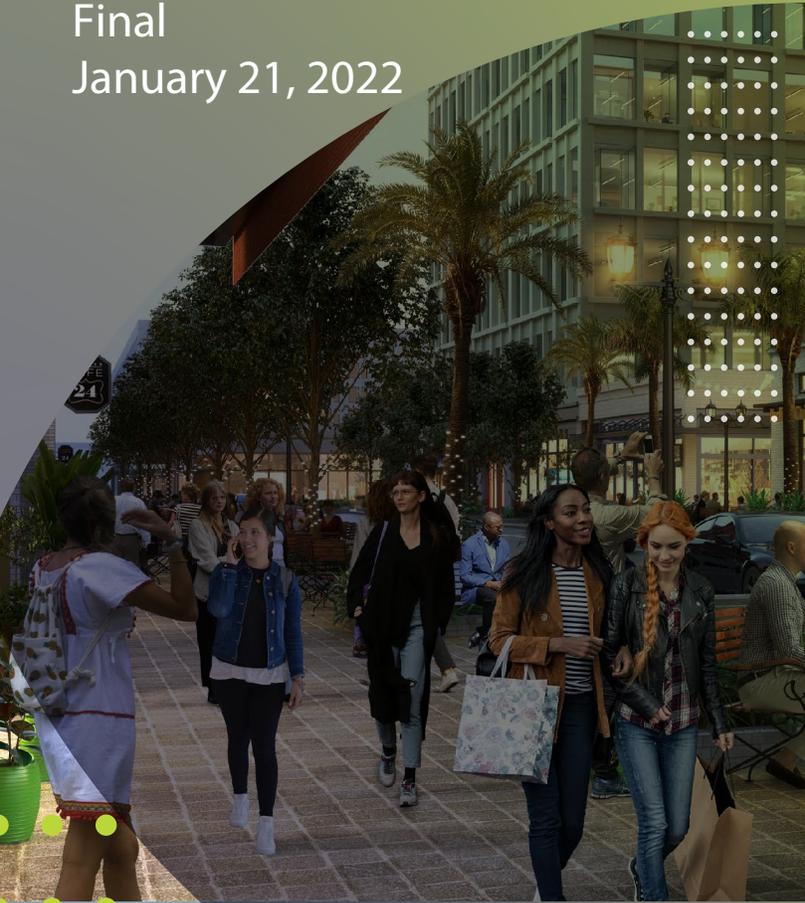


Final
January 21, 2022



UPTOWN STRATEGIC ACTION PLAN



Tampa
Innovation
Partnership **!p**





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**Advent
Health**

TANIA CENTER FOR SURGERY



I. [CONTEXT





Innovation District Context

The Brookings Institute defines Innovation Districts in its landmark 2014 report *The Rise of Innovation Districts* as “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators.”¹

The Brookings Institute also describes innovation districts as “the manifestation of mega-trends altering the location preferences of people and firms and - in the process - reconceiving the very link between economy-shaping, place making, and social networking.”

Innovation districts are designed to promote a high level of interaction and connectivity within a compact area. Innovation districts facilitate accidental business collisions and serendipitous business choreography through deliberate planning efforts.

With the presence of the University of South Florida, Moffitt Cancer Center, the James A. Haley Veterans’ Hospital, AdventHealth, Busch Gardens, Yuengling and a number of other anchors, Uptown Tampa has the institutional and human assets to be a world-class Innovation District. However, without a coordinated plan Uptown has not scratched the surface of its potential. This Strategic Action Plan was created with the goal of unleashing Uptown’s potential.

The Tampa Innovation Partnership

The Tampa Innovation Partnership (Tampa !p), a 501(c)6 organization, was created in 2011 as the Innovation Alliance with the charge to unleash the potential of the area now known as Tampa’s Uptown (also referred to as the District or Uptown District). The Uptown District is where a diverse industry cluster of technology, healthcare, education, and entertainment co-exist, but have yet to gel into the most dynamic innovation district that is possible.

“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*.

2 Kimley-Horn (2017). *Mobility Master Plan*

The Uptown Innovation District is home to anchor institutions including the University of South Florida, Moffitt Cancer Center, the James A. Haley Veterans' Hospital, AdventHealth Tampa, RD Management, LLC (owner of the University Mall/Rithm At Uptown Development), and the University Area Community Development Corporation, Inc. (UACDC). These anchor institutions are currently represented on the Executive Board of Directors for Tampa Ip. Other major entities that greatly support and contribute to the Uptown District include Busch Gardens Tampa and Yuengling Brewing Company.

The Tampa Innovation Partnership, Hillsborough County, the City of Tampa, and each of the organizations on the Executive Board, with the exception of the VA Hospital, are parties to a Memorandum of Understanding.³ The Uptown Strategic Action Plan (SAP) is intended to fulfill the MOU's call for a business development plan.

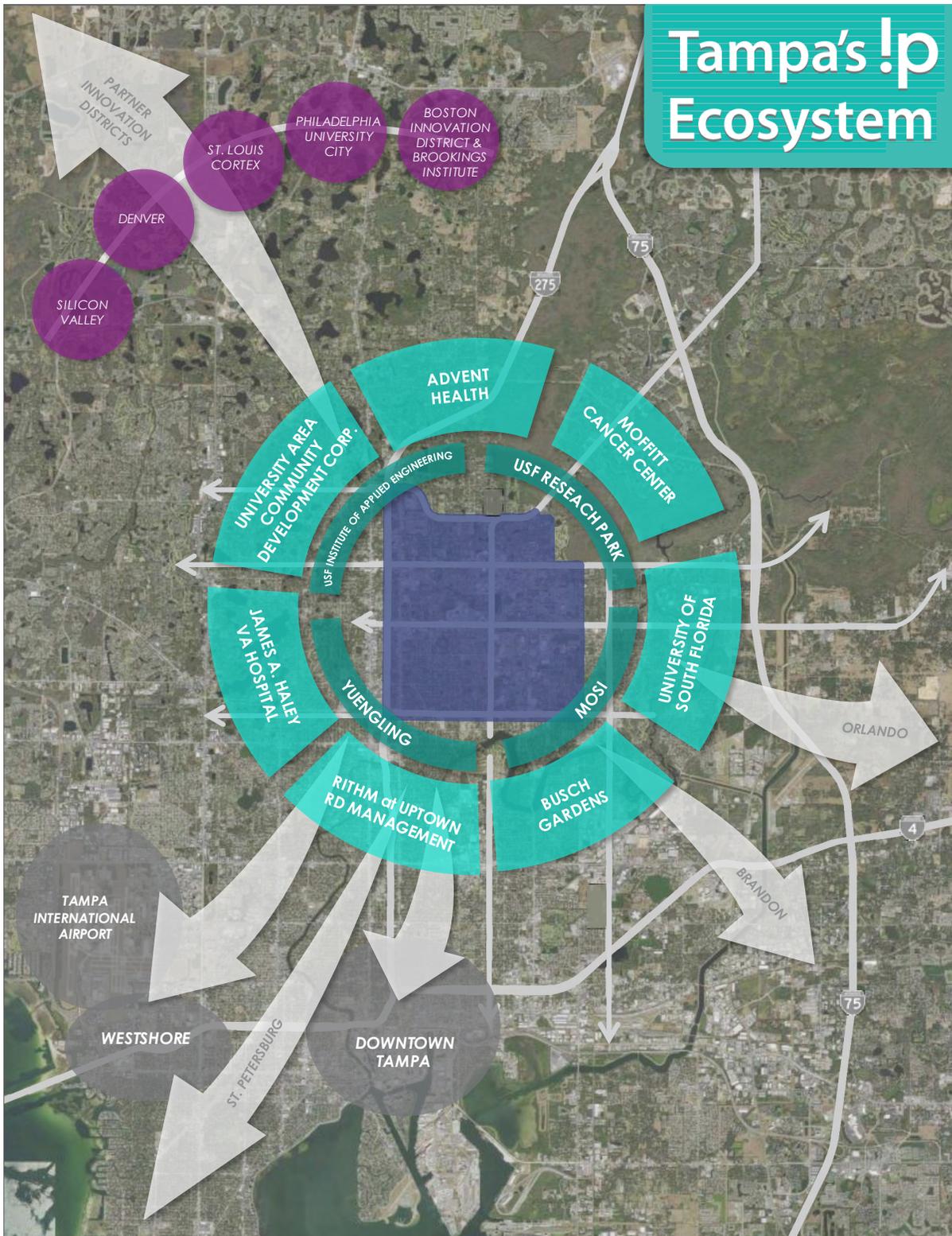
The Uptown District is in the early stages of major transformation as a result of several key redevelopment projects and the designation of Opportunity Zones in the area. There is over \$2 billion in redevelopment currently in progress including major projects at the USF Research Park, Moffitt Cancer Center, AdventHealth, James A. Haley Veterans' Hospital, University Mall (Rithm At Uptown), UACDC, and Yuengling Brewing Company. With such major redevelopment in progress, the Uptown District is at an opportune time to establish a more formalized, organized, and coordinated plan for development that results in positive, inclusive transformation and improves the community for current individuals, businesses, and institutions, as well as attracts new residents and innovative businesses.



"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."

- Brookings Institute

³ Department of Veterans Affairs does not allow for formally signing the MOU, but the hospital is engaged as an active member of the Tampa Ip Executive Board of Directors





II. PURPOSE OF THE PLAN



Uptown SAP Purpose

The Uptown Strategic Action Plan (SAP) was created to lay the groundwork for the Uptown District to become one of the foremost innovation districts in the United States. The plan was created to support and encourage a formalized process for positive, inclusive transformation in the Uptown District. The Uptown SAP is a specific outcome of the December 19, 2019 Memorandum of Understanding (MOU) signed by Hillsborough County, City of Tampa, Tampa Isp and its anchor institutions. The MOU calls for:

“a Business Development plan that would include relevant aspects of previous existing plans for the Benefit Area; obtaining stakeholder feedback; community engagement and social impact planning to include the consideration of community benefits agreements; market analysis and built environment outcome planning; projected revenues and costs; a plan of finance; planning and zoning strategies; mobility (transit, road, intersection, sidewalk, trail and bicycle) analysis and options; affordable housing analysis and planning; Opportunity Zone work plan; transfer of development rights policies; analysis of the unique models and infrastructure of the Parties to identify equitable benefits and contributions among Parties; and tax increment boundary delineation.”

The Uptown SAP planning process has taken place during an unprecedented year inclusive of the COVID-19 pandemic and movement in response to racial injustice. The events of 2020 emphasize the need—and set a high bar—for innovative, sustainable, and equitable development of the Uptown District and greater Tampa Bay Region. The ability to adapt resiliently is imperative now more than ever.

The creation and development of the Uptown SAP is a step forward in the direction of transforming the Uptown District in a manner beneficial to its institutions, businesses, and residents. The importance of resetting for resiliency was the theme of the 2020 Innovation Gathering, which was held virtually due to the COVID-19 pandemic. Richard Florida, an urban studies theorist and author of “The New Urban Crisis”, was the keynote speaker of the event. Richard Florida provided valuable insight on how cities and regions have the opportunity to reset to become more equitable and sustainable.

The centerpiece of the Innovation Gathering program was a conversation between Richard Florida and leaders from several Tampa Isp anchor Institutions and key stakeholders. Mr. Florida’s introduction to the conversation articulated some of the negative trends facing cities throughout the United States, including Tampa and the Uptown District:

“We have a once in a century opportunity to build back our communities better. We were on a trajectory of growing without a plan... as a country and as a set of communities we were growing without a plan and we were growing in ways that were not optimal. We were seeing high degrees of inequality; we were seeing and are seeing the fracturing of our political discourse; we were seeing an economic, social, and cultural divide; and now we have the opportunity to build back better. Not only to make our communities more innovative and vibrant and create better jobs and spur innovation, but to rebuild in a way that is more inclusive, more equitable, more just, healthier, safer, and more resilient.”⁴

⁴ Tampa Innovation Partnership (9/30/2010). “G2020 Part1- Innovation Gathering 2020 - Resetting for Resiliency - Richard Florida.” Retrieved from <https://www.youtube.com/watch?v=J3b8Qh02PXE&t=439s>



Florida continued to say that Tampa, with the Uptown SAP, is well positioned to be a leader among cities and regions in responding to the trends and crises of our times.

The keynote panel discussion touched on a number of timely topics, beginning with insights from Moffitt Cancer Hospital President, Jack Kolosky, and AdventHealth West Florida Division CEO of Acute Care Services, Bruce Berghem, on changes in healthcare such as a shift toward telemedicine, strain on front-line professionals, and the shortage of workers in critical positions.

Panelists went on to discuss opportunities and challenges in the Uptown District. Tampa Isp Board Chairman, Chris Bowen, who is overseeing the transformation of University Mall into Rithm At Uptown, noted the opportunity that exists in the Uptown District to support and nurture the diversity and creativity of its residents and connect that energy with the resources and experience of the Uptown District anchor institutions. Community Enrichment Lab (CEL) Board Chairman, Shilen Patel, noted the value of communication among Uptown District stakeholders and how continued collaboration can open the door to a better future. UACDC Executive Director & CEO, Sarah Combs, praised the sense of community among the Uptown District's residents and expressed excitement about the opportunity to reset into a purpose-built community that surrounds residents with opportunity in a way that is inclusive and fair.

Panelists continued by discussing the importance of creating physical spaces where people from different walks of life can interact to share ideas and spark innovation. Later in the Innovation Gathering program, updates on the Uptown District's major redevelopment projects, including Rithm At Uptown, AdventHealth Tampa's new surgical tower, the Veterans' Hospital's new bed tower, Yuengling Brewing Company's new restaurant and hotel, USF's new mixed-use laboratory building, UACDC's new residential tower, and Temple Terrace's Fountain Shoppes, Waverly Terrace residential development, and Amazon's distribution center.



Organization of the Uptown SAP

The Uptown SAP is built upon the desire to achieve six goals that are commonly seen in successful innovation districts. The steps to achieve the six goals follow the Core Values & Guiding Principles (Section III) which were agreed to in the MOU. The six key goals are:



Establish the Uptown District as a catalyst for economic growth and global thought leadership



Provide equitable opportunities for all to empower the community



Build enhanced, sustainable infrastructure to support increased density and improve connection of the Uptown District to the region



Establish appropriate zoning and land use standards to encourage innovative redevelopment in the Uptown District



Create a governing partnership structure and funding mechanism for the Uptown District



Transform Fowler Avenue into a transit oriented pedestrian and bike friendly boulevard that serves as a destination and conduit for the innovative activity occurring in the Uptown District

Next steps for the Uptown SAP

The final draft of the Uptown SAP will be presented to the Hillsborough County Board of County Commissioners and City of Tampa City Council for acceptance. The Uptown SAP is a living document as some action steps are continuations of current initiatives already in progress and others are new initiatives. Following acceptance of the Uptown SAP by the Hillsborough County Board of County Commissioners and City of Tampa City Council implementation of the action steps and objectives will begin in earnest.





III. CORE VALUES & GUIDING PRINCIPLES



Core Values & Guiding Principles

The Uptown SAP is based on a set of Core Values and Guiding Principles agreed upon in the December 2019 MOU signed by Hillsborough County, City of Tampa, Tampa Isp and its anchor institutions.⁵ The Guiding Principles are:



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



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



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



MIXED-USE, MIXED INCOME DEVELOPMENT THAT DISCOURAGES DISPLACEMENT OF CURRENT RESIDENTS AND BUSINESSES, AND EMPHASIZES AFFORDABLE LOW-INCOME AND WORKFORCE HOUSING OPTIONS

Increase density with mixed-use flexibility in order to diversify housing inventory and increase affordability



LIFESTYLE AMENITIES

Focus on place-making features and recreation



WALKABLE, BIKE-ABLE, CAR-OPTIONAL COMMUNITY

Prioritize pedestrian and mobility options over single-occupant vehicles

⁵ Hillsborough Board of County Commissioners meeting (12/18/2019). Agenda Item B-1. Retrieved 4/6/2020





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



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



COMMUNITY ENGAGEMENT THAT IS INCLUSIONARY AND DIVERSE

Create a balanced and open dialogue within the 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



TRANSIT-EFFECTIVE AND TRANSIT FRIENDLY

Coordinate development around mass transit facilities and services and plan infrastructure that accommodates effective transit services

G through J cover 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.





GOALS,
**IV. OBJECTIVES,
& ACTIONS**

The objectives and action steps for each of the six goals are outlined in this section. The action items indicate strategies for achieving the six goals identified in Section III and fostering inclusive innovation and redevelopment in the Uptown District.





Goal 1: Establish the Uptown District as a catalyst for economic growth and global thought leadership

Implementation Lead: Tampa Innovation Partnership

Objective 1.1 Position the Uptown District to become a global thought leader in several fields of innovation, such as applied engineering, cancer research and treatment, cyber security, rehabilitation medicine, and other emerging fields, such as artificial intelligence and data science

- 1.1.1 Provide a business improvement district branding and marketing budget allocation
- 1.1.2 Create a globally recognized brand to achieve status as a distinguished Innovation District
- 1.1.3 Create a plan for the vibrant commercialization of anchor institution intellectual resources
- 1.1.4 Establish a globally recognized “Institute for Innovation & Smart Growth” capable of providing contract services to emerging innovation districts
- 1.1.5 Establish partnerships and programs designed to seed endeavors in emerging fields such as artificial intelligence, data science, and extended reality
- 1.1.6 Establish a gathering space for innovation and collaboration of creative minds





Goal 2: Provide equitable opportunities for all to empower the community

Implementation Lead: Tampa Innovation Partnership

Objective 2.1 Strengthen relationships among anchor institutions, schools, local and state government, and community-minded organizations

- 2.1.1 Provide a transparent and inclusive forum for broad participation throughout the revitalization process
- 2.1.2 Collaborate with the Community Enrichment Lab (CEL) and support their mission to harness the intellect, resources, and ingenuity within the Uptown District and to enrich District residents and businesses
- 2.1.3 Leverage the ongoing efforts and strategies of key Uptown District partners, including the University Area Community Development Corporation (UACDC) and I/p Advisory Board Community Engagement Subcommittee, to enhance community enrichment

Objective 2.2 Establish a Community Benefits Program that incentivizes inclusive community development

- 2.2.1 Define a Community Benefits Program with evaluation metrics
- 2.2.2 Convene leaders of Uptown-focused community organizations and residents to gather input on needs that may be positively impacted by partnerships with Uptown employers and developers
- 2.2.3 Convene leaders of Uptown's large employers and developers to gather input on an incentive and recognition program that would catalyze increased community involvement

Objective 2.3 Support existing and new business development, strengthening job growth and business diversity

- 2.3.1 Partner with workforce, educational, and economic development stakeholders to establish tech job skills training at all phases of employment that is accessible for all Uptown District residents
- 2.3.2 Apply for grant funding eligible for business start-up, expansion and development projects



Goal 3: Build sustainable infrastructure to support increased density and improve connection of the Uptown District to the region

Implementation Lead: Hillsborough County & City of Tampa

Objective 3.1 Upgrade stormwater and wastewater infrastructure in the Uptown District

- 3.1.1 Complete an existing conditions study of water, wastewater, and stormwater infrastructure for the proposed Uptown District Overlay Area
- 3.1.2 Determine necessary stormwater and wastewater upgrades and potential cost estimates
- 3.1.3 Develop an Uptown District Stormwater/Wastewater master plan

Objective 3.2 Connect pedestrian and bicycle facilities within the Uptown District and to the region

- 3.2.1 Update the 2017 Mobility Master Plan on a regular basis with strategies that connect the Uptown anchors, business community, residents, and visitors without need of an automobile
- 3.2.2 Construct a multi-functional Uptown trail network that builds upon the 2016 update to the Tampa Hillsborough Greenways & Trails Master Plan to connect anchor institutions and residents to transit, key residential nodes, and recreational facilities
- 3.2.3 Explore the feasibility of the Veterans' Tech Trail, a multi-functional greenway trail, to connect the University Mall (Rhythm At Uptown) property to the James A. Haley Veterans' Hospital property
- 3.2.4 Construct an enhanced crossing on Bruce B. Downs as part of the greenway trail network to allow safe pedestrian crossings between USF and destinations on the west side of the corridor
- 3.2.5 Design and construct sidewalks identified in the 2019 UACDC Sidewalk Segment Analysis in order to connect key locations such as the USF campus, primary schools, parks, and major employment centers
- 3.2.6 Design and construct greenway trail network connections between the Uptown District and the region
- 3.2.7 Partner with USF's Center for Urban Transportation Research (CUTR) to identify innovative pedestrian and bicyclist safety solutions

Objective 3.3 Enhance transit conditions with increased micro mobility, on-demand, and fixed-route options in the Uptown District

- 3.3.1 Launch the Uptown Circulator transportation service as identified in the 2017 Mobility Master Plan
- 3.3.2 Assist with the implementation of the University Area micro mobility pilot program called for at the December 2018 Board of County Commissioners meeting
- 3.3.3 Collaborate with USF's Center for Urban Transportation Research (CUTR) to identify additional innovative transit and micro mobility solutions



Objective 3.4 Support sustainability and resiliency throughout the Uptown District

- 3.4.1 Integrate sustainability principles in the preparation of the Overlay Area
- 3.4.2 Collaborate with the USF Patel College of Global Sustainability to integrate sustainability and resiliency in future plans

Objective 3.5 Balance affordable, workforce, and market-rate housing options in partnership with Hillsborough County and the City of Tampa

- 3.5.1 Assess housing inventory cost and conditions throughout the Uptown Overlay Area
- 3.5.2 Facilitate affordable and workforce housing incentives
- 3.5.3 Convene a developer resource group to review existing affordable and workforce housing strategies
- 3.5.4 Create an affordable and/or workforce housing development incentive





Goal 4: Establish appropriate zoning and land use standards to encourage innovative redevelopment in the Uptown District

Implementation Lead: Hillsborough County & City of Tampa

Objective 4.1 Establish design standards and development regulations for mixed-use development that is consistent with the Core values and Guiding Principles (Section III)

- 4.1.1 Determine boundaries and establish an Overlay Zoning District with distinct design standards and development regulations (See Map 1 for Proposed Overlay Boundaries)
- 4.1.2 Identify subareas within the Overlay Area for distinct design standards and development regulations
- 4.1.3 Develop consistent zoning and land use standards recommendations that deliver mixed-use, transit-oriented infill development
- 4.1.4 Incorporate the HART TOD Pilot Project solutions and coordinate land use & zoning designations in the Uptown District
- 4.1.5 Streamline regulatory and permitting processes within the Uptown District
- 4.1.6 Collaborate with the USF School of Architecture and Community Design to develop innovative urban design solutions

Objective 4.2 Enhance business redevelopment opportunities along commercial corridors within the Overlay Area

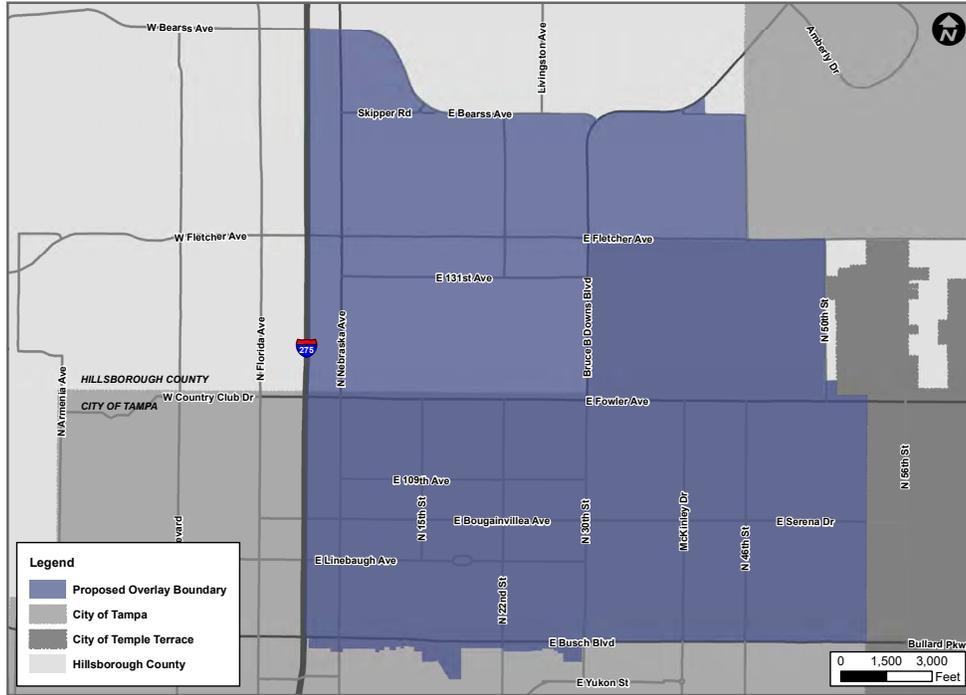
- 4.2.1 Establish a Business Improvement District (BID) on Fowler Avenue between I-275 and Bruce B Downs Blvd/30th Street North in collaboration with Hillsborough County and the City of Tampa (See Map 2)
- 4.2.2 Explore the creation of a Business Improvement District (BID) or other entity for the long-term benefit of the Busch Boulevard corridor within the Overlay Area (See Map 3)

Objective 4.3 Create a Transfer of Development Rights (TDR) program within the County and City

- 4.3.1 Evaluate outcomes of the South County TDR Plan to identify receiving sites in the Uptown District



Map 1: Proposed Overlay Boundary

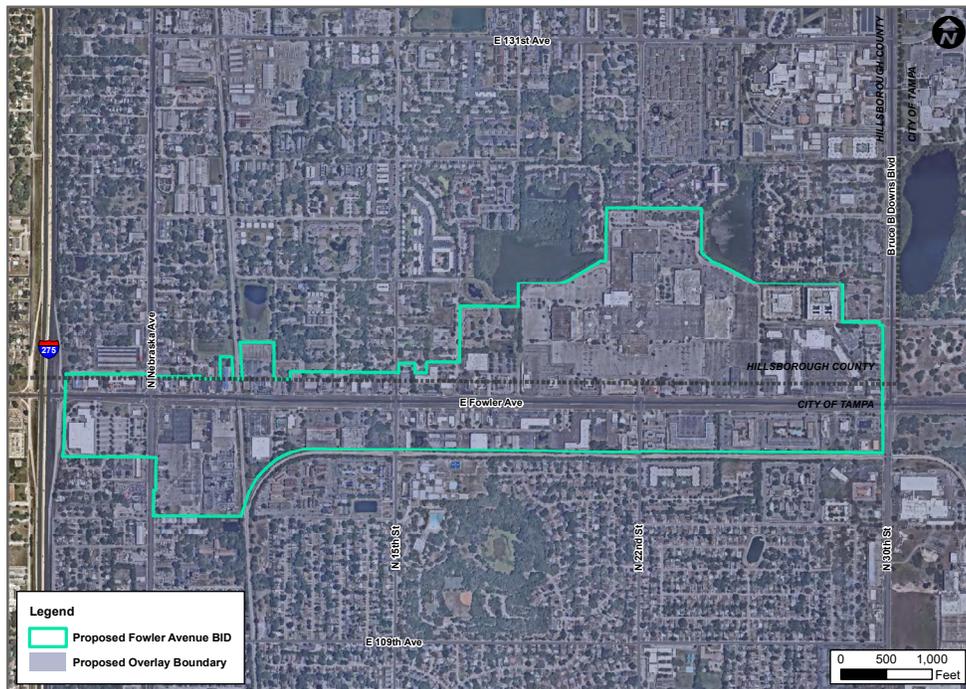


Uptown Strategic Action Plan
Proposed Overlay Boundary

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ip Tampa
Innovation
Partnership
KimleyHorn

Map 2: Proposed Fowler Avenue BID



Uptown Strategic Action Plan
Proposed Fowler Avenue BID

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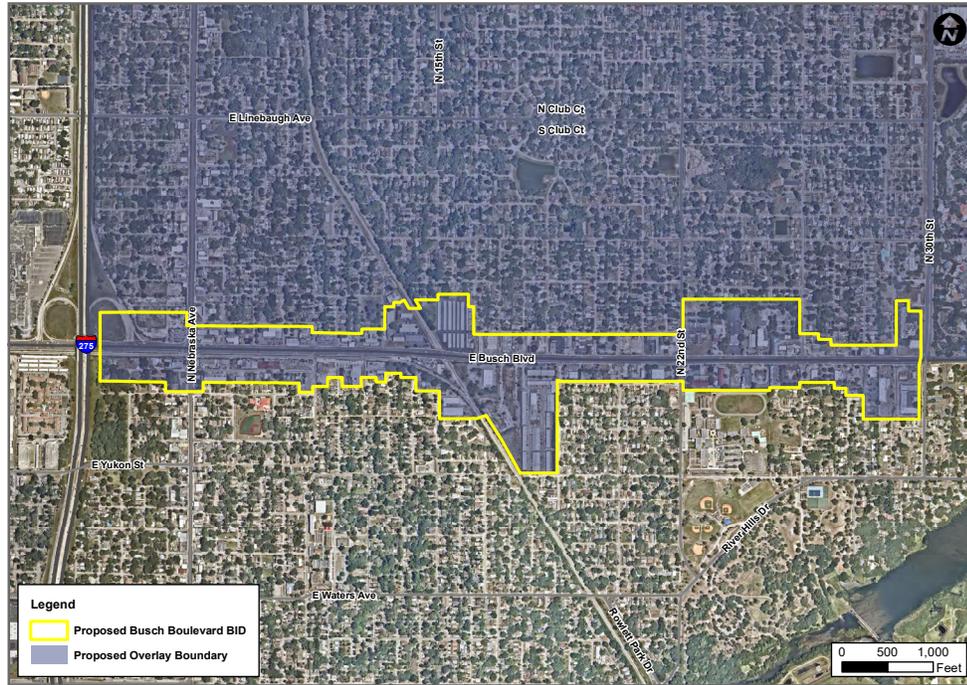
ip Tampa
Innovation
Partnership
KimleyHorn



Goal 4: Establish appropriate zoning and land use standards to encourage innovative redevelopment in the Uptown District

Implementation Lead: Hillsborough County & City of Tampa

Map 3: Proposed Busch Boulevard BID



Uptown Strategic Action Plan
Proposed Busch Boulevard BID **DRAFT**

lp Tampa Innovation Partnership **Kimley-Horn**





Goal 5: Create a governing partnership structure and funding mechanisms for the Uptown District

Implementation Lead: Hillsborough County & City of Tampa

Objective 5.1 Identify a governing partnership structure and financial instrument(s) to generate revenue to support infrastructure improvements within the Overlay Area in collaboration with the City of Tampa and Hillsborough County

- 5.1.1 Provide shared resources from partnering agencies to develop and operate the governing partnership structure
- 5.1.2 Identify revenue stream(s) or financial tool(s) to support Uptown District area-wide infrastructure improvements under Goal 3
- 5.1.3 Identify revenue stream(s) or financial tool(s) for Business Improvement Districts under Goal 4

Objective 5.2 Identify Opportunity Zone investment opportunities and incentives to support the Uptown District

- 5.2.1 Leverage Opportunity Zone investment opportunities and incentives to support affordable and workforce housing under Goal 2
- 5.2.2 Leverage Opportunity Zone investment opportunities and incentives to support new business development and job skills training under Goal 2
- 5.2.3 Leverage Opportunity Zone investment opportunities and incentives to support infrastructure improvements under Goal 3



Goal 6: Transform Fowler Avenue into a transit-oriented pedestrian and bike-friendly boulevard

Implementation Lead: Florida Department of Transportation

Objective 6.1 Transform Fowler Avenue and the land surrounding it into a transit-oriented, mixed-use, dense destination community served by a pedestrian, transit, and bike-friendly boulevard that operates as a conduit for the innovative activity occurring in the Uptown District

- 6.1.1 Complete the Fowler Avenue PD&E study
- 6.1.2 Construct an enhanced pedestrian crossing on Fowler Avenue between Bruce B. Downs Boulevard and Nebraska Avenue
- 6.1.3 Work with Hillsborough County and the City of Tampa to implement land use and zoning strategies from the HART TOD Pilot Project along Fowler Avenue
- 6.1.4 Coordinate with recommendations of the HART Arterial BRT study and Transit-Oriented Development Pilot study
- 6.1.5 Complete the University Area Intermodal Site study



V. CONCLUSION & ACTION STEPS

The implementation timelines serve as a checklist for accomplishing the actions and achieving the goals of the Uptown SAP as the Uptown District is established and redevelopment continues to occur.



Based on community discussions and collaborations that resulted from the Statement of Goals, Objectives, and Actions, it becomes clear that there are desired outcomes that require the preparation and development of three distinct plans. Using the objectives and action steps from the previous section, those three plans can be summarized under the following groupings:

1. Innovation Economy led by Tampa Innovation Partnership (Tampa !p)
2. Community Development & Infrastructure led by Hillsborough County & City of Tampa
3. Fowler Avenue Corridor Repurposing led by Florida Department of Transportation (FDOT)

Throughout the development of these implementation pathways, the lead organizations should maintain an open dialogue and information sharing that will help achieve the overall Strategic Vision for the District.

Charts in the Appendix identify the lead organization for each objective. The action steps listed under each objective are those proposed by the Strategic Action Plan Working Group and may be adjusted or reassigned to different implementation leads during the implementation process.





APPENDIX

Implementation and Partners

The implementation timelines serve as a checklist for accomplishing the actions and achieving the goals of the Uptown SAP as the Uptown District is established and redevelopment continues to occur.



Bold actions are in progress or should be completed as soon as possible

Action Number	Innovation Ecosystem Action Step	Implementation Lead: Tampa Ip
Goal 1: Establish the Uptown District as a catalyst for economic growth and global thought leadership		
Objective 1.1	Position the Uptown District to become a global thought leader in several fields of innovation, such as applied engineering, cancer research and treatment, cyber security, rehabilitation medicine, and other emerging fields such as artificial intelligence and data science	
1.1.1	Provide a business improvement district branding and marketing budget allocation	
1.1.2	Create a globally recognized brand to achieve status as a distinguished Innovation District	
1.1.3	Create a plan for the vibrant commercialization of anchor institution intellectual resources	
1.1.4	Establish a globally recognized “Institute for Innovation & Smart Growth” capable of providing contract services to emerging innovation districts	
1.1.5	Establish partnerships and programs designed to seed endeavors in emerging fields such as artificial intelligence, data science, and extended reality	
1.1.6	Establish a gathering space for innovation and collaboration of creative minds	
Goal 2: Provide equitable opportunities for all to empower the community		
Objective 2.1	Strengthen relationships among anchor institutions and community groups, schools, local and state government, and community-minded organizations	
2.1.1	Provide a transparent and inclusive forum for broad participation throughout the revitalization process	
2.1.2	Collaborate with the Community Enrichment Lab (CEL) and support their mission to harness the intellect, resources, and ingenuity within the Uptown District and to enrich District residents and businesses	
2.1.3	Leverage the ongoing efforts and strategies of key Uptown District partners, including the University Area Community Development Corporation (UACDC) and Ip Advisory Board Community Engagement, Subcommittee to enhance community enrichment	
Objective 2.2	Establish a Community Benefits Program that incentivizes inclusive community development	
2.2.1	Define a Community Benefits Program with evaluation metrics	
2.2.2	Convene leaders of Uptown-focused community organizations and residents to gather input on needs that may be positively impacted by partnerships with Uptown employers and developers	
2.2.3	Convene leaders of Uptown’s large employers and developers to gather input on an incentive and recognition program that would catalyze increased community involvement	
Objective 2.3	Support existing and new business development, strengthening job growth and business diversity	
2.3.1	Partner with workforce, educational, and economic development stakeholders to establish tech job skills training at all phases of employment that is accessible for all Uptown District residents	
2.3.2	Apply for grants funding programs in support of business start-up, expansion, and development projects	



Bold actions are in progress or should be completed as soon as possible

Action Number	Community Infrastructure Action Steps	Implementation Lead: Hillsborough County / City of Tampa
Goal 3: Build sustainable infrastructure to support increased density and improve connection of the Uptown District to the region		
Objective 3.1	Upgrade stormwater and wastewater infrastructure in the Uptown District	
3.1.1	Complete an existing conditions study of water, wastewater, and stormwater infrastructure for the proposed Uptown District Overlay Area	
3.1.2	Determine necessary stormwater and wastewater upgrades and potential cost estimates	
3.1.3	Develop an Uptown District Stormwater/Wastewater master plan	
Objective 3.2	Connect pedestrian and bicycle facilities within the Uptown District and to the region	
3.2.1	Update the 2017 Mobility Master Plan on a regular basis with strategies that connect the Uptown anchors, business community, residents, and visitors without need of an automobile	
3.2.2	Construct a multi-functional Uptown trail network that builds upon the 2016 update to the Tampa Hillsborough Greenways & Trails Master Plan to connect anchor institutions and residents to transit, key residential nodes, and recreational facilities	
3.2.3	Explore the feasibility of the Veterans' Tech Trail, a multi-functional greenway trail, to connect the University Mall (Rithm At Uptown) property to the James A. Haley Veterans' Hospital property	
3.2.4	Construct an enhanced crossing on Bruce B. Downs as part of the greenway trail network to allow safe pedestrian crossings between USF and destinations on the west side of the corridor	
3.2.5	Design and construct sidewalks identified in the 2019 UACDC Sidewalk Segment Analysis in order to connect key locations such as the USF campus, primary schools, parks, and major employment centers	
3.2.6	Design and construct greenway trail network connections between the Uptown District and the region	
3.2.7	Partner with USF's Center for Urban Transportation Research (CUTR) to identify innovative pedestrian and bicyclist safety solutions	
Objective 3.3	Enhance transit conditions with increased micro mobility, on-demand, and fixed-route options in the Uptown District	
3.3.1	Launch the Uptown Circulator transportation service as identified in the 2017 Mobility Master Plan	
3.3.2	Assist with the implementation of the University Area micro mobility pilot program called for at the December 2018 Board of County Commissioners meeting	
3.3.3	Collaborate with USF's Center for Urban Transportation Research (CUTR) to identify additional innovative transit and micro mobility solutions	
Objective 3.4	Support sustainability and resiliency throughout the Uptown District	
3.4.1	Integrate sustainability principles in the preparation of the Overlay Area	
3.4.2	Collaborate with the USF Patel College of Global Sustainability to integrate sustainability and resiliency in future plans	
Objective 3.5	Balance affordable, workforce, and market-rate housing options in partnership with Hillsborough County and the City of Tampa	
3.5.1	Assess housing inventory cost and conditions throughout the Uptown Overlay Area	
3.5.2	Facilitate affordable and workforce housing incentives	
3.5.3	Convene a developer resource group to review existing affordable and workforce housing strategies	
3.5.4	Create an affordable and/or workforce housing development incentive	

Bold actions are in progress or should be completed as soon as possible

Action Number	Community Infrastructure Action Steps	Implementation Lead: Hillsborough County / City of Tampa
Goal 4: Establish appropriate zoning and land use standards to encourage innovative redevelopment in the Uptown District		
Objective 4.1	Establish design standards and development regulations for mixed-use development that is consistent with the Core values and Guiding Principles (Section III)	
4.1.1	Determine boundaries and establish an Overlay Zoning District with distinct design standards and development regulations <i>(See Map 1 for Proposed Overlay Boundaries)</i>	
4.1.2	Identify subareas within the Overlay Area for distinct design standards and development regulations	
4.1.3	Develop consistent zoning and land use standards recommendations that deliver mixed-use, transit-oriented infill development	
4.1.4	Incorporate the HART TOD Pilot Project solutions and coordinate land use & zoning designations in the Uptown District	
4.1.5	Streamline regulatory and permitting processes within the Uptown District	
4.1.6	Collaborate with the USF School of Architecture and Community Design to develop innovative urban design solutions	
Objective 4.2	Enhance business redevelopment opportunities along commercial corridors within the Overlay Area	
4.2.1	Establish a Business Improvement District (BID) on Fowler Avenue between I-275 and Bruce B Downs Blvd/30th Street North in collaboration with Hillsborough County and the City of Tampa <i>(See Map 2)</i>	
4.2.2	Explore the creation of a Business Improvement District (BID) or other entity for the long-term benefit of the Busch Boulevard corridor within the Overlay Area <i>(See Map 3)</i>	
Objective 4.3	Create a Transfer of Development Rights (TDR) program within the County and City	
4.3.1	Evaluate outcomes of the South County TDR Plan to identify receiving sites in the Uptown District	
Goal 5: Create a governing partnership structure and funding mechanisms for the Uptown District		
Objective 5.1	Identify a governing partnership structure and financial instrument(s) to generate revenue to support infrastructure improvements within the Overlay Area in collaboration with the City of Tampa and Hillsborough County	
5.1.1	Provide shared resources from partnering agencies to develop and operate the governing partnership structure	
5.1.2	Identify revenue stream(s) or financial tool(s) to support Uptown District area-wide infrastructure improvements under Goal 3	
5.1.3	Identify revenue stream(s) or financial tool(s) for Business Improvement Districts under Goal 4	
Objective 5.2	Identify Opportunity Zone investment opportunities and incentives to support the Uptown District	
5.2.1	Leverage Opportunity Zone investment opportunities and incentives to support affordable and workforce housing under Goal 2	
5.2.2	Leverage Opportunity Zone investment opportunities and incentives to support new business development and job skills training under Goal 2	
5.2.3	Leverage Opportunity Zone investment opportunities and incentives to support infrastructure improvements under Goal 3	



Bold actions are in progress or should be completed as soon as possible

Action Number	Fowler Avenue Corridor Repurposing Action Steps	Implementation Lead: FDOT District 7
Goal 6: Transform Fowler Avenue into a transit-oriented pedestrian and bike-friendly boulevard		
Objective 6.1	Transform Fowler Avenue and the land surrounding it into a transit-oriented, mixed-use, dense destination community served by a pedestrian, transit, and bike-friendly boulevard that operates as a conduit for the innovative activity occurring in the Uptown District	
6.1.1	Complete the Fowler Avenue PD&E Study	
6.1.2	Construct an enhanced pedestrian crossing on Fowler Avenue between Bruce B. Downs Boulevard and Nebraska Avenue	
6.1.3	Evaluate land-use and zoning strategies from the HART Transit-Oriented Development Pilot Project along Fowler Avenue for possible Implementation	
6.1.4	Evaluate recommendations for the HART Arterial Bus Rapid Transit study for possible implementation	
6.1.5	Implement recommendations fo the FDOT University Area Intermodal Site study	



