

DRAFT - 8/10/20

Text highlighted yellow has been added since the last Planning Work Group Meeting

Text Highlighted in Red is for consideration at upcoming Planning Work Group Meeting

2020 Uptown Strategic Action Plan

Section I - Organization

Steering Committee

The Steering Committee consists of a representative from the three primary signatories of the December, 2019 MOU: Tampa Innovation Partnership (!p), Hillsborough County, and the City of Tampa. They have approval authority over expenditures related to the MOU and the final version of the Strategic Vision Plan.

Working Group

The working group consists of a mix of staff from Tampa Innovation Partnership, its Executive Board, Advisory Board, and Opportunity Zone consultant; City of Tampa; and Hillsborough County. They are responsible for guiding the process of identifying desired Outcomes and proposing the Action Steps toward achieving those outcomes that will result in the final Strategic Action Plan. They are:

Chris Bowen, Chairman of the Tampa Innovation Partnership Executive Board
Mark Sharpe, Executive Director of the Tampa Innovation Partnership Executive Board
Sarah Combs, Executive Director and CEO of UACDC
Clarence Eng, Chairman of the Tampa Innovation Partnership Advisory Board
Bo Kemp, Opportunity Zone Consultant - Faegre & Drinker
Lucia Garcys, Chief Administrator - Hillsborough County Development & Infrastructure Services
Michelle VanLoan - Director - Tampa Community Redevelopment Areas
Rob Rosner - Urban Development Manager- City of Tampa
Rebecca Hessinger - Economic Development Manager, Hillsborough County
Eddie Burch - Project Coordinator - Tampa Innovation Partnership

Expanded July, 2020 to include:

Allison Madden - USF Research Park
Christopher Duffy - USF Facilities
TBD - Moffitt Cancer Center
TBD - AdventHealth Tampa
TBD - James A. Haley Veterans' Hospital

Technical Advisors

The Technical Advisors consist of subject matter experts who have or will be called upon to advise on specific aspects of the Strategic Action Plan. Most of this group's contribution will come in the implementation stage of this plan's action steps. Anticipated contributors in this evolving group include:

- Legal: Ken Tinkler - Shareholder, Carlton Fields; Andrea Zelman - Deputy City Attorney, City of Tampa; Susan Fernandez & Sam Hamilton - Chief Assistant County Attorneys, Hillsborough County

- Transportation engineering: Clarence Eng - Smart Mobility & Transit/TOD Practice Leader, Kimley Horn; Robert Bertini - Executive Director, CUTR; David Gwynn - Secretary, FDOT District 7; Jean Duncan - Director of Transportation & Stormwater Services, City of Tampa; Eric Weiss - Director of Wastewater Dpt., City of Tampa; Chuck Weber - Director of Water Dpt., City of Tampa
- Land-use & zoning - John Patrick - Division Director of Transportation Infrastructure, Hillsborough County; Mariann Abrahamsen - Senior Planner, Hillsborough County City/County Planning Commission; Cheryl Howell - Director of Affordable Housing, Hillsborough County, Taryn Sabia - Associate Professor of Architecture , USF College of Architecture, Rebecca Hessinger - Economic Development Manager, Hillsborough County; Randy Simmons - Chairman & Chief Marketing Officer, RR Simmons Construction
- Infrastructure - John Lyons - Infrastructure Administrator, Hillsborough County; Thomas Snelling - Director of Planning & Development Services, City of Tampa; Brad Baird Deputy Administrator (Infrastructure), City of Tampa; John Patrick - Division Director of Transportation Infrastructure, Hillsborough County; Kevin Moran - Environmental Management Division Director, Hillsborough County; James Hudock/Josh Bellotti - Hillsborough County Public Works
- Sustainability/resiliency - Govindan Parayil - Dean, Patel College of Global Sustainability, Audrey Ziegler - Director of Social Services, Hillsborough County
- Connectivity: Alan Denham - Regional Manager Local Government, Community Relations, TECO, Ed Narain - Regional Director - Constituency Management, AT&T
- Business Development & Entrepreneurship: Lindsey Kimball - Director of Economic Development, Hillsborough County; Carole Post - Administrator of Development & Economic Opportunity, City of Tampa; Russell Hauptert - Director and Chief Information Officer, City of Tampa

Section II - Introduction

The Brookings Institute defines an Innovation District in its landmark 2014 report “The Rise of Innovation Districts” as:

“A new complementary urban model is now emerging, giving rise to what we and others are calling “**innovation districts**.” These **districts**, by our **definition**, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators.”¹

Brookings went on to describe innovation districts as “the manifestation of mega-trends altering the location preferences of people and firms and - in the process - re-conceiving the very link between economy shaping, place making, and social networking.

“Our most creative institutions, firms, and workers crave proximity so that ideas and knowledge can be transferred more quickly and seamlessly. Our ‘open innovation’ economy rewards collaboration, transforming how buildings and entire districts are designed and spatially arrayed. Our diverse population demands more and better choices of where to live, work, and play fueling demand for more walkable neighborhoods where housing, jobs, and amenities intermix.”

An Innovation District is designed to promote a high level of interaction and connectivity within a compact area. It facilitates accidental business collisions and serendipitous business choreography through deliberate urban planning.

Tampa **!p** stands for the Tampa Innovation Partnership. Created in 2011 as the Innovation Alliance, it is a 501(c)6 organization dedicated to unleashing the potential of an area where diverse industry clusters of technology, healthcare, education, and entertainment co-exist, but have yet to gel into the dynamic innovation district that is possible.

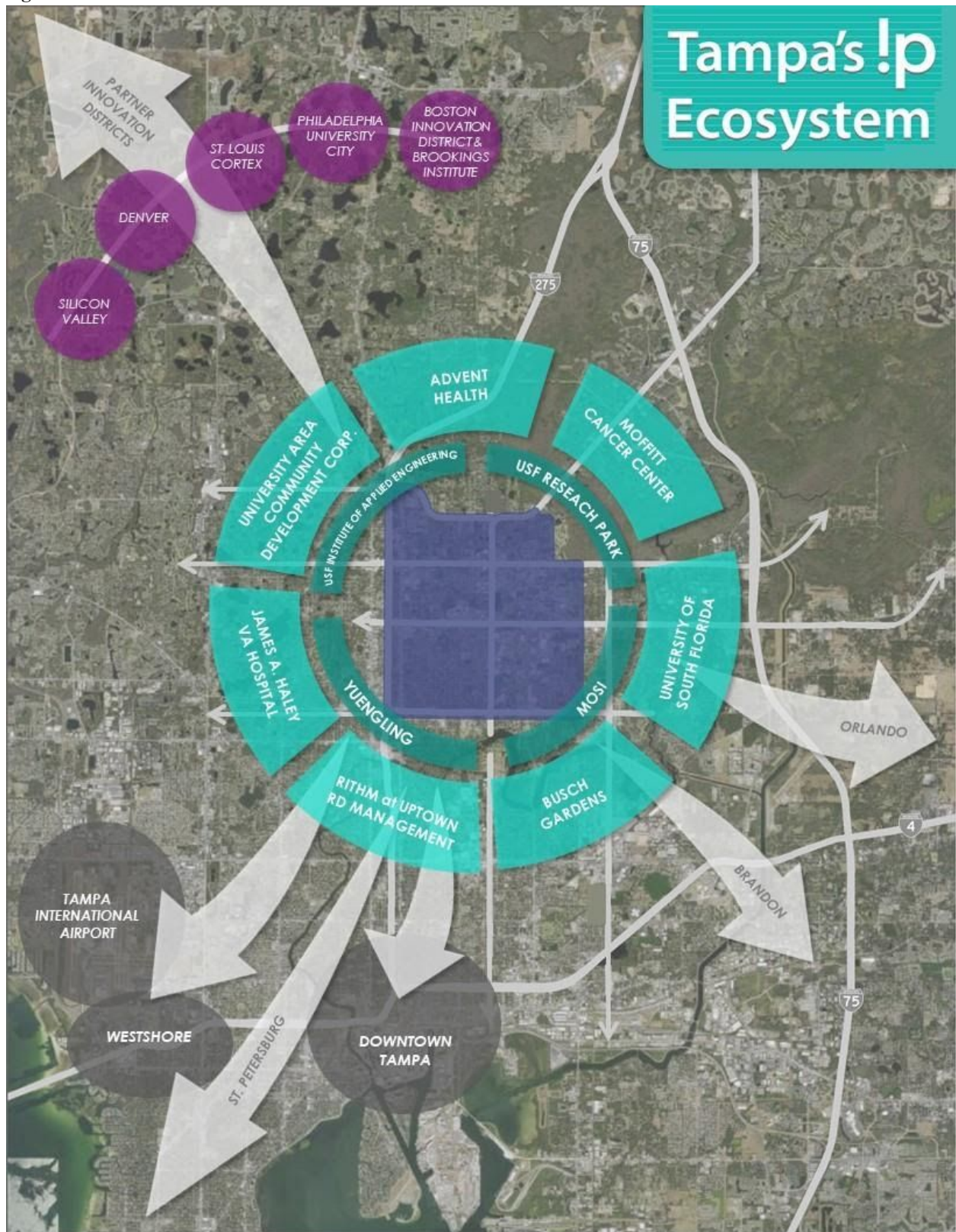
In Tampa **!p**’s 2017 Master Mobility Plan the organization’s geographical focus area was described as follows:

“The Tampa Innovation District is an emerging district comprised of nationally renowned medical, research, technology and educational institutions and destination attractions. The area is defined by preeminent Innovation and technology, creative energy, entrepreneurial and community spirit. The district is undergoing a major transformation to reflect a sense of place that represents the level of investment, inspiration and commitment to quality championed by anchor partners and community partners.”²

¹ Katz, B. & Wagner, J. (2014). *The Rise of Innovation Districts: A New Geography of Innovation in America*. Retrieved 4/6/2020 from <https://c24215cec6c97b637db6-9c0895f07c3474f6636f95b6bf3db172.ssl.cf1.rackcdn.com/content/metro-innovation-districts/~media/programs/metro/images/innovation/innovationdistricts1.pdf>

² Kimley-Horn (2017). *Mobility Master Plan*. <https://drive.google.com/drive/folders/1KeD976msDIY-uL0BRkTOtMtPATHS6czL>

Figure 1



The purpose of this 2020 Strategic Vision is to serve as a ***strategic roadmap*** for this vision & the development of a live, work, play, study and stay innovation district as described in the 2017 Mobility Master Plan, which was approved and adopted by the Tampa **!p** Executive Board.

In 2015 we invited Bruce Katz, one of the authors of “The Rise of Innovation Districts” to visit the Tampa Innovation Partnership for its annual Gathering event, where he discussed the concept of Innovation Districts and the potential of the Tampa Innovation District to a standing room audience at MOSI.

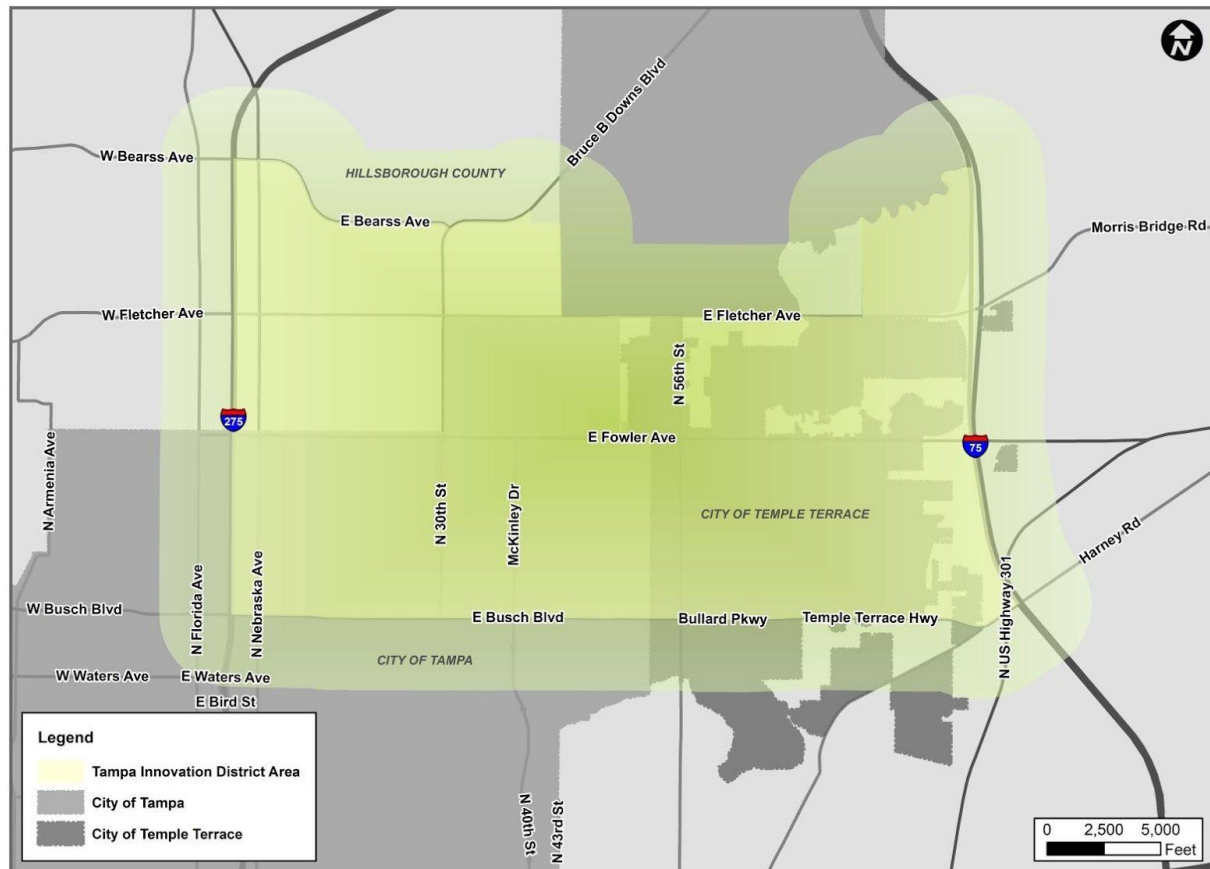
Today, 5 years later, we present this plan which will make the Uptown district a catalyst not just for entrepreneurship and innovation, but for larger economic and place-making opportunities to address societal needs such as affordable housing, employment, crime, and poverty.

Tampa **!p** Executive Board Chairman, Chris Bowen summarizes the vision for the Uptown Tampa Innovation District as follows:

“We are going to create a globally recognized place where innovation and commercial enterprise thrives and people have 24/7 access to great jobs, their home, recreational and entertainment without the need of an automobile.”

Section III - Executive Summary

Figure 2



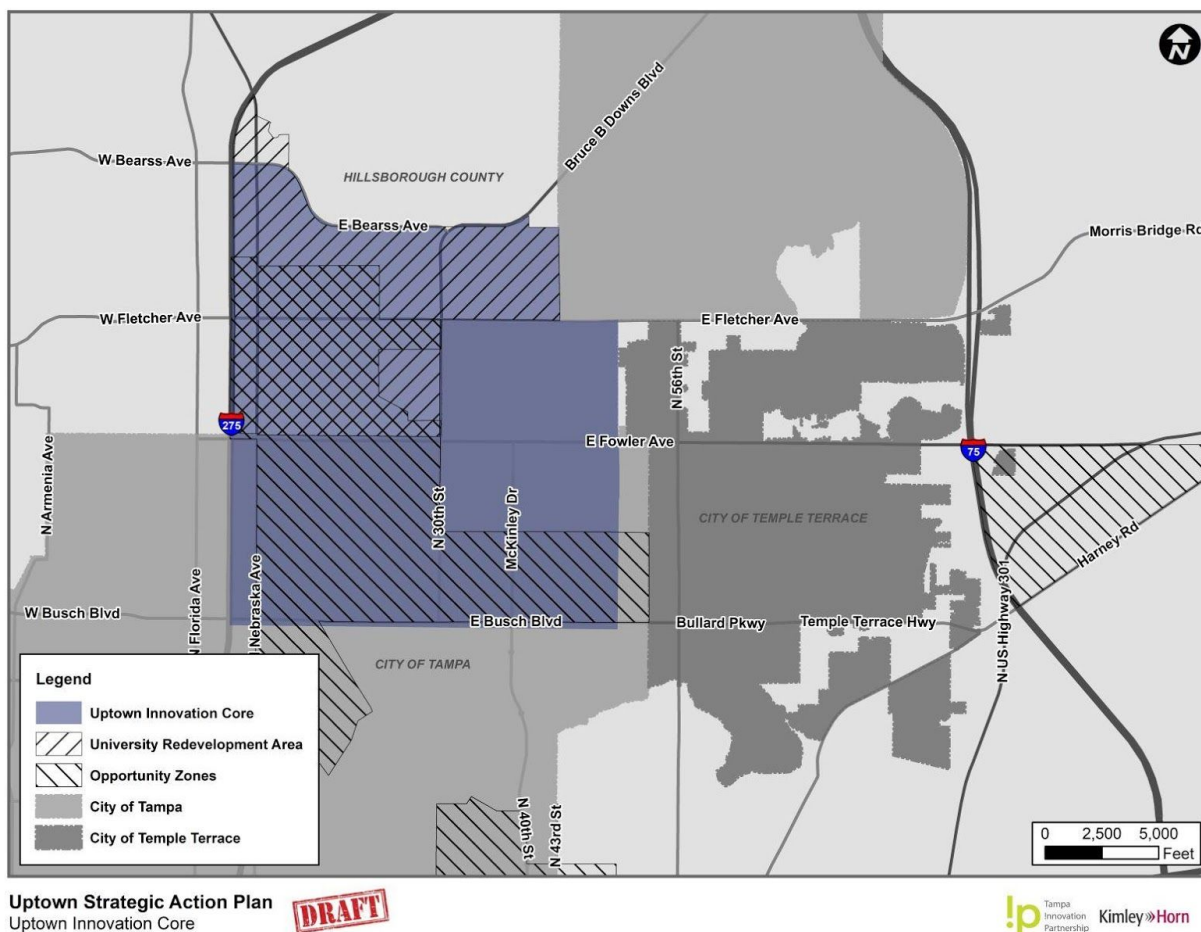
Uptown Strategic Action Plan
Tampa Innovation District Area

DRAFT

ip Tampa Innovation Partnership
Kimley-Horn

The Tampa Innovation Partnership has historically focused on a 19-square mile region bounded by Interstate 275 to the west, Interstate 75 to the east, Busch Boulevard to the south, and Bearss Avenue to the north (Figure 2). The city of Tampa, Hillsborough County and Temple Terrace each administer portions of this area. The Uptown Innovation District MOU has a narrower geographical focus limiting the eastern boundary to North 50th Street (Figure 3) and the City of Temple Terrace is not a party to the 2019 MOU, but remains an active partner with the Tampa Innovation Partnership.

Figure 3



This Strategic Action Plan is based on a set of Guiding Principles agreed upon in the December, 2019 MOU signed by Hillsborough County, Tampa, Tampa !p and its Anchor institutions.³ The Guiding Principles are:

A. Sustainable economic value and funding sources

Create a District focused on producing sustainable and impactful economic development endowed with a full complement of funding capabilities to design, develop and manage a best-in-class innovation community

B. Environmentally resilient planning, design and construction principles

Use the core strengths and resources of the innovation district to become a working laboratory and tech transfer center for environmental sustainability with the potential to advance, promote and support smart city development and healthy, purpose-driven living

³ Hillsborough Board of County Commissioners meeting (12/18/2019). Agenda Item B-1. Retrieved 4/6/2020 from <https://eagenda.hillsboroughcounty.org/portal/PTL29560/search?D=12/18/2019&T=Regular%20BOCC%20Meeting&Y=Backup&o=B-1.pdf>

C. An open entrepreneurial community

Designing and building an ecosystem that attracts entrepreneurs, provides mentoring and advanced learning, amplifies their ability to network and collaborate, and positions them to efficiently tap into the people and resources necessary to drive innovation and sustainable economic and community development

D. Direct access to educated talent and academic community resources

Build an environment that attracts top-rated employers and works in partnership with industry to develop and match community-based talent with meaningful and lucrative opportunities for work and life-long development and advancement

E. Diverse employment environment

Design a community framework to meet people where they are in life and work with them to create a pathway within our community that leads them through the process of defining and achieving their personal and vocational goals

F. Community engagement that is inclusionary and diverse

Create a balance and an open dialogue within our community that respects the individual and provides the opportunity for everyone to be a part of and share in the success of building a better place to live and grow

G. Mixed use, mixed income development that discourages displacement of current residents and businesses, and emphasizes affordable and workforce housing options

- H. Lifestyle amenities

- I. Walkable, bike-able, car-optional community;

- J. Transit-effective and transit-friendly

G thru J covers some of the core principles of urban neighborhood design and place-making. While at this present time we still must accommodate automobiles, urban design and development of the type we will be planning for the Uptown District, places pedestrians and mobility alternatives at the center of everything we do. Why? Because People and Places from all walks of life are highly valued and celebrated within Innovation Communities...and Connecting the two in the most efficient, safest and satisfying way possible is the ultimate challenge and opportunity for everyone involved

Guided by these principles a working group developed a framework for the plan built to achieve six main outcomes: (1) Make the Uptown District an economic development engine and global thought leader in areas such as innovation community development/management, applied engineering, cyber security, rehabilitation medicine, and medical technology, (2) Empower the Community, (3) Create a dense, urban, walk-able core for planned mixed-use development (4)

Connect the district, (5) Refine regulatory policies & procedures to ensure and encourage a robust innovation district, and (6) Create a governance authority for the innovation district.

The working group has formulated several Action Steps designed to achieve these outcomes which are listed and categorized by time frame and level of control in the following chart:

Table 1: Action Steps

	Short-range (1 year)	Mid-range (1-3 years)	Long-range (3+ years)
Directly control	<p>1.2 Establish Opportunity Zone and other funds that support tech transfer and commercialization of high tech and bio-related intellectual property developed in the UID</p> <p>1.3 Develop and fund an Innovation Super Hub within UID that becomes the source of an ever-growing and evolving ecosystem that drives homegrown innovation and entrepreneurial development</p> <p>3.1: Identify the core of the Uptown District</p>	<p>1.1 Budget for branding & marketing the district</p>	<p>4.1 Update the Mobility Master Plan in 2022</p>
Indirect influence	<p>3.2 Action Step: Request that Tampa City Council consider designation of a Commercial Overlay District for Fowler Avenue between I-275 and 30th Street/Bruce B. Downs</p> <p>3.5-1: Request assistance from USF Global Sustainability Coll on creation of Carbon Zero Plan</p> <p>3.5-2: Integrate Sustainability recommendations into Community Benefits Program</p> <p>2.1-1: Apply for US Econ. Dev. planning grant to evaluate social equity metrics</p> <p>2.1-2: Apply for HUD Neighborhood Grant for engaging the public in transformation process</p> <p>2.4-1: Include incentives for affordable housing in a CBP</p> <p>2.5-1: Secure funding for a job-training program that will deliver skills needed to excel in</p>	<p>2.3-1: Create and implement a Community Benefits Program</p> <p>3.3: Create the funding mechanism for shared sub-district stormwater management</p> <p>3.4: Create the necessary funding mechanism to provide sewer and water throughout the district. Research and explore a P3 Design Build Finance Operate Maintain (DBFOM) arrangement</p> <p>4.2-2: Construct multi-purpose trail connecting mall to VA hospital</p> <p>4.2-3: Engage consultant on BB Downs crossing</p> <p>4.2-4: Secure funding to build out 2019 UACDC Sidewalk plan</p>	<p>4.2-5: Engage consultant on enhanced crossing of Fowler Avenue</p>

	<p>the fields of artificial intelligence, machine learning, and other emerging tech specialties</p> <p>4.2-1: Work with HART on vendor for Circulator</p> <p>4.2-6: Include bike-share & micro-transit incentives in CBP</p>	<p>4.2-8: Engage consultant to plot expanded trail network integrating Veterans' Lake Trail</p>	
Advocacy	<p>4.2-7: Implement University-area e-scooter pilot project</p> <p>5.1: Convene a meeting/workshop among appropriate County, City, Planning Commission staff, and developers to discuss opportunities for coordination and streamlining zoning processes and policies</p> <p>5.2: Create a Transfer of Development rights program</p>	<p>6.1-1: Collaborate with City of Tampa and Hillsborough County on the exploration of a and TIF (Tax Increment Financing) instrument applicable to commercial and industrial properties in a designated area within the district that can generate future revenue to support infrastructure improvements</p> <p>6.1-2 Collaborate with City of Tampa and Hillsborough County on creation of a Community Revelopment Area within the Uptown District</p>	

Section IV - Strategic Outcomes:

Section IV consists of 6 desired strategic outcomes present in successful innovation districts. Steps toward achieving these outcomes will follow the Core Values and Guiding Principles agreed to in the Uptown Innovation District Memorandum of Understanding. Those values and principles are:

- A. Sustainable economic value and funding sources
Create a district focused on producing sustainable and impactful economic development endowed with a full complement of funding capabilities to design, develop, and manage a best-in-class innovation community
- B. Environmentally resilient planning, design, and construction principles
Use the core strengths and resources of the innovation district to become a working laboratory and tech transfer center for environmental sustainability with the potential to advance, promote, and support smart city development and healthy, purpose-driven living
- C. An open entrepreneurial community
Designing and building an ecosystem that attracts entrepreneurs, provides mentoring and learning, amplifies their ability to network and collaborate, and positions them to efficiently tap into the people and resources necessary to drive innovation and sustainable economic and community development
- D. Direct access to educated talent and university resources
Build an environment that attracts top-rated employers and works in partnership with industry to develop and match community-based talent with meaningful and lucrative opportunities for work and life-long development and advancement
- E. Diverse employment environment
Design a community framework to meet people where they are in life and work with them to create a pathway within our community that leads them through the process of defining and achieving their personal and vocational goals
- F. Community engagement that is inclusionary and diverse
Design a community framework to meet people where they are in life and work with them to create a pathway within our community that leads them through the process of defining and achieving their personal and vocational goals
- G. Mixed-use, mixed-income development that discourages displacement of current residents and businesses, and emphasizes affordable low-income and workforce housing options

- H. Lifestyle amenities
- I. Walkable, bike-able, car-optional community
- J. Transit-effective and transit friendly.⁴

G through J cover some of the core principles of urban neighborhood design and place-making. While at this present time we still must accommodate automobiles, urban design and development of the type we will be planning for the Uptown District places pedestrians and mobility alternatives at the center of everything we do. Why? Because people from all walks of life are highly valued and celebrated within Innovation Communities and connecting the two in the most efficient, safest, and satisfying way possible is the ultimate challenge and opportunity for everyone involved

⁴ Hillsborough County Board of County Commissioners meeting (12/18/2020). Agenda Item B-1. Retrieved 4/6/2020 from <https://eagenda.hillsboroughcounty.org/portal/PTL29560/search?D=12/18/2019&T=Regular%20BOCC%20Meeting&Y=Backup&o=B-1.pdf><https://eagenda.hillsboroughcounty.org/portal/PTL29560/search?D=12/18/2019&T=Regular%20BOCC%20Meeting&Y=Backup&o=B-1.pdf>

Outcome #1. Global Catalyst: Make the Uptown District A Catalyst for economic growth & a global thought leader

1.1 Create a globally recognized brand name.

Position the Uptown Innovation District to become a global thought leader in several fields of innovation such as applied engineering, cancer research & treatment, cyber security, rehabilitation medicine, and other emerging fields. The COVID19 crisis has shined the light on epidemiology as a field of innovation that Uptown may be uniquely positioned to excel thanks to the combination of medical research institutions and University of South Florida assets like the AI+X Institute.

Organic use and reinforcement of the moniker “Uptown Tampa” by Tampa Innovation Partnership, its members and partners has begun to take hold locally evidenced by usage by private businesses, property owners, media, and the rebranding of the Greater Temple Terrace Chamber of Commerce to the Uptown Chamber of Commerce.

Following a formal establishment of boundaries for the Uptown Innovation District, Tampa **!p** will explore the process for obtaining signage similar to that seen in Seminole Heights and other Tampa neighborhoods in order to solidify the place-brand locally. The Tampa **!p** Advisory Board and additional partners will be utilized as a resource for setting a broader branding strategy that focuses on earned-media highlighting milestones and achievements in Uptown.

1.1 Action Step: Include an allocation for branding and marketing in the future Uptown governing authority’s annual budget.

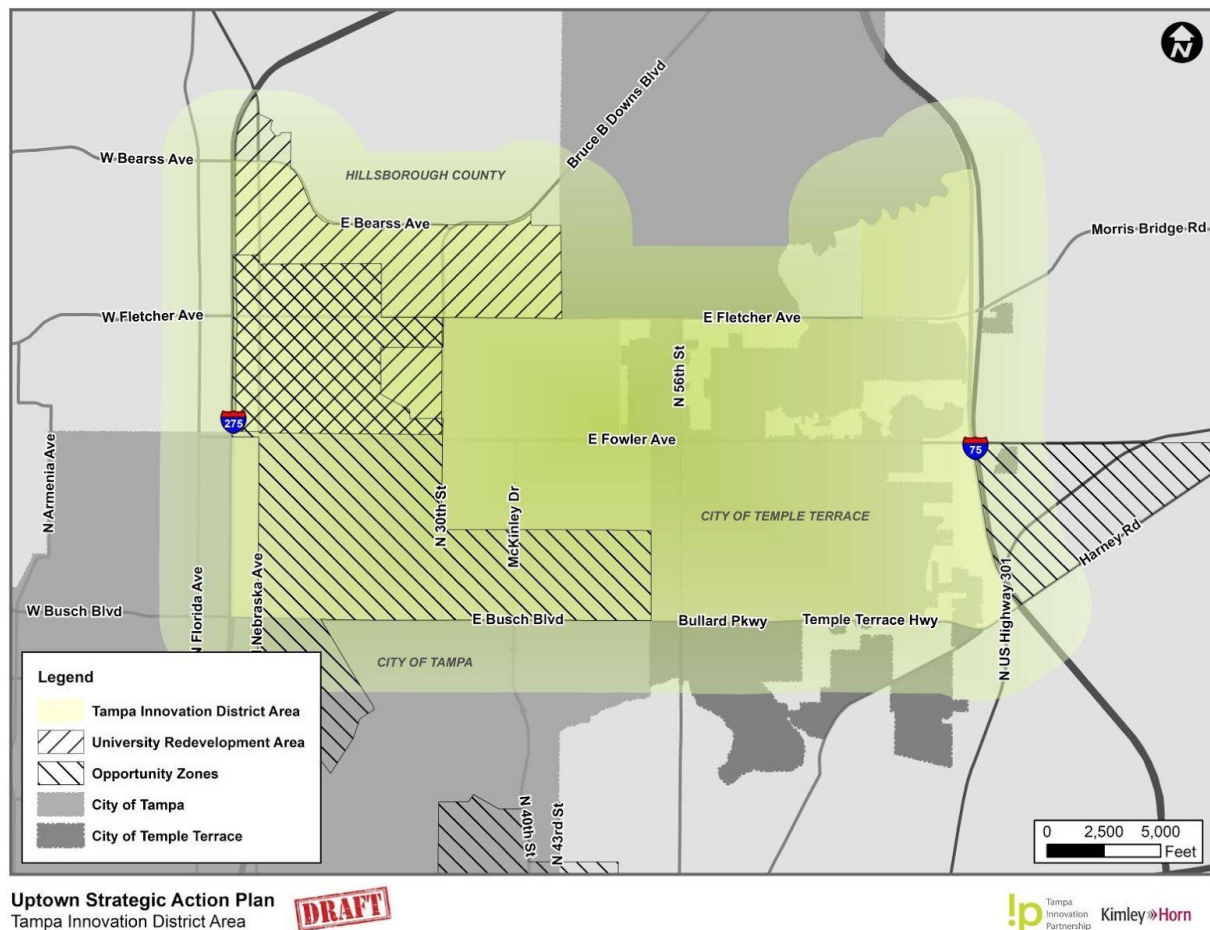
1.2 Create a plan for the vibrant commercialization of Anchor Intellectual resources to create what USF President, Steven Currall described as, “major innovative breakthroughs to form the basis of significant new job creation and sustainable prosperity for society”.⁵

As agreed to in the Uptown Innovation District MOU, USF should review its policies and practices to optimize opportunities to translate university research into commercial technologies and to facilitate transfer in collaboration with Uptown Innovation District private partners, thereby attracting and retaining businesses, jobs and economic value in the Uptown Innovation District and the County.

1.2 Action Step: Establish Opportunity Zone and other funds that support tech transfer and commercialization of high tech and bio-related intellectual property developed in the UID

⁵ Currall, Steven C., Fraunheim, Ed. Perry, Sara J., & Hunter, Emily M. (2014). *Organized Innovation: a Blueprint for Renewing America’s Prosperity*. Oxford University Press.

Figure 4



1.3 Establish a globally recognized “Institute for Innovation & Smart Growth” capable of providing contract services to emerging innovation districts. Thoroughly document past and future implementation steps and events in the evolution of the Uptown Tampa Innovation District for future publication through white papers and other presentations.

1.3 Action Step: Develop and fund an Innovation Super Hub within UID that becomes the source of an ever-growing and evolving ecosystem that drives homegrown innovation and entrepreneurial development

Outcome #2. Empower the Community

2.1 Provide a transparent and inclusive forum for participation in the Uptown Innovation District redevelopment process. The Tampa Innovation partnership maintains relationships with Anchor institutions and several community groups in Uptown and will present an enhanced Community Engagement Plan focused on the district redevelopment process to include an on-line portal, social media strategy, community survey and feedback loop, presentations, community event

information tables, and open houses through which input can be gathered and information shared.

2.1 Action Step 1: Apply for a US Economic Development Agency planning grant to evaluate social equity metrics and performance related to development.

2.1 Action Step 2: Apply for a HUD Neighborhood Grant for assistance in engaging the public in the transformation process.

2.2 Create a Community Enrichment Program. The Florida Blue Community Enrichment Lab (the CEL), a 501(c)3, was created in 2018 and now has its own director and functioning board.

2.3 Craft a Community Benefits Program that incentivizes inclusive development by offering a menu of participation options to developers, institutions, and businesses in Uptown. Examples may include provision of affordable housing, bike-share racks, support for the Circulator and other transit programs; hiring, job-training, and internship programs for area residents; and community meeting and gathering space.

2.3 Action Step I: Create and implement a Community Benefits Program

2.4 Create affordable, workforce and market-rate housing options in partnership with Hillsborough County and the City of Tampa. One of the recommendations of the 1997 University Community Area: a Master Plan for Physical Revitalization was:

*“Eliminate economically obsolete land uses. Duplexes and small apartment buildings in poor state of repair were noted with the observation that poor cash flow and dispersed nature of their natural development does not generate the level of income necessary for their upkeep and security.”*⁶

The plan called for zoning and land uses to change to match the changing market forces of the time.

2.4 Action Step I: Include incentives for affordable housing in a Community Benefits Program described in Outcome 2.3.

2.5 Make tech economy job skills training accessible to Uptown residents

2.5 Action Step I: Secure funding for a job-training program that will deliver skills needed to excel in the fields of artificial intelligence, machine learning, and other emerging tech specialties

⁶ Florida Center for Community Design & Research (1997). *The University Community Area: a Master Plan for Physical Revitalization*. Retrieved 4/2/2020 from <http://www.planhillsborough.org/wp-content/uploads/2012/10/University-Area-Master-Plan.pdf>

Outcome #3. Urban Density: Create a dense, urban, walkable core for mixed-use development

The Uptown Innovation District is a global connected piece of the global innovation ecosystem (Figure 2) and a regional catalyst for economic development (Figure 3). For the purposes of planning, a core area has been proposed in Figure 4, while benefits from the plan will flow into surrounding neighborhoods.

3.1 Identify the core of the Uptown Innovation District and sub-districts throughout the benefit area. Key properties, or groups of properties should be identified and prioritized for development focus and unique characteristics that may apply to those particular sub-areas. Due to the large size of the Uptown Innovation District area established in the December, 2019 MOU compared to other innovation districts, these sub-district areas should be phased in for focused impact. Potential examples may include a Med-Ed zone anchored by the three hospitals surrounding the Bruce B. Downs/Fletcher Avenue intersection, an entertainment, recreation, and hospitality sub-area along the corridors surrounding Busch Gardens, and a sub-district anchored by the MOSI property. The University Redevelopment Area Market Study identified several large properties that might be considered for such sub-areas as well.⁷

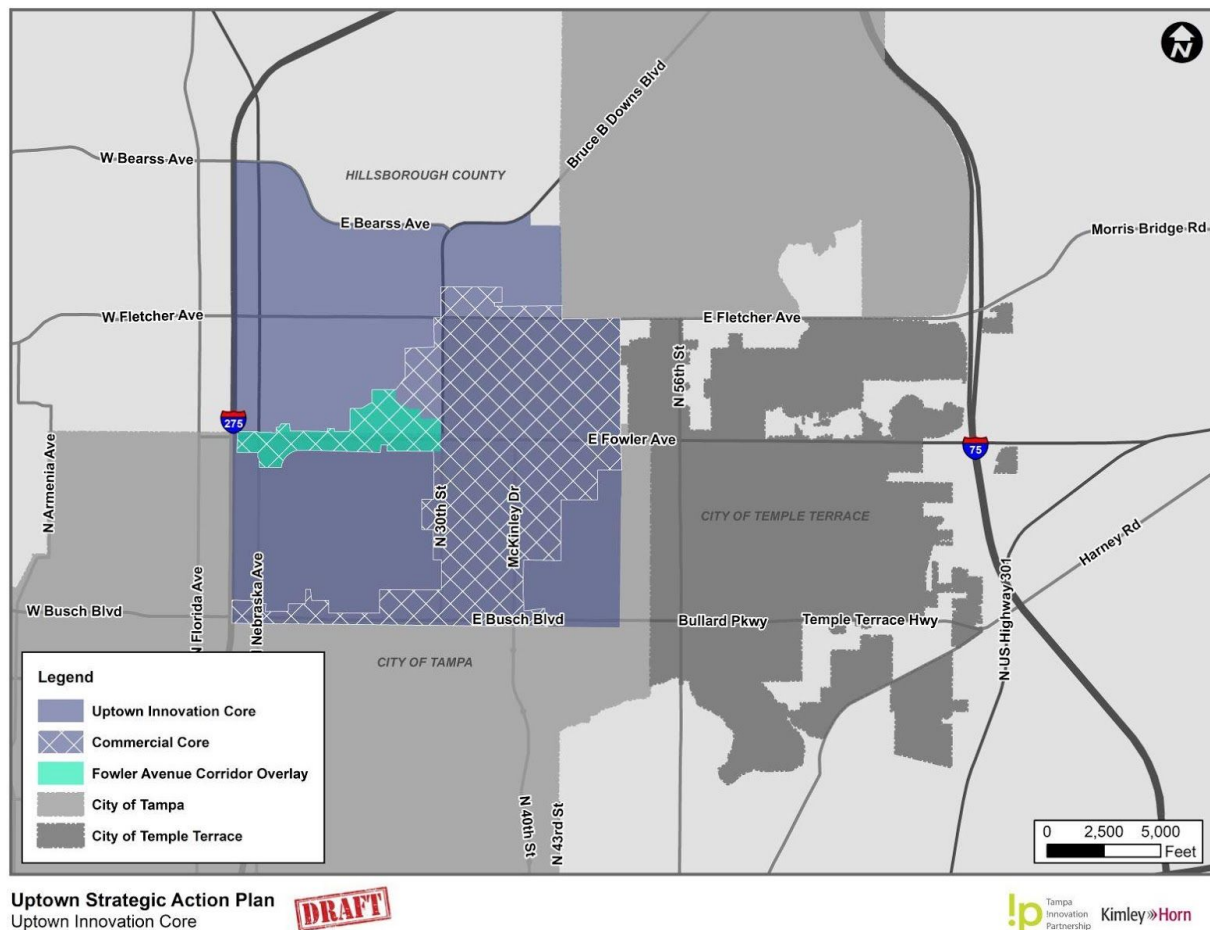
3.1 Action Step: Identify the core of the Uptown Innovation District as an area centered on the Fowler Avenue, Bruce B. Downs/30th Street, and Busch Boulevard axes that includes property fronting the major corridors.

3.2 Reform zoning and code conditions along gateway corridors to be more reflective and supportive of an Innovation District

3.2 Action Step: Request that Tampa City Council consider designation of a Commercial Overlay District for Fowler Avenue between I-275 and 30th Street/Bruce B. Downs (Figure 5)

⁷ WTL+Associates (2018). *University Redevelopment Area Market Study*.

Figure 5



3.3 Create a stormwater management sub-district plan that allows for private developers to participate in shared facilities in order to incentivize redevelopment.

3.3 Action Step I: Create the necessary funding mechanism to enable a shared sub-district stormwater management plan. Research and explore a P3 Design Build Finance Operate Maintain (DBFOM) arrangement.

3.4 Provide sewer and water infrastructure to replace septic and well water throughout the district.

3.4 Action Step 1: Create the necessary funding mechanism to provide sewer and water throughout the district. Research and explore a P3 Design Build Finance Operate Maintain (DBFOM) arrangement.

3.5 Develop and implement a Zero-Carbon Plan to dramatically reduce Uptown's C02 footprint. This will be done by reducing our reliance on automobiles within our anchor institutions where

feasible, and creating sustainable energy alternatives that reduce our dependence on carbon fuels and eliminates wasteful use of resources.

Implementation of the recommendations in the Tampa Innovation District Mobility Master Plan will increase sustainable alternatives to single-occupant vehicle trips in the Uptown area.⁸ HART's selection of a vendor to provide the Uptown Circulator service recommended by the Mobility Master Plan is a necessary step. Implementation of bike and pedestrian facilities called for in the plan also support efforts to reduce the carbon footprint stemming from traditional vehicular travel. Implementation of the USF-area e-scooter program called for by the Hillsborough Board of County Commissioners will allow for another transportation alternative for short trips in the Uptown area.

USF's Patel College of Global Sustainability should be engaged as a partner in guiding efforts toward a carbon neutral Uptown with the participation of the Tampa Innovation Partnerships Anchor institutions (USF, AdventHealth, James A. Haley Veterans' Hospital, Moffitt Cancer Center, RD Management, Busch Gardens) and other large institutional stakeholders in Uptown such as Yuengling, PepsiCo and UACDC.

3.5 Action Step I: Request assistance from the USF Patel College of Global Sustainability on creating a Carbon Zero Plan.

3.5 Action Step II: Integrate recommendations of the Carbon Zero Plan into the Community Benefits Program to incentivize developers to embrace the plan.

Outcome #4. Connect the District

In their seminal report describing the Rise of Innovation Districts, Bruce Katz and Julie Wagner described them as, “the ultimate mash up of entrepreneurs and educational institutions, start-ups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments—all connected by transit, powered by clean energy, wired for digital technology, and fueled by caffeine.”⁹ The importance of alternative transit options, such as bike-sharing, and transit connectivity cannot be underestimated and have perhaps only grown as factors necessary for a successful innovation district since publication of the report.

Insuring Mobility options for all of our residents to guarantee access to critical services, jobs and other benefits of the Innovation benefit area is crucial to avoiding displacement and ensuring that the benefits of redevelopment are equitable.

The Tampa Innovation Partnership Mobility Master Plan prescribed a network of integrated mobility solutions:

- Enhanced multimodal transportation infrastructure
- Connected and accessible technology
- Place-making and Uptown development

⁸ Kimley-Horn (2017). *Tampa Innovation District Mobility Master Plan*.

⁹ Katz, B. & Wagner, J. (2014). *The Rise of Innovation Districts: A New Geography of Innovation in America*. Metropolitan Policy Program at Brookings.

4.1 Develop a strategic mobility plan that connects our community of innovators to the Uptown Anchors, business community, residents and visitors without need of an automobile. Much of this strategy is provided by the 2017 Mobility Master Plan, which should be reviewed and refined every 5 years.

4.1 Action Step: Update the Uptown Mobility Master Plan in 2022.

In the meantime, continue work toward implementation of the Master Mobility Plan recommendations including the following:

4.2 Create vibrant transit options in partnership with HART. Tampa Innovation Partnership supports Bus Rapid Transit and exploration of commuter rail along with emerging technologies such as aerial gondolas and microtransit options including scooters and bike-share, and strives to serve as a laboratory and environment for pilot projects.

Support of various transit options includes efforts to foster a safe and efficient ecosystem for travellers to use these modes of transit, such as safer crossings and lanes or dedicated paths for pedestrians, bicyclists, and scooter riders and road design that facilitates and encourages usage including dedicated lanes for transit, street trees to provide shade for pedestrians and lighting for safety.

4.2 Action Step 1: Launch the Uptown Circulator. Monetary contributions from FDOT, Hillsborough County, HART, and Tampa !p anchors have allowed the Uptown Circulator to be structured so that the service would be free to riders for the first year. While funding has been secured for this service a vendor has yet to be selected by HART. A Request for Information for a 3-area (Uptown, Downtown, West Shore) service was issued late in 2019 and responses have been received by HART.

4.2 Action Step 2: Construct a multi-purpose trail connecting the University Mall property to the James A. Haley Veterans Hospital property. A concept for this trail, called the Veterans' Lake Trail, has been designed including a spur that would run from the mall to Bruce B. Downs Boulevard, and a request for state funds is currently in consideration by the legislature.

4.2 Action Step 3: Engage a consultant to advise on construction of an enhanced crossing at or near the Veterans' Lake Trail's Bruce B. Downs trailhead to allow safer crossing of boulevard. Options to consider should include a pedestrian/bike bridge or tunnel at or near University Square Drive.

4.2 Action Step 4: Secure funding to construct needed sidewalks identified in the 2019 UACDC Sidewalk Segment Analysis.¹⁰

¹⁰ UACDC (2019). *Sidewalk and Lighting Improvement Efforts*

4.2 Action Step 5: Engage a consultant to advise on construction of an enhanced crossing of Fowler Avenue between Bruce B. Downs Boulevard and Nebraska Avenue. Options to consider should include a pedestrian/bike bridge or tunnel at or near University Square Drive. FDOT has recently contracted for a Multi-Modal Feasibility Study of Fowler Avenue including this area which may already include recommendations for this and will require monitoring.

4.2 Action Step 6: To foster growth of bike-share in conjunction with the enhanced safety action steps, include provisions for bike-share stations in the Community Benefits Program.

4.2 Action Step 7: Implement the University Area e-Scooter pilot program called for at the December, 2018 Board of County Commissioners.

4.2 Action Step 8: Engage a consultant for the design of an Uptown trail network that builds upon the 2016 update to the Tampa Hillsborough Greenways & Trails Master Plan and connects Anchor institutions to transit and key residential nodes.

Outcome 5: Zoning for Innovation

Outcome 5 involves reviewing and refining regulatory policies and procedures to ensure and encourage development of a robust innovation cluster. A 1997 study conducted by the Florida Center for Community Design and Research reported that “the University community study area has significant potential for revitalization and redevelopment if certain impediments are improved and the advantages of its natural location and people are seized upon and successfully marketed.”¹¹

We agree with this statement today and recommend the following actions:

5.1 Harmonize County and City land use & zoning designations and streamline regulatory and permitting processes. As agreed to in the Uptown Innovation District Memorandum of Understanding in December of 2019, Hillsborough County and the City of Tampa will collaborate with the City-County Planning Commission to evaluate and consider implementation of strategies that streamline the process of amending the County’s Comprehensive Plan and support the Core Values and Guiding Principles outlined in the MOU.

The Tampa Innovation Partnership supports this course and encourages meetings or workshops between County, City, and Planning Commission staff and/or elected or appointed leaders as necessary to identify and implement these streamlining strategies. Because the Uptown area consists of a patchwork of land within the Tampa city limits and unincorporated Hillsborough County, more harmonious land-use and zoning will help achieve several of the values and principles laid forth in the Uptown Innovation District MOU.

¹¹ Florida Center for Community Design and Research (1997). *University Community Area: a Master Plan for Physical Revitalization*.

5.1 Action Step: Convene a meeting/workshop among appropriate County, City, Planning Commission staff, and developers to discuss opportunities for coordination and streamlining.

5.2 Create a Transfer of Development Rights (TDR) program within the County and City. The Uptown Innovation District MOU called for collaboration on the part of the County and City of Tampa with potential stakeholders to evaluate and consider implementation of policies for landowners in rural areas of the County who wish to environmentally preserve their properties without adversely affecting their ability to maximize the value of their property by, to the extent allowed by law, transferring development rights from their property to property owners in the Uptown Innovation District.

The Tampa Innovation Partnership believes that such a TDR program, alongside other recommendations, will encourage redevelopment within the district consistent with the desired pattern of a successful innovation district.

5.2 Action Step: Before finalizing this plan, make efforts to bring staff and legal from county, city, and Planning Commission together for a series of meetings to craft Transfer of Development Rights proposals for their respective boards. Ideally, this Action Step will call for making the proposals to the governing bodies for approval.

Outcome 6: Governance

One of the covenants agreed to by parties to the December, 2019 MOU was creation of a governing body stating:

“The parties understand the importance of establishing a formal, diverse and representative public/private governing body with a Board of Directors comprised of residents and stakeholders which is vested with appropriate authority to oversee the governance and management of the Uptown Innovation District, in a manner consistent with the Core Values and Guiding Principles. Such governance and management responsibilities include, but are not limited to: managing the physical development and operations of the Benefit Area and Uptown Innovation District; recruiting companies that will locate jobs and facilities in the Uptown Innovation District to, among other things, conduct basic research and commercialization of the resulting technology; contract with a master developer to construct facilities; and, raise private equity to leverage government incentives.”¹²

Due to the patchwork jurisdictional boundaries in the Uptown Tampa area, a unified governing entity with some of the authorities and responsibilities noted above is recommended in order to produce a consistent, unified environment for innovation.

¹² Hillsborough County Board of County Commissioners meeting (12/18/2020). Agenda Item B-1. Retrieved 4/6/2020 from <https://eagenda.hillsboroughcounty.org/portal/PTL29560/search?D=12/18/2019&T=Regular%20BOCC%20Meeting&Y=Backup&o=B-1.pdf><https://eagenda.hillsboroughcounty.org/portal/PTL29560/search?D=12/18/2019&T=Regular%20BOCC%20Meeting&Y=Backup&o=B-1.pdf>

6.1 Collaborate with local government to identify the best structure for a new governing authority for the Uptown District. Innovation districts utilize a variety of governance structures best suited for their unique circumstances, including 501(c)3's, 501(c)6's, Community Redevelopment Agencies, Development Authorities, Community Development Districts, Business Improvement Districts, Neighborhood Improvement Districts, and combinations thereof.

Certain governance structures are mandated by some revenue collection models. The Bryant, Miller, & Olive report describes the governance structures mandated by various revenue mechanisms.¹³

6.1 Action Step 1: Collaborate with the City of Tampa and Hillsborough County on the exploration of a TIF (Tax Increment Financing) instrument applicable to commercial and industrial properties in a designated area within the district that can generate future revenue to support infrastructure improvements.

6.1 Action Step 2: Collaborate with the City of Tampa and Hillsborough County on the exploration of a CRA (Community Redevelopment Area) within the district that can generate future revenue to support infrastructure improvements.

¹³ Bryant, Miller & Olive (2019). *Summary of: Legal and Financial Alternatives and Implications for the Ip District*. Presentation to the Tampa Ip Executive Board.

Section VI - Appendices & source Material

This Strategic Action plan was built on information and data gathered from stakeholder interviews, reports and studies, and discussions and recommendations from the planning Work Group and Technical Advisory Committee. Reports and Studies are summarized in Appendix 1.

Appendix I

More than twenty studies and reports have been completed examining and offering recommendations regarding the general area of the Uptown Innovation District. They focus on factors including residential demographics, livability factors, transit conditions, real estate, land-use, industry, and employment. In addition, plans and studies from several innovation districts from around the United States have been reviewed in preparation of this Strategic Vision Plan. Links to all studies referenced are listed in the Appendix.

The University Community Area: A Master Plan 06/1997
Walkable Community Workshop Recommendations - 2005
Growing the Biosciences in Hillsborough County – Battelle - 5/2009
Zyscovich Study – 6/21/2013
Terrace Park - University Square Community Vision Plan - 3/2013
Hillsborough-Pinellas Manufacturing Gap Analysis 8/2013
Strip Commercial and Mixed use Development - 9/2014
Technology Drivers of the TIA - 10/2015
Community Safety Action Plan - 11/2016
Tampa Innovation District Circulator Study - 6/2016
I-275/Busch & I-275/Fowler Gateway Study - 6/2016
Existing Conditions -AECOM 2/2016
MPO City of Tampa Level of Service Report - 2017
Tampa Innovation District Mobility Master Plan – 10/2017
Regional Competitiveness Report- 2018
Highway to Qualified Opportunity Zones - 02/2018
MOSI Phase I Study - 05/2018
Market Analysis-University Redevelopment Area – 05/2018
USF Autonomous Transit Feasibility Study - 10/2018
Regional Transit Feasibility Study - 11/2018
East Fowler Avenue Land Use Study - 01/2019
UACDC Sidewalk and Lighting Improvement Efforts - 02/2019
131st Avenue PLAT Study - 08/2019
Arterial BRT Study - (in progress, 2020)

1997 - University Community Area: a Master Plan for Physical Revitalization¹⁴

This plan was prepared by the Florida Center for Community Design and Research based at the University of South Florida. While this plan is more than 20 years old, many of the factors identified as impediments are yet unremedied while many of the factors identified as assets have only grown in their value as economic drivers. One limitation of the study is that geographic area does not include areas south of Fowler Avenue. Four key recommendations from the plan were:

1. *Build new community infrastructure.* The combination of high-speed traffic thoroughfares, sub-par pedestrian and bicycle facilities, and a higher than average pedestrian commuter population was noted and recommendations called for sidewalks, pedestrian bridges, and traffic-calming landscaping.
2. *Eliminate economically obsolete land uses.* Duplexes and small apartment buildings in poor state of repair were noted with the observation that poor cash flow and dispersed nature of their natural development does not generate the level of income necessary for their upkeep and security. The plan called for zoning and land uses to change to match the changing market forces of the time.
3. *Create Community Identity.* Landscaping, gateways, sidewalks, signage, and street trees were highlighted as ways to define community territory and discourage crime. These items were cited as tangible proof to stakeholders that their personal, financial, and emotional investment in the area will pay off
4. *Insure Real Community Input.* The plan emphasized the importance of community buy-in by area residents and property owners and recommended communication at the grassroots - possibly door-to-door level.

Conditions relating to housing costs in Hillsborough County now compared to 23 years ago when this study was completed may differ drastically and result in differing observations regarding the viability of duplexes and small apartment buildings, therefore follow-up actions related to the second key recommendation may differ if the plan were conducted today. Consideration should be given to a thorough affordable and workforce housing study focusing on the Uptown area due to the unique factor of the student population in this area.

Another major development since the completion of the Master Plan for Physical Revitalization is the creation and growth of the University Area Community Development Corporation, which has undertaken a grassroots community engagement approach and development program resulting in construction of new affordable housing units, sidewalks, lighting, and community park.

¹⁴ Florida Center for Community Design & Research (1997). *The University Community Area: a Master Plan for Physical Revitalization*. Retrieved 4/2/2020 from <http://www.planhillsborough.org/wp-content/uploads/2012/10/University-Area-Master-Plan.pdf>

2005 - Walkable Community Workshop Recommendations.¹⁵ In 2005 the MPO conducted 8 community workshops throughout the county to gather input from residents about the walkability of their communities. One of those workshops was held at what is now the UACDC.

Recommendations from that workshop were:

- Create pedestrian gateway at 142nd and 22nd St
- Fix sidewalk gap at 140th Ave. and 20th St.
- Sidewalks needed along 20th Street and along 136th Ave
- Clear sidewalk obstructions – benches along 22nd St
- Add bus shelters with bike racks on 22nd St
- Provide access to park at 137th and 19th St
- Maintain existing bicycle lane along 22nd Street
- Add traffic circle at 142nd & 20th Street
- Residential lighting needed throughout
- Sidewalks on 22nd St should be widened to 6 feet
- Traffic calming on 20th St and 143rd (lots of students)
- Street trees throughout neighborhood (142nd)
- Paint stop lines at 20th St. and 38th Ave
- Add mini-circle on 20th St at 38th Ave and 142nd Ave
- Place bike racks in area
- Neighborhood traffic calming program needed esp. routes to school
- Build center medians where possible to control access points
- 20 mph speed limit signs needed in neighborhood
- Lighting on 143rd & 20th • Sidewalks and curbs throughout neighborhood on both sides

¹⁵ Metropolitan Planning Organization (2005). Walkable Community Workshops Summary. pp (6-7). Retrieved 3/24/20 from <http://www.planhillsborough.org/wp-content/uploads/2012/11/Walkable-Community-Summary-Report-2005.pdf>

2009 - Growing the Biosciences in Hillsborough County: an Assessment and Pathway for Developing a Biomedical Complex.¹⁶ Prepared for Hillsborough County by the Battelle Technology Partnership this report to assess the feasibility and specific opportunities and approaches for developing a biomedical complex. Key findings included the total impact of bioscience base activities in 2006 of \$35 billion in output, supporting 19,376 jobs and generating \$42 million in county tax revenues with a projected growth by 2016 to between \$4.3 and \$6.1 million in output, 25,246 - 35,717 jobs, and county tax revenues ranging from \$57 to \$81 million.

The report suggested six key focus areas for driving future development: (1) clinical and research enterprise, (2) personalized medicine (targeted to cancer), (3) biodefense, (4) cell therapies emphasizing tissue regeneration and neuroscience applications, (5) drug discovery and development, and (6) prosthetics. These six focus areas led to the following observations relating to future biosciences development for Hillsborough County:

- *Opportunity to link research to innovation and industry development.* The development of a bioscience complex should emphasize strengthening these connections, including anchoring the advancement of the complex with the presence of research-related activities.
- *Need for Specialized Facilities.* Many of the identified targets of opportunity for bioscience development will require specialized lab space to advance product development and manufacturing, particularly the target areas of personalized medicine, cell therapies, and drug discovery and development.
- *Focus on New Venture Development.* New ventures and spin-off companies can be expected to be an important component of the industry mix in the future.

The report suggested the need for a more formal medical and educational district around the existing USF and Moffitt campuses and a new suburban campus that can meet the requirements of Moffitt.

Since publication of the Battelle study the Moffitt Outpatient Center has been constructed on McKinley Avenue. The memorandum of understanding between Hillsborough County, the City of Tampa, and Tampa Innovation Partnership Anchor members creates the parameters for a formal establishment of an innovation district which may satisfy the suggestion for a Med-Ed district or allow for the creation of a Med-Ed sub district within the Uptown Innovation District.

¹⁶ Battelle Technology Partnership Practice (2009). *Growing the Biosciences in Hillsborough County: An Assessment and Pathway for Developing a Biomedical Complex.*
https://drive.google.com/drive/folders/1imUA3GwrYb-yHqndK_RHbLhTsu8G5Qv1

2010 - Bruce B. Downs Transit Assessment Report.¹⁷ This study assesses the feasibility of integrating enhanced, high capacity transit service, either Light Rail Transit (LRT) or Bus Rapid Transit (BRT), into the proposed Bruce B. Downs Boulevard (C.R. 581) six or eight-lane alignment and typical section. The focus is on an assessment of either LRT or BRT in an exclusive transitway.

When the 2010 sales tax referendum was not approved by voters, HART did not adopt a Locally Preferred Alternative at the end of their Alternatives Analysis study.

2011 - City of Innovation: a white paper of strengths, weaknesses, opportunities and inspiration.¹⁸ Prepared for the USF President, VP of Communications, and Associate VP of Communications, USF Health by JoAnne K Fiebe and Taryn E. Sabia of the USF School of Architecture and Community Design, the City of Innovation publication examined USF's role as a catalyst for change within the surrounding community.

The geographic focus of the study centered around the four major traffic corridors surrounding the USF campus as well as the between 30th Street and McKinley from Fowler Avenue to Busch Boulevard and an area centered along 56th Street from Fowler Avenue to Busch Boulevard. Comparisons were made with several universities from around the nation and interviews with experts in architecture & design, branding, and planning highlighted the following priorities:

- *Collaborate with the Community.* Develop innovative programs which utilize the resources of the University Community Partnership to strengthen the surrounding neighborhoods and positively impact the area's identity.
 - Expand existing programs such as the student run Bridge Clinic
 - Develop multidisciplinary programs and projects to address neighborhood needs and shape positive identity.
 - Market innovative programs to the greater Tampa Bay community.
 - Foster leadership within the neighborhoods.
- *Meet the Neighborhood at the Edge.* Build at the edge of Fowler Avenue to attract the energy and excitement of a pedestrian lined boulevard.
 - Design inspiring spaces at the edge of bordering streets with wide sidewalks and welcoming storefronts.
 - Create pedestrian friendly atmosphere by transforming major streets into Complete Streets and situate parking behind buildings.
 - Encourage public-private partnerships to create new centers of activity and mixed-use development.
- *Generate Economic Development through Innovation.* Cultivate an environment which nurtures discovery and new technology utilizing the resources of the University and the capacity of the community partners.
 - Establish a business accelerator program.
 - Initiate a mentorship program through the USF Center for Entrepreneurship.

¹⁷ Metropolitan Planning Organization (2010). Bruce B. Downs Transit Assessment Report. Retrieved 3/24/20 from <http://www.planhillsborough.org/bruce-b-downs-blvd-transit-assessment-2010/>

¹⁸ Fiebe, JoAnne K., Arch, B., & Sabia, Karyn E. (2011). *City of Innovation: A white paper of strengths, weaknesses, opportunities and inspiration.* https://drive.google.com/drive/folders/121A_BL-3jO_fPx-TxTvh1rFGdwoapBat

- *Design with Intent.* Reshape the urban environment to improve the quality of life for residents, students, faculty, employees, and visitors which radiates a unique, vibrant identity for the University Community area.
 - Create and support Complete Streets.
 - Establish design guidelines for the district to define a unique identity for the area, create desirable spaces for people, and visually define the idea of innovation.
 - Demonstrate innovation through the design of sustainable systems and landscape.
 - Program the edges with activities such as outdoor classrooms, reading lounges, demonstration exhibit spaces, public art, and music gardens.
- *Attract and Retain Talent.* Foster a desirable atmosphere for young professional talent by providing a great place to live, and the opportunity to be drivers of innovation.
 - Develop an internship alliance
 - Provide graduates with an opportunity to be part of the “Innovation Zone” defined by the clustering of start-up businesses, activity centers, housing, and job opportunities.
 - Establish an industry alliance between USF, community partners, Tampa Bay municipalities, and organizations such as the Tampa Bay Partnership, and industry leaders.

2012 - Economic Prosperity Stakeholder Committee Recommendations to the Board of County Commissioners.¹⁹ The EPSC consisted of county commissioners or their representatives and representatives from the Tampa Bay Builders Association, Greater Tampa Realtors Association, Audubon, Sierra Club, Farm Bureau, Economic Development Corporation, Small Business/Minority Business community, Hispanic community, African-American Community, a construction contractor, and land-use attorney. The report sought to take a fresh look at public policies and their impact on the business climate.

30 recommendations were offered in two categories: Economic Development/Planning Recommendations and Regulatory Streamlining Recommendations.

Economic Development/Planning Recommendations

1. Create a comprehensive economic development strategy.
STATUS UPDATE: The BOCC strategic plan and the guiding principles for future growth serves as a comprehensive economic development strategy and vision. The Economic Development department and its partners focus on the ten drivers of the strategy which are: Competitive Sites, Technology and Innovation, Entrepreneurial and Small Business Ecosystem, Infrastructure, Economic Gateways, Quality Places, Targeted Industries, Conventions/Tourism/Sports, and Workforce and Knowledge Infrastructure. For example, through this approach, the BOCC has approved the redevelopment incentives program and allocates funds to redevelopment sites individually, and the Economic Development Department works closely with other agencies to ensure that economic development opportunities can be acted upon quickly.
2. Establish and promote strategic geographic areas best positioned and suited to accommodate and effectively compete for capital investment and job creation so as to maximize Hillsborough County's economic potential while minimizing land use conflicts.
STATUS UPDATE: The Competitive Sites Program was created to identify sites that are best positioned to support job creating industries, helping to reduce the timeframe and risk associated with development as well as increase the inventory of site options available to companies. These sites are eligible for incentives including an expedited permitting process and a Mobility Fee buy down.

The Targeted Redevelopment Program focusses on four areas with incentives for job production including expedited permitting, grants for permit and impact fees, mobility fee buy downs, demolition and renovation assistance, and infrastructure assistance.

Staff is currently identifying next steps associated with the Urban Land Institute Advisory Services Panel report that recommends strategies for economic development nodes along the I-4 corridor that attract private capital investment and leverages public infrastructure investments. The strategies will maximize the

¹⁹ Economic Prosperity Stakeholder Committee (2012). *Recommendations to the Board of County Commissioners*. <https://drive.google.com/drive/folders/1wwb9Xdca6XX6ic1-hYfuXYNBpH-5G4Hq>

return on investment in the area by providing for efficient use of land through workforce housing and employment opportunities.

3. Identify opportunities and constraints and develop policies that promote development within Economic Development Areas and Activity Centers by prioritizing the funding of transportation infrastructure and provision of incentives to these areas; developing development-ready sites for targeted industries; promoting efficient use of land, and discouraging sprawl.

STATUS UPDATE: The County has recently launched several new initiatives to support quality sites for job growth including the Mobility Fee Buy down Program, the Redevelopment Incentives Program for the four Redevelopment Pilot Project Areas and the Competitive Sites Program

Increasing the allowable floor area ratio to 0.75 from 0.5 has allowed industrial end users to more efficiently use their sites through the reduction of the need for time consuming planned development rezonings and through the allowance of more utilization of the sites themselves.

A Comprehensive Plan amendment that ensures the preservation of viable sites for economic growth in targeted industries so we have an appropriate jobs-housing balance will be part of the July plan amendment cycle. The proposed language provides incentives for new developments that better position targeted industries to take advantage of the County's mobility fee buy down program, redevelopment incentives program for the four redevelopment pilot project areas and competitive sites program.

4. Evaluate the Urban Service boundary to identify areas for appropriate modification in support of opportunities for economic development within EDA's.

STATUS UPDATE: The next steps associated with the Urban Land Institute Advisory Services Panel report for economic development nodes along the I-4 corridor will include the creation of a strategy for phased expansion of the Urban Service Boundary to create economic development nodes.

5. Ensure scheduled updates to the Comprehensive Plan acknowledge economic development as a key component to guiding future planning activities and that policies support high quality, sustainable growth, facilitating appropriate priorities for transportation investment and maintaining and improving the quality of life for all county residents.

STATUS UPDATE: Staff is piloting a unified approach to water management by streamlining the potable water, wastewater, and stormwater elements of the plan utilizing a One Water Approach. Following the example of One Water, the integration of land use and transportation systems will be completed to guide future growth and infrastructure improvements.

6. Evaluate all elements of the Comprehensive Plan, including Community Plans, for their impact on economic development and prioritize resources on implementation of recommended activities to support economic development and streamlining.

STATUS UPDATE: While formal evaluation of the community plans will be completed after the Comprehensive Plan Update, there has been some work done on the front end to pilot an approach. The Brandon Corridors and Nodes Strategic Redevelopment plan provide a framework to implement the Brandon Main Street and Brandon Community Plans with financially feasible economic development.

7. Designate EDA's as Transportation Concurrency Exception Areas. Replace concurrency countywide with a strategically designed Mobility Fee in conjunction with other revenue sources as soon as practicable.

STATUS UPDATE: The Mobility Fee Program replaced concurrency on January 1, 2017, so concurrency exception areas are no longer necessary.

8. Eliminate Transportation Impact Fees within EDA's for any project qualifying as a targeted industry, or for any proposed project which the County Commission determines to be worthy of reduction or elimination.

STATUS UPDATE: With the elimination of transportation concurrency, transportation impact fees are no longer used. The mobility fee buydown incentive program is used within the four redevelopment areas and on competitive sites to encourage targeted industries. Mobility fees for affordable housing and mixed use developments are lower than standard rates.

9. Design and implement a reasonable Mobility Fee to replace transportation concurrency and transportation impact fees countywide.

STATUS UPDATE: The mobility fee was effective in January of 2017. In conjunction with the adoption of mobility fees, incentive programs were created to provide mobility fee relief to target industries in redevelopment areas or on competitive sites.

10. Develop a sustainable transportation policy that provides for multiple and diverse funding options, and leverages private sector investments.

STATUS UPDATE: In September 2016, The BOCC adopted a transportation funding policy that commits to allocating various future additional revenues to transportation and other infrastructure improvements through 2026. This policy is expected to make 600 million dollars available to fund transportation improvements. This funding, along with mobility fees and other general revenue money, is expected to pay for the \$812 million Community Transportation Plan project list.

Regulatory/Streamlining Recommendations

11. Create a “culture of service” and establish appropriate protocols, training programs and performance measurement standards to establish it.
STATUS UPDATE: Zoning counselors meet with customers with the goal in mind of achieving compliance assistance, and work with customers to better understand their end goal so that they can help them in reaching that goal. Monthly performance reports are distributed to Center staff providing several metrics related to customer service with clearly defined expectations communicated to staff. The concept and examples of Compliance Assistance are continually emphasized in both informal discussions and formal staff meetings. Development Review has established a success indicator of a 95% on time review rates, which is shared with staff weekly, and also reported on the publicly published performance dashboard. The dashboard is also used to communicate the Center time wait goal, and the wait time from station to station is less than 15 minutes at least 90% of the time. An additional counseling position has been created in order to improve response time, and additional funding for training has been requested in the budget.
12. Implement actions to evolve the Center for Development Services so that is the designated focal point for the provision of services to its customers.
STATUS UPDATE: The Center for Development Services has been established, and a Center manager has been hired and is in place. This person interfaces with the other 3 section managers in the Development Services Department on a regular basis. Additionally, the receptionists were relocated to the Center, as that is the location for all intake and walk-in appointments.
13. Provide appointments for pre-submittal conferences and Development Review Committee Meetings.
STATUS UPDATE: An appointment system is already in place and the number of available appointment slots has increased from 10 to 16. There is currently no lag time between meeting request and scheduling of the appointed time. A revision to the pre-submittal and DRC meeting schedule has met with favorable results from applicants. Also, in 2012, a pre-application conference for zoning changes was implemented.
14. Create a dedicated Customer Service Triage Team to provide special assistance to customers.
STATUS UPDATE: The concept of a "triage team" is being implemented, even if it is not specifically named as such. Receptionists utilize floor managers that are present in the center, who take customers aside when they may need a little extra help in understanding the application process, and in order to ensure that customers are routed to the appropriate station within the Center (of which there are 20). For example, customers who need guidance on land use code requirements are routed to the Zoning Counselors, whose goal it is to listen to the customer's desired outcome, educate the customer on County regulations, and work with the customer to find solutions.

15. Provide customers with materials that can help them navigate the development process that is accessible on-line as well as through brochures and other marketing materials.

STATUS UPDATE: The Development Services website has been updated to include checklists for Site and Subdivision Submittals, as well as Zoning Applications, which help guide applicants and show them the necessary documentation that they need to have ready in order to submit an application. Development Services also holds Monthly Development Industry Meetings, and Center staff is working with the Office of Community Affairs to provide education/presentations at community meetings when requested. The Center had representatives at the Neighborhood Fair in March 2014, and presented to the Tampa chapter of the National Association of Women in Construction in January 2014.

16. Invest in replacement of outdated and/or inefficient technology and evaluate opportunities for improving customer access.

STATUS UPDATE: Implementation of the Accela Document Management System is underway, but there is not a roll out date at this time.

17. Develop performance goals and standards based on customer needs and stakeholder input for entitlement and construction permitting processes.

STATUS UPDATE: To address the needs of the development industry, Development Review has established a success indicator of a 95% on time review rates which is shared with staff weekly and also reported on the publicly published performance dashboard. Once the Accela software has been fully implemented, Development Review will be "auditing" and "rating" staff plan review comments as a quality control measure. This measure is to address County citizens' needs for high quality developer plan review. Building permit review times are roughly a 5 day turnaround. Monthly performance reports are distributed to Center staff providing several metrics related to customer service with clearly defined expectations communicated to staff. The County's Performance Dashboard is used to communicate the Center's wait time goal of no more than 15 minutes between each station at least 90% of the time. A Customer Service Survey is being utilized continually via an iPad kiosk in The Center. The survey results and comments are published to Center staff each month. The positive comments are highlighted to promote stellar customer service by staff personnel. Also implemented was a "dashboard to measure performance.

18. Establish a clear delegation of decision making authority to implement land development regulations to provide consistent and reliable administration and to establish a process to resolve conflicts among review agencies under the County Administrator.

STATUS UPDATE: The Director of the Development Services Department serves as the Decision Making Authority for any issues that may arise.

19. Implement policies, code revisions and processes that allow a development to identify and secure approved uses, densities/intensities and design compliance earlier in the overall development process, and provide clear decision and direction through the designated decision-maker.
STATUS UPDATE: The Center has implemented pre-application conferences so that they are better able to identify issues early on, and there is a constant, on-going process of issue identification and solution implementation.
20. The Land Development code should be amended to follow administrative discretion in the form of exceptions, waivers, variances, and alternative designs.
STATUS UPDATE: The following amendments to the LDC were made to provide for increased administrative flexibility - LDC 11-238, which created predictable standards for administration non-conformities, LDC 12-684, which expanded administrative flexibility to collocate antennas, LDC 11-237, which addressed administrative variances, but was met with strong opposition, LDC 15-0492 provides flexibility in the use of pervious pavements in parking lots, and LDC 15-0499 provides more flexibility in allocating model home lots to multiple client home builders within subdivision phases.
21. Amendments to the DRPM should continue to be approved by BOCC resolution with appropriate vetting of changes with affected parties.
STATUS UPDATE: Changes to the DRPM development review fee structure impacting single family residential reviews and residential subdivision projects with minimal tree cover were approved by the BOCC via Board Resolution.
22. Implement steps to minimize the need for Planned Development zonings and ensure Planned Development zonings accomplished their stated purpose as outlined in the Land Development Code.
STATUS UPDATE: The following LDC amendments reduce the need for Planned Development Zonings -LDC 12-681, which eliminated Major Mod for "passive Ag", LDC 13-270, which created predictable and reasonable standards for open space without PD, LDC 14-472, which eliminated PD to allow for wetland density recognition and to enhance infill, LD 14-474, which implemented Ruskin design guidelines, LDC 14-062, which codified "free standing emergency rooms", and CPA 17-02 and LDC 17-1282, which increases FAR from .35 in LDC to .75, decreasing need to utilize PD zoning to achieve maximum intensity.
23. Implement measures to effectively use the Preliminary Site Plan and Preliminary Subdivision Plat process as the key point for decision making in the development entitlement process.
STATUS UPDATE: Related to Recommendation 19 about identifying issues early on in the process to avoid future issues.

24. Conduct a review of the process-oriented regulations in the Land Development Code to streamline review/processing times and simplify requirements.
STATUS UPDATE: A LDC amendment allowing commercial developments to forego the preliminary site process and another amendment streamlining the review process and lowering the fees for residential projects with minimal tree coverage were approved by the BOCC. These amendments reduce the plan review process by weeks. Additionally, Zoning Counselors will make recommended changes to the LDC based on their exposure to varying client needs. LDC amendments include LDC 10-722, which streamlines alcohol regulations and revises and clarifies restaurant sale regulations, LDC 12-666, which streamlines alcohol regulations and clarifies the proximity for "incidental sales" clause, and LDC 12-683, which streamlines regulation by improving the formatting and making it more predictable.
25. Implement changes to minimize and/or expedite the time required to proceed through the site development process.
STATUS UPDATE: Many small internal processes have been reviewed and adjusted to streamline the plan approval process, including the most significant addition of the "Open DRC" agenda. Every Thursday, once the regularly scheduled Development Review Committee agenda has been completed, any developer may walk in and discuss project issues with the multi-agency committee. This activity allows developers to freely discuss project issues in a more informal setting with the staff who will be reviewing their plans, thereby streamlining the review process for both the developer and County staff. As a result, the review time for Economic Development projects has been reduced by half.
26. Implement modifications to site development procedures so that EPC is not asked to review plans that have no wetland impacts and to allow for administrative modifications to Land Development required wetland setback with EPC approval.
STATUS UPDATE: EPC Staff are involved with the application process early on, and are active in the pre submittal meetings and development review committee meetings. If a project has no impact on wetlands, they can inform the Development Services staff so that the project does not have to be sent to them for review. A new process has been implemented which prevents re-review of wetlands that have previously been delineated.
27. Conduct a comprehensive review and update of the Land Development Code to develop a flexible code that can reflect variations in community preferences and market forces and provide a balance of economy, environment, and community integrity.
STATUS UPDATE: Part of the Comprehensive Plan update, a complete revision of the LDC is pending. There is a budget proposal for consultants and a community plan toolkit.

28. Proactively make needed entitlement and permit changes to achieve “development ready” conditions within designated Economic Development Areas.

STATUS UPDATE: The Competitive Sites Program was created to identify sites that are best positioned to support job creating industries, helping to reduce the timeframe and risk associated with development as well as increase the inventory of site options available to companies. These sites are eligible for incentives including an expedited permitting process and a mobility fee buy down program to assist in the time and expense of developing a competitive site. In addition, the Economic Development department worked collaboratively with the Development Services department to develop a formalized Expedited Permitting Program, to allow half-time reviews for projects flagged as being of high economic development importance.

29. Remove all technical language and specifications from the LDC and place such language in existing StormWater Management, Transportation and Water, Wastewater and Reclaimed Water Technical Manuals and create a new Natural Resources Technical Manual.

STATUS UPDATE: This will be completed in coordination with the Comprehensive Plan update, by transferring some of the regulatory provisions in the Comprehensive Plan to the LDC, since that is where they're better suited.

30. Conduct a thorough review of all review and permitting fees with the goal of making them cost affordable and commensurate with streamlined procedures.

STATUS UPDATE: This effort is ongoing and will continue to be looked at, but has been partially helped with the adoption of the Mobility Fee program and the elimination of the unnecessary concurrency fees and impact fees.

2013 - Tampa Innovation Alliance Findings Workshop (Zyschovich Study)²⁰

The Zyschovich Study focused on the corridor between 50th Street and Bruce B. Downs from AdventHealth Hospital in the north to the Hillsborough River to the south with extensions including properties fronting Fletcher Avenue, Fowler Avenue, and Busch Boulevard west to Interstate 275. Pent-up retail and multi-family housing demand were assessed. Visitor, worker, and student populations were quantified. Projections were given for hotel and office demand through 2018.

The summary of pent-up and near term demand was 250,000 square feet of retail, 300-400 hotel rooms, 500-600 multi-family worker housing, and 50,000-100,000 square feet of office space.

Major recommendations from the Zyschovich Study centered on creating a “satellite city” along McKinley Drive from Busch Boulevard to Fowler Avenue that would feature an interconnected greenway, an elevated crossing of Fletcher Avenue near AdventHealth, a mixed-use development on the Moffitt property (west side of McKinley); and an entertainment complex and northern entrance to Busch Gardens at the northeastern corner of the park.

Among the next steps suggested was:

- A change of land use from Heavy Industrial (HI) to Community Mixed-use (CMU-35). Creation of the Innovation Corridor Mixed Use (ICMU-35) for the University Mall site lays a foundation for the first suggested step. Moffitt has since developed on the McKinley site.
- Working with County to address roadway design for McKinley Blvd. A Complete Street has been implemented on McKinley.
- Work with FDOT for corridor designs and pedestrian bridge design. A pedestrian bridge exists at Fowler near MOSI. Bruce B. Downs and an additional Fowler pedestrian bridge further west remain considerations.
- Explore acquisition of Allegiance Healthcare and other properties on the east side of McKinley.
- Consideration of converting CSX rail to trail. The rail line remains in consideration as a passenger rail commuter option. The extended right of way east of the existing rail through the MOSI property is an option for greenway trail connecting to Temple Terrace.
- Consideration of a development partner or independent developers.

A dozen “level two” Action Items were suggested in addition to those listed above.

²⁰ Zyschovich Architects (2013). *Tampa Innovation Alliance Findings Workshop*.
<https://drive.google.com/drive/folders/1wwb9Xdca6XX6ic1-hYfuXYNBpH-5G4Hq>

2013 - Terrace Park - University Square Vision Plan²¹. Created by the Planning Commission to guide redevelopment of the commercial corridors, revitalization of neighborhoods, and improve the overall quality of life for the communities of Terrace Park and University Square, located between Busch Boulevard and Fowler Avenue to the south and north and Interstate 275 and 56th Street to the west and east. The plan set goals and strategies for land use, housing, transportation, public safety, quality of life, public facilities and services, and economic development.

Land Use Goal: Improve and enhance the aesthetics and character throughout the Terrace Park and University Areas. Strategies included establishing a walkable and visually attractive appearance along certain roads; limiting open storage uses along major corridors; and creating an Adopt-a-Street program.

Housing Goal: Recognize and support the preservation and revitalization of the communities' residential character. Strategies included preserving existing housing and encouraging the development of new housing to meet diverse economic and physical needs of residents; protecting single-family areas from the intrusion of duplexes; encouraging home-ownership through incentives; and reducing the number of substandard homes by focusing public and private resources on housing maintenance and rehabilitation for low-income and senior homeowners;

Transportation Goal: Create choices that include a safe and accessible pedestrian and bicycle network providing connectivity between residential areas, activity centers, employment centers and transit stops. Strategies included implementation of priority projects identified in the Tampa Walk Bike Plan; implementation of the USF Circulator Study; supporting relevant City departments and divisions in the implementation of Complete Streets; support implementation of the Congestion Management Strategies identified by the MPO in the communities; supporting the exploration of a citywide sales tax as a funding source for transportation improvements including light-rail and expanded bus service; working with Tampa Police to ensure better traffic enforcement; support the MPO on an education program that encourages installation of bike racks; coordination with Temple Terrace to improve connectivity to the east of the communities.

Public Safety Goal: Promote a safe, healthy, and secure community for all residents. Strategies included working with TPD to implement community-based safety programs embracing Crime Prevention through Environmental Design and increasing the number of Crime Watch organizations in the area; encouraging awareness of traffic bicycle and pedestrian safety at local events, parks, etc.; and identifying places where additional street-lighting is needed.

Quality of Life Goal: Promote a sense of community by improving community awareness and a stronger commitment towards improving stakeholder involvement. Strategies included periodically holding join meetings between the University Square and Terrace Park neighborhood associations to address issues and concerns while monitoring appropriate

²¹ Hillsborough Planning Commission (2013). *Terrace Park - University Square Vision Plan*. Retrieved 4/2/2020 from <http://www.planhillsborough.org/wp-content/uploads/2013/02/Terrace-Park-University-Square-Community-Vision-Plan.pdf>

implementation of the strategies within this plan; host clean-ups, community gardens and other activities to strengthen the community's overall images; and identification and preservation of historic structures.

Public Facilities and Services Goals:

Provide and support recreational and educational opportunities for the community through public and private funding. Strategies included studying the need for a new library in the community; improving, expanding, and educating the public about commercial and residential recycling programs; coordination of mobile library services; development of mentoring programs; educating residents about accessing city services; and recognizing and encouraging community gardens.

Improve storm-water drainage in areas prone to flooding. Strategies included studying areas of prone flooding and urging allocation of funds to address issues; ensuring that the city of Tampa provides adequate piping of irrigation ditches, maintains existing retention ponds, and converts existing ponds into bird sanctuaries or fish ponds.

Support the maintenance and improvement of residential and non-residential properties with a strategy of working with Code Enforcement, civic groups, residents, and businesses to identify code violations and substandard homes and commercial structures.

Improve existing public park sites and facilities and develop new public parks to meet the needs of residents. Strategies included promoting city parks and programs; implementing projects identified in the Greenways and Trails Plan; enhancing security at parks and community centers; partnering with Tampa Parks And Rec. Department, residents community businesses, and civic organizations to maintain and improve neighborhood parks; working with the City of Tampa and Tampa !p in creating a community identity through use of streetscaping and signage; and supporting and encouraging the use of vacant public lands within the community for additional parks and playgrounds.

Economic Development Goal: Develop neighborhood assets, economic activities, and employment opportunities to meet current and future needs of residents. Strategies included using public and private funds to support small businesses and community revitalization; pursuing strategies and programs to encourage investment on street corridors susceptible to disinvestment; exploring public and private programs to encourage redevelopment of commercial structures along major corridors and enhancing building facades, signage, landscaping, general buffering and landscape management; develop suitable vacant lands in an environmentally, economically, and socially sustainable manner; working with USF, Hillsborough Community College, City of Tampa Economic and Urban Development Department and appropriate business groups to help improve employment opportunities and entrepreneurial development; working toward and supporting the creation of a community chamber of commerce or business association to serve the communities; and encouraging the City of Tampa to provide state-of-the-art infrastructure for existing and prospective industry.

2014 - Strip Commercial & Mixed-Use Development²². This report notes that trip commercial development in its post-World War II form has been one of the most common patterns for new stores, restaurants, and service businesses and that the pattern is often unsightly, it adversely affects adjoining neighborhoods, and it causes congestion on adjoining highways. Better patterns are available for developing land along suburban arterials.

The initial task in this effort was to identify national best practices plus a spectrum of methods that other communities use in comprehensive plans to discourage or repair strip commercial development and to encourage mixed-use development.

2015 - The Economy of the Tampa Innovation Alliance District²³. The objective of this report, produced by Tampa !p, was to provide an economic and innovation framework for the planning of the Tampa Innovation District. The report provided a geographic and economic definition of the Tampa Innovation District . It included an overview of the employment and industry makeup of the district, as a “starting point” for comparison against growth and change. It also provided profiles of the District’s largest employers and employment/compensation comparisons with other districts in the United States.

The report articulated a goal to double the district’s high-tech employment over the following ten years to a total of 25,294 jobs in the sectors of Healthcare and Social Assistance; Professional, Scientific & Technical Services; Information; and Manufacturing by 25,294. According to the report, achievement of this goal would result in an \$11.3 billion economic impact.

²² Metropolitan Planning Organization (2014). Strip Commercial & Mixed-use Development. Retrieved 3/27/20 from http://www.planhillborough.org/wp-content/uploads/2016/05/StripCommercialAndMixed-UseDevelopmentInHillboroughCounty-September2014_website.pdf

²³ Tampa Innovation Alliance (2015). *The Economy of the Tampa Innovation Alliance District*. <http://www.planhillborough.org/wp-content/uploads/2013/02/Terrace-Park-University-Square-Community-Vision-Plan.pdf>

2015 - Consideration of a Strategic Vision and Action Plan for The University Area and Innovation District²⁴. This presentation to the Tampa Innovation Partnership Executive Board of Directors by Bill Bishop summarized challenges and opportunities within the area. Bishop observed that Anchor institutions have survived in spite of conditions in the surrounding community and that the area suffers from the same largely unplanned (at least not master-planned) sprawling and utterly automobile dependent development pattern of chaotic and highly varied, often poor, quality and character endemic to many areas of the United States.

The presentation went on to note that

“significant portions of the urban fabric were comprised of vacant land and that many structures on land that is not vacant are vacant themselves, some appearing to be abandoned or in some state of collapse. In some cases, economically productive buildings occupy only small portions of a site's land area, and there is some indication that these disadvantageous development patterns continue. Parts of the university area might fairly be described as suffering from suburban blight.”

Bishop recommended that prospective economic and economic development benefits seem obvious at five levels of impact:

1. The economic potential and success of stakeholders' individual enterprises would be unleashed to the extent each did not have to overcome both functionally disadvantageous and brand-undermining environmental conditions.
2. Beyond the extent of existing "operations," there is potential for significant economic (market) symbiosis between the various stakeholders' enterprises. The conditions that define the market(place) and marketing windows to stakeholders operations, and which currently create unappealing physical and psychological barriers between them, work to reinforce functional silos within which each enterprise operates disconnected from the others. Developing the opportunities that exist within significant mutualities of interest between the stakeholders could result in a future whole significantly greater than the sum of the existing parts.
3. The economic environment currently surrounding stakeholders' enterprises might fairly be described as sterile, if not somewhat toxic. Providing fertile economic media (place/places) within which stakeholders might extend and expand their activities and/or within which related or unrelated third parties could invest so as to leverage and capitalize on the vitality of existing enterprises, could result in significant economic opportunity.
4. Vibrant centers of transit-oriented development (TOD) can produce significant economic activity, and ongoing economic development opportunities—even in the absence of major universities, theme parks, or highly renowned medical centers. The transformative economic potential of such development is even greater in the university area, given the factors described above.
5. The undertaking contemplated by the Tampa Innovation Alliance can have regional as well as local and enterprise-specific impacts. Principal stakeholders enjoy positive and powerful brand reputations. Each already contributes to the reputation and vitality of the

²⁴ Bishop, Bill (2015). *Consideration of a Strategic Vision and Action Plan for The University Area and Innovation District*. <https://drive.google.com/drive/folders/1Qzvs926FDB8OHKZzpjRBEHRmL79d7mx9>

region. Reinforcing and enhancing individual brands with that of an attractive, prosperous, dynamic, and vibrantly interconnected community could significantly improve the area's prestige and cache, and amplify their beneficial regional economic impact.

2015 - Tampa Innovation Alliance + USF School of Public Affairs Community Development Service Learning Project²⁵

Graduate students working on this project set out on a mission to learn more about how innovation districts succeed, and how students can best contribute along the way to “building a shining point of origin we can all be proud to claim as our own.”

13 innovation districts from elsewhere in the United States were examined for comparison and best practices. Almost 50 student surveys of USF students regarding area conditions and preferences were completed and greatest concern among students was safety, with transportation frustration as the runner up. A recurring theme through individual question responses and open comments was the desire for walkable, natural green space.

²⁵ Comellas, Jerry; Corcoran, Katrina; Dagsa, Reggie; Gible, Austin; O’Leary, Mark; Raman, Vishaka Shiva; Wagner, Michelle & Dagsa, Reggie (2015). *Tampa Innovation Alliance + USF SPA Community Development Fall 2015 Service Learning Project*. <https://drive.google.com/drive/folders/1Qzvs926FDB8OHKZzpjRBEHRmL79d7mx9>

2016 - I-275/Busch & I-275/Fowler Gateway Study²⁶. MPO, in partnership with Atkins North America, Inc., developed preliminary design concepts for themed gateway statements at the I-275/Busch Boulevard and I-275/Fowler Avenue interchanges. These interchanges serve as entry points into the Innovation District and a theme of “Global Citizen” was proposed.

Proposed designs included landscaping, under-bridge lighting, signage, and sculpture installation all meeting FDOT standards with sustainability, safety, and efficiency in mind. Cost estimates for two options at each of the overpasses ranged from \$2 million to \$4.8 million.

Tampa **!p** is currently working with FDOT and City of Tampa on a lower cost option that would feature only decorative LED lighting under each of the overpasses. This is in the permitting process.

2016 - Tampa Innovation District Transit Circulator Study²⁷. The Hillsborough County Metropolitan Planning Organization (MPO), in cooperation with the Florida Department of Transportation (FDOT), Hillsborough County Economic Development Department (HCED), Hillsborough Area Regional Transit (HART) and Tampa Innovation Alliance, conducted the TID Transit Circulator study to evaluate the potential development of a transit circulator within the District.

Recommendations included a district app, expansion of the bike/pedestrian network, and express bus connection between USF and downtown, in addition to the circulator service within the district.

This study was expanded into the 2017 Tampa Innovation District Mobility Master Plan which resulted in a recommendation for a Circulator service described therein.

2016 - University Area/Tampa Innovation District Community Safety Action Plan²⁸.

Produced by Ken Stapleton the CSAP outlines a comprehensive set of more than 200 recommendations to intentionally and actively address real and perceived safety that has long been considered a significant barrier to investment and improved quality of life.

Recommendations were made in the following categories and sub-categories:

- Programs and Patrols. Strategies were outlined to create emotional attachments and resident stability, such as focusing on strengths like Mort Elementary, USF, and Havest Hope Park; creating local hiring partnerships with anchor institutions; incorporating a community service component into home ownership assistance programs; more robust engagement between law enforcement and residents; CPTED or SafedesignTM reviews for all subsidized housing as well as pre-development reviews; review codes to ensure

²⁶ Metropolitan Planning Organization (2016). I-275/Busch & I-275/Fowler Gateway Study. Retrieved 3/26/20 from http://www.planhillsborough.org/wp-content/uploads/2015/12/I-275-Busch-Fowler-Gateway-Concept-Report_06-30-16.pdf

²⁷ Metropolitan Planning Organization (2016). Tampa Innovation District Circulator Study. Retrieved 3/26/20 from <http://www.planhillsborough.org/wp-content/uploads/2016/05/TID-Executive-Summary-Final-16-0708.pdf>

²⁸ Stapleton, Ken (2016). *Community Safety Action Plan*

that rental housing is inspected and includes certain security features like lighting, locks and landscape management; CPTED reviews upon resident request; and strategies including land trusts to improve neighborhood stability.

- Disorder management. Addressing litter, high weeds, and other signs of disorder the major recommended strategy was creation of Clean & Greet Teams and the report included implementation strategies for such teams.
- Police efforts recommendations included that UACDC and Tampa **!p** regularly communicate needs to law enforcement; inclusion of law enforcement in the design review process early and consistently; stronger enforcement of carryout alcohol sales laws; and adoption of stringent crime prevention regulations at convenience stores.
- Youth programs/interventions. Recommendations included mentorship programs; youth employment initiatives; entrepreneurship opportunities; volunteer and summer employment relationships with area hospitals; recreational programs; involvement of law enforcement and community policing.
- USF students. Recommendations included expansion of student engagement beyond 2-3 days of service events into long-term relationships; creation of an off-campus evening event at University mall in the fall; review of USF communications for unintended negative messages about off-campus safety; and regular focus groups with USF students about area safety.
- Business development recommendations included adjusting county codes to include vending at key locations; partnership with University Mall on incentives for public art, new signage, lighting and other features; provision of development incentives to encourage outdoor seating for cafes and restaurants; local hiring agreements with anchor institutions; crime prevention assessments for existing and proposed businesses; and modification of lighting and signage regulations to ensure adequate illumination of sidewalks and alleys.
- Social service coordination. The major suggested enhancement to existing conditions is to focus on mental health and homelessness. One recommendation advised focusing services on current residents and to avoid further concentration of service facilities so as to not attract more problematic behavior to the area. Partners were advised to work with area businesses to dissuade panhandling and homeless camping on their properties using design, outreach, and enforcement.
- Community safety audits were recommended on a quarterly basis.
- Seniors programs. Outdoor programming for seniors was recommended to enhance natural surveillance and safety perceptions.
- Multi-family housing programs. It was recommended that rental property owners pay for a safety/security assessment and make needed improvements. Furthermore, it was recommended that code enforcement staff be trained to recognize security shortcomings and report them
- Community Building events called “Family Fun Days” were recommended quarterly with several features suggested.
- Built environment. The plan recommended that the county adjust its process for new public and private projects to include Safedesign(™) or Advanced CPTED reviews in the plan area and facilitate training for staff in key departments and anchor institutions.

- Lighting. Several recommendations were offered regarding lighting for security and perceptions of safety. In addition recommendations were made for architectural lighting programs; LED porch and front yard lighting programs; lighting of wayfinding signs and iconic structures; investments in new technologies for enhanced sustainability and efficiency; unique lighting for territoriality along key corridors.
Partnerships were encouraged with TECO to reduce tree-light conflicts and identify school bus stops for additional lighting; FDOT to improve lighting standards on sidewalks; and USF Student Green Energy Board for installation of solar lights.
- Access Management features were recommended including traffic-calming enhancements like speed humps; a fencing assistance program for multi-family and commercial properties; exploration of temporary street closures to combat drug sales and prostitution; a motion sensor lighting program for parks and alleys; and stop signs at every intersection in residential areas.
- Informal social interaction. Community gardens were recommended as a venue for interactions; a splash pad, chess tables and other features were suggested for Harvest Hope Park
- Natural surveillance recommendations called for clearer sightlines and better lighting as described above; avoidance of concentrations of institutional, industrial and office uses that result in limited natural surveillance after hours; encouragement of mixed-use buildings along key business corridors; creation of artist-attainable housing in structures on the west side of Henrietta Avenue between 7th Street and 9th Street for enhanced natural surveillance of Jazz Park; utilizing Clean & Green Teams described earlier in this summary to monitor landscaping for interference with sightlines.
- Territoriality recommendations included Gateway features that would announce to visitors that they are entering a special area as well as public art at strategic locations along image corridors, and commercial facade improvements. In residential areas territoriality features can be added to vacant lots, such as a community garden at the southeast corner of Beards and 22nd Street. Further recommendations called for partnering with Tampa and County arts programs to recognize and encourage public art installations.
- Wayfinding recommendations included lighting of iconic architecture, public art as described above, and light pole banners promoting the district and its events/initiatives.
- Strategic communications should be implemented with public perceptions of safety always at the forefront. Communication materials should be reviewed for indirect negative messages about safety.
 - Community partnership communications recommendations were that Tampa Police, Hillsborough Sheriff's Office, and county staff regularly attend UACDC Community Safety and Wellness Committee meetings to share information.
 - Incident management communications included a recommendation that area anchors and partners create a coordinated crisis communications plan regarding crime in the plan area identifying 3-5 spokespersons; maintenance of accurate

crime statistics that highlight positive trends; creation of sub-district names in order to isolate incidents that would otherwise impact the overall district's perception.

- Place-brand repositioning and marketing communications. Recommendations included a need to clarify the place brand through a very deliberate, strategic process; creation of a series of subdistrict brands as outlined above; use of positive imagery; regular presentation and reports to realtor and developer groups communicating positive trends; and use of project renderings

Since the CSAP was presented several recommendations have been implemented or are in process.

Among the Programs and Patrols recommendations:

- The University Area Community Development Corporation has implemented one of the key neighborhood stabilization recommendations with its land banking program that has acquired 18 properties through 2019 totalling over 7 acres and began to provide new affordable housing.

Built environment recommendations currently in progress:

- The gateway lighting features have been approved and are in the installation process at the I-275 underpasses at Busch Boulevard and Fowler Avenue.
- A splash pad is planned for installation at Harvest Hope Park.
- Plans are also under consideration by UACDC to implement one of the vacant lot suggestions by utilizing the parcel at the southeast corner of Bearss and 22nd Street as a community/farmers market venue.
- The Tampa **!p** Community Engagement Committee is working with the Tampa Foundation and other partners toward installation of murals on high-visibility walls and structures, possibly to include a mural painting event at the flea market building located at Nebraska and Fowler.

The most significant development in the Strategic Communications section is the adoption of the Uptown place brand. Tampa **!p** has utilized the name frequently in social media, press releases, and events and publications such as the *Tampa Bay Times* and *Tampa Bay Business Journal* have begun using the moniker. The name has been adopted by a new Chick-Fil-a on Fowler Avenue, an apartment complex on 22nd Street North, a mixed-use affordable housing project planned by UACDC in partnership with Blue Sky, the UACDC Jazz concert event, and most notably the Temple Terrace Chamber of Commerce has rebranded itself as the Uptown Chamber of Commerce.

2016 - Tampa Innovation District One-Click Website, Concept of Operations²⁹. Produced by Kimley-Horn for the Tampa Innovation Partnership, this report summarizes the recommended Operational Concept for a one-stop digital web-based tool to aggregate information for district populations.

The report identified three goals for the web-based solution: (1) PThe first goal was to provide information access to various modes of travel and mobility tools allowing for click-through transactions. (2) Provide district business and attractions information. (3) Provide performance measures on key system usage.

A committee was formed to examine the feasibility of this effort and reported to the Advisory Board in January of 2018 that a large monthly financial commitment would be necessary. The initiative was tabled.

²⁹ Kimley-Horn (2016). *Tampa Innovation District One Click Website Concept of Operations*. <https://drive.google.com/drive/folders/1M7hongnxWK3Et0pLyioFlbLNZoF5Yc2->

2017 - MPO City of Tampa Level of Service Report.³⁰ The 2017 City of Tampa Roadway Level of Service Report is a comprehensive listing of major roadways and their operating conditions, which provides the current levels of service of roadways based upon recent counts. The MPO conducted limited road counts May 2014 and additional counts May of 2015 and September of 2015.

Roadways were assigned a letter grade decreasing from A to F based on traffic flow and drivers' psychological comfort level in relation to capacity. The chart below lists thoroughfares in the Uptown District with their grades for vehicles, walkers, bikers, and transit.

Road (section)	Highway Grade	Ped Grade	Bike Grade	Transit Grade
Busch (Florida - 30th Street)	C	D	D	F
Busch (30th St. - 56th St)	C	D	D	F
I-275 (Busch - Fowler)	F	N/A	N/A	F
Nebraska (Busch - Fowler)	C	C	D	B
Bougainvillea (Nebraska - McKinley)	C	C	D	F
Linebaugh (I-27 - 30th St.)	C	C	C	F
McKinley (Busch - Fowler)	C	C	C	D

2017 - Potential for Special Assessment. Provided by Carlton Fields this memorandum reviewed the potential for a special assessment to be utilized as a funding mechanism for work performed by Tampa !p, such as marketing, planning, and business development.

Based on the 19-square mile footprint basically defined as laying between I-275 and I-75 to the west and east and Bearss Avenue and Busch Boulevard to the north and south and utilizing the lowest millage amount currently in effect in Tampa for a comparable district applied to

³⁰ Metropolitan Planning Organization (2017). City of Tampa Level of Service Report.

non-residential properties, the report found that the District has the potential to generate more than \$300,000 per year.

Next steps outlined in the memorandum begin with reiterating the vitality of local business support since the assessment would place a financial burden on them. County and municipal administrative and support - along with political approval - would be necessary in all jurisdictions affected.

2017 - Mobility Master Plan³¹. Kimley-Horn produced this plan for the Tampa Innovation Partnership as a step toward realizing the vision of a live-work-learn-wellness-play environment for the Uptown area. An in depth study of existing mobility options was conducted to inform the plan.

Mobility modes proposed in the plan included existing services such as HART bus service, USF Bull Runner, personal vehicles, and expansion of the bike share program serving the USF campus. New recommendations included the Uptown Circulator, autonomous vehicle shuttle service, and HART HyperLINK. Additionally, the need for a connected, intuitive environment for these services to function within was called for with a recommendation for regional free Wi-Fi and a one-click resources web site as described in the 2016 One-Click Web Site Concept of Operations..

The Mobility Master Plan also emphasized that success depends on multimodal strategies for safety improvements in the area such as bike lanes, crosswalks, transit lanes, and sidewalk improvements. Specific recommendations included:

- Shortened crosswalks across East Fowler Avenue
- Wider, separated, and/or color-highlighted bike lane along E. Fowler Ave.
- Crosswalk with signalization on Bruce B. Downs Boulevard near the VA Hospital and new student housing
- Complete sidewalk network in residential areas along major roads
- Designated transit lane or guideway along E. Fowler Ave.
- Connecting sidewalks into commercial centers (e. g. University Plaza)
- Mid-block crossings with signalization along East Fletcher Avenue at AdventHealth-Tampa Hospital/USF and at the student apartments between USF Magnolia Drive and 42nd Street.

Some of the above recommendations are either completed or in progress. Intersection improvement projects are underway on B.B. Downs at Richard Silver Way and B.B. Downs and Campus Hill Drive are expected to be complete by early 2022, which will provide signalization, lane reconfiguration, and pedestrian safety enhancements in the corridor serving the VA Hospital and new student housing. HART's bus rapid transit plan connecting downtown to USF recommends a dedicated transit lane on East Fowler and Kimley-Horn is currently working on a multi-modal feasibility study for E. Fowler between I-275 and 56th Street.

One major development since the completion of this plan is the approval of the additional 1 cent sales tax for transit approved in November of 2018. Revenue is being collected, but has not yet been deployed due to ongoing court challenges. Also, at the time of this plan, the HyperLINK service was in operation in the district, but has since been discontinued. The Circulator service outlined in the plan has been embraced with funding by Hillsborough County, HART, FDOT, and Tampa !p Anchor members, but has yet to be implemented by HART. In November of 2019 a Request for Information was released by HART and responses were received from potential vendors for a Circulator service that would serve Uptown as well as Downtown and West Shore.

³¹ Kimley-Horn (2017). *Mobility Master Plan*.
<https://drive.google.com/drive/folders/1KeD976msDIY-uL0BRkTOtMtPAThS6czL>

Implementation of e-scooters in Tampa has also occurred since completion of this plan and may provide additional options for mobility solutions within Uptown. The Hillsborough County Board of County Commissioners has instructed county staff to look into an e-scooter pilot program in the University area. The USF bike share program has transitioned to Coast Bikes and there is utilization evident north of Fletcher Avenue, but not east of Bruce B. Downs.

2018 - USF Autonomous Transit Feasibility Study³². This study examined on-campus locations that would be best served by autonomous transit, legal and insurance considerations, and 2-3 service options. 374 students were surveyed regarding existing conditions and their attitudes toward autonomous vehicles.

A 12 month pilot project was proposed that would feature 2 shuttles with 10 hours of daytime service, 6 hours of night time service excluding the summer for an estimated \$700,000.

A 2-week demonstration pilot was recommended and was conducted in early 2019 with a very low-speed shuttle operating on the pedestrian path between the library and Genshaft Drive.

2018 - University Redevelopment Area Market Study³³. Prepared for Hillsborough County Economic Development by WTL+Associates, this study provided an analysis of redevelopment opportunities in the area of unincorporated area of Hillsborough County bounded by I-275 to the west, E. Fowler Avenue (west of BBDowns) and E. Fletcher Avenue (west of BB Downs) to the south, Bruce B. Downs Boulevard (south of Fletcher) and North 46th Street (north of Fletcher) to the east and Bearss Avenue to the north. This area overlays the northwestern corner of the Tampa **!p** focus area and includes 36,800 residents in 15,700 households.

The study quantified the amount of land-use dedicated to light industrial, commercial office, commercial retail, and mixed-use within the area suggested market potentials of an additional 232,000 square feet of multi-tenant/speculative office space over the following 8 years; 180,000 - 275,000 s.f. of general industrial/planned business over 8 years; equilibrium/limited near-term demand for hotel/lodging as well as equilibrium/limited near-term growth for retail/food service.

Eleven parcels of land were examined as potential catalyst sites for redevelopment with five selected as priority sites. They were the golf driving range on Bearss Avenue, Angelos Recycled Materials on East 148th Avenue, the lumberyard on East 131st Avenue, Angelos materials on North 12th Avenue, and the Verizon vehicle storage lot on E. 131st Avenue.

³² Metropolitan Planning Organization (2018). USF Autonomous Transit Feasibility Study. Retrieved 3/27/2020 from <http://www.planhillsborough.org/wp-content/uploads/2018/10/USF-Autonomous-Transit-Feasibility-Study.pdf>

³³ WTL+a (2018). Market Analysis: University Redevelopment Area. Retrieved 3/27/2020 from <https://drive.google.com/drive/search?q=market%20study>

2018 - Phase I Study; Museum of Science & Industry³⁴. Research report produced by Jones Lang LaSalle, Inc. on behalf of Hillsborough County included an office/institutional market analysis of the study area coinciding with the overall 19-square mile Tampa Bay focus area.

The conclusion and recommendation from JLL was for the county to engage in a short term lease of unoccupied MOSI space with a local anchor in order to cover costs for the property.

2018 - Regional Transit Feasibility Study³⁵. This study examined the feasibility of regional transit options and outlined the preferred framework for improving regional coordination in the Tampa Bay region such that there are effective mechanisms for planning, prioritizing, and developing transportation plans and projects.

The project (a) defines successful coordination, (b) outlines barriers to achieving that success, and (c) develops implementable scenarios to achieving success, based in part on a thorough review of the region and its context as well as peer regions around the state and country.

The Plan identified the I-275 Rubber Tire on Dedicated Shoulders concept as the draft catalyst project. Not only does the draft catalyst meet the purpose of the Plan, but it also has the greatest potential to be implemented in the shortest amount of time, connects the most communities and activity centers in the Study Area, and is the least costly to construct and operate. The draft catalyst project is uniquely situated within the highly-visible and heavily travelled I-275 corridor. It would also provide the secondary benefit of serving existing local and express transit routes, providing each the opportunity to use the dedicated shoulders when and where appropriate. Most importantly, it supports the development of a regional transit network providing direct connections to nearly all corridors in the Regional Transit Vision.

³⁴ Jones, Lang & LaSalle (2018). MOSI Phase I Study. Retrieved 3/27/20 from <https://drive.google.com/drive/search?q=MOSI>

³⁵ Tampa Bay Area Regional Transit Authority (2018). Regional Transit Feasibility Study. Retrieved 4/9/20 from <https://www.tbarta.com/media/1170/regional-transit-feasibility-plan.pdf>

2019 - E. Fowler Avenue Land Use Study³⁶. The East Fowler Avenue Land Use Study includes a review of existing development conditions, zoning and future land uses, and strategic objectives of anchor institutions of the area (represented by the Tampa Innovation Partnership (Tampa !p) Executive Board, along the corridor. The study area is generally for I-275 to the Bypass Canal just east of I-75, looking at properties adjacent to and/or within 300 feet East Fowler Avenue. Staff also met the planning staff representatives from the cities of Temple Terrace and Tampa, and Hillsborough County to review and discuss existing development and future land use patterns. Staff is currently developing future land use recommendations to include mixed use design, appropriate density, and other incentives supporting the implementation of Tampa !p and jurisdictional strategic objectives.

The study identified several opportunities pertaining to land use:

- Have similar/matching land use categories in all three jurisdictions (County, Tampa, Temple Terrace) would make it easier for property owners and neighbors to understand the desired land use pattern
- Streamline development review and approval process for future developers by:
 - Reviewing appropriate land use designations and zoning that would allow mixed-uses that are in line with the intended Vision of the Innovation District
 - Explore interjurisdictional agreement and/or overlay for development purposes
- Joining City and County visions for future land use with a joint Innovation District Land Use Overlay
- Joint overlay would result in different land uses, FAR values, and constrictions other than what is currently in the comprehensive plans for City of Temple Terrace, City of Tampa, and Unincorporated Hillsborough County
- Conducting surveys and independent interviews with large local stakeholders such as: Busch Gardens, Moffitt Cancer Center, University of South Florida, Florida Hospital, Yuengling Brewing Company, and the J.A. Haley Veterans' Hospital
- Work with RD Management, who are currently redeveloping University Mall in the heart of the innovation district into a multi-story, open air central hub for live, work, and play, to be rebranded as Uptown
- Build out County conducted Real Estate Market Analysis of Summer/Fall 2017
- FDOT process to identify an Inter-Modal Center project finishing in September/October 2018; may also be looking at other circulator/transportation improvements along Fowler corridor
 - Would help them to have a clear vision of the desired land use in that area
 - The possibility of multiple modes of transit including light rail, bus rapid transit, etc.
- Look at the approved mixed-use residential buildings to be no more than five stories tall and their location off Fowler Ave just south of the rail line used by Yuengling Brewing Company
 - The possibility of light-rail connecting to this rail line and to the greater Tampa rail track has been expressed
- Sam Schwartz study along Fowler from 30th Street to 50th Street recently completed

³⁶ Metropolitan Planning Organization (2019). East Fowler Avenue Land Use Study. Retrieved 3/27/20 from <http://www.planhillsborough.org/east-fowler-avenue-land-use-study/>

- The vision of that plan may not be aligned with industrial land use on the south side of Fowler
- The possibility of MOSI moving downtown in the future and Hillsborough County conducting a study as to what are the best land uses for the property
- Alignment and possibly coordination with other Tampa Bay planning initiatives
- As part of the 2045 Population & Employment forecasts, we will need to examine this area and how much future growth it will be able to accommodate, jobs it will produce, etc.

2019 - 131st Avenue PLAT Study.³⁷ The purpose of this study is to determine the most appropriate design strategy for the E. 131st Avenue corridor. The study examines the existing land uses and transportation conditions in the area, the manner that various plans for the area direct those uses and infrastructure to evolve, as well as the direction that markets are moving land uses.

Recommendations are aimed at shaping development into an urban form more consistent with the area's residents' reliance on pedestrian and mass transit.

- Recommendation 1: Change zoning regulations in the E. 131st Avenue corridor and area to a form-based code.
- Recommendation 2: Create a Future Land Use category for Form Based Code areas and T-4/T-5 development.
- Recommendation 3: Reconstruct E. 131st Avenue as a complete street using the land use context to develop typical sections.
- Recommendation 4: Prohibit vacating public rights-of-way in the E. 131st Avenue area.
- Recommendation 5: Reduce parking requirements for developments that create public through access between public streets.
- Recommendation 6: Standardize crosswalks, provide ADA accessible curb ramps and advanced stop bars at all crosswalk locations along E. 131st Avenue.
- Recommendation 7: Amend the Redevelopment Pilot Project to include residential or majority residential developments in the University area.
- Recommendation 8: Establish a shared stormwater detention system where developers can purchase credits to offset increased impervious surface on redeveloped lots. The stormwater detention facility should contain an artificial wetland and all areas should be accessible as a park or recreation area.
- Recommendation 9: Develop a Street Tree program and Install Pedestrian Scale Lighting on E. 131st Avenue and neighboring streets.
- Recommendation 10: Bury overhead utilities to improve aesthetics and resiliency.
- Recommendation 11: Establish a Pedestrian Accelerator between the University of South Florida, the V.A. Hospital and the University Mall site along E. 131st Avenue and N. 22nd Street at a future time.
- Recommendation 1A: Change the zoning for the Robbins property parcels on the western end of the E. 131st Avenue corridor to Form-Based Code T-4 and T-5 zones at a future time.

³⁷ MPO (2019). *131st Avenue PLAT Study*.

<https://drive.google.com/drive/folders/1p9GApNZn9b0MK4hstBn-Alt-DVH-EDU>

- Recommendation 2A: Change the future land use designation for the Robbins properties on the western end of the corridor at a future time.
- Recommendation 3A: Reconstruct the Robbins section of E. 131st Avenue using an Industrial/Commercial Typical Section (Nebraska Avenue to Key West Road).
- Recommendation 1B: Create an urban residential fabric with transit supportive densities and walkable neighborhoods via T-4 designation in the central part of the corridor.
- Recommendation 3B: Reconstruct the central portion of E. 131st Avenue as a T-4 Residential Typical Section (Key West Road to west of N. 22nd Street).
- Recommendation 12: Create a mid-block crossing at the fire station and formalize the existing crossing at N. 20th Street.
- Recommendation 13: Provide an enhanced intersection at E. 131st Avenue and N. 15th Street
- Recommendation 14: Establish a recreation area, park or community garden on the Hillsborough County-owned stormwater site at the intersection of E. 131st Avenue and N. 15th Street at a future time.
- Recommendation 1C: Create a neighborhood center between the V.A. Hospital and the University Mall site via T-5 designation along portions of E. 131st Avenue and N. 22nd Street.
- Recommendation 3C: Reconstruct the eastern-central section of E. 131st Avenue using the T-5 Mixed-Use typical section (West of N. 22nd Street to Livingston Avenue).
- Recommendation 15: Create marked crossings on E. 131st Street at N. 23rd Street and N. 25th Street and formalize the existing crossing at Leisurewood Place.
- Recommendation 16: Provide enhanced intersections of E. 131st Avenue with N.22nd Street and Livingston Avenue
- Recommendation 17: Create a marked crossing on E. 131st Street at N. 28th Street.
- Recommendation 3D: Provide 10-foot sidewalks with four-foot parkways where possible on the eastern section of E. 131st Avenue (Livingston Avenue to Bruce B Downs Boulevard).
- Recommendation 18: Provide a pedestrian refuge island at the existing mid-block crossing near the V.A. Hospital.
- Recommendation 19: Close sidewalk gaps on neighboring streets to create a comprehensive sidewalk network.
- Recommendation 20: Develop 132nd Avenue as an alternative bicycle corridor, enhancing access to retail establishments.
- Recommendation 21: Establish a bicycle/pedestrian connection on E. 127th Avenue between N. 20th Street and N. 22nd Street at a future time.
- Recommendation 22: Formalize bicycle/pedestrian connection between E. 122nd Avenue and the university mall area. Extend connection as recreation trail on the south shore of Duck Pond to increase visibility into and use of stormwater parcel.

2020 (in progress) - Arterial Bus Rapid Transit Study³⁸. The BRT Arterial Study will examine the potential for a Bus Rapid Transit line with all exclusive guideway and full Transit Signal Priority focusing on the current Nebraska Avenue MetroRapid corridor, Fowler Avenue corridor, and the Florida Avenue corridor. The project should also foster development that supports local land use plans as well as long-term economic growth.

The study's primary goal is to identify a corridor, using some combination of Florida, Nebraska, and/or Fowler avenues, to connect Downtown Tampa to the USF Tampa Campus. This corridor will be able to provide a dedicated transit lane for a majority (at least 50%) of its length to ensure reliable bus travel times. Additional goals of the study are to improve local, street-level bus service along Florida, Nebraska and/or Fowler avenues and adjacent corridors, as well as intersecting corridors between the USF Tampa Campus and Downtown Tampa. The study will focus on how the proposed new bus service can best meet the needs of existing bus riders, as well as those who may not have chosen to use this form of transportation before.

The plan's timeline called for public workshops in February and a Phase II to begin in April. The COVID-19 situation has interfered with this timeline.

³⁸ HART (2020 - *in progress*). Arterial BRT Study. Retrieved 4/10/2020 from <http://gohart.org/Pages/brt-arterial.aspx>

