

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

- The Honorable Bob Buckhorn, Mayor
- Bob McDonaugh, 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



Urban Land
Institute

Rose Center for Public Leadership

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

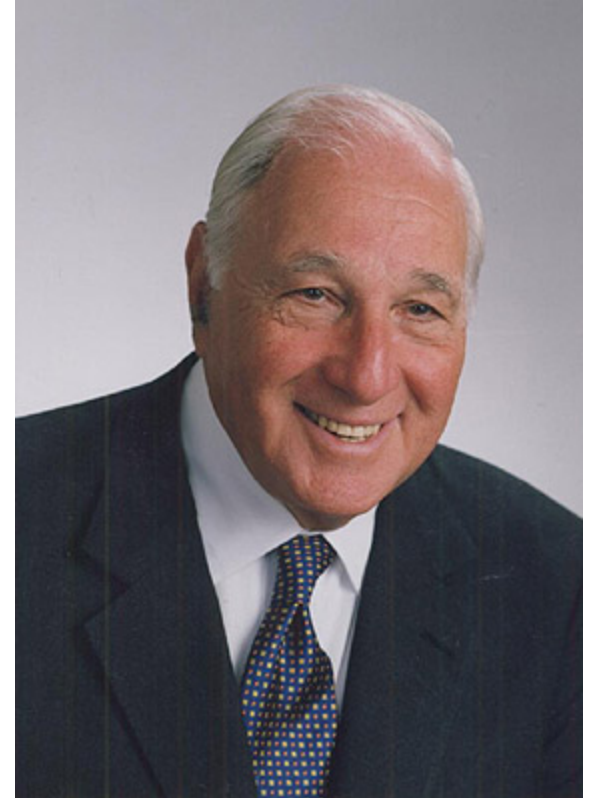




Urban Land
Institute

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

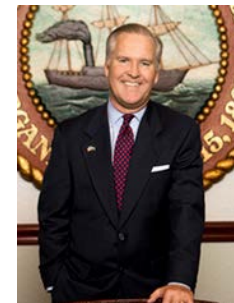
Forums: invitation-only events for public officials

- 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)

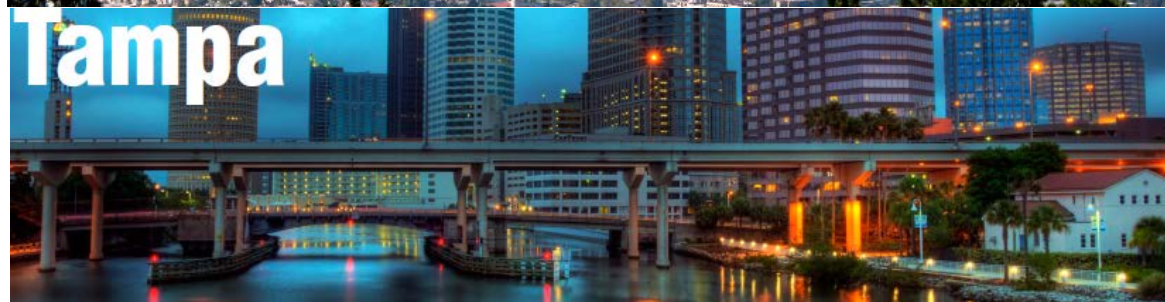


Daniel Rose Fellowship

- 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

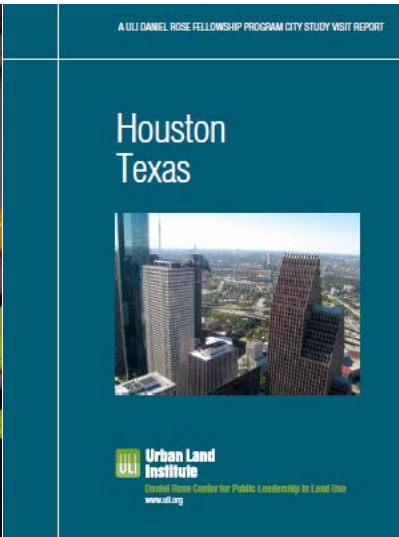


2011-2012 Class



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



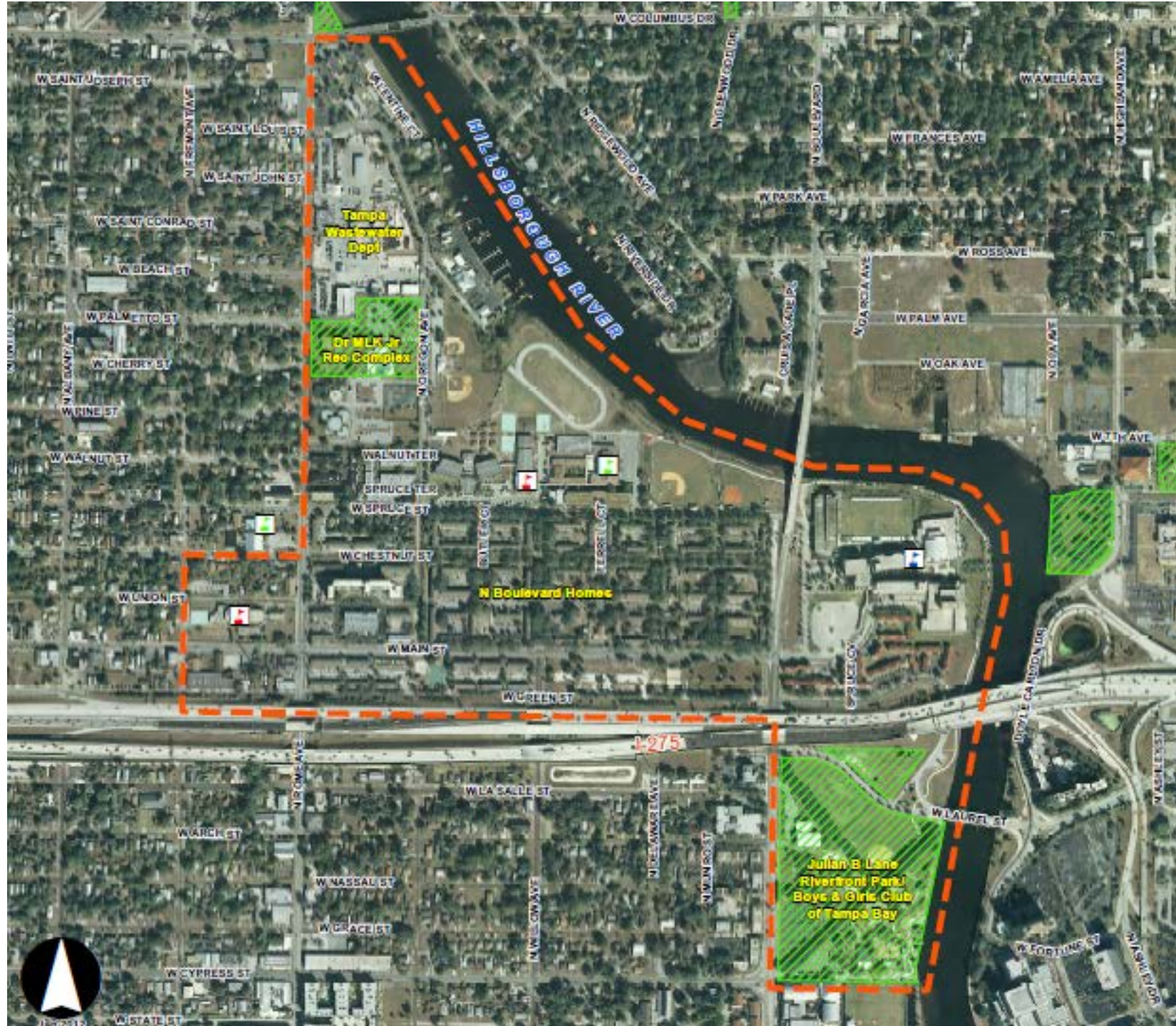
The Panel

- **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)

Land Use Challenge

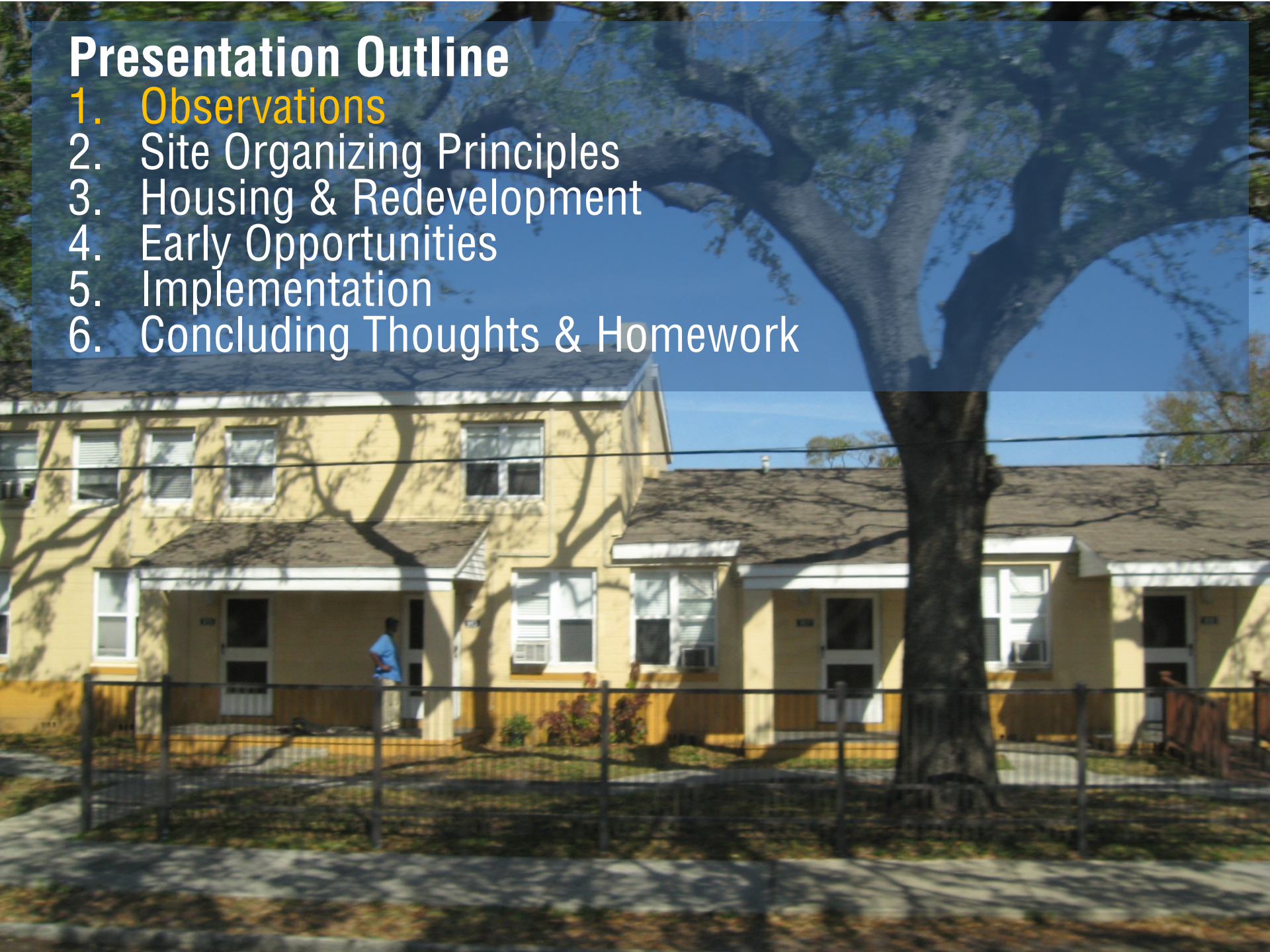


How can Tampa transform and revitalize the Hillsborough riverfront northwest of downtown?



Presentation Outline

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



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

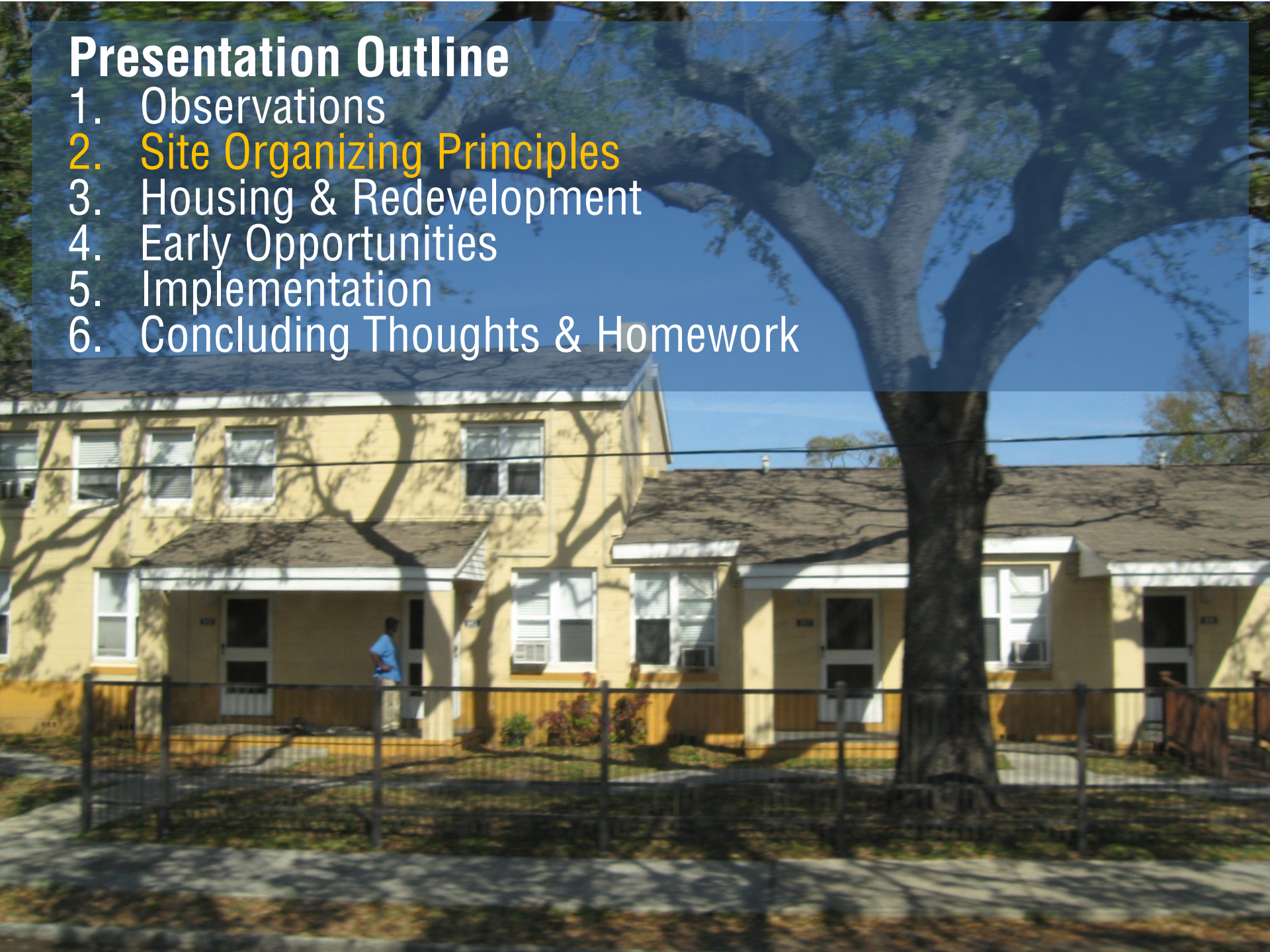
- Potential large-scale redevelopment sites available in near term
- Waterfront and river can be bigger regional attractors and economic development opportunities
- Public agencies that control land to collaborate on common vision and share resources
- Potential to strengthen neighborhood's urban and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

Challenges

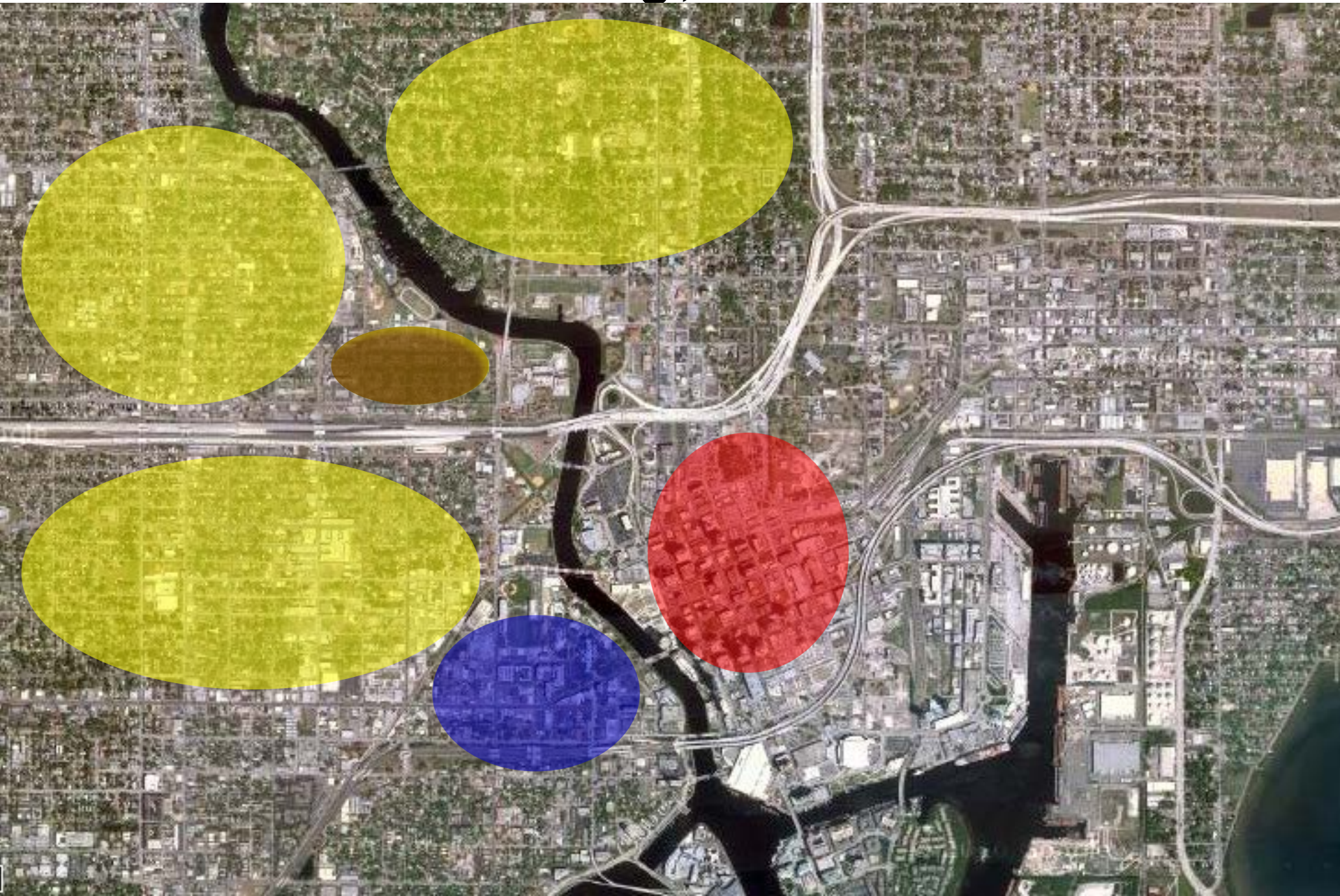
- Social issues and safety – real and perceived
- Negative perception about area's identity
- Close coordination needed between multiple public agencies
- Lack of connectivity and access to jobs and resources
- Lack of local services, retail, jobs and amenities
- Market realities and financial feasibility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

Presentation Outline

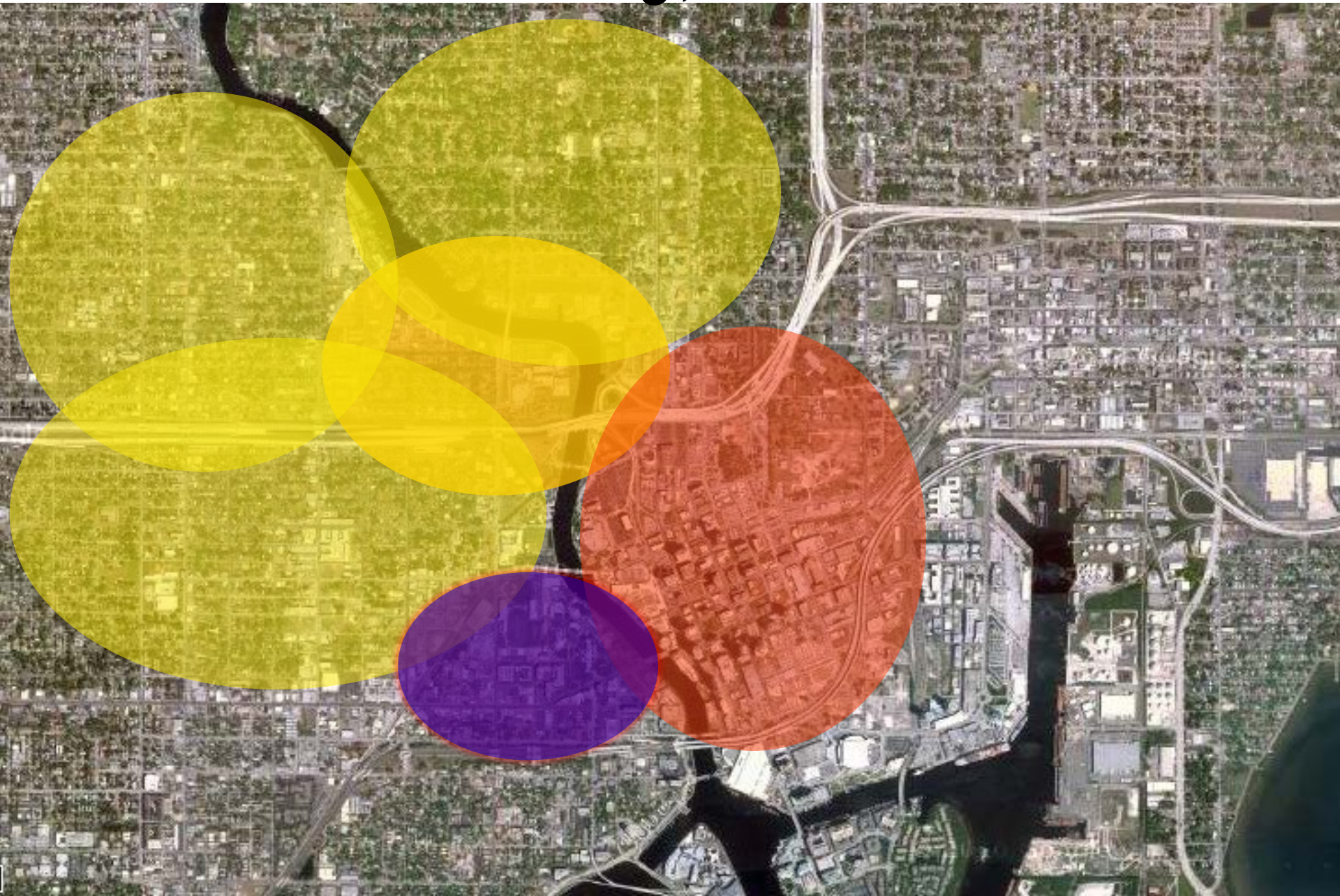
1. Observations
2. Site Organizing Principles
3. Housing & Redevelopment
4. Early Opportunities
5. Implementation
6. Concluding Thoughts & Homework



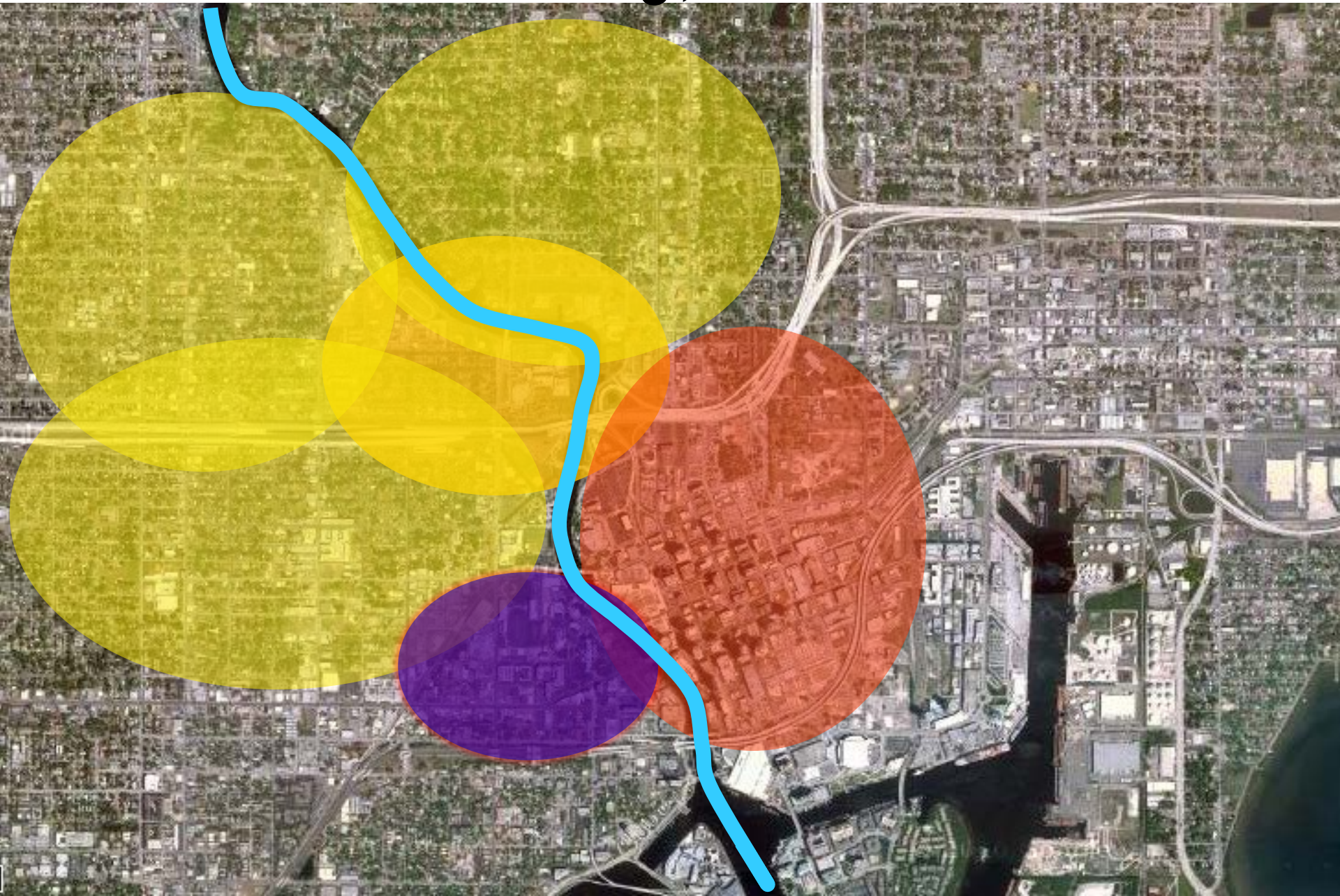
Think Big, Be Bold



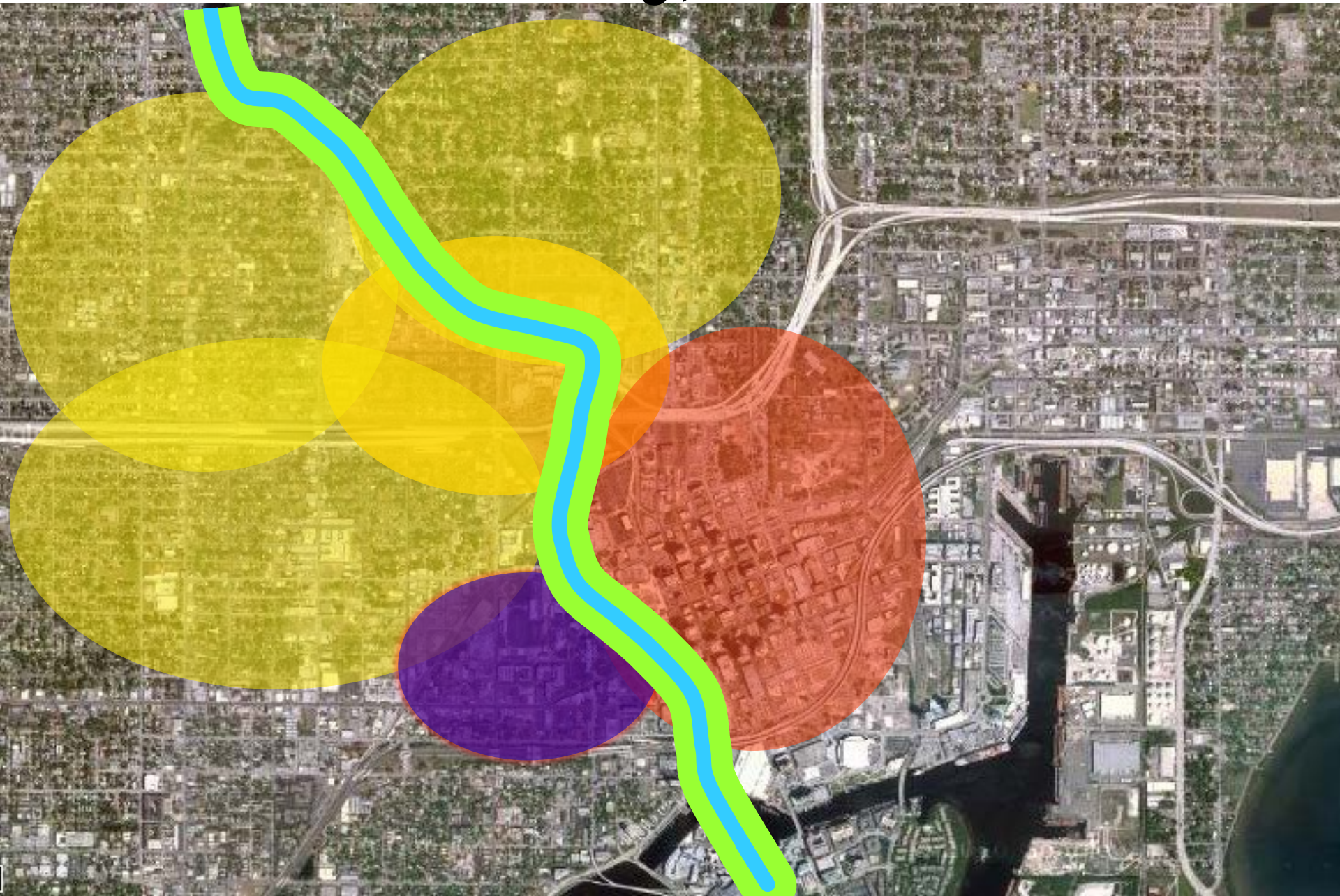
Think Big, Be Bold



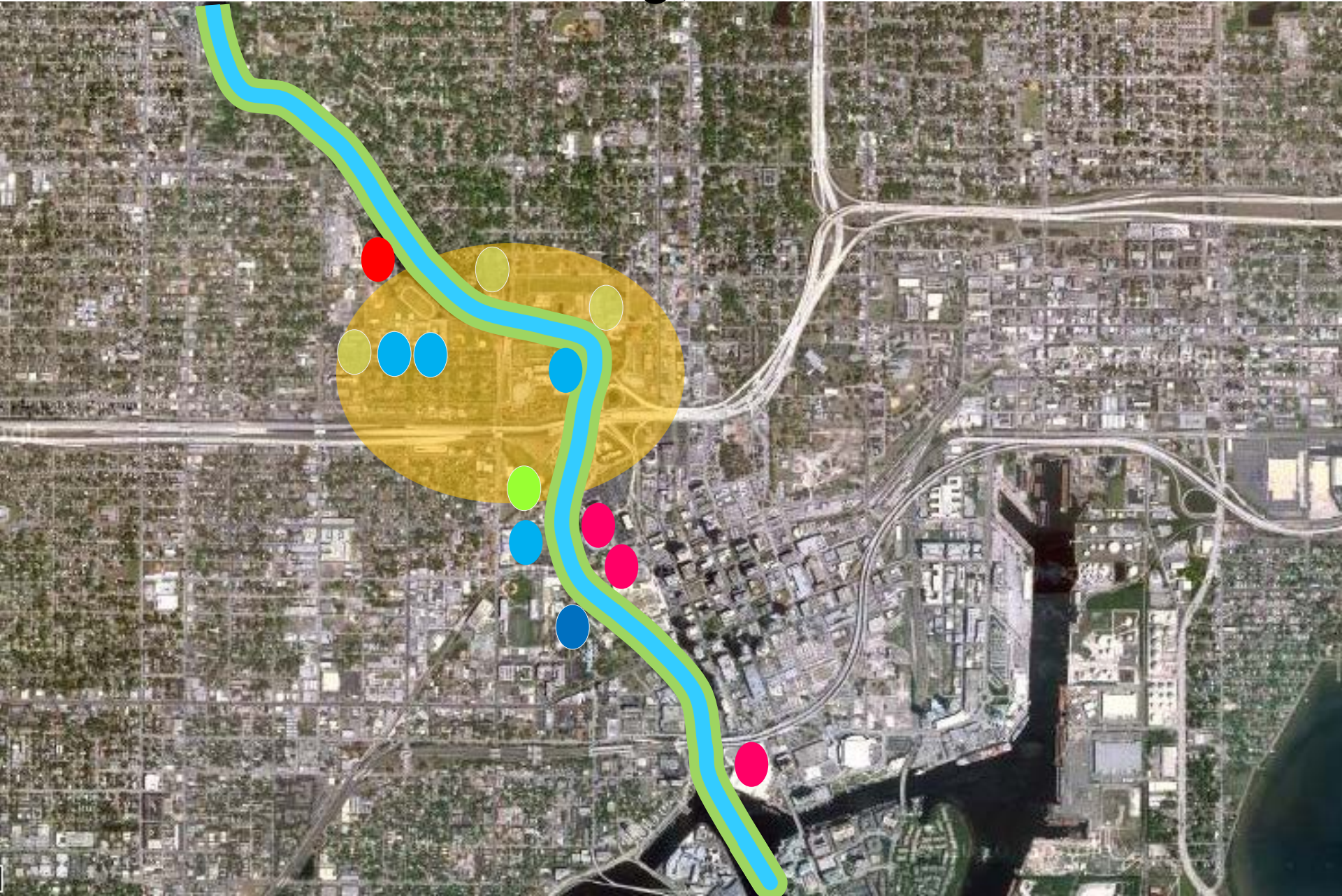
Think Big, Be Bold



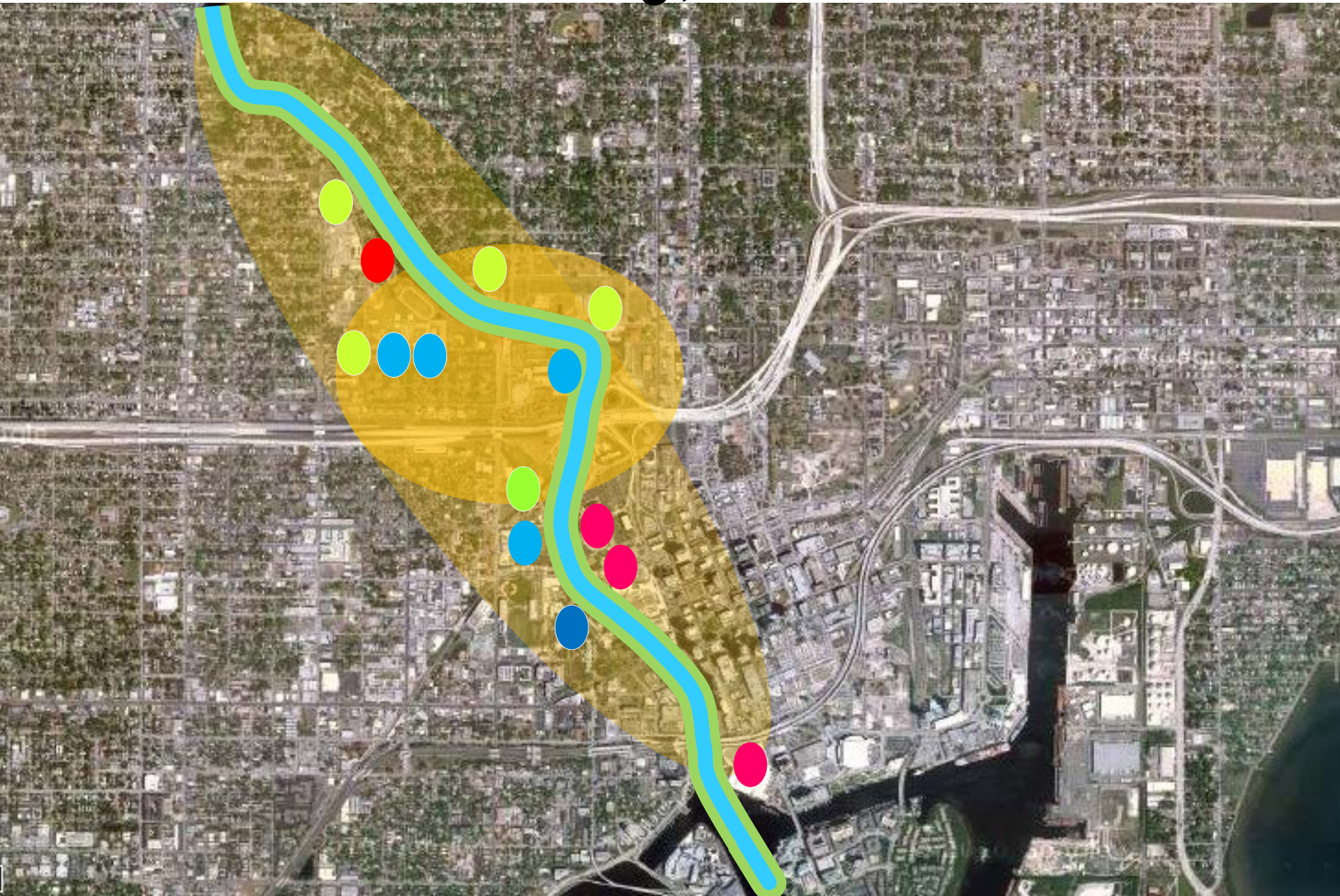
Think Big, Be Bold



Think Big, Be Bold



Think Big, Be Bold



Think Big, Be Bold



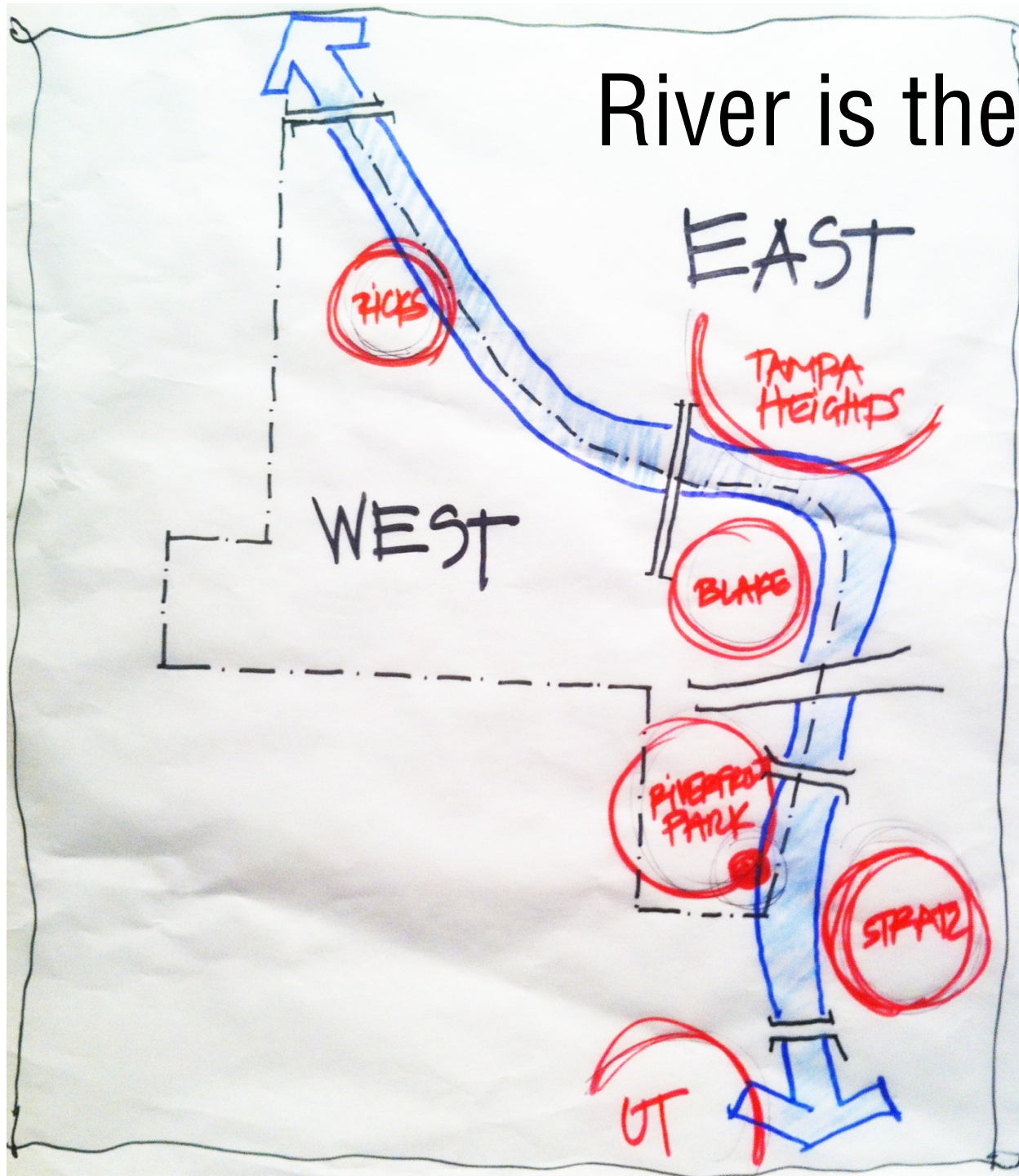
Land Use Guiding Principles

- Build for urban neighborhood densities
- Use riverfront as opportunity for revitalization
- Promote connectivity to adjacent areas
- Build mixed-use and mixed-income development
- Design public facilities and open spaces to be community anchors

Walkable Neighborhoods



River is the Center



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

DR. MARTIN LUTHER KING, JR. GYM

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

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

A hand-drawn map on crumpled paper showing a neighborhood layout. A horizontal hatched area is labeled 'main street'. Above it, a solid circle is labeled 'milk' and a dashed circle is labeled 'new place'. Red arrows point from the 'main street' area towards these two locations. Below the 'main street', three vertical lines are labeled 'terme', 'willow', and 'a boulevard' from left to right. A blue dashed line outlines a boundary on the right side of the map. A red dashed line with arrows points upwards from the 'a boulevard' area.

- 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

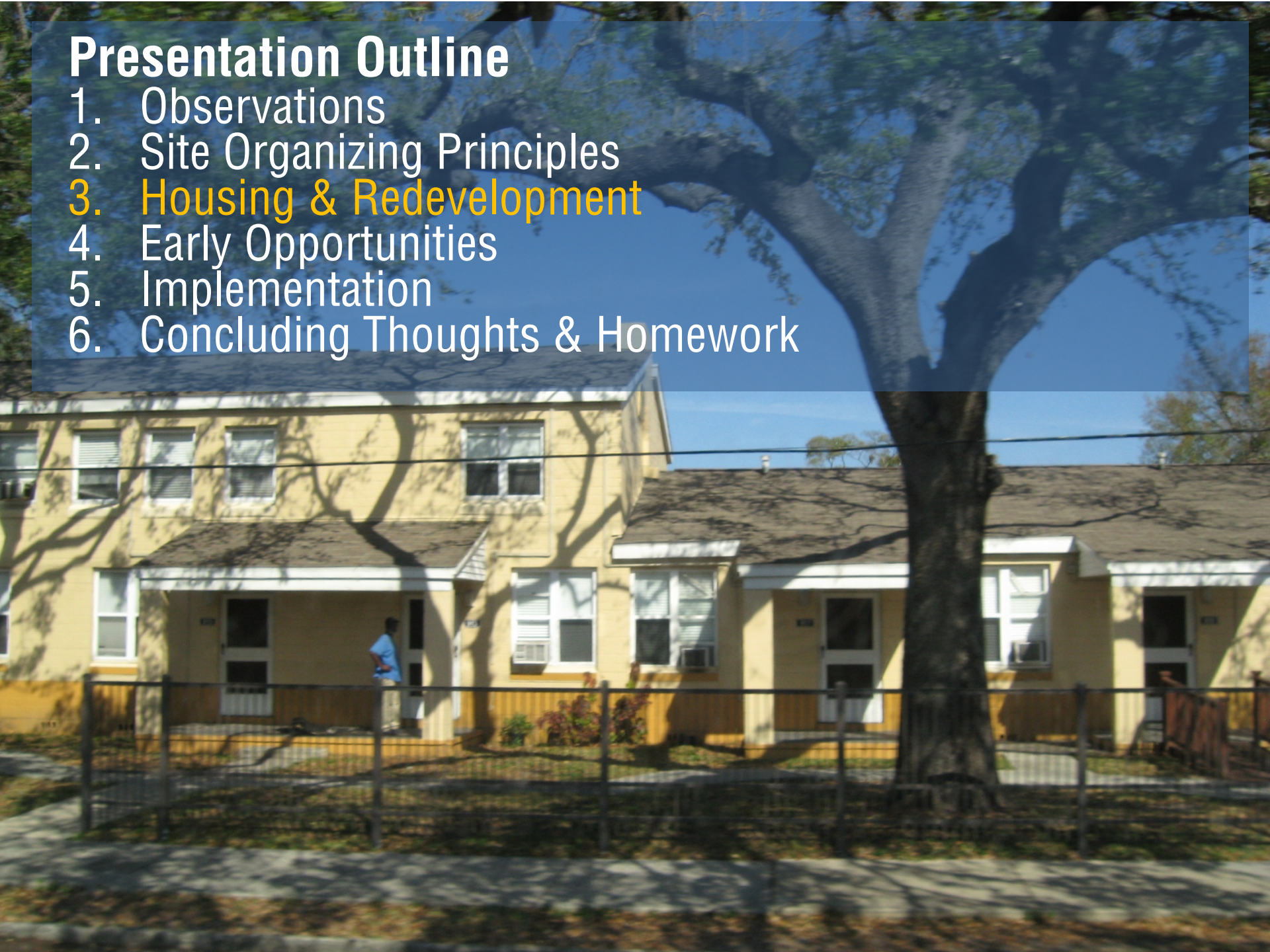


Community: Rebranding & Marketing

- 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

Presentation Outline

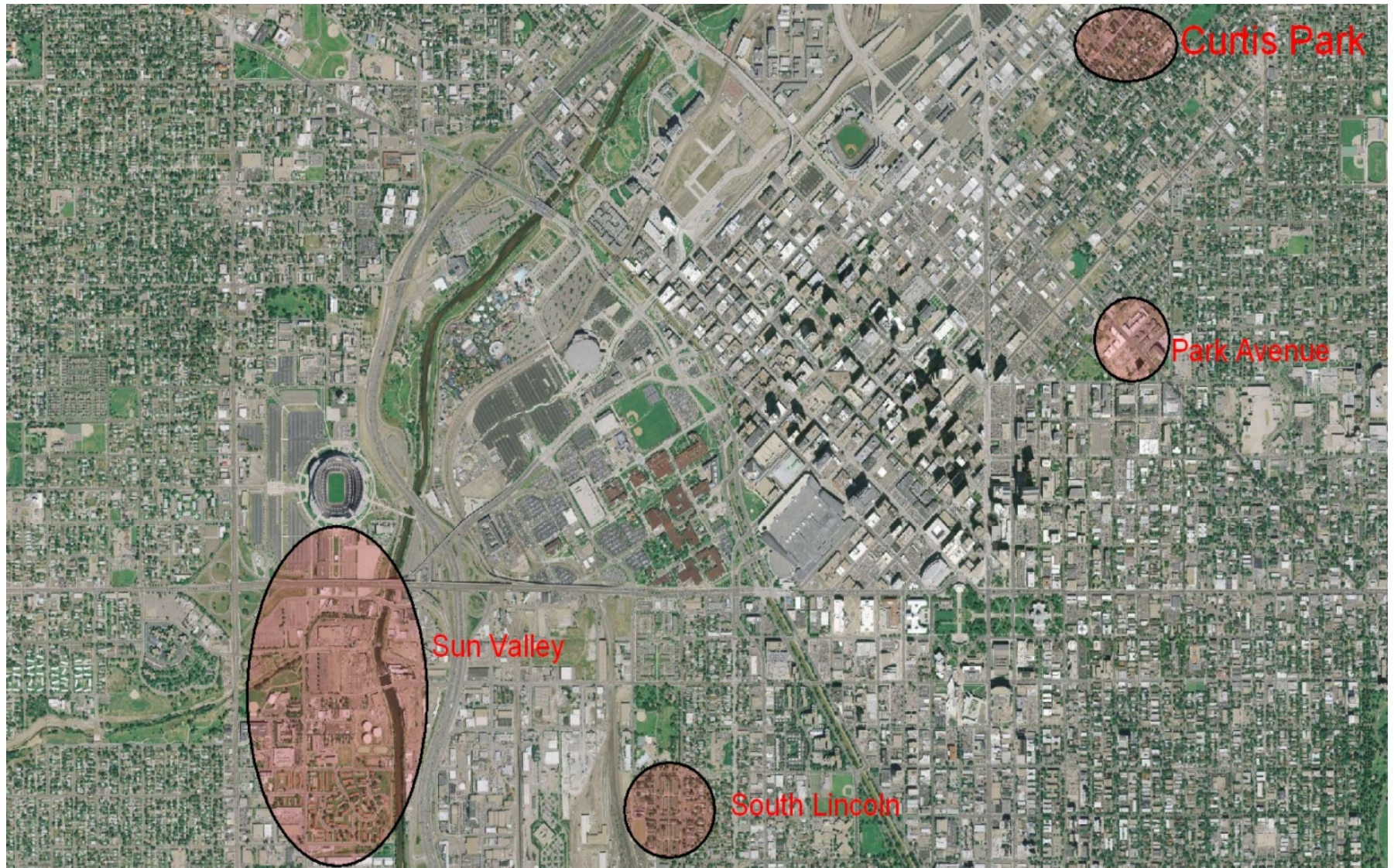
1. Observations
2. Site Organizing Principles
3. Housing & Redevelopment
4. Early Opportunities
5. Implementation
6. Concluding Thoughts & Homework



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

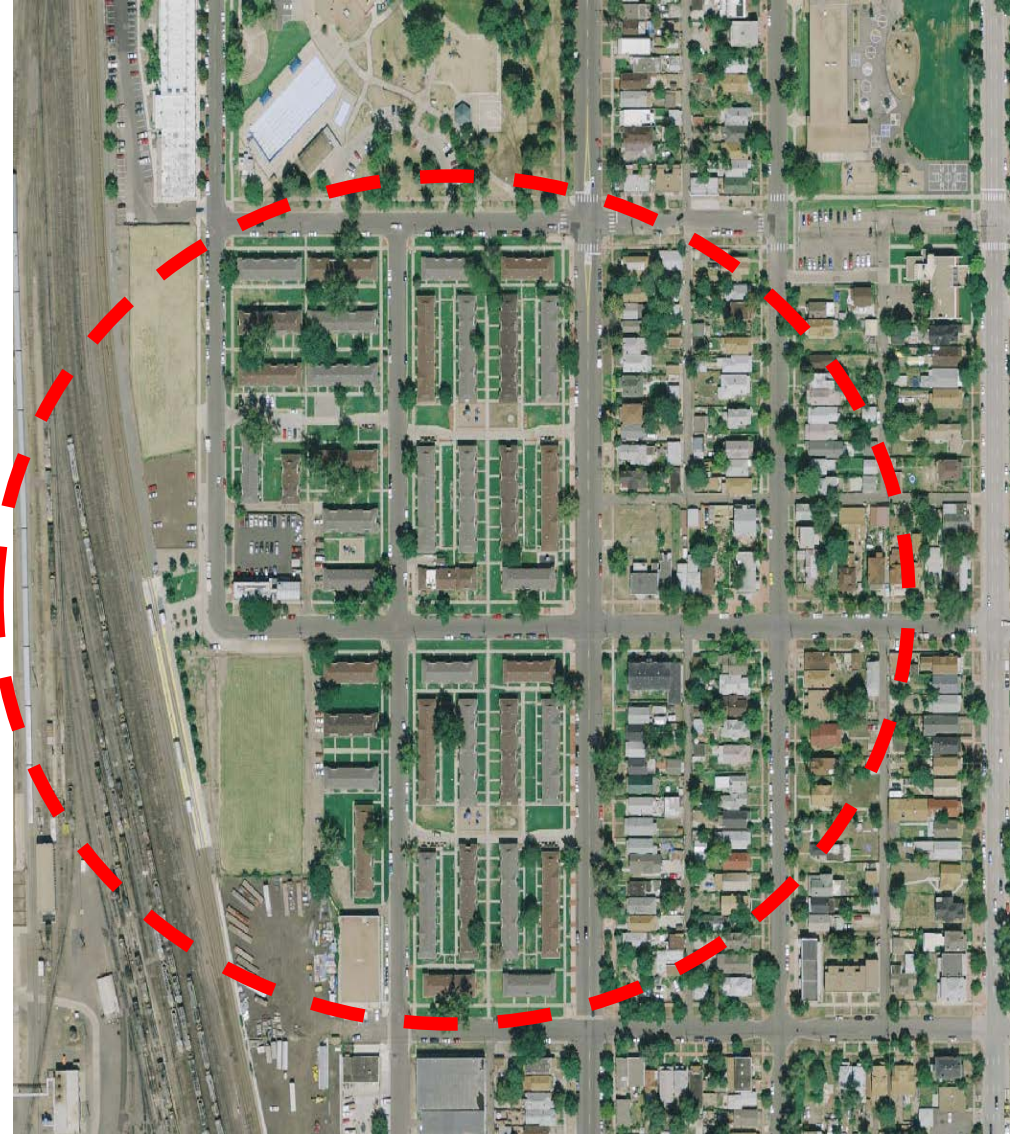
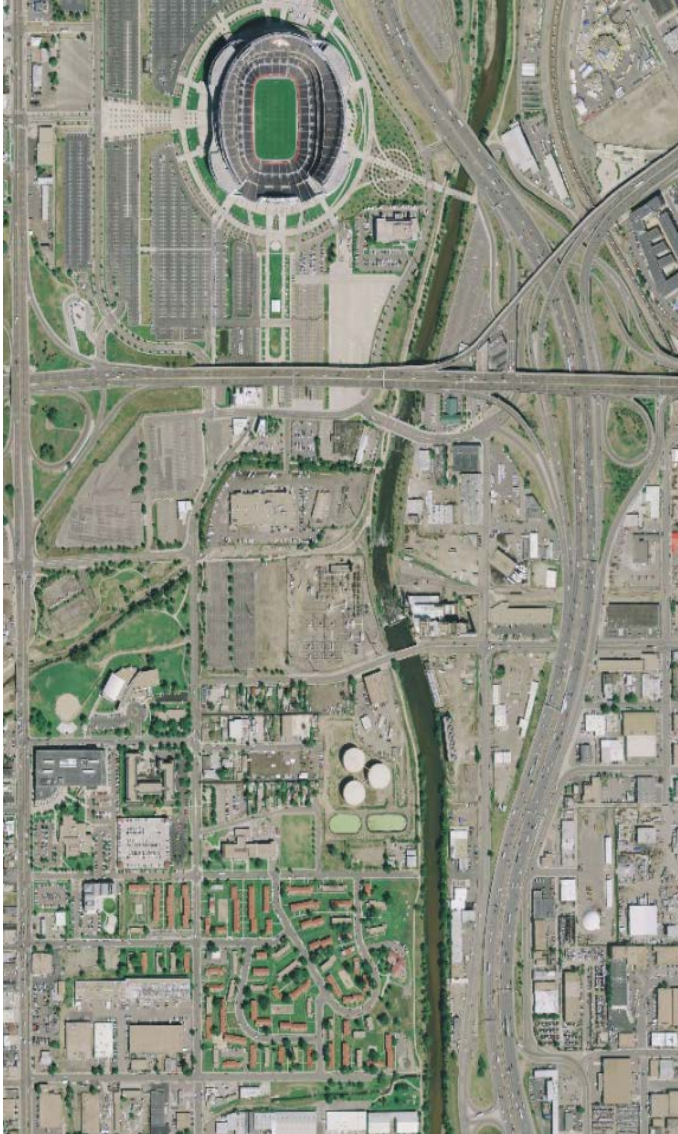
- Barrack Style Housing
- High Crime Rate
- Isolated/Removed from grid
- Community drove around for last 40 years



Redevelopment Solutions near Downtown



Redeveloping Around Assets



Proximity to Downtown



Density Transition



2-4-6-8 stories

Density to Attract Investment

Create “Place”



LIVABILITY PRINCIPLES

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.





denver livability partnership

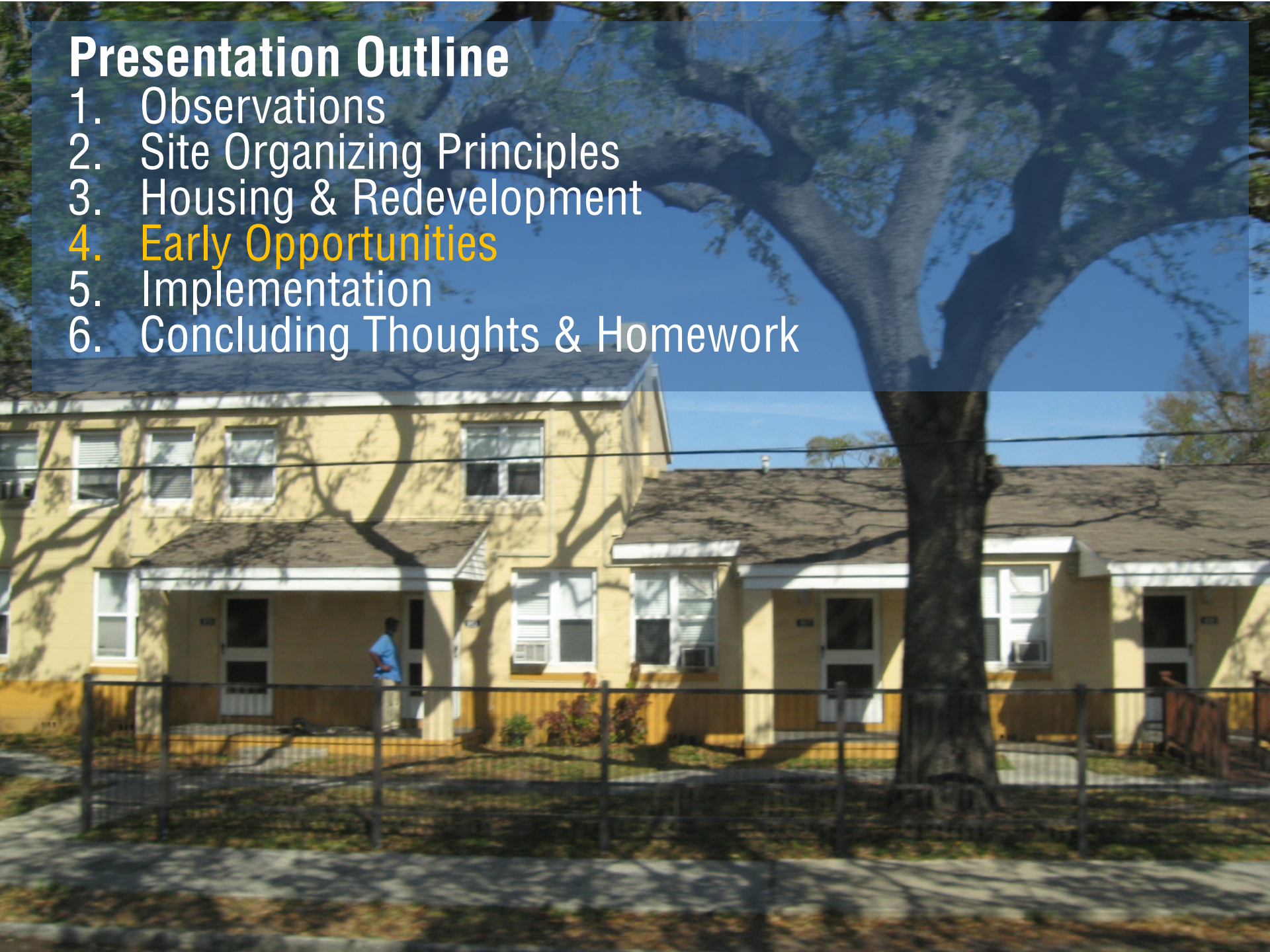


Housing Approach

- 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

Presentation Outline

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



Early Action Opportunities

Get people to the area to spotlight its potential:

- farmers market
- scull and crew events
- amphitheater/performances
- art shows
- community gardens



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

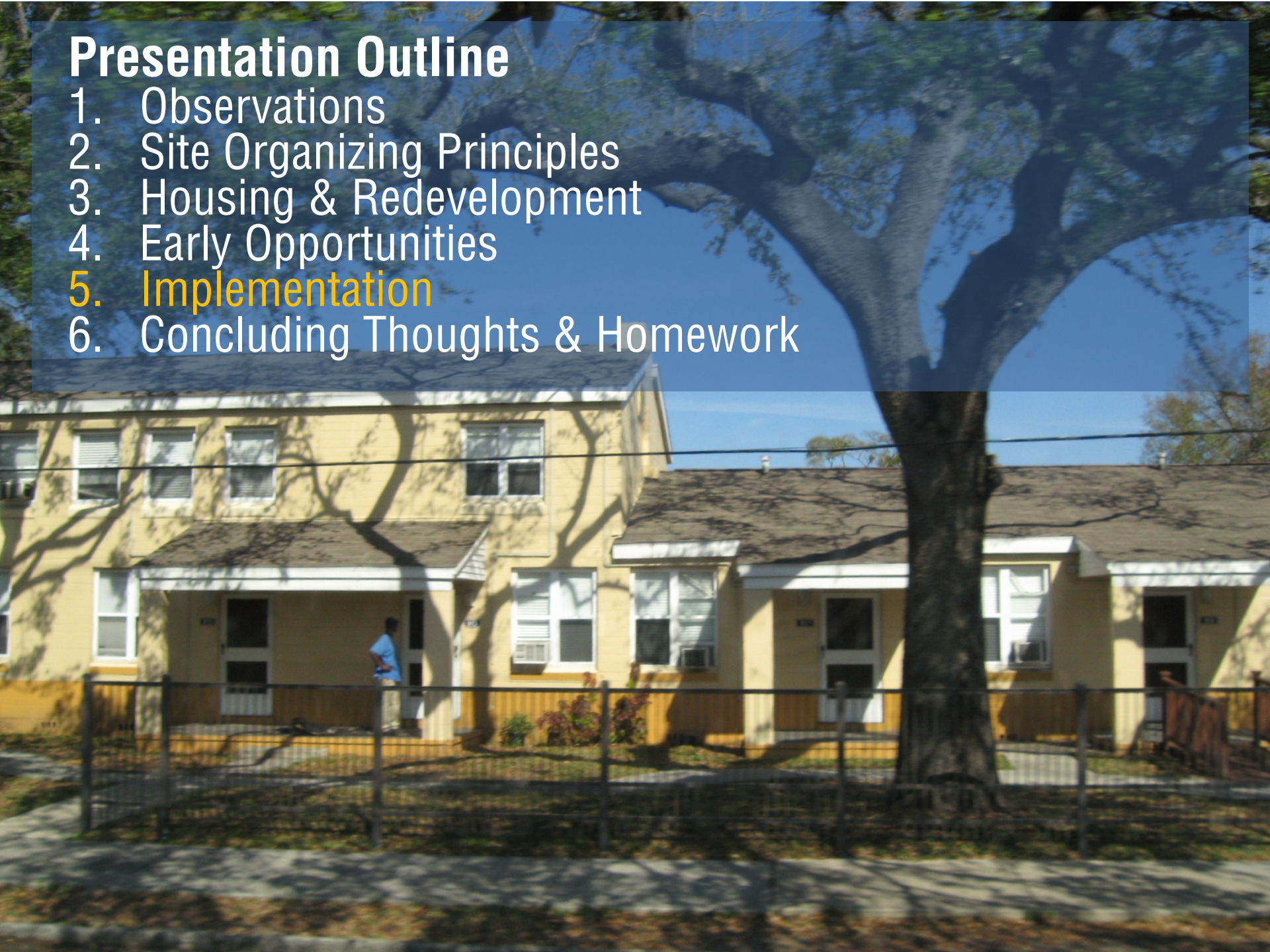
Blake High School

- 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

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

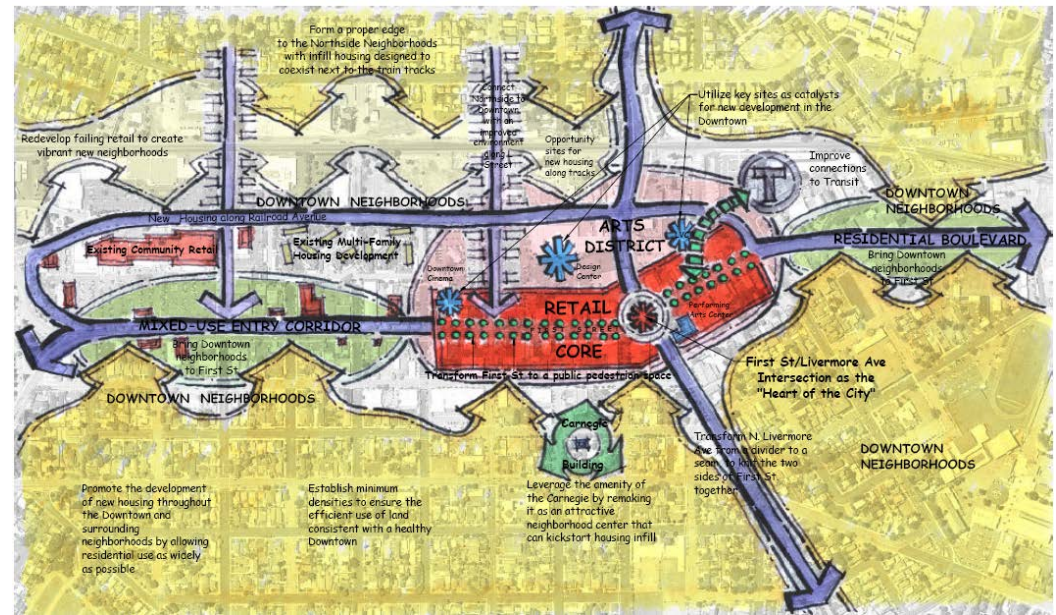


24 Month Completion Goals

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
- Recreation Center
- Activate the riverfront

“We tore down hell and built heaven.”

— Eva Davis, past president of the East Lake Meadows residents' association and a current resident in The Villages of East Lake.



THE VILLAGES AT EAST LAKE, ATLANTA, GA
Atlanta Housing Authority and Cousins Properties

Capital Needs

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

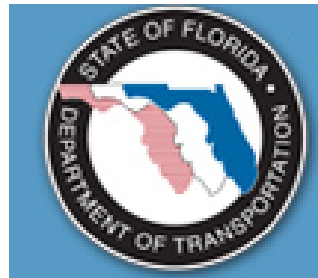


CRA Financing Capacity



- Broadened CRA enhances TIF potential
- Negotiate with overlying agencies to receive all TIFS
- Limit condemnation authority
- 2,500 new residential units
- \$50 million in financing capacity

Other Funding Sources



FTA

MPO

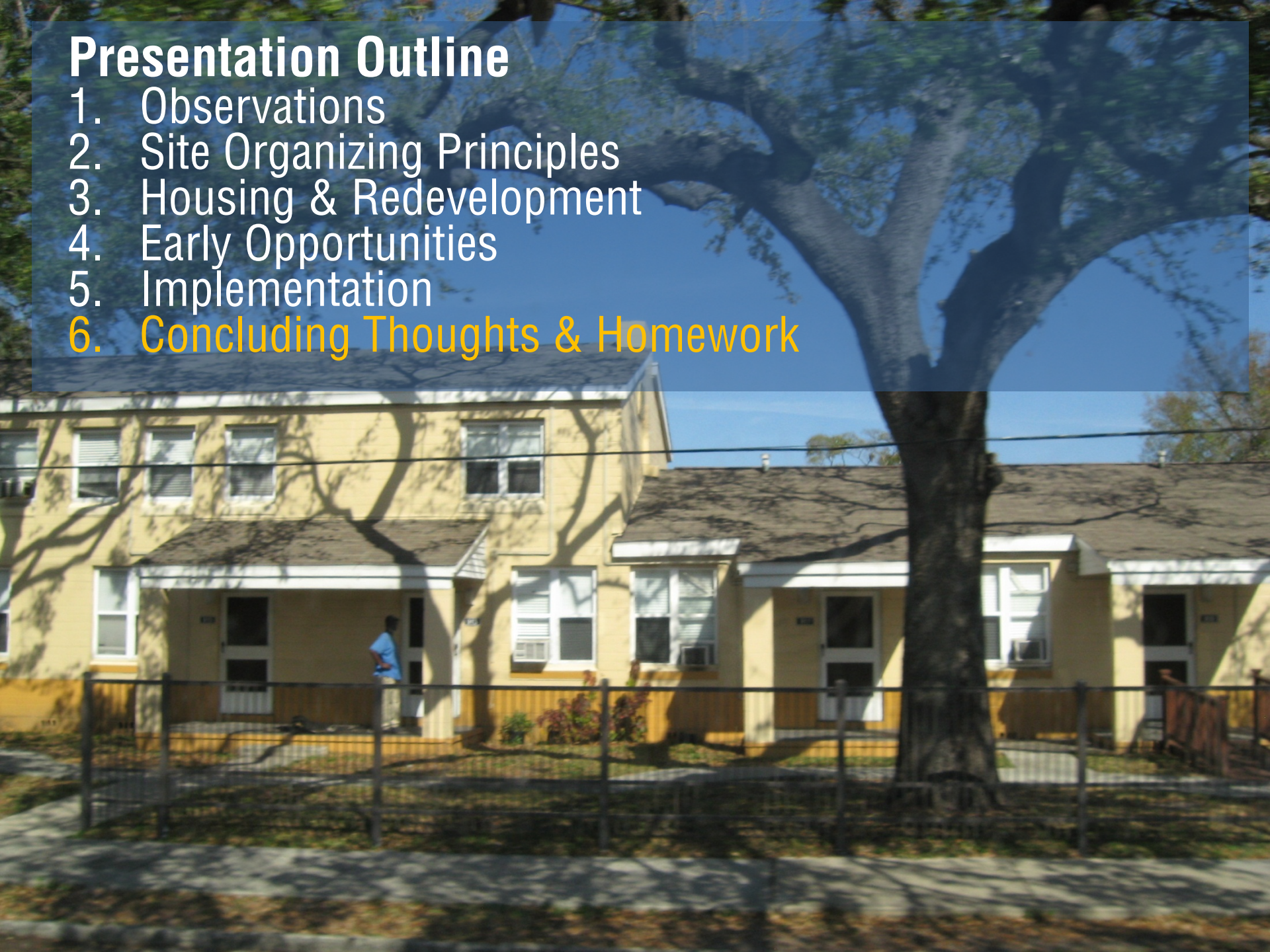


HUD

FHWA

Presentation Outline

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



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

- City 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:

Brad Baird, Tampa Water Department | Karen Boykins, Sage Partners | K. Clayton Bricklemeyer, Bicklemeyer Smolker & Bolves | Ken Brackins, Tampa Marina & Yacht Club | Christine Burdick, Tampa Downtown Partnership | Stuart Campbell, Tampa Housing & Community Development | Rick Caldevilla, West Tampa Chamber | Brian Check, The Beck Group | James Cloar, Tampa Housing Authority | Santiago Corrada, Tampa Administration | Jean Duncan, Tampa Transportation Division | Blake Drury, AECOM | Bruce Erhardt, Cushman & Wakefield | Jeannette Fenton, Tampa Economic Development | Leigh Fletcher, Stearns Weaver Miller Weissler Alhadeff & Sitterson | James Fogarty, HART | Ricky Gallon, Boys & Girls Club | Jessica Grooms, Boys & Girls Club | Ming Gao, FDOT-District 7 | Lucia Garsys, Hillsborough County Development Services | Stewart Gibbons, Gibbons Group | Randy Goers, Tampa Land Development Department | Keith Greminger, Kimley-Horn & Associates | Toxey Hall, Clearview Land Design | Dr. Hazel Harvey, Tampa Housing Authority | Paula Harvey, Hillsborough County Affordable Housing Department | Billi Johnson-Griffin, Tampa Housing Authority | Deje Kondor, Tampa Presbyterian Homes | Debra Koehler, Sage Partners | John McKay, Rizzetta & Company | Gloria Moreda, Tampa Land Development Department | Sharaun Newton, Tampa Housing Authority | Julio Nunez, Mary Bethune | Ruben Padgett, Tampa Housing Authority | Frank Reddick, Tampa City Council | Jerome Ryans, Tampa Housing Authority | Mary Shavalier, HART | Lorrin Shepard, Straz Center | Robert Shimberg, Tampa Housing Authority | Scott Steady, Williams Schifino Mangione & Steady | Carol Stricklin, City of Largo | Brad Suder, Tampa Parks & Recreation Department | Tanja Spence, Tampa Housing Authority | Ed Turanchik, Akerman Senterfitt | Cathy Valdes, Hillsborough County School Board | Steven Michael Vannetta, Old West Tampa Neighborhood Association & Crimewatch | Ben Wacksman, Tampa Housing Authority