

## Chapter 8: People Shaping, Changing and Growing Our City

### Neighborhood Element

The problems we have created as a result of our thinking so far cannot be solved by thinking the way we did when we created them.

*Albert Einstein*

#### People/Effective Collaborative Leadership

A prosperous, livable City relies on the strength of its people and social institutions. Therefore, the well-being and stability of families and local communities are critical to the City's success, socially and economically. Similarly, social well-being depends heavily on having a productive and innovative economy with well paid jobs. To build greater economic and social well-being we need to maximize people's potential, build greater resilience in our communities and minimize their risk of harm.

The tools needed to make these interconnected systems work for towards the Livable City are capacity, collaboration and planning.

Leadership comes from all parts of society. In working toward the Livable City improve the community, *leadership* is the most important resource. It is leaders who have a vision, take initiative, influence people, make proposals, organize logistics, solve problems, follow-up, and most of all take responsibility.

#### Community Capacity Building

The City, like other local governments across the state, struggles with declining revenues and increasing expenses. Add to this the increasing complexity of issues that face the City today; issues that requires innovative and sophisticated solutions (e.g. building the Riverwalk) that can cost a lot of money.



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Residents are much more organized and interactive with city government today. They expect the City to solve problems in their neighborhoods, and they are quite vocal about it. Neighborhoods and community-based organization are taking on leadership roles to tackle problems and build upon opportunities.

There are many different government agencies that have a direct and lasting impact on neighborhoods. For example, in Tampa Heights, the City of Tampa, Florida Department of Transportation, School Board of Hillsborough County, the Hillsborough County Environmental Protection Agency, the Tampa Port Authority, Tampa Housing Authority and HARTline are some of the governmental agencies that have a presence and influence in this neighborhood. The provision of government services is fragmented amongst many different agencies. Many neighborhoods recognize that the City government cannot help them directly with many issues, and that neighborhoods (residents and workers) must take a more pro-active approach to help themselves.

This chapter of the plan deals with empowerment; empowering individual and groups of people to become active in addressing the issues that affect them the most, whether at a neighborhood level or a broader, community level.

One empowerment technique is 'community capacity building'. Community capacity building partners the local government with a neighborhood-based (residential, commercial or combination) group or groups. The unique and under-utilized capacities of each are brought to bear to solve a problem or take advantage of an opportunity. Under-utilized capacities might include such things as money, professional and technical expertise, volunteerism and influence. The interesting thing to note is that neither group would be entirely successful if they went alone. More sophisticated community capacity building brings in multiple partners that might include other government agencies, businesses, and local institutions, such as churches and universities.

**Capacity** is the skills and abilities of the people who live, work and play in the community. One reason this basic resource is undeveloped is because the focus is generally on deficiencies rather than capacity. Deficiencies are usually about need, understood as the problems and shortcomings of people.

Community capacity is the interaction of human capital, organizational resources, and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well being of a given community. It may operate through informal social processes and/or organized effort.

*Chaskin 2001*

Community capacity building is an opportunity to stretch the limited resources of local government even further. By empowering people at the neighborhood and community levels, it can foster civic pride and leadership and create potential spin-off benefits that add more value to the city.

Here's a simple example. The City has \$1 million to invest in neighborhood improvement projects. It can invest all of that money into one neighborhood, or it can give \$100,000 to each of 10 neighborhoods and challenge them to add another \$100,000 worth of value to do something each neighborhood wants. Some neighborhoods may get matching funds from businesses or find matching grant funding. Other neighborhoods may supplement it with volunteers from the neighborhood to carry out the work.

In the first part of the example, the \$1 million investment creates \$1 million of value for one neighborhood. The neighborhood may have lobbied for this investment over many years, and the lesson learned is that neighborhoods must lobby the city to get what they want. It doesn't empower neighborhoods to be solution oriented except with respect to lobbying.

In the second part of the example, \$2 million of value is created spread out over 10 neighborhoods. This also can create intangible benefits of neighborhood leadership (which can spur them on to tackle other issues). This is true empowerment. This scenario has more potential to create a win-win solution. More neighborhoods get more of what they want with the same amount of money the City had always intended to spend.

Yes, this is rather simplistic. Neighborhoods cannot build the hard infrastructure, such as sewer and water, but it can be used for many of the other things neighborhoods are looking for, such as planning, beautification and building renovation.

The City has many other types of capacities beyond money. Take influence for example. The City is a powerful and knowledgeable entity when it comes to making its voice heard with other government agencies. Examples of community capacity building from this perspective include formally supporting a neighborhood in its quest for a brownfield grant or bringing the School Board and Library Board around a table with the neighborhood to discuss co-locating an elementary school and a library. The cost to the City, such as staff time, is minimal relative to the potential benefit.

Community capacity building is certainly not new. It happens today and frequently, but it happens on an ad-hoc basis only. The challenge is to operationalize it within local government and make it a required role of city/neighborhood partnerships. It should

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be used to guide planning, budgeting and implementation of appropriate projects and processes.

Vision of Success
▪ The public sector is aligned, integrated and focused on priorities that will contribute most to sustainable outcomes;
▪ Public sector collaboration with civic and private sectors has increased;
▪ Neighborhoods are engaged in decisions affecting them;
▪ The Public Sector leads by example by applying the Framework to public sector, corporate policies (e.g. green building, travel, human resources);
▪ Local (neighborhood) decision-making capacity is strengthened;
▪ Local (neighborhood) leadership is recognized, particularly within younger age groups and nurtured;
▪ The role of community and the benefits of integrated local planning, is recognized as a key ongoing part of the regional planning process;
▪ Emerging sustainability challenges are known and prepared for before they occur;
▪ A focus on early intervention and preventing disadvantage, particularly around education, health and housing is a reality;
▪ Neighbors achieve educationally and to successfully transition into employment or training;
▪ Decent and affordable housing capable of meeting changing family needs is found across the City and not just in concentrated areas;
▪ Community interaction and engagement is achieved through community events, educational and recreational programs and environmental improvement initiatives;

*The following is a policy framework to get started:*

### Neighborhood Goals, Objectives and Policies

**Goal 62:** Collaboration that leads to productive problem solving.

**Objective 62.1:** The City will integrate a community capacity building pilot program within the CDBG process and test its feasibility to be used on an ongoing basis.



*Submit Projects*

**Policy 62.1.1:** Ask neighborhoods and community-based organizations to submit a list of projects that they would like the City to assist them with, and ask neighborhoods to quantify the amount of commitment they can provide for each of those projects. Measurable outcomes must be established for each project, and the benefit shall be estimated in dollars with rationale provided. This should be done on an annual basis and it should be completed by early fall in order to be considered for the City's next fiscal year budget.

*Consider in City budget*

**Policy 62.1.2:** Each City department shall use this information as one of the criteria for prioritizing projects to be included in the annual budget.

*Neighborhoods demonstrate commitments*

**Policy 62.1.3:** The neighborhood or community-based organization requesting assistance must demonstrate it has secured its commitments for the project before the City agrees to partner with them.

*City and neighborhood form partnership*

**Policy 62.1.4:** The City and neighborhood or community-based organization will form a partnership

*City manages their risk*

**Policy 62.1.5:** The City must manage its risk, and the City may decide to reject, or stop, its participation in any project that may create unreasonable liability for the City, cost the City more than what was anticipated originally, is illegal

*Results are monitored*

**Policy 62.1.6:** Track the results and quantify the benefits for each project when it is completed and report back through the budgeting process.

## Building and Maintaining Healthy Neighborhoods

**Goal 63:** Improve and maintain the health, safety, and appearances of Tampa's neighborhoods. The term "neighborhood" is intended to include residential, as well as business neighborhoods. Fur-



ther, the word “residents” is intended to be inclusive of business participants.

### Property Maintenance and Neighborhood Beautification

**Objective 63.1:** The City shall continue to protect neighborhoods with appropriate regulations and code enforcement.

**Policy 63.1.1:** The City shall strengthen its efforts to reduce repeat offenders, by streamlining the code enforcement process by working with the local court system to institute a “Ticket Code Enforcement Process” for minor code violations.

**Policy 63.1.2:** The City shall provide information to landlords regarding all codes applying to rental property, including the requirement, if applicable, to obtain a City Rental Certificate.

**Policy 63.1.3:** The City shall educate homeowners of the City’s building and property maintenance codes and the importance of keeping property clean and maintained.

**Policy 63.1.4:** The City shall promote citizen awareness of all minimum code requirements by developing and distributing a self-inspection checklist.

**Policy 63.1.5:** The City shall streamline its permitting process making it more accessible, speedier and user friendly.

**Objective 63.2:** The City shall continue their programs which are designed to clean and beautify neighborhoods and encourage additional public-private partnerships and self-help programs.

**Policy 63.2.1:** The City shall continue existing City-citizen partnership programs that improve neighborhood appearance, such as:

- Neighborhood clean-ups;
- Peer-to-Peer;
- Neighborhood tree planting and the Mayor’s Beautification Programs;
- Adopt-A-Street;
- Paint Your Heart Out Tampa; and
- Hillsborough River and Tampa Bay Clean-ups.



**Policy 63.2.2:** The City shall encourage neighborhood based organizations to work with landlords and absentee owners to address property maintenance, tenant problems and promote better neighborhood relations through such means as, but not limited to, information workshops and technical assistance.

**Objective 63.3:** The City shall encourage neighborhood based organizations and community based groups to initiate self-help projects that improve neighborhood appearance, promote neighborhood pride and build a stronger sense of community.

**Policy 63.3.1:** The City shall continue to offer technical assistance through regular communication (i.e., Board agendas), workshops and special events.

**Policy 63.3.2:** The City shall continue to work with neighborhoods on self-help projects such as:

- Resident neighborhood-wide clean-ups;
- Adopting public spaces for litter clean-up and planting;
- Assisting the City in educating residents about maintaining alleys and rights of way;
- Adopting needy neighbors' properties to mow and maintain;
- Neighborhood sponsored beautification awards;
- Water conservation and xeriscape seminars;
- Neighborhood-wide garage sales;
- Organizing a sidewalk sweeping patrol;
- Involving neighborhood youth in neighborhood activities and programs;
- Expanding the use of community service probationers for clean-ups;
- Landscaping and maintenance of medians or parks with neighborhood volunteers; and



- Block parties and “Neighborhood-Day” picnics.

**Policy 63.3.3:** The City shall continue the “Neighborhood Sign Program” which strengthens the neighborhoods’ sense of identity, unity and pride.

**Objective 63.4:** The City shall keep its vacant lots maintained to current City codes to protect the viability of existing neighborhoods, in order to make vacant lots more marketable for compatible (re)development.

**Policy 63.4.1:** The City shall continue to maintain all City-owned vacant lots through its Vacant Lot Maintenance Program.

**Policy 63.4.2:** The City shall solicit the aid of neighborhood associations in helping to market surplus City-owned vacant lots and offer appropriate properties to associations and community based organizations for redevelopment and income producing opportunities.

**Policy 63.4.3:** The City shall continue to offer “for sale” surplus City-owned properties to adjacent property owners and the public.

**Policy 63.4.4:** The City shall keep an updated master list on file of all surplus City-owned vacant lots, and make it available to all neighborhood based organizations and interested parties upon request.

**Policy 63.4.5:** When marketing surplus City-owned property for sale and development, the City shall be sensitive to the concerns of the affected neighborhood.

**Policy 63.4.6:** The City’s Real Estate division shall work with local realtors to promote the sale of surplus City-owned vacant lots.

**Policy 63.4.7:** The City shall require owners of vacant lots, through the enforcement of existing ordinances, to be diligent in maintaining their properties and when appropriate, encourage neighborhood based organizations to work with the City in monitoring such properties.

**Policy 63.4.8:** The City, working with neighborhoods, shall analyze the potential of developing City owned vacant parcels with little or no redevelopment potential for neighborhood parks, playgrounds, or possible “Community Gardens”.

## Housing Affordability and Quality

**Goal 64:** Recognize that community prosperity, neighborhood health and revitalization is dependent upon quality housing for its citizens.

**Objective 64.1:** The City shall continue to support the public/private partnership programs as a means to achieve the following:

- Provision of affordable housing for all citizens;
- Revitalization of, and maintenance of, healthy neighborhoods;
- Reuse and protection of historic resources;
- Creation of jobs; and
- Leverage of public and private dollars for neighborhood redevelopment.

**Policy 64.1.1:** The City shall promote the benefits of affordable housing programs and urban neighborhoods.

**Policy 64.1.2:** The City's Real Estate division shall work with local real estate brokers in order to better market City-owned property for housing redevelopment.

**Objective 64.2:** The City shall continue its role as a facilitator for improving housing quality and opportunity in all neighborhoods by continuing programs such as the ones described in the policies below.

**Policy 64.2.1:** The City shall continue programs that renovate existing homes through:

- Public-private financial assistance to qualified homeowners;
- Financial assistance for rental unit improvements;
- Below market interest rate programs;
- Historic preservation incentive programs and regulations;
- Educational and informational workshops for homeowners renovating their homes; and
- Relocating structurally sound residences set for demolition to compatible neighborhoods.

**Policy 64.2.2:** The City shall continue to generate new home construction and infill housing in neighborhoods by:

- Involving a broad range of lenders and financial institutions, such as banks and credit unions;
- Providing financial and technical assistance to non-profit organizations;
- Assembling developable land for urban subdivisions; and
- Restore and replace deteriorated houses, compatible with the neighborhood's development pattern.

**Policy 64.2.3:** The City shall continue to encourage the revitalization of abandoned properties and renovate buildings for the housing needs of special populations.

- Reuse commercial or institutional buildings for adult congregate living facilities, the homeless, or other group homes where appropriate;
- Expand housing opportunities for the elderly and physically challenged;
- Increase opportunities for mixed use projects and commercial revitalization;
- Convert duplexes or small apartment buildings for large single family use; and
- The City shall seek public-private partnerships to provide affordable housing.

**Policy 64.2.4:** The City shall continue to involve affected residents, neighborhood associations, and the general public when planning for residential land uses.

**Policy 64.2.5:** The City shall continue to coordinate projects in and around the Tampa Housing Authority properties in order to:

- Improve neighborhood conditions surrounding public housing;
- Provide affordable properties to reduce the dependency on public housing;
- Maximize use of government funds;

**Policy 64.2.6:** The City shall continue the training, technical assistance and financing where necessary for non-profit organizations and Community Development Corporations (CDC's) involved in housing and revitalization.

**Policy 64.2.7:** The City shall explore additional funding sources for small neighborhood serving businesses for start-up, renovation or expansion.

## Public Safety

**Goal 65:** Improve public safety in neighborhoods to provide a secure environment for residents.

**Objective 65.1:** The City shall promote safer neighborhoods through active resident involvement in crime prevention programs.

**Policy 65.1.1:** The City shall continue to support the Neighborhood Crime Watch Program which has been proven effective in reducing crime by:

- Increasing citizen awareness;
- Educating residents on crime prevention strategies; and
- Providing City facilities for program meetings, where possible.

**Policy 65.1.2:** The City shall encourage Neighborhood based organizations and Neighborhood Crime Watch groups to work together to reduce crime.

**Policy 65.1.3:** The City shall encourage citizens to become involved in addressing the security of their neighborhood streets by requesting them to:

- Identify neighborhood areas needing increased security lighting;
- Promote the use of porch lights and private security lights;
- Tree trimming around street lights, traffic signs and safety devices;
- Participate in the City's Home Security Audit program; and
- Aid other property owners in properly affixing housing numbers.

**Objective 65.2:** The Police Department shall continue its efforts to create programs that build partnerships with the community to achieve long-term solutions to neighborhood crime.

**Policy 65.2.1:** The City shall continue to address neighborhood crime problems through City-citizen partnership programs.

**Policy 65.2.2:** The City shall continue to seek ways to increase the interaction and sensitivity between citizens and law enforcement officers in fighting neighborhood crime.

**Policy 65.2.3:** The Tampa Police Department will continue to implement community policing strategies.



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**Policy 65.2.4:** Whenever appropriate, the City shall pursue all state and federal public safety funding opportunities for crime prevention and crime fighting.



**Objective 65.3:** The City shall reduce the present levels of street level drug activities and street gangs in the City of Tampa.

**Policy 65.3.1:** The City shall continue to target problem drug areas and support citizen efforts to work with the police in eliminating street level drug sales.

**Policy 65.3.2:** The City shall continue to coordinate police investigations and code enforcement efforts in identifying and eliminating existing and potential crack houses.

**Policy 65.3.3:** The Police Department shall continue to monitor gang activities which are potentially gang related and deploy appropriate strategies.

**Objective 65.4:** Make neighborhood streets safe for children, pedestrians, bicyclists and motorists.

**Policy 65.4.1:** The City shall develop alternative strategies to reduce speeding, and to discourage trucks and cut-through traffic on residential streets.

**Policy 65.4.2:** The City's Transportation Division shall develop and distribute a Neighborhood Transportation Inspection Checklist to help the City identify within neighborhoods:

- Traffic safety problems;
- Pavement and sidewalk maintenance problems;
- Signal light problems;
- Traffic and street sign problems; and
- Street light needs and outages.

**Policy 65.4.3:** The City shall encourage neighborhoods to participate in the City's Neighborhood sidewalk and Street Light programs by obtaining neighborhood input and consensus on priority locations.

**Policy 65.4.4:** The City shall continue to enforce speed limits and monitor police traffic reports to identify speeding and high-accident areas.

## Technical and Financial Assistance

**Goal 66:** Enhance and support the capabilities of viable organizations to be self-reliant and undertake neighborhood improvement projects.

**Objective 66.1:** The City shall continue to provide opportunities for those neighborhoods interested in taking a more involved role in neighborhood revitalization and preservation by disseminating information about the wide variety of programs available by the City, county and social service agencies.

**Policy 66.1.1:** The City shall explore the establishment of organizations such as Community Development Corporations to address neighborhood needs and goals.

**Policy 66.1.2:** The City shall encourage private sector grants and sponsorships for neighborhood based organizations and community-based organizations to address neighborhood needs.

**Policy 66.1.3:** The City will continue to support and provide technical assistance to non-profit agencies interested in neighborhood redevelopment and preservation.

**Policy 66.1.4:** Working with the private and not-for-profit sectors, the City shall provide technical assistance and leadership training for neighborhood based organizations.

**Policy 66.1.5:** The City shall solicit participation by neighborhood based organizations in the City's annual Community Development Block Grant (CDBG) funding process.

**Policy 66.1.6:** Neighborhood concerns should be included in the Hillsborough County Needs Assessment five year report and citizens and neighborhood based organizations should participate in the assessment process.

**Policy 66.1.7:** The City shall assist neighborhood based organizations in exploring additional funding sources for neighborhood projects from organizations such as the Children's Board,



the Community Foundation, the Chamber of Commerce and the United Way.

**Policy 66.1.8:** The City will encourage the establishment of neighborhood civic associations through which the exchange of ideas, opinions, and information can be coordinated to best serve the needs of individual neighborhoods. Such action will include technical assistance and support as well as arrange for meeting space in City owned and maintained facilities.

### Roles and Responsibilities

**Mission:** Recognize the important role that government, citizens, neighborhood based organizations, the business community and the not-for-profits play in making Tampa's neighborhoods strong and viable.

### Government Responsibility

**Goal 67:** The City shall recognize its role in responding to neighborhood issues and shall encourage other governmental agencies, public utilities, cable companies and taxing authorities to recognize their role in responding to neighborhood issues and including citizen input.

**Objective 67.1:** The City shall provide residents with information regarding existing City programs, procedures and services.

**Policy 67.1.1:** The City shall continue its regular communication with City residents by:

- Sending public meeting agendas to neighborhood associations listed on the City's official "Neighborhood Registry"; and
- Distributing brochures on City Services and programs.

**Policy 67.1.2:** The City shall distribute and update written materials on City services, events and programs including The Guide to City Services, Handbook for Tampa Neighborhoods and The Guide to Clean Neighborhoods.

**Policy 67.1.3:** The City shall explore and implement fiscally appropriate ways to distribute information City-wide, such as:

- Mailing with monthly utility bills;
- Placing agendas in public library branches;
- Utilizing of the local media (print, television and radio); and
- Encourage the local media to provide regular space and air time for

announcing neighborhood meetings, events and programs.

- Policy 67.1.4:** The City shall continue to conduct City department workshops, events and conferences and provide citizens opportunities to tour City facilities.
- Policy 67.1.5:** The City shall support the hosting of a Neighborhood Convention on an annual or bi-annual basis.
- Policy 67.1.6:** The City shall make informational materials more understandable to the public.
- Policy 67.1.7:** The City shall provide opportunities for citizens to meet with City elected officials and department heads in their neighborhoods on a regular basis, through the following means:
- The Mayor, senior staff and the City department heads shall continue to attend neighborhood meetings regularly;
  - Increase the number of City Council District meetings to at least one meeting each year in each of the single member districts; and
  - Institute a “Speakers Bureau” of City staff to attend neighborhood and civic group meetings offering information on the services and programs that affect our City’s neighborhoods.
- Objective 67.2:** Strengthen the relationship between City hall and neighborhood associations.
- Policy 67.2.1:** The City shall work with neighborhood based associations and umbrella groups, such as, the Tampa Homeowners and Association of Neighborhoods (THAN) and Neighborhood Crime Watch, to improve Tampa’s neighborhoods.
- Policy 67.2.2:** The City shall continue the upper level, non-classified staff position of neighborhood liaison to act as a neighborhood ombudsman to coordinate City departments and communicate with residents on neighborhood issues.
- Policy 67.2.3:** The City shall designate within each department a liaison to coordinate the department’s neighborhood issues.
- Policy 67.2.4:** To increase public participation, City Council shall consider the use of evening public hearings on issues that affect neighborhoods such as:

- Wet zonings;
- Special reports; and
- Code revisions and amendments.

**Policy 67.2.5:** The Mayor and City Council shall publicize vacancies on lay boards and committees.

**Policy 67.2.6:** The needs of Tampa neighborhoods and the opportunities to improve and maintain those neighborhoods including a detailed analysis of the community's desired character shall be considered. Neighborhood area plans will be initiated with the assistance of appropriate agencies and neighborhood organization.

**Objective 67.3:** Improve the coordination of City services and departments as they affect neighborhoods.

**Policy 67.3.1:** City departments shall institute procedures for keeping citizens informed on issues and projects affecting their neighborhoods and solicit their input on ways to better identify neighborhood issues in the daily performance of City Services such as:

- Tracking and coordinating citizen complaints;
- Ensuring departments post and use the City's "Neighborhood Map" and "Neighborhood Registry"; and
- Beginning the "Street Watch" program to inform residents of pending public works projects.

**Policy 67.3.2:** Provide an opportunity for public input including neighborhoods, businesses, and other interested groups in all aspects of capital improvements planning and implementation, particularly prior to and during project development.

**Objective 67.4:** The City shall ensure that municipal codes remain sensitive to the changing trends and needs of Tampa's neighborhoods by reviewing them on a regular basis.

**Policy 67.4.1:** The City shall continue its annual zoning code review process.

**Policy 67.4.2:** The City shall continue reviewing all land development regulations at least once every seven years, to ensure consistency with the Comprehensive Plan update.

**Objective 67.5:** The City, in the role of a facilitator, shall promote opportunities for other governmental agencies, public utilities, cable companies and taxing authorities to meet with and obtain meaningful input from Tampa’s neighborhoods on a regular basis.

**Policy 67.5.1:** The City shall provide the neighborhood registry and map to such agencies.

**Policy 67.5.2:** City Council will host an annual public workshop and request that the Florida Department of Transportation (FDOT) and the Hillsborough County School Board to provide status reports on planned and programmed projects which impact Tampa’s neighborhoods.

**Policy 67.5.3:** Agencies such as the Florida Department of Transportation, Metropolitan Planning Organization, Planning Commission, Southwest Florida Water Management District, Port Authority, Aviation Authority, School Board, utility companies, cable companies, etc. shall be encouraged by the City to utilize the Neighborhood Registry and the official neighborhood map to inform citizens of their activities.

**Policy 67.5.4:** The City shall encourage such agencies to strengthen community outreach efforts by:

- Designating a neighborhood liaison;
- Notifying citizens of pending projects;
- Receiving input on future projects;
- Soliciting citizen concerns;
- Informing citizens of upcoming meetings;
- Holding regular meetings within affected neighborhoods; and
- Providing timely response to citizen concerns.

## Citizen Responsibility

**Goal 68:** Work towards responsible government through citizen participation.

**Objective 68.1:** Residents and neighborhood based groups are encouraged to become active participants in their City government and



the decision-making process.

- Policy 68.1.1:** Citizens are encouraged to work with the City and other agencies affecting their neighborhood by:
- Providing input on issues and projects important to the residents;
  - Becoming familiar with government policies and procedures;
  - Advising elected officials of neighborhood needs, wishes, ideas and “official” positions on neighborhood issues;
  - Advocating and participating in neighborhood affairs; and
  - Becoming a partner with government and the private sector to improve Tampa’s neighborhoods.
- Policy 68.1.2:** The City shall encourage self-help solutions and neighborhood initiatives.
- Policy 68.1.3:** Citizens are encouraged to register to vote, and turn out for all elections to ensure a stronger, more representative government.
- Policy 68.1.4:** Citizens are encouraged to regularly attend or monitor City Council and City Board meetings, workshops and public hearings.
- Objective 68.2:** Increase involvement in, and formation of, neighborhood based organizations.
- Policy 68.2.1:** Citizens are encouraged to seek public and private assistance in forming new associations.
- Policy 68.2.2:** Encourage Neighborhood based organizations and other community based organizations to improve communications with others by:
- Utilizing Government Access Television Channel’s (GATV) weekly Bulletin Board” to highlight neighborhood meetings and events;
  - Exchange newsletters with other associations;
  - Meet with neighboring associations; and
  - Send newsletters and agendas to utilities, cable companies, taxing authorities, businesses and other government agencies that affect their area.
- Policy 68.2.3:** When appropriate, the City shall encourage neighborhood based organizations to create task forces or committees to work on problems which cross neighborhood boundaries.

- Policy 68.2.4:** The City shall encourage neighborhood based organizations to provide the City with current information for the neighborhood registry and official neighborhood map, and to designate an official neighborhood contact person to interact with the City and all outside agencies.
- Policy 68.2.5:** Encourage neighborhood based organizations to seek assistance and sponsorships from the business community in order to stretch neighborhood efforts and dollars.
- Policy 68.2.6:** The City shall encourage and support the formation of new neighborhood associations and Crime Watch groups.
- Policy 68.2.7:** As a means of setting goals and measuring achievements, the City shall encourage each association to conduct an annual assessment of its neighborhood's needs.
- Policy 68.2.8:** Encourage neighborhoods to involve residents, businesses, social service agencies, non-profit groups and government to assist with programs which focus on fostering a positive image of our urban neighborhoods.
- Policy 68.2.9:** Maintenance of private subdivision stormwater ponds are the responsibility of the residents.

### **Private Sector Responsibility**

- Goal 69:** Increase the private sector's awareness that healthy, active neighborhoods are necessary for long-term economic growth.
- Objective 69.1:** The private sector is encouraged to strengthen interaction and form partnerships among residents, businesses, non-profit and government organizations in order to address common issues and resolve potential conflicts.
- Policy 69.1.1:** Business organizations, such as the Kennedy Blvd. Council, Westshore Alliance, Downtown Partnership, and the Ybor City Development Corporation, shall consider including, with the assistance of the City, neighborhood input and neighborhood representation on boards, ad hoc committees and study groups, when appropriate.
- Policy 69.1.2:** The private sector may consider sponsorships, donations and other forms of financial assistance to neighborhood projects and associations.

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- Policy 69.1.3:** Corporations, businesses and non-profit organizations are encouraged to work closely with the neighborhoods which surround them.
- Policy 69.1.4:** The real estate and development industry are encouraged to promote investment and opportunities for urban living.
- Policy 69.1.5:** Developers shall be encouraged to contact neighborhoods, with the help of the City, to advise residents early in the process of upcoming projects.
- Policy 69.1.6:** The private sector and non-profit organizations shall be encouraged to communicate with neighborhoods and residents through:
- Hosting programs, classes and events to provide interaction and education on issues of mutual interest;
  - Use of the neighborhood map and registry to communicate on issues of concern to neighborhoods; and
  - Attendance at neighborhood meetings.
- Policy 69.1.7:** Business and professional associations are encouraged to become involved with neighborhoods offering their assistance to help by:
- Offering free or, at reduced rates, goods or services to the needy, poor and elderly;
  - Emergency situations;
  - Professional assistance; and
  - Code enforcement problems.

### More Neighborhood Protection through the Comprehensive Plan

**Mission:** Maximize use of the *Tampa Comprehensive Plan* and the growth management process to protect neighborhoods.

**Goal 70:** Improve the understanding and utilization of Tampa's Comprehensive Plan.

**Policy 70.1.1:** The City and Planning Commission staff shall work together to educate residents and neighborhood based organizations on the purpose, content and benefits of Tampa's Comprehensive Plan through day-to-day contact with citizens, special meetings and workshops.

**Policy 70.1.2:** Host workshops on the general use of the Comprehensive Plan and on special land use and zoning topics annually.

**Policy 70.1.3:** Promote citizen and neighborhood use of the Planning Commission's

library and data base system for information, computerized mapping, research and data gathering on topics of interest and obtaining data on Tampa's neighborhoods.



**Policy 70.1.4:** Improve the accessibility of the Comprehensive Plan for all citizens by:

- Placing copies of the Comprehensive Plan in all City branches of the Hillsborough Public library and keep them updated;
- Creating an index for all elements of the Comprehensive Plan; and
- Using computer information technology to improve the accessibility of the Comprehensive Plan.

## Intergovernmental Coordination Element

### Intergovernmental Coordination Overview

There is a need for a coordination process among agencies. The lack of coordination may result in the duplication of services and activities and an inefficient use of resources. Improved communications among agencies is needed. Intergovernmental Coordination is designed to find those areas where it can provide economical, and efficient provision of public services.

Intergovernmental Coordination is the management basis for the entire comprehensive plan. The purpose is to outline methods of coordination for governments, agencies and departments. It also establishes committees and policies that place responsibility and authority where they are needed to accomplish tasks. The basic concepts are coordination among jurisdictions and efficiency in government. These objectives are to be accomplished by formal or informal agreements. Planning should address better coordination of agencies and recommend funding for appropriate Levels of Service.

Florida Statute 163.361(4) intends that there be cooperation among governments "to encourage and assure coordination of planning and development activities of units of local government with planning activities of regional agencies and the state government". Chapter 163.3177(4)(a) requires coordination of local Comprehensive Plans with those of adjacent governments. More explicitly, the Comprehensive Plan of one government shall include a policy statement relating the development of an area to the proposed plan of another jurisdiction, or region or State, as necessary. Therefore, the door is open to coordination and cooperation of all types of services from development permit review to

annexation policies.

### **Intergovernmental Cooperation Opportunities**

The Intergovernmental Coordination Element will carry out the basic concepts of coordination among jurisdictions and efficiency in government. These objectives will be accomplished by formal or informal agreements. Those agreements will cover areas of interest such as public safety, utilities and comprehensive land use planning. Planning should address better coordination of agencies and recommend funding for appropriate Levels of Service. Service standards and levels, established by agencies, must be clearly communicated among governments so that services are fairly and effectively provided to all citizens without penalizing the development potential of any jurisdiction.

Existing coordination mechanisms are generally good for the purposes for which they were initiated. However, as agencies and governments grow more sophisticated in their operations and planning, new problems come to the surface. An accepted, recognized forum must be established for intergovernmental conflict resolution. It may also develop and research new issues. This body should be part of a larger pattern designed for logical process of airing and resolving disputes.

### **Intergovernmental Cooperation Challenges**

There are constraints to intergovernmental coordination. The biggest obstacle lies in getting a local government or agency to surrender some of its operating authority. Conventional doctrine has established that the Policy making functions of government be based on the smallest possible geographic unit. The same problem is evident among regulatory agencies when one examines overlapping or duplicative permitting requirements.

Resource constraints also play a role in determining the level of coordination. Working with other jurisdictions to develop uniform approaches to solutions involves a greater expenditure of personnel time than does a unilateral policy decision. Financial consideration is important. Decisions made by a group of governments requiring individual member governments to implement decisions may involve greater capital expenditures than would have been budgeted by independent action. Finally, the largest barrier to full cooperation is accountability. Local elected officials are responsible to local constituencies. Sometimes, situations may arise where citizens in a City or county are asked to surrender a portion of their lifestyle or neighborhood for a larger community good. Some examples include an arterial street widening causing loss of front yard landscaping, or the siting of a jail. Accountability to a specific entity may require supporting local concerns over all others. Intergovernmental coordination will require local government officials and staffs to

balance local against regional concerns.

## Intergovernmental Cooperation Goals, Objectives and Policies

**Goal 71:** To establish and maintain an efficient, effective and convenient program to address multi-jurisdictional, comprehensive planning issues for the purpose of:



- Achieving the Goals and Objectives of the *Tampa Comprehensive Plan*;
- Resolving any incompatibility of Goals, Objectives, Policies and development in the *Tampa Comprehensive Plan* with those of the plans of the Hillsborough County School Board and/or other units of the local government providing services but not having regulatory authority over the use of land, with the Comprehensive Plans of the adjacent jurisdictions and with the plans of regional, State and federal agencies; and
- Furthering the goals supporting the achievement of the Comprehensive Regional Policy Plan of the Tampa Bay Region and the State Comprehensive Plan.

**Objective 71.1:** The City of Tampa shall continue to establish new and review existing coordination mechanisms that will evaluate and address the capital improvements plans and programs and their effects on the local Comprehensive Plans developed for the municipalities and other units of local government providing services but not having regulatory authority over the use of land.

**Policy 71.1.1:** The City of Tampa shall endeavor to reach agreement with Temple Terrace, Pasco County and unincorporated Hillsborough County for plan consistency review of selected types of development proposals for which it has jurisdiction lying within one mile of their respective borders. Such agreement, for example, shall require staff cooperation at the technical and administrative levels.

**Policy 71.1.2:** The capital budgeting and development plans and priorities of the adjacent county and City governments shall be evaluated and reported on annually by the Hillsborough County City-County Planning Commission as part of the input to the local planning agency annual report on the status of implementation of the Comprehensive Plans of Hillsbor-

ough County and its municipalities, their various categories of Levels of Service and evaluation of future improvements.



**Policy 71.1.3:** The appropriate staffs will provide reviews and recommendations, consistent with the adopted Comprehensive Plan, to all Plan Amendments approved for study by the local planning agency.

**Policy 71.1.4:** Master plans of all authorities will be reviewed for the needs and timing of appropriate infrastructure to service these facilities.

**Policy 71.1.5:** The City of Tampa shall cooperate with the other jurisdictions and utility companies in Hillsborough County in the development of a unified forecasting effort for population, socio-economic data, transportation modeling and capital planning.

**Objective 71.2:** City of Tampa shall continue to address the impacts of development proposed in the local Comprehensive Plan upon adjacent jurisdictions, the region and the state.

**Policy 71.2.1:** City of Tampa shall continue to cooperate with Hillsborough County, Pasco County, and Temple Terrace for review of selected types of development proposals within their jurisdiction within one mile of their respective borders or any development which will impact another jurisdiction. The staff shall cooperate at the technical and administrative levels to review the relationship of proposed development to the existing comprehensive plans, address impacts of development and to achieve compatibility with the comprehensive plans of the respective jurisdictions in plan amendments, areas of rezonings, land development regulations, and infrastructure management.

**Policy 71.2.2:** City of Tampa shall negotiate agreements with adjacent jurisdictions for planning review of all development proposals in adjacent jurisdictions within one mile of their respective borders or any development which will impact another county. The agreements, shall require staff cooperation at the technical and administrative levels to review the relationship

of proposed development to the existing comprehensive plans, address impacts of development and to achieve compatibility with the comprehensive plans of the respective jurisdictions plan amendments, rezonings, land development regulations and infrastructure management.

**Policy 71.2.3:** The capital budgeting and development plans and priorities of the adjacent county and City governments shall be evaluated and reported on annually by The Planning Commission as part of the input to the local planning agency annual report on the status of implementation of the comprehensive plans of Hillsborough County jurisdictions, their various categories of levels of service and evaluation of future improvements.

**Policy 71.2.4:** The appropriate fiscal and planning staffs will provide reviews and recommendations, consistent with the adopted comprehensive plan, to all plan amendments approved for study by the local planning agency.

**Objective 71.3:** The City of Tampa shall continue to coordinate with and assemble representatives from local, regional, state and federal agencies and departments, units of local government providing services but not having regulatory authority over the use of land, and adjacent municipalities and counties in appropriate forums to ensure coordinated actions relative to bay management, ecosystems management and protection, water quality and quantity and other aspects of our natural heritage.

**Policy 71.3.1:** Coordination on environmental issues will continue to occur through various methods including joint workshops and cross-organizational meetings. Participants may include, as appropriate to the selected issues, all governments in Hillsborough County, Florida Game and Freshwater Fish Commission, Florida Department of Environmental Protection, Florida Department of Transportation, Florida Department of Agriculture and Consumer Services, Division of Forestry, Natural Resources Conservation Service (U. S. Department of Agriculture), the Southwest Florida Water Management District, Tampa Bay Water, the Tampa Bay Regional Planning Council, Agency on Bay Management, the Environmental Protection Commission of Hillsborough County, various County authorities and the Hillsborough County City-County Planning Commission, utility companies, adjacent jurisdictions and interested citizens, Tampa Bay Estuary Program.

**Policy 71.3.2:** Appropriate agencies through coordination methods described in the

previous policy shall identify issues and provide a structured framework for discussion and resolution of items such as jurisdictional setback lines, varying mitigation standards, cooperative research opportunities, shared data and efficiency in operations and procedures through proposed elimination of regulatory activities that are not linked to specific public and natural resources protection needs.



- Policy 71.3.3:** Appropriate environmental agencies shall develop a means of cooperatively using, exchanging and combining data and information so that it is of practical benefit to local governments and the agencies represented.
- Objective 71.4:** The City shall maintain membership on, and actively participate in, the planning process of the Tampa Port Authority, the entity responsible for dredge spoil sites, to ensure intergovernmental coordination in the designation of new dredge spoil disposal sites.
- Policy 71.4.1:** Through its membership on the Tampa Port Authority, the City shall promote the involvement of the appropriate state and federal agencies and the public in providing for or identifying dredge spoil disposal sites.
- Policy 71.4.2:** Through its membership on the Tampa Port Authority, the City shall pursue the resolution of conflicts through the Coastal Resources Inter-agency Management Committees dispute resolution process, where appropriate.
- Objective 71.5:** The City of Tampa shall continue the integration of all forms of metropolitan transportation planning into the comprehensive planning process, including planning in other jurisdictions.
- Policy 71.5.1:** The City of Tampa shall regularly attend and participate in the quarterly Coordinated Urban Transportation Study (CUTS) meetings and monthly Metropolitan Planning Organization and Technical Advisory Committee meetings.

- Policy 71.5.2:** The local planning agency shall continue to coordinate with Florida Department of Transportation which shall guide the Local Planning Agency, Metropolitan Planning Organization, Florida Department of Transportation in their comprehensive planning in at least the following areas:
- Clarify Florida Department of Transportation corridor access management planning and signalization of State roads used as a part of a regional network and as it relates to the City traffic circulation system;
  - Require timely Florida Department of Transportation review of rezoning and sub-Development of Regional Impact requests forwarded by, and at the discretion of, the City of Tampa Traffic Department for comment;
  - Require existing staffs to review and recommend changes to procedures to reduce time required for access permits and stormwater management, setback and infrastructure reviews; and
  - Establish adequate right-of-way protection standards which shall become the basis for land development review regulations for all new development and for an adopted area-wide map.
- Policy 71.5.3:** The City of Tampa, shall coordinate with the metropolitan transportation planning process, in the development of a multi-modal transportation system. Such coordination shall include:
- Consideration of all updated Transportation Improvement Program and the Long Range Transportation Plan by the Hillsborough County Metropolitan Planning Organization to cooperatively implement the Comprehensive Plan;
  - Implementation of land development strategies which integrate urban design, neighborhood planning and density/intensity for rail transit stations; and
  - Coordination of surface transportation access to the airport and port consistent with individual master plans and the MPO's Long Range Transportation Plan.
- Policy 71.5.4:** The City of Tampa shall work with the Metropolitan Planning Organization to develop a relationship in mass transit planning and operations with all adjacent jurisdictions.
- Policy 71.5.5:** The City of Tampa, in conjunction with the Metropolitan Planning Organization and the Hillsborough County City-County Planning Commission, shall work toward establishing and utilizing a unified, cooperative data and forecasting methodology for County-wide.

- Objective 71.6:** The City of Tampa shall continue to evaluate its Comprehensive Plan with the Master Facilities Plans of school boards, community colleges, state universities, authorities and Plans of other units of government providing services but not having regulatory authority over the use of land, such as Florida Department of Transportation and with the Comprehensive Plans of adjacent municipalities and adjacent counties in an effort to ensure consistency.
- Policy 71.6.1:** The City of Tampa shall utilize the local planning agency and staff as the metropolitan intergovernmental coordination and review agency, in addition to the already established duties of the agency. Duties shall include, among others, the provision of information and services, such as economic research; population data analysis and reporting; socio-economic reporting; land use amendment review, analysis and recommendation; authority plans review; and land development regulation review of any of the governments in Hillsborough County.
- Policy 71.6.2:** The City of Tampa shall continue to support and to use the local planning agency as the source of cooperatively developed data and information related to the development and implementation of the Comprehensive Plan and shall encourage the participation of other governments within the County in this cooperative effort.
- Policy 71.6.3:** The City of Tampa shall seek to formalize all coordination and cooperation mechanisms required by its Comprehensive Plan to the greatest extent possible through contracts, memoranda of understanding, formal resolutions, Interlocal agreements, or other means.
- Policy 71.6.4:** The City of Tampa shall support the maintenance of all coordination mechanisms that effectively and efficiently resolve coordination issues, including those relating to annexations.
- Policy 71.6.5:** If any existing or new agreement fails to effectively address intergovernmental issues that are significant to the City of Tampa, the mechanism may be reviewed by the Local Planning Agency and a recommendation provided. Affected local governments and agencies shall review the recommendations during the six months following the receipt of the recommendation.
- Policy 71.6.6:** If the recommended solution to the intergovernmental issue is not acceptable to all parties involved, then the ‘conflict resolution process’

shall be initiated by the affected parties and further data and information may be requested from the Local Planning Agency.

**Policy 71.6.7:** The Hillsborough County City-County Planning Commission will recommend appropriate action based upon the results of any negotiation, arbitration or Plan challenge. If necessary, the appropriate Comprehensive Plan(s) will be amended in accordance with State law and local policy.

**Objective 71.7:** The City shall continue to coordinate with State, local and regional social service agencies in order to assess services and activities offered to economically disadvantaged and minority groups.

**Policy 71.7.1:** These agencies should encourage the Community Action and Planning Agency to continue to assess and document the social services delivery in Hillsborough County.

### Coordination of Public Educational Facilities

**Objective 71.8:** The City shall strive to maintain and enhance joint planning processes and procedures for coordination of public education facilities to ensure plans of the School Board are coordinated with plans of the City. On an ongoing basis, the City, in cooperation with the School Board, shall review existing coordination mechanisms, its comprehensive plan, the Interlocal Agreement, and other programs and their effects on the plans developed for the School Board. Assistance for this effort shall be requested from regional and state agencies by the Planning Commission, as needed.

**Policy 71.8.1:** In cooperation with the School Board and the local governments within Hillsborough County, the City will enter into (and amend when necessary) an Interlocal Agreement, as required by Section 1013.33, Florida Statutes, to implement the provisions of the Public Schools Facilities Element for:

- a. Coordination and Sharing of Information
- b. Planning Processes
- c. School Siting Procedures
- d. Site Design and Development Plan Review
- e. School Concurrency Implementation
- f. Implementation and Amendments
- g. Resolution of Disputes

**Policy 71.8.2:** In order to coordinate the effective and efficient provision and siting of public educational facilities with associated infrastructure and services within the City of Tampa, the Hillsborough County Council of Governments and the Hillsborough County City-County Planning Commission shall meet jointly to develop mechanisms for coordination. Such efforts may include:

- a. Coordinated submittal and review of the annual capital improvement program of the City, the annual educational facilities report and Five Year School Plant Survey of the Hillsborough County School Board.
- b. Coordinated review and assessment of the associated costs and expenditures of siting and developing schools with needed public infrastructure.
- c. Coordinated review of residential planned developments or mixed use planned developments involving residential development.
- d. Use of a unified data base including population (forecasts of student population), land use and facilities.
- e. Ongoing coordinated siting of schools with parks, libraries and other public uses for multi-functional use.



- f. Coordinated reviews of proposed plan amendments and DRI applications shall include an analysis of the existing, planned and funded capacity of schools to serve development resulting from these approvals. The analysis, provided by the applicant working with the School District staff, shall reflect the need for additional schools and the financial feasibility of adding those facilities into the 5 year plan and/or 10-20 year plans.

**Policy 71.8.3:** On an annual basis, the School Board shall provide information from their Five Year Facilities Work Program outlining the need for additional school facilities, including information detailing existing facilities and their locations and projected needs. The Work Program shall also contain the School Board's capital improvement plan, including planned facilities with funding representing the District's unmet needs.

**Policy 71.8.4:** The City of Tampa shall review the School Board's Five Year Facilities Work Plan to determine the need for additional school facilities. The City shall identify general locations for new schools necessary to support anticipated and planned development. The City shall offer their assistance to the School Board to determine appropriate locations where there may be sufficient land proximate to the area being served.

**Objective 71.9:** The City in cooperation with local governments within Hillsborough County, shall encourage all appropriate agencies to participate in this assessment effort.

**Policy 71.9.1:** Local governments and appropriate agencies shall:

- Contribute data it uses in order to carry out its mandated mission;
- Document the costs of services; and
- Communicate and coordinate future planning goals of the service providers.

**Policy 71.9.2:** The conflict resolution process should be simple and easily understood by all participants so as to promote its accessibility and use. Principles that constitute the basis for an Intergovernmental Coordination Element resolution process should be the following:

- Intergovernmental issues should be resolved at the lowest level;
- The process should be appropriate to the area or issue requiring intergovernmental coordination;
- The progression of steps in the conflict resolution process should correspond with a progression upward in the hierarchy of decision-makers, i.e., technical staff to department heads to chief executive officers and elected officials; and
- The final resolution should be voluntarily agreed to by the individual governments, bearing in mind that all jurisdictions abide by court decisions, if that is the final resolution.

**Policy 71.9.3:** When the Hillsborough County City-County Planning Commission and/or the Tampa Bay Regional Planning Council, as appropriate, review the Developments of Regional Impact, land development regulations, and Comprehensive Plan Amendments, etc., they shall review and identify inconsistencies from an interjurisdictional perspective and advise the City of Tampa.

**Policy 71.9.4:** The Hillsborough County City-County Planning Commission and/or Tampa Bay Regional Planning Council, as appropriate, shall produce written reports in a timely manner identifying any other interjurisdictional problems that may surface and advise the City of Tampa.

**Policy 71.9.5:** Ad hoc committees of the local jurisdictions, at the technical staff level of the various jurisdictions, may be convoked to discuss the problem and to resolve it. These committees shall be formed upon the request of one of the local jurisdictions and by mutual agreement of the participating jurisdictions.

**Policy 71.9.6:** If no resolution of the issue is attained, then voluntary coordination

meetings at the highest technical level, such as the department or agency director level, shall discuss the issue and attempt to resolve the differences between the jurisdictions.

- Policy 71.9.7:** If no resolution is reached, the problem will surface to the next level, the policy level, for resolution, i.e., the Chief Executive Officer and elected officials.
- Policy 71.9.8:** If no decision is reached at the policy level, then by mutual agreement and as a voluntary option, the parties may call upon a professional arbiter for non-binding resolution of the issue. For example, the arbiter could be a professional arbiter, or an arbiter from the University system or a State agency.
- Policy 71.9.9:** If this solution is not acceptable to the jurisdictions involved, then they may pursue a binding resolution through the courts, after invoking the Florida Governmental Cooperation Act of 1987, Chapter 164, Florida Statutes. This is now required before one governing body of a county or municipality may file suit against another county or municipality.
- Policy 71.9.10:** At the steps of the conflict resolution process outlined above, the participants can call upon the resources of the Hillsborough County City-County Planning Commission to provide further technical analysis, and if requested, recommendations.
- Policy 71.9.11:** The participants can call upon the services of the Tampa Bay Regional Planning Council or the Hillsborough County City-County Planning Commission to provide technical analysis and assistance, and if requested, recommendations.
- Policy 71.9.12:** The City shall collaborate with the Southwest Florida Water Management District and Tampa Bay Water in updating its 10-year Water Supply Work Plan.