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**Primary Transit Corridor Network Master Plan  
Nebraska – Hillsborough Primary Transit Corridor**

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**Rating Factor #1: Purpose and Outcomes  
Project Purpose**

The City of Tampa proposes to use funding sought through this grant application to develop a detailed corridor master plan for the Nebraska - Hillsborough Avenue Primary Transit Corridor that:

1. Takes advantage of its location and transportation resources;
2. Provides opportunities to unify and strengthen the corridor’s identity;
3. Promotes economic development, particularly in close proximity to mixed-income communities;
4. Encourages green and healthy design for new construction and/or rehabilitation,
5. Strengthens cultural, social and historic connectivity along the corridor;
6. Creates attractive pedestrian- and transit-oriented places; and
7. Facilitates public facilities financing and timely construction.

Funds sought through this grant application will also be used to develop a detailed station area plan for the Florida High Speed Rail System scheduled to begin construction by the end of 2013 and in operation by 2015.

The strategy presented in this application seeks to establish a comprehensive design approach for the entire corridor to promote efficiency and functionality, and better define a unique and distinctive sense of place. It will be based on a combination of the community’s vision, the City’s goals, and best management practices in transit-oriented development (TOD).

## Overview

The City of Tampa, Florida is located just east of the Gulf Coast of Florida. Directly adjacent to Tampa Bay, the City serves as the county seat for Hillsborough County -- the fourth most populous county in the state-- and is a major part of one of the fastest growing metropolitan areas in the nation. Tampa's resident population in 2000 was 303,447. According to estimates, the city's population had grown to 343,890 by 2009, making it the 54th largest city in the United States. Additionally, more recent estimates project the City's population will grow by 92,860 people between 2005 and 2025. Along with this trend, employment is projected to increase by 132,000 jobs during this same period -- giving the City an employment base of more than 495,000 jobs.

In May 2009, the City adopted a major update to its Comprehensive Plan (Tampa Comprehensive Plan: Building Our Legacy - A Livable City, May 2009) establishing "livability" as the overarching theme in meeting the needs of the existing population and planning future growth. In addition to the traditional comprehensive planning elements, the May 2009 Plan Update emphasizes transit oriented development within activity centers and along major mixed-use/transit corridors, energy efficient land use patterns, energy conservation, multi-modal transportation systems, pedestrian oriented places, mixed-income residential communities and people connected via a wide range of physical and social systems as public policy.

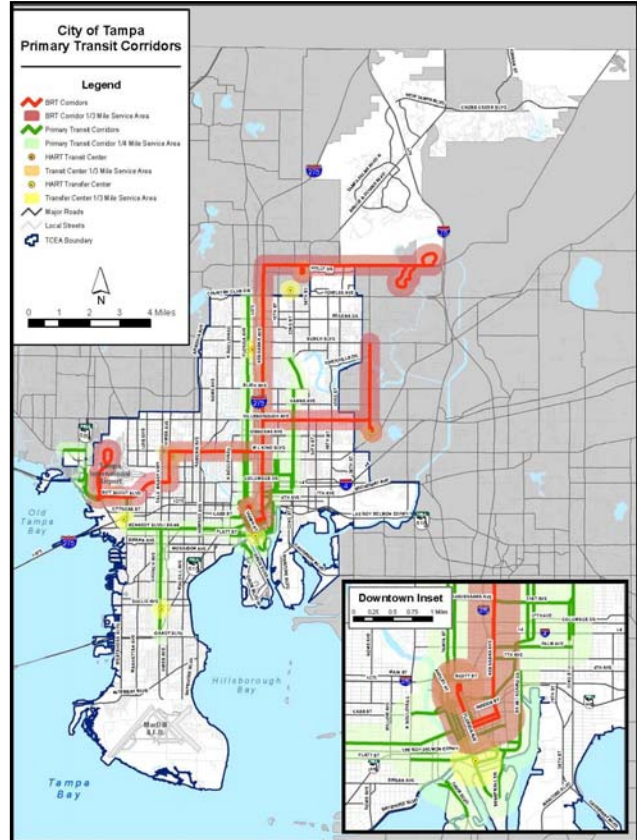


Figure 1  
Adopted Primary Transit Corridor Network

The City of Tampa is 92% built-out to its corporate limits. Most future development will occur as infill development -- thus adding greater densities and filling in existing vacant areas and areas targeted for redevelopment. To protect existing communities and to minimize adverse impacts of future development, the Comprehensive Plan directs new development to locate in and around the major business centers and along *Primary Transit Corridors* (See Figure 1). Directing growth into these corridors will result in the types of sustainable conditions envisioned in this planning program.

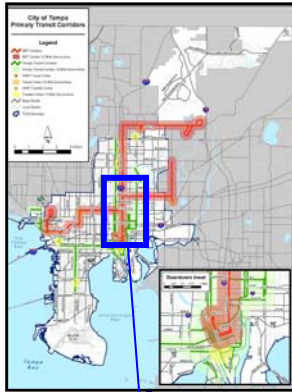
## Study Area

The study area for this project is shown in Figure 2: the Nebraska - Hillsborough Avenue Primary Transit Corridor. The corridor includes more than a billion dollars in planned multi-modal transit capital spending, highlighted by the nation's first high speed rail system, a potential light rail system and programmed bus rapid transit systems. No other corridor in the City's transit network has the same degree of multi-modal linkages as the Nebraska -- Hillsborough corridor. Integration of these systems to each other and to the surrounding communities is needed and would result in a much improved form and function.

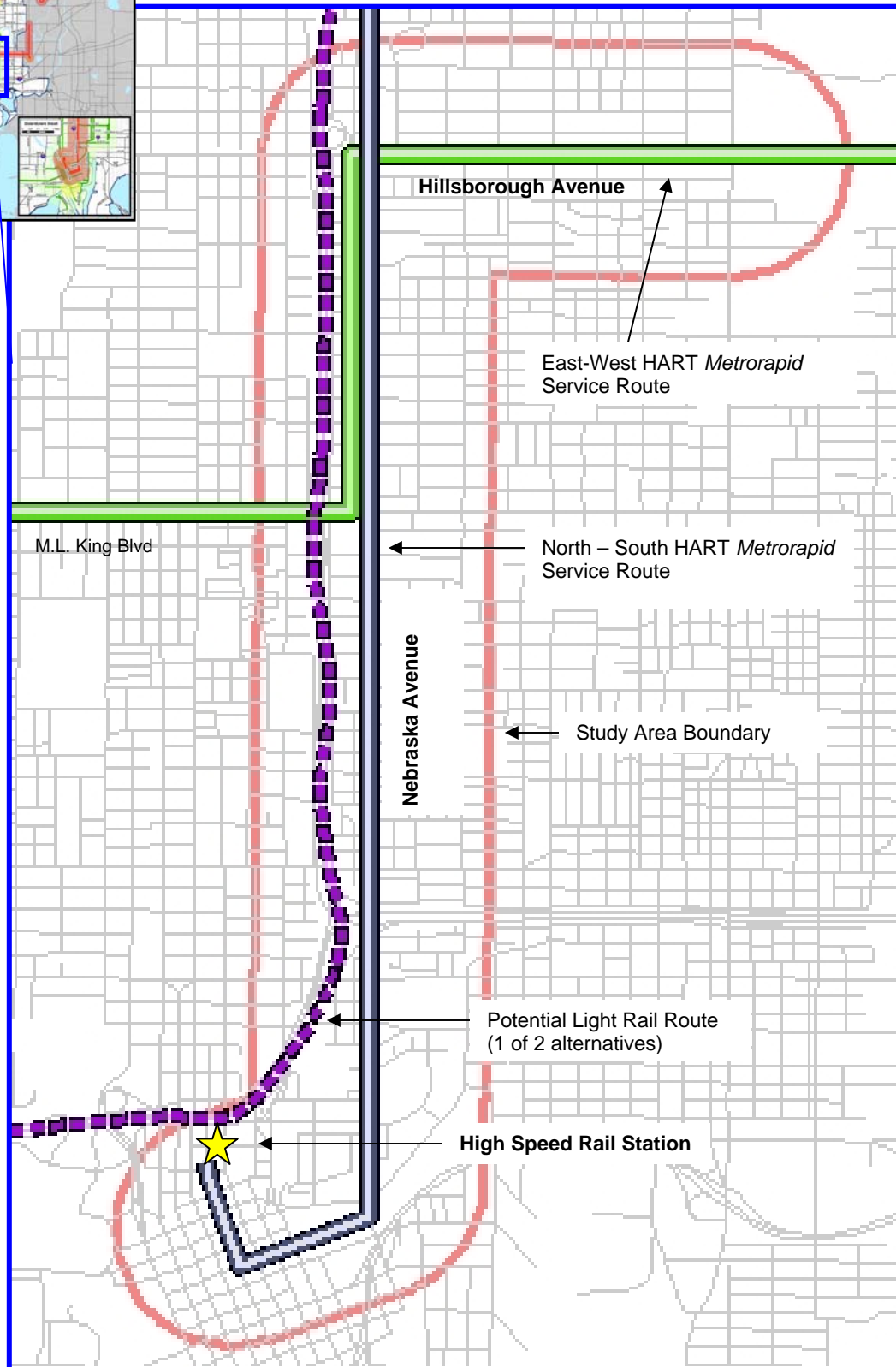


The Florida High Speed Rail System will begin operation in 2015

The location of the Florida High Speed Rail (HSR) Terminal at the southern end of the corridor in downtown Tampa presents a set of unique opportunities and critical challenges for the City. The Florida Department of Transportation is committed to beginning construction on the multi-modal transit hub no later than the third quarter of 2012. The City of Tampa must respond to this "fast-track" schedule to adequately address a number of urban and community design issues before for the facility begins operation in 2015.



**Figure 2**  
**Nebraska-Hillsborough Avenue**  
**Study Area**



The corridor suffers from pervasive economic decline in certain areas and is nearly entirely contained within the City's designated Community Redevelopment Areas (CRA's). At the same time, there are several parcels ready for redevelopment, with most regulatory tools for expedited development already currently in place. A unified development plan would provide direction.



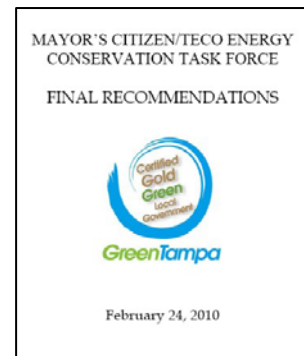
Redevelopment on vacant lots must be guided in a manner that respects the heritage of the corridor. (*Centro Asturiano pictured*)

The corridor traverses the City's oldest, most historic and culturally rich neighborhoods. Part of the corridor is within the Ybor City National and Local Historic District and protected by a local historic preservation ordinance. Even with these designations, portions of this area are targeted for redevelopment posing special challenges. This planning project will examine strategies to guide redevelopment in manner that respects and reinforces the history and culture of the area.

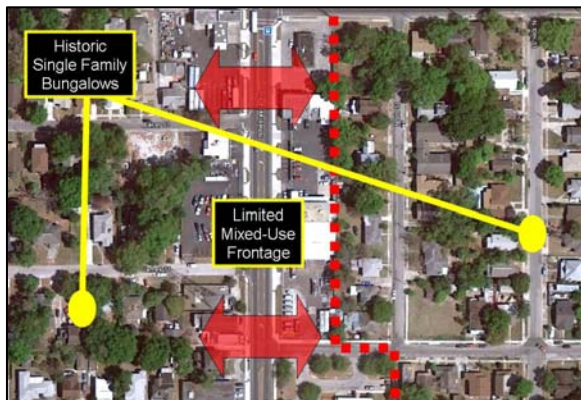
More than \$3 million in federal Neighborhood Stabilization dollars has been targeted within the corridor. The project will identify areas suitable for affordable and workforce housing and recommend strategies for providing such housing opportunities in close proximity to transit stops and stations.

The neighborhoods along the corridor are comprised of predominantly single-story, single-family houses, interspersed with neighborhood-serving commercial development. Residents have resisted the development of other forms of housing (i.e., townhomes and multi-family units) believing that such forms would disrupt the fabric of the community and negatively affect established physical and social patterns. This project includes outreach efforts to educate residents on the merits of transit oriented development. Including workshops to develop a consensus on how transit oriented developments can occur in the area.

The May 2009 Tampa Comprehensive Plan established several policies and strategies to reduce energy use and to promote energy efficient land use patterns. In 2010, Mayor Pam Iorio appointed a Citizens-TECO Energy Conservation Task Force which recommended conservation strategies that were in line with the Comprehensive Plan. This project provides an opportunity to implement some of those recommendations.



While the Tampa Comprehensive Plan makes great strides in establishing a framework for creating a livable community, the plan does not examine the primary transit network in sufficient detail to determine the amount and type of development that can be accommodated within it. Nor did the plan examine development trends and the market potential to determine a reasonable expectation of the level of development that could be realized over the next 10-15 years within this particular corridor. Additional market analysis is required to better define the development capacity for each corridor.



An example of the limited mixed-use lot frontage available for redevelopment and the proximity to historic neighborhoods.

The Comprehensive Plan assumes new mixed-use, transit-oriented development will locate along primary transit corridors or transit stops, however there has been no detailed analysis of the lot, parcel and site characteristics to assess the feasibility of accommodating the desired projects. Along the corridor, small parcel sizes and short lot depths can result in commercial lots abutting directly to single-family residential areas. Residents are concerned that new development will negatively affect established physical and social patterns. These challenges must be overcome to promote economic development; however, ultimate solutions must consider the needs, desires and impacts of adjacent communities.

The designation of primary transit corridors is a new feature in the Tampa Comprehensive Plan. As such, the primary transit corridor designation is not reflected in recently completed economic development plans, land use plans, or transit alignment and station location plans. Other plans that do not reflect this designation include cultural district plans, bicycle, sidewalk, and pedestrian plans, as well as park, open space and greenways trail plans. This project provides the opportunity to coordinate and integrate these efforts to create a unified development plan for the primary transit corridors.

Development along the primary transit corridors is regulated by several governmental and public entities. Some of the regulations create barriers in achieving mixed-use, compact transit oriented developments. A unified, streamlined approach to development review and approvals is needed, particularly where multiple governmental entities have regulatory authority.

**Alignment with HUD Livability Principles**

The degree to which the project aligns with HUD's six livability principles is shown in the following table. The alignment/benefit is described in the left column and the metric that will be used to measure success or progress is shown in the right column.

Livability Principle / Outcome or Alignment	How it will be Measured
<b>Livability Principle #1: Provide More Transportation Choices</b>	
By encouraging mixed-use, transit oriented development within the corridor, and near transit-stops, single-purpose automobile trips will be reduced.	<ul style="list-style-type: none"> <li>• Vehicle miles traveled</li> </ul>
By connecting the high speed rail station with intermodal facilities (Port and Airport) via bus, cabs, street car and a light rail system, riders will have more options in reaching their final desired destination, which will help to alleviate traffic congestion at peak times.	<ul style="list-style-type: none"> <li>• # of travel modes available at the high speed rail center</li> <li>• Mode split of arriving and departing travelers</li> </ul>
Developments that promote walking or biking, and can be served by transit, will reduce demands on energy. Also, multi-story developments can be more energy efficient.	<ul style="list-style-type: none"> <li>• Average population density</li> <li>• Average employment density</li> <li>• Average # of stories of development</li> <li>• # of TOD developments approved</li> <li>• Change in estimated energy use</li> <li>• # of third party (LEED, FGBC, etc.) energy efficient designated buildings permitted.</li> </ul>
The project affords the opportunity to examine the potential creating an electric vehicle ready corridor which can help to reduce reliance on non-renewable fuels.	<ul style="list-style-type: none"> <li>• # of potential electric car charging stations</li> <li>• # of recommendations to land development regulations to facilitate electric car use</li> <li>• # of electric charging stations installed.</li> </ul>
<b>Livability Principle #2: Promote Equitable Affordable Housing</b>	
The project will seed to develop housing strategies that preserve existing neighborhoods, protect historic areas and encourage mixed-income housing opportunities in close proximity to the station. An example, located two blocks east of the proposed rail station is the Encore project, a 30-acre mixed use, mixed income, transit oriented development, which was awarded \$38 million in federal stimulus money.	<ul style="list-style-type: none"> <li>• Transit proximity to affordable housing developments</li> </ul>

Families that have access to reliable transit service have the option of foregoing the cost of an automobile, which for some, can be the difference in affording a home.

- Transit proximity to housing
- Transit ridership
- # of transit boardings and deboardings.

**Livability Principle / Outcome or Alignment**

**How it will be Measured**

**Livability Principle #3: Enhance Economic Competitiveness**

Promoting transit oriented development on vacant property and in underutilized redevelopment areas and developing regulations to guide future development in a supportive manner will help to strengthen the tax base and promote economic activity.

Adoption of new urban land development regulations will promote and provide incentives to increase densities and employment opportunities along the transit corridor.

- # of transit oriented development approved
- # of residential permits issued
- Dollar value of commercial permits issued
- # of business tax license applications issued and renewed
- Development bonus provided in land development regulations
- # of project approved using development bonus

**Livability Principle #4: Support Existing Communities**

Building community consensus of rail station development plans, particularly land use density and intensity will ensure future development occurs in manner that respects existing communities and provides value for all.

The project will investigate options to improve housing choices within the corridor and efforts will be made to work with existing residents to demonstrate such options can be accomplished in a positive and sensitive manner. Workshops and outreach efforts designed to educate residents on the merits and benefits of transit oriented development will be included in the project work plan.

The project provides the opportunity to evaluate the feasibility of creating a Property Assessed Clean Energy (PACE) District to encourage the use of renewable energy technologies.

- # of people participating in the planning process
- % of people participating who live or work in the corridor.
- # of residents participating in TOD or mixed-use community charettes or meetings
- Housing type dissimilarity index
- The establishment of a PACE program
- # of participants in program
- Potential per household energy saving
- Average cost/benefit of implementing a PACE district.

**Livability Principle #5: Coordinate Policies and Leverage Investment**

By removing conflicts between local, regional, state and federal regulations along the corridor, future development can proceed in a manner that achieves desired outcomes more efficiently. The project will seek to shorten the development cycle for TOD developments.

- # of local, regional and state procedures aligned to promote development
- # of steps in the review process
- # of staff/administrative approvals versus public hearings and board approvals

**Livability Principle #6: Value Communities and Neighborhoods**

The project will examine the integration and interconnectivity of these systems with each other, with existing and future development, and with the surrounding community so as to improve usage by the local population (particularly developments like Encore).

Ensuring the design, orientation and function of public spaces and parks provide opportunities for pedestrian interaction, public art, civic use, cultural amenities and street level retail use.

- Pedestrian network coverage (% of total street frontage with a sidewalk on at least one side)
- Bicycle network coverage (% of total street centerline distance with a designated bike route)
- Square feet of planned public space
- Public space proximity to housing
- Public space proximity to employment
- % public space connected by sidewalk network

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## Rating Factor #2: Work Plan

### Proposed Activities

The City of Tampa proposes to use funding from this grant to develop a detailed corridor master plan for the Nebraska - Hillsborough Avenue Primary Transit Corridor. Included in this plan will be a detailed station area plan for the High Speed Rail Station. The project will be implemented with the help of a consultant who is highly experienced in rail station planning, multi-modal corridor planning and transit oriented development, and who will be able to facilitate completion of the project in a step-by-step systematic manner. The project will be completed in six phases:

- Phase I is the **Project Initiation** phase and includes all activities needed to begin the project, including the selection of the consultant; development of a detailed scope of work; identification of community stakeholders, including minorities and disadvantaged population; development of public outreach and communication plan; and development of a skills training deployment plan.
- Phase II is the **Inventory and Data Gathering** phase and includes activities by which the project team and consultant gain an understanding of the issues and opportunities that exist in the corridor. This phase represents the collection of "hard" data, such as land use, development plans, demographic and market information, traffic and transit data, etc.
- Phase III is the **Alternatives Analysis** phase. In this step, alternative design scenarios will be developed based on the work completed in the previous phase. The consultant will engage the community by using plan and perspective drawings through a series of charrettes to create and evaluate a number of possible plans. This phase will end with a selection of a Preferred Development Concept by the community stakeholders for the primary transit corridor.
- Phase IV is the **Plan Development** phase and involves the production of the plan for the Nebraska – Hillsborough Corridor and a rail station plan for the high speed rail terminal. The Plan will present a cohesive and comprehensive story of the primary transit corridor and the area surrounding the high speed rail station, providing a road map of how the corridor/station area should develop to create a more livable community. This phase includes the development of a preliminary draft plan and a final draft plan.
- Phase V is the **Plan Implementation** phase and includes the activities that will implement the recommendations of the master plan. This includes transit oriented development regulations that will be integrated with the City's form-based code framework. The City's current development review process will be reviewed with the intent of streamlining the process and eliminating conflicts between city department and external agency regulations. Finally, an amendment to the City's land development code will be processed to adopt the TOD regulations and review procedures. This step includes holding public hearings and meetings associated with the code amendment process.
- Phase VI is the **Project Close** phase and includes the activities that will mark the official end of the project. A "Lessons Learned" report will be completed summarizing the lessons learned in completing the corridor master plan and outlining those lessons/recommendations that have applicability in other primary transit corridors. The project team will convene other members of the city staff and external agencies that have regulatory authority in the primary transit corridors. At this meeting, the project lessons learned will be presented and an open discussion focusing on how to transfer knowledge gained from this corridor project to other transit corridors will be facilitated.



Community Design Charettes will be used to engage the community in establishing a vision for the corridor

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## Planned and Concurrent Activities Requiring Coordination Activities

- **High Speed Rail Station.** FDOT is committed to beginning construction of the high speed rail station by the end of the third quarter 2013. The Department plans to submit an RFP to construct the station by February 2011 and has sought the City's input on design and development. In August 2010, the City selected a consultant to coordinate FDOT on these questions. These design and engineering efforts will be integrated into the Nebraska-Hillsborough Corridor Master Plan and the High-Speed Rail Station Area Plan. Thus far, FDOT has been awarded \$1.26 billion for this project.



The footprint of the high-speed rail station dominates Tampa's northern CBD.

- **Multimodal Capital Plan: Bicycle, Pedestrian, and Transit Project Development** - The City of Tampa and the Hillsborough MPO started a \$86,500 study in late 2009 to identify and prioritize constructible bicycle, pedestrian, and transit projects that support growth in the Central Business District and primary transit corridors. The outputs of this study will be integrated into the Nebraska-Hillsborough Avenue Corridor Master Plan.
- **Alternatives Analysis.** HART (Hillsborough Area Regional Transit) is conducting an Alternatives Analysis to address transportation needs within Hillsborough County. The two remaining corridors under consideration are between the USF (University of South Florida) area and Downtown Tampa, and are in close proximity to Nebraska and Hillsborough Avenues. The outputs of the Nebraska-Hillsborough Corridor Master Plan will be coordinated with HART's final recommendations of that study. The Preliminary Engineering (PE) and NEPA process for HART's preferred alignment will occur over the course of the development of the proposed Master Plan, and will be considered in the process. Station design and station area planning for the transit line between Downtown Tampa and USF will also take place as part of the PE / NEPA process.
- **Greenhouse Gas Study.** The City was awarded \$70,000 to conduct a city-wide greenhouse gas emissions baseline inventory and to create a sustainability action plan as part of the City of Tampa's energy efficiency and conversation strategy. A consultant has been selected and will begin in early September 2010. While the study will not specifically focus on the Nebraska-Hillsborough Avenue Corridor (its city-wide in scope), outputs of the study can be used to help guide energy efficient land use/transportation recommendations in the Corridor Master Plan.
- **Tampa Heights Vision Plan.** Located just north of the Central Business District is the historic Tampa Heights neighborhood. Policy 23.2.2 of the Tampa Comprehensive Plan calls for developing a form-based code for this neighborhood by 2015. The study area includes part of the Tampa Heights neighborhood. There is an opportunity to leverage the Tampa Heights Vision Plan and the Nebraska-Hillsborough Avenue Corridor Master Plan to produce mutually supportive visions and development concepts.
- **Encore Redevelopment.** Located two blocks east of the proposed high speed rail station is the Encore project, a 30-acre mixed use, mixed income, transit oriented development. The development was awarded \$38 million in federal stimulus money. A development agreement was approved on June 24, 2010. The Nebraska-Hillsborough Corridor Master Plan provides an opportunity to ensure this project is effectively linked to the multi-modal improvements that are being planned in the corridor.
- **Get Ready Tampa Bay.** The Tampa Bay Regional Planning Council has established "Get Ready Tampa Bay" a regional collaborative to study the requirements of preparing for the roll-out of electric vehicles. The corridor master plan will analyze the potential of accommodating and adapting to the use of electric vehicles, electric vehicle service stations and charging lots. This could become one of the first demonstration projects in the region.



Connections to the Encore development will be examined during the study

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- **HART MetroRapid Service.** In the area of the north end of the downtown, HART planned improvements include the North-South HART *MetroRapid* Service along Nebraska Avenue, which will provide enhanced service between a future park-and-ride at Fletcher/Interstate 75, University of South Florida and Downtown Tampa. This project includes improvements that will improve service reliability and make it easier for people to use transit, including enhanced shelters with real time passenger information, off vehicle ticket vending machines and bus bays. The project will connect to the Marion Transit Center, HART's main bus transfer point serving the downtown. The cost of the North-South HART *MetroRapid* Service project is estimated at \$31,000,000, with Hillsborough County providing the funding. This includes design and engineering, property acquisition and construction costs. Final Design work on the project starts this fall.

The initial cost of the East-West HART *MetroRapid* Service project PD&E is estimated at \$3,000,000, with Hillsborough County providing the funding. This includes preliminary design and engineering, environmental, and final design. Funding is being applied for to complete the property acquisition and construction, but has not yet been acquired. Design work on the project PD&E is expected to start in 2011.

### Regional and Local Significance of the Project

The project has statewide significance as it will support the development of a high speed rail connection from Tampa to Orlando and eventually to Miami. The project is consistent with the *Tampa Bay Area Regional Transit Authority (TBARTA)* long-range multi-modal transit plans and supports the *One-Bay Regional Vision* as developed by the Tampa Bay Regional Planning Council. As indicated previously in this application, the project is consistent with and furthers the goals, objectives and policies of the *Tampa Comprehensive Plan* in regard to promoting transit oriented development along primary transit corridors. It is also consistent with and will support HART's *Alternatives Analysis* and the Hillsborough County's Metropolitan Planning Organization's *Long Range Transportation Plan*. Finally, the project has national significance, as the Tampa-Orlando high speed rail system could become the nation's first high speed rail system. To date, the system has received 1.26 billion in funding from the Federal Rail Authority.



The project is consistent with regional vision and transportation plans, like the TBARTA Regional Transportation Plan.

### Public Outreach and Participation



The City of Tampa is committed to community outreach and public participation. The City has established public outreach networks designed to reach all members of the community, including minority and disadvantaged populations. Public outreach and participation will be partly achieved by working with the established neighborhood organizations, crime-watch groups and designated community redevelopment boards. In one of the first steps in the process, the consultant and the City's project team will identify key stakeholders who will help to determine what is special about the corridor and to broaden the base of participants and partners who can help shape the vision. The stakeholders will reflect the diversity of the community. A public outreach and participation plan will be produced from this effort.

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## Uses of Funds/Budget

The budget for the project is derived from previous projects of similar scope of work and planning objectives completed by the City of Tampa. The City requests \$1,181,250 in funding. The City will contribute at least \$250,000 in cash and in-kind match to this project (21.2%). The City of Tampa is responsible for all activities in this grant. As indicated in the project workplan, a consultant will be acquired to complete this project. Below is a summary of break-out of the funding.

Phase / Project Task	Consultant Cost	Local Match
<b>High Speed Rail Station</b>	\$600,000	\$125,000 in cash match
<ul style="list-style-type: none"> <li>▪ Station Area Plan</li> <li>▪ Transportation, Parking &amp; Pedestrian Connectivity Plan</li> <li>▪ Infrastructure Plan</li> </ul>		
<b>Nebraska – Hillsborough Primary Transit Corridor</b>	\$525,000	\$125,000 in-kind match
<ul style="list-style-type: none"> <li>▪ Corridor Master Plan</li> <li>▪ Transit – Oriented Development Regulations</li> <li>▪ Knowledge Transfer Workshops</li> </ul>		
<b>Project Administration (5%)</b>	\$56,250	
<b>Total</b>	\$1,181,250	\$250,000

## Project Completion Schedule / Timeline

The project timeline is shown in the following table along with the specific milestones within each phase. The six phases of the project are expected to be completed within 30 months of the date of award.

Phase / Project Task	Month
<b>Phase I: Project Initiation (6 months)</b>	
A. Request proposals from qualified consultants.	1, 2
B. Selection of the consultant(s).	3
C. Designate Project Team.	3
D. Identify community stakeholders.	3, 4
E. Develop Detailed Scope of Work.	5, 6
F. Develop the communications plan for the project.	6
G. Develop skills training deployment plan	6
H. Hold Community Meeting #1.	6
<b>Phase II: Inventory and Data Gathering (4 months)</b>	
A. Compile Relevant Data.	7, 8, 9
B. Community Meeting #2.	10
<b>Phase III: Alternatives Analysis (5 months)</b>	
A. Complete Preliminary Design Charettes.	10, 11
B. Hold Community Meeting #3.	12
C. Evaluate Alternative Development / Design Concepts.	13, 14
D. Select Preferred Concept (Design Charette).	14
E. Hold Community Meeting #4.	15

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**Phase IV: Plan Development (3 months)**

- A. Produce Preliminary Draft Plan. 15, 16
- B. Hold Community Meeting #5. 17
- C. Produce Final Corridor Master Plan. 17, 18

**Phase V: Plan Implementation (7 months)**

- A. Develop Transit Oriented Development (TOD) Regulations. 18, 19, 20
- B. Complete Review Process Flow Chart. 18, 19
- C. Adopt TOD Regulations and Review Procedures. 20, 21, 22, 23, 24, 25

**Phase VI: Project Close – (2 months)**

- A. Produce Lessons Learned Plan. 24
- B. Project Team Close Out Meeting. 26
- C. Complete Project Close-Out Meeting Summary. 26

**Total Project Duration: 26 months**

**Project Outputs (Deliverables)**

The following summarizes the anticipated outputs to be completed as part of this project and the metric that will be used in reporting progress towards completing the deliverables. The deliverables correspond with the milestones of the work plan.

<b>Project Output</b>	<b>Reporting Metric</b>
<b>Phase I: Project Initiation</b>	
a. Request for Proposal (RFP)	Complete (Y/N)
b. Executed Consultant Contract	Complete (Y/N)
c. Designate City Project Team	Complete (Y/N)
d. List of Community Stakeholders	Complete (Y/N)
e. Detailed Scope of Work	Complete (Y/N)
f. Communications Plan	% Complete
g. Skills Training Deployment Plan	% Complete
<b>Phase II: Inventory and Data Gathering</b>	
a. Existing Conditions Report	% Complete
<b>Phase III: Alternatives Analysis</b>	
a. Design Charrettes	# Completed
b. Alternative Analysis Report	% Complete
c. Selection of Preferred Concept	Complete (Y/N)
<b>Phase IV: Plan Development</b>	
a. Preliminary Draft Corridor Plan	% Complete
b. Preliminary Draft HSR Station Plan	% Complete
c. Final Corridor Master Plan	% Complete
d. Final HSR Station Plan	% Complete
<b>Phase V: Implementation</b>	
a. TOD Regulations	% Complete
b. Review Process Flow Chart	% Complete
c. TOD Implementation	Adoption by City Council (Y/N)

**Phase VI: Project Close**

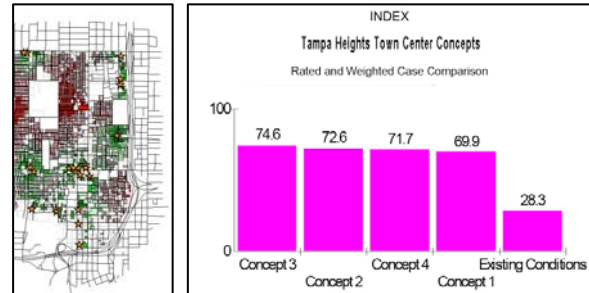
- a. Lessons Learned Report % Complete
- b. Project Team Close Out Meeting Complete (Y/N)

**Outreach, Training and Control**

- a. Community Meetings # of Meetings Completed
- b. Meeting Summaries # of Meeting Summaries Completed
- c. Knowledge Transfer Workshops # Completed
- d. Knowledge Transfer Summaries # Completed
- e. Project Management Meetings # Completed
- f. Project Management Meeting Summaries # Completed

**Project Outcomes and Evaluation**

Project outcomes are discussed under the section entitled, “Alignment with HUD Livability Principles” on Page 5. The metrics shown in the table will be used to measure success of the proposed plans in meeting HUD’s livability principles. During the Inventory and Analysis phase, the consultant will benchmark the area using the metrics. Other metrics may be developed as the detailed work plan is developed and after the initial feedback from community stakeholders is received. During the Plan Development phase, the metrics will be used to analyze the alternative design concepts against the Vision established by the community. This assessment will quantify how well the proposed plan will address the project objectives and HUD’s livability principles.



Metrics can be displayed geographically or in tables allowing for easy analysis of outcomes.

**Obstacles in Meeting Outputs, Outcomes, Performance Measures**

**FDOT Construction Schedule for High Speed Rail** - Due to the Florida Department of Transportation’s (FDOT) construction schedule on the High Speed Rail Station (scheduled to begin by the third quarter of 2013), the City may need to develop a phased project implementation schedule. The schedule would call for initiating the High Speed Rail Station planning first, followed by the Nebraska-Hillsborough Corridor Master planning activities. This phasing would allow the City to manage the corridor planning process more effectively while meeting the constrained planning requirements of the High Speed Rail project in a timely manner. The timing depends on the grant award date, FDOT’s schedule and status of the project at the time of award. A revised work plan will be submitted if a phased approach is necessary.

**Application to HUD Regional Sustainable Communities Grant** - The City of Tampa is identified for planning assistance through the Sustainable Communities Regional Planning Grant. The regional grant is being submitted by the Hillsborough County Metropolitan Planning Organization on behalf of a West Central Florida MPO Chairs’ Coordinating Committee Regional Consortium. In that grant proposal, the City of Tampa requested \$630,000 to be used for a station area plan, detailed infrastructure plan and other planning requirements to support the High Speed Rail Station. Should the Sustainable Communities Regional Planning Grant qualify for funding, the budget for this grant would be reduced by \$630,000 and the work program adjusted accordingly. The High Speed Rail Station Area Plan would not be completed as part of this work plan.

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### Rating Factor #3: Leveraging and Collaboration

Below is a letter of commitment from Mayor Pam Iorio indicating that City will provide the required local match resources necessary to complete the project.<sup>1</sup> In addition, the organizations at the bottom of the page have provided letters of support to participate as a community stakeholder (please see attachments).



## CITY OF TAMPA

Pam Iorio, Mayor

August 17, 2010

Mr. Shaun Donovan, Secretary  
U.S. Department of Housing and Urban Development  
451 7th Street S.W.  
Washington, DC 20410

Dear Secretary Donovan:

On behalf of the City of Tampa, I am pleased to submit this application for a HUD Sustainable Communities Challenge Grant for the Nebraska – Hillsborough Primary Transit Corridor Master Plan.

The Florida Department of Transportation has been awarded \$1.25 billion from the Federal Railroad Administration to begin building a high speed rail system. The first leg of that system will connect Tampa and Orlando. On a local level, our voters will be deciding on a 1-cent sales tax referendum in November to support the development of a fixed-route transit system. The Hillsborough Area Regional Transit Authority also plans to build and operate a bus-rapid transit system. These systems will converge along the Nebraska Avenue corridor, transforming our community in a profound way. In particular, they offer the opportunity to create mixed-income communities served by a truly multi-modal transit system.

We have a dedicated and professional staff motivated to incorporate innovative techniques into our development regulations, but the challenges and opportunities afforded by three large regional transit systems requires unique expertise. By partnering with HUD in this project, we will be able to leverage our investment of staff time, with the knowledge base and experience of experts in the field of land use, transit planning, transit-oriented development, housing affordability and sustainability.

Our city is already committed to taking extra steps in promoting smart growth and transit oriented development. We have a long-standing urban design review program. We have developed form-based vision plans and will adopt our first form-based code by early 2011. This project will advance these efforts, and it will ensure the transit and housing investments made at the Federal and regional levels are leveraged for the maximum benefit of the community.

As part of our commitment to this project, \$125,000 will be provided in the form of a cash match in our FY2011 budget. The remaining match will be provided as in-kind services. In addition, several community organizations have pledged their support in making this a successful community partnership.

Thank you for this opportunity to participate in this valuable program.

Sincerely,

Pam Iorio

306 East Jackson St., 1N • Tampa, Florida 33602 • (813) 274-8251



Attached are Letters of Support from:  
HART Hillsborough Area Regional Transit Authority  
David A Straz, Jr. Center for the Performing Arts  
Tampa Bay Regional Planning Council  
V.M. Ybor Neighborhood Association  
Tampa Downtown Partnership  
East Ybor Historic and Civic Association, Inc  
University of South Florida College of the Arts

More Letters of Support on file:  
CDC Corporations to Develop Communities of Tampa, Inc.  
Urban Charette  
Arts Council Hillsborough County  
Tampa Theatre Foundation

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#### <sup>1</sup> Local Match / Leverage Resources

The City's match of \$250,000 represents 21.2% of the amount requested in this grant. The City's commitment represents 1.2% more than the required match. Based on prior projects of similar size and scope, the City staff commitment was much greater than the \$125,000 in-kind support identified in this proposal. The City does expect to dedicate in-kind services in excess of \$125,000 on this project, however, a conservative estimate is provided given the current fiscal constraints and continuing economic uncertainty. At the same time, the projects listed on Page 8 shows that the Nebraska – Hillsborough Avenue Corridor Master Plan will leverage a total public expenditure of up to \$1.26 billion. Based on the 2006-2008 American Community Survey data the ratio of the City's per capita income (\$29,442) to the Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (\$27,342) is 1.077.

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#### **Rating Factor #4: Capacity**

**Organization, Leadership and Resource Allocation Decisions** - The City of Tampa is governed under the strong mayor form of government. The Mayor of Tampa is the chief executive officer of city government and has full authority in directing the resource allocation decisions of the organization.

**Project Implementation, Goal Setting and Dispute Resolution** - A project manager will be assigned to oversee the implementation of the grant. The project manager will be responsible for communicating with HUD and DOT on all matters relating to the grant. The project objectives, workplan and schedule provided in this grant establish the framework for implementation. Disputes will be handled by the project manager and HUD/DOT representatives.

**Organizational Capacity** - The City of Tampa has more than 4,500 employees and can draw upon the professional management, planning, design, engineering and legal expertise to support this project throughout the entire life cycle. A “core” project team will be designated at the beginning of the project consisting of the key personnel with the specific expertise and experience to lead this effort. Other city staff will be brought in on an “as-needed” basis to provide technical review or analysis. Attachment A contains a list of the key staff that will be working on this project along with their experience.

**Ability to Procure Qualified Experts or Professionals** - As indicated in the work plan, the City plans to acquire consulting services to complete the project described in this grant. The City has a dedicated Contracts Management Department, which administers the Competitive Consultants Negotiation Act, Chapter 287.055, Florida Statutes. This Act governs the acquisition of professional architectural, engineering, landscape architectural, or surveying and mapping services. The City routinely procures consulting services through this process to address a wide variety of planning and engineering needs.

**Experience with Similar Projects** – The City of Tampa has extensive experience in leading, directing and / or completing master plans of similar scope, scale and duration as proposed in this grant. In just the past few years, the City completed the Drew Park Strategic Action Plan for the Drew Park Community Redevelopment Area, the East Tampa Strategic Action Plan for the East Tampa Community Redevelopment Area, Channel District Strategic Action Plan for the Channel District Redevelopment Area, the Gandy-Westshore Area Master Transportation Plan and the Greater Seminole Heights Vision Plan. See Attachment B for a summary of previous planning projects.

Three of these plans were for designated community redevelopment areas – areas experiencing problems of blight and economic distress. One of the plans provided a detailed transportation analysis of the Gandy-Westshore area, an area experiencing severe traffic congestion. The Greater Seminole Heights Vision Plan established a community vision, urban design guidelines and form-based code recommendations. An extensive public outreach was characteristic of all of these efforts. Four of these plans were completed by consultants, who were managed by City staff. The budgets for these plans ranged between \$140,000 - \$455,000. All plans were completed and are now being implemented. These five plans represent only a fraction of the City’s capability to undertake plans as described in this grant.

**Experience in Outreach Efforts Involving Low-Income Persons** – The City of Tampa has extensive experience in implementing outreach efforts involving low-income persons, particularly in designated revitalization areas. Approximately 11% of the City is a designated redevelopment area. One such area is East Tampa, a community redevelopment area comprised of the Belmont Heights, College Hill and Jackson Heights neighborhoods. Census 2010 figures are not yet available, but as of the census of 2000, there were 15,121 people and 5,207 households residing in the neighborhood. The population density was 4,111/mi<sup>2</sup>. The racial makeup of the neighborhood was 11.0% White, 84.0% African American, 0.0% Native American, 2.0% Asian, less than 2.0% from other races, and 2.0% from two or more races. Hispanic or Latino of any race were 6.0% of the population.



Through organizations like the Corporation to Develop Communities in East Tampa, the City develops partnerships to reach out to minorities and economically disadvantaged.

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There were 5,207 households out of which 30% had children under the age of 18 living with them, 29% were married couples living together, 18% had a female householder with no husband present, and 6% were non-families. 28% of all households were made up of individuals. In the neighborhood the population was spread out with 31% under the age of 18, 19% from 18 to 34, 20% from 35 to 49, 14% from 50 to 64, and 15% who were 65 years of age or older. For every 100 females there were 87.0 males. The per capita income for the neighborhood was \$11,133. About 33% of the population were below the poverty line, including 47.0% of those under age 18 and 9.0% of those age 65 or over.

The City established a public – private partnership in East Tampa through the East Tampa Development Corporation, which oversees the implementation of the East Tampa Strategic Action Plan. This partnership has been effective in reaching members of the community who have traditionally felt disenfranchised and separated from City decisions. The partnership was established as a model that has been duplicated in the Channel District, Drew Park, Ybor City and Downtown community redevelopment areas.

### **Bonus Factors**

**Skills and Technical Expertise Plan** - From a technical application perspective, the objective of this project is to facilitate the development of livable communities in the City of Tampa. Experience has shown that local, regional and state regulatory frameworks and practices are oftentimes at odds with the principles of sustainable development and achieving a more livable community. The City of Tampa desires to be as aggressive as possible in using webinars, podcasts, trainings and workshops to break down regulatory barriers and increase the skill sets of those involved in the planning and approval of projects within the corridor. To meet this need, the following will be pursued:

1. **Knowledge Sharing and Training Workshops.** At least six Knowledge Sharing and Training Workshops on various topics related to the overall project, such as “Form Based Codes”, “Transit Oriented Development”, “Greenhouse Gas Reduction through Land Use Planning”, “LEED - Neighborhood Design”, etc. At least 20 city staff from its Development Review Committee will attend the workshops. Representatives from regional, state and the development community will be invited to attend.
2. **Skills / Training Deployment Plan.** During the Project Initiation Phase, the consultant will be required to develop a skills / training deployment plan. The consultant will inventory webinars, podcasts and available trainings that are planned by leading experts in the field of planning, sustainable development and livable communities. The consultant will also meet with the City’s Technology and Innovation Department to assess current methods to deliver information in the most effective manner, including the use of Web 2.0 team networking tools. From this information the consultant will develop a 3-year training and skills program that will support the project objectives and build capacity.

**Knowledge Sharing Plan** - The City will use the following methods in sharing knowledge gain during the implementation of the project to the various participants.

1. **Knowledge Sharing and Training Workshops.** Mentioned above, a part of each workshop will be used to discuss the status of the project and the key lessons learned to date.
2. **Project Web Page** – A project web page will be created as a repository for all information relating to the project and providing the ability for participants and the general public to stay up-to-date on the project status.
3. **Project Briefings** – A project management briefing will be held every two months so that local, regional and state participants can meet to discuss the status of the project, key issues and lessons learned to date. A meeting summary will be produced and posted to the project web page.