Chapter 2: The Livable City Vision: Strategies that get us ready for Change

Tampa’s future is one of change, stimulated by growth manifesting itself through redevelopment of our city. The Livable city plan acknowledges change must be accommodated within the existing urban structure that respects and preserves the fabric of existing residential neighborhoods.

The seven strategies expressed in this Chapter, work towards shaping the city and future involve steering growth and change to specific parts of the city while strengthening and protecting our residential neighborhoods from development pressures. The Livable City Strategies work together to realize fiscal efficiencies for the City of Tampa and other funding agencies and help achieve other public goals including efficient transit.

**Strategy 1: Organizing Planning Districts - (Getting Transit Ready)**

The first step to planning a framework is the establishment of Planning Districts. Districts connect and cohesively support the City’s continued health and success. The Vision Map illustrates the boundaries of five districts: the Central Tampa, Westshore, University, New Tampa and South Tampa Districts. Each of these districts are a functional planning unit encompassing several square miles. They share a common identity, and include the city’s many assets such as regional economic engines, residential and business neighborhoods, parks and schools.

The roles and relationships of one district to another district will guide the planning strategies that are most effective in supporting a strong economy and a livable city form; ensure a mix of employment and housing; utilize partnerships which promote community capacity building; enhance our identity; and ensure that infrastructure investments such as transit support the Livable City vision.

The districts ensure that as the city grows, it will maintain and create good places for people to live, work and play. Attractive living environments will need to be created, promoting social interaction, participation and a sense of community identity for residents. Choice of housing types – from apartment living to traditional suburban homes – will cater to changing families and lifestyles. Good urban design will reflect the local landscape...
and special community features, while increased numbers of people will support more recreation and entertainment choices.

**The Districts**

**Central Tampa District**

**Setting**

The Central Tampa District closely resembles Tampa’s pre-World War II city limits. The District stretches from the Hillsborough River on the north, wraps around the Port of Tampa, to Swann Avenue on the south, Himes Avenue on the west and to the City limits on the eastern edge. The District’s center is the Central Business District-Downtown, which is the economic, governmental and cultural center of the region. The District also includes significant clusters of historic Urban Village neighborhoods including Tampa Heights, Ybor City, Davis Islands, West Tampa, Seminole Heights and East Tampa. These neighborhoods are ethnically, racially and economically diverse, and are all places of Heritage that add character, appeal and interest to the City. These neighborhoods play a vital role in the Plan’s growth strategy (the Compact City form) by providing diversity of neighborhood choice for residents of the City.

The Census 2000 reports 163,000 people were employed in this district, 134,000 or 35% of the city’s population also reside in this planning district. The census also reports 52.3% are white, 37.9 % are black or African American and 24.5% of these residents are under 18. The area's 50,000 units of housing are split almost equally with 52 percent being owner occupied and 48 percent being rental. Fifty percent were built before 1959. The district has a 2.26 persons per household rate. This district is home to a variety of neighborhoods and numerous government initiatives meant to spur redevelopment. Six of the city’s seven community redevelopment areas (CRAs) can be found in this district as well as a large portion of the federally

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recognized Enterprise Zone, several local and national historic districts, brownfields, even a designated front porch community within East Tampa.

The District also includes economic engines such as the Port of Tampa, Tampa General Hospital and the University of Tampa, each of which supports a dynamic downtown and are critical to the health of the City and the region surrounding it.

**Opportunities**

This district offers many opportunities to becoming a more livable and sustainable part of the City, including:

- **Improving Mobility.** Redevelopment efforts should focus on developments that support mass transit and other mobility options while continuing to accommodate traffic within and through the district. Multi-modal transportation options will help improve transportation efficiency and circulation while reducing the need to widen roads, which should generally be avoided to maintain a comfortable pedestrian environment.

- **Attracting Private Investment.** With the increasing popularity of urban living and historic, walkable communities, neighborhoods in the Central Tampa District have the opportunity to attract new investment and new residents that can enhance neighborhoods’ existing strengths.

- **The District’s Historical Character.** The historic character, transportation options, nearby employment opportunities and existing infrastructure make the District attractive for continued investment.

- **Providing Needed Infrastructure to Support Redevelopment.** Planning for infrastructure improvements in these areas is an important component of the District’s ability to thrive. The city’s six Community Redevelopment Areas are focused on addressing infrastructure. Securing sites that are appropriate for schools and other community facilities will be challenging and is likely to require innovative site designs to accommodate facilities on available sites.

- **Stable single family neighborhoods that enhance the District’s housing choices.** Changing demographics, rising energy costs and environmental concerns will increase the importance of having safe, affordable and convenient mobility and housing options.
Westshore District

Setting
The Westshore District stretches from Hillsborough Avenue to the north, Himes Avenue to the east, Kennedy Boulevard to the south, and Tampa Bay to the west. The District is a center of business and commerce as two of the city’s economic engines are located here: the Tampa International Airport and the Westshore Business District which is a Development of Regional Impact. It is Florida’s largest office community also containing numerous hotels, extensive shopping, abundant entertainment and a range of residential areas. The Development of Regional Impact areas known as Rocky Point are also included in this district. Regional assets located in the district include St. Joseph’s Hospital; Raymond James Stadium (home to the Tampa Bay Buccaneers, University of South Florida Bulls football and the Outback Bowl); and Steinbrenner (Legends) Field (the Spring Training home of the New York Yankees); and the shopping malls of International Plaza and Westshore Plaza. The District has an employment base of 80,000.

This District has the smallest residential base and is home to Lincoln Gardens, Carver City, Westshore Palms and North Bon Aire neighborhoods. These neighborhoods were built after World War II and have a variety of housing types. Westshore Palms and North Bon Aire offer single family detached, condominium, town home and apartment developments while Lincoln Gardens and Carver City are primarily single family detached neighborhoods.

The Census 2000 reports 11,000 residents live in the district, 65% of these residents are white while 22% are black or African American. Children under the age of 18 make up 18% of the population. There are approximately 5,400 housing units in the area with 59% of these renter occupied. The rate of occupancy is 1.93 persons per household. Half of the rental housing is located in the waterfront neighborhood of Rocky Point and Dana Shores whose median household income of $62,000 per year is considerable higher than the rest of the city. The residential neighborhoods of Carver City and Lincoln Gardens were built after World War II as only 20% of the housing stock was built before 1959. In these neighborhoods $39,000 is the median income per household, 43% of the housing stock is renter occupied, 25% of the population is under 18.

Post World War II development is significant to the District. In 1946, Drew Field was deactivated by the Army, and turned over to the federal government. The property was
soon converted into a municipal airport, and renamed Tampa International Airport. National Airlines and Eastern Airlines were the first national air carriers to begin using the Tampa International Airport. Several years later, the City purchased 720 acres on the east side of the Airport, called Drew Park. Drew Park is Tampa’s seventh community redevelopment area.

Opportunities
This district offers many opportunities to becoming a more livable and sustainable part of the City, including:

- **Improving Mobility.** Redevelopment efforts should focus on developments that support mass transit and other mobility options while continuing to accommodate traffic within and through the district. Multi-modal transportation options will help improve transportation efficiency and circulation while reducing the need to widen roads, which should generally be avoided to maintain a comfortable pedestrian environment.

- **Attracting Residential Investment.** Development of higher density housing in appropriate areas of the District can provide opportunities for people to live near employment opportunities. The creation of livable developments will require investment in livable streets and functional transit facilities.

- **Creating Livable Streets.** Public/private coordination in planning for the area is important to ensure that pedestrian amenities (such as lighting, streetscaping, landscaping and transit shelters) and building design should enhance the walkability of the area. The development of mixed use buildings, higher density uses, structured parking and buildings designed to front the street can enhance the pedestrian environment and economy. Westshore Boulevard, Dale Mabry Highway and Boy Scout Road are among the appropriate locations for mixed-use development.

- **Supporting Business/Industrial Development.** Drew Park offers opportunity for a mix of uses as well as an area with industrial land to support economic engines such as the airport. The 20-Year Airport Master Plan should be incorporated into any planning efforts in the District.
- **Capitalizing on Regional Assets.** There are opportunities for more luxury-oriented development in this District. In addition to family-oriented activities surrounding the stadiums, luxury hotels, entertainment, shopping and restaurants are desired uses in the district. Enhancing the district’s environmental features will contribute to the attractiveness of the area for residents, visitors and businesses. Enhancing access to the waterfront, conserving environmental areas, using retention ponds as aesthetic features and protecting trees are all key components of an environmental strategy.

- **Stable single family neighborhoods that enhance the District’s housing choices.** Changing demographics, rising energy costs and environmental concerns will increase the importance of having safe, affordable and convenient mobility and housing options.

**University District**

**Setting**

Located ten miles from downtown Tampa, the University District is home to the University of South Florida, Busch Gardens, the Museum of Science and Industry and four regional hospitals (H. Lee Moffitt, James Haley Veterans, Shriners Children and University Community). It is also the site of mature residential neighborhoods. The District’s sphere of influence stretches from Fletcher Avenue on the north to Hillsborough Avenue on the south, and from Armenia Avenue on the west to the city limits on the east. It is also an area that provides residents and visitors with a kaleidoscope of diverse shopping and dining opportunities. The University District is a hub of education, science, medicine and research. Recognition of this area offers the opportunity to cultivate a District that is vibrant, sustainable, and innovative. This area will continue to attract a critical mass of top students, staff and faculty, cutting-edge researchers, and creative entrepreneurs – all of which are the catalysts for growth in the technology and health care industry, and overall economic prosperity for the City and the region.

The University of South Florida is the most visible element of the District, occupying approximately 1,493 acres and over 7 million gross square feet of built structures. Consequently, the University of South Florida in many ways defines the University District, however, the area is not a uniform campus neighborhood. Rather, it is an extremely diverse collection of distinctive neighborhoods with a broad range of residents,
incomes, and ethnic backgrounds.

According to the 2000 Census, the University District had nearly 54,000 residents including 4,000 students living on campus. The rate of occupancy is 2.57 persons per household. The University of South Florida currently has an enrollment of approximately 36,000 students. The campus currently employs just over 12,000 faculty and staff members. Including employees, students, patients and visitors to the University and neighboring medical facilities, the University’s population swells to nearly 70,000 people per day during the traditional University calendar.

The University District is 55% white, 33% African-American, 10% other or of two or more races, and 2% Asian. The census reports that the District is 19% Hispanic. The District has a younger population than the City, with 28% of its residents under the age of 18 compared to 25% for the City. The diversity of the District is demonstrated by 12% of the population having graduated from college and 17.5% of families living in poverty.

Neighborhood Associations within the University District include the Blue Sink Coalition, North Tampa Community, University Square Civic Association, Hillsborough Heights, Terrace Park and Temple Crest.

The vast majority of the housing stock was built after 1959. Large apartment complexes were built around the university between 1970 and 1980. Today, 58% of the area housing is renter occupied with students, immigrant families and single parents living side by side. Forty-five percent of all housing is constructed of two or more units. The District also supports hundreds of small businesses, human service agencies, churches, and schools.

**Opportunities**

This district offers many opportunities to becoming a more livable and sustainable part of the City, including:

- **Improving Mobility.** Redevelopment efforts should focus on developments that support mass transit and other mobility options while continuing to accommodate traffic within and through the district. Multi-modal transportation options will help improve transportation efficiency and
circulation while reducing the need to widen roads, which should generally be avoided to maintain a comfortable pedestrian environment.

- **Attracting Residential Investment**: Development of higher density housing in the District can provide opportunities for people to live near employment opportunities. The creation of livable developments will require creative site designs and public investment in livable streets and functional transit facilities.

- **Accommodating the influx of commuters**: Each day there are more than 70,000 people entering the University District to attend the University, work, or shop. In addition, millions of people visit the University, the Medical Centers, MOSI and Busch Gardens each year. Redevelopment efforts should focus on developments that support mass transit and other mobility options while continuing to accommodate traffic within and through the district. Multi-modal transportation options will help improve transportation efficiency and circulation while reducing the need to widen roads, which should generally be avoided to maintain a comfortable pedestrian environment.

- **Changing the Urban Form of Corridors**: Aging infrastructure and building stock along Fowler and Nebraska Avenues, 40th Street and Busch Boulevard are opportunities for the district to increase its economic vitality and build upon the continued vibrant, diverse business corridors.

- **Stable single family neighborhoods that enhance the District’s housing choices**: Changing demographics, rising energy costs and environmental concerns will increase the importance of having safe, affordable and convenient mobility and housing options.

**New Tampa and South Tampa Districts**

**Setting**

These Districts are predominantly single family detached neighborhoods that share common character, environmental or qualities. Most of these neighborhood areas have one or more of the following characteristics:

- Significant character or heritage qualities that limit the capacity for future growth;
- Environmental qualities that would be
compromised by increased urbanization;
- Limited access to transportation facilities, which would be resource inefficient to improve;
- Limited opportunities to create more community facilities, open spaces or services to meet increased demand;
- Unstable or flood-prone land; or
- Existing zoning that allows for higher density and mixed-use living.

These districts contain many of the City’s residential neighborhoods. Forty one percent (41%) of the city’s residents live in these two districts and 19% of the City’s employment is found here.

**New Tampa**
This District consists of the area referred to as “New Tampa”, a collection of large scale planned community developments. Most of the city’s growth in the 1990s occurred in New Tampa.

As of the census of 2000, there are 22,466 people residing in the district, 14,891 families and 15,447 households. There are 11,143 housing units. The racial makeup of the district is 81% white, 6% Black, 0.5% Native American, 7% Asian, less than 0.01% Pacific Islander, 2.98% from some other race and 8.82% of the population are Hispanic or Latino of any race.

**South Tampa**
Defined by water, this District consists of Tampa’s Interbay Peninsula, generally described as south of Kennedy Boulevard and lying between Old Tampa Bay and Hillsborough Bay. The Scenic Bayshore Boulevard runs though this District. Predominately single family residential, the area has many strong and recognized neighborhood associations. Beach Park, Beach Park Isles, Culbreath Isles, Culbreath Bayou, Culbreath Heights, Bel Mar Shores, South Westshore, Sunset Park, Mid-Peninsula, Virginia Park, Bayshore Beautiful, Palma Ceia, Parkland Estates, Palma Ceia Park and Fair Oaks/Manhattan Manor are neighborhoods located north of Gandy Boulevard.

Neighborhoods found south of Gandy Boulevard are Port Tampa City, Ballast Point, Gandy Civic Association, Guernsey Estates, Interbay, and South Westshore. The area also contains MacDill Air Force Base, a major employment center and economic engine for the
City and the region. Picnic Island, a recreation area of regional significance, is also located in this area.

The peninsula demographically is different from the majority of the City. The residents, for the most part, are better educated, have higher household incomes, are older and the majority are white. Much of the area has seen considerable infill and redevelopment. This has stirred a flurry of neighborhood planning activities such as the Ballast Point Neighborhood Plan.

**Opportunities**
The New Tampa and South Tampa Districts offer many opportunities to becoming a more livable and sustainable part of the City, including:

- **Maintaining Neighborhood Stability.** Changing demographics, rising energy costs and environmental concerns will increase the importance of having safe, affordable and convenient mobility and housing options. Aging residents and changes in the number of children per household will change the kinds of public and private goods and facilities required to meet residents’ needs. A more sustainable mix of uses that provide goods and services within walking distance of residents is another way to enhance neighborhood livability and stability.

- **Fostering Compatible Infill to Improve Mobility and Sustainability.** An essential part of achieving more sustainable and livable neighborhoods will be providing more convenient access to goods and services. Residents are likely to resist perceived commercial encroachment into the edges of neighborhoods unless they are confident that the scale, design and use of facilities will not erode the quality of life in the neighborhood.

- **Achieving a More Sustainable Mix of Development in New Tampa.** This area, which was initially conceived as a complete urban center has become more of a bedroom community that relies on the other districts for employment. Planning for this area should focus on creating a more sustainable mix of land uses and mobility options.
### Table 1. Planning Area Demographics

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<td>New Tampa / South Tampa</td>
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Source: Planning Commission, Draft 2006 TAZ Data for MPO Long Range Transportation Update

### Livable City Goals, Objectives and Policies

**Goal 1:** Tampa: A Livable city of diverse communities and neighborhoods interconnected through walking, bicycling, and transit, where public spaces are beautiful, and well-designed, the economy thrives and our heritage is celebrated.

**Objective 1.1:** Designate 5 planning districts: University, Central Tampa, Westshore, New Tampa and South Tampa as an opportunity to build a livable and sustainable city.

**Policy 1.1.1:** Recognize the Central Tampa District as the primary urban core, civic and cultural center.

**Policy 1.1.2:** Foster a vibrant urban lifestyle through mixed use development with entertainment and cultural facilities.

**Policy 1.1.3:** Protect and build upon the heritage assets found in the diverse neighborhoods in this district.

**Policy 1.1.4:** Recognize and build upon the Westshore District as the City’s largest suburban employment and lifestyle district because of its unique com-
bination of office uses, shopping, sporting venues, airport, diverse and stable neighborhoods, and other assets.

**Policy 1.1.5:** Build a strong, high-quality business identity for the Drew Park area of the Westshore District.

**Policy 1.1.6:** Recognize the importance of Tampa International Airport to the continued success of this district by working with the Aviation Authority to ensure the present and future needs of this facility are met.

**Policy 1.1.7:** Recognize the University District and the unique niche it has as the primary research, medical and education employment center in the City and support its continued and expanding functions.

**Policy 1.1.8:** Work with the University community to identify and provide supportive land uses for the internationally diverse community that live and work there.

**Policy 1.1.9:** Create attractive and multi-functional main streets along Busch Boulevard and Fowler Avenue through Community Planning efforts.

**Policy 1.1.10:** Support the development of industries that complement and build upon the research strengths of University of South Florida.

**Policy 1.1.11:** Encourage transit oriented, pedestrian-friendly mixed used development in the Westshore, Central Tampa and University planning districts.

**Policy 1.1.12:** The City shall consider the development of strategically located mixed-use neighborhood centers that accommodate local serving commercial, employment, and entertainment uses; provide diverse housing opportunities; and are efficiently served by transit in the New Tampa and South Tampa Districts.

**Policy 1.1.13:** It is the policy of the City to consider innovative approaches to address the unique and complex issues of cities and to draw upon the experience of other cities globally. One such innovative approach is to use jobs/residential density ratios to determine the strength of an area and its synergistic potential to be a sustainable community or to use it to set it as a goal for communities that have been targeted to become sustainable.
Strategy 2: Strengthening our Diverse Neighborhoods

Why do neighborhoods matter?

Neighborhoods matter because they are microcosms of the larger community. As Putnam (1993) observed, “the neighborhood matters because what happens in the neighborhood influences our public and societal disposition”. Not only are neighborhoods the heart of a city, but the fortunes of cities and neighborhoods are tied together.

This section refers to what most people think of when they think of neighborhoods, the areas of the city that are predominantly residential. Those can be low density type neighborhoods such as Beach Park or Forest Hills or Tampa Palms, or they can be higher density neighborhoods such as the Rocky Point communities and the condominium communities along Bayshore Boulevard.

There are many diverse and distinctive residential neighborhoods in the city.

Neighborhood Stability

Objective 1.2: A City of diverse, distinct, and well-structured neighborhoods that meet the community’s needs for complete, sustainable, and high-quality living environments from the historic downtown core to well-integrated new growth areas.

Policy 1.2.1: Recognizing Tampa’s neighborhoods are the basic living environments that make-up the City’s urban fabric, the City shall through its planning preserve and enhance all neighborhoods’ distinctiveness, identity, and livability.

Policy 1.2.2: The City shall preserve, protect, and enhance single family neighborhoods by providing sensitive transitions between these neighborhoods and adjoining areas, and requiring new development, both private and public, to respect and respond to those existing physical characteristics—buildings, streetscapes, open spaces, and city form—that contribute to the overall character and livability of the neighborhood.

Policy 1.2.3: The City shall promote the design of complete and well-structured neighborhoods whose physical layout and land use mix promote walk-
ing, biking and transit; reduce vehicle trips; foster community pride; enhance neighborhood identity; ensure public safety; and are family-friendly and address the needs of all ages and abilities.

**Strategy 3: A Vibrant Central Downtown**

The Central Business District, and its skyline, is Tampa’s image to the world and the region. It is the primary business center in the region and the enduring heart of the metropolitan area. Tampa’s future will continue to be built on this valuable local and regional asset. It is the one place where residents and visitors can find shopping, services, professional offices, hotels, churches, housing, entertainment, historic sites, museums, the arts, libraries, dining, government offices, and sports all within walking distance. These different functions bring different types of people downtown at different times of the day and week.

The future plan for downtown Tampa calls for the creation of a highly active and integrated urban core, with one of its greatest assets, the waterfront, providing a natural resource that will have a variety of pedestrian activities. The challenge for the upcoming years ahead will be to continue to plan a course for the Central Business District’s anticipated growth, while ensuring the development of a quality living and working environment for the downtown.

This high-intensity, mixed-use core serves the entire region with businesses, entertainment, festivals and government. Downtown is, and should remain, the hub of the public transportation system, while continuing to be both a regional center and neighborhood that provides a diverse mix of uses, housing, and employment opportunities.

**Vision of Success**

- An implemented Tampa Downtown Vision and Action Program Plan;
- A redeveloped downtown shopping area, distinguished by its pedestrian friendly design and retail opportunities;
- The Riverwalk is completed;
- Downtown Tampa is the main transportation hub for the city and region;
- Downtown Tampa is easy to get around, the journey is interesting, pleasant and easy to do with a wide range of mobility choices;
| The amount of usable, accessible and livable public space in downtown has expanded; |
| The amount of residential uses in downtown has increased with a wide range of housing for different incomes; |
| Urban Design excellence is promoted; |
| Street friendly activities such as sidewalk cafes are promoted. |
| Downtown Tampa is the arts and culture center of the City. There is public art throughout downtown reflecting the City’s diversity and natural environment. |

**Relationship to the Central Tampa District**

The Central Business District represents the epicenter of the Central Tampa District, one of the three major areas of the City that offers the most opportunity for redevelopment and growth. When the Central Business District and its urban edge neighborhoods: Tampa Heights, Ybor City, Hyde Park, Harbor Island and Davis Island, are taken into consideration, more than half of the Central Tampa District is represented. These are some of Tampa’s best and oldest neighborhoods. Collectively known as the “InTown” area, these (together with downtown) make up a community with more than 90,000 residents while maintaining their own diversity and uniqueness. Many of these residents are part of the downtown workforce and contribute to the synergistic energy of the Central Business District.

**Downtown Composition**

The presence of towering office buildings that dominate Tampa’s skyline affirms downtown Tampa as the region’s predominant employment center. Now, for the first time, residential buildings are part of the skyline. Downtown attractors such as the Performing Arts Center, the Tampa Convention Center, Harbour Island, Channelside Bay Plaza, the St. Pete Times Forum, the Florida Aquarium and the Waterfront Marriott and Embassy Suites hotels further validate Downtown as a major entertainment and activity center for the region, thrusting Tampa into national prominence.

**Core Business and Government Sub-District**

The most important sub-district in downtown is the Core Business and Government District containing the majority of office space and governmental offices. This area represents most of the downtown skyline and stands as the signature of this community for many people. Often referred to as the Central Business District, the heart of the core area is near the intersection of Kennedy Boulevard and Franklin Street, and...
includes several blocks in each direction. Defining boundaries include the Lee Roy Selmon Crosstown Expressway that defines the eastern and southern edges, the Hillsborough River on the west, and the Cass Street-Tyler Street one way pair on the north.

The most promising new development in the continuing evolution of the downtown core is a viable residential presence which has been sought after for several decades and was viewed as the last missing piece towards the establishment of a vibrant, sustainable downtown. Historic structures like the Floridan Hotel and Kress buildings along the Franklin Street corridor have been the subject of residential revitalization proposals that have yet to go forward. However, there have been several residential projects approved and developed in the downtown core such as Skypointe and the Element. As redevelopment continues, the necessary improvements in the overall environment of the Franklin Street corridor and downtown grid will be made.

**North Franklin Street Sub-District**

The north edge of the downtown is loosely defined as that area located generally north of Cass Street that extends to the Interstate. This segment primarily incorporates north Franklin Street, which operates as an outdoor mall offering commercial and retail services, and the Historic Central Park neighborhood to the east, both areas of the Central Business District that are in need of and are undergoing economic revitalization.

Two large subsidized housing developments dominated the Central Park area—the Central Park Village project owned and operated by the Tampa Housing Authority, and the Tampa Park Apartments.

Once only a vision, the Historic Central Park neighborhood is a phased, coordinated, large scale redevelopment project that replaces obsolete subsidized housing complexes with a new mixed-use pedestrian-friendly urban development that will offer housing opportunities ranging from subsidized low cost housing to larger volumes of market rate housing in addition to neighborhood-serving commercial and office uses dispersed along a main-street style setting.
CHAPTER 2

Entertainment Sub-District
This sub-district lies south of the Lee Roy Selmon Expressway between Channelside Drive to the north and Garrison Channel to the south. This area is home to the Tampa Bay History Center, Tampa Convention Center, the St. Pete Times Forum and the Waterfront Marriott and Embassy Suites hotels. This district is strategically located on the western edge of the Channel District, and its Channelside Bay Walk, another major entertainment attractor in addition to being the gateway to Harbor Island, one of the CBD’s edge urban neighborhoods and its offering of shops and entertainment venues.

Arts/Cultural Sub-District
The area defined as the Arts/Cultural Sub-District lies between one of the City’s northern gateways, Ashley Drive, to the east and the Hillsborough River to the west. This area includes large institutions such as the Tampa Bay Performing Arts Center, John F. Germany Main Library, the Tampa Museum of Art. The University of Tampa, Tampa Preparatory School, Henry B. Plant Museum and Park on the west side of the river are also included in this sub-district.

This waterside neighborhood is within walking distance of Bayshore Boulevard and the historic Hyde Park neighborhood. Ashley Drive is a multi-lane thoroughfare that serves as a major ingress/egress point for much of the vehicular traffic that goes through the downtown and consequently creates a barrier-like effect between the Arts/Cultural Sub-District and the eastern street grid that leads into the downtown core district. The vision for this roadway is a redesigned Ashley Drive that will calm traffic and reduce this barrier-type effect, creating a pedestrian-oriented east-west link between the two sub-districts.

Downtown Development
The concept for downtown strives to establish a high qualitative standard for development in the Central Business District. A thriving downtown should be compact and dense, blending an efficient use of land and buildings in a pedestrian-oriented setting that leaves a lasting impression on all who visit there. In general, the pedestrian will be given special consideration in the creation of the environment. The design and appearance of new buildings will be oriented with focus given to the pedestrian.

Downtown’s streetscape should be improved to include shade trees, attractive paving patterns and street furniture. A variety of public spaces will provide pleasant meeting.
gathering and celebration places for visitors and employees alike. In addition, sidewalk cafes, vendors and public art will be provided as part of the pedestrian environment. Finally, the establishment of an interconnected system of pedestrian pathways, the Riverwalk, is designed to encourage the flow of people along the waterfront, through the downtown and its edges.

The Central Business District should include pedestrian amenities such as, quality sidewalk paving material, comfortable seating, attractive landscaping, coordinated street fixtures, and convenient, unobstructed pedestrian movement zones. These elements need to be incorporated into the designs of the streets to support a positive pedestrian environment.

The riverfront is a prime amenity that offers significant opportunities to develop a strong, vibrant pedestrian-oriented character. The location of the Florida Aquarium, Channelside Bay Walk, Garrison Seaport Center, Tampa Convention Center, Tampa Museum of Art, Children’s Museum, Tampa Bay Historic Center and the Performing Arts Center presents opportunities to create a pedestrian connection along the waterfront. Development along the waterfront has created the opportunity for public access to the water. In order to establish a continuous waterfront connection, in conjunction with new development, public and private cooperation should be encouraged.

Downtown’s emergence as a cultural center can be supported by the increased presence of public art. Public art can be a dramatic force behind the image and quality of downtown Tampa. Statues, sculptures, art objects or fountains can quickly become a centerpiece for a public space and collectively can establish downtown as a showplace in the region. A successful public arts program can enrich the Downtown environment, and it can inspire future generations with a sense of pride.

The high quality of public spaces can significantly contribute to the quality of downtown as a people-oriented employment center. In addition to treating streets and sidewalks as important people spaces with sidewalk cafes, vendor carts, entertainment areas, and gathering places as mentioned elsewhere, a variety of passive and active open spaces should also be provided. Public spaces serve as important imaging elements and as a focal point for social interaction and urban relief.

**General Development Concepts**

**Create a highly compact and diverse urban core:**

The concentration of intense and diverse uses is seen as a means to stimulate economic activity, promote retail development, allow for the more efficient provision of City services
and encourage pedestrian activity. Redevelopment should be urban in character, compact and dense with an effective mix of vertically integrated uses along its corridors. Most importantly, the long awaited presence of residential in the Central Business District must be embraced with the objective of realizing significant volumes of new downtown residential development.

Focus development along the Franklin Street Corridor:
Since its establishment over 30 years ago as an outdoor pedestrian retail mall, Franklin Street continues to be viewed as the historical retail and activity street in Downtown Tampa. Extending through the Business Core and north Franklin Street district, this corridor, with a recently renovated streetscape and new redevelopment projects underway, remains one of the primary retail corridors of the downtown core. Under the General Development Concept, development of the highest intensity will continue to be encouraged.

Manage the waterfront for public use and enjoyment:
Forming the west and south boundaries of the Central Business District, this natural resource has the potential to develop a strong pedestrian-oriented character. Enhancing the urban waterfront via continued development of the Riverwalk will provide greater public access and a wide variety of uses along the water’s edge, i.e., cultural arts, visitor-related activities, public open spaces, and mixed use developments.

Leverage downtown attractors as organizing elements creating a sense of place:
Downtown and its edges are comprised of a variety of distinct attractors that will generate excitement and large numbers of people. The Performing Arts Center, private and public office buildings, the Florida Aquarium, Channelside Bay Walk, the Tampa Convention Center, the St. Pete Times Forum, the new Tampa Museum of Art, Ybor City and Harbour Island provide some examples of the diverse activity that can be found in and around downtown. The location and type of the attractor can help to promote a complementary pattern of development and are used as the basis of establishing downtown sub-districts.

Create a system of connections:
A system of connections will encourage the flow of people between the various activity centers throughout downtown and the waterfront. Pedestrian connections take the form of sidewalks, the riverwalk, parks, public spaces, through buildings, downtown
Trolley, buses (circulator and rapid transit), and rail systems. The concept calls for a highly integrated and multi-modal pedestrian-oriented connection system to help foster movement throughout the Downtown.

**Improve the pedestrian environment:**
The condition and appearance of the pedestrian environment is a major component of the General Development Concept. The pedestrian environment is that area generally described by the street, sidewalks and public spaces and roughly the first three stories of a building. It is important that new development have a positive effect on the pedestrian environment. The base of buildings should be designed to be visually interesting from the pedestrian perspective, that the streets should have attractive paving and trees, that there would be public seating and outdoor cafes, and that public spaces and public art would be integrated into the environment.

**A Vibrant Central Area:**

**Goal 2:** Design excellence in the Central Business District to ensure a harmonious relationship between proposed building and outdoor space as well as to direct these relationships toward pedestrian and transit activities and uses. These relationships should be visually diverse to create a sense of interest, vitality and excitement.

**Objective 2.1:** Continue to establish and support new and innovative Urban Design standards via a Project Development Review Procedure for all new construction and major renovations in the Central Business District.

**Policy 2.1.1:** New development and redevelopment in downtown Tampa should be urban in character, compact, and dense, with efficient use of land and buildings.

**Policy 2.1.2:** Maintain the heritage of Tampa’s Central Business District by adaptive reuse and sensitive rehabilitation of existing structures and districts that contribute to the character of downtown.

**Policy 2.1.3:** The City shall encourage sustainable building practices by recommending that all new buildings in the Central Business District be built to LEED (Leadership in Energy and Environmental Design) standards.

**Policy 2.1.4:** Follow sustainable building practices by encouraging the development of green roofs.

**Objective 2.2:** To provide the highest quality amenities to create an exceptionally appealing pedestrian environment.
Policy 2.2.1: The City shall continue to redevelop and enhance Franklin Street as an urban retail/entertainment center towards achieving a Downtown that is active, attractive and oriented towards the pedestrian.

Policy 2.2.2: Code standards must be developed to support the City’s desired focus for additional future retail, office, mixed use and residential activity along Franklin Street as it is the primary north-south pedestrian connection in the Downtown.

Policy 2.2.3: The mixture of active uses within buildings should be encouraged wherever the market allows.

Policy 2.2.4: Sidewalk cafes can contribute to an exciting and positive pedestrian-oriented character. They are a particularly important amenity on Franklin Street, and should be encouraged wherever the highest concentrations of pedestrians are likely to be found.

Objective 2.3: Develop the Franklin Street Mall café district as one of the major activity centers downtown by creating a sub-district that is distinguished by its exceptional quality and amenities and physical features.

Policy 2.3.1: Require all new development to be designed to include retail activities and pedestrian reflective uses along Franklin Street at ground level, and provide incentives to that end.

Policy 2.3.2: Adapt existing codes, where appropriate, to encourage reuse of existing structures along Franklin Street.

Policy 2.3.3: Provide public and private financial incentives/inducements to property owners of existing structures to assist reuse along Franklin Street, if available.

Policy 2.3.4: Work with the Tampa Downtown Partnership in providing marketing support for existing structures along Franklin Street.

Policy 2.3.5: Make available low-interest loans for building facade renovations con-
current with the upgrade of the Franklin Street streetscape.

**Objective 2.4:** Provide opportunities for sidewalk cafes in pedestrian corridors within the Central Business District.

**Policy 2.4.1:** Provide incentives to encourage convenience retail, restaurants, and sidewalk cafes and other eating establishments in areas adjacent to transit stop locations.

**Policy 2.4.2:** Encourage sidewalk cafes in all waterfront districts with appropriate design standards to accommodate pedestrian flow and accessibility.

**Policy 2.4.3:** The City shall require that downtown parking be accommodated in well maintained and managed parking structures for higher density development. Surface parking shall be allowed and properly maintained under certain guidelines as an acceptable interim use until specific sites become available as the urban development evolves.

**Policy 2.4.4:** Parking structures shall be designed to contribute positively to the aesthetic quality of downtown and pedestrian activity through the use of architectural detailing such as reveals, different façade materials, running bands, defined edges, scoring, color, medallions, ornament.

**Policy 2.4.5:** New building designs shall promote pedestrian movement by providing greater setbacks at corners for larger buildings and major pedestrian corridors so as to allow large numbers of pedestrians to circulate comfortably.

**Policy 2.4.6:** Downtown redevelopment should be a mix of residential, employment, and entertainment uses with ground floor retail and service uses at key nodes and along major downtown corridors.

**Goal 3:** To create active and attractive pedestrian connections along the waterfront, Franklin Street and throughout the Central Business District, giving high priority to the movement and comfort of the pedestrian.

**Objective 3.1:** Provide enhanced streetscapes within the downtown with special attention to major pedestrian connections among activity centers. Streetscape standards for the Central Business District should be clearly and uniformly established in the City’s land development codes.
requiring all new development and major renovations to incorporate these standards in their projects.

**Policy 3.1.1:** Protect major views, corridors and spaces open to the public in the downtown and where appropriate create new views and space open to the public.

**Policy 3.1.2:** Provide a link between the various activity centers in the downtown by creating a system of attractive ground level pedestrian connections.

**Objective 3.2:** Provide for continuous public access along the waterfront.

**Policy 3.2.1:** Require construction and maintenance of the Riverwalk be concurrent with new construction.

**Policy 3.2.2:** Establish building setback lines from the water’s edge sufficient to provide for adequate open space and protection of the river and the waterfront, and encourage the provision of a public easement.

**Policy 3.2.3:** Encourage the continued implementation of the Riverwalk plan, which includes construction engineering and design specifications for all segments of the Riverwalk.

**Policy 3.2.4:** Apply for a single unified permitting process for the Riverwalk project.

**Goal 4:** To promote the Central Business District as the entertainment and cultural center of Florida’s West Coast recognized by its fine museums, galleries, theaters, restaurants, performing halls, night clubs, public art and other amenities.

**Objective 4.1:** Support and encourage the location of quality art in public spaces in view of the public.

**Policy 4.1.1:** Require public and private development to provide for public art as established by local ordinance.

**Policy 4.1.2:** Require the art be placed out-
doors or in places easily visible and accessible to the general public.

**Policy 4.1.3:** Encourage the placement of art works and street furniture on Franklin Street, public spaces on the water’s edge, and the Cultural Arts District.

**Policy 4.1.4:** Continue to support the community in their efforts to identify sites for public art; provide guidelines for placing public art on private sites; acquire public art; and develop an intercity art exchange program.

**Goal 5:** To provide land for public use to help integrate the various areas of the Central Business District and to provide a variety of active and passive opportunities for workers, residents and visitors to the Downtown.

**Objective 5.1:** Expand Downtown’s inventory of usable and accessible public spaces by the establishment of design guidelines for public spaces and requiring that all new development in the Central Business District provide some type of public space.

**Policy 5.1.1:** Develop an open space plan for the Central Business District and coordinate it with other open space plans for the areas surrounding the Central Business District.

**Policy 5.1.2:** Pursue the acquisition of potential park sites along the riverfront to ensure public accessibility and use of the downtown waterfront.

**Goal 6:** To preserve, and where possible, enhance the water-oriented character of the waterfront so as to create a festive and lively working, living and entertainment environment.

**Objective 6.1:** Continue to update and implement development regulations for the design and appearance of waterfront development.

**Policy 6.1.1:** Encourage that the required on-site public space be designed and maintained as a view corridor to the water.

**Policy 6.1.2:** Develop regulations to discourage surface parking and freestanding garages in the view corridor; encourage archi-
tectural integration of parking with the primary structure and adjacent structures, including compatibility in design and appearance.

**Policy 6.1.3:** Parking structures shall be designed to contribute positively to the aesthetic quality of downtown and pedestrian activity through the use of innovative landscaping and screening elements.

**Policy 6.1.4:** Develop regulations to encourage public access corridors to the water’s edge where the street grid does not provide public access within reasonable intervals; people-oriented uses at the ground level; and aesthetic treatment of roof tops and terraces.

**Goal 7:** To promote the development of residential projects in the downtown area to achieve an integrated land use fabric that will offer housing, along with a full range of employment, shopping, and leisure opportunities.

**Objective 7.1:** The number of people living in and near downtown will continue to increase by increasing housing opportunities at all economic levels in mixed-use developments and preserving housing opportunities in neighborhoods nearby.

**Policy 7.1.1:** Encourage more and diverse housing opportunities for people in and around the Central Business District.

**Policy 7.1.2:** Examine and amend current land development regulations in a way to promote the development of residential and/or mixed use residential projects in the downtown area.

**Policy 7.1.3:** Provide incentives to encourage residential and/or mixed use residential development in the downtown area.

**Goal 8:** To guide and create the development of mass transit opportunities in the downtown area to maximize the social and economic benefit to all citizens of Tampa and the region.

**Objective 8.1:** Adequate pedestrian, and transit vehicular access to and from the downtown,
as well as connections within the downtown area, will be assured in a manner that supports the community’s economic development but minimizes the impacts on the living quality of surrounding neighborhoods.

**Policy 8.1.1:** Examine the development of rail connections, or other forms of mass transit, to improve connections between the downtown area, and other regional activity centers and outlying communities.

**Policy 8.1.2:** Continue to improve pedestrian, transit and vehicular linkages between the Central Business District and adjacent areas via transit alternatives such as the downtown trolley and a downtown bus circulator system.

**Strategy 4: Partnership: Recognizing our place in the Region**

Tampa is the region’s economic engine and a magnet for work, education, entertainment and living. Tampa cannot plan in isolation or expect to be isolated when addressing the issues of growth. Our view of the quality of life in the city is based largely on the quality of our neighborhoods, where we live and work. Neighborhoods in turn are affected by events happening in the larger system- the Region. The quality of our water, air and transportation systems all impact us wherever we live or work. Managing growth and change must continue to be coordinated with our neighbors because:

1. The competitive position of Tampa as a business location reflects the diversity and strength of the surrounding metropolitan area economy. In turn, the strength of the metropolitan area comes from the unique assets and functions found in the city of Tampa.

2. Traffic does not stop at our borders. The region’s success depends on an integrated transportation system that moves goods and people efficiently to key locations in the regional economy such as Tampa International Airport, Downtown Tampa, the Port and the University of South Florida.
CHAPTER 2

3. Tampa has evolved as a focal point for diverse economic activities for the whole region, such as education, health, national defense, arts and culture, entertainment, tourism and retailing.

4. Tampa is part of a larger regional natural system that is bordered on the north by Pasco County, on the west and east by Hillsborough County and on the south by Tampa Bay. The major watersheds found in the region connect Tampa ecologically to many other jurisdictions.

**Partnership:**

**Goal 9:** Continue a commitment to the goal of Livability, consistency of management and clear achievement of the strategies outlined in this plan.

**Objective 9.1:** Balance the inter-dependency of the social, economic and environmental values that make a city by capturing and sustaining synergies between these values to create a sustainable future for Tampa.

**Policy 9.1.1:** Recognize that to achieve a livable city will require the cooperation, coordination and commitment of community partners including all governments in Hillsborough County, the region and state, various county authorities, School Board, Children’s Board, the Hillsborough County City-County Planning Commission, utility companies, adjacent jurisdictions and interested citizens.

**Policy 9.1.2:** Establish a bi-annual Growth Forum for the purpose of coordination and cooperative partnership between the City of Tampa and its community partners to develop and facilitate ongoing relationships that will achieve the Livable City vision.

**Policy 9.1.3:** Seek the public input, feedback and involvement and commitment in achieving a dynamic and sustainable city.

**Policy 9.1.4:** Recognize that it is through private development that most development and investment will be made in the city’s future. Strengthen the public/private investment relationship by seeking to provide certainty of outcome established by the vision.
Strategy 5: Building our Interconnected Foundations of Growth
Meeting our goal of Livability through sustainability includes infrastructure to support change and growth where we want it to be. Transit is a part of this picture. The interconnectedness of infrastructure to the strategy of becoming transit ready should not be overlooked. In addition, interconnected infrastructure provides us with environmental, fiscal and health benefits. For example, the use of transit has direct benefit to air quality and public health benefits by providing opportunities for people to be active as a part of their everyday lives. Successful transit relies on supporting infrastructure to support transit friendly development.

This also means bigger water and wastewater pipes and treatment facilities in some areas, the use of less water in our homes and businesses, the absorption of rainwater so as not to flood, and the reduction of our waste through increased recycling. This Strategy is further discussed in Chapter 6, Sustainable Infrastructure.

Livable City and Infrastructure:
Goal 10: An integrated infrastructure system that enhances economic viability, efficiency, and environmental benefits.

Objective 10.1: Infrastructure facilities that promote and support the livable city vision.

Policy 10.1.1: Coordinate infrastructure to focus capital investments and design projects to help implement the livable city strategy.

Policy 10.1.2: Support the provision of capital investments to benefit higher-density residential or mixed-use areas; higher-intensity employment areas and transit-oriented development areas.

Strategy 6: Building on our Assets
To continue to thrive, the city must distinguish itself competitively from other places. Like businesses, we too must invest in the “intangible” assets that combine to create value for its residents and in turn return value to the city through social, economic and environmental well being. These are all valuable resources that can affect the health (and wealth) of the city.

Tangible assets have been responsible for attracting, retaining and accumulating other timeless assets such as talented people, social and intellectual capital, innovation, competitiveness, inspiration and purpose - all of which are essential to creating lasting value for our city and our community.
Timeless assets by themselves are not enough. We need to harness the catalyst of change that can be used to the advantage of creating a city responsive to a new and competitive “marketplace”. To do this, we need to first look outward to assess the change that is occurring around us.

**Livable City Assets:**

**Goal 11:** The development of a supportive environment for increased asset accumulation, asset leveraging, and asset preservation.

**Objective 11.1:** A shared vision of broadening and sustaining wealth through stronger linkage and coordination among diverse assets across the city.

**Policy 11.1.1:** Recognize that Tampa’s assets are interconnected and range from our economic engines, our industrial lands, our historic areas, our neighborhoods, our children, the natural environment, and our infrastructure which includes parks.

**Policy 11.1.2:** Build leadership, networks, and capacity to develop and advance asset building policies.

**Policy 11.1.3:** Increase community capacity to plan and implement wealth creation strategies.

**Strategy 7: Growing Economic Prosperity**

A number of trends are occurring within the economy that will influence where businesses locate in the future. Some of these trends include globalization, rapid technological changes which consequently influence where businesses locate. These trends influence future economic prosperity in the following ways:

- Changes in mobility of businesses: The result is greater choice of locations in which to be based which range from home based or mobile;
- Greater self employment; and
- Greater mixed use development opportunities, particularly among small businesses.
Access for residents to a range of employment opportunities and access for businesses to each other, their markets and their suppliers will be vital if the city is to continue to prosper. The Livability plan provides for a series of business centers, economic assets and corridors that provide levels of accessibility and ensure that businesses can run efficiently. The plan also aims to ensure that the city continues to be an attractive place to live and invest. Chapter 7 discusses these and the framework necessary to reduce uncertainty and to improve long term planning for the business sector.

**Livable City Economic Prosperity:**

**Goal 12:** An additional 132,300 jobs in the city by 2025 to ensure long-term economic prosperity.

**Objective 12.1:** A positive business climate supported by adequate public infrastructure, including transportation and schools.

**Policy 12.1.1:** Support the economic health and importance of Downtown Tampa as the economic center of the city and the region.

**Policy 12.1.2:** Recognize the contribution of cultural resources, such as public art and historic resources to the strength of Tampa’s economy.
Map 1. Vision Map