



WE ARE EAST TAMPA
CRA ACTION PLAN 2022
Building Our Community Together

**2022 STRATEGIC PLAN UPDATE
FOR THE EAST TAMPA COMMUNITY
REDEVELOPMENT AREA**

JULY 19, 2022

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City of Tampa 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

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East Tampa CAC Subcommittee Members
East Tampa Revitalization Partnership Members
Neighborhood Association Leaders and Participants

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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



Overview

The East Tampa Community Redevelopment Area (ETCRA) Strategic Action Plan (SAP) is about people, places, and progress for the largest Community Redevelopment Agency (CRA) in the City of Tampa—an area of opportunity for all facets of community life, encompassing over 4,800 acres and 38,000 residents.

The East Tampa Strategic Action Plan highlights the background of the East Tampa CRA and describes a highly inclusive public engagement process that guides all aspects of the plan. The community input and ideas informed all the major ideas of the plan. The result is a framework of 10 Community-Based Strategic Themes that describe the characteristics of ETCRA today and create the vision and strategic areas of focus for the next five years and beyond.

The product 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 residents and business owners are energized and excited about future opportunities and outcomes. The ETCRA revenue projections are healthy, and the alignment of ETCRA community goals, CRA Board, City of Tampa and other public and private partners is stronger than ever. **It is time for East Tampa!**

The SAP Process

The planning process spanned from October 2020 to March 2022, with Report Refinement in Spring 2022. The planning process included substantial outreach to residents, businesses, and youth within the East Tampa CRA boundaries. Techniques included both an interactive website www.WeAreEastTampa.com as well as outdoor events, 12 individual neighborhood walking tours, public meetings and benchmark presentations that were provided in person and on-line. The project was also promoted with media spots via local radio and The Sentinel newspaper as well as community fliers, a 'MailChimp' email distribution list and the conventional City of Tampa/CRA public noticing.

Despite the logistical challenges presented by the COVID -19 pandemic, over 150 community members attended at least one neighborhood walking tour, 550 community surveys were completed, and over 2000 unique visitors have accessed the website.

Throughout the process, the ETCRA Community Advisory Committee (ETCAC) was involved during their regular meetings, and presentation & discussion sessions conducted with the ETCAC and the East Tampa Community Revitalization Partnership (ETCRP). The City of Tampa CRA Board was briefed throughout the process regarding progress and findings.

This diverse public input guides the structure of the plan: 10 Community-Based Themes that span all aspects of economic and community development from resident housing and neighborhood enhancement to community services and infrastructure, job creation and employment to the leadership and promotion of ETCRA. The Themes describe the most important issues and corresponding desired types of Actions for the 2022 SAP as articulated by the participants. The Themes describe the 'community values' of the ETCRA.

Activating the Themes

Upon approval by the ETCAC, the Themes were presented to City Department Representatives and the CRA Board Members for feedback and information regarding opportunities to advance the stated community objectives. In addition, substantial technical due diligence, comprehensive economic analysis and Tax Increment Fund (TIF) projections

were completed to investigate opportunities to put the Themes into Action. A critical component of this technical analysis is the strong TIF projection of over \$60M for the next five-year time period at the 'conservative' level. Resources are available for ETCRA to leverage with other partners and effectuate positive change.



Several methods are used to describe the desired SAP vision and possibilities. Mission Statements and initial Actions are drafted for each Theme based directly by community input and statements. Eight detailed, labelled 'catalyst / demonstration' drawings visually depict actionable ideas that put the combined Themes into Action to create places. The drawings to represent a diverse range of physical conditions found frequently in ETCRA. Each demonstration drawing is meant to provide an additional level of inspiration and understanding of the values and ideas that bring the SAP words to life in actual locations in East Tampa. The renderings also will assist the East Tampa CAC, CRA and City of Tampa Staff with a visual roadmap

of the possibilities in key areas within East Tampa. Finally, the 5-year Budgeting Spreadsheet that lists the Actions as well as a suggested allocation of FY Budgeting based on the conservative TIF projection.

The DRAFT SAP Report and the supporting Appendix Document were initially delivered in January 2022. Over the following months, CAC, CRP, CRA Staff and members of the community reviewed the plan with recommendations for refinement and validation of the key ideas. The Final report includes additional areas of emphasis and information as recommended by the community to ensure their intent for the ETCRA looking forward.

Using the Strategic Action Plan

The purpose of this Strategic Action Plan is to unify the ETCRA Staff, CAC, and other Leadership around the 10 Community-Based Strategic Themes and initial Actions. While the plan includes many specific Actions and an estimated TIF Projection; the value and use of the SAP should be viewed more broadly. The SAP articulates community needs and objectives that should be recognized and taken into consideration by all parties active in East Tampa.

The Themes represent critical 'topics' as raised by the community with mission statements that convey shared values. The Actions represent the types of effects the community would like to see as outcomes to address those areas. The demonstration drawings provide visual examples of how the combined ideas can create positive change and improved community places by activating the Themes together. The budget is an estimated allocation of ETRA funds based on projected TIF revenue that is subject to change based on unforeseen factors.

Economic development is an ever-changing landscape. Specific opportunities, community needs, and available funding will evolve from year to year as the ETCRA continues to grow. Therefore, the Themes are meant to provide more than just specific direction for today. The Themes, Mission Statements, Demonstration Drawings are meant to

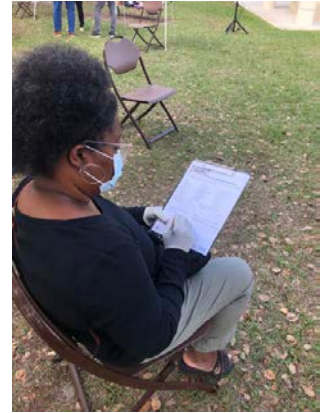
provide a set of 'lenses' to assist in evaluating future decisions of the East Tampa community and CRA Staff. As emergent challenges and opportunities manifest within the East Tampa, the ETCRA community can calibrate their support, level of commitment, Fiscal Year budgeting and approach to community partnerships against consistency with the SAP Themes and impact of the outcome.

The most successful long-range plans are flexible but guided by clear Thematic values as informed by community input, thoughtful leadership, and ongoing, inclusive dialogue. Each increment of growth and investment should align to the Themes to create opportunities for multiple benefits consistent with East Tampa's values. And opportunities for collaboration and partnerships should be fostered to leverage the resources of East Tampa towards magnified results and expanded impact. With these ideas in mind, the ETCRA has significant potential for economic development, improved quality of life and new opportunity for all members of the community, today and in future.

The balance of this Executive Summary and the subsequent detailed SAP Report Chapters more fully describe the entire process, the Thematic ideas, supporting technical analysis and recommendations for the 2022 East Tampa Strategic Action Plan.

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; 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 pásalo saludarnos en Ragan Park!

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

Outdoor Meet & Greet
 Saturday, December 5th
 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

1 SCAN

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

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



Lift Up Your Voice!
 ¡Levanta tu voz!

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.



Community Engagement Activities for the ETCRA Strategic Action Plan Update

The following is a summary the SAP planning process with an emphasis on community input, review and refinement of the final product. A more complete summary can be found in Chapter 2 of this report and the Appendix documentation.

Step 1 Project Initiation and Background Review (2020)	Step 2 Discovery and Detailed Community Input (2021)	Step 3 Develop ETCRA Strategic Action Plan (2021)	Step 4 Draft, Review and Finalize the SAP Report (2022)
<ul style="list-style-type: none"> • Summer 2020: Approved contract, notice to proceed. Consultant team initiates background, data gathering, historic documents reviews (including 2009 ETCRA SAP), site tours, and preliminary mapping. • October-November: Introduction of team and approach at regular CAC + Partnership meetings. Design and review of project logo, website, branding and outreach (review & refined with CAC). Begin outreach and promotion. • December: Online (Zoom) kickoff meeting and input (Dec. 3rd), public open house at Ragan Park Dec 5th. Launch Website, promote online surveys and input opportunities, distribute hard copy surveys. Promote Walking Tours. December CAC meeting review and CRA Board update presentation. 	<ul style="list-style-type: none"> • January-March: Neighborhood Walking Tours with MailChimp and local media promotion. Monthly updates at regular CAC meetings, briefing at CRA Board meetings. Individual review with CAC Chair Burton and others as requested. Assimilation of Walking Tour and Survey Responses, report on website activity. Ongoing MailChimp, website and media promotion. • April: Presentation of Community Input Update to CAC + Partnership, including summarization of all forms of input to date and introduction of 10 Community Themes for feedback and refinement. Website upload presentation videos, all products with comment & response tools. • May-June: Ongoing feedback and refinement of themes and associated plan objectives via Project Website (presentation video with comment response tools), respond to individual phone calls for clarification or suggestions from CAC Chair and other CAC & Partnership Members (via CRA Staff). Review community themes with City Department Representatives. CRA Board briefings and MailChimp updates. 	<ul style="list-style-type: none"> • June-August: One on One briefing of key findings and Themes with CRA Board Members for feedback. Reviews and Tours of “Catalyst Sites” for demonstration drawings and other recommendations with CRA Staff. Preview/ reviews of early ideas with CAC Chair and others via CRA Staff. Public Mail Chimp & website updates. • September: Public Presentation of Strategic Actions and Catalyst sites examples to CAC + Partnership. Website upload presentation videos, products to date with comment & response tools. Follow up telephone reviews with some CAC members as requested (via CRA Staff). • October-December: Develop Draft SAP with ongoing refinement via CRA Staff and public comments. CRA Board Meeting Updates via CRA Staff. 	<ul style="list-style-type: none"> • January: Delivery draft ETCRA SAP Report to CRA Staff for review and distribution to CAC, etc. CRA Board update (via CRA Staff). Upload Draft Report to Website. • February: Public presentation of ETCRA SAP Report to CAC + Partnership. Upload presentation video and other materials to website with comment & response tools. Conduct (2) Public Meetings to review Action Plan. Conduct telephone reviews (via CRA Staff) with CAC members and others as requested regarding specific input, feedback and comments. CRA Board update (via CRA Staff). • March: Attend CAC Meeting. Review plan in detail with CRA Staff Members including Jeff Burton. Additional input from community members via CRA Staff. • April-May: Refine ETCRA Plan in response to consolidated comments (via review with CRA Staff). Deliver updated SAP and Appendix Documents May 20, 2022. • June-August: Final edits of SAP via CRA Staff, delivered July 1. Public CAC + Partnership presentations, CRA Board Presentation.

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, ultimately presented as categories identified from the public input. The categories became the guiding ideas upon which the framework was established 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 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 economic development and opportunity for all.



**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



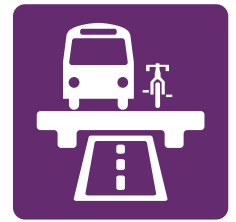
NEIGHBORHOOD BEAUTIFICATION & APPEARANCE



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 ten years (below), as compared to the last ten years. Section 3 identifies the top initiatives from the community as well as provides a “roll up” 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 %	Combined Millage Rates	Annual TIF Revenues Collected		
						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 along with general annual funding allocations are made for each of the ten 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 over the next five years for ETCRA Economic Development purposes.



**PARKS,
RECREATION &
PROGRAMS**



**COMMUNITY
COMMERCIAL
SERVICES**



**EDUCATION,
EMPLOYMENT &
JOB CREATION**



**CULTURE,
MARKETING &
PROMOTION**



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

For the purposes of this SAP Report, the terms “Support” and “Partner” are frequently used to denote the ETCRA role and resources in facilitating desired outcomes. However, these terms DO NOT presume (or preclude) Capital / Financial investment by the ETCRA. Inter-Agency Collaboration, Policy Alignment, and Committee Participation are all relevant examples of support and partnership. The ETCRA and CAC will make recommendations regarding the form of Support and Partnership relevant to each opportunity to most appropriately position and prioritize all types of resources.

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								
Mission Statement	Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing.	\$ 4,323,500.00	\$ 4,390,000.00	\$ -	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 10,713,500.00
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 unkept 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



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, the establishment of the CRA and major themes of past plans leading to today.

This section also highlights ETCRA activities, accomplishments, and economic development progress since the 2009 SAP.

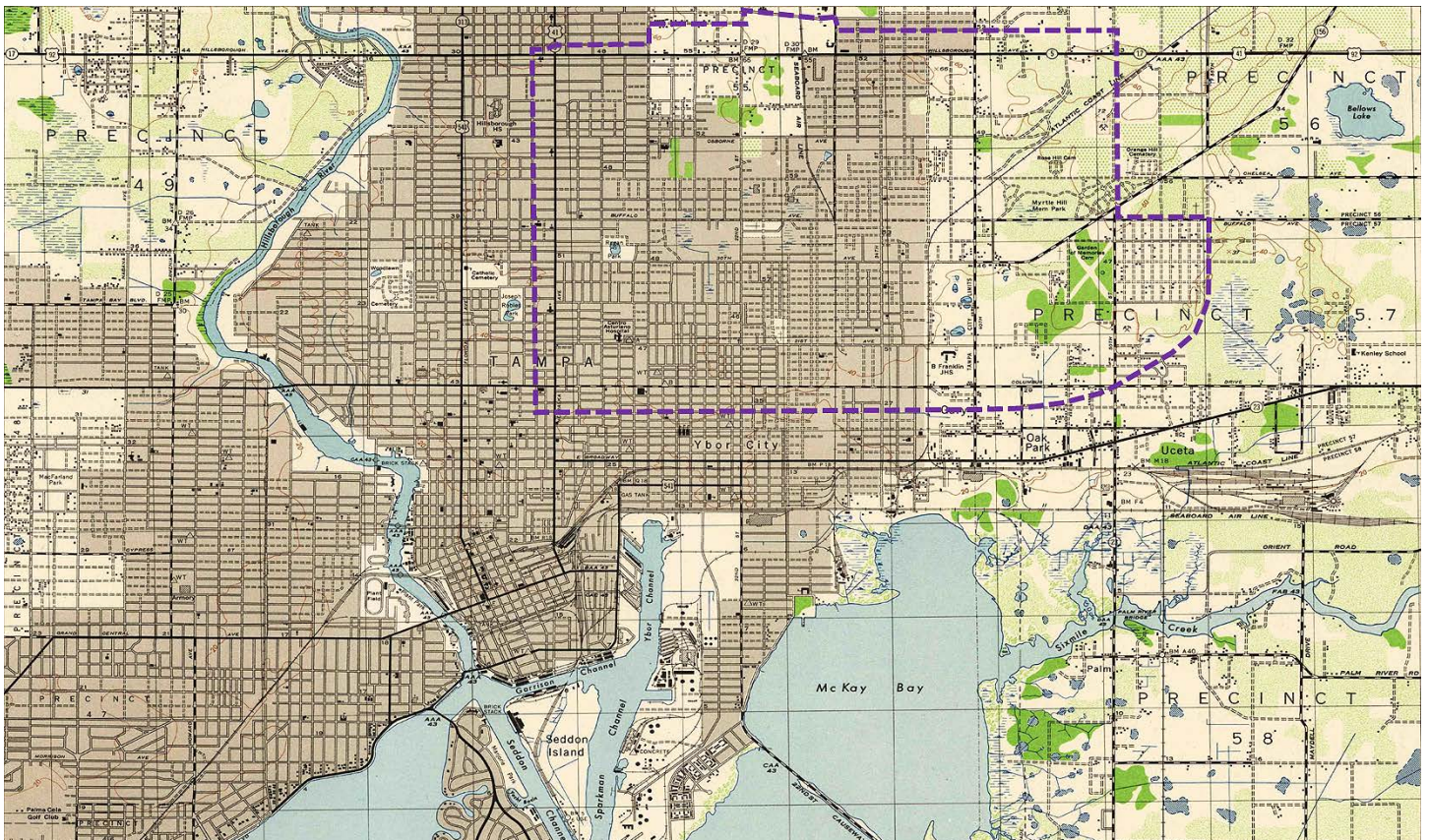
Background Summary of East Tampa and ETCRA Planning

East Tampa is a place of significant history within the Downtown Tampa area—with its deep African-American roots and its connection to the original Cuban/Latino barrio, dating back to when Ybor City was considered a separate jurisdiction from the City of Tampa. Portions of the East Tampa CRA were originally developed as part of unincorporated Hillsborough County.

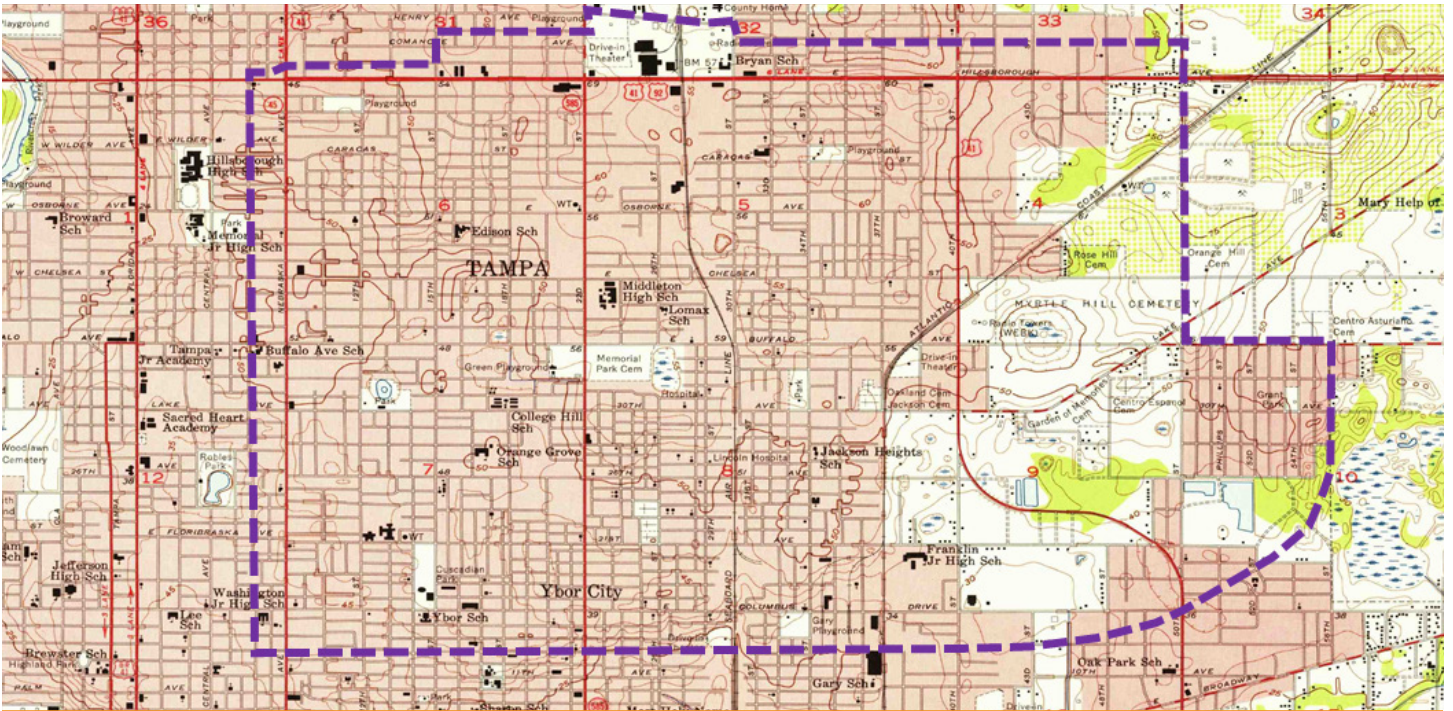
Neighborhoods were connected; US 41 and 92 were the primary highways; and rail- and water-based industries that relied upon dependable transportation to the markets for cigar manufacturing; regional agricultural products and other durable goods facilitated an abundance of working-class housing.

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.

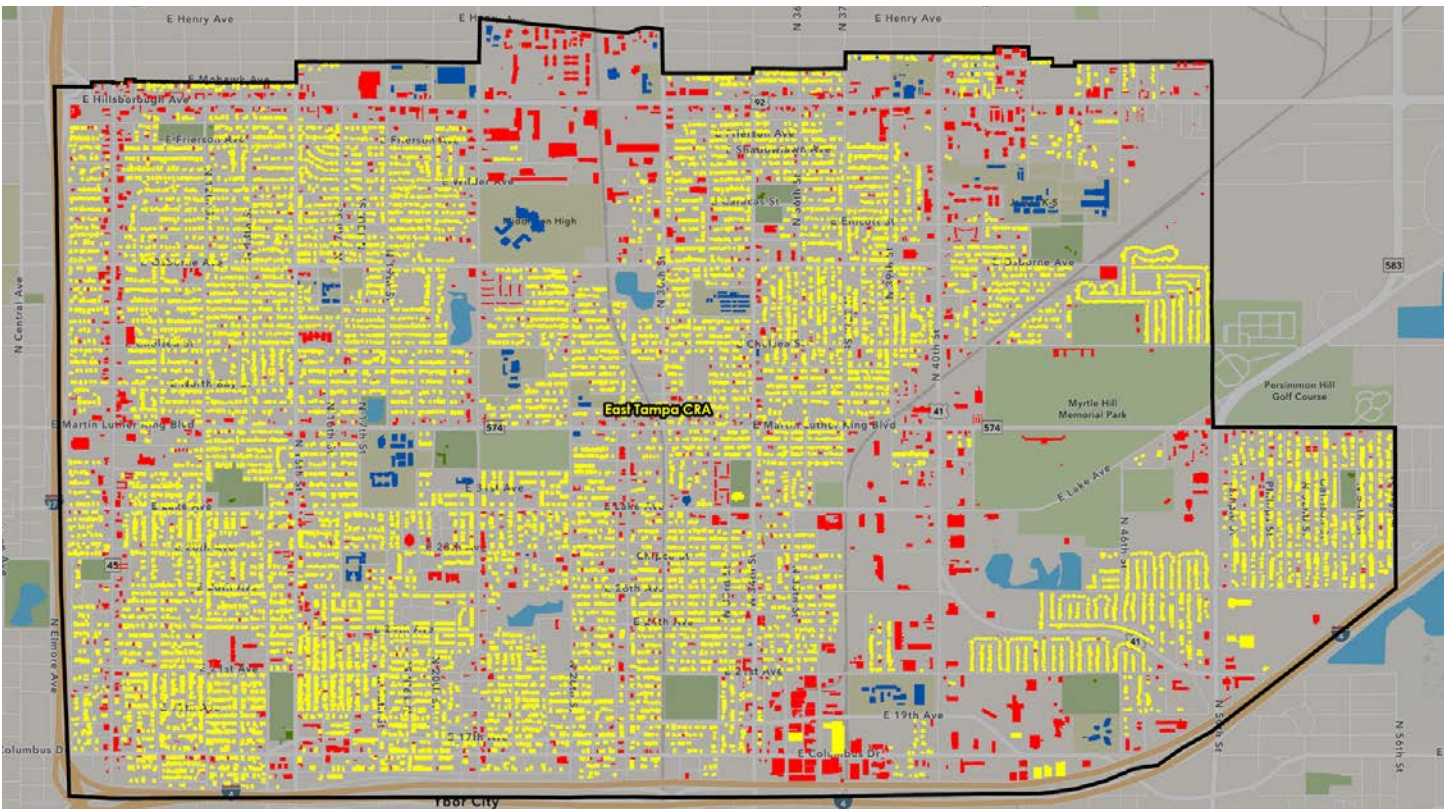
As a result, much of East Tampa’s infrastructure and building stock requires reinvestment following over 100 years of use and patterns of multi-jurisdictional development with differing land use and permitting requirements. The previously mentioned factors as well as others led to the eventual creation 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 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

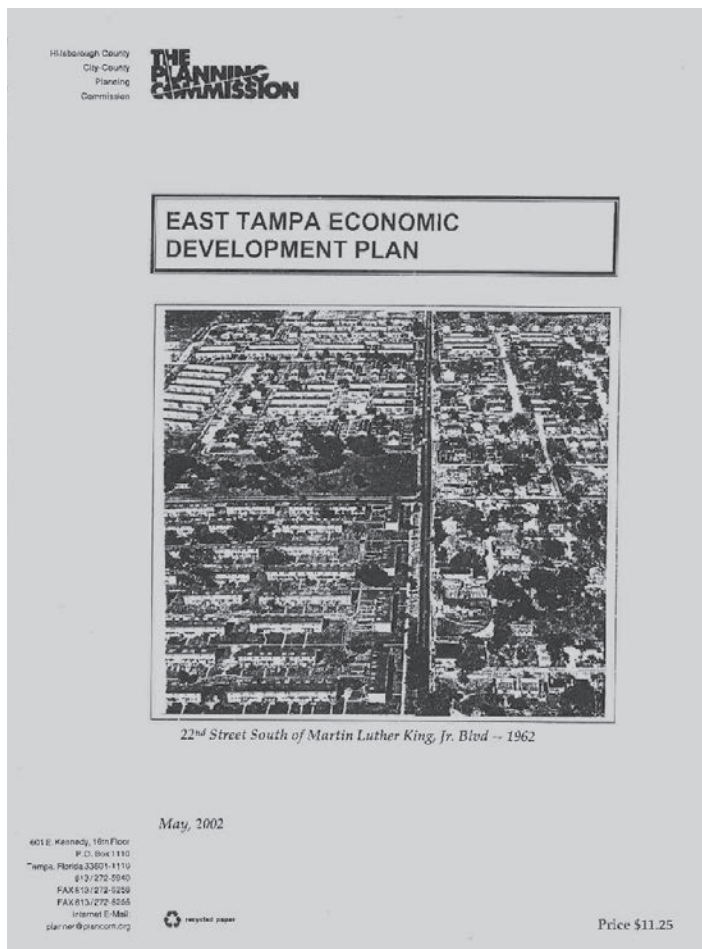
Background Summary of East Tampa and ETCRA Planning

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 1950s, 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 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. These provisions allocate specific 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 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 their redevelopment to ensure the community was improved by the CRA. In terms of focus areas, the ETCRA 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 ETCRA 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, as well as in collaboration with the City.

Consistency: It is important to note that while specific initiatives or terminology has evolved since the 2004 ETCRA Plan, the basic Priority Subjects of community need remain the same in 2009 and in 2022.

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. The SAP outlines the various ways revenue can fund infrastructure projects, public safety, and economic development opportunities. The SAP 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 SAP** was organized around five 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 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 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

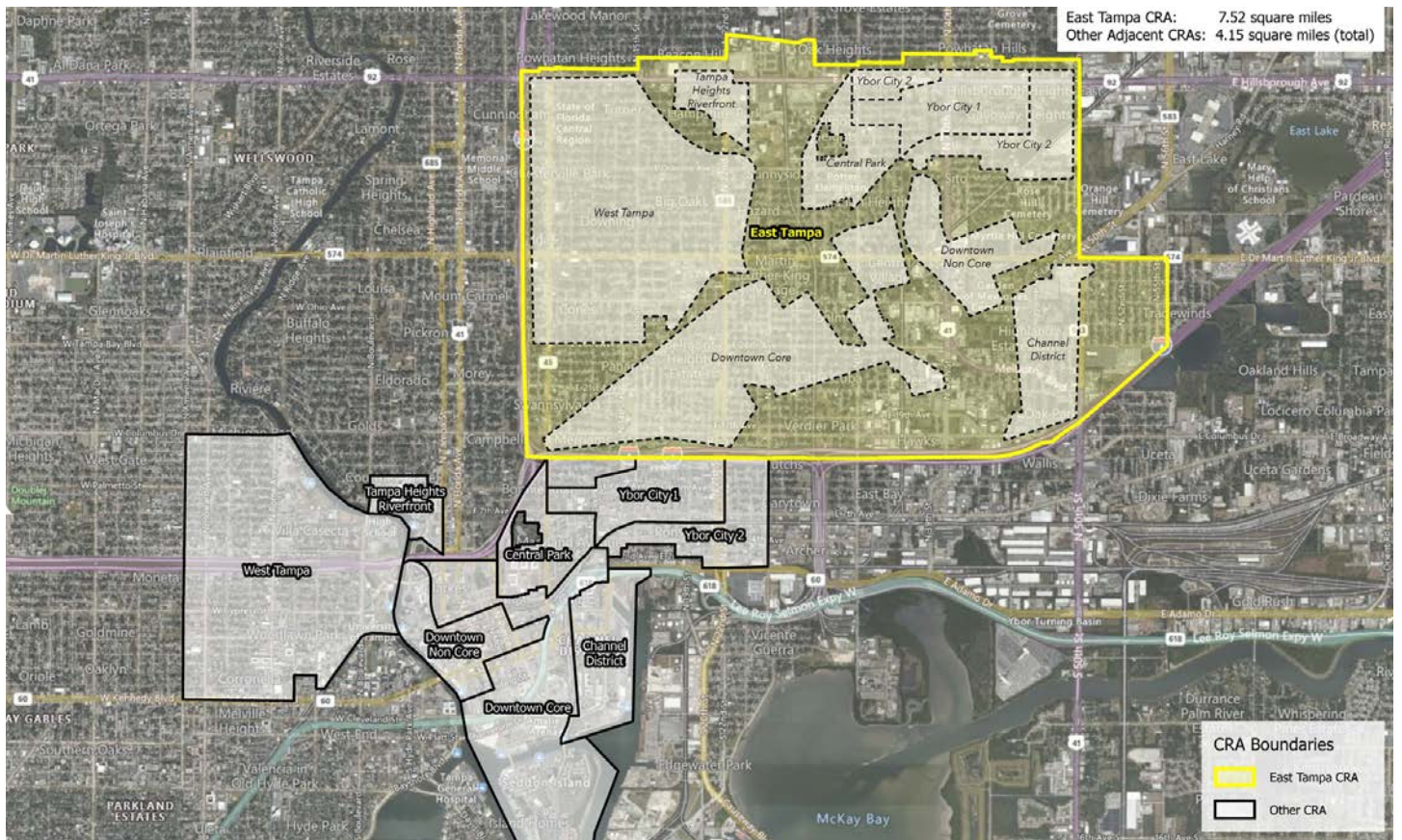
While the 2009 ETCRA SAP led to many accomplishments, there were at least two significant issues that have hampered the ability to fully realize that 5-year vision for redevelopment.

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 4,800 acres, the ETCRA has a bigger geography and higher total population than all the other downtown Tampa CRAs combined!

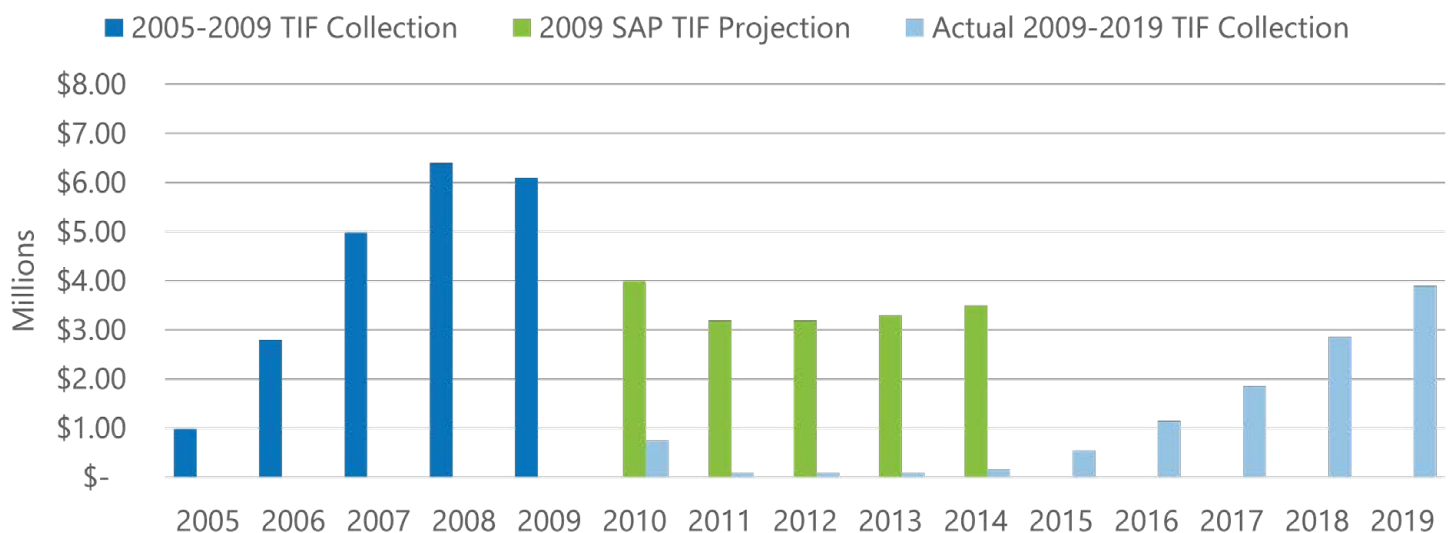
Consequently, numerous meaningful investments over the last 10 years may appear less impactful to the total ETCRA community. The challenge of size is also reflected in less available CRA revenue spending

per capita and per acre in the ETCRA, as compared to other downtown CRAs. 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 believe that progress is not being made quickly enough. This frustration 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 FY2008 levels. And naturally, similar economic impacts were affecting all of Tampa and its CRAs.



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. 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 five year time span. Since the 2009 SAP, the ETCRA experienced a ten year period of significantly reduced revenues.

Renewed growth commenced in FY2015 and steadily increased through FY2019 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 following the Great Recession, much was accomplished and there is much to celebrate. Looking forward, there is new economic growth and newfound energy and optimism to significantly advance the ETCRA mission of Economic Development and New Opportunity.

Accomplishments and Positive Momentum for the ETCRA: 2010-2022

The 2009 ETCRA Strategic Action Plan built upon the ideas and the success of the early CRA dating to 2004. Specifically, the 2009 SAP included five broad Strategies for Action:

- 1. Invest in Neighborhoods to Improve Quality of Life and Encourage Productive, Private Investment**
- 2. Improve the Appearance and Investment Appeal of Highly Visible Gateways and Major Corridors**
- 3. Provide Incentives to Strategic, Catalytic Projects**
- 4. Foster Business Growth**
- 5. Prepare for Light Rail (Transit), Density and Associated Redevelopment Opportunities.**

In the ten years following the 2009 SAP, much was accomplished under each of these categories that aid in positioning East Tampa for the current period of growth and opportunity in the 2020's. This included a variety of activities, ranging from capital projects, enhancement programs and collaborative partnerships as contemplated in the 2022 SAP. In truth, while some of the community descriptive language or areas of emphasis have evolved from 2004 to 2009 to 2022, the fundamental areas of focus

have generally remained the same as the ETCRA and CAC have continued to work towards the shared goals of community enhancement and economic opportunity.

The following list of Major Activities provides documentation of some of the major benchmarks of achievement in the years since 2009. These activities also illustrate some examples of private investment and economic development in response to the ETCRA collaboration and increased market opportunities.

2009 Major Activities	
Brownfield Assessment Grant	City received \$400k in grant money -to address various areas requiring site remediation
Chloe Coney Urban Center	City invested \$250k of CDBG funds for rehabilitation of the new center for workforce development
Creating Economic Development Opportunities	\$302k in CRA TIF funds were used to purchase five lots along N 22nd Street
Drug Abuse Comprehensive Coordinating Office	\$16.3M facility, City contributed via a conduit bond issue. CDBG partnering funds. CRA Coordination
Fifth Third Bank	CRA assisted with fast tracking of permits for the project
N 22nd St. Enhancements	\$7M of CRA TIF invested for a project totalling \$11M in three phases over 2010-2012 Fiscal Years
Sidewalks for Children	\$475k in CRA TIF funding was used to repair sidewalks in proximity to 10 local schools
Street Resurfacing	\$600k in CRA TIF funds partnered for streets & sidewalks, incl 40 blocks resurfaced in Rainbow Hts
2010 Major Activities	
East Tampa Youth Program: Clean City	Employed 36 East Tampa High School Youth to assist with cleaning illegal dumping, litter, etc. Program is now annual
Bible Truth Ministries	CRA invested \$100k, value of land into the project to create HOPE Community Center
Ella's Restaurant	Private Investment of \$3M, CRA Coordination Support
Giddens Park Enhancement + Splash Pad	\$95k in CRA TIF funds were used for this project, with partnership from F.E Lykes Foundation
Job Creation	\$40k in TIF funds were provided for job training incentives and employment of residents

NSP2 Funds Award	Implementation of \$10M in programs funds to develop mixed-use along N. 22nd Street
Quality Inn & Suites \$4M Owner Property Rehab	CRA invested \$550k of TIF funds to upgrade streets, landscaping, and walkways
Salem's Gyros & Subs III	Private Investment of \$1.5M
Suncoast Retail Center	Private Investment of \$250K
Tampa Festival Centre	Private Investment of \$15M to acquire and rehabilitate
Opened HOPE Center Learning Center	Providing social services and training to 30 Adult residents and 30-40 children a day
CDC Collaboration	Partnered to serve 25 low income residents with on-the-job training in construction services
Robert L Cole Sr Community Lake	CRA partners in the environmental portion of this Award winning Pond Enhancement
Zagora Retail Center	Private Investment of \$1M to acquire and build facility. TIF contributed \$25K in upgraded lighting in ROW
Neighborhood Safety Improvements	Reported a 37% reduction in Crime from 2003 to 2010
Weed N' Seed II	\$100k in grant funds received by the City to address violent crime and supporting economic revitalization
2011 Major Activities	
Affordable Multi-Family Rental	\$4.4M of \$10M NSP2 grant was used for Elizabeth Arms and Carnegie Court
Neighborhood Safety Improvements	Continued reduction in ETCRA Crime Rate reported (-67% from 2003)
Job Training	CDC and EnviroFocus: training & jobs for 20 Residents; Hillsborough County Small Business Center provided additional services
Makeovers at Williams, Grant, and Oak Parks	Park Improvements, Partnered with City via CRA Coordination and Local Volunteer Support
Pepin Academy Façade Grant	\$50k of CRA TIF Grant for façade, landscaping & bus stop for this signature property enhancement
Reflections of Tampa Murals	Property Beautification Improvements
Small Business Education	\$64k in CRA TIF funds where used for counseling services and workshops
Street Resurfacing & Sidewalks	\$609k in CRA TIF funds for resurfacing and sidewalks between 30th and 40th Streets North of Osbourne
Local Homebuilding	Home Encounter, a building and restoration group relocated their office to East Tampa to engage
Local Engineering	Local engineering group provided assistance to improvement of aging Sewer Pipes
Family Dollar (15th and MLK)	Private Investment of \$3M
Tampa Family Health Center Clinic	Private Investment of \$3.5M to acquire and build facility; Brownfields Grant. Funds of \$35k used
Yummy House	Private Investment of \$4M to acquire and build facility
2012 Major Activities	
4600 E Hillsborough Retail Center	Private Investment of \$1.5M, CRA Coordination
Cole's Beauty/Barbershop	\$41k CRA TIF Façade Grant was used for the rehab of this business
Country Pumpkin Café	Part of Yummy House Development Investment, CRA Coordination
Tampa Festival Center	Forge Capital Partners invest \$1M to construct 12,000 sf new office/retail/medical space; CRA Coordination
East Tampa Tree Lighting Ceremony	CRA Event Support
ETCRA CAC Recession Response	CAC identified focus areas: foreclosures, rehabilitation, crime, jobs, mentoring, vacant properties, healthy eating & exercise
Economic Revitalization and Employment	CRA Partnered with CDC to deploy a grant for \$750k to boost economic revitalization and jobs
Job Training	CDC and EnviroFocus: continued job training and foreclosure assistance
Housing Rehabilitation Program	\$290k of CRA TIF funds leveraged Foreclosure Acquisition and Rehabilitation Program funds for ten single family homes

East Tampa Community Redevelopment Area

KaBOOM Playground at Ragan Park	CRA partnership with City Parks, ETCRP, Humana Healthcare + Community Volunteers
N 30th St and Hillsborough Stormwater Project	\$1.6M CRA TIF invested in partnership with SWFWMD to remediate flooding at N 30th St and Hillsborough Ave
N. 22nd St Enhancements II	\$920k in CRA TIF funds were used for this project between 23rd and 26th Avenues
Oriental Fish Company	\$28k CRA TIF Grant to support larger investment for building and property upgrades
Street Repaving	\$300k in CRA TIF funds partnered to repave ~50 blocks between MLK, Osbourne, N 22nd & N 30 Streets
Commercial Façade Grant Program	\$127k of CRA TIF Façade Grants leveraged \$534k of private investment in four storefronts.
2013 Major Activities	
1708 E Columbus (Design Styles Architecture)	CRA invested \$50k in façade funding for this rehab project
2606 N 12th St. Façade Grant (Deborah Ramos)	CRA invested \$50k in façade funding for this rehab project
Honky Tonk Bar Acquisition	\$250k CRA TIF invested in property acquisition funding
EPA Assessment Grant	\$400k in grant funds received
CRA Newsletter Support Communication	Announces that ETCRA is in an Enterprise Zone with special tax incentives for economic revitalization
Senior Living Housing Repairs	The ETCRA Housing Committee and CRA Board allocated TIF funds to help seniors with safety home maintenance/code repairs
Senior Activities	CRA partnered with City to offer programming for Seniors at Oak Park Center to encourage socialization and enrichment
Summer Sale Event	CRA held Annual Summer Sale Event for 450 residents and offered games, giveaways and safety presentations to Children
NFL YET Center Mentoring	Jackson Heights NFL YET Center offers holistic mentoring program for youth in high crime areas of East Tampa
Economic Development Forums	CRA + Partnership held Economic Development Forums to encourage small business creation and support information/skills
HART Rapid Metro - Nebraska	HART Investment for Special Service Bus Stops on Nebraska. CRA Coordination
Hillsborough/ Nebraska Corridor	Study was completed leading to future land restriping, median & crosswalk markings
East Tampa Tree Lighting + Bike Giveaway	CRA Event
Street Resurfacing - Osborne	\$500k in CRA TIF funds for road resurfacing between 15th and 22nd Streets
2014 Major Activities	
2115 E Hillsborough	Vacant property new tenanting , CRA coordination w owner
3016 E Hillsborough	Vacant property new tenanting , CRA coordination w owner
Burger King	Private investment of \$3M to build new facility
Cole Community Lake Lighting	\$100k CRA TIF investment in upgraded lighting
SBIC Business Assistance Program	Ongoing program, over 92 East Tampa Businesses visited by counselors, CRA coordination
Bible Truth Ministries	Private investment of \$1M to build new facility on N. 34th Street/East Tampa Charter School. CRA coordination
Senior Housing Grants	\$450k invested by private sources to support Senior Housing. CRA coordination
NFL YET Center	Private investment and Park & Recreation upgraded facility
NFL YET Center Events	Passport to Excellence education events (May) and First East Tampa Hurricane Expo (July) held. CRA coordination
New Stormwater Park Dedication Osbourne & N 34th St	CRA coordination
FDOT Design for N 221st/22nd Streets completed.	Transfer to City. CRA coordination
Street Resurfacing - Ragan Community Center Streets	\$500k invested by City to enhance streets around and south of Ragan Park. CRA coordination

FY 2014 ETCRA Façade Grant Program	\$118k CRA TIF Leverage \$320k investment. Green Wizard, Brookins Medical, Buccaneer Linen, Nwoye Fence
2015 Major Activities	
10 year Anniversary of Summer Youth Clean Team	CRA TIF partnered funding with City re cleanup, dumping and residential service calls
CRA Environmental Crimes Unit + TPD Crime Redux	1062 citizen contacts and complaints, removal of 48 tons of debris, 6% reduction in Part 1 Crimes in ETCRA
32nd St Retail Center	\$3M Private property reinvestment, CRA Coordination
Sidewalk Construction	\$200k in new or rebuilt sidewalks via City
Bright Lights Safe Nights Program	\$110k in upgraded lighting via City
Repaving in Central Area of ET	\$590k in projects via City
Land Acquisition	\$76,461 CRA TIF invested for redevelopment
Façade Grant Program	\$41,331 of CRA TIF funds invested to rehab storefronts to a private match of \$51,103
Small Business Investment Center	\$35k in CRA TIF funds invested for 6th year, partnered w/ Hillsborough County on counseling and workshops
Clarence Ft. Memorial Trail	City Invested \$700K to build trail & boardwalk system
Walmart	Private investment of \$25M to acquire and build facility, CRA assisted in redevelopment facilitation
2016 Major Activities	
Cuscaden Pool	\$3.1M in renovation - partnered funding
Completion of N 21st / 22nd St enhancements	Total investment of \$11.3M is finished and fully opened
Sidewalk Reconstruction	Partnered Funding
Dollar General (N 50th)	Private investment of \$2M to acquire land and build facility
Street Paving/Repairs	\$500k CRA TIF funding to support over \$1.2M in partnered Street Repairs
Bright Lights Safe Nights Program	City invested \$28k in gas tax funding, CRA ongoing participation in program
Street Projects 21st/22nd Streets	FDOT invested \$4M of remaining Crosstown Connector funding to enhance the corridor
Taco Bell	Private Investment of \$2M to acquire land and build facility
3505 E Hillsborough Ave	Private Investment of \$3M to acquire land and build commercial medical office building, CRA Coord
2017 Major Activities	
Ragan Park Restroom Facility	CRA invested \$75K TIF to build new facility
Summer Youth Clean City + Env Crime Detective	Removed 1080 tons of debris and illegal dumping and responded to 356 Service Calls 2016-2017
Repaving and Lane Reduction (40th St)	FDOT invested \$5.5M for the project/Columbus Drive to Hillsborough Avenue
Retail Development	CRA support in various small business activities, including Façade Grants resulting in \$329k of private match investment
Beacon Homes Development	City invested \$600k HOME funds to the project
2018 Major Activities	
Domain Homes Development	CRA TIF invested in ten lots valued at \$350k to the project
Beacon Homes Development	Same investment as above
Bright Lights Safe Nights Program	CRA continues to invest in program to upgrade local lighting
Crime and Safety	Continued reports of Crime Reduction
Summer Youth and Environmental Crime Detective	Continued program, removed 1280 tons of debris, responses to environmental crimes, arrests and citizen complaints.
Façade Grant Program	Continued CRA TIF Grants dispersed to increase private match to local businesses
Hillsborough/Nebraska Resurfacing	TIF investment of \$500K for neighborhood street resurfacing

2019 Major Activities	
Beacon Homes Development	TIF investment of \$500K for neighborhood street resurfacing
Domain Homes Development	Same investment as above
Mayor's Art on the Block Mural	Mural of Mr. Alfred Lee Barnes at Al Barnes Park on 18th Avenue
Bright Lights Safe Nights Program	Continued partnership to upgrade lighting
Homebuyer Downtown Payment Assistance	ETCRA CAC creates a Homebuyer Downpayment Assistance Program for use in FY2020
Tree Trimming Grant Created	ETCRA CAC creates a Tree Trimming Grant Program for use in 2020 and beyond
Façade Grant Program	Continued CRA TIF grants dispersed to increase private match to local businesses
Public Safety	Crime reduction rate of 7%
Summer Youth + Environmental Crimes	Continued expansion of program and efficacy, landscaping enhancements and responding to residential requests
Hillsborough/Nebraska Resurfacing	\$500k in TIF funds invested in resurfacing the corridor
2020-2021 Major Activities	
Domain Homes Development	Same investment as above
34th Street Safety and Enhancement Project	City & FDOT investment of \$5M. TIF investing \$300k for three roundabout art projects
Initiated ETCRA SAP Update	Initiated project Fall 2020
CAC and ETCRP Monthly Meetings	Continued hybrid through COVID. Adaptation to COVID protocols and meeting requirements
22nd Street Community Garden	New Community Garden opened
Tree Trimming Grant	\$700k CRA TIF Funded Program in first year serving 450 applicants
2020 Façade Grants	\$112k of Grants leverage \$741k of private investment to enhancing three local businesses
Demolition and Debris Removal	\$200k CRA TIF funding to demolish 92 structures (41 with CRA Support), 3471 tons of debris removed
Environmental Crimes Unit	315 Citizen complaints, 100 cases, 188 code violations, 221 parking violations, 650 signs removed, 11 arrests
Environmental Crimes Unit Award / Detective Williams	Tampa Police Department Chief's Community Policing Award and Florida Redevelopment Association Award
Affordable Housing Development and Infill	\$500k CRA TIF allocations to supplement the City Affordable Rehab Assistance Program, assists 30 Individuals
East Tampa Homebuyer Downpayment Assistance Program	\$400k CRA TIF allocation to assist homebuyers, program expanded from \$15k to \$50k per application
East Tampa Housing Roof and Exterior Rehab Program	CRA CAC is working to develop a program for owner-occupied roof and exterior repairs. RFP for program manager
East Tampa Strategic Land Acquisition	ETCRA strategically purchased several ETCRA properties for future economic/redevelopment
34th Street Roundabouts and Public Art	ETCRA and FDOT completed three roundabouts along 34th Street. Working on art opportunities
Summer Youth Program	ETCRA and City partner for 15th Summer Youth program. CRA to commit additional TIF revenue to expand hiring
Youth Leadership and Entrepreneurship Academy	CRA developing mentoring program for East Tampa High School students. RFP for Program Manager
New Investment, multiple businesses	Private Devel, incl: Massey Services, Inc, WelDone Pharmacy, 7/11 Gas & Retail, New East Side Deli and Grocery & Salon / Barbershop
Historic Cigar Factory Reinvestments (2)	Private Devel, incl: JC Newman Cigar Museum & Event Facility, Garcia Brothers Cigar Factory Renovation to Loft Apts
Land Assembly for Properties around Fairview Park	CRA-TIF funding to assist in the acquisition of properties allowing for an expanded City Regional Community Park
15th Street Land Use Planning Study	City Planning Department awarded \$50k grant to review Codes for barriers to growth and opportunities for investment

Summer Youth and Environmental Crime Detective	Continued program, removed 1280 tons of Debris, responses to environmental crimes, arrests and citizen complaints
Façade Grant Program	Continued CRA TIF grants dispersed to increase private match to local businesses
Hillsborough/Nebraska Resurfacing	TIF investment of \$500K for neighborhood street resurfacing

For additional information regarding ETCRA activities, the CRA office maintains Annual Reports to the City of Tampa CRA Board identifying activities, investments, and example projects photography.



ETCRA / Regional Grant Offerings

The East Tampa CRA community has been eligible for a variety of grant programs through the CRA, City, County and others. These programs have historically been used in a variety of ways to assist in façade grants, land assembly and other activities as noted in the lists of Annual Major Activities from 2009-2021. The 2022 SAP includes a recommended expansion of these programs, as well as added capacity to engage, support and deliver funds to applicants and economic development opportunities.

City of Tampa CRA Programs –

- Façade Grant
- Commercial Paint Grant
- Sign Grant
- Fence Improvement Grant
- Tree Trimming Grant
- Down Payment Assistance Grant
- Business Enhancement Micro Grant
- Residential Improvement Grant
- Restaurant & Food Service Program Grant
- Special Projects Grant Program
- Upstairs Residential Conversion Grant
- Vanilla Shell Grant Program
- Community Infrastructure Improvement Grant

City of Tampa –

- Housing & Community Development
 - Down Payment Assistance for ET
 - Owner-Occupied Rehabilitation Grant
 - Infill Reconstruction

- Rental Rehab Grant Program
- Rental Assistance Program
- Community Development Block Grant (CDBG)
- Historic Trust Fund Grant
- Business Incentives Grants
- Channel Dist. Neighborhood Amenity Incentive Program
- Emergency Utility Assistance Program
- LIHTC (Low Income Housing Tax Credit)
- Homeowner Financial Education Services

Hillsborough County –

- Special Events Partnership Grant (SEPG)
- Safety Net Grant for Non-Profits
- Non-Profit Matching to Support Cultural Development Grant
- CDBG
- Historic Preservation Matching Grant
- Historic Preservation Challenge Grant
- Tree Grant
- Stormwater Hardship Exemption Assistance Program





COMMUNITY INPUT PROCESS

Listening and Learning about East Tampa

The East Tampa CRA SAP 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, and 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 platforms for engagement to facilitate input, discussion, and feedback. The goal was to follow the structure of the CRA, including engaging directly with the ETCRA Community Advisory Committee (CAC); coordinating with the East Tampa Community Revitalization Partnership (Partnership); updating the City of Tampa CRA Board; and collaborating with the ETCRA staff and ETCRA Manager.

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

This planning process allowed for a variety of inputs and led to the development of 10 Community-Based Strategic Themes, which became the guiding framework for the stated issues and opportunities of East Tampa. It also provided the basis of the organizing format for the SAP 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 COVID-19 pandemic and its impacts on the format of certain meetings and on the community at large. 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. Moreover, the makeup of the CAC Board had changed across the fiscal year (October 1) schedule. Lastly, the overarching concern about civil rights in the U.S. during the spring and summer of 2020 heightened 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 Community-Based Strategic 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, taking 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.





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

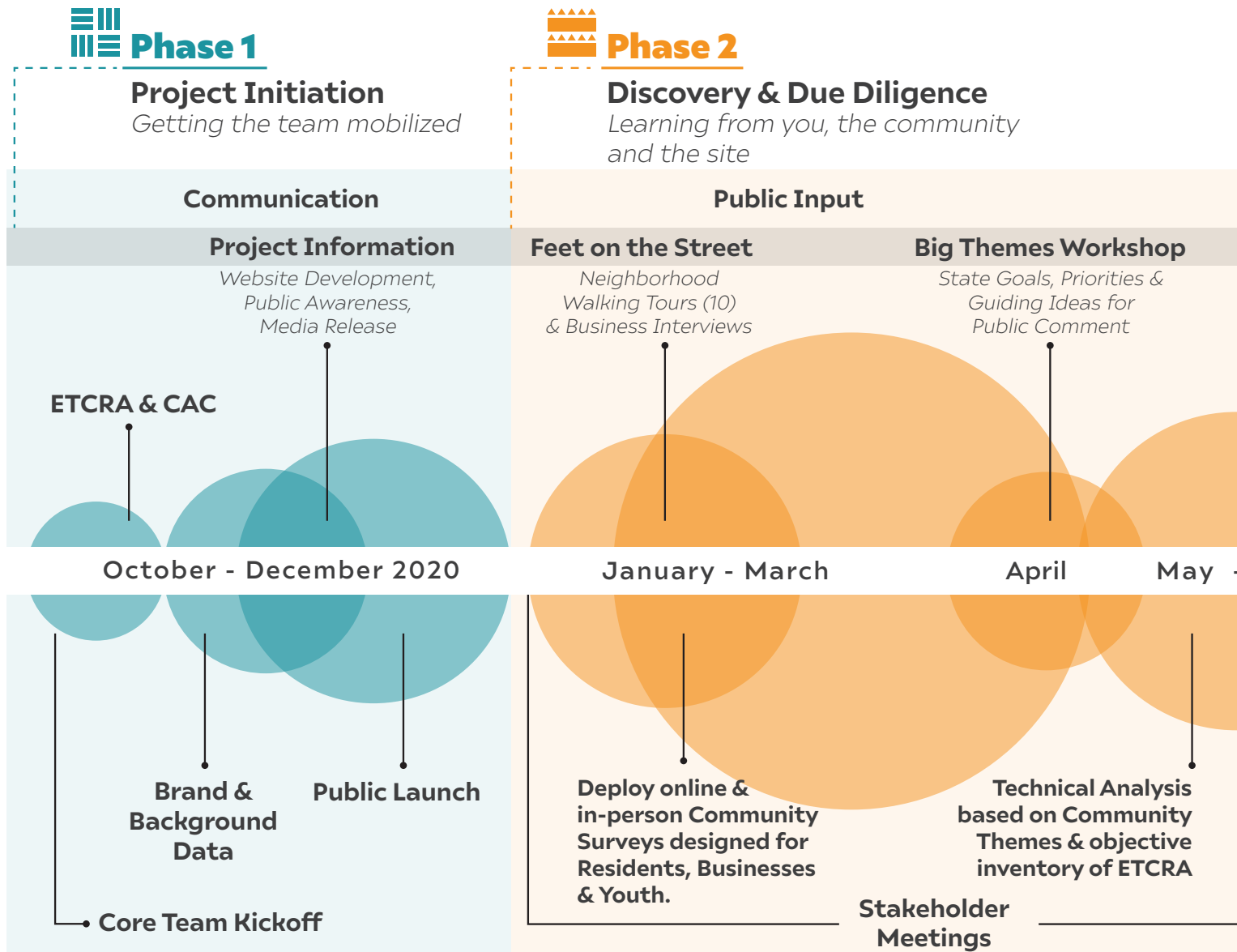



The first task was to ‘brand the SAP’ process, setting the tone as a visible, recognizable and refreshed view of East Tampa. The logo, patterns and colors became the ‘look’ of the SAP in all Print, Online and Promotion items - even COVID Facemasks!

An Incremental Planning Process of Learning, Sharing and Validation

The SAP 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 was learned through presentations and response comments.

Each step in the process has allowed for public input and 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.



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 the added effort to facilitate input, communication and information during such unusual circumstances.

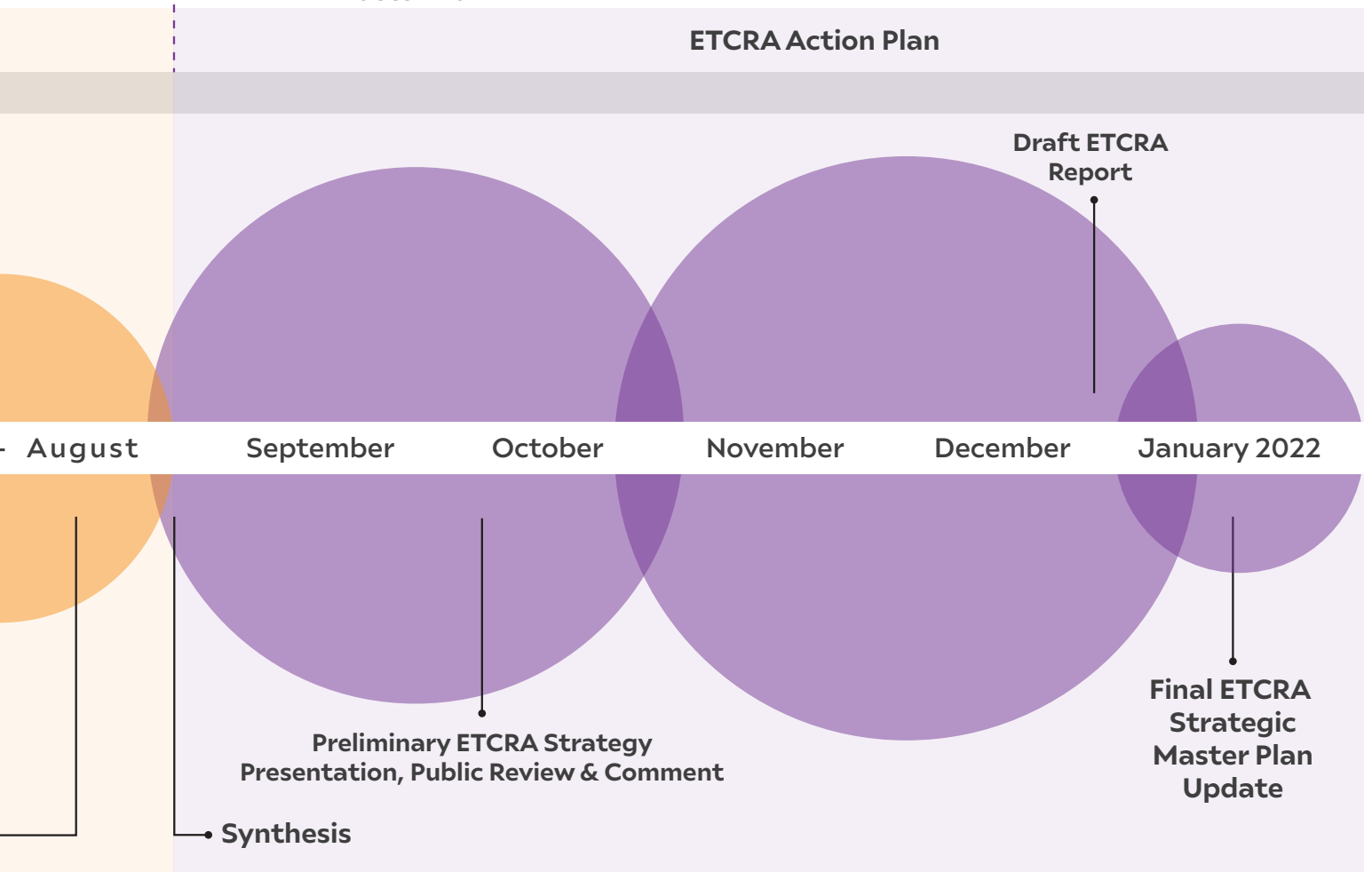
The community rose to the challenge—participating in events and positively contributing ideas and refinements through a variety of interactions, presentation reviews, and other communication activities.



Phase 3

Strategic Action Plan

Developing and adopting the Master Plan



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. As such, the planning team was able to hear the stories and input from all areas of East Tampa, across a broad diversity of residents, businesses and even youth.

Participation activities and programs

Community Advisory Committee Meetings: Held in October, November, and December 2020 to assist in preparing for the project launch. Other meetings and presentations occurred during 2021.

Communications Plan: The general Communications Plan for the project was developed in November 2020. 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 sign up to receive 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 smartphone 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, and La Gaceta; and two on-air interviews on East Tampa State Representative Dianne Hart’s 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 and greet” event was held at Ragan Park with over 50 attendees.

The complete project launch in Fall 2021 followed an initial launch in April 2021 that became difficult due to the effects of COVID-19—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

Outdoor Meet & Greet
Saturday, December 5th
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
Obtanga más información y regístrate en WeAreEastTampa.com



Lift Up Your Voice!
¡Levanta tu voz!

Neighborhood Walking Tours: Twelve 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: 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 the team.

Mailchimp Notifications: As a result of the ETCRA having no active social media presence, the planning team developed a distribution list of over 1,400 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 were conducted 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 Mailchimp 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 Mailchimp distribution to call attention to project status and activities.

Draft SAP Report Review: A Draft ETCRA SAP Update Report was provided on January 22, 2022. Public review included CAC + Partnership presentations, (2) public meetings in February 2022, CRA Staff reviews and individual community stakeholder conversations. Comments were summarized with the ETCRA staff as community input notes and the plan was refined to final form.



Left and bottom right images from December 5, 2020 Meet & Greet open house event held at Ragan Park. Top left image from February 8, 2022 Draft SAP Review Public Meeting.

Feet on the Street: Neighborhood Walking Tours

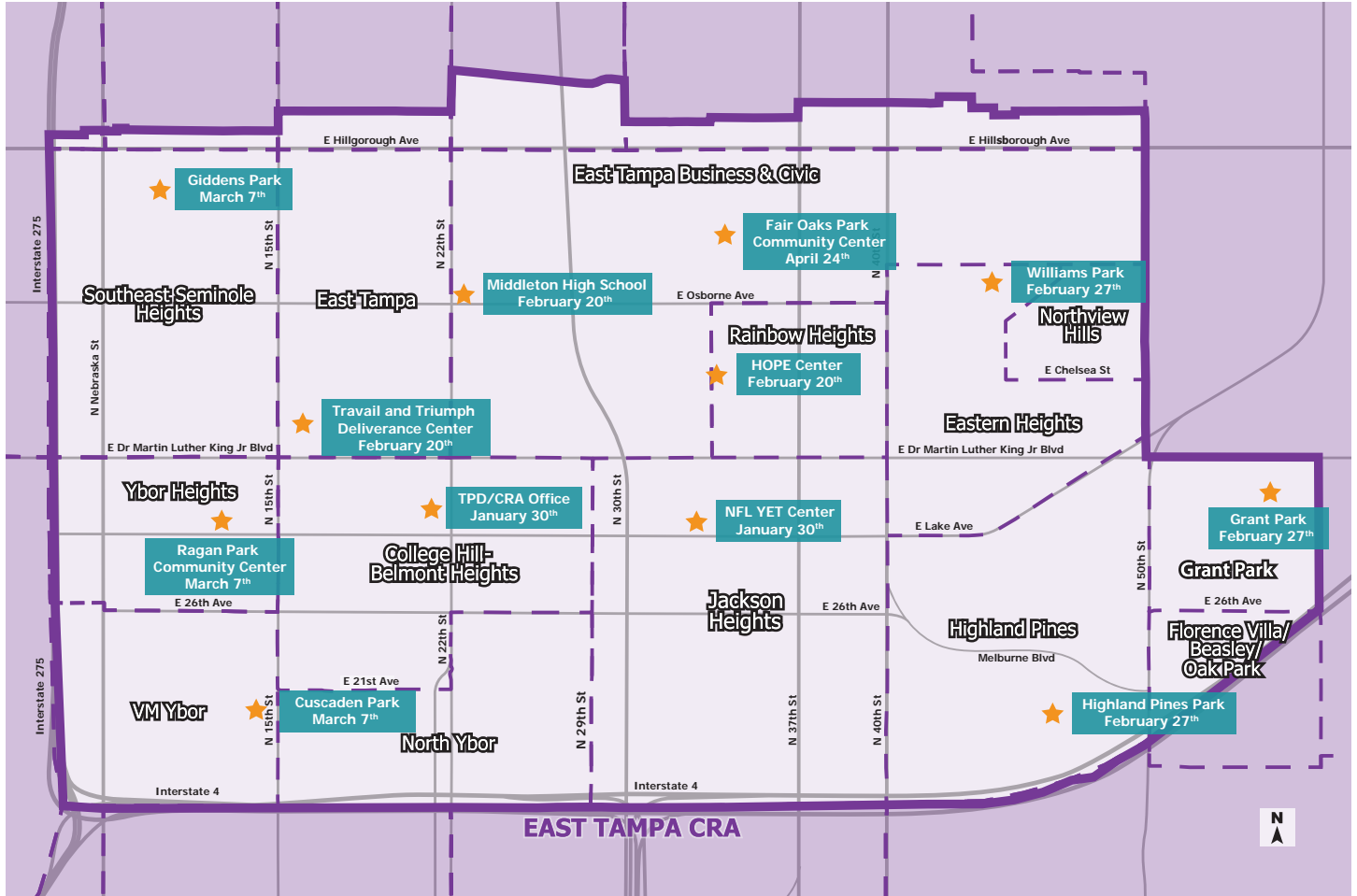
Walking and Talking Together

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 10 am to 12 pm. 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 and numerous community surveys taken. 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, generating meaningful input and discussion regarding conditions in East Tampa 'on the spot'. This enabled the team to understand both the positive and challenging issues in person and hear 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 obtained from these efforts was invaluable. While the walks didn't cover every street in East Tampa, enough of every neighborhood was covered to gain input from the residents about the predominant local issues. The team held additional walks due to the success and community attendance, which could also be attributed to the walks being held outdoors (COVID-19) on comfortable Saturday mornings.

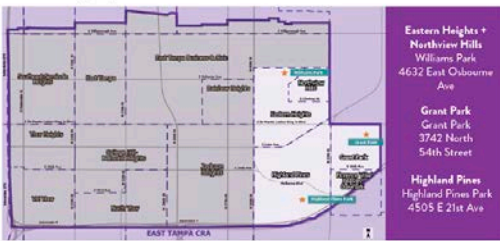




Please join us for East Tampa Walking Tours!

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

SCAN

Every Voice Counts, Every Voice Matters!

2

TAKE THE SURVEY

Select the survey (English/Spanish) that best represents you!

www.WeAreEastTampa.com

3

SIGN UP FOR NEWS

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

www.WeAreEastTampa.com

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 Streets



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, 32nd & 20th Streets 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 Streets
- 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 Streets
- 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's Priorities for SAP

- 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 SAP

- 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 SAP

- 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 Avenue negatively affects the adjacent neighborhoods
- Need facility improvements & upgrades and better lighting at Giddens Park



North Ybor's Priorities for SAP

- 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 SAP

- 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

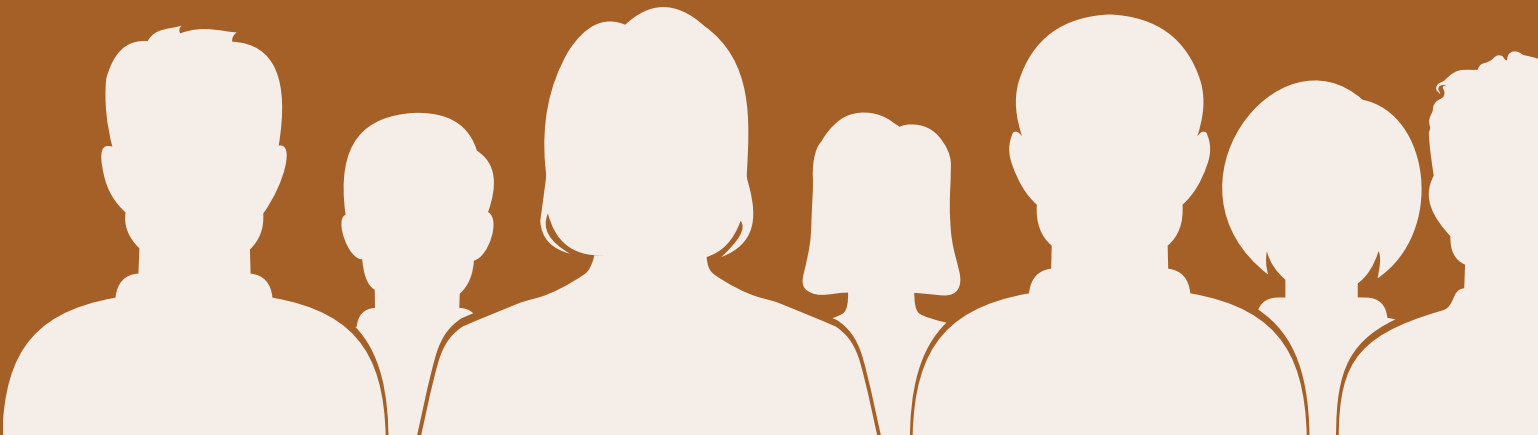
*Neighborhoods
Touched*

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*

4,100+

WEBSITE VIEWS

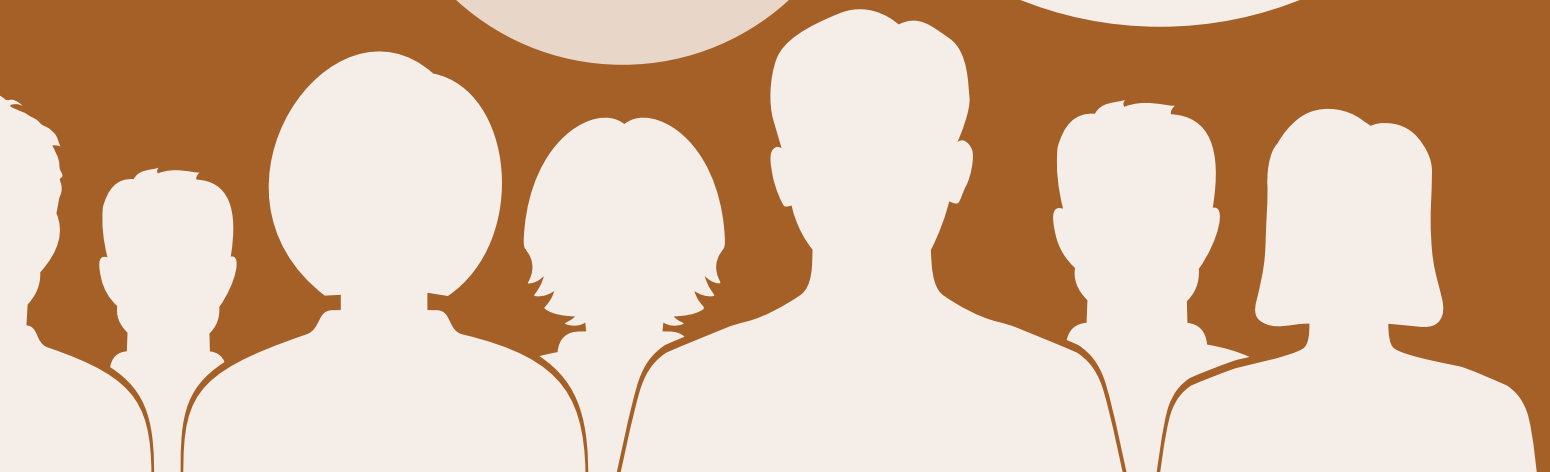
www.WeAreEastTampa.com

1,275+

*email addresses
for our new
ETCRA Mailchimp
distribution list*

2,000+

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



Alignment - ETCRA Community Issues Resonate with Others

Pointing Together in a Direction

Ten Broad Based Community Input Themes



RESIDENTIAL INVESTMENT & HOME REPAIR OPPORTUNITIES



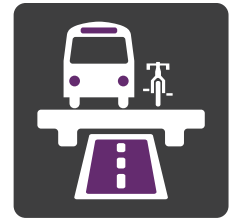
NEIGHBORHOOD BEAUTIFICATION & APPEARANCE



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

<p style="text-align: center;">Residential Opportunities & Neighborhood Character</p> <ul style="list-style-type: none"> • Diverse Residential Opportunities • Homeownership • Mortgage Affordability • Residential Repair • Demolish Unsafe Properties • Balanced Approach to Gentrification Issues 	<p style="text-align: center;">Basic Infrastructure & Quality of Life</p> <ul style="list-style-type: none"> • Public Safety • Sidewalks & Bikeways • Enhance Key Corridors • Quality of Life Improvements • Significant Investment for Recreation • Beautification & Property Cleanup • Corridor & Neighborhood Gateways 	<p style="text-align: center;">Economic Development & Employment/Training</p> <ul style="list-style-type: none"> • Neighborhood Commercial Districts & Retail Services • New Private Investment • Land Assembly • Entrepreneurial Opportunities • Local Bank Lending & Microloans • Employment Opportunities • Apprenticeships & Jobs Training/ Education 	<p style="text-align: center;">Organization, Participation Marketing & Momentum</p> <ul style="list-style-type: none"> • 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!
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Mayor Castor’s T3 Initiatives



Infrastructure and Mobility



Community Services



Workforce Development



Sustainability & Resiliency



Housing Affordability

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 Strategic 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 and 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 four big topics listed on the bottom of page 33 (left), with key points 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 our efforts, partnerships and goals to achieve the outcomes desired by the East Tampa Community





COMMON THEMES

Community Input to Strategic Actions

This chapter introduces the 10 Community-Based Strategic Themes as a framework for understanding the input and organizing the ETCRA SAP. 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); and surveys, presentations 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 ten themes as an organizing model of values, challenges and opportunities that form the structure of the SAP recommendations. This section concludes with budget tables that provide an initial allocation of projected CRA revenues for each theme over the next five years.

Community-Based Input Creates Building Blocks for East Tampa

The community engagement for the ETCRA SAP 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—obtaining 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 strong consensus among the participants as being broadly representative of most important issues and SAP 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, and provide a summary of community input along with highlighted 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



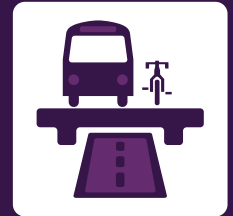
NEIGHBORHOOD BEAUTIFICATION & APPEARANCE



COMMUNITY HEALTH & SAFETY



INFRASTRUCTURE & STORMWATER MANAGEMENT



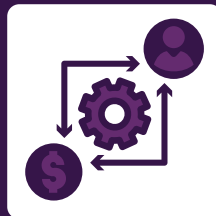
LIVABLE STREETS & TRANSPORTATION



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.



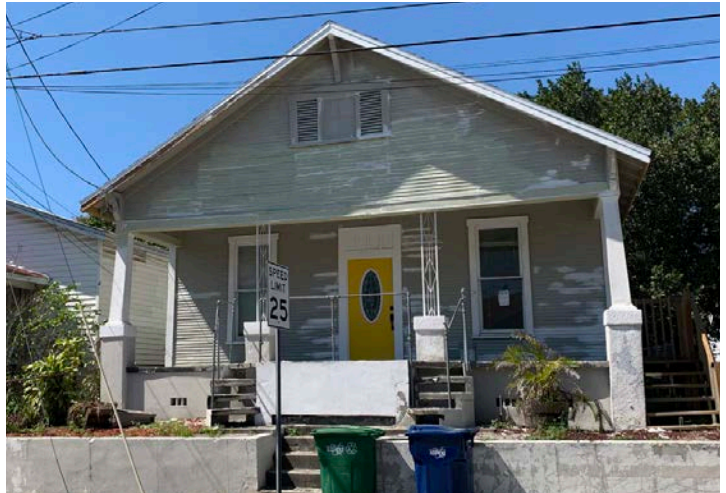
Comment Highlights:

- East Tampa’s residents need help accessing and maintaining stable, safe, and attainable housing. Need pathways to homeownership 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 vacant 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.



Upper - \$300,000

ENTERPRISES, INC.
de

LIVING 1st Story: 894 sqft
LIVING 2nd Story: 902 sqft
TOTAL LIVING under A/C: 1786 sqft
Front Porch: 141 sqft
Rear Porch: 118 sqft
TOTAL: 2055 sqft
A/C Space (Stairwell): 51 sqft
TOTAL Sqft: 2110 sqft

I COMPANIES

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 the 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 coordinate 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
4. Focus initial financial support on existing housing stock stabilization

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. This program may require enhanced staff capacity to manage the program and implementation.
3. Continue to support financial literacy and homeownership trade skills
4. Concentrate initial investments to maximize neighborhood impact

Partnerships* and Advocacy:

1. ETCRA will support the City of Tampa in adopting land use policies that allow greater flexibility to develop a wider variety of residential products (tandem homes/duplexes/ADUs, 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 implement 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

* For the purposes of this SAP Report, the term 'Support' and 'Partnership' may include collaboration in policy development, advocacy for shared goals, development coordination assistance, participation in committees with aligned goals/actions and Capital Fund investment by the ETCRA. However, Support or Partnership for a given effort does not assume a financial partnership. The form of ETCRA Support and Partnership shall be identified on an individual basis, over time, as needed to facilitate mutual collaboration and shared success.



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- to 60-foot residential parcel. This may 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
& APPEARANCE**

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 dilapidated 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 unkept areas and developing beautification opportunities.



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



A legacy of illegal dumping and unkept properties (including code violations) negatively impacts the stability of the 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" defined by wide asphalt, visible/aged chain link fencing, utilities, plain/unadorned buildings with 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
4. Continue the Tree Trimming and Lake Maintenance programs already underway

Programs:

1. Support neighborhood efforts to 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. Coordinate planned public realm improvements or investment areas with strategic residential and commercial façade upgrades.
6. Highlight neighborhood beautification efforts through local newsletter and media communications

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 and stormwater pond cleanup
4. Provide sustainable landscape design assistance with partnerships with local colleges/universities
5. Collaborate with City of Tampa and Utility Providers to develop and install a banner/graphics & wayfinding program for East Tampa
6. Coordinate with Tampa to include street trees, graphics and other beautification elements as part of the Tampa MOVES and Vision ZERO programs



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 enhance 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, providing 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 enhance 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 night time safety
3. Expand the CRA internal code enforcement capacity to improve trash and debris removal from vacant lots and public right-of-ways

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. Recruit/incentivize 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

Partnerships and Advocacy:

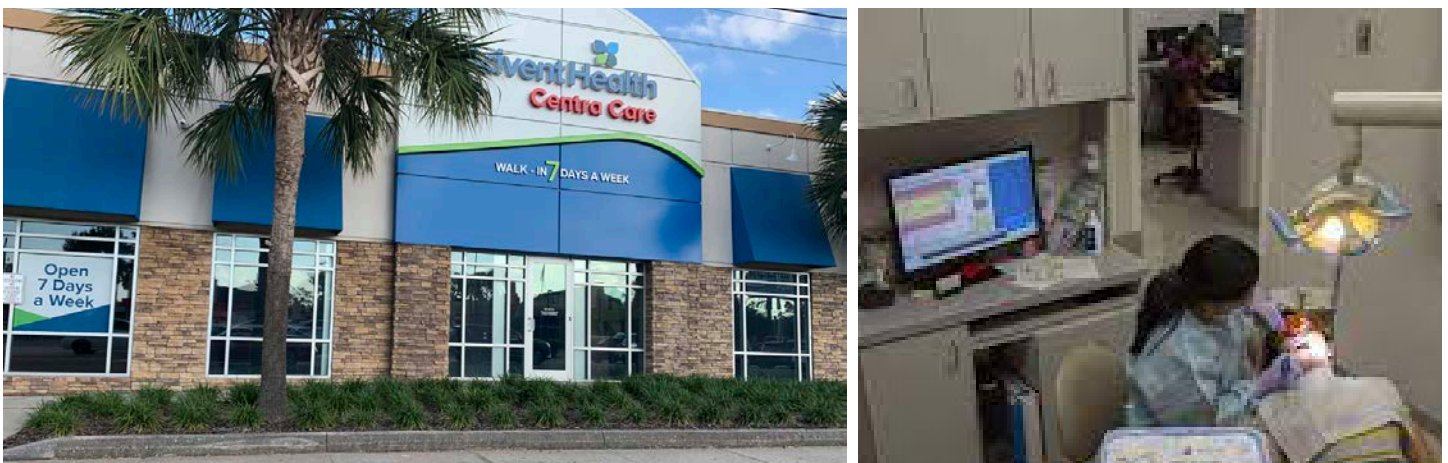
1. ETCRA will work with TPD and Neighborhood Watch organizations to identify specific problematic sites contributing to unhealthy safety/crime issues and monitor regularly
2. Support multi-agency partnerships to facilitate East Tampa's most vulnerable residents to access Tampa Hope facility and wrap-around services for 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
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



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, 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
& STORMWATER
MANAGEMENT**

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 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 sinkhole ponds in a manner that benefits local ecosystems, shade, micro-climate, biodiversity, and 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 the ETCRA do not have adequate urban drainage, including in areas that are experiencing significant residential reinvestment.



A general concern is 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 ensure that issues such as utilities, sidewalks, street trees, ADA crosswalks, parks, and stormwater are considered holistically to maximize the 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:

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 improvements
2. Identify the highest priority stormwater ponds that can be enhanced either with environmental tree plantings (visual appearance) or as recreational and open space amenities to add value to the neighborhoods.

As noted on the Parks Maps and Stormwater Ponds on pages 147- 148 of this report, this may include landscape or park enhancements to unimproved ponds located at 22nd Street, 26th Avenue, Bay Street, Williams Park, Chelsea Street, 40th Street and 19th Avenue

Programs:

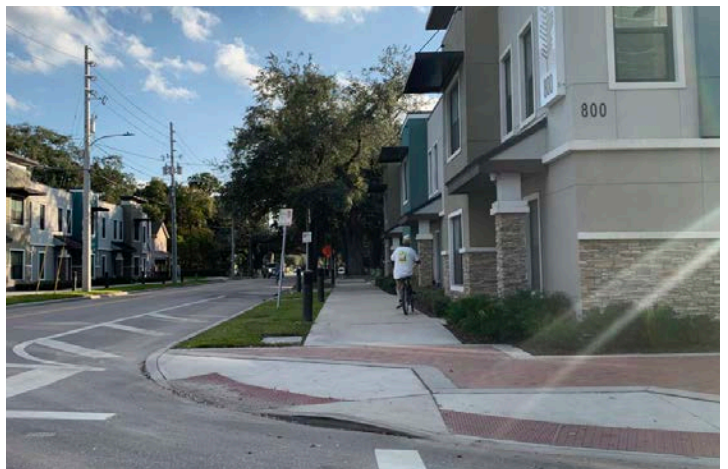
1. Work with the City Mobility Department to further establish a hierarchy of needed infrastructure upgrades and improvement schedule
2. Create GIS mapping program that monitors status of initiated improvements. (*City of Tampa and the ETCRA SAP have each created new GIS platforms, usable going forward*)

Partnerships and Advocacy:

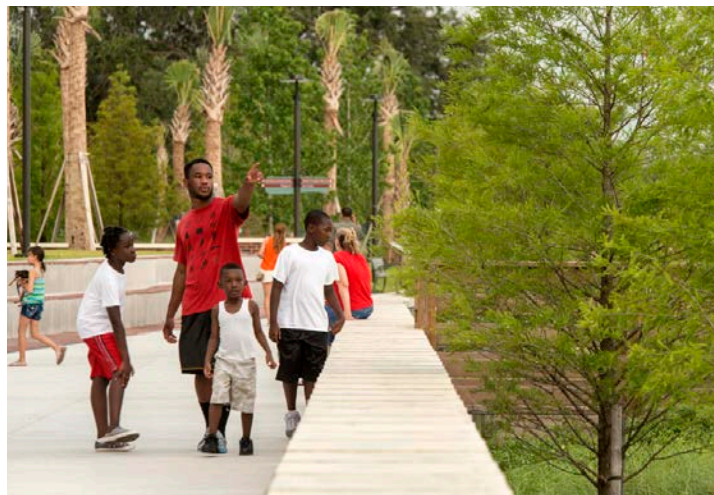
1. ETCRA will monitor the established infrastructure repair and maintenance programming to determine timing of City improvements and communicate current activities to the East Tampa Partnership
2. ETCRA will assist in facilitating that City infrastructure improvements; receive a City of Tampa “interdepartmental review”, ensuring 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

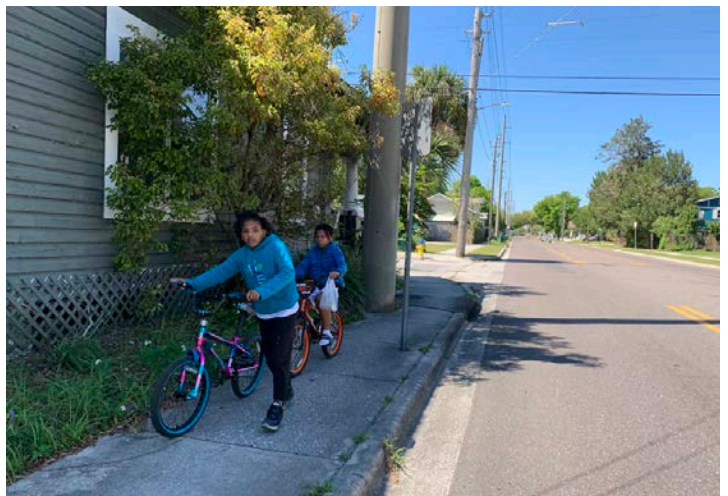


Strategic Mission:

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.

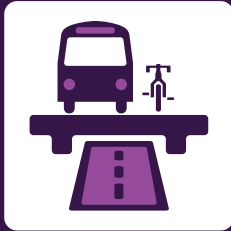


Unfortunately, many children and residents are not served by adequate, comfortable, marked & branded pathways across ETCRA.



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 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 (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:

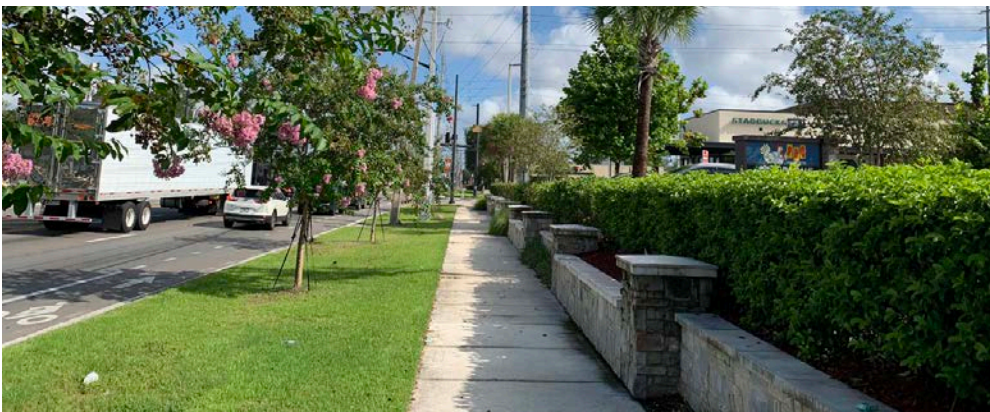
1. Engage HART regarding improved transit shelters and markings for key bus routes to support the safety and ease of use for residents and workforce of East Tampa
2. Engage FDOT for potential LAP projects to install enhanced landscaping, street trees, sidewalks & trails and intersection crossings on 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:

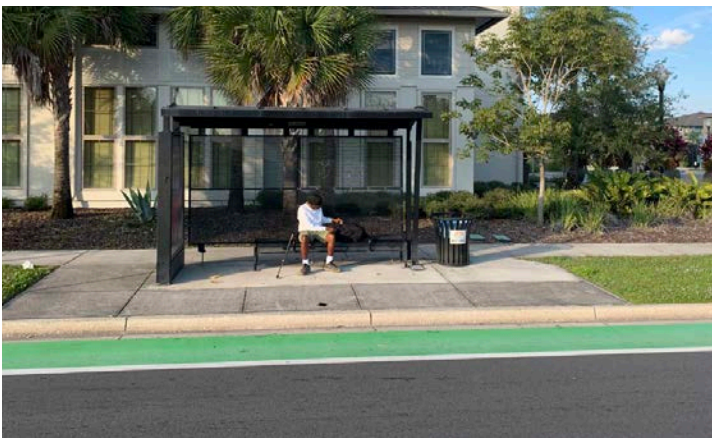
1. ETCRA will collaborate with City Mobility Department to identify key “community connector” streets to initiate complete street design best practices that may include ADA crossings, sidewalks, traffic calming devices, bike facilities, street trees, lighting, signalization, graphics and other enhancements. As shown on pages 141-142 and 145-146 of this report, included, but not limited to: *Columbus Dr, MLK Blvd, Chelsea Street and 21st, 26th, Lake and Osbourne Aves (east-west) as well as Nebraska Ave, 15th, 22nd, 30th, 34th, 40th and 50th Streets (north-south)*.
2. In conjunction with #1 above, explore FDOT LAP shared funding for all state roads for listed improvements, as well as coordination with railroads for improved local neighborhood safety crossings
3. ETCRA will advocate for a “Safe Routes” program (focusing on sidewalks, ADA intersections, bicycle access and protective street trees) that will ensure 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” Crepe 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 marked 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 at 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:

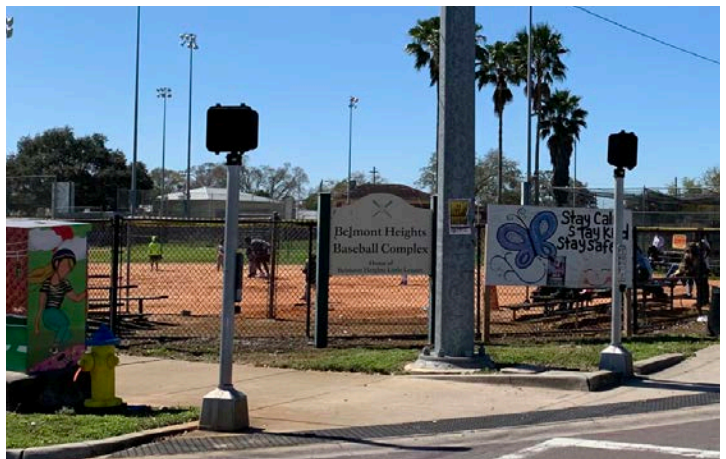
Enhance the use of parks by the entire community through updated recreational facilities and programs, maintenance and safety to better align to local needs.



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, with homeless populations, 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 with 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 currently 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
4. 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

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 the installation and re-programming of parks with the City of Tampa to be more relevant to the local neighborhood needs
4. ETCRA will advocate that every resident is within a 10-minute (half-mile) walk of usable open space with programs 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 in the parks, playgrounds and sports fields of the ETCRA.



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

Input - Strategic Theme #7



**COMMUNITY
COMMERCIAL
SERVICES**

Community Commercial Services

Community Input Summary:

East Tampa needs better local access to daily retail and grocery establishments 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 enhance increased daily retail needs and an improved investment environment for commercial services within the ETCRA.



East Tampa has a rich tradition of neighborhood corner stores; in recent years, there has been some success in attracting larger retail services to the ETCRA.



Unfortunately, many of the corner stores are disinvested and/or do not offer basic daily need grocery items. Some have become nodes of illicit activity. Meanwhile, other brand name stores within the ETCRA are not considered to be 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 enhance increased daily retail needs and an improved investment environment for commercial services within the ETCRA.

ETCRA Action Plan Response

Projects:

1. Develop the CRA-owned property at 22nd and Lake Streets 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/incentivizedaily 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 properties
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/improved commercial services
4. Highlight all the retail/business and investment services locally and regionally (e.g., consider an East Tampa “buy local” program)
5. Continue the COVID-19 Assistance Program as needed until the pandemic abates.

Partnerships and Advocacy:

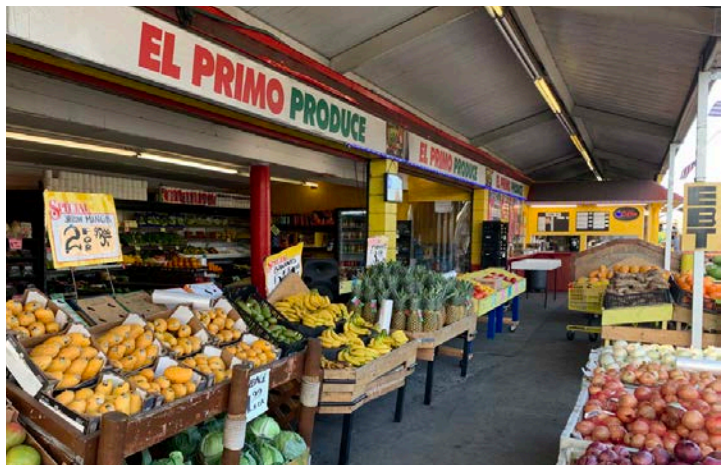
1. ETCRA will review and support existing City and State policies to determine how assistance can be provided to local businesses and entrepreneurs to improve overall business permitting process
2. ETCRA will assist in facilitating the marketing and connectivity between public and private entities to 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/bodegas 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—e.g., sizes as small as 18,000 sf or 1.5 acres with parking for about 80 cars. This is a CRA recruitment need.



The Wal-Mart superstore represents an accomplishment for the ETCRA, although 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 #8



**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 through local neighborhood and property enhancement activities; create 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. The process is hard to navigate



Strategic Mission:

Promote and enhance 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.

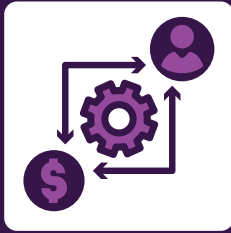


There is a concern that due to unstable family situations, many ETCRA children are left on their own without adequate wrap-around services and daily activities to keep them busy and prepare them for the future, resulting in lower educational attainment rates than the City of Tampa. Many youths who do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



While there is honor in all work, many of the jobs available in the 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 enhance 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 the 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



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 the 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 the 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. The ETCRA can create a buzz 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., featuring 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 culture 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 Street 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 AFTER DARK
SEPT. 15TH - 8-11

SEP 15 SoDo After Dark
Public · Mo'mo-Browne and 4 others

Get Tickets Message

Interested Going Share More

1.3K going or interested including Christine, Kate and 7 others



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



Orlando Sentinel

Classified / Real Estate

Downtown Orlando's next horizon moves south

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 logos, neighborhood graphics and other positive communication that inclusively reinforces the successes of people, place and prosperity in East Tampa.

Input - Strategic Theme #10



**LEADERSHIP,
PARTNERSHIP &
CAPACITY**

Leadership, Partnership and Capacity

Community Input Summary:

Implementation success is dependent on the East Tampa community's ability to leverage the full ETCRA, CAC and Partnership leadership potential and align with the City and other public and private partners. This is key to building the necessary capacity for making the proposed SAP projects and programs a reality.



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 areas, 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 levels. 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 both collaboration and 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 #10



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 document
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 among the CRA, neighborhood and local businesses through regular communication, along with 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 the CAC subcommittees regarding projects/programs within their purview, as well as reporting through 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 ETCRA Community Advisory Committee and the East Tampa Partnership have shown tremendous dedication and resiliency through unprecedented societal challenges, including the COVID-19 pandemic and its effects on everyday life, as well as a capacity for leadership from the “grassroots” to the “grasstops”.

The good news is that through this SAP process, expanded community participation has come together and financial resources are increasing. There is significant alignment between the local neighborhoods and the ETCRA leadership, 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



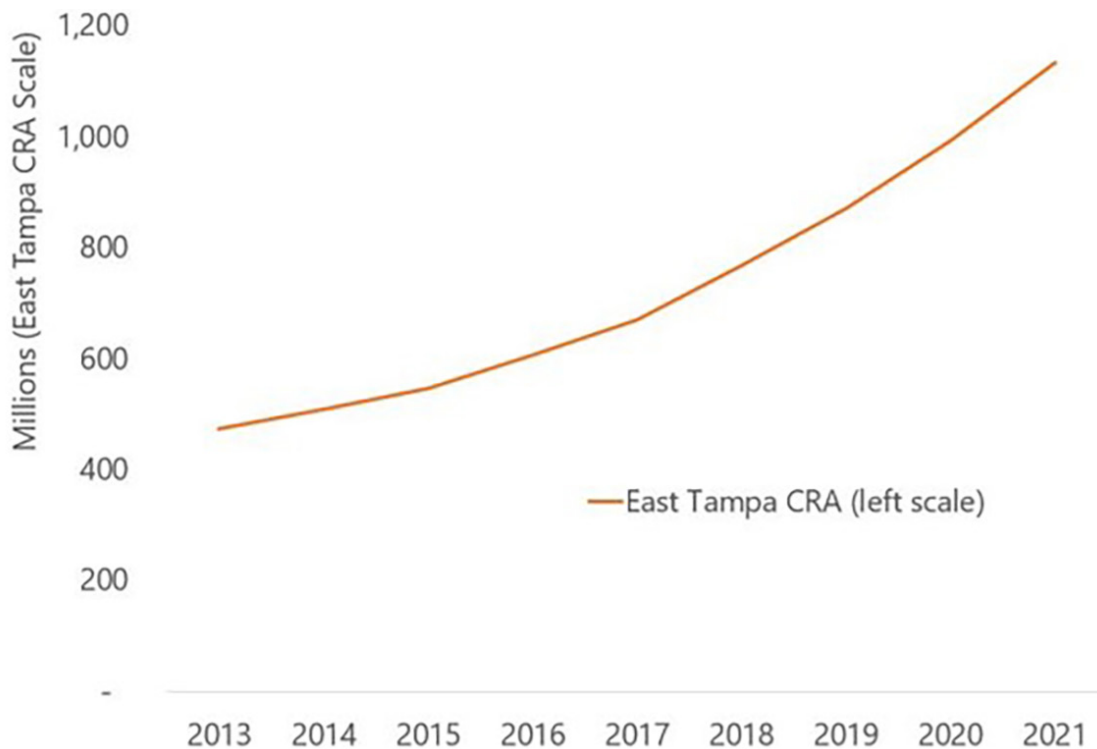
Strategic Action Plan Budget Planning

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 Financing (TIF) funds 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–FY 2027. The CRA Economic Analysis indicates that the Medium and even High projections are reasonably attainable. Refer to Graph 1 below to view the steady growth in taxable values in the 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 ~\$15M of Allocated Funding, including the adopted FY 2022 budget (~\$6.6M), as well as other Allocated Funds assigned to initiatives within the framework of this SAP that 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 ETCRA has steadily increased over the last eight 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 five 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 to 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 five 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 unkept 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:

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



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

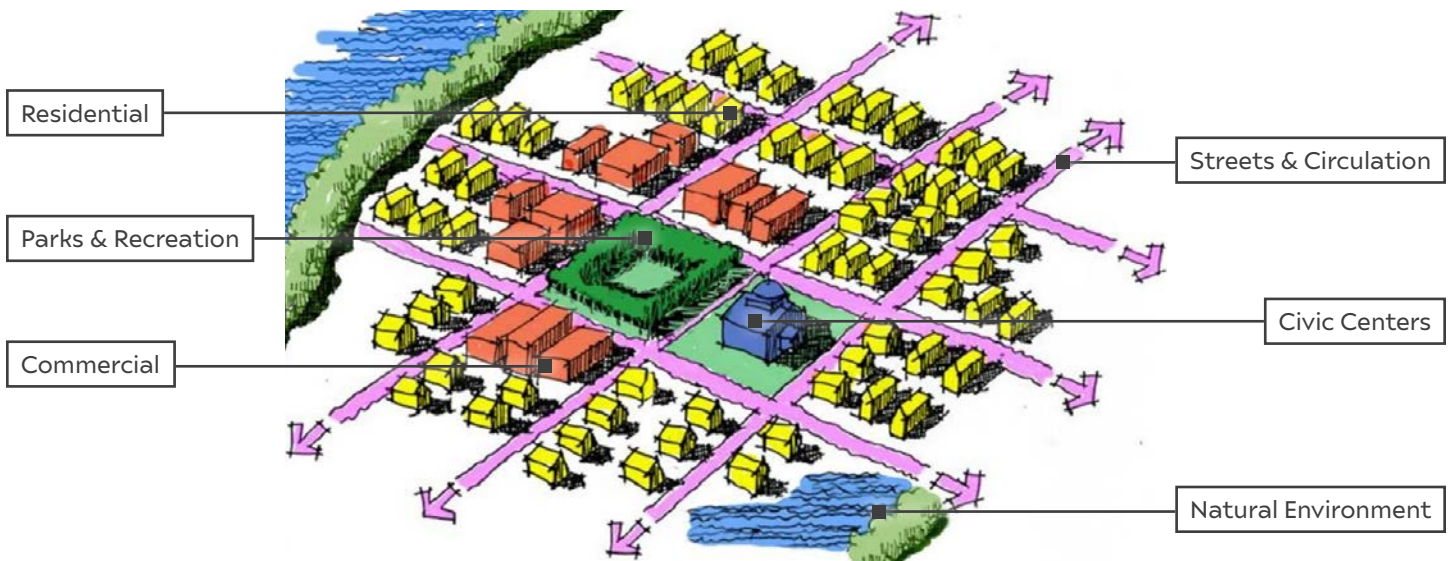
As the Community, CRA, City and Partners work forward, there will be continued examinations of places and policies in East Tampa through systems such as land use & zoning, neighborhood boundaries, streets & transportation, stormwater & utility service areas, local business districts, parks & recreation, 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.

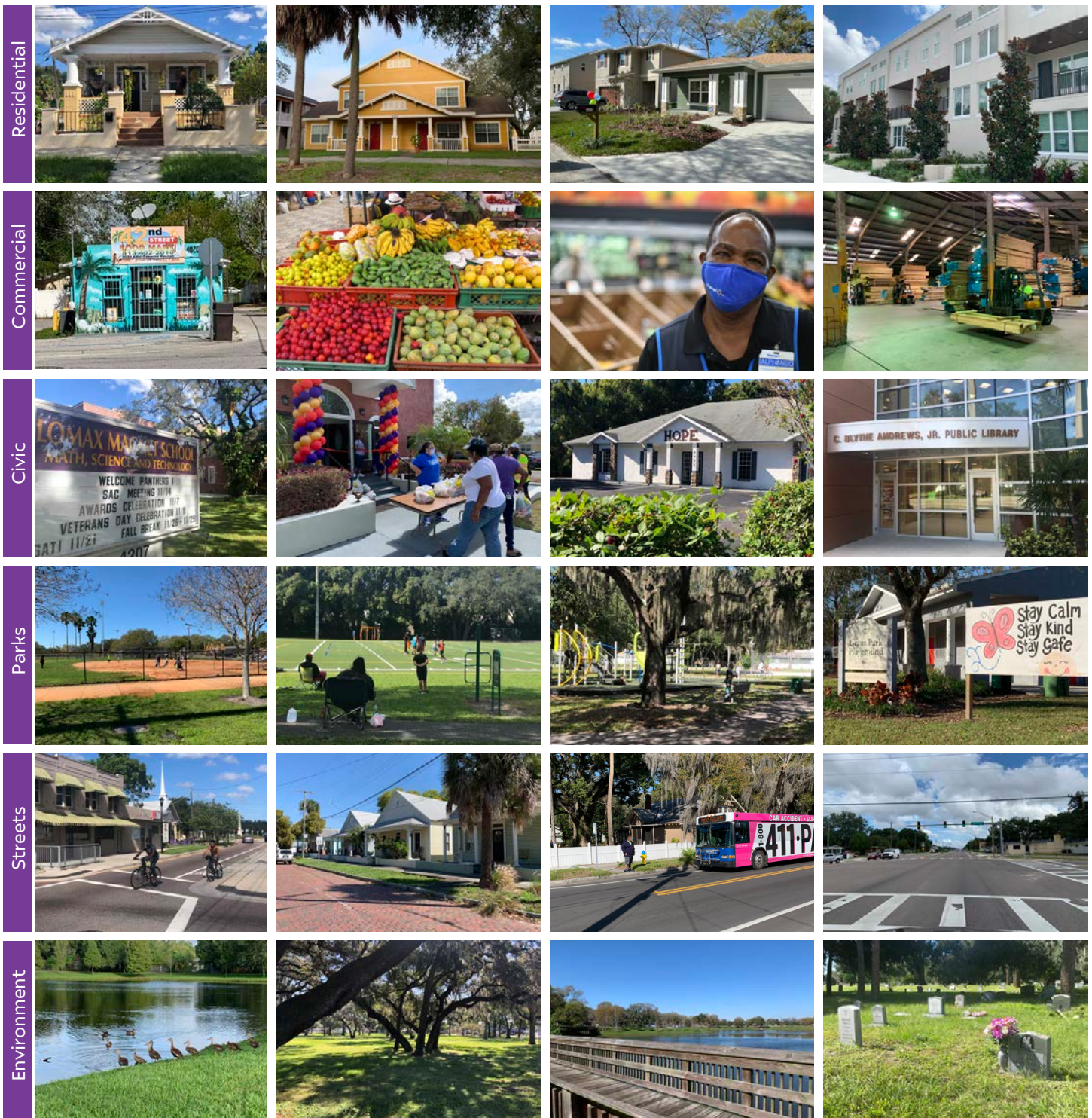
The full diversity of how individuals tend to think of community form is often based on a more personal “mental map” of the important places and experiences most relevant to their daily experience of living, working, learning or playing in East Tampa. Through the community planning process, and particularly 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 six 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 six 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.





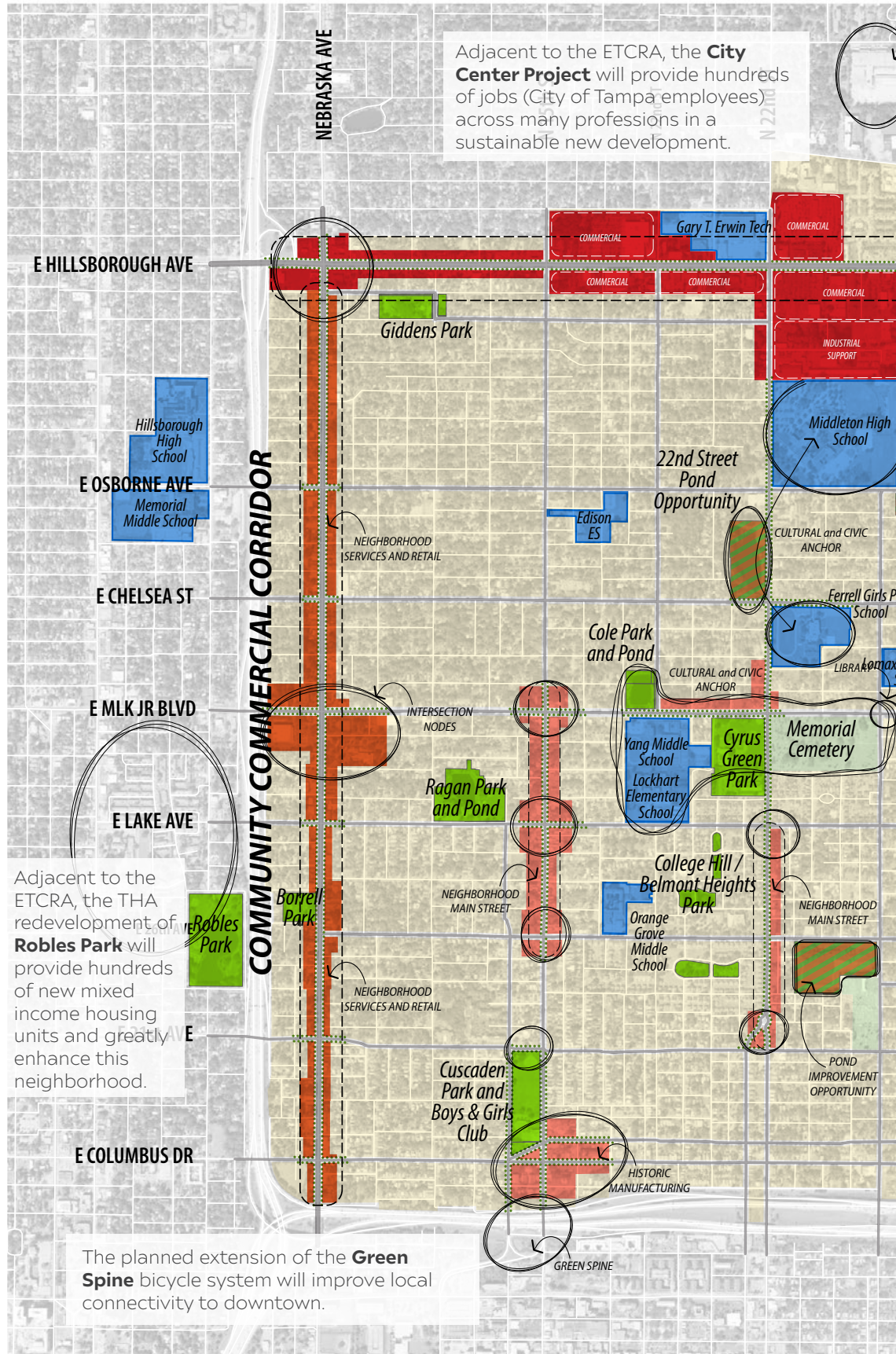
The Six Elements of Community Life: Snapshots from East Tampa CRA

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.

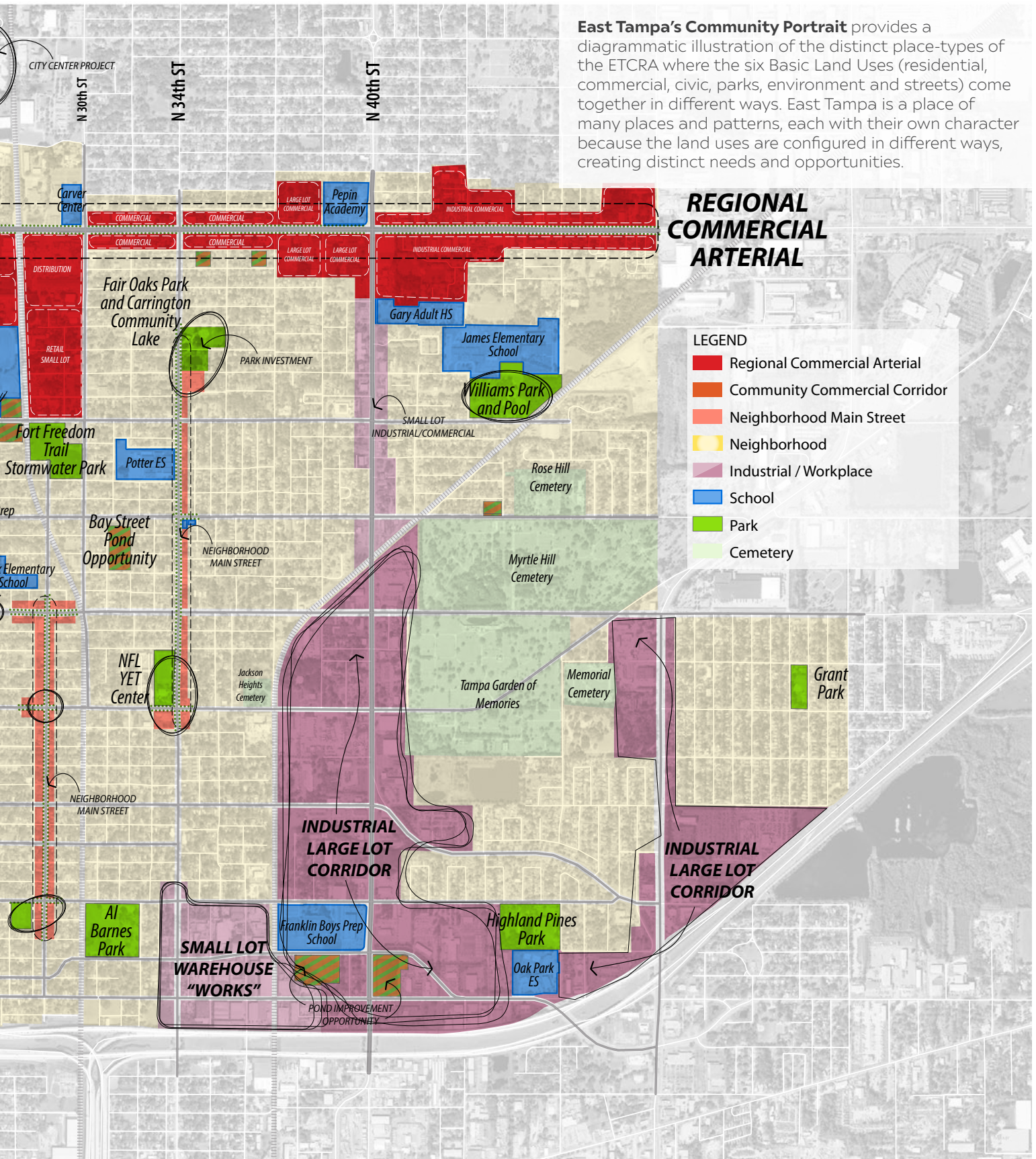
Note: For the purpose of this discussion, the many cemeteries of East Tampa are included under “Natural Environment” because of their permanence, respite from urban development and their need for ongoing reverence and stewardship. It is recognized that they also serve as part of the historic, civic and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

COMMUNITY PORTRAIT

LOOKING AT HOW THE SIX 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 six 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



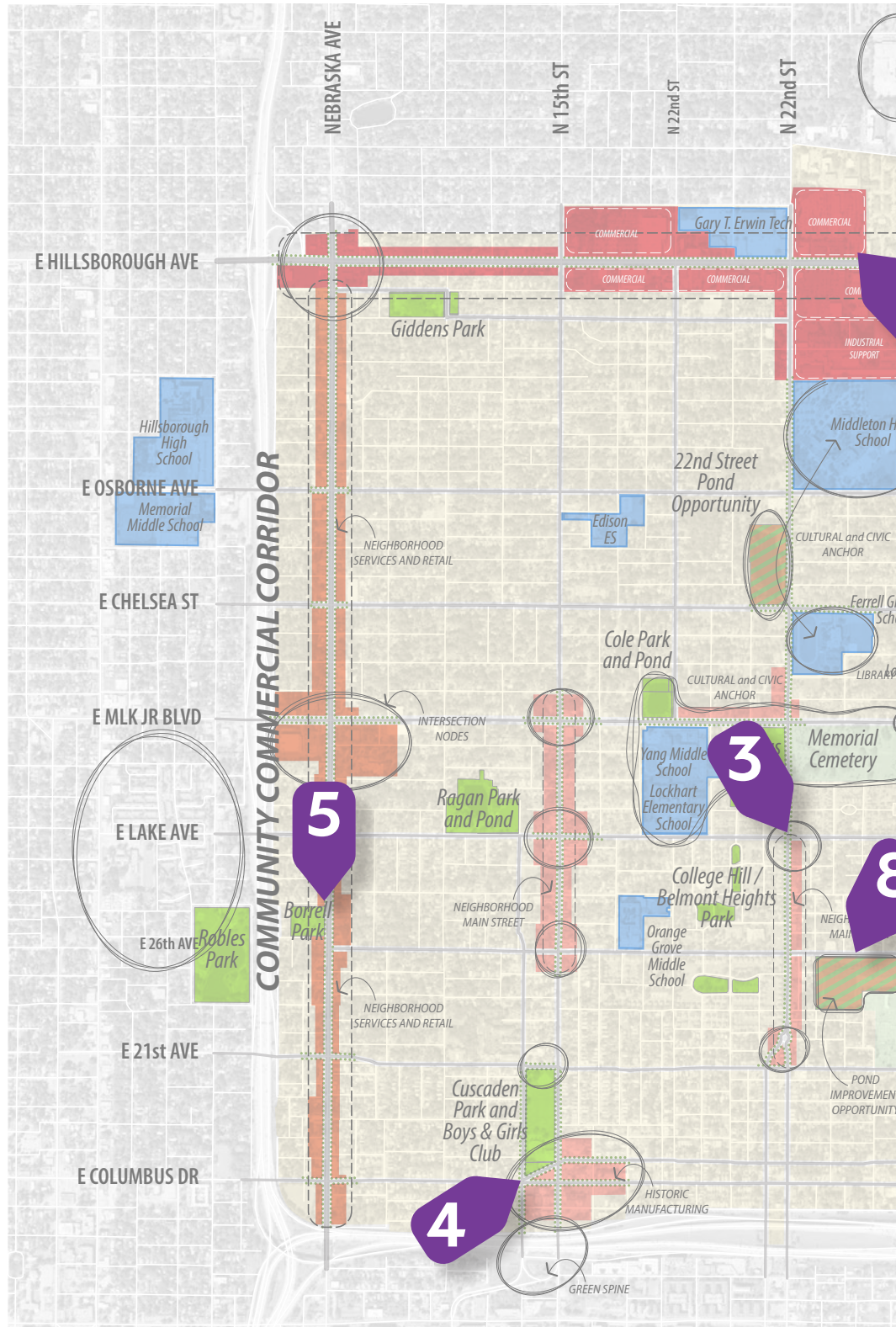
EDUCATION, EMPLOYMENT & JOB CREATION



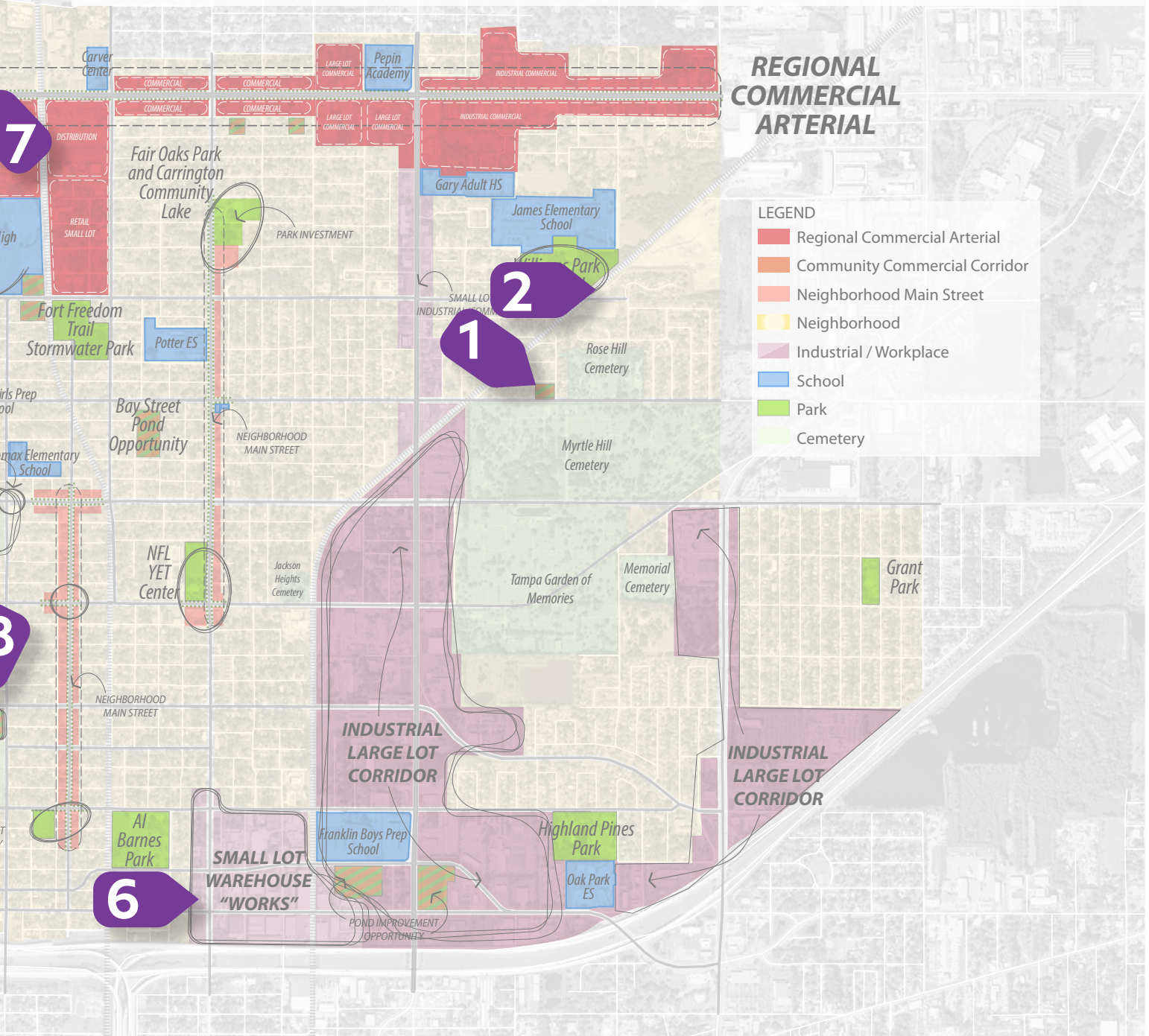
CULTURE, MARKETING & PROMOTION



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 (i.e., 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 eight inspiration sketches is shown over the map below.





EASTERN HEIGHTS

ENHANCING THE NEIGHBORHOOD QUALITY OF LIFE

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

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.



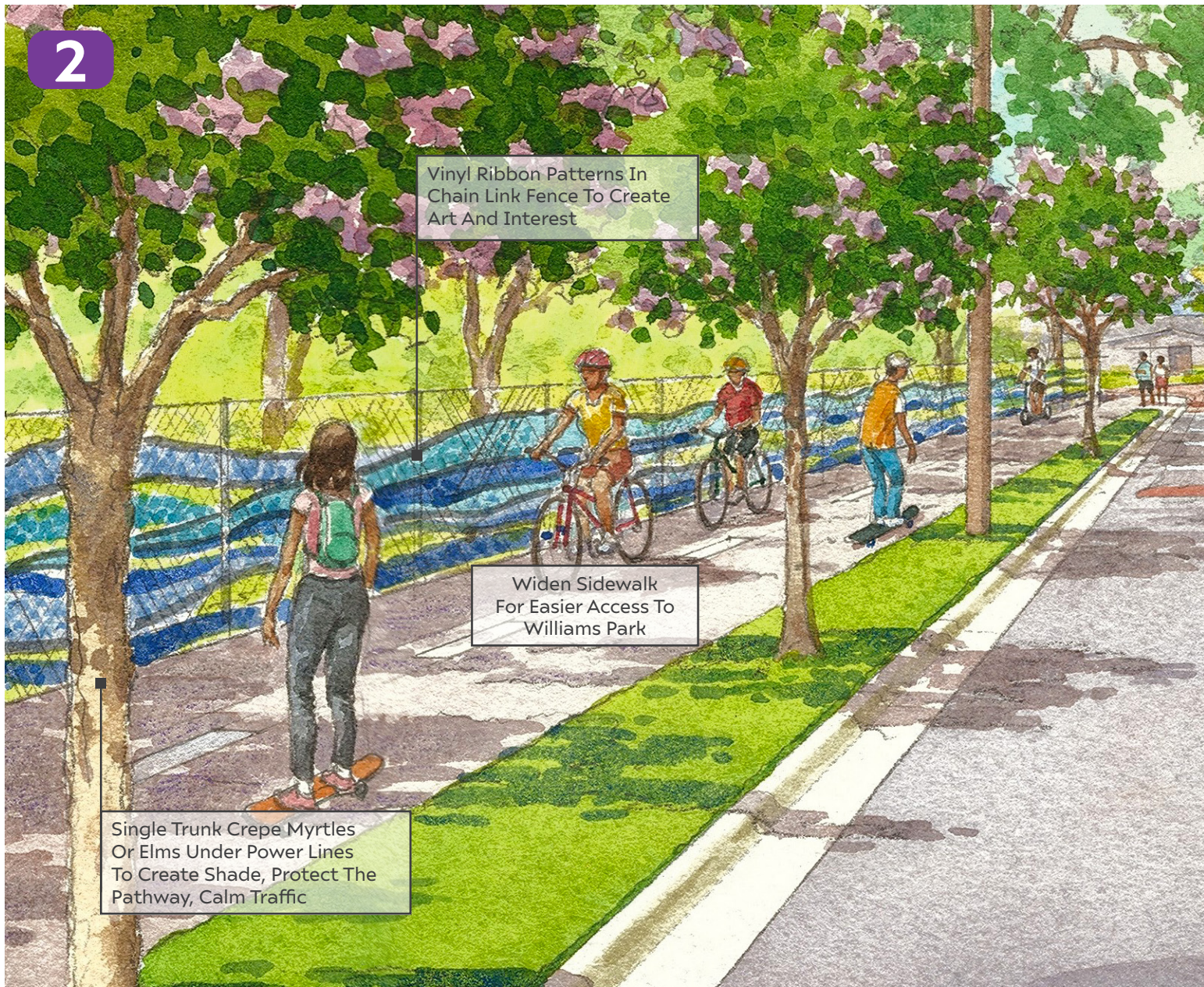
Neighborhood Park
Via Regraded Pond Edge

Environmental Habitat With
Native Wetland Plantings

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



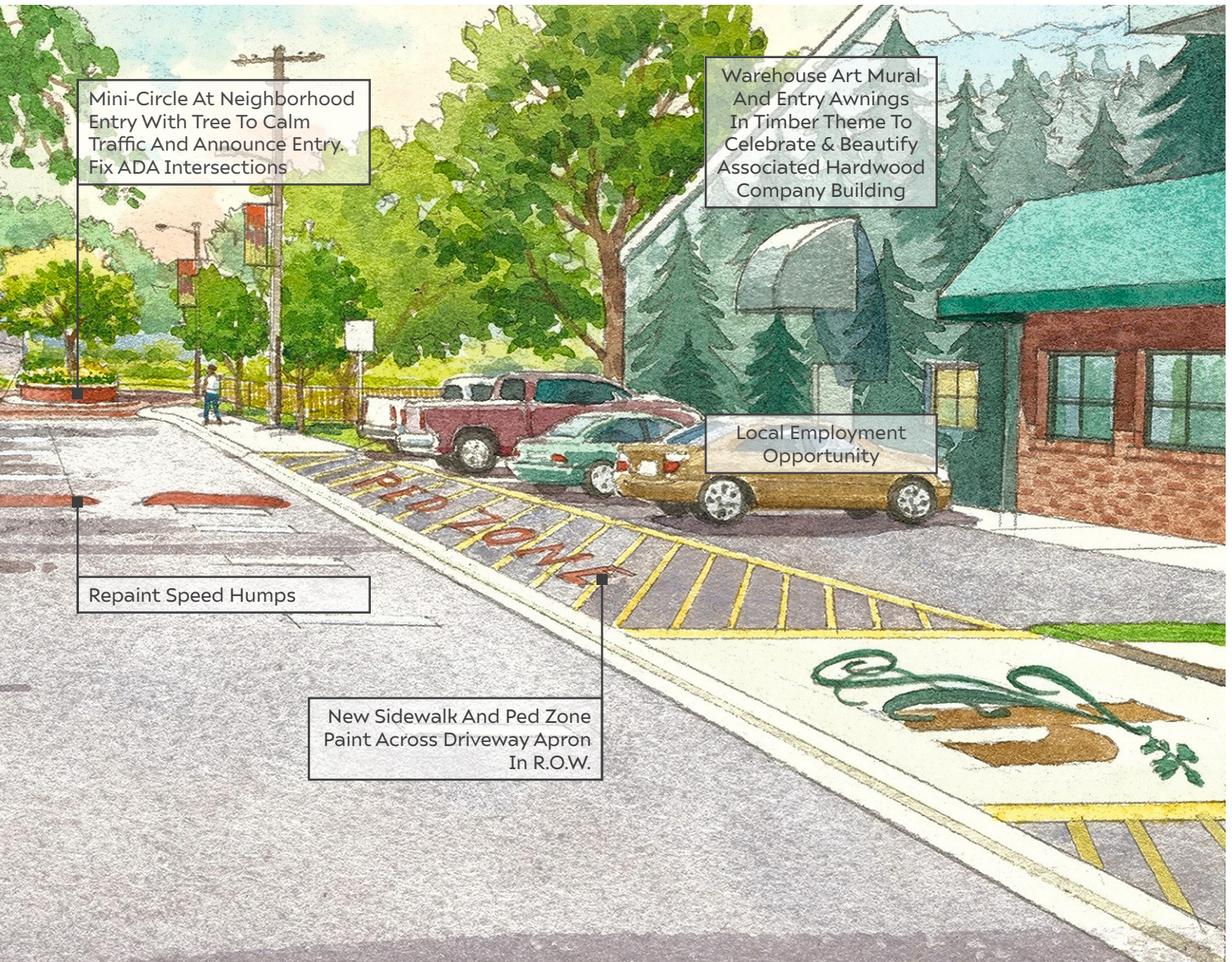
NORTHVIEW HILLS

LINKING NEIGHBORHOODS TO COMMUNITY ASSETS

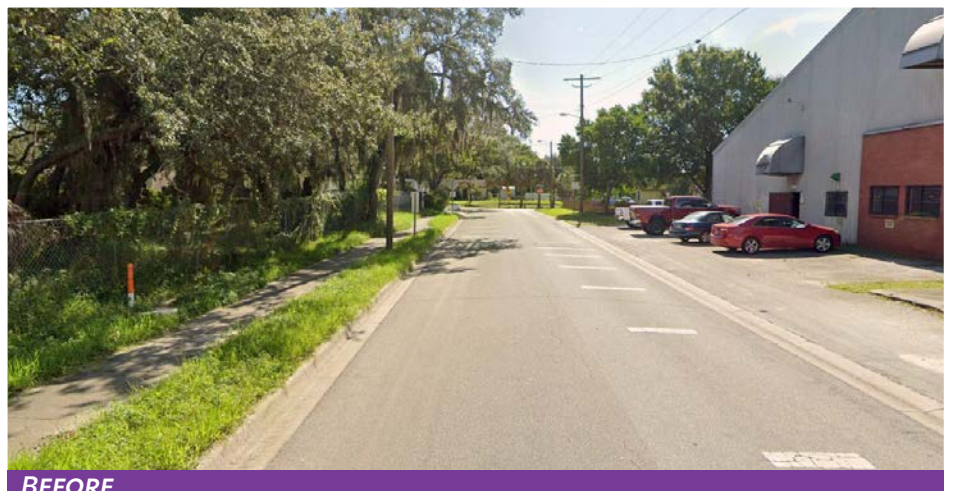
Northview Hills is only accessible to the popular Williams Park and James Elementary School assets via Osborne Avenue, which includes a rail crossing. Further, the legacy industrial land use and other vacant property on Osborne makes for an unattractive and ambiguous entry to the neighborhood.

Important neighborhood connectors such as Osborne Avenue can benefit from light enhancements and partnered investments. New, widened sidewalks, crossing enhancements and single trunk understory Crepe Myrtle trees will clarify the linkage to and from Williams Park.

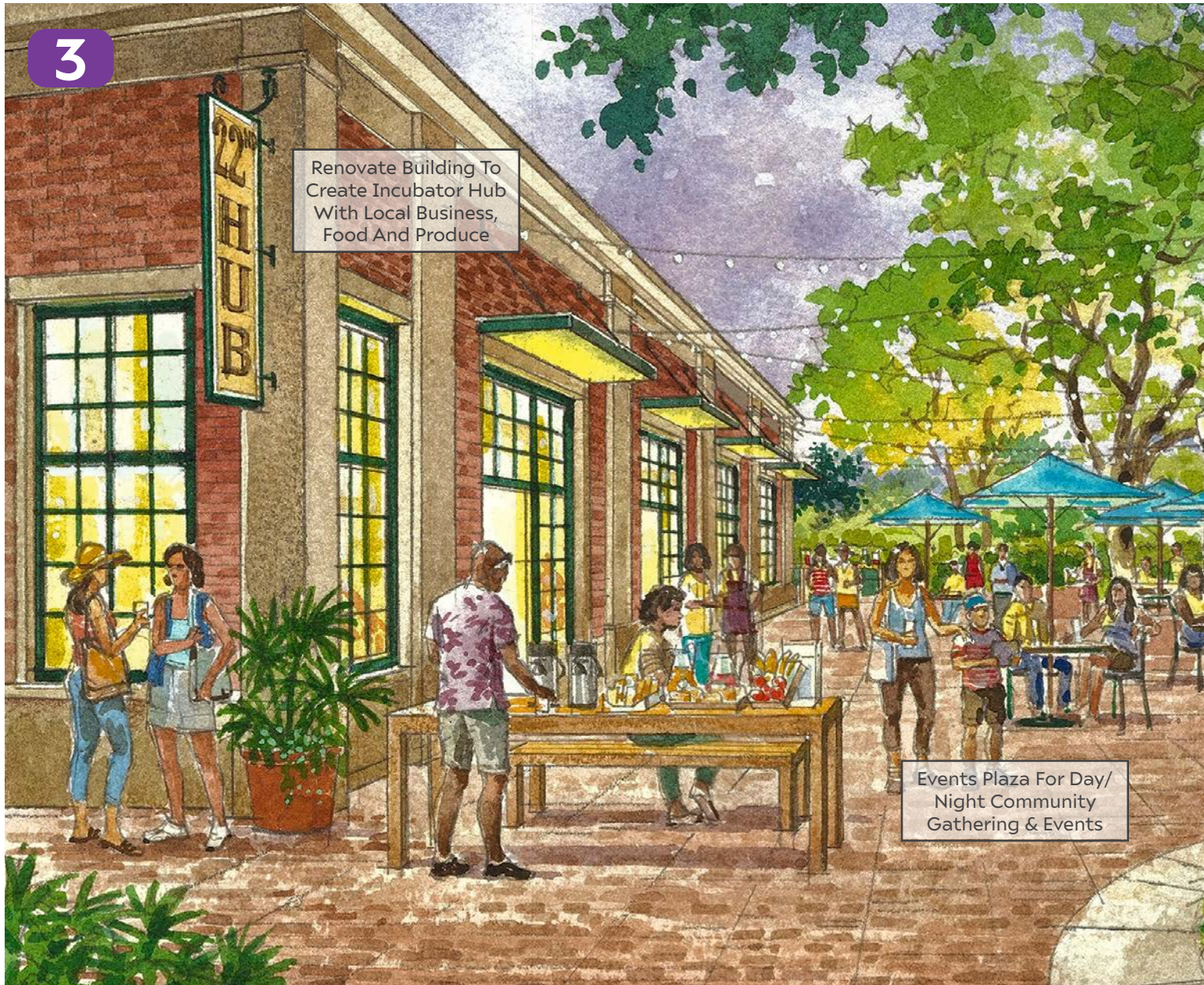
Local art and branding can be applied to the Associated Hardwood Company Building and chain link fence. The long parking apron can be delineated with paint to indicate additional walking zones.



Traffic calming measures can both celebrate the neighborhood entry and 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 host a variety of retail services, civic anchors, and some office uses along 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 Avenue and 22nd Street, and adjacent vacant sites for future redevelopment. This is an

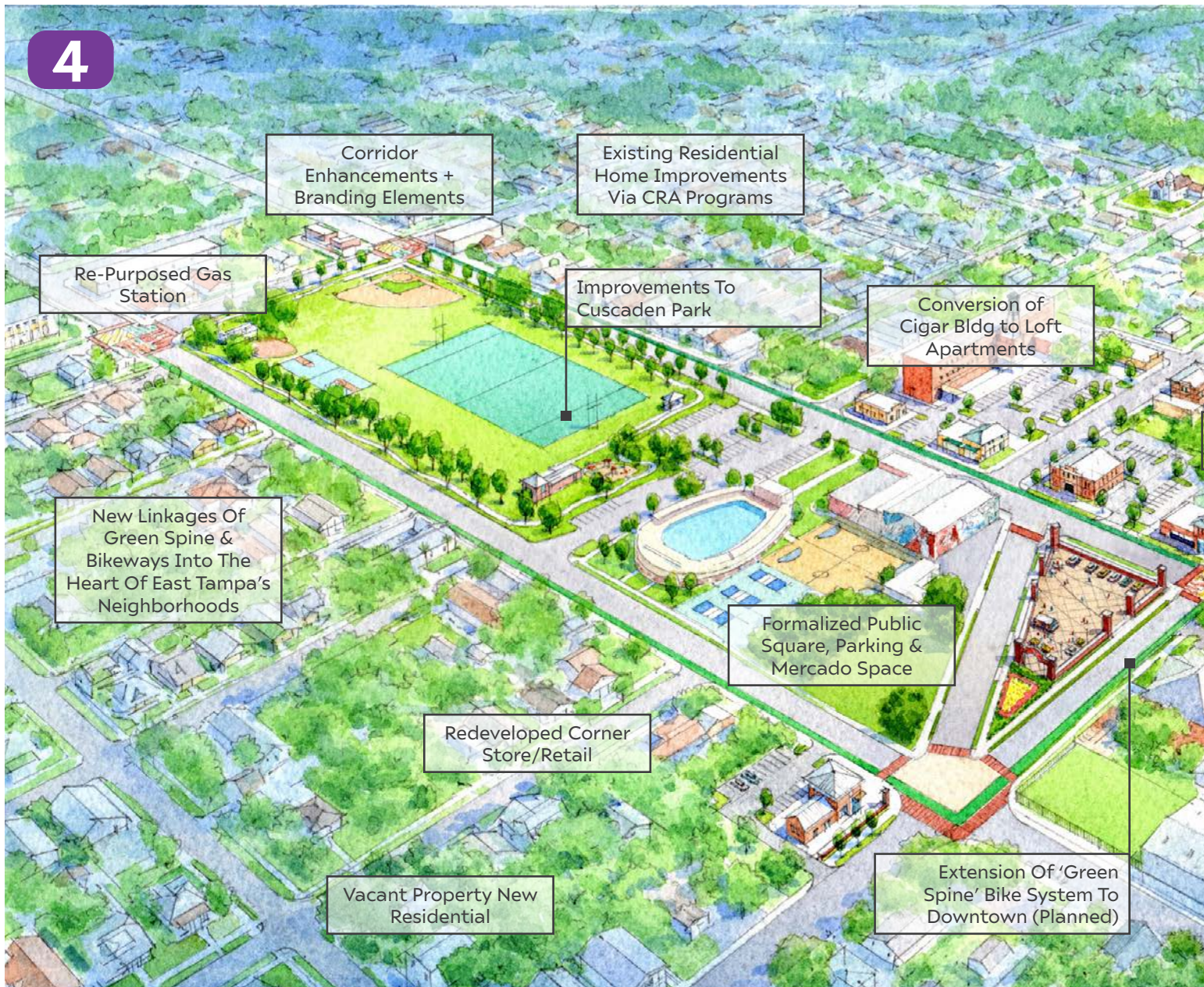
opportunity to create a prototype for new corridor redevelopment, on a smaller, neighborhood scale. The new development could include subsidized retail or business incubator space, community market and small event locations and shared-use, mid-block parking lots to serve buildings that anchor key intersections.



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



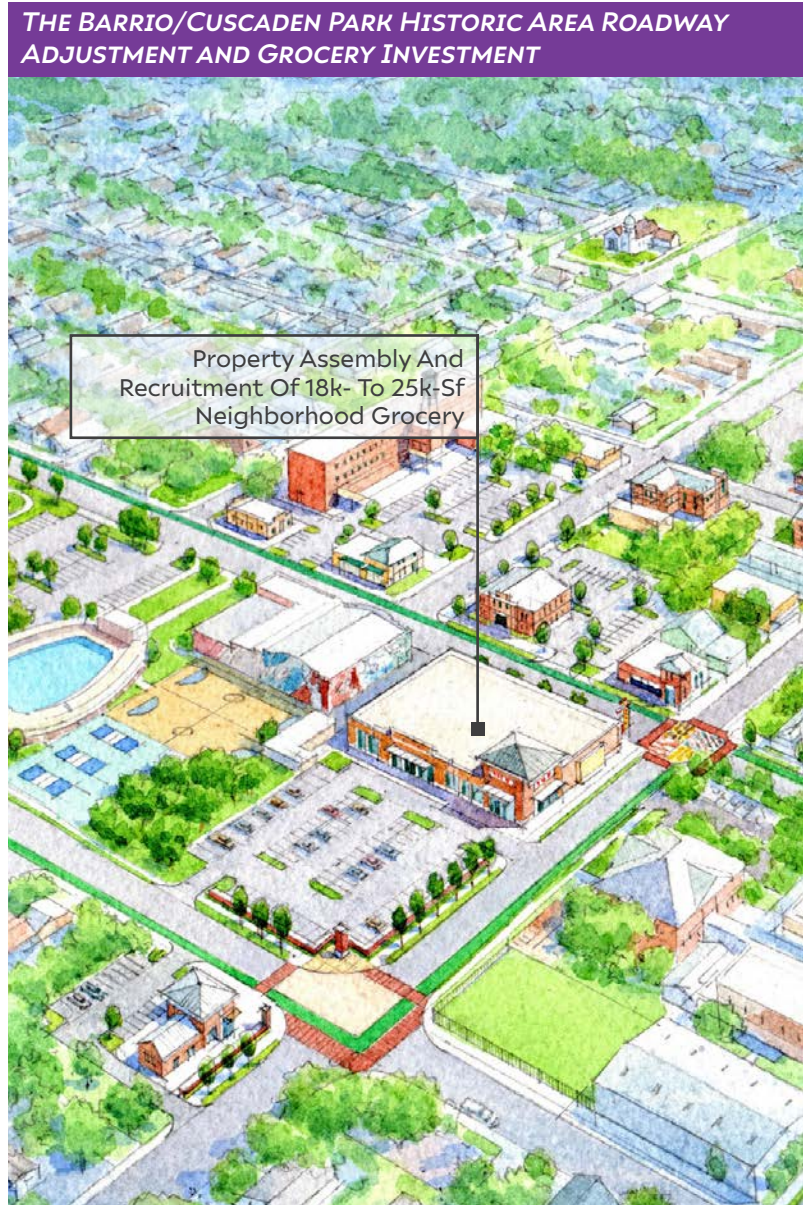
THE BARRIO

REDISCOVERING HISTORIC NEIGHBORHOOD FABRIC

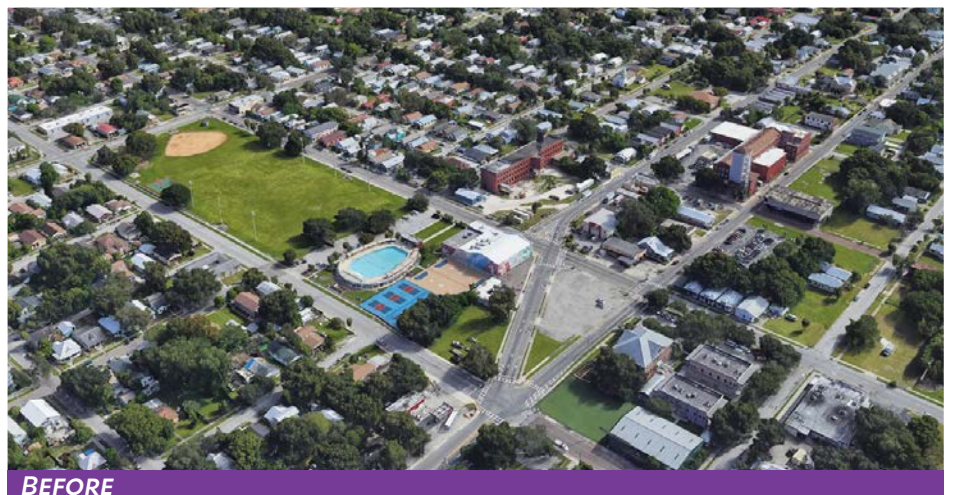
Much like the 22nd Street Hub, the areas around Columbus Drive and 15th Street and Cuscaden Park represent a historic community commercial district. The selected aerial view allows for the discussion of several Strategic Themes. This includes improved walking and biking conditions (green spine) on all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



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.



5



New Townhome
Redevelopment Of
Aged Properties

Refreshed Sidewalks
With Street Trees And
Led Lighting

Painted Bike Lanes



BEFORE

Nebraska Avenue--consistency re spelling out Avenue, Street, Boulevard, etc... is the former regional road leading to Tampa prior to the construction of I-275. Designated as SR 45, it has maintained its historic scale as a 3-lane road with commercial and civic buildings, light industry, mixed use and legacy residential



NEBRASKA AVENUE

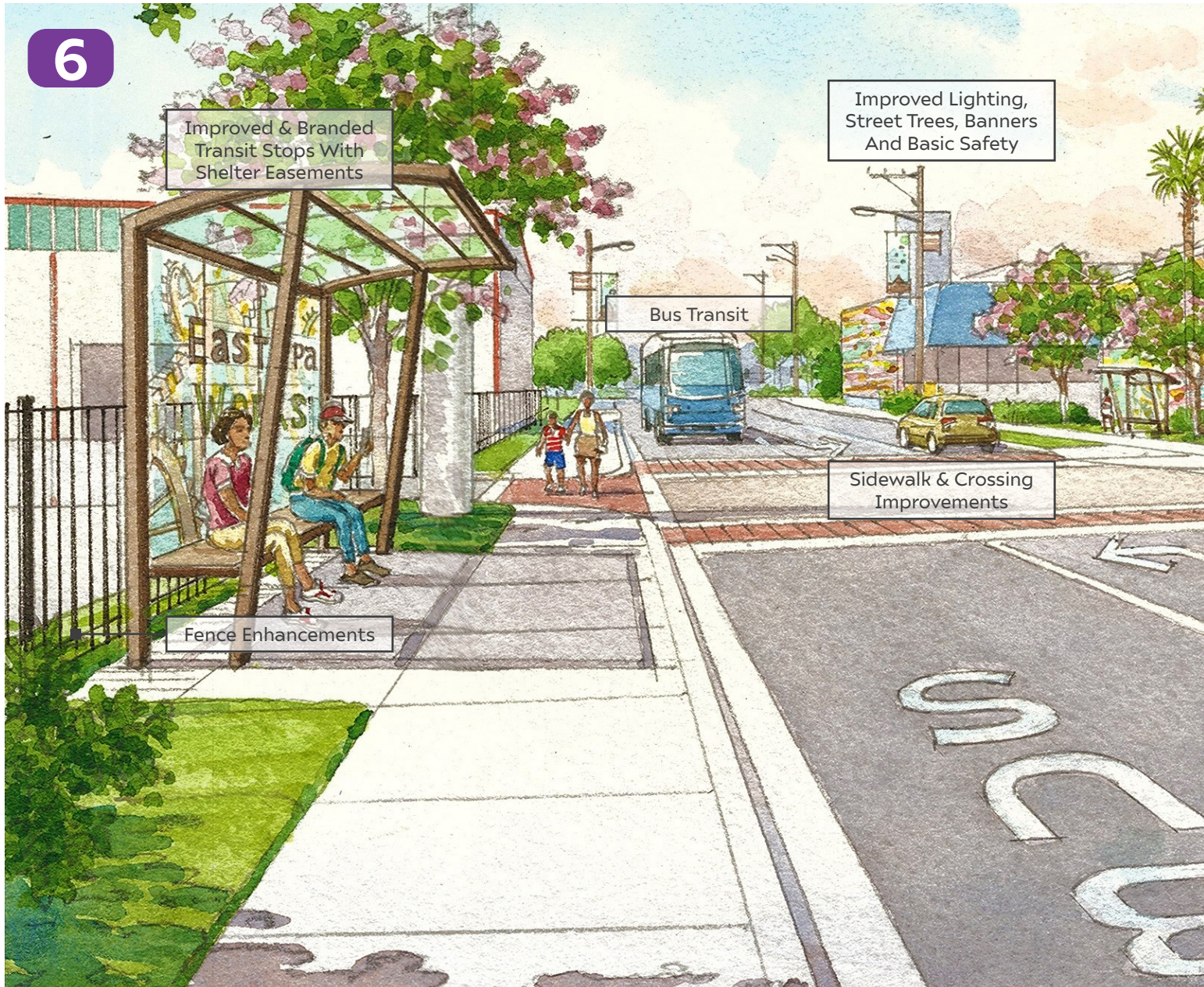
REPOSITIONING NEIGHBORHOOD CORRIDORS AS PLACES

properties. It is also served by strong transit service.

Nebraska Avenue is a distinct community corridor of more intimate scale that is 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 Ave. 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.

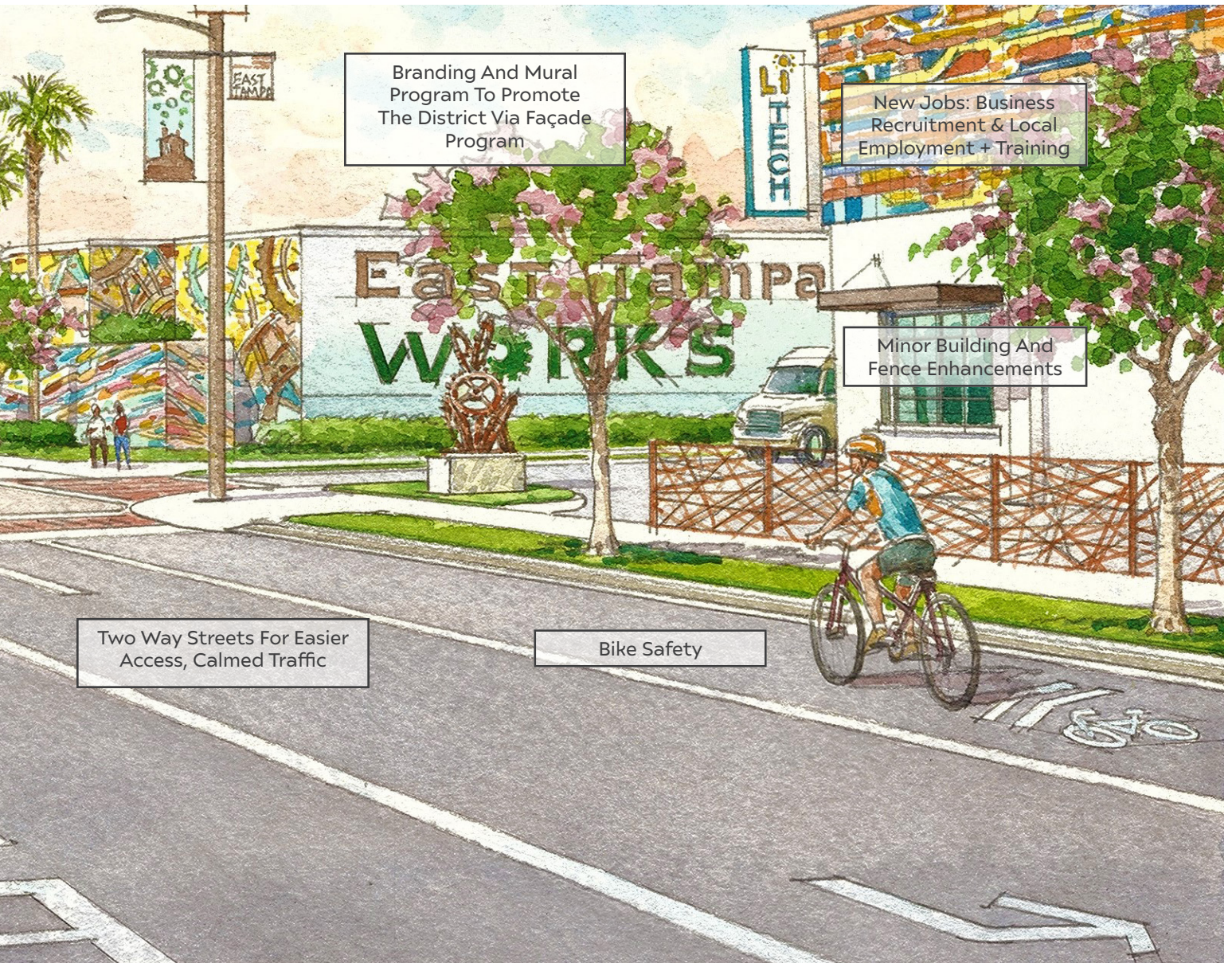


COLUMBUS DRIVE
DEFINING AND PROMOTING EMPLOYMENT DISTRICTS

The Columbus Drive corridor (which can be said to include portions of 17th Avenue 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

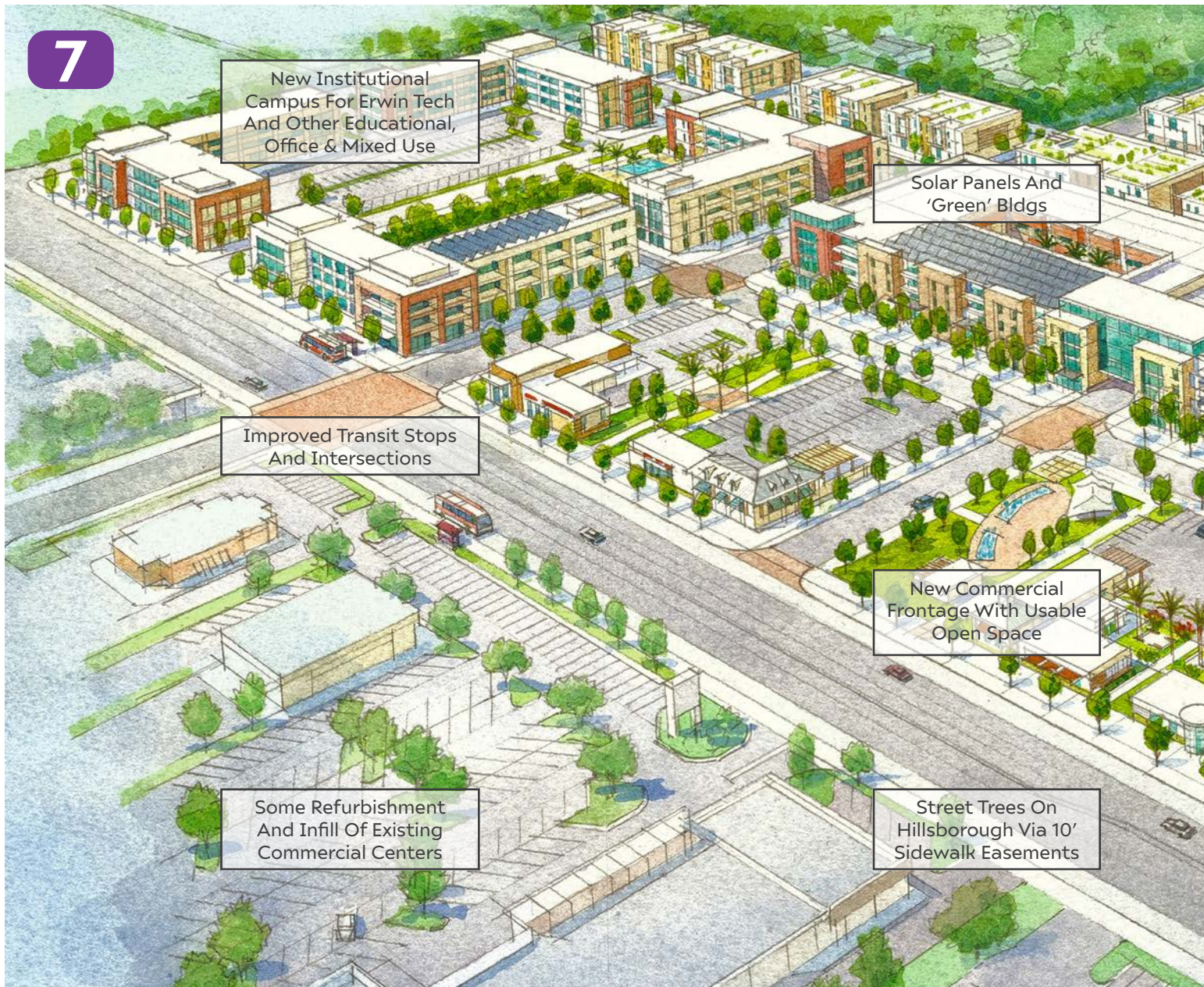
capacity. Existing businesses can be engaged to support the area as a coordinated district. New investment can be marketed through multiple partners, including the CRA, the City of Tampa Opportunity Zone program, the Tampa Bay Economic Development Commission, and others.



The properties and the public realm can be branded as an energetic, vibrant, and 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 Avenue are changing across the nation, in Florida and throughout the Tampa area. This includes new formats for mixed retail and office often anchored by mid-rise (5- to 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.

There is opportunity to provide higher quality retail, office and educational services, along with a modern residential product that is attractive to every demographic—from apartments for young professionals 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.

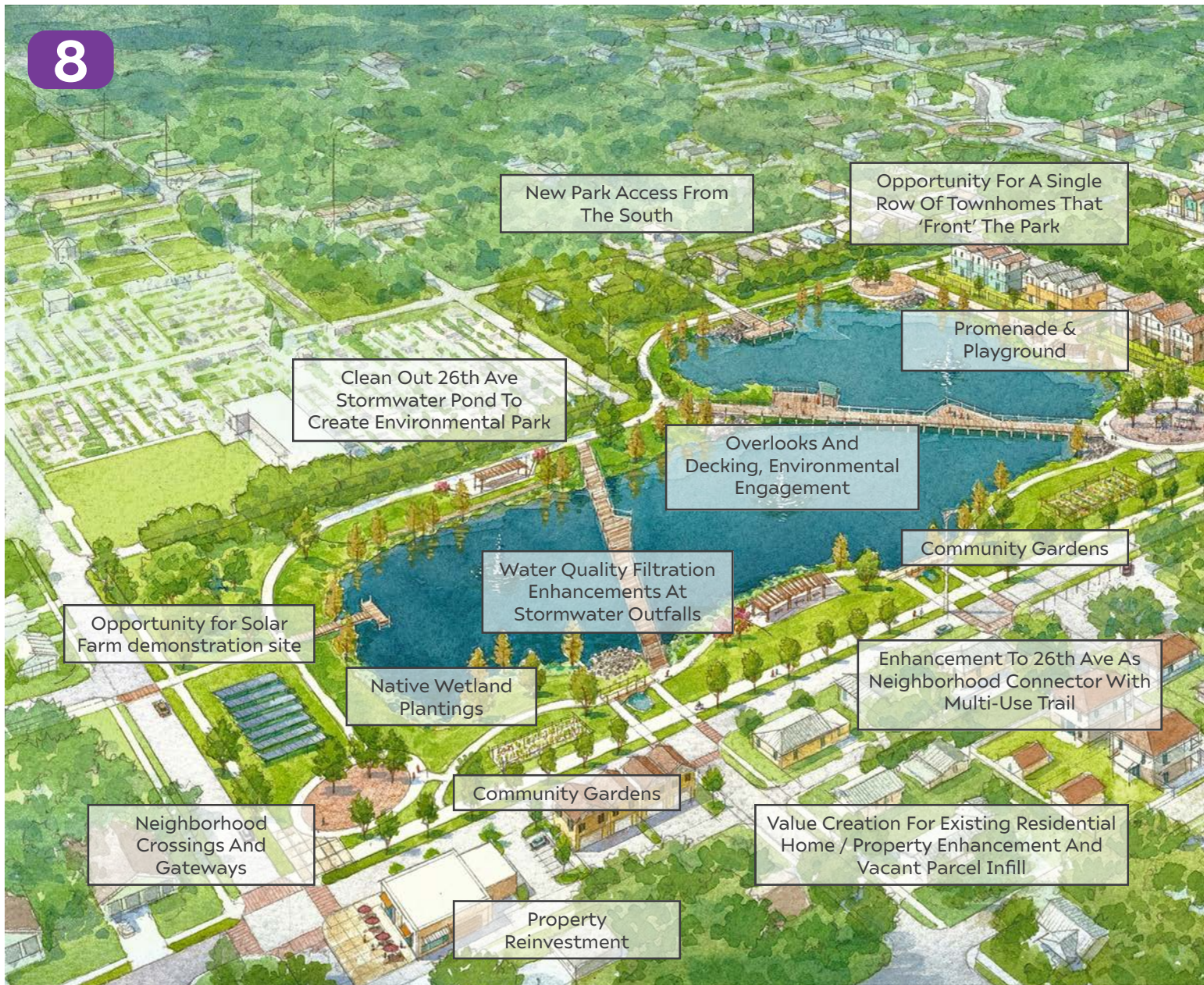
Erwin Tech (to the west) is imagined with refreshed educational buildings that may also incorporate uses such as office co-working space, workforce housing or business class hotel.



Hillsborough Avenue is a more livable corridor with enhanced transit, branded crosswalks and a 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 Avenue 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 outfalling 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 also benefit from CRA property enhancement

and other homeownership programs. Underutilized properties can be redeveloped. There may even be 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 Jackson 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



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 with key findings or conclusions based on the much more detailed research and documentation. These additional files can be found in the Appendices, which 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 ETCRA

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

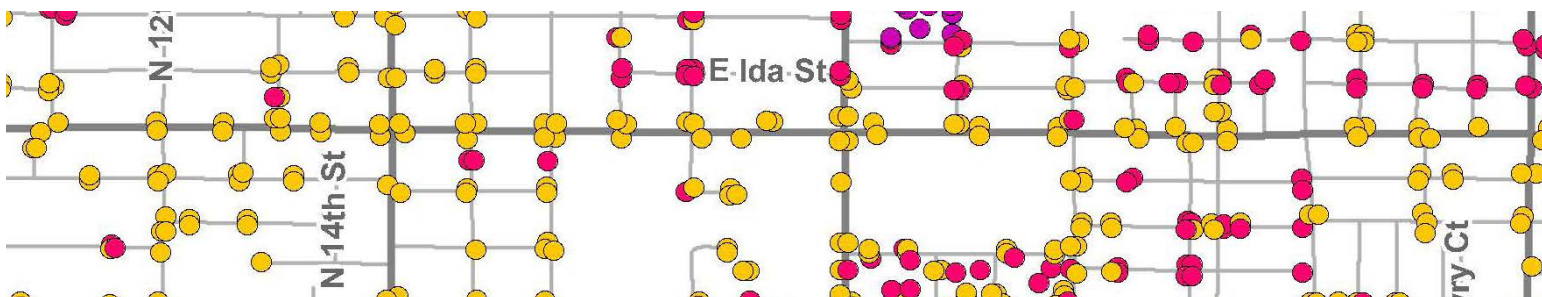
1. Planning and Urban Form
2. Infrastructure & Public Services
3. Housing Conditions

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 to June 2021 with the following City 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 (SAP) seeks to stimulate productive and effective economic development within the East Tampa Community Redevelopment Area ETCRA. 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 that 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.

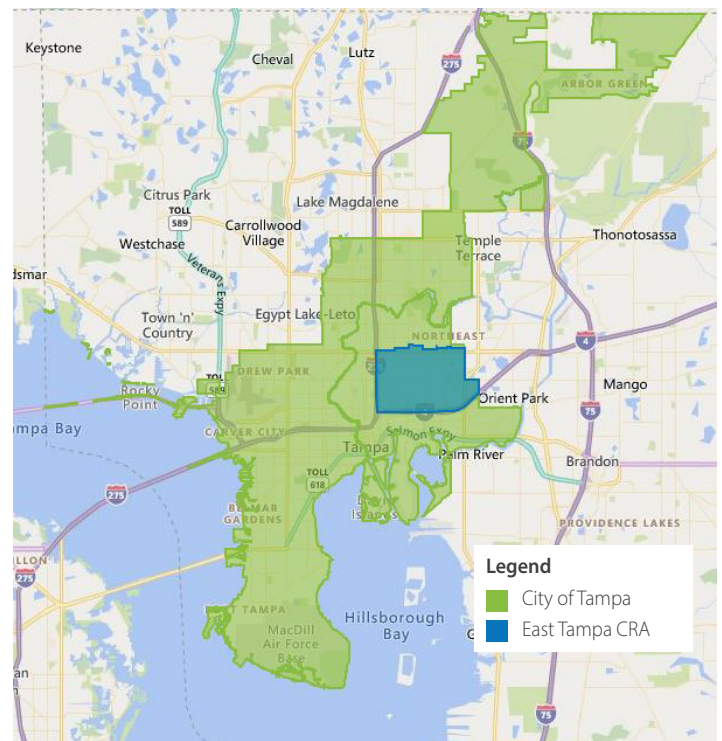


Figure 1. City of Tampa and East Tampa CRA Boundary Map



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-foot 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 the 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 ages within the Metropolitan Statistical Area (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.

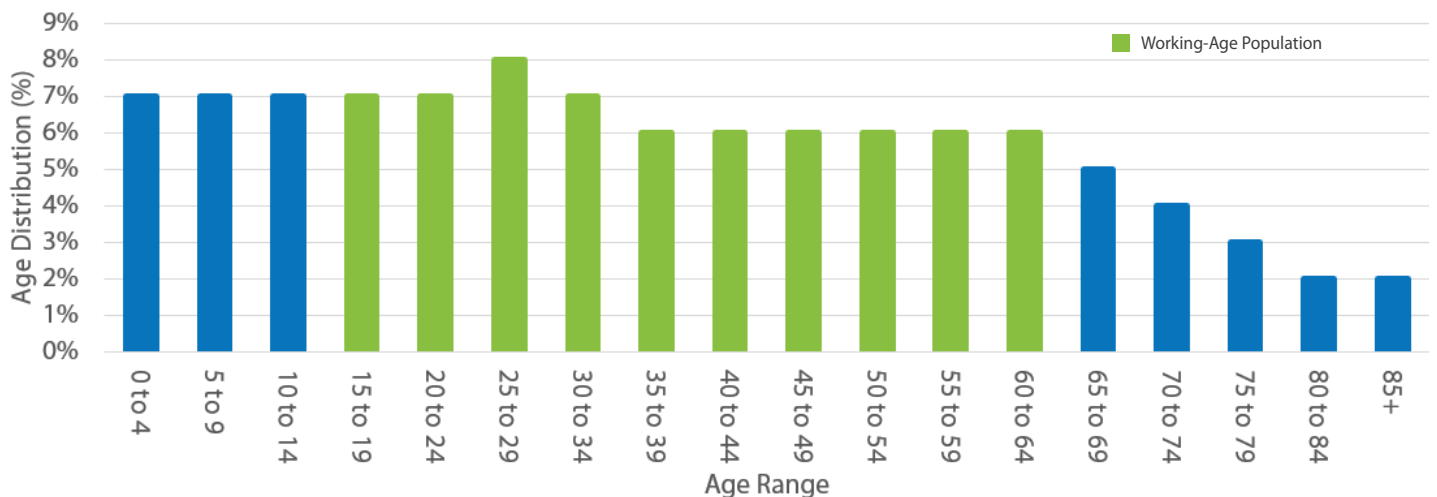


Figure 2. East Tampa CRA Age Distribution, 2021 YTD
Sources: ESRI 2021 Estimates; GAI Consultants.

Ethnicity: A demographic area with an ethnically diverse population base is beneficial for a 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 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 U.S. 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 having 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 the population 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 Figures 3a and 3b.

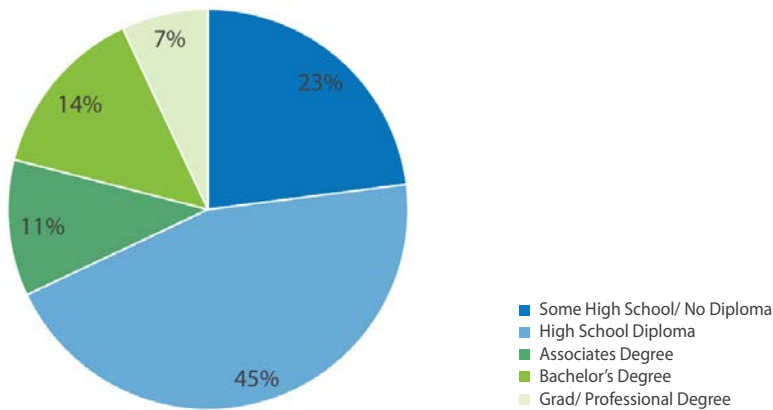


Figure 3a. East Tampa CRA Academic Achievement

Sources: ESRI 2021 Estimates; GAI Consultants.

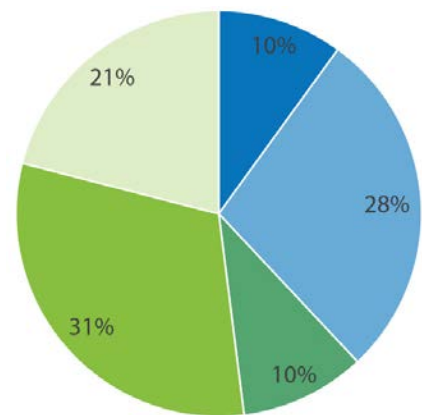


Figure 3b. City of Tampa Academic Achievement



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 properties and structurally non-viable buildings. There is still work to be done, and the overall City of Tampa CRA Board is expanding the

capacity of the Environmental Crimes Unit, as well as continuing to focus on acquisition and redevelopment of abandoned properties.

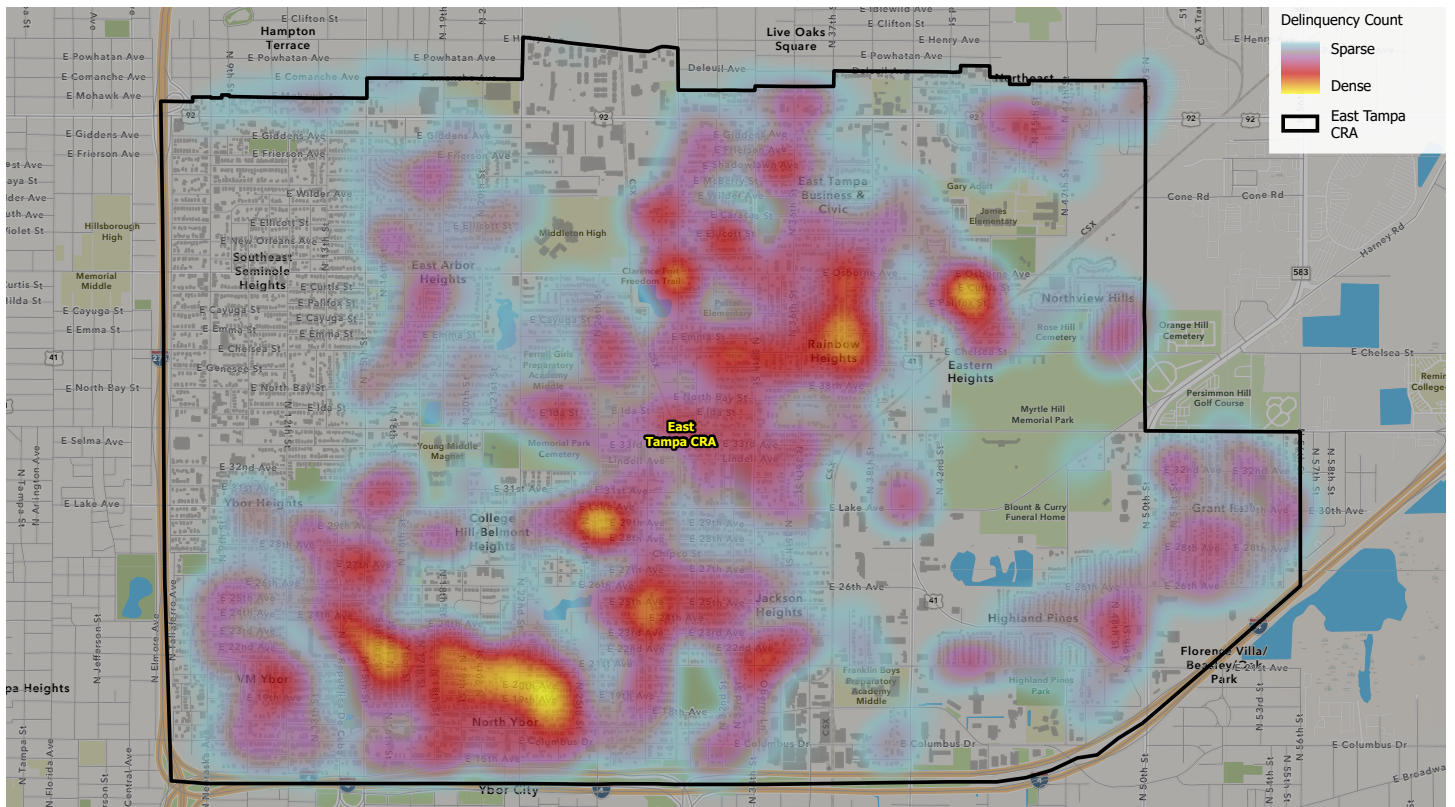
The numbers in the tables below indicate the positive outcomes, although it is also notable that during the COVID-19 pandemic, some code enforcement and TPD capacity has been necessarily directed to other activities, as well as reduced reporting by the neighborhoods due to the “slow down”. Nevertheless,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

New Complaints By Year			
Year	Total CMPs	Proactive	Citizen CMP
2018	3,760	2,608	1,152
2019	3,432	2,329	1,103
2020	2,700	1,719	981
2021	1,600	1,043	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 Foreclosures	33	27	12	11
Civil Cases	2,239	1,750	806	625
Code Cases	593	792	920	413
Demolitions	24	102	23	3
Remedial Orders	350	369	334	135
Signs	2	0	0	0
Total Cases	3,241	3,040	2,095	1,187
Total Inspections	4,258	3,981	3,374	2,021



Tax Delinquencies Map. The ETCRA includes a pattern of Tax Delinquencies, Code Violations and Vacant Properties that undermine the stability of the neighborhoods. However, these factors create the opportunity for targeted housing assistance and/or land acquisition in order to foster new community investment.

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 were 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.

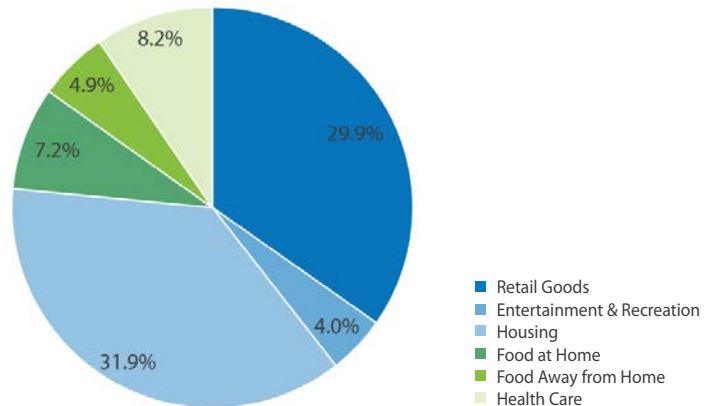


Figure 4. Consumer Spending CRA Breakdown, 2020
Sources: ESRI 2021 Estimates; GAI Consultants.

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 is 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 and professional job growth in the 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.

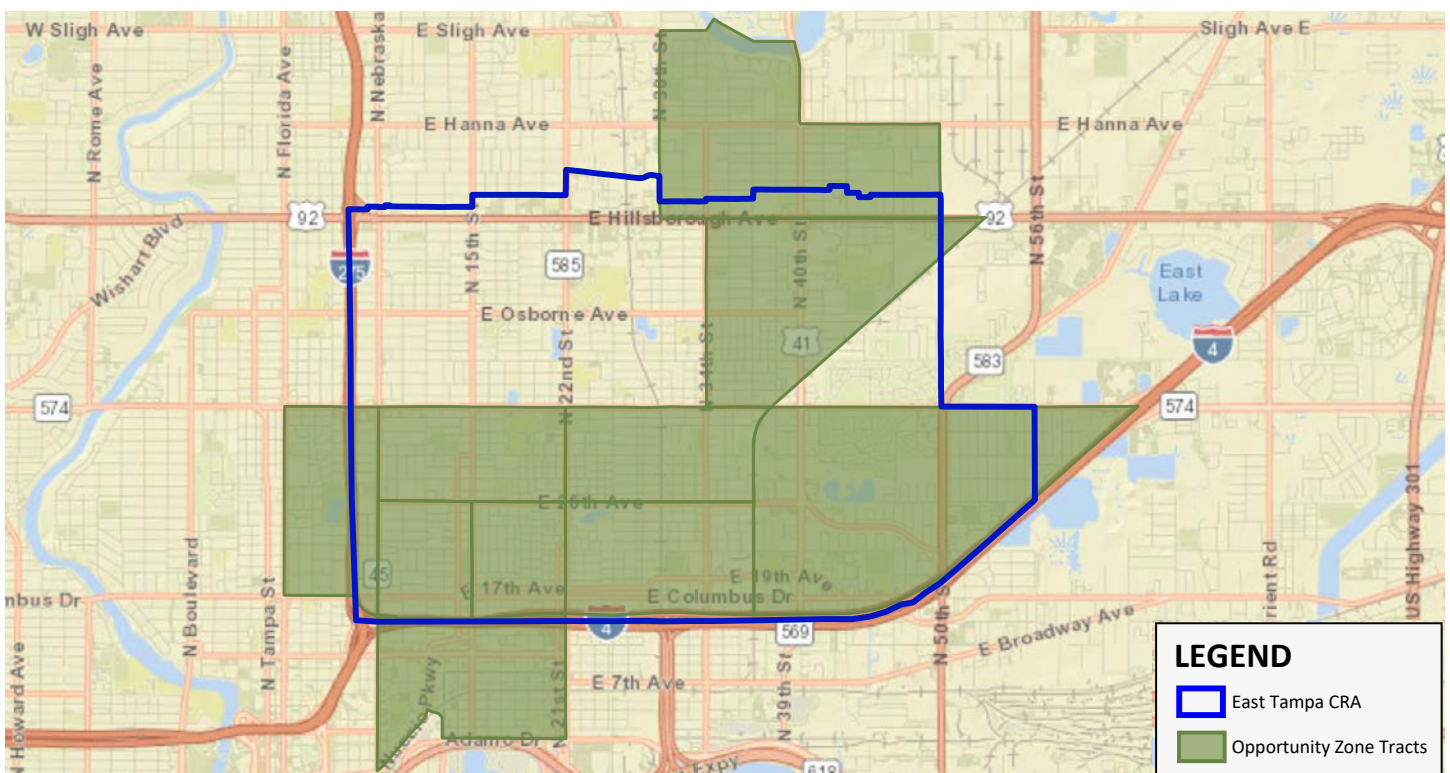
Employment and Jobs: A diverse industry base within a specific market area’s workforce can be a sign of a healthy economy, as it boosts the variety of available employment and interested companies in that specific area. The key components to employment that should be considered when analyzing the overall 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 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%, and 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 the SAP provides a summary of the existing inventory within the CRA; current economic conditions and trends that 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 provides fundamental context for East Tampa’s redevelopment strategies, as discussed 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 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 per sq. ft. observed in 2007 to \$30.55 per sq. ft. 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.

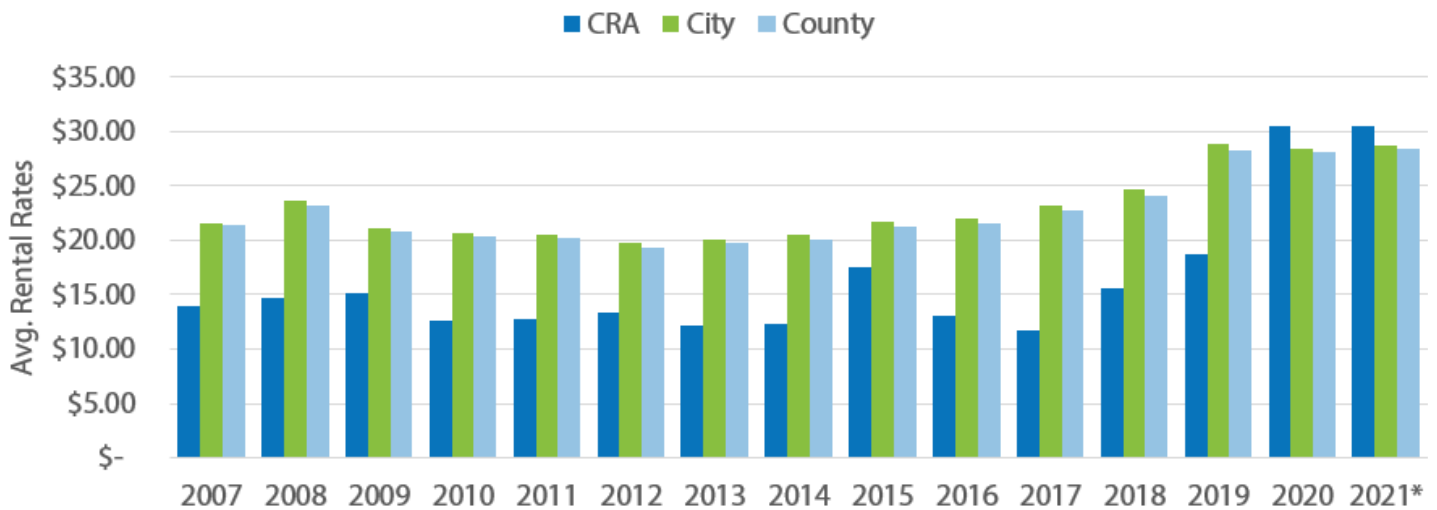


Figure 5. Office Average Rental Rates, 2007-21 YTD
 Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

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 per sq. ft. observed in 2007 to \$18.03 per sq. ft. 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.

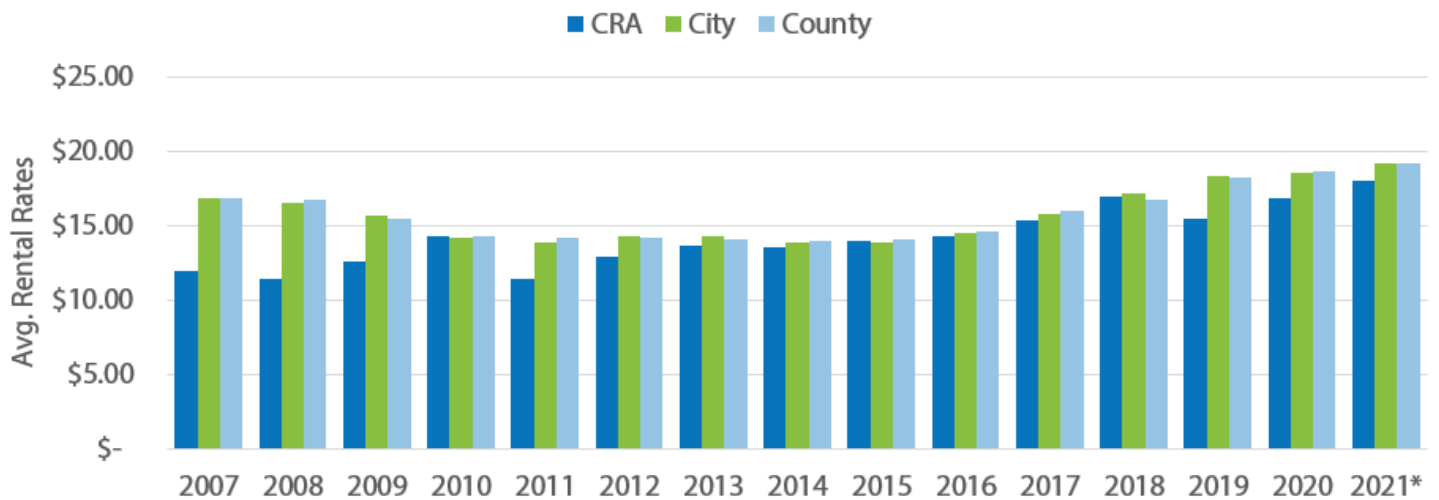


Figure 6. Retail Average Rental Rates, 2007-21 YTD
 Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

Industrial and Flex Market: As of year-to-date 2021, there are 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 per sq. ft. observed in 2007 to \$4.29 per sq. ft. 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 an over \$3.00 difference as of year-to-date 2021, as illustrated in Figure 7.

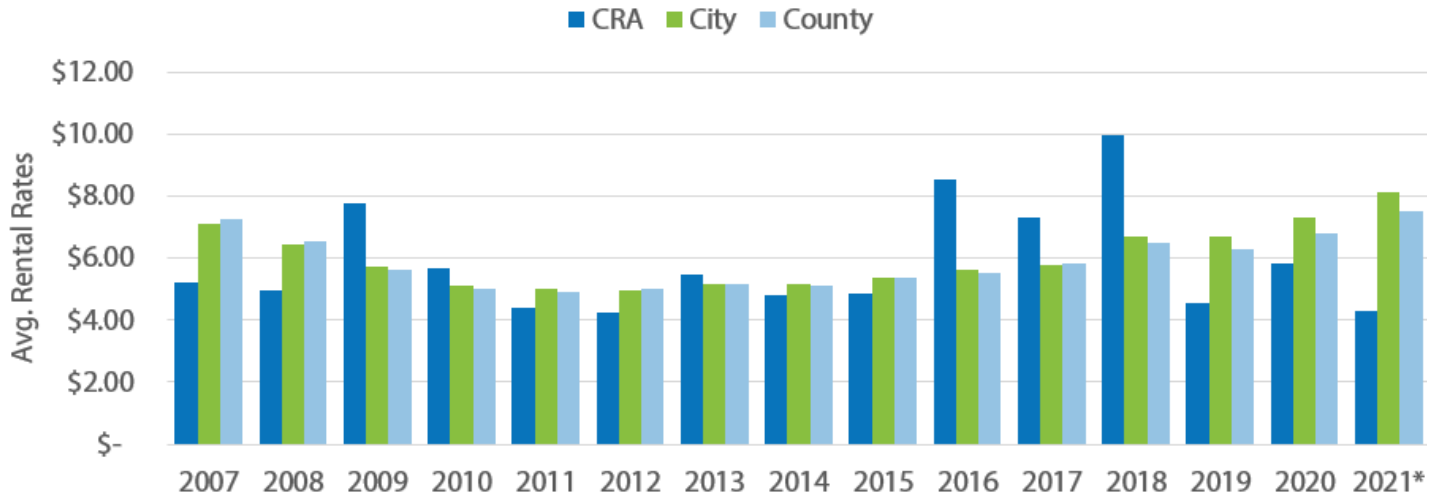
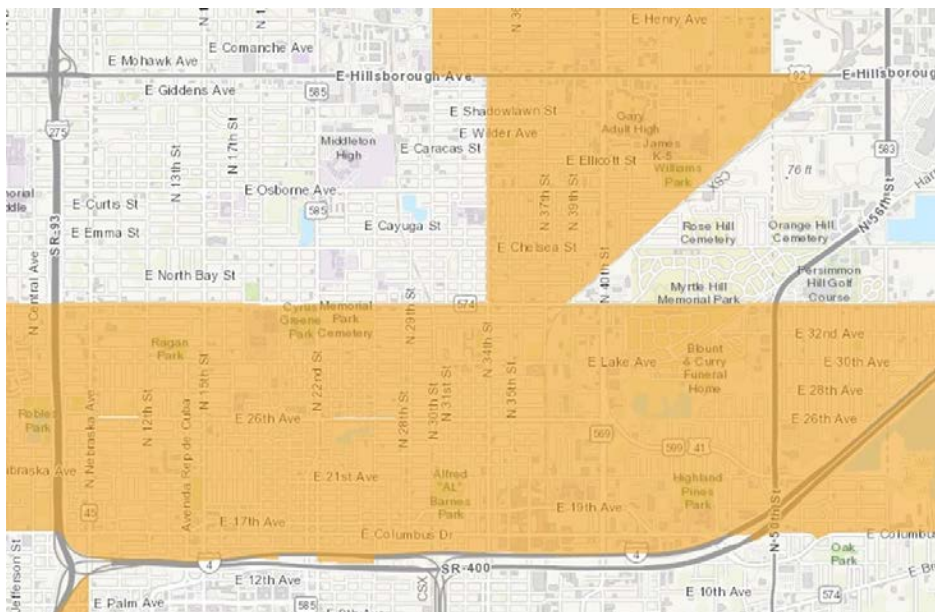


Figure 7. Industrial and Flex Average Rental Rates, 2007-21 YTD

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 toward 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 has remained relatively steady at approximately \$0.80 per square foot. 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 and effectively becoming less contemporary.

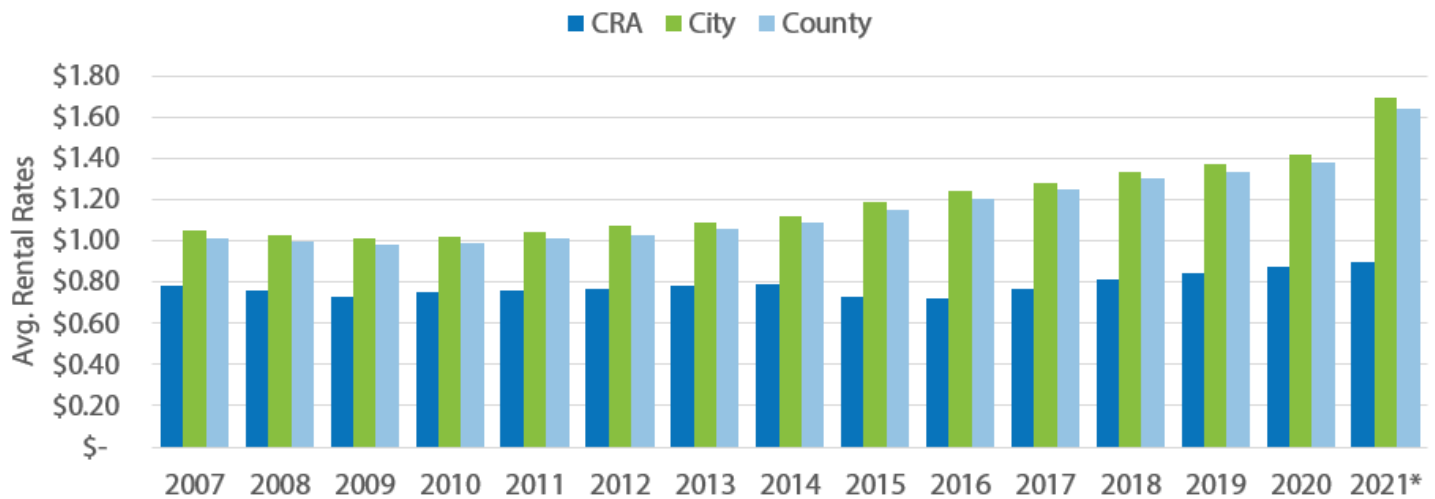


Figure 8. Multi-Family Average Rental Rates, 2007-21 YTD
 Sources: ESRI 2021 Estimates; GAI Consultants. Note: **Represents Year-to-Date 2021.

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 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 SAP was completed, annual Tax Increment Financing (TIF) revenue 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 through 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 declined 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

Conclusions:

The ability of the ETCRA to continue to grow economically will be influenced by its own efficacy in activating the SAP. 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

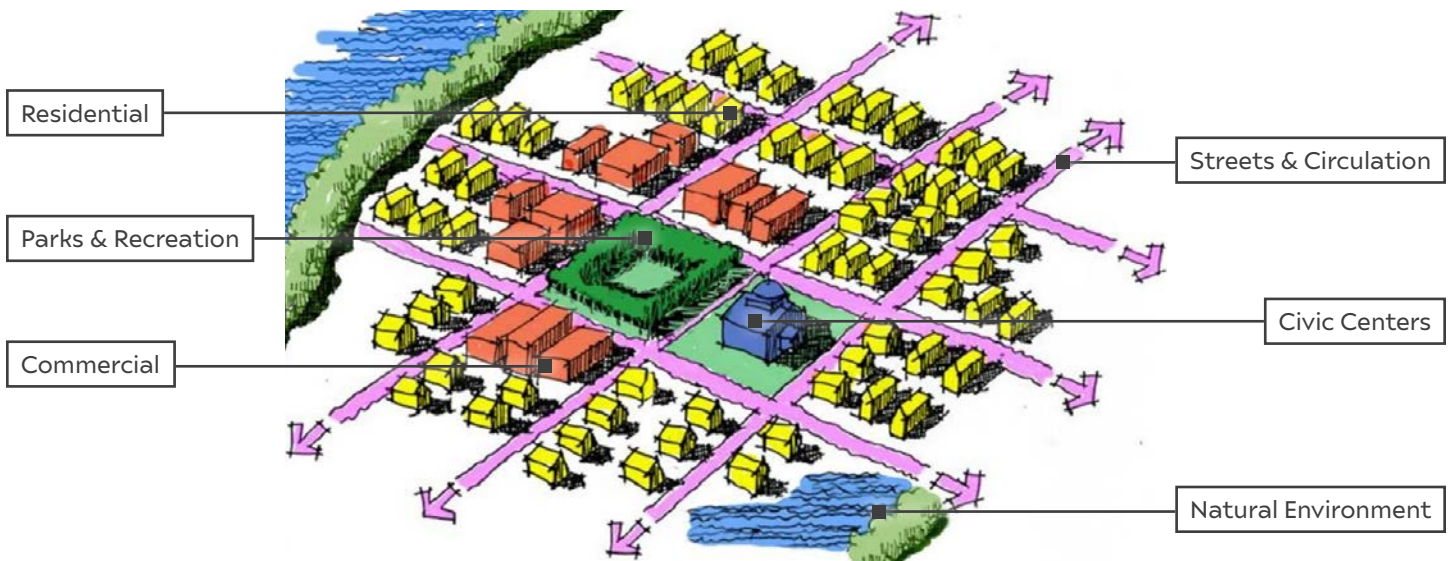
As the community, CRA, City and partners work forward, there will be continued examinations of places and policies in East Tampa through systems such as land use and zoning, neighborhood boundaries, streets and transportation, stormwater & utility service areas, local business districts, parks & recreation, 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 by even the most experienced professional land planners or engineers, particularly for an area as large as East Tampa.

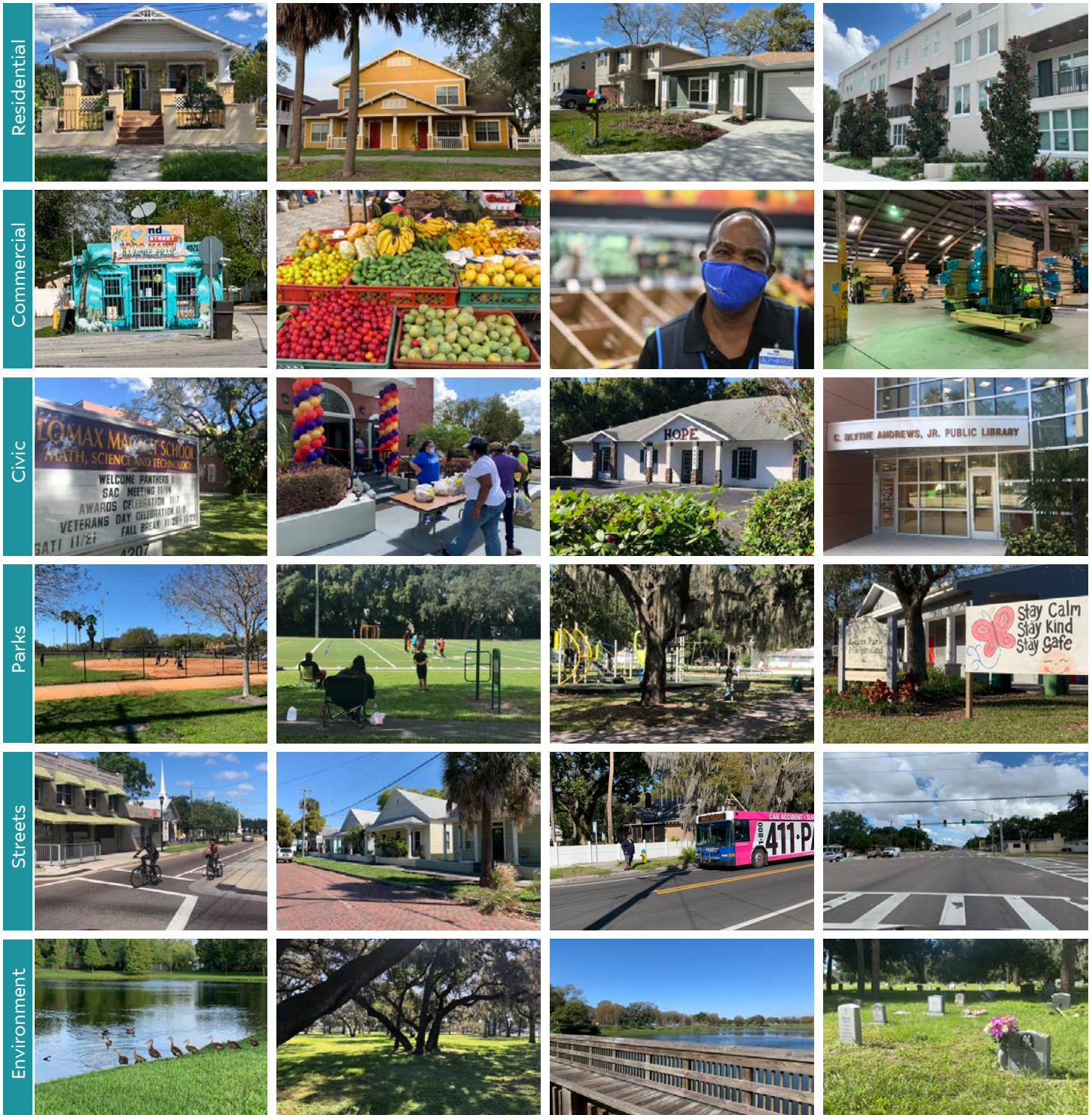
The full diversity of how individuals tend to think of the community form is often based on a more personal “mental map” of the important places and experiences most relevant to their daily experience of living, working, learning or playing in East Tampa. Through the community planning process, and particularly 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 six 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 and 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 facilitate access to 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 six 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 upon strengths and heal challenges.





The Six Elements of Community Life: Snapshots from the 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

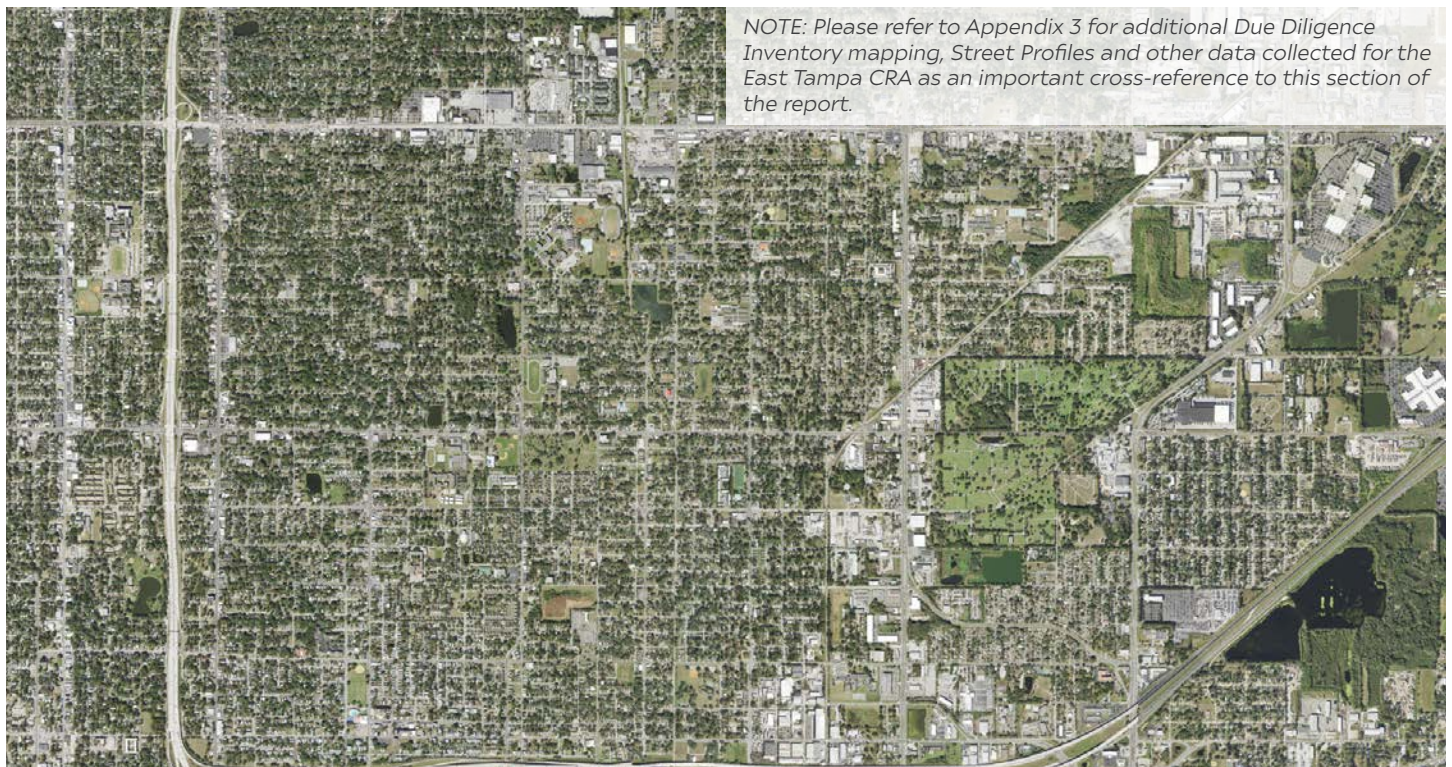
With the recognition of the six basic land use types, it is possible to begin to think of the overall community form of East Tampa.

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 SAP 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.

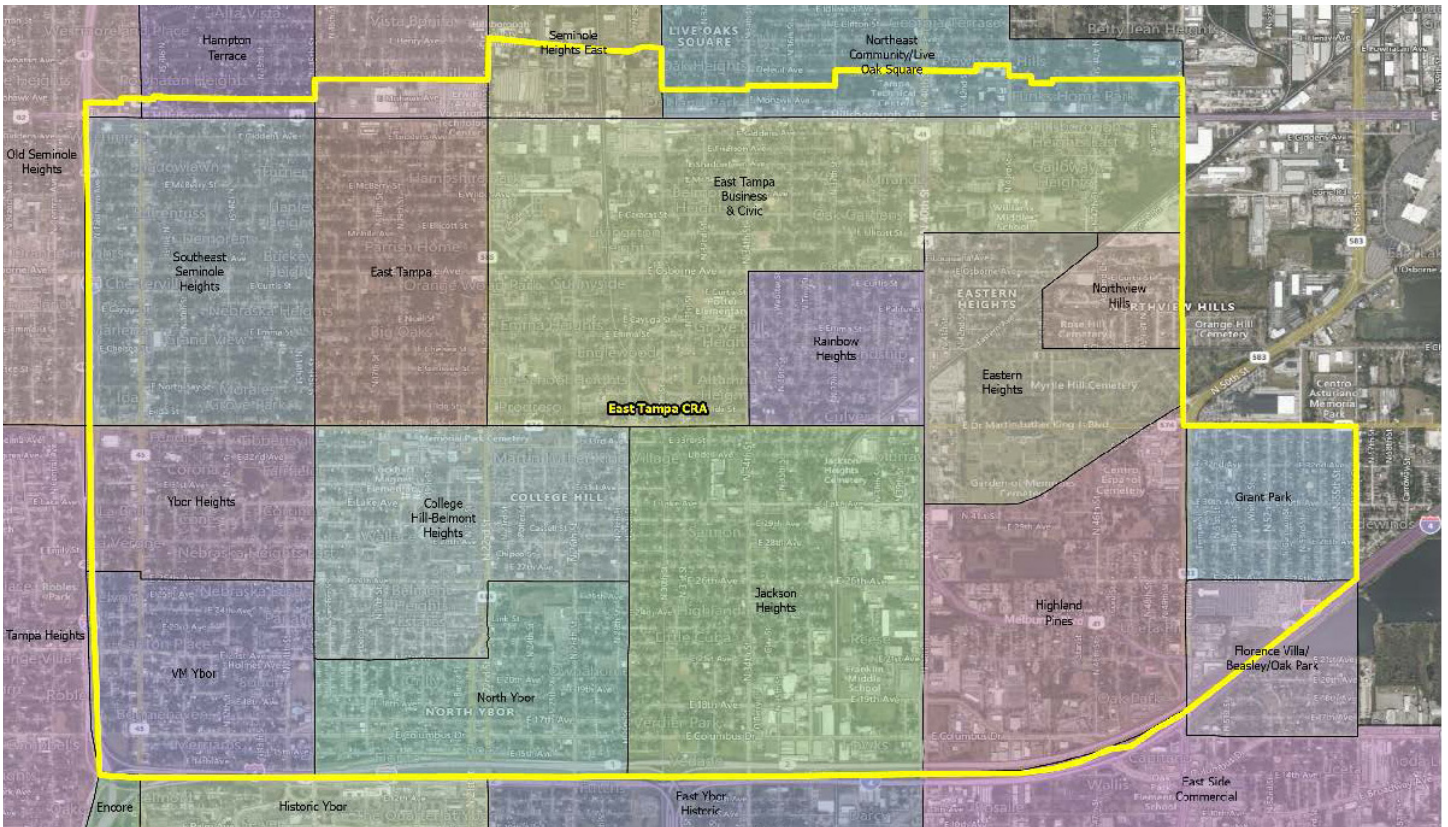
Most mapping documents address one piece of information at a time. Aerial photography maps (below) provide a real world view of built and natural systems, tree canopy and landform. Geo-political maps, such as the East Tampa Neighborhood Map (upper right), show the boundary of the CRA and the designated 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 (lower right) describe 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.

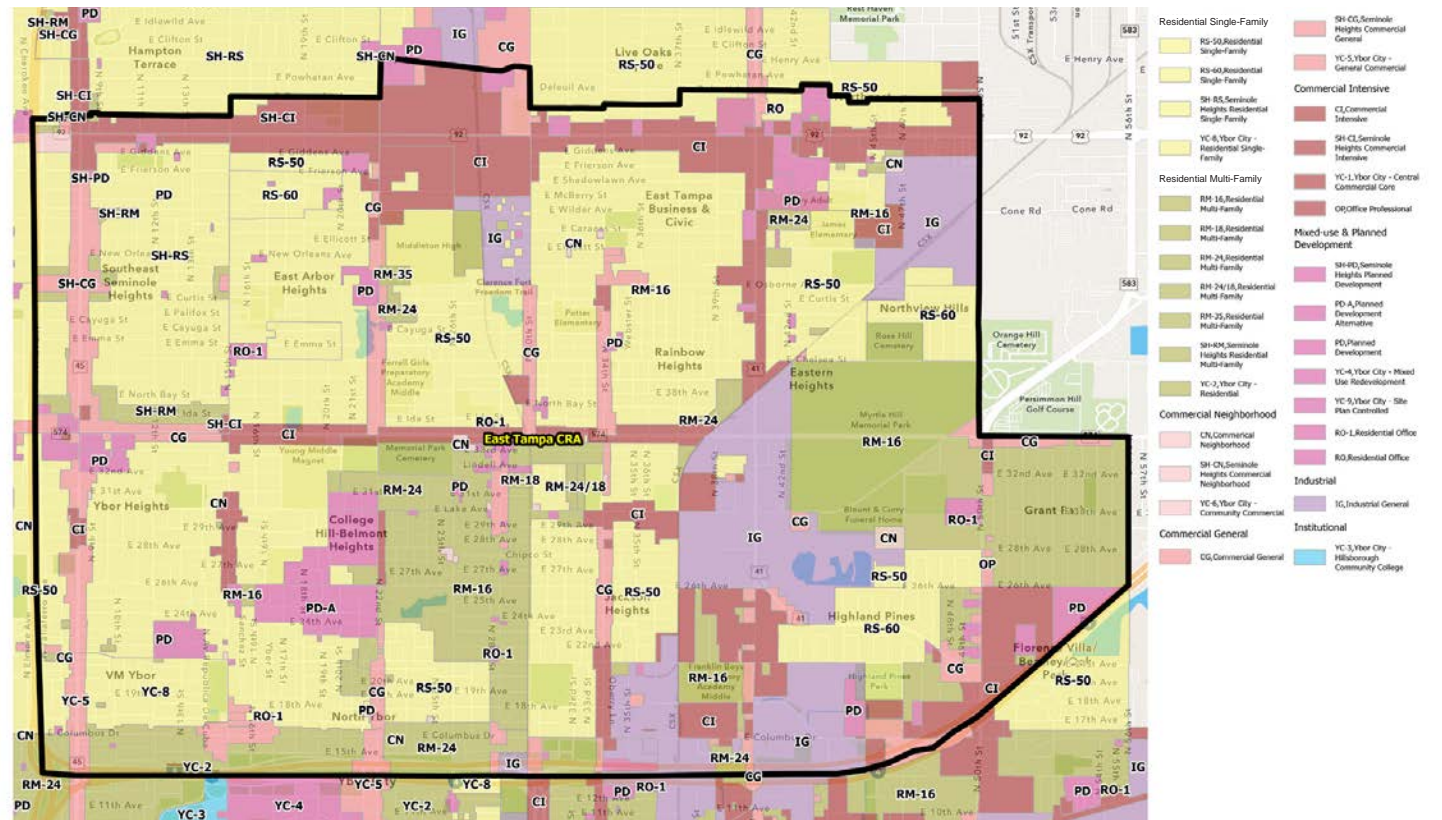


NOTE: Please refer to Appendix 3 for additional Due Diligence Inventory mapping, Street Profiles and other data collected for the East Tampa CRA as an important cross-reference to this section of the report.

Source: Google Earth Image, 2021.



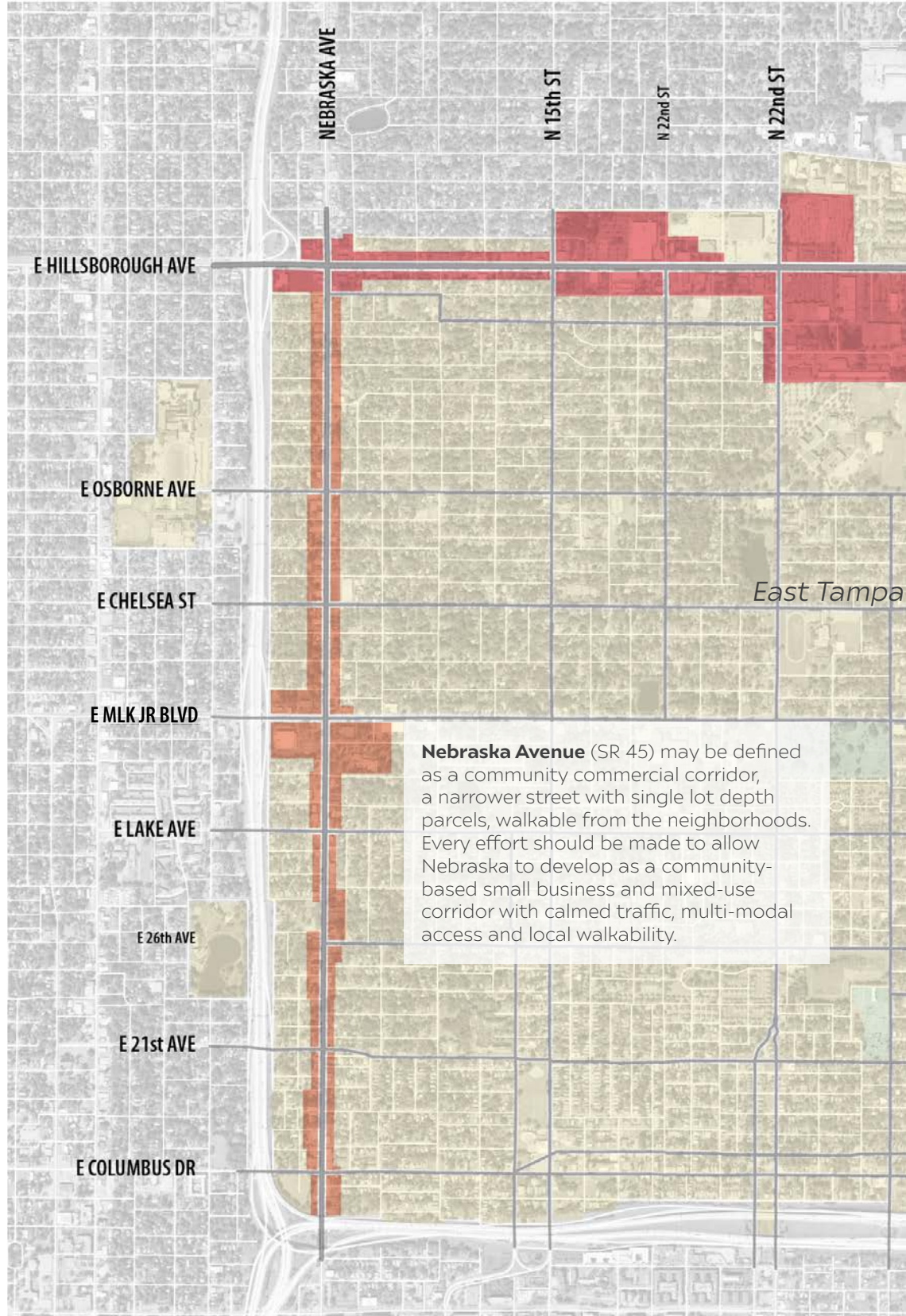
East Tampa Neighborhoods



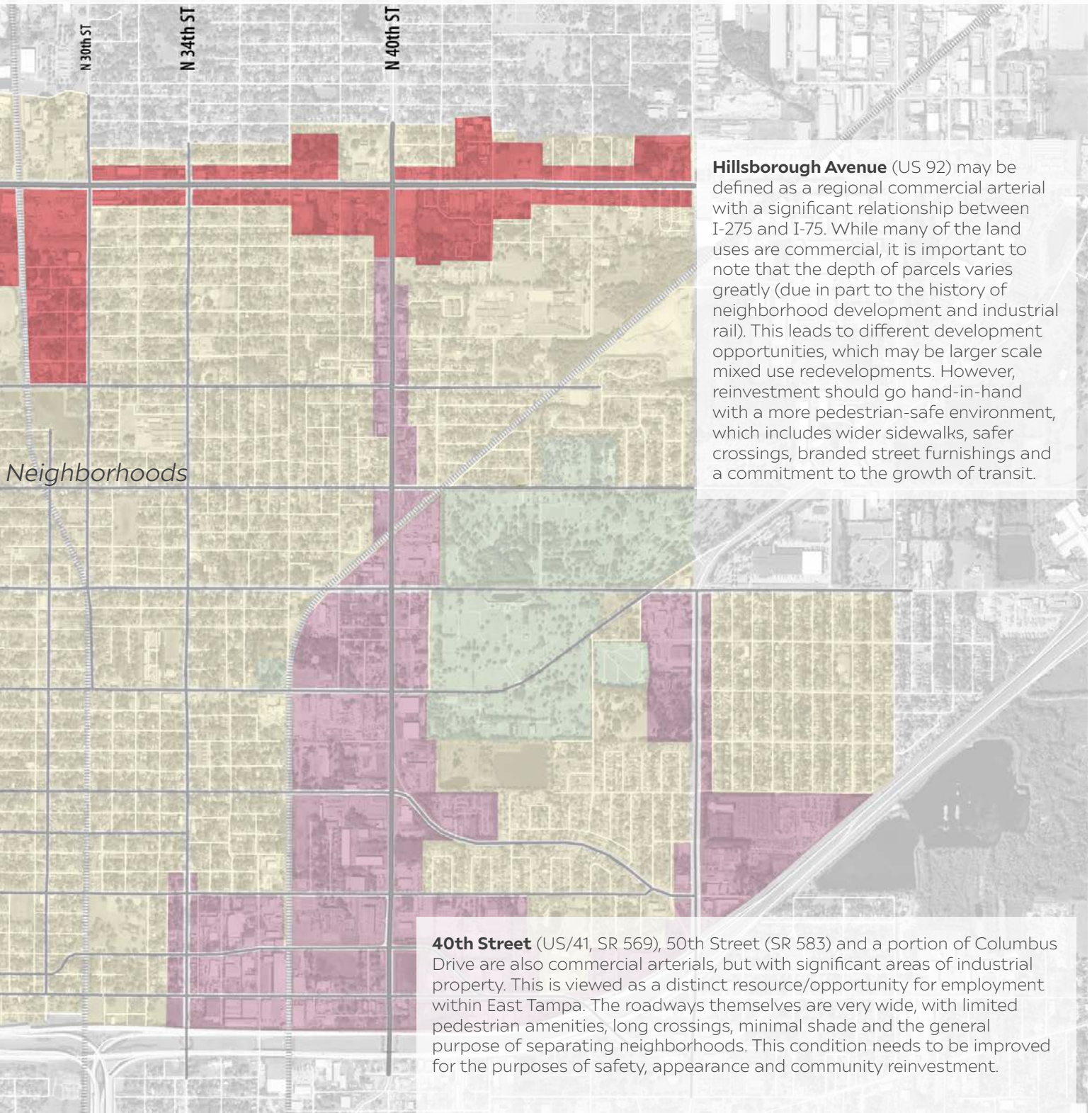
Source: Google Earth Image, 2021.

LAND USES SIMPLIFIED
EAST TAMPA'S MOST BASIC
COMMUNITY FORMS

East Tampa is a place of neighborhoods and corridors

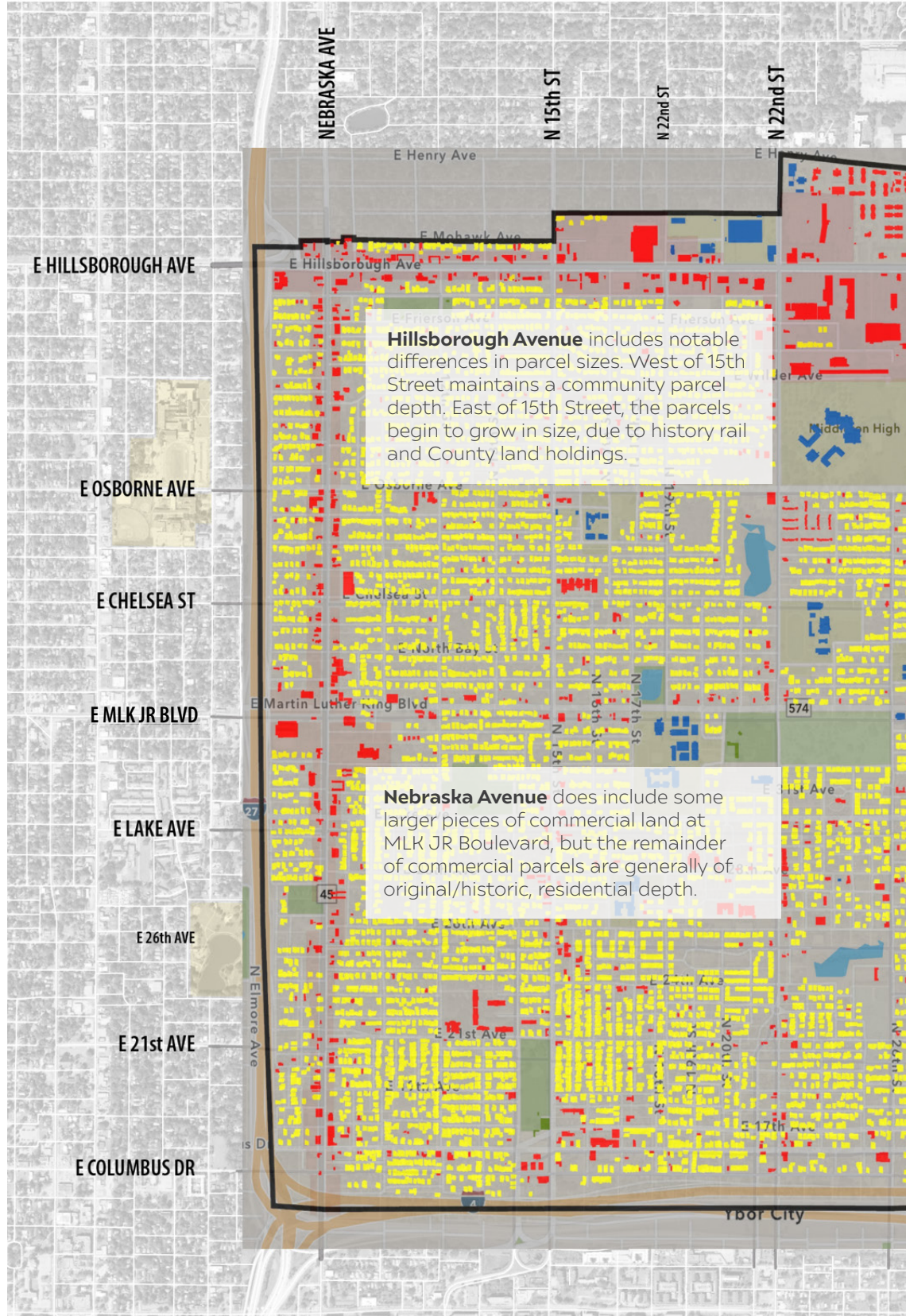


By simplifying detailed land use maps, it is apparent that the predominant structure of East Tampa is one of neighborhoods, surrounded by (4) FDOT commercial corridors and the Interstate Highway System. But the corridors are not the same. Each offers distinct opportunities for community development,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



LAND USES SIMPLIFIED
EAST TAMPA'S MOST BASIC
COMMUNITY FORMS

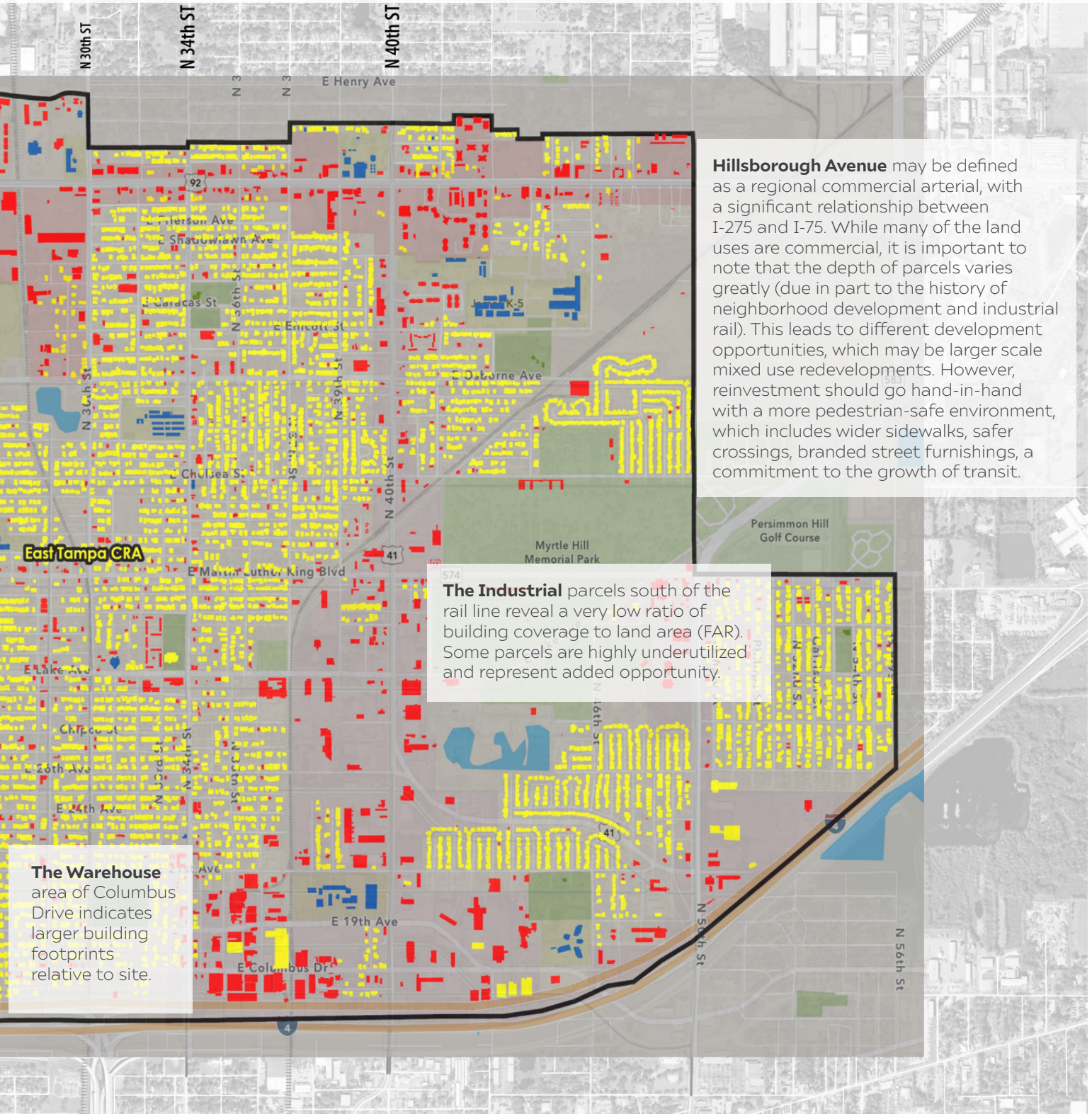
East Tampa's scale within the neighborhoods and corridors



Hillsborough Avenue includes notable differences in parcel sizes. West of 15th Street maintains a community parcel depth, East of 15th Street, the parcels begin to grow in size, due to history rail and County land holdings.

Nebraska Avenue does include some larger pieces of commercial land at MLK JR Boulevard, but the remainder of commercial parcels are generally of original/historic, residential depth.

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 Avenue, particularly west of 15th Street. The more intimate, community scale of Nebraska Avenue and internal residential neighborhoods is apparent.



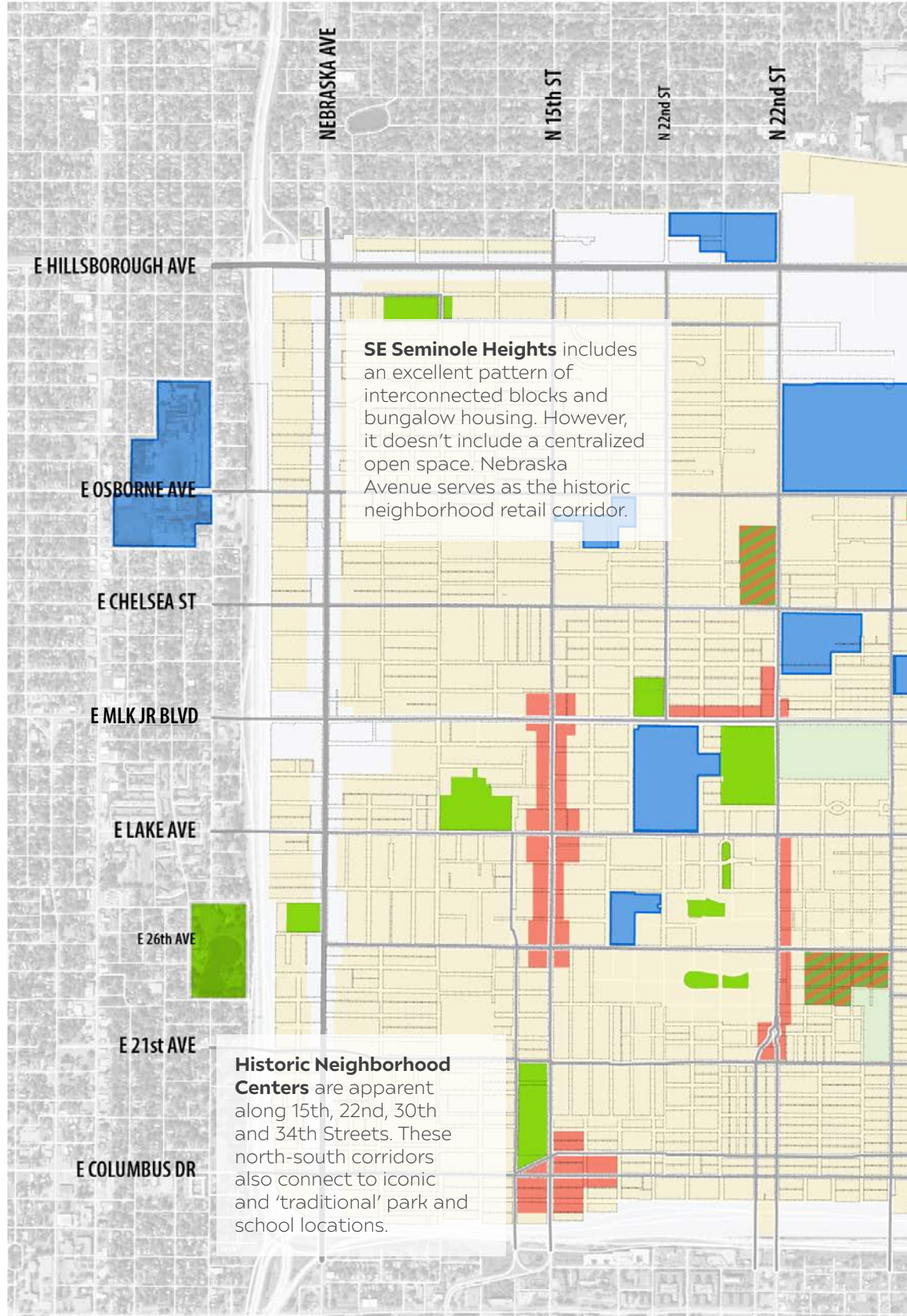
Hillsborough Avenue may be defined as a regional commercial arterial, with a significant relationship between I-275 and I-75. While many of the land uses are commercial, it is important to note that the depth of parcels varies greatly (due in part to the history of neighborhood development and industrial rail). This leads to different development opportunities, which may be larger scale mixed use redevelopments. However, reinvestment should go hand-in-hand with a more pedestrian-safe environment, which includes wider sidewalks, safer crossings, branded street furnishings, a commitment to the growth of transit.

The Industrial parcels south of the rail line reveal a very low ratio of building coverage to land area (FAR). Some parcels are highly underutilized and represent added opportunity.

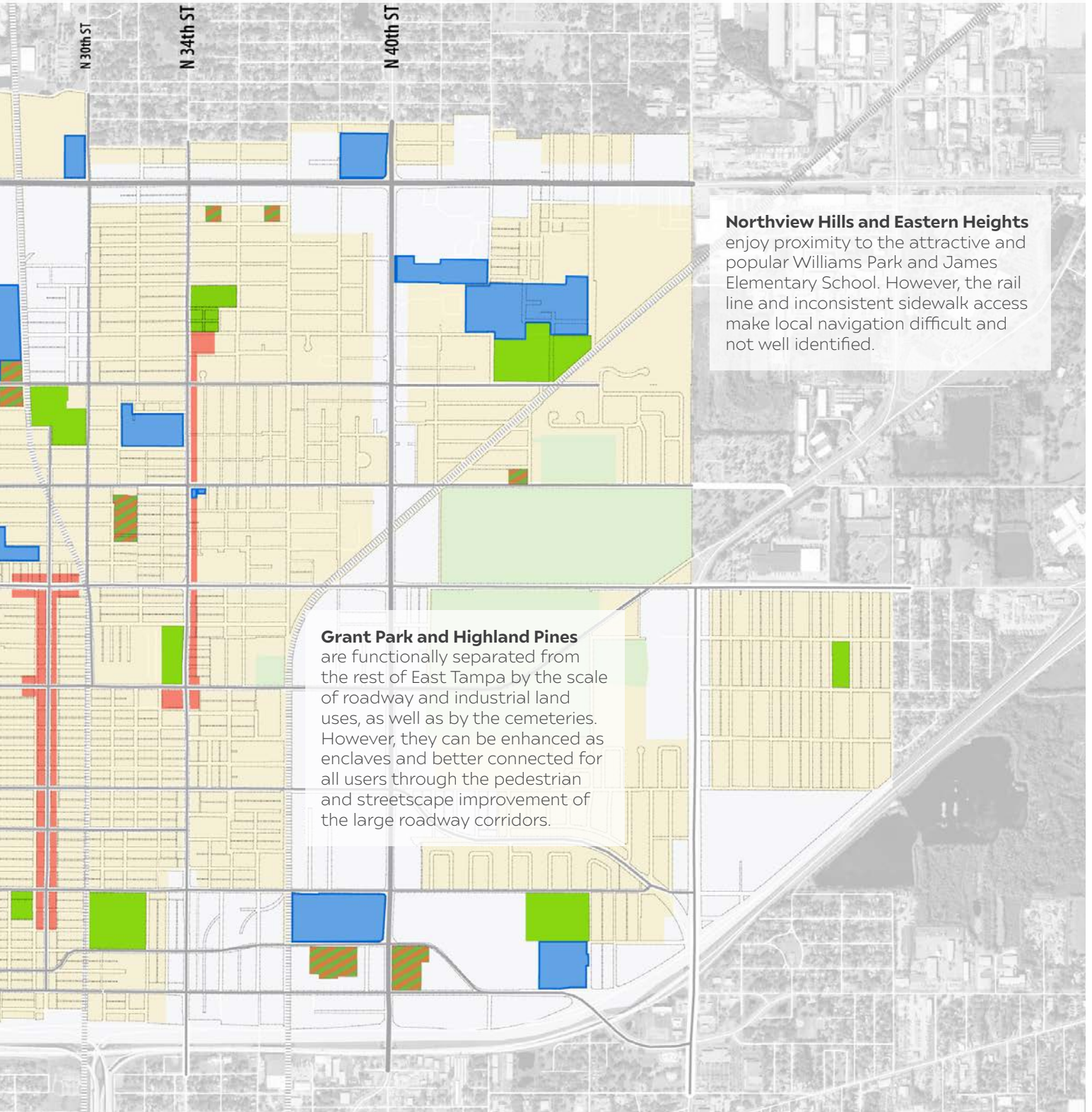
The Warehouse area of Columbus Drive indicates larger building footprints relative to site.

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).



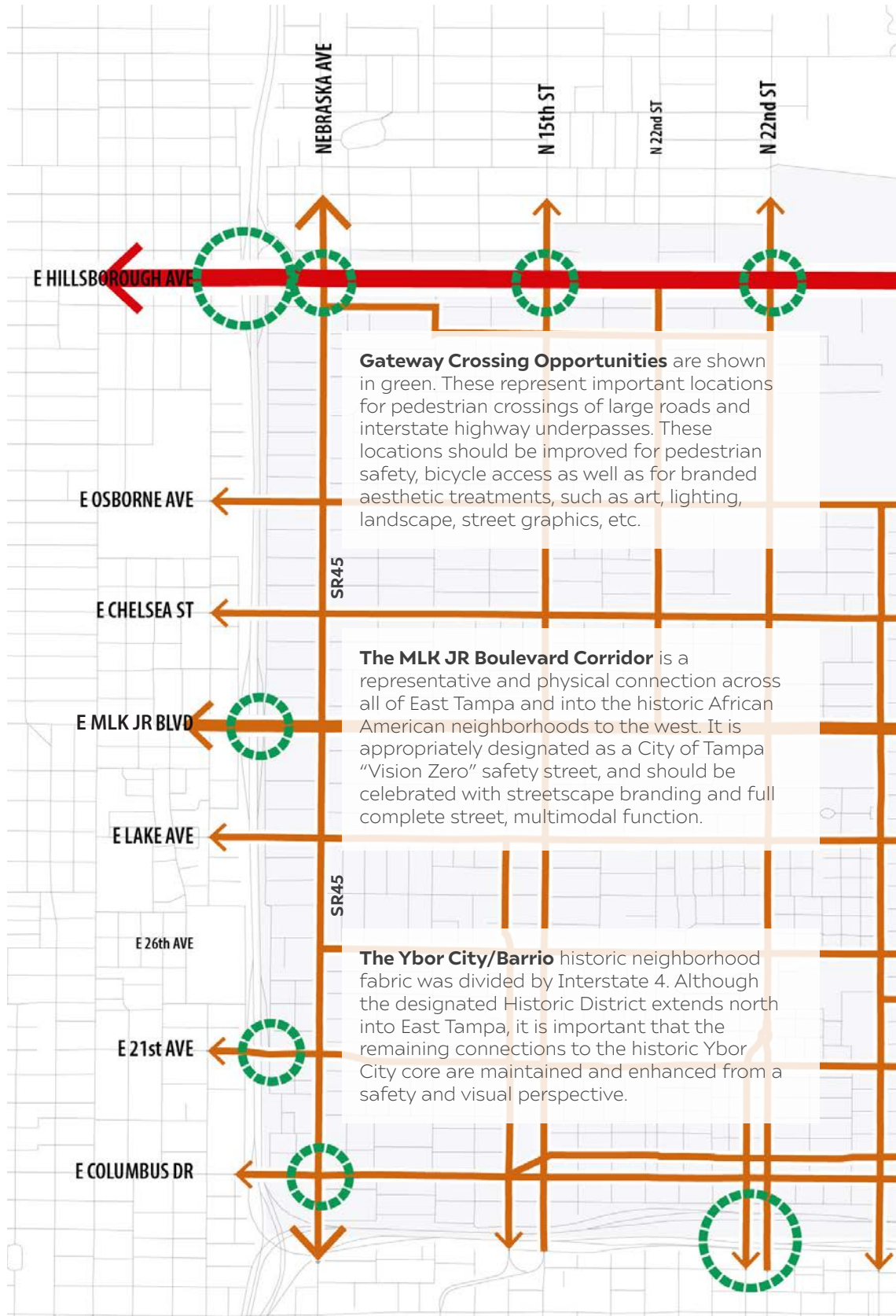
Northview Hills and Eastern Heights enjoy proximity to the attractive and popular Williams Park and James Elementary School. However, the rail line and inconsistent sidewalk access make local navigation difficult and not well identified.

Grant Park and Highland Pines are functionally separated from the rest of East Tampa by the scale of roadway and industrial land uses, as well as by the cemeteries. However, they can be enhanced as enclaves and better connected for all users through the pedestrian and streetscape improvement of the large roadway corridors.

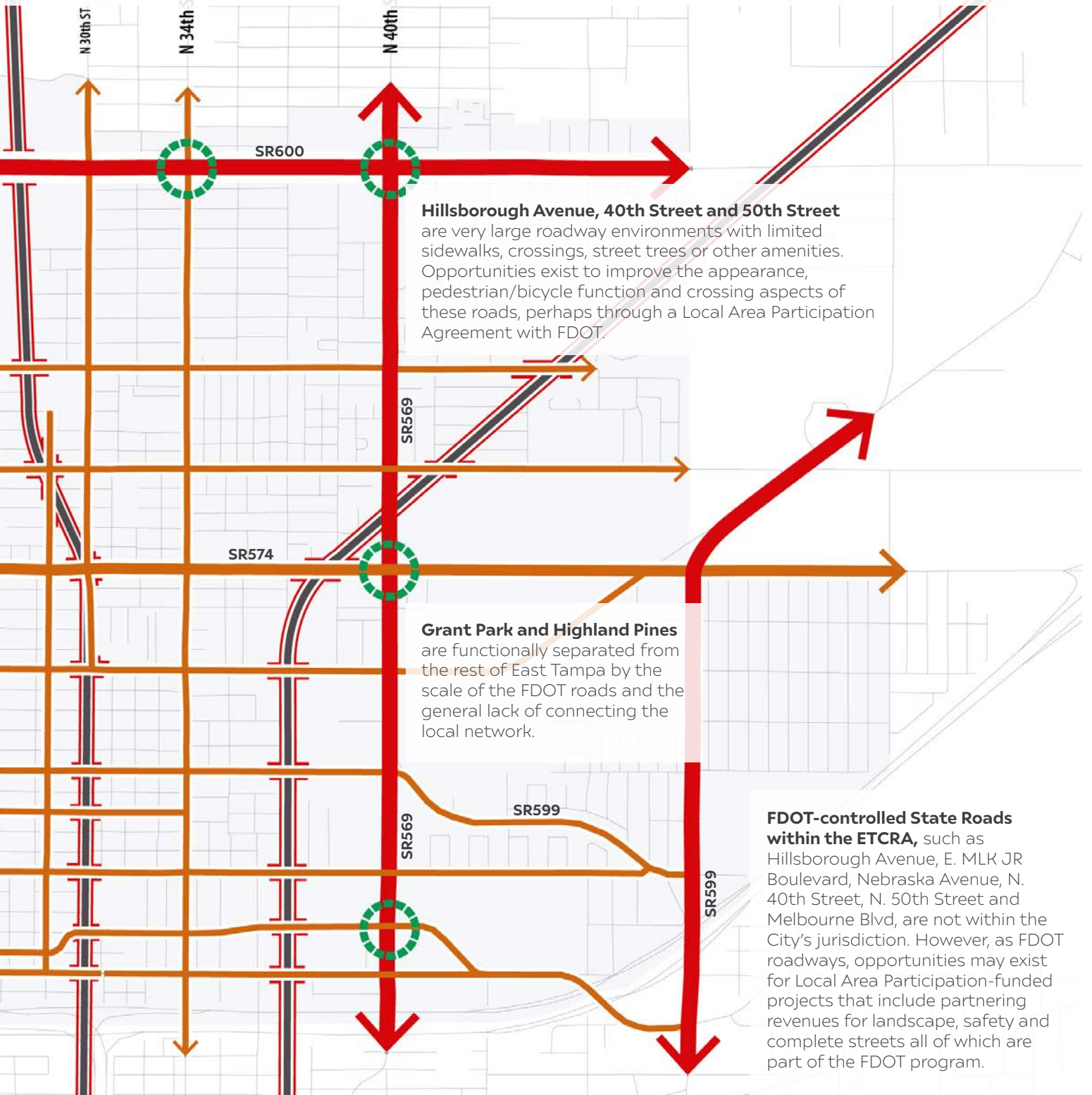
TRANSPORTATION SIMPLIFIED

EAST TAMPA'S STRUCTURE OF STREETS AND MOBILITY

East Tampa includes a clear hierarchy of community streets



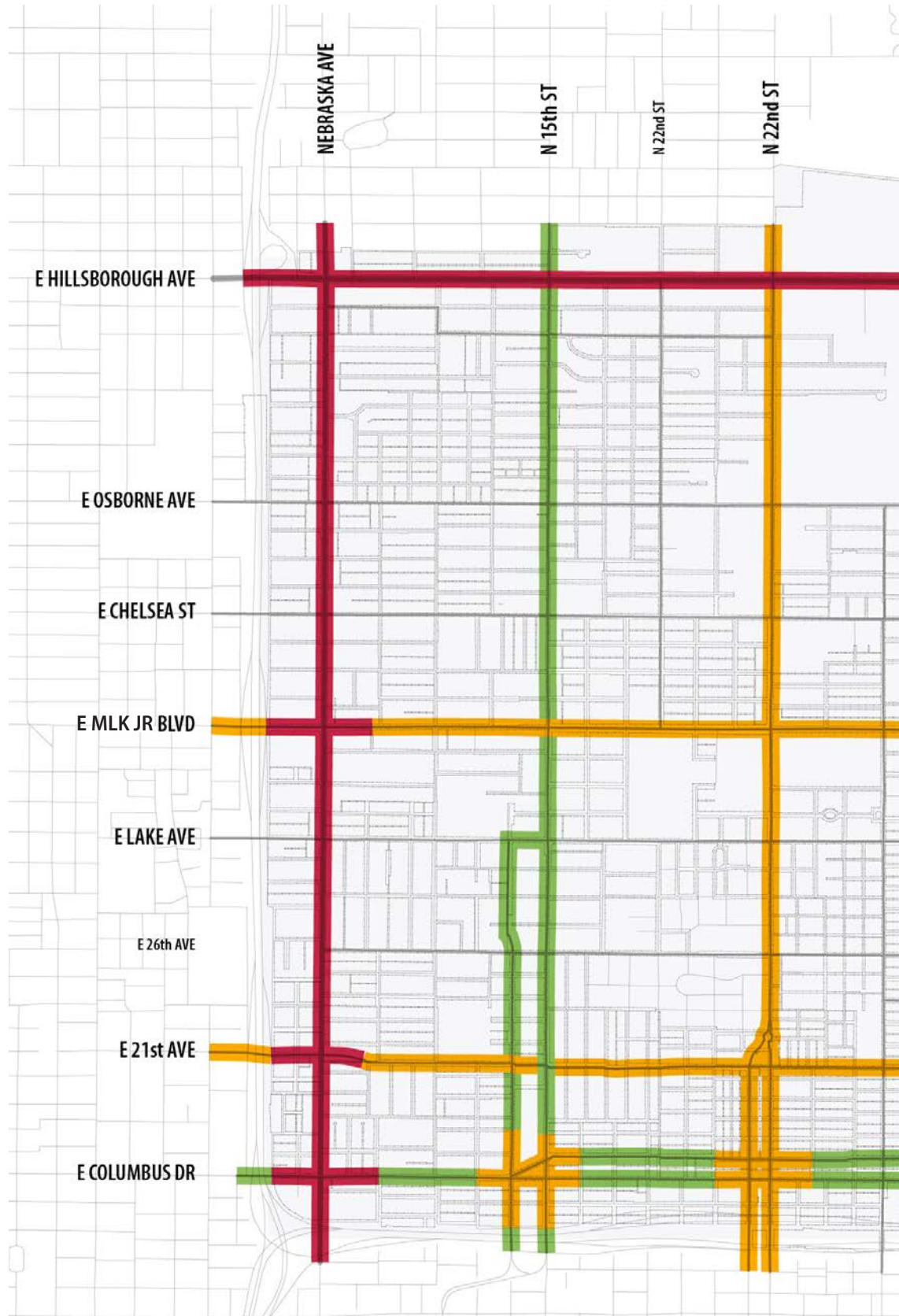
Arterial roadways are shown in red, denoting Community Barriers that make navigation across East Tampa difficult. City of Tampa ‘community connector’ streets are shown in Orange. Rail lines are shown in grey. The patterns of local neighborhood mobility (in orange) become clear, both because of their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



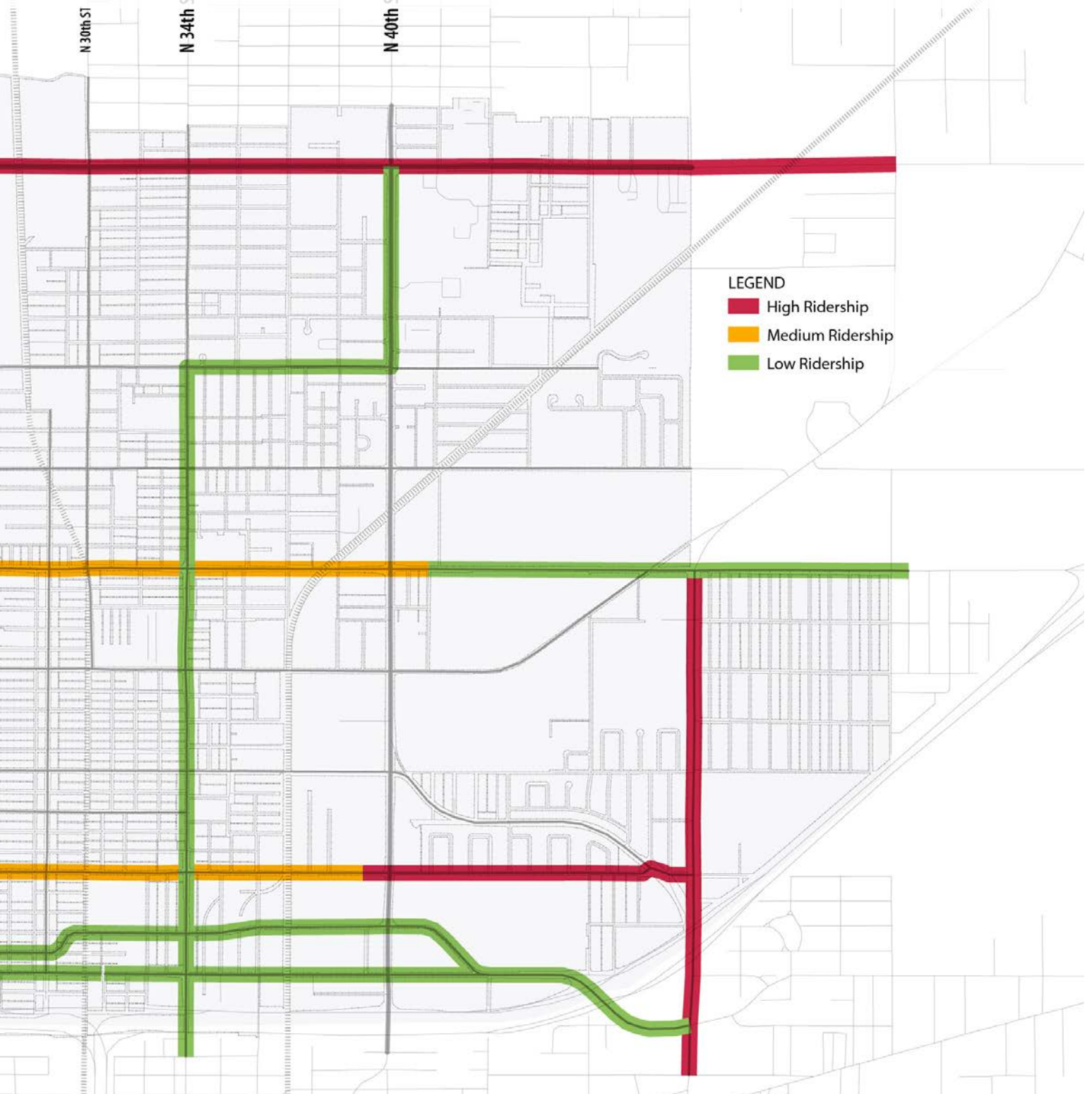
TRANSPORTATION SIMPLIFIED

EAST TAMPA'S STRUCTURE OF STREETS AND MOBILITY

East Tampa's transit ridership is focused on a few key streets



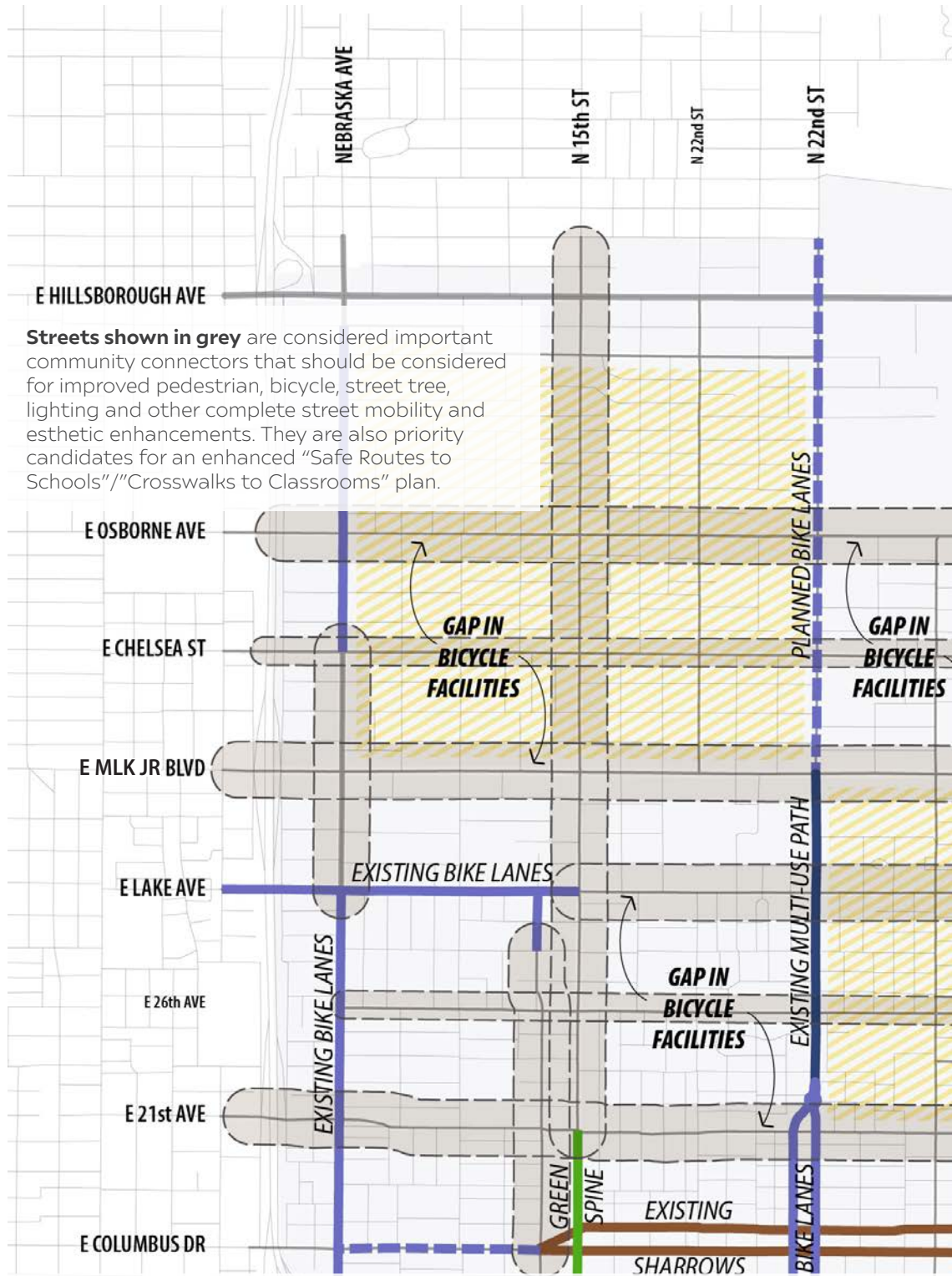
The HART bus transit lines are shown below. Based upon HART ridership data, the most heavily used routes are associated with the Red, Orange and Green corridors (respectively). A key piece of community input highlighted the importance of transit and the need for improved stations with accommodations 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 streets

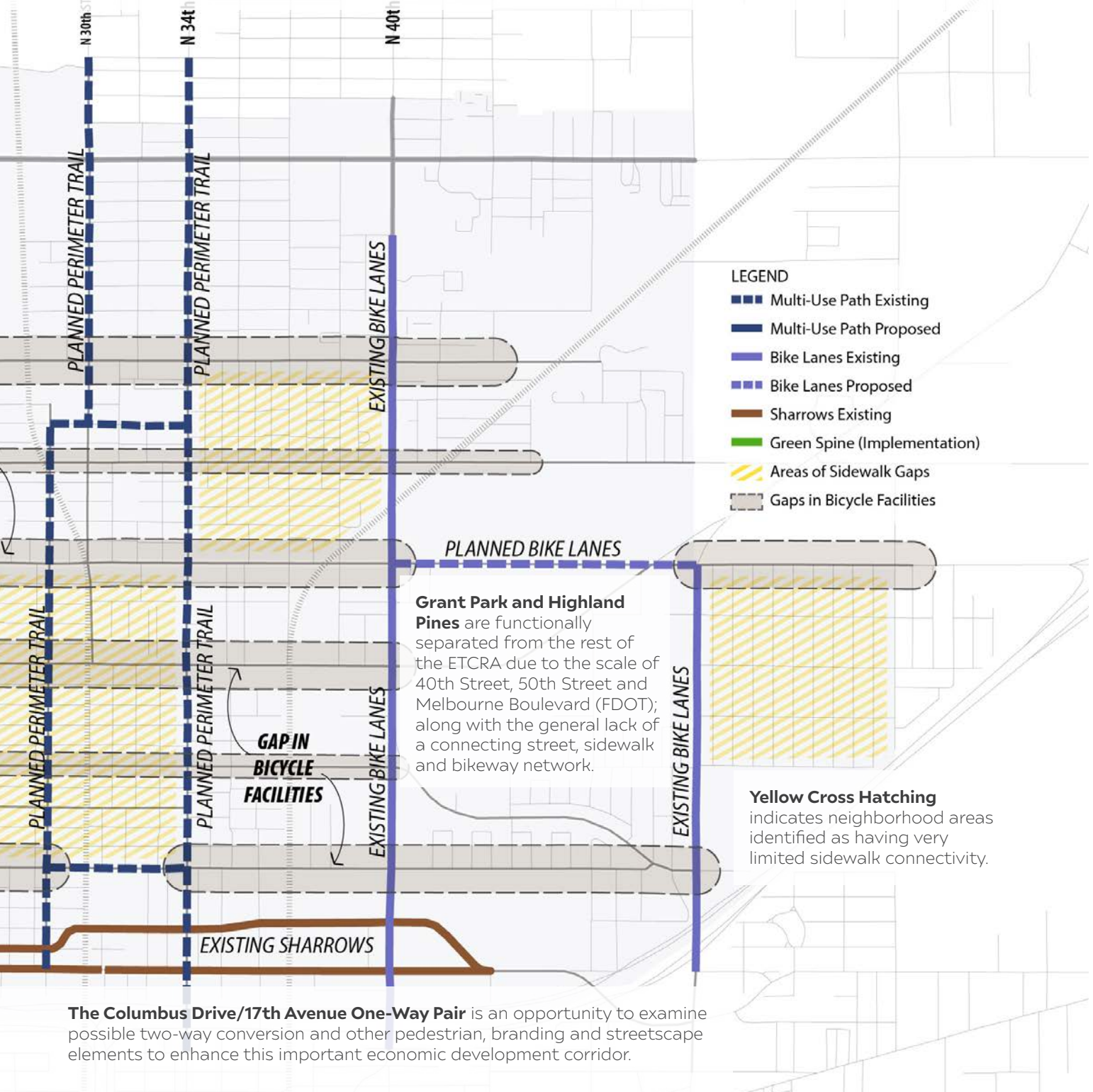


Streets shown in grey are considered important community connectors that should be considered for improved pedestrian, bicycle, street tree, lighting and other complete street mobility and esthetic enhancements. They are also priority candidates for an enhanced "Safe Routes to Schools"/"Crosswalks to Classrooms" plan.

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 I-4.

The City of Tampa is planning an expanded bicycle/pedestrian mobility network into East Tampa (see legend). Many of the planned bicycle facilities follow the traditional North-South local retail main streets.

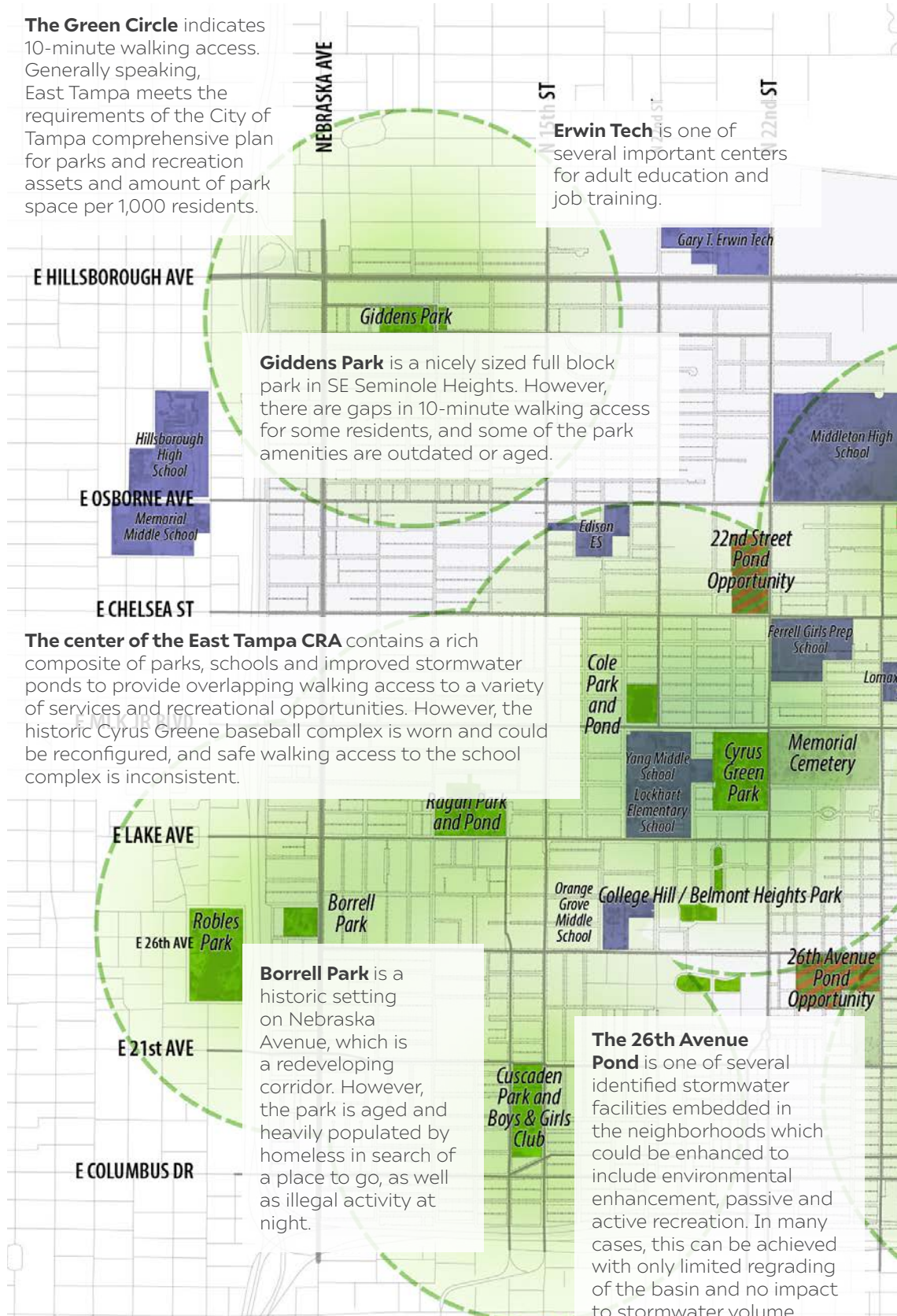
However, it is important to note the role that the East-West streets play in facilitating local mobility across the community, and these streets should also be a focus.



PARKS AND CIVIC 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 per 1,000 residents.



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

E HILLSBOROUGH AVE

NEBRASKA AVE

17th St

18th 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

E LAKE AVE

Ragan Park and Pond

Yang Middle School
Lockhart Elementary School

Cyrus Green Park

Memorial Cemetery

E 26th AVE

Robles Park

Borrell Park

Orange Grove Middle School

College Hill / Belmont Heights Park

26th Avenue Pond Opportunity

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.

Cuscaden Park and Boys & Girls Club

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 ETCRA 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.

Land Acquisition is allowing for an expansion of some parks to create more regional facilities with a richer (and updated) suite of parks and recreation uses to serve all of East Tampa.

Campus locations such as the large Williams Park and Community Center with Jones Elementary create a true neighborhood center. However, access for many is difficult, and the park requires enhanced lighting and policing at night.

The NFL YET Center football field and park represents a fantastic modern facility, as well as a positive example of public/private partnership in its funding, development, programs and maintenance.

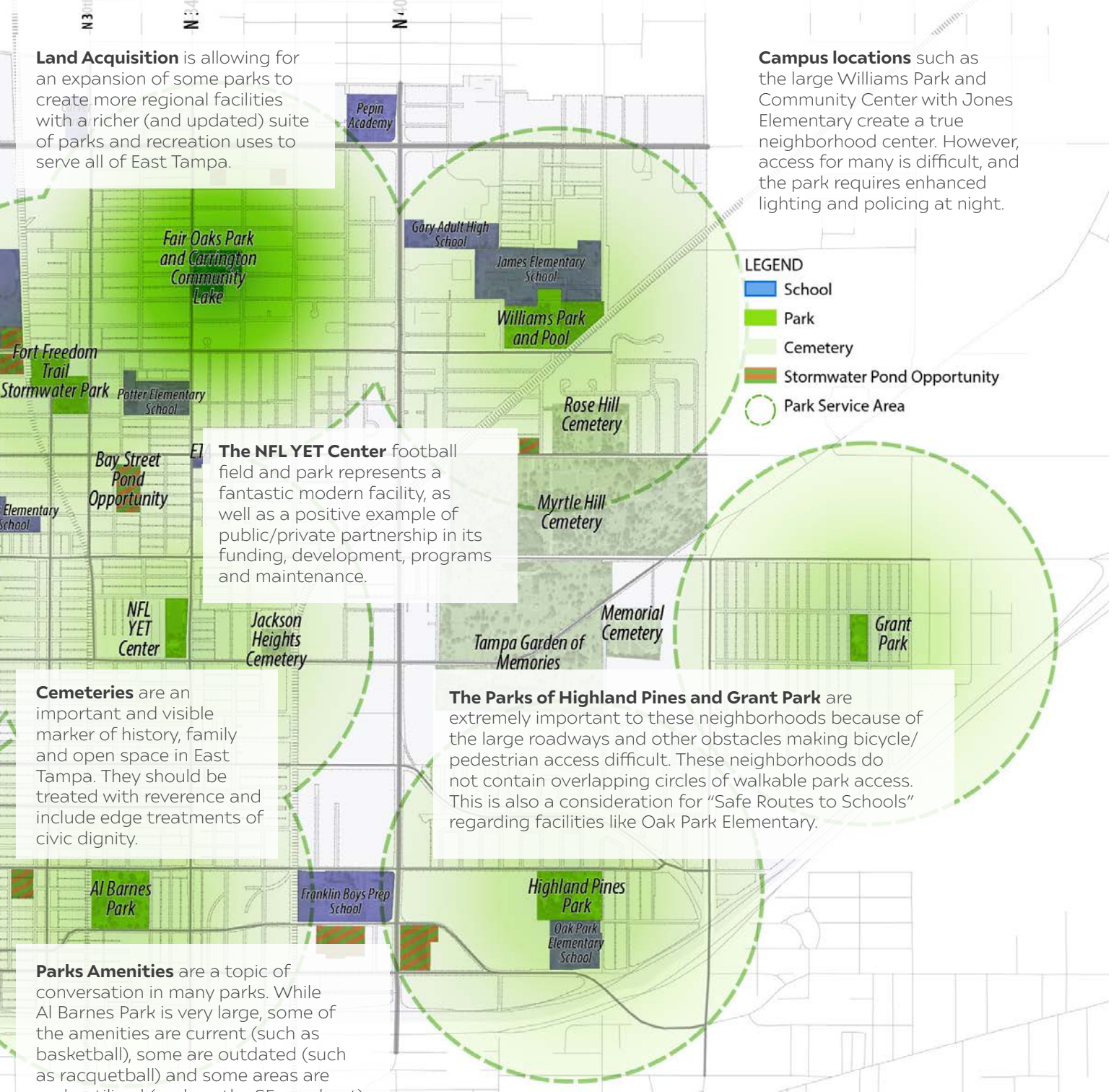
Cemeteries are an important and visible marker of history, family and open space in East Tampa. They should be treated with reverence and include edge treatments of civic dignity.

The Parks of Highland Pines and Grant Park are extremely important to these neighborhoods because of the large roadways and other obstacles making bicycle/pedestrian access difficult. These neighborhoods do not contain overlapping circles of walkable park access. This is also a consideration for "Safe Routes to Schools" regarding facilities like Oak Park Elementary.

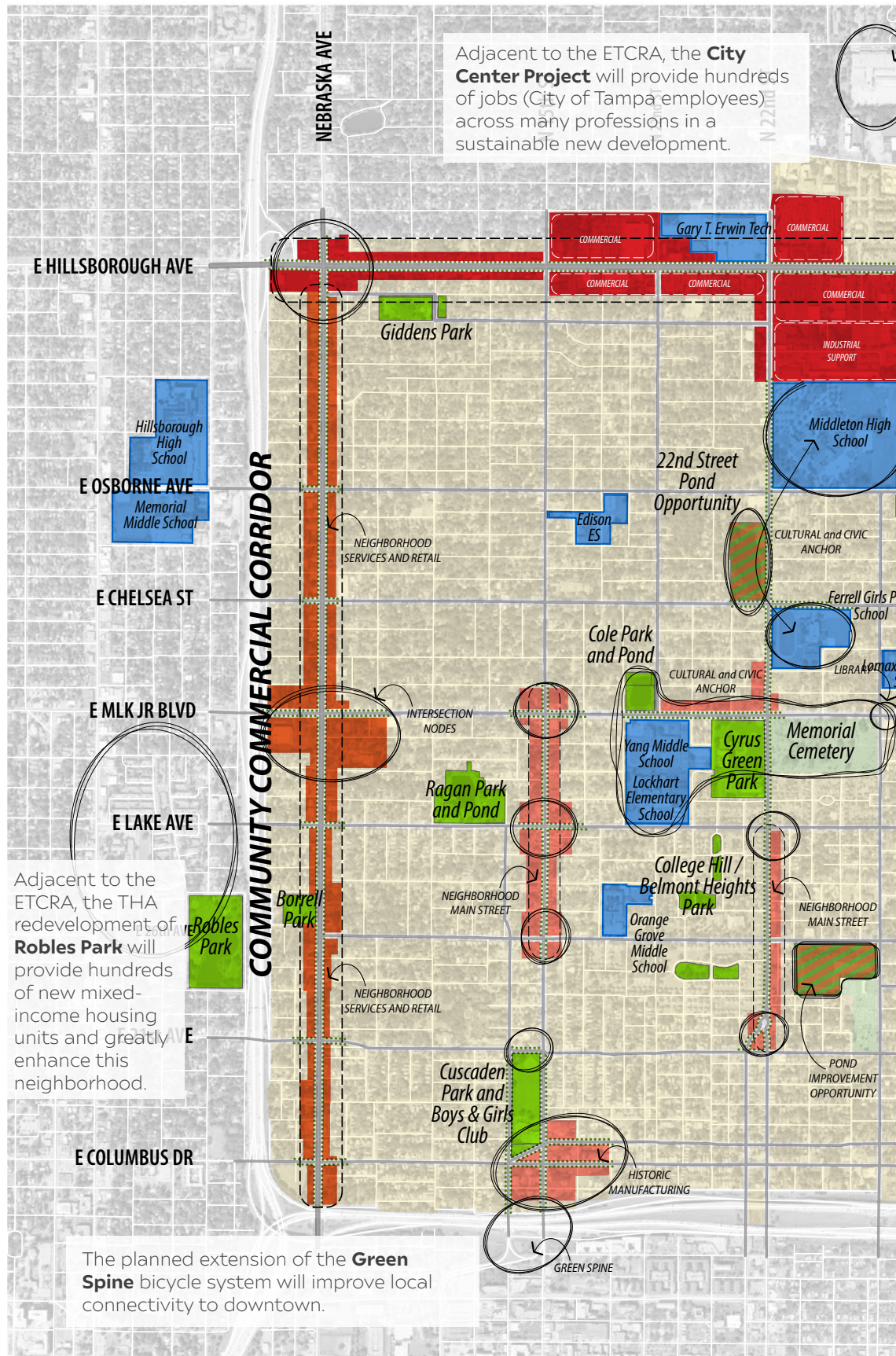
Parks Amenities are a topic of conversation in many parks. While Al Barnes Park is very large, some of the amenities are current (such as basketball), some are outdated (such as racquetball) and some areas are underutilized (such as the SE quadrant).

LEGEND

- School
- Park
- Cemetery
- Stormwater Pond Opportunity
- Park Service Area



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



Adjacent to the ETCRA, the **City Center Project** will provide hundreds of jobs (City of Tampa employees) across many professions in a sustainable new development.

Adjacent to the ETCRA, the THA redevelopment of **Robles Park** will provide hundreds of new mixed-income housing units and greatly enhance this neighborhood.

The planned extension of the **Green Spine** bicycle system will improve local connectivity to downtown.





CONCLUSIONS – LOOKING FORWARD

The ETCRA SAP 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 the 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 ETCRA!!

Conclusions and Outcomes: 2022 ETCRA SAP Update

The opportunities for the ETCRA are abundant! The process of developing the 2022 Strategic Action Plan has 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 Financing (TIF) 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, as well as 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 ETCRA has had 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 the ETCRA is a large, diverse area, it can accommodate a diversity of people and places that maintain 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

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.



variety of possibilities across the entire spectrum of community life, economic potential, and sense of place.

As the ETCRA continues forward, the **10 Strategic Themes** become a guide for specific decisions the community will make together and with partners. All the possibilities of the next five 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—i.e., 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



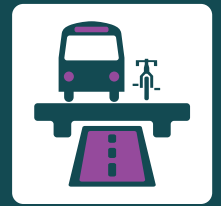
NEIGHBORHOOD BEAUTIFICATION & APPEARANCE



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.



Implementing the ETCRA Strategic Action Plan Ideas: Recommended Early Steps

This plan is organized around 10 Community Based Themes that arose out of extensive community engagement and review. Both the Input and the 'Action Plan Response' for each Theme are characterized in Chapter 2 of this report. The mission of the plan is to address the topics of concern embedded in each Theme, with Actions defined as Projects, Programs and Partnerships.

These initial Recommended Early Steps provide a starting point for consideration in activating all the ideas of the SAP over the next five years.



RESIDENTIAL INVESTMENT & HOME REPAIR OPPORTUNITIES

Strategic Theme #1

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

1. Hire an ETCRA Staff Housing Support Coordinator to administer the existing program of available grants
2. Validate all current and emergent financial assistance programs available for new Homeowners
3. Create clear communication materials that describe the intent of each grant, the amounts and how to apply. Promote this document
4. Validate the program for existing housing repair. Create clear communication materials
5. Re-assess appropriate properties for continued acquisition and residential redevelopment development in partnership with the City of Tampa to meet diverse needs of residents, including senior housing, as well as new development typologies such as townhomes and multi-family in context appropriate locations



NEIGHBORHOOD BEAUTIFICATION & APPEARANCE

Strategic Theme #2

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.

1. Establish the ETCRA Logo, and develop Neighborhood Branding packages for logos, signage, banners, wayfinding, etc. Retain a Branding and Environmental Graphics consultant to assist in developing content that unifies East Tampa while recognizing each distinct neighborhood. Coordinate with City of Tampa and Utility providers to implement
2. Identify priority "Community Connector" Streets (per SAP maps) that the neighborhood would like to feature for enhanced branding, beautification, ADA safety, street trees and Complete Street treatments. Dr. MLK JR Blvd is an initial suggestion
3. Meet with Tampa MOVES and Vision Zero to review and discuss key streets for inclusion in their program, potential fast track partnerships
4. Support neighborhood beautification efforts for local gardens, art, building murals, utility boxes, curb inlets, etc. and promote with features in newsletters and other social media



COMMUNITY HEALTH & SAFETY

Strategic Theme #3

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

1. Work with Tampa Parks and Mobility to identify specific areas needing additional street or park lighting as well as traffic calming for high-speed cut-through streets. Partnered implementation
2. Work with TPD, Environmental Crimes Program and Neighborhood Watch to increase community safety and proactively address 'crime-nodes'. Begin with collaborative workshop to establish existing metrics, partners, and tools/techniques to address issues
3. Develop a branded "culture of engagement", building upon current assets that support and encourage people of all ages to be involved in their community, clubs, sports, education, etc.
4. Develop a branded "culture of health", building upon current programs to promote wellness and healthy lifestyles and walkable access to healthy food – including new concepts such as mobile produce food trucks/ markets and community gardens embedded in the neighborhoods

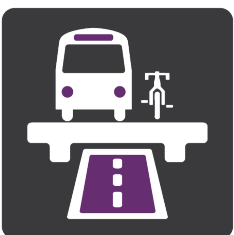


INFRASTRUCTURE & STORMWATER MANAGEMENT

Strategic Theme #4

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.

1. Identify top three priority stormwater ponds (from identified SAP candidates) for landscape beautification, environmental enhancement as well as recreational amenities. Retain landscape architect to assist in concept design budget estimates. Coordinate with COT Parks and Stormwater Departments
2. Meet with City Infrastructure Departments to establish shared understanding of most critical areas of need regarding localized street flooding in neglected areas including neighborhood input and City Capital Improvement Program. Continue to provide partnered funding to expedite upgrades
3. Establish a regular (bi-annual?) interdepartmental review with COT regarding infrastructure in the East Tampa CRA to maintain communication and collaborate on prioritized projects for funding/timing
4. Advocate for overhead utility line burial and repairs by the local utility companies on key 'neighborhood connector' streets so that street trees and other amenities may be installed



LIVABLE STREETS & TRANSPORTATION

Strategic Theme #5

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.

1. Meet with City Mobility on the Tampa MOVES and Vision ZERO programs to review all COT planned sidewalk, ADA intersection, safe routes to schools/crosswalks to classrooms and areas-wide bicycle planning for the ETCRA per SAP identified "Community Connector" streets. Identify priority projects for accelerated implementation
2. Meet with City Mobility to discuss FDOT (or other agency) Local Area Participation (LAP) funding for sidewalk, landscape, enhanced bikeways, and graphic intersection crossings for all FDOT/ County roads
3. Identify streets most in need of traffic calming, particularly relative to cut-through traffic and collaborate with COT Mobility to implement
4. Meet with HART to identify enhanced & branded bus stop facilities on routes of highest ridership per SAP mapping. Collaborate to implement



**PARKS,
RECREATION &
PROGRAMS**

Strategic Theme #6

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

1. Work with COT Parks to assess each park and the need for updated, repaired or new/ different recreational amenities or programs to better meet the needs of the community. This can be completed in part through the ongoing Parks System Master Plan process. Partner to expedite prioritized needs for heavily used parks such as the Cyrus Green ballfields as well as underutilized assets such as Cuscaden Park
2. Ensure every ETCRA resident is within an accessible, 10-minute walk of a park. This may include land acquisition, new pocket parks, park expansion and coordination with Stormwater on retrofits to identified ponds
3. Support efforts for a new Regional Park currently planned in East Tampa
4. Support enhancements to Borrell Park, as well as efforts to improve safety and security around adjacent neighborhood area properties



**COMMUNITY
COMMERCIAL
SERVICES**

Strategic Theme #7

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

1. Retain an architectural team to program and development concept and budget for developing the 'Gator Building' and properties at 22nd St/Lake Avenue into a community HUB that may include farmers market or other retail/business center opportunities
2. Collaborate with COT to develop a Corner Store/Local Main Street review of land use and zoning codes to support local redevelopment and small business investment in historic small lot areas
3. Develop and Promote the Business Assistance Programs for interior and exterior grant programs (like residential) and include increased staff capacity to implement and assist
4. Facilitate and promote local lending connecting small businesses to entities with attractive capital and lending programs targeted to the ETCRA



**EDUCATION,
EMPLOYMENT &
JOB CREATION**

Strategic Theme #8

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

1. Continue the Youth Leadership Academy and Career Development and expanded year-round employment initiatives
2. Promote and support the organization, enhancement, and infrastructural reinvestment in existing Industrial and Large Commercial properties as identified in the SAP mapping
3. Promote and support the recruitment of identified / desired businesses to East Tampa in collaboration with the COT Economic Development & Opportunity Zone program, EDC, and other Partners
4. Leverage, connect and promote the opportunities with local and regional educational and training partners and local employers to build a more prepared, job ready workforce



CULTURE, MARKETING & PROMOTION

Strategic Theme #9

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.

1. Complete the 34th Street Public Art Project and identify other locations for public art while collaborating with the neighborhood beautification activities to enhance the visual appeal and branding of East Tampa
2. Establish a multi-layered communications program (newsletters, social media, etc.) that celebrates and promotes ETCRA local accomplishments, people, places and diverse history and culture
3. Create more events and culturally diverse activities to both invite people into East Tampa as well as cross-connect neighborhoods to jointly celebrate the history and culture of ETCRA's many places
4. Develop shared promotional opportunities such as a 'Buy Local' ETCRA program or 'dine out' ETCRA restaurant month, etc. to both celebrate and feature the key businesses to the local and regional audiences



LEADERSHIP, PARTNERSHIP & CAPACITY

Strategic Theme #10

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.

1. Hire Additional Staffing or retained resources to expand the capacity of the ETCRA to implement programs with more 'firsthand' personal attention
2. Build trust and positive collaboration with the neighborhoods and local businesses through frequent communication and collaboration and celebrate shared success
3. Consider methods for assuring a balanced participation on the ETCRA CAC and Subcommittees to assure broad representation of all neighborhoods and provide educational materials and programs so that volunteers understand their mission and ETCRA framework
4. Embrace the shared partnership opportunities with the City of Tampa (and current programs such as MOVES, Opportunity Zones, etc.) and other partners to increase the positive 'focus on East Tampa' as well as leverage shared funding opportunities

The following pages of this section include budgeting worksheets for each of the 10 Themes as documented in the Input and Actions found in Chapter 2. The worksheets show existing 'allocated' funding from past Fiscal Years, some of which may 'carry forward' as the ETCRA works on the programs to deploy the funds.

The Future Budgeting Tables also include a Proposed Funding amount for each Theme over each of the next five Fiscal Years (FY2023-FY2027), with a grand total that equals the 'low' Tax Increment Funding projections. As the ETCRA and CAC work on annual budgets going forward, the funds for each Theme can be adjusted based on needs and priorities, as well as the actual total TIF budget, which at this time is only an economic projection.

ETCRA Strategic Plan 2022 Allocated Existing Funds

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #1	Housing Investment and Rehab Opportunities	Note: Some initiatives are already underway, either through prior FY activity, or through immediate impact of this SAP Plan on the FY2022 Budget after the Community Based Themes were developed in the spring of 2021. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc		
Mission Statement	Support the needs of all East Tampa residents (existing and future) to live in safe, attractive & attainable housing.			
ETCRA 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. Create communication materials.		Hire; Develop Communication Materials ASAP	Ongoing Management	Ongoing Management
2. Land Acquisition. Purchase/assemble real estate assets to foster infill development.		Acquire	Acquire & Develop	Develop
3. New Housing Construction. Partner with the City of Tampa's inventory of existing infill sites and identified houses referred for repairs to deploy the owner-occupied housing programs.		Inventory & Implement ASAP	Implement	Implement
4. Focus Initial Financial Support on existing housing stock stabilization via new, branded and clear communication materials to be developed and 'marketed' to the ETCRA Neighborhoods		Develop & Implement ASAP	Update and Maintain	Update and Maintain
Programs				
1. Rahab Loans and Grants. Continue to create flexible & affordable housing programs - particularly financial assistance related to down-payment assistance and lending partnerships, etc. Create Communication Materials and Establish Management / Staffing		Define and Communicate ASAP	Evaluate and Adjust	Evaluate & Adjust
2. Deteriorated Housing Programs. Develop a variety of housing rehabilitation programs for existing residents to meet the varying levels of improvement needs. Create Communication Materials and Establish Management / Staffing.		Define and Communicate ASAP	Ongoing: Evaluate, Adjust	Evaluate & Adjust
3. Continue to support financial literacy and home ownership trade skills. Identify existing and potential Partners.		Define and Communicate	Ongoing, Evaluate	Evaluate & Adjust
4. Concentrate initial investments to maximize neighborhood impact		Ongoing	Ongoing, Evaluate	Evaluate & Adjust
Partnerships and Advocacy				
1. ETCRA will support the City of Tampa adopting land use policies to allow a wider variety of residential products in contextually appropriate settings. (i.e., townhomes/tandem homes/duplexes/ADU's; Midrise / Mxd Use / Mxd Income on major corridors, etc.)		Define with City	Monitor	Evaluate & Adjust
2. ETCRA will encourage new development and support rehabilitation assistance that reinforces historical architectural forms & styles through collaboration with City Depts.		Define with City	Monitor	Evaluate & Adjust
3. ETCRA will collaborate with the City of Tampa, THA and other partners to explore creative solutions for low income and homeless services.		Engage with City + Partners	Monitor	Evaluate & Adjust
4. ETCRA will continue to develop incentive policies , including land assembly, to encourage private development of infill sites: single family and multi-family products.		Define Goals & Tools CRA + City	Implement ASAP	Evaluate & Adjust
5. ETCRA will continue to review and refine the housing assistance programs to meet community needs, incl incentive programs for locally based Workers, Teachers and First Responders.		Define, Refine & Communicate	Implement ASAP	Evaluate & Adjust
Subtotal Assigned to Specific Actions				

+5 Year Proposed Funds based on TIF Projections

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
\$ 4,323,500.00	\$ 4,390,000.00	\$ -	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 10,713,500.00
\$ 1,693,500.00	\$ 890,000.00						
\$ -	\$ 2,000,000.00						
\$ 1,930,000.00	\$ -						
\$ 700,000.00	\$ 1,500,000.00						
\$ -	\$ -						
\$ -	\$ -						
\$ 4,323,500.00	\$ 4,390,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #2	Beautification and Appearance	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA Plan Response				
Projects				
1. Adopt new ETCRA Logo & Develop Neighborhood Branding (logo, signage, banners).		Design and Develop	Deploy / install	Maintain and Update
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).		Confirm goals with City Mobility	Partnered Investment	Partnered Investment
3. Identify high pedestrian traffic intersections for special crosswalk graphics, particularly at Neighborhood Gateways and near significant School Crossings.		Identify & Design with City Mobility	Install via Partnership with Mobility / MOVES	Install via Partnership with Mobility / MOVES
4. Continue existing programs & partnerships such as Tree Trimming, Lake Maint and Lighting		Ongoing	Ongoing	Ongoing
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. (include funding)		Devel Program	Install & Continue	Install & Continue
2. Continue Environmental Crimes Detective for targeting and resolving chronic dumping and coordinating a team of City services (Code, Homeless, Crime, etc.) to address the blighting issues in ETCRA		Ongoing, Engage City re Homeless	Ongoing	Ongoing
3. Continue the Clean Team summer youth program, consider expanding year-round.		Ongoing	Ongoing	Ongoing
4. Improve public edges and gateways to cemeteries and parks.		Identify, Design	Install	Ongoing
5. Coordinate planned public realm improvements or investment areas with strategic residential and commercial façade upgrades.		Identify and Market program	Install	Install
6. Highlight neighborhood beautification efforts through local newsletter and media communications / community celebration events.		Devel Program & Market	Celebrate & Market Success	Ongoing
Partnerships and Advocacy				
1. ETCRA will continue to prevent and address chronic dumping and code violation sites through the Environmental Detective and Code Enforcement		Ongoing	Evaluate & Adjust	Evaluate & Adjust
2. Establish a monthly or quarterly "Code Enforcement Scorecard" with City/Env Detective to communicate progress on violations.		Develop	Evaluate & Adjust	Evaluate & Adjust
3. ETCRA will support local "neighborhood watch" programs (as an extension of TPD) to monitor safety, dumping & stormwater pond cleanup.		Develop	Evaluate & Adjust	Evaluate & Adjust
4. Provide sustainable landscape design assistance by partnering with local colleges / universities		Identify Partner	Implement	Evaluate
5. Install Banner / Graphics program through collaboration with City and Local Utility providers		Engage Partners	Implement	Maintain
6. Coordinate with Tampa MOVES & Vision Zero to include Street Trees and Beautification elements on identified priority project areas and corridors		Engage Mobility	Implement	Implement
Subtotal Assigned to Specific Actions				

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
\$ 200,976.00	\$ 601,238.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 5,802,214.00
\$243,750							
\$ (5,639.00)	\$ 142,172.00						
\$ (37,135.00)	\$ 459,066.00						
\$ 200,976.00	\$ 601,238.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #3	Community Health and Safety	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
Mission Statement	Promote and Enhance the protection of all East Tampa residents to live without fear of criminal violence and personal safety.			
ETCRA Plan Response				
Projects				
1. Reduce high speed cut through traffic by implementing traffic calming devices on selected corridors and neighborhood cut through routes. Identify locations w Neighborhoods & Mobility		Identify w City Mobility	Install	Install
2. Partner with City Mobility and Parks Departments to address infill street and park lighting as needed to enhance nighttime safety.		Identify w City Trans + Parks	Install	Install
3. Expand the CRA internal code enforcement capacity to improve trash and debris removal from vacant lots and public rights of way.		Expand CRA Staff Capacity	Ongoing	Ongoing
Programs				
1. Eliminate established property 'crime-nodes' within the neighborhoods to address safety issues through ongoing facilitation between TPD, Env Crimes Detective and Neighborhoods		Identify & Partner	Monitor TPD Progress	Monitor TPD Progress
2. Strengthen partnerships that focus on community safety and personal wellness , particularly with the School Board, community centers, churches, Boys & Girls Club to create a more active learning and 'after school activities' environment for children and adults.		Outreach and Review Opps	Monitor Progress and Programs	Monitor Progress and Programs
3. Recruit / incentize the continued establishment of adequate healthcare services (including urgent care, pediatric and primary physician healthcare, dental, mental health, etc.).		Recruit and Support	Facilitate Development?	Facilitate Development?
4. Continue to encourage and support community gardening , nutrition programs and related activities centered around healthier lifestyles.		Identify Sites and Partners	Ongoing Support	Ongoing Support
5. Continue to partner with the City of Tampa for improvements to City Street lighting and other basic Utility Service issues that contribute to Neighborhood Safety		Ongoing	Ongoing	Ongoing
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.		Ongoing Dialogue and Reporting	Evaluate & Adjust	Evaluate & Adjust
2. ETCRA will support the City of Tampa's HOPE Homeless Facility to address East Tampa's homeless and at-risk population to services and needs.		Support & Advocacy	Evaluate & Adjust	Evaluate & Adjust
3. ETCRA will support a ' Culture of Engagement ' for children and adults to be active in the community and participating in local sports, clubs, education, job skills training or other neighborhood activity groups.		Outreach & Marketing	Monitor Progress & Participation	Monitor Progress & Participation
4. ETCRA will support a ' Culture of Health ' through advocacy & access to healthcare and healthy lifestyles.		Outreach & Marketing	Monitor Participation	Monitor Participation
5. Improve street & park lighting and basic utility service issues that contribute to neighborhood safety through collaboration & advocacy with City and Utility providers.		Identify, Report and Partner	Ongoing	Ongoing
Subtotal Assigned to Specific Actions				

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #4	Infrastructure and Stormwater Management	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA Plan Response				
Projects				
1. Continue to fund an annual program to enhance City infrastructure improvements in neglected neighborhood areas , such as sidewalks, curbs, gutters, inlets, and ADA intersections, accelerating planned improvements.		Identify key intersections near Schools	Implement via City / Partner	Implement via City / Partner
2. Identify and prioritize 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. (includes unimproved ponds at 22nd Street, 26th Avenue, Bay Street, Williams Park, Chelsea Street, 40th Street and 19th Avenue). Collaborate with City Stormwater and Parks Departments.		ID sites and hire Consultant to do concept design & costing.	Implement and Repeat	Implement & Repeat
Programs				
1. Work with the City Infrastructure Departments to further establish a hierarchy of needed infrastructure upgrades and improvement schedule.		ID with City via Workshop Days	Implement via City / Partner	Implement via City / Partner
2. Monitor status of initiated improvements via GIS Mapping Tools and Local Communication Platform. (City of Tampa and the ETCRA SAP have each created usable GIS Platforms).		Already Started, Maintain	Monitor and Maintain	Monitor and Maintain
Partnerships and Advocacy				
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 Partnership.		Collaborate w City Teams re CIP Projects	Ongoing	Ongoing
2. 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.		Collaborate w City Teams re CIP Projects	Ongoing	Ongoing
Subtotal Assigned to Specific Actions				

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #5	Livable Streets and Transportation Mobility	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA Plan Response				
Projects				
1. Improve "Safe Routes to Schools" and Major Parks with highly marked sidewalks, decorative crosswalks, and local signage/wayfinding & branding graphics. CRA guidance and collaboration with Tampa MOVES and Vision ZERO		ID Routes and Design with Tampa MOVES	Implement	Implement
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. – refer to neighborhood connectors map).		ID locations and Design with Tampa MOVES	Identify and Design, LAP Opportunity	Implement
3. Support the expedited completion of currently planned City Bike Routes and Trails with Tampa MOVES, Vision ZERO and Green Spine programs. This includes planned routes on 22nd, 30th, and 34th streets as well as needed facility consideration for Osbourne Ave, Chelsea, MLK Blvd, Lake Ave, 26th Ave and 21st Ave.		ID ETCRA priorities and expedite via Tampa Mobility	Expansion	Expansion
4. Reduce speeding throughout East Tampa neighborhoods through the use of traffic calming devices, landscaping, and other design features.		ID with ETCRA & Tampa MOVES	Implement	Implement
5. Support identified City Mobility Dept CIP street resurfacing projects (FY18-22 + ET neighborhood + SE Seminole Resurfacing		Complete	Define and Support	Define and Support
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.		Outreach w/ Tampa MOVES	Fund and Implement	Implement
2. Engage FDOT for potential LAP projects to install enhanced landscaping, street trees, sidewalks & trails and intersection crossing on 50th, 40th, Hillsborough, etc.		Outreach w/ Tampa MOVES	Identify & Design Projects	Implement
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.		Outreach & Identify Opps	Identify & Design Projects	Implement
4. Ongoing dialogue with City Mobility, Hillsborough County, and FDOT to promote expansion of planned City bike routes to include East-West connectivity.		Identify next phases	Support City Design	Implement
5. Partner with TPD to work with the community to develop solutions and awareness directed at reducing vehicular speed to improve neighborhood safety.		Identify High Speeding Roads	Develop & implement solutions w City	Ongoing, Implement
Partnerships and Advocacy				
1. ETCRA will collaborate with City Mobility Department to identify key "community connector" streets to initiate complete street design best practices that may include ADA crossings, sidewalk, traffic calming devices, bike facilities, street trees, lighting, signalization, graphics and other enhancements. Includes, but not limited to: Columbus Dr, MLK Blvd, Chelsea Street and 21st, 26th, Lake, and Osbourne Aves (East-West) as well as Nebraska Ave, 15th, 22nd, 30th, 34th, 40th and 50th Streets (Northsouth).		Outreach and Identify within CRA & Residents and Tampa Mobility	Support City Design	Partner & Implement
2. In conjunction with #1 above, explore FDOT LAP shared for listed improvements, as well as coordination with railroads for improved local neighborhood safety crossings.		Outreach and Identify w City	Support City Design	Partner & Implement
3. 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.		Outreach and Identify w City	Support City Design	Partner & Implement
Subtotal Assigned to Specific Actions				

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #6	Parks, Recreation and Programs	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA Plan Response				
Projects				
1. Update the recreational amenities at existing parks to be more relevant to the needs of the ETCRA community as well as increased safety measures for users of all ages.		ID in conjunction with City PRMP	Implement	Implement
2. Increased or new parks in underserved areas through acquisition and park development.		ID locations, coord w City Parks Dept	Identify	Implement
3. Increase safety, lighting, local policing in parks, particularly after dark to reduce crime.		Ongoing	Ongoing	Ongoing
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.		ID locations, begin design.	Design and implement	Implement
5. Support the new Regional Park current planned in East Tampa (site identified and in design now)		Expedite	Implement	
6. Support Borrell Park enhancements in conjunction with local neighborhood safety measures.		Expedite	Implement	
Programs				
1. Improve access/connectivity, appearance and overall maintenance of the ETCRA parks and community centers.		ID key locations, workshop Parks and Mobility	via Parks & Mobility Dept	via Parks & Mobility Dept
2. Expand Community Center offerings for Youth to create a more engaged, active community.		via Parks Dept	via Parks & Rec	Ongoing
3. Offer more quality multi-generational programs at community centers, including adult activities.		via Parks Dept	via Parks & Rec	Ongoing
4. ETCRA will support Crime Prevention Through Environmental Design (CPTED) in all parks and work with TPD and Neighborhood Watch programs to improve safety.		via Parks Dept	Ongoing	Ongoing
Partnerships and Advocacy				
1. ETCRA will work with School Board to co-locate parks and recreation programs with school campuses where feasible.		Engage School Board re Opps	Define	Evaluate & Adjust
2. ETCRA will collaborate with City Parks and Stormwater Departments to activate, beautify and maintain identified stormwater ponds.		ID & prioritize Sites	Deploy & Install	Ongoing
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.		ID & prioritize Sites	Deploy & Install	Ongoing
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.		Workshop w Parks / PRMP	Deploy & Install	Ongoing
Subtotal Assigned to Specific Actions				

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #7	Community Commercial Services	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
Mission Statement	Promote and enhance increased daily retail needs and an improved investment environment for commercial services within ETCRA.			
ETCRA Plan Response				
Projects				
1. Develop the CRA owned property at 22nd / Lake into a Community HUB retail business center.		Program Design	Implement	
2. Develop a "corner store" intersection prototype that addresses facades, intersection markings, overall appearance, and marketing/branding to reinforce traditional neighborhood retail opportunities.		Planning Policy w/ ETCRA and City Planning Dept	After City Neighborhood Business District Program	
3. Recruit / incentivize daily needs businesses especially food and pharmaceutical.		Identify & Define Tools	Activate	Activate
4. Establish an incentive program for interior improvements for commercial building types.		Define Program & Management	Develop	Ongoing
5. Continue the Business Exterior Façade Grants program and assistance to improve property		Ongoing	Ongoing	Ongoing
6. Assemble Properties for retail repositioning and redevelopment at key locations		ID and Deploy	Solicit Redevel	Ongoing
Programs				
1. ETCRA will explore programs to assist local businesses with the parameters of State CRA Statutes and ETCRA / CAC priorities.		Ongoing	Ongoing	Ongoing
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.		Develop	Implement	Ongoing
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.		Develop linked programs and ID Partners	Realize the impact of Res Investment	Ongoing
4. Highlight ETCRA retail / business and investment services locally and regionally. (i.e., consider an East Tampa 'buy local' program, etc.).		Collaborate with Branding Theme	Implement	Ongoing
5. Develop a 'concierge permit assistance' program to facilitate that small business owners progress timely through the City Permit and Review process with greater ease.		Develop ideas w/ City Planning	Implement	Ongoing
6. COVID-19 Assistance program		Ongoing		
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.		Ongoing	Ongoing	Ongoing
2. ETCRA will assist in facilitating the marketing connectivity between public and private entities to explore how to best support the businesses in the area.		Ongoing	Ongoing	Ongoing
3. ETCRA will support the development of a stronger Neighborhood Commercial Center strategy and associated land use / zoning policies in collaboration with City Planning		Pilot Program	Ongoing	Ongoing
4. ETCRA will participate in connecting residents with business support organizations to strengthen workforce and business training opportunities.		ID Partners & Programs	Ongoing	Ongoing
Subtotal Assigned to Specific Actions				

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
\$ 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
\$ 316,800.00	\$ -						
\$ -	\$ 500,000.00						
\$ 517,000.00	\$ -						
\$ 500,000.00	\$ -						
\$ 1,333,800.00	\$ 500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #8	Education, Employment and Job Creation	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
Mission Statement	Promote and enhance efforts that may increase local employment for skilled labor as well as professional services.			
ETCRA Plan Response				
Projects				
1. Continue the Youth Leadership Academy and Career Development programs to support Community and Career Engagement		Ongoing	Evaluate & Adjust	Evaluate & Adjust
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.		Initiating	Deploy	Ongoing
2. 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.		Partner with Opportunity Zone + TBEDC	Devel Program & Implement	Implement
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 businesses and key locations.		Define w/ City Econ Devel, Opp Zones, EDC, etc	Ongoing, track success metrics	Ongoing, Evaluate
2. Support the conversion of targeted properties to manufacturing, industry and business/office uses to provide diverse employment opportunities within East Tampa.		Define wCity Econ Devel, Opp Zones,	Ongoing, track success metrics	Ongoing, Evaluate
3. Continue to cultivate education and training partnerships with the School Board, Hillsborough Community College, USF, and other educational institutions.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
4. Promote and support the marketing of employment opportunities and entities.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
Partnerships and Advocacy				
1. Promote an environment that supports entrepreneurs and expanding existing businesses.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
2. 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.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
3. ETCRA will leverage with agencies and partners such as EDC, USF STEM, AMI to facilitate new investment in targeted sites and non-residential use areas.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
4. Improve (re-establish) communication and outreach regarding employment through the Faith Based Community.		Define Partners and Connect	Ongoing, track success metrics	Ongoing, Evaluate
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 families & inter-generational prosperity.		Engage, Market and Brand	Celebrate Legacy Families and Businesses	Ongoing, Evaluate
Subtotal Assigned to Specific Actions				

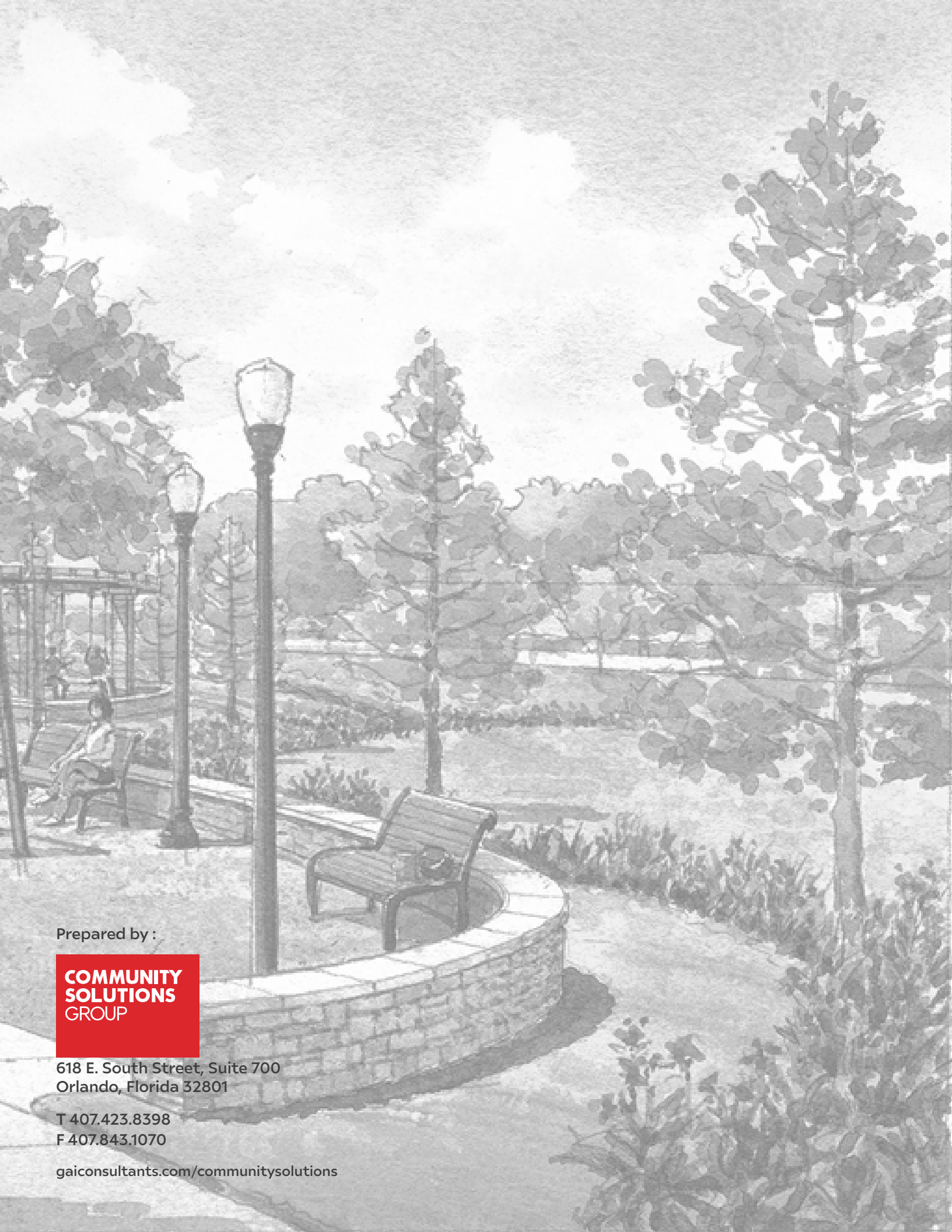
Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #9	Culture, Marketing and Promotion	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA Plan Response				
Projects				
1. Complete the 34th Street Public Art Project		Implement		
2. Create a multi-layered marketing & communications program with theming, graphics, logos, wayfinding banners, websites and promotional materials highlighting East Tampa neighborhood and business events.		Develop & Deploy Portions	Deploy full Program	Ongoing
3. Develop specific promotional materials featuring historic corridors, structures, places and culture/cuisine. Possible development of history tour, dining programs or other Events.		Develop and Deploy Portions	Deploy full Program	Ongoing
Programs				
1. Promote the successes and highlight the investment opportunities of East Tampa.		Develop Plan	Deploy	Ongoing
2. Promote more events within the neighborhoods and local business with more local roots and regional focus.		Develop Plan	Deploy	Ongoing
3. Re-establish neighborhood communication , information, and participation through local neighborhood news, CRA newsletters, Social Media presence, etc.		Develop Plan	Deploy	Ongoing
Partnerships and Advocacy				
1. ETCRA will foster improved communication and inclusion within the community, including open dialogue about community needs and emergent investments / activities.		Develop Plan	Deploy	Ongoing
2. ETCRA will market and promote its Heritage, History and Cultures to the greater downtown and region.		Develop Plan	Deploy	Ongoing
3. ETCRA will be positioned as an area of opportunity for new business, residential and investment.		Develop Plan	Deploy	Ongoing
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.		Develop Plan	Deploy	Ongoing
Subtotal Assigned to Specific Actions				

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
\$ 506,930.00	\$ -	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 500,000.00	\$ 500,000.00	\$ 2,706,930.00
\$ 300,000.00	\$ -						
\$ 193,930.00	\$ -						
\$ 13,000.00	\$ -						
\$ 506,930.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Community Based Strategic Initiatives		Priority 1-2 Years	Priority 3-5 Years	Priority 5+ years
Strategy #10	Leadership, Partnerships and Capacity	Note: Some initiatives are underway, either through prior FY activity, or through immediate impact of this SAP Plan (FY2022 Budget) after Community Themes were developed. Some elements will require a 'preparation' phase in years 1-2, followed by 'implementation' in years 3-5, etc.		
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.			
ETCRA 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		Expand / Add	Expand	Ongoing
2. Inform 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 document		Define and Develop Key Activities in fun Newsletter	Ongoing	Ongoing
3. Develop a managed set of 'community benchmarks' of economic and quality of life performance measures that can be updated each year.		Define Goals and Format, Deploy	Ongoing	Ongoing
Programs				
1. Build trust and communication between the CRA and neighborhood and local business leaders through regular communication and geographically and culturally diverse representation and participation on the CAC and Subcommittee Boards.		Define	Ongoing	Ongoing
2. Build trust and communication between the CRA and the City departments through regular meetings addressing status of Strategic Action elements.		Define	Ongoing	Ongoing
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.		Define	Ongoing	Ongoing
4. Consider Re-alignment of Subcommittees to better align with the 2022 SAP Community Initiatives.		Define	Ongoing	Ongoing
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.		Define parameters and track progress	Obligate TIF Revenues towards more Capital Projects	Begin process of negotiated Extension
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.		Define Communication	Ongoing	Ongoing
2. ETCRA will be inclusive of people and place in its leadership and geographic representation.		Explore CAC and Subcommittee	Ongoing	Ongoing
3. ETCRA will foster clear communication and inclusive dialogue with its neighborhoods and business community of activities and events of shared interest.		Develop communication plan	Ongoing	Ongoing
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.		Define	Ongoing	Ongoing
5. ETCRA will deliver on promises by balancing pace with capacity; investment with Return on Investments (ROI) to build trust for all parties.		Define	Ongoing	Ongoing
Subtotal Assigned to Specific Actions				
Total All Allocated Budgets + Projected TIF Revenues				







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