

Urban Land Institute - Tampa  
Advisory Panel Assignment

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# Tampa Central City Conceptual Development Plan



September 2011



Prepared by the Land Development Coordination Division  
Department of Growth Management and Development Services

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## The Assignment

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In March 2011, the City of Tampa and HUD approved a \$1.4 Million planning grant agreement under HUD's Sustainable Communities Challenge Grant Program. Under this agreement, the City will engage the services of a qualified consultant to prepare a corridor master plan for the Nebraska – Hillsborough Primary Transit Corridor and a Conceptual Master Plan for an area within 2-miles of the site of a planned downtown intermodal transit facility. The City has issued a Request for Qualifications for consulting services and expects to begin that phase of the project by the end of the year.

The City wishes to engage the Urban Land Institute (ULI) in presenting a ULI Advisory Panel to outline a vision for the central city area and identify issues and opportunities for further and more detailed examination by the consultant team. In addition, the City wishes to take advantage of ULI's leading experts to identify specific actions that can be taken immediately to stimulate economic development and promote a positive business climate.

The Study Area:

The study area for this part of the planning project includes the Central Business District (CBD) and part or all of the surrounding neighborhoods of Tampa Heights, Encore, Ybor City, Channel District, West Tampa, West Riverfront, Old West Tampa and North Hyde Park. This area offers varying development opportunities that the City wishes to have explored.

Each of these unique and distinctive neighborhoods reflect a rich display of diversity in age, income, race, nationality, professions, and a strong sense of neighborhood pride, which should be honored and enhanced where possible. The CBD is a financial, government and entertainment center comprised of commercial mixed-use developments of moderate to high intensity developments. With the exception of the Channel District (which is a moderately high-density residential area), the surrounding neighborhoods are characterized of low-density, mixed-use residential development. The study area includes large tracts of land owned and developed by the Tampa Housing Authority and the University of Tampa. The Hillsborough River is the predominant natural feature, traversing the middle of the area. About half of the area is designated as seven different community redevelopment areas.

The panel is asked to:

- A. Define the type of development that should be encouraged in the study area that will generate employment, benefit the individual neighborhoods and contribute to the success of the entire District (and the City as a whole). More specifically ...
  1. What are the possibilities for this study area in becoming a true urban center? What are seen as the key obstacles to overcome and the key opportunities to capitalize on these possibilities?
  2. Given the current market forecast and the various development potential in the study area, what are the best development opportunities in the short- and long-term?
  3. Where should the city focus its redevelopment efforts and resources in the next five years?

4. What are the redevelopment opportunities along both sides of the Hillsborough River and how can the city maximize the development potential, connectivity and amenity of the Hillsborough River in the study area?
- B. Ignoring existing zoning and development regulations, suggest the most likely and desirable types of development (and define what zoning, LDR, density and design requirements should be adopted to achieve that development). More specifically ...
1. What development incentives will work best to facilitate and encourage the desired development?
  2. How does the city's efforts to transition to form-based regulations compare with best practices in other urban areas? Does this approach support the redevelopment of study area?
  3. How best can the city encourage transit oriented development given that for the foreseeable future, the primary mode of transit will be bus service?
- C. Identify strategies to create and/or improve multi-modal connections between the CBD and adjacent and nearby neighborhoods using parks, greenways, public spaces, bicycles, transit, complete streets, etc. to create, livable, walkable neighborhoods. More specifically...
1. How can the city maximize the connections to the Riverwalk?
  2. What can be done to strengthen the connections between neighborhoods?
  3. Where are the most critical pedestrian and bicycle connections?
  4. What type of circulator systems should the city consider and pursue to improve connectivity and linkage between the Downtown and adjacent neighborhoods within the study area?
- D. Recommend implementation actions, including infrastructure needs to enhance the success and sustainability of the entire District for the next 20 years; financing strategies and funding sources for revitalization activities and ongoing management, and suggested realignment of organization responsibilities, if thought advisable. More specifically ...
1. Based on a review of the approved scope of work for the HUD Challenge Grant project, what tasks and/or areas for additional study, design or technical examination should be included in that scope?
  2. What are some ideal organizational structures, including internal and public/private partnerships that the city should consider in pursuing sustained redevelopment within the study area?
  3. What types of financing options are available to fund redevelopment in the study area?

For all of these specific topics, the Panel is asked to lay out a potential vision, suggest general approaches to achieving that vision, articulate defensible best practices that support these approaches, and highlight case study examples from across North America that demonstrate the successful application of such an approach, including, where possible, specific lessons learned.

