West Tampa

Community Redevelopment Plan

May 2015

Prepared by
City of Tampa Planning & Urban
Design Division
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1.0 Introduction

The City of Tampa is committed to the redevelopment of its urban neighborhoods, especially those adjacent to the Central Business District (CBD). These older neighborhoods represent an important part of historic Tampa, and all face unique challenges and barriers to successful redevelopment. The City has actively pursued the creation of Community Redevelopment Areas to facilitate this redevelopment, which allows for strategic investments to be made through the use of Tax Increment Financing (TIF).

This Community Redevelopment Plan (the Plan) is for the West Tampa Community Redevelopment Area (CRA), a neighborhood located west of the Hillsborough River. The approximate boundaries of the West Tampa CRA runs along Columbus Avenue from the Hillsborough River, west to Armenia Avenue, then south to Kennedy Boulevard, and east to the Hillsborough River (omitting the property tax exempt parcels owned by Tampa General Hospital and the University of Tampa).

This area, consisting of approximately 964 acres, was identified as being physically, economically and aesthetically distressed. The purpose of the Plan is to provide a strategy to eliminate conditions of blight found to exist within the Area, as identified in the Finding of Necessity for the West Tampa Community Redevelopment Area. The Tampa City Council reviewed the Finding of Necessity and determined that conditions of slum and/or blight, as defined by Chapter 163, Part II, Florida Statutes exist, and approved the creation of a CRA Plan on May 7, 2015. This Plan has been prepared in compliance with Chapter 163, Part III Florida Statutes, including all applicable sections and supplements.

2.0 Legal Description – Community Redevelopment Area (163.362(1), F.S.)

That Part of

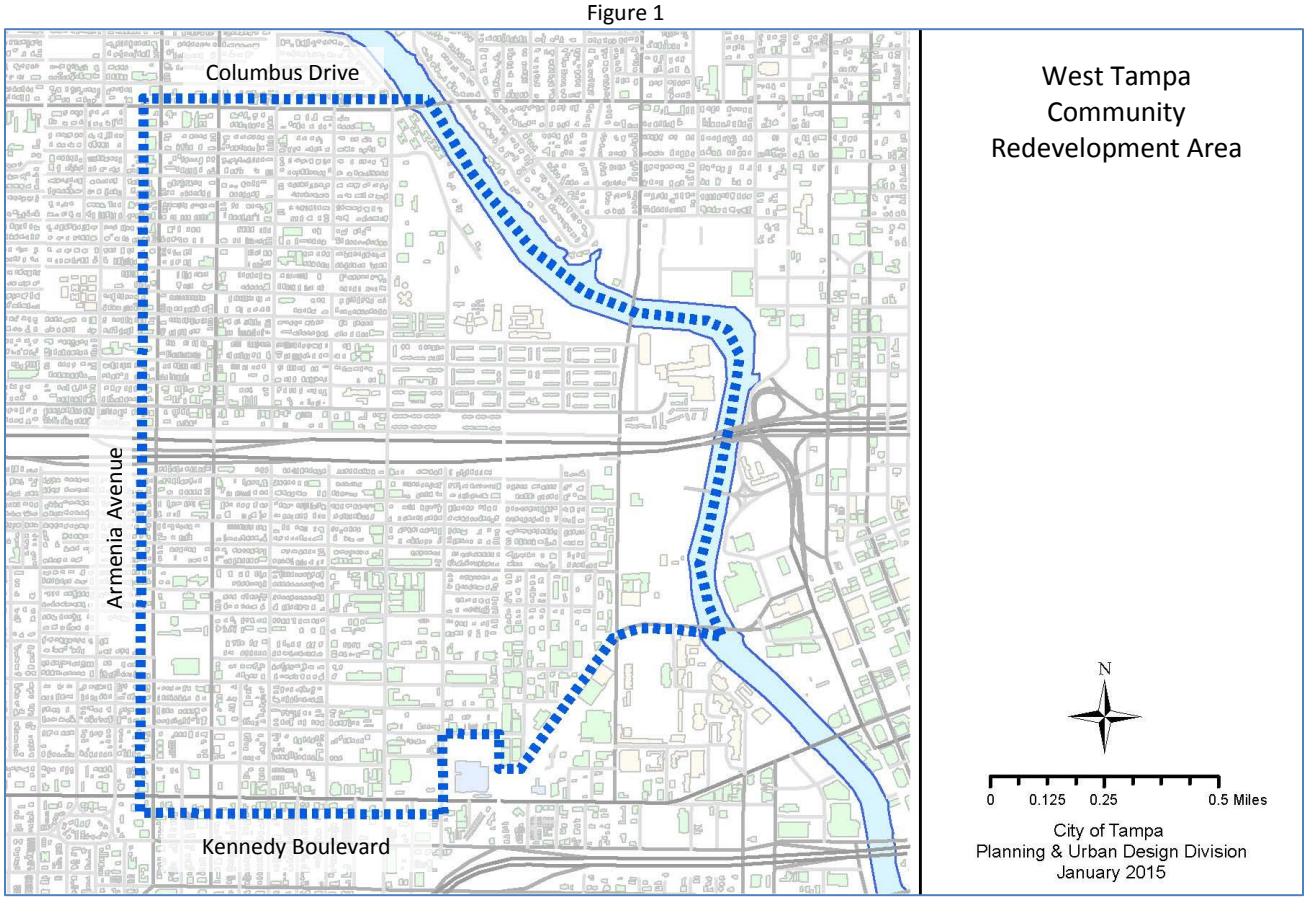
Sections 13, 14, 23 and 24, Township 29 South, Range 18 East, all lying within the City of Tampa, Hillsborough County, Florida, lying within the following described boundaries to wit:

Beginning at the intersection of the centerline of Armenia Avenue (Armina Avenue) and the centerline of Columbus Drive (Michigan Avenue), said intersection lying in Section 14, Township 29 South, Range 18 East; thence Easterly along said centerline of Columbus Drive and its Easterly projection, to and along the centerline of the Columbus Street Bridge, to its intersection with the centerline of the Hillsborough River, said centerline lying 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 45-20, 641; thence meandering Southeasterly, Easterly and Southerly along said centerline of the Hillsborough River, across the North Boulevard Bridge (Holtsinger Bridge), across Interstate Highway 275 (State Road 400) and across the Laurel Street Bridge (Fortune Street Bridge), to its intersection with the South boundary of Section 13, Township 29 South, Range 18 East; thence continue Southerly along said centerline of the Hillsborough River, to its intersection with the centerline of the Cass Street Bridge, said intersection lying in Section 24, Township 29 South, Range 18 East; thence Westerly along said centerline of the Cass Street Bridge and its Westerly projection, to and along the centerline of Cass Street, to its intersection with the centerline of North Boulevard (10th Avenue); thence continue Westerly along said centerline of Cass Street to and along the centerline of the C.S.X. Railroad (S.F.R.R.) in a Southwesterly direction, parallel with the Northwesterly boundary of the University of Tampa Campus, to its intersection with the Easterly projection of the centerline of North “A” Street”; thence Westerly along said Easterly projection and centerline, to its intersection with

the centerline of Willow Avenue (15 Avenue); thence Northerly along said centerline of Willow Avenue, to its intersection with the centerline of North "B" Street; thence Westerly along said centerline of North "B" Street, to its intersection with the centerline of Oregon Avenue (Seventeenth Avenue); thence Southerly along said centerline of Oregon Avenue, to its intersection with the centerline of Kennedy Boulevard (John F. Kennedy Boulevard (Grand Central)); thence Westerly along said centerline of Kennedy Boulevard to its intersection with the centerline of Armenia Avenue; thence Northerly along said centerline of Armenia Avenue, to its intersection with the centerline of Columbus Drive, said intersection being the Point of Beginning.

Containing 964.33 acres, more or less.

Figure 1



3.0 Statutory Requirements

Any area proposed as a Community Redevelopment Area must meet the standards and requirements of the Community Redevelopment Act, Sub-sections 163.335 to 163.362, Florida Statutes. The process includes the preparation of a work program and schedule, a legal description of the area to be designated, a formal Finding of Necessity based upon survey and analysis, and the development of a Community Redevelopment Area (CRA) Plan.

The CRA Plan is based on the Finding of Necessity and proposes the methods by which those conditions will be alleviated. The CRA Plan must also be determined consistent with the City's adopted

Comprehensive Plan by the Local Planning Agency. The Plan must also be either consistent with the existing zoning and land use intensities and densities in the area or recommend changes deemed appropriate to encourage the appropriate development. The Plan will propose a general work program and time frame within which public and private resources may be used to accomplish rehabilitation and redevelopment, and provide appropriate public resources. The Plan may also recommend land acquisition, disposal and redevelopment, if appropriate.

4.0 Community Redevelopment Agency

Tampa City Council by its own action sits as the Tampa Community Redevelopment Agency, and is responsible for administering programs and policies related to the City's Community Redevelopment Areas. Each Community Redevelopment Area has a manager, who is responsible for monitoring program implementation and reporting on progress to the Agency annually.

5.0 Existing Regulatory Framework

5.1 Future Land Use and Zoning

The current Future Land Use Plan calls for predominantly residential (single-family and multi-family) uses (51.7%), with commercial mixed use along the major corridors (22.8%). Along Rome Avenue and south of Cass Street, there are several acres of General Mixed Use (8.7%). Public / Quasi-Public Recreational & Open Space line the waterfront (16.1%). See Figure 2, next page.

Zoning designations vary, but primarily the area is zoned for residential development 65.2%) with mixed-use commercial development along major corridors (16.6%) and Industrial General along Rome Avenue and the CSX tracks (8.06%). Approximately 7.3% of the area is zoned PD / PD-A. See Figure 3, following page.

In March 2015, the City of Tampa initiated an area-wide plan amendment for a portion of the study area to implement the recommended land use changes identified in the West River Redevelopment Plan. An area-wide rezoning will follow once the plan amendment has been approved. Once adopted, development will to proceed consistent with the Comprehensive Plan and existing zoning regulations.

Table 1
Future Land Use And Zoning Composition

Future Land Use	Acres	Percent	Existing Zoning	Acres	Percent
Residential 35 (R-35)	192.3	29.37%	Residential Multi-Family (RM-24)	382.14	39.30%
Residential 20 (R-20)	93.4	14.26%	Residential Single-Family (RS-50)	251.9	25.91%
Public / Quasi-Public (P/QP)	67.0	10.22%	Commercial Intensive (CI)	105.22	10.82%
Community Mixed Use (CMU-35)	64.1	9.78%	Industrial General (IG)	78.37	8.06%
Community Commercial 35 (CC-35)	60.9	9.31%	Planned Development (PD)	71.02	7.30%
General Mixed Use 24 (GMU-24)	57.1	8.71%	Commercial General (CG)	53.13	5.46%
Residential 10 (R-10)	53.0	8.09%	Office Professional (OP-1)	15.7	1.61%
Recreation & Open Space (R/OS)	38.5	5.88%	Planned Dev. Alternative (PD-A)	11.48	1.18%
Regional Mixed Use 100 (RMU-100)	13.5	2.06%	Commercial Neighborhood (CN)	3.2	0.33%
Urban Mixed Use 60 (UMU-60)	10.6	1.62%	Residential Office (RO)	0.22	0.02%
Light Industrial (LI)	4.6	0.70%			

Figure 2

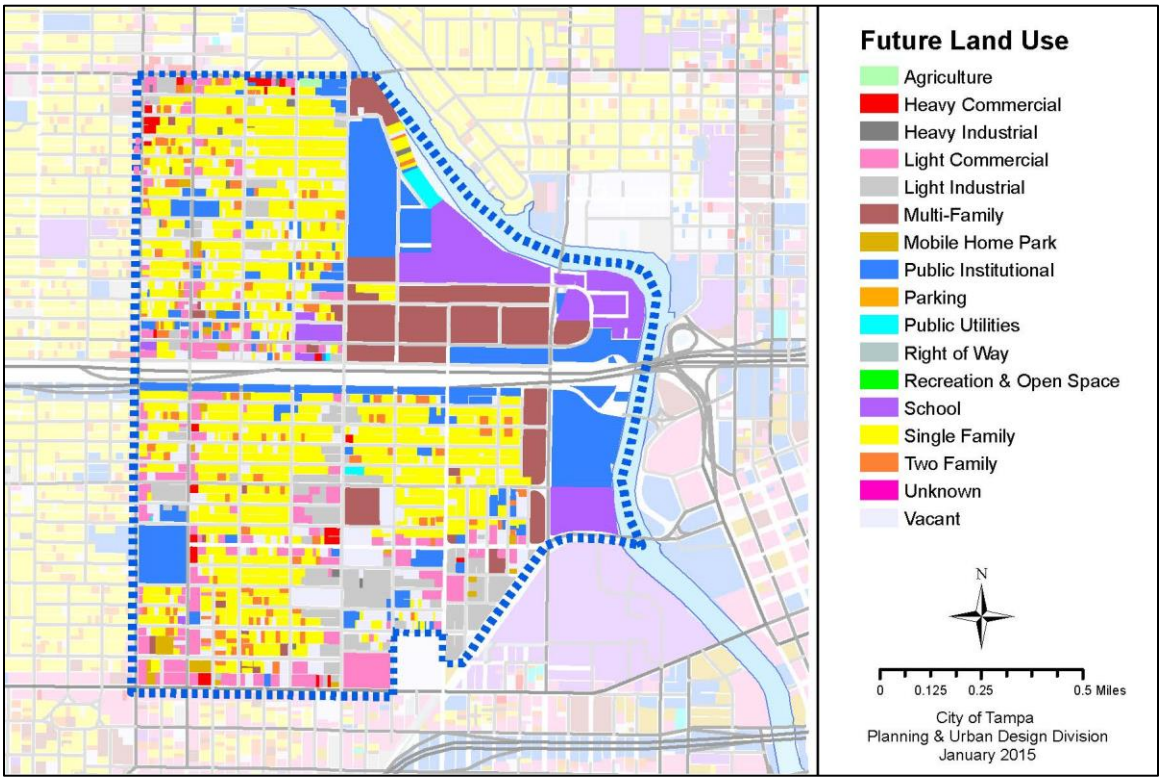
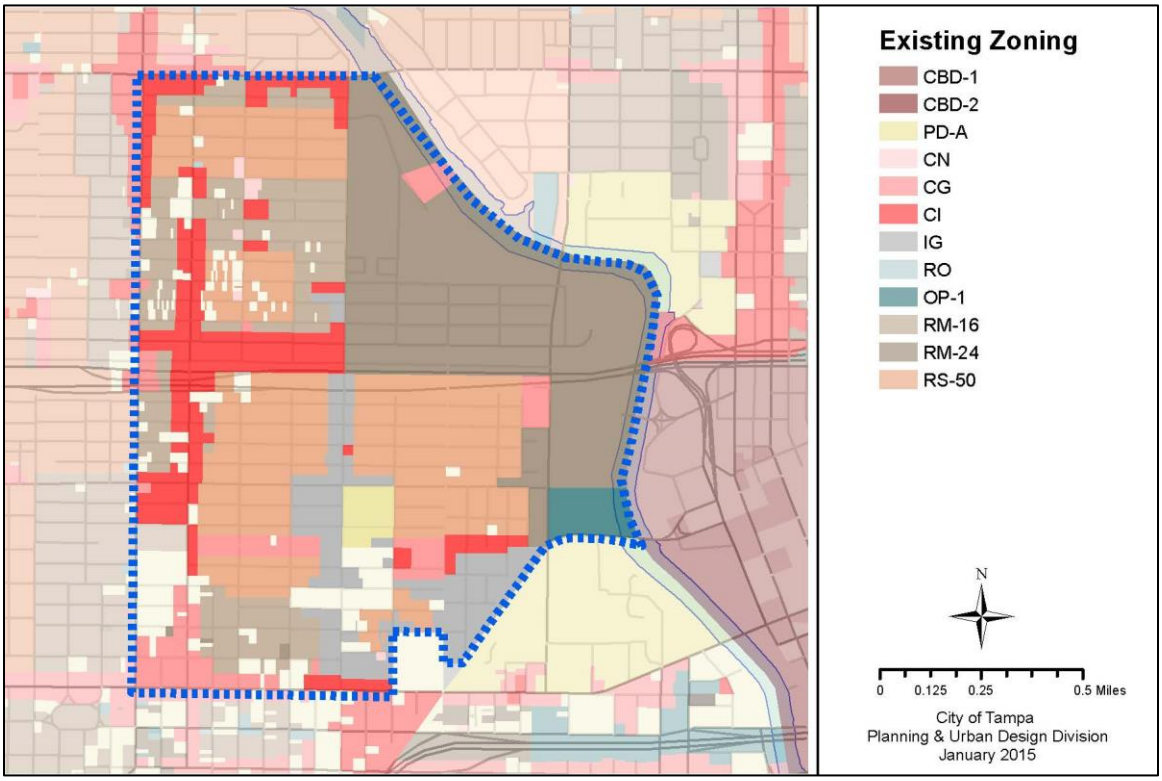


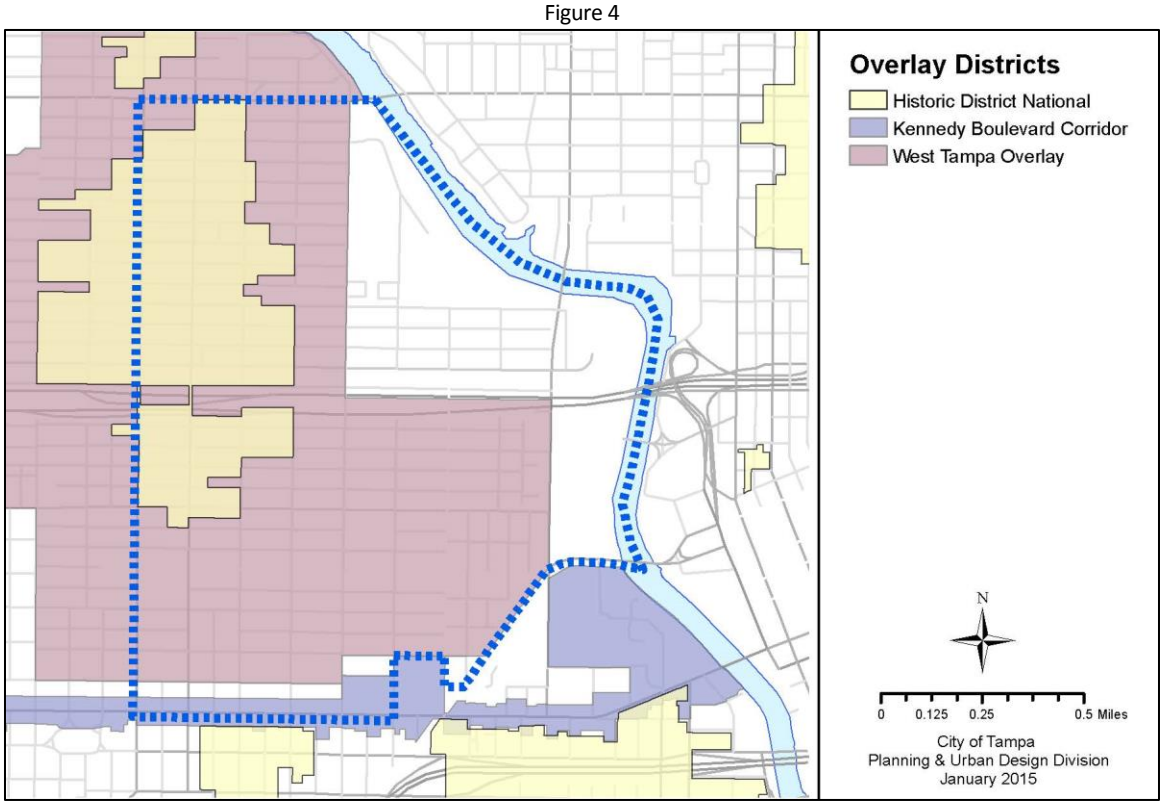
Figure 3



5.2 Overlay Districts

More than 75% of the West Tampa CRA is located within the West Tampa or Kennedy Boulevard Overlay Districts. These districts have design and site requirements that preserve the character of the neighbor-hood. All new development is required to meet these regulations. A portion of the West Tampa CRA also lies within the West Tampa National Historic District.

Figure 4



6.0 The Neighborhood

6.1 Population and Housing

The population of the study area is estimated at 9,374 persons (2.7% of the city population), with 3,434 households. The average household size is 2.73 persons per household. Males account for 47.3% of the population, with females representing 52.8%. The median age is 28.6 years. The study area population is 66.7% African-American, 25.3% White and the remainder comprised of other races. Persons of Hispanic origin represent 20.7% of the population.

The Area is bisected by I-275 and is comprised of low-density, residential development (5.03 du/acre), with commercial uses along the major corridors of Howard Avenue, Armenia Avenue, Rome Avenue, Willow Street, Columbus Drive, Cypress Street, Cass Street and Kennedy Boulevard. The Hillsborough River forms the eastern boundary, adjacent to Tampa's Central Business District.

The Area contains an estimated 4,017 housing units (not including 832 public housing units). Approximately 47.2% of the housing units are classified as single-family detached housing.

Another 2.2% are single-family attached housing. The remaining 50.6% of the housing units are comprised of multi-family units distributed fairly evenly in structures with 3 to 50+ housing units. More than half (52.6%) of the housing units were built before 1959.

According to 2013 American Community Survey, there are 3,434 occupied housing units. Of these units, 29.2% are owner occupied and 70.8% renter. This composition is considerably different from the citywide composition of 50.9% owner occupied and 49.1% renter occupied. In the study area, the median home value is $121,516 and the median contract rent is $530. Citywide, the median home value is $162,000 and the median monthly rent is $940. The median household income is $18,856, less than half the citywide median household income of $43,242. Within the study area, 46.8% of the population has an income equal to or below the poverty level. In the past 12 months, 10.4% of the population received public assistance income, 46.7% received Food Stamps/SNAP assistance and 37.4% of the households had one or more persons with disability.

There are three long-established neighborhoods in the West Tampa CRA – Old West Tampa, North Hyde Park and West Riverfront. *Old West Tampa* is 238 acres in size and has 2,104 people and 715 households (2010 Census). *North Hyde Park* is 308 acres, with approximately 1,770 people and 688 households. *West Riverfront* is 135 acres in size and has 1,345 people and 542 households. These neighborhoods are predominantly comprised of single family homes. The neighborhoods enjoy close proximity to Downtown Tampa, the Westshore Business District and other major attractors in the City with easy access to I-275.

6.2 Development Character – Opportunities

The West Tampa CRA has several assets that form the basis of a sound redevelopment strategy. These assets include:

- *West Tampa Commercial District* - The intersection of Main Street and Howard Avenue is the center of the historic West Tampa commercial district. West Tampa, founded in 1892, grew to become a vibrant community, centered on the cigar industry. Over time the cigar industry declined and the commercial district fell into disrepair. In recent years, there has been some new investment, but in general, the commercial district struggles. With targeted redevelopment efforts, however, the West Tampa historic commercial center could once again, become a vital economic, social and pedestrian center. Main Street, Howard Avenue and Armenia Avenue offer opportunities to link the center to adjacent neighborhoods.
- *Kennedy Boulevard Corridor* – Kennedy Boulevard is a major arterial linking the Westshore Business District with Downtown Tampa. For the past several years, the corridor has seen new urban infill development and is expected to continue to redevelop in the future.
- *West River Area Planned Redevelopment* – The Tampa Housing Authority has begun the process of relocating residents from North Boulevard Homes and Mary Bethune Towers in preparation of creating a mixed-income, mixed use community. The City of Tampa is in the process of relocating its Rome Avenue vehicle storage yard. An initial redevelopment concept was developed in January 2014. When complete, the current 821 public housing units will be replaced with more than 1,600 mixed housing types serving a range of family incomes, including workforce and affordable housing. This new community will provide new opportunities for affordable housing, employment and commercial development.

- *Parks, Recreation and Open Space* - Seven city parks and recreation areas are found in the area: Blake Trail, Salcines Park, Julian B. Lane Riverfront Park, Dr. Martin Luther King Jr. Recreation Center (& pool), Yellow Jackets Little League Fields, Rey Park and Fremont Linear Park.

  Of particular note is the 23-acre Julian B. Lane Riverfront Park which is currently being redesigned and updated as a major community waterfront park. Construction is planned to begin in FY 2016. The Boys and Girls Club of Tampa Bay provides a range of services at Julian B. Lane Park, which will continue through the park's redesign. The City also has plans to construct a trail, incorporating the Blake Trail into a larger river trail system, which ultimately will connect Bayshore Boulevard to Columbus Drive. The Jewish Community Center and Federation plans to construct a new Jewish Community Center at the Ft. Homer Hesterly Armory site near Howard Avenue and Cass Street, providing additional recreational opportunities for area residents.

  Opportunities for future parks and open space include the riverfront, the West Tampa commercial district and the area south of I-275 which currently lacks public open space within walking distance of many residential areas. Plans to redevelop the West River area would require relocation of the Little League fields, which may require acquisition or joint-partnerships with other entities.

- *Hillsborough River* – The Hillsborough River is a valuable, natural asset that has been ignored for many years. Most of the publicly owned land is not available for general public use and access is limited. There are opportunities to reclaim the riverfront for community and public use by creating parks, recreation areas and a river trail that would extend from Columbus Drive to Bayshore Boulevard. Treating the Hillsborough River as a community amenity would enhance the livability and quality of life in many adjacent areas. Opening the riverfront in this manner will require coordination with the Hillsborough County School District in relocating their track and ball fields away from the river's edge.

- *Schools* - Five schools are located in the study area (Blake High School, Stewart Middle School, Just Elementary, Dunbar Elementary and Tampa Prep). Just outside the West Tampa CRA is the University of Tampa. There are opportunities to provide increased curricula and linkages with the community to provide a full range of childhood to adult education opportunities to serve residents. In the long term, there are also opportunities to create a new K-8 school and education campus in the West Tampa CRA.

- *Community Facilities* - Hillsborough County operates a Neighborhood Service Center along Rome Avenue providing a range of programs offering housing, employment, financial, medical services to families in need. The County also operates the West Tampa Library along Howard Avenue in the West Tampa Commercial District. There is a need for more community services in the West Tampa CRA, especially as redevelopment occurs.

- *Historic Resources* - Ten designated historic landmarks in the Area (Balbin Brothers Cigar Factory, Berriman-Morgan Cigar Factory, El Centro Espanol De West Tampa, Fort Homer Hesterly Armory, Metal Works-Dicus Building, Sicilian Club, West Tampa Public Library and three other structures) attest to the area's heritage. These assets can provide an anchor for adaptive reuse, catalyst for redevelopment or through something as simple as lighting at night, an amenity for local residents.

- *Ft. Homer Hesterly Armory* - The Jewish Community Center and Federation is renovating the Ft. Homer Hesterly Armory as a new community center. When renovations are complete in fall 2016, the new Jewish Community Center will include a gymnasium, fitness center, locker rooms, meeting rooms, a cafe, a public events center and art studio. This redevelopment creates an opportunity to create an anchor and activity center at Howard Avenue and Cass Streets.

6.3 Transportation

The West Tampa CRA is bounded on three borders by arterial streets - Columbus Drive, Armenia Avenue and Kennedy Boulevard. Fifty-six percent (56%) of classified roads in the study area operate below level of service D standard. These roadways include Columbus Drive, Armenia/Howard Avenues and a portion of Kennedy Boulevard.

Transit service through the study area is provided by HART on four local bus routes. Two express routes travel through the area, with access to these routes in downtown Tampa at the Marion Street Transit Center. The HART *Bus Route 7* runs along Main Street between the Marion Transit Center and Citrus Park at 30 minute headways. *Route 14* runs along North Blvd, at 1 hour headways, between the Marion Transit Center and the Yukon Transfer Center on Busch Blvd. *Route 15* is accessible from the northern portion and runs east/west along Columbus Drive at 30 minute AM/PM headways. *Route 10* traveling through the center of the study area along Cypress Street at 60 minutes headways. And finally, *Route 30* runs along the southern boundary of the study area at 30 minutes headways.

While the transit routes provide access through the West Tampa CRA, there have been concerns raised by residents that the routes do not adequately link residents to desired destinations. While transit level of service of 30 minute headways is considered average for the City of Tampa, many of the trips transit riders take require a transfer, which ultimately increases the overall travel time.

7.0 Need for Redevelopment (163.362(1), F.S.)

The Finding of Necessity for creating the West Tampa Community Redevelopment Area identified and documented persistent conditions in the West Tampa Area that are consistent with the definition of blight contained in the Florida Statutes. Government maintained demographic and economic statistics highlight a prevailing level of enduring economic distress. Low per capita income, high poverty rates, high unemployment rate, low educational attainment levels, lower median home values compared to the City are strong indicators of this distress. The distressed economic conditions combined with the deteriorated physical environment confirm the continued existence of blight. The following is a summary of findings supporting the declaration of blight for the Study Area:

a. *Defective/inadequate Transportation Facilities*
   - Restricted access to the study area due to the Hillsborough River.
   - 56% of the roads operate below LOS “D” standard.
   - Overabundance of paved parking lots facing streets and a lack of paved parking to serve some businesses.
   - 33% of roadways have a pavement condition index of “Failed”.
   - 250 street lights below desire service levels.
   - Large, unserved areas without a sidewalk.

b. *Faulty Lot Layout*
   - 6.13% of the lots in do not meet minimum lot area requirements of the zoning code.
   - Presence of oversized blocks that limit connectivity, redevelopment and walkability.

c. *Unsanitary or Unsafe Conditions*
   - 61.9% of the area south of I-275 is without a sidewalk.
   - Below standard street lighting poses crime and safety risks.
   - 5.39% of all structures rated "Fair" or "Poor", twice the city average of 2.16%.
   - 832 housing units at North Boulevard Homes and Mary Bethune Towers are being readied for demolition due to being outdated and beyond repair.
   - 0.117 traffic accidents per acre, higher than the city average of 0.080.
   - 9.3% of the study area within the 100 – Year Floodplain.

d. *Site Deterioration*
   - 0.967 code violations per structure, more than 10 times the city average of 0.093 violations per structure.
   - 0.258 code violations per capita, twice the city average of 0.114 violations per capita.
   - High incidence of chain link fences.
   - Presence of Boarded Structures (2).
   - 52.6% of the housing units were constructed before 1959.
   - 3.1% of the study area having known flooding problems. Several images documenting street and sidewalk flooding during severe rain events.

e. *Building Density Patterns*
   - Existing land use and zoning regulations do not support desired future plans for a portion of the study area.
   - High incidence of underutilized non-residential parcels, as existing developments uses only 64.2% of allowable entitlements.

f. *Crime Incidents*
   - 0.122 crimes per capita, 1.5 times higher than the city average.
   - 0.041 Part 1 crimes per capita, compared to 0.031 Part 1 city crime rate.
   - 0.081 Part 2 crimes per capita, compared to 0.048 Part 2 city crime rate.

g. *Fire / EMS Calls for Service*
   - 0.343 calls for service per capita, 1.5 times higher than the city calls for service
   - 0.036 calls for fire service per capita, compared to 0.024 fires per capita citywide.
   - 0.307 calls for EMS service per capita, compared to 0.186 EMS calls per capita citywide.

h. *Governmentally Owned Property with Adverse Environmental Conditions*
   - 6.9% of the government owned land in the study area has documented environmental conditions that need to be addressed.

8.0 Redevelopment Tools

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, including but not limited to those tools described below:

a. Property Acquisition – the current law authorizes the Agency to acquire real property through purchase, condemnation, or other lawful means, to assist or facilitate the redevelopment process.

b. Property Rehabilitation – the Agency may rehabilitate, or require to be rehabilitated as part of a lease or sale, any property within the Area.

c. Structure Relocation – if a property is deemed to be worthy of rehabilitation and is in the path of a redevelopment project, the Agency may authorize the funds necessary to move it to a new location.

d. Cooperation with other public agencies – the Agency will cooperate and coordinate with other public entities in the implementation of this Plan, in order to optimize the value of the community's investment in the Area.

e. Property Management – the Agency may, at its discretion, enter into agreements to ensure the preservation, maintenance and/or operation of real property within the Area.

f. Demolition and Clearance – the Agency may authorize the demolition, removal or clearance of buildings, structures and other improvements on real property it has purchased within the Area, to aid in the Area's redevelopment.

g. Preparation of Building and Development sites – the Agency may undertake building and/or site preparation on any real property within the Area, to assist in the redevelopment process.

h. Public Improvements and Infrastructure – the Agency shall advise the City on the timing and location of public improvements, including surface improvements and subsurface infrastructure, to be accomplished within the Area. The recommendations shall be consistent with the adopted Comprehensive Plan.

i. Real Property Disposition and Development – the Agency may sell, or otherwise dispose of, real property within the Area, in accordance with the Community Redevelopment Area Plan. The property may be disposed of at Fair Market Value, rather than at the Appraised Value. The documents of conveyance will contain any conditions necessary to safeguard the goals of the CRA Plan.

The Board reserves the right to provide any and all incentives, including the use of TIF redevelopment trust fund revenue, allowable by Florida Statutes Chapter 163 Part III, Florida law, to support the redevelopment of the West Tampa CRA. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of the West Tampa CRA in accordance with this plan.

9.0 Redevelopment Activities

According to Florida Statutes any redevelopment activity that is authorized by Chapter 163 Part III can be utilized by a Community Redevelopment Agency if that redevelopment activity is included within a Community Redevelopment Plan. Generally speaking redevelopment activities can take the form of broad programs or more specific projects.

The programs and projects identified in this section of the Plan are tools that may be used by the CRA Board throughout the life of the CRA. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting, whether or not the action was on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

The Board has the authority to decide when and if any programs or projects identified within the Plan will be implemented. Simply because a program or project is identified, does not mean that the Board is bound to implement or provide funds for that particular redevelopment activity. The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any the before mentioned programs.

Programs and projects identified within the Plan are eligible for TIF funds, subject to the requirements of Chapter 163 Part III, and the Board may use any number of the projects or programs in a manner that furthers the redevelopment of the community.

9.1 Program / Project Identification Process

Since 1998, portions of the West Tampa CRA have been the subject of several studies to improve the economic base or neighborhood quality of life. These studies, listed below, (which also included their own public outreach program) generated many recommendations to improve the Area. These recommendations form the basis of the redevelopment programs and projects contained in this plan.

1. West Tampa Findings of Necessity Report: This plan was produced to document the conditions of blight in the West Tampa in preparation of creating a Community Redevelopment Area. The boundaries of the plan were Armenia Avenue, Columbus Drive, Hillsborough River and Kennedy Boulevard. Produced by the City of Tampa, March 2015.

2. West River Redevelopment Plan: This established a vision for the future of the West River area and provided development implementation framework for current and new residents who will be part of a diverse and vital community. The boundaries of the plan were Rome Avenue, Columbus Drive, Hillsborough River and I-275. Produced by MBS Development Team / Tampa Housing Authority & City of Tampa, January 2014.

3. West River Human Capital Plan: This plan incorporates human capital planning into the redevelopment process and identifies short-term and long-term recommendations that will have positive impacts on the lives of residents in the West River area. The boundaries of the

plan were Rome Avenue, Columbus Drive, Hillsborough River and I-275. Produced by MBS Development Team / Tampa Housing Authority & City of Tampa, January 2014.

4. InVision Tampa Center City Master Plan: This plan provided a vision and implementation strategy for the long-term redevelopment of Tampa's center city neighborhoods. The boundaries of the plan were Armenia Avenue, Columbus Drive, North Boulevard, Hillsborough Avenue, 15th Street, Columbus Avenue, 30th Street, Selmon Expressway, Ybor Channel, Seddon Channel and Broerien Street. Produced by AECOM / City of Tampa, November 2013.

5. West Tampa Economic and Community Development Plan: This plan was produced to catalyze public and private investment in West Tampa. The plan draws upon concepts, ideas and past efforts to formulate a vision to move West Tampa forward. The boundaries of the plan were Dale Mabry, Hillsborough Avenue, Hillsborough River and Kennedy Boulevard. Produced by the West Tampa Chamber of Commerce, 2012.

6. The Daniel Rose Fellowship: An expert panel convened by the Urban Land Institute in 2011-2012 focused on how the City of Tampa could transform and revitalize the Hillsborough River riverfront, northwest of the Central Business District. The general boundaries were Rome Avenue, Columbus Drive, Hillsborough River and I-275. Produced by the Urban Land Institute, February 2012.

7. West Tampa Economic Development Plan: This plan was designed to develop economic opportunities in West Tampa while maintaining the community's neighborhoods and enhancing the historic resources. The boundary of the plan was Himes Avenue, MLK Boulevard, Hillsborough River and Kennedy Boulevard. Produced by The Planning Commission, June 13, 2005.

8. West Tampa Business Development Plan: The purpose of this plan was to identify the requirements for an improved quality of life an economic growth in West Tampa. The plan was produced for the West Tampa Economic Development Committee of the West Tampa Chamber of Commerce. Produced by The Planning Commission, August 4, 1998.

9. West Tampa Strategic Action Plan: Comprehensive and Holistic Approach to Community and Economic Development: The purpose of the plan was to establish a strategy to improve the socio-economic viability of the West Tampa Community. The boundary of the plan was defined by Columbus Drive, Hillsborough River, Crosstown Expressway, Swann Avenue, Armenia Avenue, Kennedy Boulevard, Dale Mabry, I-275 and Himes Avenue. The plan was produced for the West Tampa Leadership Council, West Tampa Community and the West Tampa Community Development Corporation by the National Institute for Strategic and Tactical Planning.

9.2 Redevelopment Programs

Facilitating the redevelopment in the West Tampa CRA will require additional public investment to stimulate private investment and remedy the impediments identified in the City's 2015 Finding of Necessity. A list of programs (below) has been created in order to provide a general outline of

redevelopment activities permissible by this plan and by Florida Statutes Chapter 163, Part III. The programs provide a general overview of potential implementation measures identified in prior studies and through public meetings conducted within the Area that could support redevelopment.

Listing a program within this report does not insure that the program will be developed or considered for development, or funded by the Board. The Board reserves the right to fund, develop, study, plan, or pursue any program, listed within this section that is allowable by this plan, Florida Statutes Chapter 163, Part III, Florida law, and the City of Tampa Comprehensive Plan. The Board also reserves the right to amend this plan, to add new programs, or edit existing programs that are allowable by Florida Statutes Chapter 163, Part III, Florida law, and the City of Tampa Comprehensive Plan at any duly noticed public hearing.

a. Infill Development Incentives - Infill development is a redevelopment strategy that is used to repurpose real estate within a city or town that is no longer serving any real purpose. The process of this type of development effort may include new construction on vacant lots, changing uses in declining areas for new purposes, or even modifying existing structures so they can serve a new purpose. Infill development is often part of an overall urban renewal strategy, designed to revitalize areas of the city that have declined and are no longer considered desirable for any particular purpose.

   The most common example of infill development usually involves vacant lots or parcels of land. While these lots may have once held some type of structure, those buildings are no longer present. In order to make the area useful again, the Board may identify a use for the vacant lot and proceed to implement that purpose. For example, a vacant lot may become home to a new structure, a park, residential units, or even be turned into a parking lot that helps to alleviate a parking problem that prevents consumers from shopping in nearby retail establishments.

   Activities that will prepare sites for redevelopment, thus making them more attractive for new investment, would include relocating the Rome Avenue Yard, demolishing outdated structures (like Presbyterian Village, North Boulevard Homes and Mary Bethune Towers), site clearing, provide infrastructure support, and identify Brownfields and complete environmental cleanup.

   Other activities could include promoting new development as catalyst to support other business development, providing technical and financial assistance for small business start-ups and expansions, providing parking, promoting the Rome or Willow corridors for niche industries (like high-tech industries or design businesses), opening prime real estate for redevelopment, using government owned land to encourage more private investment, promoting the redeveloping Ft. Homer Hesterly Armory Site, redeveloping the Tampa Housing Authority holdings with mixed-use development and housing (including affordable housing).

   The Board may also consider assistance to private property owners in facilitating property assemblage for redevelopment. Such assistance may include providing marketing assistance, assisting in the acquisition of unused easements, "left-over" and unusable parcels and other land acquisition activities, parking agreements, provision of public parking facilities, business recruitment and provision of public amenities attractive to larger scale developers. The CRA

designation will greatly enhance the City's ability to provide technical, legal and financial assistance

b. Brownfield Development Incentives - Brownfield remediation and development is a redevelopment tool and a process in which contamination at brownfield sites is addressed so that the sites can be redeveloped. Redevelopment of brownfields is important to many communities for a variety of reasons, ranging from wanting to preserve undeveloped land to a desire to make previously unusable contaminated land usable so that it can be part of the community. Because the environmental cleanup can be very complicated legally and environmentally, brownfield remediation often involves multiple government agencies.
A brownfield is an area of land which was used for commercial or industrial uses, and then abandoned. Some brownfields are actually perfectly usable, and simply haven't been targeted for redevelopment, but most have some form of contamination which needs to be addressed before the land or building can be used. During the brownfield remediation process, the contamination is identified and addressed. Cleanup efforts can include actively removing contaminants, isolating contaminants so that they cannot leak into the environment, or just re-zoning the land for a use which allows the presence of some contaminants.

From an environmental perspective, cleanup of contamination is important because it reduces the release of harmful contaminants into the environment, making the environment safer. Environmental cleanup can reduce health problems in the neighboring community and support plant and animal life. Additionally, by developing brownfields, the Board is ensuring that land is fully utilized within the Area.

c. State Enterprise Zone Incentives - Approximately 93.2% of the West Tampa CRA is located within the city's State designated Tampa Enterprise Zone (TEZ). This designation is for defined areas within a community that are experiencing high poverty, unemployment, and crime. Economic development is the main focus for the TEZ, with a secondary focus on human/social programs. There are various types of tax breaks available to stimulate economic development in the TEZ, including jobs tax credit, business equipment sales tax refund, property tax credit, building materials sales tax refund, community contribution tax credit, sales tax for electrical energy exemption, property tax exemption for childcare facilities and impact fee waivers. Seminars on the opportunities available through these incentives could help those businesses unaware of the benefits of the program.

d. Regulatory Incentives - Much of the City's regulatory framework was developed several years ago to address an expanding community, mostly through new subdivisions. Experienced has shown that many code provisions are inadequate to encourage and support redevelopment and infill development, particularly in and along commercial areas, which may have a different market attraction today than 30 or 40 years ago. The Board may consider revisions to the land development code that streamline the development process, increase densities or encourage development consistent with the long term vision for the area. The West Tampa Commercial District and Kennedy Boulevard corridor have overlay districts which have provided benefit and preserved the character of the area. The remainder of the West Tampa CRA could benefit from updating the code. A form-based code could be deployed that incorporates the vision, resulting in a more expedient review and permitting process. A form-based code establishes guidance on building and parking placement; parking, landscaping,

fencing and sign requirements, pedestrian access, window transparencies and transit oriented design parameters.

e. Building and Property Improvement and Rehabilitation Incentives - The improvement and rehabilitation of key blighted and/or underutilized non-residential properties within the Area is a redevelopment strategy that is used to repurpose buildings, making them more and marketable for private enterprise. Building and property improvements must be of a permanent or "fixed" nature, as allowable by Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater hookups, plumbing, electrical upgrades, interior build-out, landscaping, and anything associated with bringing a structure into compliance with local or state building codes.

   Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the Area plays an important role in maintaining the appearance and integrity of residential neighborhoods. Accordingly, the CRA Board may provide assistance to residential property owners and associations for the rehabilitation of their properties. Again, building or property improvements must be of a permanent or "fixed" nature, as allowable by Florida Statutes Chapter 163, Part III. The types of improvements allowed are similar those listed above for incentives for underutilized non-residential properties.

f. Public Infrastructure Development/Redevelopment - Adequate public infrastructure is essential to the health and vitality of an urban community and its residents. The lack of adequate public infrastructure is a major cause of disinvestment and the establishment of blighted conditions within communities. The development and/or improvement of public infrastructure is a redevelopment strategy designed to address current and future needs by increasing capacity, functionality, efficiency, and/or marketability. Public infrastructure may include but is not limited to stormwater and flood control systems, water and wastewater utilities, roadways, traffic calming, parking, electric utilities, street lighting, signalization, broadband and other innovative technologies, recreational facilities and equipment, open space, bicycle lanes, and pedestrian facilities including sidewalks, walking/biking trails, and trailheads.

g. Transit & Mobility - The West Tampa CRA is conveniently situation between the Westshore Business District and Central Business District. The need for additional transit choices and frequency of service has been surfaced by residents and business owners in the area. As an incentive to local businesses and a convenience to the residents, the CRA Board may wish to enhance public transportation throughout the area including but not limited to contracting with public agencies, contracting with private providers, purchasing or leasing vehicles, employing qualified staff and promoting the services. A consistent message delivered during the public outreach for this CRA Plan, was the need for better east-west transit service and access to bus stops for local residents.

   The Board may also consider increasing mobility choices (subject to requirements of Chapter 163, Part III) that would enhance the redevelopment potential of the area and improve the quality of life of area residents. A variety of internal and regional connector transit systems could be explored, including circulators, Bus Rapid Transit (BRT) Options between downtown

and Westshore, a regional Light Rail System, Improved bus service, Enhanced transit stops and new Pedestrian & bicycles facilities.

h. Historic Preservation - The Area has many historically significant buildings and places that have been identified by the community as important assets that should be preserved and marketed. Historic preservation champions and protects places that tell the stories of our past. The West Tampa CRA has a rich and interesting history that includes the West Tampa Library, Sicilian Club, several Historic cigar buildings and a rich community heritage. The City is committed to the preservation and rehabilitation of the City's historic places and has previously created a Historic Architectural Review Board and Historic District Guidelines.

i. Community Facilities - Somewhat related to Public Infrastructure are Community Facilities, which can enhance the physical and social environment of the CRA and provide a stable and positive climate to attract new investment. Such facilities include community centers, health clinics, senior center, pharmacy, job centers, parks and recreation facilities, wellness center, urban farms (or healthy food choices) and grocery stores. The Board may consider using its powers to leverage the construction of these facilities or enter into partnerships with providers of such services to the community.

j. Community Events, Festivities, Cultural Awareness, and Non-Profits - Community events and activities that occur within the District serve to promote the area and attract residents and visitors to the district to shop with local merchants and dine in local eateries. The creation, support, and/or facilitation of such events is a redevelopment strategy that boosts the local economy and encourages more activity within the Area, especially the historic West Tampa Commercial District. Similarly, many non-profit organizations assist in any number of various activities that support redevelopment goals within the District. The CRA may partner with various non-profit organizations of this type that seek to improve the economic, social, and physical character of the District.

k. Placemaking - The appearance and aesthetic beauty of the Area is critical for attracting residents and visitors, especially to the historic West Tampa Commercial District and other commercial areas. It's also vital in attracting new private investment. Placemaking can be achieved through various means, such as beautification programs, parks & recreation facilities and connectivity.

Beautification Programs help to create a visually and emotionally pleasant environment. Patrons will find themselves staying longer and enjoying themselves more, when the area is as attractive as it can be. A beautification program may include, but not limited to, signage, entry features, period lighting, plazas, sidewalk cafes, streetscape, public art, murals, plantings, landscaping, river access and trails, brick streets, building designs, removing chain link fences, lighting of historic buildings, creating focal points (i.e. clock or bell towers), and improving the appearance of properties. A beautification program may also include the updating or establishment of design standards for any given neighborhood or area within the Community Redevelopment Area, including the West Tampa Commercial District.

Parks and Recreation Facilities support placemaking initiatives by creating amenities to serve residents and visitors to the Area. Such facilities also provide safe area for children to play within the community. The Board may consider developing public park space and recreational

amenities interior of the CRA, as well as providing convenient and usable public access to the Hillsborough River. The Board may consider extending the City's river trail along west side of the river and ultimately linking to Bayshore Boulevard, CBD Riverwalk and other trails identified in the City's Greenways Master Plan. Renovations and modifications to the MLK Recreation Center to better serve the community may also be considered. The renovation of Julian B. Lane Riverfront Park along with adding new smaller parks and recreational facilities within the emerging residential areas can also enhance the livability of the Area.

Highly Connected and Walkable Places attract people, investment and have a high degree of desirability. Activities designed to improve connectivity include improve access & mobility, creating walkable neighborhoods, re-establishing the street grid, creating pedestrian & bike connections, improve connectivity under I-275 and improving north-south connections to the river and bay.

l. Marketing, Promotions, Business Recruitment and Business Development - The Board may provide funding and guidance necessary to create a useful and locally tailored marketing plan, promoting the Area to residents or potential visitors. This could include a local marketing survey to determine what types of businesses that are desired by the local population or compilation of statistical demographic/marketing data (such as the Social Impact Drill Down Data completed for other CRAs). Additionally, the Board may provide funds for business incubators, local business start-ups and/or expansions, assisting residents in developing business plans for new ventures within the Area, developing low-interest loan programs, or providing technical support to small businesses. Programs may also be developed to recruit private investment, development, and businesses to start, locate or relocate to the Area.

m. Code Enforcement - Adequate and proactive code enforcement is a redevelopment strategy that is necessary to protect property values, commercial activity, and the general quality of life for residents and visitors within the District. Proper code enforcement can also help to attract new business development and investment to the District by increasing the marketability, aesthetics and structural integrity of blighted properties. The City's Clean City services and special Solid Waste Department disposal services could be used to augment code enforcement activities in key areas of the West Tampa CRA.

n. Relocation Assistance - In some instances, residential and non-residential redevelopment activities may require the relocation of a business or household. The CRA may utilize TIF revenue to provide relocation assistance. Assistance may include, but is not limited to, rent/lease assistance, advertisements, distribution of pertinent information, and the cost of moving.

o. Crime Prevention - Adequate law enforcement is a necessary redevelopment strategy to help protect property values, promote activity, ensure safety, and enhance the quality of life of the residents and visitors within the District. When residents and visitors feel safe, activity increases, helping to facilitate new investment, new businesses, and more residents. According to Florida Statutes, the CRA may participate in community policing activities including, but not limited to, Crime Prevention Through Environmental Design (CPTED), community mobilization, neighborhood block watch & business watch, traffic calming, community outreach & meetings, crime prevention education, public safety council, bike patrols, gang suppression/prevention, citizen patrol, neighborhood storefront police stations,

field interrogation, support for increased or dedicated Tampa Police Department patrol within the Area, and the installation of security and monitoring systems.

p. Neighborhood Reinvestment Program - The funding of certain capital improvements, increased pride of home ownership, and elimination of certain blighted conditions facilitates the stabilization and revitalization of stressed residential neighborhoods. The establishment and implementation of neighborhood reinvestment programs within the Old West Tampa, North Hyde Park and West Riverfront residential areas of the Area could improve the appearance, desirability and marketability of these core neighborhoods. Being adjacent or near the historic West Tampa Commercial District, Downtown Tampa and the Hillsborough River, the desirability and vitality of these residential areas is integral to the vibrancy of Tampa's Center City.

   Of particular importance is the need to ensure there remains an adequate supply of affordable housing in the Area as redevelopment occurs. The Board may consider programs that support low and moderate income housing within the area, as well as providing/coordinating foreclosure assistance.

q. Community Services - The Board may establish and participate in programs designed to serve special needs of the population. Such services may include employment services, education, family support services, health and wellness and other services that would benefit the community.

   Employment services might take the form of, but not limited to, assisting individuals in gaining employment experience and jobs, internships, job training, summer jobs, a job or employment center or workforce development services. *Education support* might involve improving school curricula, mentoring, trade schools, truancy prevention, lifelong learning, adopt-a-school, entrepreneurial support, and other educational programs. *Family support services* could include childcare, self-sufficiency programs, financial assistance for housing needs, family development, elderly care, out of school services, youth opportunities, volunteer programs and counseling. *Health and wellness* could include health literacy programs, wellness services, access to healthy food, health services, substance abuse prevention and other similar services.

r. Disaster Prevention and Recovery - The CRA may establish and participate in program(s) that plan for the prevention or mitigation of damage caused by both natural and/or man-made disasters including, but not limited to, hurricanes, tropical storms, tornados, floods, terrorism, riots, and chemical spills or explosions. Disaster prevention and recovery programs are specifically designed to protect the public's health, safety, and welfare and prevent or remove blight due to such disasters.

10.0 Targeted Redevelopment

In addition to the area-wide programs identified in the preceding section, the West Tampa CRA offers opportunities to target redevelopment efforts to achieve specific objectives. The recommendations in this section are subject to change at any time by the Board at any duly noticed public hearing. The Board has the authority to decide when and if any of the recommendations, in whole or in part, will be implemented. Simply because an item appears within this plan, does not mean that the Board is bound to implement or provide funds for that particular redevelopment activity.

All recommendations within this section are eligible for TIF funds (as allowed by Florida Statutes Chapter 163, Part III) and the Board may use any number of the projects or programs, identified within the preceding section in a manner that furthers the redevelopment of the West Tampa CRA. Redevelopment activities, as encouraged by Florida Statutes Chapter 163, Part III, are intended to be done primarily by, or in partnership with, private-sector developers, businesses, financiers, and entrepreneurs.

10.1 West Tampa Commercial District (Area 1)

The West Tampa Commercial District includes the historical commercial center at Main Street and Howard Avenue extending outward several blocks both directions into the adjacent residential areas. This area is the center of an urban village, reflecting a traditional "Main Street" with a mix of retail and service uses, which can be amplified with public realm improvements such as on-street parking, streetscapes, lighting and marketing. Main Street plays a critical role in connecting the Commercial District to the neighborhoods to the east and to the Hillsborough River. With the right combination of improvements, and given a high priority, Main Street can become an active vibrant commercial corridor. This project could include the following, but not limited to:

- Upgraded streetscape, landscaping and pedestrian lighting
- Focused clean-up and redevelopment of Main Street
- Parking in support of new development
- Enhanced Community Policing Initiatives
- Streamlined development regulations to encourage redevelopment
- Marketing, promotion and festivals to attract visitors
- Placement of public art, plazas and parks
- Business development and façade improvement loans
- Site development and preparation for redevelopment proposals
- Rehabilitation and re-use of historic structures

10.2 West River Area (Area 2)

The West River Area includes the lands west of Rome Avenue and north of Interstate – 275. This area is undergoing a major transformation with the relocation of the City's vehicle storage yard (on Rome Avenue), the relocation of residents of Presbyterian Village by FDOT (and subsequent demolition) and the planned demolition and reconstruction of North Boulevard Homes and Mary Bethune Towers by the Tampa Housing Authority. These activities will provide the opportunity to create a new mixed-income, mixed-use community with a range of housing choices and commercial/retail mix to serve the population of the community. The proximity of the area along the waterfront provides opportunities for increased public use and access to and along the Hillsborough River. Throughout the public outreach, there has been a consistent desire by members of the community to retain the little league fields within the West River area. The transformation can be facilitated with infrastructure improvements, street realignments, streetscape, park improvements, environmental cleanup and encouraging private and public reinvestments. The project includes the following, but not limited to:

- Site preparation and clearing
- Encourage private sector redevelopment

- Reestablishing the street grid, extending streets
- Opening the waterfront to redevelopment
- Relocating the little league fields (within the area) and renovating the MLK Recreation Center
- Creating a mixed-use, mixed-income community (with affordable & workforce housing)
- Providing community support services
- Replacing infrastructure to accommodate new development

10.3 Rome Avenue / Cass Street Area (Area 3)

The Rome Avenue / Cass Street Area includes the current and former light industrial lands along Rome Avenue south of I-275 and along and south of Cass Street. This area is designated General Mixed Use in the comprehensive plan. In the past several years, the area has been transitioning from a light-industrial area to multi-family developments. Areas along Willow Street are transitioning to a different form of commercial development (e.g. design oriented businesses). As this transition occurs, there will be a need to integrate the new commercial, retail and residential development with existing light industrial development in a positive and reinforcing manner. Improvements to the streets, sidewalks, parks and open spaces, bike trails and adequate parking can be implemented to support the long-term positive transition of the area. This project could include the following, but not limited:

- Resurfacing streets and street repair
- Streetscape and sidewalk improvements
- Bike trails and buffered bike lanes (like the Green Spine)
- Infrastructure enhancements (particularly stormwater improvements)
- Landscaping and beautification
- Encouraging private sector redevelopment
- Streamlining development regulations
- Business support and outreach
- New parks and open spaces
- Additional parking (on and off street)

10.4 Ft. Homer W. Hesterly Armory (Area 4)

The redevelopment of the Armory site has been identified as a major objective in past studies regarding the redevelopment of the West Tampa area. The site offers the opportunity to reuse and revitalize an historic resource and infuse new activity onto the site. Currently, the site is being redeveloped by the Jewish Community Center and Foundation. When complete in the fall 2016, a new Jewish Community Center will include a gymnasium, fitness center, locker rooms, meeting rooms, a café, public events center and art studio. Improvements that support this redevelopment and connect/link the center with the surrounding neighborhood would be desired. This project could include the following, but not limited to:

- New sidewalks, streetscape and lighting connecting into the neighborhoods
- Bike trails and buffered (or separated) bike lanes, such as the Green Spine connecting into Downtown Tampa
- Encourage retail/commercial development along Cass Street

- Streamline development regulations to encourage redevelopment
- Infrastructure improvements to correct existing flooding and support redevelopment
- Encouraging redevelopment and infill

10.5 The Riverfront (Area 5)

The area along the Hillsborough River from Cass Street to Columbus Boulevard offers several opportunities for public use and enjoyment. The popularity of the downtown riverwalk, and the corresponding private development that has occurred nearby, attest to the potential benefits that can be derived by creating a publicly accessible and useable riverfront. Improvements to Julian B. Lane Park, new public spaces along the river and a pedestrian/bike trail along the river would create an exceptional amenity for the residents of the neighborhood. In addition to redeveloping the park and open space setting along the river, it is also important to improve the connections (via streetscape, sidewalks, lighting, bike trails, and signage) from the residential areas to the riverfront. This project could include the following, but not limited to:

- Renovating and upgrading Julian B. Lane Park
- Constructing a pedestrian / bike trail along the river
- Creating new parks and open spaces along the river
- Adding public art, lighting and special events
- Creating new access points to the river from adjacent development
- Encourage private sector redevelopment at strategic points
- Opening the waterfront to redevelopment

10.6 The Neighborhoods (Area 6)

There are three long-standing neighborhoods in the West Tampa CRA – *Old West Tampa, North Hyde Park and West Riverfront.* Residents have expressed concerns that increased redevelopment could have negative impacts on existing residential areas (e.g., rising property taxes, lack of affordable housing, too much change, etc.). The redevelopment objective in these areas is to preserve the stability, character and quality of life in the neighborhoods. Investments should be made in the residential areas to support strong, thriving neighborhoods. Such improvements would include infrastructure improvements, streetscape, sidewalks, street resurfacing, bike and pedestrian trails, neighborhood parks and improved access to schools. This project could include the following, but not limited to:

- Infrastructure improvements
- Enhanced streetscape, sidewalks, pedestrian lighting and bike trails
- Building and Property Improvement
- Neighborhood Reinvestment
- Additional parks and open spaces
- New or expanded community facilities and family support services
- Enhanced community policing innovations
- Code enforcement and property clean up
- Provision of affordable housing

10.7 Connections (Area 7)

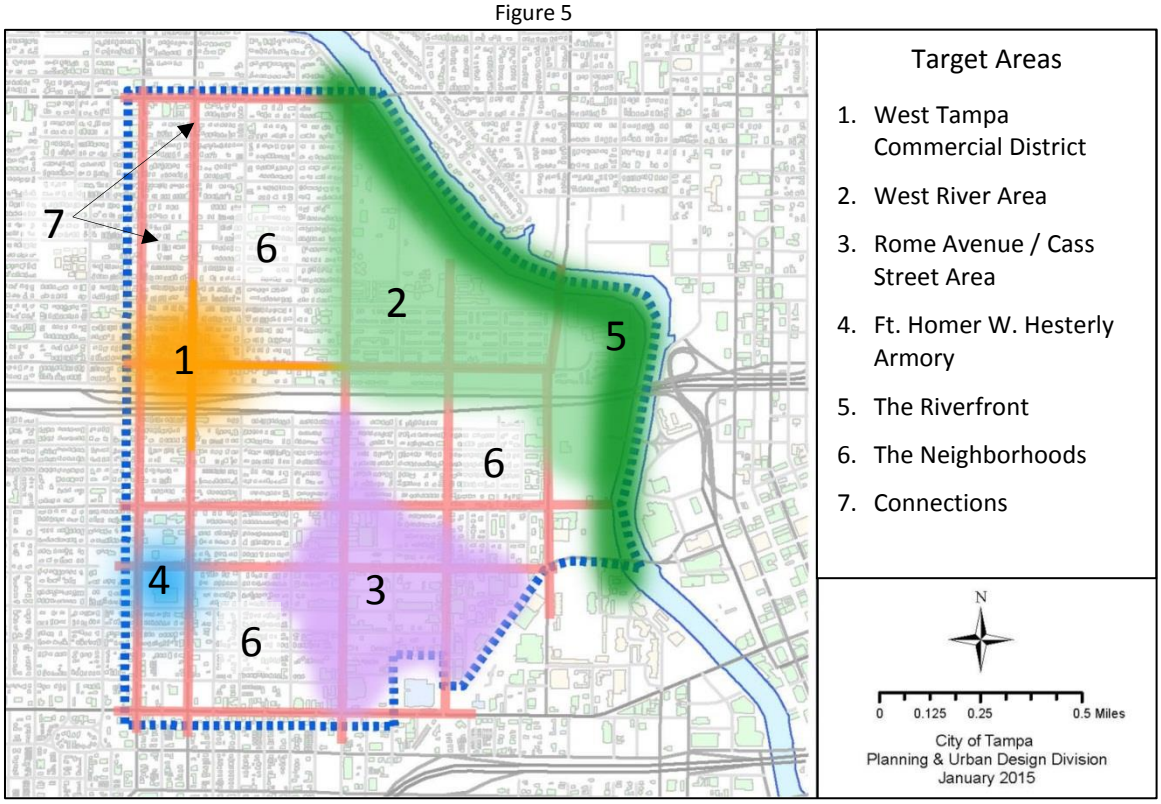
The connections are represented by the major north-south and east-west roadways in the Study Area. The north-south connections include Armenia Avenue, Howard Avenue, Rome Avenue, Willow Street and North Boulevard. The east-west connections include Columbus Drive, Main Street, Cypress Street, Cass Street and Kennedy Boulevard. These connections are vital in moving traffic through the area, providing the framework for new business development in the CRA and connecting the entire West River CRA. This project could include the following, but not limited to:

- Infrastructure improvements
- Street repaving and street repair
- Enhanced streetscape, sidewalks, pedestrian lighting and bike trails
- Encourage private investment and redevelopment along the corridors
- Increased bus service and transit oriented development

10.8 General Project Location

The following map depicts the general location of the potential project areas identified in this section. Specific boundaries are not defined, nor should they be inferred by the map. The Board has final authority in defining the scope and extent of any project areas to be targeted by the Agency for redevelopment.

Figure 5



11.0 Neighborhood Impact Element (163.362(3), F.S.)

11.1 Relocation Impacts

The West Tampa Community Redevelopment Area contains approximately 1,250 public housing and Section 8 housing project based units, vast majority of which, are located north of Cass Street and west of Rome Avenue.

The Florida Department of Transportation acquired Presbyterian Village, a low and moderate income complex containing 140 multi-family units in 2014. The land was identified for acquisition in the 1986 Tampa Interstate Study for future Interstate-275 expansion. FDOT began relocating residents in accordance with the Uniform Relocation Act, or Title 42 Chapter 61 of the Department of Housing and Urban Development regulations. These units will not be replaced.

The Tampa Housing Authority has 661 family public housing units at North Boulevard Homes and 160 senior public housing units at Mary Bethune Towers. In 2014, THA and the City of Tampa presented a plan to redevelop the area west of Rome Avenue and North of I-275 (West River Redevelopment Plan). The plan calls for demolishing the current outdated 821 public housing units and constructing a 1,600 mixed-use, mixed-income residential community. THA has begun relocating current residents in accordance with the Uniform Relocation Act, or Title 42 Chapter 61 of the Department of Housing and Urban Development regulations. Under the Act, residents are entitled to return to the community after reconstruction has been completed. The Housing Authority's redevelopment plan will result in a temporary reduction of low income housing, but that housing will be replaced.

Columbus Court, Tampa Gardens and Oakhurst Apartments (providers of Section 8 housing) were acquired by new private entities in 2013-2014. As market forces change, these sites may transition to a different type of housing mix.

The City of Tampa has housing programs that could be supplemented with tax increment revenues in an effort to provide affordable, quality housing in the West Tampa CRA to address any gaps that may arise out of redevelopment. The City's Consolidated Plan could be a mechanism for monitoring and implementing programs to address affordable housing needs.

It is anticipated that no owner-occupied housing units will be removed for redevelopment in the West Tampa CRA. However, in the event there is a loss of rental-occupied units due to a redevelop actions initiated by the Board, a relocation plan will be prepared in accordance with the Uniform Relocation Act, or Title 42 Chapter 61 of the Department of Housing and Urban Development regulations.

11.2 Traffic Circulation Impacts

While Armenia Avenue, Howard Avenue, Kennedy Boulevard and Cass Street currently operate below LOS "D", the internal road network of the West Tampa CRA has capacity. Future development may require a modification to Rome Avenue to accommodate traffic demands. As documented in the Findings of Necessity Report, there is a need to improve the condition of some streets, provide more sidewalks, improve connectivity, upgrade lighting and provide additional

parking. Additional transit service was also identified as a need.

Improvements to the transportation system will be undertaken both by the private sector and the Community Redevelopment Agency through the use of TIF and other readily available sources of funding, and hopefully by HARTline, for improvement to transit service in the area. These changes will create an improved transportation network, which will allow for easy movement for residents, and improved access for future businesses.

11.3 Environmental Quality Impacts

Environmental quality in the Area will improve in several ways as a result of redevelopment in the area. Visual pollution will be reduced through the redevelopment process, when deteriorated structures are either renovated or replaced with new development, and property maintenance is improved. The addition of pedestrian amenities, public open space, and public landscape will greatly enhance the visual attractiveness of the area; and property with any environmental contamination will undergo appropriate remediation prior to redevelopment, including property in public and private ownership.

11.4 Availability of Community Facilities & Services

The West Tampa CRA includes important park facilities that will be improved. These facilities include the Julian B. Lane Riverfront Park, a 23-acre facility located along the Hillsborough River and a trail running along the River and from Columbus Drive to Bayshore Boulevard. Other parks, spaces and community facilities provided in the interior of the Area and within the West Tampa Commercial District will enhance the viability of these areas. There is also a community desire to retain the little league fields within the West Tampa CRA.

Throughout the life of the CRA Plan, it is expected that TIF and other readily available funds will be utilized to improve existing parks and may fund additional park and public open space facilities that will reflect the historical and cultural heritage of the area, while creating attractive public assets that will be appreciated and utilized by residents from the Area.

11.5 Effect on School Population

The West Tampa CRA is home to four public schools maintained by the School District of Hillsborough County (SDHC) and one charter school (Legacy Preparatory Academy). Because Dunbar Elementary, Stewart Middle and Blake High School are magnet schools, drawing students from across the school district, attendance at these schools is not expected to be impacted significantly as a result of redevelopment. Legacy Preparatory Academy may have some impacts depending on how many students live in the relocated units. Just Elementary is expected to experience a temporary (5-7 years) reduction in students during the relocation and construction of North Boulevard Homes. The Tampa Housing Authority and the Hillsborough County School District will coordinate through the relocation phase to mitigate any adverse impacts that may arise out of the planned relocation.

On an ongoing basis, the School District monitors development permits and planned subdivisions and produces an annual 5-year projection of school attendance for each school. This process can be leveraged to monitor development trends in the CRA to ensure adequate public school

facilities are available throughout the timeframe of the Plan.

12.0 Capital Projects (163.362(4). F.S.)

The Community Redevelopment Agency will evaluate and make specific recommendations to the City regarding a variety of potential capital improvements within the CRA. These projects will be identified in the Strategic Action Plan for the West Tampa CRA (to be completed following the establishment of the trust fund) and incorporated into the City's Five-Year Schedule of Capital Improvements.

Capital projects may include upgrades and/or connections to existing infrastructure and utilities that serve the CRA, new public open space, public parking facilities, pedestrian-oriented improvements such as sidewalks, landscaping, street furniture, signage and surface transportation improvements, including a reorientation of local streets and transit facilities. Such recommendations will be considered in accordance with the vision and goals of the CRA Plan, the needs and recommendations of Area property owners, and actual redevelopment proposals and projects which come about.

No use of tax increment revenues should be approved that will replace funding for projects that are already funded with another revenue source or to pay for existing City debt for City-funded projects in the Area. "Existing debt" is any City encumbrance for any capital projects ongoing, or planned and funded at the date of the approval of this Plan.

The City of Tampa will retain the responsibility of insuring adequate public infrastructure and public safety, and a redevelopment environment conducive to achieving the Policies, Goals and Objectives for the Area articulated within the Tampa Comprehensive Plan. The City will also retain the ability to enter into development agreements with private sector entities to assist in the achievement of those goals and objectives.

13.0 Development Controls

13.1 Implementation and Safeguards (163.362(5),F.S.)

The Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.

The Board is governed by its publicly adopted by-laws in its activities and its administrative polices. The CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of this Plan.

The Community Redevelopment Agency shall complete an annual report on the status and progress of programs and projects. Through its monthly meetings, the Agency shall gather input from property owners, citizens and interested parties regarding redevelopment activities; and discuss strategies relating to local redevelopment issues.

The CRA will carry out the work of redevelopment according to established process consistent with Chapter 163, Part III, Community Redevelopment of the Florida Statures. It is the intent of

the Board to comply with those requirements as established in Chapter 163, Part III, of the Florida Statutes.

13.2 Development Controls (163.362(6), F.S.)

All development and redevelopment within the Area shall be consistent with the adopted comprehensive Plan, all local building and zoning codes, and other applicable regulations. On a case by case basis, the Board shall review and/or provide that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed or leased shall contain restrictions and/or covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of this CRA Plan. Additionally, as development occurs, the City shall update its Comprehensive Plan and/or Land Development Code, as appropriate, to support redevelopment that is consistent with the overall redevelopment plan.

13.3 Replacement Housing and Relocation Assurances (163.362(7), F.S.)

It shall be the policy of the Agency that any persons displaced as a result of redevelopment projects shall be provided services that will ensure they are not unduly inconvenienced by their relocation. In the implementation of this Plan, the Agency will provide fair and equitable treatment to any and all displaced persons; including full opportunity to occupy comparable replacement housing, with regard to cost, location and related aesthetic considerations. The Agency will attempt to minimize the disruptions caused by the relocation, provide maximum choice to those required to relocate, provide whatever ancillary relocation services may be required to those in need of special assistance, such as the elderly or physically challenged, and make a diligent effort to avoid any financial hardship to relocating persons, due to the relocation process. The Agency will observe the same guidelines with businesses and non-profit organizations required to relocate. Relocation assistance will be provided through the City's Division of Housing and Community Development. Such assistance will be provided in a fair, equitable and thorough manner.

If any redevelopment project or program within the CRA Area requires that even one person be involuntarily displaced from a residential unit, the project or program must contain a relocation plan that adheres to all applicable laws. The City Council and the Board must approve the relocation plan in a publicly noticed meeting before any final approval of the project or program.

If any projects or program requiring involuntary relocation involve federal funds, the Board shall make it a condition of CRA participation that all provisions of the Uniform Relocation Assistance and Real Property Acquisition Act are met. This strategy adheres to the requirements of Chapters 163 and 421, Florida Statutes.

13.4 Residential Use Inclusion (163.362(8), F.S.)

In accordance with Section 163.362, F.S. the inclusion of residential uses within the West Tampa Community Redevelopment Area is vital to the success of this Community Redevelopment Plan. There are four major residential areas located within the Area; the Old West Tampa Neighborhood, North Hyde Park Neighborhood, West Riverfront Neighborhood and the West River Area. Reduction of blighted conditions, increased safety and security and the provision of adequate, attractive and affordable housing within these neighborhoods was identified as a key

issue by residents during various public meetings and workshops. The redevelopment plan includes strategies and programs to preserve existing residential areas and increase affordable housing units in response to these community objectives.

14.0 Cost and Timing of Redevelopment

14.1 Cost of Redevelopment

It is anticipated that the direct costs of private sector redevelopment will be borne largely by the private sector, on both public and privately - owned property. However, the commitments to provide new infrastructure already in place by the City of Tampa, State Department of Transportation, Hillsborough County, Hillsborough County School Board and other public sector organizations will be borne by the respective entity.

Furthermore, it is the intent of the Agency, as indicated by the preparation of this Plan and the subsequent CRA designation, to program additional capital improvements as required, and as funding becomes available, from a wide variety of local, state and federal funding sources; including federal and state grants, loans, private funds, City enterprise funds, tax increment finance revenues and City general funds.

14.2 Timing of Redevelopment

The redevelopment of the West Tampa Community Redevelopment Area is anticipated to be complete within a 28 year time period (2015-2043) commencing upon approval of the Plan. Urban redevelopment is more complex and requires the assumption of more risk than conventional new development in suburban areas, and can be more time-consuming.

Such development is also more dependent on economic cycles than more conventional, growth - driven suburban development, and appeals to a smaller potential marketplace. The West Tampa Community Redevelopment Area is positioned well, both geographically and in terms of the emerging urban marketplace, for redevelopment activity, provided the community support described herein is set in place.

15.0 Public Participation

Community meetings were held prior to the preparation of the CRA Plan for the study area. The meetings were held on April 16, and April 30, 2015, coordinated by City of Tampa. Ads announcing the meetings were placed in La Gaceta and the Florida Sentinel Bulletin on April 10 and 24. An ad also ran in the Tampa Tribune Central Tampa edition on April 22. The City issued a press release about the process and meeting dates to its media list. Stories appeared in the, Florida Sentinel, Tampa Tribune and Tampa Bay Business Journal, and signs were posted at key intersections in the West Tampa CRA announcing both meetings. The Tampa Housing Authority staff also distributed information about the meetings to residents of North Boulevard Homes and Mary Bethune Hi-Rise.

The purpose of meeting with the community was to discuss the City's intentions with regard to the establishment of a CRA, the process to be followed, and to solicit input from Area's property owners, tenants and other interested parties. The first meeting was well attended (96 individuals chose to sign the register), with representatives from a diverse range of community stakeholders, including the single

lot residential owners, church ministers, Tampa Housing Authority staff, neighborhood associations, business organizations, business owners and residents of the area. The second meeting was also well attended (100 individuals), with about 1/3 not attending at the first community meeting.