

Final Report

**Tampa Downtown Vision
and
Action Program**

Prepared for:

**The City of Tampa
Tampa Downtown Partnership**

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V. 10-Year Action Program

The previous two sections of this report dealt with the Hunter team's analysis of current conditions in downtown Tampa (Section III: Downtown Tampa Today) and the results of the inclusionary long-range visioning process conducted by the team during the second half of 2004 (IV: Tampa's Downtown Vision). This section takes a jump back from the long-term vision to the next 10 years. It recommends a **10-year action program for the next three to four building cycles in downtown Tampa**. It includes seven specific action projects and programs that focus on the core downtown office and governmental district, the North Franklin Street corridor, and the Historic Central Park Neighborhood, with recommendations included for on-going programs and new activities in the Channel District, Hospitality District, and in Ybor City.

The projects and programs recommended in this section are not meant to be all-inclusive or exhaustive. Rather, they are an initial cut at an action strategy to implement the vision recommended herein. It is expected that the 10-year action program will undergo annual review and updating in the same manner as the overall vision for downtown Tampa. That activity would be the primary responsibility of the Tampa Downtown Partnership, with support from the City of Tampa and the new development corporation.

A. RiverWalk and Art Museum Park

Tampa's mayor has indicated that completing the RiverWalk from the Tampa Bay Performing Art Center to the Florida Aquarium is one of the highest priorities of her administration. This noble public amenity was begun more than 30 years ago and has evolved slowly. The mayor hopes to escalate the pace of construction significantly and approach completion while she is in office.

To accomplish this, she has appointed a project coordinator to integrate all aspects of the RiverWalk project; included \$50,000 in the FY04 budget to properly communicate the project to the Tampa community; programmed \$1 million in FY05 for a comprehensive design of the Walk; and has overseen much of the work that is underway and scheduled to begin soon.

Approximately 19 different segments of RiverWalk are completed or currently underway. Another five segments have been described and scheduled even though funding for all work has not yet been procured.

This important amenity also includes a 30-year vision of what downtown Tampa's waterfront will become. The RiverWalk structure is just one aspect of that vision. The overall program describes an "experience" rather than simply a

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“sidewalk” or pedestrian link. It allows citizens easy access to riverside parks, museums, hotels, restaurants, shopping, the convention center, the performing arts center, and the aquarium. The RiverWalk includes the addition of programmed events, improved access to the waterfront, transportation along the river, and profit-motivated investment in a variety of services and amusements, both near the water and extending into downtown Tampa.

The vision is to “create a vibrant and interactive waterfront experience for residents and visitors that reflects the true spirit of Tampa.” A RiverWalk Working Group has been appointed to integrate all aspects of RiverWalk planning and development. The City is also organizing a community group to aid in marketing and fundraising. The current organizational, funding, and construction program brings the RiverWalk project to a new level of action that holds promise for substantial completion of this important downtown amenity during the next 10 years.

An important parallel activity is the construction of the new art museum, and the development of the art museum park. The museum design has been completed and an unprecedented public/private fundraising effort is almost complete. Construction of this exciting new iconic structure is expected to commence during 2005.

Equally important as the museum building is the redesign and reconstruction of the art museum park. A sizable investment was made in art museum park planning three years ago with the retention of the prestigious design firm Skidmore, Owings and Merrill (SOM) for a detailed design plan and construction guidelines. Unfortunately, this excellent plan was not followed when the art museum building was designed. Nevertheless, several excellent aspects of the SOM plan can still influence the design of the art museum park.

Specifically, SOM recommended “bringing the river into the downtown area” by creating an “inner harbor-type” water amenity with tiered seating, cascading water, subtropical vegetation, and an overall environment that would, in itself, make this park an open-space destination of national significance. If properly implemented, the SOM park plan could solve many current City staff concerns regarding evening activity in the park, safety and security, and ensuring that this public open space is, in fact, a world class amenity.

The forthcoming design effort being undertaken by Thomas Balsley and Associates should carefully consider the philosophy and specific recommendations of the recently prepared SOM plan. The barrier effect of the new art museum between much of the park and the rest of downtown Tampa needs to be minimized, so that the park is not cut off from views and easy pedestrian access from the revitalizing North Franklin Street corridor. Similarly,

the Ashley Drive redesign and traffic calming study that will commence soon needs to be coordinated with the Franklin Street’s corridor proposals described herein, and the redesign of the art museum park.

B. North Franklin Street Revitalization

The most important action project recommended in this report is an aggressive North Franklin Street revitalization program.

A number of different planning studies and revitalization proposals have been discussed, and in some cases implemented, in the North Franklin Street corridor during the past 30 years. Beginning shortly after the retail out-migration began, Tampa’s leaders have struggled with various strategies to stem further deterioration and revitalize this important corridor that was once the region’s dominant retail district. Many of the planning studies dealt with preservation of historic buildings and retail revitalization. Others that were implemented like closing the street to traffic, to form a pedestrian mall, were largely ineffective. A successful recent public initiative was the reopening of Franklin Street to traffic and the streetscape beautification improvements that have significantly enhanced the public right of way.



The City of Tampa has already completed streetscape beautification projects in the North Franklin Street corridor. Now, it is time to induce private property owners to respond with building renovations and redevelopment, as proposed herein.

Perhaps the largest single frustration of many well-intentioned efforts during the past three decades has been the lukewarm response, or non-response, from private property owners along the corridor. Many have come forward with development proposals for ventures of one type or another that either proved infeasible or were lacking in experienced sponsors or financial partners. Only recently, with the strengthening residential market in downtown Tampa, have serious redevelopment proposals begun to emerge. All of these proposals have been

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privately initiated—there has been a conspicuous lack of feasible public private ventures for private property redevelopment initiated by public sector leaders.

When TECO caused its headquarters building to be constructed along Franklin Street and acquired additional property for parking and future development, many thought the gap had been bridged and that other private sector redevelopments would follow on its heels. For the most part, that did not happen.

Even worse, older buildings from another time that have been abandoned and boarded up, like the Floridan Hotel, Maas Brothers building, Kress and Woolworth buildings, and others have become eyesores that remind downtown workers and Tampa leaders daily that the once grand retail boulevard of downtown Tampa has become a largely deserted and abandoned strip.

The experience in many other American cities has proven that the successful comprehensive revitalization of the North Franklin Street corridor requires a significant public initiative, and significant public investment. Even though redevelopment proposals for residential redevelopment on specific properties are beginning to emerge due to strengthening downtown residential markets, a comprehensive approach to implementing an entertainment district, or café district, in Franklin Street ground floor retail spaces has been missing.



At the southern end of North Franklin Street the type of revitalization recommended herein is already taking place, with the successful renovation of the Tampa Theater, building rehabilitation, and the beginning of re-tenanting street-level retail space.

The HII team has recommended herein an aggressive and comprehensive revitalization strategy for North Franklin Street that is beyond the abilities of existing institutions to implement. It not only requires an unprecedented level of public and private sector cooperation and funding, it requires a new single-purpose entity (e.g., development corporation) whose sole reason for existence

and whose only job is to implement a comprehensive revitalization strategy in downtown during the next 10 years.

New Franklin Street food/beverage/entertainment tenants are the beginning of the “café district” that is a high priority activity for the proposed development corporation.



1. Immediate Action Residential Development

Three significant residential redevelopment proposals are the first stage of the North Franklin Street revitalization program. These proposals involve residential redevelopment projects of significant scale at the intersections of Franklin Street and Harrison Street, and along Polk Street at Franklin, Ashley Drive, and Tampa Streets.



The former Woolworth building on the northeast corner of Franklin and Polk Streets is planned to be replaced by a 230-unit mid-priced residential tower with 400 parking spaces 10,000 square feet of street level commercial space, plus a pool and numerous tenant amenities.

The northern most new residential construction recommended for the Franklin Street corridor is a development called the Residences of Franklin Street near the intersection with Harrison Street. This 40-unit condominium development is planned to have an internal parking structure, one-bedroom through three-bedroom units ranging in size from approximately 1,000 square foot to 1,900 square feet, priced from approximately \$215,000 to \$465,000. Coupled with the renovation of the Arlington hotel property, the two recently constructed Marriott franchise hotels in the block between Tyler and Cass, Ashley and Tampa Streets, and several smaller development proposals in this area, a wave of development consistent with the recommendations made herein is already beginning.



The Residences of Franklin



The Novare Skypoint Condos

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The second recommended residential development has been proposed for Tampa Street at Polk, and includes 380 to 400 condominium units in a 32-story tower, at price points from \$170,000 to \$400,000. This development is expected to add 1,000 permanent residents to the Franklin Street corridor.

The third proposed development is on the former Woolworth Building site on the northeast corner of Franklin and Polk Streets. A 230-unit condominium development with 400 parking spaces is proposed. The unit mix includes studio units and two-bedroom units, with a majority being one-bedroom units oriented toward the downtown workforce. A second residential tower may also be constructed by the same developer on the other side of the restored Kress building, an historic structure which could function as the “front door” to both towers. These condominiums are expected to be purchased by downtown workers, empty nesters, and investors who make them available on a rental basis to administrative and service workers as well as downtown professionals.

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***BEFORE:** The Kress block, looking south down Franklin Street, as it is today.*



***AFTER:** The same view with the new 23- unit tower on the former Woolworth site, with the rest of the block renovated.*

Farther south in the Franklin Street corridor the streetscape improvements, Lykes Park, several building renovations and street-level restaurant additions, north to the recently renovated Tampa theater show the beginning of revitalization momentum at the southern end of this corridor. In between, the Kress block revitalization proposal, illustrated herein, holds promise to begin a more intense revitalization process in the center of this corridor.

Other properties in the corridor on Florida Avenue are also beginning, yet other important abandoned structures like the Maas Building and the Floridan Hotel may require special treatment as public/private ventures.

To demonstrate the need for a public/private venture for the Floridan Hotel structure, the Hunter team has prepared a detailed feasibility analysis for conversion of this historic building into rental apartments oriented toward the downtown workforce.

2. Floridan Hotel Revitalization Recommendations

Numerous proposals for renovation of the Floridan Hotel property have come forward to various ownership groups as the property has changed hands over the years. The Tampa Trust Community Development Corporation prepared a hotel reuse proposal for this property several years ago, with assistance from the Historic Tampa/Hillsborough County Preservation Board, and the City of Tampa. At the present time, none of these proposals has been deemed feasible by property owners.

The market analysis conducted during this visioning process indicated relatively poor prospects for market support of a hotel renovation in this large historic structure. Our experience in undertaking similar hotel renovations in other communities indicates that a hotel reuse, even if possible to be market supported, would almost certainly be financially infeasible. Consequently, early in the Franklin Street revitalization process we began exploring other uses.

Given the opportunity to use federal and local historic tax credits and other financial benefits, a residential reuse for rental apartments for at least five years, with possible eventual conversion to a condominium building, is recommended. To put “flesh on the bones” of this recommendation, and ensure that the market orientation is the downtown workforce, **the Hunter team has prepared a detailed feasibility analysis as part of this project.**

The recommended building program for the Floridan Hotel envisions a mixed use project with commercial uses on the lower floors and market rate rental apartments on the upper floors. The project pro forma assumes that apartment

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units would be subject to sale as condo units in a rolling condominium arrangement, commencing in the fifth year of operations. The building program draws from design work previously conducted on the building by Stephanie Ferrell, Architect, and retains the basic floor layouts and a structured parking element.



The lower levels of the Floridan Apartments would include a street-level café and deli, plus other tenant-support and public services

Financial incentives may be available for redevelopment of the Floridan through two mechanisms, a federal income tax credit and a property tax exemption. Because the Floridan Hotel is eligible for listing on the National Register of Historic Places, its rehabilitation may qualify for the 20% federal income tax credit—if the rehab is certified as meeting the *Secretary of the Interior's Standards for Rehabilitation*.

The site may also be eligible for the City of Tampa and Hillsborough County Historic Property Tax Exemption Programs. The 10-year ad valorem tax exemption is equal to the taxes that would be owed on the increased value of the property that results from its rehabilitation. Rehabilitation must meet the same standards required for the federal tax credits.

3. Downtown Tampa Retail Leasing Program

Numerous downtown revitalization efforts throughout North America have shown that the key to active street life is the use of street-level space for retail shops, restaurants and cafés, bars and entertainment venue, galleries and professional service establishments that benefit from and contribute to street life during the day and evening hours. Yet this experience has also demonstrated that these uses are one of the most difficult to implement in a downtown revitalization program. Two major obstacles make street-level retail revitalization extremely difficult:

- **Financial feasibility** — Many desired uses simply cannot afford to pay market rate rents for space. Building owners are reluctant to subsidize street level retail space, and overall building economics sometimes make street level space subsidies impossible.
- **Property ownership characteristics** — Many older downtown buildings are owned by trusts, heirs, and others who are simply not motivated, or able, to renovate their buildings. Many also think the buildings are worth much more than they are actually worth in today's market.

Simply stated, experience has shown that the successful revitalization of street-level space in former retail districts like the North Franklin Street corridor requires special efforts, organizational and financial, that are usually beyond the capabilities of well-intentioned downtown organizations and city government departments. Consequently, many cities have used economic development corporations that are public/private ventures, or new special purpose development corporations like the one proposed in this report, to undertake tailor-made retail leasing programs. The Hunter team has carefully analyzed a number of specific properties and former retail stores along the Franklin Street corridor during the course of this work. **It is our conclusion that a unique and specially crafted retail leasing program should be undertaken by the proposed development corporation in order to establish a synergistic mix of street-level uses along Franklin Street, and create the type of “café district” that many Tampa leaders and citizens desire.**

HII proposes an innovative retail leasing program tailor made to North Franklin Street properties, that can be administered by the Development Corporation. Our team has researched similar programs through contacts with national professional organizations like IEDC, IDA and ULI, and found none that approached the level of control of retail properties desired here. Consequently, this program is viewed as an important national demonstration of a method to implement an upgrading of street level space and a coordinated merchandising plan by gross leasing vacant ground floor space, and improving it, and subsidizing the initial leasing to retail tenants.

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A 10-year cash flow analysis was prepared to determine realistic parameters for gross leasing, renting, and property improvements. The cash flow analysis was also used to determine the extent of necessary subsidies and line of credit needs for initial program operations.

In summary, the proposed Downtown Tampa Retail Leasing Program can successfully take control of 10 key vacant retail properties in the North Franklin area during the first three years of operations, and turn them around with new tenants in accordance with the program of upgraded mix proposed herein.

4. State Property Acquisition

In conjunction with Historic Central Park neighborhood improvements proposed herein, the City should take steps to acquire the four blocks owned by the State government between Florida Avenue and Tampa Street, Fortune and Scott Streets. State office development and parking in this four-block “super block” has terminated an important link between downtown Tampa and Tampa Heights, as well as contributing to the blockage of an east/west link between the Arts District and Ybor City.

The office building that was constructed, in part, over the former Franklin Street right of way will likely need to be replaced for more efficient State office usage during the second half of this 10-year action program, or shortly thereafter. The State office uses should also be located more centrally in downtown Tampa near City and County offices.

While this project is not an immediate action project, it may take a prolonged period of negotiation between City and State governments to accomplish a land swapping arrangement and/or acquisition of more centrally located land (or existing office space) to move State employees. **The City could then make these four blocks available for additional Franklin Street corridor mixed use development** (e.g., work force housing, live/work space, flex space and grade-level retail functions) as a separate “urban village” development. This development could remove the blockage and help link Tampa Heights to downtown. The simple fact that this intention and property acquisition work is underway should give other North Franklin Street property owners confidence that the City government is, in fact, working diligently to help implement North Franklin Street corridor revitalization.

5. Historic Building Preservation

The deterioration of several historic downtown structures due to neglect and disinvestments by current owners makes their eventual revitalization economics more costly, and less feasible. To send a strong signal to private property owners that there is a public interest involved in the maintenance of these unique historic buildings, the City should research and pass ordinances which encourage, and

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eventually require the owners of designated buildings of historic value to maintain them according to some adopted building standards.

Other city governments have wrestled with this issue and experimented with special building code provisions and a combination of “carrot and stick” approaches. Issues of legality, partial taking, and requests for financial incentives accompany the large majority of these efforts, and should be considered as this building preservation strategy is formulated and adopted into law. It is recommended that City staff undertake an initial research effort on similar programs of others, with assistance from national professional organizations like IEDC, IDA, and ULI. These organizations and others like NLC, the Conference of Mayors, have programs of assistance and information clearing houses to help in efforts such as this.

6. Streetcar, Traffic, and Parking

In conjunction with the 10-year action program described above for the North Franklin Street corridor, certain transportation improvement work is necessary. First, the streetcar needs to be expanded northward through the Central District neighborhood, perhaps up Franklin Street or one of the parallel north/south streets. This should be done with a consideration that the streetcar would eventually loop east through the Historic Central Park neighborhood and link with the current terminus in Ybor City.

Secondly, the downtown traffic and parking study currently underway will be addressing issues such as the need for an independent parking authority, traffic calming, conversion of certain high capacity one-way streets to two-way traffic with curbside parking, bridging barrier streets like Ashley Drive and Kennedy, and similar issues. Finally, all such efforts need to be coordinated through the Partnership staff which already has an excellent transportation team in place.

The Surface Transportation Policy Project has been reporting on dangerous downtown streets and pedestrian fatalities throughout the United States for over 10 years. Their initial report described Tampa MSA streets as being the least safe in the nation, with a pedestrian danger index (PDI) of 169.8 (100 being average). Their second report covering the 2002-03 period showed an **increase of 27% in this danger factor**, to a PDI of 215. Several reports and newspaper articles have described these findings as “America’s meanest streets.” Tampa leaders and citizens should be ashamed of the fact that downtown streets are among the least safe in the nation.

Radical redesign of downtown streets is required. Many past studies, current efforts, and the concern of Tampa’s leaders and citizens echo the need to calm downtown traffic and redesign pedestrian unfriendly streets that have four and six lanes of high-speed, one-way traffic. **Making downtown Tampa streets more pedestrian friendly and safer should be a top priority of coordinated public efforts during this 10-year action program.**

C. Channel District Growth

The hot residential market in the Channel District is expected to continue during most of the next 10 years. Many previously described condominium projects will come off the drawing board and go under construction. Still others are expected to be proposed. Generally, Channel District residential development is expected to spread northward and westward within the Channel District, as described herein.

Paralleling this unprecedented surge in market-driven residential development are a number of proposed transportation and access improvements. In addition to the reconstruction of the street grid that will be undertaken jointly by residential developers and the City, the Tampa-Hillsborough Expressway Authority anticipates reconstructing and beautifying Meridian Avenue, as shown herein. In conjunction with improvements to the Selmon Crosstown Expressway and the proposed reverse one-way ingress/egress morning/evening rush hour improvements, traffic flows and internal circulation in the Channel District will not only be significantly improved, but also much more attractive.

Additional 10-year action projects in the Channel District will be identified in the forthcoming CRA planning work. The new Channel District CRA will have a significant financial increment due to current and anticipated construction of considerable magnitude. Discretionary funds to be leveraged or allocated to public improvements and public/private ventures are expected to be underway during 2005 and 2006.

D. Historic Central Park Neighborhood Redevelopment

A high priority action project for the immediate future is the bringing together of City, County, and Housing Authority leadership, to form a consensus on the precise nature of an ambitious mixed use, mixed income redevelopment of the Central Park Village apartments and surrounding properties. A previous proposal similar to the concept recommended herein failed to go forward primarily due to the lack of intergovernmental consensus and cooperation. Leadership interviewed during this project acknowledged that more careful coordination and sensitive negotiation could, in fact, produce the necessary working relationship for a large-scale public/private venture.

Most leaders interviewed during this work concurred that simply redeveloping Central Park Village as another low-cost housing development would be a mistake. Considerable questions also exist regarding the marketability of adjacent property for a purely private residential development. A top priority project for 2005 should be institutionalizing a working relationship between the Housing Authority, City and County governments, to coalesce the public partner of a

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necessary public/private partnership. Absent that, the necessary private investment and participation is unlikely.

E. Hospitality Facility Expansion

Several recent technical studies and leadership interviews make it clear that the Tampa Convention Center must be expanded during the next 10 years. Detailed studies show that the only expansion alternatives are eastward (with some difficulty around the Embassy Suites hotel site now under construction) or southwesterly out over the water. From the standpoint of the interior uses, the second alternative is much more desirable because it allows a linear expansion of exhibit areas, and a more desirable configuration of interior spaces.

In addition to the physical difficulties associated with expansion, the financing situation is presently unclear. Original construction of the convention center was financed largely using downtown CRA tax increment monies. While this financing strategy got the job done at the time, it has severely handicapped the downtown CRA from undertaking numerous other necessary revitalization and redevelopment projects.

The Hunter team recommends formation of an emergency task force involving several City and County elected leaders along with Convention Authority board members, influential private sector leaders, and a few national experts on convention center financing. With a six-month timetable to produce a feasible center expansion financing plan, this task force should be formed early in 2005.

Each day that passes, Tampa loses a little more ground in its competitive posture for State-wide and regional group business. It is essential that the physical expansion of the convention center be accomplished during the 10-year action program recommended herein.

F. Ybor City Regeneration

With the recent formation of the second Ybor City CRA, and the recently commissioned CRA planning work, the 10-year action program for Ybor City will likely be defined within the parameters of these existing financing mechanisms.

The sizable public investments made in Ybor City during the decade of the 1990s have laid the groundwork for a private sector response. In addition to commercial revitalization, densification and intensification of commercial activities along the 7th and 8th Avenue corridors, market-driven residential renovation and new construction is anticipated during the next 10 years in the balance of the Ybor City area.

VI. Implementation Tools

This section summarizes implementation and financing recommendations made elsewhere in this report, or independently delivered to the Partnership and City in technical memoranda during the course of this work. Many specific financing recommendations and analysis results are more appropriately included, as works in process, in tech memos rather than in a visioning and action planning report such as this.

A. CRA Increment Growth

The recent adoption of four new CRA areas in and around downtown Tampa presents new funding mechanisms for strategies and projects described in this document. A special analysis of the downtown CRAs and previous proposals for a CRA in the Historic Central Park area are still being examined in detail as this report is written. Generally, total tax increment monies available for various CRA districts are expected to increase significantly and be a major funding source for specific projects and programs in the expanded downtown Tampa area during the next 10 years.

Taking into account the current debt service schedule for retirement of existing convention center construction bonds, and estimating likely future increases in available CRA tax increment monies from all downtown CRAs in existence and anticipated, we estimate that between \$28 million and \$48 million will be available for various downtown revitalization programs and projects during the 10-year action program. If some or all of these monies are leveraged, total funds available could range between \$125 million and \$250 million.

Certain statutory and existing program limitations will result in portions of this money being earmarked, and therefore unavailable for discretionary allocation to new programs and projects. Nevertheless, the CRA mechanism with the recently approved new CRAs and a possible additional CRA in the Historic Central Park neighborhood can result in a significant capital resource to fund programs and projects recommended herein.

B. CIT Funding

A separate analysis of past City and County CIT revenues and expenditures, and current commitments for FY 2005 CIT monies and beyond has also been conducted and is being reported in a separate technical memorandum. In general, CIT monies under the City's control are expected to continue increasing gradually as they have during the 1997-2004 period. As we move into the future, significantly larger amounts of CIT monies will be available to the City each year.

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All totaled, it is estimated that the City of Tampa will have between \$130 million and \$150 million of new CIT revenue to allocate during the 10 year action program recommended herein.

While certain statutory limitations and programmatic desires will likely result in significant portions of these monies being earmarked for investments other than downtown revitalization, the City government will nevertheless still have a sizable amount of CIT capital that is able to be allocated to downtown Tampa revitalization, and leveraged to much larger amounts, if City Council so chooses.

C. Downtown Development Corporation

It became clear early in our analysis of existing public and private sector agencies and institutions that an action-oriented public/private venture in downtown Tampa was lacking. Many American cities have redevelopment agencies and downtown economic development corporations which perform the continuous function of straddling public and private sectors, operating more like a private entity than government agencies yet able to receive public funding, to accomplish vision strategies and action programs like that recommended herein. Other cities have used business improvement districts and special function taxing authorities to be the action oriented downtown public/private venturer.

The Hunter team recommends that the Tampa Downtown Partnership, with support from City government, form a non-profit or not-for-profit downtown development corporation that would have the sole function of undertaking action projects like those recommended herein. Projects like facilitating the public/private venture necessary to rehabilitate older buildings like the Floridan Hotel and put it back into productive uses require a special effort. Similarly, innovative projects like the retail leasing program recommended herein are beyond the capabilities of existing agencies and institutions. **A new development corporation, initially capitalized by relatively small amounts of public monies and by philanthropic and corporate donations, can be launched during 2005.**

A variety of different models for downtown development corporations exist in communities similar to Tampa throughout the United States. A small group of public and private sector leaders should travel to two or three such cities, to interview firsthand the board members and staff of these corporate entities. Specific guidance on how to incorporate, capitalize, staff, and operate this much needed venture can quickly be gained from visitations of this type.

The single most important implementation activity for the program recommended herein is the proper formation and capitalization of a new downtown development corporation. Absent this type of new, action-oriented entity, serious questions exist as to whether or not this vision and action planning program will result in significant changes in “business as usual” in downtown Tampa.

D. Keeping the Plan Alive

A matrix of implementation responsibilities, primary and secondary, for specific projects recommended in the 10-year action program is shown in Figure 13. It is anticipated that the Partnership and City will revisit this vision and action program annually, making updates periodically as changing circumstances and opportunities dictate.

Figure 13
10-Year Action Program
Implementation Matrix

	City Govt.	Co. Govt.	DT Partnership	Devel. Corp.	Priv. Sector	Housing Auth.	Art Museum Bd.	Conv. Ctr. Board	Channel Dist. CRA	Ybor City CRA	Hist. Ctrl. Pk. CRA
N. Franklin St. Revit.	●	●	●	★	●						
CBD Housing	●		●	★	★						
Retail Leasing Program	●	●	●	★	●						
State Property Acquisition	★	●	●	●							
Historic Prop. Preservation	★		●	●				●	●		
Riverwalk	★	●	●		●		●	●			
Art Museum	●	●			●		★				
Art Museum Park	★	●	●				●				
Hist. Ctrl.. Park Revit.	●	●	●		★	★					★
Ashley Drive	★	●	●				●				
Convention Center Exp.	●	●	●					★			
Channel Dist. Develop.	●				●				★		
Ybor City Growth	●				●					★	
Vision Plan Updates	●	●	★	●	●	●		●	●	●	

★ Primary Responsibility
● Active participation

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The major action projects recommended in this report are shown in this table with the agencies and organizations that would have primary and secondary responsibility for implementation. Two new organizations recommended herein, the Development Corporation and Historic Central Park CRA, are included.

In essence, the Partnership will become the “keeper of the plan.” We recommend that an update on plan evolution and implementation be included annually in the Partnership’s forum. Similarly, City staff would keep the City Council informed periodically of recommended plan adjustments and implementation actions.

Together, the Partnership and City have launched an important visioning and action planning effort that is unprecedented in downtown Tampa’s recent history. Now, the challenge is to keep it alive, keep the plan properly adjusted and focused, and speed the implementation of programs and projects that, coupled with the increase in market strength, hold promise for a significant surge in Tampa downtown revitalization during the next decade.