



# **Amended and Restated Community Redevelopment Plan for the Downtown Community Redevelopment Area**

**TAMPACRA**  
DOWNTOWN

**February 2025**

# LETTER FROM THE CRA DIRECTOR

As we continue our shared commitment to the growth and prosperity of Tampa's Downtown Community Redevelopment Area (CRA), I am pleased to provide the newest iteration of our Community Redevelopment Plan.

Our dedicated team has been working diligently to refine and enhance the strategies outlined in the initial 1983 plan for the Downtown CRA. Much has changed in the last 40+ years. I am excited to share that significant milestones have been achieved that align with our collective vision for a revitalized and thriving downtown.

However, our work is not done. Through the careful evaluation of existing conditions, we've learned that the Downtown CRA still hosts many challenges like housing, transportation, and economic issues. Our visitors, workers, and residents continue to bear the burden of these shortcomings, a reality that has emboldened our dedicated staff to continue to address.

This Downtown Tampa Community Redevelopment Plan is the guide that ensures the increment value generated by revitalization efforts are directed toward the most pressing needs in the Downtown CRA. Transparency and collaboration are at the core of our redevelopment efforts as we tackle the CRA Focus Areas - Attainable Housing, Connectivity, Economic Development, Quality of Life and Community Engagement. We encourage you to stay informed and engaged in the exciting developments taking place.

I express my deepest gratitude for your continued support and involvement in shaping the future of Tampa's Downtown CRA. Together, we are building a community that not only honors our rich history but also embraces a vibrant and sustainable future. Thank you for being an essential part of this transformative journey.

Your fellow Tampa neighbor,  
Community Redevelopment Agency Director



# COMMUNITY REDEVELOPMENT STAFF AND SPECIAL ACKNOWLEDGMENTS

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## Community Redevelopment Agency Community Advisory Committee

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Casey Bauer

Dr. Rebecca Nagy

Dustin Pasteur

Kim Puleo, Downtown River Arts  
Neighborhood Association

MaryBeth Williams, Friends  
of the Riverwalk

Ray Wong

Ryan Bogan

Sean Baraoidan

## Community Redevelopment Agency Staff

Erica Moody, Community  
Redevelopment Agency Director

Courtney Orr, Downtown CRA  
Development Manager

Melisa Martinez, CRA Senior  
Project Supervisor

## Special Acknowledgments to Participating Stakeholders

Bike-Walk Tampa

City of Tampa Housing

City of Tampa Mobility

City of Tampa Parking

City of Tampa Parks and Recreation

City of Tampa Planning

City of Tampa River/Stormwater

City of Tampa Sustainability  
and Resilience

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Friends of The Riverwalk

Friends of The Tampa Union Station

Patel Family Foundation

Strategic Planning Partnership

Tampa Architecture and Historic  
Preservation Board

Tampa Bay History Center

Tampa Convention Center

Tampa Downtown Partnership

Tampa Police Department

Tampa Union Station

## Consultant Team

Kittelson & Associates, Inc.

Riva Heinrich, AICP, Project Manager

JP Weesner, PLA, Project Principal





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An aerial photograph of a city street, likely in downtown Tampa. The image shows a mix of modern and older architecture. On the left, there are lush green trees and a sidewalk. In the center and right, there are tall buildings with light-colored facades and vertical architectural elements. A white, semi-circular graphic element is overlaid on the lower half of the image, containing the word 'INTRODUCTION' in blue capital letters. Two thin blue lines form a rectangular frame around the text.

# INTRODUCTION

# INTRODUCTION

The Downtown Tampa Community Redevelopment Agency (Downtown CRA) was established in 1983 for the original core boundaries and was amended in 1988 to include the remaining geographic bounds of what locals know as Downtown. The Downtown CRA was established by Tampa's City Council to study, review, and revitalize the conditions of slum and blight found in the downtown area, including the presence of crime and poverty, inadequate mix of land uses, disproportionate tax values, and subpar street conditions.

While many of the original sources of slum and blight have been addressed, there are new and persistent Florida statute-defined conditions that negatively impact livability and the local economy within the core and non-core boundaries. The Downtown CRA requested this update to its Community Redevelopment Plan (CRP) to reduce and mitigate the new and persistent elements of slum and blight in the area prior to the Agency's sunset date in 2043.

## Community Redevelopment Agency

The Tampa City Council sits as the Tampa Community Redevelopment Agency (CRA) Board. This body is responsible for administering programs and policies related to the City's CRAs. The Downtown CRA is overseen by the City's Director of CRAs with day-to-day operations administered by the CRA Manager. The Downtown CRA utilizes a Community Advisory Committee (CAC) comprised of residents, property owners and business owners and operators located within Downtown to facilitate the local participation and implementation of the plan. See **Figure 1** for CRA Boundary. Core and Non-Core boundaries have been combined for this Plan, but remain legally distinct.



**Figure 1.** Tampa Downtown CRA boundary



# STATUTORY REQUIREMENTS

Part III of Chapter 163, Florida Statutes (also known as the “Community Redevelopment Act”), establishes the statutory requirements for all community redevelopment plans and modifications to existing community redevelopment plans within the State of Florida. This Amended and Restated Community Redevelopment Plan (the “Plan”) complies with those statutory requirements including the following:

**A.** This plan is written with the required Finding of Necessity through the “Existing Conditions Analysis” (see pages 12 - 29 of this Plan), which includes a finding of the current existence of slum and blight conditions in the Downtown CRA (Core and Non-Core) as defined in the Community Redevelopment Act.

**B.** Additionally, this Plan includes all elements and other findings required by the Community Redevelopment Act including:

1. A legal description of the Downtown CRA (Core and Non-Core) on pages Appendix A, and a depiction of the boundaries of the Downtown Community Redevelopment Area in **Figure 1** on page 9. Please note that the Core and Non-Core portions of the Downtown CRA are separately depicted and described in Appendix A, and that separate redevelopment trust fund accounts exist for the Core and Non-Core areas of the Downtown CRA even though they are administered under this consolidated for the entire Downtown CRA;
2. Diagram(s) and general terms that show the following in the Downtown CRA: (a) the approximate amount of open space to be provided and street layout; (b) limitations on the type, height, number and proposed uses of buildings; (c) the approximate number of dwelling units; and (d) such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature;
3. A Neighborhood Impact Element describing in detail the impact of redevelopment activities upon residents in the Downtown CRA (especially low and moderate income residents) and surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the Downtown CRA;
4. Assurances that no persons will be temporarily or permanently displaced from housing facilities from community redevelopment activities within the Downtown CRA;
5. Identification of any publicly funded capital improvements to be undertaken in the Downtown CRA;
6. Adequate safeguards that the work of redevelopment will be carried out pursuant to this Plan;
7. The retention of controls and the establishment of covenants and restrictions (when appropriate) running with the land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the Community Redevelopment Act and this Plan;
8. An element of residential use in the Downtown CRA to remedy or address a shortage of housing for low and/or moderate income persons, including the elderly;
9. A detailed statement of the projected costs of redevelopment including the amount that is projected to be spent or expended on publicly funded capital improvements by the Agency in the Downtown CRA and any indebtedness of the Agency or the City to be incurred for redevelopment activities in the Downtown CRA;
10. All redevelopment activities funded with the use of tax increment funds shall be completed no later than September 30, 2043, unless said date is altered by an amendment to the Interlocal Agreement by and between the Agency, the City of Tampa and Hillsborough County and in accordance with the Community Redevelopment Act;
11. A finding that this Plan conforms with the City’s Comprehensive Plan;
12. Findings regarding any proposed land acquisitions, demolition and removal of structures, and redevelopment or rehabilitation projects or improvements within the Downtown CRA;
13. Provision for the development of affordable housing in the Downtown CRA;
14. Provision for the potential development and implementation of community policing innovations; and
15. Findings for the potential acquisition and redevelopment of any open areas in the Downtown CRA.

This Plan neither expands the boundary of the Downtown CRA nor extends the date of September 30, 2043, by which all redevelopment activities to be funded by tax increment funds from the Downtown CRA must be completed.











The background image shows a waterfront park area. In the foreground, there's a paved walkway with a wooden bench on the left. Several palm trees are scattered throughout the scene, some with their fronds reaching into the sky. In the background, a body of water is visible under a blue sky with some clouds. A white semi-circular graphic element is overlaid on the right side of the image, containing the text.

# **EXISTING CONDITIONS ANALYSIS**

# EXISTING CONDITIONS ANALYSIS

The Existing Conditions Analysis is separated into seven Needs Categories that were determined by engaging with City staff, public and private stakeholders, and the community. These Needs Categories outline statistics and characteristics within the Downtown CRA that contribute to the Finding of Necessity, the basis upon which the CRA must act for revitalization in accordance with the definitions of “Slum” and “Blight,” as defined in F.S. 163.330. This section concludes with a summary of public and stakeholder engagement and a synthesis of existing conditions as it relates to the definitions of slum and blight.

## The Needs Categories are described as:



### Environmental Infrastructure

The physical facilities needed for the operation of the Downtown CRA. The analysis focuses on the environmental impact on infrastructure due to the sudden onset of severe weather, flooding, or other events that threaten the economic viability of the Downtown CRA. Issues related to environmental sustainability and energy generation are also explored in this section.



### Public Safety and Quality of Life

The inventory and evaluation of factors that contribute to experiential quality of those living, working, and visiting the Downtown CRA. This section investigates both violent and property crime, as well as a review of parks and open spaces.



### Land Use and Economic Development

The land use and interrelated economic conditions within the Downtown CRA. This section explores the statistics and information related to existing land uses, parcel utilization, and vacant land.



### Affordable and Attainable Housing

The condition and market of housing within the Downtown CRA. The evaluation focuses on affordability and attainability of housing downtown.



### Transportation

The transportation condition of the Downtown CRA, analyzing the use of major thoroughfares, an inventory of multimodal facilities, and safety as it relates to travel.



### Urban Design

The design and aesthetic quality of the public realm. Inclusive of a regulatory review of design standards and stakeholder commentary related to design.



### Historic Preservation

The safeguarding and protection of historic structures and areas within the Downtown CRA.





# Environmental Infrastructure

The Downtown area is surrounded on three sides by natural water systems and includes an island within its boundaries. There are 5.7 miles of seawall that serves as a critical reinforcement and preventative piece of infrastructure along Tampa's shoreline, 0.8 miles of which is within the Downtown CRA. The only natural shoreline that exists within the CRA is housed on the east side of Harbor Island, the remainder of the original Seddon Island. Historically, the water edges of Downtown were industrial working shorelines (as seen in the photo on the left of **Figure 2**) and redirected water infiltration by way of creeks and tributaries that emptied into the Hillsborough River. Development overtime and increasing economic activity in the 20th century necessitated the building of seawalls and an overall increase in impervious surfaces Downtown (as seen in the photo on the right in **Figure 2**).

As a result of these conditions, those living within the CRA boundaries today are vulnerable to several environmental and weather-related factors. Maps from the National Hurricane Center indicate that in the event of a Category 3 hurricane, approximately 90% of the CRA area would be inundated with bay water, and 100% of Harbor Island would be inundated with water at a height of nine feet above ground. **Figure 3** shows the intersection of this scenario with the critical infrastructure housed within the Downtown CRA. The noted hurricane evacuation routes and HART emergency routes illustrate the significance of the roadways in the Downtown CRA to the broader resiliency of the City.

Notably, nearly 60% of the CRA is within the first and highest priority evacuation zones (Zone A) in the event of a hurricane. In the event of a mandatory evacuation, I-275, the Selmon Expressway, Kennedy Boulevard, and Jackson Street are the primary routes for exit.

The CRA's population is also vulnerable to the impacts of Sea Level Rise (SLR). **Table 1** shows the National Oceanic Atmospheric Administration's (NOAA) intermediate projects of SLR that will impact the CRA boundaries.

**Table 1.** NOAA Sea Level Rise Projections

Year	Percent of the CRA Impacted by SLR
2040	1% (four city blocks)
2050	2% (eight city blocks)
2070	6% (28 city blocks)
2100	15% (70 city blocks)

Living, working, and visiting Downtown is also likely to be impacted by urban heat island. The City's Climate Action and Equity Plan shows that surface temperatures, particularly in the core Central Business District, consistently experiences highs of over 104 degrees<sup>1</sup>, seen in **Figure 4**. This is especially alarming for those individuals who are houseless or those who work primarily outside. Urban heat island effects have a detrimental impact on the infrastructure of a community and it's consequence can compound year-over-year. The U.S. Environmental Protection Agency (EPA) estimates that for every increase in temperature of two degrees, the energy expenditure for air conditioning increases between 1-9%. Overall electricity demand and peak energy demand also increases, elevating the emissions of air pollutants and greenhouse gas emissions. High temperatures on pavement and rooftops also has the added impact of heating up stormwater runoff, draining high temperature water into local water bodies. Changes in water temperatures affects all aspects of aquatic life, including increasing the likelihood of algae blooms.<sup>2</sup>

**Figure 2.** Images of the working shoreline along Ashley Drive from the shoreline in 1963 (left) and 2024 (right).

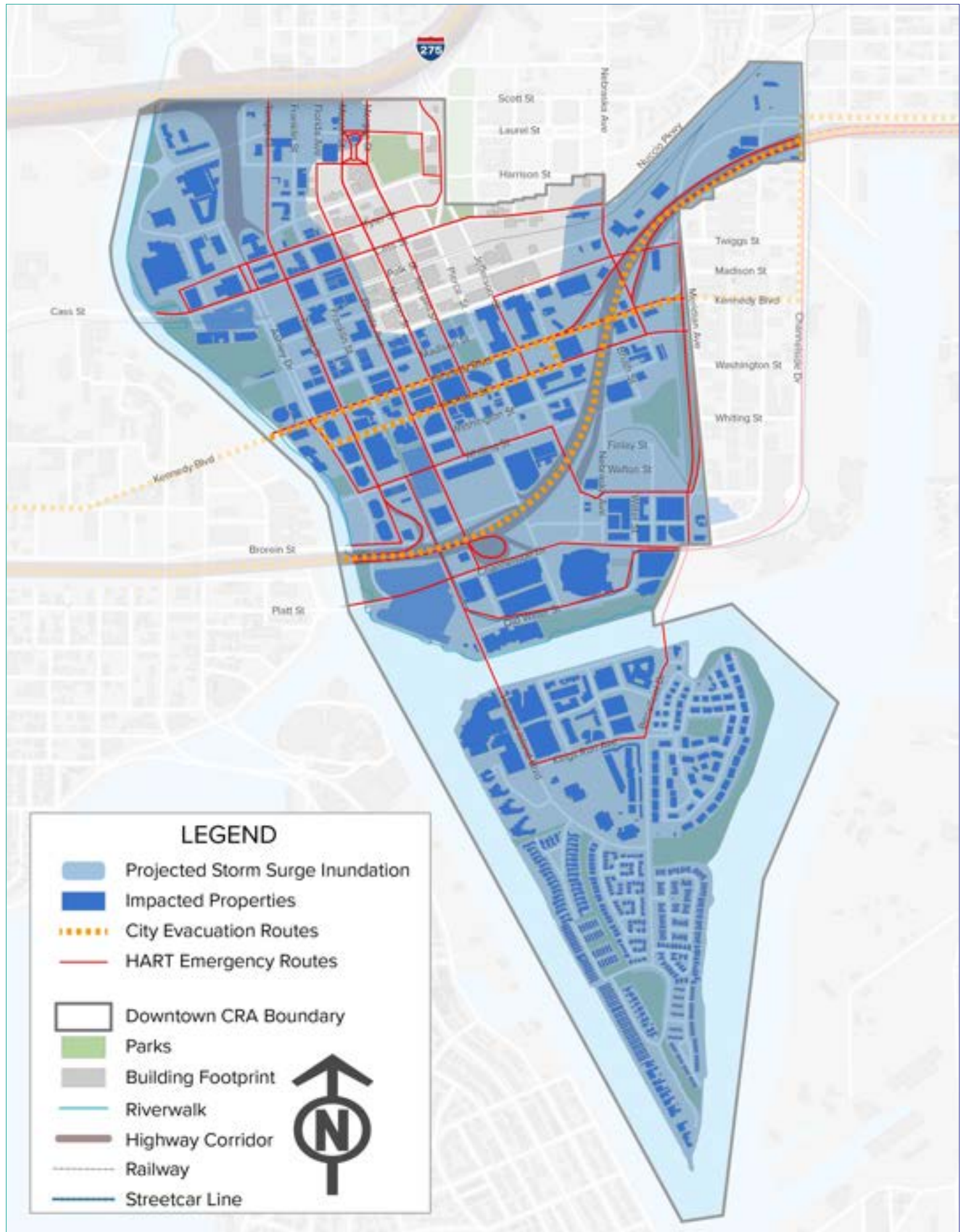


1963 Photo credit: Hillsborough County Public Library, Burgert Brother's Collection.

1 <https://www.tampa.gov/document/climate-action-and-equity-plan-122846>

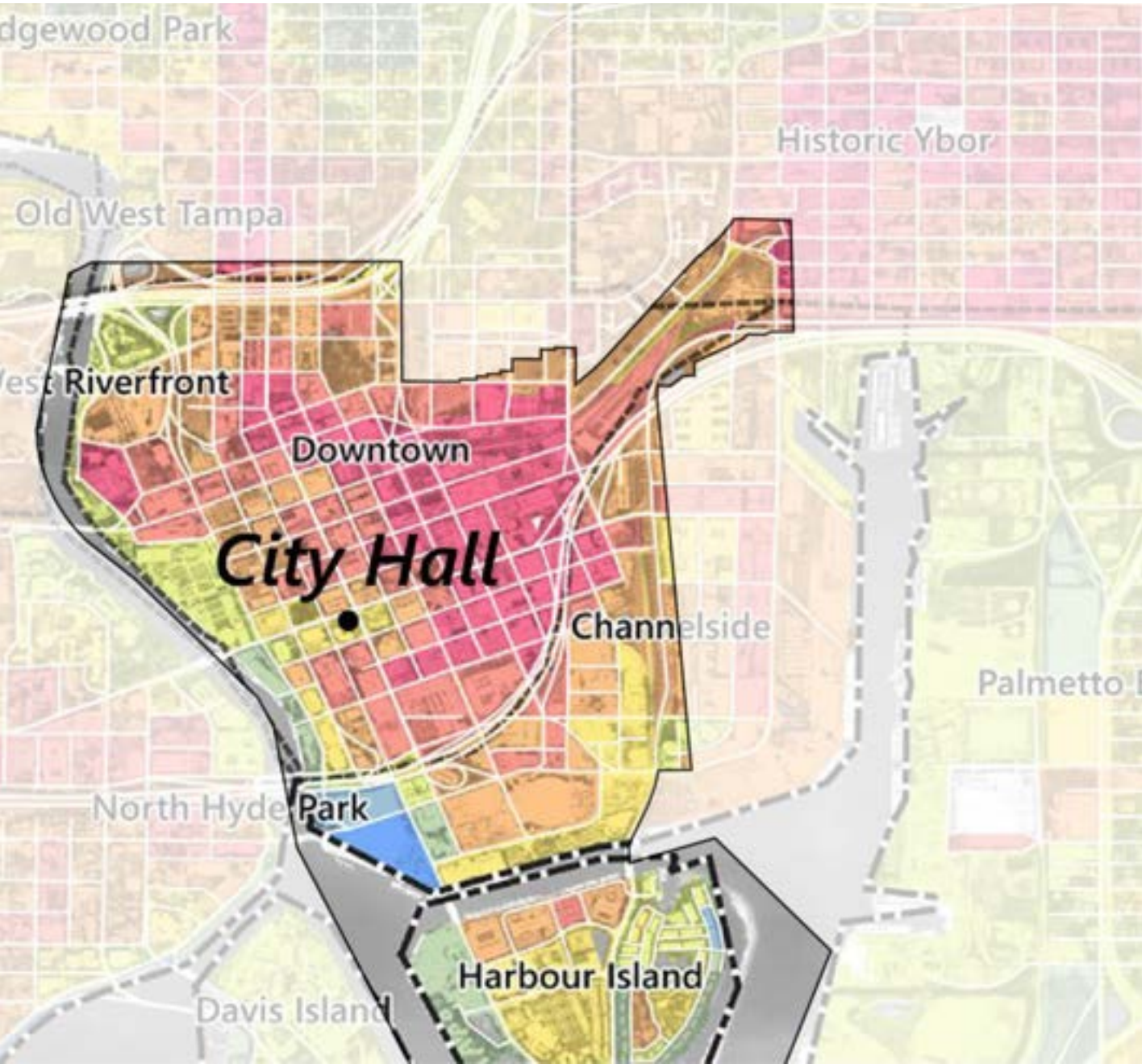
2 <https://www.epa.gov/heatislands/heat-island-impacts>

**Figure 3.** Storm surge inundation and critical emergency infrastructure within the Downtown CRA boundaries.



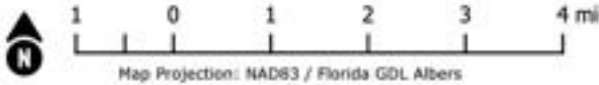
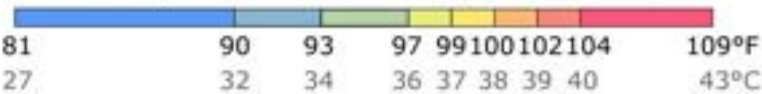


**Figure 4.** Daytime surface temperature from the City’s climate action and equity plan



✈ Airport    □ City Boundary    □ Neighborhoods

**Mean Daytime Land Surface Temperature (°F / °C)**



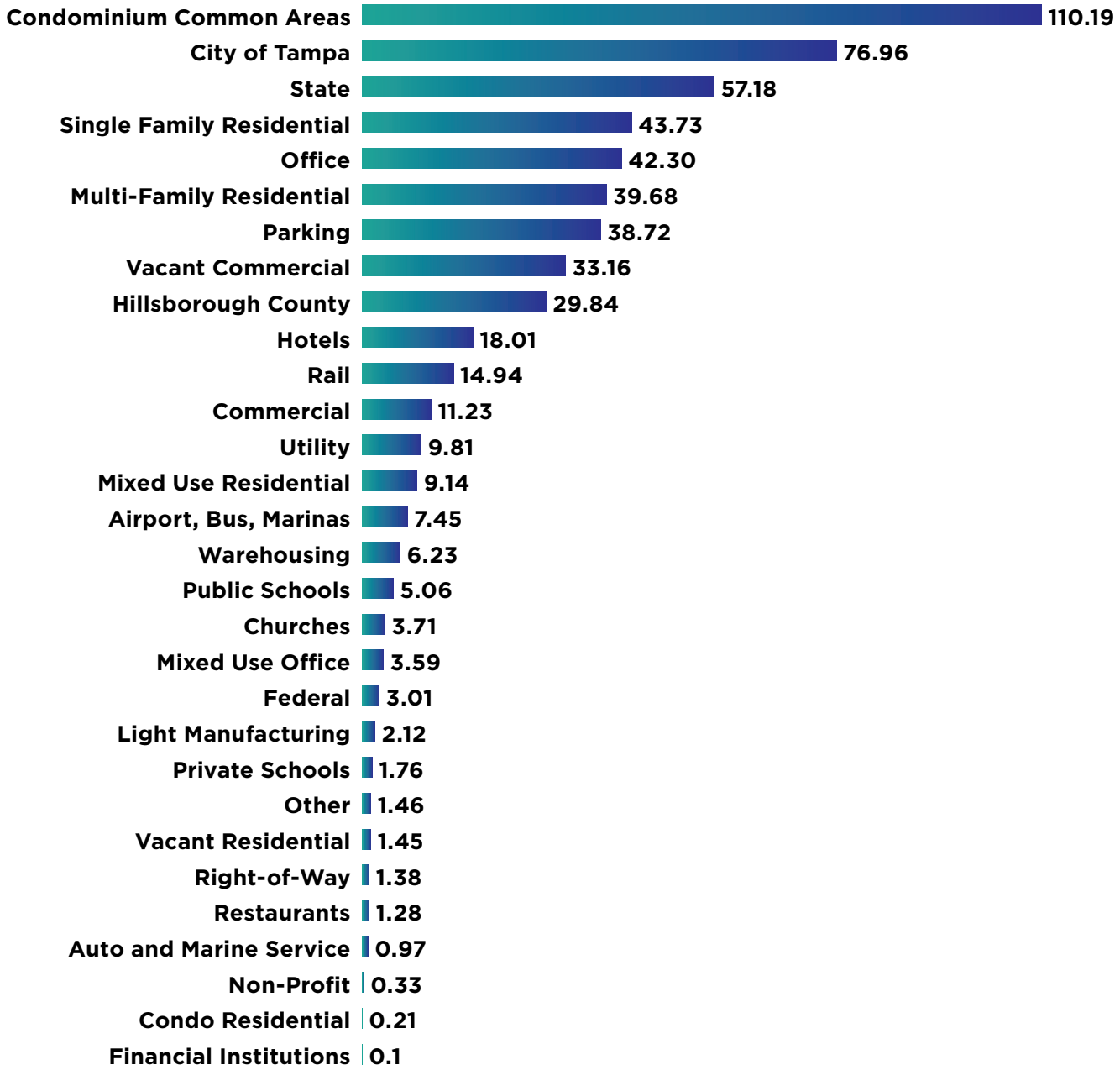
The polygons are the 2020 Block digital vector boundaries from the U.S. Census Bureau.



# Land Use and Economic Development

Land use and economic development are closely intertwined within the Downtown CRA, with land use often driving the increment tax value to be reinvested into the community over time. Both the core (1.07 sq mi) and non-core (0.29 sq mi) boundaries make up 1.36 square miles of the Downtown CRA land area. **Figure 5** shows the breakdown of land uses within the CRA by percentage based on generalized parcel use designations.<sup>3</sup>

**Figure 5.** Land Usage in the CRA by Acreage



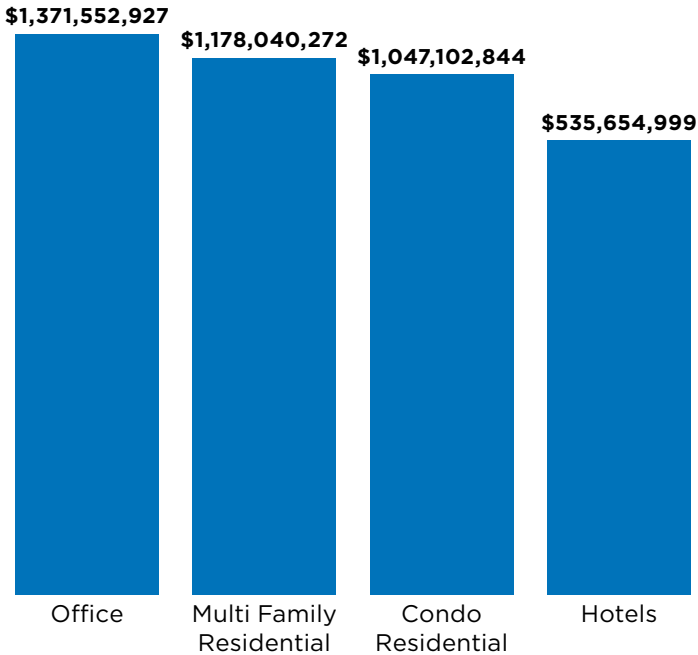
Twenty percent of the land in the Downtown CRA is dedicated to Condominium Common Areas, which encompass condo parking, private roadways, and exist mainly on Harbor Island. Most of the commercial, retail and office, and industrial properties in the Downtown CRA are located on the mainland, and more than 50% of the residential land residing on Harbor Island. The significance of this is discussed further in the Affordable and Attainable Housing section.

<sup>3</sup> 2022 Parcel Information, Hillsborough County Property Appraiser



Based off 2022 parcel data, the most productive land uses for tax increment are Office Uses, Multi-Family Residential, Condo Residential, and Hotels (seen in **Figure 6**). Notably, these uses only make up 7% (for both Office and Multi-Family Residential Uses), 0.1% (Condo Residential), and 3% (Hotels) of the land area respectively while harboring 63% of the tax value within the Downtown CRA.

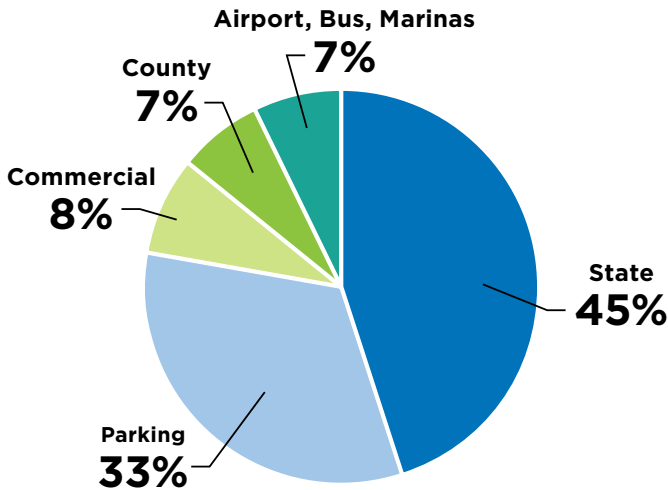
**Figure 6.** Top Four Most Productive Uses by Tax Value



*Empty lots in Downtown Tampa*

Vacant or underutilized properties encompass 28% of the Downtown CRA land area. Underutilization is defined as having a building value to total value ratio of 40% or lower<sup>4</sup>, a metric based off development best practices and supported by the Urban Land Institute. **Figure 7** shows the top five underutilized uses in the Downtown CRA as a percentage of all underutilized land. The state-owned parcels are mostly those that exist near the Selmon Expressway and near I-275. The most significant statistic in this figure is the underutilization of parcels that serve as parking lots. Parking lots make up 6% of the Downtown CRA's land area but only contribute to 3% of the total tax value. Offices, the most productive use, contributes roughly \$32,000,000 per acre in tax value. If half the acreage of parking were dedicated to Office uses, this land could be valued at roughly \$619,000,000.<sup>5</sup> The original 1983 plan and the 1988 amendment projected a parking need of 12,000 spots to support a downtown retail center that was slated for construction in 1986. There are now an estimated 24,000 parking spaces (public and private) within the Downtown CRA, while the retail center went unbuilt. **Figure 8** overlays those listed productive land uses and underutilized parcels.

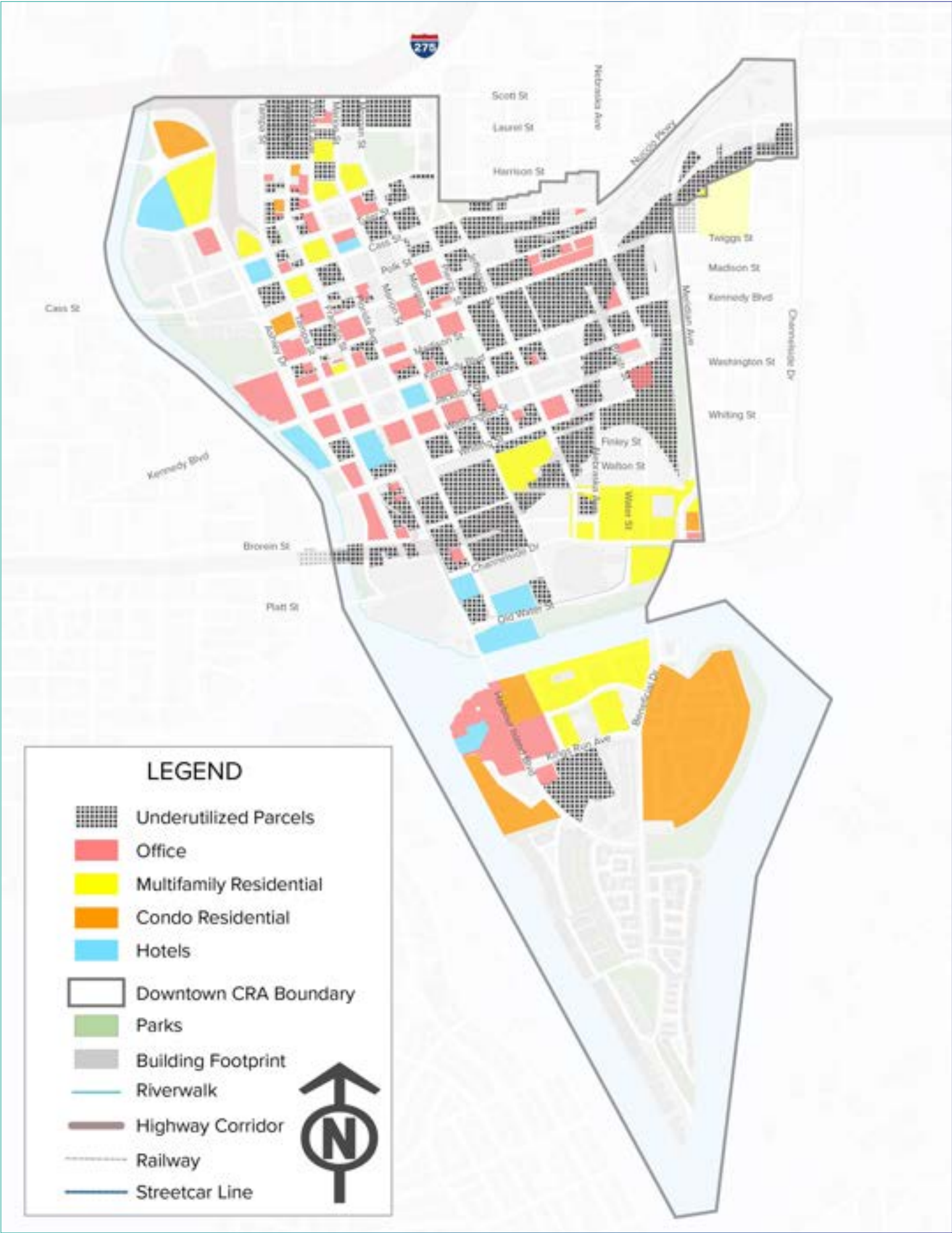
**Figure 7.** Underutilized Uses by Percentage of Land Area



4 This metric does not include single family residential properties, municipal buildings, active parks, utilities, streets, roads, and highways, or condominium common areas.

5 Based off of the average dollar amount per acre of office uses in the CRA.

**Figure 8.** Underutilized parcels and the top four productive land uses by tax value



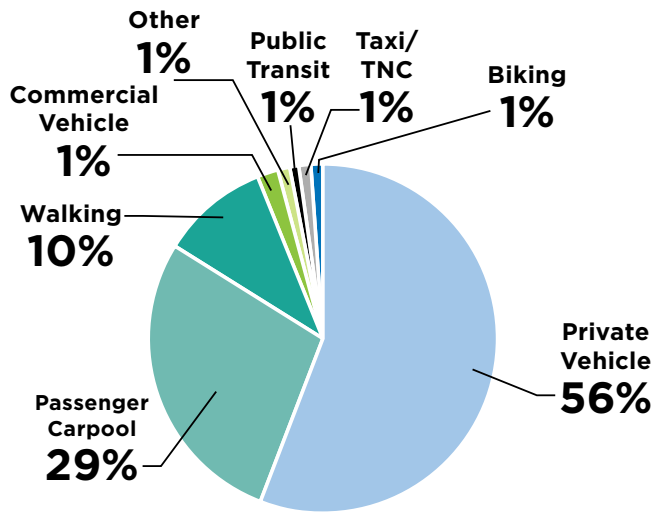




# Transportation

Transportation options in the Downtown CRA have one of the highest concentrations of multimodal options within the City, but private vehicles make up the dominant use with close to 70% of people electing to drive for the 75,000 estimated trips the Downtown CRA generates on weekdays.<sup>6</sup> The remaining modes of transportation are shown in **Figure 9**.

**Figure 9.** Travel Mode of those Living in the CRA



94% (67,280) Downtown CRA workers commute in from other areas, while the remaining 6% live and work within the Downtown CRA. The remaining 6% of the workforce both live and work within the CRA's boundaries.<sup>7</sup>

Roadways in the Downtown CRA that bear the largest burden of vehicle traffic are shown in **Table 2**.

**Table 2.** Major Roadways by Traffic Volume

Road Name	Volume <sup>8</sup>
Florida Avenue	23,000
Kennedy Boulevard	17,000
Tampa Street	15,000
Ashley Drive	15,500
Jackson Street	10,500

Despite vehicular dominance, the share of people walking and riding a bike is nearly 9% higher than the rest of the City. Those not using a private vehicle within the Downtown CRA primarily travel for commercial/business purposes (32.4%), to work (17.6%) or to restaurants (13.1%) in the Downtown CRA area.<sup>9</sup> The most used mode of public transit within the Downtown CRA is the no-fare

TECO Streetcar, making up 60% of all transit trips.

The City's 2021 Vision Zero Action Plan addressed user safety Citywide and within the Downtown CRA. **Table 3** shows the number of crashes from 2017 to 2021 within the Downtown CRA. Though crash statistics drop due to limited travel during 2020, there was still a 40% increase in crashes between 2017 and 2021, with a significant jump of 30% between 2020 and 2021 as travel restrictions were lifted from the COVID-19 pandemic. **Figure 10** illustrates a heat map of these crashes, showing the areas where crashes are most concentrated.

**Table 3.** Crash History in the CRA

Year <sup>10</sup>	Total Number of Crashes	Fatal Crashes	Serious Injury Crashes
2017	638	1	6
2018	966	0	10
2019	896	1	4
2020	551	0	7
2021	750	1	4

The Downtown area also has nine streets that make up a portion of the Citywide High Injury Network. These streets have a disproportionately high number of fatal and serious injury crashes when compared to other streets in the City. These streets within the Downtown CRA are listed in **Table 4**. These segments make up 11% of non-limited access roadways in the Downtown CRA.

**Table 4.** High Injury Network Streets

Street Name	From	To
Kennedy Boulevard	Riverwalk	Ashley Drive
Jackson Street	Ashley Drive	Florida Avenue
Brorein Street	Riverwalk	Florida Avenue
Franklin Street	Brorein Street	Water Street
Channelside Drive	Franklin Street	Meridian Avenue
Twiggs Street	Nebraska Avenue	Meridian Avenue
Meridian Avenue	Twiggs Street	Jackson Street
Marion Street	Harrison Street	Scott Street
Scott Street	Florida Avenue	Jefferson Street

**Figure 10.** Transportation related crashes (all modes) within the Downtown CRA

<sup>6</sup> Replica analysis, Fall 2022 typical projections.

<sup>7</sup> 2020 Estimates (most recent) from the Longitudinal Employer-Household Dynamics program (U.S. Census Bureau)

<sup>8</sup> Average Annual Daily Traffic, Florida Department of Transportation

<sup>9</sup> Replica analysis, Fall 2022 typical projections

<sup>10</sup> Confirmed years available from the Florida Department of Transportation Crash Data Systems Mapping







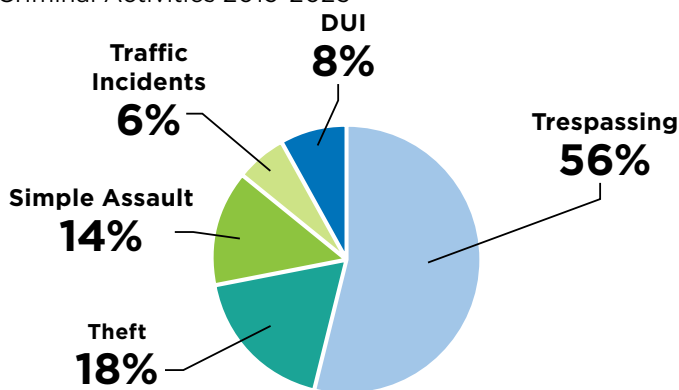
# Public Safety and Quality of Life

## Criminal Activity

Public safety and criminal activity were cited in both the original and amended Downtown CRA plans as higher than the City average at the time. While there are no specific statistics presented in either previous plan, it was noted that the criminal activity was due to dilapidated buildings and the concealment of illicit activity in certain common areas.

In discussions with stakeholders and community members, criminal activity and especially trespassing or quality of life complaints were the largest concern. This is apparent in the data found from the Tampa Police Department Community Crime Map.<sup>11</sup> Because this tool cannot be filtered to the exact Downtown CRA boundary, a one-mile buffer from City Hall was generated to encapsulate criminal activity within the Downtown CRA and adjacent areas. The analysis reviewed violent and non-violent criminal activity from 2019 to 2023 and focused on the top five most common types of activity as shown in **Figure 11**.

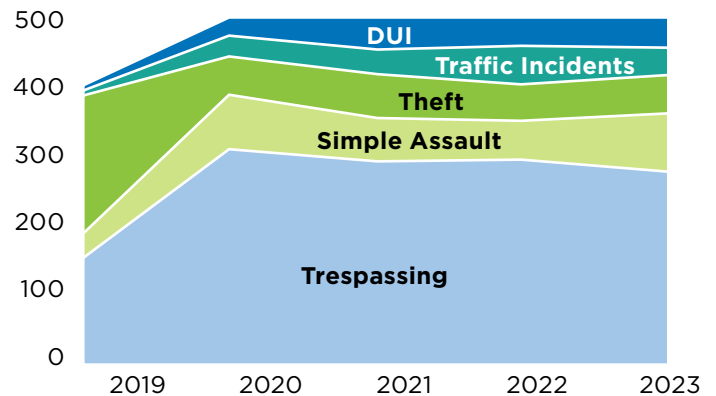
**Figure 11.** Top Five Reported Criminal Activities 2019-2023



Over 50% of the crime in the buffer is related to trespassing. Information gathered from the Tampa Police Department suggests that many of these calls are to address those experiencing homelessness, sleeping or conducting business for prolonged periods on the street or on private property. Theft, including auto and other personal property as well as simple assault were highlighted during discussions with stakeholders.

Criminal activity over the five-year period, apart from theft, experienced an increase from 2019 to 2020 and has remained steady since that time (**Figure 12**).

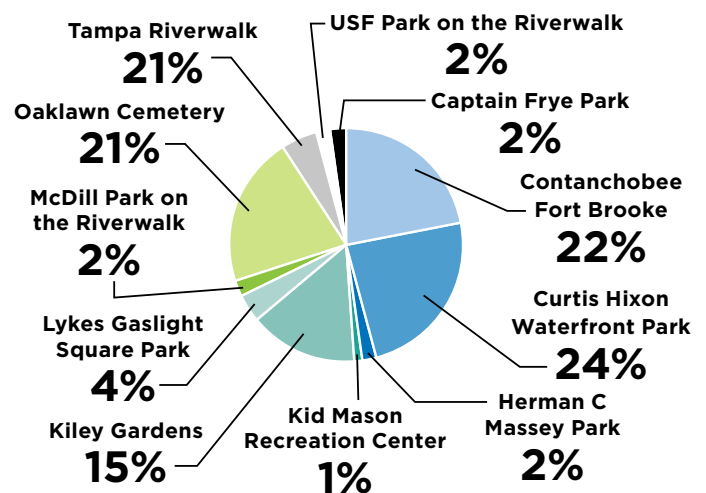
**Figure 12.** Criminal Activity Over Time



## Parks and Recreation

Parks, recreation, and open space areas make up 3% of the Downtown CRA land area and serve as major destinations for those living, working, and visiting the Downtown CRA. **Figure 13** shows the breakdown of City of Tampa parks and recreation facilities within the Downtown CRA by percent of total acreage.<sup>12</sup> The largest park areas are located along the shoreline. Less parks are present further inland. Urban core park acquisition was listed as a redevelopment initiative within the non-core 1988 amendment, with the intention that parks, and open spaces would replace deteriorating and blighted conditions with attractive, inviting pedestrian oriented spaces. The available CRA reporting documentation from 2005 onward has not tracked these acquisitions.

**Figure 13.** City of Tampa Parks/Recreation Facilities by Percent of Acreage



<sup>11</sup> <https://communitycrimemap.com/analytic>

<sup>12</sup> Oaklawn Cemetery and those parks that make up the Riverwalk are included based on the City's maintenance files. Other parks and open spaces exist (such as Joe Chillura Courthouse Square), but are maintained and/or owned by different entities.



# Affordable and Attainable Housing

Housing, both general housing stock and the availability of affordable housing, were highlighted as major challenges Citywide and within the Downtown CRA. In total, there are approximately 4,800 housing units within the Downtown CRA. For the purposes of this analysis, statistics for Harbor Island and the mainland Downtown CRA area were separated due to the drastic difference in rent, housing value, and housing typology discussed among City staff and stakeholders. Tables 5 – 8 show a summary of housing within the Downtown CRA and comparable statistics of the City.

## Ownership, Occupancy, and Year Built

The Gross Vacancy (both owned and rented) of housing units are more prevalent in the mainland CRA and Harbor Island (12% and 19% respectively) when compared to the City (9%). Vacancy rates are cited by economists as an indicator of consumer attitudes towards home prices and rent in the area, and how competing rents outside of the area may be drawing consumers away. Vacancy rates may also be used by private developers to predict market appetite for a type of property use. Higher vacancy rates in the Downtown CRA may be an indicator of area market demand and competition with nearby housing markets that may be more affordable or desirable.

The median age of housing is 20 years younger than the City average, with more than 90% of the housing structures being built between 2004-2014. Renting is the primary option for the mainland CRA with 28% more renter occupied units compared to the rest of the City.

**Table 5.** Housing Ownership, Occupancy, and Year Built

	Mainland Downtown CRA	Harbor Island	Citywide
<b>Number of Housing Units</b>	2,026	2,774	169,711
<b>% Vacant</b>	12%	19%	9%
<b>% Owner Occupied</b>	22%	51%	50%
<b>% Renter Occupied</b>	78%	49%	50%
<b>Median Year Built</b>	2007	2001	1982

2021 American Community Survey 5-Year Estimates

## Median Home Value and Mortgage Burden

Home value is significantly higher in the mainland Downtown CRA and Harbor Island compared to the rest of the City, 25% and 53% higher respectively, though Downtown CRA residents are less likely to be mortgage burdened.<sup>13</sup> A household within the mainland Downtown CRA would need to earn \$108,000 to avoid spending more than 30% of their monthly income on housing. A household on Harbor Island would need to earn \$145,000 a year.

**Table 6.** Home Value and Mortgage Burden

	Mainland Downtown CRA	Harbor Island	Citywide
<b>Median Home Value</b>	\$360,000	\$483,000	\$277,700
<b>Mortgage Burden, &gt;30% of income</b>	15%	24%	30%
<b>Mortgage Burden, &gt;50% of income</b>	18%	8%	13%

2021 American Community Survey 5-Year Estimates

13 Spending more than 30% of household income on a monthly mortgage payment



# Median Rent and Rent Burden

Rent prices within both areas of the Downtown CRA are 47% higher than the City median, with Harbor Island being the most expensive area to rent. Those renting in the Downtown CRA mainland area are more likely to be rent burdened when compared to the rest of the City and Harbor Island, with 35% of renters paying more than 30% of their monthly income towards housing costs. To afford living in the Downtown CRA without being rent burdened, a household would need to earn 20% more than the median household income in Tampa.

Table 7. Rent and Rent Burden

	Mainland Downtown CRA	Harbor Island	Citywide
Median Rent per Month	\$1,812	\$2,244	\$1,249
Rent Burden, >30% of income	35%	16%	25%
Rent Burden, >50% of income	18%	17%	25%

2021 American Community Survey 5-Year Estimates

# Household Types and Tenure

Non-family households<sup>14</sup> make up a vast majority of the households within both areas of the CRA. This differs from the City where the majority of households are considered family households. Stakeholders and the public noted that most individuals who live close to the Central Business District are young professionals without children, who may be cohabitating with a roommate(s) or a romantic partner. Home tenure<sup>15</sup> is less stable than the rest of the City, but more than half of residents within the Downtown CRA choose to stay in their homes for more than one year.

Table 8. Housing Type and Tenure

	Mainland Downtown CRA	Harbor Island	Citywide
% Family Households	22%	38%	53%
% Non-Family Households	78%	62%	47%
Home Tenure, same home for 1 year	65%	67%	78%

2021 American Community Survey 5-Year Estimates

14 Non-family households are defined as one or more people living in a unit that are not related. Family households are defined as two or more people living in a unit that are related by marriage, birth, or adoption.

15 Home tenure is defined as one or more persons living in the same unit for more than one year.

16 HUD Resource Locator

# Affordable Housing Units

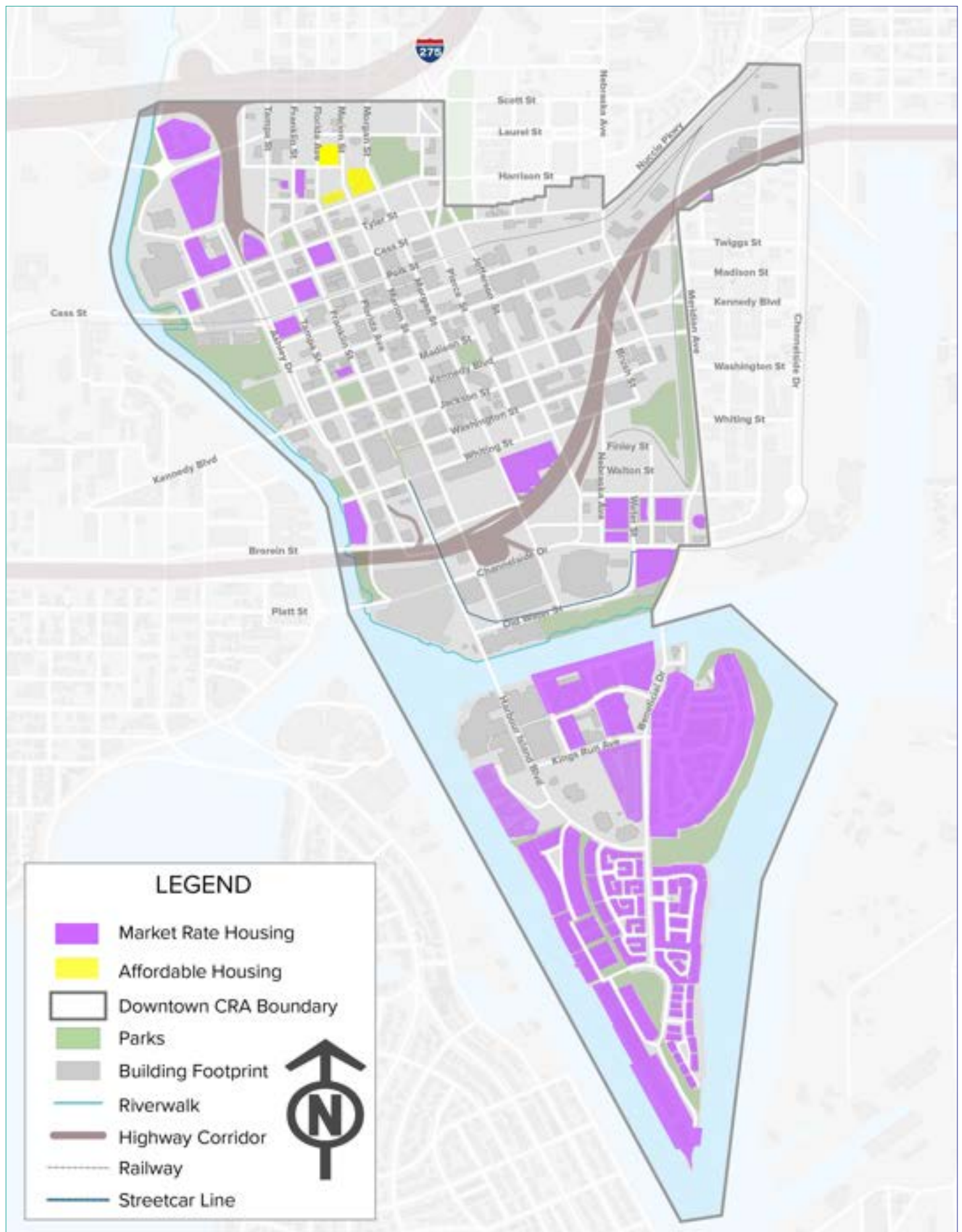
There are limited options for affordable housing within the Downtown CRA, totaling 382 units that are either subsidized directly or receive the Low-Income Housing Tax Credit. **Table 9** shows the location, number, and special restrictions (other than income) of these units.<sup>16</sup> Notably, 68% of affordable housing is age restricted within the Downtown CRA.

Table 9. Affordable Housing Units and Restrictions

	Address	Number of Units	Special Restrictions
Vista 400 Apartments	400 East Harrison Street	168	Ages 62+
Metro 510 Apartments	510 East Harrison Street	120	-
Madison Heights Apartments	1250 North Marion Street	94	Ages 55+

City of Tampa Housing Department

**Figure 14.** Housing inventory in the Downtown CRA







# Urban Design

Standards of Urban Design within the Downtown CRA are less quantifiable than the six other Needs Categories, but the importance of best-practice urban form and continuity of character throughout the Downtown was extensively discussed among stakeholders, staff, and the public. The regulatory language that governs architectural design standards for the Downtown CRA are the City's zoning code (with heavy deference to the Center City Plan) and street design code, and the Downtown CRA's Downtown Vision and Action Program.

Most of the zoning within the Downtown CRA falls into Central Business Districts (CBD) 1 and 2, with limited Planned Development designations on Harbor Island where private neighborhoods are the dominant use. CBDs were created with the purpose to implement the Center City Plan (finalized in 2012) and the Tampa Comprehensive Plan, intended to create a public realm of high-quality through the regulation of the physical form of buildings, streets, and open spaces.<sup>17</sup> To achieve this, design standards for streets and blocks must:

**Maintain and improve the Center City's walkable block and street pattern. The procedure for introducing new streets and blocks is intended to provide for the urban setting, consisting of small, walkable blocks and an interconnected, human-scale network of streets.**<sup>18</sup>

There are three typologies of streets within the CBD zoning code:

- **Type A Special Pedestrian Streets:** Formal, axial connections between river, special civic places, districts within Center City and surrounding urban villages and neighborhoods. Streetscapes have the highest level of design detail, with public amenities such as enhanced lighting, street furniture, and specialized paving.
- **Type B Elevated Pedestrian Streets:** Local service streets within the Center City grid that serve adjacent buildings with primary vehicular and service access, loading areas, and typical 'back of house' activities.
- **Type C Transit and Mobility Priority Streets:** Provides increased multi-modal access to and through Center City with a mix of standard and enhanced public amenities.

These aesthetic goals are informed by the City Center Plan, a prominent fixture of the Comprehensive Plan. Most of the goals are ideated street types rather than form-based building and massing typologies. Much of this has been accomplished through the Water Street development and the expansion of the Riverwalk, but other character areas have only partially achieved the desired outcome or have been neglected.

Similarly, a separate, Downtown CRA driven Tampa Downtown Vision and Action Program identifies projects,

districts, and opportunity areas, integrating development from the Channel District, Central Park, and Ybor City. Projects and initiatives identified in the 10-year plan (published in 2005) include:

- Completing the Riverwalk from the Straz Center for the Performing Arts to the Florida Aquarium (Ongoing)
- Redesign of the Art Museum public open space (Ongoing)
- Revitalize north Franklin Street (Ongoing)
- Immediate action residential development (Ongoing)
- Floridian Hotel Revitalization (Completed)
- Downtown Tampa Retail Leasing Program (Discontinued)
- State property acquisition (Ongoing)
- Historic building preservation (Ongoing)
- Streetcar, traffic, and parking improvements (Ongoing)
- Hospitality expansion (Ongoing)

**Figure 15.** Tampa Downtown Vision and Action Plan Cass Park rendering



Development and design stakeholders noted that the regulatory environment for urban design was discontinuous, confusing, or seemed unenforced given its age, resulting in professionals adopting visions from one plan versus another or developing their own. While best-practice guidance is provided in the City Center Plan and the Downtown Vision and Action Program, it was noted that the Downtown CRA lacked a unified approach.

<sup>17</sup> City of Tampa Zoning Code, Section 27-181.1

<sup>18</sup> City of Tampa Zoning Code, Section 27-181.3



# Historic Preservation

There are currently 23 national and locally designated historic places within the Downtown CRA, including the North Franklin Street National Historic Landmark District. These are inventoried in **Table 10**. Some Local Historic Designated properties are in varying stages of repair, with some being reused and active while others are vacant and possibly deteriorating. An estimated twenty or more additional buildings, shown in **Figure 16**, may become eligible to be locally designated or be added to the National Register of Historic Places (for instance Rivergate Tower) prior to the Downtown CRA's sunset date of 2043. These structures, as well as those structures already designated, will face similar challenges in preservation.

The status of the historic preservation process in the Downtown CRA area was discussed during stakeholder interviews. Challenges were noted in maintaining historic aesthetics especially with facade improvement grants due to the dilapidated condition of many of these buildings. Before historic restoration can be initiated, building owners must bring their properties to code prior to construction, creating a significant upfront expense for owners and potential developers and without affecting the elements that are contributing to the historic nature of the building. The condition of these structures also create risk through flooding and wind damage sustained during weather events.

Incentivizing the desired development opportunities with the intended outcome of preservation and rehabilitation was noted as the preferred path forward for many stakeholders and City staff. Additionally, discussions regarding the archaeological significance of sites should be taken into consideration for restoration or curation. Specific instances mentioned were the original streetcar rail lines and indigenous community artifacts buried near the shoreline.



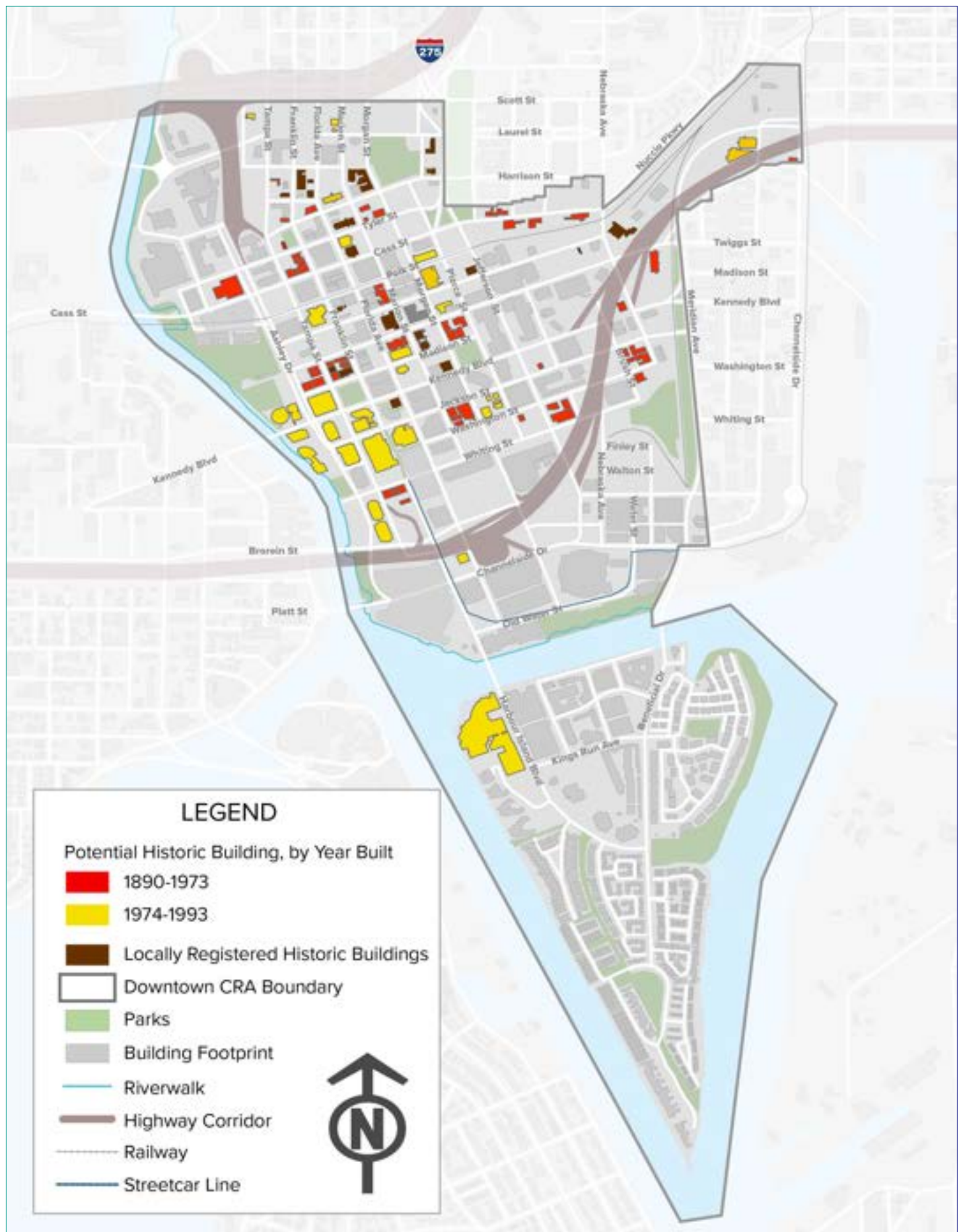
*Jackson Rooming Housing and Union Station in Downtown Tampa*

**Table 10.** National and Local Historic Places, Landmarks, and Districts in the Downtown CRA

Name	Address
<b>National Historic Landmark District</b>	
Historic North Franklin Street	District
<b>National Register of Historic Places</b>	
Federal Building/U.S. Customs House & Downtown Post Office	601 North Florida Avenue
Federal Office Building	500 East Zack Street
First Federal Savings & Loan Association	220 East Madison Street
Floridan Hotel	905 N Florida Avenue
Hillsborough Lodge No. 25	508 East Kennedy Boulevard
Jackson Rooming House	851 East Zack Street
Kennedy Blvd Bridge	125 West Kennedy Boulevard
Oaklawn and St. Louis Cemeteries Historic District	606 East Harrison Street
S. H. Kress and Co. Building	811 North Franklin Street
St. Andrews Episcopal Church	505 North Marion Street
Tampa City Hall	315 East Kennedy Boulevard
Tampa Theatre & Office Building	707-711 North Franklin Street
Tampa Union Station	601 North Nebraska Avenue
<b>City of Tampa Local Historic Landmarks</b>	
Arlington Hotel Building	1209-1219 North Franklin Street
Easley Building	510 North Franklin Street
Fire Station 1/ Tampa Firefighters Museum	720 East Zack Street
Kid Mason Center	1101 North Jefferson Street
Majestic-Hedges Building	1202 North Franklin Street
Platt Street Bridge	99 West Platt Street
St. Paul A.M.E. Church	502 East Harrison Street
Spain Restaurant	509-513 North Tampa Street
Tom Henderson Memorial Chapel	410 East Tyler Street
<b>Contributing Structure (but not designated) to the Central Avenue Historic District</b>	
Greater Bethel Baptist Church	805 East Laurel Street
<b>Contributing Structures (but not designated) to the North Franklin Street National Historic Landmark District</b>	
C.C. Burns Furniture Store	1207 North Franklin Street
General Auto Supply Building	1102 North Florida Avenue
Southern Exchange Building	1110 North Florida Avenue
<b>Contributing Structures (but not designated) to the Historic Bridges on the Hillsborough River</b>	
Cass Street Bridge	650 West Cass Street
Laurel Street Bridge	300 West Laurel Street



**Figure 16.** Potential and future eligible properties for designation



# Community and Stakeholder Engagement

A significant part of the effort to review existing conditions within the Downtown CRA boundaries was a series of community involvement efforts. Those efforts focused on engaging with stakeholders, members of the public, and workers within the Downtown CRA. The following objectives were used to guide outreach efforts.



1

## Inform & Invite:

Provide the broader public with balanced information regarding the Downtown CRA update plan and invite them to participate fully in the process.



3

## Collaborate:

Partner with the participants by keeping them involved throughout the process.



2

## Consult:

Obtain feedback, personal experiences, and understanding of how the all users interact and engage with the built environment in the CRA.



4

## Define Goals:

Use the data and information collected to define the goals of the community and incorporate them into the update.

There were three forms of outreach and engagement. (1) An online survey conducted to capture a wide audience within the Downtown CRA area. The survey asked targeted questions related to living, working, and recreating in the Downtown CRA area; (2) Stakeholder interviews to collect direct information from key people and organizations in the area. These individuals include included developers, public and private organizations in Downtown, business owners, and representatives of the City, County, and transit agencies; (3) A visioning workshop to gather conceptual ideas from the public (**Figure 17**).

Overall, the engagement efforts included 70+ individuals, 10+ public and private organizations, and 10+ agencies. This input aligned and informed the findings from the existing conditions and contributed directly to the redevelopment Policies, Goals, and Strategic Actions. The public engagement guide describing the list of stakeholders and survey results are found in Appendix B and C.



**Figure 17.** Visioning workshop input



*Feedback received from the Visioning Workshop.*









# EXISTING CONDITIONS: THE PRESENCE OF SLUM AND BLIGHT

# EXISTING CONDITIONS: THE PRESENCE OF SLUM AND BLIGHT

The definitions of 'Slum' and 'Blight' are maintained by F.S. 163.330 and are defined as follows:

**Slum:** 'Slum area' means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- The existence of conditions that endanger life or property by fire or other causes.

**Blight:** 'Blighted area' means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two or more of the following factors are present:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
- Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the five years prior to the finding of such conditions.
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
- Unsanitary or unsafe conditions.
- Deterioration of site or other improvements.
- Inadequate and outdated building density patterns.
- Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
- Tax or special assessment delinquency exceeding the fair value of the land.
- Residential and commercial vacancy rates are higher in the area than in the remainder of the county or municipality.
- The incidence of crime in the area is higher than in the remainder of the county or municipality.
- Fire and emergency medical service calls to the area are proportionately higher than in the remainder of the county or municipality.
- A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
- Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- A substantial number or percentage of properties damaged by sinkhole activity have not been adequately repaired or stabilized.



The Existing Conditions Analysis revealed that the areas within the core and non-core Downtown CRA areas continue to carry elements of slum-like and blighted elements as defined in Florida Statutes. The evaluation of these conditions is organized by each Needs Category and notated below.



### Environmental Infrastructure

Infrastructure in the Downtown CRA can exacerbate issues related to climate change and urban heat island by placing unprecedented stress on the infrastructural system. Impervious surfaces contribute to the load of the stormwater systems that have the potential to be overwhelmed in the event of strong hurricane or a more intense than average rain event.

Intermediate projections from NOAA show inundation levels that can overwhelm up to 90% of the Downtown CRA, and 100% of Harbor Island. Buildings in disrepair, including historic structures, may be at higher risk during these events. Urban heat island projections also reveal the environmental threat to vulnerable persons living and working outside and add to the stress of building energy costs overall. The frequency of extreme heat, storms, and hurricanes in the region along with the age and carrying capacity of the infrastructure contribute to a condition that can be unduly unsanitary and unsafe for residents, workers, and visitors.



### Land Use and Economic Development

Undervalued and underutilized parcels in the Downtown CRA encompass 28% of the land area, with their relative uses contributing to faulty layout in relation to usefulness of the parcel. Many of these lots conform to a series of uses that are no longer relevant to the current or future use of the lot and contribute to conditions that impact the value of surrounding property. These conditions include unused driveways, non-ADA compliant sidewalks, and debris such as raised concrete or wrought iron from razed buildings. Underutilized properties also place an undue burden surrounding properties through negative externalities such as graffiti, illegal dumping, and solid waste violations which are common within the Downtown CRA based on recent code enforcement reports.

### Transportation



Despite the desire for a pedestrian-centric Downtown, available services, and facilities within the Downtown CRA supports the dominant use of single occupancy vehicles. While public transportation facilities are available throughout the CRA via fixed HART routes and the Streetcar, several funding challenges since 2018 have halted frequency and stop improvements. Furthermore, vehicle crashes in the Downtown CRA, particularly those involving fatalities and serious injuries occur at a higher rate on 11% of the Downtown CRA roadways.



### Public Safety and Quality of Life

Trespassing in the Downtown CRA is the most prevalent form of criminal activity followed by theft, simple assault, traffic incidents, and DUIs. While criminal activity is not significantly higher than the rest of the City, the concentration of nightlife, sporting events, and other events downtown places strain on law enforcement resources and increases overall risk of being in the Downtown CRA. Concurrently, park space is most available along the edges of the Downtown CRA near the river with limited parks as part of the central block structure.



### Affordable and Attainable Housing

While incomes are higher in the Downtown CRA, the burden of renting and owning a home significantly outpaces median incomes and potentially contributes to the higher-than-average vacancy rates for residential units. Those living in the Downtown CRA must make 20% or more income annually than the average Tampa resident and will face rents 47% higher than the City median. Stakeholders indicated the lack of overall housing stock, affordable housing, and workforce housing contributes to employment issues for Downtown's largest event generators and hospitality services employers.



### Urban Design

Themes related to Urban Design can encompass many or all of the elements discussed in the six other needs categories and likely contribute to condition of slum and blight through the impact of lot layouts, rehabilitating dilapidated buildings, and have substantial impacts on leasing and vacancy rates. The visual aesthetic in the Downtown CRA is governed primarily by the City's zoning code and informed by Downtown planning documents published in 2005 and 2012. Private developing and public projects may not follow the established vision plans for the Downtown due to their age and applicability.



### Historic Preservation

Historic sites and buildings in the Downtown CRA make up 30% of the locally designated historic landmarks in the City in varying stages of repair. Those in disrepair or deterioration contribute to slum conditions while having the additive effect of failing to preserve the cultural and historic significance of the downtown area.







# COMMUNITY REDEVELOPMENT POLICIES, GOALS, AND STRATEGIC ACTIONS

# COMMUNITY REDEVELOPMENT POLICIES, GOALS, AND STRATEGIC ACTIONS

The creation of Goals, Policies, and Strategic Actions for the CRP outlines activities the Agency may utilize to address the needs identified in the Existing Conditions Analysis. These activities are intended to be used in addition to those redevelopment powers established by F.S. Chapter 163. The following section outlines those Goals, Policies, and Strategic Actions, with further definitions related to Projects, Programs, and Developments that are intended to carry out the Strategic Actions.

## Policy

A set of guidelines, rules, and considerations that may guide the Agency's ability to achieve the Strategic Actions and accomplish the Goals of the CRP.

## Goal

The specific and measurable objectives that the Agency aims to achieve to revitalize those needed areas within the Downtown CRA, time-bound by the Agency's sunset year.

## Strategic Action

The purposeful steps in the form of Projects, Programs, and Developments (PPDs) the Agency should take or support to achieve the goal of revitalization.

## Project(s)

Focused initiatives aimed at developing a product that contributes to the achievement of strategic actions. This may include a professional study, development of planning documents, requests for Information (RFI) or requests for proposals (RFP), or physical construction or installation of needed assets within the Downtown CRA.

## Program(s)

A set of activities undertaken by the Agency or a partner organization that executes initiatives such as grants, incentives, awards, or other actions meant to carry out Strategic Actions within the Downtown CRA.

## Development(s)

Private entities interested in planning, designing, and constructing buildings or infrastructure projects on a piece of land within the Downtown CRA.

The Goals, Policies, and Strategic Actions are organized by each Need Category identified in the Existing Conditions Analysis.

## Application

Please note that a specific project, program or development within the Downtown CRA need not meet every Goal, Policy or Strategic Action listed below in order to achieve Agency support. However, a specific project, program or development within the Downtown CRA seeking Agency funding or support must demonstrate that it furthers one or more of the Agency Goals set forth below and qualifies as or is consistent with one or more of the "Strategic Actions" associated with that (or those) Goal(s).

The "Policies" set forth below are policies that the Agency may utilize in determining whether a specific project, program or development within the Downtown CRA furthers one or more specific Agency Goals and qualifies as or is consistent with one or more "Strategic Actions" associated with that (or those) Goal(s).









# Environmental Infrastructure (EI) Goals, Policies, and Strategic Actions

## Goal 1

**EI Goal 1: The Agency shall support needed upgrades to the infrastructure in the Downtown CRA by supporting climate-resilient infrastructure projects that focus on storm surge mitigation, sea level rise adaptation, and hazardous flooding.**

### Policies

The Agency may consider the following Policies in connection with Agency funding of PPDs to address this goal:

- Professional planning studies, modeling, engineering surveys, or other evaluations should be followed to determine the effectiveness and necessity of PPD infrastructure requests for Agency funding.
- The Agency may consider setting standards, metrics, or goals for the Agency's support of climate ready infrastructure implementation within the Downtown CRA through the support of PPDs.
- The Agency may consider providing support to those PPDs that follow the recommendations listed in the City's Climate Action and Equity Plan.
- Agency support of PPDs may assist either private development or public projects in achieving climate resilience in the Downtown CRA.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Provide for the implementation of green or low impact infrastructure in the Downtown CRA. Examples of green or low impact infrastructure may include, as examples, the use of permeable pavement, rain gardens or bioretention areas, multi-benefit open spaces with climate resilient landscaping and vegetation, and/or other elements or climate resilient infrastructure within the Downtown CRA.

**Strategic Action 2:** Repair, retrofit, or rebuild facilities, buildings, or infrastructure in danger of substantial damage or destruction in the event of storm surge, high winds, destructive flooding, or other significant weather events to be more climate resilient.

**Strategic Action 3:** The inclusion of other climate resilient infrastructure implementation, in accordance with national best practices and other relevant guidance, that mitigate the loss of life, property, and economic value of development in the Downtown CRA in the event of extreme or intense environmental events. City or public infrastructure projects that further these goals may also be included if not fully funded by the City or others.



## El Goal 2: The Agency shall support clean and/or renewable energy and lower pollution within the Downtown CRA to improve economic vitality and protect the well-being of visitors, workers, and residents.

### Policies

The Agency may consider the following Policies in connection with Agency funding of PPDs to address this goal:

- Utilizing and/or soliciting professional planning studies, modeling, advice, or guidance to determine the effectiveness of a proposed energy saving or renewable energy infrastructure or other PPD initiatives for which Agency support is sought.
- Requiring or offering additional support to those PPDs that follow the recommendations contained in the City’s Climate Action and Equity Plan.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Lower pollution and/or greenhouse gas emissions by using sustainable energy sources such as (but not limited to) solar or wind power or chilled water on site or within the public realm.

**Strategic Action 2:** Promote or use sustainable transportation options, which also promote economic vitality within the Downtown CRA. These PPDs may include (but are not limited to) improved transit stops, additional electric vehicle charging stations, enhanced bicycle parking or the extension of the City Streetcar System within the Downtown CRA. These improvements may be site-specific or impact portions or all of the Downtown CRA.

**Strategic Action 3:** Utilizes other strategies that effectively promote the implementation of clean or renewable energy, or lower pollution within the Downtown CRA according to national best practices or other standards approved by the Agency.





# Land Use and Economic Development (LUED) Goals, Policies, and Strategic Actions

## Goal 1

**LUED Goal 1: The Agency shall facilitate infill development on underutilized parcels in the Downtown CRA to optimize land use and maximize value on dilapidated parcels.**

### Policies

The Agency may consider the following Policies in connection with Agency funding of PPDs to address this goal:

- Policies encouraging the voluntary acquisition of underutilized property by the Agency or the City within the Downtown CRA for the purpose of redevelopment consistent with this Plan and strategic goals of the City and the Agency.
- The disposition of underutilized property owned by the Agency or acquired by the City with Agency funds for redevelopment purposes consistent with this Plan and the strategic goals of the City and the Agency with such conditions, restrictions and/or covenants necessary to ensure the same and in compliance with Section 163.380, Florida Statutes.
- Require feasibility studies, when appropriate, for economic return on projects seeking financial support from the Agency.
- Encourage innovative parking strategies including shared parking and transportation demand management for PPDs seeking Agency financial support.
- Consider Agency policies and programs that incentivize development and use of underutilized parcels in the Downtown CRA.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Focus development on underutilized parcels with the goal of revitalizing vacant or dilapidated properties throughout the Downtown CRA.

**Strategic Action 2:** Result in redevelopment of underutilized surface parking lots throughout the Downtown CRA.

## Goal 2

**LUED Goal 2: The Agency shall promote economic growth in the Downtown CRA by cultivating community assets that cater to residents, visitors, and workers, and establish a diverse and resilient local economy through the development of essential services, cultural amenities, and recreational facilities.**

### Policies

The Agency may consider the following Policies in connection with Agency funding of PPDs to address this goal:

- Form or support strategic partnerships with related agencies in execution of the PPD.
- Support the establishment of, improvements to, or expansions of important cultural, recreational or visitor related institutions and facilities located in the Downtown CRA.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Promote community economic assets for residents and visitors by supporting the development of retail spaces, grocery stores, hospitality, and restaurants in the Downtown CRA.

**Strategic Action 2:** Promote collaboration between new development and legacy or existing businesses and institutions in the Downtown CRA.

**Strategic Action 3:** Support existing and new institutions, facilities or organizations that generate visitation to or economic activity in the Downtown CRA or serve to promote the Downtown CRA as the region's cultural and convention center such as the Straz Performing Arts Center, the Tampa Museum of Art, the Glazer Children's Museum, the Tampa Theatre, the Jackson House, the Tampa Bay History Center and the Tampa Convention Center.

## Goal 3

**LUED Goal 3: The Agency shall foster inclusive economic development in the Downtown CRA by supporting projects, programs, and developments that strive for equitable access to opportunities, resources, and economic growth.**

### Policies

The Agency may consider the following in connection with the Agency funding PPDs to address this goal:

- Request or form focus groups, additional community engagement, or communication in the execution of the PPD including requiring "community benefits" in connection with financial support received by a project from the Agency when appropriate.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Provide the opportunity for public input, with a focus on supporting or providing community benefits to underserved communities located within the Downtown CRA or underserved communities visiting institutions and projects located in the Downtown CRA when considering the Agency's financial support of such projects.





# Transportation (TR)

## Goals, Policies, and Strategic Actions

### Goal 1

**TR Goal 1: The Agency shall aim to achieve a permeable downtown street network in the Downtown CRA by breaking up large blocks and completing the street grid thereby enhancing walkability, connectivity, and accessibility for a dynamic urban environment.**

#### Policies

The Agency may consider the following in connection with the Agency funding PPDs that address this goal:

- Rely on or solicit engineering or planning studies to gain an understanding of transportation issues in the Downtown CRA and work in cooperation with the City Mobility Department, HART, the Florida Department of Transportation and other local, state, regional and federal transportation and transit agencies to address those issues.

**Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:**

#### Strategic Actions

**Strategic Action 1:** Support infrastructure projects that restore or enhance the efficiency of the street grid in the Downtown CRA. Such projects could involve street reconfiguration, improved traffic flow, and pedestrian- friendly designs to optimize the functionality of the street network.

**Strategic Action 2:** Support projects that improve street and pedestrian connectivity under I-275 and the Selmon Expressway and/or restore the at-grade street grid as it relates to both I-275 and the Selmon Expressway within the Downtown CRA.

**Strategic Action 3:** Support infrastructure projects that improve public access to community amenities like the Riverwalk, cultural venues and institutions, local parks, and the TECO Streetcar.



**TR Goal 2: The Agency shall support multimodal infrastructure and services gaps in the Downtown CRA to create a comprehensive and accessible transportation network.**

**Policies**

The Agency may consider the following in connection with the Agency’s funding of PPDs that address this goal:

- The City’s Mobility Master Plan for project solutions.
- Solicit or rely upon engineering or planning studies or documentation to gain a better understanding of transportation issues within the Downtown CRA and possible solutions to those issues.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

**Strategic Actions**

**Strategic Action 1:** Where applicable and appropriate, promote development that supports multimodal demand through compliance with “Transit Oriented Development” standards

**Strategic Action 2:** Support the construction of pedestrian and bicycle facilities in the Downtown CRA, including sidewalks, bike lanes, and dedicated pathways, when not present in the City’s Capital Improvement Plan (CIP), together with the extension of the Streetcar System and other multimodal or transit related improvements within the Downtown CRA.

**Strategic Action 3:** Support new and innovative approaches to multimodal transportation improvements for projects such as electric vehicle charging stations or corrals for micro-mobility devices, and improved site access.



**TR Goal 3: The Agency shall create a safe travel environment for the Downtown CRA for all users.**

**Policies**

The Agency may consider the following in connection with the Agency’s funding of PPDs that address this goal:

- Utilizing the City’s Vision Zero Action Plan for projects.
- Relying upon or soliciting engineering and planning studies or previous documentation to gain an understanding of transportation issues.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

**Strategic Actions**

**Strategic Action 1:** Support the construction and implementation of projects, programs, or development that enhances transportation safety. This may include the installation of traffic calming measures, improved signage, and other programs and improvements that enhance overall safety for pedestrians, cyclists, and motorists.





# Public Safety and Quality of Life Goals (PSQ), Policies, and Strategic Actions

## Goal 1

**PSQ Goal 1: The Agency shall create a community that is physically and emotionally safe for those that reside in the Downtown CRA.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Providing assistance to the City or other relevant agencies or organizations in achieving crime prevention goals and objectives.
- Requesting before/after studies or data for community policing innovations funded by the Agency.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Provide support for Community Policing Innovations in the Downtown CRA including programs in and additional patrols of the Downtown CRA by the Tampa Police Department.

**Strategic Action 2:** Supporting, to the extent legally feasible, programs that assist those experiencing homelessness in the Downtown CRA.

**Strategic Action 3:** Supporting appropriate safety improvements in the Downtown CRA that promote a safe environment for residents, businesses, and visitors to the Downtown CRA.

Goal  
2

**PSQ Goal 2: The Agency shall utilize Crime Prevention through Environmental Design (CPTED) standards to deter criminal activity in the Downtown CRA.**

**Policies**

The Agency may consider the following in connection with the Agency’s funding of PPDs that address this goal.

- Requesting that the Tampa Police Department review PPDs for compliance with appropriate CPTED standards.
- Creating goals and metrics related to the institution of CPTED in connection with the funding of PPDs.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

**Strategic Actions**

**Strategic Action 1:** Incorporate CPTED standards in projects being developed in the Downtown CRA seeking Agency funding by using urban design, lighting, and landscape materials to reduce opportunities for crime and improve overall safety thereby creating a secure and welcoming environment.

Goal  
3

**PSQ Goal 3: The Agency shall support the enhancement the Downtown CRA by improving, creating, and maintaining vibrant urban parks.**

**Policies**

The Agency may consider the following in connection with the Agency’s funding of PPDs that address this goal:

- Utilizing the City Parks and Recreation Master Plan or other planning documents in considering whether to support a PPD.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

**Strategic Actions**

**Strategic Action 1:** Support improvements to existing City parks located in the Downtown CRA and the creation of strategic partnerships or plans for the improved maintenance, activation, and/or enhancement of existing parks in the Downtown CRA.

**Strategic Action 2:** Support the acquisition of land for and the creation of new urban parks within the Downtown CRA including improvements to, activation of, and maintenance of any new urban parks.





# Affordable and Attainable Housing (AAH) Goals, Policies, and Strategic Actions

## Goal 1

**AAH Goal 1: The Agency shall support and sustain affordable housing in the Downtown CRA by implementing projects, programs, or development that encourage the creation, and preservation of affordable housing units.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- The creation of goals and metrics to increase affordable housing.
- Consider incentives for development of affordable housing.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Increase the total stock of affordable housing units within the Downtown CRA.

**Strategic Action 2:** Subsidize or support affordable housing units beyond the life of the Downtown CRA.

**Strategic Action 3:** Create a range of affordable housing choices directed towards a diversity of communities including families.

**Strategic Action 4:** Provide affordable housing opportunities near or within underserved communities in the Downtown CRA.

**Strategic Action 5:** Form partnerships with housing organizations or developers known for best practice affordable housing building or programming.

## Goal 2

**AAH Goal 2: The Agency shall support workforce housing opportunities in the Downtown CRA by promoting the development of affordable housing tailored to the needs of the local workforce with options for individuals and families employed in the area.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Creation of goals and metrics to increase affordable housing for the workforce of the Downtown CRA including service, hospitality and art employment sectors.
- Consider incentives for development or affordable housing choices for the Downtown CRA workforce.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Create affordable housing units that support the workforce of the economic generators within the Downtown CRA, such as the service, hospitality, and arts and culture employment sectors.

## Goal 3

**AAH Goal 3: The Agency shall support the increase of housing stock in the Downtown CRA to meet the growing demand and promote housing diversity of new residential units.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Offer incentives to development in conjunction or independent of City policies to increase housing stock.
- Create measured goals and metrics related to the increasing housing stock.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Creates a range of housing options that fit the urban character of the Downtown CRA and increases the housing stock by a rate, percentage, or amount to be approved by the Agency. This may include townhomes, multifamily apartments, and condominiums, or those recommended by the Agency.



# Urban Design (UD)

## Goals, Policies, and Strategic Actions

### Goal 1

**UD Goal 1: The Agency shall support architectural continuity in the Downtown CRA by encouraging projects, programs, or developments that match the desired neighborhood aesthetic. This may include promoting design guidelines that enhance visual harmony and preserve or create neighborhood or district character.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Soliciting neighborhood input, when appropriate, on the architectural design of projects seeking Agency support, and/or working with the City to establish legally enforceable design guidelines for the Downtown CRA and/or its distinct neighborhoods in order to determine whether the design of a specific project is consistent with or enhances the specific character of a distinct neighborhood within the Downtown CRA.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Support the creation of public and private building facades in the Downtown CRA that are consistent with the character of that neighborhood and/or enhance the neighborhood aesthetic or overall aesthetic of the Downtown CRA.

**Strategic Action 2:** Support, when appropriate, community outreach or the formation of partnerships or the assembly of focus groups of property owners, the City and neighborhood groups within the Downtown CRA to determine if a specific project, development or program seeking Agency support is consistent with legally established design standards or aesthetic goals.

**Strategic Action 3:** Provide urban wayfinding continuity around the Downtown CRA via wayfinding and signage.

**Strategic Action 4:** Promote and support programs, projects and developments that implement best practices related to the legally established aesthetic and architectural vision of the Downtown CRA.



Goal  
2

**UD Goal 2: The Agency shall support aesthetic continuity of public space in the Downtown CRA by implementing urban and landscape design elements and amenities that create a visually cohesive and appealing environment that enhances the overall aesthetic quality of public spaces for the enjoyment of residents and visitors.**

### Policies

The Agency may consider the following in connection with the Agency’s funding of PPDs that address this goal:

- Work, coordinate, and collaborate with City staff to develop improved, enhanced, or different public realm and legally established architectural design standards to be included in City code for the Downtown CRA or distinct neighborhoods located within the Downtown CRA.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Enhance the public realm through design elements such as public art, streetscape, landscape improvements, or other amenities or otherwise be consistent with City code requirements concerning the public realm and/or project design.



# Historic Preservation (HP) Goals, Policies, and Strategic Actions

## Goal 1

**HP Goal 1: The Agency shall support preservation of the cultural and historic heritage of the Downtown CRA.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Consider providing grants and incentives for PPDs that preserve, protect, and/or rehabilitate landmarks or buildings, structures and/or areas that have been deemed historically significant by the City as local landmarks or historic districts.

Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Support or require the rehabilitation or restoration of local landmarks and other historic structures receiving Agency support in accordance with City historic preservation requirements and standards, and, when applicable and appropriate, assist in financing the conversion or adaptive reuse of historic buildings for contemporary uses.

**Strategic Action 2:** Preserve, restore or enhance the facade of existing buildings and areas in the Downtown CRA consistent with City historic preservation and/or building and zoning requirements, as applicable.

## Goal 2

**HP Goal 2: The Agency shall support the curation and enhancement of historic and cultural sites in public spaces within the Downtown CRA to celebrate and preserve local history, foster a sense of community identity, and create access to significant cultural landmarks and heritage sites.**

### Policies

The Agency may consider the following in connection with the Agency's funding of PPDs that address this goal:

- Studies prepared by, input from or partnerships with the City, the Tampa Bay History Center and other agencies or organizations with the appropriate expertise that can provide historic and contextual information on historic building sites and areas seeking Agency support.

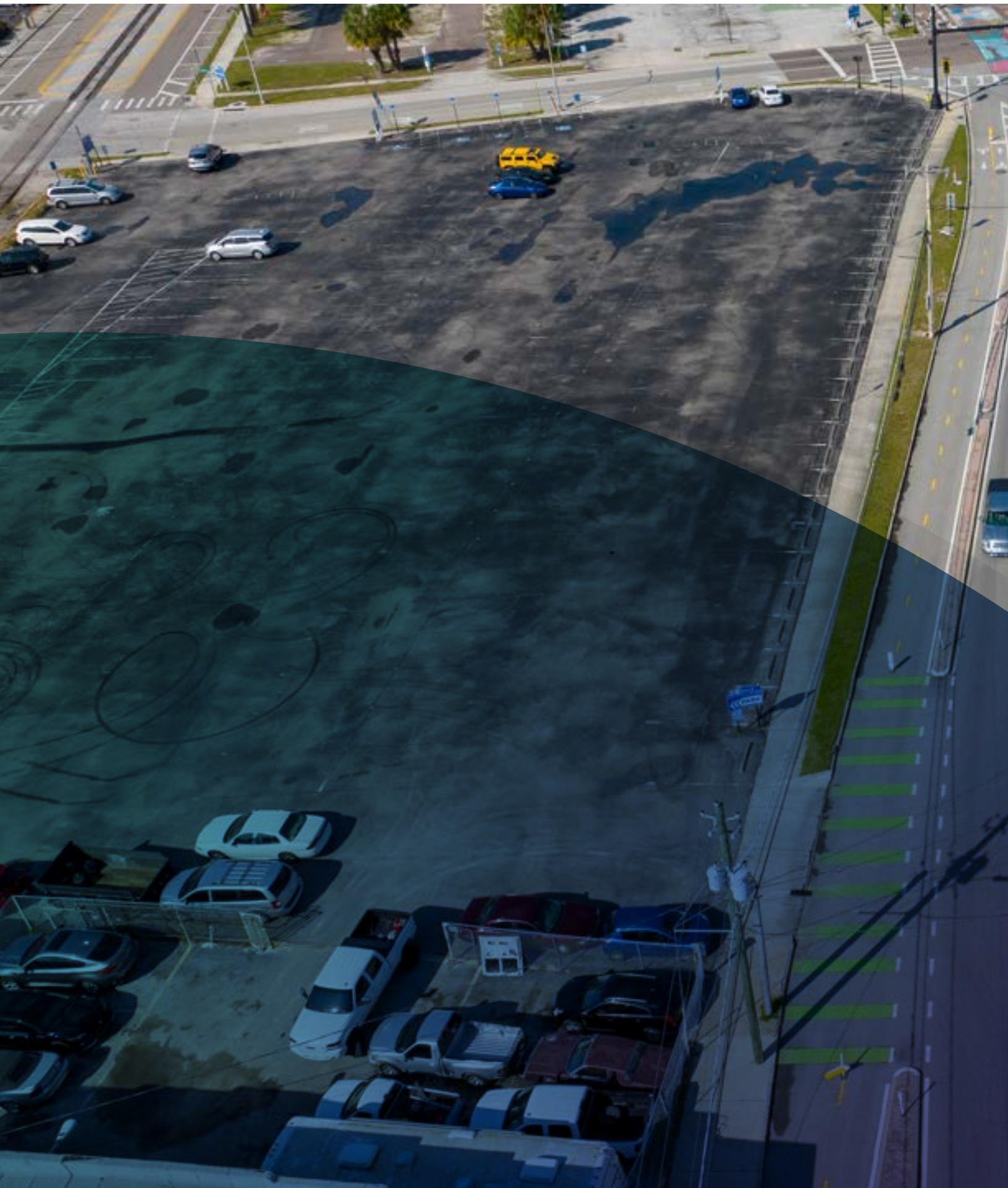
Projects, programs, or developments (PPD) supported by the Agency should accomplish one or more of the following in addressing this goal:

### Strategic Actions

**Strategic Action 1:** Support the preservation and celebration of cultural landmarks and heritage sites through the funding of public amenities such as artwork, monuments, murals, or similar improvements by the Agency with the approval of the property owner or the City.

**Strategic Action 2:** Support grants for projects that preserve or restore the original architecture of buildings or facades, or otherwise make improvements that reflect the historic or cultural importance of a building or site.

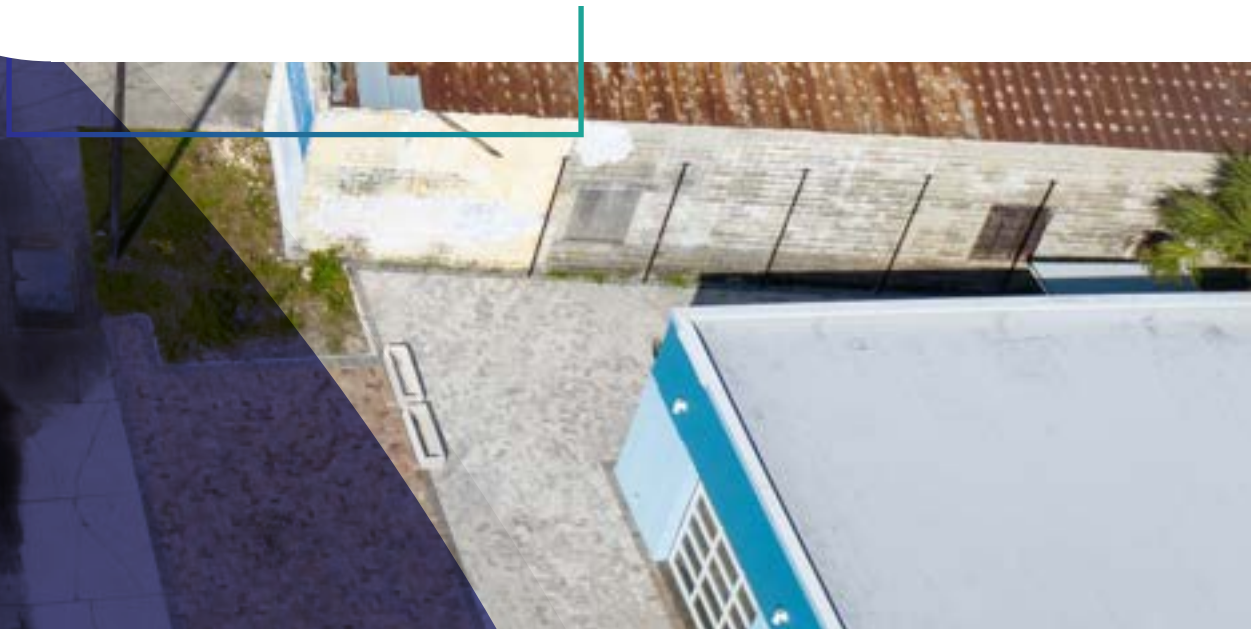








## NEIGHBORHOOD IMPACT ELEMENT



# NEIGHBORHOOD IMPACT ELEMENT

In compliance with F.S. 163.362, this CRP includes a Neighborhood Impact Element which describes the impact of redevelopment upon those living, working, and visiting the Downtown CRA boundaries. All neighborhoods and impacted stakeholders will experience a positive improvement through the Goals, Policies, and Strategic Actions outlined in this plan. Specific focus areas for neighborhood impact include:



## Impact on Residents:

Residents will be impacted by those listed projects in herein and any projects that the Agency approves thereafter. These impacts may culminate in construction, surveying, or other physical and non-physical means during the execution of a PPD. Any impacts will follow established Maintenance of Business (MOB) and Maintenance of Traffic (MOT) plans as required by the City of Tampa.



## Impact on Affordable Housing:

The intention of those PPDs listed under the Affordable and Attainable Housing Goals, Policies, and Strategic Actions is to increase the total affordable and general housing stock within the Downtown CRA, to a capacity deemed suitable by the Agency and within the bounds of health, safety, and quality of life. Those living, working, and visiting the Downtown CRA may be impacted by increased population density and activity in the downtown more broadly. Additionally, housing and rental costs may fluctuate within the Downtown CRA depending on the PPD, which may be executed to achieve housing performance targets set by the Agency.



## Impact on Residents in Surrounding Neighborhoods:

This CRP is written with the knowledge that the impact of its activity is not confined to the boundaries of the Downtown CRA. Surrounding communities include Central Park, the Channel District, Tampa Heights, Davis Island, Ybor City, East Tampa, and the University of Tampa. PPDs executed within the Downtown CRA will impact these communities through changes in real estate markets, increased travel, and physical impacts on shared infrastructure.



## Relocation Policy:

No strategic actions listed herein, inclusive of related projects, programs, or developments, are designed to displace or relocate residents (including individuals and families), businesses, and/or organizations, both those who rent and own within the Downtown CRA, upon the execution of the PPD. Those PPDs listed herein align with this intention to make relocation nominal or unnecessary. Though this possibility is not anticipated, if the likelihood of displacement and relocation cannot be avoided, a plan exists for the relocation of these persons and entities to healthy, safe, and sanitary locations.





## Impact on Traffic and Mobility:

Those PPDs listed under the Transportation Goals, Policies, and Strategic Actions have the intention of improving multimodal mobility in the Downtown CRA necessary of improving vulnerable user safety. Impacts may include the formulation of desired street typologies and visioning of existing and new streets within the Downtown CRA boundaries, possible street closures, MOT due to construction, and changes to transit service and stops.



## Impact on Community Amenities and Infrastructure:

Numerous Goals, Policies, and Strategic Actions call for significant changes in the building and maintenance of amenities and infrastructure. Amenities are defined here as those community assets that improve or enhance the public realm within the Downtown CRA boundaries. This may include parks, public seating, and public art displays. Infrastructure refers to those seen and unseen elements that provide necessary physical structures for buildings and people to operate. This may include stormwater wastewater facilities, roadways, and energy production. Those PPDs may impact the use and building of amenities and infrastructure through razing and reconstruction, or rehabilitation and retrofit.





An aerial photograph of downtown Tampa, Florida. The image shows a mix of modern high-rise buildings with glass and concrete facades, older brick buildings, and a church with a red-tiled roof. A yellow construction crane is visible on the left. The sky is blue with some clouds. A white circular graphic with a blue border is overlaid on the image, containing the text 'WHAT'S NEXT FOR THE DOWNTOWN CRA?'.

## WHAT'S NEXT FOR THE DOWNTOWN CRA?



# WHAT'S NEXT FOR THE DOWNTOWN CRA?

This CRP was written to bring Tampa's Downtown CRA into the 21st century through research into existing conditions, stakeholder and community involvement, and coordination with CRA and City staff. The culmination of these efforts identified the need for a Plan that aligned the Agency's Goals, Policies, and Strategic Actions with a renewed finding of necessity. The intent is that those actions taken by the Agency through the term life of the Downtown CRA address the elements where revitalization is most needed. The Plan is also written with the ability for the Agency to prioritize those Strategic Actions through PPDs to ensure that funding and support are being applied appropriately.

In addition to the Goals, Policies, and Strategic Actions, Opportunities Areas were identified with the Downtown CRA boundaries for the Agency to direct resources and priorities as necessary. These opportunity areas are found in **Figure 18**.

The Opportunity Areas were generated through a three-part process. First, the data and information collected during the existing conditions analysis was used to determine which properties were likely to turn over based on utilization and market trends. Second, stakeholders were asked which areas to consider as opportunities during stakeholder interviews. Finally, Agency staff were consulted on the type of project opportunities as well as the location of opportunities based on the first two steps.

The Opportunity Areas are separated into two types, 1) Development Opportunities, and 2) Streetscape Opportunities. Development Opportunity Areas are groups of city blocks with higher observed occurrences of slum and blight, and have ample land area for master planning. Streetscape Opportunity Areas are streets that may improve the presence of slum and blight in those areas where parcel turn over is less likely. Improvements to the streetscape would lead to matched physical improvement to the land area over an appropriate amount of time.

Development Opportunity Areas are listed in **Figure 18** as follows:

**A. North Downtown**  
**B. County Services**  
**C. Rail Yard**

**D. Whiting Street Parking Block**  
**E. Channelside Blocks**

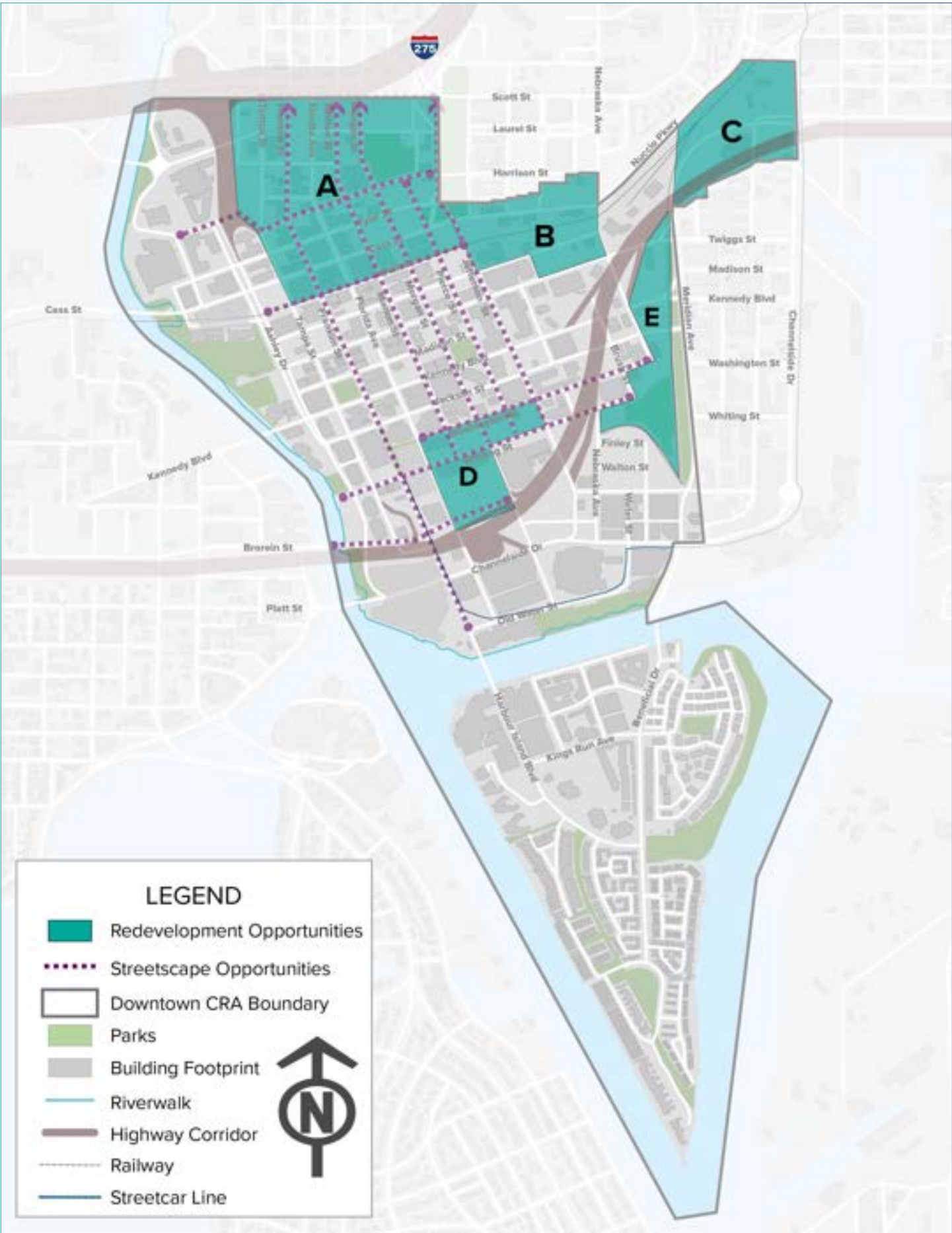
Streetscape Opportunity Areas include:

- **Franklin Street**  
(Scott Street to Old Water Street)
- **Marion Street**  
(Scott Street to Whiting Street)
- **Morgan Street**  
(Scott Street to Whiting Boulevard)
- **Pierce Street**  
(Scott Street to Whiting Boulevard)
- **Jefferson Street**  
(Scott Street to Whiting Street)
- **Scott Street**  
(Tampa Street to Jefferson Street)
- **Polk Street**  
(Ashley Drive to Jefferson Street)
- **Washington Street**  
(Florida Avenue to Nebraska Avenue)
- **Whiting Street**  
(Ashley Drive to Brush Street)
- **Brorein Street**  
(Ashley Drive to Morgan Street)

Project recommendations related to the Opportunity Areas may be included in a future Strategic Action Plan (SAP) to be adopted by the Agency. An SAP would be an addendum to the CRP and will outline specific projects that support a strategic vision for the Downtown CRA. Formulating the SAP would be an additional endeavor to include public input and neighborhood focus groups and establish target areas for PPDs to be carried out.

The Community Redevelopment Plan outlined above embodies a comprehensive vision for the future of the Downtown CRA, addressing key facets of housing, transportation, resiliency, and quality of life. By fostering affordable housing options, improving transportation infrastructure, enhancing resilience measures against environmental challenges, and prioritizing the overall well-being of residents, the plan strives to establish a thriving and sustainable community upon its 2043 sunset.

**Figure 18.** Redevelopment and streetscape improvement opportunities





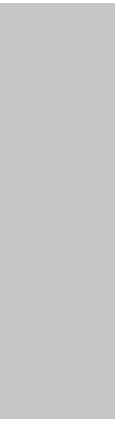




# **APPENDICES**

# APPENDIX A: LEGAL DESCRIPTION OF THE CRA BOUNDARIES

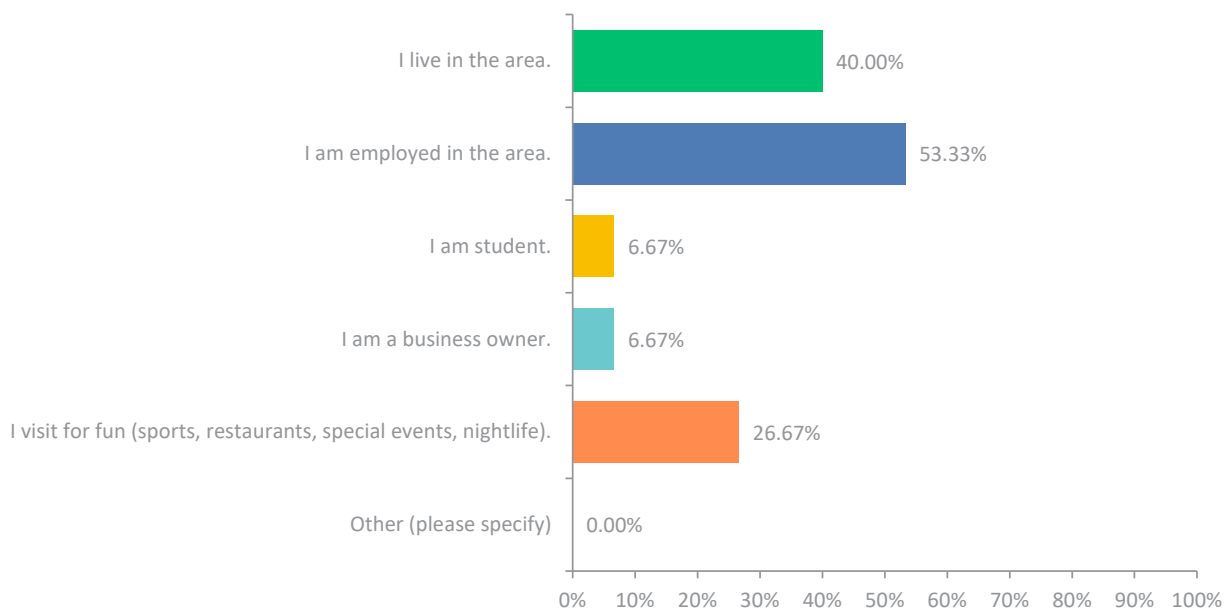
That tract of land lying in Sections 13 and 24 of Township 29 South, Range 1B East, AND in Section 19 Township 29 South, Range 1B East as located in Hillsborough County, Florida, more particularly described as follows to wit: Begin at the intersection of the Southwesterly projection of the Centerline of Whiting Street as shown on TAMPA, a subdivision of record in Plat Book 1, Page 7 of the Public Records of Hillsborough County, Florida, with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead Lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army and shown on their drawing of the U.S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Northeasterly along said projection and Centerline of Whiting Street to the Centerline of Monroe Street (Florida Avenue) in said Subdivision; run thence Northwesterly along said Centerline to the Centerline of Lafayette Street (John F. Kennedy Boulevard) in said Subdivision; run thence Northeasterly along said Centerline and its Easterly projection to the Centerline of the Eastbound Lane of the Eastern extension to I-75 of the Tampa South Crosstown Expressway Project (State Road 618); run thence Northeasterly along said Centerline to the Centerline of Drew Avenue (as shown on DREW'S ADDITION TO TOWN OF TAMPA, a subdivision of record in Deed Book "K", Page 534); run thence Northwesterly along said Centerline to the Easterly projection of the Centerline of Twiggs Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of Jefferson Street as shown on said TAMPA subdivision; run thence Northwesterly along said Centerline to the Centerline of Cass Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of the Southbound Lane of Ashley Drive Interstate Expressway Connector, as shown on RIVERFRONT SUBDIVISION EAST, of record in Plat Book 42, Page 56 of the Public Records of Hillsborough County, Florida; run thence Northerly and Northwesterly along said Centerline to the Centerline of the Scott Street exit ramp of the State of Florida-State Road Department Interstate Expressway No. 4, as shown on said RIVERFRONT SUBDIVISION EAST; run thence Southwesterly along said Centerline to its intersection with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army, and shown on their drawing of the U.S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Southwesterly and Southeasterly along said Centerline to the Point of Beginning of the tract herein described.





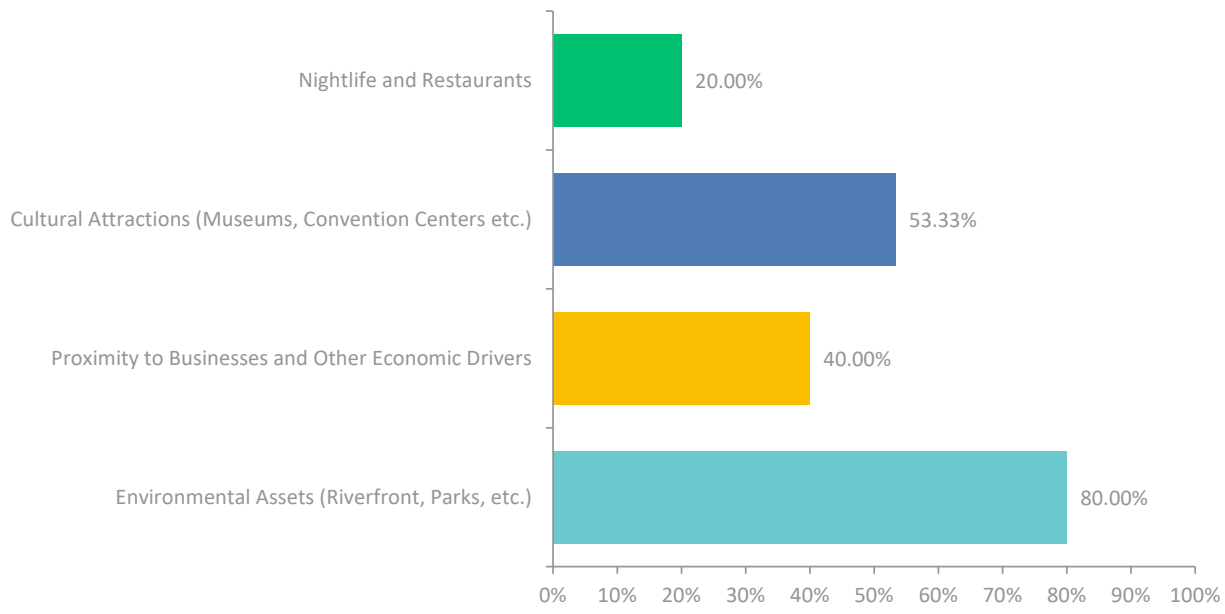
# APPENDIX B: COMMUNITY SURVEY RESULTS

**Q1: What brings you to the Downtown CRA area? Select all that apply.**



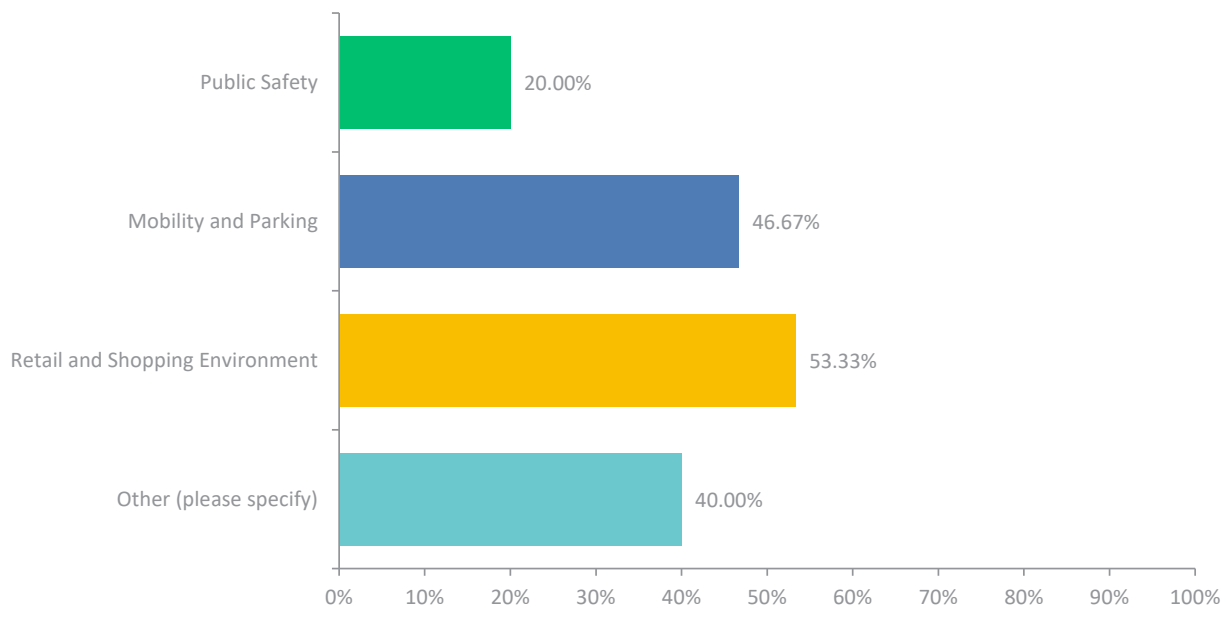
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**Q2: As a district, what is the Downtown CRA’s greatest strength? Select all that apply.**



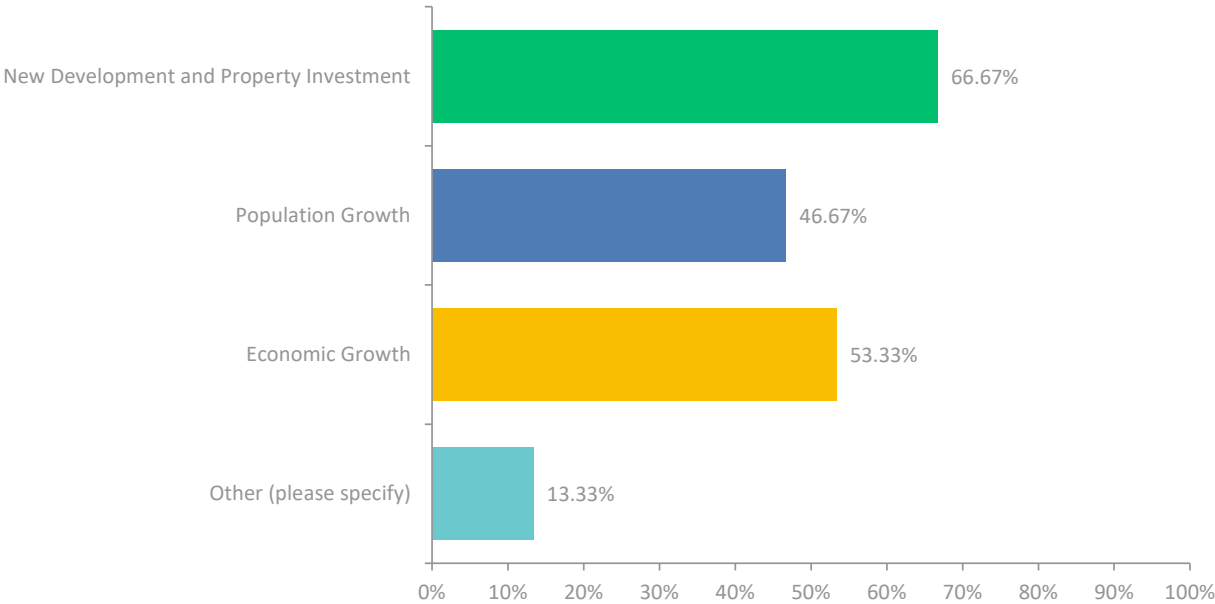
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**Q3: As a district, what is the Downtown CRA’s greatest weakness? Select all that apply**



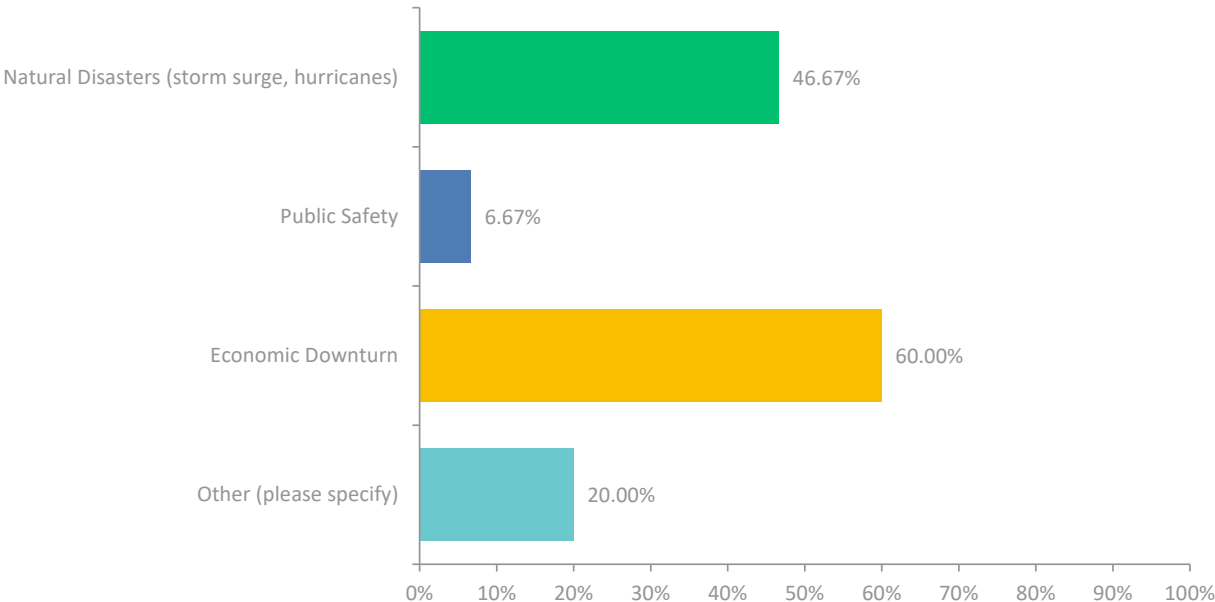
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**Q4: As a district, what are the Downtown CRA's greatest opportunities? Select all that apply.**



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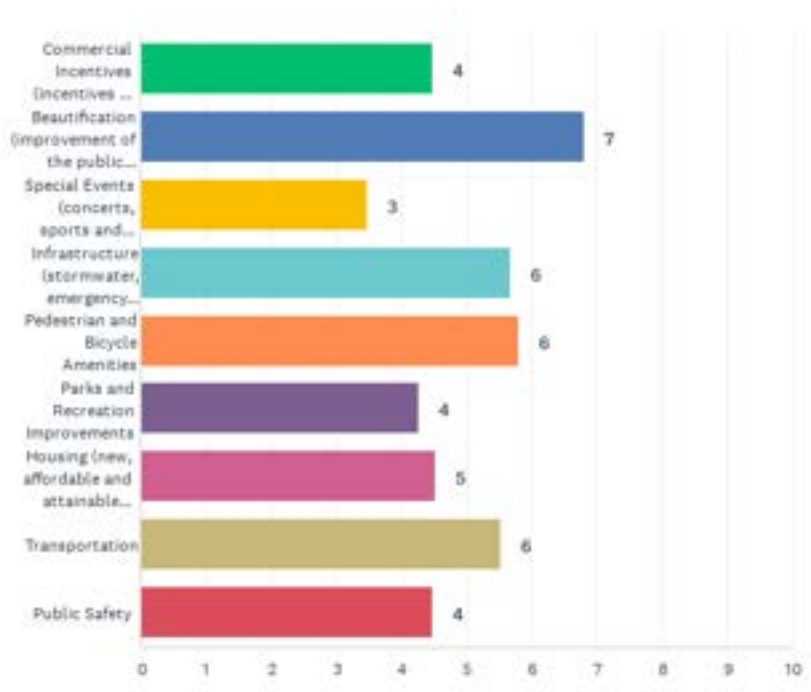
**Q5: As a district, what are the Downtown CRA's greatest threats? Select all that apply.**



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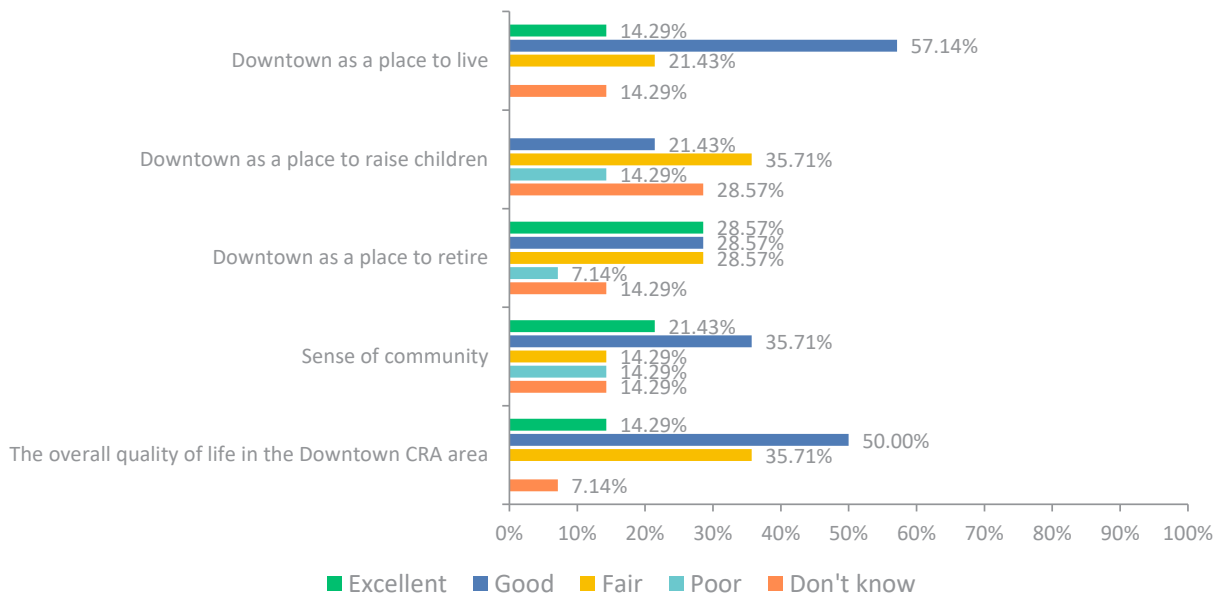


**Q6: Rank the following in terms of importance for the Downtown Tampa CRA today (1 is most important, 9 least)**



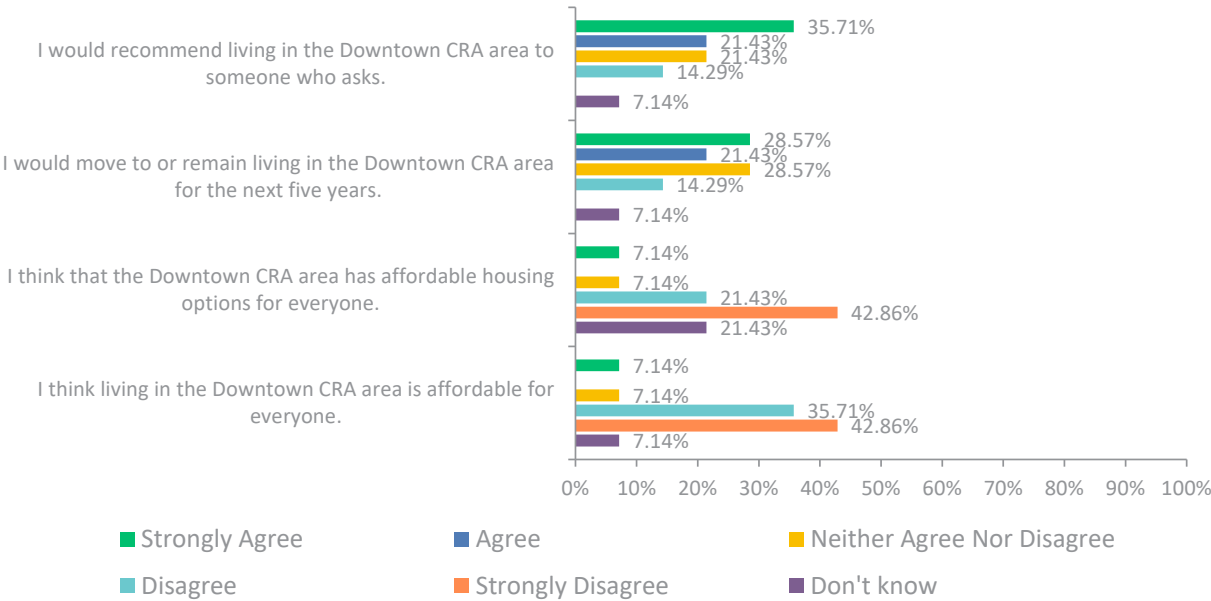
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**Q7: Please rate each of the following aspects of quality of life within the Downtown CRA.**



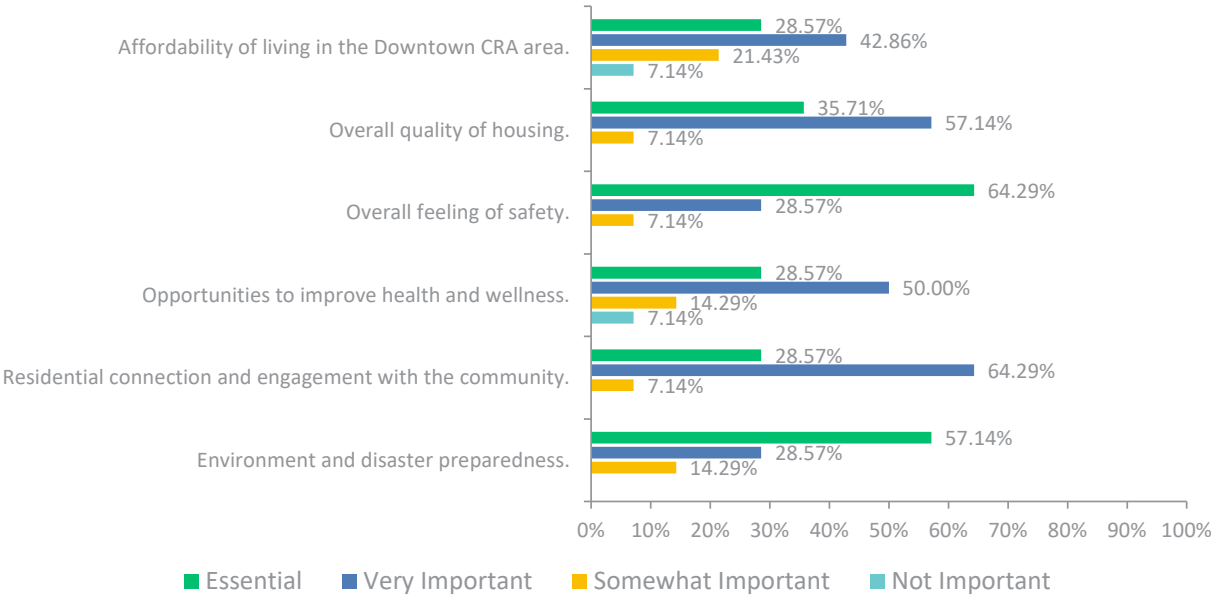
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Q8: Please indicate whether you agree or disagree with the following statements



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Q9: Please rate how important, if at all, you think it is for the Downtown CRA to focus on each of the following elements related to housing and quality of life



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## Q10 Would you like to add any other suggestions for housing, affordability, and quality of life?

#	RESPONSES	DATE
1	Finish the river walk and add more retail.	11/1/2023 10:38 AM
2	Extent the street car	10/31/2023 6:45 PM
3	Tough issue because housing expensive and lower end incomes are low	10/30/2023 6:05 PM
4	Keep diversifying.	10/30/2023 5:51 PM
5	N/A	10/13/2023 12:35 PM
6	Housing opportunities near businesses or along transit lines	8/23/2023 11:34 AM
7	strong codes that require interesting architecture and streetscape	8/2/2023 9:34 AM

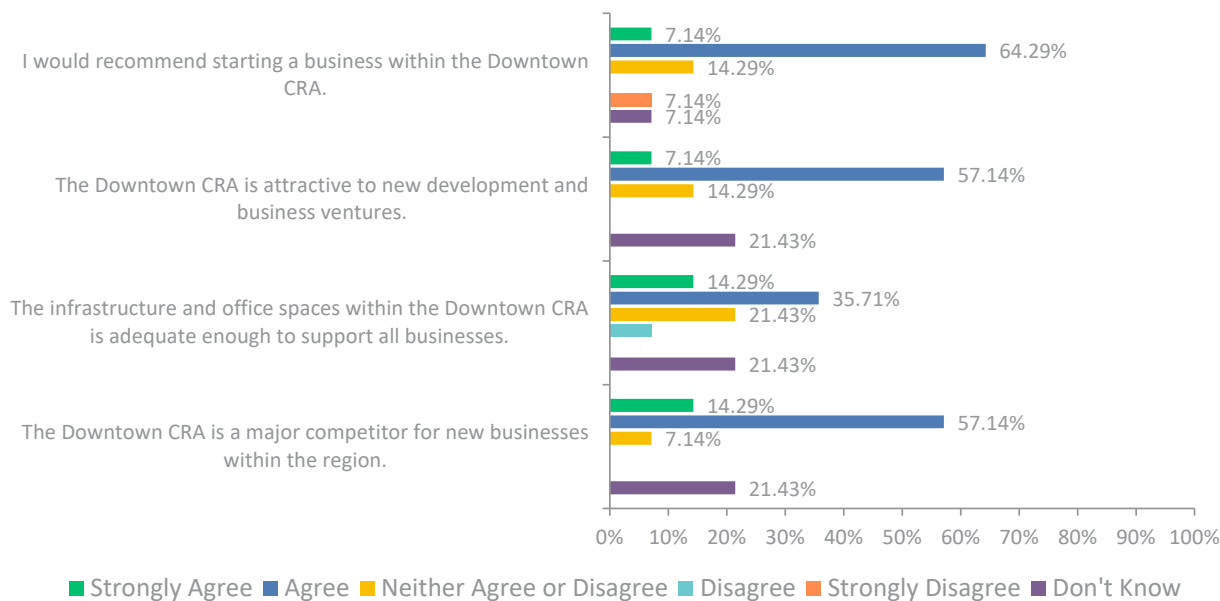
## Q11: Please rate each of the following aspects of working in the Downtown CRA.





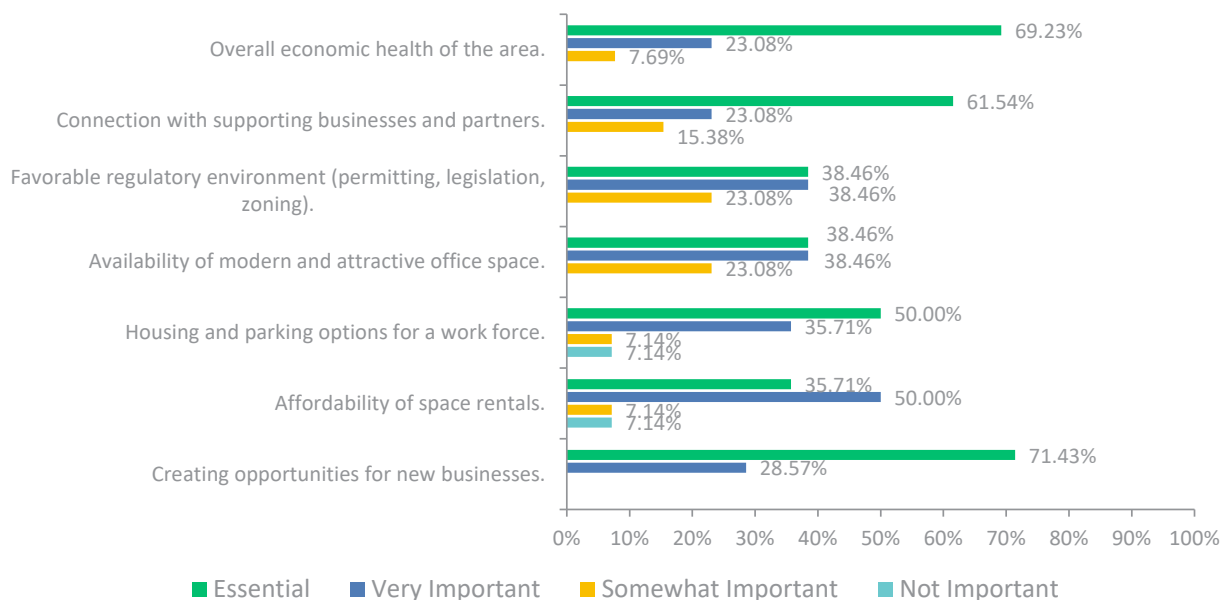
Q12: Please indicate whether you agree or disagree with the following statements

Answered: 14 Skipped: 1



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Q13: Please rate how important, if at all, you think it is for the Downtown CRA to focus on each of the following elements related to working and economic development

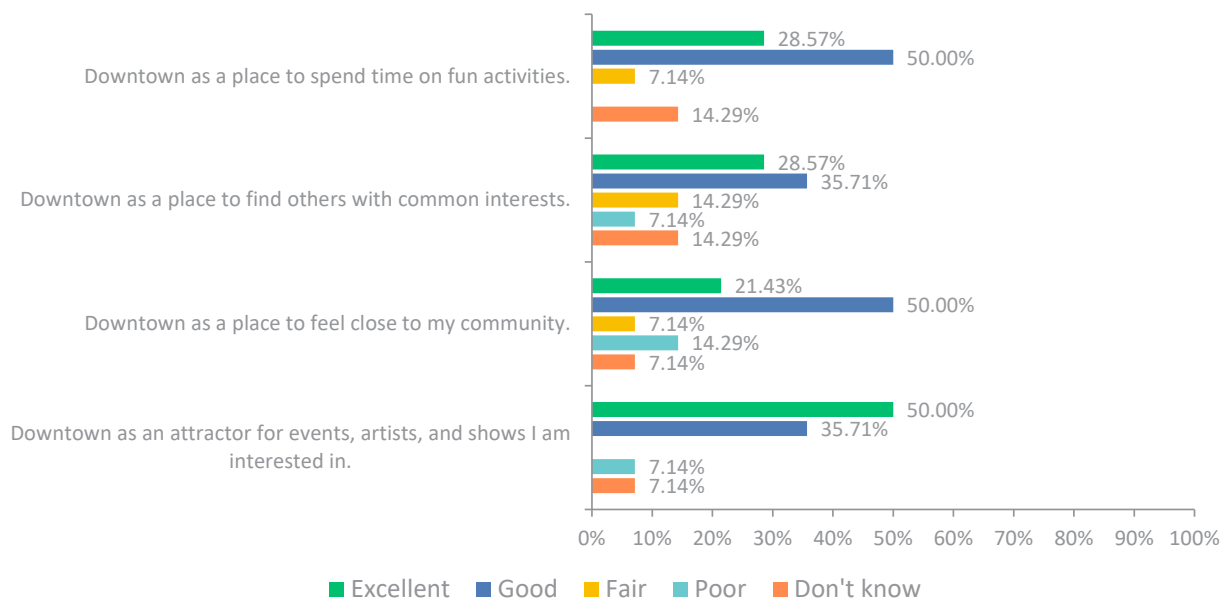


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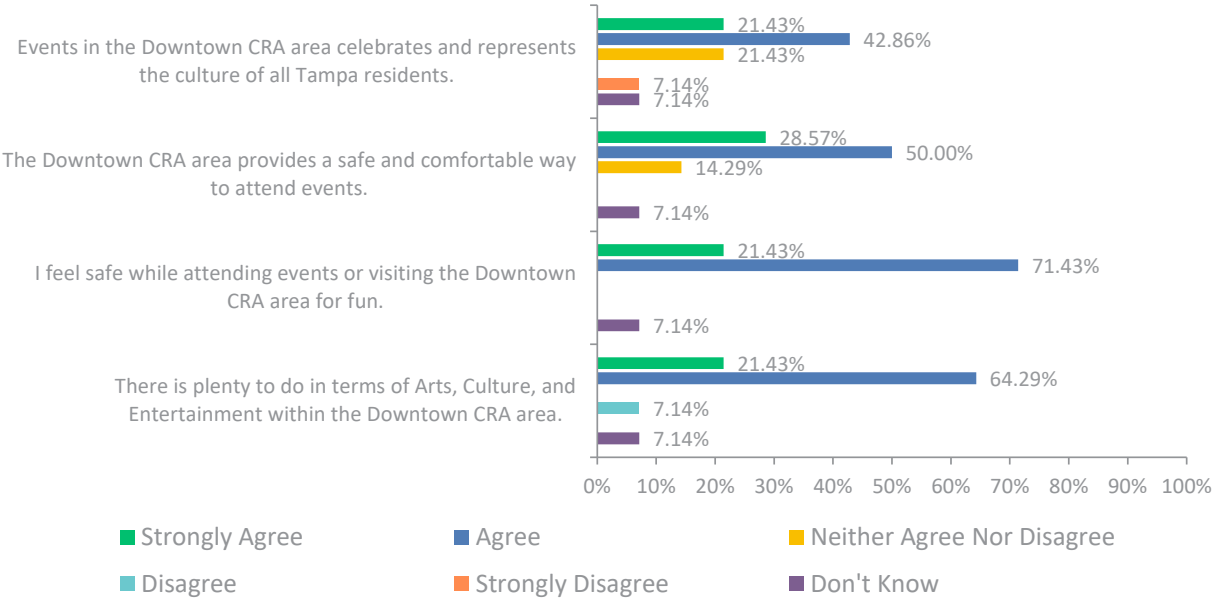
## Q14 Would you like to add any other suggestions for working and economic development?

#	RESPONSES	DATE
1	Make it affordable for businesses to move in. Make it affordable for people to live in so they don't have to travel to work. They'll spend their money where they live.	10/30/2023 5:49 PM
2	N/A	10/13/2023 12:38 PM
3	focus on small independent/locally owned businesses	8/2/2023 9:37 AM

## Q15: Please rate each of the following aspects of arts, culture, and entertainments in the Downtown CRA.

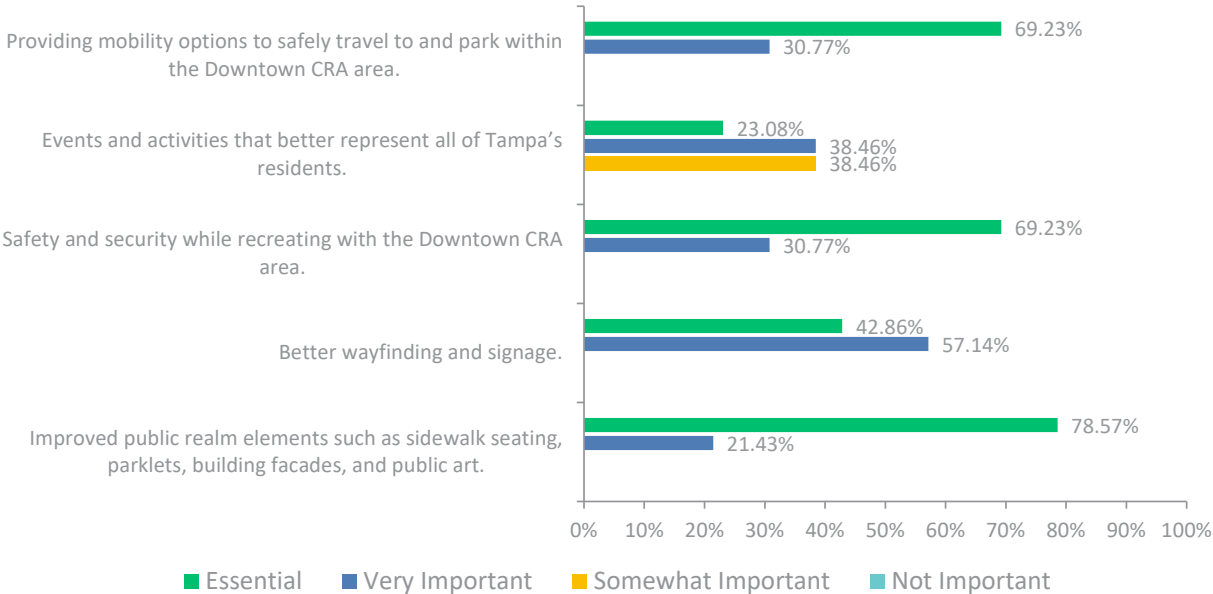


Q16: Please indicate whether you agree or disagree with the following statements



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Q17: Please rate how important, if at all, you think it is for the Downtown CRA to focus on each of the following elements related to arts, culture, and entertainment



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## Q18 Would you like to add any other suggestions for arts, culture, and entertainment?

#	RESPONSES	DATE
1	One thing that is absent is LGBT particular businesses	10/31/2023 7:18 PM
2	N/A	10/13/2023 12:40 PM

# APPENDIX C: COMMUNITY ENGAGEMENT GUIDE

# **CITY OF TAMPA DOWNTOWN CRA UPDATE PLAN**

## **PUBLIC ENGAGEMENT GUIDE**

Draft



## CONTENTS

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Community Visioning Workshops .....	5
Online Community Survey .....	6
CRA Board Meeting .....	6

# GOALS FOR ENGAGEMENT

Engagement will focus on stakeholders, members of public, citizens, and workers within the Downtown CRA areas (core and non-core combined). There will be four (4) forms of outreach and engagement. (1) An online survey will be conducted to capture the widest possible audience within the CRA area, asking targeted questions related to living, working, and recreating in the CRA area. (2) Stakeholder interviews will take place to collect direct information from key characters in the area. These individuals may include developers, business owners, and member of other organizations. (3) Neighborhood meetings will be conducted as a means of reaching residents in the area. (4) Visioning workshops will be held to gather conceptual ideas from the public.

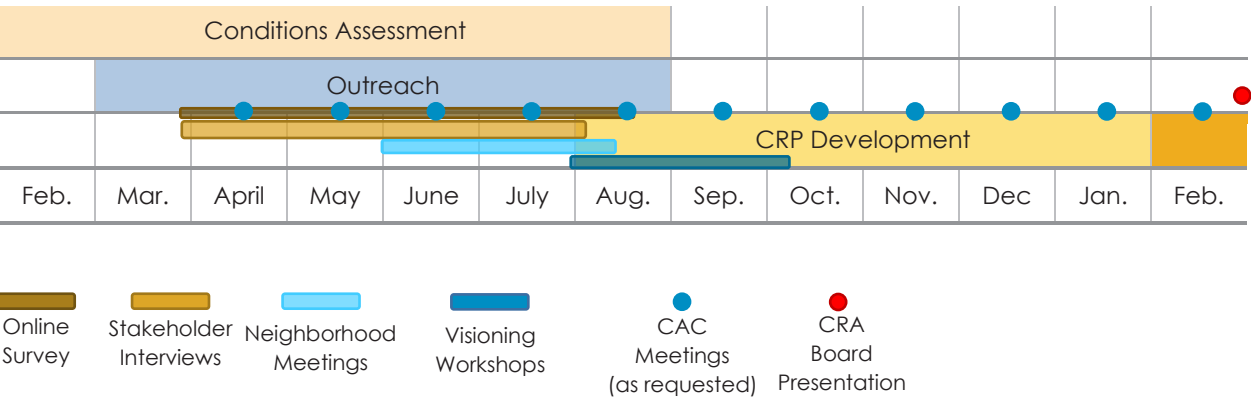
There are four primary goals of engagement:

- 1. **Inform & Invite:** Provide the broader public with balanced information regarding CRA update plan and invite them to participate fully in the process.
- 2. **Consult:** Obtain feedback, personal experiences, and understanding of how the public interacts and engages with the build environment in the CRA.
- 3. **Collaborate:** Partner with the public in decision-making by keeping them involved throughout the process.
- 4. **Define Goals:** Use the data and information collected to define the goals of the community and incorporate them into the update.

# ENGAGEMENT SCHEDULE AND STRATEGY

## SCHEDULE

The outreach schedule is intended to be conducted in tandem with the conditions assessment where input gathered from the public in the CRA area, listed stakeholders, and neighborhoods are woven into the analysis. The current timeframe for outreach is from **March 2023 – August 2023**. A tentative schedule for outreach is found below.



# CAC PRESENTATIONS

KAI will attend the monthly DT-CRA CAC meetings, as requested, to provide project updates and record comments as related to the project content and progress towards completion.

# STAKEHOLDER MEETINGS

- **Timeframe and/or frequency:** Late March – Early July, 12 meetings
- **Meeting goals:** To gain a better understanding of development opportunities and issues within the Downtown CRA.
- **Format:** Interview, grouped by category as seen below

Economic	
Transportation	Economic Development
City of Tampa (COT) Mobility	COT Economic Development
COT Parking	Tampa Downtown Partnership
Hillsborough Transportation Planning Organization (TPO)	Tampa Chamber of Commerce
Tampa Hillsborough Expressway Authority (THEA)	Tampa Economic Development Corporation
Walk-Bike Tampa Bay	Strategic Planning Partnership
Sidewalk Stompers	Water Street
Bike-Walk Tampa	Gas Worx
Tampa Chamber Transportation Committee	COT Planning
Florida Department of Transportation (FDOT)	Tampa Convention Center
Hillsborough County	Amalie Arena
Tampa Union Station	



Environment	Social		
	Cultural/Historic	Law/Code Enforcement	Homeless/Housing
Hillsborough County Stormwater	Friends of the Tampa Union Station	Tampa Police Department	Tampa Homeless Outreach
COT River/Stormwater	Tampa Theatre	Tampa Fire Rescue	Tampa Hope
Sierra Club	Tampa Architecture and Historic Preservation Board	City Code Enforcement	Tampa Police Department
Keep Tampa Bay Beautiful	Downtown River Arts Association		Metropolitan Ministries
Friends of the Riverwalk	Florida Aquarium		Tampa Hillsborough Homeless Initiative
COT Parks and Recreation	Tampa Bay History Center		COT Housing
Florida Department of Environmental Protection	Tampa Museums		Housing Affordability Advisory Team
COT Sustainability and Resilience	COT Cultural and Public Art		CRA Housing
	Downtown River Arts Association		Tampa Housing Authority
	Jackson Rooming House Representatives		
	Straz Performing Arts Center		

## NEIGHBORHOOD MEETINGS

- **Timeframe & frequency:** June – Mid August, three meetings
- **Meeting goals:** Bring together stakeholder groups, property owners and neighborhood groups, residents, business owners and operators to present initial assessment of findings.
- **Format:** Public meeting presentation.

## COMMUNITY VISIONING WORKSHOPS

- **Timeframe & frequency:** August – September, three workshops
- **Meeting goals:** Present initial findings from the conditions assessment and facilitate visioning activities for the CRP. Participants to be invited to the community workshops shall include all neighborhood meeting attendees and invitees as well as key public agencies (i.e., Tampa Hillsborough Expressway Authority, Hillsborough Area Regional Transit Authority, Port Tampa Bay, Florida Department of Transportation District 7, and the Tampa Downtown Partnership).
- **Format:** Public workshop.

# APPENDIX D: CRA PLAN, CORE AND NON-CORE

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Community  
Redevelopment Plan  
for the Downtown  
Community  
Redevelopment Area



CITY OF TAMPA  
COMMUNITY REDEVELOPMENT AGENCY  
DECEMBER 1983



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COMMUNITY REDEVELOPMENT PLAN

FOR THE

DOWNTOWN COMMUNITY REDEVELOPMENT AREA

December 1983

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CITY OF TAMPA, FLORIDA

COMMUNITY REDEVELOPMENT AGENCY

Sandra Freedman  
Tom Vann  
Eddie Caballero  
Helen Chavez  
Lee Duncan  
Perry Harvey  
Haven Poe

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## I. INTRODUCTION

This is the Community Redevelopment Plan (hereinafter the "Plan") for the Downtown Community Redevelopment Area (hereinafter the "Redevelopment Area"), also known as Areas 1 and 2 as declared blighted by Tampa City Council, located in the Downtown area of the City of Tampa, Florida. This Plan has been prepared by the Tampa Community Redevelopment Agency (hereinafter the "Agency") pursuant to the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes (hereinafter the "Act").

The Plan consists of this Plan narrative, narrative for the initial community redevelopment projects and various community development exhibits referenced herein and made part hereof. Additional community redevelopment projects will be consistent with this Plan and will be approved by the Agency.

The Plan has been found to be in conformity with the City of Tampa Comprehensive Plan, and has been approved by the Agency and the City.

Typically, core areas which are blighted contain many deteriorated and deteriorating land uses and vacant or underutilized properties which do not contribute to the creation of a prosperous, viable urban center. The goal is to guide development therein so that the area eventually comes to support a fairer portion of the tax base and results in needed new business and new jobs for local residents. The purpose of preparing a redevelopment plan is to arrive at a consensus of what direction is best to guide future development as shall be determined appropriate to eliminate existing conditions of blight and necessary to prevent the return thereof.

The Plan provides a framework for coordinating and facilitating public and private redevelopment of a portion of Tampa's Central Business District (see page 8 for location map). The development and implementation of the Plan involves the efforts of City Council, acting as the Community Redevelopment Agency; the private sector financial and business community; the City of Tampa Downtown Development Authority (DDA); and the City Administration.

The Community Redevelopment Act of 1969, Chapter 163 Part III Florida Statutes, provides the authority to formulate and implement this Plan. The Act grants local municipalities and Community Redevelopment Agencies the authority to undertake redevelopment "Projects", following the designation of a redevelopment area as blighted; and following the preparation and adoption of a Community Redevelopment Plan; and after a public hearing and review by appropriate local planning agencies.



The need to initiate a redevelopment effort lies in the conspicuous difference between the blighting influences and development weaknesses present in the Redevelopment Area and the nearby thriving commercial core. Certain conditions in the Redevelopment Area make private investment there much less attractive than in the heart of Downtown. These are: substandard structural conditions; unsuitable lot layout; inadequate infrastructure; crime; deteriorated and sometimes hazardous street conditions; major street patterns that do not complement each other; oppressive traffic flow; and diverse ownership making reassembly of substandard sized lots difficult or impossible without public incentives.

These things make it very unlikely that the Redevelopment Area will experience growth, investment and expansion of the tax base without special stimuli. The Plan is designed to do away with unsafe conditions; eliminate obsolete and detrimental uses; and develop a framework that will increase the confidence of the private investor in the commercial and residential Redevelopment Area; and thereby generate the large-scale Downtown development that is beneficial to the entire City of Tampa and Hillsborough County.

Many previously published studies and plans were important in the preparation of this Plan. A bibliography is provided in the final section of the text.

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## II. DEFINITIONS

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## II. DEFINITIONS

The following terms shall have the meanings set opposite each unless the context otherwise requires.

- A. Act: The "Community Redevelopment Act of 1969", as set forth in 163.330 et seq., Florida Statutes 1981, as the same may be amended from time to time.
- B. Agency: The Community Redevelopment Agency of the City created in accordance with the Act.
- C. City: The City of Tampa, Florida and all other departments, bureaus, and agencies thereof.
- D. City Council: The body politic, as the same shall be from time to time constituted, charged with the duty of governing the City.
- E. Comprehensive Plan: The Comprehensive Planning Program to guide and control future development of the City adopted pursuant to the terms of the Local Government Comprehensive Planning Act of 1975.
- F. Improvements: Buildings, structures, and other improvements (including, without limitation, subsurface structures and foundations and Public Improvements) constructed, erected, or placed or to be constructed, erected, or placed on any Real Property in the Redevelopment Area.
- G. Open Space: Any parcel or area of land or water essentially unimproved and set aside, dedicated, designated, or reserved for public or private use or enjoyment, or for the use and enjoyment of owners and occupants of land adjoining or neighboring such open space.
- H. Owner: Any person owning Real Property within the Redevelopment Area.

- I. Person: Any individual, firm, partnership, corporation, company, association, joint stock association, or body politic, including any trustee, receiver, assignee, or other person acting in a similar representative capacity.
- J. Plan: This Community Redevelopment Plan for the Downtown Community Redevelopment Area, as the same may be amended from time to time.
- K. Project: The undertakings and activities of the Agency or any Person in the Redevelopment Area for the elimination and prevention of the development or spread of blight.
- L. Public Improvements: All public utilities, structures, and other public improvements including, without limitation, overpasses or underpasses, bridges, streets, gutters, sidewalks, street lights, sewers, storm drains, traffic signals, water distribution systems, electrical distribution systems, natural gas distribution systems, telephone systems, curbs, buildings, parks, playgrounds, plazas, recreation areas, off-street parking areas, elevated parking decks or garages, landscape areas, waterways, and related facilities.
- M. Real Property: Land; including land under water and waterfront property; buildings; structures, fixtures and Improvements on the land; and property appurtenant to or used in connection with the land; every estate, interest, privilege, easement, franchise, and right in land, including but not limited to, rights-of-way, terms for years, and liens, charges, or encumbrances by way of judgement, mortgage, and otherwise, and the indebtedness secured by such liens.
- N. Redevelopment Area: The blighted area which is to be redeveloped by the Agency in accordance with the Plan, comprising that area of the City more particularly described in Section III herein.
- O. State: The State of Florida.
- P. Zoning Ordinance: The Zoning Ordinance of the City as the same presently exists and as amended from time to time hereafter.



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### III. LEGAL DESCRIPTION

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CITY OF TAMPA, FLORIDA

RIGHT OF WAY SECTION

DEPARTMENT OF HOUSING, INSPECTIONS AND COMMUNITY SERVICES

**III. LEGAL DESCRIPTION**

Type: PROPERTY AREA BOUNDARY

Location: DOWNTOWN COMMUNITY  
REDEVELOPMENT AREA

PARCEL NO. 1

Sheet: 1 of 3

By: *R. M. J.*

Date: 7-S-SS

Sec. Sees. 13, 24 & 25, T29S, R18E

AND Sees. 18, 19 & 30, T29S, R19E

Checked: *ffv*

Date: 7-6-83

Project (File) No.: 414.3

Title Information By: None

Parcel (File) No.: - - -

That tract of land lying in Sections 13, 24 and 25 of Township 29 South, Range 18 East, AND in Sections 18, 19 and 30 in Township 29 South, Range 19 East as located in Hillsborough County, Florida, more particularly described as follows, to wit:

Begin at the intersection of the Southwesterly projection of the Centerline of Whiting Street as shown on TAMPA, a subdivision of record in Plat Book 1, Page 7 of the Public Records of Hillsborough County, Florida, with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead Lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army and shown on their drawing of the U. S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Northeasterly along said projection and Centerline of Whiting Street to the Centerline of Monroe Street (Florida Avenue) in said Subdivision; run thence Northwesterly along said Centerline to the Centerline of Lafayette Street (John F. Kennedy Boulevard) in said Subdivision; run thence Northeasterly along said Centerline and its Easterly projection to the Centerline of the Eastbound Lane of the Eastern extension to I-75 of the Tampa South Crosstown Expressway Project (State Road 618); run thence Northeasterly along said Centerline to the Centerline of Drew Avenue (as shown on DREW'S ADDITION TO TOWN OF TAMPA, a subdivision of record in Deed Book "K", Page 534); run thence Northwesterly along said Centerline to the Easterly projection of the Centerline of Twiggs Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of Jefferson Street as shown on said TAMPA Subdivision; run thence Northwesterly along said Centerline to the Centerline of Cass Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of the Southbound Lane of Ashley Drive Interstate Expressway Connector, as shown on RIVERFRONT SUBDIVISION EAST, of record in Plat Book 42, Page 56 of the Public Records of Hillsborough County, Florida; run thence Northerly and Northwesterly along said Centerline to the Centerline of the Scott Street exit ramp of the State of Florida-State Road Department Interstate Expressway No. 4, as shown on said RIVERFRONT SUBDIVISION EAST: run thence Northeasterly and Easterly along said Centerline to and along the Centerline of the Scott Street Right of Way lying South of and abutting the Southerly Limited Access Right of Way Lines, and their Easterly projections, as shown on the Tampa Expressway System Downtown Distributor, Section No. 10190-2412-41-14 of

CITY OF TAMPA, FLORIDA

RIGHT OF WAY SECTION

DEPARTMENT OF HOUSING, INSPECTIONS AND COMMUNITY SERVICES

LEGAL DESCRIPTION

Type: PROPERTY AREA BOUNDARY

Location: DOWNTOWN COMMUNITY  
REDEVELOPMENT AREA

PARCEL NO. 1

Sheet: 2 of 3

By:

*[Signature]*

Date: 7S-&3

Sec. Sees. 13, 24 & 25, T29S, R18E

AND Sees. 18, 19 & 30, T29S, R19E

Checked:

*[Signature]*

Date: 7-6-83

Project (File) No.: 414.3

Title Information By: None

Parcel (File) No.: - - -

State Road No. 400, Hillsborough County, State of Florida State Road Department Right of Way Map; run thence Easterly along said Centerline to the Centerline of East Bay Street as shown on PLAN OF MOBLEY'S SUBDIVISION, of record in Deed Book "Q", Page 539 of the Public Records of Hillsborough County, Florida; run thence Southerly along said Centerline, and its Southerly projection, to its point of intersection with the Westerly projection of the Southernmost boundary of the Housing Authority of the City of Tampa, Florida Central Avenue Project, said boundary as established per City of Tampa Ordinance No. 1518-A; run thence Easterly along said projection and boundary, and Northerly and Easterly along said Southernmost boundary of said Housing Project, to the Southeasterly corner of said Project; continue thence Easterly along the Easterly projection of said boundary to the Westerly boundary of Section 18, Township 29 South, Range 19 East, as lying in Nebraska Avenue (State Road 45); run thence Southerly along said Section Line 250 feet; run thence Easterly, and parallel to the Southerly boundary of said Section 18, to the Southeasterly boundary of MARYLAND AVENUE SUBDIVISION, of record in Plat Book 41, Page 71 of the Public Records of Hillsborough County, Florida; run thence Northeasterly along said boundary to the Westerly projection of the Centerline of Alabama Avenue (3rd Avenue) as shown on LESLEY'S SUBDIVISION, of record in Plat Book 1, Page 8 of the Public Records of Hillsborough County, Florida; run thence Easterly along said projection and Centerline to the Centerline of Elizabeth Street (13th Street); run thence Southerly along said Centerline, and its Southerly projection, to its intersection with the Northeasterly projection of the Southeasterly Limited Access Right of Way Line of said Tampa South Crosstown Expressway Eastern Extension to I-75; run thence Southwesterly along said projection and Limited Access Right of Way Line, and its Southwesterly projection, to the Westerly boundary of Meridian Avenue, as shown on MAP OF FINLEY AND 30NES SUBDIVISION, of record in Plat Book 1, Page 93 of the Public Records of Hillsborough County, Florida; run thence Southeasterly along said boundary, and its Southeasterly projection, to and along the Westerly boundaries, and their Northwesterly and Southeasterly projections, of Maxwell Avenue (Meridian Avenue) as shown on MAP OF FINLEY AND STILLINGS SUBDIVISION, of record in Plat Book 1, Page 88 of the Public Records of Hillsborough County, Florida, that unnamed street Right of Way per Plat (Meridian Avenue) as shown on MAP OF FINLEY AND CAESAR SUBDIVISION, of record in Plat Book 1, Page 84 of the Public Records of Hillsborough County, Florida, and Wiggins Avenue (Meridian Avenue) as shown on HENDRY & KNIGHT'S MAP OF CHAMBERLAINS, a subdivision of record in Plat Book 5, Page 10 of

CITY OF TAMPA, FLORIDA

BIGHT OF WAY SECTION

DEPARTMENT OF HOUSING, INSPECTIONS AND COMMUNITY SERVICES

LEGAL DESCRIPTION

Type: PROPERTY AREA BOUNDARY

Location: DOWNTOWN COMMUNITY  
REDEVELOPMENT AREA

PARCEL NO. 1

Sheet: 3 of 3

By: *RMP*

ante: 7-6-83

sec. Sees. 13, 24 & 25, T29S, R18E

AND Sees. 18, 19 & 30, T29S, R19E

Checked: *<\$*

Date: p. & -8\$

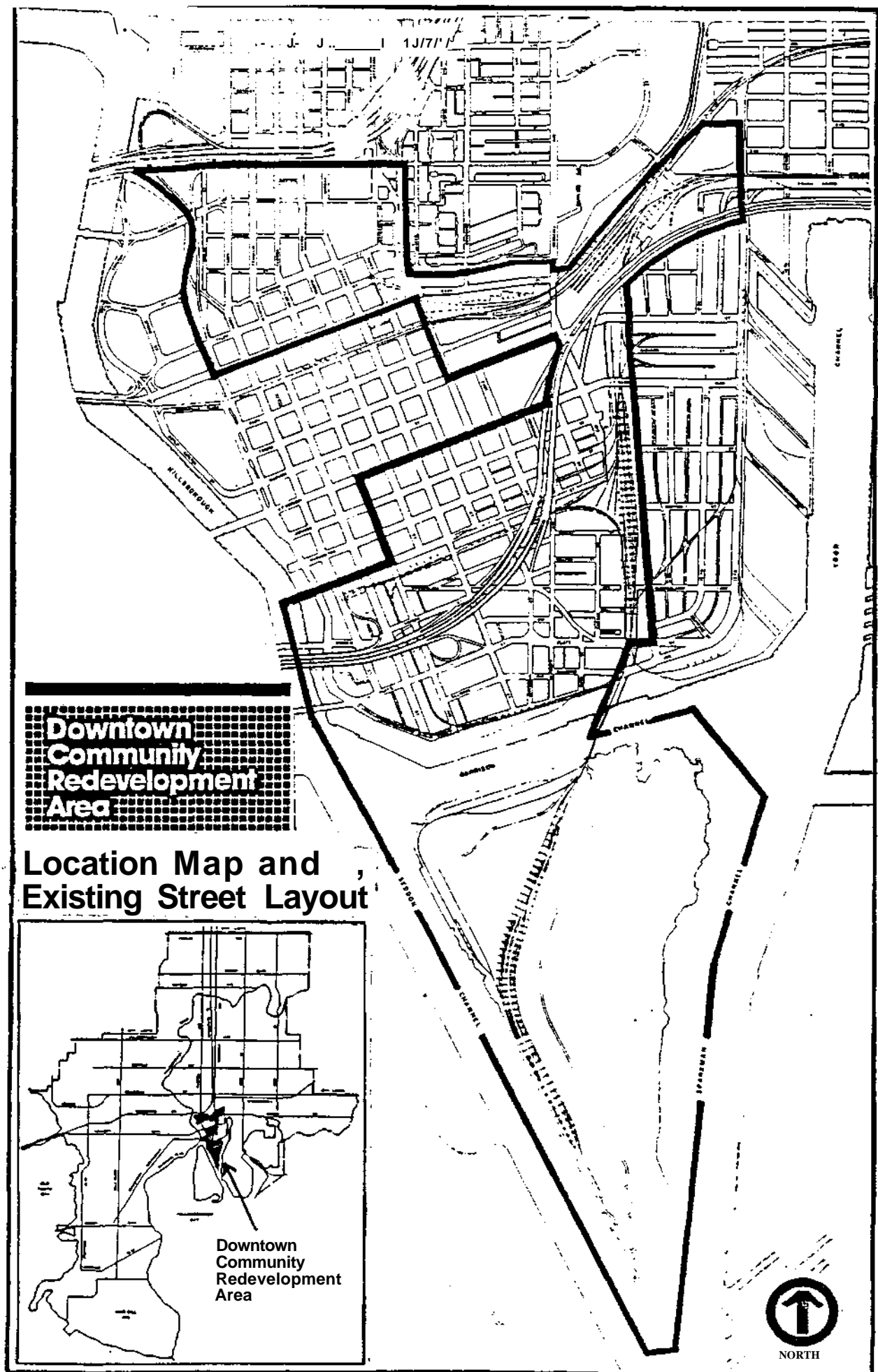
Project (File) No.: 414.3

Title Information By: None

Parcel (File) No.: - - -

the Public Records of Hillsborough County, Florida, to the Easterly projection of the Centerline of Carew Avenue (Platt Street), as shown on said HENDRY & KNIGHT'S MAP OF CHAMBERLAINS Subdivision; run thence Westerly along said Centerline projection to the Northeasterly projection of the Easterly Boundary of Water Lot 70 of said HENDRY & KNIGHT'S MAP OF CHAMBERLAINS Subdivision; run thence Southwesterly along said projection, Easterly boundary, and its Southwesterly projection, to the Centerline of Garrison Channel per the Tampa Port Authority Bulkhead Lines as established by Hillsborough County Port Authority on September 15, 1960, December 5, 1961 and April 5, 1963, and filed for record in Plat Book 42, Page 37 of the Public Records of Hillsborough County, Florida; run thence Northeasterly along said Centerline to a Point of Intersection with a Line, said Line lying 350 feet Northeasterly of and parallel to that combined Pierhead and Bulkhead Line along the Northeasterly boundary of Seddon Island lying between the U. S. Corps of Engineers Harbor Line Monuments THL 214 and THL 208; run thence Southeasterly along said Line to its intersection with the Northeasterly projection of the Centerline of Sparkman Channel; run thence Southwesterly along said Centerline, and its Southwesterly projection, to a Line lying 750 feet Southeasterly of and parallel to that combined Pierhead and Bulkhead Line forming the Southerly boundary of Seddon Island, and lying between the U. S. Corps of Engineers Harbor Line Monuments THL 204 and THL 218; run thence Southwesterly along said Line to its intersection with the Centerline of Seddon Channel; run thence Northwesterly along said Centerline and its Northwesterly projection to its intersection with that combined Pierhead and Bulkhead Line lying between U. S. Corps of Engineers Monuments THL 13A and THL 101A, all channels, combined Pierhead & Bulkhead Lines and referenced Monuments being as indicated per Plat Book 42, Page 37 of the Public Records of Hillsborough County, Florida; run thence Southwesterly along said Line to its intersection with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead Lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army, and shown on their drawing of the U. S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Northwesterly along said Centerline to the Point of Beginning of the tract herein described.





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#### IV. POLICIES AND OBJECTIVES

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#### IV. POLICIES AND OBJECTIVES

##### A. Summary

The Plan is based on a framework of policies and objectives drawn from positions previously established by City Council, the Downtown Development Authority (DDA) and the Administration. Future projects and activities will be in conformance with these policies and objectives.

##### Policies

- The redevelopment, rehabilitation, conservation, or any combination thereof, of blighted areas pursuant to Chapter 163.340 Florida Statutes, is necessary in the interest of public health, safety, morals or welfare of the residents of the City of Tampa.
- There is need for a Community Redevelopment Plan for that portion of the Downtown which has been declared blighted, following guidelines for appropriate re-use and new development and allowing for infrastructure and open space needs to the year 1999.
- There is a need for a Community Redevelopment Agency to function in the City of Tampa to implement the Community Redevelopment efforts through exercising the authority vested in such agencies by the Community Redevelopment Act of 1969.
- The City of Tampa City Council shall serve as the Community Redevelopment Agency in all matters concerning the Community Redevelopment Plan.
- The Downtown Development Authority of the City of Tampa shall serve as the key policy advisory body to the Community Redevelopment Agency in all matters affecting the Redevelopment Area.
- The primary responsibility for redevelopment of the Redevelopment Area lies with the private sector; notwithstanding, government will reinforce mutually supportive activities in terms of public services, facilities, and other public assistance to the minimum extent necessary to achieve the objectives of the Plan.

- The Redevelopment Plan shall provide a general framework for new development and re-use, but shall not be so specific as to constrain or inhibit the initiation of private development in terms of the most effective operation of the marketplace.
- The development process shall be streamlined insofar as possible to expedite the implementation of approved projects within the Redevelopment Area.
- Public subsidy of an inefficient operation will be avoided whether it is a public agency, a not-for-profit private agency, or a profit-making business.

### Objectives

- Eliminate the conditions of blight and prevent the recurrence and future spread of blighting conditions.
- Achieve redevelopment of the Redevelopment Area consistent with the Plan.
- Plan adequate public infrastructure towards meeting the needs for full scale private development to the year 1996.
- Initiate plans, programs, and actions that stimulate private sector investments and business activity in the Redevelopment Area consistent with the adopted land use and development plans for Downtown Tampa.
- Emphasize quality in new or re-use development, consistent with local codes and ordinances.
- Create an efficient pattern of circulation for transit use, identifying alternative modes of travel.
- Encourage the preservation and protection of historic properties listed on the National Register of HistoricPlaces.
- Provide a Residential Use Element that satisfies the needs and requirements for housing consistent with Chapter 163.362 Florida Statutes.
- Provide for an equitable relocation program.



- Provide for utilizing the waterfront to its best advantage, encouraging complementary development while safeguarding the environment consistent with State laws and local ordinances.
- Create at least 14,000 new jobs.
- Stimulate growth of the tax base.
- Develop a mixed-use urban environment which provides downtown residents with opportunities to live, work, shop and recreate in a safe and pleasant setting.

**B. Proposed Measures To Accomplish Redevelopment Objectives**

The City has determined by Resolution that the Redevelopment Area is a blighted area and is appropriate for community redevelopment Projects under the Act and that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City. The Agency was established on September 9, 1982.

The Agency's basic objective is to eliminate the visual, economic, physical, and social blight presently existing within the Redevelopment Area. The above conditions exist because of a number of factors, including:

- A lack of early comprehensive planning in the City has resulted in a random mixture of residential, retail, commercial, industrial, public and quasi-public uses;
- Many structures in the Redevelopment Area are in advanced stages of physical deterioration, are outdated, functionally obsolete, and are unfit and unsafe for human occupancy;
- An economic liability exists in that Subareas 1-5 support a tax base which is less than one-fourth that of the balance of the Central Business District. This is accounted for in part by the fact that only 17% of available land is occupied by structures at present.

- /x\_
- Subareas 6 and 7 support a tax base only 15% that of the balance of the CBD with 29% of available land occupied by structures;
  - Many parcels in the Redevelopment Area have problems which hinder new development (e.g., faulty lot layout; inadequate lot size; diverse and absentee ownership);
  - Street conditions are largely in need of repair. There are various stretches of patched roadway which make for an uneven and sometimes hazardous surface. Streets are overcrowded during the day, and on-street parking contributes to this congestion; and
  - There is need to upgrade aging and deteriorated infrastructure (e.g., sanitary sewers, water, drainage, sidewalks).

Such conditions have adversely affected public health and safety and have necessitated disproportionate expenditures for the maintenance of adequate police, fire, accident, hospitalization, and other public economic burden on the City which cannot be reversed or alleviated by private enterprise alone.

In order to restore a blighted area to economic health, arrest its adverse effects on surrounding areas, and make it a source of pride to persons residing and working in or visiting the City, the Agency, in accordance with applicable State and local laws, will remedy or cause to be remedied those conditions causing blight by taking the following measures:

- Adopt and implement suitable plans for financing various phases of the redevelopment process; such financing to be in general conformance with the provisions of Section VIII of this Plan.
- Acquisition of necessary Real Property in the Redevelopment Area by purchase, gift, devise, exchange, condemnation, or otherwise under the conditions set forth in Section VII herein.
- Management of all Real Property acquired by the Agency and of all Improvements located on such

Real Property from the time the Agency takes title until disposal thereof, in accordance with Section VII herein.

- Relocation of residents and business owners within the Redevelopment Area in accordance with Section VII herein.
- The demolition and removal of existing Improvements, as necessary, and the preparation of the Redevelopment Area for its intended uses in accordance with Section VII herein.
- The disposition by sale or lease of Real Property within the Redevelopment Area for private or public uses in accordance with Section VII herein, and with such conditions and covenants running with the land as are necessary to ensure redevelopment in accordance with this Plan and prevent the recurrence of blight.
- The provision of reasonable preference to persons who are engaged in business in the Redevelopment Area to re-enter in business within the Redevelopment Area in accordance with Section VII herein.
- The implementation of development in the Redevelopment Area consistent with and in accordance with the terms of this Plan by owner(s) or developer(s) approved by the Agency.

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## V. PROPOSED LAND USE

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6. The Parks, Recreation, or Open Space classification includes major park and recreational facilities at the regional, district or community levels; larger neighborhood parks; open space areas serving as buffer zones bordering preservation area.

The Horizon 2000 Five-Year Development Guide map was adopted more than five years ago (August, 1977). A CBD Sector Plan has been initiated for adoption in 1984 and it is expected to supercede the Five-year Plan and Development Guide. In the meantime, City Council has endorsed the Tampa Downtown Development Strategy as a guide for the development of the Central Business District to augment the Five-Year Development Guide.

B. Predominant Land Uses

The purpose of preparing a redevelopment plan is to arrive at a consensus of what direction is best to guide future development, and the primary means of spelling out future development guidelines is through "proposed land use". In addressing the needs of this Redevelopment Area, it becomes simpler to identify predominant land uses by Subarea, and that is the approach used here.

Proposed land use has been defined in terms of seven (7) Subareas drawn in most part from logical boundaries definitions initiated by Hamner, Siler, George in the Tampa Downtown Development Strategy and used subsequently by the Hillsborough County City-County Planning Commission in preparing the Tampa 2000 Central Business District "Sector Plan".

A number of development guides and studies of recent origin were significant in providing direction for the land uses proposed herein:

- Horizon 2000 Comprehensive Plan Land Use Element and Five-Year Development Guide, 1977.
- Volume II, Downtown Tampa Urban Design Plan, and Two Selected Development Areas. 1979.
- Tampa 2000 Comprehensive Plan, Policy Statement Element, 1979.

- Tampa Downtown Development Strategy, 1980.
- Tampa 2000, Central Business District Sector Plan, 1983.
- DRI Application - Proposed Development of Seddon Island. TWT.
- DRI Application for Development Approval - Tampa Central Business District Master Plan, 1982.

The land uses proposed herein were prescribed by the technical advisors and professional planners who took part in developing currently recommended strategies for the Downtown. The proposed land uses by Subarea are consistent with the maps, diagrams and studies previously produced.

Supporting public uses and open space are permitted and encouraged through the use of development incentives in each of the seven subareas. Also permitted is the application of a one-time special use zone for a convention center-hotel complex throughout the downtown district (see letter from Hillsborough County City-County Planning Commission in Appendix I).

Subarea 1 relates to parts of sector 1 and sector 5 of Hammer, 5-iler, George, Tampa Downtown Development Strategy referenced above. A significant level of office, retail, hotel and convention activities may be concentrated in this area. Supporting activities (i.e. residential) as part of mixed-use development, certain services, governmental functions, and cultural activities shall be permitted. This area shall allow high intensity development.

Efficient pedestrian circulation, high urban design quality and standards, energy efficient land use operation, and maintenance of unique character of the area through coordination of redevelopment activities shall be assured by incentives and a site review process.

The expansion of street level retail shall have efficient design linkages with adjoining areas and other building levels and activities. Attention shall be given to the conservation and adaptive reuse of any architecturally and historically significant structures.

The westernmost portion of this area relating to CBD Planning Area 5, between Whiting Street and the Crosstown Expressway west of Ashley Street, is intended to undergo development and redevelopment for hotel, office, entertainment and supporting residential uses. Development standards shall ensure public oriented amenities, pedestrian access to and along the riverfront, and connections with other parts of the CBD. Development should be organized in such a manner that the views to the water will be enhanced. This westernmost portion shall allow low to moderate intensity development.

Subarea 2 relates to sector 6 of the above referenced study, between Garrison Channel and the Crosstown Expressway. The harborfront is the major development feature of this area and should be the focus of much project design.

This area is intended to undergo redevelopment for a mixture of hotel, office, cultural, entertainment, convention, retail and residential uses. This area shall allow low to moderate intensity development.

Mixed-use development and adaptive re-use of old warehousing is encouraged. Development standards shall ensure public access to and along the Hillsborough River and Garrison Channel and provide amenity-oriented design development for pedestrian access or linkage to other parts of the Downtown and Harbour Island.

Efficient pedestrian circulation, high urban design quality and standards, energy efficient land use operation, and maintenance of the unique character of the area through coordination of redevelopment activities shall be assured by incentives and a site review process.

Subarea 3 relates to a part of sector 8 of the above referenced study, between the eastern edge of the Downtown inner core and 13th Avenue.

This area is intended to redevelop to accommodate service, industry, warehousing and light manufacturing uses, primarily to support the remainder of the CBD. Review standards shall ensure compatibility of uses with neighboring uses and with the rest of the Downtown. Overall intensity of development shall be low in this area. Enhancement of the area through

redevelopment activities shall be assured by incentives and a site review process. Adaptive re-use of some warehouses is encouraged. Limited residential activities (i.e. studio apartment over a business) shall be permitted.

Subarea 4 is composed of the old Union Station and vicinity. It extends westward into the government center, eastward towards Ybor City and south to Whiting Street. A portion of this area is intended to accommodate local, state and federal office functions, along with private office, service, and supporting retail uses associated with such activities. The area is also a potential hub for intra-county movement of commuter traffic. The old Union Station is scheduled for rehabilitation under a federal grant to serve as a multi-modal transportation center (e.g. trains, buses). This area shall allow moderate intensity development.

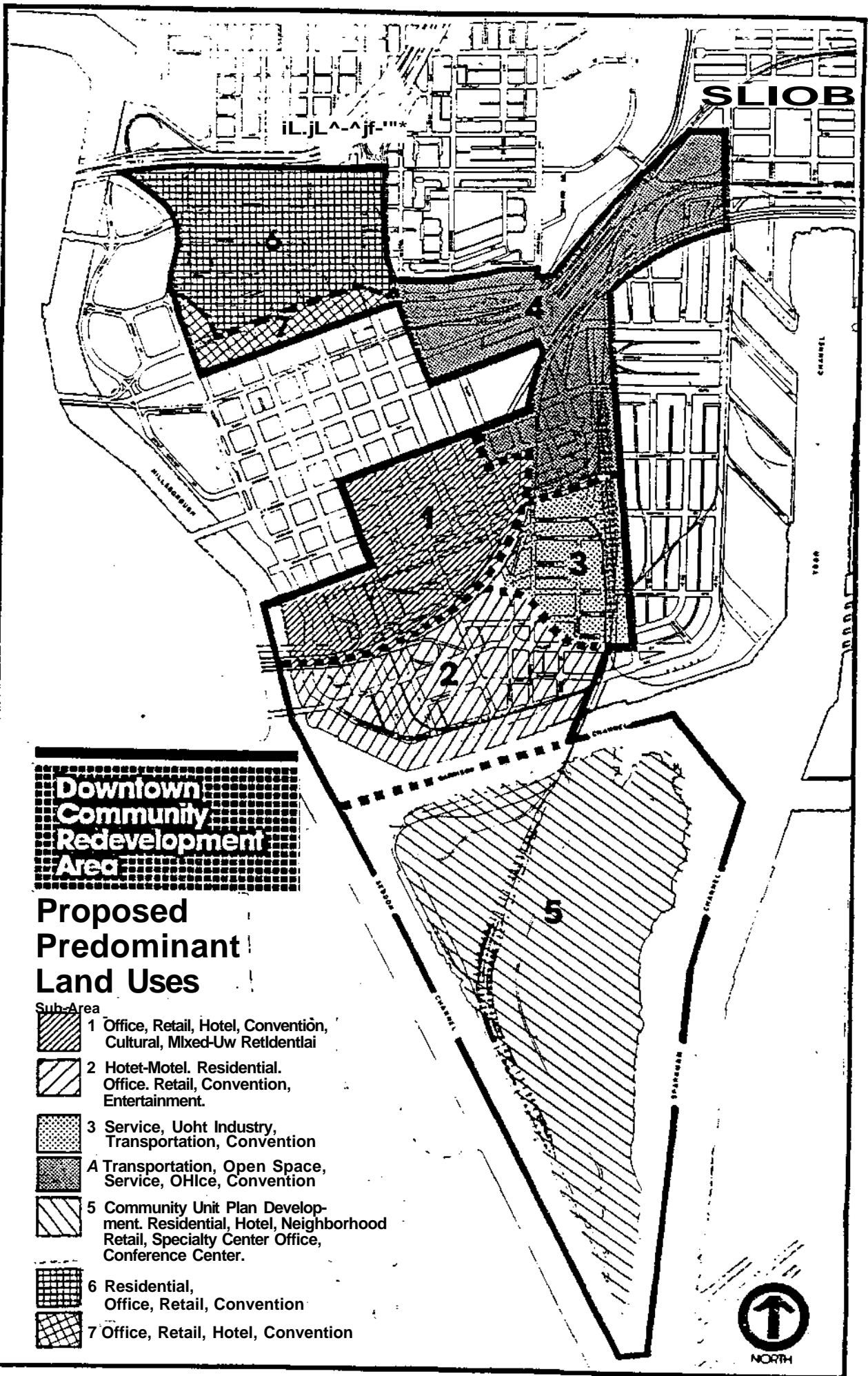
Efficient pedestrian circulation, high urban design quality and standards, energy efficient land use operation, and maintenance of the unique character of the area through coordination of redevelopment activities shall be assured by incentives and a site review process.

Special attention shall be given to the conservation and re-use of architecturally and historically significant structures.

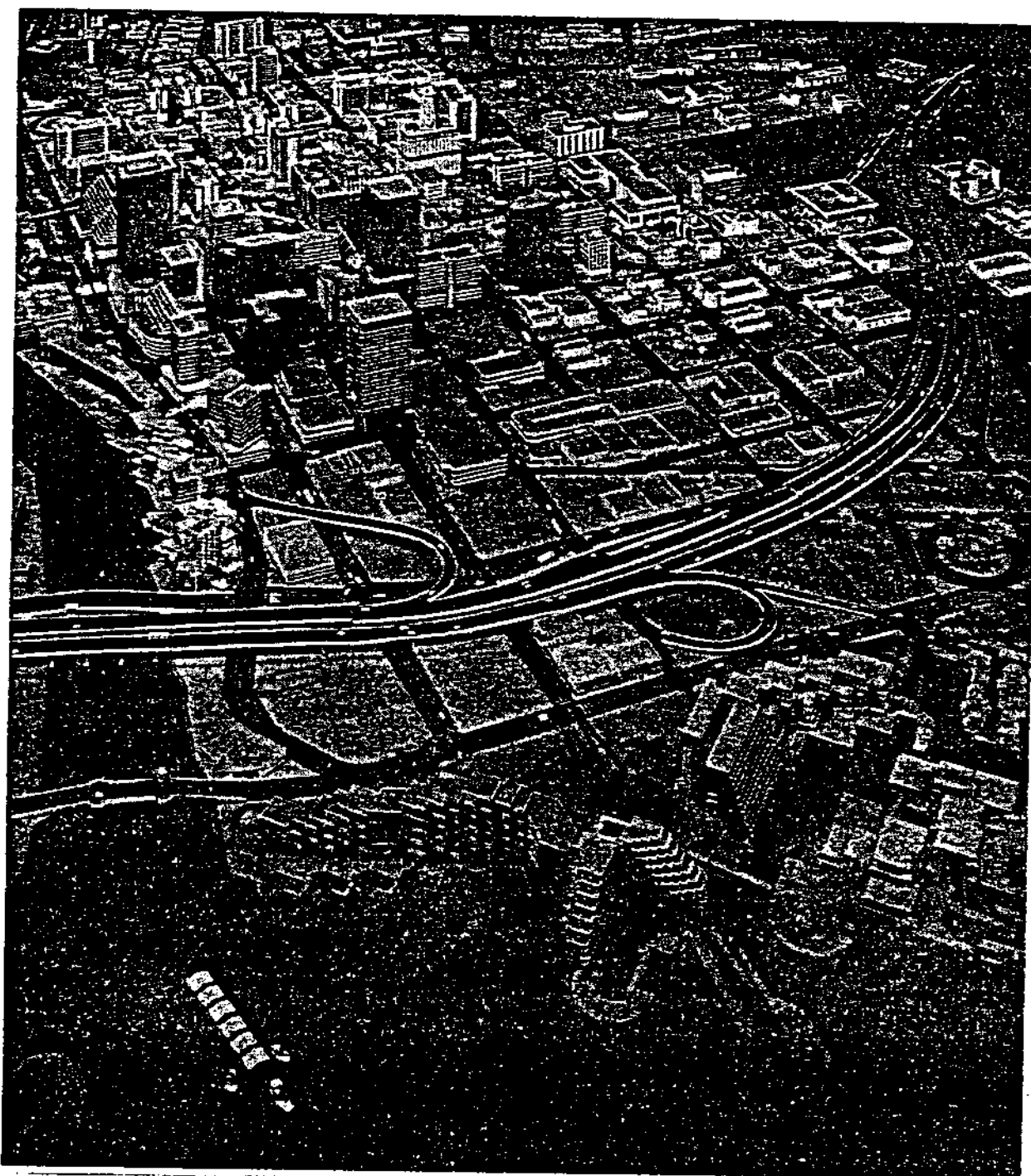
Subarea 5 is Harbour Island. Predominant uses are anticipated to be residential, hotel, neighborhood retail, specialty shops, office, conference center and open space. These uses are identified in the 1981 .. Development of Regional Impact- (DRI)' for Seddon (Harbour) Island.

Subarea 6 is intended to be developed primarily as a residential area with secondary office use and related convenience shopping.

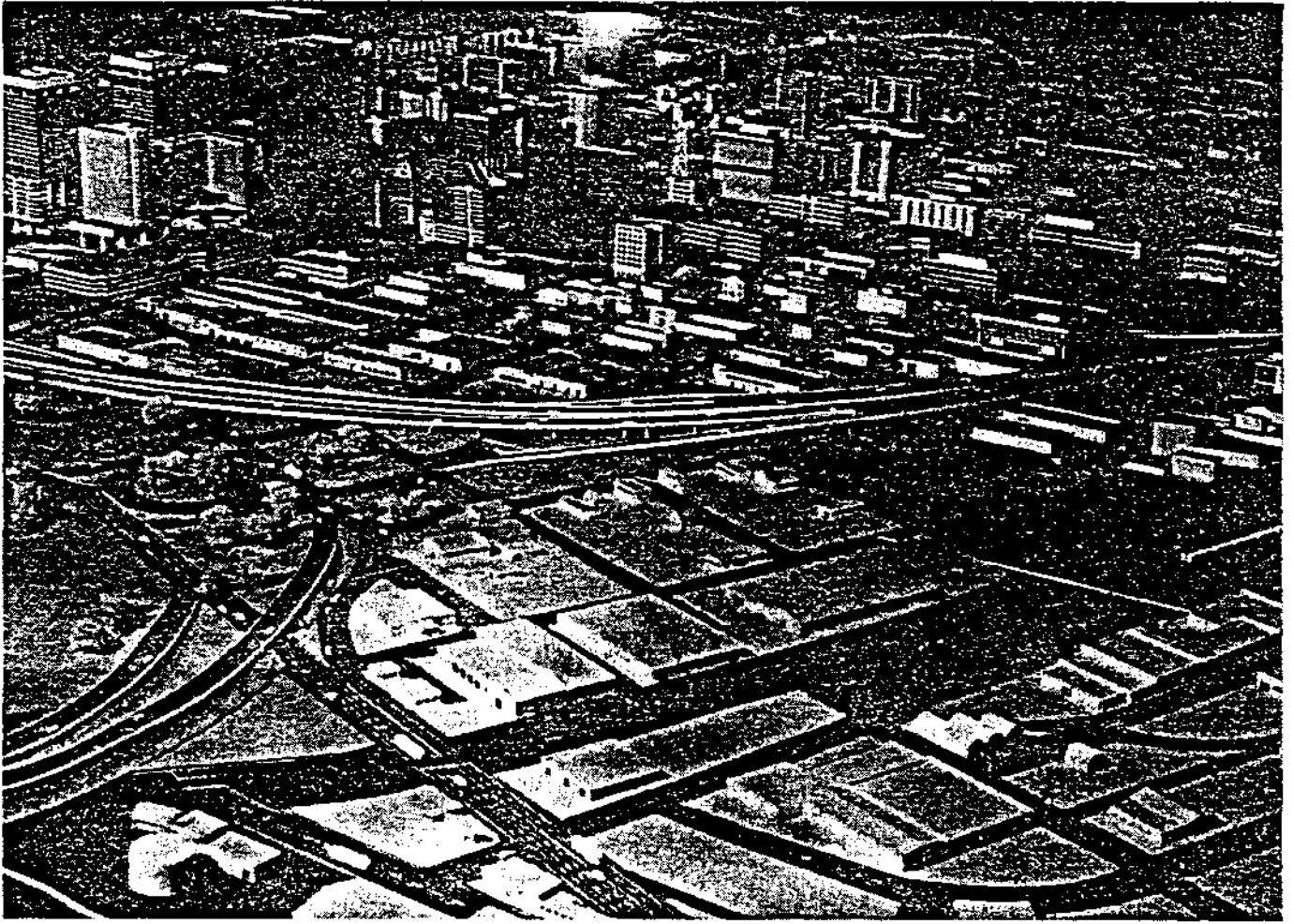
In character, it will have residential street-scape with considerable landscaping and medium intensity residential development, and low to moderate  
(Continue to page 27)



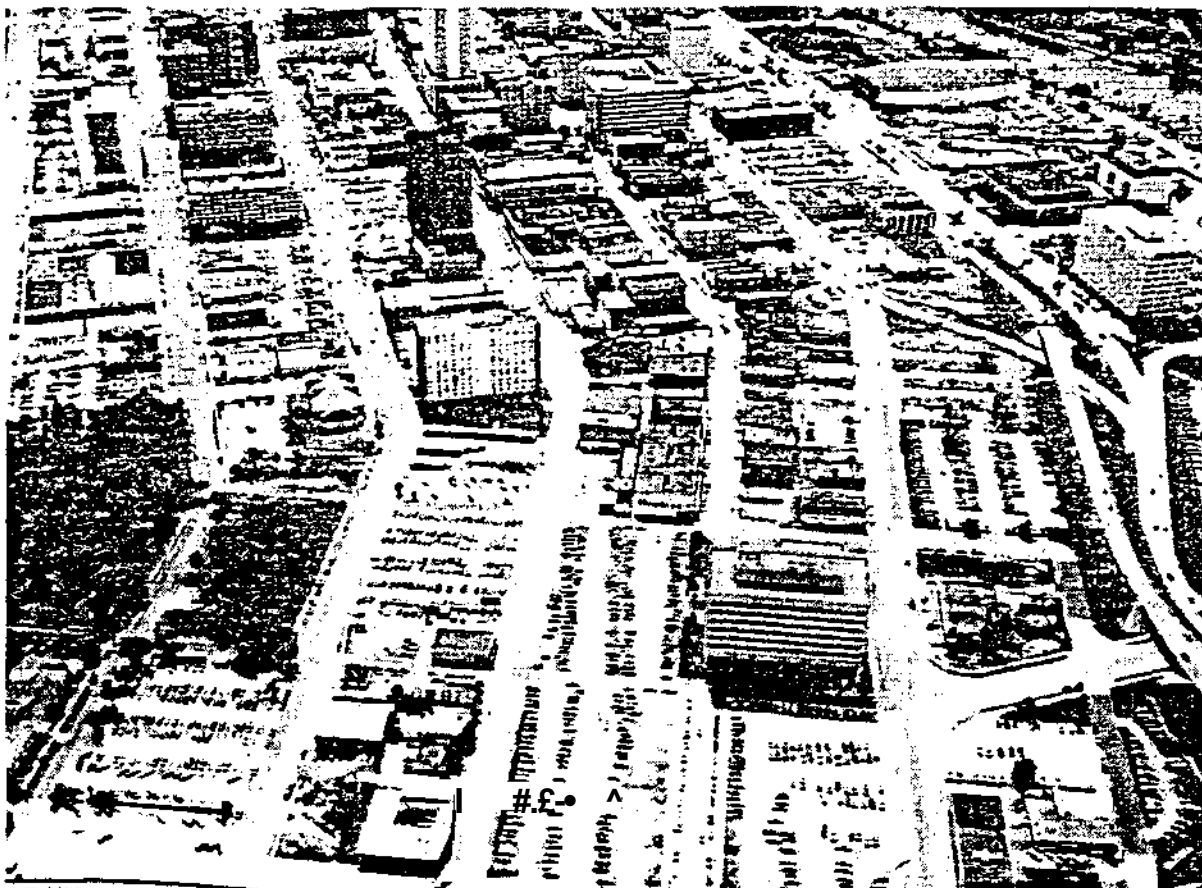




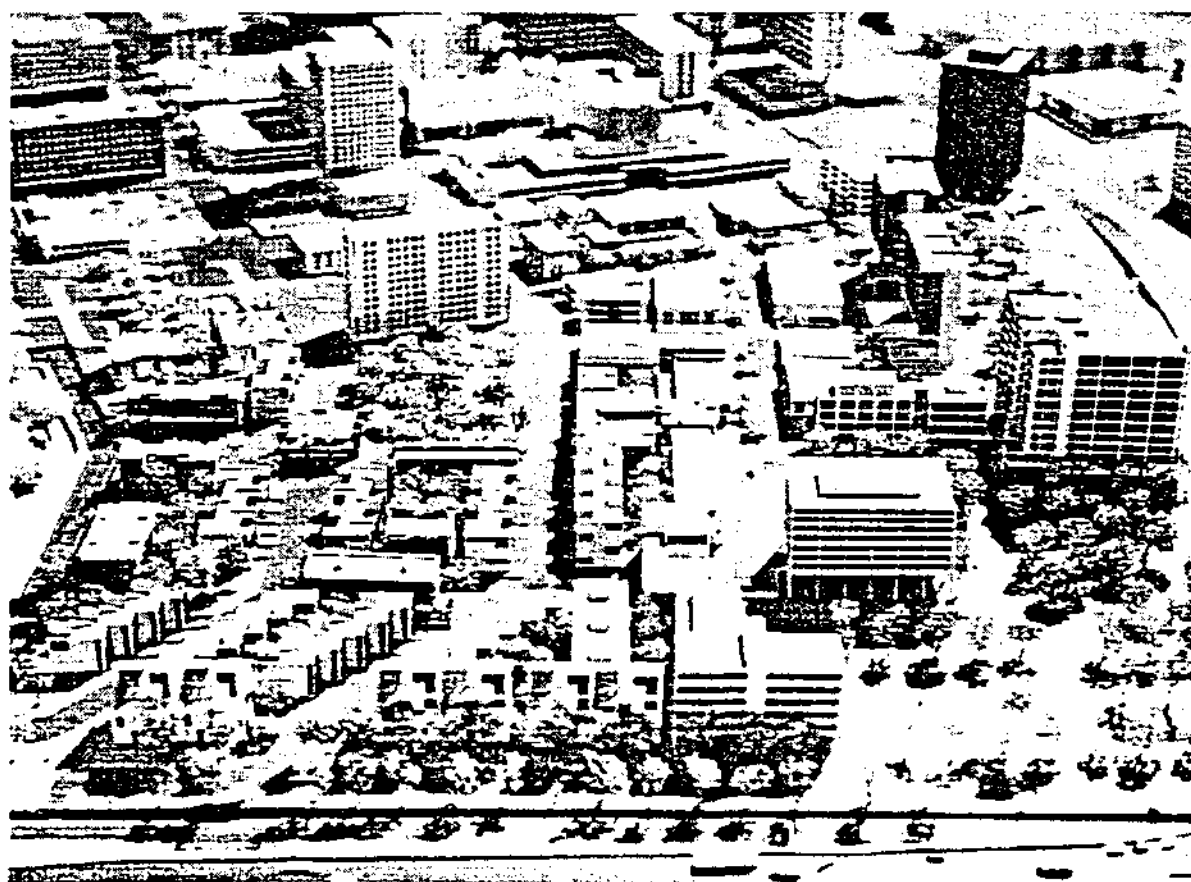
Development concept for the Downtown Community  
Redevelopment Area, Subareas 1 - 4.



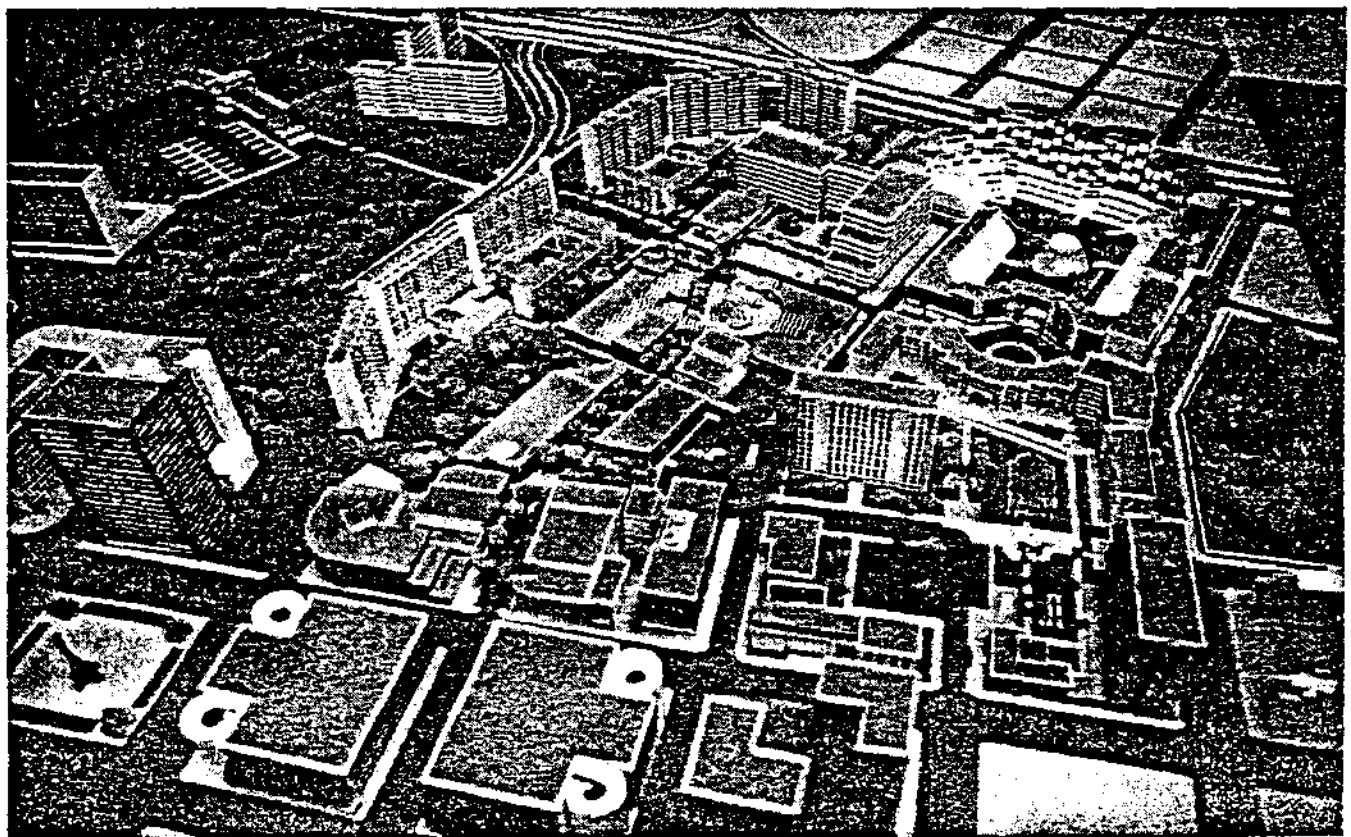
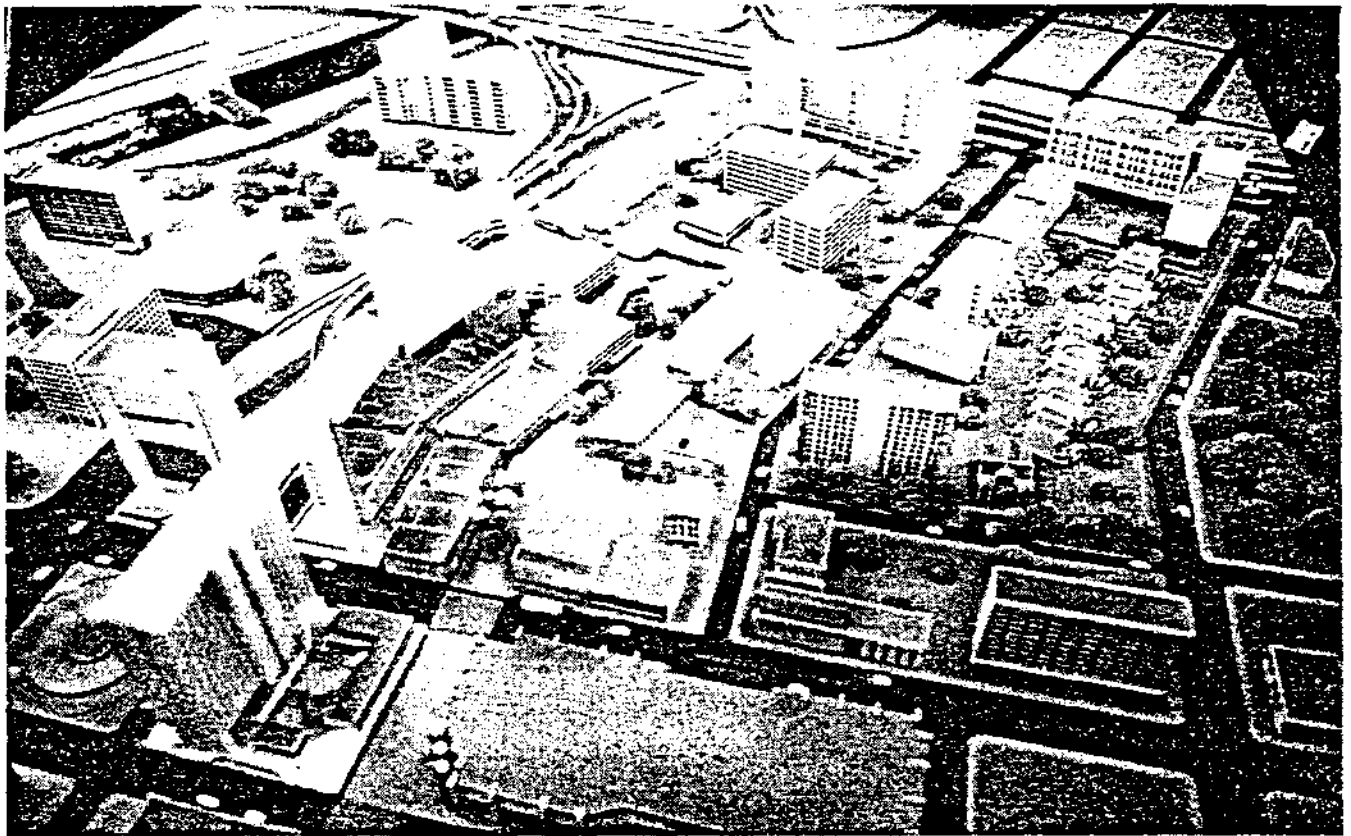
**Development concept for the Southeast Commercial and North;  
Crosstown portions of the Downtown Community Redevelopment Area.**



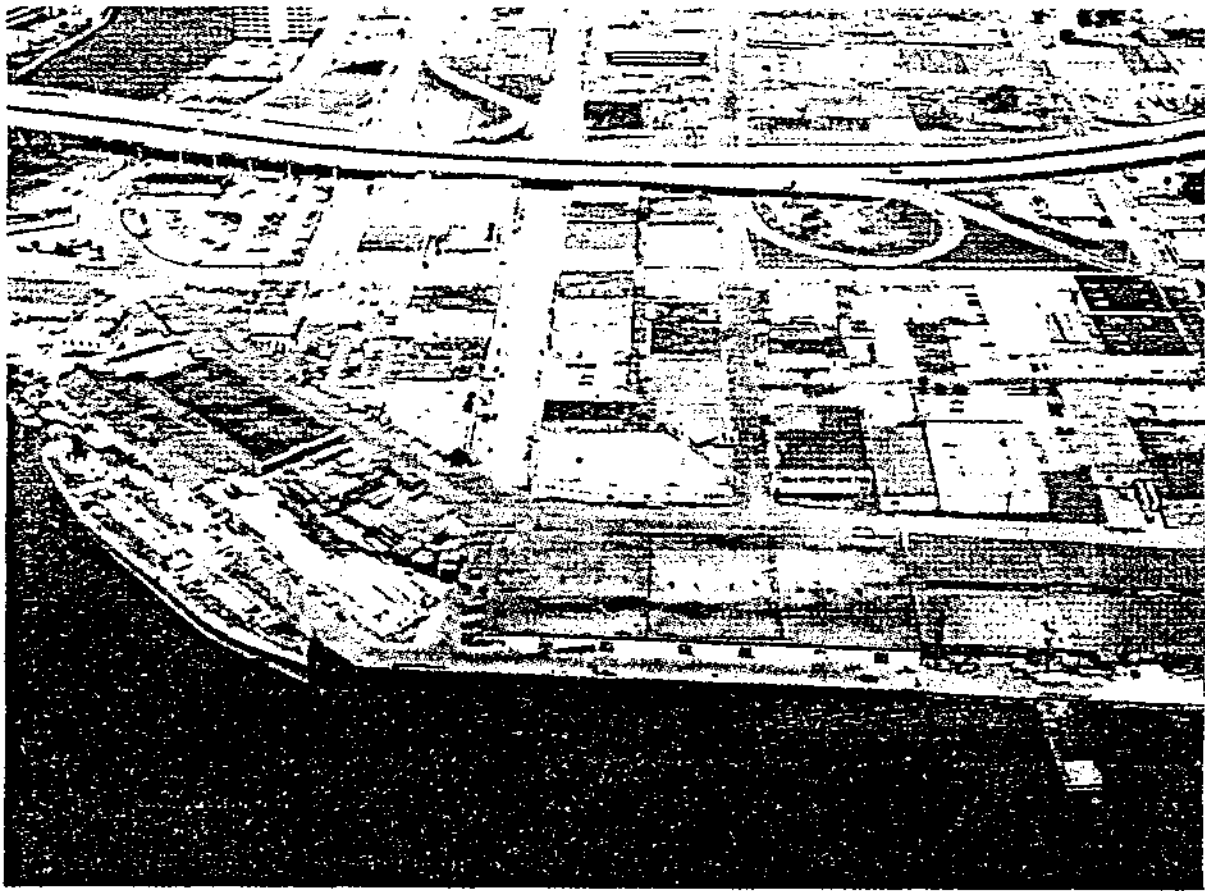
Existing development in Subareas 6 and 7.



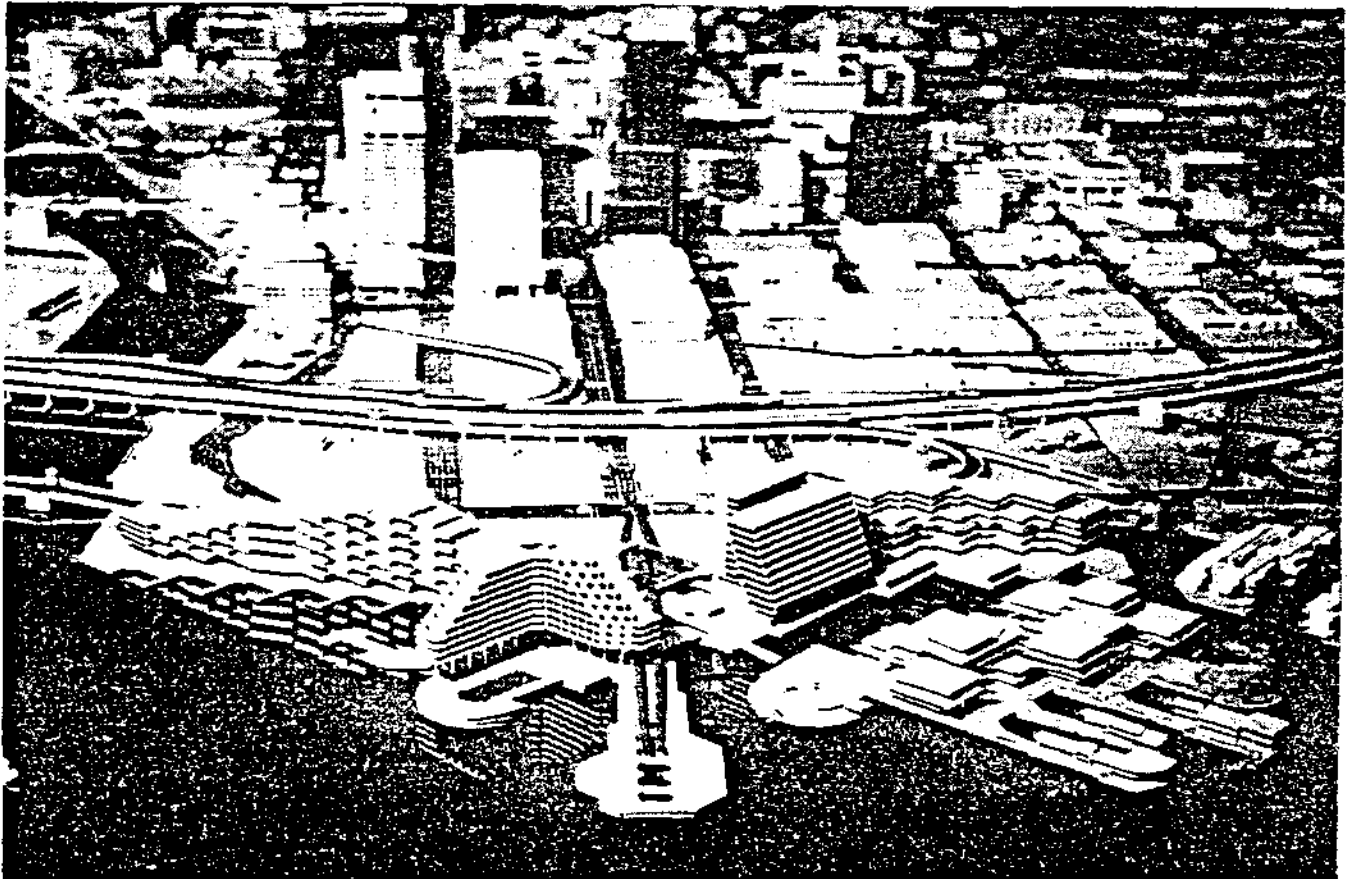
Development concept for the Downtown Community Redevelopment Area, Subareas 6 and 7.



Alternative Development concepts for the Community  
Redevelopment Area, Subareas 6 and 7.

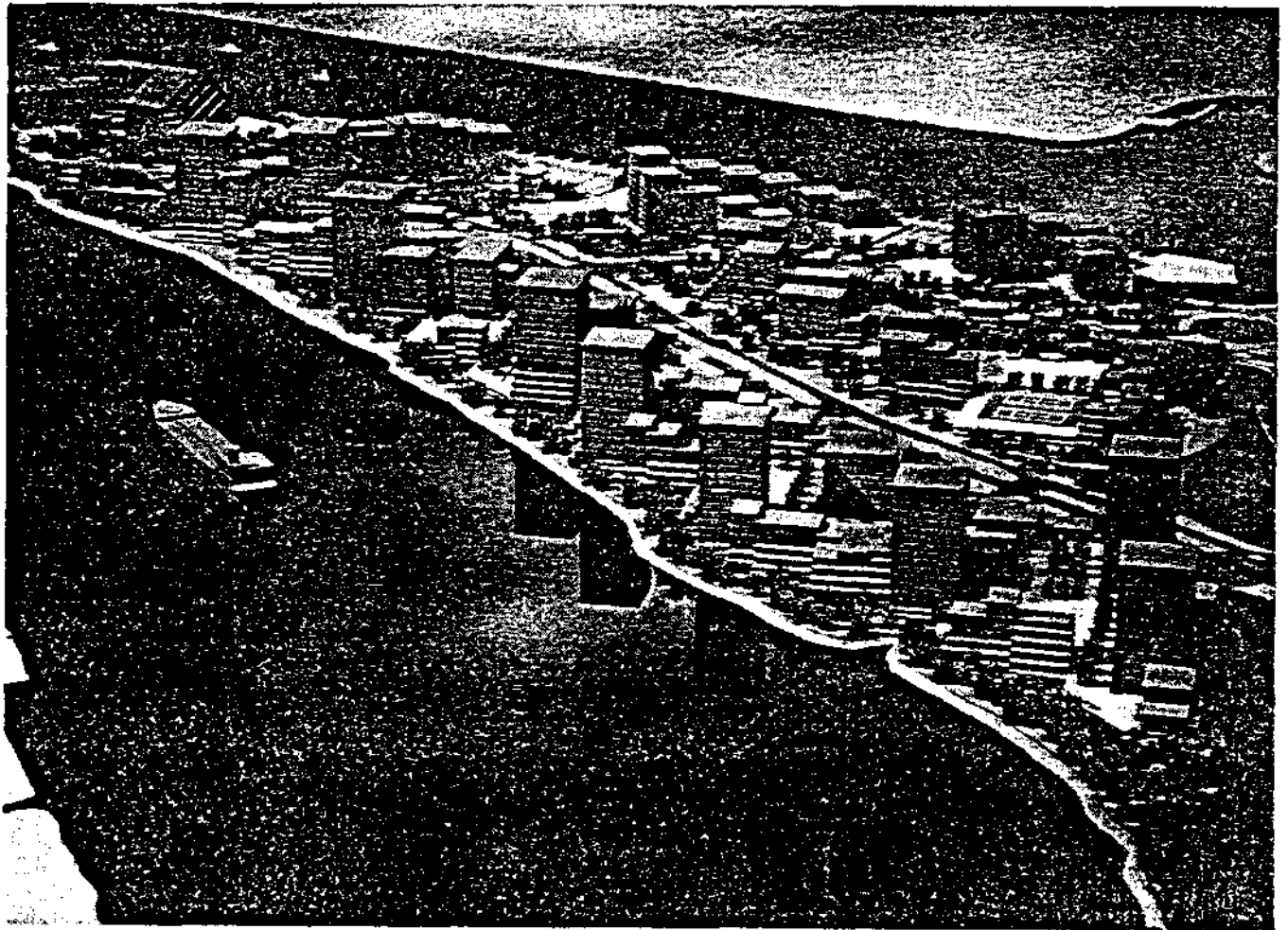


Existing development along Garrison Channel.

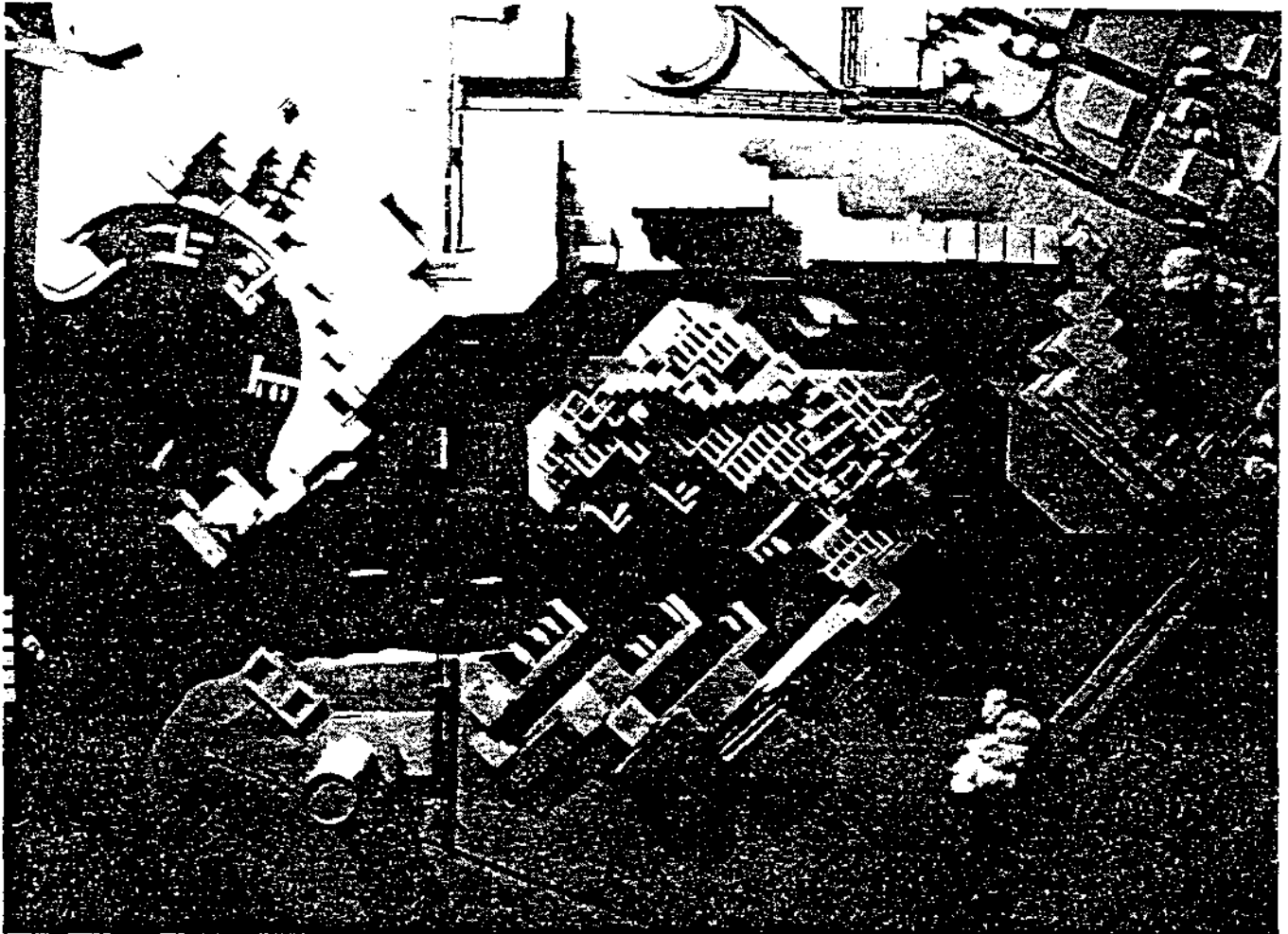


Development concept for Garrison Channel





Harbour Island development concept.



Aerial view of Garrison Channel/Harbour Island development!  
conceptsT)

intensity other uses. By mixing office with residential, the area will become an active neighborhood within the Downtown.

Efficient pedestrian circulation, high urban design quality and standards, energy efficient land use operation, and maintenance of the unique character of the area through coordination of redevelopment activities shall be assured by incentives and a site review process.

Subarea 7 relates to part of CBD Planning Area 1. A significant level of office, retail and hotel activities may be concentrated in this area. Mixed-use development, certain services, governmental functions, and cultural activities shall also be permitted. This area shall allow high intensity development.

Existing development and development concepts are shown on pages 20 through 26.

### C. Development Guidelines

The following development concepts shall be applicable as general development guidelines for the Redevelopment Area.

1. Based on population projections, the City of Tampa is expected to reach a population of 395,000 by the year 2000. In addition to residential development, it must, as the center of the Tampa/Hillsborough County metropolitan area, provide employment and services to a much larger population than that within the city limits.
2. Since Tampa is the central city of Hillsborough County, one of Tampa's major goals will be to strengthen its traditional role as the center of government, business, tourism, communication, education, recreation and transportation for the metropolitan area. A major share of this role will be filled by Tampa's Central Business District.

3. Part of Tampa's future economic development strategy will be to strengthen major activity centers and complement these centers with other segments of commercial, recreational, and industrial developments.
4. As of 1976, only 7,849 acres, or 14 percent of the land in the City of Tampa was undeveloped. Most of the future population growth therefore must be accommodated by a higher residential density. The relatively limited supply of commercial and industrial land in Tampa must be utilized more rationally, efficiently and intensively.
5. In the ranking of commercial centers in Hillsborough County, the Central Business District (CBD) of Tampa occupies an especially important place. The CBD, which has great development potential, will be developed as the governmental, financial and convention center serving the entire metropolitan area. This function can be strengthened through continued improvement to the CBD's physical structure, accessibility, appearance, parking facilities, and its fuller utilization.
6. Harbour Island and Downtown waterfront should be redeveloped to strengthen the CBD function. Planned unit type of development is appropriate in these areas.
7. The development in Downtown of multi-function commercial complexes embodying integrated megastructures, enclosed plazas, and innovative design concepts is especially encouraged. High density residential use and regional-level cultural facilities in or near the CBD are other appropriate uses that can strengthen the vitality of Downtown Tampa.
8. Upgrade Tampa's physical environment and visual image through urban design and street beautification programs. Special attention should be given to Tampa's major gateways and areas of high public exposure.
9. As part of the effort to upgrade the quality of life in Tampa, improvement of the physical environment is essential. This should include improvement of the housing stock, the neighborhood environment such as street pavement and sidewalks, and the public facilities serving the community such as parks and schools.

10. In order to maximize impact and convenience to the public, the major cultural facilities should be concentrated around a few strategically located areas such as Downtown.
11. Other facilities that have a wide public appeal can best be located in or around the Downtown area.
12. High rise residential development can best be considered on an individual basis through the land use implementation process. Approval for such development should satisfy certain criteria such as: the general land use and density concept of the area, land coverage ratio, distance of structure to property lines and other high-rises, traffic impacts and market demands.
13. Abandoned, obsolete industrial structures or sites should be recycled for other viable uses if possible. Efforts should be made to preserve those that are of particular historical value.
14. Intown industrial employment is important to the city's economy, and intown industrial growth is encouraged where there is land available in appropriate Subareas.

#### D. Development Regulations

##### 1. General

###### . New Construction:

All new construction shall comply with all applicable local laws and ordinances and shall be consistent with the Plan.

###### . Proposal Review:

The Downtown Development Authority and City Departments will review proposals for development in the Redevelopment Area and submit recommendations to the Community Redevelopment Agency.

###### . Building Use:

There are no limitations anticipated regarding the allowed building use as long as development conforms to approved plans and ordinances.



- Design Standards:

All development on Harbour Island must be consistent with the accepted design standards that are specified as part of the approved DRI Development Order. This will give the island a common theme architecturally and will provide an attractive and distinctive appearance throughout.

No architectural restrictions will be placed on development in the remainder of the Redevelopment Area, with the exception of any applicable portions of the Zoning Ordinance or restrictions applicable to officially designated historic properties.

- Business, Tenant and Owner Preference

In general, the Agency shall, or will require the Developer to provide existing business owners and business tenants within the Redevelopment Area preference for re-entry into business within the Redevelopment Area provided the business is compatible with the uses, theme, and quality of development in the Redevelopment Area and that the business owner or tenant has the financial ability to so re-enter and operate the business consistent with the overall integrity of the proposed development and upon the same terms and conditions offered to other tenants or businesses.

## 2. Zoning

In order for the City and the Agency to carry out the provisions of this Plan it will be necessary to amend the present Zoning Ordinance. It is recognized by the City and the Agency that the intent and purposes of the Plan cannot be carried out under the provisions, and restrictions of the existing Zoning Ordinance. Existing zoning in much of the Redevelopment Area has a height restriction of 8 stories or 120 feet, and some locations preclude residential use.

It is the intent of this Plan that the Redevelopment Area be rezoned as appropriate. A revised Zoning Ordinance, once adopted, will significantly improve the restrictions currently imposed by existing zoning in the Redevelopment Area, especially in terms of residential use, height requirements, and development incentives. For example, proposed zoning should encourage residential use in areas where it is currently not a permitted use.

Future zoning will be in conformance with the Comprehensive Plan and will ensure the variety of uses desirable in the Redevelopment Area.

### 3. Densities and Intensities of Use

Intensity of use in the Redevelopment Area is detailed in Section V.B. Density, intensity, site coverage, specific setback designations, and other development controls will be in conformance with present and future Zoning Ordinances. Consideration will be given to capacity of infrastructure, compatibility with surrounding uses and the ultimate uses intended for the area after redevelopment. The actual numbers of buildings in the Redevelopment Area can be expanded so long as zoning requirements are met and overloading of public facilities does not occur, as detailed in the implementation phasing of the appropriate Development of Regional Impact (DRI).

### 4. Residential Use Element

As explained in the Tampa Downtown Development Strategy, "there are indications of a strong emerging market for new, close-in housing, both inside the CBD itself and on certain of its fringes - given the creation of the appropriate neighborhood and environmental amenities."

Several factors would contribute to the fulfillment of this expectation:

- Promoting housing development on land where advantages or amenities for living can be created and maintained, including harbor or riverfront tracts, and adjacent to the CBD where access to place of employment is enhanced.
- Upgrading the physical environment of the Redevelopment Area.
- Providing an enriched urban living experience through both a wide range of leisure activities and the availability of residential support services such as groceries, restaurants and retail shopping.

It is anticipated that 5,000 to 7,000 residential units could be developed in the Redevelopment Area by the year 2000 (4,650 on Harbour Island; 500 - 1,000 harbor or riverfront; and 1,500 in other Subareas).

A mixture of medium and high-rise residential development is recommended in the Redevelopment Area.

Medium density residential may predominate where development costs are not prohibitive because of land value; and should also be interspersed with high-rise residential along waterfront property so as to avoid complete blockage of the view by taller structures.

Consistent with the Comprehensive Plan, high rise residential development "can best be considered on an individual basis through the land use implementation process." Approval for such development should satisfy certain criteria such as: the general land use and density concept of the area, land coverage ratio, distance of structure to property lines and other high-rises, traffic impacts, parking requirements and market demands.

Success in residential development will depend largely on three things:

- Public sector initiation of projects designed to upgrade the physical environment.
- Private sector response to the newly created conditions.
- The market context and the presence of development incentives for housing.

#### 5. Open Space

Throughout the Redevelopment Area, open space shall be provided consistent with existing ordinances and regulations, possible development bonuses, and other regulatory mechanisms as described in Section V.D.7.

Accessways to the waterfront for the public shall be encouraged.

No area may be accepted as Open Space within the Redevelopment Area unless it meets the following requirements:

- Open Space shall be utilized for landscaping, amenity, or recreational purposes and the functional design shall be appropriate for the scale and character of the intended use based upon expected population, and topography.
- Any improvements within open space areas shall be appropriate to the intended use.

## 6. Historic Preservation

The Historic Tampa/Hillsborough County Preservation Board has cited the Union Railroad Station, at 601 N. Nebraska Avenue in Subarea 4 as one of the finest examples of Beaux Arts classical architecture in Tampa. The structure, built in 1912, is listed in the National Register of Historic Places (June 5, 1974) and serves as Tampa's Amtrak Station.

The Comprehensive Plan emphasizes the importance of historic preservation: "Historically and architecturally significant structures are especially important in maintaining continuity with the past and a sense of character and quality for the CBD".

Economic incentives for preservation and adaptive re-use of historic architecture has been enhanced by the new Economic Recovery Tax Act of 1981 (HR 4242) as amended. Among other features of the new law are increased investment tax credits (ITCs) for rehabilitation. In the past, the allowable ITC was 10 percent. Under the new act, ITCs are 15 percent for buildings at least 30 years old, 20 percent for buildings at least 40 years old, and 25 percent for certified rehabilitation of certified historic structures.

As an example of the advantage to be realized, in the case of a \$100,000 certified rehabilitation of a 40 year old structure, an ITC of \$25,000 can be deducted from taxes owed, and \$87,500 can be depreciated over a 15-year period.

While it is important that the economic incentives for rehabilitation are understood, it is also important to note that the ideal master plan for the Tampa CBD must be a balance of preservation and new construction. The overall economic success of the area will depend on major redevelopment projects. Such redevelopment will serve as a focal point for the CBD and represent an economic incentive for the replacement of existing structures with more modern, integrated facilities.

## 7. Incentives

Incentives for provision of open space and other generally "public considerations" should be incorporated into local codes and ordinances where appropriate. The Tampa Downtown Development Strategy has recognized that the City of Tampa has the ability to offer incentives such as street closure, location of

public parking, landscape improvements, use of air rights and other regulatory incentive measures for the purpose of encouraging developers to consider achieving various public objectives such as plazas, arcades, galleries, through-block connections, and public transportation nodes.

Bonus provisions may allow for more square feet per unit up to a specific limit in return for a developer's contribution to pedestrian amenities such as accessways, views, and open space. In applying such bonus provisions to a developer, restrictions shall be placed on the land, and other actions as may be necessary to assure that such bonus provisions achieve the desired goals.

Other incentives include Transfer of Development Rights (TDR). Where development is on a lot-by-lot basis, rather than in planned development form, TDR may authorize any development of contiguous lots as though these lots were one parcel. Also, TDR may be authorized between non-contiguous lots in the more intensely developed core area.

A related incentive is a Special Exception. A Special Exception is a use which would not be appropriate generally or without special study throughout the Redevelopment Area but which, if controlled as to number, uses, location or relation to the neighborhood, would promote the public health, safety and general welfare.

## 8. Variations

Under appropriate circumstances, the Agency is authorized to permit variations from the limits, restrictions, and controls established by this Plan. In order to permit such a variation, the Agency must determine that:

- The application of one or more of the provisions of this Plan would result in unnecessary hardship;
- There are exceptional circumstances or conditions applicable to the Real Property or to the intended development of the Real Property which do not apply generally to other Real Property having the same standards, restrictions, and controls;
- Permitting a variation from the limits, restrictions, or controls of this Plan will not be materially detrimental to the public welfare or injurious to Real Property or Improvements in the Redevelopment Area;



. Permitting a variation will not be contrary to the objectives of the Plan.

In permitting such variation, the Agency shall impose such conditions as are necessary to protect the public health, safety, or welfare, and to assure compliance with the objectives of this Plan.

9. Limitations

However, the intensity of development permitted under this Plan shall not supercede the development regulations provided in the Development Orders for the Development of Regional Impact for the Tampa Central Business District Master Plan and the Development of Regional Impact for the Proposed Development of Seddon Island.



## VI. NEIGHBORHOOD IMPACT ELEMENT

In this section, the impact of redevelopment on the Redevelopment Area as well as surrounding neighborhoods will be addressed in accordance with the Act. The purpose of the element is to ensure that consideration is given in advance to the possible effects of redevelopment.

### • Resident Population

According to the 1980 Census, the population of the Redevelopment Area is 520 persons. Of these individuals, 492 live in Subareas 6 and 7 where over one-half (247) are inmates of the Hillsborough County Jail and another 223 reside in high rise apartments for the elderly. The remainder live in group quarters. Subareas 1 through 5 contain only 13 year-round residential units and 18 permanent residents. In addition, the Salvation Army has shelter housing consisting of between 90 and 100 used as temporary and emergency housing in Subarea 2.

There is a possibility that some or all of the present residents may be inconvenienced or perhaps even displaced by the redevelopment process. However, neither the inmate population nor the high-rise elderly population would be subject to relocation/redevelopment. Because the area is currently blighted and basically non-residential in nature, redevelopment should have few negative impacts on the neighborhood aside from any displacement that may occur. Displacement will be avoided wherever possible, and necessary relocation will be carried out per the relocation policy discussed in section VII.

### • Nearby Residents

The redevelopment will have significant positive impacts on the Redevelopment Area as well as the surrounding area; in the City as a whole; and in the entire region. Some of the greatest benefits will be enjoyed by Central Park Village, one of the City's larger Public Housing projects, with a population of almost 1,500. Central Park Village is located to the north and east of the study area, and the Redevelopment Area obviously offers these residents little stimulation and few living advantages. The proposed redevelopment would make available a wide variety of jobs and amenities such as entertainment and nearby shopping opportunities.

There are several other ways nearby residents will benefit from redevelopment. Nearly all public services are likely to improve, particularly if tax increment financing is utilized. Transportation access will certainly improve in the neighborhood. The availability of new goods and services, especially after business hours, will be an improvement for residents in and around the Redevelopment Area. Another important impact of the redevelopment project would be psychological rather than physical. The concentrated redevelopment of an unsightly blighted area should make nearby residents feel like participants in Downtown growth rather than spectators of continued deterioration. This change in perspective would be regarded as having a significant positive impact.

- Traffic Circulation

The redevelopment will inevitably lead to heavier traffic volume. However, there have been a number of traffic studies that have completed in-depth analyses of the potential impact of the redevelopment. These studies were used as the basis for the road improvements which are recommended in this Plan. As the road system is upgraded, there should be no problem in handling the heavier volume due to the improved circulation pattern. Traffic congestion and safety will be improved as a result of the proposed improvements.

- Environmental Quality

Any large influx of population, buildings, and businesses into an area that is relatively undeveloped will put somewhat greater stress on the environment. The major new source of pollution would be the increase in hydrocarbon emissions from automobiles. This should be at least partially offset by the landscaping requirements and green space that will be added to the area. However, as a safeguard, the federal air quality standard will continue to be monitored to ensure compliance.

- Public Facilities

The need for water, sewage treatment, storm drainage, solid waste disposal and other community facilities will be increased by the redevelopment project. The specific actions recommended to meet these needs are

discussed in the next section. Considerable upgrading will be necessary to accommodate the level of development necessary to ensure successful economic revitalization in the Redevelopment Area.

- Effect on School Population

The redevelopment will have almost no impact on the school population. When families with school age children begin to move into the area, the increased demand should be easily handled by capacity in the existing school system.

- Relocation

Section VII identifies the policies for relocation. As stated therein, the local area will absorb the majority of residents that may be displaced from within the Redevelopment Area.

- Other Effects

A problem sometimes associated with developments of this size is the disruption of a cohesive neighborhood. This is not the case with this Redevelopment Area. The community image in the residential areas to the north and east of the Redevelopment Area would not be negatively impacted by redevelopment.

A significant, but sometimes undervalued offshoot benefit of large-scale redevelopment is the creation of temporary (construction-related) and permanent new jobs. An estimated 14,000 new permanent jobs could be generated in the Redevelopment Area by the year 2000. Approximately 7,000 construction jobs would be created during the redevelopment process.



## VII. PROPOSED REDEVELOPMENT ACTIONS

Implementation of the Plan depends on the tools and methods available to the Agency. In this section, these "tools" will be examined.

The Plan will be undertaken in accordance with the provisions of the Act. The Agency may utilize any and all methods of achieving redevelopment of the Redevelopment Area as are authorized by law. Among the available methods are the following:

### A. Property Acquisition

The Act authorizes the Agency to acquire Real Property by purchase, condemnation, gift, exchange or other lawful means in accordance with the approved Plan. The Agency shall acquire Real Property in the Redevelopment Area at such times, in such phases, and in such quantities as may be required to carry out the intents and purposes of the Plan.

Generally, personal property shall not be acquired. However, where necessary to the execution of this Plan, the Agency may acquire personal property in the Redevelopment Area by any lawful means.

### B. Rehabilitation

The Agency may rehabilitate or may as a condition of sale, lease, or owner participation, require a redeveloper or an owner-participant to rehabilitate, remodel, alter, restore, repair, or otherwise improve property that is the subject of the sale, lease, or Owner Participation Agreement, in a manner prescribed by the Agency.

### C. Structure Relocation

In the event that a particular structure which is in an area that is proposed for redevelopment is determined by the Agency as worthy of being preserved, (e.g., historic structure) the Agency may, if it determines preservation feasible, authorize the expenditure of funds necessary to move such structure to another location within or outside the Redevelopment Area.

D. Cooperation with Public Agencies

The Agency will seek the aid and cooperation of other public agency bodies and will attempt to coordinate this Plan with the activities of such public agencies in order to achieve the purpose of redevelopment in the highest public interests.

E. Property Management

During such time as any Real Property in the Redevelopment Area is owned by the Agency, the control, direction, supervision, and management thereof shall be carried out either directly or indirectly through the employment of agents, employees, independent contractors or other persons engaged or employed by the Agency. The Agency shall be fully empowered to enter into and execute such contracts, leases, management agreements, and other documents and instruments as shall be necessary and proper to assure the preservation, maintenance, and operation of any such Real Property; and as shall assure the greatest return to the Agency as possible under the circumstances.

F. Demolition and Clearance

The Agency is authorized to demolish, clear, or move buildings, structures, and other improvements from any Real Property in the Redevelopment Area which it has acquired and as may be necessary to carry out the purpose of the Plan.

G. Preparation of Building and Development Sites

The Agency is authorized to prepare or cause to be prepared as building and development sites, any Real Property in the Redevelopment Area owned or acquired by the Agency or any other person, which property is to be developed pursuant to the Plan.

H. Public Improvements and Infrastructure

The Agency shall recommend to the City the appropriate time and need to install and construct or to cause to be installed or constructed the public improvements and infrastructure within or outside the Redevelopment Area as are necessary to carry out the Plan.

The Agency, after approval by the City Council and in compliance with the provisions of the law, may modify portions of the Redevelopment Area to be devoted to public uses, public improvements and infrastructure.

The Agency may recommend to the City that the construction of public improvements and infrastructure be undertaken by the City and may make such arrangements with the City respecting the location, installation, ownership, maintenance, and operation thereof as the City and the Agency shall agree and as may otherwise be required or necessary to carry out the purposes of the Plan.

In the case of Harbour Island, the Developer shall assume all costs of infrastructure associated with new development.

#### 1. Transportation

Current and projected conditions and costs have been estimated by Subarea for street lights, signals, geometric improvements, and sidewalks and may be found in Appendix I.

Detailed traffic counts and projections along major traffic corridors feeding into the Redevelopment Area are provided in: Development of Regional Impact Application for Development Approval -Tampa Central Business District Master Plan, by the Downtown Development Authority, March, 1982.

For estimated traffic counts/projections for the proposed Harbour Island development, refer to the Development of Regional Impact Application: Proposed Development of Seddon Island, Tampa, Hillsborough County Florida, American Centennial Insurance Company, July, 1981.

One way paired streets and major thoroughfares circumscribe the Redevelopment Area as indicated in the proposed circulation scheme on the map on page 42. This system will reduce congestion on local streets and pedestrian oriented locations within the Redevelopment Area by directing through-traffic to the perimeters. However, this system is conceptual; the official circulation plan is contained in the Development Order passed by City Council for the CBD DRI. An alternative circulation plan is being studied and may be adopted following completion of the Downtown People Mover study and the High Occupancy Vehicle (continue to page 43)

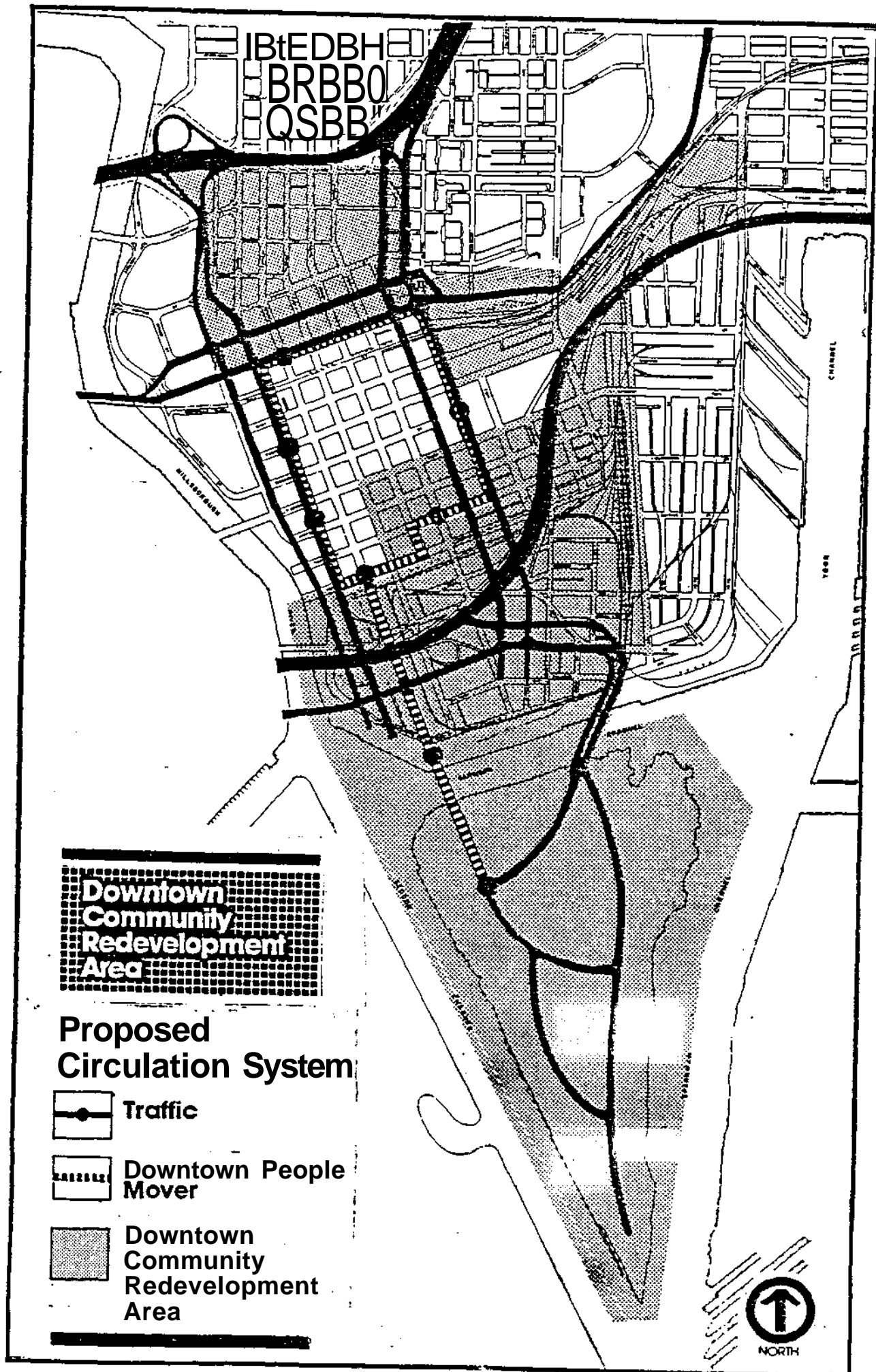
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## VII. PROPOSED REDEVELOPMENT ACTIONS

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study. The use of transit in the Tampa area should be enhanced in the future by the proposed construction of a Downtown bus-passenger terminal, 50 bus shelters and two 150-space "park and ride" lots. These improvements to the transit system should help divert more commuter trips from the automobile.

Current HART bus service through the CBD is presently adequate, but as development and traffic congestion increase, peak hour bus service could effectively be replaced by an elevated guideway shuttle, the Downtown People Mover (DPM).

A preliminary feasibility study on long-range CBD transit needs was recently completed by the City of Tampa. This study identified a Downtown people-mover (DPM) as the optimal CBD circulation system for the year 2000. Project description, staging and costs are discussed in Appendix IV.

It is anticipated that mass transit will play a major role by the time of completion of Harbour Island in the 1990s. The system envisioned entails a fully developed, on-island shuttle system; regular fixed-route transit bus operations, extension of the CBD "Free Bee" type bus system; use of express buses during peak rush hours to connect Harbour Island with the CBD transit facilities; and a Downtown People Mover connection at the westernmost access point to the CBD.

## 2. Parking

Parking space projections for the year 2000 indicate that Subareas 1 through 4 require 3,789 parking spaces.

Projected parking for Harbour Island (Subarea 5) is 2,830 spaces in 1983; an additional 3,290 spaces in late 1985; 3,000 spaces added by 1987; and another 3,080 spaces in 1990; totaling 12,200 parking spaces required to service an expected 4,650 residential units, a major hotel and conference center, office space totaling one million square feet and extensive retail space.

Subareas 6 and 7 have parking space needs projected at 228 spaces by the year 2000.

Total new parking spaces projected for Subareas 1-7 in the year 2000 are 16,217 spaces. Appendix I provides further detail.

### 3. Water

Water improvements required for the land use densities proposed for each subarea follow. They are 1982 estimations on projected mains expansion.

#### Subarea 1: Projected Expansion (No Replacement)

12,580'	-16"	DIP @ \$75/LF	=	\$	943,500
4,060'	-12"	DIP P \$60/LF	=		<u>243,600</u>
Total:				\$	1,187,100

#### Subarea 2:

1,800'	-16"	DIP \$ \$75/LF	=	\$	135,000
6,980'	-12"	DIP @ \$60/LF	=		418,800
520'	- 8"	DIP 0 \$40/LF	=		<u>20,800</u>
Total:				\$	574,600

#### Subareas 3 & 4:

2,520'	-20"	DIP (3\$90/LF	=	\$	226,800
670'	-16"	DIP 0 \$75/LF	=		50,250
17,120'	-12"	DIP 0 \$60/LF	=		1,027,200
1,650'	- 8"	DIP P \$40/LF	=		<u>66,000</u>
Total:				\$	1,370,250

#### Subarea 5

Potable and non-potable water for Harbour Island will be supplied by the City of Tampa. The developer is investigating the feasibility of using recycled water from the Hooker's Point Treatment Plant as an additional source of non-potable water. On-site systems will be operated and maintained by the owners of the individual elements of the project. In areas of

common use, the water supply system shall be maintained by private associations or by the City of Tampa, as is ultimately approved by the governing body.

Subareas 6 & 7:

7,170'	-	12"	DIP P	S60/LF	=	\$ 430,200
4,190'	-	8"	DIP <?	S40/LF	=	<u>167,600</u>

Total		\$ 597,800
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The total projected water improvement costs for Subareas 1-7 is \$3,729,750.

4. Sanitary Sewers

Rehabilitation of two key lines should be accomplished within the next 2-4 years. The Department of Sanitary Sewers is currently evaluating the Downtown area system, and there may be other pipe sections which require rehabilitation in the short term.

Even though the Downtown area is totally sewered, there are locations where system additions and reroutings will be required to ensure flexibility in the intercepting system to meet future development needs. These sewers should be constructed prior to 1990.

Replacement of cast iron pipe sections and substandard-size lines should be undertaken as soon as possible.

The estimated costs associated with, selected high priority system improvements for the Redevelopment Area, except Harbour Island, are as follows:

Rehabilitation:	\$120,000
Replacement:	\$354,000
Expansion & Intercepting	
System Reroute:	<del>\$510,000</del>
<u>Total High Priority Needs:</u>	\$984,000

Based on current prices, the estimated construction cost for revitalizing all remaining lines in the Redevelopment Area is approximately \$4.1 million (lower priority lines).

Wastewater generated by the Harbour Island development (Subarea 5) will be directed via the City's collection system to the Hooker's Point regional wastewater treatment facilities.

## 5. Drainage

Subarea 1: Upgrading of the drainage systems in this area would require reconstruction of the older system (along and adjacent to Jackson Street) except for its 13' x 6' concrete box outfall which is about 20 years old. The other two systems would be retained with some modifications, and a new 60" diameter outfall into the Hillsborough River would be constructed.

The cost of the drainage improvements in this area is estimated at \$2,118,000.

Subarea 2: In order for the drainage to be suitable for redevelopment, the following improvements are recommended:

1. Construction of one new drainage system with a 42" diameter outfall into the Garrison Channel.
2. Modifications to existing drainage systems with enlargement of two existing outfalls.

The estimated cost of the above improvements is \$727,000.

Subareas 3 & 4: Upgrading the drainage systems in this area would require reconstruction of the systems. The only independent outfall would be retained but would require a supplemental 60" diameter outfall into the Garrison Channel.

The costs of drainage improvements in Subareas 3 and 4 is estimated at \$1,535,000.

Subarea 5: The stormwater drainage system on Harbour Island has been designed in accordance with the requirements of the Department of

Environmental Regulation and all applicable local agencies. The proposed system has been designed for a 10-year frequency, 24-hour duration storm.

Subareas 6 & 7:

Upgrading the Drainage System in this area will require expansion of the internal drainage system and construction of one additional 66' diameter outfall into the Hillsborough River.

The total drainage improvement cost for Subareas 1-7 is \$5,220,000.

6. Open Space

Park, recreational facilities, and open space shall be developed in a manner consistent with the goals set forth in this Plan. No specific areas have been designed for such purposes, however, open space and public areas, as well as any public buildings which may be necessary in providing service to the public, are permitted uses throughout the Redevelopment Area. As already noted, entertainment and cultural facilities are recommended uses in both Subarea 1 and Subarea 2, and some plaza-like open space and landscaping are normal aspects of such use. Hotel and residential developments are fairly consistent in making allowances for provisions of open space. Major business developments also exhibit sensitivity to the needs of people for pleasing vistas in places where they live and work. An open space system of that character is encouraged.

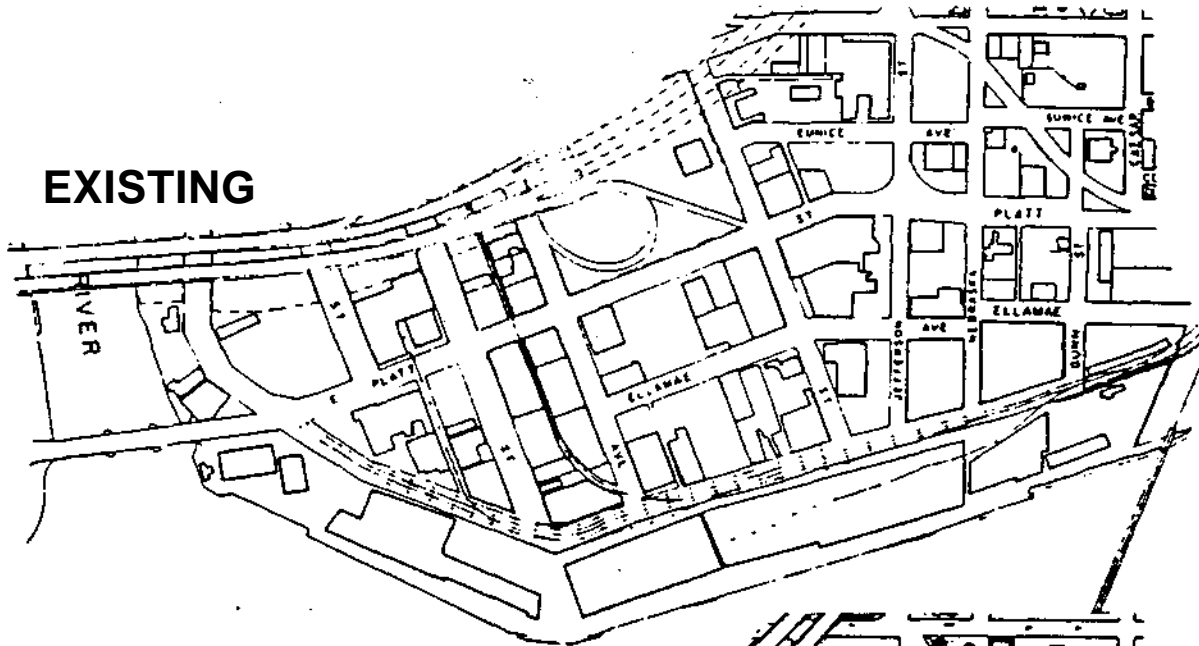
Conceptual diagrams of an illustrative open space configuration are shown on pages 48 and 49.

Another concept revolves around an open space mall integrating the government buildings near Union Station (Subarea 4). According to Hammer, Siler, George Associates and John Portman and Associates, by "merging the landscaped areas surrounding the public buildings, the effect is to create a campus like setting for this zone."

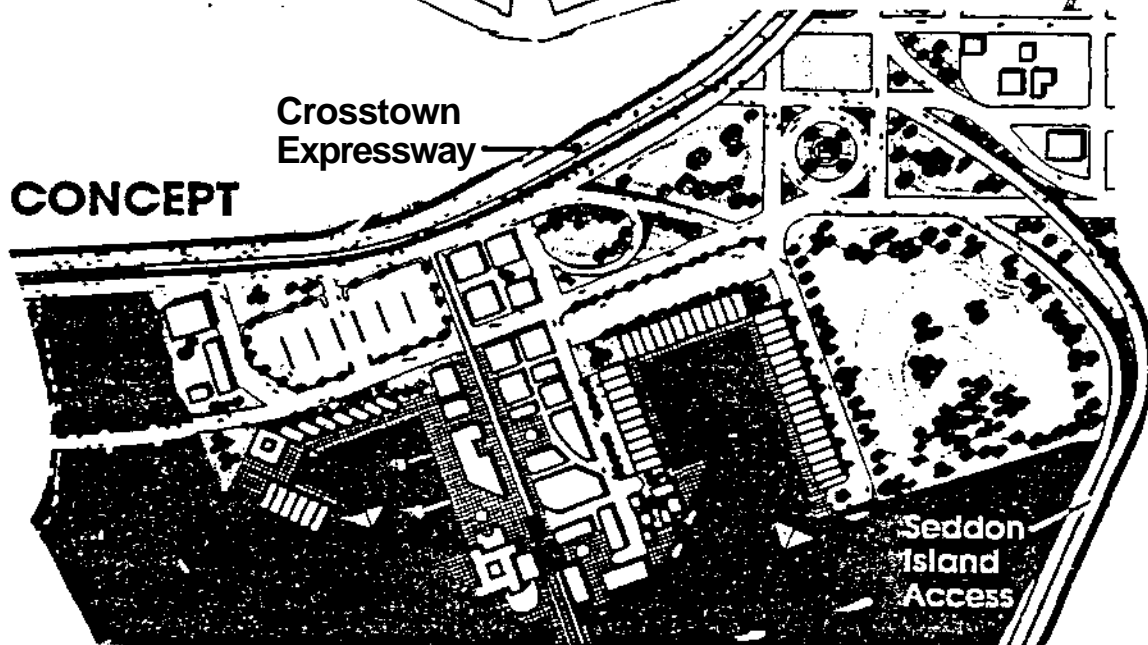
Other coordinating efforts to create or improve open spaces throughout the Redevelopment Area are encouraged through requiring a set-aside in parking lots or structures; through development



## EXISTING



## CONCEPT

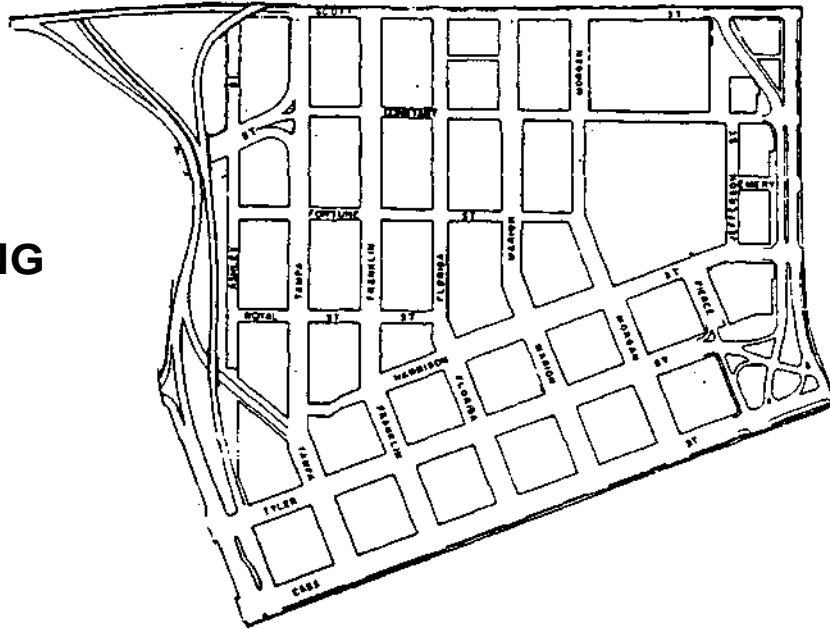


## Conceptual Open Space Configuration

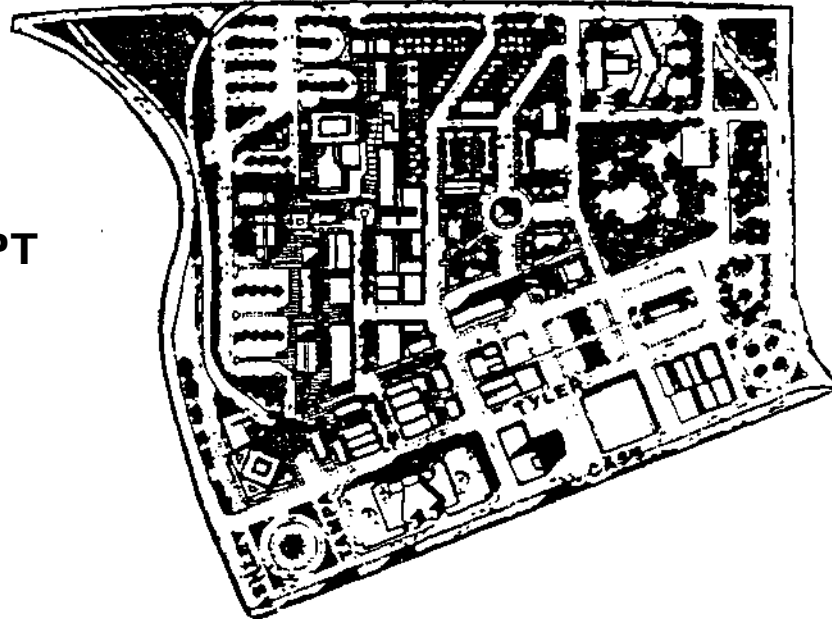
Source: "Downtown Development  
Strategy"; Hammer, Siler, George  
Associates; 1980.



**EXISTING**



**CONCEPT**



**Conceptual  
Open Space  
Configuration  
continued...**

Source: "Downtown Development  
Strategy"; Hammer, Siler, George  
Associates; 1980.



bonuses as incentives to include courtyards and other open spaces in new development: and through tree-planting or landscaping along major thoroughfares and expressways.

Harbour Island (Subarea 5) development will include 86.7 acres of open space. Mangrove areas will be protected along the perimeters of the island, and the Harbour Island Association will be responsible for maintenance of open space on the Island.

Creation of accessways to the water along the Hillsborough River and Garrison Channel are desirable and shall be encouraged.

#### I. Real Property Disposition and Development

The Agency is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in Real Property. To the extent permitted by law, the Agency is authorized to dispose of Real Property by negotiated sale or lease. All Real Property acquired by the Agency in the Redevelopment Area shall be sold or leased for development for fair value in accordance with the uses permitted in the Plan and as required by the Act.

The Agency may reserve such powers and controls through disposition and development documents with purchasers or lessees of Real Property from the Agency as may be necessary to ensure that development begins within a reasonable period of time and that such development is carried out pursuant to the purpose of the Plan.

##### 1. General.

To provide adequate safeguards to ensure that the provisions of the Plan will be carried out and to prevent the recurrence of blight, all Real Property sold, leased, or conveyed by the Agency in the Redevelopment Area shall be subject to the development provisions of the Plan.

##### 2. Purchase and Development Documents.

The leases, deeds, contracts, agreements, and declarations of restrictions relative to any Real Property conveyed by the Agency may contain

restrictions, covenants, covenants running with the land, conditions subsequent, equitable servitudes, or such other provisions necessary to carry out the Plan.

3. Obligations to be Imposed on Developers.

All property in the Redevelopment Area is hereby subject to the restriction that there shall be no discrimination or segregation based upon race, religion, sex, age or national origin, in the sale, lease, sublease, transfer, use, occupancy, tenure, or enjoyment of property in the Redevelopment Area.

All owners, purchasers, lessees or developers of Real Property within the Redevelopment Area shall be required to develop such land in accordance with the provisions of the Plan.

All owners, purchasers, lessees, or developers of Real Property within the Redevelopment Area must commence the construction or rehabilitation of any building and proceed in a manner consistent with such reasonable periods of time as mutually agreed upon with the Agency.

J. Relocation Policy

1. General

Redevelopment will entail a great deal of new construction and rebuilding, but physical revitalization is only a means to an end, which is improving the quality of life for Tampa's citizens. While the project should have enormous positive impacts on many people, the welfare of the few who may be displaced is of considerable concern.

It shall be the policy of the Agency that persons displaced as a result of redevelopment projects shall be provided services which will ensure that they are not unduly inconvenienced by their relocation.

In implementing this Plan, the Agency will provide fair and equitable treatment to any displacees. Objectives shall be to:

- Provide residents that may be displaced with full opportunity to occupy comparable replacement housing that is within their ability to

pay and adequate for their needs, and meets all requirements for decent, safe, and sanitary housing, and to the extent possible, which satisfies their preference with regard to location, view and other considerations;

- Carry out project activities in a manner that minimizes hardship to those that may be displaced;
- Provide maximum choice within the available housing supply;
- Provide relocation assistance in accordance with the needs of those that may be displaced, and through referrals to other agencies, including the appropriate social services assistance to those who are chronically ill, homebound, and in need of support services, counseling and follow-up services;
- Make diligent efforts to assure that those who may be displaced do not encounter undue financial or other hardship through any action by the Agency in carrying out the Plan.
- Provide business concerns and nonprofit organizations with assistance in establishing at new locations with minimum delay and hardship.

In order to carry out these objectives, the following relocation method will apply when existing commercial businesses and residential occupants must be displaced as a result of acquisition through condemnation.

## 2. Relocation Method

Permanent relocation assistance will be handled through the City's Department of Housing, Inspections, and Community Services.. That Department has personnel with extensive experience in all phases of relocation assistance, which entails providing clients with an explanation of the process, available options, and if applicable, a schedule of payments. In addition, the Agency assists in locating and securing comparable housing.

The Agency may pay reasonable moving expenses to persons (including families, business concerns and others) displaced by the redevelopment project. This is not intended to provide incentives for commercial and industrial businesses to move out of



the Redevelopment Area. The Agency may elect to make such relocation payments for moving expenses where it determines that it is in the best interest of the project, and not to do so would create a hardship on the persons involved. The Agency may make such other payments as may be in the best interest of the project and for which funds are available. The Agency shall make all relocation payments as required by all other applicable laws.

The Agency shall adopt rules and regulations governing the relocation of individuals, families, and businesses in the Redevelopment Area. These rules and regulations shall establish eligibility criteria for relocation benefits, as well as the amount of the relocation payments, if any, to be made. This relocation method may be amended from time to time as appropriate.



## VIII. REDEVELOPMENT FINANCING METHODS

### A. General

A viable financing program for redevelopment requires a strong commitment from the public and private sectors built upon a cooperative partnership. The ultimate success of this program is dependent upon its ability to match anticipated revenues with capital requirements for each stage of project development. In order to carry out redevelopment, the Community Redevelopment Agency will utilize all available sources of funding from local, state, and federal government sources and the private sector.

A number of financing sources and vehicles can be used by a municipality in cooperation with the private sector to implement a comprehensive program for the redevelopment. Since the necessary components of a redevelopment project can be quite diverse, the available funding sources for each component should be explored and analyzed. The scope and quality of redevelopment may depend on the Agency's ability to complement the objectives of the redevelopment program by lowering development cost and minimizing risk to the private sector. General funding methods which can be effectively utilized to finance redevelopment in contemplation of the Plan include the following:

#### 1. Federal Funds

Funding for redevelopment is available from several federal agencies including the Department of Housing and Urban Development (HUD), Economic Development Administration (EDA) and the Small Business Administration (SBA). HUD provides funding through the Community Development Block Grant and Urban Development Action Grant programs, both of which are available to the City of Tampa. Although its programs are being cut back, EDA still provides funding for business development and technical assistance. SBA provides funding to the private sector in the form of loans, loan guarantees and guaranteed debentures through the 7(a), 502 and 503 programs. The Department of Transportation provides funding for a wide array of transportation improvements. Federal tax incentives are also available to the private sector through the Economic Recovery Tax Act of 1981.

2. Industrial Development Bonds

Chapter 159, Florida Statutes, the Florida Industrial Development Financing Act, authorizes the use of Revenue Bonds to finance capital projects for private development. IDRBS can be used to fund a range of project types from manufacturing facilities to commercial projects in designated enterprise zones.

3. Tax Increment Financing

Tax Increment Financing (TIF) is a funding mechanism for redevelopment authorized by Chapter 163, Florida Statutes, the Community Redevelopment Act. TIF captures the incremental increase in tax revenues resulting from redevelopment, and uses it to pay for public improvements needed to support and encourage new development. Eligible activities include the acquisition of land and improvements, relocation of displaced residents, demolition of deteriorated structures, site preparation and infrastructure improvements. The Act requires the establishment of a trust fund from which projects can be funded on an annual basis from monies deposited in the trust fund, the issuance of tax increment bonds and bond anticipation notes. Tax increment financing can be a reliable source of funding for essential project activities and improvements.

4. Special Taxing District

A special taxing district can be designated after public referendum for the purpose of levying a small increase in millage within a geographically defined area in order to generate tax revenues into a fund to pay for public improvements.

5. Revenue Bonds

Revenue bonds can be issued to finance public improvements in the project area (e.g. parking revenue bonds to fund the construction of parking structures).

6. State Enterprise Zone Tax Incentives

State Corporate Income Tax Credits are available through several State programs designed to help revitalize distressed areas by involving the private sector and providing suitable incentives in approved development areas. The incentives

cover credits for creation of new jobs; credits for creation of new or expanded business; and credits for community contributions.

B. Specific

The Agency shall finance redevelopment and meet its other financial obligations by such methods as shall be authorized by the Act and provisions of applicable law. Without limitations, the following specific methods of financing are hereby authorized:

1. Initial Funding

Initial funds for project planning and administration may come from appropriations by the City, appropriations and grants from the United States Department of Housing and Urban Development, Community Development Block Grant Funds, from any tax increment revenues authorized after adoption and approval of this Plan, and from such other sources as are authorized or permitted by the Act or applicable law or from any other source. These sources may be utilized to finance the various costs, fees, expenses, and other charges incurred during the planning, initial administration, and pre-acquisition period.

2. Acquisition and Pre-Construction Activities

Funds for acquiring Real Property in the Redevelopment Area, for financing demolition and site clearance work, for installation, construction or reconstruction of the necessary or required infrastructure development, including, but not limited to streets, utilities, etc., for preparing building sites, and for carrying out and performing other pre-construction activities may be provided by acquisition and development loans; advances; or indebtedness negotiated, incurred, or consummated by the Agency (or by any person with whom the Agency has entered into contracts for the acquisition, development, or redevelopment of all or any part of the Redevelopment Area) with banks, savings and loan associations, real estate investment trusts, governmental entities, insurance companies, pension funds, institutional lenders, or other persons and from such other sources as are authorized or permitted by the Act or applicable law. Such loans may be secured or unsecured, funded or unfunded, short-term, intermediate-term, or long-term, and may be



repayable at such times in such manner, and at such interest rate and subject to such terms, conditions, restrictions, and limitations as the parties thereto shall agree. Such loans, funds, advances, or indebtedness may be recast, renewed, extended, or modified at any time after they have been incurred and they may be repaid from bonded indebtedness issued by the Agency as authorized or permitted by the Act or other applicable law.

3. Construction and Completion of Projects

Funds for financing the construction and completion of publicly owned redevelopment projects and all Improvements and Public Improvements, including, but not limited to, the necessary infrastructure development to be constructed thereon may be provided from bonded indebtedness of the Agency, including property tax increment bond issues, revenue bond issues, and all other bond issues available to the Agency under law.

4. Other Sources

In addition to the sources of funds described above, in order for the Agency to finance redevelopment and meet its other financial obligations, the Agency may obtain loans, grants, gifts and other assistance from local, state and federal government agencies, bureaus, departments or other entities; may be the recipient of gifts, bequests, devises, donations and grants from persons; and may obtain funds from the sale, exchange, pledge, mortgage or other disposition of Real Property owned by the Agency, from parking fees, assessments, rents, issues, profits and other sources of income arising from the ownership, management, lease or use of Real Property or from any source related to any of the foregoing or from such other sources authorized or permitted by the Act or other applicable law.

5. Restrictions

The Agency shall not be authorized to pledge the full faith and credit of the City or to guarantee the indebtedness of any person performing any work or providing any labor or services in connection with any redevelopment Project or to otherwise obtain funds from any source or in any manner not specifically authorized in this Plan, the Act, or the provisions of applicable law.



IX. ACTIONS BY THE CITY

Upon approval of this Plan, the City warrants and represents to all parties acting in reliance on the City, the Agency, or this Plan that the City shall aid and cooperate with the Agency and any other parties acting in reliance aforesaid in carrying out this Plan and shall take all actions necessary to ensure the continued fulfillment of the purposes of this Plan and any agreements, contracts, or actions associated herewith and to prevent the spread or recurrence within the Redevelopment Area of conditions causing blight or undesirable elements or conditions. Actions by the City shall include all those authorized by law including, but not limited to, the following actions:

A. Development Review

Assistance and cooperation shall be provided to the Agency in the preparation and review process associated with the approval of this Plan and as may otherwise be required in order to effectuate compliance and performance pursuant to the intent of this Plan. As projects are initiated, they will become part of an established review process which will ensure conformance with the Plan.

B. General

Generally, actions by the City shall include the following:

Initiation and implementation of such actions as are necessary to delegate to the Agency the responsibility for administering all aspects of this Plan, including, without limitation, those provisions provided hereinafter.

- Initiation and implementation of zoning changes, all in a manner consistent with this Plan and to the extent necessary to permit the land uses and development authorized by this Plan.
- Imposition wherever necessary (by conditional use permits or other means) of appropriate controls, within the limits of this Plan, upon parcels in the Redevelopment Area to ensure their proper development and use.
- Initiation and completion of proceedings for opening, closing, vacating, widening, or changing the grades of streets, alleys, public areas, and

other public rights-of-way, and for other necessary modifications of the streets, the street layout, and other public rights-of-way and areas in the Redevelopment Area.

- Initiation and completion of proceedings necessary for changes and improvements in publicly owned utilities within or affecting the Redevelopment Area.

C. Administrative Enforcement

The City shall provide for administrative enforcement of this Plan after development. The City and the Agency shall through code enforcement provide for continued maintenance by Owners of all Real Property, both public and private, within the Redevelopment Area throughout the duration of this Plan.

D. Conveyance of City-Owned Land

The City shall authorize the conveyance to the Agency of City owned land to an extent sufficient to carry out the objectives of this Plan. Each said conveyance by the City to the Agency shall be made in a timely manner in accordance with schedules approved by the City and the Agency and under such terms and conditions as shall be appropriate for implementation of the Plan.

E. Performance Commitment

The City shall perform all of the preceding, and all other functions and services related to public health, safety, and physical development normally rendered in accordance with a schedule which will permit the redevelopment to be commenced and carried to completion without unnecessary delay.

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## X. IMPLEMENTATION STRATEGIES

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## X. IMPLEMENTATION STRATEGIES

### A. Market Potential

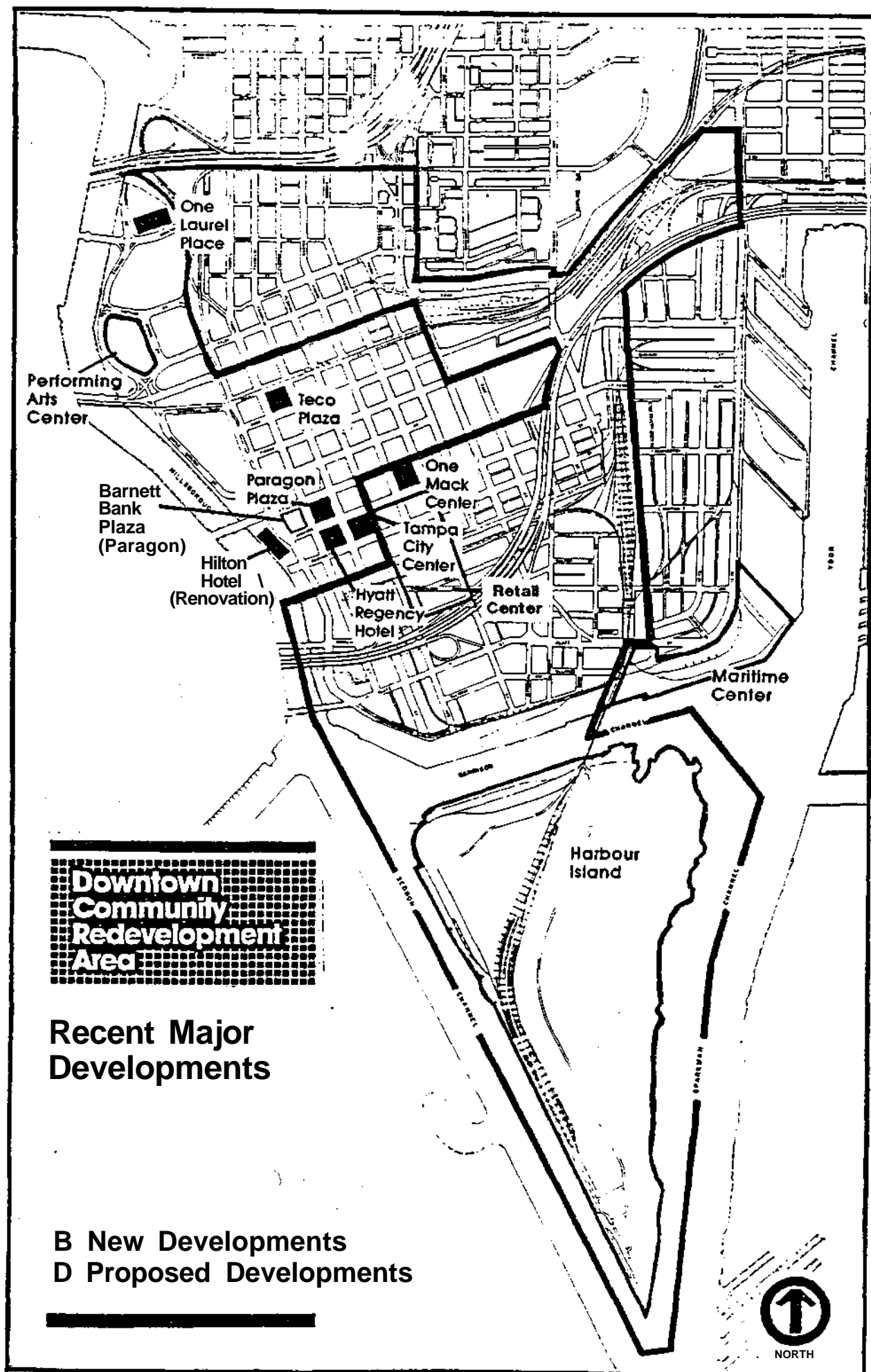
If the factors related to blight (as previously discussed) can be overcome, then the Redevelopment Area has tremendous development potential due to a number of factors, some of which are local and some of which are related to national trends.

Tampa is situated in the heart of the "Sunbelt", America's fastest growing region in terms of population and economic development. In addition, Tampa is the central city on Florida's West coast, one of the Sunbelt's most vital areas. Finally, the Redevelopment Area is located adjacent to the developing core of the Downtown district which, after years of losing population and business to suburban areas, is regaining its competitiveness. Some of the factors that caused decentralization, (e.g. lower land costs, parking availability, and a relatively congestion-free highway system) have begun to disappear from the suburbs. Suburban locations are in fact now facing the same problems with the provision of utilities, increased crime and rapidly rising energy costs that caused business to shy away from Downtown in the first place.

While many suburban locations in Tampa area remain attractive, Downtown's competitive position has been greatly improved, as witnessed by the wide range of new major private developments shown on page 61. Local government's attitude of cooperation and coordination with the private sector is another major factor that has significantly contributed to the overall development potential of Downtown Tampa.

Most of the remaining negative aspects of Downtown, such as structural deterioration, underdevelopment, and poor mix of uses, tend to be associated mainly with the Redevelopment Area. However, these negative factors can be overcome with well planned redevelopment. New development in once blighted areas, linked with the stronger areas of Downtown, will bring out the full potential in each major market area as discussed below.

The Redevelopment Area has excellent access to the Tampa CDB, the regional interstate system, and via the interstates, to all of Tampa, Hillsborough County, and the region. The area is adjacent to I-275 where it passes north of Downtown Tampa and the Crosstown Expressway to the south. Despite negative physical



appearance, the Redevelopment Area is well-located with respect to employment, being only a few blocks from Tampa's CBD, and within walking distance of several major buildings.

While several structures have historical significance, the character of existing development in the area and surroundings is generally poor. Exceptions include the new state official building on Tampa Street, the church-owned apartment building on Harrison Street, the Hillsborough County Law Enforcement Center across Morgan Street, two small office buildings on Florida Avenue, and the Mack Center. However, as shown by the map on page 61, most recent major development in the CBD has been outside the Redevelopment Area.

Supporting uses, such as the retail activity on Franklin Street Mall and Downtown Tampa, government offices, educational facilities, Curtis Hixon Hall, and business services are located close to the area. Lacking are convenience retailing (primarily groceries), recreational amenities (except Riverfront Park), and personal and property security. However, solution of these weaknesses is basically a problem of physical design and public service programming.

According to the Downtown Tampa Market Analysis, the market potential of each major development type is as follows:

• Hotel Development Potential

This market should be one of Downtown's strongest for the next several decades. Tampa's central location, the probability of improving transportation, entertainment and dining facilities and the possibility of a new convention center make Downtown an attractive location for major new hotels. This is borne out by the recently opened • 522-room Hyatt hotel. It is projected that 2,600 to 3,100 hotel rooms could be constructed and absorbed within Downtown Tampa by 1990.

• Office Development Potential

Tampa's position as a regional financial, industrial and business center is expected to increase in the next two decades, stimulating the demand for office space. It is estimated that by 1990 there will be a need for 2.36 million to 2.77 million square feet of new office space in Downtown Tampa.

- Housing Development Potential

While housing is not currently a major use in Downtown Tampa, this situation should change significantly in the coming years. Provision of recreational facilities; improvement of dining and entertainment opportunities; the need to locate close to employment centers; and the development of mixed-use projects and Harbour Island development will contribute to a surge in residential construction. By the year 2000, approximately 5 to 7 thousand new residential units could be constructed in the Redevelopment Area.

- Retail Development Potential

Redevelopment will dramatically alter the number of people living and working Downtown. This will generate a large demand for retail operations. More than likely, retail floor space will occur as: a large pedestrian mall, probably several major department stores; specialty retail relating to the Garrison Channel area; mixed retail uses on Harbour Island; and convenience retailing to serve on-site employees or residents.

- B. Coordination of Local Government Entities

Redevelopment will be undertaken in accordance with the provisions of the Act and through the coordinated efforts and authority of the respective governmental entities in cooperation with the private sector.

- The Private Sector

The Redevelopment Plan cannot be implemented without the predominant participation of the private sector. The role of the individual investor or conglomerate is to evaluate the effectiveness of an investment risk in the Redevelopment Area and to pursue such opportunities and development incentives as may be evident to them, conforming to the requirements set forth in the Plan.

- Community Redevelopment Agency

The City Council, acting as Community Redevelopment Agency, will use any and all methods of

implementing the Plan as authorized by law. The Agency will exercise the powers conferred by statute to take action within the Redevelopment Area such as will result in economic revitalization consistent with the Plan. The Agency will call upon such counsel, technical experts and other persons or employees as it may from time to time determine necessary to the purposes of the Plan. The Agency will approve redevelopment projects on an individual or group basis, as deemed in the best interest of the Plan and the municipality. The Agency will approve general expenses in terms of the implementation of this Plan, including both projects and administrative expenses. Notwithstanding the participation of other agencies or experts in the implementation of the Plan, the City Council shall reserve to itself the following powers:

1. The power to determine an area to be slum or blighted or a combination thereof; to designate such area as appropriate for a community redevelopment project; and to hold any public hearings required with respect thereto.
2. The power to grant final approval to Community Redevelopment Plans and modifications thereof.
3. The power to authorize the issuance of revenue bonds as set forth in Chapter 163.385 F.S.
4. The power to approve the acquisition, demolition, removal or disposal of property as provided in Chapter 163.370(2) F.S. and the power to assume the responsibility to bear loss as provided in Chapter 163.370(2) F.S.

#### The Downtown Development Authority (PDA)

The Downtown Development Authority (DDA) shall serve in an advisory capacity to the Agency regarding implementation of the Plan. DDA can also be effective in helping to foster and coordinate public/private linkages, and will continue to play a key role in an effective marketing of the ongoing redevelopment program.

#### The City Administration

The City of Tampa Administration will function as the staffing arm of the Agency and will carry out

such directives as are given to it by the Agency regarding the Plan. The Administration will continue to function as effectively and efficiently as possible in this capacity.



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## XI. DURATION, MODIFICATION, AND SEVERABILITY OF THE PLAN

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XI. DURATION, MODIFICATION, AND SEVERABILITY OF THE PLAN

The redevelopment process shall continue until determined complete or otherwise discontinued by the City Council, or for a period of 15 years from the date the plan is adopted, whichever comes first. This will not affect any existing obligations with regard to outstanding bonds or contractual agreements; simply, no new redevelopment actions or projects may be initiated after the above termination date.

The Plan may be modified only after approval by City Council and in a manner consistent with applicable law and in accordance with the Act.

The Community Redevelopment Agency recommendation to amend or modify the Plan may include a change in the boundaries of the project area, major land use modifications, or any changes which constitute a substantial deviation from the original Plan.

In order to amend the Plan, City Council will hold a public hearing on the proposed modification after proper public notice of the meeting.

If any provision of the Plan is held to be invalid, unconstitutional or otherwise locally infirm, such provision shall not affect the remaining portions of the Plan.

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**APPENDIX I.**

**COMMUNITY REDEVELOPMENT EXHIBITS**

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**DOWNTOWN TRAFFIC IMPROVEMENTS: RECONSTRUCTION/REPAIR COSTS-1**

**STREETS**

SUBAREA *	CATEGORY 1 COST	CATEGORY 2 COST	EXISTING TOTAL COST	FUTURE MAINTENANCE COST (PER YEAR)	TOTAL LANE MILES
I	1 19,200	\$ 10,627	\$ 29,827	J 10,072	20.09
2	\$ . 480	\$ 14.442	\$ 14,922	\$ 8,864	11.08
3 14	\$ 52,480	\$ 5.438	\$ 57,918	\$ 11,256	14.07
6 & 7	\$ 43,200	\$ 14,549	* 57,749	\$ 13,960	17.45
TOTAL	\$ 115,360	\$ 45,056	\$ 160,416	\$ 50,152	62.69

Category No. 1 - Distress of sufficiently high density and severity to warrant Immediate corrective action - Recommend Resurfacing.

Category No. 2 - Distress of moderate density and severity, warranting such maintenance as crack sealing - deep to partial depth patching, pot-hole filling, or seal coating.

**SIDEWALKS**

SUBAREA*	NEW SIDEWALK- COST	MAJOR REPAIR COST	MINOR REPAIR COST	EXISTING TOTAL COST	FUTURE MAINTENANCE COST (PER YEAR)	EXISTING FOOTAGE	FUTURE FOOTAGE
1	\$ 87,626	\$186,491	\$ 52,508	\$326,625	\$ 19,048	26,666 ft.	34,632 ft.
2	\$142,747	\$ 13,220	\$ 32,488	\$188,455	\$ 14,185	12,813 ft.	25,790 ft.
3 A 4	\$164,263	\$ 77,026	\$ 23,885	\$265,974	\$ 16,370	14,830 ft.	29,763 ft.
6 S 7	\$ 38,170	\$ 35,638	\$ 16,701	\$ 90,509	\$ 10,434	15,501 ft.	18,971 ft.
TOTAL	\$432,806	\$313,175	\$125,582	\$871,563	\$ 60,037	68,810 ft.	109,156 ft.

\* NOTE: Subarea 5 is Harbour Island, and the City will not be responsible for the provision or maintenance of the traffic circulation system on the Island.

DOWNTOWN TRAFIC IMPROVEMENTS: RECONSTRUCTION/REPAIR C051S-2

STREET LIGHTS

SUBAREA *	NEW 50,000 LUMEN LIGHTS COST (PER MONTH)	NEW 27,500 LUMEN LIGHTS COST (PER MONTH)	EXISTING TOTAL COST PER MONTH	FUTURE MAINTENANCE COST (PER MONTH)	EXISTING NO. OF LIGHTS	FUTURE NO. OF LIGHTS
1	\$ 1,252	--	\$ 1,252	\$ 7,166	148	175
2	\$ 325	\$ 656	\$ 981	\$ 4,914	93	120
3 S 4	\$ 788	\$ 755	\$ 1,543	\$ 5,930	105	145
6 X 7	\$ 1,206	--	\$ 1,206	\$ 3,350	56	82
TOTAL	\$ 3,571	\$ 1,411	\$ 4,902	\$ 21,376	402	522

SIGNALS

SUBAREA *	NEW SIGNAL- COST	GEOMETRIC IMPROVEMENT COST (INCLUDING CONSULTANT FEE)	SIGNAL MODIFICATION COST (INCLUO. MISC. COST)	EXISTING TOTAL COST	FUTURE MAINTENANCE COST (PER YEAR)	EXISTING NO. OF SIGNALS	FUTURE NO. OF SIGNALS
1	\$ 50,000	\$ 25,000	\$ 15,000	\$ 90,000	\$ 10,859	18	19
I	--	--	--	--	\$ 1,143	2	2
3 & 4	--	--	--	--	\$ 4,572	8	b
6 S 7	--	\$ 47,600	\$ 61,000	\$108,600	\$ 10,859	19	19
Total	\$ 50,000	\$ 72,600	\$76,000	\$198,600	\$ 27,433	47	48

\* NOTE: Subarea 5 is Harbour Island, and the City will not be responsible for the provision or maintenance of the traffic circulation system on the Island.

PRELIMINARY SUMMARY OF PARKING NEEDS  
FUR 11th YEAR 2000\*

	<u>SUBAREA 1</u>	<u>SUBAREA 2</u>	<u>SUBAREAS 3&amp;4</u>	<u>SUBAREA 6</u>	<u>SUBAREA 7</u>	<u>TOTAL</u>
Unadjusted demand year 2000	5,913	3,210	427	2,528	1,260	13,338
Adjusted for housing demand**	N/A	N/A	N/A	(1,500)	(28)	(1,528)
Adjustment for Increased transit utilization (20%)***	(1,076)	(210)	(60)	(206)	(233)	(1,785)
Adjustment for Increased auto occupancy (1.3 to 1.6 or 23%)***	(1,198)	(242)	(98)	(236)	(268)	(2,042)
<u>Net Adjusted Demand Year 2000</u>	<u>3,639</u>	<u>2,758</u>	<u>269</u>	<u>586</u>	<u>731</u>	<u>7,983</u>
Current Inventory Garages****	(1,485)	-0-	(75)	-0-	-0-	(1,560)
Current Inventory Lots****	(1,716)	(657)	(921)	(1,995)	(410)	(5,699)
Adjustment for loss of surface parking*****	1,373	328	276	998	318	3,293
<u>Net Adjusted Demand Year 2000</u>	<u>1,811</u>	<u>2,429</u>	<u>(451)</u>	<u>(411)</u>	<u>639</u>	<u>4,017</u>

\* The parking demand figures shown here are preliminary and are subject to change. A comprehensive parking and traffic operations study is necessary to determine the optimal ratio of parking spaces to development area in downtown Tampa. Furthermore, the development or ownership of needed spaces may not be the sole responsibility of the City.

\*\* Housing parking demand eliminated from projection since developer will be expected to provide adequate residential garage parking.

\*\*\* Adjustment made only for retail, warehouse, private and government office space.

\*\*\*\* Current Inventory from Interpolation of July 82 data presented by HCCCPC for CBO Parking Study.

\*\*\*\*\* Reflects 80% loss Area 1, 50% loss Area 6, 75% loss Area 7, 30% loss Area 8 (previously delineated DOA CBO areas).

NOTE: Subarea 5 (Harbour Island) projections are detailed on Page 43.



WESTERN UNION BLDG.  
P.O. BOX 1110  
TAMPA, FL 33601  
TEL (813)272-5940

**HG3DPG**

**HILLSBOROUGH COUNTY CITY-COUNTY PLANNING COMMISSION**

RONALD N. SHORT  
EXECUTIVE DIRECTOR

WARREN J. WEATHERS  
CHAIRMAN

J. L. MICHAL  
VICE CHAIRMAN

DR. CHARLES F "Chip" HINTON  
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**GARY SCARBORO**  
**IRENE SILVER**  
WILBERT WILLIAMS

MEMORANDUM

TO: Roger Wehling, BCP

FROM: *JMB* Bowers, Principal Planner

DATE: July 21, 1983

RE: Proposed CBD Sector Plan  
File: TLU 2-1-2-6

As we have discussed during the past week with your agency and the Downtown Development Authority, the Planning Commission staff will be including a provision in the proposed CBD Sector Plan for a mixed use convention facility.

The provision will permit consideration of such a facility within the boundaries of the CBD on a one time basis subject to the following general criteria:

Transportation - the proposed facility shall be accessed via a direct link to a Regional serving traffic system;

Land use compatibility - the success of the proposed facility will require the proximity of compatible land uses providing supporting services to the proposal and of a compatible intensity;

Pedestrian Accessibility - Major facilities within the CBD must include provision for the growing pedestrian traffic and be accessible to major pedestrian traffic generators existing and anticipated for the CBD.

This is a staff proposal and must be approved by the Planning Commission and City Council, as I have discussed with you. I would anticipate some revision might be suggested by various agencies as well.

Your comments and suggestions are also welcome, Please call if you have any questions.

JMB/lc

---

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**APPENDIX II.**

**INTRODUCTION TO COMMUNITY REDEVELOPMENT PROJECTS**

---

---

## APPENDIX II: Introduction to Community Redevelopment Projects

The projects described in the following Appendices, starting with page 72, are the proposed initial Community Redevelopment Projects to be implemented within the initial Downtown Community Redevelopment Area. These projects constitute undertakings by the Agency appropriate for the removal of blight in accordance with the Plan.

These projects are not presented as schematically designed final stage proposals, for that is inconsistent with the pre-approval of development as authorized by the Act. Projects are presented as preliminary phase one design concepts, and once approved in conformance with the Plan, they travel through the normal route that development takes in securing detailed development plan approvals and permits.

The projects conform to all applicable statutes, ordinances, and regulations, including, but not limited to, the Development Order for Downtown Central Business District Master Plan, A development of Regional Impact; the Comprehensive Land Use Plan; and the Zoning Ordinance,

This is a continuing process and new projects must conform to the Plan.

Any substantial deviation to the Plan or the projects shall be subject to the requirements of Section XI of the Plan.

---

**APPENDIX III.**

**PROJECT NO. 1: DOWNTOWN RETAIL CENTER**

---

## APPENDIX III: DOWNTOWN RETAIL CENTER

### A. Background

With the June 23, 1983 press release on the Downtown Retail Center, the heart of the city will truly come alive. The scope of the high-fashion retail and mixed-use center will make it one of the largest and most exciting of its kind anywhere in the country.

Phase I of the Retail Center will entail \$155.0 million investment and will consist of approximately 560,000 square feet of retail, including several quality retail department stores of the Neiman Marcus/Joske's variety; and 800,000 square foot office tower; and a 600 room luxury-type hotel.

Full phasing has not yet been determined, but construction is expected to begin within two years, and the entire project, including several million additional square feet of retail, office and residential uses, will take from 10-15 years more to complete.

The project will utilize the latest in state-of-the-art urban design to create an attractive, people oriented project with numerous plaza areas and open spaces.

### B. The Retail Center

The Retail Center will be designed to accommodate the hustle and bustle of thousands of professionals, technicians and office workers who flow into the Central Business District each day of the work week, and will, in addition, draw from major planned development such as the Maritime Center, Performing Arts Center and new Convention-Hotel Center. The flourishing atmosphere of the Retail Center will be fed by its proximity to parking, hotels and the business center of downtown as well as drawing people from its own heart in the office tower and hotel/residential uses that will be part of the overall Retail Center.

The ideally located development will be of unique and vital architectural motif which will show continuity with the burgeoning Sunbelt. It will be a place where people of all ages will enjoy visiting and shopping and will be planned to withstand the test of time.

Although the design team has not announced details of the project design at this point, the developer envisions the use of an architecture and fine artwork theme that lends itself to an adventure in sight, sound and smell. Colors, textures, patterns, walkways and signage will be carefully planned to carry the mood throughout the development.

The project will encompass multi-use, multi-level urban center features including major quality retail establishments; specialty boutiques; full-line restaurants and convenient finger food establishments; as well as personal and business services.

Open space is envisioned as highly essential to this development, and approximately 119,000 square feet of public areas are planned. The retail areas will be for the most part under cover.

Construction is slated to begin in January of 1986, and Phase I will take two to three years to complete. Additional phases will be developed and implemented a phase at a time over the next 10-15 years.

#### C. The Site

The site is approximately 14 acres in size and concerns 4 property owners. Parking is the predominant land use at present. There are no residential uses on the site.

Demolition of existing buildings will take place once the final plans and specifications have been submitted and approved by the City. Of particular concern to the City is the replacement of spaces now accommodated by the Whiting Street Parking Garage (see Section E. "The City's Role").

A preliminary site plan is shown on page 75 along with a brief site description. The project conforms to current zoning and land use as well as the CBD DRI Master Plan and Development Order. Building heights will also be in conformance with adopted plans and ordinances.

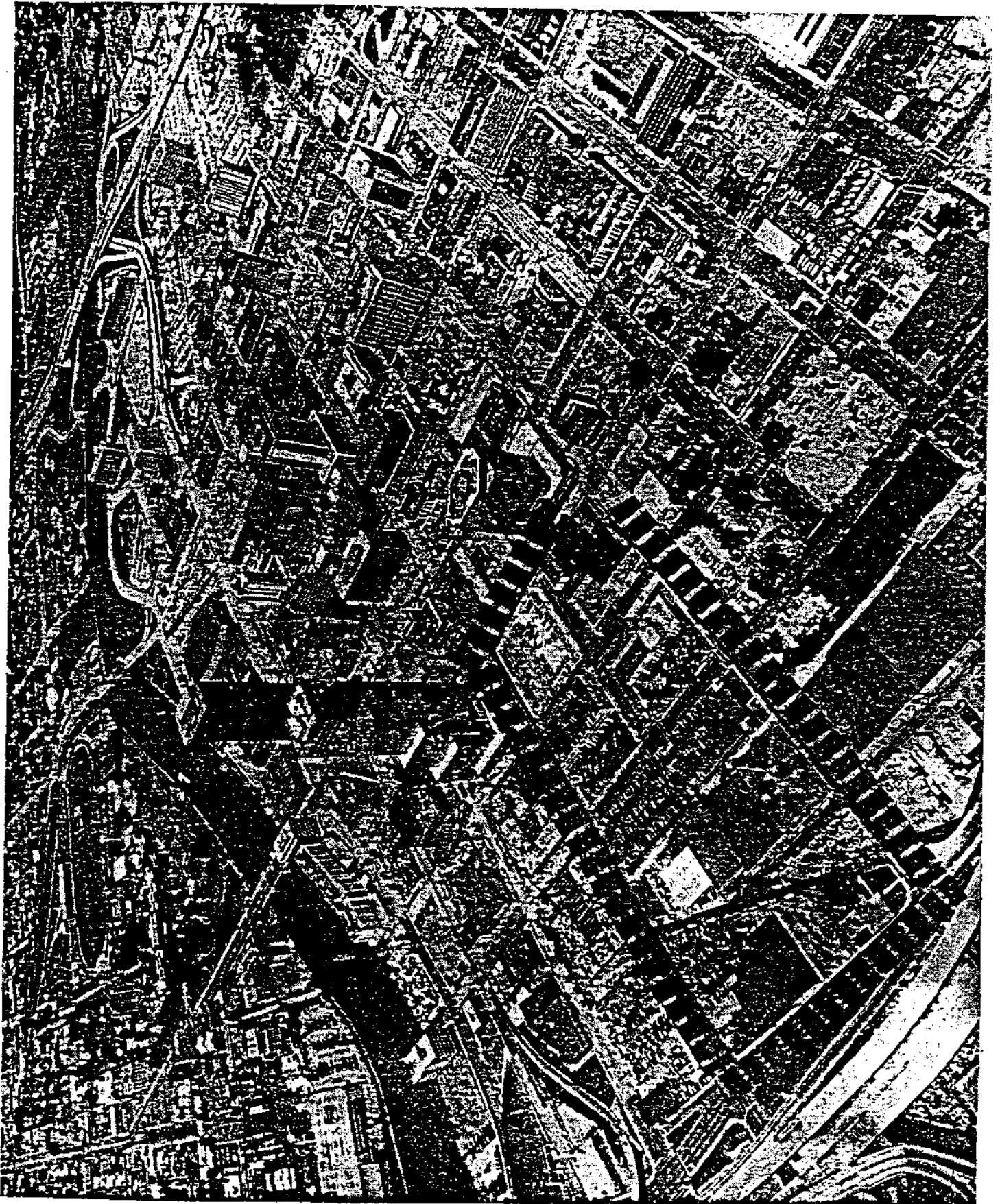
#### D. The City's Role

There are a number of highly beneficial features to this project, as discussed in Section F. below, not the least of which is the fact that no condemnation of private property/ use of eminent domain is anticipated at this time in order to achieve project feasibility. As already noted, replacement of the Whiting Street Parking Garage will be addressed as in appropriate public improvement project element.

A projected 3,890 parking spaces will be needed to serve the complex at completion of the first phase of development in 1988. It appears from preliminary site/design proposals that there will be significant street closure and relocation of parking on the site, as well as the need for additional parking off-street. The developer's request for City participation in parking will be determined from a feasibility study of the project's parking needs.



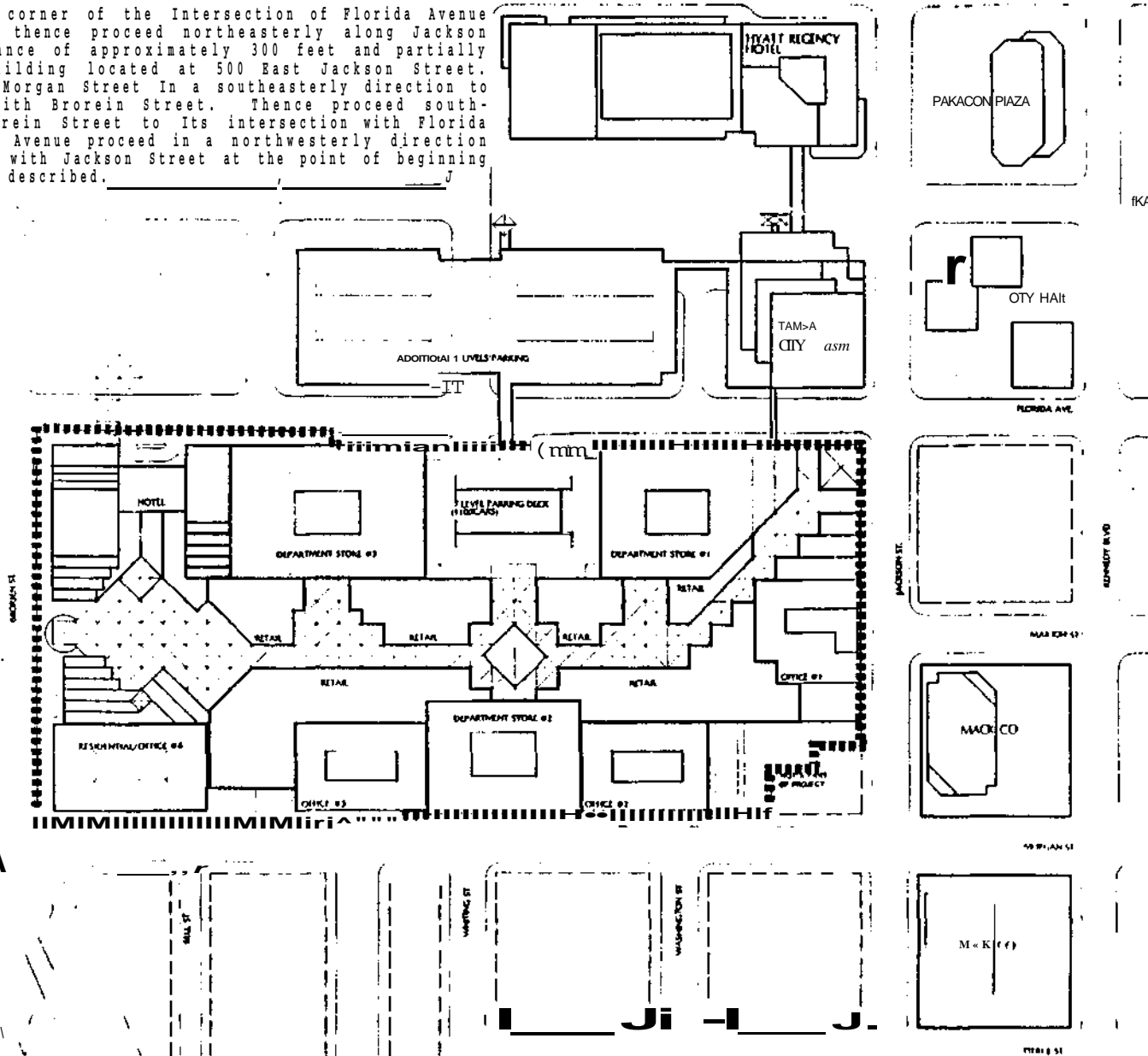
## Downtown Retail Center: Site Location



# Retail Center Site Description

That tract of land located in the City of Tampa, County of Hillsborough, Florida described more particularly as follows:

Begin at the east corner of the Intersection of Florida Avenue and Jackson Street, thence proceed northeasterly along Jackson Street for a distance of approximately 300 feet and partially circumscribe the building located at 500 East Jackson Street. Thence proceed on Morgan Street in a southeasterly direction to its Intersection with Brorein Street. Thence proceed southwesterly along Brorein Street to its Intersection with Florida Avenue. On Florida Avenue proceed in a northwesterly direction to its Intersection with Jackson Street at the point of beginning of the tract herein described.



RETAIL CENTER SITE PLAN

project boundary

TAMPA  
DOWNTOWN

JOHN J. JENNIFER  
ARCHITECT

1000 N. GORRISON ST.  
TAMPA, FL 33604  
TEL: 813-241-1111  
FAX: 813-241-1112

JOHN J. JENNIFER  
ARCHITECT

1000 N. GORRISON ST.  
TAMPA, FL 33604  
TEL: 813-241-1111  
FAX: 813-241-1112

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JOHN J. JENNIFER  
ARCHITECT

1000 N. GORRISON ST.  
TAMPA, FL 33604  
TEL: 813-241-1111  
FAX: 813-241-1112

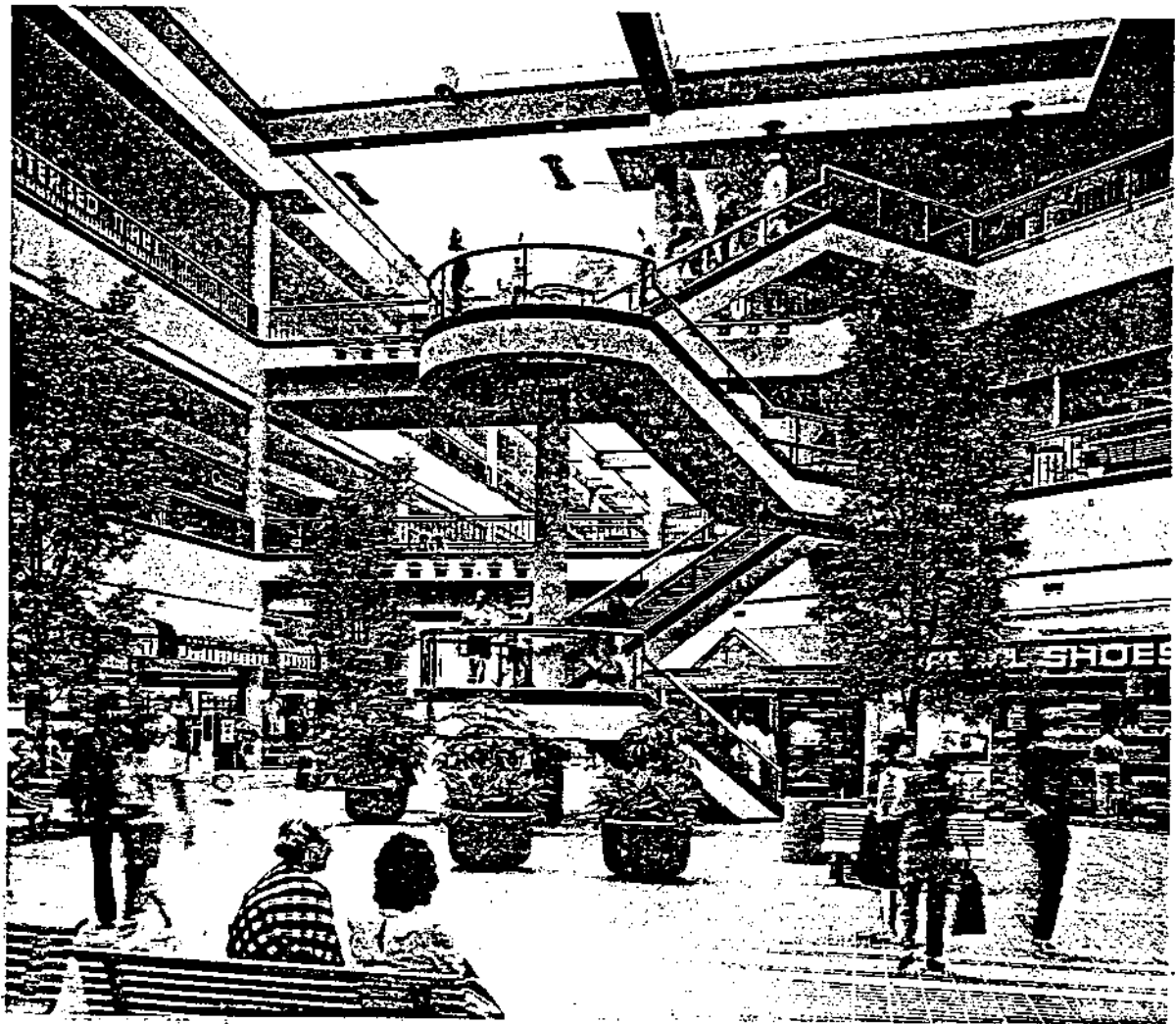
JOHN J. JENNIFER  
ARCHITECT

1000 N. GORRISON ST.  
TAMPA, FL 33604  
TEL: 813-241-1111  
FAX: 813-241-1112

JOHN J. JENNIFER  
ARCHITECT

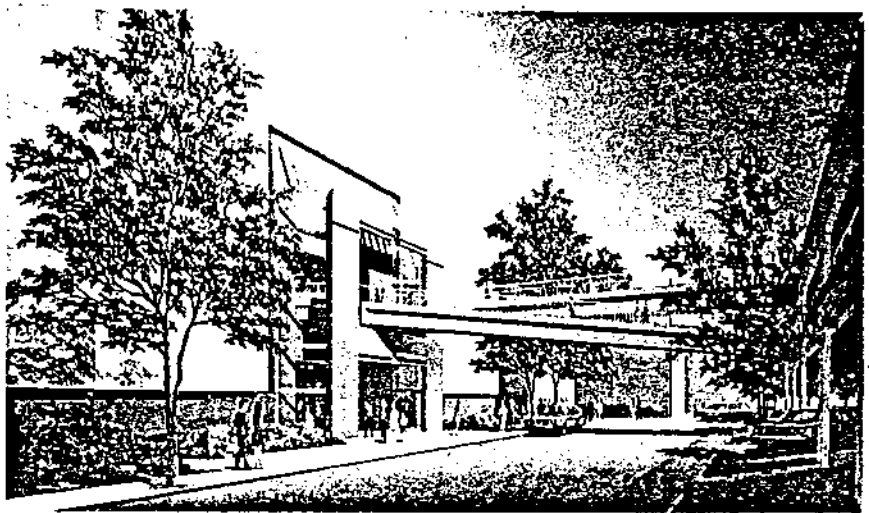
1000 N. GORRISON ST.  
TAMPA, FL 33604  
TEL: 813-241-1111  
FAX: 813-241-1112

JOHN J. JENNIFER  
ARCHITECT



Interior

Exterior



**Downtown Retail Center: Conceptual Images**

Possible public improvements may entail some street closures and the relocation of utility easements. Infrastructure improvements such as traffic, sanitary sewer, water mains and hydrants and drainage controls, will be consistent with the scale of improvements proposed for Subarea 1 in Section VII H. of the plan.

#### **E. Benefits to the City**

There will be a huge gain in the downtown tax base when the project is complete. The property currently generates only \$109,842 in annual tax revenues. At the completion of Phase I of the project, property taxes generated will amount to \$3,350,000.

Other benefits include a conservatively estimated 5,000 new Phase I total permanent jobs and 2,000 temporary jobs during the two year construction period, not including any parking-related construction jobs that may be generated.

Further, the potential impact of this exciting project on business, industry and the public at large is enormous in terms of attendant business opportunities, the increased availability of consumable goods and the need for construction related materials, services and supplies.

All of the above mean tremendous positive economic development for the City of Tampa and serve to increase the relative strength of the City of Tampa as an attractive location for further private sector new development.

#### **F. Conclusion**

This project is the culmination of 3 years of concerted effort to bring quality retailing back to the downtown area. It is expected to return downtown shopping to the prominent position it enjoyed 25 years ago, and together with Harbour Island, the new Performing Arts Center, and the new Convention-Hotel Center, will make the downtown a true 24 hour community and one of the first urban centers in the Country.

---

---

APPENDIX IV.

PROJECT NO. 2: DOWNTOWN PEOPLE MOVER

---

---

#### APPENDIX IV: DOWNTOWN PEOPLE MOVER

A preliminary feasibility study on long-range CBD transit needs was completed by the City of Tampa in 1982. This study identified a Downtown People Mover as the optimal CBD circulation system for the year 2000. The DPM, in addition to efficiently transporting people in the Downtown area, will reduce automobile-bus emissions substantially. Because the DPM will be an elevated system, it will not interfere with the existing Downtown transportation network, and therefore will improve the network's level of capacity.

##### A. Phase One

There are two distinct phases of the Downtown People Mover, or DPM. The first phase will be entirely developed and financed by the Harbour Island Inc., developers of Harbour Island.

Harbour Island is a 200-acre island slated for a \$1.2 billion first-class development investment over a 10-year period beginning in late-1983. The first phase of Harbour Island development will consist of a 200,000 square foot office building; a 300 room hotel; 100,000 square feet of retail space; 500 condominium units; and new infrastructure, all costing approximately \$193 million.

Phase One of the DPM will connect Harbour Island with the mainland via a multi-modal bridge consisting of 2 vehicular lanes; 2 bicycle lanes; 2 sidewalks; and the DPM (see map, following page).

The People Mover will be elevated and will have two cars transporting people between Harbour Island and the Central Business District. The capacity will be 100 persons per car under comfortable load conditions and 130 persons per car under maximum load conditions. The People Mover will cost .

- approximately \$9 million to construct 3,000 feet of guideway connecting Harbour Island to the Franklin Street Station. The Harbour Island Phase of the DPM will transport 3,000 people in rush hour traffic, with 2 of the 3 station points located in the CBD and not on the Island. Thus, Phase One of the DPM will be beneficial to more than just Harbour Island.

Initially, the People Mover will have stations located at the Fort Brooke Parking Garage and on the northwest part of the Island. Eventually, there will also be a station located on the Mainland side of Garrison Channel. Bridge construction will start in August, 1983 with the People Mover scheduled for completion in June, 1985. This transportation link is considered an essential part of the Harbour Island development, and thus the developer is assuming the approximately



\$8.5 million cost associated with the Phase One DPM. There are no acquisition or construction costs to the City in Phase One. The construction of the People Mover will require the demolition of 4-5 old warehouses on the Island and partial demolition of an old warehouse in the Garrison Channel area owned by Major Realty. Traffic along a short and lightly used segment of Franklin Street will be interrupted for about one year as the People Mover is being constructed. There should be no long term negative impacts to downtown traffic as a result of the People Mover.

The Hillsborough County Transit Authority or its agent will operate the DPM once it becomes functional. At least 5,000 persons are expected to use the Harbour Island/South Franklin Street segment daily by the year 2000.

## **B. Phase Two**

Phase Two of the DPM is being submitted for conceptual approval in conformance with the Plan, but City Council reserves the right to formally vote on final approval of the Phase Two project at a later date, after completion of a project feasibility study currently underway. This study will refine patronage estimates as well as costs.

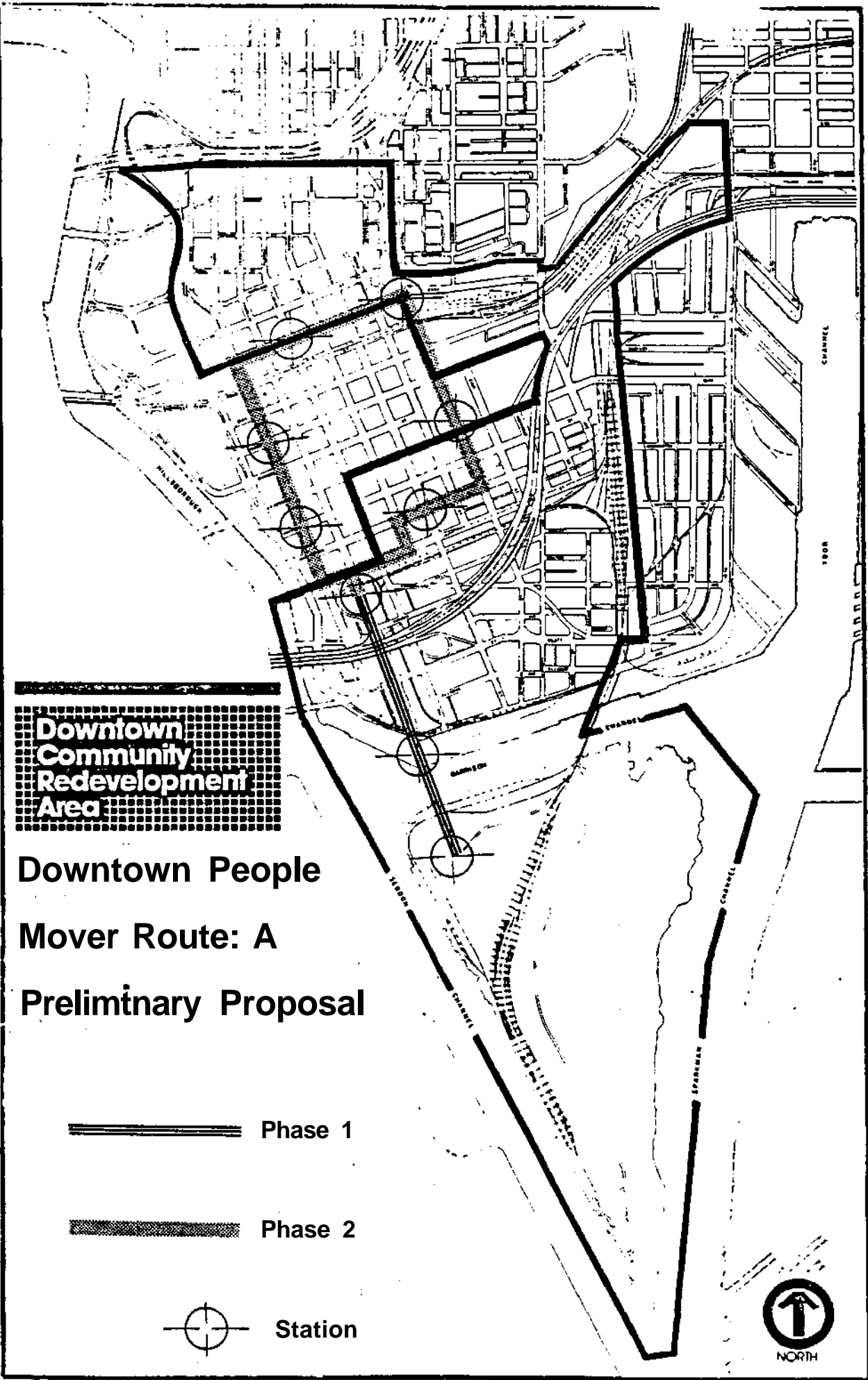
In addition to the Phase One Harbour Island/South Franklin route, the initial feasibility study proposed a single guideway loop system that circumscribes the Downtown core.

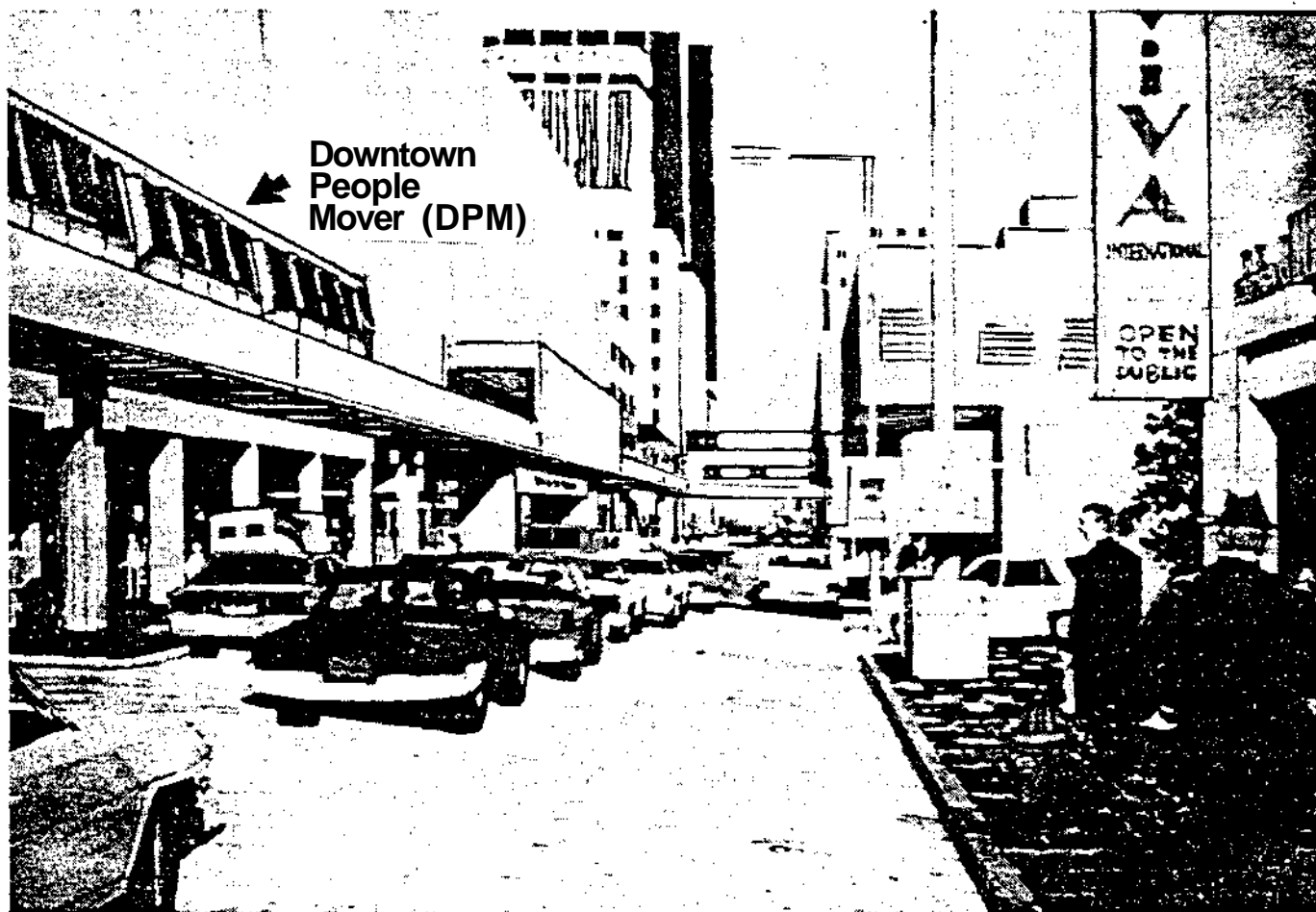
The initial feasibility study staged the construction of the total system over a 10-year period based solely on technical considerations such as the relationship of new revenues to capital costs. The results of this analysis indicated that the entire system should be operational by the year 2000.

It is difficult to estimate exact costs or physical requirements of a DPM system until detailed specifications have been developed. Costs for the 1.8 mile system have been estimated at \$41.2 million (1981 dollars). A preliminary routing proposal is shown on page 82. An example of what the DPM itself might look like is shown on page 83.

The structural foot print and physical requirements of a DPM system would depend upon the vendor selected, since the propulsion system, guideway material (steel, concrete, etc.), switching and vehicle guidance mechanisms vary with each system.

All DPM systems are capable of two or more articulated vehicles to maximize peak load passenger capacities. The generic system employed in the preliminary study was capable of "training" three cars, providing a 75 - 100 person train capacity, or 15,000 passengers per hour. The patronage analysis associated with this study indicated that the daily





Development concept for the Downtown People Mover (DPM) System.



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Get → 88-198

Amendment to the  
COMMUNITY REDEVELOPMENT PLAN  
FOR THE  
DOWNTOWN COMMUNITY REDEVELOPMENT AREA

May, 1988

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CITY OF TAMPA, FLORIDA

COMMUNITY REDEVELOPMENT AGENCY

Tom Vann

Eddie Caballero

Lee Duncan

Perry Harvey-

Ronald Mason

Linda Saul-Sena

Larry Smith

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## XII. INTRODUCTION

---

The general provisions outlined in Article I (Introduction) of the Plan remain in effect for the Core Redevelopment Area. Article I is amended to include the following introductory statements:

This is the Amendment to the Community Redevelopment Plan (hereinafter the "Amendment to the Plan") to include the Downtown Core Community Redevelopment Area (hereinafter "Core Area"), also known as the Tampa Downtown Core Blighted Area, as declared blighted by Tampa City Council on May 19, 1988, located in the Downtown area of the City of Tampa, Florida as part of the Redevelopment Area.

This Amendment to the Plan provides the framework and direction for the redevelopment of the Downtown Core Community Redevelopment Area in accordance with the Land Use Plan for the Central Business District.

The purpose in amending the Plan is to continue the prior revitalization efforts of the Central Business District. In 1983, the Tampa City Council declared a portion of the Central Business District a Redevelopment Area (See Figure 1 ) pursuant to the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes. At that time, the area contained Downtown's most noticeable slum and blight conditions. With the adoption of the 1983 Community Redevelopment Plan, redevelopment activities became possible. The development of Harbour Island, the rehabilitation of the North Franklin Street streetscape, and most noticeably, the construction of the new Convention Center have or are occurring in the Redevelopment Area. As a result, many of the slum and blight conditions that were identified in the Plan have either been arrested or reversed, as in the case of increased private investment into the Area which has improved the tax base.

With the revitalization of the Redevelopment Area well under way, it is now time to address the existing blight conditions that exist in the remaining portion of the Central Business District, and to develop a direction for the continued expansion of development within the Downtown.

This Amendment to the Plan has been prepared for the City of Tampa Community Redevelopment Agency pursuant to the Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes, as amended. The Plan has been found to be in conformity with the City of Tampa Comprehensive Plan, and has been approved by the Agency and the City.

All plan elements as encompassed in the Community Redevelopment Plan, as adopted by City Council on December 15, 1983, remain in full force and effect, and apply to and provide for appropriate procedural redevelopment actions and activities in the Redevelopment Area added hereto ("the Core Area") to the initial Redevelopment Area as set forth and described in the Plan.

### XIII.       LEGAL DESCRIPTION

---

General provisions of Article III of the Plan (Legal Description) remain in effect for the Core Area. Said Article III, is hereby amended to include the following legal description of the Core Redevelopment Area. Figure 1 contains an illustration of the Core Redevelopment Area.

CITY OF TAMPA, FLORIDA  
RIGHT OF WAY SECTION  
DEPARTMENT OF HOUSING, INSPECTIONS AND COMMUNITY SERVICES

LEGAL DESCRIPTION

Type: PROPERTY AREA BOUNDARY

Location: DOWNTOWN COMMUNITY  
REDEVELOPMENT AREA

PARCEL NO. 2

Sheet: 1 of 2

By: 

Date: 5-11-87

Sec. 13 & 24, T29S, R18E  
AND Sec. 19, T29S, R19E

Checked: 

Date: 5-11-87

Project (File) No.: 414.3

Title Information By: NONE

Parcel (File) No.: \_\_\_\_\_

---

That tract of land lying in Sections 13 and 24 of Township 29 South, Range IB East, AND in Section 19 Township 29 South, Range 19 East as located in Hillsborough County, Florida, more particularly described as follows to wit:

Begin at the intersection of the Southwesterly projection of the Centerline of Whiting Street as shown on TAMPA, a subdivision of record in Plat Book 1, Page 7 of the Public Records of Hillsborough County, Florida, with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead Lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army and shown on their drawing of the U.S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Northeasterly along said projection and Centerline of Whiting Street to the Centerline of Monroe Street (Florida Avenue) in said Subdivision; run thence Northwesterly along said Centerline to the Centerline of Lafayette Street (John F. Kennedy Boulevard) in said Subdivision; run thence Northeasterly along said Centerline and its Easterly projection to the Centerline of the Eastbound Lane of the Eastern extension to I-75 of the Tampa South Crosstown Expressway Project (State Road 618); run thence Northeasterly along said Centerline to the Centerline of Drew Avenue (as shown on DREW'S ADDITION TO TOWN OF TAMPA, a

# CITY OF TAMPA, FLORIDA

## BIGHT OF WAY SECTION

DEPARTMENT OF HOUSING, INSPECTIONS AND COMMUNITY SERVICES

### LEGAL DESCRIPTION

Type: PROPERTY AREA BOUNDARY

Location: DOWNTOWN COMMUNITY  
REDEVELOPMENT AREA

PARCEL NO.: \*  
Sheet: 2 of 2

By:  Date: 5-11-87

Sec. 13 & 24, T29S, R18E  
AND Sec. 19, T29S, R19E

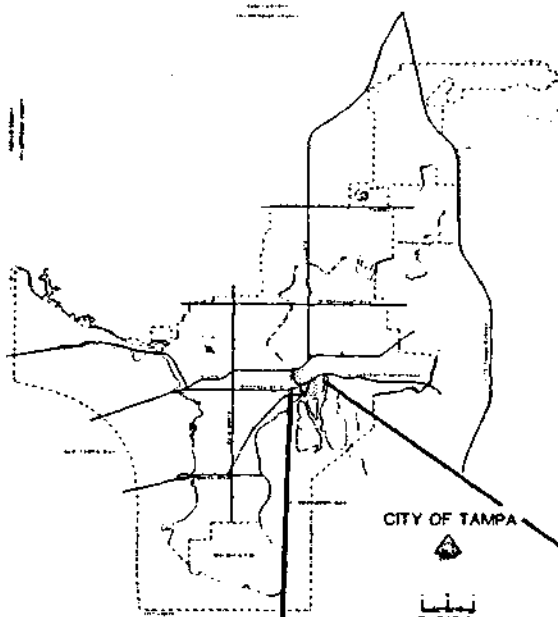
Checked: ^ - ^ ^ Date: 5-11-87

Project (File) No.: 414.3

Title Information By: NONE

Parcel (File) No.:

subdivision of record in Deed Book "K", Page 534); run thence Northwesterly along said Centerline to the Easterly projection of the Centerline of Twiggs Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of Jefferson Street as shown on said TAMPA subdivision; run thence Northwesterly along said Centerline to the Centerline of Cass Street as shown on said TAMPA Subdivision; run thence Southwesterly along said projection and Centerline to the Centerline of the Southbound Lane of Ashley Drive Interstate Expressway Connector, as shown on RIVERFRONT SUBDIVISION EAST, of record in Plat Book 42, Page 56 of the Public Records of Hillsborough County, Florida; run thence Northerly and Northwesterly along said Centerline to the Centerline of the Scott Street exit ramp of the State of Florida-State Road Department Interstate Expressway No. 4, as shown on said RIVERFRONT SUBDIVISION EAST; run thence Southwesterly along said Centerline to its intersection with a Centerline in the Hillsborough River, said Centerline being that between the Easterly and Westerly combined Pierhead and Bulkhead lines of said River as determined by the Jacksonville District, Corps of Engineers of the Department of the Army, and shown on their drawing of the U.S. Harbor Lines, Tampa Harbor, Florida, Hillsboro River and Hillsboro Bay, Sheet No. 3, File 454-20,641; run thence Southwesterly and Southeasterly along said Centerline to the Point of Beginning of the tract herein described.

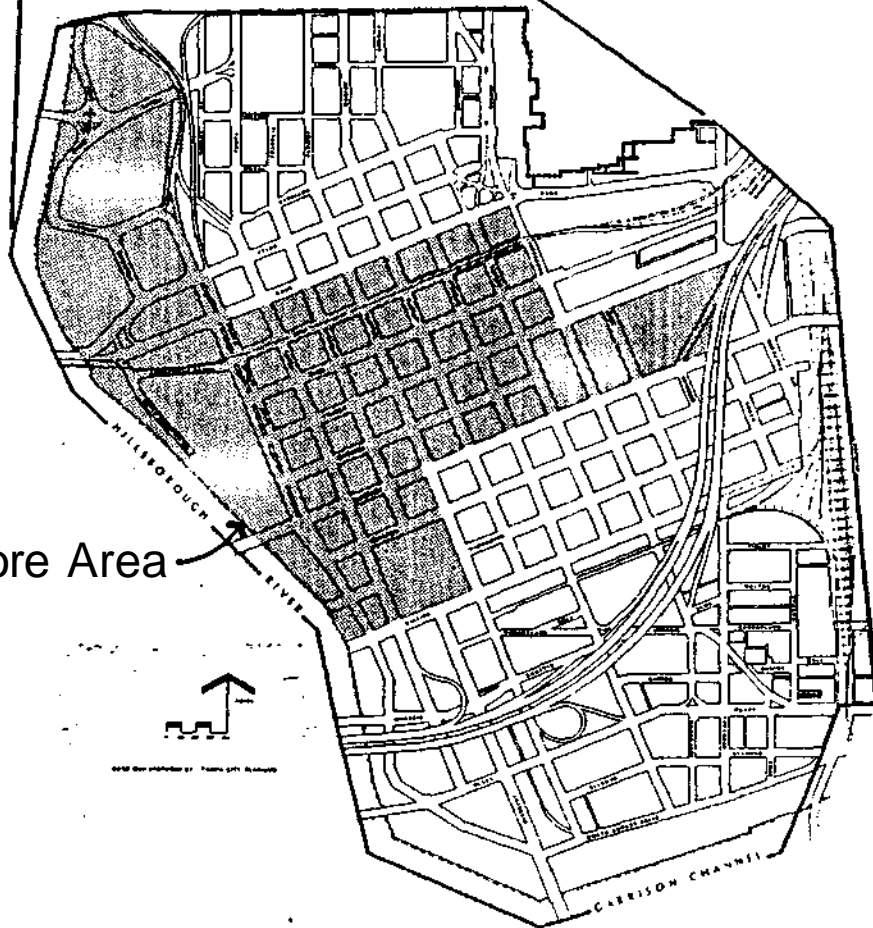


## Downtown Core Area Location

Figure 1

## Central Business District

Downtown Core Area





#### XIV. POLICIES AND OBJECTIVES

---

The general provisions of Article IV of the Plan (Policies and Objectives) remain in effect for the Core Area.

Article IV, Section B, (Proposed Measures to Accomplish Redevelopment Objectives) is hereby amended to include the following conditions of the Core Redevelopment Area.

- a. The downtown core contributes only 4.8% of the City's tax base, while a substantial number of parcels are non-taxable and/or marginally contributing to the tax base;
- b. The downtown core is experiencing an exodus of major firms (eg, Maas Brothers and General Telephone & Electric Data Services have recently occurred or is pending);
- c. The downtown core contains a significant number of blocks with little or no employment activity;
- d. Over 30% of all structures in the downtown core area have a vacancy rate of 20% or higher;
- e. Many parcels in the downtown core area have problems which hinder new development (e.g. fragmentation of ownership and hard to assemble parcels);
- f. There exists a significant amount of available undeveloped or under developed parcels in the area;
- g. Over 52% of all the structures are over 30 years old;
- h. Twenty-seven percent of all the structures have code violations;
- i. There exist a number of substantial transportation problems which hinder new investment. These problems are related to intersections, signalization, entrance and exit into the downtown from the interstate system, bus circulation problems, limited pedestrian amenities, safety concerns and parking problems.

General provisions of Article V of the Plan (Proposed Land Use Plan) remain in effect for the Core Area.

- A. Article V, Section B (Predominant Land Uses) is hereby amended to include the following and additional land uses and information for the Core Redevelopment Area.

The proposed Land Use Plan for the Core Redevelopment Area is based upon the following efforts:

1. CBD Subsector Goals Objectives and Policies, 1986.
2. Tampa Comprehensive Plan 2010 Concept Plan, 1987.
3. Proposed Tampa Land Use Element, 1987.
4. Tampa Central Business District Employment by Traffic Analysis Zones & City Blocks, 1987
5. Central Business District Land Use Policy Plan, 1987.

The Tampa Comprehensive Plan 2010 Concept Plan identified the CBD as one of three of the City's major regional activity and employment centers. As characterized in the concept plan, the CBD is envisioned to be a center of Cultural, Business, Convention Related and Government activities. The concept plan encourages the development of a strong downtown as the symbolic focal point for the City and the region.

The Core Redevelopment Area encompasses all or part of 8 districts land use character districts, as identified in the Downtown Land Use Policy Plan (See Figure 2). The following is a description of the proposed land uses for the redevelopment area as found in the Land Use Policy Plan. It provides a description of the desired future role of the redevelopment area:

1. Franklin Street District

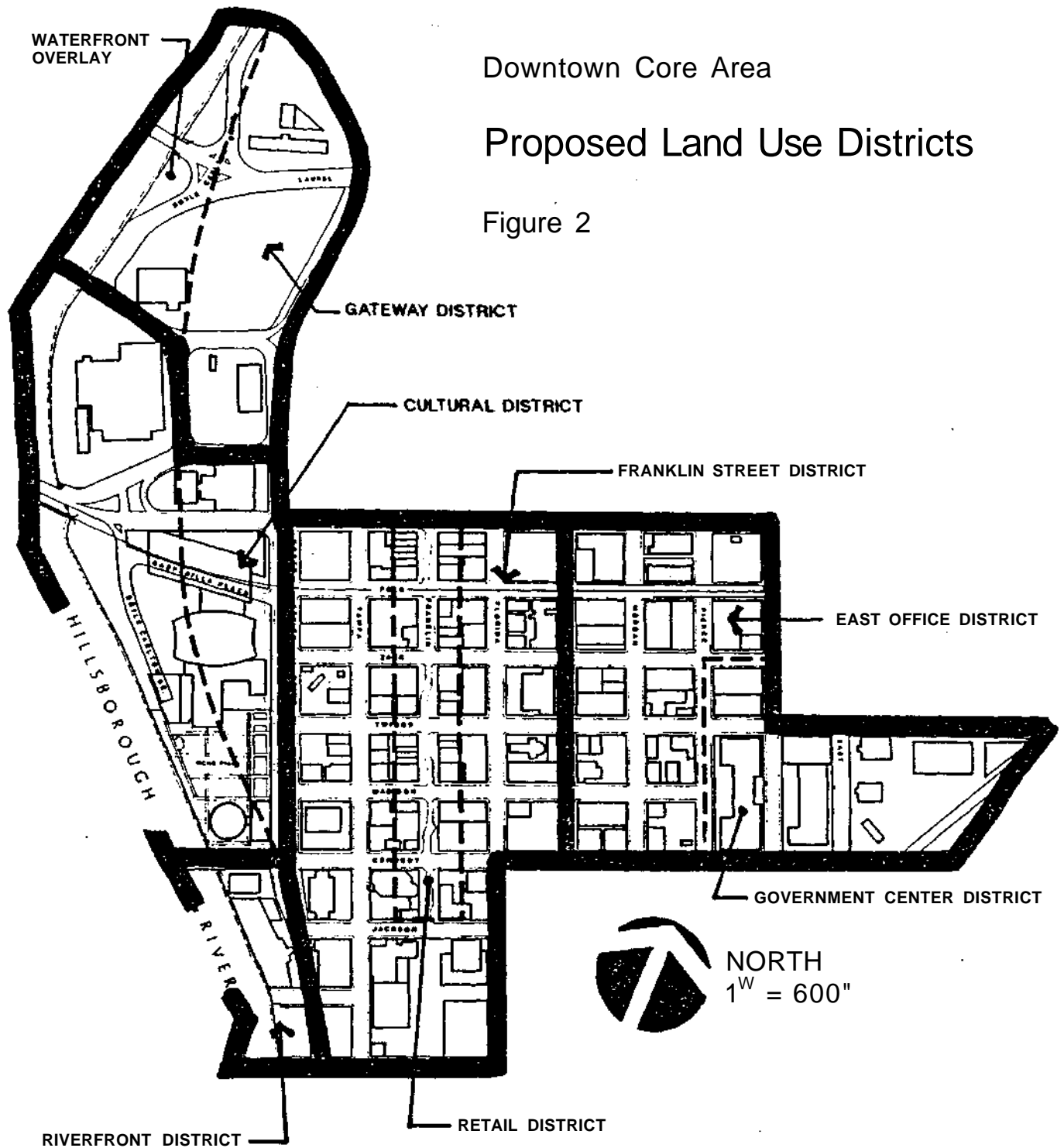
The Franklin Street District represents the desired focus of the highest activity and development intensity levels in the

WATERFRONT  
OVERLAY

Downtown Core Area

## Proposed Land Use Districts

Figure 2



CBD. Compact, intense mixed use developments and activities are desired within this district to encourage high levels of pedestrian activity and to make the most efficient use of existing and proposed public infrastructure and services.

The primary uses within the District are office, retail, eating and drinking places, service and business uses, and financial institutions. Residential, hotel and entertainment uses are also permitted. Industry, manufacturing, and adult entertainment uses should be prohibited. Highest intensity developments are strongly encouraged.

The desired character of the Franklin Street District will be one that places exceptional attention on the quality of the pedestrian environment. The Franklin Street District should be designed to reflect a positive environment strong enough to attract a high level of pedestrian activity.

Street fixtures should be of the finest quality and designed with a consistent theme. The sidewalks should be designed to facilitate pedestrian movement with comfortable seating provided at appropriate locations. The streets should be lined with a canopy of shade trees to create an aesthetically pleasing environment. Planters and colorful flowers should be included to provide attractive accents. These connections will encourage the pedestrian to walk throughout the core, from and into other districts, in a comfortable and pleasant setting.

Buildings should be designed to emphasize the first and lower level floors for pedestrian activity. The facades should be required to incorporate windows, window displays, and avoid long blank walls.

Statues, fountains and other public art features should be placed throughout the District to provide enjoyment and to promote an increased sense of public pride in Tampa's commitment to the cultural arts.

As the appearance of the streets will provide an attractive environment for the pedestrian, additional activities should also be provided to create a lively, active and vibrant urban setting further enriching the pedestrian experience. Outdoor cafes should be encouraged in the district, and they should be located so as not to unduly disrupt pedestrian movement or access. Vendors should be allowed to animate the streets. As an added amenity, public access to roof top terraces and observation decks should be encouraged.

While high intensity developments should be strongly encouraged, it will be important to ensure that a variety of public

spaces are available within the District to provide a sense of relief for the pedestrian from the tall structures in the core.

## 2. Retail District

Located within the Franklin Street District is the Retail District. As part of an overall retail strategy, retail uses should be required on the ground floor of all new development facing Franklin Street. The highest intensities of development are desired for this district. This concentration of retail uses, together with the high intensity developments in the District, will help to create a highly active pedestrian shopping mall.

As the focus of the Retail District, Franklin Street should be improved to reflect a special design character and include features to accommodate the highest levels of pedestrian activity and support retail growth along the spine. The restoration of Franklin Street should also incorporate public art, vendors and the highest quality streetscape.

The Retail District contains some older buildings that provide an important architectural heritage and unique contrast to the newer structures in the CBD. Some of the more significant buildings should be preserved where it is economically feasible. Review criteria should be established to ensure that new construction develops in a manner not incompatible with the more significant older buildings.

## 3. Gateway District

The Gateway District is the northern most portion of the waterfront. It's location with respect to I-275 access roads make it an important visual corridor for approaching visitors entering downtown. Special attention to the treatment of the Gateway District should be established to protect important views, establish new views, help create a quality downtown image and provide guidelines for new development.

Present uses in the Gateway District include a residential condominium, a hotel, an office tower, and parking lots. The desired character of development for this district includes office, hotel, retail and residential uses.

The design of all new developments in this area will be critical in establishing the image of the CBD. Lower intensities than those found in the Core are desired. Development projects should consider the downtown skyline and the water so as to minimize obstructions when viewed from the Interstate and

the waterfront. The most desirable configuration for new development would have the lowest intensity along the riverfront and progressively higher intensity inland.

Public access to and along the water's edge should be given strong priority. Landscaping should provide a sense of welcome through the beautification of this important entrance into the CBD.

#### 4. Cultural Arts District

South of the Gateway District to Kennedy Street is the Cultural Arts District. This area contains the Performing Arts Center, the Library, the Tampa Art Museum, the NCNB Tower and Plaza, Curtis Hixon Convention Center, open space along the river and parking structures. The intent of the Cultural Arts District is to help unify the cultural arts uses that are presently in the area and provide for future supportive uses.

As part of the plan for this area, all public property in this district should be retained for use as open space, new cultural facilities, the expansion of existing facilities, or other uses closely related to the cultural arts. This would apply to the site presently occupied by Curtis Hixon Convention Center should it be removed once the new convention center opens.

Suitable cultural arts uses should include but are not limited to theaters, planetariums, galleries, and a variety of museums such as historic, natural history, children and field museums. Closely related but carefully considered ancillary uses should be encouraged such as studios for use by artists and performers. Locating major cultural facilities outside of this district anywhere in Hillsborough County should be strongly discouraged.

Industry, manufacturing, warehouse and adult entertainment should be prohibited. Existing non-cultural uses in the district should be allowed to continue. Office uses would be allowed on any privately owned property in this district. Lower intensity than those found in the core is desired for the area.

Pedestrian access to the water's edge should be given a high priority. A riverwalk should also be established to allow continuous access along the river. Consistent with the cultural theme of the district, public art should be heavily incorporated. A special streetscape treatment linking the Performing Arts Center with the North Franklin District

should be provided to help guide visitors into the Core. Within the District, cultural uses and supporting activities should be unified and linked with pedestrian connections featuring trees, small plazas, colorful landscaping; and a variety of cultural, entertainment and public space uses to enrich the pedestrian experience of the area. This concept would also include a coordinated system of directional and informational signage.

This area of the waterfront contains some of downtown's most important views of the University of Tampa minarets and of the Urban Core. View corridors that are restored with the demolition of any building within the district should be preserved, especially view corridors that are visual extensions of the existing street rights of way.

## 5. Riverfront District

The Riverfront District is that area of the waterfront west of Ashley Street between Kennedy Boulevard and Brorin Street. Present uses in the area include six to eight story office development, unpaved parking lots and a hotel. The narrow width of the district has the effect of bringing the waterfront to the edge of the Urban Core. It is here that the CBD's most active and densely populated districts meets the waterfront. It provides the opportunity for the creation of public spaces that can be used as people-oriented places to provide for pedestrian movement and enjoyment of the waterfront.

The relationship of this area to the dense urban core and the proposed convention center to the south provides significant potential to create a public space that serves a high number of pedestrians, both day and night. It could provide a special place for large gatherings and special community events. It could also provide the daytime workforce with an alternative to the office environment, and it could provide visitors and convention delegates with an attractive alternative pedestrian connection to the Urban Core and to the Cultural Arts District.

The plan recommends a desired character of lower intensities than those found in the core of office, retail, restaurants, and/or hotel uses. Industry, manufacturing, warehouse and adult entertainment should be prohibited. Pedestrian connections to and along the river should be provided. On-site open space, with views to the water should be required and incorporated in all new development. The plan also recommends that, as funds become available, land within this district be purchased by the City to be used specifically as public open space.



A riverwalk should be extended to the north and south linking the district to a variety of activities and uses along the water's edge. Public art and a high quality, well integrated landscaping design should be implemented to enhance the area as one of the Downtown's most people oriented places on the river.

#### 6. Waterfront Overlay District

The Waterfront Overlay District is devoted to those elements that apply to all four of the waterfront districts.

Future development of the waterfront should allow easy access to the waterfront and continuous access along the water's edge through the provision of a riverwalk that is continuous and open to the public, from north of the Performing Arts Center to the Cruise Ship Terminal. Preservation or restoration of view corridors particularly as extensions of the street grid system to the water is desirable in all waterfront districts.

The CBD's waterfront varies in activity, use, size and market demand. These forces give rise to different development potentials along the water's edge. In considering development projects along the water's edge, free standing parking garages, municipal or privately owned, should be prohibited. Mandatory open space should be incorporated in all site plans.

Water-oriented amenities, such as boat tie-ups and water taxi stops should be incorporated as integral elements in all waterfront districts.

#### 7. East Office District

The East Office District lies directly east of the Franklin Street District. Much of this area is presently used as government office and support uses, private office, retail, service and institutional uses. It is expected to continue to attract office (government and private), retail, service and support uses. Industry, manufacturing, warehouse and adult entertainment uses should be prohibited. Lower intensities than those found in the Core is desired as the character of development.

The Madison Street corridor represents a major pedestrian east-west linkage in the CBD. It allows for pedestrian movement between this district and the Franklin Street District and, as such, it should be targeted for special treat-

ment. It is also the major visual corridor providing a view of the County Courthouse as an anchor to the east and the University of Tampa minarets to the west. These views should be protected by ensuring new developments do not encroach into the street right-of-way.

The pedestrian environment should be characterized by an appealing streetscape design that will link the area with the Franklin Street District and the waterfront. Kennedy Boulevard, Twiggs and Zack Streets are also important east-west connections and should be targeted for special treatment.

Public space and public art should be required in all new development in the East Office District as basic amenities important to the environment for the downtown employee and visitor.

#### 8. Government Center District

Located within the East Office District is a concentration of government buildings and related uses. This cluster of uses is significant enough to create the recognition of the area as a Government Center.

The intent of the Government Center District is to establish a unique identity for this district that is recognizable to the public by the treatment of sidewalk paving, landscaping, lighting fixtures, and signage. This treatment will establish a sense of place for the visitor and serve to underscore the role of the CBD as the region's predominant center of government.

Future development of government office buildings should be encouraged to be integrated in terms of pedestrian connections, public spaces, and the location of visitor parking. Public art should be required in this area. The combination of the streetscape, government buildings, landscaping and open space will encourage a cohesive character for the district. The character should both distinguish it from, while complementing, other downtown character areas.

Government office and support uses are encouraged within the district, as well as private offices. Lower intensities than those found in the Core are desired.

B. Development Guidelines

Article V, Section C (Development Guidelines) is hereby amended to include the following objectives and conceptual guidelines for the Core Redevelopment Area.

1. Downtown Tampa's Vision

Downtown Tampa's Vision describes the desired direction for the development of the CBD. It provides the basis for making decisions that will affect the Downtown, on which the overall plan is derived.

The vision for the Tampa Downtown is articulated through a statement of goals for the CBD and a General Development Concept. The goals describe the direction and quality of development for the Central Business District. The General Development Concept describes the character of that development within the CBD. Together, they provide a vision for Downtown Tampa to aspire towards as it moves into the 21st Century.

GOAL: MAINTAIN AND EXPAND DOWNTOWN TAMPA AS THE MAJOR ECONOMIC AND ACTIVITY CENTER OF FLORIDA'S WEST COAST.

OBJECTIVES:

1. To guide public and private land use and development into a highly compact and integrated urban center that encourages maximum social and economic benefit to the citizens of Tampa and the region.
2. To expand the CBD's role as the primary concentration of office, government, commercial, service, convention and visitor oriented activities, building upon these uses to create a diverse activity center, 24 hours a day.
3. To promote the CBD as the entertainment and cultural center of Florida's West Coast recognized by its fine museums, galleries, theaters, restaurants, performing halls, night clubs, public art and other cultural amenities.
4. To preserve, and where possible, enhance the water oriented character of the waterfront so as to create a festive and lively working, living and entertainment environment.
5. To provide the highest quality of environmental protection.

6. To create active and attractive pedestrian connections along Franklin Street, the waterfront and throughout the CBD, giving highest priority to the movement and comfort of the pedestrian.
7. To provide land for public use to help integrate the various areas of the CBD and to provide a variety of active and passive opportunities for workers, residents and visitors to the Downtown.
8. To identify and, where feasible, encourage the protection, preservation and dramatization of historic and architecturally significant structures, buildings and locations within the CBD.
9. To promote design excellence in the CBD and to create a visual appeal between the natural environment and the physical development that will take place.
10. To provide the highest quality amenities to create an exceptionally appealing pedestrian environment.

## 2. General Development Concept

The General Development Concept sets the direction for the development of the Tampa Central Business District, providing the over-riding principles that form the plan. The focus of the General Development Concept is Franklin Street. As the historical retail and activity street in Downtown Tampa, it remains the primary organizing element for Downtown. Under this concept, development of the highest intensity, will be encouraged to concentrate along Franklin Street. This concentration will allow the city to provide public services more efficiently, create a highly active central core, promote new retail and help to continue the current revitalization efforts along North Franklin Street.

A second organizing element of the General Development Concept is the waterfront. Forming the west and south boundaries of the CBD, this natural resource has the potential to develop a strong pedestrian oriented character. Development along the waterfront will be encouraged to provide greater public access and a wide variety of uses along the water's edge, i.e. cultural arts, visitor related activities, public open spaces, and mixed use developments.

Downtown is comprised of a variety of activity centers that create the vibrancy for the CBD. These activity centers attract and generate large numbers of people. The Performing Arts Center, private and public office buildings, the Cruise

Ship Terminal, the Convention Center, and developments on Harbour Island provide a wide mix of activity in the Downtown.

A system of connections completes the concept for Downtown Tampa encouraging the flow of people between Downtown's various activity centers, the Franklin Street Mall and the Waterfront. Pedestrian connections take the form of sidewalks, the riverwalk, parks, public spaces and through buildings. The concept calls for a highly integrated pedestrian oriented connection system to help foster movement throughout the Downtown.

The General Development Concept allows for greater efficiency in providing public services. For example, the proposed transportation system can better support a concentration of activities and uses along the Franklin Street corridor. Publicly provided park space and amenities can be provided in the areas with the highest concentration of downtown employees, and the higher intensities along Franklin Street can help to reinforce the growth of retail on the Mall.

### **C. Development Reflations**

Article V, Section D (Development Regulations), Sub-section 2 (Zoning) is hereby amended to include the following ordinances for the Core Redevelopment Area.

1. Urban Design Review: A review process designed to give special attention to the pedestrian as well as set the physical design direction as it relates to urban growth, conservation and change.
2. Enhanced Streetscape Standards: An ordinance setting minimum design standards for the appearance and construction of streets in the CBD.
3. Public Art; An ordinance requiring all development to provide public art as part of the project.
4. Public Spaces: An ordinance requiring all development to provide space for public use.
5. Riverwalk: An ordinance requiring public-private partnership in the construction of a riverwalk as part of the development for public access and use.

6. Waterfront Development Standards: An ordinance establishing standards for future development of the waterfront to ensure high quality design and development and a people orientation.

The adoption of these ordinances will ensure that development that takes place in the redevelopment area will be consistent with the intent of the CBD Land Use Policy Plan.

#### D. Residential Use Element

Article V, Section D, Sub-section 4 (Residential Use Element) is hereby amended to include the following residential use information for the Core Redevelopment Area.

The Core Redevelopment Area contains some residential units. One Laurel Place, a residential condominium located in the northernmost portion of the core redevelopment area contains 98 condominium units and 139 residents.

The remainder of of the Core area contains 12 residential units distributed on 5 blocks. These units contained 18 residents in 1985.

Distributed in the remainder of the CBD are 72 other residential units. Sixty-eight of these units are contained in the Methodist Place, a residential unit for elderly persons. Total population contained in these units is 84 persons.

The US Census also identifies two group living quarters in the CBD. The County Jail with 530 persons and the Floridian Hotel with 212 persons. The Census also identifies another 18 persons distributed on eight blocks. The Census did not provide the number of housing units on these blocks.

The southern portion of the Downtown has been the location of proposed residential development. North of Garrison Channel is the Major-Pru site, which tentatively is considering the development of high rise residential condominiums. North of Major-Pru is the Ray-Bro property, which, in 1987 also proposed additional condominiums.

Adjacent to the Central Business District is Harbour Island. In 1985, development of residential units on Harbour Island began. The island contains 200 luxury condominiums. Efforts are being made to soon begin construction of 400 rental units

with an additional 400 units to be added at a later date.. Further residential development will be determined as the market evolves.

E. Incentives

Article V, Section D, Sub-section 7 (Incentives) is hereby amended to include the following development incentives for the Core Redevelopment Area:

The Downtown Land Use Policy Plan identified a number of incentives designed to encourage private investment and development in the Franklin Street District (which also represents a significant portion of the redevelopment area). These incentives include:

1. Establishing a high priority for the rehabilitation of Franklin Street to act as a catalyst for private development.
2. Exempting private development from the requirements for public art and privately provided public space in the District.
3. Establishing the District as a priority for municipally funded public art and public space acquisitions to improve the pedestrian environment.



XVI. NEIGHBORHOOD IMPACT ELEMENT

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The General provisions of Article VI remain in effect for the Core Redevelopment Area.

A. Resident Population

Article VI, Section entitled "Resident Population" is hereby amended to include the following residential information for the Core Redevelopment Area:

According to the 1985 Special Census, the population of the Redevelopment Area is 157 persons, living in the following type housing units, as compared to the entire Central Business District:

	Redevelopment Area	Total CBD
Total housing units . . . . .	110.	182
Owner occupied . . . . .	15.	17
Renter occupied . . . . .	72.	143
Vacant . . . . .	19.	22
Single-family units . . . . .	0.	1
Condominiums . . . . .	98.	98
Apartments . . . . .	12.	82
Mobile Homes . . . . .	0.	1
Persons in housing units . . . .	157.	241
Persons in group quarters ....	0.	760

Due to the location and small number of residents in the area, redevelopment efforts are not expected to occur on blocks containing residential units. As such, there is little possibility that any of the present residents will be displaced or perhaps even inconvenienced by the redevelopment process. Because the area is currently blighted and basically non-residential in nature, redevelopment should have few negative impacts on the existing residents as well; however, should displacement and relocation of residents become necessary, it will be carried out per the relocation policy discussed in Section VII.

B. Nearby Residents

Article VI, Section entitled "Nearby Residents" is hereby amended to include the following residential information for the Core Redevelopment Area:

An improved downtown core will have significant positive impacts on the surrounding area, as well as the City as a whole. The redevelopment will create new jobs. The quality of Downtown retail will increase, and evening entertainment opportunities will become more diverse. The combination of these activities will create a highly active, mutually integrated urban core.

The benefits of this activity to nearby residents will be substantial. Persons living in Central Park Village, (one of the City's larger public housing projects with a population of almost 1,500) will receive the benefits of a wider variety of jobs and increased availability of nearby services.

The residential development on Harbour Island will also receive benefits. Increased activities in the Core will help to make Downtown a more livable area; thereby, attracting additional people who wish to live Downtown. This, in turn, will stimulate further demand for residential development on Harbour Island. The redevelopment will also help to spur residential developments in the Garrison Channel District and in other areas adjacent to the CBD such as Tampa Heights and the west bank of the river.

Another important impact of the redevelopment project would be psychological rather than physical. Nearby residents in areas of Hyde Park, West Tampa and Ybor City will benefit from the elimination of blight and the development of an active, vibrant urban core with a variety of services, amenities and facilities located nearby. The redevelopment of the blighted urban core will become a source of community pride. It will help to make nearby residents feel like a part of the Downtown revitalization process, rather than spectators of continued deterioration. This change in perspective would be regarded as having a significant positive impact.

There are several other ways nearby residents will benefit from redevelopment. The availability of new goods and services, especially after business hours, will be an improvement for residents, not only in, and around the Redevelopment Area, but throughout the City as well. Nearly all public services are likely to improve, particularly if tax increment financing is utilized.

C. Traffic Circulation

Article VI, Section entitled "Traffic Circulation" is hereby amended to include the following transportation information for the Core Redevelopment Area:

Redevelopment is expected to generate increased traffic into and out of the Urban Core Redevelopment Area; however, since the Urban Core Redevelopment Area is basically nonresidential and lacks any established neighborhood character that might be disrupted by increased traffic circulation, the anticipated impact is expected to be minimal.

Also, the Urban Core Redevelopment Area is not bounded by any established neighborhood that might be disrupted by increased traffic circulation.

In addition, the Urban Core Redevelopment Area is located away and separated by natural features and/or existing development from nearby neighborhoods of Hyde Park, West Tampa, Central Park Village and the emerging Harbour Island. The increase in traffic movements is not expected to impact these neighborhoods.

Lastly, a number of measures designed to mitigate any adverse transportation impact that may occur have been identified, including:

1. The Transportation Element of the City of Tampa Comprehensive Plan is based upon the Downtown Land Use Policy Plan. The transportation element identifies those street improvements that will be necessary to accommodate the traffic increase as development occurs. The Florida State Growth Management Act of 1985, as amended, (s. Chapter 163), requires these improvements to be made concurrent with the impact of development.
2. The Marion Street Transit Parkway is an integral part of the City's effort to increase mass transit service throughout the region. The improving mass transit system will help to alleviate much of the anticipated traffic increase.
3. The Central Business District Parking Plan includes the development of fringe parking and shuttle service into the Core. This action will help to reduce the number of automobiles traveling into the Core; thereby, reducing traffic congestion further.
4. The on-going Interstate-75 study will identify the redesign configuration of the interchange entrance into the Central Business District. This proposed action, once implemented, will mitigate a significant amount of the anticipated traffic increase.

XVII.        PROPOSED REDEVELOPMENT ACTIONS

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The General provisions of Article VII of the Plan (Proposed Redevelopment Actions) remain in effect for the Core Redevelopment Area.

A.    Public Infrastructure and Improvements

Article VI, Section H (Public Improvements and Infrastructure) is hereby amended to include the following facilities information for the Core Redevelopment Area:

The City of Tampa is currently engaged in the development of the City-wide Comprehensive Plan, as mandated by the Local Government Comprehensive Planning and Land Development Regulation Act of 1985 (Florida Statute Chapter 163, Part III). This process will identify the total infrastructure needs for the Central Business District (including the redevelopment area). All necessary infrastructure needs will be detailed in the City's Capital Improvements Element of the Comprehensive Plan. The determination of the infrastructure needs was based upon the CBD Land Use Policy Plan and the needs identified in the City of Tampa Comprehensive Plan Elements, which is also the basis of the Core Redevelopment Plan contained herein. The Agency shall be consistent with standards and needs identified in the City's Capital Improvement Element in proceeding with the implementation of the Core Redevelopment Plan.

## XVIII. IMPLEMENTATION STRATEGIES

The general provisions of Article X of the Plan (Implementation Strategies) remain in effect for the Core Redevelopment Area.

### A. Market Potential

Article X, Section A (Market Potential) is hereby amended to include the following development potential for the Core Redevelopment Area.

#### 1±. Workforce Population Projections

The employment projections for the Central Business District are based upon the Proactive Estimates as accepted as the basis of planning for the Downtown. The Proactive employment estimates assume an increasing share of employment for the Downtown compared to the County. They also assume an aggressive marketing effort and the provision of necessary amenities (e.g., transportation [or the necessary removal of blight]) to make these projections viable. These projections place downtown employment for the year 2010 at 88,079.

#### 2. Office Development

For the year 2010, the total downtown private office supply will need to be approximately 21.2 million gross square feet to accommodate the projected office employment. This will require a 14.8 million gross square feet increase to the 1986 office inventory. The magnitude of 14.8 million gross square feet would equal about 37 projects similar in size to Ashley Plaza or 17 projects similar to Barnett Plaza.

#### 3. Government Office

Downtown Tampa is a center for a variety of local, county, state and federal governmental offices and services. In 1985, over 6,000 persons were employed in some level of government in the CBD comprising approximately 25% of the downtown workforce. Total government office space in 1985 was 1.7 million square feet. Future government office space for the year 2010 is expected to reach 2.1 million square feet.

#### 4. Retail

Downtown retail has been on the decline, and it will require special attention to restore the CBD to a role as a retail center. Retail activity along Franklin Street Mall is not able to sustain itself, and has been waning in spite of concerted efforts to generate pedestrian activity on a regular basis (e.g., the Franklin Street Mall Division of the City's Department of Convention Facilities). In 1985, retail (including businesses and services) in Downtown totaled 934,000 gross square feet and employed 868 persons. Proactive estimates for the year 2010 indicate a modest increase to 1.1 million square feet; however, retail growth could be increased further through the implementation of mutually supportive policies and the elimination of blight conditions that will help to attract a higher level of retail development.

#### 5. Visitor Related Activities

A variety of visitor oriented activities are located in the Central Business District. These activities will be important in shaping the future direction of the CBD.

Located along the north portion of the CBD's waterfront are some cultural facilities. The Hillsborough County Public Library, the Tampa Museum and the newly constructed Performing Arts Center are grouped together in this area. These facilities provide an important basis for Downtown's emergence as a Cultural Arts Center for the region. As the CBD develops, efforts to expand and strengthen this cultural image are expected to continue.

Adjacent to these cultural activities, is the Curtis Hixon Convention Center. In 1986, convention activities associated with Curtis Hixon had a total estimated direct economic impact of \$32 million dollars for the Tampa region. In 1990, the convention center (located in the southwest most portion of the CBD) will begin operation. The anticipated economic impact of the new facility is expected to far exceed the present impact associated with Curtis Hixon Convention Center. It's presence in the Garrison Channel area is expected to influence the character of development in that portion of Downtown.

Located just outside of the southeastern portion of the CBD is the Cruise Ship Terminal. Recent plans for expansion and development include a 300 room hotel, a 300,000 square foot office tower, a smaller office tower, and two cruise ship terminals. These activities may generate additional demand for office and visitor oriented activities in the eastern portion of the Garrison Channel area.

South of the CBD is Harbour Island. The Harbour Island Hotel and the Marketplace are additional visitor attractions, and they are expected to continue this role. The proposed Aquarium will also be a significant tourist attraction for the Downtown area. These activities are expected to draw in excess of a million visitors through the CBD each year.

Much of this visitor activity will stimulate the demand for hotel rooms. In 1985, the Downtown area contained four major hotels--the Hyatt, the Hilton, the Holiday Inn, and the Days Inn. These four hotels contained 1340 rooms and employed 590 persons. Two hotels are located near the center of the CBD, one is located north of the Performing Arts Center and one is located in the northeast section of Downtown. The Harbour Island Hotel located adjacent to the CBD contains 300 rooms and employs 300 people. The proposed convention center, the expanding cruise ship terminal and continued development in Downtown is expected to create new demand for additional hotel rooms. By 2010, total hotel rooms could exceed 5000 in the CBD.

In 1985, Downtown contained 50 restaurants, lounges, bars or night clubs. The vast majority of these establishments were oriented to the Downtown employee. By evening time, most of these establishments were closed. The Performing Arts Center, the Convention Center, the Cruise Ship Terminal and the activities on Harbour Island will become highly active evening oriented centers. Their activity is anticipated to create opportunities for additional entertainment and restaurant places in the Downtown, particularly near their respective locations.

#### 6. Residential Development

In 1985, the Tampa Central Business District contained 182 housing units with a residential population of 471. The Hillsborough County City-County Planning Commission projects that by the year 2010, Downtown population (including those in group quarters) will increase to 2,168 with 1,138 residential units.

#### 7. Public Spaces

Public spaces help to provide relief from the intensity of development in Downtown by providing pleasant and enjoyable places for the pedestrian. Downtown's existing inventory of major public spaces include: The Franklin Street Mall, the Esplanade, Barnett Plaza, and City Hall Plaza in the central CBD area. Perry Harvey Park located in the northeast area provides another public space. Under



construction is the NCNB Plaza Park located along the Hillsborough River and Herman Massey Park located along North Franklin Street.

The anticipated development patterns for the CBD indicate a highly intensive development character for Downtown. As this development character evolves, the need for pedestrian oriented public space will become critical. The waterfront represents a significant area where additional public space and access is desirable; where opportunities for the pedestrian to enjoy the natural setting of the river can be provided. The central portion of the CBD is also expected to become an area where additional public space is desired as the concentration of the workforce and office development increases. The eastern section of the CBD is significantly deficient in public spaces.

The following is a summary of the future land use needs for the Central Business District (in Square Feet unless noted otherwise).

Land Use Type	1985	2010	Amount Needed
Private Office	5,541,668	21,216,272	15,674,604
Gov't Office	1,506,905	1,909,839	402,934
Gov't Non-Office	231,107	212,482	- 18,625
Retail	826,442	1,117,732	291,290
Public Assembly	559,548	1,211,848	612,300
Public Non-Assembly	178,325	278,325	100,000
Hotel rooms	1,640	5,000	3,360
Residential Units	182	1,138	956

**Open Space:** The CBD Land Use Policy Plan identified the CBD as being deficient in park and open space. The plan identified the waterfront, the Franklin Street, and East Office Districts as areas where public open space was needed.

XIX. DURATION, MODIFICATION, AND SEVERABILITY OF THE PLAN

General provisions of Article XI (Duration, Modification and Severability of the Plan) remain in effect for the Core Redevelopment Area. Article XI of the Plan is hereby amended to include:

If any provision of the Amendment to the Plan is held to be invalid, unconstitutional or otherwise locally infirm, such provision shall not affect the remaining portions of the Plan or the Amendments thereto.

XX. COKE COMMUNITY REDEVELOPMENT PROJECTS

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The General provisions of Appendix II (Introduction to Community Redevelopment Projects) remain in effect for the Core Redevelopment Area. Appendix II is hereby amended to include the following redevelopment projects and information.

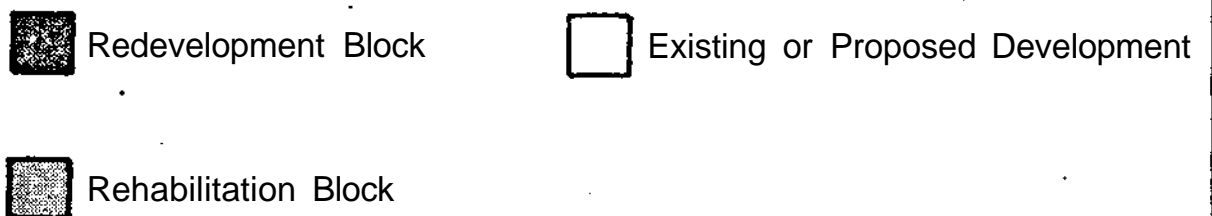
A. Introduction to Community Redevelopment Projects

The projects described in the following pages are the proposed Community Redevelopment Projects to be implemented within the Core Community Redevelopment Area. These projects constitute the proposed actions by the Agency for the elimination of blight in accordance with the Plan.

Within the redevelopment area there are blocks that offer different potential for new development. Redevelopment Blocks are those blocks that could be 100% utilized for redevelopment purposes. Rehabilitation Blocks are those blocks that contain some unique characteristic (i.e., historic or architecturally significant structures) that may require adaptive re-use or may allow for less than 100% of the block for redevelopment. These potential blocks are shown in Figure 3.

The projects have been prioritized on the basis of those deemed most necessary to achieving the vision stated in the CBD Land Use Policy Plan. In general, the first priorities are related to encouraging maximum private investment in the redevelopment area in order to expand the tax base, which further, will help to finance future development of other projects (i.e. parks and open space). The priority in which the projects are listed is meant to serve as a suggested guide. At any time, the Agency may re-prioritize the projects as deemed necessary or desired to achieve the redevelopment purposes.

## Figure 3



## REDEVELOPMENT PROJECTS

### CREATION OF HIGH INTENSITY OFFICE DISTRICT

The Franklin Street Corridor is the desired focus of High Intensity Office Development in the Downtown. It is also the location of the major blight conditions identified in the Tampa Downtown Core Area Study. The introduction of High Intensity Office Development into this area will curb the spread of blight, revitalize the area and promote further private investment.

In order to attract new high intensity development, the Agency will need to take a partnership role in assisting prospective developers in overcoming the barriers to investment that exist. The City will need to develop and adopt corresponding policies that will support the private initiatives in the area. Without these actions the area is not expected to overcome the conditions of blight.

The goals of the project are to:

- a. Locate major office developments on the redevelopment/rehabilitation blocks in the Franklin Street District, and
- b. Conserve and adapt historic structures on rehabilitation blocks.

The City would benefit by this project in a number of ways, including:

- a. The blight conditions of the area will be arrested and replaced by a more stable and positive climate.
- b. The tax base of the redevelopment area will increase.
- c. The development of office projects will create new construction jobs and provide an additional base of new long-term employment positions.
- d. The location of the projects in the Franklin Street District will make more efficient use of the City's existing and proposed infrastructure.
- e. The location of the projects will spur additional private investment including office, retail, business and commercial development.

- f. New office development along Franklin Street will help to support the creation of a high scale retail district.
- g. Adaptive re-use projects will preserve the historic character of the Downtown.

The implementation of the project will require the following actions and use of powers:

- a. The Agency shall issue request for proposals for office developments and historic adaptive re-use projects.
- b. Where determined appropriate, the Agency shall make available its powers of eminent domain to assist in the assemblage of property.
- c. Where applicable, the Agency shall acquire property for resale to developers to achieve the stated objectives.
- d. The Agency, in concert with the City, and within the confines of the law and objectives of this plan, shall seek ways of streamlining the development process and reducing development costs of projects (i.e., land write downs, provision of amenities, etc.) in order to encourage maximum private investment.
- f. The Agency, in concert with the City and the Developer, shall seek and apply for Federal and State financial assistance in order to encourage maximum private investment.

The following is a list of potential funding sources that could be used to finance the project:

- a. Special Benefit Assessments
- b. Urban Development Action Grant Program
- c. Department of Transportation Programs
- d. Federal Tax Credits (Historic Preservation)
- e. Industrial Development Bonds\*
- f. State Corporate Income Tax Credits\*
- g. Community Development Block Grant Program
- h. Tax Increment Financing

\*Redevelopment area must be declared an enterprise zone first to qualify for assistance from these sources.

The anticipated costs of the project are varied, depending on the nature and needs to implement each request for proposal, and the type of incentives utilized (i.e. land write downs, infrastructure provision, street closures, tax credits, etc)

## REDEVELOPMENT PROJECTS

### FRANKLIN STREET RENOVATION

Franklin Street Mall is the desired focus for the highest concentration of pedestrian activity. It is also the desired location for retail development; however, the Mall contains some of the most prevalent blight conditions. The renovation of the Mall is an integral part in reversing these conditions, stimulating retail investment, spurring additional private office development and creating a special pedestrian place.

The renovation of the Franklin Street Mall will require a lead role by the Agency and City in the financing, design and construction of the project. Without this effort, there is little possibility that the renovation of the Mall can be completed and the blight conditions arrested.

The goal of the project is to create and establish a high quality pedestrian oriented street.

The benefits received by the City would include:

- a. The blight conditions along Franklin Street will be arrested and replaced by a more positive climate.
- b. The improved physical appearance of the Mall will help to spur additional private investment, including office, retail, entertainment, business and commercial development.
- c. The renovation will help to attract increased levels of pedestrians and activity, which will also be supportive of the development of a high-scale retail district.
- d. The construction of the Franklin Street Mall will create new construction jobs.
- e. The renovation of the Mall will provide residents, employees and visitors of the Downtown with an amenity that is an exceptional pedestrian oriented activity center.
- e. The renovation of the Mall will increase the property values and the tax base in the District over what is anticipated to occur.



The project will require the following actions and use of powers:

- a. The City shall develop, or cause to be developed, the design concept, guidelines and construction specifications for the renovation of the Franklin Street Mall
- b. The Agency shall secure funding for the construction.
- c. The Agency shall select a contractor for the project.
- d. The City shall develop facade design and appearance guidelines for the Franklin Street Mall.
- e. The City shall make available low interest facade improvement loans to property owners in the Franklin Street District.
- f. The private sector shall be responsible for developing and financing a maintenance program for the regular upkeep of the Mall and executing a development agreement with the City.

The following is a list of potential funding sources that could be used to finance the project:

- a. Tax Increment Financing
- b. Facade Improvement Loan Program
- c. General Revenues
- d. Special Assessment District

The anticipated costs of the project will depend on the final design and material selected. The total cost of the project may fall between \$4 - \$6 Million Dollars. The maintenance program will be an additional annual expenditure. Some side street connection improvements shall also be considered for inclusion in the Franklin Street Mall project.

## REDEVELOPMENT PROJECTS

### CREATION OF A HIGH QUALITY RETAIL DISTRICT

Downtown retail has continued to decline, both in sales and quality of retail goods. The purpose of this project is to not only revitalize Downtown retail, but to also increase the level of merchandise sold to create a thriving, upscale, high-quality retail district.

The creation of a high quality retail district involves the location of major regional tenants and specialty stores. The Agency will need to take a lead role in attracting these tenants; while the City will need to adopt corresponding policies that will support new private investment into the retail district. Without these actions, the conditions of blight will most likely continue throughout the Franklin Street Retail District; thereby, limiting the potential development of retail.

The goals of the project are to:

- a. Locate 2 or more major anchor stores along Franklin Street.
- b. Develop parking to meet the requirements to support retail growth.
- c. Enact Facade Improvement Program

(Note: This project should be undertaken in conjunction with the Franklin Street upgrade)

The City will receive the following benefits from the project:

- a. The development of a retail district will help to further the elimination of blight conditions in Downtown.
- b. The retail district will help to extend the cycle of activity in Downtown, providing opportunities for after normal working hours shopping and entertainment.
- c. The creation of a retail district will help to support the development close-in residential. This support will further the goals for residential in the remainder of Downtown and Harbour Island.
- <i. The tax base of the redevelopment area will increase.

- e. The development of the retail district will create new short-term construction jobs and long-term employment positions.
- f. The creation of a retail district will provide a central place in Downtown that is readily recognizable by its exceptional quality.

The implementation of the project will require the following actions and use of powers:

- a. The Agency shall issue a request for proposals for mixed-use developments to include ground level retail and adaptive re-use of historic buildings for retail.
- b. Where applicable, the Agency shall make available its powers of eminent domain to assist in the assemblage of property.
- c. Where applicable, the Agency shall acquire property for resale to developers to achieve the stated objectives.
- d. Where applicable, the City and the Agency shall negotiate the provision of public-private parking facilities in support of major regional retail developments.
- e. The City shall adopt the land use and retail policies of the Land Use Policy Plan.
- f. The Agency, in concert with the City, shall seek ways of streamlining the development process and reducing development costs of projects (i.e., land write downs, provision of amenities, etc.) in order to encourage maximum private investment.
- g. The Agency, in concert with the City and the Developer, shall seek and apply for Federal and State financial assistance in order to encourage maximum private investment.

Possible funding sources for the project include:

- a. Special Benefit Assessments
- b. Urban Development Action Grant Program
- c. Department of Transportation Programs
- d. Federal Tax Credits (Historic Preservation)
- e. Industrial Development Bonds\*
- f. State Corporate Income Tax Credits\*
- g. Community Development Block Grant Program
- h. Tax Increment Financing

\*Redevelopment area must be declared an enterprise zone first to qualify for assistance from these sources.

The anticipated costs of the project would vary, depending on the nature and needs to implement each request for proposal, and the type of incentive utilized (i.e. land write downs, infrastructure provision, street closures, tax credits, etc)

## REDEVELOPMENT PROJECTS

### DEVELOPMENT OF THE RIVERWALK

The purpose of the riverwalk is to provide continuous public access along the waterfront connecting the Performing Arts Center, the Convention Center and the Cruise Ship Terminal.

The riverfront is an amenity that offers opportunities to develop a strong, vibrant pedestrian character. The location of the Cruise Ship Terminal, Convention Center and the Performing Arts Center also present opportunities to create a water oriented pedestrian connection. A pedestrian connection along the water's edge is a vital ingredient in energizing and revitalizing the waterfront, particularly that portion of the waterfront in the redevelopment area; however, while recent waterfront development has created the opportunity for public access to the water, much of the development has, in fact, precluded public access to or along the water. Without the riverwalk connection, the waterfront is expected to continue to develop in an isolated manner with little chance to reach its full pedestrian oriented potential.

The goal of the project is to construct a continuous publicly accessible riverwalk along that portion of the CBD that lies in the redevelopment area.

The benefits to the City would include:

- a. Increased opportunities for revitalization along the water's edge.
- b. Residents, employees and visitors of the Downtown will be provided with an exceptional pedestrian amenity.
- c. A greater use of the waterfront will be facilitated by attracting additional pedestrians to the water's edge.

Implementation of the project will require the following actions and use of powers:

- a. The City shall establish building setback lines from the water's edge to provide for a public easement.
- b. The City shall develop design guidelines and specifications for a continuous riverwalk.
- c. If possible, and desired by property owners, the City shall apply for a single unified permitting of the riverwalk.

- d. The City shall require private construction (as part of new development) and maintenance of the riverwalk on privately held land.
- e. The City shall construct and provide maintenance to the riverwalk on publicly held land and under bridge connections.

Possible funding sources would include:

- a. Privately financed on private property
- b. Tax Increment Financing
- c. General Revenues
- d. Special Benefit Assessments

The anticipated costs of the project have not been determined at this date.

## REDEVELOPMENT PROJECTS

### CREATION OF A CULTURAL ARTS DISTRICT

The purpose of the Cultural Arts District is to help unify the cultural arts uses that are presently in the area and to provide for future supportive uses. The proposed Cultural Arts District, as identified in the CBD Land Use Policy Plan, contains the Performing Arts Center, the Library and the Tampa Art Museum. The site presently occupied by the Curtis Hixon Convention Center may become under-utilized after the opening of the new Convention Center. This site should then be used for theaters, planetariums, galleries, and/or a variety of museums in order to discourage further intrusion of blighting factors.

In order to bring about this type of development, the Agency will need to address the future role of Curtis Hixon Convention Center and take a lead role in attracting major cultural facilities into the area. The City, in cooperation with Hillsborough County, will need to develop and adopt corresponding policies that will support the initiatives in the area. Without these actions the area is not expected to change; thereby, continuing to pose barriers to new cultural development.

The goals of the project are to:

- a. Demolition or adaptive re-use of Curtis Hixon Convention Center.
- b. Locate 1 or more major cultural facilities, such as, museums, galleries, theaters, etc.
- c. Discourage the location of regional serving cultural art facilities outside of the Central Business District Cultural Arts District.
- d. Provide riverfront cultural open spaces.
- e. Improve the streetscape to enhance the appearance of the Cultural District.

The benefits to the City would be as follows:

- a. The development of a cohesive Cultural Arts District will help to expand and strengthen Downtown's role as a Regional Cultural Center.



- b. Redevelopment of the area will allow for a more appropriate use of the site occupied by the Curtis Hixon Convention Center.
- c. Creation of a Cultural Arts District will help to attract additional visitors to the CBD which will also help to support the growth of development and activities in the Franklin Street District.

The implementation of the project will require the following actions and use of powers:

- a. The Agency shall, from time to time, submit or consider requests for proposals for new cultural facilities in the District.
- b. The City shall demolish the Curtis Hixon Convention Center (in the event no suitable cultural use can be adapted to the facility).
- c. The City shall develop guidelines and specifications for the design and appearance of public open space in the Cultural District.
- d. The City shall develop guidelines and specifications for streetscape and sidewalk design improvements.
- e. The Agency shall secure financing of construction activities associated with the project.

Possible funding sources for the project include:

- a. Tax Increment Financing
- b. Community Development Block Grant Program
- c. Special Assessment District
- d. General Revenues

The anticipated costs of the project have not been determined at this date.

## REDEVELOPMENT PROJECTS

### GOVERNMENT CENTER STREETSCAPE IMPROVEMENTS

The intent of the Government Center streetscape improvement project is to establish a unique identity for the district that is recognizable to the public by the treatment of sidewalk paving, landscaping, lighting fixtures and signage. This treatment will establish a sense of place and arrival for the visitor, and it will serve to underscore the role of the CBD as the region's predominant center of government.

Improving the streetscape in the district will require a lead role by the Agency and City in the financing, design and construction of this project. Without this effort, there is little possibility that the streetscape can be improved in a coordinated fashion.

The goal of the project is to improve the streetscape and coordinate the design and appearance of the Government Center District.

The benefits of the project to the City include:

- a. The improvement of the streetscape will help to expand and strengthen Downtown's role as a Government Center.
- b. The improved streetscape will help to improve the pedestrian environment in and around the Government Center District.

The project will require the following actions and use of powers:

- a. The City shall develop the design guidelines and construction specifications for the streetscape improvements.

Possible Funding Sources would include:

- a. Tax Increment Financing
- b. General Revenues

The anticipated costs of the project have not been determined as of this date.

## REDEVELOPMENT PROJECTS

### URBAN CORE STREETSCAPE IMPROVEMENTS

The purpose of the streetscape project is to create a positive pedestrian environment along the Urban Core streets.

Downtown streets have been designed to accomodate the movement of automobile traffic at the expense of the pedestrian. Many of the CBD's streets are significantly void of such pedestrian amenities as, quality sidewalk paving material, comfortable seating, attractive landscaping, coordinated street fixtures, and convenient, unobstructed pedestrian movement zones. This void will exacerbate the blight conditions further. Improving the streetscape in the district will require a lead role by the Agency and City in the financing, design and construction of the project. Without this effort, there is little possibility that the streetscape can be improved in a coordinated fashion.

The goal of the project is:

To develop streetscape guidelines and standards to improve the design and appearance of the Franklin Street District streetscape.

Benefits to the City include:

- a. Improvement of the streetscape in the Urban Core will support the elimination of blight conditions.
- b. The improved streetscape will create a positive pedestrian environment that will support the activity and development along Franklin Street.

In order to implement the project, the following actions and use of powers would be required:

- a. The City shall develop the design guidelines and construction specifications for the streetscape improvements.
- b. The Agency shall secure funding for streetscape improvements.

- c. The City shall require all new development to follow the design guidelines and specifications for streetscape in the Franklin Street District.
- d. The City shall implement a streetscape improvement program based upon the design guidelines and specifications.

Possible funding sources include:

- a. Tax Increment Financing
- b. General Revenues
- c. Special Assessment District

The anticipated costs of the project have not been determined as of this date.

## REDEVELOPMENT PROJECTS

### URBAN CORE PARK ACQUISITION

The purpose of the urban core park acquisition project is to provide additional park and open space for the benefit of the employees, visitors and residents of downtown.

The anticipated development patterns for the CBD indicate a highly intensive development character for Downtown. As this development character evolves, the need for pedestrian oriented public space will become critical. The central portion of the CBD, in particular, is expected to become an area where additional public space is desired as the concentration of the workforce and office increases.

In order to provide additional public open space, land will need to be acquired by the City to be developed for this purpose.

The goals of this project are:

- a. Create guidelines for the development of public spaces on privately held lands.
- b. Provide a variety of parks and spaces of various size, character and activity for the enjoyment of the public.

The benefits of this project to the City are:

- a. The provision of parks and open spaces will help to provide relief from the continuous blocks of buildings in the Downtown.
- b. Parks and open spaces will also provide pleasant and enjoyable places for the pedestrian.
- c. The provision of parks and open spaces will replace the deteriorating blight conditions with attractive, inviting pedestrian oriented places.

Specific actions and use of powers needed in the implementation of the project include:

- a. The City shall develop guidelines and specifications for park development.

- b. The City shall adopt and implement public space ordinance.
- c. The Agency shall purchase land for park development .

A list of possible funding sources includes:

- a. Tax Increment Financing
- b. Private donation
- c. General Revenues
- d. Special Benefit Assessment

The anticipated costs of the the project will vary, depending upon the size of the park and the design elements.

## REDEVELOPMENT PROJECTS

### EAST OFFICE DISTRICT STREETScape IMPROVEMENT

The purpose of the East Office streetscape project is to create a positive pedestrian environment to distinguish and enhance the area.

The streets in the East Office District suffer from the same lack of pedestrian oriented amenities as those streets in the Urban Core. Such elements as quality sidewalk paving material, comfortable seating, attractive landscaping, coordinated street fixtures, and convenient, unobstructed pedestrian movement zones are not found in the East Office District. Improving the streetscape in the district will require public/private partnership in financing of the project. Without this effort, there is little possibility that the streetscape can be improved in a coordinated fashion.

The goal of the project is to improve the design and appearance of the East Office District streetscape and to embark on a streetscape improvements program.

The benefits of this project to the City are:

- a. Improvement of the streetscape in the East Office District will support the elimination of blight conditions.
- b. The improved streetscape will create a positive pedestrian environment that will support the activity and development throughout the East Office District.
- c. The improvements will establish a sense of place for the existing seat of the Hillsborough County government.

To implement the project, the following actions and use of powers would be required:

- a. The City shall develop the design guidelines and construction specifications for the streetscape improvements.
- b. The Agency shall coordinate the securing of funding sources for the streetscape improvements, including County, City and Private Property Owners.

- c. The City shall require all new development to follow the design guidelines and specifications for streetscape in the East Office District.
- d. The City shall approve a streetscape improvement program based upon the design guidelines and specifications.

Possible funding sources would include:

- a. Tax Increment Financing
- b. General Revenues
- c. Special Assessment District

The anticipated costs of the project have not been determined as of this date.



## REDEVELOPMENT PROJECTS

### RIVERFRONT PARK ACQUISITION

The purpose of the project is to create a unique public space that can be used as a people oriented place for pedestrian movement and enjoyment of the waterfront.

In order to create this public space, it will be necessary for the Agency to acquire property for park development. Existing and proposed development in the Riverfront District creates barriers to developing a large public space. The Agency and the City will need to coordinate property acquisition and public space requirements to provide the desired public space and park sites.

The goal of the project is to develop a large, open pedestrian oriented public space along the water's edge.

The benefits to the City would include:

- a. The relationship of this area to the dense urban core and the convention center to the south provides significant potential to create a public space that can serve a high number of pedestrians both day and night.
- b. The project will provide a place for public gatherings and special community events.
- c. The riverside public space will provide the workforce with an alternative to the urban core environment.

Specific actions and use of powers needed in the implementation of the project include:

- a. The City shall implement a public space ordinance to institute a public-private partnership approach.
- b. The Agency shall purchase land for publicly owned park sites.

A list of possible funding sources includes:

- a. Tax Increment Financing
- b. Private donation
- c. General Revenues
- d. State Funding Sources

The anticipated costs of the the project will vary, depending upon the size of the park and the design elements.

