

Thanks to the following people for their help and support in making this panel possible:

- The Honorable Bob Buckhorn, Mayor
- Bob McDonough, Economic and Urban Development Department
- Leroy Moore, Tampa Housing Authority
- Jim Shimberg, City Attorney
- Catherine Coyle, Zoning Administrator
- Susan Jezek, James Moore, ULI Tampa Bay



Tampa, Florida

Transforming the Hillsborough Riverfront NW of Downtown



What is the Urban Land Institute?

Mission: Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

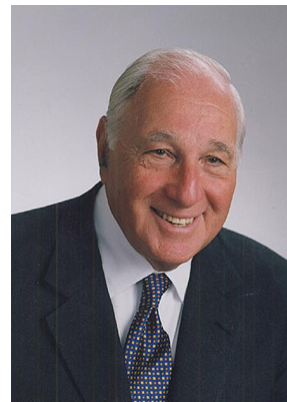
ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange



Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming

Forums: invitation-only events for public officials

- 2011 Shaw Forum on Future of Redevelopment (June, San Francisco)
- Local leadership and innovation during the financial crises (DC, September with the German Marshall Fund)
- Multifamily Housing Development and Finance (November, Houston with Terwilliger Center)



Workshops and webinars

- Implementing Sustainable Development in Your Community Workshop (Charleston, Fayetteville, Atlanta with Home Depot Foundation, 2011)
- Responding to Multifamily Foreclosure Webinar (June 2011)



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Kansas City, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento and Tampa



2011-2012 Class



City Study Visits

- Based on ULI Advisory Services Program
- Assembles experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge

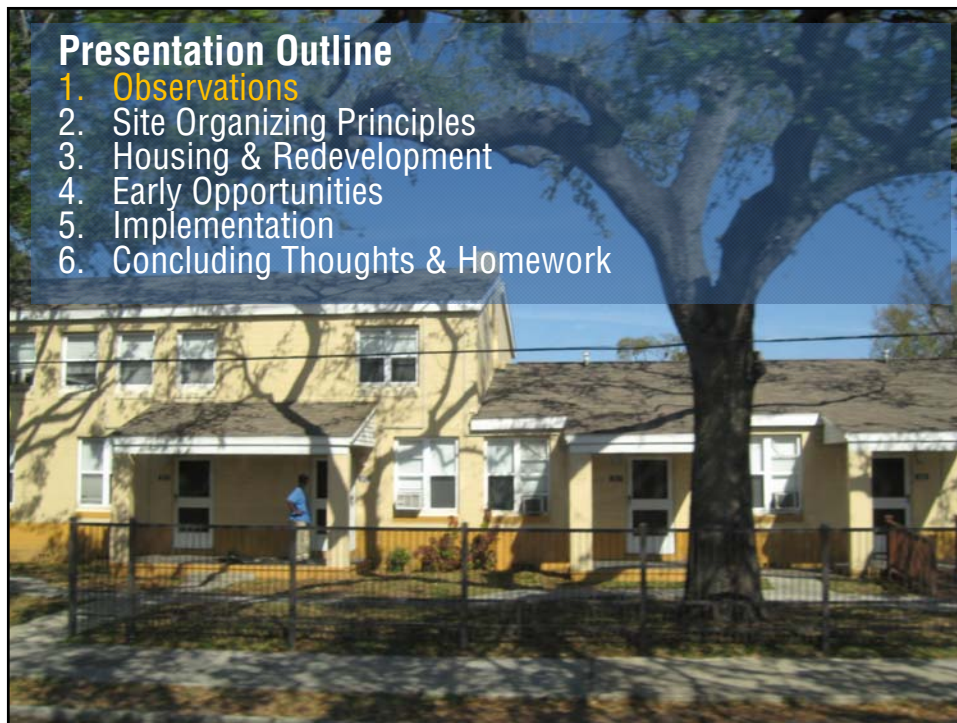


The Panel



The Panel

- **Co-Chair:** Hilary Bertsch, EEK/ Perkins Eastman, New York, NY
- **Co-Chair:** Cathy Crenshaw, Sloss Real Estate, Birmingham, AL
- Antonio Fiol-Silva, Wallace Roberts & Todd, Philadelphia, PA (Rose Center Advisory Board)
- Aliza Gallo, Community and Economic Development Agency, City of Oakland, CA (Daniel Rose Fellow)
- Charnelle Hicks, CHPlanning, Philadelphia, PA
- Matt Jerzyk, Mayor's Office, City of Providence, RI (Daniel Rose Fellow)
- Charles Long, Charles A. Long Properties, Oakland, CA
- Christopher Parr, Denver Housing Authority, Denver, CO
- Bridgette Williams, Economic Development Corporation of Kansas City, MO (Daniel Rose Fellow)



Study Area Assets

- Mayor Buckhorn is committed to focusing investment and activity to Tampa's urban core
- Proximity to Central Business District
- Nearby educational institutions: University of Tampa; USF CAMLS Center; Blake High School
- Nearby cultural facilities
- Diversity of community
- Proven track record for public housing redevelopment
- Good collaboration between City and Housing Authority

Opportunities

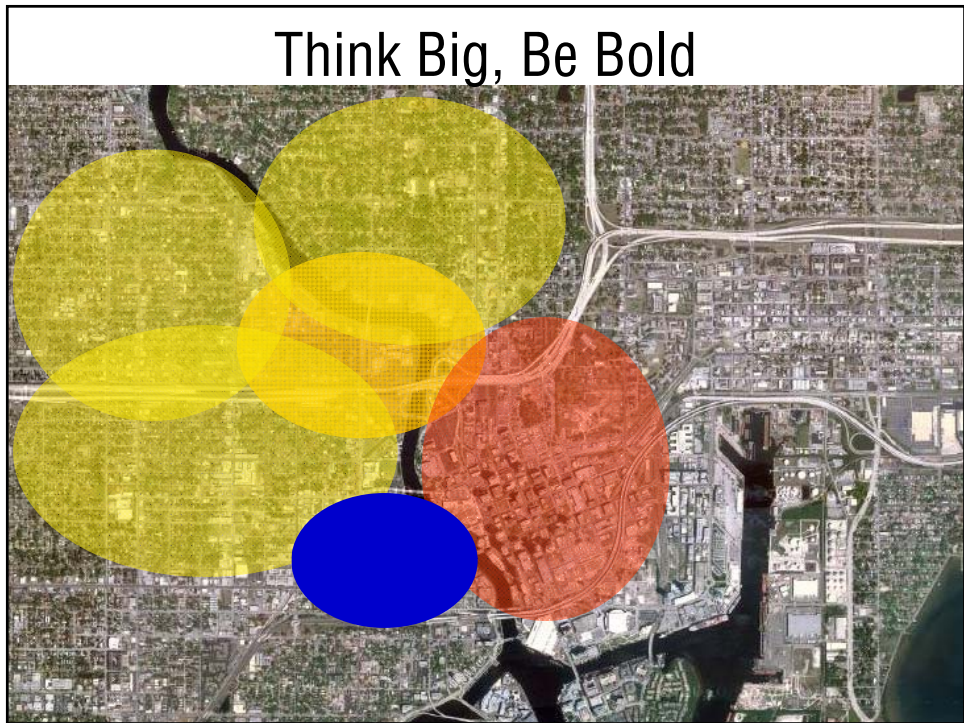
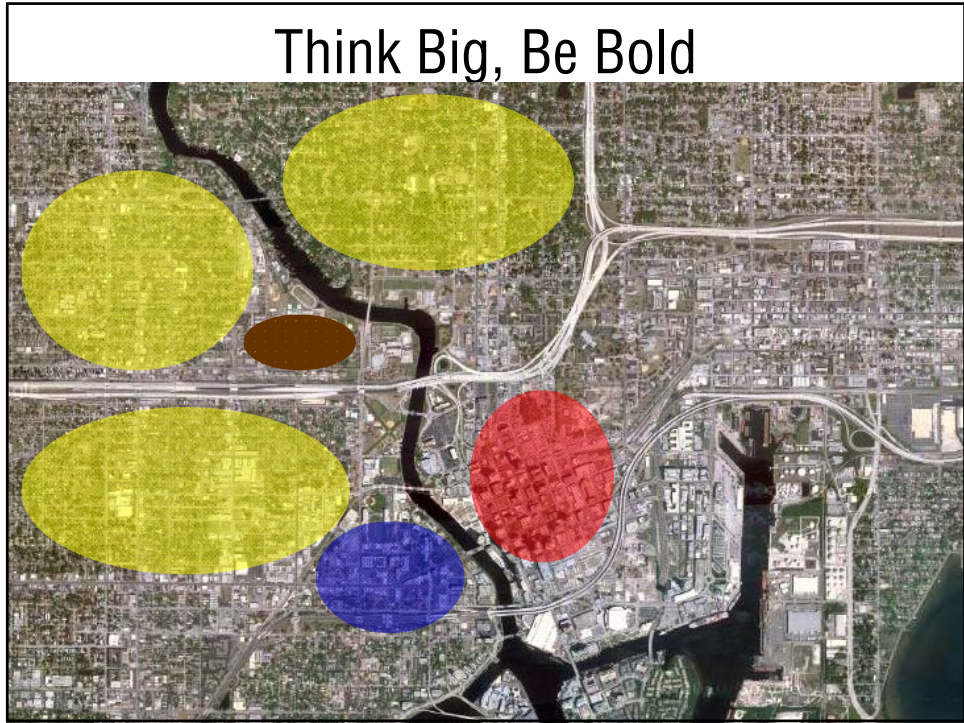
- Potential large-scale redevelopment sites available in near term
- Waterfront and river can be bigger regional attractors and economic development opportunities
- Public agencies that control land to collaborate on common vision and share resources
- Potential to strengthen neighborhood's urban and social fabric

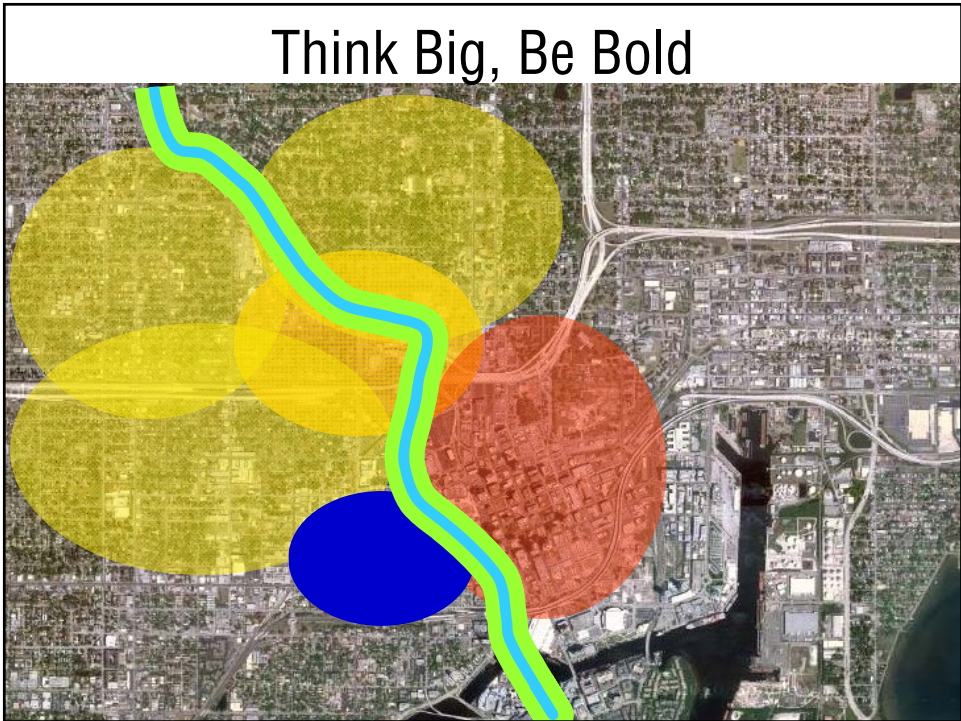
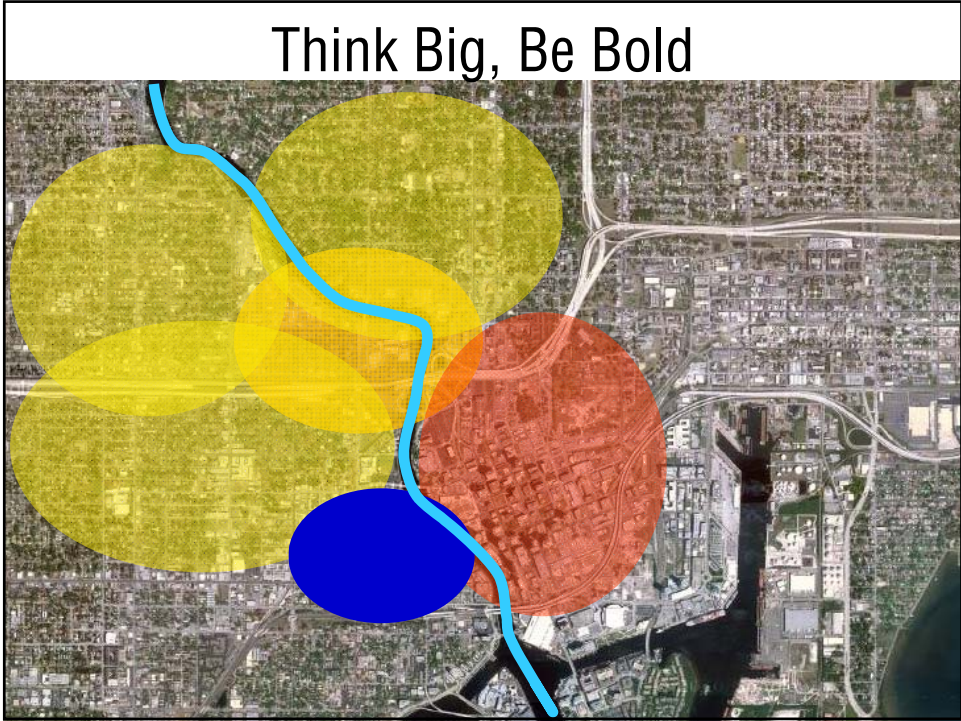
Challenges

- Social issues and safety – real and perceived
- Negative perception about area's identity
- Close coordination needed between multiple public agencies
- Lack of connectivity and access to jobs and resources
- Lack of local services, retail, jobs and amenities
- Market realities and financial feasibility of redevelopment

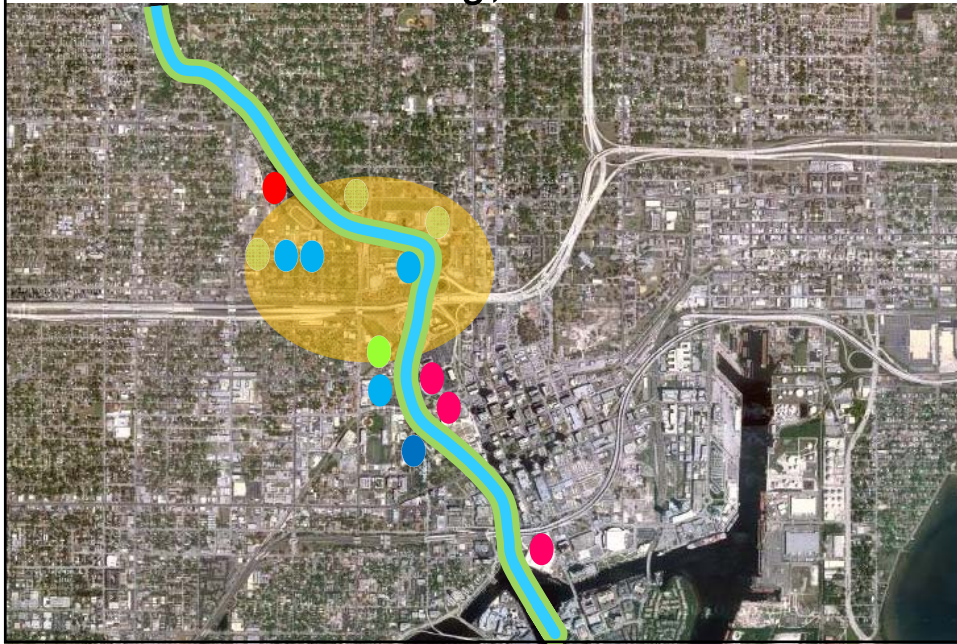
Presentation Outline

1. Observations
2. **Site Organizing Principles**
3. Housing & Redevelopment
4. Early Opportunities
5. Implementation
6. Concluding Thoughts & Homework

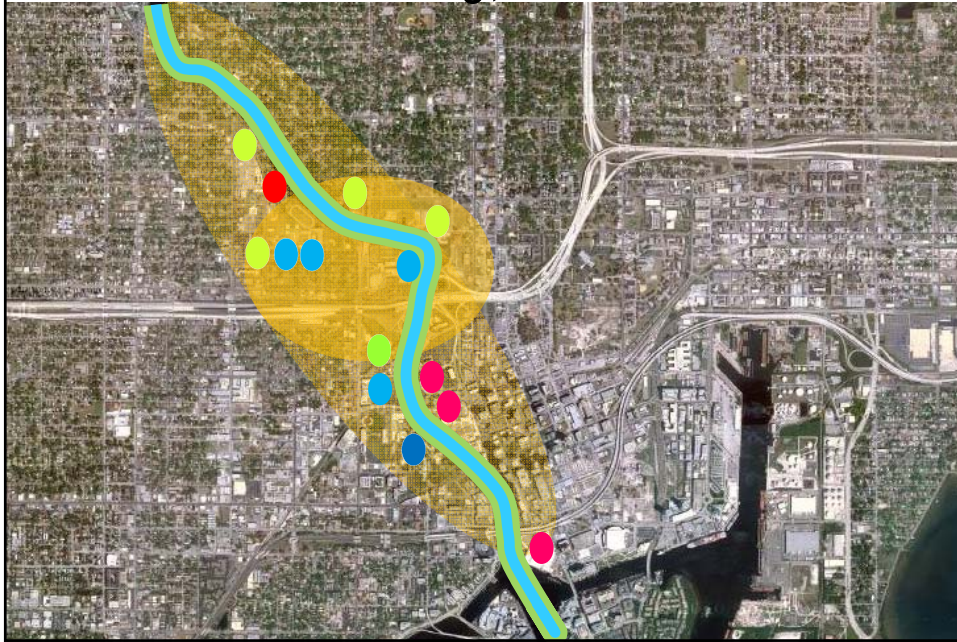




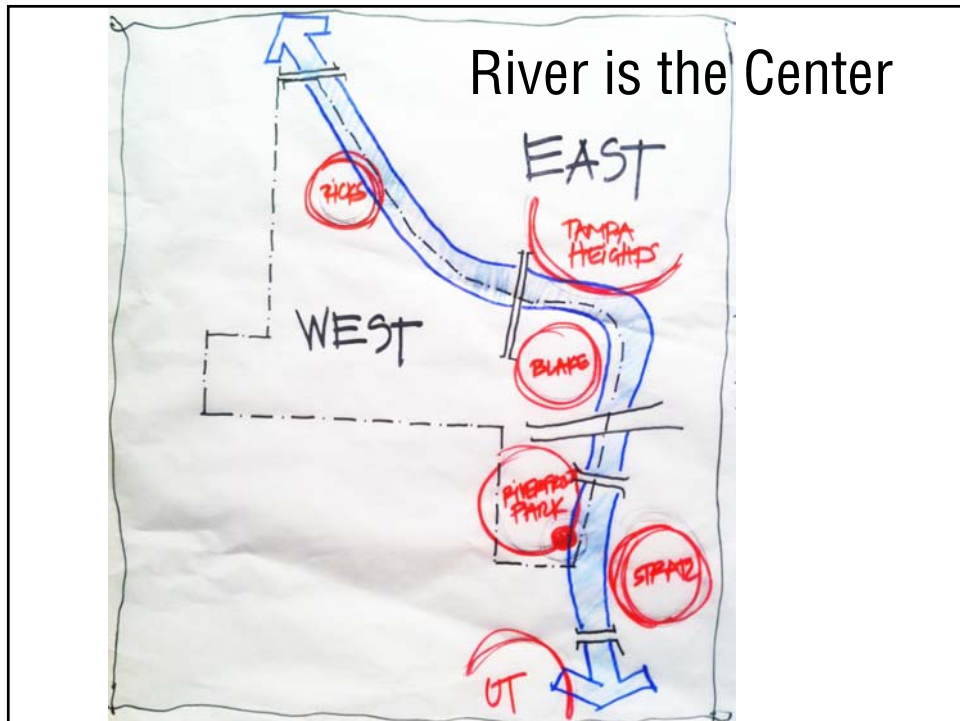
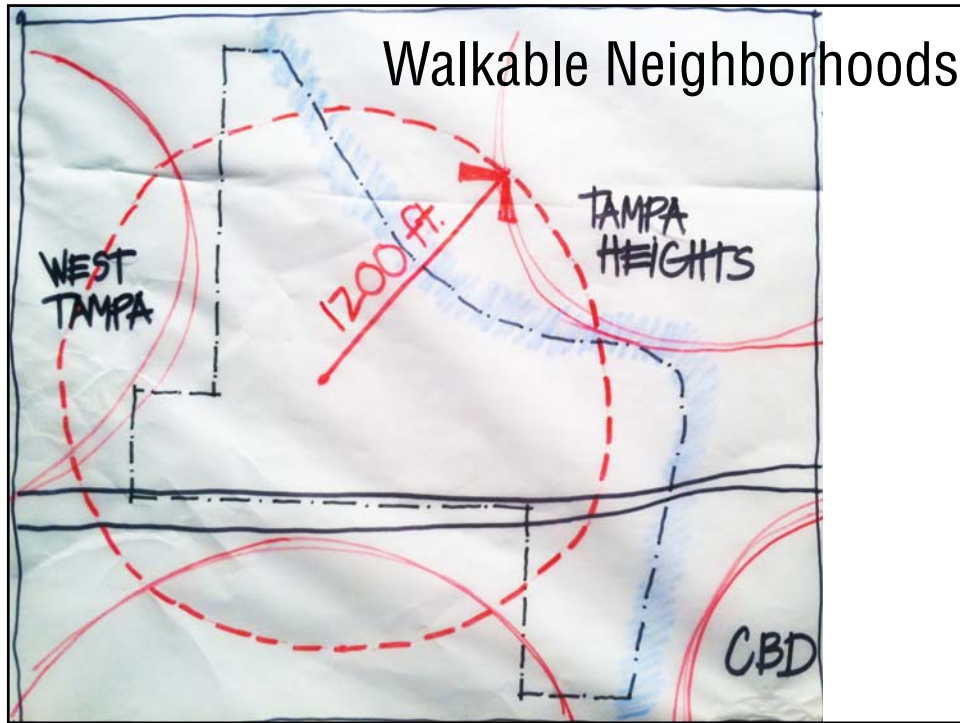
Think Big, Be Bold



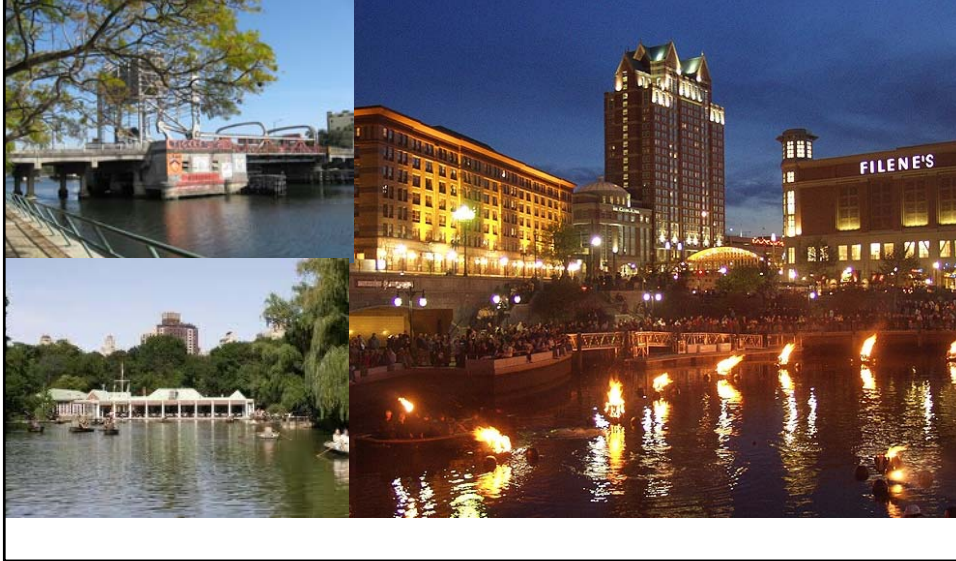
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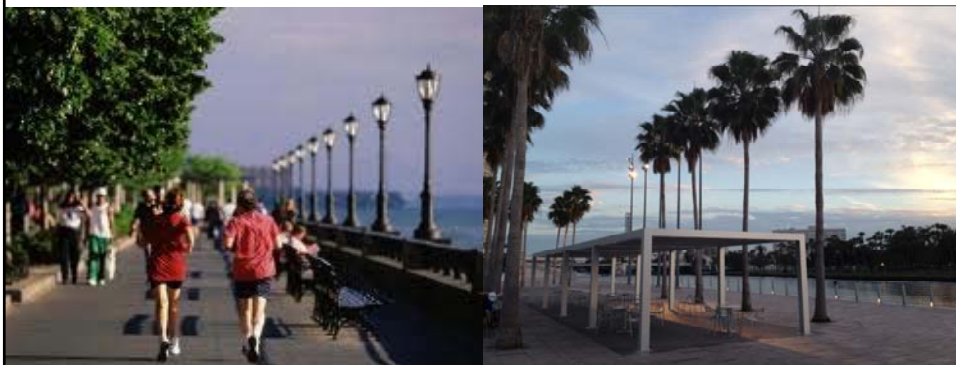




Water Plan



Riverwalk



Riverfront Dining



Multi-Modal Transportation

- Water taxi
- Expanded bus service
- Bike paths/lanes
- Sidewalks/pedestrian environment/Crosswalks
- Studies of key corridors in study area



Community: Coming Together

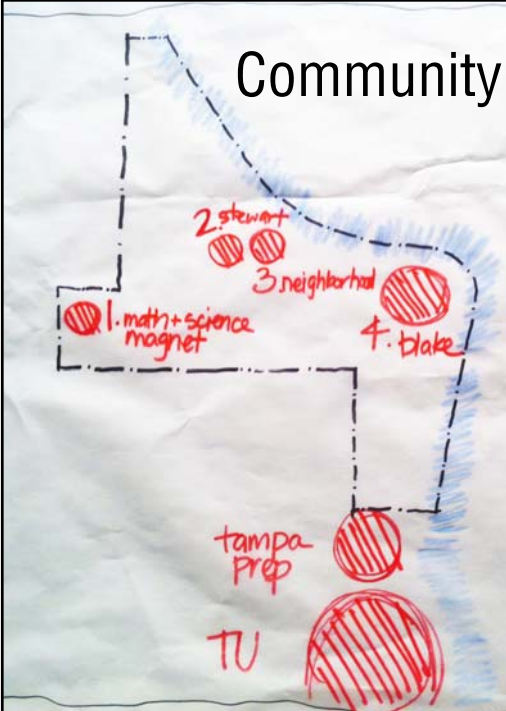
- Strengthen and reinforce these stable communities and resources
- Create new spaces for communities to meet and share
- Invite mixed income and high income neighbors into community fabric
- Invite new building types for a new product in the region

Community: Services and Recreation

- MLK Complex expanded to include County Service Center
- Upgrades to include state of the art facilities and programs
- Arts, science, and recreation focus
- Include non-traditional activities to invite broader participation
- Complement Boys and Girls Clubs programs

Community: Arts and Science

- Math, science and NASA magnets in elementary and middle schools to build a science focus
- Invite industry for employment and training in conjunction with CAMLS
- Convene a steering committee of academic and business leaders



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Community: New Community Spaces

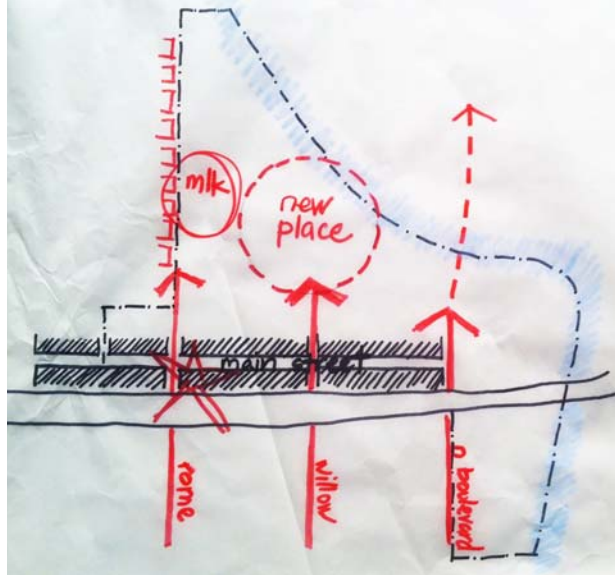
"We first design structures, then they design our lives." ~Winston Churchill

- Create new community gathering spaces, meeting places, places to go, in the Central Study area
- Explore the future of Presbyterian homes as a connection between Blake HS and the community
- Centralize recreation and sports facilities and strengthen programming between schools, little leagues and community partners
- Gateways: create new entranceway and development corridor
- Invite new building types: mixed income, mixed use

Community: Revitalizing Main Street

- Entranceway node at North Willow Avenue with retail, coffee, arts
- Circulator transit and bike-ped access
- Senior serving commercial at North Rome entranceway
- Arts gateway at North Boulevard
- Local job opportunities and entrepreneurship

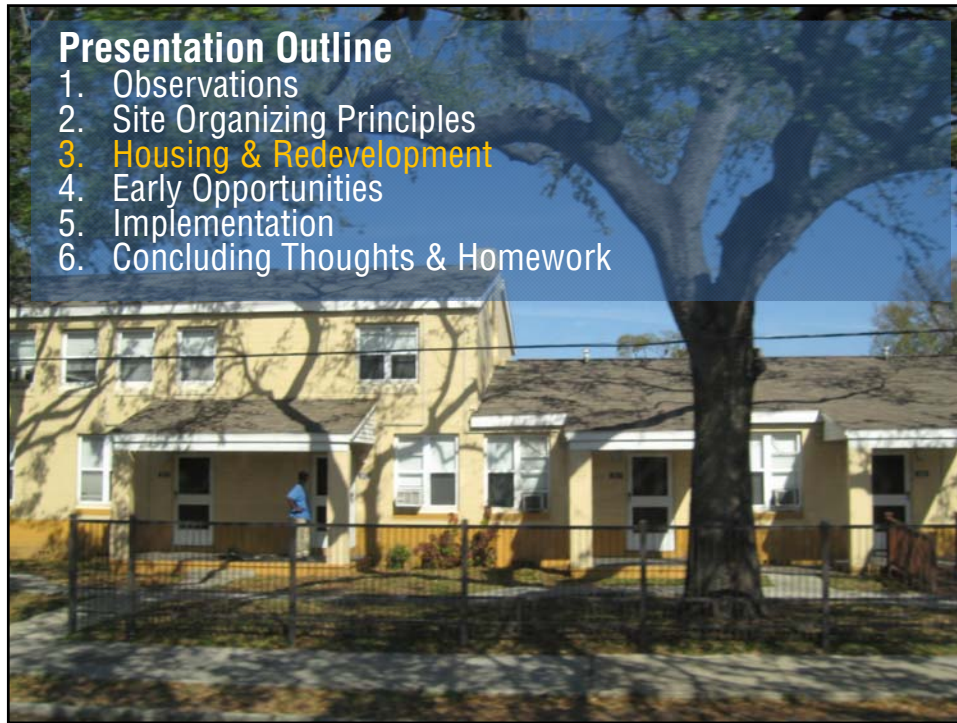
Community: Creating Identity



- Get to know one another in the early development phases
- Begin to look after one another and to build trust
- Play and learn together inviting the region to participate
- Build a new community with common ground

Community: Rebranding & Marketing

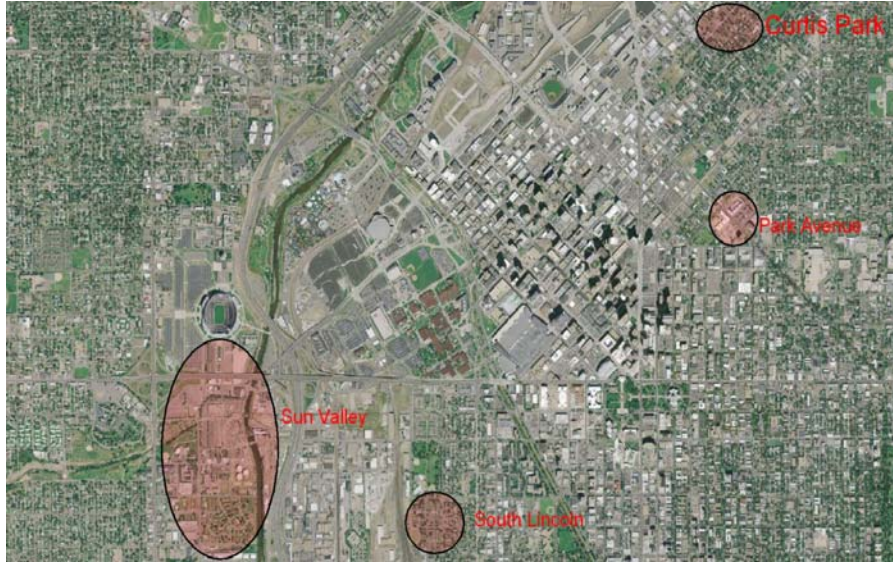
- Current perception: unsafe; underutilized; not a place to visit
- Crime fighting: expand community policing, patrols and crime watch programs and use environmental designs (signage, visibility sightlines) to reduce crime
- Tell the neighborhood's story of crime reduction, combat the myth of danger
- Leverage tourism dollars to create website, brochure, new "brand" to attract people to the area



Housing Development

- THA owned property – 830 Units
- Other affordable housing - Presbyterian Village (HUD 236 Property)
- Concentration of poverty
- Recognize value of river/downtown-oriented development
- Strength/experience of THA
 - Land control – jump start redevelopment
 - Federal funding opportunities
- Specialty housing opportunities (e.g., student, senior)
- Density and Built Form
 - Average of 20-25 DU/Acre
 - Point of Vibrancy: 60 + DU/Acre

Major Redevelopment Connectivity in Denver



East Village/Park Avenue Case Study

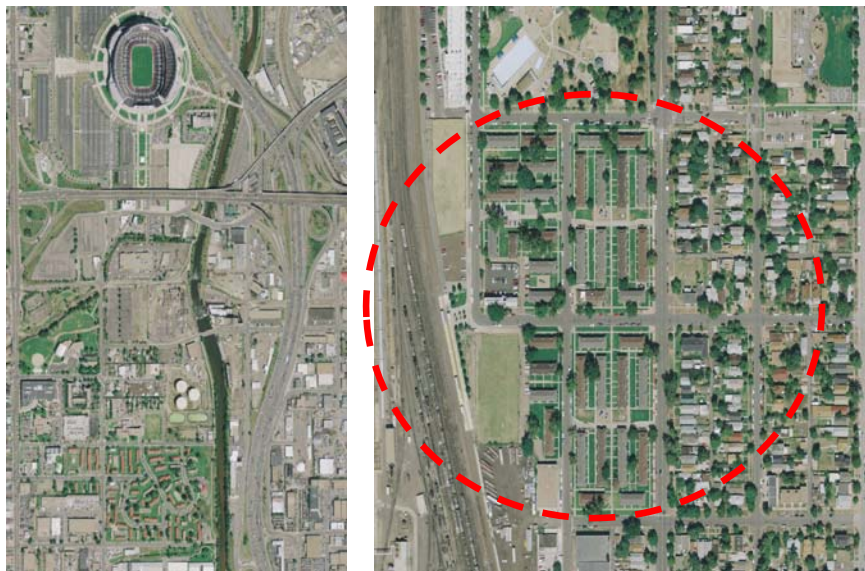
- Barrack Style Housing
- High Crime Rate
- Isolated/Removed from grid
- Community drove around for last 40 years



Redevelopment Solutions near Downtown



Redeveloping around Assets



Proximity to Downtown



Density Transition



2-4-6-8 stories

Density to Attract Investment Create “Place”



1. provide more transportation choices.
2. promote equitable, affordable housing.
3. enhance economic competitiveness.
4. support existing communities.
5. coordinate policies and leverage investment.
6. value communities and neighborhoods.

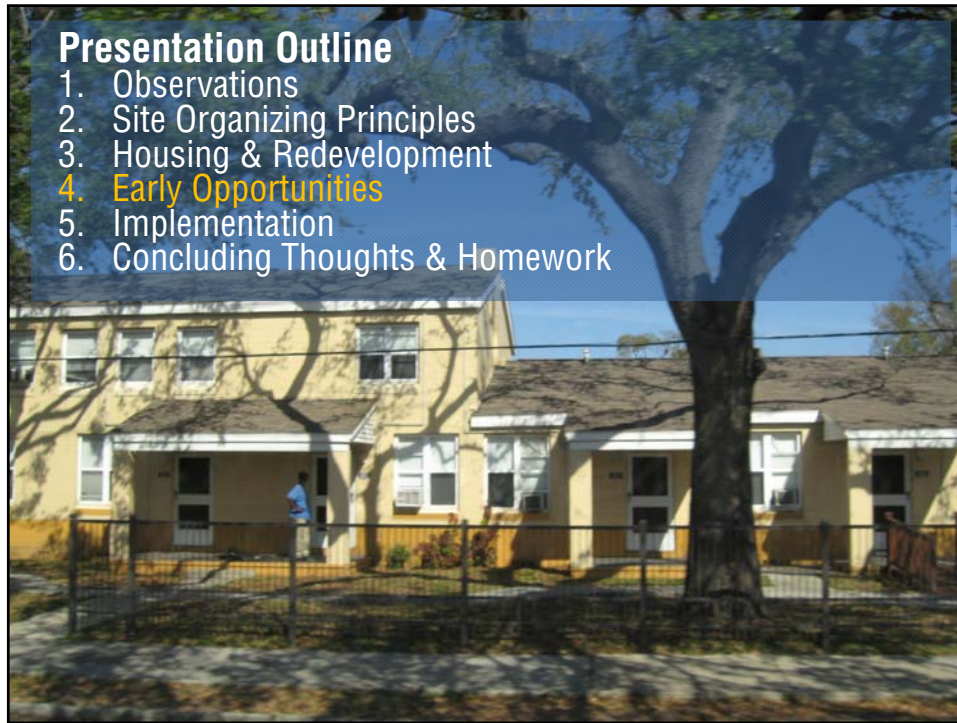


LIVABILITY PRINCIPLES



Housing Approach

- Commit to redevelop North Boulevard Homes
- Mixed-income/ mixed-use site
- Recognize key role of housing in Downtown neighborhoods
- Strategically increase density to attract commercial investment
- Use public investment to leverage private
- Aggressively pursue development partnerships



Early Action Opportunities

Activate the river

- Pull fences back, open existing sidewalks to access the riverfront connecting greenway trail from Riverfront Park through Blake HS to Rick's Restaurant
- Use creative lighting, landscaping, signage to highlight Blake campus
- Build the capacity of sculling/ crew community and market as a national resource
- Promote the water taxi, marina and river tour opportunities

Early Action Opportunities

Connectivity

- Reduce Laurel St. Bridge from 4 lanes to 2 lanes: turn closed 2 lanes into bike and pedestrian travel lanes
- Create clear paths for cyclists and pedestrians where possible and inexpensive

Early Action Opportunities

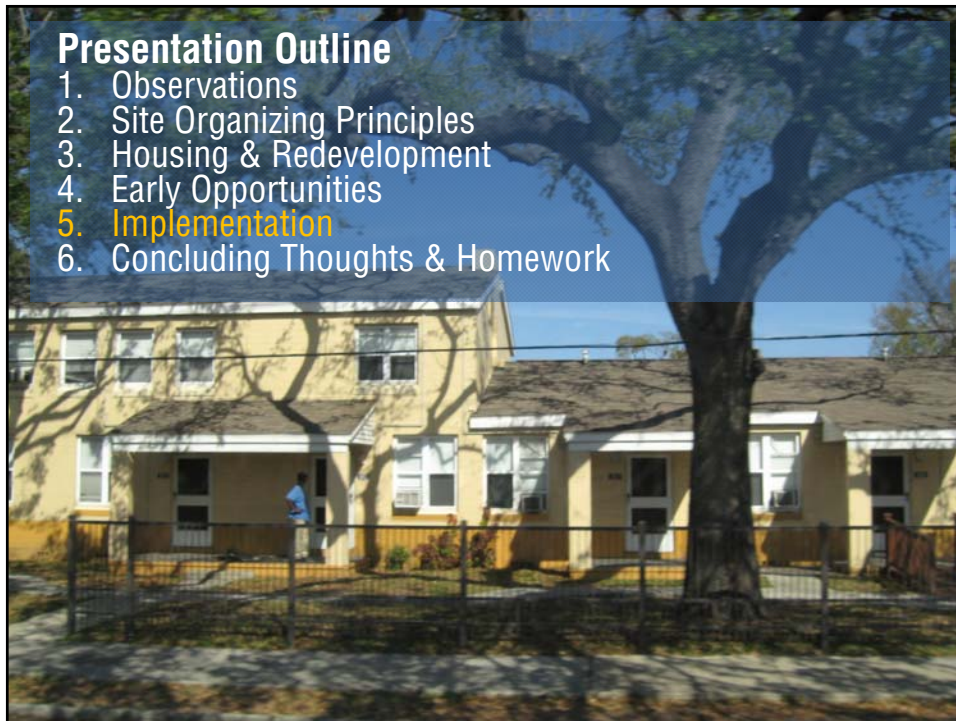
Blake High School

- Increase partnerships with arts and community groups
- Formalize partnership with Straz Performing Arts Center
- Integrate public and student art on campus to emphasize arts theme

DO NOT ANCHOR
WATER MAIN CROSSING

Presentation Outline

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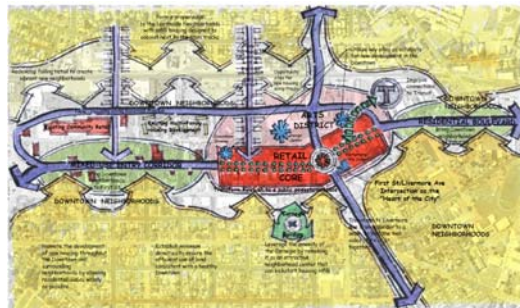


24 Month Completion Goals

1. CRA District including West Tampa and North Hyde Park
2. Relocation of North Boulevard tenants
3. Relocation of wastewater vehicle yard
4. Infrastructure/transportation funding plan
5. Community vision/land plan component of Greater Downtown Master Plan
6. Agreement among the City, County, Housing Authority and School Board on strategy

Community Vision/ Land Use Plan

- Involve
- Catalyze
- Map the uses
- Financial Analysis
- Density
- Retail
- Connect
- Activate the riverfront



Near-Term Catalytic Opportunities

Within the next 2 years

- North Boulevard Public Housing site: 40 acres
- City wastewater vehicle parking area: 12 acres

Within 5 years

- Privately owned multifamily
- Reconfigure city/school district ball fields

Focus on Catalytic Uses, Others Will Follow

- Mixed use/mixed income residential
- Grocery/pharmacy medical
- City Rec Center
- Activate the riverfront



Capital Needs

- Gap financing for catalytic uses
- Infrastructure/ transportation
- Relocation of wastewater vehicle yard/ ball fields
- Renewal of recreation center
- Riverfront enhancement including riverwalk



CRA Financing Capacity



- Broadened CRA enhances TIF potential
- 2,500 new residential units
- \$50 million in financing capacity

Other Funding Sources



FTA

MPO

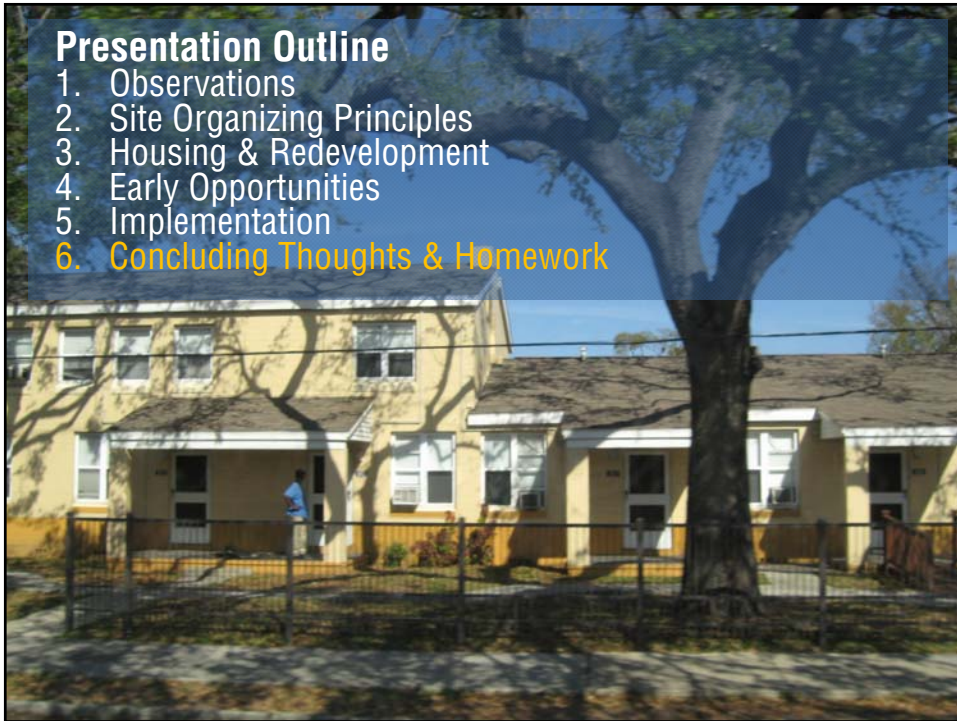


HUD

FHWA

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BE BOLD!

- Activate the waterfront: create riverwalk, program river, encourage retail
- Expand transportation service today, create new connections in future
- City should lead planning effort for the study area and create a steering committee of key stakeholders and partners
- Conduct an inclusive planning process
- Develop the land use vision as a key component of the Greater Downtown Master Plan
- The plan should go beyond the study area to embrace a broader context
- Reevaluate CIP plans for Riverfront Park in light of plan goals

BE BOLD!

- Develop a CRA district encompassing West Tampa and Hyde Park to develop financing program
- Create an identity that defines the study area; brand and market
- Take immediate measures to address safety concerns; reinforce safety later with new design
- Support commercial opportunities and job creation
- Start redevelopment/ relocation plan for North Boulevard Homes and Wastewater vehicle yard
- Engage University of Tampa as strategic partner for study area's future

Homework

- Mayor should appoint steering committee to lead study area planning process
- Negotiate a planning agreement with key public agencies
- Start forming the CRA District
- Start the redevelopment/ relocation plan approach for North Boulevard Homes and city Wastewater yard
- Identify early programming opportunities and funding sources (including park CIP)

Thank you to the following people; their assistance was essential to the panel's work:

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