



2022 STRATEGIC PLAN UPDATE FOR THE EAST TAMPA COMMUNITY REDEVELOPMENT AREA

DRAFT FOR REVIEW: JANUARY 2022

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Solid Waste
Stormwater
Transportation Mobility

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The entire Planning Team wishes to thank all the participants in this process, conducted during the height of the COVID-19 Pandemic. Your dedication of time, resources and ideas was remarkable as was your patience and grace in conducting such a complex effort in these unusual times.



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EXECUTIVE SUMMARY

The 2022 East Tampa CRA Strategic Action Plan

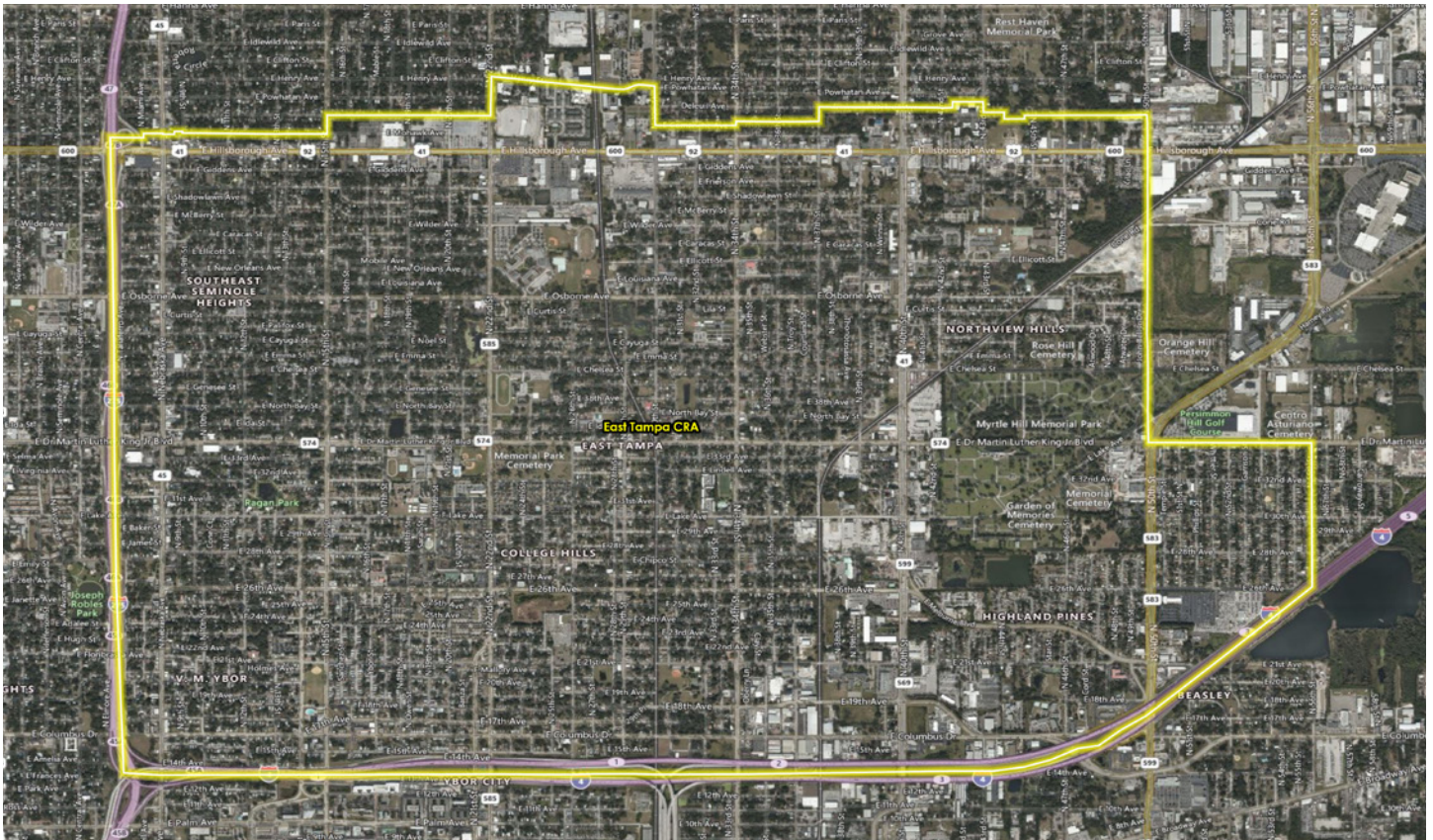
This Strategic Action Plan for the East Tampa Community Redevelopment Area is about people, places and progress for the largest CRA in the City of Tampa - an area of opportunity for all facets of community life, encompassing over 4800 acres and 38,000 residents.

The plan highlights the background of East Tampa's CRA and describes a highly inclusive public engagement process guiding all aspects of the plan. The community input and ideas authored all the major ideas of the plan. The result is a guiding framework of 10 Community-Based Strategic Themes that describes the characteristics of East Tampa CRA today and create the vision and strategic areas

of focus for the next 5 years and beyond. The ideas were vetted through detailed technical evaluation by the CRA management staff, city department leaders and a diverse professional urban planning and redevelopment team.

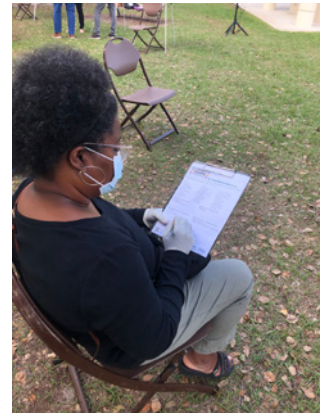
The result is a plan for actions large and small that will improve the quality of life and future opportunities for a diverse community. East Tampa is growing economically. Its people are energized. The CRA increment revenue projections are healthy and the alignment among the community goals, CRA Board, City of Tampa and other public and private partners is stronger than ever. **It's time for East Tampa!**





A Strategic Plan of Participation and Community Authorship

The community spoke openly, providing thousands of points of insight through public events; presentations, and meeting feedback, twelve (12) neighborhood walking tours; community surveys; and the www.WeAreEastTampa.com website. The interactive website provided the public access to meeting and presentation documents, input tools, story maps and the property inventory database. We put our heads together, put our feet on the streets and discussed the future of the community.





A Strategic Action Master Plan is being developed for the East Tampa Community Redevelopment Agency and we need your input!
 ¡Se está desarrollando un Plan Maestro de Acción Estratégica para la Agencia de Reurbanización de la Comunidad de Tampa Este y necesitamos su opinión!



Please join us for East Tampa Walking Tours!

Project Launch Begins the First Week of December 2020!

¡El lanzamiento del proyecto comienza la primera semana de diciembre de 2020!

Please join us online and/or stop by and say hello at Ragan Park!

¡Únete a nosotros en línea y/o pasa a saludarnos en Ragan Park!

Project Kickoff via Zoom
 Thursday, December 3rd
 6:30pm-7:30pm

Lanzamiento del Plan via Zoom
 Jueves 3 de Diciembre
 6:30pm-7:30pm

Outdoor Meet & Greet
 Saturday, December 5th
 10:00am-1:00pm

Acto de Bienvenida
 Sábado 5 de diciembre
 10:00am-1:00pm

Learn more and register in advance at
WeAreEastTampa.com
 Obtenga más información y regístrese en
WeAreEastTampa.com



Every Voice Counts,
 Every Voice Matters!



Please Connect and
 Lift Up Your Voice!

3

SIGN UP FOR NEWS
 Follow the website. Review the dates and join us when we are in your neighborhood!

www.WeAreEastTampa.com

The We Are East Tampa CRA Action Plan is being created to identify the needs of residents and businesses in East Tampa to create a strategy of action and investment that enhances quality of life and builds our community.



Lift Up Your Voice!
 ¡Levanta tu voz!



A Strategic Plan of Community Themes and Vision



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



**LIVABLE STREETS &
TRANSPORTATION**



The 10 Community-Based Strategic Themes came from thousands of interactions and were presented as categories identified from the public input. These became the guiding ideas that established the framework for actions, highlighted through demonstration illustrations. The structure for implementation actions were further categorized by Project, Program and Partnership. This provided direction for each theme to support decisions and collaborative opportunities for the next 5 years and beyond.

What was not planned, but is important to note, is that the ETCRA community ideas and concerns are highly aligned with to the interests of the CRA Board and of the City of Tampa's "T3" program. Together, much can be accomplished and celebrated, positioning East Tampa as a place of opportunity.



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
JOB CREATION**



**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**



A Strategic Plan for Budget Categories



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



**LIVABLE STREETS &
TRANSPORTATION**

Projects, Programs and Partnerships

The ETCRA increment revenue projections indicate much improved funding over the next 10 years (below) as compared to the last 10 years. Section 3 identifies the top initiatives from the community as well as providing a 'rollup' budget of resources by Strategic Theme for each Fiscal Year. The Budget Table (right) can be adjusted each year according to emergent opportunities.

Projections (2022-2034) - Sunset Date								
Tax Year (Year Collected)	Fiscal Year/ Budget Year	Total Taxable Value	Increment Less Base Value	Total Tax Increment at % ⁽¹⁾	Combined Millage Rates ⁽²⁾	Annual TIF Revenues Collected ⁽³⁾		
						Low	Moderate	High
2022 ⁽⁵⁾	FY 2023	\$1,247,900,000	\$755,430,000	\$649,292,331	12.0254	\$7,808,000	\$7,808,000	\$7,808,000
2023	FY 2024	\$1,361,600,000	\$869,130,000	\$746,938,028	12.0184	\$8,887,000	\$8,977,000	\$9,426,000
2024	FY 2025	\$1,476,500,000	\$984,030,000	\$845,613,334	12.0114	\$9,903,000	\$10,157,000	\$11,173,000
2025	FY 2026	\$1,592,500,000	\$1,100,030,000	\$945,236,747	12.0044	\$10,893,000	\$11,347,000	\$13,049,000
2026	FY 2027	\$1,709,600,000	\$1,217,130,000	\$1,045,809,925	11.9974	\$11,804,000	\$12,547,000	\$15,056,000
2027	FY 2028	\$1,828,000,000	\$1,335,530,000	\$1,147,501,334	11.9904	\$12,686,000	\$13,759,000	\$16,346,000
2028	FY 2029	\$1,947,500,000	\$1,455,030,000	\$1,250,062,587	11.9834	\$13,535,000	\$14,980,000	\$17,618,000
2029	FY 2030	\$2,068,200,000	\$1,575,730,000	\$1,353,662,202	11.9764	\$14,355,000	\$16,212,000	\$18,877,000
2030	FY 2031	\$2,190,100,000	\$1,697,630,000	\$1,458,302,003	11.9694	\$15,147,000	\$17,455,000	\$20,121,000
2031	FY 2032	\$2,313,300,000	\$1,820,830,000	\$1,564,067,411	11.9624	\$15,911,000	\$18,710,000	\$21,352,000
2032	FY 2033	\$2,437,700,000	\$1,945,230,000	\$1,670,793,114	11.9554	\$16,647,000	\$19,975,000	\$22,567,000
2033	FY 2034	\$2,563,300,000	\$2,070,830,000	\$1,778,564,494	11.9484	\$17,356,000	\$21,251,000	\$23,769,000
2034	FY 2035	\$2,690,100,000	\$2,197,630,000	\$1,887,383,389	11.9414	\$18,039,000	\$22,538,000	\$24,956,000
2022-2024 Total:						\$26,598,024	\$26,942,024	\$28,407,024
2025-2029 Total:						\$63,273,000	\$68,845,000	\$80,946,000
2030-2034 Total:						\$83,100,000	\$99,929,000	\$112,765,000
Total Increment Collections 2022-2034:						\$172,971,024	\$195,716,024	\$222,118,024

With the growing ETCRA budget, using even the 'Low' (conservative) annual TIF projections, there is an optimistic outlook for available ETCRA implementation funds. Strategic Plan Input and Actions are provided in Section 3, and the strategic initiatives and a general annual funding allocation is made for each of the 10 Strategies for each of the next 5 Fiscal Years (2023 -2027).

Altogether, (including existing FY2022 funds) the projections indicate over \$64M in TIF revenue available for investments, partnerships and leveraging.



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
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**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

East Tampa CRA Strategic Action Plan 2022 Allocated Existing Funds + 5 Year Proposed Funds based on TIF Projections									
Community Based Strategic Initiatives		Allocated Existing Rollover Funds	Allocated FY 2022 Funds	Proposed Funds FY2023	Proposed Funds FY2024	Proposed Funds FY2025	Proposed Funds FY2026	Proposed Funds FY2027	6 Year Total Funding TIF Allocation
Strategy #1	Housing Investment and Rehab Opportunities	\$ 4,323,500.00	\$ 4,390,000.00	\$ -	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 10,713,500.00
Mission Statement	Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing.								
Strategy #2	Beautification and Appearance								
Mission Statement	Improve the positive association of East Tampa as a desirable place for living and investment, feature the distinct neighborhoods while cleaning up unkempt areas and developing beautification opportunities.	\$ 197,976.00	\$ 601,238.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 5,799,214.00
Strategy #3	Community Health and Safety								
Mission Statement	Promote and support the protection of all East Tampa residents to live without fear of criminal violence and personal safety.	\$ 36,800.00	\$ 50,000.00	\$ 500,000.00	\$ 500,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 4,086,800.00
Strategy #4	Infrastructure and Stormwater Management								
Mission Statement	Update aged infrastructure to meet basic needs while collaborating through 'leveraged' investments among City departments to maximize community impact across a diversity of ETCRA SAP Objectives.	\$ 455,350.00	\$ -	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 8,955,350.00
Strategy #5	Livable Streets and Transportation Mobility								
Mission Statement	Make East Tampa's neighborhoods easily navigable with streets and pathways that are more 'complete', safe and attractive for pedestrians, bicycles, transit riders and motorists.	\$ 708,840.00	\$ 277,889.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,250,000.00	\$ 1,500,000.00	\$ 2,000,000.00	\$ 7,736,729.00
Strategy #6	Parks, Recreation and Programs								
Mission Statement	Enhance the use of parks by the entire community through updated recreational facilities and programs, maintenance and safety to better align to local needs.	\$ 976,000.00	\$ -	\$ 1,500,000.00	\$ 1,500,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 9,976,000.00
Strategy #7	Community Commercial Services								
Mission Statement	Promote and support increased daily retail needs and an improved investment environment for commercial services within ETCRA.	\$ 1,333,800.00	\$ 500,000.00	\$ 850,000.00	\$ 1,300,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,200,000.00	\$ 7,183,800.00
Strategy #8	Education, Employment and Job Creation								
Mission Statement	Promote and support efforts that may increase local employment for skilled labor as well as professional services.	\$ 46,674.00	\$ 205,592.00	\$ 400,000.00	\$ 400,000.00	\$ 500,000.00	\$ 600,000.00	\$ 700,000.00	\$ 2,852,266.00
Strategy #9	Culture, Marketing and Promotion								
Mission Statement	Celebrate the Cultural History and promote the community activities and new investments in East Tampa as a place of diverse opportunities and positive potential.	\$ 506,930.00	\$ -	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,706,930.00
Strategy #10	Leadership, Partnerships and Capacity								
Mission Statement	Leverage and unify the full leadership potential of the ETCRA, CAC and Partnership with the City and other partners & agencies to build the internal and external capacity to achieve SAP goals.	\$ -	\$ 626,950.00	\$ 650,000.00	\$ 700,000.00	\$ 750,000.00	\$ 800,000.00	\$ 900,000.00	\$ 4,426,950.00
Total All Allocated Budgets + Projected TIF Revenues		\$ 8,585,870.00	\$ 6,651,669.00	\$ 7,800,000.00	\$ 8,800,000.00	\$ 9,900,000.00	\$ 10,900,000.00	\$ 11,800,000.00	\$ 64,437,539.00

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BACKGROUND

The East Tampa Community Redevelopment Area

This 2022 ETCRA Strategic Action Plan (SAP) update is the first such comprehensive review of the East Tampa CRA since the 2009 SAP. Many of the topics are similar to the findings of that plan, as well as those found in the original 2004 Community Redevelopment Plan. However, the detailed issues and needs have clearly evolved over the past 18 years. This Background provides a high-level review of the history of East Tampa within the region, the establishment of the CRA and major themes of past plans leading to today.

Background Summary of East Tampa and ETCRA Planning

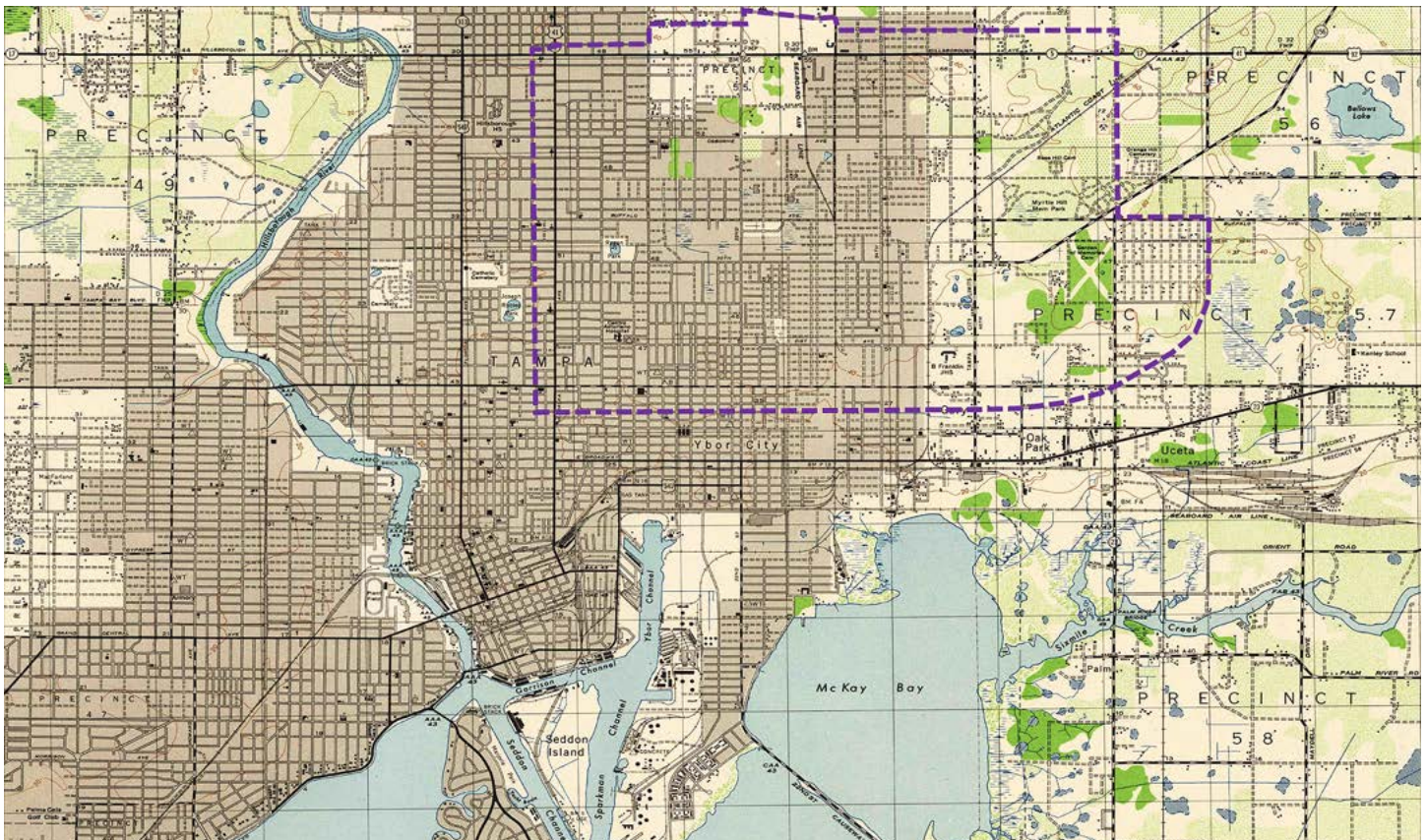
The East Tampa community is a place of significant history within the Downtown Tampa area with deep African American roots, as well as connection to the original Cuban/Latino Barrio dating to the years when Ybor City was a separate jurisdiction from

the City of Tampa. Portions of the East Tampa CRA were originally developed as part of unincorporated Hillsborough County.

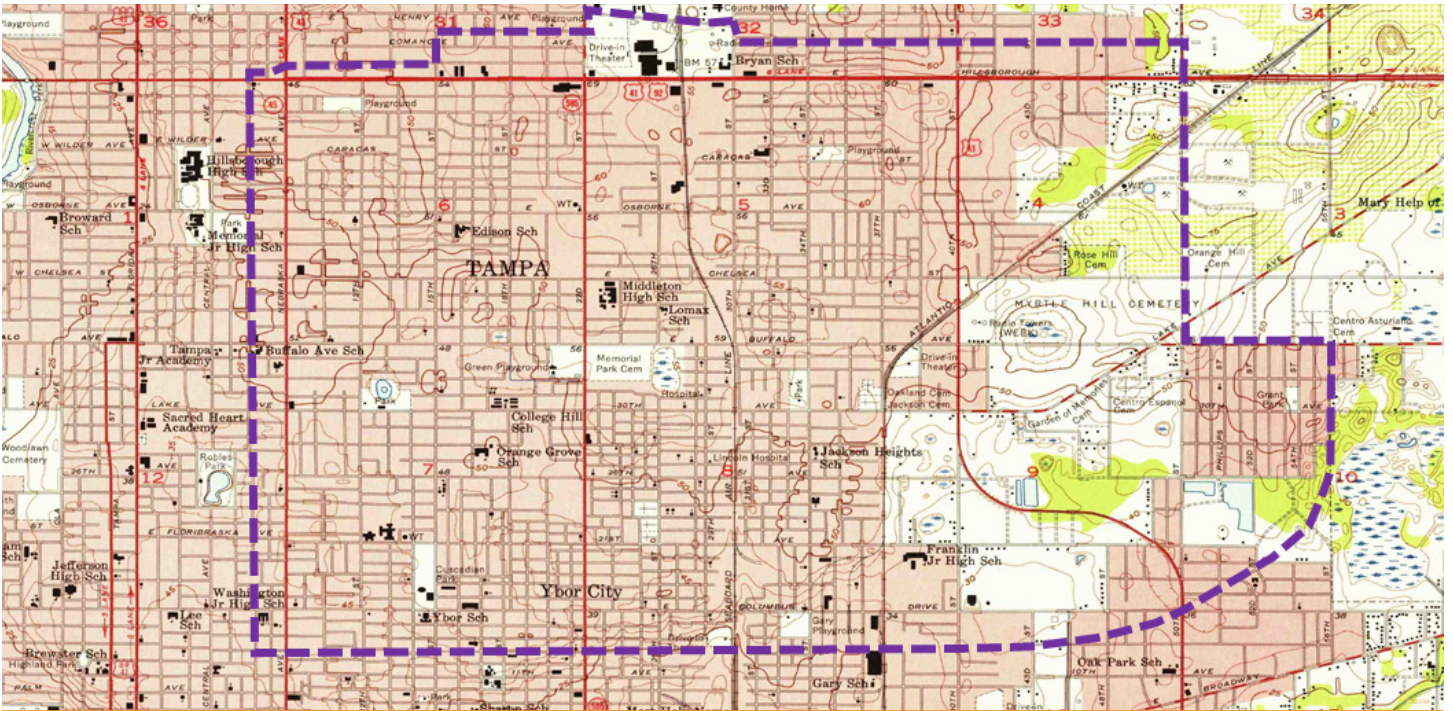
Neighborhoods were connected, US 41 and 92 were the primary highways, and working-class housing supported rail and water-based industries requiring dependable transportation to markets for the cigar manufacturing, regional agricultural products and other durable goods.

Three significant annexations (1911, 1923 and 1953) unified the East Tampa neighborhoods as part of the City of Tampa. However, looking at the maps, it is evident that the roadway patterns, neighborhood scale and civic infrastructure – from schools to cemeteries – were already in place, indicating the longstanding history of East Tampa.

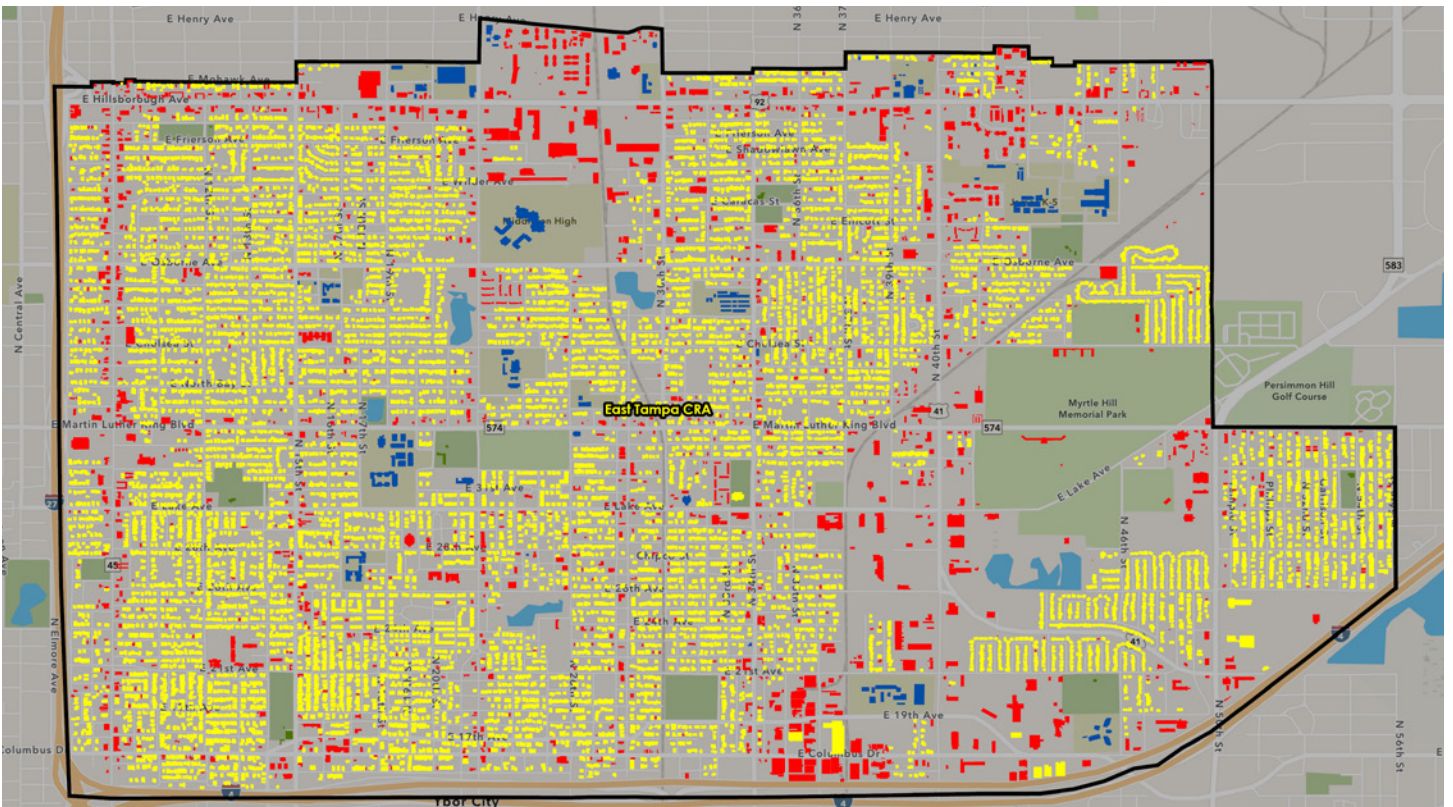
This explains, in part, why so much of East Tampa's infrastructure and building stock requires reinvestment following over 100 years of use and patterns of multi-jurisdictional development with differing land use and permitting requirements. These factors and others led to the eventual creation of the East Tampa CRA in 2004.



This 1944 USGS map shows the East Tampa CRA within the regional context of a growing City with significant rail and industrial infrastructure emphasizing the importance of Tampa as center of cargo shipping. Large portions of modern 'Tampa' were still in the unincorporated Hillsborough County, such as Grant Park and the entire 40th and 50th Street corridors. It is also notable that much of the visible street grid in East Tampa is in dashed lines, indicating unpaved roads, and/or rights of way with unplatted lots



This 1956 USGS Map (below) indicates the incremental annexation of areas such as Grant Park and portions of Highland Pines and Hillsborough Avenue (US 92) into the City of Tampa. With this enlarged view, community elements such as schools and parks are visible, along with the seamless connection to adjacent neighborhoods



A map of current building footprints emphasizes the linkage of East Tampa's streets and neighborhoods to over 100 years of history

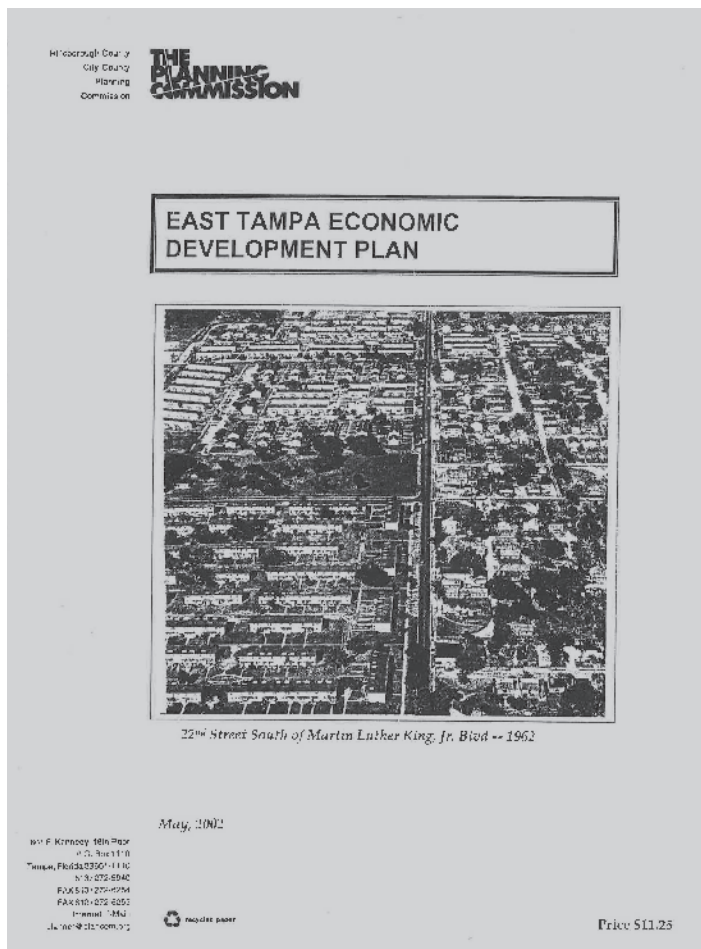
Background Summary of East Tampa and ETCRA Planning

Establishing the 2004 East Tampa Community Redevelopment Plan

In 2002, the Hillsborough County “City-County Planning Commission” created the East Tampa Economic Development Plan. In the years since the 1950’s, East Tampa had experienced disinvestment, in part due to the effects of the “urban renewal” projects such as large tracts of Public Housing and the introduction of the Interstate Highway System, separating East Tampa from the rest of the downtown. But these challenges were not unique to East Tampa. The larger issues of post WWII suburban expansion led to the decline of downtown neighborhoods across North America.

Together, the County/City Planning Commission agreed and recommended that new investment was required, and the Community Redevelopment provisions of Chapter 163 of the Florida Statutes were warranted to formally create and adopt a CRA for East Tampa to provide a dedicated source of funds and other tools to address a number of specific deficiencies within the numerous neighborhoods of East Tampa.

In 2004, The City of Tampa and East Tampa community developed a 30-year Community Redevelopment Plan in order to create and promote economic development opportunities. The purpose of this plan was to create a vision for the area and to guide revitalization initiatives. Over the course of the first five years, the ETCRA generated more than \$20 million in tax increment financing (TIF) revenue for reinvestment in the community.



The 2004 East Tampa CRA Plan

The priorities of the CRA were crafted to support the neighborhoods and guide redevelopment throughout them to ensure the community was improved by the CRA. In terms of focus areas, the East Tampa CRA identified the following topics as priorities for redevelopment:

- Affordable Housing
- Community Policing
- Private Enterprise
- Infrastructure Analysis
- Land Use, Zoning, and Design
- Land Acquisition
- Relocation Plan and Replacement Housing
- Neighborhood Element

Within these focus areas, the East Tampa CRA created policies to drive reinvestment and redevelopment in the community. These policies were crafted in conjunction with the community through a series of public meetings and workshops and in collaboration with the City.

The 2009 Strategic Action Plan Highlights

In 2009 the East Tampa CRA created a Strategic Action Plan (SAP) to provide a refreshed financial plan to fund redevelopment and build upon the Policies and Objectives of the 2004 Plan. This action plan outlines the various ways revenue can fund infrastructure projects, public safety, and economic development opportunities. The strategic action plan helps the City of Tampa and the East Tampa CRA coordinate and prioritize funding for projects within the CRA. The plan is reviewed and adjusted annually to account for TIF projections, potential TIF opportunities, and improving market conditions.

The **2009 East Tampa Strategic Action Plan** was organized around 5 Strategic Actions leading to numerous initiatives:

- **2009 Strategy #1:** Invest in neighborhoods to improve quality of life and encourage self-reinvestment as well as productive Private Sector investment.
- **2009 Strategy #2:** Improve the appearance of and investment appeal of highly visible gateways and major corridors.
- **2009 Strategy #3:** Provide Incentives to strategic, catalytic projects and new private sector development
- **2009 Strategy #4:** Foster Business Growth
- **2009 Strategy #5:** Continue to enhance transportation linkages and prepare for light rail, density and associated redevelopment opportunities.

2009 ETCRA SAP Policies Review

Community Support: Encourage private development that helps transform East Tampa into a community of vibrant residential, business, recreational, social and cultural life.

Market Opportunities: In partnership with the City of Tampa Department of Economic and Urban Development to attract private investment to the area and create economic development strategies.

Redevelopment and Land Use: With more than 40% of the ETCRA being designated as residential, successful redevelopment should be supported by incorporating higher density and/or mixed-use designations, particularly along major corridors, near future mass transit stops, and at development nodes.

Private Investment: Local investors have indicated a preference for high traffic gateways and transportation corridors for “near-term” investment,

and are attracted to areas and corridors where significant public-sector improvements have been made.

Housing: Steps should be taken to improve the condition of the existing housing stock, increase the number of quality multi-family housing units, and to put vacant houses and lots into productive use. The Housing and Community Development Division will continue to monitor foreclosures in the CRA, and has developed a TIF-supported housing rehabilitation program to assist eligible homeowners

Capital Improvements: The goal is to focus on the areas with high private sector investment and development interest; improving quality of life and aesthetics within neighborhoods; support future regional transportation planning; enhance linkage systems such as roadways, parks, pedestrian systems, and stormwater systems

Infrastructure: This section applied to all components of neighborhood infrastructure including:

- Stormwater
- Solid Waste
- Wastewater
- Water
- Parks and Recreation

Incentives for Development: TIF and non-TIF supported programs and incentives should be offered in order to offset development costs and to entice businesses to locate or expand in the area

Job Growth: East Tampa lacks sufficient employment within the CRA boundaries and strategies should be developed to increase gainful employment opportunities that meet the economic needs of area residents.

Staffing Requirements: Additional ETCRA staff may be necessary to manage the quantity and complexity of the many 2009 SAP projects.



Background Summary of East Tampa and ETCRA Planning

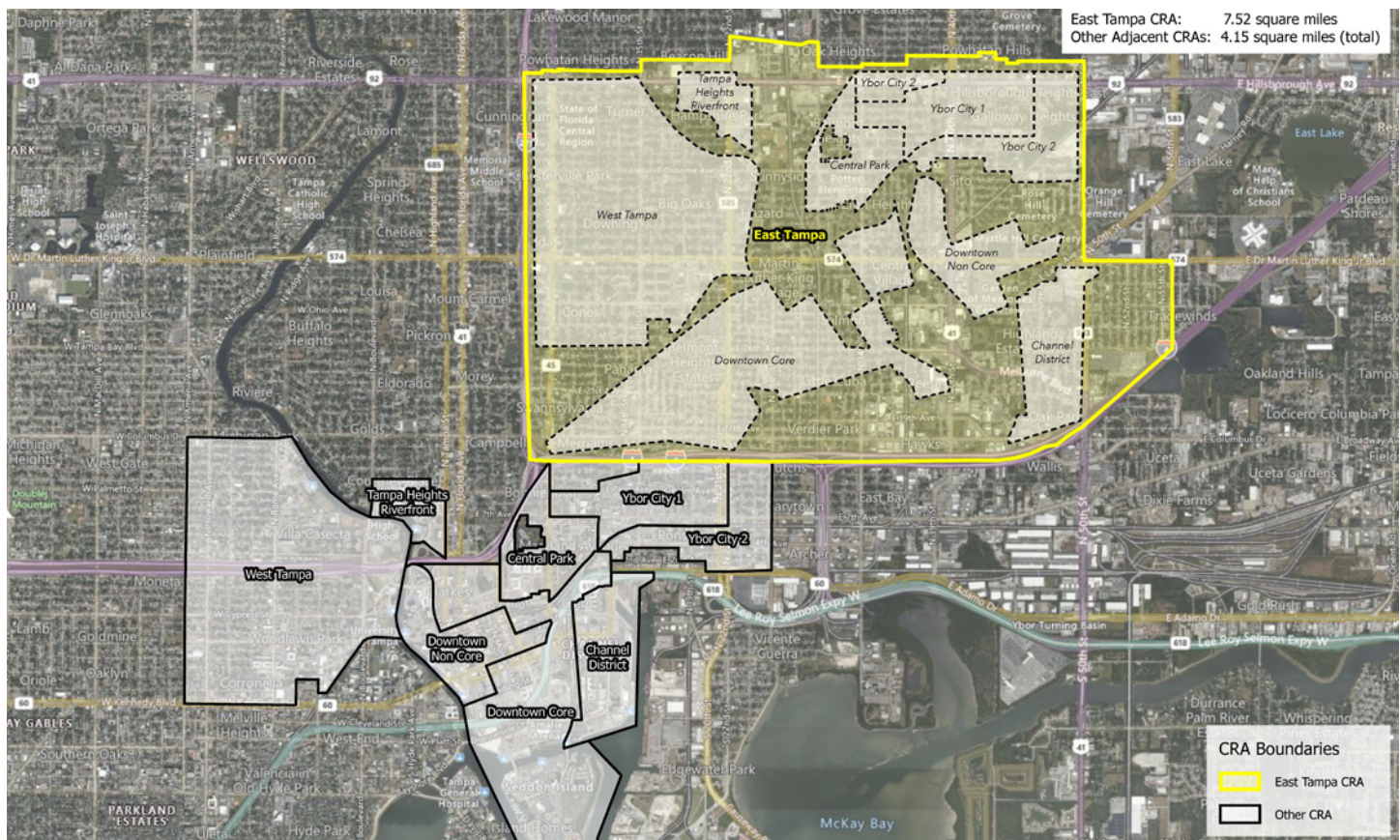
While the 2009 ETCRA SAP led to many accomplishments there were at least 2 significant issues that have hampered the ability to fully realize that 5 year vision for redevelopment.

Challenge #1 from 2009 (and 2004): The East Tampa CRA is a big place!

An important characteristic of the ETCRA is its sheer size. At over 4800 acres, the ETCRA has a bigger geography and higher total population than all the other downtown Tampa CRA's put together!

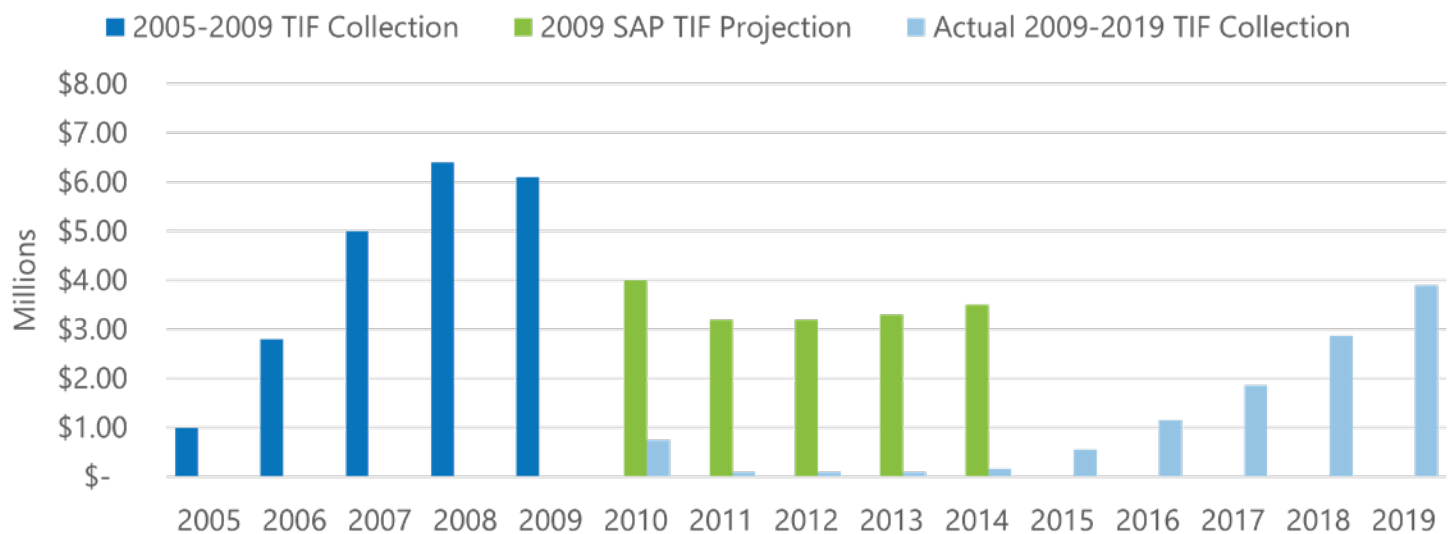
Consequently, numerous meaningful investments over the last 10 years may appear less impactful to the total ETCRA community. The challenge of size is also reflected in less available CRA revenue spending

per capita and per acre in the ETCRA as compared to other downtown Community Redevelopment Areas. This, coupled with the impacts of significant foreclosures and disinvestment in East Tampa during the Great Recession has led many local residents and businesses to a point of frustration that progress is not being made quickly enough. This has created some sense of 'competition' among neighborhoods and distrust of the system.



Challenge #2 from 2009: Reduced Revenue.

The 2009 SAP plan projected continued growth of the Tax Increment Fund (TIF). However, the Great Recession significantly impacted the ETCRA, to the point where there was effectively no TIF income from FY2012 through FY2014. Only now, in FY 2021, have TIF collections returned to FY2007 and 2008 levels. And naturally, similar economic impacts were affecting all of Tampa and its CRA's.



Graph: TIF Collections and Projections before and after the 2009 Strategic Action Plan.

Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

The 2009 Plan included numerous Capital Projects and Programs with some knowledge of the emergent mortgage crisis, projecting reduced future TIF revenues. But the full magnitude of personal and economic hardship caused by the Great Recession could not have been fully predicted in 2009. The actual TIF collections for the ETCRA fell to below \$1M in total for the 2010-2014 Fiscal Years, as opposed to the projection of roughly \$17M for that 5 year time span. Since the 2009 SAP, the ETCRA experienced a 10 year period of significantly reduced revenues.

Renewed growth commenced in FY2015 and steadily increased through 2019 and has now reached a new high of over \$6.6M in FY2022. The 2022 ETCRA SAP projects continued economic growth and TIF funding looking forward.

Looking towards a 2022 ETCRA Strategic Plan Update:

Despite the challenges faced by the ETCRA over the last 10 years, there are still many community enhancements to celebrate. This includes new property assembly and single-family home development, the award-winning Environmental Detective program, improvements to 22nd Street, the East Tampa Monument and roundabout and several parks projects. New grant programs have been implemented. Businesses have developed or reinvested, a full-service Walmart has opened, and there are numerous pockets of home restoration and renovation. The ETCRA Staff has provided annual updates to the Community and the CRA Board to document these accomplishments and planned next steps.

Looking forward, there is newfound energy and optimism in East Tampa, although many of the challenges of the past remain and there is still much hard work yet to do. But growing financial and community resources and new leadership focus to significantly advance the ETCRA mission through collaboration and a fresh view of an East Tampa for all.

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COMMUNITY INPUT PROCESS

**Listening and Learning about
East Tampa**

The East Tampa CRA Strategic Action Plan update process included substantial community engagement, outreach and input. The ideas and recommendations of the plan are based squarely on the comments from the public, which were obtained over time, through a wide variety of means. Section 2 provides an overview of the SAP process and participation from the public. Additional reporting on the details of all input, surveys, notes and sign-in sheets are provided in Appendix 1.

A Community First Approach to the ETCRA Strategic Planning Process

Building the Base: People and Places

The **East Tampa CRA Strategic Action Plan** (ETCRA SAP) process was designed to engage as many members of the community as possible through as many formats as could be delivered. This approach required a variety of engagement and input settings to allow for both input, discussion and feedback. The goal was to follow the structure of the CRA, including direct engagement with the ETCRA Community Advisory Committee (CAC), inclusion of the East Tampa Community Revitalization Partnership (Partnership), update briefings with the City of Tampa CRA Board and collaboration with the ETCRA Staff and East Tampa CRA Manager.

However, to really accomplish the goal of inclusive input, the mission was to get to direct interpersonal contact with as many people as possible, listen carefully and hear stories; gaining direction insight about areas of concern, aspirations, hopes, fears and dreams for the future.

The Planning Process allowed for this variety of inputs, leading to 10 Strategic Community Themes which became the guiding Framework for the stated Issues and Opportunities of East Tampa, as well as the Organizing Format for the Strategic Action Plan recommendations.

It is also notable that this process was completed during a difficult time in East Tampa and in our

Society in general. The most obvious challenge to overcome was the unplanned arrival of the COVID-19 Pandemic and the impacts that had, not only on society at large, but also on the format of certain meetings. Additionally, during the project, the existing CRA Manager retired (Ed Johnson), an interim CRA Manager was assigned (Brenda Thrower), and a new CRA Manager (Cedric McCray) was hired to guide East Tampa into the future. And the makeup of the CAC Board changed across the Fiscal Year (October 1) schedule. Finally, the over arching concern about Civil Rights in the United States in the Spring and Summer of 2020 also heightened broad community awareness regarding equity, active listening and constructive dialogue.

Through all these challenges, the community 'stepped up' with significant input and positive energy to inform the future plan.

Throughout the process, the planning approach adapted to changes in technology, navigating on-line/virtual meetings, expanded use of the project website **www.WeAreEastTampa.com** as well as COVID-protected small group CAC meetings, outdoor Open House and Neighborhood Walking Tour events. In this way the ETCRA SAP is informed first by the community, and then explored by the planning team and various technical review sources to build a plan that could activate the topics of community input: the 10 Strategic Community-Based Themes.




Kickoff Event: The Planning Process provided the opportunity to really engage and explore the spirit of the ETCRA

Branding the Project:

This was a collaborative effort with the CAC. The existing ETCRA logo was considered aged. Working together, a new project logo was designed with inspiration from Kente patterns painted at the 15th St./21st Ave. intersection. Alternative designs, colors, messaging and fonts were reviewed, refined and approved by the CAC.





WE ARE EAST TAMPA
CRA ACTION PLAN 2021
Building Our Community Together


A Strategic Action Master Plan is being developed for the East Tampa Community Redevelopment Agency and we need your input!

¡Se está desarrollando un Plan Maestro de Acción Estratégica para la Agencia de Reurbanización de la Comunidad de Tampa Este y necesitamos su opinión!


Project Kickoff via Zoom Thursday, December 3 rd 6:30pm-7:30pm	Outdoor Meet & Greet Saturday, December 5 th 10:00am-1:00pm
Lanzamiento del Plan via Zoom Jueves 3 de Diciembre 6:30pm-7:30pm	Acto de Bienvenida Sábado 5 de diciembre 10:00am-1:00pm

Learn more and register in advance at WeAreEastTampa.com
 Obtenga más información y regístrese en WeAreEastTampa.com

Lift Up Your Voice!
¡Levanta tu voz!



For more information please call 813-242-3807 or visit www.WeAreEastTampa.com



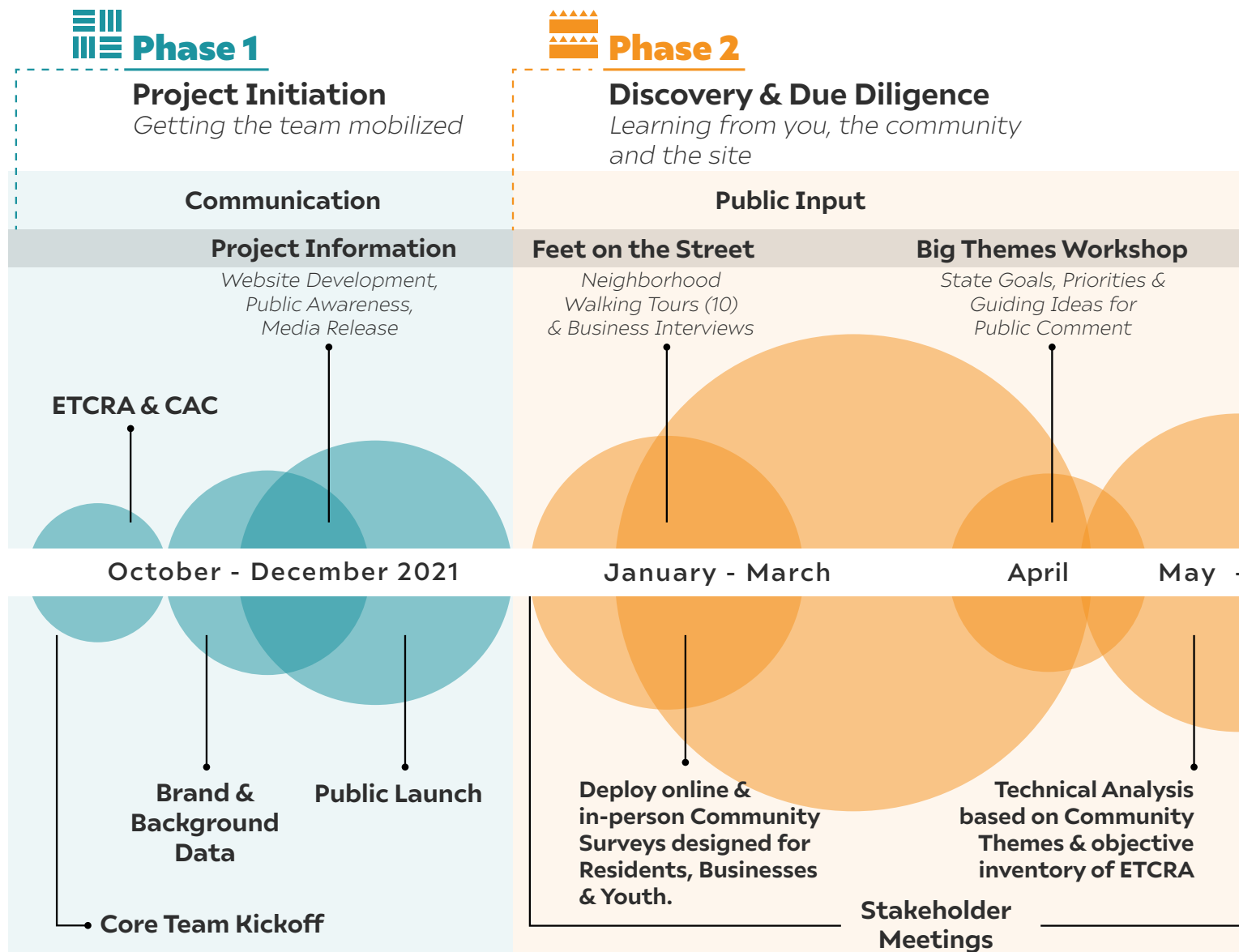
PIMA SENTINEL BULLETIN PUBLISHED EVERY FRIDAY
 PAGE 9-A

The first task was to 'brand the SAP' process, setting the tone as a visible, recognizable and refreshed view of East Tampa. The logo, patterns and colors became the 'look' of the SAP in all Print, Online and Promotion items - even COVID Facemasks!

An incremental Planning Process of Learning, Sharing and Validation

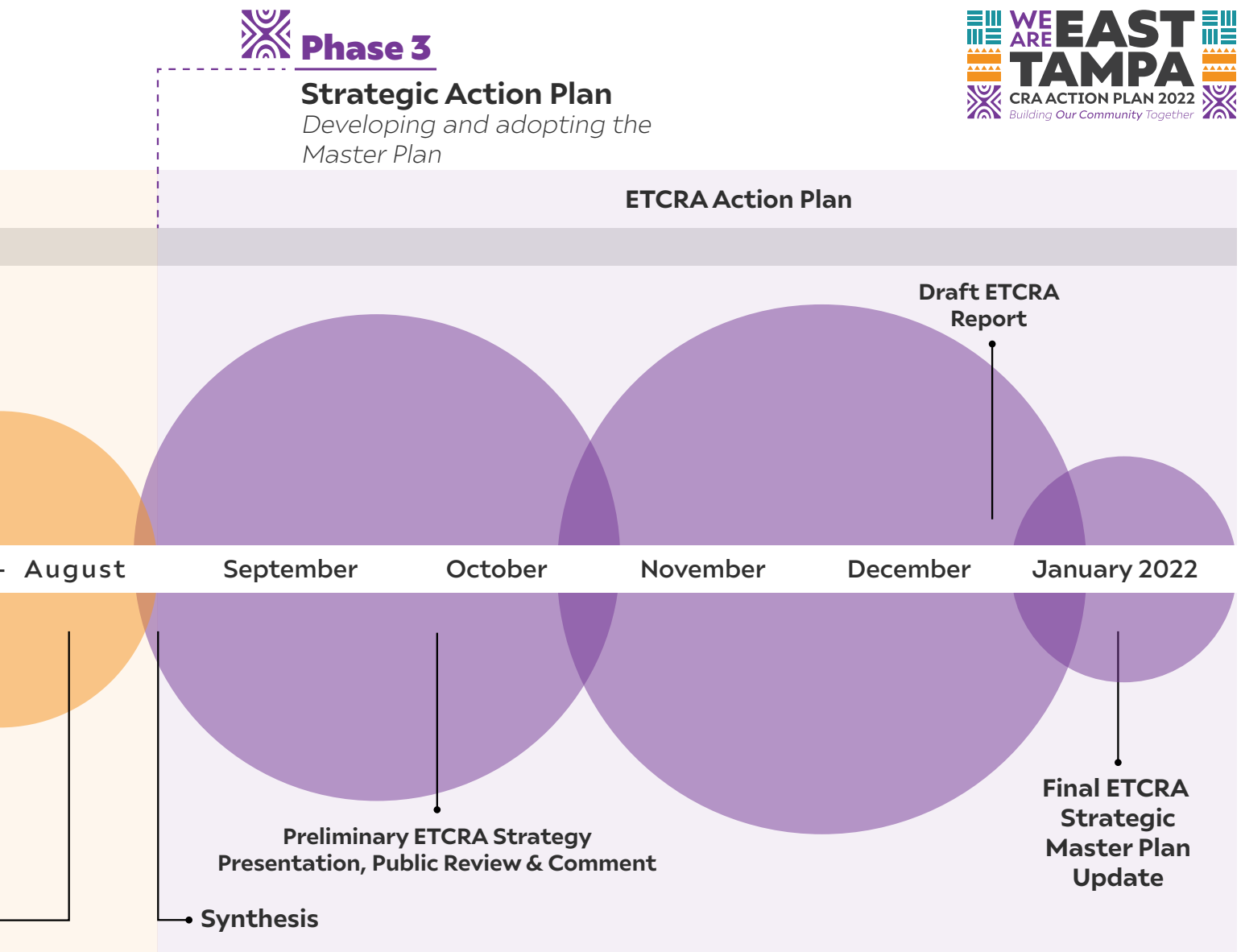
The Strategic Action Plan process followed a generalized 3-Step approach as shown below. This approach was designed to allow adequate time to set up the project, review materials, engage the community and incrementally share what we have learned through presentations and response comments.

Each step in the process has allowed for Public Input & Response followed by Refinement from the planning team and ETCRA Staff. This iterative approach has allowed all members of East Tampa to be active or passive participants, with the ability to provide comment, validation or suggested adjustments.



A Note Regarding Schedule - the schedule for the ETCRA SAP Update was extended from a planned October, 2021 completion to January, 2022. This was primarily due to the challenges of working during the COVID-19 pandemic and the associated adjustments for delayed project launch, individual schedule adjustments to accommodate the participants, logistics such as virtual meetings and added effort to facilitate input, communication and information during such unusual circumstances.

The community rose to the challenge, participating in events and positively contributing ideas and refinements through a variety of interactions, presentation reviews, and other communication activities.



Input Techniques and Schedule

Many Ways to Engage and Share the Message

As stated, the approach to Public Engagement was multi-faceted, allowing a wide array of opportunities and choices about how, when and where to engage in the process. Allowing the planning team to hear the stories and input from all areas of East Tampa, across broad diversity of residents, business and even youth.

Participation activities and programs

Community Advisory Committee Meetings: held in October, November, December 2020 to assist in 'preparing for the "Project Launch"' Other meetings and presentations occurred during 2021.

Communications Plan: During November, 2020, the general Communications Plan for the project was developed. This included:

- Design of the project Logo, graphics and collateral materials such as letterhead, event banners, etc.
- Development of the interactive project website www.WeAreEastTampa.com, including introductory videos from CRA Board Chair Orlando Gudes and CAC Chair Connie Burton, invitation to 'signup' to the project information

distribution list and various interactive tools such as story maps, parcel inventory mapping tool and on-line community surveys. The website was formatted for computer or smart-phone viewing. Key information / flyers were provided in English and Spanish. Videos included the Closed Caption option.

- Media outreach, including City of Tampa Press Release information for key events, graphic notifications in The Sentinel, Ntouch, La Gaceta and two on-air interviews on East Tampa's State Rep. Dianne Hart WTMP Radio Show.

Project Launch & Kickoff: Due to COVID-19, two specifically different formats were provided for public kickoff. On December 3, 2020 an advertised ZOOM event was held to introduce the project virtually. The Zoom event had 87 registrants and 41 confirmed individual participants. On Saturday December 5, an outdoor 'Meet & Greet' event was held at Ragan Park with over 50 attendees.

The complete project launch in Fall of 2021 followed an initial launch in April, 2021 which became difficult as the initial effects of COVID-19 were unfolding: impacting communication, coordination and approach to engagement.



A Strategic Action Master Plan is being developed for the East Tampa Community Redevelopment Agency and we need your input!

¡Se está desarrollando un Plan Maestro de Acción Estratégica para la Agencia de Reurbanización de la Comunidad de Tampa Este y necesitamos su opinión!

**Project Launch Begins
the First Week of
December 2020!**

*¡El lanzamiento del proyecto
comienza la primera semana
de diciembre de 2020!*

Please join us online and/or
stop by and say hello
at Ragan Park!

*¡Únete a nosotros en línea y/o pasa a
saludarnos en Ragan Park!*

**Project Kickoff via Zoom
Thursday, December 3rd
6:30pm-7:30pm**

**Lanzamiento del Plan via Zoom
Jueves 3 de Diciembre
6:30pm-7:30pm**

**Outdoor Meet & Greet
Saturday, December 5th
10:00am-1:00pm**

**Acto de Bienvenida
Sábado 5 de diciembre
10:00am-1:00pm**

Learn more and register in advance at

WeAreEastTampa.com

Obtenga más información y regístrese en

WeAreEastTampa.com



**Lift Up Your Voice!
¡Levanta tu voz!**

Neighborhood Walking Tours: 12 Saturday morning walking tours were held in each of the designated East Tampa neighborhoods. Each tour included members of the planning team, ETCRA staff, local neighborhood association representatives and/or CAC representatives as well as participation from members of the CRA Board. Most importantly, the walking tours included promotion and open invitation to the residents of each neighborhood to directly hear community points of view.

Community Surveys: Specially customized for Residents, Business Owners and Youth. Each Survey was available on-line, as well as in-print at the walking tours and through door to door canvassing by our team.

Mail-Chimp Notifications: As a result of the ETCRA having no active Social Media presence, the planning team developed a distribution list of over 1400 people (and growing) for direct-email notifications using addresses provided by residents through the website or on the community surveys.

ETCRA CAC Presentations: including the Issues & Opportunities 'Community Based Themes' on April 13, 2021, and the Strategic Action Plan Update and Framework on September 7, 2021.

Tampa CRA Board Interviews: During the summer of 2021, individual 1 hour virtual 'interviews' with each CRA Board Member. These were valuable opportunities to share the Community Input Themes and discuss perspectives and insights from each Board Member individually.

City Department Representatives: Interview/ Discussion sessions with members of several City Department leadership staff to validate the Themes and discuss upcoming City initiatives. This is discussed further in Section 5, Supporting Analysis.

Ongoing Website Update and Mail-Chimp Communication: Over the course of the project, updates are made to the website, all new presentation materials are uploaded, video introduction for new Leadership and ongoing Mail-Chimp distribution to call attention to project status and activities.

A more comprehensive assembly of community input comments, surveys, etc is available in Appendix 1, and at www.WeAreEastTampa.com where all events, documents and presentation videos are available for viewing.



Images from December 5, Meet & Greet open house event held at Ragan Park with locally provided food and a short performance from members of the Middleton High School Drumline and Cheer Team!

Feet on the Street: Neighborhood Walking Tours

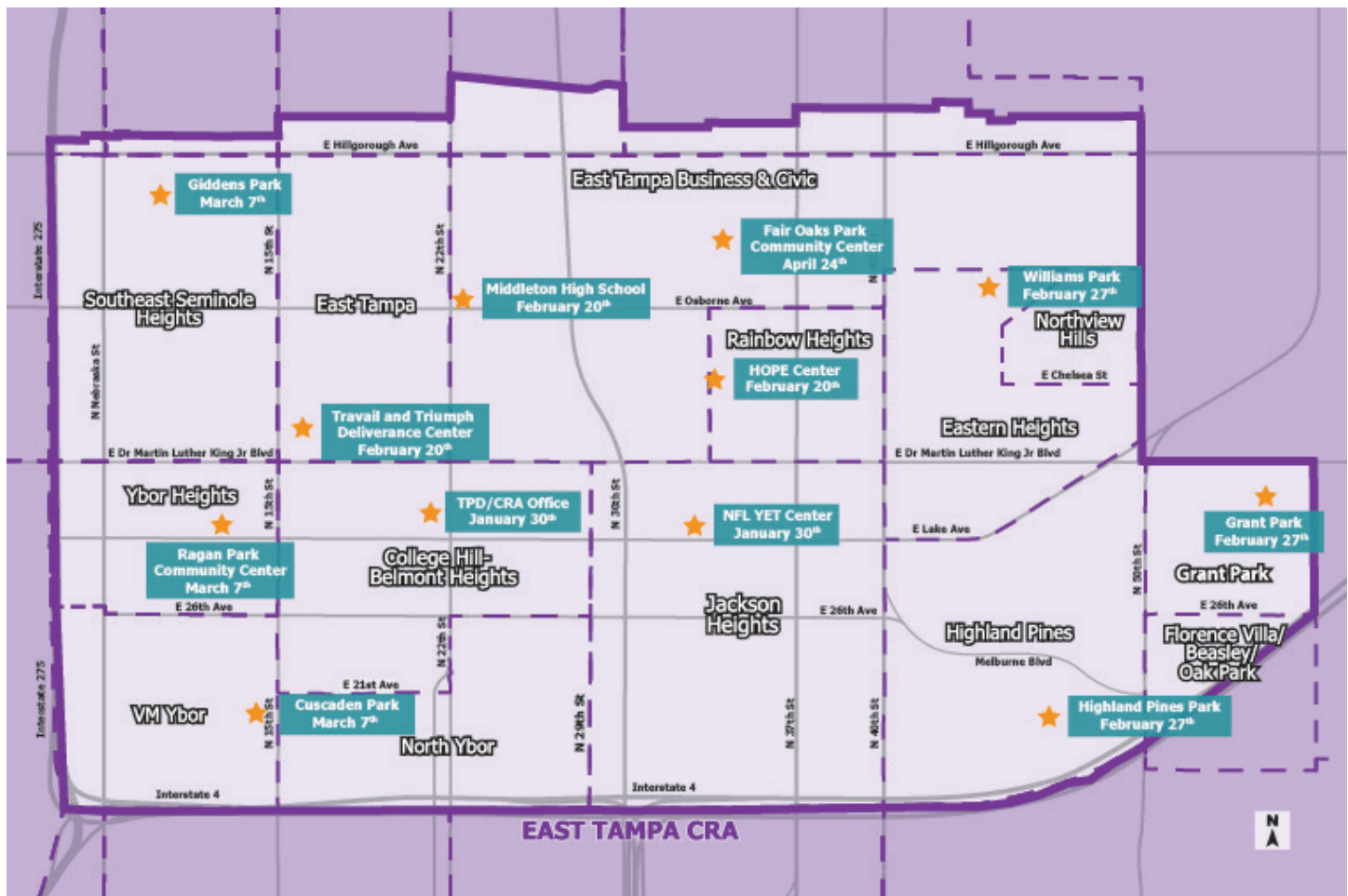
Walking and Taking Together

The Neighborhood Walking Tours were incredibly helpful to the planning team and the community participants. The discussions were detailed, and everyone was able to express personal views and experiences.

Each walk route was between 1.5 and 2.0 miles in length and was held from 10AM to Noon. Attendance varied from 10-12 people to as many as 30-40 depending on the neighborhood. These tours proved to be highly instructive, personal interactions with the people and places of East Tampa, with hundreds of photos taken and numerous community surveys. CRA Board Chair Gudes attended several of the tours, as did other members of the CRA Board.

Specific issues and locations were identified by the participants facilitating meaningful input and discussion regarding conditions in East Tampa 'on the spot' - understanding both the positive and challenging issues in person and listening about the community past and future goals in person.

The Walks represented a significant investment of time and effort by all involved, and the community input from these efforts was invaluable. While the walks didn't cover every street in East Tampa, enough of every neighborhood was covered to gain first-hand input from the residents about the predominant local issues. Additional walks were even added due to their success and community attendance, particularly because they were held outdoors (COVID-19) on comfortable Saturday mornings.

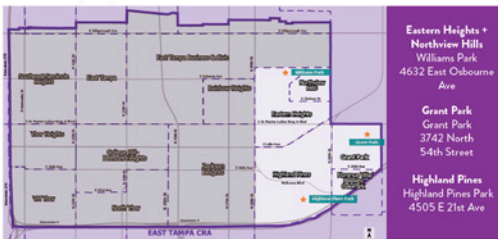




Please join us for East Tampa Walking Tours!

As part of the **East Tampa Action Plan**, we will be conducting Saturday morning walking tours with residents in every neighborhood of East Tampa. This will allow our team to see your neighborhood through your eyes as you teach us about your place.

On Saturday, February 27, we will conduct three walking tours in the **Eastern Heights, Northview Hills, Grant Park and Highland Pines** from 10:00 a.m. to Noon.



1



Every Voice Counts,
Every Voice Matters!

2

TAKE THE SURVEY
Select the survey (English/Spanish)
that best represents you:



Please Connect and
Lift Up Your Voice!

3

SIGN UP FOR NEWS
Follow the website. Review the
dates and join us when we are in
your neighborhood!

www.WeAreEastTampa.com

The Walking Tour schedule spanned several Saturday mornings in Winter, 2021. One walking weekend was cancelled and rescheduled due to morning rain. A supplemental walking tour was scheduled for April 24 to cover areas around Fair Oaks Park that were not fully covered on the Rainbow Heights or East Tampa Business & Civic walks.

Date	Neighborhoods Toured	Meeting Location
Jan 30	College Hill-Belmont Heights	TPD/CRA Office
	Jackson Heights	NFL YET Center
Feb 20	East Tampa	Travail and Triumph Deliverance Center
	East Tampa Business & Civic (west)	Middleton High School
	Rainbow Heights	HOPE Center
Feb 27	Eastern Heights + Northview Hills	Williams Park
	Grant Park	Grant Park
	Highland Pines	Highland Pines Park
Mar 7	North Ybor	Cuscaden Park
	Southeast Seminole Heights	Giddens Park
	VM Ybor + Ybor Heights	Ragan Park Community Center
Apr 24	East Tampa Business & Civic (northeast)	Fair Oaks Park Community Center



Neighborhood Uses: Residential, Commercial, Civic Buildings, Parks and Recreation, Streets & Trails, Natural Lands

**Physically
Livable**

**Socially
Equitable**

**Economically
Viable**

**Culturally
Meaningful**

What are the things you value most?

What are the things you would change?

Where are the opportunities to do something special?

Is there a clear idea that the CRA Strategic Update Plan should include?

Neighborhood Walking Tour Highlights

The following pages summarize a few of the ‘takeaway’ points from each walk with a representative photo. A more comprehensive review of photos and routes is available on the project website and Appendix 1.

College Hill - Belmont Heights Priorities for Strategic Plan

- Prioritize pedestrian and bicycle safety
- Provide uninterrupted accessible paths throughout the neighborhood
- Upgrade and maintain crosswalks, sidewalks, bypass or remove obstructions
- Utilize existing drainage ponds as multi-purpose amenities that engage the neighborhood
- Upgrade the edge treatment of existing school facilities to create a better integration into the neighborhood
- Consider other single use areas as potential for other uses, such as the abandoned right-of-way on 32nd & 20th



Jackson Heights - Priorities for Strategic Plan

- Increase access to affordable and nutritious food to mitigate food desert
- Improve Al Barnes and other parks, such as a community center with STEM/computer learning opportunities
- Close or divide alleys between abutting homeowners
- Clean up neighborhood of abandoned furniture and parked commercial vehicles to avoid violations
- Increase traffic calming in corridors
- Add monuments about history of the neighborhood or significant persons at roundabouts



East Tampa - Priorities for Strategic Plan

- Limit speeding on MLK Blvd as well as 22nd Street
- Provide better lighting in Giddens Park (community referenced Giddens Park as being an important recreational park because there are few large, usable open spaces within the immediate neighborhood)
- Perform overall maintenance of sidewalks
- Improve drainage and flooding issues
- Suppress gang activity around Ellicott & Caracas Street
- Address more bike and pedestrian facilities



East Tampa Business & Civic (northeast) Priorities for SAP

- Redevelop and expand Fair Oaks Park and Community Center site
- Support housing for existing homes and infill sites
- Support investment and development opportunities for businesses along Hillsborough Avenue
- Upgrade sidewalks and street maintenance throughout area
- Development and improvement of N. 34th Street & Osborn Avenue intersection



East Tampa Business & Civic (west) Priorities for SAP

- Growing criminal activity and nighttime safety at railroad right-of-way. These areas are unsafe
- Stormwater pond at N. 31st Street & E. North Bay Street needs to be cleaned up
- Lacking sense of ownership in neighborhood residents
- Clean and redevelop vacant lots throughout neighborhoods
- Redevelop corner at 22nd & Cayuga Street
- Sidewalk maintenance
- Speeding and traffic along Chelsea Street
- Support businesses and entrepreneurs along Hillsborough Avenue



Rainbow Heights Priorities for SAP

- Desire for a local park built within walking distance of Rainbow Heights and safe sidewalks connections throughout the neighborhood where children and seniors can walk safely to local destinations
- Consider grants to the Hope Center including on site storage facilities and upgrades to playground equipment. Currently, the Hope Center rents business "PODS" due to lack of storage
- Residents would like to see an infusion of money for exterior façade/yard improvements
- Residents want to see more affordable stock of housing
- Concerns about how the new Senior Housing project was communicated to the residents. Did they get full input with the developer?
- Want to see the new Community/Regional Park implemented



Eastern Heights + Northview Hills Priorities for SAP

- Create an attractive “Welcome to Northview Hills” neighborhood sign and entry
- Traffic calming is needed for long blocks, Northview Hills is a cut-through route
- Consider traffic calming options for local streets
- Prioritize pedestrian and bicycle safety. Provide uninterrupted accessible paths throughout the neighborhood. Upgrade and maintain crosswalks, sidewalks, bypass or remove obstructions
- More accessible pocket parks are needed



Grant Park - Priorities for Strategic Plan

- High crime incidents on 54th Street near Grant Park Community Center
- Need more sidewalks
- Speeding/cut-through traffic on 50th Street & MLK Jr. Boulevard, large roads separate Grant Park from East Tampa's other Neighborhoods
- Drainage issues throughout neighborhood
- Grant Park Community Center needs more activities and improved maintenance
- Improve overall appearance via lot cleanup and code enforcement
- Area is a food desert



Highland Pines - Priorities for Strategic Plan

- Residential area needs enhanced code enforcement
- Prostitution and drugs prevalent in neighborhood
- Not enough connected sidewalks or safe crossings
- Highland Pines Park needs upgrading and programming
- Need traffic guardrail at E. 21st Street and Highway 41, very unsafe roads, high speed, low pedestrian safety



Southeast Seminole Heights - Priorities for Strategic Plan

- Overall need for more sidewalks and better maintenance of existing ones
- Support for rehabilitation & renovation assistance regarding the existing residential building stock
- Drainage and flooding throughout areas
- Impact of drugs/crime, prostitution, homeless population and other destabilizing activities on Nebraska Street negatively affects the adjacent neighborhoods
- Need facility improvements & upgrades and better lighting at Giddens Park



North Ybor - Priorities for Strategic Plan

- Expand recreational and park use opportunities for stormwater facility on E. 20th Avenue
- Infill development of properties on 22nd Street & E. 21st Avenue
- Need better maintenance of sidewalks and landscape corridors
- Support stabilization and renovation of existing housing stock
- Support redevelopment opportunities along Columbus Drive between 15th Street & 17th Street



VM Ybor + Ybor Heights Priorities for Strategic Plan

- Better use of stormwater pond areas
- Better maintenance of sidewalks and more landscaping in public right-of-way
- Streets need better lighting
- Homeless issues impact safety and cleanliness of neighborhood
- Nebraska Corridor & Lake Avenue are not safe for pedestrians and bikes
- Alleyways need to be addressed. They are not maintained and are crime nodes in some locations. In some cases they could/should be closed/vacated. In other cases, if they are needed for residential garage access, they need to be cleared, lighted and maintained
- Borrell Park enhancements and programming are desired to make the area more inviting and active for the current residents and also new construction. Need to address the homeless and crime nodes around Borrell Park
- Support entry and interest in improvements at N. 15th Street & Columbus Avenue



All the Input and Activities led to many points of Insight

85+

*December 2020 Kickoff
Attendees: Ragan Park +
online Zoom Call*

13

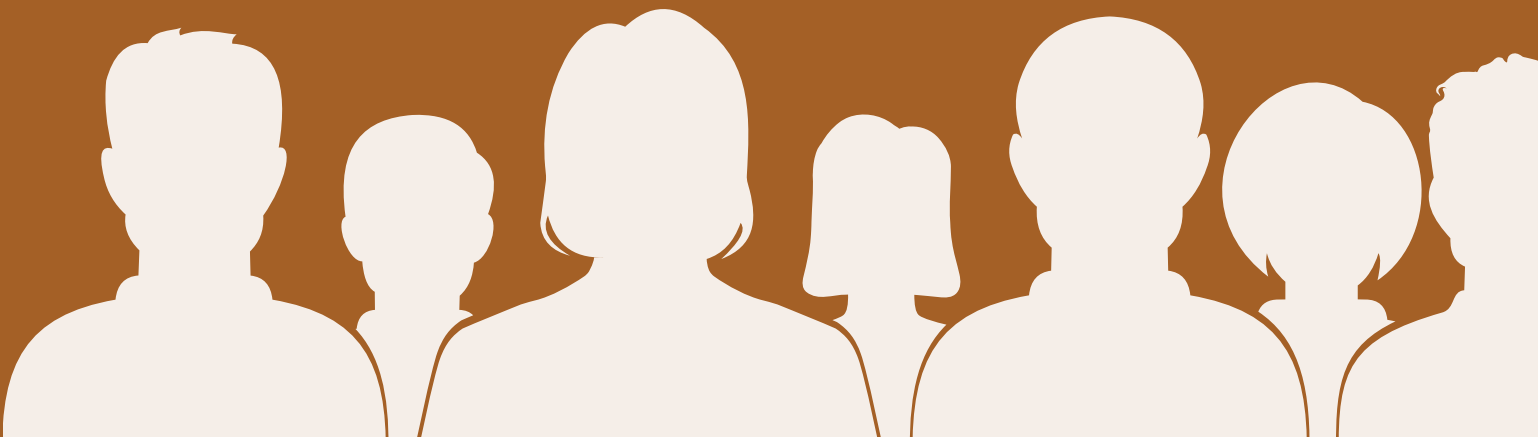
*Neighborhoods
Touched*

12

Walking Tours

150+

*Walking Tour
Attendees*



Many points of input were obtained through diverse techniques and engagement opportunities. This greatly enhanced the depth of input and detailed issues within each neighborhood, as well as topics important to all of the ETCRA.

550+

SURVEYS COMPLETED
residents, business & youth

*Follow up emails
and phone calls
with East Tampa
CAC, Partnership
& Neighborhood
Leaders*

8

*Media Spots via
Print, Online &
Radio*

4100+

WEBSITE VIEWS

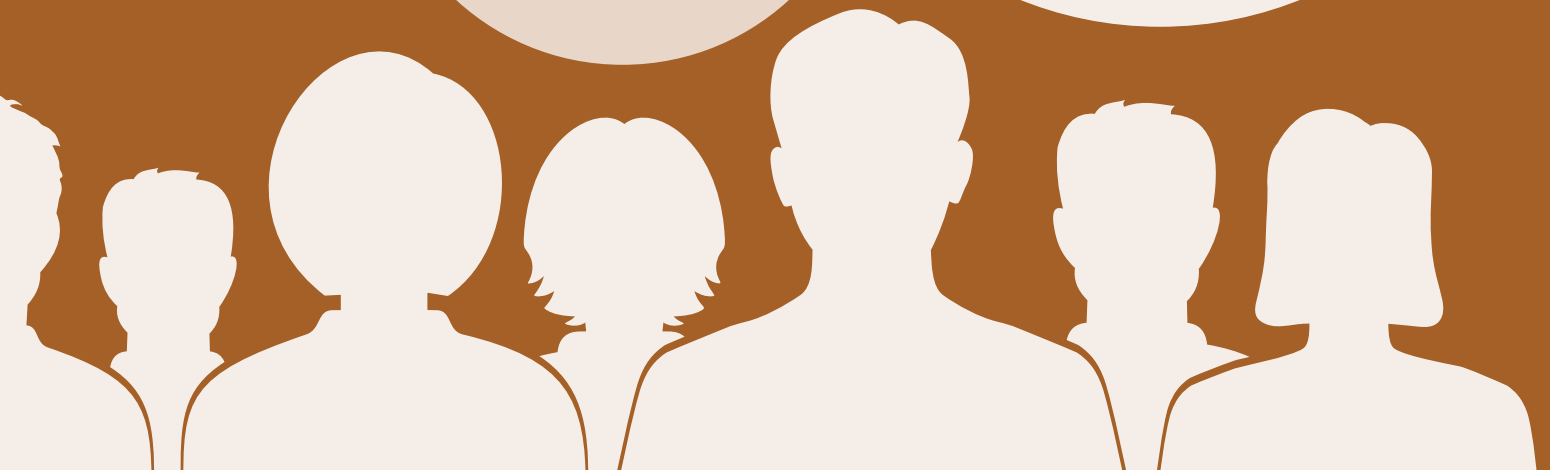
www.WeAreEastTampa.com

1275+

*email addresses
for our new ETCRA
'Mail Chimp'
distribution list*

2000+

UNIQUE VISITORS
*Stats through Dec. 1, 2021.
Numbers continued to grow.*



Alignment - ETCRA Community Issues resonate with others

Pointing together in a Direction

10 Broad Based Community Input Themes



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



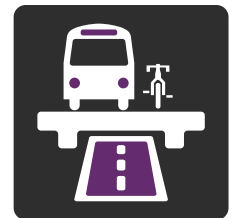
**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



**LIVABLE STREETS &
TRANSPORTATION**



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
JOB CREATION**



**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

CRA Board Summary Input Topics and Points

Residential Opps & Neighborhood Character

- Diverse Residential Opportunities
- Home Ownership
- Mortgage Affordability
- Residential Repair
- Demolish unsafe Properties
- Balanced Approach to Gentrification Issues

Basic Infrastructure & Quality of Life

- Public Safety
- Sidewalks & Bikeways
- Enhance Key Corridors
- Quality of Life Improvements
- Significant investment for Recreation
- Beautification & Property Cleanup
- Corridor & Neighborhood Gateways

Economic Development & Employment/Training

- Neighborhood Commercial Districts & Retail Services
- New Private Investment
- Land Assembly
- Entrepreneurial Opportunities
- Local Bank Lending & Microloans
- Employment Opportunities
- Apprenticeships & Jobs Training/ Education

Organization, Participation Marketing & Momentum

- Political and Community Collaboration
- Neighborhood Participation
- Reduce Bureaucracy and help get things done
- Market and Promote East Tampa as an OPPORTUNITY
- CRA as facilitator, not the sole funder. Partnerships
- East Tampa is Next Big Thing!

Mayor Castor's T3 Initiatives



The CRA Board and City of Tampa (and Departments) are on similar missions

One April 13, 2021, the planning team presented the 10 Community Based Themes, and the input comments that were driving these key subjects to the ETCRA CAC. With a little refinement (particularly around the importance of Education and Employment), the Themes were broadly approved and considered an accurate reflection of both the specific input, but also the sentiment of the broad East Tampa Community.

At this juncture, the planning team began engaging the CRA Board to brief the members on the findings, as well as interview various City of Tampa Department leaders to gauge their perspective on East Tampa, future projects and open a dialogue around the Themes raised by the East Tampa Community.

The CRA Board members were interviewed individually for roughly 45 minutes each. Their input is noted in tabular form below, shaped around 4 big Topics listed bottom of page 33 (left), with key points of discussed noted within each.

What is particularly notable is that the CRA Board Members are concerned about the same issues as the community! And as an added point of reference, these topics broadly align with Mayor Castor's T3 Initiatives and are part of the "mission language" of the City Departmental Staff!

Although different groups used slightly different terminology, or had particular areas of emphasis, there is broad general alignment with these partner entities around the Themes and the Community Input that drives the 2022 ETCRA SAP ideas.

There is real opportunity to align efforts, partnerships and mission to achieve the outcomes desired by the East Tampa Community

DRAFT



COMMON THEMES

Community Input to Strategic Actions

This Chapter introduces the 10 Community-Based Themes as a framework for understanding the Input and organizing the East Tampa CRA Strategic Action Plan. Each Theme is presented with a discussion of Community Input, followed by the SAP response recommendations.

The Themes are built upon all the interactions with the community, including CAC and Partnership meetings, Saturday morning neighborhood walking tours (13), surveys, presentation and online interactions. Interviews were conducted with City Department leaders and members of the City of Tampa CRA Board. There is strong overlap and reinforcement of the 10 Themes as an organizing model of Values, Challenges and Opportunities that form the structure of the Strategic Action Plan recommendations. The Section concludes with budget tables that provide an initial allocation of projected CRA revenues for each Theme over the next 5 years.

Community Based Input creates Building Blocks for East Tampa

The community engagement for the ETCRA Strategic Action Plan was inclusive, diverse and layered with a variety of techniques and incremental checkpoints. The goal was to provide many alternatives and opportunities for all members of the ETCRA community to participate, providing both input as well as constructive ideas and goals for the future.

With such depth of communication, a clear set of 'topics' was consistently voiced across all channels of communication - from neighborhood residents to community leaders. These topics form the **10 Community-Based Strategic Themes** that enjoy consensus among the participants as being broadly representative of most important issues and Strategic Action Plan opportunities within the ETCRA.

The Themes were presented to the East Tampa CAC in April, 2021 with feedback and refinement. They were then explored over the 2021 spring and summer with a variety of community stakeholders, as well as City department representatives, CRA Board Members and other community leaders. In September, 2021, the Themes were again presented at a joint CAC + Partnership meeting along with ideas, visualizations and other graphics that describe the SAP response as informed by the input.

The following pages explore each of the Themes, sequentially, with a summary of Community Input following by the highlight ideas that form the Strategic Action Plan Response. Section 3 concludes with a 5 year Strategic Planning Budget that indicates projected TIF funding with suggested alignment of revenue to each Theme for each Fiscal Year.



Community Based Strategic Themes



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



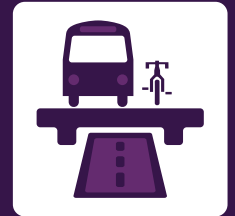
**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



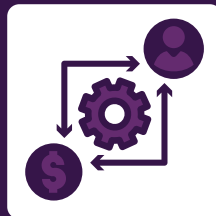
**LIVABLE STREETS &
TRANSPORTATION**



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
JOB CREATION**



**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

*Let's Pass on the
Legacy of East
Tampa to the Next
Generation with Pride*

*Let's Make an
East Tampa
for All*



Input - Strategic Theme #1



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**

Housing Investment and Property Rehabilitation Opportunities

Community Input Summary:

Each of the neighborhoods indicated a desire for a proactive housing initiative that focuses resources on existing homes, leveraging opportunities for infill housing development, and programs that enhance opportunities for homeownership to limit gentrification.

“

Comment Highlights:

- East Tampa's residents need help accessing and maintaining stable, safe, and attainable housing. Need pathways to home ownership in East Tampa for the existing residents
- The new homes in East Tampa are attractive and the property cleanup efforts look nice, but they are too expensive for many of East Tampa's current residents to afford
- Need to have new housing options in the community that are either less expensive or need help with down payment/mortgage assistance
- Many of the existing homes in East Tampa are aged and require repairs. Assistance / Grant programs for home repair and rehabilitation are needed
- New housing to be designed more 'in character' with historic East Tampa homes
- Concern that new development activity will cause rent rates to increase for apartments
- We need to look at creative solutions for low-income and workforce housing
- We need to find a way to meet the needs of the Homeless Community as part of a larger downtown effort and reduce the negative impacts to some focused areas of East Tampa.

”

Strategic Mission:

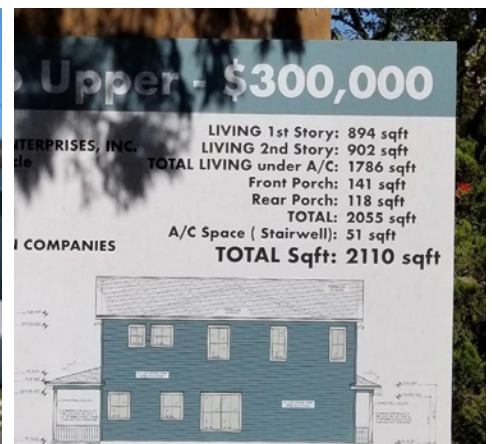
Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing. Incorporate new construction with neighborhood character and scale based on location.



A rich inventory of historic bungalows and established residential. However, many homes require basic improvements. This may include grants for paint & facade, roof, landscape and other basic repairs.



Some homes may be beyond repair, or have already been demolished, leaving scattered patterns of vacate parcels. These parcels continue to provide a resource of sites for incremental new, diverse and attainable housing to be stitched back into the community of East Tampa's neighborhoods.



New home construction in ETCRA has been highly successful and the sales market is strong. However, much of the new construction is beyond the economic means of current residents. Some of the new homes are critiqued as not reflecting the character of ETCRA. Certain market needs are not being met, such as affordable units, quality rental or senior housing.

Action - Strategic Theme #1



Housing Investment and Property Rehabilitation Opportunities

Mission: Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing.

ETCRA Action Plan Response

Projects:

1. Hire a Staff Housing Coordinator to act as Housing Liaison for residents as well as coordination with City Housing and other programs to support ETCRA residential, including managing the East Tampa Housing Grants and Contracts
2. Land acquisition to assemble real estate assets to foster additional infill development
3. New Housing Construction in collaboration with the City of Tampa to inventory existing infill sites and identified houses referred for repairs to deploy the owner-occupied housing programs.

Programs:

1. Rehab Loans and Grants to create flexible & affordable housing programs - particularly financial assistance related to down-payment assistance and lending partnerships, etc.
2. Develop a Deteriorated Housing Program to support a variety of housing rehabilitation programs for existing East Tampa residents to meet the varying levels of improvement needs
3. Continue to support financial literacy and home ownership trade skills
4. Focus initial financial support on existing housing stock stabilization
5. Concentrate initial investments to maximize neighborhood impact.

Partnerships and Advocacy:

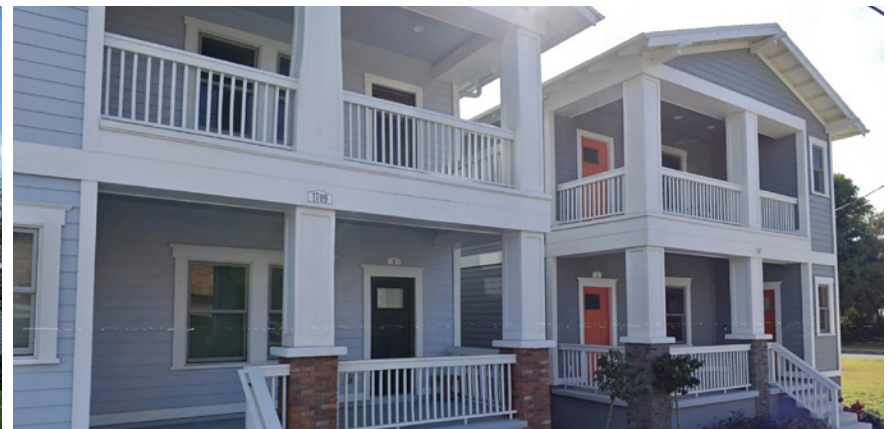
1. ETCRA will support the City of Tampa adopting land use policies to allow greater flexibility to develop a wider variety of residential products (tandem homes/duplexes/ADU's, etc.) in contextually appropriate settings
2. ETCRA will encourage new development and support rehabilitation assistance that reinforces historical architectural forms & styles.
3. ETCRA will work with the City of Tampa, THA and other partners to explore creative solutions for low income and homeless services
4. ETCRA will continue to develop incentive policies to encourage private development of infill sites: single family and multi-family products
5. ETCRA will continue to review and refine the housing assistance program to meet community needs, including potential residential incentive programs for locally based Workers, Teachers and First Responders.



There are examples of new single-family homes in East Tampa that reflect some historic details in modern construction (left). The Goal is to continue to expand pathways to home ownership to a diversity of residents. (right).



East Tampa has many homeowners who are invested in their pride of place and property. The CRA can support their grassroots efforts to enhance their homes, including basic repairs and even forward-looking sustainability programs.



East Tampa can look at new forms of residential that can reduce the cost per unit on a given historic 50'-60' residential parcels. This many include Tandem or Quad units (left) or Townhomes (right). These housing options can occur in context appropriate locations and delivered with scale and detail that is in proportion to existing housing stock and the street/roadway corridor.

Input - Strategic Theme #2



Neighborhood Beautification and Appearance

Community Input Summary:

Enhance the overall appearance of East Tampa, whether it be on individual homesites, public parks, streets or institutional campuses to build up neighborhood pride, reduce health/safety issues, and increase property values.

“

Comment Highlights:

- Celebrate and feature East Tampa’s historic, cultural, and architectural roots
- Create nice Neighborhood Gateways, Signage, Art, and Graphics
- Improve appearance of East Tampa’s Cemeteries and Parks, especially at the edges, entry points and signage. Remove delapidated play equipment and fixtures
- Plant more trees for shade and appearance
- More opportunities for murals and fresh paint on old buildings
- Do something to screen views of auto repair and other open ‘yard and shop’ areas
- Clean up the appearance of vacant properties, dilapidated housing, yard debris and other dumping to improve how properties look and the negative impact it has on the surrounding neighborhood
- The East Tampa Environmental Detective and community cleanup efforts, including the Youth Summer Employment efforts have helped dramatically in community appearance, but more work needs to be done.

”

Strategic Mission:

Improve the positive association of East Tampa as a desirable place for living and investment by featuring the distinct neighborhoods and character of East Tampa’s places while cleaning up unkempt areas and developing beautification opportunities.



East Tampa has many moments of grassroots community beauty, local art and batttractively rennovated existing buildings and new businesses.



A legacy of illegal dumping and unkempt properties (including code violations) negatively impacts the stability of ETCRA. The Environmental Detective program has helped with these challenges, but there is still work to do.



Many of East Tampa's most significant 'community connector corridors' are defined by wide asphalt, visible/aged chain link fencing, utilities, plain / unadorned buildings and a lack of decorative street trees, graphic branding or neighborhood signage, special crosswalks, sidewalks or other simple street treatments to beautify and soften the harsh urban environment.

Action - Strategic Theme #2



Neighborhood Beautification and Appearance

Mission: Improve the positive association of East Tampa as a desirable place for living and investment by featuring the distinct neighborhoods and character of East Tampa's places while cleaning up unkempt areas and developing beautification opportunities.

ETCRA Action Plan Response

Projects:

1. Adopt the new ETCRA Logo and develop Neighborhood Branding features (logo, entry signage, banners)
2. Adopt minimum service amenities for the Primary and Neighborhood Connector Streets such as sidewalks, ADA compliant crosswalks, Street Trees (where possible), bicycle facilities (appropriate to context), enhanced transit stations and neighborhood / corridor branding graphics. *(Refer to Neighborhood Connectors Map for priority street identification)*
3. Identify high pedestrian traffic intersections for special crosswalk graphics, particularly at Neighborhood Gateways and near significant School Crossings

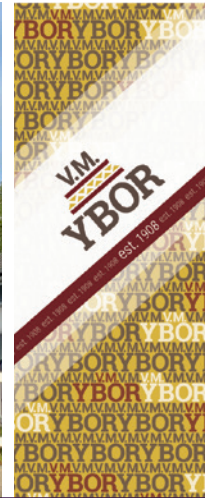
Programs:

1. Support neighborhood efforts for install local 'Art in East Tampa' such as murals, painted equipment boxes and local sculptures. Employ / include local artists.
2. Continue to fund the Environmental Crimes Detective for targeting and resolving chronic dumping and coordinating a multi-functional team of City services (Code, Homeless, Crime, etc.) to address the blighting issues in East Tampa.
3. Continue the Clean Team summer youth program, consider expanding year-round.
4. Look to opportunities to improve public edges and gateways to cemeteries and parks.
5. Provide sustainable landscape design assistance with partnerships with local colleges / universities.
6. Coordinate planned public realm improvements or investment areas with strategic residential and commercial façade upgrades.

7. Highlight neighborhood beautification efforts through local newsletter and media communications
8. Continue the Tree Trimming and Lake Maintenance programs already underway

Partnerships and Advocacy:

1. ETCRA will, through the Environmental Detective, continue to partner with Code Enforcement to better prevent and address chronic dumping and code violation sites.
2. ETCRA will work with Code Enforcement to establish a monthly "Code Enforcement Scorecard" to communicate progress on violations.
3. ETCRA will support local "neighborhood watch" programs (as an extension of TPD) to monitor safety, dumping & stormwater pond cleanup



Residential improvements may include front yard fence programs (left) improving the view from the streets. The Neighborhoods can be celebrated with banners, signage and logos specific to each area while also recognizing ETCRA.



Small moments of community art, grassroots 'placemaking,' make places more vibrant and noticeably cared for. Murals and even the painting of utility boxes in the harshest urban environments express a sense of community pride.



Gateway columns, art, lighting and formal (but simple) wrought iron style fencing enhance civic beauty and dignity of this public park while maintaining CPTED clear site lines for safety.



Design standards for building placement, sidewalks and trees are important to humanize this large roadway corridor.

Input - Strategic Theme #3



**COMMUNITY
HEALTH
& SAFETY**

Community Health and Safety

Community Input Summary:

Building and sustaining strong neighborhoods requires an environment that is safe and healthy for residents and businesses alike. This includes personal safety, as well as access to personal health services.



Comment Highlights:

- 'Hot-spots' of illegal activity are well known to the neighborhood, need to address criminal activity and the places where issues frequently occur
- Many public parks and some streets are not safe at night due to established patterns of illegal activity, need better lighting & regular policing so the parks and surrounding homes feel secure for the residents
- Concentrated homeless issues focused near certain social services and businesses that are dragging down the surrounding properties, making the area unsafe and undesirable
- The Community Centers, Churches and Schools could be more engaged in programs & activities for our youth. Need to keep kids active, off the streets and on a pathway to higher education and jobs
- The Environmental Detective Program has been very successful and deserves support
- Not easy to access healthcare and social support services. Can we recruit urgent care and primary care physician, dental and other services to East Tampa?



Strategic Mission:

Promote and support the protection of all East Tampa residents to live without fear of criminal violence and personal safety.



All communities require a safe environment with access to healthcare and healthy living opportunities. The award winning 'Environmental Detective Program' has been extremely helpful in establishing community trust. Yet, many basic healthcare assets are not widely available in East Tampa.



Established areas of illegal activity are known to the neighborhood residents and were openly noted by community members, including children, on the neighborhood walking tours. Abandoned cars and markers of traffic or gunfire fatalities are memorialized in certain locations within East Tampa and provide further evidence of instability and concerns about personal safety and a lack of access to physical, social and mental health needs.

Action - Strategic Theme #3



Community Health and Safety

Mission: Promote and support the protection of all East Tampa residents to live without fear of criminal violence and personal safety.

ETCRA Action Plan Response

Projects:

1. Reduce high speed cut through traffic by implementing traffic calming devices on selected corridors and neighborhood cut through routes
2. Partner with City Mobility and Parks Departments to address infill street and park lighting as needed to enhance nighttime safety
3. Expand the CRA internal code enforcement capacity to improve trash and debris removal from vacant lots and public rights of way

Programs:

1. Facilitate the partnerships between TPD and the Community to identify and eliminate established property 'crime-nodes' within the neighborhoods to address community safety issues
2. Strengthen partnerships that focus on community safety and personal wellness, particularly with the School Board, community centers, churches, Boys & Girls Club
3. Support the continued establishment of adequate healthcare services (including urgent care, pediatric and primary physician healthcare, dental, mental health, etc.) within the ETCRA
4. Continue to encourage and support community gardening, nutrition programs and related activities centered around healthier lifestyles
5. Collaborate with City of Tampa and other providers to achieve improvements to street and park lighting as well as other basic utility service issues that contribute to neighborhood safety

Partnerships and Advocacy:

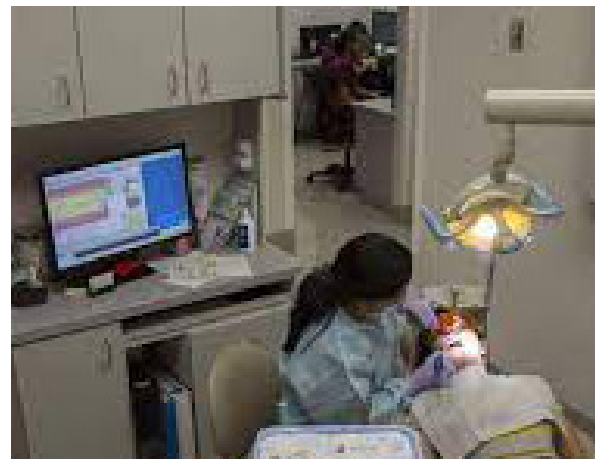
1. ETCRA will work with the Tampa Police department and Neighborhood Watch organizations to identify specific problematic sites contributing to unhealthy safety/crime issues and monitor regularly
2. Support multi-agency partnerships to facilitate East Tampa's most vulnerable residents to access Tampa Hope facility and wrap-around services for a more stable and safe living conditions
3. ETCRA will support a 'culture of engagement' for children and adults to be active in the community
4. ETCRA will support a 'culture of health' through advocacy to access healthcare and healthy lifestyles



The ETCRA Environmental Crimes Unit was recently recognized by the Florida Redevelopment Association as an award-winning program for Management and Creative Partnerships for addressing blight, code enforcement and neighborhood safety. This is an important step in building trust between local law enforcement and the community.



Traffic calming devices such as narrowed lanes, speed humps, and particularly planted islands and circles significantly slow neighborhood vehicles speeding, particularly on long block segments. The City of Tampa's FDOT award winning 'Crosswalks to Classrooms' program demonstrates the power of street graphics to provide clearly marked, visually impactful routes for Children and Motorists to view and helps to brand the neighborhood 'Safe Routes to Schools'.



East Tampa is not without local healthcare and counseling services, but those services are not as robust as the community would like, and access is difficult, and many residents do not have full coverage. Further recruitment and access to preventative health as well as physician & counselor services is a need.

Input - Strategic Theme #4



Infrastructure and Stormwater Management

Community Input Summary:

A well-maintained municipal infrastructure is the backbone to strong neighborhoods- this includes streets, curbs, gutters, drainage inlets, stormwater facilities, sanitary sewers, sidewalks, and street lighting as well as parks and open spaces.

“

Comment Highlights:

- Too much street flooding in the neighborhoods
- The large stormwater ponds are unattractive in many of the in the neighborhoods
- Neighborhood supports stormwater ponds that have been improved as park settings, such as at Ragan Park or Robert L. Cole Sr Community Lake
- More ponds can be small parks, with playgrounds, trees, walking trails, community gardens and safety lighting.
- East Tampa can include more Sustainability measures to demonstrate care for a healthy environment, including tree canopy and water quality, for future generations
- Overhead power conflicts & safety concerns in some areas are very dangerous
- The CRA should not have to be the ‘funder’ of basic infrastructure, but the community would be willing to partner on ‘value add’ projects that address multiple needs

”

Strategic Mission:

Update aged infrastructure to meet basic needs while collaborating through ‘leveraged’ investments among City departments to maximize community impact across a diversity of ETCRA SAP Objectives.



A healthy environment is part of a healthy community. Natural open space provides emotional restoration for residents to appreciate and connect to nature as part of the parks and open space fabric of the community. In some cases, East Tampa has been able to translate stormwater management and other sink hole ponds in manner that benefits local ecosystems, shade, micro-climate, biodiversity, water quality while also providing accessible, passive open space to benefit the community and support sustainability.



Many existing stormwater management facilities embedded in the fabric of East Tampa are purely for flood protection and at best, do not offer sustainable 'multiple benefits', at worst, they are a visual blight on the residential areas. Meanwhile other areas of ETCRA do not have adequate urban drainage, including in areas that are experiencing significant residential reinvestment.



A general concern that utility infrastructure in many areas is insufficient. As improvements are made, there is a strong community desire for 'collaboration and coordination' between City Departments to insure that issues such as utilities, sidewalks, street trees, ADA crosswalks, parks, stormwater are considered holistically to maximize opportunity to meet broad community objectives with each planned investment.

Action - Strategic Theme #4



Infrastructure and Stormwater Management

Mission: Update aged infrastructure to meet basic needs while collaborating through ‘leveraged’ investments among City departments to maximize community impact across a diversity of ETCRA SAP Objectives.

ETCRA Action Plan Response

Projects:	Programs:	Partnerships and Advocacy:
<ol style="list-style-type: none">1. Continue to Fund an annual program to enhance City improvements in neglected neighborhood areas, such as sidewalks, curbs, gutters, inlets, and ADA, accelerating planned improvements2. Identify the stormwater ponds that can be enhanced either with environmental tree plantings (visual appearance) or also as recreational and open space amenities to add value to the neighborhoods. (Refer to Parks Maps and Stormwater Ponds).	<ol style="list-style-type: none">1. Work with the City Mobility Department to further establish a hierarchy of needed infrastructure upgrades and improvement schedule2. Create GIS mapping program that monitors status of initiated improvements. (City of Tampa and the ETCRA SAP have each created new GIS Platforms usable going forward).	<ol style="list-style-type: none">1. ETCRA will monitor the established infrastructure repair and maintenance programming to determine timing of City improvements and communicate current activities to the East Tampa Partnership2. ETCRA will assist in facilitating that City infrastructure improvements receive a City of Tampa ‘interdepartmental review’; assuring that planned improvements are ‘leveraged’ with other potential enhancements to maximize community impact.



The City of Tampa and the CRA have collaborated successfully in projects to upgrade or install new storm drainage, curb & gutter and sidewalks to neighborhoods. There are also several examples of local stormwater ponds that have been beautified with landscaping and passive & active recreation elements to create park features.



In many locations, the issues of urban stormwater inlets, adequate sidewalks, ADA accessible treatments and street trees are linked (left). New investments should be considered holistically. Refreshed street drainage, with resolved ADA intersections, sidewalks (or multi-use trails) and street trees are vital basic infrastructure in all neighborhoods.



East Tampa can include a sustainable linkage between stormwater and urban ecology, from street-side bioswales to stormwater parks that enhance water quality, biodiversity, and immersive natural experiences.

Input - Strategic Theme #5



LIVABLE STREETS & TRANSPORTATION

Livable Streets and Transportation Mobility

Community Input Summary:

East Tampa streets are not uniformly safe and accessible for all modes of travel, especially for pedestrians and bicycles. There are areas of auto speeding that should be calmed down. Transit is important, yet key transit stops lack basic amenities such as shelters, trash receptacles and seating.

“

Comment Highlights:

- Many routes to schools and parks are not safe for children, especially at key intersections and with speeding traffic
- Many of the large roads are not attractive or safe for walking. Not enough sidewalks, not enough shade
- Safe bicycle routes and paths are very important in East Tampa, this is a primary form of transportation for many folks, especially kids
- The bus-stops are not sufficient. Most don't have any shade, seating, rain protection or even good signage. The bus system is important for a lot of residents; needs to be more inviting, safe and comfortable
- Reduced speeding throughout East Tampa's neighborhoods. Many roads are like racetracks and need some type of traffic calming.

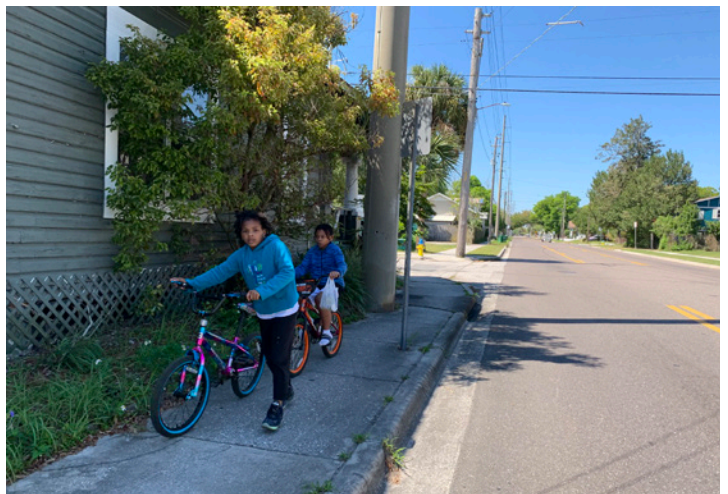
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Strategic Mission:

Make East Tampa's neighborhoods easily navigable, with streets and pathways that are more 'complete', safer and attractive for pedestrians, bicycles, transit riders and motorists.



Walkable, protected and marked 'safe routes to school' are very important. Bicycle mobility is also a vital form of local mobility. Street trees are helpful for traffic calming and pedestrian safety while adding beauty and shade/micro-climate.

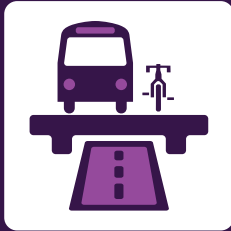


Unfortunately, many children and residents are not served by adequate, comfortable, marked & branded pathways across ETCRA.



Bus Transit is also important to residents, but many stops are not well protected. Several large roads are foreboding and dangerous to navigate, with the result being that they effectively divide the neighborhoods rather than facilitate safe crossing.

Action - Strategic Theme #5



Livable Streets and Transportation Mobility

Mission: Make East Tampa's neighborhoods easily navigable with streets and pathways that are more 'complete', safe and attractive for pedestrians, bicycles, transit riders and motorists.

ETCRA Action Plan Response

Projects:

1. Improve "Safe Routes to Schools" and Major Parks with highly marked sidewalks, decorative crosswalks, and local signage/wayfinding & branding graphics
2. Landscape/Streetscape upgrades and intersection graphics to improve pedestrian crossings at major intersections on arterials and neighborhood connectors (i.e., 50th, 40th, Hillsborough, Nebraska, MLK, Columbus, Lake, etc.). Explore partnerships for FDOT LAP funding to enhance State Roads.
3. Support the expedited completion of City Bike Routes and Trails
4. Reduce speeding throughout East Tampa neighborhoods through calming devices, landscaping, and other design features
5. Support identified City Trans CIP street resurfacing projects (FY18-22 + ET neighborhood + SE Seminole Resurfacing).

Programs:

1. Engage HART regarding improved transit shelters and markings for key bus routes to support the safety and ease of use for residents and workforce of East Tampa
2. Engage FDOT for potential LAP projects to install enhanced landscaping, street trees, sidewalks & trails and intersection crossing on 50th, 40th, Hillsborough, etc.
3. Engage FDOT and City regarding the enhancement of all highway underpass areas to feature art/murals, lighting, improved sidewalks, etc., to safely connect to adjacent neighborhoods
4. Engage City Mobility, Hillsborough County, and FDOT to promote expansion of planned City bike routes to include East-West connectivity
5. Partner with TPD to work with the community to develop solutions and awareness directed at reducing vehicular speed to improve neighborhood safety.

Partnerships and Advocacy:

1. ETCRA will establish a hierarchy of streets with City Transportation Department that are "community connectors" to initiate "Complete Street" design to include trees, sidewalks, traffic calming devices, bike facilities, etc., as connective neighborhood seams and reduced neighborhood barriers
2. ETCRA will advocate for a 'Safe Routes' program (focusing on sidewalks, ADA intersections, bicycle access and protective street trees) that will insure safe access to Schools and Parks.



Well-defined sidewalks and multi-use trails are a basic necessity on Community Connector streets, whether in Neighborhoods or Industrial areas, particularly in communities such as ETCRA that rely on local bike/ped accessibility.



Large roadways and highways can be treated with street trees, even if they are single trunk 'understory' crape myrtles due to overhead power lines. Redeveloping properties offer the opportunity for sidewalk easements to allow more pedestrian space. Intersection crossings can be highlighted with highly durable, patterned, boldly colored treatments to announce the presence of bicycle and pedestrian traffic to heavily travelled vehicular roads. All of these possibilities (and more) are available through Local Area Partnership grant relationships with FDOT.



This bus transit station (left) provides sun and rain cover, a clearly parked access pad (separate from the sidewalk), branded trash receptacles and signage. The presence of a painted bike lane improves access for all. Neighborhood Traffic Calming can take many forms beyond circles, splitters and humps. This Chicane feature (right) forces automobiles to move 'one a time' into this neighborhood, while also providing a bio-swale stormwater feature.

Input - Strategic Theme #6



PARKS, RECREATION & PROGRAMS

Parks, Recreation and Programs

Community Input Summary:

Each of the neighborhoods indicated a desire for a proactive housing initiative that focused resources on existing homes, leveraging opportunities for infill housing development, and programs that enhance opportunities for homeownership to limit gentrification.

“

Comment Highlights:

- East Tampa takes strong community pride in many of the parks, especially places like the new NFL Yet Center, the historic Cyrus Greene Park, or the active Aquatics programs at Williams Park
- Some areas don't have a nearby park that is easy to walk to because it is too far or there is a 'barrier' such as a large road or distance railroad crossing
- Some of the parks in poor state of repair (such as the ballfields at Cyrus Greene Park)
- Some parks have areas that either aren't fully developed for use or have equipment that isn't relevant to the community for recreation needs
- Many of the parks are not safe at night with known spots for criminal activity
- Need to keep expanding Community Center offerings for Youth and Adults for both educational enrichment, job training and after school activities.

”

Strategic Mission:

Enhance the use of parks by the entire community through updated recreational facilities and programs, maintenance and safety to better align to local needs.



Neighborhood Parks, Athletic Facilities and Community Centers are a source of pride and service to residents of all ages in ETCRA. The recreation centers offer critical after-school programs.



Some parks are sources of instability, either with homeless populations or with night-time crime or other activities after dark raising community concerns about lighting, policing and adjacent neighborhood safety after sunset.



Some parks have recreational equipment that is out of date with community needs. Other parks are highly popular and loved, but they are hard for children to access, or the facilities are worn and could be refreshed for a more pleasant experience.

Action - Strategic Theme #6



Parks, Recreation and Programs

Mission: Enhance the use of parks by the entire community through updated recreational facilities and programs, maintenance and safety to better align to local needs.

ETCRA Action Plan Response

Projects:

1. Update the recreational amenities at existing parks to be more relevant to the needs of the community
2. Increased or new parks in underserved areas through acquisition and park development
3. Increase safety, lighting, local policing in parks, particularly after dark to reduce crime
4. Expand the repurposing options for stormwater ponds to include some areas of usable open space and recreational amenities as well as native landscape beautification
5. Support the new Regional Park current planned in East Tampa (site identified and in design now)
6. Support Borrell Park enhancements in conjunction with local neighborhood safety measures.

Programs:

1. Improve connectivity to and overall maintenance and appearance of parks and community centers
2. Encourage the expansion of Community Center offerings for Youth to create a more engaged, active community
3. Encourage more quality multi-generational programs at community centers.

Partnerships and Advocacy:

1. ETCRA will work with school board to co-locate parks and recreation facilities with school campuses where feasible
2. ETCRA will collaborate with City Parks and Stormwater Departments to activate and/or beautify identified stormwater ponds
3. ETCRA will support safety through Crime Prevention Through Environmental Design (CPTED) in all parks and work with TPD and Neighborhood Watch programs to improve safety
4. ETCRA will support the installation and re-programming of parks with the City of Tampa to be more and relevant to the local neighborhood needs
5. ETCRA will advocate that every resident is within a 10 minute (half mile) walk of usable open space with program relevant to the local neighborhood needs.



A vital part of any parks system, particularly in urban neighborhoods, is creating a viable trails system. This requires collaboration with transportation mobility and infrastructure. ETCRA needs its master bicycle plan implemented!



Historic urban neighborhoods sometimes do not have the updated sports facilities, inclusive play features or safety elements of newly developed areas. It is important to reinvest into the parks, playgrounds and sports fields of ETCRA.



Community Farms provide needed food, physical activity and local camaraderie within historic neighborhoods. Meanwhile, the simplicity of open space for exercise, meditation and spiritual renewal has never been greater.

Input - Strategic Theme #7



Community Commercial Services

Community Input Summary:

East Tampa needs better local access to daily retail and grocery needs as well as an improved investment environment for both existing and new commercial services. Many of the smaller corner stores do not sell basic needs, or if they do, they are at a high price. The main large groceries are too far away.

“

Comment Highlights:

- East Tampa is a 'food desert'. Only a few places to get groceries and they are far away
- The neighborhood stores often don't sell needed basic grocery or pharmacy items
- Some of the 'corner stores' are not safe or even nodes of illegal activity
- Need to fix up and repair the existing small businesses and focus on local ownership that has a stake in the community
- Need access to capital / lending support and business training for local ownership
- Hard to get fresh produce in East Tampa even though there are resources like the Tampa Wholesale Produce Market. Need more local community gardens and fresh produce.

”

Strategic Mission:

Promote and support increased daily retail needs and an improved investment environment for commercial services within ETCRA.



East Tampa has a rich tradition of neighborhood 'corner stores' and some success in recent years in attracting in larger retail services to ETCRA.



Unfortunately, many of the corner stores are disinvested and/or do not offer basic daily needs grocery items. Some have become nodes of illicit activity. Meanwhile, other 'brand name' stores within the ETCRA are not considered to be 'of choice' preferred shopping options.



There is a need to increase the local 'spending capacity' of the ETCRA to support more quality retail shopping. But there is also a desire to see local lending, ETCRA Grants and other Partnerships available to support more quality retail services and new locally owned businesses.



Action - Strategic Theme #7



Community Commercial Services

Mission: Promote and support increased daily retail needs and an improved investment environment for commercial services within ETCRA.

ETCRA Action Plan Response

Projects:

1. Develop the CRA owned property at 22nd / Lake into a Community HUB retail business center
2. Develop a “corner store” intersection prototype that addresses facades, intersection markings, overall appearance, and marketing/ branding to reinforce traditional neighborhood retail opportunities
3. Recruit / incentivize daily needs businesses especially food and pharmaceutical
4. Establish an incentive program for interior improvements for commercial businesses and mixed-use building types
5. Continue the Business Exterior Façade Grants program and assistance to improve property
6. Assemble properties at key locations for retail repositioning and redevelopment.

Programs:

1. ETCRA will explore programs to assist local businesses within the parameters of State Statutes.
2. Support local business Economic Development with local lenders to better connect businesses to banking entities and other financial support to better access capital, lending & revolving loan funds
3. Build economic capacity through job enhancement programs and residential infill of underutilized lots to create a stronger economic environment with more ‘purchasing power’ to support increased and enhanced commercial services
4. Highlight all the retail/ business and investment services locally and regionally. (i.e., consider an East Tampa ‘buy local’ program, etc.).
5. Continue the COVID-19 Assistance Program as needed until the Pandemic abates.

Partnerships and Advocacy:

1. ETCRA will review and support existing city and state policies to determine how assistance can be provided to local businesses and entrepreneurs to improve overall business permitting process
2. ETCRA will assist in facilitating the marketing and connectivity between public and private entities to explore how to best support the businesses in the area
3. ETCRA will support the development of a stronger Neighborhood Commercial Center strategy including collaboration with City of Tampa Planning on a selected Neighborhood Commercial District prototype plan.
4. ETCRA will participate in connecting residents with business support organizations to strengthen workforce and business training opportunities.



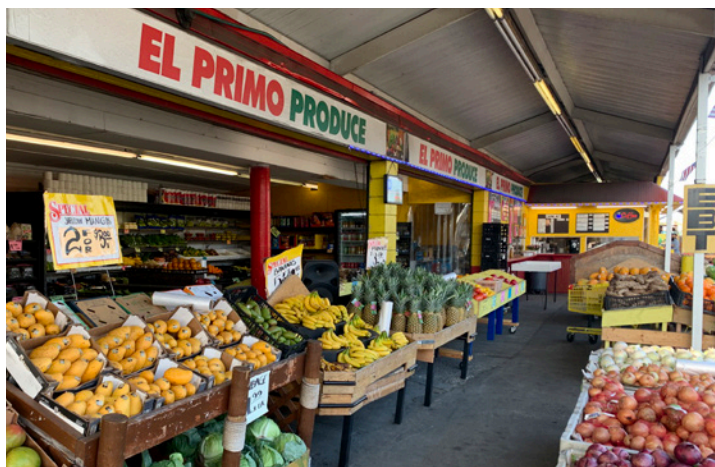
Reinvestment into East Tampa's tradition of corner stores, grocery/bodega's and specialty local gathering restaurants restore moments of community service and activity.



There are several local and regional food stores and grocery products that can fit into a 'smaller format' setting, including sizes as low as 18,000 sf and 80 cars – sometimes as small as 1.5 acres. This is a CRA recruitment need.



The Walmart superstore does represent an accomplishment for ETCRA, while there may be other untapped local resources for community food. The viability of additional retail services is related to market purchasing power and proximate investment. Local lending resources can be leveraged, but they are stronger where there is a strategy.



Input - Strategic Theme #7



**EDUCATION,
EMPLOYMENT &
JOB CREATION**

Education, Employment and Job Creation

Community Input Summary:

Increase local employment and job training opportunities for manufacturing, skilled labor and professional services making East Tampa a desirable place to build prosperity for adults and families.

“

Comment Highlights:

- Increase opportunities for youth employment within local neighborhood and property enhancement activities as well as linkages with local schools to advocate for academic achievement and enrichment activities.
- Recruit / incentivize new businesses and the redevelopment of vacant and under-used industrial sites
- Need to increase Workforce Training Assistance, especially for transitioning adults
- Improve opportunities to start a small business, including business incubation
- Make permitting and business development easier, hard to navigate the process.

”

Strategic Mission:

Promote and support efforts that may increase local employment for skilled labor as well as professional services.



East Tampa takes pride in its Children and views Education as the pathway to prosperity for all.



There is a concern that due to unstable family situations, many ETCRA children are left 'on their own' without adequate wrap-around services and daily activities to keep them busy and prepare them for the future, resulting in lower educational attainment rates than the City of Tampa. For those that do 'achieve', many leave East Tampa because there are not enough high wage jobs.



While there is honor in all work, the many of the jobs available in ETCRA are lower wage warehousing or service sector jobs that do not promote accumulation of sound family benefits, healthcare insurance or intergenerational prosperity.

Action - Strategic Theme #8



Education, Employment and Job Creation

Mission: Promote and support efforts that may increase local employment for skilled labor as well as professional services.

ETCRA Action Plan Response

Projects:

1. Continue the Youth Leadership Academy and Career Development programs to support Community and Career Engagement
2. Develop a year-round youth employment program assisting with community engagement, data gathering or other parks and recreation initiatives that address slum and blight
3. Specifically address infrastructure, public realm appearance, marketing and promotion of existing industrial and workforce opportunity properties which are suitable for new employment investment as branded community 'Opportunity' areas.

Programs:

1. Support the recruitment of new businesses and the redevelopment of underutilized industrial and commercial areas in collaboration with other City and regional economic development entities to targeted locations
2. Support the conversion of targeted properties to manufacturing, industry and business/office uses to provide diverse employment opportunities within East Tampa
3. Continue to cultivate education and training partnerships with the School Board, Hillsborough Community College, USF, and other educational institutions
4. Promote and support the marketing Career Source and other entities providing employment opportunities.

Partnerships and Advocacy:

1. ETCRA will promote an environment that supports entrepreneurs and expanding existing businesses
2. ETCRA will support the marketing and recruitment of new employers and business investment to create a diversity of both blue collar /trades and white collar/ professional employment
3. ETCRA will leverage with the EDC, USF STEM, AMI and other agencies and partners to facilitate new investment in targeted sites and non-residential use areas.
4. Improve (re-establish) communication and outreach regarding employment through the Faith Based Community
5. ETCRA will progress as a place for children to 'come home to' when they are settled into their adult years and career as a desirable place to live and build generational prosperity.



A key to building pathways to careers is exposure to opportunities across a variety of STEM, Arts and Language. The magnet schools found in ETCRA are a fantastic resource. But as with all schools, children perform better with strong community - parent engagement. The linkages of youth mentoring, family stability and enrichment programs is vital.



University of South Florida is just North of East Tampa. Erwin Technical Center is in the ETCRA and is a valued local resource for job training, technical certification and pathways to careers. Other educational resources exist. The goal is to provide pathways to employment, in professional careers or in high wage technical trades that can assist in family stability and intergenerational wealth for the people of ETCRA.

Additionally, the Tampa Bay Economic Development Council is working now to establish the East Tampa Works Regional Innovation Hub, including a Smart Manufacturing Innovation Institute in collaboration with USF and leveraging several Federal economic development grant programs, including the Opportunity Zone program. Much of East Tampa falls within a designated Opportunity Zone, which opens doors to special forms of new business financing, development and economic incentives.



City Center is a new 161,000 s.f. complex planned adjacent to the ETCRA on Hanna Avenue, near 30th Street. The Center will house numerous city services spanning 6 departments. The result will be easier access to residential and business services for East Tampa and hundreds of City employees, some of whom may choose to live in ETCRA or support local businesses. Construction begins in early 2022 with completion in 2023.

Input - Strategic Theme #9



**CULTURE,
MARKETING &
PROMOTION**

Culture, Marketing and Promotion

Community Input Summary:

East Tampa can be a diverse “Place for All”, while maintaining its’ historic roots to protect against the effects of cultural and economic gentrification while promoting new investment and neighborhood stabilization. Create a buzz about East Tampa as a distinct place of character, opportunity and energy.

“

Comment Highlights:

- More neighborhood & local business events with local & regional promotion
- Need for logos & graphics that can be used for marketing, wayfinding, banners, community communications, etc. feature historic assets
- Develop local urban arts programs around utility boxes, crosswalks, murals, etc
- Explore local ‘Main Street’ style marketing techniques such as a ‘Shop Local’ benefit program for customers of East Tampa businesses
- Expand the print and social media footprint of East Tampa through a regular newsletter or renewal of social media communication
- Leverage existing local news and media outlets for more frequent information about East Tampa and success or interest stories
- Invite the regional community into East Tampa to see what we have and where success is occurring

”

Strategic Mission:

Celebrate the Cultural History and promote the community activities and new investments in East Tampa as a place of diverse opportunities and positive potential.



FLORIDA SENTINEL BULLETIN

In December, 1945, C. Blythe Andrews re-opened the doors of the Florida Sentinel newspaper at 1511 Central Avenue. The original Florida Sentinel newspaper was founded in 1919, in Jacksonville, Florida by Mr. Andrews' father, General William W. Andrews. The newspaper ceased circulation during the Great Depression.

In 1959, Mr. Andrews bought the Tampa Bulletin, merging the two papers, becoming the Tampa Florida Sentinel Bulletin. With a staff of seven, consisting of his wife, Johna, two sons, C. Blythe, Jr. and W. W. (now a physician) and 3 others, the one-time weekly began publishing twice weekly.

In 1962, due to Urban Renewal, the Sentinel office was moved to its present location, 2207 East 21st Avenue. Mr. Andrews remained the publisher until his health failed in 1976. His son, C. Blythe Andrews, Jr., became editor-in-chief and publisher after his father's death on April 2, 1977.



There is a cultural and architectural history as well as artistic expression that can be featured more strongly. It can be difficult to immediately notice or understand this culture when so much of the urban environment is a harsh landscape of asphalt, aged amenities and missing infrastructure. However, the true spirit of East Tampa and its people and businesses can be greatly amplified and celebrated in the physical landscape as well as in social media, marketing and branding treatments.

Action - Strategic Theme #9



Culture, Marketing and Promotion

Mission: Celebrate the Cultural History and promote the community activities and new investments in East Tampa as a place of diverse opportunities and positive potential.

ETCRA Action Plan Response

Projects:

1. Create a multi-layered marketing & communications program with theming, graphics, logos, wayfinding banners, websites and promotional materials highlighting East Tampa neighborhood and business events
2. Develop specific promotional materials featuring historic corridors, structures and places

Programs:

1. Promote the successes and highlight the investment opportunities of East Tampa
2. Promote more neighborhood and local business events with more local and regional focus
3. Re-establish neighborhood communication, information, and participation through local neighborhood news, CRA newsletters, Social Media presence, etc.

Partnerships and Advocacy:

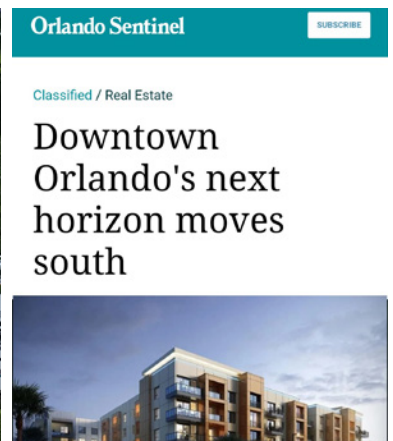
1. ETCRA will foster improved communication and inclusion within the community, including open dialogue about community needs and emergent investments/activities
2. ETCRA will market and promote its Heritage, History and Cultures to the greater downtown and region
3. ETCRA will be marketed and positioned as an area of Opportunity for new business, residential and investment
4. ETCRA will support and celebrate a diversity of residential and business activities, embracing its' legacy residents and histories while inviting new people, places, and progress



East Tampa has a tremendous story to tell, about its history, its culture and its future. The circle on 22nd St. both calms traffic and provides a civic gateway celebrating place. Local events, gatherings and art projects convey East Tampa's love for its people and community pride.



SoDo District
"Not what we say about our blessings, but how we use them, is the true measure of our thanksgiving."



The 'SODO' (Downtown South) District in Orlando is 700+ acres of extremely diverse land uses, people and places. Yet, SODO has branded itself through events, social media, print & real estate promotion, physical improvements and logo graphics that appear in communications and in the physical outdoor landscape. Today, the 'SODO Brand' has become a desirable marketing identity for local businesses and real estate extending **far beyond the actual District**.



East Tampa can amplify its voice, through coordinated branding and communication in print and social media, as well as the physical environment with logo's, neighborhood graphics and other positive communication that inclusively reinforces the successes of people, place and prosperity in East Tampa.

Input - Strategic Theme #9



LEADERSHIP, PARTNERSHIP & CAPACITY

Leadership, Partnership and Capacity

Community Input Summary:

Implementation success is dependent on the East Tampa community's ability to leverage and unify the full ETCRA, CAC and Partnership leadership potential with the City and other public and private partners to build the necessary capacity to implement projects and programs.

“

Comment Highlights:

- Broken relationships between the Neighborhoods, CRA and City must be healed. The ETCRA SAP process has already assisted in re-establishing linkages!
- Trust between neighborhoods must be re-established. Reduce 'competition' between area, be more supportive of each other: success for some leads to success for all, and each area of East Tampa has its own distinct opportunities
- Need to get some things done quickly: housing, safety, jobs, existing residents, and youth engagement
- Need more broad representation of all the neighborhoods on the CRA Community Advisory Committee and East Tampa Community Revitalization Partnership
- Leverage City of Tampa activities with the CRA Strategic Actions and investments. CRA should not have to be paying for basic infrastructure and services in East Tampa. Partnerships are the path to Progress
- East Tampa is large, need to build the financial and human capacity to deliver
- Deliver on promises to build trust. Don't promise things faster than they can be delivered.

”

Strategic Mission:

Leverage and unify the full leadership potential of the ETCRA, CAC and Partnership with the City and other partners & agencies to build the internal and external capacity to achieve SAP goals.



Leadership is people working together, inclusively and in partnership. There are numerous opportunities for the ETCRA. What is needed is grassroots community leadership, participating at the neighborhood partnership and CRA/CAC and Subcommittee level. Together, this commitment can reach to the City of Tampa, Hillsborough County Schools, HART, Tampa Bay EDC, and countless other partners to achieve victories small and large.

This requires not only collaboration, but capacity building within the system. East Tampa is the largest CRA in the State of Florida. Small victories are important, while patience and commitment to 'seeing things through' is accomplished on larger efforts. East Tampa is extremely diverse in its people and its places. Dedicated, support across the neighborhoods will result in success for all.

Action - Strategic Theme #9



Leadership, Partnership and Capacity

Mission: Leverage and unify the full leadership potential of the ETCRA, CAC and Partnership with the City and other partners & agencies to build the internal and external capacity to achieve SAP goals.

ETCRA Action Plan Response

Projects:

1. Hire additional staff for housing, appearance, and business development support as these projects and programs mature and require more “hands on” attention
2. Educate the community regarding CRA accomplishments from the past and Promote successes in the future via an ‘East Tampa CRA Activities Dashboard’ or other updated information piece as a ‘Public Facing’ documentation
3. Develop a managed set of ‘community benchmarks’ of economic and quality of life performance measures that can be updated each year.

Programs:

1. Build trust and communication between the CRA and neighborhood and local businesses through regular communication and geographically and culturally diverse representation and participation on the CAC and Subcommittee Boards

2. Build trust and communication between the CRA and the City departments through regular meetings addressing status of ETCRA SAP elements
3. Better define the responsibilities of CAC Sub-committees for communication and dialogue regarding projects and programs within their purview: housing, transportation, health & safety, etc. and reporting up through to the CAC for consideration by the CRA Board
4. Consider Re-alignment of Subcommittees to better align with the 2022 SAP Community Initiatives
5. Position the ETCRA to explore Term Extension at the time of the next 5-year update (~2027) to potentially continue the CRA program of building community beyond the current 2034 sunset.

Partnerships and Advocacy:

1. ETCRA will reinforce the connection of the CRA structure with the neighborhood leadership and the East Tampa Partnership through improved communication, collaboration, and participation
2. ETCRA will be inclusive of people and place in its leadership and geographic representation
3. ETCRA will foster clear communication and inclusive dialogue with its neighborhoods and business community of activities and events of shared interest
4. ETCRA will work to speak with a unified voice to be effective within the region, recognizing that success anywhere in East Tampa represents success and expanded opportunity for all.
5. ETCRA balance pace with capacity; investment with Return on Investments (ROI) to build trust for all parties.



The East Tampa CRA, Community Advisory Committee, East Tampa Partnership have shown tremendous dedication and resiliency through an unprecedented societal challenges, including the COVID-19 pandemic and its effects on everyday life and capacity for leadership from the “grassroots” to the “grasstops”.

The good news is that even through this Strategy Action Planning process, expanded community participation has come together and financial resources are increasing. There is significant alignment between the local neighborhoods and East Tampa CRA leadership, the CRA Board and the programs of the City of Tampa. The pieces are in place to achieve the Vision.

Through partnerships, planning and positive collaboration, East Tampa’s future is very bright.

If you want to go fast
go alone.
If you want to go far
go together.

African proverb



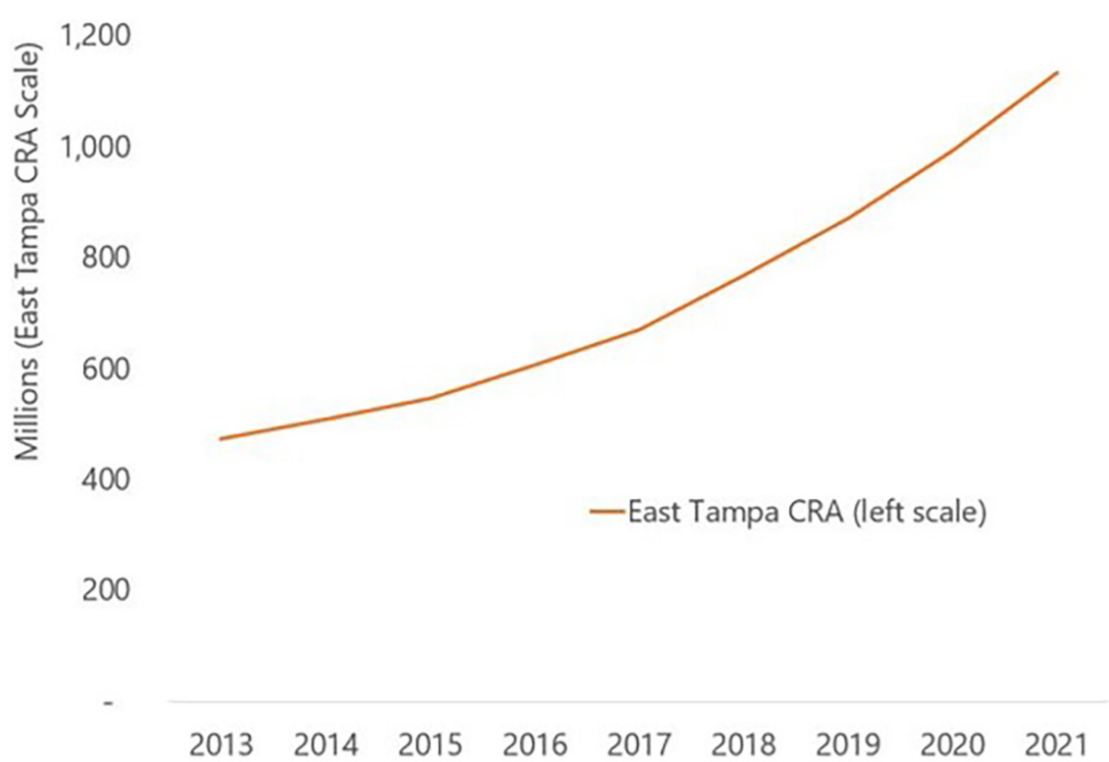
Strategic Action Plan Budget Planning

The Strategic Actions can be budgeted for over time using existing ETCRA funds and the future CRA revenue projections. An estimated Allocation of Available TIF Budgets is provided on the following page spread. The total Tax Increment Funding (TIF) for each upcoming Fiscal Year is taken from the Projected TIF Collections: Table 1 to the right and as found in Section 5 of this report.

For budgeting purposes, the ‘Low’ TIF projection was as a conservative measure. These funds can be found on the bottom row of the Budget Allocation Table: Total All Future Allocated TIF Revenue / Funding Budgets for FY 2023 - FY2027. The CRA Economic Analysis indicates that the ‘Medium’ and even ‘High’ projections are very reasonably attainable. Refer to Graph 1 below to view the steady growth in taxable values in ETCRA since 2013.

Referring to the Budget Allocation and Projection Table on the following pages, it is important to also note that the ETCRA is presently operating with operating with ~\$15M of Allocated Funding, including the adopted FY 2022 budget (~\$6.6M) as well as other Allocated Funds which are assigned to initiatives within the framework of this SAP and will support a variety of missions.

Altogether, the Strategic Budget Allocation shown on the following pages conservatively estimates \$49.2M in future TIF funding from FY 2023 through FY 2027, in addition to the currently allocated funds. As can be seen in the graph below, the growth of taxable values within the ETCTRA has steadily increased over the last 8 years.



Growth of CRA Taxable Values

For future budgeting purposes, the total projected TIF revenue (low estimate) was projected and assigned to each of the 10 Strategic Themes according to the estimated proportion of revenue needed to accomplish many of the stated goals of this 5-year plan. Over the next 5 years, the ‘allocation’ of funds may be shifted from one Strategic Initiative to another based on priorities discussed at the time of detailed annual budgeting for each Fiscal Year.

It is assumed that the CRA funding will be ‘leveraged’ on many of the capital projects, partnering with funding from the City of Tampa CIP or other entities. There is also significant potential for targeted financial ‘leveraging’ through debt financing instruments, either short term notes or longer-term bond issues. The projected TIF resources appear to be able generate adequate capacity for exploring such debt financing. Traditionally, the ETCRA has been an annual ‘pay as you go’ program. However, this plan contemplates several large projects

which could be expedited with a financed Bond program as deemed appropriate by the CRA.

That said, while the ETCRA future looks very bright and future revenue projections appear strong, the CRA should balance optimism with fiscal responsibility. Financial projections are based on the best available information at the time and cannot anticipate “Force-Majeure” (Act of God) events. Many of the most important early years of ETCRA TIF collections were lost during the Great Recession, and global society was not prepared for the COVID-19 pandemic. The ETCRA should always have a view beyond 5 years, including the entire time horizon to the 2034 CRA Sunset. This report recommends that at the time of the next 5-year SAP, consideration be given to the possibility of extending the CRA beyond the 2034 sunset date to continue to provide the dedicated financial resources to realize the full potential of East Tampa as a diverse and distinctive community of places, people, and prosperity.

EAST TAMPA Community Redevelopment Area Projected TIF Collections

Projections (2022-2034) - Sunset Date								
Tax Year (Year Collected)	Fiscal Year/ Budget Year	Total Taxable Value	Increment Less Base Value	Total Tax Increment at % ⁽¹⁾	Combined Millage Rates ⁽²⁾	Annual TIF Revenues Collected ⁽³⁾		
						Low	Moderate	High
2022 ⁽⁵⁾	FY 2023	\$1,247,900,000	\$755,430,000	\$649,292,331	12.0254	\$7,808,000	\$7,808,000	\$7,808,000
2023	FY 2024	\$1,361,600,000	\$869,130,000	\$746,938,028	12.0184	\$8,887,000	\$8,977,000	\$9,426,000
2024	FY 2025	\$1,476,500,000	\$984,030,000	\$845,613,334	12.0114	\$9,903,000	\$10,157,000	\$11,173,000
2025	FY 2026	\$1,592,500,000	\$1,100,030,000	\$945,236,747	12.0044	\$10,893,000	\$11,347,000	\$13,049,000
2026	FY 2027	\$1,709,600,000	\$1,217,130,000	\$1,045,809,925	11.9974	\$11,804,000	\$12,547,000	\$15,056,000
2027	FY 2028	\$1,828,000,000	\$1,335,530,000	\$1,147,501,334	11.9904	\$12,686,000	\$13,759,000	\$16,346,000
2028	FY 2029	\$1,947,500,000	\$1,455,030,000	\$1,250,062,587	11.9834	\$13,535,000	\$14,980,000	\$17,618,000
2029	FY 2030	\$2,068,200,000	\$1,575,730,000	\$1,353,662,202	11.9764	\$14,355,000	\$16,212,000	\$18,877,000
2030	FY 2031	\$2,190,100,000	\$1,697,630,000	\$1,458,302,003	11.9694	\$15,147,000	\$17,455,000	\$20,121,000
2031	FY 2032	\$2,313,300,000	\$1,820,830,000	\$1,564,067,411	11.9624	\$15,911,000	\$18,710,000	\$21,352,000
2032	FY 2033	\$2,437,700,000	\$1,945,230,000	\$1,670,793,114	11.9554	\$16,647,000	\$19,975,000	\$22,567,000
2033	FY 2034	\$2,563,300,000	\$2,070,830,000	\$1,778,564,494	11.9484	\$17,356,000	\$21,251,000	\$23,769,000
2034	FY 2035	\$2,690,100,000	\$2,197,630,000	\$1,887,383,389	11.9414	\$18,039,000	\$22,538,000	\$24,956,000
2022-2024 Total:						\$26,598,024	\$26,942,024	\$28,407,024
2025-2029 Total:						\$63,273,000	\$68,845,000	\$80,946,000
2030-2034 Total:						\$83,100,000	\$99,929,000	\$112,765,000
Total Increment Collections 2022-2034:						\$172,971,024	\$195,716,024	\$222,118,024

East Tampa CRA Strategic Action Plan 2022

Community Based Strategic Initiatives		Allocated Existing Rollover Funds	Allocated FY 2022 Funds	Proposed Funds FY2023
Strategy #1	Housing Investment and Rehab Opportunities	\$ 4,323,500.00	\$ 4,390,000.00	\$ -
Mission Statement	Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing.			
Strategy #2	Beautification and Appearance			
Mission Statement	Improve the positive association of East Tampa as a desirable place for living and investment, feature the distinct neighborhoods while cleaning up unkempt areas and developing beautification opportunities.	\$ 197,976.00	\$ 601,238.00	\$ 1,000,000.00
Strategy #3	Community Health and Safety			
Mission Statement	Promote and support the protection of all East Tampa residents to live without fear of criminal violence and personal safety.	\$ 36,800.00	\$ 50,000.00	\$ 500,000.00
Strategy #4	Infrastructure and Stormwater Management			
Mission Statement	Update aged infrastructure to meet basic needs while collaborating through 'leveraged' investments among City departments to maximize community impact across a diversity of ETCRA SAP Objectives.	\$ 455,350.00	\$ -	\$ 1,500,000.00
Strategy #5	Livable Streets and Transportation Mobility			
Mission Statement	Make East Tampa's neighborhoods easily navigable with streets and pathways that are more 'complete', safe and attractive for pedestrians, bicycles, transit riders and motorists.	\$ 708,840.00	\$ 277,889.00	\$ 1,000,000.00
Strategy #6	Parks, Recreation and Programs			
Mission Statement	Enhance the use of parks by the entire community through updated recreational facilities and programs, maintenance and safety to better align to local needs.	\$ 976,000.00	\$ -	\$ 1,500,000.00
Strategy #7	Community Commercial Services			
Mission Statement	Promote and support increased daily retail needs and an improved investment environment for commercial services within ETCRA.	\$ 1,333,800.00	\$ 500,000.00	\$ 850,000.00
Strategy #8	Education, Employment and Job Creation			
Mission Statement	Promote and support efforts that may increase local employment for skilled labor as well as professional services.	\$ 46,674.00	\$ 205,592.00	\$ 400,000.00
Strategy #9	Culture, Marketing and Promotion			
Mission Statement	Celebrate the Cultural History and promote the community activities and new investments in East Tampa as a place of diverse opportunities and positive potential.	\$ 506,930.00	\$ -	\$ 400,000.00
Strategy #10	Leadership, Partnerships and Capacity			
Mission Statement	Leverage and unify the full leadership potential of the ETCRA, CAC and Partnership with the City and other partners & agencies to build the internal and external capacity to achieve SAP goals.	\$ -	\$ 626,950.00	\$ 650,000.00
Total All Allocated Budgets + Projected TIF Revenues		\$ 8,585,870.00	\$ 6,651,669.00	\$ 7,800,000.00

Allocated Existing Funds + 5 Year Proposed Funds based on TIF Projections

	Proposed Funds FY2024	Proposed Funds FY2025	Proposed Funds FY2026	Proposed Funds FY2027	6 Year Total Funding TIF Allocation
	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 10,713,500.00
	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 5,799,214.00
	\$ 500,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 4,086,800.00
	\$ 1,500,000.00	\$ 1,500,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 8,955,350.00
	\$ 1,000,000.00	\$ 1,250,000.00	\$ 1,500,000.00	\$ 2,000,000.00	\$ 7,736,729.00
	\$ 1,500,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 9,976,000.00
	\$ 1,300,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,200,000.00	\$ 7,183,800.00
	\$ 400,000.00	\$ 500,000.00	\$ 600,000.00	\$ 700,000.00	\$ 2,852,266.00
	\$ 400,000.00	\$ 400,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,706,930.00
	\$ 700,000.00	\$ 750,000.00	\$ 800,000.00	\$ 900,000.00	\$ 4,426,950.00
	\$ 8,800,000.00	\$ 9,900,000.00	\$ 10,900,000.00	\$ 11,800,000.00	\$ 64,437,539.00

Notes:

1. Existing Allocated Funds through the FY2022 budget are shown in Blue. Future Proposed Available TIF Revenues are shown in Green.
2. All Proposed Funds (FY2023-FY2027) reference the 'Low' (most conservative) estimates from the Economic Analysis and TIF Projections of this 2022 SAP.
3. All Proposed Budgets are flexible and designed for refinement each Fiscal Year through the detailed budgeting process to address emergent opportunities.
4. Strategic Initiatives that show \$0 budget in a specific Fiscal Year are planned to be supported by funds already Allocated Funds.
5. Strategy #1 will be supported by significant existing Allocated Funds which will be subsequently spent over the next several years, with supplemental funds being added beginning FY 2024.

DRAFT





MAKING PLACES

Activating the Ideas for East Tampa

This chapter focuses on synthesizing thoughtful and detailed community input with the complex geography of the large ETCRA. East Tampa is indeed a ‘place of places’: diverse urban patterns that form the backdrop and the setting for the quality-of-life aspirations that are so important to the people of East Tampa.

The following diagrams and illustrations seek to provide useful ways of looking at the urban structure of the ETCRA community and then explore achievable demonstration ‘vision sketches’ describing possible enhancements.

Each sketch is specific to its’ site, but is also meant to be an example of activating the 10 Community-Based Strategic Themes through ideas that are applicable across a range of similar places found within the ETCRA urban environment.

Community Places

Community and Places in East Tampa

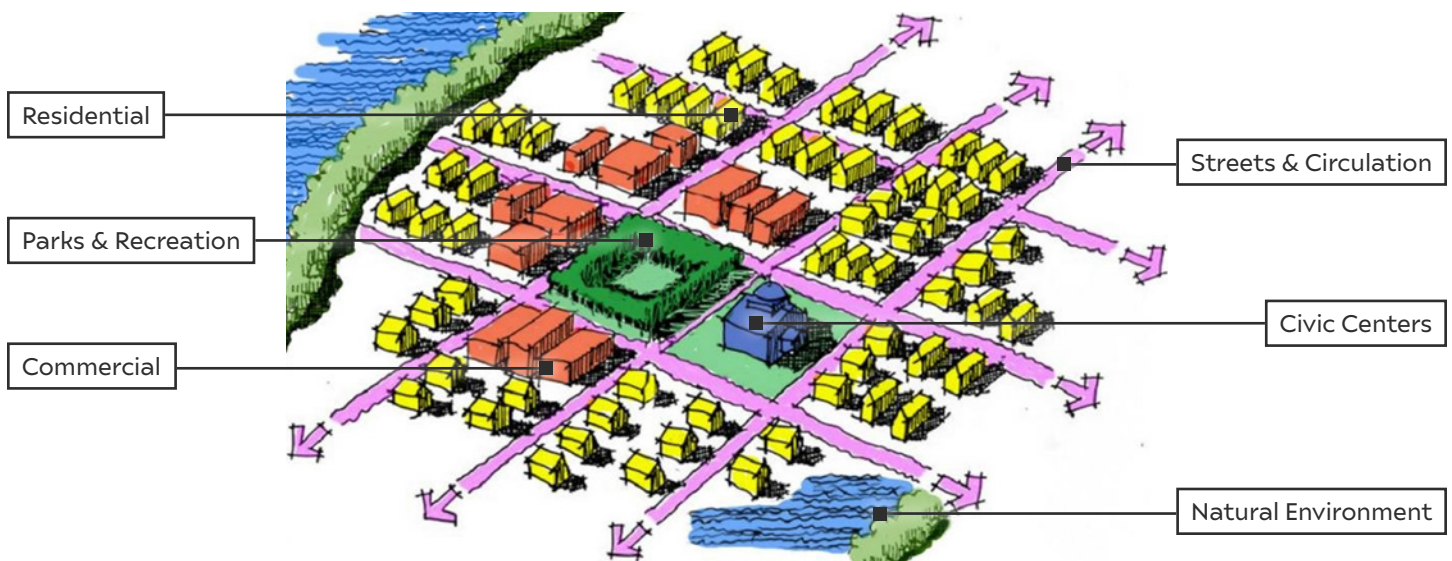
As the Community, CRA, City and Partners work forward there will be continued examinations of places and policies in East Tampa through systems such as land use and zoning, neighborhood boundaries, streets and transportation, stormwater & utility service areas, local business districts, parks & recreation, designated historic areas and other physical, economic and cultural lenses. Typically, these topics are often depicted in technical maps that can be difficult to understand even by the most experienced professional land planners or engineers, particularly for an area as large as East Tampa.

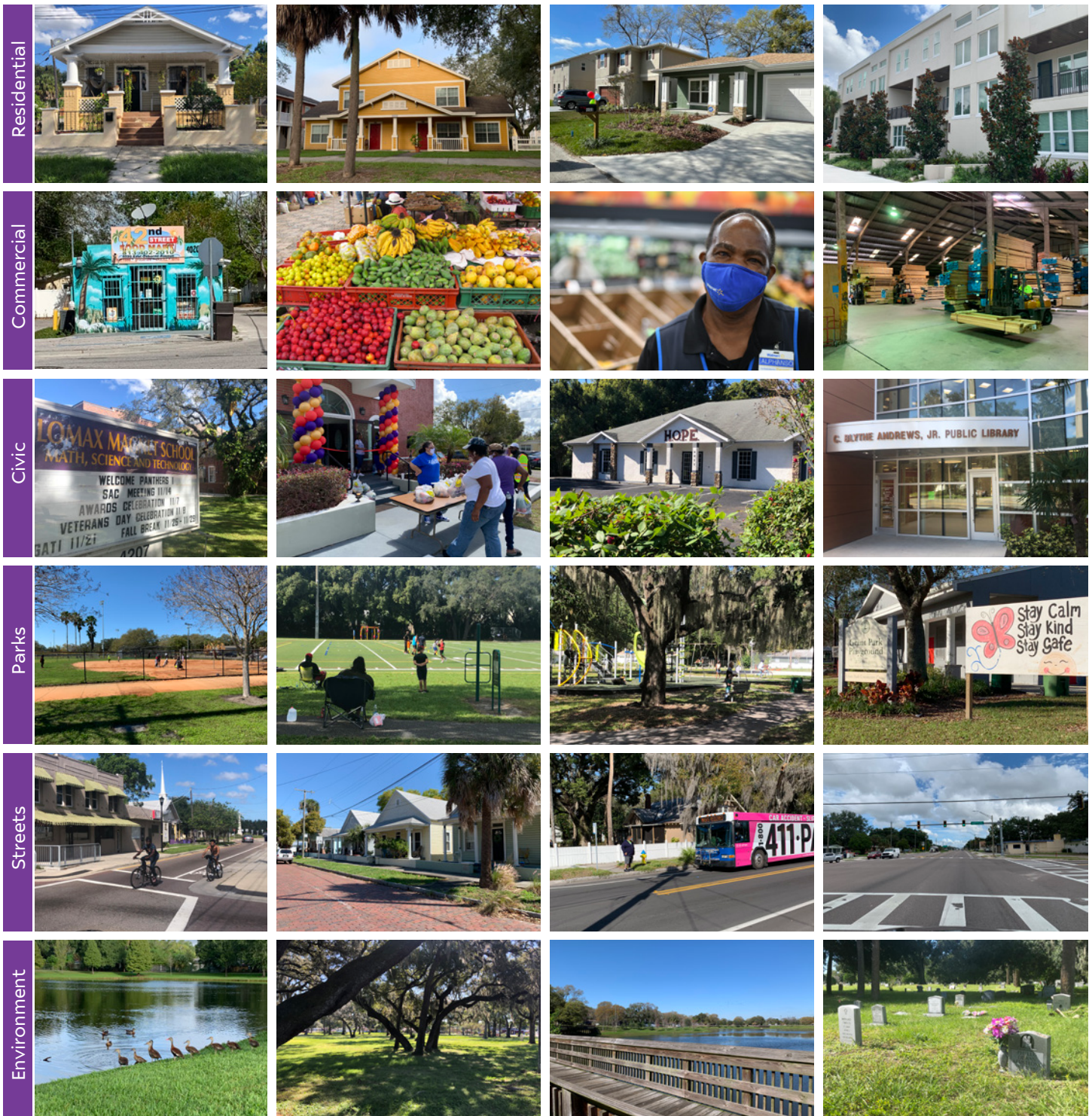
The full diversity of how individuals tend to think of community form is often based on a more personal 'mental map' of the important places and experiences most relevant to their daily experience of living, working, learning or playing in East Tampa. Through the community planning process, and particularly the neighborhood walking tours, there was a shared communication about the basic elements of community and the associated meaningful places. There are some useful ideas to synthesize from these discussions as they relate to ongoing CRA planning and implementation efforts.

One cornerstone idea of 'discovering and describing' community form is to simply identify the basic elements of community life. While some technical planning maps may seem complex, most of the urban landscape is made up of 6 generalized land uses:

- **Residential** – the variety of housing types where people live, including options for all life stages.
- **Commercial** – the businesses where people are employed, access daily needs shopping and community services from home repair to healthcare.
- **Civic Centers** – the schools, community centers, service organizations and places of worship as well as other centers of deep community meaning.
- **Parks & Recreation** – where people restore themselves through structured play, passive relaxation and enrichment programs.
- **Natural Environment** – that supports a healthy city with clean air, water, microclimate, resiliency and biodiversity.
- **Streets & Circulation** – that enable the community to access all the basic community elements, including the quality, safety and diversity of choices for all modes of travel and people of all needs.

Each of the 6 major community elements can be easily found in East Tampa. They occur in many shapes, sizes and patterns and in forms that have been described in both positive and critical terms. Understanding where they are and how they are arranged helps in understanding how to build on strengths and heal challenges.





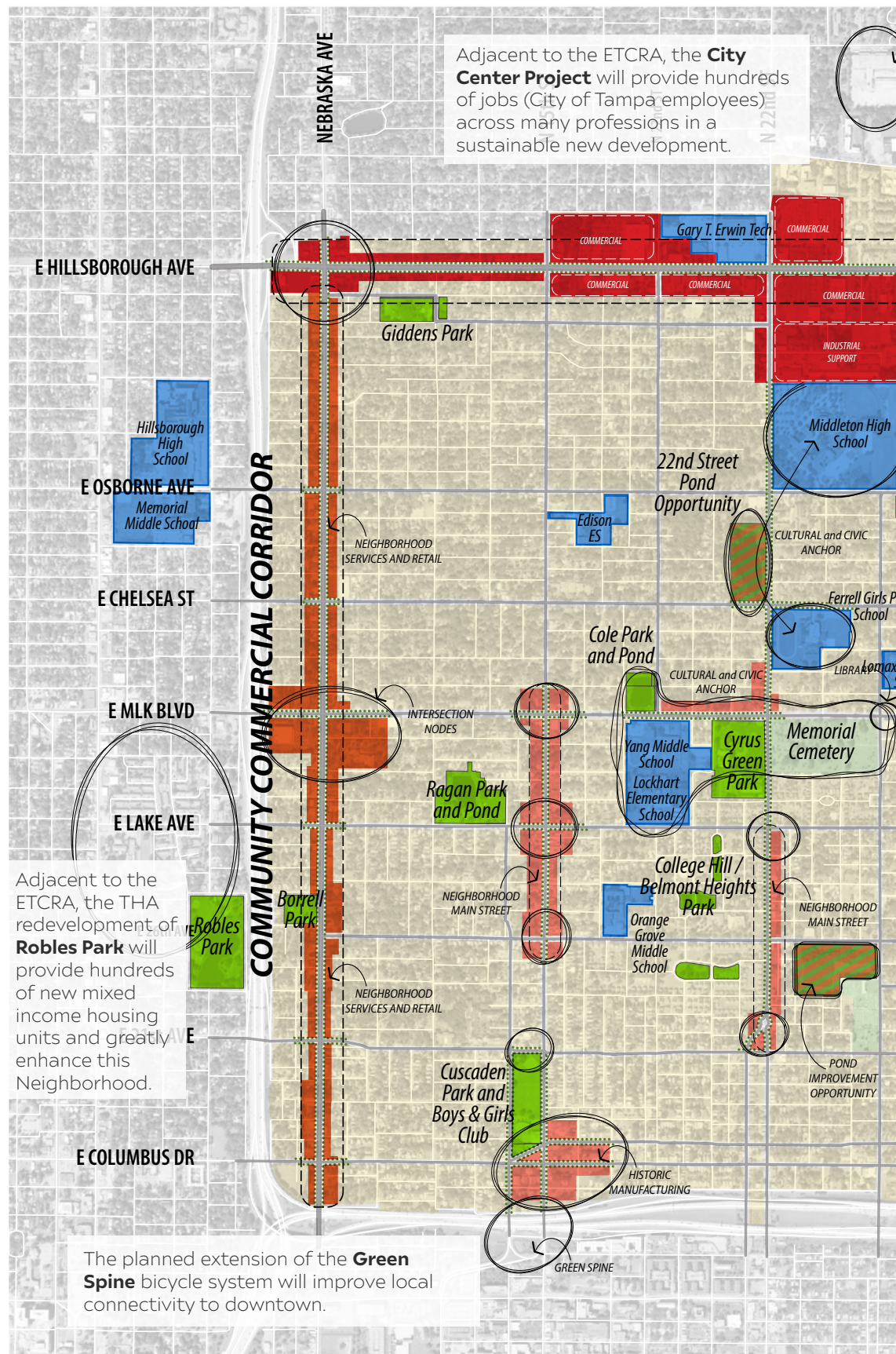
The Six Elements of Community Life: Snapshots from East Tampa CRA

The characteristics of the six basic community elements, and how they interact with each other, assists in understanding and enhancing the shared quality of life and opportunity for East Tampa’s people.

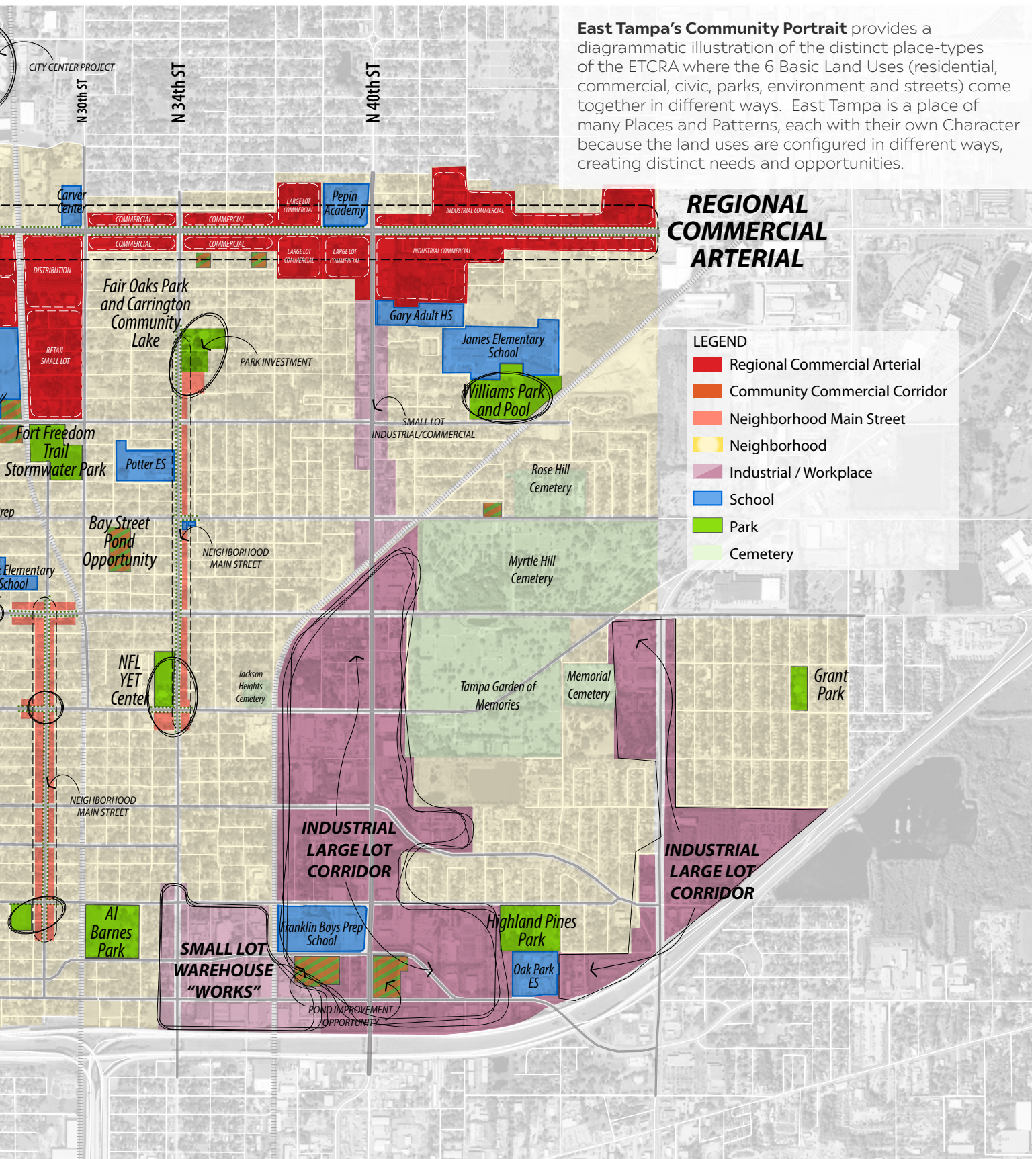
Note: for the purpose of this discussion, the many cemeteries of East Tampa are included in ‘Natural Environment’ because of their permanence, respite from urban development and their need for ongoing reverence and stewardship. It is recognized that they also serve as part of the historic, civic and open space fabric of the community.

COMMUNITY PORTRAIT

LOOKING AT HOW THE 6 BASIC LAND USES
FORM DISTINCTLY DIFFERENT CHARACTER
PLACES IN THE ETCRA



East Tampa's Community Portrait provides a diagrammatic illustration of the distinct place-types of the ETCRA where the 6 Basic Land Uses (residential, commercial, civic, parks, environment and streets) come together in different ways. East Tampa is a place of many Places and Patterns, each with their own Character because the land uses are configured in different ways, creating distinct needs and opportunities.



Vision of Places



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



**LIVABLE STREETS &
TRANSPORTATION**



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



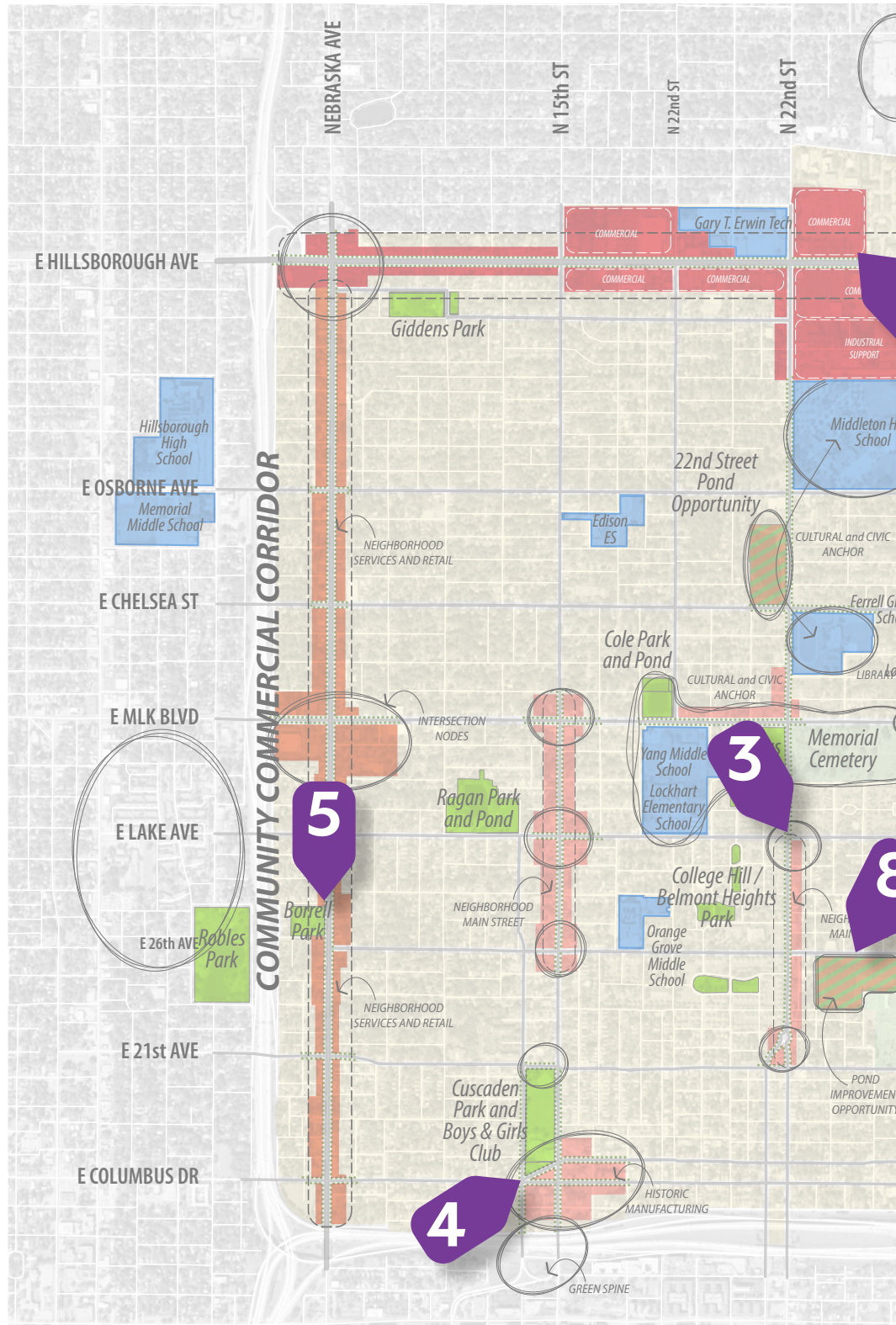
**EDUCATION,
EMPLOYMENT &
JOB CREATION**



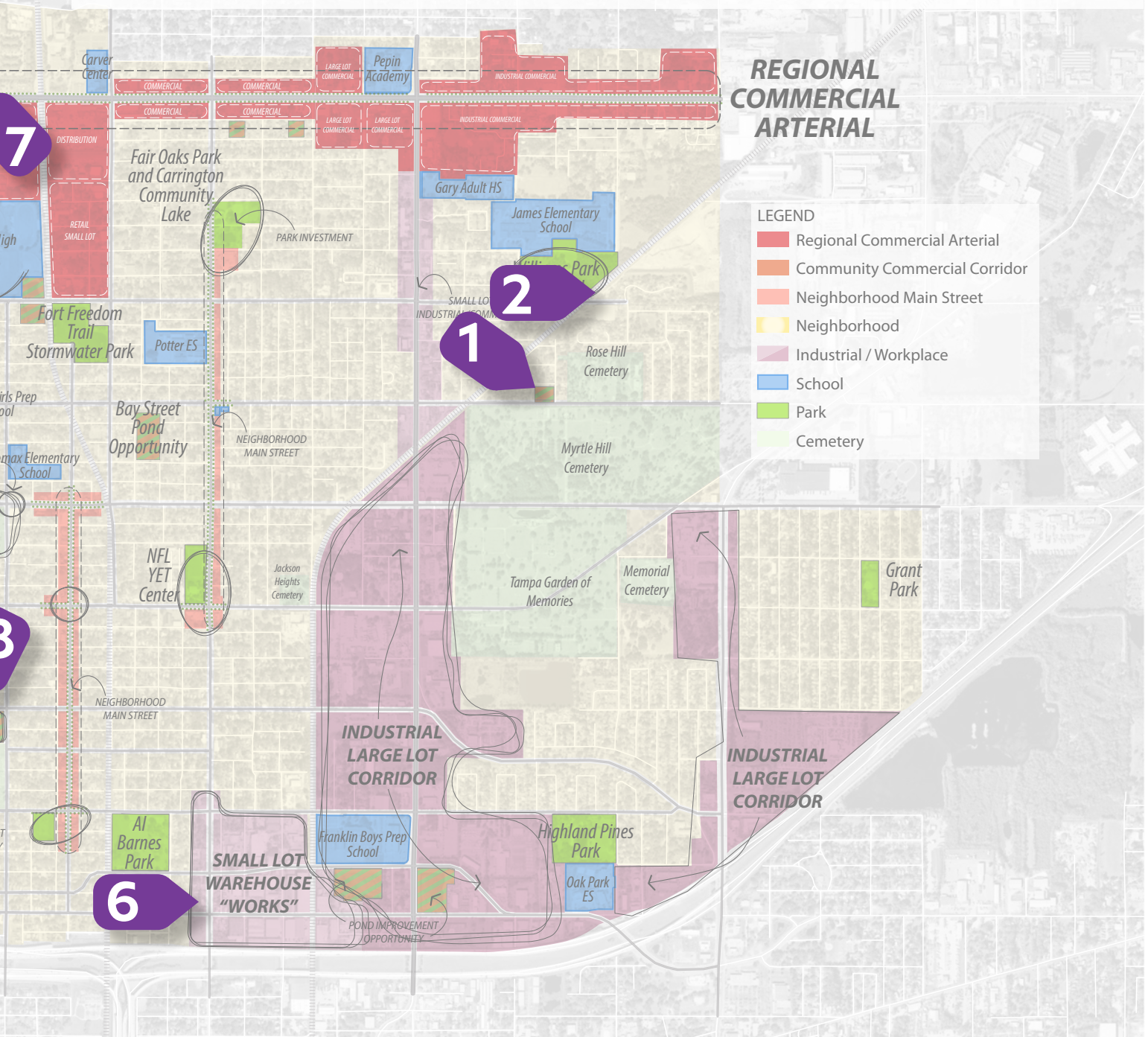
**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**



The following pages are presented as inspiration visualizations that demonstrate the application of the 10 Strategic Community Themes. Each sketch shows specific and actionable ideas for the selected location (the 'before' picture). But the underlying ideas and concepts that are illustrated in each sketch are meant to be broadly applicable across East Tampa in a variety of similar locations based on opportunity. The locational 'point of view' for each of the 8 inspiration sketches is shown over the Portrait map below.





EASTERN HEIGHTS

ENHANCING THE NEIGHBORHOOD QUALITY OF LIFE

East Tampa includes several stormwater ponds which are strong candidates for enhancement. Many of these ponds were constructed in the 1970's to relieve flooding for neighborhood areas that did not have established/urbanized stormwater management. Many of them are large, 'functional' drainage areas,

with protective fencing - that are visually prominent areas of neglect. Today, they offer new neighborhood opportunities. The SAP process has identified 6-8 ponds which are strong candidates for added recreational opportunity with only limited intervention to pond form & function. This would allow for neighborhood parks,

community gardens, walking paths and environmental overlooks. Other locations can simply be 'naturalized' with native wetland tree plantings.

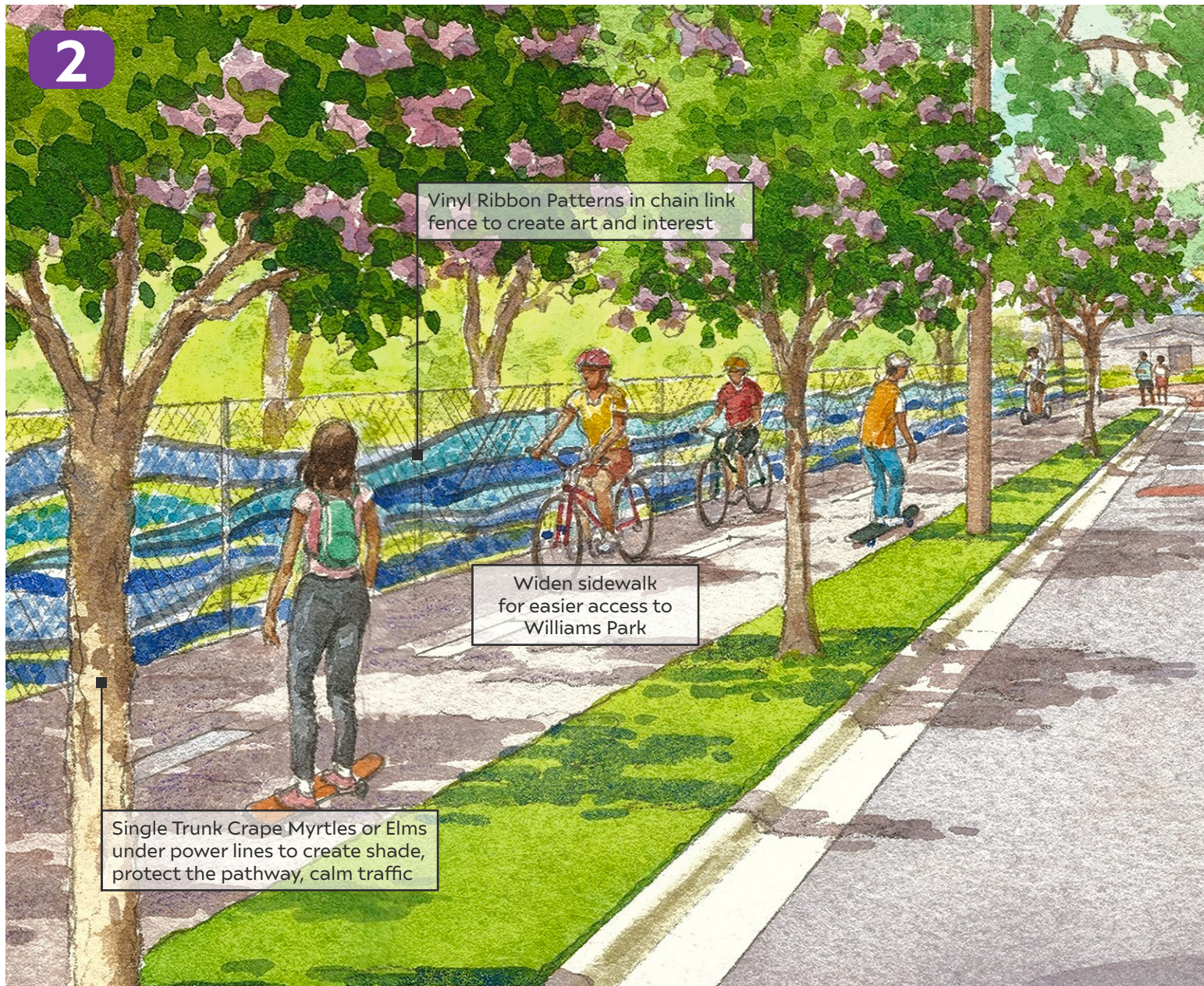
This type of approach has been successfully achieved at locations such as Cole Park and Fort Freedom Trail Stormwater Park.



The ETCRA SAP calls for increased use of these techniques to develop more frequent nodes of environmental beauty and recreational function and proximate basic community access, lighting, and branding.



BEFORE



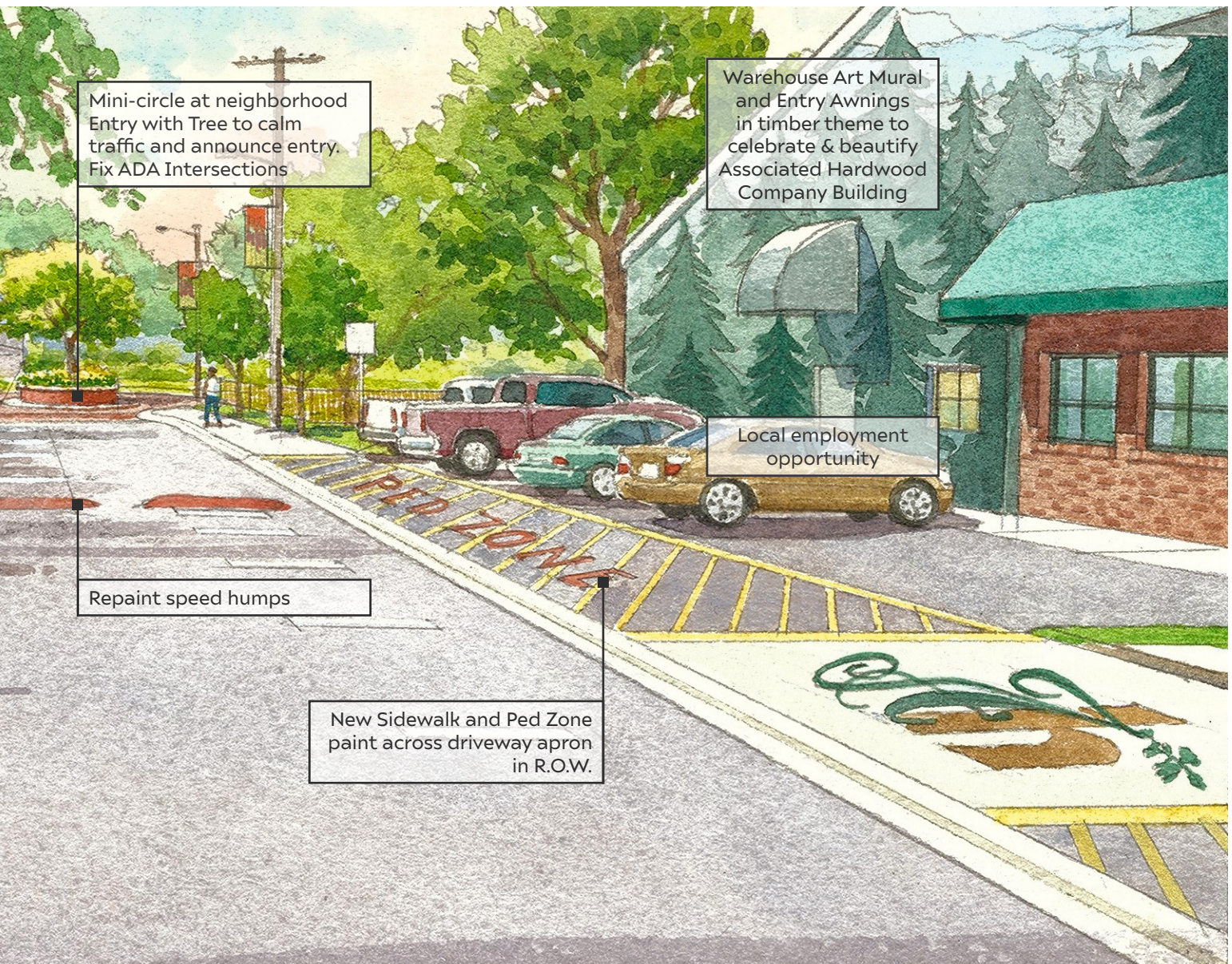
NORTHVIEW HILLS

LIKING NEIGHBORHOODS TO COMMUNITY ASSETS

Northview Hills is only accessible to the popular Williams Park and James Elementary School assets via Osborne Avenue, including a rail crossing. Further, the legacy industrial land use and other vacant property on Osborne makes for an unattractive and ambiguous entry to the neighborhood.

Important 'neighborhood connectors' such as Osborne Ave can be enhanced with a series of 'light touch', partnered investments. New, widened sidewalks, crossing enhancements and single trunk understory Crape Myrtle trees will clarify the linkage to and from Williams Park.

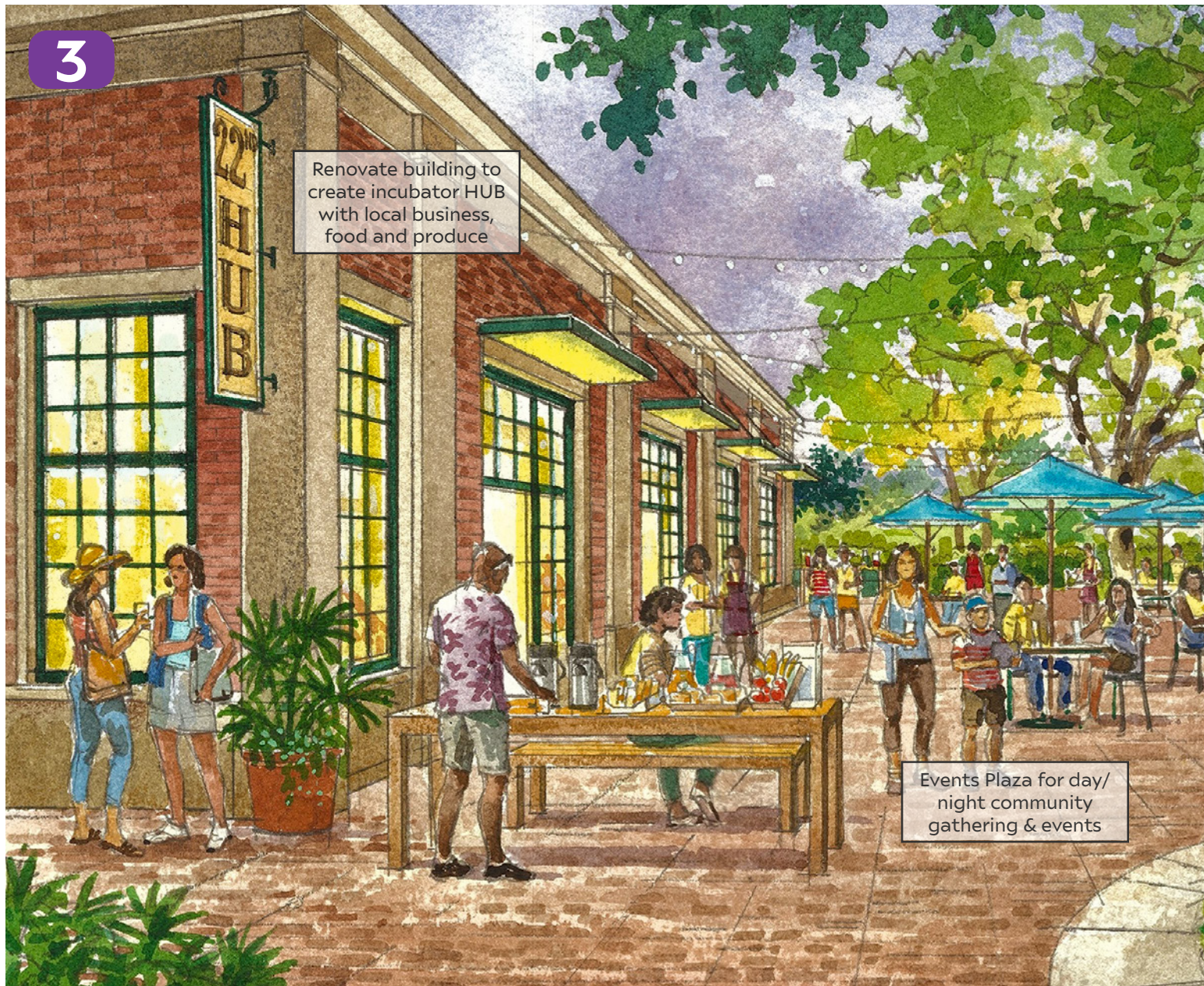
Local art and branding can be applied to the Associated Hardwood Company building and chain link fence. The long parking apron can be delineated with paint to indicate additional walking zones.



Traffic calming measures can both celebrate the neighborhood entry as well as dissuade high-speed cut through traffic to further emphasize the integrity of the neighborhood. Finally, Associated Hardwood can be engaged as a partner for enhancements as well as local employment.



BEFORE



22ND STREET

ACTIVATING THE HISTORIC NEIGHBORHOOD COMMERCIAL NODES

As identified in the Community Portrait, the historic neighborhoods of East Tampa include many traditional, small scale commercial district streets that include a variety of retail services, civic anchors, and some office uses with interspersed residential. Unfortunately, many of these sites have become disinvested,

functionally obsolete, or otherwise have a reduced relationship with the residential neighborhoods, including some locations that are documented crime nodes.

The ETCRA has purchased the orange and blue 'gator building' at Lake Ave and 22nd Street, and adjacent vacant sites for future redevelopment. This provides

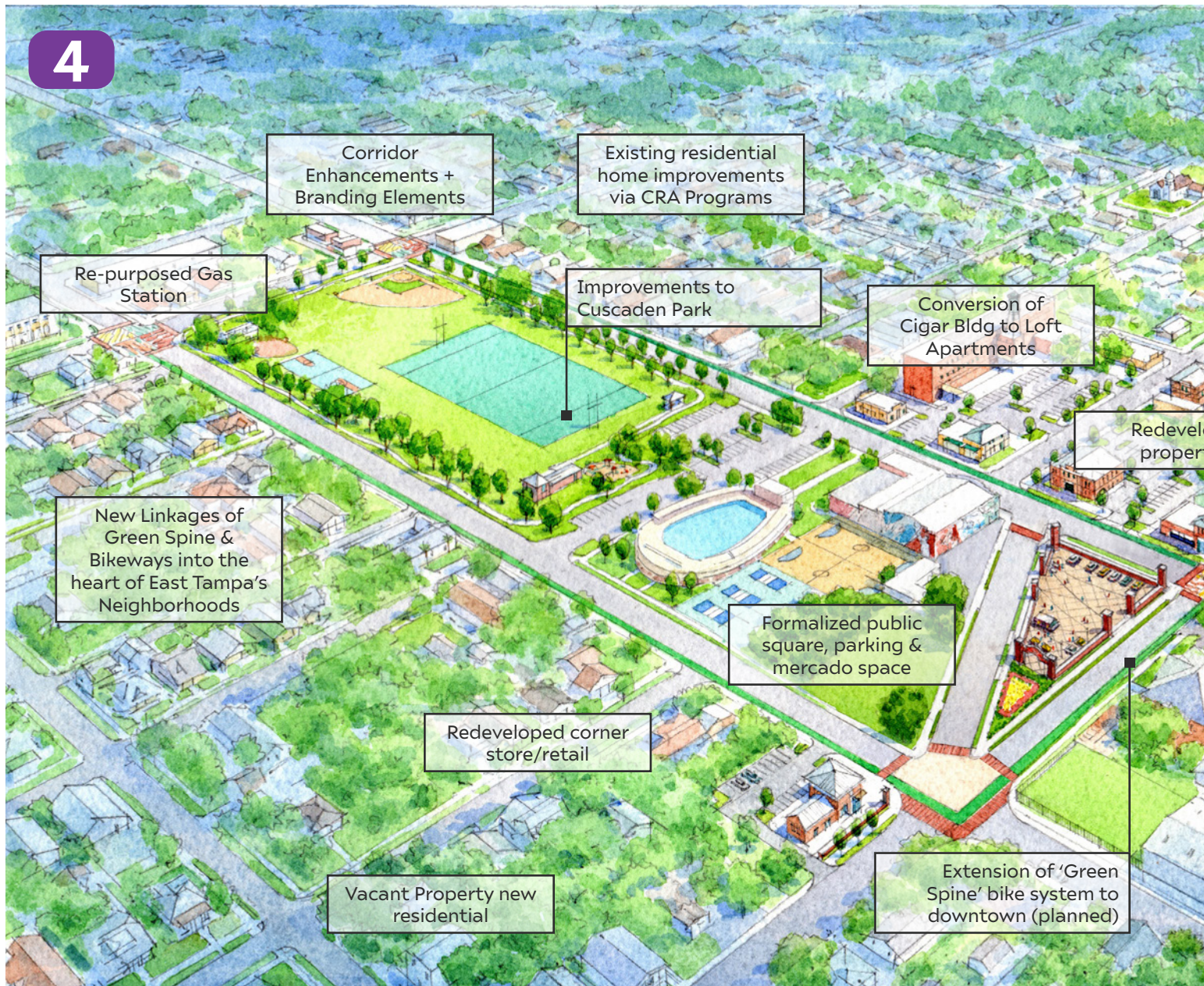
an opportunity to develop a prototype for new corridor redevelopment, on a smaller, neighborhood scale. This could include subsidized retail or business incubator space, community market and small event locations and shared use 'mid-block' parking lots to serve buildings that anchor key intersections.



To the right of the illustration, 22nd Street is shown with renewed walkable streetscapes including connected sidewalks and ADA crossings, street trees and updated lighting – all of which are important priorities around the community nodes and civic buildings of the ETCRA.



BEFORE



4

Corridor
Enhancements +
Branding Elements

Existing residential
home improvements
via CRA Programs

Re-purposed Gas
Station

Improvements to
Cuscaden Park

Conversion of
Cigar Bldg to Loft
Apartments

Redevelop
proper

New Linkages of
Green Spine &
Bikeways into the
heart of East Tampa's
Neighborhoods

Formalized public
square, parking &
mercado space

Redeveloped corner
store/retail

Vacant Property new
residential

Extension of 'Green
Spine' bike system to
downtown (planned)

THE BARRIO

REDISCOVERING HISTORIC NEIGHBORHOOD FABRIC

Much like the 22nd Street Hub, the areas around Columbus Drive and 15th Street and Cuscaden Park represent an historic community commercial district. The selected aerial view allows for the discussion of several Strategic Themes. This includes improved walking and biking conditions (green spine) on all the primary streets. Columbus

Dr and 17th Ave can be evaluated for two-way conversion. Cuscaden Park can be enhanced as a more fully functional community park with a strong canopy tree edge, while maintaining its central multi-purpose field.

Redevelopment may include retail, office, and varied forms

of residential, including 3 story townhomes near the adjacent historic cigar buildings in a 'traditional' urban format. Residential property enhancement and home ownership incentives can be deployed in the surrounding single-family neighborhoods.



THE BARRIO/CUSCADEN PARK HISTORIC AREA ROADWAY ADJUSTMENT AND GROCERY INVESTMENT



Finally, there is an opportunity to vacate the angled block of 17th Street, acquire the vacant site and create a larger scale commercial redevelopment site that could accommodate a 20,000 s.f. grocery.



BEFORE



5

New Townhome
redevelopment of
aged properties

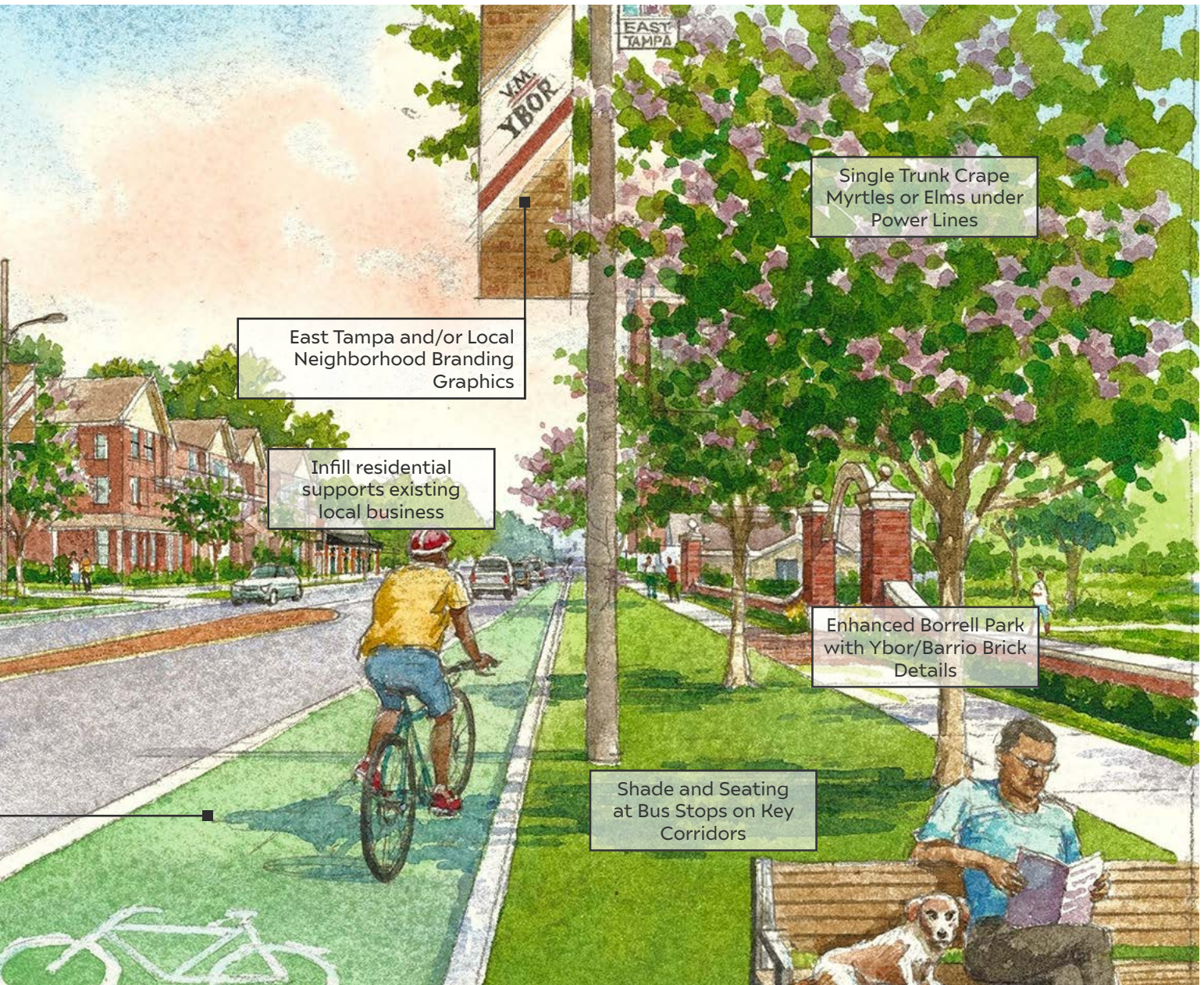
Refreshed sidewalks
with street trees and
LED lighting

Painted Bike Lanes



BEFORE

Nebraska Ave is the former regional road leading to Tampa prior to the construction of I-275. However, as St. Route 45, it has maintained its historic scale as a 3-lane road with community commercial and civic buildings, some light industry, mixed use and some legacy residential properties. It also served by strong transit service.



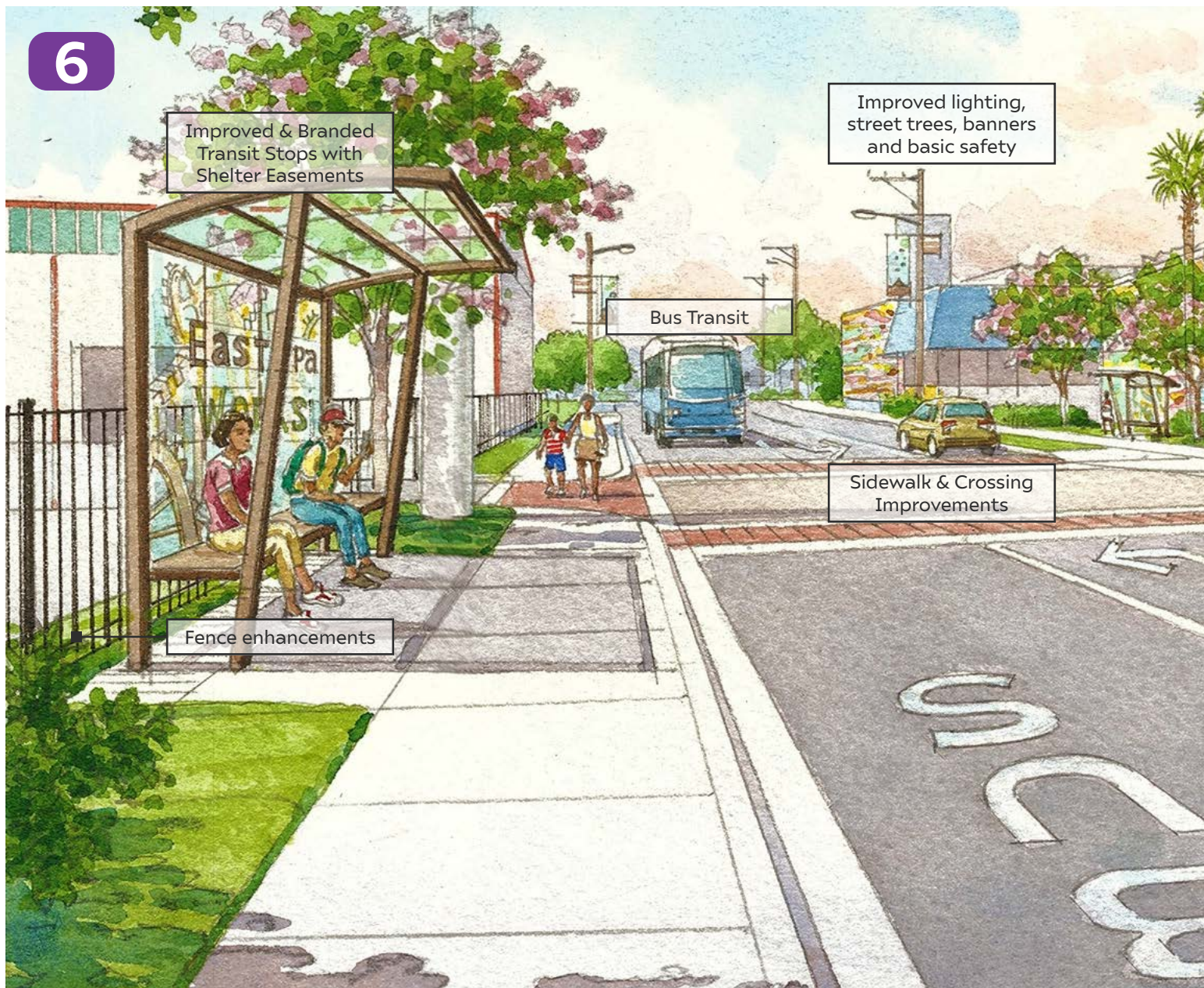
NEBRASKA AVENUE

REPOSITIONING NEIGHBORHOOD CORRIDORS AS PLACES

Nebraska is a distinct 'Community Corridor' of more intimate scale, yet able to support slightly more active, mixed commercial uses as well as higher residential redevelopment density than might be appropriate in the internal neighborhoods. Existing buildings and properties can be beautified with murals, art and

more attractive fencing and edges. Enhanced sidewalks, bikeways, understory street trees, decorative crosswalk graphics, lighting, and branding, improve appearance and function. The result is a safe, inviting place for existing residents and future investment.

However, Nebraska also has some well documented underlying issues with homeless services and crime nodes. These issues should be addressed in tandem with the enhancement of features such as Borrell Park to create a more hospitable 'main street' environment.



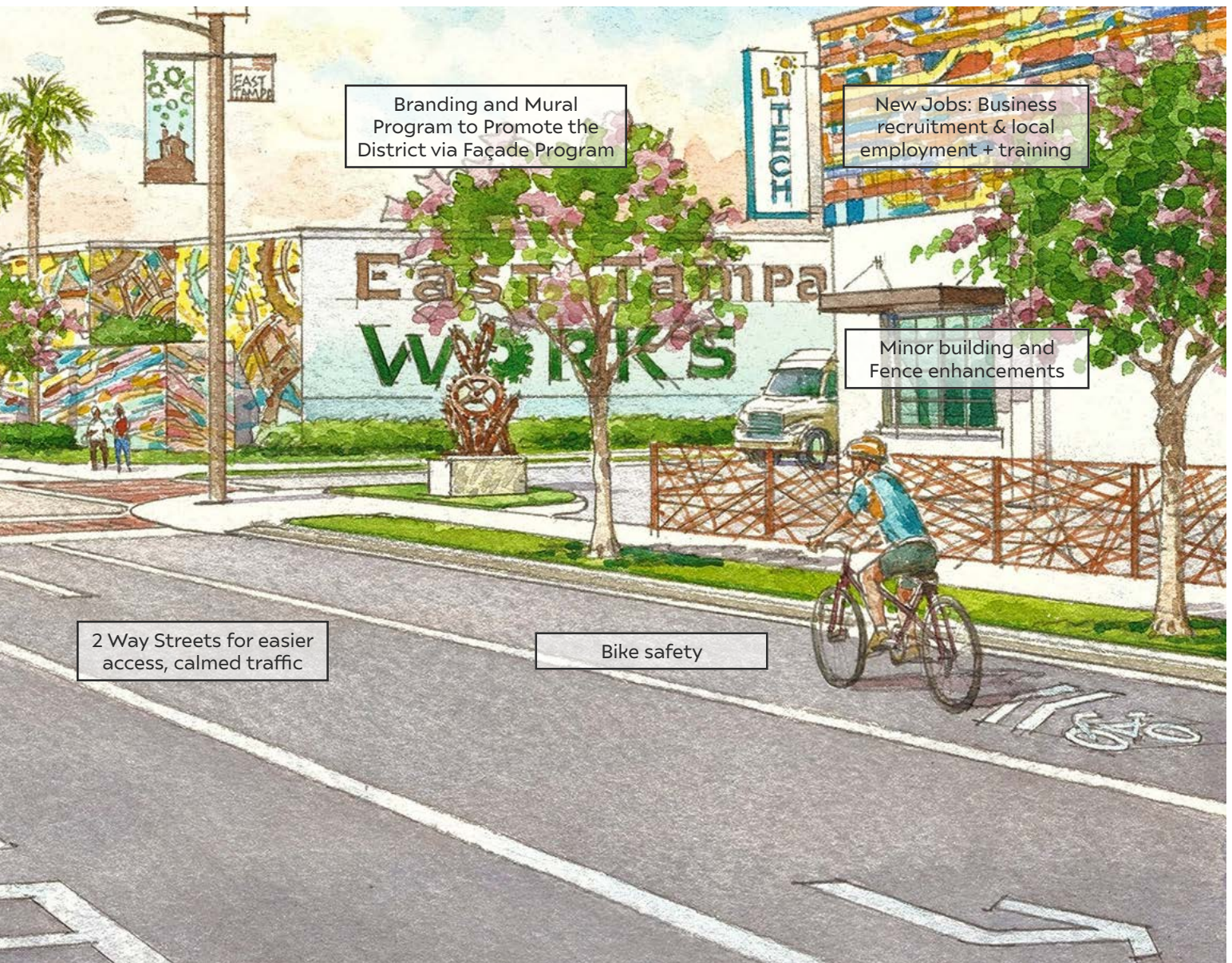
COLUMBUS DRIVE

DEFINING AND PROMOTING EMPLOYMENT DISTRICTS

The Columbus Drive corridor (which can be said to include portions of 17th Ave as one-way pairs) presents a tremendous employment and placemaking opportunity within East Tampa. The presence of many underutilized industrial and light tech properties within immediate proximity to adjacent residential, transit, rail

and regional transportation can be capitalized as a distinct economic development area for East Tampa's residents. The new Opportunity Zone designation for East Tampa brings additional tools for attractive funding & financing. Streets and Infrastructure can be improved to better serve

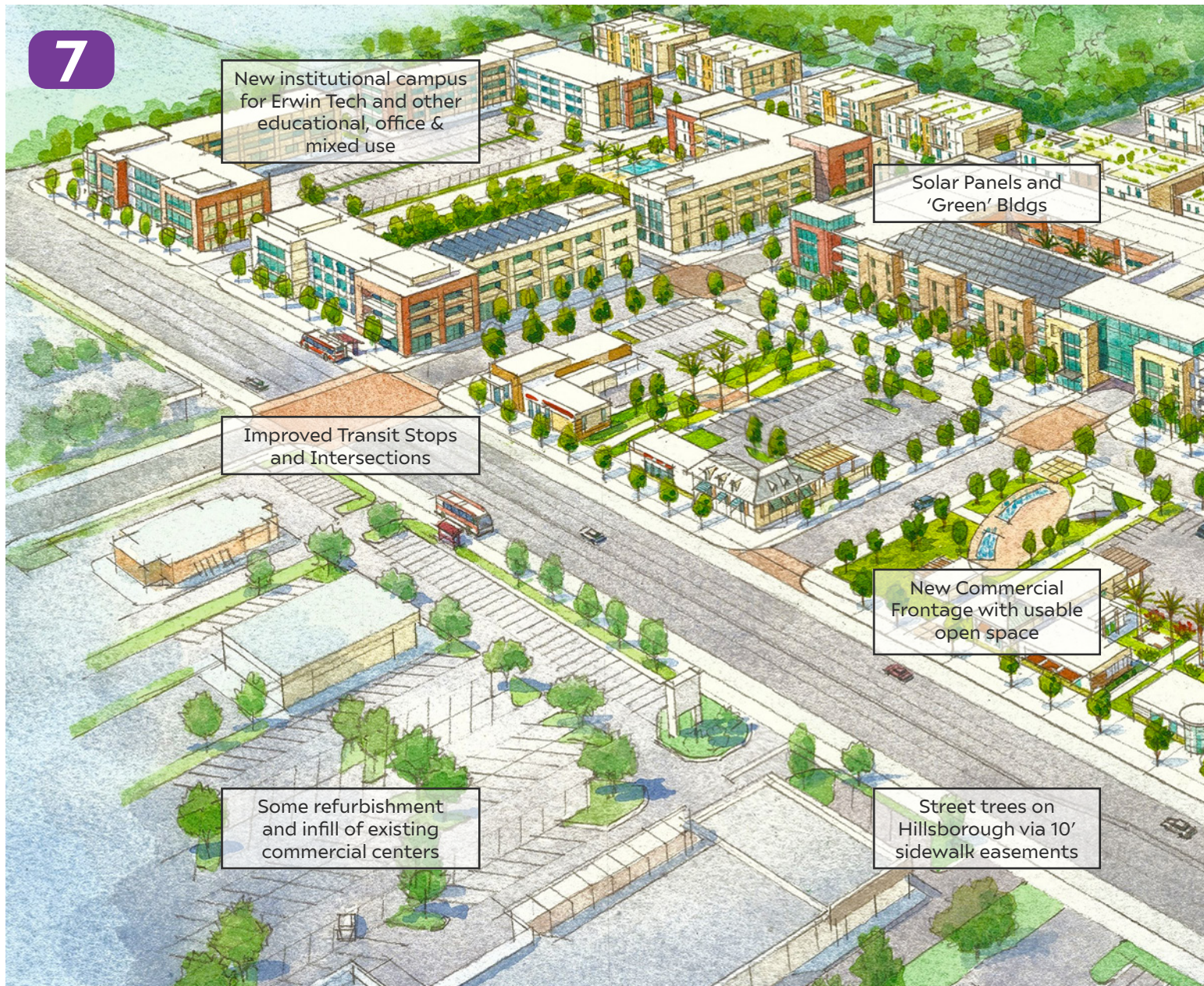
the community and increase capacity. Existing businesses can be engaged to support the area as a coordinated 'District'. New investment can be marketed through multiple partners including the CRA, the City of Tampa Opportunity Zone program, the Tampa Bay Economic Development Commission, and others.



The properties and the public realm can be branded as an energetic, a vibrant, and a visually interesting 'WORKS' district with new opportunities for local job training, employment, career paths and generational wealth for East Tampa.



BEFORE



HILLSBOROUGH AVENUE

MIXED-USE CORRIDOR REINVESTMENT OPPORTUNITIES

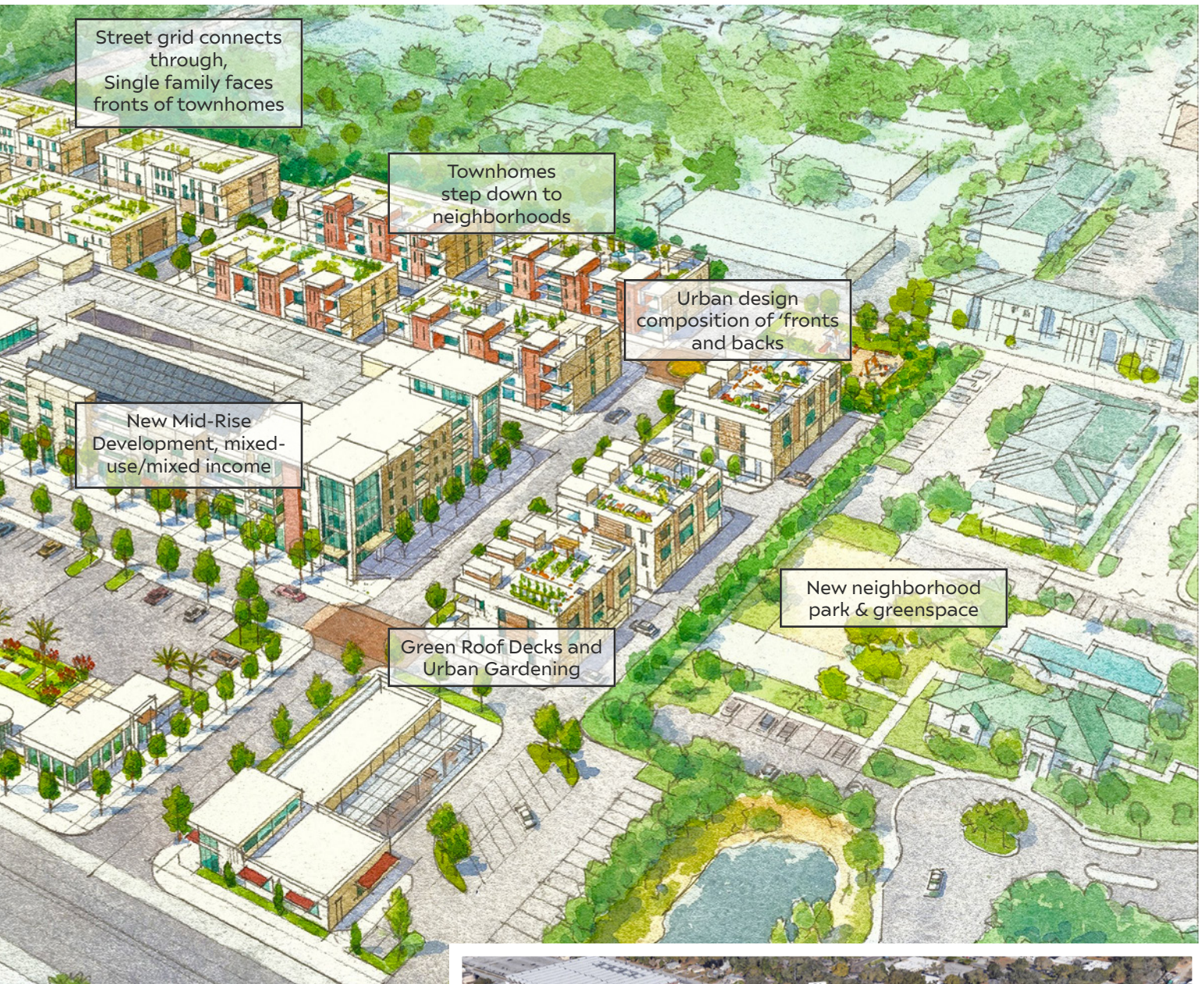
Large Commercial Arterials such as Hillsborough Ave. are changing across the nation, Florida and in the Tampa Area. This includes new formats for mixed retail and office often anchored by mid-rise (5-6 story) residential development with structured parking. There are numerous potential sites on Hillsborough Avenue, as well as

portions of 40th Street and at key intersections where suitable ~3-6 acre sites can be assembled.

The opportunity is to provide higher quality retail, office and educational services while also providing a modern residential product that has proven attractive to every demographic, from

young professional to senior housing. The illustration shows mid-rise residential, 3 story modern townhomes, (transitioning to adjacent neighborhoods) and new retail services all connected via an extended street grid.

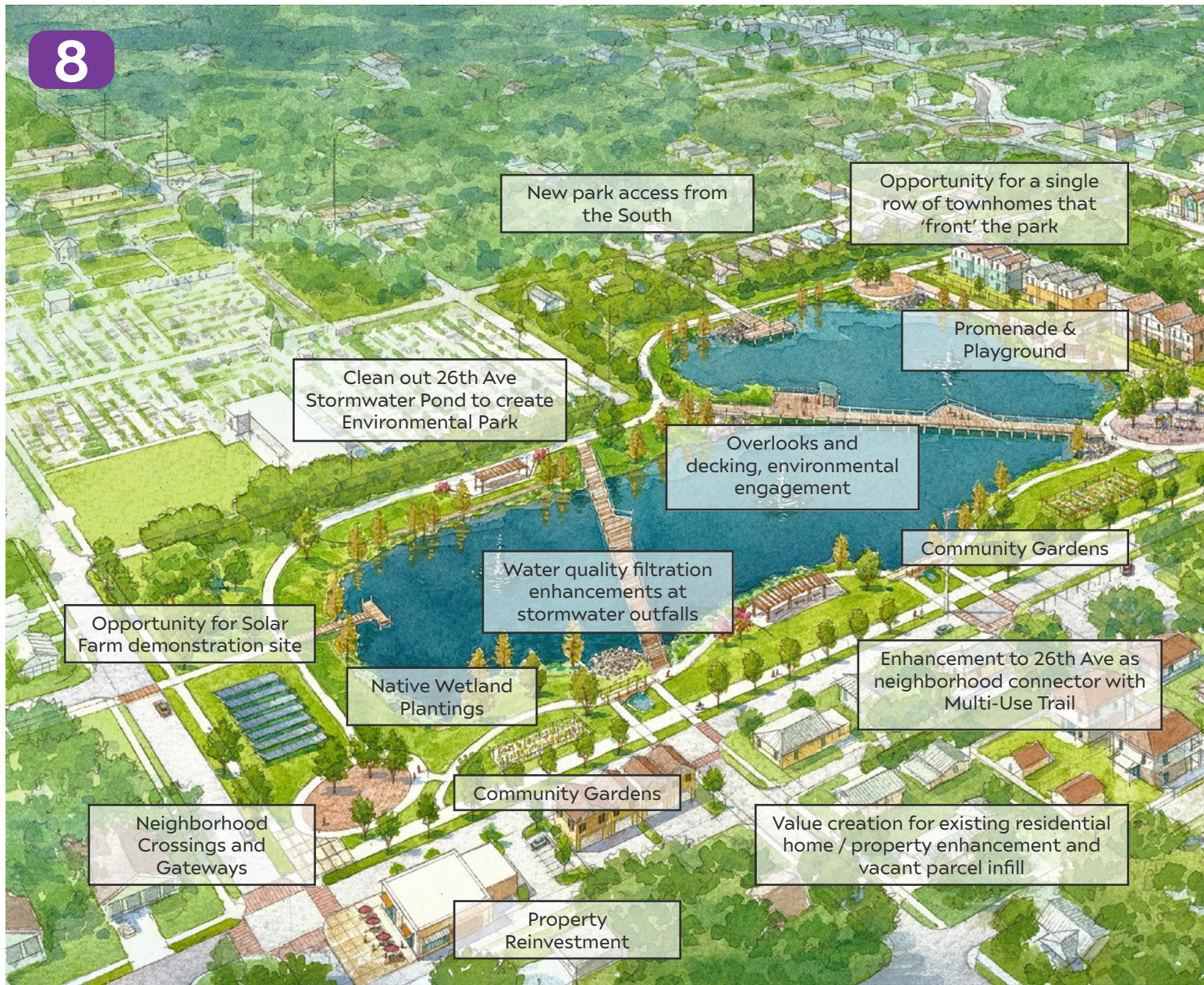
Erwin Tech (to the west) is imagined with refreshed



educational buildings that may also incorporate uses such as office co-working space, workforce housing or business class hotel. Hillsborough Ave. is a more livable corridor with enhanced Transit, branded crosswalks and new streetscape made possible via sidewalk easements applied to new development.



BEFORE



26TH AVENUE

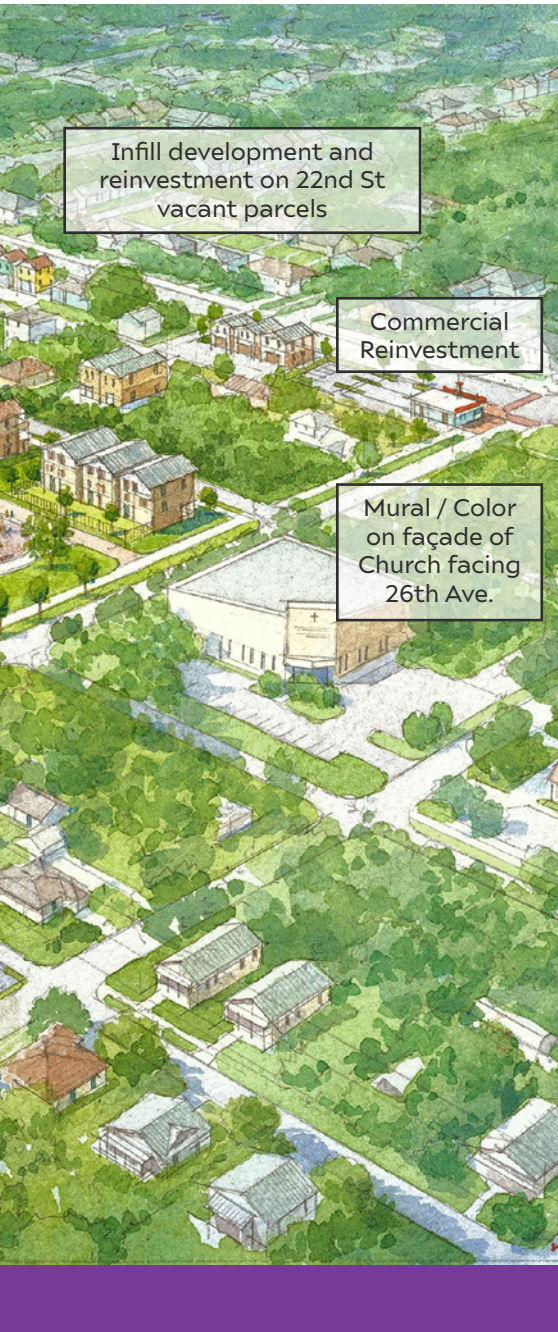
ENVIRONMENTAL STEWARDSHIP AND HEALTHY NEIGHBORHOODS

The large (~11.5 acre) stormwater pond on 26th Ave. between the community connector streets of 22nd and 26th Streets is both a community eyesore and a significant opportunity. The pond serves a large area, with numerous inflows from adjacent streets, ultimately out-falling at its southwest corner.

This stormwater facility can be re-interpreted as an environmental park that enhances water quality and local biodiversity while providing educational and community gardening opportunities. Such a facility will improve quality of life for existing residential, which can be enhanced with CRA property enhancement

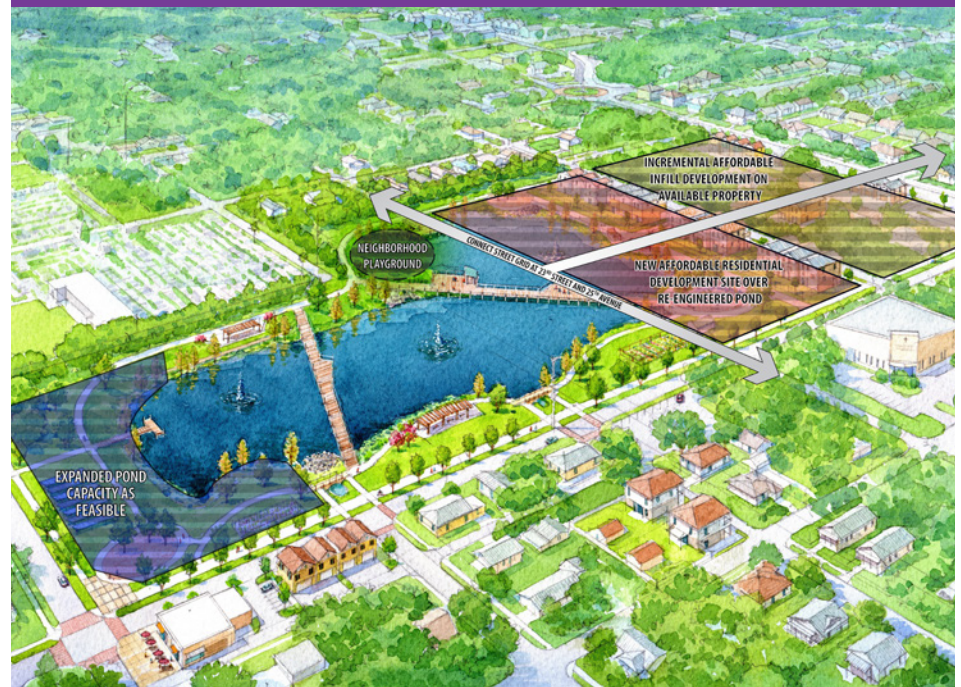
and other home ownership programs. Underutilized properties can be redeveloped. There may be even an opportunity to reconfigure portions of the pond to allow for some development that can put 'eyes on the park'.

Park street "edges" can be treated with multi-use trails directly



There was some community discussion about the possibility of added infill affordable residential development on the large pond site. This includes the potential extension of 23rd Street across the pond to create a larger development site. The feasibility for this type of modification was reviewed by the design & engineering team and determined to be sufficiently complex (and expensive) that it wouldn't be featured as the primary vision idea. This would also require evaluation for stormwater capacity elsewhere in the basin. However, the ETCRA SAP does not fully dismiss the potential of the possibility. It will require additional study and a housing form that is in context with the neighborhood character as expressed by the residents.

26TH AVENUE ENVIRONMENTAL PARK AND INFILL DEVELOPMENT AREA ALTERNATIVE DESIGN DIAGRAM



connecting adjacent Jacksons Heights, College Hill/Belmont, and North Ybor Neighborhoods.

Together, this new environmental feature makes sustainability visible and accessible to the entire East Tampa CRA community and sets a new standard urban ecology for future generations.



BEFORE

DRAFT





SUPPORTING ANALYSIS - TECHNICAL INVENTORY

This Section includes the Technical Inventory of Economic, Demographic and Physical Characteristics of the East Tampa CRA. Much of this information is consolidated to key findings or conclusions based on much more detailed research and documentation. These additional files can be found in the Appendices that contain the full Economic Analysis as well as detailed mapping inventory of selected roadways, utilities and other community infrastructure.

Technical Inventory, Mapping and Economic/Demographic Studies of the East Tampa CRA

As part of the Strategic Action Planning process, many levels of data and technical due diligence were inventoried, both as part of general status input, but also as means to investigate key issues raised by the community as part of all the Public Input activities. Areas of review included two broad topics of inquiry:

Economic / Demographic Factors

1. Demographics & Economic Benchmarking
2. Market Analysis
3. Tax Increment Projections

The Physical Environment

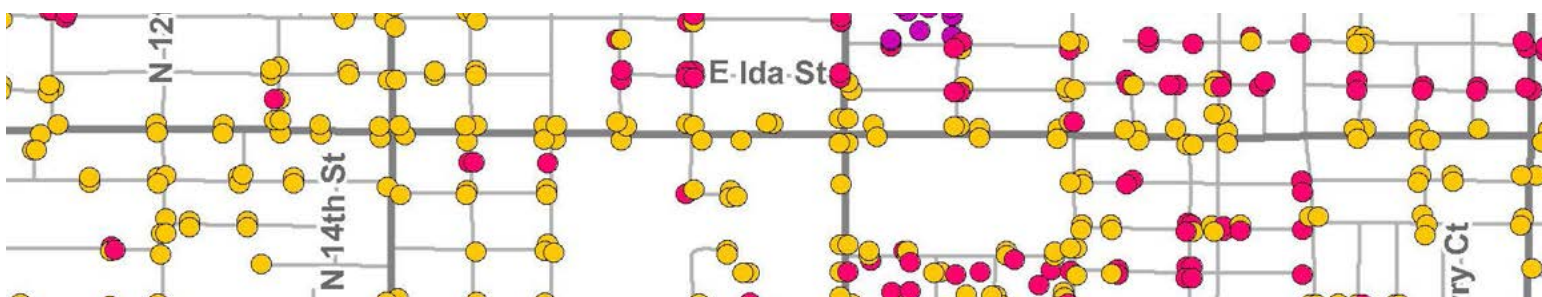
1. Planning and Urban Form
2. Infrastructure & Public Services
3. Housing Conditions

This included review of all available City of Tampa and FDOT GIS files, Economic and Demographic Data (including industry data sets such as CoStar Group) and specific interviews with City Department Representatives regarding their areas of focus and/or Capital Improvement Planning for the ETCRA.

Specific Workshop / Discussion Sessions were conducted from April-June 2021 with the following Departments:

- City Planning
- Economic Opportunity
- Historic Districts & Architecture
- Housing and Community Development
- Infrastructure and Mobility
- Neighborhood Enhancement & Outreach
- Parks and Recreation
- TPD, Public Safety and Environmental Crimes Unit
- Water
- Wastewater
- Solid Waste
- Stormwater
- Transportation Mobility

The Planning Team also worked with other agencies related to East Tampa, including HART, FDOT, Hillsborough County Schools and Tampa Bay Economic Development Council regarding specific planned projects or other issues of community interest. Element Engineering supported the team, specifically providing much of the coordination and assessment of the infrastructure, utility and transportation inventory. The full suite of 20 technical study maps obtained and / or created by the Planning Team are included in Appendix 3. Each of the maps is included in a coordinated ArcGIS database for East Tampa digital mapping and coordination.



Economic and Demographic Analysis of the East Tampa CRA

This Strategic Action Plan seeks to stimulate productive and effective economic development within the East Tampa Community Redevelopment Area ("CRA"). A summary of the demographic and economic analysis, market analysis and assessment of market conditions, trends impacting development, and investment opportunities within the East Tampa CRA are summarized at a high level in this section of the report. For the complete summary, review of the complete economic analysis in Appendix 2 is highly recommended.

There are many key economic indicators to consider when determining the market characteristics of a CRA which may not be readily apparent, these include: population, age distribution, ethnicity, and academic achievement. Overall housing characteristics, income and poverty levels, and consumer spending are also important economic variables to consider. These factors can greatly impact the operation and success of a CRA within a specific location.

The analysis also examines other various economic indicators and future projections. The information gathered helps define the nuances and niches in the market characteristics of the CRA. Additionally, the market analysis reports on the existing economic conditions of the CRA, provides recommendations for the type and scale of new development, and sets the stage for East Tampa's redevelopment strategies.

For purposes of this analysis, the primary market has been defined as the East Tampa CRA, with the secondary and tertiary markets defined as the City of Tampa ("City") and Hillsborough County ("County"), respectively. These area definitions are intended to illustrate the characteristics of the market within which the CRA resides. The primary and secondary markets are illustrated in Figure 1 below.

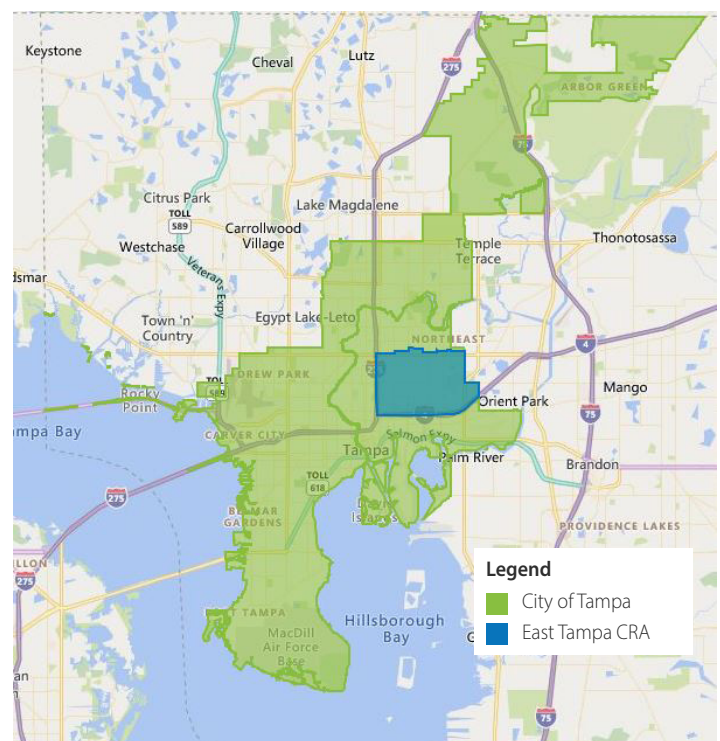
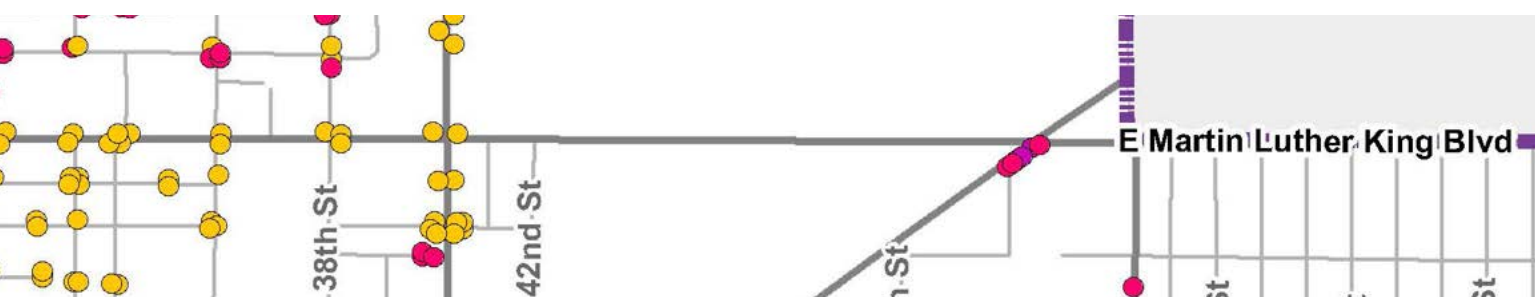


Figure 1. City of Tampa and East Tampa CRA Boundary Map



Touchpoint: Demographic Overview

Population: According to the U.S. Census Bureau, the population of the CRA is estimated to be 35,740; the population of the City is estimated to be about 391,650; and the population of the County is estimated to be nearly 1.5 million as of year-to-date 2021. As such, the CRA accounts for 9.1% of the population within the City, and 2.4% of the population within the County. From 2010-2021, the City and County grew in population by approximately 16.7% and 21.7% respectively. The ETCRA grew in population by about 10.2% during that same time period.

Size and Density: The ETCRA is approximately 7.5 square miles, whereas the City and the County are 175.2 and 1,266 square miles, respectively. The CRA makes up approximately 4.3% of the total land area within the City, and 0.6% of the total land area within the County. Furthermore, the CRA has a density of about 4,746 persons per square mile, whereas, the City and the County have an estimated density of 2,235 and 1,182 persons per square mile as of year-to-date 2021. The CRA is primarily a residential area at a traditional neighborhood scale of 50' and 60' single family lots with some low rise multifamily mixed in, whereas the City includes many non-residential land-uses (such as airport, industrial and office centers) and County additionally includes large areas of 'ranchette' housing and agricultural & natural lands.

Age Distribution: Age distribution is another important factor when examining the market characteristics of a CRA. Within the East Tampa CRA, the median age is approximately 35.4 years old, which is slightly lower than the median age observed within the City and County, at 36.0 and 37.3 years old, respectively. To provide a frame of reference, the median age within the MSA and State of Florida is 43.2 and 42.5, respectively, which are slightly higher than the median ages observed within the smaller markets.

In the CRA, approximately 63.4% of the population are between the ages of 15 to 64, which is defined as the typical working-age population. In comparison, about 68.9% and 66.6% represent the working-age population within the City and the County, respectively. This indicates that the CRA has a population that is slightly younger and not in the workforce yet. Additionally, 28.0% of the ETCRA population are younger than 18, and 16.0% are 65 years old and over. The City has a slightly similar demographic breakdown; 21.4% are younger than 18, and 12.3% are older than 65. Whereas, the MSA has a slightly older population with only 19.9% of the population younger than 18, and 19.8% older than 65. Figure 2 illustrates the age distribution for the East Tampa CRA as of year-to-date 2021, with the working-age population highlighted.

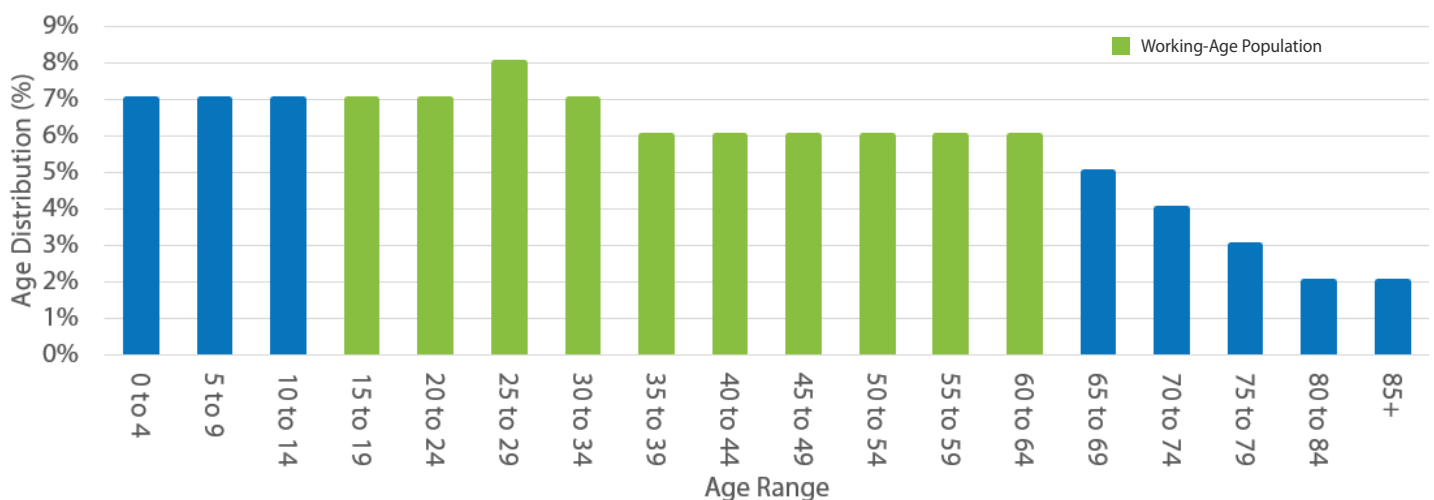


Figure 2. East Tampa CRA Age Distribution, 2021 YTD

Sources: ESRI 2021 Estimates; GAI Consultants.

Ethnicity: A demographic area with an ethnically diverse population base is beneficial for a Community Redevelopment Area ("CRA"). Approximately, 73.0% of the population in the CRA is classified as Black/African American, followed by 20.0% classified as White, and 19.0% classified as Hispanic or Latino. The ethnic composition within the City and County is significantly

different; with 65.4% classified as White and 23.6% classified as Black/African American in the City, and 74.1% classified as White and 18.0% classified as Black/African American in the County. The breakdown of the ethnicity within the CRA, compared to that of the City and the County are represented in the Table 1.

Table 1. Ethnicity Distribution of the CRA, City, and County, 2021 YTD

	CRA	City	County
White Race, includes Ethnicities*	20.0%	65.4%	74.1%
Black or African American, includes Ethnicities*	73.0%	23.6%	18.0%
American Indian and Alaska Native, includes Ethnicities*	0.4%	0.3%	0.5%
Asian, includes Ethnicities*	0.4%	4.3%	4.4%
Native Hawaiian/Other Pacific Islander, includes Ethnicities*	0.0%	0.1%	0.1%
Two or More Races, includes Ethnicities*	3.0%	3.9%	2.9%
Hispanic or Latino Ethnicity, percent (regardless of race)	19.0%	26.4%	29.7%
White Race Alone, no Hispanic or Latino Ethnicity	11.0%	44.6%	47.7%

Sources: ESRI 2021 Estimates; GAI Consultants.

*Note: There is some 'double counting' within the US Census Data regarding Ethnicity. This is because the definition of 'Race' is not the same as the definition of 'Ethnicity' such as people of Hispanic origin. People may choose to report more than one race to indicate their racial mixture, such as "African American" and "White." People who identify their origin (ethnicity) as Hispanic, Latino, or Spanish may be of any race. The conclusion of this table may be more broadly stated that over 70% of East Tampa identifies Racially as African American (regardless of Ethnicity), 19% identifies as Hispanic or Latino Ethnicity (regardless of Race), and between 11% and 20% of East Tampa identifies as Racially white with white ethnicity or some % of additional ethnicity. These proportions trend as 'more Racially African American' than the City or the County. For more information on U.S. Census Racial Definitions, please visit:

<https://www.census.gov/quickfacts/fact/note/US/RHI62521>



East Tampa is a highly diverse area, but its history is firmly rooted in the African American community with some influence from the Barrio of Ybor City to the South.

Academic Achievement: Academic achievement refers to the level of schooling a person has successfully completed. According to ESRI, 77% of the population within the CRA had obtained their high school diploma or a more advanced degree as of year-to-date 2021. However, only 21% of the population within the CRA has a bachelor's or graduate/professional degree.

The City and the County have slightly higher high school graduation rates than that of the CRA, at about 90% and 92%, respectively of the population within the City and the County have obtained a high school diploma or greater. Additionally, 52% and 48%

of the population within the City and the County, respectively, has a bachelor's or more advanced degree.

This indicates that the demographic within the East Tampa CRA has a slightly lower academic achievement when compared to the City and the County as a whole. This is evident in the percent of the population within the CRA that has some high school experience but no diploma, at about 23%. Whereas, the City and the County have about 9% of people who did not graduate high-school. The estimated academic achievement for the CRA and the City as of year-to-date 2021 is illustrated in the Figures 3a and 3b.

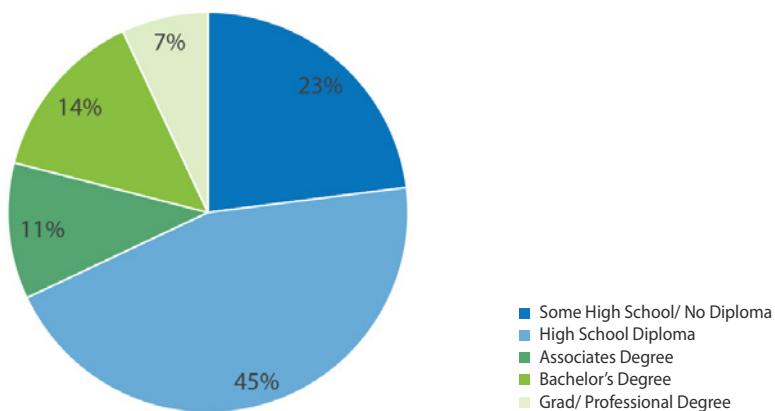


Figure 3a.
East Tampa CRA Academic Achievement

Sources: ESRI 2021 Estimates; GAI Consultants.

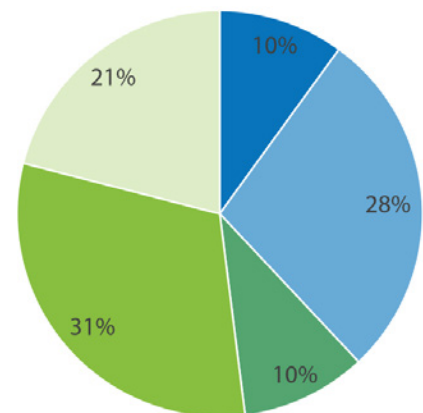


Figure 3b.
City of Tampa Academic Achievement



Childhood academic achievement and pathways to employment are of paramount importance to East Tampa.

Housing and Environmental Safety: The East Tampa CRA has successfully funded and deployed an Environmental Crimes Detective as part of a program to address a variety of topics, ranging from cleanup of trash and dumping, to neighborhood safety and crime prevention. This program has yielded declining incidents of code violations as well as most categories of criminal activity. The City and CRA have also been involved in active acquisition and demolition of derelict property and structurally non-viable buildings. There is still work to be done, and the overall City of Tampa Community Redevelopment Agency Board is

expanding the capacity of the environmental crimes unit, as well as continuing to focus on acquisition and redevelopment of abandoned properties.

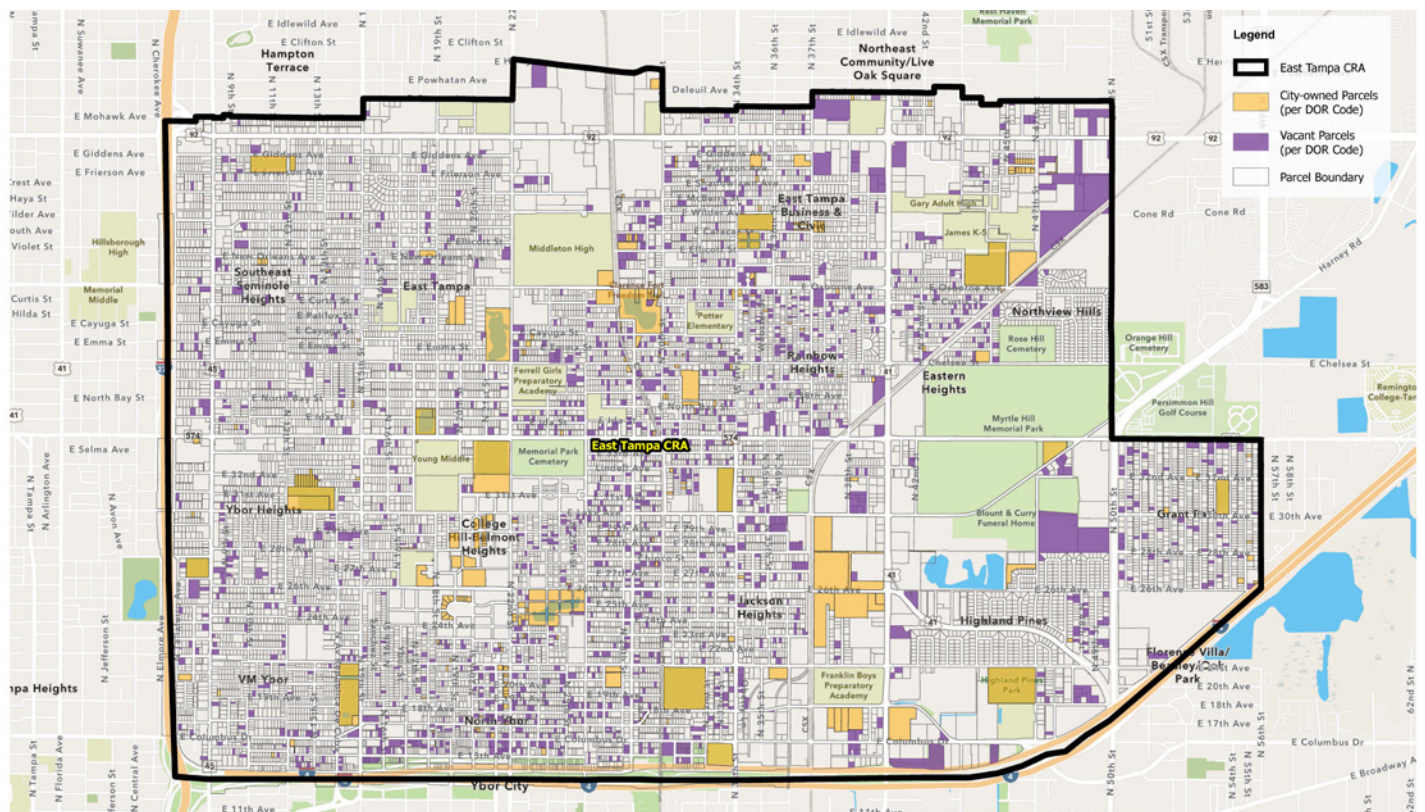
The numbers in the tables below indicate the positive outcomes, although it is also notable that during the COVID-19 pandemic, some code enforcement and TPD capacity has been necessarily directed to other activities, as well as reduced reporting by the neighborhoods due to the ‘slow down’. Nevertheless, the trends are moving in a positive direction.

New Complaints By Year			
Year	Total CMPs	proactive	Citizen CMP
2018	3760	2608	1152
2019	3432	2329	1103
2020	2700	1719	981
2021	1600	1043	557

This data is limited to EAST TAMPA CRA only.

In 2020, data affected by the result of response to COVID -19. Code inspectors had special assignments

Case Type	2018	2019	2020	2021
Bank-Owned Foreclosure	33	27	12	11
Civil Case	2239	1750	806	625
Code Case	593	792	920	413
Demolition	24	102	23	3
Remedial Order	350	369	334	135
Signs	2	0	0	0
Total Case	3241	3040	2095	1187
Total Inspections	4258	3981	3374	2021



East Tampa includes a large inventory of vacant and publically owned properties. The City and CRA are working diligently to assemble derelict land and reposition to the development community for new residential and commercial uses.

Touchpoint: Economic Overview

Housing Characteristics: There are approximately 12,250 housing units within the CRA as of year-to-date 2021. The total number of housing units within the CRA comprise approximately 7.7% and 2.1% of the housing units within the City and the County, respectively. The average household size within the CRA is about 2.9 persons per household, which is slightly higher than the average household size of the City and the County as 2.4 and 2.6 persons per household, respectively.

Additionally, the average home value within the CRA was estimated at \$214,459 as of year-to-date 2021. Comparatively, the average home value within the City is approximately 178% greater than the average home value within the CRA, at \$381,878. The average home value within the County is 149% greater than that of the CRA, at \$319,569. This indicates that the average home value within the CRA is significantly lower than the average home value within the City and the County.

Income: Income is another important factor to consider when examining the market characteristics of a CRA because it indicates a broad measurement of an individual's spending potential and their general ability to purchase a variety of goods and services within the specific marketplace. According to ESRI, the average household income within the CRA was estimated to be \$44,616 as of year-to-date 2021. The average household income within the City and the County is significantly higher than that of the CRA, at about \$89,602 observed within the City and \$87,185 within the County. As a point of reference, the average household income within the State of Florida is \$83,820.

Spending: In 2020, total expenditures within the CRA was estimated to be about \$479.2 million, with consumers spending about 31.9% on housing, 29.9% on retail goods, 12.0% on food, and 8.2% on health care. The adjacent Figure 4 represents the breakdown of consumer spending within the CRA.

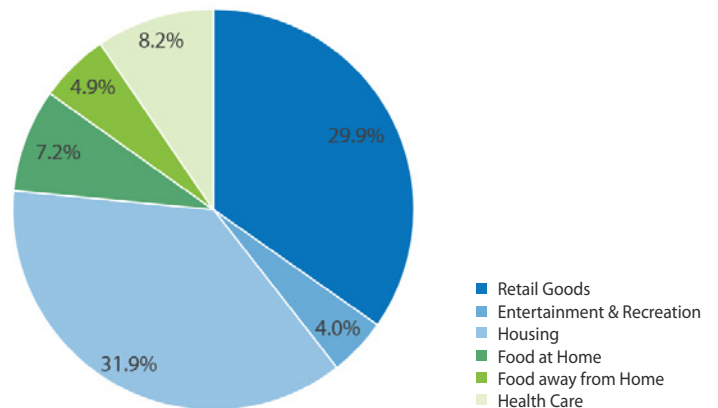


Figure 4. Consumer Spending CRA Breakdown, 2020
Sources: ESRI 2021 Estimates; GAI Consultants.

In addition, total expenditures within the CRA make up approximately 3.9% of the consumer spending within the City as of year-end 2020. In general, the proportion of consumer spending within each category are very similar within the CRA as compared to the City of Tampa – with all CRA spending categories between approximately 3.8% and 4.2% of overall City Capture.

Consumer Spending	ETCRA	CRA Capture of City	City of Tampa
Retail Goods	\$ 143,337,962	4.0%	\$3,627,738,014
Entertainment & Recreation	\$19,373,466	3.9%	\$492,851,655
Housing	\$152,861,234	3.8%	\$4,001,698,826
Food at Home	\$34,373,988	4.0%	\$858,706,307
Food away from Home	\$23,270,463	3.8%	\$610,579,574
Health Care	\$39,289,822	4.2%	\$940,602,545
2021 Annual Budget Expenditures	\$479,202,345	3.9%	\$12,349,653,159

The academic achievement, disposable income, professional job growth in ETCRA are below the surrounding region. This limits capacity for higher quality local retail services and intergenerational wealth. Although cost of housing is less than the region, as new housing is constructed to absorb vacant parcels and meet market demand, there is a concern that existing residents can be 'left behind' without the financial or educational attainment to keep up with changing conditions. This emphasizes the importance of academic & job training, employment and support for housing.

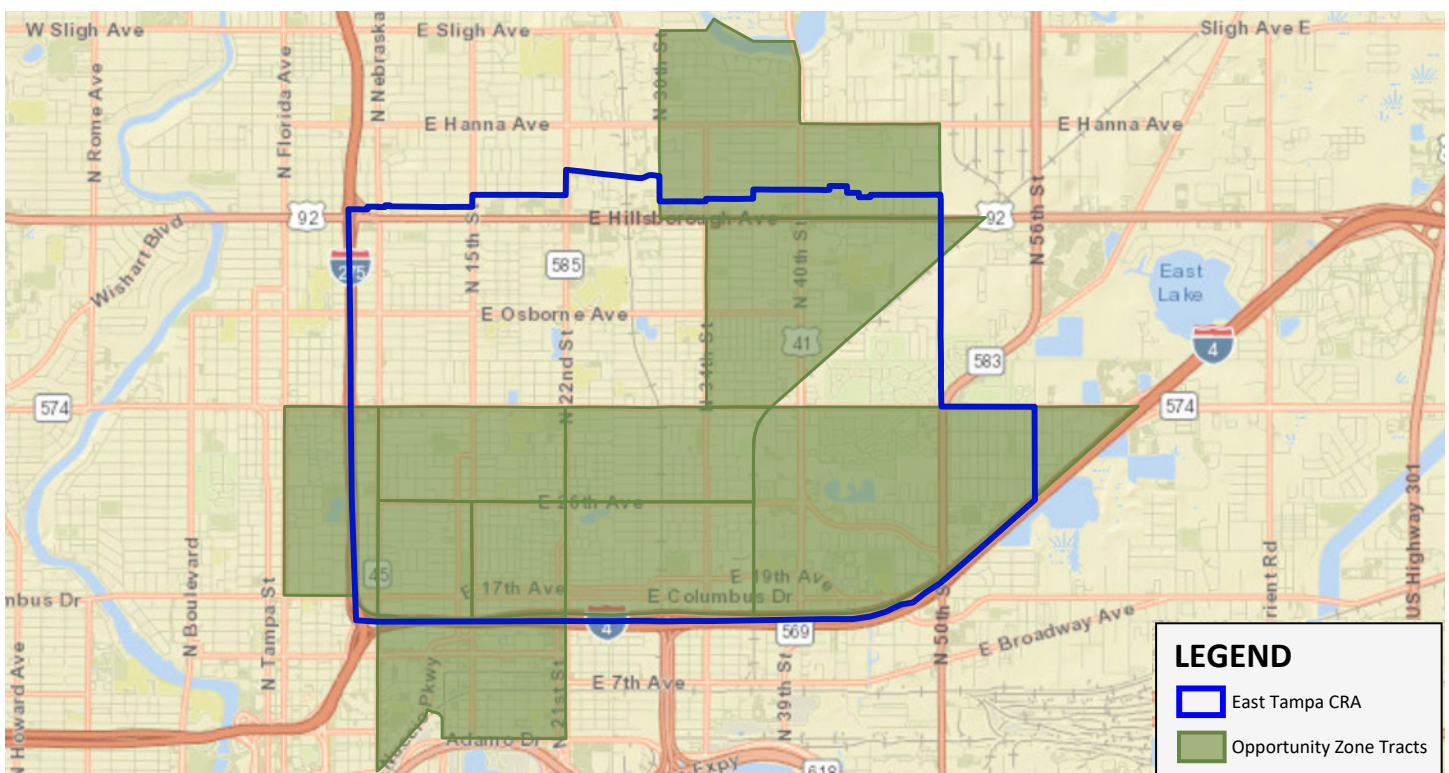
Employment and Jobs: A diverse industry base within a specific market area's workforce can be a sign of a healthy economy as it boosts the variety of available employment and interested companies in the specific area. The key components to employment which should be considered when analyzing the overall business and employment market of the East Tampa CRA include: jobs by industry sector, and employment trends within the defined market areas. There are currently 1,189 businesses within the CRA as of year-to-date 2021. The CRA comprises approximately 4.9% of the total businesses within the City, at 24,376 businesses; and 2.0% of the total businesses within the County, at 58,310 businesses.

The most current employment by sector data provided by the U.S. Census Bureau for Economic Studies for Hillsborough County, the City of Tampa, and the East Tampa CRA is year-end 2018. The CRA provides an employment picture somewhat different from that of the larger City or County, consistent with its general image as a major construction and warehousing center. In the CRA, although health care and social assistance are the largest single employment sectors (15.4% of the total employment), transportation and warehousing, construction, and wholesale trade make up 33.5% of the total employment. Retail trade is another large industry

within the CRA, at 12.4% of total employment. The result of this jobs mix is that the CRA has a "white collar" (professional) workforce of 57%, the City and the County are significantly higher, at 72% and 70%, respectively.

Employment Growth: Total employment in the City and the County increased 3.5% and 4.1% respectively, from 2017 to 2018, while total employment in the CRA grew by 3.0%. However, since 2009, employment within the CRA has grown at a Compound Annual Growth Rate ("CAGR") of 3.7%, as compared to the City at 2.3% and County 2.5% over the same time frame. This increased total CAGR for the CRA may be attributable to a heavier economic impact (ETCRA foreclosures, etc) during the Great Recession in the 2008-2012 timeframe, and some 'bounceback' effect in East Tampa. This may be inferred from the historic ETCRA Tax Increment tables shown in the following sections.

Opportunity Zones: much of East Tampa's commercial and industrial land lies within designated Opportunity Zones. This program allows for a variety of State and Federal programs designed to support new investment, community enhancement and special funding and financing tools for business development and economic growth.



Touchpoint: Market Analysis

This market analysis and assessment of market conditions within this Strategic Action Plan provides a summary of the existing inventory within the CRA, current economic conditions and trends which could impact potential development, and investment opportunities within the CRA. This market analysis helps set the stage for the type and scale of new development, as well as providing fundamental context for East Tampa's redevelopment strategies, as provided in the following section. Further detailed tables of the existing inventory and market trends for all commercial uses, as well as multi-family properties, can be located within the Appendix 2 which accompanies this report.

Office Market: As of year-to-date 2021, there is just over 403,330 square feet of total office space within the CRA, this space comprises approximately 0.6% of the total office space within the City, and 0.7% of the total office space within the County. Over the last 15 years, office inventory has grown at a CAGR of 0.3%, gaining approximately 19,320 square feet of office space in two buildings since 2007.

Office occupancy within the CRA has consistently tracked around 95%, significantly above the City and the County. Average rental rates within the CRA's office market have also experienced significant growth over the last 15 years; increasing nearly 119%; from \$13.96 observed in 2007 to \$30.55 as of year-to-date 2021. The average rental rates within the CRA have been historically lower than those observed within the City and County, with the exception of the last two years where the average rental rates within the CRA were nearly \$2.00 greater than the two larger regions, as illustrated in Figure 5 below.

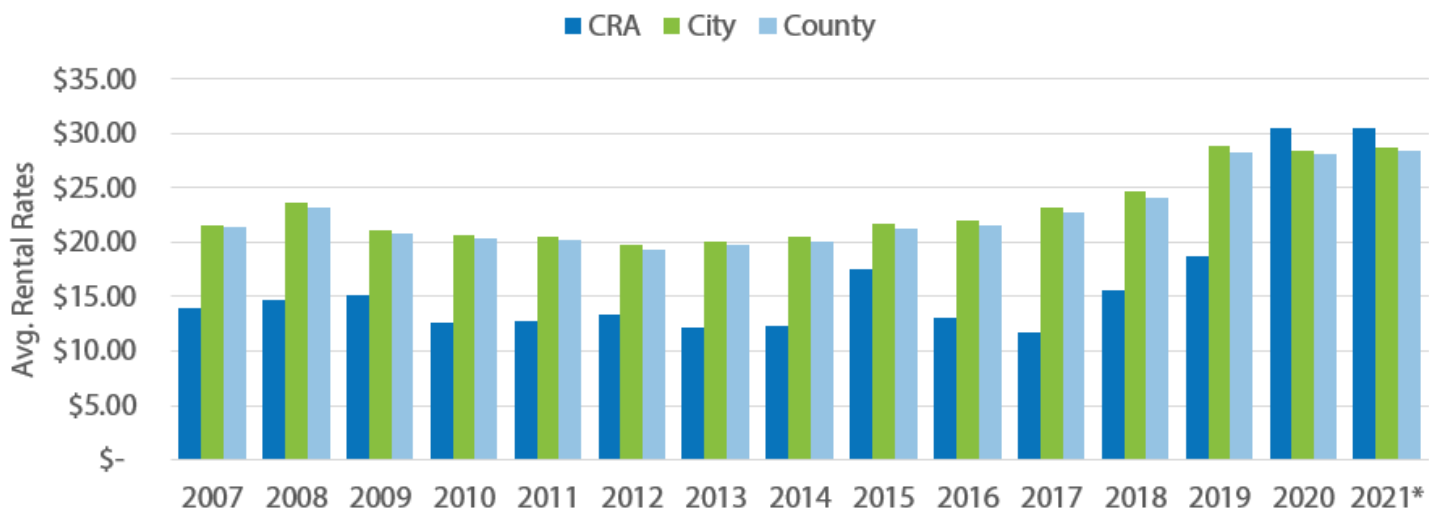


Figure 5. Office Average Rental Rates, 2007-21 YTD

Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

Retail Market: As of year-to-date 2021, there is just over 1.8 million square feet of total retail space within the CRA, this space comprises approximately 3.6% of the total retail space within the City, and 2.4% of the total retail space within the County. Over the last 15 years, retail inventory has grown at a CAGR of 0.4%, gaining approximately 100,340 square feet of retail space in seven buildings since 2007.

Over the last 15 years, occupancy rates within the CRA's retail market have increased 2.3%; from 95.7% observed in 2007 to 97.9% as of year-to-date 2021. In

addition, occupancy has recently increased above that of the City and County by 1% as of year-to-date 2021. Average rental rates within the CRA's retail market have also experienced significant growth over the last 15 years; increasing nearly 51%; from \$11.96 observed in 2007 to \$18.03 as of year-to-date 2021. The average rental rates within the CRA have been historically lower than those observed within the City and County, whereas the City and the County have experienced relatively similar average rental rates during this same time frame, as illustrated in Figure 6.

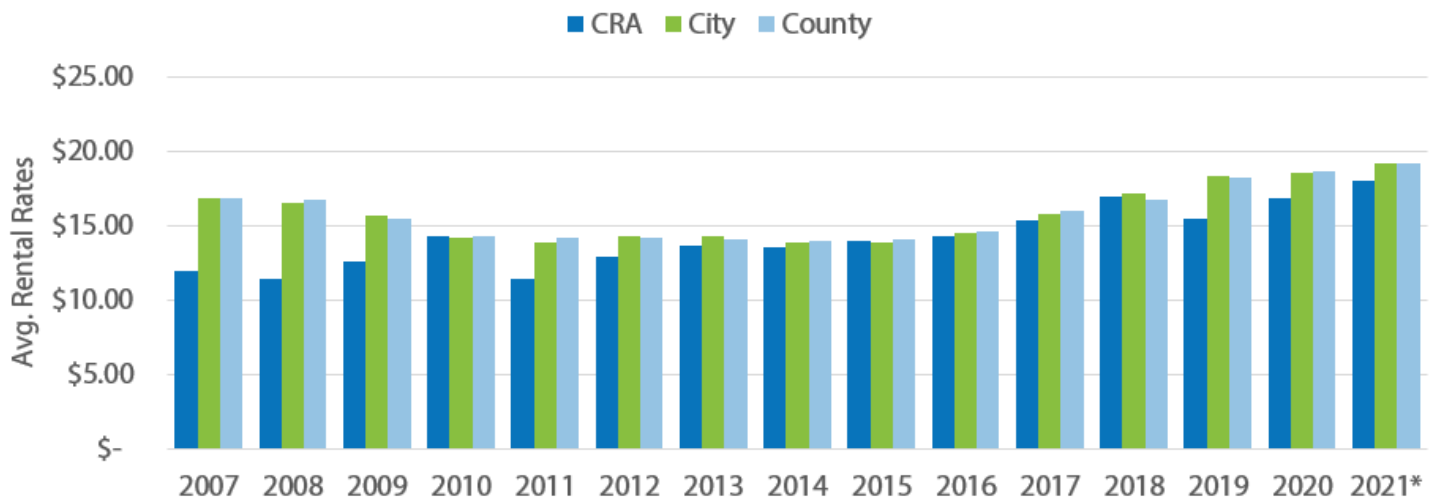


Figure 6. Retail Average Rental Rates, 2007-21 YTD

Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

Industrial and Flex Market: As of year-to-date 2021, there is nearly 3.0 million square feet of total industrial and flex space within the CRA, comprising approximately 3.4% of the total industrial and flex space within the City, and 2.6% of the total industrial and flex space within the County. Over the last 15 years, CRA industrial and flex inventory has decreased at a CAGR of 0.2%, losing approximately 114,100 square feet of industrial and flex space in three buildings since 2007.

Although inventory within the CRA's industrial and flex market has decreased during this time frame, occupancy has been consistently greater than that

of the City and the County. Over the last 15 years, occupancy rates within the CRA's industrial and flex market have increased 1.3%; from 96.7% observed in 2007 to 98.0% as of year-to-date 2021. However, average rental rates within the CRA's industrial and flex market have experienced a significant decline over the last 15 years; decreasing approximately 17%; from \$5.19 observed in 2007 to \$4.29 as of year-to-date 2021. Recently, the average rental rates within the CRA have dropped significantly below that of the City and County, by over a \$3.00 difference as of year-to-date 2021 as illustrated in Figure 7.

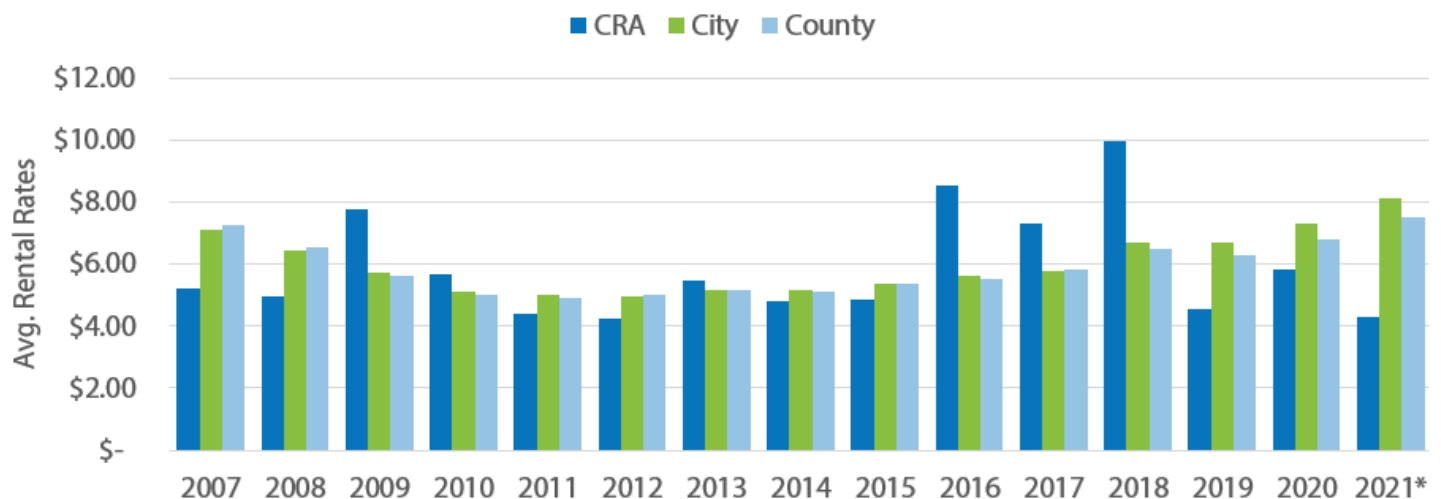
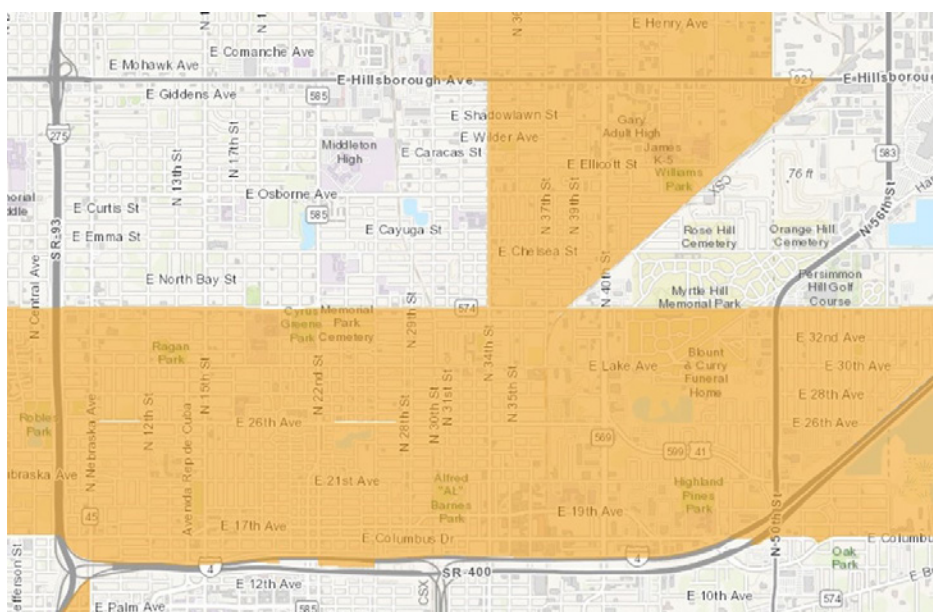


Figure 7. Industrial and Flex Average Rental Rates, 2007-21 YTD

Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.



The presence of the Opportunity Zone can be leveraged to create new employment opportunities, particularly in collaboration with other regional partners such as the City of Tampa and the Tampa Bay EDC.

Multi-Family Residential Market: As of year-to-date 2021, there are just over 2,785 multi-family units within the CRA in about 53 buildings, these units comprise approximately 2.4% of the total multi-family units within the City, and 1.8% of the total multi-family units within the County. Over the last 15 years, multi-family inventory has grown at a CAGR of 0.1%, gaining approximately 38 multi-family units as the configuration of the existing multi-family product has changed since 2007 towards formats that are generally not being built in East Tampa.

Occupancy within the CRA's multi-family rental properties market has been consistently greater (95%-98%) over the last 10 years than the City or County (94%-96%). However, the rental rate have remained relatively steady at approximately \$.80/sf. This is perhaps explained by the fact that very few new units have come online in the last 15 years, causing existing inventory to age – effectively becoming less contemporary.

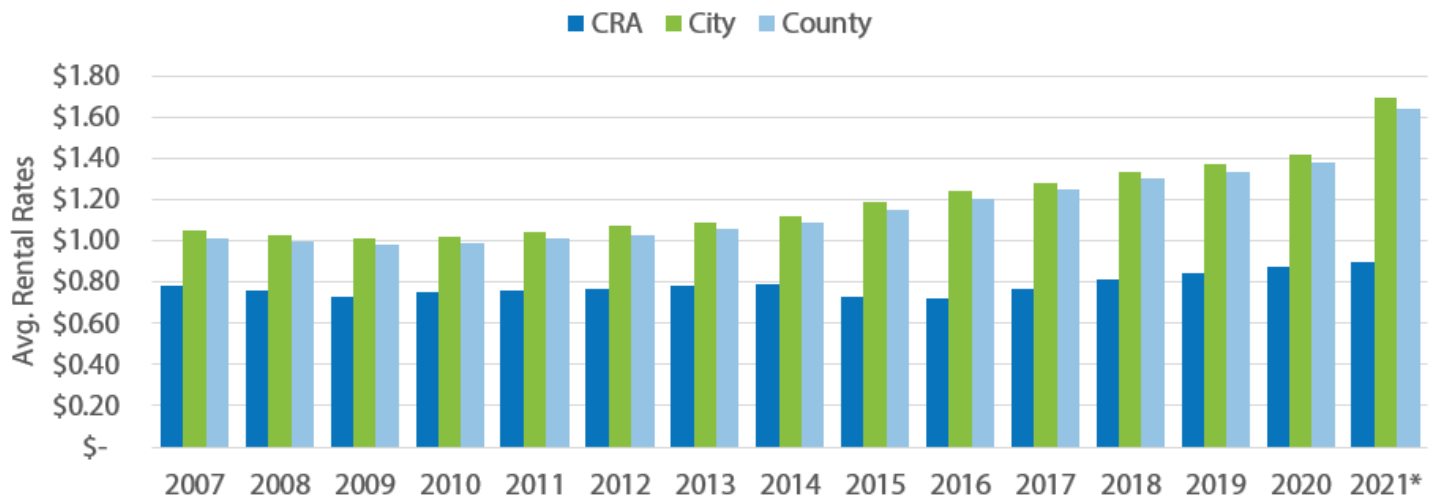


Figure 8. Multi-Family Average Rental Rates, 2007-21 YTD

Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

While office, retail and industrial occupancy is strong, there has been little growth since the 2009 ETCRA Strategic Action Plan. This may be due to significant disinvestment and foreclosure during the Great Recession. But it is also due to the aforementioned challenges with educational attainment, household income and jobs. There is emergent activity in and around East Tampa for new Single and Multi-Family Residential, which could assist in supporting commercial inventory, but the market must be able to afford the costs of new construction and find East Tampa a desirable environment for employment and community character.

Touchpoint: Economic Growth and CRA Tax Increment Projections

To fully understand where East Tampa is today, it is helpful to understand where the CRA has been from a financial point of view. When the 2009 East Tampa CRA Strategic Action Plan was completed, annual Tax Increment Revenue (TIF) generated by existing property values for use by the CRA had grown from ~\$1M in 2005 to over \$6M in 2009. As the plan was being completed, the beginning of the mortgage crisis

was unfolding and the SAP projected a conservative reduction in TIF revenues for the coming years of approximately ~3.5M annually thru FY 2014. What the entire nation didn't predict was the full measure of the Great Recession and its severe impact on residential neighborhoods. East Tampa was particularly impacted, with heavy residential foreclosures, which affected all other areas of the local economy. By 2012, TIF generation had decline to zero and it has been a very slow trend to build back up.

EAST TAMPA Community Redevelopment Area Historic TIF Collections

Historical Collections (2010-2020)						
Tax Year (Year Collected)	Fiscal Year/ Budget Year	Total Taxable Value	Increment Less Base Value	Total Tax Increment at % ⁽¹⁾	Combined Millage Rates ⁽²⁾	Annual TIF Revenues Collected ⁽³⁾
Base - 2004		\$492,472,827				
2010	FY 2011	\$565,212,131	\$72,739,304	\$62,330,135	11.6637	\$727,000
2011	FY 2012	\$495,247,763	\$2,774,936	\$2,400,940	11.6621	\$28,000
2012	FY 2013	\$452,896,184	\$(39,576,643)	\$(33,889,871)	11.6554	\$-
2013	FY 2014	\$474,859,325	\$(17,613,502)	\$(15,115,600)	11.6436	\$-
2014	FY 2015	\$508,879,965	\$16,407,138	\$14,013,188	11.6319	\$163,000
2015	FY 2016	\$548,194,743	\$55,721,916	\$47,675,599	11.6202	\$554,000
2016	FY 2017	\$608,328,430	\$115,855,603	\$99,223,097	11.6102	\$1,152,000
2017	FY 2018	\$671,363,358	\$178,890,531	\$153,788,789	12.0685	\$1,856,000
2018	FY 2019	\$770,138,660	\$277,665,833	\$238,685,859	12.0535	\$2,877,000
2019	FY 2020	\$871,778,818	\$379,305,991	\$326,068,003	12.0435	\$3,927,000
2020	FY 2021	\$993,299,358	\$500,826,531	\$430,488,058	12.0375	\$5,182,000
2021 ⁽⁴⁾	FY 2022	\$1,135,347,761	\$642,874,934	\$552,591,337	12.0324	\$6,649,000
2011-2015 Total:						\$745,000
2016-2020 Total:						\$14,994,000

The good news is that East Tampa has bounced back in recent years and in the current Fiscal Year 2022, annual TIF revenues are now at the same level as they were in 2008 (the previous high). Looking forward, with best available economic data, projections indicate continued growth using a range of economic factors that generate a low (conservative), medium or high (optimistic) outlook. As with all projections, there are unpredictable outside events that may affect East Tampa, the Region, State or entire United States, as with the Great Recession, or the recent COVID-19 Pandemic.

However, the indications for optimism are in the numbers – the TIF generation, property valuations, the new housing investments and other data points.

EAST TAMPA Community Redevelopment Area Projected TIF Collections

Projections (2022-2034) - Sunset Date								
Tax Year (Year Collected)	Fiscal Year/ Budget Year	Total Taxable Value	Increment Less Base Value	Total Tax Increment at % ⁽¹⁾	Combined Millage Rates ⁽²⁾	Annual TIF Revenues Collected ⁽³⁾		
						Low	Moderate	High
2022 ⁽⁵⁾	FY 2023	\$1,247,900,000	\$755,430,000	\$649,292,331	12.0254	\$7,808,000	\$7,808,000	\$7,808,000
2023	FY 2024	\$1,361,600,000	\$869,130,000	\$746,938,028	12.0184	\$8,887,000	\$8,977,000	\$9,426,000
2024	FY 2025	\$1,476,500,000	\$984,030,000	\$845,613,334	12.0114	\$9,903,000	\$10,157,000	\$11,173,000
2025	FY 2026	\$1,592,500,000	\$1,100,030,000	\$945,236,747	12.0044	\$10,893,000	\$11,347,000	\$13,049,000
2026	FY 2027	\$1,709,600,000	\$1,217,130,000	\$1,045,809,925	11.9974	\$11,804,000	\$12,547,000	\$15,056,000
2027	FY 2028	\$1,828,000,000	\$1,335,530,000	\$1,147,501,334	11.9904	\$12,686,000	\$13,759,000	\$16,346,000
2028	FY 2029	\$1,947,500,000	\$1,455,030,000	\$1,250,062,587	11.9834	\$13,535,000	\$14,980,000	\$17,618,000
2029	FY 2030	\$2,068,200,000	\$1,575,730,000	\$1,353,662,202	11.9764	\$14,355,000	\$16,212,000	\$18,877,000
2030	FY 2031	\$2,190,100,000	\$1,697,630,000	\$1,458,302,003	11.9694	\$15,147,000	\$17,455,000	\$20,121,000
2031	FY 2032	\$2,313,300,000	\$1,820,830,000	\$1,564,067,411	11.9624	\$15,911,000	\$18,710,000	\$21,352,000
2032	FY 2033	\$2,437,700,000	\$1,945,230,000	\$1,670,793,114	11.9554	\$16,647,000	\$19,975,000	\$22,567,000
2033	FY 2034	\$2,563,300,000	\$2,070,830,000	\$1,778,564,494	11.9484	\$17,356,000	\$21,251,000	\$23,769,000
2034	FY 2035	\$2,690,100,000	\$2,197,630,000	\$1,887,383,389	11.9414	\$18,039,000	\$22,538,000	\$24,956,000
2022-2024 Total:						\$26,598,024	\$26,942,024	\$28,407,024
2025-2029 Total:						\$63,273,000	\$68,845,000	\$80,946,000
2030-2034 Total:						\$83,100,000	\$99,929,000	\$112,765,000
Total Increment Collections 2022-2034:						\$172,971,024	\$195,716,024	\$222,118,024

Conclusions:

The ability of the ETCRA to continue to grow economically will be influenced by its own efficacy in activating the Strategic Action Plan. Assuming future TIF revenue projections are realized, the ETCRA can accelerate its economic future by addressing the residential, employment and environmental characteristics of East Tampa. By working collaboratively from the grassroots volunteerism to CRA and City leadership and other partnerships, there are tremendous opportunities for the future of East Tampa at all levels and for all people.

The next section of this Inventory and Due Diligence Chapter addresses some of the physical characteristics of the East Tampa geography and urban form.

The balance of the SAP document, beginning with Section 3, will continue to elaborate on the opportunities, building upon the Community Input to create Strategic Themes and envision future Actions and Outcomes.

Introduction of Places

Community and Places in East Tampa

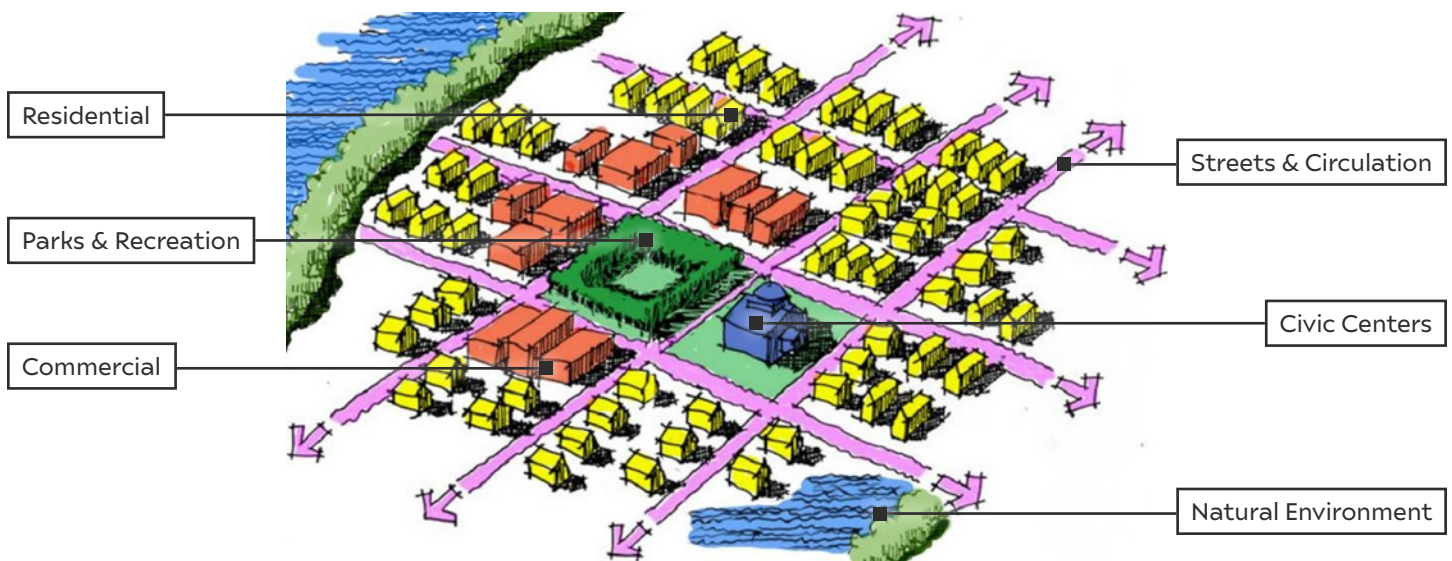
As the Community, CRA, City and Partners work forward there will be continued examinations of places and policies in East Tampa through systems such as land use and zoning, neighborhood boundaries, streets and transportation, stormwater & utility service areas, local business districts, parks & recreation, designated historic areas and other physical, economic and cultural lenses. Typically, these topics are often depicted in technical maps that can be difficult to understand even by the most experienced professional land planners or engineers, particularly for an area as large as East Tampa.

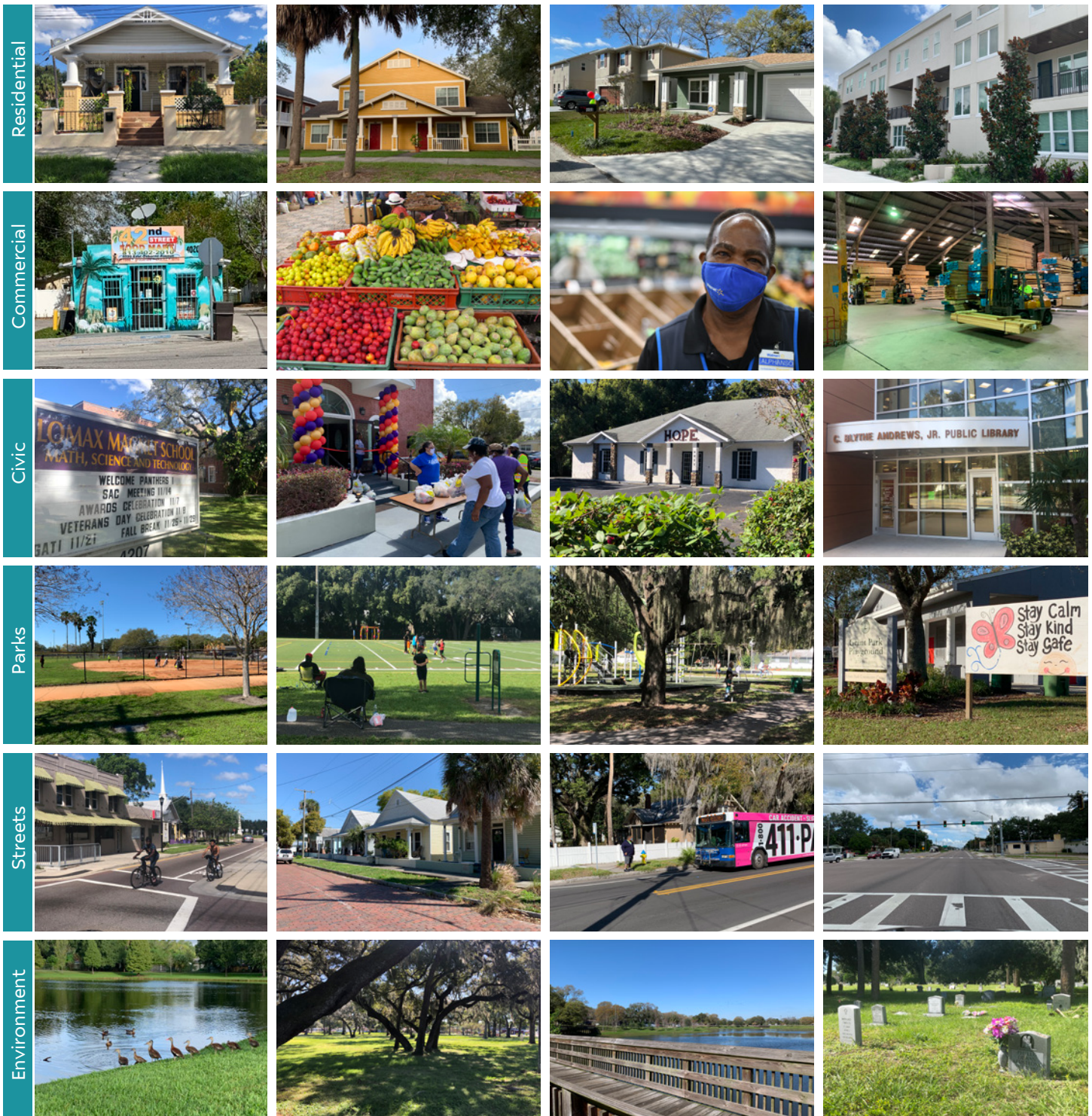
The full diversity of how individuals tend to think of community form is often based on a more personal 'mental map' of the important places and experiences most relevant to their daily experience of living, working, learning or playing in East Tampa. Through the community planning process, and particularly the neighborhood walking tours, there was a shared communication about the basic elements of community and the associated meaningful places. There are some useful ideas to synthesize from these discussions as they relate to ongoing CRA planning and implementation efforts.

One cornerstone idea of 'discovering and describing' community form is to simply identify the basic elements of community life. While some technical planning maps may seem complex, most of the urban landscape is made up of 6 generalized land uses:

- **Residential** – the variety of housing types where people live, including options for all life stages.
- **Commercial** – the businesses where people are employed, access daily needs shopping and community services from home repair to healthcare.
- **Civic Centers** – the schools, community centers, service organizations and places of worship as well as other centers of deep community meaning.
- **Parks & Recreation** – where people restore themselves through structured play, passive relaxation and enrichment programs.
- **Natural Environment** – that supports a healthy city with clean air, water, microclimate, resiliency and biodiversity.
- **Streets & Circulation** – that enable the community to access all the basic community elements, including the quality, safety and diversity of choices for all modes of travel and people of all needs.

Each of the 6 major community elements can be easily found in East Tampa. They occur in many shapes, sizes and patterns and in forms that have been described in both positive and critical terms. Understanding where they are and how they are arranged helps in understanding how to build on strengths and heal challenges.





The Six Elements of Community Life: Snapshots from East Tampa CRA

The characteristics of the six basic community elements, and how they interact with each other, assists in understanding and enhancing the shared quality of life and opportunity for East Tampa's people.

Note: for the purpose of this discussion, the many cemeteries of East Tampa are included in 'Natural Environment' because of their permanence, respite from urban development and their need for ongoing reverence and stewardship. It is recognized that they also serve as part of the historic, civic and open space fabric of the community.

Looking at East Tampa's Community Form

With the recognition of the six basic land use types, it is possible to begin to think of the overall community form of East Tampa.

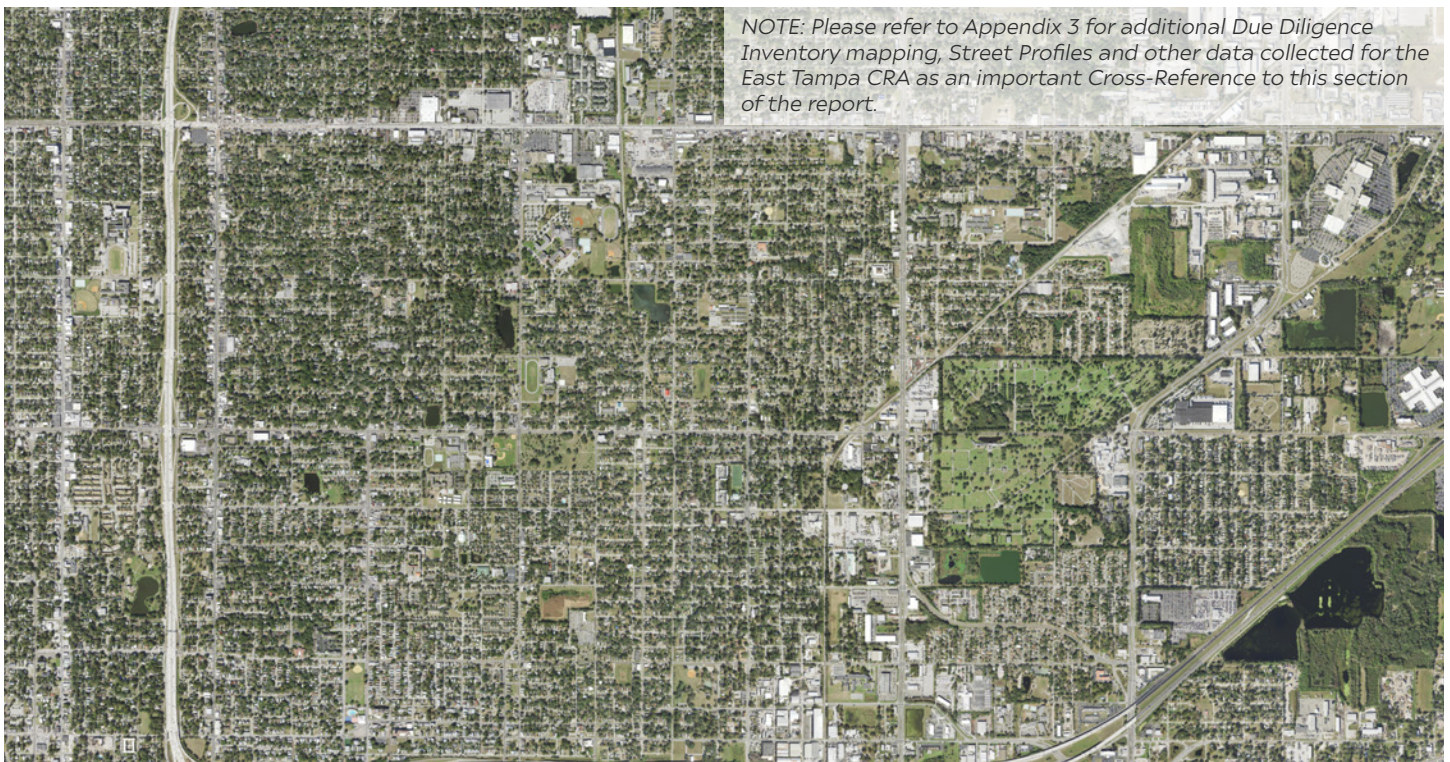
Understanding large urban areas, like East Tampa, requires some examination of the larger patterns of how the six basic land uses actually occur on the ground to create character driven 'place-types'. Identifying these place-types can provide the context to guide decisions regarding the continued efforts to build a livable, equitable and vibrant place.

This Strategic Action Plan has included a detailed inventory of technical maps and data sets. The use of technical mapping and inventories can provide meaningful insights to community decisions. However, sometimes the 'larger story' of community aspiration can get lost in the details of these same technical documents. A broader examination of Community Form and Local Context can assist in guiding community projects as well as updating policies such as Zoning or Land Development Code or Partnerships such as Transportation and Mobility.

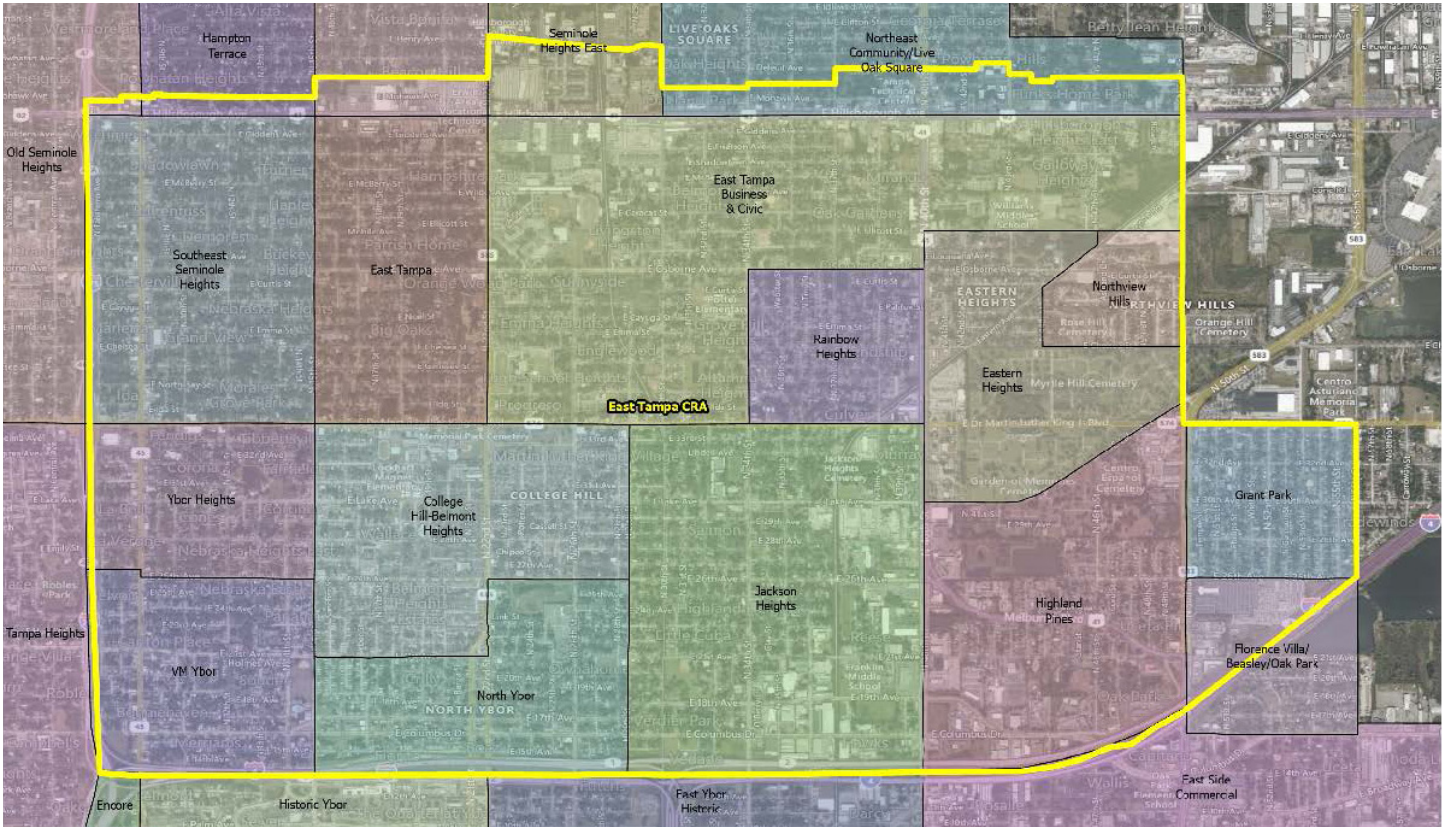
Most 'mapping' documents address one piece of information at a time. Aerial Photography Maps (below) provide a 'real world' view of built and natural systems, tree canopy and landform. Geo-political maps such as the East Tampa Neighborhood Map (upper right) show the boundary of the CRA and the designated Neighborhoods, some of which have deeply engrained historical basis and some of which are more 'ad-hoc' assemblages. Policy maps, such as the Zoning Map (upper right) describes the areas of existing land use and links to the regulation of property development through the City Land Development Code. The ETCRA planning team assembled over 20 such inventory maps.

The following pages are meant to be illustrative 'integrations' of the detailed technical inventory to provide meaningful conclusions about East Tampa, its overall structure and observations from the neighborhood walking tours. The result is a 'Community Portrait' diagram that describes the patterns and places of East Tampa.

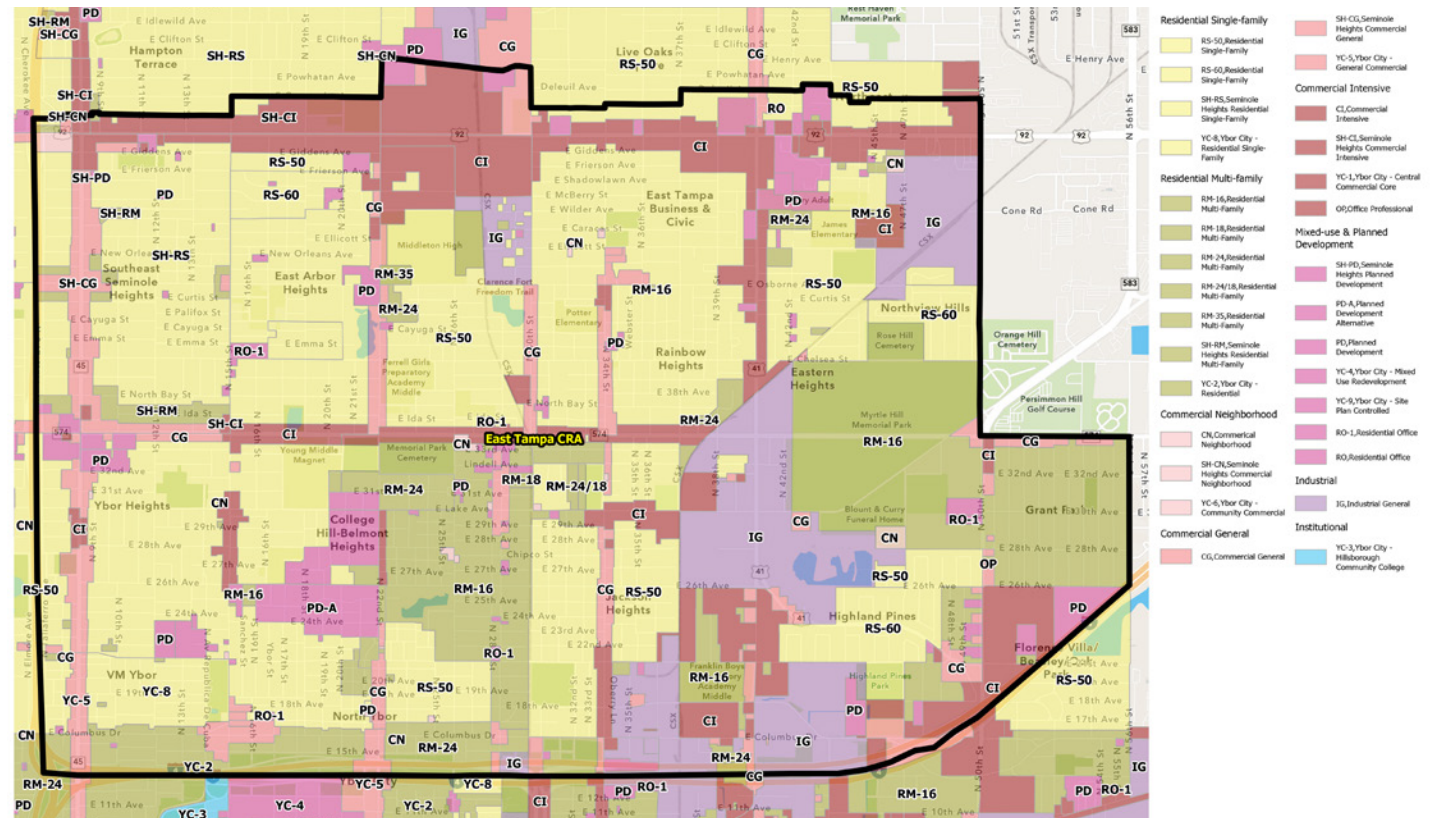
NOTE: Please refer to Appendix 3 for additional Due Diligence Inventory mapping, Street Profiles and other data collected for the East Tampa CRA as an important Cross-Reference to this section of the report.



Source: Google Earth Image, 2021.



East Tampa Neighborhoods



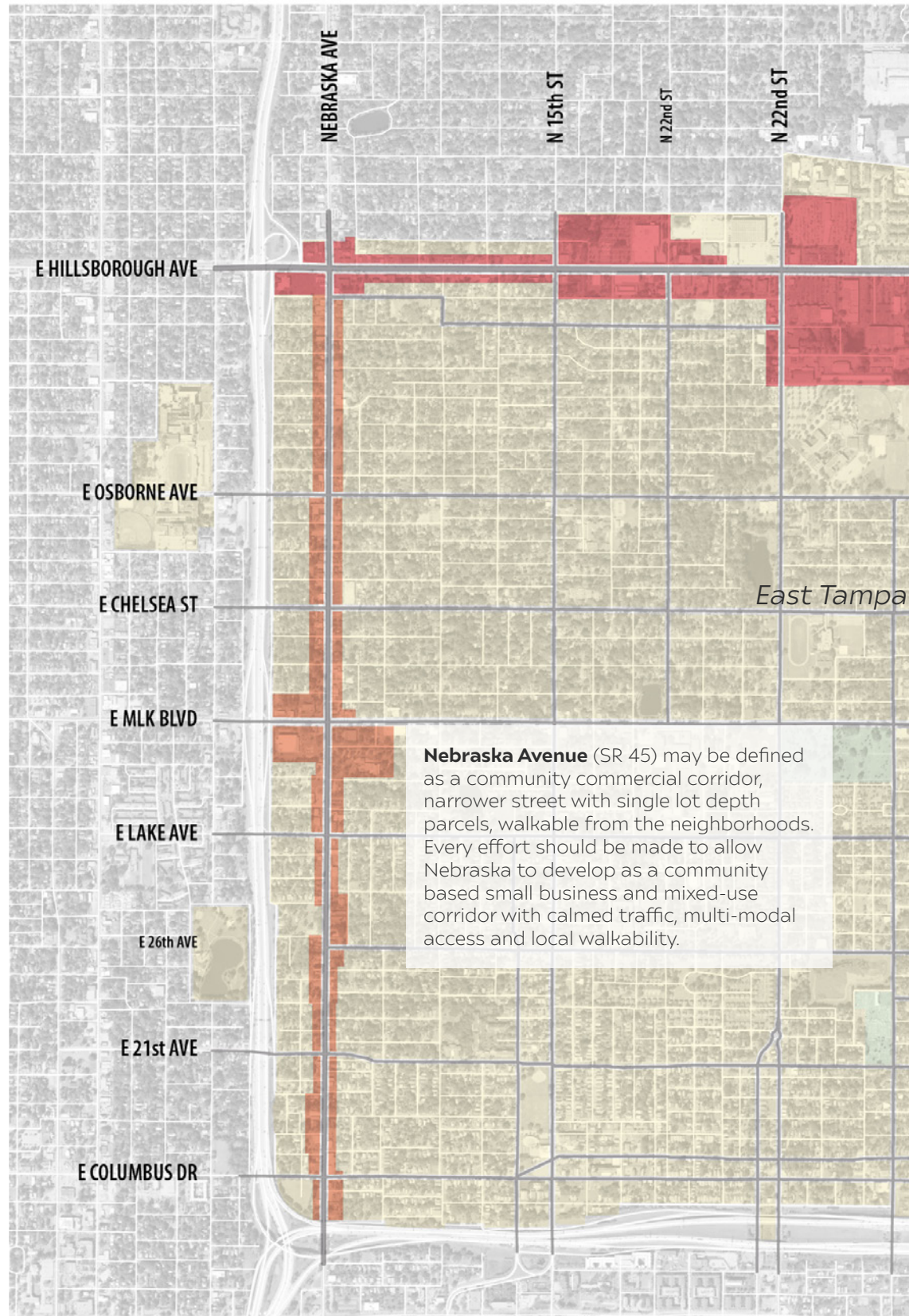
Source: Google Earth Image, 2021.

LAND USES SIMPLIFIED

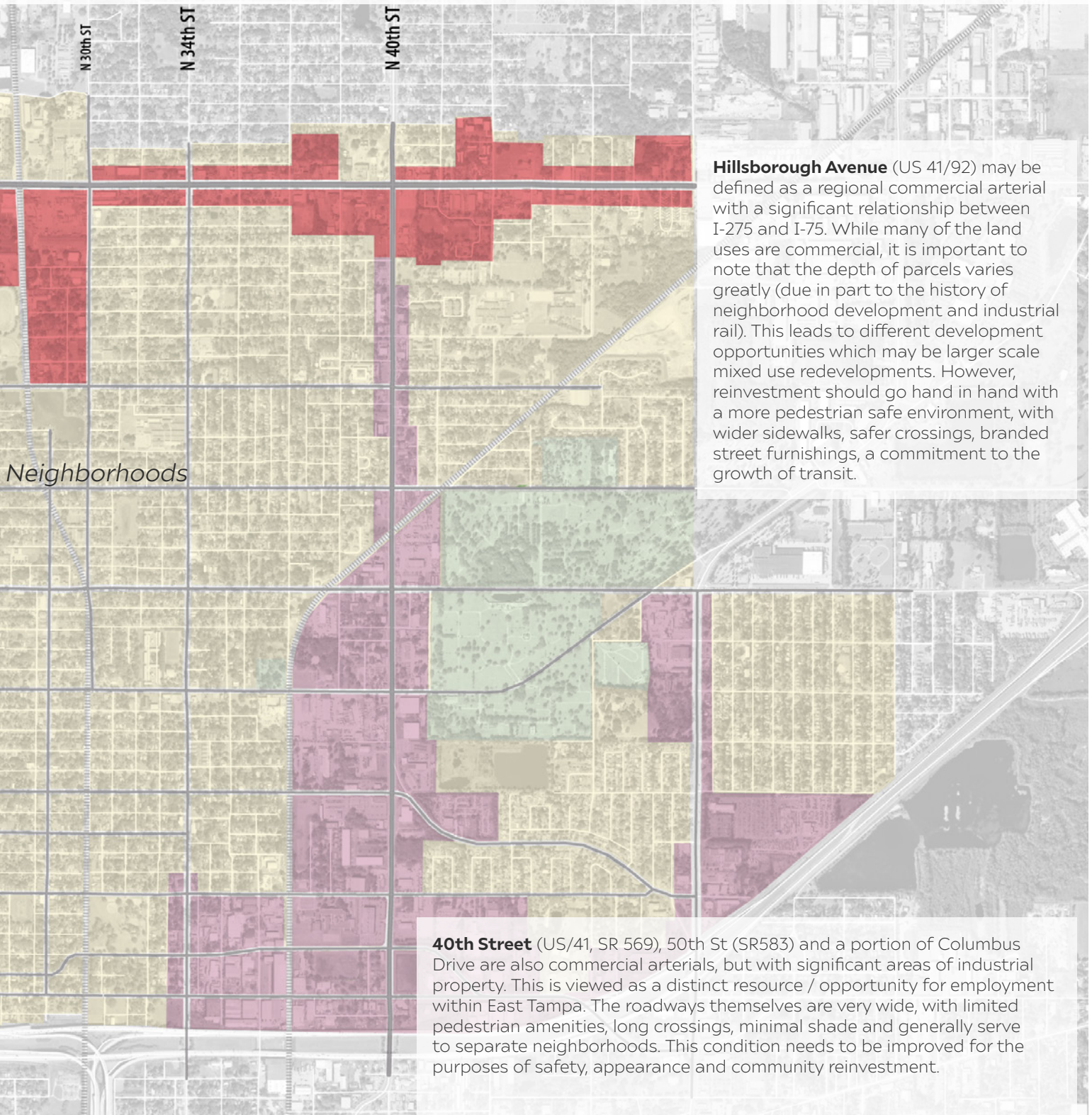
EAST TAMPA'S MOST BASIC

COMMUNITY FORMS

East Tampa is a place of Neighborhoods and Corridors.



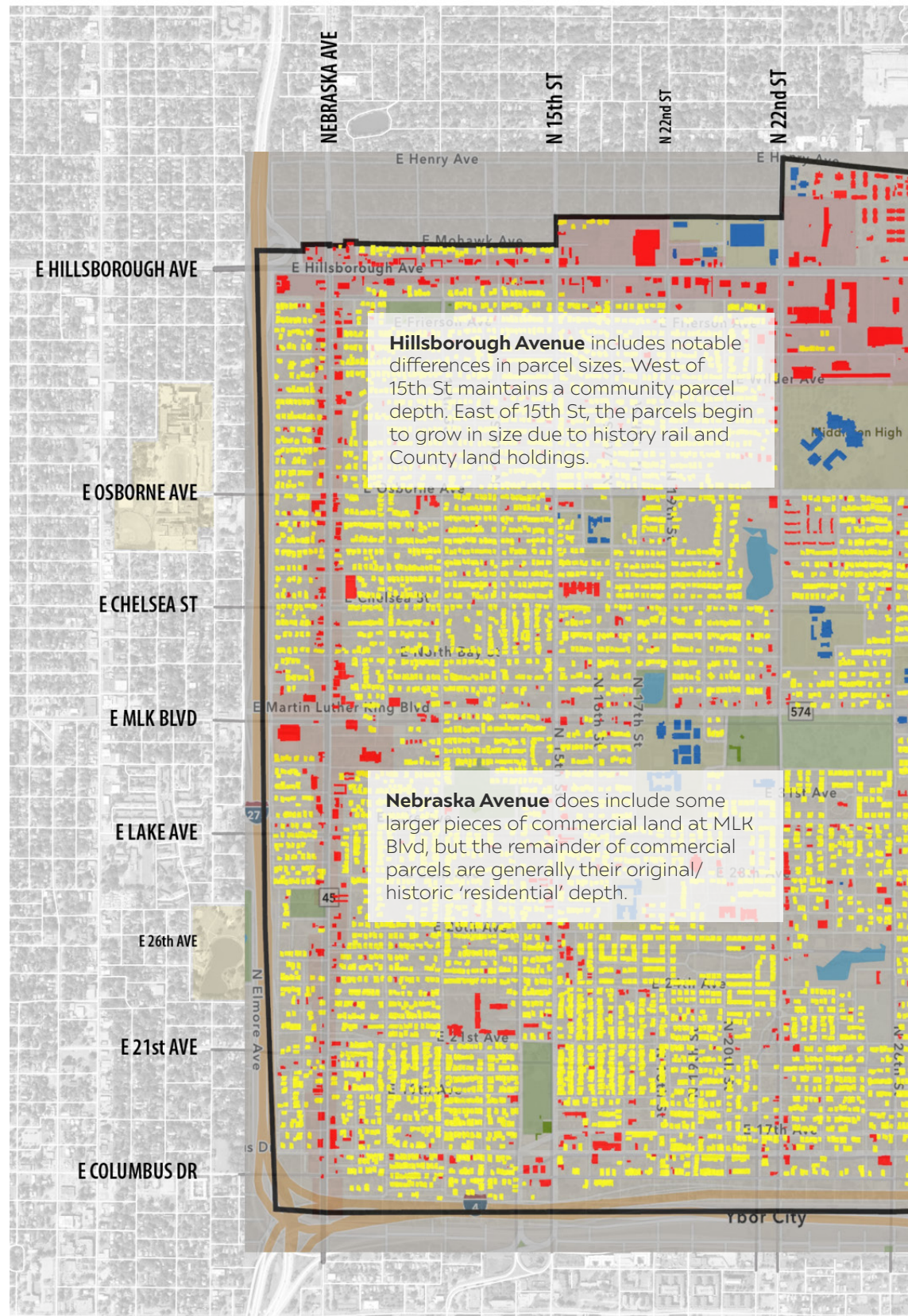
By simplifying detailed land use maps, we can see that the predominant structure of East Tampa is one of neighborhoods, surrounded by (4) FDOT commercial corridors and the Interstate Highway System. But the corridors are not the same. Each offers distinct opportunities for community development, quality of life and economic growth.



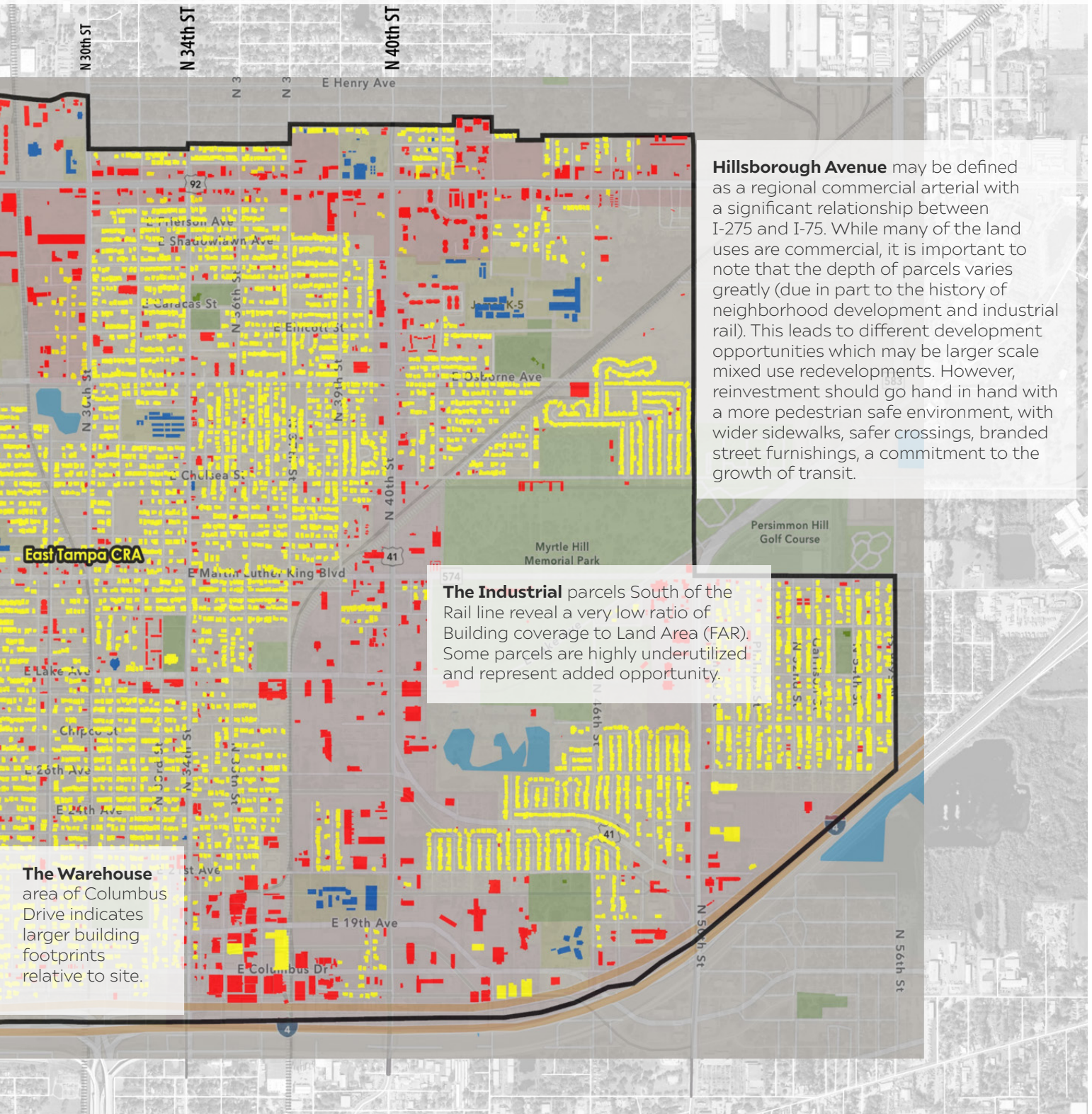
LAND USES SIMPLIFIED

EAST TAMPA'S MOST BASIC COMMUNITY FORMS

East Tampa's Scale within the Neighborhoods and Corridors.



A look at the building footprints of the neighborhoods (yellow) and commercial (red) uses further reveals the larger scale of properties on 40th Street (especially adjacent to the Rail Line) and on Hillsborough Ave, particularly west of 15th Street. The more intimate, community scale of Nebraska and internal residential neighborhoods is apparent.

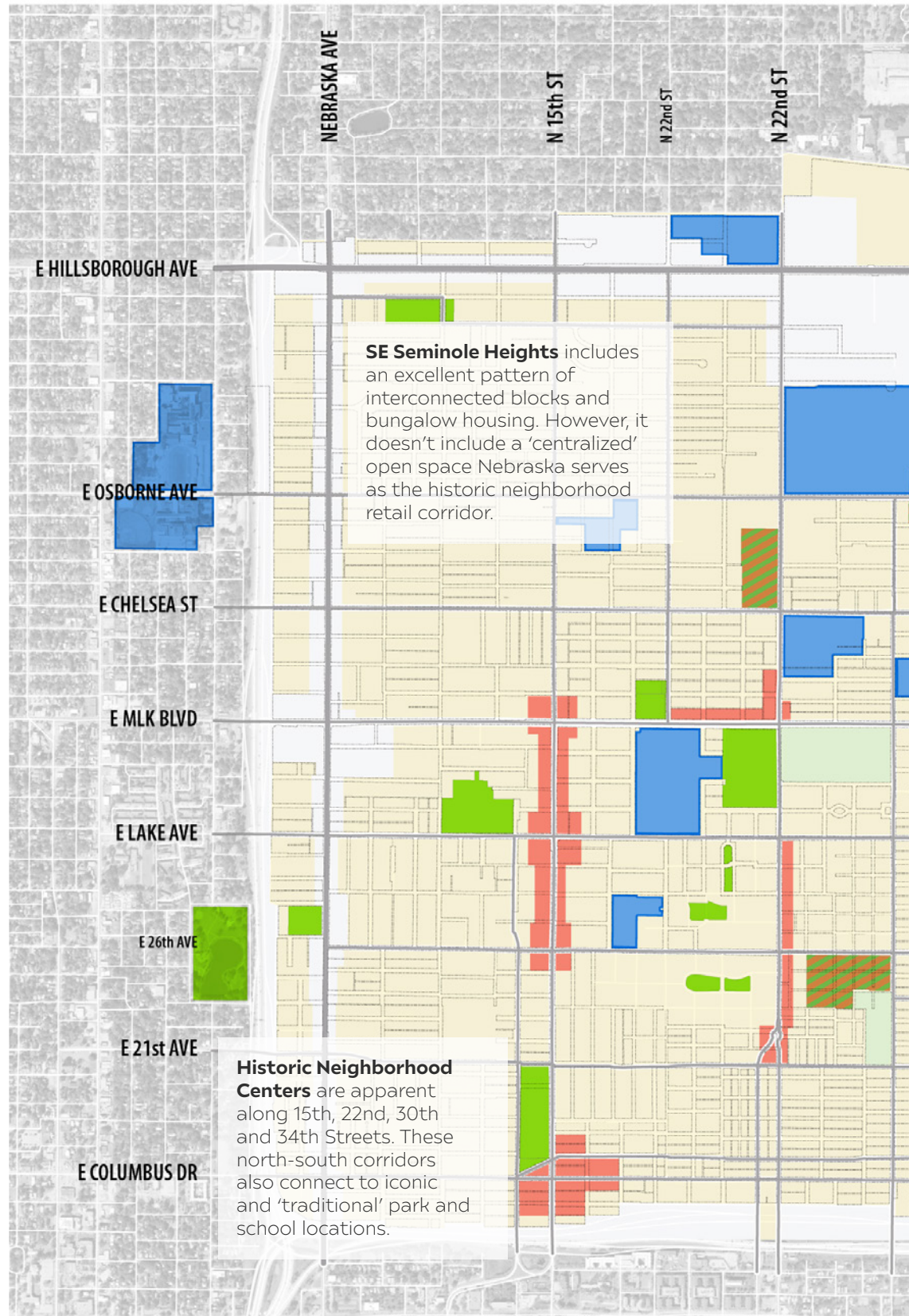


LAND USES SIMPLIFIED

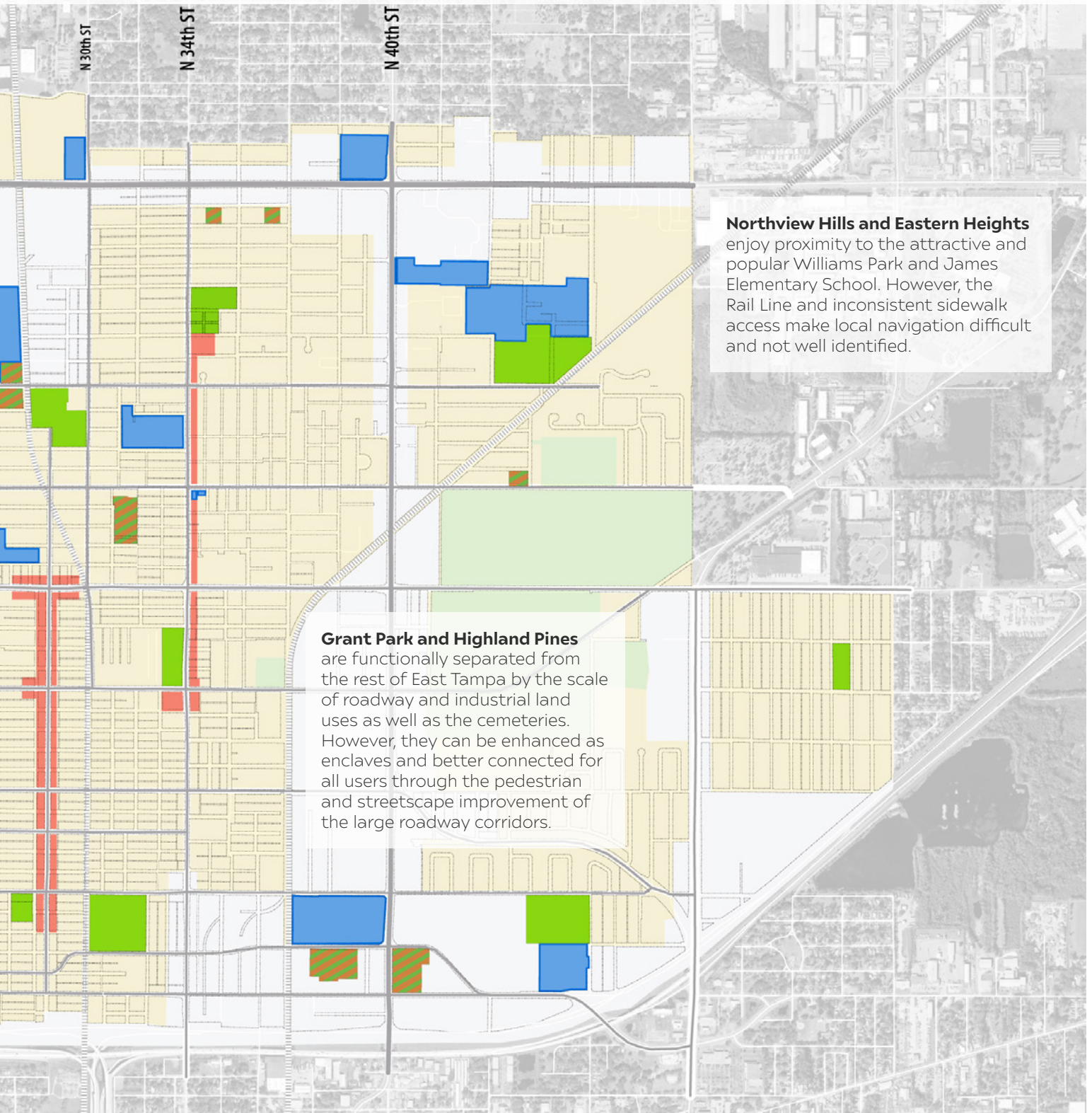
EAST TAMPA'S MOST BASIC

COMMUNITY FORMS

East Tampa's Neighborhoods reveal their own Patterns.

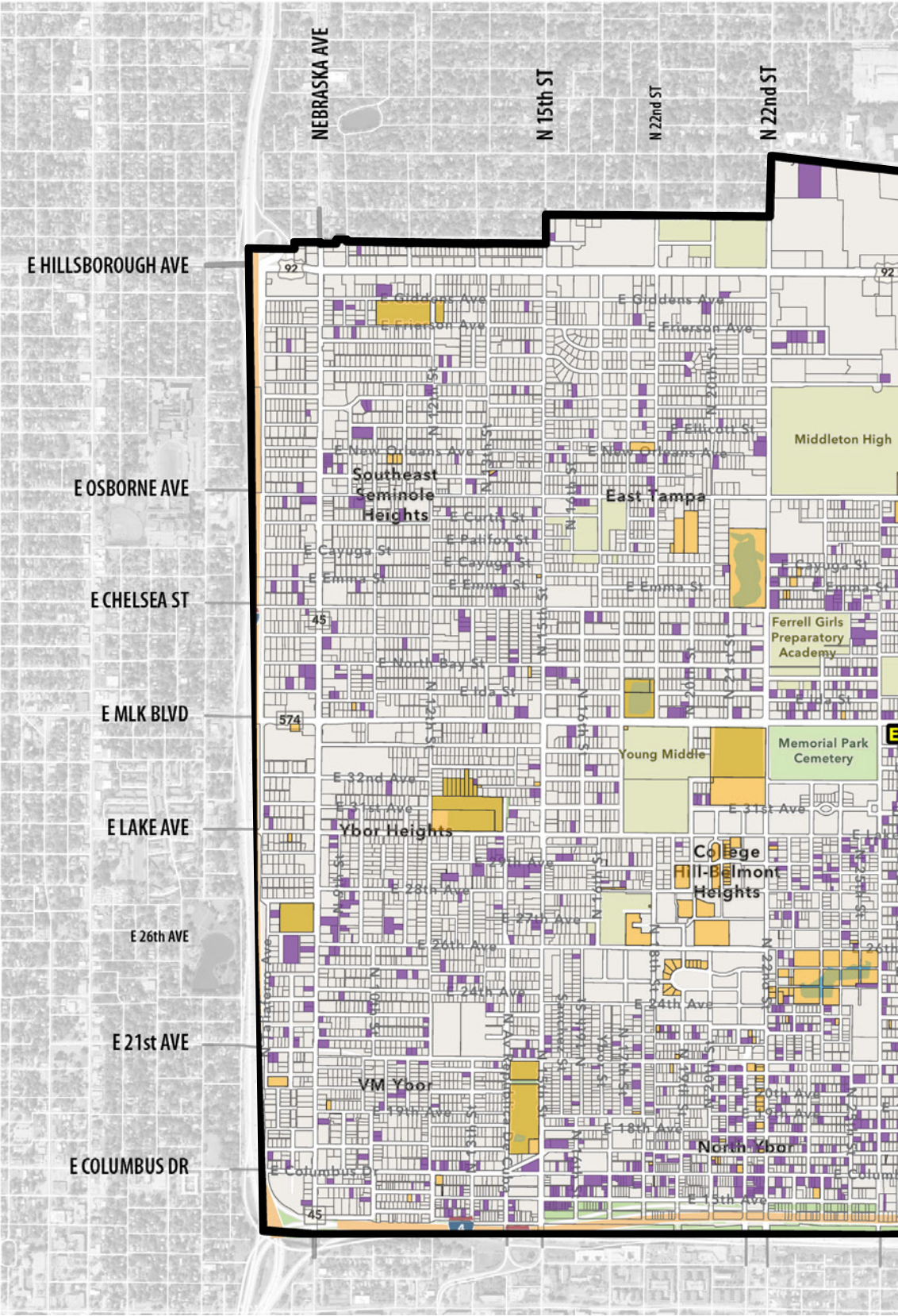


Looking just at the internal neighborhoods reveals distinct patterns of historic retail districts (pink) as well as the structure of schools (blue) and public parks (green). Significant historic cemeteries are shown as are opportunities for the conversion of stormwater ponds to include recreational and environmental features (cross hatched).

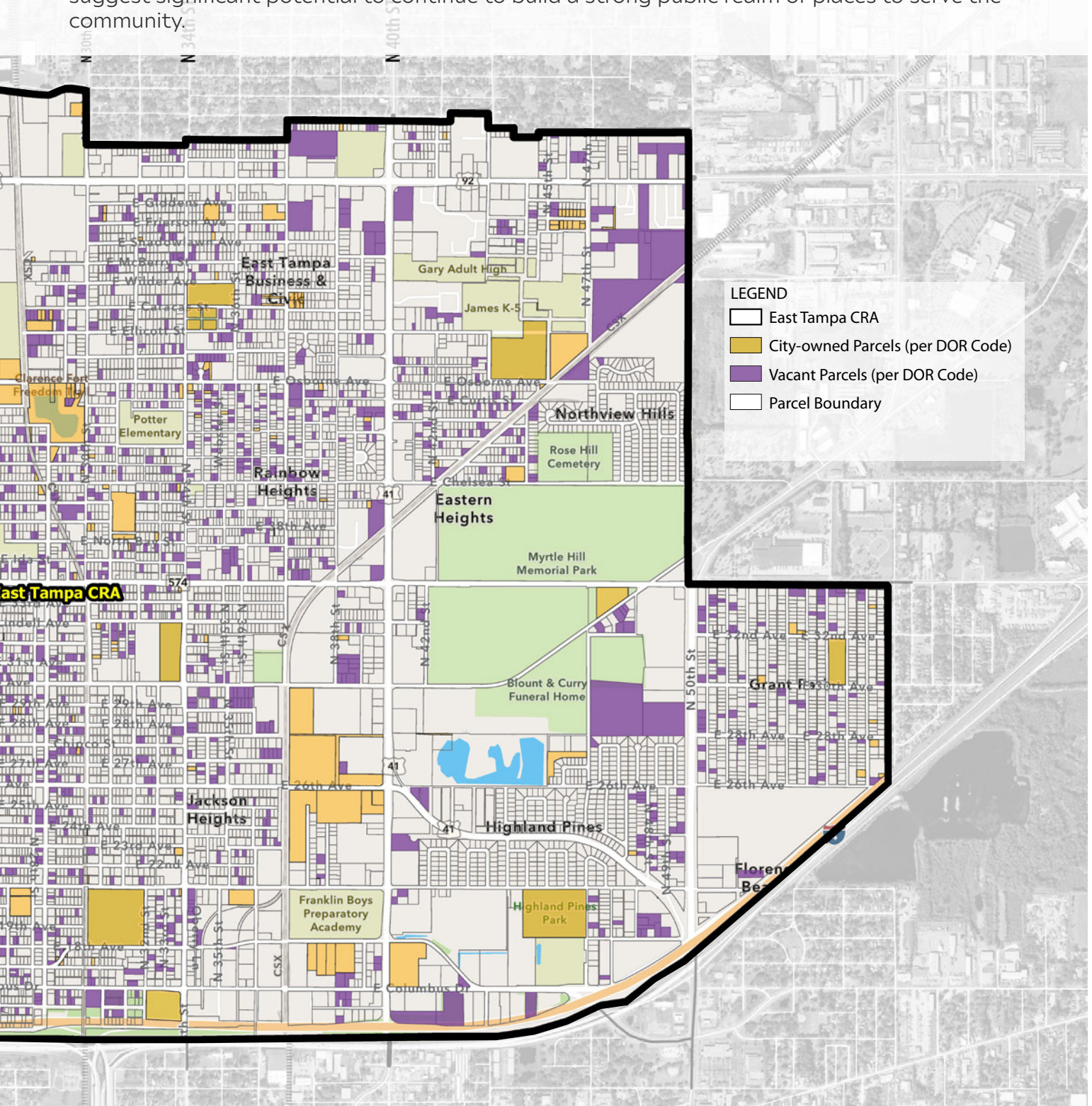


LAND USES SIMPLIFIED
PATTERNS OF VACANT AND PUBLIC
PROPERTY

East Tampa’s Neighborhoods reveal their own Patterns



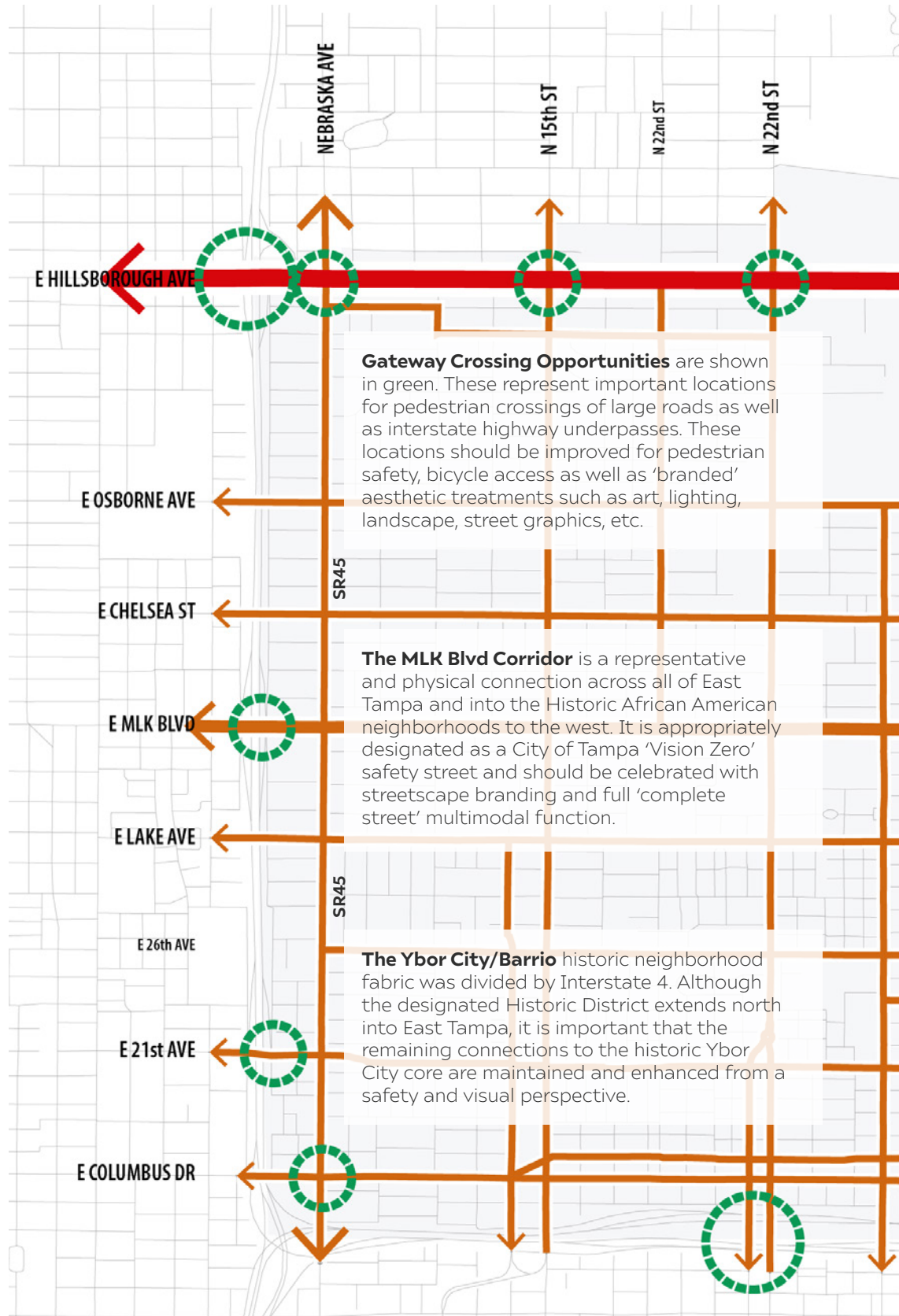
A Challenge and Opportunity for East Tampa is the proliferation of Vacant and City Owned property within the CRA. While indicative of property underutilization and disinvestment, the purple sites (and others) suggest an array of opportunities for new, quality, incremental investment across many types of residential and commercial land uses. The City Owned, Park and School properties suggest significant potential to continue to build a strong public realm of places to serve the community.



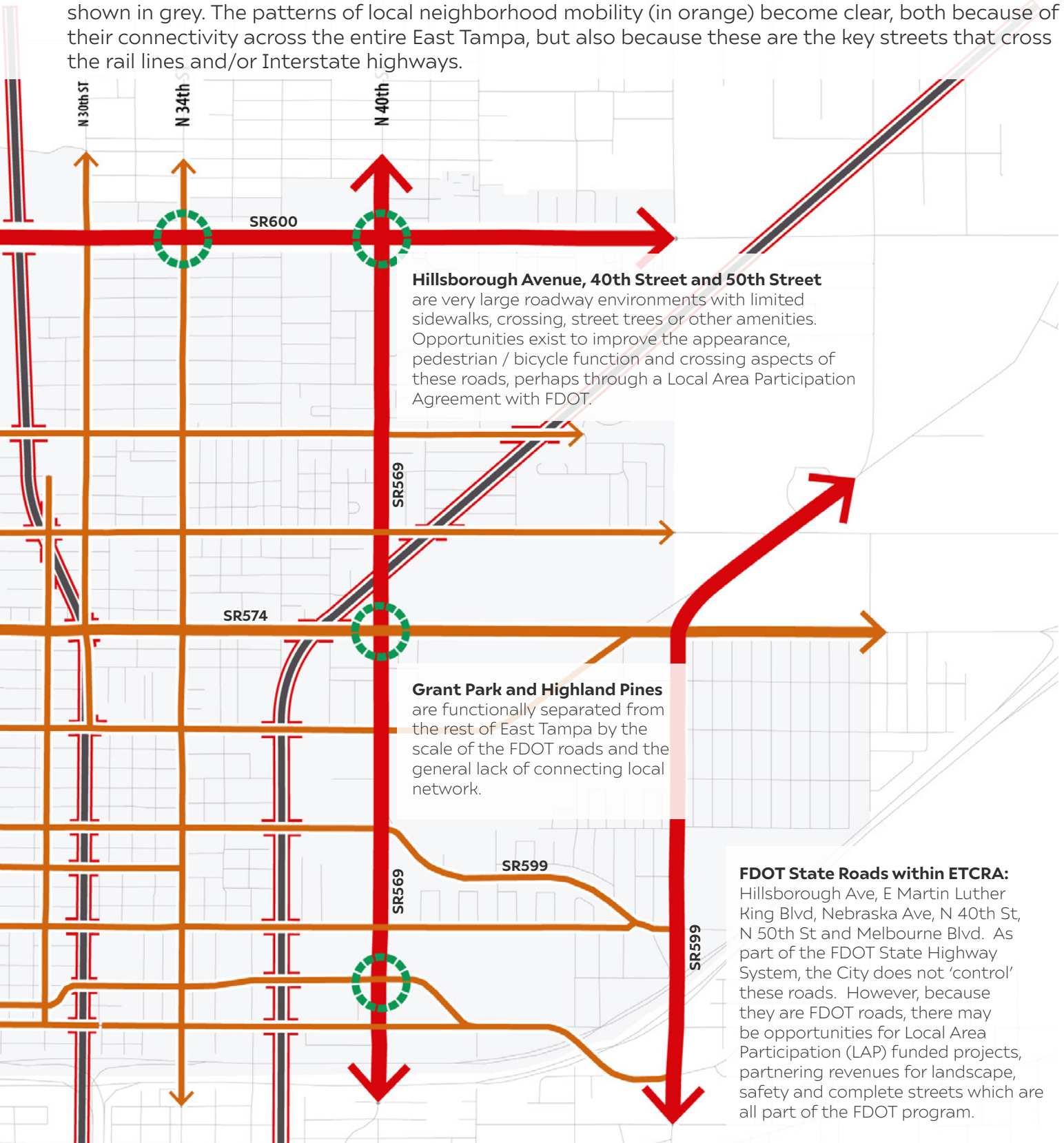
TRANSPORTATION SIMPLIFIED

EAST TAMPA'S STRUCTURE OF STREETS AND MOBILITY

East Tampa includes a clear hierarchy of Community Streets.



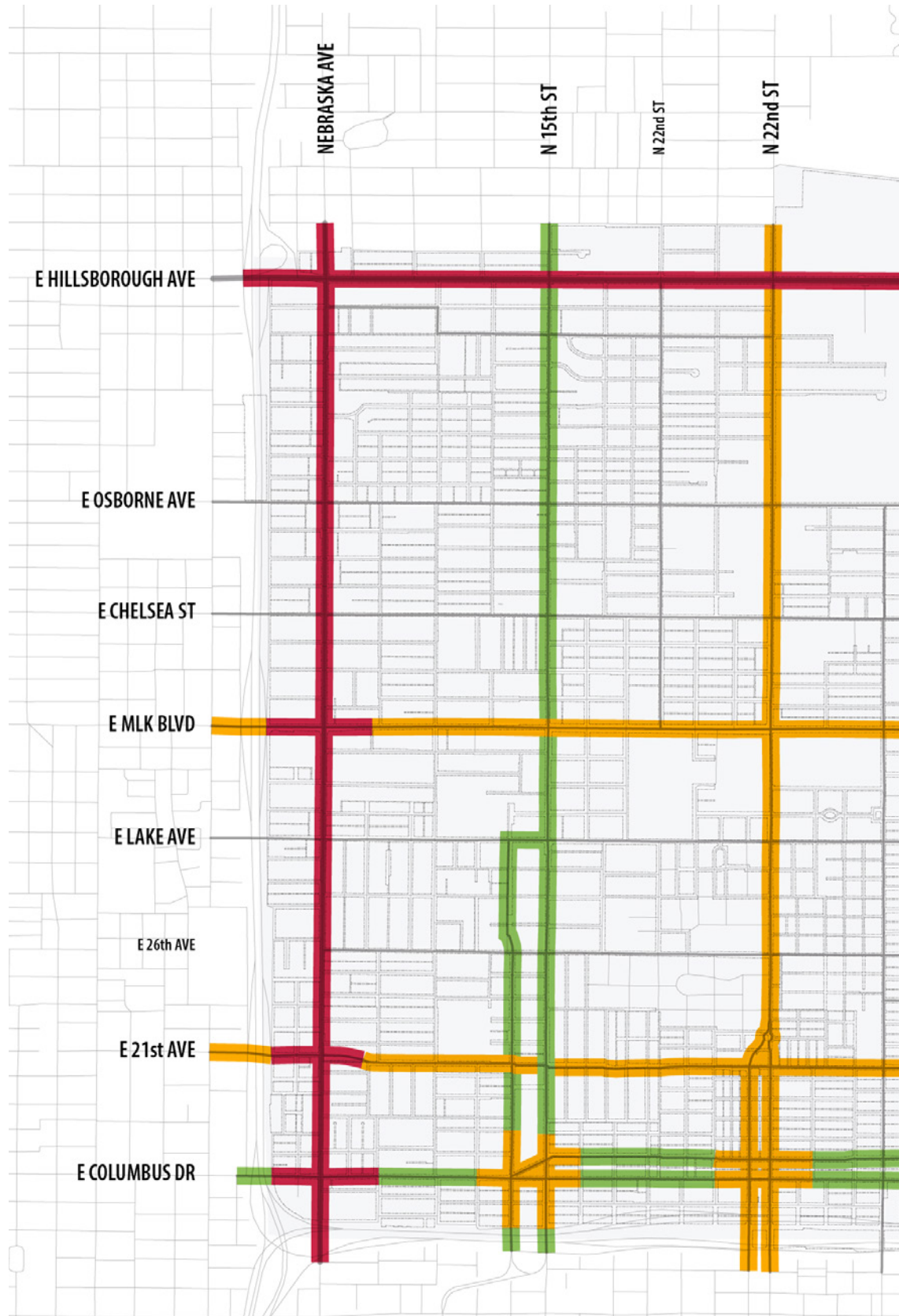
Arterial roadways are shown in red, denoting Community Barriers that make navigation across East Tampa difficult. City of Tampa 'community connector' streets are shown in Orange. Rail lines are shown in grey. The patterns of local neighborhood mobility (in orange) become clear, both because of their connectivity across the entire East Tampa, but also because these are the key streets that cross the rail lines and/or Interstate highways.



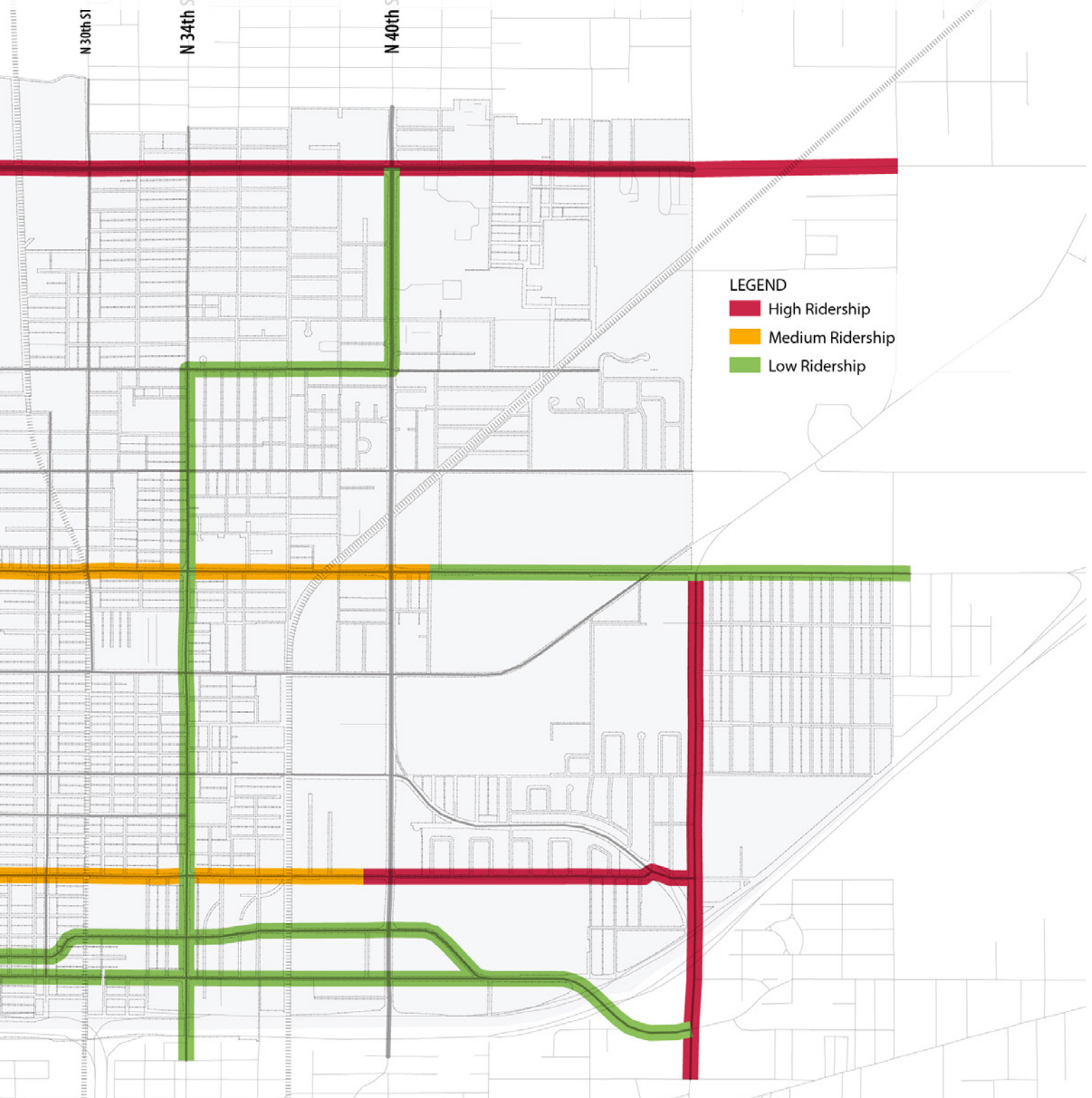
TRANSPORTATION SIMPLIFIED

EAST TAMPA'S STRUCTURE OF STREETS AND MOBILITY

East Tampa's Transit Ridership is focused on a few key streets.



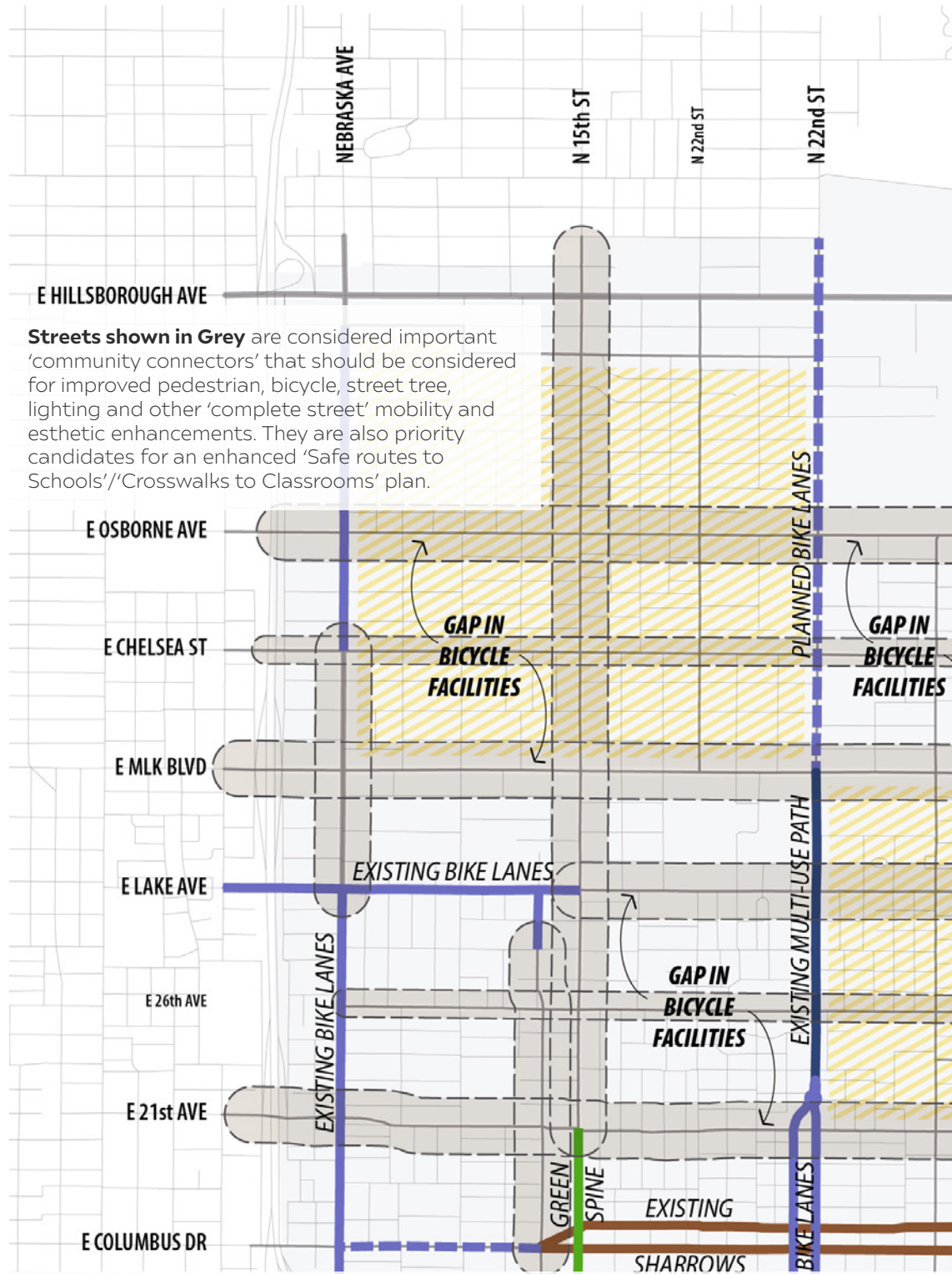
The HART bus transit lines are shown below. Based upon HART ridership data, the most heavily used routes are associated with the Red, Orange and Green corridors (respectively). A key piece of community input highlighted the importance of transit and the need for improved stations with accommodations for signage, seating and rain protection as well as sidewalk access. This map provides some insight into the priority corridors for such improvements.



TRANSPORTATION SIMPLIFIED

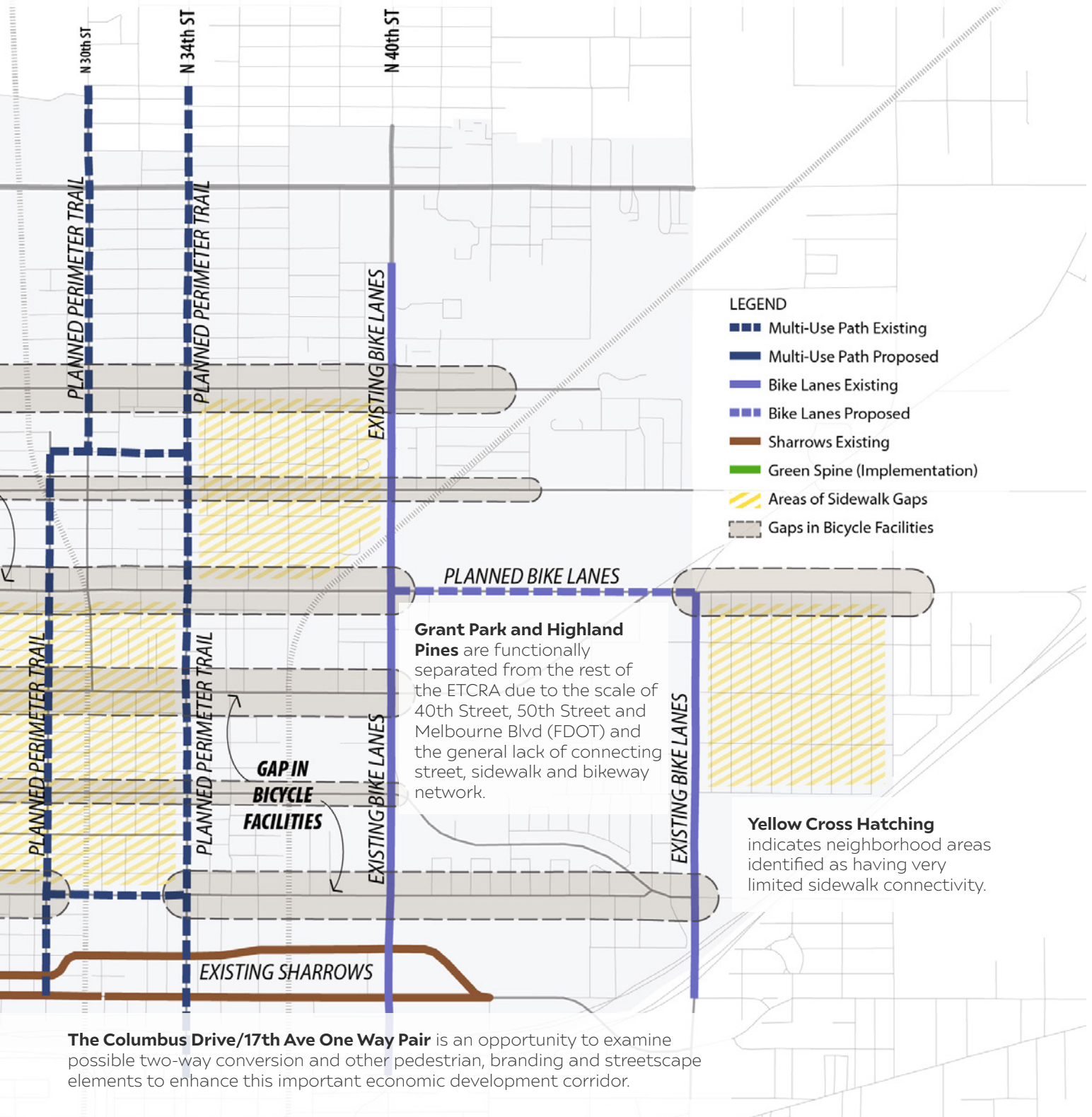
EAST TAMPA'S STRUCTURE OF STREETS AND MOBILITY

East Tampa's Community Connectors should be Complete.



The Ybor City/Barrio historic connections should be celebrated through branding & streetscape, and maximized for pedestrian / bicycle access. The 15th Street and Avenida Republica de Cuba may have to remain one-way at Columbus Drive due to proximate highway access. But ideally, they would be positioned as livable streets, and returned to two-way function at the first opportunity North of Interstate 4.

The City of Tampa is planning an expanded bike / ped mobility network into East Tampa (see legend). Many of the planned bicycle facilities follow the traditional North-South local retail 'main-streets'. However, it is important to note the role that the East-West streets play in facilitating local mobility across the community and these streets should also be a focus.



TRANSPORTATION SIMPLIFIED

EAST TAMPA'S STRUCTURE OF PARKS AND SCHOOLS

East Tampa's Parks should be within proximate access for all residents

The Green Circle indicates 10-minute walking access. Generally speaking, East Tampa meets the requirements of the City of Tampa comprehensive plan for parks and recreation assets and amount of park space / 1000 residents.

Erwin Tech is one of several important centers for adult education and job training.

E HILLSBOROUGH AVE

NEBRASKA AVE

22nd ST

22nd ST

Giddens Park

Giddens Park is a nicely sized 'full block' park in SE Seminole Heights. However, there are gaps in 10-minute walking access for some residents and some of the park amenities are outdated or aged.

Hillsborough High School

E OSBORNE AVE

Memorial Middle School

Gary T. Erwin Tech

Edison ES

22nd Street Pond Opportunity

Middleton High School

E CHELSEA ST

The 'center' of the East Tampa CRA contains a rich composite of parks, schools and improved stormwater ponds to provide overlapping walking access to a variety of services and recreational opportunities. However, the historic Cyrus Greene baseball complex is worn and could be reconfigured, and safe walking access to the school complex is inconsistent

Cole Park and Pond

Ferrell Girls Prep School

Loma

Yang Middle School
Lockhart Elementary School

Cyrus Green Park

Memorial Cemetery

E LAKE AVE

Kagan Park and Pond

Borrell Park

E 26th AVE

Robles Park

E 21st AVE

Borrell Park is a historic setting on Nebraska Avenue, which is a redeveloping corridor. However, the park is aged and heavily populated by homeless in search of a place to go, as well as illegal activity at night.

Orange Grove Middle School

College Hill / Belmont Heights Park

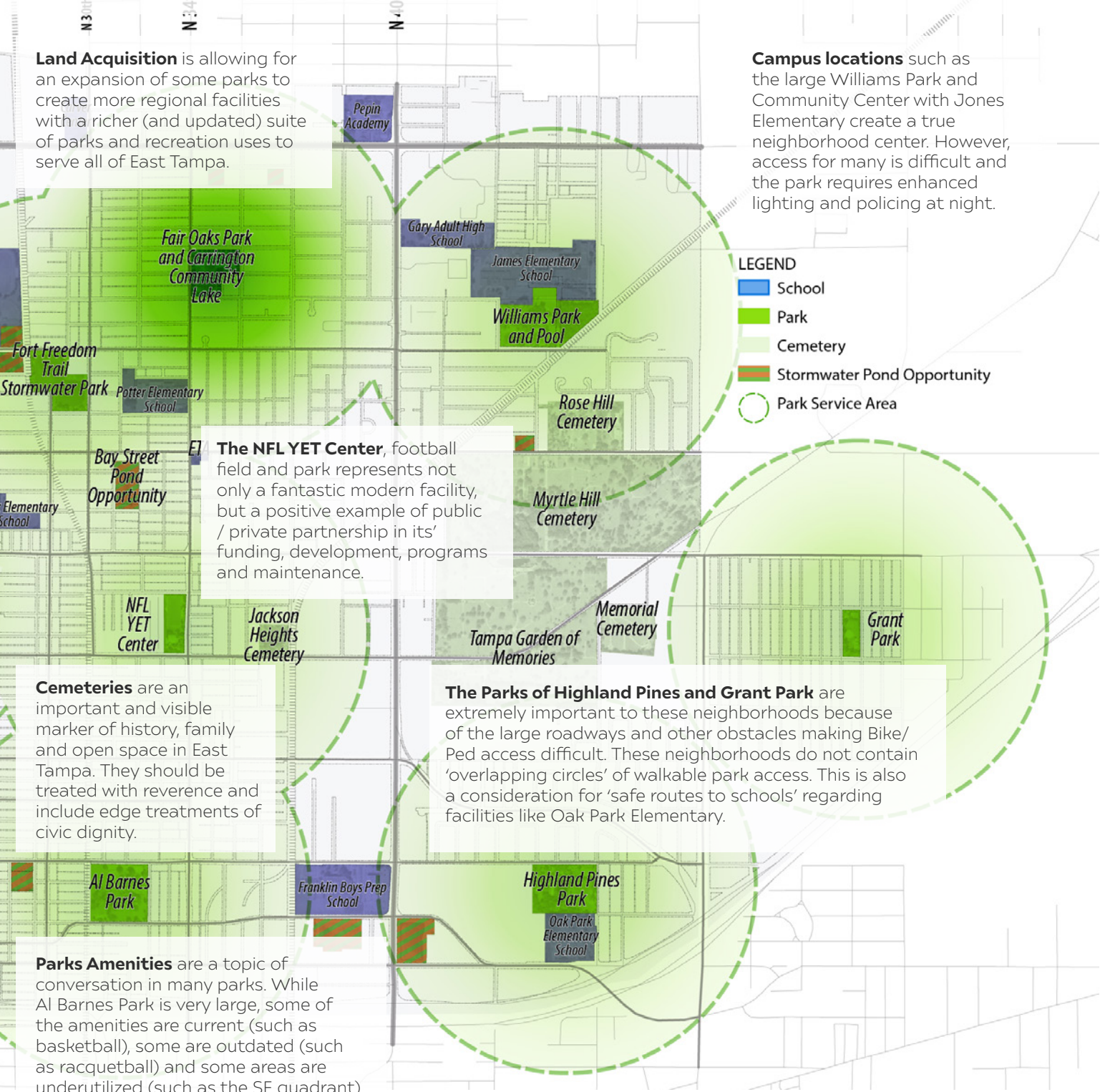
Cuscaden Park and Boys & Girls Club

26th Avenue Pond Opportunity

The 26th Avenue Pond is one of several identified stormwater facilities embedded in the neighborhoods which could be enhanced to include environmental enhancement, passive and active recreation. In many cases, this can be achieved with only limited 'regrading' of the basin and no impact to stormwater volume.

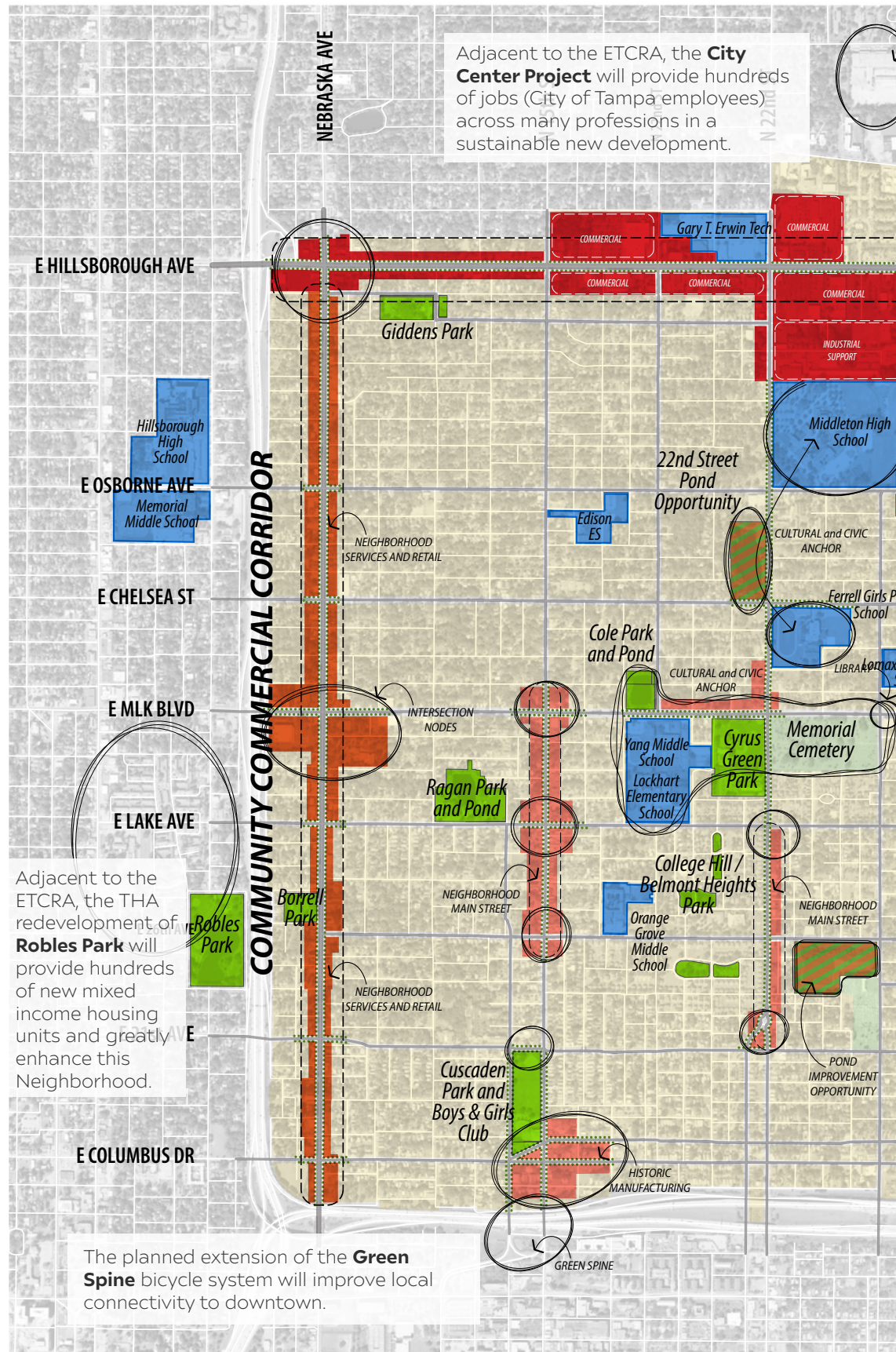
E COLUMBUS DR

The current pattern of parks and recreation facilities shows that much of the East Tampa CRA is within a 10-minute walk (1/2 mile) of a Park (green) – many of which include a Recreation Center. Several Parks are proximate to Schools (blue), creating a neighborhood center of public open space, learning and after-school activity. There are also opportunities to convert prominent stormwater ponds within the ETCRA into environmentally enhanced amenities with neighborhood parks, tot-lot playgrounds, seating and walking paths and community gardens.

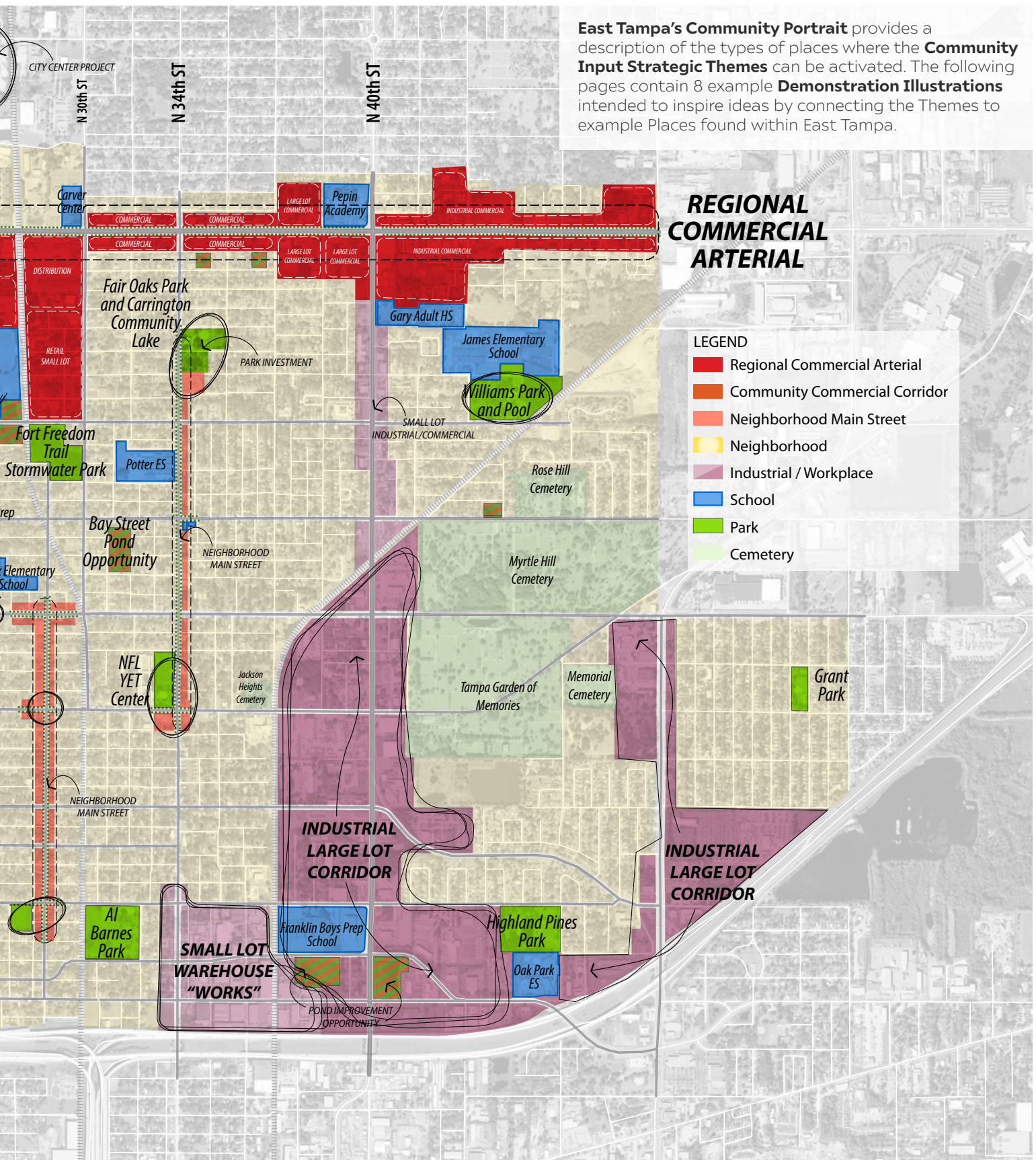


COMMUNITY PORTRAIT

BRINGING THE LAYERS OF EAST TAMPA'S PLACES TOGETHER INTO A DIAGRAM OF COMMUNITY FORM AND FUNCTION



East Tampa's Community Portrait provides a description of the types of places where the **Community Input Strategic Themes** can be activated. The following pages contain 8 example **Demonstration Illustrations** intended to inspire ideas by connecting the Themes to example Places found within East Tampa.



DRAFT





CONCLUSIONS – LOOKING FORWARD

The ETCRA Strategic Action Plan has been a highly interactive process, with significant community input regarding ideas, hopes and goals for the future. Looking forward, the residents and businesses of ETCRA have many specific initiatives available to create positive change for all. The holistic vision should be kept in mind through inclusive dialogue and shared opportunity as each increment of Action is undertaken. The future is bright in the East Tampa CRA!

Conclusions and Outcomes: 2022 ETCRA SAP Update

The opportunities for the East Tampa CRA are abundant! The process of developing the 2022 Strategic Action Plan raised the level of engagement and awareness of East Tampa from the neighborhood level, up through the Partnership and CAC to the CRA Board and City Departmental Staff. The result is a newly energized community constituency with improved communication and participation at all levels. The fact that there is general 'alignment' across so many levels of leadership regarding the challenges and opportunities provides significant leverage to effectuate positive change. The growing ETCRA Tax Increment funds and general economic activity provides additional resources to invest into projects, places and programs that can meaningfully elevate possibilities for residents and businesses alike.

This 2022 ETCRA SAP update is organized around 10 Community-Based Strategic Themes that were born out of substantial and extensive

community input. This input included both critique regarding longstanding challenges, but also new ideas and recommendations about how to address the issues while meeting emergent opportunities. Significant new ideas were put in place during the SAP process and are already reflected in the FY2022 plan!

The East Tampa CRA has numerous accomplishments since its inception in 2004. However, the ETCRA 'lost some time' because of the Great Recession and associated economic impacts. After a protracted recovery, the ETCRA is now experiencing renewed and sustained growth and investment. And because ETCRA is a large, diverse area, it can accommodate a diversity of people and places that maintains historic roots, while capturing a broad array of emergent opportunities. In this way, the East Tampa CRA may be distinct within the greater Tampa region. It can truly accommodate a wide variety of possibilities across the entire spectrum

*It starts with
our residents
and pathways to
housing, home
ownership and
enhancements*



*It's about
Education
and Jobs, we
need to create
pathways to
local prosperity.*



of community life, economic potential, and sense of place.

As the ETCRA continues forward, the **10 Strategic Themes** become a guide for specific decisions that the Community will make together and with partners. All the possibilities of the next 5 to 10 years cannot be fully anticipated.

With inclusive communication, diverse leadership and positive energy, the ETCRA will have the opportunity to consider many exciting actions and decisions. The Themes can inform those decisions as a reference point: is each increment of action consistent with the Vision? **Each element of success in East Tampa is success for all.**



**RESIDENTIAL
INVESTMENT &
HOME REPAIR
OPPORTUNITIES**



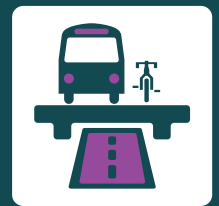
**NEIGHBORHOOD
BEAUTIFICATION
& APPEARANCE**



**COMMUNITY
HEALTH
& SAFETY**



**INFRASTRUCTURE
& STORMWATER
MANAGEMENT**



**LIVABLE STREETS &
TRANSPORTATION**



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
JOB CREATION**



**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

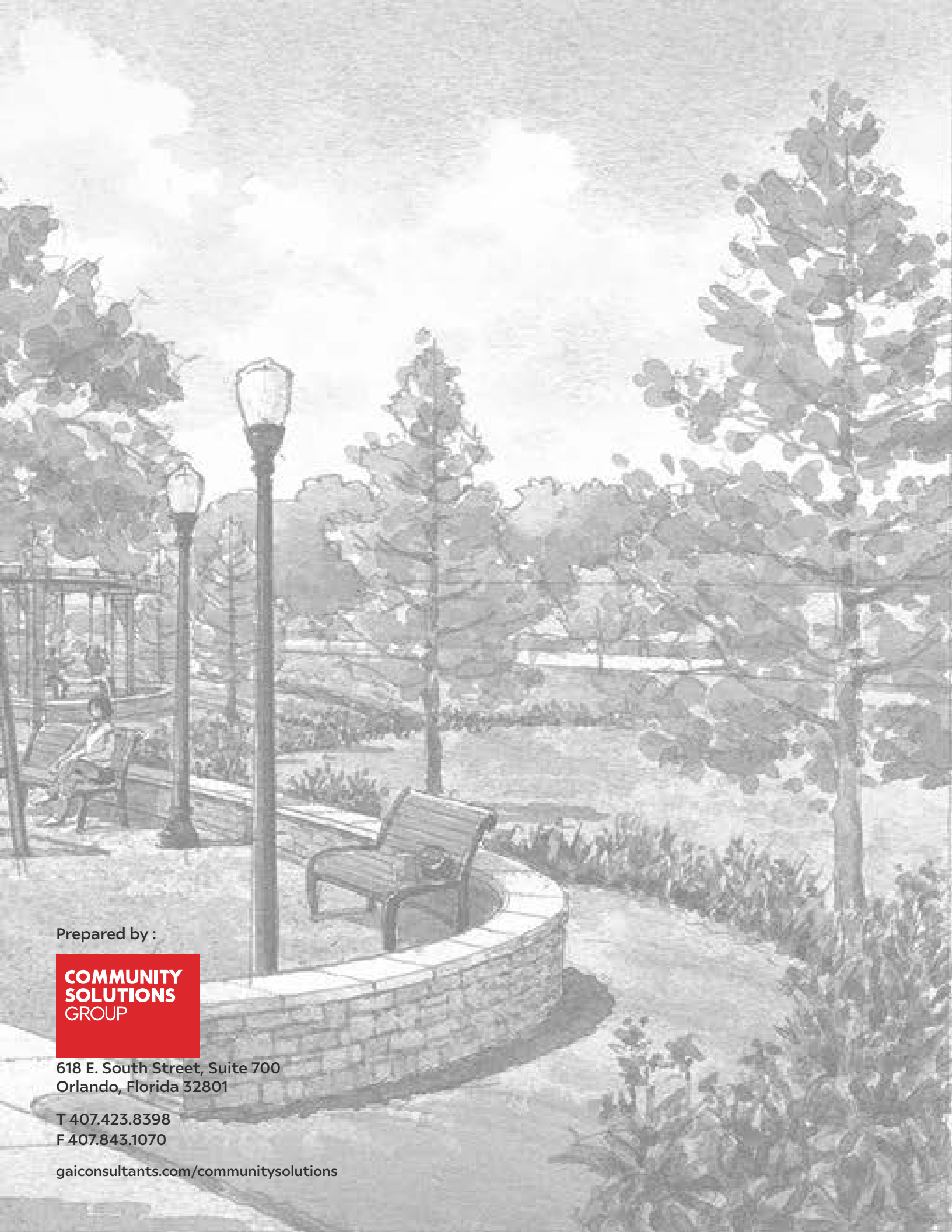
*We can improve
how East Tampa
looks, makes our
neighborhoods safer
and recruit retail
services.*

*We need to
celebrate East
Tampa by working
together to build
up our community.*









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