

# Tampa Heights Plan: Rebuilding Community



**A VISION WITHOUT A TASK IS BUT A DREAM.  
A TASK WITHOUT A VISION IS DRUDGERY.  
BUT A VISION WITH A TASK CAN CHANGE THE WORLD.**

*Streets of Hope*

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community - November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

# Preface

The Tampa Heights Neighborhood Plan is the result of a 3 year process that began in 1999 when residents led by the Tampa Heights Civic Association and other community leaders, came together to resist speculation and development pressures. The residents feared that large-scale projects and redevelopment plans would result in the erosion of the historic fabric of the neighborhood, destroy the grid pattern of the neighborhood and continue the displacement of current residents.

The Tampa Heights Neighborhood plan is a general guide which provides a tool kit of activities and recommended guidelines that may be used to achieve the realization of community that is described in the Vision document.

The Tampa Heights plan has seven primary objectives or themes:

- Rebuilds community by recommending specific initiatives that reinforce the values of the Vision for Tampa Heights and builds on the existing social and human Capital;
- Provides a plan that is tailored to neighborhood scale and conditions;
- Proposes an economic development plan;
- Creates a comprehensive, coordinated, strategic plan to benefit Tampa Heights shareholders
- Focuses on a community driven plan with broad resident involvement;
- Organizes neighborhood residents and organizations to be an effective force in advocating for the neighborhood;
- Recommends a collaborative implementation strategy.



The Planning Commission was asked by the city of Tampa to assist in the development of a neighborhood plan. In the Planning process, we have acknowledged an existing community dynamic, which we have attempted to enhance through this plan.

The planning process has utilized a variety of resources in the community to confirm what the future of Tampa Heights should be. Of particular importance has been the outreach to community

leaders, residents and business owners to articulate the strengths and weakness of the neighborhood which have been later substantiated by a citizen advisory committee. The advisory committee process as well as a series of larger community meetings have involved, at various times, over 200 residents and organizations.



**Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002**  
**Amended September 17, 2002 and November 6, 2002**  
**Adopted by Tampa Heights Community - November 12, 2002**  
**Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002**  
**Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003**

# The Vision: A Tampa Heights Community

**Tampa Heights will continue to be many things for many people, but we all agree that the community has a bright future. If we shut our eyes and visualize our neighborhood in 2010, this is what we see:**

1. Tampa Heights is a safe neighborhood with easy access to many different parts of town. Our neighborhood is pedestrian friendly, clean, culturally diverse, and reflects its amazing history.
2. Tampa Heights is a safe, healthy place to raise a family. There are many activities and organizations that support children and families. Excellent schools are accessible and available to the neighborhood children. The community has developed self-help activities that support the neighborhood and help it to thrive. There is a community-wide awareness and respect for each other, and, particularly so, for the elders and children of our community. Everyone understands that this contributes to a high quality of life in Tampa Heights. Our clean, well-kept streets and historic homes reflect neighborhood pride.
3. Tampa Heights housing choices are diverse and available for people of all incomes and cultures. Tampa Heights housing choices are diverse and available for people of all incomes and cultures. . Affordable housing is inclusive of all people. Central Park Village and Robles Park Village have been revitalized. Home ownership opportunities for all blend in with the neighborhood, supporting and maintaining it.
4. Significant, historic businesses and housing remain preserved and protected. The streets are “dressed up” with trees, sidewalks, fountains and statues. There are stately homes, brick streets and granite curbs. The neighborhood has at least one, very unique identifying feature that everyone identifies as Tampa Heights. New construction is compatible with the historic character of the area.
5. The south side of Tampa Heights is centrally located within the city and very accessible to downtown. Sound, diversified businesses that serve a larger market than our neighborhood, in combination with our accessible Hillsborough River afford our community some very good opportunities.
6. Florida Avenue is a bustling business area, in part, because the city has made it an impact fee free zone from Columbus to Martin Luther King, Jr. Blvd.
7. The mixed use development projects proposed back in 2001 in South Tampa Heights have now been built and there is now a pleasant waterfront character to the community that everyone can enjoy for living, working, parks, waterfront access and marinas. Tampa Heights is now part of the City’s trolley system and there is easy access for us to all of the business and entertainment facilities in downtown Tampa. Tampa and Florida Avenues have been transformed into 2-way pedestrian friendly streets.

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community - November 12, 2002*

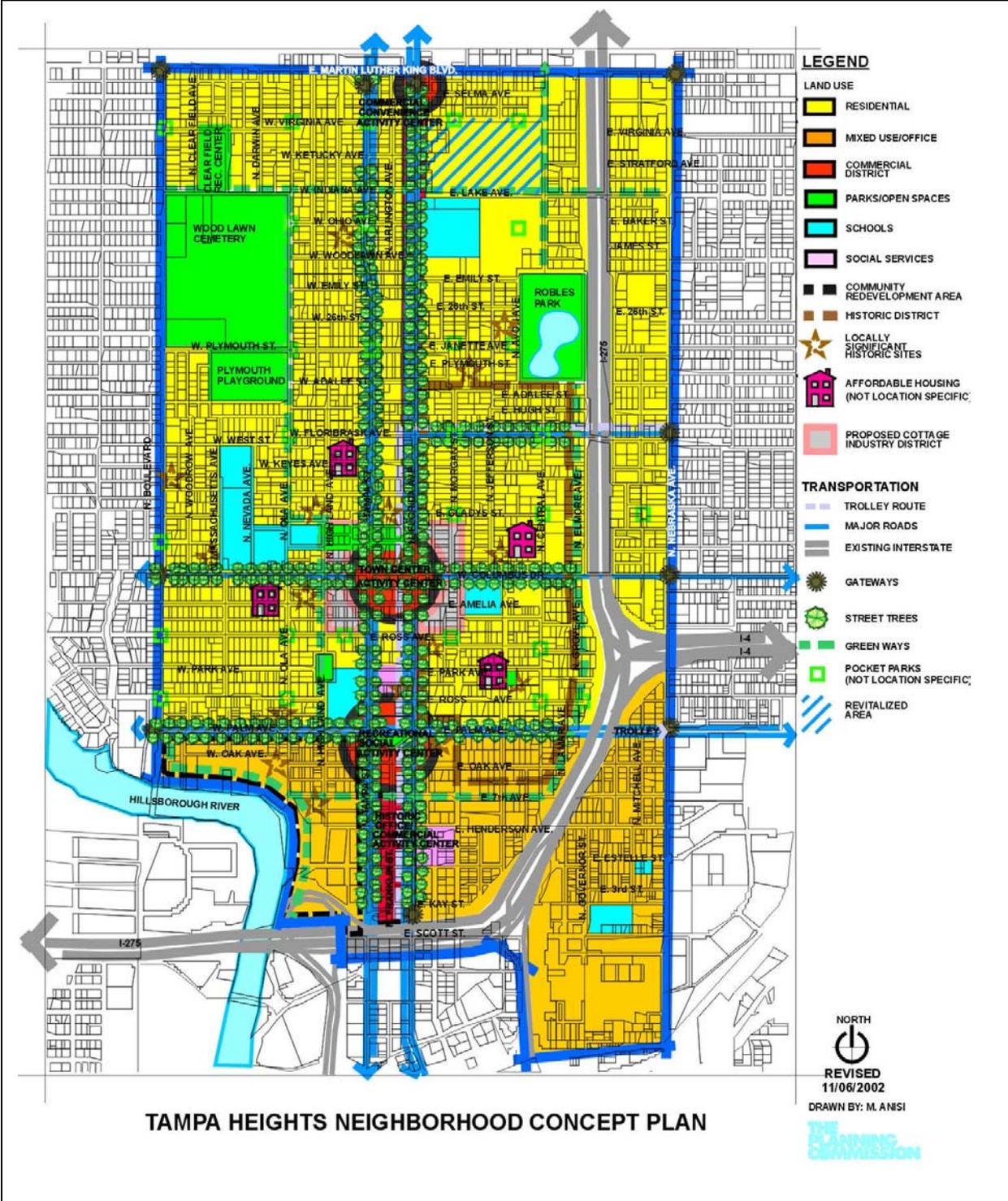
*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

8. Tampa Heights is very green, naturally. There are many parks interspersed throughout the neighborhood. They connect into the City's greenway system forming a green ribbon that helps to link us together.
9. Community-based policing is a cornerstone of public safety in Tampa Heights. Local police presence can be seen on foot and horseback. The presence is welcomed in our neighborhood but the need for it has decreased a lot over time. Social services are dispersed throughout the City now and the ones in the Tampa Heights neighborhood have less of a presence and are better integrated into our community.
10. Community festivals promote the community and businesses, giving us a strong sense of identity.



***Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002  
Amended September 17, 2002 and November 6, 2002  
Adopted by Tampa Heights Community - November 12, 2002  
Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002  
Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003***



Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002  
 Amended September 17, 2002 and November 6, 2002  
 Adopted by Tampa Heights Community - November 12, 2002  
 Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002  
 Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003

# Introduction

## **The Tampa Heights Neighborhood:**

Tampa Heights lies immediately north of today's downtown Tampa. It encompasses the area bound by Martin Luther King Jr. Boulevard on the north, North Boulevard and the Hillsborough River on the west, Nebraska Avenue on the east with Scott and Cass Streets providing a southern boundary.

The Tampa Heights neighborhood is Tampa's first residential suburb. In the 1890's Tampa residents began settling in the Heights, one mile north of the city. The migration to this area was facilitated by the expansion of Tampa, Florida and Nebraska Avenues out of the city, north. The neighborhood was (and is) a convenient location with easy access to Ybor City, West Tampa and Tampa. The Tampa Heights neighborhood was built over time, of small subdivisions built along the three main roadways (Tampa, Florida and Nebraska Avenues) before subdivisions began on adjacent properties.

Tampa Heights in 1890 was a diverse neighborhood. It was home to Anglo Americans, who settled generally between Central Avenue and Tampa Streets, a large Latin population lived south of Palm and east of Mitchell Avenue and a middle class African American population in the southeast section of the neighborhood.

Tampa Heights was home to important Tampa business leaders such as Wallace F. Stovall (Tampa Tribune President) and Matt M. Jetton (Realtor). Cigar manufactures such as Vincente Guerra and Facundo P. Arguelles had homes in the neighborhood, and African American businessmen such as Edgar D. Simmons (Insurance agent) and Reuben Brown (Artisan) built their homes in Tampa Heights as well.

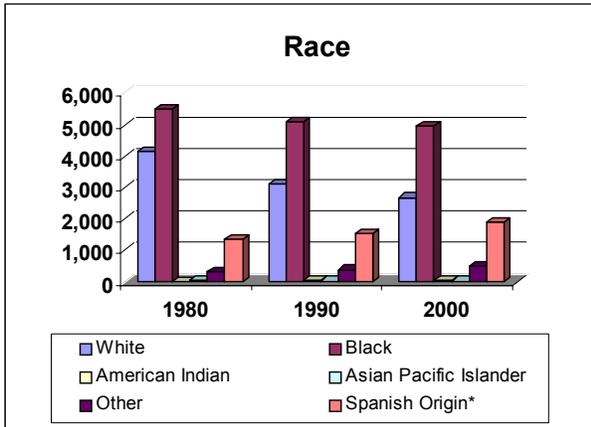
Tampa Heights reached its economic and social zenith during the 1920s. At that time many of the area's most influential residents began moving to Davis Islands, the Bayshore and the Interbay area. The advent of the automobile opened more suburbs to Tampa's middle class and the prestige of Tampa Heights began its decline.<sup>1</sup>

Today, Tampa Heights continues to have a diverse population of approximately 8,500 people. This population consists of African Americans (54%) with Hispanics, White and Asian Americans also being represented in the neighborhood. . The median income of the neighborhood is half that of the city of Tampa. In 1990, approximately 41% of the residents live below the poverty level.

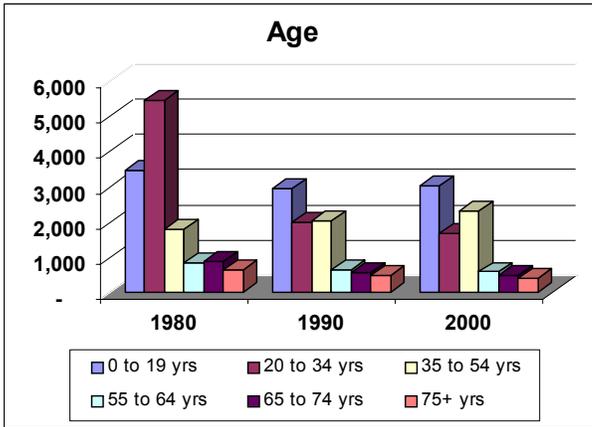
Lower income residents, low home ownership, crime, isolation and being the receiving zone for the homeless have weakened the neighborhood over time. The following information gives a quick profile of who the Tampa Heights neighborhood is in the year 2000.

---

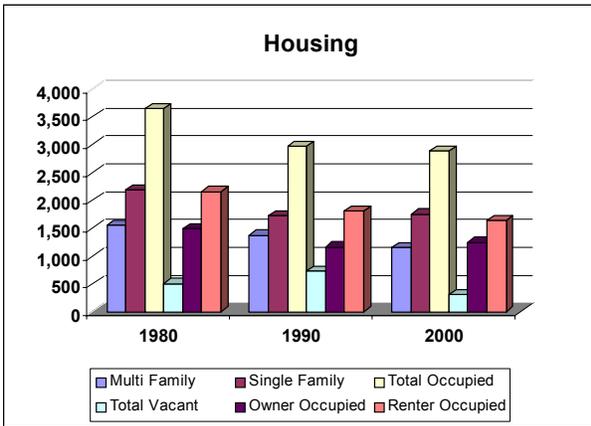
<sup>1</sup> M.C. Leonard. *A Historic Overview of Tampa Heights* Hillsborough Community College, 1978.  
**Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002**  
**Amended September 17, 2002 and November 6, 2002**  
**Adopted by Tampa Heights Community - November 12, 2002**  
**Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002**  
**Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003**



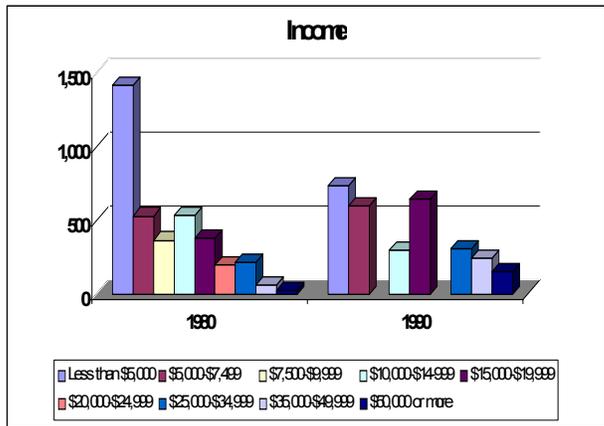
African Americans make up the largest population group in Tampa Heights.



Children make up the largest age group in Tampa Heights.



Single Family houses make up most of the housing stock in Tampa Heights. Rental housing makes up the half the total housing stock of the neighborhood.



In 1990, the median income for Tampa Heights was \$12,583.00. The median income for the city of Tampa was \$22,772.00.  
\*2000 income data will be available in late summer 2002.

The Vision document for Tampa Heights describes what can simply be described as a community. Community is a place that engages its residents, people know and depend on each other, and feel safe. Like so many inner-city neighborhoods, community has been eroded, and to rebuild it the multiple and interrelated parts must be addressed. Ultimately, if community building is to succeed, it must address the full range of these challenges in an interconnected way: *comprehensively*.

**Comprehensive initiatives** need to address all of the following aspects of community life:

- Economic opportunity and security: for example, job training and development; neighborhood based financial institutions such as credit unions, development banks, and revolving loan funds; income security programs; and commercial revitalization and development.
- Adequate physical development and infrastructure, including housing, transportation, and public amenities and services.
- Safety and security, such as community policing, land-use zoning, and crime prevention.
- Well functioning institutions and services, including schools, social and health services, sports leagues, and recreation.
- Social capital: promoting a rich social fabric and strong community voice.

It is impossible to try to address all relevant issues at the same time. Community leaders will therefore need to be both *strategic* and *entrepreneurial*. They may be working on only a few projects at any point, but must be thinking constantly about how to use current work as a catalyst in the next steps. The interrelationships between spheres of activity must be kept in mind so that as work is being done on one, the opportunities to motivate new "high-payoff" initiatives in also realized.

## How to Get There?

This plan recommends starting with a complete inventory of community assets along with the development of a comprehensive strategy based on the results of the inventory. This stage should not take too long; it does not have to be *perfected* before beginning to rebuild. It is essential to get into some action projects quickly, even if small, to keep people motivated and to show that things can be accomplished. Planning and implementation can, and ought to proceed simultaneously and interactively throughout. This process is called "learn as you go." The process resembles more a spiral than a straight line.

## Comprehensive Strategy Steps for Tampa Heights

The following coordinated and comprehensive strategy is proposed:

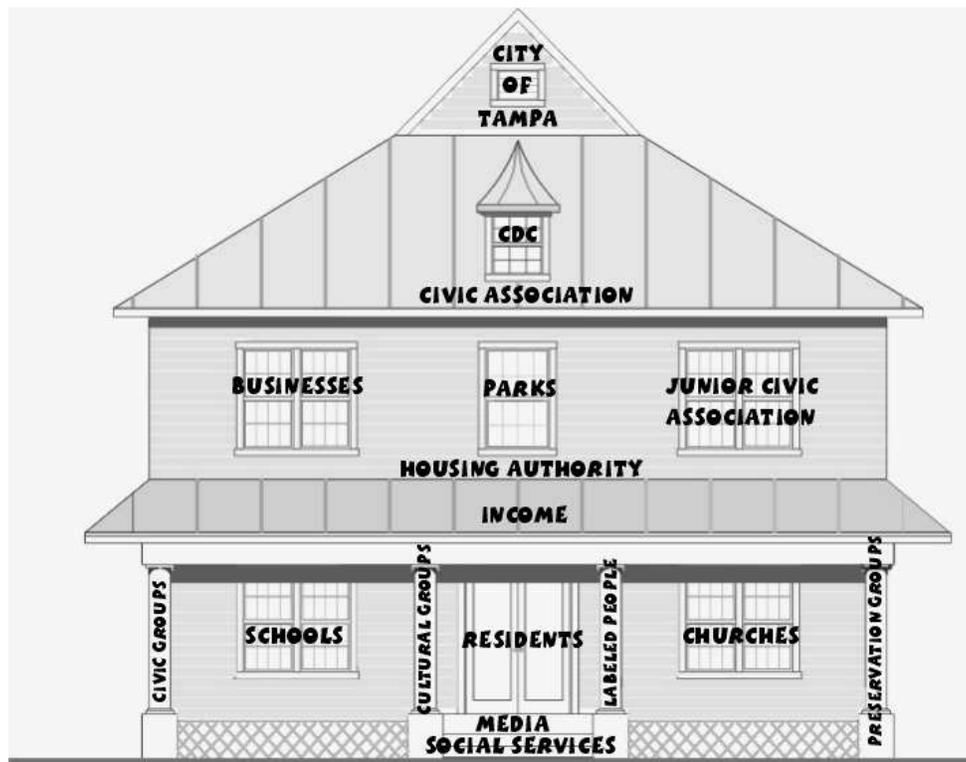
- *Integrate community development and human service strategies*: Traditional revitalization efforts have separated the "bricks and mortar" project from those that help families and develop human capital; each approach needs the other to be successful.

- *Forge partnerships through collaboration:* Building community requires work by all sectors — local residents, community-based organizations, businesses, schools, religious institutions, government agencies and social service agencies in an atmosphere of trust, cooperation, and respect.
- *Build on community strengths:* Past efforts to improve urban life have too often addressed community deficits; build on local capacities and assets.
- *Start from local conditions:* There is no cookie-cutter approach to building community; the best efforts flow from and adapt to local realities.
- *Foster broad community participation:* Many urban programs have become "professional" and alienated from the people they serve; community residents must shape new programs and policies.
- *Require equity:* Promote equity for all groups.
- *Value cultural strengths:* The plan promotes the values and history of the neighborhood's many cultural traditions and ethnic groups.
- *Support families and children:* Strong families are the cornerstone of strong communities.

**Community transformation is not magic. It can be, and is, frustrating and difficult work.** To be successful it must be recognized that neighborhood issues such as crime, housing, provision of city services, and image must involve resident, business and government shareholders to produce positive results block by block.

The first step in Community Transformation is to recognize the range of assets that are available to the Tampa Heights community.

**"What resources do we have to solve this problem ourselves?"**



### **Unlocking the Power of the Community**

Assets in Tampa Heights exist in three levels. The first level are the *assets and capacities located inside the neighborhood*: these are the assets of individuals: the skills, talents, and experience of the residents; businesses operating in the neighborhood; home-based enterprises; the personal income of the residents; and the "gifts of labeled people" (often unrecognized special skills and abilities of, for example, those who are labeled as "welfare recipient, homeless people or even elderly."). There are also Organizational and Institutional assets which include: associations of businesses; citizens associations, cultural organizations; communications organizations; and religious organizations.

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

## A Sample of Unexplored Resources Within the Community of Tampa Heights

Type	Groups	Number
Religious	Women Seniors	Men Parents
Public Institutions	Schools Police Public Housing	Parks Fire
Social/Recreation/Cultural	Social Athletic Local/National Groups Special Interest	Cultural Alpha Kappa Alpha (AKA) Inner City Basketball League
Religious	Non congregational	HOPE
Neighborhood Improvement	Crime Watch	
Physical Health	Self Help Health and Disability	
Economic	Business Employment	
Political	Party District	
Racial/Ethnic	History Political	

The next level of assets are those *assets within the community but largely controlled by outsiders*: these include the private and nonprofit organizations such as schools and social services agencies. The physical resources such as vacant land, commercial and industrial structures and housing; and public institutions and services such as the police, fire department and parks.

The final level of assets are *resources originating outside the neighborhood and controlled by outsiders*: these include welfare expenditures, public capital improvement expenditures, and public information.

These organizations make up the most visible (and sometimes invisible) part of the community's fabric and their inclusion in the community building process is essential to its success.

### Strategic Steps:

- ◆ Community leaders should identify and contact voluntary associations to discuss and prioritize productive activities (cleaning up a vacant lot, planning a housing project, trying to improve school quality, or mounting a citizen's patrol to prevent crime).

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

- ◆ Emphasis of this activity is to the broader objectives of such activities: rebuilding the friendships, mutual trust, institutions, and capacity that form the *social capital* essential to fundamentally strengthening the lives of families and individual human beings.
- ◆ Act purposefully to assure that opportunities to achieve these deeper objectives are taken advantage of. The value of cleaning up a vacant lot for example is to create a safe, active environment in which children grow up strong so that no more of them will be lost to gangs and drugs
- ◆ To facilitate ideas, leaders may wish to invest in a facilitator who should convene community associations to enhance their contribution to community development.



### **The Role of the Community Development Corporation (CDC)**

Community Development Corporations started out either as the development arms of broader community revitalization initiatives, or by adopting a comprehensive anti-poverty mission themselves. In the 1980s available funding for the social service elements of their agendas was greatly diminished. Many found that they could develop and sustain momentum with construction projects given the long-term financing involved. Accordingly, the work of the Community Development Corporations over this period has been heavily oriented to "bricks and mortar" projects, economic development, and production and rehabilitation of low-cost housing. A majority Community Development Corporations have become quite sophisticated housing developers.

Housing was something they could get money for, and developing it was a way to build organizational skills and capacity. Community Development Corporations have however, been among the first of many to recognize that housing is not the only, or even the most vital, ingredient in the mix of efforts needed to address the multi-faceted problems of distressed neighborhoods. Some Community Development Corporations have been able to mount more comprehensive strategies. The projects undertaken in recent years have both met real physical needs and brought pride and hope to the community along with jobs and skill development to neighborhood residents.

# 3

## Strengthening Partnerships - Collaborating For Change

There are three forces working simultaneously and contributing to conditions in distressed neighborhoods such as Tampa Heights:

1. sustained economic deprivation
2. failure of social integration or isolation;
3. the individual and social behaviors that result from 1 and 2

The tools needed to address these forces and rebuild community are capacity, collaboration and "proactivity".

**Capacity** is the skills and abilities of the people who live, work and play in the community. One reason this basic resource is undeveloped in weak neighborhoods is because the focus is generally on deficiencies rather than capacity. Deficiencies are usually about need, understood as the problems and shortcomings of people- Labels.

To understand community rebuilding, think of the carpenter who has lost his leg and is now homeless. He has a deficiency, he also has a skill. If it is discovered that he has capacity as a wood worker, then the opportunity to rebuild the community can be unleashed if the label is put aside.

### Potential Capacity of Labeled People

Youth*	Homeless	Elderly	Welfare
Time	Care-giving	Time	Care-giving
Ideas and Creativity	Creativity	Economic Resources	Networking
Connection to Place	Networking	Tradition & History	Personal Relations
Dreams & Desires	Time	Experience & Skills	Creativity
Peer Group Relationships	Labor	Peer Group Relationships	Energy
Role Models			Personal Service Skills
Enthusiasm & Energy			
Second Language Skills			

\* The Tampa Heights CDC currently facilitates a program called Teens for Preservation the goal of which is to build strong character and business skills.

*Community capacity refers to the ability of community members to make a difference over time and across different issues. Capacity is not a one time thing; like learning to ride a bike, it does not disappears once it has been experienced. And like riding a bike, we get better the more we practice.*

## **Strengthening Partnerships**

Community Rebuilding requires balance. Healthy communities sustaining existing assets and institutions while attracting "new blood" from outside. In other words, community builders must also deal with the broader society:

**Collaboration:** Collaborative partnerships are alliances that are used to improve the health of a community. They encourage people to get together and make a difference. (social service agencies, police departments, local business, universities). For example, an effort to improve education might involve school officials, teachers, business people, youth, and older adults. Because these partnerships bring people together from all parts of the community, their efforts often have the weight to be successful.

**Proactivity:** This term implies that the community cannot simply sit back and wait for what comes from outside, it must reach out and try to change things to the extent it can. While building internal assets first, but then look to elements of the world outside that are assets for the neighborhood, and build on them as well.

### **Strategic Steps:**

To achieve these objectives, community associations often:

- ❖ regularly distribute newsletters to all neighborhood residents on changing plans, progress, and upcoming events;
- ❖ hold regular association meetings to which all residents are invited, with time on the agenda to allow their views to be heard, and other social gatherings to allow residents to get to know each other;
- ❖ prepare an association statement of principles and strategy regarding involvement of resident in individual projects;
- ❖ design improvement efforts so that a broad array of residents can participate and reach out to encourage their participation; and
- ❖ provide some mechanism to allow all residents to have a voice in strategic plans and in selecting and validating association leadership.

## **Special Population: The Homeless**

Tampa Heights has been the receiving zone for the Homeless population for many years. This group of people are often cited as a hindrance to the image and redevelopment of the neighborhood. The issue of homelessness is complex and is a term that describes a diverse group of people who for a diverse number of reasons fall into three categories:

- visibly homeless people on the streets or in hostels
- hidden homeless people living in illegal or temporary accommodation
- those at risk of soon becoming homeless.

Solutions to this issue cannot only be addressed within the confines of the Tampa Heights neighborhood plan as this is an issue of regional and national significance. Discussion on the issue of homelessness in the neighborhood has begun, however homelessness is the result of complex issues that are interconnected and if viewed in isolation are harder to solve.



It is therefore recommended that a Task Force be created that will go beyond the short term solutions such as providing emergency services and increasing housing supply but also that it develop long-term solutions related to health and mental health, housing, and the dispersion and integration of that housing supply.

**Strategic Steps:**

In each of these areas, the Task Force will need to:

- ❖ review existing information and summarize the extent of the problem,
- ❖ the programs in place, and the gaps in service
- ❖ identify the roles and responsibilities for government, the private sector and the community-based sector
- ❖ determine how each could be made accountable for carrying out their responsibilities
- ❖ set out the funding priorities and who should be responsible for the funding
- ❖ Solutions for dispersing services through out the region
- ❖ The Task Force should build on the knowledge and experience of the people involved in issues around homelessness
- ❖ The Task Force should be collaborative, including those who have been or are homeless
- ❖ The Task Force should operate in an open, transparent, and accessible fashion.
- ❖ The Task Force should also seek the participation and advice of municipal, regional, and state staffs as well as elected officials.

Commercial revitalization toward neighborhood-oriented shopping districts is a long-term process. With less capital and political clout to rely on for both funding and sustaining the revitalization effort, the process of neighborhood-based commercial revitalization requires a strategy that emphasizes internal organization and capitalizing on existing resources. In the long term, a successful neighborhood revitalization effort will attract the support of both city agencies and corporate foundations, but a neighborhood will not be a priority for either city hall or large locally based corporations unless a neighborhood makes itself a priority.

All neighborhoods have assets upon which a revitalization effort can be based. But capitalizing on existing assets takes a neighborhood-based leader willing to act as a catalyst for the



revitalization effort, a limited amount of start-up capital, and a larger group of neighborhood-based players who are committed to the neighborhood's future. A revitalization effort can then build upon whatever assets exist in the community to get the attention of players outside the neighborhood, who can assist the effort by providing capital, technical assistance and other support.

Revitalizing neighborhood-oriented commercial corridors in a low-income neighborhood is significant for several economic and symbolic reasons:

- Commercial streets define the image of a neighborhood, and a neighborhood's image impacts its ability to attract customers, new businesses and the support of government programs
- The existence of a healthy business district, as opposed to individual businesses that are successful, enables merchants to share both financial and human resources. These shared resources can provide merchants with a stronger voice in neighborhood planning
- A business in a neighborhood commercial district makes a financial contribution to the community by both providing jobs to local residents and re-circulating money throughout the neighborhood
- Neighborhood commercial districts provide residents with convenient access to shopping and personal services. These amenities are particularly important for a neighborhood with a large transit-dependent population that has difficulty getting to and from suburban shopping centers
- The presence of amenities within a neighborhood, rather than at a nearby shopping mall, makes the neighborhood more attractive to people with a range of incomes

Successful merchants can act as positive role models, while the presence of a healthy business district in a low-income neighborhood serves as a source of neighborhood pride.

### **A Vision for Florida, Nebraska and Tampa Avenues (and South Franklin too)**

Tampa Heights commercial revitalization effort should function as a component of the on-going revitalization. The goals of a commercial revitalization effort in Tampa Heights include:

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

- Creating a neighborhood identity
- Attracting more customers to neighborhood businesses
- Increasing the profit margins for local merchants
- Developing a business community that can attract new merchants to both vacant storefronts and vacant lots
- Improving the credit worthiness of neighborhood businesses
- Creating a self-sustaining vehicle for accomplishing long-range goals such as streetscape improvements, the eradication of Tampa Heights negative image, and the establishment of a stronger voice in city politics

Neighborhoods are under served not because of the size of the market but because businesses view low-income neighborhoods as unsafe and therefore not as viable places to conduct business. To develop and sustain businesses, strategic revitalization must address underlying factors such as crime and dilapidated housing and storefronts.

### **Accomplishing the Vision of Commercial Revitalization**

A neighborhood-based commercial revitalization strategy for Tampa Heights requires a framework for planning and implementing programs to access capital and affect comprehensive change. The active participation of the people who are most affected by the revitalization effort- the merchants, is necessary. The CRP (Commercial Revitalization Plan) has distinct phases, which will be defined by the contributions of existing neighborhood institutions and the capacity of local merchants. Phase I and Phase II are described below.



**Goals for Phase I:** The goals for Phase I of the CRP are:

- Generating interest among merchants about collective action
- Building trust among the merchants, and between the merchants and outside actors
- Raising merchants' expectations about the possibility of change
- Creating a neighborhood identity
- Increasing the financial stability of local businesses
- Increasing the capacity of merchants to organize and implement activities

The approach to implementing a revitalization strategy will be incremental; this is a long-term process. During Phase I, the process should be led by existing institutions, but over time, merchants should take a stronger role in both guiding the revitalization effort and implementing specific strategies. The financial commitment that is required from neighborhood institutions or outside sources should also decrease over time.

**Goals for Phase II:** The goals for Phase II of the CRP are to:

- Formalize merchant cooperation
- Facilitate merchant leadership in the implementation of the CRP

- Encourage merchants to make a greater commitment of time and/or money to joint activities
- Increase the capacity of merchants to advocate their own interests
- Promote the neighborhood to city residents

### **Specific Recommendations for Phase I of the CRP**

- Establish a Neighborhood-Based Coalition
- Hire an Organizer or designate a Staff Member to Work with Businesses
- Establish a Loan Fund or Grant Program
- Publish a Newsletter Specifically for Businesses in the Area
- Create a "Buy Local" Campaign- This type of campaign would consist primarily of a public education and promotional campaign designed to encourage neighborhood residents to spend their money at local businesses. The participation of both merchants and community-based organizations in a "Buy Local" campaign could help build trust between them, and inspire merchants to take a more active role in the revitalization process.
- **Implement Community-Based Crime Prevention Programs** - Policing strategies that incorporate police officers into the fabric of a neighborhood are effective approaches for addressing crime. The merchant organizer, with the participation of neighborhood-based partners, should initiate the following activities to begin the process of addressing the existing crime problems in Tampa Heights:
  - Organize neighborhood watches to increase the visibility of crime prevention efforts
  - Invite the Tampa Police Department to hold crime prevention workshops to increase awareness about safety issues
  - Encourage the Tampa Police Department to take a proactive role in facilitating a community policing effort that addresses the causes of crime, such as a large number of poorly lit vacant lots, instead of just reacting to reports of illegal activity

### **Other Options for Accomplishing Phase I Goals**

There are additional strategies the merchant organizer and community-based organizations can use to address the goals of Phase I:

- Developing joint advertising or promotional materials, such as a neighborhood business directory
- Encouraging certain types of businesses, such as the convenience stores or salon/barbers, to engage in cooperative buying from wholesalers
- Collaborating to offer delivery service of goods to customers outside the neighborhood. For example, the numerous restaurants in the area could create a "menu" of their different types of food and offer delivery to businesses located nearby or downtown
- Sponsoring a "clean-up day" in conjunction with local community-based organizations

### **Phase II: Formalizing the Coalition of Merchants & Developing A Plan**

Phase II of the revitalization process should begin with local merchants assuming control of the effort from the merchant organizer and community-based organizations or other lead agencies

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*



that have organized, sponsored, and supported the effort to this point. The loose coalition of merchants that participated in Phase I activities, such as publishing a merchant newsletter and limited joint advertising, must be willing to make a stronger commitment to the neighborhood's commercial corridors if the revitalization effort is going to significantly impact the business climate.

### **Organize a Merchants' Association**

One option for formalizing the coalition of merchants organized during Phase I of the revitalization effort is the (re)establishment of a merchants' association. The merchants' association will emerge as a result of the accomplishments achieved during Phase I. The prospects for success should be greater now than in the past, and a strong base should exist as a result of the earlier work of the merchant organizer, community-based organizations, and outside funders.

### **Build Partnerships with Community Institutions**

The establishment of a merchants' organization should allow Tampa Heights merchants to begin developing partnerships with private foundations, lending institutions, government agencies, and existing neighborhood-based institutions with a stake in the future of the neighborhood. Potential partners are often interested in supporting neighborhood revitalization efforts, but they usually prefer to work with organizations rather than individual merchants. Furthermore, the partnerships can serve several purposes, including funding activities, expanding the market for neighborhood businesses and services, and providing technical and political support to the merchants' association. Existing neighborhood institutions, such as the CDC and community banks, can support programs by funding an expansion of the community policing effort, participating in joint advertising, and purchasing supplies for a neighborhood clean-up event. Eventually, these potential neighborhood partners may also participate in the formation of a Special Business District.

### **Connect to Capital: Expand the Community Loan Pool**

Merchants and local community-based organizations should explore new options for funding, since access to capital will continue to be a concern for merchants during Phase II. A community loan pool is one funding mechanism. In Tampa Heights financial institutions, foundations, businesses, and community groups could participate in a loan pool that provides funds to merchants for building rehabilitation, start-up costs, expansion, or other activities. The community loan pool, which can be administered by a community-based organization that draws upon another source of funding, should offer reduced rate loans for businesses that have failed to qualify for loans from traditional sources.

### **Explore an Impact Fee Free Zone**

The city of Tampa established an Impact Fee Ordinance related to Transportation in 1986. The concept behind the impact fee is simple. New growth requires new infrastructure and public services: roads and sidewalks for example. Rather than have current residents and businesses



pay for these investments, new residents and businesses, the ones who will benefit directly are assessed a one-time fee to cover them.

In spite of stated advantages, impact fees may have adverse effects on the business and housing market and on profit margins. For commercial property, developers assert that consumers of office buildings and commercial space would need to increase their expected rate of return on their rent profits and capital gains as a result of paying an impact fee. In an elastic market, commercial renters may relocate some or all of their operations to cheaper locations. Rents and prices can be raised to cover impact fees, but developers must first determine rates at which higher costs would result in vacancies. The merchants' association can begin working with the city of Tampa to explore the affect of Impact Fees on the expansion of the market for neighborhood businesses and services.

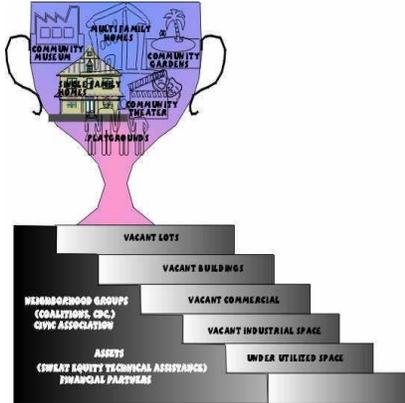
### **Institutionalize and Expand Phase I Programs**

Implementation of programs such as a merchant newsletter, joint advertising, and neighborhood crime watches will, most likely, be done with the assistance of a merchant organizer, community-based organizations, and outside funding during the first phase of the revitalization effort. In Phase II, the merchants' association should perform these activities on a routine basis, with the support of volunteers from the business community.

### ***Building on the Accomplishments of Phase I***

Several of the programs proposed, such as the creation of both joint advertising and merchant newsletter, *are designed to create a neighborhood identity among merchants and neighborhood residents*. The formalization of the coalition of neighborhood businesses through a merchants' association will enable an expansion of these programs to target both neighborhood residents and people who work in the community. Examples of low-cost programs that could be sponsored include:

- Establishing a neighborhood discount card that gives shoppers a small discount when they patronize businesses in the neighborhood;
- Coordinating business hours to cater to the needs of employees in nearby institutions;
- Organizing sidewalk sales where businesses discount merchandise and services on a single day
- Expanding a joint advertising campaign to target not only neighborhood residents, but also outside the neighborhood.



The purpose of this chapter is to provide key plan principles that are integral components to successfully implementing the physical components of the Vision found on the Concept map. In essence, these principles serve as a guide for achieving the future vision for Tampa Heights. The goal of this chapter is not to provide every detailed recommendation that encompasses a key plan activity. That should be done through separate implementation activity with the consensus and input from the whole community.

The Concept map of the Tampa Heights Vision describes:

- A Town Center
- 3 Activity centers
- The reconfiguration of Tampa and Florida Avenue as two way streets
- A Greenway system
- Gateways at all entryways to the Neighborhood
- A Trolley system
- A Street Tree system
- Dispersed affordable housing along with the revitalization of Robles and Central Park Housing Communities
- Promotion of Homeownership for everyone
- Maintains the existing residential setting
- A Pocket Park System
- Proposes an Art District
- Depicts a limited Social Service provider presence
- Acknowledges existing institutions (parks and schools transportation system)
- Acknowledges the Historic district
- Acknowledges the Mayor's Heights project south of Palm
- Acknowledges a commercial spine along Florida, Nebraska and Tampa Streets

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*



Acknowledges the Community Redevelopment Area Plan

Activities described in the Vision Concept map break out into three types: those that are geographically-based, those that include multiple topics i.e., transportation, land use, and Urban Design integration and those that focus on specific plan issues: housing, and human development.

### **GEOGRAPHICALLY-BASED PLAN ACTIVITIES**

A Town Center at Columbus Drive between Florida and Tampa Streets

3 activity centers:

- Commercial Convenience Center (Martin Luther King Jr. Blvd and Florida Avenue (Nebraska and N. Boulevard)
- Historic Office Commercial Center (South Franklin Street)
- Recreation/Social Center (Palm and Franklin Street)
- Street tree system (Boulevards)

### **MULTI-ELEMENT PLAN ACTIVITIES**

- Greenway system
- Gateways
- Trolley system
- Returning Florida and Tampa Streets to two way traffic

### **ISSUE-BASED PLAN ACTIVITIES**

- Pocket parks
- Proposal of an art district
- Limited Social Service provider presence
- Redevelopment of Robles and Central Park Housing Communities
- Dispersed affordable housing

### **THE TOWN CENTER:**

Tampa Heights envisions its Neighborhood as a thriving mixed-use residential and commercial area set near the intersection of Columbus Drive between Florida and Tampa Street. The success of the Tampa Heights community hinges upon establishing the streets as boulevards friendly to pedestrians and bicyclists, yet still accommodating to motorists and transit riders. The vision for the future also, foresees a strong and vital local retail and service economy. The streets will be bordered with attractive, appropriately scaled (3-4 story) buildings, and a mix of lively ties at the street level. A Plaza, shops and service businesses will offer a comfortable and inviting area that caters to everyone.

Integrated Elements: To accomplish this, key activities in transportation, urban design, economic development, and land use must be integrated.

## **OTHER ACTIVITY CENTERS**

### **South Franklin Street:**

The key element for improving the South Franklin Street area focuses on the revitalization of this Business District, extending south of Palm to Scott Street. The goal for this area is to serve both local and destination shoppers with a variety of shops and services.

Meeting the community vision includes investing in necessary streetscape to enhance a pedestrian-oriented character, instituting a merchants association, and reinvigorating an overall sense of identity for Tampa Heights.

**Integrated Elements:** To accomplish this vision, key activities in economic development, streetscape and street capital improvements, and urban design of community identity must be integrated.

### **Palm and Franklin Street**

The intersection of Palm and Franklin Street has long been considered the hub of Tampa Heights. Its smaller scale lends itself to less residential and commercial activity. The vision for the neighborhood focuses on maintaining the cultural and recreational diversity of the community. In the future, changes will be made thoughtfully, with respect for the history of the community, pride in the present and careful regard for sustainable development in the future. Palm Avenue will be the focus, both in terms of transportation systems and in becoming the gathering place for the community. To support this vision, an integration of streetscape, street improvement, and open space elements will need to come together.

**Integrated Elements:** To accomplish this, key activities in transportation, and economic development must be initiated, in addition, incorporation of concepts developed for the Palm Avenue corridor under a separate urban design and streetscape study should also be integrated into the development of the vision for this node.

### **Martin Luther King Jr. Blvd and Florida Avenue**

During the visioning process, the importance of this intersection as a commercial activity center emerged. Planning recommendations include strengthening this node and planning for street improvements, and desired community amenities to ensure that community needs are supported.

**Integrated Elements:** To accomplish this, key planning activities in transportation, urban design and economic development must be integrated.

## **The Boulevards- Improving North South Corridors**

The North South Corridors of Nebraska, Florida, Tampa and North Boulevard connect Tampa Heights to the rest of the city of Tampa. Its existing streetscape of trees and parks and blend of land uses makes it an important transportation corridor for transit, bicyclists, autos, and pedestrians. The potential exists to create a landscaped boulevard that will create safer, more attractive arterials for this section of the city of Tampa. Coordination with the adjacent

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

communities, of Ybor City, Seminole Heights and Riverside Heights will help support the a desire to see these arterials becoming boulevards.

**East-West Corridors** Martin Luther King, Columbus, Floribraska, Palm, and Lake Avenue are important major east-west corridors in that they provide the major east-west access in the community. These streets will require enhanced pedestrian and streetscape improvements to accommodate all modes of transportation.

### **URBAN DESIGN**

The urban design component of the Tampa Heights plan encompasses multiple elements that can enhance the physical characteristics of both residential and commercial districts. The urban design recommendations seek to promote a reinforced sense of community identity. The future vision for urban design in Tampa Heights is as follows:

#### **Specific recommendations for the Neighborhood Center:**



Provide for spontaneous interaction.

- The center should become an activity center, with its design reflecting the movement of people, goods and services. The center should be a place for meetings, strolling, sitting, watching and living.
- The center should be distinctive in its form and different enough to project a unique image of Tampa Heights.

#### **The Village Center**

The center is appropriately scaled, and is a symbolic focus of the neighborhood

Provide a place for gathering

Make the focal space pedestrian friendly

Ensure there are mobility options

#### **Neighborhood Identity**

Encourage design compatibility of components within the neighborhood.

Use special layout and design treatment of streets and public spaces.

Encourage gateways at major entrances.

Use natural features to enhance identity.



Uniform street elements can enhance neighborhood identity.

## **Variety and Diversity of Housing Types**

Encourage housing variety

Allow housing types to be mixed in close proximity



Allow granny flats and garage apartments

Allow home based employment

## **Movement**

Discourage walled off enclaves

Where walls or buffers exist, allow for cross access

Use an interconnected grid of streets

Allow flexibility within the grid system

Design an open space network to interconnect with the surrounding uses

Maintain existing layout of streets encourage walking and bicycling

Provide continuous and interconnected sidewalks and bicycle lanes

Plant regularly spaced trees to shade sidewalks and streets

Use planted buffers as a safety zone between sidewalks and street



## **Transit**

The arrangement of uses support transit



Each part of the neighborhood is served by transit

Transit stops are user friendly

## **Cars Are Appropriate to the Neighborhood**

Promote narrow streets to discourage speeding

Provide for street parking

Allow alleys for access and utility placement



*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002*

*Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

### **Social Use of Space: Foster Neighborliness**

Design houses that are friendly to the street



- Maintain traditional setbacks of the neighborhood
- Provide for different scales of space
- Provide for outdoor active and passive uses
- Encourage streets to become outdoor living space

### **Context**

- Encourage development that preserves trees and natural features
- Encourage water wise landscaping
- Reduce impacts of paved areas
- Create a sense of place
- Encourage design and orientation that reflects the historic Tampa Heights

### **Pocket Parks**

- Incorporate open space planning into the neighborhood
- Encourage active uses facing parks and public spaces
- Encourage compatible land use relationships
- Consider the use of community gardens

### **TRANSPORTATION/CIRCULATION**

#### **Non-Motorized Modes: Pedestrian Safety**

Completing the sidewalk grid in the neighborhood.

#### **Street improvements**

Explore the return of two ways streets along Florida Avenue and Tampa Streets

#### **Shared Parking Opportunities**

Encourage shared parking at the Village Center in order to meet parking requirements while maximizing space for other uses.

Work with the city of Tampa to develop guidelines and mechanisms for shared parking.

#### **Trolley**

Maintain efficiency of direct transit service to downtown.

Improve north-south transit service to regional job centers

Improve access to eastside transit service.

## Greenways



Integrate the city of Tampa Greenway system through out Tampa Heights.

Promote natural access, surveillance and reinforcement through out the Greenway Trail.

## HOUSING: A Physical Asset, A Community Building Opportunity

Housing in Tampa Heights has been a focus of community concern for many years. There is a need to balance the desire of the community to preserve the current fabric and culture of the neighborhood, with the desire to improve the housing stock and general economy. While admitting that economic forces at work are outside the control of this plan, the plan does proactively focus on strategies to mitigate gentrification by recommending options for assistance with a broader array of housing options that help build a sense of community pride and involvement. As an integrated plan activity, housing recommendations recognize that there are a handful of actions that serve as the critical foundation for enhancing housing options, creating opportunities for ownership, and addressing the gentrification issue.

### Overall Housing Goals and Strategies

- Encourage Stability
- Increase safety
- Build community
- Provide a long-term link to the community
- Provide for compatible infill opportunity
- Promote upward housing mobility
- Foster community responsibility/mentorship
- Lead to other services at the level needed.



### **Housing Choices**

To fulfil the vision of providing housing choices that are diverse and available for people of all incomes and cultures it will be necessary to address the effects of gentrification.

*Gentrification: the adverse impacts of an increasing free market in housing on existing moderate and low-income residents (i.e. the impacts of spiraling housing costs and property taxes).*

### **Strategic Steps:**

- ❖ **Housing by the Community for the” Community.** Continue, support and expand the efforts of religious, non-profit and other community partners to provide sweat-equity or other housing assistance programs to help develop and market ownership housing to local residents.
- ❖ **Ownership Assistance Programs:** Develop a range of ownership assistance programs to help create opportunities for low and moderate-income residents to be able to afford or maintain ownership of their residences.
- ❖ **Rental to Ownership Assistance:** Enable qualified tenants of assisted-rental housing, and existing residents who are renting housing to achieve an ownership stake in their own residence.
- ❖ **Tampa Housing Authority:** Encourage Tampa Housing Authority to develop programs for home-ownership for people who have lived in a unit for more than five years.
- ❖ **Shared Equity Housing:** Work with the city, employers, churches and other philanthropic organizations to develop an “Equity Partnership Investment Program” to share housing ownership and equity with moderate and low-income working residents.

- ❖ **Co-op Housing:** Strongly support the co-oping of subsidized rental apartment complexes, linking with local and national organizations. Develop a program of renovation assistance for co-oping. Challenge financial institutions to develop a loan pool for tenant-owned apartment buildings. At the same time, protecting tenants from displacement during co-oping is important.
- ❖ **Assistance Programs.** Develop a range of assistance programs to help make potential recipients aware of programs and opportunities to assist in rental housing for low and moderate-income residents.
- ❖ **Housing Demonstration Projects.** Work with the city, developers, landowners and bankers to develop innovative housing projects that promote compatible and affordable housing choices.

## AREA OF SPECIAL INTEREST - ROBLES PARK VILLAGE

### GOALS FOR OUR COMMUNITY

#### Improving Our Community:

- Comprehensive Physical Assessment of Robles Park including cost estimates to upgrade plumbing, electrical and roofing of all units.
- Identification of funding to make improvements
- Establishment of Resident Management (establish 501-3c)
- Convert Robles Park to a Cooperative for tenant owned housing.



#### Economic Development:

- Resources and training for small business development
- Job training
- Establish connections with local businesses
- Home-based businesses
- Youth entrepreneurship

### INCLUDING CHILDREN AS A FOCUS:

*If you have a community that's not a place where children like to live, eventually it becomes a place where adults will not like to live.*

#### **Young People Should Be Partners in Community Development.**

Young people are important members of our urban communities, and should be considered legitimate participants along with the rest of the community in the community development process. They are intimately familiar with the local environment, and are the only true experts on how the local environment and development decisions impact the lives of young people. They should be active and valued partners in efforts towards positive community change.



*The Good Neighborhood for Children (and everyone else) should provide the following components:*

**Promote Social Integration.** Young people feel welcome throughout the community, and interact with other age groups in public and semi-public places.

**Provide a Variety of Interesting Activity Settings.** There are a variety of places for young people's activities, including places to meet friends, talk or play informal games; places for sports; local shops for snacks.

**Provide for Safety and Freedom of Movement.** Even in areas where crime exists young people are nearly always under the protective eyes of adults. Because there is a sense of safety, young people are able move about to meet friends and find interesting things to do.

**Provide Peer Gathering Places.** Young people are able to claim corners and niches in the community as their own, where they can play and socialize—a street corner, a place in a local park or plaza, a coffee shop or store, a playing field, a community center or a vacant lot.

**Promote Cohesive Community Identity.** Young people are aware of their community's history and take pride in its accomplishments. They are active participants in its festivals and cultural life.

**Provide Green Areas.** No matter how limited (even if a single tree), green areas are accessible to young people, from flat green fields for organized sports to tree-shaded parks and safe overgrown 'wild' areas.

*Stewardship means planning for and taking the necessary actions over the long term to successfully preserve and protect the value of a resource asset*

### **Leadership**

In working to improve the community, *leadership* is the most important resource. It is leaders who have a vision, take initiative, influence people, make proposals, organize logistics, solve problems, follow-up, and most of all take responsibility.

The complex problems in Tampa Heights will require many people who are willing and able to lend an active hand and work together to solve them. Whether the community wants to create more jobs, promote healthy families, create a pocket park, or accomplish any other community goal, it will take many leaders working together to accomplish this. The old model of one leader on top, with many followers at the bottom, isn't workable anymore.

That is why leadership development should be a central activity of the plan.

### **Intervention- What Problem(s) to Solve**

#### **What is the problem?**

When doing work in your community, the first thing to decide is what is the issue or problem you want to address. Whether you are teaching kids to read or trying to create safer neighborhoods, it's your group's reason for being; it's what you're all about.

*This is where the capacity, collaboration and partnership all come to work.*

There are people who can benefit and people who can help. That is, there are people for whom your initiative has things to offer and people from whom you can learn and get assistance. We need to be clear about who should benefit--youth and parents, for example--and people who can help address the issue or problem--including youth, parents and guardians, teachers, service providers, and others. And knowing just who these people are is an important step.

### **Commitment**

Committed people are the essential ingredient to reaching any goal. The more you have of them, the greater momentum you can generate to get the job done. As you mobilize people to become involved in rebuilding community, there is no way of knowing who will become committed and who will not. There might be a quiet and shy person who tentatively volunteers to stuff envelopes--and who later becomes a dedicated soldier that inspires others to action.

**Remember** - *Everyone* has the potential (capacity) for becoming committed to the goals of achieving the Vision. So when people show up be ready to use them.

Commitment grows when people:

- Work together

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002  
Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan - December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 - February 20, 2003*

- Feel successful at what they do
- Make decisions together
- Work through conflicts
- Support each other's leadership
- Have fun and play together
- Overcome obstacles
- Appreciate and respect each other
- Challenge each other to take the next step
- Build relationships
- Experience a victory together
- Learn from mistakes and setbacks
- See their leaders model commitment

Below are some specific recommendations of how to build and sustain commitment:

- Welcome people into your organization:
- Be open and clear about the mission, principles, and goals of your organization:
- Give people work to do
- Build an organizational culture in which staff, volunteers, and members appreciate and respect each other
- Listen, listen, and listen
- Support peoples' leadership
- Celebrate

### **Stewardship**

*The goal of this Stewardship Plan will be to ensure strategic implementation of the Tampa Heights plan with the oversight of a committee representative of the community's stakeholders.*

*The Tampa Heights has had a challenging history of development, investment and cooperation. In recent years, there has been a growing level of cooperation within the community. It is important to continue to support and expand this cooperation so that the full potential of the Tampa Heights as a diverse, vibrant and caring community will be reached.*

The challenge is to continue and expand the positive working relationships that have developed and to implement the overall Plan both through coordinated oversight and through action. It is anticipated that the actions will be carried out through a variety of implementers, including the city, other public agencies, CDCS, civic associations, business groups, churches, institutions, service organizations, as well as residents. The coordination will be the responsibility of a Stewardship Team.

It is proposed that the Stewardship Team would be staffed as a project of existing Tampa Heights organization. Certain of the action committees, such as the Homeless Task Force, may be staffed as a special project at other organizations.

## Proposal for Plan Stewardship

It is proposed that a coordinating body (or Stewardship Team) be accountable for stewarding the Tampa Heights Plan in other words, to work together with the City and the community, to make sure it happens but not to necessarily be the implementers of the plan elements.

**Stewardship Team.** A coordinating body (*or* Stewardship Team) should be formed to:

- Bring stakeholders and implementers together
- Coordinate and oversee the Plan
- Advocate on behalf of the community, and
- Connect the past to the future.

**Stewardship Team Structure:** The Stewardship Team should consist of a Stewardship Committee, an Implementation Advisory Committee, and two *or* more Action Committees.

The Implementation Advisory Committee meetings would serve as the forum for implementers and stakeholders to come together with the Stewardship Committee to cooperatively guide the future of the Tampa Heights, on a semi-annual basis. An appointed Stewardship Committee, meeting quarterly (or bi-monthly if needed) with its executive committee meeting monthly, would coordinate the overall implementation of the plan with specific responsibilities to:

- Ensure continued outreach to and involvement of all segments of the community,
- Develop community resources,
- Serve as the central point of information,
- Disseminate information regarding plan implementation,
- Build capability (capacity) of the community to improve itself continuously,” and
- Understand community concerns.

The Action Committees would include outreach resource development, and others as identified from time to time. The action committees would have responsibilities as follows:

- Outreach Action Committee
- Create and manage communication to and from the community regarding the plan’s status and outcomes of implementation
- Encourage the community to provide feedback on the progress and quality of the Implementation.

## Resource Action Committee

Identify and monitor sources of potential funding for plan implementation and stewardship.

Identify training and educational needs to help with plan implementation.

*The vision and plan together provide the framework for work to begin. We will now work to translate vision into reality. We will look for the resources, work with partners and implement a strategic plan to achieve our goals.*



*Along the way, there will continue to be many remarkable things - big and small - happening in the Tampa Heights Village. Some will be very visible, like new businesses, gardens, lights, new families moving in, pocket parks, and, who knows, even a two way Florida Avenue.*

*Others will be less visible, but no less striking - like a safer neighborhood with a positive community spirit and even greater participation in our community decision making process.*

## **A Plan for Financial and Technical Sustainability**

*Sustainability: a tool used to help the plan and its goals - thrive over the long term.*

A plan for financial sustainability is *not* just about raising money, it should *also* include other types of resources you might obtain, such as in-kind support, volunteer staff, or shared resources from other organizations. It may even include convincing another organization to take on a project already started.

A plan for financial sustainability includes objectives, strategies, and action steps to get and keep these resources. All of this should be made very concrete as part of your plan. A partial list of what your plan will probably include:

- A list of all items and needs of the project
- The amount required to sustain each item
- Current resources
- Required resources
- Potential matching and funding organizations or individuals, and
- Amount that will be requested from each organization, individual or funding source
- How it will be requested (and by whom, and when)

## **The advantage of completing a plan for financial sustainability**

By developing such a plan, your finances should become more secure. And that, along with a lot fewer headaches, means:

- *An increased focus on your real work.* You can do more of what you set out to do, because your focus can be on the mission, not just on day-to-day survival.
- *Becoming more competitive in your field.* For example, more money allows you to hire more and better staff, which, again, allows you to do more to obtain your mission.
- *Easier transitions.* A plan can assist your organization in successful transition when current funding is depleted or dries up.
- *Following guidelines.* Sometimes, you don't have a choice. For example, some funders require the development of a plan for financial sustainability as a condition of their grants. By having a plan already developed, you start a step ahead.

## **When to develop a plan for financial sustainability**

If you need money, and you plan to be around for the long haul, plan to do this from the start. Planning should take place as soon as the project begins.

Even if an organization has been around for a while and is strong, it makes sense to periodically make sure a financial plan is still viable, perhaps on a yearly basis.

Should an organization not be financially heading in the right direction, it might be time for a complete overhaul.

## **How do you plan for financial sustainability:**

Recommendation: Think broadly about funding needs from the start, then follow these steps:

1. *Decide who will develop the plan.*
2. *Let everyone know what you are doing.*
3. *Conduct an internal audit.*
4. *Determine how much money you need.*
5. *Decide how much money you want.*
6. *Compare the amounts set out in steps three, four, and five.*
7. *Set objectives.*
8. *Consider the available possibilities.*
9. *Decide which funding possibilities you will follow up on.*
10. *Strategize how to get what you want.*
11. *Develop a timeline.*
12. *Develop a draft of your plan.*
13. *Incorporate feedback on your plan.*
14. *Implement your plan.*
15. *Monitor and evaluate your progress.*

**Remember: *Planning never stops***

***Other Things to Remember:***

## **Capacity - Partnerships-Collaboration**

- Relationships: It always helps to network, to keep informed about what's going on, and to develop connections with others.
- Find someone dedicated who will take on the task of seeking and tracking funding opportunities that might be available to you.
- To save money, find a sympathetic local professional with background both in grant-writing and in your content area to review your proposal for form and content and follow their advice.
- Build relationships with other like-minded groups or organization to make a formal grant application for you
- Successful fund-raising also depends upon being in the right place at the right time, this is why it is important to stay connected with possible funding sources, and to have ideas and

action plans developed so that you can be ready to move quickly when the right opportunity comes along.

- Get to know local politicians (legislators) well enough so that they return your calls, and make sure that they and other politicians understand your issue and its importance.
- Diversify funding.
- Continuity is important. Stick to your mission. It's helpful to have consistent people, consistently going out doing the same consistent thing. This builds relationships and helps create the local base of support.

### **Possible Sources of Technical Assistance Funding:**

#### **Children's Board of Hillsborough County**

The CBHC has an on-going funding application process. Their fiscal year begins October 1st and the year's allotment and categories of funds are announced in a Funding Plan released around that time. Throughout the year Funding Plan workshops are held to inform the community about the application process. Funding is available to give assistance and expertise to service providers and grassroots organizations that are trying to improve the lives of children and families in Hillsborough County.

1205 E. 8th Avenue  
Tampa, FL 33605 .  
Tel (813) 229-2884; Fax (813) 228-8122  
Web: [chidrensboard.org](http://chidrensboard.org)

#### **Sustaining Community-Based Initiatives**

In the spirit of collaboration, the W.K. Kellogg Foundation and The Healthcare Forum partnered on the development of three modules designed to support Kellogg grantees in their community-based initiatives. The modules were part of the “Sustaining Community-Based Initiatives” project, which was developed to build capacity within community-based organizations. Originally written to accompany a workshop session, the information and tools provided in the modules are useful guides to community-based organizations interested in sustaining the work they do.

#### **W.K. Kellogg Foundation**

One Michigan Avenue East  
Battle Creek, Michigan 49017-4058  
**Tel (616) 968-1611**  
Web site: [wkkf.org](http://wkkf.org)

#### **Annie E. Casey Foundation**

For more than half a century, the Annie E. Casey Foundation has worked to build better futures for disadvantaged children and their families in the United States. The mission of this foundation is to foster public policies, improved human services, and community supports that effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants, funds demonstrations, provides services, delivers technical assistance



and disseminates data and analyses -- all aimed at helping states, cities, and neighborhoods do a better, more cost-effective job of supporting children and families.

The Annie E. Casey Foundation  
701 St. Paul St. Baltimore, MD 21202  
Tel (410) 547-6600; Fax: 410-547-6624  
e-mail: [webmail@aecf.org](mailto:webmail@aecf.org)

The **Ford Foundation** is a resource for innovative people and institutions worldwide. Their goals are to:

- Strengthen democratic values,
- Reduce poverty and injustice,
- Promote international cooperation and
- Advance human achievement

A fundamental challenge facing every society is to create political, economic and social systems that promote peace, human welfare and the sustainability of the environment on which life depends. They believe that the best way to meet this challenge is to encourage initiatives by those living and working closest to where problems are located; to promote collaboration among the nonprofit, government and business sectors, and to ensure participation by men and women from diverse communities and at all levels of society. In our experience, such activities help build common understanding, enhance excellence, enable people to improve their lives and reinforce their commitment to society.

The Ford Foundation is one source of support for these activities. They work mainly by making grants or loans that build knowledge and strengthen organizations and networks. Since their financial resources are modest in comparison to societal needs, they focus on a limited number of problem areas and program strategies within broad goals.

320 East 43<sup>rd</sup>. Street  
New York, NY 10017  
Tel (212) 573-5000; Fax (212) 351-3677  
Web site: [fordfoundation.org](http://fordfoundation.org)

The **BellSouth Foundation** 2001-2005 program focuses on the following priorities:

Closing The Divides: An Equity Agenda for Student Learning and Achievement and for Community Well-Being:

- A. For disadvantaged high school students
- B. For college-bound minorities
- C. For technology-disadvantaged communities

Forging New Paths: A Capacity-Building Agenda for Innovation and Opportunity:

- D. Latin America's Working Children

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002  
Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

- E. Teachers and Leaders
- F. For technology and learning

Within most of these priority areas, the Foundation will work in two different ways:

1. through Special Initiatives that bring selected partners together
2. through Opportunity Grants that are open to new and creative ideas from the field

BellSouth Foundation's mission is to improve education in the South and other communities where BellSouth operates by stimulating fundamental change in education institutions and systems that will result in active learning and improved life chances for all students.

Web site: [www.bellsouthfoundation.org](http://www.bellsouthfoundation.org)

The mission of the **Charles Stewart Mott Foundation** is to support efforts that promote a just, equitable and sustainable society.

To be guided by that mission statement is to reflect a number of core beliefs and values often cited by their founder, Charles Stewart Mott. Key among them: that an individual's well-being is inextricably linked to the well-being of the community that individuals are essentially in an informal partnership with their community, and that by working together, individuals can make a difference in our society and our world.

Those concepts have guided the Foundation throughout their history, as well as across their various grant making areas. And those beliefs are perhaps no more readily apparent than in their grant making to address poverty in the United States. They have consistently supported efforts to help ordinary citizens come together to strengthen communities, grow through participation in educational opportunities and attain economic self-sufficiency by engaging more fully in the economy.

Increasingly, they have come to see community action, education and economic participation as critical to moving low-income Americans toward greater prosperity. In fact, those three areas have become the pillars for the Foundation's plan for addressing poverty in the United States.

The mission of the Mott Foundation's Pathways Out of Poverty program is to identify, test and help sustain pathways out of poverty for low-income people and communities. This mission encapsulates the foundations' goal of seeing people move along a road that leads to self-sufficiency. It is based on our vision for the nation's educational, economic and social systems to be just and effective so that access to meaningful opportunity is equitably shared, giving all children, adults, families and communities a fair chance to live free of poverty.

The Pathways Out of Poverty program includes four grant making areas:

- Improving Community Education
- Expanding Economic Opportunity
- Building Organized Communities
- Special Initiatives

Web site: [www.mott.org](http://www.mott.org)

The following is meant to provide you, the reader, with one more tool to start rebuilding the Tampa Heights Community.

## It Begins with People

### What is relationship building?

*Relationships are the building blocks for all community building.* Whether you want to organize a volleyball game or get rid of unfair housing practices you will need lots of good relationships. Relationships are the *means* for achieving our goals.

### The need to build relationships:

- 1. Community building occurs one-to-one.* You need to build relationships with people one-to-one if you want them to become involved in your group or organization. Some people become involved in organizations because they believe in the cause. However, many people become involved in a community group or organization, *just because* they have a relationship with another person who is already involved.
- 2. We need relationships in order to win allies to our cause.* In order to get support from people outside our organizations, we need to build relationships in which people know and trust us.
- 3. Our relationships give meaning and richness to our work and to our lives.* We all need a community of people to share the joys and the struggles of organizing and making change. A little bit of camaraderie goes a long way.

### Kinds of relationships:

**Relationships begin with you** Every relationship is different, but they all matter. If you smile and say hello to the school crossing guard on your way to work every day, you have formed a relationship.

### When to build and sustain relationships:

*You do it all the time*

- Relationships are the groundwork
- Establish relationships before you need them
- Establishing relationships in a crisis

### How to build relationships:

- 1. Build relationships one at a time.* There are no short cuts. Sending out a newsletter helps you keep in touch with lots of folks, but it's no substitute for getting to know a real person.
- 2. Be friendly and make a connection.* This may seem self-evident, but a friendly word or smile can make someone's day.

*Adopted by Tampa Heights Citizen Advisory Committee - May 1, 2002  
Amended September 17, 2002 and November 6, 2002*

*Adopted by Tampa Heights Community November 12, 2002*

*Planning Commission Finding of Consistency with the Tampa Comprehensive Plan – December 9, 2002*

*Adopted by Tampa City Council- Resolution 2003-237 – February 20, 2003*

3. **Ask people questions.** People love to talk about themselves and about what they think. If you ask people about themselves and then take the time to listen they can become your fast friend.
4. **Tell people about yourself.** People won't trust you unless you are willing to trust them. Tell them what you genuinely care about and what you think.
5. **Go places and do things.** If you want to make friends you have to go where the people are: (picnics, parties, playgrounds, little league games).
6. **Accept people the way they are.** You don't have to agree with them all the time in order to form a relationship with them.
7. **Assume other people want to form relationships, too.** Underneath the crabbiest looking person is a lonely soul hoping someone will make a crack in their shell.
8. **Overcome your fear of rejection.** If you want to form relationships, plan on being rejected some of the time.
9. **Be persistent.** People are often shy and suspicious. It takes a while to win trust.
10. **Invite people to get involved.** People want to become part of something bigger than themselves. Many people are looking for an opportunity to meet other people who share common goals.
11. **Enjoy people.** If you genuinely enjoy people, others will be attracted to your attitude.

#### **Build relationships with adversaries:**

You **can** disagree and still build relationships with individuals who are working against your goals

- Involving your opponents can change the status quo and help you make progress.
- You can build a base of trust that might be helpful to you in the future.
- You can find common values and beliefs you didn't know were there.

**A VISION WITHOUT A TASK IS BUT A DREAM.  
A TASK WITHOUT A VISION IS DRUDGERY.  
BUT A VISION WITH A TASK CAN CHANGE THE WORLD.**

*Streets of Hope*

# Resources

Project Community Edward J Bloustein, Center for Urban Policy Research Rutgers University  
1998

<http://policy.rutgers.edu/cupr/comm>

KU Work Group on Health Promotion and Community Development. (2000). Chapter 3, Section 10: Conducting Concerns Surveys. Lawrence, KS: University of Kansas. Retrieved March 7, 2002, from the World Wide Web: [http://ctb.ukans.edu/tools/EN/section\\_1045.htm](http://ctb.ukans.edu/tools/EN/section_1045.htm).

G. Thomas Kinsley and Joseph B. McNeely and James O. Gibson Community Building Coming of Age, Washington D.C.: Urban Institute, 1997

John P. Kretzman, John L. McKnight and Nicol Turner Voluntary Associations in Low Income Neighborhoods Evanston Illinois, Northwestern University

John P. Kretzman, John L. McKnight Building Communities from the Inside Out Evanston Illinois, Northwestern University

Medoff, Peter and Holly Skler Streets of Hope Boston: South End Press, 1994