

Sulphur Springs

NEIGHBORHOOD ACTION PLAN

February 2026



WELCOME TO SULPHUR SPRINGS

East Busch Boulevard

I-275

Waters Avenue

Rowlett Park Drive

SULPHUR
SPRING
WATER TOWER

FLORIDA
HERITAGE

WELCOME TO
SULPHUR SPRINGS

Nebraska Avenue

Florida Avenue



Executive Summary

The Sulphur Springs community is located just north of downtown Tampa along the Hillsborough River. Its namesake natural springs once served as a regional attraction and helped establish Sulphur Springs as a vibrant destination within the city. Although settlement in the area began in the 1800s, the community was formally platted in 1911, substantially developed throughout the 1920s, and annexed by the City of Tampa in 1953. In more recent decades, Sulphur Springs has experienced disinvestment and decline relative to surrounding neighborhoods. This Neighborhood Action Plan (Action Plan) identifies implementable strategies and priority projects to support the continued revitalization of this community of approximately 10,000 residents, with a focus on strengthening neighborhood amenities, services, and quality of life in alignment with community aspirations.

The recommendations and projects outlined in this plan were developed through a collaborative and interactive process involving residents, local businesses, property owners, faith-based and community organizations, and multiple City departments and partner agencies. Community guidance shaped the priorities, ensuring the action plan is grounded in lived experience and best practices from successful neighborhood-based planning efforts across the state and the country.

This Action Plan builds upon foundational neighborhood assessment work completed in Phase 1 and incorporates current market conditions to help guide equitable redevelopment and investment opportunities. The plan is organized around four thematic focus areas – economic vitality, community design, promotion, and policy/organization – and provides the structure for moving from shared vision to coordinated implementation. The document includes four main sections:

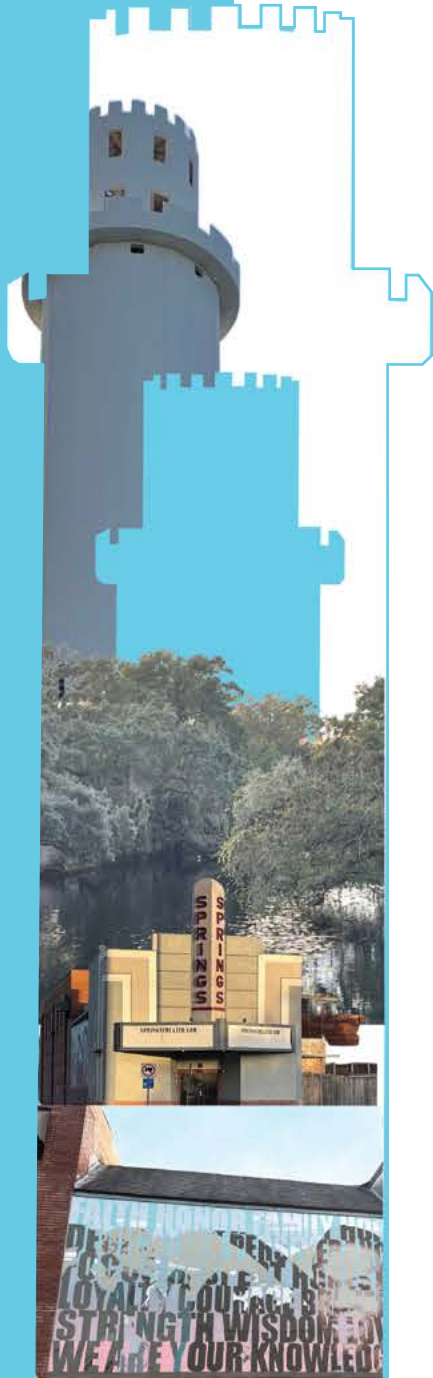
- ▶ Section One summarizes key findings from Phase 1, covering socioeconomic, demographic, housing, land-use, infrastructure, and community engagement. It introduces eight themes that shape

the Action Plan, grouped into four focus areas: economic vitality, community design, promotion, and policy/organization.

- ▶ Section Two summarizes the engagement activities conducted throughout the project and identifies the key priorities expressed by residents. It also outlines a shared vision for Sulphur Springs as a vibrant and thriving community, guided by principles of community-driven change, providing safe and connected places, ensuring economic opportunity and prosperity, fostering resilient natural systems in the neighborhood, and preserving the neighborhood's heritage and historic character.
- ▶ Section Three Playbook: Top Ten Actions provides a blueprint for the City of Tampa to pursue to support successful implementation and advance these key action areas. It outlines important steps, key metrics, and supporting case studies, categorized by the guiding principles described in Section Two.
- ▶ Section Four outlines Community-Led Actions developed in response to resident-identified priorities and presents a resident-driven framework to guide Sulphur Springs' future in alignment with the community's aspirations and values.

Together, the Playbook Top Ten Actions and Other Recommendations reinforce a community-driven path forward and establish the framework for moving into the next stage of work.

The full details of the planning process – including all mapping, analyses, and resulting outcomes – are provided in the separate Appendix.



Acknowledgements

The Sulphur Springs Neighborhood Action Plan begins with an acknowledgment of the ongoing challenges that have shaped this community.

Over time, Sulphur Springs has faced a range of social and economic challenges shaped by broader structural forces and past policy decisions. Like many historically marginalized neighborhoods, it has not always received the level of investment or attention needed to support long-term stability and growth. These conditions have contributed to disparities in infrastructure, housing, public health, safety, and economic opportunity challenges that continue to impact residents today.

We recognize that these conditions did not arise overnight, and they will not be undone quickly. Addressing them requires time, trust, transparency, and a shared commitment to long-term, community-led change. This Action Plan responds directly to the voices of the community, prioritizes safety and access, creates economic opportunities, protects the environment, and honors the area's rich history and culture.

It is both a roadmap and a call to action to bring together neighbors, community organizations, and government agencies in a shared mission: to build a safer, more equitable, and more vibrant Sulphur Springs.

Through inclusive engagement and authentic collaboration, this plan seeks to:

- ▶ Foster trust between the community and institutions,
- ▶ Support investment strategies,
- ▶ Strengthen local leadership and partnerships, and
- ▶ Center the lived experiences and voices of Sulphur Springs residents in shaping the neighborhood's future.

This is more than an action plan. It is a commitment to honoring the past, addressing present needs, and co-creating a just and thriving future for the Sulphur Springs neighborhood.

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Special thanks to the staff at the Sulphur Springs K-8 Community School, the Sulphur Springs Action League, Community Stepping Stones, the Sulphur Springs Neighborhood of Promise, the Sulphur Springs Resource Center, the George A. Bartholomew North Tampa Community Center, community partners, and the Sulphur Springs community who have shared their time with us. Your unwavering commitment to the revitalization of Sulphur Springs has generated a creative and implementable Action Plan.

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Aerial view of the Sulphur Springs K-8 School



Sulphur Springs Pool

S.1 Phase 1 Data Assessment Overview



Project Brief

Project Overview and Purpose

Prepare the Sulphur Springs Neighborhood Action Plan with community and stakeholder collaboration and provide implementation recommendations for the overall improvement of the neighborhood.

Targeted Outcomes

A guiding document that directs actions, projects, investments, and policies aimed at achieving the outlined goals and services as both a roadmap and a reference for decision-making, ensuring that efforts are aligned.

- ▶ **Actionable Strategies**
- ▶ **Funding and Budget**
- ▶ **Coordination and Partnerships**

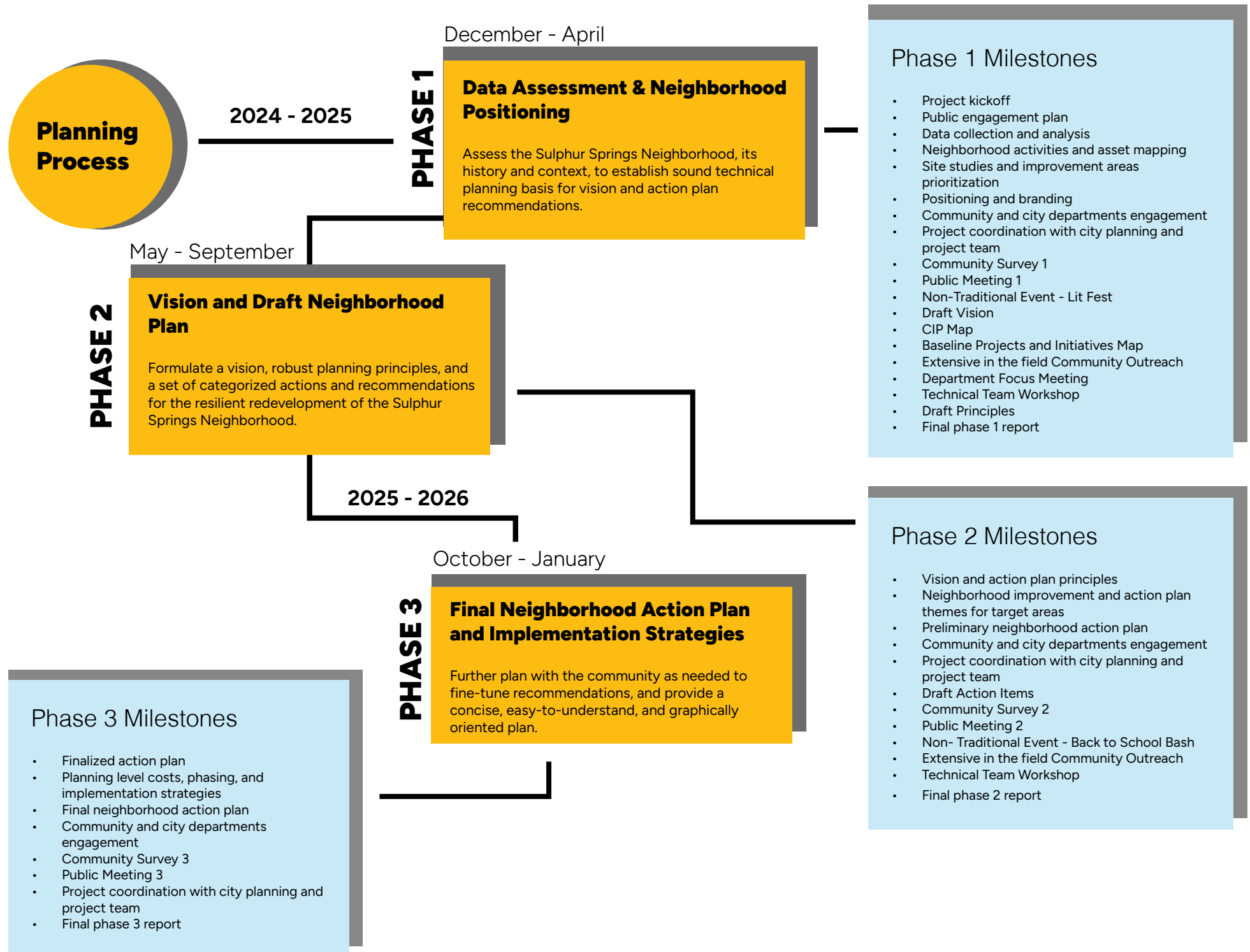
Project Process

The project is being undertaken in **three phases over 14 months** in collaboration with the community and stakeholders.

- ▶ **Phase 1:** Data Assessment and Neighborhood Planning
- ▶ **Phase 2:** Vision and Draft Neighborhood Plan
- ▶ **Phase 3:** Final Neighborhood Action Plan and Implementation Strategies



Second Public Meeting



Sulphur Springs

NEIGHBORHOOD ACTION PLAN

Phase 1: Data Assessment and Neighborhood Positioning

May 2025



PHASE 1 DATA ASSESSMENT OVERVIEW

predominantly African American (56%), with 26% Hispanic or Latino, 9% White, 7% Two or More Races, and 2% Some Other Race. The median age is 36, with a relatively even gender distribution.

Despite its central location, Sulphur Springs faces significant economic challenges. The median household income (\$55,988) is significantly lower than the City of Tampa (\$71,302) and Hillsborough County (\$75,011), and approximately 25% of families live below the poverty line. Housing affordability is a critical concern: 41% of renters are cost-burdened, and homeownership remains low at 38%.

Much of the neighborhood's housing stock dates to the 1960s and is aging, with elevated vacancy rates and limited housing diversity. These conditions underscore the need for strategic reinvestment, rehabilitation, and preservation of affordable housing.

Employment in Sulphur Springs is heavily concentrated in service-sector industries, characterized by low wages and job instability. Access to higher-paying employment is limited, and transit constraints further compound these challenges.

Physical Environment, Land Use, and Infrastructure

The physical character of Sulphur Springs reflects both its historic roots and its current challenges. Once a lively resort and residential destination, anchored by its mineral springs and the iconic Sulphur Springs Water Tower, the neighborhood has suffered decades of disinvestment, leaving much of its built environment underused or in disrepair.

Land use across the area is primarily residential, with single-family zoning dominating the landscape. However, commercial corridors such as North Nebraska Avenue and North Florida Avenue, originally central to the neighborhood's economic

Summary of Phase 1 Studies & Assessments

The Phase 1 report of the Sulphur Springs Neighborhood Action Plan presents a comprehensive evaluation of the neighborhood's existing conditions. It draws from demographic and economic data, land use and infrastructure analysis, historical research, and extensive community engagement to inform a path forward for community-centered revitalization. The report serves as the foundation for the following phases, which focuses on implementing strategic

investments, policy changes, and partnerships aligned with community priorities.

Social and Economic Conditions

Social and economic analysis highlights Sulphur Springs as a compact and diverse neighborhood of 9,119 residents, located just north of downtown Tampa. The community is

activity, remain underdeveloped and in need of revitalization. These corridors offer strong potential for small-business growth, community-serving retail, and mixed-use infill development.

Busier neighborhood roads, such as East Waters Avenue, offer potential for growth of compatible, neighborhood-serving commercial uses – like cafes, markets, and boutiques – to expand the provision of goods and services throughout the neighborhood while minimizing impacts on the predominantly residential character of Sulphur Springs.

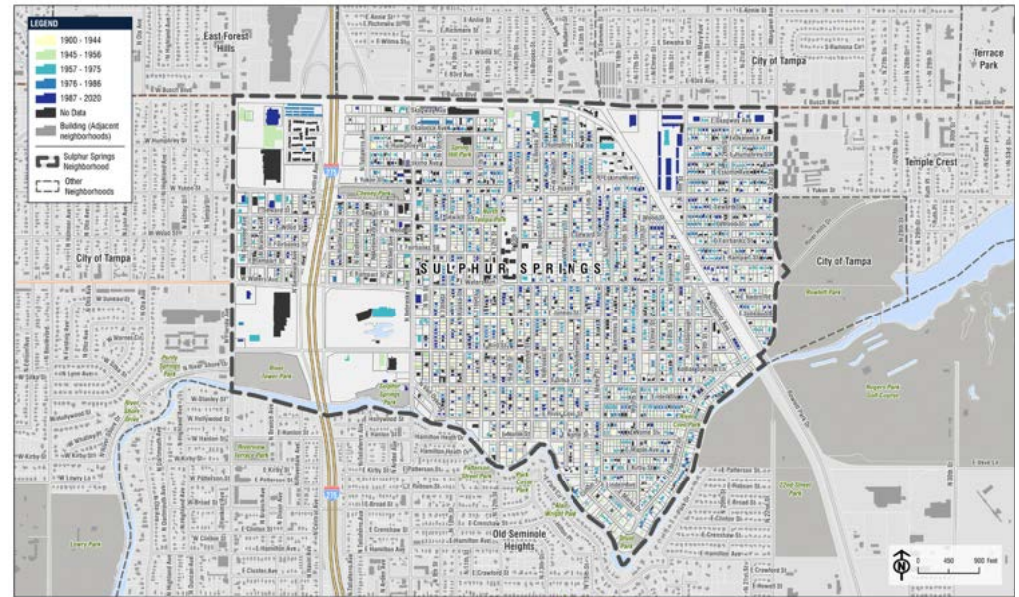
Scattered vacant lots within residential areas present opportunities for new housing, green space, and neighborhood amenities. Infrastructure challenges such as discontinuous sidewalks, limited pedestrian and bicycle facilities, and street design frequently lack safety features. While public transit is available, residents, particularly those without vehicles, face barriers related to service reliability, connectivity, and bus stop amenities. Drainage issues increase vulnerability to flooding, while underutilized natural assets, such as existing wetlands and the Hillsborough River, face water-quality concerns, shoreline degradation, and limited public access.

Community Engagement Insights

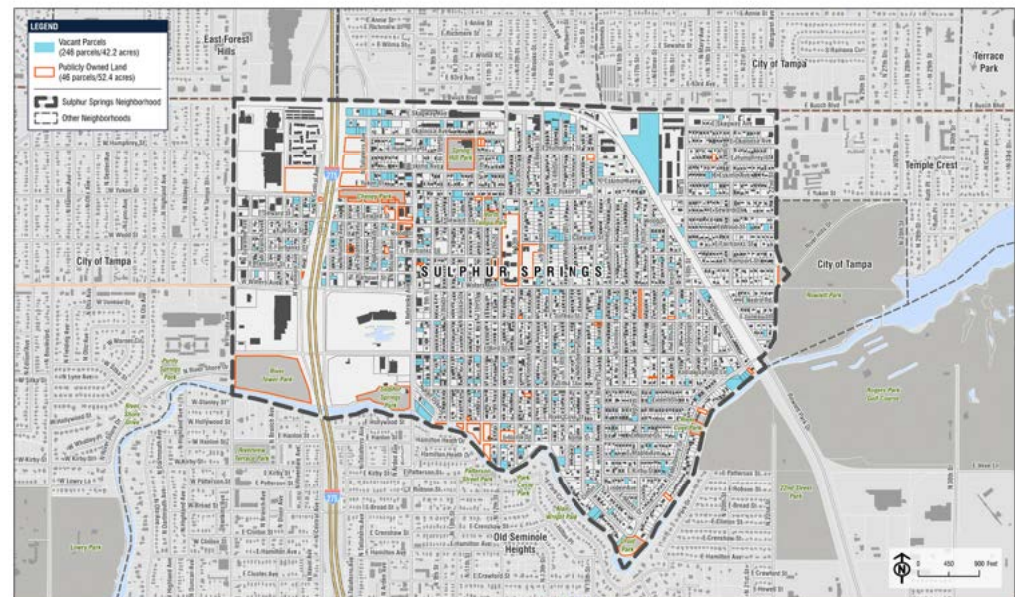
Community engagement consistently highlighted priorities including youth programming, workforce development, neighborhood beautification, public safety, and improved access to affordable food, housing, and services. Residents emphasized the importance of park upgrades, safer public spaces, environmental stewardship, and preservation of cultural and historic identity. A strong theme emerged around ensuring that revitalization efforts are community-oriented and designed to prevent displacement while improving quality of life.

Draft Vision and Opportunities

The draft vision envisions Sulphur Springs as a welcoming, resilient neighborhood where history and progress come together to support a thriving community. Guiding principles focus on inclusivity, environmental resilience, cultural preservation, economic opportunity, and accessible mobility. Phase 1 identifies more than 20 planned and ongoing initiatives aimed at stabilizing existing conditions while laying the groundwork for equitable, community-driven redevelopment in the following phases.



Building Ages Map



Public and Vacant Land Parcels Map

Four Focus Areas



Why Four Focus Areas?

Community members have emphasized the need for improvements in Sulphur Springs to create lasting change. This plan's four focus areas offer a clear, coordinated roadmap for turning those aspirations into tangible projects that will bring the Sulphur Springs Neighborhood Action Plan to life.

- ▶ The Economic Vitality focus area addresses the need for sustainable jobs, small business growth, and wealth-building opportunities that empower residents and attract investment.
- ▶ The Community Design focus area responds directly to residents' calls for a more inviting, walkable, and culturally rich public realm by identifying opportunities for beautification and revitalization efforts.
- ▶ The Promotion focus area identifies opportunities to create a community brand, amplify community assets, cultivate pride, visibility, and showcase the community's unique characteristics.
- ▶ The Policy & Organization focus area addresses the formal and informal systems that underpin sustainable revitalization. This includes building partnerships, fostering community involvement, securing resources, and strengthening leadership and advocacy within the community.

Each focus area serves as both a lens and a framework for action, providing a structure to organize the neighborhood's diverse priorities into clear and manageable actions. This allows the community, City staff, and partners to coordinate efforts, align resources, and guide investment more effectively across multiple fronts.

S.2

Vision, Themes, & Community Engagement



Project Website

1



Monthly Newsletters



Phases

3



Community Events

7



Online Surveys

3



City Council Update Presentation



Public Meetings

5



Site Visits

30+



Technical Team Working Group Meetings

5



Department Focus Meetings

3



Organization/ Agency Interviews

30+



One-on-One Conversations

400+



Listening Circles

9



Engagement Activities

200+



Community and Stakeholder Engagement

Official Engagements

The following avenues of engagement briefly outline the participation, involvement, and collaborative outreach undertaken during the project.

Community Survey 1 – Ideas Gathering

With 167 responses, the survey revealed both frustrations and aspirations that residents feel. These included but were not limited to: restoring the pool, addressing safety concerns, aging infrastructure, flooding, creating more economic opportunities, and neighborhood enhancements.

Public Meeting 1 – Introduction and Ideas Gathering

Held at the George Bartholomew Center, this open-house meeting welcomed around 80 attendees of diverse ages and backgrounds. It allowed residents to voice their ideas and concerns. Attendees rotated through interactive stations with maps, visuals, and guided discussions including but not limited to: safety and quality of life, infrastructure and road safety, community amenities, economic opportunities, community-driven redevelopment.

Non-Traditional Event 1 – Lit Fest

The project team set up a booth to get feedback on the Neighborhood Action Plan at the 3rd Annual Literature Block Party at the Sulphur Springs Resource Center. The festival created an inviting space for families and neighbors to connect, support local creativity, and share ideas for the neighborhood's future. An estimated 80+ people visited the project booth, where we engaged with kids, adults, and the active older community, ensuring we captured a broad, diverse range of feedback. Key concerns raised mirrored those of the public meeting: neighborhood safety and crime prevention, reviving the Sulphur Springs Pool, tackling littering and improving appearance, and fostering pride and ownership in Sulphur Springs' future.

For more detailed summaries of the various community and stakeholder engagements, please refer to the Appendix.

Non-Traditional Event 2 – Back to School Bash

The project team engaged residents at the Back-to-School Bash at Sulphur Springs K-8 Community School to gather feedback for the Neighborhood Action Plan. More than 100 community members participated, generating 263 responses. Engagement activities included a Neighborhood Charrette Map for place-based discussions and a "Themes We Heard" station where participants identified priority issues. Key concerns centered on safety along North Nebraska Avenue, housing affordability, aging infrastructure and flooding, crime and vacant properties, and the need for clean, safe public spaces. Residents also emphasized the importance of workforce development and youth programming to support long-term stability and neighborhood well-being.

Public Meeting 2 – Vision and Draft Neighborhood Action Plan

The second public meeting was held at the Sulphur Springs K-8 Community School. The meeting gathered feedback to refine the draft Sulphur Springs Neighborhood Action Plan, generating 117 responses. Engagement activities included a welcome table, a Phase 1 project progress presentation, and interactive stations to support community input on draft strategies, draft vision, guiding principles, and focus areas. Feedback included but was not limited to: supporting North Nebraska Avenue improvements, park and riverfront enhancements, local job training, neighborhood beautification, and policies that strengthen affordability and accountability. Priorities included, but were not limited to: safe and connected streets, housing affordability, economic opportunity, youth engagement, and preserving Sulphur Springs' historic and cultural identity. Key concerns included illegal dumping, absentee landlords, vacant properties, and neighborhood safety.



Community Survey 2 – Action Plan Themes

With 176 responses, the survey highlighted strong support for addressing vacant and neglected properties; improving safety and economic activity on North Nebraska Avenue; better infrastructure, affordable and stable housing, improved neighborhood aesthetics, restored recreational assets; and policies that balance redevelopment with protections against displacement. Across all topics, residents stressed the importance of City follow-through, meaningful resident involvement, and clear communication, underscoring a desire for both immediate action and long-term collaboration to achieve lasting neighborhood change.

Community Survey 3 – Draft Final Action Plan

With 111 responses, the survey reinforced alignment with the priorities identified in Surveys #1 and #2 and provided clear guidance on defined roles, expectations, and responsibilities. The feedback underscored that progress will require collaboration between the City and the community, with visible City action supported by empowered community leadership, rather than placing responsibility solely on residents.

Public Meeting 3 – Draft Final Action Plan

The final public meeting was held at the George Bartholomew Center in an open-house format and provided residents with an opportunity to share final feedback on the draft City- and community-led actions. The meeting was attended by approximately 30 participants representing diverse ages and backgrounds. Many were familiar faces from the first public meeting, with a couple of new community members informed about the project through the promotion, survey, and news coverage. Engagement activities included a project progress presentation and Q&A session, followed by interactive stations organized by action areas and action items. Each station featured prompt questions to encourage reflection and discussion, and written comment cards to document final comments and concerns. Feedback emphasized the importance of continued collaboration among organizations, community partners, and the City to address neighborhood needs. Residents highlighted the value of incentivizing public-private partnerships with individuals and businesses already rooted in the community, the need for improved multimodal safety and connectivity, and the importance of shared responsibility in protecting and maintaining the neighborhood's environment.



Unofficial Engagements

Stakeholder Interviews and Meetings

Through 28 formal interviews with agencies like Florida Department of Transportation, Plan Hillsborough, Tampa Housing Authority, Hillsborough County Public Schools, Hillsborough Transit Authority, and Southwest Florida Water Management District, the team mapped current plans, gaps, and partnership opportunities. The central goal of these agency meetings was to develop a clear understanding of the initiatives, plans, and resources that have been deployed or planned for Sulphur Springs. The project team identified opportunities for alignment, explored agency capacity and interest, and better understood the feasibility of interventions in both the near and long term.

Engagement with Community Stakeholders

Over 400 one-on-one conversations through canvassing and outreach provided invaluable insights into the lived experiences, challenges, and hopes of the Sulphur Springs community, while also offering critical context about the systems and structures that shape neighborhood outcomes. Some emerging themes included, but were not limited to: youth programming, food access, housing affordability, displacement fears, traffic safety, and recreation access.

City Department Focus Meetings

Three departmental focus meetings with Neighborhood & Community Affairs, Mobility & Infrastructure, and Development & Economic Opportunity highlighted existing efforts and challenges affecting Sulphur Springs. Some key takeaways included, but were not limited to: the need for coordinated, cross-departmental implementation to address longstanding infrastructure, service, and redevelopment challenges in Sulphur Springs; maintaining and enhancing public assets such as parks, community centers, and public spaces while improving safety, access, and connectivity; strategic redevelopment of key corridors and catalytic sites, addressing food access, supporting small businesses and entrepreneurship, and engaging the community as projects move into design and implementation phases.

Technical Team Workshops

Five workshops united City staff from various departments and consultants to review community feedback, clarify departmental roles, and explore technical implementation. The project team collaborated with City staff to compile a Sulphur Springs Resource Sheet, cataloging existing City programs and services relevant to neighborhood residents. The technical team toured the community with the Southwest Florida Water Management District (SWFWMD). The tour allowed City staff and project team members to contextualize the historical and current challenges related to drainage, contamination, and restoration potential of Sulphur Springs. Through these workshops, the project team established direct communication channels with City staff across multiple departments.



Community Vision

The vision statement for Sulphur Springs was developed from months of close collaboration among the City of Tampa, stakeholders, and the community. It reflects a collective desire to both honor the legacy of the area and lay the groundwork for a more resilient future that improves the quality of life for all.

Building on this collaborative foundation, the vision directly responds to residents' calls for a safer, more connected community where people feel a strong sense of belonging and pride. It emphasizes resilience and acknowledges long-standing challenges such as aging infrastructure, recurrent flooding, and economic disinvestment, while also recognizing the capacity of the community to adapt and grow through targeted improvements and strategic partnerships.

In doing so, the vision balances preservation with progress, it affirms the importance of Sulphur Springs' rich past and cultural history as a once-thriving residential and recreational destination. Simultaneously, residents expressed a desire for progress: expanded housing choices, improved commercial activity, and more youth and senior-focused programs. The vision supports growth rooted in cultural respect, ensuring that revitalization enhances, not replaces, the neighborhood's character with a broader value system centered on economic inclusion, environmental stewardship, and access to amenities like food, transit, education, and green space.

Together, these priorities promote a holistic and sustainable approach to community development. The vision positions Sulphur Springs as a model for community-driven revitalization, offering a framework that can inform similar efforts across the City, ensuring that transformation happens with the people it impacts, not simply for them.

Vision Statement:

Sulphur Springs is a welcoming, resilient neighborhood where history and progress blend to create a vibrant, thriving community. With a focus on sustainability, connectivity, and opportunity for all, Sulphur Springs will serve as a model of community-driven revitalization, improving the lives of its residents while celebrating its rich heritage.



Principles



Safe & Connected Places

Design the neighborhood with an emphasis on improving mobility options, including walking, biking, and public transportation, to strengthen connections within and outside the neighborhood.



Resilient Nature & Neighborhood

Incorporate environmentally sustainable practices in all new developments and infrastructure projects, emphasizing green space, stormwater management, and energy efficiency to protect the neighborhood's natural resources, reduce climate risks, and ensure long-term environmental and community health.



Community-Driven Change

Ensure that all revitalization efforts prioritize the needs of existing residents by addressing community needs across all stages of life, from preschoolers to retired seniors, while actively preventing displacement and promoting belonging. Achieving this means fostering meaningful community engagement in decision-making to ensure that future developments align with current residents' and business owners' voices, needs, and priorities.



Economic Opportunities & Prosperity

Create pathways for residents to thrive, build long-term stability, and wealth within the neighborhood. This is achieved by supporting local businesses, attracting quality jobs, and ensuring that economic growth benefits the existing community, particularly those who have been impacted by the historical disinvestment in Sulphur Springs.



Heritage & Historic Character

Respect the neighborhood's historical assets, balancing new development with efforts to preserve and celebrate the community's unique cultural heritage.

S.3
Playbook:
Top Ten
Actions



HEAR OUR VOICE
&
PRODIGY ALICE

Introduction and Overview

Through Phase I engagement, residents voiced not only their concerns but also their hopes for what the community can be. The community's feedback revealed needs for housing stability, safety, streetscape and recreational improvements, beautification, a brand for their neighborhood identity, and access to the amenities every family deserves. These needs form the foundation of this plan. The City of Tampa honors the legacy and potential of Sulphur Springs and has listened closely to residents in shaping this vision. This plan reflects a shared desire to align resources, streamline efforts, and work together – community and city – toward revitalizing Sulphur Springs.

One of the most powerful symbols of that commitment is the Sulphur Springs Pool. For more than a generation, it has been more than a place to swim; it's a community landmark, a gathering place, and a living piece of the neighborhood's cultural identity. Over time, however, years of wear and infrastructure challenges have left the pool in need of significant repair. The City has already begun taking action by funding improvements to restore the pool's functionality and safety. Because this project is currently underway, it is not reflected in the action recommendations that follow. Still, its restoration represents a huge first step toward reclaiming the neighborhood's most beloved public space. In the same spirit, residents have voiced their desire for the remediation of the natural springs that gave Sulphur Springs its name. While the extreme complexity and cost of restoring the natural systems that feed into the Sulphur Springs from across the City make it a difficult-to-tackle issue, it remains an important long-term priority to reconnect the community to its natural heritage and strengthen the neighborhood's environmental identity.

The Playbook that follows builds on the momentum of current efforts and feedback gathered as part of the development of the Neighborhood Action Plan.

It translates the community's priorities into clear, actionable steps designed to move Sulphur Springs forward. The Top Ten Action Areas represent the most critical, high-impact initiatives that emerged from engagement and include projects that can generate visible results, build trust, and catalyze investment. The Action Areas that follow translate this framework into tangible strategies, partnerships, and investments, ensuring that every step is driven by collective purpose from the Sulphur Springs Community and the City of Tampa.

Playbook: Top Ten Action Areas

- | | |
|-------------------------------|-------------------------------------|
| 1. Advisory Council | 6. Safety & Connectivity |
| 2. Strategic Partnerships | 7. Economic & Workforce Development |
| 3. Homeownership & Housing | 8. Parks & River Access |
| 4. Target Redevelopment Sites | 9. Enhance Neighborhood Character |
| 5. Access To Fresh Food | 10. Community Safety |

How to Read the Action Area Profile

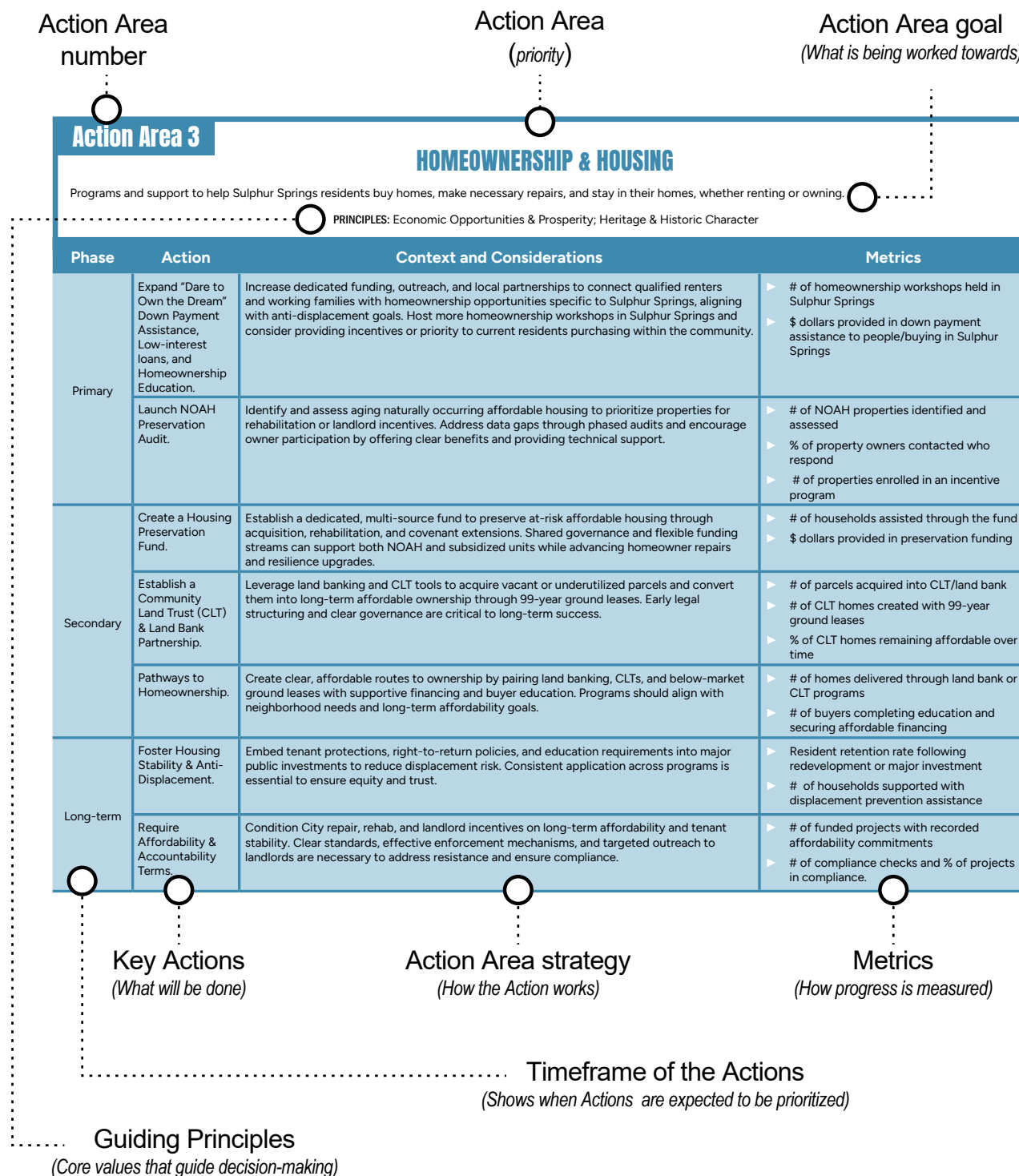
The Action Area Profiles are focused, theme-based road maps that translate community priorities into concrete steps categorized by the guiding principles. The profiles are a way to understand at a glance what an action is, what steps are needed to implement it, and how to measure the progress and success of implementation. Each profile breaks down a neighborhood initiative into clear, comparable elements so Sulphur Springs stakeholders – from residents to City staff – can track progress, compare, prioritize, align resources, and execute actions with transparency and purpose.

Why This Matters

Moving from ideas to impact requires clarity. By standardizing every initiative into the same set of fields, we ensure that:

- ▶ Community priorities stay front and center
- ▶ Staff and funding are allocated efficiently
- ▶ Timelines are realistic and coordinated
- ▶ Communication is active and transparent
- ▶ Outcomes can be measured and celebrated

Field	What It Shows
Phase	The prioritization of Actions, grouped into Primary, Secondary, and Long-term timeframes.
Action	A concise name for the project or program
Context and Considerations	The implementation strategy
Metrics	Data that will measure the progress and success of an action



Supporting
case study**CASE STUDY: EXPANDING
FRESH FOOD ACCESS
THROUGH FLORIDA-BASED
PARTNERSHIPS AND
INNOVATION**

Florida cities are at the forefront of creative approaches to food insecurity and neighborhood reinvestment – using mobile markets, urban agriculture, and education hubs to close the food access gap. The Food Retail Expansion Research (2025)¹ identifies these models as key precedents to inform a Tampa framework that combines mobility, local food production, financial tools, and place-based revitalization in historically underserved communities such as Sulphur Springs and East Tampa.

The following case studies demonstrate how Florida-led innovation, public-private collaboration, and mission-based investment can revitalize food ecosystems while driving economic opportunity and health equity.

Central Florida – Fresh Stop Mobile Market Bus (HEBNI Nutrition Consultants, Inc.)¹

The Fresh Stop Mobile Market, operated by the nonprofit HEBNI Nutrition Consultants, Inc., brings affordable, fresh produce directly into food desert neighborhoods across Orange, Seminole, and Osceola counties. Funded through a mix of local grants, USDA support, and hospital partnerships, the initiative converts a city bus into a mobile grocery store equipped with refrigeration, SNAP processing, and nutrition education.



4Roots Regenerative Farm Campus Orlando, Florida

Key Outcomes:

- ▶ Reaches over 30 underserved sites monthly, including schools, senior centers, and community health clinics.
- ▶ Accepts SNAP/EBT and Fresh Access Bucks, doubling purchasing power for low-income residents.
- ▶ Incorporates nutrition education and recipe demonstrations tailored to chronic disease prevention.

Takeaway for Tampa:

A Fresh Stop-style mobile food bus could complement brick-and-mortar grocery efforts by reaching high-need neighborhoods during redevelopment phases, particularly along Nebraska Avenue and east of I-275. It could operate under a City–nonprofit partnership, supported by local grocers, hospital systems, and Hillsborough County Health Department.

Orlando, FL – 4Roots Farm Campus²

Founded by restaurateur John Rivers (4 Rivers Smokehouse), the 4Roots Farm Campus in Orlando's Packing District is redefining urban agriculture. The 18-acre campus integrates food production, education, and research, connecting farmers, chefs, educators, and students to build a sustainable regional food system.

Key Outcomes:

- ▶ Partnership with UF/IFAS Extension to train next-generation growers.
- ▶ On-site hydroponics and regenerative agriculture models supplying local schools and restaurants.
- ▶ Education center and test kitchen offering workshops for students and entrepreneurs.
- ▶ Anchored by corporate and foundation sponsorships (AdventHealth, Dr. Phillips Charities).

²<https://4rootsfarm.org/>

Image
source**Takeaway for Tampa:**

Sulphur Springs or East Tampa could establish a smaller-scale “4Roots Satellite” Food Education Hub, integrating youth training, hydroponic gardens, and small business incubation under a public-private partnership.

Tampa Bay – Local Context and Opportunity

Tampa's food landscape features isolated grocery investments but lacks an integrated system combining retail, mobile access, education, and financing. Building from the Food Retail Expansion Research (2025) and models like HEBNI and 4Roots, Tampa can create a Fresh Food Ecosystem Strategy rooted in community partnership and resilience.

National Precedents

- ▶ Oasis Fresh Market (Tulsa, OK) – \$6.1M full-service grocery launched with CDBG and philanthropic match; offers health and rental support onsite¹.
- ▶ Circle Food Store (New Orleans, LA) – Historic Black-owned grocer revived through the Fresh Food Retailer Initiative and NMTCs².
- ▶ Brown's ShopRite (Philadelphia, PA) – Multi-site urban grocery model integrating workforce and community engagement³.

Other Recommended Cases

- ▶ HOPE Enterprise Corp – Fresh Food Retailer Initiative, New Orleans
- ▶ Reinvestment Fund – Healthy Food Financing Initiative
- ▶ NMTC Coalition – Brown's Super Stores Case Study

Together, these precedents show that integrated funding models, social entrepreneurship, and institutional alignment drive sustainable success.

Impact Vision

By aligning local innovation (4Roots), mobile access (HEBNI), and national grocery models (Oasis, Brown's, Circle), Tampa can pioneer a Fresh Food Expansion Network that delivers health, resilience, and economic vitality across historically underserved communities – redefining food access as both an equity and sustainability strategy.

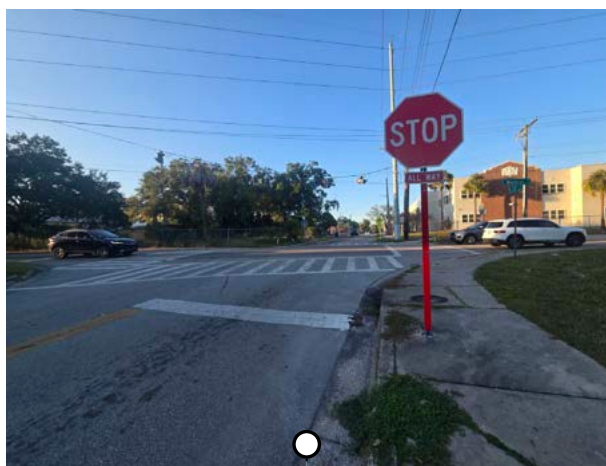
¹<https://www.oasisfreshmarkets.net/>
²<https://www.circlefoodmarket.com/>
³https://www.shoprite.com/gm/pickup/rsid/3000/brown-family?srsltid=AfmBOor_rvpP_2sJUFBP2gzb6LGyHNg-773vCLo1QJEEkysZNY2m



4Roots Farm Orlando, Florida



4Roots Farm Orlando, Florida



*Supporting
image



*Supporting
diagram



*Supporting
concept

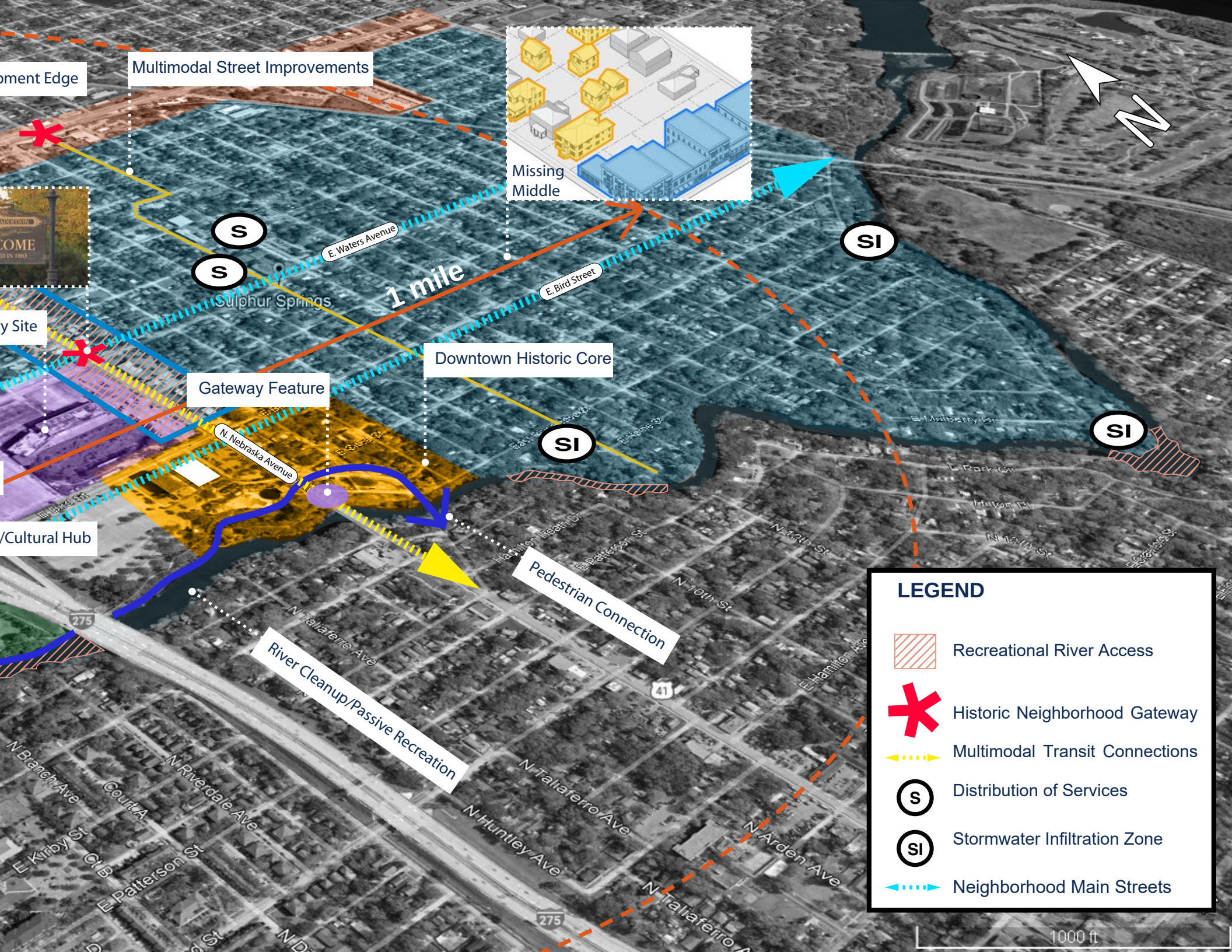
* Not every Action Area will feature a supporting image, diagram, or rendering.

The Sulphur Springs Neighborhood Action Plan establishes a coordinated roadmap for community-driven revitalization grounded in collaboration, equity, and shared responsibility. The plan organizes its recommendations into 10 Playbook Action Areas and nine community-led initiatives that collectively support neighborhood identity, safety, resilience, and opportunity. These actions include establishing a Community-Led Advisory Council, expanding affordable homeownership, improving safety and connectivity along key corridors such as Nebraska Avenue, 12th Street, and Busch Boulevard, and enhancing park and river access at River Tower Park. The plan also prioritizes strengthening food security and supporting local economic vitality.

The Playbook Action Areas outline investments in infrastructure, mobility, and climate resilience that will work in tandem with community-led efforts in arts, culture, entrepreneurship, and neighborhood beautification. Together, these commitments form a unified framework in which residents and the City of Tampa co-lead a sustainable and inclusive revitalization, one that honors Sulphur Springs' history while shaping a thriving future.

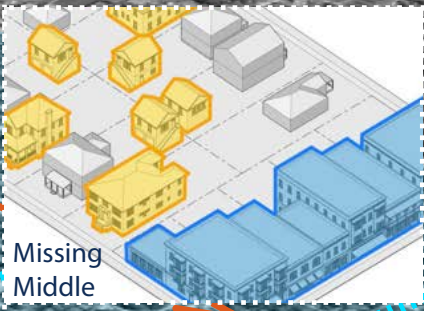


Illustrative Diagram of Playbook Action Concepts



oment Edge

Multimodal Street Improvements



Missing Middle



y Site

/Cultural Hub

S

S

Sulphur Springs

E. Waters Avenue

1 mile

E. Bird Street

Downtown Historic Core

Gateway Feature

N. Nebraska Avenue

SI

Pedestrian Connection

River Cleanup/Passive Recreation

SI

SI

LEGEND



Recreational River Access



Historic Neighborhood Gateway



Multimodal Transit Connections



Distribution of Services



Stormwater Infiltration Zone



Neighborhood Main Streets

1000 ft

Action Area 1

ADVISORY COUNCIL

A community-led group that meets regularly to make decisions, organize around key issues, and advocate for the needs of the neighborhood. This group will work to organize and empower community voices, including the creation of subcommittees on key areas such as safety, beautification, and food access.

PRINCIPLES: Community-Driven Change

Phase	Action	Context and Considerations	Potential Metrics
Primary	Form Sulphur Springs & City of Tampa Working Group.	Establish a joint working group to create early alignment, trust, and shared ownership between residents and the City. Initial outreach should prioritize relationship-building, clear purpose, and visible early wins to overcome low participation and skepticism about impact. The working group should build on the existing connections of the various organizations and groups operating in Sulphur Springs, ultimately creating synergy and progress through combined efforts.	▶ # of active members ▶ # of meetings held per quarter ▶ % of members representing residents, businesses, youth, etc.
	Define Roles & Charter.	Develop a clear charter that outlines responsibilities, decision-making boundaries, and advisory authority to minimize confusion and manage expectations effectively. Plain-language guidance is essential to distinguish between community input and formal City actions.	▶ # of roles/responsibilities clearly defined
Secondary	Conduct Orientation Workshops.	Provide accessible and repeatable training sessions to establish a solid foundation in planning, development, and civic processes. Workshops should be flexible, recorded when possible, and designed to accommodate varying schedules and capacities.	▶ # of orientation sessions held per year ▶ Total participants and average attendance per session
	Pilot Development Review Process.	Test a simplified, community-informed development review process to build confidence and practical skills. Technical support, clear review criteria, and staff facilitation are critical to ensure feedback is constructive and actionable.	▶ # of projects reviewed by Advisory Council annually ▶ % of reviewed projects incorporating Council recommendation
	Form Resident-Led Action Clusters & Sub-Committees.	Allow neighbors to organize around their most important issues rather than relying on pre-defined committees. This flexible, community-led approach centers resident voices, adapts to evolving priorities, and connects inclusive action clusters through a shared coordination structure to support alignment and collaboration.	▶ # of residents participating in action clusters ▶ # of active clusters sustained over time ▶ Frequency of coordination and joint actions across clusters and achievements
Long-term	Institutionalize Council Feedback Loop.	Formalize a consistent process for sharing community input with City leadership to maintain momentum and accountability. Clear leadership roles, thorough documentation, and effective succession planning are crucial for mitigating turnover and maintaining focus.	▶ Frequency of formal reports to City ▶ # of Advisory Council recommendations tracked by City ▶ % of recommendations receiving formal response or action
	Evaluate and Scale Model.	Establish clear, achievable metrics and simple data collection methods early to track progress and inform scaling. Evaluation should strike a balance between quantitative measures and qualitative insights to accurately reflect community impact.	▶ Annual "Advisory Council Scorecard" published ▶ # of performance indicators tracked (e.g., meetings, projects, outcomes)

CASE STUDY: TAMPA HEIGHTS CIVIC ASSOCIATION

Success, defined as the neighborhood's growing ability to influence decisions, shape investments, and achieve outcomes aligned with resident priorities, is tracked through the work of the Transportation and Land Use Committees. The Transportation Committee focuses on transit ridership and community engagement. Initiatives include making certain bus routes in the neighborhood free and increasing their frequency. The Land Use Committee focuses on amending development plans to better serve the community, issuing letters of support or opposition to various developments, and sending recommendation letters to the city council. Through this work and the initiatives implemented, the Civic Association has seen increased developer engagement and a stronger community voice in shaping the development landscape. The committees have been instrumental in fostering positive changes that align with the community's needs and values.



POSITIONS OPEN

- PRESIDENT
- 1ST VICE PRESIDENT
- 2ND VICE PRESIDENT
- REPORTING SECRETARY
- CORRESPONDENCE SECRETARY
- TREASURER
- PARLIAMENTARIAN
- NORTHWEST REP
- NORTHEAST REP
- SOUTHWEST REP
- SOUTHEAST REP

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@GMAIL.COM

DEADLINE TO SUBMIT:
WED. NOV 20

Nomination Flyer for joining THCA's Board

Action Area 2

STRATEGIC PARTNERSHIPS

A City-led effort of formal partnerships among City departments, schools, churches, nonprofits, and other agencies can be created to align and develop programs, policies, and projects that reflect community priorities.

PRINCIPLES: Safe & Connected Places; Economic Opportunities & Prosperity; Resilient Nature & Neighborhood; Heritage & Historic Character

Phase	Action	Context and Considerations	Potential Metrics
Primary	Form Strategic Partnership Council.	Establish a standing partnership group, including the City, USF, FDOT, HART, CDC of Tampa, CDFIs, and select private-sector partners, to align initiatives, share data, and coordinate investments. Including mission-aligned private businesses early strengthens funding capacity, implementation readiness, and long-term stewardship. Clear governance, defined roles, and a regular meeting cadence are essential to prevent duplication and maintain momentum.	▶ # of institutional partners signed on ▶ # of meetings held per year ▶ # of joint initiatives launched with at least 2 partners
	Launch FDOT Workforce Linkages.	Connect residents to FDOT's workforce training through targeted outreach, simplified enrollment, and trusted community partners to address awareness and access barriers.	▶ # of residents enrolled in FDOT-related training ▶ # of residents placed in transportation jobs
	Develop Implementation Task Force.	Establish a central task force to coordinate project delivery, maintain accountability, and ensure transparency through quarterly check-ins and a public dashboard. Dedicated staffing and clear reporting protocols are critical to sustained implementation.	▶ Tracked projects on a dashboard ▶ # of quarterly check-ins completed ▶ Average issue resolution time
Secondary	Establish USF Innovation & Entrepreneurship Hub.	Create a "one-stop" business lab that leverages USF's research, mentorship, and commercialization capacity. Long-term success depends on stable funding, dedicated staffing, and strong local participation.	▶ Hub location established and operating hours per week ▶ # of entrepreneurs served ▶ # of new or expanded businesses linked to lab support
	Implement Financial Pathways & Credit Academy.	Partner with CDFIs and credit unions to expand access to financial education, credit-building tools, and microloans. Program design should strike a balance between borrower support and responsible risk management.	▶ # of participants completing a full course ▶ # of microloans/credit-building products issued to Sulphur Springs residents
	Support Neighborhood Entrepreneurship.	Advance resident-owned and cooperative business models that retain wealth locally. Technical assistance and education are needed to address limited familiarity with cooperative structures.	▶ # of resident-owned or worker-owned businesses supported ▶ # of cooperative business models created
	Expand Educational & Ecological Programming.	Collaborate with USF to deliver place-based learning, environmental stewardship, and storytelling tied to the river. Consistent outreach and programming capacity are key to sustaining engagement.	▶ # of projects funded through the Fund ▶ Amount of \$ deployed and households served ▶ # of projects reaching closing or construction

Long-term	Coordinate Corridor Character & Transit Infrastructure.	Align streetscape, lighting, and transit improvements with FDOT and HART to strengthen corridor identity and mobility. Early coordination is necessary to address funding limitations and right-of-way constraints.	▶ # of streetscape or transit elements implemented ▶ % of Nebraska/Waters segments with upgraded "Main Street" design
	Recruit Lending Partners.	Collaborate with eligible partners to leverage the Florida Minority Impact Housing Fund for affordable housing delivery. Clear eligibility criteria and project readiness will influence successful deployment.	▶ # of projects funded through the Fund ▶ Amount of \$ deployed and households served ▶ # of projects reaching closing or construction
	Advance Nature-Based & Resilience Solutions.	Implement green infrastructure and flood mitigation projects that improve environmental performance and neighborhood resilience. Success depends on coordinated capital planning and multi-agency collaboration.	▶ # of green infrastructure projects installed ▶ Reduction in modeled stormwater runoff or flood frequency on targeted blocks
	Establish Citywide Resilience Fund.	Create a dedicated funding mechanism to support climate adaptation, stormwater retrofits, and resilience projects. Positioning the fund will require alignment with competing citywide priorities and demonstrated local impact.	▶ Fund established and annual allocation ▶ # of Sulphur Springs projects funded each year

CASE STUDY: ONBOARD TAMPA BAY

OnBoard Tampa Bay was structured as a strategic implementation partnership between FDOT, St. Petersburg College (SPC), and regional workforce organizations to intentionally connect large-scale transportation investments with local workforce preparation. Rather than operating as a standalone training program, FDOT aligned upcoming and active infrastructure projects with workforce needs and brought SPC in early to co-design training pathways that matched contractor demand. This ensured that curriculum, certifications, and timelines were directly tied to real job opportunities generated by FDOT-funded projects.

SPC functioned as the central coordinating entity, translating infrastructure project requirements into accessible training programs while convening workforce partners to provide wrap-around supports. The partnership

embedded career coaching, mentoring, transportation assistance, and placement services into the training model to reduce barriers that often prevent residents from completing programs or transitioning into employment. FDOT, in turn, coordinated with contractors to communicate hiring needs, timelines, and skill requirements, creating a feedback loop between project delivery and workforce preparation.

By aligning capital planning, education delivery, and workforce support through a shared implementation framework, the partnership operationalized equity goals without creating a new bureaucracy. OnBoard Tampa Bay demonstrates how early coordination, clear roles, and demand-driven program design can transform public infrastructure investment into neighborhood-level economic opportunities through a sustained partnership between the agency and the education sector.



FDOT District 7's OnBoard Tampa Bay Team

Action Area 3

HOMEOWNERSHIP & HOUSING

Programs and support to help Sulphur Springs residents buy homes, make necessary repairs, and stay in their homes, whether renting or owning.

PRINCIPLES: Economic Opportunities & Prosperity; Heritage & Historic Character

Phase	Action	Context and Considerations	Potential Metrics
Primary	Expand “Dare to Own the Dream” Down Payment Assistance, Low-interest loans, and Homeownership Education.	Increase dedicated funding, outreach, and local partnerships to connect qualified renters and working families with homeownership opportunities specific to Sulphur Springs, aligning with anti-displacement goals. Host more homeownership workshops in Sulphur Springs and consider providing incentives or priority to current residents purchasing within the community.	▶ # of homeownership workshops held in Sulphur Springs ▶ \$ dollars provided in down payment assistance to people/buying in Sulphur Springs
	Launch NOAH Preservation Audit.	Identify and assess aging Naturally Occurring Affordable Housing (NOAH) to prioritize properties for rehabilitation or landlord incentives to maintain affordability. Address data gaps through phased audits and encourage owner participation by offering clear benefits and providing technical support.	▶ # of NOAH properties identified and assessed ▶ % of property owners contacted who respond ▶ # of properties enrolled in an incentive program
Secondary	Create a Housing Preservation Fund.	Establish a dedicated, multi-source fund to preserve at-risk affordable housing through acquisition, rehabilitation, and covenant extensions. Shared governance and flexible funding streams can support both NOAH and subsidized units while advancing homeowner repairs and resilience upgrades.	▶ # of households assisted through the fund ▶ \$ dollars provided in preservation funding
	Establish a Community Land Trust (CLT) & Land Bank Partnership.	Leverage land banking and CLT tools to acquire vacant or underutilized parcels and convert them into long-term affordable ownership through 99-year ground leases. Early legal structuring and clear governance are critical to long-term success.	▶ # of parcels acquired into CLT/land bank ▶ # of CLT homes created with 99-year ground leases ▶ % of CLT homes remaining affordable over time
	Pathways to Homeownership.	Create clear, affordable routes to ownership by pairing land banking, CLTs, and below-market ground leases with supportive financing and buyer education. Programs should align with neighborhood needs and long-term affordability goals.	▶ # of homes delivered through land bank or CLT programs ▶ # of buyers completing education and securing affordable financing
Long-term	Foster Housing Stability & Anti-Displacement.	Embed tenant protections, right-to-return policies, and education requirements into major public investments to reduce displacement risk. Consistent application across programs is essential to ensure equity and trust.	▶ Resident retention rate following redevelopment or major investment ▶ # of households supported with displacement prevention assistance

	Require Affordability & Accountability Terms.	Condition City repair, rehab, and landlord incentives on long-term affordability and tenant stability. Clear standards, effective enforcement mechanisms, and targeted outreach to landlords are necessary to address resistance and ensure compliance.	▶ # of funded projects with recorded affordability commitments ▶ # of compliance checks and % of projects in compliance.
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CASE STUDY: LANDLORD ACCOUNTABILITY & HOUSING AFFORDABILITY

Landlord Accountability

On May 4, 2023, the City of Tampa repealed its landlord registration requirement in response to state-level policy changes, including the repeal of the sales tax on certain commercial rents under Section 212.031, F.S., effective for rental periods beginning on or after October 1, 2025. While some Florida municipalities have retained similar programs, Tampa’s repeal is directly tied to these state shifts, making reinstatement unlikely.

Although the City no longer requires landlord registration, all rental properties must still obtain a Business Tax Receipt (BTR), which provides a viable and legally sound alternative for supporting code enforcement and neighborhood stabilization. Neighborhood Enhancement could coordinate with the Business Tax office to compile BTR records associated with residential rental activity, creating a baseline inventory of rental properties that includes owner information and property addresses. This dataset can then be cross-referenced with code enforcement cases, nuisance complaints, dumping reports, and other City data to identify repeat violations, absentee ownership, and properties showing patterns of disinvestment.

Using this information, staff can prioritize proactive inspections, compliance assistance, and targeted outreach, focusing limited resources where they are most needed. Because BTRs

are renewed annually, the data can be regularly updated to track changes in rental activity and ownership, and offer a practical, near-term approach to support code enforcement and neighborhood stabilization within current state constraints.

At the same time, national examples like Minneapolis’s 4d Affordable Housing Incentive show how tax-based incentives and affordability commitments can preserve naturally occurring affordable housing on a large scale. Together, these approaches illustrate a range of strategies, from data-driven enforcement to incentive-based preservation, which can inform Tampa’s path forward.

Minneapolis 4d Affordable Housing Incentive

The City of Minneapolis, MN, launched the 4d Affordable Housing Incentive in 2018 to address the rapid loss of naturally occurring affordable housing (NOAH) as rents rose and older buildings were repositioned. The program leverages Minnesota’s 4d low-income rental property tax classification to reduce operating costs for property owners who commit to keeping units affordable, making preservation faster and more cost-effective than new subsidized construction.

Through the program, owners agree to restrict at least 20% of units at or below 60% AMI for 10 years, cap rent increases, accept rental assistance, and comply with tenant protections. In return, they receive significant property tax reductions, small local grants, and access to energy-efficiency and building improvement programs. A 2023 state law strengthened the

incentive by lowering the tax rate to 0.25% and requiring reinvestment of tax savings into property maintenance and stability.

Since its inception, the program has preserved over 4,700 affordable units across more than 700 buildings citywide, with participation in every City Council ward and strong uptake among small landlords. Most units remain deeply affordable, with nearly all renting at or below 60% AMI and the majority at or below 50% AMI. The program has also generated climate and building-quality benefits through energy upgrades and reinvestment requirements.

Overall, the 4d program has emerged as a nationally recognized, cost-effective anti-displacement tool, preserving deeply affordable housing at scale while stabilizing rents, protecting tenants, and improving long-term housing quality.

Florida does have programs with some similar goals to Minneapolis’s 4D Affordable Housing Incentive, which aims to preserve affordable housing through tax or other incentives; however, none operate exactly like the 4D property tax classification model. The following example highlights a comparable local housing program.

Local Affordable Housing Incentives in St. Petersburg

The City of St. Petersburg’s Housing Opportunities for All plan shares Tampa’s focus on expanding the affordable housing supply and preserving existing homes, but it relies on a different mix of regulatory and financial tools, shaped by the local context. While St. Petersburg does not use a tax classification

model like Minneapolis's 4d, it emphasizes direct incentives, land-use strategies, and rehabilitation support to advance affordability across both rental and ownership housing.

Similar to Tampa, St. Petersburg has programs that support affordable homeownership, neighborhood infill, and housing preservation. Key initiatives include an Affordable Housing Lot Disposition Program that provides City-owned parcels at nominal cost to developers serving households earning up to 120% AMI, a citywide Affordable Residential Rehabilitation Rebate Program covering up to 40% of eligible repair costs, and expedited permitting with regulatory flexibility for affordable and workforce housing, helping reduce development costs while promoting long-term housing stability. Additionally, St. Petersburg supports Accessory Dwelling Unit (ADU) incentives that reimburse a portion of construction costs in exchange for long-term affordability commitments. Through these programs, homeowners may receive financial assistance to build or convert ADUs, provided the units are rented to income-qualified households for a defined affordability period. The incentives are designed to expand gentler-density housing options, create lower-cost rental units within established neighborhoods, and provide homeowners with supplemental income while ensuring long-term affordability and housing stability.

Together, these tools demonstrate how St. Petersburg advances affordability through land disposition, rehab incentives, and streamlined approvals, complementing, but not duplicating, Tampa's existing housing programs. The comparison highlights opportunities for Tampa to refine and expand its own toolkit by emphasizing preservation, process efficiency, and targeted incentives without relying on tax classification or density-based approaches.

Key Outcomes

- ▶ The density bonus and other incentives have helped catalyze hundreds of new workforce housing units targeted for households earning up to 120% AMI, aligning development with local affordability needs.
- ▶ The expanded rehab rebate program enables broader preservation and quality improvements across both single-family and multi-family housing citywide, rather than

solely within redevelopment zones.

- ▶ Regulatory incentives like expedited permitting and design flexibility help reduce development barriers and costs, making affordable projects more financially viable.



Minneapolis 4d Affordable Housing Incentive Program

Participants agree to keep at least 20 percent of building units affordable for 10 years.

Minneapolis 4d Affordable Housing Incentive



Action Area 4

TARGET REDEVELOPMENT SITES

Clean up empty or problem properties and transform them into vision-driven anchor uses, i.e., places where people can access essential services, gather, and enjoy – such as parks, community centers, local businesses, or health clinics.

PRINCIPLES: Economic Opportunities & Prosperity

Phase	Action	Context and Considerations	Potential Metrics
Primary	Identify and Map Catalytic Sites.	Conduct a parcel-level inventory of vacant and underutilized commercial properties along Nebraska Avenue to identify high-impact redevelopment opportunities. Data should be validated across City and County sources to address outdated or incomplete property records.	▶ # of Nebraska Ave parcels inventoried ▶ # of vacant/underutilized parcels flagged as catalytic ▶ Map completion and public accessibility
	Identify Resilience Hub Sites.	Identify underutilized public facilities to convert into resilience hubs with backup power and digital communications, while targeting underutilized parcels along Busch Boulevard for strategic reuse and redevelopment. Early feasibility analysis, site control, and interagency coordination will be crucial in aligning uses with neighborhood needs and funding requirements.	▶ # of public facilities repurposed as resilience hubs ▶ # of underutilized parcels advanced to feasibility, RFP, or redevelopment stage ▶ \$ of capital or grant funding secured for reuse or redevelopment
	Establish Anchor Business Criteria.	Define clear criteria for vision-driven anchor uses, such as healthcare, workforce training, or education, and align these with available incentive programs. Regular review is needed to ensure incentives reinforce, rather than dilute, mission goals.	▶ Anchor criteria document adopted ▶ # of stakeholders providing input on criteria ▶ % of recruited anchors that meet all criteria
Secondary	Package Incentives for Target Sites.	Combine tax credits, brownfield redevelopment bonuses, and microfinance tools into a clear, competitive incentive package for priority parcels while leveraging state and federal funding to advance designated brownfield sites. Streamlined approvals, coordinated grant pursuit, and targeted technical assistance are crucial to reducing investor uncertainty and facilitating efficient movement from designation to active redevelopment.	▶ # of incentive packages created and advertised ▶ # of businesses/developers applying for bundled incentives ▶ Average time to process incentive applications
	Initiate Brownfield Designation Process.	Identify eligible parcels and pursue Brownfield Area Designation to unlock state and federal cleanup and redevelopment funding. Early assessment and transparent communication can help address contamination risks and public stigma.	▶ # of parcels submitted for Brownfield Area designation ▶ \$ in Brownfield-related cleanup/redevelopment funds awarded
Long-term	Recruit Vision-Driven Anchors.	Issue targeted RFPs to attract vision-driven medical, educational, or workforce institutions to Nebraska Avenue. Land assembly support and flexible financing strategies are key to overcoming development barriers.	▶ # of RFPs/RFQs issued for anchor sites ▶ # of mission-driven institutions expressing interest or submitting proposals ▶ # of executed agreements and jobs created locally

Launch
Brownfield
Redevelopment
Projects.

Implement cleanup and mixed-use redevelopment on a pilot site to demonstrate feasibility, job creation, and community benefit. Active project management is crucial for controlling costs and minimizing permitting delays.

- ▶ # of Brownfield projects completed
- ▶ Acres of remediated land brought back into productive use
- ▶ # of new jobs or businesses created on

CASE STUDY: EAST COLONIAL DRIVE VISION PLAN - STRATEGIC CORRIDOR VISIONING & REDEVELOPMENT

East Colonial Drive (SR 50) in Orlando, FL, is a major arterial corridor characterized by aging strip commercial development, fragmented parcels, auto-oriented design, and neighborhoods adjacent to it experiencing disinvestment and safety challenges. Recognizing that piecemeal redevelopment would not address systemic issues, the City of Orlando initiated the East Colonial Drive Vision Plan to guide long-term reinvestment along the corridor while protecting nearby residential areas.

Rather than advancing isolated projects, the city used the Vision Plan as a corridor-wide framework to coordinate land use, transportation, and economic development decisions over time. The plan was grounded in parcel-level analysis to identify underutilized sites with redevelopment potential while clearly distinguishing areas where neighborhood stability should be preserved. It established clear redevelopment typologies that illustrated appropriate building forms, transitions to adjacent residential areas, and mixed-use opportunities, helping reduce uncertainty for property owners and investors. The strategy also integrated mobility and safety goals by aligning redevelopment concepts with Complete Streets improvements, access management, and future transit readiness. Community-driven engagement ensured that adjacent neighborhoods shaped

corridor priorities, including safety, buffering, and access to neighborhood-serving retail. Together, these elements allowed the Vision Plan to function as a practical decision-making tool, guiding rezonings, development proposals, and public infrastructure investments in a consistent and coordinated manner. In early 2025, the Orlando Municipal Planning Board approved a new mixed-use residential project at 1840 E. Colonial Drive, indicating corridor parcels are beginning to be repositioned in alignment with the broader vision for more housing and activity along the corridor.



East Colonial Drive Unifying Themes

Sulphur Springs faces similar challenges along corridors such as Nebraska Avenue, Busch Boulevard, and Waters Avenue, including

aging commercial properties, fragmented ownership, safety concerns, and close proximity to vulnerable residential neighborhoods. The East Colonial Drive Vision Plan shows how Tampa could use corridor visioning to guide redevelopment beyond market-driven proposals, align land use, mobility, and economic development investments under a single framework, reduce investor uncertainty while protecting neighborhood character and affordability, and establish a clear roadmap for brownfield activation, incentive targeting, and phased redevelopment grounded in community priorities.

Key Outcomes

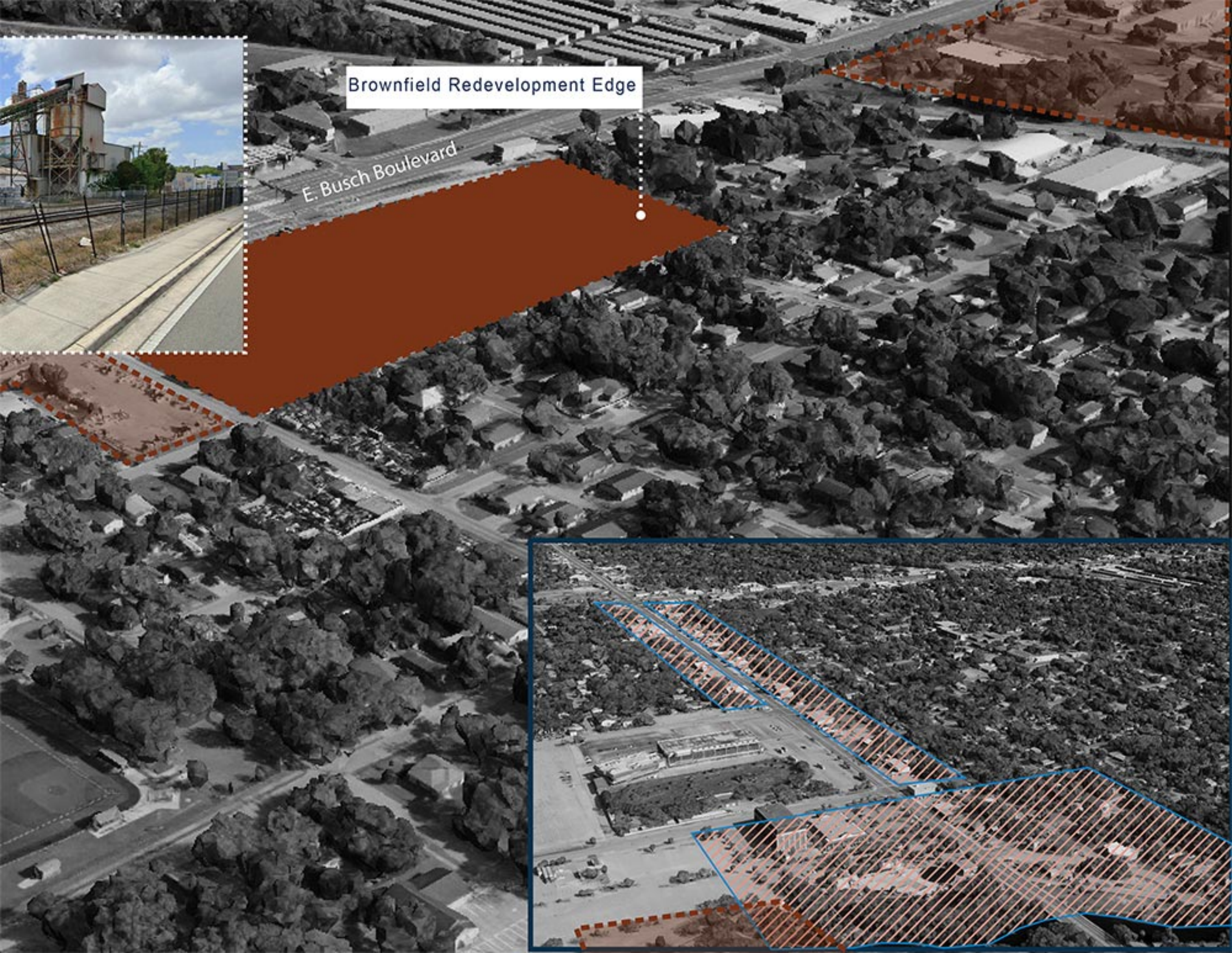
- ▶ Established a shared vision that shifted the corridor from reactive, parcel-by-parcel decisions to coordinated, long-term reinvestment.
- ▶ Improved predictability for redevelopment, helping align private investment with public goals for mixed-use, walkability, and neighborhood compatibility.
- ▶ Created a foundation for future capital projects and incentives, allowing transportation, streetscape, and economic development funding to reinforce the same corridor objectives.
- ▶ Strengthened connections between the corridor and surrounding neighborhoods by addressing transitions, access, and safety rather than treating the corridor as a standalone roadway.

Potential Redevelopment and Brownfield Opportunity Sites



Targeted Commercial/Infill Sites

N. Nebraska Avenue



Brownfield Redevelopment Edge

E. Busch Boulevard

Action Area 5

ACCESS TO FRESH FOOD

Increase access to fresh, affordable food through community gardens, farmers' markets, and other methods that will encourage food hubs in the neighborhood.

PRINCIPLES: Community-Driven Change; Economic Opportunities & Prosperity

Phase	Action	Context and Considerations	Potential Metrics
Primary	Coordinate Food Access Task Force.	Establish a cross-departmental and partner-based task force to align zoning, economic development, and sustainability efforts under a unified food access strategy. Clear leadership and shared work plans are crucial for reducing siloed efforts and maintaining effective coordination.	▶ # of active member organizations ▶ # of task force meetings per year ▶ # of coordinated initiatives (gardens, retailers, mobile markets, etc.)
	Evaluate Zoning & Neighborhood Nodes.	Conduct a neighborhood commercial study to identify regulatory barriers and potential nodes for small-scale food retail and markets. Updating outdated or restrictive regulations is critical to enabling neighborhood-serving food uses.	▶ # of proposed nodes for food retail/markets ▶ # of text/overlay changes advanced or adopted
Secondary	Implement Food Hub & Distribution Network.	Plan and launch a Sulphur Springs Food Incubation Hub to support food providers, cold storage, and food entrepreneurship. Early decisions on site selection, governance, and partnerships are crucial for addressing funding, operations, and long-term sustainability.	▶ # of potential sites evaluated ▶ Food hub established and operational ▶ # of vendors/entrepreneurs using the hub ▶ # of households or corner stores served by the distribution network.
	Incentivize Fresh Food Retailers.	Recruit and support homegrown grocers and corner stores through site readiness, tenant improvements, and technical assistance. Targeted incentives and proven local models can help overcome retailers' limited interest in small or emerging markets.	▶ # of fresh food retailers recruited or expanded ▶ Change in distance or travel time to fresh food outlets for residents.
	Strengthen the Community Gardens Network.	Expand the City's community garden initiative in partnership with residents and garden organizations to improve access to fresh produce and build local capacity. Land availability and ongoing maintenance support must be addressed to sustain growth.	▶ # of active community gardens in Sulphur Springs ▶ # of resident volunteers or garden stewards engaged
Long-term	Evaluate and Scale Citywide.	Measure the impacts on food access, economic activity, and public health to inform the scaling of successful models across the city. Consistent data tracking and sustained community engagement are necessary to support replication and long-term success.	▶ Annual Food Access Scorecard produced ▶ % change in food access indicators ▶ # of other neighborhoods adopting similar models

CASE STUDY: EXPANDING FRESH FOOD ACCESS THROUGH FLORIDA-BASED PARTNERSHIPS AND INNOVATION

Florida cities are at the forefront of creative approaches to food insecurity and neighborhood reinvestment – using mobile markets, urban agriculture, and education hubs to close the food access gap. The Food Retail Expansion Research (2025) identifies these models as key precedents to inform a Tampa framework that combines mobility, local food production, financial tools, and place-based revitalization in historically underserved communities such as Sulphur Springs and East Tampa.

The following case studies demonstrate how Florida-led innovation, public-private collaboration, and mission-based investment can revitalize food ecosystems while driving economic opportunity and health equity.

Central Florida – Fresh Stop Mobile Market Bus (HEBNI Nutrition Consultants, Inc.)¹

The Fresh Stop Mobile Market, operated by the nonprofit HEBNI Nutrition Consultants, Inc., brings affordable, fresh produce directly into food desert neighborhoods across Orange, Seminole, and Osceola counties. Funded through a mix of local grants, USDA support, and hospital partnerships, the initiative converts a city bus into a mobile grocery store equipped with refrigeration, SNAP processing, and nutrition education.

¹ <https://www.hebninutrition.org/>



4Roots Regenerative Farm Campus Orlando, Florida

Key Outcomes:

- ▶ Reaches over 30 underserved sites monthly, including schools, senior centers, and community health clinics.
- ▶ Accepts SNAP/EBT and Fresh Access Bucks, doubling purchasing power for low-income residents.
- ▶ Incorporates nutrition education and recipe demonstrations tailored to chronic disease prevention.

Takeaway for Tampa:

A Fresh Stop-style mobile food bus could complement brick-and-mortar grocery efforts by reaching high-need neighborhoods during redevelopment phases, particularly along Nebraska Avenue and east of I-275. It could operate under a City-nonprofit partnership, supported by local grocers, hospital systems, and Hillsborough County Health Department.

Orlando, FL – 4Roots Farm Campus²

Founded by restaurateur John Rivers (4 Rivers Smokehouse), the 4Roots Farm Campus in Orlando's Packing District is redefining urban agriculture. The 18-acre campus integrates food production, education, and research, connecting farmers, chefs, educators, and students to build a sustainable regional food system.

Key Outcomes:

- ▶ Partnership with UF/IFAS Extension to train next-generation growers.
- ▶ On-site hydroponics and regenerative agriculture models supplying local schools and restaurants.
- ▶ Education center and test kitchen offering workshops for students and entrepreneurs.
- ▶ Anchored by corporate and foundation sponsorships (AdventHealth, Dr. Phillips Charities).

² <https://4rootsfarm.org/>

Takeaway for Tampa:

Sulphur Springs or East Tampa could establish a smaller-scale “4Roots Satellite” Food Education Hub, integrating youth training, hydroponic gardens, and small business incubation under a public–private partnership.

Tampa Bay – Local Context and Opportunity

Tampa’s food landscape features isolated grocery investments but lacks an integrated system combining retail, mobile access, education, and financing. Building from the Food Retail Expansion Research (2025) and models like HEBNI and 4Roots, Tampa can create a Fresh Food Ecosystem Strategy rooted in community partnership and resilience.

National Precedents

- ▶ Oasis Fresh Market (Tulsa, OK) – \$6.1M full-service grocery launched with CDBG and philanthropic match; offers health and rental support onsite³.
- ▶ Circle Food Store (New Orleans, LA) – Historic Black-owned grocer revived through the Fresh Food Retailer Initiative and NMTCs⁴.
- ▶ Brown’s ShopRite (Philadelphia, PA) – Multi-site urban grocery model integrating workforce and community engagement⁵.

Other Recommended Cases

- ▶ HOPE Enterprise Corp – Fresh Food Retailer Initiative, New Orleans
- ▶ Reinvestment Fund – Healthy Food Financing Initiative
- ▶ NMTC Coalition – Brown’s Super Stores Case Study

Together, these precedents show that integrated funding models, social entrepreneurship, and institutional alignment drive sustainable success.

Impact Vision

By aligning local innovation (4Roots), mobile access (HEBNI), and national grocery models (Oasis, Brown’s, Circle), Tampa can pioneer a Fresh Food Expansion Network that delivers health, resilience, and economic vitality across historically underserved communities – redefining food access as both an equity and sustainability strategy.

³ <https://www.oasisfreshmarkets.net/>

⁴ <https://www.circlefoodmarket.com/>

⁵ https://www.shoprite.com/sm/pickup/rsid/3000/brown-family?srltid=AfmBOorr_rvpP_2sJUFBPzgzvBLGyhN9-i7f3vCLoIQjEePKyySZNYzm



4Roots Farm Orlando, Florida



4Roots Farm Orlando, Florida

Action Area 6

SAFETY & CONNECTIVITY

Make streets and paths safer for walking, biking, and driving with better crosswalks, slower traffic, well-designed sidewalks, and improved lighting and/or shade – especially near schools and parks.

PRINCIPLES: Safe & Connected Places

Phase	Action	Context and Considerations	Potential Metrics
Primary	Conduct Systemic Safety Audits.	Perform Vision Zero safety audits along priority corridors to identify crash patterns and speed management needs. Improving data quality and disaggregation is crucial for accurately targeting high-risk locations.	▶ # of corridors audited ▶ # of high-risk locations identified
	Apply Vision Zero's Systemic Safety Approach.	Utilize audit findings to implement low-cost, high-impact safety treatments, such as signal timing adjustments, enhanced crossings, lighting, and shade. Early funding alignment can help minimize delays for corridor upgrades.	▶ # of low-cost countermeasures installed ▶ % of identified high-risk sites with at least one countermeasure ▶ Change in speeding or crash rates at treated locations
	Develop Connectivity & Concept Plans.	Prepare integrated multi-mobility and public realm concepts that identify opportunities for crossings, shade, bus stop improvements, and green infrastructure within the right-of-way. Close coordination between transportation and drainage teams is crucial for successful implementation.	▶ Concept plan completed ▶ # of proposed crossing, shade, and bioswale locations identified ▶ # of projects prioritized with co-benefits
Secondary	Retrofit Priority Corridors.	Implement multimodal street redesigns that improve safety and accessibility on key corridors. Construction phasing and right-of-way constraints must be addressed to reduce disruptions and cost overruns.	▶ # of new or improved crosswalks, bike lanes, and ADA sidewalks ▶ # of crashes and severe injuries before vs. after improvements.
	Close Sidewalk Gaps & Improve Connectivity.	Prioritize filling sidewalk gaps near schools, parks, transit, and trails to strengthen everyday connectivity. Right-of-way acquisition and design costs should be anticipated early in the project planning process.	▶ # of Linear feet/miles of sidewalk gaps filled ▶ # of completed connections to schools, parks, and bus stops
	Expand Safe Routes to Places Program.	Launch a Safe Routes program that connects residents to parks, jobs, and daily destinations through walkable and bikeable corridors and wayfinding. Sustained outreach and programming are needed to maintain participation.	▶ # of designated "Safe Routes" corridors ▶ # of participants in walk/bike events or programs ▶ # of schools/employers formally participating
	Package Multi-Benefit Funding Applications.	Bundle safety, stormwater, and resilience objectives into coordinated grant applications to maximize competitiveness and effectiveness. Clear project readiness and interdepartmental alignment are key in a competitive funding environment.	▶ # of multi-benefit grant applications submitted ▶ Total \$ requested vs. \$ awarded

Long-term	Implement Corridor-Wide Safety Improvements.	Deliver comprehensive multimodal retrofits that integrate traffic calming, green infrastructure, and trail connections. High capital costs require phased implementation and diversified funding sources.	▶ # of higher-order improvements (roundabouts, medians, trail links) installed ▶ % reduction in severe and fatal crashes corridor-wide
	Monitor and Evaluate Safety Outcomes.	Track changes in crashes, speeds, and pedestrian injuries and report progress through the City's Vision Zero dashboard. Consistent data collection and reporting protocols are necessary to ensure reliability.	▶ Frequency of Vision Zero reporting for Sulphur Springs ▶ # of safety indicators tracked

CASE STUDY: SAFE STREETS FOR ALL

Tampa's Vision Zero Program

Tampa's Vision Zero program is the City's Safe System approach to eliminating roadway deaths and life-altering injuries by focusing investments where risk is highest, aligning design and operations to target speeds, and pairing capital projects with community engagement and better data tools. The City estimates that, on average, 44 people die and 289 suffer life-altering injuries on Tampa roads each year (based on FDOT crash data). A core strategy is the High Injury Network (HIN), a subset of corridors where severe crashes are concentrated, enabling limited funding to deliver the greatest safety return.

How Tampa targets work: Tampa's HIN mapping identifies 51 high-injury corridors, which account for approximately 24% of the roadway miles, where 73% of traffic fatalities occur. This helps the City prioritize corridors and neighborhoods for both quick-build and longer-term retrofits. The City operationalizes this through: (1) Quick Build projects (paint, signs, markings, modular treatments) to deploy safety upgrades faster and at lower cost; (2) corridor redesign and capital projects on HIN streets; and (3) public-facing safety data tracking through a Vision Zero dashboard and annual reporting.

Neighborhood-scale Vision Zero projects in Tampa demonstrate how targeted, context-

sensitive improvements can deliver measurable safety benefits, particularly on corridors identified as the highest risk. In Sulphur Springs, North Nebraska Avenue and East Busch Boulevard are included on Tampa's High Injury Network, making them priority routes for Vision Zero safety and multimodal interventions. Elsewhere in the city, comparable approaches have been successfully implemented: in West Tampa, the Main Street Quick Build project introduced a rapid, low-cost retrofit that slowed traffic and improved pedestrian crossings by narrowing lanes, installing curb bulb-outs, adding speed tables, enhancing markings, and expanding on-street parking. Along East Columbus Drive in Ybor City and surrounding areas, the City delivered a Complete Streets corridor upgrade featuring wider sidewalks, improved crosswalks, narrowed travel lanes, pedestrian beacons, and integrated stormwater and landscaping elements, demonstrating the types of strategies that can be applied to High Injury Network corridors like Waters and Sligh to improve safety and the public realm.

Key outcomes:

- ▶ Crash reductions on priority corridors (measured as crashes per mile over time). Tampa's 2023 annual report highlights "top improved corridors," showing notable multi-year reductions, e.g., 40th St (County): 31 → 6 crashes/mile (2018 to 2022) and 40th St (State): 25 → 11 crashes/mile over the same period.
- ▶ Shift to faster, lower-cost safety delivery

via Quick Build. The City reports expanded use of quick-build methods to concentrate near-term safety improvements on the HIN and around key generators (schools, parks, transit).

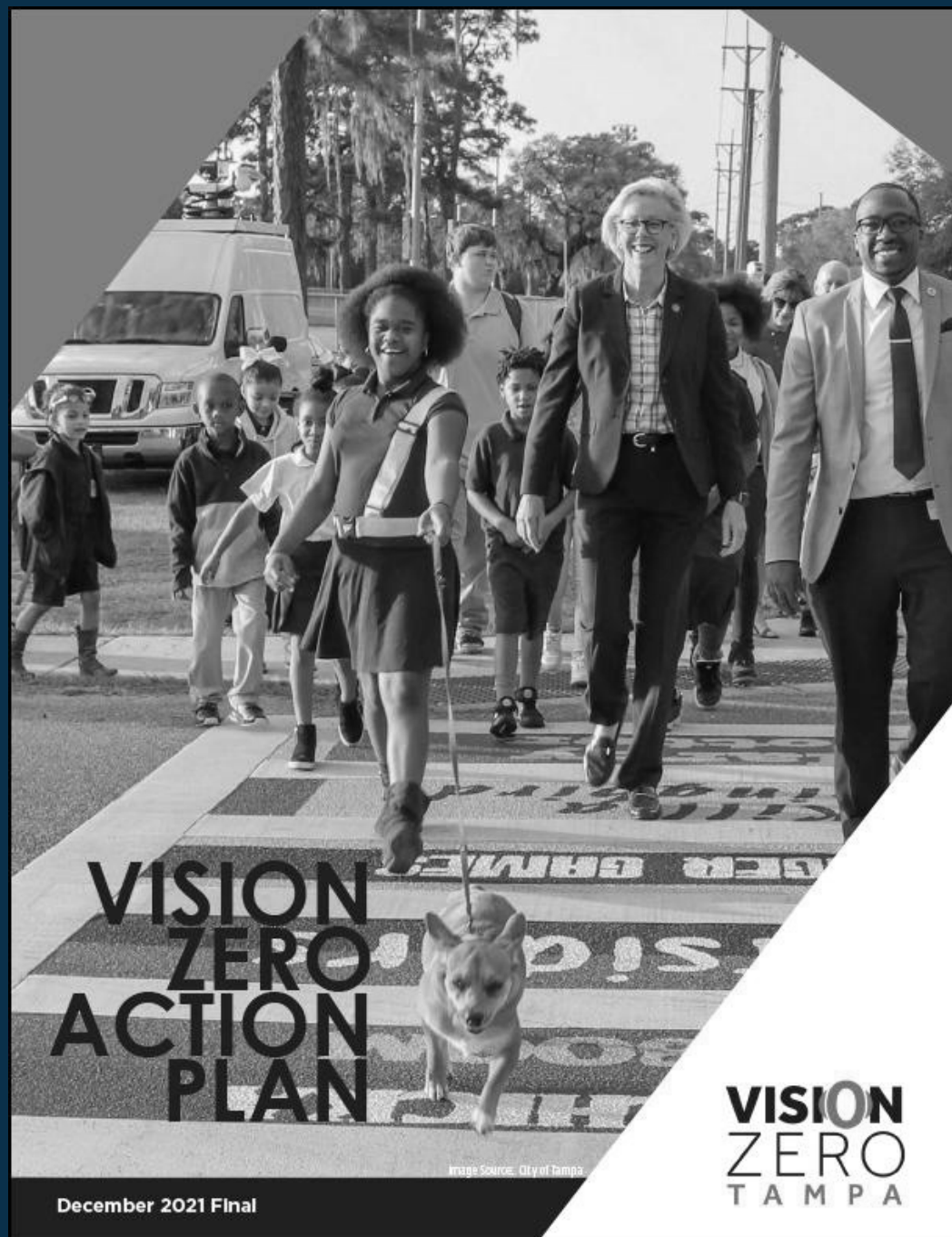
- ▶ New funding capacity aligned to Vision Zero. Tampa's annual report documents major federal safety and connectivity awards supporting HIN quick builds (e.g., SS4A) and corridor reconnection work (e.g., Reconnecting Communities for Ashley Drive/UNITE).

Tampa's Vision Zero program demonstrates how a city can utilize data and targeted investments to enhance safety on its highest-risk corridors. Complementing this local approach, the Broward MPO's Complete Streets initiative shows how regional coordination and funding can scale similar safety and mobility improvements across multiple jurisdictions.

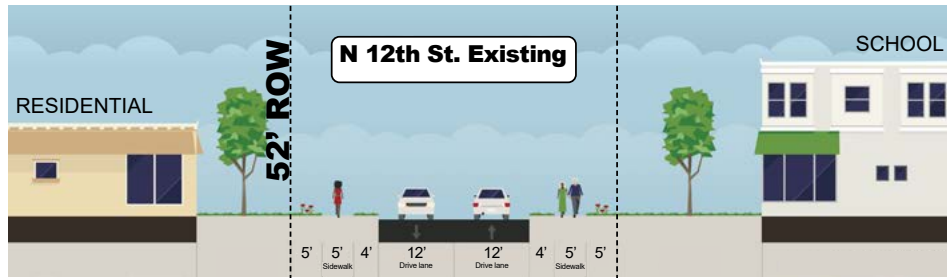
"Healthy, Safe & Prosperous by Design: Building Complete Streets" - Broward Metropolitan Planning Organization (Broward County, FL)

Faced with high rates of pedestrian and bicyclist injuries, the Broward Metropolitan Planning Organization (MPO) launched a comprehensive Complete Streets initiative to enhance safety and multimodal mobility throughout the county. Since 2012, the MPO has supported approximately 90 bicycle and pedestrian projects, totaling \$120 million, which have implemented sidewalk extensions, dedicated

bike lanes, traffic calming measures, tree-lined streetscapes, and robust local design guidelines. As a federally mandated regional planning agency, the Broward MPO serves as a catalyst for change by collaboratively planning, prioritizing, and funding transportation projects through initiatives such as Roads to Families, the Mobility Program, Walking Audits, and the Congestion Management Process. These efforts have helped advance all-ages-and-abilities street improvements, engage residents in on-the-ground safety assessments, and guide investment decisions, resulting in 16 of 31 jurisdictions adopting Complete Streets policies and 17 cities incorporating those standards into transportation investments, significantly strengthening safety and accessibility across the county.



Vision Zero Action Plan



Before: 12th Street Existing Conditions



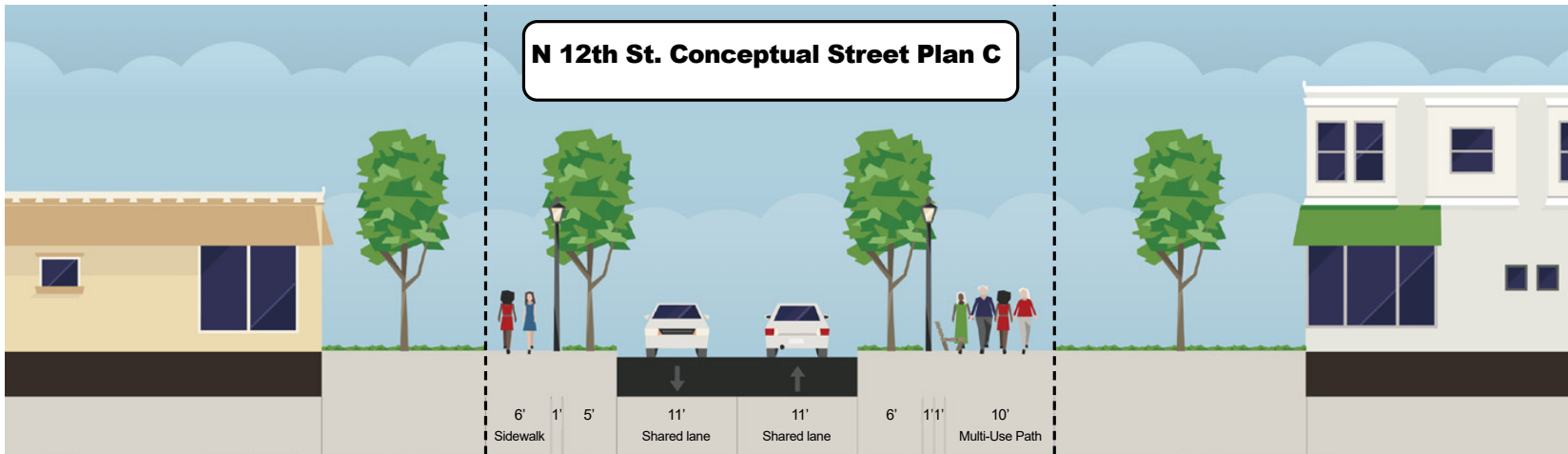
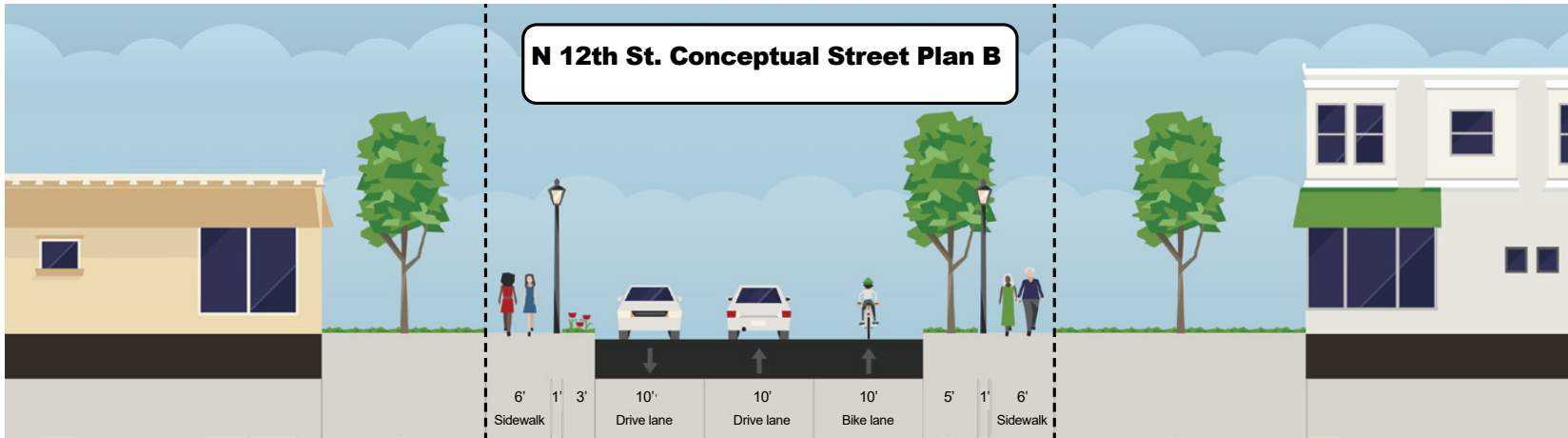
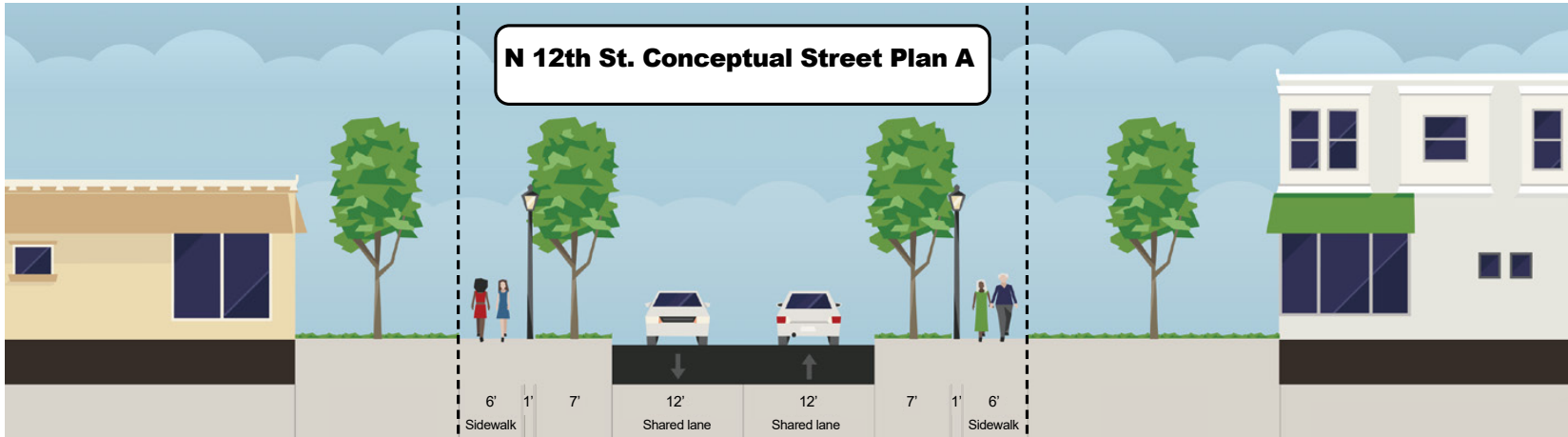
Before: 12th Street Existing Conditions



12th Street Existing Conditions



- 6' - Sidewalk	- 6' - Green Buffer	- 11' - Drive Lane w/ Sharrow	- 11' - Drive Lane w/ Sharrow	- 6' - Green Buffer	- 10' - Multi-Use Path
				- 2' - Furnishing Zone	



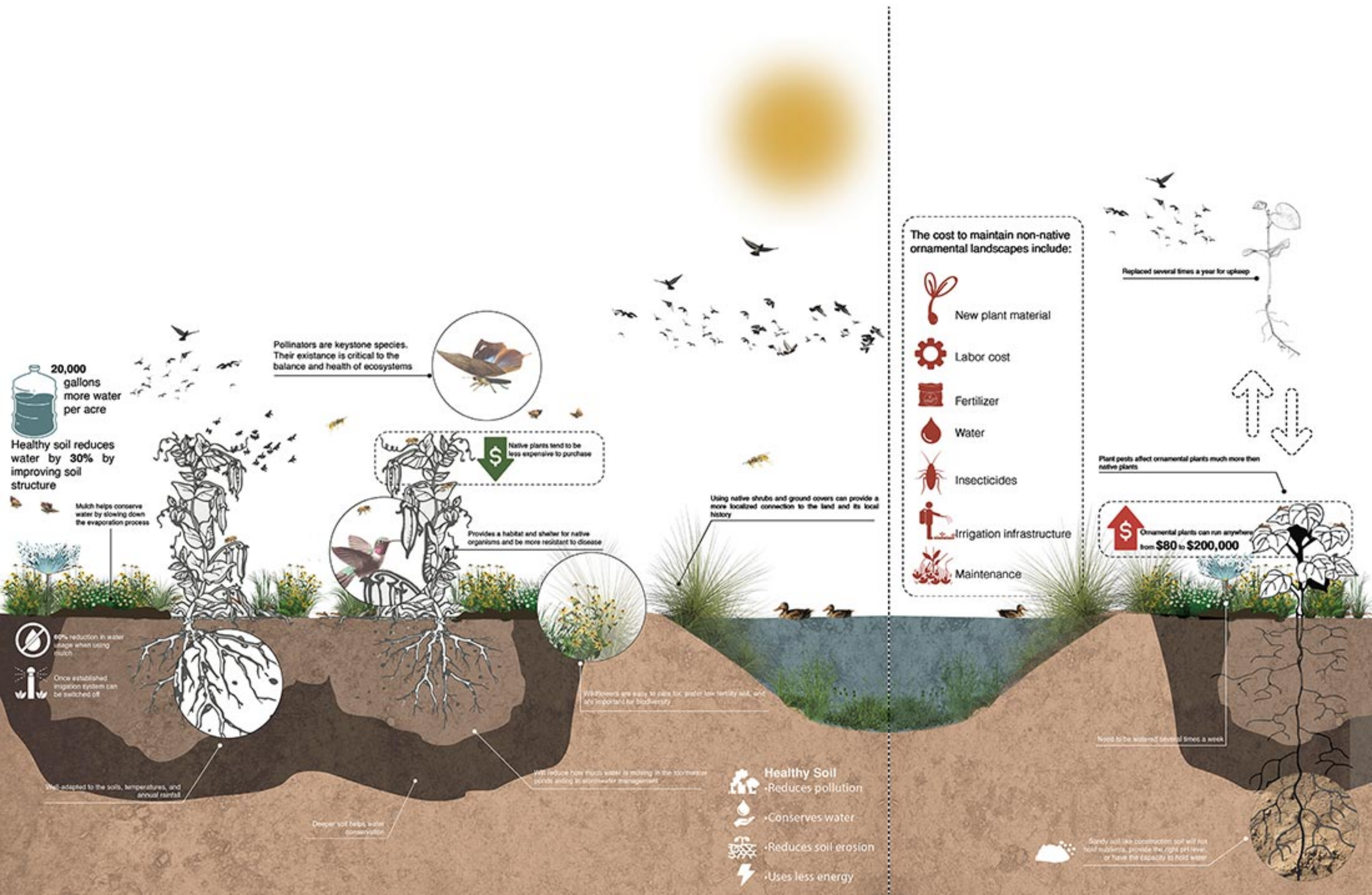
Artist's Rendering of Potential Nebraska Avenue Corridor Improvements





Artist's Rendering of Potential Sulphur Springs Historic Core Gateway Improvements

Illustrative Diagram of Potential Green Infrastructure Retrofits in the Neighborhood



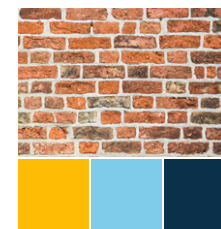
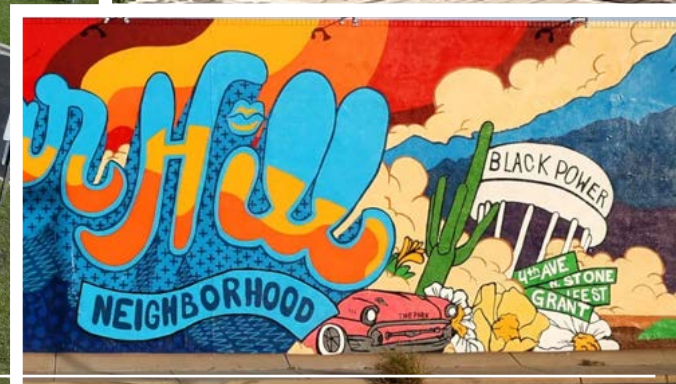


THRIVING
SAFE
DIVERSE
RESILIENT

Nebraska Avenue

SULPHUR SPRINGS

TRADITIONS AND MEMORIES



Nebraska Avenue Corridor Streetscape Design Palette

Action Area 7

ECONOMIC AND WORKFORCE DEVELOPMENT

Increase access to funding, support, and training to create more opportunities for Sulphur Springs residents, especially small businesses and young adults.

PRINCIPLES: Community-Driven Change; Economic Opportunities & Prosperity

Phase	Action	Context and Considerations	Potential Metrics
Primary	Support Restoration and Activation of the Neighborhood Streetscape	Launch façade and activation grants using CDBG (e.g., “Paint Your Heart Out”) and other funding to improve commercial and residential visibility and reinvestment. Council approval, clear eligibility criteria, and a pilot approach are crucial for a timely rollout and maximum impact.	▶ # of businesses or properties receiving façade or activation grants ▶ \$ value of CDBG and other funds deployed
	Analyze Retail Market Opportunities.	Conduct vacancy and retail leakage analyses to refine recruitment targets and right-size commercial strategies. Regular data updates will be needed to keep findings actionable.	▶ Commercial vacancy and leakage analysis completed ▶ # of priority retail gaps or recruitment targets identified
Secondary	Launch an Innovation Lab.	Establish a Sulphur Springs Innovation & Entrepreneurship Lab to connect residents to incubation, technical assistance, and innovation partners. Sustained staffing and strong partner engagement are essential for long-term viability.	▶ Innovation Lab established and operational ▶ # of entrepreneurs or businesses served annually ▶ # of partner organizations actively engaged
	Promote Local Businesses.	Implement coordinated promotion campaigns and signature shopping events to increase visibility and foot traffic, such as a “Springs Spotlight” series highlighting one local business each month across digital and print platforms, and host bi-annual “Shop Sulphur Saturdays” featuring sales, pop-ups, and entertainment to draw regional visitors. Incentives and simplified participation can help overcome the limited capacity of small businesses.	▶ # of businesses featured or participating in promotions ▶ Attendance at “Shop Sulphur Saturdays” or similar events
	Connect Residents to Vocational Training & Jobs.	Increase access to apprenticeships and tuition-free training through formal partnerships with workforce boards, community colleges, unions, utilities, employers, and environmental organizations, rather than creating new City-run programs. The City’s role is to coordinate providers, fund supportive services (including stipends, transportation, and tools), and align training with employer demand. Priority pathways include environmental and infrastructure-related careers (e.g., green infrastructure, water and wastewater operations, urban forestry, energy efficiency) and certification-based fields (e.g., construction trades, healthcare support, IT, transit, and manufacturing). Ongoing employer alignment is crucial to ensure that placements result in job offers.	▶ # of residents enrolled in vocational or apprenticeship programs ▶ # of participants placed in jobs or paid pathways
	Deploy Targeted Tax Credits.	Provide technical assistance and peer learning to help local businesses leverage state tax credits such as the New Markets Tax Credit (NMTC) or the Florida Community Contribution Tax Credit Program (CCTCP). The City can convene workshops with state agencies, CDFIs, accountants, and experienced business owners to clarify eligibility, timelines, and documentation, and help businesses navigate applications. Outreach and administrative support are needed to increase participation.	▶ # of businesses receiving tax credit technical assistance ▶ # of successful tax credit applications submitted or approved

Long-term	Build Workforce Pipelines.	Build local hiring pipelines, particularly for young people, through community programs and workforce partnerships, by expanding training in resilience fields, and prioritizing resident placement in high-demand sectors such as construction, healthcare, IT, and manufacturing.	▶ # of residents placed in priority-sector jobs ▶ # of employer partnerships supporting local hiring
	Create Career Pathways.	Introduce career exploration earlier to expose students to regional opportunities and emerging industries. Coordination with schools and workforce partners is required to sustain programming. [Case Study] Tampa Bay Career Pathways Consortium - https://www.careerpathways.me/	▶ # of students participating in career exploration activities ▶ # of schools or partners engaged in pathway programming

CASE STUDY: LIBERTY CITY RISING

The Liberty City neighborhood in Miami-Dade County faced challenges similar to those in Sulphur Springs, including historic disinvestment, limited access to capital, underperforming commercial corridors, and high youth unemployment. Miami-Dade County responded with a place-based economic strategy that deliberately combined façade improvements, business support, workforce training, and institutional partnerships, rather than treating them as separate programs.

Liberty City Rising serves as a place-based economic and workforce development initiative that intentionally combines business support, workforce training, and corridor reinvestment to generate neighborhood-level economic opportunities. Miami-Dade County aligned CDBG and local redevelopment funds with retail market analysis, façade and activation grants, and hands-on technical assistance for small businesses along targeted corridors. These physical improvements were paired with coordinated business promotion, pop-up markets, and neighborhood branding to reinforce visibility and foot traffic as reinvestment occurred. At the same time, the County partnered with Miami-Dade College, workforce boards, and nonprofit organizations

to deliver tuition-free training, certifications, and apprenticeships in construction, healthcare, infrastructure, and emerging green sectors, all of which were explicitly tied to local employer demand and public projects. The County played a convening and navigation role, helping businesses and residents access tax credits, capital tools, and workforce pathways rather than creating a new stand-alone bureaucracy.

Miami-Dade County's Liberty City Rising shows how coordinated economic and workforce strategies can deliver neighborhood-scale impact. Since its launch, the initiative has leveraged approximately \$390 million in private investment alongside \$74 million in public funding and is projected to generate over 2,200 jobs tied to redevelopment and related workforce pathways. In addition to supporting the establishment of the Liberty City Community Revitalization Trust, which "facilitates the development of affordable housing, commercial businesses, quality education, employment opportunities for residents, and improves the overall quality of life for residents." Phased implementation has paired small business support, corridor reinvestment, and employer-aligned training with large-scale redevelopment, demonstrating how targeted funding, institutional partnerships, and workforce alignment can produce sustained economic momentum, an approach directly applicable to Sulphur Springs' goals.

Key Takeaway for Tampa

Liberty City Rising shows that neighborhood economic transformation is most effective when cities:

- ▶ Bundle façade grants, business support, and promotions
- ▶ Pair innovation hubs with existing institutions
- ▶ Align workforce training with real projects and employers
- ▶ Act as a coordinator and navigator, not just a funder

Liberty Square Resident Council approves Related Urban redevelopment plans

Brothers 2 Brothers partner with Related Urban for Community Day in Liberty Square
Janey Tate | 5/4/2016, 2 p.m.



Liberty Square Council Meeting

Action Area 8

PARKS & RIVER ACCESS

Fix and upgrade amenities to make all parks and riverfront usable, safe, and enjoyable – including lighting, signs, shade, benches, playground equipment, and other activities.

PRINCIPLES: Resilient Nature & Neighborhood

Phase	Action	Context and Considerations	Potential Metrics
Primary	Expand River Access & Recreation.	Enhance Hillsborough River access and passive recreation through kayak launches, fishing areas, boardwalks, overlooks, and nature trails, supported by shaded seating, small docks, interpretive signage, and wayfinding.	▶ # of new kayak launches, fishing areas, and boardwalk segments
	Advance River Programming.	Coordinate regular programming at the parks, such as markets, concerts, and fitness, while advancing environmental permitting and partnerships to balance access, ecology, and long-term sustainability.	▶ # of riverfront events/programs per year ▶ # of participants in river-focused activities
Secondary	Develop Parks & Trails Concept Master Plan.	Prepare a unified concept plan for parks, trails, and river connections that align capital improvements and future trail links. Strong cross-department coordination is critical to ensure feasibility and phasing.	▶ Master plan completion ▶ # of proposed trail segments, park upgrades, and access points mapped
	Conduct Park & River Access Audit.	Inventory existing park amenities and river access to assess safety, accessibility, and connectivity gaps. Addressing data limitations and deferred maintenance is essential to establishing clear investment priorities.	▶ # of parks and river access points evaluated ▶ # of deficiencies identified (lighting, ADA, restrooms, etc.) ▶ # of residents participating in workshops
	Implement Cultural & Green Connections Pilot.	Install historic markers, public art, and native landscaping to enhance neighborhood character, cultural identity, and the river experience. Long-term maintenance plans and community stewardship should be considered to preserve these amenities and ensure their ongoing upkeep.	▶ # of wayfinding signs, art pieces, and pocket parks installed ▶ # of community artists/organizations involved ▶ Resident satisfaction with the river trail experience
Long-term	Construct the “Green ARtery” Link.	Complete the underpass connection to link Sulphur Springs with the regional trail network. Engineering coordination and right-of-way approvals are critical to delivery.	▶ Underpass segment completed ▶ Linear miles of new multi-use trail connected ▶ Daily or weekly trail user count at key locations
	Design & Reconstruct Sulphur Springs Park.	Upgrade core park infrastructure while integrating flood-resilient design and flexible event spaces. Early budget alignment and design approvals will help maintain project momentum.	▶ % of park reconstruction design completed vs. built ▶ # of new amenities installed ▶ Park usage increases post-improvements.

Plan for a Sulphur Springs Hillsborough River Trail.

Create a concept for a new trail that connects the river-adjacent parks throughout the neighborhood, featuring trailheads and interpretive features that celebrate local history and ecology. Securing site control and funding will determine project timing and scope.

- ▶ Sulphur Springs Trail plan completed
- ▶ Trail sites acquired and developed
- ▶ # of trailheads, seating areas, and interpretive signs installed

CASE STUDY: GROUNDWORK JACKSONVILLE

Groundwork Jacksonville is a Jacksonville, Florida-based nonprofit created to address long-standing disinvestment, environmental degradation, and fragmented infrastructure in historic urban neighborhoods. Operating as a public-private intermediary, Groundwork plans and delivers integrated green infrastructure, creek restoration, and active transportation projects, most notably the Emerald Trail, a citywide network of multi-use trails and restored waterways. The model intentionally combines flood mitigation, stormwater management, habitat restoration, and high-quality public spaces with deep community engagement and workforce development, ensuring that environmental investments also generate local jobs, skills training, and contracting opportunities for neighborhood residents.

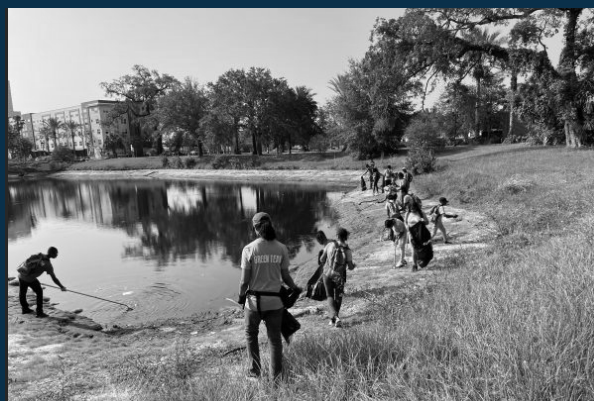
Applied to Sulphur Springs, this model offers a scalable framework to advance community goals related to river access, infrastructure, safety, and equitable reinvestment. A Groundwork-style approach could integrate Hillsborough River restoration, green stormwater infrastructure, and multi-use trail connections into a cohesive public-space network linking residents to parks, Nebraska Avenue, schools, and economic opportunities. Pairing capital improvements with local workforce pathways and resident-led design would help ensure that public investment strengthens neighborhood health, climate resilience, and connectivity while delivering

tangible economic benefits to current residents and minimizing displacement pressures.

Key Takeaway for Tampa

Groundwork Jacksonville shows that neighborhood economic transformation is most effective when cities:

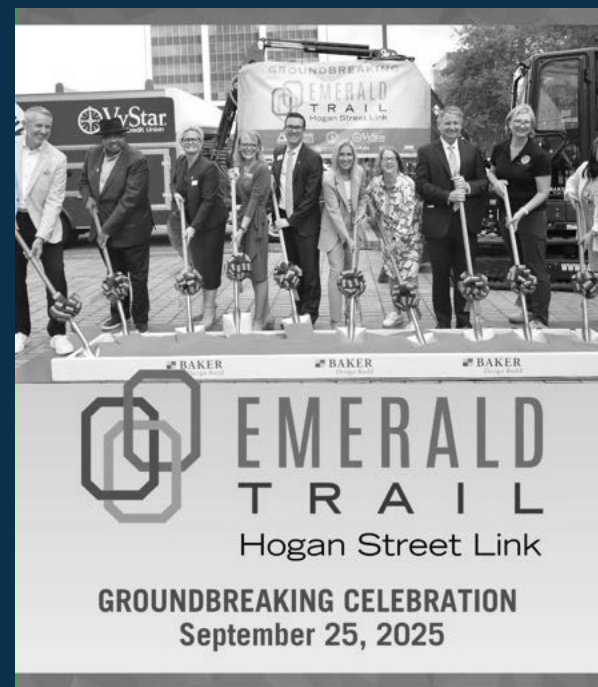
- ▶ Leverage hundreds of millions of dollars in public and private reinvestment
- ▶ Emerald Trail projects have reconnected neighborhoods and improved access to jobs and downtown
- ▶ Creek restorations have reduced flooding, improved water quality, and created civic spaces
- ▶ Projects support local employment, workforce training, and minority-owned contractors
- ▶ Groundwork Jacksonville is a nationally recognized, equity-driven revitalization model



Groundwork Jacksonville Event



Groundwork Jacksonville Event



Groundwork Jacksonville Event

Illustrative Diagram of Potential River Tower Park Programming

CONNECT TO EXISTING SIDEWALK



E BIRD ST

CONNECT TO EXISTING SIDEWALK & BUS STOP



CONNECT TO EXISTING SIDEWALK



LEGEND

WALKWAYS

BOARDWALK

PEDESTRIAN ENTRANCE

BUS STOP

KEY FEATURES

SEATING & COMMUNITY GATHERING

PARKING AREA

FOOD TRUCKS & GATHERING

HERITAGE TRAIL WITH INTERPRETIVE SIGNAGE

NATURE-BASED PLAY

AMPHITHEATER LAWN / PASSIVE RECREATION

PARK FACILITIES

BAND STAND

SULPHUR SPRINGS WATER TOWER

DOCK & LOOKOUT AREA

HERITAGE & NATURE CONSERVATION

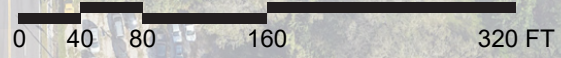
BOARDWALK

HILLSBOROUGH RIVER

CONNECT TO ADJACENT TRAIL

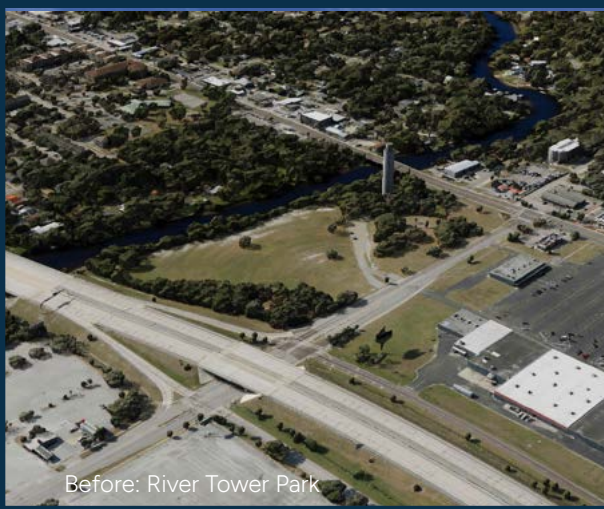
INTERSTATE 275

HIGHWAY 41



Note: The play structure illustrated is conceptual and not intended as a permanent installation.

Artist's Rendering of Potential River Tower Park Cultural Hub Improvements



Action Area 9

ENHANCE NEIGHBORHOOD CHARACTER

Improve the look and feel of the neighborhood through public art, preserving historic sites and buildings, and keeping streets and spaces clean.

PRINCIPLES: Community-Driven Change; Economic Opportunities & Prosperity; Heritage & Historic Character

Phase	Action	Context and Considerations	Potential Metrics
Primary	Organize Community Clean-Up Days.	Partner with Keep Tampa Bay Beautiful and local organizations to conduct regular litter removal in parks, along corridors, and in high-concern areas. Scheduling, volunteer coordination, and waste disposal logistics should be formalized to sustain impact beyond one-time events.	▶ # of cleanup events conducted annually ▶ # of volunteers or partner organizations participating ▶ Tons or cubic yards of litter/debris removed
	Complete Evaluation of Code Enforcement Standards.	Enhance neighborhood standards to deter illegal dumping and vacancy-related blight through proactive inspections, escalating penalties for repeat violations, and faster lien-to-foreclosure pathways. Pair enforcement with targeted incentives, such as grants, tax abatements, or density bonuses, to encourage affordable, neighborhood-serving redevelopment and landlord compliance.	▶ % reduction in repeat illegal dumping or code violation cases ▶ # of proactive inspections conducted in targeted areas ▶ # of properties brought into compliance or redeveloped through enforcement + incentives
	Participate in the "Adopt a Road" Program.	Establish a resident- and business-led stewardship program that supports routine litter removal, beautification projects, and recognition signage. Clear roles, small grants or supplies, and public recognition can help sustain participation and neighborhood pride.	▶ # of blocks, corridors, or sites adopted by residents or businesses ▶ # of participating residents, businesses, or groups ▶ Frequency of maintenance activities completed per site per year
	Climate-resilient Upgrades	Embed floodproofing, elevation, and energy-efficiency upgrades into housing rehabilitation and new affordable housing projects. Coordination across housing, resilience, and funding programs is necessary to manage costs and maximize long-term benefits for residents.	▶ # of housing units incorporating floodproofing, elevation, or energy-efficiency upgrades ▶ \$ invested in resilience-related housing improvements ▶ Estimated reduction in flood risk or energy costs for assisted households
Secondary	Commission Public Art & Activation.	Install murals, sculptures, and cultural installations that celebrate local artists and neighborhood heritage at key gateways and corridors. Long-term maintenance plans and anti-graffiti strategies should be incorporated into project delivery.	▶ # of murals, sculptures, and installations completed ▶ # of local artists/youth engaged in projects ▶ \$ invested in public art and programming

	Develop a Custom Wayfinding System.	Co-create with the neighborhood a cohesive, branded wayfinding system with directional and interpretive elements that reflect Sulphur Springs' identity. Design consistency and sustainable funding will be key to successful implementation.	▶ # of branded signs and markers installed ▶ % of key gateways and nodes with consistent wayfinding ▶ Resident and visitor self-reported ease of navigation
	Seeking Resiliency Investments.	Conduct resilience audits on the 10 most flood-prone blocks, utilizing historical flooding and equity metrics, with a focus on areas overlapping with FEMA repetitive loss properties. Implement green infrastructure in public rights-of-way, requiring coordination across public works, utilities, and community engagement to ensure effectiveness and maintenance.	▶ # of flood-prone blocks audited and prioritized ▶ # of green infrastructure installations completed (e.g., rain gardens, bioswales) ▶ Reduction in flooding complaints or FEMA repetitive loss exposure in targeted areas
	Establish Housing Pattern Books and/or Preapproved Building Plans.	Utilize pattern books and preapproved building plans to inform context-sensitive housing design that aligns with neighborhood character, while promoting gentle density and cost efficiency. Clear visual guidance and pre-permitted plans can streamline approvals and improve predictability for residents and builders.	▶ # of projects permitted or built using pattern book designs ▶ Reduction in average review or approval time
	Align Façade Grant Criteria with Resilience Goals.	Update façade grant criteria to incentivize stormwater capture, shade, and reflective materials alongside aesthetic upgrades. Outreach and technical assistance may be needed to increase business participation.	▶ # of façade grants that include resilience elements ▶ \$ amount of additional incentives distributed for resilient retrofits.
Long-term	Install History & Storytelling Features.	Deploy permanent and temporary installations that highlight neighborhood history and landmarks. Ongoing curation and maintenance strategies are crucial for keeping content relevant and well-maintained.	▶ # of permanent and pop-up history/storytelling elements installed ▶ # of history-related events/tours held annually ▶ # of residents/visitors engaging with storytelling

CASE STUDY: TAMPA PRESERVATION, INC.

Tampa Preservation, Inc. (TPI) is a private, nonprofit organization dedicated to preserving historic structures and neighborhoods throughout the Tampa Bay area and Hillsborough County. Founded to protect Tampa's architectural and cultural heritage, TPI advances preservation as a tool for community revitalization, economic development, and neighborhood stability, rather than as an obstacle to growth. The organization works at the intersection of history, planning, and development to ensure that growth respects local character and

community identity.

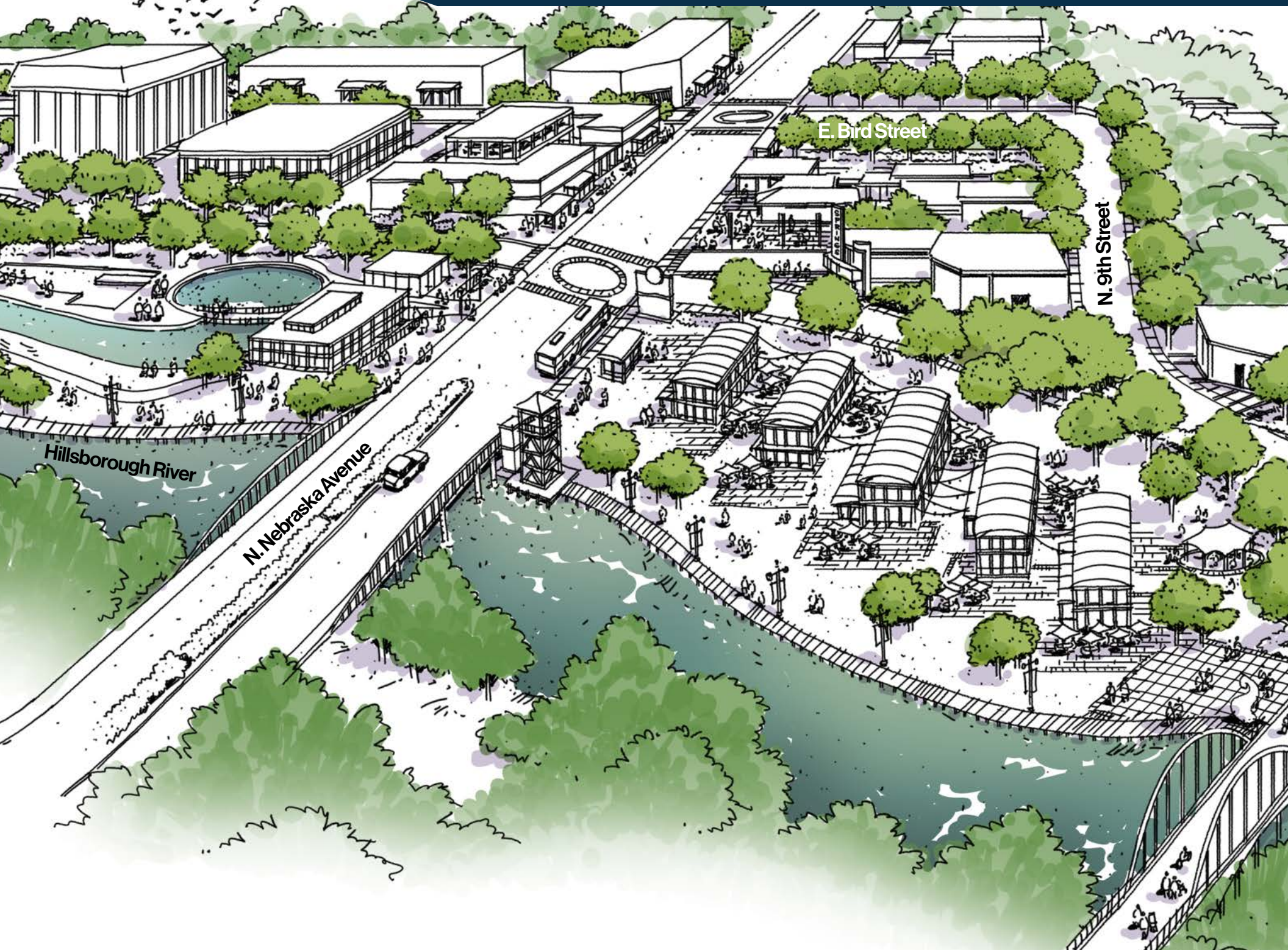
TPI's work spans advocacy, education, and hands-on preservation projects. The organization educates residents, property owners, and decision-makers about the value of historic preservation through workshops, tours, publications, and technical assistance. At the policy level, TPI advocates for preservation-friendly planning, zoning, and incentive programs that support reinvestment in historic neighborhoods while encouraging responsible economic growth.

On the ground, TPI is actively involved in the rehabilitation of historic structures, neighborhood revitalization initiatives, and context-sensitive

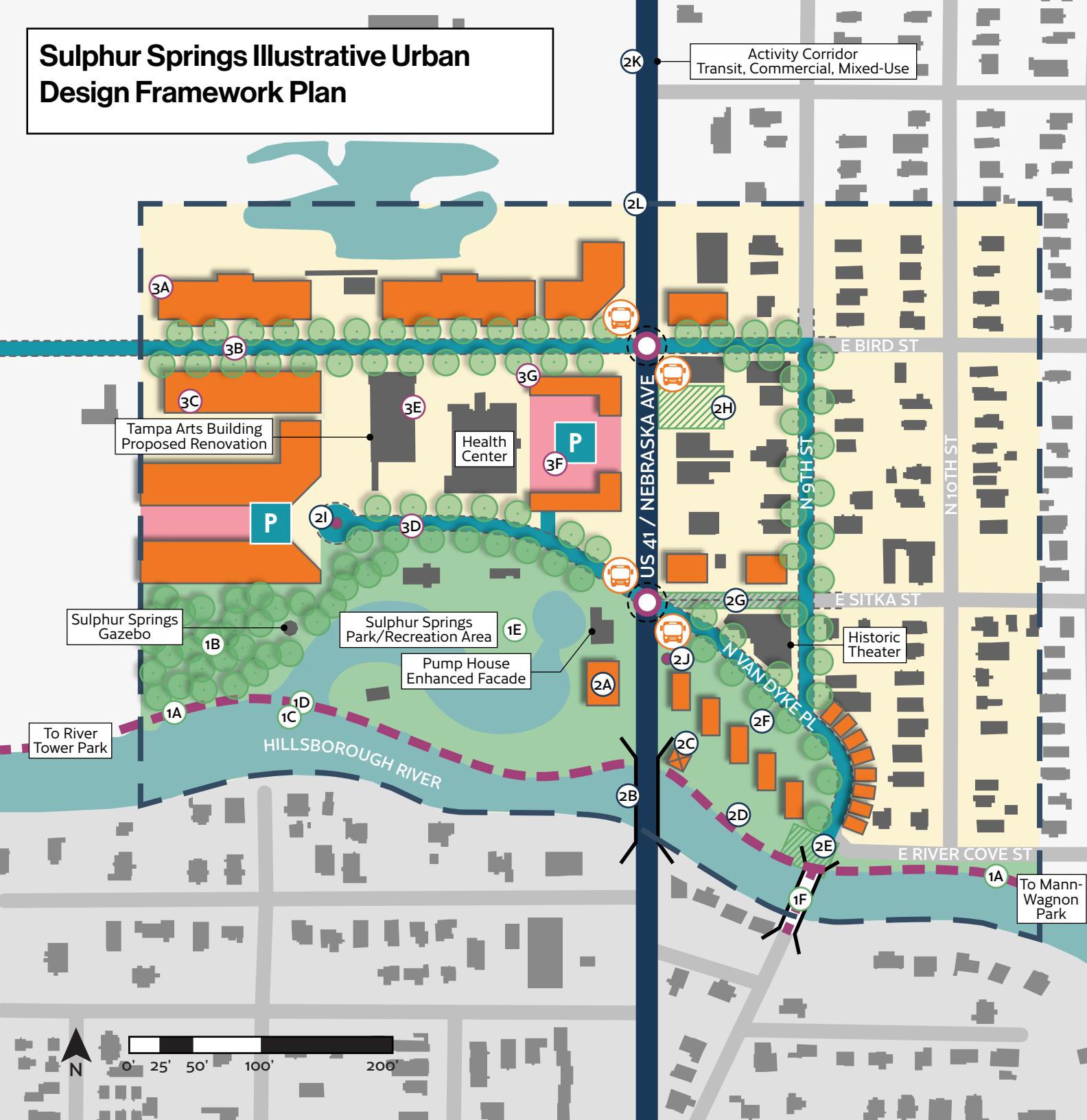
infill construction within historic districts. These projects demonstrate how older buildings can be adaptively reused to meet modern needs while retaining architectural integrity and affordability. By pairing preservation with reinvestment, TPI helps stabilize neighborhoods, prevent demolition-driven displacement, and catalyze private investment in underutilized areas.

Overall, Tampa Preservation, Inc. serves as a vital local steward of place, demonstrating how preservation can be a practical, community-centered strategy for sustainable growth, cultural continuity, and long-term neighborhood resilience in the Tampa Bay region.

Artist's Sketch of Potential Sulphur Springs Historic Core Activation and Improvements



Sulphur Springs Illustrative Urban Design Framework Plan



LEGEND

- Sulphur Springs Historic District
- Connectivity Improvements
- Riverwalk Activation
- Bus Stops
- Pedestrian Safe Intersections
- Public Mixed Use Parking Garage
- Existing Building
- Proposed Building (Urban Infill)

RECREATION FEATURES

- 1A Sulphur Springs Park Trail
- 1B Urban Forest
- 1C Manatee Springs
- 1D Boardwalk
- 1E Sulphur Springs Park Rec Area
- 1F Historic Pedestrian Bridge

URBAN DESIGN FEATURES

- 2A Pavilion / Farmers Market
- 2B Bridge Aesthetic Enhancement
- 2C Riverfront Lookout
- 2D Riverfront Plaza
- 2E Bridge Plaza
- 2F Dining / Entertainment
- 2G Pedestrian Plaza
- 2H Urban Plaza
- 2I Vertical Landmark
- 2J Gateway Landmark
- 2K Activity Corridor (Transit, Commercial, Mixed-Use)
- 2L Mid Block Crossing

REDEVELOPMENT SITES

- 3A Mixed Use Infill
- 3B Main Street (Mixed Use Commercial)
- 3C Riverfront Residential Infill
- 3D Main Street (Cultural)
- 3E Arts Building Innovation Gallery Space
- 3F Parking Garage
- 3G Commercial Development

Action Area 10

COMMUNITY SAFETY

Address problem areas (including illegal dumping and homelessness), support youth programs, build stronger relationships between residents and Tampa Police, and create neighborhood prevention and support networks that make everyone feel comfortable, safe, and welcome.

PRINCIPLES: Community-Driven Change; Safe & Connected Places

Phase	Action	Context and Considerations	Potential Metrics
Primary	Conduct Safety & Hot Spot Audit.	Identify priority corridors, vacant sites, and intersections for targeted safety interventions, including lighting, CPTED design, and speed management. Address data gaps and overlapping jurisdictions by utilizing shared datasets and coordinating a review.	▶ # of hot spots (sites, corridors) mapped for safety issues ▶ # of community members engaged ▶ # of priority locations identified for intervention
	Upgrade Lighting & Install Safety Infrastructure.	Install LED lighting, cameras, and CPTED-compliant landscaping at schools, bus stops, dumping sites, and high-injury corridors. Phasing improvements and planning for ongoing maintenance are crucial for managing funding constraints.	▶ # of new/retrofitted lights, cameras, and CPTED features installed ▶ Change in reported crime or dumping at treated locations
Secondary	Establish Nebraska Avenue Police Outpost.	Partner with TPD to site and staff a visible neighborhood police outpost that strengthens daily presence and community relationships. Site availability and long-term operating costs must be resolved early.	▶ Outpost location established ▶ # of community-police interactions hosted at outposts per month ▶ Change in response times or calls for service
	Implement Community Policing & Engagement Initiatives.	Expand relationship-based policing through porch parties, bike patrols, and resident watch activities. Sustained participation requires consistent staffing, follow-through, and a process that fosters trust-building.	▶ # of porch parties, bike patrols, and watch events held ▶ # of residents participating in events ▶ Resident trust in police/community relationships
	Launch Community Violence Intervention (CVI) Framework.	Develop a trauma-informed CVI model that connects credible messengers, healthcare partners, and workforce pathways to interrupt cycles of violence. Effective implementation depends on coordination between health and justice systems.	▶ # of participants engaged through CVI ▶ # of violent incidents among participants before vs. after engagement ▶ # of referrals to workforce, housing, or trauma services
	Develop Service Hub Concept.	Identify and plan a Nebraska Avenue site to co-locate homeless services, workforce training, and housing navigation. Early alignment on site control, capital needs, and provider roles is essential.	▶ Concept plan completed ▶ # of service providers committed to co-locating at hub ▶ Estimated number of clients who could be served

	Expanding Healthcare Access	Enhance access to medical and mental health services for uninsured residents by forming partnerships with local clinics and academic health centers. Coordination across providers will help reduce service gaps and duplication. [Case Studies] USF Health TBSM (specializes in helping unhoused individuals) - https://health.usf.edu/medicine/studentorgs/tbsmor Judeo-Christian Health; (for people who are uninsured and do not qualify for government-funded programs) - https://www.judeochristianhealthclinic.org/index.html	▶ # of uninsured residents receiving medical or mental health services through partner clinics ▶ # of active healthcare partners providing services in the neighborhood ▶ # % reduction in unmet healthcare needs or service gaps identified through referrals or screenings
Long-term	Build and Operate Community Service Hub.	Develop and co-manage a consolidated service hub at the Nebraska Avenue Police Outpost, located near shelters and workforce centers, to enhance outreach, care coordination, and housing placement. Long-term operating sustainability and shared governance are key considerations.	▶ Facility constructed/renovated and operational ▶ # of individuals served (housing navigation, workforce, services) per year ▶ % of clients achieving key outcomes (employment, housing placement, etc.)
	Establish Citywide Provider Management Committee.	Formalize a city-led committee to coordinate homelessness services, workforce reintegration, and provider accountability. Clear, shared goals and reporting structures are necessary to align the differing missions of providers.	▶ Committee established and meeting ▶ # of service providers represented ▶ # of shared performance metrics tracked and reported to City Council.

CASE STUDY: SOCIAL SERVICES MANAGEMENT

The American Planning Association outlines the historical context, purpose, and urban planning implications of decentralized neighborhood service facilities. The concept is rooted in the settlement house tradition, early municipal decentralization, and administrative efforts to improve efficiency in urban governance.

Neighborhood service facilities aim to enhance the delivery of municipal and social services by relocating them directly into communities. The report outlines four key objectives of decentralization: improving administrative efficiency, increasing accessibility for residents, fostering responsiveness between government and citizens, and encouraging innovation in service delivery.

Types of facilities covered include:

Branch City Halls (e.g., Los Angeles, San Antonio) to decentralize government functions and improve civic access.

Neighborhood Health Centers, often federally funded, to provide integrated, preventive care within underserved areas. Information and Advisory Centers offering housing, legal, and employment guidance through locally rooted staff.

Multipurpose Centers that consolidate education, employment, health, and housing services in one location for greater efficiency and user impact.

The report also highlights other neighborhood-centered approaches, including decentralized welfare offices, storefront police stations, and service hubs in public housing projects. These aim to embed services directly within the communities they serve, fostering trust, improving access, and encouraging resident participation.

From a planning perspective, the report underscores the importance of location decisions, recommending centers be placed in well-traveled, accessible areas near public transportation. Reuse of existing facilities like schools or storefronts is encouraged to reduce costs and enhance community presence. Zoning issues are minimal but require consideration during planning.

The report concludes by identifying a need for new evaluation methods for these facilities. While effectiveness is easily measured for traditional services like fire stations (e.g., response time), metrics for social service centers are more complex and may involve qualitative indicators such as trust and participation.

Phoenix's Neighborhood Resource Center and Police Substation model demonstrates how co-locating public safety with neighborhood services can improve safety outcomes,

strengthen trust, and address root causes of neighborhood challenges more effectively than enforcement-only approaches.

- ▶ **Improved Public Safety & Visibility:** Reported reductions in calls for service in NRC service areas (often cited in the 10–30% range after implementation), and faster non-emergency response times due to on-site police presence
- ▶ **Stronger Community Trust & Engagement:** Shifted policing from enforcement-focused to relationship-based interactions.
- ▶ **Integrated Service Delivery:** Co-located City services reduced barriers, and residents can access housing, code compliance, and social services in one visit.
- ▶ **Proactive Problem Solving:** Cross-department coordination enabled early intervention for nuisance and blight issues.
- ▶ **Reduced Blight & Improved Conditions:** Targeted enforcement and clean-ups improved neighborhood appearance and stability.
- ▶ **Increased Use of Social Services:** Greater connections to housing, employment, and support services over enforcement responses.
- ▶ **Cost-Effective, Scalable Model:** Shared facilities and staffing improved outcomes while reducing duplication.



City of Phoenix Neighborhood Resource Center & Police Substation



Metro Police HQ and Family Safety Center, Nashville Tennessee

A photograph of a community meeting. A man in a blue polo shirt with a 'Sulphur Springs' logo is talking to a group of people. In the background, there's a banner that says 'WE ROAR TOGETHER' with animal paw prints. Another sign mentions 'FRL Prev. progr.' and 'Sulphur Springs'. A large sign on the right reads 'SULPHUR SPRINGS NEIGHBORHOOD ACTION PLAN' and 'Public Meeting 2-Vision and Draft Neighborhood Vision for Sulphur Springs'.

S.4

Community- Led Actions

Community-Led Actions for Lasting Change

The strength of Sulphur Springs lies in its people – the residents, business owners, and community leaders who know the neighborhood best and have sustained it through decades of change. The Sulphur Springs Neighborhood Action Plan recognizes that for revitalization to be authentic, equitable, and lasting, the community must be at the center of the process. These community-led actions are designed to empower residents to lead initiatives, while the City of Tampa, local organizations, and partners provide the support needed to make them successful.

These recommendations ensure that improvements reflect local priorities, honor the neighborhood's heritage, and create opportunities that stay within the community. The City's role is to help unlock resources, streamline processes, and sustain collaboration, supporting a shared vision that grows from the ground up rather than the top down.

"Our community is ready for positive change – change that honors the past, meets present needs, builds a future, and includes all of us." - Ms. Norma Robinson

Together, this framework sets the foundation for a new chapter in Sulphur Springs, one defined by shared ownership, accountability, and the belief that lasting change begins with community leadership.

Action Comm. -1

NEIGHBORHOOD COMMUNITY DEVELOPMENT CORPORATION (CDC)

Establish or join an existing Community Development Corporation (CDC) with City support to lead resident-driven revitalization with focus areas in affordable housing, youth development, health and safety, economic empowerment, and cultural preservation. The CDC will collaborate with neighborhood residents, business and property owners to create a shared vision and plan for key focus areas. It will also develop a neighborhood property database to establish an acquisition pipeline for infill development, supported by a land bank system that facilitates strategic reuse. If the community decides to make it their own, a full-time Sulphur Springs CDC Director would need to be hired to lead efforts such as the Advisory Council, Merchant Association, Main Street initiatives, branding and events, infill development, and a local hiring program for job seekers.

CASE STUDY: A NEIGHBORHOOD CDC

A Neighborhood Community Development Corporation (CDC) is a local, nonprofit organization dedicated to revitalizing and strengthening specific neighborhoods, often those that are low-income or struggling, with the goal of creating lasting social and economic improvement. Establishing or joining a CDC in Sulphur Springs would bring numerous benefits to the community by developing and managing affordable housing to prevent displacement, leading revitalization projects such as streetscaping and commercial redevelopment, and offering essential community services like job training, childcare, healthcare, and educational programs. CDCs also play a vital role in driving economic development by supporting local businesses, creating jobs, and attracting investment to underutilized areas. Furthermore, they can serve as a powerful conduit for channeling public and private funding into the neighborhood, ensuring that meaningful development projects are both well-resourced and community driven.

How to Start a Neighborhood CDC

1. Assess the community's needs and define the mission.
 - ▶ Conduct surveys, focus groups, and interviews with residents, business owners, and community leaders.
 - ▶ Define a concise and inspirational mission aligned with the community's specific goals.
2. Form a founding board of directors.
 - ▶ A unified, committed, and diverse board of directors is crucial for CDC success.
 - ▶ Seek out individuals who are passionate about community development and can bring a variety of skills and perspectives.
 - ▶ Recruit residents and community members who are professionals in finance, marketing, business, and STEM, who can apply their expertise for day-to-day operations.
3. Incorporate the organization.
 - ▶ Choose a name that is unique, memorable, and reflective of the mission.
 - ▶ Draft and file articles of incorporation;

these legal documents establish your organization's existence and outline its basic structure.

- ▶ Create bylaws; rules that govern the CDC's operation. Obtain an Employer Identification Number; a unique number assigned by the IRS for tax purposes. <https://www.irs.gov/businesses/small-businesses-self-employed/get-an-employer-identification-number>
 - ▶ <https://dos.fl.gov/sunbiz/start-business/efile/fl-nonprofit-corporation/instructions/>
4. Apply for 501(c)(3) tax exemption.
 - ▶ To maximize the ability to raise funds, it allows the organization to receive tax deductible contributions.
 - ▶ Makes the organization attractive to donors and helps exempt it from federal income taxes, freeing up more funds for community development.
 - ▶ <https://www.irs.gov/charities-non-profits/applying-for-tax-exempt-status>



CDC of Tampa

5. Develop a strategic plan.

- ▶ The plan should outline short-term and long-term goals, the strategies used to achieve them, and the resources needed.
- ▶ <https://www.cdcoftampa.org/>

6. Secure Funding.

- ▶ Grants; federal, state, and local governments, as well as private foundations, offer grants for community development projects.
- ▶ The main grant portal for nonprofits in Tampa is the Community Foundation Tampa Bay grant portal, which handles competitive and critical needs grants.
- ▶ <https://www.cftampabay.org/grants>
- ▶ Donations; engage residents, businesses, and philanthropic groups in the community to support through

donations.

- ▶ Fundraising events; host events such as charity runs, festivals, open houses, and markets to raise funds and awareness for the CDC.

CDC of Tampa, example for governance structure and City support¹

The CDC of Tampa shows how powerful a community-led organization can be. Its mission is to create opportunities for residents to build prosperous futures through housing, workforce development, education, and community safety. It began in 1992 when local leaders Chloe Coney and Audrey Spotford, along with concerned citizens, launched the “SteppingStones Program” to help residents gain job and interview skills. By 1999, the CDC received federal funding from the Department of Labor for youth programs, marking a major milestone. Over time, it has earned strong support and funding from the City of Tampa, Hillsborough County, NeighborWorks America,

¹ <https://www.cdcoftampa.org/about>

and other major organizations. Today, its impact is measured through clear community outcomes, affordable housing, education, jobs, safety, and neighborhood pride. The CDC of Tampa proves that with local leadership, collaboration, and persistence, real change is possible, something Sulphur Springs can achieve by taking similar steps forward.



CDC of Tampa

Action Comm. -2

MERCHANT ASSOCIATION

Establish a Sulphur Springs Merchant Association to coordinate, manage, and sustain marketing, programming, project delivery, maintenance, safety, placemaking, and local art integration. Programming may include: launching a branded “Spend in the Springs” initiative with local merchants and institutions, featuring a directory, loyalty program, and an aspirational first-source policy, modeled in part on the Tampa Downtown Partnership’s COVID-era “Strike” campaign, while recognizing neighborhood capacity challenges. Support revitalization with support from the city’s tax credit incentives, small business spotlights, façade improvement grants, and pilot campaigns such as “Paint Your Heart Out” for residential and small commercial properties. Complement this effort with a “Springs Shop Local” campaign using signage, decals, and flyers, offering participating businesses free promotion, vendor access at events, technical assistance, mini-grants, and annual recognition as Sulphur Springs Local Champions. The Merchant Association would be managed under the Community Development Corporation (CDC)/Main Street umbrella.

CASE STUDY: MERCHANT ASSOCIATION

A Merchant Association is an organization composed of local retailers, professionals, and service providers that work collaboratively to promote business growth, strengthen community ties, and advocate for members’ interests. Establishing a Merchant Association in Sulphur Springs would help revitalize the area by assisting both new and existing businesses through unified advocacy on local issues such as zoning and permits, and by increasing customer attention through hosted events and sponsored advertising. Membership also brings credibility and recognition, signaling to customers that they are supporting their local economy. In addition, a strong association can attract new capital and investments, drawing entrepreneurs and shareholders interested in supporting local development and beautification efforts. This unified approach stimulates economic growth, improves the community’s appearance, and fosters pride.

Setting up a Merchant Association

1. Define your association’s mission, structure, and membership.
 - ▶ Establish clear goals, such as promoting the local business district, attracting new customers, or hosting community events.
 - ▶ Form a core group of like-minded business owners or community members to serve on the organizing committee.
 - ▶ Elect a board of directors; Florida law requires a minimum of three directors for nonprofit organizations.
 - ▶ Select a name that’s descriptive and memorable.
2. File with the State of Florida.
 - ▶ A merchant association is typically set up as a not-for-profit corporation.
 - ▶ File your articles of incorporation online via Sunbiz website.
 - ▶ Appoint a registered agent, it can be a person or company authorized to accept legal documents on behalf of the corporation; must have a physical Florida street address. <https://dos.fl.gov/sunbiz/start-business/efile/fl-nonprofit-corporation/>
3. Draft bylaws.
 - ▶ Define rules and procedures; they should cover topics such as membership qualifications and rights, voting procedures, board member duties, and meeting requirements.
 - ▶ Establish financial rules for handling dues, budgeting, and financial reporting. Bylaws for nonprofits can be found here: https://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&URL=0600-0699/0617/0617.html
4. Obtain federal and state tax IDs.
 - ▶ All corporations must obtain an EIN from the IRS, even if they don’t plan to have employees.
 - ▶ Apply for tax exempt status; must apply after incorporation. The articles of incorporation must include specific language to qualify.
5. Register with Hillsborough County.
 - ▶ Obtain a local business tax receipt from Hillsborough County Tax

Collector. <https://www.hillstaxfl.gov/taxes/business-tax-services/>

Getting Local Businesses On Board

To successfully get local businesses on board with the Merchant Association, it's important to provide meaningful incentives and opportunities for collaboration. Membership can offer access to tax credits, grants, and exclusive discounts through collective purchasing power, while also boosting business credibility and online visibility through the association's social media platforms. By offering shared services such as sidewalk cleaning, trash pickup, vandalism repair, and beautification projects, the association can reduce individual costs and strengthen the sense of community. Participation in neighborhood events, festivals, and charity initiatives will further connect business owners with residents and customers. To ensure inclusivity, flexible payment plans and referral programs can help smaller businesses join, while discounts can be offered to members who volunteer or assist with administrative tasks. These efforts create a strong foundation of collaboration, engagement, and shared success among Sulphur Springs businesses.

Overcoming Capacity Challenges

To overcome capacity challenges, the Merchant Association can strengthen its foundation through strategic partnerships and diversified funding sources. Collaborating with local and federal agencies provides access to valuable resources such as business training, counseling, and financial tools. The Economic Opportunity Department, through the city, offers a Small Business Navigator Program that provides assistance and resources to established businesses seeking to expand and



First Fridays in Tarpon Springs

to new businesses seeking to establish a strong foundation in the community. Nonprofit support organizations can offer cost-sharing loans, grant opportunities, and professional referrals. Partnering with philanthropic and charitable foundations can open doors to grants focused on economic development and community revitalization, directly supporting projects that benefit Sulphur Springs. Additionally, crowdfunding initiatives can engage residents, local businesses, and community leaders in contributing financially to shared goals.



First Fridays in Tarpon Springs



**TARPON SPRINGS FIRST FRIDAY
MARKET + FOOD + MUSIC
DOG FRIENDLY EVENT**

First Fridays in Tarpon Springs

Action Comm.-3

NEIGHBORHOOD TOOLKIT

Create a comprehensive neighborhood identity and branding toolkit (i.e., signage, gateways, and mural guidelines) and launch a “Sulphur Springs Gateway Experience” at Nebraska Avenue and Grant Avenue with coordinated, themed signage. Brand Nebraska Avenue as a Recreational and Cultural Heritage Corridor with Waters Avenue as a Main Street (or combined as a district) that blends wellness & healing, the arts & creative expression, history, education, gatherings & connections, celebration, commerce, and environmental consciousness. Note, the City of Tampa and the State of Florida do not formally recognize a “Recreational and Cultural Heritage Corridor” for funding.

CASE STUDY:

NEIGHBORHOOD TOOLKIT

A Neighborhood Toolkit is a resource that helps residents organize, strengthen, and celebrate their community’s identity. It provides step-by-step guidance for forming neighborhood groups and launching improvement projects, including welcome signage, street banners & murals, neighborhood websites or social media communication channels, beautification initiatives, public space enhancements, investments in the local economy through local business support such as promotion, and active resident engagement.

When implemented effectively, a toolkit can build lasting relationships among residents, and encourage beautification projects that boost both pride and economic activity. It also enhances community resilience by preparing for climate change, natural disasters, and awareness programs. However, without proper planning and funding, toolkits can face challenges such as gentrification or unsustainable projects that lose momentum. When thoughtfully managed, a neighborhood toolkit becomes a long-term roadmap for unity, revitalization, and shared success in Sulphur Springs.

Assessment of the Neighborhoods Identity

To strengthen Sulphur Springs’ identity, the first step is to assess the neighborhood’s current brand and form partnerships that can bring its vision to life. A neighborhood audit should evaluate key elements such as architecture, landscaping, public art, local businesses, community events, and online presence, while also analyzing demographic data like age, income, and diversity to understand who the neighborhood serves. This assessment helps reveal Sulphur Springs’ strengths, opportunities, and areas for growth. Once the brand is clearly defined, building effective partnerships is essential for implementing initiatives.

Collaborating with local leaders, educational institutions, parks and recreation departments, and faith-based organizations can provide valuable resources, volunteers, and public spaces for events. Partnering with community “gatekeepers,” trusted and well-connected individuals, ensures projects gain credibility and local support. Together, these efforts lay the foundation for a strong neighborhood identity and empower residents to take part in shaping the future of Sulphur Springs.

Engaging Residents and Businesses in the Design Process

Engaging residents and businesses in

the design process is key to creating a neighborhood identity that truly reflects Sulphur Springs. Encouraging community art submissions for signage and murals allows residents to contribute their creativity and pride directly to public spaces, while partnering with local artists helps generate positive attention and supports the local economy. Hosting public meetings, workshops, and surveys ensures that everyone has a voice in shaping the neighborhood’s look and feel. Events like art festivals or open houses can showcase design concepts, gather community votes, and give local vendors and businesses an opportunity to participate and gain visibility.

These inclusive, hands-on activities help residents feel ownership of the neighborhood’s transformation and demonstrate that their input has a real impact in creating a vibrant, unified community identity. The following are examples of some strategies.

1. Use Branded Merchandise to Promote Economic Development, Tourism, and Placemaking
 - ▶ Develop a line of branded merchandise such as stickers, tote bags, T-shirts, hats, mugs, and pins that showcase the neighborhood’s unique character, history, and cultural assets.
 - ▶ Collaborate with local artists,

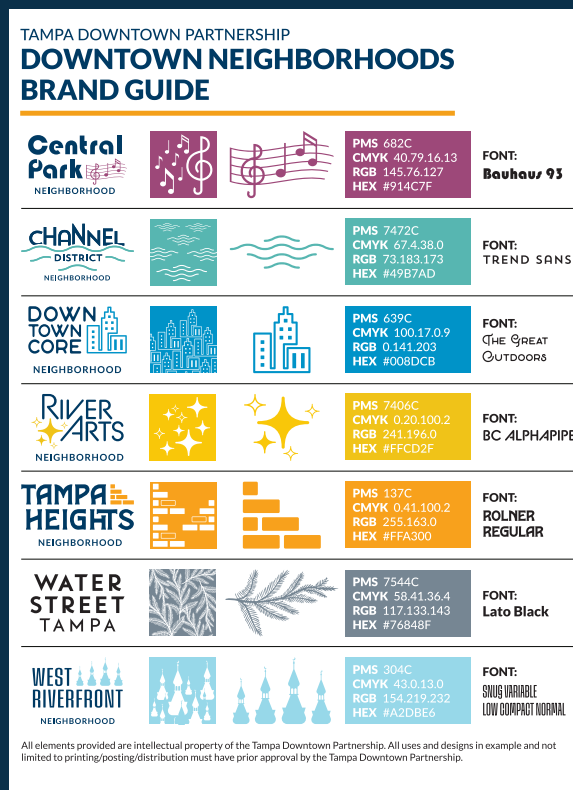
designers, and small businesses to create limited-edition designs that reflect community pride and identity.

- ▶ Use rotating artist features to drive engagement and offer collectible value, encouraging repeat visits and ongoing local participation.
- ▶ Distribute or sell merchandise at local events, markets, visitor centers, and neighborhood storefronts to support small business revenue and attract tourists.
- ▶ Integrate merchandise into broader placemaking strategies such as wayfinding, signage, and public art to reinforce branding in both physical and economic spaces.
- ▶ Proceeds can support neighborhood initiatives, artist commissions, or reinvestment in local public realm improvements.

2. Tampa Downtown Partnership

- ▶ It is made up of seven distinct neighborhoods, each with its own identity.
- ▶ Each has a certain color palette, iconography, and typography that correlates to its history and culture.
- ▶ Public art has been commissioned in each neighborhood, incorporating its personal image and background.
- ▶ Signage is used all around each neighborhood, with its specific font and design, having a cohesive look throughout the community.

- ▶ Community involvement is a key factor in developing the brand for each one; input and surveys are used in the design process.



Downtown Neighborhoods Brand Guide

Implementation of Branding Guidelines

1. Navigate through Regulations and Guidelines

- ▶ Collaborate with the City of Tampa to identify appropriate locations for branding elements.

- ▶ Engage early with relevant City departments to ensure that proposed designs align with municipal standards and can be feasibly permitted.
- ▶ Consult local regulations and obtain necessary permits from building departments and zoning boards.
- ▶ Seek approval from FDOT and ensure compliance with the Florida Building Code.

2. Design and Install

- ▶ Work with a designer, artist, or contractor to create a design that fits the aesthetic and functional needs of the area.
- ▶ Choose materials that resonate with the community and complement existing architecture. Consider geographical location for wear and tear when choosing materials.
- ▶ Coordinate with City staff to ensure signage is installed correctly and in compliance with City code.

Action Comm. -4

CULTURAL EVENTS

Organize recurring festivals and gatherings in neighborhood parks such as Spring Hill Park, Cheney Park, North Tampa Park, and River Tower Park, focused on arts, food, and culture to boost foot traffic. Events may include: Cultural Anchors to promote the Tampa Soulwalk Arts and Heritage Trail as a cultural asset and tool for neighborhood programming. In addition, there could be collaboration on guided eco-tours (i.e., kayaking, birdwatching, nature walks) led by Sierra Club volunteers and trained residents, focusing on the river's ecology, conservation, and history.

CASE STUDY: CULTURAL EVENTS

Planning and hosting cultural events tailored to Sulphur Springs is vital to strengthening the neighborhood's identity, resilience, and grassroots economy. For a community with deep historic roots and cultural richness, events provide more than entertainment; they create spaces for connection, expression and promotion, and pride in place. They help residents reclaim their narrative, celebrate shared traditions, and build social trust that reinforces community resilience in times of change. By engaging local vendors, artists, and small businesses, cultural events open to the public can bring dollars to the neighborhood, fostering economic growth from the ground up. In Sulphur Springs, cultural gatherings are not just celebrations; they are catalysts for belonging, empowerment, and sustainability.

Below is a phased "how-to" outline, from inception through execution and evaluation:

1. **Vision & Stakeholder Engagement:** Bring together residents, businesses, and community partners to co-create a shared vision for an event that reflects Sulphur Springs' culture and values.
2. **Scope, Format & Structure:** Define the event's size, activities, and competition.
3. **Site Selection & Layout:** Choose a central, accessible park or open space and design a layout that supports the event.
4. **Permits, Insurance & Safety:** Secure all city approvals, liability coverage, and safety plans to ensure compliance.
5. **Budgeting, Sponsorship & Funding:** Develop a clear budget and attract sponsors, grants, and vendors to sustain the event financially.
6. **Programming & Scheduling:** Create a balanced schedule of games, performances, and food contests that keep attendees engaged throughout the day.
7. **Marketing:** Promote the event through neighborhood networks, to build excitement and participation.
8. **Volunteer Management & Staffing:** Recruit, train, and equip community volunteers.
9. **Logistics & Operations:** Coordinate all event-day essentials, including setup, utilities, signage, waste management, and crowd flow.
10. **Execution & Onsite Management:** Oversee event activities in real time, ensuring safety, on-schedule, and positive experiences.
11. **Follow-up, Evaluation & Sustainability:** Gather feedback, recognize contributors, and document lessons learned to strengthen and grow the event annually.

Below are two examples of neighborhoods hosting community events.

The Midwest Black Family Reunion Neighborhood Olympics¹

The Black Family Reunion Neighborhood Summer Games is a citywide, multi-game competition uniting Cincinnati's neighborhoods in friendly games of Four Square, Hopscotch, Pickleball, Jacks, Three-point and Free Throw Basketball, and Cornhole. This builds on Black family reunion traditions and past neighborhood Olympic-style contests, fostering camaraderie, pride, and inter-neighborhood unity.

Festival of Neighborhoods²

The Neighborhood Advisory Committee invites all of Asheville to gather for a day filled with neighborly interaction, learning, and fun for the whole family. This event brings together neighbors from all corners of Asheville to strengthen the bond between residents, neighborhood associations, and local organizations and to create a harmonious and thriving community. It's a great opportunity to find out about all the great things that are happening in the community and celebrate the rich diversity that makes our city so special."

¹<https://myblackfamilyreunion.org/bfr-neighborhood-games/>

²<https://www.ashevillenc.gov/news/festival-of-neighborhoods-brings-community-connection-and-family-fun-to-asheville-on-september-14/>

Action Comm. -5**BEAUTIFICATION EVENTS**

Identify a coordinating entity (e.g., a CDC or a neighborhood association in partnership with City staff or Keep Tampa Bay Beautiful) to lead community-led cleanup, tree planting, and beautification efforts through campaigns such as “Plant Your Heart Out.”

Action Comm. -6**COMMUNITY UPDATES**

Launch recurring newsletters and digital bulletins to share progress on initiatives, highlight community resources, and celebrate resident-led wins.

Action Comm. -7**AMPLIFY RESIDENT VOICES ONLINE**

Use social media and short-form video (e.g., “hot take” street interviews) to amplify resident voices, stories, and opinions, building community visibility and engagement.

Action Comm. -8**HISTORIC ASSETS**

Install heritage signage and develop preservation toolkits to restore and highlight historic buildings and landmarks throughout the neighborhood.

Action COMM. -9**HISTORIC DESIGNATION**

Pursue individual historic structure designations supported by a cultural resource survey, preservation plan, and incentives, while expanding rehab grants to restore and weatherize 50-plus-year-old properties of significance.

Glossary

Affordable Housing – Housing that is priced so that low- to moderate-income households can afford it without spending an excessive portion of their income on rent or mortgage.

Americans with Disabilities Act (ADA) – A civil rights law that requires cities and states to make their built environment accessible and prohibits discrimination against people with disabilities.

Anti-Displacement – Policies and strategies designed to prevent residents, especially vulnerable or low-income households, from being forced to leave their neighborhoods due to rising housing costs or redevelopment.

Beautification Initiative – Programs or projects aimed at improving the visual appeal of a community through landscaping, public art, clean-up efforts, and enhancements to streetscapes and public spaces.

Brownfield Redevelopment – The process of reconstructing and cleaning up previously developed properties that are contaminated with hazardous substances aligned with EPA guidelines and other state and local requirements.

Catalytic Site – Strategically selected location, typically a vacant or underused parcel of land, chosen to host a development project that transforms the area.

Community Development Block Grant (CDBG) – A flexible funding program from U.S. Department of Housing and Urban Development (HUD) that provides grants to local governments for a wide range of community development activities.

Community Development Financial Institution (CDFI) – Specialized, mission-driven financial organizations that provide capital and financial services to historically underserved communities.

Community Land Trust (CLT) – Nonprofit organization that acquires and holds land permanently to ensure long term affordability and community control of property.

Complete Streets – Roads designed to safely accommodate all users: drivers, pedestrians, cyclists, and public transit, rather than prioritizing cars alone.

Connectivity – The degree to which streets, sidewalks, bike paths, and transit routes link people to destinations making it easier to travel without relying solely on cars.

Corridor Revitalization – Efforts to improve and modernize a major roadway or transportation corridor, often by upgrading infrastructure, attracting new businesses, and enhancing the area's appearance and functionality.

Crime Prevention Through Environmental Design (CPTED) – Strategy that uses the design and management of the built environment (like street lighting) to reduce crime and the fear of crime.

Density – The number of buildings or housing units allowed within a specific area, as determined by zoning regulations. Higher density often means more homes or businesses in a smaller space.

Economic Development – Activities and strategies aimed at improving a community's economy by attracting businesses, creating jobs, and increasing investment.

Flood Mitigation – Methods used to reduce or prevent flooding-related damage, such as building levees, improving drainage systems, or preserving wetlands.

Geographic Information System (GIS) – A computer-based technology used to capture, store, analyze, and visualize spatial data, which integrates location information with other data like demographics, land use, and infrastructure.

Green Infrastructure – A network of natural and engineered systems, like parks, rain gardens, and green roofs, that use natural processes to provide a variety of environmental benefits.

HOME Investment Partnerships Program (HOME) – Federal block grant from HUD that provides funds to state and local governments for the purpose of extending the supply of decent affordable housing.

Infill Development – Building new structures on vacant or underused land within existing developed areas, rather than expanding outward into undeveloped land.

Land Banking – The practice of acquiring and holding land for future development or community use, often to guide growth or prevent blight.

Land Use – How land is utilized, such as for housing, businesses, parks, or agriculture, is based on planning and zoning decisions.

Mixed-use Development – A type of development that combines different uses such as housing, shops, offices, and public spaces within the same area or building to create vibrant, walkable communities.

Multimodal – Characterized by several different modes of transportation including automobiles, bicycles, trains/light rail, and boats, etc.

Natural Assets – Features of the natural environment, such as rivers, forests, beaches, and wildlife, provide ecological, recreational, and economic benefits to a community.

Naturally Occurring Affordable Housing (NOAH) – Privately owned housing that is affordable to low- and moderate-income households without public subsidies, often due to being older, having deferred maintenance, or being in less desirable locations.

Nature-Based Solutions – Actions that protect, restore, and sustainably manage natural ecosystems to address societal challenges like climate change, disaster risk, and food and water security.

Neighborhood Stabilization – Programs and strategies that help maintain or improve neighborhood quality, often by addressing vacant properties, supporting homeowners, and reducing crime.

Passive Recreation – Outdoor activities that require minimal facilities and do not significantly alter the natural environment, such as walking, birdwatching, or picnicking.

Public-Private Partnership (PPP) – Long-term contract between a government entity and a private company to deliver public assets or services for community benefit.

Rehabilitation – The process of repairing or restoring existing buildings or infrastructure to improve their condition and extend their useful life.

Resilience – The capacity of systems, institutions, communities, and individuals to withstand, adapt to, and recover from chronic stresses (like unemployment and poor infrastructure) and acute shocks (like earthquakes and hurricanes).

Revitalization – The process of renewing and improving a city's declining or neglected areas by addressing physical, economic, and social aspects to enhance quality of life.

Vision Zero – Urban planning strategy aimed at eliminating all traffic fatalities and injuries.

Wayfinding – A system of elements like signs, landmarks, and design cues that help people navigate complex environments, orient themselves, and reach their destination.

Workforce Development – Programs and initiatives that help people gain skills and training needed for employment, supporting both workers and local businesses.

Zoning – Local regulations that determine how land can be used, such as for housing, businesses, or industry, and set rules for building size, height, and placement.

Please note, for clarity, RCC stands for Resilient Cities Catalyst.



Third Public Meeting

