



West River
TAMPA

REDEVELOPMENT MASTER PLAN

January 2014




INVISION TAMPA
People. Place. Progress.





MCCORMACK
BARON
SALAZAR

URBAN
STRATEGIES

AECOM

UDA
URBAN DESIGN ASSOCIATES

Acknowledgments

Eddie Adams Jr.
Mary Lee Adams
Jacqueline Agee
Wendy Agosto
Beth Alden
Lashetta Alexander
Flossie Alfn
Robert Allen
JoAnn Allen-Farai
Leo Alvarez
Steven Anderson
Otis Anthony
Arlene Aranka
Nixa Arrofo
Shaun Avarada
Horace Bailey
Alphonso Ball Jr.
Pastor Karen Barnes
Tamika Barnes
Travis Barnes
Debbie Bass
Jarmin Baxter
Betty Beaver
Fadora Belzaira
Henrietta Bell
Angela Berrios
Ayama Bertoni
John Biorscie
Angel Blanca
Dwight Bolden
Tyjah Boone
Darren Booth
Wendy Bourland
John A. Bowden
Mary Anne Bowie
Terrance Brady
Senoia Brantley
Mary Brown
Joel Brown
Sharonne Brown
Amanda Brown
Benjamin Buckley
Mary Bunche
Connie Burton
Michael Butler
Nicolet Butts
Rick Caldevio
Keyah Caldwell
Zenobia J. Cannata
Angela Cannata
Yvonne “Yolie” Capin
Ron Carpenter
Sabastian Castelano
Luis Castellanos
Diamond Cesledes
Ray Chiarmante

Carlo Christensen
Daryl Clark
Mary Clemmin
Jim Cloar
Tyjah Cloar
Ella Coffee
Harry Cohen
Rev. Pauline Cole
Albert Coleman
Daniel Coleman
Carolyn Collins
Chloe Coney
Ernest Coney
Minnie Coney
Neil Cosentino
Bernadette Corey
Lynne Couchery
Ken Coxlart
Catherine Coyle
Lillie Cutter
Janice Damanze
Marie Damis
Asher Damis
Roland Daniels
Marcia Darsaw
Charles E. Davis
Sol Davis
Vanity Davis
Warren Dawson
Sharaun Day
Frank DeBose
Scott DeFratis
Maria DeJesus
Vanessa Delgado
Shekehia Denmark
Tatiana Denson
Erva DeShavir
Ruth Dewberry
Nicholas Dickerson
Lilly Anne Dizon
Marlo Dockett
Rosa Donally
Mary Alice Dorsett
Christina Dougherty
Shaun Drinkard
Rob Dubski
Lorraine Duffy-Suarez
Janice Dula
David Dumey
Cartina Dunn
Reginald Earl
Rosanna Echegaray
Doretha Edgecomb
Mary Ellen Elia
Paul Ernie
Rev. John Etheridge

Korria Everett
Dan Fahey
W. James Favorite
Chris Fills
Dr. Margaret Fischer
Janice Fleming
Jerry Frankhouser
Shantalaya Fraser
Joquila Fussell
Charles Futon
David Gallon
Bob Garcia
Luis Garcia
Erik Garwell
William Gathers
Bruce Gibson
James Girard
Shenila Giles
Chae Glover
Randy Goers
Austin Goff
Iraide Gonzalez
Nelda Goodgames
Ruby Gordan
Sharon Gordan
Rosie Gores
Jimmie Gray
Tiffanie Gray
Lenora Green
Dr. Susan Greenbaum
Beverly Griffin
April Griffin
Helen Griffith
Leisa Hall
James Hall
Richard Hall
Chip Hall
Ariel Hamilton
Dorian Harris
Karla Harris
Earlene Harris
Sam Harvey
Margaret Hart
Terry Hatfield
Paula Harvey
Jacqueline Haynes
Fred Hearn
Justin Henry
Michael Henry
Lue Henry Davis
Ashley Henry
Alton Herring
David Hey
Susze Hicks
John Hicks
Rosa Hill

Lee Hoffman
Eric Holland
David Hollis
Annice Holloway
Depao Hornsby
Jason Houe
Mark House
Francenia Howard
Lillie E. Howard
Bryan Hunt
Tina Hurless
Francis Ihedoro
Luis Iloanya
Dee Jackson
Kim Jackson
Sarah Jacobsen Capps
Thad Jenkins
Carlos Jimenez
David Johnson
Marie Johnson
Evan Johnson
Mary Lee Johnson
Clifford Jones
Delphine Jones
Hannah Jones
Delphine Jones
Zachary Jones
Loretha P. Jones
Patricia P. Jones Hill
Kenise Josehh
Debbie Joyce
S. Michael Kansa
Pat Kemp
Timothy J. Kemp
Debra Kennaugh
Trina Ketcher
Dr. Larry Killmore
Clare Kramer
Carol W. Kurdell
Kari Kurtz
Karen Kves
Lucy Lamy
Jeanette LaRussa
Dorcia Ledesine
Sallyise Lee
Mike Leist
Tom Levin
Yvette Lewis
Amy Liania
Andy Libby
Brenda Lindsay
Barry Long
Margie Lovett
Allsha Lovett
Ashley Macenzie
Dewayne L. Mallory

Nilda Martin
Wilbert Malphus
Tim Marks
Starlin Martin
Cora Martin
Margie Martin
Nilda Martin
Milton Martinez
Jasmine Martinez
Marie Mason
Denetrice Mays
Rue McCall
Andrew McCown
Cedric McCray
Arthur McCrory
Harriet McCroy
Bob McDonough
Pam McFadden
Matthew McGahran
Gloria McGill
Robin McGill
Surelia McGrudera
Ruth McNair
Ashley McKencie
Todd Mead
Mike Merrill
Eileen Meyer
Louis A. Miles M.D.
Leslie “Les” Miller
Norene Miller
Charlie Miranda
Clinton Mollins
Lisa Montelione
Audrey Moore
Fred Moore
Sandy Moore
Leroy Moore
Teresa Mosley
Mary Mulhern
Stan Mulvihill
Joe Murphy
Kathleen Murphy
Julie Narey
Jerry G. Nealy
Maria Negron
David Nelson
Edwin Narian
Julio Nunez
Kandfry Ocan
Glanca Oitiz
Ernest Old
Candy Olson
Maggie Packwood
Virginia Padgett
Gloria Parham
Sid Pascua Jr.

Duane Pauldeu
Kelley Parris
Gary Payne
Henry Pearson
Francisco Peguero
Beatrice Pennoh
Audrey Perez
Rebecca Perkins
Ken Perry
Tanya Pickey
Michelet Pierre
John Pittman
Kevin Plummer
Dan Polanis
Karla Price
Craig Pugh
Michael Randolph
James Ransom
Frank Reddick
Doris Rose Redolick
Jewel Reed
Lorenzo Reed
John Reeves
Michael Reeves
Zenaida Reyes
Ashely Richardson
Manny Rivera
D. Robinson
Joe Robinson
Joseph W.J. Robinson
Anlli Rodriguez
Juan Rodriguez
Clayton Rose
Davis Rurick
Jerome Ryans
Taryn Sabia
Hamid Sahebbar
Jennie Saladi
Natisha Salmon
Charles E. Sapp
Jerry Scaglione
Pete Sechler
Keith Sedita Gonzmart
Marie Senervil
Hayde Sentog
Wally Shabazz
Susan Shannon
Jamal Shareef
Mark Sharpe
Luee Sheared
Loren Shepard
Myrna Shuman
Eric D. Shyrd
Mike Smith
Noreen Smith
George Smith

Katilia Smith
Ralph Smith
Walter Smith
Alex R. Spasoff
Tanya Spencer
Kathy Steele
Gary Stenlund
William L. Stone
Lillian Stringer
Predence Strothr
Cindy Stuart
Mike Suarez
Vince Suarez
Brad Suder
Rob Sutherland
Mike Switzer
Sheila Switzer
Mamie Telfirn
Barbara Thomas
Paul Thompkins
Iris Torres
Eric Truee
Ed Turanchik
Liola Tyler
Cathy Valdez
Susan L. Valdes
Alice Vanetta
Mike Vannetta
Charo Vargas
Jamara Vargas
Ron Vaughn
Lessie Walker
Sam Walthour
Dr. Beverly Ward
Stacy Warder
Brenda Warren
Alma Washington
Bernard Washyts
Erecst Weaver
Wesley Weisenberger
Eric Weiss
Beverly White
Loretta White
Stacy R. White
Joyce Wiggs
Jerie B. Wilds
Carla Williams
Henrietta Williams
Linda Williams
Oscar J. Williams
Larry A. Williams
Janice Williams
Gregory Williams
Helen Willis
Banisaka Winks
George Woodrow

James Wright
Jonathan Wright
Bob Garcia WTCC
Ashley Yang
Steven Yerrakadu
Lena Young
Jamie Zabrowski
Yamla Zagget

Master Redevelopment Team

The Tampa Housing Authority / Master Planning
The City of Tampa
McCormack Baron Salazar, Inc.
Urban Strategies, Inc.

Master Planning Design Team

AECOM / Master Planning
Urban Design Associates / Architecture and Planning
Element Engineering Group / Civil Engineering
Tierra, Inc. / Geotechnical Engineering
Cooper Johnson Smith Architects / Architecture
Crossroads Engineering, Inc. / Transportation
Chappell Roberts Communications, Inc.
Fishkind & Associates / Market Analysis

Support Documentation

Human Capital Plan | Urban Strategies
Site Inventory Workbook | The AECOM Planning Team
July Design Charrette Summary Presentation | The AECOM Planning Team

© AECOM Technical Services 2014
Orlando
150 North Orange Avenue, Orlando, FL 32801

T: 407 843 6552
F: 407 839 1789

This document has been prepared by AECOM on behalf of Tampa Housing Authority and McCormack Baron Salazar, Inc.

Project No. : 60300872
Client : McCormack Baron Salazar, Inc. | West River
AECOM Contact : Pete.Sechler@AECOM.com

Table of Contents

| | | | |
|--|-----------|---|-----------|
| Section 01 Executive Summary : A Plan for Community | 4 | Section 04 Implementation Recommendations : A Conceptual Master Plan | 30 |
| Section 02 Introduction : Visioning an Enhanced West Tampa Neighborhood | 6 | Section 4.1 : Planning and Land Use Guiding Concepts | 32 |
| Section 2.1 : Community Visioning | 6 | Reconnecting Livable Streets | |
| A Changing Downtown Tampa | | Connecting to River Bay | |
| ULI Advisory Panel | | Anchoring the Main Streets | |
| ULI Rose Fellowship | | An Educational and Civic Campus | |
| InVision Tampa + Community Based Planning | | A Re-imagined Community | |
| Section 2.2 : Regional Context | 8 | Section 4.2 : Illustrative Master Plan | 38 |
| Regional Assets | | Master Redevelopment Plan | |
| Neighborhood Character | | Blocks Framework | |
| Main Streets and Community Services | | Enhanced Education/An Added Opportunity | |
| Water and Riverwalk | | Blocks Framework | |
| Section 2.3 : Site Context | 10 | Section 4.3 : Making Places | 42 |
| Location and Features | | Livable Neighborhoods | |
| The Tampa Housing Authority Properties | | Main Street | |
| Section 2.4 : Project Overview | 12 | Community Parks | |
| The Tampa Housing Authority Redevelopment Request | | New Community Center | |
| The Team and Approach | | Waterfront Square | |
| Section 03 Inventory and Analysis : Listening and Learning | 14 | Waterfront and Riverwalk | |
| Section 3.1 : Introduction Approach and Team | 14 | Section 4.4 : Block and Street Frameworks | 48 |
| Technical Team | | Block Prototypes | |
| Human Capital | | Section 4.5 : Residential Building Types and Typical Units | 52 |
| Sharing Ideas | | A Great Place to Live | |
| Section 3.2 : Site Review and Mapping | 16 | Great Buildings for Great Neighborhoods | |
| Property Ownership Patterns | | Section 4.6 : Great Streets | 54 |
| Schools and Parks | | Great Streets for People | |
| Topography | | Safe Streets for Community | |
| Environmental | | Section 4.7 : Implementation | 56 |
| Streets and Transportation | | Land Allocation Mapping | |
| Utility Infrastructure | | Phasing Recommendations | |
| Future Land Use - Zoning Relationship | | Support Documents | |
| The Path Forward | | Due Diligence Notebook | |
| Section 3.3 : Community Outreach | 26 | Urban Strategies Report Findings | |
| June Workshop | | Presentations and Public Meeting Documentation | |
| July Workshop | | | |

01 Executive Summary | A Plan for Community

SUMMARY | EXERCISE PURPOSE

The Tampa Housing Authority (THA), City of Tampa and a broad representation of residents, business owners, community leaders and governmental agencies have long dreamed of a renewed West Tampa, including new mixed use / mixed income housing to replace the aged North Boulevard Homes. The framework for such an undertaking was delineated through years of collaborative discussion, including community visioning with the Urban Land Institute, Rose Fellowship and the InVision Tampa Center City Plan. Today, the West River Redevelopment Master Plan outlines a hopeful and achievable future for the families, neighborhoods and local businesses that call historic West Tampa their home. It establishes not only a vision for the future, but also a development implementation framework, for current and new residents who will want to be part of a diverse and vital community of new opportunity and enhanced quality of life.

APPROACH

The Planning Process was completed over nine months under the guidance of a multi-disciplinary team led by McCormack Baron Salazar (MBS) and Urban Strategies. The MBS team was selected by the THA as its partner to lead the redevelopment effort, physical design, technical analysis and human capital aspects of a comprehensive neighborhood transformation. The THA/MBS project team conducted a highly inclusive dialogue with residents, neighbors and community leaders to identify needs, challenges and opportunities.

The approach has been to engage the people of West Tampa and the broader civic community of Tampa in creating the right plan. One that repositions the 44 acre THA North Boulevard Homes site while embracing the surrounding neighborhoods and providing sustainable long term community enhancement. This requires an active dialogue with residents and stakeholders within and around North Boulevard Homes, as well as other key partners such as the City of Tampa, Hillsborough County and the Hillsborough County School District, that can assist with integrating other publically held properties to achieve a plan that maximizes the potential of the area.

PLAN FEATURES

The plan directly addresses numerous needs identified in the prior ULI and InVision Tampa work, as well as the direct input of residents and stakeholders that participated in this planning process. The guiding objective is to create a true mixed-income/mixed-use neighborhood that integrates seamlessly into the adjacent districts and supports the greater development needs of the City. It means reconnecting neighborhoods to services for daily needs and special needs. It means creating a highly connected, walkable place that is safe and livable for people of all ages. It means investing in education and skills development through enhanced schools and community assets. And it means reconnecting the neighborhood to the environmental beauty of the Hillsborough River which is the hallmark and centerpiece of the downtown Tampa community. This master plan builds community by building opportunities for people.

PROGRAM

The Redevelopment Master Plan creates a new residential neighborhood, connected to the Hillsborough River, and repositioned with enhanced schools, open space, connected streets and community services. The plan includes the THA North Boulevard Homes and Mary Bethune Tower properties, integrated with the redevelopment or repositioning of other community facilities on publically-owned land. The result is the potential build-out of over 1600 mixed income residential units, all designed to a market rate standard. New residential households are supported by commercial services-oriented space, repositioned schools with new joint use athletics facilities and a community center and the extension of the public Riverwalk.



Typical housing stock at North Boulevard Homes



Mary Bethune Tower Senior Homes



Public Workshop at Blake High School for Study Area residents



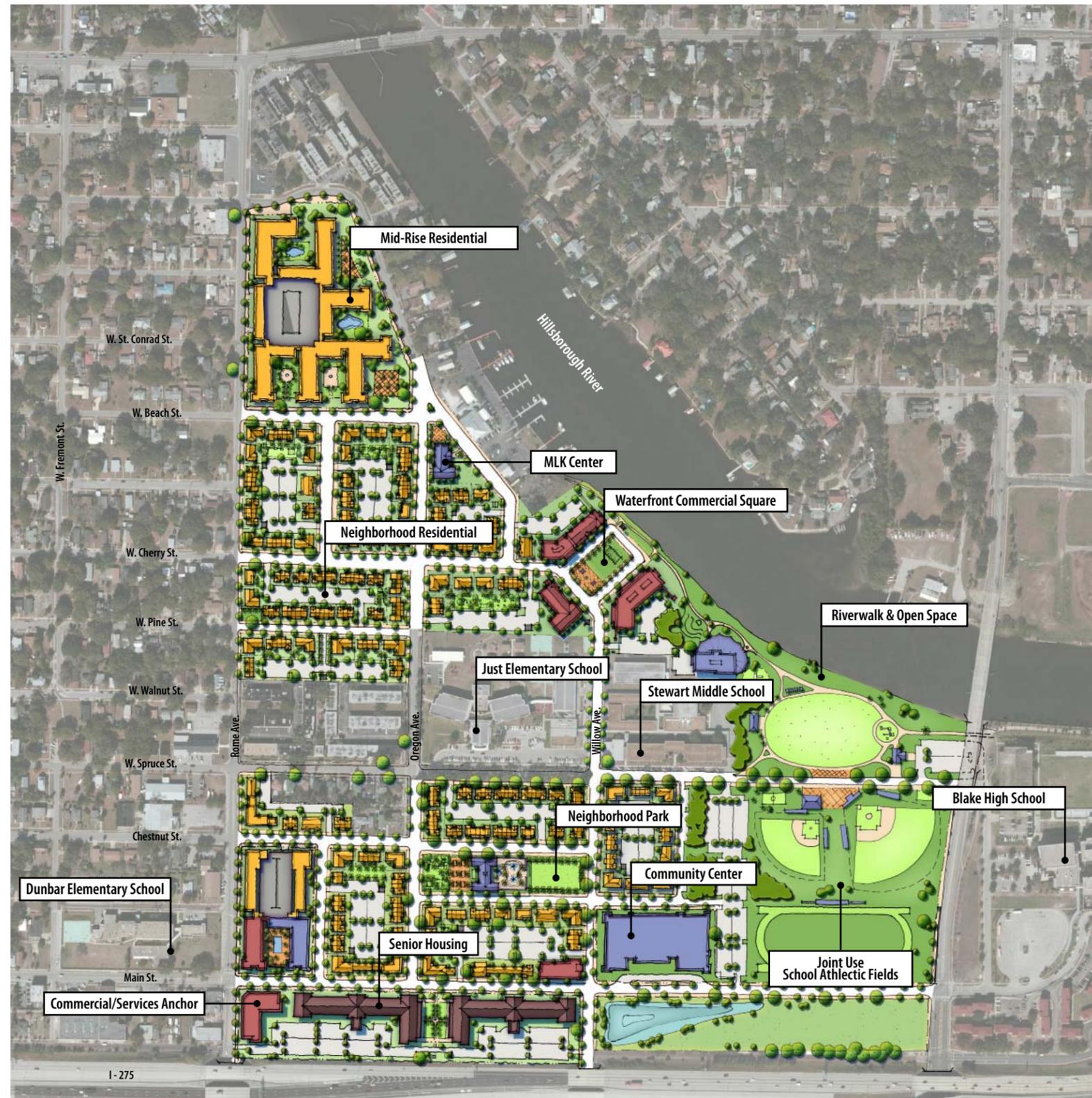
Conceptual Neighborhood Sketch



Conceptual Main Street Sketch



Conceptual River Park Sketch



02 Introduction | Visioning an Enhanced West Tampa Neighborhood

2.1 COMMUNITY VISIONING

A CHANGING DOWNTOWN TAMPA

Tampa's downtown core has been experiencing a shift in focus over the last decade. Specifically, downtown is rediscovering its inherent value as a place to live. The 'Central Business District' model of the 1960's has proven rigid and obsolete, resulting in the disinvestment in many of the downtown neighborhoods and underutilization of key properties and assets. Today, Tampa is actively returning to a much more sustainable model for its downtown quality of life and economic future. This includes a new found focus on diverse places to live and work new partnerships and synergies with cultural and academic institutions and a renewed quality of life, focused on the Hillsborough River.

ULI ADVISORY PANEL

In 2011, Mayor Bob Buckhorn commissioned a ULI Advisory Panel to facilitate a community discussion about downtown's evolution. The study was funded in part, through a HUD Sustainable Communities grant. The study focused on strategies to advance the direction of downtown as a true urban center, including strong neighborhoods, diverse economic activity and multi-modal transportation. The Panel also reviewed market opportunities and city regulatory processes and identified locations for 'Focus' for the next 5 years. Enhancements to the Hillsborough River experience and redevelopment of Tampa Housing Authority / North Blvd Homes properties were listed among the top priorities and opportunities.

ULI ROSE FELLOWSHIP

Following the ULI Advisory Panel, Mayor Buckhorn and other members of Senior City Staff and Tampa Housing Authority participated in the 2013 Rose Fellowship. West Tampa, and specifically the 20 acre area including the North Blvd Homes site and Julian B. Lane Park, were the focus for Tampa. The results of this work advanced the work of the Advisory Panel and identified key guiding ideas for new development, including the comprehensive redevelopment of North Blvd Homes with mixed use, mixed income development, enhanced access to the River and leveraged educational and cultural assets.

INVISION TAMPA + COMMUNITY BASED PLANNING

Concurrent with the Rose Fellowship, and informed by the ULI Advisory Panel, the City utilized the balance of the HUD Sustainable Communities grant to conduct a comprehensive, inclusive community planning effort for the entire Center City. This work included detail community meetings and walking workshops in all of the 'close-in' neighborhoods, including West Tampa. The work focused on five key Building Blocks and ten 'Forward Moves' designed to advance and implement physical and non-physical opportunities for Tampa's Center City, including the historic neighborhoods, main streets, parks and institutional assets. West Tampa was identified as a leading opportunity for reinvestment. This work has been substantiated and elaborated upon by grassroots efforts, including the emergent West Tampa CDC, which is focused on broad matters of positive change and enhancement for the entire West Tampa region. The InVision brand has become recognized by the community and the West River planning has been strongly positioned as an implementation measure of that plan. www.invisiontampa.com

THE WEST RIVER PLAN

As a result of history of ongoing community discussion regarding downtown, and the specific identification of the North Blvd Homes site as an opportunity, the Tampa Housing Authority (THA) initiated the study of the site for possible redevelopment. In September, 2012 the THA issued solicitation number RFQ-FY2012-04 for a North Boulevard / Mary Bethune Development Partner. The objective was to identify qualified design/development teams to envision a new future for the people and places within the current THA owned properties and opportunities for linkage and benefit to the larger West Tampa neighborhood.

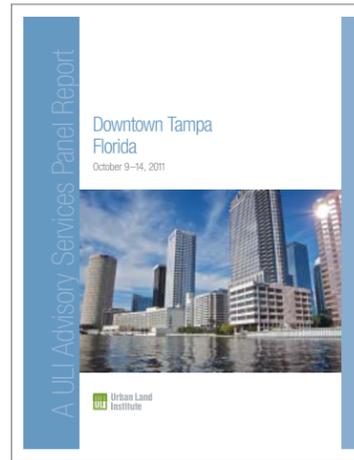
Following a two step process (written submittal and interview presentation), the McCormack Baron Salazar team was selected as the preferred master development partner. The contracted assignment was to lead a master plan process for a defined 120 acre study area (which includes the THA owned property) from a physical, economic and human capital perspective. In addition, the assignment required that ideas for the specific study area be responsive to the larger community context: the activities and opportunities presented by the nearby areas of Tampa's downtown, particularly North Hyde Park and West Tampa. Finally, the assignment required that the process be highly inclusive of THA residents, the surrounding community and other jurisdictional stakeholders. The project commenced in early April, 2013.



The Tampa community is fully recognizing the value and opportunity of West Tampa. InVision Tampa has strongly positioned the Hillsborough River as the center of the downtown (not the edge). With assets such as University of Tampa, Tampa Preparatory School, Julian B Lane Park, local Public Schools and diverse neighborhoods and commercial 'main streets', there is significant opportunity for the West River Area.



The West Tampa study area and nearby landmarks



Where should the City focus its redevelopment efforts in the next 5 years?

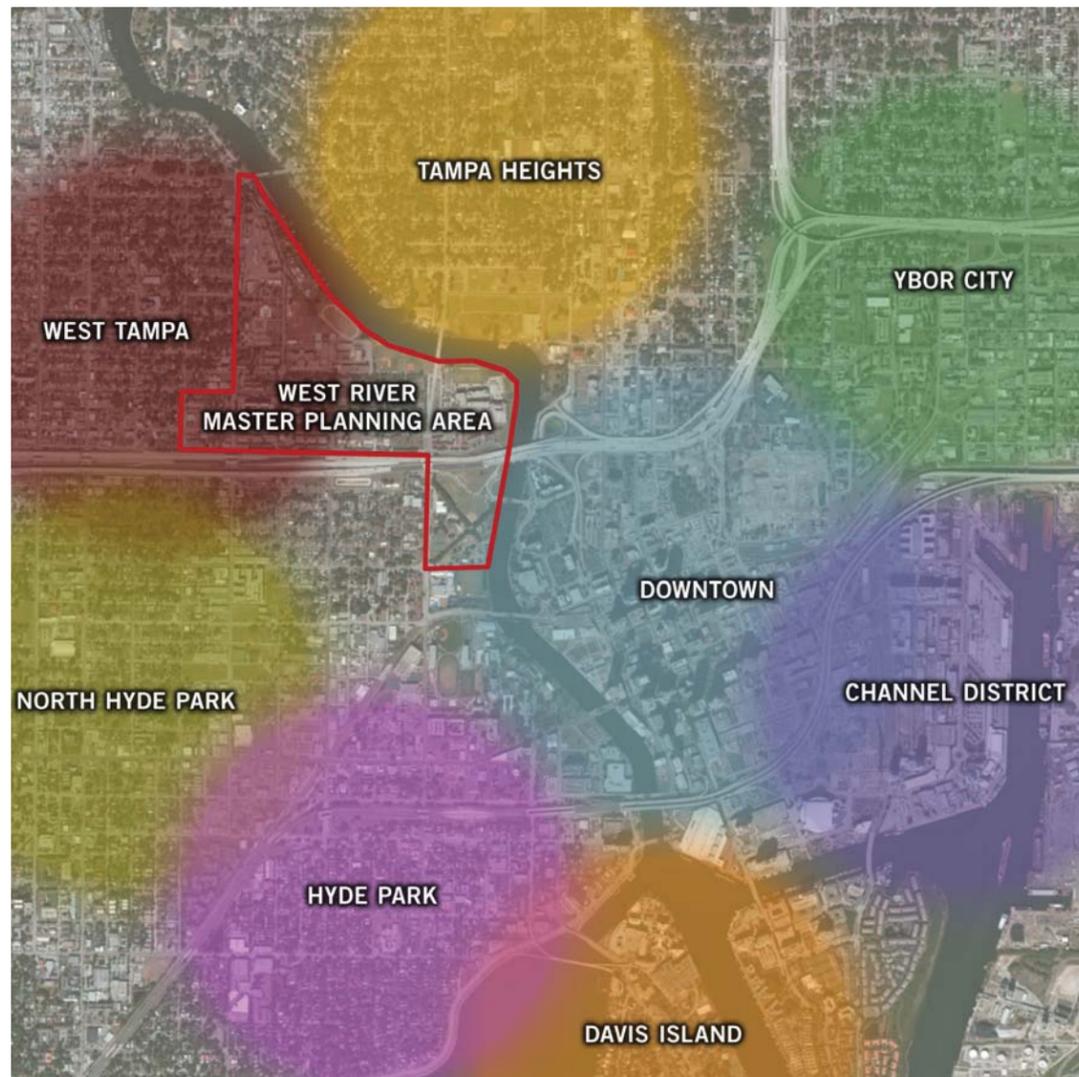
West of the River

- Redevelop North Boulevard Homes into mixed-income community
- Improve public land at Blake High School and Lane Park

Advisory Panel • Tampa, Florida • 10/9/11–10/14/11

ULI Advisory Panel Recommended Actions West of the River

InVision Tampa visualized an opened public waterfront, with repositioned open space and community access to the River and new development and placemaking opportunity. This notion was founded on the prior work by ULI and the Rose Fellowship.



West River Master Planning | Tampa Neighborhood Context



Conceptual image of riverfront redevelopment and parks in the Study Area

2.2 REGIONAL CONTEXT

REGIONAL ASSETS

One of the broad outcomes of all the Visioning work has been strong community recognition that ‘downtown’ includes the areas on each side of the Hillsborough River. The Community has embraced West Tampa and North Hyde Park in particular as areas of opportunity given their proximity to so many assets and activities. Cultural, Educational, Open Space and Main Streets are all accessible within a 1 mile walk. Within 2 miles, one can access the entirety of downtown, Tampa General Hospital (TGH), Channelside, Encore and the historic Ybor City and Hyde Park areas. Tampa International Airport and University of South Florida are within 3 miles. West River is an ideally located downtown neighborhood.

NEIGHBORHOODS CHARACTER

Tampa’s close in neighborhoods are highly diverse, with many originally developed as ‘working communities’ centered around proximate industry. As a result, the area is built upon a strong framework of connected urban streets and vernacular housing. However, much of the housing is aged beyond its lifespan. Because of past decades of disinvestment, many of these areas are distressed, socially and physically. However, there are emergent examples of rehabilitation and infill redevelopment as a broader population is interested in locating in a place proximate to the general downtown community assets. Tampa is also working to reinvest and reposition its disinvested downtown neighborhoods and aged public housing facilities, including ‘Encore’ - a comprehensive mixed use / mixed income redevelopment of the prior Central Park Village.

MAIN STREETS AND COMMUNITY SERVICES

The Neighborhoods are organized around key historic Main Streets and Industrial areas as centers for services and employment. Key nearby commercial streets include Howard Avenue and Main Street, as well as portions of Willow and Rome Avenues south of I-275. As with the historic general disinvestment in downtown, these areas have declined commensurate with the reduced purchasing power of the adjacent neighborhoods. However, as with the neighborhoods, they have great character in the form of their urban pattern of highly detailed historic architectural facades. Today, many of these areas are experiencing incremental reinvestment providing limited community services for the diversifying neighborhoods. Many of the older industrial spaces are being retrofitted to include new ‘loft’ style space for start-up businesses, home renovation supply shopping and light industrial services.

WATER AND RIVERWALK

An enhanced waterfront experience has been a major focus for Downtown Tampa for the last decade. The development of the Tampa Riverwalk has been a longtime effort on the east side of the River, and the recent award of a TIGER grant will allow this amenity to extend north to Tampa Heights. Former industrial sites such as the ‘trolley barn’ and Water Works buildings in Tampa Heights are being renovated to include retail, cultural and new restaurant facilities. The development of Curtis Hixon Park as a high quality public event space, overlooking the Riverwalk and University of Tampa has repositioned downtown as a ‘place to be’. Today, the community is focused on completing the ‘east bank’ Riverwalk, and developing a complimentary west Riverwalk that can be connected to unify both sides of the Hillsborough River.



Some of the key institutions, such as University of Tampa, and Tampa Preparatory Academy are actively looking at property opportunities outside their current boundaries for both facilities as well as living opportunities for their students and staff.



Concert at Julian B Lane Riverfront Park



The adjacent neighborhood has seen some redevelopment of single family



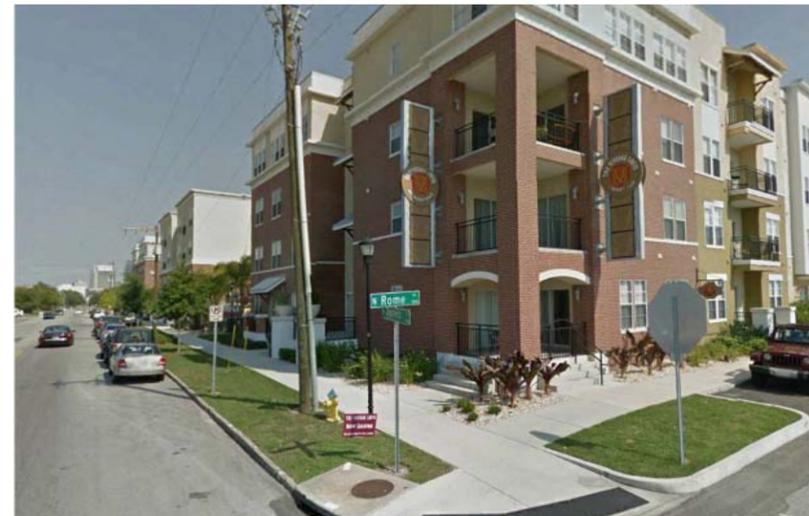
North on Howard Ave with historic library at left



Main Street

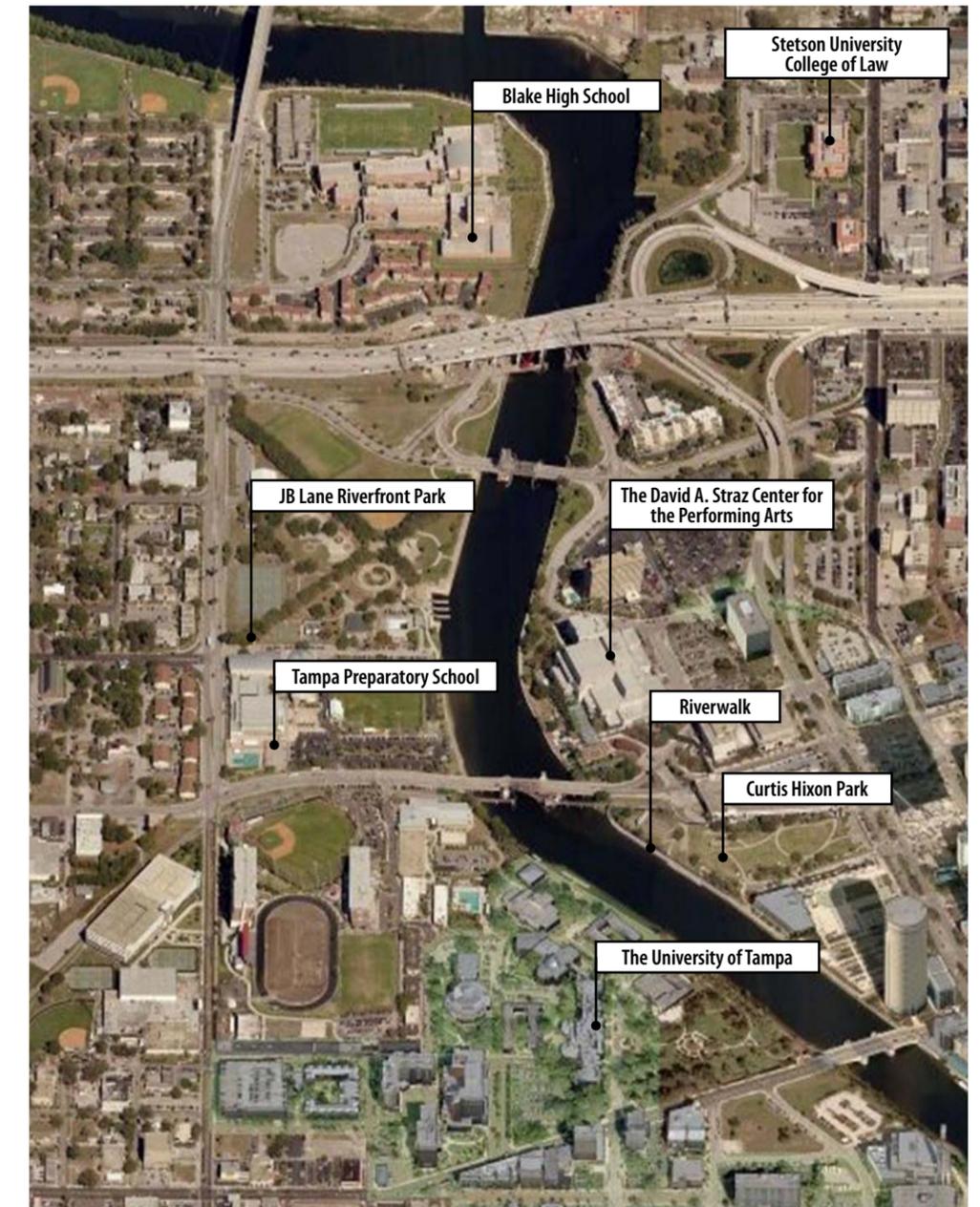


Typical housing stock on nearby Chestnut St.



Multi-family redevelopment on Rome Ave, south of the study area

Mayor Buckhorn has proclaimed the Hillsborough River as the center of downtown. The River frontage (and the newly constructed Riverwalk) is home to numerous and substantial public, private and institutional investments that are changing the perception and activity in downtown Tampa. The opportunity is to rediscover the value and quality of life in Tampa's traditional 'close-in' neighborhoods.



Cultural assets fronting end bacnk of the Hillsborough River in Downtown Tampa

2.3 SITE CONTEXT

LOCATION AND FEATURES

The West River site includes an approximate 120 acre 'study' area that is consistent with the area reviewed by the Rose Fellowship team. The area is generally bounded by Interstate 275, Rome Avenue and the Hillsborough River. The 120 acres is largely defined by properties that are in some form of public ownership. The Hillsborough County School District operated 4 public schools, including Blake High (magnet), Stewart middle (magnet), Just Elementary and Dunbar Elementary (Magnet). Together with the nearby Tampa Preparatory School and proximate University of Tampa, this forms a substantial educational corridor accessible from the site.

In addition, the City owns a number of connected properties in the area. Park facilities include the Martin Luther King Jr community center and park (which houses a County Services center), the 23 acre Julian B Lane Park (including the Steinbrenner Boys and Girls Club) and the Yellow Jackets Little League baseball complex. The City also operates a 12 ac solid waste maintenance yard which is a candidate for relocation and inclusion in the plan.

Finally, there are important adjacent private property uses. Rick's on the River is a well known community 'hub' for informal dining on the waterfront, as well as boating and water access. Nearby single family and multifamily housing back up to the River near Columbus Drive. The neighborhoods west of Rome Avenue are fragile, with some streets being more stable than others in terms of their property ownership and investment. North of Columbus and across the River, the single family residential neighborhoods are more affluent and stable. Adjacent to the North Blvd Bridge is the Cruis-a-cade boating club, a small, privately owned facility. And the larger Tampa Heights redevelopment site (and a planned small marina and restaurant) is farther downriver east of North Blvd.

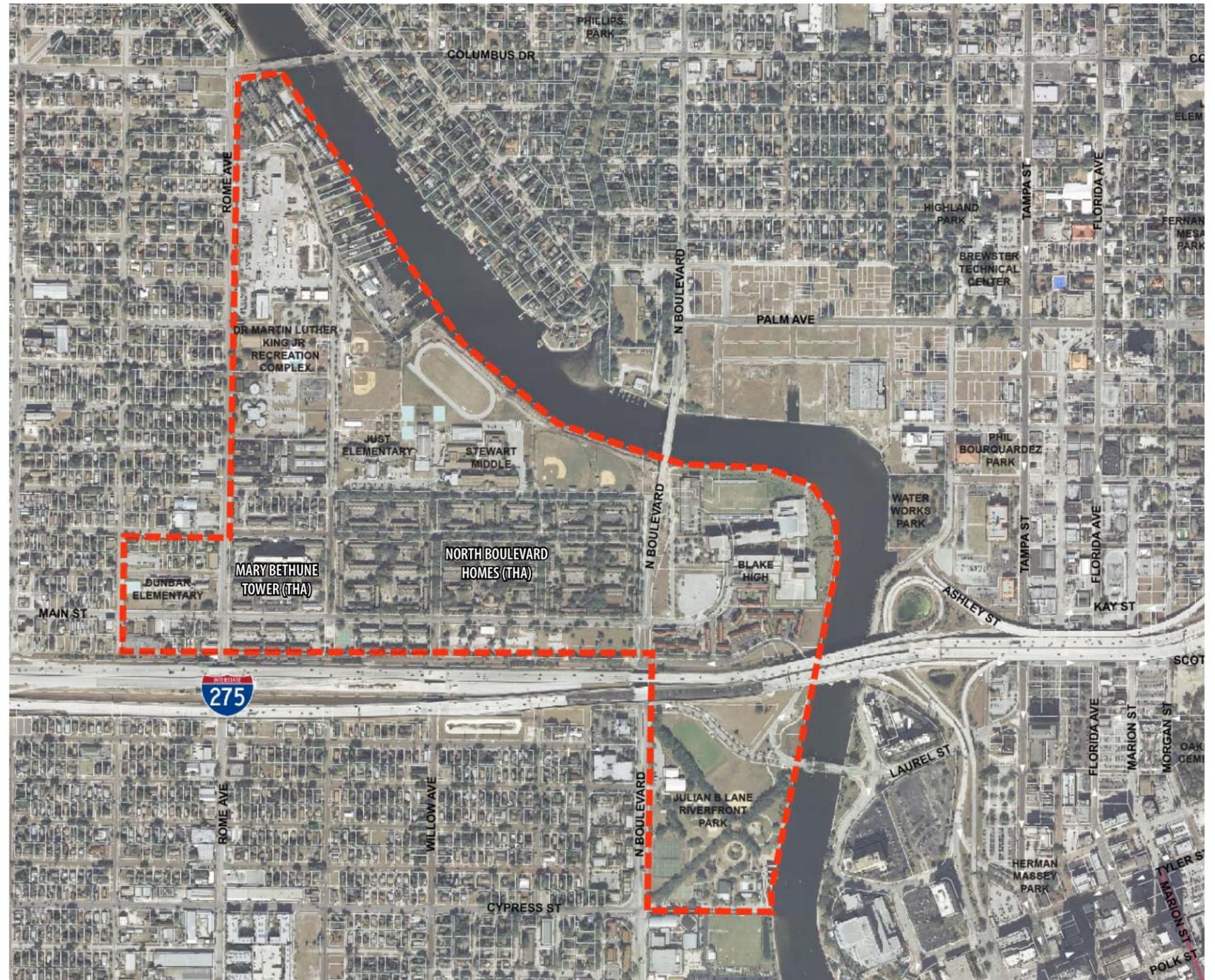
As defined in the ULI, Rose and InVision Work, the Community sees this area as a significant opportunity to rebuild community, reconnect the community the River and develop new partnerships between the public entities regarding the use and disposition key properties and services as they support the large West Tampa region.

THE TAMPA HOUSING AUTHORITY PROPERTIES

Within the site study area, the THA operates North Boulevard Homes and Mary Bethune Tower on approximately 44 acres of property. Built as early as 1941, this public housing site is comprised of the Mary Bethune high rise (150 unit senior housing) and the 671 unit North Boulevard Homes community. These properties are considered to be obsolete and no longer demonstrate long term physical or social viability as decent, safe affordable housing. Issues include inadequate parking, inadequate electrical, environmental constraints such as lead paint and asbestos, disability access, size and condition of units, exterior corridors, structural condition, energy inefficiency, utility and air conditioning fixtures.

The interface between North Blvd Homes, Mary Bethune Tower and the surrounding community is highly fractured. Children that do not qualify for magnet programs travel out of the area for middle school. Fenced properties and non-residential land uses separate the community from valuable assets such as the Hillsborough River. High speed roads and discontinuous local streets make access to community services, retail and community centers difficult to navigate, particularly for seniors and children, and the design character of the North Boulevard Homes and Mary Bethune Towers buildings project a stigma of poverty which fuels disinvestment and stigmatization.

Ignatem fugiatem estorep elitati beatecae atius quam aliqui veliquasperi atque sum es erestemperit dollabo. Name quam endaect ureicidus aliquate nis dolutat iuntio dolorem hiciunt la.



West River Study Area and vicinity



Docks near Rick's on the River



Yellow Jacket little league fields on Oregon Ave.

The West River site is a diverse place. Historic streets, parks, schools and proximity to downtown are assets. But the public housing has become obsolete and nearby disinvestment has created an environment that requires a new commitment to urban husbandry an renewed sense of place. The promise of Downtown, West Tampa, the River and incremental reinvestment signal an opportunity for enhanced quality of life and community services.



Tampa Gardens multi-family complex at Rome Ave and Spruce St.



Julian B. Lane Riverfront Park



Stewart Middle School



Just Elementary School



Mary Bethune Tower Senior Housing



North Boulevard Homes units along Main St.

2.4 PROJECT OVERVIEW

THE TAMPA HOUSING AUTHORITY REDEVELOPMENT REQUEST

In October, 2012, the Tampa Housing Authority issued a public Request for Qualifications for a redevelopment partner to assist in the planning and redevelopment of the THA properties, as well as the master planning and consideration of other publically owned properties within the defined 120 acre West River study area. Through a public selection process, a team led by McCormack Baron Salazar, Inc. was selected to lead the effort.

THE TEAM AND APPROACH

The master planning effort has been designed to facilitate an inclusive, community based examination of West River, and its potential to fulfill the ideals outlined in the visioning efforts to date. Specifically, this includes at least three primary objectives: to be a catalyst for the ULI / InVision work reconnecting the community to the River, bring together key private, public and institutional partners to maximize the community building potential, and to deliver a livable, mixed use / mixed income of high quality that would support an integration of choice market rate and subsidy based residents.

The development of the master plan was completed over a 6 month period of time focused on Understanding (inclusive participation and site study), Exploring (testing various design and development opportunities), and Planning (refinement and validation of a preferred approach).



Mayor Buckhorn introduces the West River planning process at the June 11 public workshop



APRIL | MAY

The Team met with over 30 stakeholders or organizations, conducted resident meetings and initiated technical analysis of the site.

JUNE

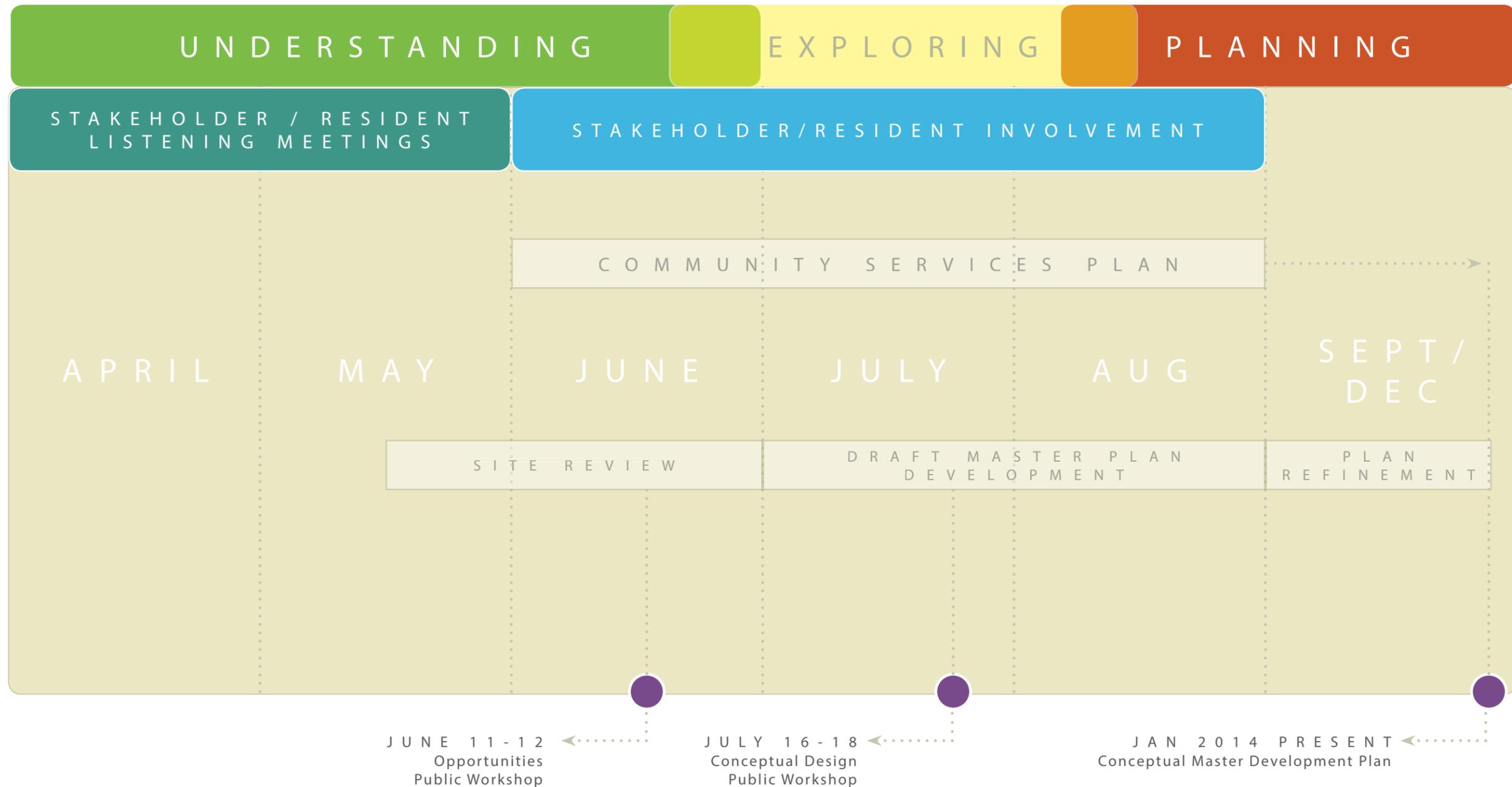
Our first multi-day public charrette focused on formally introducing the project to the broad community and conduct an open platform for additional focused stakeholder and resident input meetings and definition of goals. Over 170 people attended our June 12 evening meeting and workshop.

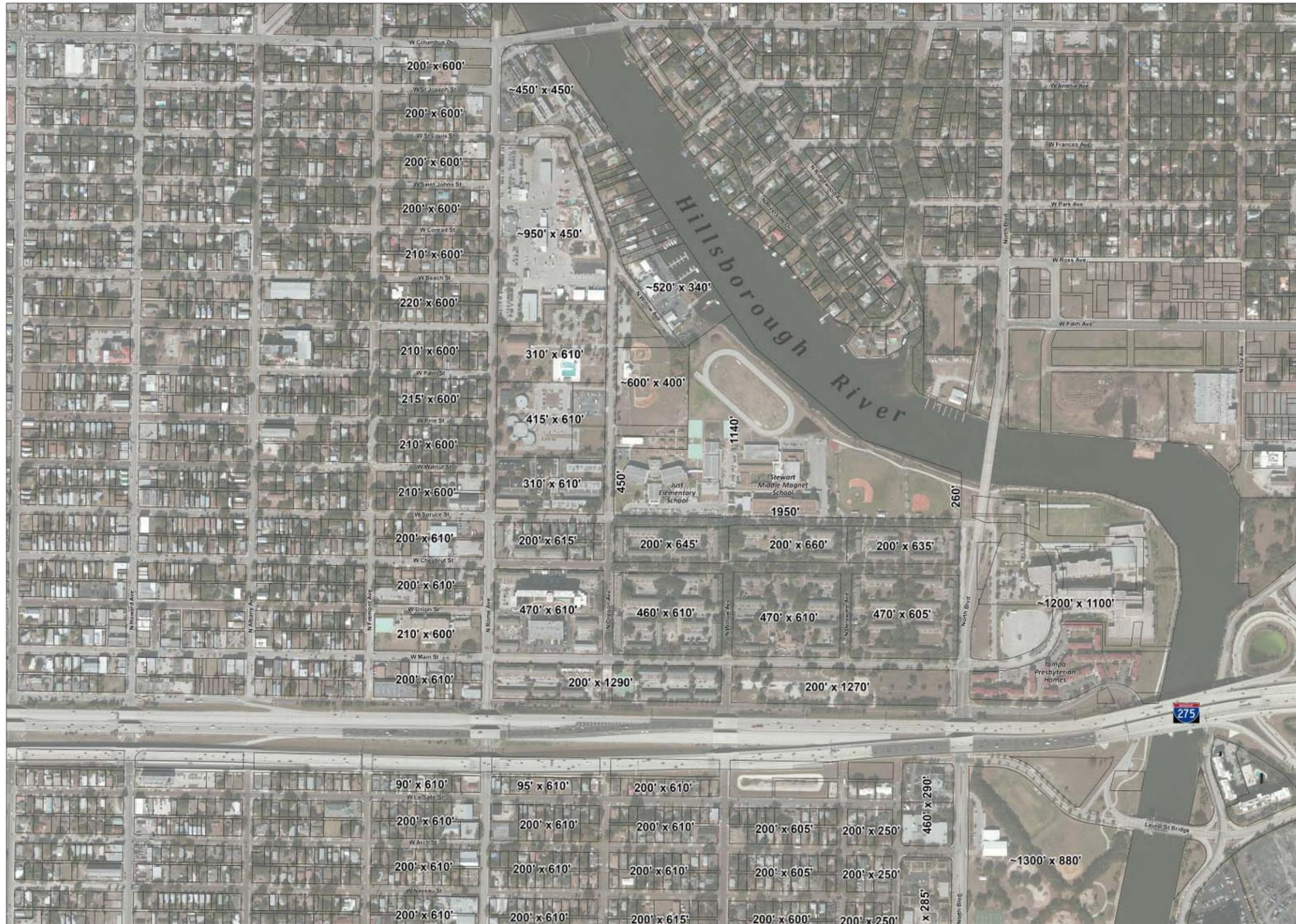
JULY

Our second multi-day public charrette allowed us to share what we had learned, conduct additional resident and stakeholder meetings, validate and refine our priorities. We introduced our preliminary master planning ideas for the 120 acres as well as examples of potential units, buildings and community features. Our preliminary findings and ideas were presented for review and discussion to over 200 attendees in our July 18 public meeting.

AUGUST

Based on response and input from the July workshop, we refined our master plan with THA, City, School Board and other key Partners to confirm a preferred master plan that allows for some flexibility regarding specific potential opportunities.





The planning team evaluated the technical and human patterns of community in West River. Details, such as the historic block patterns, street dimensions and infrastructure were reviewed in order to understand the opportunities to create a plan that would be responsive to site, context and place.

TECHNICAL TEAM

A portion of the master planning effort focused specifically on technical aspects of the site. This included engineering and utility issues, property ownership, transportation, land use and zoning, buildings, drainage and environmental. The key findings of that work are presented in the following pages of this report. This work was completed by the various members of the master planning team. The complete documentation of this site due diligence is available as a series of technical reports, summarized in our support West River Site Inventory Workbook.

HUMAN CAPITAL

Human Capital is defined as the individual knowledge, skills and abilities used to contribute to individual and community growth and development. The MBS team coordinated engagement and input from the community, service providers and residents through its subsidiary Urban Strategies, Inc under the leadership of Sandra Moore. The work involves listening to the community one on one and in stakeholder groups, as well as assembling survey and research data to assess the needs and opportunities for the community. Based on this work, six priority areas were identified as being vital components to the success of West River. These include:

1. Parents Working
2. Young Children Ready for School
3. Children and Youth Succeeding in School
4. Healthy Families
5. Residents Leading
6. Safe Neighborhoods

The Human Capital plan identifies issues analysis, strategies to address needs and success performance measures. The full Human Capital Plan can be reviewed as a support document to this report.

SHARING IDEAS

The planning team commitment has been to work inclusively, listening carefully to a broad constituency before developing and testing our ideas. This has allowed us to better understand the nuances of the community, restate what we have heard, and validate the direction at each stage of plan development. This iterative approach has allowed us to develop a plan that addresses physical and non-physical elements necessary for success, within a flexible framework that will allow continued enhancement as the plan moves forward and new opportunities continue to develop.

3.2 SITE REVIEW AND MAPPING

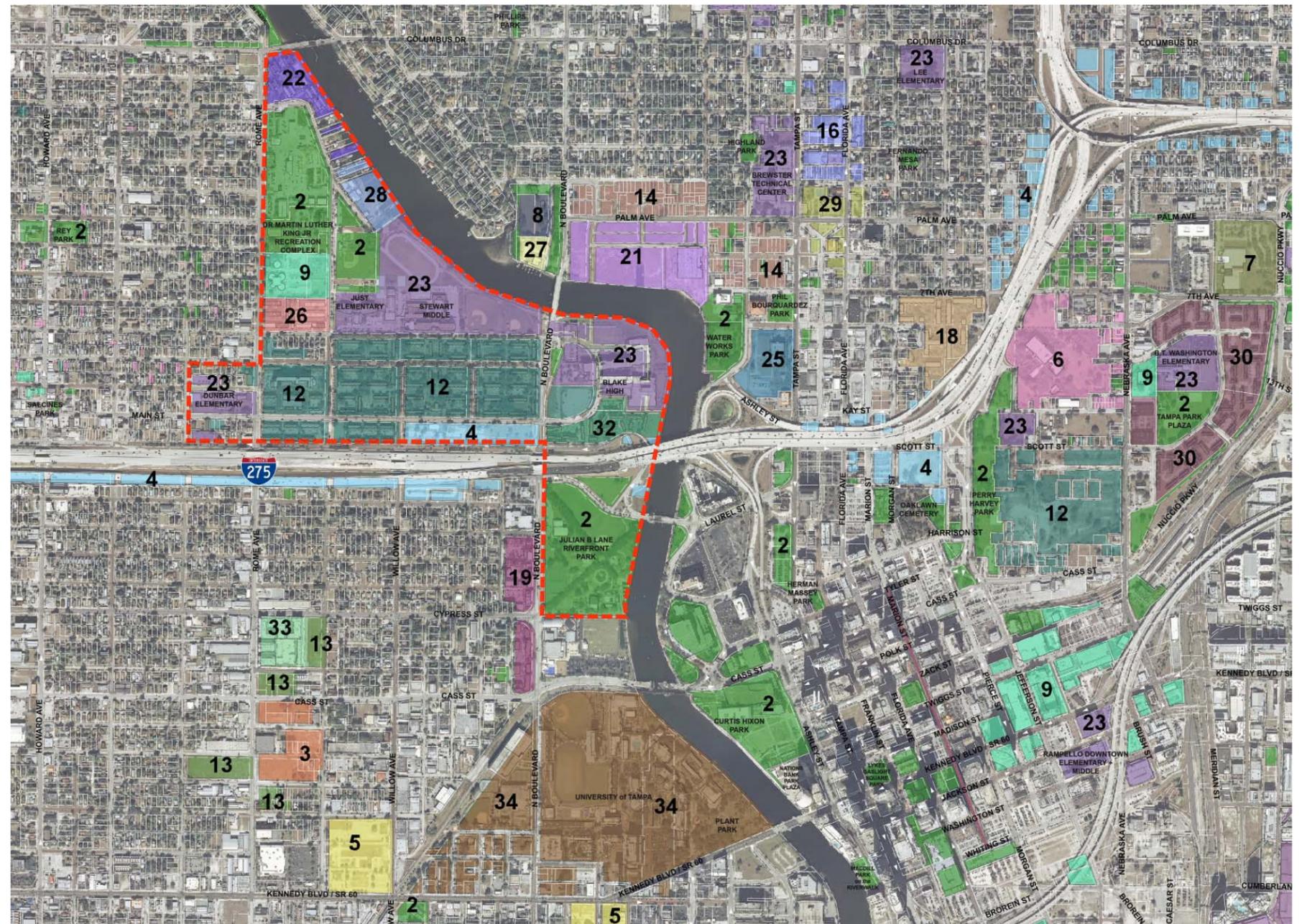
PROPERTY OWNERSHIP PATTERNS

At just over 227 acres (including all the roadway / rights of way) and with a mile and a half of river frontage, the West River redevelopment area represents an important part of Tampa's past and future. The site is located immediately northwest of Downtown Tampa, adjacent to the Hillsborough River. The North Hyde Park neighborhood lies just south across I-275, and the Old West Tampa and Macfarlane Park neighborhoods lie to the west. The Tampa Heights redevelopment site, 7th Avenue (leading to Ybor City) and Waterworks Park represent the potential for a future Riverfront community, with places to live, learn, play and shop on both sides of the Hillsborough River.

Though the site used to be a single-family residential neighborhood like the surrounding neighborhoods, it has undergone significant changes through the years. Over time, the ownership pattern within the study area has come to be dominated by large institutional owners including the Tampa Housing Authority, Hillsborough County School Board, Hillsborough County, City of Tampa, and Florida Department of Transportation. The North Boulevard Homes complex, including its internal road network, comprises 50 acres, as does the School Board property. Today, less than 13% of the study area is under private ownership, with the majority of that ownership concentrated in the northwestern tip, along the river frontage.

LEGEND

- CAP Development CO LLC - 1
- City of Tampa - 2
- CRP/Pollack Hyde Park LLC - 3
- Department of Transportation - 4
- Florida Health Sciences Center Inc - 5
- GTE Federal Credit Union - 6
- Hillsborough Consortium for Tech & Education Inc - 7
- Hillsborough Community College - 8
- Hillsborough County - 9
- Hillsborough County Hospital Authority - 10
- Home Association Inc - 11
- Housing Authority of the City of Tampa - 12
- Hyde Park Realty Group LLC - 13
- Land Assemble LLC - 14
- Marina Club Homeowners Association - 15
- Metropolitan Ministries Inc - 16
- Mobley Park Apartments LC - 18
- Oakhurst Square I & II - 19
- Public Housing Authority Trustee - 20
- Riverside Heights Holdings II & III - 21
- Rome Holdings LLC - 22
- School Board of Hillsborough County - 23
- St. Joseph Provincialate Inc - 24
- Stetson University Inc - 25
- Suriname Investment Group Inc - 26
- Tampa Cruis-A-Cade Club Inc - 27
- Tampa Marina and Yacht Club Inc - 28
- Tampa Metropolitan Area YMCA inc - 29
- Tampa Park Apts Inc - 30
- Tampa Port Authority - 31
- Tampa Presbyterian Village Inc - 32
- UDR of Tennessee LP - 33
- University of Tampa - 34





Dead end streets



Aged neighborhood parks



Blake Magnet High School



Fenced school athletics along Riverfront

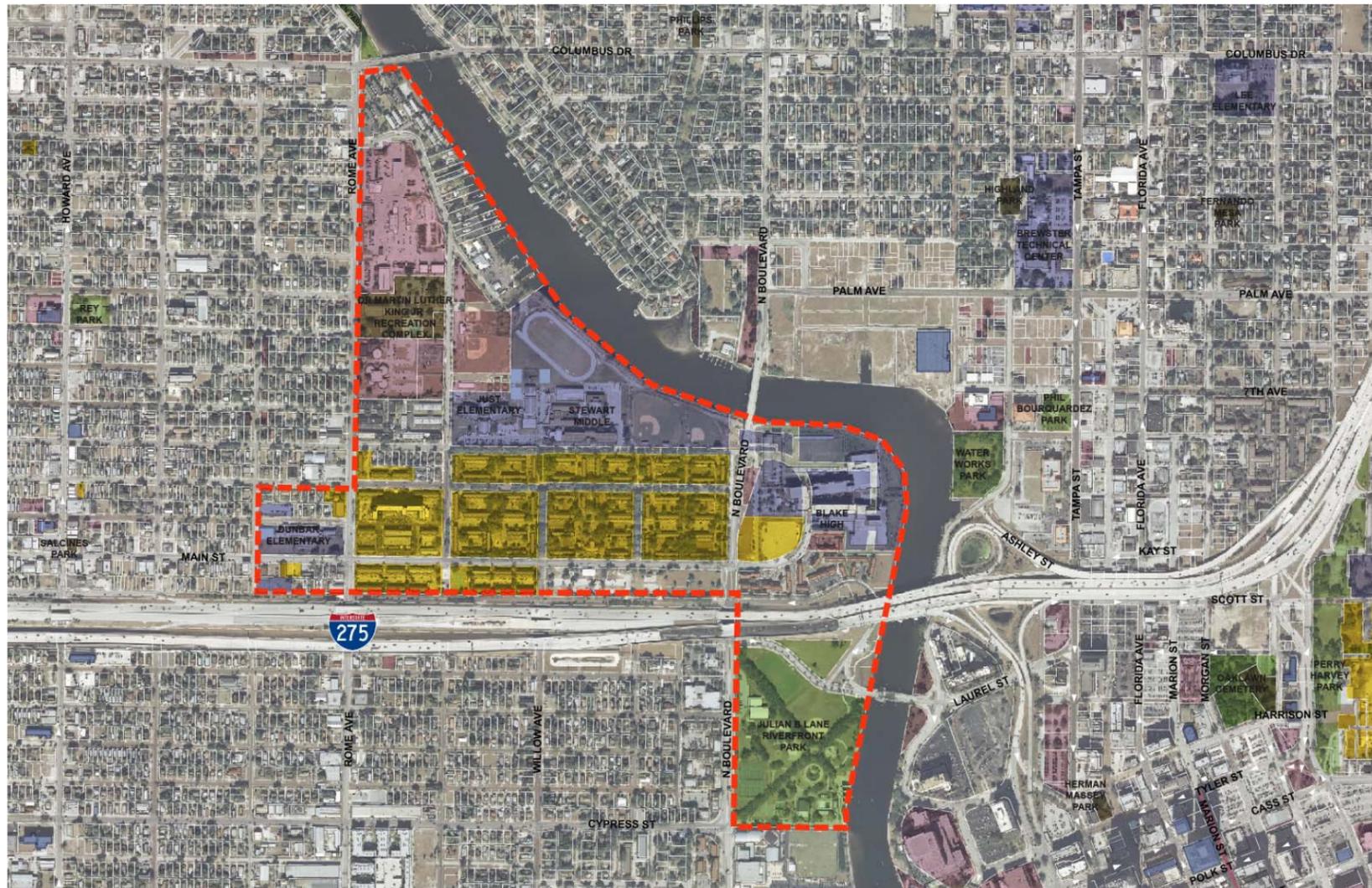
SCHOOLS AND PARKS

The West River Study Area contains four public schools, including Dunbar Elementary, Just Elementary, Stewart Middle, and Blake High Schools. Dunbar, Stewart, and Blake are magnet schools, so while some students from the neighborhood do attend, many students are bused to schools outside the neighborhood. Head Start and Boys and Girls Club are heavily relied upon by students in the district, due to the high rate of single parent and dual income households.

The co-location of Just, Stewart, and Blake allows these schools to rely significantly on each other for common facilities: Just and Stewart share a common cafeteria; Blake and Stewart both utilize the track behind Stewart; and Blake makes use of the Softball and Baseball fields next to Stewart.

However, although these schools are seen as positive assets to the community, their physical locations have isolated the neighborhood from the river, preventing any public access to the water. The facilities have turned their back to the river and are highly secured with fencing and the vacation of Spruce Street from Oregon to North Blvd.

The study area also contains several parks and recreational facilities. The Julian B. Lane Riverfront Park, south of I-275, adjacent to the river, is a major community park with ball fields, basketball courts, tennis and racquetball courts, playgrounds, shelters, and restrooms. The Dr. Martin Luther King Jr. Recreation Complex offers a gymnasium, playgrounds, pool, computer lab, art studio, and After School Activity Programs. The Yellow Jacket Little League Fields are located on Oregon Ave and provide a home for their namesake little league team.

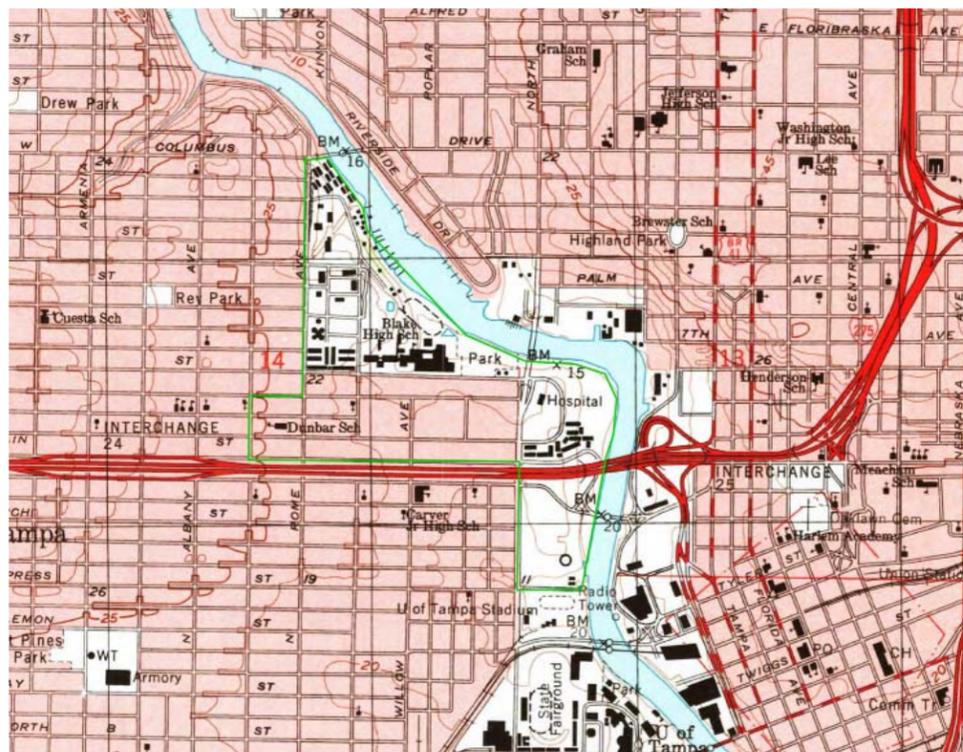


| School Capacities North Boulevard Area | | | | |
|--|----------|----------------------|----------------|-------------|
| | Capacity | Held for Concurrency | 2012 40th Day* | Utilization |
| Just ES Neighborhood | 598 | 64 | 561 | 104% |
| Dunbar ES Magnet | 355 | 0 | 254 | 72% |
| Stewart MS Magnet | 1214 | 0 | 860 | 71% |
| Blake HS Magnet | 1705 | | | 92% |

TOPOGRAPHY

The topography of this study area ranges from a low of 6.5 feet above sea level along the river bank, to a high of 21 feet in the southwestern corner adjacent to I-275. According to FEMA flood data, the 100-year floodplain encroaches into the site along the banks of the Hillsborough River, and extends further into the center of the site in the area of Steward Middle, which was apparently built on the site of a historic stream or ditch that drained into the river.

The Southwest Florida Water Management District and City of Tampa have confirmed with Element Engineering that this segment of the river is considered “tidal”, and is therefore exempted from floodplain compensating storage requirements. Therefore, development that fills or encroaches into the floodplain will not be required to provide equivalent storage elsewhere adjacent to the floodplain. However, typical water quality (runoff) stormwater facilities will be required above or below grade.



Historic Topo Map from 1956



100- Year Floodplain



Tierra's map showing sites of potential environmental concern

ENVIRONMENTAL

Tierra, Inc. conducted a high-level environmental review of readily available documents such as historic maps, aerial photos and brownfield databases to determine potential contamination sites in and immediately surrounding the study area. Tierra also conducted limited site observations to better assess site conditions. As would be expected, due to the history of the area's urbanization, their review uncovered a number of historical and existing sites within and immediately adjacent to the study area that pose potential environmental concern, such as: auto service stations, dry cleaners, and leaking underground storage tanks (LUST). These sites require further review to determine their potential level of impact to the site.



City Maintenance Facility and above ground tanks



Main Street Laundry



FDOT Construction Site for I-275 Expansion



Commercial building on Green Street

STREETS AND TRANSPORTATION

Within the site, the roadway network is factored, with many streets that have been ‘dead-ended’ or even vacated (Spruce St). The general form of most of these streets is a 60’ (+/-) right of way, typically with brick under the streets, some granite curbing and mature oak trees. Therefore the ‘framework’ for re-established, high quality local streets can be reconstructed.

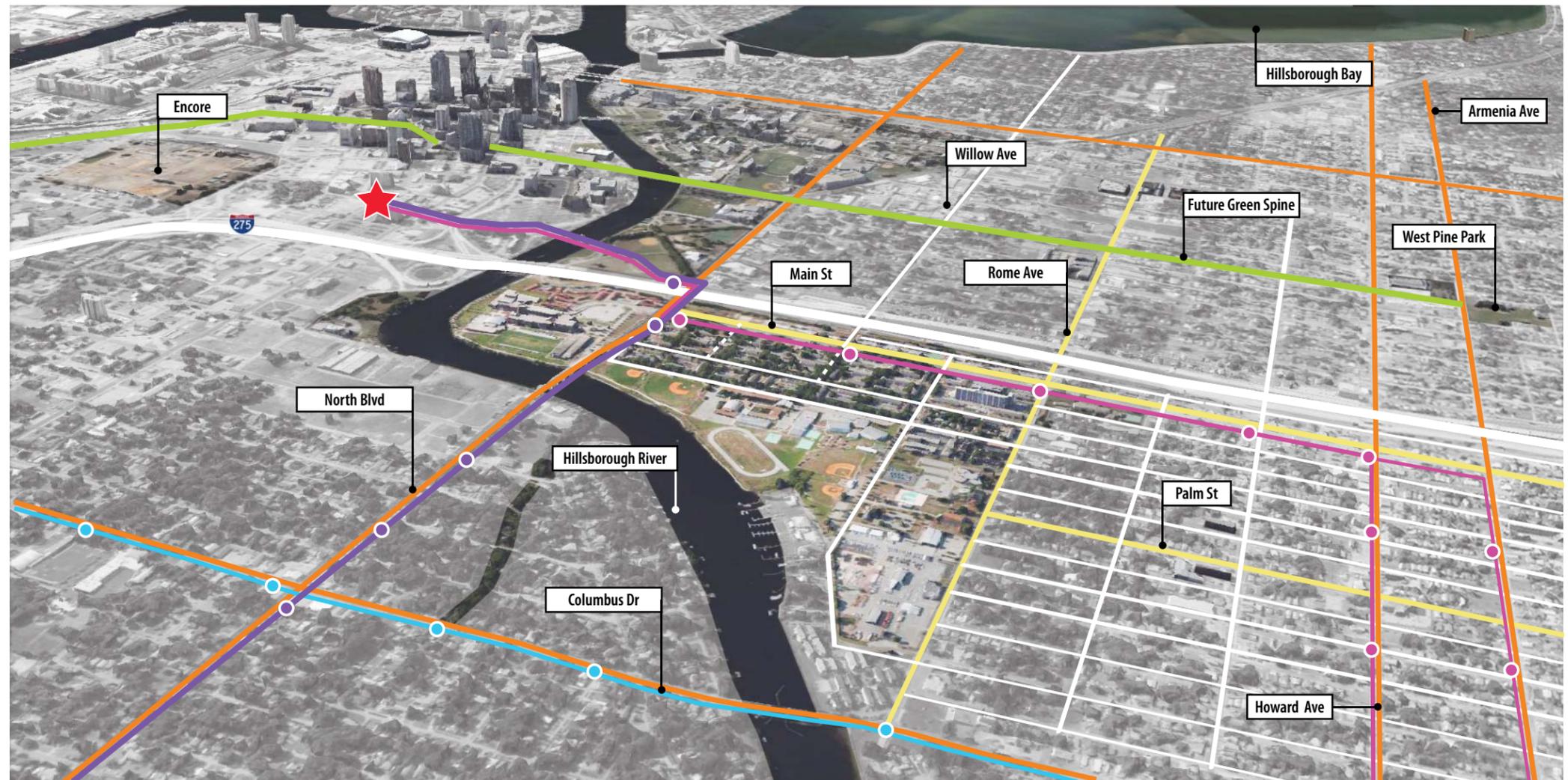
The network of major north/south roads that pass under I-275 includes North Blvd, Willow Ave, and Rome Ave. These roads provide access to valuable community resources such as the University of Tampa and the industrial “design district. The only east/west road that passes through the study area is Main St. These major study area roads are large, with high design speeds, and sufficient capacity to allow for redevelopment to occur in the study area; however, they typically do not feature sufficient pedestrian facilities to provide easy access in and around the study area.

Transit service through the study area is inadequate. The HART Bus Route 7 runs along Main Street between the Marion Transit Center and the Raymond James Stadium at 30 minute headways. Route 14 runs along North Blvd, at 1 hour headways, between the Marion Transit Center and the Yukon Transfer Center on Busch Blvd. Route 15, which is not within the study area but is accessible from the northern portion, runs east/west along Columbus Dr at 30 minute headways.

In addition to roads and transit improvements, Invision Tampa recommends significant east/west downtown linkages such as the “Green Spine” multi-use trail on Cass St.

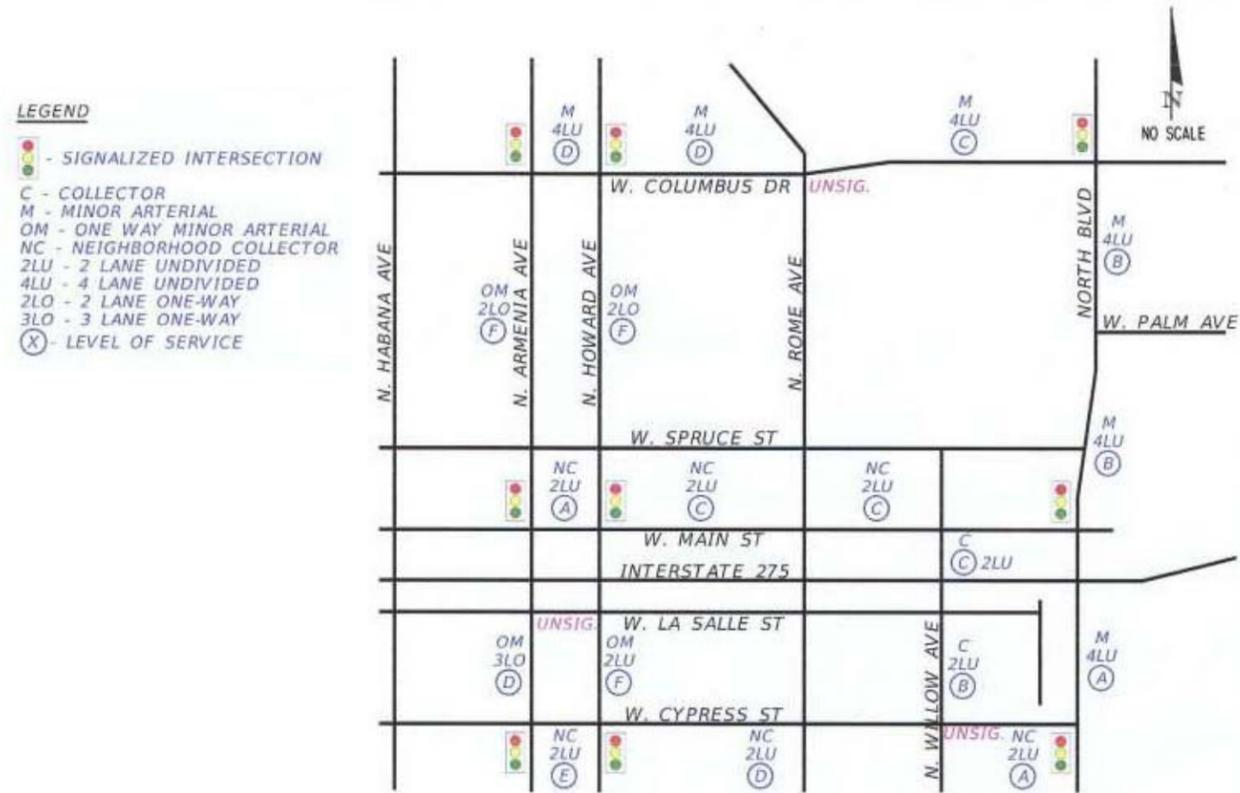


An internal drive through NBH



- LEGEND**
- Type “A” Street
 - Type “B” Street
 - Type “C” Street
 - Future Green Spine
 - ★ Bus Hub
 - Bus Line 7
 - Bus Line 14
 - Bus Line 15

Existing Transportation Network



Intersection of Rome and Main looking south toward the I-275 overpass



I-275 facade enhancements planned for the Howard Ave overpass

| Summary of City of Tampa Traffic Counts | | | | | |
|---|---|------------------|---------------|--------|--------------|
| Street | From-To | Exist. Road Type | Func. Class** | AADT | Existing LOS |
| Armenia | Platt St (Cleveland St) to Kennedy Blvd | 3LO | OM | 14,154 | D |
| | Kennedy Blvd (Main St) to Columbus Dr | 2LO | OM | 11,413 | F |
| Boulevard | Cypress St to I-275 | 4LU | M | 9,711 | A |
| | I-275 to Palm Ave | 4LU | M | 12,517 | B |
| | Palm Ave to Columbus Dr | 4LU | M | 10,221 | B |
| Columbus Dr | Armenia to Howard | 4LU | M | 23,485 | D |
| | Howard to Rome Ave | 4LU | M | 22,947 | D |
| | Rome Ave to Boulevard | 4LU | M | 19,535 | C |
| Cypress St | Armenia to Howard | 2LU | NC | 11,337 | E |
| | Howard to Willow Ave | 2LU | NC | 8,591 | D |
| | Willow Ave to Boulevard | 2LU | NC | 3,953 | A |
| Howard Ave | Cass St to Cypress St | 2LO | OM | 20,686 | F |
| | Cypress St (Main St) to Columbus | 2LO | OM | 12,427 | F |
| Main St | Armenia to Howard | 2LU | NC | 4,057 | A |
| | Howard to Rome Ave | 2LU | NC | 7,431 | C |
| | Rome Ave to Boulevard | 2LU | NC | 8,293 | C |
| Willow Ave | Cypress St to I-275 (Green St) | 2LU | C | 4,301 | B |
| | I-275 (Green St) to Main St | 2LU | C | 6,778 | C |

* Existing Road Type:
 2LO - 2 Lane One-Way
 3LO - 3 Lane One-Way
 2LU - 2 Lane Undivided
 4LU - 4 Lane Undivided

**Functional Classification:
 NC - Neighborhood Collector
 C - Collector
 OM - One-Way Minor Arterial
 M - Minor Arterial



Alignment of the future I-275 ramp extends into the Presbyterian Village site

INFRASTRUCTURE UTILITY

Wastewater - Wastewater service is provided by the City of Tampa. Wastewater from the study area is discharged through the 60" West River Interceptor and processed at the Howard F. Curren Advanced Wastewater Treatment Plant. The 60" pipe has approximately 25% available capacity, which translates to roughly 6500 GPM. While the system does have some capacity, the amount of additional wastewater flows discharging to the treatment plant from the redevelopment has yet to be determined and further analysis is required. Many of the pipes in the study area are older vitrified clay pipes (VCP) and will likely require replacement based on the final redevelopment layout.

Potable Water - Potable water service is provided by the City of Tampa. Tampa's potable water is primarily supplied by the David L. Tippin Water Treatment Facility. The existing water usage in the study area is approximately 248,000 gallons per day. The existing 24" water main that provides water services to the study area appears to have ample capacity for the redevelopment. Depending on the location of the development within in the area, some distribution improvements may be necessary.

Stormwater - All of the runoff from both onsite and offsite drainage areas are collected in closed storm drain (sewer) systems via roadway curb inlets and eventually discharge to the Hillsborough River. Because the Hillsborough River is tidally influenced, neither the City of Tampa nor SWFWMD will require stormwater attenuation. Therefore, proposed stormwater management systems will be based upon treatment only. The proposed land use densities and additional impervious area will affect the required size of the stormwater management system.

Electrical Transmission - The major overhead electrical transmission lines running along the west side of North Blvd and the north side of W Main Street drive the adjacent uses that will redevelop there away from residential and commercial type uses, and toward uses that don't mind their presence, such as ball fields.

Natural Gas - Natural Gas is available throughout the study area through TECO Peoples Gas, with a major trunk line running along W Main St. North Boulevard Homes is currently served by a master meter and all internal piping beyond the meter is the responsibility of the Tampa Housing Authority.

POTABLE WATER LINES

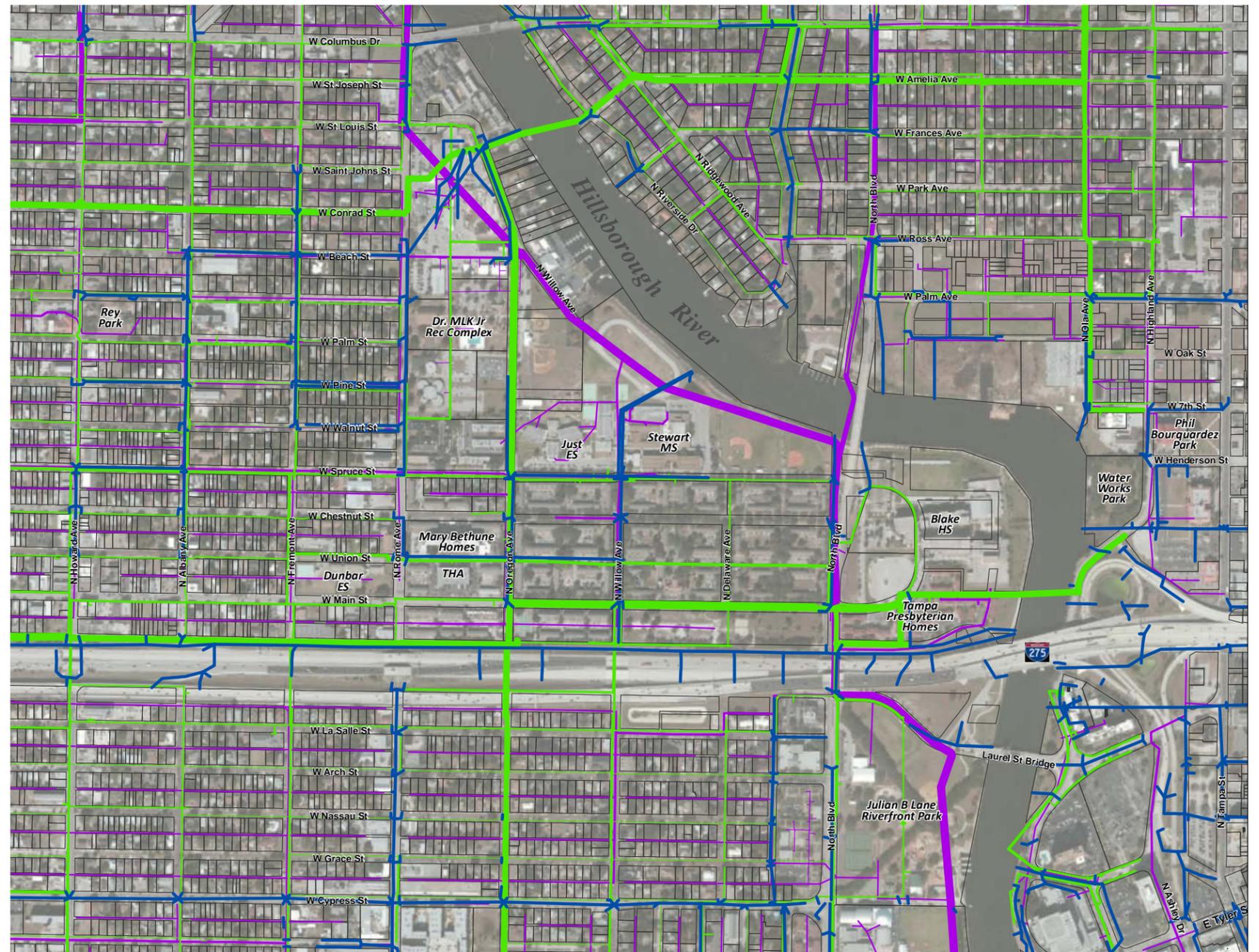
- 1"-2" Diameter
- 3"-6" Diameter
- 8" Diameter
- 12" Diameter
- 16" Diameter
- 24" Diameter

WASTEWATER LINES

- 3"-6" Diameter
- 8" Diameter
- 10"-15" Diameter
- 18"-24" Diameter
- 60" Diameter

STORMWATER LINES

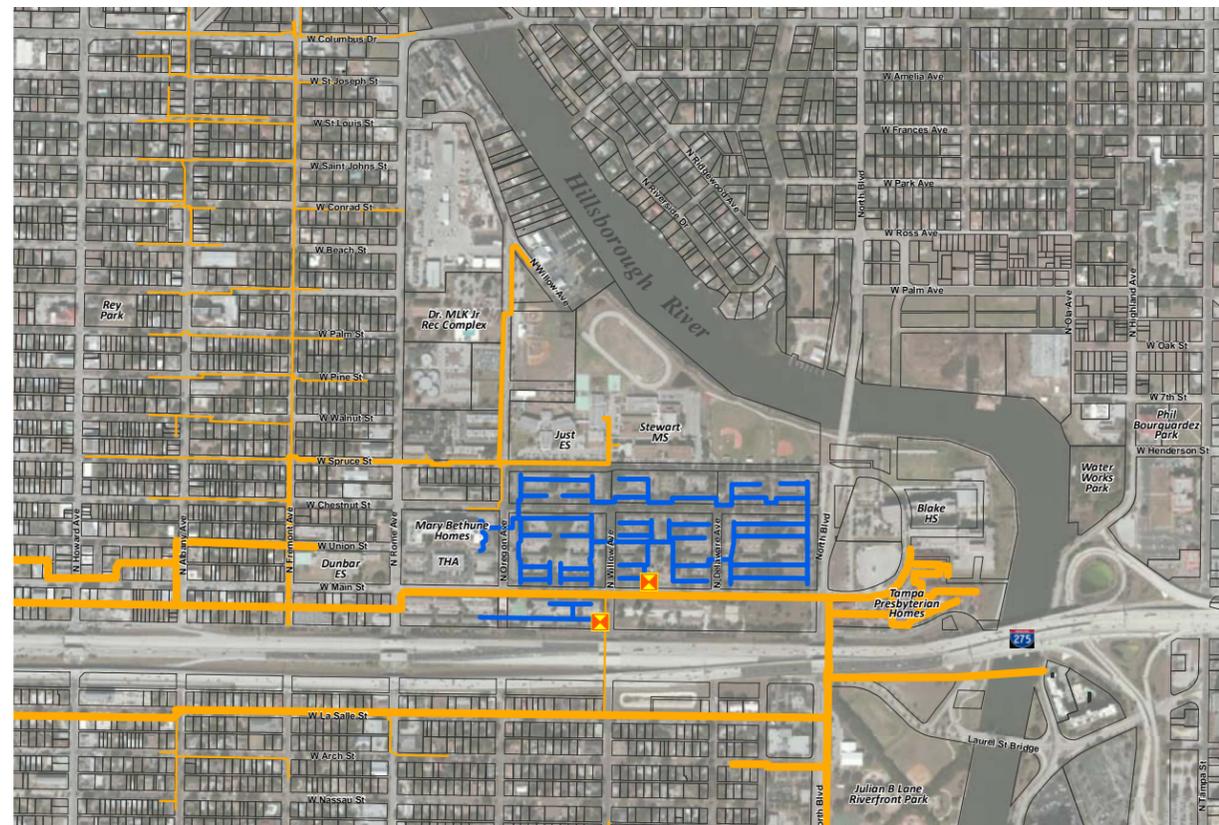
- Stormwater Lines





ELECTRIC

- █ Transmission (aerial)
- █ Major Distribution (aerial)



GAS LINES

- █ 30-60 PSI
- █ 10-30 PSI
- █ Low Pressure Distribution
- █ THA-Owned Distribution
- █ THA Master -Meters

Electrical Transmission - The major overhead electrical transmission lines running along the west side of North Blvd and the north side of W Main Street drive the adjacent uses that will redevelop there away from residential and commercial type uses, and toward uses that don't mind their presence, such as ball fields.

Natural Gas - Natural Gas is available throughout the study area through TECO Peoples Gas, with a major trunk line running along W Main St. North Boulevard Homes is currently served by a master meter and all internal piping beyond the meter is the responsibility of the Tampa Housing Authority.



Electric transmission poles at Willow and Main

THE FUTURE LAND USE – ZONING RELATIONSHIP

Within the City of Tampa, and generally within the State of Florida, the development potential of land is governed by two separate but related regulatory layers – Future Land Use (FLU) and Zoning. Each County and City is enabled to establish FLU and Zoning for lands under their jurisdictions. Together, these two layers regulate site and building characteristics. ***Note that other adopted documents such as design manuals and City Ordinances also regulate land on very specific levels, but are not part of this general summary.***

Zoning

Zoning is a specific designation imparting an actual entitlement to a specific parcel of land. Zoning can specify what detailed uses may be built on a property, the minimum size of a buildable lot, maximum building height, minimum and maximum setbacks, parking, etc.

FLU

FLU is a more general designation, usually expressing a wider range of development potentials for a site such as broad use categories (i.e. Single Family Residential, Office, Commercial), maximum residential densities (dwelling units/acre, du/ac), and intensity (Floor Area Ratio, FAR). FLU is not considered an entitlement per se, but instead functions as a maximum development potential or cap for the building site. FLU is directly tied to the ability of a jurisdiction to provide public services (water, sewer, schools) to the site in question.

How FLU and Zoning Work Together

Since zoning is the more specific layer of regulation, the provisions of a property’s zoning district must be consistent with the general provisions of its FLU designation. For example, a zoning district that allows heavy manufacturing is not allowed to exist on a property whose FLU designation is a Single Family Residential designation. On the other hand, multiple zoning districts may be consistent with a particular FLU designation. For example, three different multi-family zoning districts of 10 du/ac, 24 du/ac, and 35 du/ac are all consistent with a FLU designation of Multi-family-35.

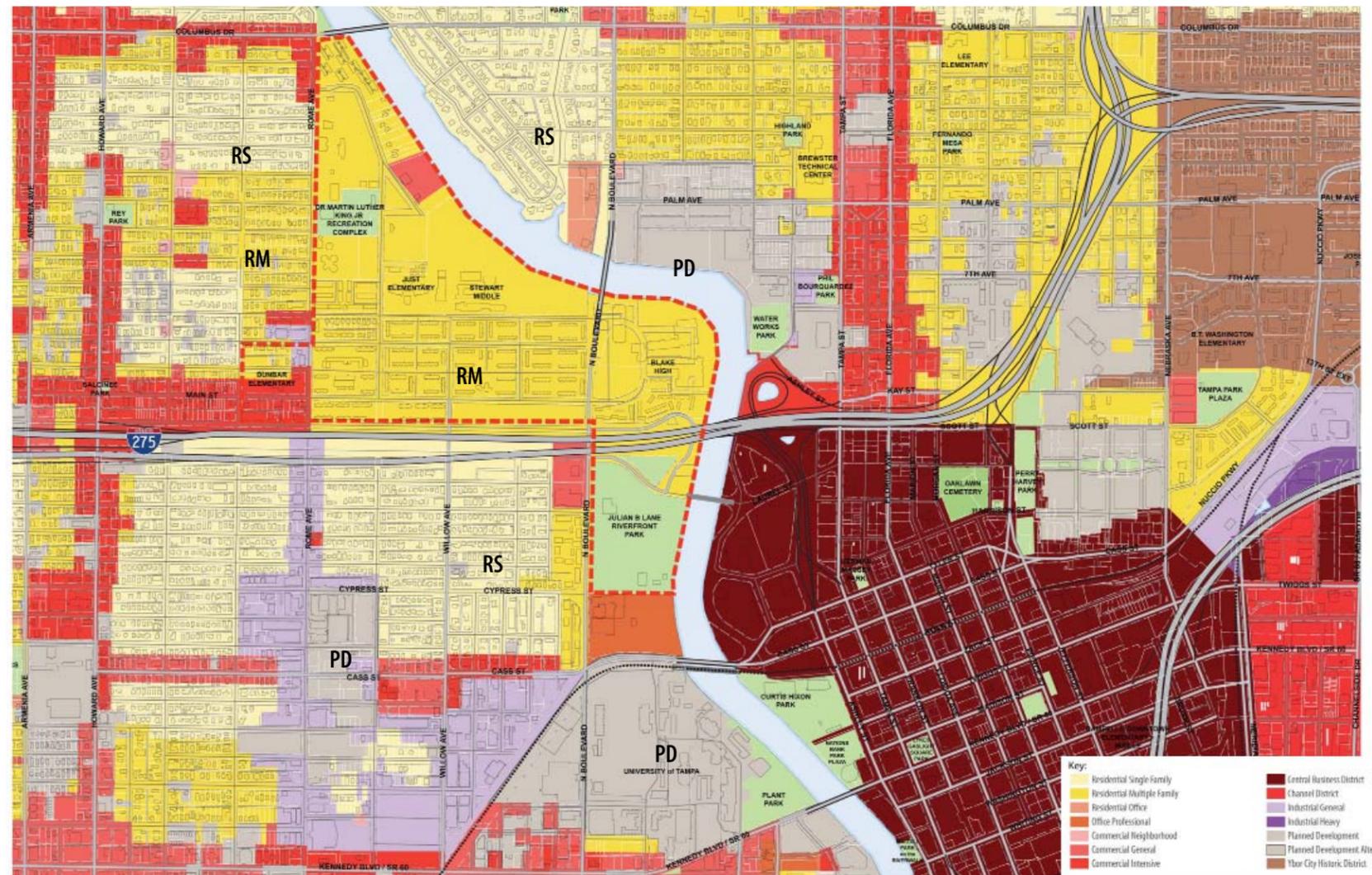
Conflicts between FLU and Zoning

There are two major conflicts between the adopted FLU designations and zoning districts found in the Study Area. Just Elementary, Stewart Middle, Tampa Utilities Facility, the Family Services Center, and portions of Blake High all have a FLU designation of Public/Semi-Public, and the MLK Rec Center and the ball fields have a FLU designation of Recreation/Open Space; however, these are all zoned Residential Medium–24. These are direct conflicts since no residential zones are allowed within the Public/Semi-Public FLU or Recreation designations. Before any of these Public/Semi-Public and Recreation/Open Space sites can be redeveloped with residential (or other uses) their underlying FLU must be amended to a consistent designation such as Residential-35.

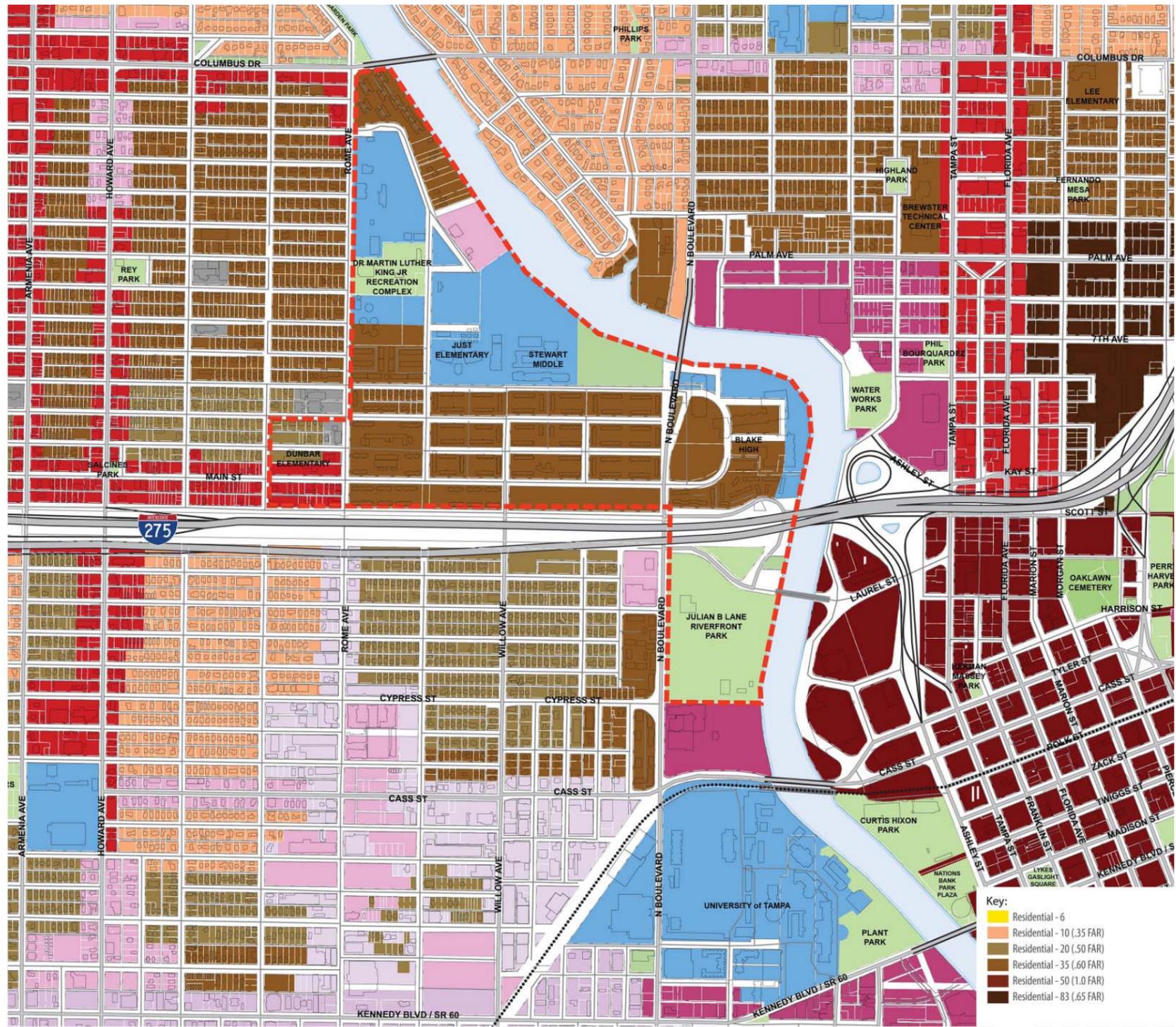
Conflicts between Existing Entitlements and Potential Redevelopment Program

There are several possible conflicts between what is entitled on the land and what the desired development program is likely to be. Some of the significant conflicts are listed below:

1. The maximum height of the RM-24 zoning district (60’) is not enough to accommodate the existing Mary Bethune Tower much less any new mid-rise residential products for river-front or senior housing.
2. The overall maximum entitled residential density of 24 du/acre may not be sufficient to accommodate the density of the planned development program.
3. Parking ratios required by the City may be higher than what would typically be considered market standard for urban format development that is positioned to rely more directly on urban walkability and transit.
4. Other urban design standards may need to be negotiated or massaged to accommodate the needs of an urban infill development such as West River.



Future Land Use Map



Zoning Map

THE PATH FORWARD

As the details of the proposed program and the development properties in play are settled the details of the appropriate path forward will become clearer; however, there are several processes that can be anticipated regardless of what those specific decisions ultimately are.

Planned Development Rezoning (PD)
 For larger, complex development/redevelopment projects under a unified plan such as Tampa West River, a Planned Development (PD) is one common methodology to reconcile disparate zoning within a master planned area. A PD is essentially a zoning district specially tailored for the development being proposed. A PD can provide a platform for creating plan-specific zoning standards involving uses, densities/intensities, setbacks, height, landscaping, streetscaping, signage, parking ratios, etc. This is extremely useful for projects where the City’s traditional zoning standards and land development codes are inefficient or cannot achieve the desired urban design vision for the project.

FLU Amendment
 If the properties with Public/Semi-Public and Recreation/Open Space designations such as the schools or ball fields come into play as part of the redevelopment of West River, their FLU designation will have to be amended to something appropriate to the redevelopment plan. Because FLU Amendments can only be made during regular cycles, the timeframe of the overall approval can vary. If an application is made just prior to the cycle’s submittal deadline the application will not wait to enter the remainder of the review process. If an application is made just after a cycle’s submittal deadline, it will wait several more months for the next cycle before the review process can continue. Under a typical scenario, the full Amendment process will take a 6-8 and may be able to be processed concurrently with the Zoning revisions.

3.3 COMMUNITY OUTREACH

JUNE WORKSHOP

Following a two month period of technical Due Diligence and individual stakeholder meetings, the master planning team conducted a formal two day workshop. The purpose of the workshop was to both convey some of the information gained to date, but more importantly, formally introduce the redevelopment of North Blvd Homes as a project and provide information regarding how to participate, provide ongoing input and obtain information regarding questions or concerns. An important component of this introductory meeting was to set a constructive tone for the meeting and the project going forward. Sandy Moore presented Guiding Principles for the Redevelopment and Human Capital Planning Process, stating that all participants and involved residents will:

1. Reach to engage residents actively in decision-making.
2. Act with openness, honesty, respect and as much transparency as possible.
3. Operate intelligently, with enthusiasm and passion.
4. Honor the rich history of Tampa and the lived experience of residents.
5. Reach for new and exciting opportunities and possibilities that embody hope for the residents.
6. Be committed to cultural diversity and community building.
7. Seek out the most accurate quantitative data and analyze it constructively.
8. Share insights and knowledge.

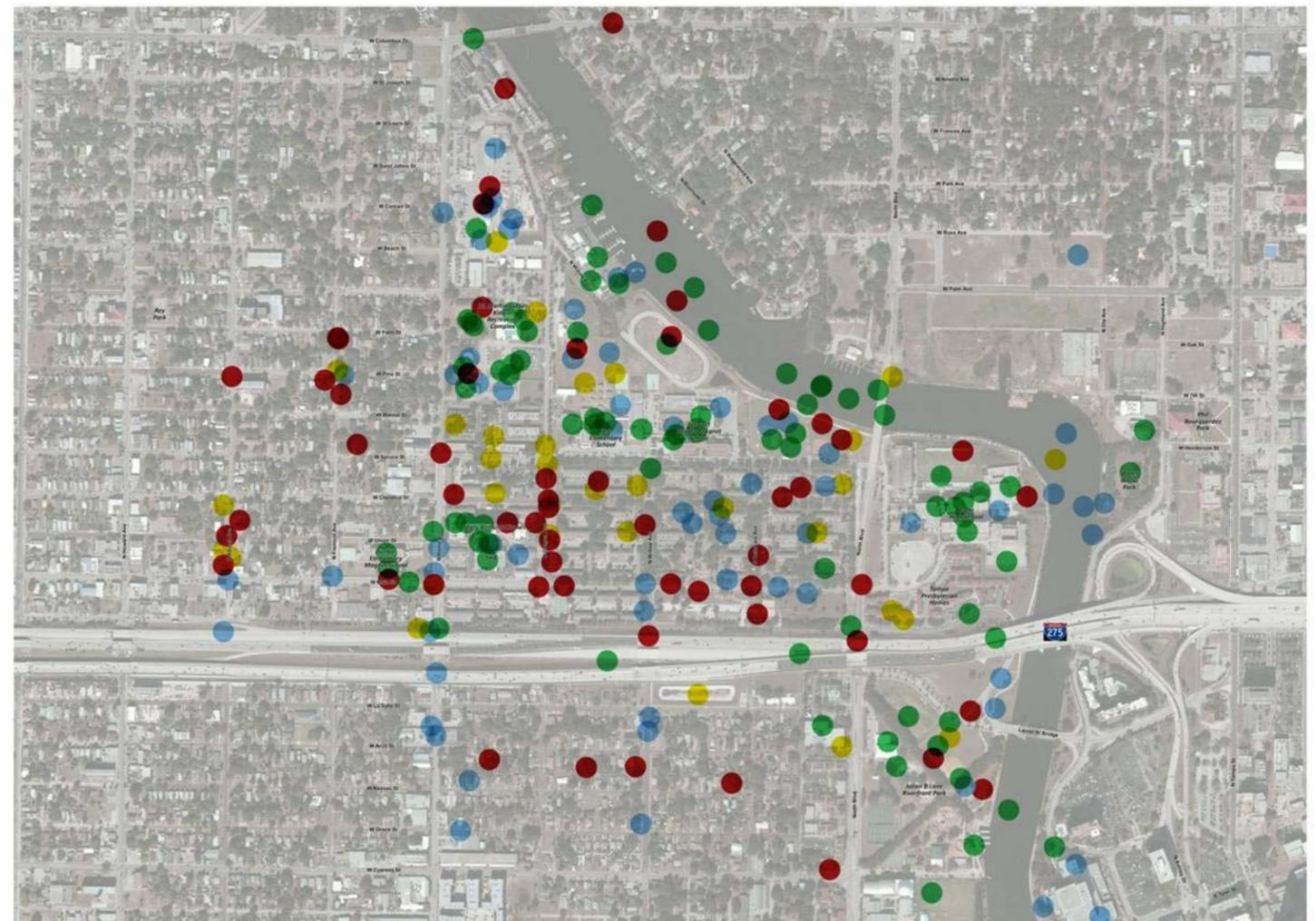
The primary activity of the evening was to discuss, record and present perspectives on the existing (and future) community via the use of a Strength, Weakness, Opportunity, Threat (SWOT) exercise. This provided a constructive platform for over 170 attendees to discuss their community with each other and with a table facilitator and scribe. Following a 45 minute table session, each group presented written notes and their SWOT 'dot map' to the group for discussion. The maps and written notes were each recorded and summarized into major categories as input for both the Design and Human Capital planning teams.



Residents listen to a presentation at the June Public Workshop

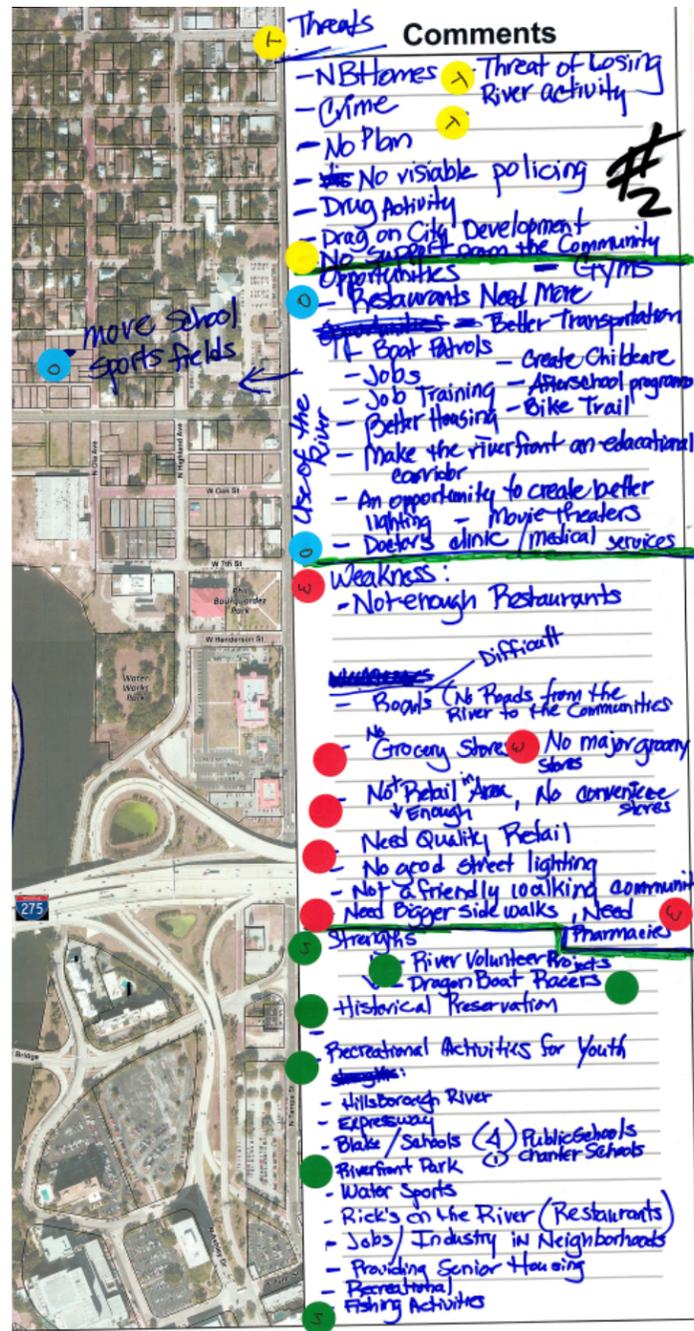


Residents participate in dot exercises at the June Public Workshop



Combined Dot Map from the Public Workshop SWOT exercise

SUMMARY OF WORKSHOP SWOT ANALYSIS



Example of SWOT exercise results

| CATEGORY | STRENGTHS | WEAKNESS | OPPORTUNITIES | THREAT |
|---------------------------|---|--|--|---|
| Access and Mobility | <ul style="list-style-type: none"> Central location Accessability to surrounding Expressway façade improvements | <ul style="list-style-type: none"> Traffic issues along North Blvd, Rome, Main, Columbus, and Laurel. Intersection issues at North and Laurel, Oregon and Main, Rome and Columbus, Roads and Sidewalks in poor condition Need easier access to I-275 Difficult for residents to access the Walmart south of I-275 School traffic affects the neighborhood Concrete barriers at the end of Spruce and at Freemont and Spruce hinder access. Poor transit scheduling (work and shopping) No access to the River Need more connections across river. | <ul style="list-style-type: none"> Widened Expressway and better access Improved entrance to Armenia Bike lanes A Walkable neighborhood Street landscaping and medians Traffic calming techniques Friendly pedestrian connections under I-275 Willow has strong potential because it could connect River to Bay | <ul style="list-style-type: none"> Speeding along Main |
| Social and Cultural | <ul style="list-style-type: none"> Diverse population Rich history and culture Neighborhood service center Mary Bethune Tower – Senior Housing Neighborhood Schools Neighborhood Churches River volunteers | <ul style="list-style-type: none"> Better quality housing badly needed. Lack of communication between residents and the Housing Authority Evictions for things out of residents control No sense of community Section 8 landlords | <ul style="list-style-type: none"> Improved housing stock Childcare/ Afterschool Care Self-sufficiency programs Trade school/CTE Arts Programs – Connection with Blake HS Volunteer programs Senior housing Programs for kids and parents local and in broader community Skills and lifelong learning Riverfront can be educational Joint location of senior housing and other community services. | <ul style="list-style-type: none"> Resident Relocation Community stigma Poverty Loss of hope Status Quo – Doing nothing about it. Lack of funding. Danger of doing nothing |
| Health and Safety | | <ul style="list-style-type: none"> Retention Ponds stink Unkempt Vacant lots throughout No Pharmacy nearby Lack of handicap accessible features Ambulance/Fire Access Poor police visibility. | <ul style="list-style-type: none"> Medical clinics/ services Interface with the hospital Counseling Crime watch organizations Walking neighborhood w/diversity Health Clinic Create better lighting | <ul style="list-style-type: none"> Lack of street lighting Crime/Drug Activity Loitering Littering Outsiders coming into the neighborhood to cause trouble North Boulevard Bridge - crime magnet Not following through with Plan implementation. |
| Economic Development | <ul style="list-style-type: none"> Rick's on the river Hillsborough River Preservation of historic commercial buildings. | <ul style="list-style-type: none"> No Jobs or industry in the neighborhood Empty commercial space/property Predatory business practices Bars on Main Street – drinking on sidewalk Not enough restaurants Lack of grocery stores Lack of shopping No banks in the area Lack of youth jobs | <ul style="list-style-type: none"> Spread of downtown energy north Make it a destination Return of businesses E– Restaurants, grocery stores, movie theaters, retail, banks, etc. Employment-internships Waterfront café's and retail along river. Incubators for new business Improve Tampa Presbyterian Homes City yard » Mixed use West Tampa CDC Jobs/ job training Develop Rome Ave from Kennedy to water Develop Main as East/West Commercial Corridor Lowry Park Zoo as a source of Employment and programs in neighborhood Summer jobs-teens and youth | <ul style="list-style-type: none"> High Unemployment Higher Tax Burden on residents with redevelopment Danger of doing nothing |
| Open Space and Recreation | <ul style="list-style-type: none"> MLK recreation center Julianne B. Lane Park Public Works Park Mature Canopy Trees River and Rick's on the River | <ul style="list-style-type: none"> No access to the River. Need access to safe playgrounds and parks No boat launches | <ul style="list-style-type: none"> Bike trails Re-location of ball fields to create river access Development of waterfront parks (Boardwalk, trails – Continuation of Riverwalk) Water sports – Dragon boat Walking paths through the neighborhood More playgrounds for children Fishing area/access to river Floating docks for boaters Community center/ YMCA | <ul style="list-style-type: none"> Poor Drainage/Stormwater |

JULY WORKSHOP

The July 16-18 workshop was a more focused ‘report and design’ effort. With input gained to date, the objective was to share information, develop and test ideas, and obtain response. The session began with Urban Strategies presenting both the input received to date, but also data regarding the demographic makeup of the community, including age, race, gender, educational measures, income and employment as well as use of key social services and programs. The discussion also included key barriers to success, such as criminal or credit record, family status or access to healthcare, family services or job training.

One method for discussing these topics was to the engagement of a services ‘monopoly’ exercise to prioritize the allocation of resources to programs of greatest need. By measuring, benchmarking and discussing these factors within the community, Urban Strategies was able to development the six Priority Areas for a stronger community in West Tampa.

1. Parents Working
2. Young Children Ready for School
3. Children and Youth Succeeding in School
4. Healthy Families
5. Residents Leading
6. Safe Neighborhoods

The summary of findings, available resources and detail recommendations are outlined in the Human Capital Plan support document. The Priority Areas also informed the physical master plan, such as reconnecting the community, enhancing quality of life with better housing, recreation and accessible transportation, a strong emphasis on education and community programs. The guiding objective is to insure the development of safe, diverse neighborhoods and the provision for on-site or nearby locations to deliver needed opportunities within an environment of partnership and opportunity.



Participants at the July Public Workshop



Participants of the July workshop hear updates on the planning process

The second major component of the July workshop was to present preliminary physical design drawings for the physical form of the redeveloped community. The drawings were conceptual, and looked at varied options for development, including the progressive redevelopment of just THA property, inclusion of City owned property, and methods to reposition school and athletic facilities to both connect the surrounding community to the water and enhance educational opportunities for the future neighborhood. Drawings were supplemented by sketches and comparable photographs.

The planning team asked the community 'what do you think', and conducted conversation as a large group and in small groups to obtain response and validation of the ideas. The general design direction, (which is substantively reflected in the final redevelopment master plan), was very positively received by the over 200 participants in the July 18 open house.



Participants of the July Workshop review conceptual designs for the neighborhood



Conceptual design for a residential street in the West River neighborhood



Conceptual design for the new, active Waterfront Square

04 Implementation Recommendations

THE REDEVELOPMENT MASTER PLAN

The West River Redevelopment Master Plan is focused on capitalizing on the assets of the site and the input of the community to create a place of quality that will be a catalyst for positive change and opportunity for the entire West Tampa area. The plan for West River is designed to accomplish several objectives. The plan implements the neighborhood planning concepts embedded in the prior ULI and InVision Tampa work, such as connecting to the River and opening the broader community to new waterfront assets. Specifically, the plan includes several distinctive features and ideas:

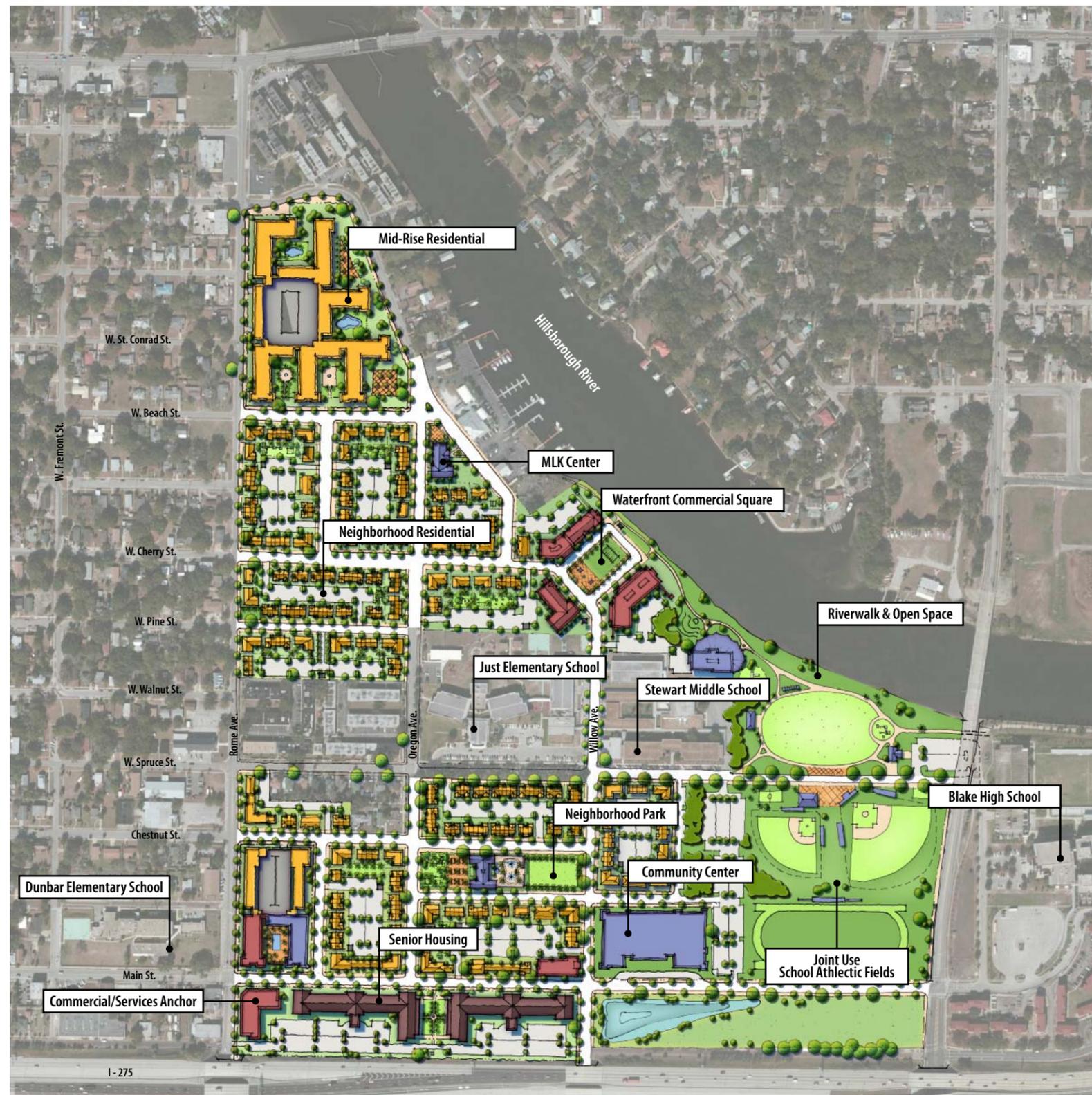
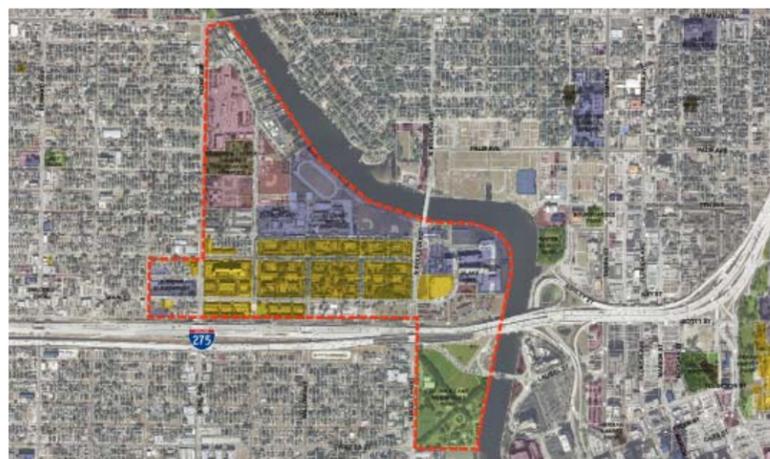
River to Bay: The extension of Willow will allow a linkage across the community from the Hillsborough River to Tampa Bay, connecting a variety of neighborhoods and local business and activity areas to waterfront investments such as the Riverwalk, Baywalk and new waterside activities and amenities.

Educational Campus: The plan leverages key community partners including Hillsborough County and School Board, Boys & Girls Club and City of Tampa to work together to provide improved facilities and even stronger community support for a truly integrated and enhanced platform to deliver the full spectrum of community services, including a new comprehensive community center.

Anchor the retail Main Streets: Nodal opportunities for commercial services are located at key intersections, such as Rome Ave / Main Street to both bolster and Anchor the existing West Tampa historic retail and employment areas – assisting in their continued reinvestment and definition.

Great Neighborhoods: New mixed income, market rate standard housing is delivered in diverse formats, including mixed use - connected by walkable streets and access to great parks, schools community retail and support services.

This redevelopment master plan will catalyze the surrounding West Tampa area with over 1500 new high quality residential units and associated community services and amenities. This will not only provide a greatly enhanced West River neighborhood, but extend value and opportunity to the adjacent West Tampa neighborhood and main street areas, and strongly link to the emergent activities south of I-275 in North Hyde Park.



Conceptual Master Plan

NEW COMMUNITY PLACES

The plan accomplishes its goals by articulating new types of community places. This includes walkable *neighborhoods* of high quality; family oriented housing overlooking, quiet, walkable streets leading to the Hillsborough River, neighborhood parks, schools and a new community center. The importance of *Main Street* will be reinforced with new housing (including the Senior Towers) and commercial services in a slightly more mixed use / dense format to provide scale and sense of place to this historic retail corridor. And the *Waterfront Square* will be an anchoring feature to both the neighborhood and region, as a place to access the water, enjoy activities and events and enjoy waterside retail services that will complement and enhance the adjacent businesses already established.



Conceptual design for a residential street in NBH



Conceptual design for mixed-use and senior housing redevelopment



Conceptual design for riverfront park space

4.1 PLANNING AND LAND USE GUIDING CONCEPTS

RECONNECTING LIVABLE STREETS

Several guiding ideas inform the physical form of the redevelopment plan. This is to observe sound neighborhood planning principles and take advantage of the assets of the site, but also to allow the physical plan to provide the best framework to support the social and economic opportunities that can be addressed, in part, by creating the optimal physical setting.

The first objective is to reconnect the streets of West River to the community. In many places, streets do not connect to each other or the surrounding community. Other streets become 'cut-through' routes because they carry more of the traffic. The West River plan will reconnect a pattern of streets and blocks that connect to each other and to the surrounding community. This will provide a more functional pattern for walkable neighborhoods, balanced traffic patterns and access to transit.



Image Caption



Existing Road Network



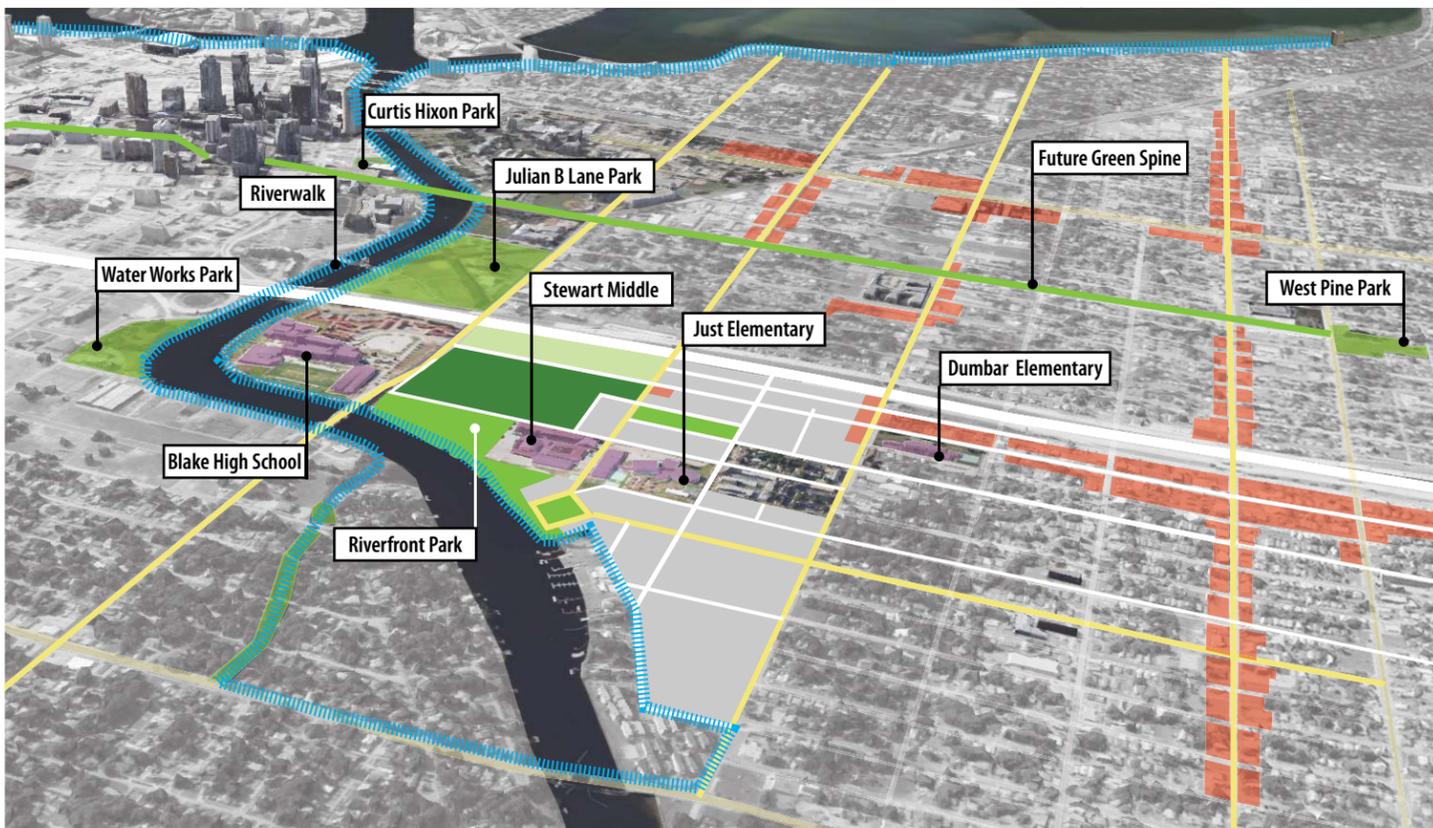
Proposed Road Network





Existing Road Network

- LEGEND
- Tampa Housing Authority
 - Schools
 - Commercial
 - Sports Fields / Parks
 - Riverwalk
 - Martin Luther King Rec. Center
 - Public Works Facility Site



Proposed Road Network

- LEGEND
- Proposed Development
 - Schools
 - Commercial
 - Parks / Proposed Green Spine
 - Proposed Sport Fields
 - Riverwalk
 - North/South Connector Streets

CONNECTING TO RIVER BAY

With streets reconnected, the West River plan can achieve a primary community objective: connecting to the Water. With the relocation of existing sports fields, Willow Avenue and Palm St can connect directly to the Hillsborough River and a new Waterfront Square. Other roads, such as Spruce Street will also have access to the Riverwalk and adjacent parks. Finally, with these connections, the broader community is connected to the water. This includes Willow Avenue, which will connect River to Bay – linking renewed and historic neighborhoods from North to South, providing and safe local access to a variety of downtown community assets and services.



Fenced athletic fields are barriers to community access to the River, and also confine the activity of the waterfront to limited user groups.

ANCHORING THE MAIN STREETS

The neighborhoods west of Hillsborough River include several historic retail and industrial nodes. Over the last few decades, these areas have experienced different levels of disinvestment and recent reinvestment. Today, a number of healthy businesses offer local services and some regional employment. However, the majority of the streets remain highly fragile, with many disinvested properties or struggling businesses and there is an overall community desire for access to more and better basic retail services such as pharmacy, food, healthcare and other basic daily needs.

The opportunity presented by the West River plan is to transform the economy of these nearby commercial areas in at least three ways. First, a redeveloped West River area will offer more units and more diverse purchasing power to support local retail. Second, the West River design framework will offer meaningful anchors to better define retailing and commercial activities. Thirdly, with enhanced jobs training, there should be opportunity over time to find employment in the retail, office and industrial establishments that are returning to West Tampa.

The Riverfront Square where Willow meets the River can strengthen and enhance the waterfront commercial experience near Ricks on the River. It also provides a clear terminus to a series of commercial nodes along Willow south towards the Bay, including the emergent business district south of Cass Street near University of Tampa. A civic and services anchor at Willow Ave and Main St will further support the linkage underneath I-275 with the North Hyde Park Area.

Similarly, the Senior Tower and commercial and services proposed at the Rome Ave and Main Street intersection provides an anchor for the historic Main Street retail which stretches west towards Howard Ave. However, this key intersection is also an important linkage underneath I-275 to the multifamily / infill residential and 'design district' activities happening around Rome Ave and Cass Street to the South.



Existing Main Street



Proposed Main Street

AN EDUCATIONAL AND CIVIC CAMPUS

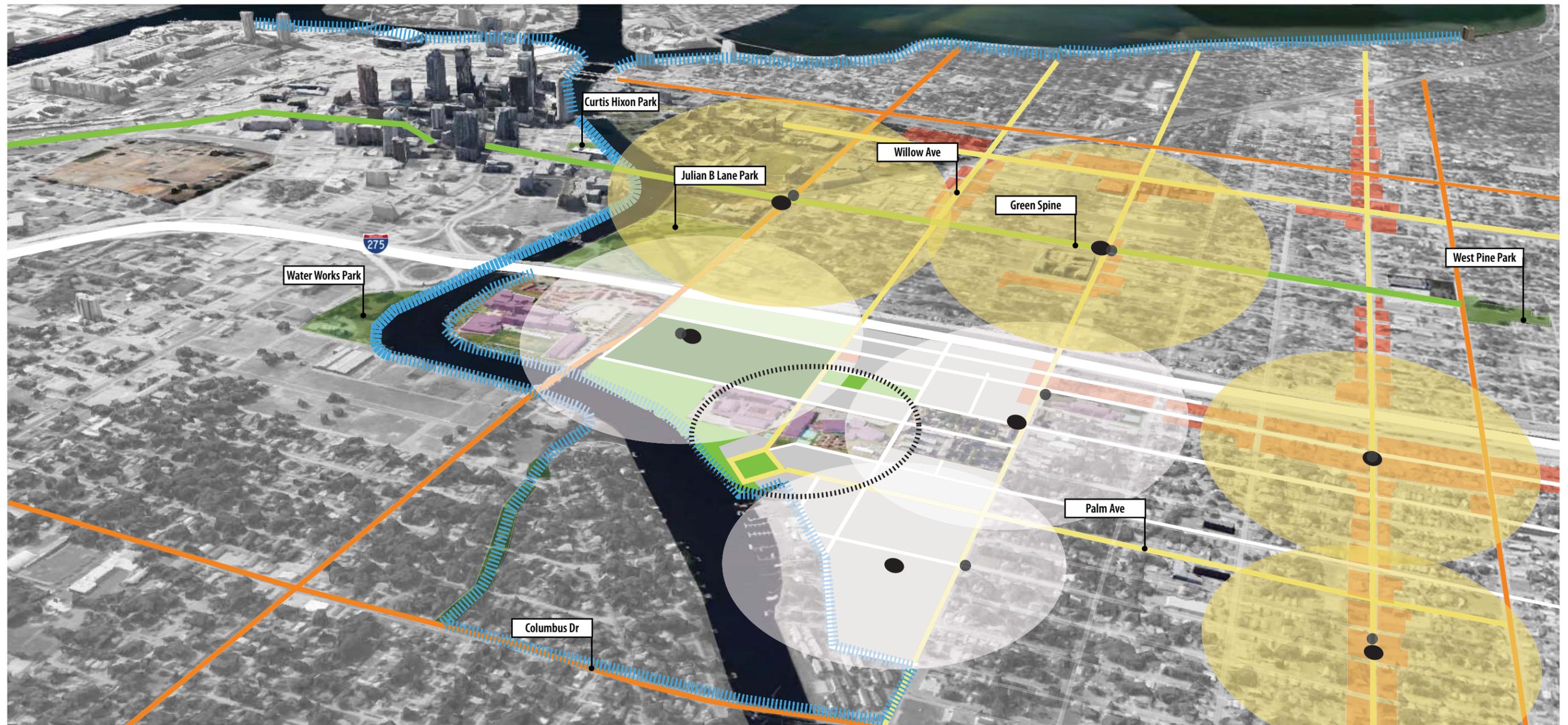
The West River area has a unique and abundant supply of transformative civic and open space assets along a River frontage with dramatic views of the downtown skyline. The challenge today is that many of these assets are physically separated from each other with fences, high speed roadways and other barriers. Many of these assets are also programmatically separated, with facilities are that single use / single managed or otherwise limited in resources. Finally, the magnet schools, which are clearly an asset, have only a limited relationship to the adjacent neighborhood children, further fracturing the social structure of the neighborhood.

The West River Plan seeks to develop new partnerships between City, County, School Board and the various community service providers to achieve new and different physical and programmatic linkages. This provides leverage to explore enhanced facilities and improved opportunities to serve the community in more diverse ways. The area will be connected with walkable, bikeable streets, served by transit, and a completed Riverwalk 'Loop' connecting the future west waterfront trail to the east bank Riverwalk already under construction.



A RE-STITCHED COMMUNITY

All together, the West River Redevelopment Plan re-imagines the 120 acre study area as an integrated and contributing series of neighborhood assets that will greatly benefit the surrounding pattern of community places. As described in the original ULI and InVision community planning efforts, the Hillsborough River is the center of the new Downtown Tampa. The neighborhoods and retail streets on the west side, disinvested for so long, are a new frontier for downtown living, parks and recreation, local business, employment, and enhanced education for seniors and singles, families and children. The vision is available to a diverse population at a variety of income levels, providing new opportunity for both the historic and future members of the downtown community.





Detailed Conceptual Perspective

4.2 ILLUSTRATIVE MASTER PLAN

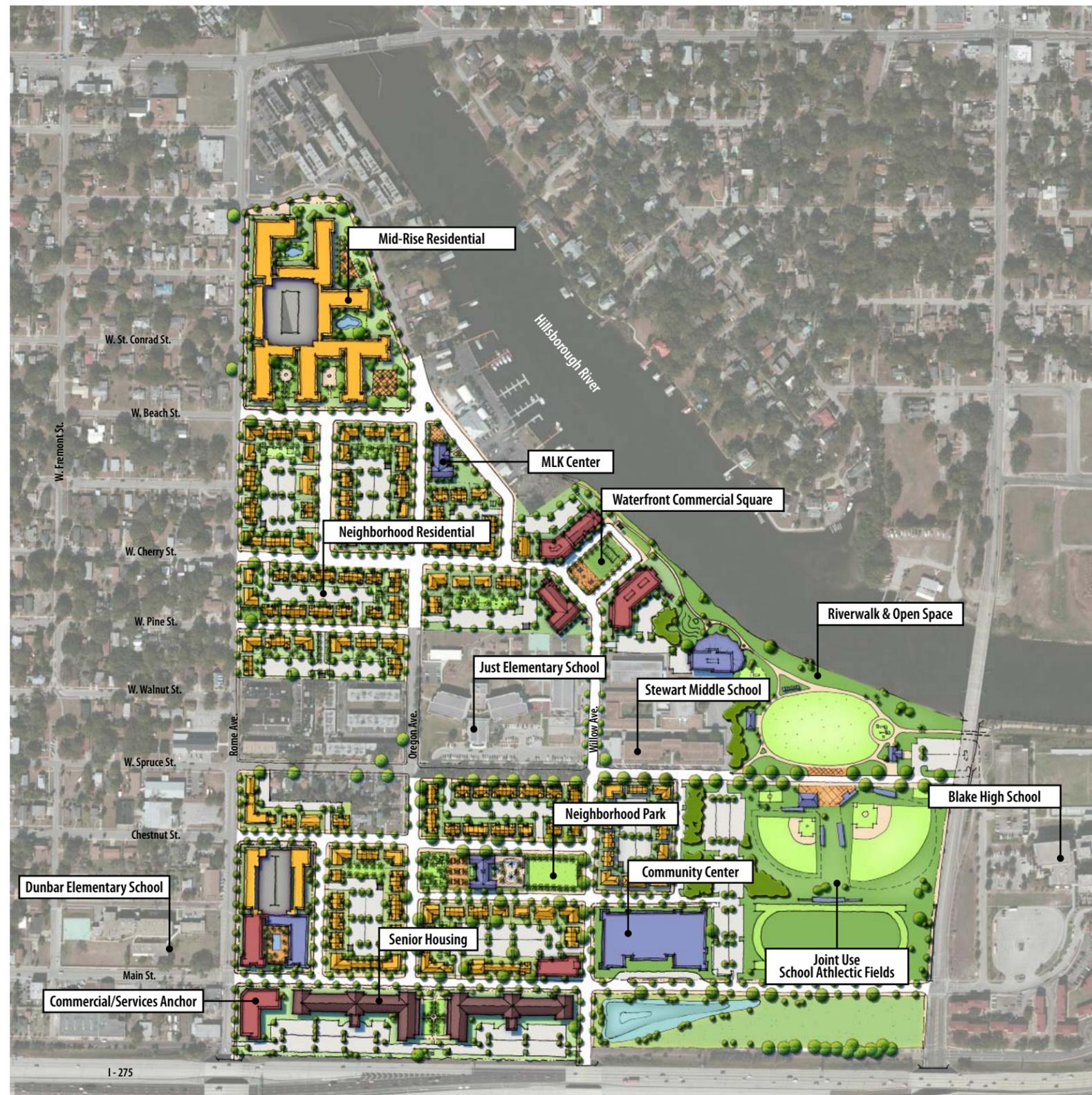
MASTER DEVELOPMENT PLAN

The West River Master Plan, as introduced on page 30, includes several important features which can be elaborated upon closer viewing.

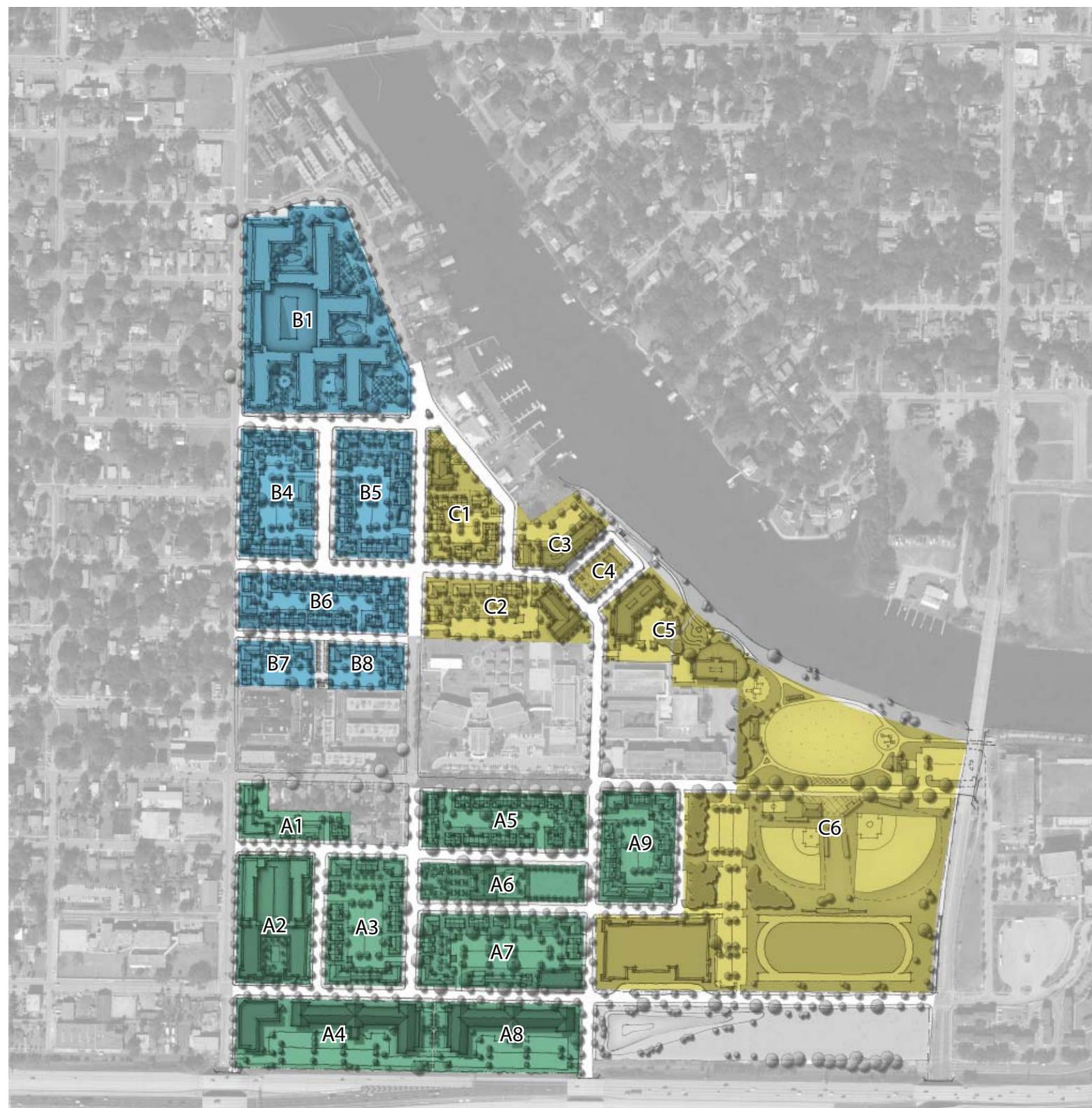
River to Bay: The extension of Willow through the THA property and between Just Elementary and Stewart Middle Schools opens up the possibility of a Riverfront Square with mixed use development, including new retail opportunity that can complement Rick's on the River and other activities. A parallel connection is made via the extension of Cherry Street to open the River to the greater West Tampa community. The connection through the schools is made possible by redesigning the significant driveway and loading space between the buildings into a more 'street like' format. The connection will likely have to be operationally managed as a driveway, closed during school hours for student security, but opened in the evenings and on weekends to allow community access. The existing Track is relocated to a new educational athletics park at North Blvd and Main St and the Yellow Jackets Little League is relocated off-site to a nearby existing City Park within the Yellow Jackets service district.

Educational Campus: The plan contemplates a connected series of school and community facilities, particularly east of Willow Avenue. Baseball and Softball fields are relocated from the Riverfront, and consolidated in a new sports park (with the Track / Field) in the Southeast quadrant of the neighborhood, accessible and secure to both Blake High School and Stewart Middle School. The new park is anchored by a new Community Center designed to offer a wide range of programs, including the Boys and Girls Club which is over-programmed for its existing space in Julian B. Lane Park. Stewart Middle School currently accesses Just Elementary for its cafeteria needs. The Plan contemplates a new 'cafetorium' addition, which can serve Stewart, but also provide dual use as a community facility for 'arts in the park' types of activities on evenings and weekends. The entire area, including the Community Center, Athletic Fields and Riverfront Access (via Spruce Street) is envisioned to take on a comprehensive and diverse service to the community, accomplished through partnering arrangements regarding the operation and management of the facilities to multiple user groups.

Anchor the retail Main Streets: Nodal opportunities for commercial services are located at key intersections and addresses. These provide the opportunity to locate both service providers, as well as limited retail and office opportunities at key locations easily accessible by foot, auto or transit. Primary gateway locations include the Waterfront Square (a retail opportunity), Willow / Main (a services and community center gateway) and Rome / Main (a services and retail anchor). The Rome / Main intersection is particularly important because it relates to the beginning of the Main Street retail area, which extends (and includes) Howard Avenue. A strong anchor at Rome Avenue can be a catalyst for other under-utilized properties between Rome and Howard to reinvest. Additionally, the Rome / Main corner is an important linkage toward the retail and residential reinvestment that is taking place in North Hyde Park, particularly near the Rome / Cypress intersection.



Illustrative Redevelopment Master Plan - Primary Plan



Block Framework Diagram for Primary Plan

Great Neighborhoods: New mixed income, market rate standard housing is delivered in diverse formats, including mixed use - connected by walkable streets and access to great parks, schools community retail and support services. This is highlighted by a several distinct product types and living environments. Along Main Street (particularly near Rome), new senior housing and corner commercial / mixed use development is organized into 4-6 story architectural massing to strongly define this important corridor. Along Rome (near Columbus) the majority of the existing City Utility site is repositioned as a mid-rise multifamily housing opportunity, to create critical mass and capitalize on views toward downtown. The Waterfront Square includes mixed use development with upper level residential. The balance of the community is a mix of townhome and 'flats' style housing products, integrated organically within an urban block pattern. The scale and form of these blocks will be 2-3 stories, highly walkable, family oriented neighborhoods, with easy access to parks and amenities.

BLOCKS FRAMEWORK

The various uses and residential typologies of the West River Plan are organized into a highly livable, urban pattern of blocks and streets which are consistent with the scale and form of Tampa's surrounding traditional neighborhoods. The blocks contain many embedded benefits. They are each designed to 'self park' the housing units that they carry. They are 'modular', meaning they are sized designed to accommodate different forms and uses of development without changing their shape, to accommodate future market opportunities. Finally, they work to accommodate existing adjacent buildings and uses such that community assets (such as existing schools) are incorporated into the overall urban pattern.

| | | Garden Units | Townhouse Units | Total Units | Non-Res. Space |
|---|----------|--------------|-----------------|--------------|-------------------|
|  | A Blocks | 700 | 138 | 838 | 52,175 sf |
|  | B Blocks | 467 | 126 | 593 | 0 sf |
|  | C Blocks | 124 | 23 | 147 | 249,135* sf |
| Base Alternative Totals | | 1,291 | 287 | 1,578 | 301,310 sf |

*does not include new cafetorium, relocated MLK center, or outbuildings for baseball fields

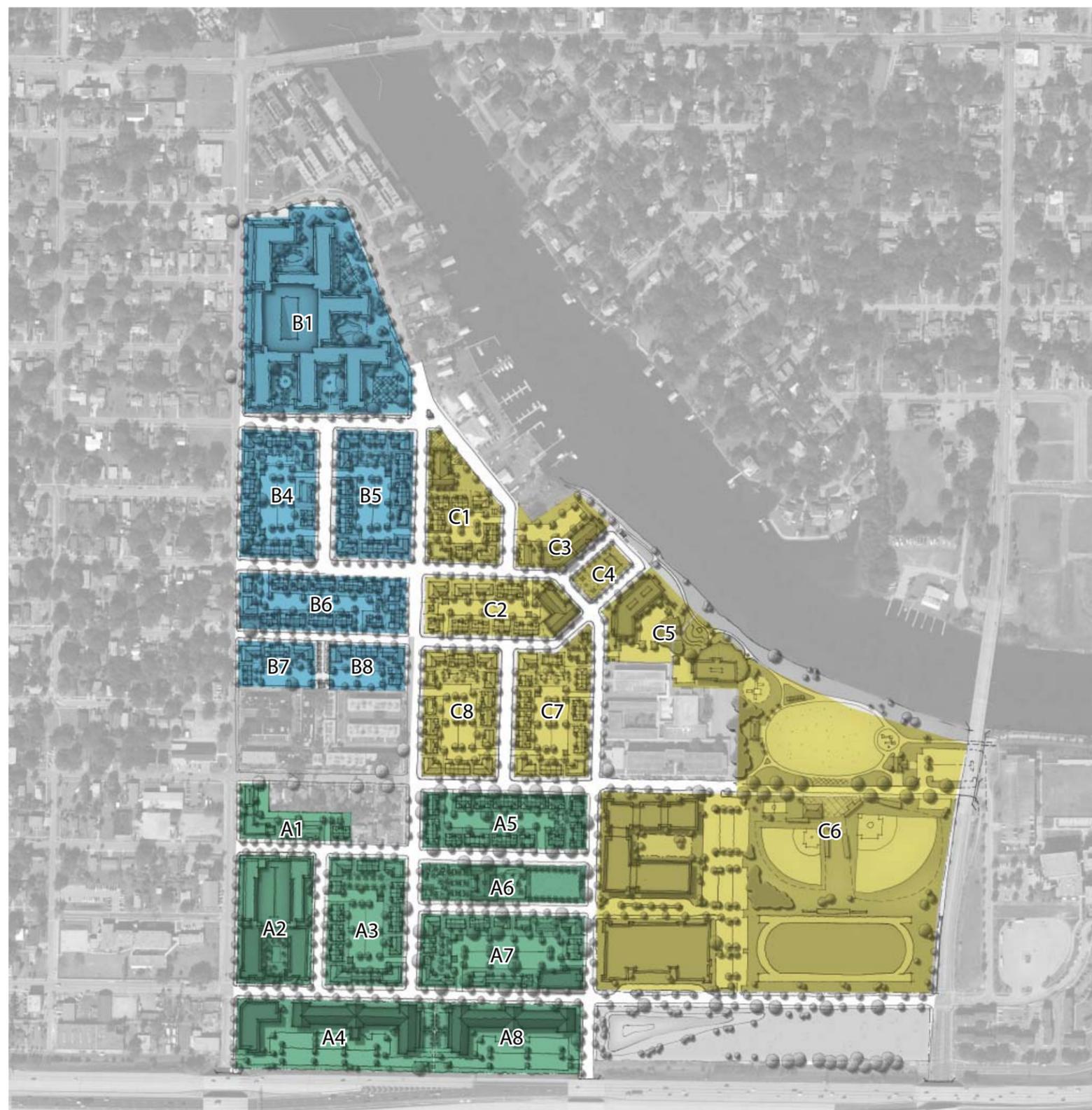
ENHANCED EDUCATION | AN ADDED OPPORTUNITY

As stated in the 'Blocks Framework' text on page 39, the structure of blocks and streets within the West River Redevelopment Plan allow for flexibility to accommodate future opportunity. One of the most profound opportunities would be to fundamentally reinvest in the neighborhood schools. This plan alternative indicates a new school, located west of Willow, south of Spruce (opposite Stewart Middle) on redevelopment block A9 as shown on page 39. There are several opportunities that become available with this investment. The Just, Stewart and Blake facilities are truly consolidated into a clear Campus environment that includes shared parking and joint use opportunity, including with the new Community Center facilities. The pattern of residential living near the waterfront is greatly increased.

And the opportunity to reinvest, and perhaps reposition the magnet function and availability of these schools to all of the West Tampa neighborhood children can create a much stronger degree of community ownership and identity for current and future residents. A K-12 campus would be a transformational opportunity toward enhanced outcomes for West Tampa children. The new school could be positioned as either an elementary, middle, or K-8 school, allowing for the potential renovation and repurposing of Stewart as neighborhood elementary, if desired.



Illustrative Redevelopment Master Plan - Enhanced Education Alternative



Block Diagram - Enhanced Education Alternative

BLOCKS FRAMEWORK

The School opportunity utilizes the former block A9 and integrates with the athletic park, parking and community center assets. Blocks C8, C9 and a portion of C2 become available to position a stronger residential presence near the waterfront.

| | | Garden Units | Townhouse Units | Total Units | Non-Res Space |
|---------------------------------------|----------|--------------|-----------------|--------------|-------------------|
| ■ | A Blocks | 652 | 119 | 771 | 52,175 sf |
| ■ | B Blocks | 467 | 126 | 593 | 0 sf |
| ■ | C Blocks | 222 | 86 | 308 | 249,735* sf |
| School Alternative Totals | | 1,341 | 331 | 1,672 | 301,910 sf |

*does not include new cafetorium, relocated MLK center, relocated school building, or outbuildings for baseball fields

4.3 MAKING PLACES

LIVABLE NEIGHBORHOODS

West River will be a place for families and singles, seniors and children. Streets will be defined by new homes, with attractive and articulated facades that are contextual to Tampa. Building types will vary, animating the walking experience and insuring safety with 'eyes on the street'. Sidewalks will be walkable with canopy street trees, street lights and on street parking. Streets will be easy to bike and walk across because traffic will be calmed. The environment will reflect the patterns of Tampa's most successful downtown neighborhoods.



Current Condition - Residential Street



Conceptual Design for a Residential Street

MAIN STREET

Main Street is an historically important corridor. It has been the home to locally owned businesses and a corridor for transit, including the historic streetcar. However, over time, many commercial properties have become disinvested and the character of the road favors automobile speed at the expense of pedestrian safety. Main Street will return to its roots as an important community thoroughfare, with retail and community services. However, it will be better defined as a livable street by new buildings of significant size to 'scale' the street, new streetscape features and pedestrian amenities.



Current Condition - Main Street



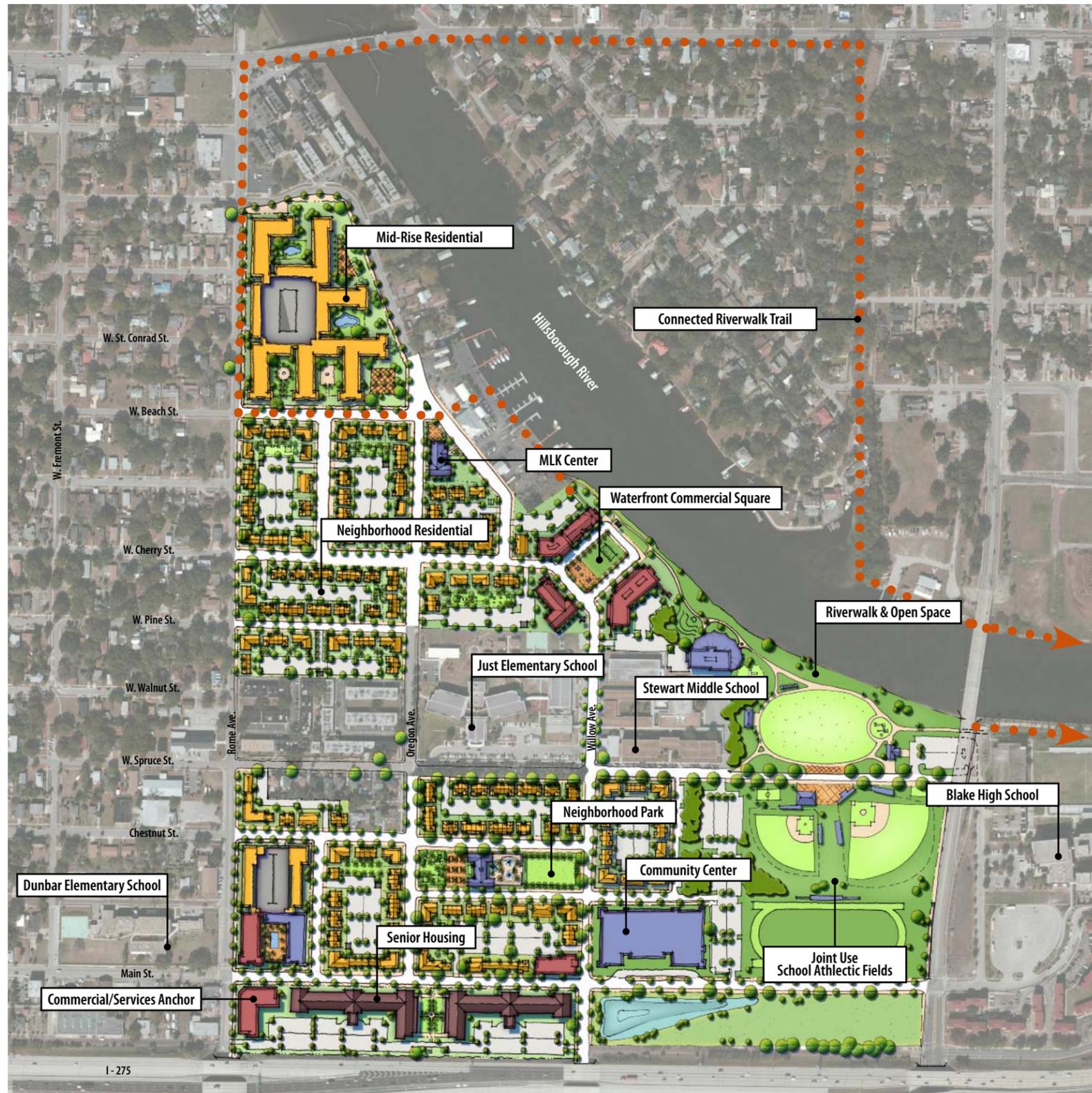
Conceptual Design - Main Street

COMMUNITY PARKS

West River will have a wide variety of recreational opportunities, walkable to all residents. This includes a neighborhood park with management building, meeting rooms and amenities, and neighborhood park functions that will provide a setting for playgrounds, splash pad, picnics and informal play. The MLK Center is relocated to a prominent location in the northern portion of the neighborhood to continue its longstanding role as a community recreational and meeting center. Active play and diverse community programs are accommodated at the joint use recreational fields adjacent to the new Community Center along Main Street. Altogether, West River will be able to support a wide variety of active and passive recreation, walking and outdoor enjoyment.



New playgrounds



Parks and Open Space Framework - Primary Plan



NEW COMMUNITY CENTER

A new community center is envisioned to anchor both the active park, as well as many of the community organizations (such as Boy's and Girl's Club) which provide numerous educational, training and recreational opportunities for the community. The floor plate available for the facility is over 40,000 square feet, and the building will likely include some single floor uses (such as aquatics or gymnasium) with some multi-floor areas for class and activity rooms.

Serving over 1,000,000 guests annually, The Centre of Elgin is the City's foremost recreational facility providing residents with nearly 185,000 sq-ft of leisure space and serves as a prototype for the type of facility envisioned for West River. Get fit by joining The Centre's health and fitness club or by signing up for one of The Centre's group exercise classes. Other features include three full-sized basketball courts, two racquetball courts, a pre-school wing, meeting rooms, and the Heritage Ballroom, which provides beautiful banquet space for everything from weddings to executive business luncheons.

- 9600 square foot health and fitness center
- Natatorium
- Five preschool classrooms with secured outdoor playground
- Babysitting room
- Three dance/aerobic rooms with sprung-wood floors
- Climbing wall
- Three-court fieldhouse
- Auxillary gymnasium
- Two racquetball courts
- Indoor running/walking track
- 300 person, multi-use banquet facility with a catering/teaching kitchen
- Multiple conference rooms
- Senior center with computer lab
- Party room for small gatherings and birthday parties
- 9300 square foot wellness facility in partnership with Sherman Hospital



WATERFRONT SQUARE

The West River Plan will deliver a nearly universally expressed community desire: enhanced and diversified opportunities to enjoy the River. The Waterfront Square will provide a well defined neighborhood hub, that will be a popular destination for the surrounding West Tampa community. Mixed used buildings will define a public open space that will provide the opportunities for dining, recreation, performances, festivals and markets. The square will complement the existing Rick's on the River site and will easily link to the new west bank Riverwalk trail.

The square itself is envisioned as a highly flexible 'shared' space urban plaza. The green is 200' x 100' and can easily support a variety of active and passive uses. A shaded pavilion will support lunch and small group gatherings as well as performances, festivals, markets and other events. In a 'performance' setting, the green will support up to 1500 spectators on blankets or movable chairs.

The full utility and experience of the Waterfront Square extends beyond just the green. As a 'neighborhood center', the space will be designed 'building face to building face'. This 'outdoor room' is nearly 250' in the North South direction and 400' from building to water edge. The streets can be designed in a flush condition (no vertical curb) to allow a seamless integration of over 60,000 sf of retail space around the perimeter, adjacent waterfront uses and nearby marina area, the green and performance area. Altogether, this type of space can be a setting for all types of large and small activities, configured in many ways, with the perimeter streets open or temporarily closed for a large event.



Current Condition - No public access to riverfront



Conceptual Design - New Riverfront Park with access to the river

WATERFRONT AND RIVERWALK

The West Tampa Community will have a connected Riverwalk. The new west side trail has been a community aspiration for years, as a continuation of the east bank trail now under construction. The new west Riverwalk will be coordinated with the Square, Blake High School, JB Lane Park, University of Tampa and other waterfront property that can eventually connect the entire west Bank of the River all the way to Bayshore Blvd. The trail can also reach Tampa Heights and the East Bank via the Columbus Street bridge and Glenview Drive Parkway.

Most importantly, the West Riverwalk can provide a diversity of experiences ranging from walking, biking and boating to fishing, dining, playgrounds, performance, picnics, and pickup games. The setting will be one of environmental enhancement and appreciation to provide the opportunity to understand and appreciate the beauty of a healthy River ecology. The opportunity will be to present planned activities such as cultural events and performances to spontaneous activity and community access to a bikeable trailhead. When completed, Tampa will have 'one Riverwalk' – a connected east and west bank Hillsborough River trail system of interesting places and diverse experiences.



The Riverfront Park can be a safe and fun place for evening functions and events



Potential design elements for new Riverfront Park

4.4 BLOCK AND STREET FRAMEWORKS

BLOCK PROTOTYPES

All urban places are defined by their patterns of blocks and streets, and great cities are typically characterized by a fine grain, connected pattern. This is true in residential neighborhoods, mixed use centers, or high intensity downtowns. The scale of the block and street unit is the key determinant in the walkability and humanizing character of a place. The block & street network interacts with the building façade ‘the eyes on the street’ at the pedestrian level to define urbanism, pedestrian activity and sense of safety. Finally, the modular nature of blocks and streets also create the flexibility for developments to support different types of buildings and accommodate change over time, without changing the scale or character of the community. By contrast, large ‘superblocks’ are less navigable by foot, and often create more automobile reliant development patterns because they are hard to circumnavigate and do not have as much street network to efficiently distribute traffic. In summary, a well conceived block and street pattern create the ‘fabric’ of the community plan, and allow for the successful development of various buildings and places within an overall setting that has a navigable and humanizing pedestrian scale.

The West River Redevelopment employs the strengths of well designed, modular blocks and streets to its full advantage. Using a generalized block that is roughly 272’ x 470’ (a median size for historic neighborhood villages), the plan is able to accommodate varied residential, commercial and civic structures within an understandable place. Within each block, unit types are varied to create an organic feel to the pedestrian experience. And each block has the flexibility to accommodate higher or lower density regimes depending on whether or not structured parking is employed. Due to site geometries, there are a few locations that employ slightly larger parcels, however these can be humanized and penetrated with passages, paseo’s and green spaces. Stormwater management can be accommodated within the development block underneath surface parking, in rain gardens, or in concert with community open space.

The following pages summarize the West River approach to block typologies, unit and building unit types and connecting streets, that allow for flexible development within a place of uniform character in terms of walkability and human scale.



Great neighborhoods have a good relationship between block scale, street design, and building façades

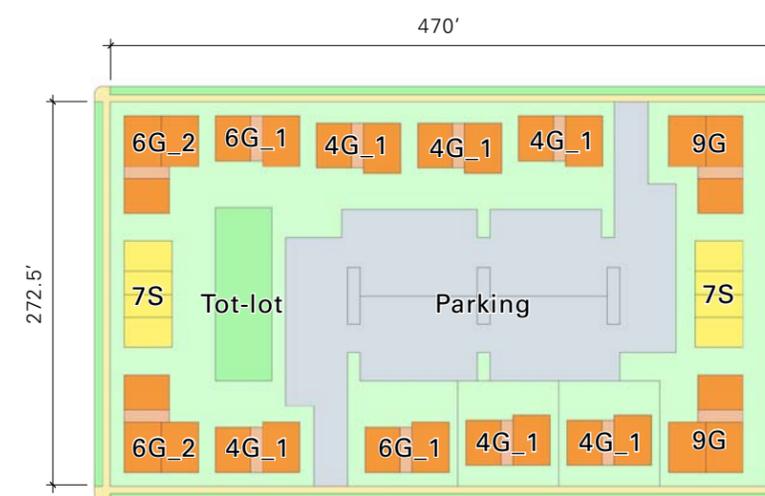
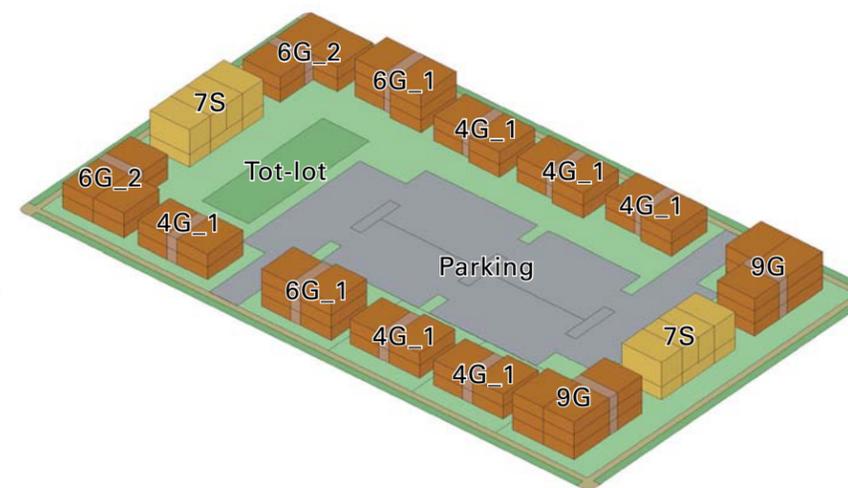
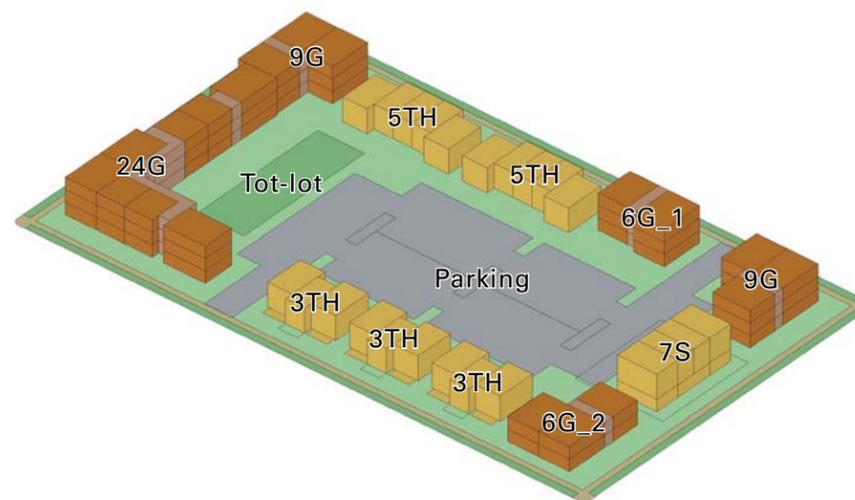
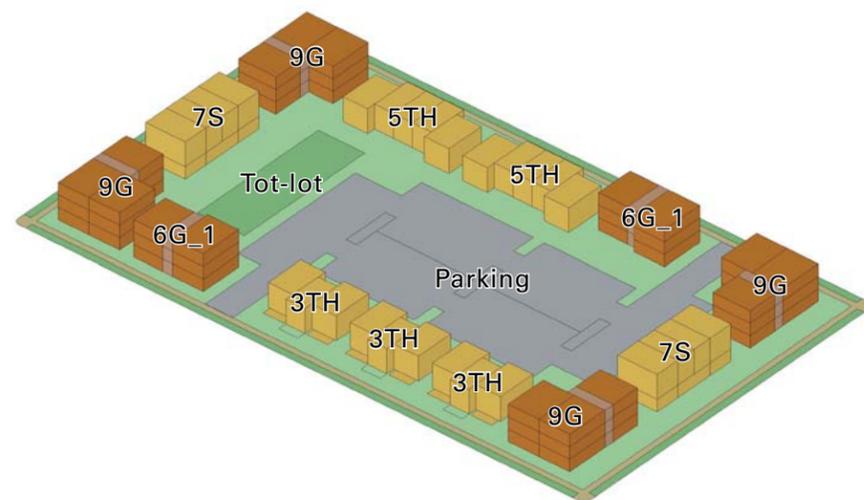
The following diagrams illustrates several different forms of development, at different densities on prototype blocks. Each block is self parked, includes internal open space for incidental tot-lot or open space amenities, and has a strong pedestrian orientation of ‘eyes on the street’.



Prototype Residential Block



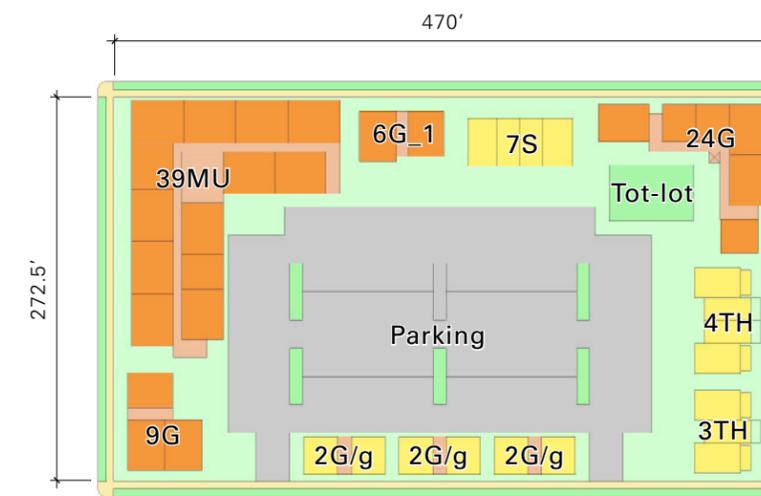
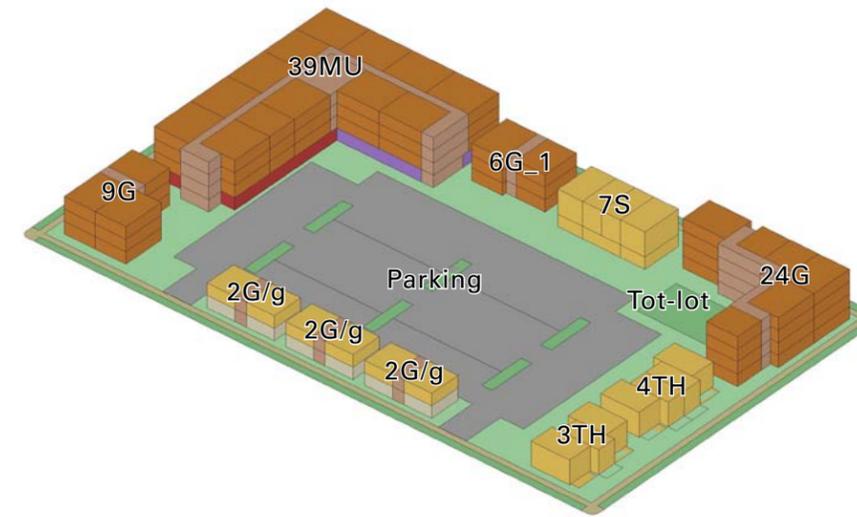
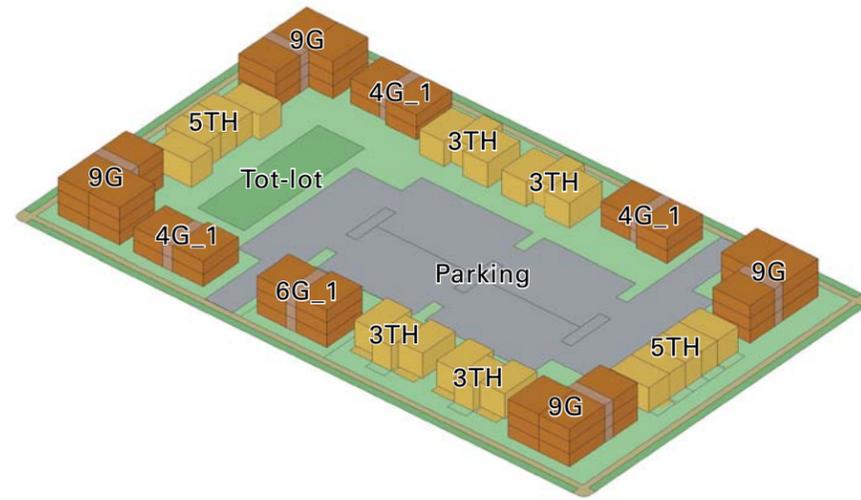
Prototype Residential Block with Commercial/Mixed -Use Corner



| Residential Space | |
|--------------------------------|------|
| Units | 81 |
| Net Density (units/acre) | 28 |
| Total Parking Spaces | 100 |
| Parking Ratio (spaces/unit) | 1.23 |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | n/a |
| Non-Residential Parking | n/a |

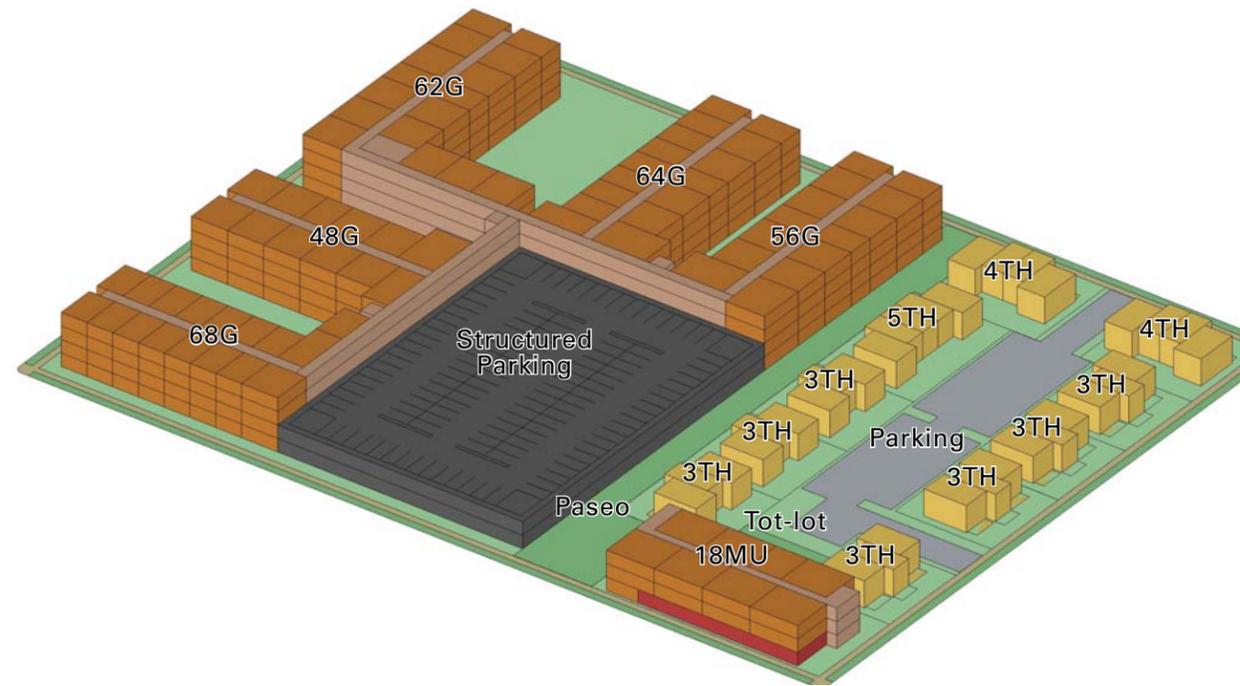
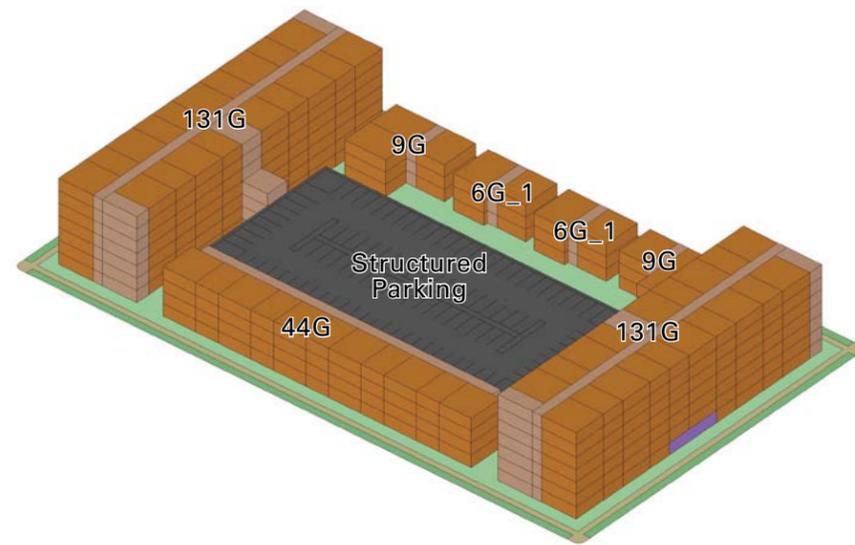
| Residential Space | |
|--------------------------------|------|
| Units | 80 |
| Net Density (units/acre) | 27 |
| Total Parking Spaces | 100 |
| Parking Ratio (spaces/unit) | 1.25 |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | n/a |
| Non-Residential Parking | n/a |

| Residential Space | |
|--------------------------------|------|
| Units | 80 |
| Net Density (units/acre) | 27 |
| Total Parking Spaces | 100 |
| Parking Ratio (spaces/unit) | 1.25 |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | n/a |
| Non-Residential Parking | n/a |



| Residential Space | |
|--------------------------------|------|
| Units | 76 |
| Net Density (units/acre) | 26 |
| Total Parking Spaces | 100 |
| Parking Ratio (spaces/unit) | 1.32 |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | n/a |
| Non-Residential Parking | n/a |

| Residential Space | |
|--------------------------------|---|
| Units | 98 |
| Net Density (units/acre) | 33 |
| Total Parking Spaces | 130 |
| Parking Ratio (spaces/unit) | 1.25 Residential |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | 16,000 sf |
| Non-Residential Parking | 7 Retail/mgmt spaces on block + on-street parking |



*replaces standard block in master plan, or 2 standard neighborhood blocks plus ROW divided vertically

| Residential Space | |
|--------------------------------|------------------|
| Units | 336 |
| Net Density (units/acre) | 114 |
| Total Parking Spaces | 424 |
| Parking Ratio (spaces/unit) | 1.25 Residential |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | 2,880 sf |
| Non-Residential Parking | 4 |



*replaces the existing superblock on site, or two standard neighborhood blocks plus ROW

| Residential Space | |
|--------------------------------|-----------------|
| Units | 350 |
| Net Density (units/acre) | 54 |
| Total Parking Spaces | 564 |
| Parking Ratio (spaces/unit) | 1.5 Residential |
| Non-Residential Leasable Space | |
| Retail/Management/Amenity | 9,070 sf |
| Non-Residential Parking | 39 |

4.5 RESIDENTIAL BUILDING TYPES AND TYPICAL UNITS

A GREAT PLACE TO LIVE

The experience of 'home' is special to everyone in a uniquely personal way. The West River Plan and McCormack Baron Salazar design team are committed to providing high quality, market rate units of different types that are attractive, livable and built to last. The units will contain state of the art fixtures, appliances, building systems and materials to take full advantage of the best practices in sustainable, healthy and energy efficient design to create high quality living environments. The design of market and non-market units will be identical and the distribution of subsidized and market rate units will be seamless within each block. Units can easily be deployed for either use, and vary in their status over time. West River will be a truly integrated mixed use, mixed income, shared value community.

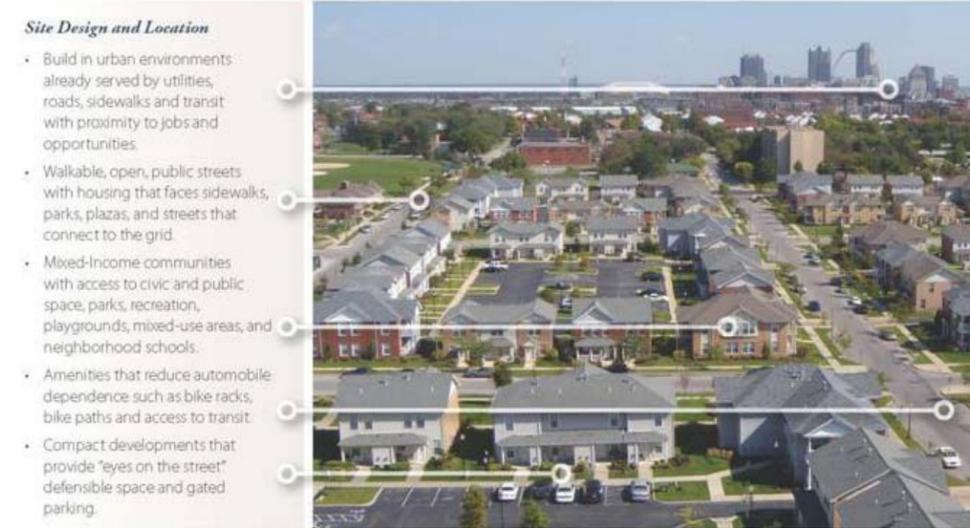
Sustainability



In the Home



Sustainability



In the Community



GREAT BUILDINGS FOR GREAT NEIGHBORHOODS

Several different forms of buildings are envisioned to support the different users and unit types within the West River Community. This includes townhome and apartment 'flat' products, some 'stacked' typologies, as well as mid-rise and mixed use buildings. Each building type will have an 'eyes on the street', pedestrian scale relationship to the sidewalk environment. The architectural style and massing of buildings will be contextual to the rich traditions of downtown Tampa and to the adjacent West Tampa neighborhood and Main Street / Howard Avenue main street environments.



Townhomes



Townhome over Garden Apartments



Townhome over Garden Apartments



Garden Apartment



New Mixed Use Buildings . . .

. . . On Historic Main Streets



Interior Corridor Garden Apartment



Senior Building

4.6 GREAT STREETS

GREAT STREETS FOR PEOPLE

Buildings and blocks are connected by Streets. Much of downtown Tampa is platted with 60' rights of way that include two to three lane roads, wide tree-lawns and sidewalks. This pattern and 60' r.o.w. can be seen in the most historic and affluent areas, such as Hyde Park, on commercial 'main streets' such as Willow and Howard Ave and Main St; and in the North Blvd Homes community such as Chestnut.

This 60' r.o.w. platform provides the general template for nearly all the streets that are contemplated within the West River neighborhood – including local / residential and connector / commercial streets. Additional features such as on-street parking and a turn lane are easily accommodated within this dimension. Where necessary, such as at Main / Rome, or at the Waterfront Square, special street design considerations will be included to insure pedestrian safety, adequate retailing sidewalks and other features to insure that the street is 'high performance' for the many uses that may take place.

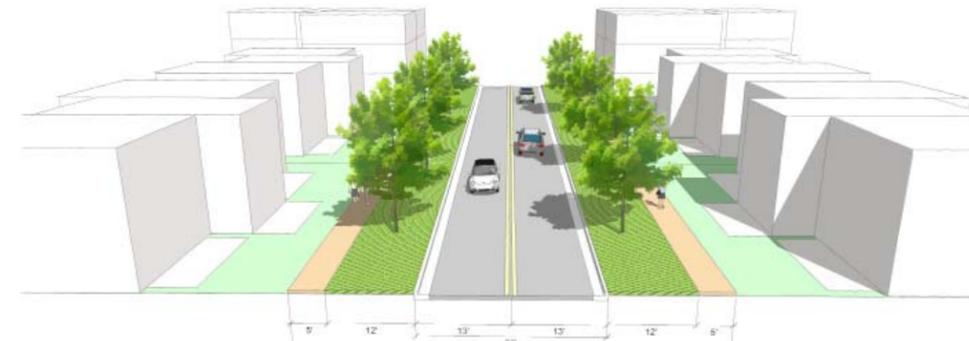
Other features such as bike lanes, trails, transit stations, angled parking, flush curb 'event streets' and low impact design 'rain gardens' will also be explored as opportunities where appropriate according to the specific setting.



Residential street in Hyde Park



Residential Street in North Boulevard Homes



Local Neighborhood Street



Local Neighborhood Street with On-Street Parking



Local Commercial Street



Local Commercial Street with Optional Turn Lane

SAFE STREETS FOR COMMUNITY

Taken together, the arrangement of blocks, units, buildings, streets and streetscape creates an urban composition designed to promote safety, character, calmed traffic, shaded sidewalks, ADA accessible intersections and 'eyes on the street' to promote Crime Prevention Through Environmental Design (CPTED) principles. When West River is built, it will feel like a safe neighborhood in the best 'Tampa' tradition – inviting people in, and radiating value out to the larger community.



Residential intersection at the Baldwin Park redevelopment community in Orlando, Florida

4.7 IMPLEMENTATION

LAND ALLOCATION MAPPING

The West River redevelopment master plan aspires to an integrated and strategic approach to community development, creating a great new downtown Tampa neighborhood. In order to achieve this outcome, several properties were reconfigured in terms of land use and block / street connectivity in order to capitalize on the opportunities offered by the site.

The following maps provide a summary of land allocation for the properties that are manipulated, related to the primary land owners. This includes the Tampa Housing Authority (Area A), the City of Tampa (Area B) and the Hillsborough County School Board (Area C). Area “D” refers to several privately owned residential properties which remain unchanged in the master plan.

Existing Land Use

| | Use | Sq Ft | ROW Sq Ft | Total Sq Ft |
|---------------|--------------------------|------------------|----------------|------------------|
| Area A | Mixed Residential | 1,853,575 | 446,838 | 2,300,413 |
| Area B | Service Yard | 521,509 | 178,842 | 1,423,001 |
| | Community Center and Rec | 500,133 | | |
| | Sports Fields | 222,517 | | |
| Area C | Classroom Campus | 583,022 | 123,920* | 1,303,647 |
| | Sports Fields | 596,705 | | |
| Area D | Mixed Residential | 264,565 | 63,875 | 328,440 |
| | | 4,542,026 | 813,475 | 5,355,501 |

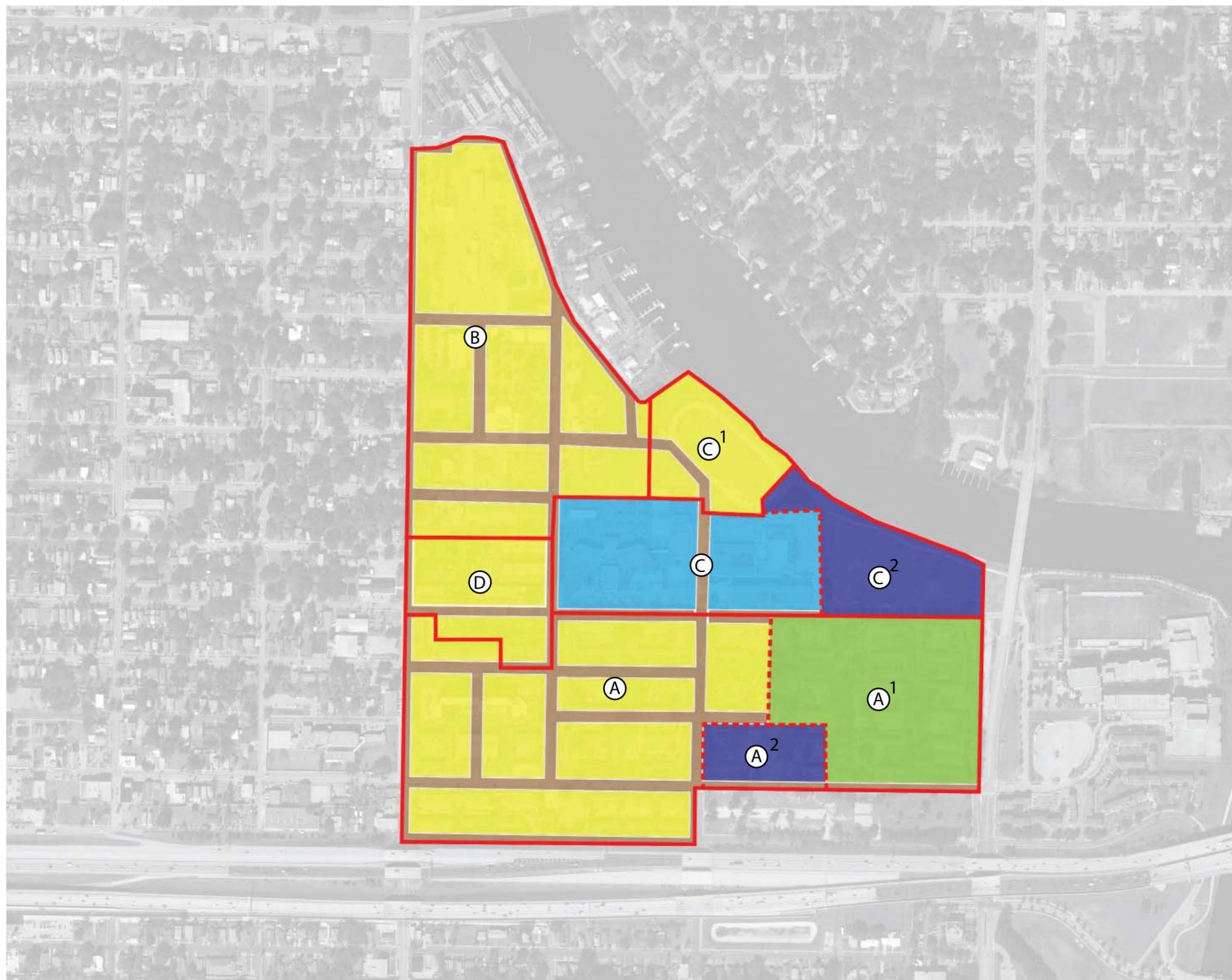
* Includes the area of Spruce St ROW dedicated to HCSB.

LEGEND

- Mixed Residential
- Classroom Campus
- Community Center and Recreation
- Sports Fields
- Service Yard
- ROW



Existing Land Uses by General Property Ownership



Proposed Land Uses by General Property Ownership

The planning process revealed several important objectives, incorporated into the master plan, that require the reconfiguration of certain land uses within the study area. This includes strategies such as connecting to the River, consolidating and enhancing joint use athletic fields, creating more community activity on the Hillsborough River, and introducing a well connected pattern of blocks and streets for neighborhood development.

In order to achieve these outcomes, the land uses of portions of THA, City and School Board properties are re-arranged to mutual benefit. These manipulations allow the plan to fulfill the vision while insuring the operational efficiency and community form desired by each of the three partnering land owners.

Future Land Use

| | Use | Sq Ft | ROW Sq Ft | Total Sq Ft |
|---------------------------|--------------------------|------------------|----------------|------------------|
| Area A | Mixed Residential | 1,063,011 | 480,620** | 2,362,372 |
| Area A¹ | Sports Fields | 673,373 | | |
| Area A² | Community Center and Rec | 145,368 | | |
| Area B | Mixed Residential | 1,082,106 | 340,836 | 1,422,942 |
| Area C | Classroom Campus | 548,842 | 72,385* | 1,241,952 |
| Area C¹ | Mixed Residential | 261,891 | 24,570** | |
| Area C² | Community Center and Rec | 334,264 | | |
| Area D | Mixed Residential | 264,557 | 62,884 | 327,441 |
| | | 4,373,412 | 981,295 | 5,354,707 |

* Classroom Campus ROW may include areas in easement for control purposes during school operational hours.

** Includes a redistribution of Spruce St ROW / driveway.

LEGEND

- Mixed Residential
- Classroom Campus
- Community Center and Recreation
- Sports Fields
- Service Yard
- ROW

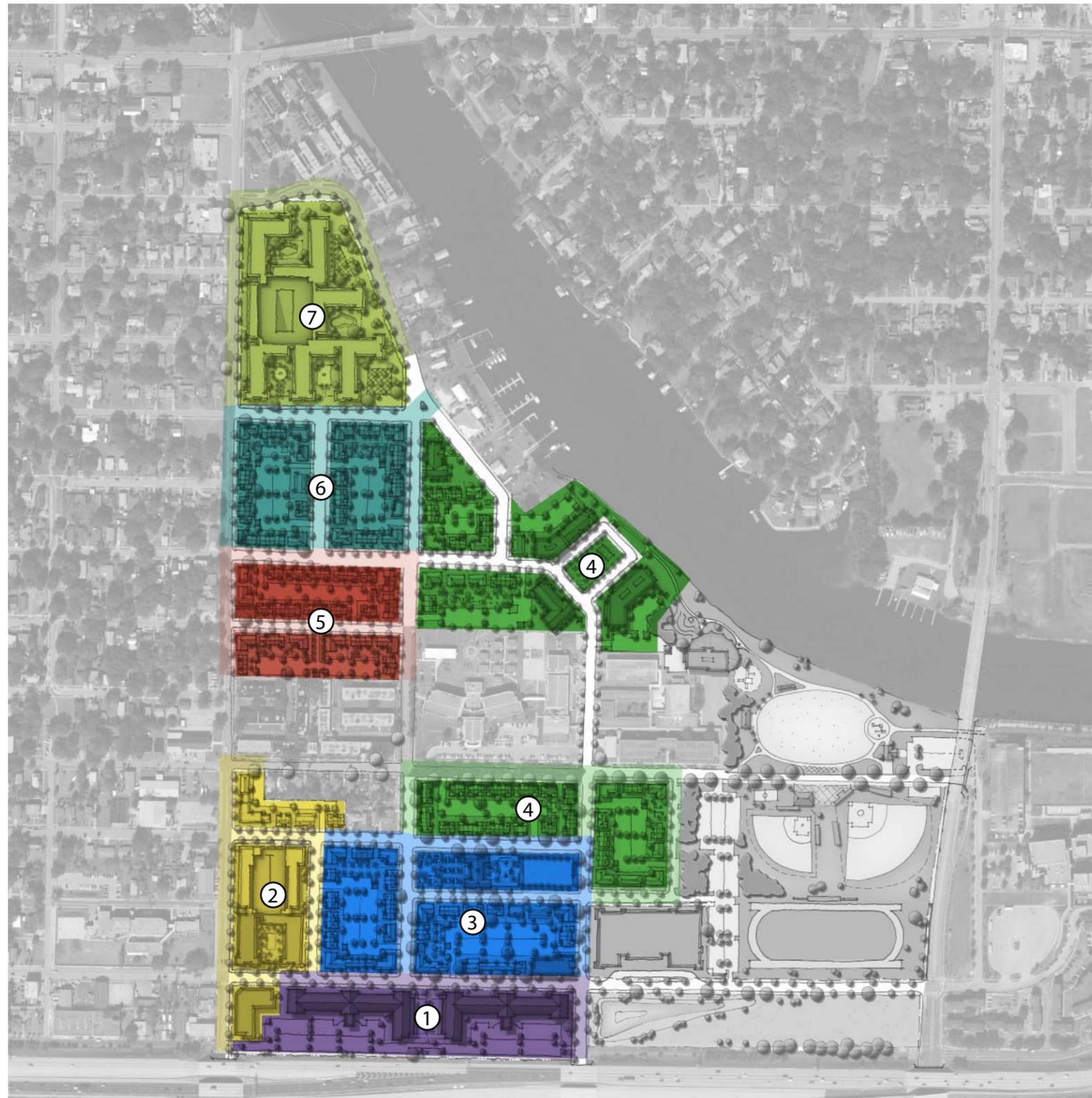
PHASING RECOMMENDATIONS

The implementation plan for West River has many issues and details still to refine and resolve before ground is broken. However, the anticipation is that there can be an ‘early victory’ at the Rome / Main intersection. This can allow a ‘move once’ opportunity for Seniors and an initial presentation of a mixed use anchor to the Main St commercial corridor and family-oriented neighborhood scaled residential housing. This will set the stage for subsequent efforts to reconfigure existing school athletic facilities and city properties to the North and East, opening up the Riverfront and unlocking the full value of the North Blvd Homes site to the West Tampa Community.

| Unit Total Matrix | | | | | |
|------------------------------------|-----------------|---------------------------|----------------------|-------------------------|--------------------------|
| Phase | Total Res Units | Non-Res S.F. ¹ | Parking ² | Open Space ³ | Net Acreage ⁴ |
| Phase 1 | 344 du | NA | 284 | NA | 7.0 ac |
| Phase 2 | 192 du | 36,000 sf | 341 | NA | 5.0 ac |
| Phase 3 | 179 du | 16,175 sf ⁵ | 231 | 2.0 ac | 8.5 ac |
| Phase 4 | 270 du | 134,385 sf | 353 | 1.5 ac | 13.7 ac |
| Phase 5 | 111 du | NA | 142 | NA | 5.0 ac |
| Phase 6 | 157 du | NA | 200 | NA | 5.8 ac |
| Phase 7 | 325 du | NA | 650 | NA | 7.5 ac |
| Total | 1578 du | 186,560 | 2,201 | 3.5 ac | 52.5 ac |
| Total Athletics⁶ | NA | 60,000 sf ⁷ | 300 | 18.0 ac | 30.8 ac |

¹ – includes commercial space which may be used as retail, office or services
² – parking totals do not include supplemental on-street parking
³ – open space includes neighborhood parks, water frontage, and relocated MLK Center.
⁴ – net acreage does not include roadway rights of way
⁵ – includes 9,000 sf management and community bldg
⁶ – includes the eastern properties market ‘athletic fields’.
⁷ – includes an estimated 45,000 sf community center and 15,000 sf ‘cafetorium’.

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Phase 6
- Phase 7





MCCORMACK
BARON
SALAZAR

URBAN
STRATEGIES

AECOM

UDA
URBAN DESIGN ASSOCIATES

