



**TAMPA**  
DOWNTOWN PARTNERSHIP

**2025-2030**

# **STRATEGIC PLAN**



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# ABOUT TAMPA DOWNTOWN PARTNERSHIP

Tampa Downtown Partnership is a private, membership-based not-for-profit 501(c)(6) comprised of companies, organizations, and individuals with a common goal of advancing Tampa's Downtown. Through an annual contract with the City of Tampa, Tampa Downtown Partnership administers the Special Services District. In addition to Tampa's Downtown Ambassadors and Clean Team, Tampa Downtown Partnership serves Downtown through marketing, business development, transportation, advocacy, public space activation, planning, and beautification.

# LETTERS FROM OUR LEADERSHIP



**Stephen Panzarino**  
*Chairman*

It is with great pride that I introduce the Tampa Downtown Partnership's Strategic Plan for 2025–2030. This plan is the culmination of a thoughtful and inclusive process—one that reflects not only where we are today, but the shared ambitions of a community eager to shape the future of Tampa's Downtown.

Over the past year, in close collaboration with Uncommon Bridges, our Board of Directors, Partnership staff, and a diverse array of stakeholders, we have listened intently, asked the hard questions, and embraced a collaborative approach to envisioning what comes next. The result is a bold, yet grounded framework built around four strategic priorities—each focused on impact, accountability, and opportunity.

This planning process was rooted in our belief that Tampa's Downtown belongs to everyone. By engaging voices across sectors—from residents to developers, city officials to cultural leaders—we ensured the strategy is informed by those who live, work, and invest in our urban core every day.

I want to express my deepest appreciation to everyone who contributed to this effort. Your input was invaluable, and your dedication to our shared future is inspiring.

With this plan as our guide, we move forward united in purpose and committed to leading with integrity and excellence.

Sincerely,

Stephen Panzarino  
Chair, Tampa Downtown Partnership



**Kenyetta Hairston-Bridges**  
*President and CEO*

As we unveil the Tampa Downtown Partnership's Strategic Plan for 2025–2030, I am filled with optimism and resolve. This document is more than a roadmap—it's a commitment to bold leadership and inclusive growth in the years ahead.

Tampa's Downtown is experiencing a transformative moment—defined by rapid development, shifting demographics, and new demands on public space and infrastructure. Our Strategic Plan responds to this momentum with clear direction and forward-thinking goals that center equity, innovation, and excellence.

The four strategic priorities—sustaining special services, maximizing impact, championing vibrant growth, and enhancing organizational infrastructure—represent a comprehensive and ambitious path forward. But at its core, this plan is about people. It's about creating a Downtown that reflects the best of who we are and what we aspire to be: dynamic, diverse, and thriving for all.

The work ahead will require new ideas, collaborative energy, and an unwavering focus on impact. But I am confident in our ability to deliver—because we are stronger together, and we are guided by a shared vision for what's possible.

Thank you for your trust, partnership, and belief in the future of Tampa's Downtown.

With gratitude and determination,

Kenyetta Hairston-Bridges  
President and CEO, Tampa Downtown Partnership



## THE PLANNING PROCESS

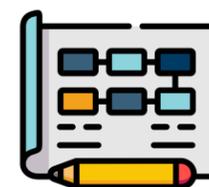
The adoption of this strategic plan marks a pivotal moment for the organization, born from an inclusive planning process that deeply valued the insights of diverse external partners. Private and public sector leaders, alongside key institutional stakeholders in Downtown, voiced a collective sentiment: The Tampa Downtown Partnership possesses a significant opportunity to initiate transformative change and drive a compelling vision for the future. The Partnership's partners expressed a strong belief in the organization's potential to step up and lead the thriving Downtown community, acting as a champion and conduit for innovative ideas while providing a clear voice and north star to drive meaningful action. Building upon its established success in enhancing Downtown vibrancy, this next chapter for the Partnership aims to amplify its leadership and impact, not only continuing its excellent services but also growing to more meaningfully influence the physical and economic development of Downtown.

Over the course of five months, Tampa Downtown Partnership staff and board members committed to a robust planning process to identify a set of priority areas in which the organization will place disproportionate emphasis in the years ahead to propel the Partnership toward its next successful and visionary chapter. This strategic plan is the product of a thoughtful, three phase process with a diverse set of engagement activities.



### ASSESSMENT | WHO ARE WE?

- Downtown tour
- Organizational document review
- Over 30 one-on-one interviews with Downtown stakeholders
- Focus group conversations with the Tampa Downtown Partnership executive committee, the Partnership staff, board members, City of Tampa staff, and the SSD Advisory Committee
- Two leadership group meetings to launch the work and review the comprehensive assessment



### PLANNING | WHERE DO WE WANT TO GO?

- All board members and staff retreat
- Board members and staff goals and objectives working groups
- Goals and objectives listening sessions with current and past board members
- Leadership group meeting to review and refine goals and objectives



### IMPLEMENTATION | HOW WILL WE GET THERE?

- Staff Implementation work groups
- Leadership group meeting to review and refine the implementation framework



# STRATEGIC PRIORITIES

Tampa Downtown Partnership has identified four strategic priorities to guide its action over the next five years.



**SUSTAIN  
SPECIAL SERVICES  
EXCELLENCE**



**MAXIMIZE  
ORGANIZATIONAL  
IMPACT**



**CHAMPION  
A VIBRANT AND  
GROWING DOWNTOWN**



**ENHANCE  
ORGANIZATIONAL  
INFRASTRUCTURE**

This strategic plan champions a bold, inclusive vision, driving Tampa's Downtown toward dynamic growth and vibrancy. Built on operational excellence and powered by strong collaborative partnerships, it sets the stage for a thriving, forward-looking future.

## OUR VISION

Tampa Downtown Partnership is the leader in fostering a vibrant, diverse, 24-hour Downtown in which to live, work, play, and learn.

## OUR MISSION

Tampa Downtown Partnership champions the vitality and growth of Downtown - convening stakeholders, embracing innovation, and fostering thriving Downtown neighborhoods.

## OUR VALUES

-  **Innovation**  
*We embrace creativity and forward-thinking solutions.*
-  **Operational Excellence**  
*We are committed to delivering high-quality services on initiatives that enhance downtown.*
-  **Collaboration**  
*We foster strong relationships to drive economic and community growth.*

-  **Inclusivity**  
*We champion an inclusive, diverse, and welcoming downtown.*
-  **Integrity**  
*We operate with accountability, responsibility, and a commitment to delivering measurable impact.*

# STRATEGIC PRIORITIES, GOALS, AND OBJECTIVES



## SUSTAIN SPECIAL SERVICES EXCELLENCE

### GOAL:

The Tampa Downtown Partnership creates and stewards a vibrant, inclusive, and accessible collection of neighborhoods.

### WHY IS THIS IMPORTANT?

Building on its legacy as Downtown Tampa's dedicated steward, the Partnership is committed to continuous innovation and collaborative spirit as the foundation of our organization and special services.

## OBJECTIVES

- ▶ Continuously innovate and adapt special services to meet evolving needs
- ▶ Marketing and Communications
- ▶ Planning and Transportation
- ▶ Clean and Safe
- ▶ Placemaking and Programming
- ▶ Develop a shared sense of ownership in Downtown's success and strengthen partnerships for services delivery.

# STRATEGIC PRIORITIES, GOALS, AND OBJECTIVES



## MAXIMIZE ORGANIZATIONAL IMPACT

### GOAL:

Tampa Downtown Partnership is the leading advocate for Downtown growth – recognized as a key influencer in shaping the future of Tampa.

### WHY IS THIS IMPORTANT?

To be a champion and influencer for Downtown's growth, the Partnership is emphasizing its focus on expanding our organizational influence and collaborative efforts. We will enhance key partnerships, elevate our brand, and define our unique value to ensure the Tampa Downtown Partnership is recognized as an indispensable force in advancing Tampa's Downtown.

## OBJECTIVES

- ▶ Enhance relationships and advocacy with key partners.
- ▶ Elevate our role as a key partner in advancing thoughtful urban development.
- ▶ Increase and strengthen membership.
- ▶ Define and communicate the value of the Partnership.
- ▶ Strengthen organizational brand recognition.
- ▶ Develop and promote Downtown's unique character and charm.





## CHAMPION A VIBRANT AND GROWING DOWNTOWN

### GOAL:

Downtown is the thriving urban center of the region.

### WHY IS THIS IMPORTANT?

The Partnership is committed to elevating Tampa's Downtown as the region's premier urban center. We aim to strategically enhance Downtown's physical landscape and experiences, foster diverse development, and drive economic vitality by promoting retail growth, supporting local entrepreneurs, and coordinating a dedicated business development strategy.

## OBJECTIVES

- ▶ Enhance the physical Downtown experience and neighborhood connectivity.
- ▶ Foster the environment for diverse and inclusive development.
- ▶ Leverage innovation of partners and institutions to drive the competitive advantage of Tampa's Downtown.
- ▶ Promote retail growth, with special emphasis on supporting local entrepreneurs and neighborhood amenities.
- ▶ Coordinate a dedicated business development strategy.
- ▶ Position Downtown as an international destination.

# STRATEGIC PRIORITIES, GOALS, AND OBJECTIVES



## ENHANCE **ORGANIZATIONAL INFRASTRUCTURE**

**GOAL:**

Tampa Downtown Partnership is a well-resourced, efficient, and dynamic team of community leaders and place management professionals.

**WHY IS THIS IMPORTANT?**

We are dedicated to cultivating the Tampa Downtown Partnership's internal strength and capacity as a thriving organization. By boosting engagement among our leadership, securing predictable funding, and refining internal operations, we will empower our talented team to continue enhancing an already vibrant Downtown.

### OBJECTIVES

- ▶ Increase the active participation and engagement of a dynamic, strategic, and diverse board of directors.
- ▶ Increase the active participation and engagement of members, foundation board of directors, and the SSD advisory committee.
- ▶ Enhance the predictability and reliability of SSD renewal.
- ▶ Expand and diversify long-term revenue.
- ▶ Evaluate and evolve internal processes and procedures.
- ▶ Strengthen team camaraderie, trust, and collaboration.



# ACKNOWLEDGMENTS



## BOARD OF DIRECTORS

### 2024-2025 BOARD OFFICERS

#### CHAIRMAN

Stephen Panzarino, AIA, NCARB, LEED AP  
AECOM Technical Services Inc.

#### VICE CHAIRMAN

Jeff Houck  
1905 Family of Restaurants

#### TREASURER

Braxton Williams  
PNC Bank

#### SECRETARY

Rob Stern  
Trenam Law

#### IMMEDIATE PAST CHAIRWOMAN

Jin Liu  
Carlton Fields

#### PRESIDENT AND CEO

Kenyetta Hairston-Bridges  
Tampa Downtown Partnership

### 2024-2025 EXECUTIVE COMMITTEE

Abbey D. Ahern\*  
Dohring Ahern Appraisal & Brokerage

Dr. Jason Collins, PhD, PE, AICP  
Adeas-Q

Michael English, AICP  
JT3, LLC

Tim Koletic  
Fifth Third Bank

Kimberly Madison  
Strategic Property Partners, LLC

Marshall Rainey  
R. Marshall Rainey P.A.

### IMMEDIATE PAST CHAIRS

2009-2010: Keith Greminger

2015-2017: Greg Minder

2017-2019: Mickey Jacob, FAIA

2019-2021: Kevin Plummer

2021-2022: Jim Themides

2022-2023: Abbey D. Ahern

2023-2024: Jin Liu



### 2024-2025 DIRECTORS

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Port Tampa Bay

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Buchanan Ingersoll & Rooney

Steve Barber  
The Kolter Group LLC

Randy Coen  
Coen & Company

Santiago Corrada  
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Tampa General Hospital

Scott Drainville  
Hillsborough Transit Authority

Roger Germann  
The Florida Aquarium

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Greminger Urban Design, LLC

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Hill Ward Henderson

Rebecca Hessinger, AICP  
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Caroline Vostrejs  
The Beck Group

Kendall Wilson  
Holland & Knight, LLP

Kelli Yeloushan  
Vinik Sports Group/ Tampa Bay Lightning

\* Immediate past chair





# ACKNOWLEDGMENTS

## CITY OF TAMPA

Mayor Jane Castor  
 City Planning Department  
 Development and Economic Opportunity Department  
 Mobility Department  
 Neighborhood and Community Affairs Department  
 Parks and Recreation Department

## COMMUNITY PARTNERS

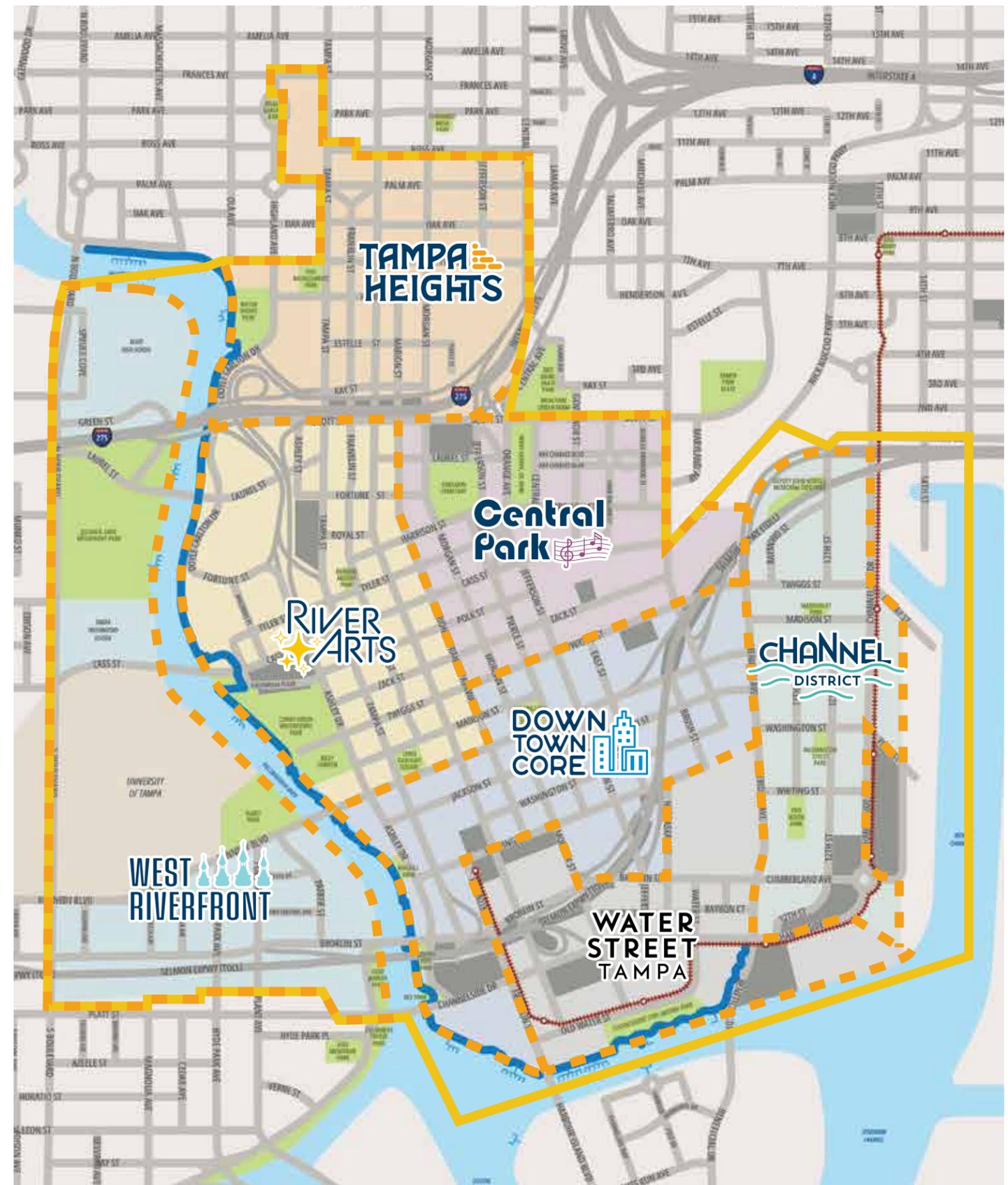
City of Tampa Senior Staff  
 Intown Group  
 Tampa Bay Partnership  
 Tampa Bay Chamber  
 Tampa Bay Economic Development Council  
 Tampa CRA Staff  
 Tampa Theatre  
 The Florida Aquarium  
 The Kolter Group  
 URP Advisors  
 Visit Tampa Bay  
 Westshore Alliance

## CONSULTANTS

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 Carson Bridges  
 Jacqueline Robinette  
 Brian Scott

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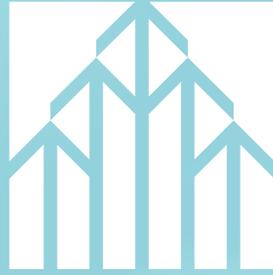
Thank you again to everyone who participated and contributed to this plan. Your insights, time, and collaboration were invaluable in shaping a thoughtful and forward-looking path.



Updated 8/2024

SSD Boundary

Neighborhood Boundary



# TAMPA

DOWNTOWN PARTNERSHIP



To learn more, please visit  
**[TampasDowntown.com](http://TampasDowntown.com)**