land Assemblage: \$1,950,000  
 Operating/Advisory: \$1,324,551



Note: Expenditure amounts are estimates and reflect both TIF and non-TIF funding sources

## Executive Summary

## Proposed CRA Budget

The following table illustrates the proposed strategy for funding improvements, services, and redevelopment incentives within Drew Park, given the projected revenue stream through FY 2014/15. In order to help finance the proposed expenditures, a \$25 Million bond is assumed in Year 7 (FY 2010/11). Notably, the assumed bond payment exceeds known historical TIF revenue precedent. To make this arrangement possible, the City has agreed to assume additional financial responsibility.

This indicates a significant commitment from the City to the Drew Park CRA and will be instrumental in implementing the strategy as it has been laid out. The proposed funding strategy is contingent upon actual TIF revenue consistent with projections, receipt of revenues from other funding sources, and actual project and program costs in line with projections.

Item	Total Budget	TIF Year 1 FY2004/5	TIF Year 2 FY2005/6	TIF Year 3 FY2006/7	TIF Year 4 FY2007/8	TIF Year 5 FY2008/9	TIF Year 6 FY2009/10	TIF Year 7 FY2010/11	TIF Year 8 FY2011/12	TIF Year 9 FY2012/13	TIF Year 10 FY2013/14	TIF Year 11 FY2014/15	Total
<b>Historical Use of Funds</b>				1.00	1.05	1.10	1.15	1.20	1.25	1.30	1.35	1.40	
Misc. Engineering/Advisory Services	\$625,152	\$225,871	\$13,084	\$440,911									\$679,866
Neighborhood Improvement	\$500,000	\$0	\$225,000	\$275,000									\$500,000
Affordable Housing Assistance Programs	\$0	\$0	\$0	\$0									\$0
Economic Development/Land Assemblage	\$995,476	\$0	\$322,738	\$672,738									\$995,476
Infrastructure Improvement	\$0	\$0	\$0	\$0									\$0
<b>Sub-total</b>	<b>\$2,120,628</b>	<b>\$225,871</b>	<b>\$560,822</b>	<b>\$1,388,649</b>									<b>\$2,175,342</b>
<b>Phase 1 Use of Funds (including Escalation)<sup>1</sup></b>													
Misc. Engineering/Advisory Services	\$165,000				\$52,500	\$55,000	\$57,500						\$165,000
Neighborhood Improvement Programs	\$2,038,730				\$627,480	\$704,000	\$707,250						\$2,038,730
Affordable Housing Assistance Programs	\$0				\$0	\$0	\$0						\$0
Economic Development/Land Assemblage	\$990,000				\$315,000	\$330,000	\$345,000						\$990,000
Infrastructure Improvement	\$9,003,350				\$2,149,350	\$4,554,000	\$2,300,000						\$9,003,350
<b>Sub-total</b>	<b>\$12,197,080</b>				<b>\$3,144,330</b>	<b>\$5,643,000</b>	<b>\$3,409,750</b>						<b>\$12,197,080</b>
<b>Phase 2 Use of Funds (including Escalation)<sup>1</sup></b>													
Misc. Engineering/Advisory Services	\$325,000							\$60,000	\$62,500	\$65,000	\$67,500	\$70,000	\$325,000
Neighborhood Improvement Programs	\$2,015,000							\$372,000	\$387,500	\$403,000	\$418,500	\$434,000	\$2,015,000
Affordable Housing Assistance Programs	\$975,000							\$180,000	\$187,500	\$195,000	\$202,500	\$210,000	\$975,000
Economic Development/Land Assemblage	\$1,950,000							\$360,000	\$375,000	\$390,000	\$405,000	\$420,000	\$1,950,000
Infrastructure Improvement	\$21,011,736							\$18,524,236	\$2,487,500	\$0	\$0	\$0	\$21,011,736
<b>Sub-total</b>	<b>\$26,276,736</b>							<b>\$19,496,236</b>	<b>\$3,500,000</b>	<b>\$1,053,000</b>	<b>\$1,093,500</b>	<b>\$1,134,000</b>	<b>\$26,276,736</b>
<b>Projected Sources of Funds</b>													
Known TIF Revenues <sup>2</sup>		\$246,157	\$621,150	\$1,144,688	\$1,217,436	\$1,412,226	\$1,581,693	\$1,708,228	\$1,844,886	\$1,992,477	\$2,151,875	\$2,324,025	\$16,244,841
Projected TIF Revenues <sup>3</sup>									\$1,141,839	\$1,173,529	\$1,210,724	\$1,249,153	\$4,775,245
TIF Roll-Over			\$397,738										
<b>Total Projected TIF Revenues</b>		<b>\$246,157</b>	<b>\$621,150</b>	<b>\$1,144,688</b>	<b>\$1,217,436</b>	<b>\$1,412,226</b>	<b>\$1,581,693</b>	<b>\$1,708,228</b>	<b>\$2,986,725</b>	<b>\$3,166,006</b>	<b>\$3,362,599</b>	<b>\$3,573,178</b>	<b>\$21,020,085</b>
Less Total CRA Management Costs		(\$20,286)	(\$60,328)	(\$153,777)	(\$161,466)	(\$169,155)	(\$176,844)	(\$184,532)	(\$192,221)	(\$199,910)	(\$207,599)	(\$215,288)	(\$1,741,406)
<b>Projected TIF Available</b>		<b>\$246,157</b>	<b>\$958,560</b>	<b>\$990,911</b>	<b>\$1,055,970</b>	<b>\$1,243,071</b>	<b>\$1,404,849</b>	<b>\$1,523,696</b>	<b>\$2,794,504</b>	<b>\$2,966,096</b>	<b>\$3,155,000</b>	<b>\$3,357,891</b>	<b>\$19,696,704</b>
Other Funding (Non-TIF) Total City, County, Federal, Other Funding <sup>4</sup>				\$3,700,000	\$2,600,000	\$2,600,000							\$8,900,000
City - TIF Backed Bonds (Principal \$ / Term)								\$23,750,000					\$23,750,000
Less TIF Bond Payments (Int. Rate / Quarterly Pymt.)								(\$2,332,093)	(\$2,332,093)	(\$2,332,093)	(\$2,332,093)	(\$2,332,093)	(\$11,660,466)
<b>Net Annual Funding Surplus/Deficit</b>		<b>\$0</b>	<b>\$397,738</b>	<b>\$3,302,262</b>	<b>\$511,640</b>	<b>(\$1,799,929)</b>	<b>(\$2,004,901)</b>	<b>\$3,445,367</b>	<b>(\$3,037,589)</b>	<b>(\$418,997)</b>	<b>(\$270,593)</b>	<b>(\$108,203)</b>	<b>\$37,081</b>
<b>Projected Net Annual Balance (Cumulative)</b>			<b>\$397,738</b>	<b>\$3,700,000</b>	<b>\$4,211,640</b>	<b>\$2,411,711</b>	<b>\$406,810</b>	<b>\$3,852,177</b>	<b>\$814,587</b>	<b>\$395,590</b>	<b>\$124,997</b>	<b>\$16,795</b>	<b>\$16,332,045</b>

<sup>1</sup> 5% annual escalation from 2007

<sup>2</sup> Current TIF, plus an assumed rate of annual escalation; includes release per Inter-local Agreement

<sup>3</sup> Assumes new development/redevelopment

<sup>4</sup> Assumes the following other funds: Year 3: \$1.5M from Legislature & \$2.2 M from City CIP; Year 4: \$1.5M from Legislature & \$1.1M from SWFWMD; Year 5: \$1.5M from Legislature & \$1.1M from SWFWMD

Note: Project costs are based upon SAP Opinion of Probable Costs in 2006 dollars.

# *Introduction*



# Introduction

## Consultant Team

### URS PLANNING

URS is a multi-disciplinary design firm with core offerings in community planning, urban design, land planning, transportation planning, strategic economic analysis, environmental analysis, architecture, engineering sciences, construction services and project management.

### LAMBERT ADVISORY

Since 1995, Lambert Advisory has built a diverse client portfolio, working on real estate related advisory engagements throughout the world. The members of their senior management team have diverse backgrounds, ranging from planning to development to finance to leasing and lending.

### IPI

IPI is an independent WMBE planning and community involvement firm. Typical firm responsibilities include a wide-range of community involvement related activities encompassing planning to construction phasing of projects.

### COEN & COMPANY CONSULTING

With over 30 years of experience in land development and transportation planning/engineering, Coen & Company Consulting's experience includes the following: transportation analysis for access management, local government traffic needs studies, driveway permits, and parking studies.

## Project Scope

URS Corporation was contracted by the City of Tampa in June of 2005 to begin development of a plan for the Drew Park CRA that identifies the following:

- Strategic public investment
- Regulatory actions that foster quality development
- Incentives that the City can use to further attract private investment

Following identification of these items, the development of a recommendation guide for implementation of the following services and activities was tasked:

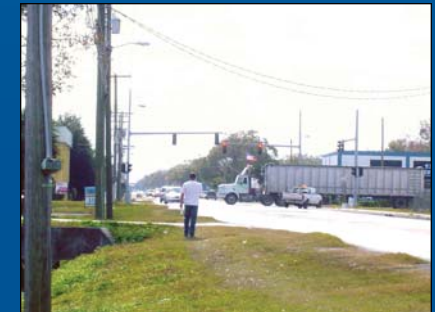
- Comprehensive building and zoning code changes to reverse the trends of property deterioration, illegal dumping, property maintenance citations, widespread structural deficiencies.
- Infrastructure and public sector improvements, including gateway identification, area signage, roadways, sidewalks, street lighting, stormwater, public landscaping, and subsurface utility replacement.
- Development of incentives and assistance to marketing-oriented efforts of the City to stimulate private sector investment and redevelopment.
- Programs or opportunities that will remove barriers to private investment.

Alternative funding sources, strategies for achieving affordable housing, as well as economic and redevelopment research are also detailed within this strategic plan.

Property deterioration is prevalent throughout the CRA



There is a lack of continuous sidewalk surface in Drew Park



"For Sale" signs are common throughout the CRA



# Project Background

## Area History

- **1928:** Drew Field Municipal Airport, a general aviation facility, opened following the City of Tampa's negotiation of a deal with land developer, John H. Drew.



Military Style Buildings Then and Now

- **1940-1945:** The City of Tampa leased Drew Field to the U.S. Government for 25 years. It is estimated that as many as 120,000 recruits were stationed at Drew Field. During this period, the area now considered Drew Park was rapidly transformed from a swampy cow pasture to a military community, complete with community sewer and water facilities, paved streets and hundreds of military-style buildings similar to the existing ones shown in the photographs.



- **1946:** Drew Field was deactivated by the Army and turned into a municipal airport, which was later renamed Tampa International Airport.
- **Post WWII:** The City purchased 720 acres on the east side of the Airport, which is now includes Drew Park. Initially, many properties were reused utilizing existing buildings constructed by the Army. Later, properties were redeveloped as the City undertook the replacement of sewer and water lines, and other public and institutional uses began to appear in the area. A broad variety of business interests have found their way to Drew Park, however, over time, the area has developed signs of blight leading to its CRA designation in 2004.

## Area Legal Description

That part of the historic boundaries of the Drew Park neighborhood, Sections 4, 5, 8 and 9, Township 29 South, Range 18 East, Hillsborough County, Florida lying within the following to wit:

Beginning at the intersection of the Centerlines of Dale Mabry Highway (S.R. 600) and Tampa Bay Boulevard; thence run Westerly along said Centerline of Tampa Bay Boulevard to its intersection with Easterly boundary of said Section 8; thence Northerly along said Easterly boundary to the Centerline of Woodlawn Avenue; thence Westerly along said Centerline of Woodlawn Avenue to the Centerline of Lauber Way; thence Northerly along said Centerline of Lauber Way to the Centerline of Ohio Avenue; thence Westerly along said Centerline of Ohio Avenue to the Centerline of Lauber Way; thence Northerly along said Centerline of Lauber Way to the Centerline of Dr. Martin Luther King, Jr. Boulevard; thence Westerly along said Centerline of Dr. Martin Luther King, Jr. Boulevard to the Centerline of Hesperides Street; thence Northerly along said Centerline of Hesperides Street to the Centerline of Crest Avenue; thence Westerly along said Centerline of Crest Avenue to the Centerline of Hesperides Street; thence Northerly along said Centerline of Hesperides Street to the Centerline of Hillsborough Avenue (S.R. 580); thence Easterly along said Centerline of Hillsborough Avenue to the Centerline of Dale Mabry Highway; thence Southerly along said Centerline of Dale Mabry Highway to its intersection with the Centerline of Tampa Bay Boulevard, said intersection being the Point of Beginning (see Figure 1).

## CRA Key Milestones

- **March 2004:** The **Drew Park Finding of Necessity Study** was completed. The study concluded that there was sufficient evidence to recommend conditions of blight existed within the study area.
- **May 17, 2004:** The **Drew Park Community Redevelopment Plan (CRP)** was completed. The intention of the document was to be used as a general redevelopment guide for the area as well as direction for capital investment and the use of other public resources.
- **May 20, 2004:** The Drew Park Community Redevelopment Area (CRA) was officially designated by City Council.
- **June 24, 2004:** Community Redevelopment Tax Increment Financing (TIF) was established by City Council.
- **June 2005:** URS Corporation was contracted by the City to begin work on the **Drew Park Strategic Action Plan** - a continuation of the CRP that identifies priorities of City/TIF investments.



# ***Comprehensive Plan & Development Regulations***

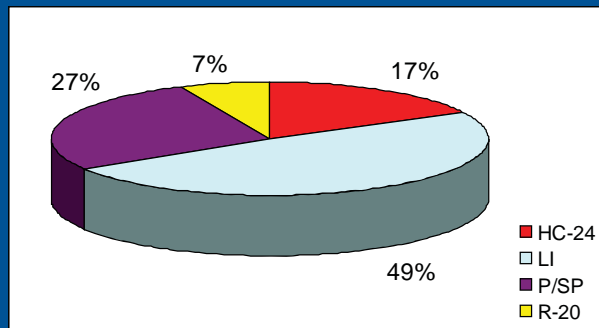


## Existing Conditions

The land use categories shown on the Future Land Use Map are identified in the **Tampa Comprehensive Plan** (Future Land Use Element) according to the predominant use or maximum level of intensity intended for that category of use. The type of land use, purpose, and permitted use of land found within the CRA (as illustrated in Figure 2) are listed in the table on Page 15.

Approximately half of the area within the CRA (49%) carries a light industrial land use. The designation of such areas within the City is done with care in order to provide “a minimal degree of nuisance upon the surrounding environment.” While industrial use currently is a viable use within the CRA, as the City continues to evolve it is anticipated that, given Drew Park’s central physical location within the City as well as its positioning within the Westshore business district, the area will take on an increasingly mixed-use/residential composition. In order to facilitate this process and at the same time foster a more balanced land use composition overall, amendments to the area’s future land use are recommended.

## Existing Future Land Use Chart



## Key Issues

- **MIX OF LAND USE:** APPROXIMATELY HALF OF DREW PARK IS CURRENTLY DESIGNATED UNDER INDUSTRIAL LAND USE.
- **NON-CONFORMING RESIDENTIAL:** NORTH OF MARTIN LUTHER KING JR. BLVD. AND EAST OF LOIS AVENUE THERE IS A SIGNIFICANT NUMBER OF RESIDENTIAL UNITS IN CLOSE PROXIMITY TO CONFORMING INDUSTRIAL USE. THIS HAS RESULTED IN LAND USE CONFLICTS.

## Recommendations

In order to promote a development pattern that clusters compatible uses and creates a more cohesive community form, some changes to the Comprehensive Plan will be necessary.

### Comprehensive Plan Amendments

It is recommended that future land use within the CRA follow the proposed land use pattern shown in Figure 3 (Page 13). This will require amendments to both the text of the plan and the Future Land Use Map. The following recommendations outline the rationale for the future land use modifications.

### Reduction in the amount of available industrial land use

Drew Park’s proximity to Tampa International Airport and a declining amount of available industrial land City-wide will continue to make industrial land use a viable market component within the CRA. However, a reduction in the amount of industrial land in Drew Park is recommended in order to achieve the redevelopment goals of the Community Redevelopment Plan and Strategic

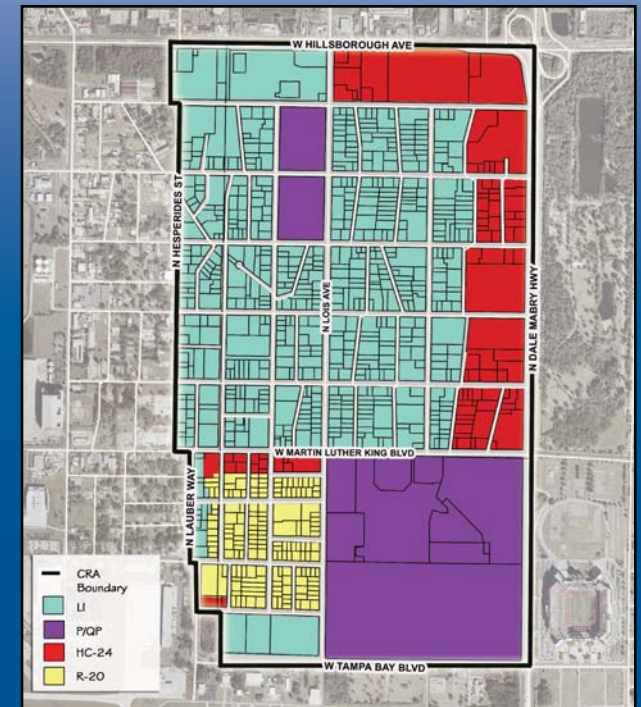


Figure 2: Existing Future Land Use

- LI = Light Industrial
- P/SP = Public/Semi-Public
- HC-24 = Heavy Commercial-24
- R-20 = Residential-20

**Estimated Time for Completion: 2008 (to coincide with the timing of the Comprehensive Plan Update)**

## Recommendations Continued

**Action Plan** - resulting in a more sustainable, viable, livable community. This reduction would gradually occur over time as industrial uses within Drew Park are relocated to other locations within the City. Although it has been diminished in the past decade, the City of Tampa currently has an adequate supply of industrial land use. Consequently, it is not anticipated that the recommended reduction of available industrial land within the CRA will have a significant adverse effect on the amount of industrial land available City-wide.

- **The proposed impact on legal and conforming adult business within the CRA**

Currently, there are ten regulated adult businesses within Drew Park. Their locations are illustrated in yellow on Figure 3. Concentric rings that extend approximately 1,000 feet in each direction are also shown. In order for a site to be considered viable for an adult use within the City of Tampa it must be designated with a land use/zoning that permits that type of use, such as industrial, and it must be greater than 1,000 feet from any other currently existing adult business and 500 feet from residential land use. Given the current density of adult use, there remains little opportunity for additional incorporation of adult use into the CRA, aside from the area recommended to remain industrial west of Lois Avenue. It appears that, given the 1,000 foot distance rule, there are no remaining viable sites within the area proposed for Comprehensive Plan Amendment. Therefore, it is anticipated that the land use amendments will have little to no impact to the total number of viable sites that the City could potentially consider in the future for incorporation of adult use. Existing adult use in the area impacted by land use changes will be allowed to remain and will be considered conforming until residential zoning is granted for a development within 500 feet of the use, at which time it will transition to legally non-conforming.

- **The transition from industrial to a mixed use community will require development of land development regulations that minimize potential compatibility issues between the existing uses and the types of developments allowed by the proposed CMU-35 designation.**

In addition to amendments to both the text and Future Land Use Map within the Tampa Comprehensive Plan, the implementation of the proposed Drew Park Strategic Action Plan will require a number of things to occur, including the following:

- Development of policies that direct land development regulations to be prepared, leading to development standards that create a live/work environment proposed by the strategic plan.
- Consideration of inclusion of policies that allow industrial uses that do not pose a public safety risk or uses that are not considered hazardous to co-exist with residential uses in the CMU-35 land use category. This may be similar to the policy direction the City has recently taken in land use decisions regarding the Rattlesnake Point area south of Gandy Boulevard.
- This amendment process should also include the creation of policies that better link Drew Park, Hillsborough Community College and Tampa International Airport (such as encouraging support uses or assist in developing work/study programs)

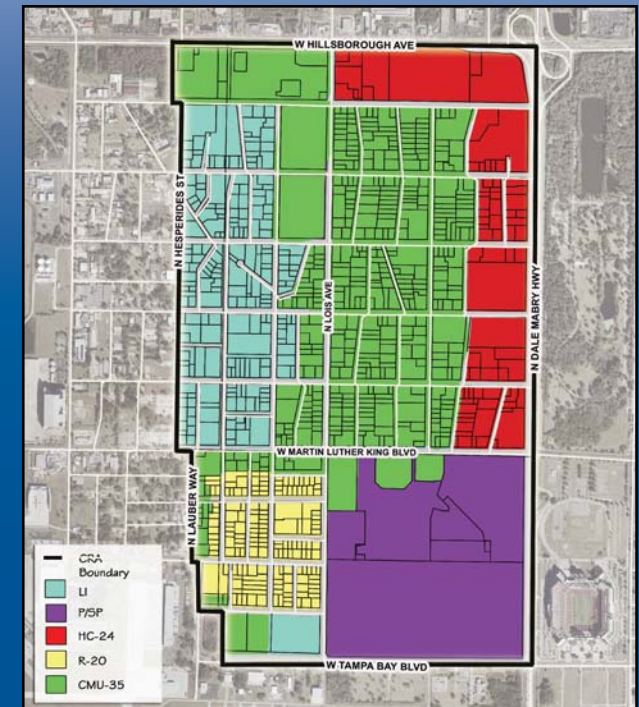


Figure 3: Proposed Future Land Use

- LI = Light Industrial
- P/SP = Public/Semi-Public
- HC-24 = Heavy Commercial-24
- R-20 = Residential-20
- CMU-35 = Community Mixed-Use -35



## Implications of Proposed Changes

### Regulated Versus Non-Regulated Adult Use

All businesses within the City of Tampa are required to be licensed by the Business Tax Division and pay for a Business Operating Permit. A specific type of permit is required to operate an adult use. If the business owner lacks the proper business operating permit for that use, the adult use is considered non-regulated and these businesses are in violation of Chapter 6 of the City of Tampa Code. There are currently ten regulated and nine non-regulated adult uses in Drew Park.

### Drew Park's Future

Drew Park has several characteristics that will make it an increasingly desirable community to both live and work. The following are some of the characteristics that have driven this plan's future land use/zoning recommendations:

- Central geographic location within City Limits
- Good proximity/access to Downtown, Tampa International Airport, St. Joseph's Hospital, and Al Lopez Park
- Hillsborough Community College, Dale Mabry Campus, within boundaries

### Tampa's Industrial Land Future

There is currently 1,879 acres of vacant industrial land within Hillsborough County. If smart growth principles are applied in this case, the City's focus should be on focusing redevelopment efforts on city/employment centers. Industrial land use, on the other hand, should be positioned towards municipal fringes. As Tampa grows the positioning of this industrial land should continue to be re-evaluated.

### Non-Conforming Status Implications

To be considered a nonconformity, a lot, structure, or use must have been in compliance with the zoning requirements which were lawful when it was established, but would be prohibited, regulated or restricted by the enactment of subsequent amendments. Following recommended changes to the Future Land Use and Zoning, all industrial and commercial intensive uses within areas proposed for CMU-35 land use designation will become non-conforming. Non-conforming uses are permitted to continue as a business until they are removed or cease to exist, but their survival is not to be encouraged. In addition, the following changes to the use shall require a special use approval as though it were a new use:

- Enlargement of the existing structure by five (5) percent of the floor area or one hundred fifty (150) square feet, whichever is less;
- If the use has ceased operation for one hundred eighty (180) consecutive days;
- When there is a decrease or lessening of the existing buffering to adjacent uses; or
- When there is a change in use or new use added to the existing use or uses.

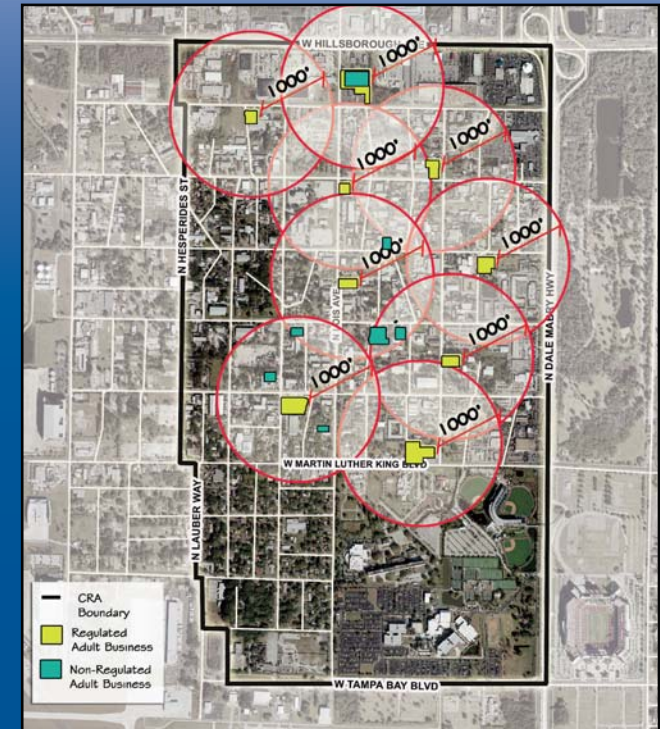


Figure 4: Adult Use Locations

- Regulated Adult Business
- Non-Regulated Adult Business

## Existing Land Use Categories

LAND USE	PURPOSE	PERMITTED USE
<b>Light Industrial (LI)</b>	To provide areas for those industrial uses that create a minimal degree of nuisance upon the surrounding environment. Generally, the type of activity will be light manufacturing, heavy repairs and workshops in various types of processing.	General and intensive commercial, research/corporate parks and light industrial. Residential development is not permitted.
<b>Major Public/ Semi-Public (P/SP)</b>	To show those major government-owned facilities, and other public uses, existing or proposed. This category will also accommodate semi-public uses such as private establishments generally available for public use.	Airports, universities, schools, hospitals, and major public infrastructure facilities (e.g. wastewater treatment plant).
<b>Heavy Commercial-24 (HC-24)</b>	To designate areas suitable for heavy or intensive commercial uses. General commercial and office uses are also permitted. Due to the potential conflict between heavy or intensive commercial activity and residential development, residential uses are discouraged except in appropriate locations with site plan controlled zoning districts.	General and intensive commercial and low to medium-high intensity offices uses. Residential development shall be limited to site plan controlled zoning districts. Land use types shall be permitted according to the following schedule, expressed as a percentage of the total area in this plan category. The percentages shall be applied on an area-wide basis but shall not be interpreted to require development with a mixture of such uses. Maximum Allowable Percentages of Land Use Within the Area Residential: 70% , Commercial (including office development): 100% Industrial: 0% The cumulative development in these areas shall be monitored to ensure that the proportion of mixed uses is maintained.
<b>Residential-20 (R-20)</b>	To designate areas that are primarily single family residential areas; however, other residential development such as two-family and small-scale multi-family development may also occur. Certain neighborhood commercial and residential office uses will be considered that are geared to serve the daily needs of residents, and to encourage pedestrian access.	Single family detached, semi-detached, attached and multifamily residential uses, neighborhood commercial and low intensity office uses.

(Source: City of Tampa Comprehensive Plan: Future Land Use)

## Proposed Land Use Category

## Recommendations Continued

### LAND USE

Community Mixed Use-35 (CMU-35)

### PURPOSE

To designate areas suitable for general commercial, professional office, and multi-family development. Designated areas are determined to be appropriate for such uses due to existing development patterns, the availability of adequate public facilities, and market demands. In order to encourage a true mixture of uses and to encourage the development of residential uses in conjunction with office and retail uses, residential development can be guided by either density or the floor area ratio (FAR), whichever calculation is more beneficial to the development. This concept permits residential uses to be competitive with commercial and/or office uses

### PERMITTED USE

Single family detached, semi-detached, attached and multi-family residential; neighborhood and general commercial; and low to medium intensity office uses. Land use types shall be permitted according to the following schedule, expressed as a percentage of the total area in this plan category. The percentages shall be applied on an area-wide basis but shall not be interpreted to require development with a mixture of such uses. Maximum allowable percentages of land uses within the area: Residential: 45%, Commercial (including office development): 60% Industrial: 0%. The cumulative development in these areas shall be monitored to ensure that the proportion of mixed uses is maintained.

### • Incorporation of CMU-35 Land Use

CMU-35 permits a density/intensity of 0-30 dwelling units per acre and a 1.5 floor area ratio. Permitted types of use include residential, neighborhood and general commercial, and low to medium office use. It is anticipated that modification of land use to CMU-35 will allow a desirable mix of land use in the areas designated in green on Figure 4. In addition, it is anticipated that the following will be accomplished in conjunction:

- As Hillsborough Avenue and Dale Mabry Highway redevelop, residents within this area will contribute significantly towards business patronage along these corridors.
- Industrial land use will be encouraged to continue to exist close to the airport. Noise from planes make this area less desirable for residential development. At the same time, easy access to air transport and roadways (following the improvement to Hesperides Street and Lauber Way) on the western parameter of the CRA will continue to make this an attractive area for industrial use. It is recommended that Lois Avenue, as the roadway divider between proposed mixed-use and industrial land use, receive additional form-based code standards to ensure a more compatible future development forms and patterns.
- A better gateway image can be provided for the district. Industrial land use along major corridors within the CRA provide an undesirable front door image to the area. Shifting this land use along less traveled roadways near the airport should help improve the image and corresponding aesthetic concerns.

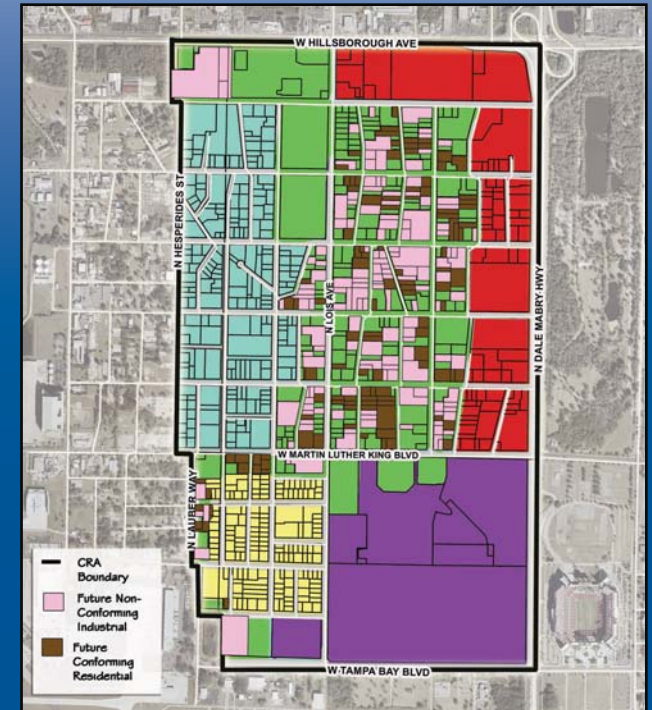


Figure 5: Conforming Vs. Non-Conforming Status Changes

- Future Non-Conforming Industrial
- Future Conforming Residential



## Recommendations Continued

### • Preservation of R-20 Land Use

Within the area indicated in yellow on Figure 5, south of Martin Luther King Jr. Blvd. and west of Lois Avenue is a viable residential development community. It is recommended that no changes be made to the land use in this area. In order to further insulate residents from potentially incompatible future development, it is recommended that no industrial land use should be allowed to directly abut this area. Rather, it is recommended that all land use currently designated as Light Industrial along Lauber Way should be amended to CMU-35.

### • Preservation of HC-24 Land Use Adjacent to Dale Mabry Highway and Hillsborough Avenue

Existing retail land use along Dale Mabry Highway is performing well. Existing retail along Hillsborough Avenue is less financially viable, however the provision of HC-24 in both of these locations is appropriate given the nature of these large corridors and the type of businesses that would likely have future interest in this area.

### • Modification of P/SP to CMU-35 (where indicated on Figure 5).

The two parcels currently owned by the Army and the School Board along Lois Avenue offer strategic redevelopment opportunities. Both are large, single-owner parcels along Lois Avenue. The redevelopment of either would have significant impact on the CRA's future. Under their current land use, public establishments are permitted. In the future, a public-private partnership redevelopment project with mixed-use is recommended for this area, and would provide a larger economic return than preservation of existing uses. Consequently, it is recommended that the future land use should be amended from P/SP to CMU-35 on these two parcels.

### • Modification of HC-24 Land Use to CMU-35 Adjacent to Martin Luther King Jr. Blvd.

As Drew Park redevelops, the types of businesses and activities that occur along Lois Avenue and Martin Luther King Jr. Blvd. should have a continued internal commercial and retail focus. In particular, land use abutting the primarily single-family pocket of Drew Park along Martin Luther King Jr. Blvd. is recommended to be modified from HC-24 to CMU-35 to encourage future development that is compatible with this type of residential development.

In contrast, businesses along Hillsborough Avenue and Dale Mabry Highway, because of greater visibility and accessibility offered by the roadways, should be allowed to continue to develop more intensely, retaining their HC-24 land use designation.

NOTE: The current Land Use designations/nomenclature may be subject to change through the State of Florida Department of Community Affairs, or other jurisdictional bodies, and therefore the intent of the proposed land use is to create a mix of community uses that may include, but not be limited to: commercial retail; professional office; food and beverage outlets; residential, both single and multi-family.

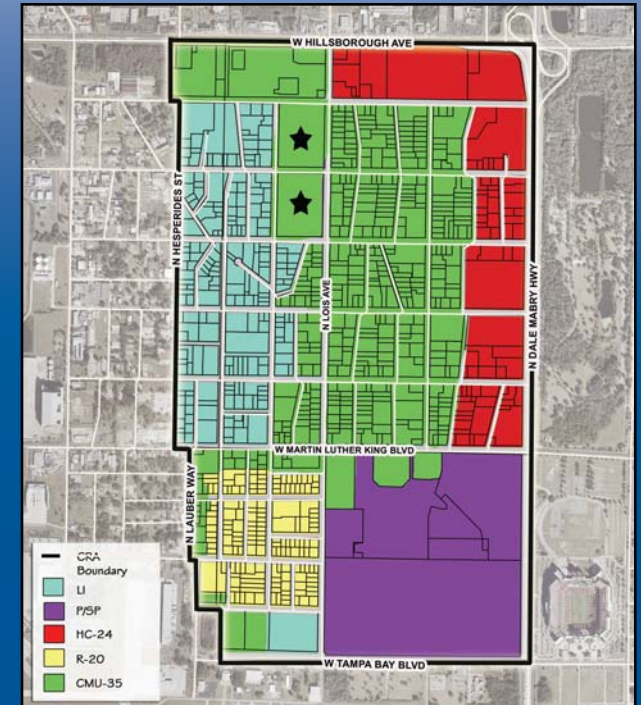


Figure 6: Proposed Future Land Use

- LI = Light Industrial
- P/SP = Public/Semi-Public
- HC-24 = Heavy Commercial-24
- R-20 = Residential-20
- CMU-35 = Community Mixed-Use -35

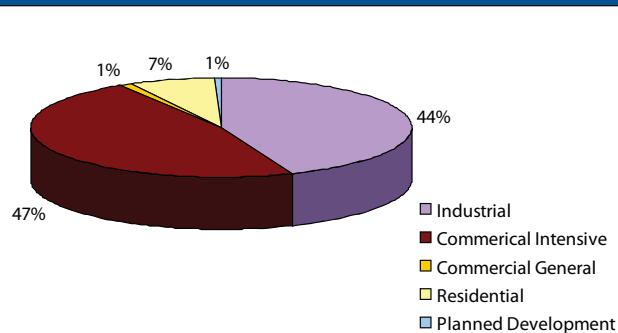
## Existing Conditions

As illustrated by Figure 7, zoning within the study area is largely General industrial (IG) and Intensive Commercial (CI). This is particularly notable since Drew Park is one of the few areas within the City of Tampa limits that permits industrial use, making it a unique area that is important to the overall economy.

Residential zoning (RM-16) is present south of Orient Avenue, north of Woodlawn Avenue and west of Lois Avenue. While the current land use reflects the residential zoning in this area (as shown in Figure 7), nearly half of all residential structures (approximately 48%) continue to remain scattered throughout the Drew Park CRA. Within areas zoned industrial and commercial intensive, it is not uncommon to see an industrial warehouse directly abutting residential use, as shown in the photograph on the right. These conditions have lead to conflicts between residential and industrial land owners in the area.



## Existing Zoning Chart



## Key Issues

- **AESTHETICS:** MANY INDUSTRIAL AND COMMERCIAL STRUCTURES HAVE BEEN GRANDFATHERED IN AND ARE NOT UP TO CURRENT CODE.
- **ADULT USE:** ALLOWED BY CURRENT ZONING, BUT CONTRIBUTES TO A NEGATIVE IMAGE OF THE CRA AS A WHOLE.
- **INDUSTRIAL USE COMPATIBILITY:** IT IS RECOMMENDED THAT SOME INDUSTRIAL USE REMAIN. FORM-BASED CODES WILL NEED TO BE DEVELOPED WHERE IT ABUTS AN ALTERNATE ZONING DESIGNATION.

## Recommendations

- **Following adoption of the proposed Comprehensive Plan amendments, appropriate and corresponding Land Development Regulations will be required.**

To reduce the land use conflicts resulting from the presence of non-compatible uses in close proximity to one another, it is proposed that Amendments to the Zoning Code be developed utilizing Form Based methods. Form Based Zoning focuses on the built environment to enhance a livable community. It provides for enhanced flexibility for coexisting uses, assuming high standards of development are required. Potentially, these codes will be most valuable along key corridors, such as Lois Avenue, and where there is a shift of type and intensity of land use, such as between abutting CMU-35 and HC-24 land uses.

**Estimated Time Line for Completion: 2009**

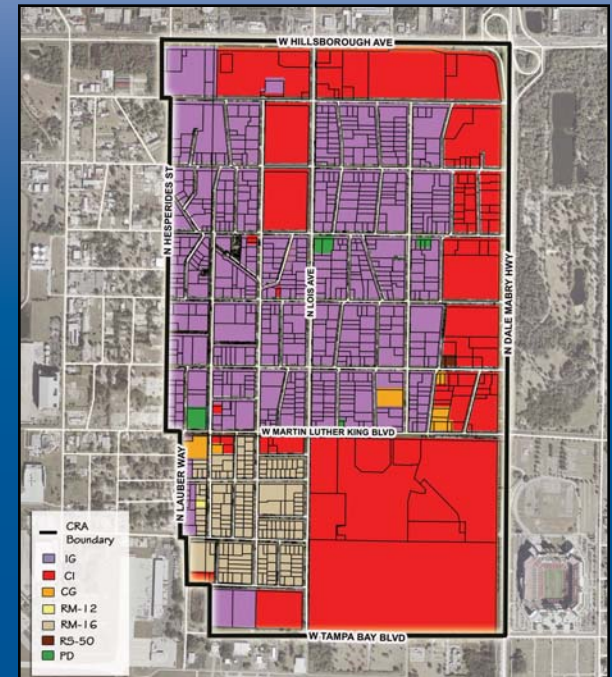


Figure 7: Existing Zoning

- IG= Industrial General
- CI= Commercial Intensive
- CG= Commercial General
- RM-12 = Residential Multi-Family-12
- RM-16 = Residential Multi-Family-16
- RS-50 = Residential Single-Family -50
- PD = Planned Development

## Recommendations (Continued)

- Amend existing zoning in Drew Park to reflect what is illustrated in Figure 8.

The primary objectives set forth by **The Drew Park Community Redevelopment Plan** are as follows, “eliminate the conditions of blight identified in the area, achieve an economically and environmentally sustainable level of redevelopment, and restore a safe and pleasant living environment for area residents, visitors and business community and to provide affordable housing.” If the area continues to remain within current land use and zoning designations, these objectives would be difficult to achieve, particularly related to the provision of housing - which is not allowed within industrial or heavy commercial land use. Consequently, it is recommended that the area receive substantial amendments to its current zoning. All of the original zoning categories will remain within Drew Park, but will be shifted within the CRA to better organize the overall area for redevelopment.

- **Modify zoning designation of large, single-owner parcels from CI (Commercial Intensive) to PD (Planned Development)**

The PD zoning designation is recommended in order to facilitate maximum land development opportunities where it is specified. Drew Park has few large parcels within its’ CRA boundaries; with the majority of parcels less than one acre in size. Smaller parcels with a variety of owners typically makes land assemblage difficult and expensive. Future redevelopment of the designated PD parcels should be strongly encouraged using all available development incentives.

- **Expand residential housing opportunities within Drew Park**

In response to the identified need for affordable housing within in the CRA identified **The Drew Park Community Redevelopment Plan**, a RM-16 district is proposed (as indicated in blue on Figure 8) north of Martin Luther King Jr. Blvd., south of Crest Avenue, West of Grady and east of Clark Avenue. This particular area was selected for residential zoning for a number of reasons:

**Location within CRA:** Easy access to Dale Mabry Highway and Lois Avenue.

**Buffering Opportunities:** More intense uses will be directed towards the periphery, insulating residential uses.

**Student and/or Faculty Housing Potential:** As Hillsborough Community College continues to expand, it is recommended that Drew Park accommodate some of this need.

- **Consideration should be given to the number and type of businesses that currently utilize large trucks for delivery of materials or distribution of finished goods in order to determine their impact on the use of public rights-of-way for loading and unloading activities.**

Over the course of this study it has been noted that a number of businesses do not have adequate off-street parking or loading facilities. While it is not the intent of this plan to suggest that existing viable businesses should be required to cease using public rights-of-way in this fashion, it is a factor that should be considered as new developments are introduced to ensure that adequate access and circulation is provided CRA-wide.

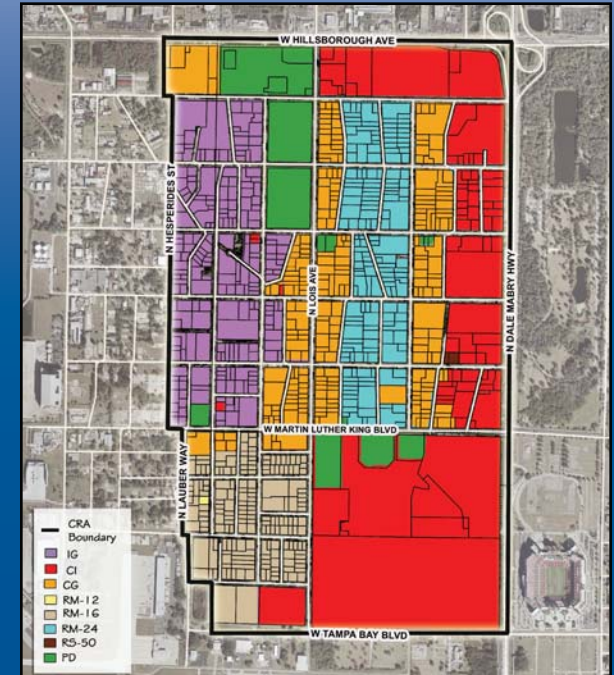


Figure 8: Proposed Zoning

- IG= Industrial General
- CI= Commercial Intensive
- CG = Commercial General
- RM-12 = Residential Multi-Family-12
- RM-16 = Residential Multi-Family-16
- RS-50 = Residential Single-Family -50
- PD = Planned Development
- RM-24 = Residential Multi-Family-24



## Recommendations (Continued)

- Continue to engage the residents and business owners in Drew Park through the CRA Advisory Committee in order to fully explore potentially viable zoning configurations.

During the planning process several Advisory Committee members/residents expressed an interest in modifying the zoning in the southwest corner of Drew Park, which is currently zoned RM-16, to a single family zoning designation. As the plan progresses through implementation phases it is recommended that their input continue to be solicited in order to achieve a zoning configuration result that is responsive to the desires of the existing community.

## Zoning Categories

ZONING	PURPOSE
<b>Industrial General (IG)</b>	This district provides primarily for areas of light manufacturing, wholesaling, warehousing, assembly or product processing, heavy equipment and vehicular repairs and other light industrial uses.
<b>Commercial Intensive (CI)</b>	This district provides areas for intense commercial activity, permitting heavy commercial and service uses.
<b>Commercial General (CG)</b>	This district provides areas where a variety of retail and commercial service activities can be conducted compatible with surrounding uses and residential districts.
<b>Residential Multi-Family-12 (RM-12)</b>	This district provides primarily for low-medium density residential uses including single-family and two-family developments. Multiple-family development may be permitted through the special use permit procedure.
<b>Residential Multi-Family-16 (RM-16)</b>	This district provides primarily for low-medium density residential uses, similar to those provided in the RM-12 district, including single-family and two-family developments, at an increased density. Multiple-family development may be permitted through the special use permit procedure.
<b>Residential Single-Family -50 (RS-50)</b>	This district provides primarily for high density multiple-family residential development.
<b>Residential Multi-Family-24 (RM-24)</b>	This district provides primarily for medium density multiple-family residential development.
<b>Planned Development (PD)</b>	<p>The purpose of the planned development district (PD) is to allow the development of land uses that are in conformance with the adopted future land use element of the Tampa Comprehensive Plan while encouraging maximum land development opportunities and well-designed developments that:</p> <ol style="list-style-type: none"> <li>1. Are characterized by unique conditions or situations which other zoning districts cannot accommodate including, but specifically not limited to unusual physical or environmental features, transportation, access, etc.; or</li> <li>2. Include a mixture of appropriate land uses which may not otherwise be permitted in other districts.</li> </ol>

### Consistency Matrix Between Zoning Districts and Future Land Use Plan Categories

ZONING	IG	CI	CG	RM-12	RM-16	RS-50	RM-24
<b>LAND USE</b>							
<b>LI</b>	Allowed	Allowed	Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed
<b>P/SP</b>	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed	Allowed
<b>HC-24</b>	Not Allowed	Allowed	Allowed	Allowed*	Allowed*	Allowed*	Allowed*
<b>R-20</b>	Not Allowed	Not Allowed	Not Allowed	Allowed	Allowed	Allowed	Not Allowed
<b>CMU-35</b>	Not Allowed	Not Allowed	Allowed	Allowed	Allowed	Allowed*	Allowed

\* Consistent with the land use plan category, however, pursuant to the goals, objectives and policies of the Tampa Comprehensive Plan 2015, rezonings to this classification are discouraged.

# *Inventory & Analysis*





# Inventory & Analysis

# Transportation: Roadways

## Existing Conditions

In general, the roadway network throughout Drew Park is cumbersome to navigate and irregular, consisting of few direct routes. Evidence of road wear and potholes are prevalent throughout the CRA. Overall, pavement, signage, and roadway markings are poor district-wide. In addition, right-of-way directly adjacent to the roadway is consumed mostly with large, unsightly storm-water ditches and is generally devoid of sidewalks and landscape amenities.

### Level of Service (LOS)

As highlighted on the following page, Drew Park currently possesses high levels of service along Lois Avenue and Martin Luther King Blvd., which are the major internal roadways within the CRA. The roadways adjacent to Drew Park, Dale Mabry Highway and Hillsborough Avenue, operate at LOS E and LOS F respectively. Drew Park is primarily connected to this adjacent external roadway network via traffic signals along Dale Mabry Highway at Tampa Bay Boulevard and Dr. Martin Luther King, Jr. Boulevard, and along Hillsborough Avenue at Lois Avenue and Westshore Boulevard. Unfortunately, the levels of services at these gateway signalized intersections appears to be consistent with the street segment levels of services.

### Traffic Signalization

There are three traffic signals within Drew Park and are located along Lois Avenue at the intersections of Crest Avenue, South Avenue, and Martin Luther King Jr. Boulevard. In addition, the intersection of Lois Avenue and Tampa Bay Boulevard is served by a recently constructed roundabout. Each of these intersections appears to operate at levels consistent with the street segment level of services documented in the table on the following page, i.e., LOS A or LOS B.

## Key Issues

- STREET NETWORK: IN MANY AREAS CONFUSING AND IRREGULAR
- ROADWAY PAVEMENT: A MAJORITY OF THE ROADWAYS NEED TO BE REPAVED
- PARKING AVAILABILITY: INSUFFICIENT FOR BUSINESSES, PARTICULARLY DURING SPORTING EVENTS
- INTERSECTIONS: MANY ARE MISALIGNED
- PEDESTRIAN AMENITIES: ROADWAYS ARE LACKING ADEQUATE SIDEWALKS, LIGHTING, AND LANDSCAPE
- RIGHT-OF-WAY USE: MANY BUSINESSES CURRENTLY USE THE RIGHT-OF-WAY FOR PARKING AND LOADING/UNLOADING OF GOODS
- INGRESS/EGRESS OF BUSINESSES: FREQUENT ALONG MAJOR CORRIDORS

## Existing Street Network\*

### North-South Route

N. Lois Avenue  
N. Hubert Avenue  
N. Grady Avenue  
N. Hesperides Street  
N. Lauber Street  
N. Manhattan Street  
N. Coolidge Avenue  
N. Church Avenue  
N. Thatcher Avenue  
N. Clark Avenue  
N. Hale Avenue  
N. Cortez Avenue  
N. Dale Mabry Hwy.

### East-West Route

W. Crest Avenue  
W. South Street  
W. Osborne Avenue  
W. Cayuga Street  
W. Alva Street  
W. Martin Luther King Blvd.  
W. Tampa Bay Blvd.  
W. Hillsborough Avenue  
W. Orient Street  
W. Virginia Avenue  
W. Kentucky Avenue  
W. Ohio Avenue  
W. Woodlawn Aven



Figure 9: Grid Vs. Non-Grid Roadways

Although there are several misaligned and/or discontinuous roadways within the CRA, seven roadways running East-West and three roadways running north-south are direct routes. These roads form a basic grid. All significant recommended roadway and right-of-way improvements within this plan pertain to these roadways.

\*Grid streets are indicated in red

## Current Roadway Level of Service

ROADWAY (FROM-TO)	IMPACT FEE DISTRICT	FUNCTIONAL CLASS	MAINTENANCE RESPONSIBILITY	EXISTING ROAD TYPE	DISTANCE (IN MILES)	DATE OF COUNT	EXISTING DAILY VOLUME	EXISTING LOS D CAPACITY	EXISTING LOS	EXISTING PM PEAK VOLUME
<u>HILLSBOROUGH AVENUE</u>										
Westshore Boulevard to Lois avenue	WS	P	State	4LD	0.61	7/30/2006	61,039	34,200	F	2,124
Lois Avenue to Dale Mabry Highway	WS	P	State	4LD	0.46	7/30/2006	70,875	34,200	F	2,667
<u>MARTIN LUTHER KING JR. BOULEVARD</u>										
Westshore Boulevard to Lois avenue	WS	C	City	2LU	0.61	4/30/2006	4,485	16,100	A	396
Lois Avenue to Dale Mabry Highway	WS	C	City	2LU	0.50	4/30/2006	7,856	16,100	B	655
<u>LOIS AVENUE</u>										
Tampa Bay Blvd. to M.L.K Jr. Boulevard	WS	C	City	2LU	0.5	7/06/2006	4,306	19,100	A	382
M.L.K Jr. Boulevard to Hillsborough Avenue	WS	C	City	2LU	1.0	7/06/2006	8,745	19,100	B	829
<u>DALE MABRY</u>										
Tampa Bay Blvd. to M.L.K Jr. Boulevard	WS	P	State	6LD	0.5	3/12/2006	56,613	51,200	E	4,216
M.L.K Jr. Boulevard to Hillsborough Avenue	WS	P	State	6LD	1.0	3/12/2006	58,201	55,200	E	4,532

(Source: City of Tampa Transportation Division Inventory of Roadway Conditions, August 2006)

# Inventory & Analysis

# Transportation: Roadways

## Recent Improvements

- Two roundabouts have been installed on Tampa Bay Boulevard. One is at the intersection of Lois Avenue and Tampa Blvd., the other is at the intersection of Lauber Way and Tampa Bay Blvd. Roundabout Tampa Bay Blvd. Roundabout Tampa Blvd. These attractively landscaped projects are intended to improve traffic flow and enhance the safety of pedestrians and motorists.
- On the southern end of Lauber Way south of W. Ohio Avenue, a 4-lane divided roadway with landscape and sidewalks has been completed.



## Projected Improvements

### Airport Expansion Upgrades:

- 2009: North Lauber Way/North Hesperides Street parallel roadway. The new roadway will be a four-lane divided road, matching the look of the existing improved southern portion of Lauber Way. It will also include a bike trail.

There are no CIP funded projects currently funded for the area, however, the following long range improvements are currently planned (See Figure 10):

### 2025 Long-Range Transportation Plan:

- 4-Lane North Lois Avenue
- 4-Lane West Tampa Bay Boulevard
- 4-Lane Martin Luther King Boulevard (from North Lois Avenue to North Dale Mabry)

## Recommendations

- Effort should be made to preserve and promote the existing roadway grid network.**

These are the most direct and efficient roadways within Drew Park. In addition, these roadways connect to more regional thoroughfares such as Dale Mabry Highway and Hillsborough Avenue.

Improvements such as roadway pavement upgrades, drainage conveyance, street lighting, and sidewalks (outside existing residential areas) should be considered along all grid roadways.

As redevelopment of Drew Park continues, it is recommended that segments of the misaligned streets be vacated if appropriately requested and documented or realigned as a condition of redevelopment. Either of these actions will reduce the presence of misaligned intersections within the CRA.

- Signalized intersections into Drew Park from Dale Mabry Highway and Hillsborough Avenue should be enhanced to provide more acceptable levels of service for movements into and away from Drew Park.**
- The traffic signals at Lois Avenue at Crest Avenue and South Avenue intersections should be studied to determine if traffic signal warrants are currently being met. The primary justification for these two traffic signals was the ongoing operation of Lois Elementary School and a Federal Post Office. Neither of these facilities are currently in operation.**
- Additional Code Enforcement of right-of-way is recommended to curtail its' use by many area businesses.**



Figure 10: Long Range Roadway Improvements

- The average pavement condition index for roadways in Drew Park is between 30-50, which indicates a need for resurfacing. Projected costs for re-pavement are listed on Page 25. The timing of these improvements should coincide with the provision of Capital Improvement Funds from the City, and if possible, other streetscape improvements.**
- Better ingress/egress access management to roadways is recommended on infill and redevelopment lots.**

## Inventory & Analysis

### Recommendations Continued

- If traffic calming is needed in the future, consideration should be given to establishing four-way stop operations at selected primary street grid intersections, especially along Grady Avenue and Hubert Avenue.
- As a component of providing continuous sidewalks, upgraded cross walks should be considered at the crossing of any primary grid street, especially Lois Avenue, Dr. Martin Luther King, Jr. Boulevard, and Tampa Bay Boulevard.
- Pedestrian features, such as countdown signals, should be considered at all traffic signals within Drew Park, as well as, at each of the gateway traffic signals to Drew Park.
- Participation in the Neighborhood Sign Program is encouraged. Drew Park currently has one neighborhood sign. An additional sign should be requested from the Department of Public Works, as a gateway enhancement feature. This improvement would be free of installation and maintenance costs.
- Additional participation in the Traffic Signal Box Painting Program is encouraged. There is currently one painted traffic signal box located in Drew Park near the Legends Field (see photograph to the right).
- Coordinate with HARTline to determine whether additional bus routes and/or stops are needed within Drew Park.



## Transportation: Roadways

### Repaving Upgrade Cost Estimates By Corridor

ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	RE PAVEMENT ESTIMATE	ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	RE PAVEMENT ESTIMATE
<u>ALVA STREET</u>			<u>MARTIN LUTHER KING JR. BOULEVARD</u>		
Hesperides Street to Dale Mabry Highway	5,390'	\$603,680	Hesperides Street to Dale Mabry Highway	5,790'	\$648,480
<u>CAYUGA STREET</u>			<u>OHIO AVENUE</u>		
Hesperides Street to Dale Mabry Highway	5,540'	\$620,480	Lois Avenue to Lauber Way	2,225'	\$249,200
<u>COOLIDGE AVENUE</u>			<u>ORIENT STREET</u>		
Ohio Avenue to MLK Blvd.	1,360'	\$152,320	Lois Avenue to Hubert Avenue	600'	\$67,200
<u>CREST AVENUE</u>			<u>OSBORNE AVENUE</u>		
Hesperides Street to Dale Mabry Highway	4,940	\$553,280	Hesperides Street to Dale Mabry Highway	3,525'	\$394,800
<u>GRADY AVENUE<sup>2</sup></u>			<u>SOUTH AVENUE</u>		
MLK Blvd. to Crest Avenue	6,175'	\$691,600	Hesperides Street to Dale Mabry Highway	3,825'	\$428,400
<u>HUBERT AVENUE</u>			<u>THATCHER AVENUE</u>		
Woodlawn Avenue to Crest Avenue	9,000	\$1,008,000	Woodlawn Avenue to Ohio Avenue	555'	\$62,160
<u>KENTUCKY AVENUE</u>			<u>VIRGINIA AVENUE</u>		
Lois Avenue to Hubert Avenue	600'	\$67,200	Lauber Way to Lois Avenue	2,415'	\$270,048
<u>LOIS AVENUE<sup>2</sup></u>			<u>WOODLAWN AVENUE</u>		
Tampa Bay Blvd. to Hillsborough Avenue	10,740'	\$1,202,880	Lauber Way to Lois Avenue	1,325'	\$165,200

<sup>1</sup> Linear feet based on Geographic Information System (GIS) measurement, not actual surveyed road length. Measurement assumes 100'-150' re-pavement at each intersection in each direction.

<sup>2</sup> Re-pavement costs of Grady Avenue and Lois Avenue are reflected in stormwater improvements costs (See Page 28).

2006 Estimate Dollars



## Inventory & Analysis

## Transportation: Sidewalks & Landscaping

### Existing Conditions: Sidewalks

There is a general lack of sidewalk connectivity throughout the CRA. Although Drew Park is primarily non-residential, field visits observed a significant amount of pedestrian and bicycle travel.



Where there are sidewalks presently, such as the west side of Grady Avenue, significant portions are in a state of disrepair. Along major roadways, such as Lois Avenue, there is significant wear in the grass paralleling the roadway, indicating pedestrian travel, particularly near transit stops (see photograph).

### Existing Conditions: Landscaping

Along corridors within the single-family residential area in the southwest portion of the CRA there is a dense street tree canopy. However, along non-residential roadway corridors, there is a general lack of street trees. Combined with a deficient sidewalk network, overhead wires, and abundance of business ingress/egress points, the Drew Park area is not pedestrian-friendly. While the presence of ditches, swales and overhead wires precludes the incorporation of shade trees along many corridors, smaller ornamental species and palms could be added along roadways to improve the overall roadway appearance.

### Recent Sidewalk Improvements (2006)

- Hubert Avenue (east side): between Martin Luther King Jr. Blvd. and Ohio Avenue.
- Ohio Avenue (north side): between Lauber Way and Lois Avenue.
- Coolidge Avenue (east side): between Ohio and MLK Jr. (100 feet short of the intersection)

### Key Issues

- LACK OF SIDEWALKS
- POOR CONDITION OF EXISTING SIDEWALKS: WHERE PRESENT, EXISTING SIDEWALKS ARE IN A GENERAL STATE OF DISREPAIR
- RESIDENTIAL SIDEWALKS: WITH THE EXCEPTION OF THE SIDEWALKS THAT ARE CURRENTLY BEING CONSTRUCTED, THERE ARE NO SIDEWALKS IN THE AREA ZONED RESIDENTIAL.

### Recommendations

- The schedule of utility work should be consulted prior to the installation or replacement of any sidewalk, landscaping, and lighting upgrades recommended by this plan.
- While installation of sidewalks along both sides of the street is preferred, in order to promote greater connectivity throughout the CRA in a shorter time frame, one side of the street has been specifically identified for sidewalk improvements along each street in the area zoned residential and along primary grid streets.
- Sidewalks should be installed along Lois Avenue, and Grady Avenue in conjunction with recommended stormwater upgrades.

For location, linear feet of proposed sidewalks, and projected costs of upgrades, see the Improvement Matrix beginning on Page 28.

- Installation of ornamental trees is recommended along corridors specified by the Improvement Matrix beginning on Page 28. In addition, participation in the Mayor's Beautification Program is encouraged as an additional resource for landscape improvements.



Figure 11: Proposed Sidewalk Improvements

- The general prioritization of recommended sidewalk and landscaping upgrades is as follows:
  1. Area currently zoned residential in the southwest corner of the CRA
  2. Area proposed for future residential land use
  3. Along the remainder of grid streets (as shown on Figure 9)



### Existing Conditions

In a windshield survey conducted in March of 2006, streetlight placement and condition was assessed. It was noted that many of the existing lights would require maintenance in order to function. During community meetings, one of the items identified by the community as a need was additional lighting in the area. However, in order for a repair or a lighting addition to be made, requests must be made to the City. For a variety of reasons, Drew Park residents have historically made few requests for either.

In addition to satisfying the community, aesthetically-pleasing lighting poles (where indicated by the matrix on pages 28-31) and increased lighting levels (CRA-wide) are recommended to reduce illegal dumping opportunities, increase perception of safety, and help upgrade the general streetscape appearance within the CRA. In the fall of 2006, a comprehensive lighting study was conducted CRA-wide by Tampa Electric (TECO) in order to evaluate exact requirements for safe vehicle operation and pedestrian movement, according to I.E.S. (Illuminating Engineering Society of North America) standards. That study will aid in determining precise locations for light poles along proposed corridors.

### Projected Improvements/Funding

- The City of Tampa Lighting Initiative: The City is currently in the third year of a seven-year, seven phase project that will result in replacement of all type I Cobra fixtures currently using 50 and 70-watt lamps with type III Cobra fixtures using 100 or 150-watt lamps. Lighting replacement in Drew Park, north of Martin Luther King Jr. Blvd., is scheduled to occur by the end of 2006. As of September 2006, the area south of Martin Luther King Jr. Blvd. had not been scheduled for improvement.

### Key Issues

- STREET LIGHT DISTRIBUTION: UNEVEN - LEAVING SOME AREAS VERY DARK
- STREET LIGHT MAINTENANCE: A SIGNIFICANT PERCENTAGE OF THE EXISTING LIGHTS ARE NOT WORKING
- STREET LIGHT AESTHETICS: LIGHTS ARE RETROFITTED ON EXISTING TELEPHONE POLES

### Recommendations

- **The general prioritization of recommended lighting upgrades is as follows:**
  1. Area currently zoned residential in the southwest corner of the CRA
  2. Area proposed for future residential land use (north of MLK Blvd. and east of Lois Avenue)
  3. Along the remainder of grid streets (as shown on Figure 9)
- **A request should be made by the CRA to the Tampa Police Department for increased prioritization of the area south of Martin Luther King Jr. Blvd. in the City of Tampa Lighting Initiative. Upgrades should coincide or directly follow the upgrades taking place within the rest of the CRA, TECO schedule permitting.**



Figure 12: Windshield Survey of Street Lighting

## Inventory & Analysis

## Transportation: Improvement Matrix

### Sidewalk, Lighting, and Landscape Upgrade Recommendations By Corridor

ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	SIDE OF ROAD <sup>2</sup>	LIGHTING COST <sup>3</sup>	SIDEWALK COST <sup>4</sup>	LANDSCAPE COST <sup>5</sup>	TOTAL SEGMENT COST	CORRIDOR PRIORITY
ALVA STREET							
Hesperides Street to Lois avenue	1,840'	North	\$5,274	\$38,090	\$9,156	\$52,520	3
Lois Avenue to Dale Mabry Highway	2,500'	North	\$8,460	\$61,100	\$14,688	\$84,248	2
CAYUGA STREET							
Hesperides Street to Lois avenue	1,840'	South	\$5,274	\$38,090	\$9,156	\$52,520	3
Lois Avenue to Dale Mabry Highway	2,500'	South	\$8,460	\$61,100	\$14,688	\$84,248	2
COOLIDGE AVENUE							
Ohio Avenue to MLK Blvd.	1,360'	East	\$6,120	\$0	\$0	\$6,120	1
CREST AVENUE							
Hesperides Street to Lois avenue	1,840'	South	\$5,274	\$38,090	\$9,156	\$52,520	3
Lois Avenue to Dale Mabry Highway	2,500'	South	\$8,460	\$61,100	\$14,688	\$84,248	2
GRADY AVENUE <sup>6</sup>							
MLK Blvd. to Crest Avenue	4,375'	West	\$13,860	\$100,100	\$24,063	\$138,023	2

## Sidewalk, Lighting, and Landscape Upgrade Recommendations By Corridor (Continued)

ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	SIDE OF ROAD <sup>2</sup>	LIGHTING COST <sup>3</sup>	SIDEWALK COST <sup>4</sup>	LANDSCAPE COST <sup>5</sup>	TOTAL SEGMENT COST	CORRIDOR PRIORITY
HUBERT AVENUE							
Woodlawn Avenue to MLK Blvd.	2,000'	East	\$8,640	\$14,300	\$11,563	\$34,503	1
MLK Blvd. to Crest Avenue	4,300'	East	\$14,400	\$104,000	\$25,000	\$143,400	3
KENTUCKY AVENUE							
Lois Avenue to Hubert Avenue	600'	North	\$2,160	\$15,600	\$0	\$17,760	1
LOIS AVENUE <sup>6</sup>							
Tampa Bay Blvd. to M.L.K Jr. Boulevard	2,615'	Both	\$8,874	\$80,113	\$30,813	\$208,786	3
M.L.K Jr. Boulevard to Hillsborough Avenue	5,125'	Both	\$17,100	\$154,375	\$59,375	\$402,325	3
MARTIN LUTHER KING JR. BOULEVARD							
Hesperides Street to Lois avenue	1,840'	North	\$5,274	\$38,090	\$9,156	\$52,520	3
Lois Avenue to Dale Mabry Highway	2,500'	North	\$8,460	\$61,100	\$14,688	\$84,248	3

## Sidewalk, Lighting, and Landscape Upgrade Recommendations By Corridor (Continued)

ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	SIDE OF ROAD <sup>2</sup>	LIGHTING COST <sup>3</sup>	SIDEWALK COST <sup>4</sup>	LANDSCAPE COST <sup>5</sup>	TOTAL SEGMENT COST	CORRIDOR PRIORITY
OHIO AVENUE							
Lois Avenue to Lauber Way	1,525'	South	\$3,337	\$0	\$0	\$3,337	1
ORIENT STREET							
Lois Avenue to Hubert Avenue	600'	South	\$2,160	\$15,600	\$0	\$17,760	1
OSBORNE AVENUE							
Hesperides Street to Lois avenue	1,840'	South	\$5,274	\$38,090	\$9,156	\$48,561	3
Lois Avenue to Dale Mabry Highway	2,500'	South	\$8,460	\$61,100	\$14,688	\$93,575	2
SOUTH AVENUE							
Hesperides Street to Lois Avenue	1,840'	North	\$5,274	\$38,090	\$9,156	\$48,561	3
Lois Avenue to Dale Mabry Highway	2,500'	North	\$8,460	\$61,100	\$14,688	\$93,575	2
THATCHER AVENUE							
Woodlawn Avenue to Ohio Avenue	555'	East	51,998	\$14,430	\$1,998	\$16,428	1

## Sidewalk, Lighting, and Landscape Upgrade Recommendations By Corridor (Continued)

ADJACENT ROADWAY (FROM-TO)	LINEAR FEET <sup>1</sup>	SIDE OF ROAD <sup>2</sup>	LIGHTING COST <sup>3</sup>	SIDEWALK COST <sup>4</sup>	LANDSCAPE COST <sup>5</sup>	TOTAL SEGMENT COST	CORRIDOR PRIORITY
VIRGINIA AVENUE							
Lauber Way to Lois Avenue	1,415'	North	\$4,770	\$34,450	\$0	\$39,220	1
WOODLAWN AVENUE							
Lauber Way to Lois Avenue	1,325'	North	\$4,662	\$33,670	\$0	\$38,332	1

### Total Estimated Costs

Corridor Priority One Total Cost  
**\$173,460**

Corridor Priority Two Total Cost  
**\$577,917**

Corridor Priority Three Total Cost  
**\$1,145,861**

<sup>1</sup> Linear feet based on Geographic Information System (GIS) measurement, not actual surveyed road length.

<sup>2</sup> Recommended side of the road based on windshield survey of roadway conditions. Recommended sides were observed to have fewer impediments, and in some cases, existing concrete sidewalk pavement.

<sup>3</sup> Lighting Cost based on an estimated \$30/month lease per fixture cost. More detailed program costs can follow the completion of the IES design by TECO (Estimate Source: TECO)

<sup>4</sup> \$6.50/SF, 4" Deep, 4' Width (Estimate Source: City of Tampa Public Works)

<sup>5</sup> \$250/Ornamental Tree

<sup>6</sup> Sidewalk installation along Grady Avenue and Lois Avenue should follow stormwater improvements along those corridors. Sidewalk width along Lois Avenue is proposed to be 5'.

All costs based on 2006 construction dollar values.

Note: Neighborhood improvements in the near future should be focused on the established residential neighborhood in the southwest quadrant of Drew Park.



## Existing Conditions

Flooding is a frequent occurrence within the Drew Park CRA. The current stormwater management system is inadequate for a number of reasons, including historical non-provision of on-site retention by individual property owners. Areas shown in blue on Figure 13 are particularly flood prone areas.



The City and SWFWMD (South West Florida Water Management District) have made the correction of the flooding problem a priority. The year 2006 marked the beginning of a comprehensive study effort by the City's Stormwater Department. The study's focus is how flooding can realistically be eliminated from the area. The addition of SWFWMD's interest presents an important opportunity for additional funding.

## Projected Improvements/Funding

- City of Tampa Capital Improvement Funding (2006-2007): \$2.2 Million
- SWFWMD Cooperative Funding: \$2.2 Million
- Incremental Legislative Appropriations: \$4.4 Million

## Key Issues

- INADEQUATE INFRASTRUCTURE CAPACITY: RESULTS IN FLOODING
- FLOODING: RESULTS IN PROPERTY DAMAGE, LOCALIZED ACCESS PROBLEMS DURING/FOLLOWING STORM EVENTS, CONCERN OF BUSINESS AND PROPERTY OWNERS . ALSO A DISINCENTIVE TO POTENTIAL INVESTORS.
- OPEN DITCH SYSTEM:
  - SYSTEM UNDER CAPACITY
  - VISUALLY UNSIGHTLY;
  - PRECLUDES THE INCLUSION OF SIDEWALKS AND OTHER STREETSCAPE AMENITIES;
  - A CATCH BASIN FOR SEDIMENTATION AND DEBRIS,
  - FREQUENTLY CLOGS;
  - IS PERIODICALLY DISCONNECTED BY UN-PERMITTED FILL ACTIVITY.

## Recommendations

- **The City has begun the effort to alleviate flooding problems within the CRA. In order to address this problem, a strategy has been developed and is outlined on the following page. This plan recommends it's immediate implementation.**
- **Roadway restoration will be necessary along Grady Avenue and Lois Avenue following the addition of culverts along these roadways. The provision of adjacent sidewalks and landscaping is also recommended at that time.**



Figure 13: Existing Floodprone Areas

## Stormwater Strategy

### PHASE 1\* (2007-2010):

- Land Acquisition for Pond north of Hillsborough Avenue
- Design of Major Systems
- Pond Construction
- Pump Station Construction
- Grady Avenue Culvert Installation

### PHASE 2\* (2010-2015):

- Grady Avenue Culvert Installation Completion
- Grady Avenue Roadway Restoration
- Grady Avenue Sidewalks/Landscape/Street Lights
- Lois Avenue Culvert Installation
- Lois Avenue Roadway Restoration
- Lois Avenue Sidewalks/Landscape/Lights

\* Phasing corresponds to the phasing plan of the overall CRA budget

## Estimated Improvement Costs

Stormwater Improvement	Cost
Pond Land Acquisition	\$400,000
Design of Major Systems	\$700,000
Pond Construction	\$680,000
Pumping Station	\$3,600,000
Grady Avenue Culverts	\$4,750,000
Grady Avenue Road Restoration	\$691,600
Lois Avenue Culverts	\$9,650,000
Lois Avenue Road Restoration	\$1,187,200
15% Contingency	\$3,241,860
<b>Total</b>	<b>\$24,854,030</b>

(Source: City of Tampa Stormwater Department, City of Tampa Public Works Department, 2006)

## Stormwater Zones

- The general strategy for stormwater improvements is illustrated in Figure 14. To combat flooding problems within Drew Park, the area has been subdivided into three stormwater zones. Water from the two areas east of Hubert Avenue (indicated in purple and blue in Figure 14) will be pumped via gravity pump to a ponding area north of Hillsborough Avenue. West of Hubert Avenue, stormwater naturally drains to the west. It is anticipated that stormwater from this area will largely be collected by the new airport roadway alignment along the western border of the CRA (scheduled for implementation in 2009-10).

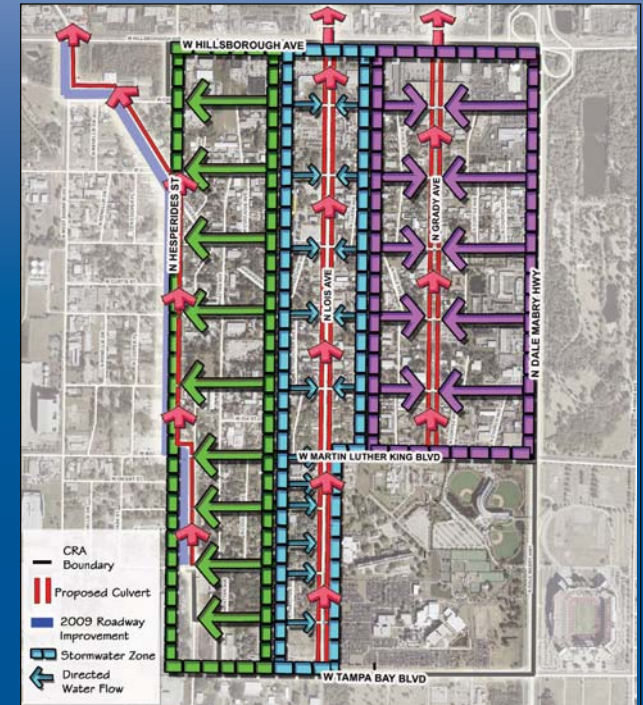


Figure 14: Directed Stormwater Flow Strategy

## Existing Conditions

Although the Drew Park CRA has an aged water distribution system, the overall grid flow capacity, based on existing conditions and some anticipated growth, is satisfactory for delivery demands and fire prevention. However, there are other system upgrades that are needed - as identified under "Necessary Upgrades/Funding." The location and type of necessary improvements are indicated on Figure 15.

## Necessary Upgrades/Funding

- Asbestos Cement Main Replacement (ACMR)
- Undersized Main Replacement (UMR)
- Unlined Cast Iron Main Replacement (UCIMR)
- Delivery or Grid System Project (DEL)
- Hydraulic Looping System Project (HLS)

No CIP funds have been identified for these tasks and no grant programs are available. Estimated associated projected costs of system upgrades are outlined in detail on the following page (Page 35).

## Improvement Cost/Linear Foot

Diameter	Cost /LF	Diameter	Cost /LF
4"	\$76	20"	\$248
6"	\$105	24"	\$313
8"	\$109	30"	\$430
12"	\$155	36"	\$466
16"	\$235	42"	\$566

(Cost Source: City of Tampa Water Department, 2006)

## Key Issues

- AGE OF WATER DISTRIBUTION SYSTEM: A MAJORITY OF THE SYSTEM'S PIPES ARE RELATIVELY OLD
- ASBESTOS: USED IN THE MANUFACTURE OF CEMENT WATER PIPES. ALTHOUGH THEY POSE NO IMMEDIATE HEALTH THREAT, IT IS RECOMMENDED THEY BE REPLACED
- WATER LOSS AND LEAKING: POTENTIAL OF THIS IS GREATER DUE TO THE AGE OF THE DISTRIBUTION SYSTEM

## Recommendations

The type and extent of improvements recommended is dependent on the type and scale of redevelopment that takes place in the future. While the redevelopment applicant is required to pay for upgrades necessitated by the project some outside grants or funding mechanisms may be available to help offset these costs.

- **Reduce overall development costs of projects that are consistent with the goals and objectives of the Community Redevelopment Plan by establishing an Infrastructure Redevelopment Incentive Program (See page 65).**

Necessary upgrades to the water system, as outlined in this section, are potentially eligible for partial reimbursement from the Redevelopment Incentive Program. Developers may also be eligible for reimbursement of the following: water meter costs, connection fees, and tap charges. Details of this recommended program begin on Page 65.

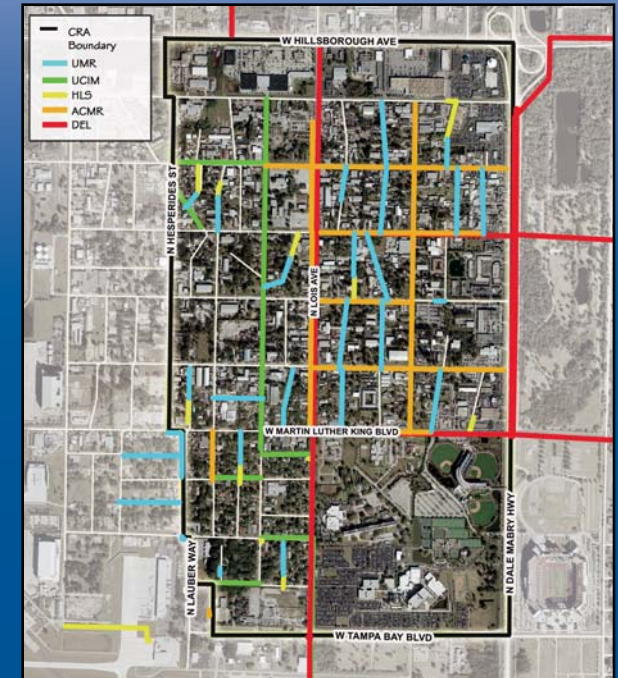


Figure 15: Water System Upgrades

- ACMR = Asbestos Cement Main Replacement
- UMR = Undersized Main Replacement
- UCIMR = Unlined Cast Iron Main Replacement
- DEL = Delivery or Grid System Project
- HLS = Hydraulic Looping System Project



# Inventory & Analysis

# Water

## Necessary System Upgrades

Asbestos Cement Main Replacement					Undersized Main Replacement					Unlined Cast Iron Main Replacement				
DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$	DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$	DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$
4	0	0	\$0	\$0	4	0	0	\$0	\$0	4	0	0	\$0	\$0
6	0	0	\$0	\$0	6	0	0	\$0	\$0	6	7,924	238	\$831,991	\$1,167,165
8	17,555	527	\$1,913,450	\$2,656,008	8	15,512	466	\$1,691,824	\$2,348,376	8	905	27	\$98,621	\$136,893
12	2,164	65	\$335,468	\$427,018	12	0	0	\$0	\$0	12	4,633	139	\$718,061	\$914,022
16	0	0	\$0	\$0	16	0	0	\$0	\$0	16	0	0	\$0	\$0
20	0	0	\$0	\$0	20	0	0	\$0	\$0	20	0	0	\$0	\$0
24	0	0	\$0	\$0	24	0	0	\$0	\$0	24	0	0	\$0	\$0
30	0	0	\$0	\$0	30	0	0	\$0	\$0	30	0	0	\$0	\$0
36	0	0	\$0	\$0	36	0	0	\$0	\$0	36	0	0	\$0	\$0
42	0	0	\$0	\$0	42	0	0	\$0	\$0	42	0	0	\$0	\$0
48	0	0	\$0	\$0	48	0	0	\$0	\$0	48	0	0	\$0	\$0
<b>TOTAL</b>				<b>\$3,083,027</b>	<b>TOTAL</b>				<b>\$2,348,376</b>	<b>TOTAL</b>				<b>\$2,218,080</b>
Delivery or Grid System Project					Hydraulic Looping System Project					Other				
DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$	DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$	DIAMETER (inches)	LENGTH (feet)	METER SETS CLASS	PIPE COST \$	TOTAL COST \$
4	0	0	\$0	\$0	4	0	0	\$0	\$0	4	0	0	\$0	\$0
6	0	0	\$0	\$0	6	2,263	68	\$237,590	\$237,590	6	0	0	\$0	\$0
8	0	0	\$0	\$0	8	2,559	77	\$278,979	\$278,979	8	0	0	\$0	\$0
12	18,514	555	\$2,869,673	\$3,652,817	12	32	1	\$4,903	\$4,903	12	0	0	\$0	\$0
16	12,727	555	\$2,990,894	\$3,529,255	16	0	0	\$0	\$0	16	0	0	\$0	\$0
20	10,748	555	\$2,665,582	\$3,120,236	20	0	0	\$0	\$0	20	0	0	\$0	\$0
24	0	0	\$0	\$0	24	0	0	\$0	\$0	24	0	0	\$0	\$0
30	0	0	\$0	\$0	30	0	0	\$0	\$0	30	0	0	\$0	\$0
36	0	0	\$0	\$0	36	0	0	\$0	\$0	36	0	0	\$0	\$0
42	0	0	\$0	\$0	42	0	0	\$0	\$0	42	0	0	\$0	\$0
48	0	0	\$0	\$0	48	0	0	\$0	\$0	48	0	0	\$0	\$0
<b>TOTAL</b>				<b>\$10,302,308</b>	<b>TOTAL</b>				<b>\$521,472</b>	<b>TOTAL</b>				<b>\$0</b>
Asbestos Cement Main Replacement				\$3,083,027	Delivery or Grid System Project				\$10,302,308					
Undersized Main Replacement				\$2,348,376	Hydraulic Looping System Project				\$521,472					
Unlined Cast Iron Main Replacement				\$2,218,080	<b>Total</b>				<b>\$18,473,262</b>					

(Cost Source: City of Tampa Water Department, July 2006)





## Inventory & Analysis

## Wastewater & Solid Waste

### Existing Conditions: Wastewater

Wastewater service is provided to Drew Park via a gravity collection system that discharges into two pumping stations. The majority of pipes within the district are under 25 years old and estimated to have an additional 25 years of life left. The current sanitary sewer system is adequate for supplying the current CRA population, and a significant amount of anticipated growth with wastewater service. Overall, no system-wide deficiencies or capacity problems currently exist. In addition, there has been no significant pipe wall loss noted in force mains.

### Estimated Improvement Costs

No system deficiencies were identified, consequently no improvement costs were projected at this time.

### Projected Improvements/Funding

No CIP funds have been identified and no grant programs are available.

### Existing Conditions: Solid Waste

Illegal dumping is a frequent problem observed within the Drew Park CRA. Between January 2003 and September 2006, 860 inspections of illegal dumping (within the right-of-way) were conducted by code enforcement staff employed by the Solid Waste Department. In order to address this problem, a joint Code Enforcement/Solid Waste program is recommended for implementation within the Key Actions/Programs section of the document beginning on Page 57.

### Wastewater

- SYSTEM UPGRADES: OVER THE PAST 15 YEARS THE CITY HAS UPGRADED THE SYSTEM IN THE AREA
  - GRAVITY COLLECTION SYSTEM IS IN GOOD CONDITION;
  - THERE IS NO SIGNIFICANT PIPE WALL LOSS IN THE FORCE MAINS
- AGED OR ABANDONED PIPES: PREVIOUSLY UNDETECTED PIPES MAY STILL BE PRESENT

### Recommendations

- If previously undetected aged or abandoned pipes are found they should be replaced and/or filled. The cost of replacing and/or filling of pipes is potentially eligible for partial reimbursement from the Redevelopment Incentive Program (see page 65) for projects that are consistent with the goals and objectives of the Community Redevelopment Plan.

### Solid Waste

- ILLEGAL DUMPING IN THE RIGHT-OF-WAY: OFTEN ASSOCIATED WITH THE OPENING OF A NEW BUSINESS

### Recommendations

- Refuse collection with Drew Park is adequate with no identified system-related deficiencies.
- Increased involvement of the Department of Solid Waste's Code Enforcement division and S.W.E.E.P. Program are recommended to help better manage illegal dumping within the CRA.
- Dumpster enclosures are recommended as an eligible improvements under the Facade and Site Grant Improvement Program (for details see Page 61).
- As redevelopment and infill occurs, property owners should be required to setback and/or enclose dumpsters.

## Existing Conditions

There are no neighborhood parks, community parks, or recreational facilities within the Drew Park CRA. Until recently, Hunt Park served residents area residents. With expansion of cargo operations by the Aviation Authority, the park land was needed for other purposes. The Aviation Authority paid for relocation of community facilities to Al Lopez Park. These facilities are now housed within the 11,000 square foot Cordelia B. Hunt Community Center.

Currently, the City's Parks and Recreation Department is actively conducting a search, in conjunction with the Real Estate Division, for park siting opportunities in the CRA.

## Projected Improvements

No CIP funds have been identified for parks and recreation with CRA boundaries.

Park land acquisition costs are estimated at \$2,178,000 for two parks. This assumes purchase of a site approximately 5 acre in size purchased at \$10/SF, which was the average price per square foot for a vacant site in Drew Park during 2005.

(Cost Source: City of Tampa Economic Development Department, 2006)

## Key Issues

- LACK OF PARK/RECREATIONAL FACILITIES: THERE ARE NO EXISTING NEIGHBORHOOD PARKS, COMMUNITY PARKS, OR RECREATIONAL FACILITIES WITHIN THE CRA
- LACK OF DEFINED LINKAGES TO AL LOPEZ PARK: IMPROVED LINKAGES COULD FACILITATE TRAVEL BETWEEN THE CRA AND THE ADJACENT PARK.

## Recommendations

- Identify a suitable location for a park within CRA boundaries near the area currently zoned residential.

Parks and green space are a vital part of all communities. They have been shown to help promote economic development. Identified parcel(s) for park improvements should be approximately 2-3 acres in size and consist of the elements outlined on the "Estimated Improvement Cost" table to the right.

Sites with significant tree canopy and grand trees are preferred as potential park sites.



- As the area north of Martin Luther King Jr. Blvd. and east of Lois redevelops, it is recommended that a second neighborhood park be established within this area. It should be similar in size and composition to the park proposed for inclusion within the established residential area.

## Estimated Improvement Costs

Park Improvement	Cost
Large-Sized Play Set (Age 6-12)	\$48,000
Play Area Surfacing (Rubber)	\$50,000
Swings	\$1,000
Swing Area Surfacing (Rubber)	\$5,000
Bike Rack (1 Total)	\$750
Water Fountain (1 Total)	\$500
Water Meter/Fountain Piping	\$1,500
Benches (3 Total)	\$2,625
Waste Receptacles (2 Total)	\$920
Park Sign (1 Total)	\$2,500
Landscaping	\$15,000
Irrigation	\$10,000
Internal Sidewalks	\$7,000
Multi-purpose Court	\$50,000
<b>Total</b>	<b>\$194,795</b>

(Source: City of Tampa Parks and Recreation Department, 2006)

- Enhance linkages between the Drew Park CRA and Al Lopez Park as well as schools serving the area (north of Hillsborough Avenue) with additional sidewalks and trails to encourage use of city park facilities.
- Examine the feasibility of using vacated right-of-ways within non-grid roadways for non-vehicular paths or linear parks.

### **Power: Tampa Electric Company (TECO)**

#### **Existing Conditions**

There are currently three substations that serve the Drew Park CRA. Presently, the existing overhead utility lines and substations sufficiently serve existing customers, however the electric system is close to capacity. The development of the electrical grid is driven by customer demand and the addition of infrastructure is added as deemed necessary by an increase in load. Substantial development/redevelopment within the area will require the planning and construction of a new substation. It is recommended that the real estate department of TECO assist the City in a selection of potential substation sites, which typically require a 250' x 250' footprint. The site should provide an appropriate connection to the overall network and customers, while at the same time, taking into account aesthetics of the area.

#### **Recommendations**

- It is recommended that coordination begin between the City and TECO to select a site for a substation and subsequently initiate the permitting process.
- Positioning of the substation should be sensitive to the proposed type, nature, and location of redevelopment activity.

### **Telecommunications**

#### **Existing Conditions**

The Drew Park Area is primarily served by Verizon's westside central office, located just southeast of the CRA. The area is served with aerial (overhead) and direct buried copper cables that were placed in the late 1970's or early 1980's. Dale Mabry is a major North/South conduit route for getting Verizon's feed cables out to the distribution areas.

Verizon has fiber facilities on Dale Mabry which allows the provision of High Capacity DS3 Service to businesses within the CRA. Some of the features of that system are as follows:

- Voice, video and data transmission, at speeds that save time and money
- Circuits with the capacity to handle data streams ranging from voice communications to full-color images and video
- Flexibility to add channels as your requirements change

Fiber To the Premise (FTTP) is a broadband telecommunications system based on fiber-optic cables and associated optical electronics instead of copper wire to connect a customer to the telephone network. This service has not arrived in Drew Park but it is recommended that it be incorporated to the area, when feasible, as a potential small business draw.

#### **Gas: TECO Peoples Gas**

The residents and business owners of Drew Park are served by natural gas. The gas facilities are owned by TECO Peoples Gas. Currently, capacity is adequate within the CRA and there are no plans for expansion. Should capacity be diminished by increased demands as a result of redevelopment, TECO will correspondingly expand its service.

#### **Police Service**

There is currently a police substation on Tampa Bay Boulevard along the southern boundary of the CRA. Since becoming a CRA in 2004, Drew Park has seen significant annual crime level reductions. Police service overall is currently adequate for the area and it is not anticipated that an additional police substation will be required in the near future.

#### **Fire Protection**

There are four fire stations within a one-mile buffer of the CRA. These include fire stations 12, 30, 22, and 8. It is not anticipated that the addition of a fire station will be required following near-term redevelopment population growth. Fire officials estimate that, with the exception of the recently added Hillsborough Community College dorm, future call volumes can be accommodated by the current system.



## Existing Conditions



Structural conditions within the CRA were assessed as part of the “Finding of Necessity” study in 2004. The study reported that over 82% of structures in Drew Park were over 35 years of age, and 69% were classified as deteriorated, dilapidated, or terminal. While this assessment includes residential and non-residential properties alike, a wide range of housing conditions were observed during field visits. Some examples of well-maintained housing were photographed and have been included to the left.

As infill development occurs, housing scale, type, and building patterns should be visually compatible with the existing housing stock, particularly on

lots within the core residential area of Drew Park.

## Inventory of Housing Type

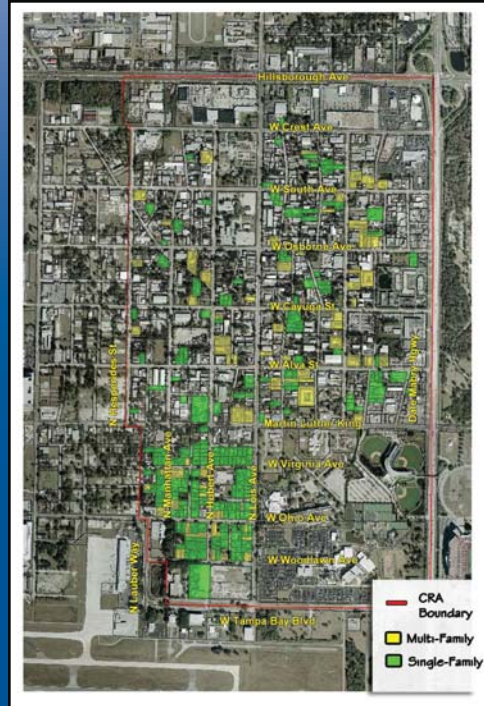


Figure 16: Multi-Family & Single-Family Residential

As shown in Figure 16, while there is a significant amount of multi-family housing in the area, approximately 75% of residential structures within Drew Park are single-family. Based on market value of homes, derived from Hillsborough County Property Appraiser data, the majority of existing residential would qualify for housing program assistance offered by the City of Tampa (in order to qualify, the sale price of the house be at or below \$226,000.)

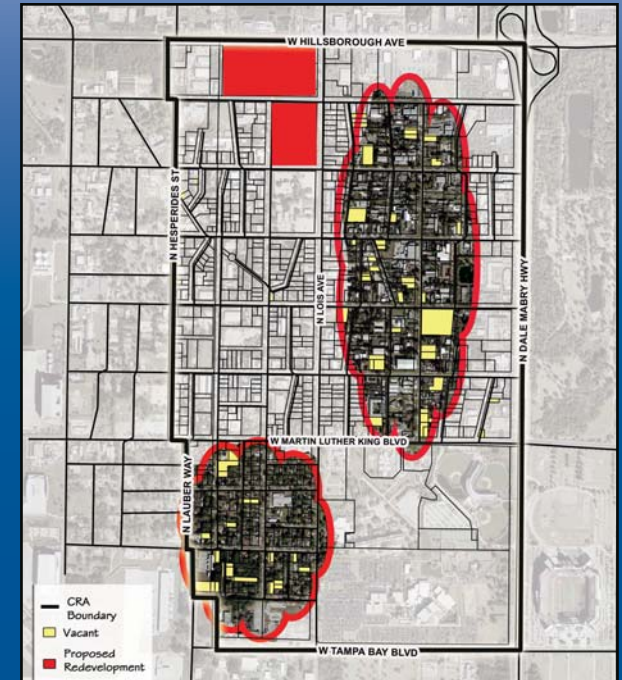


Figure 17: Potential Affordable Infill Housing Locations

As Drew Park evolves into a larger more mixed-use community, the provision of additional affordable housing opportunity (as defined on the next page) is recommended, particularly in locations specified on Figure 18.



## Affordable Housing

According to the City of Tampa's Comprehensive Plan, affordable housing is defined as "housing for which monthly rents or monthly mortgage payments, including taxes, insurance, and utilities, do not exceed 30 percent of that amount which represents the percentage of the median adjusted gross annual income for the households." Between 2004-2005 the price of residential units in Hillsborough County rose 32%, resulting in a significant reduction of housing opportunities for low and moderate income families, and an increased need for future affordable housing construction.

The City of Tampa Housing and Community Development Division (HCD) is the administrator of the City's housing programs. The City offers a variety of programs, such as the Down Payment Assistance Program and Bond Program, aimed at "maintaining the City's housing stock while providing new home ownership opportunities."

Given the CRA's proximity to large employment nodes like downtown and the Westshore Business District, and its accessibility to all of Tampa, it is believed there is a market for increased affordable housing opportunities. Following recommended land use and zoning changes there will be increased opportunity for residential development in the area. Re-purposing of existing under-utilized large parcels as mixed-use developments with an affordable housing component is envisioned. Price points of housing should appeal to a broad range of potential buyers to the area, including first time home owners.

In order to promote the construction of affordable housing, special development incentives should be considered to incentivize potential investors. A variety of programs, that are anticipated to be at least partially funded by the CRA's TIF, are listed in this section.

## Potential Locations

- Large under-utilized parcels, in visible and strategic locations.
- Vacant sites within the southwest corner of the CRA (currently zoned for residential use).
- Vacant sites north of Martin Luther King Jr. Blvd., south of Crest Avenue, West of Dale Mabry Highway and east of Lois Avenue (proposed mixed-use future land use).
- Redevelopment sites, as they become available, for infill development east of Lois Avenue and north of Martin Luther King Jr. Blvd. (proposed mixed-use future land use)

## Affordable Housing Incentives

Economic incentives are recommended to attract affordable housing investment to Drew Park. The specific type and amount of incentives may vary depending on location, size, and the overall development's degree of affordability. However, it is recommended that the use of housing assistance program funds should be made available to develop workforce housing specifically within the established residential neighborhood. In keeping with this concept, several blocks should be targeted for new housing and improvements to existing housing. To assist these efforts, \$322,738 in unexpended TIF funds from 2006 should be allocated to assist in the development of workforce housing. Additional TIF funds should also be allocated for housing assistance in fiscal years 2008-2010 to be taken from funds originally planned for sidewalks, landscaping, and lighting in an appropriate mix to be determined during the budget process each year. Within the TIF budget a lump sum of \$150,000 (adjusted for inflation) has been allocated annually for affordable housing assistance programs, beginning in Phase Two, Year 7 of the TIF (2010/11). This would be made available in addition to previously mentioned funds in order to facilitate the construction of affordable housing in Drew Park. The following pages document the types of programs, broken down between buyer and developer incentives, that may also be considered for program funding.

## Buyer Incentives

In addition to funding programs to attract potential investors, consideration should be given to funding a buyer incentive program in order to attract buyers to the area, and to make home ownership more feasible to first time home owners in the low to moderate income range. It is anticipated that this program will be structured similar to the City's Down Payment Assistance Program and will have the same qualifiers for program participants. In order to encourage a mix of affordable and workforce housing it is recommended that TIF funds be used to assist housing for households earning up to 140 % of median income. This would complement other housing assistance programs that serve those with incomes below 80% of median and from 80% to 120% of median income.

These funds may be used in addition to the City of Tampa's Down Payment Assistance Program funds, but may only be used for assistance purchasing single-family housing within CRA boundaries.

## Developer Incentives

### Inventory of Publicly Owned/Vacant Land

- Generation of an inventory of publicly owned/ vacant land identifying future use and zoning as well as any restrictions on the land (to be periodically updated) is recommended. The creation and maintenance of a database would help potential developer target specific appropriate locations.

### Parking and Set-Back Requirements

- Permit a waiver of up to twenty-five percent (25%) of that which is permitted by Code, for affordable housing initiatives only. This incentive will allow the development of in-fill single family homes on vacant property that would otherwise not have sufficient acreage available for redevelopment activity, and could significantly lower the cost of housing, with reduced land acquisition costs.

### Fee Waivers

- The CRA Manager/Board will carefully review all prospective affordable housing projects, to verify their level of benefit period/percentage of affordability, and their design compatibility. The determination of waiver of fees, such as Design Review and Site Plan Processing Fees, Engineering Review Fees, Building Permit Fees, etc., will be based on this review.

### Expediting Permits

- The State Statutes require that the "processing of approvals of development orders or permits, as defined in State Statute 163.3164(7) and (8), for affordable housing projects is expedited to a greater degree than other projects". Based on this requirement, the CRA Manager may be assigned to guide affordable housing developers through the permitting process; and, affordable housing projects and initiatives are to be expedited to a greater degree than all other projects in the CRA. The CRA Manager will work closely with the Planning and Zoning Director, City Engineers, and the City's Chief Building Official to ensure that any "glitches" in the permitting process for affordable housing initiatives are resolved in an expeditious manner.

# *Community Involvement*



## Existing Conditions

Over the past several decades the Drew Park Community has had both positive and negative influences and changes transpire. The elementary school and park are gone. Long time residents speak of times when over 100 people attended Neighborhood Association Meetings. In recent years, the President of the Neighborhood Association stepped aside and no one initially stepped into her shoes.

Drew Park has also had the benefits of being included in the boundaries of the Westshore Business District and being surrounded by large and successful stakeholders such as the Tampa International Airport, Hillsborough Community College and the New York Yankees. In an effort to assist the Drew Park area with re-establishing and furthering itself, the City of Tampa and members of the Westshore Alliance took the lead to establish a Drew Park Advisory Committee, pulling from the major stakeholders, business owners and residents. In addition, the Committee followed through on recommendations from the CRA Plan and spearheaded coordination efforts for both a Clean Team cleanup, collecting 37 tons of trash, and increased code enforcement activities in August 2005, producing 134 individual violations. Recommendations were made by the Committee for the use of tax increment funds (TIF) for 2006 and City Council approved the recommendations.

## Key Issues

- DREW PARK DOES NOT HAVE A STRONG CONTIGUOUS RESIDENTIAL BASE SINCE ALMOST HALF (48%) OF THE RESIDENTIAL UNITS ARE SPREAD THROUGHOUT THE CRA
- HIGH PERCENTAGE OF RESIDENTIAL UNITS ARE RENTAL PROPERTIES
- HIGH PERCENTAGE OF NON-ENGLISH SPEAKING RESIDENTS (PRIMARILY SPANISH-SPEAKING)
- NO SCHOOLS WITHIN THE CRA BOUNDARIES FOR OUTREACH
- MANY BUSINESS OWNERS LEAVE THE NEIGHBORHOOD BY 3:00 OR 4:00 P.M. AND DO NOT WANT TO RETURN IN THE EVENINGS FOR MEETINGS

## Recommendations

In order to reach and involve the maximum number of business owners and residents in future community meeting efforts:

- **Send Meeting notices to property owners and Businesses with Occupational Licenses so that those that lease commercial space are notified.**
- **In addition to the meeting notices, distribute flyers door to door in an effort to reach people who are tenants living in the area.**
- **Provide information in Spanish and contact information for a Spanish-speaking staff person to answer questions.**

- **Hold extended hours for Community Meetings that provide two presentations –one at 4:30 p.m. targeting the business community, many which leave the area by 5:00 p.m., and 6:30 p.m. that targets those that reside in Drew Park.**
- **Contact media for coverage in the local newspaper prior to meeting.**
- **Throughout the process, identify community members who might be interested in participating in the Neighborhood Association and Business Association. Utilize the Office of Neighborhood and Community Relations to assist.**
- **Utilize church facilities as potential area meeting sites.**



# Community Involvement

# Community Meetings

## Community Meeting Summation

Two community meetings were held during the creation of this plan. The first was held on January 31, 2006 and the second on March 30, 2006. Both were held from 4 p.m. to 7 p.m. at the Student Services Center, Room 112 of the Dale Mabry Campus of the Hillsborough Community College. Each attendee was given a handout, an agenda of the presentation and a comment form.

In preparation for the meeting, newsletters were mailed ten days prior to the meeting to property owners and those having an occupational license to operate a business within the Drew Park community. Knowing that a large number of the residential occupants are leasing units and Spanish, flyers were distributed throughout the neighborhood by walking house to house and leaving them on front doors. A Spanish-speaking individual was included on the planning team and her contact information was provided on each newsletter to answer inquiries in Spanish. In addition, she personally attended both meetings. A news release was developed and media contacted regarding the event.

During the first meeting, participants were asked to identify with dots where they thought improvements were needed on a variety of issues, ranging from storm-water to streetscape.

During the second meeting, community residents and business owners were again given an opportunity to voice concerns and provide suggestions on improvements. In addition, a brief inventory of existing conditions and projected funding opportunities was provided.

During the final meeting, which occurred in February of 2007, the community was provided a summation of the plan's major findings and recommendations.

## Participation



Based on sign-in sheet records, taking into account all attendees may not have signed in, approximately 30-40 people from the community attended each meeting. The graphic to the right is a replication of dot map generated from the first meeting where participants were asked to place a dot on the map over the location where they lived and/or worked. As illustrated, a broad range of the District was represented by meeting attendees.

## Public Comments

Comments and suggestions recorded during the meeting and on comment forms lead to the following plan recommendations:

- The priority for improvements should be drainage, followed by sidewalks, lighting and general clean up of the area.
- Minimize or clean up the adult uses in the area.
- Residential units should be concentrated and not neighboring the trucking and auto industries.
- Industrial use should remain a vital part of Drew Park.



Figure 18: Community Participants Live/Work Location



# *Economic/Market Assessment*



## Introduction

The work completed as part of the market analysis includes an analysis of economic, demographic, and real estate market conditions that would impact redevelopment opportunities within Drew Park. The market analysis was utilized to determine the necessary magnitude of the redevelopment program as well as begin to identify implementation, design guidelines, and investment/financing options needed for specific redevelopment efforts.

The methodology for evaluating the area's development opportunities included analyzing the current and future demand for key real estate land uses including rental and "for sale" residential, commercial retail, office and industrial.

The analysis herein contemplates regional economic and demographic trends, inherent market strengths and weaknesses of the area and surrounding areas, as well as competitive implications for residential and commercial real estate activity in and around the Drew Park area.

Significant findings from the market analysis provide the basis for identifying strategic redevelopment opportunities in Drew Park.

## Site & Location Characteristics Impacting Redevelopment in the CRA

The following are some of the significant site and location characteristics that are likely to impact redevelopment opportunities within Drew Park:

- Drew Park is located on the northern edge of Westshore, the largest office submarket in Tampa (and the state of Florida). This office market and employment base represents a demand generator for residential and commercial development in Drew Park.
- The area is strategically located immediately adjacent to Tampa International Airport and is easily accessible to and from I-275 and I-4.
- Major employment centers in the immediate area – St. Joseph's and St. Joseph's Women's Hospitals as well as Hillsborough Community College – draw substantial daytime traffic to the area and may generate demand for complementary commercial uses (e.g., food and beverage, medical office).
- Household incomes within Drew Park are steadily increasing; additionally, the area is close to relatively high income neighborhoods including South Tampa and Hyde Park to the south and Carrollwood to the north.

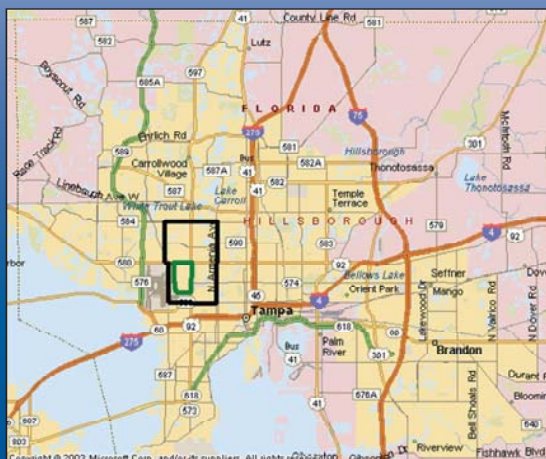


- The 8,000-seat Legends Field (home to the minor league Tampa Yankees and spring training home to the New York Yankees) is within the CRA. The 65,000-seat Raymond James Stadium (home to the National Football League's Tampa Bay Buccaneers, the University of South Florida Bulls football team, and the New Year's Day Outback Bowl) lies immediately adjacent to the CRA. Both sports facilities represent major visitor draws to the CRA and opportunities for retail expenditure capture.
- Hillsborough Community College (HCC), Dale Mabry Campus, is located in the southeast corner of the CRA. It is the largest of HCC's campuses. It is anticipated that as the campus continues to grow, the College will play a significant role in the redevelopment of adjacent parcels.



## Economic/Demographic Profile

## Introduction



As the basis for evaluating the market potentials and opportunities for investment in Drew Park, demographic, economic, and real estate market trends and forecasts were examined for several geographic areas, including:

- Hillsborough County
- City of Tampa
- The Drew Park Trade Area (which includes the CRA and is indicated in black to the right)
- The Drew Park CRA



The Drew Park Trade Area

The demographic analysis examines population, household, and economic trends and forecasts for four geographic areas — Hillsborough County, City of Tampa, the Drew Park Trade Area, and the Drew Park CRA. The focus of this demographic and economic profile is on the variables that “drive” demand for housing, retail, office and industrial uses, including population and household growth trends, household income growth, and employment trends and forecasts. For this reason, the Drew Park Trade

Area, which includes the CRA and additional neighborhoods to the north and east, is highlighted. The broader County and City areas are profiled both to provide economic context for the Drew Park Trade Area (and CRA), as well as to discuss Drew Park’s existing and potential “capture” of economic activity that occurs at the broader geographic levels – that is, for example, the proportion of office/commercial development in Hillsborough County, based on County employment projections, that can be captured in Drew Park.

## Population and Household Trends and Forecast: 2000 - 2010

- There are currently approximately 2,000 residents within the Drew Park CRA boundaries.
- The broader Drew Park trade area comprises nearly 40,000 residents. The County projects 1,200 residents (or 500 households) will be added to this area from 2005-2010.
- Growth rates in both City and County outpaced that of Drew Park area through 2005; gap is expected to narrow over 2005-2010 period.
- Population projections are based on an extrapolation of declining values resulting from a loss of area following airport acquisitions. These values do not take into account population growth resulting from this planning effort, therefore, this growth projection should be treated as a baseline forecast.

	Drew Park CRA	Drew Park Trade Area	Tampa	Hillsborough County
<b>Population</b>				
2000	2,038	39,132	303,447	998,948
2005	1,917	39,759	333,449	1,147,295
2010	1,934	40,960	353,006	1,229,303
Rate 00-05	-0.7%	0.3%	1.9%	2.8%
Rate 05-10	-0.4%	0.6%	1.1%	1.4%
<b>Households</b>				
2000	694	16,627	124,758	391,357
2005	631	16,893	136,586	449,249
2010	588	17,404	144,235	481,132
Rate 00-05	-1.9%	-0.7%	-0.7%	-0.7%
Rate 05-10	-1.4%	-0.4%	-0.4%	-0.4%

(Source: Hillsborough City-County Planning Commission, Claritas, Lambert Advisory)

**Drew Park’s Trade Area** represents behavioral boundaries based on prospective retail patrons’ propensity to shop in a given area. These behavioral boundaries are based both on distance and access to Drew Park, as well as distance and access to competitive retail inventory in the area. This area is significantly larger than the CRA and is the primary area from which Drew Park will draw resident expenditure.



## Household Characteristics

	Drew Park CRA	Drew Park Trade Area	Tampa	Hillsborough County
<b>Age</b>				
17 and under	25%	23%	25%	26%
18-24	9%	9%	10%	9%
25-34	19%	16%	15%	14%
35-44	19%	15%	16%	15%
45-64	20%	23%	23%	24%
Over 65	7%	14%	12%	12%
<b>Median Age</b>	33.5	36.5	35.3	35.8
<b>Population by Single Race Classification</b>				
Non-Hispanic White	22%	26%	46%	59%
Black or African American Alone	11%	8%	27%	16%
American Indian & Alaska Native Alone	0%	0%	0%	0%
Asian Alone	8%	3%	3%	3%
Native Hawaiian & Other Pacific Islander	0%	0%	0%	0%
Some Other Race Alone	0%	0%	0%	0%
Two or More Races	1%	1%	2%	2%
<b>Hispanic or Latino, of any Race</b>	57%	61%	22%	21%

- The age profile for the various areas of analysis are similar, however, the population strictly within the CRA's boundaries is slightly younger overall (median age 33).
- The Drew Park Trade Area has fewer non-Hispanic Whites and Black/African American residents than the City or County.
- The proportion of Hispanic residents within the Drew Park Trade Area's and the Drew Park CRA approximately triples that of either the City or County.

(Source: Claritas, Lambert Advisory)

## Income Characteristics

	Drew Park CRA	Drew Park Trade	Tampa	Hillsborough County
<b>2005 Household Income</b>				
Less than \$15,000	20%	17%	19%	13%
\$15,000-\$24,000	20%	17%	13%	11%
\$25,000-\$34,999	15%	17%	13%	12%
\$35,000-\$49,999	17%	19%	16%	17%
\$50,000-\$74,999	16%	17%	16%	19%
\$75,000-\$99,999	6%	7%	8%	11%
\$100,000-\$149,999	5%	5%	7%	10%
\$150,000+	1%	1%	6%	6%
<b>Median Household Income</b>	\$31,719	\$34,672	\$39,662	\$46,451
<b>Average Household Income</b>	\$40,542	\$43,742	\$59,395	\$63,025

- Within Drew Park CRA boundaries household incomes are significantly less than those of the Drew Park Trade Area, the City and the County.
- The Drew Park Trade Area median household income is lower than the City (by 14%) and County (by 34%), and projected to grow at a slightly slower pace: 1.5% annually, versus 2% annually in both City and County.

(Source: Claritas, Lambert Advisory)

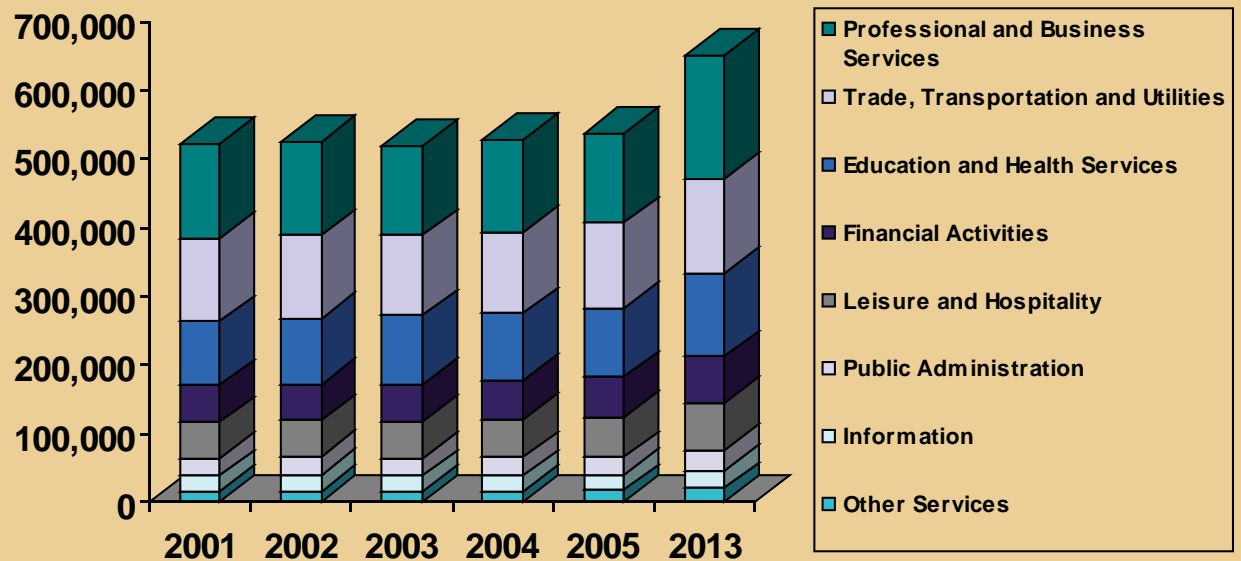
## Regional Employment Trends

## Hillsborough County Employment Trends: 2001 to 2013

Employment growth is a major driver of demand for real estate, including office, industrial, and residential uses. As illustrated at right, Hillsborough County has added 30,000 jobs since 2001. The total workforce is over 600,000 persons, 86 percent of whom are employed in services-providing (versus goods-producing) industries. The proportion of services-providing jobs has slightly decreased each of the last several years, and is down from 88 percent in 2001.

Hillsborough County is projected to gain approximately 100,000 new jobs by 2013 – a steady annual growth rate of over two percent.

Since 2001, the strongest growth has occurred in the Leisure and Hospitality and Other Services (which includes industrial and household repair, maintenance services, personal care services, and laundry and dry cleaning services) sectors. Through 2013, the highest growth rate is projected in the Professional Business Services sector, the key driver of the market for office space. In terms of sheer numbers, Professional Business Services (49,000 new jobs); Education and Health Services (21,000 new jobs) and Trade, Transportation, and Utilities (14,000 new jobs) are the highest ranked sectors.



(Source: Florida Agency for Workforce Innovation, Occupational Employment Projections Unit)

### Introduction

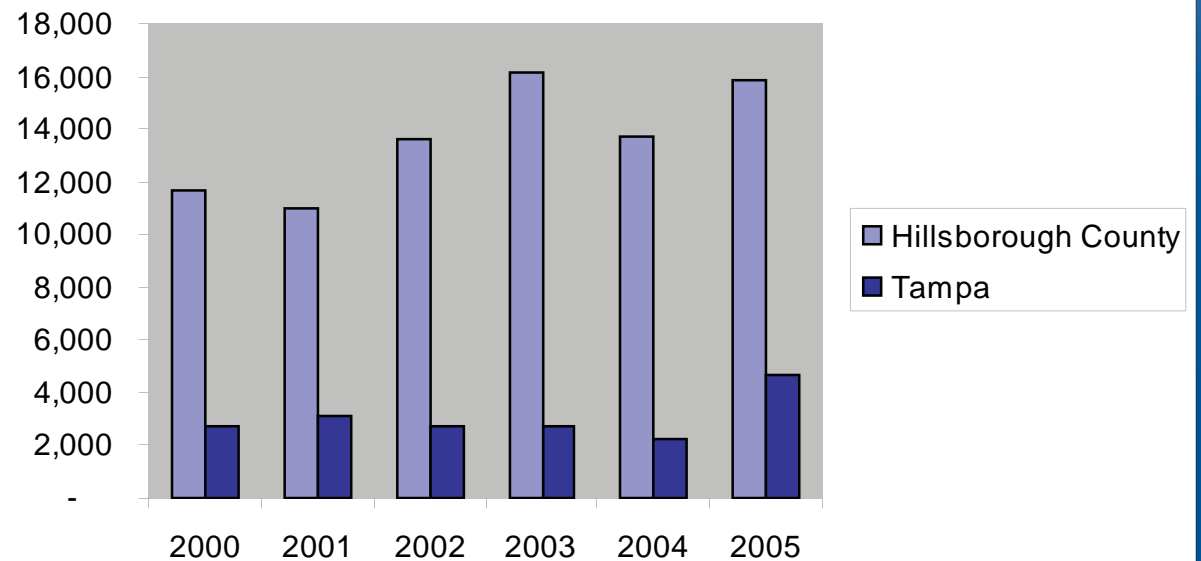
As part of this analysis, data on residential permits, new home sales, re-sales, proposed residential developments, and the rental apartment market was compiled and analyzed. What was discovered was that in terms of sales activity and pricing, the residential real estate market in the Tampa Bay region has reached all-time high levels.

The total number of residential permits issued in Hillsborough County registered a total of nearly 12,000 in 2000, before declining to less than 11,000 the following year. This decline can be attributed largely to the impact of 9/11 and the mini-recession that followed. Permits rebounded to just over 13,000 in 2002 and reached 16,000 in both 2003 and 2005.

The Drew Park area is dominated by renter-occupied housing – 60 percent of occupied housing in the area is renter-occupied, compared to 45 percent for the City and 36 percent for the County. Single family houses have accounted for 70 percent of new construction in Hillsborough County since 2000 and for just over half of new construction in Tampa.

Hillsborough County is essentially built out, as is the City of Tampa. Consequently, significant residential development has been in-fill, with town homes and condominiums claiming an increasing share of new home construction in both the County and City; this trend is expected to continue in the near term.

### Residential Permit Activity (Hillsborough County & City of Tampa: 2000 to 2005)

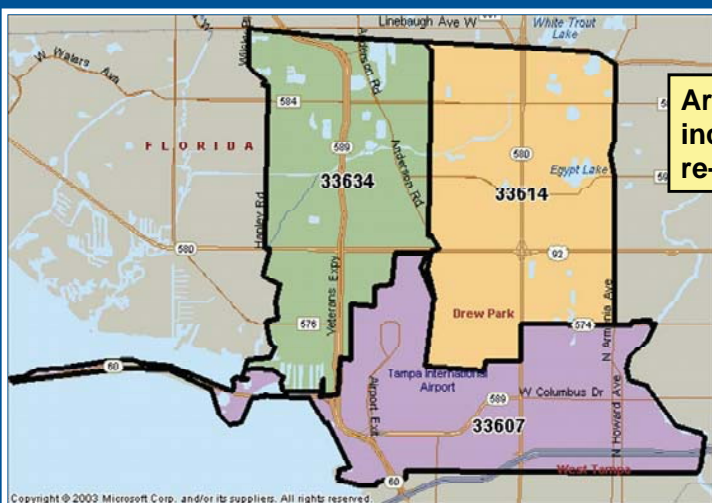


(Source: Hillsborough County Planning Department)

## For-Sale Housing: Drew Park Market Area

Comparing residential resale activity during the 2nd and 3rd Quarter of 2000 and 2005, the most notable trends in the Drew Park market area indicate:

- Total home sales activity nearly tripled within the broader Drew Park market area, reaching roughly 1,100 total sales in 2005. Total sales within the Drew Park market area is estimated at 200+ homes in 2005 (based upon information published by the Hillsborough County Property Appraiser).
- Price appreciation in the Drew Park sub-market is in line with the broader region, but housing resale values are considerably lower at \$147,000.
- Condominium sales activity roughly 15% of total residential activity in market; strongest price appreciation in 33607, largely impacted by sale in one complex built in 2001 (4221 W. Spruce)



Area zip codes included in re-sale analysis

### Drew Park CRA Market Area Single Family Housing Value Trends 2nd Quarter and 3rd Quarter (2000 and 2005)

	33607	33614	33634	Total/Avg.
<b>2005</b>				
Number of Sales	268	396	280	944
Average Sale \$	\$132,240	\$150,615	\$156,186	\$147,051
Average Sale \$/FT	\$117	\$118	\$114	\$117
Compound Annual Growth Rate ('00)	17.2%	10.8%	10.2%	11.9%
<b>2000</b>				
Number of Sales	98	167	109	374
Average Sale \$	\$59,676	\$90,257	\$96,076	\$83,940
Average Sale \$/FT	\$49	\$64	\$64	\$60

### Drew Park CRA Market Area Condominium Housing Value Trends 2nd Quarter and 3rd Quarter (2000 and 2005)

	33607	33614	33634	Total/Avg.
<b>2005</b>				
Number of Sales	62	71	24	157
Average Sale \$	\$186,768	\$95,973	\$126,596	\$136,510
Average Sale \$/FT				
Compound Annual Growth Rate ('00)	29.2%	10.0%	8.0%	16.8%
<b>2000</b>				
Number of Sales	11	22	8	41
Average Sale \$	\$51,818	\$59,665	\$86,213	\$62,740
Average Sale \$/FT	\$54	\$56	\$69	\$58



## For-Sale Housing: Drew Park CRA

Examining residential sales trends within the Drew Park CRA, large fluctuations in terms of number, average sale price, total square foot, and average price per square foot of sales are apparent. This is largely due to the limited geographic boundaries and time frame of analysis. However, some trends can be observed from the data including:

- A general increase in the number and value of vacant and single-family property sales.
- Total number of sales and price per square foot have increased significantly within Drew Park since 2004.

**Drew Park CRA  
Vacant Sales (2001-2005)**

Year	Total Sale \$	# Sales	Avg. Sale	Total SF	Avg. Price/SF
2001	\$65,000	1	\$65,000	10,890	\$5.97
2002	\$152,000	3	\$50,667	27,878	\$5.45
2003	\$390,000	4	\$97,500	53,579	\$7.28
2004	\$888,400	7	\$126,914	120,226	\$7.29
2005	\$1,288,800	10	\$128,880	126,324	\$10.20

**Drew Park CRA  
Single Family Home Sales (2001-2005)**

Year	Total Sale \$	# Sales	Avg. Sale	Total SF	Avg. Price/SF
2001	\$293,900	5	\$59,843	4,335	\$67.80
2002	\$676,900	7	\$96,700	8,517	\$79.48
2003	\$292,900	3	\$97,633	3,327	\$88.04
2004	\$694,200	7	\$99,171	7,456	\$93.11
2005	\$883,000	6	\$147,167	7,722	\$114.35

(Source: City of Tampa, Economic and Urban Development Department, 2006)

## For-Sale Housing: Hillsborough County

There has been limited new housing development within Drew Park for several years, with small in-fill housing representing the only new development activity within the Drew Park Trade Area.

However, new for-sale housing activity in Hillsborough County has experienced tremendous growth in volume and price during the past few years. There were a total 13,843 new residential closings in 2005, a 38 percent increase over 2004.

At year-end 2005, the average price for a new single family home in Hillsborough County was \$301,000, a 22 percent increase over the prior year. New multi-family (condominium) prices averaged \$213,000 in 2005 (23 percent increase over 2004), while condominium the conversion market had average pricing of \$174,000 in 2005 (or a 9 percent annual increase).

Preliminary market indicators in 2006 reflect a slow-down in housing activity. Through mid-year 2006, new single family closings are down an estimated 8 percent from the prior year; however, pricing continues to escalate reaching approximately \$340,000.

*(Source: Rose Residential Reports; Hillsborough County Property Appraiser)*

**Hillsborough County Residential Market Profile**  
**New Single and Multifamily Price Distribution (2004 & 2005)**

Price Range	Units Closed		% Change
	2004	2005	
Under \$100,000	324	443	37%
\$100,000-\$124,999	925	364	-61%
\$125,000-\$149,000	1,747	1,610	-8%
\$150,000-\$199,999	2,954	4,256	44%
\$200,000-\$299,999	2,452	4,304	76%
\$300,000-\$400,000	775	1,427	84%
\$400,000-\$500,000	306	615	100%
Over \$500,000	494	824	67%
Total	9,977	13,843	39%
Average Price	226,547	254,484	32%

*(Source: (Hillsborough County Property Appraiser)*

### Rental Housing

The greater Tampa Bay apartment market comprises a total 118,000 units, with average market rent of \$780+ per month, up more than 5% over prior years. Occupancy is at 95 percent, up from 93 percent at year end 2004. Within the Drew Park Trade Area rental rates are approximately \$750 per month.

Condominium conversions have placed increasing pressure on rental market, with an estimated 8,000 units converting in 2005.

There are more than 2,700 rental units under construction, and an additional 3,350 units proposed; most of which is positioned along the I-75 corridor.

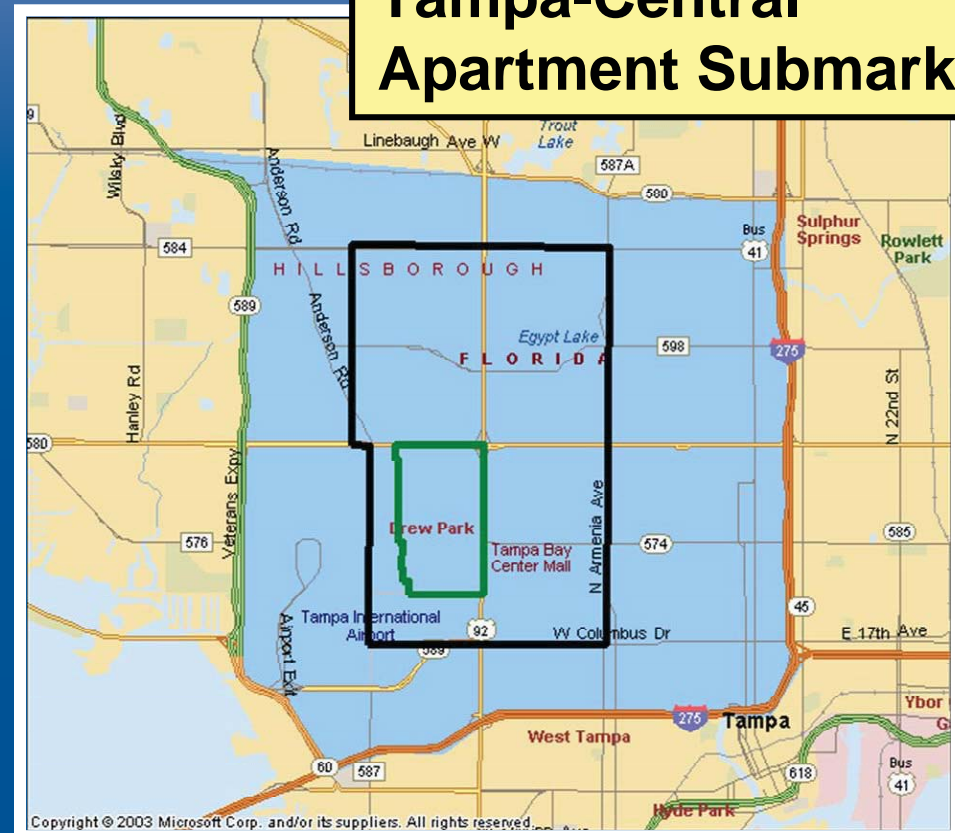
The Tampa-Central Submarket, within which Drew Park lies (as shown at right) is experiencing general market trends as follows:

- Average overall market rent is \$754 per month. One bedroom apartments average \$663; two bedroom units average \$831; and three bedroom units average \$899.
- Occupancy is at 97 percent.
- 400 rental units are proposed at Le Jardin at International Drive on Spruce Street.

Within Drew Park, rental rates are well below levels to support new development (land and construction) and there has been no new development activity within the market for several years. Add to this, historical low interest rates during the past few years that has provided a tremendous catalyst for home-ownership.

While demand for rental product will likely remain strong, particularly as housing prices continue to reach unattainable levels for a large number of the local (and County) work force, the number of new units delivered to the market in the foreseeable future will be limited due to lack of appropriately zoned and priced land (for rental development). However, during the longer term, which assumes that the interest rates will most likely rise and there will be a considerable amount of "pent-up" demand within the market from lack of new development (and actually a loss in inventory from the condominium conversions), opportunities for new rental housing will occur.

### Tampa-Central Apartment Submarket

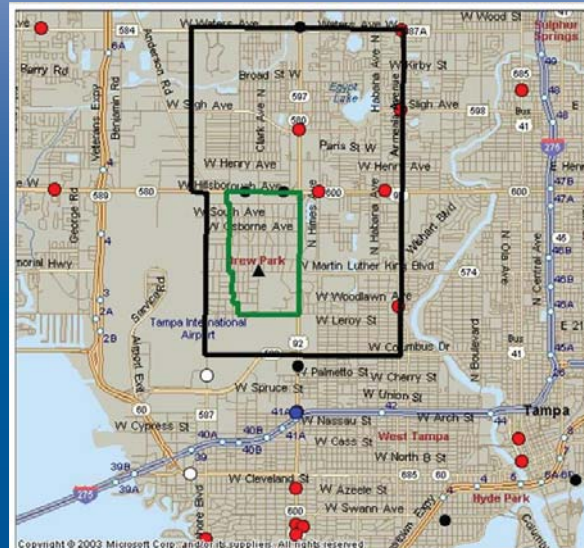


## Retail Market

Drew Park's retail trade area is defined using geographic information system (GIS) technology, according to street boundaries, and represents behavioral boundaries based on prospective retail patrons' propensity to shop in a given area. These behavioral boundaries are based both on distance and access to Drew Park, as well as distance and access to competitive retail inventory in the area. As explained in the demographic section, this area is significantly larger than the CRA and is the primary area from which Drew Park retail will draw resident expenditure.

The broader competitive retail area, which includes centers within a 5 mile radius (mapped at right), has an estimated 5.3 million square feet of retail space. This includes more than 30 retail centers. The mix of retail inventory in the area is broad, with properties ranging from smaller neighborhood community "strip" centers to a power center (Walter Crossing) and two major regional malls (International Plaza and Westshore Plaza). The two malls combined represent nearly 2 million square feet of retail space, or slightly less than 40 percent of the area's total inventory.

The Drew Park area is supplied by both anchored shopping centers (such as Hillsborough Plaza with a Publix anchor) and Horizons Shopping Center (with a Babies R' Us anchor) and non-anchored strip centers such as Conquistador Plaza. The majority of the retail space is situated along Hillsborough Avenue, the primary east-west thoroughfare within the area, and nearly all of the centers were built prior to 1990. Lease rates in the Drew Park area generally range from \$12 to \$16 per square foot (net), with a \$3 to \$4 per square foot pass-through. The market is estimated to be 85 to 90 percent occupied.



Neighborhood	●
Community	●
Regional Mall	○
Power Center	●

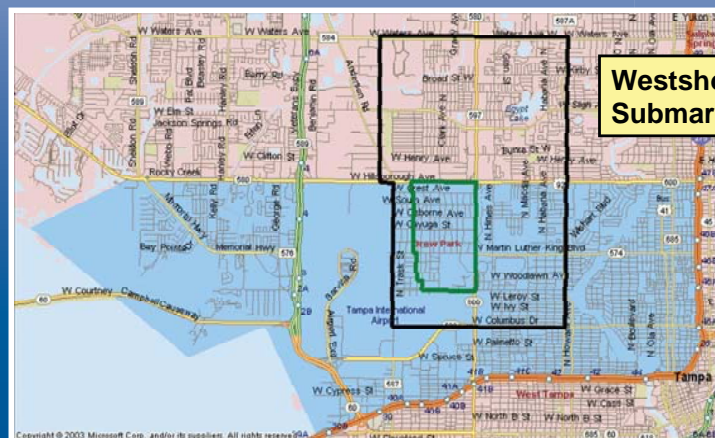
**Drew Park Trade Area - Retail Market Profile**  
**Select Shopping Centers & NW Hillsborough Submarket (1st Quarter 2006)**

Name	Year Built	Gross SF	% Occupancy	Est. Avg. Base Rate	Est. Avg. Anchors
Fiesta Plaza	1967	131,500	98%	\$14.00	Sweetbay
Grenhouse Shops	1982	80,500	83%	\$15.50	TGI Fridays; CompUSA
Hillsborough Galleria I	1989	137,000	98%	\$16.00	Bally; Bi-Rite; Macy's Furniture Outlet
Hillsboro Plaza	N/A	124,000	88%	\$12.00	Publix
Horizon Park	1987	215,000	81%	\$12.00	Babies R Us; Northern Tool
Sub-Total		688,000	89%	\$14.00	
NW Hillsborough Sub-Market		8,300,000	95%	\$15.50	



# Economic/Market Assessment Real Estate Market: Office & Industrial

## Office Market



**Westshore Office Submarket**

The Tampa MSA office market comprises more than 68 million square feet of office space in six sub-market (shown in blue at

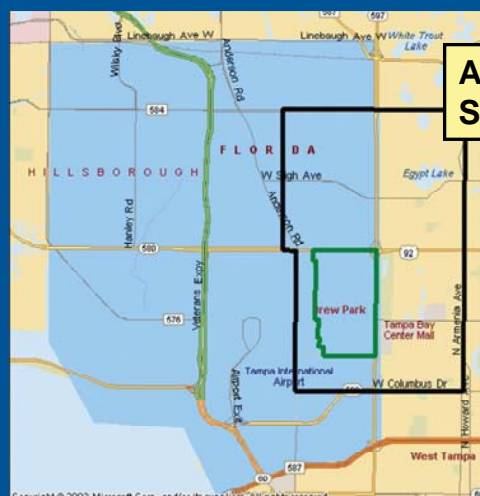
right), which, with over 14 million square feet, has the largest office space inventory of any sub-market in Florida. The Westshore submarket had net absorption of 1.1 million square feet during the past 24 months (or an average 550,000 square feet per annum).

This sub-market has the strongest lease rates in the Tampa region. Westshore commands high rental rates in Tampa due to its central location, access, and proximity to Tampa International Airport. Westshore's overall vacancy rate is 10 percent (with the MSA

vacancy rate at 10.2 percent) and the Class A vacancy rate is 8 percent (compared to a 9.8 percent Class A vacancy at the MSA level).

There is very limited office supply within the boundary of the Drew Park CRA. However, Tampa Bay Park (a 1.0+ million square foot professional and medical office complex located just east of St. Josephs Hospital) and Westwood Center (a 130,000 square foot office complex located on Lois Avenue just south of Spruce Street) are large-scale office properties within close proximity to the Drew Park neighborhood. While both properties report strong occupancy (90+ percent), average lease rates in the \$18 to \$20 per square foot range is below the broader Westshore market at nearly \$22 per square foot and well below rates supporting new construction (a minimum \$25 per square foot).

## Industrial Market



**Airport Industrial Submarket**

The Tampa MSA industrial market has more than 162 million square feet of industrial and flex space. Drew Park is situated within the Airport sub-market, shown below. The sub-market accounts for approximately 15 percent of space in the market, 18.3 million square feet.

Overall vacancy in the Airport sub-market is 5 percent, as compared to a 6.3 percent vacancy across the MSA. Nearly 500,000 square feet of industrial/flex space is under construction, accounting for nearly a quarter of the total space under construction, market-wide.

Rents vary widely by building type - flex/service space in the Airport sub-market ranges from \$8.00 to \$12.00, as compared to \$9.00, market-wide. Proximity to the airport places manufacturing and warehouse rents in the area well above market averages. Manufacturing space rents for \$6.50 to \$7.00 (compared to \$4.30 across the MSA) and warehouse/distribution space rents range from \$6.50 to \$9.50 (compared to \$4.65 across the MSA).

# *Financial Strategy*



## Financial Strategy

## Funding Alternatives

### Summary

Elements of the capital programs proposed for Drew park may be funded through a variety of sources including Community Development Block Grant (CDBG) funds, state and regional transportation funding, low income housing tax credits, homeowner assistance programs, and federal Brownfield funds where appropriate.

Each of these funding sources should be explored and exhausted on a case-by-case basis depending upon the specific need and requirement of any given investment. However, and with the exception of relatively flexible CDBG funding, because many of these funding sources are very narrowly targeted it is anticipated that the majority of the capital program effort will not be able to actually utilize many of these programs.

CDBG is envisioned to play a role in improvements in the CRA albeit in a diminished capacity given recent program cut-backs. Given the scale of investment and the fact that the investments delineated as part of the plan are targeted to yield direct returns through enhanced property tax benefit, a principal source of funding for these improvements will likely need to be some combination of tax increment financing (TIF) with City of Tampa capital improvement funds.

As a result, the funding strategy herein provides an initial indication of how the proposed capital program might be funded assuming that the majority of the funding could not be sourced from CDBG, State and local transportation funds, or other federal and state grant/lending programs. Further delineation of the funding strategy will come out of more specific discussions with the City of Tampa as well as any required underwriting process.

### Tax Increment Financing (TIF)

Tax increment financing is a valuable tool promoting redevelopment efforts within the City and County. It is used to leverage public funds to promote private sector activity in the targeted area. The dollar value of all real property in the Community Redevelopment Area is determined as of a fixed date, also known as the "base value." Taxing authorities, which contribute to the tax increment, continue to receive property tax revenues based on the frozen value.

These base value revenues are available for general government purposes. However, any tax revenues from increases in real property value, referred to as "increment," are deposited into the Community Redevelopment Agency Trust Fund and dedicated to the redevelopment area. TIF funds are anticipated as a significant funding source to recommended improvements within the CRA.

Strategic Plan recommendations focus on how the City CRA can fund \$40 million of various infrastructure improvements and redevelopment incentives within the first 12 years of CRA designation. Additional improvements are recommended by this plan, but are less strategic in nature, consequently, their exact date for implementation is not provided.

Established in 2004, the Drew Park CRA has already experienced a total incremental tax revenue of nearly 2.15+ million. Approximately \$1.14 million is budgeted for 2007 expenditure. Most of this is natural growth in value among the existing property base. This existing base will continue to produce incremental tax revenue at likely a more modest pace during the next few years. More important, however, is the potential growth in incremental tax revenue from new development, which will be encouraged following infrastructure improvements and area redevelopment.

### Bond Financing

It is estimated that by 2015 more than \$40 million will be required to fund proposed improvements within Drew Park. While some improvements such as sidewalk construction may be able to be funded directly from TIF revenue on an incremental basis, large scale infrastructure improvements that are needed more immediately (such as proposed storm-water improvements) will require bond financing. It is anticipated that this bond will be issued in Year 7 of the TIF. (2010/11)

Importantly, the nature of the capital markets today demands proven increment to size a financial instrument if no long term secondary guarantee exists. Therefore, the City is cautioned against considering secondary guarantees given the potential negative impact on the City's bond ratings and broader investment efforts the City may be contemplating.

## Financial Strategy

## Strategic Investment Opportunities

### Land Assemblage

The City is committed to promoting redevelopment effort within Drew Park. Beyond proposed reinvestment in infrastructure, it is recommended that the CRAs catalyze investment by pursuing redevelopment opportunities, particularly in key locations as property becomes available. In order to pursue acquisition opportunities substantial annual contributions to a land assemblage fund are recommended. While land assemblage is encouraged throughout the life of the TIF, funding and effort should be emphasized during the earliest years of the TIF in the interest of maximizing the purchasing ability of the City. General acquisition procedures should follow policies set forth by the City. To further encourage re-purpose or reinvestment of strategically placed/large parcels, the City should consider provision of economic incentives such as property tax abatement (using TIF revenue) on strategic developments for a set period of time as well as institution of a Business Relocation Program (see Page 65). In addition, the City will be willing to work, on a case-by-case basis, to develop individualized and appropriate to retain and attract/retain large businesses to Drew Park.

### Strategic Investment

Figure 19 highlights some of the more potentially strategic parcels within the CRA. Specific parcels within the CRA were selected based on a variety of factors such as: location, potential for availability, current utilization, parcel size, and potential for sparking redevelopment interest. Other parcels may be considered for acquisition on an individualized basis as they are made available.

### Financial Assumptions

To fund proposed infrastructure improvements and programs the following assumptions were made:

- The millage applied to the taxable value allocated to the Drew Park CRA includes City (0.006408), County (0.006520) and Port (0.00022). The millage allocation and periodic adjustment is pursuant to the terms outlined in the Inter-local Agreement.
- Incremental revenue growth from “existing” properties assumes an average 8 percent annual increase in base assessment for all properties currently on the tax rolls. However, a 16 percent and 12 percent increase is applied in project years 4 and 5 only to account for a relative stabilization of tax assessment growth that has experienced annual growth greater than 16 percent between 2003 and 2006.
- A construction multiplier of 5% is assumed to account for escalation of construction costs.
- It is assumed that a TIF backed bond is going to be secured by reasonable proven/certain sources of tax increment revenue, following a six year track record of TIF performance.
- Tax increment revenue from existing properties accrues to nearly \$3 million by 2008/9, which is net of funding for near term infrastructure improvements.

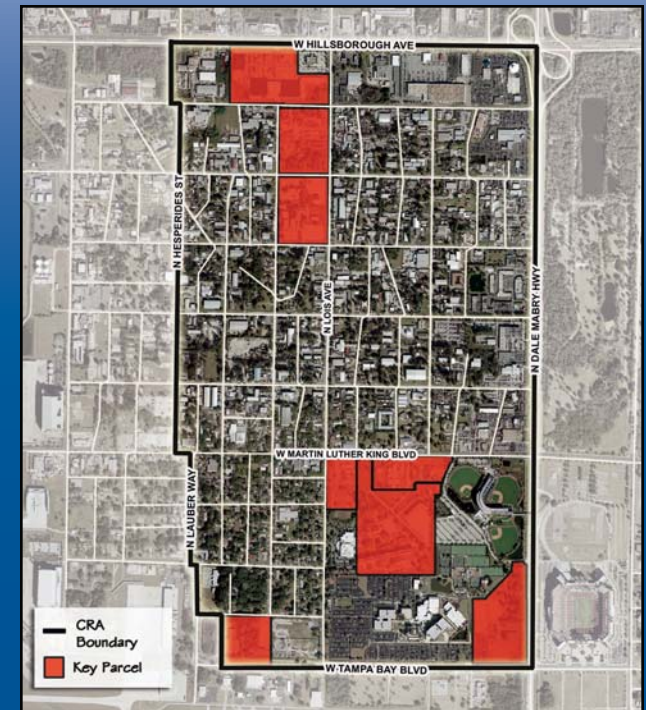


Figure 19: Key Redevelopment Sites



# *Key Actions/Programs*



## Key Actions/Programs

## Crime Reduction

### Crime

#### Crime Statistics 2001-2005

Year	Part I	Part 2	Total	% Change
2001	713	509	1,222	
2002	749	495	1,244	2%
2003	688	507	1,195	-4%
2004	556	385	921	-23%
2005	428	285	713	-23%

(Source: City of Tampa Police Department, September 2006)

The Drew Park CRA is located within Tampa Police Department's District One, and incorporates grids 64, 67, 68, 76, 77, and 89 (as shown figure 21). In September of 2006, a Crime Reduction Plan was prepared for Drew Park. The goal of this plan is to identify crime trends, identify and arrest local violators, and coordinate with the State Attorney's Office to obtain successful prosecutions. By fulfilling these goals, the Drew Park area will see a reduction in crime and an increased quality of life. Specific program objectives are as follows:

- Develop new partnerships between the Tampa Police Department and the Drew Park community.
- Reduce the number of Part I crimes in the Drew Park area by 10%.

#### Key Concerns

- Burglaries
- Larcenies
- Quality of life (prostitution, loitering, and liquor violations)
- Street level narcotic sales

### Recommendations

A three part plan has been proposed by the Tampa Police Department. The following is a summation of key program element recommendations:

#### PHASE ONE

- The Tampa Police Department currently has a variety of police services available to the Drew Park area. Each district is comprised of the Patrol Units, Quick Uniform Attack on Drugs squads (Q.U.A.D.), Street Anti-Crime squads (S.A.C.), Crime Prevention Team, School Resource Officers (S.R.O.), and Delayed Latent Investigative Squad (DLIS). These squads will continue to utilize these resources as necessary within Drew Park.
- The reduction of crime for the Drew Park area will entail coordination and assistance from multiple units within the Tampa Police Department. The Criminal Intelligence Bureau will be playing a large part in the reduction of crime and compliance of businesses in the adult entertainment industry. Supervisors will also request assistance from specialty units such as K-9, Mounted Patrol, Air Service, Traffic Squads, Gang Units and others on a needed basis.

#### PHASE TWO

- Police force saturation: During Part Two of the Crime Reduction Plan additional police force will be allocated for a period of one year.
- **Phase Two Estimated Cost: \$51,185.**

#### PHASE THREE

- Community Involvement, Prevention and Education: The Crime Prevention Team assigned to District One and Crime Prevention Bureau which is assigned downtown, will

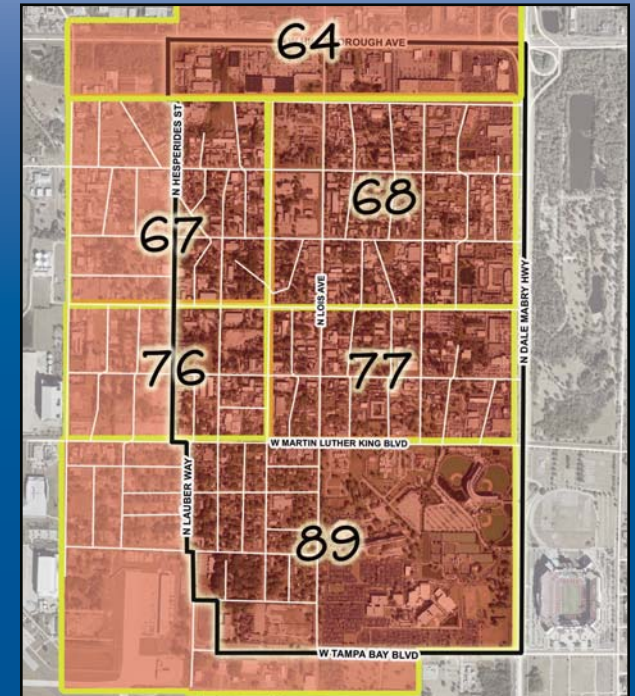


Figure 20: Police Grids

work together to start new Neighborhood Watch groups.

- The Crime Prevention Team will also meet with Drew Park businesses in an attempt to increase communication between business owners and the police department.

## Key Actions/Programs

## Code Enforcement/ Solid Waste

### Program Descriptions

#### Code Enforcement Sweep

- The Department of Code Enforcement can provide a concentrated sweep of the area, schedule permitting. In August of 2005, at the request of the CRA, a code enforcement sweep was conducted by the Department of Code Enforcement, resulting in a 100 case increase.

#### Solid Waste Department

- The S.W.E.E.P. (Solid Waste Enhanced Environment Program) for Cleaner Neighborhoods program helps keep Tampa's neighborhoods clean by providing citizens with a means of disposing of unwanted household items that are too large for normal collection. Within the 42-week S.W.E.E.P. schedule, the Drew park CRA currently has an annual clean-up date of July 1st.
- The Solid Waste Department is also responsible for code enforcement within the right-of-way
- Between January 2003 and September 2006 there were 860 inspections due to illegal dumping in the right-of-way

#### Estimated Improvement Costs

Initiative	Cost
Additional Solid Waste Department S.W.E.E.P.	\$10,000

### Recommendations

The majority of code enforcement issue in the Drew Park CRA relate to junk and the presence of an environmental public nuisance. These sort of violations, if continued, will encourage property values in Drew Park to remain at a depressed level and will curb redevelopment interest. The general appearance of Drew Park is of concern to the current community. In order to make a significant improvement in the Drew Park area, it is recommended that the Department of Code Enforcement and the Solid Waste Department combine efforts in the following manner:

It is recommended that, if it can be accommodated within the two departments schedules, two concentrated sweeps of the area be performed approximately 6 months apart. In order to make this happen, program costs must be in place to fund this effort. It is recommended that this effort remain ongoing and in place for the duration of Drew Park's CRA designation.

#### CONCENTRATED SWEEP OUTLINE OF ACTIVITIES

- Early June/Early November: Code Enforcement Sweep**
- Early July/Early December (30 days following Code Enforcement sweep): Solid Waste S.W.E.E.P.**
- One Week following Solid Waste S.W.E.E.P. : Solid Waste Department sweep of area.**

### Department of Code Enforcement History within Drew Park

Year	Case Open	Active Cases	Complied Cases	Complied %
2002	140	0	140	100.0%
2003	253	1	252	99.6%
2004	254	4	250	98.4%
2005	331	2	329	99.4%
2006*	289	40	249	86.2%
Total	1267	47	1220	96.3%

Violations by Category	2002-2006*
Environmental	1,708
Structure	403
Zoning	282
Signage	55
Miscellaneous	6
Total	2,454

## Key Actions/Programs

### Adult Use

Adult Business in Drew Park

#### REGULATED

Adult Cinema & Video  
Buddy's Adult Video  
Fantasy Land  
Pink Pony Superstore  
The Playhouse  
XTC Adult Supercenter  
Lipstixx  
Crazy Horse  
The Legend  
Hot Flixx

#### NON-REGULATED

Xposed  
Classey  
Varieties  
Sugar Babes  
Body Talk  
X-Media  
Taboo Cabaret  
Erotic Toy Store  
VIP

(Source: Criminal Intelligence Bureau, September 2006)

The Criminal Intelligence Bureau/Adult Entertainment Unit was requested to put together an enforcement plan for achieving compliance from the adult businesses in Drew Park. The information requested was the level of effort to gain compliance using overtime personnel. In addition, resources such as equipment and investigative funds required for the operation were also requested to be identified.

### Estimated Program Costs

Phase 1: \$140,350  
Phase 2: \$11,307  
Phase 3: \$74,675  
Phase 4: \$11,307  
**Total: \$237,640**

(Source: Criminal Intelligence Bureau, September 2006)

### Recommendations

A Drew Park Adult Business Enforcement Plan was prepared for the Drew Park CRA in September 2006 by the Criminal Intelligence Bureau/Adult Entertainment Unit. While it is recognized that adult business may legitimately operate within a majority of the zoning districts within the CRA, the primary intent of this plan is to increase monitoring of these facilities in order to verify that no illegal activities, such as prostitution, are taking place. In order to programatically face this issue, a potential approach was proposed. This plan is broken down into four phases and will require funding for additional police resources for a period of approximately 6 months. Following program implementation funds will be allocated annually, but to a lesser amount, to insure continual business compliance. The following is a summation of key program element recommendations:

#### PHASE ONE

- For two months five detective/officer undercover team and the two uniform officers to go to three locations every two days. When waiting to conduct arrests and transportation, the marked units will patrol the businesses that are not on that day's operation plan.

#### PHASE TWO

- For one month two Adult Entertainment Unit detectives would monitor the businesses to verify they are in compliance.

#### PHASE THREE

- If compliance has not been achieved the seven-person team (five undercover and two uniform) could be re-deployed for another two months.

## Adult Use Compliance

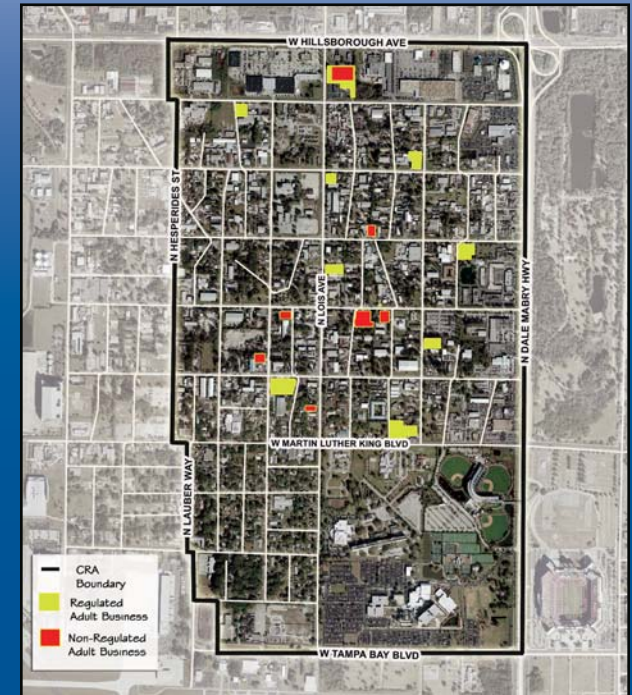


Figure 21: Adult Use

#### PHASE FOUR

- Final one month period in which two Adult Entertainment detectives would monitor the businesses for compliance.



## Key Actions/Programs

### Clean City

The mission of Clean City is to reduce litter, illegal dumping and create a cleaner city environment. The efforts of this department are seen as important for improving the aesthetics of the Drew Park CRA particularly in the beginning years of the CRA designation to combat evidence of slum and blight.



### Estimated Improvement Costs

Initiative	Cost
Personal	\$100,536
Equipment	\$41,278
Uniform and Safety Boots	\$4,225
Miscellaneous Supplies	\$1,500
Dump Fees	\$5,000
Equipment Repair	\$2,000
<b>Total</b>	<b>\$154,539</b>

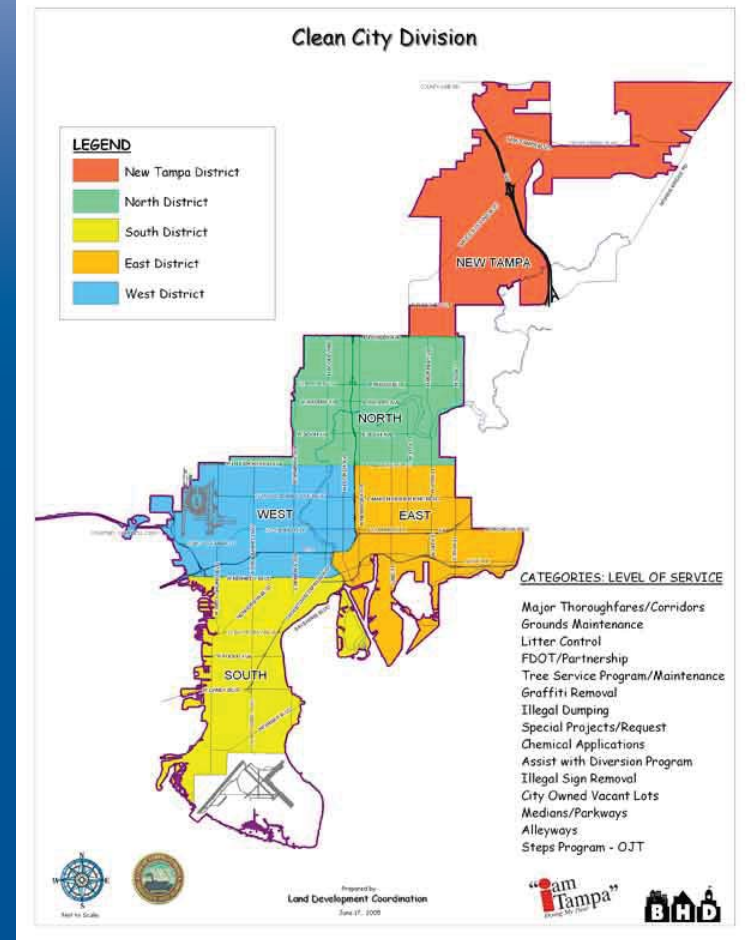
(Source: City of Tampa Clean City Division, September 2006)

### Recommendations

In addition to regular Clean City responsibilities in the area, a supplemental youth maintenance program is recommended for funding and implementation. Under this program, 12 full-time youths are given responsibility full-time litter control, environmental clean-up, thoroughfares and right-of-way maintenance responsibility.

A comprehensive beautification plan has been proposed for the Drew Park CRA by the City of Tampa Clean City Division. As part of this 12 month work effort, a 12 member youth team and one supervisor would be utilized to help improve the area's appearance. This program is recommended for implementation within Phase I of TIF budget improvements (years 4-6).

## Clean City Beautification



# *Key Incentives*



## Key Incentives

## Redevelopment Incentives

### Affordable Housing Incentives

#### City of Tampa Housing Programs

- Encourage participation in the City's Owner-Occupied Rehabilitation Deferred Payment Loan Program with community outreach efforts to qualified individuals.

#### Developer Incentives

- Consider granting incentives to developers of affordable housing (previously discussed on Page 40). Potential incentives may include the following:
  - Inventory & maintenance of publicly owned/vacant land
  - Partial parking and set-back requirement waiver
  - Fee waiver
  - Expedite permitting

#### Buyer Incentives

- Consider granting incentives to potential buyers of affordable housing (previously discussed on Page X). It is anticipated that this program would be structured similar to the City's Down Payment Assistance Program and will have the same qualifiers for program participants. Funds must be used to provide down payment and closing costs for single-family homes within CRA boundaries to eligible individuals.

**Program Funding: TIF budgeted item - \$150,000 annual fund availability.**  
**Start Date: Year 7 (2010/11)**

### Facade & Site Grant Improvement Program

#### Program Description

The creation of a Facade & Site Improvement Grant Program is recommended as a means of offering technical and financial assistance to qualified property owners or tenants seeking to renovate or restore the overall sites and building facades of residential and commercial structures. The program seeks to assist revitalization efforts within the Drew Park CRA by improving its physical appearance of existing structures/sites.

- Eligible Improvements may include the following:
  - Cleaning, repainting or residing of buildings;
  - Repair or replacement of façade materials;
  - Aesthetic improvements to the sites of commercial or residential structures;
  - Repair or replacement of windows, doors, and cornices;
  - Signs which are attractively integrated into the architecture of the building including the window area, doorway and awning or canopy;
  - Awnings or canopies (cloth or fabric), where these can be both functional and visually appealing;
  - Improvements to bring grandfathered signage, parking, dumpster placement and/or enclosure, and landscaping into conformance with current codes;
  - Other improvements may be made, if they meet the objectives of the Facade & Site Grant Improvement Program. However, the City reserves the right to reject an application if the designs do not meet eligibility standards.

\$100,00 of TIF funds were allocated for facade and site improvement in Year 3 (FY 2006/7). Following this, no additional funds were allocated through Year 11. However, it is recommended that a Facade and Site Grant Improvement Program be developed for implementation in later years of the TIF.

Note: It is recommended that Tax Increment Financing (TIF) funding to support business assistance programs and improvements in other geographic areas within Drew Park should be allocated as the TIF increases beyond the amount sufficient to support the debt service associated with the stormwater improvements set forth in the Strategic Action Plan.

## Key Incentives

### Enterprise Zone

- Drew Park is a designated CRA located within the State Enterprise Zone. The Enterprise Zone program offers financial incentives to businesses and property owners located in designated areas. These incentives are offered to encourage private investment in the zones as well as employment opportunities for the area's residents. Such incentives include jobs tax credits, property tax credits, sales tax refund for building materials, machinery and equipment and the Community Contribution Tax Credit program.
- The general limits of the Enterprise Zone (as shown in Figure 23) include area within the CRA south of W. Alva Street, north of W. Virginia Street, west of N. Church Street, and west of N. Westshore Blvd.
- The advantages of locating a business in an enterprise zone should be marketed towards potential area employers/investors.

### Foreign Trade Zone

- By definition, a foreign-trade zone is a secured area located within the United States, but technically considered to be outside the territory of U.S. Customs. Therefore, foreign-trade zones offer the ability to defer, reduce or even eliminate Customs duties on products, resulting in tremendous savings for businesses.
- Drew Park is located very near one of Florida's 19 designated Foreign Trade Zones. Businesses within Drew Park may provide necessary support services to operations within the zone.

## Redevelopment Incentives

### Brownfield Redevelopment

The Florida Statutes (376.79) defines a Brownfield area as a contiguous area of one or more Brownfield sites, some of which may not be contaminated, and has been designated by a local government by resolution.

The City of Tampa may designate a new Brownfield site by initially notifying the Florida Department of Environmental Protection. The notification shall include an adopted resolution, map and/or graphic with a legal description depicting the parcels in the Brownfield area. If the City of Tampa is the responsible party for the rehabilitation and redevelopment of the Brownfield, it needs to establish an advisory committee or use an existing advisory committee for the purpose of public participation and receiving public comment on the rehabilitation/redevelopment of the project.

### Incentives

The Florida Statutes (376.84) stipulates several different kinds of financial, regulatory, and technical incentives for redevelopment of Brownfields, such as the following:

- Voluntary Cleanup Tax Credit: offered to encourage voluntary cleanup of certain dry-cleaning solvent contaminated sites and designated Brownfield areas. An eligible applicant can receive up to 35% of the costs of voluntary cleanup activity that is integral to site rehabilitation, not to exceed \$250,000 per site per year in tax credits.
- Brownfield Redevelopment Bonus Refund: encourages Brownfield redevelopment and job creation by offering approved applica



Figure 22: Designated Enterprise Zone

- CRA assistance: In order to facilitate development in the area a \$50,000 annual allocation is recommended to be funded by the TIF, specifically for environmental cleanup.

**Program Funding: TIF budgeted item - \$50,000 annual fund availability.**

**Start Date: Year 3 (2006/7)**



## Key Incentives

### Stormwater Retention Waiver

Following completion of stormwater system upgrades on Lois Avenue, and alleviation of flooding concerns in Drew Park, it is recommended that a stormwater retention waiver be issued on all infill and redevelopment activity within the Drew Park CRA. The provision of this waiver permits construction on a greater amount of developable land on site, and is consequently a desirable incentive.

### Project Specific Incentives

In order to promote redevelopment of large-scale redevelopment sites within the CRA, the City may chose to customize incentives on a project-by-project basis. In general, these incentives will be geared towards large business owners and stakeholders in the area.

## Redevelopment Incentives

### Community Development Block Grant (CDBG) Program

#### Program Description

The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. In order to be eligible for assistance, activities must meet one of the following three national objectives:

1. To primarily benefit low and moderate-income persons. (For an area benefit activity, the project must have a direct impact on selected census tracts with not less than 51% concentrations of low and moderate-income residents).
2. To aid in the prevention or elimination of slums and blighted areas.
3. To meet urgent community needs (usually the result of a natural disaster).

#### ELIGIBLE CDBG ACTIVITIES:

- Acquisition of real property for a public purpose,
- Disposition of real property acquired with CDBG funds
- Public facilities and improvements
- Clearance, demolition, and removal of building and improvements,
- Interim assistance includes certain activities (clean-up and repairs) in deteriorating areas where permanent improvements will be carried out at a later date,
- Relocation payments and assistance for persons temporarily or permanently displaced by CDBG activities,
- Removal of architectural barriers
- Utilities for distribution lines of privately owned utilities,
- Rehabilitation and preservation activities
- Special economic development activities
- Special activities by sub recipients

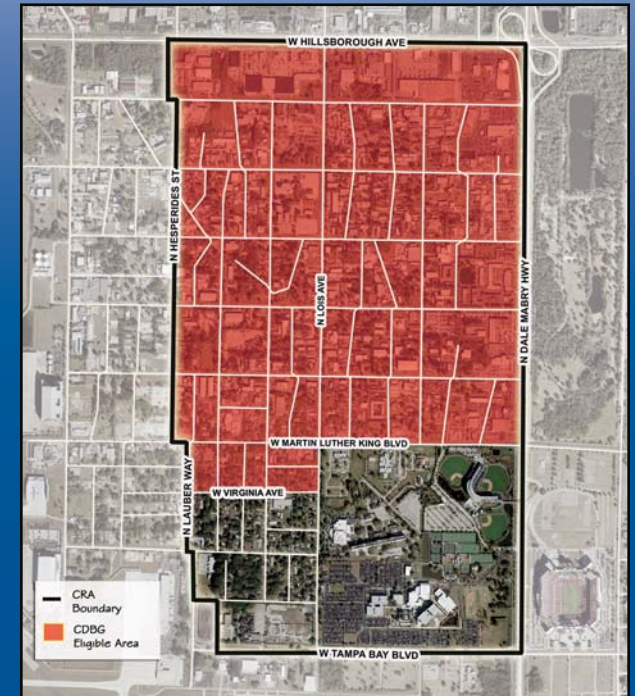


Figure 23: Areas Eligible for CDBG Fund-

## Key Incentives

### Urban Job Tax Credit Program

The Florida Legislature created the Urban Job Tax Credit Program in 1997 to encourage the creation of jobs and expansion of new and existing businesses in urban areas of Florida. This program provides up to \$5 million of tax credits to eligible businesses that are located within the 13 designated Urban Areas. The area shown in purple on Figure 24 is one of these designated areas.

An urban job tax credit ranges from \$500 to \$2,000 per qualified job. It can be taken against either the Florida Corporate Income Tax or the Florida Sales and Use Tax. To be eligible for a tax credit, a business must be physically located within the boundaries shown on Figure 25 and be predominately engaged in (or headquarters for) activities classified in one of the following Standard Industrial Classification (SIC) Codes.

**NEW BUSINESS:** Any eligible business that begins operation on a site within the designated area after October 1, 1998, which is separate from any other business operation within the designated area.

Minimum number of Qualified Employees: 10

**Tax Credit Per Employee: \$1,500\***

**EXISTING BUSINESS:** Any eligible business that does not qualify as a new business.

Minimum number of Qualified Employees: 5 More than Previous Year

**Tax Credit Per Employee: \$1,500\***

\* For Welfare Transition Program Participants add an additional \$500 tax credit

## Redevelopment Incentives

SIC	DESCRIPTION
01-09	Agriculture; Forestry; & Fishing
20-39	Manufacturing
52-57	Retail: General Merchandise, Food Auto, Apparel, Home Furnishing, etc.
59	Misc. Retail (No Eating/Drinking)
70	Hotels & Other Lodging Places
422	Public Warehousing & Storage
781	Motion Picture Production/Allied Services
7391	Research & Development
7992	Public Golf Courses
7996	Amusement Parks
Call Center	Customer Service Center



Figure 24: Designated Urban Job Tax Credit Program Area

## Key Incentives

## Redevelopment Incentives

### Infrastructure Redevelopment Incentive Program

#### Program Description

The creation of a Infrastructure Redevelopment Incentive Program is recommended as a means of providing some financial assistance to potential developers for necessary upgrades to eligible infrastructure improvements within the CRA. Eligible improvements relate to infrastructure improvements identified in this plan as needed, but not critical for the function of the system. The presence of these types of infrastructure deficiencies will not necessarily impede redevelopment, nor will their repair attract development. This program is proposed in order to make redevelopment less costly for small-business entrepreneurs in Drew Park.

It is recommended that the following upgrades be eligible for funding:

- Water System Upgrades: asbestos cement line replacement, undersized main replacement, unlined cast iron replacement, grid or hydraulic looping systems project. In addition water meter costs, connection fees, tap charges may also be funded.
- Wastewater Upgrades: replacement an/or filling of old wastewater pipes, previously undetected in the system-wide upgrade.

The program makes available one-time matching funds of up to 50% of total project cost (to a maximum of \$20,000 per application).

**Program Funding: TIF budgeted item - \$100,000 annual fund availability.**

### Business Relocation Program

#### Program Description

The creation of a Business Relocation Program is recommended as a means of offering technical and financial assistance to qualified pre-existing Drew Park businesses seeking to re-establish and/or expand their operations in accordance with the Proposed Future Land Use /Zoning changes.

As a result of the changes to land use designations, some existing businesses will become non-conforming. Although “grandfathered” to continue to remain operational in their existing location, qualified businesses may be eligible to receive funding support for relocation within the Drew Park CRA. Each property and business will require substantial review and coordination to establish eligibility for the program as determined by City staff and the CRA Board. Additional review and coordination will be needed to identify potential development opportunities with regard to land assemblage, conforming use, location, timing and consolidation.

These opportunities will vary from a wide array of business transactions that may include, but are not limited to:

- Land exchanges
- Consolidations and Upgrades
- Warehouse “condominium” developments
- Purchase and Improvement opportunities

This Relocation Program may be in conjunction with other pending programs, i.e. Brownfield Redevelopment, Enterprise Zone policies, etc.. The goal is for a cohesive mixed use community with appropriate and compatible adjacent land uses, superior access and “state of the art” facilities for existing contributing businesses. A specific amount of annual TIF funding has not been designated for this redevelopment incentive in the near-term. It is anticipated that the demand for this program will come later in the life of the CRA, at which point a separate fund may be established or money from the land assemblage fund may be used.

# *Conclusions*





## Conclusions

### Residential

Although nominal development has taken place within Drew Park during the past several years, resale volume (200+ units per year in 2004 and 2005) and price appreciation (12 percent per year since 2000) has been relatively strong. Based upon the County's population projections, the Drew Park trade area is projected to add 500 net new households from 2005 to 2010 (or 100 households per annum). However, we believe that any level of support the City/CRA may provide to encourage redevelopment within the neighborhood will only add to this demand. Accordingly, demand will be pushed even higher if a large concentration of attainable housing is made available, which we may generally define as new for-sale housing product below \$250,000 and average rental rates below \$1,100 (in 2006 dollars). Demand for affordable housing will also rise. CRA's are in a somewhat unique position with regards to provision of low and moderate income housing. A variety of potential affordable housing incentives are proposed for annual TIF funding by this plan.

Assuming recommended infrastructure upgrades are implemented, and the City/CRA is proactive in initiating select catalytic redevelopment opportunities, we believe that within the next five years the Drew Park CRA will be in a position to capture between 250 to 300 for-sale housing units and up to 200 rental units. It is assumed these units will be either attainable or affordable, and that this will help the City in its important endeavour to supply housing to low and moderate income individuals.

## Market Analysis of Redevelopment Potential

### Retail

While Drew Park neighborhood appears to be adequately served by surrounding neighborhood and community centers, the CRA is bordered by major commercial thoroughfares that should provide stronger support to the retail environment than currently exists. However, the relative weakness is more related to poor design and positioning of the existing centers than an underlying market problem. While we do not project demand for a significant increase to retail supply within the next five years, there is a substantial impetus for repositioning current space which the City/CRA should help to encourage.

### Office

The Westshore office sub-market, within which Drew Park is positioned, is the largest and among the strongest submarkets in the region. However, as is the case with the rental housing market, solid demand does not immediately translate into the development of new office buildings, given trends in construction costs, land values, and the availability of land in surrounding submarkets (eg. the fast growing I-75 corridor). Although we do not anticipate new multi-tenant office development within Drew Park during immediate timeframe (within 3 years), integrating a total of 50,000 to 100,000 square feet of office space as supporting use to various mixed-use redevelopment plans in a three to five year period is plausible.

### Industrial

Given proximity to the airport, and inclusion in one of the region's strongest industrial submarkets, Drew Park provides a strategic location for certain flex, distribution, and light industrial related uses.

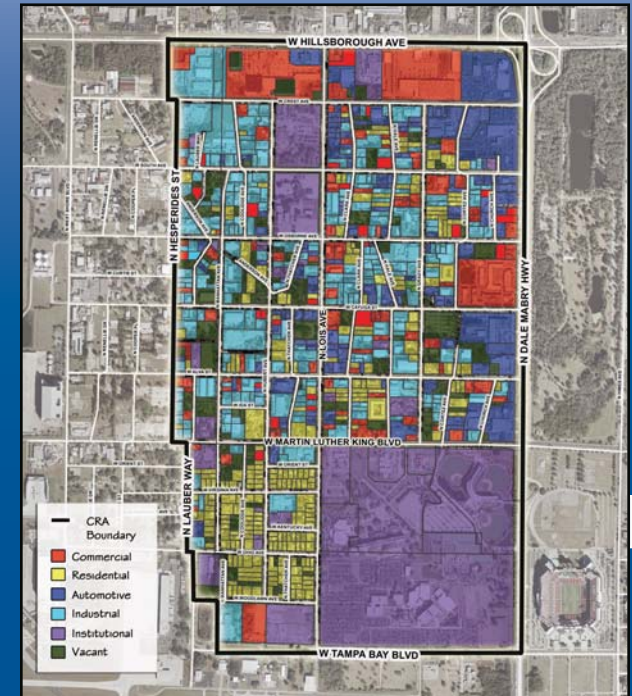


Figure 25: Use by DOR (Department of Revenue) Codes

Examination of business types within the area zoned industrial reveals a large variety of operations. Many uses are, in fact, not industrial. It is believed that existing industrial uses could be consolidated and better positioned west of Lois Avenue. This part of the CRA is appropriate for the industrial market due to its proximity to the airport and planned transportation upgrades that would facilitate truck access. In the future, this submarket is predicted to remain a very viable use within Drew Park.

### Keys to Redevelopment & Investment

In order to implement recommended capital improvement efforts while at the same time promoting redevelopment in Drew Park, the following marketing strategy is proposed:

- **Initiate infrastructure investments recommended by this plan.** Proposed investments are necessary for addressing basic infrastructure needs and/or deficiencies. Drew Park has a considerable need for a variety of infrastructure upgrades. A major component of this plan relates to the provision of stormwater system improvements. Currently, much of the CRA experiences flooding on a frequent basis. It is anticipated that until this is addressed, flooding will remain a deterrent to extensive redevelopment throughout much of Drew Park. In addition to major infrastructure improvement projects, smaller-scale neighborhood improvements are recommended for implementation throughout the life of the TIF. Items within this category include sidewalk/lighting/landscape, as well as an assortment of programs recommended for implementation in the "Key Actions/Programs" section of the document.
- **Encourage redevelopment of strategic sites within the CRA.** The City/CRA should maintain communication with large landowners. It was observed during plan creation that there is interest among current owners of several large parcels concerning redevelopment potential in Drew Park.

- **Concentrate on visible improvements/upgrades.** The projects within which the CRA invests should be quite visible. Potential future investors in the corridor need to continually see progress. The more visible the redevelopment the wider the market interest. The large-scale stormwater infrastructure improvement can be considered the start of visible projects/upgrades to Drew Park.
- **City/CRA Guidance and Involvement.** The City/CRA has already undertaken certain redevelopment initiatives with considerable effort and funding. With a planning/strategic process currently underway that will set forth regulatory and design guidelines for the area, as well as a detailed assessment of capital improvement upgrades, the City/CRA must continue to push for on-going infrastructure improvement. This will enhance the area's marketability to the business/development community and place the City on par with, and/or a superior position to surrounding communities. Therefore, we encourage the City/CRA to remain proactive in the redevelopment process, carefully examine improvement and funding strategies set forth within the strategic plan.

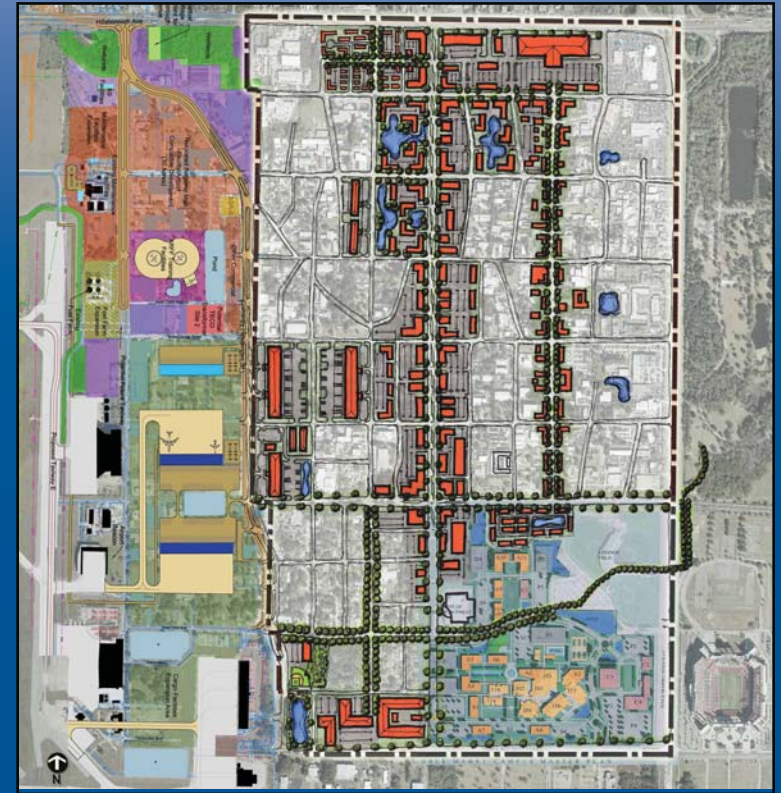


Figure 26: Future Drew Park Vision

# *Appendix*





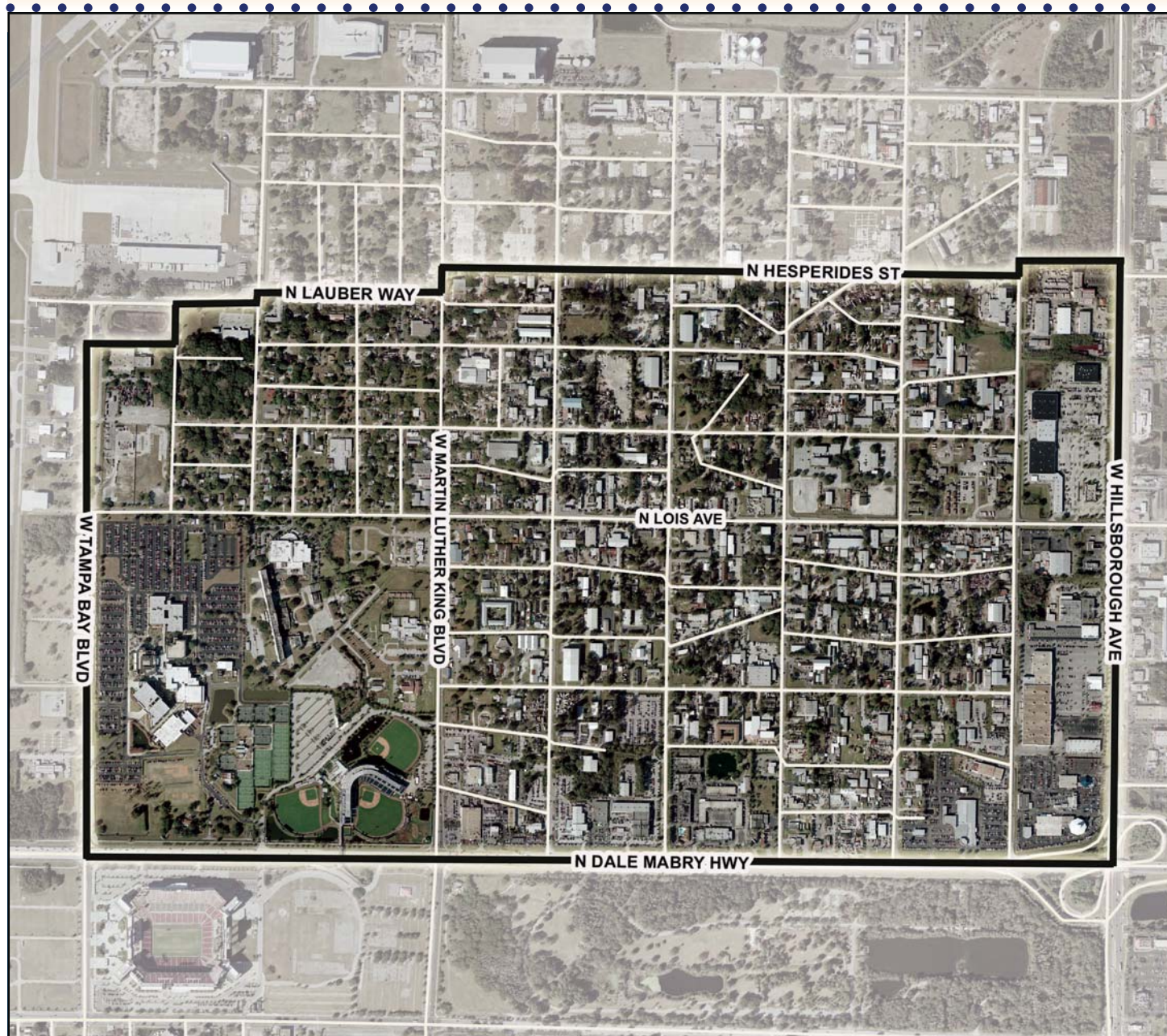


Figure 1: Drew Park CRA Boundaries



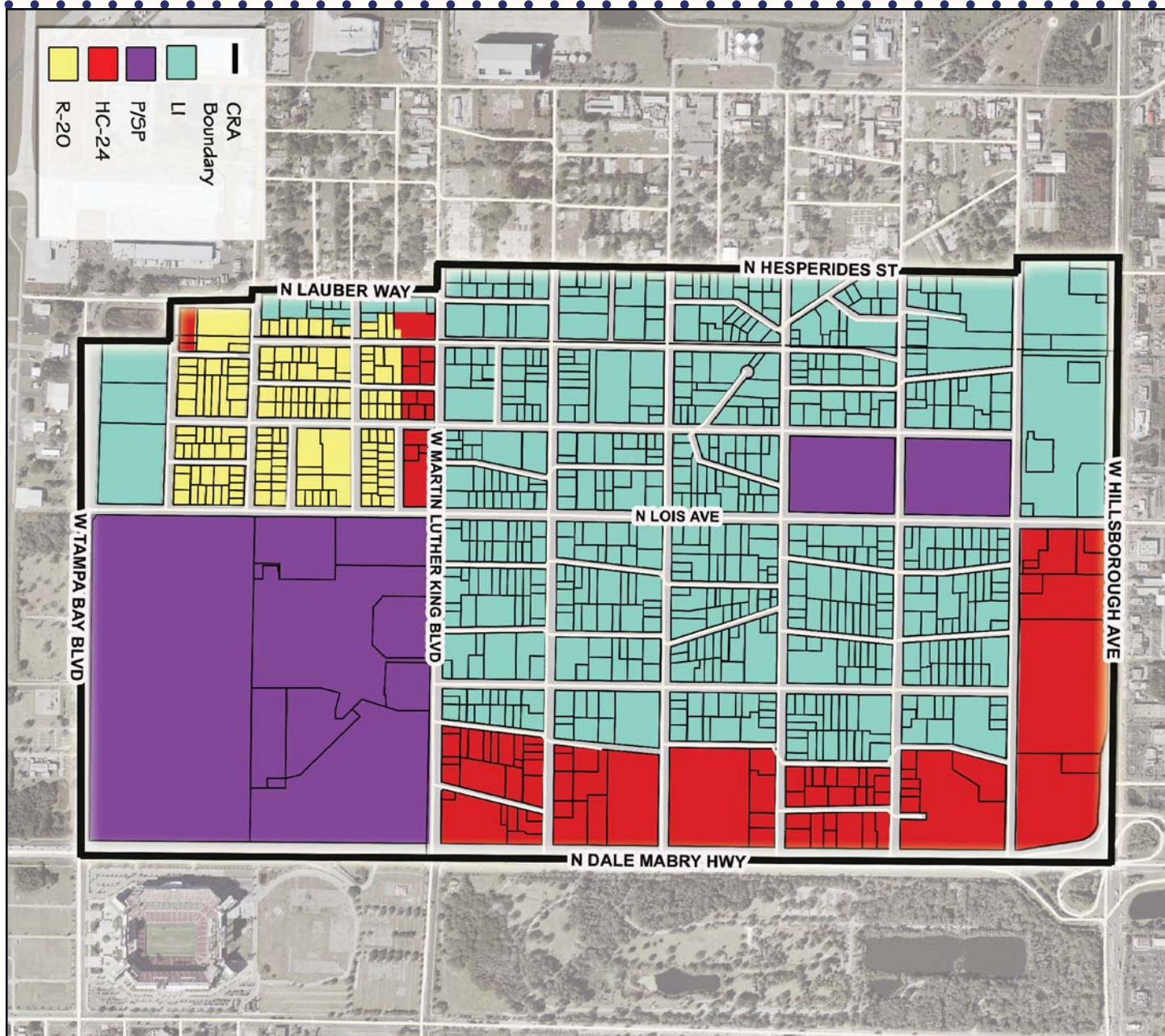


Figure 2: Existing Future Land Use



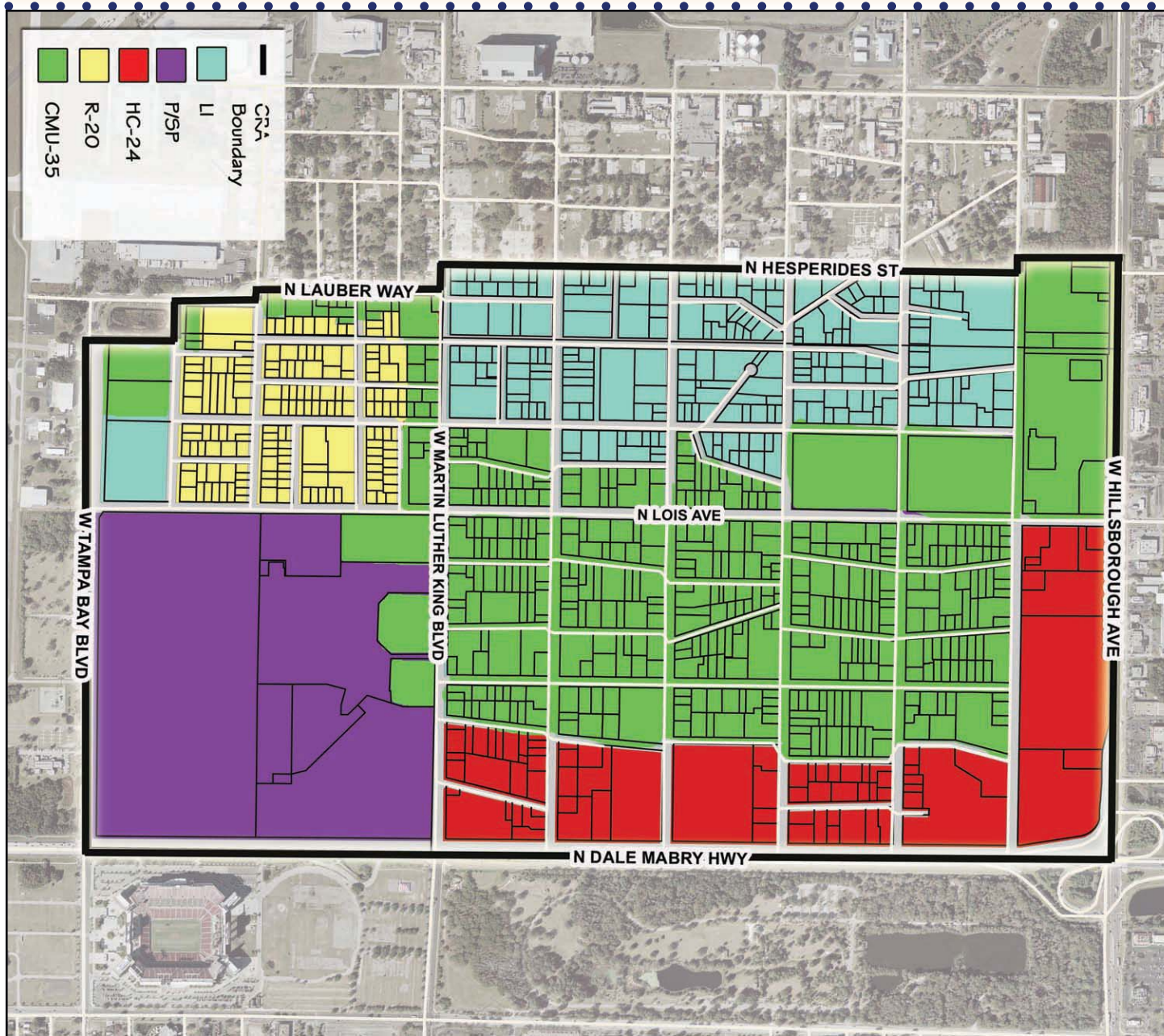


Figure 3: Proposed Future Land Use



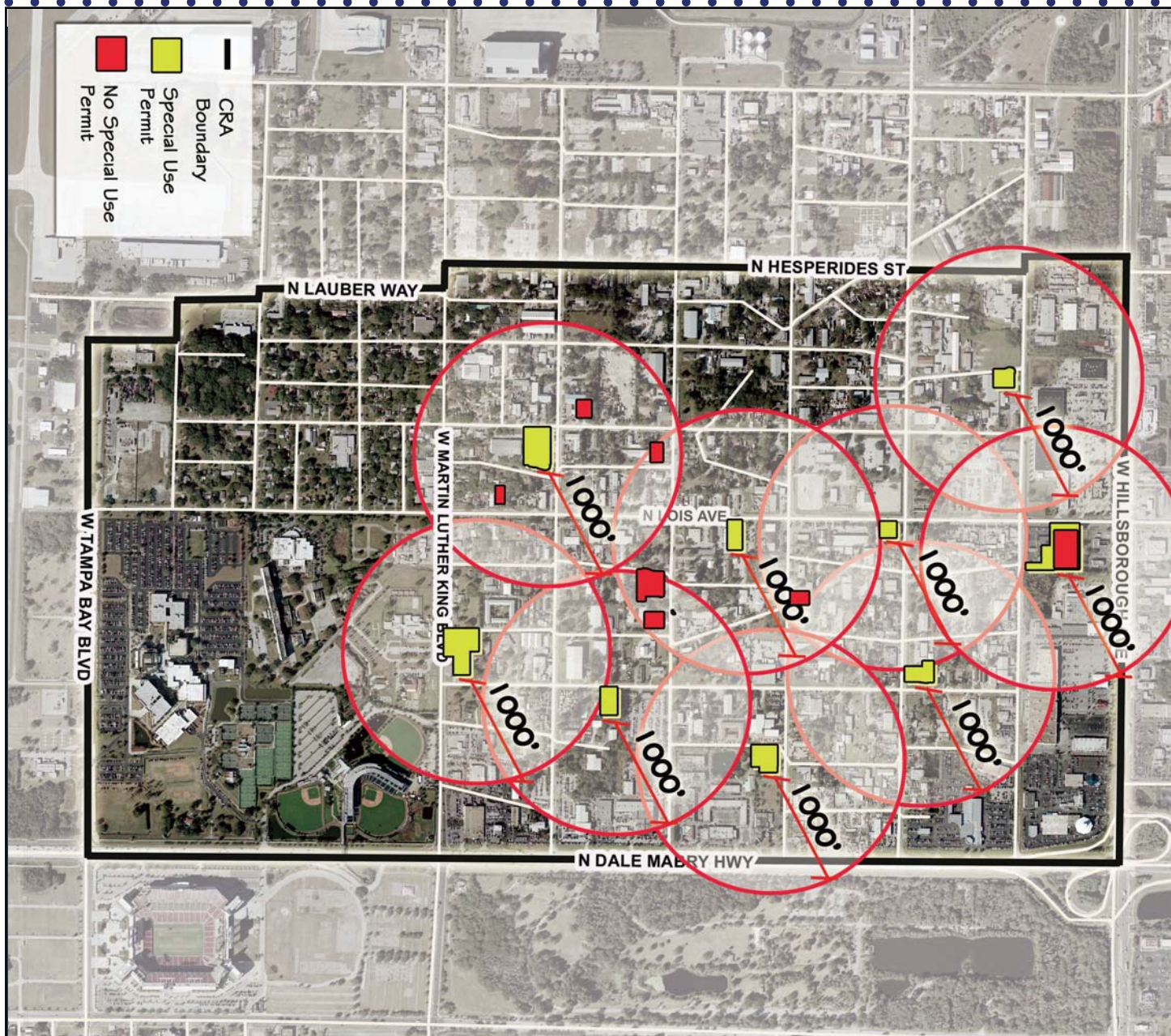


Figure 4: Adult Use Locations



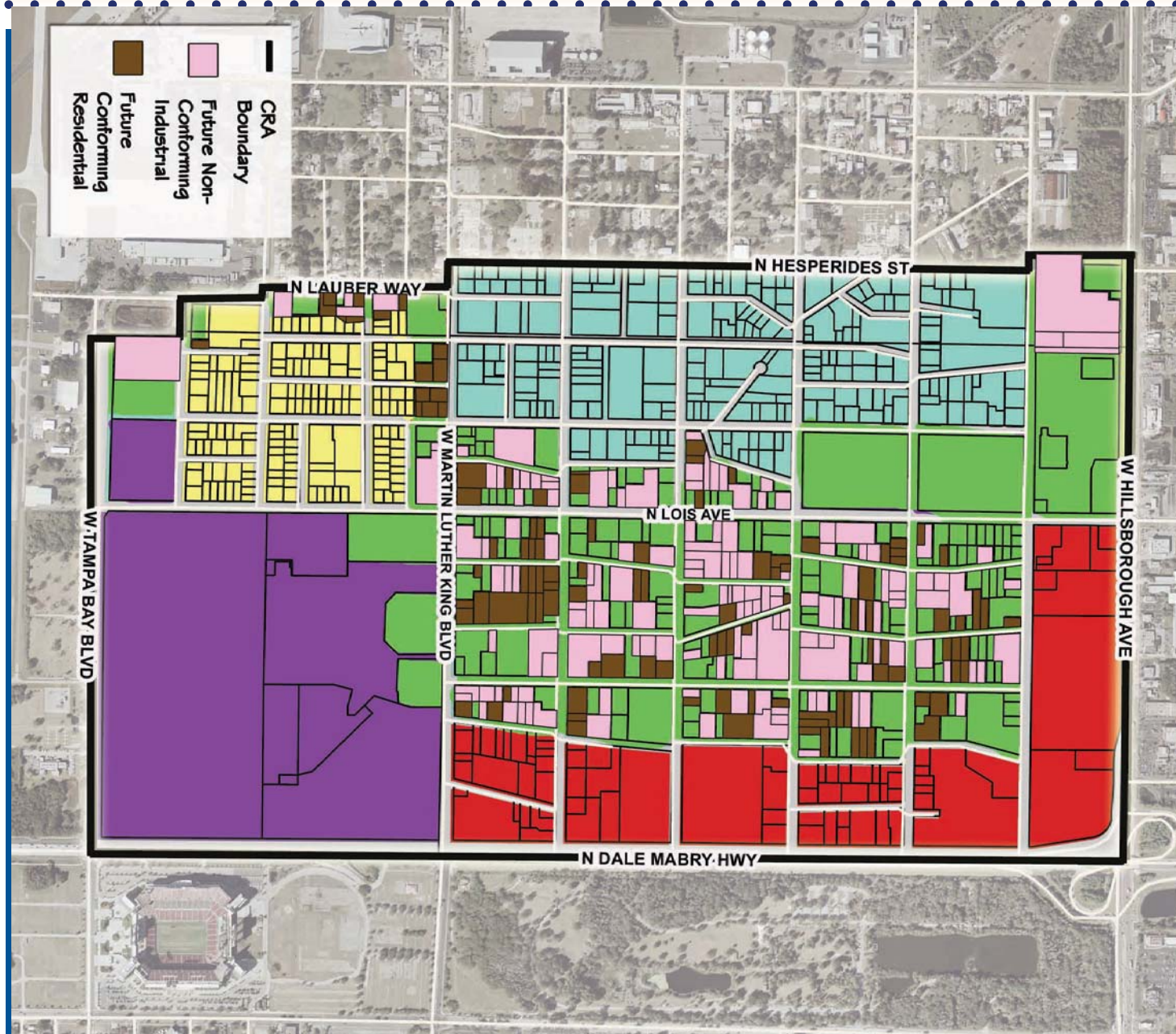


Figure 5: Conforming Vs. Non-Conforming Status Change



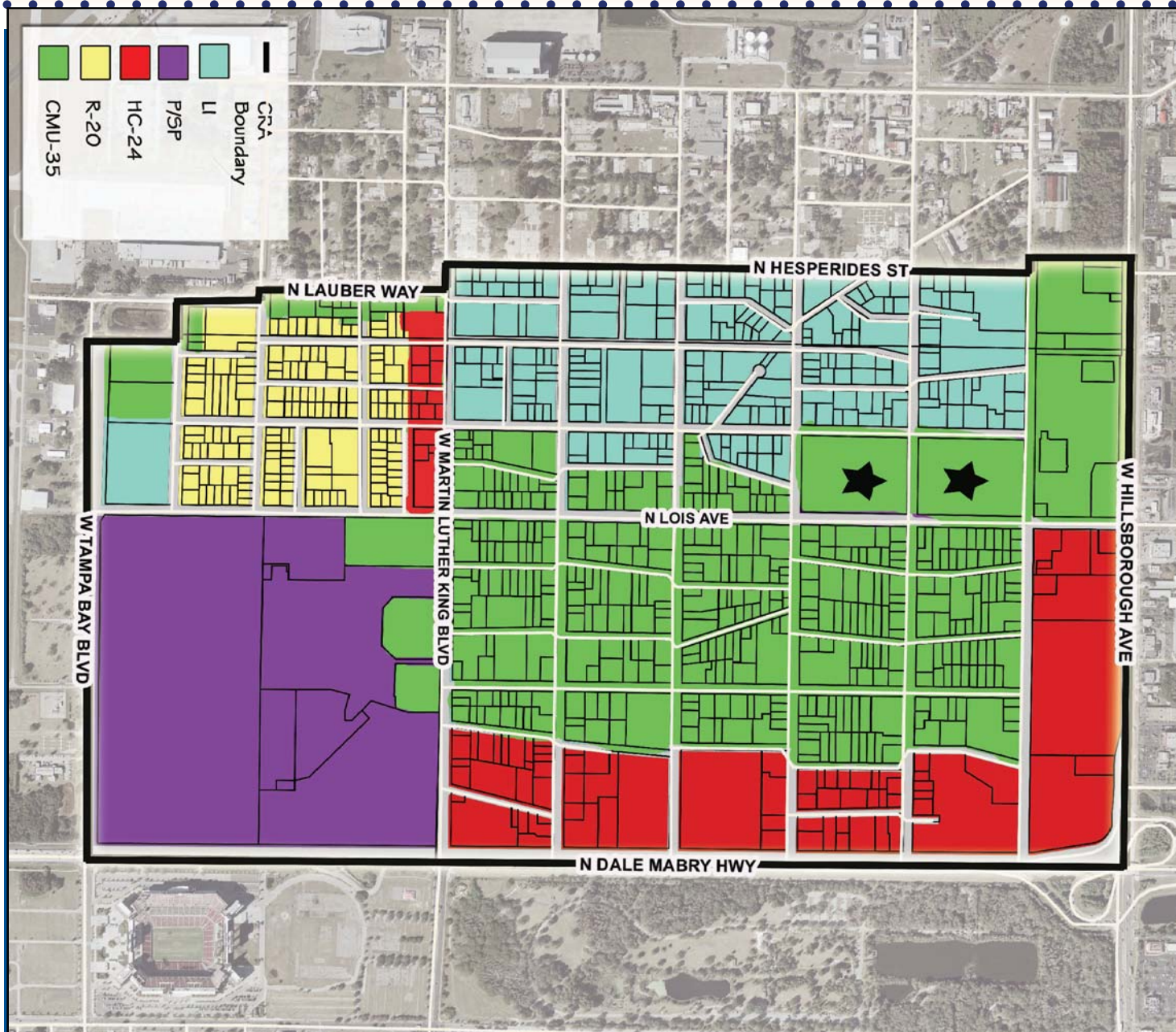


Figure 6: Proposed Future Land Use



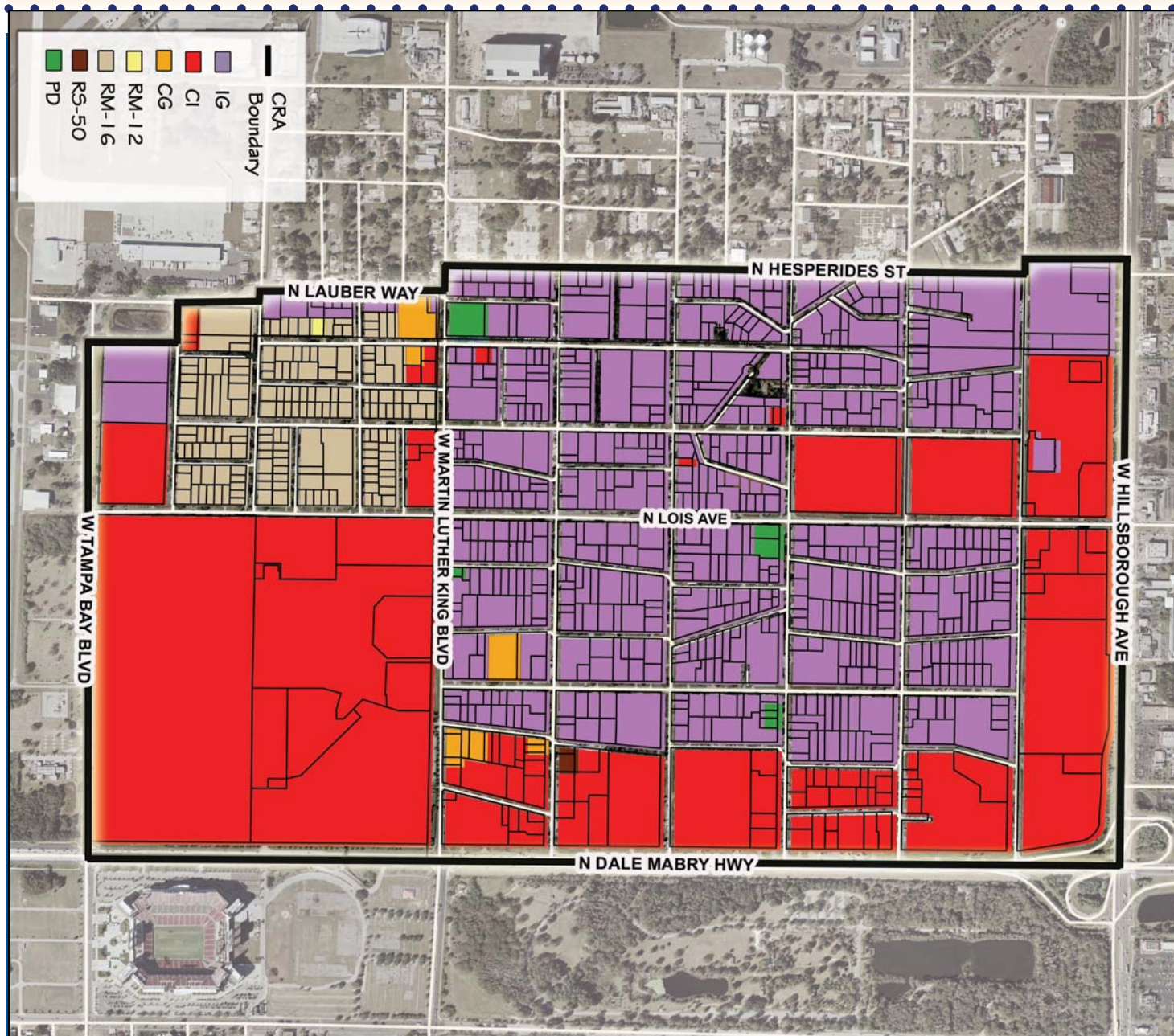


Figure 7: Existing Zoning



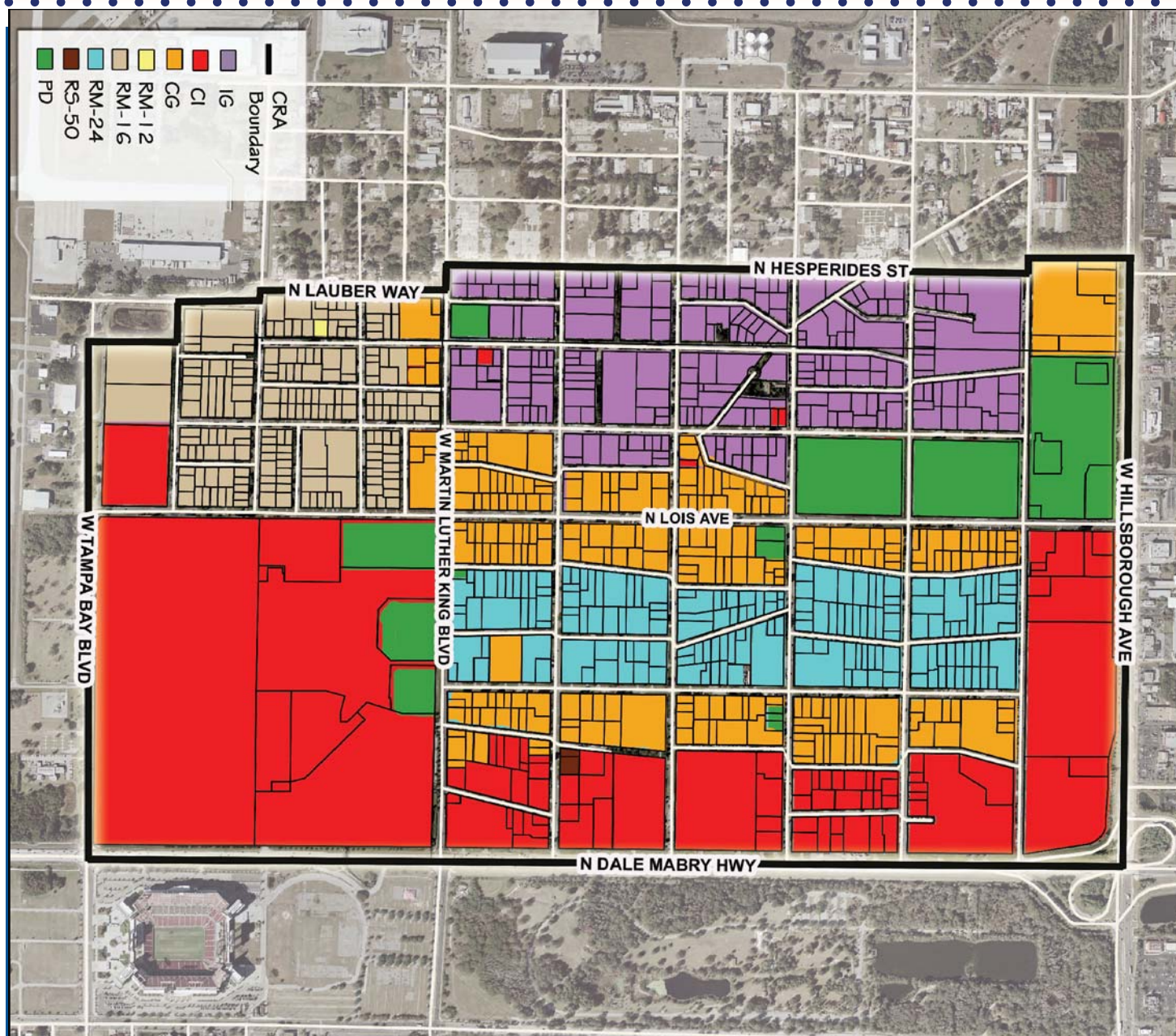


Figure 8: Proposed Zoning



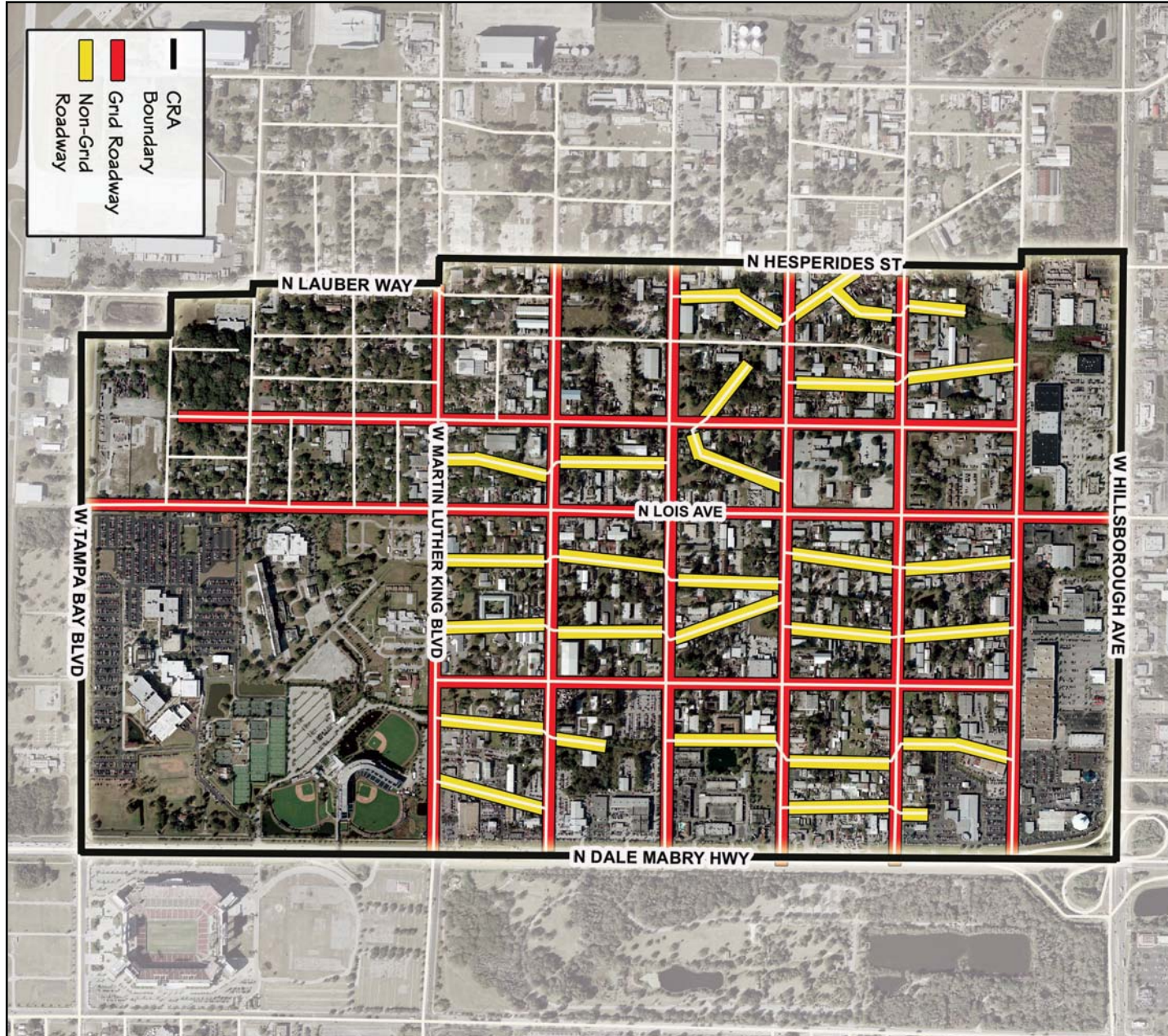


Figure 9: Grid Vs. Non-Grid Roadways



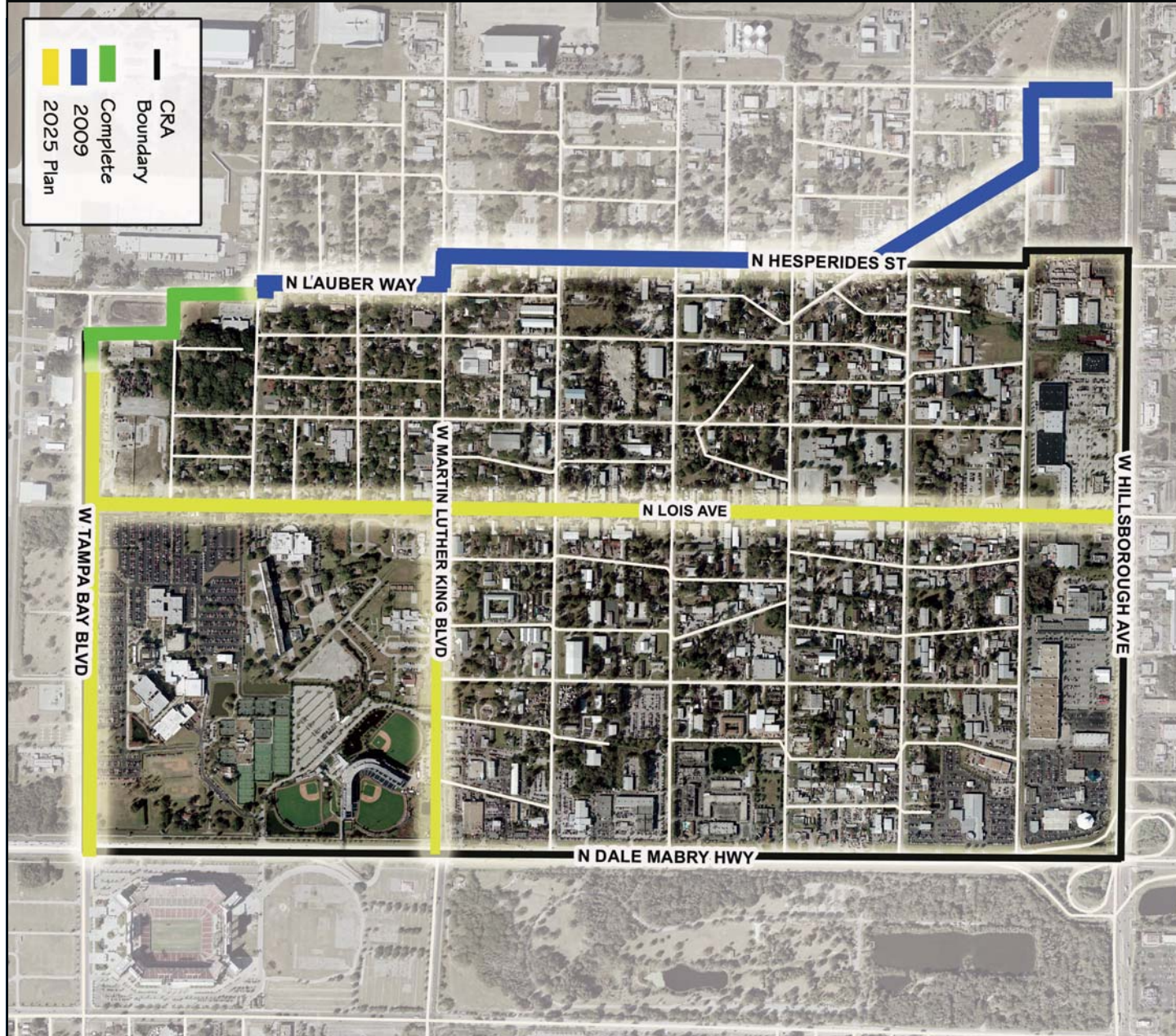


Figure 10: Projected Roadway Improvements



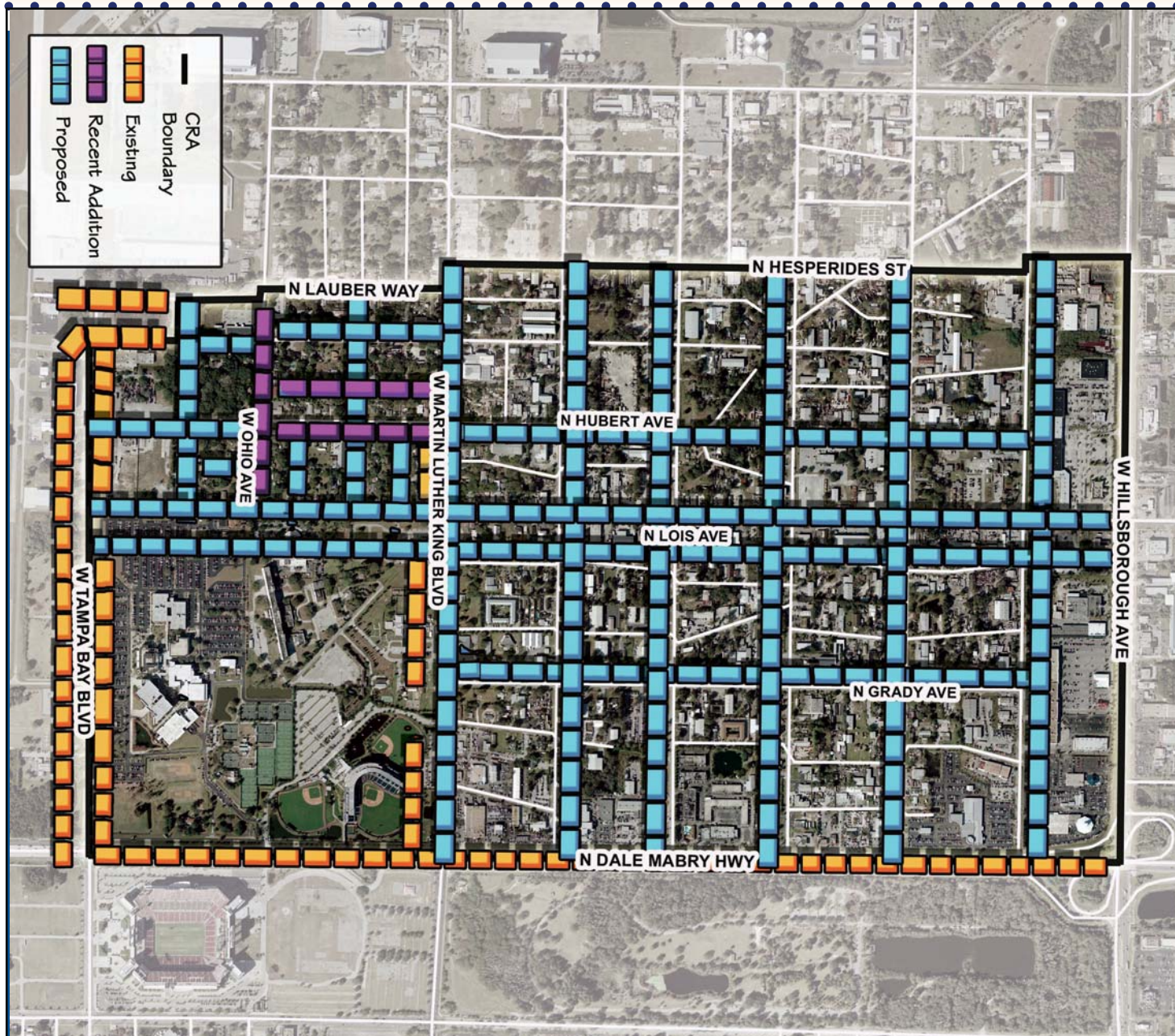


Figure 11: Proposed Sidewalk Improvements





### Figure 12: Windshield Survey of Street Lighting



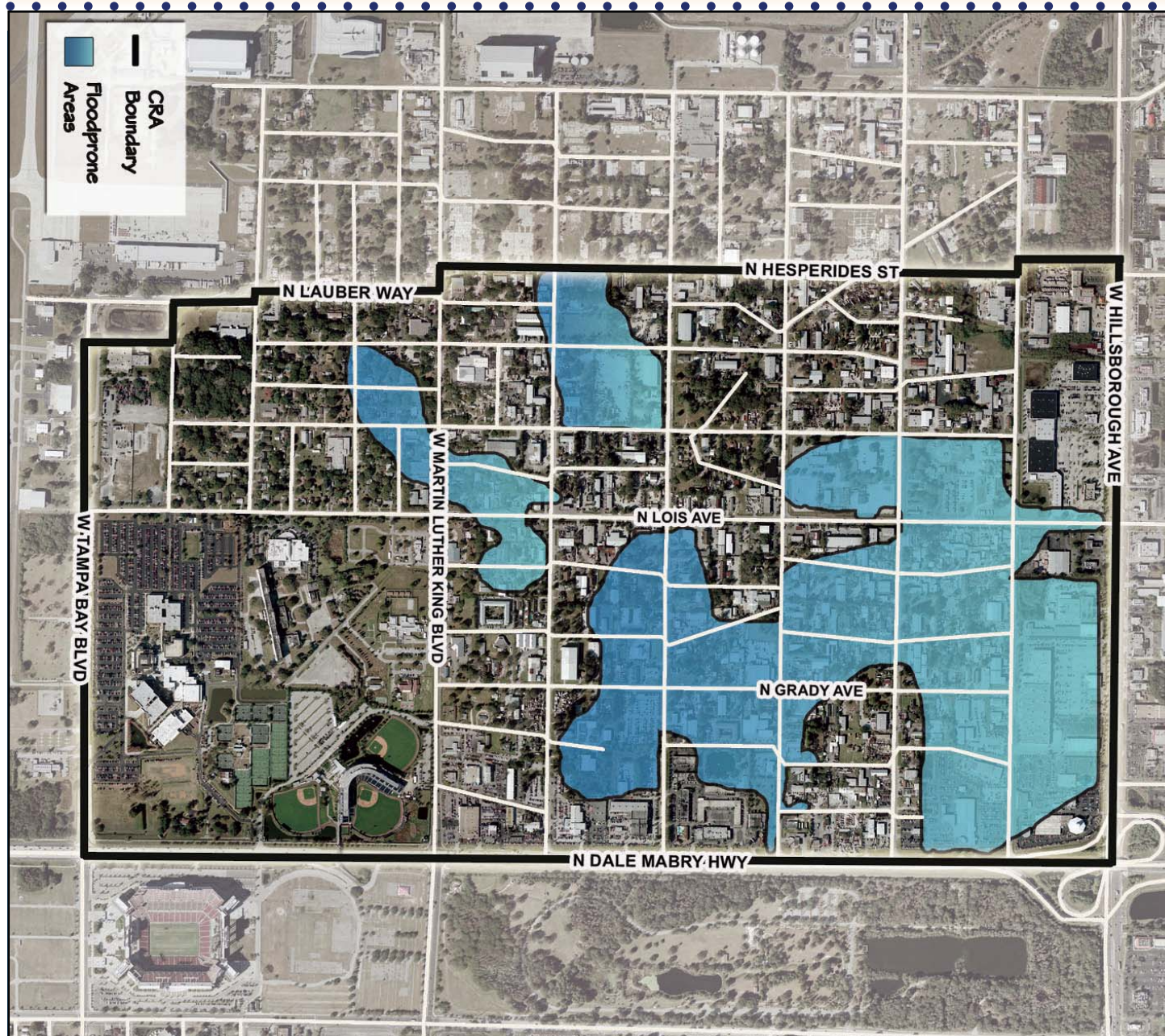


Figure 13: Existing Floodprone Areas



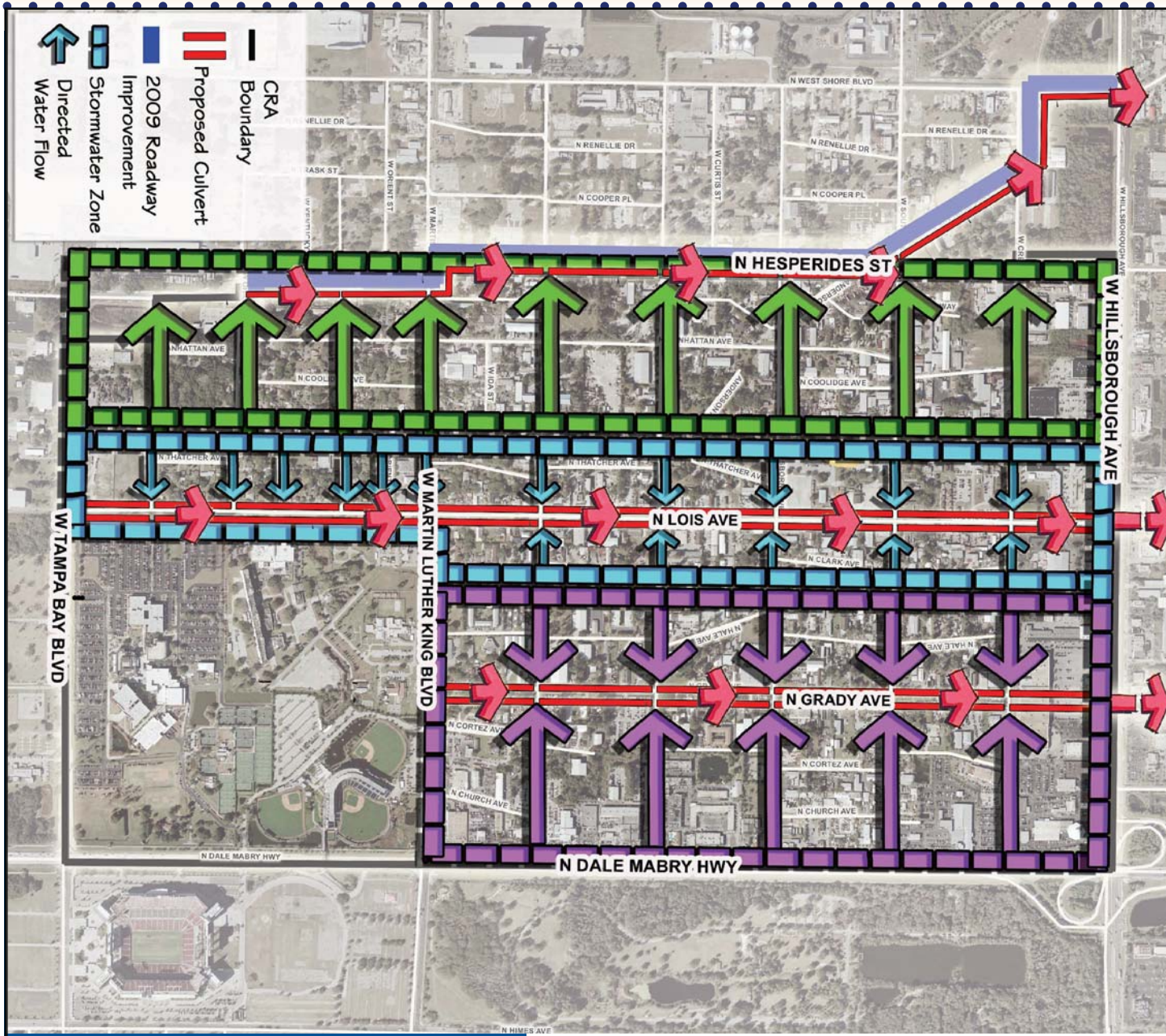


Figure 14: Directed Water Flow Strategy



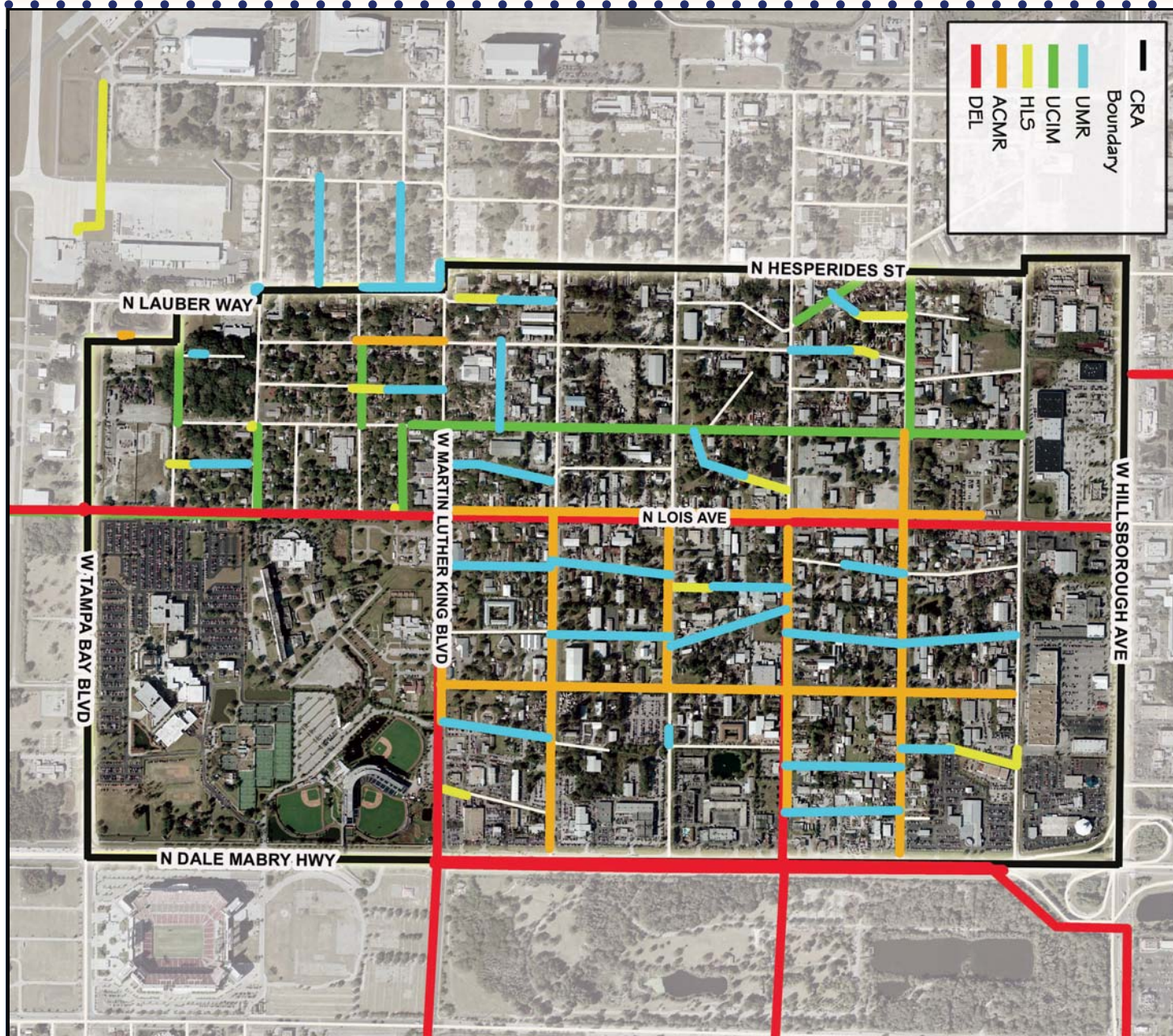


Figure 15: Water System Upgrades



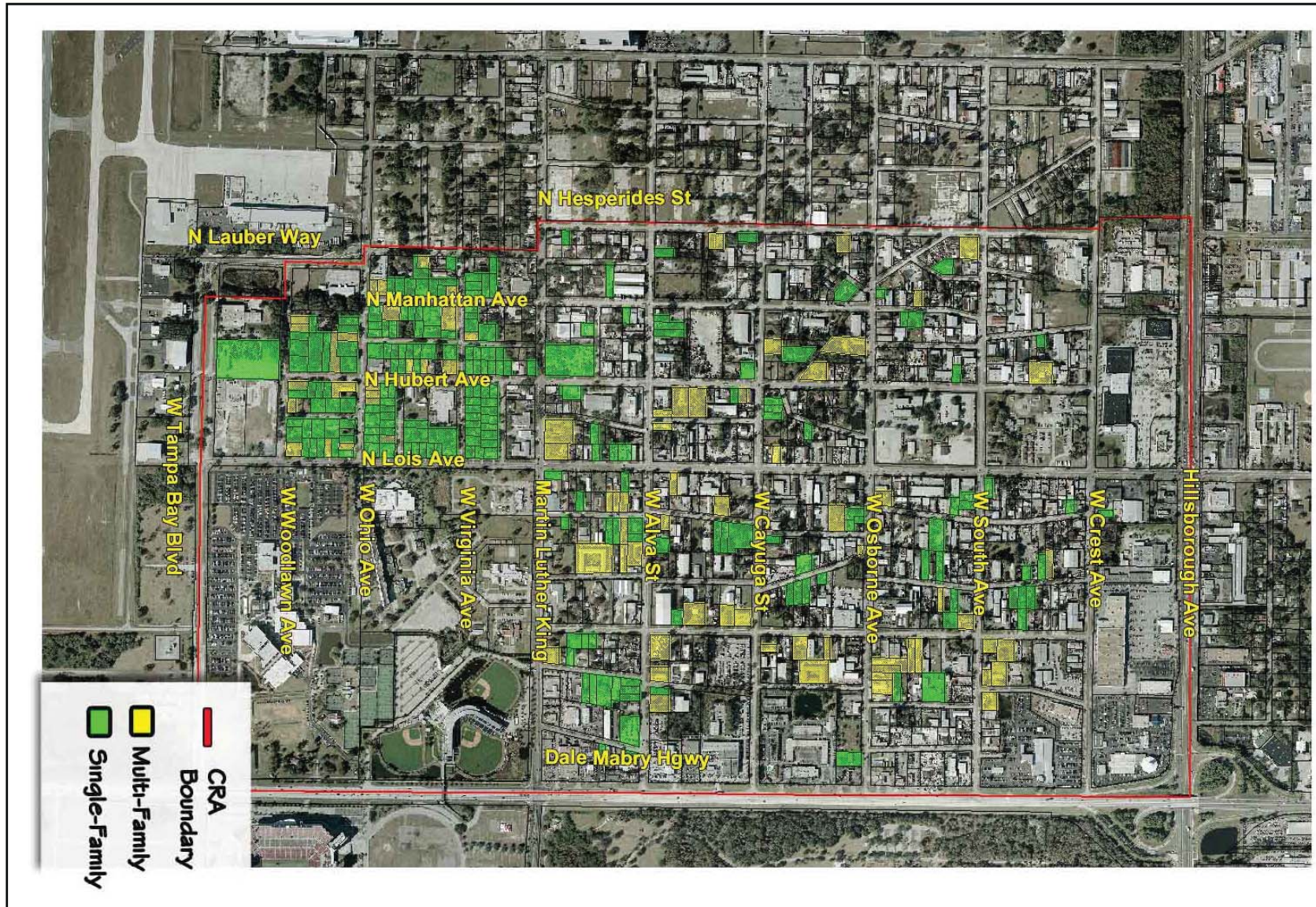


Figure 16: Multi-Family Versus Single-Family Residential



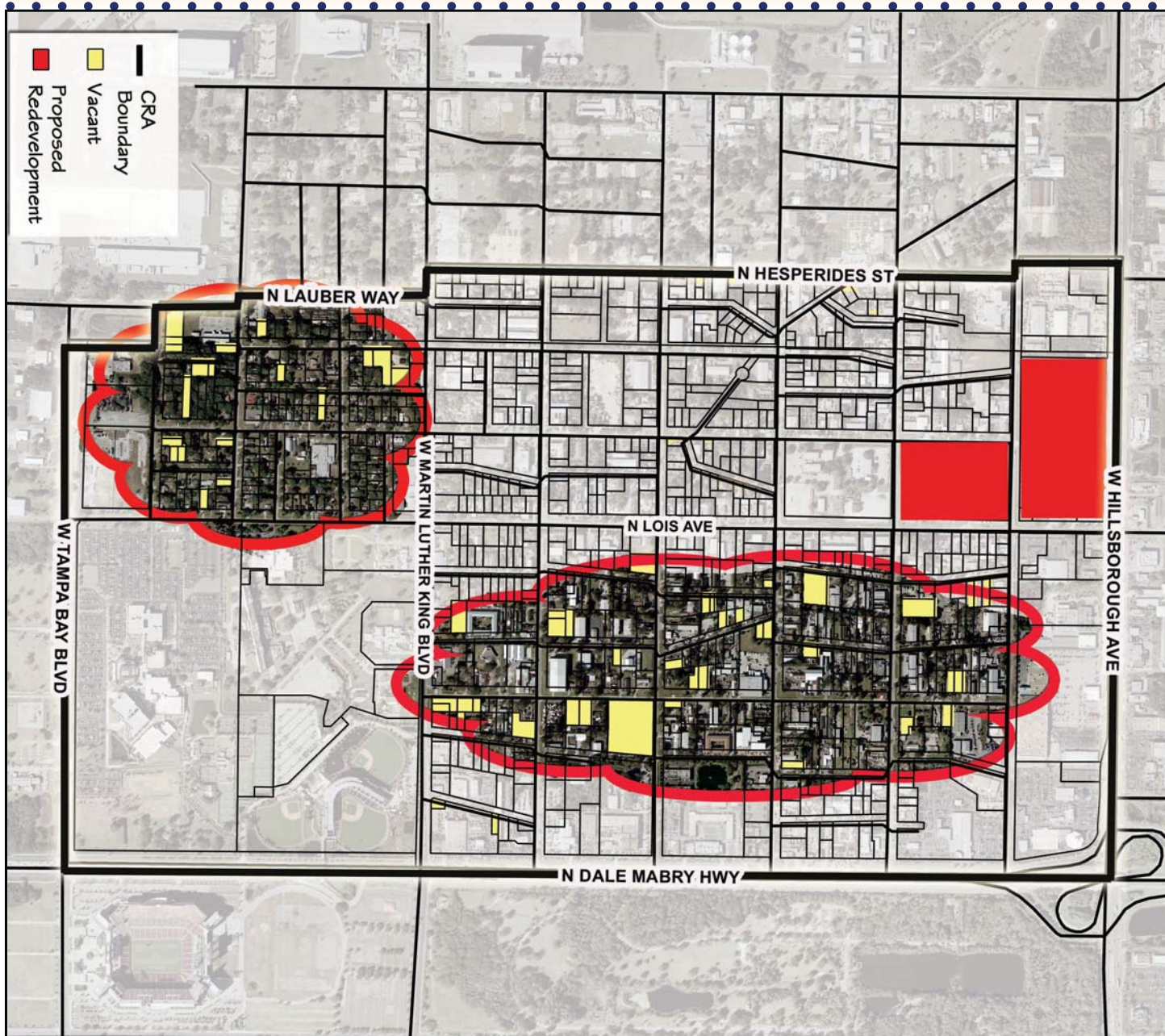
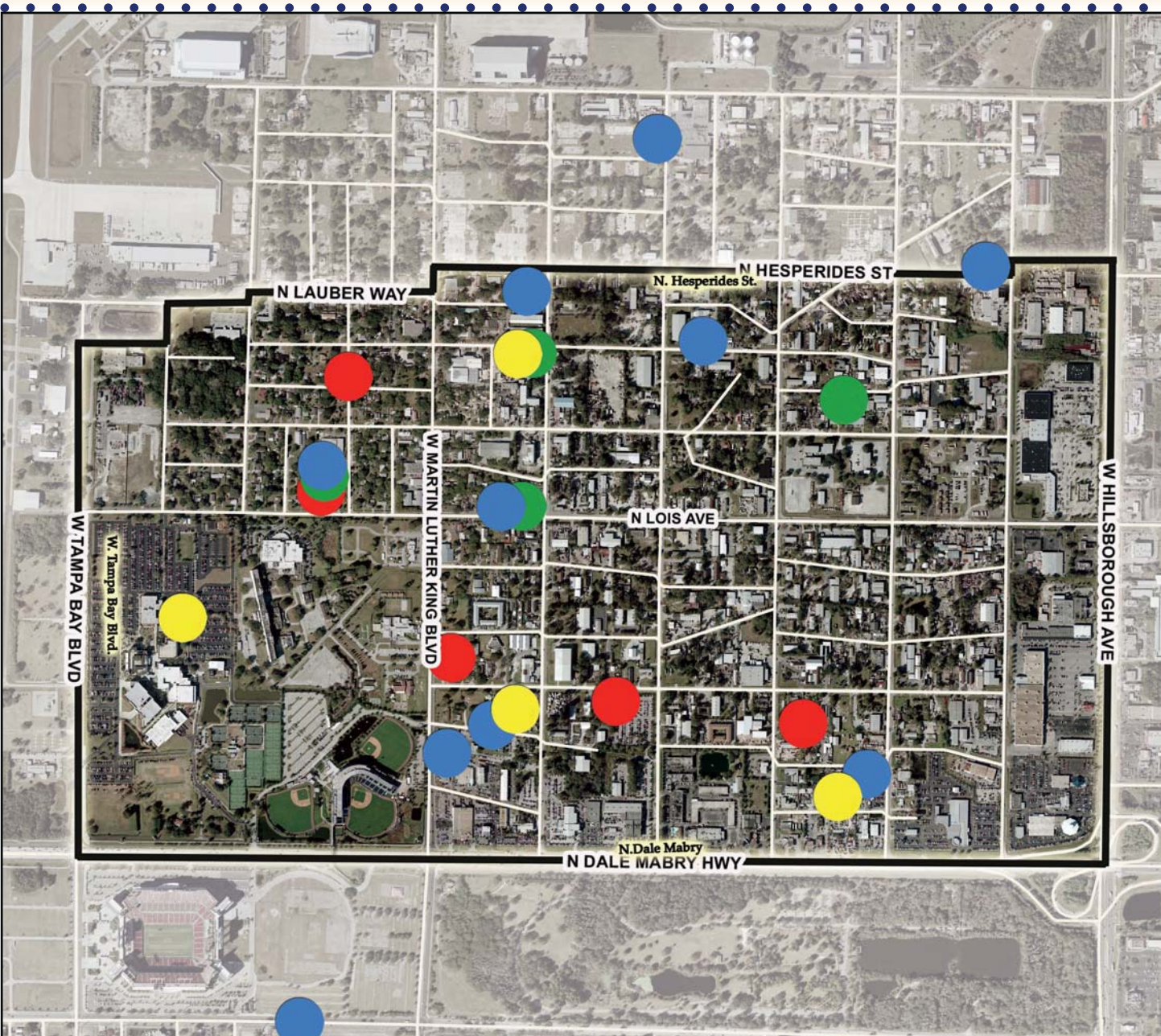


Figure 17: Potential Affordable Infill Housing Locations





### Figure 18: Community Participant Live/Work Location



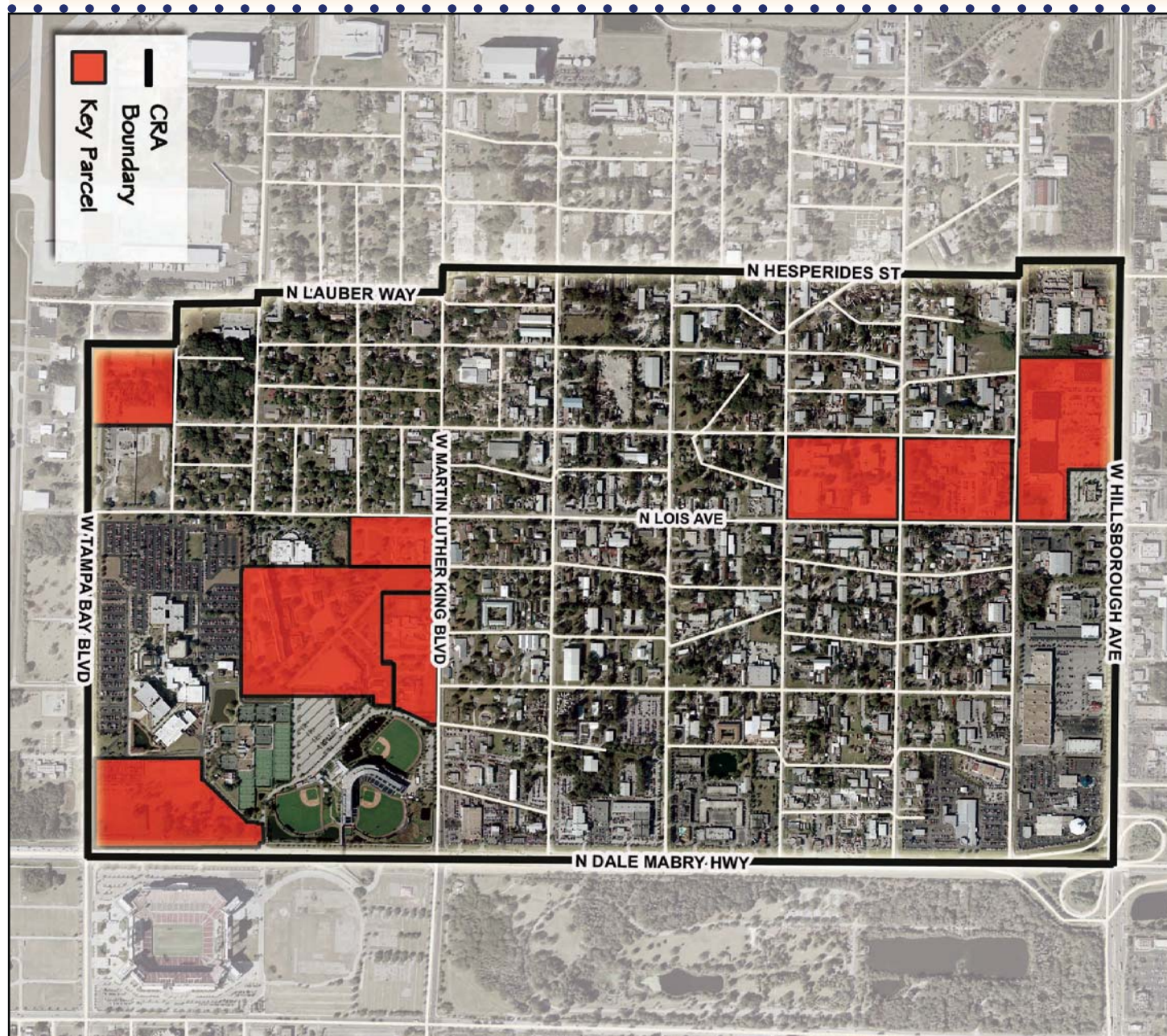


Figure 19: Key Redevelopment Sites



Figure 20: Police Grids

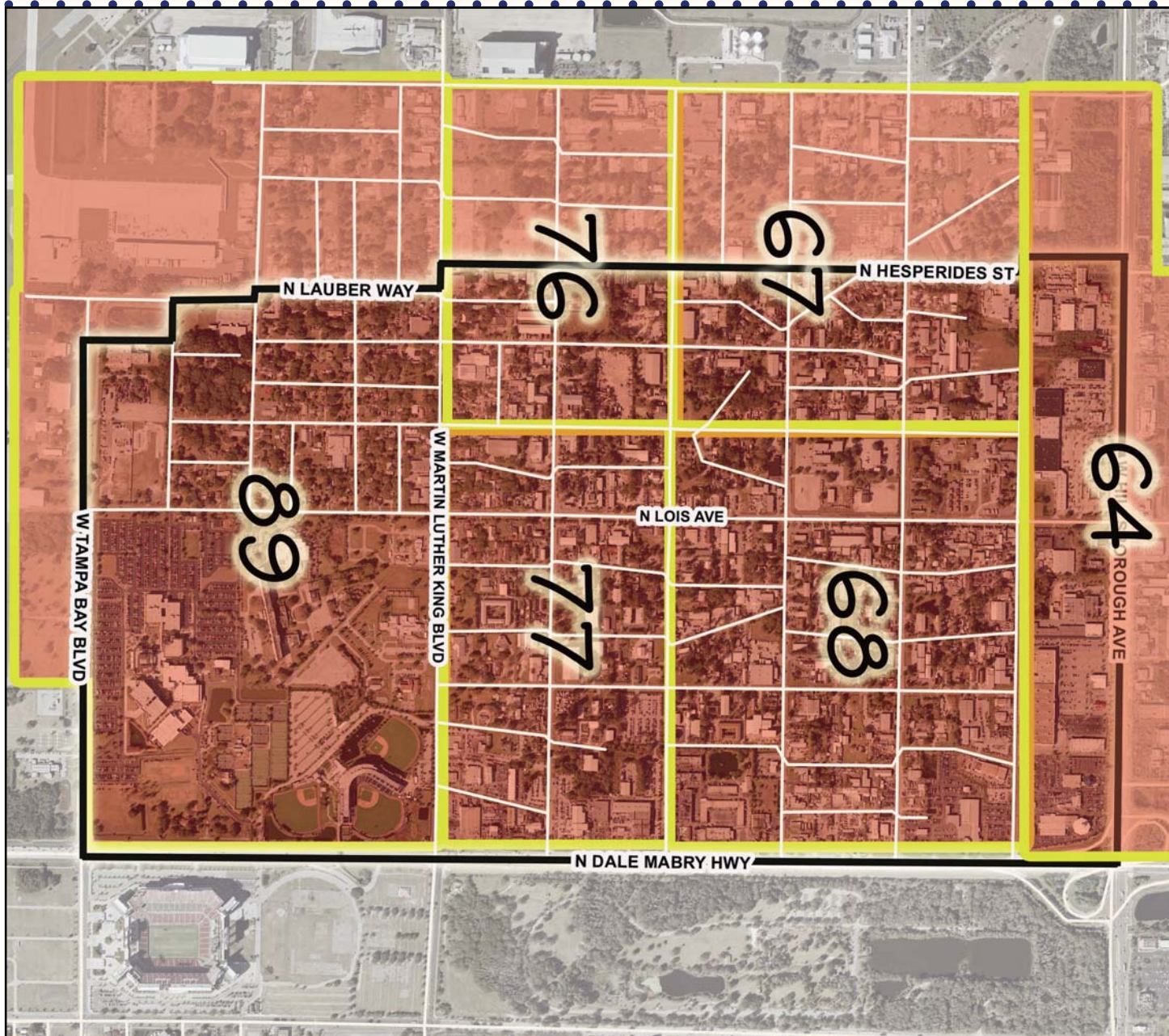
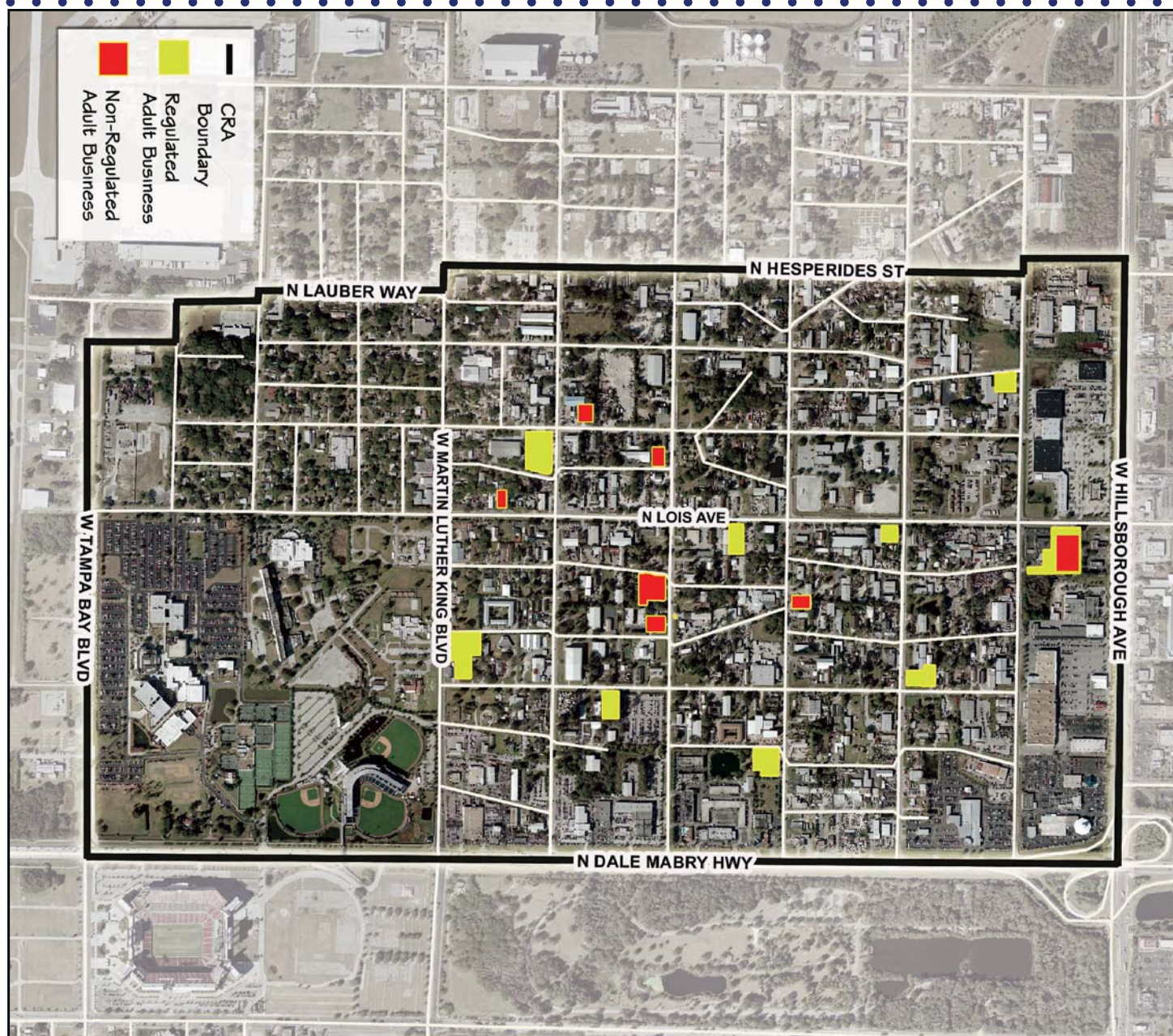




Figure 21: Adult Use





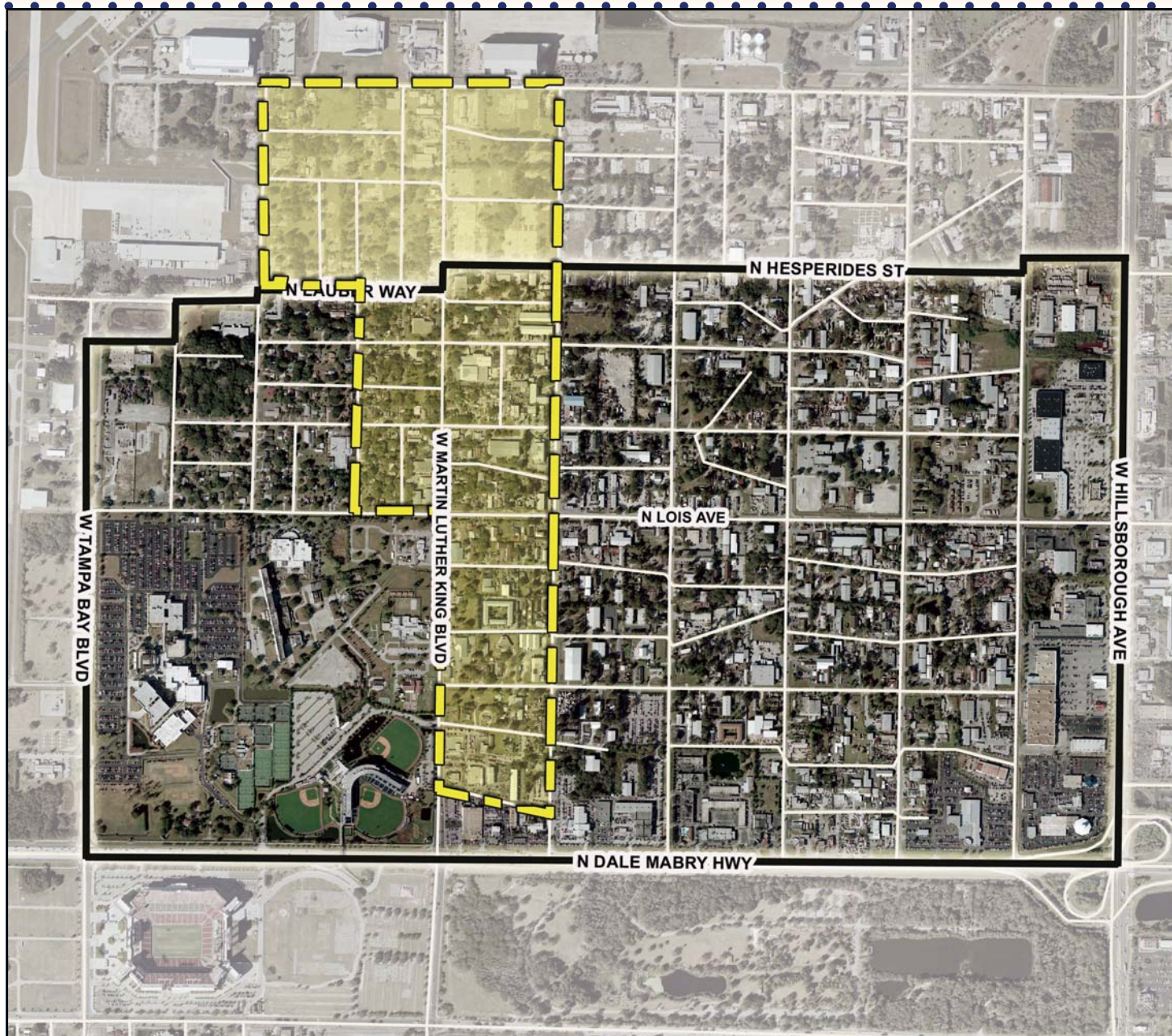


Figure 22: Designated Enterprise Zone



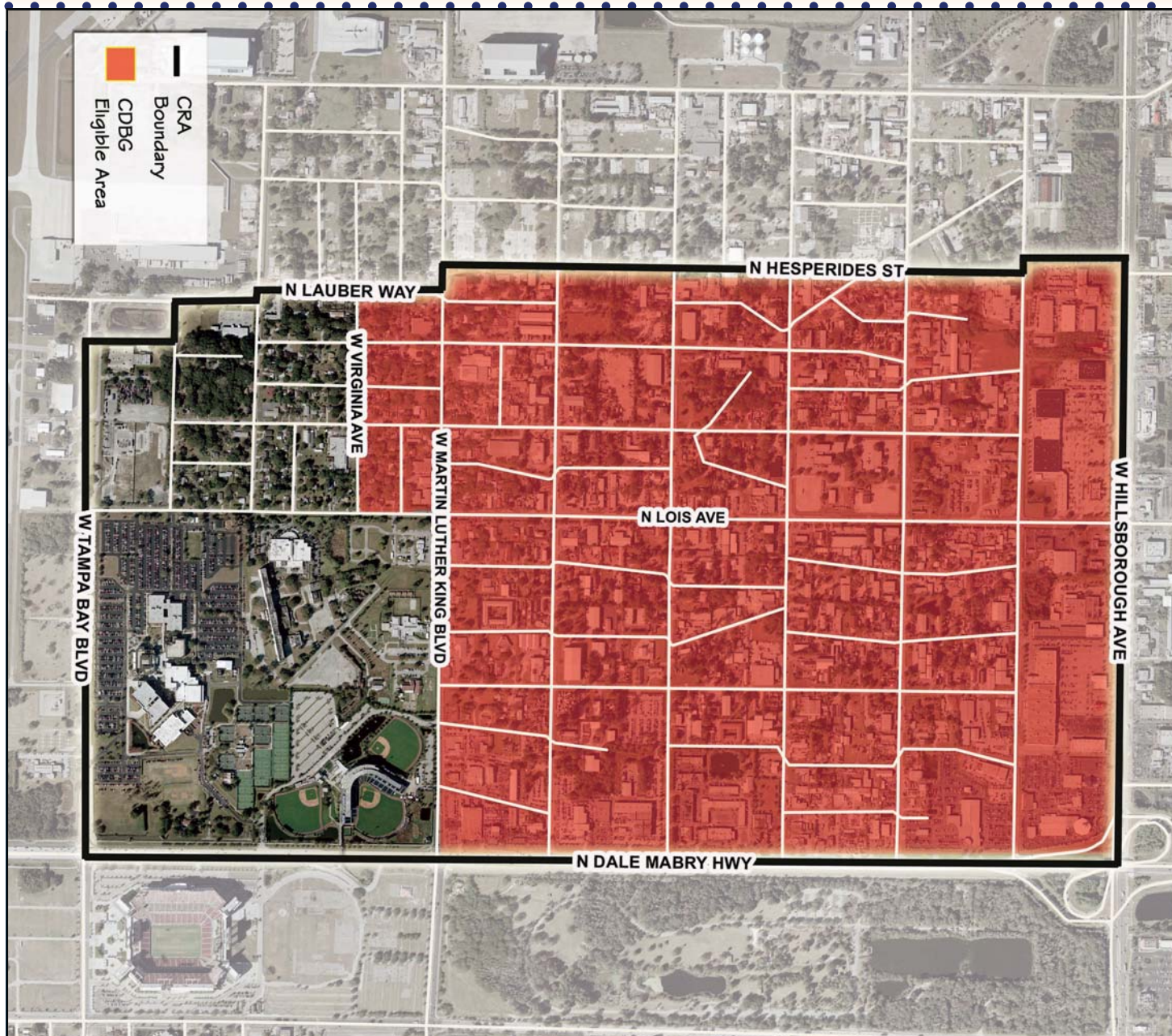


Figure 23: Areas Eligible for CDBG Funding



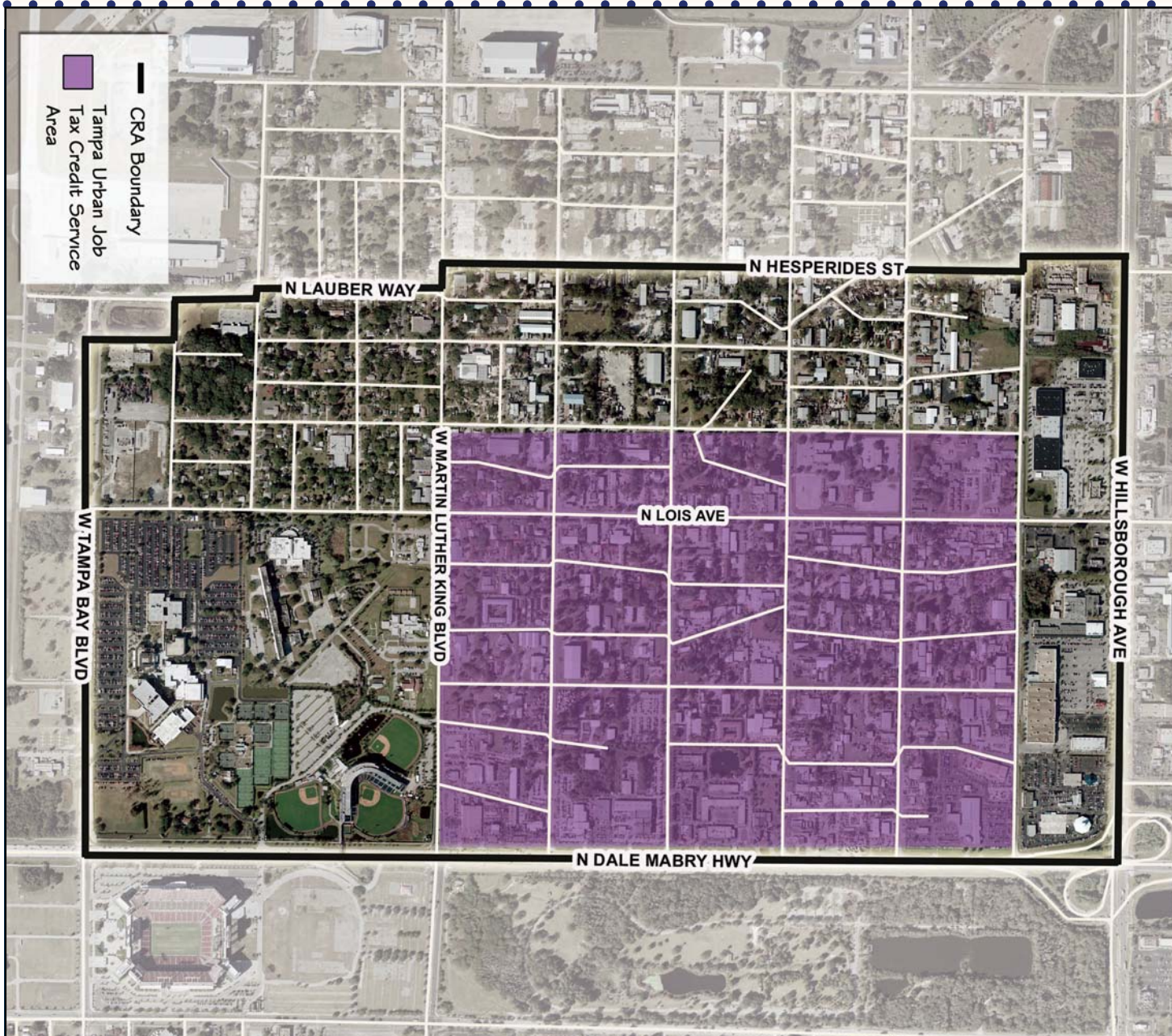


Figure 24: Designated Urban Job Tax Credit Program Areas



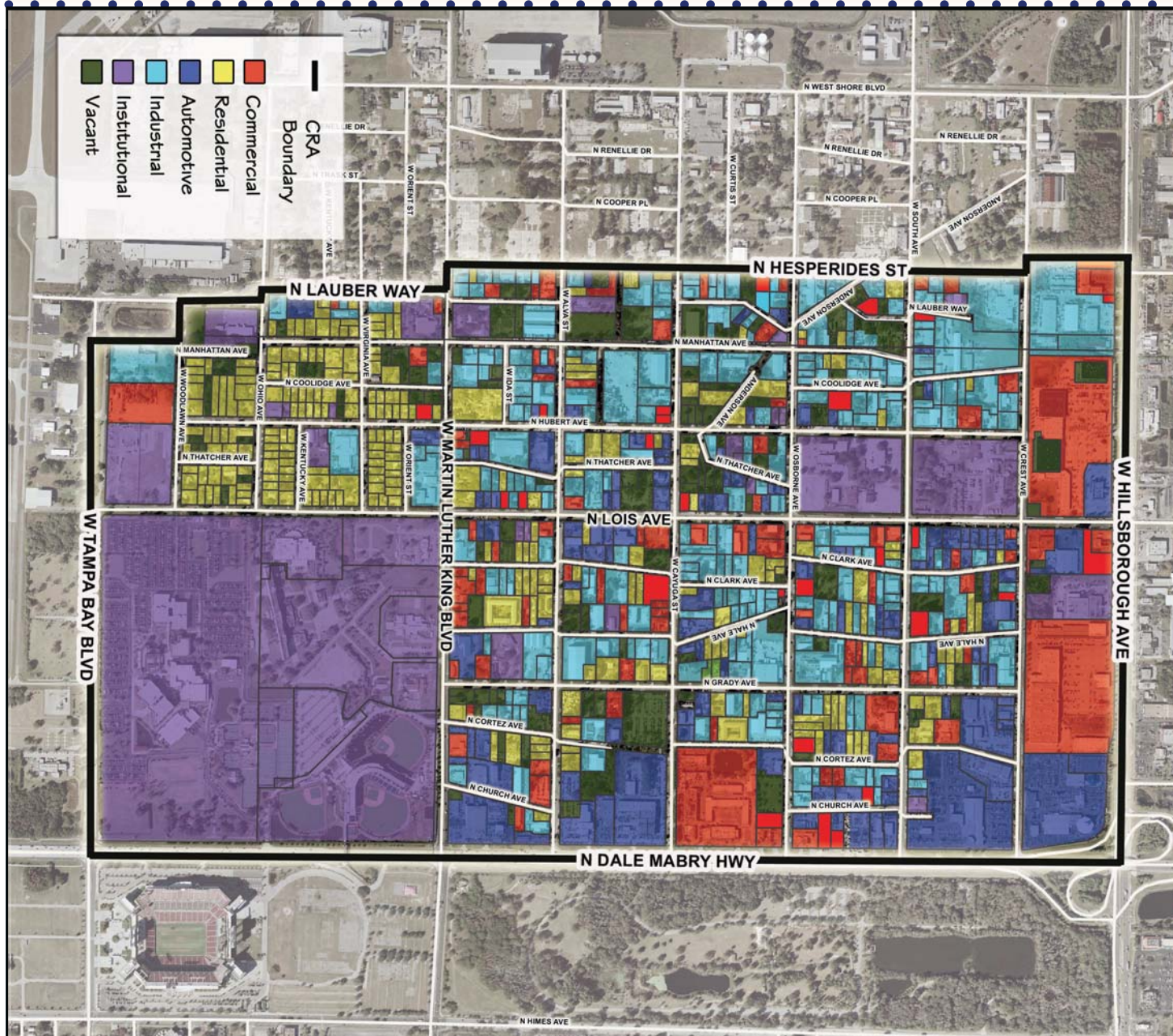
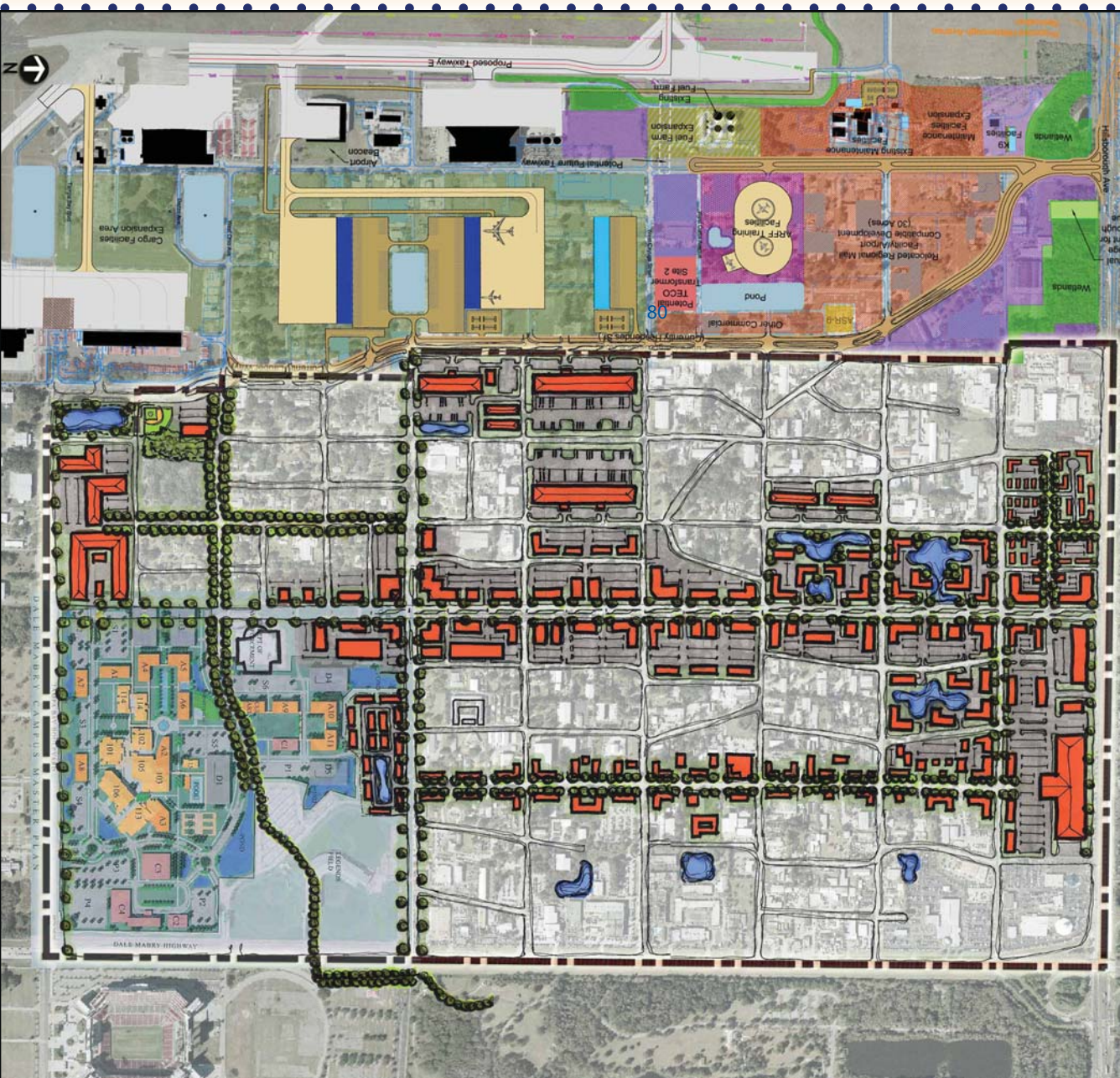


Figure 25: Use by DOR (Department of Revenue) Code





### Figure 26: Future Drew Park Vision